

THE CITY OF  
**Salisbury**  
— North Carolina —

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*Adopted Budget  
Fiscal Year Ending June 30, 2021*

# **CITY OF SALISBURY NORTH CAROLINA**

## **2020-2021 BUDGET** For the Year Ending June 30, 2021



### **MAYOR AND CITY COUNCIL**

**Karen Kirks Alexander - Mayor**

**Al Heggins - Mayor Pro-tem**

**David B. Post**

**Tamara Sheffield**

**William B. Miller**

### **CITY OFFICIALS**

**W. Lane Bailey**  
City Manager

**Zack Kyle**  
Assistant City Manager

**Budget Prepared By**  
**Shannon Moore – Finance Director**  
**S. Wade Furches – Finance Manager**  
**Anna R. Bumgarner – Senior Management Analyst**  
**Kaley Sink – Management Analyst**  
**Evans Ballard – Budget & Benchmarking Analyst**  
**Gayla Long – Purchasing Coordinator**  
**Mark D. Drye – Senior 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, 2019**

*Christopher P. Morill*

Executive Director

*This award has been received since the Budget Year beginning July 1, 1992 (Fiscal Year 1992-1993)*

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, 2019 (Fiscal Year 2019-2020).

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 2020-21 BUDGET  
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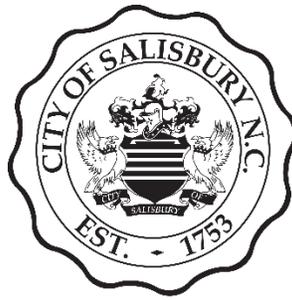
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**May 19, 2020**

**BUDGET MESSAGE FISCAL YEAR 2020-21  
July 1, 2020 – June 30, 2021**

Mayor Alexander and City Council:

I am pleased to present you with my recommended budget for FY20-21. This has proven to be one of the most challenging budgets to prepare and with the impact of COVID-19, the challenge was certainly exacerbated. We will not see the financial impacts from the COVID-19 pandemic for several months, but we know revenue will be impacted. We have tried to be conservative with our estimates in preparing the proposed budget. We were already facing challenges with expenditures outpacing revenues and projections, but we could not have anticipated a global pandemic.

In order to balance the budget, deep cuts have been made to departmental budgets and approximately \$1.25 million in one-time capital projects has been deferred this year. The construction of Fire Station 3 which was scheduled to start next fiscal year has also been delayed. We have also deferred some vehicle replacements but will need to consider issuing debt for the purchase of fire trucks and other capital in the coming year. The General Fund contributions to the Transit Fund and Broadband Fund continue to be a challenge. \$3,000,000 is budgeted to be transferred from the General Fund to the Broadband Fund with the hope that as the economy rebounds from COVID-19, revenues will increase and the transfer can be reduced. We have also capped the transfer from the General Fund to the Transit Fund at \$600,000. Receipt of CARES Grant funds will provide relief but a change to routes is necessary to make the Transit fund sustainable.

One bright spot during these bleak times is the construction of Bell Tower Green. Funds have been included in the proposed budget for the City to staff the park when completed. This has been an incredible grassroots project and would not have been possible without generous donations from private citizens and groups. I am confident Bell Tower Green will be a source of pride and a place to bring the community together for years to come.

Understanding the economic challenges of our community, I am recommending we maintain the current tax rate of \$0.7196 for FY20-21. We have done the best we can to prevent cuts to service, but the reality is some areas have been cut more than others in order to balance the budget. **ATTACHMENT A** shows the value of one cent on our tax rate in comparison to neighboring communities.

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I am also recommending that our Capital Improvement Plan (CIP) be discontinued until a later date. With the uncertainties we face there is no way to move forward with the existing plan, and I believe our priorities will change once we come through the pandemic and begin a new normal. One major capital project that will have to be addressed after next fiscal year is the construction of a second platform at the Depot. We have committed to the project and will continue to review funding options to meet our commitment.

**GENERAL FUND EXPENDITURES**

We are certain revenues will be much lower as we move into the new fiscal year. Plans are being developed to address a worst case scenario if the revenues should be even lower than anticipated. The plan will help us determine how we move forward if the revenues are drastically lower and/or a second wave of the virus hits in the fall. It is my sincere hope that those plans are never needed, but we will be prepared for the worst if necessary. **ATTACHMENT B**

This year, I am not recommending a Cost of Living Adjustment (COLA) or merit increase for employees. We have outstanding employees and the lack of an increase is no reflection on their performance or value. I am proud of the work our employees have done to provide services during challenging times, and I am hopeful that if the economy rebounds from COVID-19 there will be an opportunity to recognize employees. There were existing challenges in personnel costs regarding mandated increases to the North Carolina Retirement System and those have been addressed in the proposed budget.

Because of sound financial management in previous years, our General Fund fund balance is able to absorb the revenue loss anticipated in the economic impact of COVID-19. We are currently at approximately 33%, which is well above the Local Government Commission minimum recommendation of 8%. Although Fund Balance has been appropriated in the current fiscal year budget, staff is working hard to avoid using those funds if possible. There are several large projects included in the FY20-21 budget with four of the projects having grants or offsetting revenues. The projects without offsetting revenue will be delayed until we have the funding to move forward. These large projects include:

- Brenner Ave Sidewalk & Intersection Improvements C-5603H      \$125,000
- Grants Creek Greenway EB-5619      \$250,000
- Old Concord Rd Sidewalk C-5603D      \$120,000
- Newsome Rd Bike Lanes/Sidewalk C-5160      \$1,579,394
- South Long St and Inness St Traffic Calming      \$200,000
- Neighborhood Revitalization Program      \$200,000
- Fisher Street Bridge and Ellis Street Bridge      \$215,000
- Plaza Tuckpoint and structural waterproofing of north wall      \$125,000
- Plaza Roof Replacement      \$199,192
- Hall Gym Roof Replacement      \$275,655

As we have seen in the past year, Solid Waste has become a challenge due to the instability of the markets for recyclables. Salisbury is one of the few municipalities in the region whose curbside collection program includes waste, single stream recycling, and limb and yard waste. For the

curbside collections program to continue to be self-sustaining, I recommend a fee increase of \$0.94 per month, from \$18.12 to \$19.06 for residential curbside collection sites with one waste container and one recycling container. Through cuts in the department we have been able to reduce the increase in landfill and solid waste fees so that no additional increase is passed on to the customer.

The Municipal Service District (MSD) has a separate tax rate of \$.176, and I recommend maintaining the current rate. This will assist in promoting substantial projects such as the Empire Hotel.

## **WATER/SEWER UTILITY FUND**

Salisbury-Rowan Utilities (SRU) remains committed to its mission to provide high quality water and wastewater service to our customers throughout Rowan County while providing excellent customer service to our rate payers and our community. Public health is, and always will be, our top priority. With many customers facing financial insecurities and as more precautions are taken to protect communities from COVID-19, SRU assures customers that the utility will continue provide clean drinking water to serve their everyday needs.

Major facility upgrades, as well as rehabilitation and replacement projects, are continuing via SRU's 10-Year Capital Improvement Plan (CIP), which prioritizes and forecasts future capital needs. City Council approved the revenue bond financing of two large capital projects at the Water Treatment Plant and Grants Creek Wastewater Treatment Facility; both projects will be under construction this summer. Complementing the CIP is an asset management program for our water and wastewater treatment facilities that assists in scheduling preventive maintenance, as well as identifying necessary upgrades and replacements.

SRU is continuing to implement a multi-year effort to rehabilitate aging gravity sewer lines throughout the system in an effort to reduce inflow and infiltration (I&I). I&I is storm water or groundwater that enters the sanitary sewer system through cracks, joints, manholes, broken cleanouts and/or cross-connections. High levels of I&I increase treatment costs, impact capacities both in the collection system and at the treatment plant, and have the potential to cause sanitary sewer overflows (SSOs). SRU conducts system-wide flow monitoring of the collection system in order to prioritize rehabilitation efforts. Funding for sewer rehabilitation is projected to increase each year in the CIP in an effort to further reduce I&I and prevent SSOs.

SRU has been fully utilizing Advanced Metering Infrastructure (AMI) since the implementation project was completed in 2018. With AMI, customers have the ability to monitor water usage via a free web-based customer service tool called Eye on Water.

Although we are focused on maintaining fair and equitable rates for our consumers, it is an ongoing challenge to treat our water and wastewater while still complying with state and federal regulations and delivering excellent service. As a result, I am recommending a 1.83% water and sewer increase based on the Consumer Price Index for urban consumers for the South Region (CPI-U). An average monthly residential water and sewer utility bill, for a customer using 4,000 gallons, would be \$59.43 (an increase of \$1.02 or about 3.4 cents per day). **ATTACHMENT C.**

**STORMWATER FUND**

Stormwater fees were restructured two years ago to provide more equitable rates between residential and commercial accounts. This year I am proposing rate increase of \$.08 to offset inflation and to provide funds for stormwater projects to reduce flooding and pollution to maintain compliance with our existing NPDES permit. One of the larger stormwater projects in the proposed budget is the McCoy Road Project which is anticipated to cost \$356,469.

**ATTACHMENT D**

**FIBRANT FUND**

The public/private partnership Salisbury has entered into with Hotwire Communications has completed its first year. Although, there have been challenges in transitioning the utility, I had anticipated the coming year to be stable and productive. Unfortunately, Hotwire is experiencing the same economic uncertainties and challenges associated with COVID-19 that other businesses face. The impact on revenues is not yet known. The recommended budget includes \$300,000 in principal debt payment toward the inter-fund loan to the Water & Sewer Fund, plus 1% interest. Last year we received a settlement that allowed the General Fund contribution to be reduced. We had anticipated being able to reduce the amount of the transfer incrementally each year, but under current circumstance the General Fund contribution will return to \$3 million in FY20-21 in order to balance the fund.

**TRANSIT FUND**

We have discussed the need to revise existing routes, and the proposed budget eliminates the Spencer and East Spencer routes in order to serve unserved areas within our City limits. If these communities, including Rowan County, would like to work with us as contributing partners we can explore what that partnership may entail. While the majority of funding for Transit is provided through Federal Grants and State Grants, the General Fund contribution for FY20-21 is \$600,000. The recent announcement of a CARES Grant in the amount of \$959,697 will provide temporary relief, but the route revisions are needed for the fund to be sustainable.

In closing, I want to thank the Management Team and staff for their assistance in preparing this year's budget. It has not been easy given the circumstances, but everyone understands we are in unprecedented times and has stepped up to the challenge. I would especially like to thank Finance Director Shannon Moore and Budget & Senior Management Analyst Anna Bumgarner for their hard work. Our Management Team is committed to working with you to provide innovative and creative solutions that allow us to develop a budget that meets the needs of our community and the goals of City Council.

Respectfully Submitted,



W. Lane Bailey  
City Manager

**ATTACHMENT A – GENERAL FUND**

Value of 1 cent on the tax rate based on 2019 CAFR:

Statesville	\$305,775	
<b>Salisbury</b>	<b>\$310,738</b>	<i>FY21 Budget</i>
Kannapolis	\$405,080	
Mooreville	\$648,827	
Concord	\$1,141,954	

**ATTACHMENT B**

<b>401k Reductions (non-sworn law enforcement)</b>					
	<b>1%</b>	<b>2%</b>	<b>3%*</b>		
General Fund	\$125,193	\$250,387	\$375,581		
Stormwater Fund	\$4,170	\$8,339	\$12,509		
Water/Sewer Fund	\$45,408	\$90,817	\$136,225		
Transit Fund	\$4,699	\$9,397	\$14,096		
*The City currently contributes 3% and if this option is chosen no contribution would be made					
<b>Furlough (1 day every other payroll cycle)</b>					
	<b>All</b>		<b>Non-Essential</b>		
	<b>Each Day</b>	<b>Annual (13 Days)</b>	<b>Each Day</b>	<b>Annual (13 Days)</b>	
General Fund	\$67,404	\$876,255	\$35,082	\$456,067	
Stormwater	\$1,931	\$25,103			
Water/Sewer Fund	\$18,287	\$237,734	\$15,111	\$196,439	
Transit Fund	\$2,285	\$29,700	\$1,353	\$17,591	

Essential employees who worked regular schedule during Governor Cooper’s Shelter in Place Order and were not platooned:

General Fund	Police, Fire, Sanitation
Water/Sewer Fund	Plants, Labs
Transit	Operators

If both measures are enacted there will be an overlap of funds.

**ATTACHMENT C – SALISBURY-ROWAN UTILITIES**

	<u>Municipality</u>	<u>Service Population</u>	<u>No. of Water Connections</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
1	Town of East Spencer	1,550	793	\$47.29	\$56.30	\$103.59
2	Town of Landis (Electric City)	3,148	1,551	\$47.75	\$55.60	\$103.35
3	City of Lincolnton - Inside Rate	12,320	5,959	\$29.99	\$46.97	\$76.96
4	OWASA	83,300	21,000	\$35.06	\$40.61	\$75.67
5	City of Thomasville - Inside Rate	25,872	10,607	\$29.86	\$43.86	\$73.72
6	City of Wilson - Inside Rate	50,836	22,405	\$31.91	\$40.88	\$72.79
7	City of High Point - Inside Rate (Electric City)	104,371	42,445	\$26.02	\$43.47	\$69.49
8	City of Kannapolis – Inside Rate	50,868	19,814	\$34.15	\$30.60	\$64.75
9	City of Lexington – Inside Rate (Electric City)	18,931	8,368	\$25.92	\$33.53	\$59.45
	<b>Salisbury-Rowan Utilities (proposed)</b>	<b>52,000</b>	<b>19,614</b>	<b>\$25.75</b>	<b>\$33.68</b>	<b>\$59.43</b>
10	Salisbury-Rowan Utilities (existing)	52,000	19,614	\$25.49	\$32.93	\$58.42
11	Town of Mooresville - Inside Rate	42,611	16,776	\$23.67	\$34.51	\$58.18
12	Charlotte Water	1,076,837	285,087	\$15.32	\$39.78	\$55.10
13	City of Statesville – Inside Rate (Electric City)	25,712	12,865	\$20.95	\$33.39	\$54.34
14	City of Concord - Inside Rate (Electric City)	107,168	42,192	\$25.48	\$25.87	\$51.35
15	City of Lenoir - Inside Rate	21,917	9,800	\$20.53	\$20.97	\$41.50
16	City of Albemarle – Inside Rate (Electric City)	17,874	7,944	\$18.31	\$16.43	\$34.74
* Information obtained from UNC Environmental Finance Center (April 26, 2020)						
* Rates based on 4,000 gallons (approx. 5.347 billing units) - previous comparisons were based on 5,000 gallons						
* All communities are shown at current rates; projected rate increases are unknown						

**ATTACHMENT D – STORMWATER**

**Stormwater Increase**      Inc 2% (1.87% increase rounded to the next penny is \$4.08)

<b>Service</b>	<b>Current Rate Per ERU</b>	<b>Proposed Rate Per ERU</b>	<b>Mo Rate Increased by</b>
Residential	\$4.00	\$4.08	\$0.08
Commercial (capped @ 625 ERU)	\$4.00	\$4.08	\$0.08

**General Fund - Property Tax & Sales Tax FY21 Budget**

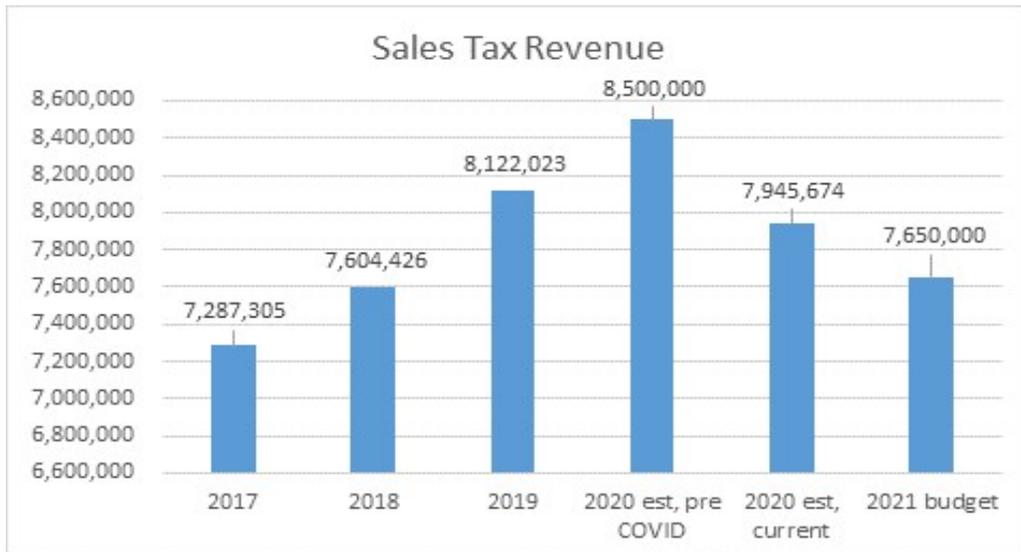
**Property Taxes Budgeted in FY21:**

- Projected Tax Base came from the County
- Collections currently at 98.58%, which is the same as the FY19 actual collection percentage
- County projected collecting 96.5%, per the Salisbury Post. In FY19 the City’s collections were about ½% higher than the County’s. If we reduce the collection percentage to 97%, we would be reducing the budgeted collections by \$358,389.
- The FY21 budgeted property tax collections are about \$100,000 higher than current FY20 projections, due to slight increase in Projected Tax Base and conservative projections for FY20.

	Current FY21 Budget	Decreased Tax Collection %	Difference
Projected Tax Base	3,152,143,472	3,152,143,472	
Tax Rate	0.7196	0.7196	
Tax Levy	22,682,824	22,682,824	
Projected Collection Rate	98.58%	97.00%	
Estimated Collections	22,360,728	22,002,340	
Less Discounts, Abatements, Late Listings	(375,000)	(375,000)	
	21,985,728	21,627,340	358,389

**Sales Taxes Budgeted in FY21:**

- FY21 budget is 5.8% lower than FY19 actual
- FY21 budget is 10% lower than FY20 trending, pre-COVID
- FY21 budget is 3.9% lower than current FY20 projections



General Fund Expense Changes						
Depart #	Department Name	FY20 Adopted budget*	FY21 Recom Budget	Difference +/- )	% Change	Notes/Comments
411	City Council	\$ 466,274	\$ 364,233	\$ (102,041)	-21.884%	Decrease: No election Expense (\$14.2K), 1 less Position \$87K (City Clerk duties assumed by Ad Serv Direct)
421	Management/Admin	\$ 1,153,286	\$ 1,196,545	\$ 43,259	3.751%	Increase: Lobbyist/Legal fees \$47K
422	Communications	\$ 472,156	\$ 448,151	\$ (24,005)	-5.084%	Decrease: Advertising \$9.3K, Professional Serv \$15.4K (majority was City Newsletter cut)
423	HR	\$ 1,394,337	\$ 1,300,813	\$ (93,524)	-6.707%	Decrease: Citywide Emp Training \$19.8K, Retiree Health Ins \$28.3K, SWAY \$15K, Professional Serv \$17.7K (Flores, Promed, Novant, Springstead)
442	IT	\$ 1,532,828	\$ 1,710,973	\$ 178,145	11.622%	Increase: Maint Comp \$11.1K, Maint Comp Software \$113.7K (new IT ticketing software, New user authentication software, MUNIS), Contracted Serv \$11.4K (PD server migration)
443	Finance	\$ 1,418,467	\$ 1,379,552	\$ (38,915)	-2.743%	Decrease: Special Projects (MUNIS software) \$50K, Contracted Serv \$11.1K (CIP Updates), Performance Measurement \$8.4K (Indirect Cost Plan)
445	Customer Service	\$ 474,096	\$ 439,711	\$ (34,385)	-7.253%	Decrease: 1 FT position eliminated/PT hours reduced \$62.9K
491	Planning	\$ 2,181,762	\$ 733,106	\$ (1,448,656)	-66.398%	Decrease: Special Projects \$1.453Mil (Housing Stab Pro, Neighborhood Revital Pro, West End Voc Train), Kesler Mill \$15K
492	Fibrant Transfer	\$ 2,400,000	\$ 3,000,000	\$ 600,000	25.000%	Increase Fibrant Transfer
494	Development Services	\$ 540,195	\$ 471,499	\$ (68,696)	-12.717%	Decrease: Special Proj \$65K (FY20 budgeted \$75K for Economic Development)
495	Code Enforcement	\$ 386,067	\$ 311,495	\$ (74,572)	-19.316%	Decrease: 1 position eliminated \$55.7K, Minimum Housing \$25K
496	DSI	\$ 365,303	\$ 347,038	\$ (18,265)	-5.000%	Decrease: Contract Serv \$5.4K (no CentraCarolina Council of Gov't), Special Events \$6K, Spring Festival \$4K (Cheerwine)
500	Traffic	\$ 258,328	\$ 308,982	\$ 50,654	19.608%	Increase: Maint Traffic Sign \$16.3K (used FY19 savings to do more maint so cut FY20, back up to normal expense FY21), Special Proj \$6.4K (no spec proj FY20, Main St Signal Upgrades), Contract Serv \$13.7K (used FY19 savings to do more so cut FY20, back up to normal expense FY21)
501	Buildings	\$ 1,145,769	\$ 581,229	\$ (564,540)	-49.272%	Decrease: B&G \$30.5K (defer maint on build), Lease Parking Lots \$13.2K, Roof/HVAC \$180.6, CO B&G \$365K (City Park Lake Rehab funds used in FY20)
502	Plaza	\$ 598,138	\$ 474,453	\$ (123,685)	-20.678%	Decrease: Professional Serv \$15K (plaza redevelopment exp), Roof/HVAC \$85.8K (carryforward funds from FY20 for roof so roof exp is less), CO Building \$30K (defer some maint)
511-516	PD	\$ 9,817,320	\$ 10,192,101	\$ 374,781	3.818%	Decrease: 2 FT-Sworn position (funds redistributed for operation expenses), 1 PT-RAP position eliminated, 1 PT postion reduced hours \$46K
531	Fire	\$ 7,224,747	\$ 7,391,497	\$ 166,750	2.308%	Decrease: CO Buildings \$100K (FS3 pre-construction costs); Increase: Ele Pow \$8.2K, City Utilities \$9.4K, B&G 8.5K, Spec Proj \$55.8K (Turnout Gear/Bailout Kits), Capital Outlay Equip \$80.4K Rescure tools/air bags/TIC imaging camereas)
550	Telecommunications	\$ 664,867	\$ 648,450	\$ (16,417)	-2.469%	Decrease: Maint Equip \$16.6K, Maint Radio \$6K
551	Facilities	\$ 315,610	\$ 327,992	\$ 12,382	3.923%	
552	Street Lighting	\$ 531,147	\$ 526,521	\$ (4,626)	-0.871%	
553	Transit Transfer	\$ 633,564	\$ 600,000	\$ (33,564)	-5.298%	Decrease: Transit Transfer
555	Engineering	\$ 3,711,715	\$ 3,180,301	\$ (531,414)	-14.317%	Decrease: 1 position moved to water and sewer \$108K, Special Proj \$460.3K (Newsome Rd Bike Lanes, Old Concord Sidewalk, Brenner Ave Sidewalk)
560	Public Works Admin	\$ 293,263	\$ 273,922	\$ (19,341)	-6.595%	Decrease: Salaries \$13.5K (Senior Management Retirement)

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Depart #	Department Name	FY20 Adopted budget*	FY21 Recom Budget	Difference +/- )	% Change	Notes/Comments
561	Streets	\$ 2,278,304	\$ 2,191,584	\$ (86,720)	-3.806%	Decrease: 3 positions eliminated \$130K, Materials (Concrete/Signs & Markings/Snow Removal) \$24K, Street Paving \$28K, HVAC replacement \$20K; Increase: Special Proj \$215K (Upkeep/Repair Bridges Fisher & Ellis Street)
562	Waste Management					Decrease: 1 position eliminated \$43.9K, Contracted Serv \$25K (hauling excess mat out of landfill);
563	Other (Yard & Limb)	\$ 494,174	\$ 535,229	\$ 41,055	8.308%	Increase: Special Proj \$37.8K (Public Works order Software, Tablets, Cellular Devices)
563	Cemetaries	\$ 101,917	\$ 99,750	\$ (2,167)	-2.126%	
581	Solid Waste Management	\$ 1,647,662	\$ 1,692,696	\$ 45,034	2.733%	Increase: Recycling Contract \$87K
590	Grounds Maint	\$ 1,162,452	\$ 1,272,104	\$ 109,652	9.433%	Decrease: Grounds Beautification \$15.7K (this eliminates plantings around the city and reseeding treatments of fire ants); Increase: Maint Equip \$16K, Department Reorg increased payroll accounts
621	Parks & Rec	\$ 1,525,627	\$ 1,743,423	\$ 217,796	14.276%	Increase: 4 additional positions - Bell Tower Green \$98K; Total Increase due to Bell Tower Green \$156.9K
641	Education	\$ 40,000	\$ 40,000	\$ -	0.000%	
661	Fleet	\$ 1,123,623	\$ 1,128,267	\$ 4,644	0.413%	
671	Contingency	\$ 38,000	\$ -	\$ (38,000)	-100.000%	No Contingency Expenses Budgeted (FB Appropriation used)
901	Debt	\$ 1,119,046	\$ 1,091,690	\$ (27,356)	-2.445%	
<b>Grand Total</b>		<b>\$ 47,510,044</b>	<b>\$ 46,003,307</b>	<b>\$ (1,506,737)</b>	<b>-3.171%</b>	

\*FY20 Adopted does not tie to budget book which shows FY20 Amended with carryforwards

**Personnel Changes**

General Fund: 9 Full-Time Positions Eliminated, 1 Full-Time Position moved to Water & Sewer, 1 Part-Time Position Eliminated

Bell Tower Green: 3 Full-Time Positions Added, 1 Part-Time Pool Added

General Fund total retirement net increase \$199,349 (12.3% ). This increase was reduced by the positions eliminated.

Stormwater Fee Information					
Department Name	FY20 Adopted budget*	FY21 Recom Budget	Difference +/-	% Change	
Stormwater	\$ 1,883,400	\$ 1,894,900	\$ 11,500	0.61%	

\*FY20 Adopted does not tie to budget book which shows FY20 Amended with carryforwards

Comparison:	Municipality	FY20 Equivalent Rate	FY 21 Proposed Rate	% Change	
	Kannapolis	\$ 7.25	\$ 7.25	0%	
Greenville	\$ 5.35	Unknown			
Concord	\$ 5.16	Unknown			
Clemmons	\$ 5.00	\$ 5.25	5%		
<b>Salisbury</b>	<b>\$ 4.00</b>	<b>\$ 4.08</b>	<b>2%</b>		
High Point	\$ 4.00	\$ 4.00	0%		
Kernersville	\$ 3.29	\$ 3.29	0%		

Revenues: **Commercial Accounts**

ERU	FY20 Bill	FY21 Bill	
17	\$ 68	\$ 69.36	Average
625	\$ 2,500	\$ 2,550	Max

Funding is requested to keep up with inflation to keep current projects on track. Also new requirements recently given to the City for its NPDES permit will require more administrative oversight and inspections for compliance. Some projects that are in progress are:

Expenses/Projects: **McCoy Road Culvert Replacement:**

Design (Complete):	\$ 71,920
Constuction Mgt Cost (FY20 Budget):	\$ 33,100
Construction Estimate (FY21 Budget):	\$ 392,543

\*Replace a failing and undersized culvert. Failure wouldn leave approximately 18 homes without access if RR crossing was blocked.

**Sunset Drive Central (bid June):**

Design (Complete):	\$ 27,200
Constuction Mgt Cost (FY20 Budget):	\$ 45,390
Construction Estimate (FY20 Budget):	\$ 226,883

\*Project is 1 of 3 phases along Sunset Dr. that are designed to reduce flooding of the road and houses. Infrastructure is undersized due to development along JAB.

**Sunset Drive South:**

Design (in-progress):	\$ 113,070
-----------------------	------------

No estimates on Construction cost due to infancy of the design

\*Project is 1 of 3 phases along Sunset Dr. that are designed to reduce flooding of the road and houses. Infrastructure is undersized due to development along JAB.

**North Ellis Street:**

Design (in-progress): \$ 51,767

No estimates on Construction cost due to infancy of the design

\*This project is due to aged and failed stormwater infrastructure on North Ellis St that has formed a large sinkhole in the street right of way. The sinkhole has impeded pedestrian traffic, and if not repaired could cause closure of the road for public safety.

**Stormwater CIP Plan:**

Engineering Study (in-progress): \$ 84,600

\*This project is a masterplan that includes inventorying (NPDES permit requirement), rating the integrity, modeling, and finding hotspots of future repairs of the city's stormwater system. The masterplan will develop capital improvement projects to aid with future budget planning to help repair aged infrastructure, reduce flooding, and most importantly improve water quality.

**Novant Rowan :**

Design estimate: \$ 300,000

Construction estimate: \$ 1,190,000

\*Following the flooding of the hospital on August 18, 2018, City of Salisbury staff have been working with Novant staff, and HDR engineering to try to find a proper solution to help lower the potential threat of future flooding. Currently HDR has provided a study that models stormwater events and have giving multiple alternatives to aid in reducing the threat. The engineering estimated cost for this alternative are above.

**In house projects:**

Stormwater Sewer Repairs Annually: \$ 40,000

Stormwater Grant Annually: \$ 25,000

\*City staff performs multiple repairs and improvements to the stormwater infrastructure yearly. A few of the larger projects from the past include:

- Dredging and restoration of Memorial Park Lake
- New drainage infrastructure on Beard Street in Sedgefield acres
- Rerouting of new infrastructure around Soldiers Memorial AME Zion Church
- Removal of deteriorated infrastructure in City Park and replaced with properly sized pipes
- Clearing and restoration of the Vanderford Detention Basin

## SRU Budget Summary FY 2020-2021

### Trends/Challenges:

- COVID-19 (potential loss of revenue, penalties, business closures)
  - 32% of Americans say they will have trouble paying their bills this month (PEW)
- Relatively flat water/sewer revenue over the past 5 years
- Rowan County's NE Water System Lead & Copper Compliance Issues
- New Chewy fulfillment center (I-85 exit 81) and more potential spec buildings
- Potential System Consolidations (Rowan County's NE Water System & East Spencer)
- Debt Service (\$3,900,072) represents approximately **18.46%** of our total operating budget
  - **Includes \$901,428 of new debt**
- Personnel costs (\$6,335,431) represent approximately **24.36%** of our total operating budget
  - **SRU currently has 89 FTEs working within SRU**
  - **Current vacant positions:**
    - **Instrumentation and Controls Technician**
    - **Environmental Compliance Coordinator (reclassified position)**
    - **Maintenance Worker I/II/III (1)**
- Contribution to the General Fund (\$3,519,227 or **13.53%** of FY21 O&M budget)  
*Equates to 16.6% of O&M budget if debt service removed*  
*Increase of \$289,007*

### **Top Priorities this year's SRU Budget Request:**

- Construction of Grants Creek Headworks and Influent Pump Station
  - \$26.84 million (currently in CIP for FY21 & FY22)
- Water Treatment Plant Filter Upgrades and Residuals Handling Upgrades
  - \$7.22 million (currently in CIP for FY21 & FY22)
- Increased funding for water and sewer line rehabilitation (repair/replace aging infrastructure)
- Funding for sewer rehabilitation is projected to increase each year in the CIP in an effort to further reduce inflow and infiltration (I/I) and prevent sanitary sewer overflows (SSOs)
- General equipment replacement at end of service life (GC & TC wastewater facilities)
  - Deferred more than \$2.5 million in operations budget to minimize rate increase
- Incentive Fund for Public/Private Fire lines 50% Match (\$50,000) removed from O&M budget
  - Each project must be approved by City Council; appropriate SRU fund balance as needed (or placeholder for future budgets)...program being reviewed in the near future
- > \$15 million in capital projects scheduled for FY21

### **Proposed Rate Increase 1.83%**

(associated with Consumer Price Index for urban customers for the South Region)

FY 21 Requested      **\$ 26,003,600**    **Increase of \$676,736**    (FY20 Approved = \$ 25,326,864)

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An average monthly residential water and sewer utility bill for a customer using **4,000** gallons would be **\$59.44 (an increase of \$1.02 per month or about 3.4 cents per day)**

An average monthly residential water and sewer utility bill for a customer using **5,000** gallons would be **\$72.13 (an increase of \$1.27 or about 4.2 cents per day)**

Water consumption charge <b>\$4.03</b> (\$3.99 FY20)	Sewer consumption charge <b>\$5.46</b> (\$5.31)
Minimum water (3/4" residential) <b>\$4.15</b> (\$4.15)	Minimum sewer <b>\$4.54</b> (\$4.54)

**MHI = \$38,316      Annual water & sewer bill equates to 1.68% of MHI (0.73% water only)**  
**1% rate increase generates approximately \$250,000 in additional revenue**

### Other:

- **No increase to tap fees (fees have not increased since 2015)**
  - **¾" Water Tap (SRU installed)      \$2,275**
  - **One-inch residential water tap      \$2,675**
  - **4" Sewer Tap (SRU installed)      \$1,975**
  
- **Consideration of establishing "resale" rates for water/sewer bulk customers**
- **Consideration of establishing "outside" municipal limits rates for 1250+ accounts**

**Transit Budget Information**

<b>Department Name</b>	<b>FY20 Adopted budget*</b>	<b>FY21 Recom Budget</b>	<b>Difference +/-</b>	<b>% Change</b>
Transit	\$ 1,405,361	\$ 1,487,545	\$ 82,184	5.85%

\*FY20 Adopted does not tie to budget book which shows FY20 Amended with carryforwards

Revenues: Includes \$240,000 Capital Revenue for 2 buses  
 Reduced \$33,564 General Fund Contribution  
 No Advertising Revenue

Expenses: Includes 2 Buses \$300,000  
 No service to Spencer and East Spencer  
 No Saturday Service  
 Eliminated 1 Transit Operator but added hours to PT net change \$16,000  
 Eliminated Rowan Express \$15,400  
 Eliminated ADA Software \$40,000  
 Reduced Parts \$30,000

<b>Ridership</b>	<b>FY2019</b>	<b>FY2018</b>
Fixed	141,514	148,897
ADA	7,789	8,392

**Salisbury Transit System FY2017**

System Wide trips	156,818
Spencer trips	6,788
East Spencer trips	11,744

**Salisbury Transit System FY2016**

System Wide trips	146,418
Spencer trips	6,203
East Spencer trips	13,419

## **ADDENDUM**

### **FY2020-2021 ADOPTED BUDGET**

On May 19, 2020, the City Manager presented a balanced FY2020-2021 Budget proposal totaling \$82,528,220 for all funds.

The City held a budget work session on June 1, 2020. The public hearing, as required by N.C.G.S. 159-12, was held on June 2, 2020. Three citizens spoke. Areas of concern included continued funding for the Transit system related to Spencer and East Spencer, fully funding the McCoy Road project in the Stormwater Fund, and eliminating recycling for one year to fund other expenses in the City.

The City Council adopted the FY2020-2021 budget on June 16, 2020, with the following changes to the recommended budget presented by the City Manager:

#### **CHANGES:**

Decrease \$358,389 in General Fund – Current Year Tax Revenues  
Decrease \$358,389 in General Fund – Transit Transfer Expenses  
Decrease \$30,000 in General Fund – Fibrant Transfer Expenses  
Add \$30,000 in General Fund – RAP PT Position in Code Services  
Decrease \$358,389 in Transit Fund – General Fund Contribution  
Add \$358,389 in Transit Fund – CARES Act Revenues

Decrease \$30,000 in Fibrant Fund – General Fund Contribution  
Decrease \$30,000 in Fibrant Fund – Legal Fees

The final adopted FY2020-2021 Budget for all funds totals \$82,139,831

The full transcript of the budget discussions and public hearings can be read at:  
<http://salisburync.gov/Government/City-Council/Minutes-and-Agendas>

The adopted budget can be reviewed at:  
<http://salisburync.gov/Government/Financial-and-Business-Services/Budget>

**EXHIBIT 1  
CITY OF SALISBURY  
SPECIAL PROJECTS FOR FY2020-21**

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>CITY COUNCIL</b>				
LDO Codification	\$ 12,000	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	<u>\$ 12,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<b>MANAGEMENT &amp; ADMINISTRATION</b>				
Citizens Academy	\$ 8,500	\$ 6,000	6,000	\$ -
Executive Development	6,000	3,000	3,000	-
United Way Day of Caring	2,000	1,000	1,000	-
Community Engagement	4,500	2,500	2,500	-
Carbon Reduction Initiative	10,500	-	-	-
Total Special Projects	<u>\$ 31,500</u>	<u>\$ 12,500</u>	<u>\$ 12,500</u>	<u>\$ -</u>
<b>FINANCE</b>				
Software - MUNIS	\$ 120,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 120,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>POLICE - SUPPORT SERVICES</b>				
Rowan County Telecommunications Pymnt 8 of 10	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>
<b>POLICE - ADMINISTRATION</b>				
Community Classroom	\$ 3,500	\$ -	\$ -	\$ -
Personnel Development Program	20,000	20,000	20,000	-
Total Special Projects	<u>\$ 23,500</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ -</u>
<b>POLICE - FIELD OPERATIONS</b>				
Ballistic Vest Replacement	\$ 16,000	\$ 16,000	\$ 16,000	\$ -
Total Special Projects	<u>\$ 16,000</u>	<u>\$ 16,000</u>	<u>\$ 16,000</u>	<u>\$ -</u>
<b>FIRE ADMINISTRATION</b>				
NFPA Personal Bailout Kits	\$ 4,040	\$ 4,040	\$ 4,040	\$ -
Firefighter Personal Protective Equipment	98,165	98,165	98,165	-
Total Special Projects	<u>\$ 102,205</u>	<u>\$ 102,205</u>	<u>\$ 102,205</u>	<u>\$ -</u>
<b>ENGINEERING</b>				
Tree Lighting Innes and Main Streets	\$ 100,000	\$ -	\$ -	\$ -
Train Station 2nd Platform and Improvements	780,000	-	-	-
Brenner Ave Sidewalk & Intersection Improvements C-5603H	300,000	125,000	125,000	100,000
Grants Creek Greenway EB-5619	250,000	250,000	250,000	200,000
Old Concord Rd Sidewalk C-5603D	155,000	120,000	120,000	96,000
Citywide ADA Compliance	25,000	-	-	-
South Long St and Inness St Traffic Calming	210,000	200,000	200,000	-
Newsome Rd Bike Lanes/Sidewalk C-5160	1,919,750	1,579,394	1,579,394	1,579,394
Pedestrian Crossing and Flashing Light	11,300	11,300	11,300	-
Total Special Projects	<u>\$ 3,751,050</u>	<u>\$ 2,285,694</u>	<u>\$ 2,285,694</u>	<u>\$ 1,975,394</u>

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<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>STREET LIGHTING</b>				
Street Light Improvements- 150 Lights	\$ 33,428	\$ 10,896	\$ 10,896	\$ -
Total Special Projects	<u>\$ 33,428</u>	<u>\$ 10,896</u>	<u>\$ 10,896</u>	<u>\$ -</u>
<b>TRAFFIC OPERATIONS</b>				
Main Street Signal Upgrades	\$ 3,977	\$ 3,977	\$ 3,977	\$ -
Traffic Signal Upgrade for Generator	15,000	2,500	2,500	-
Total Special Projects	<u>\$ 18,977</u>	<u>\$ 6,477</u>	<u>\$ 6,477</u>	<u>\$ -</u>
<b>COMMUNITY PLANNING SERVICES</b>				
Housing Stabilization	\$ 100,000	\$ -	\$ -	\$ -
Neighborhood Revitalization Program	400,000	200,000	200,000	-
West End Vocational Training Program	20,000	10,000	10,000	-
Downtown Holiday Decorations	20,000	15,000	15,000	-
Historic Preservation Incentive Grant	20,000	15,000	15,000	-
Development Finance Initiative	36,050	36,050	36,050	-
Total Special Projects	<u>\$ 596,050</u>	<u>\$ 276,050</u>	<u>\$ 276,050</u>	<u>\$ -</u>
<b>DEVELOPMENT SERVICES</b>				
Integro Incentive Grant	\$ 38,000	\$ 19,000	\$ 19,000	\$ -
Project TEAM	10,000	10,000	10,000	-
Total Special Projects	<u>\$ 48,000</u>	<u>\$ 29,000</u>	<u>\$ 29,000</u>	<u>\$ -</u>
<b>PUBLIC WORKS-WASTE MANAGEMENT-OTHER</b>				
Public Works Work Order System	\$ 37,840	\$ 37,840	\$ 37,840	-
Total Special Projects	<u>\$ 37,840</u>	<u>\$ 37,840</u>	<u>\$ 37,840</u>	<u>\$ -</u>
<b>PUBLIC WORKS-STREETS MAINTENANCE</b>				
Pavement Condition Survey	\$ 60,000	\$ -	\$ -	\$ -
Fisher Street Bridge and Ellis Street Bridge	120,000	215,000	215,000	-
Innes Street Sidewalk	150,000	-	-	-
Total Special Projects	<u>\$ 330,000</u>	<u>\$ 215,000</u>	<u>\$ 215,000</u>	<u>\$ -</u>
<b>PUBLIC WORKS-FACILITIES MANAGEMENT</b>				
Facility Condition Assessment & Space Needs	\$ 100,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS-FLEET</b>				
Telematics Software-Carbon Footprint Reduction	\$ 22,500	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 22,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><u>\$ 5,293,050</u></u>	<u><u>\$ 3,071,662</u></u>	<u><u>\$ 3,071,662</u></u>	<u><u>\$ 1,975,394</u></u>
<b>TOTAL OFFSETTING REVENUE</b>	<u><u>\$ 1,975,394</u></u>	<u><u>\$ 1,975,394</u></u>	<u><u>\$ 1,975,394</u></u>	
<b>TOTAL CITY SHARE</b>	<u><u>\$ 3,317,656</u></u>	<u><u>\$ 1,096,268</u></u>	<u><u>\$ 1,096,268</u></u>	

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	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
<b>WATER &amp; SEWER FUND</b>				
<b>UTILITIES ADMINISTRATION</b>				
Incentive Fund for Public/Private Fire Lines	\$ 50,000	\$ -	\$ -	\$ -
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b><u>\$ 50,000</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>
<b>TRANSIT FUND</b>				
<b>OPERATIONS</b>				
Rowan Express	\$ 15,400	\$ -	\$ -	\$ -
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b><u>\$ 15,400</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>
<b>STORMWATER FUND</b>				
<b>ADMINISTRATION</b>				
Rehab Project (McCoy Road)	\$ 392,543	\$ 356,469	\$ 356,496	\$ -
Drainage Grant	25,000	25,000	25,000	-
NPDES Compliance	15,000	15,000	15,000	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b><u>\$ 432,543</u></b>	<b><u>\$ 396,469</u></b>	<b><u>\$ 396,496</u></b>	<b><u>\$ -</u></b>

**EXHIBIT 2**  
**SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2020-21**

	<u>FY2019-20</u> <u>ADOPTED</u>	<u>REQUESTED BY</u> <u>ORGANIZATION</u>	<u>MANAGER</u> <u>RECOMMENDS</u>	<u>ADOPTED</u>
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
Facade Grants	47,000	50,000	40,000	40,000
Salisbury-Rowan EDC	114,088	114,088	114,088	114,088
Rowan Arts Council	56,250	56,250	56,250	56,250
Horizons Unlimited	40,000	42,000	40,000	40,000
<b>Subtotal</b>	<u>\$ 262,488</u>	<u>\$ 267,488</u>	<u>\$ 255,488</u>	<u>\$ 255,488</u>
Rufty Holmes Senior Center	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
NAACP Banquet	5,000	5,000	5,000	5,000
Salisbury Community Foundation NonProfit Funding	40,000	40,000	40,000	40,000
Art Mural Maintenance	10,000	10,000	10,000	10,000
<b>Subtotal</b>	<u>\$ 118,000</u>	<u>\$ 118,000</u>	<u>\$ 118,000</u>	<u>\$ 118,000</u>
<b>TOTAL</b>	<u>\$ 380,488</u>	<u>\$ 385,488</u>	<u>\$ 373,488</u>	<u>\$ 373,488</u>

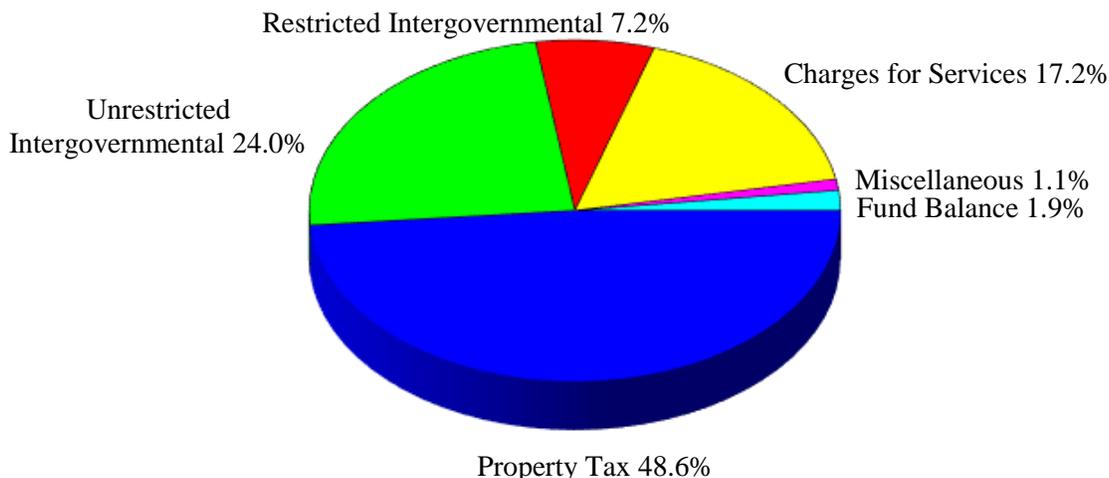




# FY 2020-2021 GENERAL FUND

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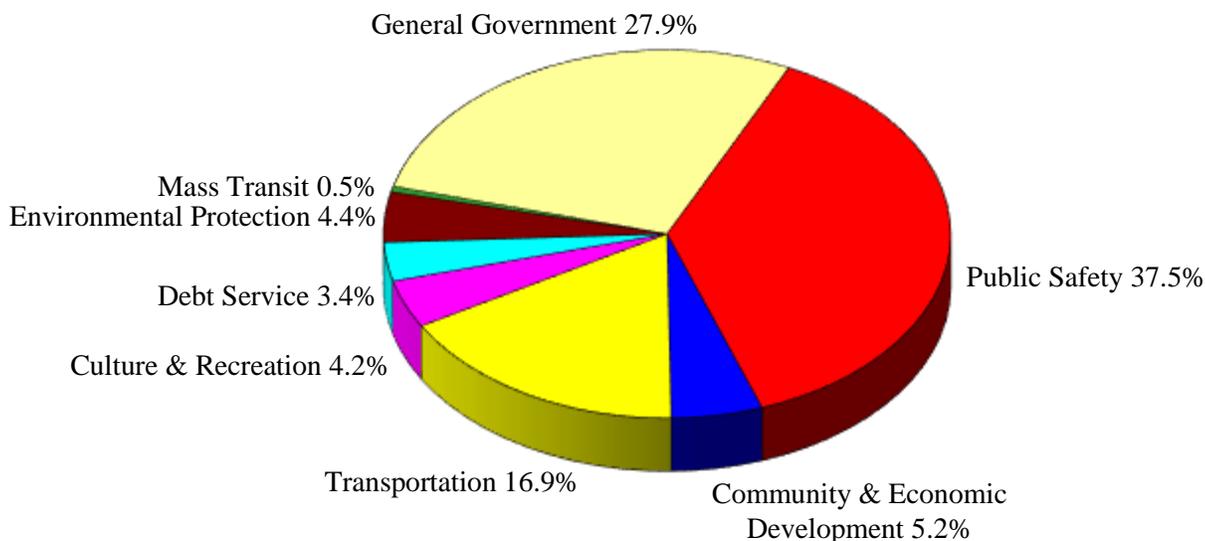
## Revenues - \$45,718,022



## *Where the Money Comes From*

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## Expenditures - \$45,718,022

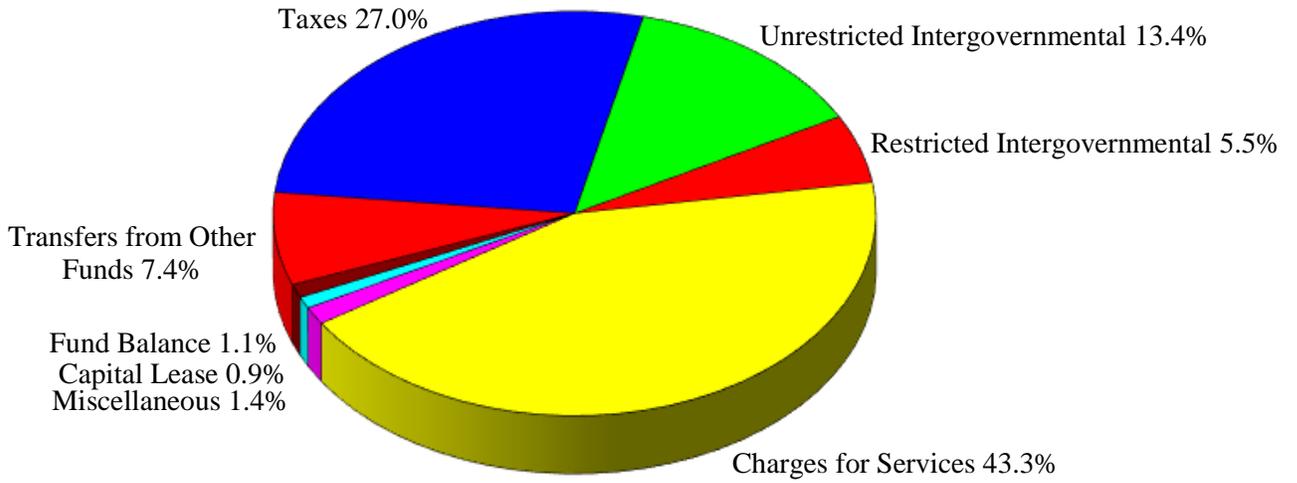


## *Where the Money Goes To*

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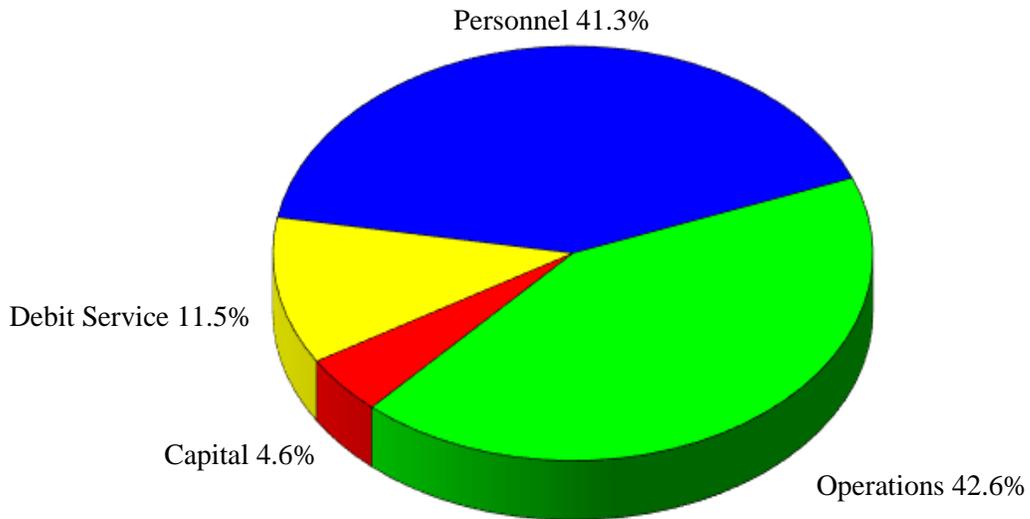
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



## CITY EXPENDITURES BY CATEGORY (All Funds)

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**CITY OF SALISBURY, NORTH CAROLINA  
BUDGET SUMMARY  
For the Year Ending June 30, 2021**

	General/Special Revenue Funds			Enterprise Funds						Total
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Fibrant Communications	Stormwater	Stormwater Capital Reserve	
Estimated Fund Balance/ Net Assets 6/30/20	\$ 12,900,000	\$ 2,500,000	\$ 3,000	\$ 109,800,000	\$ 2,300,000	\$ 404,000	\$ (4,800,000)	\$ 2,150,000	\$ 540,000	\$ 125,797,000
Budgeted Revenues & Other Financing Sources:										
Taxes	\$ 22,192,839	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,192,839
Unrestricted Intergovernmental	10,979,000	-	-	-	-	-	-	-	-	10,979,000
Restricted Intergovernmental	3,302,984	-	411,845	-	-	1,164,361	-	-	-	4,879,190
Charges for services	7,881,840	-	-	25,765,718	-	79,573	-	1,877,000	-	35,604,131
Miscellaneous	417,793	18,000	20,000	250,129	12,500	2,000	54,000	17,900	2,500	794,822
Long-term Debt Issued	-	-	-	-	-	-	-	-	-	-
Capital leases	-	-	-	-	-	-	760,000	-	-	760,000
Capital contributions	-	-	-	-	-	-	-	-	-	-
Transfers From Other Funds	-	2,178,841	-	-	509,212	241,611	2,970,000	-	159,723	6,059,387
Total Available Resources	\$ 44,774,456	\$ 2,196,841	\$ 431,845	\$ 26,015,847	\$ 521,712	\$ 1,487,545	\$ 3,784,000	\$ 1,894,900	\$ 162,223	\$ 81,269,369
Expenditures:										
General Government	\$ 9,616,703	\$ 141,558	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,758,261
Public Safety	16,363,468	757,008	-	-	-	-	-	-	-	17,120,476
Transportation	7,104,133	611,443	-	-	-	-	-	-	-	7,715,576
Environmental Protection	2,007,570	-	-	-	-	-	-	1,735,177	107,119	3,849,866
Culture and Recreation	1,725,273	197,188	-	-	-	-	-	-	-	1,922,461
Community & Economic Development	2,360,733	10,350	394,214	-	-	-	-	-	-	2,765,297
Education	40,000	-	-	-	-	-	-	-	-	40,000
Contingency Expenses	-	-	-	-	-	-	-	-	-	-
Water & Sewer	-	-	-	20,705,135	521,712	-	-	-	-	21,226,847
Mass Transit	-	-	-	-	-	1,487,545	-	-	-	1,487,545
Fiber Optic	-	-	-	-	-	-	793,317	-	-	793,317
Debt Service:										
Principal	866,952	439,552	34,000	2,961,316	-	-	2,340,000	-	-	6,641,820
Interest	224,738	39,742	3,631	1,840,184	-	-	650,683	-	-	2,758,978
Transfers To Other Funds	5,335,348	-	-	509,212	-	-	-	159,723	55,104	6,059,387
Total Expenditures	\$ 45,644,918	\$ 2,196,841	\$ 431,845	\$ 26,015,847	\$ 521,712	\$ 1,487,545	\$ 3,784,000	\$ 1,894,900	\$ 162,223	\$ 82,139,831
Budgeted Increase (Decrease) in Fund Balance	\$ (870,462)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (870,462)
Full Accrual Adjustments: <sup>1</sup>										
Budgeted Capital Outlay	-	-	-	300,000	427,229	300,000	-	-	58,503	1,085,732
Budgeted Debt Principal	-	-	-	2,961,316	-	-	2,340,000	-	-	5,301,316
Estimated Depreciation	-	-	-	(5,400,699)	-	(40,127)	(676,042)	(93,082)	-	(6,209,950)
Estimated Fund Balance/ Net Assets 6/30/21	\$ 12,029,538	\$ 2,500,000	\$ 3,000	\$ 107,660,617	\$ 2,727,229	\$ 663,873	\$ (3,136,042)	\$ 2,056,918	\$ 598,503	\$ 125,103,636

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

**SUMMARY OF INTERFUND TRANSFERS  
For the Year Ending June 30, 2021**

FUND	TO						
	General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	Fibrant	TOTAL OUT	
General	\$ 2,123,737	\$ -	\$ 241,611	\$ -	\$ 2,970,000	\$ 5,335,348	
Water & Sewer	-	509,212	-	-	-	509,212	
Stormwater	-	-	-	159,723	-	159,723	
Stormwater Capital	55,104	-	-	-	-	55,104	
<b>TOTAL IN</b>	<b>\$ 2,178,841</b>	<b>\$ 509,212</b>	<b>\$ 241,611</b>	<b>\$ 159,723</b>	<b>\$ 2,970,000</b>	<b>\$ 6,059,387</b>	

**SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS**

	<b>FY2018-19 ACTUAL</b>	<b>FY2019-20 ESTIMATE</b>	<b>FY2020-21 ADOPTED</b>
<b>REVENUES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
Taxes	\$ 20,835,224	\$ 22,315,000	\$ 22,192,839
Unrestricted Intergovernmental	11,482,720	11,593,425	10,979,000
Restricted Intergovernmental	1,617,414	2,909,625	3,302,984
Charges for Services	7,591,386	7,497,700	7,881,840
Miscellaneous	1,739,695	973,929	435,793
Refunding Bonds Issued	230,000	-	-
Fund Balance Appropriated	-	1,760,000	870,462
Transfers From Other Funds	<u>1,938,387</u>	<u>1,988,290</u>	<u>2,178,841</u>
Total Available Resources	\$ 45,434,826	\$ 49,037,969	\$ 47,841,759
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 27,046,502	\$ 27,760,622	\$ 25,765,718
Miscellaneous	603,835	413,858	262,629
Transfers From Other Funds	<u>480,083</u>	<u>414,992</u>	<u>509,212</u>
Total Available Resources	\$ 28,130,420	\$ 28,589,472	\$ 26,537,559
<b>MASS TRANSIT FUND</b>			
Restricted Intergovernmental	\$ 739,998	\$ 727,850	\$ 1,164,361
Charges for Services	75,780	65,832	79,573
Miscellaneous	11,782	5,678	2,000
Transfers From Other Funds	<u>467,822</u>	<u>673,678</u>	<u>241,611</u>
Total Available Resources	\$ 1,295,382	\$ 1,473,038	\$ 1,487,545
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 496,347	\$ -	\$ -
Lease	616,078	730,000	760,000
Miscellaneous	218,619	647,750	54,000
Transfers From Other Funds	<u>3,000,000</u>	<u>2,400,000</u>	<u>2,970,000</u>
Total Available Resources	\$ 4,331,044	\$ 3,777,750	\$ 3,784,000
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 1,768,437	\$ 1,848,995	\$ 1,877,000
Other Operating/Miscellaneous	42,210	44,358	20,400
Transfers From Other Funds	<u>433,268</u>	<u>153,890</u>	<u>159,723</u>
Total Available Resources	\$ 2,243,916	\$ 2,047,243	\$ 2,057,123
<b>SPECIAL REVENUE FUNDS</b>			
Restricted Intergovernmental	\$ 404,739	\$ 575,470	\$ 411,845
Miscellaneous	<u>94,041</u>	<u>32,412</u>	<u>20,000</u>
Total Available Resources	\$ 498,780	\$ 607,882	\$ 431,845
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$ 20,835,224	\$ 22,315,000	\$ 22,192,839
Unrestricted Intergovernmental	11,482,720	11,593,425	10,979,000
Restricted Intergovernmental	2,762,151	4,212,945	4,879,190
Charges for Services	36,978,452	37,173,149	35,604,131
Lease	616,078	730,000	760,000
Miscellaneous	2,710,182	2,117,985	794,822
Refunding Bonds Issued	230,000	-	-
Fund Balance Appropriated	-	1,760,000	870,462
Transfers From Other Funds	<u>6,319,560</u>	<u>5,630,850</u>	<u>6,059,387</u>
Total Available Resources	<u>\$ 81,934,367</u>	<u>\$ 85,533,354</u>	<u>\$ 82,139,831</u>

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	<b>FY2018-19 ACTUAL</b>	<b>FY2019-20 ESTIMATE</b>	<b>FY2020-21 ADOPTED</b>
<b>EXPENDITURES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
General Government	\$ 6,311,111	\$ 10,185,199	\$ 9,758,261
Public Safety	16,289,296	18,144,989	17,120,476
Transportation	5,853,646	7,120,454	7,715,576
Environmental Protection	1,661,728	1,825,848	2,007,570
Culture and Recreation	2,701,826	2,551,724	1,922,461
Community/Economic Dev	2,801,602	2,787,891	2,371,083
Education	40,000	40,000	40,000
Debt Service	1,482,763	1,609,950	1,570,984
Transfers To Other Funds	3,763,828	3,073,678	5,335,348
Payment to Refund Bond Escrow Agent	230,000	-	-
Total Expenditures	<u>\$ 41,135,800</u>	<u>\$ 47,339,733</u>	<u>\$ 47,841,759</u>
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 18,186,344	\$ 22,961,000	\$ 21,226,847
Debt Service	3,923,962	4,212,775	4,801,500
Transfers To Other Funds	480,083	414,992	509,212
Total Expenditures	<u>\$ 22,590,389</u>	<u>\$ 27,588,767</u>	<u>\$ 26,537,559</u>
<b>TRANSIT FUND</b>			
Mass Transit	<u>\$ 1,412,985</u>	<u>\$ 1,480,500</u>	<u>\$ 1,487,545</u>
Total Expenditures	<u>\$ 1,412,985</u>	<u>\$ 1,480,500</u>	<u>\$ 1,487,545</u>
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Fiber Optic Network	\$ 1,942,231	\$ 750,000	\$ 793,317
Debt Service/Debt Refunding	3,640,075	3,230,812	2,990,683
Total Expenditures	<u>\$ 5,582,306</u>	<u>\$ 3,980,812</u>	<u>\$ 3,784,000</u>
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Environmental Protection	\$ 1,545,250	\$ 1,350,000	\$ 1,842,296
Transfers to Other Funds	137,262	153,890	214,827
Total Expenditures	<u>\$ 1,682,512</u>	<u>\$ 1,503,890</u>	<u>\$ 2,057,123</u>
<b>SPECIAL REVENUE FUNDS</b>			
Community/Economic Dev	\$ 491,572	\$ 399,433	\$ 394,215
Debt Service	39,288	39,499	37,630
Total Expenditures	<u>\$ 530,860</u>	<u>\$ 438,932</u>	<u>\$ 431,845</u>
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 6,311,111	\$ 10,185,199	\$ 9,758,261
Public Safety	16,289,296	18,144,989	17,120,476
Transportation	5,853,646	7,120,454	7,715,576
Environmental Protection	3,206,978	3,175,848	3,849,866
Culture and Recreation	2,701,826	2,551,724	1,922,461
Community/Economic Dev	3,293,174	3,187,324	2,765,298
Education	40,000	40,000	40,000
Water & Sewer	18,186,344	22,961,000	21,226,847
Mass Transit	1,412,985	1,480,500	1,487,545
Fiber Optic Network	1,942,231	750,000	793,317
Debt Service/Debt Refunding	9,086,088	9,093,036	9,400,797
Transfers To Other Funds	4,381,173	3,642,560	6,059,387
Total Expenditures	<u><u>\$ 72,704,852</u></u>	<u><u>\$ 82,332,634</u></u>	<u><u>\$ 82,139,831</u></u>

**SUMMARY OF CAPITAL EXPENDITURES**

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

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
Total General Fund	\$ 3,577,470	\$ 788,777	\$ 788,777
Total General Fund Capital Reserve Fund	4,082,644	1,717,547	1,717,547
Total Water & Sewer Fund	500,000	300,000	300,000
Total Water/Sewer Capital Reserve Fund	682,808	427,229	427,229
Total Mass Transit Fund	640,000	300,000	300,000
Total Stormwater Capital Reserve Fund	147,611	3,399	3,399
Total All Funds	\$ 9,630,533	\$ 3,536,952	\$ 3,536,952

**REVENUE ASSUMPTIONS FOR FY2020-21**

**General Fund Revenue**

**Taxes:**

**Property Taxes** – Property tax values are provided by the Rowan County Tax Assessor’s Office. The Office projects a slight growth in the tax base. An uncollectable rate of 3% was used based on estimates related to COVID-19.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2019 property tax receivable balance projected as of June 30, 2020 adjusted for the economy.

**Interest on Delinquent Taxes** - Based on historical trends.

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

**Other Taxes** - Based on historical trends.

**Intergovernmental (Restricted and Unrestricted):**

**Federal** - Based on anticipated and existing grants. The two largest grants are CMAQ grants to fund sidewalks and bike lanes. The City was awarded SAFER Grant covering 3 full years for 9 fire positions, FY2020-21 is year 2.

**State** - Based on FY2020-21 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-9).

**Local Option Sales Tax** - Based on estimates provided by the North Carolina League of Municipalities and last year's sales data (see graph on page 1-9). No increase budgeted due to COVID-19.

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

**Charges for Services:**

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

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

**Code Services Fees** – Based on historical trends.

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

**Cemetery** - Based on historical trends.

**Radio Antenna and Paging Rentals** – Based on historical trends.

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

**Licenses and Permits** – Based on historical trends for rental vehicle license and beer and wine license. (see graph on page 1-9).

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

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**Community Services** – Based on historical trends with fees related to development and zoning.

**Other** - Based on historical trends.

### **Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2020-21.

**Donations** - Based on historical trends and anticipated donations.

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

### **General Fund Capital Reserve Fund Revenue**

#### **Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2020-21.

**Other** - Based on historical trends.

#### **Other Financing Sources:**

**Proceeds from Capital Leases** – No revenues anticipated in FY2020-21.

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

### **Water and Sewer Fund Revenue**

#### **Operating Revenues:**

**Charges for Services** - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2020.

**Water and Sewer Taps** – Based on the projected taps to be completed in FY2020-21.

#### **Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2020-21.

**Miscellaneous Revenues** - Based on historical trends.

### **Water and Sewer Capital Reserve Fund Revenue**

#### **Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2020-21.

#### **Other Financing Sources:**

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

### **Transit Fund Revenue**

#### **Operating Revenues:**

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

#### **Nonoperating Revenues:**

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

#### **Other Financing Sources:**

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Transit Fund during FY2020-21.

### **Special Revenue Funds Revenue**

#### **Intergovernmental:**

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

#### **Miscellaneous:**

**Other** - Based on anticipated program income.

### **Fibrant Communications Fund Revenue**

#### **Miscellaneous:**

**Lease Revenue:** Based on revenue projections from HotWire Communications outlined in contract beginning September 21, 2018.

### **Fibrant Communications Capital Reserve Fund Revenue**

This Fund was closed during FY19 due to the lease agreement with HotWire Communications beginning September 21, 2018.

### Stormwater Fund Revenue

**Operating Revenues:**

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

### Stormwater Capital Reserve Fund Revenue

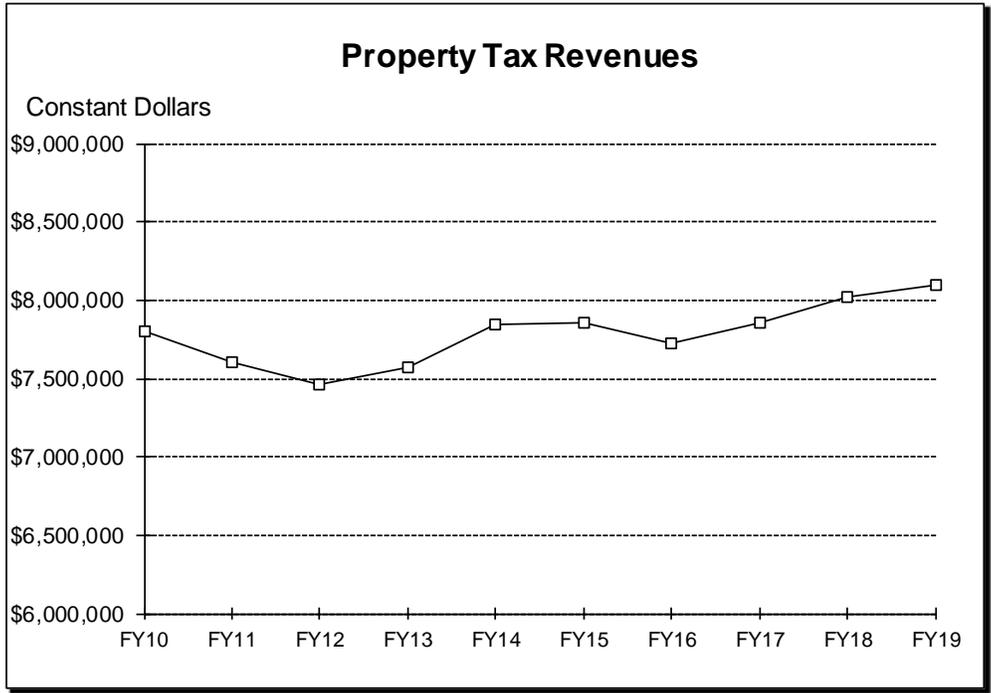
**Other Financing Sources:**

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

### TREND MONITORING

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

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

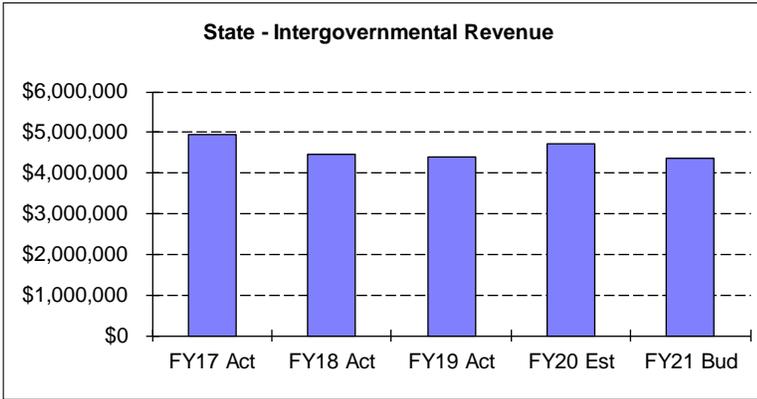


**WARNING TREND:**

Decline in property tax revenues (constant dollars)

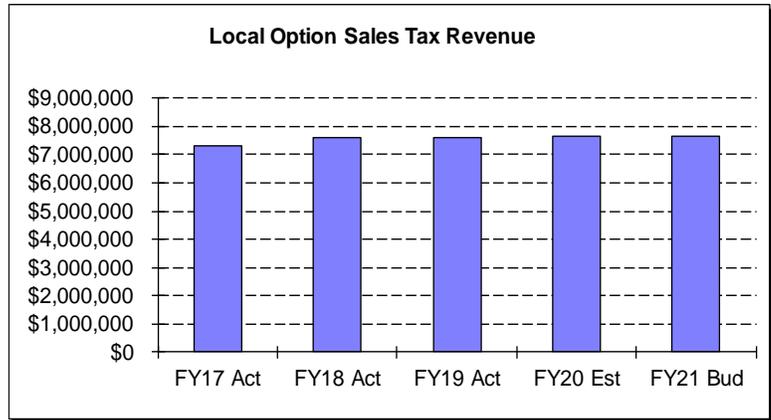
**OTHER REVENUE TRENDS**

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

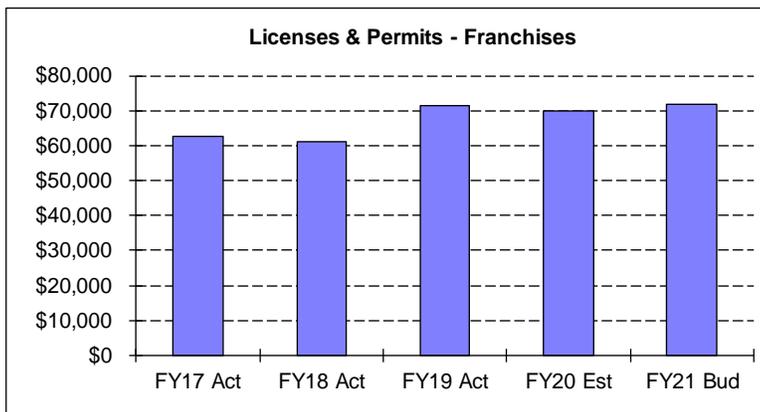


State intergovernmental revenue is comprised to state-shared receipts and grants.

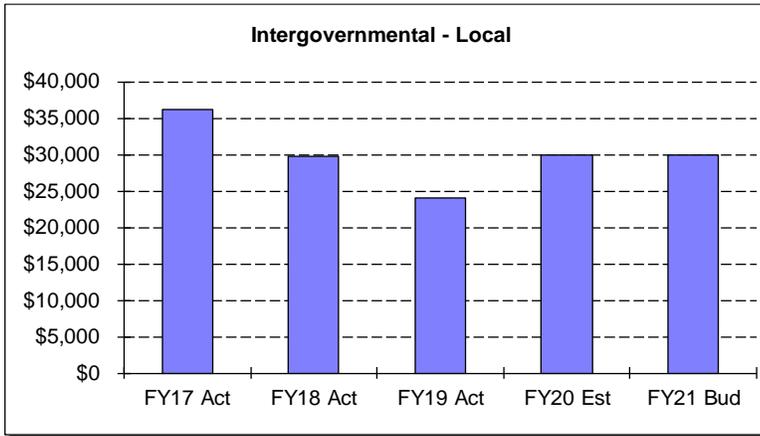
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Based on the current economic forecasts, revenues have been increasing at modest pace. FY21 includes no growth due to uncertainty caused by COVID-19.



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.

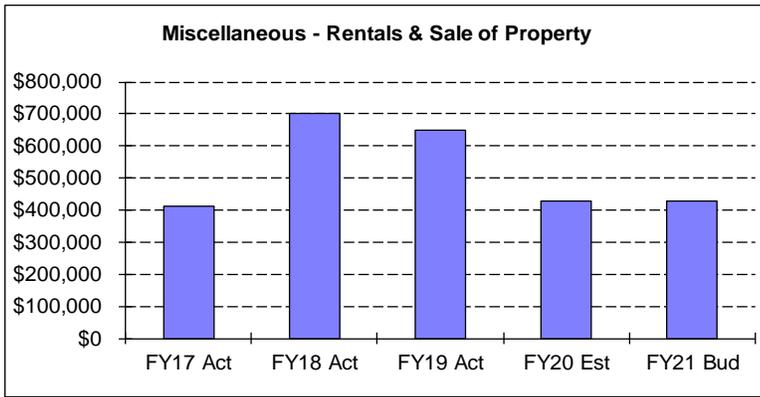
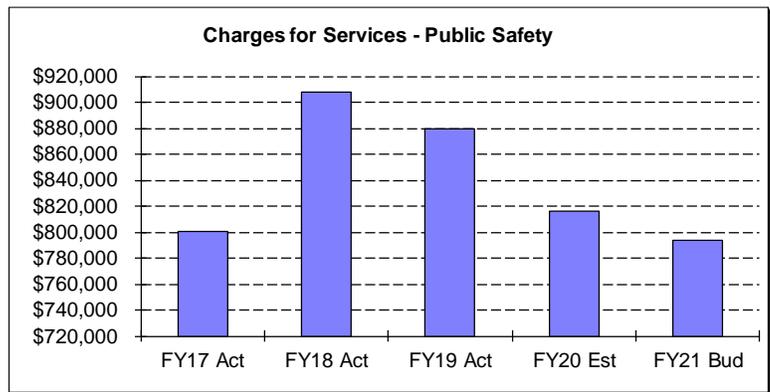


Permit revenues are based rental vehicle licenses and beer and wine licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to be at the same consistent level each year thereafter.



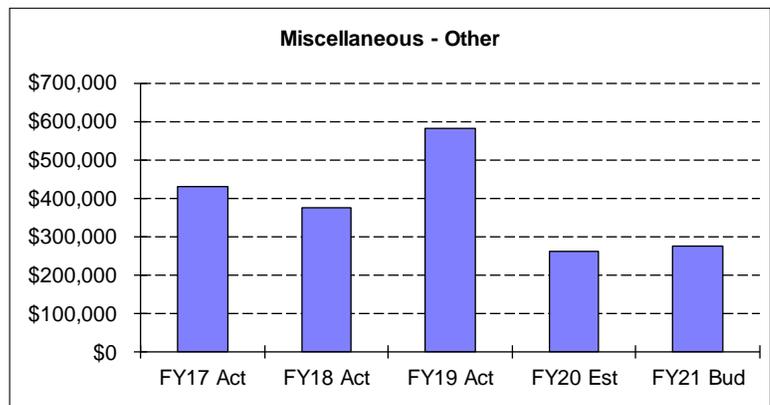
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

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



Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. FY18 shows an increase in the sale of assets due to a backlog of surplus property.

Other miscellaneous revenue is subject to significant fluctuation due to General Fund donations and miscellaneous revenue. FY19 includes an increase in donations, including one for Hurley Park for grounds improvements.



## **FINANCIAL MANAGEMENT AND BUDGET PROCESS**

### **FINANCIAL MANAGEMENT PROGRAM**

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

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

### **FINANCIAL MANAGEMENT SYSTEMS**

#### **FUND ACCOUNTING**

Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, recording cash and other financial resources together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or obtaining certain objectives in accordance with special regulations, restrictions, or limitations. Thus, a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functions.

The budgeted funds are as follows:

#### **Governmental Fund Types**

Governmental funds are those through which governmental functions typically are financed. The acquisition, use, and balances of the government's expendable financial resources and the related current liabilities, except those accounted for in the proprietary fund, are accounted for through governmental funds. The governmental fund measurement focus is based upon determination of financial position and changes in financial position (sources, usage, and balances of financial resources), rather than upon net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary governmental fund operating statement.

**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, governmental grants, and various other taxes and fees. 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**

Proprietary funds are used to account for a government's ongoing organizations and activities which are similar to those found in the private sector. All assets, liabilities, equity, revenues, expenses, and transfers relating to the government's business and quasi-business activities (where net income and capital maintenance are measured) are accounted for through proprietary funds. The generally accepted accounting principles used here are those applicable to similar businesses in the private sector, and the measurement focus is upon determination of net income, financial position, and cash flows.

**Enterprise Funds** - Enterprise funds are used to account for business-type activities in which fees are charged to the customers to help cover all or most of the cost of the services provided. The enterprise funds include the Water and Sewer Fund, Fibrant Communications Fund, Stormwater Utility Fund and Transit Fund. An equipment replacement subfund for Water and Sewer and for Stormwater Utility is maintained for accounting and budgeting purposes.

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### **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 receivable are materially past due and are not considered to be an available resource to finance the operations of the current year.

Until FY2014, Rowan County was responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. In FY2014, North Carolina implemented the Tag and Tax Together program – a more streamlined method for vehicle owners to pay their registration and vehicle taxes. Annual registration fees and vehicle property taxes will be paid to the Division of Motor Vehicles (DMV). In turn, the DMV will distribute the taxes to the appropriate counties.

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

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

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

The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, and 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.

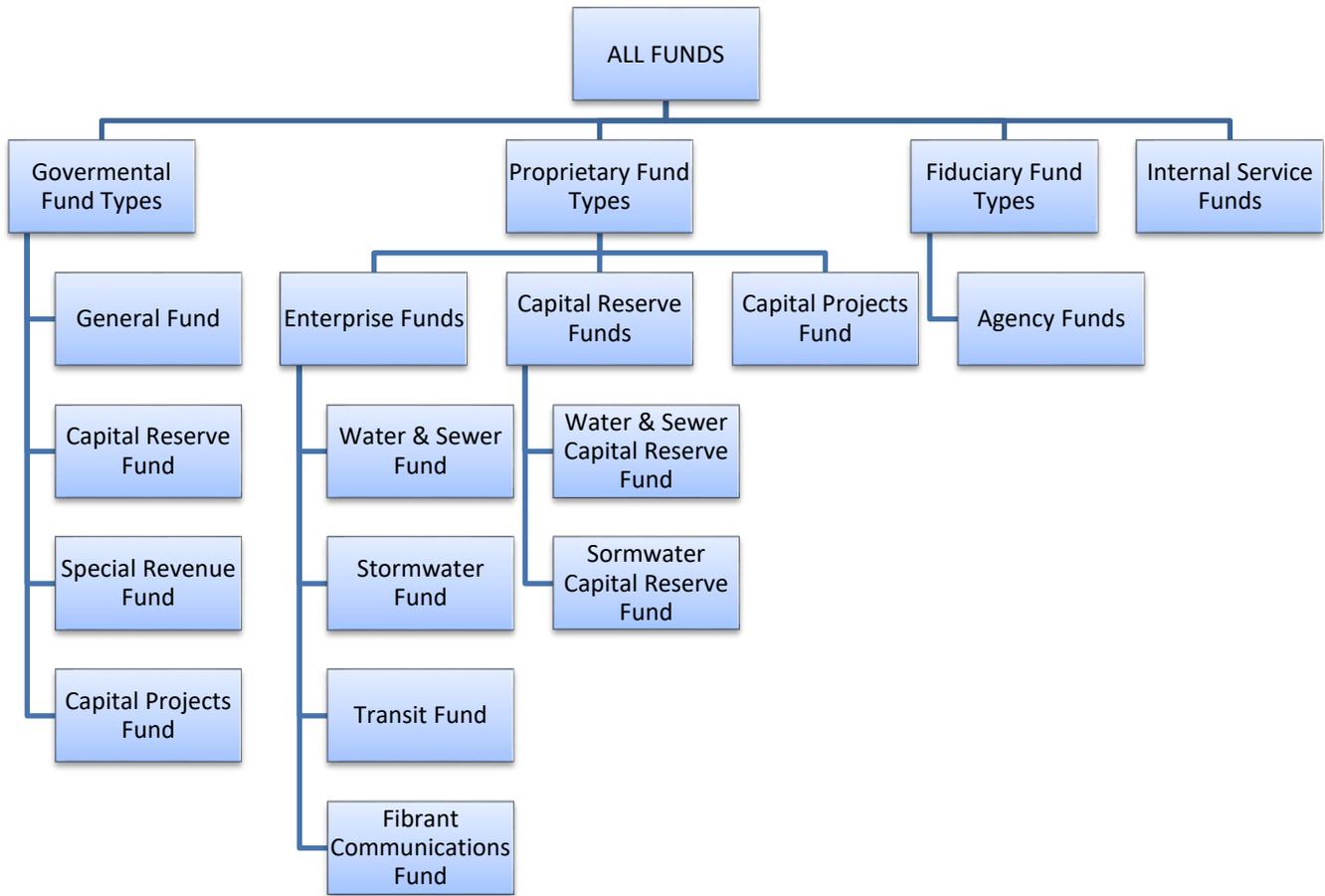
### **BASIS OF BUDGETING**

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

The City's budget is developed on the modified accrual basis as explained previously. Budgets for the General Fund and Special Revenue Fund are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the Enterprise funds are adopted on a basis consistent with GAAP except that bond

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proceeds and contributed capital are treated as other financing sources, bond principal payments and additions to fixed assets are treated as expenditures, depreciation expense is not budgeted, and no accruals are made for interest expense and vacation pay.



## FINANCIAL MANAGEMENT POLICIES

### INVESTMENT POLICY

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

#### Policies

- Always consider the risk factor of an investment
- Maintain liquidity in the investment portfolio at all times
- Consider yield only after risk and liquidity are assured
- Only purchase investments that can be perfected
- No purchase of derivatives
- Use only brokerages with offices in Salisbury
- Maintain a mix of investments with no over-reliance on a single type of investment
- Avoid long term investments
- Always purchase investments with the intent to hold to maturity
- Investments are made with available cash that is in excess of amounts needed to meet current disbursement needs
- 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 (5) 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.

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### **Operating Budget Policy**

1. Current operating revenues will be sufficient to support current operating expenditures.
2. Debt or bond financing will not be used to finance current expenditures.
3. For programs with multiple revenue sources, the City will adhere to the revenue spending policy. The Finance Officer will use resources in the following hierarchy: bond proceeds, federal funds, state funds, local non-city funds, city funds.
4. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
5. The City will 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 ten-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 Finance 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 eight (8) percent of the assessed valuation of the taxable property of the City.
3. Interest, operating and/or maintenance expenses will be capitalized only for facilities or enterprise activities and will be strictly limited to those expenses incurred prior to actual operating of the facilities.
4. Interfund loans will be made as needed according to the Resolution approved by the City Council. The interest rate for those loans requiring the repayment with interest was revised as of June 30, 2011, to 1% which is reflective of what the City can currently earn on investments.

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### **Reserve Policy**

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

## **BUDGETS AND BUDGETARY ACCOUNTING**

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

The City follows these procedures in establishing the budgetary data:

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

## **GOAL SETTING AND BUDGETARY PROCESS**

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

In preparation for this Retreat, the City's Finance Staff contracted with a consultant to prepare a comprehensive 10-Year Capital Improvement Plan (CIP) for both the General Fund and the Water and Sewer Fund. The CIP helps guide funding priorities in the upcoming city budget. Due to the financial uncertainties related to COVID-19, the FY2021-2030 CIP was discontinued until a later date. Only the Water Sewer Fund CIP was prepared.

Additionally, the City's Management Team meets with the City's Boards and Commissions for goal setting sessions and with their own department to clarify and establish goals. Goals from the Boards and Commissions are presented to City Council to request city funding.

Each department manager begins considering the personnel needed, operational costs, and capital outlay associated with performing the goals as set forth by City Council. Budget staff prepare and have available on the City's server budgetary request forms in accordance with the Budget Calendar.

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

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

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

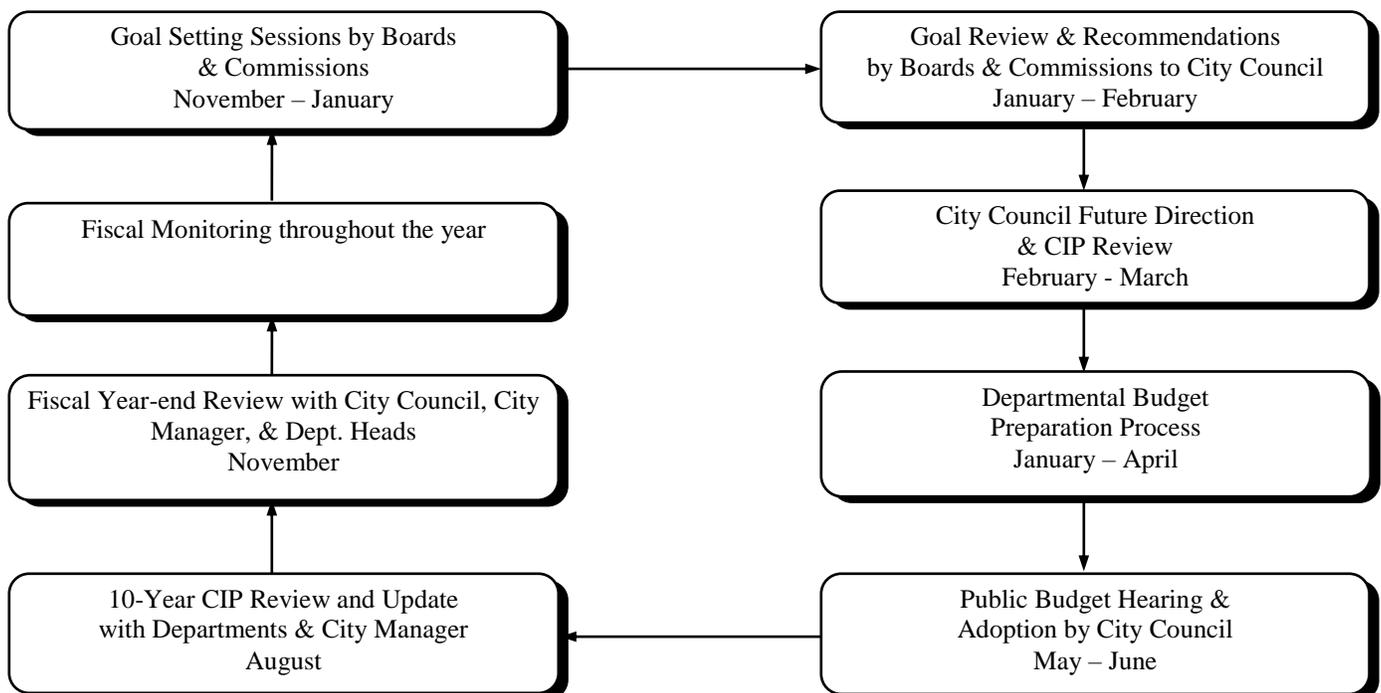
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City's web site at [www.salisburync.gov](http://www.salisburync.gov).

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

During the fiscal year, the City Manager holds quarterly meetings with the City's Management Team to discuss budget-to-actual variances, along with any unbudgeted expenses that have been identified after the budget adoption.

At this point, the cycle begins again for the 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**  
**FY2020-2021 BUDGET CALENDAR**

January 2020	Prepare personnel request forms; present staffing patterns and personnel request information	
January 2020	Prepare schedules for fixed operational costs	Finance
January 2020	Prepare FY2020-21 – 2029-30 Capital Improvement Program request forms	
January 2020	Vehicle Review Committee meeting for evaluation of vehicles	Fleet Manager and Purchasing Coordinator
1/29/20	Start of budget data entry	
1/29/20	Complete all budget request forms no later than February 25, 2020	Management Team and Division Managers
1/30/20 - 1/31/20	Annual Retreat	Mayor, City Council, City Manager and Staff
2/25/20	Review of Specific Budget Proposals	Budget Team, Department Heads and Division Managers
2/1/20 - 2/28/20	Prepare FY2018-2019 year-end revenue estimates and FY2019-20 revenue estimates on all funds	Finance, Utilities Director, & Transit Director
3/3/20	Hold Public Hearing on the use of 2019-20 CDBG & HOME Funds	Community Planning Services Staff
4/11/20 - 4/30/20	Departmental budget cuts to balance budget	City Manager, Department Heads, Division Mangers
5/19/20	City Manager to present recommended Budget to City Council	City Manager
5/20/20	Place ad in THE SALISBURY POST to advertise one time for public hearing	City Clerk
6/1/20	Public notice of Budget Work Session	City Clerk
6/2/20	First reading of 2019-2020 CDBG & HOME; hold Information Session for 2019-20 CDBG & HOME Funds	Community Planning Services Staff
6/2/20	Hold a public hearing on the FY2020-21 Budget	City Council
June 2020	Budget Work Session	Mayor, City Council, City Manager and Staff

**CITY OF SALISBURY**  
**FY2020-2021 BUDGET CALENDAR**

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Before July 1, 2020	City Council to adopt Budget	City Council
July 2020	Report tax rate to Rowan County Tax Supervisor	City Clerk
Summer 2020	Brief Boards and Commissions Chairmen on Adopted Budget	Chairmen of City Boards and Commissions and appropriate City Staff

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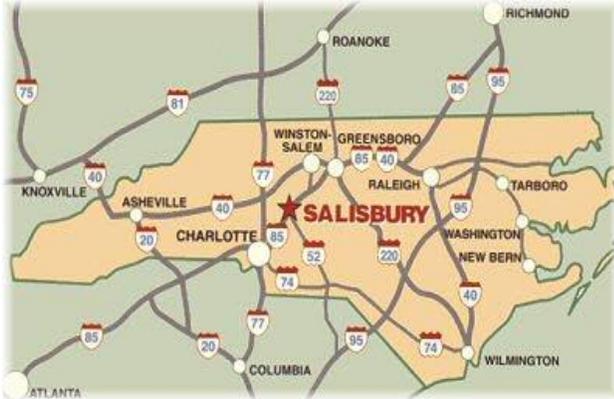




## FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

### LOCATION

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



### CLIMATE

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

### POPULATION

The population of the City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 34,463 based upon estimates from the North Carolina Office of State Planning.

### HISTORY

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

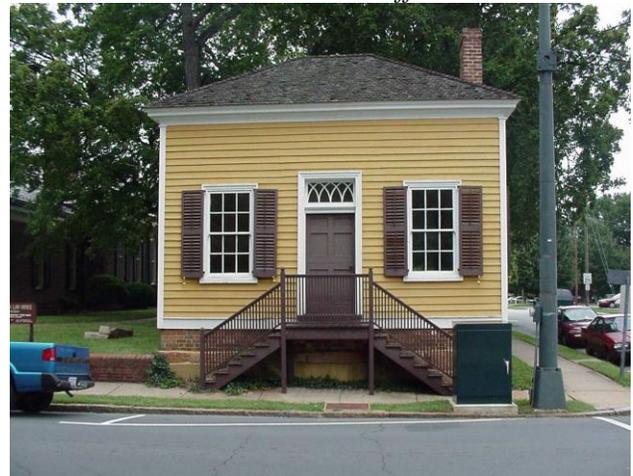
The County of Rowan was established in 1753. At this time, Rowan included all territory north to Virginia and east to what we know now as Guilford County and west to the mountains. Eventually, 26 counties were formed from Rowan. Rowan County was named for Matthew Rowan, acting governor for the colony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

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

The Court House dates to 1753 and contains 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 such 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, adopted the Rowan Resolves on August 8, 1774, containing the pioneer element toward liberty

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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 to serve as Mayor during their 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 Assistant City Manager and 13 departments: Administration, Business and Financial Services, Human Resources, Communications, Downtown Development, Fire, Police, Community Planning Services, Engineering, Public Works, Transit, Parks and Recreation, and Salisbury-Rowan Utilities. The City provides a full range of municipal services allowable under state law including law enforcement, fire protection, zoning and code enforcement, cemeteries, recreation centers and parks, street maintenance, sanitation, and water and sewer systems. The City provides broadband through a public-private partnership.

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, using the Actiflo high-rate clarification process, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2019 was 9.2 million gallons per day, with a peak daily production of 12.2 million gallons. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the service area.

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

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons. Average daily treatment in FY 2019 was 8.8 million gallons per day.

The City began offering video, internet and voice services in 2010 through the city's broadband fund. In May 2018, with a voter referendum, these services are now offered through a public-private partnership with Hotwire Communications.

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

### **TRANSPORTATION**

Salisbury, nearly the geographic center of North Carolina, is located on Interstate Highway 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 7 million people live within 100 miles of

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Salisbury, 3.25 million within 50 miles. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Mid-Carolina Regional Airport, three miles from downtown Salisbury, has a 5,800 ft. x 100 ft. paved and lighted runway. Hangar space and private plane servicing are available.

Two major commercial airports are within a one-hour drive of Salisbury – Charlotte-Douglas International (CLT) in Charlotte and Piedmont Triad International (PTI) in Greensboro. Additionally, these airports provide regular air passenger services to all parts of the United States via various airlines. There are also non-stop, international flight options available to Frankfurt, London, Rome, 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 Historic Salisbury Station formally known as The Depot, a renovated station of the Salisbury Railroad Station Depot, originally built in 1908.

### **LODGING**

An ideal area for meetings and conventions, Salisbury has 12 hotels, with nearly 1,200 rooms, and two bed and breakfast establishments in our historic district.

### **EDUCATION**

Salisbury is home to four colleges. Catawba College was founded in Newton, North Carolina in 1851, and moved to Salisbury in 1925. Catawba has 30 buildings comprising a physical plant unsurpassed in

the East for a college of this size and style. It has a total enrollment of 1,325 Liberal Arts students and is affiliated with the United Church of Christ. U.S. News and World Report ranked Catawba 4th among Best Regional Colleges in the South for 2018. Livingstone College was founded in 1879 and has 1,150 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. The City is also home to Hood Theological Seminary, a private graduate school that prepares students for ministry and has grown to 300 students.

Novant Health Rowan Medical Center and Campbell University have a working agreement that establishes the hospital as a teaching hospital. The partnership includes training in the areas of primary care, family medicine, general surgery, OB/GYN, pediatrics, psychiatry, and other critical services with an emphasis on the unique needs of underserved communities.

In addition to the Salisbury-Rowan public school system, 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 Arts brings a minimum of four musical events to Salisbury. Catawba's Theatre Arts 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 Piedmont Players, a community little theatre 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 Theatre, built in 1905, for their home. The Piedmont Players presents five shows each season. The Norvell Theatre features plays cast entirely with children and youth. Many school groups attend plays at the Norvell every year. Piedmont Players has received an award at the annual North Carolina Theatre Conference for having the best community theatre in the state. The arts program has been further enhanced with the

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addition of the Lee Street Theatre and Performing Arts Center, a 9,000 square foot theatre.

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, network for professional and local folk artists.

The Salisbury Sculpture Show is an annual event hosted by the City which provides an opportunity for local citizens and visitors to enjoy sculptures in Salisbury's historic downtown and on its four college campuses – Catawba College, Hood Theological Seminary, Livingstone College, and Rowan-Cabarrus Community College. In 2016, the Salisbury Sculpture Show received the Improving Quality of Life Award at the Centralina Council of Governments Region of Excellence Awards.

### **COMMUNITY FACILITIES**

Salisbury is served five days a week by The Salisbury Post. Three radio stations provide local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage from all major networks in addition to cable television facilities.

A full-time, year-round parks and recreation staff offers activities for all city residents. In addition to organized activities, the City provides 28 park properties, an outdoor seasonal swimming pool and splash pad, a sports complex, and a large community park and athletic complex totaling 518 acres of parkland city wide.

In addition, the department provides many amenities for public enjoyment including four recreation facilities, eight tennis courts, one disc golf course, and five paved sections (5.2 miles) of the Salisbury Greenway.

A new teen center opened March 5, 2018, in the Miller Recreation Center on West Bank Street. Teens receive free membership cards when they sign up, which also gives them free access to city buses. The center offers a place to play pool, foosball, and video games. The members can also receive homework assistance, life skills training, and participate in other specialized programs.

### **PARK SYSTEMS**

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

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

*Ball field at the Community Park*



Hurley Park is a municipal garden which offers a unique collection of plants, native and ornamental, 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. The park celebrated its 30-year anniversary during the 2017-18 fiscal year.

The City will be adding a new park as part of a public private partnership in the downtown area in January 2021. Bell Tower Green Park will cover a full block in downtown Salisbury. It will have a large water fountain, flower beds and green space.

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**SPECIAL EVENTS**

The year 2020 presented us with an unprecedented statewide state of emergency due to COVID-19 (coronavirus). Due to the executive orders given by the governor, many events have had to be postponed or canceled. At this time, it is unknown when the restrictions will be lifted and what events will be held as scheduled.

The Parks and Recreation Department offers a variety of special events throughout the year including: Father-Daughter Dance, Earth Day on the Greenway, Touch a Truck, Doggy Dip Swim, Middle School Prom, Movies in the Park, Fall Campouts, Halloween Fun Fest, 5K Run/Walk for the Greenway, Music at the Mural, Fur Fun 5K, Brown Bag Lunch Jam, New Year’s Eve at the Bell Tower, Cheerwine Festival and Brunch with Santa. The department also assists Downtown Salisbury, Inc. (DSI) with their scheduled special events. In addition to special events, the department facilitates over 20 softball tournaments that bring players from throughout the southeast to the Salisbury Community Park and Athletic Complex.

Downtown Salisbury Inc. has 17 events in the Downtown area that bring thousands of residents together for a fun filled evening. The City of Salisbury, in partnership with Cheerwine, has hosted the Cheerwine Festival in May. The event began with the 100<sup>th</sup> birthday of Cheerwine in 2017, and the event has grown to over 50,000 visitors in downtown Salisbury enjoying live music, food vendors, shopping, local craft vendors, and family-friendly activities. This event was held virtually on May 16, 2020.

*Cheerwine Festival*



**MISCELLANEOUS STATISTICS**

<b>Public Safety:</b>		<b>Regional Utilities Department:</b>	
Number of Fire Stations	6	Number of Customers	19,017
Number of Police Stations	1	Miles of Water Line	449
<b>Recreation Facilities:</b>		Miles of Sewer Line	418
Number of Parks	28	Area - Square Miles	21.8
Number of Recreation Centers	4	Miles of Streets	173.23
Number of Tennis Facilities	1	Number of Cemeteries	7
Number of Acres	518		
Greenway Miles	5.2		



Fiscal Year Ended June 30,	ASSESSED VALUE OF TAXABLE PROPERTY For the Last Ten Fiscal Years				Tax Rate
	Real Property	Personal Property	Public Service Property	Total	
2021	<sup>1</sup>			\$3,152,143,472	\$0.7196
<b>2020</b>	<b>\$2,467,759,070</b>	<b>\$595,606,905</b>	<b>\$80,096,479</b>	<b>\$3,143,462,454</b>	<b>\$0.7196</b>
2019	\$2,213,404,065	\$580,679,857	\$76,103,757	\$2,870,187,679	\$0.7196
2018	\$2,200,909,996	\$571,100,802	\$72,407,318	\$2,844,418,116	\$0.7096
2017	\$2,190,395,512	\$581,933,147	\$70,460,904	\$2,842,789,563	\$0.6720
<b>2016</b>	<b>\$2,188,918,181</b>	<b>\$552,224,799</b>	<b>\$69,437,235</b>	<b>\$2,810,580,215</b>	<b>\$0.6600</b>
2015	\$2,192,253,039	\$572,732,078	\$62,228,883	\$2,827,214,000	\$0.6569
2014	\$2,185,868,793	\$592,826,220	\$59,056,195	\$2,837,751,208	\$0.6374
2013	\$2,207,871,524	\$500,854,287	\$61,343,725	\$2,770,069,536	\$0.6374
<b>2012</b>	<b>\$2,177,064,102</b>	<b>\$533,023,437</b>	<b>\$59,819,853</b>	<b>\$2,769,907,392</b>	<b>\$0.6135</b>

<sup>1</sup> 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 years ended June 30, 2012; June 30, 2016 and June 30, 2020 (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, 2019**

<u>Business</u>	<u>Type of Enterprise</u>	<u>2019 Assessed Valuation</u>	<u>Percentage Value of Total</u>
Food Lion, Inc.	Commercial	\$ 154,590,210	5.43%
Henkel Corporation	Manufacturing	33,025,431	1.16%
AKZO Nobel	Manufacturing	31,196,939	1.10%
Duke Energy Corp.	Utility	31,027,931	1.09%
Brixmor Innes Street, LLC	Retail Real Estate	25,754,169	0.91%
Cole Mt. Salisbury, NC LLC	Real Estate	22,598,592	0.79%
Norandal USA	Industrial	20,950,324	0.74%
Wal-Mart Real Estate Business	Retail	13,002,662	0.46%
BRC Salisbury LLC	Real Estate	12,025,915	0.42%
Piedmont Natural Gas	Utility	11,547,424	0.41%
Total		<u>\$ 355,719,597</u>	<u>12.51%</u>

**SCHEDULE OF PRINCIPAL EMPLOYERS  
IN THE CITY OF SALISBURY  
For the Year Ended June 30, 2019**

<u>Employer</u>	<u>Employees</u>	<u>Percentage of Total City Employment</u>
Delhaize Food Lion	3,200	14.55%
Rowan/Salisbury School System	3,164	14.38%
W.G. (Bill) Hefner VA Medical Center	2,281	10.37%
Novant Health Rowan Regional	1,560	7.09%
Rowan-Cabarrus Community College	1,006	4.57%
Rowan County	810	3.68%
Piedmont Correctional Institute	450	2.05%
City of Salisbury	420	1.91%
Catawba College	400	1.82%
Lutheran Services for the Aging	379	1.72%
<b>Total</b>	<b>13,670</b>	<b>62.14%</b>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2019.

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

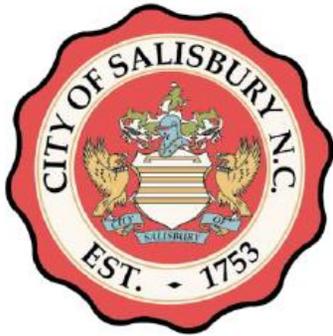
<u>Fiscal Year</u>	<u>Population</u>	<u>Personal Income</u>	<u>Per Capita Personal Income</u>	<u>Median Age</u>	<u>Unemployment Rate</u>
2019	34,463	\$ 949,675,523	\$ 27,556	40.3	4.7%
2018	34,463	926,512,706	26,884	40.1	4.4%
2017	34,459	903,809,921	26,229	39.9	5.2%
2016	34,285	877,313,318	25,589	39.7	5.8%
2015	33,955	847,677,075	24,965	39.5	5.9%
2014	33,726	821,424,540	24,356	39.3	7.3%
2013	33,622	798,918,570	23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,732	762,910,045	22,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%

Sources: Population data provided by Office of State Management and Budget. Personal income, per capita income, and median age data are based on the latest census with estimated fluctuations for non-census years. Unemployment rates are provided by the NC Employment Security Commission.

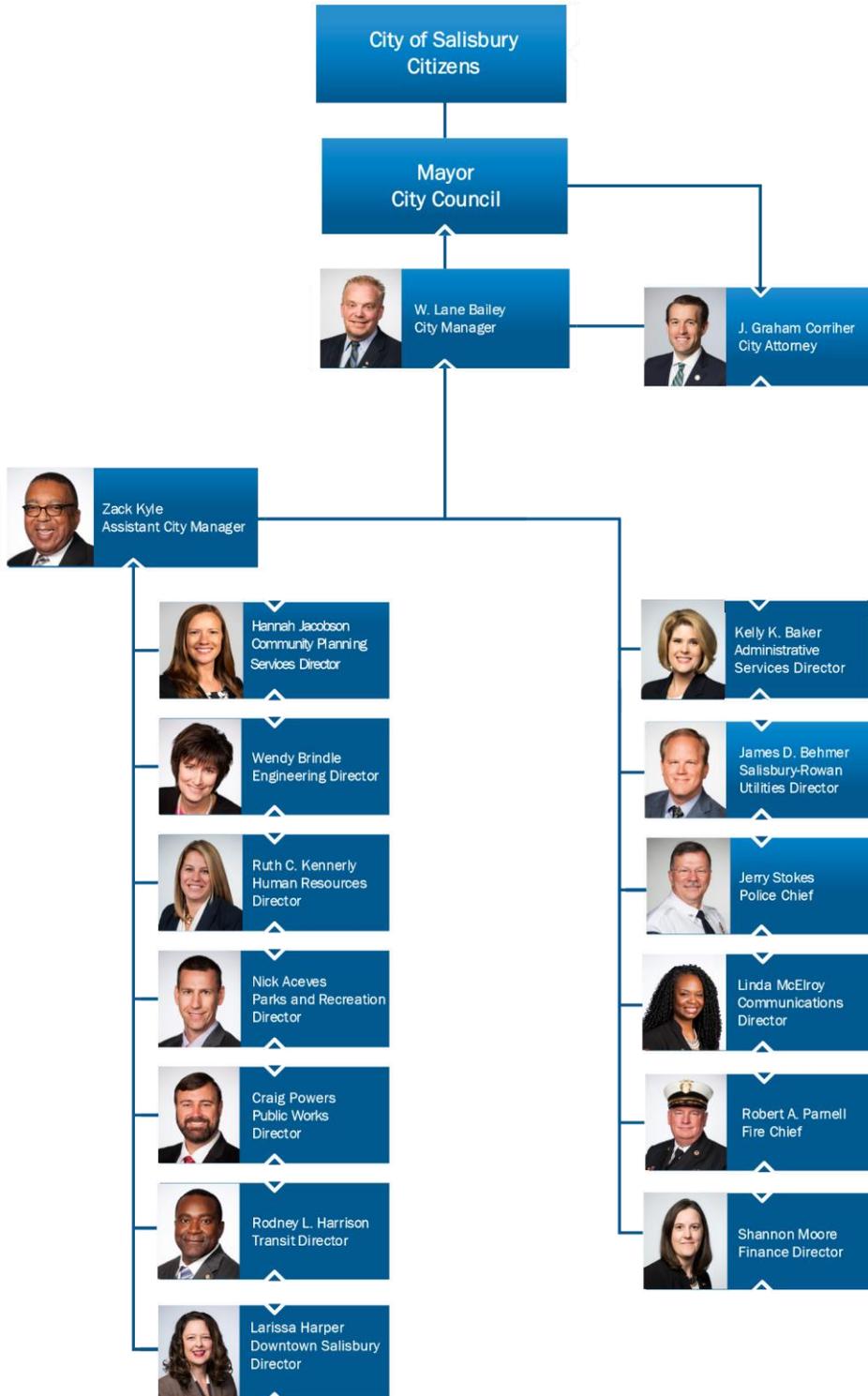
**CITY OF SALISBURY  
LIST OF PRINCIPAL OFFICIALS**

July 1, 2020

Mayor	Karen Kirks Alexander
Mayor Pro Tem	Al Heggins
Council Member	David B. Post
Council Member	Tamara Sheffield
Council Member	William B. Miller
City Attorney	J. Graham Corriher
City Manager	W. Lane Bailey
Assistant City Manager	Zack Kyle
Administrative Services Director	Kelly K. Baker
City Clerk	Kelly K. Baker
Communications Director	Linda McElroy
Community Planning Services Director	Hannah Jacobson
Downtown Salisbury Director	Larissa Harper
Engineering Director	Wendy Brindle
Finance Director	Shannon Moore
Fire Chief	Robert A. Parnell
Human Resources Director	Ruth C. Kennerly
Parks and Recreation Director	Nick Aceves
Police Chief	Jerry Stokes
Public Works Director	Craig Powers
Salisbury-Rowan Utilities Director	James D. Behmer
Transit Director	Rodney L. Harrison



# City of Salisbury Organization Chart



**CITY OF SALISBURY  
SUMMARY OF POSITIONS FOR FY 2019 – 2021**

	<u>APPROVED</u> <u>FY 2018-19</u>	<u>APPROVED</u> <u>FY 2019-20</u>	<u>REQUESTED</u> <u>FY 2020-21</u>	<u>RECOMMENDED</u> <u>FY 2020-21</u>	<u>APPROVED</u> <u>FY 2020-21</u>
<b>GENERAL FUND</b>					
City Council	8	8	8	7	7
Management & Administration	6	6	6	6	6
Communications	4	4	4	4	4
Human Resources	6	6	6	6	6
Financial Services	12	12	12	12	12
Business Services	11	9	9	8	8
Information Technologies	7	7	7	7	7
Community Planning Services	4	4	4	4	4
Code Services	4	4	4	3	4
Development Services	4	4	4	4	4
Downtown Salisbury	2	3	3	3	3
Engineering	7	8	8	7	7
Engineering-Traffic Operations	2	3	3	3	3
Police	89	97	95	94	94
Fire	81	90	90	90	90
Public Works-Telecommunications	4	4	4	4	4
Public Works-Facilities Maintenance	5	5	5	5	5
Public Works-Administration	3	3	3	3	3
Public Works-Streets	18	18	18	15	15
Public Works-Cemetery	1	1	1	1	1
Public Works- Solid Waste Management	6	6	6	6	6
Public Works-Waste Management-Other	5	5	5	4	4
Public Works-Grounds Maintenance	16	16	16	16	16
Public Works-Fleet Management	13	13	13	13	13
Parks and Recreation	15	15	19	19	19
<b>TOTAL</b>	<b>333</b>	<b>351</b>	<b>353</b>	<b>344</b>	<b>345</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	10	11	11	12	12
Water Treatment	9	9	9	9	9
Systems Maintenance	30	31	31	31	31
Enviromental Services	7	7	7	7	7
Wastewater Treatment Plants	25	24	24	24	24
Meter Services	8	7	7	7	7
<b>TOTAL</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>90</b>
<b>TRANSIT FUND</b>	<b>17</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>14</b>
<b>FIBRANT COMMUNICATIONS FUND *</b>	<b>23</b>				
<b>STORMWATER FUND</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>TOTAL ALL FUNDS</b>	<b>473</b>	<b>466</b>	<b>468</b>	<b>459</b>	<b>460</b>
<i>Permanent Full-time</i>	<i>449</i>	<i>442</i>	<i>444</i>	<i>435</i>	<i>435</i>
<i>Permanent Part-time</i>	<i>8</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>5</i>
<i>Temporary Full</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
<i>Temporary Part-time</i>	<i>6</i>	<i>7</i>	<i>7</i>	<i>6</i>	<i>7</i>
<i>Part-Time Pools</i>	<i>8</i>	<i>10</i>	<i>10</i>	<i>11</i>	<i>11</i>
<b>TOTAL ALL FUNDS</b>	<b>473</b>	<b>466</b>	<b>468</b>	<b>459</b>	<b>460</b>

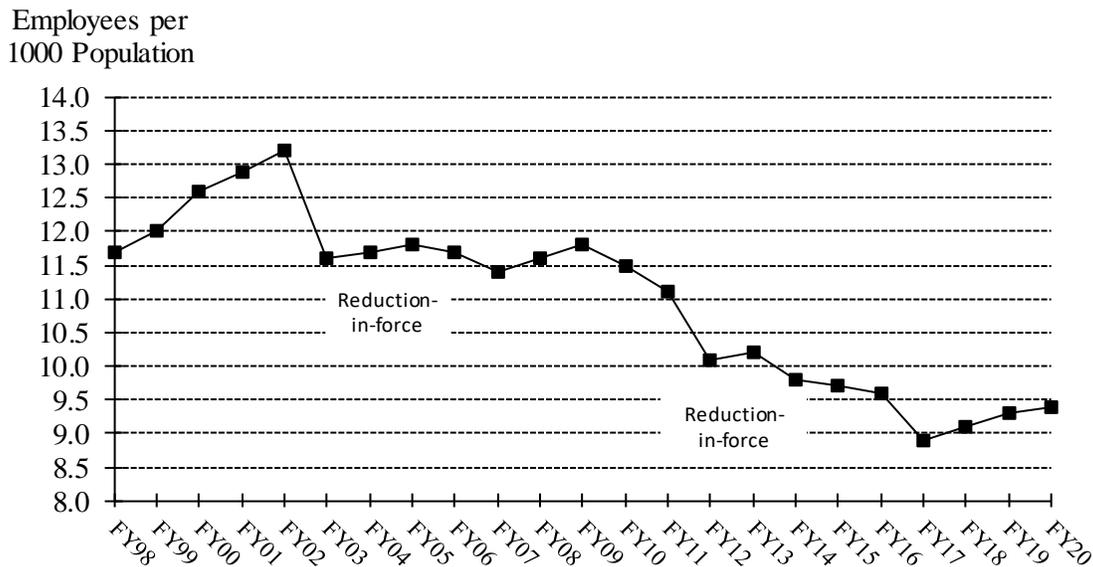
\*Positions eliminated due to system lease

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For the FY2020-21 Adopted Budget, the total number of full-time positions for the City’s budgeted funds has decreased by six over the previous fiscal year Adopted Budget. The following table shows the changes.

<b>GENERAL FUND:</b>
<i>Additions: PT Pool Bell Tower Green</i>
<i>Eliminations: City Clerk, Customer Service Clerk, Code and Development Services Tech, GIS Coordinator, 2 Sworn Police Officers, Asst. Public Works Director</i>
<b>WATER &amp; SEWER FUND:</b>
<i>Addition: GIS Manager</i>
<b>TRANSIT FUND:</b>
<i>Eliminated: Transit Operator</i>
<b>FIBRANT COMMUNICATIONS FUND</b>
<i>NO changes in positions</i>
<b>STORMWATER FUND</b>
<i>NO changes in positions</i>

**General Fund Full-Time Employees  
per 1000 Population**



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

**RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS**

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

**PROGRAM MATRIX OF FY2020-21 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
<b>GENERAL FUND:</b>								
City Council	X	X	X	X	X	X		X
Management & Administration	X	X	X	X	X	X		X
Communications	X	X	X	X	X	X		X
Human Resources	X	X	X	X	X	X		X
Business & Financial Services	X	X	X	X	X	X		X
Purchasing	X							
Telecommunications	X	X	X	X	X	X		X
Information Systems Operations	X	X	X		X	X		X
Central City Buildings Plaza	X					X		
Downtown Development					X	X		
Community Planning Services						X		
Code Services				X		X		
Development Services						X		
Engineering	X		X		X			
Street Lighting		X	X					
GIS	X	X	X	X	X	X		X
Police		X					X	
Fire		X					X	
Public Works Administration	X		X	X				
Street			X					
Solid Waste Management				X				
Waste Management- Other				X				
Fleet Management	X							
Transportation			X					
Parks & Recreation					X		X	
Education							X	
<b>ENTERPRISE FUNDS:</b>								
Water & Sewer								X
Mass Transit			X					
Fibrant						X		X
Stormwater				X				X
<b>SPECIAL REVENUE:</b>								
Entitlement (HUD)						X		

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

For the Year Ending June 30, 2021  
With Estimated Actual for Year Ending June 30, 2020 and  
Actual for Year Ended June 30, 2019

	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>REVENUES:</b>			
Taxes:			
General property - current	\$ 20,188,595	\$ 21,840,000	\$ 21,627,339
General property - prior	300,677	167,500	250,000
Auto tax	238,455	242,000	240,000
Interest on delinquent tax	107,385	65,000	75,000
Other tax	111	500	500
	<u>\$ 20,835,224</u>	<u>\$ 22,315,000</u>	<u>\$ 22,192,839</u>
Unrestricted Intergovernmental:			
Local option sales tax	\$ 8,122,023	\$ 8,250,000	\$ 7,650,000
Utilities franchise tax	3,055,197	3,015,000	3,015,000
Wine and beer tax	148,909	150,000	150,000
Other	156,592	178,425	164,000
	<u>\$ 11,482,720</u>	<u>\$ 11,593,425</u>	<u>\$ 10,979,000</u>
Restricted Intergovernmental:			
State street aid - powell bill	\$ 951,247	\$ 943,935	\$ 943,935
ARRA - Greenway Grant	-	216,000	-
Other	666,167	1,749,690	2,359,049
	<u>\$ 1,617,414</u>	<u>\$ 2,909,625</u>	<u>\$ 3,302,984</u>
Charges for services:			
Environmental protection	\$ 2,079,210	\$ 2,430,000	\$ 2,466,000
Culture and recreation	102,080	63,430	102,000
Code services fees	44,935	34,000	40,000
Public safety	544,370	529,401	514,000
Cemetery	135,225	90,000	120,000
Radio antenna and paging rentals	325,838	265,000	280,000
Rentals and sale of property	561,792	413,528	304,240
Licenses and permits	75,075	73,500	72,000
Administrative charges	3,652,027	3,532,030	3,913,450
Community services	59,559	66,561	67,150
Other	11,275	250	3,000
	<u>\$ 7,591,386</u>	<u>\$ 7,497,700</u>	<u>\$ 7,881,840</u>
Miscellaneous:			
Interest earned on investments	\$ 325,917	\$ 225,000	\$ 80,000
Donations	582,519	286,214	135,000
Other	675,512	336,500	202,793
	<u>\$ 1,583,948</u>	<u>\$ 847,714</u>	<u>\$ 417,793</u>
Total revenues	<u>\$ 43,110,692</u>	<u>\$ 45,163,464</u>	<u>\$ 44,774,456</u>
<b>OTHER FINANCING SOURCES:</b>			
Refunding bonds issued	\$ 230,000	\$ -	\$ -
Fund balance appropriated	-	1,000,000	870,462
Total revenues and other financing sources	<u>\$ 43,340,692</u>	<u>\$ 46,163,464</u>	<u>\$ 45,644,918</u>

**CITY OF SALISBURY  
FY 2020-2021 BUDGET SUMMARY  
GENERAL FUND**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>REVENUE</b>	\$ 43,340,692	\$ 50,539,198	\$ 45,139,276	\$ 46,003,307	\$ 45,644,918
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 15,957,615	\$ 17,011,184	\$ 17,621,015	\$ 16,830,066	\$ 16,830,066
OVERTIME SALARIES	\$ 708,264	\$ 600,662	\$ 597,600	\$ 597,000	\$ 597,000
PART TIME SALARIES	\$ 326,363	\$ 354,025	\$ 351,437	\$ 300,471	\$ 325,944
LEO SEPARATION ALLOWANCE	\$ 398,969	\$ 369,325	\$ 401,051	\$ 338,906	\$ 338,906
FICA TAX	\$ 1,002,451	\$ 1,110,168	\$ 1,146,652	\$ 1,086,809	\$ 1,088,758
RETIREMENT	\$ 1,313,398	\$ 1,608,649	\$ 1,892,764	\$ 1,810,571	\$ 1,810,571
401K-SWORN LAW	\$ 233,264	\$ 230,820	\$ 250,658	\$ 242,074	\$ 242,074
401(K) EMPLOYER CONTRIBUTION	\$ 348,839	\$ 386,134	\$ 394,166	\$ 375,581	\$ 375,581
HEALTH CARE	\$ 3,019,778	\$ 3,411,827	\$ 3,625,570	\$ 3,236,160	\$ 3,236,160
LIFE INSURANCE	\$ 42,925	\$ 41,729	\$ 43,168	\$ 41,203	\$ 41,203
EMP SEC INS	\$ 9,849	\$ 58,442	\$ 123,343	\$ 117,464	\$ 117,642
WORKERS COMPENSATION	\$ 749,008	\$ 789,750	\$ 852,000	\$ 825,600	\$ 828,000
<b>Personnel Total</b>	<b>\$ 24,110,723</b>	<b>\$ 25,972,715</b>	<b>\$ 27,299,424</b>	<b>\$ 25,801,905</b>	<b>\$ 25,831,905</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 3,885	\$ 5,300	\$ 6,750	\$ 5,850	\$ 5,850
UNIFORMS	\$ 190,249	\$ 130,607	\$ 146,636	\$ 141,619	\$ 141,619
UNIFORM EQUIPMENT	\$ 14,717	\$ 23,310	\$ 30,280	\$ 30,280	\$ 30,280
PROTECTIVE EQUIPMENT	\$ 432	\$ 600	\$ 900	\$ 900	\$ 900
MEETING EXPENSES	\$ 20,579	\$ 13,544	\$ 22,600	\$ 12,600	\$ 12,600
EMPLOYEE RECOGNITION	\$ 1,105	\$ 1,500	\$ 1,500	\$ 378	\$ 378
SAFETY PROGRAM	\$ 826	\$ 2,500	\$ 5,000	\$ 3,500	\$ 3,500
CRIME PREVENTION	\$ 9,780	\$ 1,200	\$ 3,200	\$ 2,200	\$ 2,200
SAFETY AWARDS	\$ 832	\$ 2,500	\$ -	\$ -	\$ -
RECREATION PROGRAMS	\$ 29,788	\$ 23,319	\$ 38,550	\$ 21,850	\$ 21,850
YOUTH PROGRAMS	\$ 2,730	\$ -	\$ -	\$ -	\$ -
CAC PROGRAMS	\$ 2,455	\$ 3,484	\$ 3,400	\$ 2,900	\$ 2,900
EXPENDABLE EQUIPMENT	\$ 44,412	\$ 25,500	\$ 40,875	\$ 27,700	\$ 27,700
EXPENDABLE RECREATION EQUIPMEN	\$ 762	\$ 900	\$ 900	\$ 900	\$ 900
FIRE AND RESCUE TOOLS	\$ 18,555	\$ 21,283	\$ 22,609	\$ 18,863	\$ 18,863
STREET NAME SIGNS	\$ 5,210	\$ 5,210	\$ 5,210	\$ 4,000	\$ 4,000
TRAFFIC PAVEMENT MARKINGS	\$ 9,771	\$ 10,000	\$ 10,000	\$ 7,500	\$ 7,500
TRAFFIC SIGNS & POST	\$ 8,361	\$ 8,275	\$ 8,275	\$ 7,500	\$ 7,500
DRIVE & WALK PAVING	\$ 45,031	\$ 35,000	\$ 35,000	\$ 30,000	\$ 30,000
CONSTRUCTION	\$ 5,245	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
SNOW MATERIALS	\$ 1,627	\$ 7,590	\$ 7,590	\$ 5,000	\$ 5,000
MATERIALS NEW STREETS	\$ 19,722	\$ 20,000	\$ 20,000	\$ 17,500	\$ 17,500
MATERIALS ST MAINT	\$ 36,372	\$ 30,000	\$ 30,000	\$ 25,000	\$ 25,000
MATERIALS - CONCRETE	\$ 23,467	\$ 25,000	\$ 25,000	\$ 20,000	\$ 20,000
GAS & OIL	\$ 489,914	\$ 566,521	\$ 691,755	\$ 616,634	\$ 616,634
DEPARTMENT SUPPLIES	\$ 226,973	\$ 172,228	\$ 194,345	\$ 160,740	\$ 160,740
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 27,924	\$ 22,010	\$ 25,900	\$ 25,900	\$ 25,900
HOSE AND FITTINGS	\$ 12,509	\$ 3,880	\$ 20,331	\$ 6,000	\$ 6,000
COMPUTER SUPPLIES	\$ 364	\$ 400	\$ 400	\$ 400	\$ 400
ARMORY SUPPLIES	\$ 13,191	\$ 15,650	\$ 32,650	\$ 30,650	\$ 30,650

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
CANINE UNIT	\$ 3,893	\$ 3,000	\$ 14,700	\$ 14,700	\$ 14,700
EVIDENCE	\$ 2,886	\$ 1,558	\$ -	\$ -	\$ -
CRIME SCENE	\$ 4,039	\$ 8,270	\$ 8,270	\$ 8,270	\$ 8,270
TRAVEL	\$ 67,912	\$ 82,603	\$ 101,750	\$ 63,150	\$ 63,150
AUTO ALLOWANCE	\$ -	\$ -	\$ 28,421	\$ 28,421	\$ 28,421
TECHNOLOGY ALLOWANCE	\$ -	\$ 4,000	\$ 3,230	\$ 3,230	\$ 3,230
TELEPHONE	\$ 28,684	\$ 29,425	\$ 26,544	\$ 25,344	\$ 25,344
CELL PHONE STIPEND	\$ -	\$ -	\$ 50,736	\$ 49,692	\$ 49,692
WIRELESS AIR CARDS	\$ 61,891	\$ 56,911	\$ 57,154	\$ 57,109	\$ 57,109
POSTAGE	\$ 13,362	\$ 12,948	\$ 15,283	\$ 14,136	\$ 14,136
ELECTRIC POWER	\$ 409,914	\$ 417,970	\$ 549,006	\$ 494,493	\$ 494,493
TRAFFIC SIGNAL	\$ 5,335	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
STREET LIGHTING	\$ 481,359	\$ 498,350	\$ 554,372	\$ 515,600	\$ 515,600
NATURAL GAS	\$ 66,353	\$ 70,719	\$ 79,270	\$ 67,959	\$ 67,959
CITY UTILITIES	\$ 110,155	\$ 103,545	\$ 136,723	\$ 132,818	\$ 132,818
PRINTING	\$ 1,733	\$ 3,600	\$ 5,300	\$ 4,400	\$ 4,400
BUILDINGS & GROUNDS	\$ 450,973	\$ 202,470	\$ 278,868	\$ 182,178	\$ 182,178
MAINT OLD CEMETERIES	\$ 30	\$ 2,060	\$ -	\$ -	\$ -
GROUNDS BEAUTIFICATION	\$ 8,618	\$ 20,556	\$ 20,700	\$ 5,000	\$ 5,000
PRICE HIGH SCHOOL	\$ 9,858	\$ 15,838	\$ 12,776	\$ 12,776	\$ 12,776
AMTRAK STATION	\$ 11,723	\$ 16,765	\$ 16,655	\$ 16,655	\$ 16,655
B/G CONTRACTED SERVICES	\$ 331,657	\$ 342,023	\$ 375,638	\$ 321,891	\$ 321,891
MAINT EQUIPMENT	\$ 160,743	\$ 125,418	\$ 158,671	\$ 128,419	\$ 128,419
MAINT RADIO	\$ 19,160	\$ 19,951	\$ 36,822	\$ 15,822	\$ 15,822
MAINT COMPUTER	\$ 58,367	\$ 61,628	\$ 72,519	\$ 78,420	\$ 78,420
MAINT CMPT SOFTWARE	\$ 656,720	\$ 693,069	\$ 811,160	\$ 803,390	\$ 803,390
MAINT TRAFFIC SIGNALS	\$ 24,755	\$ 17,286	\$ 35,110	\$ 33,610	\$ 33,610
MAINT AUTO	\$ 440,840	\$ 301,141	\$ 408,643	\$ 322,753	\$ 322,753
VEHICLE DAMAGE REPAIR	\$ 455	\$ 5,002	\$ -	\$ -	\$ -
STREET MAINTENANCE	\$ 540,427	\$ 500,000	\$ 525,000	\$ 472,000	\$ 472,000
COUNTY LANDFILL CHARGES	\$ 332,423	\$ 333,440	\$ 350,112	\$ 333,440	\$ 333,440
MINIMUM HOUSING	\$ 60,214	\$ 120,000	\$ 120,000	\$ 95,000	\$ 95,000
ADVERTISING	\$ 29,294	\$ 28,840	\$ 46,597	\$ 12,800	\$ 12,800
TRAINING	\$ 248,738	\$ 181,657	\$ 245,617	\$ 194,414	\$ 194,414
CITYWIDE EMP TRAINING/DEV	\$ 31,463	\$ 23,800	\$ 23,000	\$ 3,200	\$ 3,200
TACTICAL UNIT	\$ 12,487	\$ 9,500	\$ 14,500	\$ 14,500	\$ 14,500
LEASE PMTS-PK LOT	\$ 9,079	\$ 13,250	\$ 13,250	\$ -	\$ -
COPIER CONTRACT RENT	\$ -	\$ 1,300	\$ 700	\$ 700	\$ 700
COPIER CONTRACT EXPENSE	\$ 57,267	\$ 58,208	\$ 65,075	\$ 64,775	\$ 64,775
INSURANCE PREMIUMS	\$ 302,247	\$ 322,402	\$ 323,286	\$ 323,286	\$ 323,286
INSURANCE CLAIMS	\$ 23,905	\$ 31,861	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 67,889	\$ 85,492	\$ 113,275	\$ 106,725	\$ 106,725
MISCELLANEOUS EXPENSE	\$ 37,357	\$ 28,624	\$ 33,765	\$ 21,124	\$ 21,124
INFORMATION FUND	\$ 18,799	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000
OPERATIONAL EXPENDIT RESERVED	\$ -	\$ 63,175	\$ -	\$ -	\$ -
ACTIVENET FEES	\$ 1,918	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000
AUDITING CONTRACT	\$ 33,200	\$ 34,000	\$ 35,500	\$ 35,500	\$ 35,500
TAX COLLECTION FEES	\$ 214,755	\$ 220,000	\$ 230,000	\$ 228,500	\$ 228,500
LEGAL FEES	\$ 55,713	\$ 73,000	\$ 144,000	\$ 72,000	\$ 72,000
RIGHT OF WAY CHARGES	\$ 1,257	\$ 1,260	\$ 1,300	\$ 1,300	\$ 1,300
INTERNET BACKBONE FEE	\$ 48,100	\$ 33,276	\$ 36,000	\$ 36,000	\$ 36,000
SPECIAL PROJECTS	\$ 3,456,781	\$ 7,288,392	\$ 5,293,050	\$ 3,071,662	\$ 3,071,662
COMMUNITY EFFORTS GROUPS	\$ 45,500	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
UPDATE CITY CODE	\$ 6,862	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
CONTRACTED SERVICES	\$ 825,386	\$ 759,481	\$ 899,001	\$ 825,592	\$ 825,592
EMPLOYEE ASSISTANCE PROGRAM	\$ 5,754	\$ 6,319	\$ 6,327	\$ 6,327	\$ 6,327
ELECTION EXPENSE	\$ -	\$ 14,200	\$ -	\$ -	\$ -
E INNES STREETScape	\$ 7,950	\$ 68,087	\$ -	\$ -	\$ -
PERFORMANCE MEASUREMENT	\$ 200	\$ 8,900	\$ 10,500	\$ 500	\$ 500
DENR PROJECTS	\$ 174	\$ 1,000	\$ 500	\$ 500	\$ 500
RETIREE HEALTH INSURANCE	\$ 606,132	\$ 668,652	\$ 662,857	\$ 634,545	\$ 634,545
YOUTH COUNCIL	\$ 7,942	\$ 7,500	\$ 7,500	\$ 5,000	\$ 5,000
CRIME CONTROL	\$ 2,297	\$ 5,000	\$ 1,700	\$ -	\$ -
POLICE ACCREDITATION	\$ 4,670	\$ 4,770	\$ 4,770	\$ 4,770	\$ 4,770
POLICE CHAPLAINCY PROGRAM	\$ 95	\$ 820	\$ 220	\$ 220	\$ 220
GOVERNMENT ACCESS CHANNEL	\$ 4,125	\$ 3,150	\$ 2,800	\$ 1,800	\$ 1,800
WELLNESS PROGRAM	\$ 6,950	\$ 7,000	\$ 7,000	\$ 3,500	\$ 3,500
SPECIAL EVENTS	\$ 36,627	\$ 57,500	\$ 62,185	\$ 43,611	\$ 43,611
ATTRACT/RETAIN STRATEGIES	\$ 7,330	\$ 3,200	\$ 3,200	\$ 1,000	\$ 1,000
DIVERSITY RECRUIT STRATEGIES	\$ 1,464	\$ 2,000	\$ 2,000	\$ 300	\$ 300
SWAY	\$ 20,835	\$ 20,700	\$ 20,700	\$ 5,700	\$ 5,700
PUBLIC ART/SCULPTURE SHOW	\$ 40,747	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000
BLOCKWORK	\$ 9,912	\$ 15,000	\$ 20,000	\$ 10,000	\$ 10,000
SPRING FESTIVAL	\$ 97,929	\$ 80,000	\$ 80,000	\$ 76,000	\$ 76,000
KESLER MILL	\$ 61,491	\$ 10,000	\$ 6,000	\$ 5,000	\$ 5,000
DOG PARK	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
ANNEXATION EXPENSES	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822
PROFESSIONAL SERVICES	\$ 246,445	\$ 276,616	\$ 268,671	\$ 191,296	\$ 191,296
NCLM/INST OF GOV'T	\$ 30,223	\$ 32,473	\$ 32,473	\$ 32,473	\$ 32,473
CONTRACTED PROGRAM INSTRUCTORS	\$ 14,559	\$ 13,350	\$ 15,350	\$ 9,100	\$ 9,100
BACKGROUND INVESTIGATIONS	\$ 1,163	\$ 2,500	\$ 2,500	\$ 500	\$ 500
RECYCLING CONTRACT	\$ 475,243	\$ 487,080	\$ 487,080	\$ 574,128	\$ 574,128
ACTION GRANTS	\$ 23,537	\$ 22,000	\$ 50,000	\$ 40,000	\$ 40,000
HUMAN RELATIONS COUNCIL	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
COUNCIL OF GOV'T	\$ 8,270	\$ 8,300	\$ 8,300	\$ 8,300	\$ 8,300
SUPPLEMENTARY ED	\$ 40,000	\$ 40,000	\$ 42,000	\$ 40,000	\$ 40,000
UNITED ARTS COUNCIL	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250
CHAMBER OF COMM	\$ 11,908	\$ 12,200	\$ 12,200	\$ 11,200	\$ 11,200
SENIOR CITIZENS	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
COMMUNITY APPEARANCE COMM	\$ -	\$ 400	\$ -	\$ -	\$ -
ECONOMIC DEV COMM	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088
TREE BOARD	\$ 1,262	\$ 1,900	\$ 6,900	\$ 1,000	\$ 1,000
ADVISORY BOARD	\$ 294	\$ 500	\$ 1,000	\$ 500	\$ 500
LEASE PURCHASE PRINCIPAL	\$ 846,952	\$ 866,952	\$ 866,952	\$ 866,952	\$ 866,952
LEASE PURCHASE INTEREST EXP	\$ 135,200	\$ 252,094	\$ 224,738	\$ 224,738	\$ 224,738
PAYMENT TO REFUNDING AGENT	\$ 230,000	\$ -	\$ -	\$ -	\$ -
INV - TELECOM PURCHASES	\$ 30,405	\$ -	\$ -	\$ -	\$ -
INV - TELECOM ISSUES	\$ (30,405)	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 1,938,387	\$ 1,988,290	\$ 2,123,737	\$ 2,123,737	\$ 2,123,737
TRANSFER - TRANSIT FUND	\$ 467,822	\$ 633,564	\$ 800,000	\$ 600,000	\$ 241,611
TRANSFER - FIBRANT FUND	\$ 3,000,000	\$ 2,400,000	\$ 3,000,000	\$ 3,000,000	\$ 2,970,000
<b>Operations Total</b>	<b>\$ 19,793,465</b>	<b>\$ 22,870,702</b>	<b>\$ 23,001,975</b>	<b>\$ 19,412,625</b>	<b>\$ 19,024,236</b>

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	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 64,628	\$ 65,000	\$ 443,123	\$ 163,930	\$ 163,930
C O ROOF / HVAC	\$ 176,417	\$ 951,028	\$ 658,347	\$ 474,847	\$ 474,847
C O COMPUTER EQUIPMENT	\$ 1,688	\$ -	\$ -	\$ -	\$ -
C O GARAGE EQUIPMENT	\$ 36,987	\$ -	\$ 55,000	\$ -	\$ -
C/O BUILDINGS	\$ 413,294	\$ 255,000	\$ 1,548,000	\$ 125,000	\$ 125,000
C O BLDG & GRNDS	\$ 22,051	\$ 424,753	\$ 873,000	\$ 25,000	\$ 25,000
<b>Capital Total</b>	<b>\$ 715,065</b>	<b>\$ 1,695,781</b>	<b>\$ 3,577,470</b>	<b>\$ 788,777</b>	<b>\$ 788,777</b>
<b>Grand Total</b>	<b>\$ 44,619,253</b>	<b>\$ 50,539,198</b>	<b>\$ 53,878,869</b>	<b>\$ 46,003,307</b>	<b>\$ 45,644,918</b>

**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 a central source for the collection, storage, and dissemination of official municipal records and documents. To provide safety and security for all citizens, to protect the environment, and to improve the overall quality of life in our community. To provide leadership and support for the continued economic development and planned growth of the community.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 212,642	\$ 221,760	\$ 213,699	\$ 149,007	\$ 149,007
FICA TAX	\$ 16,046	\$ 16,885	\$ 16,350	\$ 11,401	\$ 11,401
RETIREMENT	\$ 10,086	\$ 12,563	\$ 15,055	\$ 8,442	\$ 8,442
401(K) EMPLOYER CONTRIBUTION	\$ 3,852	\$ 4,178	\$ 4,419	\$ 2,478	\$ 2,478
HEALTH CARE	\$ 45,020	\$ 45,745	\$ 48,035	\$ 36,260	\$ 36,260
LIFE INSURANCE	\$ 244	\$ 345	\$ 364	\$ 204	\$ 204
EMP SEC INS	\$ 80	\$ 966	\$ 1,021	\$ 573	\$ 573
WORKERS COMPENSATION	\$ 18,000	\$ 18,000	\$ 19,200	\$ 16,800	\$ 16,800
<b>Personnel Total</b>	<b>\$ 305,971</b>	<b>\$ 320,442</b>	<b>\$ 318,143</b>	<b>\$ 225,165</b>	<b>\$ 225,165</b>
<b>Operations</b>					
MEETING EXPENSES	\$ 11,291	\$ 10,594	\$ 13,100	\$ 9,200	\$ 9,200
GAS & OIL	\$ 439	\$ 275	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 2,541	\$ 5,100	\$ 8,250	\$ 3,800	\$ 3,800
TRAVEL	\$ 19,172	\$ 15,000	\$ 18,000	\$ 11,500	\$ 11,500
AUTO ALLOWANCE	\$ -	\$ -	\$ 12,918	\$ 12,918	\$ 12,918
TECHNOLOGY ALLOWANCE	\$ -	\$ 4,000	\$ 3,230	\$ 3,230	\$ 3,230
TELEPHONE	\$ 102	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,644	\$ 600	\$ 600
POSTAGE	\$ 337	\$ 400	\$ 900	\$ 900	\$ 900
MAINT AUTO	\$ 48	\$ 165	\$ -	\$ -	\$ -
ADVERTISING	\$ 217	\$ 1,700	\$ 4,600	\$ 1,500	\$ 1,500
TRAINING	\$ 6,652	\$ 8,300	\$ 11,000	\$ 5,200	\$ 5,200
COPIER CONTRACT EXPENSE	\$ 4,406	\$ 2,400	\$ 4,500	\$ 4,500	\$ 4,500
DUES & SUBSCRIPTIONS	\$ 10,245	\$ 15,274	\$ 16,655	\$ 16,255	\$ 16,255
MISCELLANEOUS EXPENSE	\$ 7,397	\$ 7,324	\$ 10,800	\$ 6,500	\$ 6,500
SPECIAL PROJECTS	\$ -	\$ 10,000	\$ 12,000	\$ 10,000	\$ 10,000
COMMUNITY EFFORTS GROUPS	\$ 45,500	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
UPDATE CITY CODE	\$ 6,862	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
ELECTION EXPENSE	\$ -	\$ 14,200	\$ -	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 1,250	\$ 200	\$ 1,000	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 10,550	\$ 1,400	\$ 3,465	\$ 3,465	\$ 3,465
<b>Operations Total</b>	<b>\$ 127,009</b>	<b>\$ 145,332</b>	<b>\$ 171,062</b>	<b>\$ 139,068</b>	<b>\$ 139,068</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 432,980</b>	<b>\$ 465,774</b>	<b>\$ 489,205</b>	<b>\$ 364,233</b>	<b>\$ 364,233</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>City Council (000)</b>					
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	3	3	3	3	3
<b>Administration (210)</b>					
City Clerk <sup>1</sup>	1	1	1	0	0
Deputy City Clerk	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	8	8	8	7	7

<sup>1</sup>Duties assumed by Administrative Services Director (421)



**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 638,486	\$ 657,162	\$ 669,481	\$ 657,435	\$ 657,435
FICA TAX	\$ 43,217	\$ 45,927	\$ 47,174	\$ 46,632	\$ 46,632
RETIREMENT	\$ 48,775	\$ 57,951	\$ 68,422	\$ 67,190	\$ 67,190
401(K) EMPLOYER CONTRIBUTION	\$ 18,595	\$ 19,274	\$ 20,084	\$ 19,722	\$ 19,722
HEALTH CARE	\$ 67,192	\$ 74,144	\$ 78,124	\$ 73,112	\$ 73,112
LIFE INSURANCE	\$ 1,406	\$ 1,590	\$ 1,657	\$ 1,628	\$ 1,628
EMP SEC INS	\$ 355	\$ 4,453	\$ 4,641	\$ 4,556	\$ 4,556
WORKERS COMPENSATION	\$ 13,500	\$ 13,500	\$ 14,400	\$ 14,400	\$ 14,400
<b>Personnel Total</b>	<b>\$ 831,526</b>	<b>\$ 874,001</b>	<b>\$ 903,983</b>	<b>\$ 884,675</b>	<b>\$ 884,675</b>
<b>Operations</b>					
MEETING EXPENSES	\$ 673	\$ -	\$ 2,400	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 5,074	\$ 5,000	\$ 5,000	\$ 3,200	\$ 3,200
TRAVEL	\$ 15,275	\$ 20,500	\$ 24,500	\$ 14,000	\$ 14,000
AUTO ALLOWANCE	\$ -	\$ -	\$ 10,335	\$ 10,335	\$ 10,335
TELEPHONE	\$ 968	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,400	\$ 5,400	\$ 5,400
WIRELESS AIR CARDS	\$ 1,398	\$ 1,417	\$ 1,417	\$ 1,417	\$ 1,417
POSTAGE	\$ 385	\$ 500	\$ 500	\$ 250	\$ 250
ADVERTISING	\$ 191	\$ 1,000	\$ 500	\$ 250	\$ 250
TRAINING	\$ 18,962	\$ 23,330	\$ 18,330	\$ 16,150	\$ 16,150
COPIER CONTRACT EXPENSE	\$ 4,787	\$ 5,000	\$ 5,500	\$ 5,500	\$ 5,500
INSURANCE PREMIUMS	\$ 66,778	\$ 70,224	\$ 74,645	\$ 74,645	\$ 74,645
INSURANCE CLAIMS	\$ 425	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 13,789	\$ 17,404	\$ 17,900	\$ 17,900	\$ 17,900

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
MISCELLANEOUS EXPENSE	\$ 5,343	\$ 5,541	\$ 6,041	\$ 3,250	\$ 3,250
LEGAL FEES	\$ 55,713	\$ 73,000	\$ 144,000	\$ 72,000	\$ 72,000
SPECIAL PROJECTS	\$ 21,352	\$ 17,500	\$ 31,500	\$ 12,500	\$ 12,500
COMMUNITY EFFORTS GROUPS	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
YOUTH COUNCIL	\$ -	\$ 7,500	\$ 7,500	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ -	\$ -	\$ 15,000	\$ -	\$ -
NCLM/INST OF GOV'T	\$ 30,223	\$ 32,473	\$ 32,473	\$ 32,473	\$ 32,473
HUMAN RELATIONS COUNCIL	\$ -	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
COUNCIL OF GOV'T	\$ 8,270	\$ 8,300	\$ 8,300	\$ 8,300	\$ 8,300
CHAMBER OF COMM	\$ 11,908	\$ 12,200	\$ 12,200	\$ 11,200	\$ 11,200
TRANSFER - CAP RESERVE FUND	\$ 2,100	\$ 2,850	\$ 2,950	\$ 2,950	\$ 2,950
<b>Operations Total</b>	<b>\$ 263,615</b>	<b>\$ 318,889</b>	<b>\$ 441,541</b>	<b>\$ 311,870</b>	<b>\$ 311,870</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,095,140</b>	<b>\$ 1,192,890</b>	<b>\$ 1,345,524</b>	<b>\$ 1,196,545</b>	<b>\$ 1,196,545</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (000)</b>					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
City Attorney	1	1	1	1	1
Human Relations Manager	1	1	1	1	1
Deputy Clerk/Assist. to City Manager <sup>1</sup>	1	0	0	0	0
Administrative Services Director <sup>1</sup>	0	1	1	1	1
Administrative Specialist <sup>2</sup>	0	1	1	1	1
Senior Office Assistant <sup>2</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	6	6	6	6	6

<sup>1</sup>Position reclassified

<sup>2</sup>Position reclassified

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Promote the City’s programs and highlight accomplishments through Salisbury NOW, City of Salisbury external newsletter, social media, the City of Salisbury websites, ACCESS16, and word of mouth.
2. Manage City of Salisbury brand and marketing standards to ensure compliance by City employees, contractors, appointees, and elected officials.
3. Maintain the City social media and mass notification presence and monitor content. Continue to write and distribute an engaging community newsletter monthly to Salisbury residents.
4. Continue to develop Salisbury NOW television show into a premiere, award-winning, local government channel.
5. Maintain and improve the new Salisbury Employee Portal.
6. Explore opportunities to utilize and improve the RoCo Alert mass notification system.
7. Maintain and upgrade the City’s television station:
  - Redesign the ACCESS16 logo.
  - Upgrade the station’s equipment as needed.
8. Support internal City departments and City Council with marketing communications as needed:
  - Manage crisis communications as needed.
  - Support departments in emergency and/or urgent situations.
  - Draft talking points and Q and A’s as needed in emergency or controversial situations.
  - Develop and manage press conferences as necessary for crisis or emergency events.
9. Set up, record, live tweet and live stream Salisbury City Council meetings:
  - Prepare recorded meetings for viewing as soon as possible on ACCESS16.
  - Live tweet City Council meetings while in progress.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Social Media Engagement % Increase FB	164%	20%	5%	N/A
Social Media Engagement % Increase Twitter	50%	10%	2%	N/A
Video Programming Viewership Increase	N/A	25%	20%	N/A
Departments Supported	12	12	12	N/A

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 259,944	\$ 270,544	\$ 277,277	\$ 272,288	\$ 272,288
PART TIME SALARIES	\$ 1,030	\$ 725	\$ -	\$ -	\$ -
FICA TAX	\$ 19,268	\$ 20,593	\$ 21,213	\$ 20,830	\$ 20,830
RETIREMENT	\$ 20,189	\$ 24,281	\$ 28,337	\$ 27,828	\$ 27,828
401(K) EMPLOYER CONTRIBUTION	\$ 7,699	\$ 8,077	\$ 8,318	\$ 8,169	\$ 8,169
HEALTH CARE	\$ 37,621	\$ 38,401	\$ 40,322	\$ 37,883	\$ 37,883
LIFE INSURANCE	\$ 606	\$ 667	\$ 686	\$ 674	\$ 674
EMP SEC INS	\$ 153	\$ 1,867	\$ 1,922	\$ 1,887	\$ 1,887
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 355,510</b>	<b>\$ 374,155</b>	<b>\$ 387,675</b>	<b>\$ 379,159</b>	<b>\$ 379,159</b>
<b>Operations</b>					
GAS & OIL	\$ 59	\$ 50	\$ 101	\$ 60	\$ 60
DEPARTMENT SUPPLIES	\$ 2,708	\$ 3,160	\$ 3,160	\$ 1,500	\$ 1,500
TRAVEL	\$ 4,749	\$ 5,150	\$ 6,200	\$ 4,000	\$ 4,000
TELEPHONE	\$ 153	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
WIRELESS AIR CARDS	\$ 342	\$ -	\$ -	\$ -	\$ -
POSTAGE	\$ 97	\$ 150	\$ 200	\$ 200	\$ 200
MAINT EQUIPMENT	\$ 1	\$ -	\$ -	\$ -	\$ -
MAINT AUTO	\$ 14	\$ 50	\$ 50	\$ 50	\$ 50
ADVERTISING	\$ 8,483	\$ 10,820	\$ 10,087	\$ 1,500	\$ 1,500
TRAINING	\$ 3,189	\$ 9,190	\$ 5,850	\$ 3,700	\$ 3,700
COPIER CONTRACT EXPENSE	\$ 2,223	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550
DUES & SUBSCRIPTIONS	\$ 5,754	\$ 5,211	\$ 5,704	\$ 5,584	\$ 5,584
GOVERNMENT ACCESS CHANNEL	\$ 4,125	\$ 3,150	\$ 2,800	\$ 1,800	\$ 1,800
PROFESSIONAL SERVICES	\$ 55,018	\$ 56,600	\$ 55,700	\$ 41,200	\$ 41,200
TRANSFER - CAP RESERVE FUND	\$ 5,845	\$ 6,420	\$ 5,504	\$ 5,504	\$ 5,504
<b>Operations Total</b>	<b>\$ 92,761</b>	<b>\$ 102,501</b>	<b>\$ 99,250</b>	<b>\$ 68,992</b>	<b>\$ 68,992</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 448,271</b>	<b>\$ 476,656</b>	<b>\$ 486,925</b>	<b>\$ 448,151</b>	<b>\$ 448,151</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Public Information (203)</b>					
Public Information Director	1	1	1	1	1
Communications Specialist	1	1	1	1	1
Systems Analyst <sup>1</sup>	0	0	1	1	1
Web/Marketing Coordinator <sup>1</sup>	0	0	1	1	1
<b>Access 16 (204)</b>					
Systems Analyst <sup>1</sup>	1	1	0	0	0
<b>Web &amp; System Media (205)</b>					
Web/Marketing Coordinator <sup>1</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup>Position moved

**Human Resources**

**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 retention, training and development, health and wellness, employee relations, compensation and benefits administration and a City-wide culture initiative through the Salisbury Way (SWAY). To provide Risk Management services for the City 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 assigned by City Council.

**PERFORMANCE GOALS**

1. Implement City Council level goals.
2. Maintain the Human Resources information systems consistent with elements of a high performance organization.
3. Update compensation plan periodically to attract and retain top talent.
4. Develop and maintain relationships and partnerships with the community in order to enhance recruitment efforts.
5. Enrich the internship program with schools and colleges/universities.
6. Establish health insurance savings strategies.
7. Promote employee well-being/healthy workforce through wellness strategies.
8. Research, invest, and continue to provide professional development programs through Salisbury University.
9. Create and implement a strategic plan that amplifies the Salisbury Way (SWAY), including customer service efforts.
10. Continue to provide employee self-service through the human resources information system, MUNIS.
11. Continue to support the applicant tracking software program, MUNIS.
12. Implement an electronic time entry system through MUNIS.
13. Participate in surveys and benchmarking studies.
14. Provide Human Resources measures of effectiveness and efficiency through an annual report.
15. Implement an updated Risk Management program.
16. Provide risk education and training opportunities to all employees in order to reduce incidents.
17. Continue cyber security training with efforts to maintain a secure web-based environment.
18. Implement efforts to improve the American Disability Act (ADA) transitional plan.



**PERFORMANCE MEASURES**

<b>Human Resources (000)</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Position Applications Reviewed	1,233	1,300	1,350	N/A
Full-Time Employees in Organization (all funds)	473	466	466	N/A
Position Requisitions Received from Departments	78	80	81	N/A
<b>Effectiveness</b>				
Percent of Applicants Placed - External	78.6%	80.0%	80.0%	N/A
Percent of Applicants Placed - Internal	21.4%	20.0%	20.0%	N/A
Organization-wide Turnover Rate	13.00%	13.50%	14.00%	15.00%
<b>Risk Management (201)</b>				
<b>Workload</b>				
Number of Workers Compensation Claims Filed	58	38	42	30
Number of Third-Party Insurance Claims Filed	4	2	5	N/A
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120	N/A
<b>Efficiency</b>				
Cost Per Negotiated Workers Compensation Claim	\$ 4,200	\$ 3,000	\$ 3,000	N/A
Cost Per Negotiated Insurance Claim	\$ 1,500	\$ 2,000	\$ 2,000	N/A
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ -	\$ -	N/A
<b>Effectiveness</b>				
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%	N/A
Third Party Insurance Claims Negotiated Per Claim Filed	4%	2%	5%	N/A
OSHA Fine Totals Per Self-Initiated OSHA Inspection	-	-	-	N/A

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 375,439	\$ 397,830	\$ 413,015	\$ 405,583	\$ 405,583
OVERTIME SALARIES	\$ 168	\$ 250	\$ 250	\$ 250	\$ 250
FICA TAX	\$ 27,625	\$ 30,234	\$ 31,614	\$ 31,046	\$ 31,046
RETIREMENT	\$ 26,770	\$ 35,650	\$ 42,237	\$ 41,476	\$ 41,476
401(K) EMPLOYER CONTRIBUTION	\$ 11,099	\$ 11,857	\$ 12,399	\$ 12,176	\$ 12,176
HEALTH CARE	\$ 46,346	\$ 49,355	\$ 51,823	\$ 48,571	\$ 48,571
LIFE INSURANCE	\$ 11,461	\$ 978	\$ 1,021	\$ 1,004	\$ 1,004
EMP SEC INS	\$ 236	\$ 2,738	\$ 2,863	\$ 2,811	\$ 2,811
WORKERS COMPENSATION	\$ 13,258	\$ 13,500	\$ 14,400	\$ 14,400	\$ 14,400
<b>Personnel Total</b>	<b>\$ 512,401</b>	<b>\$ 542,392</b>	<b>\$ 569,622</b>	<b>\$ 557,317</b>	<b>\$ 557,317</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
EMPLOYEE RECOGNITION	\$ 1,105	\$ 1,500	\$ 1,500	\$ 378	\$ 378
SAFETY PROGRAM	\$ 826	\$ 2,500	\$ 5,000	\$ 3,500	\$ 3,500
SAFETY AWARDS	\$ 832	\$ 2,500	\$ -	\$ -	\$ -
GAS & OIL	\$ 76	\$ 162	\$ 374	\$ 288	\$ 288
DEPARTMENT SUPPLIES	\$ 11,165	\$ 6,230	\$ 8,050	\$ 5,990	\$ 5,990
TRAVEL	\$ 2,867	\$ 5,500	\$ 4,500	\$ 1,800	\$ 1,800
TELEPHONE	\$ 968	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,868	\$ 2,868	\$ 2,868
WIRELESS AIR CARDS	\$ 456	\$ 480	\$ 480	\$ 480	\$ 480
POSTAGE	\$ 1,099	\$ 1,000	\$ 1,000	\$ 300	\$ 300
PRINTING	\$ -	\$ 300	\$ 300	\$ -	\$ -
MAINT AUTO	\$ 2,251	\$ 221	\$ 250	\$ 250	\$ 250
ADVERTISING	\$ 3,211	\$ 4,500	\$ 3,000	\$ 1,350	\$ 1,350
TRAINING	\$ 13,090	\$ 14,500	\$ 14,500	\$ 8,700	\$ 8,700
CITYWIDE EMP TRAINING/DEV	\$ 31,463	\$ 23,800	\$ 23,000	\$ 3,200	\$ 3,200
COPIER CONTRACT EXPENSE	\$ 8,055	\$ 7,400	\$ 8,000	\$ 8,000	\$ 8,000
INSURANCE PREMIUMS	\$ 32,824	\$ 35,451	\$ 34,760	\$ 34,760	\$ 34,760
DUES & SUBSCRIPTIONS	\$ 3,819	\$ 4,800	\$ 4,800	\$ 1,400	\$ 1,400
MISCELLANEOUS EXPENSE	\$ 2,000	\$ 885	\$ 750	\$ -	\$ -
CONTRACTED SERVICES	\$ 5,212	\$ 5,000	\$ 7,200	\$ 6,200	\$ 6,200
EMPLOYEE ASSISTANCE PROGRAM	\$ 5,754	\$ 6,319	\$ 6,327	\$ 6,327	\$ 6,327
RETIREE HEALTH INSURANCE	\$ 606,132	\$ 668,652	\$ 662,857	\$ 634,545	\$ 634,545
YOUTH COUNCIL	\$ 7,942	\$ -	\$ -	\$ -	\$ -
WELLNESS PROGRAM	\$ 6,950	\$ 7,000	\$ 7,000	\$ 3,500	\$ 3,500
ATTRACT/RETAIN STRATEGIES	\$ 7,330	\$ 3,200	\$ 3,200	\$ 1,000	\$ 1,000
DIVERSITY RECRUIT STRATEGIES	\$ 1,464	\$ 2,000	\$ 2,000	\$ 300	\$ 300
SWAY	\$ 20,835	\$ 20,700	\$ 20,700	\$ 5,700	\$ 5,700
PROFESSIONAL SERVICES	\$ 27,267	\$ 20,000	\$ 20,000	\$ 2,265	\$ 2,265
BACKGROUND INVESTIGATIONS	\$ 1,163	\$ 2,500	\$ 2,500	\$ 500	\$ 500
HUMAN RELATIONS COUNCIL	\$ 5,150	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 6,045	\$ 4,845	\$ 9,895	\$ 9,895	\$ 9,895
<b>Operations Total</b>	<b>\$ 817,352</b>	<b>\$ 851,945</b>	<b>\$ 854,811</b>	<b>\$ 743,496</b>	<b>\$ 743,496</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,329,754</b>	<b>\$ 1,394,337</b>	<b>\$ 1,424,433</b>	<b>\$ 1,300,813</b>	<b>\$ 1,300,813</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Human Resources (000)</b>					
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II	3	3	3	3	3
Administration Specialist	1	1	1	1	1
<b>Risk Management (201)</b>					
Risk Manager	1	1	1	1	1
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

**STATEMENT OF PURPOSE**

To increase the efficiency and effectiveness of core business functions through the use of technology. To promote cyber security awareness, and protect the City of Salisbury from cyber threats. Provide excellent customer service in accordance with the Salisbury Way. Provide resources that enable consistent data and communications access to every City employee while meeting defined needs, schedules, and budgets. Cultivate a culture of communication and information sharing by promoting available technology. To serve the citizens of Salisbury through ensuring that City staff can efficiently and seamlessly perform their duties.

**PERFORMANCE GOALS**

1. Provide cyber security training resources to City staff.
2. Continually improve security posture through research, monitoring, and maintenance.
3. Maintain IT support for all departments within the City of Salisbury.
4. Maintain all software, software support, and hardware support contracts.
5. Upgrade and replace equipment as dictated by the capital replacement schedule.
6. Coordinate scheduled maintenance and upgrades.
7. Monitor all network activity and mitigate any risks.
8. Identify areas within departments where IT can provide solutions.
9. Identify and reduce unnecessary technology expenditures.
10. Implement policies and procedures concerning the use of City technology.

**PERFORMANCE MEASURES**

	<b>FY 2019</b> <b>Actual</b>	<b>FY 2020</b> <b>Estimate</b>	<b>FY 2021</b> <b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Computers Directly Supported	470	474	474	N/A
Total Number of IT Helpdesk Requests Received	1,649	1,300	1,600	N/A
Number of Remote Sites Supported	47	47	47	N/A
Number of Telephones Supported	377	390	390	N/A
<b>Efficiency</b>				
Number of PCs Supported Per Analyst	470	470	470	235
<b>Effectiveness</b>				
Average Annual Network Availability *	99.9%	99.9%	99.9%	100.0%
Percent IT Helpdesk Requests Closed < One Day	41.2%	45.0%	45.0%	60.0%

\* Estimate - Designed to demonstrate network reliability

**BUDGET REQUEST**

	<b>Actual</b> <b>FY18-19</b>	<b>Budgeted</b> <b>FY19-20</b>	<b>Requested</b> <b>FY20-21</b>	<b>Mgr Recommends</b> <b>FY20-21</b>	<b>Adopted</b> <b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 441,805	\$ 499,328	\$ 504,613	\$ 496,931	\$ 496,931
FICA TAX	\$ 30,649	\$ 38,059	\$ 38,603	\$ 38,014	\$ 38,014
RETIREMENT	\$ 34,401	\$ 44,877	\$ 51,572	\$ 50,787	\$ 50,787
401(K) EMPLOYER CONTRIBUTION	\$ 13,056	\$ 14,926	\$ 15,139	\$ 14,908	\$ 14,908
HEALTH CARE	\$ 72,477	\$ 79,734	\$ 85,881	\$ 77,398	\$ 77,398
LIFE INSURANCE	\$ 1,001	\$ 1,232	\$ 1,250	\$ 1,232	\$ 1,232
EMP SEC INS	\$ 286	\$ 3,450	\$ 3,503	\$ 3,449	\$ 3,449
WORKERS COMPENSATION	\$ 15,750	\$ 15,750	\$ 16,800	\$ 16,800	\$ 16,800
<b>Personnel Total</b>	<b>\$ 609,425</b>	<b>\$ 697,356</b>	<b>\$ 717,361</b>	<b>\$ 699,519</b>	<b>\$ 699,519</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 639	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
EXPENDABLE EQUIPMENT	\$ 1,326	\$ 1,500	\$ 3,000	\$ 1,500	\$ 1,500
GAS & OIL	\$ 823	\$ 992	\$ 1,560	\$ 1,346	\$ 1,346
DEPARTMENT SUPPLIES	\$ 8,549	\$ 2,600	\$ 4,000	\$ 2,600	\$ 2,600
TRAVEL	\$ 1,255	\$ 888	\$ 1,500	\$ 1,250	\$ 1,250
TELEPHONE	\$ 357	\$ 18,535	\$ 18,000	\$ 18,000	\$ 18,000
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
WIRELESS AIR CARDS	\$ 913	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 14	\$ 260	\$ 260	\$ 260	\$ 260
MAINT COMPUTER	\$ 58,367	\$ 61,628	\$ 72,519	\$ 78,420	\$ 78,420
MAINT CMPT SOFTWARE	\$ 605,103	\$ 638,753	\$ 754,874	\$ 747,104	\$ 747,104
MAINT AUTO	\$ 212	\$ 580	\$ 580	\$ 580	\$ 580
TRAINING	\$ 4,009	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
COPIER CONTRACT EXPENSE	\$ 618	\$ -	\$ -	\$ -	\$ -
COPIER CONTRACT RENT	\$ -	\$ 1,300	\$ 700	\$ 700	\$ 700
INSURANCE PREMIUMS	\$ 26,885	\$ 29,035	\$ 27,533	\$ 27,533	\$ 27,533
MISCELLANEOUS EXPENSE	\$ 184	\$ 775	\$ 400	\$ -	\$ -
INTERNET BACKBONE FEE	\$ 48,100	\$ 33,276	\$ 36,000	\$ 36,000	\$ 36,000
CONTRACTED SERVICES	\$ 218	\$ -	\$ 16,440	\$ 11,440	\$ 11,440
PROFESSIONAL SERVICES	\$ 19,400	\$ 250	\$ 1,500	\$ 1,500	\$ 1,500
TRANSFER - CAP RESERVE FUND	\$ 63,736	\$ 37,640	\$ 74,561	\$ 74,561	\$ 74,561
<b>Operations Total</b>	<b>\$ 840,706</b>	<b>\$ 835,472</b>	<b>\$ 1,022,087</b>	<b>\$ 1,011,454</b>	<b>\$ 1,011,454</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,450,131</b>	<b>\$ 1,532,828</b>	<b>\$ 1,739,448</b>	<b>\$ 1,710,973</b>	<b>\$ 1,710,973</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (000)</b>					
Administrative Specialist <sup>1</sup>	1	0	0	0	0
<b>Operations (151)</b>					
Administrative Specialist <sup>1</sup>	0	1	1	1	1
IT Network Manager	1	1	1	1	1
Installation Technician	1	1	1	1	1
Systems Analyst I/II/Sr.	3	3	3	3	3
Network Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

<sup>1</sup>Position moved

**STATEMENT OF PURPOSE**

To provide fiscal and business services to support the operations of the City. To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment, and contractual services for the City, and to manage and maintain a system of fixed asset identification, reporting, and accountability. Included in Financial Services is Business and Financial Services Administration, Accounting, Budget, Debt Management, Performance Management, and Investment Activities.

**PERFORMANCE GOALS**

1. Continue departmental education and training on use of the City’s financial systems.
2. Continue to participate in the ICMA Open Access Benchmarking Initiative.
3. Participate in the GFOA’s Certificate of Achievement for Financial Reporting Excellence program.
4. Participate in the GFOA’s Distinguished Budget Presentation Award.
5. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
6. Continue to seek methods of improved fixed asset accountability.
7. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.
8. Manage the investment activities for idle cash.
9. Manage efforts to implement the City’s new financial software system, MUNIS.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
<b>Accounting</b>	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Checks Issued	4,377	4,200	4,200	4,000
Number of ACH Transactions (Payroll and A/P)	15,673	15,800	16,000	16,000
Number of Journal Entries	501	520	520	500
<b>Effectiveness</b>				
Percent of Checks Processed Without Error	99.0%	99.0%	99.0%	99.0%
Percent of ACH Transactions Processed Without Error	99.0%	99.0%	99.0%	99.0%
<b>Purchasing</b>				
<b>Workload</b>				
Number of Purchase Orders Fulfilled	1,012	1,000	1,000	1,000
Number of Procurement Card Transactions	11,560	11,000	11,000	11,000
Number of Contracts Reviewed	85	80	80	80
<b>Effectiveness</b>				
Percent of POs Completed Without Error	96%	97%	97%	98%
Procurement Card Error Rate	2%	2%	2%	1%

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 702,477	\$ 727,590	\$ 747,379	\$ 733,930	\$ 733,930
OVERTIME SALARIES	\$ 243	\$ 250	\$ 250	\$ 250	\$ 250
PART TIME SALARIES	\$ 12,404	\$ 12,716	\$ 12,919	\$ 7,752	\$ 7,752
FICA TAX	\$ 51,143	\$ 56,504	\$ 58,182	\$ 56,758	\$ 56,758
RETIREMENT	\$ 54,407	\$ 65,258	\$ 76,408	\$ 75,034	\$ 75,034
401(K) EMPLOYER CONTRIBUTION	\$ 20,749	\$ 21,705	\$ 22,428	\$ 22,027	\$ 22,027
HEALTH CARE	\$ 112,090	\$ 113,911	\$ 119,604	\$ 111,609	\$ 111,609
LIFE INSURANCE	\$ 1,523	\$ 1,790	\$ 1,850	\$ 1,817	\$ 1,817
EMP SEC INS	\$ 420	\$ 412	\$ 5,272	\$ 5,142	\$ 5,142
WORKERS COMPENSATION	\$ 27,000	\$ 27,000	\$ 28,800	\$ 28,800	\$ 28,800
<b>Personnel Total</b>	<b>\$ 982,457</b>	<b>\$ 1,027,136</b>	<b>\$ 1,073,092</b>	<b>\$ 1,043,119</b>	<b>\$ 1,043,119</b>
<b>Operations</b>					
GAS & OIL	\$ 557	\$ 610	\$ 855	\$ 753	\$ 753
DEPARTMENT SUPPLIES	\$ 6,771	\$ 6,000	\$ 7,000	\$ 7,000	\$ 7,000
COMPUTER SUPPLIES	\$ 364	\$ 400	\$ 400	\$ 400	\$ 400
TRAVEL	\$ 6,518	\$ 12,450	\$ 16,550	\$ 13,050	\$ 13,050
AUTO ALLOWANCE	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ 2,584
TELEPHONE	\$ 459	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,968	\$ 1,968	\$ 1,968
WIRELESS AIR CARDS	\$ 456	\$ 457	\$ 457	\$ 457	\$ 457
POSTAGE	\$ 2,455	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
MAINT AUTO	\$ 588	\$ 400	\$ 400	\$ 400	\$ 400
TRAINING	\$ 6,107	\$ 7,963	\$ 11,875	\$ 9,875	\$ 9,875
COPIER CONTRACT EXPENSE	\$ 3,925	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
INSURANCE PREMIUMS	\$ 195	\$ 318	\$ 146	\$ 146	\$ 146
DUES & SUBSCRIPTIONS	\$ 3,574	\$ 4,050	\$ 4,050	\$ 4,050	\$ 4,050
MISCELLANEOUS EXPENSE	\$ 1,340	\$ 750	\$ 275	\$ 275	\$ 275
AUDITING CONTRACT	\$ 33,200	\$ 34,000	\$ 35,500	\$ 35,500	\$ 35,500
TAX COLLECTION FEES	\$ 214,755	\$ 220,000	\$ 230,000	\$ 228,500	\$ 228,500
SPECIAL PROJECTS	\$ 185,194	\$ 314,048	\$ 120,000	\$ -	\$ -
CONTRACTED SERVICES	\$ 25,286	\$ 20,100	\$ 34,000	\$ 9,000	\$ 9,000
PERFORMANCE MEASUREMENT	\$ 200	\$ 8,900	\$ 10,500	\$ 500	\$ 500
PROFESSIONAL SERVICES	\$ 14,212	\$ 7,600	\$ 7,600	\$ 7,600	\$ 7,600
TRANSFER - CAP RESERVE FUND	\$ 450	\$ 7,600	\$ 7,975	\$ 7,975	\$ 7,975
<b>Operations Total</b>	<b>\$ 506,605</b>	<b>\$ 652,046</b>	<b>\$ 498,535</b>	<b>\$ 336,433</b>	<b>\$ 336,433</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,489,062</b>	<b>\$ 1,679,182</b>	<b>\$ 1,571,627</b>	<b>\$ 1,379,552</b>	<b>\$ 1,379,552</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Finance Director	1	1	1	1	1
Budget & Performance Manager <sup>1</sup>	1	0	0	0	0
Budget & Performance Analyst	1	1	1	1	1
Management Analyst/Sr. <sup>1</sup>	2	4	4	4	4
Finance Specialist <sup>1</sup>	1	0	0	0	0
Finance Manager	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk I/II <sup>2</sup>	2	0	0	0	0
Accounting Technician I/II <sup>2</sup>	0	2	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Purchasing Coordinator <sup>3</sup>	0	1	1	1	1
Purchasing Manager <sup>3</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

<sup>1</sup>Positions reclassified

<sup>2</sup>Position reclassified

<sup>3</sup>Position reclassified



**STATEMENT OF PURPOSE**

To provide management of billing, collections and customer fulfillment to the consumers and citizens of the City of Salisbury’s water and sewer utility, garbage, recycling, storm water, and other City services.

**PERFORMANCE GOALS**

1. Continue to improve the collection process to reduce past due balances by continuing the execution of the 30-day cutoff cycle.
2. Collect accurate customer data to ensure proper billings of municipal services from the start of service.
3. Promote and assist business and residential customer sign-up for the free “Eye on Water” customer portal that monitors water usage, provides notification for 24-hour usage and promotes conservation.
4. Partner with other divisions across the City to ensure that account information is accurate and synergistic.
5. Foster an atmosphere of excellence through ongoing customer service, communications, and technical training for a deeper understanding and knowledge of the utilities business.
6. Implement a new software system for utility billing with Tyler Technologies/MUNIS.

**PERFORMANCE MEASURES**

	<u>FY 2019 Actual</u>	<u>FY 2020 Estimate</u>	<u>FY 2021 Projected</u>	<u>Goal</u>
<b>Workload</b>				
Number of Utility Bills Generated	248,082	248,100	248,150	N/A
Number of Teller Transactions	52,977	50,050	49,500	N/A
<b>Effectiveness</b>				
Percent of Utility Bills Mailed Without Error	99.5%	99.9%	99.9%	100%

\* These are estimates, as Audiolog Call Statistics Reporting System was not always functional.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 235,109	\$ 283,105	\$ 308,886	\$ 272,410	\$ 272,410
OVERTIME SALARIES	\$ 84	\$ 560	\$ 500	\$ 500	\$ 500
PART TIME SALARIES	\$ 10,888	\$ 15,895	\$ 15,895	\$ 6,460	\$ 6,460
FICA TAX	\$ 17,585	\$ 23,019	\$ 24,885	\$ 21,372	\$ 21,372
RETIREMENT	\$ 18,488	\$ 25,708	\$ 31,620	\$ 27,891	\$ 27,891
401(K) EMPLOYER CONTRIBUTION	\$ 7,049	\$ 8,551	\$ 9,281	\$ 8,186	\$ 8,186
HEALTH CARE	\$ 64,599	\$ 81,940	\$ 88,200	\$ 67,234	\$ 67,234
LIFE INSURANCE	\$ 514	\$ 707	\$ 766	\$ 673	\$ 673
EMP SEC INS	\$ 190	\$ 169	\$ 2,256	\$ 1,935	\$ 1,935
WORKERS COMPENSATION	\$ 23,192	\$ 20,250	\$ 21,600	\$ 19,200	\$ 19,200
<b>Personnel Total</b>	<b>\$ 377,698</b>	<b>\$ 459,904</b>	<b>\$ 503,889</b>	<b>\$ 425,861</b>	<b>\$ 425,861</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
DEPARTMENT SUPPLIES	\$ 2,337	\$ 2,300	\$ 2,500	\$ 2,500	\$ 2,500
TRAVEL	\$ 176	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000
TELEPHONE	\$ 255	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 434	\$ 1,987	\$ 2,750	\$ 2,750	\$ 2,750
COPIER CONTRACT EXPENSE	\$ 1,317	\$ 2,000	\$ 1,500	\$ 1,500	\$ 1,500
MISCELLANEOUS EXPENSE	\$ 696	\$ 300	\$ 300	\$ 300	\$ 300
CONTRACTED SERVICES	\$ 50	\$ 1,200	\$ 300	\$ 300	\$ 300
PROFESSIONAL SERVICES	\$ 2,524	\$ 180	\$ 250	\$ 250	\$ 250
TRANSFER - CAP RESERVE FUND	\$ 5,600	\$ 1,050	\$ 3,250	\$ 3,250	\$ 3,250
<b>Operations Total</b>	<b>\$ 13,389</b>	<b>\$ 11,017</b>	<b>\$ 13,850</b>	<b>\$ 13,850</b>	<b>\$ 13,850</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 391,087</b>	<b>\$ 470,921</b>	<b>\$ 517,739</b>	<b>\$ 439,711</b>	<b>\$ 439,711</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Customer Service Manager	1	1	1	1	1
Customer Service Clerk <sup>1</sup>	8	7	7	6	6
Customer Service Clerk (TPT) <sup>1</sup>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>11</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>

<sup>1</sup>Positions eliminated

**STATEMENT OF PURPOSE**

Planning and Community Development coordinates long-range planning that identifies place-making opportunities to strengthen neighborhoods, enhance transportation corridors, and improve the economic vitality of the downtown.

**PERFORMANCE GOALS**

1. To engage citizens, neighborhoods, downtown representatives, other public/government entities, businesses, and non-profit organizations in visioning and planning:
  - Forward 2040: Salisbury’s Framework for Growth (comprehensive plan), opportunity zone and brownfield redevelopment planning for Kesler Mill and other sites.
  - Facilitate the work of the Public Art Committee, Community Appearance Commission, and Housing Advocacy Commission.
2. To carry out adopted plans and special projects that add value and permanence to downtown, transportation corridors, and neighborhoods:
  - Dixonville-Lincoln Memorial Project.
  - Further development of the Fisher St. Entertainment District to support the new Bell Tower Green park project.
  - Sculpture Show/History & Art Trail.
  - BlockWork and other community appearance initiatives.
  - Innes and Long Complete Streets Plan and the development of the Main Street design.
  - Downtown Salisbury Master Plan, West End, Eastern Gateway, Park Avenue, North Main Street, and other area plans.
3. To implement City programs along with leveraged federal, state, and local grants to revitalize the downtown and neighborhoods:
  - Façade grants, historic rehabilitation grants, and incentives to increase downtown residential development.
  - Expanded housing improvement programs.
  - Community development and affordable housing programs.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 240,237	\$ 240,488	\$ 244,810	\$ 241,216	\$ 241,216
OVERTIME SALARIES	\$ 1,032	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 18,079	\$ 18,294	\$ 18,729	\$ 18,453	\$ 18,453
RETIREMENT	\$ 17,719	\$ 21,571	\$ 25,020	\$ 24,652	\$ 24,652
401(K) EMPLOYER CONTRIBUTION	\$ 6,081	\$ 7,174	\$ 7,344	\$ 7,237	\$ 7,237
HEALTH CARE	\$ 33,166	\$ 39,038	\$ 45,047	\$ 40,039	\$ 40,039
LIFE INSURANCE	\$ 497	\$ 594	\$ 608	\$ 599	\$ 599
EMP SEC INS	\$ 150	\$ 135	\$ 1,700	\$ 1,675	\$ 1,675
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 325,960</b>	<b>\$ 336,294</b>	<b>\$ 352,858</b>	<b>\$ 343,471</b>	<b>\$ 343,471</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
MEETING EXPENSES	\$ 495	\$ 1,000	\$ 4,000	\$ 2,500	\$ 2,500
CAC PROGRAMS	\$ 2,455	\$ 3,484	\$ 3,400	\$ 2,900	\$ 2,900
DEPARTMENT SUPPLIES	\$ 3,045	\$ 3,240	\$ 4,120	\$ 3,620	\$ 3,620
TRAVEL	\$ 2,265	\$ 1,860	\$ 2,800	\$ 2,000	\$ 2,000
TELEPHONE	\$ 912	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
POSTAGE	\$ 1,553	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000
ADVERTISING	\$ 8,858	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
TRAINING	\$ 1,133	\$ 3,740	\$ 2,800	\$ 2,000	\$ 2,000
INSURANCE PREMIUMS	\$ 607	\$ 246	\$ 271	\$ 271	\$ 271
INSURANCE CLAIMS	\$ 800	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 1,426	\$ 1,500	\$ 2,000	\$ 1,500	\$ 1,500
MISCELLANEOUS EXPENSE	\$ 1,094	\$ 1,300	\$ 1,500	\$ 1,000	\$ 1,000
SPECIAL PROJECTS	\$ 1,137,514	\$ 2,348,443	\$ 596,050	\$ 276,050	\$ 276,050
E INNES STREETSCAPE	\$ 7,950	\$ 68,087	\$ -	\$ -	\$ -
PUBLIC ART/SCULPTURE SHOW	\$ 40,747	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000
BLOCKWORK	\$ 9,912	\$ 15,000	\$ 20,000	\$ 10,000	\$ 10,000
KESLER MILL	\$ 61,491	\$ 10,000	\$ 6,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ 26,317	\$ 64,350	\$ 28,000	\$ 26,750	\$ 26,750
ACTION GRANTS	\$ 23,537	\$ 22,000	\$ 50,000	\$ 40,000	\$ 40,000
COMMUNITY APPEARANCE COMM	\$ -	\$ 400	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 4,637	\$ 4,200	\$ 1,700	\$ 1,700	\$ 1,700
<b>Operations Total</b>	<b>\$ 1,336,748</b>	<b>\$ 2,560,850</b>	<b>\$ 746,985</b>	<b>\$ 389,635</b>	<b>\$ 389,635</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,662,708</b>	<b>\$ 2,897,144</b>	<b>\$ 1,099,843</b>	<b>\$ 733,106</b>	<b>\$ 733,106</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Community Planning Services Director	1	1	1	1	1
Planner I/II/Sr/Urban Design	2	2	2	2	2
Sr. Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**STATEMENT OF PURPOSE**

To provide citizens, builders, and developers a centralized source of information, permitting, licensing, and enforcement services through planning & zoning, permitting, and inspections. To provide Planning Board, Board of Adjustment, Historic Preservation Commission, Alternate Methods of Design Commission, Technical Review Commission, and City Council Board support through a centralized development and code services shop.

**PERFORMANCE GOALS**

Continue providing a One Stop Development Shop at the City Office Building by being the ‘front door’ for all development proposals within our jurisdictional limits.

1. 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.
2. Continue to administer, review, and modify when necessary the Land Development Ordinance and Historic District Guidelines.
3. Continue to perform field inspections to ensure compliance with various codes and ordinances.
4. Continue to coordinate with Rowan County to issue Certificates of Compliance/Occupancy.
5. Continue to issue Certificates of Appropriateness for new construction, renovations, and additions within the local historic districts.
6. Continue liaison staffing to the Planning Board, Board of Adjustment, and Alternate Methods of Design Commission, as well as providing appropriate training for those volunteer members.
7. Continue to monitor and improve the plan review process through text amendments or policy adjustments.
8. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer, China Grove, and portions of Rowan County.
9. Ensure the requirements of the backflow prevention, FOG, pretreatment, and NPDES Phase 2 Stormwater ordinances are met as required.
10. Assist with development of a comprehensive infrastructure improvement plan for downtown.
11. Continue to administer and update the City’s street address system in coordination with GIS.
12. Assist Downtown Salisbury, Inc. (DSI) in implementation of the Downtown Master Plan.
13. Support and partner with Rowan County in seeking improvements to the development review process.
14. Identify additional opportunities to improve pre-submittal plan review process.
15. Adopt standards and ordinances that support implementation of Vision 2020.

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
General Rezoning Requests Processed	10	5	5	N/A
Conditional District Rezonings	4	5	5	N/A
Major Site Plan Reviews	2	5	5	N/A
Minor Site Plan Reviews	14	15	15	N/A
Zoning Permits (Commercial Upfits)	47	40	30	N/A
Zoning Permits (New SF/SF Additions/Accessory Structures)	171	240	225	N/A
Number of New Businesses Issued 'Business Registry Permits'	83	75	75	N/A
<b>Efficiency</b>				
Average Number of Days For CD or General Rezoning Legislative Process	45	45	45	45
Average Number of Days for Major Site Plan Approval (site & construct docs)	45	45	45	45
Average Number of Processing Days For Minor Site Plan Approval	30	30	30	30
Average Number of Processing Days Per Rezoning Request	45	45	45	45
<b>Effectiveness</b>				
Percent of CD and Rezoning Requests Approved as Presented	0%	98%	100%	100%

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 151,736	\$ 216,047	\$ 220,114	\$ 216,154	\$ 216,154
OVERTIME SALARIES	\$ -	\$ 53	\$ -	\$ -	\$ -
PART TIME SALARIES	\$ 1,139	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 11,118	\$ 16,467	\$ 16,839	\$ 16,535	\$ 16,535
RETIREMENT	\$ 11,675	\$ 19,420	\$ 22,495	\$ 22,091	\$ 22,091
401(K) EMPLOYER CONTRIBUTION	\$ 4,453	\$ 6,458	\$ 6,603	\$ 6,484	\$ 6,484
HEALTH CARE	\$ 26,339	\$ 39,038	\$ 38,428	\$ 36,260	\$ 36,260
LIFE INSURANCE	\$ 322	\$ 549	\$ 546	\$ 535	\$ 535
EMP SEC INS	\$ 122	\$ 125	\$ 1,526	\$ 1,498	\$ 1,498
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 215,903</b>	<b>\$ 307,157</b>	<b>\$ 316,151</b>	<b>\$ 309,157</b>	<b>\$ 309,157</b>
<b>Operations</b>					
GAS & OIL	\$ -	\$ 260	\$ 260	\$ 240	\$ 240
DEPARTMENT SUPPLIES	\$ 2,012	\$ 1,500	\$ 1,850	\$ 1,850	\$ 1,850
TRAVEL	\$ 344	\$ 2,300	\$ 2,300	\$ 1,800	\$ 1,800
TELEPHONE	\$ 357	\$ 416	\$ -	\$ -	\$ -
POSTAGE	\$ 794	\$ 600	\$ 800	\$ 800	\$ 800
PRINTING	\$ -	\$ 600	\$ 600	\$ 600	\$ 600
MAINT AUTO	\$ -	\$ -	\$ 250	\$ 250	\$ 250
ADVERTISING	\$ 2,267	\$ 2,000	\$ 2,250	\$ 2,000	\$ 2,000
TRAINING	\$ 1,502	\$ 1,350	\$ 1,500	\$ 1,200	\$ 1,200
COPIER CONTRACT EXPENSE	\$ 4,387	\$ 4,500	\$ 5,000	\$ 5,000	\$ 5,000
INSURANCE PREMIUMS	\$ -	\$ 210	\$ 231	\$ 231	\$ 231
DUES & SUBSCRIPTIONS	\$ 531	\$ 900	\$ 1,525	\$ 1,525	\$ 1,525
MISCELLANEOUS EXPENSE	\$ 660	\$ 350	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 33,639	\$ 94,000	\$ 48,000	\$ 29,000	\$ 29,000
PROFESSIONAL SERVICES	\$ -	\$ 7,260	\$ 300	\$ 300	\$ 300
ECONOMIC DEV COMM	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088
TRANSFER - CAP RESERVE FUND	\$ 3,186	\$ 1,762	\$ 3,458	\$ 3,458	\$ 3,458
<b>Operations Total</b>	<b>\$ 163,767</b>	<b>\$ 232,096</b>	<b>\$ 182,412</b>	<b>\$ 162,342</b>	<b>\$ 162,342</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 379,670</b>	<b>\$ 539,253</b>	<b>\$ 498,563</b>	<b>\$ 471,499</b>	<b>\$ 471,499</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Development Services Manager	1	1	1	1	1
Development Services Coordinator <sup>1</sup>	1	1	1	1	1
Senior Planner <sup>1</sup>	1	0	0	0	0
Development Services Specialist	0	1	1	1	1
Housing Planner <sup>2</sup>	0	0	1	1	1
Development Technician <sup>2</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup>Position reclassified

<sup>2</sup>Position reclassified

**STATEMENT OF PURPOSE**

To provide citizens, property owners, landlords, and business owners fair and equitable enforcement of the City’s Nuisance, Minimum Housing, and Zoning ordinances in order to safeguard and maintain a clean, safe, and beautiful community. To provide assistance to law enforcement, life-safety agencies, neighborhood advocacy groups, and staff liaison to the Housing Advocacy Commission and City Council through the centralized development and code services shop.

**PERFORMANCE GOALS**

1. 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.
2. Continue to administer and enforce the Land Development Ordinance and Historic District Guidelines, as well as all Nuisance and Minimum Housing city codes.
3. Continue to perform field inspections to ensure compliance with various codes and ordinances.
4. Continue to coordinate with Rowan County and assist Development Services in the issuance of Certificates of Compliance/Occupancy.
5. Continue liaison staffing of the Housing Advocacy Commission and Neighborhood Leaders Alliance, as well as providing appropriate training for those volunteer members.
6. Continue to assist the Police Department and other law enforcement agencies with homeless camp abstraction and other special projects.
7. Assist Downtown Salisbury, Inc. (DSI) with implementation and enforcement of the Downtown Maintenance Code.
8. Continue to coordinate and assist Purchasing Coordinator with applicable contract services.
9. Identify additional opportunities to improve (streamline and simplify) the enforcement process while always maintaining the highest of standards and ensuring due process.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Total Number of Nuisance Cases Generated	3,102	3,210	3,370	3,100
<b>Efficiency</b>				
Cost Per Nuisance Case Abated (contractor)	\$ 63	\$ 63	\$ 63	\$ 63
<b>Effectiveness</b>				
Percentage of Cases Corrected By Owner	81%	81%	81%	85%

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 126,657	\$ 157,172	\$ 168,490	\$ 131,473	\$ 131,473
OVERTIME SALARIES	\$ 3,070	\$ 830	\$ -	\$ -	\$ -
PART TIME SALARIES	\$ -	\$ -	\$ -	\$ -	\$ 25,473
FICA TAX	\$ 9,758	\$ 12,088	\$ 12,890	\$ 10,058	\$ 12,007
RETIREMENT	\$ 10,083	\$ 14,253	\$ 17,220	\$ 13,436	\$ 13,436
401(K) EMPLOYER CONTRIBUTION	\$ 3,844	\$ 4,740	\$ 5,055	\$ 3,945	\$ 3,945
HEALTH CARE	\$ 26,667	\$ 39,038	\$ 43,153	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 194	\$ 395	\$ 418	\$ 326	\$ 326
EMP SEC INS	\$ 90	\$ 90	\$ 1,170	\$ 911	\$ 1,089
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 7,200	\$ 9,600
<b>Personnel Total</b>	<b>\$ 189,365</b>	<b>\$ 237,606</b>	<b>\$ 257,996</b>	<b>\$ 194,544</b>	<b>\$ 224,544</b>
<b>Operations</b>					
UNIFORMS	\$ 1,541	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000
MEETING EXPENSES	\$ 275	\$ 250	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 5,226	\$ 5,695	\$ 6,610	\$ 5,728	\$ 5,728
DEPARTMENT SUPPLIES	\$ 984	\$ 1,250	\$ 1,500	\$ 1,500	\$ 1,500
TRAVEL	\$ 977	\$ 2,505	\$ 1,800	\$ 1,800	\$ 1,800
TELEPHONE	\$ 546	\$ 1,224	\$ 972	\$ 972	\$ 972
WIRELESS AIR CARDS	\$ 1,825	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 2,866	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
PRINTING	\$ 489	\$ 550	\$ 600	\$ 600	\$ 600
MAINT AUTO	\$ 2,419	\$ 1,500	\$ 1,000	\$ 1,000	\$ 1,000
MINIMUM HOUSING	\$ 60,214	\$ 120,000	\$ 120,000	\$ 95,000	\$ 95,000
ADVERTISING	\$ -	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
TRAINING	\$ 1,193	\$ 3,175	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 698	\$ 665	\$ 681	\$ 681	\$ 681
DUES & SUBSCRIPTIONS	\$ 110	\$ 120	\$ 60	\$ 60	\$ 60
MISCELLANEOUS EXPENSE	\$ 73	\$ -	\$ 250	\$ 250	\$ 250
TRANSFER - CAP RESERVE FUND	\$ 9,010	\$ 4,010	\$ 450	\$ 450	\$ 450
<b>Operations Total</b>	<b>\$ 88,444</b>	<b>\$ 147,354</b>	<b>\$ 142,833</b>	<b>\$ 116,951</b>	<b>\$ 116,951</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 277,809</b>	<b>\$ 384,960</b>	<b>\$ 400,829</b>	<b>\$ 311,495</b>	<b>\$ 341,495</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Code Services Manager <sup>1</sup>	1	0	1	1	1
Code Services Coordinator <sup>1</sup>	0	1	0	0	0
Code & Development Services Tech <sup>1,2</sup>	0	0	1	0	0
Senior Code Enforcement Officer <sup>1</sup>	1	1	0	0	0
Remedial Action Plan (TPT) <sup>3</sup>	0	0	0	0	1
Code Enforcement Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>4</b>

<sup>1</sup>Position reclassified

<sup>2</sup>Position eliminated

<sup>3</sup>Position moved from 514

**STATEMENT OF PURPOSE**

To provide a comprehensive strategy for downtown revitalization within the Municipal Service District (MSD) using the National Main Street Center’s Four-Point Approach® which includes: organization, promotion, design and economic development best practices by partnering with Downtown Salisbury, Inc. (DSI), a 501c3 non-profit organization.

**PERFORMANCE GOALS**

Manage funding to create an environment that fosters overall economic development within the MSD:

1. Provide necessary technical support to implement a comprehensive downtown revitalization program.
2. Provide assistance for historic property renovation and partnerships for redevelopment.
3. Improve appearance, safety, accessibility, and cleanliness of streetscape and public space, as well as properties in downtown.
4. Positively market, advertise, and promote downtown through a variety of efforts, including cooperative advertising, special events and activities.
5. Implement comprehensive strategies for business recruitment and retention.
6. Promote current and develop new economic incentive tools to spur private investment.
7. Update and promote downtown Master Plan to attract and increase private investment and increase property values in downtown.
8. Increase utilization of the 501(c)(3) organization for development alternatives.
9. Provide business education & property development assistance to existing businesses and businesses locating or expanding in the MSD.
10. Expand community involvement in downtown activities through social media, e-newsletters, press releases, promotions, special events, and community activities.

**PERFORMANCE MEASURES**

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Goal</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
<b>Workload</b>				
Building Rehabilitation Projects Completed	6	5	5	7
Number of Downtown Events	12	12	N/A*	14
Number of Partnered Events	1	2	2	3
Business Retention Services & Seminars	6	6	6	8
Stakeholders Meetings	1	4	4	4
Newsletters Generated	12	12	12	12
Tourism Campaigns	2	3	3	4
Communication Tools created	3	2	1	1
Communication Tools maintained/improved	1	5	5	6
<b>Effectiveness</b>				
Downtown Commercial Building Vacancy Rate	9%	9%	7%	5%
New Private Funds Invested (Millions)	\$ 5.40	\$ 4.00	\$ 4.00	\$ 6.00
New Businesses Opened/Assisted	15	8	10	15

\* Unknown at the time due to COVID-19

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 140,985	\$ 173,534	\$ 175,370	\$ 172,214	\$ 172,214
PART TIME SALARIES	\$ 4,291	\$ -	\$ -	\$ -	\$ -
LEO SEPARATION ALLOWANCE	\$ 29	\$ 19	\$ -	\$ -	\$ -
FICA TAX	\$ 10,725	\$ 13,125	\$ 13,416	\$ 13,175	\$ 13,175
RETIREMENT	\$ 10,913	\$ 15,476	\$ 17,923	\$ 17,601	\$ 17,601
401K-SWORN LAW	\$ 17	\$ 11	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 4,151	\$ 5,147	\$ 5,261	\$ 5,166	\$ 5,166
HEALTH CARE	\$ 21,821	\$ 27,447	\$ 28,821	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 346	\$ 425	\$ 434	\$ 426	\$ 426
EMP SEC INS	\$ 480	\$ 1,189	\$ 1,216	\$ 1,193	\$ 1,193
WORKERS COMPENSATION	\$ 6,058	\$ 6,750	\$ 7,200	\$ 7,200	\$ 7,200
<b>Personnel Total</b>	<b>\$ 199,814</b>	<b>\$ 243,123</b>	<b>\$ 249,641</b>	<b>\$ 244,170</b>	<b>\$ 244,170</b>
<b>Operations</b>					
MEETING EXPENSES	\$ 5,407	\$ 700	\$ 400	\$ 200	\$ 200
DEPARTMENT SUPPLIES	\$ 5,079	\$ 2,000	\$ 1,850	\$ 400	\$ 400
TRAVEL	\$ 73	\$ 500	\$ 1,150	\$ 250	\$ 250
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,968	\$ 1,968	\$ 1,968
POSTAGE	\$ 104	\$ 200	\$ 100	\$ 100	\$ 100
ELECTRIC POWER	\$ 420	\$ 379	\$ 877	\$ 799	\$ 799
PRINTING	\$ 45	\$ 300	\$ 300	\$ 200	\$ 200
ADVERTISING	\$ 67	\$ 270	\$ 2,460	\$ 500	\$ 500
TRAINING	\$ 2,054	\$ 2,000	\$ 1,800	\$ 500	\$ 500
COPIER CONTRACT EXPENSE	\$ 1,800	\$ 1,481	\$ 2,500	\$ 2,500	\$ 2,500
DUES & SUBSCRIPTIONS	\$ 666	\$ 2,000	\$ 4,050	\$ 3,575	\$ 3,575
MISCELLANEOUS EXPENSE	\$ 109	\$ 200	\$ 200	\$ 200	\$ 200
SPECIAL PROJECTS	\$ 5,538	\$ 5,000	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 6,750	\$ 5,400	\$ 2,700	\$ -	\$ -
SPECIAL EVENTS	\$ 10,987	\$ 20,000	\$ 23,500	\$ 13,926	\$ 13,926
SPRING FESTIVAL	\$ 97,929	\$ 80,000	\$ 80,000	\$ 76,000	\$ 76,000
PROFESSIONAL SERVICES	\$ 447	\$ 500	\$ 3,000	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 900	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
<b>Operations Total</b>	<b>\$ 138,375</b>	<b>\$ 122,180</b>	<b>\$ 128,105</b>	<b>\$ 102,868</b>	<b>\$ 102,868</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 338,189</b>	<b>\$ 365,303</b>	<b>\$ 377,746</b>	<b>\$ 347,038</b>	<b>\$ 347,038</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Downtown Development Director	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Administration Specialist <sup>1</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup>Position added

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Provide quarterly maintenance and documentation in accordance with NCDOT standards to ensure maximum reimbursement through Maintenance Municipal Agreements.
2. Maintain City-owned street lighting to minimize outages.

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
Traffic Signal LEDs Replaced (excluding routine maint.)	11	20	20	N/A
Average Response to Emergency Call Backs (minutes)	49	50	50	N/A
Emergency Call Backs	230	225	225	N/A
Underground Locate Tickets Received	1,634	2,366	1,700	N/A
Underground Locate Tickets Marked	492	1,408	1,000	N/A

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 77,897	\$ 115,869	\$ 124,657	\$ 122,499	\$ 122,499
OVERTIME SALARIES	\$ 10,746	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
FICA TAX	\$ 6,699	\$ 9,407	\$ 10,148	\$ 9,984	\$ 9,984
RETIREMENT	\$ 6,887	\$ 11,092	\$ 13,559	\$ 13,337	\$ 13,337
401(K) EMPLOYER CONTRIBUTION	\$ 2,629	\$ 3,697	\$ 3,980	\$ 3,914	\$ 3,914
HEALTH CARE	\$ 17,778	\$ 27,447	\$ 28,821	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 175	\$ 271	\$ 303	\$ 297	\$ 297
EMP SEC INS	\$ 49	\$ 760	\$ 846	\$ 831	\$ 831
WORKERS COMPENSATION	\$ 4,500	\$ 6,750	\$ 7,200	\$ 7,200	\$ 7,200
<b>Personnel Total</b>	<b>\$ 127,361</b>	<b>\$ 183,293</b>	<b>\$ 197,514</b>	<b>\$ 193,257</b>	<b>\$ 193,257</b>

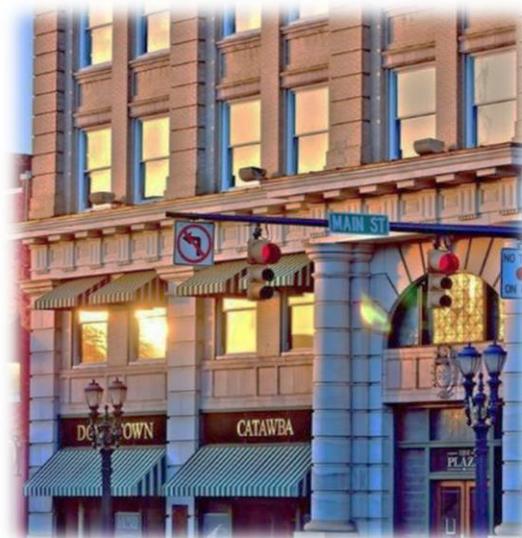
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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 773	\$ 1,050	\$ 1,200	\$ 900	\$ 900
PROTECTIVE EQUIPMENT	\$ 432	\$ 600	\$ 900	\$ 900	\$ 900
EXPENDABLE EQUIPMENT	\$ 6,014	\$ 2,500	\$ 3,000	\$ 2,500	\$ 2,500
GAS & OIL	\$ 7,260	\$ 7,994	\$ 9,586	\$ 8,443	\$ 8,443
DEPARTMENT SUPPLIES	\$ 713	\$ 200	\$ 500	\$ 500	\$ 500
CELL PHONE STIPEND	\$ -	\$ -	\$ 900	\$ 900	\$ 900
WIRELESS AIR CARDS	\$ 1,144	\$ 1,780	\$ 1,980	\$ 1,980	\$ 1,980
POSTAGE	\$ 63	\$ 165	\$ 100	\$ 100	\$ 100
TRAFFIC SIGNAL	\$ 5,335	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
MAINT EQUIPMENT	\$ 59	\$ 142	\$ 1,000	\$ 1,000	\$ 1,000
MAINT TRAFFIC SIGNALS	\$ 24,755	\$ 17,286	\$ 35,110	\$ 33,610	\$ 33,610
MAINT AUTO	\$ 4,322	\$ 4,250	\$ 5,000	\$ 5,000	\$ 5,000
VEHICLE DAMAGE REPAIR	\$ -	\$ 108	\$ -	\$ -	\$ -
TRAINING	\$ -	\$ 1,400	\$ 4,200	\$ 2,800	\$ 2,800
INSURANCE PREMIUMS	\$ 717	\$ 775	\$ 565	\$ 565	\$ 565
INSURANCE CLAIMS	\$ 1,632	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ -	\$ -	\$ 18,977	\$ 6,477	\$ 6,477
CONTRACTED SERVICES	\$ 15,305	\$ 11,127	\$ 26,700	\$ 26,700	\$ 26,700
TRANSFER - CAP RESERVE FUND	\$ 16,450	\$ 19,658	\$ 17,350	\$ 17,350	\$ 17,350
<b>Operations Total</b>	<b>\$ 84,973</b>	<b>\$ 75,035</b>	<b>\$ 133,068</b>	<b>\$ 115,725</b>	<b>\$ 115,725</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 212,333</b>	<b>\$ 258,328</b>	<b>\$ 330,582</b>	<b>\$ 308,982</b>	<b>\$ 308,982</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Traffic Signal Technician <sup>1</sup>	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup>Position added



**STATEMENT OF PURPOSE**

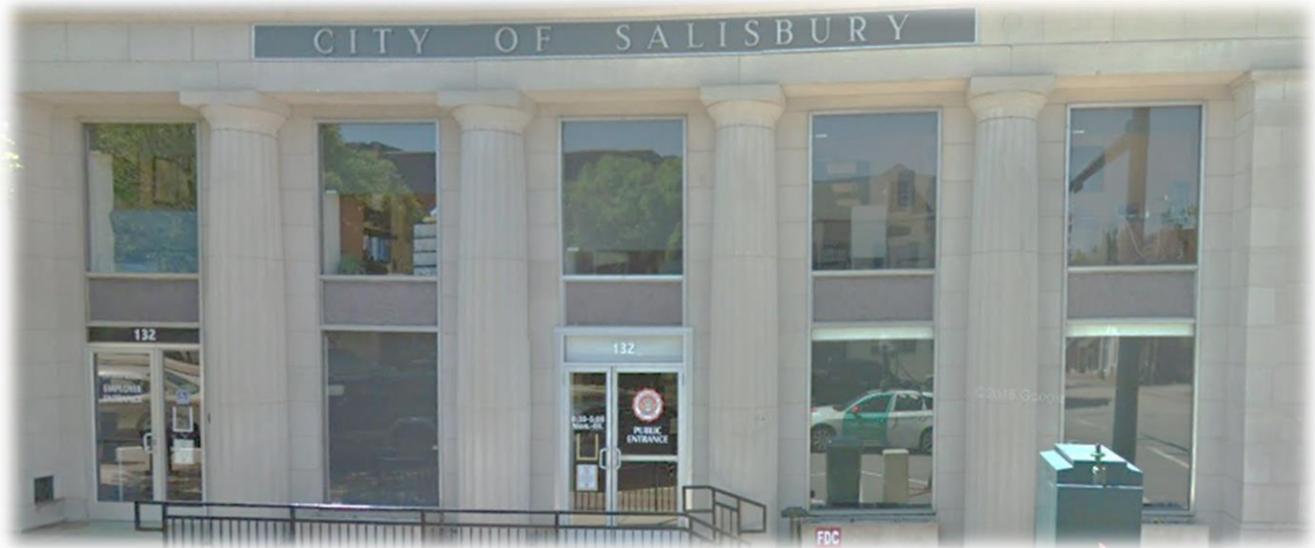
The City of Salisbury utilizes buildings throughout the City for offices to support our organization. City Office Building houses Development Services, Human Resources, Code Enforcement, Engineering, City Administration, and Financial Services. City Hall houses Council Chambers, Communications, the Mayor’s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

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 2,206	\$ 3,100	\$ 3,100	\$ 2,900	\$ 2,900
GAS & OIL	\$ 2,424	\$ 2,813	\$ 2,860	\$ 2,640	\$ 2,640
TELEPHONE	\$ 1,663	\$ -	\$ -	\$ -	\$ -
WIRELESS AIR CARDS	\$ 415	\$ 457	\$ 500	\$ 500	\$ 500
ELECTRIC POWER	\$ 192,094	\$ 191,600	\$ 248,636	\$ 222,266	\$ 222,266
NATURAL GAS	\$ 16,339	\$ 17,866	\$ 19,959	\$ 17,102	\$ 17,102
CITY UTILITIES	\$ 44,352	\$ 37,468	\$ 40,289	\$ 37,226	\$ 37,226
BUILDINGS & GROUNDS	\$ 225,147	\$ 105,000	\$ 115,450	\$ 74,500	\$ 74,500
PRICE HIGH SCHOOL	\$ 9,858	\$ 15,838	\$ 12,776	\$ 12,776	\$ 12,776
AMTRAK STATION	\$ 11,723	\$ 16,765	\$ 16,655	\$ 16,655	\$ 16,655
B/G CONTRACTED SERVICES	\$ 131,030	\$ 144,762	\$ 144,395	\$ 142,182	\$ 142,182
MAINT EQUIPMENT	\$ 4,553	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
LEASE PMTS-PK LOT	\$ 9,079	\$ 13,250	\$ 13,250	\$ -	\$ -
INSURANCE PREMIUMS	\$ 11,559	\$ 11,898	\$ 12,130	\$ 12,130	\$ 12,130
TRANSFER - CAP RESERVE FUND	\$ 14,352	\$ 14,352	\$ 14,352	\$ 14,352	\$ 14,352
<b>Operations Total</b>	<b>\$ 676,793</b>	<b>\$ 575,169</b>	<b>\$ 645,352</b>	<b>\$ 556,229</b>	<b>\$ 556,229</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ 26,385	\$ 345,288	\$ 41,500	\$ -	\$ -
C/O BUILDINGS	\$ 50,311	\$ -	\$ 444,000	\$ -	\$ -
C O BLDG & GRNDS	\$ 22,051	\$ 385,000	\$ 500,000	\$ 25,000	\$ 25,000
<b>Capital Total</b>	<b>\$ 98,747</b>	<b>\$ 730,288</b>	<b>\$ 985,500</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
<b>Grand Total</b>	<b>\$ 775,540</b>	<b>\$ 1,305,457</b>	<b>\$ 1,630,852</b>	<b>\$ 581,229</b>	<b>\$ 581,229</b>

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>City Office Building (000)</b>			
Renovation of first floor	\$ 444,000	\$ -	\$ -
<b>City Hall (251)</b>			
HVAC Replacement	33,500	-	-
<b>Sal. West Comm. Center (252)</b>			
HVAC Replacement	8,000	-	-
<b>Park Ave Comm Center (253)</b>			
Tuckpoint Brick	25,000	-	-
<b>Parks (256)</b>			
City Park Lake Rehabilitation	150,000	-	-
Tennis Court Lighting Replacement	25,000	25,000	25,000
Exterior Bathrooms - Kelsey Scott Park	130,000	-	-
Exterior Bathrooms - City Park	130,000	-	-
Play Structure - Cannon Park	40,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 985,500</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>



**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
DEPARTMENT SUPPLIES	\$ 15	\$ 600	\$ 600	\$ 600	\$ 600
TELEPHONE	\$ 606	\$ -	\$ -	\$ -	\$ -
ELECTRIC POWER	\$ 30,614	\$ 30,623	\$ 37,241	\$ 33,453	\$ 33,453
CITY UTILITIES	\$ 12,799	\$ 12,537	\$ 13,117	\$ 12,838	\$ 12,838
BUILDINGS & GROUNDS	\$ 130,734	\$ 25,000	\$ 33,000	\$ 30,000	\$ 30,000
B/G CONTRACTED SERVICES	\$ 63,253	\$ 61,002	\$ 63,016	\$ 61,605	\$ 61,605
INSURANCE PREMIUMS	\$ 11,072	\$ 11,958	\$ 11,765	\$ 11,765	\$ 11,765
PROFESSIONAL SERVICES	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 1,418	\$ 1,418	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 250,511</b>	<b>\$ 158,138</b>	<b>\$ 173,739</b>	<b>\$ 150,261</b>	<b>\$ 150,261</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ 3,121	\$ 285,000	\$ 214,192	\$ 199,192	\$ 199,192
C/O BUILDINGS	\$ 63,135	\$ 155,000	\$ 855,000	\$ 125,000	\$ 125,000
<b>Capital Total</b>	<b>\$ 66,256</b>	<b>\$ 440,000</b>	<b>\$ 1,069,192</b>	<b>\$ 324,192</b>	<b>\$ 324,192</b>
<b>Grand Total</b>	<b>\$ 316,767</b>	<b>\$ 598,138</b>	<b>\$ 1,242,931</b>	<b>\$ 474,453</b>	<b>\$ 474,453</b>

**CAPITAL OUTLAY**

	<b>Requested FY 20-21</b>	<b>Mgr Recommends FY 20-21</b>	<b>Adopted FY 20-21</b>
New Elevator	\$ 500,000	\$ -	\$ -
Tuckpoint and structural waterproofing	125,000	125,000	125,000
Awning replacements	80,000	-	-
Window cleaning	50,000	-	-
Replace carpets	100,000	-	-
Roof Replacement	199,192	199,192	199,192
HVAC Replacement	15,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,069,192</b>	<b>\$ 324,192</b>	<b>\$ 324,192</b>

**STATEMENT OF PURPOSE**

To serve as the central management point for all activities involving the Police Department. Guiding the department's incorporation of multiple evidence based and practice based strategies using a Stratified Policing Model. Focusing the department's policing efforts toward effective evidence based community collaboration through analysis and accountability. Developing realistic and prioritized goals for crime reduction.

**PERFORMANCE GOALS**

1. To improve collaboration with external partners and stakeholders, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will continue to support and develop the Public Safety Partnership with U.S. Department of Justice during FY2021 by implementing an effective training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
  - The Department will submit an application during FY2021 for inclusion in the Public Safety Partnership as an Operational Site.
  - The Department will move forward creating the grant funded Rowan Regional Crime Center to enhance our regional crime reduction efforts during FY2021.
  - The Department will submit a budget that recognizes operational needs to maintain the level of service preferred by our community during FY2021. The Department will seek to effectively fund those operational needs by reducing staff positions if necessary not devoted to operational areas such as Patrol, CID, or NCAT.
  - The Department will work within the county-wide proposal to implement a school justice initiative to effectively address school-based offenses as a guide for School Resource Officer actions during FY2021.
2. To improve communication and coordination, the Salisbury Police Department will work toward these efforts in FY2021:
  - During FY2021, the Department will continue regular "accountability" and team and unit coordination meetings where various workgroups manage efforts and communication exchange.
  - The Department will coordinate regular meetings during FY2021 with the executive and other appropriate staff from other local law enforcement, to include Rowan County Sheriff's Office, Spencer Police Department, East Spencer Police Department and others.
  - The Department will work toward implementing regular Federal Law Enforcement agency "mutual accountability" meetings among appropriate executive and other staff by July 1, 2020.
  - We will continue educational and outreach opportunities throughout the year by offering community classrooms, a lunch buddy program in Rowan-Salisbury Schools, a gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event.
  - Continue to work toward an effective social media strategy through support of the Social Media Team and other efforts.
3. To achieve enhanced intelligence operations and investigations, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will develop an Investigative Standard Operating Procedures manual to include a means of using solvability factors for case assignment by July 1, 2020.
  - The Department will seek to fund an effective evidentiary testing program to include private and state laboratories for timely evidence analysis for FY2021 beginning July 1, 2020.
4. To improve training and professional development of the department staff, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth by December 31, 2020.
  - The Department will develop a supervisory skills building program through advanced law enforcement leadership training by December 31, 2020.

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- The Department will develop a skills training program in conjunction with Rowan-Cabarrus Community College Law Enforcement In-Service Training Program that provides regular training of all personnel during FY2021 in the following topics:
    - De-escalation (Verbal Judo, Procedural Justice, and Integrating Communications, Assessment, and Tactics)
    - Crisis Intervention
    - Special Population Awareness
    - Bias Free Policing
    - Enhancement of all issued weapons qualification and skills training
    - Subject Control & Arrest Techniques.
5. Maintain a quality sworn and civilian workforce through the following efforts:
- The Department will work to recruit and retain employees so that it never falls below 95% of the fiscally authorized sworn staffing in any month of FY2021.
  - The Department will work with Human Resources and Finance to ensure pay, benefits, and other incentives are comparable to the area market to ensure the Department is competitive in recruiting and retaining qualified employees.
  - The Department will achieve a successful assessment and re-accreditation through CALEA in FY2021.
  - By December 31, 2020, the Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Sworn Officers (Authorized Positions)	85	85	83	87
All Part I Crimes Reported (homicide, assault, etc.)	1,713	1,514	1,849	1,400
Departmental Internal Affairs Investigated Complaints	16	18	18	12
<b>Efficiency</b>				
Vacancies	3	3	3	1
Calls Resulting In A Dispatch (including officer initiated)	39,703	41,211	50,000	50,000
Part I Crimes Investigated By Investigations Division *	137	233	248	150
Internal Affairs Complaints Sustained	14	14	13	8
<b>Effectiveness</b>				
Departmental Turn-Over Rate (Sworn Police Officers)	13.6%	12.0%	10.0%	5.0%
CID Part I Case Clearance Rate **	8%	15%	13%	20%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	87.5%	77.8%	72.2%	66.7%

\* 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**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 625,153	\$ 624,430	\$ 956,143	\$ 940,248	\$ 940,248
OVERTIME SALARIES	\$ 9,106	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
PART TIME SALARIES	\$ 62,388	\$ 39,150	\$ 54,962	\$ 20,751	\$ 20,751
LEO SEPARATION ALLOWANCE	\$ 35,419	\$ 31,767	\$ 55,422	\$ 47,630	\$ 47,630
FICA TAX	\$ 50,688	\$ 50,869	\$ 77,741	\$ 73,910	\$ 73,910
RETIREMENT	\$ 51,864	\$ 59,145	\$ 103,440	\$ 101,720	\$ 101,720
401K-SWORN LAW	\$ 20,449	\$ 19,855	\$ 34,640	\$ 34,020	\$ 34,020
401(K) EMPLOYER CONTRIBUTION	\$ 6,444	\$ 6,859	\$ 8,055	\$ 7,949	\$ 7,949
HEALTH CARE	\$ 102,660	\$ 100,515	\$ 176,420	\$ 160,713	\$ 160,713
LIFE INSURANCE	\$ 1,272	\$ 1,535	\$ 2,368	\$ 2,330	\$ 2,330
EMP SEC INS	\$ 435	\$ 370	\$ 7,017	\$ 6,667	\$ 6,667
WORKERS COMPENSATION	\$ 29,250	\$ 27,000	\$ 45,600	\$ 43,200	\$ 43,200
<b>Personnel Total</b>	<b>\$ 995,127</b>	<b>\$ 966,645</b>	<b>\$ 1,526,958</b>	<b>\$ 1,444,288</b>	<b>\$ 1,444,288</b>
<b>Operations</b>					
UNIFORMS	\$ 18,091	\$ 9,668	\$ 17,890	\$ 17,890	\$ 17,890
UNIFORM EQUIPMENT	\$ 12,815	\$ 10,720	\$ 9,200	\$ 9,200	\$ 9,200
DEPARTMENT SUPPLIES	\$ 35,672	\$ 11,000	\$ 28,865	\$ 28,365	\$ 28,365
ARMORY SUPPLIES	\$ 13,191	\$ 15,650	\$ 32,650	\$ 30,650	\$ 30,650
CANINE UNIT	\$ 3,893	\$ 3,000	\$ 8,700	\$ 8,700	\$ 8,700
TELEPHONE	\$ 6,152	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,492	\$ 3,492	\$ 3,492
WIRELESS AIR CARDS	\$ 41,273	\$ 38,400	\$ 38,400	\$ 38,400	\$ 38,400
POSTAGE	\$ 2,097	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000
ELECTRIC POWER	\$ 48,208	\$ 48,089	\$ 60,220	\$ 54,535	\$ 54,535
NATURAL GAS	\$ 8,967	\$ 9,128	\$ 9,925	\$ 8,456	\$ 8,456
CITY UTILITIES	\$ 7,183	\$ 7,584	\$ 6,168	\$ 5,859	\$ 5,859
PRINTING	\$ 212	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000
BUILDINGS & GROUNDS	\$ 16,533	\$ 19,305	\$ 18,297	\$ 18,297	\$ 18,297
B/G CONTRACTED SERVICES	\$ 58,705	\$ 57,966	\$ 69,602	\$ 59,217	\$ 59,217
TRAINING	\$ 55,103	\$ 12,210	\$ 37,280	\$ 37,280	\$ 37,280
TACTICAL UNIT	\$ 12,487	\$ 9,500	\$ 14,500	\$ 14,500	\$ 14,500
COPIER CONTRACT EXPENSE	\$ 7,126	\$ 6,500	\$ 7,500	\$ 7,500	\$ 7,500
INSURANCE PREMIUMS	\$ 48,491	\$ 52,370	\$ 52,330	\$ 52,330	\$ 52,330
INSURANCE CLAIMS	\$ 6,788	\$ 18,747	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 2,174	\$ 3,405	\$ 4,453	\$ 4,453	\$ 4,453
MISCELLANEOUS EXPENSE	\$ 4,127	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
SPECIAL PROJECTS	\$ 4,229	\$ 3,500	\$ 23,500	\$ 20,000	\$ 20,000
CONTRACTED SERVICES	\$ 1,953	\$ 2,094	\$ 2,094	\$ 2,094	\$ 2,094
CRIME CONTROL	\$ 2,172	\$ 2,500	\$ 500	\$ -	\$ -
POLICE ACCREDITATION	\$ 4,670	\$ 4,770	\$ 4,770	\$ 4,770	\$ 4,770
POLICE CHAPLAINCY PROGRAM	\$ 95	\$ 820	\$ 220	\$ 220	\$ 220
PROFESSIONAL SERVICES	\$ 46,760	\$ 36,500	\$ 33,525	\$ 33,525	\$ 33,525
<b>Operations Total</b>	<b>\$ 469,168</b>	<b>\$ 389,426</b>	<b>\$ 491,081</b>	<b>\$ 466,733</b>	<b>\$ 466,733</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 38,374	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
C O ROOF / HVAC	\$ -	\$ -	\$ 71,500	\$ -	\$ -
C/O BUILDINGS	\$ 9,501	\$ -	\$ 149,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 47,875</b>	<b>\$ 40,000</b>	<b>\$ 260,500</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
<b>Grand Total</b>	<b>\$ 1,512,170</b>	<b>\$ 1,396,071</b>	<b>\$ 2,278,539</b>	<b>\$ 1,951,021</b>	<b>\$ 1,951,021</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (000)</b>					
Police Chief	1	1	1	1	1
Police Captain	1	1	1	1	1
Police Corporal	0	0	1	1	1
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	2	2	2
Police I/II/MPO	4	1	1	1	1
Police Officer I/II/MPO (SRO)	0	0	3	3	3
Police Planner	1	1	0	0	0
Police Records Supervisor	0	0	1	1	1
Police Records Clerk	1	1	1	1	1
Management Analyst	1	1	1	1	1
Administrative Specialist	2	2	1	1	1
Evidence Custodian	0	0	1	1	1
Records Clerk/IT Tech	0	0	1	1	1
Parking Attendant (TPT)	0	0	1	1	1
Remedial Action Plan (TPT) <sup>2</sup>	0	1	0	0	0
Downtown Officer (TPT)	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL<sup>1</sup></b>	<b>13</b>	<b>12</b>	<b>18</b>	<b>18</b>	<b>18</b>

<sup>1</sup>Department reorganization

<sup>2</sup>Position moved to 495

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Police Administration (000)</b>			
Citywide Camera System	\$ 40,000	\$ 40,000	\$ 40,000
<b>Police Administration-Bldg Maintenance (301)</b>			
Building Renovation	149,000	-	-
HVAC Replacement	71,500	-	-
<b>Total Capital Outlay</b>	<b>\$ 260,500</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>

**STATEMENT OF PURPOSE**

Deliver supporting inquiries and follow up of initial incident response or information based on objectively reasonable and logical examinations of reported criminal acts or criminal intelligence. Liaison with external resources and agencies to further collaborate in the investigation of crimes and ongoing criminal enterprises.

**PERFORMANCE GOALS**

1. To improve collaboration with external partners and stakeholder, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will move forward creating the grant-funded Rowan Regional Crime Center to enhance our regional crime reduction efforts during FY2021.
  - The Department will submit a budget that recognizes operational needs to maintain the level of service preferred by our community during FY2021. The Department will seek to effectively fund those operational needs by reducing staff positions not devoted to operational areas such as Patrol, CID, or NCAT, if necessary.
2. To improve communication and coordination, the Salisbury Police Department will work toward these efforts in FY2021:
  - Continue to work toward an effective social media strategy through support of the Social Media Team and other efforts.
3. To achieve enhanced intelligence operations and investigations, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will develop an Investigative Standard Operating Procedures manual to include a means of using solvability factors for case assignment by July 1, 2020.
4. To improve training and professional development of the department staff, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth by December 31, 2020.
  - The Department will develop a supervisory skills building program through advanced law enforcement leadership training by December 31, 2020.
  - The Department will develop a skills training program in conjunction with Rowan-Cabarrus Community College Law Enforcement In-Service Training Program that provides regular training of all personnel during FY2021 in the following topics:
    - De-escalation (Verbal Judo, Procedural Justice, and Integrating Communications, Assessment, and Tactics)
    - Crisis Intervention
    - Special Population Awareness
    - Bias Free Policing
    - Enhancement of all issued weapons qualification and skills training
    - Subject Control & Arrest Techniques.
5. Maintain a quality sworn and civilian workforce through the following efforts:
  - The Department will work to recruit and retain employees so that it never falls below 95% of the fiscally authorized sworn staffing in any month of FY2021.
  - The Department will work with Human Resources and Finance to ensure pay, benefits, and other incentives are comparable to the area market to ensure the Department is competitive in recruiting and retaining qualified employees.
  - The Department will achieve a successful assessment and re-accreditation through CALEA in FY2021.
  - By December 31, 2020, the Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,508,681	\$ 1,722,857	\$ 1,686,856	\$ 1,567,551	\$ 1,567,551
OVERTIME SALARIES	\$ 52,418	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
LEO SEPARATION ALLOWANCE	\$ 118,877	\$ 121,884	\$ 126,776	\$ 102,710	\$ 102,710
FICA TAX	\$ 113,253	\$ 135,023	\$ 132,867	\$ 123,742	\$ 123,742
RETIREMENT	\$ 130,346	\$ 169,564	\$ 189,394	\$ 176,320	\$ 176,320
401K-SWORN LAW	\$ 71,022	\$ 76,177	\$ 79,236	\$ 73,363	\$ 73,363
401(K) EMPLOYER CONTRIBUTION	\$ 3,359	\$ 7,243	\$ 4,564	\$ 4,509	\$ 4,509
HEALTH CARE	\$ 261,460	\$ 326,468	\$ 336,949	\$ 284,452	\$ 284,452
LIFE INSURANCE	\$ 2,820	\$ 4,251	\$ 4,178	\$ 3,885	\$ 3,885
EMP SEC INS	\$ 783	\$ 961	\$ 11,703	\$ 10,868	\$ 10,868
WORKERS COMPENSATION	\$ 54,000	\$ 69,750	\$ 69,600	\$ 64,800	\$ 64,800
<b>Personnel Total</b>	<b>\$ 2,317,019</b>	<b>\$ 2,684,178</b>	<b>\$ 2,692,123</b>	<b>\$ 2,462,200</b>	<b>\$ 2,462,200</b>
<b>Operations</b>					
UNIFORMS	\$ 13,956	\$ 15,884	\$ 18,855	\$ 18,855	\$ 18,855
UNIFORM EQUIPMENT	\$ 80	\$ 250	\$ 250	\$ 250	\$ 250
CRIME PREVENTION	\$ 9,780	\$ 1,000	\$ 3,000	\$ 2,000	\$ 2,000
YOUTH PROGRAMS	\$ 2,730	\$ -	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 6,419	\$ 3,600	\$ 9,095	\$ 7,635	\$ 7,635
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 5,635	\$ 3,000	\$ 4,500	\$ 4,500	\$ 4,500
CANINE UNIT	\$ -	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
EVIDENCE	\$ 2,886	\$ 1,558	\$ -	\$ -	\$ -
CRIME SCENE	\$ 4,039	\$ 8,270	\$ 8,270	\$ 8,270	\$ 8,270
TELEPHONE	\$ 4,212	\$ 6,510	\$ 5,400	\$ 5,400	\$ 5,400
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,748	\$ 5,748	\$ 5,748
TRAINING	\$ 33,661	\$ 22,110	\$ 21,485	\$ 21,485	\$ 21,485
COPIER CONTRACT EXPENSE	\$ 3,966	\$ 4,500	\$ 5,000	\$ 5,000	\$ 5,000
DUES & SUBSCRIPTIONS	\$ 10,718	\$ 13,271	\$ 25,478	\$ 25,478	\$ 25,478
INFORMATION FUND	\$ 18,799	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000
SPECIAL PROJECTS	\$ 54,215	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CONTRACTED SERVICES	\$ 30,161	\$ 30,838	\$ 31,803	\$ 31,803	\$ 31,803
PROFESSIONAL SERVICES	\$ 2,419	\$ 7,700	\$ 30,200	\$ 30,200	\$ 30,200
<b>Operations Total</b>	<b>\$ 203,679</b>	<b>\$ 188,491</b>	<b>\$ 245,284</b>	<b>\$ 242,824</b>	<b>\$ 242,824</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 7,250	\$ 7,500	\$ 7,500	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 7,250</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,527,948</b>	<b>\$ 2,880,169</b>	<b>\$ 2,944,907</b>	<b>\$ 2,705,024</b>	<b>\$ 2,705,024</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Services Administration (000)</b>					
Deputy Police Chief	1	1	1	1	1
Police Lieutenant	2	2	2	2	2
Police Sergeant	4	4	4	4	4
Police Corporal	2	2	2	2	2
Police I/II/MPO <sup>2</sup>	12	17	14	14	14
Police I/II/MPO (Crime Scene)	1	1	1	1	1
Project Safe Specialist	1	1	1	1	1
Evidence Custodian	1	1	0	0	0
Victim Advocate (Civilian)	0	1	1	1	1
Crime Analyst (Civilian)	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL<sup>1</sup></b>	<b>24</b>	<b>31</b>	<b>27</b>	<b>27</b>	<b>27</b>

<sup>1</sup>Department reorganization

<sup>2</sup>Position eliminated

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Support Services-CID (326)</b>			
Evidence Scanner	\$ 7,500	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

Deliver 24 hour first responder policing services within the City of Salisbury by proactively and reactively patrolling the community and neighborhoods, providing initial criminal incident investigation, enforcing criminal and traffic laws, deterring crime and improving traffic flow while reducing collisions, and building police-community relations.

**PERFORMANCE GOALS**

1. To improve collaboration with external partners and stakeholders, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will move forward creating the grant-funded Rowan Regional Crime Center to enhance our regional crime reduction efforts during FY2021.
  - The Department will submit a budget that recognizes operational needs to maintain the level of service preferred by our community during FY2021. The Department will seek to effectively fund those operational needs by reducing staff positions if necessary not devoted to operational areas such as Patrol, CID, or NCAT.
  - The Department will work within the county-wide proposal to implement a school justice initiative to effectively address school-based offenses as a guide for School Resource Officer actions during FY2021.
2. To improve communication and coordination, the Salisbury Police Department will work toward these efforts in FY2021:
  - During FY2021, the Department will continue regular “accountability” and team and unit coordination meetings where various workgroups manage efforts and communication exchange.
  - The Department will coordinate regular meetings during FY2021 with the executive and other appropriate staff from other local law enforcement, to include Rowan County Sheriff’s Office, Spencer Police Department, East Spencer Police Department and others.
  - We will continue educational and outreach opportunities throughout the year by offering community classrooms, a lunch buddy program in Rowan-Salisbury Schools, a gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event.
  - Continue to work toward an effective social media strategy through support of the Social Media Team and other efforts.
3. To achieve enhanced intelligence operations and investigations, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will seek to organize a central information exchange system through the Crime Analytics Unit by April 1, 2020.
4. To improve training and professional development of the department staff, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth by December 31, 2020.
  - The Department will develop a supervisory skills building program through advanced law enforcement leadership training by December 31, 2020.
  - The Department will develop a skills training program in conjunction with Rowan-Cabarrus Community College Law Enforcement In-Service Training Program that provides regular training of all personnel during FY2021 in the following topics:
    - De-escalation (Verbal Judo, Procedural Justice, and Integrating Communications, Assessment, and Tactics)
    - Crisis Intervention
    - Special Population Awareness
    - Bias Free Policing
    - Enhancement of all issued weapons qualification and skills training
    - Subject Control & Arrest Techniques.

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5. Maintain a quality sworn and civilian workforce through the following efforts:
- The Department will achieve a successful assessment and re-accreditation through CALEA in FY2021.
  - By December 31, 2020, the Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 2,705,180	\$ 2,700,822	\$ 2,585,619	\$ 2,543,749	\$ 2,543,749
OVERTIME SALARIES	\$ 200,890	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
PART TIME SALARIES	\$ 11,036	\$ 12,528	\$ -	\$ -	\$ -
LEO SEPARATION ALLOWANCE	\$ 244,585	\$ 215,587	\$ 218,853	\$ 188,566	\$ 188,566
FICA TAX	\$ 212,988	\$ 218,591	\$ 209,275	\$ 206,071	\$ 206,071
RETIREMENT	\$ 242,676	\$ 274,921	\$ 300,094	\$ 295,506	\$ 295,506
401K-SWORN LAW	\$ 141,743	\$ 134,738	\$ 136,782	\$ 134,691	\$ 134,691
401(K) EMPLOYER CONTRIBUTION	\$ -	\$ 4,500	\$ -	\$ -	\$ -
HEALTH CARE	\$ 514,626	\$ 548,746	\$ 518,966	\$ 478,786	\$ 478,786
LIFE INSURANCE	\$ 5,381	\$ 6,678	\$ 6,236	\$ 6,129	\$ 6,129
EMP SEC INS	\$ 1,558	\$ 1,516	\$ 17,448	\$ 17,155	\$ 17,155
WORKERS COMPENSATION	\$ 117,000	\$ 121,500	\$ 117,600	\$ 117,600	\$ 117,600
<b>Personnel Total</b>	<b>\$ 4,397,663</b>	<b>\$ 4,390,127</b>	<b>\$ 4,260,873</b>	<b>\$ 4,138,253</b>	<b>\$ 4,138,253</b>
<b>Operations</b>					
UNIFORMS	\$ 9,315	\$ 16,055	\$ 20,440	\$ 20,440	\$ 20,440
UNIFORM EQUIPMENT	\$ 1,822	\$ 12,340	\$ 20,830	\$ 20,830	\$ 20,830
CRIME PREVENTION	\$ -	\$ 200	\$ 200	\$ 200	\$ 200
GAS & OIL	\$ 171,113	\$ 196,188	\$ 251,781	\$ 226,502	\$ 226,502
DEPARTMENT SUPPLIES	\$ 6,854	\$ 8,890	\$ 13,350	\$ 13,350	\$ 13,350
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 22,289	\$ 19,010	\$ 21,400	\$ 21,400	\$ 21,400
CANINE UNIT	\$ -	\$ -	\$ 4,800	\$ 4,800	\$ 4,800
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,824	\$ 1,824	\$ 1,824
MAINT EQUIPMENT	\$ 252	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500
MAINT RADIO	\$ 3,867	\$ 4,440	\$ 4,445	\$ 4,445	\$ 4,445
MAINT CMPT SOFTWARE	\$ -	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050
MAINT AUTO	\$ 100,821	\$ 88,000	\$ 79,188	\$ 79,188	\$ 79,188
VEHICLE DAMAGE REPAIR	\$ -	\$ 4,794	\$ -	\$ -	\$ -
TRAINING	\$ 34,151	\$ 19,000	\$ 34,680	\$ 34,680	\$ 34,680
COPIER CONTRACT EXPENSE	\$ 1,920	\$ 2,150	\$ 2,150	\$ 2,150	\$ 2,150
INSURANCE PREMIUMS	\$ 44,115	\$ 46,194	\$ 43,852	\$ 43,852	\$ 43,852
SPECIAL PROJECTS	\$ 8,368	\$ 13,300	\$ 16,000	\$ 16,000	\$ 16,000
CONTRACTED SERVICES	\$ 227,073	\$ 167,021	\$ 229,301	\$ 229,301	\$ 229,301
CRIME CONTROL	\$ 125	\$ 2,500	\$ 1,200	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 1,810	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
TRANSFER - CAP RESERVE FUND	\$ 517,075	\$ 545,193	\$ 631,791	\$ 631,791	\$ 631,791
<b>Operations Total</b>	<b>\$ 1,150,969</b>	<b>\$ 1,148,325</b>	<b>\$ 1,380,782</b>	<b>\$ 1,354,303</b>	<b>\$ 1,354,303</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 19,004	\$ 17,500	\$ 43,500	\$ 43,500	\$ 43,500
<b>Capital Total</b>	<b>\$ 19,004</b>	<b>\$ 17,500</b>	<b>\$ 43,500</b>	<b>\$ 43,500</b>	<b>\$ 43,500</b>
<b>Grand Total</b>	<b>\$ 5,567,636</b>	<b>\$ 5,555,952</b>	<b>\$ 5,685,155</b>	<b>\$ 5,536,056</b>	<b>\$ 5,536,056</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Field Operations (000)</b>					
Police Captain	1	1	1	1	1
Police Lieutenant	3	3	2	2	2
Police Sergeant	4	4	3	3	3
Police Corporal	4	4	4	4	4
Police Officer I/II/MPO (SRO)	3	3	0	0	0
Police Officer I/II/MPO	36	38	39	39	39
Parking Attendant (TPT)	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL<sup>1</sup></b>	<b>52</b>	<b>54</b>	<b>49</b>	<b>49</b>	<b>49</b>

<sup>1</sup>Department reorganization

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Police Field Operations (000)</b>			
New K-9 Officer, training & shelter	\$ 17,500	\$ 17,500	\$ 17,500
Two Laser Mapping Rigs	26,000	26,000	26,000
<b>Total Capital Outlay</b>	<b>\$ 43,500</b>	<b>\$ 43,500</b>	<b>\$ 43,500</b>

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Improve community life safety initiatives through improved response times to emergency incidents with an emphasis of the new Station 6 district that will reduce response times and improve services in the southern portion of Salisbury.
2. Improve recruiting and diversity by increasing outreach through social media and attending recruiting events at high schools and college campuses in Rowan County and North Carolina with firefighter based curriculums.
3. Continue to improve supervisor management development and responsibilities through continuing education training programs through Human Resources' Salisbury University and a partnership with Rowan-Cabarrus Community College.
4. Improve and enhance internal and external department communication, outreach, and information sharing through further developing our communication technology systems, social media communication channels and platforms.
5. Continue to enhance relationship with the Rowan County Red Cross, supporting and participating in the neighborhood canvassing smoke detector installations.
6. Continue to plan and prep for Station 3 relocation and construction.
7. Research ALS Paramedic response and pre-hospital community para-medicine program and training options.
8. The department will update policies and procedures to improve fire ground operations and meet new ISO directives:
  - Recognize and train to modern fire suppressions methods and standards.
  - Update policies, procedures and directives, and response methods.
  - Improve and expand training to incorporate quarterly training with mutual aid partners.
9. Continue to enhance Emergency Management and planning role/efforts by conducting an annual Emergency Management training drill for City Officials.
10. Utilize new record management software to incorporate new performance measures, analytics, and improve records management system.
11. Prepare for and complete ISO inspection scheduled for mid-late 2020.
12. The department will continue to update the Career Development Plan guideline so that members can utilize to meet their identified professional goals through training and growth.
13. Continue educational and outreach opportunities throughout the year by offering fire prevention activities, fire life and safety education programs at the local schools and colleges as well as the lunch mentoring program at Overton Elementary School.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Goal</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	
<b>Workload</b>				
Total Calls	6,229	6,734	6,750	N/A
Fire Alarm Responses	713	664	720	N/A
Average Calls Per Day	17	18.5	18.5	N/A
Average Training Hours per Firefighter per Day	4	4	4	2
<b>Efficiency</b>				
Firefighters Per Shift Strength	26	26	26	N/A
Firefighters (Per Shift) Per 1,000 Population	7.7	7.7	7.7	N/A
Dollar Value of Property Protection (in Billions)	\$ 3.05	\$ 3.10	\$ 3.17	N/A
<b>Effectiveness</b>				
Fire Deaths (Civilians)	0	0	0	0
Fire Deaths (Firefighters)	0	0	0	0
Total Fire Loss (Dollars)	\$ 849,423	\$ 950,000	\$ 925,000	\$ -
On Scene Time - % within 5 Minutes	60.0%	61.3%	63%	80%

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 3,623,565	\$ 3,913,107	\$ 4,020,658	\$ 3,951,867	\$ 3,951,867
OVERTIME SALARIES	\$ 298,879	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
PART TIME SALARIES	\$ 30,600	\$ 73,915	\$ 82,186	\$ 82,186	\$ 82,186
FICA TAX	\$ 60,014	\$ 71,378	\$ 66,903	\$ 65,874	\$ 65,874
RETIREMENT	\$ 305,760	\$ 379,517	\$ 441,572	\$ 434,539	\$ 434,539
401(K) EMPLOYER CONTRIBUTION	\$ 116,667	\$ 126,224	\$ 129,615	\$ 127,557	\$ 127,557
HEALTH CARE	\$ 747,978	\$ 883,891	\$ 919,734	\$ 860,480	\$ 860,480
LIFE INSURANCE	\$ 7,102	\$ 9,561	\$ 9,835	\$ 9,665	\$ 9,665
EMP SEC INS	\$ 2,038	\$ 26,390	\$ 28,125	\$ 27,641	\$ 27,641
WORKERS COMPENSATION	\$ 182,250	\$ 202,500	\$ 216,000	\$ 216,000	\$ 216,000
<b>Personnel Total</b>	<b>\$ 5,374,853</b>	<b>\$ 5,986,483</b>	<b>\$ 6,214,628</b>	<b>\$ 6,075,809</b>	<b>\$ 6,075,809</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 112,958	\$ 46,360	\$ 43,920	\$ 40,328	\$ 40,328
FIRE AND RESCUE TOOLS	\$ 18,555	\$ 21,283	\$ 22,609	\$ 18,863	\$ 18,863
GAS & OIL	\$ 78,026	\$ 94,639	\$ 116,026	\$ 102,315	\$ 102,315
DEPARTMENT SUPPLIES	\$ 97,862	\$ 82,341	\$ 55,610	\$ 49,410	\$ 49,410
HOSE AND FITTINGS	\$ 12,509	\$ 3,880	\$ 20,331	\$ 6,000	\$ 6,000
TRAVEL	\$ 1,484	\$ 750	\$ 1,500	\$ 750	\$ 750
TELEPHONE	\$ 2,838	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,640	\$ 5,640	\$ 5,640
WIRELESS AIR CARDS	\$ 11,845	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600
POSTAGE	\$ 449	\$ 450	\$ 450	\$ 450	\$ 450
ELECTRIC POWER	\$ 34,616	\$ 40,576	\$ 53,912	\$ 48,871	\$ 48,871
NATURAL GAS	\$ 11,858	\$ 13,438	\$ 16,556	\$ 14,349	\$ 14,349
CITY UTILITIES	\$ 12,221	\$ 13,536	\$ 18,039	\$ 20,936	\$ 20,936
BUILDINGS & GROUNDS	\$ 23,511	\$ 19,850	\$ 30,531	\$ 30,531	\$ 30,531
B/G CONTRACTED SERVICES	\$ 18,243	\$ 19,253	\$ 18,935	\$ 18,935	\$ 18,935
MAINT EQUIPMENT	\$ 18,287	\$ 18,269	\$ 30,521	\$ 18,269	\$ 18,269
MAINT RADIO	\$ 1,445	\$ -	\$ 1,205	\$ 1,205	\$ 1,205
MAINT AUTO	\$ 153,792	\$ 76,900	\$ 160,290	\$ 77,000	\$ 77,000
VEHICLE DAMAGE REPAIR	\$ -	\$ 100	\$ -	\$ -	\$ -
TRAINING	\$ 42,490	\$ 25,073	\$ 47,573	\$ 23,200	\$ 23,200
COPIER CONTRACT EXPENSE	\$ 3,226	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
INSURANCE PREMIUMS	\$ 12,974	\$ 14,011	\$ 19,510	\$ 19,510	\$ 19,510
INSURANCE CLAIMS	\$ -	\$ 914	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 7,792	\$ 7,694	\$ 8,385	\$ 8,385	\$ 8,385
SPECIAL PROJECTS	\$ 83,265	\$ 46,399	\$ 102,205	\$ 102,205	\$ 102,205
CONTRACTED SERVICES	\$ 750	\$ -	\$ -	\$ -	\$ -
ANNEXATION EXPENSES	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822
PROFESSIONAL SERVICES	\$ 27,459	\$ 27,655	\$ 27,655	\$ 23,845	\$ 23,845
TRANSFER - CAP RESERVE FUND	\$ 555,263	\$ 580,682	\$ 588,339	\$ 588,339	\$ 588,339
<b>Operations Total</b>	<b>\$ 1,345,541</b>	<b>\$ 1,169,975</b>	<b>\$ 1,405,664</b>	<b>\$ 1,235,258</b>	<b>\$ 1,235,258</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 144,778	\$ 80,430	\$ 80,430
C O ROOF / HVAC	\$ 29,769	\$ 149,400	\$ 8,000	\$ -	\$ -
C/O BUILDINGS	\$ 290,348	\$ 100,000	\$ 100,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 320,117</b>	<b>\$ 249,400</b>	<b>\$ 252,778</b>	<b>\$ 80,430</b>	<b>\$ 80,430</b>
<b>Grand Total</b>	<b>\$ 7,040,511</b>	<b>\$ 7,405,858</b>	<b>\$ 7,873,070</b>	<b>\$ 7,391,497</b>	<b>\$ 7,391,497</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Fire Chief	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Fire Safety Education Coordinator	1	1	1	1	1
Battalion Chief	6	6	6	6	6
Fire Captain / District Captain	10	10	10	10	10
Fire Lieutenant	8	8	8	8	8
Fire Engineer	17	17	17	17	17
Fire Control Specialist I/II (SAFER) <sup>1</sup>	0	9	9	9	9
Fire Control Specialist I/II	34	34	34	34	34
Fire Control Specialist Pool (TPT)	1	1	1	1	1
Hydrant Maintenance (TPT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>81</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>

<sup>1</sup>Positions added from SAFER Grant

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Fire Administration (000)</b>			
Hydraulic rescue tools & rescue air bags	\$ 68,230	\$ 68,230	\$ 68,230
Stabilization rescue tools	60,000	-	-
Thermal Imaging Cameras (TIC)	12,200	12,200	12,200
Ballistics Vests	4,348	-	-
Station 3 Pre-construction costs	100,000	-	-
<b>Fire Station #5 (355)</b>			
HVAC Replacement	8,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 252,778</b>	<b>\$ 80,430</b>	<b>\$ 80,430</b>



**STATEMENT OF PURPOSE**

To manage, monitor, and maintain the state of the art Salisbury/Rowan Countywide Telecommunications System in the areas of radio, 9-1-1 cable, and emergency services communications and to specify, recommend, and implement solutions for the city's communications needs.

**PERFORMANCE GOALS**

1. Radio system is a fully functional 4-site system with Rowan County. Strive to keep the system performing at its best level.
2. Maintain the County Fire and EMS VHF systems to its specification levels.
3. Continue working to enhance and maintain security at the tower site.
4. Continue working and support SRU with the countywide SCADA network.
5. Maintain the backup Communication Center in Kannapolis as well as the new console at Telecommunication's shop.
6. Work with Motorola to obtain proper training for the new radio system so that our shop can maintain the same.
7. Continue to provide the absolute best quality of service/customer service to our City departments and to our Rowan County customers.
8. Continue to work with and support Rowan County 9-1-1 Communication Center.
9. Program radios for Salisbury Police Department for updated Viper Map.
10. Continue to work with Rowan County on inter-local and maintenance agreements.
11. Work with Rowan on designing a redundant prime site and update the microwave system for redundancy.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 167,557	\$ 187,270	\$ 190,987	\$ 187,551	\$ 187,551
OVERTIME SALARIES	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
PART TIME SALARIES	\$ 9,520	\$ 10,597	\$ 10,766	\$ 10,766	\$ 10,766
FICA TAX	\$ 12,865	\$ 15,035	\$ 15,472	\$ 15,210	\$ 15,210
RETIREMENT	\$ 12,932	\$ 16,770	\$ 19,570	\$ 19,218	\$ 19,218
401(K) EMPLOYER CONTRIBUTION	\$ 4,929	\$ 5,578	\$ 5,745	\$ 5,642	\$ 5,642
HEALTH CARE	\$ 24,781	\$ 29,252	\$ 30,715	\$ 28,818	\$ 28,818
LIFE INSURANCE	\$ 391	\$ 460	\$ 473	\$ 465	\$ 465
EMP SEC INS	\$ 113	\$ 1,360	\$ 1,399	\$ 1,375	\$ 1,375
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 242,088</b>	<b>\$ 275,822</b>	<b>\$ 285,227</b>	<b>\$ 279,145</b>	<b>\$ 279,145</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 438	\$ 475	\$ 475	\$ 475	\$ 475
GAS & OIL	\$ 2,791	\$ 3,429	\$ 3,477	\$ 2,838	\$ 2,838
DEPARTMENT SUPPLIES	\$ 559	\$ 397	\$ 425	\$ 325	\$ 325
TRAVEL	\$ 1,503	\$ 1,500	\$ 5,550	\$ 550	\$ 550
TELEPHONE	\$ 1,618	\$ 1,648	\$ 1,200	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
WIRELESS AIR CARDS	\$ 456	\$ 960	\$ 960	\$ 915	\$ 915
POSTAGE	\$ 146	\$ 225	\$ 275	\$ 228	\$ 228
ELECTRIC POWER	\$ 15,774	\$ 17,240	\$ 22,942	\$ 20,796	\$ 20,796
BUILDINGS & GROUNDS	\$ 53	\$ 700	\$ 700	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 2,581	\$ 2,938	\$ 2,957	\$ 2,957	\$ 2,957
MAINT EQUIPMENT	\$ 21,182	\$ 22,100	\$ 23,000	\$ 5,500	\$ 5,500
MAINT RADIO	\$ 12,961	\$ 15,000	\$ 30,000	\$ 9,000	\$ 9,000
MAINT AUTO	\$ 1,279	\$ 838	\$ 920	\$ 320	\$ 320
TRAINING	\$ -	\$ 700	\$ 700	\$ 700	\$ 700
COPIER CONTRACT EXPENSE	\$ 184	\$ 300	\$ 200	\$ 200	\$ 200
INSURANCE PREMIUMS	\$ 1,545	\$ 1,668	\$ 1,625	\$ 1,625	\$ 1,625
DUES & SUBSCRIPTIONS	\$ 192	\$ 197	\$ 252	\$ 177	\$ 177
MISCELLANEOUS EXPENSE	\$ 160	\$ 150	\$ 150	\$ 150	\$ 150
CONTRACTED SERVICES	\$ 213,770	\$ 254,715	\$ 270,777	\$ 269,668	\$ 269,668
TRANSFER - CAP RESERVE FUND	\$ 72,525	\$ 63,865	\$ 51,033	\$ 51,033	\$ 51,033
<b>Operations Total</b>	<b>\$ 349,716</b>	<b>\$ 389,045</b>	<b>\$ 419,466</b>	<b>\$ 369,305</b>	<b>\$ 369,305</b>
<b>Capital</b>					
C O COMPUTER EQUIPMENT	\$ 1,688	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 1,688</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 593,493</b>	<b>\$ 664,867</b>	<b>\$ 704,693</b>	<b>\$ 648,450</b>	<b>\$ 648,450</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician	2	2	2	2	2
Telecommunications Assistant (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**STATEMENT OF PURPOSE**

To provide the City with support services associated with maintaining viable space from which city operations can occur. To manage the preventative maintenance of city facilities. To remain actively involved in capital improvement projects throughout the City for various departments, as projects arise and funding is available.

**PERFORMANCE GOALS**

1. Carry out repairs for all facility infrastructure as needed.
2. Complete projects in a timely and efficient manner.

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Square Feet Maintained	454,799	476,135	493,429	N/A
Average Age of Facilities (years)	54	54	53	N/A
Square Feet Maintained Per FTE	75,800	79,356	82,238	N/A

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 209,796	\$ 194,239	\$ 206,054	\$ 202,429	\$ 202,429
OVERTIME SALARIES	\$ 7,304	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
FICA TAX	\$ 15,051	\$ 15,100	\$ 16,145	\$ 15,868	\$ 15,868
RETIREMENT	\$ 16,818	\$ 17,805	\$ 21,570	\$ 21,200	\$ 21,200
401(K) EMPLOYER CONTRIBUTION	\$ 6,422	\$ 5,922	\$ 6,331	\$ 6,223	\$ 6,223
HEALTH CARE	\$ 52,158	\$ 50,629	\$ 50,598	\$ 47,481	\$ 47,481
LIFE INSURANCE	\$ 467	\$ 470	\$ 503	\$ 494	\$ 494
EMP SEC INS	\$ 117	\$ 468	\$ 1,411	\$ 1,386	\$ 1,386
WORKERS COMPENSATION	\$ 11,250	\$ 11,250	\$ 12,000	\$ 12,000	\$ 12,000
<b>Personnel Total</b>	<b>\$ 319,383</b>	<b>\$ 300,883</b>	<b>\$ 319,612</b>	<b>\$ 312,081</b>	<b>\$ 312,081</b>
<b>Operations</b>					
UNIFORMS	\$ 1,397	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
EXPENDABLE EQUIPMENT	\$ 3,912	\$ 500	\$ 2,425	\$ 300	\$ 300
GAS & OIL	\$ 3,850	\$ 4,376	\$ 5,134	\$ 4,878	\$ 4,878
DEPARTMENT SUPPLIES	\$ 644	\$ 395	\$ 395	\$ 195	\$ 195
TRAVEL	\$ -	\$ -	\$ 500	\$ -	\$ -
TELEPHONE	\$ 689	\$ 732	\$ 324	\$ 324	\$ 324
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
BUILDINGS & GROUNDS	\$ -	\$ -	\$ 20,000	\$ -	\$ -
MAINT EQUIPMENT	\$ 3	\$ 73	\$ 500	\$ -	\$ -
MAINT AUTO	\$ 1,109	\$ 1,350	\$ 1,500	\$ 1,500	\$ 1,500
TRAINING	\$ -	\$ -	\$ 965	\$ 965	\$ 965
COPIER CONTRACT EXPENSE	\$ 96	\$ 227	\$ 150	\$ 150	\$ 150
INSURANCE PREMIUMS	\$ 517	\$ 558	\$ 501	\$ 501	\$ 501
SPECIAL PROJECTS	\$ -	\$ -	\$ 100,000	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 4,966	\$ 4,616	\$ 3,350	\$ 3,350	\$ 3,350
<b>Operations Total</b>	<b>\$ 17,185</b>	<b>\$ 14,727</b>	<b>\$ 139,492</b>	<b>\$ 15,911</b>	<b>\$ 15,911</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 336,567	\$ 315,610	\$ 459,104	\$ 327,992	\$ 327,992

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker I/II	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	5	5	5	5	5



**STATEMENT OF PURPOSE**

To provide lighting on public streets and municipal property.

**PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
POSTAGE	\$ -	\$ 25	\$ 25	\$ 25	\$ 25
STREET LIGHTING	\$ 481,359	\$ 498,350	\$ 554,372	\$ 515,600	\$ 515,600
SPECIAL PROJECTS	\$ 40,086	\$ 32,772	\$ 33,428	\$ 10,896	\$ 10,896
<b>Operations Total</b>	<b>\$ 521,445</b>	<b>\$ 531,147</b>	<b>\$ 587,825</b>	<b>\$ 526,521</b>	<b>\$ 526,521</b>
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 521,445</b>	<b>\$ 531,147</b>	<b>\$ 587,825</b>	<b>\$ 526,521</b>	<b>\$ 526,521</b>



**STATEMENT OF PURPOSE**

To provide a centralized source of general engineering services for the City. Primary duties include traffic engineering, GIS services, reviewing plans for private development, administering special projects, management and execution of facilities contracted services, and serving as liaison to the Cabarrus-Rowan MPO, NCDOT, and NCDEQ.

**PERFORMANCE GOALS**

1. Participate in Technical Review Committee and Plan Review Committee.
2. Manage the signal system to ensure compliance with standards and establish efficient timing plans.
3. Address citizen requests concerning traffic related issues.
4. Administer GIS services.
5. Coordinate efforts with Cabarrus-Rowan MPO.
6. Design and manage various grants and construction projects.
7. Coordinate projects with NCDOT.
8. Serve as Subdivision Administrator.
9. Administer National Flood Insurance Program (NFIP).
10. Serve as local permitting authority for water and sanitary sewer.
11. Administer downtown ROW use permits.
12. Administer street and alley closings in accordance with general statutes.
13. Administer voluntary annexations in accordance with general statutes.

**PERFORMANCE MEASURES**

	FY 2019 <u>Actual</u>	FY 2020 <u>Estimate</u>	FY 2021 <u>Projected</u>	<u>Goal</u>
<b>Engineering Plan Review</b>				
Number of Projects Reviewed	60	49	55	N/A
Average Number of Days in review by Engineering	17.6	13	15	N/A
Average Number of Days in revision by Developer	30.3	21	25	N/A

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 489,065	\$ 608,561	\$ 627,716	\$ 536,967	\$ 536,967
OVERTIME SALARIES	\$ 2,548	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PART TIME SALARIES	\$ 14,060	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 36,249	\$ 46,742	\$ 48,403	\$ 41,461	\$ 41,461
RETIREMENT	\$ 38,223	\$ 55,115	\$ 64,664	\$ 55,389	\$ 55,389
401(K) EMPLOYER CONTRIBUTION	\$ 14,560	\$ 18,329	\$ 18,981	\$ 16,259	\$ 16,259
HEALTH CARE	\$ 70,401	\$ 85,550	\$ 89,826	\$ 74,484	\$ 74,484
LIFE INSURANCE	\$ 1,070	\$ 1,500	\$ 1,554	\$ 1,329	\$ 1,329
EMP SEC INS	\$ 295	\$ 3,299	\$ 4,351	\$ 3,722	\$ 3,722
WORKERS COMPENSATION	\$ 15,750	\$ 18,000	\$ 19,200	\$ 16,800	\$ 16,800
<b>Personnel Total</b>	<b>\$ 682,222</b>	<b>\$ 842,096</b>	<b>\$ 879,695</b>	<b>\$ 751,411</b>	<b>\$ 751,411</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
MEETING EXPENSES	\$ 64	\$ -	\$ 200	\$ 200	\$ 200
GAS & OIL	\$ 1,153	\$ 951	\$ 3,055	\$ 2,837	\$ 2,837
DEPARTMENT SUPPLIES	\$ 4,064	\$ 3,600	\$ 10,500	\$ 7,500	\$ 7,500
TRAVEL	\$ 1,497	\$ 2,800	\$ 3,000	\$ 2,000	\$ 2,000
TELEPHONE	\$ 510	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,544	\$ 2,544	\$ 2,544
WIRELESS AIR CARDS	\$ 1,368	\$ 1,440	\$ 1,440	\$ 1,440	\$ 1,440
POSTAGE	\$ 360	\$ 600	\$ 800	\$ 800	\$ 800
MAINT CMPT SOFTWARE	\$ 43,554	\$ 46,046	\$ 46,996	\$ 46,996	\$ 46,996
MAINT AUTO	\$ 56	\$ 800	\$ 500	\$ 500	\$ 500
ADVERTISING	\$ 1,637	\$ 1,200	\$ 1,500	\$ 1,500	\$ 1,500
TRAINING	\$ 4,925	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
COPIER CONTRACT EXPENSE	\$ 2,588	\$ 3,000	\$ 3,500	\$ 3,500	\$ 3,500
INSURANCE PREMIUMS	\$ 195	\$ 396	\$ 374	\$ 374	\$ 374
DUES & SUBSCRIPTIONS	\$ 846	\$ 1,900	\$ 9,697	\$ 8,997	\$ 8,997
MISCELLANEOUS EXPENSE	\$ 364	\$ 450	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 1,693,299	\$ 4,317,857	\$ 3,751,050	\$ 2,285,694	\$ 2,285,694
CONTRACTED SERVICES	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976
PROFESSIONAL SERVICES	\$ 18,160	\$ 19,387	\$ 16,571	\$ 14,571	\$ 14,571
TRANSFER - CAP RESERVE FUND	\$ 6,474	\$ 5,258	\$ 13,461	\$ 13,461	\$ 13,461
<b>Operations Total</b>	<b>\$ 1,814,090</b>	<b>\$ 4,441,661</b>	<b>\$ 3,901,164</b>	<b>\$ 2,428,890</b>	<b>\$ 2,428,890</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 50,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,496,312</b>	<b>\$ 5,283,757</b>	<b>\$ 4,830,859</b>	<b>\$ 3,180,301</b>	<b>\$ 3,180,301</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
City Engineer	1	1	1	1	1
Engineer	1	1	1	1	1
Engineer Technician	1	1	1	1	1
GIS Coordinator <sup>2</sup>	1	1	1	0	0
Project Manager <sup>1</sup>	1	2	2	2	2
Traffic Engineer Coordinator	1	1	1	1	1
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	8	8	7	7

<sup>1</sup>Position added

<sup>2</sup>Position moved to Water Sewer Fund (721)

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
Monitoring System Upgrade	\$ 50,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To serve as the central management and administration source for activities and operations related to the Public Works Department including Fleet Management, Signs and Marking Operations, Cemetery, Facility Maintenance, Grounds Maintenance, Solid Waste Management, Street Division, Stormwater Utility, and Telecommunications services.

**PERFORMANCE GOALS**

1. Carry out all responsibilities given to the department for the citizens and employees of Salisbury.
2. Meet the needs of the divisions under Public Works.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 197,886	\$ 174,373	\$ 184,217	\$ 181,535	\$ 181,535
OVERTIME SALARIES	\$ 3,451	\$ 2,219	\$ 100	\$ -	\$ -
PART TIME SALARIES	\$ 562	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 14,790	\$ 13,262	\$ 14,101	\$ 13,888	\$ 13,888
RETIREMENT	\$ 15,370	\$ 17,529	\$ 18,837	\$ 18,553	\$ 18,553
401(K) EMPLOYER CONTRIBUTION	\$ 5,867	\$ 5,830	\$ 5,530	\$ 5,446	\$ 5,446
HEALTH CARE	\$ 26,421	\$ 31,694	\$ 35,440	\$ 30,974	\$ 30,974
LIFE INSURANCE	\$ 425	\$ 482	\$ 458	\$ 451	\$ 451
EMP SEC INS	\$ 118	\$ 109	\$ 1,279	\$ 1,261	\$ 1,261
WORKERS COMPENSATION	\$ 6,750	\$ 6,750	\$ 7,200	\$ 7,200	\$ 7,200
<b>Personnel Total</b>	<b>\$ 271,642</b>	<b>\$ 252,248</b>	<b>\$ 267,162</b>	<b>\$ 259,308</b>	<b>\$ 259,308</b>
<b>Operations</b>					
UNIFORMS	\$ 561	\$ 900	\$ 1,500	\$ 1,500	\$ 1,500
GAS & OIL	\$ 32	\$ 1,086	\$ 260	\$ 312	\$ 312
DEPARTMENT SUPPLIES	\$ 2,268	\$ 2,100	\$ 2,100	\$ 600	\$ 600
TRAVEL	\$ -	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
AUTO ALLOWANCE	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ 2,584
TELEPHONE	\$ 408	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 130	\$ 123	\$ 123	\$ 123	\$ 123
CITY UTILITIES	\$ 222	\$ -	\$ 606	\$ 661	\$ 661
BUILDINGS & GROUNDS	\$ 225	\$ 300	\$ 300	\$ 200	\$ 200
B/G CONTRACTED SERVICES	\$ 3,161	\$ 3,087	\$ 3,133	\$ 3,133	\$ 3,133
MAINT AUTO	\$ 27	\$ 340	\$ 340	\$ 340	\$ 340
COPIER CONTRACT EXPENSE	\$ 1,357	\$ 1,100	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 618	\$ 668	\$ 267	\$ 267	\$ 267
DUES & SUBSCRIPTIONS	\$ 189	\$ 190	\$ 190	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 844	\$ 800	\$ 800	\$ 400	\$ 400
TRANSFER - CAP RESERVE FUND	\$ 5,700	\$ 5,000	\$ 850	\$ 850	\$ 850
<b>Operations Total</b>	<b>\$ 15,741</b>	<b>\$ 16,794</b>	<b>\$ 16,697</b>	<b>\$ 14,614</b>	<b>\$ 14,614</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ -	\$ 7,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 287,383</b>	<b>\$ 269,042</b>	<b>\$ 290,859</b>	<b>\$ 273,922</b>	<b>\$ 273,922</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Public Works Director	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
HVAC Replacement	\$ 7,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

**Administration (000)**

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

**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 and stay within our budget
- Respond to requests from contractors and property owners to install or repair new concrete facilities.

**Signs and Markings (422)**

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

**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 City’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-Concrete Construction (429)**

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

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Goal</b>
<b>Workload</b>	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	
Lane Miles of Streets Paved	7.93	7.03	7.50	7.00
Lane Miles of Streets Maintained	347	347	347	347
Repairs Made by Street Division	129	300	400	150
Potholes Filled	541	600	700	550
Sidewalks Installed, LF	4,505	3,500	3,500	3,000
Curb & Gutter Installed, LF	648	1,100	700	500
<b>Efficiency</b>				
Cost Per Lane Miles of Streets Paved	\$68,162	\$70,989	\$73,933	N/A
Cost Per 100 Potholes Filled	\$7,000	\$7,350	\$7,718	N/A
<b>Effectiveness</b>				
Complaints	5	5	5	2
Submitted Damage Claims	4	4	4	1
ITRE Rating (Most Recent)	85	80	75	85

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 626,299	\$ 765,631	\$ 783,885	\$ 620,762	\$ 620,762
OVERTIME SALARIES	\$ 32,765	\$ 17,000	\$ 17,000	\$ 15,750	\$ 15,750
PART TIME SALARIES	\$ 2,160	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 48,059	\$ 59,635	\$ 61,266	\$ 48,692	\$ 48,692
RETIREMENT	\$ 51,064	\$ 70,318	\$ 81,851	\$ 65,052	\$ 65,052
401(K) EMPLOYER CONTRIBUTION	\$ 19,495	\$ 23,389	\$ 24,025	\$ 19,095	\$ 19,095
HEALTH CARE	\$ 139,405	\$ 190,543	\$ 207,627	\$ 153,389	\$ 153,389
LIFE INSURANCE	\$ 1,225	\$ 1,896	\$ 1,943	\$ 1,536	\$ 1,536
EMP SEC INS	\$ 427	\$ 431	\$ 5,438	\$ 4,302	\$ 4,302
WORKERS COMPENSATION	\$ 40,500	\$ 40,500	\$ 43,200	\$ 36,000	\$ 36,000
<b>Personnel Total</b>	<b>\$ 961,399</b>	<b>\$ 1,169,343</b>	<b>\$ 1,226,235</b>	<b>\$ 964,578</b>	<b>\$ 964,578</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 7,906	\$ 9,000	\$ 9,000	\$ 8,500	\$ 8,500
EXPENDABLE EQUIPMENT	\$ 19,508	\$ 11,700	\$ 11,700	\$ 11,700	\$ 11,700
STREET NAME SIGNS	\$ 5,210	\$ 5,210	\$ 5,210	\$ 4,000	\$ 4,000
TRAFFIC PAVEMENT MARKINGS	\$ 9,771	\$ 10,000	\$ 10,000	\$ 7,500	\$ 7,500
TRAFFIC SIGNS & POST	\$ 8,361	\$ 8,275	\$ 8,275	\$ 7,500	\$ 7,500
DRIVE & WALK PAVING	\$ 45,031	\$ 35,000	\$ 35,000	\$ 30,000	\$ 30,000
CONSTRUCTION	\$ 5,245	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
SNOW MATERIALS	\$ 1,627	\$ 7,590	\$ 7,590	\$ 5,000	\$ 5,000
MATERIALS NEW STREETS	\$ 19,722	\$ 20,000	\$ 20,000	\$ 17,500	\$ 17,500
MATERIALS ST MAINT	\$ 36,372	\$ 30,000	\$ 30,000	\$ 25,000	\$ 25,000
MATERIALS - CONCRETE	\$ 23,467	\$ 25,000	\$ 25,000	\$ 20,000	\$ 20,000
GAS & OIL	\$ 69,006	\$ 80,331	\$ 93,490	\$ 80,048	\$ 80,048
DEPARTMENT SUPPLIES	\$ 5,892	\$ 5,000	\$ 5,000	\$ 4,250	\$ 4,250
TRAVEL	\$ 433	\$ 1,300	\$ 1,300	\$ 800	\$ 800
TELEPHONE	\$ 561	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,072	\$ 3,072	\$ 3,072
POSTAGE	\$ -	\$ 50	\$ 50	\$ -	\$ -
ELECTRIC POWER	\$ 4,573	\$ 4,895	\$ 5,308	\$ 4,722	\$ 4,722
NATURAL GAS	\$ 4,970	\$ 5,032	\$ 5,603	\$ 4,797	\$ 4,797
CITY UTILITIES	\$ 2,315	\$ 2,251	\$ 2,751	\$ 2,758	\$ 2,758
PRINTING	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
BUILDINGS & GROUNDS	\$ 4,066	\$ 3,000	\$ 10,200	\$ 3,000	\$ 3,000
B/G CONTRACTED SERVICES	\$ 4,777	\$ 4,433	\$ 9,550	\$ 4,451	\$ 4,451
MAINT EQUIPMENT	\$ 62,842	\$ 39,684	\$ 40,000	\$ 40,000	\$ 40,000
MAINT RADIO	\$ 408	\$ -	\$ 350	\$ 350	\$ 350
MAINT AUTO	\$ 51,058	\$ 24,372	\$ 30,000	\$ 30,000	\$ 30,000
VEHICLE DAMAGE REPAIR	\$ 2	\$ -	\$ -	\$ -	\$ -
STREET MAINTENANCE	\$ 540,427	\$ 500,000	\$ 525,000	\$ 472,000	\$ 472,000
TRAINING	\$ 6,040	\$ 3,939	\$ 3,939	\$ 3,939	\$ 3,939
COPIER CONTRACT EXPENSE	\$ 1,098	\$ 1,300	\$ 1,300	\$ 1,000	\$ 1,000
INSURANCE PREMIUMS	\$ 14,821	\$ 15,524	\$ 13,703	\$ 13,703	\$ 13,703
INSURANCE CLAIMS	\$ 11,443	\$ 200	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 1,456	\$ 1,560	\$ 1,560	\$ 1,560	\$ 1,560
MISCELLANEOUS EXPENSE	\$ 6,506	\$ 2,640	\$ 2,640	\$ 2,640	\$ 2,640
SPECIAL PROJECTS	\$ -	\$ -	\$ 330,000	\$ 215,000	\$ 215,000
CONTRACTED SERVICES	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ 1,409	\$ 11,000	\$ 11,000	\$ 6,120	\$ 6,120
TRANSFER - CAP RESERVE FUND	\$ 219,911	\$ 204,061	\$ 183,096	\$ 183,096	\$ 183,096
<b>Operations Total</b>	<b>\$ 1,196,236</b>	<b>\$ 1,080,347</b>	<b>\$ 1,453,687</b>	<b>\$ 1,227,006</b>	<b>\$ 1,227,006</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 7,345	\$ -	\$ -
C O ROOF / HVAC	\$ -	\$ 20,640	\$ 12,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 20,640</b>	<b>\$ 19,345</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,157,635</b>	<b>\$ 2,270,330</b>	<b>\$ 2,699,267</b>	<b>\$ 2,191,584</b>	<b>\$ 2,191,584</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (000)</b>					
Assistant Public Works Director <sup>7</sup>	1	1	1	0	0
Maintenance Supervisor <sup>1</sup>	1	0	0	0	0
Maintenance Operations Manager/Sr. <sup>1,2</sup>	0	2	2	2	2
Parks & Recreation Maintenance Manager <sup>6</sup>	1	1	0	0	0
Project Manger-Landscape <sup>6</sup>	0	0	1	1	1
<b>Street Maintenance (420)</b>					
Equipment Operator I/II <sup>3</sup>	1	0	0	0	0
Crew Leader <sup>4</sup>	2	1	1	1	1
Street Maintenance Supervisor <sup>2</sup>	1	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3,4,7</sup>	1	3	3	2	2
<b>Concrete Construction (421)</b>					
Equipment Operator I/II <sup>3</sup>	2	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	1	3	3	3	3
<b>Signs &amp; Marking (422)</b>					
Crew Leader <sup>5</sup>	0	1	1	1	1
Equipment Operator I/II <sup>3</sup>	1	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	0	1	1	1	1
<b>Street Misc. Activities (425)</b>					
Crew Leader	2	2	2	2	2
Equipment Operator I/II <sup>5</sup>	1	0	0	0	0
<b>Powell Bill-Paving &amp; Resurfacing (426)</b>					
Maintenance Worker I/II/III/Sr. <sup>7</sup>	1	1	1	0	0
<b>Powell Bill-Street Maintenance (427)</b>					
Maintenance Worker I/II/III/Sr.	1	1	1	1	1
<b>Powell Bill-Concrete Construction (429)</b>					
Equipment Operator I/II <sup>3</sup>	1	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL <sup>1</sup>	18	18	18	15	15

<sup>1</sup>Positions reclassified from Maintenance Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position reclassified from Street Maintenance Supervisor (420) to Maintenance Operations Manager/Sr. (000)

<sup>3</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.

<sup>4</sup>Position reclassified from Crew Leader to Maintenance Worker I/II/III/Sr.

<sup>5</sup>Position reclassified from Equipment Operator I/II (425) to Crew Leader (422)

<sup>6</sup>Position reclassified from Parks & Rec Maint Mgr to Project Manger-Landscape

<sup>7</sup>Position eliminated

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Street Admin (000)</b>			
HVAC Replacement	\$ 12,000	\$ -	\$ -
<b>Street Signs &amp; Markings (422)</b>			
Prismatic Vinyl Markings Cutter	7,345	-	-
<b>Total Capital Outlay</b>	<b>\$ 19,345</b>	<b>\$ -</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

To manage the collection and disposal of yard waste inside the City in compliance with federal and state regulations.

**PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 238,366	\$ 141,421	\$ 142,655	\$ 114,217	\$ 114,217
OVERTIME SALARIES	\$ 11,570	\$ 5,000	\$ 5,000	\$ 4,250	\$ 4,250
FICA TAX	\$ 17,944	\$ 11,201	\$ 11,294	\$ 9,063	\$ 9,063
RETIREMENT	\$ 19,546	\$ 13,207	\$ 15,091	\$ 12,107	\$ 12,107
401(K) EMPLOYER CONTRIBUTION	\$ 7,454	\$ 4,393	\$ 4,429	\$ 3,555	\$ 3,555
HEALTH CARE	\$ 71,064	\$ 48,187	\$ 50,598	\$ 38,416	\$ 38,416
LIFE INSURANCE	\$ 501	\$ 350	\$ 352	\$ 282	\$ 282
EMP SEC INS	\$ 93	\$ 80	\$ 990	\$ 791	\$ 791
WORKERS COMPENSATION	\$ 11,250	\$ 11,250	\$ 12,000	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 377,788</b>	<b>\$ 235,089</b>	<b>\$ 242,409</b>	<b>\$ 192,281</b>	<b>\$ 192,281</b>
<b>Operations</b>					
UNIFORMS	\$ 3,406	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
EXPENDABLE EQUIPMENT	\$ 1,496	\$ 1,500	\$ 1,500	\$ 750	\$ 750
GAS & OIL	\$ 20,902	\$ 20,910	\$ 30,545	\$ 27,931	\$ 27,931
MAINT EQUIPMENT	\$ 25,097	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MAINT AUTO	\$ 9,227	\$ -	\$ 12,000	\$ 10,000	\$ 10,000
INSURANCE PREMIUMS	\$ 3,166	\$ 3,159	\$ 3,144	\$ 3,144	\$ 3,144
SPECIAL PROJECTS	\$ -	\$ -	\$ 37,840	\$ 37,840	\$ 37,840
CONTRACTED SERVICES	\$ 174,237	\$ 140,000	\$ 140,000	\$ 115,000	\$ 115,000
TRANSFER - CAP RESERVE FUND	\$ 34,116	\$ 64,116	\$ 119,783	\$ 119,783	\$ 119,783
<b>Operations Total</b>	<b>\$ 271,646</b>	<b>\$ 258,185</b>	<b>\$ 373,312</b>	<b>\$ 342,948</b>	<b>\$ 342,948</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 150,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 649,434</b>	<b>\$ 493,274</b>	<b>\$ 765,721</b>	<b>\$ 535,229</b>	<b>\$ 535,229</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Equipment Operator I/II <sup>1</sup>	1	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>1,2</sup>	4	5	5	4	4
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>

<sup>1</sup>Positions reclassified

<sup>2</sup>Position eliminated

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Limbs/Yard Waste Collection (423)</b>			
Truck Scales	\$ 150,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

To operate, maintain, and develop seven municipal cemeteries totaling 79.65 acres of publically controlled burial grounds.

**PERFORMANCE GOALS**

1. Observe conditions of all cemeteries and report anything that needs to be addressed to the Grounds Maintenance Supervisor so he can schedule maintenance. This could include trash pickup, pruning, filling in low graves, and requests by plot owners. This ensures that the City maintains well-groomed cemetery properties.
2. Provide prompt and courteous service to funeral directors and bereaved families in regard to interments and related services.
3. Assist families with special requests regarding the care of burial plots.
4. Assist public walk-ins with location of graves.
5. Promote columbarium services and plan future expansions.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 56,067	\$ 58,003	\$ 59,475	\$ 58,405	\$ 58,405
FICA TAX	\$ 4,357	\$ 4,437	\$ 4,550	\$ 4,468	\$ 4,468
RETIREMENT	\$ 4,367	\$ 5,232	\$ 6,078	\$ 5,969	\$ 5,969
401(K) EMPLOYER CONTRIBUTION	\$ 1,665	\$ 1,740	\$ 1,784	\$ 1,752	\$ 1,752
HEALTH CARE	\$ 8,889	\$ 9,149	\$ 9,607	\$ 9,065	\$ 9,065
LIFE INSURANCE	\$ 130	\$ 144	\$ 147	\$ 145	\$ 145
EMP SEC INS	\$ 34	\$ 33	\$ 412	\$ 405	\$ 405
WORKERS COMPENSATION	\$ 2,250	\$ 2,250	\$ 2,400	\$ 2,400	\$ 2,400
<b>Personnel Total</b>	<b>\$ 77,760</b>	<b>\$ 80,988</b>	<b>\$ 84,453</b>	<b>\$ 82,609</b>	<b>\$ 82,609</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 333	\$ 500	\$ 500	\$ -	\$ -
UNIFORMS	\$ 305	\$ 300	\$ 300	\$ 300	\$ 300
EXPENDABLE EQUIPMENT	\$ 999	\$ 1,050	\$ 1,050	\$ 550	\$ 550
GAS & OIL	\$ 1,135	\$ 1,410	\$ 1,871	\$ 900	\$ 900
DEPARTMENT SUPPLIES	\$ 1,161	\$ 1,300	\$ 1,300	\$ 500	\$ 500
TELEPHONE	\$ 550	\$ -	\$ -	\$ -	\$ -
POSTAGE	\$ 110	\$ 150	\$ 150	\$ 100	\$ 100
ELECTRIC POWER	\$ 2,750	\$ 2,754	\$ 3,312	\$ 3,019	\$ 3,019
NATURAL GAS	\$ 849	\$ 878	\$ 1,068	\$ 914	\$ 914
CITY UTILITIES	\$ 3,759	\$ 3,678	\$ 3,846	\$ 3,781	\$ 3,781
BUILDINGS & GROUNDS	\$ 4,682	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
MAINT OLD CEMETERIES	\$ 30	\$ 2,060	\$ -	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 1,225	\$ 1,407	\$ 1,430	\$ 1,430	\$ 1,430
MAINT EQUIPMENT	\$ 147	\$ -	\$ -	\$ -	\$ -
MAINT RADIO	\$ -	\$ 150	\$ 150	\$ 150	\$ 150
MAINT AUTO	\$ 49	\$ 375	\$ 375	\$ 375	\$ 375
TRAINING	\$ 110	\$ 300	\$ 300	\$ 300	\$ 300
COPIER CONTRACT EXPENSE	\$ 123	\$ 250	\$ 250	\$ 250	\$ 250
INSURANCE PREMIUMS	\$ 517	\$ 558	\$ 462	\$ 462	\$ 462
DUES & SUBSCRIPTIONS	\$ 286	\$ 300	\$ 300	\$ 110	\$ 110
CONTRACTED SERVICES	\$ 1,200	\$ 4,500	\$ 1,200	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 500	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 20,819</b>	<b>\$ 25,920</b>	<b>\$ 21,864</b>	<b>\$ 17,141</b>	<b>\$ 17,141</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 98,579	\$ 106,908	\$ 106,317	\$ 99,750	\$ 99,750

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Cemetery Coordinator	1	1	1	1	1
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Goal</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
Garbage Collected, Tons	9,307	9,647	9,500	9,000
Recycling Collected, Tons	1,849	1,846	1,800	1,800

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 269,632	\$ 228,545	\$ 220,833	\$ 216,474	\$ 216,474
OVERTIME SALARIES	\$ 24,883	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
FICA TAX	\$ 21,201	\$ 18,179	\$ 17,658	\$ 17,324	\$ 17,324
RETIREMENT	\$ 22,954	\$ 21,434	\$ 23,593	\$ 23,146	\$ 23,146
401(K) EMPLOYER CONTRIBUTION	\$ 8,758	\$ 7,128	\$ 6,927	\$ 6,795	\$ 6,795
HEALTH CARE	\$ 68,415	\$ 61,583	\$ 71,549	\$ 60,325	\$ 60,325
LIFE INSURANCE	\$ 554	\$ 565	\$ 547	\$ 536	\$ 536
EMP SEC INS	\$ 134	\$ 128	\$ 1,535	\$ 1,503	\$ 1,503
WORKERS COMPENSATION	\$ 13,500	\$ 13,500	\$ 14,400	\$ 14,400	\$ 14,400
<b>Personnel Total</b>	<b>\$ 430,031</b>	<b>\$ 361,062</b>	<b>\$ 367,042</b>	<b>\$ 350,503</b>	<b>\$ 350,503</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 2,962	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
GAS & OIL	\$ 81,495	\$ 96,941	\$ 104,182	\$ 96,046	\$ 96,046
DEPARTMENT SUPPLIES	\$ 4,807	\$ 4,800	\$ 4,800	\$ 2,800	\$ 2,800
TRAVEL	\$ 3,203	\$ 500	\$ 500	\$ 500	\$ 500
TELEPHONE	\$ 204	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
POSTAGE	\$ -	\$ 50	\$ 50	\$ -	\$ -
ELECTRIC POWER	\$ 10,232	\$ 8,763	\$ 13,476	\$ 11,938	\$ 11,938
NATURAL GAS	\$ 4,602	\$ 4,703	\$ 4,774	\$ 4,085	\$ 4,085
CITY UTILITIES	\$ 3,944	\$ 3,484	\$ 4,802	\$ 5,061	\$ 5,061
PRINTING	\$ 987	\$ 850	\$ 1,000	\$ 1,000	\$ 1,000
BUILDINGS & GROUNDS	\$ 583	\$ 500	\$ 500	\$ 500	\$ 500
B/G CONTRACTED SERVICES	\$ 8,662	\$ 8,015	\$ 8,090	\$ 8,090	\$ 8,090
MAINT AUTO	\$ 82,463	\$ 80,000	\$ 88,000	\$ 88,000	\$ 88,000
VEHICLE DAMAGE REPAIR	\$ 440	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 332,423	\$ 333,440	\$ 350,112	\$ 333,440	\$ 333,440
ADVERTISING	\$ -	\$ 150	\$ 15,000	\$ -	\$ -
TRAINING	\$ 485	\$ 500	\$ 500	\$ -	\$ -
INSURANCE PREMIUMS	\$ 7,807	\$ 9,528	\$ 9,980	\$ 9,980	\$ 9,980
INSURANCE CLAIMS	\$ 683	\$ 12,000	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 988	\$ 1,909	\$ 1,909	\$ 1,909	\$ 1,909
SPECIAL PROJECTS	\$ 74,752	\$ -	\$ -	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 159	\$ 470	\$ 470	\$ 470	\$ 470
RECYCLING CONTRACT	\$ 475,243	\$ 487,080	\$ 487,080	\$ 574,128	\$ 574,128
TRANSFER - CAP RESERVE FUND	\$ 238,930	\$ 241,562	\$ 200,322	\$ 200,322	\$ 200,322
<b>Operations Total</b>	<b>\$ 1,336,054</b>	<b>\$ 1,298,245</b>	<b>\$ 1,299,471</b>	<b>\$ 1,342,193</b>	<b>\$ 1,342,193</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,766,085</b>	<b>\$ 1,659,307</b>	<b>\$ 1,666,513</b>	<b>\$ 1,692,696</b>	<b>\$ 1,692,696</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Maintenance Operations Manager/Sr. <sup>1</sup>	0	1	1	1	1
Solid Waste Supervisor <sup>1</sup>	1	0	0	0	0
Equipment Operator I/II <sup>2</sup>	5	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>2</sup>	<u>0</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup>Position reclassified from Solid Waste Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.

**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and development of city-owned landscapes and parking lots, parks, cemeteries, Salisbury/Rowan utilities, city-maintained right of ways and tree canopy maintenance. Involvement in staffing city-sponsored and Downtown Salisbury events and Parks and Recreation ball tournaments.

**PERFORMANCE GOALS**

1. Continue improvement to city park property involving the reconditioning of infrastructures and grounds.
2. Assist the Public Works Director and Assistant Public Works Director in the implementation of interdepartmental projects.
3. Continue effort to preform litter pick up and curb line cleanups throughout the City.
4. Continue staff development in the areas of equipment training and operation, pesticide and horticultural workshops, Human Resources' classes, work safety, and technical expertise.
5. Provide improved maintenance of SRU and right of way maintenance.
6. Further development of city-owned landscapes involving removals and replacements.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Goal</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
Tree hours worked	1,825	1,800	1,800	1,500
Tree pruning, number	412	400	400	300
Tree removal, number	54	40	30	25
Tree planting, number	21	20	20	25

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 464,791	\$ 511,886	\$ 568,287	\$ 559,067	\$ 559,067
OVERTIME SALARIES	\$ 30,509	\$ 20,000	\$ 20,000	\$ 16,500	\$ 16,500
PART TIME SALARIES	\$ 25,634	\$ 36,597	\$ 22,942	\$ 19,442	\$ 19,442
FICA TAX	\$ 38,075	\$ 43,835	\$ 46,759	\$ 45,517	\$ 45,517
RETIREMENT	\$ 38,587	\$ 48,393	\$ 60,123	\$ 58,823	\$ 58,823
401(K) EMPLOYER CONTRIBUTION	\$ 14,705	\$ 16,096	\$ 17,648	\$ 17,267	\$ 17,267
HEALTH CARE	\$ 129,016	\$ 147,788	\$ 152,618	\$ 143,225	\$ 143,225
LIFE INSURANCE	\$ 928	\$ 1,280	\$ 1,406	\$ 1,383	\$ 1,383
EMP SEC INS	\$ 307	\$ 296	\$ 4,099	\$ 4,012	\$ 4,012
WORKERS COMPENSATION	\$ 36,000	\$ 36,000	\$ 38,400	\$ 38,400	\$ 38,400
<b>Personnel Total</b>	<b>\$ 778,552</b>	<b>\$ 862,171</b>	<b>\$ 932,282</b>	<b>\$ 903,636</b>	<b>\$ 903,636</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 1,075	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400
UNIFORMS	\$ 5,168	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
EXPENDABLE EQUIPMENT	\$ 6,038	\$ 1,500	\$ 6,400	\$ 5,400	\$ 5,400
GAS & OIL	\$ 35,521	\$ 37,220	\$ 47,917	\$ 42,059	\$ 42,059
DEPARTMENT SUPPLIES	\$ 2,467	\$ 1,425	\$ 1,425	\$ 1,200	\$ 1,200
TELEPHONE	\$ 1,070	\$ 144	\$ 324	\$ 324	\$ 324
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
ELECTRIC POWER	\$ 13,125	\$ 13,342	\$ 17,352	\$ 15,710	\$ 15,710
NATURAL GAS	\$ 1,344	\$ 1,388	\$ 1,484	\$ 1,266	\$ 1,266
CITY UTILITIES	\$ 1,557	\$ 1,471	\$ 1,638	\$ 1,641	\$ 1,641
BUILDINGS & GROUNDS	\$ 7,848	\$ 2,500	\$ 6,590	\$ 2,000	\$ 2,000
GROUNDS BEAUTIFICATION	\$ 8,618	\$ 20,556	\$ 20,700	\$ 5,000	\$ 5,000
B/G CONTRACTED SERVICES	\$ 1,626	\$ 1,676	\$ 4,933	\$ 1,781	\$ 1,781
MAINT EQUIPMENT	\$ 25,327	\$ 12,000	\$ 28,000	\$ 28,000	\$ 28,000
MAINT RADIO	\$ 218	\$ 250	\$ 250	\$ 250	\$ 250
MAINT AUTO	\$ 16,317	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000
VEHICLE DAMAGE REPAIR	\$ 13	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 450	\$ 640	\$ 1,240	\$ 640	\$ 640
COPIER CONTRACT EXPENSE	\$ 351	\$ 375	\$ 375	\$ 375	\$ 375
INSURANCE PREMIUMS	\$ 3,944	\$ 4,363	\$ 5,296	\$ 5,296	\$ 5,296
INSURANCE CLAIMS	\$ 2,134	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ 500	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 372	\$ 250	\$ 250	\$ 250	\$ 250
CONTRACTED SERVICES	\$ 66,015	\$ 65,000	\$ 74,000	\$ 65,000	\$ 65,000
PROFESSIONAL SERVICES	\$ 623	\$ 550	\$ -	\$ -	\$ -
TREE BOARD	\$ -	\$ 1,900	\$ 6,900	\$ 1,000	\$ 1,000
TRANSFER - CAP RESERVE FUND	\$ 116,247	\$ 131,482	\$ 161,452	\$ 161,452	\$ 161,452
<b>Operations Total</b>	<b>\$ 317,468</b>	<b>\$ 321,932</b>	<b>\$ 416,850</b>	<b>\$ 368,468</b>	<b>\$ 368,468</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,096,020</b>	<b>\$ 1,184,103</b>	<b>\$ 1,349,132</b>	<b>\$ 1,272,104</b>	<b>\$ 1,272,104</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Maintenance Supervisor <sup>1</sup>	1	0	0	0	0
Maintenance Operations Manager/Sr. <sup>1</sup>	0	1	1	1	1
Crew Leader	1	1	1	1	1
Equipment Operator I/II <sup>2</sup>	2	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>2,3,4</sup>	11	13	13	12	12
Aborist <sup>4</sup>	0	0	0	1	1
Part-Time/Temp Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

<sup>1</sup>Positions reclassified from Maintenance Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.

<sup>3</sup>Position transferred from Parks & Recreation (621)

<sup>4</sup>Position reclassified from Maintenance Worker I/II/III/Sr. to Aborist

**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and development of city-owned parks, landscapes, indoor recreation facilities, aquatic opportunities and special events along with diversified programs that meet the current and future needs of the community.

**PERFORMANCE GOALS**

1. Develop programs and facilities in support of City Council goals and objectives set forth each fiscal year.
2. Expand greenway opportunities throughout the City.
3. Provide staff support to the Greenway, Bicycle and Pedestrian Committee, Hurley Park Advisory Board, Dog Paws Committee, and Salisbury Parks and Recreation Advisory Board.
4. Seek grant opportunities to offset costs on capital or programmatic projects.
5. Explore all opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility and future usage.
6. Review cost recovery plan for department programs and services.
7. Begin working with staff and advisory boards in the implementation of short range recommendations in the 2019-20 Parks and Recreation Master Plan.

**PERFORMANCE MEASURES**

	<u>FY 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Estimate</u>	<u>FY 2021</u> <u>Projected</u>	<u>Goal</u>
<b>Workload</b>				
Acres of Park Space Owned	518	518	518	521
Acres of Park Space Maintained *	315	315	315	318
Yards of Greenway Maintained	7,392	8,448	8,448	9,504
Number of Fields and Courts Maintained **	30	31	31	31
<b>Effectiveness</b>				
Percent of City Devoted to Recreation/Greenspace	4.2%	4.2%	4.2%	4.2% **

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

\*\* 4 Soccer & 8 Baseball / Softball

Tennis Courts - 6 hard 2 clay

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

There are approximately 22 square miles in the city.

**BUDGET REQUEST**

	<b>Actual</b> <b>FY18-19</b>	<b>Budgeted</b> <b>FY19-20</b>	<b>Requested</b> <b>FY20-21</b>	<b>Mgr Recommends</b> <b>FY20-21</b>	<b>Adopted</b> <b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 522,349	\$ 521,854	\$ 596,826	\$ 568,020	\$ 568,020
OVERTIME SALARIES	\$ 147	\$ 850	\$ 850	\$ 5,850	\$ 5,850
PART TIME SALARIES	\$ 140,653	\$ 151,902	\$ 151,767	\$ 153,114	\$ 153,114
LEO SEPARATION ALLOWANCE	\$ 60	\$ 68	\$ -	\$ -	\$ -
FICA TAX	\$ 48,316	\$ 51,512	\$ 57,332	\$ 55,613	\$ 55,613
RETIREMENT	\$ 40,542	\$ 47,021	\$ 61,082	\$ 58,649	\$ 58,649
401K-SWORN LAW	\$ 35	\$ 39	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 15,438	\$ 15,642	\$ 17,931	\$ 17,218	\$ 17,218
HEALTH CARE	\$ 106,011	\$ 98,710	\$ 132,310	\$ 119,584	\$ 119,584
LIFE INSURANCE	\$ 1,058	\$ 1,295	\$ 1,481	\$ 1,406	\$ 1,406
EMP SEC INS	\$ 395	\$ 1,841	\$ 5,205	\$ 5,012	\$ 5,012
WORKERS COMPENSATION	\$ 33,750	\$ 33,750	\$ 45,600	\$ 45,600	\$ 45,600
<b>Personnel Total</b>	<b>\$ 908,753</b>	<b>\$ 924,484</b>	<b>\$ 1,070,384</b>	<b>\$ 1,030,066</b>	<b>\$ 1,030,066</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 272	\$ 300	\$ 1,750	\$ 1,550	\$ 1,550
UNIFORMS	\$ 1,033	\$ 1,900	\$ 3,400	\$ 2,775	\$ 2,775
MEETING EXPENSES	\$ 2,374	\$ 1,000	\$ 2,000	\$ -	\$ -
RECREATION PROGRAMS	\$ 29,788	\$ 23,319	\$ 38,550	\$ 21,850	\$ 21,850
EXPENDABLE EQUIPMENT	\$ 44	\$ 450	\$ 3,000	\$ 2,000	\$ 2,000
EXPENDABLE RECREATION EQUIPMEN	\$ 762	\$ 900	\$ 900	\$ 900	\$ 900
GAS & OIL	\$ 2,382	\$ 3,732	\$ 4,742	\$ 3,913	\$ 3,913
DEPARTMENT SUPPLIES	\$ 3,974	\$ 4,900	\$ 9,800	\$ 7,550	\$ 7,550
TRAVEL	\$ 6,121	\$ 6,000	\$ 6,000	\$ 3,000	\$ 3,000
TELEPHONE	\$ 1,542	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
POSTAGE	\$ 304	\$ 350	\$ 350	\$ 350	\$ 350
ELECTRIC POWER	\$ 49,029	\$ 50,861	\$ 75,365	\$ 69,057	\$ 69,057
NATURAL GAS	\$ 13,959	\$ 14,782	\$ 15,872	\$ 13,551	\$ 13,551
CITY UTILITIES	\$ 19,269	\$ 19,510	\$ 42,787	\$ 39,366	\$ 39,366
PRINTING	\$ -	\$ -	\$ 1,000	\$ 500	\$ 500
BUILDINGS & GROUNDS	\$ 35,417	\$ 21,315	\$ 38,300	\$ 18,650	\$ 18,650
B/G CONTRACTED SERVICES	\$ 36,300	\$ 36,375	\$ 43,123	\$ 16,975	\$ 16,975
MAINT EQUIPMENT	\$ 294	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000
MAINT RADIO	\$ 261	\$ 111	\$ 422	\$ 422	\$ 422
MAINT AUTO	\$ 3,087	\$ 3,000	\$ 5,000	\$ 5,000	\$ 5,000
ADVERTISING	\$ 4,362	\$ 5,000	\$ 5,000	\$ 2,000	\$ 2,000
TRAINING	\$ 9,838	\$ 8,800	\$ 9,400	\$ 5,400	\$ 5,400
COPIER CONTRACT EXPENSE	\$ 2,658	\$ 3,275	\$ 4,000	\$ 4,000	\$ 4,000
INSURANCE PREMIUMS	\$ 7,488	\$ 7,534	\$ 7,038	\$ 7,038	\$ 7,038
DUES & SUBSCRIPTIONS	\$ 4,321	\$ 5,716	\$ 5,716	\$ 5,716	\$ 5,716
MISCELLANEOUS EXPENSE	\$ 5,100	\$ 1,000	\$ 3,500	\$ -	\$ -
ACTIVENET FEES	\$ 1,918	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000
RIGHT OF WAY CHARGES	\$ 1,257	\$ 1,260	\$ 1,300	\$ 1,300	\$ 1,300
SPECIAL PROJECTS	\$ 115,331	\$ 35,573	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 13,346	\$ 19,510	\$ 24,510	\$ 21,110	\$ 21,110
SPECIAL EVENTS	\$ 25,640	\$ 37,500	\$ 38,685	\$ 29,685	\$ 29,685
DOG PARK	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
PROFESSIONAL SERVICES	\$ 1,086	\$ 414	\$ 900	\$ 700	\$ 700
CONTRACTED PROGRAM INSTRUCTORS	\$ 14,559	\$ 13,350	\$ 15,350	\$ 9,100	\$ 9,100
UNITED ARTS COUNCIL	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250
SENIOR CITIZENS	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
TREE BOARD	\$ 1,262	\$ -	\$ -	\$ -	\$ -
ADVISORY BOARD	\$ 294	\$ 500	\$ 1,000	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 5,450	\$ 17,300	\$ 18,150	\$ 18,150	\$ 18,150
<b>Operations Total</b>	<b>\$ 539,373</b>	<b>\$ 467,287</b>	<b>\$ 552,504</b>	<b>\$ 437,702</b>	<b>\$ 437,702</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ 117,141	\$ 150,700	\$ 304,155	\$ 275,655	\$ 275,655
C O BLDG & GRNDS	\$ -	\$ 39,753	\$ 373,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 117,141</b>	<b>\$ 190,453</b>	<b>\$ 677,155</b>	<b>\$ 275,655</b>	<b>\$ 275,655</b>
<b>Grand Total</b>	<b>\$ 1,565,268</b>	<b>\$ 1,582,224</b>	<b>\$ 2,300,043</b>	<b>\$ 1,743,423</b>	<b>\$ 1,743,423</b>

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**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (100)</b>					
Parks & Recreation Director	1	1	1	1	1
Parks & Recreation Maint Manager	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Recreation Specialist	1	1	1	1	1
<b>Civic Center (601)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>City Park Center (602)</b>					
Recreation Programmer	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Miller Center (603)</b>					
Recreation Specialist <sup>1</sup>	1	0	0	0	0
Recreation Coordinator <sup>1</sup>	0	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Hall Gym (606)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Fred Evans Pool (607)</b>					
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Bell Tower Green Park (609)<sup>4</sup></b>					
NEW - Horticulturist <sup>1</sup>	0	0	1	0	0
NEW - Maintenance Worker I,II,III	0	0	3	3	3
NEW - Part-Time Pool <sup>1</sup>	0	0	0	1	1
<b>Hurley Park (612)</b>					
Public Garden Manager <sup>2</sup>	0	0	1	1	1
Assistant Public Garden Manager <sup>3</sup>	0	0	1	1	1
Park Curator <sup>2</sup>	1	1	0	0	0
Assistant Park Curator <sup>3</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	15	15	19	19	19

<sup>1</sup>Position reclassified

<sup>2</sup>Position reclassified

<sup>3</sup>Position reclassified

<sup>4</sup>New positions

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>City Park (602)</b>			
Interior Bathrooms Remodel	\$ 50,000	\$ -	\$ -
Flooring Remodel	90,000	-	-
Kitchen Remodel	20,000	-	-
<b>Miller Center (603)</b>			
Kitchen Remodel	15,000	-	-
<b>Hall Gym (606)</b>			
Gym Floor	100,000	-	-
HVAC Replacement	22,500	-	-
Roof Replacement	275,655	275,655	275,655
<b>Fred Evans Pool (607)</b>			
Plaster Pool	98,000	-	-
<b>Hurley Park (612)</b>			
HVAC Replacement	6,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 677,155</b>	<b>\$ 275,655</b>	<b>\$ 275,655</b>



**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and repair of city vehicles and equipment. Assist in the new vehicle/equipment procurement process with specifications, pricing, pre-delivery inspections, and in-service of vehicle.

**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**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Goal</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	
Vehicles Maintained	294	299	301	N/A
Other Equipment Maintained	216	222	222	N/A
Buses Maintained	2	2	2	N/A

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 649,816	\$ 697,756	\$ 723,013	\$ 710,084	\$ 710,084
OVERTIME SALARIES	\$ 18,448	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
FICA TAX	\$ 46,686	\$ 54,767	\$ 56,843	\$ 55,850	\$ 55,850
RETIREMENT	\$ 51,958	\$ 64,578	\$ 75,937	\$ 74,615	\$ 74,615
401(K) EMPLOYER CONTRIBUTION	\$ 19,819	\$ 21,477	\$ 22,290	\$ 21,902	\$ 21,902
HEALTH CARE	\$ 125,376	\$ 143,884	\$ 146,354	\$ 136,017	\$ 136,017
LIFE INSURANCE	\$ 1,312	\$ 1,719	\$ 1,784	\$ 1,752	\$ 1,752
EMP SEC INS	\$ 390	\$ 4,806	\$ 4,995	\$ 4,903	\$ 4,903
WORKERS COMPENSATION	\$ 29,250	\$ 29,250	\$ 31,200	\$ 31,200	\$ 31,200
<b>Personnel Total</b>	<b>\$ 943,055</b>	<b>\$ 1,038,237</b>	<b>\$ 1,082,416</b>	<b>\$ 1,056,323</b>	<b>\$ 1,056,323</b>
<b>Operations</b>					
UNIFORMS	\$ 9,800	\$ 10,615	\$ 10,756	\$ 10,756	\$ 10,756
EXPENDABLE EQUIPMENT	\$ 5,075	\$ 4,800	\$ 8,800	\$ 3,000	\$ 3,000
GAS & OIL	\$ 5,643	\$ 6,457	\$ 7,069	\$ 6,557	\$ 6,557
DEPARTMENT SUPPLIES	\$ 3,339	\$ 3,300	\$ 3,300	\$ 2,000	\$ 2,000
TELEPHONE	\$ 985	\$ 216	\$ 324	\$ 324	\$ 324
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
ELECTRIC POWER	\$ 8,478	\$ 8,848	\$ 10,365	\$ 9,327	\$ 9,327
NATURAL GAS	\$ 3,464	\$ 3,504	\$ 4,029	\$ 3,439	\$ 3,439
CITY UTILITIES	\$ 2,535	\$ 2,026	\$ 2,680	\$ 2,691	\$ 2,691
BUILDINGS & GROUNDS	\$ 2,175	\$ 1,000	\$ 1,000	\$ 500	\$ 500
B/G CONTRACTED SERVICES	\$ 2,095	\$ 1,109	\$ 6,474	\$ 1,135	\$ 1,135
MAINT EQUIPMENT	\$ 2,698	\$ 6,150	\$ 6,150	\$ 6,150	\$ 6,150
MAINT CMPT SOFTWARE	\$ 8,063	\$ 7,220	\$ 8,240	\$ 8,240	\$ 8,240
MAINT AUTO	\$ 11,700	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
TRAINING	\$ 3,161	\$ 2,950	\$ 2,950	\$ 2,950	\$ 2,950
COPIER CONTRACT EXPENSE	\$ 1,055	\$ 1,400	\$ 1,100	\$ 1,100	\$ 1,100
INSURANCE PREMIUMS	\$ 4,714	\$ 5,091	\$ 2,477	\$ 2,477	\$ 2,477
SPECIAL PROJECTS	\$ -	\$ -	\$ 22,500	\$ -	\$ -
DENR PROJECTS	\$ 174	\$ 1,000	\$ 500	\$ 500	\$ 500
PROFESSIONAL SERVICES	\$ 124	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 16,950	\$ 16,700	\$ 5,950	\$ 5,950	\$ 5,950
<b>Operations Total</b>	<b>\$ 92,229</b>	<b>\$ 85,386</b>	<b>\$ 109,512</b>	<b>\$ 71,944</b>	<b>\$ 71,944</b>
<b>Capital</b>					
C O GARAGE EQUIPMENT	\$ 36,987	\$ -	\$ 55,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 36,987</b>	<b>\$ -</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,072,271</b>	<b>\$ 1,123,623</b>	<b>\$ 1,246,928</b>	<b>\$ 1,128,267</b>	<b>\$ 1,128,267</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Parts Supervisor	1	1	1	1	1
Mechanic	9	9	9	9	9
Equipment Service Technician <sup>1</sup>	0	0	1	1	1
Telecommunications Technician <sup>1</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

<sup>1</sup>Position reclassified

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
Mobile Truck Lifts	\$ 55,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>\$ -</b>

**Fibrant Support**

492

**STATEMENT OF PURPOSE**

To provide funding for the City’s Broadband Fund and Dark Fiber.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operations</b>					
CONTRACTED SERVICES	\$ 11,084	\$ -	\$ -	\$ -	\$ -
TRANSFER - FIBRANT FUND	\$ 3,000,000	\$ 2,400,000	\$ 3,000,000	\$ 3,000,000	\$ 2,970,000
<b>Operations Total</b>	<b>\$ 3,011,084</b>	<b>\$ 2,400,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 2,970,000</b>
<b>Capital</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 3,011,084</b>	<b>\$ 2,400,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 2,970,000</b>

**Transportation**

553

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operations</b>					
TRANSFER - TRANSIT FUND	\$ 467,822	\$ 633,564	\$ 800,000	\$ 600,000	\$ 241,611
<b>Operations Total</b>	<b>\$ 467,822</b>	<b>\$ 633,564</b>	<b>\$ 800,000</b>	<b>\$ 600,000</b>	<b>\$ 241,611</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 467,822</b>	<b>\$ 633,564</b>	<b>\$ 800,000</b>	<b>\$ 600,000</b>	<b>\$ 241,611</b>

**STATEMENT OF PURPOSE**

To provide funding for the Supplementary Education System (Horizons).

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
SUPPLEMENTARY ED	\$ 40,000	\$ 40,000	\$ 42,000	\$ 40,000	\$ 40,000
<b>Operations Total</b>	\$ 40,000	\$ 40,000	\$ 42,000	\$ 40,000	\$ 40,000
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 40,000	\$ 40,000	\$ 42,000	\$ 40,000	\$ 40,000

**Contingency Expenses**

**STATEMENT OF PURPOSE**

To provide funding for contingency expenses to balance budget.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
OPERATIONAL EXPENDIT RESERVED	\$ -	\$ 63,175	\$ -	\$ -	\$ -
<b>Operations Total</b>	\$ -	\$ 63,175	\$ -	\$ -	\$ -
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ -	\$ 63,175	\$ -	\$ -	\$ -

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
LEASE PURCHASE PRINCIPAL	\$ 846,952	\$ 866,952	\$ 866,952	\$ 866,952	\$ 866,952
LEASE PURCHASE INTEREST EXP	\$ 135,200	\$ 252,094	\$ 224,738	\$ 224,738	\$ 224,738
PAYMENT TO REFUNDING AGENT	\$ 230,000	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	\$ <b>1,212,152</b>	\$ <b>1,119,046</b>	\$ <b>1,091,690</b>	\$ <b>1,091,690</b>	\$ <b>1,091,690</b>
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ <b>1,212,152</b>	\$ <b>1,119,046</b>	\$ <b>1,091,690</b>	\$ <b>1,091,690</b>	\$ <b>1,091,690</b>



**CITY OF SALISBURY**

**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for Year Ending June 30, 2020 and  
Actual for Year Ended June 30, 2019

	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 69,596	\$ 47,298	\$ 18,000
Other	86,151	78,917	-
Total nonoperating revenues	<u>\$ 155,747</u>	<u>\$ 126,215</u>	<u>\$ 18,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	\$ 1,938,387	\$ 1,988,290	\$ 2,123,737
Interfund revenues		-	55,104
Fund balance appropriated	-	760,000	-
Total other financing sources	<u>\$ 1,938,387</u>	<u>\$ 2,748,290</u>	<u>\$ 2,178,841</u>
Total revenues and other financing sources	<u>\$ 2,094,134</u>	<u>\$ 2,874,505</u>	<u>\$ 2,196,841</u>

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**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**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operations</b>					
LEASE PURCHASE PRINCIPAL	\$ 439,552	\$ 439,553	\$ 439,552	\$ 439,552	\$ 439,552
LEASE PURCHASE INTEREST EXP	\$ 61,059	\$ 50,598	\$ 39,742	\$ 39,742	\$ 39,742
TRANSFER - CAP RESERVE FUND	\$ 296,006	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 796,617</b>	<b>\$ 490,151</b>	<b>\$ 479,294</b>	<b>\$ 479,294</b>	<b>\$ 479,294</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 1,240,543	\$ 2,241,339	\$ 3,598,568	\$ 1,233,471	\$ 1,233,471
C O COMPUTER EQUIPMENT	\$ 198,689	\$ 217,776	\$ 484,076	\$ 484,076	\$ 484,076
<b>Capital Total</b>	<b>\$ 1,439,232</b>	<b>\$ 2,459,115</b>	<b>\$ 4,082,644</b>	<b>\$ 1,717,547</b>	<b>\$ 1,717,547</b>
<b>Grand Total</b>	<b>\$ 2,235,849</b>	<b>\$ 2,949,266</b>	<b>\$ 4,561,938</b>	<b>\$ 2,196,841</b>	<b>\$ 2,196,841</b>

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>City Council</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
<b>Total Capital Outlay</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>
<b>Management &amp; Administration</b>			
Computer Equipment Replacement	\$ 2,000	\$ 2,000	\$ 2,000
<b>Total Capital Outlay</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>
<b>Communications</b>			
Computer Equipment Replacement	\$ 3,639	\$ 3,639	\$ 3,639
<b>Total Capital Outlay</b>	<b>\$ 3,639</b>	<b>\$ 3,639</b>	<b>\$ 3,639</b>
<b>Human Resources</b>			
Computer Equipment Replacement	\$ 4,800	\$ 4,800	\$ 4,800
<b>Total Capital Outlay</b>	<b>\$ 4,800</b>	<b>\$ 4,800</b>	<b>\$ 4,800</b>
<b>Information Technologies</b>			
Replace Access Points	\$ 40,216	\$ 40,216	\$ 40,216
Replace Telephone System	49,203	49,203	49,203
Replace Switches	25,000	25,000	25,000
<b>Total Capital Outlay</b>	<b>\$ 114,419</b>	<b>\$ 114,419</b>	<b>\$ 114,419</b>
<b>Traffic Operations</b>			
Computer Equipment Replacement	\$ 3,006	\$ 3,006	\$ 3,006
<b>Total Capital Outlay</b>	<b>\$ 3,006</b>	<b>\$ 3,006</b>	<b>\$ 3,006</b>
<b>Community Planning Services - Planning</b>			
Computer Equipment Replacement	\$ 2,850	\$ 2,850	\$ 2,850
<b>Total Capital Outlay</b>	<b>\$ 2,850</b>	<b>\$ 2,850</b>	<b>\$ 2,850</b>
<b>Community Planning Services - Code Services</b>			
Computer Equipment Replacement	\$ 1,800	\$ 1,800	\$ 1,800
<b>Total Capital Outlay</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>
<b>Community Planning Services - Development Services</b>			
Computer Equipment Replacement	\$ 5,700	\$ 5,700	\$ 5,700
<b>Total Capital Outlay</b>	<b>\$ 5,700</b>	<b>\$ 5,700</b>	<b>\$ 5,700</b>

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	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Police - Operations</b>			
Computer Equipment Replacement	\$ 44,862	\$ 44,862	\$ 44,862
Replace 25 Mobile Radios at \$5300 each	132,500	132,500	132,500
Replace PD00610 w/ SUV	49,830	49,830	49,830
Replace PD00907 w/ SUV	49,830	49,830	49,830
Replace PD01103 w/ SUV	51,080	-	-
Replace PD01104 w/ SUV	51,080	51,080	51,080
Replace PD01105 w/ SUV	51,080	51,080	51,080
Replace PD01107 w/ SUV	51,080	-	-
Replace PD01110 w/ SUV	51,080	-	-
Replace PD01402 w/ F-150 PPV	50,116	50,116	50,116
Replace PD01701 w/ F-150 PPV	50,116	50,116	50,116
Replace PD01705 w/ F-150 PPV	50,116	50,116	50,116
Replace PD01908 w/ F-150 PPV	50,116	50,116	50,116
Replace PD11002 w/ SUV	51,080	51,080	51,080
Replace PD10309 w/ Lenco Bearcat	307,814	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,091,780</b>	<b>\$ 630,726</b>	<b>\$ 630,726</b>
<b>Fire</b>			
Computer Equipment Replacement	\$ 15,950	\$ 15,950	\$ 15,950
Replace 20 Mobile Radios at \$5300 each	106,000	106,000	106,000
Replace FD59601 w/ Rescue Engine	1,039,735	-	-
ADD F150 4x4 Crew Cab	58,656	-	-
Replace FD38501 w/ like UTV Trailer	4,332	4,332	4,332
<b>Total Capital Outlay</b>	<b>\$ 1,224,673</b>	<b>\$ 126,282</b>	<b>\$ 126,282</b>
<b>Public Works - Telecommunications</b>			
Computer Equipment Replacement	\$ 9,300	\$ 9,300	\$ 9,300
<b>Total Capital Outlay</b>	<b>\$ 9,300</b>	<b>\$ 9,300</b>	<b>\$ 9,300</b>
<b>Engineering</b>			
Computer Equipment Replacement	\$ 4,850	\$ 4,850	\$ 4,850
<b>Total Capital Outlay</b>	<b>\$ 4,850</b>	<b>\$ 4,850</b>	<b>\$ 4,850</b>
<b>Public Works - Building Maintenance</b>			
Computer Equipment Replacement	\$ 1,800	\$ 1,800	\$ 1,800
<b>Total Capital Outlay</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>
<b>Public Works - Street</b>			
Replace ST19801 w/ like C3500 plus 4x4	\$ 129,147	\$ 129,147	\$ 129,147
Replace TF19804 w/ like C2500	88,407	88,407	88,407
Replace ST39102 w/ like Asphalt Crack Sealer	25,756	25,756	25,756
Replace ST29505 w/ like F800 Dump Truck	146,349	146,349	146,349
Replace ST29802 w/ like F800 Dump Truck	146,349	-	-
<b>Total Capital Outlay</b>	<b>\$ 536,008</b>	<b>\$ 389,659</b>	<b>\$ 389,659</b>

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	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Public Works - Solid Waste Mgmt</b>			
Replace WM21501 w/ like Automated Sidearm	\$ 257,006	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 257,006</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Public Works - Grounds Maintenance</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
Replace GM49905 w/ John Deere 324 Loader	120,627	-	-
Replace GM61001 w/ like JD1565	30,000	30,000	30,000
Replace CP60901 w/ Toro 5040 Ballfield Groomer	20,000	20,000	20,000
Replace GM19713 w/ F350 Ext Cab w/Serv. Body	70,196	70,196	70,196
Replace CP19506 w/ F250 Ext Cab 4x4 Long Bed	33,866	33,866	33,866
Replace GM19711 w/ like F250 Ext Cab w/ Liftgate	40,966	40,966	40,966
Replace GM60005 w/ Kubota UTV	17,500	17,500	17,500
Replace GM39602 w/ 5 Ton Tilt Utility Trailer	5,671	-	-
Replace GM60012 w/ like John Deere 4300	40,400	-	-
Replace GM90801 w/ Pull Behind Straw Blower	33,996	-	-
<b>Total Capital Outlay</b>	<b>\$ 414,622</b>	<b>\$ 213,928</b>	<b>\$ 213,928</b>
<b>Public Works - Fleet</b>			
Computer Equipment Replacement	\$ 4,200	\$ 4,200	\$ 4,200
Replace FM19602 w/ F350 Utility Truck	85,856	-	-
<b>Total Capital Outlay</b>	<b>\$ 90,056</b>	<b>\$ 4,200</b>	<b>\$ 4,200</b>
<b>Parks &amp; Recreation</b>			
Computer Equipment Replacement	\$ 7,400	\$ 7,400	\$ 7,400
Add CPUs for Bell Tower Green	2,400	2,400	2,400
Add Radios for Bell Tower Green	13,800	13,800	13,800
Replace PR10009 w/ like F250	33,976	33,976	33,976
Replace PR19706 w/ F250	33,976	33,976	33,976
ADD 54" Zero Turn Mower w/ Bagger	12,700	12,700	12,700
ADD 54" Zero Turn Mower w/ Bagger	12,700	-	-
ADD Mower Trailer	4,332	4,332	4,332
ADD Compact Tractor	46,400	-	-
ADD UTV	17,000	-	-
ADD UTV Trailer	5,671	-	-
ADD F550 Flat Bed Dump	88,604	88,604	88,604
ADD F250 Pickup Extended Cab	33,976	-	-
<b>Total Capital Outlay</b>	<b>\$ 312,935</b>	<b>\$ 197,188</b>	<b>\$ 197,188</b>
<b>Debt Service</b>			
Principal and Interest	\$ 479,294	\$ 479,294	\$ 479,294
<b>Total Operating</b>	<b>\$ 479,294</b>	<b>\$ 479,294</b>	<b>\$ 479,294</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Estimate</u>	<u>2021</u> <u>Budget</u>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 25,482,355	\$ 26,200,000	\$ 24,601,480
Water and sewer taps	433,548	630,000	380,000
Other operating revenues	<u>1,130,599</u>	<u>930,622</u>	<u>784,238</u>
Total operating revenues	<u>\$ 27,046,502</u>	<u>\$ 27,760,622</u>	<u>\$ 25,765,718</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 383,412	\$ 345,000	\$ 140,129
State grant	<u>178,590</u>	<u>40,640</u>	<u>110,000</u>
Total nonoperating revenues	<u>\$ 562,002</u>	<u>\$ 385,640</u>	<u>\$ 250,129</u>
Total revenues	<u>\$ 27,608,504</u>	<u>\$ 28,146,262</u>	<u>\$ 26,015,847</u>



**CITY OF SALISBURY  
FY 2020-2021 BUDGET SUMMARY  
WATER AND SEWER FUND**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>REVENUE</b>	\$ 27,608,505	\$ 29,849,422	\$ 25,729,268	\$ 26,015,847	\$ 26,015,847
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 3,859,352	\$ 4,250,311	\$ 4,391,936	\$ 4,398,700	\$ 4,398,700
OVERTIME SALARIES	\$ 182,981	\$ 174,681	\$ 142,000	\$ 142,000	\$ 142,000
PART TIME SALARIES	\$ 2,288	\$ 1,440	\$ -	\$ -	\$ -
FICA TAX	\$ 292,812	\$ 338,726	\$ 346,647	\$ 347,318	\$ 347,318
RETIREMENT	\$ 314,483	\$ 396,414	\$ 463,368	\$ 464,064	\$ 464,064
401(K) EMPLOYER CONTRIBUTION	\$ 119,935	\$ 131,809	\$ 136,016	\$ 136,225	\$ 136,225
PENSION EXPENSE - LGERS	\$ 100,090	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 786,964	\$ 950,057	\$ 967,945	\$ 911,758	\$ 911,758
LIFE INSURANCE	\$ 22,454	\$ 10,335	\$ 10,831	\$ 10,846	\$ 10,846
EMP SEC INS	\$ 2,541	\$ 29,580	\$ 30,326	\$ 30,367	\$ 30,367
WORKERS COMPENSATION	\$ 200,250	\$ 200,250	\$ 213,600	\$ 216,000	\$ 216,000
<b>Personnel Total</b>	<b>\$ 5,884,149</b>	<b>\$ 6,483,603</b>	<b>\$ 6,702,669</b>	<b>\$ 6,657,278</b>	<b>\$ 6,657,278</b>
<b>Operations</b>					
UNIFORMS	\$ 41,616	\$ 54,820	\$ 58,220	\$ 58,220	\$ 58,220
EXPENDABLE EQUIPMENT	\$ 34,421	\$ 58,850	\$ 58,850	\$ 58,850	\$ 58,850
MATERIALS NEW STREETS	\$ 100,460	\$ 133,000	\$ 133,000	\$ 133,000	\$ 133,000
GAS & OIL	\$ 123,254	\$ 169,421	\$ 172,094	\$ 158,211	\$ 158,211
DEPARTMENT SUPPLIES	\$ 75,992	\$ 84,050	\$ 122,430	\$ 83,550	\$ 83,550
METERS & METER BOXES	\$ 138,339	\$ 181,500	\$ 181,500	\$ 181,500	\$ 181,500
HOSE AND FITTINGS	\$ 137,787	\$ 142,850	\$ 142,850	\$ 142,850	\$ 142,850
CHEMICALS	\$ 556,376	\$ 652,500	\$ 659,750	\$ 632,472	\$ 632,472
LAB SUPPLIES	\$ 50,473	\$ 65,150	\$ 68,600	\$ 68,600	\$ 68,600
TRAVEL	\$ 2,698	\$ 17,602	\$ 17,400	\$ 17,400	\$ 17,400
TELEPHONE	\$ 14,041	\$ 12,495	\$ 12,891	\$ 12,891	\$ 12,891
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,916	\$ 5,916	\$ 5,916
WIRELESS AIR CARDS	\$ 6,541	\$ 7,317	\$ 5,681	\$ 5,681	\$ 5,681
POSTAGE	\$ 86,101	\$ 92,400	\$ 93,500	\$ 93,500	\$ 93,500
ELECTRIC POWER	\$ 1,245,969	\$ 1,375,820	\$ 1,581,374	\$ 1,432,176	\$ 1,432,176
NATURAL GAS	\$ 5,783	\$ 5,888	\$ 7,096	\$ 6,036	\$ 6,036
CITY UTILITIES	\$ 282,971	\$ 314,069	\$ 300,868	\$ 292,295	\$ 292,295
PRINTING	\$ 23,380	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
BUILDINGS & GROUNDS	\$ 32,881	\$ 63,000	\$ 208,650	\$ 19,000	\$ 19,000
B/G CONTRACTED SERVICES	\$ 40,934	\$ 36,640	\$ 36,558	\$ 36,558	\$ 36,558
MAINT EQUIPMENT	\$ 1,079,171	\$ 1,296,829	\$ 3,244,963	\$ 890,163	\$ 890,163
MAINT RADIO	\$ 5,197	\$ 28,560	\$ 28,560	\$ 28,560	\$ 28,560
MAINT CMPT SOFTWARE	\$ 264,433	\$ 258,743	\$ 280,570	\$ 280,570	\$ 280,570
MAINT INSTRUMENTS	\$ 18,605	\$ 10,370	\$ 22,945	\$ 22,945	\$ 22,945
MAINT FIRE HYDRANTS	\$ 26,810	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MAINT AUTO	\$ 82,566	\$ 74,038	\$ 54,950	\$ 54,950	\$ 54,950
VEHICLE DAMAGE REPAIR	\$ 9,300	\$ 3,129	\$ -	\$ -	\$ -
WATER LINE REPAIRS	\$ 162,456	\$ 1,110,451	\$ 500,000	\$ 400,000	\$ 400,000
SEWER LINE REPAIRS	\$ 74,614	\$ 1,400,000	\$ 1,170,000	\$ 920,000	\$ 920,000
TRAINING	\$ 31,653	\$ 56,795	\$ 54,205	\$ 54,205	\$ 54,205
COPIER CONTRACT EXPENSE	\$ 8,341	\$ 9,900	\$ 10,000	\$ 10,000	\$ 10,000
INSURANCE PREMIUMS	\$ 79,793	\$ 87,273	\$ 83,126	\$ 83,126	\$ 83,126

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
INSURANCE CLAIMS	\$ 11,360	\$ 3,592	\$ -	\$ -	\$ -
DEPRECIATION EXPENSE	\$ 5,400,600	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 37,589	\$ 46,782	\$ 42,992	\$ 42,992	\$ 42,992
FACILITY LICENSE FEES	\$ 10,835	\$ 12,165	\$ 12,165	\$ 12,165	\$ 12,165
COLLECTION EXPENSES	\$ 158,600	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
MISCELLANEOUS EXPENSE	\$ 21,575	\$ 25,140	\$ 24,640	\$ 24,640	\$ 24,640
SPECIAL PROJECTS	\$ 25,000	\$ 460,000	\$ 50,000	\$ -	\$ -
CONTRACTED SERVICES	\$ 897,487	\$ 1,180,853	\$ 1,231,190	\$ 1,126,390	\$ 1,126,390
EMPLOYEE ASSISTANCE PROGRAM	\$ 1,565	\$ 1,612	\$ 1,612	\$ 1,612	\$ 1,612
RETIREE HEALTH INSURANCE	\$ 310,831	\$ 91,492	\$ 89,662	\$ 84,606	\$ 84,606
SWAY	\$ -	\$ 2,012	\$ 5,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ 1,345,593	\$ 914,886	\$ 970,000	\$ 969,000	\$ 969,000
CLIENT COMMUNITY - CHINA GROVE	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - GRANITE QUARRY	\$ 132,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - ROCKWELL	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - SPENCER	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
BOND PRINCIPAL	\$ -	\$ 2,107,252	\$ 2,188,586	\$ 2,612,586	\$ 2,612,586
STATE LOANS-CWB PRINCIPAL	\$ -	\$ 610,000	\$ -	\$ -	\$ -
BOND INTEREST EXPENSE	\$ 817,444	\$ 753,828	\$ 674,721	\$ 1,804,975	\$ 1,804,975
STATE LOANS-CWB INTEREST	\$ 29,069	\$ 15,860	\$ -	\$ -	\$ -
LEASE PURCHASE PRINCIPAL	\$ -	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
LEASE PURCHASE INTEREST EXP	\$ 11,311	\$ 10,298	\$ 7,897	\$ 7,897	\$ 7,897
DEBT PRINCIPAL PYMTS ON BEHALF	\$ -	\$ 239,490	\$ 219,490	\$ 219,490	\$ 219,490
DEBT INTEREST PYMTS ON BEHALF	\$ 40,972	\$ 34,104	\$ 27,312	\$ 27,312	\$ 27,312
TRANSFER - CAP RESERVE FUND	\$ 480,083	\$ 414,992	\$ 509,212	\$ 509,212	\$ 509,212
TRANSFER - CAPITAL PROJECT FUND	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,380,000	\$ 1,380,000
CHARGES-GENERAL FUND	\$ 3,230,220	\$ 3,230,233	\$ 3,219,227	\$ 3,519,227	\$ 3,519,227
<b>Operations Total</b>	<b>\$ 17,805,093</b>	<b>\$ 19,986,291</b>	<b>\$ 20,618,493</b>	<b>\$ 19,058,569</b>	<b>\$ 19,058,569</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 121,618	\$ 2,947,528	\$ -	\$ -	\$ -
C O ROOF / HVAC	\$ -	\$ 132,000	\$ -	\$ -	\$ -
LAND ACQUISITION	\$ -	\$ -	\$ 200,000	\$ -	\$ -
WATER LINE EXTENSION	\$ 53,208	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
SEWER LINE EXTENSION	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Capital Total</b>	<b>\$ 174,826</b>	<b>\$ 3,379,528</b>	<b>\$ 500,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 23,864,069</b>	<b>\$ 29,849,422</b>	<b>\$ 27,821,162</b>	<b>\$ 26,015,847</b>	<b>\$ 26,015,847</b>

**Utilities Administration**

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Continue efforts toward rate stabilization and overall fiscal stability.
2. Implement procedures to enable an annual water audit.
3. Provide timely stakeholder communications and public education.
4. Protect and defend Salisbury and Rowan County’s water rights and supply.
5. Continue to participate in High Rock Lake Nutrient Management Strategy process.
6. Assist in cooperative effort with the County to extend water and sewer to growth corridors.
7. Pursue appropriate expansion of SRU system.
8. Complete an update of the Vulnerability Assessment.
9. Manage and fund a sustainable capital improvement program (CIP).

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Administrative Workload</b>				
FTEs	89	89	90	N/A
Total Estimated Population Receiving Water Service (countywide)	51,745	52,000	52,200	N/A
Total Estimated Population Receiving Sewer Service (countywide)	53,314	53,500	53,700	N/A
Land Area Spanned for Water Service (square miles)	48.9	49.0	49.1	N/A
Land Area Spanned for Sewer Service (square miles)	45.6	45.7	45.8	N/A
Number of Water Connections	21,093	21,200	21,300	N/A
Number of Sewer Connections	17,988	18,100	18,200	N/A
Residential Water Rate (per 1 CCF) *	\$3.89	\$3.99	\$4.04	N/A
Residential Sewer Rate (per 1 CCF)	\$5.25	\$5.31	\$5.45	N/A
<b>Administrative Efficiency</b>				
Employee Turnover Rate	16.6%	9.5%	8.0%	N/A
FTEs Per Square Mile Served	1.82	1.82	1.83	N/A
Average Residential Utility Bill as % of Median Household Income	2.18%	2.22%	2.25%	N/A
<b>Administrative Effectiveness</b>				
Average Years of Experience	11.1	10.9	11.0	N/A
Service Density (Population Served per Square Mile) - Water	1,058	1,061	1,063	N/A
Service Density (Population Served per Square Mile) - Sewer	1,169	1,171	1,172	N/A
Average Residential Rate Increase (% over prior year)	2.15%	1.60%	1.83%	N/A

\* 1 CCF = 100 cubic feet of water

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 670,496	\$ 724,714	\$ 799,019	\$ 866,543	\$ 866,543
OVERTIME SALARIES	\$ 1,412	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
PART TIME SALARIES	\$ 2,288	\$ 1,440	\$ -	\$ -	\$ -
FICA TAX	\$ 49,685	\$ 55,506	\$ 61,040	\$ 66,363	\$ 66,363
RETIREMENT	\$ 52,090	\$ 65,459	\$ 81,813	\$ 88,713	\$ 88,713
401(K) EMPLOYER CONTRIBUTION	\$ 19,877	\$ 21,764	\$ 24,016	\$ 26,042	\$ 26,042
PENSION EXPENSE - LGERS	\$ 100,090	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 91,831	\$ 119,557	\$ 120,809	\$ 121,657	\$ 121,657
LIFE INSURANCE	\$ 15,686	\$ 1,617	\$ 1,980	\$ 2,147	\$ 2,147
EMP SEC INS	\$ 422	\$ 5,313	\$ 5,544	\$ 6,010	\$ 6,010
WORKERS COMPENSATION	\$ 22,500	\$ 24,750	\$ 26,400	\$ 28,800	\$ 28,800
<b>Personnel Total</b>	<b>\$ 1,026,377</b>	<b>\$ 1,021,620</b>	<b>\$ 1,122,121</b>	<b>\$ 1,207,775</b>	<b>\$ 1,207,775</b>
<b>Operations</b>					
UNIFORMS	\$ 2,606	\$ 3,450	\$ 3,450	\$ 3,450	\$ 3,450
GAS & OIL	\$ 3,782	\$ 5,212	\$ 5,699	\$ 5,586	\$ 5,586
DEPARTMENT SUPPLIES	\$ 8,418	\$ 8,400	\$ 5,850	\$ 5,850	\$ 5,850
TRAVEL	\$ 1,979	\$ 4,800	\$ 3,500	\$ 3,500	\$ 3,500
TELEPHONE	\$ 1,019	\$ 7,383	\$ 7,383	\$ 7,383	\$ 7,383
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,792	\$ 3,792	\$ 3,792
WIRELESS AIR CARDS	\$ 912	\$ 913	\$ 913	\$ 913	\$ 913
POSTAGE	\$ 83,601	\$ 84,800	\$ 86,000	\$ 86,000	\$ 86,000
ELECTRIC POWER	\$ 8,947	\$ 9,121	\$ 10,854	\$ 9,817	\$ 9,817
NATURAL GAS	\$ 342	\$ 437	\$ 378	\$ 323	\$ 323
CITY UTILITIES	\$ 2,254	\$ 1,662	\$ 3,455	\$ 3,448	\$ 3,448
PRINTING	\$ 23,380	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
BUILDINGS & GROUNDS	\$ 13,328	\$ 15,000	\$ 16,000	\$ 15,000	\$ 15,000
B/G CONTRACTED SERVICES	\$ 7,819	\$ 7,721	\$ 7,414	\$ 7,414	\$ 7,414
MAINT EQUIPMENT	\$ 486	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT RADIO	\$ -	\$ 600	\$ 600	\$ 600	\$ 600
MAINT CMPT SOFTWARE	\$ 11,889	\$ 7,180	\$ 9,090	\$ 9,090	\$ 9,090
MAINT AUTO	\$ 4,580	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
VEHICLE DAMAGE REPAIR	\$ -	\$ 923	\$ -	\$ -	\$ -
TRAINING	\$ 8,592	\$ 11,400	\$ 7,000	\$ 7,000	\$ 7,000
COPIER CONTRACT EXPENSE	\$ 2,338	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
INSURANCE PREMIUMS	\$ 2,952	\$ 3,163	\$ 3,043	\$ 3,043	\$ 3,043
INSURANCE CLAIMS	\$ -	\$ 2,589	\$ -	\$ -	\$ -
DEPRECIATION EXPENSE	\$ 5,400,600	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 31,885	\$ 38,032	\$ 34,057	\$ 34,057	\$ 34,057
COLLECTION EXPENSES	\$ 158,600	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
MISCELLANEOUS EXPENSE	\$ 7,117	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
SPECIAL PROJECTS	\$ 25,000	\$ 460,000	\$ 50,000	\$ -	\$ -
EMPLOYEE ASSISTANCE PROGRAM	\$ 1,565	\$ 1,612	\$ 1,612	\$ 1,612	\$ 1,612
RETIREE HEALTH INSURANCE	\$ 310,831	\$ 91,492	\$ 89,662	\$ 84,606	\$ 84,606
SWAY	\$ -	\$ 2,012	\$ 5,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ 1,345,593	\$ 914,886	\$ 970,000	\$ 969,000	\$ 969,000
CLIENT COMMUNITY - CHINA GROVE	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - GRANITE QUARRY	\$ 132,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - ROCKWELL	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - SPENCER	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
TRANSFER - CAP RESERVE FUND	\$ 23,395	\$ 22,195	\$ 16,166	\$ 16,166	\$ 16,166
CHARGES-GENERAL FUND	\$ 3,230,220	\$ 3,230,233	\$ 3,219,227	\$ 3,519,227	\$ 3,519,227
<b>Operations Total</b>	<b>\$ 10,856,031</b>	<b>\$ 5,324,716</b>	<b>\$ 4,949,645</b>	<b>\$ 5,191,377</b>	<b>\$ 5,191,377</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ 132,000	\$ -	\$ -	\$ -
LAND ACQUISITION	\$ -	\$ -	\$ 200,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 132,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 11,882,408</b>	<b>\$ 6,478,336</b>	<b>\$ 6,271,766</b>	<b>\$ 6,399,152</b>	<b>\$ 6,399,152</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Utilities Director	1	1	1	1	1
Administrative Services Manager	1	1	1	1	1
Environmental Education Specialist	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Technician <sup>2</sup>	1	1	0	0	0
Maintenance Worker I/II/III <sup>2</sup>	0	0	1	1	1
Utilities Engineering Manager <sup>3</sup>	1	1	0	0	0
Assistant Utilities Director <sup>3</sup>	0	0	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
Senior Engineer	1	1	1	1	1
Systems Analyst	1	1	1	1	1
GIS Manager <sup>4</sup>	0	0	0	1	1
Plants Operation Manager <sup>1</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>

<sup>1</sup>Position moved from (817-100)

<sup>2</sup>Position reclassified

<sup>3</sup>Position reclassified

<sup>4</sup>Position moved from General Fund (555)

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Utilities Administration</b>			
Town Creek WWTP access road	\$ 200,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to exceed State and Federal drinking water standards.
2. Implement procedures to enable an annual water audit.
3. Provide opportunities for staff training and development.
4. Operate newly constructed sedimentation basin bypass.
5. Bridge water distribution and water treatment through strategic position and job function changes.
6. Start construction and operate newly rehabbed filters and dewatering facility.
7. Continue to use and start to evaluate data from asset management system (Asset Essentials).

**PERFORMANCE MEASURES**

	<b>FY 2019</b> <b>Actual</b>	<b>FY 2020</b> <b>Estimate</b>	<b>FY 2021</b> <b>Projected</b>	<b>Goal</b>
<b>Water Treatment Workload</b>				
Number of Water Treatment FTEs	9.5	10.5	10.5	N/A
Millions of Gallons Potable Water Produced	3,309	3,500	3,550	N/A
Number of Water Quality Complaints	48	55	60	N/A
Number of Water Analyses Performed	96,222	97,000	97,000	N/A
<b>Water Treatment Efficiency</b>				
Cost Per Million Gallons of Potable Water Produced	\$569	\$507	\$525	N/A
<b>Water Treatment Effectiveness</b>				
Average Water Plant Operational Capacity	36.3%	38.4%	38.9%	N/A
Average Daily Potable Water Turbidity (NTU)	0.05	0.05	0.05	0.05

**BUDGET REQUEST**

	<b>Actual</b> <b>FY18-19</b>	<b>Budgeted</b> <b>FY19-20</b>	<b>Requested</b> <b>FY20-21</b>	<b>Mgr Recommends</b> <b>FY20-21</b>	<b>Adopted</b> <b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 413,364	\$ 419,414	\$ 431,138	\$ 424,011	\$ 424,011
OVERTIME SALARIES	\$ 45,811	\$ 52,500	\$ 20,000	\$ 20,000	\$ 20,000
FICA TAX	\$ 32,483	\$ 36,387	\$ 34,513	\$ 33,967	\$ 33,967
RETIREMENT	\$ 35,796	\$ 39,730	\$ 46,106	\$ 45,380	\$ 45,380
401(K) EMPLOYER CONTRIBUTION	\$ 13,664	\$ 13,232	\$ 13,535	\$ 13,320	\$ 13,320
HEALTH CARE	\$ 87,504	\$ 108,046	\$ 100,370	\$ 93,372	\$ 93,372
LIFE INSURANCE	\$ 906	\$ 1,035	\$ 1,063	\$ 1,044	\$ 1,044
EMP SEC INS	\$ 282	\$ 2,786	\$ 2,972	\$ 2,924	\$ 2,924
WORKERS COMPENSATION	\$ 20,250	\$ 20,250	\$ 21,600	\$ 21,600	\$ 21,600
<b>Personnel Total</b>	<b>\$ 650,061</b>	<b>\$ 693,380</b>	<b>\$ 671,297</b>	<b>\$ 655,618</b>	<b>\$ 655,618</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 3,122	\$ 4,400	\$ 5,850	\$ 5,850	\$ 5,850
EXPENDABLE EQUIPMENT	\$ 837	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
GAS & OIL	\$ 7,533	\$ 8,740	\$ 12,114	\$ 10,729	\$ 10,729
DEPARTMENT SUPPLIES	\$ 1,945	\$ 5,400	\$ 24,450	\$ 8,100	\$ 8,100
CHEMICALS	\$ 295,610	\$ 328,000	\$ 334,000	\$ 306,722	\$ 306,722
LAB SUPPLIES	\$ 36,850	\$ 40,000	\$ 39,500	\$ 39,500	\$ 39,500
TRAVEL	\$ 490	\$ 252	\$ -	\$ -	\$ -
TELEPHONE	\$ 1,270	\$ 624	\$ 648	\$ 648	\$ 648
CELL PHONE STIPEND	\$ -	\$ -	\$ 300	\$ 300	\$ 300
POSTAGE	\$ 1,280	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
ELECTRIC POWER	\$ 469,082	\$ 518,850	\$ 623,327	\$ 564,866	\$ 564,866
NATURAL GAS	\$ 4,106	\$ 3,981	\$ 4,754	\$ 4,042	\$ 4,042
CITY UTILITIES	\$ 11,010	\$ 11,382	\$ 17,138	\$ 16,984	\$ 16,984
BUILDINGS & GROUNDS	\$ 7,922	\$ 2,500	\$ 26,000	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 4,047	\$ 3,888	\$ 3,924	\$ 3,924	\$ 3,924
MAINT EQUIPMENT	\$ 345,902	\$ 528,389	\$ 519,300	\$ 165,000	\$ 165,000
MAINT RADIO	\$ -	\$ 5,140	\$ 5,140	\$ 5,140	\$ 5,140
MAINT AUTO	\$ 11,083	\$ 5,500	\$ 1,200	\$ 1,200	\$ 1,200
VEHICLE DAMAGE REPAIR	\$ -	\$ 827	\$ -	\$ -	\$ -
TRAINING	\$ 819	\$ 6,500	\$ 6,000	\$ 6,000	\$ 6,000
COPIER CONTRACT EXPENSE	\$ 970	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 23,067	\$ 25,374	\$ 24,436	\$ 24,436	\$ 24,436
DUES & SUBSCRIPTIONS	\$ 770	\$ 800	\$ 800	\$ 800	\$ 800
FACILITY LICENSE FEES	\$ 4,635	\$ 5,505	\$ 5,505	\$ 5,505	\$ 5,505
MISCELLANEOUS EXPENSE	\$ 643	\$ 540	\$ 540	\$ 540	\$ 540
CONTRACTED SERVICES	\$ 294,662	\$ 398,600	\$ 396,700	\$ 316,700	\$ 316,700
TRANSFER - CAP RESERVE FUND	\$ 49,747	\$ 41,247	\$ 58,387	\$ 58,387	\$ 58,387
<b>Operations Total</b>	<b>\$ 1,577,402</b>	<b>\$ 1,954,939</b>	<b>\$ 2,118,513</b>	<b>\$ 1,553,873</b>	<b>\$ 1,553,873</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 112,471	\$ 848,000	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 112,471</b>	<b>\$ 848,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,339,934</b>	<b>\$ 3,496,319</b>	<b>\$ 2,789,810</b>	<b>\$ 2,209,491</b>	<b>\$ 2,209,491</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Water Treatment Plant (811)</b>					
Plant Operations Manager	1	1	0	0	0
Plant Operations Supervisor	0	0	1	1	1
Water Treatment Plant Operator I/II/Sr.	6	5	6	6	6
Maintenance Technician/Sr.	1	1	1	1	1
Chemist	1	0	0	0	0
Water Quality Technician	0	0	1	1	1
Distribution System Technician	<u>0</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL<sup>1</sup></b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

<sup>1</sup>Positions reclassified

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to increase inflow and infiltration reduction efforts by repairing and/or replacing identified wastewater lines.
2. Continue to implement preventative maintenance program and recommend rehab projects to be included in the CIP.
3. Implement a comprehensive work order system to include inventory, maintenance record keeping, and system improvements with full integration with the current GIS framework.
4. Provide opportunities for staff training and development.
5. Update and/or replace fire hydrants, valves, and meter installations that are unserviceable.
6. Provide a quick turnaround on installation of new water and sewer taps.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Distribution &amp; Collection Workload</b>				
Inch Miles of Distribution Line Maintained	3,978	3,992	4,020	N/A
Inch Miles of Collection Line Maintained	4,445	4,463	4,480	N/A
Number of Pump Stations Maintained	8	8	8	N/A
Number of Lift Stations Maintained	34	34	34	N/A
Total Water, Sewer & Irrigation Taps Installed by SRU	146	150	150	N/A
Distribution Line Failures	105	120	120	N/A
Collection Line Failures	21	25	25	N/A
Reported Complaints	239	250	250	N/A
<b>Distribution &amp; Collection Efficiency</b>				
Cost Per Inch Mile of Distribution Line Maintained	\$501	\$554	\$550	N/A
Cost Per Inch Mile of Collection Line Maintained	\$378	\$494	\$500	N/A
<b>Distribution &amp; Collection Effectiveness</b>				
Failures Per Inch Mile of Distribution Line Maintained	0.026	0.030	0.030	N/A
Incidents Per Inch Mile of Collection Line Maintained	0.005	0.006	0.006	N/A

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,061,530	\$ 1,290,217	\$ 1,295,557	\$ 1,273,678	\$ 1,273,678
OVERTIME SALARIES	\$ 29,715	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000
FICA TAX	\$ 78,784	\$ 102,654	\$ 103,089	\$ 101,412	\$ 101,412
RETIREMENT	\$ 84,984	\$ 121,042	\$ 137,719	\$ 135,484	\$ 135,484
401(K) EMPLOYER CONTRIBUTION	\$ 32,393	\$ 40,256	\$ 40,426	\$ 39,773	\$ 39,773
HEALTH CARE	\$ 251,632	\$ 325,831	\$ 330,509	\$ 308,783	\$ 308,783
LIFE INSURANCE	\$ 2,276	\$ 3,176	\$ 3,187	\$ 3,133	\$ 3,133
EMP SEC INS	\$ 719	\$ 8,896	\$ 8,927	\$ 8,776	\$ 8,776
WORKERS COMPENSATION	\$ 67,500	\$ 69,750	\$ 74,400	\$ 74,400	\$ 74,400
<b>Personnel Total</b>	<b>\$ 1,609,533</b>	<b>\$ 2,013,822</b>	<b>\$ 2,045,814</b>	<b>\$ 1,997,439</b>	<b>\$ 1,997,439</b>
<b>Operations</b>					
UNIFORMS	\$ 20,171	\$ 25,540	\$ 25,540	\$ 25,540	\$ 25,540
EXPENDABLE EQUIPMENT	\$ 24,828	\$ 39,850	\$ 39,850	\$ 39,850	\$ 39,850
MATERIALS NEW STREETS	\$ 100,460	\$ 133,000	\$ 133,000	\$ 133,000	\$ 133,000
GAS & OIL	\$ 53,038	\$ 87,671	\$ 70,260	\$ 66,415	\$ 66,415
DEPARTMENT SUPPLIES	\$ 24,977	\$ 22,750	\$ 22,750	\$ 22,750	\$ 22,750
METERS & METER BOXES	\$ 134,020	\$ 176,500	\$ 176,500	\$ 176,500	\$ 176,500
HOSE AND FITTINGS	\$ 137,787	\$ 142,750	\$ 142,750	\$ 142,750	\$ 142,750
TRAVEL	\$ 230	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
TELEPHONE	\$ 3,314	\$ 1,728	\$ 1,944	\$ 1,944	\$ 1,944
CELL PHONE STIPEND	\$ -	\$ -	\$ 300	\$ 300	\$ 300
WIRELESS AIR CARDS	\$ 722	\$ 928	\$ 928	\$ 928	\$ 928
POSTAGE	\$ 186	\$ 250	\$ 250	\$ 250	\$ 250
ELECTRIC POWER	\$ 10,509	\$ 11,052	\$ 12,864	\$ 11,681	\$ 11,681
NATURAL GAS	\$ 1,336	\$ 1,470	\$ 1,964	\$ 1,671	\$ 1,671
CITY UTILITIES	\$ 7,598	\$ 7,614	\$ 7,969	\$ 7,869	\$ 7,869
BUILDINGS & GROUNDS	\$ 1,491	\$ 4,000	\$ 51,800	\$ 4,000	\$ 4,000
B/G CONTRACTED SERVICES	\$ 9,283	\$ 8,399	\$ 8,442	\$ 8,442	\$ 8,442
MAINT EQUIPMENT	\$ 55,616	\$ 78,400	\$ 67,400	\$ 67,400	\$ 67,400
MAINT RADIO	\$ 528	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
MAINT CMPT SOFTWARE	\$ 7,900	\$ 10,400	\$ 16,200	\$ 16,200	\$ 16,200
MAINT FIRE HYDRANTS	\$ 26,810	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MAINT AUTO	\$ 42,342	\$ 49,800	\$ 41,800	\$ 41,800	\$ 41,800
VEHICLE DAMAGE REPAIR	\$ 743	\$ 1,214	\$ -	\$ -	\$ -
WATER LINE REPAIRS	\$ 162,456	\$ 1,110,451	\$ 500,000	\$ 400,000	\$ 400,000
SEWER LINE REPAIRS	\$ 74,614	\$ 1,400,000	\$ 1,170,000	\$ 920,000	\$ 920,000
TRAINING	\$ 6,863	\$ 10,540	\$ 10,540	\$ 10,540	\$ 10,540
COPIER CONTRACT EXPENSE	\$ 3,491	\$ 3,000	\$ 3,500	\$ 3,500	\$ 3,500
INSURANCE PREMIUMS	\$ 10,221	\$ 11,704	\$ 11,280	\$ 11,280	\$ 11,280
INSURANCE CLAIMS	\$ 9,725	\$ 1,003	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 2,884	\$ 3,210	\$ 3,210	\$ 3,210	\$ 3,210
MISCELLANEOUS EXPENSE	\$ 5,790	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500
CONTRACTED SERVICES	\$ 359,843	\$ 524,069	\$ 560,985	\$ 540,985	\$ 540,985
TRANSFER - CAP RESERVE FUND	\$ 191,941	\$ 137,983	\$ 193,071	\$ 193,071	\$ 193,071
TRANSFER - CAPITAL PROJECT FUND	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,380,000	\$ 1,380,000
<b>Operations Total</b>	<b>\$ 1,491,718</b>	<b>\$ 5,552,776</b>	<b>\$ 4,822,597</b>	<b>\$ 4,279,376</b>	<b>\$ 4,279,376</b>
<b>Capital</b>					
WATER LINE EXTENSION	\$ 53,208	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
SEWER LINE EXTENSION	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Capital Total</b>	<b>\$ 53,208</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 3,154,459</b>	<b>\$ 7,866,598</b>	<b>\$ 7,168,411</b>	<b>\$ 6,576,815</b>	<b>\$ 6,576,815</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (100)</b>					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager <sup>4</sup>	1	1	0	0	0
Warehouse Technician <sup>4</sup>	0	0	1	1	1
Senior Office Assistant	1	1	1	1	1
<b>Distribution Maint. &amp; Const. (850)</b>					
Assistant Systems Manager <sup>5</sup>	1	1	0	0	0
Service Distribution Manager <sup>5</sup>	0	0	1	1	1
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker I/II/III/Sr.	5	5	5	5	5
Utilities Locator	1	1	1	1	1
Backflow Coordinator <sup>1</sup>	0	1	1	1	1
<b>Preventive Maintenance (854)</b>					
Maintenance Supervisor <sup>2</sup>	1	0	0	0	0
Preventive Maintenance Manager	1	1	1	1	1
Maintenance Worker I/II/III/Sr. <sup>2</sup>	7	8	8	8	8
<b>Asphalt Maintenance (858)</b>					
Crew Leader	1	1	1	1	1
Equipment Operator <sup>3</sup>	2	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	1	3	3	3	3
<b>Utilities Construction (859)</b>					
Construction Foreman	1	1	1	1	1
Maintenance Worker	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>

<sup>1</sup>Position moved from (819-855)

<sup>2</sup>Position reclassified

<sup>3</sup>Position reclassified

<sup>4</sup>Position reclassified

<sup>5</sup>Position reclassified

**CAPITAL OUTLAY**

<b>W/S Maint/Construction-Utility (859)</b>	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
Sewer line extension Salisbury/Rowan County	\$ 150,000	\$ 150,000	\$ 150,000
Water line extension Salisbury/Rowan County	150,000	150,000	150,000
<b>Total Capital Outlay</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Continue implementation of the Pretreatment and Fats, Oils and Grease (FOG) programs.
2. Increase FOG public education efforts through brochures, newsletter, tours, and presentations.
3. Ensure quality and compliance with Water and Wastewater Laboratories state and federal requirements.
4. Provide opportunities for staff training and development.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>Goal</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
<b>Environmental Services Workload</b>				
Lab-Number of tests that wastewater lab is certified to perform	11	11	12	12
Lab-Number of Wastewater Analyses Performed-Estimate	5,700	5,700	5,800	N/A
Pretreatment - Number of Permitted Industries (SIUs and Locals)	10	10	10	N/A
PT- Number of Inspections completed	11	10	10	N/A
PT- Surcharge	\$258,301	\$200,000	\$200,000	N/A
PT-Number of NOV's issued	8	7	7	N/A
PT- Amount of Penalties issued	\$8,001.96	\$500	\$500	N/A
FOG - Number of regulated Food Service Establishments (FSEs)	325	330	320	N/A
FOG- Number of Inspections completed	444	450	420	N/A
FOG- Number of NOV's issued	11	7	7	N/A
FOG- Amount of penalties issued	\$2,173.64	\$250	\$250	N/A

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 388,749	\$ 366,601	\$ 376,781	\$ 370,003	\$ 370,003
OVERTIME SALARIES	\$ 126	\$ 500	\$ 500	\$ 500	\$ 500
FICA TAX	\$ 28,799	\$ 28,081	\$ 28,863	\$ 28,343	\$ 28,343
RETIREMENT	\$ 30,263	\$ 33,111	\$ 38,557	\$ 37,867	\$ 37,867
401(K) EMPLOYER CONTRIBUTION	\$ 11,547	\$ 11,014	\$ 11,317	\$ 11,116	\$ 11,116
HEALTH CARE	\$ 64,376	\$ 74,596	\$ 76,431	\$ 71,238	\$ 71,238
LIFE INSURANCE	\$ 817	\$ 908	\$ 934	\$ 915	\$ 915
EMP SEC INS	\$ 240	\$ 2,544	\$ 2,611	\$ 2,563	\$ 2,563
WORKERS COMPENSATION	\$ 15,750	\$ 15,750	\$ 16,800	\$ 16,800	\$ 16,800
<b>Personnel Total</b>	<b>\$ 540,666</b>	<b>\$ 533,105</b>	<b>\$ 552,794</b>	<b>\$ 539,345</b>	<b>\$ 539,345</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 2,005	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
GAS & OIL	\$ 1,551	\$ 1,855	\$ 2,430	\$ 2,109	\$ 2,109
DEPARTMENT SUPPLIES	\$ 9,997	\$ 17,000	\$ 8,250	\$ 8,250	\$ 8,250
LAB SUPPLIES	\$ 13,623	\$ 25,150	\$ 29,100	\$ 29,100	\$ 29,100
TRAVEL	\$ -	\$ 2,200	\$ 3,300	\$ 3,300	\$ 3,300
TELEPHONE	\$ 374	\$ 216	\$ 324	\$ 324	\$ 324
WIRELESS AIR CARDS	\$ 1,648	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 846	\$ 750	\$ 750	\$ 750	\$ 750
MAINT INSTRUMENTS	\$ 2,006	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
MAINT AUTO	\$ 242	\$ 700	\$ 700	\$ 700	\$ 700
TRAINING	\$ 1,528	\$ 4,355	\$ 4,565	\$ 4,565	\$ 4,565
INSURANCE PREMIUMS	\$ 417	\$ 458	\$ 437	\$ 437	\$ 437
DUES & SUBSCRIPTIONS	\$ 390	\$ 540	\$ 610	\$ 610	\$ 610
FACILITY LICENSE FEES	\$ 1,350	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,750
MISCELLANEOUS EXPENSE	\$ 405	\$ 2,300	\$ 2,300	\$ 2,300	\$ 2,300
CONTRACTED SERVICES	\$ 20,021	\$ 26,360	\$ 35,010	\$ 35,010	\$ 35,010
TRANSFER - CAP RESERVE FUND	\$ 4,600	\$ 2,100	\$ 1,050	\$ 1,050	\$ 1,050
<b>Operations Total</b>	<b>\$ 61,004</b>	<b>\$ 93,494</b>	<b>\$ 98,336</b>	<b>\$ 98,015</b>	<b>\$ 98,015</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 9,147	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 9,147</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 610,817</b>	<b>\$ 626,599</b>	<b>\$ 651,130</b>	<b>\$ 637,360</b>	<b>\$ 637,360</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Environmental Services Manager	1	1	1	1	1
Laboratory Services Supervisor	1	1	1	1	1
Laboratory Analyst <sup>1</sup>	1	2	2	2	2
Chemist <sup>1</sup>	1	0	0	0	0
FOG Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup>Position reclassified

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Improve recruitment and retention efforts and provide opportunities for staff training and development.
2. Break ground for treatment plant improvements, specifically preliminary treatment, RAS and WAS pumping and flow equalization.
3. Continue to update existing lift stations and eliminate stations where feasible.
4. Continue to use and start to evaluate data from asset management system (Asset Essentials).

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Wastewater Treatment Workload</b>				
Number of Wastewater Treatment FTEs	31	30	30	N/A
Millions of Gallons Wastewater Treated	3,939	2,650	2,700	N/A
Tons of Dry Bio-Solids Land-Applied	1,914	1,303	1,300	N/A
<b>Wastewater Treatment Efficiency</b>				
Cost Per Million Gallons of Wastewater Treated	\$822	\$1,374	\$1,400	N/A
<b>Wastewater Treatment Effectiveness</b>				
Average Wastewater Plant Operational Capacity	86%	58%	59%	N/A
Average Daily Wastewater Effluent Turbidity	14.3	15.0	15.0	12.0
Gallons of Wastewater Returned Per Potable Gallons	1.2	0.8	0.8	N/A



**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,040,782	\$ 1,170,720	\$ 1,201,988	\$ 1,182,137	\$ 1,182,137
OVERTIME SALARIES	\$ 96,948	\$ 58,181	\$ 58,000	\$ 58,000	\$ 58,000
FICA TAX	\$ 82,607	\$ 94,016	\$ 96,387	\$ 94,870	\$ 94,870
RETIREMENT	\$ 88,500	\$ 111,036	\$ 128,771	\$ 126,744	\$ 126,744
401(K) EMPLOYER CONTRIBUTION	\$ 33,739	\$ 36,883	\$ 37,798	\$ 37,204	\$ 37,204
HEALTH CARE	\$ 216,205	\$ 249,236	\$ 263,395	\$ 245,470	\$ 245,470
LIFE INSURANCE	\$ 2,177	\$ 2,916	\$ 2,961	\$ 2,914	\$ 2,914
EMP SEC INS	\$ 684	\$ 8,127	\$ 8,296	\$ 8,156	\$ 8,156
WORKERS COMPENSATION	\$ 56,250	\$ 54,000	\$ 57,600	\$ 57,600	\$ 57,600
<b>Personnel Total</b>	<b>\$ 1,617,892</b>	<b>\$ 1,785,115</b>	<b>\$ 1,855,196</b>	<b>\$ 1,813,095</b>	<b>\$ 1,813,095</b>
<b>Operations</b>					
UNIFORMS	\$ 11,060	\$ 14,750	\$ 16,700	\$ 16,700	\$ 16,700
EXPENDABLE EQUIPMENT	\$ 8,756	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
GAS & OIL	\$ 45,572	\$ 52,305	\$ 65,737	\$ 59,655	\$ 59,655
DEPARTMENT SUPPLIES	\$ 28,812	\$ 28,000	\$ 58,630	\$ 36,100	\$ 36,100
CHEMICALS	\$ 260,766	\$ 324,500	\$ 325,750	\$ 325,750	\$ 325,750
TRAVEL	\$ -	\$ 1,250	\$ 1,500	\$ 1,500	\$ 1,500
TELEPHONE	\$ 3,515	\$ 1,404	\$ 1,296	\$ 1,296	\$ 1,296
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,524	\$ 1,524	\$ 1,524
WIRELESS AIR CARDS	\$ 3,259	\$ 4,516	\$ 2,880	\$ 2,880	\$ 2,880
POSTAGE	\$ 117	\$ 600	\$ 500	\$ 500	\$ 500
ELECTRIC POWER	\$ 757,431	\$ 836,797	\$ 934,329	\$ 845,812	\$ 845,812
CITY UTILITIES	\$ 261,649	\$ 292,948	\$ 271,854	\$ 263,219	\$ 263,219
BUILDINGS & GROUNDS	\$ 10,140	\$ 41,500	\$ 114,850	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 19,785	\$ 16,632	\$ 16,778	\$ 16,778	\$ 16,778
MAINT EQUIPMENT	\$ 639,201	\$ 672,700	\$ 2,640,923	\$ 640,423	\$ 640,423
MAINT RADIO	\$ 4,669	\$ 19,320	\$ 19,320	\$ 19,320	\$ 19,320
MAINT CMPT SOFTWARE	\$ 29,087	\$ 33,173	\$ 35,519	\$ 35,519	\$ 35,519
MAINT INSTRUMENTS	\$ 16,599	\$ 6,370	\$ 18,945	\$ 18,945	\$ 18,945
MAINT AUTO	\$ 16,695	\$ 12,288	\$ 5,500	\$ 5,500	\$ 5,500
VEHICLE DAMAGE REPAIR	\$ 8,382	\$ 165	\$ -	\$ -	\$ -
TRAINING	\$ 12,576	\$ 22,800	\$ 24,900	\$ 24,900	\$ 24,900
COPIER CONTRACT EXPENSE	\$ 1,542	\$ 2,200	\$ 2,000	\$ 2,000	\$ 2,000
INSURANCE PREMIUMS	\$ 41,505	\$ 44,086	\$ 41,276	\$ 41,276	\$ 41,276
INSURANCE CLAIMS	\$ 1,635	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 1,660	\$ 2,665	\$ 2,780	\$ 2,780	\$ 2,780
FACILITY LICENSE FEES	\$ 4,850	\$ 4,910	\$ 4,910	\$ 4,910	\$ 4,910
MISCELLANEOUS EXPENSE	\$ 5,982	\$ 1,000	\$ 500	\$ 500	\$ 500
CONTRACTED SERVICES	\$ 222,960	\$ 231,824	\$ 238,495	\$ 233,695	\$ 233,695
TRANSFER - CAP RESERVE FUND	\$ 199,792	\$ 196,393	\$ 228,322	\$ 228,322	\$ 228,322
<b>Operations Total</b>	<b>\$ 2,617,998</b>	<b>\$ 2,880,096</b>	<b>\$ 5,090,718</b>	<b>\$ 2,844,804</b>	<b>\$ 2,844,804</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 2,099,528	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 2,099,528</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 4,235,889</b>	<b>\$ 6,764,739</b>	<b>\$ 6,945,914</b>	<b>\$ 4,657,899</b>	<b>\$ 4,657,899</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (100)</b>					
Plant Operations Manager <sup>2</sup>	1	0	0	0	0
Wastewater Operations Supervisor <sup>6</sup>	1	1	0	0	0
Wastewater Treatment Plant Supervisor <sup>6</sup>	0	0	1	1	1
Wastewater Maintenance Supervisor <sup>1</sup>	0	1	1	1	1
<b>Town Creek WWTP (901)</b>					
Maintenance Technician/Sr. <sup>3</sup>	0	2	2	2	2
Lead Wastewater Treatment Plant Operator	1	1	1	1	1
Senior Wastewater Plant Operator <sup>7</sup>	1	1	0	0	0
Wastewater Plant Operator	4	4	4	4	4
Utility Maintenance Coordinator <sup>5</sup>	0	1	1	1	1
<b>Grant Creek WWTP (902)</b>					
Maintenance Technician/Sr. <sup>3</sup>	0	4	4	4	4
Lead Wastewater Treatment Plant Operator	1	1	1	1	1
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator <sup>4</sup>	3	4	4	4	4
<b>Residuals Management (903)</b>					
Residuals Operator/Sr. <sup>4</sup>	2	0	0	0	0
<b>SCADA (905)</b>					
SCADA Technician <sup>8</sup>	1	1	0	0	0
Senior Instrumentation & Controls Technician <sup>8</sup>	0	0	1	1	1
Instrumentation & Controls Technician <sup>7</sup>	0	0	1	1	1
<b>Lift Station (906)</b>					
Maintenance Technician/Sr. <sup>3,5</sup>	8	1	2	2	2
Utilities Systems Supervisor <sup>1</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>25</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>

<sup>1</sup>Position reclassified and moved to (100)

<sup>2</sup>Position moved to (721-100)

<sup>3</sup>Position reclassified and moved to (901)

<sup>4</sup>Position reclassified and moved to (902)

<sup>5</sup>Position reclassified and moved to (901)

<sup>6</sup>Position reclassified

<sup>7</sup>Position reclassified and moved to (905)

<sup>8</sup>Position reclassified

**STATEMENT OF PURPOSE**

To efficiently and effectively maintain and read utility meters with a high level of customer service.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to maintain and improve the comprehensive backflow prevention program.
2. Assist customers with high bill complaints by identifying the causes and finding resolutions.
3. Implement procedures to enable an annual water audit.
4. Work closely and cooperatively with Finance and Customer Service staff in order to provide outstanding customer service.
5. Work with other city departments in identifying and implementing a municipal work order system with real-time data and asset management capability.
6. Provide opportunities for staff training and development.

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Meter Readings Per Fiscal Year	267,204	268,000	269,000	N/A
<b>Efficiency</b>				
Cost Per 100 Meter Readings	\$294	\$267	\$267	N/A
<b>Effectiveness</b>				
Percent of Meters Misread	0.0001%	0.0001%	0.0001%	0.0000%

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 284,432	\$ 278,645	\$ 287,453	\$ 282,328	\$ 282,328
OVERTIME SALARIES	\$ 8,970	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
FICA TAX	\$ 20,455	\$ 22,082	\$ 22,755	\$ 22,363	\$ 22,363
RETIREMENT	\$ 22,850	\$ 26,036	\$ 30,402	\$ 29,876	\$ 29,876
401(K) EMPLOYER CONTRIBUTION	\$ 8,715	\$ 8,660	\$ 8,924	\$ 8,770	\$ 8,770
HEALTH CARE	\$ 75,415	\$ 72,791	\$ 76,431	\$ 71,238	\$ 71,238
LIFE INSURANCE	\$ 591	\$ 683	\$ 706	\$ 693	\$ 693
EMP SEC INS	\$ 193	\$ 1,914	\$ 1,976	\$ 1,938	\$ 1,938
WORKERS COMPENSATION	\$ 18,000	\$ 15,750	\$ 16,800	\$ 16,800	\$ 16,800
<b>Personnel Total</b>	<b>\$ 439,621</b>	<b>\$ 436,561</b>	<b>\$ 455,447</b>	<b>\$ 444,006</b>	<b>\$ 444,006</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 2,653	\$ 3,880	\$ 3,880	\$ 3,880	\$ 3,880
GAS & OIL	\$ 11,777	\$ 13,638	\$ 15,854	\$ 13,717	\$ 13,717
DEPARTMENT SUPPLIES	\$ 1,843	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
METERS & METER BOXES	\$ 4,318	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
HOSE AND FITTINGS	\$ -	\$ 100	\$ 100	\$ 100	\$ 100
TRAVEL	\$ -	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
TELEPHONE	\$ 4,549	\$ 1,140	\$ 1,296	\$ 1,296	\$ 1,296
POSTAGE	\$ 70	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
CITY UTILITIES	\$ 460	\$ 463	\$ 452	\$ 775	\$ 775
MAINT EQUIPMENT	\$ 37,967	\$ 15,840	\$ 15,840	\$ 15,840	\$ 15,840
MAINT RADIO	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
MAINT CMPT SOFTWARE	\$ 215,557	\$ 207,990	\$ 219,761	\$ 219,761	\$ 219,761
MAINT AUTO	\$ 7,624	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
VEHICLE DAMAGE REPAIR	\$ 175	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 1,275	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
COPIER CONTRACT EXPENSE	\$ -	\$ 200	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 1,630	\$ 2,488	\$ 2,654	\$ 2,654	\$ 2,654
DUES & SUBSCRIPTIONS	\$ -	\$ 1,535	\$ 1,535	\$ 1,535	\$ 1,535
MISCELLANEOUS EXPENSE	\$ 1,639	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
TRANSFER - CAP RESERVE FUND	\$ 10,608	\$ 15,074	\$ 12,216	\$ 12,216	\$ 12,216
<b>Operations Total</b>	<b>\$ 302,144</b>	<b>\$ 280,198</b>	<b>\$ 291,438</b>	<b>\$ 289,624</b>	<b>\$ 289,624</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 741,765</b>	<b>\$ 716,759</b>	<b>\$ 746,885</b>	<b>\$ 733,630</b>	<b>\$ 733,630</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommen FY 20-21	Adopted FY 20-21
Sr. Meter Mechanic <sup>4</sup>	1	1	0	0	0
Sr. AMI Technician <sup>4</sup>	0	0	1	1	1
Office Assistant <sup>3</sup>	0	0	0	0	0
Utilities Technician <sup>3</sup>	1	1	1	1	1
Meter Services Supervisor <sup>1</sup>	1	1	0	0	0
AMI Supervisor <sup>1</sup>	0	0	1	1	1
Backflow Coordinator <sup>2</sup>	1	0	0	0	0
AMI Technician <sup>5</sup>	0	0	4	4	4
Meter Reader (Sr.)/Technician <sup>5</sup>	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup>Position reclassified

<sup>2</sup> Position moved to (813-850)

<sup>3</sup>Position reclassified

<sup>4</sup>Position reclassified

<sup>5</sup>Positions reclassified

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
BOND PRINCIPAL	\$ -	\$ 2,107,252	\$ 2,188,586	\$ 2,612,586	\$ 2,612,586
STATE LOANS-CWB PRINCIPAL	\$ -	\$ 610,000	\$ -	\$ -	\$ -
BOND INTEREST EXPENSE	\$ 817,444	\$ 753,828	\$ 674,721	\$ 1,804,975	\$ 1,804,975
STATE LOANS-CWB INTEREST	\$ 29,069	\$ 15,860	\$ -	\$ -	\$ -
LEASE PURCHASE PRINCIPAL	\$ -	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
LEASE PURCHASE INTEREST EXP	\$ 11,311	\$ 10,298	\$ 7,897	\$ 7,897	\$ 7,897
DEBT PRINCIPAL PYMTS ON BEHALF	\$ -	\$ 239,490	\$ 219,490	\$ 219,490	\$ 219,490
DEBT INTEREST PYMTS ON BEHALF	\$ 40,972	\$ 34,104	\$ 27,312	\$ 27,312	\$ 27,312
<b>Operations Total</b>	<b>\$ 898,797</b>	<b>\$ 3,900,072</b>	<b>\$ 3,247,246</b>	<b>\$ 4,801,500</b>	<b>\$ 4,801,500</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 898,797</b>	<b>\$ 3,900,072</b>	<b>\$ 3,247,246</b>	<b>\$ 4,801,500</b>	<b>\$ 4,801,500</b>





**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
REVENUES:			
Non Operating Revenues:			
Interest earned on investments	\$ 41,833	\$ 28,218	\$ 12,500
Total miscellaneous	<u>\$ 41,833</u>	<u>\$ 28,218</u>	<u>\$ 12,500</u>
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	<u>\$ 480,083</u>	<u>\$ 414,992</u>	<u>\$ 509,212</u>
Total other financing sources	<u>\$ 480,083</u>	<u>\$ 414,992</u>	<u>\$ 509,212</u>
Total revenues and other financing sources	<u><u>\$ 521,916</u></u>	<u><u>\$ 443,210</u></u>	<u><u>\$ 521,712</u></u>

**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**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
EQUIPMENT REPLACEMENT RESERVE	\$ -	\$ 160,322	\$ -	\$ 94,483	\$ 94,483
<b>Operations Total</b>	\$ -	\$ 160,322	\$ -	\$ 94,483	\$ 94,483
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 883	\$ 196,200	\$ 581,959	\$ 326,380	\$ 326,380
C O COMPUTER EQUIPMENT	\$ 8,703	\$ 90,470	\$ 100,849	\$ 100,849	\$ 100,849
<b>Capital Total</b>	\$ 9,586	\$ 286,670	\$ 682,808	\$ 427,229	\$ 427,229
<b>Grand Total</b>	\$ 9,586	\$ 446,992	\$ 682,808	\$ 521,712	\$ 521,712

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Administration</b>			
Computer Equipment Replacement	\$ 14,935	\$ 14,935	\$ 14,935
Replace Telephone System	19,600	19,600	19,600
Replace Access Points	4,264	4,264	4,264
<b>Total Capital Outlay</b>	<b>\$ 38,799</b>	<b>\$ 38,799</b>	<b>\$ 38,799</b>
<b>Plant Operations - Water Treatment</b>			
Computer Equipment Replacement	\$ 12,000	\$ 12,000	\$ 12,000
Replace PO10405 w/ F150 Ext Cab 4x4	29,791	29,791	29,791
<b>Total Capital Outlay</b>	<b>\$ 41,791</b>	<b>\$ 41,791</b>	<b>\$ 41,791</b>
<b>Systems Maintenance</b>			
Computer Equipment Replacement	\$ 11,600	\$ 11,600	\$ 11,600
Replace SM19721 w/ F550 Flatbed Dump	88,604	-	-
Replace SM10515 w/ like F550 Sewer Jet Truck	161,304	-	-
Replace SM38701 w/ 5 Ton Tilt Bed Utility	5,671	-	-
<b>Total Capital Outlay</b>	<b>\$ 267,179</b>	<b>\$ 11,600</b>	<b>\$ 11,600</b>
<b>Environmental Services</b>			
Computer Equipment Replacement	\$ 4,250	\$ 4,250	\$ 4,250
<b>Total Capital Outlay</b>	<b>\$ 4,250</b>	<b>\$ 4,250</b>	<b>\$ 4,250</b>
<b>Plant Operations - Wastewater Treatment</b>			
Computer Equipment Replacement	\$ 15,400	\$ 15,400	\$ 15,400
ADD F150 Ext Cab 4x4 for New I&C Tech	35,791	35,791	35,791
Replace PO10510 w/ F250 Ext Cab w/ Serv. Body	75,854	75,854	75,854
Replace PO10706 w/ like K350	77,054	77,054	77,054
Replace PO10404 w/ like F350	81,086	81,086	81,086
<b>Total Capital Outlay</b>	<b>\$ 285,185</b>	<b>\$ 285,185</b>	<b>\$ 285,185</b>
<b>Meter Services</b>			
Computer Equipment Replacement	\$ 18,800	\$ 18,800	\$ 18,800
Replace MS11007 w/ like Ford Escape Hybrid	26,804	26,804	26,804
<b>Total Capital Outlay</b>	<b>\$ 45,604</b>	<b>\$ 45,604</b>	<b>\$ 45,604</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b>2019 Actual</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 63,841	\$ 52,926	\$ 67,000
Other operating revenues	<u>11,939</u>	<u>12,906</u>	<u>12,573</u>
Total operating revenues	<u>\$ 75,780</u>	<u>\$ 65,832</u>	<u>\$ 79,573</u>
<b>NONOPERATING REVENUES:</b>			
Restricted Intergovernmental	\$ 739,998	\$ 727,850	\$ 805,972
Miscellaneous Federal Grants	-	-	358,389
Interest earned on investments	<u>11,782</u>	<u>5,678</u>	<u>2,000</u>
Total nonoperating revenues	<u>\$ 751,780</u>	<u>\$ 733,528</u>	<u>\$ 1,166,361</u>
<b>OTHER FINANCING SOURCES:</b>			
Operating transfer from General Fund	<u>\$ 467,822</u>	<u>\$ 673,678</u>	<u>\$ 241,611</u>
Total other financing sources	<u>\$ 467,822</u>	<u>\$ 673,678</u>	<u>\$ 241,611</u>
Total revenues and other financing sources	<u><u>\$ 1,295,382</u></u>	<u><u>\$ 1,473,038</u></u>	<u><u>\$ 1,487,545</u></u>



**CITY OF SALISBURY  
FY 2020-2021 BUDGET SUMMARY  
TRANSIT FUND**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>REVENUE</b>	\$ 1,295,383	\$ 1,554,723	\$ 1,928,772	\$ 1,487,545	\$ 1,487,545
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 440,673	\$ 477,886	\$ 495,405	\$ 461,273	\$ 461,273
OVERTIME SALARIES	\$ 8,573	\$ 8,681	\$ 8,600	\$ 8,600	\$ 8,600
PART TIME SALARIES	\$ 45,399	\$ 41,580	\$ 77,272	\$ 94,342	\$ 94,342
FICA TAX	\$ 35,690	\$ 40,324	\$ 44,466	\$ 43,162	\$ 43,162
RETIREMENT	\$ 34,724	\$ 45,147	\$ 51,510	\$ 48,021	\$ 48,021
401(K) EMPLOYER CONTRIBUTION	\$ 12,428	\$ 15,017	\$ 15,121	\$ 14,096	\$ 14,096
PENSION EXPENSE - LGERS	\$ 12,526	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 103,505	\$ 120,087	\$ 128,254	\$ 106,740	\$ 106,740
LIFE INSURANCE	\$ 977	\$ 1,218	\$ 1,228	\$ 1,143	\$ 1,143
EMP SEC INS	\$ 304	\$ 3,620	\$ 3,977	\$ 3,859	\$ 3,859
WORKERS COMPENSATION	\$ 31,500	\$ 33,750	\$ 36,000	\$ 33,600	\$ 33,600
<b>Personnel Total</b>	<b>\$ 726,300</b>	<b>\$ 787,310</b>	<b>\$ 861,833</b>	<b>\$ 814,836</b>	<b>\$ 814,836</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 822	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
UNIFORMS	\$ 2,312	\$ 4,675	\$ 5,575	\$ 5,575	\$ 5,575
EXPENDABLE EQUIPMENT	\$ 511	\$ 604	\$ 15,000	\$ 1,230	\$ 1,230
GAS & OIL	\$ 100,309	\$ 113,040	\$ 175,338	\$ 126,342	\$ 126,342
TIRES & TUBES	\$ 6,995	\$ 10,000	\$ 13,330	\$ 5,137	\$ 5,137
PARTS	\$ 113,394	\$ 90,000	\$ 90,000	\$ 60,000	\$ 60,000
VEHICLE CLEANING SUP	\$ 230	\$ 515	\$ 515	\$ 515	\$ 515
DEPARTMENT SUPPLIES	\$ 2,114	\$ 2,351	\$ 2,351	\$ 2,351	\$ 2,351
COMMUNICATION EQUIPMT	\$ 1,091	\$ 3,174	\$ 3,000	\$ 3,000	\$ 3,000
COMPUTER SUPPLIES	\$ 171	\$ 277	\$ 1,782	\$ 1,782	\$ 1,782
TRAVEL	\$ -	\$ 383	\$ 380	\$ 380	\$ 380
TRAVEL SUBSISTENCE	\$ 818	\$ 824	\$ 824	\$ 824	\$ 824
TELEPHONE	\$ 459	\$ 301	\$ 300	\$ 300	\$ 300
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 120	\$ 300	\$ 300	\$ 300	\$ 300
ELECTRIC POWER	\$ 4,803	\$ 5,087	\$ 5,484	\$ 4,856	\$ 4,856
NATURAL GAS	\$ 6,374	\$ 6,609	\$ 7,017	\$ 6,012	\$ 6,012
CITY UTILITIES	\$ 1,066	\$ 792	\$ 1,321	\$ 1,322	\$ 1,322
PRINTING	\$ 2,072	\$ 5,055	\$ 4,000	\$ 4,000	\$ 4,000
BUILDINGS & GROUNDS	\$ 1,867	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G CONTRACTED SERVICES	\$ 5,483	\$ 5,611	\$ 5,693	\$ 5,693	\$ 5,693
MAINT EQUIPMENT	\$ 7,571	\$ 9,000	\$ 12,550	\$ 12,550	\$ 12,550
MAINT AUTO	\$ 2,884	\$ 500	\$ 6,119	\$ 6,119	\$ 6,119
VEHICLE DAMAGE REPAIR	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
ADVERTISING	\$ 104	\$ 1,445	\$ 2,500	\$ 2,500	\$ 2,500
TRAINING	\$ 7,816	\$ 4,000	\$ 8,200	\$ 2,200	\$ 2,200
COPIER CONTRACT EXPENSE	\$ 1,280	\$ 2,200	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 13,984	\$ 14,130	\$ 21,304	\$ 19,404	\$ 19,404

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	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
INSURANCE CLAIMS	\$ 6,703	\$ 500	\$ 500	\$ 500	\$ 500
DEPRECIATION EXPENSE	\$ 40,127	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 750	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
MISCELLANEOUS EXPENSE	\$ 769	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
SPECIAL PROJECTS	\$ 10,700	\$ 10,700	\$ 15,400	\$ -	\$ -
CONTRACTED SERVICES	\$ 233,116	\$ 124,568	\$ 75,147	\$ 75,147	\$ 75,147
EMPLOYEE ASSISTANCE PROGRAM	\$ 228	\$ 272	\$ 272	\$ 272	\$ 272
RETIREE HEALTH INSURANCE	\$ 34,980	\$ 9,149	\$ 9,607	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 11,511	\$ 2,292	\$ 2,292	\$ 2,292	\$ 2,292
CHARGES-GENERAL FUND	\$ 120,000	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 743,529</b>	<b>\$ 438,851</b>	<b>\$ 499,142</b>	<b>\$ 372,709</b>	<b>\$ 372,709</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 19,808	\$ 328,562	\$ 640,000	\$ 300,000	\$ 300,000
<b>Capital Total</b>	<b>\$ 19,808</b>	<b>\$ 328,562</b>	<b>\$ 640,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 1,489,637</b>	<b>\$ 1,554,723</b>	<b>\$ 2,000,975</b>	<b>\$ 1,487,545</b>	<b>\$ 1,487,545</b>

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Consistently provide exceptional service to all customers.
2. Evaluate fixed routes for efficiency and effectiveness as well as the feasibility to expand routes and services.
3. Better 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**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Passengers -Fixed Route	141,514	141,400	141,400	141,400
Number of Passengers - ADA	7,789	8,561	8,561	8,561
Number of Full-sized Buses	6	6	6	N/A
Number of Routes	3	3	3	N/A
Revenue Miles Driven	138,097	138,097	138,097	138,097
Gallons of Fuel Used	35,229	35,229	35,229	35,229
Fares Collected (Dollars) - Fixed Route	\$63,841	\$53,000	\$67,000	\$65,000
State Matching Funds Collected	\$189,253	\$195,142	\$195,142	\$195,142
<b>Efficiency</b>				
Average Cost Per Mile	\$ 8.36	\$ 10.82	\$ 12.98	\$ 12.98
Average Cost Per Passenger - Routine	\$ 8.15	\$ 11.53	\$ 13.84	\$ 13.84
Average Cost Per Passenger - ADA	\$ 15.26	\$ 20.00	\$ 28.80	\$ 28.80
<b>Effectiveness</b>				
Complaints Received	9	8	4	4
Number of Break-Downs	5	6	4	4
Number of Driver Vacancies	0	0	0	0
Accidents - FTA Threshold	0	0	0	0
Injuries	0	0	0	0

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 129,186	\$ 133,205	\$ 136,486	\$ 134,030	\$ 134,030
OVERTIME SALARIES	\$ 336	\$ 181	\$ 100	\$ 100	\$ 100
FICA TAX	\$ 9,385	\$ 10,125	\$ 10,449	\$ 10,261	\$ 10,261
RETIREMENT	\$ 10,007	\$ 11,938	\$ 13,959	\$ 13,708	\$ 13,708
401(K) EMPLOYER CONTRIBUTION	\$ 3,816	\$ 3,970	\$ 4,098	\$ 4,024	\$ 4,024
PENSION EXPENSE - LGERS	\$ 12,526	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 19,583	\$ 20,103	\$ 21,108	\$ 19,753	\$ 19,753
LIFE INSURANCE	\$ 245	\$ 327	\$ 338	\$ 332	\$ 332
EMP SEC INS	\$ 76	\$ 917	\$ 946	\$ 929	\$ 929
WORKERS COMPENSATION	\$ 4,500	\$ 4,500	\$ 4,800	\$ 4,800	\$ 4,800
<b>Personnel Total</b>	<b>\$ 189,661</b>	<b>\$ 185,266</b>	<b>\$ 192,284</b>	<b>\$ 187,937</b>	<b>\$ 187,937</b>
<b>Operations</b>					
UNIFORMS	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
DEPARTMENT SUPPLIES	\$ 2,114	\$ 2,351	\$ 2,351	\$ 2,351	\$ 2,351
COMMUNICATION EQUIPMT	\$ 479	\$ 174	\$ -	\$ -	\$ -
COMPUTER SUPPLIES	\$ 171	\$ 277	\$ 1,782	\$ 1,782	\$ 1,782
TRAVEL	\$ -	\$ 383	\$ 380	\$ 380	\$ 380
TRAVEL SUBSISTENCE	\$ 818	\$ 824	\$ 824	\$ 824	\$ 824
TELEPHONE	\$ 459	\$ 301	\$ 300	\$ 300	\$ 300
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 120	\$ 300	\$ 300	\$ 300	\$ 300
PRINTING	\$ 2,072	\$ 5,055	\$ 4,000	\$ 4,000	\$ 4,000
ADVERTISING	\$ 104	\$ 1,445	\$ 2,500	\$ 2,500	\$ 2,500
TRAINING	\$ 7,816	\$ 4,000	\$ 7,900	\$ 1,900	\$ 1,900
COPIER CONTRACT EXPENSE	\$ 1,280	\$ 2,200	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 13,984	\$ 14,130	\$ 21,304	\$ 19,404	\$ 19,404
INSURANCE CLAIMS	\$ 6,703	\$ 500	\$ 500	\$ 500	\$ 500
DEPRECIATION EXPENSE	\$ 40,127	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 750	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
MISCELLANEOUS EXPENSE	\$ 769	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
EMPLOYEE ASSISTANCE PROGRAM	\$ 228	\$ 272	\$ 272	\$ 272	\$ 272
RETIREE HEALTH INSURANCE	\$ 34,980	\$ 9,149	\$ 9,607	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 10,126	\$ 500	\$ 500	\$ 500	\$ 500
CHARGES-GENERAL FUND	\$ 120,000	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 243,099</b>	<b>\$ 45,511</b>	<b>\$ 58,714</b>	<b>\$ 50,272</b>	<b>\$ 50,272</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 432,760</b>	<b>\$ 230,777</b>	<b>\$ 250,998</b>	<b>\$ 238,209</b>	<b>\$ 238,209</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Transit Director	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2



**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 181,732	\$ 196,843	\$ 263,161	\$ 233,208	\$ 233,208
OVERTIME SALARIES	\$ 5,540	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
PART TIME SALARIES	\$ 35,842	\$ 28,572	\$ 27,248	\$ 44,318	\$ 44,318
FICA TAX	\$ 15,953	\$ 17,512	\$ 22,483	\$ 21,498	\$ 21,498
RETIREMENT	\$ 14,409	\$ 19,423	\$ 27,253	\$ 24,192	\$ 24,192
401(K) EMPLOYER CONTRIBUTION	\$ 4,682	\$ 6,461	\$ 8,000	\$ 7,101	\$ 7,101
HEALTH CARE	\$ 58,517	\$ 70,732	\$ 86,038	\$ 67,234	\$ 67,234
LIFE INSURANCE	\$ 436	\$ 526	\$ 653	\$ 578	\$ 578
EMP SEC INS	\$ 135	\$ 1,565	\$ 2,017	\$ 1,928	\$ 1,928
WORKERS COMPENSATION	\$ 18,000	\$ 18,000	\$ 24,000	\$ 21,600	\$ 21,600
<b>Personnel Total</b>	<b>\$ 335,247</b>	<b>\$ 363,134</b>	<b>\$ 464,353</b>	<b>\$ 425,157</b>	<b>\$ 425,157</b>
<b>Operations</b>					
UNIFORMS	\$ 2,312	\$ 3,675	\$ 3,675	\$ 3,675	\$ 3,675
GAS & OIL	\$ 100,309	\$ 113,040	\$ 145,000	\$ 96,004	\$ 96,004
MAINT AUTO	\$ 35	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 10,700	\$ 10,700	\$ 15,400	\$ -	\$ -
CONTRACTED SERVICES	\$ 11,315	\$ 20,000	\$ 14,900	\$ 14,900	\$ 14,900
PROFESSIONAL SERVICES	\$ 1,385	\$ 1,792	\$ 1,792	\$ 1,792	\$ 1,792
<b>Operations Total</b>	<b>\$ 126,055</b>	<b>\$ 149,207</b>	<b>\$ 180,767</b>	<b>\$ 116,371</b>	<b>\$ 116,371</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 461,302</b>	<b>\$ 512,341</b>	<b>\$ 645,120</b>	<b>\$ 541,528</b>	<b>\$ 541,528</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Transit Operator <sup>2</sup>	7	7	7	6	6
Service Worker (PT) <sup>1</sup>	0	0	1	1	1
Transit Planner <sup>1</sup>	0	0	1	1	1
Transit Operator (Temp/PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>9</b>	<b>9</b>

<sup>1</sup>Positions reclassified from 653

<sup>2</sup>Positions eliminated

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 129,755	\$ 147,838	\$ 95,758	\$ 94,035	\$ 94,035
OVERTIME SALARIES	\$ 2,696	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PART TIME SALARIES	\$ 9,557	\$ 13,008	\$ -	\$ -	\$ -
FICA TAX	\$ 10,352	\$ 12,687	\$ 7,707	\$ 7,576	\$ 7,576
RETIREMENT	\$ 10,308	\$ 13,786	\$ 10,298	\$ 10,121	\$ 10,121
401(K) EMPLOYER CONTRIBUTION	\$ 3,929	\$ 4,586	\$ 3,023	\$ 2,971	\$ 2,971
HEALTH CARE	\$ 25,405	\$ 29,252	\$ 21,108	\$ 19,753	\$ 19,753
LIFE INSURANCE	\$ 297	\$ 365	\$ 237	\$ 233	\$ 233
EMP SEC INS	\$ 93	\$ 1,115	\$ 664	\$ 652	\$ 652
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 4,800	\$ 4,800	\$ 4,800
<b>Personnel Total</b>	<b>\$ 201,392</b>	<b>\$ 236,637</b>	<b>\$ 148,595</b>	<b>\$ 145,141</b>	<b>\$ 145,141</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 822	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
EXPENDABLE EQUIPMENT	\$ 511	\$ 604	\$ 15,000	\$ 1,230	\$ 1,230
TIRES & TUBES	\$ 6,995	\$ 10,000	\$ 10,000	\$ 1,807	\$ 1,807
PARTS	\$ 113,394	\$ 90,000	\$ 90,000	\$ 60,000	\$ 60,000
VEHICLE CLEANING SUP	\$ 230	\$ 515	\$ 515	\$ 515	\$ 515
COMMUNICATION EQUIPMT	\$ 612	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
ELECTRIC POWER	\$ 4,803	\$ 5,087	\$ 5,484	\$ 4,856	\$ 4,856
NATURAL GAS	\$ 6,374	\$ 6,609	\$ 7,017	\$ 6,012	\$ 6,012
CITY UTILITIES	\$ 1,066	\$ 792	\$ 1,321	\$ 1,322	\$ 1,322
BUILDINGS & GROUNDS	\$ 1,867	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G CONTRACTED SERVICES	\$ 5,483	\$ 5,611	\$ 5,693	\$ 5,693	\$ 5,693
MAINT EQUIPMENT	\$ 7,571	\$ 9,000	\$ 12,550	\$ 12,550	\$ 12,550
MAINT AUTO	\$ 2,849	\$ 500	\$ 500	\$ 500	\$ 500
VEHICLE DAMAGE REPAIR	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
CONTRACTED SERVICES	\$ 221,801	\$ 104,568	\$ 60,247	\$ 60,247	\$ 60,247
<b>Operations Total</b>	<b>\$ 374,375</b>	<b>\$ 244,133</b>	<b>\$ 219,174</b>	<b>\$ 165,579</b>	<b>\$ 165,579</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 19,808	\$ 172,048	\$ 600,000	\$ 300,000	\$ 300,000
<b>Capital Total</b>	<b>\$ 19,808</b>	<b>\$ 172,048</b>	<b>\$ 600,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 595,575</b>	<b>\$ 652,818</b>	<b>\$ 967,769</b>	<b>\$ 610,720</b>	<b>\$ 610,720</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 20-21
Mechanic	1	1	1	1	1
Transit Fleet Supervisor	1	1	1	1	1
Service Worker (PT) <sup>1</sup>	1	1	0	0	0
Transit Planner <sup>1</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>

<sup>1</sup>Positions reclassified to 651

**CAPITAL OUTLAY**

	Requested	Mgr Recommends	Adopted
	FY 20-21	FY 20-21	FY 20-21
Light Transit Vehicle #1 (TR80401)	\$ 150,000	\$ 150,000	\$ 150,000
Light Transit Vehicle #2 (TR80402)	150,000	150,000	150,000
Light Transit Vehicle #3 (TR80403)	150,000	-	-
Light Transit Vehicle #4 (TR80404)	150,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 600,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
PART TIME SALARIES	\$ -	\$ -	\$ 50,024	\$ 50,024	\$ 50,024
FICA TAX	\$ -	\$ -	\$ 3,827	\$ 3,827	\$ 3,827
EMP SEC INS	\$ -	\$ 23	\$ 350	\$ 350	\$ 350
WORKERS COMPENSATION	\$ -	\$ 2,250	\$ 2,400	\$ 2,400	\$ 2,400
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ 2,273</b>	<b>\$ 56,601</b>	<b>\$ 56,601</b>	<b>\$ 56,601</b>
<b>Operations</b>					
UNIFORMS	\$ -	\$ -	\$ 900	\$ 900	\$ 900
GAS & OIL	\$ -	\$ -	\$ 30,338	\$ 30,338	\$ 30,338
TIRES & TUBES	\$ -	\$ -	\$ 3,330	\$ 3,330	\$ 3,330
MAINT AUTO	\$ -	\$ -	\$ 5,619	\$ 5,619	\$ 5,619
TRAINING	\$ -	\$ -	\$ 300	\$ 300	\$ 300
<b>Operations Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,487</b>	<b>\$ 40,487</b>	<b>\$ 40,487</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 156,514	\$ 40,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 156,514</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 158,787</b>	<b>\$ 137,088</b>	<b>\$ 97,088</b>	<b>\$ 97,088</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
PT Transit Operator	3	0	0	0	0
Transit Operator (PT Pool)	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL<sup>1</sup></b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

<sup>1</sup>Positions reclassified to a PT Pool

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
ADA Paratransit Scheduling Software	\$ 40,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 496,347	\$ -	\$ -
Lease	616,078	730,000	760,000
Other operating revenues	187,205	622,750	46,000
Total operating revenues	<u>\$ 1,299,630</u>	<u>\$ 1,352,750</u>	<u>\$ 806,000</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 27,323	\$ 25,000	\$ 8,000
Total nonoperating revenues	<u>\$ 27,323</u>	<u>\$ 25,000</u>	<u>\$ 8,000</u>
<b>OTHER FINANCING SOURCES:</b>			
Interfund revenues	\$ 3,000,000	\$ 2,400,000	\$ 2,970,000
Refunding bonds issued	-	-	-
Total other financing sources	<u>\$ 3,000,000</u>	<u>\$ 2,400,000</u>	<u>\$ 2,970,000</u>
Total revenues	<u>\$ 4,326,953</u>	<u>\$ 3,777,750</u>	<u>\$ 3,784,000</u>



**STATEMENT OF PURPOSE**

The City held a referendum in May 2018 as a requirement to enter into a lease agreement for management of the broadband utility with Hotwire Communications. The purpose of the Fibrant Communications Fund is to manage the public/private partnership to fully leverage the utility’s 10 gig capabilities to attract businesses to Salisbury.

**CITY OF SALISBURY  
FY 2020-2021 BUDGET SUMMARY  
FIBRANT COMMUNICATIONS FUND**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>REVENUE</b>	\$ 4,326,953	\$ 3,858,000	\$ 3,826,000	\$ 3,814,000	\$ 3,784,000
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 383,780	\$ -	\$ -	\$ -	\$ -
OVERTIME SALARIES	\$ 16,115	\$ -	\$ -	\$ -	\$ -
EMPLOYEE COMMISSIONS	\$ 51,066	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 37,925	\$ -	\$ -	\$ -	\$ -
RETIREMENT	\$ 39,419	\$ -	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 15,122	\$ -	\$ -	\$ -	\$ -
PENSION EXPENSE - LGERS	\$ (86,360)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 79,479	\$ -	\$ -	\$ -	\$ -
LIFE INSURANCE	\$ 835	\$ -	\$ -	\$ -	\$ -
EMP SEC INS	\$ 676	\$ -	\$ -	\$ -	\$ -
WORKERS COMPENSATION	\$ 24,938	\$ -	\$ -	\$ -	\$ -
<b>Personnel Total</b>	<b>\$ 562,995</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
EXPENDABLE EQUIPMENT	\$ 3,219	\$ -	\$ -	\$ -	\$ -
GAS & OIL	\$ 2,837	\$ -	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 404	\$ -	\$ -	\$ -	\$ -
SHEATH FIBER	\$ 269,694	\$ -	\$ -	\$ -	\$ -
WIRELESS AIR CARDS	\$ 281	\$ -	\$ -	\$ -	\$ -
POSTAGE	\$ 1,688	\$ -	\$ -	\$ -	\$ -
MAINT EQUIPMENT	\$ 1,925	\$ -	\$ -	\$ -	\$ -
MAINT CMPT SOFTWARE	\$ 29,164	\$ -	\$ -	\$ -	\$ -
MAINT AUTO	\$ 5,325	\$ -	\$ -	\$ -	\$ -
COPIER CONTRACT EXPENSE	\$ 1,566	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 2,288	\$ 2,517	\$ 2,399	\$ 2,399	\$ 2,399
DEPRECIATION EXPENSE	\$ 676,042	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ -	\$ 60,000	\$ 46,000	\$ 50,518	\$ 50,518
LEGAL FEES	\$ 10,181	\$ 60,671	\$ 60,000	\$ 60,000	\$ 30,000
VIDEO PROGRAMMING FEES	\$ 346,992	\$ -	\$ -	\$ -	\$ -
TELEPHONE PROGRAMMING FEES	\$ 44,141	\$ -	\$ -	\$ -	\$ -
HELP DESK FEES	\$ 24,732	\$ -	\$ -	\$ -	\$ -
RIGHT OF WAY CHARGES	\$ 25,770	\$ -	\$ -	\$ -	\$ -
INTERNET BACKBONE FEE	\$ 104,028	\$ -	\$ -	\$ -	\$ -
EMPLOYEE ASSISTANCE PROGRAM	\$ 216	\$ -	\$ -	\$ -	\$ -
RETIREE HEALTH INSURANCE	\$ (689,784)	\$ -	\$ -	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 220,512	\$ 100,000	\$ 100,000	\$ 175,000	\$ 175,000
LEASE - DROP/INSTALL	\$ 121,515	\$ 240,000	\$ 288,000	\$ 338,000	\$ 338,000
LEASE - DARK FIBER	\$ 34,221	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000
LEASE - CAPITAL	\$ 37,976	\$ 111,600	\$ 120,000	\$ 145,000	\$ 145,000
LEASE - RENT	\$ -	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400
LEASE PURCHASE PRINCIPAL	\$ -	\$ 1,965,000	\$ 2,040,000	\$ 2,040,000	\$ 2,040,000
LEASE PURCHASE INTEREST EXP	\$ 556,213	\$ 862,174	\$ 588,913	\$ 588,913	\$ 588,913
INTERFUND INTEREST	\$ 68,020	\$ 68,020	\$ 61,770	\$ 61,770	\$ 61,770
INTERFUND PRINCIPAL	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
BOND SERVICE CHARGES	\$ 110,843	\$ 35,618	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 2,010,009</b>	<b>\$ 3,858,000</b>	<b>\$ 3,659,482</b>	<b>\$ 3,814,000</b>	<b>\$ 3,784,000</b>
<b>Capital</b>					
C O SET TOP BOXES	\$ 28,781	\$ -	\$ -	\$ -	\$ -
C/O PLANT MATERIALS	\$ 81,082	\$ -	\$ -	\$ -	\$ -
C/O ONT AND POWER SUPPLIES	\$ 52,302	\$ -	\$ -	\$ -	\$ -
CO PREMISE INSTALL MATERIALS	\$ 18,743	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 180,909</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,753,913</b>	<b>\$ 3,858,000</b>	<b>\$ 3,659,482</b>	<b>\$ 3,814,000</b>	<b>\$ 3,784,000</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 4,091	\$ -	\$ -
Total nonoperating revenues	<u>\$ 4,091</u>	<u>\$ -</u>	<u>\$ -</u>
 Total revenues	 <u><u>\$ 4,091</u></u>	 <u><u>\$ -</u></u>	 <u><u>\$ -</u></u>

**Fibrant Communications Capital Reserve Fund**

**STATEMENT OF PURPOSE**

The Fibrant Communications Capital Reserve Fund was established to fund replacement costs of vehicles and computers for the Fibrant enterprise. This fund was closed during FY19 due to the lease agreement with HotWire Communications beginning September 21, 2018.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
LEASE PURCHASE INTEREST EXP	\$ 340,000	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	\$ 340,000	\$ -	\$ -	\$ -	\$ -
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 74,910	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	\$ 74,910	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 414,910	\$ -	\$ -	\$ -	\$ -



**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER UTILITY FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$1,768,437	\$1,848,995	\$1,877,000
Other operating revenues	<u>13,319</u>	<u>14,852</u>	<u>9,900</u>
Total operating revenues	<u>\$1,781,756</u>	<u>\$1,863,847</u>	<u>\$1,886,900</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	<u>\$ 23,045</u>	<u>\$ 22,000</u>	<u>\$ 8,000</u>
Total nonoperating revenues	<u>\$ 23,045</u>	<u>\$ 22,000</u>	<u>\$ 8,000</u>
 Total revenues	 <u>\$ 1,804,802</u>	 <u>\$ 1,885,847</u>	 <u>\$ 1,894,900</u>



**CITY OF SALISBURY  
FY 2020-2021 BUDGET SUMMARY  
STORMWATER UTILITY FUND**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>REVENUE</b>	\$ 1,804,802	\$ 2,045,846	\$ 1,886,900	\$ 1,894,900	\$ 1,894,900
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 353,403	\$ 425,311	\$ 389,586	\$ 405,685	\$ 405,685
OVERTIME SALARIES	\$ 7,740	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250
PART TIME SALARIES	\$ 5,130	\$ 10,440	\$ 10,481	\$ 10,481	\$ 10,481
FICA TAX	\$ 25,893	\$ 34,056	\$ 31,467	\$ 32,697	\$ 32,697
RETIREMENT	\$ 28,152	\$ 39,212	\$ 40,966	\$ 42,612	\$ 42,612
401(K) EMPLOYER CONTRIBUTION	\$ 10,745	\$ 13,042	\$ 12,025	\$ 12,509	\$ 12,509
PENSION EXPENSE - LGERS	\$ 14,865	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 86,164	\$ 102,934	\$ 105,520	\$ 98,658	\$ 98,658
LIFE INSURANCE	\$ 724	\$ 1,048	\$ 967	\$ 1,006	\$ 1,006
EMP SEC INS	\$ 246	\$ 3,008	\$ 2,783	\$ 2,888	\$ 2,888
WORKERS COMPENSATION	\$ 24,750	\$ 24,750	\$ 26,400	\$ 26,400	\$ 26,400
<b>Personnel Total</b>	<b>\$ 557,813</b>	<b>\$ 665,051</b>	<b>\$ 631,445</b>	<b>\$ 644,186</b>	<b>\$ 644,186</b>
<b>Operations</b>					
UNIFORMS	\$ 6,804	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
EXPENDABLE EQUIPMENT	\$ 1,773	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250
STORM SEWERS	\$ 24,489	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 5,168	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
GAS & OIL	\$ 16,314	\$ 17,164	\$ 23,577	\$ 20,581	\$ 20,581
DEPARTMENT SUPPLIES	\$ 438	\$ 500	\$ 500	\$ 500	\$ 500
TRAVEL	\$ 729	\$ 800	\$ 800	\$ 800	\$ 800
TELEPHONE	\$ -	\$ 151	\$ 150	\$ 150	\$ 150
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
POSTAGE	\$ 197	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT EQUIPMENT	\$ 18,009	\$ 23,607	\$ 23,607	\$ 23,607	\$ 23,607
MAINT ST CLEAN EQUIP	\$ 21,520	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
MAINT AUTO	\$ 11,848	\$ 12,750	\$ 13,750	\$ 13,750	\$ 13,750
VEHICLE DAMAGE REPAIR	\$ 336	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 22,587	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
ADVERTISING	\$ 4,465	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAINING	\$ 2,211	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 5,072	\$ 5,579	\$ 4,707	\$ 4,707	\$ 4,707
DEPRECIATION EXPENSE	\$ 93,083	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
MISCELLANEOUS EXPENSE	\$ 7,208	\$ 7,652	\$ 7,652	\$ 7,652	\$ 7,652
SPECIAL PROJECTS	\$ 118,558	\$ 363,584	\$ 432,543	\$ 396,469	\$ 396,469
EMPLOYEE ASSISTANCE PROGRAM	\$ 181	\$ 200	\$ 200	\$ 200	\$ 200
RETIREE HEALTH INSURANCE	\$ 59,318	\$ 18,299	\$ 9,607	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 121,658	\$ 378,312	\$ 208,920	\$ 120,939	\$ 120,939
TRANSFER - CAP RESERVE FUND	\$ 137,262	\$ 153,890	\$ 159,723	\$ 159,723	\$ 159,723
CHARGES-GENERAL FUND	\$ 301,807	\$ 301,807	\$ 394,223	\$ 394,223	\$ 394,223
<b>Operations Total</b>	<b>\$ 982,285</b>	<b>\$ 1,380,795</b>	<b>\$ 1,378,307</b>	<b>\$ 1,250,714</b>	<b>\$ 1,250,714</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 1,540,098	\$ 2,045,846	\$ 2,009,752	\$ 1,894,900	\$ 1,894,900



**STATEMENT OF PURPOSE**

To manage the City’s Municipal Separate Storm Sewer System (MS4) through a program of engineering, maintenance, construction, and cleaning of the infrastructure. Provide street sweeping and seasonal leaf collection services.

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Street Cleaning, Miles Swept / Month	62	45	60	65
Pipes Cleaned, Linear Feet of Pipe / Month	94	90	90	90
Illegal Discharge Detections, Each Month	1.60	1.55	2.00	N/A
Impervious Surface Area Added, Square Feet / Month *	66,000	60,000	65,000	N/A

\* Residential and Commercial

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 130,651	\$ 139,220	\$ 124,821	\$ 144,244	\$ 144,244
OVERTIME SALARIES	\$ 376	\$ 250	\$ 250	\$ 250	\$ 250
PART TIME SALARIES	\$ 1,590	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 8,524	\$ 10,528	\$ 9,568	\$ 11,053	\$ 11,053
RETIREMENT	\$ 10,287	\$ 12,414	\$ 12,783	\$ 14,768	\$ 14,768
401(K) EMPLOYER CONTRIBUTION	\$ 3,923	\$ 4,129	\$ 3,752	\$ 4,335	\$ 4,335
PENSION EXPENSE - LGERS	\$ 14,865	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 26,402	\$ 27,300	\$ 28,664	\$ 26,138	\$ 26,138
LIFE INSURANCE	\$ 274	\$ 340	\$ 311	\$ 357	\$ 357
EMP SEC INS	\$ 76	\$ 952	\$ 871	\$ 999	\$ 999
WORKERS COMPENSATION	\$ 4,500	\$ 4,500	\$ 4,800	\$ 4,800	\$ 4,800
<b>Personnel Total</b>	<b>\$ 201,469</b>	<b>\$ 199,633</b>	<b>\$ 185,820</b>	<b>\$ 206,944</b>	<b>\$ 206,944</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 948	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
EXPENDABLE EQUIPMENT	\$ 303	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 1,221	\$ 1,428	\$ 1,422	\$ 1,222	\$ 1,222
DEPARTMENT SUPPLIES	\$ 438	\$ 500	\$ 500	\$ 500	\$ 500
TRAVEL	\$ 729	\$ 800	\$ 800	\$ 800	\$ 800
TELEPHONE	\$ -	\$ 151	\$ 150	\$ 150	\$ 150
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
POSTAGE	\$ 197	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT AUTO	\$ 2,052	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
ADVERTISING	\$ 4,465	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAINING	\$ 2,211	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 576	\$ 634	\$ 385	\$ 385	\$ 385
DEPRECIATION EXPENSE	\$ 93,083	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
MISCELLANEOUS EXPENSE	\$ 4,639	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
SPECIAL PROJECTS	\$ 118,558	\$ 363,584	\$ 432,543	\$ 396,469	\$ 396,469
EMPLOYEE ASSISTANCE PROGRAM	\$ 181	\$ 200	\$ 200	\$ 200	\$ 200
RETIREE HEALTH INSURANCE	\$ 59,318	\$ 18,299	\$ 9,607	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 121,658	\$ 378,312	\$ 208,920	\$ 120,939	\$ 120,939
TRANSFER - CAP RESERVE FUND	\$ 25,427	\$ 8,622	\$ 10,961	\$ 10,961	\$ 10,961
CHARGES-GENERAL FUND	\$ 301,807	\$ 301,807	\$ 394,223	\$ 394,223	\$ 394,223
<b>Operations Total</b>	<b>\$ 739,061</b>	<b>\$ 1,092,837</b>	<b>\$ 1,080,059</b>	<b>\$ 955,262</b>	<b>\$ 955,262</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 940,530</b>	<b>\$ 1,292,470</b>	<b>\$ 1,265,879</b>	<b>\$ 1,162,206</b>	<b>\$ 1,162,206</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Assistant Public Works Director	0	0	0	1	1
Stormwater Engineer	1	1	1	0	0
Stormwater Technician	0	0	1	1	1
Stormwater Specialist	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL <sup>1</sup>	2	2	2	2	2

<sup>1</sup>Positions reclassified

**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 47,919	\$ 109,119	\$ 103,948	\$ 102,592	\$ 102,592
OVERTIME SALARIES	\$ 2,123	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
FICA TAX	\$ 3,624	\$ 8,578	\$ 8,182	\$ 8,078	\$ 8,078
RETIREMENT	\$ 3,858	\$ 10,114	\$ 10,930	\$ 10,793	\$ 10,793
401(K) EMPLOYER CONTRIBUTION	\$ 1,469	\$ 3,364	\$ 3,208	\$ 3,168	\$ 3,168
HEALTH CARE	\$ 14,331	\$ 29,889	\$ 28,821	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 113	\$ 270	\$ 257	\$ 255	\$ 255
EMP SEC INS	\$ 63	\$ 756	\$ 721	\$ 712	\$ 712
WORKERS COMPENSATION	\$ 6,750	\$ 6,750	\$ 7,200	\$ 7,200	\$ 7,200
<b>Personnel Total</b>	<b>\$ 80,250</b>	<b>\$ 171,840</b>	<b>\$ 166,267</b>	<b>\$ 162,993</b>	<b>\$ 162,993</b>
<b>Operations</b>					
UNIFORMS	\$ 2,766	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
EXPENDABLE EQUIPMENT	\$ 193	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 6,570	\$ 4,517	\$ 11,972	\$ 10,383	\$ 10,383
MAINT ST CLEAN EQUIP	\$ 21,520	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
MAINT AUTO	\$ 9,796	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
COUNTY LANDFILL CHARGES	\$ 22,587	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
INSURANCE PREMIUMS	\$ 2,635	\$ 2,898	\$ 2,525	\$ 2,525	\$ 2,525
MISCELLANEOUS EXPENSE	\$ 463	\$ 500	\$ 500	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 32,689	\$ 99,122	\$ 71,078	\$ 71,078	\$ 71,078
<b>Operations Total</b>	<b>\$ 99,217</b>	<b>\$ 158,037</b>	<b>\$ 137,075</b>	<b>\$ 135,486</b>	<b>\$ 135,486</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 179,467</b>	<b>\$ 329,877</b>	<b>\$ 303,342</b>	<b>\$ 298,479</b>	<b>\$ 298,479</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Maintenance Worker I/II/III/Sr. <sup>1</sup>	0	3	3	3	3
Equipment Operator <sup>1</sup>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup>Positions reclassified

**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 95,634	\$ 64,731	\$ 54,106	\$ 53,598	\$ 53,598
OVERTIME SALARIES	\$ 3,263	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
FICA TAX	\$ 7,401	\$ 5,028	\$ 4,216	\$ 4,177	\$ 4,177
RETIREMENT	\$ 7,741	\$ 5,929	\$ 5,632	\$ 5,580	\$ 5,580
401(K) EMPLOYER CONTRIBUTION	\$ 2,952	\$ 1,972	\$ 1,654	\$ 1,638	\$ 1,638
HEALTH CARE	\$ 25,054	\$ 18,298	\$ 19,214	\$ 18,130	\$ 18,130
LIFE INSURANCE	\$ 183	\$ 160	\$ 134	\$ 133	\$ 133
EMP SEC INS	\$ 36	\$ 449	\$ 376	\$ 372	\$ 372
WORKERS COMPENSATION	\$ 4,500	\$ 4,500	\$ 4,800	\$ 4,800	\$ 4,800
<b>Personnel Total</b>	<b>\$ 146,763</b>	<b>\$ 102,067</b>	<b>\$ 91,132</b>	<b>\$ 89,428</b>	<b>\$ 89,428</b>
<b>Operations</b>					
UNIFORMS	\$ 1,941	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
EXPENDABLE EQUIPMENT	\$ 758	\$ 750	\$ 750	\$ 750	\$ 750
STORM SEWERS	\$ 24,489	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 5,168	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
GAS & OIL	\$ 5,794	\$ 7,336	\$ 6,027	\$ 5,468	\$ 5,468
MAINT EQUIPMENT	\$ 3,367	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
MAINT AUTO	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
VEHICLE DAMAGE REPAIR	\$ 336	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 1,539	\$ 1,693	\$ 1,464	\$ 1,464	\$ 1,464
TRANSFER - CAP RESERVE FUND	\$ 20,796	\$ 33,296	\$ 65,184	\$ 65,184	\$ 65,184
<b>Operations Total</b>	<b>\$ 64,188</b>	<b>\$ 91,075</b>	<b>\$ 122,425</b>	<b>\$ 121,866</b>	<b>\$ 121,866</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 210,951</b>	<b>\$ 193,142</b>	<b>\$ 213,557</b>	<b>\$ 211,294</b>	<b>\$ 211,294</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Maintenance Worker I/II/III/Sr.	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 79,199	\$ 112,241	\$ 106,711	\$ 105,251	\$ 105,251
OVERTIME SALARIES	\$ 1,979	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
PART TIME SALARIES	\$ 3,540	\$ 10,440	\$ 10,481	\$ 10,481	\$ 10,481
FICA TAX	\$ 6,344	\$ 9,922	\$ 9,501	\$ 9,389	\$ 9,389
RETIREMENT	\$ 6,266	\$ 10,755	\$ 11,621	\$ 11,471	\$ 11,471
401(K) EMPLOYER CONTRIBUTION	\$ 2,401	\$ 3,577	\$ 3,411	\$ 3,368	\$ 3,368
HEALTH CARE	\$ 20,377	\$ 27,447	\$ 28,821	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 154	\$ 278	\$ 265	\$ 261	\$ 261
EMP SEC INS	\$ 71	\$ 851	\$ 815	\$ 805	\$ 805
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 129,331</b>	<b>\$ 191,511</b>	<b>\$ 188,226</b>	<b>\$ 184,821</b>	<b>\$ 184,821</b>
<b>Operations</b>					
UNIFORMS	\$ 1,150	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
EXPENDABLE EQUIPMENT	\$ 520	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 2,729	\$ 3,883	\$ 4,156	\$ 3,508	\$ 3,508
MAINT EQUIPMENT	\$ 14,642	\$ 17,607	\$ 17,607	\$ 17,607	\$ 17,607
INSURANCE PREMIUMS	\$ 322	\$ 354	\$ 333	\$ 333	\$ 333
MISCELLANEOUS EXPENSE	\$ 2,106	\$ 2,152	\$ 2,152	\$ 2,152	\$ 2,152
TRANSFER - CAP RESERVE FUND	\$ 58,350	\$ 12,850	\$ 12,500	\$ 12,500	\$ 12,500
<b>Operations Total</b>	<b>\$ 79,818</b>	<b>\$ 38,846</b>	<b>\$ 38,748</b>	<b>\$ 38,100</b>	<b>\$ 38,100</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 209,150</b>	<b>\$ 230,357</b>	<b>\$ 226,974</b>	<b>\$ 222,921</b>	<b>\$ 222,921</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Equipment Operator <sup>1</sup>	2	0	0	0	0
Crew Leader	1	1	1	1	1
Maintenance Worker I/II/III/Sr. <sup>1</sup>	0	2	2	2	2
Seasonal/Part-Time Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup>Position reclassified

**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<u>2019</u> <u>Actual</u>	<u>2020</u> <u>Estimate</u>	<u>2021</u> <u>Budget</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 5,846	\$ 7,506	\$ 2,500
Total miscellaneous	<u>\$ 5,846</u>	<u>\$ 7,506</u>	<u>\$ 2,500</u>
<b>OTHER FINANCING SOURCES:</b>			
Operating transfer from Stormwater Fund	\$ 137,262	\$ 153,890	\$ 159,723
Interfund revenues	<u>296,006</u>	<u>-</u>	<u>-</u>
Total other financing sources	<u>\$ 433,268</u>	<u>\$ 153,890</u>	<u>\$ 159,723</u>
 Total revenues and other financing sources	 <u>\$ 439,114</u>	 <u>\$ 161,396</u>	 <u>\$ 162,223</u>



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**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**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
TRANSFER - CAP RESERVE FUND	\$ -	\$ -	\$ 55,104	\$ 55,104	\$ 55,104
EQUIPMENT REPLACEMENT RESERV	\$ -	\$ 72,210	\$ -	\$ 103,720	\$ 103,720
<b>Operations Total</b>	\$ -	\$ 72,210	\$ 55,104	\$ 158,824	\$ 158,824
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 84,680	\$ 144,212	\$ -	\$ -
C O COMPUTER EQUIPMENT	\$ -	\$ -	\$ 3,399	\$ 3,399	\$ 3,399
<b>Capital Total</b>	\$ -	\$ 84,680	\$ 147,611	\$ 3,399	\$ 3,399
<b>Grand Total</b>	\$ -	\$ 156,890	\$ 202,715	\$ 162,223	\$ 162,223

**CAPITAL OUTLAY**

	<b>Requested FY 20-21</b>	<b>Mgr Recommends FY 20-21</b>	<b>Adopted FY 20-21</b>
Computer Equipment Replacement	\$ 3,000	\$ 3,000	\$ 3,000
Replace Phone System	399	399	399
Replace SW39803 w/ like Pull Behind Leaf Vac	72,106	-	-
Replace SW30105 w/ like Pull Behind Leaf Vac	72,106	-	-
<b>Total Capital Outlay</b>	<b>\$ 147,611</b>	<b>\$ 3,399</b>	<b>\$ 3,399</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Intergovernmental:			
Federal	\$ 404,739	\$ 406,520	\$ 411,845
Cares Act Funds	-	168,950	-
Miscellaneous:			
Other	\$ 94,041	\$ 32,412	\$ 20,000
Total revenues	<u>\$ 498,780</u>	<u>\$ 607,882</u>	<u>\$ 431,845</u>

**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**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
<b>Operations Total</b>	\$ 530,860	\$ 472,795	\$ 431,845	\$ 431,845	\$ 431,845
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 530,860	\$ 472,795	\$ 431,845	\$ 431,845	\$ 431,845



**CITY OF SALISBURY, NORTH CAROLINA**

**INTERNAL SERVICE FUNDS**

**FINANCIAL PLAN**

For the Year Ending June 30, 2021

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

REVENUES	
Charges for Services	\$ 6,688,322
Interest Earned on Investments	<u>10,000</u>
Total Revenues	<u>\$ 6,698,322</u>
EXPENDITURES	
Employee Benefits	\$ 6,656,522
Miscellaneous Expenditures	<u>41,800</u>
Total Expenditures	<u>\$ 6,698,322</u>

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

REVENUES	
Charges for Services	\$ 1,101,600
Interest Earned on Investments	7,000
Appropriate from Reserves	<u>149,905</u>
Total Revenues	<u>\$ 1,258,505</u>
EXPENDITURES	
Employee Benefits	<u>\$ 1,258,505</u>
Total Expenditures	<u>\$ 1,258,505</u>



## Capital Improvement Program

The City of Salisbury's ten year capital improvement program (CIP) outlines the City's vision for achieving the goals, objectives, and service levels desired by the Council. The purpose of this program is to forecast and match projected annual revenues with major capital needs over the next ten years. Capital planning is an important management tool that strengthens the linkages between the community's infrastructure needs and the financial capacity of the City.

The City defines CIP capital expenditures as any expenditure greater than \$10,000, results in the acquisition of a fixed asset, and has a useful life greater than three years. Items included in the CIP are those that involve acquisition, renovation, or construction of a single fixed asset greater than \$10,000, equipment purchases, land purchases not associated with another CIP project, capital road maintenance, or construction costs greater than \$10,000 (excluding recurring or routine maintenance projects).

The City engages the services of WR-Martin Management Consultants to annually update the CIP. As part of this engagement, the Council holds two CIP work sessions with staff each fiscal year to review both the forecasted revenues and potential capital expenditures that are reflected in the CIP. This practice allows the Council to thoughtfully and deliberately discuss the capital needs in an on-going fashion and to be better informed during the budget review and adoption process. **Due to the financial uncertainties related to COVID-19, the FY2021-2030 General Fund CIP was discontinued until a later date. Only the Water & Sewer Fund CIP was prepared.**

The annual update of the CIP is to ensure that it addresses new and changing priorities within the City. Each page of the CIP includes the following:

- A project name
- The responsible City department
- A project description and how it addresses a City goal
- The funding source
- A ten year financial summary chart
- A description of the financial impact on operations and/or debt service, if applicable

With careful capital planning, the Council can address the ongoing needs of the community now, and prepare for future needs. The following pages are submitted for your review and approval.



Water and Sewer Camera Van



Water and Sewer Water Tower



Water and Sewer Construction

**City of Salisbury**  
**10 Year Capital Improvement Program**

**Water & Sewer Fund**

10 - Year CIP Summary	15 - 4
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**City of Salisbury  
10 Year Capital Improvement Program  
Water & Sewer Fund**

Department	Project Name	Fiscal Year				
		2021	2022	2023	2024	2025
Administration	Maintenance Building Up fit (Cemetery Street)	100,000	-	-	-	-
Raw Water	Raw Water Pump Station Improvements					
	Raw Water Piping 24" Concrete Pipe	-	150,000	-	-	-
	Electrical System Upgrade	-	100,000	-	-	-
	Intake Wing Wall Rehab	-	220,000	-	-	-
Raw Water	Raw Water Reservoir Dredging	-	200,000	-	-	-
Raw Water	Raw Water NEW Raw Water Pump Station					
	New Raw Water Pump Station Design	200,000	500,000	-	-	-
	New Raw Water Pump Station Construction	-	-	5,350,000	5,350,000	-
Raw Water	Water Treatment Raw Water Reservoir (30MG)	-	-	-	-	3,000,000
Water Treatment Plant	Security Improvements	-	100,000	-	-	-
Water Treatment Plant	Water Treatment Plant Upgrades					
	Control Room Upgrade	-	1,000,000	1,000,000	-	-
	Finished Water Clearwell Storage	-	-	-	-	-
Water Distribution	Water Line Extensions					
	Water Extensions	250,000	250,000	250,000	250,000	250,000
	Granite Quarry Secondary Waterline	-	500,000	-	-	-
	Rockwell Secondary Waterline	-	500,000	-	-	-
Water Distribution	Water Line Rehab/Replacement	400,000	450,000	500,000	550,000	600,000
Water Distribution	Galvanized Service Replacement Program	-	-	-	-	-
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	-
Water Distribution	Water Distribution Asset Management Contingency	-	200,000	200,000	200,000	200,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	400,000	450,000	500,000	550,000	600,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation					
	Grant Creek Interceptor Rehab	250,000	500,000	1,000,000	1,000,000	-
	Town Creek Interceptor Rehab	-	-	-	-	-
	Crane Creek Interceptor Rehab	-	-	-	-	1,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations					
	Eliminations (Hitachi LS)	-	600,000	-	-	-
	Eliminations (St Luke LS)	-	883,085	-	-	-
Wastewater Treatment Plant	WWTP Improvements					
	Town Creek Access Road Remote	-	500,000	-	-	-
	Septage Receiving Station	-	500,000	-	-	-
	Nutrient Removal Facility	-	-	-	-	-
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	-	250,000	250,000	250,000	250,000
		<b>1,850,000</b>	<b>8,103,085</b>	<b>9,300,000</b>	<b>8,400,000</b>	<b>6,150,000</b>

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**City of Salisbury  
10 Year Capital Improvement Program  
Water & Sewer Fund**

Department	Project Name	Fiscal Year					10 Year Total
		2026	2027	2028	2029	2030	
Administration	Maintenance Building Up fit (Cemetery Street)	-	-	-	-	-	100,000
Raw Water	Raw Water Pump Station Improvements						
	Raw Water Piping 24" Concrete Pipe	-	-	-	-	-	150,000
	Electrical System Upgrade	-	-	-	-	-	100,000
	Intake Wing Wall Rehab	-	-	-	-	-	220,000
Raw Water	Raw Water Reservoir Dredging	-	-	-	-	-	200,000
Raw Water	Raw Water NEW Raw Water Pump Station						
	New Raw Water Pump Station Design	-	-	-	-	-	700,000
	New Raw Water Pump Station Construction	-	-	-	-	-	10,700,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	3,000,000	-	-	-	-	6,000,000
Water Treatment Plant	Security Improvements	-	-	-	-	-	100,000
Water Treatment Plant	Water Treatment Plant Upgrades						
	Control Room Upgrade	-	-	-	-	-	2,000,000
	Finished Water Clearwell Storage	2,000,000	-	-	-	-	2,000,000
Water Distribution	Water Line Extensions						
	Water Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
	Granite Quarry Secondary Waterline	-	-	-	-	-	500,000
	Rockwell Secondary Waterline	-	-	-	-	-	500,000
Water Distribution	Water Line Rehab/Replacement	650,000	700,000	750,000	800,000	850,000	6,250,000
Water Distribution	Galvanized Service Replacement Program	1,000,000	1,000,000	2,000,000	-	-	4,000,000
Water Distribution	Elevated Water Storage Tanks	-	-	-	2,000,000	-	2,000,000
Water Distribution	Water Distribution Asset Management Contingency	200,000	200,000	200,000	200,000	200,000	1,800,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	650,000	700,000	750,000	800,000	850,000	6,250,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation						
	Grant Creek Interceptor Rehab	-	-	-	1,000,000	1,000,000	4,750,000
	Town Creek Interceptor Rehab	-	1,000,000	1,000,000	-	-	2,000,000
	Crane Creek Interceptor Rehab	1,000,000	-	-	-	-	2,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations						
	Eliminations (Hitachi LS)	-	-	-	-	-	600,000
	Eliminations (St Luke LS)	-	-	-	-	-	883,085
Wastewater Treatment Plant	WWTP Improvements						
	Town Creek Access Road Remote	-	-	-	-	-	500,000
	Septage Receiving Station	-	-	-	-	-	500,000
	Nutrient Removal Facility	6,000,000	6,000,000	-	-	-	12,000,000
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	250,000	250,000	250,000	250,000	250,000	2,250,000
		<b>15,250,000</b>	<b>10,350,000</b>	<b>5,450,000</b>	<b>5,550,000</b>	<b>3,650,000</b>	<b>74,053,085</b>

## Capital Improvement Program FY 2021-30

**Project Name:** Maintenance Building Upfit (Cemetery St.)

**Department:** Administration

**Project Description:** The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	100										100
Other											-
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	<b>100</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Pump Station Improvements

**Department:** Raw Water

**Project Description:** An existing section of the 24" concrete pipe that conveys raw water from the pump station to the reservoirs needs to be replaced. Additionally, the electrical system needs to be upgraded and the intake wing wall is scheduled for rehabilitation.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction		470									470
Other											-
<b>Capital Total</b>	-	470	-	-	-	-	-	-	-	-	470

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Reservoir Dredging

**Department:** Raw Water

**Project Description:** Both raw water reservoirs have accumulated sediment over the years and will require dredging. Removing the accumulated sediment will increase current raw water storage capacities.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other		200									200
<b>Capital Total</b>	-	200	-	-	-	-	-	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** New Raw Water Pump Station

**Department:** Raw Water

**Project Description:** 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 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 increase withdrawal capacity for future system demands.

**Proposed Funding Source:** Water & Sewer Revenue Bonds (20 years)

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design	200	500									700
Construction			5,350	5,350							10,700
Other											-
<b>Capital Total</b>	<b>200</b>	<b>500</b>	<b>5,350</b>	<b>5,350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,400</b>

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operation											-
Debt Cost			394	1,391	1,391	1,391	1,391	1,391	1,391	1,391	10,131
<b>Operating Total</b>	<b>-</b>	<b>-</b>	<b>394</b>	<b>1,391</b>	<b>10,131</b>						

## Capital Improvement Program FY 2021-30

**Project Name:** Raw Water Reservoir (30MG)

**Department:** Raw Water

**Project Description:** This project includes the design and construction of a new 30 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.

**Proposed Funding Source:** Water & Sewer Revenue Bonds (20 years)

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											
Construction					3,000	3,000					6,000
Other											-
<b>Capital Total</b>	-	-	-	-	3,000	3,000	-	-	-	-	6,000

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost					150	528	528	528	528	528	2,790
<b>Operating Total</b>	-	-	-	-	150	528	528	528	528	528	2,790

## Capital Improvement Program FY 2021-30

**Project Name:** Water Plant Security Improvements

**Department:** Water Treatment Plant

**Project Description:** The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction		100									100
Other											-
<b>Capital Total</b>	-	100	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Water Plant Upgrades

**Department:** Water Treatment Plant

**Project Description:** Improvements include rehabilitating or bypassing the sedimentation basins in order to improve operational efficiencies. Other upgrades include an improved upgrade to the control room and the addition of a finished water clearwell.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		1,000	1,000			2,000					4,000
Other											-
<b>Capital Total</b>	-	1,000	1,000	-	-	2,000	-	-	-	-	4,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Water Extensions

**Department:** Water Distribution

**Project Description:** Currently, a single water main feeds the distribution system supplying the towns of Granite Quarry and Rockwell. Multiple feeds would provide a redundant source of water and also improve the hydraulic characteristics of the distribution system. Funding for future waterline extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is also proposed.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	250	1,250	250	250	250	250	250	250	250	250	3,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>1,250</b>	<b>250</b>	<b>3,500</b>							

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Water Line Rehab/Replacement

**Department:** Water Distribution

**Project Description:** Much of the existing distribution system, installed 50-70 years ago, is approaching the end of its useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	400	450	500	550	600	650	700	750	800	850	6,250
Other											-
<b>Capital Total</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>750</b>	<b>800</b>	<b>850</b>	<b>6,250</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Galvanized Service Replacement Program

**Department:** Water Distribution

**Project Description:** Due to recent national incidents involving lead in drinking water, it is anticipated that future regulatory action will require an elimination of lead piping in drinking water systems. While lead services do not exist in the distribution system, lead "goosenecks" were previously used to connect galvanized service lines to the water main. SRU is in the process of identifying galvanized service lines throughout the system in preparation for a future replacement initiative.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction						1,000	1,000	2,000			4,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	1,000	1,000	2,000	-	-	4,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Elevated Water Storage Tanks

**Department:** Water Distribution

**Project Description:** The existing tanks were located to accommodate the 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 future along Highway 70 and Highway 29 corridors, as demand grows.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction									2,000		2,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	-	-	-	2,000	-	2,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Asset Management Contingency

**Department:** Water Distribution

**Project Description:** SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment Grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		200	200	200	200	200	200	200	200	200	1,800
Other											-
<b>Capital Total</b>	-	200	200	200	200	200	200	200	200	200	1,800

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Sanitary Sewer Extensions

**Department:** Sanitary Sewer Collections

**Project Description:** Economic development and environmentally sensitive areas will require the extension of sanitary sewer service. Funding for future sewer extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is proposed.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	250	250	250	250	250	250	250	250	250	250	2,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>2,500</b>									

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name** Sanitary Sewer Line Rehabilitation (I&I Reduction)

**Department:** Sanitary Sewer Collections

**Project Description:** Repair aging infrastructure to be in compliance with state and federal standards once identified through regular, mandated inspections. Inflow & Infiltration (I&I) is a significant problem, as it strains existing wastewater treatment plant and sewer lift station capacity, causing 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. Rehabilitation projects may consist of replacement, realignment, trenchless rehab, or an upgrade in pipe size to increase capacity.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	400	450	500	550	600	650	700	750	800	850	6,250
Other											-
<b>Capital Total</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>750</b>	<b>800</b>	<b>850</b>	<b>6,250</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Sanitary Sewer Interceptor Rehabilitation

**Department:** Sanitary Sewer Collections

**Project Description:** Much of the existing gravity interceptors were installed 30-40 years ago and are approaching the end of useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction. Assessments are planned for the older sections of the Grants Creek, Town Creek, and Crane Creek interceptors in the next one-two years.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	250	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,750
Other											-
<b>Capital Total</b>	<b>250</b>	<b>500</b>	<b>1,000</b>	<b>8,750</b>							

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Lift Stations Upgrades & Eliminations

**Department:** Sanitary Sewer Lift Stations

**Project Description:** Sanitary sewer lift stations create a single point of failure and often limit capacity in the collection system, with higher operational and maintenance costs. When possible, lift stations are eliminated through the installation of gravity sewer extensions. Hitachi (FY22) and St. Luke's (FY22) are scheduled for elimination. Crane Creek lift station cannot be eliminated and is currently under design for improvements that will increase efficiency and capacity, as well as operational redundancy.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		1,483									1,483
Other											-
<b>Capital Total</b>	-	1,483	-	-	-	-	-	-	-	-	1,483

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Wastewater Treatment Plant Improvements

**Department:** Wastewater Treatment Plant

**Project Description:** Improvements and upgrades to the wastewater treatment facilities are required in order to maintain regulatory compliance and repair/replace aging equipment.

Projects include:

- Town Creek access road re-route
- Septage receiving station
- Nutrient removal upgrades

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		1,000				6,000	6,000				13,000
Other											-
<b>Capital Total</b>	-	1,000	-	-	-	6,000	6,000	-	-	-	13,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Asset Management Contingency

**Department:** Wastewater Treatment

**Project Description:** SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment Grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		250	250	250	250	250	250	250	250	250	2,250
Other											-
<b>Capital Total</b>	<b>-</b>	<b>250</b>	<b>2,250</b>								

**Operating Fund Impact:** None



**DEBT MANAGEMENT PROGRAM**

**OUTSTANDING DEBT**

As of June 30, 2020, the City of Salisbury will have \$78,147,576 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
Installment Purchases	\$ <u>9,141,998</u>
Water and Sewer Fund:	
Revenue Bonds	\$ 45,915,438
Capital Leases/Installment Purchases	<u>1,593,140</u>
	<u>\$ 47,508,578</u>
Fibrant Communications Fund:	
Installment Purchases	<u>\$ 21,415,000</u>
HUD Fund:	
Section 108 Loan	<u>\$ 82,000</u>
Total	<u>\$ 78,147,576</u>

**General Fund/General Fund Capital Reserve Fund**

The City has entered into various installment purchase contracts to finance the acquisition and renovation of various equipment and facilities. These installment purchase contracts are as follows:

	<b>Balance</b>
	<b><u>June 30, 2020</u></b>
\$3,565,680 Installment Purchase Contract for construction and facilities improvements, rate of 3.83%, issued May 2006, payable in 30 semi-annual payments of \$118,856 principal plus interest, maturing serially to 2021	\$ 237,712
\$2,417,601 Installment Purchase Contract to purchase telecommunications equipment, rate of 1.85%, issued August 2013, payable in 20 semi-annual payments of \$120,880 principal plus interest, maturing serially to 2024	846,160
\$1,962,188 Installment Purchase Contract to purchase new fire trucks, rate of 2.68%, issued March 2018, payable in 12 semi-annual payments of \$163,515 principal plus interest, maturing serially to 2024	1,308,126
\$7,500,000 Installment Purchase Contract for construction of Fire Station 6 dated September 2018, interest rate 3.17%, payable in 30 semi-annual payments of \$250,000 principal plus interest, maturing serially to 2034	<u>6,750,000</u>
	<u>\$ 9,141,998</u>

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

Year Ending	Installment Purchases	
	June 30,	
	Principal	Interest
2021	1,306,503	264,479
2022	1,068,791	228,458
2023	1,068,791	199,309
2024	947,911	170,160
2025	500,000	146,613
2026	500,000	130,763
2027	500,000	114,913
2028	500,000	99,063
2029	500,000	83,213
2030	500,000	67,363
2031	500,000	51,513
2032	500,000	35,663
2033	500,000	19,813
2034	250,000	3,963
Totals	<u>\$ 9,141,998</u>	<u>\$ 1,615,283</u>

**Water and Sewer Fund**

Long-term debt of the Water and Sewer Fund includes the following revenue bond issues:

	<u>June 30, 2020</u>
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 2,490,438
Revenue Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	3,565,000
Revenue Water and Sewer Series 2020, rate of 3.40%, issued April 2020, maturing serially to 2045	<u>39,860,000</u>
	<u>\$ 45,915,438</u>

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

Fiscal Year	Gross Revenues (1)	Operating Expenditures (2)	Net Revenues Available for	Debt Service Requirements		Coverage Ratios	
			Revenue Bond Debt Service	Parity Debt (3)	All Debt	Parity Debt	All Debt
2017	26,102,355	15,191,893	10,910,462	3,004,086	4,895,495	363.19%	222.87%
2018	25,807,649	16,387,723	9,419,926	3,010,952	4,132,963	312.86%	227.92%
2019	27,745,332	17,094,031	10,651,301	2,865,363	3,950,115	371.73%	269.65%

- (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.

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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 2.6% to 5.6%. The City has recorded water and sewer assets related to these leases at the City's cost of \$20,258,125. The future minimum lease payments at June 30, 2019, total \$1,140,800, including \$94,570 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

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

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

<b>Year Ending June 30,</b>	<b>Revenue Bonds</b>		<b>Captl Leases/Instmt Purchases</b>		<b>Total</b>	
	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>
2021	2,612,586	1,804,975	348,730	35,209	2,961,316	1,840,183
2022	2,861,461	2,013,061	338,730	27,130	3,200,191	2,040,191
2023	2,985,898	1,884,210	338,730	19,655	3,324,628	1,903,865
2024	3,085,920	1,793,232	190,203	12,180	3,276,123	1,805,412
2025	3,216,550	1,653,954	125,583	8,684	3,342,133	1,662,638
2026	2,837,813	1,508,551	125,583	5,789	2,963,396	1,514,340
2027	2,735,210	1,383,587	125,583	2,895	2,860,793	1,386,481
2028	1,375,000	1,266,487	-	-	1,375,000	1,266,487
2029	935,000	1,210,250	-	-	935,000	1,210,250
2030	985,000	1,163,500	-	-	985,000	1,163,500
2031	1,035,000	1,114,250	-	-	1,035,000	1,114,250
2032	1,085,000	1,062,500	-	-	1,085,000	1,062,500
2033	1,140,000	1,008,250	-	-	1,140,000	1,008,250
2034	1,195,000	951,250	-	-	1,195,000	951,250
2035	1,255,000	891,500	-	-	1,255,000	891,500
2036	1,320,000	828,750	-	-	1,320,000	828,750
2037	1,385,000	762,750	-	-	1,385,000	762,750
2038	1,455,000	693,500	-	-	1,455,000	693,500
2039	1,525,000	620,750	-	-	1,525,000	620,750
2040	1,600,000	544,500	-	-	1,600,000	544,500
2041	1,680,000	464,500	-	-	1,680,000	464,500
2042	1,765,000	380,500	-	-	1,765,000	380,500
2043	1,855,000	292,250	-	-	1,855,000	292,250
2044	1,945,000	199,500	-	-	1,945,000	199,500
2045	2,045,000	102,250	-	-	2,045,000	102,250
<b>Totals</b>	<b>\$ 45,915,438</b>	<b>\$ 25,598,806</b>	<b>\$ 1,593,140</b>	<b>\$ 111,542</b>	<b>\$ 47,508,578</b>	<b>\$ 25,710,348</b>

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**Fibrant Communications Fund**

Long-term debt of the Fibrant Communications Fund includes the following installment purchase debt issue:

	<b>Balance</b>
	<b><u>June 30, 2020</u></b>
Installment Purchase Refunding, issued December 2008, revised July 2018, rate 3.84%, maturing serially to 2029	<u>\$ 21,415,000</u>

In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.33%, maturing serially to 2029. In April 2013, the City issued \$16,928,000 in Refunding Certificates of Participation to refund a portion of the Series 2008. The City completed the refunding to reduce its total debt service payments by \$2,086,141 and to obtain an economic gain (difference between the present value of the old and new debt service payments) of \$1,968,375. On September 14, 2016, the City completed a \$29,680,000 Installment Financing to advance refund the \$30,983,000 outstanding Certificates of Participation above. As a result of this refunding, the Certificates of Participation were considered to be defeased. The City completed the advance refunding and reduced its total debt service payments over 13 years by \$5,599,305. The City held a referendum in May 2018 as a requirement to enter into a lease agreement for management of the broadband utility, which resulted in over 80% support of lease. Another requirement of the lease was to complete a taxable debt refinancing for broadband, which was completed in July 2018 for \$25,875,000 at 3.84%. In October 2019, with continued decreasing interest rates, the city was able to secure a revision to the installment financing, whereby the interest rate was renegotiated to 2.75%, with the same maturity of March 2029.

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

<b>Year Ending</b>	<b>Installment Purchases</b>	
	<b>June 30,</b>	
	<b>Principal</b>	<b>Interest</b>
2021	2,040,000	588,913
2022	2,120,000	532,813
2023	2,200,000	474,513
2024	2,280,000	414,013
2025	2,370,000	351,313
2026	2,460,000	286,138
2027	2,555,000	218,488
2028	2,655,000	148,225
2029	<u>2,735,000</u>	<u>75,213</u>
Totals	<u>\$ 21,415,000</u>	<u>\$ 3,089,625</u>

**Special Revenue Fund**

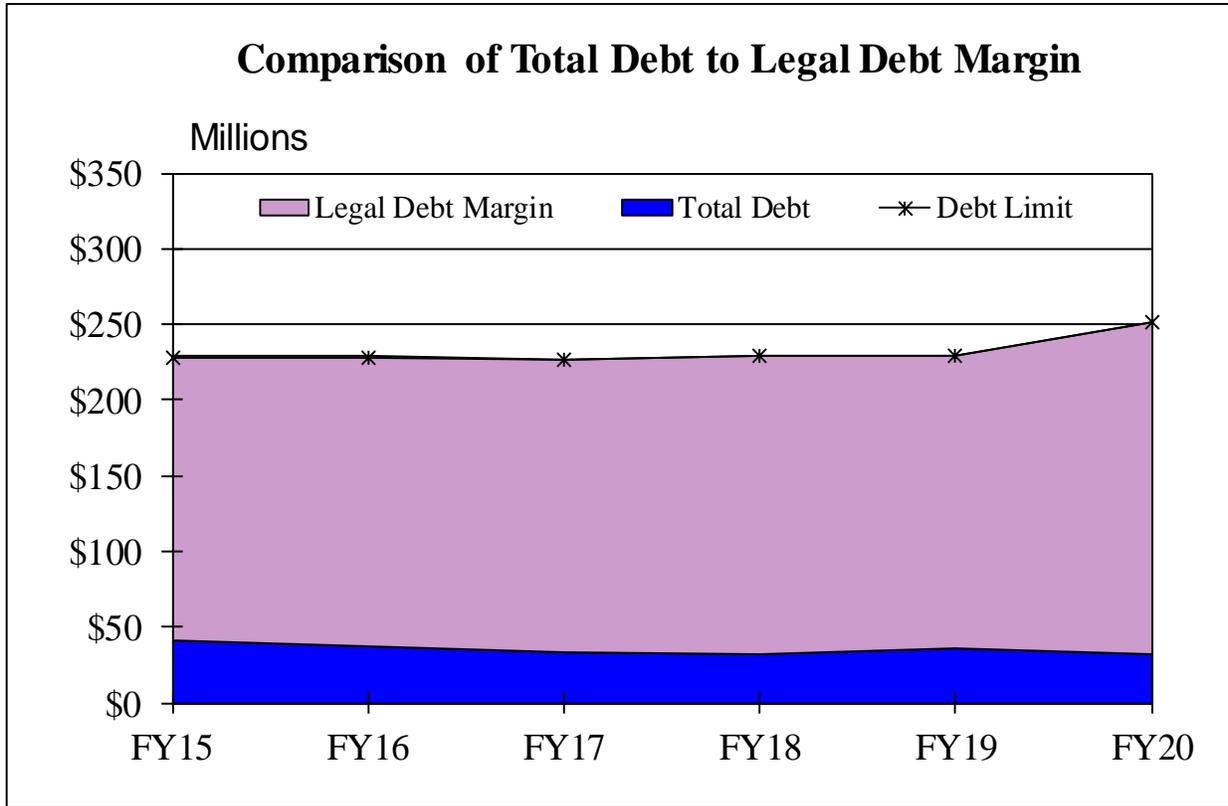
The City borrowed funds on loan from the U. S. Department of Housing and Urban Development pursuant to Section 108 of Title I of the Community Development Act of 1974. The loan was used to renovate two buildings to form a new community center. The City borrowed a total of \$596,000 under this loan.

Future maturities and interest are:

<b>Year Ending</b>	<b>HUD Section 108 Loan</b>	
	<b>June 30,</b>	
	<b>Principal</b>	<b>Interest</b>
2021	34,000	3,630
2022	34,000	1,740
2023	<u>14,000</u>	<u>395</u>
Totals	<u>\$ 82,000</u>	<u>\$ 5,765</u>

**LEGAL DEBT MARGIN**

As shown on the graph below, the City has maintained an ample legal debt margin. This margin is based on a debt limit of 8% of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed infrastructure projects and equipment as outlined in the CAPITAL IMPROVEMENT PROGRAM section. Furthermore, the City complies with the Debt Management Policy as defined in the FINANCIAL MANAGEMENT POLICIES.



**Computation of Legal Debt Margin at June 30, 2020:**

Debt limit: Total assessed value of \$3,143,462,454 x 8%		\$ 251,476,996
Amount of debt applicable to debt limit:		
Total certificates of participation		21,415,000
Fibrant Communications Fund	21,415,000	
Total capitalized lease obligation		10,735,138
General Fund	9,141,998	
Water & Sewer Fund	1,593,140	
	Total amount of debt applicable to debt limit	<u>32,150,138</u>
<b>LEGAL DEBT MARGIN</b>		<u><u>\$ 219,326,858</u></u>

**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, 2019.

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes: Rowan County	\$ 59,669,052	22.98%	\$ 13,714,754
City of Salisbury direct debt			<u>10,448,501</u>
Total direct and overlapping debt			<u>\$ 24,163,255</u>

Sources: Assessed value data used to estimate applicable percentages and outstanding debt data provided by Rowan County Finance Department.

Note: Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the city. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of the City of Salisbury. This process recognizes that, when considering the government's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.



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**BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2020, AND ENDING JUNE 30, 2021**

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, 2020, and ending June 30, 2021, 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	\$ 364,233
Management and Administration	1,196,545
Communications	448,151
Human Resources	1,300,813
Finance	1,379,552
Business Services	439,711
Planning & Community Development	733,106
Information Technology	1,710,973
Development Services	471,499
Code Services	341,495
Downtown Development	347,038
Facilities Maintenance	327,992
Central City Buildings	581,229
Plaza	474,453
Police Services	2,705,024
Police Administration	1,951,021
Police Operations	5,536,056
Fire Department	7,391,497
Telecommunications	648,450
Traffic Operations	308,982
Street Lighting	526,521
Transportation	241,611
Engineering	3,180,301
Public Works Administration	273,922
Streets	2,191,584
Solid Waste	1,692,696
Waste Management - Other	535,229
Cemetery	99,750
Grounds Maintenance	1,272,104
Parks and Recreation	1,743,423
Fleet Management	1,128,267
Education	40,000
Fibrant Support	2,970,000
Debt Service	1,091,690
TOTAL GENERAL FUND	<u>\$ 45,644,918</u>

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

Utilities Mgt. and Administration	\$ 6,399,152
Plant Operations-Water Treatment	2,209,491
Systems Maintenance	6,576,815
Environmental Services	637,360
Plant Operations-Wastewater Treatment	4,657,899
Meter Services	733,630
Water and Sewer Debt Service	<u>4,801,500</u>
TOTAL WATER AND SEWER FUND	<u>\$ 26,015,847</u>

(3) That for said fiscal year there is hereby appropriated out of the TRANSIT FUND for the purpose of operating Salisbury's Transit System, the sum of

\$ 1,487,545

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

\$ 2,196,841

(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

\$ 521,712

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

\$ 3,784,000

(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

\$ 1,894,900

(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

\$ 162,223

(9) That for the 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

\$ 307,229

(10) That for the HOME 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

\$ 124,616

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, 2020 and ending June 30, 2021:

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General Fund:	
Taxes	\$ 22,192,839
Unrestricted governmental	10,979,000
Restricted governmental	3,302,984
Charges for services	7,881,840
Miscellaneous	417,793
Other financing sources	870,462
Total revenues and other financing sources	<u>\$ 45,644,918</u>
Water and Sewer Fund:	
Operating revenues	\$ 25,765,718
Nonoperating revenues	250,129
Total revenues	<u>\$ 26,015,847</u>
Transit Fund:	
Charges for services	\$ 79,573
Intergovernmental revenues	805,972
Other financing sources	602,000
Total revenues and other financing sources	<u>\$ 1,487,545</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 2,123,737
Nonoperating revenues	18,000
Other financing sources	55,104
Total revenues and other financing sources	<u>\$ 2,196,841</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 509,212
Miscellaneous	12,500
Total revenues and other financing sources	<u>\$ 521,712</u>
Fibrant Communications Fund:	
Operating revenues	\$ 806,000
Nonoperating revenues	8,000
Other financing sources	2,970,000
Total revenues	<u>\$ 3,784,000</u>
Stormwater Fund:	
Total revenues	<u>\$ 1,894,900</u>
Stormwater Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 162,223</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 287,229
Miscellaneous	20,000
Total revenue	<u>\$ 307,229</u>
HOME Fund:	
Total revenue	<u>\$ 124,616</u>

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### 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, 2020 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)

-- \$ .7196

#### Municipal Service District:

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

-- \$ .176

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$3,152,143,472 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. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2020 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 6. 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 7. Copies of this ordinance shall be furnished to the City's Finance Director, to be kept on file, for direction in the disbursement of City funds.

Section 8. 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:

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**ADMINISTRATION**

	Fee
Sale of Salisbury Code of Ordinances-soft book binder	\$238.64
Sale of Salisbury City Council meeting recording	\$2 per CD
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing

**COMMUNITY PLANNING SERVICES**

*Development Services*

Zoning Board of Adjustment:

Administrative appeal	\$300
Variance	\$300

Conditional District Petition or General Development Overlay:

Adoption	\$1,000
Amendment	\$750
Revisions	\$50

District Map & Text Amendment Petition

LDO Map Amendment (General Rezoning or Historic Map Amendment)	\$600
Land Development Ordinance Text Amendment	\$600

Vested Rights Extension

\$600 without rezoning

Notifications/Mailing:

1 - 20	\$25
21 - 50	\$75
51 - 100	\$150
Greater than 100	\$300

After-the-fact Certificate of Appropriateness (HPC)

\$250

After-the-Fact Zoning Permit

Double Regular Permit Fee

Major Site Plan Review (1st Submittal + Two Revisions)

\$500

Major Site Plan Re-Review

\$250 for each additional

Minor Site Plan Review (1st Submittal + Two Revisions)

\$150

Minor Site Plan Re-Review

\$75 for each additional

Alternate Methods of Compliance

\$50

Special Use Permit

\$500

Zoning Permit for New Single Family

\$50 (House <5 DU)

Zoning Permit for New Multi-family

\$150

Zoning Permit for New Non-residential

\$300

Zoning Permit for Addition, Accessory, Upfit of Residential

\$25

Zoning Permit for Addition, Accessory, Upfit of Non-residential

\$100

Zoning Verification Letter

\$60

Predevelopment Permit for Site Grading (LIA)

\$100

Predevelopment Permit for Site Grading (HIA)

\$300

New Telecommunications Tower Special Use Permit Application

\$5,000

Height Addition of Existing Telecommunications Tower Application

\$1,500

Sidewalk Dining Permit (Annually)

\$10

Special Event Permit

\$50

Temporary Sign Permit

\$25

Permit for Sign Panel / Face Change

\$50

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	Fee
Permit for New Wall, Canopy, Proj., Ground Sign	\$100
Temporary Use Permit	\$100
Temporary Construction Trailer	\$25
Tree Removal Permit	\$10
Home Occupation	\$50
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	\$26.50 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking	\$1 per foot annually
<b>Code Enforcement</b>	
Nuisance abatement	Mobilization fee \$250 + contractor & landfill costs
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$250 + \$100 for every hour or portion thereof + associated landfill fees
Second violation within 12 months by the same owner at the same location	Not less than \$500
Demolition or Moving Permit Application Fee	\$50
Failure to obtain a Demolition Permit	\$200
<b>ENGINEERING</b>	
Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Special Exception	\$200
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 (Utility Only - New Construction)	\$200
Engineering Plan Review Fee (Utility Only- Upfit)	\$100
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$200
Field Inspections of Water Lines	\$1 per ft
Field Inspections of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

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**TRAFFIC OPERATIONS**

	Fee
Traffic Count	\$15 per counter per day
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour

**POLICE**

Copies	\$0.10 per copy/scanned page;
(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
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
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

**FIRE**

HazMat/Material Recovery	Actual Cost including equipment
Copies of Reports (First report is free to victims)	\$0.10 per copy/scanned page; minimum of \$1
Lifting 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	

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	Fee
Small Festival:	\$50
1. Festival with an attendance of 6,000 or less each day or	
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.

**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

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	Fee
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	
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated	\$60
MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$150
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$200
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	\$150
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Exits and egress ways locked or blocked	\$200/door
Over-crowding, exceeding occupant load (crowd management system not compliant)	\$200
Parking in a Fire Lane	\$50
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

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**PUBLIC WORKS**

Fee

***Street Division***

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

***Solid Waste***

Bulky Item Collection Fees:

Furniture (per Item)	\$5
White Goods (per Item)	\$25
Scrap Metal (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)	\$75

Charges for specific cases will be calculated by Public Works Director or designee based on site visit.

**All fees must be paid in advance of service.**

***Fleet Management***

Repair of Rowan Transit System Fleet and Trolley Fleet	\$65.41/hour
Repair of Hazardous Material Van:	
Labor	\$65.41/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%

***Cemetery***

Burial-adult	\$900
Burial-infant	\$450
Disinterment - Adult	\$1,800
Disinterment - Infant	\$900
Interments - two--one grave-adult	\$950
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$450
Interment - Crematory remains placed inside of marker or scattered	\$25
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement)	\$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
Columbaria fees:	
Niche, City resident	\$1,350
Niche, non-City resident	\$1,550
Weekday Inurnment fee	\$150
Weekend Inurnment fee	\$300

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**Grounds Maintenance**

Cooperative tree planting on public right-of-way

Fee  
Actual cost of tree + 10%

**TRANSIT**

Individual Fares:

Regular- All Locations (no transfer fee)	\$1.00
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$0.50
Transfers & Children under 5	FREE
40 Ride pass:	
Regular	\$35
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

**PARKS & RECREATION**

City Park \*

Room A or B	\$40 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Eight hour rental	\$500 + \$75 deposit
Any room with kitchen	\$10/ hr. Additional

Hall Gym

Meeting Room	\$50 per hour + \$75 deposit
Gym	\$70 per hour + \$100 deposit
Eight hour rental	\$300 + \$75 deposit

Civic Center

Weekend and Full Day Rental:

Multi-purpose room & kitchen - for first eight hours each day	\$800 + \$200 deposit/ \$300 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day	\$875 + \$200 deposit/ \$300 if serving alcohol
Small meeting room only (per hour)	\$75 per hour + \$50 deposit
Set-up Fee (FRI 12-5 or SAT 9-1)	\$100
Technology Fee (mic and/or projector)	\$50

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 \$75 per hour
Rental of any rooms after 8 p.m.	\$75 per hour

Fred M. Evans Pool @ Lincoln Park (two hour minimum)

Two lifeguards	\$50 per hour + \$50 deposit
Four lifeguards	\$75 per hour + \$50 deposit

Miller Center \*

Computer Lab	\$30 per hour + \$75 deposit
Multi-purpose room	\$40 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:

Standard Park Shelters	\$35 / day
Cannon Park Gazebo Rental (Electricity Included)	\$150 security deposit;
(only available for groups 40 or less)	\$50 (Refundable)
Peace Haven Gazebo at City Park	\$150 security deposit; \$50 (Refundable)

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	<u>Fee</u>
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
Advertising Fees	
Salisbury Community Park	\$600 initial fee; \$300 annual renewal
Salisbury Greenway	\$1000 - \$5000
Athletic Fields	
Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.	
Youth & Adult Softball/Baseball	
Fee	\$20/ hr
Additional per hour charge for lights	\$25
Field Prep Fee	\$60
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$150
1 day / 2 fields	\$300
2 day / 2 fields	\$600
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$200
1 day / all fields	\$1,000
2 day / all fields	\$2,000
Non-refundable deposit of 50% of day rate or \$200	
Rate includes field preparation and lighting	
Additional preparation fee per field	\$60
Inclement weather prep	
Field Conditioner (per bag)	\$15
Staff time (per hour per staff fee)	\$40
Soccer	
Flat Fee	\$25/hr
Field Prep Fee	\$60
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
Rate Includes: 1 field & 1 field prep	
Football	
Flat Fee	\$25/hr
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
Tennis	
Key card access	\$5
Court Reservation (Two Courts - Max of Four)	\$25

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Special Event Permits	<u>Fee</u>
1 Day	\$50
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day

***Park Avenue Community Center \****

Multi-purpose room & kitchen (Kitchen is light use only-not Commerical)	
Non-profit organizations	\$40 per hour + \$50 deposit
4 hours or less Rental	\$70 per hour + \$50 deposit
4 hours + All Day Rental	\$300 + \$50 deposit

Note: \*Two (2) hour minimum for rentals

***West End Community Center***

Conference Room	\$50/hr
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**UTILITY ENGINEERING**

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

**BUSINESS AND FINANCIAL SERVICES**

Accounts Receivable - Not billed on Utility bill (30 days past-due)	1.5% per month
Accounts Receivable - Billed on Utility Bill (24 days after billing)	1.5% per month
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1/ \$1 extra for mailing
Copy of reports/files	Actual cost of supplies and mailing

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**TELECOMMUNICATIONS**

	Fee
Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$150
Fleet Map Build	\$250
Radio Diagnostic	\$90
Repair (Hourly rate)	\$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60
Equipment Installation:	
Cost per hour	\$65.41
Parts	Actual Cost + 20%

**SCHEDULE A  
CASH DEPOSITS**

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

- (a) Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies \$150
- (b) Waste Collection and/or Stormwater Residential without water service \$75
- (c) Commercial, industrial, and institutional recipient \$150  
Local, state, and federal governments or agencies thereof shall be exempted.
- (d) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.
- (e) Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment or has any outstanding balance for previous services with the city will be required to pay a deposit. \$150
- (f) Deposits shall be returned at termination of service less any unpaid rates and charges.

**SCHEDULE B**  
**METER INSTALLATION AND SEWER CONNECTION CHARGES**

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

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

\*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Disconnection/Reconnection fee for non-payment during business hours \$50
- (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) Unauthorized use of fire protection system \$100
- (k) Fire protection system testing (per test) \$50
- (l) Meter reinstallation charge (per meter) \$35
- (m) Inspection fee (per connection)
  - Water or sewer connection \$45
  - Backflow \$45
  - Re-inspection of either water, sewer, or backflow \$20
- (n) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.
- (o) 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.
- (p) The City’s charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check. There will be no convenience fees charged on any credit/debit card payments.  
Water Service renewal fee shall be charged on the basic labor, material, and overhead costs, not to exceed the fee of a residential ¾” Water top – SRU installed.
- (q) Sewer Lateral Transfer (transfers from private to public): \$1,975  
Sewer lateral transfer covers the expense of materials, equipment and labor to renew the existing tap from the edge of the property right-of-way to the public sewer system. The fee is one-time only and once the work is performed, the ownership and responsibility to maintain the lateral downstream of the cleanout belongs to the City. Payment, in full, must be received prior to commencing work.

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(r) Private Sewer Lateral Repair (in ROW, lateral remains private):	Time & Materials
Private Sewer Lateral Repair covers the expense of materials, equipment and labor to excavate and install a cleanout at the right-of-way of the private sewer lateral. Once installed, the City can inspect the portion of the sewer lateral and advise the property owner of the condition. The property owner can elect to transfer the lateral to the City with no refund of remaining balance, or elect to receive a refund of the fee less time and materials. Payment, in full, must be received prior to commencing work; refund based on completion of work and submittal of summary cost sheets. Refund may take up to two weeks to process.	not to exceed \$1,975
(s) Recycling Fee	\$5.47/Month
(t) Landfill Fee	
(1) Residential (per container)	\$4.84/Month
(2) Commercial (per container)	\$8.62/Month
(u) Waste Collection Fee	
(1) Residential (per container)	\$8.75/Month
(2) Commercial (per container)	\$11.00/Month
(3) Removal of containers for nonpayment	\$25
(v) Stormwater Fee	
(1) Residential	\$4.08/Month
(2) Commercial/Industrial per ERU with a minimum of one ERU (Capped at \$2,550/month)	\$4.08/Month
(w) Unauthorized reconnection fee (tampering charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment or illegally connecting a meter in vacant status.)	\$100
(x) Locking Devices Cut or Damaged	\$20
(y) Metering infrastructure (meters, meter boxes, yokes, endpoints, etc.) damaged through intentional or deliberate action shall be charged on the basis of labor, material, equipment, and overhead costs at then prevailing or established rates. Accidental damage shall be charged at actual replacement costs of the equipment.	

**SCHEDULE C  
WATER SERVICE CHARGES**

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

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$4.15
	1" =	\$6.15
	1-1/2" =	\$9.47
	2" =	\$13.46
	3" =	\$26.10
	4" =	\$44.72
	6" =	\$95.92
	8" =	\$162.42
	10" =	\$255.52
	12" =	\$335.32
	16" =	\$667.82

Volume charge per 100 cubic feet:

Raw water	\$0.79
Finished, potable water	\$4.04
Southern Power	\$2.05

**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" =	\$4.54
	1" =	\$6.82
	1-1/2" =	\$10.62
	2" =	\$15.18
	3" =	\$29.62
	4" =	\$50.90
	6" =	\$109.42
	8" =	\$185.42
	10" =	\$291.82
	12" =	\$383.02
	16" =	\$763.02
Volume charge per 100 cubic feet		\$5.45
(2) Flat rate sewer charge		\$49.49

**SCHEDULE F  
SEWER SURCHARGE**

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

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

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

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

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

**SCHEDULE G  
ANALYTICAL TESTING**

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

<u>Test</u>	<u>Fee</u>
Coliform, P/A-Water	\$30
Nitrate (water)	\$30

Parameters not listed please contact Environmental Services for quote

Section 9. That this ordinance shall be effective upon its passage.



## GLOSSARY OF TERMS

### **ADA**

The commonly used abbreviation 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.

### **ACH**

Abbreviation for Automated Clearing House Network which is an electronic funds-transfer system.

### **ADOPTED BUDGET**

Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

### **ALS**

Abbreviation for Advanced Life Support.

### **AMI**

Abbreviation for Automated Meter Reading/Infrastructure. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

### **APPROPRIATION (BUDGETING)**

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

### **ARRA**

Abbreviation for American Recovery and Reinvestment Act.

### **ASE**

Abbreviation 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.

### **B/G**

Abbreviation for Buildings and Grounds.

### **BMP**

Abbreviation for Best Management Practices.

### **BOND FUNDS**

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

### **BOND REFERENDUM**

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

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### **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 BASIS**

The accrual, cash or other basis of accounting adopted in the budget that has been approved by the City Council.

### **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.

### **CAC**

Abbreviation for Community Appearance Commission.

### **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 EXPENDITURES**

Monies spent on acquiring, constructing, or maintaining capital assets, such as land, infrastructure, buildings, vehicles, and equipment.

### **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.

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### **CAPITAL RESERVE FUND**

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

### **CCF**

Abbreviation for 100 Cubic Feet of water.

### **CD**

Abbreviation for Construction Documents or Certificates of Deposit.

### **CDBG**

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

### **CHEERWINE**

A cherry-flavored soft drink by Carolina Beverage Corporation of Salisbury, NC that has been produced since 1917.

### **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**

Abbreviation for Certificate of Minor Works.

### **COA**

Abbreviation for Certificate of Appropriateness.

### **COD**

Abbreviation for Chemical Oxygen Demand.

### **COLUMBARIUM**

A room or building with niches for funeral urns to be stored.

### **CONTINGENCY**

Funds appropriated by the City Council to cover unexpected costs.

### **COST CENTER**

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

### **COVID-19**

An infectious disease caused by a coronavirus.

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### **CTP GRANT**

Abbreviation for Community Transportation Program Grant. A funding source for the City's Mass Transit System.

### **DEBT SERVICE**

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

### **DEPARTMENT**

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

### **DEPRECIATION**

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

### **DSI**

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

### **EDC**

Abbreviation for Economic Development Commission.

### **EMS**

Abbreviation for Emergency Medical Services.

### **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**

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

### **ERU**

Abbreviation for Equivalent Residential Unit.

### **FB**

Abbreviation for Facebook. An online social networking website.

### **FERC**

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

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### **FIBRANT**

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

### **FISCAL YEAR (FY)**

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

### **FIXED ASSETS**

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

### **FOG**

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

### **FRA**

Abbreviation for Federal Railroad Administration.

### **FSE**

Abbreviation for Food Service Establishment.

### **FTE**

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

### **FTTH**

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

### **FUNCTION**

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

### **FUND**

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

### **FUND BALANCE**

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

### **GAAP**

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

### **GALVANIZED**

Coated with a protective layer of zinc.

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### **GASB**

Acronym for Governmental Accounting Standards Board which is the source of generally accepted accounting principles used by state and local governments in the United States.

### **GCWWTP**

Abbreviation for Grant Creek Wastewater Treatment Plant.

### **GDP**

Abbreviation 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**

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

### **GFOA**

Abbreviation 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**

Abbreviation for Gigabit Passive Optical Network.

### **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.

### **G.S.**

Abbreviation for General Statute.

### **HOME**

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

### **HPO**

Abbreviation for High Performance Organization. A government working model.

### **HRC**

Abbreviation for Human Relations Council.

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### **HUD**

Acronym for Department of Housing and Urban Development.

### **HVAC**

Acronym for Heating, Ventilation, and Air Conditioning.

### **I&I**

Abbreviation for Inflow and Infiltration.

### **INCH MILE**

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

### **INVESTMENT REVENUE**

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

### **INTERFUND TRANSFERS**

Amounts transferred from one fund to another.

### **ISO**

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

### **IVR**

Abbreviation for Interactive Voice Response which is an automated telephone system technology that interacts with callers.

### **JAG**

Abbreviation for the Justice Assistance Grant Program.

### **LCP**

Abbreviation 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.

### **LLC**

Abbreviation for Limited Liability Company.

### **MGD**

Abbreviation for Millions of Gallons per Day.

### **MODIFIED ACCRUAL**

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

### **MPO**

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

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### **MS4**

Abbreviation for Municipal Separate Storm Sewer System. System of conveyances designed or used to collect stormwater (e.g. storm drains, pipes, ditches).

### **MSD**

Abbreviation for Municipal Service District which is a financing mechanism used to provide revenue for a variety of services that enhance existing city services.

### **MUTCD**

Abbreviation for Manual on Uniform Traffic Control Devices.

### **NCBCC**

Abbreviation 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**

Abbreviation for North Carolina Department of Environment and Natural Resources.

### **NCDEQ**

Abbreviation for North Carolina Department of Environmental Quality.

### **NCDOT**

Abbreviation for North Carolina Department of Transportation.

### **NCDOL**

Abbreviation for North Carolina Department of Labor.

### **NCLM**

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

### **NET ASSETS**

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

### **NIOSH**

Acronym for National Institute for Occupational Safety and Health.

### **NOC**

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

### **NOV**

Abbreviation for Notice of Violation.

### **NOW**

Acronym for Negotiable Order of Withdrawal account.

### **NPDES**

Abbreviation 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.

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### **NTU**

Abbreviation 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**

Abbreviation for Permanent Full-time. Full-time employee with benefits.

### **PIT**

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

### **POWELL BILL FUND**

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

### **PPT**

Abbreviation 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.

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### **PROPERTY TAXES (AD VALOREM TAXES)**

Taxes paid by those owning property in the City. These taxes are based on assessed value.

### **PT**

Abbreviation for Part-Time Employee.

### **RAS**

Return Activated Sludge.

### **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.

### **RESOLUTION**

A formal expression of the opinion or will of the City Council adopted by a vote.

### **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.

### **RoCo**

Abbreviation for Rowan County.

### **ROW**

Acronym for Right of Way.

### **SAFER GRANT**

Acronym for Staffing for Adequate Fire and Emergency Response Grant.

### **SCADA**

Acronym for Supervisory Control and Data Acquisition.

### **SERVICE LEVEL**

Measurement of services provided by the City to the public.

### **SIU**

Abbreviation for Significant Industrial User.

### **SNAG**

Acronym for Salisbury Neighborhood Action Group.

### **SPECIAL REVENUE FUND**

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

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### **SRU**

Abbreviation for Salisbury Rowan Utilities.

### **SSO**

Abbreviation for Sanitary Sewer Overflows.

### **SUPER NOW**

A Super NOW account is a demand deposit account that offers a higher interest rate than a NOW (negotiable order of withdrawal) account.

### **SVCS**

Abbreviation for services

### **SWAY**

Acronym for the Salisbury Way which defines our culture of excellent service always.

### **TAP**

Acronym for Transportation Alternative Program. TAP is a reimbursable federal aid funding program for transportation-related community projects that strengthen the intermodal transportation system.

### **TCWWTP**

Abbreviation for Town Creek Wastewater Treatment Plant.

### **TDA**

Abbreviation for Tourism Development Authority.

### **TFT**

Abbreviation for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

### **TKN**

Abbreviation for Total Kjeldahl Nitrogen.

### **TMDL**

Abbreviation 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**

Abbreviation for Temporary Part-time. Part-time employee working less than 1,000 hours annually with no benefits.

### **TSS**

Abbreviation for Total Suspended Solids.

### **USDOJ**

Abbreviation for United States Department of Justice.

### **UTILITY FRANCHISE TAX**

A tax on public service businesses, including businesses that engage in transportation, communications, and the supply of energy.

### **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.

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**VHF**

Abbreviation for Very High Frequency which is the designation for the range of radio frequency electromagnetic waves (radio waves) from 30 to 300 megahertz.

**WAS**

Waste Activated Sludge.

**WBTV**

A CBS-affiliated television station licensed to Charlotte, NC.

**WWTP**

Abbreviation for Wastewater Treatment Plant.

