



BUDGET 2023-2024

CITY OF SALISBURY
ADOPTED BUDGET

THE CITY OF
Salisbury
— North Carolina —

2023-2024 BUDGET
For the Year Ending June 30, 2024



MAYOR AND CITY COUNCIL

Karen Kirks Alexander - Mayor

Tamara Sheffield - Mayor Pro-tem

David Post

Anthony Smith

Harry McLaughlin

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City Management Team



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Salisbury
North Carolina**

For the Fiscal Year Beginning

July 01, 2022

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 01, 2021 (Fiscal Year 2022-2023).

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

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

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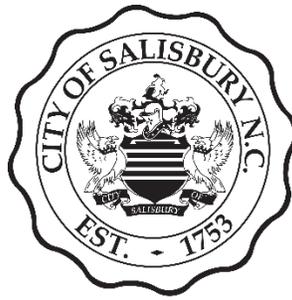
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May 23, 2023

**BUDGET MESSAGE FISCAL YEAR 2023-24
July 1, 2023 – June 30, 2024**

Mayor Alexander and Members of City Council:

Pursuant to Section 159-11 of the North Carolina General Statutes, I am pleased to present you with the recommended budget for the City of Salisbury, North Carolina for Fiscal Year 2023-2024. The recommended budget totals \$108,064,027 including a recommended General Fund of \$54,102,406. The budget is balanced as required and includes a property tax recommendation of \$0.61, a decrease of \$0.1096, as part of the revenue neutral tax rate analysis and funding to meet Council priorities and growth. The budget serves as the City's financial plan for the coming year and guides resources allocation, operational decisions, and advances City Council's priorities and goals. It reinforces our commitment to fiscal stewardship, service efficiency, strategic investment, maintenance of infrastructure, and planning and preparation for growth.

To develop this recommended budget, City staff focused on four main principals: 1. Promote Council priorities as the foundation for resources allocation and service delivery. 2. Allocate limited resources to continue to provide quality, basic services and enhance services where funding allows including public safety as prioritized by City Council. 3. Use realistic and conservative revenue estimates to promote financial stewardship. 4. Continue to plan for and manage growth to promote a high quality of life. While limited revenues continue to constrain City investment in programs and assets, this recommended budget helps Salisbury address many infrastructure and operational challenges and better positions the City to prepare for growth and increased demand for services.

I want to thank the Mayor and Council for providing staff with strong direction through the development of the 2023-24 Council Priorities statement. This recommended budget provides the resources needed to help meet these priorities. I also want to thank Interim Assistant City Manager Brian Hiatt and the Management Team and staff for their hard work in preparing a budget that maintains and expands our high-quality services to our residents. Special gratitude goes to Finance Director Wade Furches, Budget Manager Tracey Keyes, Finance Manager Mark Drye, Management Analyst Kaley Sink, and Budget Analyst Christian Malcolm for their assistance in preparing this budget.

The upcoming fiscal year will be both demanding and exciting as the City will be addressing a number of needs and challenges. The Rowan County Tax Assessor's office completed a property revaluation as of January 1, 2023, and per N.C. General Statute 159-11(e) requires the City to publish a revenue-neutral property tax rate as part of the budget following the revaluation of real property. A revenue-neutral tax rate is a tax rate that does not increase or decrease local government revenue. Local governments are not required to adopt a revenue neutral tax rate. The

revaluation for property in the City shows an average 25.67% increase in overall property values. Property owners who saw their property valuations increase by 25.67% or more will see higher tax bills, even if the City adopts the revenue neutral rate. The tax rate for the fiscal year ending June 30, 2023, was \$0.7196 per \$100 in valuation. The computed revenue neutral tax rate is \$0.58 per \$100 valuation, and includes a growth factor of 1.23% based on the previous four years' tax values. I am recommending that City Council adopt a rate of \$0.61, which will provide an additional \$1.2 million in property tax revenues to pay for the debt service on a new Fire Station and funds for initiatives in our Police department. The \$0.61 tax rate allows the City to address pressures from growth, provide quality services, make progress on Council's priorities, and invest in public safety.

The budget recommendations address the Priorities outlined by the Council during their January 2023-24 Council Retreat as detailed in **EXHIBIT 1**. The recommended budget for FY23-24 is approximately 15% higher than the FY22-23 adopted budget. The increase is due to debt service for new fire station, police positions and compensation needs, new positions for growth, higher salary and benefits costs including employee compensation recognition, higher liability and health care insurance costs, increases to tax collection services fees, Stormwater projects, landfill collection fees and recycling contract increase. A majority of these increases will not be passed onto the residents as part of the recalculated tax rate or increased fees. Below are some of the proposed items included in the recommended budget:

- Public Safety
 - \$75,000 for crime reduction initiatives such as vehicle rental project, crime scene investigation equipment, and Victim Advocate grant;
 - \$100,000 for cameras in parks;
 - \$20,000 for mobile camera system; and
 - Debt service for construction of a new Fire Station.

- Infrastructure and Human Capital
 - Expanded funding for ongoing Diversity, Equity and Inclusion training, and continued education;
 - City re-organization and addition of Land and Development Department in preparation and management of growth;
 - Funding for Cost of Living Adjustment (COLA), Merit and salary adjustments to competitively recognize and compensate employees;
 - Stormwater and Water/Sewer projects;
 - \$353,000 for Street Lighting and Traffic Safety Improvements; and
 - Increased street paving to \$1 million as prioritized by Council.

- Economic Prosperity and Mobility
 - \$175,000 for a comprehensive housing strategy;
 - \$200,000 for Neighborhood Revitalization;
 - \$30,000 for Small Business Entrepreneur Development; and
 - \$150,000 for downtown grants.

- Community Partnerships
 - Increase Parks & Recreation programming support by hiring full time Recreation Programmer;
 - \$75,000 for Consultant to develop Strategic Plan; and

- Continued funding of \$318,338 for Community partners (Same as FY22-23 level).

Salisbury continues to see growth and there is an increase in service demands. Unfortunately, the demand for services has increased beyond the growth in our revenues. These growth factors, along with inflation, have once again left departments with tight operational line items, and the City with limited revenue to add new positions or new services. No positions are proposed to be eliminated this year, but departments did prioritize line items in order to maintain a balanced budget. Several department requests were not recommended for funding or reduced in order to balance this budget. Budget recommended cuts include: greenway repaving, keeping funding for our community partners at FY22-23 levels, and funding for an additional litter crew. Additionally, the Empire Building project and Micro Transit are not included in this budget as City staff continues to work with partners to clarify direction on these important projects. Departments were provided funding for some needed City building repairs, updated Fleet software, required bridge repair (Shober Bridge) and \$2.1 million for City vehicle replacements.

We must continue to keep an eye on the impact of inflation on City expenditures and on the local economy. Overall inflation rests at 5.5% in April for the Consumer Price Index for urban consumers for the South Region (CPI-U). This is a decrease from the same time last year, but still high compared to pre-pandemic years. It is probably even higher for municipal governments because of the heavy reliance on petroleum products and construction materials and the significant increases in chemicals used in the water and wastewater treatment processes.

| South Region CPI | | | | |
|------------------|---------|----------|-------|-------|
| Year | January | February | March | April |
| 2020 | 2.3 | 1.9 | 1.1 | -0.2 |
| 2021 | 1.6 | 2.0 | 2.9 | 4.4 |
| 2022 | 7.8 | 8.4 | 9.1 | 8.8 |
| 2023 | 6.9 | 6.4 | 5.3 | 5.5 |

City Council had discussed increases in cost for residential recycling and was concerned over passing on a potential \$0.50 per month recycling fee increase onto home owners. Therefore, the City will absorb and not pass along higher fees to the residents for recycling services. The City will have an increase to the recycling contract of \$62,300. Public Works cut various costs in their recycling program and other areas of their budget to achieve this. I wish to highlight a few of them here:

- \$21,000 in additional can rollouts (624 to 312)
- \$7,000 in recycling materials, such as education stickers
- \$5,000 in recycling and waste reduction education marketing materials

Future cost increases for our residential recycling program are anticipated.

RECOMMENDED BUDGET

The recommended budget for FY 2023-24 totals \$108,064,027 for all City personnel, operations, capital improvements and debt services. It is an increase of approximately 15% over the adopted budget for Fiscal Year 2022-2023. Below is a summary of each funds’ revenues and expenditures for the upcoming fiscal year.

BALANCED BUDGET

| Mgr Recommends FY23-24 | | |
|-------------------------------------|-------------------------|-----------------------|
| FUND | REVENUE | EXPENDITURES |
| 10 General Fund | \$ (54,102,406) | \$ 54,102,406 |
| 11 Cap Res General Fund | \$ (6,485,224) | \$ 6,485,224 |
| 20 Stormwater | \$ (2,337,601) | \$ 2,337,601 |
| 21 Cap Res Stormwater | \$ (517,972) | \$ 517,972 |
| 30 Water & Sewer | \$ (37,246,454) | \$ 37,246,454 |
| 31 Cap Res Water & Sewer | \$ (621,176) | \$ 621,176 |
| 35 Transit | \$ (3,100,600) | \$ 3,100,600 |
| 36 Broadband | \$ (3,652,594) | \$ 3,652,594 |
| TOTAL | \$ (108,064,027) | \$ 108,064,027 |

GENERAL FUND REVENUES

The tax rate is recommended at \$0.61 per \$100 of valuation, a decrease from the tax rate of \$0.7196 adopted by City Council for FY 2022-23. While the revenue neutral tax rate is calculated to be \$0.58, I am recommending a \$0.03 addition for Public Safety to fund Council priorities, such as debt service for new Fire Station 3 construction as well as Police pay adjustments, funds for new positions based on new Police Chief recommendations and camera upgrades and maintenance. **ATTACHMENT A** shows the value of one cent on our tax rate in comparison to neighboring communities.

The City leverages conservative revenue estimates for this recommended budget. With the recommended tax rate of \$0.61, the estimated Property Taxes projections are \$24,588,376. Based on County’s revaluation, the City’s property values increased by an average of 25.67%. If an average home was valued at \$150,000 in FY23, the property taxes owed were \$1,079.40 based on the current tax rate of \$0.7196. The table below shows what the same house would pay in taxes based on their new home values.

| Original Home Value | FY23 Taxes | Property Valuation Increase % | FY24 Home Value | FY24 Taxes (Proposed tax \$0.61) | Increase or Decrease |
|---------------------|------------|-------------------------------|-----------------|----------------------------------|----------------------|
| \$150,000 | \$1,079.40 | 10.00% | \$165,000 | \$1,006.50 | \$ (72.90) |
| \$150,000 | \$1,079.40 | 25.67% | \$188,505 | \$1,149.88 | \$ 70.48 |
| \$150,000 | \$1,079.40 | 50.00% | \$225,000 | \$1,372.50 | \$ 293.10 |

Sales tax revenues continue to be strong, but will not likely continue to increase at the current rate. During FY22-23, sales tax growth averaged 14.26%, but will likely continue at more moderate levels as we move into FY23-24. We will need to continue to be conservative in projecting these revenues and have included \$12,450,000 in local sales tax revenues for the upcoming fiscal year.

The City pools money from several funds to invest in various accounts in order to maximize interest income. The City's interest income is showing strong growth over the past fiscal year. For FY23-24, the City is estimating \$2,032,594, which is broken down between \$1,032,594 for Enterprise Funds (Water and Sewer, Stormwater and Transit) and \$1,000,000 for General Fund.

We anticipate finishing FY22-23 with a surplus in the General Fund which will be returned to Fund Balance. This budget recommends a Fund Balance appropriation of \$356,519 to fund one-time projects of City Office and City Hall building maintenance projects. Even with this appropriation, our Fund Balance will be approximately 50% of General Fund expenditures for FY23-24, which is well above the Council recommended policy of 24%. The Fund Balance appropriation is needed to balance the budget, but is less than the amount used in FY22-23 of \$2,000,000.

The Municipal Service District (MSD) had a separate tax rate of \$0.176 in FY22-23, and I am recommending a revenue neutral tax rate of \$0.156 for FY23-24. This will assist in promoting and marketing our downtown.

No other fee increases are recommended in the General Fund.

GENERAL FUND EXPENDITURES

For FY23-24, the majority of General Fund expenditures fall into several areas such as Public Safety, General Government (Administration, Finance, etc.), Community and Economic Development, Transportation, Environmental Protection, and Cultural and Recreation. Public Safety encompasses 40.7% of the General Fund budget, which is an increase from 38.8% for FY22-23. Another area which increased from FY22-23 is Community and Economic Development, which shows an increase to 6.2% from 4.9%.

The City is currently planning a new Fire Station 3 to replace the existing building, which is over 40 years old. The project is estimated to cost approximately \$10 million, which includes construction and costs for furniture, fixtures and equipment. The City will fund a part of the project with General Fund Debt service and the balance will be funded from a combination of American Rescue Plan Act (ARPA) funds and fund balance. A tax rate of \$0.0143 cents will support new fire station debt service (about \$6.5 million financed for the station).

General Fund contributions to the Transit Fund and Broadband Fund continue to have a significant impact on the budget. The proposed budget includes a \$2,700,000 transfer to the Broadband Fund, which is equivalent to \$0.067 cents of the tax rate. The budget also includes a transfer of \$630,000 to the Transit Fund. Of this \$630,000, \$510,000 is from property tax, which is equivalent to \$0.0127 cents of the tax rate. The remaining portion is from the Municipal Vehicle Tax of \$30.00.

In FY23, the City implemented the MAPS Group Pay Plan across all City departments. The total annual cost Citywide was \$1,332,747, which \$966,045 was in the General Fund. One of Council priorities is to support efforts to recognize and value skilled employees in order to remain competitive with other municipalities and the private market. Pay and benefits continue to be important concerns to our employees. In response, a 2% Cost of Living Adjustment (COLA) and average 2% merit raises have been included in this budget recommendation, totaling \$423,030 in the General Fund for FY23-24. In addition, no increase to health insurance premiums has been

recommended for this upcoming fiscal year. Departments continue to struggle with filling vacant positions, so work needs to continue to make Salisbury an employer of choice.

To continue to prepare and manage growth, the City re-organized and created two new departments. In the past, Development was part of the Planning Department, and for FY23-24, it was separated into a new Land and Development Department to create a one-stop shop for developers and prioritize quality growth across the City. The other new department is Transportation, which was formed from Engineering to focus on traffic safety. Both of these new departments will help the City address growth concerns more proactively and strategically.

A few new positions are being recommended for departments. Another Recreation Programmer position has been requested as part of Council’s priorities to support increased recreational programs to help encourage youth safety and crime reduction initiatives. A Planner position is requested to assist with the continued growth in our City as part of the re-organization and formation of the new Land and Development Department. A Code Enforcement Officer position is requested for the Planning Department to work on Storm Water and Solid Waste issues and will be funded by Storm Water. An Engineering Manager position is requested to work on growth issues in the new Land and Development Services Department and will be completely funded by Salisbury-Rowan Utilities (SRU).

One-time expenditures in the amount of \$356,519 have been identified for a portion of the Fund Balance appropriation. Examples of the variety of one-time projects included in this \$356,519 are:

- Exterior Window Replacement at City Hall \$102,000
- Waterproofing and Cornice Repair for City Office Building \$120,000
- Limestone Cleaning of City Office Building \$80,000

CAPITAL IMPROVEMENT PROGRAM

The City’s ten-year capital improvement program (CIP) outlines the City’s vision for achieving the goals, objectives and service levels desired by Council. The purpose of this program is to forecast and match projected annual revenues with major capital needs over the next ten years. There is a CIP for Salisbury-Rowan Utilities (SRU) and Stormwater Funds, but a goal for the City is to develop a CIP for the General Fund to use as an effective planning tool. In the past, consultants assisted with CIP review and development. For FY 2023-2024, City staff began development of an in-house CIP for the General

The CIP projects included for FY23-24 will address ongoing needs of the community now and prepare for future needs. While there are several projects that will be further discussed in Section 14 of this book, a few projects tied to Council priorities are listed below:

- Citywide Camera System;
- Citywide Sidewalk improvements;
- Parks and Recreation Infrastructure;
- New Multi-use Recreation/Senior Center;
- Asphalt Resurfacing; and
- Fire Station 3.

WATER/SEWER UTILITY FUND

Salisbury-Rowan Utilities (SRU) recommended budget for FY23-24 is \$37,246,454. The majority of revenues of \$30,766,454 derives from customer water and sewer rates. SRU also recommends \$621,176 to purchase equipment as part of their capital reserve budget. SRU is a regional utility that provides drinking water and/or wastewater services to Salisbury and nine neighboring municipalities: China Grove, Cleveland, East Spencer, Faith, Granite Quarry, Landis, Rockwell, Spencer, unincorporated areas within Rowan County and an emergency water interconnection with the city of Statesville. In total, SRU serves more than 22,000 metered water and sewer customers and a service population of approximately 52,000 people. 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. The proposed FY 2024 budget is based on staff's professional judgement about the expenditures and projects necessary to maintain high quality service to our customers through system reliability and resiliency; financial sustainability; and a highly skilled, motivated, and diverse workforce.

Major facility upgrades, as well as rehabilitation and replacement projects are continuing following the Utility 10-Year Capital Improvement Plan (CIP), which prioritizes and forecasts future capital needs. Construction is complete for \$34 million capital projects at both the Water Treatment Plant and Grants Creek Wastewater Treatment Facility; these projects provide efficiencies as well as resiliency of both water and wastewater treatment. 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 continues 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 has 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 has increased each year in the CIP in an effort to further reduce I&I and prevent SSOs. Over the past five years, SRU has invested more than \$3 million toward these efforts.

The City also continues to safeguard and protect our water supply and has been actively involved in the Federal Energy Regulatory Commission (FERC) relicensing of the Yadkin Hydroelectric Project. The pump station is a critical piece of the City's water supply infrastructure and provides drinking water for all of Salisbury-Rowan Utilities' customers. The City reached an agreement with Cube Yadkin Generation to fund a portion of the \$31.5 million project to relocate the City's raw water pump station at the Yadkin River. This commitment, coupled with the \$22.5 million anticipated FEMA grant funds, will enable the City to relocate this critical infrastructure.

The City utilized its Advanced Metering Infrastructure (AMI) to complete a Distribution System Master Plan and hydraulic model update). SRU customers also have the ability to monitor water usage via a free web-based customer service tool called *Eye on Water*. For more information on how to sign up, visit <http://www.salisburync.gov/EyeOnWater> or call (704) 638-5300.

Other SRU Key Initiatives for FY2024:

- Continue with project design activities to meet the proposed 2021 grant project timeline for the River Pump Station Relocation Project
- Increase investment in infrastructure by funding more capital projects in the CIP using utility capital reserves
- Development of a Wastewater Treatment Master Plan using a \$400,000 ARPA Pre-Construction Planning Grant
- Development of a Collection System Master Plan (Lift Station & Interceptor Assessments)
- Issuance of a National Pollutant Discharge Elimination System (NPDES) permit at the City's water treatment plant
- Pursue appropriate expansion of the SRU system
- Add 2 Water Treatment Plant operator positions to provide resiliency during the night shift and address safety concerns
- Attract and retain employees with purposeful intent to reduce the 27% turnover rate
- Complete rate model analysis to evaluate future utility rates to support capital projects and growth.

While Salisbury is 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. This past year, our utility has been impacted by significant cost increases as well as staffing shortages. Projected growth to our customer base will help absorb these cost increases. Next year, \$6,480,000 is allocated from SRU's fund balance to cover needed improvement projects and continue to invest in our utility infrastructure. Even with this allocation of reserves, SRU's fund balance remains strong to cover emergencies and to meet opportunities to match grants for system improvements. As a result of growth in revenues and strong reserves, **no increase to the water and sewer rates is recommended for the FY2024 budget.** Utility rate increases may be needed in future years to fund capital projects and offset increases in operational costs if anticipated growth does not meet projections.

An average monthly residential water and sewer utility bill for a customer using **4,000** gallons will remain **\$63.08**. Our rates remain competitive compared to other utilities within our region as stated in **ATTACHMENT B**.

STORMWATER FUND

Stormwater recommended budget for FY23-24 is \$2,337,601. Stormwater fees make up \$2,287,601 of the total revenues for this fund. Stormwater also recommends \$517,972 to purchase necessary equipment from their Capital Reserves for FY23-24. Previously in January 2022, the City Council endorsed the Capital Improvement Plan (CIP) for Stormwater based on a 15-year range. Stormwater staff is working to implement the first 2 projects on the 15-year Stormwater CIP. This plan continues to include project prioritization and will target maintenance and improvement efforts to address areas with significant flooding issues. It also enables the purchase of needed equipment for those ongoing maintenance and construction projects that can be completed by City personnel. The purpose of the plan is to reduce flooding and pollution and

maintain compliance with our existing National Pollutant Discharge Elimination System (NPDES) permit.

The CIP calculated the estimated fee levels necessary to fund the 15-year plan endorsed by Council. The new proposed rate for FY2023-2024 is \$4.81 rate per Equivalent Residential Unit (ERU) (an increase of 40 cents per month) to support plan implementation. See **ATTACHMENT C**.

The two major projects targeted in this proposed budget for FY 23-24 and funded through Stormwater's CIP are:

- The Jackson Street watershed drainage improvement construction at a projected cost of \$916,000. (The North Main neighborhood around City Park)
- The North Long Street watershed drainage improvement construction at a projected cost of \$2,281,000. (The Brooklyn South Square neighborhood from Depot Street to Martin Luther King Ave. and the Park Avenue neighborhood along Tar Branch)

BROADBAND FUND

The City entered into a lease agreement for management of the broadband utility with Hotwire Communications in 2018. The purpose of this fund is to manage the public/private partnership to fully leverage the utility's 10 gig capabilities to attract businesses to Salisbury. The recommended budget of \$3,652,594 includes a General Fund contribution to the Broadband Fund of \$2,700,000, in order to balance the fund. The recommended budget includes \$500,000 in principal debt payment toward the inter-fund loan to the Water & Sewer Fund, plus 1% interest. This is an increase of \$200,000 for the upcoming fiscal year. The partnership with Hotwire continues to move forward allowing us to provide lower rates for customers. The pandemic has emphasized the importance of having an internet connection, and the City's broadband asset is second to none.

TRANSIT FUND

Transit's recommended budget for FY23-24 is \$3,100,600. The majority of funding for Transit is provided through federal and state grants, but the recommended budget includes a General Fund contribution for FY23-24 of \$630,000 and an appropriation of \$88,831 in Transit fund balance. Transit is also eligible for American Rescue Plan Act (ARPA) funds in the amount of \$425,853. A portion of these funds supported the FY 2023 budget and remaining funds of \$220,000 will support the FY 2024 budget, which assisted in keeping the General Fund transfer at the FY23 amount.

After consulting with NCDOT- Integrated Mobility Division, Cabarrus County Transportation Services & Rowan Transit System determined they were unable to utilize some of their funding and these funds were reallocated and the City will receive a one-time allocation of approximately \$299,759. This will be used to supplement funds for a much-needed roof replacement for the Transit Office and Maintenance building.

The Transit team continues to focus on Council priority of implementing a microtransit pilot project. Micro Transit offers a highly flexible routing typically allowing for point-to-point service for passengers. At City Council retreat on January 26, 2023, staff shared with Council that we will make a final recommendation to City Council once North Carolina Department of Transportation

Integrated Mobility Division (NCDOT-IMD) determines the impact of microtransit implementation on systems receiving State Maintenance Assistance Program (SMAP) funding, eligible reimbursement expenses, and the grant funding amount available for Salisbury from the MEE NC grant. At the retreat, our Transit consultant, AECOM, presented a draft of our “Microtransit Study, Recommendations, & Financial Projections”. At this time, with uncertainty around state funding, a microtransit pilot service is not included in the recommended budget. City staff continues to work with AECOM and NCDOT to evaluate funding, issues and implementation schedule for microtransit and once there is a resolution, City staff will bring recommendations to City Council and recommend amendments to the budget as needed.

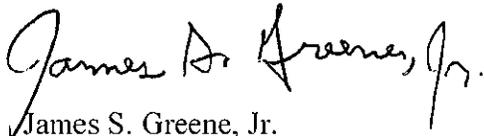
CONCLUSION

Changes in the General Fund, Water and Sewer Fund, Stormwater Fund and Transit Fund are summarized as part of this Budget Message. More specific information and data of budget changes can be found in the attached spreadsheets. These spreadsheets are known as Delta Sheets and can be found as **ATTACHMENT D**. Details regarding Special Projects across all Funds are also included and can be found as **EXHIBIT 2**.

In closing, I want to once again thank the Mayor and Council for their leadership and the Management Team and staff for their assistance in preparing this year’s budget. Our staff team has risen to the challenge and continues to provide exceptional services to our community in a very efficient and cost-effective manner. Our team is focused on innovative solutions to control costs and improve service to the public. I am very proud of the hard work and great customer service of our employees.

While this budget is proposed by the City Manager, it is neither final nor is it necessarily a reflection of what will be approved by the City Council. The Mayor and City Council will review these recommendations to arrive at what it considers the proper expenditures of the available revenues for the upcoming year.

Respectfully submitted,



James S. Greene, Jr.
City Manager

ATTACHMENT A – GENERAL FUND

Value of 1 cent on the tax rate based on FY24 Budgets:

| | | | |
|-------------------------|------------------|--------------------------|-------------------|
| <i>Salisbury FY2024</i> | <i>\$403,000</i> | <i>(Salisbury FY2023</i> | <i>\$315,442)</i> |
| Statesville | \$465,000 | | |
| Kannapolis | \$600,000 | | |
| Mooresville | \$1,261,000 | | |
| Concord | \$1,584,000 | | |

ATTACHMENT B - SALISBURY-ROWAN UTILITIES – based on 2022-2023 adopted fee schedules

| | <u>Municipality</u> | <u>Service Population</u> | <u>No. of Water Connections</u> | <u>Water</u> | <u>Sewer</u> | <u>Residential W/S Bill Total</u> |
|--|---|---------------------------|---------------------------------|----------------|----------------|-----------------------------------|
| 1 | Town of East Spencer | 1,550 | 793 | \$47.59 | \$56.46 | \$104.05 |
| 2 | Town of Landis (Electric City) | 3,200 | 1,855 | \$47.75 | \$55.60 | \$103.35 |
| 3 | OWASA | 86,300 | 21,849 | \$42.69 | \$49.45 | \$92.14 |
| 4 | City of Thomasville - Inside Rate | 27,485 | 10,821 | \$31.58 | \$48.35 | \$79.93 |
| 5 | City of Wilson - Inside Rate (Electric City) | 50,001 | 21,926 | \$38.99 | \$39.99 | \$78.98 |
| 6 | City of High Point - Inside Rate (Electric City) | 115,526 | 43,328 | \$27.61 | \$46.11 | \$73.72 |
| 7 | City of Lexington – Inside Rate (Electric City) | 18,931 | 8,368 | \$31.93 | \$41.32 | \$73.25 |
| 8 | City of Statesville – Inside Rate (Electric City) | 26,867 | 12,205 | \$25.86 | \$41.46 | \$67.32 |
| 9 | City of Lincolnton - Inside Rate (Electric City) | 11,589 | 5,607 | \$25.51 | \$39.57 | \$65.08 |
| 10 | City of Kannapolis – Inside Rate | 50,681 | 19,958 | \$34.15 | \$30.60 | \$64.75 |
| 11 | Salisbury-Rowan Utilities (no rate increase) | 52,000 | 19,475 | \$27.10 | \$35.98 | \$63.08 |
| 12 | Charlotte Water | 1,110,653 | 304,146 | \$16.82 | \$43.24 | \$60.06 |
| 13 | Town of Mooresville - Inside Rate | 45,923 | 18,080 | \$23.67 | \$34.51 | \$58.18 |
| 14 | City of Concord - Inside Rate (Electric City) | 116,845 | 46,002 | \$25.92 | \$25.87 | \$51.79 |
| 15 | City of Lenoir - Inside Rate | 24,892 | 9,800 | \$22.00 | \$22.46 | \$44.46 |
| 16 | City of Albemarle – Inside Rate (Electric City) | 17,603 | 7,451 | \$23.02 | \$21.07 | \$44.09 |
| * Information obtained from UNC Environmental Finance Center and adopted fee schedules 2022-2023 | | | | | | |
| * Rates based on 4,000 gallons for residential customers (approx. 5.347 billing units) | | | | | | |
| * All communities are shown at current inside rates (not outside rates) | | | | | | |

ATTACHMENT C – STORMWATER

| Stormwater Increase | | Inc 9% (Increase based on Stormwater CIP) | | |
|-------------------------------|---------------------------------|---|---------------------------------|------|
| Service | Current Rate Per ERU | Proposed Rate Per ERU | Mo Rate Increased by | |
| Residential | \$ 4.41 | \$ 4.81 | \$ | 0.40 |
| Commercial (capped @ 625 ERU) | \$ 4.41 | \$ 4.81 | \$ | 0.40 |

ATTACHMENT D - DELTA SHEETS

| Dept # | Department Name | Adopted Budget | | Recom Budget | | General Fund Expense Changes Difference +/(-) | Notes/Comments |
|---------|----------------------|----------------|---------------|--------------|--|--|--|
| | | FY22-23 | | FY23-24 | | | |
| 411 | City Council | \$ 760,032 | \$ 764,798 | \$ 4,766 | | | |
| 421 | Management/Admin | \$ 1,439,322 | \$ 1,729,621 | \$ 290,299 | | | Increases: Special Projects (Strategic Plan Consulting \$75K), Dept Reorganization (\$18K), Insurance Premiums (Property Liability/WC - \$49K) |
| 422 | Communications | \$ 461,242 | \$ 495,786 | \$ 34,544 | | | Increases: Personnel Salaries/Benefits (Retirement, COLA, Merit - \$34K) |
| 423 | HR | \$ 2,482,415 | \$ 1,717,449 | \$ (764,966) | | | Decreases: Special Projects (Compensation Study implemented in FY23 \$282K), Contracted Services (\$4K), Attract/Retain Strategies (\$28K) |
| 442 | IT | \$ 1,674,755 | \$ 1,841,697 | \$ 166,942 | | | Increase: Maint Cmpst Software (\$144K) |
| 443 | Finance | \$ 1,537,200 | \$ 1,482,388 | \$ (54,812) | | | Increases: Tax Collection Fees (\$58K) Decreases: Professional Serv - Munis (\$100K), LGERS Audit not required in FY24 (\$10K) |
| 445 | Customer Service | \$ 463,535 | \$ 485,694 | \$ 22,159 | | | Increases: Fully staff Personnel Salaries/Benefits (Retirement, COLA, Merit - \$22K) |
| 491 | Planning | \$ 1,016,585 | \$ 1,390,394 | \$ 373,809 | | | Increases: Personnel Salaries/Benefits 1 position transferred from Eng (\$116K), Housing study (\$175K), CAC programs (\$8K) |
| 492 | Fibrant Transfer | \$ 2,700,000 | \$ 2,700,000 | \$ - | | | |
| 494 | Development Services | \$ 337,138 | \$ 728,850 | \$ 391,712 | | | Increases: Personnel Salaries/Benefits 1 position added (1 position transferred from Eng (\$116K), Housing study (\$175K), CAC programs (\$8K) |
| 495 | Code Enforcement | \$ 502,333 | \$ 556,349 | \$ 54,016 | | | Increases: Personnel Salaries/Benefits net 1 position added (funded by Stormwater), Minimum Housing (\$25K), Special Projects - Energov equipment (\$10K) |
| 496 | DSI | \$ 460,459 | \$ 462,738 | \$ 2,279 | | | |
| 500 | Traffic | \$ 291,568 | \$ 437,981 | \$ 146,413 | | | Increases: Signs & Markings division (Personnel Salaries/Benefits/Operating supplies) moved from PW (\$146K) |
| 501 | Buildings | \$ 655,116 | \$ 1,066,027 | \$ 410,911 | | | Increases: B/G Contracted Services (\$39K), Capital Projects (\$231K) |
| 502 | Plaza | \$ 150,139 | \$ 191,771 | \$ 41,632 | | | Increases: Capital Bldg Projects (\$35K), Utilities increase (\$4K) Decrease: Buildings & Grounds (\$52K) |
| 511-516 | PF | \$ 11,421,834 | \$ 12,851,414 | \$ 1,429,580 | | | Increases: Salary adjustments (\$250K); New PD Chief position requests (300K), Capital Projects (\$160K), Cell phones (\$46K), Funding for Homeless Advocate 1/2 fiscal year (\$11K) Decrease: Special Projects (\$1.1M) |
| 531 | Fire | \$ 8,475,214 | \$ 9,148,251 | \$ 673,037 | | | Increases: Overall Sal increase (\$474K), Maint Equip/Auto (\$48.5K), Transfer to replacement fund (\$62.5K) |
| 550 | Telecommunications | \$ 797,836 | \$ 853,846 | \$ 56,010 | | | Increases: Overall Sal increase (\$30.3K), Spec Proj for multi chargers etc (14.2K), Contract Serv Motorola/Radio Contract (\$14.8K) |
| 551 | Facilities | \$ 612,030 | \$ 591,516 | \$ (20,514) | | | Increase: Overall Sal increase (\$185.4K); Decrease: Spec Proj - projs moved to buildings (\$211K) |
| 552 | Street Lighting | \$ 476,100 | \$ 499,690 | \$ 23,590 | | | Increase: Spec Proj Additional Street Lights (\$23.5K) |

| ATTACHMENT D - DELTA SHEETS CONTINUED | | | | General Fund Expense Changes | |
|---------------------------------------|------------------------------|---------------------------|-------------------------|------------------------------|---|
| Dept # | Department Name | Adopted Budget FY22-23 | Recom Budget FY23-24 | Difference +/(-) | Notes/Comments |
| 553 | Transit Transfer | \$ 630,000 | \$ 630,000 | \$ - | |
| 555 | Transportation - Engineering | \$ 2,261,466 | \$ 1,036,406 | \$ (1,225,060) | Decreases: Overall Sal decrease due to City re-org (\$225K), Special Projects (\$1.1M) |
| 560 | Public Works Admin | \$ 465,363 | \$ 483,203 | \$ 17,840 | Increase: Overall Sal Increase (\$17.8K) |
| 561 | Streets | \$ 2,281,421 | \$ 2,710,322 | \$ 428,901 | Increase: Street Main - paving (\$1.0K), Special Projects (\$62.6K), Maint Equip (\$18K); Decrease: Overall Sal decrease due to City re-org (\$100K), Traffic Ops (Street Name Signs, Traffic Pavement, Traffic Signs & Post) due to City re-org (\$20.9) |
| 562 | Wast Management Other | \$ 547,131 | \$ 623,072 | \$ 75,941 | Increase: Gas & Oil (\$20.5), Maint Auto (\$13.9K), Capital Equip (\$11) |
| 563 | PW - Cemeteries | \$ 106,348 | \$ 112,866 | \$ 6,518 | |
| 581 | PW - Solid Waste Management | \$ 2,070,287 | \$ 2,188,922 | \$ 118,635 | Increase: County Landfill Charges (\$28K), Recycling Contract (\$65K), Maint Auto (\$30K); Decrease: Special Proj (\$226K) |
| 590 | Grounds Maint | \$ 1,467,922 | \$ 1,446,622 | \$ (21,300) | Decrease: Special Proj (\$21.3K) |
| 611 | Bell Tower Green | \$ 479,535 | \$ 391,313 | \$ (88,222) | Decreases: Rec.Prog (\$46.5K), Utilities (\$47.4K) |
| 621 | Parts & Rec | \$ 1,644,763 | \$ 1,718,999 | \$ 74,236 | Increase: Personnel Sal/Benefits - 1 position added (\$60.6K), Overall Sal Increase (\$30K); Decreases: PT Salaries - traded 2 for FT position (\$30K), B/G Contracted (\$29.8) |
| 641 | Education | \$ - | \$ - | \$ - | |
| 661 | Fleet | \$ 1,271,873 | \$ 1,395,737 | \$ 123,864 | Increase: Spec Proj (\$48.9K), Capital Outlay - new software (\$63.5) |
| 901 | Debt | \$ 810,578 | \$ 1,368,684 | \$ 558,106 | Increase: New Debt Issued - Fire station const, Fire trucks (\$558K) |
| | Grand Total | \$ 50,751,540 | \$ 54,102,406 | \$ 3,350,866 | |

Personnel Changes

General Fund: Net 4 Full-Time Positions Added; 2 funded by SRU and Stormwater

General Fund total retirement net increase \$389,172 (16.2%)

2% COLA increase for full-time Personnel November 2023

2% Merit increase for full-time Personnel January 2024

ATTACHMENT D - DELTA SHEETS CONTINUED

| Dept # | Department Name | Stormwater Fund Expense Changes | | | Notes/Comments |
|--------------------|-------------------|---------------------------------|-------------------------|----------------------|--|
| | | Adopted Budget FY22-23 | Recom Budget FY23-24 | Difference +/(-) | |
| 830 | Admin/Engineering | \$ 1,890,007 | \$ 1,131,493 | \$ (758,514) | Increase: Charges to GF (new Code Enforcement Officer - \$65K) Decrease: Reduction in Professional Services (\$824K) |
| 831 | Street Cleaning | \$ 301,980 | \$ 407,450 | \$ 105,470 | Increases: Capital Reserve (\$113.3K), County Landfill Charges (\$10K), Maint Auto (\$6K), Maint Storm Drainage (\$4K); Decrease: Overall Sal Decrease (\$30K) |
| 832 | Storm Drainage | \$ 225,169 | \$ 241,684 | \$ 16,515 | Increase: Overall Sal Increase (\$16.5K) |
| 833 | Leaf Collection | \$ 288,122 | \$ 297,624 | \$ 9,502 | Increase: Maint Equip (\$9K); Decrease: Capital Reserve (\$18.5K) |
| 901 | Debt | \$ - | \$ 259,350 | \$ 259,350 | Increase: setoff for new capital |
| Grand Total | | \$ 2,705,278 | \$ 2,337,601 | \$ (367,677) | |

Personnel Changes

Stormwater Fund: No changes in position count; Provide funding for one GF position

Stormwater Fund: Total retirement net increase \$3,665 (6.4%)

2% COLA increase for full-time Personnel November 2023

2% Merit for full-time Personnel January 2024

ATTACHMENT D - DELTA SHEET CONTINUED

| | | Water and Sewer Fund Expense Changes | | | |
|--------------------|------------------------|--------------------------------------|----------------------|---------------------|---|
| Dept # | Department Name | Adopted Budget FY22-23 | Recom Budget FY23-24 | Difference +/- | Notes/Comments |
| 721 | Management/Admin | \$ 7,456,166 | \$ 7,404,446 | \$ (51,720) | Increases: Overall Sal Increase (\$43.1K), Buildings & Grounds (\$20K), Collection Expenses (\$60K), Contracted Svcs (\$25K) Decreases: Spec Proj (\$489.3K) |
| 811 | Water Plant | \$ 2,693,480 | \$ 4,232,372 | \$ 1,538,892 | Increases: Personnel Salary/Benefits - 1 position transferred in (\$65K), 2 positions added (\$118.5), Chemicals \$60K, Lab Supplies (\$11K), Maint Equip (\$85.6K), Contracted Svcs (\$44.4K), Capital Equip \$1.0M) |
| 813 | Systems Maintenance | \$ 5,850,010 | \$ 11,027,440 | \$ 5,177,430 | Increases: Overall Sal Increase (\$381.5K), Meters & Meter Boxes (\$71.5K), Water Line Repairs (\$475K), Sewer Line Repairs (\$408K), Capital (\$2.3M) Decrease: Contracted Svcs (\$656.7K) |
| 815 | Environmental Services | \$ 669,460 | \$ 635,474 | \$ (33,986) | Increases: Lab Supplies (\$7.5K), Contracted Svcs (\$7K) Decrease: Personnel Salary/Benefits - 1 position transferred out (\$65K) |
| 817 | Wastewater Treatment | \$ 6,206,884 | \$ 8,032,931 | \$ 1,826,047 | Increases: Gas & Oil (\$35.9K), Maint Equip (\$58K), Contracted Svcs (\$147), Capital Equip (\$1.3M) Decrease: Chemicals (\$102.9K) |
| 819 | Meter Services | \$ 763,052 | \$ 832,191 | \$ 69,139 | Increase: Overall Sal Increase (\$41.4K), Maint Cmpt Software (\$11.6K), Contracted Svcs (\$23.2K) Decrease: Dept Supplies (\$10.2) |
| 901 | Debt | \$ 5,228,500 | \$ 5,081,600 | \$ (146,900) | Decrease: Debt payments settled (\$146.9K) |
| Grand Total | | \$ 28,867,552 | \$ 37,246,454 | \$ 8,378,902 | |

Personnel Changes

Water and Sewer Fund: 2 positions added; Provide funding for one GF position

Water and Sewer Fund: Total retirement new increase \$89,934 (15.6%)

2% COLA increase for full-time Personnel November 2023

2% Merit increase for full-time Personnel January 2024

ATTACHMENT D - DELTA SHEETS CONTINUED

| | | Transit Fund Expense Changes | | | |
|--------------------|-----------------|------------------------------|----------------------|-------------------|---|
| Dept # | Department Name | Adopted Budget FY22-23 | Recom Budget FY23-24 | Difference +/- | Notes/Comments |
| 651 | Operations | \$ 612,207 | \$ 696,601 | \$ 84,394 | Increase: Personnel Salary/Benefits - 1 position midway FY22-23 (\$84.3K) |
| 652 | Administration | \$ 304,148 | \$ 257,927 | \$ (46,221) | Decrease: Spec Proj (\$46.2K) |
| 653 | Capital | \$ 1,331,698 | \$ 1,978,577 | \$ 646,879 | Increase: Capital Projects - Roof Repair, Facility Upgrades (\$646.8K) |
| 654 | ADA | \$ 166,407 | \$ 167,495 | \$ 1,088 | |
| Grand Total | | \$ 2,414,460 | \$ 3,100,600 | \$ 686,140 | |

Personnel Changes

Transit Fund: No changes in position count

Transit Fund: Total retirement new increase \$13,450 (22.3%)

2% COLA increase for full-time Personnel November 2023

2% Merit increase for full-time Personnel January 2024

**EXHIBIT 1
CITY OF SALISBURY
COUNCIL PRIORITIES FOR FY2023-2024**

Public Safety

A City that Exceeds Service Standards to Create a safe and Secure Community

- Support expanded Parks and Recreation programming to support youth safety and crime reduction initiatives.
- Promote community-based intervention programs and re-imagine the Project Safe Neighborhoods (PSN) strategy.

Infrastructure and Human Capital

A City that Maintains Infrastructure to Reduce Waste and Promote Efficiency and that Cares for its Employees in Order to be an Organization of Choice

- Support efforts to grow the City's Diversity, Equity, and Inclusion Department with a focus on integrating DEI into organizational culture through training and education, identification and removal of barriers, and engagement initiatives.
- Support innovative efforts to recognize and value skilled employees in order to remain competitive with other municipalities and the private market. Research efforts that promote sustainable recruitment and retention for all City departments.
- Identify options to increase street division budget to achieve a more efficient repaving cycle that uses a mix of treatments including preservation treatments and cost effective alternatives.
- Identify staffing and infrastructure needs to address past growth issues and new growth opportunities or other best practices.

Economic Prosperity and Mobility

A City that Leverages Assets for Economic Development to Support a Vibrant Downtown, Livable Neighborhoods and a Healthy, Active Community

- Establish growth area boundaries with nearby municipalities.
- Collaborate with private and non-profit partners to develop a 10-year Comprehensive Housing Strategy that addresses all aspects of housing including affordable housing, cost burdened housing and landlord and tenant rights.
- Evaluate and update the current economic development incentive policy to incorporate a scoring system for proposed projects.

Community Partnerships

A City that Builds Partnerships and Values Fiscal Responsibility and Creative Solutions

- Partner with Rowan Helping Ministries and other community partners to address homelessness through a holistic approach.
- Complete a Master Plan process to determine feasibility and cost of a new, multi-generational Community Center Complex and pool in partnership with Rufty-Holmes Senior Center.
- Develop a Request for Proposals for the creation of a three to five year city-wide Strategic Plan that emphasizes partnerships, organizational culture and community input to include an evaluation of current branding initiatives.

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| GENERAL FUND | REQUESTED | MANAGER RECOMMENDS | ADOPTED | OFFSETTING REVENUE |
|--|-------------------|-------------------------------|-------------------|-------------------------------|
| CITY COUNCIL | | | | |
| Boards and Commissions recognition reception | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ - |
| Special Community Organization Group Funds | 398,000 | 373,338 | 373,338 | - |
| Total Special Projects | <u>\$ 404,000</u> | <u>\$ 379,338</u> | <u>\$ 379,338</u> | <u>\$ -</u> |
| MANAGEMENT & ADMINISTRATION | | | | |
| Citizens Academy | \$ 8,500 | \$ 6,500 | \$ 6,500 | \$ - |
| Community Engagement | 4,500 | 4,500 | 4,500 | - |
| Executive Development | 6,000 | 6,000 | 6,000 | - |
| Organizational Cultural Team | 10,000 | 10,000 | 10,000 | - |
| Strategic Planning Consultant | 75,000 | 75,000 | 75,000 | - |
| United Way Day of Caring | 2,000 | 2,000 | 2,000 | - |
| Total Special Projects | <u>\$ 106,000</u> | <u>\$ 104,000</u> | <u>\$ 104,000</u> | <u>\$ -</u> |
| COMMUNICATIONS | | | | |
| Council Chamber Cameras | \$ 4,853 | \$ - | \$ - | \$ - |
| Cabling | 200 | 253 | 253 | - |
| Additional Camera | 880 | - | - | - |
| Total Special Projects | <u>\$ 5,933</u> | <u>\$ 253</u> | <u>\$ 253</u> | <u>\$ -</u> |
| HUMAN RESOURCES | | | | |
| HR Special Projects | \$ 20,000 | \$ 10,000 | \$ 10,000 | \$ - |
| Firefighter Social Security | 335,000 | 335,000 | 335,000 | - |
| Additional 1% COLA | | | 238,533 | |
| Total Special Projects | <u>\$ 355,000</u> | <u>\$ 345,000</u> | <u>\$ 583,533</u> | <u>\$ -</u> |
| TELECOMMUNICATIONS | | | | |
| Telecomm Projects | \$ 63,250 | \$ 21,700 | \$ 21,700 | \$ - |
| Total Special Projects | <u>\$ 63,250</u> | <u>\$ 21,700</u> | <u>\$ 21,700</u> | <u>\$ -</u> |
| DOWNTOWN DEVELOPMENT | | | | |
| Downtown Parking Program | \$ 4,000 | \$ - | \$ - | \$ - |
| Holiday Decorations | 33,430 | 17,000 | 17,000 | - |
| Social District | 835 | 335 | 335 | - |
| Total Special Projects | <u>\$ 38,265</u> | <u>\$ 17,335</u> | <u>\$ 17,335</u> | <u>\$ -</u> |
| POLICE - SUPPORT SERVICES | | | | |
| Officer Wellness Sessions | \$ 15,000 | \$ - | \$ - | \$ - |
| Vehicle Rental Project | 10,000 | 10,000 | 10,000 | - |
| CSI Equipment | 14,300 | 14,300 | 14,300 | - |
| Personal Development Program | 20,000 | 20,000 | 20,000 | - |
| Total Special Projects | <u>\$ 59,300</u> | <u>\$ 44,300</u> | <u>\$ 44,300</u> | <u>\$ -</u> |
| POLICE - ADMINISTRATION | | | | |
| Community Classroom | \$ 3,500 | \$ - | \$ - | \$ - |
| Homeless Victim Advocate Grant | 11,690 | 11,690 | 11,690 | - |
| Total Special Projects | <u>\$ 15,190</u> | <u>\$ 11,690</u> | <u>\$ 11,690</u> | <u>\$ -</u> |

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| GENERAL FUND | REQUESTED | MANAGER RECOMMENDS | ADOPTED | OFFSETTING REVENUE |
|---|---------------------|---------------------------|-------------------|---------------------------|
| POLICE - FIELD OPERATIONS | | | | |
| Ballistic Vest Replacement-11 to expire | \$ 11,484 | \$ 11,484 | \$ 11,484 | \$ - |
| Total Special Projects | <u>\$ 11,484</u> | <u>\$ 11,484</u> | <u>\$ 11,484</u> | <u>\$ -</u> |
| FIRE ADMINISTRATION | | | | |
| Ballistic Vests | \$ 47,600 | \$ - | \$ - | \$ - |
| Class 3 Barricades | 3,500 | - | - | - |
| Class 2 Barricades | 2,590 | - | - | - |
| TB6 Water Filled Barricades | 4,340 | - | - | - |
| Knox Box exchange program | 20,574 | - | - | - |
| Total Special Projects | <u>\$ 78,604</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| TRANSPORTATION - ENGINEERING | | | | |
| Brenner Ave Sidewalk & Inter. Improvements C-5603H | \$ 552,300 | \$ 161,840 | \$ 161,840 | \$ 129,472 |
| Brenner Avenue Safety Improvements | 75,000 | 60,000 | 60,000 | 60,000 |
| Grants Creek Greenway EB-5619, Phase B | 30,000 | 24,000 | 24,000 | 24,000 |
| Grants Creek Greenway EB-5619, Phase C | 30,000 | - | - | - |
| Old Concord Rd Sidewalk C-5603D | 265,000 | 44,000 | 44,000 | 35,200 |
| Jake Alexander SidewalkBL-0034 | 50,000 | 40,000 | 40,000 | 32,000 |
| City Lake Park Bicycle Loop | 20,900 | - | - | - |
| Depot Multi-Modal Center acquisition/design | 3,220,000 | - | - | - |
| Update Uniform Construction Standards | 100,000 | - | - | - |
| Total Special Projects | <u>\$ 4,343,200</u> | <u>\$ 329,840</u> | <u>\$ 329,840</u> | <u>\$ 280,672</u> |
| TRANSPORTATION - STREET LIGHTING | | | | |
| Oakview Commons Street Lighting | \$ 19,500 | \$ 19,590 | \$ 19,590 | \$ - |
| Additional street lights with new development | 8,000 | 4,000 | 4,000 | - |
| 50 new streetlights | 11,580 | - | - | - |
| Total Special Projects | <u>\$ 39,080</u> | <u>\$ 23,590</u> | <u>\$ 23,590</u> | <u>\$ -</u> |
| TRANSPORTATION - TRAFFIC OPERATIONS | | | | |
| Add LPI to three intersections | \$ 12,000 | \$ - | \$ - | \$ - |
| Total Special Projects | <u>\$ 12,000</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| PLANNING & NEIGHBORHOODS - COMMUNITY PLANNING SERVICES | | | | |
| Downtown Revitalization Grant | \$ 250,000 | \$ 180,000 | \$ 180,000 | \$ - |
| Neighborhood Revitalization Program | 200,000 | 200,000 | 200,000 | - |
| Dixonville - steps | 1,500 | - | - | - |
| Eaman Park site feasibility | 20,000 | 20,000 | 20,000 | - |
| Salisbury Historic District Update | 40,000 | 18,000 | 18,000 | - |
| Comprehensive Housing Strategy | 150,000 | 175,000 | 175,000 | - |
| Total Special Projects | <u>\$ 661,500</u> | <u>\$ 593,000</u> | <u>\$ 593,000</u> | <u>\$ -</u> |
| LAND & DEVELOPMENT SERVICES | | | | |
| Hardware for Energov Implementation | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ - |
| Total Special Projects | <u>\$ 3,000</u> | <u>\$ 3,000</u> | <u>\$ 3,000</u> | <u>\$ -</u> |

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| GENERAL FUND | REQUESTED | MANAGER RECOMMENDS | ADOPTED | OFFSETTING REVENUE |
|--|-------------------|-------------------------------|-------------------|-------------------------------|
| PLANNING & NEIGHBORHOODS - CODE ENFORCEMENT | | | | |
| Equipment for Energov Implementation | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ - |
| Total Special Projects | <u>\$ 10,000</u> | <u>\$ 10,000</u> | <u>\$ 10,000</u> | <u>\$ -</u> |
| PARKS AND RECREATION | | | | |
| Special Projects | \$ 5,500 | \$ - | \$ - | \$ - |
| Greenway Master Plan | 100,000 | - | - | - |
| Civic Center Design/Plan | 50,000 | - | - | - |
| Fred Evans Pool Design | 50,000 | - | - | - |
| Video Arcade Game Cabinets | 15,000 | - | - | - |
| Total Special Projects | <u>\$ 220,500</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| PUBLIC WORKS ADMINISTRATION | | | | |
| Keyscan Card Reader Door Access | \$ 7,300 | \$ 7,300 | \$ 7,300 | \$ - |
| Total Special Projects | <u>\$ 7,300</u> | <u>\$ 7,300</u> | <u>\$ 7,300</u> | <u>\$ -</u> |
| PUBLIC WORKS-STREETS | | | | |
| 210 West Franklin - Replace 4 Garage Doors | \$ 20,000 | \$ - | \$ - | \$ - |
| 210 West Franklin - Electric Security Gate | 20,000 | - | - | - |
| Public Work Parking Lot Resurfacing | 215,055 | - | - | - |
| Total Special Projects | <u>\$ 255,055</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| PUBLIC WORKS-PB PAVING/RESURFACING | | | | |
| North Ellis Street (Shober Bridge) | \$ 225,000 | \$ 200,000 | \$ 200,000 | \$ - |
| Total Special Projects | <u>\$ 225,000</u> | <u>\$ 200,000</u> | <u>\$ 200,000</u> | <u>\$ -</u> |
| PUBLIC WORKS-GROUNDS MAINTENANCE | | | | |
| 231 West Franklin - New Door and Windows | \$ 55,000 | \$ - | \$ - | \$ - |
| Repaving Greenway Trail | 65,000 | - | - | - |
| Greenway bridge decking replacement | 6,500 | 6,500 | 6,500 | - |
| Community Park - Pave Gravel Parking Lot | 165,000 | - | - | - |
| Total Special Projects | <u>\$ 291,500</u> | <u>\$ 6,500</u> | <u>\$ 6,500</u> | <u>\$ -</u> |
| PUBLIC WORKS-SOLID WASTE MANAGEMENT | | | | |
| Trashcan Rollout/Replacements | \$ 42,000 | \$ 21,000 | \$ 21,000 | \$ - |
| Litter Reduction Crew | 7,000 | - | - | - |
| Adopt-A-Street and litter reduction efforts | 5,000 | 5,000 | 5,000 | - |
| Recycling education stickers | 7,000 | - | - | - |
| 7 iPads and 9 mounts | 6,000 | 6,000 | 6,000 | - |
| Total Special Projects | <u>\$ 67,000</u> | <u>\$ 32,000</u> | <u>\$ 32,000</u> | <u>\$ -</u> |
| PUBLIC WORKS-FACILITIES MANAGEMENT | | | | |
| Customer Service Center - Switch Gear Maintenance | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ - |
| Air Cooled Chiller | 13,000 | 13,000 | 13,000 | - |
| Total Special Projects | <u>\$ 38,000</u> | <u>\$ 38,000</u> | <u>\$ 38,000</u> | <u>\$ -</u> |

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| GENERAL FUND | REQUESTED | MANAGER RECOMMENDS | ADOPTED | OFFSETTING REVENUE |
|--|----------------------------|-------------------------------|----------------------------|-------------------------------|
| PUBLIC WORKS-CEMETERY | | | | |
| Replace Wooden Fence at Oaklawn Cemetery | \$ 15,000 | \$ - | \$ - | \$ - |
| Total Special Projects | <u>\$ 15,000</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| PUBLIC WORKS-FLEET | | | | |
| Generator Monitoring System - install/subscription | \$ 7,200 | \$ 7,200 | \$ 7,200 | \$ - |
| Generator Monitoring System - additional sites | 32,400 | - | - | - |
| Geo Tab subscription | 8,085 | 8,085 | 8,085 | - |
| BlueArrow Telematics Camera | 16,700 | 16,700 | 16,700 | - |
| Telematics for Fire Vehicles | 36,000 | 36,000 | 36,000 | - |
| Total Special Projects | <u>\$ 100,385</u> | <u>\$ 67,985</u> | <u>\$ 67,985</u> | <u>\$ -</u> |
| GRAND TOTAL-SPECIAL PROJECTS | <u>\$ 7,200,546</u> | <u>\$ 2,246,315</u> | <u>\$ 2,484,848</u> | <u>\$ 280,672</u> |
| <u>TOTAL OFFSETTING REVENUE</u> | <u>\$ 280,672</u> | <u>\$ 280,672</u> | <u>\$ 280,672</u> | |
| <u>TOTAL CITY SHARE</u> | <u>\$ 6,919,874</u> | <u>\$ 1,965,643</u> | <u>\$ 2,204,176</u> | |

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| | <u>REQUESTED</u> | <u>MANAGER RECOMMENDS</u> | <u>ADOPTED</u> | <u>OFFSETTING REVENUE</u> |
|--------------------------------------|----------------------------|-------------------------------|--------------------------|-------------------------------|
| WATER & SEWER FUND | | | | |
| ADMINISTRATION | | | | |
| Additional 1% COLA | | | 59,515 | |
| Restricted On-Call Proposed Increase | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ - |
| GRAND TOTAL-SPECIAL PROJECTS | <u>\$ 75,000</u> | <u>\$ 75,000</u> | <u>\$ 134,515</u> | <u>\$ -</u> |
| | | | | |
| TRANSIT FUND | | | | |
| ADMINISTRATION | | | | |
| COVID-19 Supplies | \$ 10,300 | \$ 10,300 | \$ 10,300 | \$ - |
| Additional 1% COLA | | | 8,336 | |
| GRAND TOTAL-SPECIAL PROJECTS | <u>\$ 10,300</u> | <u>\$ 10,300</u> | <u>\$ 18,636</u> | <u>\$ -</u> |
| | | | | |
| STORMWATER FUND | | | | |
| ADMINISTRATION | | | | |
| Drainage Grant | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ - |
| NPDES Compliance | 15,000 | 15,000 | 15,000 | - |
| Capital Improvement Plan Project | 3,197,000 | 428,846 | 428,846 | - |
| GRAND TOTAL-SPECIAL PROJECTS | <u>\$ 3,237,000</u> | <u>\$ 468,846</u> | <u>\$ 468,846</u> | <u>\$ -</u> |

**EXHIBIT 3
CITY OF SALISBURY
HOLIDAY SCHEDULE FOR FY2023-24**

- Independence Day Tuesday, July 4, 2023
- Labor Day Monday, September 4, 2023
- Veterans Day Friday, November 10, 2023
- Thanksgiving Thursday, November 23, 2023
Friday, November 24, 2023
- Christmas Friday, December 22, 2023
Monday, December 25, 2023
Tuesday, December 26, 2023
- New Year's Day Monday, January 1, 2024
- Martin Luther King, Jr. Day Monday, January 15, 2024
- Good Friday Friday, March 29, 2024
- Memorial Day Monday, May 27, 2024
- Juneteenth Day Wednesday, June 19, 2024



**ADDENDUM
FY2023-2024 ADOPTED BUDGET**

On May 23, 2023, the City Manager presented a balanced FY2023-2024 Budget proposal totaling \$108,064,027 for all funds.

The City held a budget work session on June 6, 2023. The public hearing, as required by N.C.G.S. 159-12, was also held on June 6, 2023. Two citizens spoke.

The City Council adopted the FY2023-2024 budget on June 20, 2023, with the following changes to the recommended budget presented by the City Manager:

CHANGES:

Revised recommended tax rate of \$0.616.

Increase \$238,533 in General Fund – Additional 1% COLA

Increase \$325,000 in General Fund – City Office Building Windows Replacement

Decrease \$325,000 in General Fund Appropriated Fund Balance – City Office Building Windows Replacement

Increase \$8,336 in Transit Fund – Additional 1% COLA

Increase \$59,515 in Water Sewer Fund – Additional 1% COLA

The final adopted FY2023-2023 Budget for all governmental and enterprise funds totals \$108,695,411.

The full transcript of the budget discussions and public hearings can be read at:

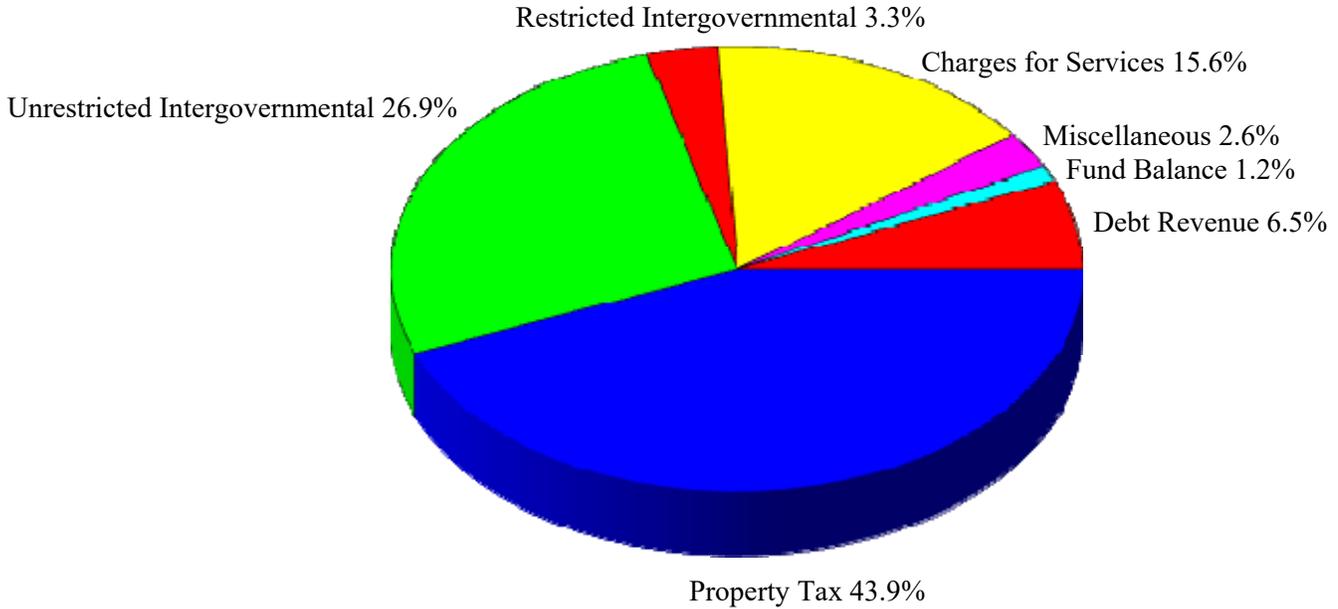
<https://salisburync.gov/Government/City-Council/Minutes-and-Agendas>

The adopted budget can be reviewed at:

<http://salisburync.gov/Government/Financial-and-Business-Services/Budget>

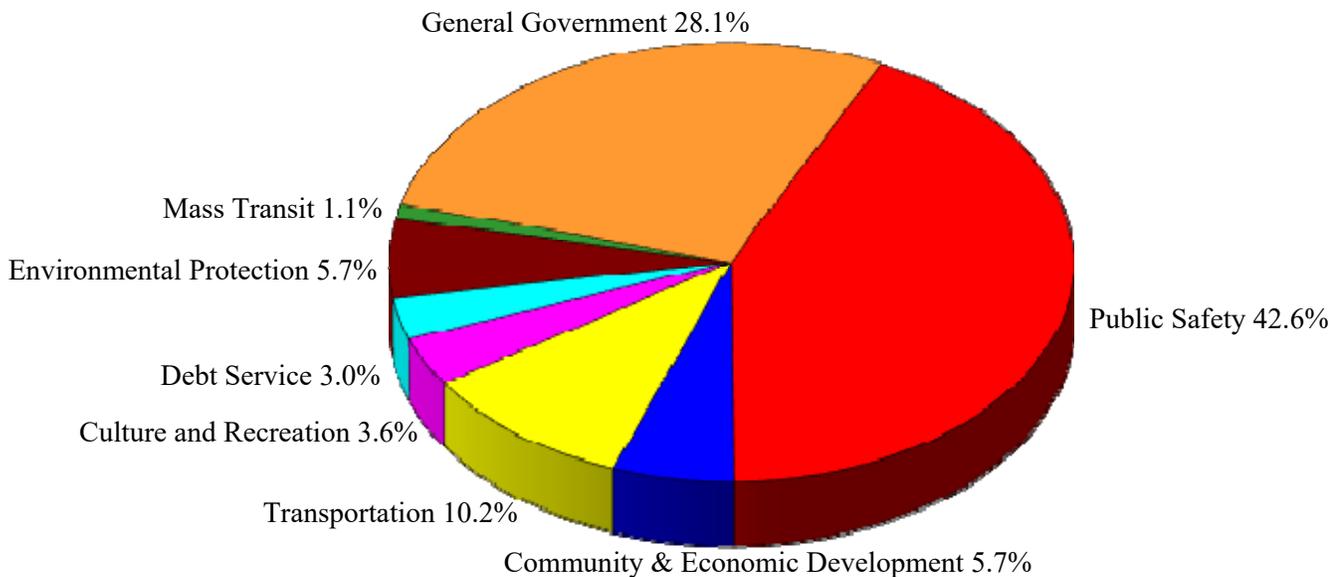
FY 2023-2024 GENERAL FUND

Revenues - \$58,546,751



Where the Money Comes From

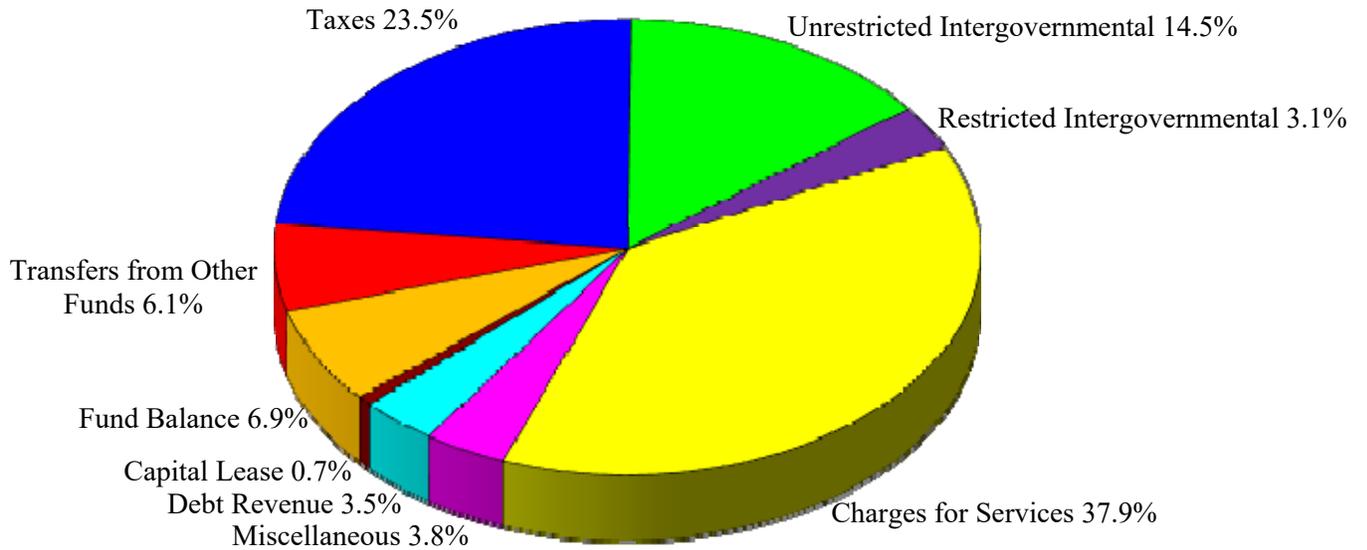
Expenditures - \$58,546,751



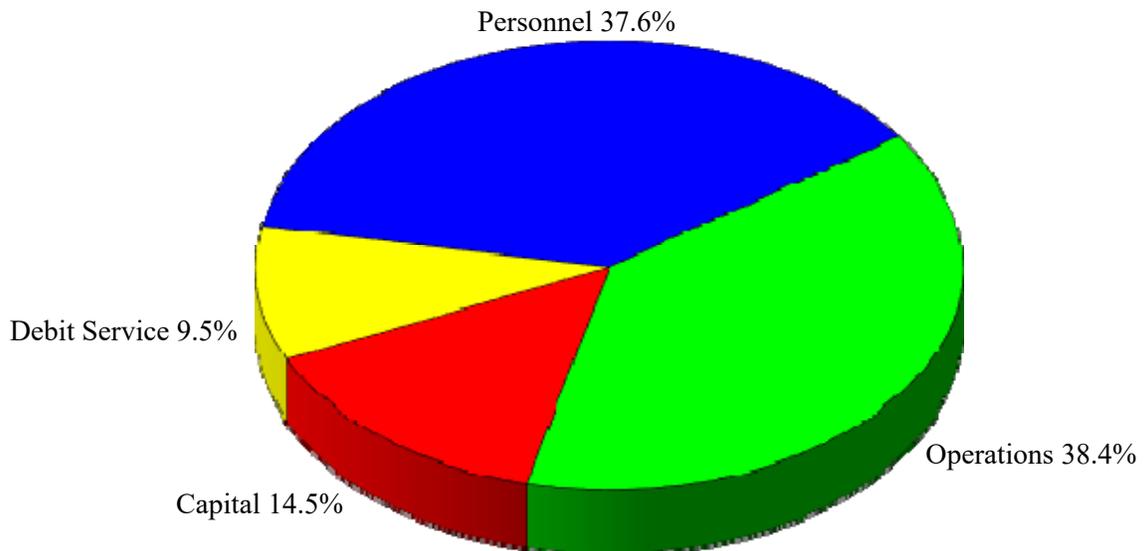
Where the Money Goes To

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

CITY REVENUES BY TYPE (All Funds)



CITY EXPENDITURES BY CATEGORY (All Funds)



**CITY OF SALISBURY, NORTH CAROLINA
BUDGET SUMMARY
For the Year Ending June 30, 2024**

| | 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 6/30/23 | \$ 30,000,000 | \$ 2,800,000 | \$ 3,000 | \$ 120,000,000 | \$ 2,800,000 | \$ 480,000 | \$ 1,500,000 | \$ 3,000,000 | \$ 560,000 | \$ 161,143,000 | |
| Budgeted Revenues & Other Financing Sources: | | | | | | | | | | | |
| Taxes | \$ 25,693,909 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 25,693,909 | |
| Unrestricted Intergovernmental | 15,803,000 | - | - | - | - | - | - | - | - | 15,803,000 | |
| Restricted Intergovernmental | 1,920,444 | - | 461,110 | - | - | 996,440 | - | - | - | 3,377,994 | |
| Charges for services | 9,127,067 | - | - | 29,965,969 | - | 50,836 | - | 2,267,601 | - | 41,411,473 | |
| Miscellaneous | 1,440,000 | 80,000 | 20,000 | 860,000 | 75,000 | 1,343,269 | 192,594 | 70,000 | 20,000 | 4,100,863 | |
| Long-term Debt Issued | - | 3,800,812 | - | - | - | - | - | - | - | 3,800,812 | |
| Capital leases | - | - | - | - | - | - | 760,000 | - | - | 760,000 | |
| Transfers From Other Funds | - | 2,604,412 | - | - | 520,185 | 630,000 | 2,700,000 | - | 250,676 | 6,705,273 | |
| Total Available Resources | \$ 53,984,420 | \$ 6,485,224 | \$ 481,110 | \$ 30,825,969 | \$ 595,185 | \$ 3,020,545 | \$ 3,652,594 | \$ 2,337,601 | \$ 270,676 | \$ 101,653,324 | |
| Expenditures: | | | | | | | | | | | |
| General Government | \$ 13,263,791 | \$ 502,423 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 13,766,214 | |
| Public Safety | 20,516,540 | 4,433,322 | - | - | - | - | - | - | - | 24,949,862 | |
| Transportation | 5,668,507 | 323,779 | - | - | - | - | - | - | - | 5,992,286 | |
| Environmental Protection | 2,523,963 | 835,312 | - | - | - | - | - | 2,086,925 | 517,972 | 5,964,172 | |
| Culture and Recreation | 2,072,586 | - | - | - | - | - | - | - | - | 2,072,586 | |
| Community & Economic Development | 3,317,456 | - | 481,110 | - | - | - | - | - | - | 3,798,566 | |
| Education | - | - | - | - | - | - | - | - | - | - | |
| Water & Sewer | - | - | - | 31,704,184 | 621,176 | - | - | - | - | 32,325,360 | |
| Mass Transit | - | - | - | - | - | 3,108,936 | - | - | - | 3,108,936 | |
| Fiber Optic | - | - | - | - | - | - | 405,811 | - | - | 405,811 | |
| Debt Service: | | | | | | | | | | | |
| Principal | 998,620 | 383,291 | - | 3,276,123 | - | - | 2,780,000 | - | - | 7,438,034 | |
| Interest | 370,064 | 7,097 | - | 1,805,477 | - | - | 466,783 | - | - | 2,649,421 | |
| Transfers To Other Funds | 5,934,412 | - | - | 520,185 | - | - | - | 250,676 | - | 6,705,273 | |
| Total Expenditures | \$ 54,665,939 | \$ 6,485,224 | \$ 481,110 | \$ 37,305,969 | \$ 621,176 | \$ 3,108,936 | \$ 3,652,594 | \$ 2,337,601 | \$ 517,972 | \$ 109,176,521 | |
| Budgeted Increase (Decrease) in Fund Balance | \$ (681,519) | \$ - | \$ - | \$ (6,480,000) | \$ (25,991) | \$ (88,391) | \$ - | \$ - | \$ (247,296) | \$ (7,523,197) | |
| Full Accrual Adjustments: ¹ | | | | | | | | | | | |
| Budgeted Capital Outlay | - | - | - | 5,780,000 | 621,176 | 1,676,107 | - | - | 517,972 | 8,595,255 | |
| Budgeted Debt Principal | - | - | - | 3,276,123 | - | - | 2,780,000 | - | - | 6,056,123 | |
| Estimated Depreciation | - | - | - | (5,015,477) | - | (75,686) | (660,220) | (138,938) | - | (5,890,321) | |
| Estimated Fund Balance/ Net Assets 6/30/24 | \$ 29,318,481 | \$ 2,800,000 | \$ 3,000 | \$ 117,560,646 | \$ 3,395,185 | \$ 1,992,030 | \$ 3,619,780 | \$ 2,861,062 | \$ 830,676 | \$ 162,380,860 | |

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

**SUMMARY OF INTERFUND TRANSFERS
For the Year Ending June 30, 2024**

| FUND | TO | | | | | | TOTAL OUT |
|--------------------|------------------------------|-------------------------------|-------------------|----------------------------|---------------------|-------------|---------------------|
| | General Fund Capital Reserve | Water & Sewer Capital Reserve | Transit | Stormwater Capital Reserve | Fibrant | | |
| General | \$ 2,604,412 | \$ - | \$ 630,000 | \$ - | \$ 2,700,000 | \$ - | \$ 5,934,412 |
| Water & Sewer | - | 520,185 | - | - | - | - | 520,185 |
| Stormwater | - | - | - | 250,676 | - | - | 250,676 |
| Stormwater Capital | - | - | - | - | - | - | - |
| TOTAL IN | \$ 2,604,412 | \$ 520,185 | \$ 630,000 | \$ 250,676 | \$ 2,700,000 | \$ - | \$ 6,705,273 |

SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

| | FY2021-22 ACTUAL | FY2022-23 ESTIMATE | FY2023-24 ADOPTED |
|---|-----------------------------|-------------------------------|------------------------------|
| REVENUES: | | | |
| GENERAL FUND/CAPITAL RESERVE FUND | | | |
| Taxes | \$ 23,394,975 | \$ 23,777,730 | \$ 25,693,909 |
| Unrestricted Intergovernmental | 14,650,036 | 15,847,238 | 15,803,000 |
| Restricted Intergovernmental | 3,292,848 | 3,010,068 | 1,920,444 |
| Charges for Services | 8,508,473 | 8,768,200 | 9,127,067 |
| Miscellaneous | 1,066,943 | 2,079,227 | 1,520,000 |
| Transfer from ARPA Fund | - | 5,691,543 | - |
| Long-term Debt Issued | - | - | 3,800,812 |
| Fund Balance Appropriated | - | - | 681,519 |
| Transfers From Other Funds | <u>2,214,197</u> | <u>2,367,648</u> | <u>2,604,412</u> |
| Total Available Resources | <u>\$ 53,127,472</u> | <u>\$ 61,541,655</u> | <u>\$ 61,151,163</u> |
| WATER & SEWER FUND/CAPITAL RESERVE FUND | | | |
| Charges for Services | \$ 30,648,902 | \$ 30,807,666 | \$ 29,965,969 |
| Miscellaneous | 73,767 | 766,890 | 935,000 |
| Appropriated Fund Balance | - | 5,601,289 | 6,505,991 |
| Transfers From Other Funds | <u>500,668</u> | <u>492,896</u> | <u>520,185</u> |
| Total Available Resources | <u>\$ 31,223,337</u> | <u>\$ 37,668,741</u> | <u>\$ 37,927,145</u> |
| MASS TRANSIT FUND | | | |
| Restricted Intergovernmental | \$ 580,031 | \$ 553,661 | \$ 978,440 |
| Charges for Services | 59,406 | 67,247 | 50,836 |
| Miscellaneous | 1,477 | 19,154 | 1,361,269 |
| Transfers From Other Funds | <u>630,000</u> | <u>630,000</u> | <u>718,391</u> |
| Total Available Resources | <u>\$ 1,270,914</u> | <u>\$ 1,270,062</u> | <u>\$ 3,108,936</u> |
| FIBRANT COMMUNICATIONS FUND | | | |
| Lease | \$ 765,619 | \$ 735,000 | \$ 760,000 |
| Miscellaneous | 105,876 | 134,470 | 192,594 |
| Transfers From Other Funds | <u>2,945,040</u> | <u>2,700,000</u> | <u>2,700,000</u> |
| Total Available Resources | <u>\$ 3,816,535</u> | <u>\$ 3,569,470</u> | <u>\$ 3,652,594</u> |
| STORMWATER UTILITY FUND/CAPITAL RESERVE FUND | | | |
| Charges for Services | \$ 1,946,000 | \$ 2,070,000 | \$ 2,267,601 |
| Other Operating/Miscellaneous | 31,941 | 94,662 | 90,000 |
| Appropriated Fund Balance | - | 617,759 | 247,296 |
| Transfers From Other Funds | <u>159,778</u> | <u>164,852</u> | <u>250,676</u> |
| Total Available Resources | <u>\$ 2,137,720</u> | <u>\$ 2,947,273</u> | <u>\$ 2,855,573</u> |
| SPECIAL REVENUE FUNDS | | | |
| Restricted Intergovernmental | \$ 407,937 | \$ 375,000 | \$ 461,110 |
| Miscellaneous | <u>44,152</u> | <u>40,000</u> | <u>20,000</u> |
| Total Available Resources | <u>\$ 452,089</u> | <u>\$ 415,000</u> | <u>\$ 481,110</u> |
| TOTAL BUDGETED REVENUES & OTHER FINANCING SOURCES: | | | |
| Taxes | \$ 23,394,975 | \$ 23,777,730 | \$ 25,693,909 |
| Unrestricted Intergovernmental | 14,650,036 | 15,847,238 | 15,803,000 |
| Restricted Intergovernmental | 4,280,816 | 3,938,729 | 3,359,994 |
| Charges for Services | 41,162,781 | 41,713,113 | 41,411,473 |
| Lease | 765,619 | 735,000 | 760,000 |
| Miscellaneous | 1,324,156 | 3,134,403 | 4,118,863 |
| Long-term Debt Issued | - | - | 3,800,812 |
| Fund Balance Appropriated | - | 6,219,048 | 7,434,806 |
| Transfers From Other Funds | <u>6,449,683</u> | <u>6,355,396</u> | <u>6,793,664</u> |
| Total Available Resources | <u>\$ 92,028,066</u> | <u>\$ 101,720,658</u> | <u>\$ 109,176,521</u> |

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| | FY2021-22 ACTUAL | FY2022-23 ESTIMATE | FY2023-24 ADOPTED |
|---|-----------------------------|-------------------------------|------------------------------|
| EXPENDITURES: | | | |
| GENERAL FUND/CAPITAL RESERVE FUND | | | |
| General Government | \$ 10,345,586 | \$ 10,729,443 | \$ 13,766,214 |
| Public Safety | 19,183,375 | 20,087,003 | 24,949,862 |
| Transportation | 6,639,474 | 6,191,054 | 5,992,286 |
| Environmental Protection | 2,569,358 | 2,645,356 | 3,359,275 |
| Culture and Recreation | 2,253,822 | 2,363,969 | 2,072,586 |
| Community/Economic Dev | 2,800,247 | 2,954,653 | 3,317,456 |
| Education | 40,000 | 40,000 | - |
| Debt Service | 1,297,221 | 1,428,105 | 1,759,072 |
| Transfers To Other Funds | 3,575,040 | 5,697,648 | 5,934,412 |
| Total Expenditures | <u>\$ 48,704,122</u> | <u>\$ 52,137,231</u> | <u>\$ 61,151,163</u> |
| WATER & SEWER FUND/CAPITAL RESERVE FUND | | | |
| Water & Sewer | \$ 19,135,551 | \$ 26,066,860 | \$ 32,325,360 |
| Debt Service | 5,272,958 | 5,228,496 | 5,081,600 |
| Transfers To Other Funds | 500,668 | 472,896 | 520,185 |
| Total Expenditures | <u>\$ 24,909,177</u> | <u>\$ 31,768,252</u> | <u>\$ 37,927,145</u> |
| TRANSIT FUND | | | |
| Mass Transit | \$ 1,176,913 | \$ 1,449,062 | \$ 3,108,936 |
| Total Expenditures | <u>\$ 1,176,913</u> | <u>\$ 1,449,062</u> | <u>\$ 3,108,936</u> |
| FIBRANT COMMUNICATIONS FUND | | | |
| Fiber Optic Network | \$ 254,038 | \$ 248,182 | \$ 405,811 |
| Debt Service | 3,026,914 | 3,030,283 | 3,246,783 |
| Total Expenditures | <u>\$ 3,280,952</u> | <u>\$ 3,278,465</u> | <u>\$ 3,652,594</u> |
| STORMWATER UTILITY FUND/CAPITAL RESERVE FUND | | | |
| Environmental Protection | \$ 1,458,236 | \$ 1,563,400 | \$ 2,604,897 |
| Transfers to Other Funds | 159,778 | 164,852 | 250,676 |
| Total Expenditures | <u>\$ 1,618,014</u> | <u>\$ 1,728,252</u> | <u>\$ 2,855,573</u> |
| SPECIAL REVENUE FUNDS | | | |
| Community/Economic Dev | \$ 543,965 | \$ 375,000 | \$ 481,110 |
| Debt Service | 35,740 | 40,000 | - |
| Total Expenditures | <u>\$ 579,705</u> | <u>\$ 415,000</u> | <u>\$ 481,110</u> |
| TOTAL BUDGETED EXPENDITURES | | | |
| General Government | \$ 10,345,586 | \$ 10,729,443 | \$ 13,766,214 |
| Public Safety | 19,183,375 | 20,087,003 | 24,949,862 |
| Transportation | 6,639,474 | 6,191,054 | 5,992,286 |
| Environmental Protection | 4,027,594 | 4,208,755 | 5,964,172 |
| Culture and Recreation | 2,253,822 | 2,363,969 | 2,072,586 |
| Community/Economic Dev | 3,344,212 | 3,329,653 | 3,798,566 |
| Education | 40,000 | 40,000 | - |
| Water & Sewer | 19,135,551 | 26,066,860 | 32,325,360 |
| Mass Transit | 1,176,913 | 1,449,062 | 3,108,936 |
| Fiber Optic Network | 254,038 | 248,182 | 405,811 |
| Debt Service/Debt Refunding | 9,632,833 | 9,726,884 | 10,087,455 |
| Transfers To Other Funds | 4,235,486 | 6,335,396 | 6,705,273 |
| Total Expenditures | <u>\$ 80,268,883</u> | <u>\$ 90,776,261</u> | <u>\$ 109,176,521</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 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|---|-----------------------|----------------------------|----------------------|
| Total General Fund | \$ 2,230,091 | \$ 846,840 | \$ 1,171,840 |
| Total General Fund Capital Reserve Fund | 635,290 | 6,485,224 | 6,094,836 |
| Total Water & Sewer Fund | 8,280,000 | 5,780,000 | 5,780,000 |
| Total Water/Sewer Capital Reserve Fund | - | 621,176 | 621,176 |
| Total Mass Transit Fund | 1,947,089 | 1,676,107 | 1,676,107 |
| Total Stormwater Fund | - | - | - |
| Total Stormwater Capital Reserve Fund | 84,868 | 517,972 | 517,972 |
| Total All Funds | <u>\$ 13,177,338</u> | <u>\$ 15,927,319</u> | <u>\$ 15,861,931</u> |

REVENUE ASSUMPTIONS FOR FY2023-24

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 uncollectible rate of 2% was used based on FY22 Annual Comprehensive Financial Report.

Prior Year Property Taxes - Based on historical trends adjusted by the size of the 2022 property tax receivable balance projected as of June 30, 2023 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. CMAQ and STBG grants are anticipated to fund projects on Jake Alexander Boulevard, Old Concord Road, Brenner Avenue, and the greenway. The City will also receive grant funds to pay for our Homeless Victim’s Advocate position and related expenses.

State - Based on FY2023-24 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-9).

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

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

Charges for Services:

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

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

Code Services Fees – Based on historical trends.

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

Cemetery - Based on historical trends.

Radio Antenna and Paging Rentals – Based on historical trends.

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

Licenses and Permits – 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.

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 FY2023-24.

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 FY2023-24.

Other - Based on historical trends.

Other Financing Sources:

Proceeds from Installment Financing – Based on financing the replacement of one fire truck.

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 2023.

Water and Sewer Taps – Based on the projected taps to be completed in FY2023-24.

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2023-24.

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 FY2023-24.

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 FY2023-24.

American Rescue Plan (ARP) – Federal Funding to facilitate recovery from the COVID-19 pandemic.

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.

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

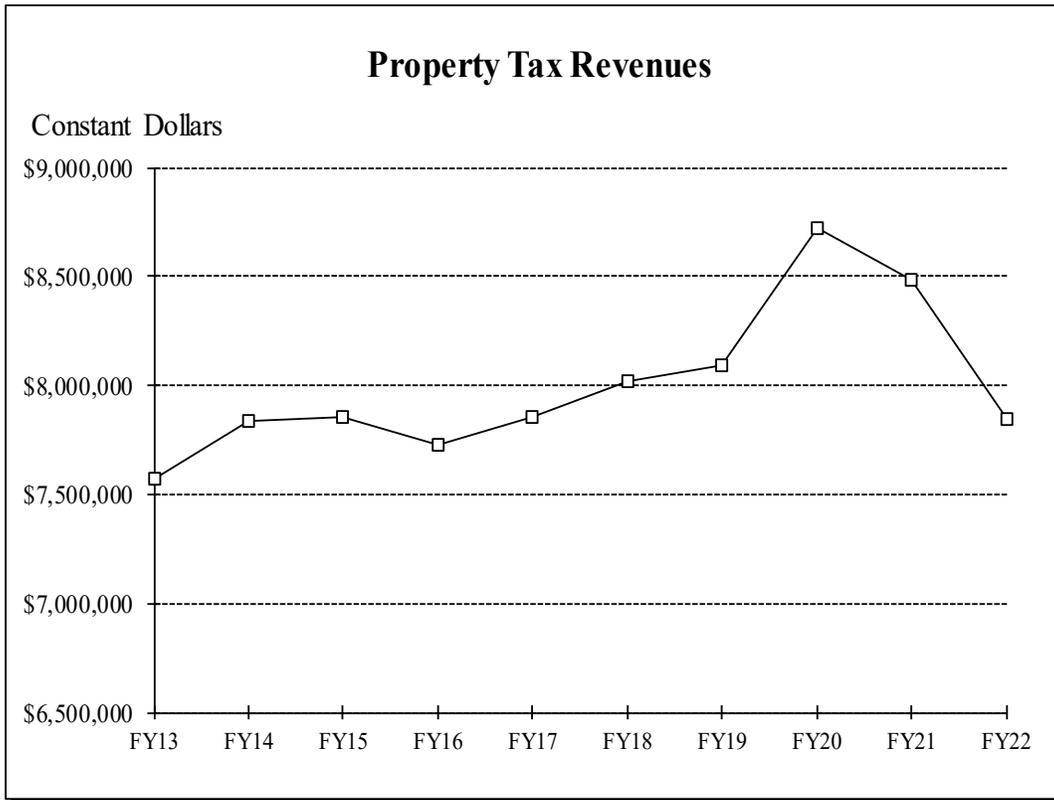
Other Financing Sources:

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

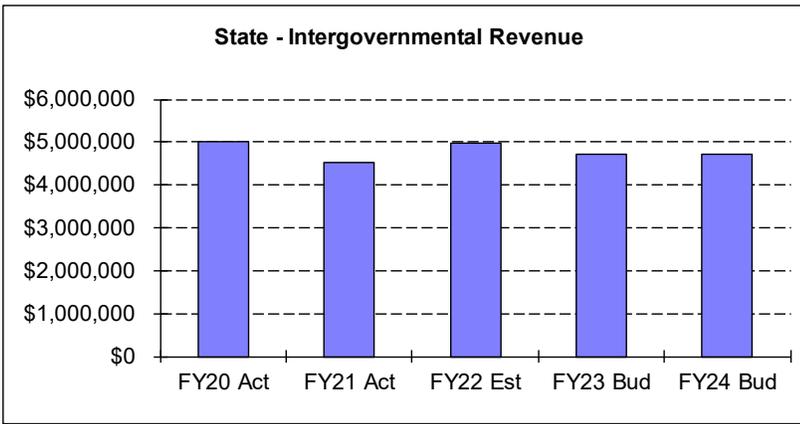
As noted previously, many revenues are budgeted based on historical trends. Trend monitoring is an essential element in the budgeting process for the City of Salisbury. Revenue information by line item is available for the current fiscal year, along with actual revenues for the past two fiscal years. 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. Each graph has a warning indicator that can necessitate appropriate action from the City. For the graph below, the warning indicator is a decline in property tax revenues based on constant dollars (base year – 1984). An increase in the Consumer Price Index in 2021 caused the Property Tax Revenues in constant dollars to decline in FY21.



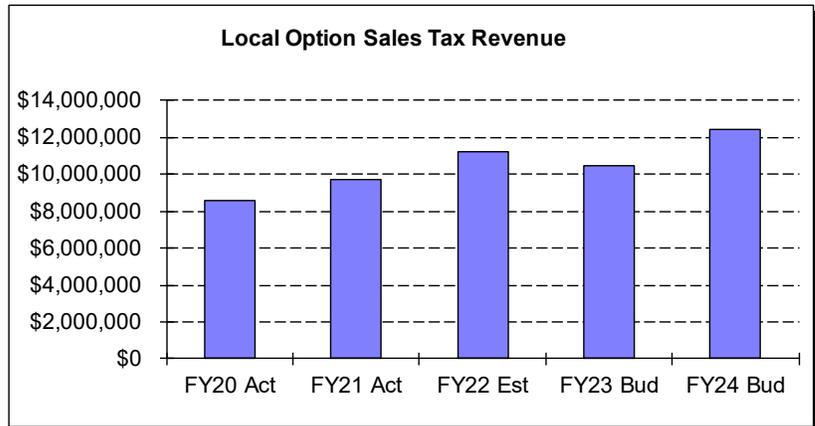
OTHER REVENUE TRENDS

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

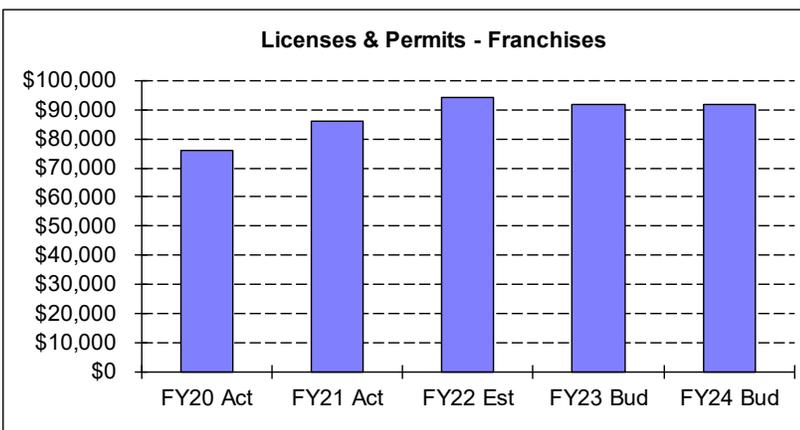


State intergovernmental revenue is comprised to state-shared receipts and grants. FY22 revenues increased due to grant funding received for the greenway.

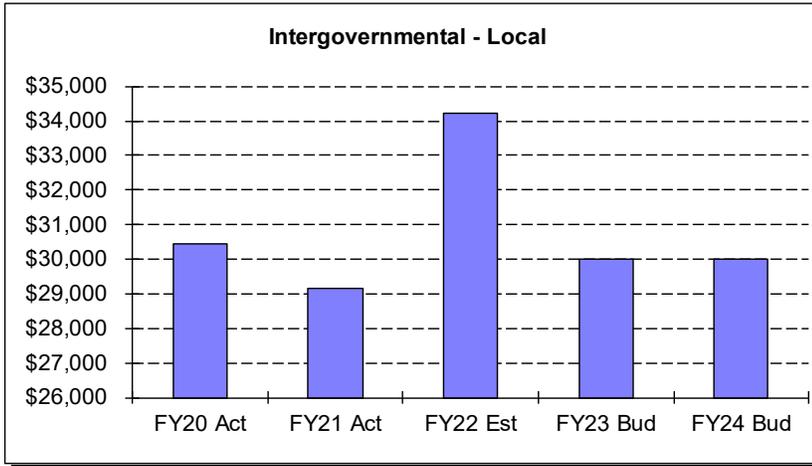
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Revenues have grown at a steady pace for the last several years.



The following graphs depict other 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.

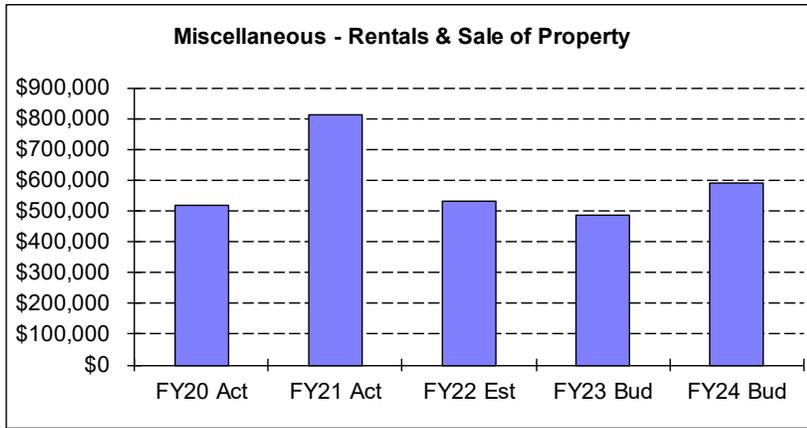
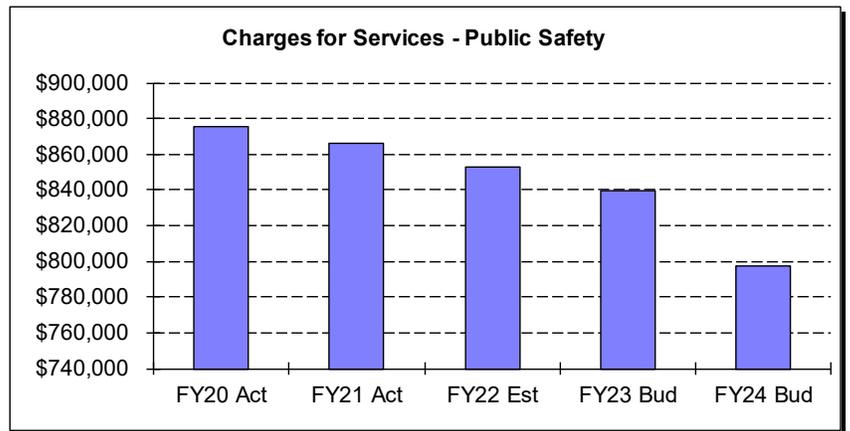


Permit revenues are based rental vehicle licenses and beer and wine licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to grow at a consistent level each year thereafter.



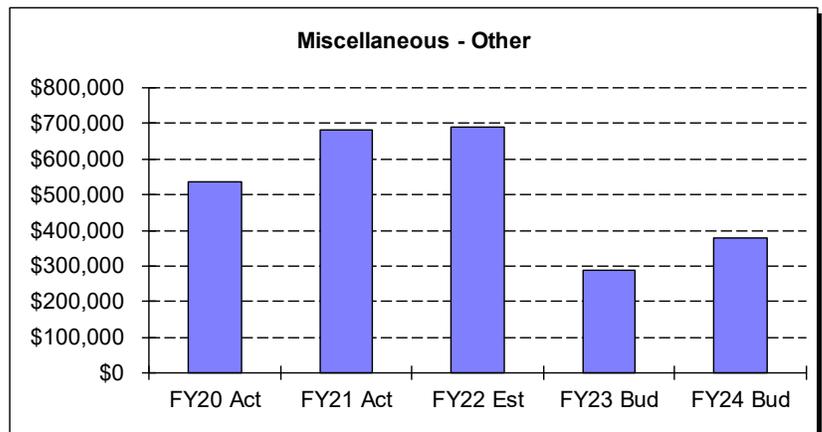
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

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.



Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. FY21 shows an increase in the sale of assets due to clearing a backlog of surplus property.

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



FINANCIAL MANAGEMENT AND BUDGET PROCESS

FINANCIAL MANAGEMENT PROGRAM

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

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

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 is 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. Equipment replacement subfunds for Water and Sewer and for Stormwater utilities are maintained for accounting and budgeting purposes.

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.

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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.

As of September 1, 2013, State law altered the procedures for the assessment and collection of property taxes on registered motor vehicles in North Carolina. Effective with this change in the law, the State of North Carolina is responsible for billing and collecting the property taxes on registered motor vehicles on behalf of all municipalities and special tax districts. Property taxes are due when the vehicle is registered. The billed taxes are applicable to the fiscal year in which they are received.

Sales taxes and certain intergovernmental revenues, such as the utilities franchise tax, collected and held by the State on behalf of the City, are recognized as revenue. Most 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 unavailable 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 cost-reimbursement grant resources to such programs, followed by categorical block grants, and then general revenues.

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.

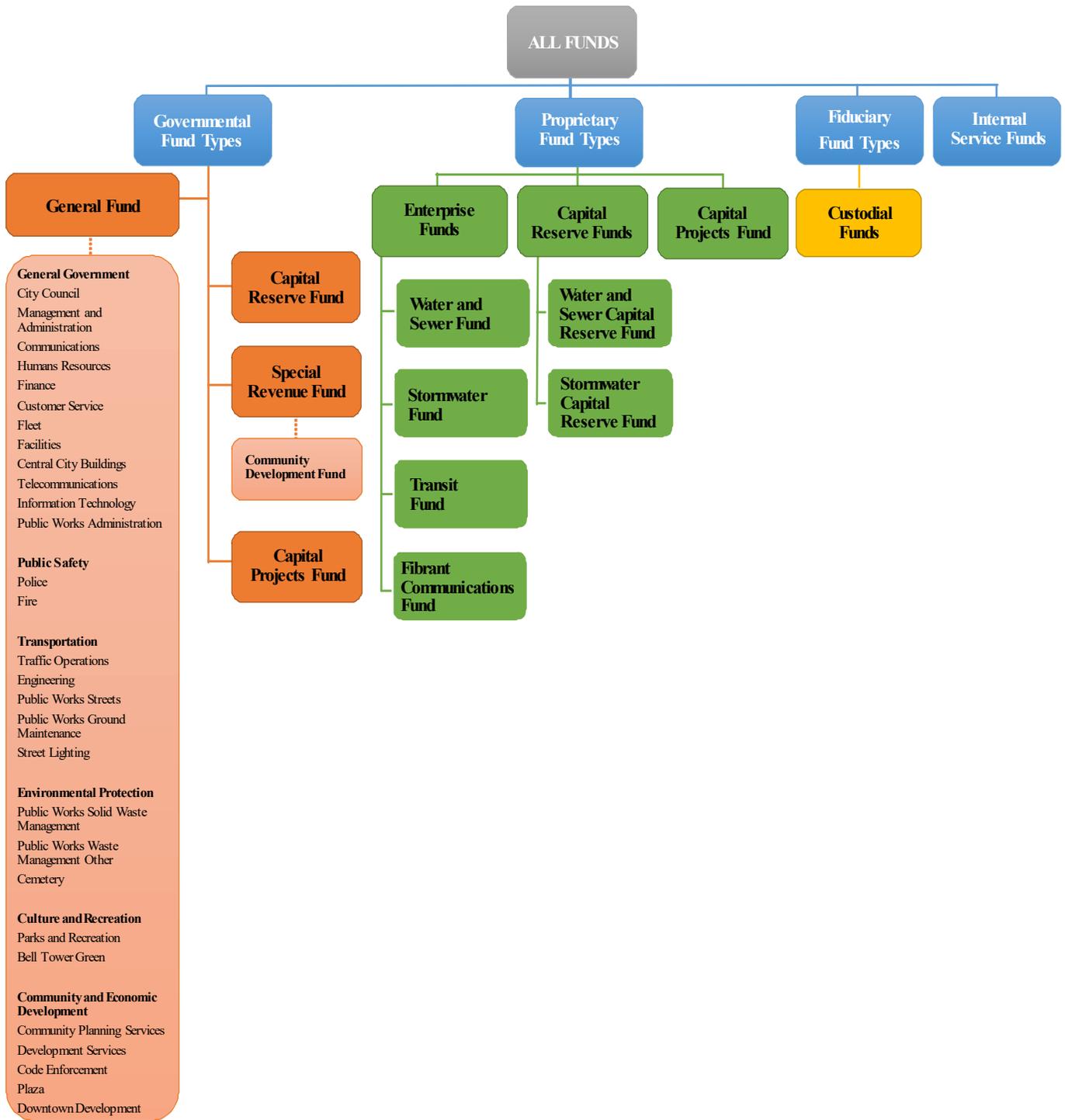
The Enterprise Funds reimburse the General Fund for expenditures made on their behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, and Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions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

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

City of Salisbury Funds



FIVE-YEAR FINANCIAL FORECAST – GENERAL FUND

The City of Salisbury has developed a five-year financial forecast for planning purposes. This is a long-range plan that is driven by priorities set by City Council at its annual goal-setting retreat. All numbers in the plan are estimates and should be treated as such. These estimates help the City predict future needs and expenditures by analyzing audit trends, assessing current economic conditions, and getting input from all City departments on their future needs. The City has also started a new Strategic Planning process. Future Five-Year Financial Forecasts will be closely aligned with the new Strategic Plan.

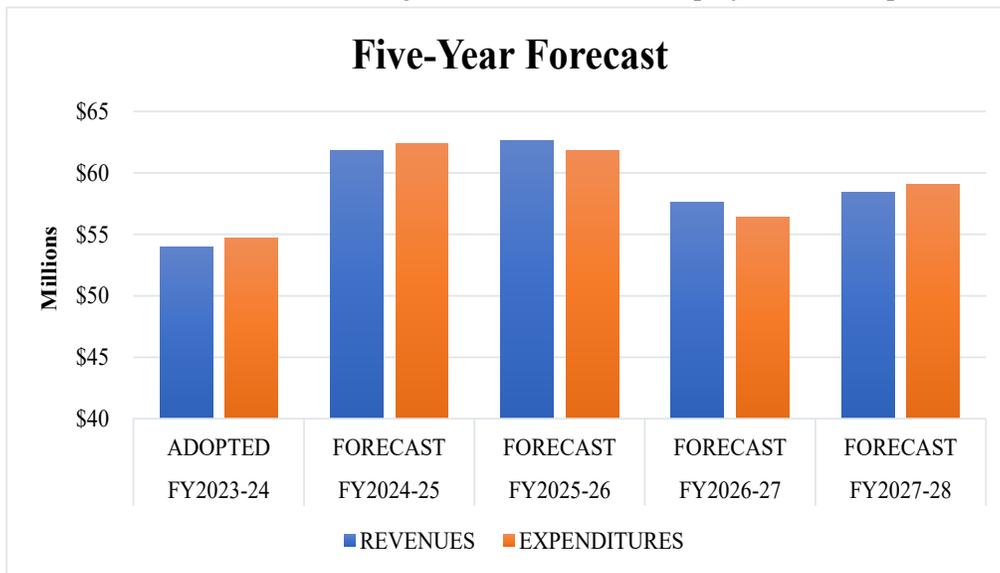
PROJECTIONS

Projected Revenues

The City takes a conservative approach to projecting revenues to limit financial risk and allow flexibility to handle challenges and opportunities throughout the fiscal year. Rowan County assesses and bills the City’s property taxes, and the City has relied on assessed valuations received from the County in setting its tax rate. The North Carolina League of Municipalities provides revenue estimates for shared revenues such as the Local Option Sales Tax. Management has projected interest income based on current trends and professional guidance from its financial partners.

Projected Expenditures

The City has a ten-year Capital Improvement Plan. That plan helps the City prepare for future debt issues when necessary. The Capital Improvement Plan also helps to project future funding needs for enhanced levels of service, including personnel and operating costs. For ongoing expenses, the City utilizes the Consumer Price Index and other information from various local government resources to project future expenditures.



| | FY2023-24 | FY2024-25 | FY2025-26 | FY2026-27 | FY2027-28 |
|--------------|---------------|---------------|---------------|---------------|---------------|
| GENERAL FUND | ADOPTED | FORECAST | FORECAST | FORECAST | FORECAST |
| REVENUES | \$ 53,984,420 | \$ 61,808,097 | \$ 62,588,675 | \$ 57,576,136 | \$ 58,419,314 |
| EXPENDITURES | \$ 54,665,939 | \$ 62,380,140 | \$ 61,829,444 | \$ 56,345,984 | \$ 59,036,501 |

KEY CONSIDERATIONS

Economic Considerations

The City’s Five-Year Financial Forecast provides an estimate of future revenues, expenditures, and needs. However, forecasting in today’s economy can be challenging. Inflation has impacted the cost of doing business across our organization. While we have tried to be diligent with our research, the economy is certain to be uncertain for the next few years.

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Growth

Growth is coming our way! We are excited about the growth coming down I-85 from Charlotte, as evidenced by the 20 voluntary annexations that were approved by our City Council in 2022. Growth will bring additional revenues when projects come to fruition, but we are already preparing for the challenges that lie ahead. We must prepare for the future now by assuring that our departments are adequately staffed and funded to handle these challenges. We have projected revenue increases in our forecast conservatively.

Proposed Debt

Based on the projected revenues and expenditures in the City's five-year forecast, we are able to estimate the need and timing of proposed debt, based on our capital and infrastructure needs.

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
- 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 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:

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- a) Recreational programs will be funded from user charges for all programs in which it is practical to charge. User charges should represent at least 15% of the total recreational budget.
 - b) Cemetery activities should be partially funded from user charges. User charges should represent at least 50% of the total Cemetery budget.
 - c) Waste Management Division's cost to use the County's landfill will be recovered completely from users.
 - d) User charges will pay for the cost of operating a recycling program.
 - e) The user charge fees for water and sewer will be sufficient to finance all operating, capital, and debt service costs for the Water and Sewer Fund.
4. All City charges and fees will be reviewed and updated annually.

Operating Budget Policy

1. Current operating revenues will be sufficient to support current operating expenditures.
2. Debt or bond financing will not be used to finance current expenditures.
3. For programs with multiple revenue sources, the City will adhere to the revenue spending policy. The Finance Officer will use resources in the following hierarchy: bond proceeds, federal funds, state funds, local non-city funds, city funds.
4. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
5. The City will 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 personnel, 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.

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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 was reflective of what the City could currently earn on investments.

Reserve Policy

1. The City maintains an unreserved fund balance of at least 24% 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 may be reinstated against the subsequent year's appropriation. 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 retreat held for the purpose of establishing goals and priorities for the City's Budget.

In preparation for this Retreat, the City's Staff updates the comprehensive 10-Year Capital Improvement Plan (CIP) for the General Fund, the Stormwater Fund, and the Water and Sewer Fund. The CIP helps guide funding priorities in the upcoming city budget. The City has previously engaged the services of a consultant to update the CIP, but the current CIP is maintained in-house. The City Manager and/or Council has held CIP work sessions with staff each fiscal year to review the forecasted revenue and potential capital expenditures that are reflected in the CIP.

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.

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Each department director 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 their 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.

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

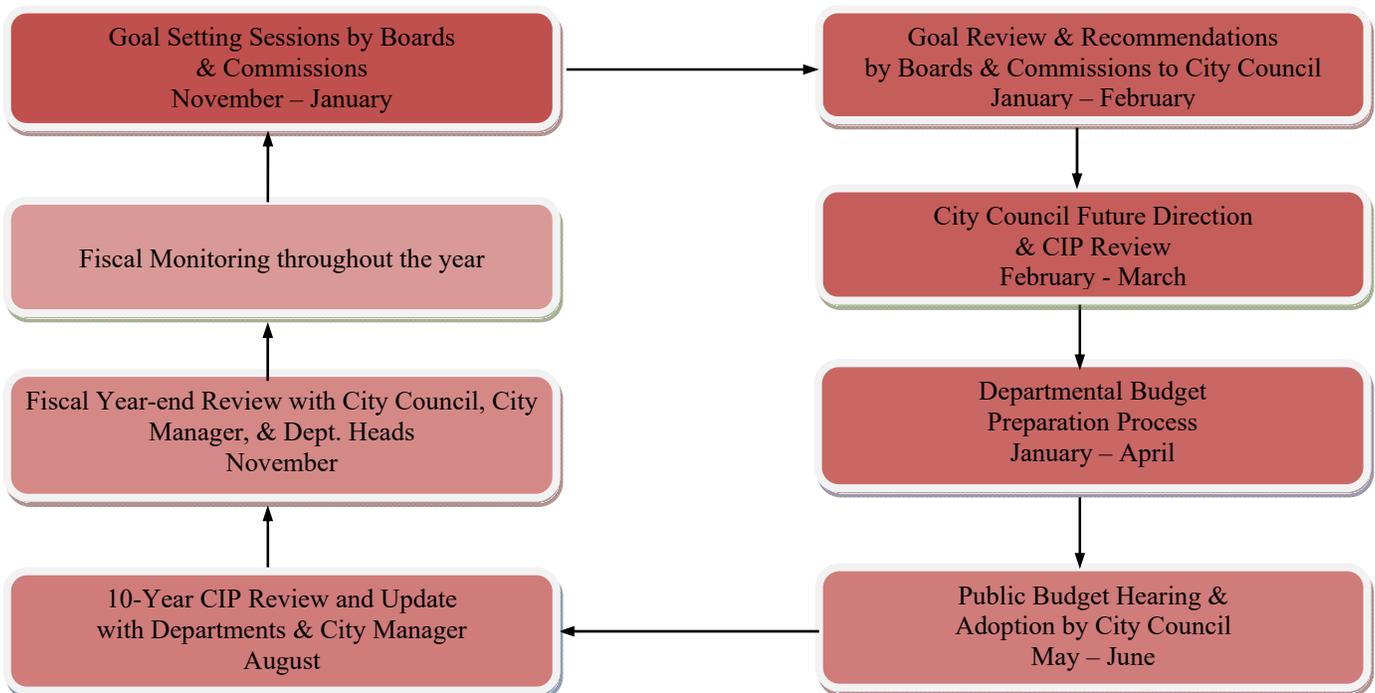
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City’s web site at www.salisburync.gov.

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

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
FY2023-2024 BUDGET CALENDAR

| | | |
|-----------------------|---|---|
| January 2023 | Prepare personnel request forms; present staffing patterns and personnel request information Prepare schedules for fixed operational costs | Finance |
| January 2023 | Vehicle Review Committee meeting for evaluation of vehicles | Fleet Manager and Purchasing Coordinator |
| 2/6/2023 | Start of budget data entry Complete all budget request forms no later than February 28, 2023 | Management Team and Division Managers |
| 2/25/2023 - 2/26/2023 | Annual Retreat | Mayor, City Council, City Manager and Staff |
| 2/28/2023 | Review of Specific Budget Proposals | Budget Team, Department Heads and Division Managers |
| 2/1/2023 - 2/28/2023 | Prepare FY2022-2023 year-end revenue estimates and FY2023-24 revenue estimates on all funds | Finance, Utilities Director, & Transit Director |
| TBA | Hold Public Hearing on the use of 2023-24 CDBG & HOME Funds | Community Planning Services Staff |
| 4/25/2023 | Departmental budget cuts to balance budget due to Finance | City Manager, Department Heads, Division Mangers |
| TBA | First reading of 2023-2024 CDBG & HOME; hold Information Session for 2023-24 CDBG & HOME Funds | Community Planning Services Staff |
| 5/23/2023 | City Manager to present recommended Budget to City Council | City Manager |
| 5/24/2023 | Place ad in THE SALISBURY POST to advertise one time for public hearing | City Clerk |
| June 2023 | Public notice of Budget Work Session | City Clerk |
| 6/6/2023 | Hold a public hearing on the FY2023-24 Budget | City Council |
| June 2023 | Budget Work Session | Mayor, City Council, City Manager and Staff |

CITY OF SALISBURY
FY2023-2024 BUDGET CALENDAR

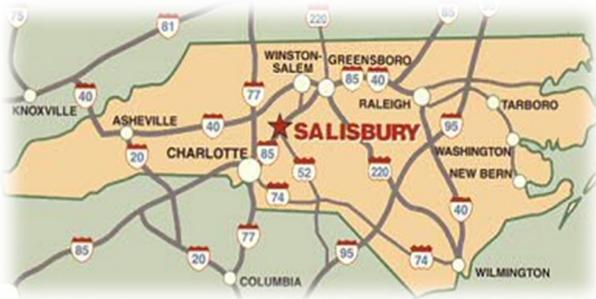
| | | |
|------------------------|--|--|
| Before July 1, 2023 | City Council to adopt Budget | City Council |
| July 2023 | Report tax rate to Rowan County Tax Supervisor | City Clerk |
| Summer 2023 | Brief Boards and Commissions Chairmen on Adopted Budget | Chairmen of City Boards and Commissions and appropriate City Staff |



FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

LOCATION

Salisbury, the county seat of Rowan County, is located in the heart of the beautiful Piedmont area, the industrial heart of the State. Salisbury is located midway between Charlotte and Winston-Salem, 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 average 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 35,905 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

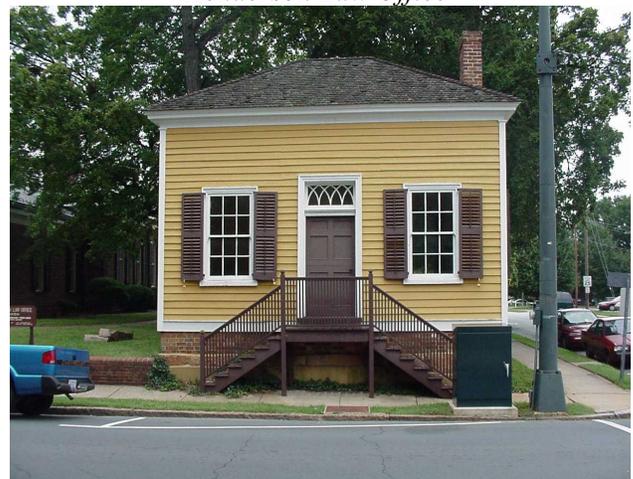
counties were formed from Rowan. Rowan County was named for Matthew Rowan, acting governor for the colony in 1753.

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 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

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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. In November 2021 the City held its first separate Mayoral election. Four Council members were also elected to serve on the five member body. The Mayor Pro Tem is elected by City Council members to serve during the Mayor's absence or disability. All members are elected to serve two-year terms of office.

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 thirteen departments: Administration, Human Resources, Finance, 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 services 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 2022 was 9.6 million gallons per day, with a peak daily production of 11.9 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 25 million gallons and the average daily treatment in FY 2022 was 9.3 million gallons.

The City began offering video, internet and voice services in 2010 through the city's broadband fund. In September 2018, the City transferred those operations to Hotwire Communications, Ltd. via public-private operational agreement.

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 7.3 million people live within 100 miles of Salisbury, 3.8 million within 50 miles. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

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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 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

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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 29 parks and other properties, an outdoor seasonal swimming pool and splash pad, a sports complex, and a large community park and athletic complex totaling 508 acres of parkland city wide.

In addition, the department provides many amenities for public enjoyment including four recreation facilities, six 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 314 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 City added a new park as part of a public private partnership in the downtown area in July 2021. Bell Tower Green Park covers a full block in downtown Salisbury. It has a large water fountain, flower beds, stage, and green space.

SPECIAL EVENTS

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

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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 100th birthday of Cheerwine in 2017, and the event has grown to over 60,000 visitors in downtown Salisbury enjoying live music, food vendors, shopping, local craft vendors, and family-friendly activities.

Cheerwine Festival



MISCELLANEOUS STATISTICS

| | | | |
|--------------------------------|-----|---------------------------------------|--------|
| Public Safety: | | Regional Utilities Department: | |
| Number of Fire Stations | 6 | Number of Customers | 21,899 |
| Number of Police Stations | 1 | Miles of Water Line | 450 |
| Recreation Facilities: | | Miles of Sewer Line | 453 |
| Number of Parks and Properties | 29 | Area - Square Miles | 21.8 |
| Number of Recreation Centers | 4 | Miles of Streets | 172.83 |
| Number of Community Centers | 1 | Number of Cemeteries | 7 |
| Number of Tennis Courts | 4 | | |
| Number of Pickleball Courts | 6 | | |
| Number of Pools | 1 | | |
| Number of Acres | 521 | | |
| Greenway Miles | 5.2 | | |



ASSESSED VALUE OF TAXABLE PROPERTY

| Fiscal Year Ended June 30, | For the Last Ten Fiscal Years | | | Tax Rate | | |
|----------------------------------|-------------------------------|------------------------|----------------------------|---------------------|------------------------|-----------------|
| | Real Property | Personal Property | Public Service Property | | Total | |
| 2024 | ¹ | | | \$3,391,577,815 | \$0.6160 | |
| 2023 | ¹ | \$2,513,200,514 | \$676,414,223 | \$83,340,756 | \$3,272,955,493 | \$0.7196 |
| 2022 | | \$2,491,051,586 | \$638,830,016 | \$82,276,596 | \$3,212,158,198 | \$0.7196 |
| 2021 | | \$2,461,217,468 | \$640,530,735 | \$80,227,240 | \$3,181,975,443 | \$0.7196 |
| 2020 | | \$2,471,778,814 | \$603,628,803 | \$80,096,479 | \$3,155,504,096 | \$0.7196 |
| 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 |
| 2016 | | \$2,188,918,181 | \$552,224,799 | \$69,437,235 | \$2,810,580,215 | \$0.6600 |
| 2015 | | \$2,192,253,039 | \$572,732,078 | \$62,228,883 | \$2,827,214,000 | \$0.6569 |

¹ Estimate(s) used for budgetary purposes

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, 2022**

| Business | Type of Enterprise | 2022 Assessed Valuation | Percentage Value of |
|-------------------------------|-----------------------|----------------------------|------------------------|
| Food Lion, Inc. | Commercial | \$ 140,239,802 | 4.37% |
| Duke Energy Corporation | Utility | 43,153,884 | 1.34% |
| Henkel Corporation | Manufacturing | 41,360,888 | 1.29% |
| Granges Americas Inc | Utility | 39,090,391 | 1.22% |
| Nouryon Surface Chemical LLC | Industrial | 27,194,793 | 0.85% |
| Brixmor Innes Street, LLC | Real Estate | 26,173,359 | 0.81% |
| Cole Mt. Salisbury, NC LLC | | 20,645,396 | 0.64% |
| BRC Salisbury LLC | Real Estate | 15,602,845 | 0.49% |
| Wal-Mart Real Estate Business | Retail | 15,537,153 | 0.48% |
| Piedmont Natural Gas | Utility | 14,667,683 | 0.46% |
| Total | | <u>\$ 383,666,194</u> | <u>11.93%</u> |

**SCHEDULE OF PRINCIPAL EMPLOYERS
IN THE CITY OF SALISBURY
For the Year Ended June 30, 2022**

| <u>Employer</u> | <u>Employee</u> | <u>Percentage of Total City</u> |
|--------------------------------------|-----------------|-------------------------------------|
| Delhaize Food Lion | 3,600 | 16.93% |
| Rowan/Salisbury School System | 2,610 | 11.94% |
| W.G. (Bill) Hefner VA Medical Center | 2,250 | 10.91% |
| Novant Health Rowan Regional | 1,560 | 7.09% |
| Rowan-Cabarrus Community College | 990 | 4.09% |
| Rowan County | 849 | 3.86% |
| Piedmont Correctional Institute | 450 | 2.05% |
| Catawba College | 400 | 1.82% |
| City of Salisbury | 385 | 1.79% |
| Lutheran Services for the Aging | 379 | 1.72% |
| Total | 13,473 | 62.10% |

Source: Annual Comprehensive Financial Report, Fiscal Year ending June 30, 2022.

**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> |
|------------------------|-------------------|----------------------------|---|-----------------------|------------------------------|
| 2022 | 35,905 | \$898,916,287 | \$ 25,036 | 37.4 | 4.0% |
| 2021 | 36,215 | 899,927,976 | 24,850 | 37.5 | 6.7% |
| 2020 | 34,536 | 851,830,440 | 24,665 | 40.5 | 7.3% |
| 2019 | 34,463 | 843,688,703 | 24,481 | 40.3 | 4.7% |
| 2018 | 34,463 | 835,555,435 | 24,245 | 40.1 | 4.4% |
| 2017 | 34,459 | 829,255,835 | 24,065 | 39.9 | 5.2% |
| 2016 | 34,285 | 818,931,510 | 23,886 | 39.7 | 5.8% |
| 2015 | 33,955 | 805,005,140 | 23,708 | 39.5 | 5.9% |
| 2014 | 33,726 | 793,606,506 | 23,531 | 39.3 | 7.3% |
| 2013 | 33,622 | 785,275,432 | 23,356 | 39.1 | 9.6% |

Sources: Population data provided by Office of State Management and Budget.
Personal income, per capital 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

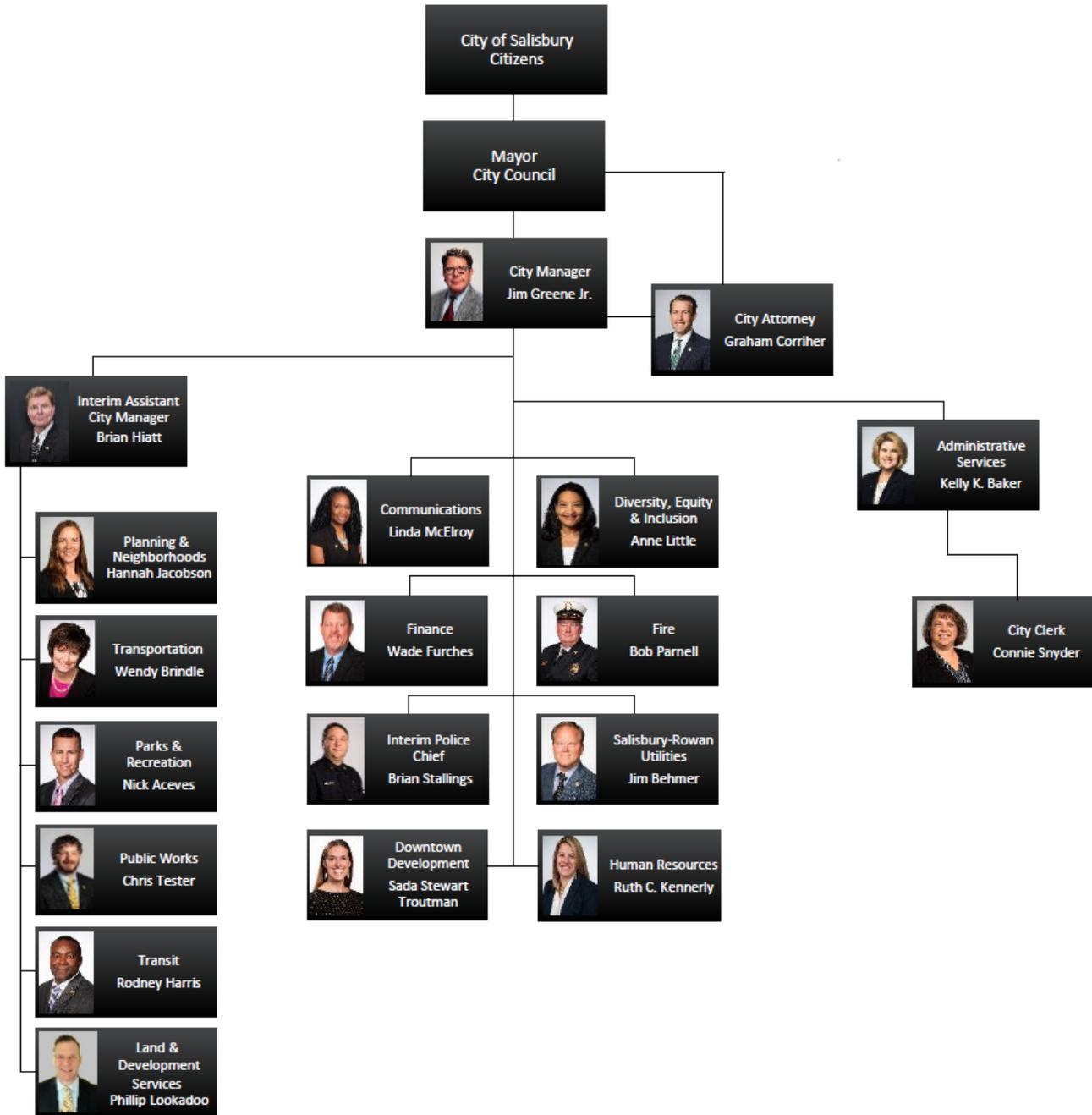
LIST OF PRINCIPAL OFFICIALS

July 1, 2023

| | |
|--|-----------------------|
| Mayor | Karen Kirks Alexander |
| Mayor Pro Tem | Tamara Sheffield |
| Council Member | David Post |
| Council Member | Anthony Smith |
| Council Member | Harry McLaughlin |
| City Attorney | J. Graham Corriher |
| City Manager | James S. Greene, Jr. |
| Interim Assistant City Manager | W. Brian Hiatt |
| Administrative Services Director | Kelly K. Baker |
| City Clerk | Connie Snyder |
| Communications Director | Linda McElroy |
| Planning & Neighborhoods Director | Hannah Jacobson |
| Downtown Salisbury Director | Sada Troutman |
| Transportation Director | Wendy Brindle |
| Finance Director | S. Wade Furches |
| Fire Chief | Robert A. Parnell |
| Human Resources Director | Ruth C. Kennerly |
| Parks and Recreation Director | Nick Aceves |
| Interim Police Chief | Brian Stallings |
| Public Works Director | Chris Tester |
| Salisbury-Rowan Utilities Director | James D. Behmer |
| Transit Director | Rodney L. Harrison |
| Land and Development Services Director | Phillip Lookadoo |



City of Salisbury Organization Chart



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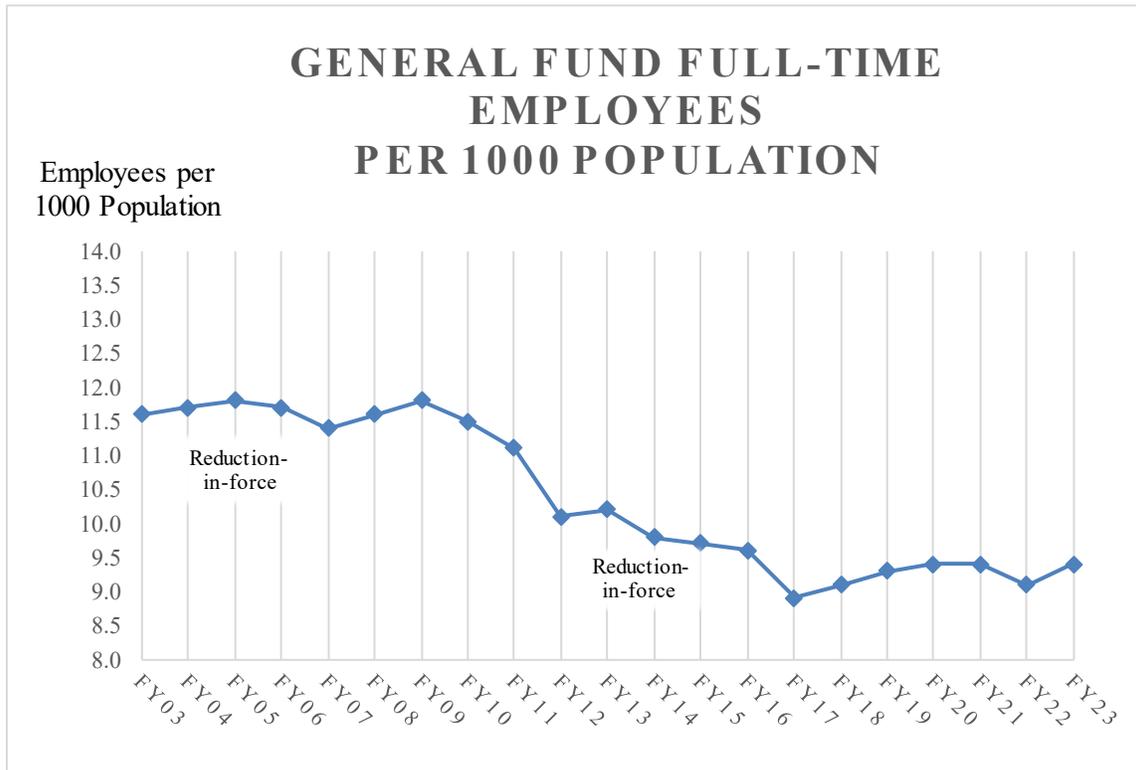
SALISBURY SUMMARY OF POSITIONS FOR FY 2023 – 2024

| | <u>APPROVED</u> <u>FY 2021-22</u> | <u>APPROVED</u> <u>FY 2022-23</u> | <u>REQUESTED</u> <u>FY 2023-24</u> | <u>RECOMMENDED</u> <u>FY 2023-24</u> | <u>APPROVED</u> <u>FY 2023-24</u> |
|--|--------------------------------------|--------------------------------------|---------------------------------------|---|--------------------------------------|
| GENERAL FUND | | | | | |
| City Council | 7 | 7 | 7 | 7 | 7 |
| Management & Administration | 6 | 7 | 6 | 7 | 7 |
| Communications | 4 | 4 | 4 | 4 | 4 |
| Human Resources | 6 | 6 | 6 | 6 | 6 |
| Financial Services | 12 | 12 | 13 | 13 | 13 |
| Customer Service | 8 | 8 | 8 | 8 | 8 |
| Information Technologies | 7 | 7 | 8 | 7 | 7 |
| Planning & Neighborrhoods-Community Planning | 5 | 5 | 6 | 6 | 6 |
| Planning & Neighborrhoods-Code Services | 4 | 5 | 5 | 5 | 5 |
| Land & Development Services | 4 | 4 | 9 | 7 | 7 |
| Downtown Salisbury | 3 | 3 | 3 | 3 | 3 |
| Transportation-Engineering | 7 | 8 | 8 | 6 | 6 |
| Transportation-Traffic Operations | 3 | 3 | 4 | 4 | 4 |
| Police | 95 | 96 | 101 | 97 | 97 |
| Fire | 88 | 88 | 91 | 88 | 88 |
| Telecommunications | 4 | 4 | 4 | 4 | 4 |
| Public Works-Facilities Maintenance | 5 | 5 | 6 | 6 | 6 |
| Public Works-Administration | 4 | 5 | 5 | 5 | 5 |
| Public Works-Streets | 14 | 13 | 13 | 12 | 12 |
| Public Works-Cemetery | 1 | 1 | 1 | 1 | 1 |
| Public Works- Solid Waste Management | 6 | 6 | 11 | 6 | 6 |
| Public Works-Waste Management-Other | 4 | 4 | 4 | 4 | 4 |
| Public Works-Grounds Maintenance | 16 | 16 | 16 | 16 | 16 |
| Public Works-Fleet Management | 13 | 13 | 14 | 13 | 13 |
| Bell Tower Green | 3 | 3 | 3 | 3 | 3 |
| Parks and Recreation | 15 | 17 | 18 | 18 | 18 |
| TOTAL | 344 | 350 | 374 | 356 | 356 |
| WATER AND SEWER FUND | | | | | |
| Utility Management | 13 | 13 | 14 | 13 | 13 |
| Water Resources-Water Treatment | 9 | 9 | 11 | 12 | 12 |
| Distribution & Collections Systems | 31 | 31 | 31 | 31 | 31 |
| Enviromental Services | 7 | 7 | 7 | 6 | 6 |
| Water Resources-Wastewater Treatment | 24 | 25 | 25 | 25 | 25 |
| AMI Services | 7 | 7 | 7 | 7 | 7 |
| TOTAL | 91 | 92 | 95 | 94 | 94 |
| TRANSIT FUND | 14 | 15 | 15 | 15 | 15 |
| STORMWATER FUND | 11 | 11 | 11 | 11 | 11 |
| TOTAL ALL FUNDS | 460 | 468 | 495 | 476 | 476 |
| <i>Permanent Full-time</i> | <i>437</i> | <i>444</i> | <i>469</i> | <i>451</i> | <i>451</i> |
| <i>Permanent Part-time</i> | <i>5</i> | <i>6</i> | <i>5</i> | <i>6</i> | <i>6</i> |
| <i>Temporary Part-time</i> | <i>7</i> | <i>5</i> | <i>8</i> | <i>6</i> | <i>6</i> |
| <i>Part-Time Pools</i> | <i>11</i> | <i>13</i> | <i>13</i> | <i>13</i> | <i>13</i> |
| TOTAL ALL FUNDS | 460 | 468 | 495 | 476 | 476 |

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For the FY2023-24 Adopted Budget, the total number of full-time positions for the City’s budgeted funds has increased by six over the previous fiscal year Adopted Budget. The following table shows the changes.

| |
|---|
| GENERAL FUND: |
| <i>Additions: Code Enforcement Officer, Engineering Manager, Planner, Recreation Programmer</i> |
| WATER & SEWER FUND: |
| <i>Additions: (2) Water Treatment Plant Operator</i> |
| TRANSIT FUND: |
| <i>NO changes in positions</i> |
| FIBRANT COMMUNICATIONS FUND |
| <i>NO changes in positions</i> |
| STORMWATER FUND |
| <i>NO changes in positions</i> |



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 (FY17) 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 | 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 FY2023-24 BUDGET

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

| | PROGRAMS | | | | | | | |
|---|-----------------------|------------------|----------------|-----------------------------|-------------------------|--|-----------|---------|
| | General Government | Public Safety | Transportation | Environmental Protection | Culture & Recreation | Community & Economic Development | Education | Utility |
| GENERAL FUND: | | | | | | | | |
| City Council | X | X | X | X | X | X | | X |
| Management & Administration | X | X | X | X | X | X | | X |
| Communications | X | X | X | X | X | X | | X |
| Human Resources | X | X | X | X | X | X | | X |
| Finance | 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 |
| PW-Central City Buildings Plaza | X | | | | | X | | |
| Downtown Development | | | | | X | X | | |
| Planning & Neighborhoods- Community Planning | | | | | | X | | |
| Planning & Neighborhoods- Code Services | | | | X | | X | | |
| Land & Development Services | | | | | | X | | |
| Transportation-Engineering | X | | X | | X | | | |
| Transportation-Street Lighting | | X | X | | | | | |
| GIS | X | X | X | X | X | X | | X |
| Police | | X | | | | | X | |
| Fire | | X | | | | | X | |
| Public Works Administration | X | | X | X | | | | |
| PW-Street | | | X | | | | | |
| PW-Solid Waste Management | | | | X | | | | |
| PW-Waste Management- Other | | | | X | | | | |
| PW-Fleet Management | X | | | | | | | |
| Transportation | | | X | | | | | |
| Bell Tower Green | | | | | X | | | |
| Parks & Recreation | | | | | X | | X | |
| Education | | | | | | | X | |
| ENTERPRISE FUNDS: | | | | | | | | |
| Water & Sewer | | | | | | | | X |
| Mass Transit | | | X | | | | | |
| Fibrant | | | | | | X | | X |
| Stormwater | | | | X | | | | X |
| SPECIAL REVENUE: | | | | | | | | |
| Entitlement (HUD) | | | | | | X | | |

CITY OF SALISBURY, NORTH CAROLINA

**GENERAL FUND
STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2024
With Estimated Actual for Year Ending June 30, 2023 and
Actual for Year Ended June 30, 2022

| | 2022 | 2023 | 2024 |
|--|----------------------|----------------------|----------------------|
| | Actual | Estimate | Budget |
| REVENUES: | | | |
| Taxes: | | | |
| General property - current | \$ 22,572,382 | \$ 22,730,630 | \$ 24,576,909 |
| General property - prior | 422,057 | 327,000 | 312,000 |
| Auto tax | 247,409 | 630,000 | 720,000 |
| Interest on delinquent tax | 152,858 | 90,000 | 85,000 |
| Other tax | 269 | 100 | - |
| | <u>\$ 23,394,975</u> | <u>\$ 23,777,730</u> | <u>\$ 25,693,909</u> |
| Unrestricted Intergovernmental: | | | |
| Local option sales tax | \$ 11,411,838 | \$ 12,450,000 | \$ 12,450,000 |
| Utilities franchise tax | 2,906,030 | 3,000,000 | 3,000,000 |
| Wine and beer tax | 143,730 | 145,000 | 145,000 |
| Other | 188,437 | 252,238 | 208,000 |
| | <u>\$ 14,650,036</u> | <u>\$ 15,847,238</u> | <u>\$ 15,803,000</u> |
| Restricted Intergovernmental: | | | |
| State street aid - powell bill | \$ 1,087,117 | \$ 1,068,896 | \$ 1,070,000 |
| Other | 2,205,732 | 1,941,172 | 850,444 |
| | <u>\$ 3,292,848</u> | <u>\$ 3,010,068</u> | <u>\$ 1,920,444</u> |
| Charges for services: | | | |
| Environmental protection | \$ 2,844,630 | \$ 2,862,366 | \$ 2,815,000 |
| Culture and recreation | 120,854 | 127,127 | 131,000 |
| Code services fees | 77,778 | 84,086 | 80,000 |
| Public safety | 532,987 | 508,857 | 497,700 |
| Cemetery | 193,575 | 194,057 | 170,000 |
| Radio antenna and paging rentals | 286,366 | 359,405 | 300,000 |
| Rentals and sale of property | 318,476 | 371,465 | 420,100 |
| Licenses and permits | 92,489 | 92,000 | 92,000 |
| Administrative charges | 3,913,450 | 4,032,287 | 4,500,617 |
| Community services | 121,836 | 132,550 | 116,650 |
| Other | 6,031 | 4,000 | 4,000 |
| | <u>\$ 8,508,473</u> | <u>\$ 8,768,200</u> | <u>\$ 9,127,067</u> |
| Miscellaneous: | | | |
| Interest earned on investments | \$ 71,484 | \$ 723,965 | \$ 1,000,000 |
| Donations | 565,016 | 565,421 | 130,000 |
| Other | 333,627 | 692,190 | 310,000 |
| | <u>\$ 970,126</u> | <u>\$ 1,981,576</u> | <u>\$ 1,440,000</u> |
| Total revenues | <u>\$ 50,816,459</u> | <u>\$ 53,384,812</u> | <u>\$ 53,984,420</u> |
| OTHER FINANCING SOURCES: | | | |
| Transfer from ARPA Fund | \$ - | \$ 5,691,543 | \$ - |
| Fund balance appropriated | - | - | 681,519 |
| Total revenues and other financing sources | <u>\$ 50,816,459</u> | <u>\$ 59,076,355</u> | <u>\$ 54,665,939</u> |

**CITY OF SALISBURY
FY 2023-2024 BUDGET SUMMARY
GENERAL FUND**

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|
| REVENUE | \$ 50,816,459 | \$ 60,976,829 | \$ 56,234,798 | \$ 54,102,406 | \$ 54,665,939 |
| EXPENSES | | | | | |
| Personnel | | | | | |
| Regular Salaries | \$ 16,845,667 | \$ 19,022,850 | \$ 21,176,361 | \$ 20,692,720 | \$ 20,692,720 |
| Overtime Salaries | \$ 861,847 | \$ 877,221 | \$ 718,850 | \$ 743,850 | \$ 743,850 |
| Part Time Salaries | \$ 327,807 | \$ 731,662 | \$ 772,066 | \$ 794,045 | \$ 794,045 |
| Law Officers Separation Allow | \$ 385,832 | \$ 423,736 | \$ 428,613 | \$ 417,154 | \$ 417,154 |
| Law Officer | \$ 127 | \$ 160 | \$ - | \$ - | \$ - |
| FICA Tax | \$ 1,017,485 | \$ 1,179,957 | \$ 1,390,030 | \$ 1,344,562 | \$ 1,344,562 |
| Retirement | \$ 2,044,873 | \$ 2,461,006 | \$ 2,881,540 | \$ 2,791,903 | \$ 2,791,903 |
| Retirement-Sworn Law | \$ 228,962 | \$ 261,351 | \$ 306,145 | \$ 297,960 | \$ 297,960 |
| 401(K) Employer Contribution | \$ 498,139 | \$ 611,643 | \$ 628,251 | \$ 607,529 | \$ 607,529 |
| Health Care | \$ 2,682,940 | \$ 3,023,910 | \$ 3,202,884 | \$ 3,022,211 | \$ 3,022,211 |
| Life Insurance | \$ 30,636 | \$ 45,487 | \$ 50,316 | \$ 48,600 | \$ 48,600 |
| Emp Sec Ins | \$ - | \$ 8,150 | \$ 72,542 | \$ 70,226 | \$ 70,226 |
| Workers Compensation | \$ 688,000 | \$ 704,000 | \$ 756,000 | \$ 724,000 | \$ 724,000 |
| Temporary Services | \$ - | \$ - | \$ - | \$ 20,000 | \$ 20,000 |
| Personnel Total | \$ 25,612,314 | \$ 29,351,133 | \$ 32,383,598 | \$ 31,574,760 | \$ 31,574,760 |
| Operations | | | | | |
| Janitorial Supplies | \$ 6,480 | \$ 7,576 | \$ 9,000 | \$ 9,000 | \$ 9,000 |
| Uniforms | \$ 100,870 | \$ 144,026 | \$ 182,669 | \$ 149,185 | \$ 149,185 |
| Uniform Equipment | \$ 27,758 | \$ 52,626 | \$ 56,954 | \$ 49,690 | \$ 49,690 |
| Protective Equipment | \$ 602 | \$ 900 | \$ 208,350 | \$ 208,350 | \$ 208,350 |
| Meeting Expenses | \$ 11,172 | \$ 12,250 | \$ 19,150 | \$ 17,950 | \$ 17,950 |
| Employee Recognition | \$ 209 | \$ - | \$ 13,000 | \$ 13,000 | \$ 13,000 |
| Employee Holiday Luncheon | \$ - | \$ - | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Safety Program | \$ 5,042 | \$ 4,500 | \$ 6,000 | \$ 4,500 | \$ 4,500 |
| Crime Prevention | \$ 14,647 | \$ 17,091 | \$ 6,700 | \$ 3,200 | \$ 3,200 |
| Safety Awards | \$ - | \$ 20 | \$ - | \$ - | \$ - |
| Recreation Programs | \$ 81,471 | \$ 161,313 | \$ 122,100 | \$ 118,100 | \$ 118,100 |
| CAC Programs | \$ 530 | \$ 4,800 | \$ 35,250 | \$ 13,750 | \$ 13,750 |
| After School Program | \$ - | \$ 17,100 | \$ 18,100 | \$ 18,100 | \$ 18,100 |
| Summer Camp Program | \$ - | \$ 16,200 | \$ 16,700 | \$ 16,700 | \$ 16,700 |
| Expendable Equipment | \$ 30,044 | \$ 31,700 | \$ 53,500 | \$ 41,517 | \$ 41,517 |
| Expendable Recreation Equip | \$ 794 | \$ 900 | \$ 900 | \$ 900 | \$ 900 |
| Fire And Rescue Tools | \$ 19,155 | \$ 33,850 | \$ 48,374 | \$ 29,018 | \$ 29,018 |
| Street Name Signs | \$ 3,192 | \$ 4,000 | \$ 8,000 | \$ 4,000 | \$ 4,000 |
| Traffic Pavement Markings | \$ 5,058 | \$ 7,500 | \$ 15,000 | \$ 10,000 | \$ 10,000 |
| Traffic Signs & Post | \$ 15,479 | \$ 9,400 | \$ 18,500 | \$ 8,500 | \$ 8,500 |
| Drive & Walk Paving | \$ 28,140 | \$ 30,000 | \$ 40,000 | \$ 35,000 | \$ 35,000 |
| Construction | \$ 13,932 | \$ 7,500 | \$ 8,500 | \$ 8,500 | \$ 8,500 |
| Snow Materials | \$ 10,899 | \$ 5,000 | \$ 15,000 | \$ 9,126 | \$ 9,126 |
| Materials New Streets | \$ 9,639 | \$ 17,500 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Materials St Maint | \$ 47,485 | \$ 25,000 | \$ 45,000 | \$ 39,000 | \$ 39,000 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Materials - Concrete | \$ 19,456 | \$ 20,000 | \$ 35,000 | \$ 30,500 | \$ 30,500 |
| Gas & Oil | \$ 635,558 | \$ 620,123 | \$ 702,141 | \$ 702,141 | \$ 702,141 |
| Department Supplies | \$ 202,856 | \$ 201,486 | \$ 231,739 | \$ 195,057 | \$ 195,057 |
| Public Safety Vehicle Equip | \$ 20,011 | \$ 42,969 | \$ 22,800 | \$ 20,550 | \$ 20,550 |
| Hose And Fittings | \$ 3,947 | \$ 28,000 | \$ 22,500 | \$ 12,500 | \$ 12,500 |
| Computer Supplies | \$ 390 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Armory Supplies | \$ 36,724 | \$ 41,625 | \$ 32,650 | \$ 26,727 | \$ 26,727 |
| Canine Unit | \$ 5,981 | \$ 14,375 | \$ 11,860 | \$ 7,675 | \$ 7,675 |
| Crime Scene | \$ 4,823 | \$ 5,000 | \$ 10,770 | \$ 5,000 | \$ 5,000 |
| Travel | \$ 32,592 | \$ 75,157 | \$ 92,085 | \$ 72,830 | \$ 72,830 |
| Auto Allowance | \$ - | \$ - | \$ 31,960 | \$ 29,376 | \$ 29,376 |
| Technology Allowance | \$ 2,792 | \$ 3,230 | \$ 3,230 | \$ 3,230 | \$ 3,230 |
| Telephone | \$ 38,292 | \$ 26,920 | \$ 85,104 | \$ 80,211 | \$ 80,211 |
| Cell Phone Stipend | \$ - | \$ 52,558 | \$ 51,720 | \$ 43,956 | \$ 43,956 |
| Wireless Air Cards | \$ 66,387 | \$ 63,864 | \$ 65,441 | \$ 65,441 | \$ 65,441 |
| Postage | \$ 12,224 | \$ 15,700 | \$ 16,324 | \$ 13,808 | \$ 13,808 |
| Electric Power | \$ 424,972 | \$ 568,147 | \$ 534,876 | \$ 534,876 | \$ 534,876 |
| Traffic Signal | \$ 7,841 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Street Lighting | \$ 509,390 | \$ 476,000 | \$ 476,000 | \$ 476,000 | \$ 476,000 |
| Natural Gas | \$ 82,577 | \$ 100,913 | \$ 106,170 | \$ 106,170 | \$ 106,170 |
| City Utilities | \$ 138,321 | \$ 205,950 | \$ 158,840 | \$ 158,840 | \$ 158,840 |
| Printing | \$ 2,093 | \$ 4,173 | \$ 10,850 | \$ 8,650 | \$ 8,650 |
| Buildings & Grounds | \$ 338,547 | \$ 421,889 | \$ 466,643 | \$ 199,530 | \$ 199,530 |
| Maint Old Cemeteries | \$ - | \$ 2,060 | \$ - | \$ - | \$ - |
| Grounds Beautification | \$ 12,970 | \$ 5,400 | \$ 16,500 | \$ 9,500 | \$ 9,500 |
| Price High School | \$ 1,849 | \$ 12,200 | \$ 12,530 | \$ 12,530 | \$ 12,530 |
| Amtrak Station | \$ 12,308 | \$ 19,180 | \$ 22,500 | \$ 22,500 | \$ 22,500 |
| B/G Contracted Services | \$ 371,834 | \$ 435,692 | \$ 476,536 | \$ 476,536 | \$ 476,536 |
| Maint Equipment | \$ 109,869 | \$ 154,902 | \$ 203,000 | \$ 166,550 | \$ 166,550 |
| Maint Radio | \$ 15,227 | \$ 13,585 | \$ 20,020 | \$ 13,920 | \$ 13,920 |
| Maint Computer | \$ 106,183 | \$ 82,833 | \$ 84,323 | \$ 78,323 | \$ 78,323 |
| Maint Cmppt Software | \$ 863,665 | \$ 827,903 | \$ 1,140,125 | \$ 975,826 | \$ 975,826 |
| Maint Traffic Signals | \$ 28,215 | \$ 35,610 | \$ 36,000 | \$ 36,000 | \$ 36,000 |
| Maint Auto | \$ 455,338 | \$ 386,044 | \$ 613,040 | \$ 455,283 | \$ 455,283 |
| Vehicle Damage Repair | \$ 20,524 | \$ 14,613 | \$ - | \$ - | \$ - |
| Street Maintenance | \$ 796,070 | \$ 870,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 |
| County Landfill Charges | \$ 401,660 | \$ 442,000 | \$ 470,000 | \$ 470,000 | \$ 470,000 |
| Minimum Housing | \$ 91,607 | \$ 150,000 | \$ 200,000 | \$ 175,000 | \$ 175,000 |
| Advertising | \$ 14,268 | \$ 59,694 | \$ 50,850 | \$ 22,030 | \$ 22,030 |
| Training | \$ 198,206 | \$ 270,758 | \$ 339,465 | \$ 243,063 | \$ 243,063 |
| Employee Training/Dev Program | \$ 3,055 | \$ 5,000 | \$ 50,000 | \$ 24,000 | \$ 24,000 |
| Tactical Unit | \$ 14,280 | \$ 14,500 | \$ 16,000 | \$ 16,000 | \$ 16,000 |
| Copier Contract Expense | \$ 35,440 | \$ 53,313 | \$ 51,340 | \$ 51,340 | \$ 51,340 |
| Rent - Other Equip | \$ - | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Insurance Premiums | \$ 349,593 | \$ 392,217 | \$ 454,534 | \$ 488,176 | \$ 488,176 |
| Insurance Claims | \$ 20,582 | \$ - | \$ - | \$ - | \$ - |
| Dues & Subscriptions | \$ 116,714 | \$ 144,378 | \$ 170,325 | \$ 157,937 | \$ 157,937 |
| Miscellaneous Expense | \$ 34,775 | \$ 42,554 | \$ 49,850 | \$ 72,350 | \$ 72,350 |
| Information Fund | \$ 25,000 | \$ 25,000 | \$ 30,000 | \$ 25,000 | \$ 25,000 |
| ActiveNet Fees | \$ 4,276 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Auditing Contract | \$ 37,000 | \$ 40,500 | \$ 42,700 | \$ 42,700 | \$ 42,700 |
| Tax Collection Fees | \$ 265,170 | \$ 290,000 | \$ 348,000 | \$ 348,000 | \$ 348,000 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|--------------------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|
| Legal Fees | \$ 75,702 | \$ 75,474 | \$ 86,000 | \$ 84,112 | \$ 84,112 |
| Right Of Way Charges | \$ 1,395 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Internet Backbone Fee | \$ 37,023 | \$ 37,200 | \$ 38,400 | \$ 38,400 | \$ 38,400 |
| Special Projects | \$ 2,527,860 | \$ 5,879,280 | \$ 7,105,136 | \$ 2,246,315 | \$ 2,484,848 |
| Community Efforts Groups | \$ 45,000 | \$ 55,000 | \$ 45,000 | \$ - | \$ - |
| Update City Code | \$ 4,969 | \$ 5,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Contracted Services | \$ 830,358 | \$ 1,112,069 | \$ 1,330,715 | \$ 1,086,150 | \$ 1,086,150 |
| Employee Assistance Program | \$ 6,068 | \$ 6,103 | \$ 13,461 | \$ 13,461 | \$ 13,461 |
| Election Expense | \$ 21,012 | \$ - | \$ 22,000 | \$ 22,000 | \$ 22,000 |
| E Innes Streetscape | \$ 9,837 | \$ 42,500 | \$ - | \$ - | \$ - |
| Performance Measurement | \$ - | \$ 8,950 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Retiree Health Insurance | \$ 555,226 | \$ 620,948 | \$ 620,948 | \$ 590,948 | \$ 590,948 |
| Salisbury Youth Council | \$ 5,246 | \$ 5,125 | \$ 10,000 | \$ 6,000 | \$ 6,000 |
| Crime Control | \$ 1,106 | \$ 1,250 | \$ 5,100 | \$ 3,100 | \$ 3,100 |
| Police Accreditation | \$ 4,670 | \$ 4,770 | \$ 4,770 | \$ 4,770 | \$ 4,770 |
| Police Chaplaincy Program | \$ 209 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Government Access Channel | \$ 1,864 | \$ 3,046 | \$ 5,555 | \$ 1,055 | \$ 1,055 |
| Wellness Program | \$ 4,940 | \$ 5,000 | \$ 10,000 | \$ 9,000 | \$ 9,000 |
| Special Events | \$ 54,623 | \$ 64,800 | \$ 107,400 | \$ 67,800 | \$ 67,800 |
| Attract/Retain Strategies | \$ 47,254 | \$ 38,050 | \$ 15,000 | \$ 9,400 | \$ 9,400 |
| SWAY | \$ 8,186 | \$ 7,392 | \$ - | \$ - | \$ - |
| Public Art/Sculpture Show | \$ 33,462 | \$ 45,568 | \$ 49,500 | \$ 38,500 | \$ 38,500 |
| Blockwork | \$ 90,221 | \$ 18,228 | \$ 50,000 | \$ 22,000 | \$ 22,000 |
| Spring Festival | \$ 179,531 | \$ 103,000 | \$ 118,500 | \$ 113,400 | \$ 113,400 |
| Kesler Mill | \$ 260,459 | \$ 233,145 | \$ 103,600 | \$ 3,600 | \$ 3,600 |
| Dog Park | \$ 6 | \$ 1,000 | \$ - | \$ - | \$ - |
| Paul Bruhn Grant | \$ 63,089 | \$ 479,933 | \$ - | \$ - | \$ - |
| Annexation Expenses | \$ 12,321 | \$ - | \$ - | \$ - | \$ - |
| Professional Services | \$ 177,531 | \$ 339,656 | \$ 248,853 | \$ 142,178 | \$ 142,178 |
| NCLM/Inst Of Gov't | \$ 30,894 | \$ 32,500 | \$ 33,400 | \$ 33,400 | \$ 33,400 |
| Contracted Program Instructors | \$ 9,661 | \$ 14,350 | \$ 19,750 | \$ 17,750 | \$ 17,750 |
| Background Investigations | \$ 1,006 | \$ 1,435 | \$ 1,500 | \$ 800 | \$ 800 |
| Recycling Contract | \$ 599,184 | \$ 618,000 | \$ 683,000 | \$ 683,000 | \$ 683,000 |
| Action Grants | \$ 38,366 | \$ 52,000 | \$ 90,000 | \$ 75,000 | \$ 75,000 |
| Human Relations Council | \$ 7,000 | \$ 5,150 | \$ 5,150 | \$ 5,150 | \$ 5,150 |
| Council Of Gov't | \$ 8,390 | \$ 8,692 | \$ 9,000 | \$ 9,000 | \$ 9,000 |
| Supplementary Ed | \$ 40,000 | \$ 40,000 | \$ - | \$ - | \$ - |
| United Arts Council | \$ 56,250 | \$ 56,250 | \$ - | \$ - | \$ - |
| Chamber Of Comm | \$ 12,458 | \$ 12,300 | \$ 11,400 | \$ 11,400 | \$ 11,400 |
| Senior Citizens | \$ 63,000 | \$ 63,000 | \$ - | \$ - | \$ - |
| Community Appearance Comm | \$ 18 | \$ - | \$ - | \$ - | \$ - |
| Economic Dev Comm | \$ 114,088 | \$ 114,088 | \$ - | \$ - | \$ - |
| Tree Board | \$ - | \$ 1,000 | \$ 14,207 | \$ 7,603 | \$ 7,603 |
| Hurley Park Advisory Board | \$ 500 | \$ 700 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Lease Purchase Principal | \$ 629,240 | \$ 629,240 | \$ 998,620 | \$ 998,620 | \$ 998,620 |
| Lease Purchase Interest Exp | \$ 199,612 | \$ 181,338 | \$ 397,064 | \$ 370,064 | \$ 370,064 |
| Inv - Telecom Purchases | \$ 53,293 | \$ - | \$ - | \$ - | \$ - |
| Inv - Garage Parts Purchases | \$ 878,362 | \$ - | \$ - | \$ - | \$ - |
| Inventory Issues | \$ (931,655) | \$ - | \$ - | \$ - | \$ - |
| Transfer - Cap Reserve Fund | \$ 2,214,197 | \$ 2,367,648 | \$ 2,604,412 | \$ 2,604,412 | \$ 2,604,412 |
| Transfer - Transit Fund | \$ 630,000 | \$ 630,000 | \$ 630,000 | \$ 630,000 | \$ 630,000 |
| Transfer - Fibrant Fund | \$ 2,945,040 | \$ 2,700,000 | \$ 2,700,000 | \$ 2,700,000 | \$ 2,700,000 |
| Operations Total | \$ 20,082,118 | \$ 25,119,645 | \$ 28,250,229 | \$ 21,680,806 | \$ 21,919,339 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|----------------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|
| Capital | | | | | |
| Capital Outlay - Equipment | \$ 379,157 | \$ 370,827 | \$ 818,031 | \$ 174,280 | \$ 174,280 |
| C O Roof / HVAC | \$ 62,846 | \$ 78,600 | \$ 244,760 | \$ 139,760 | \$ 139,760 |
| C O Garage Equipment | \$ 49,119 | \$ 82,000 | \$ 85,000 | \$ 63,500 | \$ 63,500 |
| Land Acquisition | \$ 20,000 | \$ 875,000 | \$ - | \$ - | \$ - |
| C/O Buildings | \$ 48,506 | \$ 236,851 | \$ 1,082,300 | \$ 469,300 | \$ 794,300 |
| C O Bldg & Grnds | \$ 51,153 | \$ 15,000 | \$ - | \$ - | \$ - |
| Capital Total | \$ 610,782 | \$ 1,658,278 | \$ 2,230,091 | \$ 846,840 | \$ 1,171,840 |
| Grand Total | \$ 46,305,215 | \$ 56,129,056 | \$ 62,863,918 | \$ 54,102,406 | \$ 54,665,939 |



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 FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 164,340 | \$ 182,351 | \$ 171,853 | \$ 171,853 | \$ 171,853 |
| FICA Tax | \$ 12,068 | \$ 12,943 | \$ 13,146 | \$ 13,146 | \$ 13,146 |
| Retirement | \$ 9,404 | \$ 11,660 | \$ 13,536 | \$ 13,536 | \$ 13,536 |
| 401(K) Employer Contribution | \$ 3,284 | \$ 3,842 | \$ 4,213 | \$ 4,213 | \$ 4,213 |
| Health Care | \$ 40,797 | \$ 47,481 | \$ 47,737 | \$ 47,737 | \$ 47,737 |
| Life Insurance | \$ 145 | \$ 232 | \$ 264 | \$ 264 | \$ 264 |
| Emp Sec Ins | \$ - | \$ 37 | \$ 365 | \$ 365 | \$ 365 |
| Workers Compensation | \$ 14,000 | \$ 14,000 | \$ 14,000 | \$ 14,000 | \$ 14,000 |
| Personnel Total | \$ 244,038 | \$ 272,546 | \$ 265,114 | \$ 265,114 | \$ 265,114 |
| Operations | | | | | |
| Meeting Expenses | \$ 8,602 | \$ 9,200 | \$ 12,500 | \$ 12,500 | \$ 12,500 |
| Department Supplies | \$ 3,199 | \$ 9,200 | \$ 9,500 | \$ 5,000 | \$ 5,000 |
| Travel | \$ 2,108 | \$ 14,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Auto Allowance | \$ - | \$ - | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| Technology Allowance | \$ 2,792 | \$ 3,230 | \$ 3,230 | \$ 3,230 | \$ 3,230 |
| Cell Phone Stipend | \$ - | \$ 600 | \$ 1,344 | \$ 1,344 | \$ 1,344 |
| Postage | \$ 1 | \$ 900 | \$ 900 | \$ 900 | \$ 900 |
| Advertising | \$ 400 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Training | \$ 4,406 | \$ 8,900 | \$ 8,600 | \$ 8,600 | \$ 8,600 |
| Copier Contract Expense | \$ 1,947 | \$ 1,284 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Dues & Subscriptions | \$ 15,241 | \$ 17,410 | \$ 18,430 | \$ 18,430 | \$ 18,430 |
| Miscellaneous Expense | \$ 7,161 | \$ 6,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| Special Projects | \$ - | \$ 21,617 | \$ 404,000 | \$ 379,338 | \$ 379,338 |
| Community Efforts Groups | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ - | \$ - |
| Update City Code | \$ 4,969 | \$ 5,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Election Expense | \$ 21,012 | \$ - | \$ 22,000 | \$ 22,000 | \$ 22,000 |
| Professional Services | \$ - | \$ 500 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Transfer - Cap Reserve Fund | \$ 2,550 | \$ 2,856 | \$ 3,142 | \$ 3,142 | \$ 3,142 |
| Operations Total | \$ 119,387 | \$ 147,697 | \$ 573,846 | \$ 499,684 | \$ 499,684 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 363,425 | \$ 420,243 | \$ 838,960 | \$ 764,798 | \$ 764,798 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|----------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| City Council (000) | | | | | |
| Mayor | 1 | 1 | 1 | 1 | 1 |
| Mayor Pro Tem | 1 | 1 | 1 | 1 | 1 |
| Council Member | 3 | 3 | 3 | 3 | 3 |
| Administration (210) | | | | | |
| Deputy City Clerk | 1 | 1 | 1 | 1 | 1 |
| Senior Administrative Specialist | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL ¹ | 7 | 7 | 7 | 7 | 7 |

¹Compensation Study title changes



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 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

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 711,312 | \$ 808,802 | \$ 806,014 | \$ 809,102 | \$ 809,102 |
| Overtime Salaries | \$ - | \$ 150 | \$ - | \$ - | \$ - |
| Part Time Salaries | \$ - | \$ 45,000 | \$ 47,660 | \$ 47,660 | \$ 47,660 |
| FICA Tax | \$ 47,150 | \$ 61,717 | \$ 59,281 | \$ 59,518 | \$ 59,518 |
| Retirement | \$ 117,043 | \$ 98,556 | \$ 103,572 | \$ 103,969 | \$ 103,969 |
| 401(K) Employer Contribution | \$ 24,844 | \$ 33,826 | \$ 32,242 | \$ 32,365 | \$ 32,365 |
| Health Care | \$ 56,590 | \$ 63,705 | \$ 63,076 | \$ 63,076 | \$ 63,076 |
| Life Insurance | \$ 1,247 | \$ 1,915 | \$ 2,015 | \$ 2,023 | \$ 2,023 |
| Emp Sec Ins | \$ - | \$ 301 | \$ 2,967 | \$ 2,978 | \$ 2,978 |
| Workers Compensation | \$ 12,000 | \$ 14,000 | \$ 16,000 | \$ 16,000 | \$ 16,000 |
| Personnel Total | \$ 970,186 | \$ 1,127,972 | \$ 1,132,827 | \$ 1,136,691 | \$ 1,136,691 |
| Operations | | | | | |
| Meeting Expenses | \$ - | \$ - | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Employee Recognition | \$ - | \$ - | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Employee Holiday Luncheon | \$ - | \$ - | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Department Supplies | \$ 3,866 | \$ 6,000 | \$ 8,500 | \$ 7,500 | \$ 7,500 |
| Travel | \$ 8,366 | \$ 19,600 | \$ 21,000 | \$ 14,750 | \$ 14,750 |
| Auto Allowance | \$ - | \$ - | \$ 10,335 | \$ 10,335 | \$ 10,335 |
| Cell Phone Stipend | \$ - | \$ 5,520 | \$ 5,820 | \$ 5,820 | \$ 5,820 |
| Wireless Air Cards | \$ 914 | \$ 1,000 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Postage | \$ 100 | \$ 500 | \$ 250 | \$ 250 | \$ 250 |
| Advertising | \$ 100 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Training | \$ 11,063 | \$ 58,800 | \$ 60,000 | \$ 56,100 | \$ 56,100 |
| Copier Contract Expense | \$ 2,169 | \$ 3,655 | \$ 4,000 | \$ 4,000 | \$ 4,000 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Insurance Premiums | \$ 83,965 | \$ 106,802 | \$ 122,822 | \$ 156,464 | \$ 156,464 |
| Dues & Subscriptions | \$ 15,014 | \$ 22,435 | \$ 22,220 | \$ 18,320 | \$ 18,320 |
| Miscellaneous Expense | \$ 5,275 | \$ 18,250 | \$ 20,250 | \$ 48,250 | \$ 48,250 |
| Legal Fees | \$ 75,702 | \$ 75,474 | \$ 86,000 | \$ 84,112 | \$ 84,112 |
| Special Projects | \$ 14,097 | \$ 22,500 | \$ 106,000 | \$ 104,000 | \$ 104,000 |
| Community Efforts Groups | \$ - | \$ 10,000 | \$ - | \$ - | \$ - |
| Salisbury Youth Council | \$ 5,246 | \$ 125 | \$ - | \$ - | \$ - |
| Professional Services | \$ 25,499 | \$ - | \$ - | \$ - | \$ - |
| NCLM/Inst Of Gov't | \$ 30,894 | \$ 32,500 | \$ 33,400 | \$ 33,400 | \$ 33,400 |
| Human Relations Council | \$ 7,000 | \$ 5,150 | \$ 5,150 | \$ 5,150 | \$ 5,150 |
| Council Of Gov't | \$ 8,390 | \$ 8,692 | \$ 9,000 | \$ 9,000 | \$ 9,000 |
| Chamber Of Comm | \$ 12,458 | \$ 12,300 | \$ 11,400 | \$ 11,400 | \$ 11,400 |
| Transfer - Cap Reserve Fund | \$ 3,700 | \$ 3,708 | \$ 4,079 | \$ 4,079 | \$ 4,079 |
| Operations Total | \$ 313,820 | \$ 413,511 | \$ 550,226 | \$ 592,930 | \$ 592,930 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,284,005 | \$ 1,541,483 | \$ 1,683,053 | \$ 1,729,621 | \$ 1,729,621 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Administration (000) | | | | | |
| City Manager | 1 | 1 | 1 | 1 | 1 |
| Deputy City Manager | 1 | 1 | 1 | 1 | 1 |
| City Attorney | 1 | 1 | 1 | 1 | 1 |
| Administrative Services Director | 1 | 1 | 1 | 1 | 1 |
| Administrative Specialist Sr. | 1 | 1 | 1 | 1 | 1 |
| Diversity, Equity, & Inclusion (202) | | | | | |
| Human Relations Manager ² | 1 | 0 | 0 | 0 | 0 |
| Diversity, Equity, & Inclusion Director ² | 0 | 1 | 1 | 1 | 1 |
| Human Relations Specialist ³ | <u>0</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL ¹ | 6 | 7 | 7 | 7 | 7 |

¹Compensation Study title changes

²Position reclassified

³Position added

Communications

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 original video programming, City of Salisbury external newsletter, social media, the City of Salisbury websites, WSRG-TV, and word of mouth.
2. Explore and manage the City’s rebranding process, including managing the current brand and marketing standards to ensure compliance by City employees, contractors, appointees, and elected officials.
3. Maintain the City’s social media (including other city departments’ platforms) and mass notification presence and monitor content. Continue to write and distribute an engaging community newsletter monthly to Salisbury residents.
4. Continue to develop original, award-winning video programming for WSRG-TV and social media
5. Maintain and improve the new Salisbury Employee Portal.
6. Explore opportunities to utilize and improve the RoCo Alert mass notification system.
7. Continue to maintain and improve the City’s television station:
 - Explore options to measure and grow WSRG-TV viewership.
 - 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 fact 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 stream (via the City website and Facebook, revisiting Twitter) Salisbury City Council meetings:
 - Prepare recorded meetings for viewing as soon as possible on WSRG-TV.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | |
|--|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | Goal |
| Workload | | | | |
| Social Media Engagement % Increase FB | 5% | 7% | 5% | N/A |
| Social Media Engagement % Increase Twitter | 3% | 3% | 3% | N/A |
| Video Programming Viewership Increase | 14% | 20% | 10% | N/A |
| Departments Supported | 14 | 15 | 15 | N/A |

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 276,138 | \$ 283,182 | \$ 294,227 | \$ 298,817 | \$ 298,817 |
| FICA Tax | \$ 20,124 | \$ 21,266 | \$ 22,509 | \$ 22,860 | \$ 22,860 |
| Retirement | \$ 31,154 | \$ 34,050 | \$ 37,808 | \$ 38,398 | \$ 38,398 |
| 401(K) Employer Contribution | \$ 10,883 | \$ 11,221 | \$ 11,770 | \$ 11,953 | \$ 11,953 |
| Health Care | \$ 36,000 | \$ 37,883 | \$ 36,095 | \$ 36,095 | \$ 36,095 |
| Life Insurance | \$ 607 | \$ 688 | \$ 735 | \$ 746 | \$ 746 |
| Emp Sec Ins | \$ - | \$ 963 | \$ 1,021 | \$ 1,037 | \$ 1,037 |
| Workers Compensation | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Personnel Total | \$ 382,907 | \$ 397,253 | \$ 412,165 | \$ 417,906 | \$ 417,906 |
| Operations | | | | | |
| Department Supplies | \$ 2,953 | \$ 2,460 | \$ 2,490 | \$ 2,490 | \$ 2,490 |
| Travel | \$ 1,595 | \$ 3,450 | \$ 3,300 | \$ 3,300 | \$ 3,300 |
| Cell Phone Stipend | \$ - | \$ 1,344 | \$ 1,344 | \$ 1,344 | \$ 1,344 |
| Postage | \$ - | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Advertising | \$ 1,752 | \$ 38,320 | \$ 19,400 | \$ 5,080 | \$ 5,080 |
| Training | \$ 2,865 | \$ 4,285 | \$ 4,150 | \$ 1,550 | \$ 1,550 |
| Copier Contract Expense | \$ 551 | \$ 784 | \$ 690 | \$ 690 | \$ 690 |
| Dues & Subscriptions | \$ 7,821 | \$ 8,301 | \$ 9,158 | \$ 9,158 | \$ 9,158 |
| Special Projects | \$ - | \$ - | \$ 5,933 | \$ 253 | \$ 253 |
| Government Access Channel | \$ 1,864 | \$ 3,046 | \$ 5,555 | \$ 1,055 | \$ 1,055 |
| Professional Services | \$ 35,950 | \$ 60,200 | \$ 51,940 | \$ 47,440 | \$ 47,440 |
| Transfer - Cap Reserve Fund | \$ 7,079 | \$ 4,836 | \$ 5,320 | \$ 5,320 | \$ 5,320 |
| Operations Total | \$ 62,430 | \$ 127,226 | \$ 109,480 | \$ 77,880 | \$ 77,880 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 445,338 | \$ 524,479 | \$ 521,645 | \$ 495,786 | \$ 495,786 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Public Information (203) | | | | | |
| Communications Director | 1 | 1 | 1 | 1 | 1 |
| Communications Coordinator | 1 | 1 | 1 | 1 | 1 |
| City TV & Video Administrator | 1 | 1 | 1 | 1 | 1 |
| Web/Marketing Coordinator | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 4 | 4 | 4 | 4 | 4 |

¹Compensation Study title changes

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. 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. Continue to provide employee self-service through the human resources information system, MUNIS.
10. Continue to support the applicant tracking software program, MUNIS.
11. Finalize the implementation of the electronic time entry system through EXECUTIME/Advance Scheduling.
12. Update Position Control in MUNIS
13. Implement paperless processes.
14. Participate in surveys and benchmarking studies.
15. Provide Human Resources measures of effectiveness and efficiency through an annual report.
16. Implement an updated Risk Management program.
17. Provide risk education and training opportunities to all employees in order to reduce incidents.
18. Continue cyber security training with efforts to maintain a secure web-based environment.
19. Maintain the American Disability Act (ADA) transitional plan.



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PERFORMANCE MEASURES

| Human Resources (000) | FY 2022 | FY 2023 | FY 2024 | Goal |
|---|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | |
| Workload | | | | |
| Position Applications Reviewed | 858 | 1,456 | 1,500 | N/A |
| Full-Time Employees in Organization (all funds) | 452 | 412 | 440 | |
| Position Requisitions Received from Departments | 58 | 59 | 64 | N/A |
| Effectiveness | | | | |
| Percent of Applicants Placed - External | 89% | 85% | 84% | N/A |
| Percent of Applicants Placed - Internal | 11% | 15% | 16% | N/A |
| Organization-wide Turnover Rate | 9.29% | 10.00% | 11.00% | N/A |
| Risk Management (201) | | | | |
| Workload | | | | |
| Number of Workers Compensation Claims Filed | 38 | 43 | 37 | 30 |
| Number of Third-Party Insurance Claims Filed | 7 | 7 | 1 | - |
| Number of Self-Initiated OSHA Inspections (Preventive) | 120 | 90 | 120 | 120 |
| Efficiency | | | | |
| Cost Per Negotiated Workers Compensation Claim | \$ 3,000 | \$ 2,500 | \$ 2,700 | \$ 2,500 |
| Cost Per Negotiated Insurance Claim | \$ 2,500 | \$ 2,000 | \$ 2,000 | \$ 1,500 |
| Cost of all OSHA Imposed Fines & Penalties | - | - | - | - |
| Effectiveness | | | | |
| Workers Compensation Cases Negotiated Per Case Filed | 2% | 1% | 3% | 0% |
| Third Party Insurance Claims Negotiated Per Claim Filed | 3% | 1% | 3% | 0% |
| OSHA Fine Totals Per Self-Initiated OSHA Inspection | - | - | - | - |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 340,375 | \$ 395,533 | \$ 442,697 | \$ 442,697 | \$ 442,697 |
| Overtime Salaries | \$ 25 | \$ 150 | \$ 250 | \$ 250 | \$ 250 |
| FICA Tax | \$ 24,590 | \$ 32,220 | \$ 33,884 | \$ 33,884 | \$ 33,884 |
| Retirement | \$ 38,173 | \$ 51,130 | \$ 56,918 | \$ 56,918 | \$ 56,918 |
| 401(K) Employer Contribution | \$ 13,292 | \$ 16,846 | \$ 17,718 | \$ 17,718 | \$ 17,718 |
| Health Care | \$ 37,249 | \$ 51,617 | \$ 54,063 | \$ 54,063 | \$ 54,063 |
| Life Insurance | \$ 715 | \$ 1,046 | \$ 1,105 | \$ 1,105 | \$ 1,105 |
| Emp Sec Ins | \$ - | \$ 165 | \$ 1,534 | \$ 1,534 | \$ 1,534 |
| Workers Compensation | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| Personnel Total | \$ 466,419 | \$ 560,707 | \$ 620,169 | \$ 620,169 | \$ 620,169 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Operations | | | | | |
| Employee Recognition | \$ 209 | \$ - | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Safety Program | \$ 5,042 | \$ 4,500 | \$ 6,000 | \$ 4,500 | \$ 4,500 |
| Safety Awards | \$ - | \$ 20 | \$ - | \$ - | \$ - |
| Department Supplies | \$ 10,951 | \$ 6,000 | \$ 6,500 | \$ 6,500 | \$ 6,500 |
| Travel | \$ 321 | \$ 1,400 | \$ 3,000 | \$ 1,945 | \$ 1,945 |
| Auto Allowance | \$ - | \$ - | \$ 1,292 | \$ 1,292 | \$ 1,292 |
| Cell Phone Stipend | \$ - | \$ 4,740 | \$ 4,740 | \$ 4,740 | \$ 4,740 |
| Wireless Air Cards | \$ 456 | \$ 480 | \$ 457 | \$ 457 | \$ 457 |
| Postage | \$ 662 | \$ 900 | \$ 800 | \$ 800 | \$ 800 |
| Advertising | \$ 775 | \$ 900 | \$ 1,000 | \$ 500 | \$ 500 |
| Training | \$ 17,254 | \$ 10,749 | \$ 22,000 | \$ 10,000 | \$ 10,000 |
| Employee Training/Dev Program | \$ 3,055 | \$ 5,000 | \$ 50,000 | \$ 24,000 | \$ 24,000 |
| Copier Contract Expense | \$ 3,406 | \$ 5,031 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Insurance Premiums | \$ 42,195 | \$ 39,257 | \$ 45,145 | \$ 45,145 | \$ 45,145 |
| Dues & Subscriptions | \$ 4,141 | \$ 4,800 | \$ 4,000 | \$ 2,500 | \$ 2,500 |
| Miscellaneous Expense | \$ 4,542 | \$ 1,561 | \$ 600 | \$ 600 | \$ 600 |
| Special Projects | \$ 4,072 | \$ 626,785 | \$ 355,000 | \$ 345,000 | \$ 583,533 |
| Contracted Services | \$ 979 | \$ 14,224 | \$ 20,000 | \$ 9,800 | \$ 9,800 |
| Employee Assistance Program | \$ 6,068 | \$ 6,103 | \$ 13,461 | \$ 13,461 | \$ 13,461 |
| Retiree Health Insurance | \$ 555,226 | \$ 620,948 | \$ 620,948 | \$ 590,948 | \$ 590,948 |
| Wellness Program | \$ 4,940 | \$ 5,000 | \$ 10,000 | \$ 9,000 | \$ 9,000 |
| Attract/Retain Strategies | \$ 47,254 | \$ 38,050 | \$ 15,000 | \$ 9,400 | \$ 9,400 |
| SWAY | \$ 8,186 | \$ 7,392 | \$ - | \$ - | \$ - |
| Professional Services | \$ 3,818 | \$ 9,560 | \$ 3,500 | \$ 3,500 | \$ 3,500 |
| Background Investigations | \$ 1,006 | \$ 1,435 | \$ 1,500 | \$ 800 | \$ 800 |
| Transfer - Cap Reserve Fund | \$ 3,070 | \$ 3,084 | \$ 3,392 | \$ 3,392 | \$ 3,392 |
| Operations Total | \$ 727,629 | \$ 1,417,919 | \$ 1,197,335 | \$ 1,097,280 | \$ 1,335,813 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,194,048 | \$ 1,978,626 | \$ 1,817,504 | \$ 1,717,449 | \$ 1,955,982 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|----------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Human Resources (000) | | | | | |
| Human Resources Director | 1 | 1 | 1 | 1 | 1 |
| Human Resources Business Partner | 3 | 3 | 3 | 3 | 3 |
| Human Resources Specialist | 1 | 1 | 1 | 1 | 1 |
| Risk Management (201) | | | | | |
| Risk Manager | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 6 | 6 | 6 | 6 | 6 |

¹Compensation Study title changes

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

| | FY 2022 | FY 2023 | FY 2024 | Goal |
|---|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | |
| Workload | | | | |
| Number of Computers Directly Supported | 400 | 400 | 400 | N/A |
| Total Number of IT Helpdesk Requests Received | 1,432 | 1,784 | 1,800 | N/A |
| Number of Remote Sites Supported | 49 | 50 | 50 | N/A |
| Number of Telephones Supported | 340 | 320 | 320 | N/A |
| Efficiency | | | | |
| Number of PCs Supported Per Analyst | 200 | 200 | 200 | 200 |
| Effectiveness | | | | |
| Average Annual Network Availability * | 99.9% | 99.9% | 99.9% | 100.0% |
| Percent IT Helpdesk Requests Closed < One Day | 46.0% | 45.0% | 45.0% | 60.0% |

* Estimate - Designed to demonstrate network reliability

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 378,685 | \$ 433,132 | \$ 567,667 | \$ 484,188 | \$ 484,188 |
| Overtime Salaries | \$ 54 | \$ - | \$ - | \$ - | \$ - |
| FICA Tax | \$ 27,646 | \$ 36,348 | \$ 43,426 | \$ 37,040 | \$ 37,040 |
| Retirement | \$ 42,875 | \$ 52,181 | \$ 72,945 | \$ 62,218 | \$ 62,218 |
| 401(K) Employer Contribution | \$ 14,580 | \$ 19,005 | \$ 22,707 | \$ 19,368 | \$ 19,368 |
| Health Care | \$ 50,397 | \$ 59,205 | \$ 72,443 | \$ 61,698 | \$ 61,698 |
| Life Insurance | \$ 856 | \$ 1,179 | \$ 1,420 | \$ 1,211 | \$ 1,211 |
| Emp Sec Ins | \$ - | \$ 185 | \$ 1,973 | \$ 1,681 | \$ 1,681 |
| Workers Compensation | \$ 14,000 | \$ 14,000 | \$ 16,000 | \$ 14,000 | \$ 14,000 |
| Personnel Total | \$ 529,092 | \$ 615,235 | \$ 798,581 | \$ 681,404 | \$ 681,404 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Operations | | | | | |
| Uniforms | \$ 1,010 | \$ 1,050 | \$ 1,050 | \$ 1,050 | \$ 1,050 |
| Expendable Equipment | \$ 1,480 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Gas & Oil | \$ 1,743 | \$ 1,551 | \$ 1,310 | \$ 1,310 | \$ 1,310 |
| Department Supplies | \$ 4,425 | \$ 2,600 | \$ 2,600 | \$ 2,600 | \$ 2,600 |
| Travel | \$ 2,393 | \$ 1,322 | \$ 2,400 | \$ 2,400 | \$ 2,400 |
| Telephone | \$ 26,515 | \$ 25,204 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Cell Phone Stipend | \$ - | \$ 1,200 | \$ 1,224 | \$ 1,224 | \$ 1,224 |
| Wireless Air Cards | \$ 992 | \$ 960 | \$ 960 | \$ 960 | \$ 960 |
| Postage | \$ - | \$ 250 | \$ 250 | \$ 250 | \$ 250 |
| Maint Computer | \$ 106,183 | \$ 82,833 | \$ 84,323 | \$ 78,323 | \$ 78,323 |
| Maint Cmppt Software | \$ 794,290 | \$ 757,203 | \$ 1,051,506 | \$ 901,206 | \$ 901,206 |
| Maint Auto | \$ 77 | \$ 80 | \$ 500 | \$ 500 | \$ 500 |
| Training | \$ 1,118 | \$ 750 | \$ 10,100 | \$ 1,000 | \$ 1,000 |
| Copier Contract Expense | \$ 305 | \$ 583 | \$ 580 | \$ 580 | \$ 580 |
| Insurance Premiums | \$ 25,326 | \$ 25,363 | \$ 29,167 | \$ 29,167 | \$ 29,167 |
| Dues & Subscriptions | \$ - | \$ 120 | \$ 120 | \$ 120 | \$ 120 |
| Miscellaneous Expense | \$ 443 | \$ 1,000 | \$ 1,000 | \$ - | \$ - |
| Internet Backbone Fee | \$ 37,023 | \$ 37,200 | \$ 38,400 | \$ 38,400 | \$ 38,400 |
| Contracted Services | \$ - | \$ 150,000 | \$ 220,555 | \$ 5,055 | \$ 5,055 |
| Professional Services | \$ 14,481 | \$ - | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Transfer - Cap Reserve Fund | \$ 72,636 | \$ 57,408 | \$ 63,148 | \$ 63,148 | \$ 63,148 |
| Operations Total | \$ 1,090,441 | \$ 1,148,177 | \$ 1,542,193 | \$ 1,160,293 | \$ 1,160,293 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,619,533 | \$ 1,763,412 | \$ 2,340,774 | \$ 1,841,697 | \$ 1,841,697 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| IT Administrative Specialist | 1 | 1 | 1 | 1 | 1 |
| IT Manager | 1 | 1 | 1 | 1 | 1 |
| Business Systems Analyst | 1 | 1 | 1 | 1 | 1 |
| Network Administrator | 1 | 1 | 1 | 1 | 1 |
| Help Desk Technician | 1 | 1 | 1 | 1 | 1 |
| IT Systems Administrator | 1 | 1 | 2 | 1 | 1 |
| IT Infrastructure Technician | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 7 | 7 | 8 | 7 | 7 |

¹Compensation Study title changes

Finance

STATEMENT OF PURPOSE

To provide fiscal and business services to support the financial 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 Finance is Customer Service, Billing, 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 provide training on all financial issues to supervisors and new employees as needed.
8. Manage the investment activities for idle cash.
9. Manage efforts to implement the City’s new billing software system, MUNIS.
10. Seek ways to improve efficiency and reduce paper, reducing our carbon footprint.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | |
|---|----------------|-----------------|------------------|-------------|
| Accounting | Actual | Estimate | Projected | Goal |
| Workload | | | | |
| Number of Checks Issued | 3,103 | 3,200 | 3,100 | N/A |
| Number of ACH Transactions (Payroll and A/P) | 15,839 | 17,113 | 17,500 | N/A |
| Number of Journal Entries | 949 | 990 | 1,000 | N/A |
| Effectiveness | | | | |
| Percent of Checks Processed Without Error | 99% | 99% | 99% | 100% |
| Percent of ACH Transactions Processed Without Error | 99% | 99% | 99% | 100% |
| Purchasing | | | | |
| Workload | | | | |
| Number of Purchase Orders Fulfilled | 985 | 970 | 985 | N/A |
| Number of Procurement Card Transactions | 9,723 | 10,355 | 10,400 | N/A |
| Number of Contracts Reviewed | 76 | 80 | 80 | N/A |
| Effectiveness | | | | |
| Percent of POs Completed Without Error | 99% | 99% | 99% | 100% |
| Procurement Card Error Rate | 1% | 1% | 1% | N/A |

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 546,223 | \$ 613,691 | \$ 736,735 | \$ 659,735 | \$ 659,735 |
| Overtime Salaries | \$ 1,197 | \$ 3,015 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Part Time Salaries | \$ 11,602 | \$ 15,675 | \$ 42,961 | \$ 42,961 | \$ 42,961 |
| FICA Tax | \$ 40,005 | \$ 49,979 | \$ 59,799 | \$ 59,799 | \$ 59,799 |
| Retirement | \$ 61,497 | \$ 78,343 | \$ 94,928 | \$ 94,928 | \$ 94,928 |
| 401(K) Employer Contribution | \$ 19,724 | \$ 28,120 | \$ 29,550 | \$ 29,550 | \$ 29,550 |
| Health Care | \$ 63,880 | \$ 101,322 | \$ 107,695 | \$ 107,695 | \$ 107,695 |
| Life Insurance | \$ 1,081 | \$ 1,745 | \$ 1,843 | \$ 1,843 | \$ 1,843 |
| Emp Sec Ins | \$ - | \$ 280 | \$ 2,713 | \$ 2,713 | \$ 2,713 |
| Workers Compensation | \$ 24,000 | \$ 24,000 | \$ 26,000 | \$ 26,000 | \$ 26,000 |
| Personnel Total | \$ 769,210 | \$ 916,170 | \$ 1,104,224 | \$ 1,027,224 | \$ 1,027,224 |
| Operations | | | | | |
| Gas & Oil | \$ 676 | \$ 715 | \$ 553 | \$ 553 | \$ 553 |
| Department Supplies | \$ 6,586 | \$ 8,800 | \$ 5,000 | \$ 4,500 | \$ 4,500 |
| Computer Supplies | \$ 390 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Travel | \$ 5,419 | \$ 11,610 | \$ 15,785 | \$ 11,035 | \$ 11,035 |
| Auto Allowance | \$ - | \$ - | \$ 2,584 | \$ 2,584 | \$ 2,584 |
| Telephone | \$ - | \$ - | \$ - | \$ 507 | \$ 507 |
| Cell Phone Stipend | \$ - | \$ 4,740 | \$ 3,816 | \$ 3,816 | \$ 3,816 |
| Wireless Air Cards | \$ 456 | \$ 457 | \$ 457 | \$ 457 | \$ 457 |
| Postage | \$ 2,216 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Maint Auto | \$ 452 | \$ 800 | \$ 400 | \$ 400 | \$ 400 |
| Training | \$ 6,818 | \$ 7,725 | \$ 8,400 | \$ 7,725 | \$ 7,725 |
| Copier Contract Expense | \$ 1,523 | \$ 1,464 | \$ 1,400 | \$ 1,400 | \$ 1,400 |
| Insurance Premiums | \$ 291 | \$ 333 | \$ 383 | \$ 383 | \$ 383 |
| Dues & Subscriptions | \$ 3,231 | \$ 4,305 | \$ 4,305 | \$ 3,000 | \$ 3,000 |
| Miscellaneous Expense | \$ 2,110 | \$ 2,703 | \$ - | \$ - | \$ - |
| Auditing Contract | \$ 37,000 | \$ 40,500 | \$ 42,700 | \$ 42,700 | \$ 42,700 |
| Tax Collection Fees | \$ 265,170 | \$ 290,000 | \$ 348,000 | \$ 348,000 | \$ 348,000 |
| Special Projects | \$ 700 | \$ - | \$ - | \$ - | \$ - |
| Contracted Services | \$ 18,093 | \$ 6,800 | \$ 9,200 | \$ 6,800 | \$ 6,800 |
| Performance Measurement | \$ - | \$ 8,950 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Professional Services | \$ 2,256 | \$ 118,750 | \$ 9,400 | \$ 9,400 | \$ 9,400 |
| Transfer - Cap Reserve Fund | \$ 5,000 | \$ 5,004 | \$ 5,504 | \$ 5,504 | \$ 5,504 |
| Operations Total | \$ 358,386 | \$ 516,056 | \$ 464,287 | \$ 455,164 | \$ 455,164 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,127,596 | \$ 1,432,226 | \$ 1,568,511 | \$ 1,482,388 | \$ 1,482,388 |

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PERSONNEL DETAIL

| Position Title | Authorized | Authorized | Requested | Mgr. Recommends | Adopted |
|---------------------------------------|------------|------------|-----------|-----------------|----------|
| | FY 21-22 | FY 22-23 | FY 23-24 | FY 23-24 | FY 23-24 |
| Finance Director | 1 | 1 | 1 | 1 | 1 |
| Finance Manager | 1 | 1 | 1 | 1 | 1 |
| Budget Manager | 1 | 1 | 1 | 1 | 1 |
| GovDeals Specialist (PT) ³ | 0 | 1 | 1 | 1 | 1 |
| Budget Analyst | 3 | 3 | 2 | 2 | 2 |
| Finance Program Analyst | 1 | 1 | 1 | 1 | 1 |
| Senior Accountant | 0 | 0 | 1 | 1 | 1 |
| Accountant | 1 | 1 | 1 | 1 | 1 |
| Accounting Technician /Sr | 2 | 2 | 2 | 2 | 2 |
| Mail Coordinator (TPT) | 1 | 1 | 1 | 1 | 1 |
| Purchasing Officer | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL ^{1,2} | 12 | 13 | 13 | 13 | 13 |

¹Compensation Study title changes

²Department reorganization

³Position approved mid-year



STATEMENT OF PURPOSE

To provide an exceptional customer experience for the City of Salisbury’s citizens and consumers of water and sewer utility, sanitation, recycling, stormwater and other City services, while maintaining the integrity of both the billing and collection processes.

PERFORMANCE GOALS

1. Foster an atmosphere of excellence through ongoing customer service, communications, and technical training for a deeper understanding and knowledge of the utilities business.
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. Continue to improve the collection process to reduce past due balances by continuing the execution of the 30-day cutoff cycle.
5. Partner with other divisions across the City to ensure that account information is accurate and synergistic.
6. Cultivate partnerships with community agencies that provide financial assistance to utility customers at risk of disconnection.
7. Implement a new software system for utility billing with Tyler Technologies/MUNIS.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | |
|---|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | Goal |
| Workload | | | | |
| Number of Utility Bills Generated | 259,423 | 263,926 | 265,000 | N/A |
| Number of Teller Transactions | 37,726 | 43,358 | 42,500 | N/A |
| Effectiveness | | | | |
| Percent of Utility Bills Mailed Without Error | 99.9% | 93.0% | 99.9% | 100.0% |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 226,630 | \$ 255,646 | \$ 298,567 | \$ 297,531 | \$ 297,531 |
| Overtime Salaries | \$ 1,373 | \$ 1,600 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Part Time Salaries | \$ 8,509 | \$ 14,492 | \$ 11,559 | \$ 11,559 | \$ 11,559 |
| FICA Tax | \$ 17,456 | \$ 21,990 | \$ 23,800 | \$ 23,721 | \$ 23,721 |
| Retirement | \$ 25,798 | \$ 33,562 | \$ 38,494 | \$ 38,361 | \$ 38,361 |
| 401(K) Employer Contribution | \$ 9,037 | \$ 11,057 | \$ 11,983 | \$ 11,941 | \$ 11,941 |
| Health Care | \$ 50,176 | \$ 57,701 | \$ 62,535 | \$ 60,904 | \$ 60,904 |
| Life Insurance | \$ 417 | \$ 683 | \$ 747 | \$ 745 | \$ 745 |
| Emp Sec Ins | \$ - | \$ 112 | \$ 1,078 | \$ 1,075 | \$ 1,075 |
| Workers Compensation | \$ 16,000 | \$ 16,000 | \$ 16,000 | \$ 16,000 | \$ 16,000 |
| Personnel Total | \$ 355,395 | \$ 412,843 | \$ 465,763 | \$ 462,837 | \$ 462,837 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Operations | | | | | |
| Uniforms | \$ - | \$ 945 | \$ 945 | \$ 945 | \$ 945 |
| Department Supplies | \$ 3,050 | \$ 4,000 | \$ 4,000 | \$ 3,800 | \$ 3,800 |
| Travel | \$ - | \$ 1,000 | \$ 1,000 | \$ 700 | \$ 700 |
| Cell Phone Stipend | \$ - | \$ 924 | \$ - | \$ - | \$ - |
| Training | \$ 110 | \$ 3,743 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Copier Contract Expense | \$ 1,688 | \$ 2,756 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Dues & Subscriptions | \$ 120 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Miscellaneous Expense | \$ 2,074 | \$ 2,100 | \$ 2,100 | \$ 1,600 | \$ 1,600 |
| Contracted Services | \$ 6,080 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Professional Services | \$ 100 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Transfer - Cap Reserve Fund | \$ 2,550 | \$ 4,284 | \$ 4,712 | \$ 4,712 | \$ 4,712 |
| Operations Total | \$ 15,773 | \$ 26,352 | \$ 23,857 | \$ 22,857 | \$ 22,857 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 371,168 | \$ 439,195 | \$ 489,620 | \$ 485,694 | \$ 485,694 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|-------------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Customer Service Manager | 1 | 1 | 1 | 1 | 1 |
| Customer Accounts Specialist | 1 | 1 | 1 | 1 | 1 |
| Utility Customer Service Specialist | 5 | 5 | 5 | 5 | 5 |
| Customer Service Rep (TPT) | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL ¹ | 8 | 8 | 8 | 8 | 8 |

¹Compensation Study title changes

STATEMENT OF PURPOSE

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

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), brownfield redevelopment planning for Kesler Mill and other sites.
 - Facilitate the work of the Public Art Commission, Historic Preservation Commission, Community Appearance Commission, Housing Advocacy Commission, and the Dixonville Memorial Task Force.
2. To carry out adopted plans and special projects that add value and permanence to downtown, transportation multimodal transportation corridors, and neighborhoods:
 - Dixonville-Lincoln Memorial Project.
 - Sculpture Show/History & Art Trail.
 - BlockWork and other community appearance initiatives.
 - Main Street Plan.
 - 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.
4. To administer GIS services.

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 299,986 | \$ 275,107 | \$ 391,918 | \$ 395,829 | \$ 395,829 |
| Overtime Salaries | \$ 56 | \$ 147 | \$ - | \$ - | \$ - |
| FICA Tax | \$ 21,292 | \$ 22,958 | \$ 29,981 | \$ 30,281 | \$ 30,281 |
| Retirement | \$ 33,809 | \$ 36,433 | \$ 50,361 | \$ 50,864 | \$ 50,864 |
| 401(K) Employer Contribution | \$ 11,404 | \$ 12,005 | \$ 15,677 | \$ 15,833 | \$ 15,833 |
| Health Care | \$ 41,701 | \$ 42,952 | \$ 53,621 | \$ 53,621 | \$ 53,621 |
| Life Insurance | \$ 689 | \$ 743 | \$ 979 | \$ 989 | \$ 989 |
| Emp Sec Ins | \$ - | \$ 117 | \$ 1,360 | \$ 1,374 | \$ 1,374 |
| Workers Compensation | \$ 10,000 | \$ 10,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| Personnel Total | \$ 418,936 | \$ 400,462 | \$ 555,897 | \$ 560,791 | \$ 560,791 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Operations | | | | | |
| Meeting Expenses | \$ 2,153 | \$ 2,000 | \$ 2,250 | \$ 1,250 | \$ 1,250 |
| CAC Programs | \$ 530 | \$ 4,800 | \$ 35,250 | \$ 13,750 | \$ 13,750 |
| Department Supplies | \$ 4,510 | \$ 5,578 | \$ 6,500 | \$ 3,900 | \$ 3,900 |
| Travel | \$ 2,754 | \$ 2,800 | \$ 3,000 | \$ 2,500 | \$ 2,500 |
| Cell Phone Stipend | \$ - | \$ 1,344 | \$ 1,344 | \$ 1,344 | \$ 1,344 |
| Wireless Air Cards | \$ - | \$ - | \$ 480 | \$ 480 | \$ 480 |
| Postage | \$ 1,325 | \$ 1,268 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Maint Cmpt Software | \$ - | \$ - | \$ 62,945 | \$ 51,945 | \$ 51,945 |
| Advertising | \$ 1,008 | \$ 1,066 | \$ 1,250 | \$ 1,250 | \$ 1,250 |
| Training | \$ 2,543 | \$ 2,800 | \$ 3,000 | \$ 2,500 | \$ 2,500 |
| Copier Contract Expense | \$ - | \$ 1,700 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Insurance Premiums | \$ 634 | \$ 708 | \$ 815 | \$ 815 | \$ 815 |
| Dues & Subscriptions | \$ 1,739 | \$ 2,750 | \$ 5,880 | \$ 5,880 | \$ 5,880 |
| Miscellaneous Expense | \$ 116 | \$ 500 | \$ 300 | \$ 300 | \$ 300 |
| Special Projects | \$ 409,019 | \$ 795,250 | \$ 661,500 | \$ 593,000 | \$ 593,000 |
| E Innes Streetscape | \$ 9,837 | \$ 42,500 | \$ - | \$ - | \$ - |
| Public Art/Sculpture Show | \$ 33,462 | \$ 45,568 | \$ 49,500 | \$ 38,500 | \$ 38,500 |
| Blockwork | \$ 90,221 | \$ 18,228 | \$ 50,000 | \$ 22,000 | \$ 22,000 |
| Kesler Mill | \$ 260,459 | \$ 233,145 | \$ 103,600 | \$ 3,600 | \$ 3,600 |
| Paul Bruhn Grant | \$ 63,089 | \$ 479,933 | \$ - | \$ - | \$ - |
| Professional Services | \$ 81 | \$ 28,000 | \$ 11,000 | \$ 5,000 | \$ 5,000 |
| Action Grants | \$ 38,366 | \$ 52,000 | \$ 90,000 | \$ 75,000 | \$ 75,000 |
| Community Appearance Comm | \$ 18 | \$ - | \$ - | \$ - | \$ - |
| Transfer - Cap Reserve Fund | \$ 2,800 | \$ 2,808 | \$ 3,089 | \$ 3,089 | \$ 3,089 |
| Operations Total | \$ 924,665 | \$ 1,724,746 | \$ 1,095,203 | \$ 829,603 | \$ 829,603 |
| Capital | | | | | |
| Land Acquisition | \$ 20,000 | \$ 875,000 | \$ - | \$ - | \$ - |
| Capital Total | \$ 20,000 | \$ 875,000 | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,363,601 | \$ 3,000,208 | \$ 1,651,100 | \$ 1,390,394 | \$ 1,390,394 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Planning & Community Development Director | 1 | 1 | 1 | 1 | 1 |
| Planner | 2 | 2 | 1 | 1 | 1 |
| Urban Design Planner | 0 | 0 | 1 | 1 | 1 |
| GIS Coordinator /Sr ² | 0 | 0 | 1 | 1 | 1 |
| Housing Programs Administrator | 1 | 1 | 1 | 1 | 1 |
| Administrative Specialist /Sr | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 5 | 5 | 6 | 6 | 6 |

¹Compensation Study title changes

²Moved from Engineering

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, Alternate Methods of Design Commission, Technical Review Commission, and City Council support through a centralized development and permitting 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.
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 liaison staffing to the Planning Board, Board of Adjustment, and the Alternate Methods of Design Commission, as well as providing appropriate training for those volunteer members.
6. Continue to monitor and improve the plan review process through text amendments or policy adjustments.
7. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer, China Grove, and portions of Rowan County.
8. Ensure the requirements of the backflow prevention, FOG, pretreatment, and NPDES Phase 2 Stormwater ordinances are met as required.
9. Continue to administer and update the City’s street address system in coordination with GIS.
10. Support and partner with Rowan County in seeking improvements to the development review process.
11. Adopt standards and ordinances that support implementation of Forward 2040.
12. Serve as local permitting authority for water and sanitary sewer.
13. Serve as Subdivision Administrator.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | |
|---|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | Goal |
| Workload | | | | |
| General Rezoning Requests Processed | 5 | 13 | 10 | N/A |
| Conditional District Rezoning | 5 | 10 | 10 | N/A |
| Major Site Plan Reviews | 5 | 12 | 10 | N/A |
| Minor Site Plan Reviews | 15 | 17 | 15 | N/A |
| Zoning Permits (New Commercial / Commercial Upfits) | 30 | 30 | 30 | N/A |
| Zoning Permits (New SF/SF Additions/Accessory Structures) | 500 | 500 | 500 | N/A |
| Efficiency | | | | |
| Average Number of Days For CD or General Rezoning Legislative Process | 60 | 60 | 60 | 60 |
| Average Number of Days for Major Site Plan Approval (site & construct docs) | 60 | 60 | 60 | 60 |
| Average Number of Processing Days For Minor Site Plan Approval | 45 | 45 | 45 | 45 |
| Average Number of Processing Days Per Rezoning Request | 45 | 45 | 45 | 45 |
| Effectiveness | | | | |
| Percent of CD and Rezoning Requests Approved as Presented | 95% | 95% | 95% | 95% |

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 192,137 | \$ 212,077 | \$ 410,832 | \$ 464,973 | \$ 464,973 |
| Overtime Salaries | \$ - | \$ 1,000 | \$ 250 | \$ 250 | \$ 250 |
| FICA Tax | \$ 14,326 | \$ 16,796 | \$ 31,447 | \$ 35,588 | \$ 35,588 |
| Retirement | \$ 21,666 | \$ 26,657 | \$ 52,824 | \$ 59,781 | \$ 59,781 |
| 401(K) Employer Contribution | \$ 7,481 | \$ 8,784 | \$ 16,443 | \$ 18,608 | \$ 18,608 |
| Health Care | \$ 31,489 | \$ 36,260 | \$ 68,330 | \$ 68,330 | \$ 68,330 |
| Life Insurance | \$ 395 | \$ 542 | \$ 1,027 | \$ 1,162 | \$ 1,162 |
| Emp Sec Ins | \$ - | \$ 85 | \$ 1,433 | \$ 1,622 | \$ 1,622 |
| Workers Compensation | \$ 8,000 | \$ 8,000 | \$ 14,000 | \$ 14,000 | \$ 14,000 |
| Temporary Services | \$ - | \$ - | \$ - | \$ 20,000 | \$ 20,000 |
| Personnel Total | \$ 275,495 | \$ 310,201 | \$ 596,586 | \$ 684,314 | \$ 684,314 |
| Operations | | | | | |
| Uniforms | \$ - | \$ - | \$ 500 | \$ 500 | \$ 500 |
| Gas & Oil | \$ 462 | \$ 513 | \$ 704 | \$ 704 | \$ 704 |
| Department Supplies | \$ 1,319 | \$ 1,500 | \$ 2,430 | \$ 2,430 | \$ 2,430 |
| Travel | \$ - | \$ 900 | \$ 4,000 | \$ 3,500 | \$ 3,500 |
| Cell Phone Stipend | \$ - | \$ 924 | \$ 1,044 | \$ 1,044 | \$ 1,044 |
| Postage | \$ 496 | \$ 700 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Printing | \$ - | \$ 600 | \$ 3,600 | \$ 3,600 | \$ 3,600 |
| Maint Auto | \$ 59 | \$ 250 | \$ 250 | \$ 250 | \$ 250 |
| Advertising | \$ 5,953 | \$ 5,684 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Training | \$ 312 | \$ 1,125 | \$ 3,280 | \$ 3,280 | \$ 3,280 |
| Copier Contract Expense | \$ 2,816 | \$ 4,015 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Insurance Premiums | \$ 247 | \$ 272 | \$ 305 | \$ 305 | \$ 305 |
| Dues & Subscriptions | \$ 1,667 | \$ 1,025 | \$ 10,695 | \$ 8,195 | \$ 8,195 |
| Miscellaneous Expense | \$ - | \$ 100 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Special Projects | \$ 56,725 | \$ 300,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Professional Services | \$ - | \$ 100 | \$ 23,000 | \$ 3,000 | \$ 3,000 |
| Economic Dev Comm | \$ 114,088 | \$ 114,088 | \$ - | \$ - | \$ - |
| Transfer - Cap Reserve Fund | \$ 4,108 | \$ 4,116 | \$ 4,528 | \$ 4,528 | \$ 4,528 |
| Operations Total | \$ 188,253 | \$ 435,912 | \$ 67,536 | \$ 44,536 | \$ 44,536 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 463,748 | \$ 746,113 | \$ 664,122 | \$ 728,850 | \$ 728,850 |

PERSONNEL DETAIL

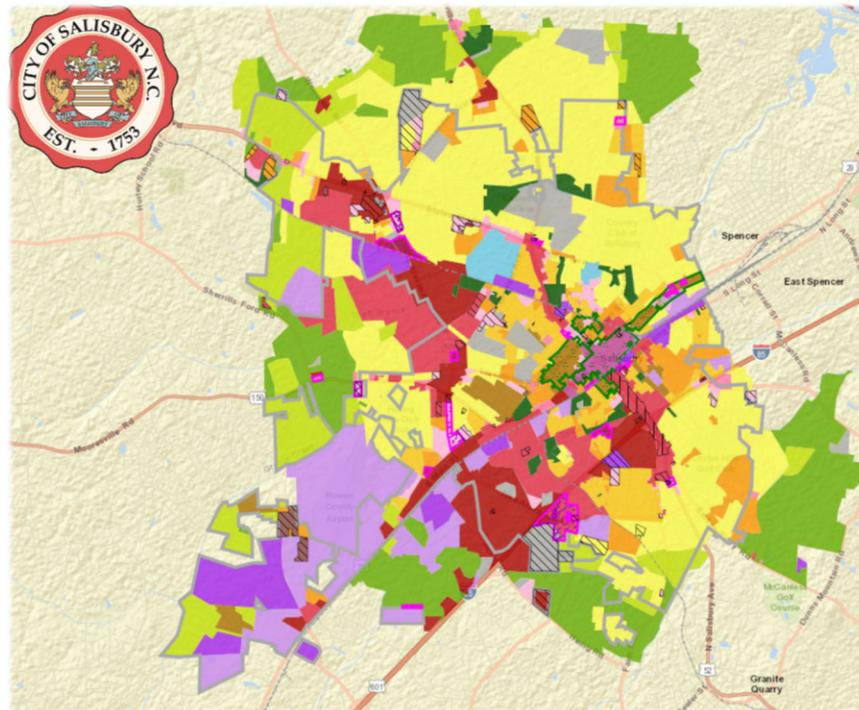
| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Land & Development Services Director ² | 0 | 0 | 1 | 1 | 1 |
| Development Services Manager ² | 1 | 1 | 0 | 0 | 0 |
| Sr Development Services Specialist | 1 | 1 | 1 | 1 | 1 |
| Administrative Specialist ³ | 0 | 0 | 1 | 0 | 0 |
| Engineering Manager ³ | 0 | 0 | 1 | 1 | 1 |
| Planner ³ | 0 | 0 | 1 | 1 | 1 |
| Zoning & Code Inspector ⁴ | 0 | 0 | 1 | 1 | 1 |
| Development Services Specialist | 1 | 1 | 1 | 1 | 1 |
| Senior Planner | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 4 | 4 | 8 | 7 | 7 |

¹Compensation Study title changes

²Position Reclassified

³New position request

⁴Moved from 495



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, the Housing Advocacy Commission, and to 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 support 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. Continue to administer the Remedial Action Plan (RAP) program and enforce its ordinance.
8. Assist Downtown Salisbury, Inc. (DSI) with implementation and enforcement of the Downtown Maintenance Code.
9. Continue to coordinate and assist Purchasing Coordinator with applicable contract services.
10. Identify additional opportunities to improve (streamline and simplify) the enforcement process while always maintaining the highest of standards and ensuring due process.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | |
|--|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | Goal |
| Workload | | | | |
| Total Number of Nuisance Cases Generated | 1,642 | 1,800 | 1,700 | 1,600 |
| Efficiency | | | | |
| Cost Per Nuisance Case Abated (contractor) | \$ 92 | \$ 95 | \$ 93 | \$ 90 |
| Effectiveness | | | | |
| Percentage of Cases Corrected By Owner | 70% | 67% | 69% | 70% |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 131,071 | \$ 167,093 | \$ 209,827 | \$ 209,827 | \$ 209,827 |
| Overtime Salaries | \$ 234 | \$ - | \$ - | \$ - | \$ - |
| Part Time Salaries | \$ 23,114 | \$ 27,074 | \$ 28,471 | \$ 28,471 | \$ 28,471 |
| FICA Tax | \$ 11,767 | \$ 17,148 | \$ 18,230 | \$ 18,230 | \$ 18,230 |
| Retirement | \$ 14,802 | \$ 23,927 | \$ 26,963 | \$ 26,963 | \$ 26,963 |
| 401(K) Employer Contribution | \$ 5,113 | \$ 7,884 | \$ 8,392 | \$ 8,392 | \$ 8,392 |
| Health Care | \$ 25,526 | \$ 39,506 | \$ 38,087 | \$ 38,087 | \$ 38,087 |
| Life Insurance | \$ 204 | \$ 491 | \$ 524 | \$ 524 | \$ 524 |
| Emp Sec Ins | \$ - | \$ 88 | \$ 828 | \$ 828 | \$ 828 |
| Workers Compensation | \$ 8,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Personnel Total | \$ 219,831 | \$ 293,211 | \$ 341,322 | \$ 341,322 | \$ 341,322 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Operations | | | | | |
| Uniforms | \$ 1,799 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Meeting Expenses | \$ 61 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Gas & Oil | \$ 6,567 | \$ 6,700 | \$ 6,432 | \$ 6,432 | \$ 6,432 |
| Department Supplies | \$ 2,024 | \$ 2,000 | \$ 4,000 | \$ 2,000 | \$ 2,000 |
| Travel | \$ 656 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Telephone | \$ 875 | \$ 900 | \$ 2,100 | \$ 2,100 | \$ 2,100 |
| Wireless Air Cards | \$ 1,369 | \$ 800 | \$ 1,920 | \$ 1,920 | \$ 1,920 |
| Postage | \$ 4,281 | \$ 4,599 | \$ 4,000 | \$ 2,000 | \$ 2,000 |
| Printing | \$ 575 | \$ 600 | \$ 600 | \$ 600 | \$ 600 |
| Maint Auto | \$ 2,637 | \$ 1,500 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Minimum Housing | \$ 91,607 | \$ 150,000 | \$ 200,000 | \$ 175,000 | \$ 175,000 |
| Advertising | \$ 1,146 | \$ 1,200 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Training | \$ 681 | \$ 971 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Insurance Premiums | \$ 501 | \$ 583 | \$ 670 | \$ 670 | \$ 670 |
| Dues & Subscriptions | \$ - | \$ - | \$ 120 | \$ 120 | \$ 120 |
| Miscellaneous Expense | \$ 15 | \$ 250 | \$ 500 | \$ 500 | \$ 500 |
| Special Projects | \$ - | \$ - | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Transfer - Cap Reserve Fund | \$ 1,200 | \$ 3,168 | \$ 3,485 | \$ 3,485 | \$ 3,485 |
| Operations Total | \$ 115,994 | \$ 178,271 | \$ 244,027 | \$ 215,027 | \$ 215,027 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 335,825 | \$ 471,482 | \$ 585,349 | \$ 556,349 | \$ 556,349 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---------------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Code Services Manager | 1 | 1 | 1 | 1 | 1 |
| Remedial Action Plan (TPT) | 1 | 1 | 1 | 1 | 1 |
| Code Enforcement Officer ² | 2 | 2 | 3 | 3 | 3 |
| Zoning & Code Inspector ¹ | <u>0</u> | <u>1</u> | <u>1</u> | <u>0</u> | <u>0</u> |
| TOTAL | 4 | 5 | 6 | 5 | 5 |

¹Moved to 494

²New Position

Downtown Development

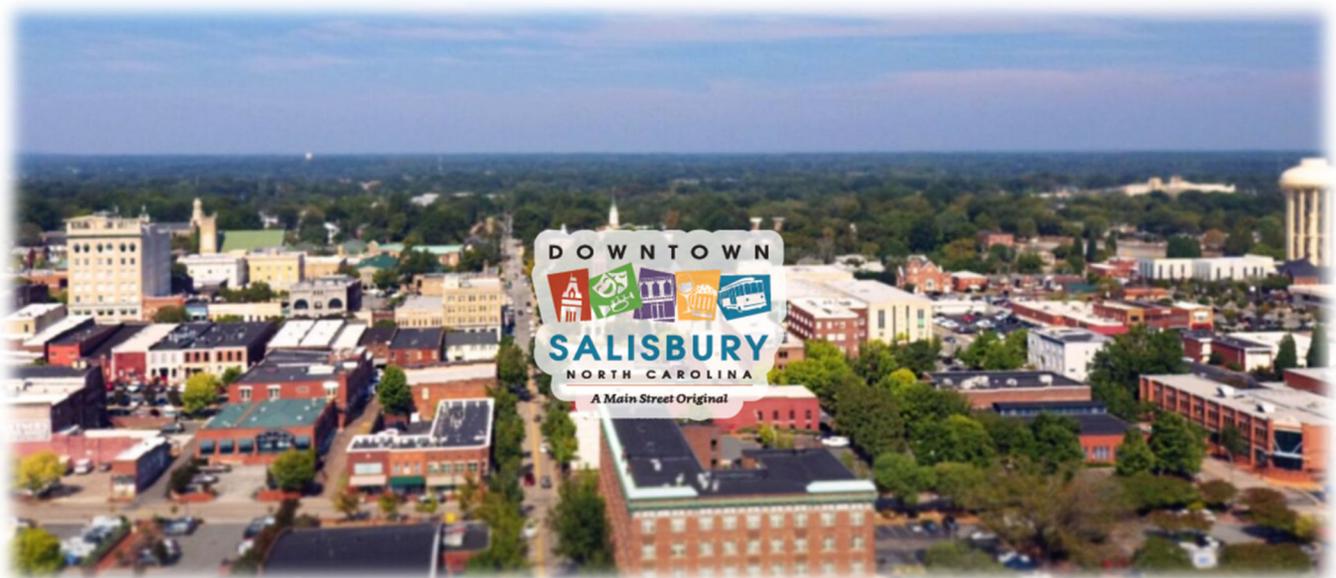
STATEMENT OF PURPOSE

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 Vitality 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. Increase utilization of the 501(c)(3) organization for development alternatives.
3. Improve appearance, safety, accessibility, and cleanliness of streetscape and public space, as well as properties in downtown by working with other City Departments on the construction design of the Main Street Streetscape Project, as well as other projects in the MSD.
4. Update and print a Downtown Master Plan to attract and increase private investment and increase property values in downtown.
5. Provide business education, historic property renovation guidance, and property (re)development assistance to existing businesses, property owners, and businesses locating or expanding in the MSD.
6. Expand and implement comprehensive strategies for business recruitment and retention.
7. Promote current and explore new economic incentive tools to spur private investment.
8. Develop a Downtown Residential Neighborhood by instigating a culture of community through increasing downtown residential to 215 units, assisting in creation of a Downtown Neighborhood Group, and monitoring the pilot Downtown Parking Program.
9. Expand community involvement in downtown activities through social media, e-newsletters, press releases, promotions, special events, and community activities.
10. Positively market, advertise, and promote downtown through a variety of efforts, including cooperative advertising, special events and activities.
11. Continue to work with Downtown Salisbury, Inc. and other parties to encourage progress and finalize details of the Master Development Agreement with the selected developer for the Empire Hotel. Maintain a positive working relationship to monitor deadlines, plans, programming and incentive requests.



PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | Goal |
|---|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | |
| Workload | | | | |
| Building Rehabilitation Projects Completed | 10 | 5 | 8 | 8 |
| Building Façade Projects Completed | 22 | 20 | 25 | 25 |
| Number of Downtown Events | 10 | 11 | 11 | 11 |
| Number of Partnered Events | 1 | 1 | 3 | 4 |
| Stakeholder Meetings, Business Retention Services, & Seminars | 4 | 4 | 10 | 10 |
| Newsletters Generated | 10 | 10 | 24 | 36 |
| Communication Tools created | 2 | 2 | 2 | 4 |
| Communication Tools maintained/improved | 4 | 4 | 6 | 6 |
| Effectiveness | | | | |
| Downtown Commercial Building Vacancy Rate | 9% | 9% | 8% | 8% |
| New Private Funds Invested (Millions) | \$ 28.95 | \$ 5.00 | \$ 8.00 | \$ 13.00 |
| New Businesses Opened/Expanded | 28 | 10 | 10 | 12 |
| Total Number of Downtown housing Units | 174 | 186 | 195 | 200 |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 163,166 | \$ 196,852 | \$ 203,522 | \$ 203,522 | \$ 203,522 |
| Overtime Salaries | \$ 36 | \$ - | \$ - | \$ - | \$ - |
| Law Officer | \$ 26 | \$ 60 | \$ - | \$ - | \$ - |
| FICA Tax | \$ 11,704 | \$ 14,799 | \$ 15,570 | \$ 15,570 | \$ 15,570 |
| Retirement | \$ 18,337 | \$ 23,725 | \$ 26,153 | \$ 26,153 | \$ 26,153 |
| Retirement-Sworn Law | \$ 15 | \$ 20 | \$ - | \$ - | \$ - |
| 401(K) Employer Contribution | \$ 6,133 | \$ 7,798 | \$ 8,141 | \$ 8,141 | \$ 8,141 |
| Health Care | \$ 23,000 | \$ 30,974 | \$ 26,640 | \$ 26,640 | \$ 26,640 |
| Life Insurance | \$ 381 | \$ 479 | \$ 509 | \$ 509 | \$ 509 |
| Emp Sec Ins | \$ - | \$ 76 | \$ 705 | \$ 705 | \$ 705 |
| Workers Compensation | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Personnel Total | \$ 228,801 | \$ 280,783 | \$ 287,240 | \$ 287,240 | \$ 287,240 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Operations | | | | | |
| Meeting Expenses | \$ 27 | \$ 50 | \$ 300 | \$ 300 | \$ 300 |
| Department Supplies | \$ 1,729 | \$ 1,708 | \$ 1,200 | \$ 1,000 | \$ 1,000 |
| Travel | \$ 994 | \$ 1,675 | \$ 1,800 | \$ 900 | \$ 900 |
| Cell Phone Stipend | \$ - | \$ 1,968 | \$ 1,968 | \$ 1,968 | \$ 1,968 |
| Postage | \$ 14 | \$ 125 | \$ 125 | \$ 125 | \$ 125 |
| Electric Power | \$ 470 | \$ 1,100 | \$ 880 | \$ 880 | \$ 880 |
| Printing | \$ 234 | \$ 223 | \$ 2,150 | \$ 450 | \$ 450 |
| Advertising | \$ 591 | \$ 500 | \$ 5,500 | \$ 500 | \$ 500 |
| Training | \$ 291 | \$ 1,175 | \$ 1,775 | \$ 1,050 | \$ 1,050 |
| Copier Contract Expense | \$ 1,528 | \$ 2,055 | \$ 1,550 | \$ 1,550 | \$ 1,550 |
| Dues & Subscriptions | \$ 4,468 | \$ 3,687 | \$ 5,456 | \$ 4,596 | \$ 4,596 |
| Miscellaneous Expense | \$ 169 | \$ 300 | \$ 300 | \$ 200 | \$ 200 |
| Special Projects | \$ 1,869 | \$ 32,744 | \$ 38,265 | \$ 17,335 | \$ 17,335 |
| Special Events | \$ 20,836 | \$ 31,750 | \$ 49,000 | \$ 29,700 | \$ 29,700 |
| Spring Festival | \$ 179,531 | \$ 103,000 | \$ 118,500 | \$ 113,400 | \$ 113,400 |
| Professional Services | \$ 682 | \$ 500 | \$ 3,500 | \$ - | \$ - |
| Transfer - Cap Reserve Fund | \$ 1,400 | \$ 1,404 | \$ 1,544 | \$ 1,544 | \$ 1,544 |
| Operations Total | \$ 214,835 | \$ 183,964 | \$ 233,813 | \$ 175,498 | \$ 175,498 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 443,635 | \$ 464,747 | \$ 521,053 | \$ 462,738 | \$ 462,738 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|-------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Downtown Development Director | 1 | 1 | 1 | 1 | 1 |
| Downtown Events Coordinator | 1 | 1 | 1 | 1 | 1 |
| Administrative Specialist | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 3 | 3 | 3 | 3 | 3 |

¹Compensation Study title changes

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

| | FY 2022 | FY 2023 | FY 2024 | |
|---|----------------|-----------------|------------------|-------------|
| | <u>Actual</u> | <u>Estimate</u> | <u>Projected</u> | <u>Goal</u> |
| Traffic Signal LEDs Replaced (excluding routine maint.) | 8 | 20 | 20 | N/A |
| Average Response to Emergency Call Backs (minutes) | 41 | 38 | 50 | N/A |
| Emergency Call Backs | 47 | 87 | 92 | N/A |
| Underground Locate Tickets Received | 1,206 | 1,419 | 1,400 | N/A |
| Underground Locate Tickets Marked | 626 | 747 | 800 | N/A |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 96,576 | \$ 135,926 | \$ 196,836 | \$ 196,836 | \$ 196,836 |
| Overtime Salaries | \$ 6,107 | \$ 8,000 | \$ 7,750 | \$ 7,750 | \$ 7,750 |
| FICA Tax | \$ 7,754 | \$ 10,930 | \$ 15,651 | \$ 15,651 | \$ 15,651 |
| Retirement | \$ 11,571 | \$ 17,018 | \$ 26,290 | \$ 26,290 | \$ 26,290 |
| 401(K) Employer Contribution | \$ 3,917 | \$ 5,602 | \$ 8,184 | \$ 8,184 | \$ 8,184 |
| Health Care | \$ 19,111 | \$ 30,441 | \$ 26,460 | \$ 26,460 | \$ 26,460 |
| Life Insurance | \$ 212 | \$ 286 | \$ 486 | \$ 486 | \$ 486 |
| Emp Sec Ins | \$ - | \$ 45 | \$ 674 | \$ 674 | \$ 674 |
| Workers Compensation | \$ 6,000 | \$ 6,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Personnel Total | \$ 151,250 | \$ 214,248 | \$ 290,331 | \$ 290,331 | \$ 290,331 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Operations | | | | | |
| Uniforms | \$ 1,227 | \$ 900 | \$ 2,000 | \$ 1,900 | \$ 1,900 |
| Protective Equipment | \$ 602 | \$ 900 | \$ 900 | \$ 900 | \$ 900 |
| Expendable Equipment | \$ 2,299 | \$ 2,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Street Name Signs | \$ - | \$ - | \$ 8,000 | \$ 4,000 | \$ 4,000 |
| Traffic Pavement Markings | \$ - | \$ - | \$ 15,000 | \$ 10,000 | \$ 10,000 |
| Traffic Signs & Post | \$ - | \$ - | \$ 18,500 | \$ 8,500 | \$ 8,500 |
| Gas & Oil | \$ 7,616 | \$ 7,016 | \$ 9,749 | \$ 9,749 | \$ 9,749 |
| Department Supplies | \$ 420 | \$ 500 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Travel | \$ - | \$ - | \$ 1,000 | \$ 500 | \$ 500 |
| Cell Phone Stipend | \$ - | \$ 600 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Wireless Air Cards | \$ 1,444 | \$ 1,980 | \$ 1,440 | \$ 1,440 | \$ 1,440 |
| Postage | \$ 42 | \$ 100 | \$ 100 | \$ 100 | \$ 100 |
| Electric Power | \$ 1,966 | \$ 2,200 | \$ 2,200 | \$ 2,200 | \$ 2,200 |
| Traffic Signal | \$ 7,841 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Natural Gas | \$ 445 | \$ 493 | \$ 507 | \$ 507 | \$ 507 |
| City Utilities | \$ 347 | \$ 357 | \$ 376 | \$ 376 | \$ 376 |
| B/G Contracted Services | \$ - | \$ - | \$ 1,176 | \$ 1,176 | \$ 1,176 |
| Maint Equipment | \$ - | \$ 26 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Maint Traffic Signals | \$ 28,215 | \$ 35,610 | \$ 36,000 | \$ 36,000 | \$ 36,000 |
| Maint Auto | \$ 7,742 | \$ 10,200 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Training | \$ 1,650 | \$ 1,420 | \$ 1,400 | \$ 1,400 | \$ 1,400 |
| Insurance Premiums | \$ 640 | \$ 708 | \$ 814 | \$ 814 | \$ 814 |
| Special Projects | \$ - | \$ 20,000 | \$ 12,000 | \$ - | \$ - |
| Contracted Services | \$ 20,365 | \$ 6,000 | \$ 36,000 | \$ 26,000 | \$ 26,000 |
| Professional Services | \$ - | \$ - | \$ 8,000 | \$ - | \$ - |
| Transfer - Cap Reserve Fund | \$ 17,350 | \$ 19,716 | \$ 21,688 | \$ 21,688 | \$ 21,688 |
| Operations Total | \$ 100,212 | \$ 116,726 | \$ 197,250 | \$ 147,650 | \$ 147,650 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 251,461 | \$ 330,974 | \$ 487,581 | \$ 437,981 | \$ 437,981 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Traffic Operations (000) | | | | | |
| Traffic Signal Technician ² | 3 | 3 | 2 | 2 | 2 |
| Signs & Markings (422)¹ | | | | | |
| Crew Leader | 0 | 0 | 1 | 1 | 1 |
| Traffic Signal Technician ² | <u>0</u> | <u>0</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL | 3 | 3 | 4 | 4 | 4 |

¹Divison moved from Public Works Streets

²Position moved to 422 divison

STATEMENT OF PURPOSE

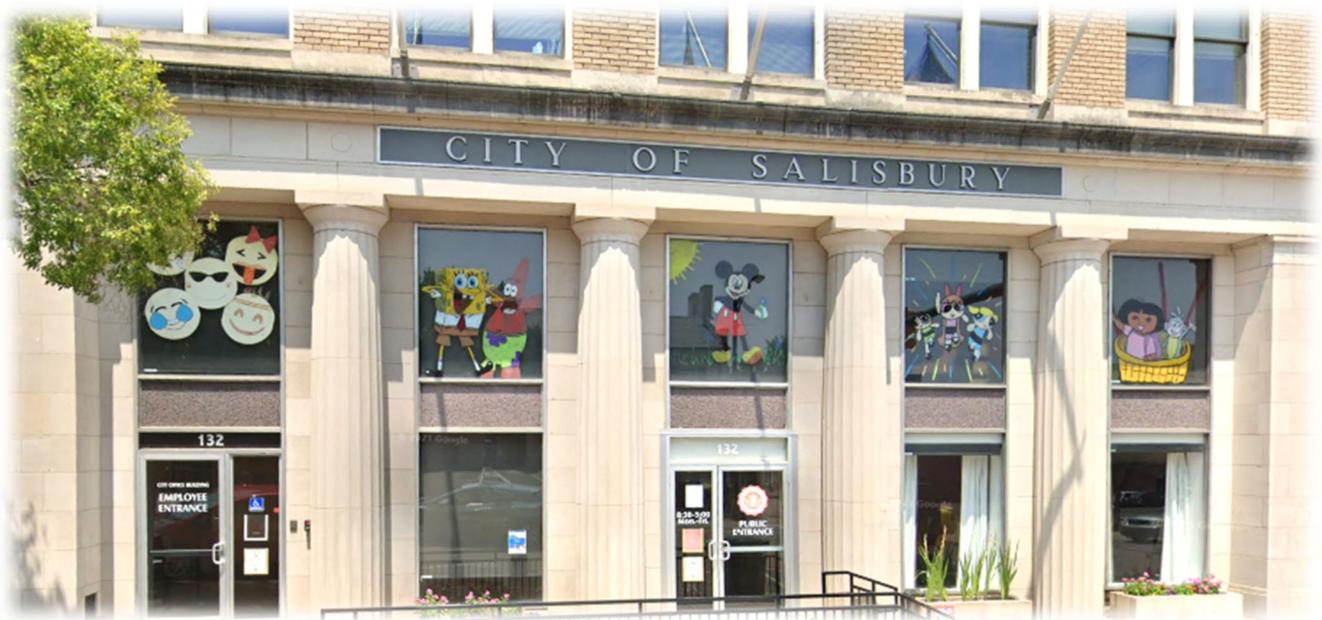
The City of Salisbury utilizes buildings throughout the City for offices to support our organization. City Office Building houses Development Services, Human Resources, Code Enforcement, Engineering, City Administration, and Finance. City Hall houses Council Chambers, Communications, the Mayor’s office, Council Administration, Clerks Office, and Parks and Recreation Administration. The former Wells Fargo building was purchased by the City in FY2023 and is currently undergoing remodeling for potential office and event space. 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

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Janitorial Supplies | \$ 2,700 | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 3,500 |
| Gas & Oil | \$ - | \$ - | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Wireless Air Cards | \$ 456 | \$ 457 | \$ 457 | \$ 457 | \$ 457 |
| Electric Power | \$ 194,108 | \$ 225,747 | \$ 222,816 | \$ 222,816 | \$ 222,816 |
| Natural Gas | \$ 18,708 | \$ 22,788 | \$ 24,963 | \$ 24,963 | \$ 24,963 |
| City Utilities | \$ 34,529 | \$ 39,464 | \$ 45,609 | \$ 45,609 | \$ 45,609 |
| Buildings & Grounds | \$ 146,959 | \$ 197,021 | \$ 188,500 | \$ 77,000 | \$ 77,000 |
| Price High School | \$ 1,849 | \$ 12,200 | \$ 12,530 | \$ 12,530 | \$ 12,530 |
| Amtrak Station | \$ 12,308 | \$ 19,180 | \$ 22,500 | \$ 22,500 | \$ 22,500 |
| B/G Contracted Services | \$ 127,547 | \$ 160,983 | \$ 200,505 | \$ 200,505 | \$ 200,505 |
| Maint Equipment | \$ 94 | \$ 44,569 | \$ - | \$ - | \$ - |
| Insurance Premiums | \$ 12,383 | \$ 12,931 | \$ 18,370 | \$ 18,370 | \$ 18,370 |
| Contracted Services | \$ 17,445 | \$ - | \$ - | \$ - | \$ - |
| Transfer - Cap Reserve Fund | \$ 15,876 | \$ 15,888 | \$ 17,477 | \$ 17,477 | \$ 17,477 |
| Operations Total | \$ 584,961 | \$ 754,728 | \$ 758,227 | \$ 646,727 | \$ 646,727 |
| Capital | | | | | |
| C O Roof / HVAC | \$ - | \$ - | \$ 95,000 | \$ 35,000 | \$ 35,000 |
| C/O Buildings | \$ 48,506 | \$ 187,851 | \$ 722,300 | \$ 384,300 | \$ 709,300 |
| C O Bldg & Grnds | \$ 9,148 | \$ - | \$ - | \$ - | \$ - |
| Capital Total | \$ 57,654 | \$ 187,851 | \$ 817,300 | \$ 419,300 | \$ 744,300 |
| Grand Total | \$ 642,616 | \$ 942,579 | \$ 1,575,527 | \$ 1,066,027 | \$ 1,391,027 |

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|--|-----------------------|----------------------------|---------------------|
| City Office Building (000) | | | |
| Waterproofing & Cornice of Building | \$ 120,000 | \$ 120,000 | \$ 120,000 |
| Limestone cleaning & Treatment of Building | 80,000 | 80,000 | 80,000 |
| Security Building Access Upgrades | 7,300 | 7,300 | 7,300 |
| Elevator Aesthetics for Building | 13,000 | - | - |
| COB Exterior Window Replacement | 325,000 | - | 325,000 |
| HVAC Replacement - Priority 4 | 60,000 | - | - |
| City Hall (251) | | | |
| HVAC Replacement - Priority 1 | 35,000 | 35,000 | 35,000 |
| Exterior Building Cleaning | 75,000 | 75,000 | 75,000 |
| City Hall Exterior Window Replacement | 102,000 | 102,000 | 102,000 |
| Total Capital Outlay | \$ 817,300 | \$ 419,300 | \$ 744,300 |



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

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Department Supplies | \$ 406 | \$ 600 | \$ - | \$ - | \$ - |
| Electric Power | \$ 30,487 | \$ 38,500 | \$ 35,200 | \$ 35,200 | \$ 35,200 |
| City Utilities | \$ 14,366 | \$ 14,595 | \$ 18,810 | \$ 18,810 | \$ 18,810 |
| Buildings & Grounds | \$ 33,430 | \$ 69,500 | \$ 31,000 | \$ 17,000 | \$ 17,000 |
| B/G Contracted Services | \$ 62,311 | \$ 66,677 | \$ 68,775 | \$ 68,775 | \$ 68,775 |
| Maint Equipment | \$ 92 | \$ - | \$ - | \$ - | \$ - |
| Insurance Premiums | \$ 12,598 | \$ 14,771 | \$ 16,986 | \$ 16,986 | \$ 16,986 |
| Operations Total | \$ 153,691 | \$ 204,643 | \$ 170,771 | \$ 156,771 | \$ 156,771 |
| Capital | | | | | |
| C O Roof / HVAC | \$ 39,746 | \$ 10,000 | \$ - | \$ - | \$ - |
| C/O Buildings | \$ - | \$ - | \$ 260,000 | \$ 35,000 | \$ 35,000 |
| Capital Total | \$ 39,746 | \$ 10,000 | \$ 260,000 | \$ 35,000 | \$ 35,000 |
| Grand Total | \$ 193,437 | \$ 214,643 | \$ 430,771 | \$ 191,771 | \$ 191,771 |

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|-----------------------------|-------------------------------|------------------------------------|-----------------------------|
| Elevator Change Oil | \$ 35,000 | \$ 35,000 | \$ 35,000 |
| Modernize Elevator | 225,000 | - | - |
| Total Capital Outlay | \$ 260,000 | \$ 35,000 | \$ 35,000 |

STATEMENT OF PURPOSE

The mission of the Salisbury Police Department is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of all citizens. The Department is committed to working in partnership with the community to identify and resolve issues that impact public safety through the use of the principles of Stratified Policing.

PERFORMANCE GOALS

1. To work toward reaching Strategic Goal 1; Improve Collaboration with External Partners and Stakeholders, SPD will work toward these efforts in FY2024:
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4. To work toward reaching Strategic Goal 5; Maintain a Quality Sworn and Civilian Workforce will work toward these efforts in FY2024:
 - SPD will recruit and retain employees so sworn and non-sworn staffing levels reach and or maintain 95% of the fiscally authorized staffing.
 - SPD will work with City Human Resources, City Finance, and the city retained Management and Personnel Services Group to ensure pay, benefits, and other incentives are comparable for the area market to ensure the SPD is competitive.
 - SPD will complete a workload assessment to effectively determine the staffing necessary to provide policing services to the Salisbury community.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | |
|---|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | Goal |
| Number of Sworn Officers (Authorized Positions) | 83 | 83 | 83 | 88 |
| All Part I Crimes Reported (homicide, assault, etc.) | 1,477 | 1,600 | 1,800 | 1,200 |
| Calls Resulting In A Dispatch (including officer initiated) | 34,373 | 35,000 | 35,000 | 35,000 |
| Part I Crimes Investigated By Investigations Division * | 425 | 400 | 400 | 600 |
| Departmental Turn-Over Rate (Sworn Police Officers) | 14% | 22% | 17% | 8% |
| CID Part I Case Clearance Rate ** | 11% | 12% | 12% | 30% |

* 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

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 802,579 | \$ 578,267 | \$ 495,248 | \$ 752,060 | \$ 752,060 |
| Overtime Salaries | \$ 3,427 | \$ 2,500 | \$ 500 | \$ 500 | \$ 500 |
| Part Time Salaries | \$ 63,344 | \$ 69,625 | \$ 72,019 | \$ 72,019 | \$ 72,019 |
| Law Officers Separation Allow | \$ 59,185 | \$ 36,962 | \$ 26,888 | \$ 26,888 | \$ 26,888 |
| FICA Tax | \$ 63,437 | \$ 46,191 | \$ 43,434 | \$ 40,131 | \$ 40,131 |
| Retirement | \$ 95,127 | \$ 72,776 | \$ 68,505 | \$ 62,955 | \$ 62,955 |
| Retirement-Sworn Law | \$ 34,372 | \$ 22,472 | \$ 19,206 | \$ 19,206 | \$ 19,206 |
| 401(K) Employer Contribution | \$ 4,198 | \$ 7,903 | \$ 4,466 | \$ 2,738 | \$ 2,738 |
| Health Care | \$ 109,846 | \$ 67,962 | \$ 52,127 | \$ 41,382 | \$ 41,382 |
| Life Insurance | \$ 1,426 | \$ 967 | \$ 979 | \$ 871 | \$ 871 |
| Emp Sec Ins | \$ - | \$ 155 | \$ 1,614 | \$ 1,463 | \$ 1,463 |
| Workers Compensation | \$ 28,000 | \$ 10,000 | \$ 12,000 | \$ 10,000 | \$ 10,000 |
| Personnel Total | \$ 1,264,941 | \$ 915,780 | \$ 796,986 | \$ 1,030,213 | \$ 1,030,213 |
| Operations | | | | | |
| Uniforms | \$ 12,276 | \$ 2,700 | \$ 3,450 | \$ 1,850 | \$ 1,850 |
| Uniform Equipment | \$ 12,889 | \$ - | \$ - | \$ - | \$ - |
| Department Supplies | \$ 49,144 | \$ 34,327 | \$ 44,225 | \$ 38,913 | \$ 38,913 |
| Public Safety Vehicle Equip | \$ 6,722 | \$ - | \$ - | \$ - | \$ - |
| Armory Supplies | \$ 36,724 | \$ 41,625 | \$ 32,650 | \$ 26,727 | \$ 26,727 |
| Canine Unit | \$ 5,981 | \$ 11,975 | \$ 11,860 | \$ 7,675 | \$ 7,675 |
| Telephone | \$ - | \$ - | \$ 52,200 | \$ 46,800 | \$ 46,800 |
| Cell Phone Stipend | \$ - | \$ 3,192 | \$ 4,716 | \$ - | \$ - |
| Wireless Air Cards | \$ 40,173 | \$ 38,400 | \$ 38,400 | \$ 38,400 | \$ 38,400 |
| Electric Power | \$ 48,288 | \$ 60,500 | \$ 55,000 | \$ 55,000 | \$ 55,000 |
| Natural Gas | \$ 8,148 | \$ 10,272 | \$ 9,919 | \$ 9,919 | \$ 9,919 |
| City Utilities | \$ 5,106 | \$ 6,143 | \$ 5,434 | \$ 5,434 | \$ 5,434 |
| Printing | \$ 1,284 | \$ 1,000 | \$ 1,000 | \$ 500 | \$ 500 |
| Buildings & Grounds | \$ 8,427 | \$ 32,034 | \$ 45,613 | \$ 12,000 | \$ 12,000 |
| B/G Contracted Services | \$ 67,341 | \$ 72,434 | \$ 69,751 | \$ 69,751 | \$ 69,751 |
| Maint Equipment | \$ 1,833 | \$ 3,000 | \$ 6,500 | \$ 5,750 | \$ 5,750 |
| Training | \$ 27,315 | \$ 14,900 | \$ 13,400 | \$ 9,900 | \$ 9,900 |
| Tactical Unit | \$ 14,280 | \$ 14,500 | \$ 16,000 | \$ 16,000 | \$ 16,000 |
| Copier Contract Expense | \$ 1,640 | \$ 2,321 | \$ 2,300 | \$ 2,300 | \$ 2,300 |
| Insurance Premiums | \$ 52,690 | \$ 57,847 | \$ 66,523 | \$ 66,523 | \$ 66,523 |
| Dues & Subscriptions | \$ 5,083 | \$ 5,247 | \$ 3,962 | \$ 2,912 | \$ 2,912 |
| Miscellaneous Expense | \$ 2,870 | \$ 4,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Special Projects | \$ 124,087 | \$ 152,360 | \$ 15,190 | \$ 11,690 | \$ 11,690 |
| Crime Control | \$ 1,106 | \$ 1,250 | \$ 3,100 | \$ 2,100 | \$ 2,100 |
| Police Accreditation | \$ 4,670 | \$ 4,770 | \$ 4,770 | \$ 4,770 | \$ 4,770 |
| Police Chaplaincy Program | \$ 209 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Professional Services | \$ 32,505 | \$ 24,600 | \$ 17,600 | \$ 17,600 | \$ 17,600 |
| Operations Total | \$ 570,792 | \$ 599,697 | \$ 529,863 | \$ 458,814 | \$ 458,814 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ 56,551 | \$ - | \$ - | \$ - | \$ - |
| C/O Buildings | \$ - | \$ 49,000 | \$ 100,000 | \$ 50,000 | \$ 50,000 |
| Capital Total | \$ 56,551 | \$ 49,000 | \$ 100,000 | \$ 50,000 | \$ 50,000 |
| Grand Total | \$ 1,892,284 | \$ 1,564,477 | \$ 1,426,849 | \$ 1,539,027 | \$ 1,539,027 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Administration (000) | | | | | |
| Police Chief | 1 | 1 | 1 | 1 | 1 |
| Police Deputy Chief | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant/Comp ² | 0 | 0 | 1 | 0 | 0 |
| Management Analyst (Civilian) | 1 | 1 | 1 | 1 | 1 |
| Police Corporal | 1 | 0 | 0 | 0 | 0 |
| Police Lieutenant | 1 | 0 | 0 | 0 | 0 |
| Police Sergeant | 2 | 0 | 1 | 1 | 1 |
| Police I/II/MPO | 1 | 0 | 0 | 0 | 0 |
| Police Officer I/II/MPO (SRO) | 3 | 0 | 0 | 0 | 0 |
| Evidence Custodian (PT) | 1 | 1 | 0 | 0 | 0 |
| Parking Attendant (TPT) | 1 | 0 | 0 | 0 | 0 |
| Downtown Officer (TPT) | 1 | 0 | 0 | 0 | 0 |
| Internal Affairs | <u>0</u> | <u>1</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL ¹ | 14 | 5 | 5 | 4 | 4 |

¹Department reorganization

²New position

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|--|-----------------------|----------------------------|---------------------|
| Police Building Maintenance (301) | | | |
| SPD Building Renovation | \$ 100,000 | \$ - | \$ - |
| Camera Maintenance | - | 50,000 | 50,000 |
| Total Capital Outlay | \$ 100,000 | \$ 50,000 | \$ 50,000 |

STATEMENT OF PURPOSE

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PERFORMANCE GOALS

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 - SPD will develop an Investigative Standard Operating Procedures manual to include using solvability factors for case assignment.
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 - SPD will complete a workload assessment to effectively determine the staffing necessary to provide policing services to the Salisbury community.

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 1,753,859 | \$ 2,073,563 | \$ 3,023,885 | \$ 2,826,201 | \$ 2,826,201 |
| Overtime Salaries | \$ 72,146 | \$ 75,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 |
| Part Time Salaries | \$ - | \$ 39,093 | \$ 108,288 | \$ 108,288 | \$ 108,288 |
| Law Officers Separation Allow | \$ 119,084 | \$ 135,688 | \$ 179,878 | \$ 168,419 | \$ 168,419 |
| FICA Tax | \$ 131,109 | \$ 156,966 | \$ 244,964 | \$ 229,842 | \$ 229,842 |
| Retirement | \$ 214,586 | \$ 263,520 | \$ 429,689 | \$ 402,241 | \$ 402,241 |
| Retirement-Sworn Law | \$ 68,993 | \$ 83,365 | \$ 128,477 | \$ 120,292 | \$ 120,292 |
| 401(K) Employer Contribution | \$ 15,921 | \$ 17,580 | \$ 20,971 | \$ 19,612 | \$ 19,612 |
| Health Care | \$ 273,229 | \$ 313,265 | \$ 432,878 | \$ 389,898 | \$ 389,898 |
| Life Insurance | \$ 3,063 | \$ 5,792 | \$ 6,479 | \$ 6,037 | \$ 6,037 |
| Emp Sec Ins | \$ - | \$ 924 | \$ 9,369 | \$ 8,752 | \$ 8,752 |
| Workers Compensation | \$ 68,000 | \$ 84,000 | \$ 94,000 | \$ 86,000 | \$ 86,000 |
| Personnel Total | \$ 2,719,990 | \$ 3,248,756 | \$ 4,748,878 | \$ 4,435,582 | \$ 4,435,582 |
| Operations | | | | | |
| Uniforms | \$ 3,082 | \$ 31,250 | \$ 47,750 | \$ 24,350 | \$ 24,350 |
| Uniform Equipment | \$ - | \$ 21,254 | \$ 24,242 | \$ 16,978 | \$ 16,978 |
| Crime Prevention | \$ 14,647 | \$ 16,891 | \$ 6,500 | \$ 3,000 | \$ 3,000 |
| Department Supplies | \$ 1,128 | \$ 15,500 | \$ 18,000 | \$ 11,500 | \$ 11,500 |
| Canine Unit | \$ - | \$ 2,400 | \$ - | \$ - | \$ - |
| Crime Scene | \$ 4,823 | \$ 5,000 | \$ 10,770 | \$ 5,000 | \$ 5,000 |
| Telephone | \$ 9,992 | \$ - | \$ - | \$ - | \$ - |
| Cell Phone Stipend | \$ - | \$ 2,894 | \$ 600 | \$ - | \$ - |
| Postage | \$ 2,043 | \$ 2,000 | \$ 2,000 | \$ 1,500 | \$ 1,500 |
| Training | \$ 35,837 | \$ 39,700 | \$ 52,400 | \$ 18,998 | \$ 18,998 |
| Copier Contract Expense | \$ 2,773 | \$ 8,019 | \$ 6,100 | \$ 6,100 | \$ 6,100 |
| Dues & Subscriptions | \$ 33,229 | \$ 40,010 | \$ 50,793 | \$ 50,358 | \$ 50,358 |
| Information Fund | \$ 25,000 | \$ 25,000 | \$ 30,000 | \$ 25,000 | \$ 25,000 |
| Special Projects | \$ 130,185 | \$ 927,865 | \$ 59,300 | \$ 44,300 | \$ 44,300 |
| Contracted Services | \$ 42,459 | \$ 44,988 | \$ 43,183 | \$ 43,183 | \$ 43,183 |
| Professional Services | \$ 27,022 | \$ 44,740 | \$ 73,175 | \$ 9,000 | \$ 9,000 |
| Operations Total | \$ 332,219 | \$ 1,227,511 | \$ 424,813 | \$ 259,267 | \$ 259,267 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ 62,332 | \$ 46,296 | \$ 553,531 | \$ 119,280 | \$ 119,280 |
| Capital Total | \$ 62,332 | \$ 46,296 | \$ 553,531 | \$ 119,280 | \$ 119,280 |
| Grand Total | \$ 3,114,541 | \$ 4,522,563 | \$ 5,727,222 | \$ 4,814,129 | \$ 4,814,129 |

[RETURN TO TABLE OF CONTENTS](#)

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Services Administration (000) | | | | | |
| Police Captain | 1 | 1 | 1 | 1 | 1 |
| Police Lieutenant | 2 | 2 | 3 | 3 | 3 |
| Police Sergeant | 4 | 6 | 4 | 4 | 4 |
| Police Corporal | 2 | 4 | 3 | 4 | 4 |
| Police Officer | 17 | 17 | 19 | 19 | 19 |
| Crime Scene Investigator | 0 | 0 | 1 | 1 | 1 |
| Project Safe Community Resource Coord (Civilian) | 1 | 1 | 1 | 1 | 1 |
| Records Clerk (Civilian) | 1 | 1 | 0 | 0 | 0 |
| Police Records Specialist (Civilian) | 1 | 1 | 2 | 2 | 2 |
| Community Project Coord (PT) ³ | 0 | 0 | 1 | 1 | 1 |
| Records & Accreditation Manager (Civilian) | 1 | 1 | 1 | 1 | 1 |
| Parking Control Specialist (PT) (Civilian) ⁴ | 0 | 1 | 0 | 0 | 0 |
| Administrative Assistant/CID ⁶ | 0 | 0 | 1 | 0 | 0 |
| Detective - Crime, Narcotics, & Violent Crime ⁶ | 0 | 0 | 3 | 0 | 0 |
| Downtown Officer (TPT) | 0 | 1 | 1 | 1 | 1 |
| Victim Witness Advocate (Civilian) | 1 | 1 | 1 | 1 | 1 |
| Recruitment / Police Officer | 0 | 1 | 1 | 1 | 1 |
| Community Relations ⁵ | 0 | 1 | 0 | 0 | 0 |
| Crime Analyst (Civilian) | 2 | 2 | 2 | 2 | 2 |
| Community Resource Coord (Civilian) | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL^{1,2} | 34 | 42 | 46 | 43 | 43 |

¹Compensation Study title changes

²Department reorganization

³Position added mid-year with grant funds

⁴Moved to 516

⁵Reclassified to Police Officer

⁶New position

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|-------------------------------------|-----------------------|----------------------------|---------------------|
| Support Services-Admin (000) | | | |
| Lenco Bearcat | \$ 305,251 | \$ - | \$ - |
| Crime Center (305) | | | |
| Fusus Enterprise Subscription | 150,000 | - | - |
| Police Pole Camera | 19,280 | 19,280 | 19,280 |
| Police Security Cameras | - | 100,000 | 100,000 |
| Crime Investigation (326) | | | |
| Cobwebs Technology | 79,000 | - | - |
| Total Capital Outlay | \$ 553,531 | \$ 119,280 | \$ 119,280 |

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BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 2,300,537 | \$ 3,029,625 | \$ 3,070,527 | \$ 3,036,237 | \$ 3,036,237 |
| Overtime Salaries | \$ 251,052 | \$ 315,000 | \$ 180,000 | \$ 180,000 | \$ 180,000 |
| Part Time Salaries | \$ 1,775 | \$ 8,000 | \$ 9,929 | \$ 31,908 | \$ 31,908 |
| Law Officers Separation Allow | \$ 207,553 | \$ 251,086 | \$ 221,847 | \$ 221,847 | \$ 221,847 |
| FICA Tax | \$ 188,415 | \$ 192,482 | \$ 249,424 | \$ 248,482 | \$ 248,482 |
| Retirement | \$ 305,504 | \$ 421,316 | \$ 457,312 | \$ 452,906 | \$ 452,906 |
| Retirement-Sworn Law | \$ 125,518 | \$ 155,394 | \$ 158,462 | \$ 158,462 | \$ 158,462 |
| 401(K) Employer Contribution | \$ 29 | \$ 16,720 | \$ 3,254 | \$ 1,882 | \$ 1,882 |
| Health Care | \$ 333,747 | \$ 392,494 | \$ 401,416 | \$ 390,671 | \$ 390,671 |
| Life Insurance | \$ 4,276 | \$ 6,667 | \$ 7,137 | \$ 7,051 | \$ 7,051 |
| Emp Sec Ins | \$ - | \$ 1,044 | \$ 9,946 | \$ 9,902 | \$ 9,902 |
| Workers Compensation | \$ 94,000 | \$ 98,000 | \$ 102,000 | \$ 102,000 | \$ 102,000 |
| Personnel Total | \$ 3,812,406 | \$ 4,887,828 | \$ 4,871,254 | \$ 4,841,348 | \$ 4,841,348 |
| Operations | | | | | |
| Uniforms | \$ 8,566 | \$ 18,680 | \$ 22,300 | \$ 20,900 | \$ 20,900 |
| Uniform Equipment | \$ 14,869 | \$ 31,372 | \$ 32,712 | \$ 32,712 | \$ 32,712 |
| Crime Prevention | \$ - | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Gas & Oil | \$ 204,099 | \$ 198,561 | \$ 201,000 | \$ 201,000 | \$ 201,000 |
| Department Supplies | \$ 12,373 | \$ 3,350 | \$ 3,400 | \$ 3,100 | \$ 3,100 |
| Public Safety Vehicle Equip | \$ 13,288 | \$ 42,969 | \$ 22,800 | \$ 20,550 | \$ 20,550 |
| Cell Phone Stipend | \$ - | \$ 1,832 | \$ 2,448 | \$ - | \$ - |
| Maint Equipment | \$ 3,011 | \$ 2,000 | \$ 4,500 | \$ 3,000 | \$ 3,000 |
| Maint Radio | \$ 3,960 | \$ 3,150 | \$ 3,570 | \$ 3,570 | \$ 3,570 |
| Maint Cmpt Software | \$ 1,250 | \$ 2,250 | \$ 10,499 | \$ 7,500 | \$ 7,500 |
| Maint Auto | \$ 84,029 | \$ 88,199 | \$ 86,720 | \$ 86,565 | \$ 86,565 |
| Vehicle Damage Repair | \$ 9,240 | \$ 14,613 | \$ - | \$ - | \$ - |
| Training | \$ 52,054 | \$ 28,900 | \$ 41,650 | \$ 29,400 | \$ 29,400 |
| Copier Contract Expense | \$ 4,471 | \$ 2,939 | \$ 4,700 | \$ 4,700 | \$ 4,700 |
| Insurance Premiums | \$ 47,595 | \$ 53,453 | \$ 61,471 | \$ 61,471 | \$ 61,471 |
| Dues & Subscriptions | \$ - | \$ 632 | \$ 1,227 | \$ 1,227 | \$ 1,227 |
| Special Projects | \$ 28,699 | \$ 104,824 | \$ 11,484 | \$ 11,484 | \$ 11,484 |
| Contracted Services | \$ 201,131 | \$ 279,560 | \$ 372,499 | \$ 372,454 | \$ 372,454 |
| Crime Control | \$ - | \$ - | \$ 2,000 | \$ 1,000 | \$ 1,000 |
| Professional Services | \$ 300 | \$ 1,500 | \$ 1,000 | \$ 500 | \$ 500 |
| Transfer - Cap Reserve Fund | \$ 637,997 | \$ 723,252 | \$ 795,577 | \$ 795,577 | \$ 795,577 |
| Operations Total | \$ 1,326,930 | \$ 1,602,236 | \$ 1,681,757 | \$ 1,656,910 | \$ 1,656,910 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ - | \$ 18,000 | \$ 23,000 | \$ - | \$ - |
| Capital Total | \$ - | \$ 18,000 | \$ 23,000 | \$ - | \$ - |
| Grand Total | \$ 5,139,336 | \$ 6,508,064 | \$ 6,576,011 | \$ 6,498,258 | \$ 6,498,258 |

PERSONNEL DETAIL

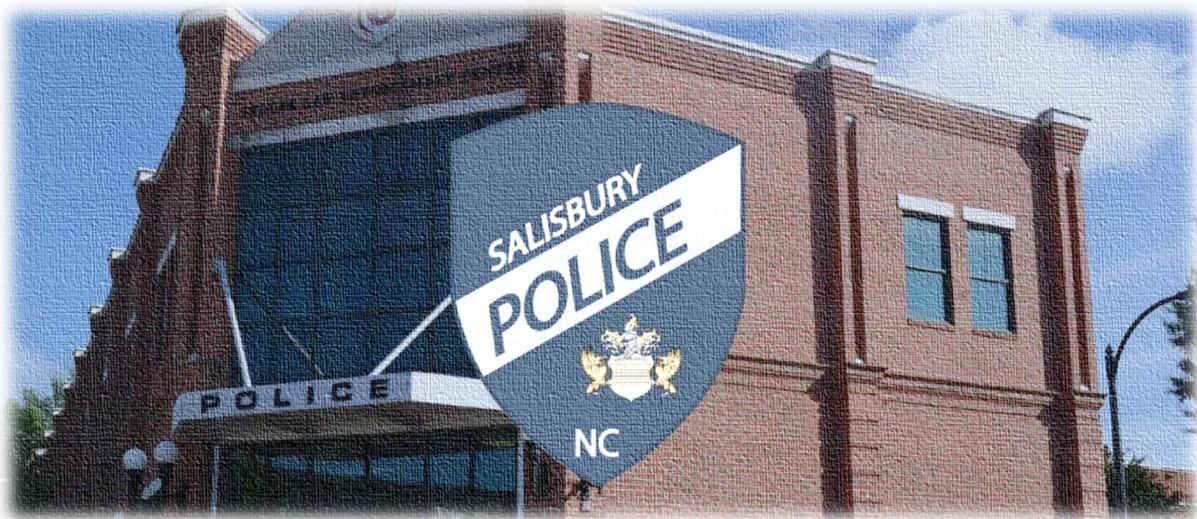
| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Field Operations (000) | | | | | |
| Evidence Custodian (Civilian) | 0 | 1 | 1 | 1 | 1 |
| Parking Control Specialist (PT) (Civilian) ² | 0 | 0 | 1 | 1 | 1 |
| Police Captain | 1 | 1 | 1 | 1 | 1 |
| Police Lieutenant | 2 | 3 | 3 | 3 | 3 |
| Police Sergeant | 4 | 4 | 4 | 4 | 4 |
| Police Corporal | 4 | 4 | 4 | 4 | 4 |
| Police Officer | <u>36</u> | <u>36</u> | <u>36</u> | <u>36</u> | <u>36</u> |
| TOTAL ¹ | 47 | 49 | 50 | 50 | 50 |

¹Department reorganization

²Moved from 511

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|--------------------------------------|-----------------------|----------------------------|---------------------|
| Police Field Operations (000) | | | |
| New K-9 Officer, Training & Shelter | \$ 18,000 | \$ - | \$ - |
| Police Drone | 5,000 | - | - |
| Total Capital Outlay | \$ 23,000 | \$ - | \$ - |



Fire

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. Focus on community life safety initiatives through improved response times to emergency incidents that will reduce response times and help improve services in all portions the City of Salisbury including areas of new growth.
2. Improve recruiting and diversity by increasing outreach through social media and attending recruiting events at high school and college campuses in Rowan County and North Carolina with firefighter based curriculums, working in conjunction with our Fire Recruiter.
3. Continue to improve supervisor management development, responsibilities and diversity, equity, and inclusion through continuing education training programs, Human Resources' 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, expand and improve efficiency on the Special Events Permitting process for public safety and community engagement.
6. Continue to plan and prep for Station 3 relocation and construction.
7. 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.
8. Continue to enhance Emergency Management and planning role/efforts by conducting an annual Emergency Management training drill for City Officials.
9. Continue to expand on record management software to incorporate performance measures, analytics, staffing and improve records management system.
10. Update the Fire Department Strategic plan to coincide with the City Strategic Planning process.
11. 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.
12. 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.
13. Continue updating and modifying employee benefits to attract and retain quality employees.
14. Increase fire department staff to meet the deployment expectations prior to our next rating and response evaluation in 2027-2028.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | Goal |
|--|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | |
| Workload | | | | |
| Total Calls | 8,768 | 10,068 | 11,000 | N/A |
| Fires | 180 | 200 | 200 | N/A |
| Fire Related Calls for Service | 43 | 45 | 45 | N/A |
| Rescue and EMS Incidents | 5,325 | 5,500 | 5,000 | N/A |
| Hazardous Material Incidents | 205 | 210 | 215 | N/A |
| Calls for Service | 807 | 900 | 1,000 | N/A |
| Good Intent Calls | 1,186 | 1,200 | 1,200 | N/A |
| False Alarms | 1,002 | 1,000 | 1,000 | N/A |
| Severe Weather | 11 | 5 | 5 | N/A |
| Special Intent Calls | 9 | 5 | 5 | N/A |
| Average Training Hours per Firefighter per Day | 4 | 4 | 4 | 2 |
| Efficiency | | | | |
| 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 (Billions) | \$ 3.20 | \$ 3.20 | \$ 3.50 | N/A |
| Effectiveness | | | | |
| Fire Deaths (Civilians) | 3 | 0 | 0 | 0 |
| CPR Saves (Civilians) | 104 | 100 | 100 | N/A |
| On Scene Time, Engine - % within 5 Mins | 90% | 90% | 90% | 80% |
| On Scene Time, Ladder - % within 5 Mins | 90% | 90% | 90% | 80% |
| Average Emergency Medical Response Time (Mins) | 3.12 | 3.10 | 3.10 | N/A |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 4,426,234 | \$ 4,943,555 | \$ 4,960,506 | \$ 4,852,997 | \$ 4,852,997 |
| Overtime Salaries | \$ 443,576 | \$ 370,000 | \$ 375,000 | \$ 400,000 | \$ 400,000 |
| Part Time Salaries | \$ 61,128 | \$ 153,762 | \$ 152,618 | \$ 152,618 | \$ 152,618 |
| FICA Tax | \$ 68,714 | \$ 83,635 | \$ 81,862 | \$ 80,544 | \$ 80,544 |
| Retirement | \$ 539,206 | \$ 651,653 | \$ 685,621 | \$ 675,018 | \$ 675,018 |
| 401(K) Employer Contribution | \$ 186,793 | \$ 210,948 | \$ 213,431 | \$ 210,130 | \$ 210,130 |
| Health Care | \$ 758,416 | \$ 797,935 | \$ 802,021 | \$ 769,786 | \$ 769,786 |
| Life Insurance | \$ 7,281 | \$ 10,779 | \$ 11,846 | \$ 11,576 | \$ 11,576 |
| Emp Sec Ins | \$ - | \$ 1,723 | \$ 16,933 | \$ 16,558 | \$ 16,558 |
| Workers Compensation | \$ 176,000 | \$ 176,000 | \$ 182,000 | \$ 176,000 | \$ 176,000 |
| Personnel Total | \$ 6,667,348 | \$ 7,399,990 | \$ 7,481,838 | \$ 7,345,227 | \$ 7,345,227 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Operations | | | | | |
| Uniforms | \$ 41,332 | \$ 47,450 | \$ 56,009 | \$ 52,559 | \$ 52,559 |
| Protective Equipment | \$ - | \$ - | \$ 207,450 | \$ 207,450 | \$ 207,450 |
| Fire And Rescue Tools | \$ 19,155 | \$ 33,850 | \$ 48,374 | \$ 29,018 | \$ 29,018 |
| Gas & Oil | \$ 127,541 | \$ 122,190 | \$ 145,565 | \$ 145,565 | \$ 145,565 |
| Department Supplies | \$ 58,916 | \$ 67,855 | \$ 74,639 | \$ 71,239 | \$ 71,239 |
| Hose And Fittings | \$ 3,947 | \$ 28,000 | \$ 22,500 | \$ 12,500 | \$ 12,500 |
| Travel | \$ 1,581 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Cell Phone Stipend | \$ - | \$ 5,640 | \$ 5,640 | \$ 5,640 | \$ 5,640 |
| Wireless Air Cards | \$ 11,922 | \$ 11,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| Postage | \$ 116 | \$ 450 | \$ 500 | \$ 500 | \$ 500 |
| Electric Power | \$ 42,832 | \$ 63,050 | \$ 55,480 | \$ 55,480 | \$ 55,480 |
| Natural Gas | \$ 20,509 | \$ 23,959 | \$ 27,438 | \$ 27,438 | \$ 27,438 |
| City Utilities | \$ 22,905 | \$ 30,329 | \$ 21,212 | \$ 21,212 | \$ 21,212 |
| Buildings & Grounds | \$ 32,018 | \$ 39,080 | \$ 121,230 | \$ 34,230 | \$ 34,230 |
| B/G Contracted Services | \$ 29,043 | \$ 36,965 | \$ 33,412 | \$ 33,412 | \$ 33,412 |
| Maint Equipment | \$ 32,256 | \$ 40,500 | \$ 88,250 | \$ 59,000 | \$ 59,000 |
| Maint Auto | \$ 151,324 | \$ 85,000 | \$ 180,000 | \$ 115,000 | \$ 115,000 |
| Vehicle Damage Repair | \$ 2,293 | \$ - | \$ - | \$ - | \$ - |
| Training | \$ 14,807 | \$ 60,300 | \$ 62,500 | \$ 61,500 | \$ 61,500 |
| Copier Contract Expense | \$ 2,658 | \$ 4,481 | \$ 4,540 | \$ 4,540 | \$ 4,540 |
| Insurance Premiums | \$ 19,957 | \$ 22,639 | \$ 26,032 | \$ 26,032 | \$ 26,032 |
| Dues & Subscriptions | \$ 9,993 | \$ 12,885 | \$ 14,123 | \$ 14,123 | \$ 14,123 |
| Miscellaneous Expense | \$ - | \$ - | \$ 2,700 | \$ - | \$ - |
| Special Projects | \$ 93,172 | \$ 450,921 | \$ 78,604 | \$ - | \$ - |
| Annexation Expenses | \$ 12,321 | \$ - | \$ - | \$ - | \$ - |
| Professional Services | \$ 16,937 | \$ 23,845 | \$ 25,038 | \$ 25,038 | \$ 25,038 |
| Transfer - Cap Reserve Fund | \$ 574,071 | \$ 625,044 | \$ 687,548 | \$ 687,548 | \$ 687,548 |
| Operations Total | \$ 1,341,607 | \$ 1,837,433 | \$ 2,002,784 | \$ 1,703,024 | \$ 1,703,024 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ 205,944 | \$ 123,531 | \$ 99,000 | \$ 55,000 | \$ 55,000 |
| C O Roof / HVAC | \$ 23,100 | \$ 8,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 |
| Capital Total | \$ 229,044 | \$ 131,531 | \$ 144,000 | \$ 100,000 | \$ 100,000 |
| Grand Total | \$ 8,237,999 | \$ 9,368,954 | \$ 9,628,622 | \$ 9,148,251 | \$ 9,148,251 |

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PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|------------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Fire Operations (350) | | | | | |
| Fire Chief | 1 | 1 | 1 | 1 | 1 |
| Deputy Fire Chief | 0 | 0 | 1 | 1 | 1 |
| Administrative Specialist | 1 | 0 | 0 | 0 | 0 |
| Senior Administrative Specialist | 0 | 1 | 1 | 1 | 1 |
| Fire Safety Education Coordinator | 1 | 1 | 0 | 0 | 0 |
| Fire Division Chief | 0 | 3 | 2 | 2 | 2 |
| Fire Battalion Chief | 6 | 3 | 3 | 3 | 3 |
| Fire Captain | 18 | 18 | 23 | 23 | 23 |
| Fire Engineer | 17 | 17 | 18 | 18 | 18 |
| Fire Fighter | 43 | 43 | 39 | 36 | 36 |
| Fire Control Specialist Pool (TPT) | 1 | 1 | 1 | 1 | 1 |
| Fire Marshal (366) | | | | | |
| Fire Divison Chief | 0 | 0 | 1 | 1 | 1 |
| Assistant Fire Marshal | <u>0</u> | <u>0</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL ^{1,2} | 88 | 88 | 91 | 88 | 88 |

¹Compensation Study title changes

²Department reorganization

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|---|-----------------------|----------------------------|---------------------|
| Fire Station #1 (351) | | | |
| Replace/Move Bay Doors - Priority 2 | \$ 18,000 | \$ - | \$ - |
| Battery Operated Ventilation Fans - Priority 1 | 10,000 | 10,000 | 10,000 |
| HVAC Replacement - Priority 2 | 45,000 | 45,000 | 45,000 |
| Fire Station #2 (352) | | | |
| Rescue Equipment - Priority 2 | 20,000 | - | - |
| Special Operations & Rope Rescue Equipment - Priority 1 | 20,000 | 20,000 | 20,000 |
| Fire Station #4 (354) | | | |
| Structural & Trench Shoring Rescue Equipment | 25,000 | 25,000 | 25,000 |
| Fire Station #5 (355) | | | |
| Parking Lot Repairs & Maintenance | 6,000 | - | - |
| Total Capital Outlay | \$ 144,000 | \$ 100,000 | \$ 100,000 |



Telecommunications

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 800 MHz simulcast City/County owned P25 System. 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 the Telecommunication’s shop.
6. Work with Motorola to obtain any training available for the 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, maintain, and support Rowan County 9-1-1 Communication Center.
9. Continue to work with Rowan County on inter-local and maintenance agreements.
10. Work with Rowan on designing a redundant prime site and update the microwave system for redundancy.
11. Work with Rowan on programming and activating approximately 2000 new public safety radios for the City and County.
12. Work with Rowan on a new tower and shelter at Young’s Mountain.

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 193,338 | \$ 205,282 | \$ 214,156 | \$ 214,156 | \$ 214,156 |
| Overtime Salaries | \$ 24 | \$ 250 | \$ - | \$ - | \$ - |
| Part Time Salaries | \$ 9,947 | \$ 10,992 | \$ 11,559 | \$ 11,559 | \$ 11,559 |
| FICA Tax | \$ 13,971 | \$ 15,509 | \$ 17,267 | \$ 17,267 | \$ 17,267 |
| Retirement | \$ 21,702 | \$ 24,726 | \$ 27,520 | \$ 27,520 | \$ 27,520 |
| 401(K) Employer Contribution | \$ 7,581 | \$ 8,184 | \$ 8,566 | \$ 8,566 | \$ 8,566 |
| Health Care | \$ 33,013 | \$ 33,091 | \$ 30,806 | \$ 30,806 | \$ 30,806 |
| Life Insurance | \$ 429 | \$ 474 | \$ 535 | \$ 535 | \$ 535 |
| Emp Sec Ins | \$ - | \$ 79 | \$ 782 | \$ 782 | \$ 782 |
| Workers Compensation | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Personnel Total | \$ 288,006 | \$ 306,587 | \$ 319,191 | \$ 319,191 | \$ 319,191 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Operations | | | | | |
| Uniforms | \$ 556 | \$ 475 | \$ 1,150 | \$ 475 | \$ 475 |
| Gas & Oil | \$ 5,901 | \$ 4,574 | \$ 6,030 | \$ 6,030 | \$ 6,030 |
| Department Supplies | \$ 478 | \$ 325 | \$ 400 | \$ 400 | \$ 400 |
| Travel | \$ 246 | \$ 3,800 | \$ 1,700 | \$ 1,300 | \$ 1,300 |
| Cell Phone Stipend | \$ - | \$ 1,848 | \$ 1,848 | \$ 1,848 | \$ 1,848 |
| Wireless Air Cards | \$ 950 | \$ 960 | \$ 960 | \$ 960 | \$ 960 |
| Postage | \$ 156 | \$ 250 | \$ 250 | \$ 250 | \$ 250 |
| Electric Power | \$ 13,357 | \$ 22,000 | \$ 15,400 | \$ 15,400 | \$ 15,400 |
| Buildings & Grounds | \$ 5,349 | \$ 2,000 | \$ 5,700 | \$ 5,700 | \$ 5,700 |
| B/G Contracted Services | \$ 2,681 | \$ 3,983 | \$ 4,142 | \$ 4,142 | \$ 4,142 |
| Maint Equipment | \$ 4,056 | \$ 4,000 | \$ 2,750 | \$ 5,500 | \$ 5,500 |
| Maint Radio | \$ 9,542 | \$ 9,000 | \$ 15,000 | \$ 9,000 | \$ 9,000 |
| Maint Auto | \$ 972 | \$ 600 | \$ 920 | \$ 600 | \$ 600 |
| Training | \$ - | \$ 700 | \$ 700 | \$ 700 | \$ 700 |
| Copier Contract Expense | \$ 282 | \$ 545 | \$ 500 | \$ 500 | \$ 500 |
| Insurance Premiums | \$ 1,618 | \$ 1,852 | \$ 2,130 | \$ 2,130 | \$ 2,130 |
| Dues & Subscriptions | \$ 211 | \$ 252 | \$ 268 | \$ 250 | \$ 250 |
| Miscellaneous Expense | \$ 117 | \$ 150 | \$ 150 | \$ 150 | \$ 150 |
| Special Projects | \$ - | \$ 7,500 | \$ 63,250 | \$ 21,700 | \$ 21,700 |
| Contracted Services | \$ 292,221 | \$ 314,551 | \$ 329,418 | \$ 329,418 | \$ 329,418 |
| Inv - Telecom Purchases | \$ 53,293 | \$ - | \$ - | \$ - | \$ - |
| Inventory Issues | \$ (53,293) | \$ - | \$ - | \$ - | \$ - |
| Transfer - Cap Reserve Fund | \$ 50,337 | \$ 62,220 | \$ 68,442 | \$ 68,442 | \$ 68,442 |
| Operations Total | \$ 389,031 | \$ 441,585 | \$ 521,108 | \$ 474,895 | \$ 474,895 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ - | \$ 158,000 | \$ 125,000 | \$ - | \$ - |
| C O Roof / HVAC | \$ - | \$ 48,600 | \$ 59,760 | \$ 59,760 | \$ 59,760 |
| Capital Total | \$ - | \$ 206,600 | \$ 184,760 | \$ 59,760 | \$ 59,760 |
| Grand Total | \$ 677,037 | \$ 954,772 | \$ 1,025,059 | \$ 853,846 | \$ 853,846 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Telecommunications Manager | 1 | 1 | 1 | 1 | 1 |
| Telecommunications Technician | 1 | 1 | 1 | 1 | 1 |
| Telecommunications Equip Technician | 1 | 1 | 1 | 1 | 1 |
| Senior Administrative Specialist (TPT) | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 4 | 4 | 4 | 4 | 4 |

¹Compensation Study title changes

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|---|-----------------------|----------------------------|---------------------|
| Mach Alerting for Six (6) Salisbury Fire Stations | \$ 125,000 | \$ - | \$ - |
| Roof Replacement | 59,760 | 59,760 | 59,760 |
| Total Capital Outlay | \$ 184,760 | \$ 59,760 | \$ 59,760 |

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

| | <u>FY 2022 Actual</u> | <u>FY 2023 Estimate</u> | <u>FY 2024 Projected</u> | <u>Goal</u> |
|-----------------------------------|---------------------------|-----------------------------|------------------------------|-------------|
| Workload | | | | |
| Square Feet Maintained | 476,135 | 498,598 | 498,598 | N/A |
| Average Age of Facilities (years) | 56 | 57 | 58 | N/A |
| Square Feet Maintained Per FTE | 79,356 | 83,099 | 83,099 | N/A |

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 201,152 | \$ 223,152 | \$ 353,008 | \$ 353,008 | \$ 353,008 |
| Overtime Salaries | \$ 5,688 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| FICA Tax | \$ 15,174 | \$ 16,823 | \$ 27,387 | \$ 27,387 | \$ 27,387 |
| Retirement | \$ 23,257 | \$ 27,696 | \$ 46,004 | \$ 46,004 | \$ 46,004 |
| 401(K) Employer Contribution | \$ 8,105 | \$ 9,176 | \$ 14,321 | \$ 14,321 | \$ 14,321 |
| Health Care | \$ 41,535 | \$ 47,481 | \$ 56,591 | \$ 56,591 | \$ 56,591 |
| Life Insurance | \$ 451 | \$ 526 | \$ 875 | \$ 875 | \$ 875 |
| Emp Sec Ins | \$ - | \$ 83 | \$ 1,216 | \$ 1,216 | \$ 1,216 |
| Workers Compensation | \$ 10,000 | \$ 10,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| Personnel Total | \$ 305,362 | \$ 339,937 | \$ 516,402 | \$ 516,402 | \$ 516,402 |
| Operations | | | | | |
| Uniforms | \$ 1,281 | \$ 1,900 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Expendable Equipment | \$ 2,023 | \$ 2,600 | \$ 4,610 | \$ 3,079 | \$ 3,079 |
| Gas & Oil | \$ 10,850 | \$ 10,163 | \$ 11,558 | \$ 11,558 | \$ 11,558 |
| Department Supplies | \$ 940 | \$ 295 | \$ 500 | \$ 405 | \$ 405 |
| Travel | \$ - | \$ - | \$ 800 | \$ - | \$ - |
| Telephone | \$ 292 | \$ 300 | \$ 300 | \$ 300 | \$ 300 |
| Cell Phone Stipend | \$ - | \$ 1,848 | \$ 1,848 | \$ 1,848 | \$ 1,848 |
| Wireless Air Cards | \$ 1,880 | \$ 1,825 | \$ 1,825 | \$ 1,825 | \$ 1,825 |
| Buildings & Grounds | \$ 9,310 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Maint Equipment | \$ 26 | \$ 50 | \$ 500 | \$ 500 | \$ 500 |
| Maint Radio | \$ 213 | \$ - | \$ - | \$ - | \$ - |
| Maint Auto | \$ 3,271 | \$ 1,958 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Training | \$ 695 | \$ 995 | \$ 3,380 | \$ 1,090 | \$ 1,090 |
| Insurance Premiums | \$ 454 | \$ 513 | \$ 589 | \$ 589 | \$ 589 |
| Dues & Subscriptions | \$ - | \$ - | \$ 150 | \$ 150 | \$ 150 |
| Special Projects | \$ - | \$ 391,000 | \$ 38,000 | \$ 38,000 | \$ 38,000 |
| Transfer - Cap Reserve Fund | \$ 4,800 | \$ 9,336 | \$ 10,270 | \$ 10,270 | \$ 10,270 |
| Operations Total | \$ 36,034 | \$ 423,283 | \$ 79,830 | \$ 75,114 | \$ 75,114 |

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|----------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 341,395 | \$ 763,220 | \$ 596,232 | \$ 591,516 | \$ 591,516 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Capital Facilities Project Manager ² | 0 | 0 | 1 | 1 | 1 |
| Bldg Maintenance Supervisor | 1 | 1 | 1 | 1 | 1 |
| Facilities Maintenance Supervisor | 1 | 1 | 1 | 1 | 1 |
| Blg Trades Specialist | <u>3</u> | <u>3</u> | <u>3</u> | <u>3</u> | <u>3</u> |
| TOTAL¹ | 5 | 5 | 6 | 6 | 6 |

¹Compensation Study title changes

²Moved from 555



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 FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Personnel | | | | | |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Postage | \$ - | \$ 100 | \$ 100 | \$ 100 | \$ 100 |
| Street Lighting | \$ 509,390 | \$ 476,000 | \$ 476,000 | \$ 476,000 | \$ 476,000 |
| Special Projects | \$ - | \$ 23,000 | \$ 39,170 | \$ 23,590 | \$ 23,590 |
| Operations Total | \$ 509,390 | \$ 499,100 | \$ 515,270 | \$ 499,690 | \$ 499,690 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 509,390 | \$ 499,100 | \$ 515,270 | \$ 499,690 | \$ 499,690 |



STATEMENT OF PURPOSE

To provide a centralized source of transportation engineering services for the City. Primary duties include traffic engineering, administering special projects related to highway, bicycle and pedestrian mobility, safety and efficiency, management of public rights-of-way, and serving as liaison to the Cabarrus-Rowan MPO, and NCDOT.

PERFORMANCE GOALS

1. Manage the signal system to ensure compliance with standards and establish efficient timing plans.
2. Address citizen requests concerning traffic related issues.
3. Coordinate efforts with Cabarrus-Rowan MPO.
4. Design and manage various grants and construction projects.
5. Coordinate projects with NCDOT.
6. Administer downtown ROW use permits and encroachment requests.
7. Administer street and alley closings in accordance with general statutes.
8. Manage the Powell Bill Program and Bridge Inspection Program.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | |
|--------------------------------|----------------|-----------------|------------------|-------------|
| | <u>Actual</u> | <u>Estimate</u> | <u>Projected</u> | <u>Goal</u> |
| Engineering Plan Review | | | | |
| Number of Projects Reviewed | 100 | 108 | 95 | N/A |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 512,202 | \$ 586,194 | \$ 518,681 | \$ 428,752 | \$ 428,752 |
| Overtime Salaries | \$ 3,495 | \$ 3,000 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Part Time Salaries | \$ - | \$ 10,000 | \$ - | \$ - | \$ - |
| FICA Tax | \$ 36,969 | \$ 47,537 | \$ 39,870 | \$ 32,990 | \$ 32,990 |
| Retirement | \$ 58,080 | \$ 75,438 | \$ 66,972 | \$ 55,416 | \$ 55,416 |
| 401(K) Employer Contribution | \$ 20,298 | \$ 24,856 | \$ 20,847 | \$ 17,250 | \$ 17,250 |
| Health Care | \$ 66,809 | \$ 83,016 | \$ 65,109 | \$ 57,987 | \$ 57,987 |
| Life Insurance | \$ 966 | \$ 1,532 | \$ 1,296 | \$ 1,071 | \$ 1,071 |
| Emp Sec Ins | \$ - | \$ 241 | \$ 1,801 | \$ 1,489 | \$ 1,489 |
| Workers Compensation | \$ 14,000 | \$ 16,000 | \$ 14,000 | \$ 12,000 | \$ 12,000 |
| Personnel Total | \$ 712,819 | \$ 847,814 | \$ 731,076 | \$ 609,455 | \$ 609,455 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Operations | | | | | |
| Gas & Oil | \$ 2,969 | \$ 3,250 | \$ 3,719 | \$ 3,719 | \$ 3,719 |
| Department Supplies | \$ 7,361 | \$ 7,000 | \$ 7,000 | \$ 3,500 | \$ 3,500 |
| Travel | \$ 2,510 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Cell Phone Stipend | \$ - | \$ 3,168 | \$ 2,544 | \$ 2,544 | \$ 2,544 |
| Wireless Air Cards | \$ 1,254 | \$ 1,440 | \$ 480 | \$ 480 | \$ 480 |
| Postage | \$ 426 | \$ 775 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Maint Cmpt Software | \$ 53,039 | \$ 53,000 | \$ - | \$ - | \$ - |
| Maint Auto | \$ 386 | \$ 800 | \$ 500 | \$ 500 | \$ 500 |
| Vehicle Damage Repair | \$ 11 | \$ - | \$ - | \$ - | \$ - |
| Advertising | \$ 1,493 | \$ 2,469 | \$ 2,500 | \$ 1,500 | \$ 1,500 |
| Training | \$ 2,222 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Copier Contract Expense | \$ 2,273 | \$ 2,982 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Insurance Premiums | \$ 619 | \$ 501 | \$ 577 | \$ 577 | \$ 577 |
| Dues & Subscriptions | \$ 8,560 | \$ 11,509 | \$ 9,288 | \$ 9,288 | \$ 9,288 |
| Special Projects | \$ 1,064,812 | \$ 1,368,015 | \$ 4,243,200 | \$ 329,840 | \$ 329,840 |
| Contracted Services | \$ 32,976 | \$ 32,976 | \$ 33,000 | \$ 33,000 | \$ 33,000 |
| Professional Services | \$ 8,930 | \$ 18,600 | \$ 17,000 | \$ 17,000 | \$ 17,000 |
| Transfer - Cap Reserve Fund | \$ 15,586 | \$ 15,912 | \$ 17,503 | \$ 17,503 | \$ 17,503 |
| Operations Total | \$ 1,205,427 | \$ 1,525,897 | \$ 4,344,811 | \$ 426,951 | \$ 426,951 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,918,246 | \$ 2,373,711 | \$ 5,075,887 | \$ 1,036,406 | \$ 1,036,406 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| City Engineer | 1 | 1 | 1 | 1 | 1 |
| Engineer ² | 1 | 2 | 2 | 2 | 2 |
| Engineer Specialist | 1 | 1 | 1 | 1 | 1 |
| Capital Facilities Project Manager ³ | 2 | 1 | 0 | 0 | 0 |
| Traffic Engineer Coordinator | 1 | 1 | 1 | 1 | 1 |
| Administrative Specialist | 1 | 1 | 1 | 1 | 1 |
| GIS Coordinator ⁴ | <u>0</u> | <u>1</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL¹ | 7 | 8 | 6 | 6 | 6 |

¹Compensation Study title changes

²Position traded with Water and Sewer Fund

³Moved to 551

⁴Moved to 491

Public Works Administration

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, Facilities Maintenance, Solid Waste Management, Grounds Maintenance, Street Division and Sign Operations, Stormwater Utilities, and Cemetery services.

PERFORMANCE GOALS

1. Research and development of new technologies and operations to provide comprehensive and effective services.
2. To implement a new work order system streamlining departmental processes resulting in more effective internal operations allowing cost reduction and enhanced, more efficient services to citizens.
3. To develop and implement a Sustainability Program improving both internal and external City-wide sustainability efforts reducing our carbon foot print, fuel consumption, and equipment maintenance costs while providing support, education, and resources to citizens and staff allowing a decreased environmental impact and a cleaner future.
4. To be responsive to the needs of both citizens and internal divisions and departments to provide excellent customer service.

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 233,952 | \$ 222,495 | \$ 329,296 | \$ 329,296 | \$ 329,296 |
| Overtime Salaries | \$ 3,591 | \$ 2,000 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Part Time Salaries | \$ 2,369 | \$ - | \$ - | \$ - | \$ - |
| FICA Tax | \$ 18,001 | \$ 19,988 | \$ 25,282 | \$ 25,282 | \$ 25,282 |
| Retirement | \$ 26,617 | \$ 31,068 | \$ 42,469 | \$ 42,469 | \$ 42,469 |
| 401(K) Employer Contribution | \$ 9,230 | \$ 12,542 | \$ 13,220 | \$ 13,220 | \$ 13,220 |
| Health Care | \$ 30,873 | \$ 37,104 | \$ 35,554 | \$ 35,554 | \$ 35,554 |
| Life Insurance | \$ 499 | \$ 774 | \$ 824 | \$ 824 | \$ 824 |
| Emp Sec Ins | \$ - | \$ 122 | \$ 1,141 | \$ 1,141 | \$ 1,141 |
| Workers Compensation | \$ 8,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Personnel Total | \$ 333,132 | \$ 336,093 | \$ 458,986 | \$ 458,986 | \$ 458,986 |
| Operations | | | | | |
| Uniforms | \$ 426 | \$ 1,400 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Department Supplies | \$ 573 | \$ 600 | \$ 2,100 | \$ 1,280 | \$ 1,280 |
| Travel | \$ 641 | \$ 1,100 | \$ 1,100 | \$ 1,100 | \$ 1,100 |
| Auto Allowance | \$ - | \$ - | \$ 2,584 | \$ - | \$ - |
| Cell Phone Stipend | \$ - | \$ 1,044 | \$ - | \$ - | \$ - |
| Postage | \$ 92 | \$ 123 | \$ 123 | \$ 123 | \$ 123 |
| City Utilities | \$ 372 | \$ 354 | \$ 365 | \$ 365 | \$ 365 |
| Buildings & Grounds | \$ 195 | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| B/G Contracted Services | \$ 3,952 | \$ 4,488 | \$ 4,302 | \$ 4,302 | \$ 4,302 |
| Training | \$ 1,688 | \$ 3,373 | \$ 3,130 | \$ 3,130 | \$ 3,130 |
| Copier Contract Expense | \$ 1,094 | \$ 1,539 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Dues & Subscriptions | \$ 345 | \$ 485 | \$ 1,605 | \$ 785 | \$ 785 |
| Miscellaneous Expense | \$ 37 | \$ 250 | \$ 800 | \$ 800 | \$ 800 |
| Special Projects | \$ - | \$ - | \$ 7,300 | \$ 7,300 | \$ 7,300 |
| Professional Services | \$ - | \$ 663 | \$ - | \$ - | \$ - |
| Transfer - Cap Reserve Fund | \$ 750 | \$ 756 | \$ 832 | \$ 832 | \$ 832 |
| Operations Total | \$ 10,165 | \$ 16,375 | \$ 28,441 | \$ 24,217 | \$ 24,217 |

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|----------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 343,298 | \$ 352,468 | \$ 487,427 | \$ 483,203 | \$ 483,203 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|----------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Public Works Director | 1 | 1 | 1 | 1 | 1 |
| Sustainability Coordinator | 1 | 1 | 1 | 1 | 1 |
| Landscape Architect ² | 0 | 1 | 1 | 1 | 1 |
| Public Works Eng Technician | 1 | 1 | 1 | 1 | 1 |
| Senior Administrative Specialist | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 4 | 5 | 5 | 5 | 5 |

¹Compensation Study title changes

²Moved from 561



STATEMENT OF PURPOSE

To manage the maintenance and improvements to infrastructure including pavement, sidewalks, 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.

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

| Workload | FY 2022 | FY 2023 | FY 2024 | Goal |
|--------------------------------------|-----------|-----------|-----------|-------|
| | Actual | Estimate | Projected | |
| Lane Miles of Streets Paved | 12.21 | 12.46 | 12.00 | 11.70 |
| Lane Miles of Streets Maintained | 346.89 | 350.00 | 355 | N/A |
| Repairs Made by Street Division | 324 | 275 | 300 | 300 |
| Potholes Filled | 249 | 300 | 275 | 275 |
| Sidewalks Installed, LF | 2,070 | 2,450 | 2,500 | 2,500 |
| Curb & Gutter Installed, LF | 116 | 150 | 200 | 200 |
| Efficiency | | | | |
| Cost Per Lane Miles of Streets Paved | \$ 56,066 | \$ 60,193 | \$ 64,623 | N/A |
| Cost Per 100 Potholes Filled | \$ 8,085 | \$ 8,489 | \$ 8,914 | N/A |
| Effectiveness | | | | |
| ITRE Rating (Most Recent) | 70.4 | 72.5 | 75 | 80 |

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 597,634 | \$ 664,864 | \$ 588,935 | \$ 580,655 | \$ 580,655 |
| Overtime Salaries | \$ 11,206 | \$ 18,200 | \$ 11,900 | \$ 11,900 | \$ 11,900 |
| FICA Tax | \$ 44,773 | \$ 55,537 | \$ 45,962 | \$ 45,329 | \$ 45,329 |
| Retirement | \$ 68,818 | \$ 82,169 | \$ 77,204 | \$ 76,140 | \$ 76,140 |
| 401(K) Employer Contribution | \$ 23,934 | \$ 31,290 | \$ 24,034 | \$ 23,703 | \$ 23,703 |
| Health Care | \$ 109,639 | \$ 133,070 | \$ 113,607 | \$ 113,607 | \$ 113,607 |
| Life Insurance | \$ 930 | \$ 1,689 | \$ 1,471 | \$ 1,450 | \$ 1,450 |
| Emp Sec Ins | \$ - | \$ 233 | \$ 2,048 | \$ 2,019 | \$ 2,019 |
| Workers Compensation | \$ 28,000 | \$ 26,000 | \$ 24,000 | \$ 24,000 | \$ 24,000 |
| Personnel Total | \$ 884,934 | \$ 1,013,052 | \$ 889,161 | \$ 878,803 | \$ 878,803 |
| Operations | | | | | |
| Uniforms | \$ 7,593 | \$ 8,000 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| Expendable Equipment | \$ 11,259 | \$ 11,700 | \$ 14,700 | \$ 14,700 | \$ 14,700 |
| Street Name Signs | \$ 3,192 | \$ 4,000 | \$ - | \$ - | \$ - |
| Traffic Pavement Markings | \$ 5,058 | \$ 7,500 | \$ - | \$ - | \$ - |
| Traffic Signs & Post | \$ 15,479 | \$ 9,400 | \$ - | \$ - | \$ - |
| Drive & Walk Paving | \$ 28,140 | \$ 30,000 | \$ 40,000 | \$ 35,000 | \$ 35,000 |
| Construction | \$ 13,932 | \$ 7,500 | \$ 8,500 | \$ 8,500 | \$ 8,500 |
| Snow Materials | \$ 10,899 | \$ 5,000 | \$ 15,000 | \$ 9,126 | \$ 9,126 |
| Materials New Streets | \$ 9,639 | \$ 17,500 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Materials St Maint | \$ 47,485 | \$ 25,000 | \$ 45,000 | \$ 39,000 | \$ 39,000 |
| Materials - Concrete | \$ 19,456 | \$ 20,000 | \$ 35,000 | \$ 30,500 | \$ 30,500 |
| Gas & Oil | \$ 61,761 | \$ 72,809 | \$ 68,620 | \$ 68,620 | \$ 68,620 |
| Department Supplies | \$ 3,050 | \$ 4,543 | \$ 2,500 | \$ 2,250 | \$ 2,250 |
| Travel | \$ - | \$ - | \$ 800 | \$ 800 | \$ 800 |
| Cell Phone Stipend | \$ - | \$ 2,148 | \$ 3,192 | \$ 3,192 | \$ 3,192 |
| Electric Power | \$ 3,954 | \$ 3,850 | \$ 4,400 | \$ 4,400 | \$ 4,400 |
| Natural Gas | \$ 2,564 | \$ 6,427 | \$ 3,597 | \$ 3,597 | \$ 3,597 |
| City Utilities | \$ 2,507 | \$ 2,546 | \$ 3,239 | \$ 3,239 | \$ 3,239 |
| Printing | \$ - | \$ - | \$ 500 | \$ 500 | \$ 500 |
| Buildings & Grounds | \$ 8,389 | \$ 3,732 | \$ 5,000 | \$ 3,000 | \$ 3,000 |
| B/G Contracted Services | \$ 10,116 | \$ 6,395 | \$ 7,888 | \$ 7,888 | \$ 7,888 |
| Maint Equipment | \$ 32,635 | \$ 26,000 | \$ 44,000 | \$ 44,000 | \$ 44,000 |
| Maint Radio | \$ 449 | \$ 435 | \$ 350 | \$ 350 | \$ 350 |
| Maint Auto | \$ 54,410 | \$ 39,000 | \$ 39,000 | \$ 39,000 | \$ 39,000 |
| Vehicle Damage Repair | \$ 2,270 | \$ - | \$ - | \$ - | \$ - |
| Street Maintenance | \$ 796,070 | \$ 870,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 |
| Training | \$ 715 | \$ 2,427 | \$ 5,900 | \$ 4,000 | \$ 4,000 |
| Copier Contract Expense | \$ 1,973 | \$ 2,373 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Insurance Premiums | \$ 16,271 | \$ 19,830 | \$ 22,805 | \$ 22,805 | \$ 22,805 |
| Insurance Claims | \$ 20,582 | \$ - | \$ - | \$ - | \$ - |
| Dues & Subscriptions | \$ 652 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Miscellaneous Expense | \$ 8,054 | \$ 2,640 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Special Projects | \$ 57,572 | \$ 137,332 | \$ 480,055 | \$ 200,000 | \$ 200,000 |
| Contracted Services | \$ - | \$ 5,000 | \$ - | \$ - | \$ - |
| Professional Services | \$ 3,277 | \$ 5,120 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Transfer - Cap Reserve Fund | \$ 228,711 | \$ 228,684 | \$ 251,552 | \$ 251,552 | \$ 251,552 |
| Operations Total | \$ 1,488,113 | \$ 1,587,891 | \$ 2,137,098 | \$ 1,831,519 | \$ 1,831,519 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|----------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 2,373,047 | \$ 2,600,943 | \$ 3,026,259 | \$ 2,710,322 | \$ 2,710,322 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Administration (000) | | | | | |
| Public Works Operations Manager | 1 | 1 | 1 | 1 | 1 |
| Landscape Architect | 1 | 0 | 0 | 0 | 0 |
| Maint Operations Manager | 1 | 1 | 1 | 1 | 1 |
| Street Maintenance (420) | | | | | |
| Crew Leader | 1 | 2 | 3 | 3 | 3 |
| Construct Maintenance Worker | 2 | 5 | 4 | 4 | 4 |
| Concrete Construction (421) | | | | | |
| Construct Maintenance Worker | 3 | 1 | 1 | 1 | 1 |
| Signs & Marking (422)² | | | | | |
| Crew Leader | 1 | 1 | 0 | 0 | 0 |
| Construct Maintenance Worker | 1 | 0 | 0 | 0 | 0 |
| Street Misc. Activities (425) | | | | | |
| Crew Leader | 1 | 1 | 1 | 1 | 1 |
| Powell Bill-Street Maintenance (427) | | | | | |
| Construct Maintenance Worker | 1 | 1 | 1 | 1 | 1 |
| Powell Bill-Concrete Construction (429) | | | | | |
| Construct Maintenance Worker | <u>1</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| TOTAL¹ | 14 | 13 | 12 | 12 | 12 |

¹Compensation Study title changes

²Moved to 500

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 FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 150,898 | \$ 165,725 | \$ 163,425 | \$ 163,425 | \$ 163,425 |
| Overtime Salaries | \$ 4,180 | \$ 5,850 | \$ 5,400 | \$ 5,400 | \$ 5,400 |
| FICA Tax | \$ 11,082 | \$ 12,302 | \$ 12,915 | \$ 12,915 | \$ 12,915 |
| Retirement | \$ 17,224 | \$ 20,507 | \$ 21,695 | \$ 21,695 | \$ 21,695 |
| 401(K) Employer Contribution | \$ 6,016 | \$ 6,940 | \$ 6,753 | \$ 6,753 | \$ 6,753 |
| Health Care | \$ 38,918 | \$ 40,764 | \$ 40,790 | \$ 40,790 | \$ 40,790 |
| Life Insurance | \$ 312 | \$ 327 | \$ 408 | \$ 408 | \$ 408 |
| Emp Sec Ins | \$ - | \$ 52 | \$ 567 | \$ 567 | \$ 567 |
| Workers Compensation | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Personnel Total | \$ 236,630 | \$ 260,467 | \$ 259,953 | \$ 259,953 | \$ 259,953 |
| Operations | | | | | |
| Uniforms | \$ 1,714 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Expendable Equipment | \$ 755 | \$ 750 | \$ 750 | \$ 750 | \$ 750 |
| Gas & Oil | \$ 53,410 | \$ 47,839 | \$ 68,340 | \$ 68,340 | \$ 68,340 |
| Wireless Air Cards | \$ 4,119 | \$ 4,105 | \$ 4,105 | \$ 4,105 | \$ 4,105 |
| Maint Equipment | \$ 5,526 | \$ 4,606 | \$ 10,600 | \$ 10,600 | \$ 10,600 |
| Maint Auto | \$ 25,305 | \$ 11,127 | \$ 27,500 | \$ 25,120 | \$ 25,120 |
| Insurance Premiums | \$ 3,170 | \$ 3,650 | \$ 4,198 | \$ 4,198 | \$ 4,198 |
| Special Projects | \$ 20,597 | \$ - | \$ - | \$ - | \$ - |
| Contracted Services | \$ 91,502 | \$ 126,500 | \$ 127,000 | \$ 126,500 | \$ 126,500 |
| Transfer - Cap Reserve Fund | \$ 114,783 | \$ 110,460 | \$ 121,506 | \$ 121,506 | \$ 121,506 |
| Operations Total | \$ 320,879 | \$ 311,037 | \$ 365,999 | \$ 363,119 | \$ 363,119 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 557,509 | \$ 571,504 | \$ 625,952 | \$ 623,072 | \$ 623,072 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Construct Maintenance Worker | 4 | 4 | 4 | 4 | 4 |
| TOTAL¹ | 4 | 4 | 4 | 4 | 4 |

¹Compensation Study title changes

Public Works - Cemetery

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 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 public walk-ins with location of graves.
4. Promote columbarium services and plan future expansions.

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 58,943 | \$ 60,479 | \$ 62,724 | \$ 62,724 | \$ 62,724 |
| FICA Tax | \$ 4,591 | \$ 4,727 | \$ 4,798 | \$ 4,798 | \$ 4,798 |
| Retirement | \$ 6,683 | \$ 7,271 | \$ 8,060 | \$ 8,060 | \$ 8,060 |
| 401(K) Employer Contribution | \$ 2,334 | \$ 2,396 | \$ 2,509 | \$ 2,509 | \$ 2,509 |
| Health Care | \$ 9,090 | \$ 9,090 | \$ 9,114 | \$ 9,114 | \$ 9,114 |
| Life Insurance | \$ 131 | \$ 148 | \$ 157 | \$ 157 | \$ 157 |
| Emp Sec Ins | \$ - | \$ 24 | \$ 217 | \$ 217 | \$ 217 |
| Workers Compensation | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Personnel Total | \$ 83,772 | \$ 86,135 | \$ 89,579 | \$ 89,579 | \$ 89,579 |
| Operations | | | | | |
| Uniforms | \$ 267 | \$ 300 | \$ 500 | \$ 500 | \$ 500 |
| Expendable Equipment | \$ 679 | \$ 850 | \$ 1,290 | \$ 875 | \$ 875 |
| Gas & Oil | \$ 1,520 | \$ 1,560 | \$ 1,206 | \$ 1,206 | \$ 1,206 |
| Department Supplies | \$ 428 | \$ 500 | \$ 805 | \$ 500 | \$ 500 |
| Postage | \$ 107 | \$ 110 | \$ 126 | \$ 110 | \$ 110 |
| Electric Power | \$ 4,017 | \$ 4,950 | \$ 4,950 | \$ 4,950 | \$ 4,950 |
| Natural Gas | \$ 789 | \$ 1,083 | \$ 851 | \$ 851 | \$ 851 |
| City Utilities | \$ 3,517 | \$ 3,585 | \$ 4,389 | \$ 4,389 | \$ 4,389 |
| Buildings & Grounds | \$ 2,610 | \$ 3,125 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Maint Old Cemeteries | \$ - | \$ 2,060 | \$ - | \$ - | \$ - |
| B/G Contracted Services | \$ 1,287 | \$ 1,483 | \$ 1,479 | \$ 1,479 | \$ 1,479 |
| Maint Radio | \$ - | \$ - | \$ 150 | \$ 150 | \$ 150 |
| Maint Auto | \$ 407 | \$ 500 | \$ 500 | \$ - | \$ - |
| Training | \$ - | \$ - | \$ 600 | \$ 500 | \$ 500 |
| Copier Contract Expense | \$ 0 | \$ - | \$ - | \$ - | \$ - |
| Insurance Premiums | \$ 458 | \$ 543 | \$ 622 | \$ 622 | \$ 622 |
| Dues & Subscriptions | \$ 75 | \$ 75 | \$ 75 | \$ 75 | \$ 75 |
| Special Projects | \$ 32,438 | \$ - | \$ 15,000 | \$ - | \$ - |
| Contracted Services | \$ - | \$ 1,200 | \$ 9,000 | \$ 3,080 | \$ 3,080 |
| Operations Total | \$ 48,600 | \$ 21,924 | \$ 45,543 | \$ 23,287 | \$ 23,287 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|----------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 132,372 | \$ 108,059 | \$ 135,122 | \$ 112,866 | \$ 112,866 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Cemetery Administrator | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 1 | 1 | 1 | 1 | 1 |

¹Compensation Study title changes



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

| | FY 2022 | FY 2023 | FY 2024 | |
|---------------------------|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | Goal |
| Garbage Collected, Tons | 11,945 | 12,064 | 12,125 | 11,900 |
| Recycling Collected, Tons | 1,600 | 1,600 | 1,650 | 1,700 |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 252,541 | \$ 303,486 | \$ 449,705 | \$ 268,922 | \$ 268,922 |
| Overtime Salaries | \$ 9,286 | \$ 7,159 | \$ 6,700 | \$ 6,700 | \$ 6,700 |
| FICA Tax | \$ 18,926 | \$ 23,153 | \$ 34,916 | \$ 21,086 | \$ 21,086 |
| Retirement | \$ 29,667 | \$ 37,777 | \$ 58,649 | \$ 35,418 | \$ 35,418 |
| 401(K) Employer Contribution | \$ 10,362 | \$ 12,099 | \$ 18,258 | \$ 11,025 | \$ 11,025 |
| Health Care | \$ 50,295 | \$ 59,537 | \$ 104,425 | \$ 50,700 | \$ 50,700 |
| Life Insurance | \$ 473 | \$ 644 | \$ 1,123 | \$ 672 | \$ 672 |
| Emp Sec Ins | \$ - | \$ 101 | \$ 1,566 | \$ 935 | \$ 935 |
| Workers Compensation | \$ 12,000 | \$ 12,000 | \$ 22,000 | \$ 12,000 | \$ 12,000 |
| Personnel Total | \$ 383,550 | \$ 455,956 | \$ 697,342 | \$ 407,458 | \$ 407,458 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Operations | | | | | |
| Uniforms | \$ 2,802 | \$ 3,000 | \$ 3,500 | \$ 3,000 | \$ 3,000 |
| Gas & Oil | \$ 91,687 | \$ 84,309 | \$ 108,540 | \$ 108,540 | \$ 108,540 |
| Department Supplies | \$ 2,804 | \$ 2,800 | \$ 4,800 | \$ 2,800 | \$ 2,800 |
| Travel | \$ 1,335 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Cell Phone Stipend | \$ - | \$ 924 | \$ 924 | \$ 924 | \$ 924 |
| Postage | \$ - | \$ - | \$ 50 | \$ 50 | \$ 50 |
| Electric Power | \$ 14,790 | \$ 14,850 | \$ 16,500 | \$ 16,500 | \$ 16,500 |
| Natural Gas | \$ 9,038 | \$ 7,271 | \$ 10,726 | \$ 10,726 | \$ 10,726 |
| City Utilities | \$ 4,074 | \$ 4,274 | \$ 4,180 | \$ 4,180 | \$ 4,180 |
| Printing | \$ - | \$ 500 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Buildings & Grounds | \$ 894 | \$ 1,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| B/G Contracted Services | \$ 5,218 | \$ 5,866 | \$ 6,582 | \$ 6,582 | \$ 6,582 |
| Maint Equipment | \$ 51 | \$ 2,327 | \$ - | \$ - | \$ - |
| Maint Auto | \$ 93,506 | \$ 114,000 | \$ 232,000 | \$ 144,100 | \$ 144,100 |
| Vehicle Damage Repair | \$ 108 | \$ - | \$ - | \$ - | \$ - |
| County Landfill Charges | \$ 401,660 | \$ 442,000 | \$ 470,000 | \$ 470,000 | \$ 470,000 |
| Advertising | \$ 1,049 | \$ 2,555 | \$ 6,000 | \$ 1,000 | \$ 1,000 |
| Training | \$ 1,440 | \$ 500 | \$ 2,600 | \$ 1,000 | \$ 1,000 |
| Insurance Premiums | \$ 8,997 | \$ 10,148 | \$ 11,671 | \$ 11,671 | \$ 11,671 |
| Miscellaneous Expense | \$ 1,509 | \$ 2,000 | \$ 3,200 | \$ 2,000 | \$ 2,000 |
| Special Projects | \$ 3,345 | \$ 258,142 | \$ 67,000 | \$ 32,000 | \$ 32,000 |
| Professional Services | \$ - | \$ 100 | \$ - | \$ - | \$ - |
| Recycling Contract | \$ 599,184 | \$ 618,000 | \$ 683,000 | \$ 683,000 | \$ 683,000 |
| Transfer - Cap Reserve Fund | \$ 252,438 | \$ 253,992 | \$ 279,391 | \$ 279,391 | \$ 279,391 |
| Operations Total | \$ 1,495,927 | \$ 1,829,558 | \$ 1,914,664 | \$ 1,781,464 | \$ 1,781,464 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,879,477 | \$ 2,285,514 | \$ 2,612,006 | \$ 2,188,922 | \$ 2,188,922 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Public Works Operations Manager | 1 | 1 | 1 | 1 | 1 |
| Construct Maintenance Worker | 5 | 5 | 5 | 5 | 5 |
| Construct Maintenance Worker - Litter ² | 0 | 0 | 4 | 0 | 0 |
| Senior Construct Maintenance Worker ² | <u>0</u> | <u>0</u> | <u>1</u> | <u>0</u> | <u>0</u> |
| TOTAL ¹ | 6 | 6 | 11 | 6 | 6 |

¹Compensation Study title changes

²New position

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 events, Downtown Salisbury events, Parks and Recreation events as well as ball tournaments.

PERFORMANCE GOALS

1. Continue improvement to city park property involving the reconditioning of infrastructures and grounds.
2. Assist the Public Services Director and Assistant Director in the implementation of interdepartmental projects.
3. Continued effort to improve maintenance to Parks and Recreation Parks with drainage corrections and turf establishment.
4. Continue staff development in the areas of equipment training and operation, pesticide and horticultural workshops, Human Resource classes, work safety and technical expertise.
5. Continue to provide improved maintenance of SRU, and right of way maintenance.
6. Further development of city owned landscapes involving removals and replacements.
7. Continue to provide service for Grave burials and Cemetery maintenance.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | Goal |
|-----------------------|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | |
| Tree hours worked | 4,422 | 4,574 | 4,750 | 4,500 |
| Tree pruning, number | 428 | 525 | 650 | 600 |
| Tree removal, number | 62 | 70 | 75 | 65 |
| Tree planting, number | 20 | 20 | 20 | 20 |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|---------------------|---------------------|-----------------------|---------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 556,358 | \$ 619,717 | \$ 633,024 | \$ 633,024 | \$ 633,024 |
| Overtime Salaries | \$ 30,688 | \$ 24,500 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Part Time Salaries | \$ 17,517 | \$ 52,673 | \$ 30,459 | \$ 30,459 | \$ 30,459 |
| FICA Tax | \$ 44,508 | \$ 51,403 | \$ 52,665 | \$ 52,665 | \$ 52,665 |
| Retirement | \$ 66,283 | \$ 78,209 | \$ 84,555 | \$ 84,555 | \$ 84,555 |
| 401(K) Employer Contribution | \$ 22,903 | \$ 25,769 | \$ 26,321 | \$ 26,321 | \$ 26,321 |
| Health Care | \$ 123,306 | \$ 146,471 | \$ 136,521 | \$ 136,521 | \$ 136,521 |
| Life Insurance | \$ 950 | \$ 1,556 | \$ 1,583 | \$ 1,583 | \$ 1,583 |
| Emp Sec Ins | \$ - | \$ 255 | \$ 2,306 | \$ 2,306 | \$ 2,306 |
| Workers Compensation | \$ 32,000 | \$ 32,000 | \$ 34,000 | \$ 34,000 | \$ 34,000 |
| Personnel Total | \$ 894,514 | \$ 1,032,553 | \$ 1,026,434 | \$ 1,026,434 | \$ 1,026,434 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Operations | | | | | |
| Janitorial Supplies | \$ 776 | \$ 1,000 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Uniforms | \$ 6,668 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| Meeting Expenses | \$ - | \$ - | \$ 400 | \$ 200 | \$ 200 |
| Expendable Equipment | \$ 4,461 | \$ 5,000 | \$ 7,000 | \$ 6,000 | \$ 6,000 |
| Gas & Oil | \$ 47,358 | \$ 47,679 | \$ 55,275 | \$ 55,275 | \$ 55,275 |
| Department Supplies | \$ 1,754 | \$ 1,600 | \$ 2,200 | \$ 2,200 | \$ 2,200 |
| Travel | \$ - | \$ - | \$ 1,200 | \$ 600 | \$ 600 |
| Telephone | \$ 180 | \$ 168 | \$ 168 | \$ 168 | \$ 168 |
| Cell Phone Stipend | \$ - | \$ 924 | \$ 924 | \$ 924 | \$ 924 |
| Electric Power | \$ 12,500 | \$ 16,500 | \$ 14,300 | \$ 14,300 | \$ 14,300 |
| Natural Gas | \$ 1,571 | \$ 1,600 | \$ 1,930 | \$ 1,930 | \$ 1,930 |
| City Utilities | \$ 1,563 | \$ 1,535 | \$ 1,985 | \$ 1,985 | \$ 1,985 |
| Buildings & Grounds | \$ 3,996 | \$ 2,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Grounds Beautification | \$ 12,970 | \$ 5,400 | \$ 16,500 | \$ 9,500 | \$ 9,500 |
| B/G Contracted Services | \$ 5,571 | \$ 5,932 | \$ 6,087 | \$ 6,087 | \$ 6,087 |
| Maint Equipment | \$ 26,476 | \$ 21,547 | \$ 28,000 | \$ 26,000 | \$ 26,000 |
| Maint Radio | \$ - | \$ 250 | \$ 350 | \$ 250 | \$ 250 |
| Maint Auto | \$ 18,956 | \$ 20,000 | \$ 20,000 | \$ 18,498 | \$ 18,498 |
| Vehicle Damage Repair | \$ 6,601 | \$ - | \$ - | \$ - | \$ - |
| Training | \$ 925 | \$ 640 | \$ 6,240 | \$ 1,640 | \$ 1,640 |
| Copier Contract Expense | \$ 103 | \$ 203 | \$ 200 | \$ 200 | \$ 200 |
| Insurance Premiums | \$ 5,972 | \$ 6,919 | \$ 7,957 | \$ 7,957 | \$ 7,957 |
| Miscellaneous Expense | \$ 219 | \$ 250 | \$ 250 | \$ 250 | \$ 250 |
| Special Projects | \$ - | \$ 83,000 | \$ 291,500 | \$ 6,500 | \$ 6,500 |
| Contracted Services | \$ 67,125 | \$ 68,350 | \$ 68,350 | \$ 68,350 | \$ 68,350 |
| Tree Board | \$ - | \$ 1,000 | \$ 14,207 | \$ 7,603 | \$ 7,603 |
| Transfer - Cap Reserve Fund | \$ 156,685 | \$ 156,156 | \$ 171,771 | \$ 171,771 | \$ 171,771 |
| Operations Total | \$ 382,432 | \$ 455,153 | \$ 728,794 | \$ 420,188 | \$ 420,188 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ - | \$ 25,000 | \$ 17,500 | \$ - | \$ - |
| C O Roof / HVAC | \$ - | \$ 12,000 | \$ - | \$ - | \$ - |
| Capital Total | \$ - | \$ 37,000 | \$ 17,500 | \$ - | \$ - |
| Grand Total | \$ 1,276,945 | \$ 1,524,706 | \$ 1,772,728 | \$ 1,446,622 | \$ 1,446,622 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Public Works Operations Manager | 1 | 1 | 1 | 1 | 1 |
| Crew Leader | 2 | 2 | 2 | 2 | 2 |
| Construct Maintenance Worker ² | 12 | 12 | 9 | 9 | 9 |
| Grounds Maintenance Worker ² | 0 | 0 | 3 | 3 | 3 |
| Part-Time/Temp Pool | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 16 | 16 | 16 | 16 | 16 |

¹Compensation Study title changes

²Position reclassified

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|-----------------------------|-----------------------|----------------------------|---------------------|
| Brine Mixer | \$ 17,500 | \$ - | \$ - |
| Total Capital Outlay | \$ 17,500 | \$ - | \$ - |



STATEMENT OF PURPOSE

To provide a destination greenspace in the downtown area with a variety of recreation amenities including an amphitheater, playground, interactive water wall, open green, public restrooms, and walkways. A vibrant center for special events, weddings, and activities.

PERFORMANCE GOALS

1. Develop programs and events for the community to enjoy year-round while maintaining a healthy balance of resources.
2. Maintain the property in an attractive and welcoming manner.
3. Provide multiple on-site locations for rental opportunities for the public and non-profits to increase cost recovery.
4. Seek grant opportunities to offset costs on capital or programmatic projects.
5. Partner with Downtown Salisbury Inc. to provide additional events and programs.

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 57,187 | \$ 69,145 | \$ 69,333 | \$ 69,333 | \$ 69,333 |
| Overtime Salaries | \$ 1,262 | \$ 5,000 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Part Time Salaries | \$ 13,116 | \$ 22,021 | \$ 24,064 | \$ 24,064 | \$ 24,064 |
| Law Officer | \$ 26 | \$ - | \$ - | \$ - | \$ - |
| FICA Tax | \$ 5,268 | \$ 7,357 | \$ 7,260 | \$ 7,260 | \$ 7,260 |
| Retirement | \$ 6,695 | \$ 9,001 | \$ 9,102 | \$ 9,102 | \$ 9,102 |
| Retirement-Sworn Law | \$ 15 | \$ - | \$ - | \$ - | \$ - |
| 401(K) Employer Contribution | \$ 2,311 | \$ 2,966 | \$ 2,834 | \$ 2,834 | \$ 2,834 |
| Health Care | \$ 13,156 | \$ 19,753 | \$ 16,236 | \$ 16,236 | \$ 16,236 |
| Life Insurance | \$ 141 | \$ 171 | \$ 173 | \$ 173 | \$ 173 |
| Emp Sec Ins | \$ - | \$ 36 | \$ 325 | \$ 325 | \$ 325 |
| Workers Compensation | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Personnel Total | \$ 105,176 | \$ 141,450 | \$ 136,827 | \$ 136,827 | \$ 136,827 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Operations | | | | | |
| Janitorial Supplies | \$ 2,698 | \$ 2,500 | \$ 3,500 | \$ 3,500 | \$ 3,500 |
| Uniforms | \$ 872 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Recreation Programs | \$ 68,976 | \$ 137,840 | \$ 91,300 | \$ 91,300 | \$ 91,300 |
| Expendable Equipment | \$ 2,723 | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Gas & Oil | \$ 1,649 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Department Supplies | \$ - | \$ 1,000 | \$ 1,250 | \$ 1,250 | \$ 1,250 |
| Electric Power | \$ 8,724 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Natural Gas | \$ 780 | \$ 5,183 | \$ 785 | \$ 785 | \$ 785 |
| City Utilities | \$ 27,551 | \$ 76,700 | \$ 29,260 | \$ 29,260 | \$ 29,260 |
| Printing | \$ - | \$ 250 | \$ - | \$ - | \$ - |
| Buildings & Grounds | \$ 11,596 | \$ 10,000 | \$ 16,000 | \$ 10,000 | \$ 10,000 |
| B/G Contracted Services | \$ 6,690 | \$ 9,519 | \$ 15,455 | \$ 15,455 | \$ 15,455 |
| Maint Equipment | \$ - | \$ 265 | \$ 500 | \$ 500 | \$ 500 |
| Maint Radio | \$ - | \$ 250 | \$ 100 | \$ 100 | \$ 100 |
| Maint Auto | \$ 70 | \$ 530 | \$ 1,250 | \$ 1,250 | \$ 1,250 |
| Training | \$ 745 | \$ 1,200 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Rent - Other Equip | \$ - | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Dues & Subscriptions | \$ 448 | \$ 200 | \$ 200 | \$ 200 | \$ 200 |
| Miscellaneous Expense | \$ - | \$ - | \$ 200 | \$ 200 | \$ 200 |
| Special Projects | \$ 431,622 | \$ 1,800 | \$ - | \$ - | \$ - |
| Contracted Services | \$ 25,341 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 |
| Transfer - Cap Reserve Fund | \$ 7,250 | \$ 7,260 | \$ 7,986 | \$ 7,986 | \$ 7,986 |
| Operations Total | \$ 597,731 | \$ 345,997 | \$ 260,486 | \$ 254,486 | \$ 254,486 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 702,908 | \$ 487,447 | \$ 397,313 | \$ 391,313 | \$ 391,313 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Construct Maintenance Worker | 2 | 2 | 2 | 2 | 2 |
| PT Pool | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL ¹ | 3 | 3 | 3 | 3 | 3 |

¹Compensation Study title changes

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, Bell Tower Green Advisory Committee and the Salisbury Parks and Recreation Advisory Board.
4. Seek grant opportunities to offset costs on capital or programmatic projects.
5. Continue to explore all opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility and future usage.
6. Explore opportunities for the current Civic Center site.
7. Develop the former Wells Fargo Building for future opportunities.
8. Review cost recovery plan for department programs and services.
9. Increase youth programs in the form of full day summer camp and school year after-school programs.
10. Continue to try and improve on recreation centers appearance and functionality.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | Goal |
|--|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | |
| Workload | | | | |
| Acres of Park Space Owned | 521 | 521 | 521 | 567 |
| Acres of Park Space Maintained * | 318 | 318 | 318 | 318 |
| Yards of Greenway Maintained | 8,448 | 8,448 | 8,448 | 8,448 |
| Number of Fields and Courts Maintained ** | 31 | 31 | 31 | 31 |
| Effectiveness | | | | |
| Percent of City Devoted to Recreation/Greenspace | 4.2% | 4.2% | 4.2% | 4.3% |

* 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

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 521,277 | \$ 612,856 | \$ 707,177 | \$ 713,841 | \$ 713,841 |
| Overtime Salaries | \$ 466 | \$ 1,700 | \$ 900 | \$ 900 | \$ 900 |
| Part Time Salaries | \$ 115,386 | \$ 263,255 | \$ 232,479 | \$ 232,479 | \$ 232,479 |
| Law Officers Separation Allow | \$ 10 | \$ - | \$ - | \$ - | \$ - |
| Law Officer | \$ 75 | \$ 100 | \$ - | \$ - | \$ - |
| FICA Tax | \$ 45,717 | \$ 69,426 | \$ 71,955 | \$ 72,465 | \$ 72,465 |
| Retirement | \$ 58,665 | \$ 78,868 | \$ 90,989 | \$ 91,845 | \$ 91,845 |
| Retirement-Sworn Law | \$ 50 | \$ 100 | \$ - | \$ - | \$ - |
| 401(K) Employer Contribution | \$ 20,413 | \$ 26,047 | \$ 28,324 | \$ 28,591 | \$ 28,591 |
| Health Care | \$ 90,709 | \$ 112,042 | \$ 109,917 | \$ 109,917 | \$ 109,917 |
| Life Insurance | \$ 967 | \$ 1,595 | \$ 1,767 | \$ 1,783 | \$ 1,783 |
| Emp Sec Ins | \$ - | \$ 339 | \$ 3,269 | \$ 3,292 | \$ 3,292 |
| Workers Compensation | \$ 30,000 | \$ 38,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| Personnel Total | \$ 883,736 | \$ 1,204,328 | \$ 1,286,777 | \$ 1,295,113 | \$ 1,295,113 |
| Operations | | | | | |
| Janitorial Supplies | \$ 305 | \$ 576 | \$ 500 | \$ 500 | \$ 500 |
| Uniforms | \$ 2,214 | \$ 3,900 | \$ 5,700 | \$ 4,700 | \$ 4,700 |
| Meeting Expenses | \$ 329 | \$ 500 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Recreation Programs | \$ 12,495 | \$ 23,473 | \$ 30,800 | \$ 26,800 | \$ 26,800 |
| After School Program | \$ - | \$ 17,100 | \$ 18,100 | \$ 18,100 | \$ 18,100 |
| Summer Camp Program | \$ - | \$ 16,200 | \$ 16,700 | \$ 16,700 | \$ 16,700 |
| Expendable Recreation Equip | \$ 794 | \$ 900 | \$ 900 | \$ 900 | \$ 900 |
| Gas & Oil | \$ 2,413 | \$ 2,500 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Department Supplies | \$ 6,856 | \$ 8,000 | \$ 10,500 | \$ 10,000 | \$ 10,000 |
| Travel | \$ 1,671 | \$ 6,000 | \$ 7,500 | \$ 6,000 | \$ 6,000 |
| Auto Allowance | \$ - | \$ - | \$ 3,165 | \$ 3,165 | \$ 3,165 |
| Telephone | \$ 151 | \$ 144 | \$ 168 | \$ 168 | \$ 168 |
| Cell Phone Stipend | \$ - | \$ 1,344 | \$ 1,344 | \$ 1,344 | \$ 1,344 |
| Postage | \$ 146 | \$ 350 | \$ 350 | \$ 350 | \$ 350 |
| Electric Power | \$ 41,527 | \$ 54,450 | \$ 48,400 | \$ 48,400 | \$ 48,400 |
| Natural Gas | \$ 15,434 | \$ 17,386 | \$ 19,818 | \$ 19,818 | \$ 19,818 |
| City Utilities | \$ 19,159 | \$ 23,677 | \$ 21,473 | \$ 21,473 | \$ 21,473 |
| Printing | \$ - | \$ 1,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Buildings & Grounds | \$ 74,214 | \$ 54,700 | \$ 29,400 | \$ 24,900 | \$ 24,900 |
| B/G Contracted Services | \$ 47,823 | \$ 59,776 | \$ 55,782 | \$ 55,782 | \$ 55,782 |
| Maint Equipment | \$ 119 | \$ 1,050 | \$ 2,200 | \$ 2,200 | \$ 2,200 |
| Maint Radio | \$ 1,063 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Maint Auto | \$ 4,494 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Advertising | \$ - | \$ 5,000 | \$ 8,000 | \$ 5,000 | \$ 5,000 |
| Training | \$ 8,583 | \$ 7,800 | \$ 9,300 | \$ 7,800 | \$ 7,800 |
| Copier Contract Expense | \$ 1,957 | \$ 3,865 | \$ 3,080 | \$ 3,080 | \$ 3,080 |
| Insurance Premiums | \$ 9,915 | \$ 8,484 | \$ 9,756 | \$ 9,756 | \$ 9,756 |
| Dues & Subscriptions | \$ 4,674 | \$ 6,950 | \$ 6,950 | \$ 6,950 | \$ 6,950 |
| Miscellaneous Expense | \$ 65 | \$ - | \$ - | \$ - | \$ - |
| ActiveNet Fees | \$ 4,276 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Right Of Way Charges | \$ 1,395 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Special Projects | \$ 46,832 | \$ 135,605 | \$ - | \$ - | \$ - |
| Contracted Services | \$ 14,642 | \$ 20,920 | \$ 21,510 | \$ 21,510 | \$ 21,510 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|--------------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Salisbury Youth Council | \$ - | \$ 5,000 | \$ 10,000 | \$ 6,000 | \$ 6,000 |
| Special Events | \$ 33,787 | \$ 33,050 | \$ 58,400 | \$ 38,100 | \$ 38,100 |
| Dog Park | \$ 6 | \$ 1,000 | \$ - | \$ - | \$ - |
| Professional Services | \$ 1,883 | \$ 700 | \$ 700 | \$ 700 | \$ 700 |
| Contracted Program Instructors | \$ 9,661 | \$ 14,350 | \$ 19,750 | \$ 17,750 | \$ 17,750 |
| United Arts Council | \$ 56,250 | \$ 56,250 | \$ - | \$ - | \$ - |
| Senior Citizens | \$ 63,000 | \$ 63,000 | \$ - | \$ - | \$ - |
| Hurley Park Advisory Board | \$ 500 | \$ 700 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Transfer - Cap Reserve Fund | \$ 27,020 | \$ 27,036 | \$ 29,740 | \$ 29,740 | \$ 29,740 |
| Operations Total | \$ 515,653 | \$ 691,736 | \$ 466,186 | \$ 423,886 | \$ 423,886 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ 54,330 | \$ - | \$ - | \$ - | \$ - |
| C O Bldg & Grnds | \$ 42,005 | \$ 15,000 | \$ - | \$ - | \$ - |
| Capital Total | \$ 96,335 | \$ 15,000 | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,495,724 | \$ 1,911,064 | \$ 1,752,963 | \$ 1,718,999 | \$ 1,718,999 |



PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---------------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Administration (100) | | | | | |
| Parks & Recreation Director | 1 | 1 | 1 | 1 | 1 |
| Assistant Parks & Recreation Director | 1 | 1 | 1 | 1 | 1 |
| Events Coordinator | 1 | 1 | 1 | 1 | 1 |
| Parks & Recreation Specialist | 1 | 1 | 1 | 1 | 1 |
| Recreation Aide ^{2,3} | 0 | 2 | 0 | 0 | 0 |
| Civic Center (601) | | | | | |
| Recreation Program Supervisor | 1 | 1 | 1 | 1 | 1 |
| Recreation Aide Pool (TPT) | 1 | 1 | 1 | 1 | 1 |
| City Park Center (602) | | | | | |
| Recreation Program Supervisor | 1 | 1 | 1 | 1 | 1 |
| Recreation Programmer ² | 0 | 0 | 1 | 1 | 1 |
| Recreation Aide Pool (TPT) | 1 | 1 | 1 | 1 | 1 |
| Miller Center (603) | | | | | |
| Recreation Program Supervisor | 1 | 1 | 1 | 1 | 1 |
| Recreation Programmer ⁴ | 0 | 0 | 1 | 1 | 1 |
| Recreation Aide Pool (TPT) | 1 | 1 | 1 | 1 | 1 |
| Hall Gym (606) | | | | | |
| Recreation Program Supervisor | 1 | 1 | 1 | 1 | 1 |
| Recreation Programmer ³ | 0 | 0 | 1 | 1 | 1 |
| Recreation Aide Pool (TPT) | 1 | 1 | 1 | 1 | 1 |
| Fred Evans Pool (607) | | | | | |
| Recreation Aide Pool (TPT) | 1 | 1 | 1 | 1 | 1 |
| Hurley Park (612) | | | | | |
| Public Garden Supervisor | 1 | 1 | 1 | 1 | 1 |
| Public Garden Specialist | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL ¹ | 15 | 17 | 18 | 18 | 18 |

¹Compensation Study title changes

²Position reclassified

³Position Reclassified

⁴New position request offset with less part time salaries

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

| | FY 2022 | FY 2023 | FY 2024 | Goal |
|----------------------------|----------------|-----------------|------------------|-------------|
| | <u>Actual</u> | <u>Estimate</u> | <u>Projected</u> | |
| Vehicles Maintained | 303 | 305 | 306 | N/A |
| Other Equipment Maintained | 222 | 222 | 225 | N/A |
| Buses Maintained | 2 | 2 | 2 | N/A |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 700,335 | \$ 705,053 | \$ 806,036 | \$ 773,179 | \$ 773,179 |
| Overtime Salaries | \$ 12,676 | \$ 28,000 | \$ 22,000 | \$ 22,000 | \$ 22,000 |
| FICA Tax | \$ 50,947 | \$ 57,827 | \$ 63,345 | \$ 60,831 | \$ 60,831 |
| Retirement | \$ 80,631 | \$ 91,769 | \$ 106,402 | \$ 102,180 | \$ 102,180 |
| 401(K) Employer Contribution | \$ 28,020 | \$ 30,237 | \$ 33,122 | \$ 31,808 | \$ 31,808 |
| Health Care | \$ 124,442 | \$ 131,788 | \$ 138,990 | \$ 128,245 | \$ 128,245 |
| Life Insurance | \$ 1,389 | \$ 1,817 | \$ 2,009 | \$ 1,927 | \$ 1,927 |
| Emp Sec Ins | \$ - | \$ 285 | \$ 2,791 | \$ 2,676 | \$ 2,676 |
| Workers Compensation | \$ 26,000 | \$ 26,000 | \$ 28,000 | \$ 26,000 | \$ 26,000 |
| Personnel Total | \$ 1,024,441 | \$ 1,072,776 | \$ 1,202,695 | \$ 1,148,846 | \$ 1,148,846 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Operations | | | | | |
| Uniforms | \$ 7,184 | \$ 9,076 | \$ 11,815 | \$ 10,456 | \$ 10,456 |
| Expendable Equipment | \$ 4,365 | \$ 4,300 | \$ 17,650 | \$ 8,613 | \$ 8,613 |
| Gas & Oil | \$ 7,336 | \$ 6,694 | \$ 8,040 | \$ 8,040 | \$ 8,040 |
| Department Supplies | \$ 11,612 | \$ 2,845 | \$ 5,700 | \$ 3,000 | \$ 3,000 |
| Travel | \$ - | \$ - | \$ 1,200 | \$ - | \$ - |
| Telephone | \$ 288 | \$ 204 | \$ 168 | \$ 168 | \$ 168 |
| Cell Phone Stipend | \$ - | \$ 1,848 | \$ 1,848 | \$ 1,848 | \$ 1,848 |
| Electric Power | \$ 7,953 | \$ 10,450 | \$ 9,350 | \$ 9,350 | \$ 9,350 |
| Natural Gas | \$ 4,590 | \$ 4,451 | \$ 5,636 | \$ 5,636 | \$ 5,636 |
| City Utilities | \$ 2,326 | \$ 2,391 | \$ 2,508 | \$ 2,508 | \$ 2,508 |
| Buildings & Grounds | \$ 1,161 | \$ 6,497 | \$ 14,000 | \$ 5,500 | \$ 5,500 |
| B/G Contracted Services | \$ 2,253 | \$ 1,191 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Maint Equipment | \$ 3,695 | \$ 4,962 | \$ 14,000 | \$ 8,300 | \$ 8,300 |
| Maint Cmpt Software | \$ 15,086 | \$ 15,450 | \$ 15,175 | \$ 15,175 | \$ 15,175 |
| Maint Auto | \$ 7,243 | \$ 6,500 | \$ 6,500 | \$ 6,500 | \$ 6,500 |
| Training | \$ 2,070 | \$ 4,880 | \$ 7,260 | \$ 2,500 | \$ 2,500 |
| Copier Contract Expense | \$ 282 | \$ 719 | \$ 700 | \$ 700 | \$ 700 |
| Insurance Premiums | \$ 3,096 | \$ 4,110 | \$ 4,726 | \$ 4,726 | \$ 4,726 |
| Special Projects | \$ 8,019 | \$ 19,020 | \$ 100,385 | \$ 67,985 | \$ 67,985 |
| Professional Services | \$ 3,809 | \$ 1,878 | \$ - | \$ - | \$ - |
| Transfer - Cap Reserve Fund | \$ 4,450 | \$ 19,260 | \$ 21,186 | \$ 21,186 | \$ 21,186 |
| Operations Total | \$ 96,818 | \$ 126,726 | \$ 249,047 | \$ 183,391 | \$ 183,391 |
| Capital | | | | | |
| C O Roof / HVAC | \$ - | \$ - | \$ 45,000 | \$ - | \$ - |
| C O Garage Equipment | \$ 49,119 | \$ 82,000 | \$ 85,000 | \$ 63,500 | \$ 63,500 |
| Capital Total | \$ 49,119 | \$ 82,000 | \$ 130,000 | \$ 63,500 | \$ 63,500 |
| Grand Total | \$ 1,170,378 | \$ 1,281,502 | \$ 1,581,742 | \$ 1,395,737 | \$ 1,395,737 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|-------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Public Works Division Manager | 1 | 1 | 1 | 1 | 1 |
| Fleet Services Supervisor | 1 | 1 | 1 | 1 | 1 |
| Fleet Purchasing Specialist | 1 | 1 | 1 | 1 | 1 |
| Mechanic | 9 | 9 | 9 | 9 | 9 |
| Equipment Service Technician | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | <u>0</u> | <u>0</u> | <u>1</u> | <u>0</u> | <u>0</u> |
| TOTAL¹ | 13 | 13 | 14 | 13 | 13 |

¹Compensation Study title changes

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|--|-----------------------|----------------------------|---------------------|
| HVAC Replacement - Priority 3 | \$ 45,000 | \$ - | \$ - |
| Coats RC-45E Tire Changer Swing Arm 110V | 5,500 | - | - |
| Fleetio Fleet Software | 63,500 | 63,500 | 63,500 |
| Tool Set Replacement | 16,000 | - | - |
| Total Capital Outlay | \$ 130,000 | \$ 63,500 | \$ 63,500 |



STATEMENT OF PURPOSE

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

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Personnel | | | | | |
| | \$ - | \$ - | \$ - | \$ - | \$ - |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Transfer - Fibrant Fund | \$ 2,945,040 | \$ 2,700,000 | \$ 2,700,000 | \$ 2,700,000 | \$ 2,700,000 |
| Operations Total | \$ 2,945,040 | \$ 2,700,000 | \$ 2,700,000 | \$ 2,700,000 | \$ 2,700,000 |
| Capital | | | | | |
| | \$ - | \$ - | \$ - | \$ - | \$ - |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 2,945,040 | \$ 2,700,000 | \$ 2,700,000 | \$ 2,700,000 | \$ 2,700,000 |

Transportation

STATEMENT OF PURPOSE

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

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Personnel | | | | | |
| | \$ - | \$ - | \$ - | \$ - | \$ - |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Transfer - Transit Fund | \$ 630,000 | \$ 630,000 | \$ 630,000 | \$ 630,000 | \$ 630,000 |
| Operations Total | \$ 630,000 | \$ 630,000 | \$ 630,000 | \$ 630,000 | \$ 630,000 |
| Capital | | | | | |
| | \$ - | \$ - | \$ - | \$ - | \$ - |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 630,000 | \$ 630,000 | \$ 630,000 | \$ 630,000 | \$ 630,000 |

Education

641

STATEMENT OF PURPOSE

To provide funding for the Supplementary Education System (Horizons). All Special Community Organization Groups appropriations budget moved to City Council (411) Special Projects.

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Supplementary Ed | \$ 40,000 | \$ 40,000 | \$ - | \$ - | \$ - |
| Operations Total | \$ 40,000 | \$ 40,000 | \$ - | \$ - | \$ - |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 40,000 | \$ 40,000 | \$ - | \$ - | \$ - |

Debt Service

901

STATEMENT OF PURPOSE

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

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Lease Purchase Principal | \$ 629,240 | \$ 629,240 | \$ 998,620 | \$ 998,620 | \$ 998,620 |
| Lease Purchase Interest Exp | \$ 199,612 | \$ 181,338 | \$ 397,064 | \$ 370,064 | \$ 370,064 |
| Operations Total | \$ 828,852 | \$ 810,578 | \$ 1,395,684 | \$ 1,368,684 | \$ 1,368,684 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 828,852 | \$ 810,578 | \$ 1,395,684 | \$ 1,368,684 | \$ 1,368,684 |

CITY OF SALISBURY

GENERAL FUND CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2024
With Estimated Actual for Year Ending June 30, 2023 and
Actual for Year Ended June 30, 2022

| | <u>2022</u> <u>Actual</u> | <u>2023</u> <u>Estimate</u> | <u>2024</u> <u>Budget</u> |
|--|------------------------------|--------------------------------|------------------------------|
| NONOPERATING REVENUES: | | | |
| Interest earned on investments | \$ 6,517 | \$ 77,885 | \$ 80,000 |
| Other | <u>90,300</u> | <u>19,766</u> | <u>-</u> |
| Total nonoperating revenues | <u>\$ 96,817</u> | <u>\$ 97,651</u> | <u>\$ 80,000</u> |
| OTHER FINANCING SOURCES: | | | |
| Operating transfer from General Fund | \$ 2,214,197 | \$ 2,367,648 | \$ 2,604,412 |
| Lease purchase revenues | - | - | 3,800,812 |
| Fund balance appropriated | <u>-</u> | <u>455,634</u> | <u>-</u> |
| Total other financing sources | <u>\$ 2,214,197</u> | <u>\$ 2,823,282</u> | <u>\$ 6,405,224</u> |
| Total revenues and other financing sources | <u><u>\$ 2,311,014</u></u> | <u><u>\$ 2,920,933</u></u> | <u><u>\$ 6,485,224</u></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

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Lease Purchase Principal | \$ 439,552 | \$ 559,552 | \$ 383,291 | \$ 383,291 | \$ 383,291 |
| Lease Purchase Interest Exp | \$ 28,818 | \$ 57,972 | \$ 7,097 | \$ 7,097 | \$ 7,097 |
| Operations Total | \$ 468,369 | \$ 617,524 | \$ 390,388 | \$ 390,388 | \$ 390,388 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ 1,211,913 | \$ 3,841,062 | \$ 244,902 | \$ 5,949,237 | \$ 5,949,237 |
| C O Computer Equipment | \$ 718,625 | \$ 187,200 | \$ - | \$ 145,599 | \$ 145,599 |
| Capital Total | \$ 1,930,538 | \$ 4,028,262 | \$ 244,902 | \$ 6,094,836 | \$ 6,094,836 |
| Grand Total | \$ 2,398,907 | \$ 4,645,786 | \$ 635,290 | \$ 6,485,224 | \$ 6,485,224 |

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|--|-----------------------|----------------------------|---------------------|
| Communications | | | |
| Computer Equipment Replacement | \$ - | \$ 6,000 | \$ 6,000 |
| Total Capital Outlay | \$ - | \$ 6,000 | \$ 6,000 |
| Information Technologies | | | |
| Computer Replacement | \$ - | \$ 139,599 | \$ 139,599 |
| Total Capital Outlay | \$ - | \$ 139,599 | \$ 139,599 |
| Traffic Operations | | | |
| F-550 Bucket Truck | \$ - | \$ 211,580 | \$ 211,580 |
| Total Capital Outlay | \$ - | \$ 211,580 | \$ 211,580 |
| Police - Operations | | | |
| Replace 2 F-150 PPV (Marked) | \$ - | \$ 134,988 | \$ 134,988 |
| Replace 3 SUV (Marked) | - | 208,488 | 208,488 |
| Replace 2 SUV (Marked) Tahoe K9 | - | 156,302 | 156,302 |
| Replace SUV (Bronco Unmarked) | - | 33,941 | 33,941 |
| Replace Truck (Maveric Unmarked) | - | 31,546 | 31,546 |
| Replace F-150 PPV (Unmarked) | - | 67,245 | 67,245 |
| Total Capital Outlay | \$ - | \$ 632,510 | \$ 632,510 |
| Fire | | | |
| Fire Truck - Ladder | \$ - | \$ 2,531,106 | \$ 2,531,106 |
| Fire Truck - Pumper | - | 1,269,706 | 1,269,706 |
| Total Capital Outlay | \$ - | \$ 3,800,812 | \$ 3,800,812 |
| Telecommunications | | | |
| 250 KW Portable Generator | \$ 190,546 | \$ 190,546 | \$ 190,546 |
| Ford T-150 Van | 54,356 | 54,356 | 54,356 |
| Total Capital Outlay | \$ 244,902 | \$ 244,902 | \$ 244,902 |
| Public Works - Facilities Maintenance | | | |
| F-250 w/Liftgate | \$ - | \$ 55,961 | \$ 55,961 |
| Total Capital Outlay | \$ - | \$ 55,961 | \$ 55,961 |
| Public Works - Street | | | |
| Infared Asphalt Heater | \$ - | \$ 15,000 | \$ 15,000 |
| Total Capital Outlay | \$ - | \$ 15,000 | \$ 15,000 |
| Public Works - Solid Waste Mgmt | | | |
| Replace Automated Sidearm | \$ - | \$ 443,306 | \$ 443,306 |
| Replace Limb Truck | - | 392,006 | 392,006 |
| Total Capital Outlay | \$ - | \$ 835,312 | \$ 835,312 |

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| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|---|-----------------------|----------------------------|---------------------|
| Public Works - Grounds Maintenance | | | |
| Replace 72" Front Cut Mower | \$ - | \$ 41,272 | \$ 41,272 |
| John Deere Tractor | - | 47,372 | 47,372 |
| 20' Equipment Trailer | - | 8,555 | 8,555 |
| Total Capital Outlay | \$ - | \$ 97,199 | \$ 97,199 |
| Public Works - Fleet | | | |
| Replace F-250 w/Lift Gate | \$ - | \$ 55,961 | \$ 55,961 |
| Total Capital Outlay | \$ - | \$ 55,961 | \$ 55,961 |
| Debt Service | | | |
| Principal and Interest | \$ 390,388 | \$ 390,388 | \$ 390,388 |
| Total Operating | \$ 390,388 | \$ 390,388 | \$ 390,388 |



CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2024
With Estimated Actual for the Year Ending June 30, 2023 and
Actual for the Year Ended June 30, 2022

| | <u>2022</u> Actual | <u>2023</u> Estimate | <u>2024</u> Budget |
|---------------------------------|-----------------------|-------------------------|-----------------------|
| OPERATING REVENUES: | | | |
| Charges for services | \$ 27,827,463 | \$ 28,000,000 | \$ 27,896,113 |
| Water and sewer taps | 1,683,627 | 1,950,000 | 1,200,000 |
| Other operating revenues | <u>1,137,812</u> | <u>857,666</u> | <u>869,856</u> |
| Total operating revenues | <u>\$ 30,648,902</u> | <u>\$ 30,807,666</u> | <u>\$ 29,965,969</u> |
| NONOPERATING REVENUES: | | | |
| Interest earned on investments | \$ 61,879 | \$ 700,000 | \$ 860,000 |
| Total nonoperating revenues | <u>\$ 61,879</u> | <u>\$ 700,000</u> | <u>\$ 860,000</u> |
| OTHER FINANCING SOURCES: | | | |
| Fund balance appropriated | \$ - | \$ 5,409,966 | \$ 6,480,000 |
| Total other financing sources | <u>\$ -</u> | <u>\$ 5,409,966</u> | <u>\$ 6,480,000</u> |
| Total revenues | <u>\$ 30,710,781</u> | <u>\$ 36,917,632</u> | <u>\$ 37,305,969</u> |



**CITY OF SALISBURY
FY 2023-2024 BUDGET SUMMARY
WATER AND SEWER FUND**

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| REVENUE | \$ 30,710,781 | \$ 33,485,486 | \$ 30,290,207 | \$ 37,246,454 | \$ 37,305,969 |
| EXPENSES | | | | | |
| Personnel | | | | | |
| Regular Salaries | \$ 4,323,562 | \$ 4,459,594 | \$ 4,978,401 | \$ 5,016,337 | \$ 5,016,337 |
| Overtime Salaries | \$ 168,483 | \$ 149,550 | \$ 182,750 | \$ 182,750 | \$ 182,750 |
| Part Time Salaries | \$ 28,236 | \$ 55,960 | \$ 37,760 | \$ 37,760 | \$ 37,760 |
| FICA Tax | \$ 330,297 | \$ 356,844 | \$ 397,713 | \$ 400,615 | \$ 400,615 |
| Retirement | \$ 509,735 | \$ 559,554 | \$ 659,097 | \$ 663,972 | \$ 663,972 |
| 401(K) Employer Contribution | \$ 175,873 | \$ 184,365 | \$ 205,171 | \$ 206,688 | \$ 206,688 |
| Pension Expense - LGERS | \$ (148,143) | \$ - | \$ - | \$ - | \$ - |
| Health Care | \$ 769,145 | \$ 871,972 | \$ 908,866 | \$ 905,243 | \$ 905,243 |
| Life Insurance | \$ 8,714 | \$ 11,003 | \$ 12,400 | \$ 12,495 | \$ 12,495 |
| Emp Sec Ins | \$ - | \$ 7,731 | \$ 17,361 | \$ 17,491 | \$ 17,491 |
| Workers Compensation | \$ 182,000 | \$ 184,000 | \$ 188,000 | \$ 188,000 | \$ 188,000 |
| Personnel Total | \$ 6,347,902 | \$ 6,840,573 | \$ 7,587,519 | \$ 7,631,351 | \$ 7,631,351 |
| Operations | | | | | |
| Uniforms | \$ 50,667 | \$ 59,675 | \$ 60,540 | \$ 60,540 | \$ 60,540 |
| Expendable Equipment | \$ 43,063 | \$ 43,497 | \$ 64,425 | \$ 52,425 | \$ 52,425 |
| Materials New Streets | \$ 157,166 | \$ 10,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| Gas & Oil | \$ 157,590 | \$ 148,158 | \$ 191,102 | \$ 191,102 | \$ 191,102 |
| Department Supplies | \$ 69,262 | \$ 81,846 | \$ 104,286 | \$ 96,588 | \$ 96,588 |
| Meters & Meter Boxes | \$ 143,428 | \$ 181,000 | \$ 255,000 | \$ 255,000 | \$ 255,000 |
| Hose And Fittings | \$ 138,033 | \$ 171,948 | \$ 159,579 | \$ 159,579 | \$ 159,579 |
| Chemicals | \$ 511,089 | \$ 1,116,350 | \$ 1,072,900 | \$ 1,072,900 | \$ 1,072,900 |
| Lab Supplies | \$ 55,793 | \$ 80,450 | \$ 99,000 | \$ 99,000 | \$ 99,000 |
| Travel | \$ 4,547 | \$ 16,150 | \$ 14,100 | \$ 14,100 | \$ 14,100 |
| Auto Allowance | \$ - | \$ - | \$ 3,600 | \$ 3,600 | \$ 3,600 |
| Telephone | \$ 15,013 | \$ 16,050 | \$ 15,156 | \$ 15,156 | \$ 15,156 |
| Cell Phone Stipend | \$ - | \$ 9,864 | \$ 11,760 | \$ 11,760 | \$ 11,760 |
| Wireless Air Cards | \$ 7,810 | \$ 14,406 | \$ 15,084 | \$ 15,084 | \$ 15,084 |
| Postage | \$ 93,914 | \$ 102,000 | \$ 105,650 | \$ 105,650 | \$ 105,650 |
| Electric Power | \$ 1,133,467 | \$ 1,525,575 | \$ 1,396,300 | \$ 1,396,300 | \$ 1,396,300 |
| Natural Gas | \$ 4,501 | \$ 7,513 | \$ 9,954 | \$ 9,954 | \$ 9,954 |
| City Utilities | \$ 275,148 | \$ 330,946 | \$ 289,599 | \$ 289,599 | \$ 289,599 |
| Printing | \$ 24,064 | \$ 24,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Buildings & Grounds | \$ 86,778 | \$ 691,800 | \$ 994,800 | \$ 775,300 | \$ 775,300 |
| B/G Contracted Services | \$ 38,004 | \$ 48,926 | \$ 56,048 | \$ 56,048 | \$ 56,048 |
| Maint Equipment | \$ 1,287,794 | \$ 1,558,847 | \$ 4,937,342 | \$ 1,705,568 | \$ 1,705,568 |
| Maint Radio | \$ 1,342 | \$ 6,500 | \$ 7,600 | \$ 7,600 | \$ 7,600 |
| Maint Cmpt Software | \$ 270,618 | \$ 325,984 | \$ 346,437 | \$ 346,437 | \$ 346,437 |
| Maint Instruments | \$ 9,257 | \$ 10,745 | \$ 35,170 | \$ 12,420 | \$ 12,420 |
| Maint Auto | \$ 74,000 | \$ 61,550 | \$ 34,450 | \$ 34,450 | \$ 34,450 |
| Vehicle Damage Repair | \$ 7,606 | \$ - | \$ - | \$ - | \$ - |
| Water Line Repairs | \$ - | \$ 100,000 | \$ 575,000 | \$ 575,000 | \$ 575,000 |
| Sewer Line Repairs | \$ 227,400 | \$ 1,410,014 | \$ 1,818,400 | \$ 1,818,400 | \$ 1,818,400 |
| Training | \$ 26,028 | \$ 58,445 | \$ 69,650 | \$ 69,650 | \$ 69,650 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|--------------------------------|----------------------|----------------------|----------------------|---------------------------|----------------------|
| Copier Contract Expense | \$ 6,996 | \$ 12,584 | \$ 11,350 | \$ 11,350 | \$ 11,350 |
| Insurance Premiums | \$ 94,157 | \$ 109,037 | \$ 125,092 | \$ 144,817 | \$ 144,817 |
| Depreciation Expense | \$ 5,015,477 | \$ - | \$ - | \$ - | \$ - |
| Dues & Subscriptions | \$ 37,235 | \$ 47,555 | \$ 46,010 | \$ 46,460 | \$ 46,460 |
| Facility License Fees | \$ 12,075 | \$ 12,355 | \$ 12,355 | \$ 12,355 | \$ 12,355 |
| Collection Expenses | \$ 229,579 | \$ 228,000 | \$ 288,000 | \$ 288,000 | \$ 288,000 |
| Miscellaneous Expense | \$ 14,675 | \$ 21,350 | \$ 35,950 | \$ 35,950 | \$ 35,950 |
| Special Projects | \$ 27,589 | \$ 564,309 | \$ 75,000 | \$ 75,000 | \$ 134,515 |
| Contracted Services | \$ 583,051 | \$ 2,533,774 | \$ 2,124,560 | \$ 2,124,560 | \$ 2,124,560 |
| Employee Assistance Program | \$ 1,605 | \$ 1,615 | \$ 3,561 | \$ 3,561 | \$ 3,561 |
| Retiree Health Insurance | \$ (150,715) | \$ 90,650 | \$ 90,650 | \$ 90,650 | \$ 90,650 |
| SWAY | \$ 2,347 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Professional Services | \$ 1,169,051 | \$ 1,001,470 | \$ 851,000 | \$ 851,000 | \$ 851,000 |
| Client Cmty-China Grove | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Client Cmty-Granite Quarry | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Client Cmty-Rockwell | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Client Cmty-Spencer | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Bond Principal | \$ - | \$ 2,985,900 | \$ 3,085,920 | \$ 3,085,920 | \$ 3,085,920 |
| Bond Interest Expense | \$ 1,982,269 | \$ 1,884,210 | \$ 1,793,233 | \$ 1,793,296 | \$ 1,793,296 |
| Lease Purchase Principal | \$ - | \$ 129,240 | \$ 64,620 | \$ 64,620 | \$ 64,620 |
| Lease Purchase Interest Exp | \$ 4,513 | \$ 3,030 | \$ 602 | \$ 602 | \$ 602 |
| Debt Principal Pymts On Behalf | \$ - | \$ 209,490 | \$ 125,583 | \$ 125,583 | \$ 125,583 |
| Debt Interest Pymts On Behalf | \$ 20,833 | \$ 16,630 | \$ 11,579 | \$ 11,579 | \$ 11,579 |
| Bond Service Charges | \$ (316,656) | \$ - | \$ - | \$ - | \$ - |
| Transfer - Cap Reserve Fund | \$ 500,668 | \$ 472,896 | \$ 520,185 | \$ 520,185 | \$ 520,185 |
| Transfer - Capital Project Fnd | \$ 300,000 | \$ 3,200,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 |
| Charges - General Fund | \$ 3,519,227 | \$ 3,626,237 | \$ 3,519,227 | \$ 3,990,405 | \$ 3,990,405 |
| Operations Total | \$ 18,017,356 | \$ 25,567,571 | \$ 26,837,409 | \$ 23,835,103 | \$ 23,894,618 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ - | \$ 852,810 | \$ 7,980,000 | \$ 5,480,000 | \$ 5,480,000 |
| Water Line Extension | \$ 491,910 | \$ 174,532 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| Sewer Line Extension | \$ - | \$ 50,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| Capital Total | \$ 491,910 | \$ 1,077,342 | \$ 8,280,000 | \$ 5,780,000 | \$ 5,780,000 |
| Grand Total | \$ 24,857,168 | \$ 33,485,486 | \$ 42,704,928 | \$ 37,246,454 | \$ 37,305,969 |

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 to focus on resiliency of the SRU system.
2. Continue efforts toward rate stabilization and overall fiscal stability.
3. Provide opportunities for staff training and development, department-wide.
4. Attract, retain and compensate employees fairly with purposeful intent to reduce the employee turnover rate.
5. Protect and defend Salisbury and Rowan County's water rights and supply.
6. Provide timely stakeholder communications and public education.
7. Continue to participate in High Rock Lake Nutrient Management Strategy process.
8. Assist in cooperative partnerships to extend water and sewer to growth corridors.
9. Manage and fund a sustainable Capital Improvement Plan (CIP).

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | Goal |
|--|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | |
| Administrative Workload | | | | |
| FTEs | 87 | 88 | 91 | N/A |
| Total Estimated Population Receiving Water Service (countywide) | 55,200 | 56,000 | 56,800 | N/A |
| Total Estimated Population Receiving Sewer Service (countywide) | 56,400 | 57,100 | 57,800 | N/A |
| Land Area Spanned for Water Service (square miles) | 49.3 | 49.4 | 49.6 | N/A |
| Land Area Spanned for Sewer Service (square miles) | 46.0 | 46.1 | 46.3 | N/A |
| Number of Water Connections | 23,120 | 23,450 | 23,800 | N/A |
| Number of Sewer Connections | 19,500 | 19,750 | 20,000 | N/A |
| Residential Water Rate (per 1 CCF) * | \$4.10 | \$4.26 | \$4.26 | N/A |
| Residential Sewer Rate (per 1 CCF) | \$5.59 | \$5.86 | \$5.86 | N/A |
| Administrative Efficiency | | | | |
| Employee Turnover Rate | 18.4% | 23.9% | 15.0% | N/A |
| FTEs Per Square Mile Served | 1.76 | 1.78 | 1.83 | N/A |
| Average Residential Utility Bill (4,000 gal) as % of Median Household Income | 1.36% | 1.41% | 1.41% | N/A |
| Administrative Effectiveness | | | | |
| Average Years of Experience | 11.5 | 11.4 | 11.3 | N/A |
| Service Density (Population Served per Square Mile) - Water | 1,120 | 1,134 | 1,145 | N/A |
| Service Density (Population Served per Square Mile) - Sewer | 1,226 | 1,239 | 1,248 | N/A |
| Average Residential Rate Increase (% over prior year) | 2.00% | 4.20% | 4.20% | N/A |

* 1 CCF = 100 cubic feet of water

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 970,181 | \$ 903,697 | \$ 915,004 | \$ 952,940 | \$ 952,940 |
| Overtime Salaries | \$ 678 | \$ 1,000 | \$ 500 | \$ 500 | \$ 500 |
| Part Time Salaries | \$ 27,190 | \$ 55,960 | \$ 37,760 | \$ 37,760 | \$ 37,760 |
| FICA Tax | \$ 73,066 | \$ 73,490 | \$ 72,924 | \$ 75,826 | \$ 75,826 |
| Retirement | \$ 109,514 | \$ 109,830 | \$ 117,643 | \$ 122,518 | \$ 122,518 |
| 401(K) Employer Contribution | \$ 38,255 | \$ 36,188 | \$ 36,620 | \$ 38,137 | \$ 38,137 |
| Pension Expense - LGERS | \$ (148,143) | \$ - | \$ - | \$ - | \$ - |
| Health Care | \$ 118,181 | \$ 117,961 | \$ 114,033 | \$ 110,410 | \$ 110,410 |
| Life Insurance | \$ 1,945 | \$ 2,238 | \$ 2,288 | \$ 2,383 | \$ 2,383 |
| Emp Sec Ins | \$ - | \$ 373 | \$ 3,304 | \$ 3,434 | \$ 3,434 |
| Workers Compensation | \$ 26,000 | \$ 26,000 | \$ 26,000 | \$ 26,000 | \$ 26,000 |
| Personnel Total | \$ 1,216,868 | \$ 1,326,737 | \$ 1,326,076 | \$ 1,369,908 | \$ 1,369,908 |
| Operations | | | | | |
| Uniforms | \$ 3,891 | \$ 3,900 | \$ 3,960 | \$ 3,960 | \$ 3,960 |
| Gas & Oil | \$ 11,401 | \$ 10,320 | \$ 9,045 | \$ 9,045 | \$ 9,045 |
| Department Supplies | \$ 3,656 | \$ 6,000 | \$ 7,188 | \$ 7,188 | \$ 7,188 |
| Travel | \$ 3,443 | \$ 3,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Auto Allowance | \$ - | \$ - | \$ 3,600 | \$ 3,600 | \$ 3,600 |
| Telephone | \$ 10,576 | \$ 10,822 | \$ 11,160 | \$ 11,160 | \$ 11,160 |
| Cell Phone Stipend | \$ - | \$ 4,716 | \$ 7,188 | \$ 7,188 | \$ 7,188 |
| Wireless Air Cards | \$ 912 | \$ 924 | \$ 924 | \$ 924 | \$ 924 |
| Postage | \$ 92,403 | \$ 95,600 | \$ 98,000 | \$ 98,000 | \$ 98,000 |
| Electric Power | \$ 8,890 | \$ 12,100 | \$ 10,450 | \$ 10,450 | \$ 10,450 |
| Natural Gas | \$ 352 | \$ 399 | \$ 404 | \$ 404 | \$ 404 |
| City Utilities | \$ 2,646 | \$ 2,530 | \$ 2,717 | \$ 2,717 | \$ 2,717 |
| Printing | \$ 24,064 | \$ 24,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Buildings & Grounds | \$ 9,183 | \$ 30,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| B/G Contracted Services | \$ 8,081 | \$ 9,835 | \$ 11,569 | \$ 11,569 | \$ 11,569 |
| Maint Equipment | \$ 58 | \$ 1,500 | \$ 3,500 | \$ 1,500 | \$ 1,500 |
| Maint Cmpt Software | \$ 16,568 | \$ 45,190 | \$ 41,499 | \$ 41,499 | \$ 41,499 |
| Maint Auto | \$ 1,537 | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Vehicle Damage Repair | \$ 1,435 | \$ - | \$ - | \$ - | \$ - |
| Training | \$ 4,998 | \$ 5,500 | \$ 10,200 | \$ 10,200 | \$ 10,200 |
| Copier Contract Expense | \$ 1,662 | \$ 2,508 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Insurance Premiums | \$ 3,006 | \$ 4,085 | \$ 4,698 | \$ 24,423 | \$ 24,423 |
| Depreciation Expense | \$ 5,015,477 | \$ - | \$ - | \$ - | \$ - |
| Dues & Subscriptions | \$ 33,305 | \$ 38,530 | \$ 37,000 | \$ 37,450 | \$ 37,450 |
| Collection Expenses | \$ 229,579 | \$ 228,000 | \$ 288,000 | \$ 288,000 | \$ 288,000 |
| Miscellaneous Expense | \$ 6,009 | \$ 8,000 | \$ 18,000 | \$ 18,000 | \$ 18,000 |
| Special Projects | \$ 27,589 | \$ 564,309 | \$ 75,000 | \$ 75,000 | \$ 134,515 |
| Contracted Services | \$ - | \$ 100,000 | \$ 125,000 | \$ 125,000 | \$ 125,000 |
| Employee Assistance Program | \$ 1,605 | \$ 1,615 | \$ 3,561 | \$ 3,561 | \$ 3,561 |
| Retiree Health Insurance | \$ (150,715) | \$ 90,650 | \$ 90,650 | \$ 90,650 | \$ 90,650 |
| SWAY | \$ 2,347 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Professional Services | \$ 1,169,051 | \$ 1,001,470 | \$ 851,000 | \$ 851,000 | \$ 851,000 |
| Client Cmty-China Grove | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Client Cmty-Granite Quarry | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Client Cmty-Rockwell | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|----------------------|---------------------|----------------------|---------------------------|---------------------|
| Client Cmty-Spencer | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Transfer - Cap Reserve Fund | \$ 14,503 | \$ 15,132 | \$ 16,645 | \$ 16,645 | \$ 16,645 |
| Charges - General Fund | \$ 3,519,227 | \$ 3,626,237 | \$ 3,519,227 | \$ 3,990,405 | \$ 3,990,405 |
| Operations Total | \$ 10,126,737 | \$ 6,154,872 | \$ 5,545,185 | \$ 6,034,538 | \$ 6,094,053 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 11,343,605 | \$ 7,481,609 | \$ 6,871,261 | \$ 7,404,446 | \$ 7,463,961 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Utilities Director | 1 | 1 | 1 | 1 | 1 |
| Administrative Services Supervisor | 1 | 1 | 1 | 1 | 1 |
| Utilities Environmental Compliance Coordinat | 1 | 1 | 1 | 1 | 1 |
| Administrative Specialist | 1 | 1 | 1 | 1 | 1 |
| Building Trades Specialist | 1 | 1 | 1 | 1 | 1 |
| Assistant Utilities Director | 1 | 1 | 1 | 1 | 1 |
| Utility Construction Project Manager | 1 | 1 | 1 | 1 | 1 |
| Utilities Construction Inspector | 1 | 1 | 1 | 1 | 1 |
| Utilities Engineer /Sr. | 1 | 1 | 2 | 1 | 1 |
| Utilities Special Projects Manager | 1 | 1 | 1 | 1 | 1 |
| GIS Administrator | 1 | 1 | 1 | 1 | 1 |
| GIS Manager ³ | 1 | 0 | 0 | 0 | 0 |
| Water Resources Manager | 1 | 1 | 1 | 1 | 1 |
| Utilities Construction Inspector (PT) ² | <u>0</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 13 | 13 | 14 | 13 | 13 |

¹Compensation Study title changes

²Position added

³Position moved to General Fund

STATEMENT OF PURPOSE

To provide the customers of Salisbury-Rowan Utilities with a sufficient supply of high-quality potable water that meets or exceeds all regulatory 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. Attract and retain certified staff by providing challenging and favorable training and professional development opportunities.
3. Continue to fine-tune the operations of the newly rehabbed filters, dewatering basins and centrifuge.
4. Continue to bridge water distribution and water treatment through strategic position and job function changes.
5. Continue optimized chemical usage through newly installed zetasizer instrumentation.
6. Continue to utilize and evaluate data from asset management system (Asset Essentials).
7. Update SCADA (Supervisory Control & Data Acquisition) infrastructure.
8. Ensure quality and compliance with Water Laboratories state and federal requirements.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | |
|--|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | Goal |
| Water Treatment Workload | | | | |
| Number of Water Treatment FTEs | 11.5 | 13.0 | 15.0 | N/A |
| Millions of Gallons Potable Water Produced | 3,177 | 3,200 | 3,300 | N/A |
| Number of Water Quality Complaints | 18 | 40 | 45 | N/A |
| Number of Water Analyses Performed | 97,882 | 98,000 | 98,000 | N/A |
| Water Treatment Efficiency | | | | |
| Cost Per Million Gallons of Potable Water Produced | \$582 | \$707 | \$725 | N/A |
| Water Treatment Effectiveness | | | | |
| Average Water Plant Operational Capacity | 34.83% | 35.08% | 36.18% | N/A |
| Average Daily Potable Water Turbidity (NTU) | 0.05 | 0.05 | 0.05 | 0.05 |

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 440,682 | \$ 437,429 | \$ 600,245 | \$ 600,245 | \$ 600,245 |
| Overtime Salaries | \$ 44,647 | \$ 35,000 | \$ 55,000 | \$ 55,000 | \$ 55,000 |
| FICA Tax | \$ 35,331 | \$ 36,141 | \$ 50,126 | \$ 50,126 | \$ 50,126 |
| Retirement | \$ 55,117 | \$ 57,354 | \$ 84,199 | \$ 84,199 | \$ 84,199 |
| 401(K) Employer Contribution | \$ 18,544 | \$ 18,897 | \$ 26,210 | \$ 26,210 | \$ 26,210 |
| Health Care | \$ 83,564 | \$ 87,745 | \$ 116,537 | \$ 116,537 | \$ 116,537 |
| Life Insurance | \$ 970 | \$ 1,076 | \$ 1,493 | \$ 1,493 | \$ 1,493 |
| Emp Sec Ins | \$ - | \$ 1,507 | \$ 2,077 | \$ 2,077 | \$ 2,077 |
| Workers Compensation | \$ 18,000 | \$ 18,000 | \$ 24,000 | \$ 24,000 | \$ 24,000 |
| Personnel Total | \$ 696,856 | \$ 693,149 | \$ 959,887 | \$ 959,887 | \$ 959,887 |
| Operations | | | | | |
| Uniforms | \$ 3,611 | \$ 6,300 | \$ 7,700 | \$ 7,700 | \$ 7,700 |
| Expendable Equipment | \$ 1,546 | \$ 3,500 | \$ 4,500 | \$ 4,500 | \$ 4,500 |
| Gas & Oil | \$ 9,480 | \$ 10,627 | \$ 9,246 | \$ 9,246 | \$ 9,246 |
| Department Supplies | \$ 3,770 | \$ 3,000 | \$ 14,800 | \$ 14,800 | \$ 14,800 |
| Chemicals | \$ 274,122 | \$ 568,500 | \$ 628,000 | \$ 628,000 | \$ 628,000 |
| Lab Supplies | \$ 33,253 | \$ 47,000 | \$ 58,000 | \$ 58,000 | \$ 58,000 |
| Travel | \$ 191 | \$ - | \$ - | \$ - | \$ - |
| Telephone | \$ 447 | \$ 456 | \$ 468 | \$ 468 | \$ 468 |
| Cell Phone Stipend | \$ - | \$ 900 | \$ 300 | \$ 300 | \$ 300 |
| Wireless Air Cards | \$ 380 | \$ - | \$ - | \$ - | \$ - |
| Postage | \$ 546 | \$ 3,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| Electric Power | \$ 463,832 | \$ 548,625 | \$ 522,500 | \$ 522,500 | \$ 522,500 |
| Natural Gas | \$ 590 | \$ 4,446 | \$ 4,110 | \$ 4,110 | \$ 4,110 |
| City Utilities | \$ 10,307 | \$ 11,374 | \$ 11,651 | \$ 11,651 | \$ 11,651 |
| Buildings & Grounds | \$ 18,288 | \$ 5,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| B/G Contracted Services | \$ 4,119 | \$ 4,176 | \$ 6,337 | \$ 6,337 | \$ 6,337 |
| Maint Equipment | \$ 494,011 | \$ 478,396 | \$ 1,234,892 | \$ 564,018 | \$ 564,018 |
| Maint Auto | \$ 3,374 | \$ 3,000 | \$ - | \$ - | \$ - |
| Training | \$ 4,819 | \$ 6,550 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| Copier Contract Expense | \$ 307 | \$ 801 | \$ 750 | \$ 750 | \$ 750 |
| Insurance Premiums | \$ 29,342 | \$ 34,326 | \$ 39,475 | \$ 39,475 | \$ 39,475 |
| Dues & Subscriptions | \$ 660 | \$ 800 | \$ 800 | \$ 800 | \$ 800 |
| Facility License Fees | \$ 5,475 | \$ 5,505 | \$ 5,505 | \$ 5,505 | \$ 5,505 |
| Miscellaneous Expense | \$ 540 | \$ 540 | \$ 540 | \$ 540 | \$ 540 |
| Contracted Services | \$ 92,065 | \$ 277,500 | \$ 321,900 | \$ 321,900 | \$ 321,900 |
| Transfer - Cap Reserve Fund | \$ 41,218 | \$ 42,168 | \$ 46,385 | \$ 46,385 | \$ 46,385 |
| Operations Total | \$ 1,496,294 | \$ 2,066,490 | \$ 2,943,359 | \$ 2,272,485 | \$ 2,272,485 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ - | \$ - | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 |
| Capital Total | \$ - | \$ - | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 |
| Grand Total | \$ 2,193,150 | \$ 2,759,639 | \$ 4,903,246 | \$ 4,232,372 | \$ 4,232,372 |

PERSONNEL DETAIL

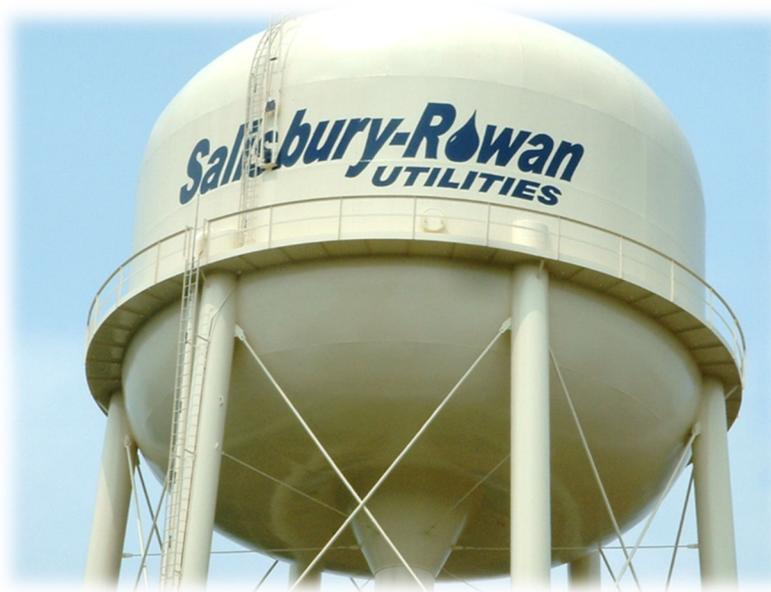
| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Water Resources - Water Treatment (811) | | | | | |
| Water Treatment Plant Supervisor | 1 | 1 | 1 | 1 | 1 |
| Laboratory Analyst ² | 0 | 0 | 0 | 1 | 1 |
| Water Treatment Plant Operator /Sr. | 6 | 6 | 8 | 8 | 8 |
| Utilities Systems Maintenance Specialist | 1 | 1 | 1 | 1 | 1 |
| Water Quality Technician | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL ¹ | 9 | 9 | 11 | 12 | 12 |

¹Compensation Study title changes

²Moved from 815

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|---|-----------------------|----------------------------|---------------------|
| Water Treatment Plant (811) | | | |
| NPDES Permitting, Design & Construction | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 |
| Total Capital Outlay | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 |



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. Evaluate compensation plan and certification policy to attract, reward and retain a qualified, experienced labor force.
2. Continue to increase inflow and infiltration reduction efforts by repairing and/or replacing identified wastewater lines.
3. Continue to implement preventative maintenance program and recommend rehabilitation projects to be included in the CIP.
4. Implement a comprehensive work order system to include inventory, maintenance record keeping, and system improvements with full integration with the current GIS framework.
5. Update or replace fire hydrants, valves, and meter installations that are unserviceable.
6. Provide a quick turnaround on installation of new water and sewer taps.
7. Fill vacant positions to reduce the cost of installation of new water and wastewater taps.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | |
|--|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | Goal |
| Distribution & Collection Workload | | | | |
| Inch Miles of Distribution Line Maintained | 3,985 | 3,995 | 4,020 | N/A |
| Inch Miles of Collection Line Maintained | 4,501 | 4,507 | 4,520 | 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 | 1,004 | 900 | 950 | N/A |
| Distribution Line Failures | 78 | 90 | 80 | N/A |
| Collection Line Failures | 11 | 12 | 12 | N/A |
| Reported Complaints | 538 | 550 | 500 | N/A |
| Distribution & Collection Efficiency | | | | |
| Cost Per Inch Mile of Distribution Line Maintained | \$567 | \$564 | \$575 | N/A |
| Cost Per Inch Mile of Collection Line Maintained | \$459 | \$495 | \$520 | N/A |
| Distribution & Collection Effectiveness | | | | |
| Failures Per Inch Mile of Distribution Line Maintained | 0.020 | 0.023 | 0.020 | N/A |
| Incidents Per Inch Mile of Collection Line Maintained | 0.002 | 0.003 | 0.003 | N/A |

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|--------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 1,091,886 | \$ 1,180,461 | \$ 1,446,394 | \$ 1,446,394 | \$ 1,446,394 |
| Overtime Salaries | \$ 23,444 | \$ 38,300 | \$ 39,250 | \$ 39,250 | \$ 39,250 |
| FICA Tax | \$ 82,389 | \$ 93,200 | \$ 113,649 | \$ 113,649 | \$ 113,649 |
| Retirement | \$ 127,273 | \$ 147,961 | \$ 190,904 | \$ 190,904 | \$ 190,904 |
| 401(K) Employer Contribution | \$ 43,373 | \$ 48,749 | \$ 59,429 | \$ 59,429 | \$ 59,429 |
| Health Care | \$ 224,692 | \$ 279,644 | \$ 315,018 | \$ 315,018 | \$ 315,018 |
| Life Insurance | \$ 2,224 | \$ 2,907 | \$ 3,600 | \$ 3,600 | \$ 3,600 |
| Emp Sec Ins | \$ - | \$ 506 | \$ 5,010 | \$ 5,010 | \$ 5,010 |
| Workers Compensation | \$ 62,000 | \$ 62,000 | \$ 62,000 | \$ 62,000 | \$ 62,000 |
| Personnel Total | \$ 1,657,281 | \$ 1,853,728 | \$ 2,235,254 | \$ 2,235,254 | \$ 2,235,254 |
| Operations | | | | | |
| Uniforms | \$ 25,849 | \$ 24,210 | \$ 24,210 | \$ 24,210 | \$ 24,210 |
| Expendable Equipment | \$ 28,689 | \$ 25,538 | \$ 39,965 | \$ 27,965 | \$ 27,965 |
| Materials New Streets | \$ 157,166 | \$ 10,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 |
| Gas & Oil | \$ 75,691 | \$ 60,772 | \$ 69,345 | \$ 69,345 | \$ 69,345 |
| Department Supplies | \$ 19,101 | \$ 25,376 | \$ 22,400 | \$ 22,400 | \$ 22,400 |
| Meters & Meter Boxes | \$ 143,428 | \$ 178,500 | \$ 250,000 | \$ 250,000 | \$ 250,000 |
| Hose And Fittings | \$ 138,033 | \$ 171,948 | \$ 157,700 | \$ 157,700 | \$ 157,700 |
| Travel | \$ - | \$ 7,800 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Telephone | \$ 1,365 | \$ 1,952 | \$ 1,308 | \$ 1,308 | \$ 1,308 |
| Cell Phone Stipend | \$ - | \$ 2,400 | \$ 2,424 | \$ 2,424 | \$ 2,424 |
| Wireless Air Cards | \$ 1,221 | \$ 2,700 | \$ 2,160 | \$ 2,160 | \$ 2,160 |
| Postage | \$ 138 | \$ 250 | \$ 250 | \$ 250 | \$ 250 |
| Electric Power | \$ 10,690 | \$ 14,850 | \$ 14,850 | \$ 14,850 | \$ 14,850 |
| Natural Gas | \$ 3,559 | \$ 2,668 | \$ 5,440 | \$ 5,440 | \$ 5,440 |
| City Utilities | \$ 6,999 | \$ 7,204 | \$ 7,628 | \$ 7,628 | \$ 7,628 |
| Buildings & Grounds | \$ 54,771 | \$ 169,300 | \$ 204,300 | \$ 194,300 | \$ 194,300 |
| B/G Contracted Services | \$ 8,939 | \$ 10,945 | \$ 12,461 | \$ 12,461 | \$ 12,461 |
| Maint Equipment | \$ 39,397 | \$ 47,655 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| Maint Radio | \$ 146 | \$ 500 | \$ 1,100 | \$ 1,100 | \$ 1,100 |
| Maint Cmpt Software | \$ 13,700 | \$ 14,200 | \$ 16,200 | \$ 16,200 | \$ 16,200 |
| Maint Auto | \$ 39,322 | \$ 35,500 | \$ 28,000 | \$ 28,000 | \$ 28,000 |
| Vehicle Damage Repair | \$ 6,171 | \$ - | \$ - | \$ - | \$ - |
| Water Line Repairs | \$ - | \$ 100,000 | \$ 575,000 | \$ 575,000 | \$ 575,000 |
| Sewer Line Repairs | \$ 227,400 | \$ 1,410,014 | \$ 1,818,400 | \$ 1,818,400 | \$ 1,818,400 |
| Training | \$ 2,801 | \$ 10,080 | \$ 10,080 | \$ 10,080 | \$ 10,080 |
| Copier Contract Expense | \$ 4,063 | \$ 6,689 | \$ 6,500 | \$ 6,500 | \$ 6,500 |
| Insurance Premiums | \$ 11,234 | \$ 12,749 | \$ 14,658 | \$ 14,658 | \$ 14,658 |
| Dues & Subscriptions | \$ 1,240 | \$ 3,160 | \$ 3,210 | \$ 3,210 | \$ 3,210 |
| Miscellaneous Expense | \$ 6,112 | \$ 8,810 | \$ 11,310 | \$ 11,310 | \$ 11,310 |
| Contracted Services | \$ 144,295 | \$ 1,840,754 | \$ 1,184,028 | \$ 1,184,028 | \$ 1,184,028 |
| Transfer - Cap Reserve Fund | \$ 174,391 | \$ 163,872 | \$ 180,259 | \$ 180,259 | \$ 180,259 |
| Transfer - Capital Project Fnd | \$ 300,000 | \$ 3,200,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 |
| Operations Total | \$ 1,645,910 | \$ 7,570,396 | \$ 5,784,186 | \$ 5,762,186 | \$ 5,762,186 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|----------------------------|---------------------|----------------------|----------------------|---------------------------|----------------------|
| Capital | | | | | |
| Capital Outlay - Equipment | \$ - | \$ 500,000 | \$ 2,730,000 | \$ 2,730,000 | \$ 2,730,000 |
| Water Line Extension | \$ 491,910 | \$ 174,532 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| Sewer Line Extension | \$ - | \$ 50,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| Capital Total | \$ 491,910 | \$ 724,532 | \$ 3,030,000 | \$ 3,030,000 | \$ 3,030,000 |
| Grand Total | \$ 3,795,101 | \$ 10,148,656 | \$ 11,049,440 | \$ 11,027,440 | \$ 11,027,440 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Administration (100) | | | | | |
| Distribution & Collections Systems Admin Manager | 1 | 1 | 1 | 1 | 1 |
| Warehouse Specialist | 1 | 1 | 1 | 1 | 1 |
| Senior Administrative Specialist | 1 | 1 | 1 | 1 | 1 |
| Distribution Maint. & Const. (850) | | | | | |
| Distribution & Collections Systems Op Manager | 1 | 1 | 1 | 1 | 1 |
| Distribution & Collections Systems Crew Leader | 2 | 2 | 2 | 2 | 2 |
| Distribution & Collections Systems Technician | 5 | 5 | 5 | 5 | 5 |
| Utility Systems Locator | 1 | 1 | 1 | 1 | 1 |
| Backflow Prevention Coordinator | 1 | 1 | 1 | 1 | 1 |
| Preventive Maintenance (854) | | | | | |
| Distribution & Collections Systems Manager | 1 | 1 | 1 | 1 | 1 |
| Distribution & Collections Systems Technician I/II/III/Sr. | 8 | 8 | 8 | 8 | 8 |
| Asphalt Maintenance (858) | | | | | |
| Crew Leader | 1 | 1 | 1 | 1 | 1 |
| Construction Maintenance Worker I/II/III/Sr. | 3 | 3 | 3 | 3 | 3 |
| Utilities Construction (859) | | | | | |
| Distribution & Collections Systems Crew Leader | 1 | 1 | 1 | 1 | 1 |
| Lead Equipment Operator | 1 | 1 | 1 | 1 | 1 |
| Distribution & Collections Systems Technician I/II/III/Sr. | <u>3</u> | <u>3</u> | <u>3</u> | <u>3</u> | <u>3</u> |
| TOTAL ¹ | 31 | 31 | 31 | 31 | 31 |

¹Compensation Study title changes

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|---|-----------------------|----------------------------|---------------------|
| W/S Maint/Construction-Utility (859) | | | |
| Water Main Capacity Upgrades - Spencer Piping Improve | \$ 2,730,000 | \$ 2,730,000 | \$ 2,730,000 |
| Water line extension Salisbury/Rowan County | 150,000 | 150,000 | 150,000 |
| Sanitary Sewer Extensions | 150,000 | 150,000 | 150,000 |
| Total Capital Outlay | \$ 3,030,000 | \$ 3,030,000 | \$ 3,030,000 |

STATEMENT OF PURPOSE

To operate the Salisbury-Rowan Utilities wastewater laboratory, 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. Continue FOG public education efforts through brochures, newsletter, tours, presentations and social media platforms.
3. Ensure quality and compliance with Wastewater Laboratories state and federal requirements.
4. Evaluate industrial users to reduce potential harmful contaminants and adverse impacts to the Publicly Operated Treatment Works (POTW).

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | |
|---|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | Goal |
| Environmental Services Workload | | | | |
| Lab-Number of tests that wastewater lab is certified to perform | 12 | 12 | 12 | 13 |
| Lab-Number of Wastewater Analyses Performed-Estimate | 5,500 | 6,000 | 6,000 | N/A |
| Pretreatment - Number of Permitted Industries (SIUs and Locals) | 9 | 8 | 9 | N/A |
| PT- Number of Inspections completed | 9 | 8 | 9 | N/A |
| PT- Surcharge | \$171,093.36 | \$175,000.00 | \$180,000.00 | N/A |
| PT-Number of NOV's issued | 6 | 10 | 8 | N/A |
| PT- Amount of Penalties issued | \$500 | \$8,000 | \$4,000 | N/A |
| FOG - Number of regulated Food Service Establishments (FSEs) | 450 | 450 | 450 | N/A |
| FOG- Number of Inspections completed | 465 | 465 | 465 | N/A |
| FOG- Number of NOV's issued | 3 | 6 | 5 | N/A |
| FOG- Amount of penalties issued | \$2,062.55 | \$4,000.00 | \$1,500.00 | N/A |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 376,627 | \$ 386,427 | \$ 356,585 | \$ 356,585 | \$ 356,585 |
| Overtime Salaries | \$ - | \$ 250 | \$ - | \$ - | \$ - |
| FICA Tax | \$ 27,598 | \$ 29,581 | \$ 27,278 | \$ 27,278 | \$ 27,278 |
| Retirement | \$ 42,572 | \$ 46,941 | \$ 45,821 | \$ 45,821 | \$ 45,821 |
| 401(K) Employer Contribution | \$ 14,871 | \$ 15,467 | \$ 14,263 | \$ 14,263 | \$ 14,263 |
| Health Care | \$ 61,501 | \$ 67,459 | \$ 55,289 | \$ 55,289 | \$ 55,289 |
| Life Insurance | \$ 794 | \$ 956 | \$ 890 | \$ 890 | \$ 890 |
| Emp Sec Ins | \$ - | \$ 1,338 | \$ 1,238 | \$ 1,238 | \$ 1,238 |
| Workers Compensation | \$ 14,000 | \$ 14,000 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| Personnel Total | \$ 537,963 | \$ 562,419 | \$ 513,364 | \$ 513,364 | \$ 513,364 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Operations | | | | | |
| Uniforms | \$ 1,533 | \$ 3,535 | \$ 3,030 | \$ 3,030 | \$ 3,030 |
| Gas & Oil | \$ 2,254 | \$ 1,998 | \$ 2,211 | \$ 2,211 | \$ 2,211 |
| Department Supplies | \$ 5,904 | \$ 6,250 | \$ 9,250 | \$ 9,250 | \$ 9,250 |
| Lab Supplies | \$ 22,540 | \$ 33,450 | \$ 41,000 | \$ 41,000 | \$ 41,000 |
| Travel | \$ - | \$ 2,750 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Telephone | \$ 292 | \$ 324 | \$ 324 | \$ 324 | \$ 324 |
| Wireless Air Cards | \$ 1,351 | \$ 1,392 | \$ - | \$ - | \$ - |
| Postage | \$ 570 | \$ 650 | \$ 650 | \$ 650 | \$ 650 |
| Maint Instruments | \$ 257 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Maint Auto | \$ 837 | \$ 700 | \$ 700 | \$ 700 | \$ 700 |
| Training | \$ 997 | \$ 4,015 | \$ 4,270 | \$ 4,270 | \$ 4,270 |
| Insurance Premiums | \$ 500 | \$ 583 | \$ 670 | \$ 670 | \$ 670 |
| Dues & Subscriptions | \$ 650 | \$ 750 | \$ 565 | \$ 565 | \$ 565 |
| Facility License Fees | \$ 1,750 | \$ 1,750 | \$ 1,750 | \$ 1,750 | \$ 1,750 |
| Miscellaneous Expense | \$ 757 | \$ 2,300 | \$ 3,800 | \$ 3,800 | \$ 3,800 |
| Contracted Services | \$ 28,047 | \$ 38,250 | \$ 45,250 | \$ 45,250 | \$ 45,250 |
| Transfer - Cap Reserve Fund | \$ 2,400 | \$ 2,400 | \$ 2,640 | \$ 2,640 | \$ 2,640 |
| Operations Total | \$ 70,639 | \$ 105,097 | \$ 122,110 | \$ 122,110 | \$ 122,110 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 608,602 | \$ 667,516 | \$ 635,474 | \$ 635,474 | \$ 635,474 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|----------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Environmental Services Manager | 1 | 1 | 1 | 1 | 1 |
| Laboratory Services Supervisor | 1 | 1 | 1 | 1 | 1 |
| Laboratory Analyst ² | 2 | 2 | 2 | 1 | 1 |
| FOG Program Coordinator | 1 | 1 | 1 | 1 | 1 |
| Regulatory Compliance Technician | 1 | 1 | 1 | 1 | 1 |
| Pretreatment Program Coordinator | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 7 | 7 | 7 | 6 | 6 |

¹Compensation Study title changes

²Moved to 811

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 meet or exceed all regulatory standards and requirements.

DIVISIONAL PERFORMANCE GOALS

1. Continue to meet or exceed NPDES and land application permit requirements.
2. Improve recruitment and retention efforts and provide opportunities for staff training and development through internal certification schools.
3. Continue to fine-tune the operations of the newly constructed treatment plant improvements, specifically preliminary treatment, RAS/WAS pumping and flow equalization.
4. Continue to update existing lift stations and eliminate stations where feasible.
5. Use and evaluate data from asset management system (Asset Essentials) to be proactive in equipment replacements and define rehabilitation projects to be included in the CIP.

PERFORMANCE MEASURES

| | FY 2022 | FY 2023 | FY 2024 | |
|--|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | Goal |
| Wastewater Treatment Workload | | | | |
| Number of Wastewater Treatment FTEs | 29 | 30 | 30 | N/A |
| Millions of Gallons Wastewater Treated | 3,500 | 3,800 | 2,900 | N/A |
| Tons of Dry Bio-Solids Land-Applied | 917 | 1,200 | 1,100 | N/A |
| Wastewater Treatment Efficiency | | | | |
| Cost Per Million Gallons of Wastewater Treated | \$1,160 | \$1,245 | \$1,713 | N/A |
| Wastewater Treatment Effectiveness | | | | |
| Average Wastewater Plant Operational Capacity | 77% | 83% | 64% | N/A |
| Average Daily Wastewater Effluent Turbidity | 13.0 | 11.0 | 11.0 | N/A |



BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 1,157,920 | \$ 1,263,387 | \$ 1,342,835 | \$ 1,342,835 | \$ 1,342,835 |
| Overtime Salaries | \$ 92,432 | \$ 67,000 | \$ 78,000 | \$ 78,000 | \$ 78,000 |
| Part Time Salaries | \$ 1,046 | \$ - | \$ - | \$ - | \$ - |
| FICA Tax | \$ 91,144 | \$ 101,773 | \$ 108,693 | \$ 108,693 | \$ 108,693 |
| Retirement | \$ 142,018 | \$ 161,510 | \$ 178,465 | \$ 178,465 | \$ 178,465 |
| 401(K) Employer Contribution | \$ 49,217 | \$ 53,216 | \$ 55,555 | \$ 55,555 | \$ 55,555 |
| Health Care | \$ 211,367 | \$ 249,773 | \$ 238,226 | \$ 238,226 | \$ 238,226 |
| Life Insurance | \$ 2,252 | \$ 3,119 | \$ 3,342 | \$ 3,342 | \$ 3,342 |
| Emp Sec Ins | \$ - | \$ 3,018 | \$ 4,642 | \$ 4,642 | \$ 4,642 |
| Workers Compensation | \$ 48,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Personnel Total | \$ 1,795,394 | \$ 1,952,796 | \$ 2,059,758 | \$ 2,059,758 | \$ 2,059,758 |
| Operations | | | | | |
| Uniforms | \$ 13,348 | \$ 17,650 | \$ 17,050 | \$ 17,050 | \$ 17,050 |
| Expendable Equipment | \$ 12,829 | \$ 14,459 | \$ 19,960 | \$ 19,960 | \$ 19,960 |
| Gas & Oil | \$ 43,307 | \$ 49,214 | \$ 85,175 | \$ 85,175 | \$ 85,175 |
| Department Supplies | \$ 23,094 | \$ 28,220 | \$ 47,848 | \$ 40,150 | \$ 40,150 |
| Chemicals | \$ 236,967 | \$ 547,850 | \$ 444,900 | \$ 444,900 | \$ 444,900 |
| Travel | \$ 913 | \$ 1,500 | \$ - | \$ - | \$ - |
| Telephone | \$ 1,167 | \$ 1,200 | \$ 600 | \$ 600 | \$ 600 |
| Cell Phone Stipend | \$ - | \$ 1,848 | \$ 1,848 | \$ 1,848 | \$ 1,848 |
| Wireless Air Cards | \$ 3,946 | \$ 6,150 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| Postage | \$ 103 | \$ 500 | \$ 750 | \$ 750 | \$ 750 |
| Electric Power | \$ 650,055 | \$ 950,000 | \$ 848,500 | \$ 848,500 | \$ 848,500 |
| City Utilities | \$ 254,364 | \$ 309,269 | \$ 266,558 | \$ 266,558 | \$ 266,558 |
| Buildings & Grounds | \$ 4,535 | \$ 487,500 | \$ 725,500 | \$ 516,000 | \$ 516,000 |
| B/G Contracted Services | \$ 16,865 | \$ 23,970 | \$ 25,681 | \$ 25,681 | \$ 25,681 |
| Maint Equipment | \$ 752,832 | \$ 1,030,296 | \$ 3,657,250 | \$ 1,098,350 | \$ 1,098,350 |
| Maint Radio | \$ 1,196 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Maint Cmpt Software | \$ 17,062 | \$ 44,978 | \$ 55,458 | \$ 55,458 | \$ 55,458 |
| Maint Instruments | \$ 9,000 | \$ 6,745 | \$ 31,170 | \$ 8,420 | \$ 8,420 |
| Maint Auto | \$ 22,344 | \$ 16,600 | \$ - | \$ - | \$ - |
| Training | \$ 12,413 | \$ 31,100 | \$ 36,400 | \$ 36,400 | \$ 36,400 |
| Copier Contract Expense | \$ 964 | \$ 2,586 | \$ 2,100 | \$ 2,100 | \$ 2,100 |
| Insurance Premiums | \$ 48,412 | \$ 55,399 | \$ 63,412 | \$ 63,412 | \$ 63,412 |
| Dues & Subscriptions | \$ 1,380 | \$ 2,780 | \$ 2,900 | \$ 2,900 | \$ 2,900 |
| Facility License Fees | \$ 4,850 | \$ 5,100 | \$ 5,100 | \$ 5,100 | \$ 5,100 |
| Miscellaneous Expense | \$ 596 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Contracted Services | \$ 250,110 | \$ 259,110 | \$ 406,932 | \$ 406,932 | \$ 406,932 |
| Transfer - Cap Reserve Fund | \$ 250,824 | \$ 234,936 | \$ 258,429 | \$ 258,429 | \$ 258,429 |
| Operations Total | \$ 2,633,476 | \$ 4,135,460 | \$ 7,022,021 | \$ 4,223,173 | \$ 4,223,173 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ - | \$ 352,810 | \$ 4,250,000 | \$ 1,750,000 | \$ 1,750,000 |
| Capital Total | \$ - | \$ 352,810 | \$ 4,250,000 | \$ 1,750,000 | \$ 1,750,000 |
| Grand Total | \$ 4,428,871 | \$ 6,441,066 | \$ 13,331,779 | \$ 8,032,931 | \$ 8,032,931 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Administration (100) | | | | | |
| Wastewater Treatment Plant Supervisor | 1 | 1 | 1 | 1 | 1 |
| Utility Systems Maintenance Supervisor | 1 | 1 | 1 | 1 | 1 |
| Town Creek WWTP (901) | | | | | |
| Wastewater Plant Operator Sr. | 1 | 1 | 1 | 1 | 1 |
| Lead Wastewater Treatment Plant Operator | 1 | 1 | 1 | 1 | 1 |
| Wastewater Plant Operator | 3 | 3 | 3 | 3 | 3 |
| Utility Systems Maintenance Specialist | 2 | 2 | 2 | 2 | 2 |
| Utility Maintenance Coordinator | 1 | 1 | 1 | 1 | 1 |
| Grant Creek WWTP (902) | | | | | |
| Wastewater Plant Operator/Sr. | 1 | 1 | 1 | 1 | 1 |
| Lead Wastewater Treatment Plant Operator | 1 | 1 | 1 | 1 | 1 |
| Wastewater Plant Operator | 4 | 4 | 4 | 4 | 4 |
| Utility Systems Maintenance Specialist ³ | 4 | 4 | 2 | 2 | 2 |
| Utility Systems Maintenance Specialist Sr. ³ | 0 | 0 | 2 | 2 | 2 |
| SCADA (905) | | | | | |
| Senior Instrumentation & Controls Technician | 1 | 1 | 1 | 1 | 1 |
| Instrumentation & Controls Technician ² | 1 | 2 | 2 | 2 | 2 |
| Lift Station (906) | | | | | |
| Utility Systems Maintenance Specialist ³ | 2 | 2 | 1 | 1 | 1 |
| Utility Systems Maintenance Specialist Sr. ³ | 0 | 0 | 1 | 1 | 1 |
| TOTAL¹ | 24 | 25 | 25 | 25 | 25 |

¹Compensation Study title changes

²Position added

³Reclass to Senior

CAPITAL OUTLAY

| | Requested FY 22-23 | Mgr Recommends FY 22-23 | Adopted FY 22-23 |
|--|-----------------------|----------------------------|---------------------|
| Plant Operations - Wastewater Treatment (901) | | | |
| Septage Receiving Station | \$ 750,000 | \$ 750,000 | \$ 750,000 |
| Town Creek Pump Station Modifications | 1,500,000 | - | - |
| Plant Operations - Wastewater Treatment (905) | | | |
| WTP SCADA Improvements/Control Room Upgrades | 2,000,000 | 1,000,000 | 1,000,000 |
| Total Capital Outlay | \$ 4,250,000 | \$ 1,750,000 | \$ 1,750,000 |

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

| | FY 2022 | FY 2023 | FY 2024 | Goal |
|--------------------------------|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | |
| Workload | | | | |
| Meter Readings Per Fiscal Year | 273,600 | 277,200 | 283,100 | N/A |
| Efficiency | | | | |
| Cost Per 100 Meter Readings | \$275 | \$275 | \$280 | N/A |
| Effectiveness | | | | |
| Percent of Meters Misread | 0.00% | 0.00% | 0.00% | 0.00% |

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 286,266 | \$ 288,193 | \$ 317,338 | \$ 317,338 | \$ 317,338 |
| Overtime Salaries | \$ 7,280 | \$ 8,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| FICA Tax | \$ 20,770 | \$ 22,659 | \$ 25,043 | \$ 25,043 | \$ 25,043 |
| Retirement | \$ 33,242 | \$ 35,958 | \$ 42,065 | \$ 42,065 | \$ 42,065 |
| 401(K) Employer Contribution | \$ 11,613 | \$ 11,848 | \$ 13,094 | \$ 13,094 | \$ 13,094 |
| Health Care | \$ 69,840 | \$ 69,390 | \$ 69,763 | \$ 69,763 | \$ 69,763 |
| Life Insurance | \$ 530 | \$ 707 | \$ 787 | \$ 787 | \$ 787 |
| Emp Sec Ins | \$ - | \$ 989 | \$ 1,090 | \$ 1,090 | \$ 1,090 |
| Workers Compensation | \$ 14,000 | \$ 14,000 | \$ 14,000 | \$ 14,000 | \$ 14,000 |
| Personnel Total | \$ 443,541 | \$ 451,744 | \$ 493,180 | \$ 493,180 | \$ 493,180 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Operations | | | | | |
| Uniforms | \$ 2,434 | \$ 4,080 | \$ 4,590 | \$ 4,590 | \$ 4,590 |
| Gas & Oil | \$ 15,459 | \$ 15,227 | \$ 16,080 | \$ 16,080 | \$ 16,080 |
| Department Supplies | \$ 13,738 | \$ 13,000 | \$ 2,800 | \$ 2,800 | \$ 2,800 |
| Meters & Meter Boxes | \$ - | \$ 2,500 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Hose And Fittings | \$ - | \$ - | \$ 1,879 | \$ 1,879 | \$ 1,879 |
| Travel | \$ - | \$ 1,100 | \$ 1,100 | \$ 1,100 | \$ 1,100 |
| Telephone | \$ 1,167 | \$ 1,296 | \$ 1,296 | \$ 1,296 | \$ 1,296 |
| Wireless Air Cards | \$ - | \$ 3,240 | \$ - | \$ - | \$ - |
| Postage | \$ 154 | \$ 2,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| City Utilities | \$ 831 | \$ 569 | \$ 1,045 | \$ 1,045 | \$ 1,045 |
| Maint Equipment | \$ 1,497 | \$ 1,000 | \$ 1,700 | \$ 1,700 | \$ 1,700 |
| Maint Radio | \$ - | \$ - | \$ 500 | \$ 500 | \$ 500 |
| Maint Cmpt Software | \$ 223,287 | \$ 221,616 | \$ 233,280 | \$ 233,280 | \$ 233,280 |
| Maint Auto | \$ 6,586 | \$ 2,750 | \$ 2,750 | \$ 2,750 | \$ 2,750 |
| Training | \$ - | \$ 1,200 | \$ 1,200 | \$ 1,200 | \$ 1,200 |
| Insurance Premiums | \$ 1,662 | \$ 1,895 | \$ 2,179 | \$ 2,179 | \$ 2,179 |
| Dues & Subscriptions | \$ - | \$ 1,535 | \$ 1,535 | \$ 1,535 | \$ 1,535 |
| Miscellaneous Expense | \$ 661 | \$ 1,200 | \$ 1,800 | \$ 1,800 | \$ 1,800 |
| Contracted Services | \$ 68,533 | \$ 18,160 | \$ 41,450 | \$ 41,450 | \$ 41,450 |
| Transfer - Cap Reserve Fund | \$ 17,332 | \$ 14,388 | \$ 15,827 | \$ 15,827 | \$ 15,827 |
| Operations Total | \$ 353,340 | \$ 306,756 | \$ 339,011 | \$ 339,011 | \$ 339,011 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 796,880 | \$ 758,500 | \$ 832,191 | \$ 832,191 | \$ 832,191 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| AMI Supervisor | 1 | 1 | 1 | 1 | 1 |
| AMI Technician Sr. | 1 | 1 | 1 | 1 | 1 |
| AMI Data Specialist | 1 | 1 | 1 | 1 | 1 |
| Meter Technician | <u>4</u> | <u>4</u> | <u>4</u> | <u>4</u> | <u>4</u> |
| TOTAL¹ | 7 | 7 | 7 | 7 | 7 |

¹Compensation Study title changes

STATEMENT OF PURPOSE

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

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|--------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Bond Principal | \$ - | \$ 2,985,900 | \$ 3,085,920 | \$ 3,085,920 | \$ 3,085,920 |
| Bond Interest Expense | \$ 1,982,269 | \$ 1,884,210 | \$ 1,793,233 | \$ 1,793,296 | \$ 1,793,296 |
| Lease Purchase Principal | \$ - | \$ 129,240 | \$ 64,620 | \$ 64,620 | \$ 64,620 |
| Lease Purchase Interest Exp | \$ 4,513 | \$ 3,030 | \$ 602 | \$ 602 | \$ 602 |
| Debt Principal Pymts On Behalf | \$ - | \$ 209,490 | \$ 125,583 | \$ 125,583 | \$ 125,583 |
| Debt Interest Pymts On Behalf | \$ 20,833 | \$ 16,630 | \$ 11,579 | \$ 11,579 | \$ 11,579 |
| Bond Service Charges | \$ (316,656) | \$ - | \$ - | \$ - | \$ - |
| Operations Total | \$ 1,690,959 | \$ 5,228,500 | \$ 5,081,537 | \$ 5,081,600 | \$ 5,081,600 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,690,959 | \$ 5,228,500 | \$ 5,081,537 | \$ 5,081,600 | \$ 5,081,600 |



CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2024
With Estimated Actual for the Year Ending June 30, 2023 and
Actual for the Year Ended June 30, 2022

| | <u>2022</u> <u>Actual</u> | <u>2023</u> <u>Estimate</u> | <u>2024</u> <u>Budget</u> |
|--|------------------------------|--------------------------------|------------------------------|
| REVENUES: | | | |
| Non Operating Revenues: | | | |
| Interest earned on investments | \$ 5,856 | \$ 66,890 | \$ 75,000 |
| Other | <u>6,032</u> | <u>-</u> | <u>-</u> |
| Total miscellaneous | <u>\$ 11,888</u> | <u>\$ 66,890</u> | <u>\$ 75,000</u> |
| OTHER FINANCING SOURCES: | | | |
| Operating transfer from Water and Sewer Fund | \$ 500,668 | \$ 492,896 | \$ 520,185 |
| Fund balance appropriated | <u>-</u> | <u>191,323</u> | <u>25,991</u> |
| Total other financing sources | <u>\$ 500,668</u> | <u>\$ 684,219</u> | <u>\$ 546,176</u> |
| Total revenues and other financing sources | <u>\$ 512,556</u> | <u>\$ 751,109</u> | <u>\$ 621,176</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

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|----------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Operations Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ (407) | \$ 1,001,945 | \$ - | \$ 593,176 | \$ 593,176 |
| C O Computer Equipment | \$ 52,415 | \$ - | \$ - | \$ 28,000 | \$ 28,000 |
| Capital Total | \$ 52,009 | \$ 1,001,945 | \$ - | \$ 621,176 | \$ 621,176 |
| Grand Total | \$ 52,009 | \$ 1,001,945 | \$ - | \$ 621,176 | \$ 621,176 |

CAPITAL OUTLAY**Administration**

| | | | |
|--------------------------------|-------------|-----------------|-----------------|
| Computer Equipment Replacement | \$ - | \$ 7,000 | \$ 7,000 |
| Total Capital Outlay | \$ - | \$ 7,000 | \$ 7,000 |

Systems Maintenance

| | | | |
|--------------------------------|-------------|-------------------|-------------------|
| Replace 2 F150 Pickup | \$ - | \$ 92,542 | \$ 92,542 |
| JD 33G Compact Track Loader | - | 122,400 | 122,400 |
| Replace 2 Tilt Trailers | - | 42,242 | 42,242 |
| Air Compressor | - | 36,056 | 36,056 |
| Replace F-250 Pickup | - | 51,936 | 51,936 |
| Computer Equipment Replacement | - | 7,000 | 7,000 |
| Total Capital Outlay | \$ - | \$ 352,176 | \$ 352,176 |

Plant Operations - Wastewater Treatment

| | | | |
|--------------------------------|-------------|-------------------|-------------------|
| 250 KW Stationary Generator | \$ - | \$ 152,000 | \$ 152,000 |
| 100 KW Stationary Generator | - | 96,000 | 96,000 |
| Computer Equipment Replacement | - | 7,000 | 7,000 |
| Total Capital Outlay | \$ - | \$ 255,000 | \$ 255,000 |

Meter Services

| | | | |
|--------------------------------|-------------|-----------------|-----------------|
| Computer Equipment Replacement | \$ - | \$ 7,000 | \$ 7,000 |
| Total Capital Outlay | \$ - | \$ 7,000 | \$ 7,000 |



CITY OF SALISBURY, NORTH CAROLINA

TRANSIT FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2024
With Estimated Actual for the Year Ending June 30, 2023 and
Actual for the Year Ended June 30, 2022

| | <u>2022</u> <u>Actual</u> | <u>2023</u> <u>Estimate</u> | <u>2024</u> <u>Budget</u> |
|--|------------------------------|--------------------------------|------------------------------|
| OPERATING REVENUES: | | | |
| Charges for services | \$ 43,011 | \$ 47,700 | \$ 49,336 |
| Other operating revenues | <u>16,394</u> | <u>19,547</u> | <u>1,500</u> |
| Total operating revenues | <u>\$ 59,406</u> | <u>\$ 67,247</u> | <u>\$ 50,836</u> |
| NONOPERATING REVENUES: | | | |
| Restricted Intergovernmental | \$ 580,031 | \$ 553,661 | \$ 978,440 |
| Miscellaneous Federal Grants | - | 4,154 | 1,343,269 |
| Interest earned on investments | <u>1,477</u> | <u>15,000</u> | <u>18,000</u> |
| Total nonoperating revenues | <u>\$ 581,508</u> | <u>\$ 572,815</u> | <u>\$ 2,339,709</u> |
| OTHER FINANCING SOURCES: | | | |
| Operating transfer from General Fund | \$ 630,000 | \$ 630,000 | \$ 630,000 |
| Fund equity appropriated | <u>-</u> | <u>-</u> | <u>88,391</u> |
| Total other financing sources | <u>\$ 630,000</u> | <u>\$ 630,000</u> | <u>\$ 718,391</u> |
| Total revenues and other financing sources | <u>\$ 1,270,914</u> | <u>\$ 1,270,062</u> | <u>\$ 3,108,936</u> |



**CITY OF SALISBURY
FY 2023-2024 BUDGET SUMMARY
TRANSIT FUND**

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|-------------------|-------------------|----------------------|---------------------------|---------------------|
| REVENUE | \$ 1,270,914 | \$ 3,102,758 | \$ 3,060,429 | \$ 3,100,600 | \$ 3,108,936 |
| EXPENSES | | | | | |
| Personnel | | | | | |
| Regular Salaries | \$ 483,335 | \$ 526,024 | \$ 560,121 | \$ 556,466 | \$ 556,466 |
| Overtime Salaries | \$ 12,615 | \$ 14,200 | \$ 12,500 | \$ 12,500 | \$ 12,500 |
| Part Time Salaries | \$ 79,039 | \$ 120,547 | \$ 168,817 | \$ 168,817 | \$ 168,817 |
| FICA Tax | \$ 41,254 | \$ 55,927 | \$ 56,721 | \$ 56,440 | \$ 56,440 |
| Retirement | \$ 54,846 | \$ 64,832 | \$ 73,582 | \$ 73,112 | \$ 73,112 |
| 401(K) Employer Contribution | \$ 19,081 | \$ 21,363 | \$ 22,905 | \$ 22,758 | \$ 22,758 |
| Pension Expense - LGERS | \$ (19,560) | \$ - | \$ - | \$ - | \$ - |
| Health Care | \$ 94,424 | \$ 114,131 | \$ 120,936 | \$ 124,097 | \$ 124,097 |
| Life Insurance | \$ 1,039 | \$ 1,258 | \$ 1,402 | \$ 1,393 | \$ 1,393 |
| Emp Sec Ins | \$ - | \$ 257 | \$ 2,529 | \$ 2,519 | \$ 2,519 |
| Workers Compensation | \$ 28,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Personnel Total | \$ 794,073 | \$ 948,539 | \$ 1,049,513 | \$ 1,048,102 | \$ 1,048,102 |
| Operations | | | | | |
| Janitorial Supplies | \$ 614 | \$ 2,101 | \$ 2,101 | \$ 1,600 | \$ 1,600 |
| Uniforms | \$ 3,971 | \$ 7,200 | \$ 7,560 | \$ 5,900 | \$ 5,900 |
| Expendable Equipment | \$ 1,079 | \$ 1,230 | \$ 12,000 | \$ 1,230 | \$ 1,230 |
| Gas & Oil | \$ 123,155 | \$ 118,312 | \$ 131,655 | \$ 131,655 | \$ 131,655 |
| Tires & Tubes | \$ 13,063 | \$ 15,000 | \$ 15,000 | \$ 14,000 | \$ 14,000 |
| Parts | \$ 82,230 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| Vehicle Cleaning Supplies | \$ 240 | \$ 515 | \$ 550 | \$ 550 | \$ 550 |
| Department Supplies | \$ 3,028 | \$ 3,351 | \$ 3,351 | \$ 3,351 | \$ 3,351 |
| Communication Equipmt | \$ 922 | \$ 8,078 | \$ 15,078 | \$ 9,480 | \$ 9,480 |
| Computer Supplies | \$ 643 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Travel | \$ 68 | \$ 380 | \$ 380 | \$ 380 | \$ 380 |
| Travel Subsistence | \$ - | \$ 824 | \$ 824 | \$ 150 | \$ 150 |
| Telephone | \$ 431 | \$ 1,218 | \$ 900 | \$ 900 | \$ 900 |
| Cell Phone Stipend | \$ - | \$ 1,044 | \$ 1,044 | \$ 1,044 | \$ 1,044 |
| Postage | \$ 200 | \$ 300 | \$ 300 | \$ 200 | \$ 200 |
| Electric Power | \$ 4,496 | \$ 7,150 | \$ 5,500 | \$ 5,500 | \$ 5,500 |
| Natural Gas | \$ 7,956 | \$ 12,738 | \$ 10,170 | \$ 10,170 | \$ 10,170 |
| City Utilities | \$ 1,844 | \$ 3,325 | \$ 1,567 | \$ 1,567 | \$ 1,567 |
| Printing | \$ 1,241 | \$ 2,000 | \$ 2,000 | \$ 1,200 | \$ 1,200 |
| Buildings & Grounds | \$ 2,658 | \$ 5,140 | \$ 4,746 | \$ 4,746 | \$ 4,746 |
| B/G Contracted Services | \$ 5,748 | \$ 6,093 | \$ 5,939 | \$ 5,939 | \$ 5,939 |
| Maint Equipment | \$ 4,613 | \$ 10,250 | \$ 12,550 | \$ 10,000 | \$ 10,000 |
| Maint Auto | \$ 8,496 | \$ 6,119 | \$ 6,119 | \$ 4,500 | \$ 4,500 |
| Vehicle Damage Repair | \$ - | \$ 1,000 | \$ 1,000 | \$ - | \$ - |
| Advertising | \$ 614 | \$ 1,805 | \$ 1,805 | \$ 1,000 | \$ 1,000 |
| Training | \$ 864 | \$ 9,000 | \$ 10,000 | \$ 2,000 | \$ 2,000 |
| Copier Contract Expense | \$ 1,506 | \$ 3,147 | \$ 2,000 | \$ 2,000 | \$ 2,000 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Insurance Premiums | \$ 21,460 | \$ 26,078 | \$ 29,989 | \$ 33,089 | \$ 33,089 |
| Insurance Claims | \$ - | \$ 500 | \$ 500 | \$ - | \$ - |
| Depreciation Expense | \$ 75,686 | \$ - | \$ - | \$ - | \$ - |
| Dues & Subscriptions | \$ 1,944 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Miscellaneous Expense | \$ 1,860 | \$ 2,920 | \$ 1,300 | \$ 1,300 | \$ 1,300 |
| Special Projects | \$ 5,801 | \$ 63,051 | \$ 10,300 | \$ 10,300 | \$ 18,636 |
| Contracted Services | \$ 19,398 | \$ 196,300 | \$ 173,300 | \$ 47,300 | \$ 47,300 |
| Employee Assistance Program | \$ 247 | \$ 249 | \$ 548 | \$ 548 | \$ 548 |
| Retiree Health Insurance | \$ (23,772) | \$ 9,065 | \$ 9,065 | \$ - | \$ - |
| Professional Services | \$ 1,514 | \$ 2,792 | \$ 2,792 | \$ 2,292 | \$ 2,292 |
| Operations Total | \$ 373,818 | \$ 590,775 | \$ 544,433 | \$ 376,391 | \$ 384,727 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ 9,021 | \$ 1,274,298 | \$ 1,465,251 | \$ 1,343,269 | \$ 1,343,269 |
| C O Roof / HVAC | \$ - | \$ 289,146 | \$ 351,838 | \$ 332,838 | \$ 332,838 |
| Capital Total | \$ 9,021 | \$ 1,563,444 | \$ 1,817,089 | \$ 1,676,107 | \$ 1,676,107 |
| Grand Total | \$ 1,176,913 | \$ 3,102,758 | \$ 3,411,035 | \$ 3,100,600 | \$ 3,108,936 |

Transit Administration

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. Continue researching and evaluating micro transit options to determine the best fit for our community and transit network.
3. Evaluate fixed routes for efficiency and effectiveness as well as the feasibility to expand routes and services.
4. 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.
5. Improve transit connectivity inside and outside the City of Salisbury by focusing on connecting customers to places.
6. Maintain transit infrastructure at a high level and improve the aesthetic appeal of shelters, bus stops, benches, and signs.

PERFORMANCE MEASURES

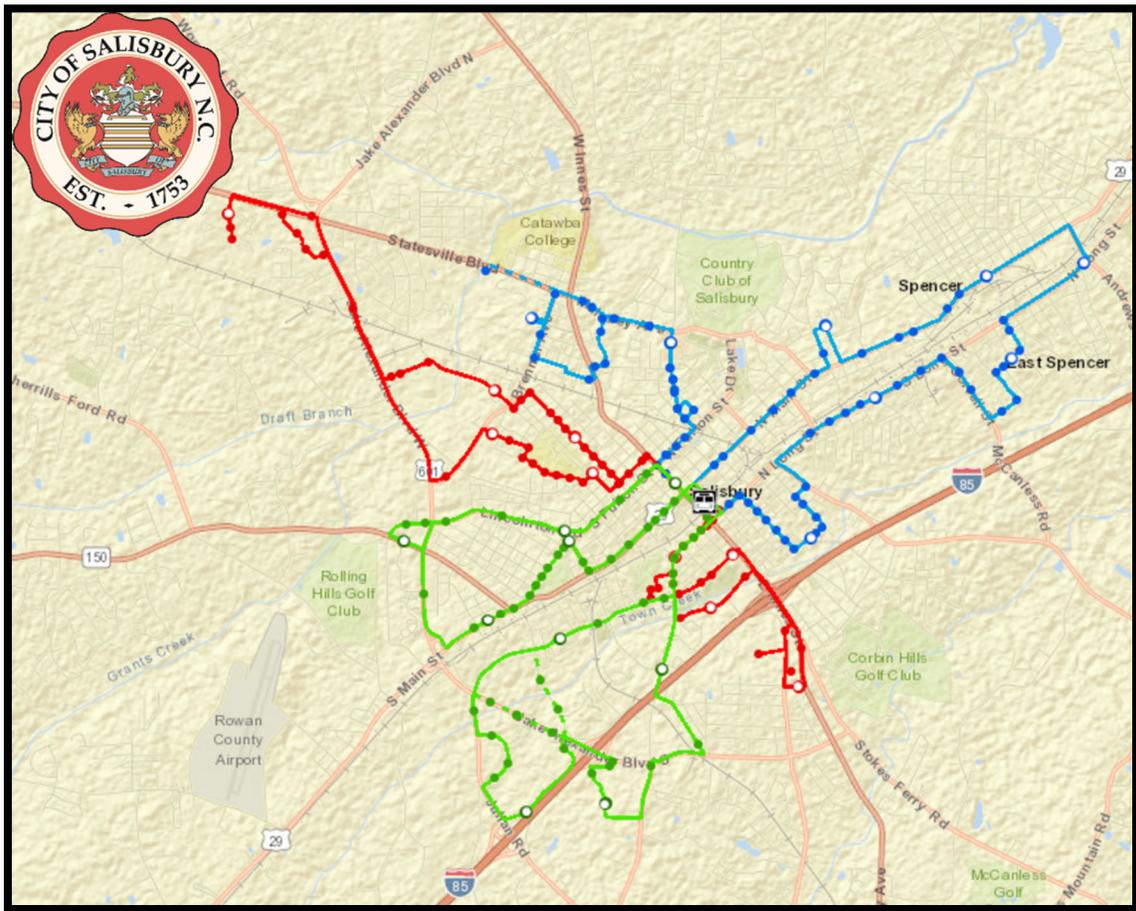
| | FY 2022 | FY 2023 | FY 2024 | |
|---|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | Goal |
| Workload | | | | |
| Number of Passengers -Fixed Route | 86,900 | 87,300 | 89,483 | 89,483 |
| Number of Passengers - ADA | 7,359 | 6,571 | 6,735 | 6,735 |
| Number of Full-sized Buses | 6 | 6 | 6 | 6 |
| Number of Routes | 3 | 3 | 3 | 3 |
| Revenue Miles Driven | 130,290 | 130,290 | 130,290 | 130,290 |
| Fares Collected (Dollars) - Fixed Route | \$31,217 | \$35,000 | \$36,750 | \$36,750 |
| State Matching Funds Collected | \$182,078 | \$182,078 | \$182,078 | \$182,078 |
| Efficiency | | | | |
| Average Cost Per Mile | \$7.77 | \$10.10 | \$13.13 | \$13.13 |
| Average Cost Per Passenger - Routine | \$11.65 | \$15.15 | \$19.70 | \$19.70 |
| Average Cost Per Passenger - ADA | \$17.04 | \$20.15 | \$24.54 | \$24.54 |
| Effectiveness | | | | |
| Complaints Received | 2 | 2 | 4 | 4 |
| Number of Break-Downs | 3 | 3 | 3 | 3 |
| Number of Driver Vacancies | 1 | 2 | 0 | 0 |
| Accidents - FTA Threshold | 0 | 0 | 0 | 0 |
| Injuries | 0 | 0 | 0 | 0 |

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 137,549 | \$ 141,840 | \$ 146,224 | \$ 147,057 | \$ 147,057 |
| Overtime Salaries | \$ 2,020 | \$ 1,700 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| FICA Tax | \$ 10,185 | \$ 10,476 | \$ 11,340 | \$ 11,403 | \$ 11,403 |
| Retirement | \$ 15,675 | \$ 17,224 | \$ 19,047 | \$ 19,154 | \$ 19,154 |
| 401(K) Employer Contribution | \$ 5,475 | \$ 5,678 | \$ 5,929 | \$ 5,962 | \$ 5,962 |
| Pension Expense - LGERS | \$ (19,560) | \$ - | \$ - | \$ - | \$ - |
| Health Care | \$ 19,807 | \$ 19,833 | \$ 19,859 | \$ 19,859 | \$ 19,859 |
| Life Insurance | \$ 245 | \$ 339 | \$ 366 | \$ 368 | \$ 368 |
| Emp Sec Ins | \$ - | \$ 54 | \$ 507 | \$ 510 | \$ 510 |
| Workers Compensation | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Personnel Total | \$ 175,396 | \$ 201,144 | \$ 209,272 | \$ 210,313 | \$ 210,313 |
| Operations | | | | | |
| Uniforms | \$ 1,216 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Department Supplies | \$ 3,028 | \$ 3,351 | \$ 3,351 | \$ 3,351 | \$ 3,351 |
| Communication Equipmt | \$ 87 | \$ - | \$ - | \$ - | \$ - |
| Computer Supplies | \$ 643 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Travel | \$ 68 | \$ 380 | \$ 380 | \$ 380 | \$ 380 |
| Travel Subsistence | \$ - | \$ 824 | \$ 824 | \$ 150 | \$ 150 |
| Telephone | \$ 431 | \$ 1,218 | \$ 900 | \$ 900 | \$ 900 |
| Cell Phone Stipend | \$ - | \$ 1,044 | \$ 1,044 | \$ 1,044 | \$ 1,044 |
| Postage | \$ 200 | \$ 300 | \$ 300 | \$ 200 | \$ 200 |
| Electric Power | \$ - | \$ 7,150 | \$ 5,500 | \$ 5,500 | \$ 5,500 |
| Natural Gas | \$ - | \$ 12,738 | \$ 10,170 | \$ 10,170 | \$ 10,170 |
| City Utilities | \$ - | \$ 3,325 | \$ 1,567 | \$ 1,567 | \$ 1,567 |
| Printing | \$ 1,241 | \$ 2,000 | \$ 2,000 | \$ 1,200 | \$ 1,200 |
| Advertising | \$ 614 | \$ 1,805 | \$ 1,805 | \$ 1,000 | \$ 1,000 |
| Training | \$ 330 | \$ 8,000 | \$ 8,000 | \$ 1,000 | \$ 1,000 |
| Copier Contract Expense | \$ 1,506 | \$ 3,147 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Insurance Premiums | \$ 2,322 | \$ 2,613 | \$ 3,004 | \$ 3,004 | \$ 3,004 |
| Insurance Claims | \$ - | \$ 500 | \$ 500 | \$ - | \$ - |
| Depreciation Expense | \$ 75,686 | \$ - | \$ - | \$ - | \$ - |
| Dues & Subscriptions | \$ 1,944 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Miscellaneous Expense | \$ 1,860 | \$ 2,920 | \$ 1,300 | \$ 1,300 | \$ 1,300 |
| Special Projects | \$ 5,395 | \$ 63,051 | \$ 10,300 | \$ 10,300 | \$ 18,636 |
| Employee Assistance Program | \$ 247 | \$ 249 | \$ 548 | \$ 548 | \$ 548 |
| Retiree Health Insurance | \$ (23,772) | \$ 9,065 | \$ 9,065 | \$ - | \$ - |
| Professional Services | \$ 77 | \$ 1,000 | \$ 1,000 | \$ 500 | \$ 500 |
| Operations Total | \$ 73,123 | \$ 128,180 | \$ 67,058 | \$ 47,614 | \$ 55,950 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 248,519 | \$ 329,324 | \$ 276,330 | \$ 257,927 | \$ 266,263 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| 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 FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 238,814 | \$ 255,732 | \$ 315,972 | \$ 311,484 | \$ 311,484 |
| Overtime Salaries | \$ 6,906 | \$ 7,500 | \$ 7,500 | \$ 7,500 | \$ 7,500 |
| Part Time Salaries | \$ 34,606 | \$ 45,317 | \$ 49,031 | \$ 49,031 | \$ 49,031 |
| FICA Tax | \$ 19,659 | \$ 28,986 | \$ 28,496 | \$ 28,152 | \$ 28,152 |
| Retirement | \$ 26,663 | \$ 31,956 | \$ 41,566 | \$ 40,989 | \$ 40,989 |
| 401(K) Employer Contribution | \$ 9,239 | \$ 10,529 | \$ 12,939 | \$ 12,759 | \$ 12,759 |
| Health Care | \$ 53,570 | \$ 67,922 | \$ 79,587 | \$ 82,748 | \$ 82,748 |
| Life Insurance | \$ 553 | \$ 645 | \$ 791 | \$ 780 | \$ 780 |
| Emp Sec Ins | \$ - | \$ 121 | \$ 1,266 | \$ 1,253 | \$ 1,253 |
| Workers Compensation | \$ 18,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Personnel Total | \$ 408,010 | \$ 468,708 | \$ 557,148 | \$ 554,696 | \$ 554,696 |
| Operations | | | | | |
| Uniforms | \$ 2,535 | \$ 4,200 | \$ 4,560 | \$ 3,900 | \$ 3,900 |
| Gas & Oil | \$ 96,240 | \$ 92,977 | \$ 105,525 | \$ 105,525 | \$ 105,525 |
| Insurance Premiums | \$ 3,370 | \$ 3,729 | \$ 4,288 | \$ 7,388 | \$ 7,388 |
| Special Projects | \$ 407 | \$ - | \$ - | \$ - | \$ - |
| Contracted Services | \$ 19,398 | \$ 23,300 | \$ 23,300 | \$ 23,300 | \$ 23,300 |
| Professional Services | \$ 1,437 | \$ 1,792 | \$ 1,792 | \$ 1,792 | \$ 1,792 |
| Operations Total | \$ 123,387 | \$ 125,998 | \$ 139,465 | \$ 141,905 | \$ 141,905 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 531,396 | \$ 594,706 | \$ 696,613 | \$ 696,601 | \$ 696,601 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|-------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Transit Driver ² | 6 | 7 | 7 | 7 | 7 |
| Transit Service Worker (PT) | 1 | 1 | 1 | 1 | 1 |
| Transit Operations Supervisor | 1 | 1 | 1 | 1 | 1 |
| Transit Driver (Temp/PT Pool) | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 9 | 10 | 10 | 10 | 10 |

¹Compensation Study title changes

²Position added during FY22

BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 78,925 | \$ 103,852 | \$ 97,925 | \$ 97,925 | \$ 97,925 |
| Overtime Salaries | \$ 3,673 | \$ 5,000 | \$ 3,000 | \$ 3,000 | \$ 3,000 |
| FICA Tax | \$ 5,887 | \$ 7,579 | \$ 7,721 | \$ 7,721 | \$ 7,721 |
| Retirement | \$ 9,284 | \$ 12,652 | \$ 12,969 | \$ 12,969 | \$ 12,969 |
| 401(K) Employer Contribution | \$ 3,240 | \$ 4,156 | \$ 4,037 | \$ 4,037 | \$ 4,037 |
| Health Care | \$ 13,831 | \$ 21,376 | \$ 21,490 | \$ 21,490 | \$ 21,490 |
| Life Insurance | \$ 177 | \$ 224 | \$ 245 | \$ 245 | \$ 245 |
| Emp Sec Ins | \$ - | \$ 36 | \$ 341 | \$ 341 | \$ 341 |
| Workers Compensation | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Personnel Total | \$ 119,017 | \$ 158,875 | \$ 151,728 | \$ 151,728 | \$ 151,728 |
| Operations | | | | | |
| Janitorial Supplies | \$ 614 | \$ 2,101 | \$ 2,101 | \$ 1,600 | \$ 1,600 |
| Expendable Equipment | \$ 1,079 | \$ 1,230 | \$ 12,000 | \$ 1,230 | \$ 1,230 |
| Tires & Tubes | \$ 9,976 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Parts | \$ 82,230 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| Vehicle Cleaning Supplies | \$ 240 | \$ 515 | \$ 550 | \$ 550 | \$ 550 |
| Communication Equipmt | \$ 834 | \$ 8,078 | \$ 15,078 | \$ 9,480 | \$ 9,480 |
| Electric Power | \$ 4,496 | \$ - | \$ - | \$ - | \$ - |
| Natural Gas | \$ 7,956 | \$ - | \$ - | \$ - | \$ - |
| City Utilities | \$ 1,844 | \$ - | \$ - | \$ - | \$ - |
| Buildings & Grounds | \$ 2,658 | \$ 5,140 | \$ 4,746 | \$ 4,746 | \$ 4,746 |
| B/G Contracted Services | \$ 5,748 | \$ 6,093 | \$ 5,939 | \$ 5,939 | \$ 5,939 |
| Maint Equipment | \$ 4,613 | \$ 10,250 | \$ 12,550 | \$ 10,000 | \$ 10,000 |
| Maint Auto | \$ 5,539 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Vehicle Damage Repair | \$ - | \$ 1,000 | \$ 1,000 | \$ - | \$ - |
| Insurance Premiums | \$ 15,768 | \$ 19,736 | \$ 22,697 | \$ 22,697 | \$ 22,697 |
| Contracted Services | \$ - | \$ 173,000 | \$ 150,000 | \$ 24,000 | \$ 24,000 |
| Operations Total | \$ 143,596 | \$ 297,643 | \$ 297,161 | \$ 150,742 | \$ 150,742 |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ 9,021 | \$ 1,274,298 | \$ 1,465,251 | \$ 1,343,269 | \$ 1,343,269 |
| C O Roof / HVAC | \$ - | \$ 289,146 | \$ 351,838 | \$ 332,838 | \$ 332,838 |
| Capital Total | \$ 9,021 | \$ 1,563,444 | \$ 1,817,089 | \$ 1,676,107 | \$ 1,676,107 |
| Grand Total | \$ 271,634 | \$ 2,019,962 | \$ 2,265,978 | \$ 1,978,577 | \$ 1,978,577 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Fleet Services Mechanic | 1 | 1 | 1 | 1 | 1 |
| Transit Fleet Supervisor | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 2 | 2 | 2 | 2 | 2 |

¹Compensation Study title changes

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|---|-----------------------|----------------------------|---------------------|
| Light Transit Vehicle Ramp #1 | \$ 190,000 | \$ 190,000 | \$ 190,000 |
| Light Transit Vehicle Ramp #2 | 190,000 | 190,000 | 190,000 |
| Light Transit Vehicle Ramp #3 | 190,000 | 190,000 | 190,000 |
| (2) All Electric Light Duty ADA Buses & Charging Stations | 643,269 | 643,269 | 643,269 |
| Hot Water Pressure Washer, Equipment & Installation | 12,000 | - | - |
| Electric Gate | 24,500 | - | - |
| In Ground Lift | 215,482 | - | - |
| Facility Upgrades/Generator for Electric Bus Charging | 130,000 | 130,000 | 130,000 |
| Roof Replacement - Priority 1 | 332,838 | 332,838 | 332,838 |
| HVAC Replacement | 19,000 | - | - |
| Total Capital Outlay | \$ 1,947,089 | \$ 1,676,107 | \$ 1,676,107 |



BUDGET REQUEST

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 28,048 | \$ 24,600 | \$ - | \$ - | \$ - |
| Overtime Salaries | \$ 17 | \$ - | \$ - | \$ - | \$ - |
| Part Time Salaries | \$ 44,432 | \$ 75,230 | \$ 119,786 | \$ 119,786 | \$ 119,786 |
| FICA Tax | \$ 5,523 | \$ 8,886 | \$ 9,164 | \$ 9,164 | \$ 9,164 |
| Retirement | \$ 3,224 | \$ 3,000 | \$ - | \$ - | \$ - |
| 401(K) Employer Contribution | \$ 1,127 | \$ 1,000 | \$ - | \$ - | \$ - |
| Health Care | \$ 7,216 | \$ 5,000 | \$ - | \$ - | \$ - |
| Life Insurance | \$ 63 | \$ 50 | \$ - | \$ - | \$ - |
| Emp Sec Ins | \$ - | \$ 46 | \$ 415 | \$ 415 | \$ 415 |
| Workers Compensation | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Personnel Total | \$ 91,650 | \$ 119,812 | \$ 131,365 | \$ 131,365 | \$ 131,365 |
| Operations | | | | | |
| Uniforms | \$ 220 | \$ 2,000 | \$ 2,000 | \$ 1,000 | \$ 1,000 |
| Gas & Oil | \$ 26,915 | \$ 25,335 | \$ 26,130 | \$ 26,130 | \$ 26,130 |
| Tires & Tubes | \$ 3,087 | \$ 5,000 | \$ 5,000 | \$ 4,000 | \$ 4,000 |
| Maint Auto | \$ 2,957 | \$ 5,619 | \$ 5,619 | \$ 4,000 | \$ 4,000 |
| Training | \$ 534 | \$ 1,000 | \$ 2,000 | \$ 1,000 | \$ 1,000 |
| Operations Total | \$ 33,713 | \$ 38,954 | \$ 40,749 | \$ 36,130 | \$ 36,130 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 125,363 | \$ 158,766 | \$ 172,114 | \$ 167,495 | \$ 167,495 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|--------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Transit Driver (PT Pool) | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL ¹ | 1 | 1 | 1 | 1 | 1 |

¹Compensation Study title changes

CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2024
With Estimated Actual for the Year Ending June 30, 2023 and
Actual for the Year Ended June 30, 2022

| | <u>2022</u> <u>Actual</u> | <u>2023</u> <u>Estimate</u> | <u>2024</u> <u>Budget</u> |
|---------------------------------|------------------------------|--------------------------------|------------------------------|
| OPERATING REVENUES: | | | |
| Lease | \$ 765,619 | \$ 735,000 | \$ 760,000 |
| Other operating revenues | <u>99,892</u> | <u>41,360</u> | <u>100,000</u> |
| Total operating revenues | <u>\$ 865,511</u> | <u>\$ 776,360</u> | <u>\$ 860,000</u> |
| NONOPERATING REVENUES: | | | |
| Interest earned on investments | \$ 5,984 | \$ 93,110 | \$ 92,594 |
| Total nonoperating revenues | <u>\$ 5,984</u> | <u>\$ 93,110</u> | <u>\$ 92,594</u> |
| OTHER FINANCING SOURCES: | | | |
| Interfund revenues | <u>\$ 2,945,040</u> | <u>\$ 2,700,000</u> | <u>\$ 2,700,000</u> |
| Total other financing sources | <u>\$ 2,945,040</u> | <u>\$ 2,700,000</u> | <u>\$ 2,700,000</u> |
| Total revenues | <u>\$ 3,816,535</u> | <u>\$ 3,569,470</u> | <u>\$ 3,652,594</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 2023-2024 BUDGET SUMMARY
FIBRANT COMMUNICATIONS FUND**

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| REVENUE | \$ 3,816,535 | \$ 3,518,110 | \$ 3,652,594 | \$ 3,652,594 | \$ 3,652,594 |
| EXPENSES | | | | | |
| Personnel | | | | | |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Insurance Premiums | \$ 2,563 | \$ 3,210 | \$ 3,411 | \$ 3,411 | \$ 3,411 |
| Depreciation Expense | \$ 660,220 | \$ - | \$ - | \$ - | \$ - |
| Miscellaneous Expense | \$ - | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Legal Fees | \$ - | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Professional Services | \$ 93,554 | \$ 140,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Lease - Drop/Install | \$ 105,521 | \$ 150,000 | \$ 110,000 | \$ 110,000 | \$ 110,000 |
| Lease - Dark Fiber | \$ 44,000 | \$ 44,000 | \$ 44,000 | \$ 44,000 | \$ 44,000 |
| Lease - Capital | \$ - | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| Lease - Rent | \$ 8,400 | \$ 8,400 | \$ 8,400 | \$ 8,400 | \$ 8,400 |
| Lease Purchase Principal | \$ - | \$ 2,200,000 | \$ 2,280,000 | \$ 2,280,000 | \$ 2,280,000 |
| Lease Purchase Interest Exp | \$ 661,178 | \$ 474,520 | \$ 414,013 | \$ 414,013 | \$ 414,013 |
| Interfund Interest | \$ 58,770 | \$ 57,980 | \$ 52,770 | \$ 52,770 | \$ 52,770 |
| Interfund Principal | \$ - | \$ 300,000 | \$ 500,000 | \$ 500,000 | \$ 500,000 |
| Operations Total | \$ 1,634,207 | \$ 3,518,110 | \$ 3,652,594 | \$ 3,652,594 | \$ 3,652,594 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,634,207 | \$ 3,518,110 | \$ 3,652,594 | \$ 3,652,594 | \$ 3,652,594 |

CITY OF SALISBURY, NORTH CAROLINA

STORMWATER UTILITY FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2024
With Estimated Actual for the Year Ending June 30, 2023 and
Actual for the Year Ended June 30, 2022

| | 2022 | 2023 | 2024 |
|---------------------------------|-------------------------|-------------------------|-------------------------|
| | Actual | Estimate | Budget |
| OPERATING REVENUES: | | | |
| Charges for services | \$1,946,000 | \$2,070,000 | \$2,267,601 |
| Other operating revenues | 25,936 | 23,500 | 20,000 |
| Total operating revenues | <u>\$1,971,936</u> | <u>\$2,093,500</u> | <u>\$2,287,601</u> |
| NONOPERATING REVENUES: | | | |
| Interest earned on investments | \$ 4,481 | \$ 57,000 | \$ 50,000 |
| Total nonoperating revenues | <u>\$ 4,481</u> | <u>\$ 57,000</u> | <u>\$ 50,000</u> |
| OTHER FINANCING SOURCES: | | | |
| Fund balance appropriated | \$ - | \$ 617,759 | \$ - |
| Total other financing sources | <u>\$ -</u> | <u>\$ 617,759</u> | <u>\$ -</u> |
| Total revenues | <u>\$ 1,976,417</u> | <u>\$ 2,768,259</u> | <u>\$ 2,337,601</u> |



**CITY OF SALISBURY
FY 2023-2024 BUDGET SUMMARY
STORMWATER UTILITY FUND**

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| REVENUE | \$ 1,976,417 | \$ 2,705,278 | \$ 2,337,601 | \$ 2,337,601 | \$ 2,337,601 |
| EXPENSES | | | | | |
| Personnel | | | | | |
| Regular Salaries | \$ 363,316 | \$ 463,814 | \$ 467,173 | \$ 467,173 | \$ 467,173 |
| Overtime Salaries | \$ 3,652 | \$ 7,500 | \$ 6,600 | \$ 6,600 | \$ 6,600 |
| Part Time Salaries | \$ 429 | \$ 10,450 | \$ 32,769 | \$ 32,769 | \$ 32,769 |
| FICA Tax | \$ 25,570 | \$ 36,854 | \$ 38,750 | \$ 38,750 | \$ 38,750 |
| Retirement | \$ 41,177 | \$ 57,215 | \$ 60,880 | \$ 60,880 | \$ 60,880 |
| 401(K) Employer Contribution | \$ 14,363 | \$ 18,852 | \$ 18,952 | \$ 18,952 | \$ 18,952 |
| Pension Expense - LGERS | \$ (19,560) | \$ - | \$ - | \$ - | \$ - |
| Health Care | \$ 67,837 | \$ 103,527 | \$ 87,213 | \$ 87,213 | \$ 87,213 |
| Life Insurance | \$ 591 | \$ 1,152 | \$ 1,168 | \$ 1,168 | \$ 1,168 |
| Emp Sec Ins | \$ - | \$ 188 | \$ 1,738 | \$ 1,738 | \$ 1,738 |
| Workers Compensation | \$ 22,000 | \$ 22,000 | \$ 22,000 | \$ 22,000 | \$ 22,000 |
| Temporary Services | \$ 24,889 | \$ 24,500 | \$ 21,000 | \$ 21,000 | \$ 21,000 |
| Personnel Total | \$ 544,263 | \$ 746,052 | \$ 758,243 | \$ 758,243 | \$ 758,243 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Operations | | | | | |
| Uniforms | \$ 5,371 | \$ 7,000 | \$ 7,000 | \$ 7,000 | \$ 7,000 |
| Expendable Equipment | \$ 2,189 | \$ 2,250 | \$ 6,750 | \$ 6,750 | \$ 6,750 |
| Storm Sewers | \$ 33,916 | \$ 36,350 | \$ 37,100 | \$ 37,100 | \$ 37,100 |
| Construction | \$ 3,708 | \$ 5,830 | \$ 5,830 | \$ 5,830 | \$ 5,830 |
| Gas & Oil | \$ 10,545 | \$ 23,202 | \$ 13,971 | \$ 13,971 | \$ 13,971 |
| Department Supplies | \$ 309 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Travel | \$ - | \$ 521 | \$ 800 | \$ 800 | \$ 800 |
| Telephone | \$ 215 | \$ 204 | \$ 240 | \$ 240 | \$ 240 |
| Cell Phone Stipend | \$ - | \$ 1,848 | \$ 2,148 | \$ 2,148 | \$ 2,148 |
| Postage | \$ 28 | \$ 150 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Printing | \$ 480 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Maint Equipment | \$ 13,156 | \$ 18,345 | \$ 30,360 | \$ 30,360 | \$ 30,360 |
| Maint St Clean Equip | \$ 14 | \$ 4,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Maint Auto | \$ 9,039 | \$ 20,375 | \$ 27,975 | \$ 27,975 | \$ 27,975 |
| Vehicle Damage Repair | \$ 5,321 | \$ - | \$ - | \$ - | \$ - |
| County Landfill Charges | \$ 5,847 | \$ 20,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Advertising | \$ 5,255 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Training | \$ 475 | \$ 1,000 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Insurance Premiums | \$ 4,163 | \$ 5,018 | \$ 5,770 | \$ 6,420 | \$ 6,420 |
| Depreciation Expense | \$ 138,938 | \$ - | \$ - | \$ - | \$ - |
| Dues & Subscriptions | \$ 284 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Miscellaneous Expense | \$ 3,515 | \$ 7,652 | \$ 7,700 | \$ 7,700 | \$ 7,700 |
| Special Projects | \$ 46,528 | \$ 247,983 | \$ 615,211 | \$ 468,846 | \$ 468,846 |
| Employee Assistance Program | \$ 194 | \$ 196 | \$ 430 | \$ 430 | \$ 430 |
| Retiree Health Insurance | \$ (29,060) | \$ - | \$ - | \$ - | \$ - |
| Professional Services | \$ 99,541 | \$ 979,000 | \$ 155,000 | \$ 155,000 | \$ 155,000 |
| Transfer - Cap Reserve Fund | \$ 159,778 | \$ 164,852 | \$ 175,000 | \$ 250,676 | \$ 250,676 |
| Charges - General Fund | \$ 394,223 | \$ 406,050 | \$ 440,173 | \$ 510,212 | \$ 510,212 |
| Operations Total | \$ 913,973 | \$ 1,959,226 | \$ 1,579,358 | \$ 1,579,358 | \$ 1,579,358 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 1,458,236 | \$ 2,705,278 | \$ 2,337,601 | \$ 2,337,601 | \$ 2,337,601 |



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

| | FY 2022 | FY 2023 | FY 2024 | Goal |
|--|----------------|-----------------|------------------|-------------|
| | Actual | Estimate | Projected | |
| Workload | | | | |
| Street Cleaning, Miles Swept / Month | 13 | 40 | 46 | N/A |
| Catch Basins Cleaned * | 46 | 40 | 40 | N/A |
| Pipes Cleaned, Linear Feet of Pipe / Month | 30 | 50 | 50 | N/A |
| Illegal Discharge Detections, Each Month | 1.00 | 0.50 | 1.50 | N/A |
| Impervious Surface Area Added, Square Feet / Month * | 37,022 | 213,200 | 215,000 | N/A |

* Residential and Commercial

BUDGET REQUEST

| | Actual | Budget | Requested | Mgr Recommends | Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | FY21-22 | FY22-23 | FY23-24 | FY23-24 | FY23-24 |
| Personnel | | | | | |
| Regular Salaries | \$ 153,799 | \$ 152,627 | \$ 152,492 | \$ 152,492 | \$ 152,492 |
| FICA Tax | \$ 9,658 | \$ 11,676 | \$ 11,666 | \$ 11,666 | \$ 11,666 |
| Retirement | \$ 17,173 | \$ 18,529 | \$ 19,595 | \$ 19,595 | \$ 19,595 |
| 401(K) Employer Contribution | \$ 5,998 | \$ 6,105 | \$ 6,100 | \$ 6,100 | \$ 6,100 |
| Pension Expense - LGERS | \$ (19,560) | \$ - | \$ - | \$ - | \$ - |
| Health Care | \$ 26,049 | \$ 26,138 | \$ 23,884 | \$ 23,884 | \$ 23,884 |
| Life Insurance | \$ 277 | \$ 378 | \$ 381 | \$ 381 | \$ 381 |
| Emp Sec Ins | \$ - | \$ 60 | \$ 532 | \$ 532 | \$ 532 |
| Workers Compensation | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Personnel Total | \$ 197,393 | \$ 219,513 | \$ 218,650 | \$ 218,650 | \$ 218,650 |

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| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-----------------------------|-------------------|---------------------|----------------------|---------------------------|---------------------|
| Operations | | | | | |
| Uniforms | \$ 687 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Expendable Equipment | \$ 549 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Gas & Oil | \$ 2,042 | \$ 1,773 | \$ 2,111 | \$ 2,111 | \$ 2,111 |
| Department Supplies | \$ 309 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Travel | \$ - | \$ 521 | \$ 800 | \$ 800 | \$ 800 |
| Telephone | \$ 215 | \$ 204 | \$ 240 | \$ 240 | \$ 240 |
| Cell Phone Stipend | \$ - | \$ 1,848 | \$ 2,148 | \$ 2,148 | \$ 2,148 |
| Postage | \$ 28 | \$ 150 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Printing | \$ 480 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Maint Auto | \$ 710 | \$ 1,415 | \$ 2,915 | \$ 2,915 | \$ 2,915 |
| Advertising | \$ 5,255 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Training | \$ 475 | \$ 1,000 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Insurance Premiums | \$ 430 | \$ 504 | \$ 580 | \$ 1,230 | \$ 1,230 |
| Depreciation Expense | \$ 138,938 | \$ - | \$ - | \$ - | \$ - |
| Dues & Subscriptions | \$ 284 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Miscellaneous Expense | \$ 1,169 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| Special Projects | \$ 46,528 | \$ 247,983 | \$ 615,211 | \$ 468,846 | \$ 468,846 |
| Employee Assistance Program | \$ 194 | \$ 196 | \$ 430 | \$ 430 | \$ 430 |
| Retiree Health Insurance | \$ (29,060) | \$ - | \$ - | \$ - | \$ - |
| Professional Services | \$ 99,541 | \$ 979,000 | \$ 155,000 | \$ 155,000 | \$ 155,000 |
| Transfer - Cap Reserve Fund | \$ 11,861 | \$ 11,868 | \$ 15,000 | \$ 11,861 | \$ 11,861 |
| Charges - General Fund | \$ 394,223 | \$ 406,050 | \$ 440,173 | \$ 510,212 | \$ 510,212 |
| Operations Total | \$ 674,858 | \$ 1,666,412 | \$ 1,251,008 | \$ 1,172,193 | \$ 1,172,193 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 872,251 | \$ 1,885,925 | \$ 1,469,658 | \$ 1,390,843 | \$ 1,390,843 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Assistant Public Works Director | 1 | 1 | 1 | 1 | 1 |
| Environmental Division Manager | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL¹ | 2 | 2 | 2 | 2 | 2 |

¹Compensation Study title changes

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 FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 26,965 | \$ 134,031 | \$ 98,424 | \$ 98,424 | \$ 98,424 |
| Overtime Salaries | \$ 617 | \$ 1,500 | \$ 1,600 | \$ 1,600 | \$ 1,600 |
| Part Time Salaries | \$ 429 | \$ 10,450 | \$ 27,473 | \$ 27,473 | \$ 27,473 |
| FICA Tax | \$ 2,109 | \$ 10,369 | \$ 9,754 | \$ 9,754 | \$ 9,754 |
| Retirement | \$ 2,936 | \$ 16,453 | \$ 12,854 | \$ 12,854 | \$ 12,854 |
| 401(K) Employer Contribution | \$ 1,025 | \$ 5,421 | \$ 4,001 | \$ 4,001 | \$ 4,001 |
| Health Care | \$ 4,903 | \$ 27,195 | \$ 16,489 | \$ 16,489 | \$ 16,489 |
| Life Insurance | \$ 39 | \$ 331 | \$ 246 | \$ 246 | \$ 246 |
| Emp Sec Ins | \$ - | \$ 53 | \$ 436 | \$ 436 | \$ 436 |
| Workers Compensation | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |
| Personnel Total | \$ 45,022 | \$ 211,803 | \$ 177,277 | \$ 177,277 | \$ 177,277 |
| Operations | | | | | |
| Uniforms | \$ 1,139 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| Expendable Equipment | \$ 513 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Gas & Oil | \$ 2,535 | \$ 12,021 | \$ 6,030 | \$ 6,030 | \$ 6,030 |
| Maint St Clean Equip | \$ 14 | \$ 4,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Maint Auto | \$ 6,484 | \$ 17,900 | \$ 24,000 | \$ 24,000 | \$ 24,000 |
| County Landfill Charges | \$ 5,847 | \$ 20,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Insurance Premiums | \$ 1,933 | \$ 2,269 | \$ 2,609 | \$ 2,609 | \$ 2,609 |
| Miscellaneous Expense | \$ 496 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Transfer - Cap Reserve Fund | \$ 78,733 | \$ 42,636 | \$ 45,000 | \$ 156,034 | \$ 156,034 |
| Operations Total | \$ 97,694 | \$ 102,326 | \$ 119,139 | \$ 230,173 | \$ 230,173 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 142,716 | \$ 314,129 | \$ 296,416 | \$ 407,450 | \$ 407,450 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Crew Leader | 1 | 1 | 1 | 1 | 1 |
| Maintenance Worker I/II/III/Sr. | 2 | 2 | 2 | 2 | 2 |
| TOTAL | 3 | 3 | 3 | 3 | 3 |

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

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 41,467 | \$ 58,904 | \$ 79,862 | \$ 79,862 | \$ 79,862 |
| Overtime Salaries | \$ 33 | \$ 1,000 | \$ 800 | \$ 800 | \$ 800 |
| FICA Tax | \$ 3,134 | \$ 4,582 | \$ 6,170 | \$ 6,170 | \$ 6,170 |
| Retirement | \$ 4,781 | \$ 7,271 | \$ 10,365 | \$ 10,365 | \$ 10,365 |
| 401(K) Employer Contribution | \$ 1,660 | \$ 2,396 | \$ 3,227 | \$ 3,227 | \$ 3,227 |
| Health Care | \$ 8,699 | \$ 21,376 | \$ 17,867 | \$ 17,867 | \$ 17,867 |
| Life Insurance | \$ 68 | \$ 148 | \$ 200 | \$ 200 | \$ 200 |
| Emp Sec Ins | \$ - | \$ 24 | \$ 278 | \$ 278 | \$ 278 |
| Workers Compensation | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Personnel Total | \$ 63,842 | \$ 99,701 | \$ 122,769 | \$ 122,769 | \$ 122,769 |
| Operations | | | | | |
| Uniforms | \$ 1,996 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Expendable Equipment | \$ 568 | \$ 750 | \$ 5,250 | \$ 5,250 | \$ 5,250 |
| Storm Sewers | \$ 33,916 | \$ 36,350 | \$ 37,100 | \$ 37,100 | \$ 37,100 |
| Construction | \$ 3,708 | \$ 5,830 | \$ 5,830 | \$ 5,830 | \$ 5,830 |
| Gas & Oil | \$ 4,113 | \$ 4,085 | \$ 2,312 | \$ 2,312 | \$ 2,312 |
| Maint Equipment | \$ 6,508 | \$ 4,360 | \$ 6,360 | \$ 6,360 | \$ 6,360 |
| Maint Auto | \$ 1,845 | \$ 1,060 | \$ 1,060 | \$ 1,060 | \$ 1,060 |
| Insurance Premiums | \$ 1,774 | \$ 2,016 | \$ 2,318 | \$ 2,318 | \$ 2,318 |
| Transfer - Cap Reserve Fund | \$ 56,684 | \$ 65,688 | \$ 65,000 | \$ 56,685 | \$ 56,685 |
| Operations Total | \$ 111,112 | \$ 122,139 | \$ 127,230 | \$ 118,915 | \$ 118,915 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 174,954 | \$ 221,840 | \$ 249,999 | \$ 241,684 | \$ 241,684 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Maintenance Worker I/II/III/Sr. | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> |
| TOTAL | 2 | 2 | 2 | 2 | 2 |

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 FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|------------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Personnel | | | | | |
| Regular Salaries | \$ 141,085 | \$ 118,252 | \$ 136,395 | \$ 136,395 | \$ 136,395 |
| Overtime Salaries | \$ 3,001 | \$ 5,000 | \$ 4,200 | \$ 4,200 | \$ 4,200 |
| Part Time Salaries | \$ - | \$ - | \$ 5,296 | \$ 5,296 | \$ 5,296 |
| FICA Tax | \$ 10,670 | \$ 10,227 | \$ 11,160 | \$ 11,160 | \$ 11,160 |
| Retirement | \$ 16,288 | \$ 14,962 | \$ 18,066 | \$ 18,066 | \$ 18,066 |
| 401(K) Employer Contribution | \$ 5,680 | \$ 4,930 | \$ 5,624 | \$ 5,624 | \$ 5,624 |
| Health Care | \$ 28,186 | \$ 28,818 | \$ 28,973 | \$ 28,973 | \$ 28,973 |
| Life Insurance | \$ 207 | \$ 295 | \$ 341 | \$ 341 | \$ 341 |
| Emp Sec Ins | \$ - | \$ 51 | \$ 492 | \$ 492 | \$ 492 |
| Workers Compensation | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Temporary Services | \$ 24,889 | \$ 24,500 | \$ 21,000 | \$ 21,000 | \$ 21,000 |
| Personnel Total | \$ 238,006 | \$ 215,035 | \$ 239,547 | \$ 239,547 | \$ 239,547 |
| Operations | | | | | |
| Uniforms | \$ 1,549 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Expendable Equipment | \$ 559 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Gas & Oil | \$ 1,855 | \$ 5,323 | \$ 3,518 | \$ 3,518 | \$ 3,518 |
| Maint Equipment | \$ 6,648 | \$ 13,985 | \$ 24,000 | \$ 24,000 | \$ 24,000 |
| Vehicle Damage Repair | \$ 5,321 | \$ - | \$ - | \$ - | \$ - |
| Insurance Premiums | \$ 27 | \$ 229 | \$ 263 | \$ 263 | \$ 263 |
| Miscellaneous Expense | \$ 1,851 | \$ 2,152 | \$ 2,200 | \$ 2,200 | \$ 2,200 |
| Transfer - Cap Reserve Fund | \$ 12,500 | \$ 44,660 | \$ 50,000 | \$ 26,096 | \$ 26,096 |
| Operations Total | \$ 30,309 | \$ 68,349 | \$ 81,981 | \$ 58,077 | \$ 58,077 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 268,315 | \$ 283,384 | \$ 321,528 | \$ 297,624 | \$ 297,624 |

PERSONNEL DETAIL

| Position Title | Authorized FY 21-22 | Authorized FY 22-23 | Requested FY 23-24 | Mgr. Recommends FY 23-24 | Adopted FY 23-24 |
|---------------------------------|------------------------|------------------------|-----------------------|-----------------------------|---------------------|
| Crew Leader | 1 | 1 | 1 | 1 | 1 |
| Maintenance Worker I/II/III/Sr. | 2 | 2 | 2 | 2 | 2 |
| Seasonal/Part-Time Pool | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> | <u>1</u> |
| TOTAL | 4 | 4 | 4 | 4 | 4 |

CITY OF SALISBURY, NORTH CAROLINA

STORMWATER CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2024
With Estimated Actual for the Year Ending June 30, 2023 and
Actual for the Year Ended June 30, 2022

| | <u>2022</u> <u>Actual</u> | <u>2023</u> <u>Estimate</u> | <u>2024</u> <u>Budget</u> |
|--|------------------------------|--------------------------------|------------------------------|
| NONOPERATING REVENUES: | | | |
| Interest earned on investments | \$ 1,525 | \$ 14,162 | \$ 20,000 |
| Total miscellaneous | <u>\$ 1,525</u> | <u>\$ 14,162</u> | <u>\$ 20,000</u> |
| OTHER FINANCING SOURCES: | | | |
| Operating transfer from Stormwater Fund | \$ 159,778 | \$ 164,852 | \$ 250,676 |
| Fund balance appropriated | <u>-</u> | <u>332,660</u> | <u>247,296</u> |
| Total other financing sources | <u>\$ 159,778</u> | <u>\$ 497,512</u> | <u>\$ 497,972</u> |
| Total revenues and other financing sources | <u>\$ 161,303</u> | <u>\$ 511,674</u> | <u>\$ 517,972</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

| | Actual FY21-22 | Budget FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|----------------------------|-------------------|-------------------|----------------------|---------------------------|--------------------|
| Personnel | | | | | |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Operations Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Capital | | | | | |
| Capital Outlay - Equipment | \$ - | \$ 497,512 | \$ - | \$ 517,972 | \$ 517,972 |
| Capital Total | \$ - | \$ 497,512 | \$ - | \$ 517,972 | \$ 517,972 |
| Grand Total | \$ - | \$ 497,512 | \$ - | \$ 517,972 | \$ 517,972 |

CAPITAL OUTLAY

| | Requested FY 23-24 | Mgr Recommends FY 23-24 | Adopted FY 23-24 |
|-----------------------------|-----------------------|----------------------------|---------------------|
| F-350 With Refuse Collector | \$ 84,868 | \$ - | \$ - |
| Street Sweeper | - | 382,006 | 382,006 |
| 25 Cubic Yard Leaf Machine | - | 135,966 | 135,966 |
| Total Capital Outlay | \$ 84,868 | \$ 517,972 | \$ 517,972 |

CITY OF SALISBURY, NORTH CAROLINA

SPECIAL REVENUE FUNDS

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2024
With Estimated Actual for the Year Ending June 30, 2023 and
Actual for the Year Ended June 30, 2022

| | 2022 | 2023 | 2024 |
|--------------------|-------------------|-------------------|-------------------|
| | Actual | Estimate | Budget |
| REVENUES: | | | |
| Intergovernmental: | | | |
| Federal | \$ 308,083 | \$ 300,000 | \$ 461,110 |
| Cares Act Funds | 99,854 | 75,000 | - |
| Miscellaneous: | | | |
| Other | <u>44,152</u> | <u>40,000</u> | <u>20,000</u> |
| Total revenues | <u>\$ 452,089</u> | <u>\$ 415,000</u> | <u>\$ 481,110</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 FY21-22 | Budgeted FY22-23 | Requested FY23-24 | Mgr Recommends FY23-24 | Adopted FY23-24 |
|-------------------------|---------------------------|-----------------------------|------------------------------|-----------------------------------|----------------------------|
| Personnel | | | | | |
| Personnel Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Operations | | | | | |
| Operations Total | \$ 452,089 | \$ 425,000 | \$ 481,110 | \$ 481,110 | \$ 481,110 |
| Capital | | | | | |
| Capital Total | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grand Total | \$ 452,089 | \$ 425,000 | \$ 481,110 | \$ 481,110 | \$ 481,110 |



CITY OF SALISBURY, NORTH CAROLINA

INTERNAL SERVICE FUNDS

FINANCIAL PLAN

For the Year Ending June 30, 2024

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

| REVENUES | |
|-------------------------------------|---------------------|
| City Contributions | \$ 4,138,764 |
| Active Employee Premiums | 1,000,000 |
| Inactive Employee Premiums | 650,000 |
| Interest Earned on Investments | 200,000 |
| Total Revenues | <u>\$ 5,988,764</u> |
| | |
| EXPENDITURES | |
| Employee Benefits | \$ 4,291,764 |
| Other Medical Expenses | 30,000 |
| Physician's Assistant | 140,000 |
| Benefits Consultant | 32,000 |
| Administrative Fees | 1,400,000 |
| Health Saving Account Contributions | 95,000 |
| Total Expenditures | <u>\$ 5,988,764</u> |

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

| REVENUES | |
|---------------------------------|---------------------|
| City Contributions | \$ 964,000 |
| Interest Earned on Investments | 160,000 |
| Total Revenues | <u>\$ 1,124,000</u> |
| | |
| EXPENDITURES | |
| Employee Benefits | \$ 874,000 |
| Workers' Compensation Insurance | 250,000 |
| Total Expenditures | <u>\$ 1,124,000</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 has previously engaged the services of a consultant to update the CIP. For FY24, the City has prepared the General Fund and the Water and Sewer Fund CIP in house. City Council approved a 15-year Stormwater CIP in January 2022. We have reviewed the forecasted revenue 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.

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.



Public Works' Plow



Covered Bridge on Salisbury Greenway



General Road Construction

City of Salisbury
10 Year Capital Improvement Program

General Fund

| | |
|---|-----|
| 10 - Year CIP Summary | 197 |
| City-wide | 199 |
| Planning & Neighborhoods - Community Planning | 200 |
| Downtown Development | 205 |
| Parks and Recreation | 206 |
| Transportation - Engineering | 212 |
| Public Works - Streets | 218 |
| Public Works - Grounds | 221 |
| Public Works - Facilities Management | 222 |
| Fire Department | 227 |

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

| Department | Project Name | Fiscal Year | | | | |
|-----------------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | 2024 | 2025 | 2026 | 2027 | 2028 |
| City-wide | City-wide Camera System | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Community Planning | Downtown Revitalization Incentive Program | 180,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Community Planning | Neighborhood Revitalization & Rehabilitation | 200,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Community Planning | Main Street Infrastructure | 650,000 | 9,283,444 | - | - | - |
| Community Planning | Salisbury-Spencer Greenway Connection | - | - | - | - | 3,000,000 |
| Community Planning | Kesler Mill Infrastructure | - | - | 500,000 | 500,000 | - |
| Downtown Development | Downtown Improvements | - | 150,000 | 75,000 | 5,000 | 5,000 |
| Parks and Recreation | Play Structures | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Parks and Recreation | Parks and Recreation Infrastructure (ARPA) | 927,000 | - | - | - | - |
| Parks and Recreation | Event Space - former Wells Fargo Building | 1,000,000 | - | 6,000,000 | - | - |
| Parks and Recreation | Greenway Extension | 200,000 | - | 200,000 | - | 200,000 |
| Parks and Recreation | Hurley Park Projects | 10,000 | 23,000 | 408,000 | 18,000 | 10,000 |
| Parks and Recreation | New Multi-use Recreation/Senior Center | - | - | 12,000,000 | 12,000,000 | 12,000,000 |
| Engineering | Grant Creek Greenway | 60,000 | 4,175,000 | - | - | - |
| Engineering | Train Station Second Platform | - | - | - | 780,000 | - |
| Engineering | Sidewalks-Old Concord, Brenner, Jake Alex | 724,700 | 1,365,800 | 20,000 | 20,000 | 20,000 |
| Engineering | Street Light Improvements/Mod to Signal | 47,474 | 51,183 | 51,907 | 52,645 | 53,398 |
| Engineering | Salisbury Train Depot Multi-modal Center | 3,220,000 | 8,500,000 | - | - | - |
| Engineering | Julian Rd Widening | - | 91,287 | - | - | - |
| Streets | New Spoils Location | - | 150,000 | - | - | - |
| Streets | Asphalt Resurfacing | 1,000,000 | 1,025,000 | 1,050,625 | 1,076,890 | 1,103,812 |
| Streets | Bridge Maintenance | 200,000 | - | 225,000 | - | 250,000 |
| Grounds | Community Park Septic System Upgrade | - | - | - | - | - |
| Facilities Management | Parking Lot Resurfacing | 27,000 | 32,500 | 33,313 | 34,145 | 34,999 |
| Facilities Management | Elevators | - | 200,000 | - | 200,000 | - |
| Facilities Management | Fuel Site | - | - | 1,000,000 | - | - |
| Facilities Management | HVAC | 80,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Facilities Management | Roof | 179,760 | 400,000 | 400,000 | 400,000 | 400,000 |
| Fire Department | Fire Station 3 | 8,000,000 | 1,000,000 | - | - | - |
| Fire Department | Thermal Imaging Camera (TIC) | 15,000 | - | 15,000 | - | 15,000 |
| Fire Department | Hurst Hydraulic Tools | - | 45,000 | - | - | 50,000 |
| Fire Department | Breathing Air Compressor | - | - | 60,000 | - | - |
| Fire Department | Light Tower (Emergency Management) | 34,000 | - | - | - | - |
| | | 16,904,934 | 27,292,214 | 22,838,845 | 15,886,680 | 17,942,209 |

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

| Department | Project Name | Fiscal Year | | | | | 10 Year Total |
|-----------------------|--|------------------|------------------|------------------|------------------|------------------|--------------------|
| | | 2029 | 2030 | 2031 | 2032 | 2033 | |
| City-wide | City-wide Camera System | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 1,000,000 |
| Community Planning | Downtown Revitalization Incentive Program | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 2,430,000 |
| Community Planning | Neighborhood Revitalization & Rehabilitation | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 2,900,000 |
| Community Planning | Main Street Infrastructure | - | - | - | - | - | 9,933,444 |
| Community Planning | Salisbury-Spencer Greenway Connection | - | - | - | - | - | 3,000,000 |
| Community Planning | Kesler Mill Infrastructure | - | - | - | - | - | 1,000,000 |
| Downtown Development | Downtown Improvements | 5,000 | - | - | - | - | 240,000 |
| Parks and Recreation | Play Structures | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 500,000 |
| Parks and Recreation | Parks and Recreation Infrastructure (ARPA) | - | - | - | - | - | 927,000 |
| Parks and Recreation | Event Space - former Wells Fargo Building | - | - | - | - | - | 7,000,000 |
| Parks and Recreation | Greenway Extension | - | 200,000 | - | 200,000 | - | 1,000,000 |
| Parks and Recreation | Hurley Park Projects | 5,000 | 65,000 | 50,000 | - | - | 589,000 |
| Parks and Recreation | New Multi-use Recreation/Senior Center | - | - | - | - | - | 36,000,000 |
| Engineering | Grant Creek Greenway | - | - | - | - | - | 4,235,000 |
| Engineering | Train Station Second Platform | - | - | - | - | - | 780,000 |
| Engineering | Sidewalks-Old Concord, Brenner, Jake Alex | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 2,275,500 |
| Engineering | Street Light Improvements/Mod to Signal | 59,166 | 59,949 | 60,748 | 61,563 | 62,394 | 560,427 |
| Engineering | Salisbury Train Depot Multi-modal Center | - | - | - | - | - | 11,720,000 |
| Engineering | Julian Rd Widening | - | - | - | - | - | 91,287 |
| Streets | New Spoils Location | - | - | - | - | - | 150,000 |
| Streets | Asphalt Resurfacing | 1,131,408 | 1,159,693 | 1,188,685 | 1,218,402 | 1,248,862 | 11,203,377 |
| Streets | Bridge Maintenance | - | - | - | - | - | 675,000 |
| Grounds | Community Park Septic System Upgrade | 300,000 | - | - | - | - | 300,000 |
| Facilities Management | Parking Lot Resurfacing | 35,874 | 36,771 | 37,690 | 38,632 | 39,598 | 350,522 |
| Facilities Management | Elevators | 200,000 | - | - | - | - | 600,000 |
| Facilities Management | Fuel Site | - | - | - | - | - | 1,000,000 |
| Facilities Management | HVAC | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 980,000 |
| Facilities Management | Roof | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 3,779,760 |
| Fire Department | Fire Station 3 | - | - | - | - | - | 9,000,000 |
| Fire Department | Thermal Imaging Camera (TIC) | - | - | - | - | - | 45,000 |
| Fire Department | Hurst Hydraulic Tools | - | - | - | - | - | 95,000 |
| Fire Department | Breathing Air Compressor | - | - | - | - | - | 60,000 |
| Fire Department | Light Tower (Emergency Management) | - | - | - | - | - | 34,000 |
| | | 2,961,448 | 2,746,413 | 2,562,123 | 2,743,597 | 2,575,854 | 114,454,317 |

Capital Improvement Program FY 2024-33

Project Name: City-wide Camera System

Department: City-wide

Project Description: Continued expansion of the city-wide security camera system to aid in Police investigations and traffic monitoring.

Proposed Funding Source: Grant funds for FY24 / City funds, thereafter

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|---------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| CAPITAL FUNDING (in thousands) | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 1,000 |
| Capital Total | 100 | 1,000 |

Operating Fund Impact: Monthly service cost for internet feed to cameras.

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| OPERATING IMPACT (in thousands) | | | | | | | | | | | |
| Operating | 7 | 9 | 11 | 13 | 15 | 17 | 19 | 21 | 23 | 25 | 160 |
| Debt Cost | | | | | | | | | | | |
| Operating Total | 7 | 9 | 11 | 13 | 15 | 17 | 19 | 21 | 23 | 25 | 160 |

Capital Improvement Program FY 2024-33

Project Name: Downtown Revitalization Incentive Program

Department: Planning & Neighborhoods - Community Planning

Project Description: The program serves as an economic development tool to promote, reuse, and rehabilitate underutilized historic buildings and create additional residential units.

Outcomes the City hopes to achieve are: Increase City’s tax base; bring 24/7 vitality to the downtown with increased tourism and visitation; boost the market base for retail and restaurants; preserve the historic fabric of downtown; encourage the use of fire suppression systems, thereby reducing the chances of catastrophic fire impacting multiple buildings.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | 180 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 2,430 |
| Capital Total | 180 | 250 | 2,430 |

Operating Fund Impact: Increase expected in tax revenues generated through higher tax base for rehabilitated property.

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| OPERATING IMPACT <i>(in thousands)</i> | | | | | | | | | | | |
| Operating | (21) | (24) | (27) | (30) | (33) | (36) | (39) | (42) | (45) | (48) | (345) |
| Debt Cost | | | | | | | | | | | |
| Operating Total | (21) | (24) | (27) | (30) | (33) | (36) | (39) | (42) | (45) | (48) | (345) |

Capital Improvement Program FY 2024-33

Project Name: Neighborhood Revitalization Program

Department: Planning & Neighborhoods - Community Planning

Project Description: This initiative, which would be focused in the West End Neighborhood, will help improve housing and neighborhood conditions by offering homeowners in the pilot area the opportunity to be eligible for deferred loans to use on exterior rehabilitation. If the program proves to be impactful on housing conditions and neighborhood appearance, it may be expanded to other areas in the future as funds are available.

Outcomes the City hopes to achieve are: Remove blight, improve overall living conditions, preserve and retain existing housing stock, enhance community appearance, promote a more positive impression of the neighborhood.

Proposed Funding Source: ARPA Funds / General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | 180 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 2,880 |
| Capital Total | 180 | 300 | 2,880 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Main Street Infrastructure

Department: Planning & Neighborhoods - Community Planning

Project Description: The design for the Main Street Infrastructure project is to take place, in FY24. A study will be done at a later date. The project includes streetscaping along approximately six blocks of North and South Main Street to provide traffic calming and improve pedestrian safety. Improvements such as wider sidewalks, additional lighting, new street trees, and spots for outside dining will help elevate the downtown as a sought-after destination, boosting commerce and tourism. Replacement or upgrades to underground water and sewer infrastructure and properly-sized tree pits will ensure long-term viability of the project.

Proposed Funding Source: ARPA Funds (Design) / State Transportation Block Grant-80% / General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|--------------|-------|-------|-------|-------|-------|-------|-------|-------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | 650 | | | | | | | | | | 650 |
| Construction | | 9,283 | | | | | | | | | 9,283 |
| Other | | | | | | | | | | | - |
| Capital Total | 650 | 9,283 | - | - | - | - | - | - | - | - | 9,933 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Salisbury-Spencer Greenway Connection

Department: Planning & Neighborhoods - Community Planning

Project Description: Project to connect Salisbury’s existing greenway to neighboring Town of Spencer.

Proposed Funding Source: State grants / General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | 3,000 | | | | | | 3,000 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | 3,000 | - | - | - | - | - | 3,000 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Kesler Mill Infrastructure

Department: Planning & Neighborhoods - Community Planning

Project Description: The former Kesler Mill has been the subject of Brownfields testing and cleanup. The City will finish its final site preparation to prepare the area for redevelopment.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | | | 500 | 500 | | | | | | | 1,000 |
| Capital Total | - | - | 500 | 500 | - | - | - | - | - | - | 1,000 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Downtown Improvements

Department: Downtown Development

Project Description: Railwalk Art District Alley and Parking and Attraction wayfinding.

Proposed Funding Source: General Fund / MSD Taxes

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | | 150 | 75 | 5 | 5 | 5 | | | | | 240 |
| Capital Total | - | 150 | 75 | 5 | 5 | 5 | - | - | - | - | 240 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Play Structure

Department: Parks & Recreation

Project Description: As the play structures age they must be replaced between 10-15 years to decrease liability likelihood and improve recreation opportunities for the community.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 500 |
| Capital Total | 50 | 500 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: ARPA - Parks & Recreation Infrastructure Projects

Department: Parks & Recreation

Project Description:

Parks and Recreation Department infrastructure needs, not limited to City Park renovation, Miller Center expansion, Hall Gym floor, Hall Gym classroom renovations, Fred Evans Pool short-term updates. Projected to be finished early 2024. (Council Priority)

Includes:

- Miller Center (Flooring, kitchen remodel, arcade room renovation, interior door replacement)
- City Park Rec Center (Kitchen remodel, office remodel and installation, Room “A” renovation)
- Hall Gym (Classroom expansion, wrestling room remodel to rental space, lobby remodel, new gym floor, storefront/foyer addition of back of gym)
- Fred Evans Pool (Upgrades to bathrooms to be ADA compliant)

Proposed Funding Source: ARPA Funds

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 927 | | | | | | | | | | 927 |
| Other | | | | | | | | | | | - |
| Capital Total | 927 | - | - | - | - | - | - | - | - | - | 927 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Event Space – former Wells Fargo Building

Department: Parks & Recreation

Project Description: Parks and Recreation Department infrastructure and amenity improvements. The City purchased the former Wells Fargo building in FY23 with grant funds from the State of North Carolina. City Council allocated \$1,000,000 for this building or the current Civic Center. The City is still in the planning phases for the Wells Fargo building and major renovations are planned for the future. Council Priority)

Proposed Funding Source: ARPA Funds / Debt financing

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|--------------|----------|--------------|----------|----------|----------|----------|----------|----------|----------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 1,000 | | 6,000 | | | | | | | | 7,000 |
| Other | | | | | | | | | | | - |
| Capital Total | 1,000 | - | 6,000 | - | 7,000 |

Operating Fund Impact: To be determined – operating cost to include utilities, security, etc. The building will generate future revenue as event space rental.

Capital Improvement Program FY 2024-33

Project Name: Greenway Extension

Department: Parks & Recreation

Project Description: A long term goal is to extend the greenway around the whole city to make Salisbury multi-modal and to increase pedestrian safety. The other goal is to connect Salisbury assets like parks, shopping, and neighborhoods.

Proposed Funding Source: Grants / General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 200 | | 200 | | 200 | | 200 | | 200 | | 1,000 |
| Other | | | | | | | | | | | - |
| Capital Total | 200 | - | 1,000 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Hurley Park Projects

Department: Parks & Recreation

Project Description: The City, in partnership with the Hurley Foundation, maintains and operates Hurley Park. The joint project provides for a recreation opportunity to residents and to partner in some park expenses including capital projects. The following list of possible projects may or may not be partnered expenses:

Includes:

- Main Gazebo (\$40,000): The main gazebo will eventually need to be replaced as it deteriorates.
- Trails (\$8,000): The trails in the park need an overhaul every 10 years.
- Fountain (\$8,000): The fountain will need replacement in the next 10 years and helps to regulate the pond.
- Little Gazebo (\$25,000): The little gazebo will eventually need to be replaced as it deteriorates.
- Dam/Annex Waterway (\$400,000): The Annex waterway will need to be remodeled/renovated.
- Large Bridges (\$50,000): In the next 10 years the large bridges will deteriorate and will need replacing to ensure safety.
- Trash Bins (\$5,000): Commercial and decorative trash bins will need replacing.
- Picnic Tables (\$10,000): Commercial picnic tables will need replacing and are popular to use.
- Benches (\$8,000): Commercial benches are susceptible to damage and high use and will need replacing.
- Irrigation System (\$50,000): The current system will age and need replacing. System was installed in 2018.
- Pond Dredging (\$10,000): This is needed every 10 years.
- Bridge at Fern Glade (\$10,000): Largest and most decorative bridge that will eventually need replacing.

Proposed Funding Source: Donations / General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|---------------------------------------|-----------|-----------|------------|-----------|-----------|----------|-----------|-----------|----------|----------|------------|
| CAPITAL FUNDING (in thousands) | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 10 | | 400 | | | | | 50 | | | 460 |
| Other | | 23 | 8 | 18 | 10 | 5 | 65 | | | | 129 |
| Capital Total | 10 | 23 | 408 | 18 | 10 | 5 | 65 | 50 | - | - | 589 |

Capital Improvement Program FY 2024-33

Project Name: New Multi-use Recreation/Senior Center

Department: Parks & Recreation

Project Description: Construct a new recreation center facility to replace the current Civic Center. The project goal is to partner with Rufty-Holmes Senior Center to build and operate a multi-generational facility to offer a hub for activity at the original Civic Center site. This project will also include reconstructing a new Fred M. Evans Pool on the project site. The overall objective is to replace three aging facilities to create one campus of activity that offers multiple amenities to residents.

Proposed Funding Source: General Fund / Developer Partnership Contribution / Bonds / possible Grants

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|--------|--------|--------|-------|-------|-------|-------|-------|--------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | 12,000 | 12,000 | 12,000 | | | | | | 36,000 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | 12,000 | 12,000 | 12,000 | - | - | - | - | - | 36,000 |

Operating Fund Impact: To be determined – operating cost to include utilities, security, etc. The building will generate future revenue as event space rental.

Capital Improvement Program FY 2024-33

Project Name: Grant Creek Greenway

Department: Transportation - Engineering

Project Description: This project will design and construct a paved trail from Forestdale, near Catawba College, to Kelsey Scott Park located off Old Wilkesboro Road. This is a TAP (Transportation Alternatives Program) project with an 80/20 match.

Proposed Funding Source: 20% General Fund / 80% TAP

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|---------------------------------------|-----------|--------------|----------|----------|----------|----------|----------|----------|----------|----------|--------------|
| CAPITAL FUNDING (in thousands) | | | | | | | | | | | |
| Design | 60 | | | | | | | | | | 60 |
| Construction | | 4,175 | | | | | | | | | 4,175 |
| Other | | | | | | | | | | | - |
| Capital Total | 60 | 4,175 | - | 4,235 |

Operating Fund Impact: Increased maintenance and mowing costs.

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| OPERATING IMPACT (in thousands) | | | | | | | | | | | |
| Operating | | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 90 |
| Debt Cost | | | | | | | | | | | |
| Operating Total | - | 10 | 90 |

Capital Improvement Program FY 2024-33

Project Name: Train Station Second Platform

Department: Transportation - Engineering

Project Description: The City’s portion of design and construction of a second platform at the Salisbury Depot to accommodate additional passenger and freight operations at this location. The City’s share is based on 10% of original estimated project cost of \$7.8 million. Project costs currently are projected to exceed \$14 million, but the City’s portion will not increase, and will be paid at completion of the project. The City will be responsible for on-going maintenance of the platform and bridge, per a municipal agreement with NCDOT.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | 780 | | | | | | | 780 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | 780 | - | - | - | - | - | - | 780 |

Operating Fund Impact: Some impact on operations through maintenance costs.

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| OPERATING IMPACT <i>(in thousands)</i> | | | | | | | | | | | |
| Operating | | | 8 | 8 | 8 | 8 | 10 | 10 | 10 | 10 | 72 |
| Debt Cost | | | | | | | | | | | |
| Operating Total | - | - | 8 | 8 | 8 | 8 | 10 | 10 | 10 | 10 | 72 |

Capital Improvement Program FY 2024-33

Project Name: Sidewalks - Old Concord Road, Brenner Ave, & Jake Alexander Blvd

Department: Transportation - Engineering

Project Description: CMAQ (Congestion Mitigation and Air Quality) sidewalk project on one side of Old Concord Road, from Ryan Street to Jake Alexander Boulevard (includes Jake), will include curb, gutter, storm drain, and sidewalk.

CMAQ (Congestion Mitigation and Air Quality) project to add sidewalk to the north side of Brenner Avenue. This project will include curb, gutter, storm drain from Statesville Blvd to Horah Street along with intersection safety improvement at Link and Brenner Avenues.

CMAQ (Congestion Mitigation and Air Quality) project to add sidewalk to Jake Alexander Boulevard.

Bicycle Facility/Traffic Calming/Sidewalk Improvements.

Proposed Funding Source: 20% General Fund / 80% CMAQ

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 725 | 1,366 | 20 | 20 | 20 | 25 | 25 | 25 | 25 | 25 | 2,275 |
| Other | | | | | | | | | | | - |
| Capital Total | 725 | 1,366 | 20 | 20 | 20 | 25 | 25 | 25 | 25 | 25 | 2,275 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Street Light Improvements

Department: Transportation - Engineering

Project Description: We plan to add 150 new street lights per fiscal year. Street lights within neighborhoods are installed by petition and scheduled in the order in which they are received. Petitions are not required for the addition of streetlights on major thoroughfares, which is addressed when there are no pending neighborhood petitions. After installation, the operations budget must be increased the same amount for the future year. Additionally, studies will be conducted to show where the City should make modifications to any signal systems.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| CAPITAL FUNDING (in thousands) | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | 47 | 51 | 52 | 53 | 53 | 60 | 60 | 61 | 62 | 62 | 561 |
| Capital Total | 47 | 51 | 52 | 53 | 53 | 60 | 60 | 61 | 62 | 62 | 561 |

Operating Fund Impact: Increased cost of Street Lighting charges.

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| OPERATING IMPACT (in thousands) | | | | | | | | | | | |
| Operating | 99 | 146 | 197 | 249 | 302 | 355 | 415 | 475 | 536 | 443 | 3,316 |
| Debt Cost | | | | | | | | | | | |
| Operating Total | 99 | 146 | 197 | 249 | 302 | 355 | 415 | 475 | 536 | 443 | 3,316 |

Capital Improvement Program FY 2024-33

Project Name: Salisbury Train Depot Multi-Modal Center

Department: Transportation - Engineering

Project Description: Purchase and renovate the Salisbury Depot to restore the historic train station waiting room to its original use, and create a viable transportation hub by enhancing the operational characteristics of the facility while retaining the character of the area.

Proposed Funding Source: 20% General Fund / 80% CMAQ

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|--------------|--------------|-------|-------|-------|-------|-------|-------|-------|-------|---------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 3,220 | 8,500 | | | | | | | | | 11,720 |
| Other | | | | | | | | | | | - |
| Capital Total | 3,220 | 8,500 | - | - | - | - | - | - | - | - | 11,720 |

Operating Fund Impact: To be determined for utilities and general building maintenance.

Capital Improvement Program FY 2024-33

Project Name: Julian Road Widening

Department: Transportation - Engineering

Project Description: City’s share for installation of sidewalk as part of TIP Project U-5738, Julian Road widening from Jake Alexander Boulevard to Summit Park Drive.

Proposed Funding Source: TIP Funds

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | 91 | | | | | | | | | 91 |
| Other | | | | | | | | | | | - |
| Capital Total | - | 91 | - | - | - | - | - | - | - | - | 91 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: New Spoils Location

Department: Public Works - Streets

Project Description: The current location for our discarded materials is almost at capacity; therefore, the City needs to expand to a new location. The location will be divided into disposal sections (i.e., concrete busted with dirt, fill dirt, recycle roll-out carts, mulch, limbs and leaves).

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | | 150 | | | | | | | | | 150 |
| Capital Total | - | 150 | - | - | - | - | - | - | - | - | 150 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Asphalt Resurfacing

Department: Public Works - Streets

Project Description: The results of the most recent paving study show that the city has a backlog of maintenance and repairs that are estimated at twenty-eight million dollars. Current funding levels provide for a 40-year resurfacing cycle. Without additional funding, this number will worsen as construction and material costs increase. A 25-year cycle is recommended; therefore, the City can invest in increased resurfacing as fiscally able as well as use a mix of treatment including preservation treatments and cost-effective alternatives to achieve a more efficient repaving cycle.

Proposed Funding Source: Powell Bill Funds from State gas taxes and Vehicle fees

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 1,000 | 1,025 | 1,050 | 1,077 | 1,104 | 1,131 | 1,160 | 1,189 | 1,218 | 1,249 | 11,203 |
| Other | | | | | | | | | | | - |
| Capital Total | 1,000 | 1,025 | 1,050 | 1,077 | 1,104 | 1,131 | 1,160 | 1,189 | 1,218 | 1,249 | 11,203 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Bridge Maintenance

Department: Public Works - Streets

Project Description: NCDOT will contract Engineers to do an inspection of all bridges. Once the inspections are complete, we apply for permitting to start the recommended repairs. Permitting approval could take up to one year for approval. The City is responsible for maintenance on five bridges. They are located on Arlington Street, Ryan Street, Shober Bridge on Ellis Street, Bank Street, and Fisher Street. We are also responsible for two bridges on the greenway, which are built to withstand the weight of a small maintenance vehicle.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|----------|------------|----------|------------|----------|------------|----------|------------|----------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | 200 | | 225 | | 250 | | 275 | | 300 | | 1,250 |
| Capital Total | 200 | - | 225 | - | 250 | - | 275 | - | 300 | - | 1,250 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Community Park Septic System Upgrade

Department: Public Works - Grounds

Project Description: Require maintenance for park septic system as well as upgrades for increased usage and future expansion of restrooms.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | 300 | | | | | 300 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | - | 300 | - | - | - | - | 300 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Parking Lot Resurfacing

Department: Public Works - Facilities Management

Project Description: Facility parking lot resurfacing with a 2.5% increase per year as part of the pavement RFQ.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 27 | 32 | 32 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 350 |
| Other | | | | | | | | | | | - |
| Capital Total | 27 | 32 | 32 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 350 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Elevators

Department: Public Works - Facilities Management

Project Description: Elevator maintenance or replacements. FY25 City Office Building, FY27 City Hall Building, FY29 Wells Fargo Building.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|------------|-------|------------|-------|------------|-------|-------|-------|-------|------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | 200 | | 200 | | 200 | | | | | 600 |
| Other | | | | | | | | | | | - |
| Capital Total | - | 200 | - | 200 | - | 200 | - | - | - | - | 600 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Fuel Site

Department: Public Works - Facilities Management

Project Description: Installation of a city fleet fuel site to ensure to lower fuel cost buy buying in bulk as well as being resilient to fuel shortages to keep the city fleet operational.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | 1,000 | | | | | | | | 1,000 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | 1,000 | - | - | - | - | - | - | - | 1,000 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: HVAC Replacements

Department: Public Works - Facilities Management

Project Description: The City maintains an inventory of all HVAC equipment. Unit replacements are recommended based on age, maintenance demand, and changes in operations that impact the utilization of the unit. A replacement schedule is developed annually, with some HVAC unit replacements being deferred for several years. The inventory of aging units continues to increase.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 80 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 980 |
| Other | | | | | | | | | | | - |
| Capital Total | 80 | 100 | 980 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Roof Replacements

Department: Public Works - Facilities Management

Project Description: The City maintains an inventory of roof sections, type of assembly, and photos for all buildings. Audits are performed at each property on a three year rotation, which identifies maintenance issues to be addressed and determines recommendations for replacements. Roof replacements are scheduled based on age, condition of existing assembly, demand for repairs, and active leaks that continue to arise. Roof replacements have been deferred for several years; therefore, the inventory of aging roof assemblies continues to increase. FY23 all roofs deferred for the General Fund.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 180 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 400 | 3,780 |
| Other | | | | | | | | | | | - |
| Capital Total | 180 | 400 | 3,780 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Fire Station 3

Department: Fire Department

Project Description: The City of Salisbury has purchased 1.75 acres of land on Mahaley Avenue to build a replacement of Fire Station 3, which will allow better coverage of a larger area. The existing station was built in 1957 and has reached the end of its useful life. Architectural fees are estimated to be completed FY23 using ARPA Funds.

Proposed Funding Source: ARPA Funds – Architectural / General Fund Installment Financing

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|---------------------------------------|--------------|--------------|----------|----------|----------|----------|----------|----------|----------|----------|--------------|
| CAPITAL FUNDING (in thousands) | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 8,000 | 1,000 | | | | | | | | | 9,000 |
| Other | | | | | | | | | | | - |
| Capital Total | 8,000 | 1,000 | - | 9,000 |

Operating Fund Impact: Impact on operations through higher utility costs, plus debt service costs.

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| OPERATING IMPACT (in thousands) | | | | | | | | | | | |
| Operating | | 25 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 425 |
| Debt Cost | 641 | 634 | 619 | 605 | 591 | 575 | 561 | 547 | 533 | 518 | 5,824 |
| Operating Total | 641 | 659 | 669 | 655 | 641 | 625 | 611 | 597 | 583 | 568 | 6,249 |

Capital Improvement Program FY 2024-33

Project Name: Thermal Imaging Camera

Department: Fire Department

Project Description: Thermal imaging cameras are utilized by firefighters to help locate trapped victims and locate the seat of a fire. Images also help detect the heat in rooms or buildings, which is an early indicator of flashover, as well as compromised structural members. The life span of a camera is five-six years, and at that point the core must be replaced. It is more cost effective to replace thermal imaging cameras at the end of their useful life, rather than replacing only the core.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-----------|----------|-----------|----------|-----------|----------|----------|----------|----------|----------|-----------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | 15 | | 15 | | 15 | | | | | | 45 |
| Capital Total | 15 | - | 15 | - | 15 | - | - | - | - | - | 45 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Hurst Hydraulic Tools

Department: Fire Department

Project Description: Hydraulic tools are used to extricate patients trapped or pinned in a vehicle as a result of an accident. Those tools are required by ISO to be carried on Rescue, Ladder, and Quint Trucks to receive maximum points. The quad pump has the ability to run multiple tools without losing a significant amount of cutting and spreading force. The goal is to have a patient removed from a vehicle and transported to a trauma unit within one hour, which is also referred to as the “golden hour”.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | | 45 | | | 50 | | | | | | 95 |
| Capital Total | - | 45 | - | - | 50 | - | - | - | - | | 95 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Breathing Air Compressor

Department: Fire Department

Project Description: Breathing Air Compressors are utilized to fill the breathing air cylinders used by firefighters in emergency operations and training. The air must be grade D air that is monitored quarterly by the Department of Labor. As units age, the compressor begins to experience problems with compressor oil leaking internally into the system and often requires rebuilding or replacement to maintain safe breathing air.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | | | 60 | | | | | | | | 60 |
| Capital Total | - | - | 60 | - | - | - | - | - | - | - | 60 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Light Tower (Emergency Management)

Department: Fire Department

Project Description: Rescue air bags are used to stabilize and lift heavy objects, vehicles, etc.

Proposed Funding Source: General Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | 34 | | | | | | | | | | 34 |
| Capital Total | 34 | - | - | - | - | - | - | - | - | - | 34 |

Operating Fund Impact: None



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 | 234 |
| Administration | 236 |
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| Sewer Collections Sanitary | 245 |
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**City of Salisbury
10 Year Capital Improvement Program
Water & Sewer Fund**

| Department | Project Name | Fiscal Year | | | | |
|------------------------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | 2024 | 2025 | 2026 | 2027 | 2028 |
| Administration | Maintenance Building Up fit (Cemetery Street) | 100,000 | 100,000 | - | - | - |
| Raw Water | NEW Raw Water Pump Station | | | | | |
| | New Raw Water Pump Station Design | 2,000,000 | 2,000,000 | - | - | - |
| | New Raw Water Pump Station Construction | 8,000,000 | 8,000,000 | 8,000,000 | - | - |
| Raw Water | Raw Water Reservoir (30MG) | - | - | - | - | 3,500,000 |
| Water Treatment Plant | Water Treatment Plant Upgrades | | | | | |
| | Control Room Upgrade | 1,000,000 | 1,000,000 | - | - | - |
| | Electrical System Upgrades | - | 1,000,000 | 1,000,000 | - | - |
| | NPDES Permitting, Design, & Construction | 1,000,000 | - | - | - | - |
| | Finished Water Clearwell Storage | - | - | - | - | - |
| Water Distribution | Water Line Extensions | | | | | |
| | Water Extensions | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| | Majolica Road Looping | - | - | - | - | - |
| | Camp Road Looping | - | - | - | - | - |
| Water Distribution | Water Line Rehab/Replacement | 550,000 | 600,000 | 650,000 | 700,000 | 750,000 |
| | Granite Quarry Secondary Water Line | - | - | - | 750,000 | - |
| | Pump Station for New Boosted Pressure Zone | - | 2,415,000 | - | - | - |
| | Critical Value Repair/Replacement | - | 690,000 | - | - | - |
| | Value Assessment & Repair | - | - | - | - | - |
| Water Distribution | Lead Service Line Replacement Program | - | - | 1,000,000 | 1,000,000 | 2,000,000 |
| Water Distribution | Elevated Water Storage Tanks | - | - | - | - | 3,918,000 |
| Water Distribution | Water Main Capacity Upgrades | - | 500,000 | 500,000 | - | - |
| | Spencer Piping Improvements | 2,730,000 | - | - | - | - |
| | Waterline Ext & Elevated Tank (HWY 152) | - | - | 21,010,000 | - | - |
| Sanitary Sewer Collections | Sanitary Sewer Extensions | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Sanitary Sewer Collections | Sanitary Sewer Line Rehabilitation (L&I Reduction) | 1,550,000 | 600,000 | 650,000 | 700,000 | 750,000 |
| Sanitary Sewer Collections | Sanitary Sewer Interceptor Rehabilitation | | | | | |
| | Grant Creek Interceptor Rehab | 250,000 | 500,000 | - | - | - |
| | Town Creek Interceptor Rehab | - | - | - | 500,000 | 1,000,000 |
| | Crane Creek Interceptor Rehab | - | 500,000 | 1,000,000 | 500,000 | - |
| Sanitary Sewer Collections | Sewer Main Capacity Upgrades | - | 1,000,000 | 1,000,000 | 1,000,000 | - |
| Sanitary Sewer Lift Stations | Lift Stat Upgrades, Rehabs, Additions & Eliminations | | | | | |
| | Eliminations | - | 750,000 | 450,000 | - | - |
| | Upgrades/Additions | 150,000 | 8,550,000 | 250,000 | 25,000 | - |
| | Rehabs | 240,000 | 1,740,000 | - | - | - |
| Wastewater Treatment Plant | WWTP Improvements | | | | | |
| | Town Creek Access Road Remote | 500,000 | - | - | - | - |
| | Septage Receiving Station | 750,000 | - | - | - | - |
| | Town Creek Pump Station Modifications/Upgrades | - | 1,500,000 | 4,225,000 | - | - |
| | Nutrient Removal Facility | - | - | - | 7,500,000 | 7,500,000 |
| | | 19,320,000 | 31,945,000 | 40,235,000 | 13,175,000 | 19,918,000 |

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

| Department | Project Name | Fiscal Year | | | | | 10 Year Total |
|------------------------------|--|------------------|------------------|------------------|------------------|------------------|--------------------|
| | | 2029 | 2030 | 2031 | 2032 | 2033 | |
| Administration | Maintenance Building Up fit (Cemetery Street) | - | - | - | - | - | 200,000 |
| Raw Water | NEW Raw Water Pump Station | | | | | | |
| | New Raw Water Pump Station Design | - | - | - | - | - | 4,000,000 |
| | New Raw Water Pump Station Construction | - | - | - | - | - | 24,000,000 |
| Raw Water | Raw Water Reservoir (30MG) | 3,500,000 | - | - | - | - | 7,000,000 |
| Water Treatment Plant | Water Treatment Plant Upgrades | | | | | | |
| | Control Room Upgrade | - | - | - | - | - | 2,000,000 |
| | Electrical System Upgrades | - | - | - | - | - | 2,000,000 |
| | NPDES Permitting, Design, & Construction | - | - | - | - | - | 1,000,000 |
| | Finished Water Clearwell Storage | - | 2,500,000 | - | - | - | 2,500,000 |
| Water Distribution | Water Line Extensions | | | | | | |
| | Water Extensions | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 2,500,000 |
| | Majolica Road Looping | - | 235,000 | - | - | - | 235,000 |
| | Camp Road Looping | - | 676,000 | - | - | - | 676,000 |
| Water Distribution | Water Line Rehab/Replacement | 800,000 | 850,000 | 900,000 | 950,000 | 1,000,000 | 7,750,000 |
| | Granite Quarry Secondary Water Line | - | - | - | - | - | 750,000 |
| | Pump Station for New Boosted Pressure Zone | - | - | - | - | - | 2,415,000 |
| | Critical Value Repair/Replacement | - | - | - | - | - | 690,000 |
| | Value Assessment & Repair | - | - | - | 2,835,000 | - | 2,835,000 |
| Water Distribution | Lead Service Line Replacement Program | - | - | - | - | - | 4,000,000 |
| Water Distribution | Elevated Water Storage Tanks | - | - | - | - | - | 3,918,000 |
| Water Distribution | Water Main Capacity Upgrades | - | - | - | - | - | 1,000,000 |
| | Spencer Piping Improvements | - | - | - | - | - | 2,730,000 |
| | Waterline Ext & Elevated Tank (HWY 152) | - | - | - | - | - | 21,010,000 |
| 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) | 800,000 | 850,000 | 900,000 | 950,000 | 1,000,000 | 8,750,000 |
| Sanitary Sewer Collections | Sanitary Sewer Interceptor Rehabilitation | | | | | | |
| | Grant Creek Interceptor Rehab | 500,000 | 1,000,000 | 500,000 | - | - | 2,750,000 |
| | Town Creek Interceptor Rehab | 500,000 | - | - | - | - | 2,000,000 |
| | Crane Creek Interceptor Rehab | - | - | - | - | - | 2,000,000 |
| Sanitary Sewer Collections | Sewer Main Capacity Upgrades | - | - | - | - | - | 3,000,000 |
| Sanitary Sewer Lift Stations | Lift Stat Upgrades, Rehabs, Additions & Eliminations | | | | | | |
| | Eliminations | - | - | - | - | - | 1,200,000 |
| | Upgrades/Additions | - | - | - | - | - | 8,975,000 |
| | Rehabs | - | - | - | - | - | 1,980,000 |
| Wastewater Treatment Plant | WWTP Improvements | | | | | | |
| | Town Creek Access Road Remote | - | - | - | - | - | 500,000 |
| | Septage Receiving Station | - | - | - | - | - | 750,000 |
| | Town Creek Pump Station Modifications/Upgrades | - | - | - | - | - | 5,725,000 |
| | Nutrient Removal Facility | - | - | - | - | - | 15,000,000 |
| | | 6,600,000 | 6,611,000 | 2,800,000 | 5,235,000 | 2,500,000 | 148,339,000 |

Capital Improvement Program FY 2024-33

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-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|------------|-------|-------|-------|-------|-------|-------|-------|-------|------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 100 | 100 | | | | | | | | | 200 |
| Other | | | | | | | | | | | - |
| Capital Total | 100 | 100 | - | - | - | - | - | - | - | - | 200 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

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 more severe flooding. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as increase withdrawal capacity for future system demands.

Proposed Funding Source: Water & Sewer Fund / Capital Reserves / Revenue Bonds

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|---------------------------------------|---------------|---------------|--------------|----------|----------|----------|----------|----------|----------|----------|---------------|
| CAPITAL FUNDING (in thousands) | | | | | | | | | | | |
| Design | 2,000 | 2,000 | | | | | | | | | 4,000 |
| Construction | 8,000 | 8,000 | 8,000 | | | | | | | | 24,000 |
| Other | | | | | | | | | | | - |
| Capital Total | 10,000 | 10,000 | 8,000 | - | 28,000 |

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

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| OPERATING IMPACT (in thousands) | | | | | | | | | | | |
| Operation | | | | | | | | | | | - |
| Debt Cost | 394 | 1,391 | 1,391 | 1,391 | 1,391 | 1,391 | 1,391 | 1,391 | 1,391 | 1,391 | 12,913 |
| Operating Total | 394 | 1,391 | 12,913 |

Capital Improvement Program FY 2024-33

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-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | |
| Construction | | | | | 3,500 | 3,500 | | | | | 7,000 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | 3,500 | 3,500 | - | - | - | - | 7,000 |

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

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| OPERATING IMPACT <i>(in thousands)</i> | | | | | | | | | | | |
| Operating | | | | | | | | | | | - |
| Debt Cost | | | | | 150 | 528 | 528 | 528 | 528 | 528 | 2,790 |
| Operating Total | - | - | - | - | 150 | 528 | 528 | 528 | 528 | 528 | 2,790 |

Capital Improvement Program FY 2024-33

Project Name: Water Plant Upgrades

Department: Water Treatment Plant

Project Description: Upgrades include improvements to the SCADA system and control room, high-voltage electrical system and the addition of a finished water clearwell. Additionally, the issuance of an NPDES permit will initiate the design and construction of pretreatment facilities to reduce the volume of water that is conveyed to the Grants Creek wastewater treatment facility.

Proposed Funding Source: Water & Sewer Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|--------------|--------------|--------------|-------|-------|-------|--------------|-------|-------|-------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 2,000 | 2,000 | 1,000 | | | | 2,500 | | | | 7,500 |
| Other | | | | | | | | | | | - |
| Capital Total | 2,000 | 2,000 | 1,000 | - | - | - | 2,500 | - | - | - | 7,500 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Water Line 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. Additional water line extensions were identified in the recently completed distribution system master plan, some of which will complete loops for increased water quality and/or system performance. 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-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|------------|------------|------------|------------|------------|--------------|------------|------------|------------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 250 | 250 | 250 | 250 | 250 | 250 | 1,161 | 250 | 250 | 250 | 3,411 |
| Other | | | | | | | | | | | - |
| Capital Total | 250 | 250 | 250 | 250 | 250 | 250 | 1,161 | 250 | 250 | 250 | 3,411 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

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. Additionally, water valves throughout the distribution system need to be assessed and repaired/replaced.

Proposed Funding Source: Water & Sewer Fund / possible Revenue Bonds (20 years)

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|--------------|------------|--------------|------------|------------|------------|------------|--------------|--------------|---------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 550 | 3,705 | 650 | 1,450 | 750 | 800 | 850 | 900 | 3,785 | 1,000 | 14,440 |
| Other | | | | | | | | | | | - |
| Capital Total | 550 | 3,705 | 650 | 1,450 | 750 | 800 | 850 | 900 | 3,785 | 1,000 | 14,440 |

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

Capital Improvement Program FY 2024-33

Project Name: Lead Service Line 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-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | 1,000 | 1,000 | 2,000 | | | | | | 4,000 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | 1,000 | 1,000 | 2,000 | - | - | - | - | - | 4,000 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

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-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | 3,918 | | | | | | 3,918 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | 3,918 | - | - | - | - | - | 3,918 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Water Main Capacity Upgrades

Department: Water Distribution

Project Description: The water distribution system master plan identified future needs for capacity-related improvements. The most immediate need is to upgrade the supply lines to Spencer and the Northeast Rowan water system to improve pressure stability and increase fire flows. Other projects will improve pressure and/or flows in areas of Granite Quarry.

Proposed Funding Source: Water & Sewer Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|--------------|------------|---------------|-------|-------|-------|-------|-------|-------|-------|---------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 2,730 | 500 | 21,510 | | | | | | | | 24,740 |
| Other | | | | | | | | | | | - |
| Capital Total | 2,730 | 500 | 21,510 | - | - | - | - | - | - | - | 24,740 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

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-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 2,500 |
| Other | | | | | | | | | | | - |
| Capital Total | 250 | 2,500 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

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

Department: Sanitary Sewer Collections

Project Description: 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 or trenchless rehab, such as cured-in-place pipe (CIPP) lining.

Proposed Funding Source: Water & Sewer Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|--------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 1,550 | 600 | 650 | 700 | 750 | 800 | 850 | 900 | 950 | 1,000 | 8,750 |
| Other | | | | | | | | | | | - |
| Capital Total | 1,550 | 600 | 650 | 700 | 750 | 800 | 850 | 900 | 950 | 1,000 | 8,750 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

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 have already been initiated for some of the older sections of the Grants Creek, Town Creek, and Crane Creek interceptors, with additional work planned in the coming years.

Proposed Funding Source: Water & Sewer Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|--------------|--------------|--------------|--------------|--------------|--------------|------------|----------|----------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 250 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 500 | | | 6,750 |
| Other | | | | | | | | | | | - |
| Capital Total | 250 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 500 | - | - | 6,750 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Sewer Main Capacity Upgrades

Department: Sanitary Sewer Collections

Project Description: A sanitary sewer collection system master plan is in progress in an effort to identify potential capacity deficiencies as growth is realized. In anticipation of these future projects, estimated funding needs have been included in the CIP outlook.

Proposed Funding Source: Water & Sewer Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | 1,000 | 1,000 | 1,000 | | | | | | | 3,000 |
| Other | | | | | | | | | | | - |
| Capital Total | - | 1,000 | 1,000 | 1,000 | - | - | - | - | - | - | 3,000 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Lift Stations Upgrades, Rehabilitations, Additions & 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. Where eliminations may not be feasible, lift stations and associated force mains will need to be periodically rehabilitated, and in some cases upgraded to accommodate additional flows due to growth. The potential need for a new 2 MGD lift station and force main to serve the northernmost part of the county is also included in the CIP forecast.

Proposed Funding Source: Water & Sewer Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|---------------|------------|-----------|----------|----------|----------|----------|----------|----------|---------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 390 | 11,040 | 700 | 25 | | | | | | | 12,155 |
| Other | | | | | | | | | | | - |
| Capital Total | 390 | 11,040 | 700 | 25 | - | - | - | - | - | - | 12,155 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

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 pump station modifications and upgrades
- Town Creek access road re-route
- Septage receiving station
- Nutrient removal upgrades
- 2 MGD capacity upgrades to accommodate new lift station

Proposed Funding Source: Water & Sewer Fund / possible Revenue Bonds (20 years)

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|--------------|--------------|--------------|--------------|--------------|-------|-------|-------|-------|-------|---------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 1,250 | 1,500 | 4,225 | 7,500 | 7,500 | | | | | | 21,975 |
| Other | | | | | | | | | | | - |
| Capital Total | 1,250 | 1,500 | 4,225 | 7,500 | 7,500 | - | - | - | - | - | 21,975 |

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



Pipe



Various Stormwater areas



Road Flooding

City of Salisbury
10 Year Capital Improvement Program

Stormwater Fund

| | |
|-----------------------|-----|
| 10 - Year CIP Summary | 253 |
| Stormwater | 255 |

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

| Fund | Project Name | Fiscal Year | | | | |
|-------------|---------------------|--------------------|----------------|------------------|----------------|------------------|
| | | 2024 | 2025 | 2026 | 2027 | 2028 |
| Stormwater | Jackson Street | 916,000 | - | - | - | - |
| Stormwater | N. Long Street | 2,281,000 | - | - | - | - |
| Stormwater | Marsh Street | 50,000 | 124,000 | 493,000 | - | - |
| Stormwater | Eaman Park | 100,000 | 313,000 | 1,251,000 | - | - |
| Stormwater | Memorial Park | - | - | 100,000 | 119,000 | 475,000 |
| Stormwater | Park Road | - | - | 150,000 | 158,000 | 630,000 |
| Stormwater | Windsor Drive | - | - | - | - | 150,000 |
| Stormwater | W. Bank Street | - | - | - | 50,000 | 84,000 |
| Stormwater | Confederate Avenue | - | - | - | - | - |
| Stormwater | Innes Street | - | - | - | - | - |
| Stormwater | W. Glenview Drive | - | - | - | - | - |
| Stormwater | Gold Hill Drive | - | - | - | - | - |
| Stormwater | Wellington Hills | - | - | - | - | - |
| Stormwater | West Colonial Drive | - | - | - | - | - |
| Stormwater | Livingstone | - | - | - | - | - |
| Stormwater | Corbin Hills | - | - | - | - | - |
| | | 3,347,000 | 437,000 | 1,994,000 | 327,000 | 1,339,000 |

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

| Fund | Project Name | Fiscal Year | | | | | 10 Year Total |
|------------|---------------------|----------------|----------------|------------------|----------------|------------------|-------------------|
| | | 2029 | 2030 | 2031 | 2032 | 2033 | |
| Stormwater | Jackson Street | - | - | - | - | - | 916,000 |
| Stormwater | N. Long Street | - | - | - | - | - | 2,281,000 |
| Stormwater | Marsh Street | - | - | - | - | - | 667,000 |
| Stormwater | Eaman Park | - | - | - | - | - | 1,664,000 |
| Stormwater | Memorial Park | - | - | - | - | - | 694,000 |
| Stormwater | Park Road | - | - | - | - | - | 938,000 |
| Stormwater | Windsor Drive | - | - | - | - | - | 150,000 |
| Stormwater | W. Bank Street | 336,000 | - | - | - | - | 470,000 |
| Stormwater | Confederate Avenue | 150,000 | 263,000 | 1,050,000 | - | - | 1,463,000 |
| Stormwater | Innes Street | 50,000 | - | - | - | - | 50,000 |
| Stormwater | W. Glenview Drive | - | 50,000 | 70,000 | 28,000 | - | 148,000 |
| Stormwater | Gold Hill Drive | - | 50,000 | 186,000 | 741,000 | - | 977,000 |
| Stormwater | Wellington Hills | - | - | - | 100,000 | 525,000 | 625,000 |
| Stormwater | West Colonial Drive | - | - | - | 100,000 | 362,000 | 462,000 |
| Stormwater | Livingstone | - | - | - | - | 50,000 | 50,000 |
| Stormwater | Corbin Hills | - | - | - | - | 150,000 | 150,000 |
| | | 536,000 | 363,000 | 1,306,000 | 969,000 | 1,087,000 | 11,705,000 |

Capital Improvement Program FY 2024-33

Project Name: Jackson Street

Fund: Stormwater

Project Description: The project addresses stormwater condition concerns as reported by local citizens. There have been 10 separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe for repair/replacement within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 916 | | | | | | | | | | 916 |
| Other | | | | | | | | | | | - |
| Capital Total | 916 | - | - | - | - | - | - | - | - | - | 916 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: N. Long Street

Fund: Stormwater

Project Description: The project addresses stormwater capacity and condition concerns as reported by local citizens. There have been 11 separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe for repair/replacement within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|--------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | 2,281 | | | | | | | | | | 2,281 |
| Other | | | | | | | | | | | - |
| Capital Total | 2,281 | - | - | - | - | - | - | - | - | - | 2,281 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: Marsh Street

Fund: Stormwater

Project Description: The project addresses stormwater condition concerns as reported by local citizens. There have been four separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe for repair/replacement within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-----------|------------|------------|----------|----------|----------|----------|----------|----------|----------|------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | 50 | 124 | | | | | | | | | 174 |
| Construction | | | 493 | | | | | | | | 493 |
| Other | | | | | | | | | | | - |
| Capital Total | 50 | 124 | 493 | - | 667 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: Eaman Park

Fund: Stormwater

Project Description: The project addresses stormwater capacity and condition concerns as reported by local citizens. There have been eight separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe and channel for repair/replacement and restoration/stabilization within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|------------|------------|--------------|----------|----------|----------|----------|----------|----------|----------|--------------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | 100 | 313 | | | | | | | | | 413 |
| Construction | | | 1,251 | | | | | | | | 1,251 |
| Other | | | | | | | | | | | - |
| Capital Total | 100 | 313 | 1,251 | - | 1,664 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: Memorial Park

Fund: Stormwater

Project Description: The project addresses stormwater capacity and flooding concerns as reported by local citizens. There have been four separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe for repair/replacement within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | 100 | 119 | | | | | | | 219 |
| Construction | | | | | 475 | | | | | | 475 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | 100 | 119 | 475 | - | - | - | - | - | 694 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: Park Road

Fund: Stormwater

Project Description: The project addresses stormwater flooding concerns as reported by local citizens. There have been two separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe and channel for repair/replacement and restoration/stabilization within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | 150 | 158 | | | | | | | 308 |
| Construction | | | | | 630 | | | | | | 630 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | 150 | 158 | 630 | - | - | - | - | - | 938 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: Windsor Drive

Fund: Stormwater

Project Description: The project addresses stormwater flooding and conditions concerns as reported by local citizens. There have been 12 separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to alleviate nuisance flooding, addressing local concerns. Investigate and assess existing stormwater system capacity and condition, preventing unknown repair/replacement costs, and prioritizing the pipe and channels for repair/replacement and restoration within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | | - |
| Construction | | | | | | | | | | | - |
| Other | | | | | 150 | | | | | | 150 |
| Capital Total | - | - | - | - | 150 | - | - | - | - | - | 150 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: W. Bank Street

Fund: Stormwater

Project Description: The project addresses stormwater capacity and condition concerns as reported by local citizens. There have been five separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe for repair/replacement within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | 50 | 84 | | | | | | 134 |
| Construction | | | | | | 336 | | | | | 336 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | 50 | 84 | 336 | - | - | - | - | 470 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: Confederate Avenue

Fund: Stormwater

Project Description: The project addresses stormwater flooding and capacity concerns as reported by local citizens. There have been three separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe for repair/replacement within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | 150 | 263 | | | | 413 |
| Construction | | | | | | | | 1,050 | | | 1,050 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | - | 150 | 263 | 1,050 | - | - | 1,463 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: Innes Street

Fund: Stormwater

Project Description: The project addresses stormwater flooding concerns as reported by local citizens. There have been one concern reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to alleviate nuisance flooding, addressing local concerns. Investigate and assess existing stormwater system capacity and condition, preventing unknown repair/replacement costs, and prioritizing the pipe for repair/replacement within the stormwater CIP list. The City hopes to also coordinate with NCDOT on any improvement to the stream crossing the NCDOT maintained street.

Proposed Funding Source: Stormwater Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | 50 | | | | | 50 |
| Construction | | | | | | | | | | | - |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | - | 50 | - | - | - | - | 50 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: W. Glenview Drive

Fund: Stormwater

Project Description: The project addresses stormwater flooding and water quality concerns as reported by local citizens. There have been 10 separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to alleviate nuisance flooding, addressing local concerns. Investigate and assess existing stormwater system capacity and condition, preventing unknown repair/replacement costs, and prioritizing the pipe and channels for repair/replacement and restoration within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | 50 | 70 | | | 120 |
| Construction | | | | | | | | | 28 | | 28 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | - | - | 50 | 70 | 28 | - | 148 |

Operating Fund Impact: None

Capital Improvement Program FY 2024-33

Project Name: Gold Hill Drive

Fund: Stormwater

Project Description: The project addresses stormwater condition and capacity concerns as reported by local citizens. There have been seven separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe and channel for repair/replacement and restoration/stabilization within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | 50 | 186 | | | 236 |
| Construction | | | | | | | | | 741 | | 741 |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | - | - | 50 | 186 | 741 | - | 977 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: Wellington Hills

Fund: Stormwater

Project Description: The project addresses stormwater flooding concerns as reported by local citizens. There have been three separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to alleviate nuisance flooding, addressing local concerns. Investigate and assess existing stormwater system capacity and condition, preventing unknown repair/replacement costs, and prioritizing the pipe and channels for repair/replacement and restoration within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | 100 | 525 | 625 |
| Construction | | | | | | | | | | | - |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | - | - | - | - | 100 | 525 | 625 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: West Colonial Drive

Fund: Stormwater

Project Description: The project addresses stormwater capacity concerns as reported by local citizens. There have been six separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe and channel for repair/replacement and restoration/stabilization within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | 100 | 362 | 462 |
| Construction | | | | | | | | | | | - |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | - | - | - | - | 100 | 362 | 462 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: Livingstone

Fund: Stormwater

Project Description: The project addresses stormwater condition concerns as reported by local citizens. There have been two separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe and channel for repair/replacement and restoration/stabilization within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | 50 | 50 |
| Construction | | | | | | | | | | | - |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | - | - | - | - | - | 50 | 50 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.

Capital Improvement Program FY 2024-33

Project Name: Corbin Hills

Fund: Stormwater

Project Description: The project addresses stormwater capacity and condition concerns as reported by local citizens. There have been four separate concerns reported in this area. Outcomes the City hopes to achieve are: Investigate existing stormwater capacity through a neighborhood drainage study, identifying potential solutions to improve stormwater capacity addressing local concerns. Investigate and assess existing stormwater system condition, preventing unknown repair/replacement costs, and prioritizing the pipe and channel for repair/replacement and restoration/stabilization within the stormwater CIP list.

Proposed Funding Source: Stormwater Fund / Debt

| | FY-24 | FY-25 | FY-26 | FY-27 | FY-28 | FY-29 | FY-30 | FY-31 | FY-32 | FY-33 | Total |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| CAPITAL FUNDING <i>(in thousands)</i> | | | | | | | | | | | |
| Design | | | | | | | | | | 150 | 150 |
| Construction | | | | | | | | | | | - |
| Other | | | | | | | | | | | - |
| Capital Total | - | - | - | - | - | - | - | - | - | 150 | 150 |

Operating Fund Impact: To be determined - impact on operations through proposed debt service costs.



DEBT MANAGEMENT PROGRAM

OUTSTANDING DEBT

As of June 30, 2023, the City of Salisbury will have \$65,210,735 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

| | |
|--------------------------------------|----------------------|
| General Fund: | |
| Installment Purchases | <u>\$ 12,197,911</u> |
| Water and Sewer Fund: | |
| Revenue Bonds | \$ 37,455,493 |
| Capital Leases/Installment Purchases | 502,331 |
| | <u>\$ 37,957,824</u> |
| Fibrant Fund: | |
| Installment Purchases | <u>\$ 15,055,000</u> |
| Total | <u>\$ 65,210,735</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:

| | <u>Balance</u> <u>June 30, 2023</u> |
|--|--|
| \$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 | \$ 120,880 |
| \$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 | 327,031 |
| \$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 | 5,250,000 |
| \$6,500,000 Installment Purchase Contract for construction of Fire Station 3 dated June 2023, interest rate 3.29%, payable in 30 semi-annual payments of \$217,000 principal plus interest, maturing serially to 2038 | 6,500,000 |
| | <u>\$ 12,197,911</u> |

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

| Year Ending | Installment Purchases | |
|--------------------|------------------------------|---------------------|
| | June 30, | |
| | Principal | Interest |
| 2024 | \$ 1,381,911 | \$ 376,882 |
| 2025 | 934,000 | 346,184 |
| 2026 | 934,000 | 316,055 |
| 2027 | 934,000 | 285,927 |
| 2028 | 934,000 | 255,798 |
| 2029 | 933,000 | 225,670 |
| 2030 | 933,000 | 195,574 |
| 2031 | 933,000 | 165,478 |
| 2032 | 933,000 | 135,382 |
| 2033 | 933,000 | 105,287 |
| 2034 | 683,000 | 75,191 |
| 2035 | 433,000 | 56,982 |
| 2036 | 433,000 | 42,737 |
| 2037 | 433,000 | 28,491 |
| 2038 | 433,000 | 14,246 |
| Totals | <u>\$12,197,911</u> | <u>\$ 2,625,884</u> |

Water and Sewer Fund

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

| | Balance |
|--|----------------------|
| | June 30, 2023 |
| Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026 | \$ 1,420,493 |
| Revenue Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028 | 2,305,000 |
| Revenue Water and Sewer Series 2020, rate of 3.40%, issued April 2020, maturing serially to 2045 | 33,730,000 |
| | <u>\$ 37,455,493</u> |

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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 |
| 2020 | \$ 28,181,743 | \$ 17,605,426 | \$ 10,576,317 | \$ 2,936,612 | \$ 3,976,470 | 360.15% | 265.97% |
| 2021 | 27,680,166 | 18,164,533 | \$ 9,515,633 | 4,417,561 | 4,801,500 | 215.40% | 198.18% |
| 2022 | 30,795,798 | 17,402,072 | \$ 13,393,726 | 4,874,522 | 5,240,382 | 274.77% | 255.59% |

- (1) Total operating revenues plus investment earnings exclusive of revenue bond investment earnings.
- (2) Total operating expenses exclusive of depreciation.
- (3) Parity debt includes revenue bonds only.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 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, 2023, total \$722,821, including \$45,577 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:

| Year | Ending June 30, | Revenue Bonds | | Captl Leases/Instmt Purchases | | Total | |
|--------|-----------------|---------------|--------------|-------------------------------|-----------|--------------|--------------|
| | | Principal | Interest | Principal | Interest | Principal | Interest |
| 2024 | \$ | 3,085,920 | \$ 1,793,232 | \$ 125,583 | \$ 11,579 | \$ 3,211,503 | \$ 1,804,811 |
| 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 |
| Totals | \$ | 37,455,493 | \$19,896,561 | \$ 502,331 | \$ 28,947 | \$37,957,824 | \$19,925,508 |

Fibrant Communications Fund

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

| | Balance <u>June 30, 2023</u> |
|--|---|
| Installment Purchase Refunding, issued October 2019, rate of 2.75%, maturing serially to 2029 | <u>\$ 15,055,000</u> |

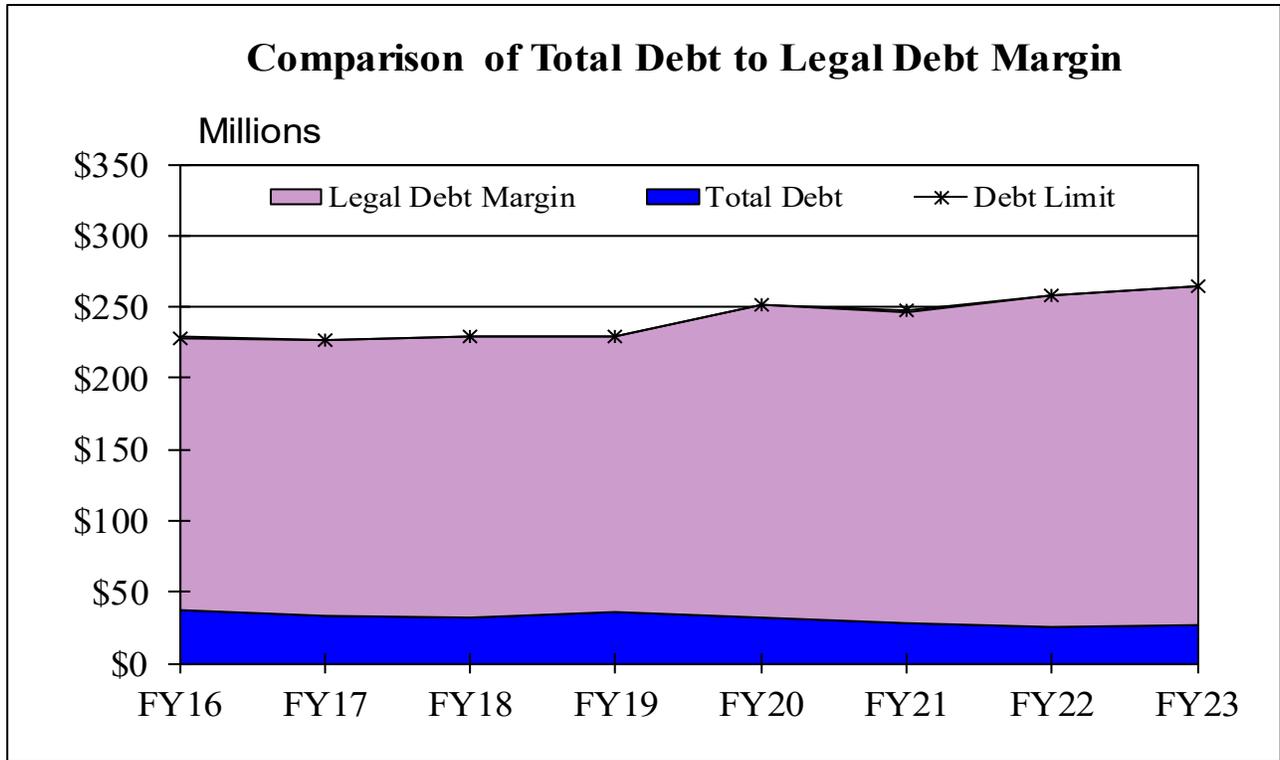
In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.33%, maturing serially to 2029. In April 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 contract to advance refund the \$30,983,000 outstanding Certificates of Participation. 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:

| Year Ending June 30, | Installment Purchases | |
|---------------------------------------|------------------------------|---------------------|
| | Principal | Interest |
| 2024 | \$ 2,280,000 | \$ 414,012 |
| 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 | 2,735,000 | 75,213 |
| Totals | <u>\$ 15,055,000</u> | <u>\$ 1,493,388</u> |

LEGAL DEBT MARGIN

As shown on the graph on the next page, 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, 2023

| | |
|--|------------------------------|
| Debt limit: Total assessed value of \$3,310,916,910 x 8% | \$ 264,873,353 |
| Amount of debt applicable to debt limit: | |
| Total capitalized lease obligation and installment purchase obligations: | |
| General Fund | \$ 12,197,911 |
| Water & Sewer Fund | 502,331 |
| Fibrant Communications Fund | <u>15,055,000</u> |
| Total amount of debt applicable to debt limit | <u>27,755,242</u> |
| LEGAL DEBT MARGIN | <u>\$ 237,118,111</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, 2022.

| <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 | \$ 41,161,352 | 22.52% | \$ 9,267,860 |
| City of Salisbury direct debt | | | <u>6,780,703</u> |
| Total direct and overlapping debt | | | <u>\$ 16,048,563</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.



**BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR
BEGINNING JULY 1, 2023, AND ENDING JUNE 30, 2024**

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, 2023, and ending June 30, 2024, 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 | \$ 764,798 |
| Management and Administration | 1,729,621 |
| Communications | 495,786 |
| Human Resources | 1,955,982 |
| Finance | 1,482,388 |
| Customer Service | 485,694 |
| Planning & Neighborhoods - Community Planning | 1,390,394 |
| Information Technology | 1,841,697 |
| Land & Development Services | 728,850 |
| Planning & Neighborhoods - Code Enforcement | 556,349 |
| Downtown Development | 462,738 |
| Public Works - Facilities Maintenance | 591,516 |
| Public Works - Central City Buildings | 1,391,027 |
| Plaza | 191,771 |
| Police Support Services | 4,814,129 |
| Police Administration | 1,539,027 |
| Police Field Operations | 6,498,258 |
| Fire Department | 9,148,251 |
| Telecommunications | 853,846 |
| Transportation - Traffic Operations | 437,981 |
| Transportation - Street Lighting | 499,690 |
| Transportation | 630,000 |
| Transportation - Engineering | 1,036,406 |
| Public Works Administration | 483,203 |
| Public Works - Streets | 2,710,322 |
| Public Works - Solid Waste | 2,188,922 |
| Public Works - Waste Management - Other | 623,072 |
| Public Works - Cemetery | 112,866 |
| Public Works - Grounds Maintenance | 1,446,622 |
| Bell Tower Green | 391,313 |
| Parks and Recreation | 1,718,999 |
| Public Works - Fleet Management | 1,395,737 |
| Fibrant Support | 2,700,000 |
| Debt Service | 1,368,684 |
| TOTAL GENERAL FUND | <u>\$ 54,665,939</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 | \$ 7,463,961 |
| Water Resources - Water Treatment | 4,232,372 |
| Distribution & Collections Systems | 11,027,440 |
| Environmental Services | 635,474 |
| Water Resources - Wastewater Treatment | 8,032,931 |
| AMI Services | 832,191 |
| Water and Sewer Debt Service | <u>5,081,600</u> |
| TOTAL WATER AND SEWER FUND | <u>\$ 37,305,969</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

\$ 3,108,936

(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

\$ 6,485,224

(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

\$ 621,176

(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

\$ 3,652,594

(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

\$ 2,337,601

(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

\$ 517,972

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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, 2022 and ending June 30, 2023:

| | |
|--|----------------------|
| General Fund: | |
| Taxes | \$ 25,693,909 |
| Unrestricted governmental | 15,803,000 |
| Restricted governmental | 1,920,444 |
| Charges for services | 9,127,067 |
| Miscellaneous | 1,440,000 |
| Other financing sources | <u>681,519</u> |
| Total revenues and other financing sources | <u>\$ 54,665,939</u> |
| Water and Sewer Fund: | |
| Operating revenues | \$ 29,965,969 |
| Nonoperating revenues | 860,000 |
| Other financing sources | <u>6,480,000</u> |
| Total revenues | <u>\$ 37,305,969</u> |
| Transit Fund: | |
| Charges for services | \$ 50,836 |
| Intergovernmental revenues | 978,440 |
| Miscellaneous | 1,343,269 |
| Other financing sources | <u>736,391</u> |
| Total revenues and other financing sources | <u>\$ 3,108,936</u> |
| General Fund Capital Reserve Fund: | |
| Transfer from General Fund | \$ 2,604,412 |
| Nonoperating revenues | 80,000 |
| Other financing sources | <u>3,800,812</u> |
| Total revenues and other financing sources | <u>\$ 6,485,224</u> |
| Water and Sewer Capital Reserve Fund: | |
| Transfer from Water and Sewer Fund | \$ 520,185 |
| Miscellaneous | 75,000 |
| Other financing sources | <u>25,991</u> |
| Total revenues and other financing sources | <u>\$ 621,176</u> |
| Fibrant Communications Fund: | |
| Operating revenues | \$ 860,000 |
| Nonoperating revenues | 92,594 |
| Other financing sources | <u>2,700,000</u> |
| Total revenues | <u>\$ 3,652,594</u> |
| Stormwater Fund: | |
| Total revenues | <u>\$ 2,337,601</u> |
| Stormwater Capital Reserve Fund: | |
| Total revenues and other financing sources | <u>\$ 517,972</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, 2023 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)

-- \$.616

Municipal Service District:

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

-- \$.156

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$4,113,144,277 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$30.00 on each vehicle resident as authorized by General Statute 20-97.

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, 2023 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

Sale of Salisbury City Council meeting recording
 Copier or Multifunction Machine Fee

 Copy of Reports/Files

Fee

Actual cost of supplies and mailing
 \$0.10 per copy/scanned page;
 Minimum of \$1
 Actual cost of supplies and mailing

PLANNING & NEIGHBORHOODS

Code Enforcement

Nuisance abatement (Fees vary depending on the extent of the abatement)
 Demolition or Moving Permit Application Fee
 After the Fact Demolition Permit

Contractor & landfill costs
 \$50
 \$250

LAND & DEVELOPMENT SERVICES

Zoning Board of Adjustment:
 Administrative appeal
 Variance

\$350
 \$350

Conditional District Petition or General Development Overlay:
 Adoption (Includes first construction submittal & two revisions.
 \$250 for each additional)

\$1,200

Amendment
 Revisions

\$900
 \$50

District Map & Text Amendment Petition

LDO Map Amendment (General Rezoning, Historic Overlay Adoption)
 Land Development Ordinance Text Amendment

\$200
 \$600

Vested Rights Extension

\$600 without rezoning

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

Certificate of Appropriateness (COA) Major Works

\$25

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

Time and material costs

Standards Manual (includes zoning and subdivisions)

\$20

Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking

\$1 per foot annually

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TRANSPORTATION

Fee

Engineering

| | |
|---|------------------|
| 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 foot |
| Field Inspections of Sewer Lines | \$1 per foot |
| Media Charges | |
| CD Disk, Each | \$20 |
| DVD Disk, Each | \$20 |

Traffic Operations

| | |
|---|--------------------------------|
| 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 | minimum of \$1; |
| of a report, but charged for any additional copies) | \$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) | \$15 |
| 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.

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| | Fee |
|---|-----------|
| Blasting Permit: | |
| 30 day permit | \$100 |
| 2 day permit (48 hours) | \$45 |
| Burning Permit: | |
| Commercial | \$25 |
| Residential | No charge |
| Exhibit and Trade Show | \$25 |
| Festivals (fairs, carnivals, etc.) | |
| Large Festival: | \$175 |
| 1. Festival with an attendance of more than 6,000 on any given day or | |
| 2. Outdoor circus or carnival | |
| Small Festival: | \$50 |
| 1. Festival with an attendance of 6,000 or less each day 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) | \$0.01/square foot |
| 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) | \$0.01/square foot |
| Renovation/Modification | \$50 |
| Door Locking Devices: | |
| (Access-controlled egress, delayed egress, & special locking devices) | |
| Installation | \$60 |
| Renovation/Modification | \$50 |

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| | Fee |
|--|---|
| Two-way Communication System: (Area of Rescue Assistance) | |
| Installation | \$60 |
| Renovation/Modification | \$50 |
| Fire Pumps and Related Equipment: | |
| Installation | \$60 |
| Renovation/Modification | \$50 |
| Private Fire Hydrants (per unit): | |
| Installation | \$60 |
| Renovation/Modification | \$50 |
| Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9) | |
| Abandon, Remove, Place Temporarily out of Service, or Close | \$50 |
| Flammable and Combustible Liquids Storage Tanks: | |
| * Tank Installation- (per tank) | \$60 |
| Removal or Place out of Service- (per tank) | \$50 |
| * If electrical circuitry is involved then an electrical permit must also be obtained from the Rowan County Building inspections Department | |
| Hazardous Material Facility or Other Area: | |
| Abandon, Remove, Place Temporarily out of Service, or Close areas regulated by | \$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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| | <u>Fee</u> |
|---|-------------------|
| <i>Telecommunications</i> | |
| Dispatch service: | |
| Cost per unit | \$10 |
| Surcharge per radio for companies with less than 25 radios | \$4 |
| One-time hook-up (per radio) | \$25 |
| 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 |
| Parts | Actual cost + 20% |
| PUBLIC WORKS | |
| <i>Street Division</i> | |
| Installation and Removal of curbing, driveways, storm drains, and sidewalks | Actual cost + 10% |
| <i>Solid Waste</i> | |
| Additional Trash Rollout (Non-refundable deposit) | \$65 |
| Bulky Item Collection Fees: | |
| Two Bulky Items (\$5 for each additional bulk item - \$10 minimum) | \$10 |
| Each Bag or Box | \$2.50 |
| 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. | |
| <i>Fleet Management</i> | |
| 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% |
| Equipment Installation | \$65.41/hour |
| <i>Cemetery</i> | |
| 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 1:30 P.M. weekdays | \$200 |
| Funeral processions entering cemetery on weekends | \$300 |
| Funeral processions entering cemetery on holidays | \$450 |
| Monument installation permit | \$25 |
| Deed Change | \$25 |

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Cemetery Lot Fee Schedule:

| | Fee |
|---------------------------|---------|
| 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 |

Grounds Maintenance

Cooperative tree planting on public right-of-way Actual cost of tree + 10%

TRANSIT

Individual Fares:

| | |
|--|--------|
| Regular- All Locations (no transfer fee) | \$1.00 |
| Reduced (Disabled, Senior Citizens, Medicare and Students) | \$0.50 |
| Transfers & Children under 5 | FREE |
| 40 Ride pass: | |
| Regular | \$35 |
| Reduced (Disabled, Senior Citizens, Medicare and Students) | \$17 |
| ADA Paratransit System (each way) | \$2 |
| ADA Paratransit 20 Ride Pass | \$35 |
| ADA Paratransit 10 Ride Pass | \$17 |

PARKS & RECREATION

City Park (3 hour minimum rental non-operational hours)

| | |
|-----------------------|-------------------------------------|
| Room A or B | \$40 per hour + \$75 Damage deposit |
| Multi-purpose room | \$75 per hour + \$75 Damage deposit |
| 8 hour rental | \$500 + \$75 Damage deposit |
| Any room with kitchen | \$10/ hr. additional |
| Teen Room/Game Room | \$60 per hour + \$75 Damage deposit |

Civic Center

Weekend and Full Day Rental:

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

Monday - Thursday Rentals:

| | |
|---|---|
| Multi-purpose room & kitchen - four hour rental between 8 A.M. and 8 P.M. | \$250 + \$100 Damage deposit/ \$300 if serving alcohol |
|---|---|

Hall Gym (3 hour minimum rental non-operational hours)

| | |
|---------------|--------------------------------------|
| Meeting Room | \$50 per hour + \$75 Damage deposit |
| Gym | \$70 per hour + \$100 Damage deposit |
| 8 hour rental | \$300 + \$75 Damage deposit |

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Miller Center (3 hour minimum rental non-operational hours)

| | Fee |
|-----------------------|-------------------------------------|
| Computer Lab | \$30 per hour + \$75 Damage deposit |
| Multi-purpose room | \$40 per hour + \$75 Damage deposit |
| Meeting room | \$40 per hour + \$75 Damage deposit |
| Any room with kitchen | \$10/ hr. additional |

Park Avenue Community Center (2 hour minimum for rental non-operational hours)

| | |
|------------------------------|-------------------------------------|
| Multi-purpose room & kitchen | \$70 per hour + \$50 Damage deposit |
| 4 hours or less Rental | \$70 per hour + \$50 Damage deposit |
| 4 hours or more Rental | \$300 + \$50 Damage deposit |

Recreation Center Rental Discounts & Notes (applies to all centers)

| | |
|---|-----|
| Non-Profit Rate (must have non-profit status paperwork) | 50% |
| Weekday Rate (Mon-Thurs) | 75% |

Please note discounts DO NOT apply to non-operating hours usage in some cases.

Per hour rates vary per facility for non-operating hours.

Fred M. Evans Pool @ Lincoln Park (2 hour minimum)

| | |
|-----------------|-------------------------------------|
| Two lifeguards | \$50 per hour + \$50 Damage deposit |
| Four lifeguards | \$75 per hour + \$50 Damage deposit |

Bell Tower Green

County Rates:

| | |
|--|---|
| Green (3 hour minimum) | \$300 + \$100 Damage deposit (\$50 per hour after) |
| Ampitheater/Green/Promenade (5 hour minimum) | \$750 + \$300 Damage deposit (\$100 per hour after) |
| Bell Tower/Gazebo (5 hour minimum) | \$300 + \$100 Damage deposit (\$50 per hour after) |
| Garden Trellis (3 hour minimum) | \$300 + \$100 Damage deposit (\$50 per hour after) |
| Promenade (3 hour minimum) | \$200 + \$100 Damage deposit (\$50 per hour after) |

Non-County Rates:

| | |
|--|---|
| Green (3 hour minimum) | \$500 + \$100 Damage deposit (\$100 per hour after) |
| Ampitheater/Green/Promenade (5 hour minimum) | \$1,000 + \$300 Damage deposit (\$200 per hour after) |
| Bell Tower/Gazebo (5 hour minimum) | \$500 + \$100 Damage deposit (\$100 per hour after) |
| Garden Trellis (3 hour minimum) | \$500 + \$100 Damage deposit (\$100 per hour after) |
| Promenade (3 hour minimum) | \$350 + \$100 Damage deposit (\$100 per hour after) |

| | |
|--|-----|
| County Non-Profit Rate: | 50% |
| Monday - Friday Day (before 5 P.M.) Rate | 75% |

| | |
|--|---|
| Entire Park Rental (8 hours - large private or corporate events) | \$4,000 + \$1,000 Damage deposit (\$250 per hour after) |
| Concert /Large Spectator Event (8 hours) | \$2,000 + \$500 Damage deposit (\$150 per hour after) |
| Set-up | \$200 |
| Staffing (if required) | \$20 per hour per staff member |
| 8 Foot Table | \$5.00 per table (minimum of 10) |
| Chairs | \$1.00 per chair (minimum of 25) |
| Lighting Fee (Bell Tower & Water Wall) | \$25 |
| Activity Cart | \$50 |
| Raindate Hold (non-refundable) | \$300 |

Shelters & Gazebo Rentals:

| | |
|------------------------|--------------|
| Standard Park Shelters | \$40 per day |
|------------------------|--------------|

Gazebos

| | |
|---------------------------------|-------|
| Hurley Park Gazebo Rental | \$100 |
| Peace Haven Gazebo at City Park | \$100 |
| Robertson Eastern Gateway | \$100 |
| Cannon Park Gazebo Rental | \$100 |
| Gazebo Refundable Deposit | \$50 |

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Advertising Fees

Salisbury Community Park

Fee
\$600 initial fee;
\$300 annual renewal
\$1,000-\$5,000

Salisbury Greenway

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 per hour

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 days, 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 days, 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 per hour

Field Prep Fee \$60 per field

Tournament Fees

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 AND 1 field prep

Football:

Flat Fee \$25 per hour

Tournament Prep Fees \$60 per field

Cross Country Prep Fee

\$150

Tennis/Pickleball:

Key Card Access \$5

Court Reservation (Max 2 courts, 2 hours) \$20 per hour

Tournament Fee \$500 for 8 hours

Additional Tournament Hours (over 8 hours) \$20 per hour per court

Refundable Damage Deposit \$100

Special Event Permits

Park Usage Fee \$100

1 Day Permit \$50

Refundable Damage Deposit \$100

Gate Permit \$50 per day

Concession Permit \$50 per day

Vending Permit \$50 per day

West End Community Center

Conference Room

\$50 per hour

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UTILITY ENGINEERING

| | Fee |
|---|----------------|
| Engineering, Consulting, and Technical Services | |
| Project Manager - Professional Engineer | \$100 per hour |
| Civil Engineer | \$75 per hour |
| Engineering Technician | \$50 per hour |
| Construction Inspector | \$50 per hour |
| Survey Field Crew (2 person) | \$75 per hour |
| Clerical | \$25 per hour |
| Set of Bid Documents | \$50 each |
| Utility Location Maps: | |
| Paper Document | \$15 |
| Digital Format | |
| CD Disk, each | \$20 |
| DVD Disk, each | \$20 |
| Engineering Plan Review Fee (Water Only) | \$200 |
| Field Inspection of Sewer Lines | \$1 per foot |
| 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 |

**SCHEDULE A
CASH DEPOSITS**

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

- | | |
|--|-------|
| (a) Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies | \$150 |
| (b) Waste Collection and/or Stormwater Residential without water service | \$75 |
| (c) Commercial, industrial, and institutional recipient Local, state, and federal governments or agencies thereof shall be exempted. | \$150 |
| (d) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry. | |
| (e) Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment 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. Tap fees are based upon the actual cost of material and labor at the time of connection. Estimates will be provided but the actual cost may fluctuate depending upon material price increases or supply chain shortages.

- (a) Three-fourths-inch residential water tap:
 - ¾” Water tap - SRU installed \$2,350
 - ¾” Water tap - Developer installed \$425
 - ¾” Water tap - Crescent \$1,275
- (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. For these purposes, commercial shall be defined as anything other than single-family detached homes. All water connections made to a distribution main 24” or larger in diameter 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 25, Article II, Section 25-33 City Code).
- (e) Four-inch residential 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. For these purposes, commercial shall be defined as anything other than single-family detached homes. 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 25, Article II, Section 25-33 City Code).
- (g) Water meter packages are materials only and are available for purchase when on-site submetering is required. Package includes meter, setter, meter box with lid, 2 ft. copper tailpiece outlet, and outlet coupling. Meter is installed by SRU upon inspection approval.
 - ¾” Meter Package \$890
 - 1” Meter Package \$1,120
 - 2” Meter Package \$3,550
- (h) Partial Abandonment Fee \$150
Where a second water connection exists on a lot and is not in use, it must be abandoned. Partial abandonment allows the connection to be put back into service at a later date, if desired, with payment of a Water Service Renewal Fee. Partial abandonment is not allowed for connections with substandard service lines.
- (i) Full Abandonment Fee Time and Materials
Where multiple water and/or sewer connections exist on a lot and are not in use, they must be abandoned. Full abandonment is not reversible. Should a property owner request that a connection be put back into service at a later date, the charges scheduled above will apply in full.
- (j) Disconnection/Reconnection fee for non-payment during business hours \$50
- (k) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) \$50
- (l) 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
- (m) Unauthorized use of fire protection system \$100
- (n) Fire protection system testing (per test) \$50
- (o) Meter reinstallation charge (per meter) \$35

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- (p) Inspection fee (per connection)
 - Water or sewer connection \$45
 - Backflow \$45
 - Re-inspection of either water, sewer, or backflow \$20
- (q) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.
- (r) 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.
- (s) 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.
- (t) 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 tap – SRU installed.
- (u) 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.
- (v) Private Sewer Lateral Repair (in ROW, lateral remains private): Time and 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
- (w) Recycling Fee \$5.80/month
- (x) Landfill Fee
 - (1) Residential (per container) \$5.13/month
 - (2) Commercial (per container) \$9.14/month
- (y) Waste Collection Fee
 - (1) Residential (per container) \$9.28/month
 - (2) Commercial (per container) \$11.66/month
 - (3) Removal of containers for nonpayment \$25
- (z) Stormwater Fee
 - (1) Residential \$4.81/month
 - (2) Commercial/Industrial per ERU with a minimum of one ERU (Capped at \$2,600/month) \$4.81/month
- (aa) 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.) \$250
- (bb) Locking Devices Cut or Damaged \$250
- (cc) Meter Yokes Damaged \$300
- (dd) 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.
- (ee) The fact that water is turned on to any premises by an occupant thereof without the approval of the City of Salisbury personnel shall not relieve such premises of liability for the unauthorized use of water and damage (if any) to City of Salisbury property.
- (ff) Bulk water purchases are subject to the following deposits, monthly administrative fees and volume charges based on Schedules C and D.

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| | |
|---|---|
| Commercial/Industrial Hydrant Meter, Refundable Deposit | \$750 |
| Residential Hydrant Meter, Refundable Deposit | \$150 |
| Monthly Administrative Billing/Handling Fee | \$50 monthly |
| Annual Permit Fee – Vehicle Decal, if Applicable | \$50 annually |
| Penalties for Illegal Connection | \$1,000 |
| Volume Charge | (Refer to Volume Charges in Schedule C) |

**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" = | \$4.32 |
| | 1" = | \$6.44 |
| | 1-1/2" = | \$9.96 |
| | 2" = | \$14.19 |
| | 3" = | \$27.59 |
| | 4" = | \$47.33 |
| | 6" = | \$101.61 |
| | 8" = | \$172.11 |
| | 10" = | \$270.81 |
| | 12" = | \$355.41 |
| | 16" = | \$707.91 |

Volume charge per 100 cubic feet:

| | |
|-------------------------|--------|
| Raw water | \$0.85 |
| Finished, potable water | \$4.26 |
| Southern Power | \$2.18 |

Volume charge per 1,000 gallons:

| | |
|-------------------------|--------|
| Raw water | \$1.14 |
| Finished, potable water | \$5.70 |
| Southern Power | \$2.91 |

**SCHEDULE D
WATER SERVICE CHARGES FOR BULK RATE**

Charges in Schedule D shall be as authorized by Chapter 25, Article II, Section 25-36 of the City Code.

- (a) Subject to the provisions of Sections 25-7 and 25-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters must be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules B and C, and an advance payment of a refundable deposit of \$750 for commercial customers and \$150 for residential users.

**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" = | \$4.65 |
| | 1" = | \$7.07 |
| | 1-1/2" = | \$11.09 |
| | 2" = | \$15.92 |
| | 3" = | \$31.22 |
| | 4" = | \$53.76 |
| | 6" = | \$115.74 |
| | 8" = | \$196.24 |
| | 10" = | \$308.94 |
| | 12" = | \$405.54 |
| | 16" = | \$808.04 |
| Volume charge per 100 cubic feet | | \$5.86 |
| (2) Flat rate sewer charge | | \$51.53 |
| Volume charge per 1,000 gallons | | \$7.83 |

**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 \$300 for each permit.

Pretreatment Permit Modifications shall be assessed at \$50 per industry request (Administrative change) or \$100 for any other industry request.

**SCHEDULE G
ANALYTICAL TESTING**

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

| Test | Fee |
|---------------------|------|
| Coliform, P/A-Water | \$40 |
| Nitrate (water) | \$40 |

Parameters not listed please contact Environmental Services for quote

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



GLOSSARY OF TERMS

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.

ADA

The commonly used abbreviation for the Americans with Disabilities Act.

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”.

ANNUAL COMPREHENSIVE FINANCIAL REPORT

An Annual Comprehensive Financial Report is a set of U.S. government financial statements comprising the financial report of a state, municipal or other governmental entity that complies with the accounting requirements promulgated by the Governmental Accounting Standards Board.

APPROPRIATION (BUDGETING)

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

ARPA

Abbreviation for American Rescue Plan Act.

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.

A/P

Abbreviation for Accounts Payable.

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.

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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.

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.

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CAPITAL IMPROVEMENTS PROGRAM (CIP)

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

CAPITAL OUTLAY

A classification consisting of Capital Equipment and Capital Improvement.

CAPITAL RESERVE FUND

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

CARES

Abbreviation for Coronavirus Aid, Relief, and Economic Security Act.

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.

COB

City Office Building.

COD

Abbreviation for Chemical Oxygen Demand.

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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.

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.

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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.

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.

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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.

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.

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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.

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.

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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 administrating the transportation planning process required under Federal Law.

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.

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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.

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.

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PRODUCTIVITY

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

PROGRAM

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

PROPERTY TAX RATE

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

PROPERTY TAXES (AD VALOREM TAXES)

Taxes paid by those owning property in the City. These taxes are based on assessed value.

PT

Abbreviation for Part-Time Employee.

PW

Abbreviation for Public Works.

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.

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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.

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.

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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.

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, North Carolina.

WWTP

Abbreviation for Wastewater Treatment Plant.

