

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

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*Recommended Budget  
Fiscal Year Ending June 30, 2025*

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

**2024-2025 BUDGET**  
For the Year Ending June 30, 2025



**MAYOR AND CITY COUNCIL**

**Karen Kirks Alexander - Mayor**

**Tamara Sheffield - Mayor Pro-tem**

**David Post**

**Anthony Smith**

**Harry McLaughlin**

**CITY OFFICIALS**

**James S. Greene, Jr.**  
City Manager

**Richard White**  
Deputy City Manager

**Budget Prepared By:**  
**S. Wade Furches – Finance Director**  
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**Tracey Keyes – Budget Manager**  
**Shueyeng Vue – Budget Analyst**  
**Kaley Sink – Budget Analyst**  
**City Management Team**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Salisbury  
North Carolina**

For the Fiscal Year Beginning

**July 01, 2023**

*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, 2023 (Fiscal Year 2023-2024).

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.

**FY 2024-25 BUDGET  
TABLE OF CONTENTS**

	<b>PAGE</b>
<b>CITY MANAGER'S BUDGET TRANSMITTAL MESSAGE .....</b>	<b>i</b>
Strategic Plan 2024 .....	xix
Special Projects for FY 2024-25 .....	xx
Holiday Schedule FY 2024-25 .....	xxv
 <b>SECTION I - INTRODUCTORY SECTION</b>	
FY 2024-25 General Fund - Revenue and Expenditure Graphs.....	1-1
City Revenues and Expenditures Graphs.....	1-2
Budget Summary.....	1-3
Summary of Interfund Transfers .....	1-3
Summary of Revenues and Expenditures .....	1-4
Summary of Capital Expenditures .....	1-6
Revenue Assumptions for FY 2024-25.....	1-6
Trend Monitoring.....	1-8
Other Revenue Trends .....	1-9
 <b>SECTION II - FINANCIAL MANAGEMENT AND BUDGET PROCESS</b>	
Financial Management Program and Systems .....	2-1
Five-year Financial Forecast .....	2-4
Financial Management Policies .....	2-5
Budgets and Budgetary Accounting.....	2-7
Goal Setting and Budgetary Process .....	2-7
Goal Setting/Budget Cycle.....	2-8
FY 2024-25 Budget Calendar .....	2-9
 <b>SECTION III - CITY OVERVIEW</b>	
Facts and Information .....	3-1
Miscellaneous Statistics.....	3-5
Assessed Value of Taxable Property.....	3-6
Schedule of Principal Taxpayers.....	3-6
Schedule of Principal Employers.....	3-7
Demographic and Economic Statistics .....	3-7
List of Principal Officials.....	3-8
Organization Chart.....	3-9
Summary of Positions .....	3-10
Graph - General Fund Full-Time Employees per 1000 Population.....	3-11
Relationship Between Functional Areas and Funds .....	3-12
Program Matrix of FY 2024-25 Budget.....	3-12
 <b>SECTION IV - GENERAL FUND</b>	
Statement of Revenues and Other Financing Sources .....	4-1
Budget Summary.....	4-2
City Council .....	4-6
Management and Administration.....	4-8
Communications .....	4-10
Human Resources .....	4-12
Information Technologies .....	4-15
Finance.....	4-17
Customer Service.....	4-20



**TABLE OF CONTENTS**

**PAGE**

Planning & Neighborhoods - Community Planning Services.....4-22  
Land & Development Services .....4-24  
Planning & Neighborhoods - Code Enforcement .....4-28  
Downtown Development .....4-30  
Transportation - Traffic Operations .....4-33  
Public Works - Central City Buildings .....4-35  
Plaza.....4-36  
Police Administration .....4-37  
Police Support Services.....4-41  
Police Field Operations.....4-44  
Fire .....4-47  
Telecommunications .....4-50  
Public Works - Facilities Maintenance.....4-52  
Transportation - Street Lighting.....4-54  
Transportation - Engineering.....4-55  
Public Works Administration.....4-57  
Public Works - Streets.....4-59  
Public Works - Waste Management - Other.....4-62  
Public Works - Cemetery.....4-63  
Public Works - Solid Waste.....4-65  
Public Works - Grounds Maintenance .....4-67  
Bell Tower Green.....4-69  
Parks and Recreation.....4-71  
Public Works - Fleet Management.....4-75  
Broadband Support. ....4-77  
Transportation.....4-77  
Education.....4-78  
Debt Service.....4-78

**SECTION V - GENERAL FUND CAPITAL RESERVE FUND**

Statement of Revenues and Other Financing Sources .....5-1  
Budget Request....5-2  
Capital Outlay.....5-3

**SECTION VI – WATER AND SEWER FUND**

Statement of Revenues and Other Financing Sources .....6-1  
Budget Summary.....6-2  
Utilities Administration .....6-4  
Water Resources - Water Treatment.....6-7  
Distribution & Collections Systems.....6-10  
Environmental Services .....6-13  
Water Resources -Wastewater Treatment.....6-15  
AMI Services .....6-18  
Debt Service .....6-20

**SECTION VII - WATER AND SEWER CAPITAL RESERVE FUND**

Statement of Revenues and Other Financing Sources .....7-1  
Budget Request....7-2  
Capital Outlay.....7-2

**TABLE OF CONTENTS**

**PAGE**

**SECTION VIII - TRANSIT FUND**

Statement of Revenues and Other Financing Sources .....8-1  
Budget Summary.....8-2  
Transit Administration.....8-4  
Transit Operations.....8-7  
Transit Capital Outlay.....8-8  
Transit ADA .....8-10

**SECTION IX – BROADBAND FUND**

Statement of Revenues and Other Financing Sources .....9-1  
Budget Summary.....9-2

**SECTION X – STORMWATER UTILITY FUND**

Statement of Revenues and Other Financing Sources .....10-1  
Budget Summary.....10-2  
Stormwater Administration and Engineering .....10-4  
Street Cleaning.....10-6  
Storm Drainage.....10-7  
Leaf Collection.....10-8

**SECTION XI – STORMWATER CAPITAL RESERVE FUND**

Statement of Revenues and Other Financing Sources .....11-1  
Budget Request ..... 11-2  
Capital Outlay.....11-2

**SECTION XII – SPECIAL REVENUE FUNDS**

Statement of Revenues and Other Financing Sources .....12-1  
Budget Request .....12-2

**SECTION XIII - INTERNAL SERVICE FUNDS**

Financial Plan.....13-1

**SECTION XIV - CAPITAL IMPROVEMENT PROGRAM**

Capital Improvement Plan .....14-1

**SECTION XV - DEBT MANAGEMENT PROGRAM**

Outstanding Debt .....15-1  
Legal Debt Margin Graph.....15-5  
Legal Debt Margin Calculation.....15-5  
Direct and Overlapping Debt .....15-6

**SECTION XVI - BUDGET ORDINANCE**

Budget Ordinance of the City of Salisbury .....16-1

**SECTION XVII - GLOSSARY**

Glossary of Terms.....17-1





**May 14, 2024**

**BUDGET MESSAGE FISCAL YEAR 2024-25  
July 1, 2024 – June 30, 2025**

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 City Manager's Recommended FY2024-2025 Budget for the City of Salisbury, North Carolina. The recommended budget totals \$119,746,878 including a recommended General Fund of \$68,053,759. The budget is balanced as required by state statute and includes a property tax recommendation of \$0.665, an increase of 4.9 cents, for funding to meet Council priorities in the recently adopted 2024 Strategic Plan, to address community growth, and to recruit and retain employees. The budget serves as the City's financial plan for the coming year and guides resource allocation, operational decisions, and advances the 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. Address 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.

Thanks to the hard work and strong direction of City Council members, City Staff, Salisbury citizens, and Raftelis (our consultant), the City's first Strategic Plan was developed and approved by City Council in March 2024. This plan is a blueprint of the City's work plan while providing a framework for budgetary and policy decisions to advance City priorities. The Strategic Plan is the multi-year vision for our City and this proposed budget advances this vision. The upcoming fiscal year will be both demanding and exciting as the City will be addressing a number of needs and challenges.

I also want to thank Deputy City Manager Richard White and the Management Team and staff for their hard work in preparing a budget that maintains and expands our high-quality services. Special gratitude goes to Finance Director Wade Furches, Budget Manager Tracey Keyes, Assistant Finance Director Mark Drye, Budget Analysts Kaley Sink, and Shueyeng Vue for their assistance in preparing this budget.

Limited revenue has made it difficult for the City to implement Council's priorities, address expanding service needs from growth and maintain our high quality of life. As the City moves to address various budgetary priorities, I am recommending that the City Council adopt a rate of \$0.665, which will provide an additional \$2,102,100 million in property tax revenues to pay for an employee compensation package, new positions and capital investments. The \$0.665 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 Focus Areas outlined by the Council during their January 2024-25 Council Retreat as well as documented in the 2024 Strategic Plan as detailed in **EXHIBIT 1**. The recommended budget for FY25 is approximately 11% higher than the FY24 adopted budget. The increase is due to continued growth and demand for services, new positions across the City, Public Safety initiatives, higher employee compensation recognition, and higher benefit costs, including health care insurance and retirement contributions. Capital projects to invest in our infrastructure, such as Stormwater projects, and increased maintenance and repair costs are also funded in this budget. Below are some of the proposed items included in the recommended budget as identified in the Strategic Plan by focus area in bold font:

- **Healthy, Safe and Engaged Neighborhoods**
  - \$397,000 for neighborhood revitalization and stabilization;
  - Develop Community Engagement Plan;
  - Begin implementation of Housing Strategy Plan once approved; and
  - Improve walkability through construction of Brenner Ave and Old Concord Rd sidewalk projects.
  
- **Economic and Workforce Development**
  - \$100,000 to conduct City Branding Study;
  - Funding in Human Resources for various internship opportunities and employee training;
  - Funding for Downtown Façade Grants; and
  - Provide infrastructure incentive grants for Phase 1 of Empire.
  
- **Sustainable Infrastructure**
  - Funding for SRU Capital Projects, including Intake Facility;
  - \$300,000 for design of City fuel site;
  - \$350,000 for roof audits and other infrastructure repairs; and
  - Funding for new technology, including Microsoft 365 and Fusus for SPD.
  
- **Public Safety**
  - Recommendation of three (3) additional Police Officer Positions;
  - Pursue SAFER Grant for six (6) new Firefighter positions;
  - Complete construction of Fire Station 3; and
  - Funds Police and Fire Department equipment, including Police vehicles and Fire turnout gear.
  
- **Organizational Excellence**
  - Evaluate staffing needs in Solid Waste, Fire and Police;

- Recommend compensation increases for all employees and to help address livable wage;
  - Continue to fund DEI training and other leadership training; and
  - Expand Wellness Programs for employees
- **Cultural Amenities**
    - Complete Masterplan in conjunction with Rufty Holmes for new Community Center/Senior Center Project;
    - Complete design of improvements for Wells Fargo Downtown Event Space; and
    - Continue to improve and grow our greenway system.

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. While no positions are proposed to be eliminated this year, departments did prioritize line item reductions to maintain a balanced budget. In addition, some department requests were not recommended for funding or reduced to balance this budget. Budget recommended cuts include: maintaining funding for our community partners at FY24 levels, providing cameras at City facilities, City Fuel Site construction and City Facilities assessments. Additionally, Phases 2 and 3 of the Empire Building project and MicroTransit 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, Microsoft 365 implementation, and \$2.9 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 3.8 % in March 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
2024	3.4	3.7	3.8	

## RECOMMENDED BUDGET

The recommended budget for FY -25 totals \$119,746,878 for all City personnel, operations, capital improvements and debt services. It is an increase of approximately 11% over the adopted budget for Fiscal Year 2023-2024. The increase is due to \$7 million for various grants for projects, such as the Depot and Congestion Mitigation & Air Quality (CMAQ) projects, compensation, new positions, benefit increases, and inflation costs. Below is a summary of each fund’s revenues and expenditures for the upcoming fiscal year.

**BALANCED BUDGET**

Mgr Recommends FY24-25		
FUND	REVENUE	EXPENDITURES
<b>10 General Fund</b>	\$ (68,053,759)	\$ 68,053,759
<b>11 Cap Res General Fund</b>	\$ (2,944,856)	\$ 2,944,856
<b>20 Stormwater</b>	\$ (2,597,895)	\$ 2,597,895
<b>21 Cap Res Stormwater</b>	\$ (287,744)	\$ 287,744
<b>30 Water &amp; Sewer</b>	\$ (39,325,841)	\$ 39,325,841
<b>31 Cap Res Water &amp; Sewer</b>	\$ (1,285,626)	\$ 1,285,626
<b>35 Transit</b>	\$ (1,631,157)	\$ 1,631,157
<b>36 Broadband</b>	\$ (3,620,000)	\$ 3,620,000
<b>TOTAL</b>	<b>\$ (119,746,878)</b>	<b>\$ 119,746,878</b>

**GENERAL FUND REVENUES**

The tax rate is recommended at \$0.665 per \$100 of valuation, an increase from the tax rate of \$0.616 adopted by City Council for FY24. I am recommending a 4.9 cent property tax increase to fund additional positions, such as three (3) additional police officers, funds for a City-wide compensation package and facilities maintenance and repair. **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 \$0.665, the estimated Property Taxes projections are \$26,754,678. Based on an average home value of \$200,000, the table below shows the estimated increase with the proposed property tax increase of 4.9 cents:

Home Value	Annual tax increase
\$200,000	\$ 98
\$250,000	\$ 123
\$500,000	\$ 245

Sales tax revenues continue to be strong, but will not likely continue to increase at the current rate. During the past few years, sales tax revenues have exceeded annual projections. Projections will continue at more moderate levels of 2% as we move into FY25. We will need to continue to be conservative in projecting these revenues and have included \$12,900,000 in local sales tax revenues for the upcoming fiscal year.

The City invests money in various accounts to maximize interest income. The City’s interest income is showing strong growth over the past fiscal year due to higher interest rates maintained by the Fed. For FY25, the City is estimating \$2,537,000, which is broken down between \$1,337,000 for Enterprise Funds (Water and Sewer, Stormwater and Transit) and \$1,200,000 for General Fund.

We anticipate finishing FY24 with a surplus in the General Fund which will be returned to Fund Balance. This budget recommends a Fund Balance appropriation of \$2,446,794 to fund one-time City projects. Even with this appropriation, our Fund Balance will be approximately 48% of

General Fund expenditures for FY24, which is well above the Council-recommended policy of 25%.

The Municipal Service District (MSD) had a separate tax rate of \$0.156 in FY24, and I am recommending the same tax rate for FY25. This will assist in promoting, and assisting in the revitalization and economic health and stability of the downtown area.

Growth continues to impact City Services, including Solid Waste. This budget includes funding for an additional crew, one (1) single-arm trash Truck, one (1) Senior Solid Waste Construction Maintenance Worker, and one (1) Solid Waste Construction Maintenance Worker to alleviate safety concerns from a high-volume operation, overtime hours, job stress and additional collection points. In addition to the new crew, two (2) additional positions are requested to assist with the additional workload: One (1) Fleet Mechanic and one (1) Solid Waste Customer Service Representative. With this request and increases in the City's recycling contract, a rate increase of \$2.29 per month for Solid Waste Fee and \$0.48 per month for Recycling Fee have been requested.

The City reviews and updates their fee schedule annually. For FY25, fees have been increased or added for Development Services due to:

- Increased demand for Services;
- Increased re-review for submitted plans; and
- New Services provided, such as Flood Plan reviews.

## **GENERAL FUND EXPENDITURES**

For FY25, 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. General Government encompasses 26.5% of the General Fund budget, which is an increase from 23.9% for FY-24. Another area that increased from FY-4 is Transportation, which shows an increase to 11.3% from 21.7%.

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 6.3 cents on the tax rate. The budget also includes a transfer of \$678,000 to the Transit Fund, which is equivalent to 1.2 cents on the tax rate.

One of the Council's priorities is to support efforts to recognize and value skilled employees to remain competitive with other municipalities and the private labor market and pay a livable wage to all employees. Pay and benefits continue to be important concerns to our employees. In response, a 9% average total compensation package has been included in this budget recommendation, totaling \$3,102,203 for all employees. The package includes: 1.5% Cost of Living Adjustment (COLA), 4.5% Range adjustment increase and an average merit increase of 3%. Due to the rising costs of health care, the City is recommending a 3% increase on health care premiums for both the City and its employees. Departments continue to struggle with filling vacant positions, so work needs to continue to make Salisbury an employer of choice. The compensation adjustments are needed to fairly compensate our hard-working employees and retain and recruit talented employees to the City of Salisbury.

In addition to the new Solid Waste crew already discussed to address growth, several new positions are being recommended for departments. Three additional Police Officers are requested to assist



with traffic issues and other public safety concerns. The City applied for a SAFER grant to assist in funding six (6) new Firefighter positions to help alleviate overtime and callbacks. If received, this grant will provide funding for three years for firefighters' salaries and benefits. An Administrative Specialist position is requested in the Land and Development Services Department to help with growing service demand and improve customer services. An IT Systems Administrator position has been requested to assist with the deployment of Microsoft 365 and other related technology initiatives and provide enhanced IT security. Finally, a part-time employee pool is recommended to assist with the coordination of our City's expanding and popular special events. The City continues to face increased inflationary and personnel costs that the City must absorb including an increase in employee retirement percent to 13.64% for most employees and to 15.04% for LEO, which costs \$202,617 for the General Fund.

One-time expenditures in the amount of \$2,446,794 have been identified for a portion of the Fund Balance appropriation. Examples of the variety of one-time projects included in this amount are:

• Brenner Ave Project – City Share	\$1,338,306
• Grants Creek Project – City Share	\$322,563
• Fuel Site Design	\$300,000
• Cone Center Design/Upgrade	\$275,000
• City Branding Study	\$100,000
• Roof Audits	\$100,000
• Various Transportation Projects – City Share	\$10,925

### **CAPITAL IMPROVEMENT PROGRAM (CIP)**

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 FY25, City staff continues to develop an in-house CIP for the General Fund and SRU.

The CIP projects included for FY25 will address ongoing needs of the community now and prepare for future needs. While several projects will be further discussed in Section 14 of this book, a few projects tied to Council priorities are listed below:

- The Depot project - purchase of facility and design;
- Citywide Sidewalk improvements
- Greenway Infrastructure
- New Multi-use Recreation/Senior Center Master Plan
- Phase 1 of the Empire infrastructure grant of \$200,000
- Fueling Site Design.

## Salisbury-Rowan Utilities Budget Update (FY 2025)

Salisbury-Rowan Utilities (SRU) is a regional water and wastewater utility that provides service to Salisbury and nine (9) 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 23,500 metered water and sewer accounts and a service population of approximately 53,000 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 community. Public health is, and always will be, the top priority. The proposed FY25 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 infrastructure upgrades, as well as rehabilitation and replacement projects are included in SRU's Ten-Year-Year Capital Improvement Plan (CIP), which prioritizes and forecasts future capital expenditures. Construction is complete for \$34 million of capital improvements at both the Water Treatment Plant and Grants Creek Wastewater Treatment Facility. These projects bolstered efficiency and resiliency at both treatment facilities. Complementing the CIP is an asset management program for 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 stormwater 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 your water supply and has been actively involved in the Federal Energy Regulatory Commission (FERC) relicensing of the Yadkin Hydroelectric Project. The raw water 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.

SRU utilized its Advanced Metering Infrastructure (AMI) to aid in the development of 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 FY25:

- Evaluate staffing levels to ensure the ability to meet our growing service area

- Invest in our employees including additional training and compensation
- Proceed with bidding and construction activities to meet the proposed 2021BRIC grant project timeline for the River Pump Station Relocation Project
- Continue to invest in our infrastructure to plan for economical and sustainable growth to properly maintain our assets
- Continue to implement adopted Capital Improvement Program (CIP)
- 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)
- Pursue appropriate expansion of the SRU system
- Implement System Development Fees
- Reclassify several vacant positions to address growth and changing needs within the department
- Attract and retain employees with purposeful intent to reduce the 27% turnover rate and 17% vacancy rate within the department

While SRU remains focused on maintaining fair and equitable rates for our consumers, it is an ongoing challenge to treat water and wastewater to meet increasing compliance standards, while still providing the excellent service our customers have come to expect. Over the past five years, your utility has been impacted by significant cost increases, as well as staffing shortages. The Consumer Price Index for urban consumers for the South Region (CPI-U) has also increased each year since 2020:

<u>CPI-U 12-month percent changes</u>	<u>SRU rate increases</u>
<b>2020: 1.9%</b>	<b>1.83%</b>
<b>2021: 2.0%</b>	<b>2.0%</b>
<b>2022: 8.4%</b>	<b>4.2%</b>
<b>2023: 6.4%</b>	<b>0.0%</b>
<b>2024: 3.7%</b>	<b>3.5% (proposed)</b>

Since 2020, the CPI-U of the South Region has increased 22.4% and our rates only increased 8.03%. Growth to our customer base has helped absorb some of these cost increases; however, a water and wastewater rate increase of 3.5% for the FY2025 Budget is recommended to help meet growing costs of maintenance, expansion needs and system infrastructure improvements.

An average monthly residential water and sewer utility bill for a customer using 4,000 gallons will be approximately \$ 65.20; an increase of \$2.12 per month or 7 cents per day. Our rates remain competitive compared to other utilities within our region as stated in **ATTACHMENT B**.

## **STORMWATER FUND**

Stormwater recommended budget for FY25 is \$2,597,895.00. \$287,744 is allocated to purchase necessary equipment from the Capital Reserves Fund for FY25. 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 continue to implement the first five (5) projects on the 15-

year Stormwater CIP. This includes the study and design of two (2) new drainage areas. 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 FY25 is \$5.29 rate per Equivalent Residential Unit (ERU) (an increase of 10% or 48 cents per month) to support plan implementation. See **ATTACHMENT C**.

The two major projects targeted in this proposed budget for FY25 and funded through Stormwater's CIP are:

- The Marsh Street watershed drainage improvement design at a projected cost of \$174,000.
- The Eaman Park watershed drainage improvement design at a projected cost of \$413,000.

Also, construction will begin on the drainage projects on Jackson Street and North Long Street.

## **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 ten (10) gig capabilities to attract businesses to Salisbury. The recommended budget of \$3,620,000 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 continues the increased amount by \$200,000 for the current fiscal year. The partnership with Hotwire continues to move forward allowing us to provide lower rates for customers. The pandemic 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 FY25 is \$1,631,157. The majority of funding for Transit is provided through federal and state grants, but the recommended budget includes a General Fund contribution for FY25 of \$678,000 and an appropriation of \$61,345 in Transit fund balance.

The Transit team continues to focus on Council priority of implementing a microtransit pilot project. Microtransit offers a highly flexible routing typically allowing for point-to-point service for passengers. Staff has made multiple updates to City Council regarding the development of a Request for Proposals to solicit for microtransit services. A draft RFP has been completed by staff and sent to NCDOT for final review. NCDOT will review and give their final approval. Funding for the microtransit pilot project will come from the Federal Transit Administration in a form of a grant totaling about \$2.9 million with state and federal funds. Even with NCDOT final approval, the RFP still cannot be released until this grant agreement is signed by the FTA. The grant agreement with NCDOT is currently in the hands of the decision-makers at FTA headquarters. With uncertainty around funding, a microtransit pilot service is not included in the recommended

budget. City staff continues to monitor the situation with FTA funding and release the RFP when approval is given. City staff will bring recommendations and updates to City Council as needed with a future budget amendment.

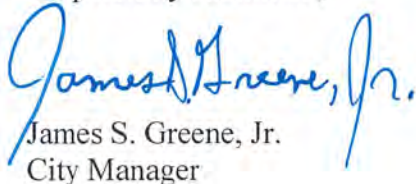
## **CONCLUSION**

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 spreadsheets listed 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. This recommended budget prepares us for growth, manages our costs, makes progress on Council's strategic plan priorities, invests in our employees, technology and infrastructure and promotes financial stewardship of public resources.

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 they consider the proper expenditures of the available revenues for the upcoming year.

Respectfully submitted,

A handwritten signature in blue ink that reads "James S. Greene, Jr." in a cursive style.

James S. Greene, Jr.  
City Manager

**ATTACHMENT A – GENERAL FUND**

**Value of 1 cent on the tax rate based on FY25 Budgets:**

<i>Salisbury FY2025</i>	<i>\$429,000</i>
Statesville	\$465,000
Kannapolis	\$600,000
Mooresville	\$1,261,000
Concord	\$1,584,000

**ATTACHMENT B- SALISBURY-ROWAN UTILITIES – based on 2023-2024 adopted fee schedules**

	<b>Municipality</b>	<b>Service Population</b>	<b>No. of Water Connections</b>	<b>Water</b>	<b>Sewer</b>	<b>Residential</b>
						<b>W/S Bill Total</b>
1	Town of East Specer	1,550	793	\$47.58	\$56.46	\$104.04
2	Town of Landis (Electric City)	3,200	1,855	\$47.75	\$55.60	\$103.35
3	OWASA	86,300	21,849	\$46.54	\$53.90	\$100.44
4	City of Thomasville - Inside Rate	27,485	10,821	\$33.07	\$50.66	\$83.73
5	City of Lexington - Inside Rate (Electric City)	19,632	8,368	\$36.24	\$47.30	\$83.54
6	City of Highpoint - Inside Rate (Electric City)	116,065	43,328	\$28.70	\$47.96	\$76.66
7	City of Wilson - Inside Rate (Electric City)	50,001	21,926	\$33.91	\$39.99	\$73.90
8	City of Statesville - Inside Rate (Electric City)	28,419	12,205	\$25.86	\$41.46	\$67.32
9	<b>Salisbury-Rowan Utilities (proposed FY25)</b>	53,000	20,469	\$28.14	\$37.06	\$65.20
10	City of Lincolnton - Inside Rate (Electric City)	13,135	5,607	\$25.51	\$39.57	\$65.08
11	City of Kannapolis - Inside Rate	51,995	19,958	\$34.15	\$30.60	\$64.75
12	Charlotte Water	1,122,573	304,146	\$17.75	\$44.85	\$62.60
13	Town of Mooresville - Inside Rate (Electric City)	49,552	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 Albermarle - Inside Rate (Electric City)	17,368	7,451	\$23.73	\$22.88	\$46.61
16	City of Lenoir - Inside Rate	23,192	9,800	\$22.00	\$22.46	\$44.46
*Information obtained from UNC Environmental Finance Center and adopted fee schedule 2023-2024						
*Rates based on 4,000 gallons (535 cf) for residential customers (approx. 5.347 billing units)						
*All communities are shown at current inside rates (not outside rates)						

**ATTACHMENT C – STORMWATER**

<b>Stormwater Increase</b>		Inc 10% (Increase based on Stormwater CIP)		
<b>Service</b>	<b>Current Rate Per ERU</b>	<b>Proposed Rate Per ERU</b>	<b>Mo Rate Increased by</b>	
Residential	\$ 4.81	\$ 5.29	\$	0.48
Commercial (capped @ 625 ERU)	\$ 4.81	\$ 5.29	\$	0.48



ATTACHMENT D - DELTA SHEETS

General Fund Expense Changes					
Dept #	Department Name	Adopted Budget FY23-24	Recom Budget FY24-25	Difference +/( -)	Notes/Comments
411	City Council	\$ 764,798	\$ 757,728	\$ (7,070)	
421	Management/Admin	\$ 1,729,621	\$ 2,041,312	\$ 311,691	Increases: Compensation package; Retirement increase and other benefit increases
422	Communications	\$ 495,786	\$ 623,898	\$ 128,112	Increases: Compensation package; Retirement increase and other benefit increases, Rebranding study (\$100K)
423	HR	\$ 1,955,982	\$ 1,491,848	\$ (464,134)	Decreases: Special Projects (Firefighter Social Security), Training, Attract/Retain Strategies
442	IT	\$ 1,841,697	\$ 2,232,779	\$ 391,082	Increase: New position, Microsoft 365 Implementation
443	Finance	\$ 1,482,388	\$ 1,813,886	\$ 331,498	Increases: Tax Collection Fees, Compensation package, Retirement increase and other benefit increases
445	Customer Service	\$ 485,694	\$ 528,426	\$ 42,732	Increases: Microsoft 365 licenses, Compensation/Benefits package
491	Planning	\$ 1,390,394	\$ 1,479,121	\$ 88,727	Increases: Neighborhood Stabilization (\$47,000), Compensation/Benefits package
492	Fibrant Transfer	\$ 2,700,000	\$ 2,700,000	\$ -	
494	Development Services	\$ 728,850	\$ 1,028,716	\$ 299,866	Increases: New Position, Compensation/Benefits package, Contracted services
495	Code Enforcement	\$ 556,349	\$ 548,047	\$ (8,302)	Decrease: Enegov licenses moved to IT
496	DSI	\$ 462,738	\$ 498,874	\$ 36,136	Increases: Compensation package, Retirement increase and other benefit increases
500	Traffic	\$ 437,981	\$ 816,604	\$ 378,623	Increases: Cone Center upgrade (\$275K), Compensation/Benefits package
501	Buildings	\$ 1,391,027	\$ 718,545	\$ (672,482)	Decreases: Gas/Other utilities reduction
502	Plaza	\$ 191,771	\$ 71,743	\$ (120,028)	Decreases: Reduction in rent due to sale of the building
511-516	PF	\$ 12,851,414	\$ 14,246,116	\$ 1,394,702	Increases: New positions (3 officers), Fuses subscription (\$102K), Compensation/Benefit package
531	Fire	\$ 9,148,251	\$ 10,328,106	\$ 1,179,855	Increases: New positions (6 firefighters), Overhire positions, Compensation/Benefits package, Cancer screening
550	Telecommunications	\$ 853,846	\$ 918,012	\$ 64,166	Increases: Compensation/Benefits package, Motorola contract increase
551	Facilities	\$ 591,516	\$ 1,243,403	\$ 651,887	Increase: Fuel Site design (\$300), Compensation/benefit package
552	Street Lighting	\$ 499,690	\$ 535,188	\$ 35,498	Increase: Spec Proj Additional Street Lights

**ATTACHMENT D - DELTA SHEETS CONTINUED**

				General Fund Expense Changes	
Dept #	Department Name	Adopted Budget FY23-24	Recom Budget FY24-25	Difference +/-	Notes/Comments
553	Transit Transfer	\$ 630,000	\$ 678,000	\$ 48,000	Increase: GF to cover compensation package
555	Transportation - Engineering	\$ 1,036,406	\$ 9,153,715	\$ 8,117,309	Increase: New position, Compensation/Benefits package, CMAQ projects
560	Public Works Admin	\$ 483,203	\$ 617,722	\$ 134,519	Increase: Compensation/Benefit packages
561	Streets	\$ 2,710,322	\$ 2,708,409	\$ (1,913)	
Wast Management Other					
562	(Yard & Limb)	\$ 623,072	\$ 712,759	\$ 89,687	Increase: Compensation/Benefit package
563	PW - Cemeteries	\$ 112,866	\$ 128,197	\$ 15,331	Increase: Compensation/Benefits package
PW -Solid Waste					
581	Management	\$ 2,188,922	\$ 2,615,307	\$ 426,385	Increase: New crew, Additional new positions, Compensation/Benefit packages
590	Grounds Maint	\$ 1,446,622	\$ 1,681,791	\$ 235,169	Increase: B&G contracted services (new contracts)
611	Bell Tower Green	\$ 391,313	\$ 369,771	\$ (21,542)	Decreases: Gas/Other utilities reduction
621	Parts & Rec	\$ 1,718,999	\$ 1,899,711	\$ 180,712	Increase: Event staff employee addition, Compensation/Benefits package
641	Education	\$ -	\$ -	\$ -	
661	Fleet	\$ 1,395,737	\$ 1,585,840	\$ 190,103	Increase: New staff, Compensation/Benefits package
901	Debt	\$ 1,368,684	\$ 1,280,185	\$ (165,326)	Decreases: Old Debt paid off
<b>Grand Total</b>		<b>\$ 54,665,939</b>	<b>\$ 68,053,759</b>	<b>\$ 13,387,820</b>	

**Personnel Changes**

General Fund: 17 new positions (Firefighters offset by SAFER grant, SW crew offset by fee increase)

General Fund total retirement net increase \$202,617

1.5% COLA increase for full-time Personnel August 2024/4.5% Range Adjustment increase for all employees September 2024

3% Merit increase for full-time Personnel January 2025

**ATTACHMENT D - DELTA SHEETS CONTINUED**

Dept #	Department Name	Stormwater Fund Expense Changes			Notes/Comments
		Adopted Budget FY23-24	Recom Budget FY24-25	Difference +/( -)	
830 Admin/Engineering		\$ 1,390,843	\$ 1,561,187	\$ 170,344	Increase: Compensation/Benefit package
831 Street Cleaning		\$ 407,450	\$ 531,451	\$ 124,001	Increase: Compensation/Benefit package
832 Storm Drainage		\$ 241,684	\$ 256,062	\$ 14,378	Increase: Compensation/Benefit package
833 Leaf Collection		\$ 297,624	\$ 249,195	\$ (48,429)	Decrease: New equipment - less maintenance/repair required
901 Debt		\$ -	\$ -	\$ -	
<b>Grand Total</b>		<b>\$ 2,337,601</b>	<b>\$ 2,597,895</b>	<b>\$ 260,294</b>	

**Personnel Changes**

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

Stormwater Fund: Total retirement net increase \$3,427

1.5% COLA increase for full-time Personnel August 2024/4.5% Range Adjustment increase for all employees September 2024

3% Merit increase for full-time Personnel January 2025

ATTACHMENT D - DELTA SHEET CONTINUED

Dept #	Department Name	Water and Sewer Fund Expense Changes			
		Adopted Budget FY22-23	Recom Budget FY23-24	Difference +/-	Notes/Comments
721	Management/Admin	\$ 7,463,961	\$ 7,686,045	\$ 222,084	Increases: Compensation/Benefit package, Training, One PT position added
811	Water Plant	\$ 4,232,372	\$ 5,511,679	\$ 1,279,307	Increases: Compensation/Benefit package, Increased costs for supplies
813	Systems Maintenance	\$ 11,027,440	\$ 10,561,859	\$ (465,581)	Decrease: Projects finalized, Budget adjustments
815	Environmental Services	\$ 635,474	\$ 661,239	\$ 25,765	Increases: Compensation/Benefits package, Increased costs for supplies
817	Wastewater Treatment	\$ 8,032,931	\$ 9,001,037	\$ 968,106	Increases: Compensation/Benefits package
819	Meter Services	\$ 832,191	\$ 899,209	\$ 67,018	Increases: Compensation/Benefits package
901	Debt	\$ 5,081,600	\$ 5,004,773	\$ (76,827)	Decrease: Debt payments settled
<b>Grand Total</b>		<b>\$ 37,305,969</b>	<b>\$ 39,325,841</b>	<b>\$ 2,019,872</b>	

**Personnel Changes**

Water and Sewer Fund: 1 PT position added; Provide funding for one GF position

Water and Sewer Fund: Total retirement new increase \$42,681

1.5% COLA increase for full-time Personnel August 2024/4.5% Range Adjustment increase for all employees September 2024

3% Merit increase for full-time Personnel January 2025

**ATTACHMENT D - DELTA SHEETS CONTINUED**

Dept #	Department Name	Transit Fund Expense Changes			Notes/Comments
		Adopted Budget FY22-23	Recom Budget FY23-24	Difference +/( -)	
651	Operations	\$ 696,601	\$ 677,472	\$ (19,129)	Decrease: PT amount cut
652	Administration	\$ 266,263	\$ 290,207	\$ 23,944	Increase: Compensation/Benefit package
653	Capital	\$ 1,978,577	\$ 504,669	\$ (1,473,908)	Decrease: Capital projects completed, ARPA funding spent
654	ADA	\$ 167,495	\$ 158,809	\$ (8,686)	Decrease: PT amount cut
<b>Grand Total</b>		<b>\$ 3,108,936</b>	<b>\$ 1,631,157</b>	<b>\$ (1,477,779)</b>	

**Personnel Changes**

Transit Fund: No changes in position count

Transit Fund: Total retirement new increase \$5,677

1.5% COLA increase for full-time Personnel August 2024/4.5% Range Adjustment increase for all employees September 2024

3% Merit increase for full-time Personnel January 2025

**EXHIBIT 1  
CITY OF SALISBURY  
2024 STRATEGIC PLAN**

**Vision**

**Salisbury is a welcoming and forward-thinking community, inclusive for all generations, aspiring to offer a vibrant economy, high quality of life, and greater opportunities for everyone.**

**Key Focus Areas**



Healthy, Safe  
and Engaged  
Neighborhoods



Economic  
and Workforce  
Development



Public  
Safety



Organizational  
Excellence



Sustainable  
Infrastructure



Cultural  
Amenities

**EXHIBIT 2  
CITY OF SALISBURY  
SPECIAL PROJECTS FY2024-25**

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>CITY COUNCIL</b>				
Boards and Commissions Recognition Reception	\$ 6,000	\$ 6,000	\$ -	\$ -
Special Community Organization Group Funds	288,000	373,338	-	-
Total Special Projects	<u>\$ 294,000</u>	<u>\$ 379,338</u>	<u>\$ -</u>	<u>\$ -</u>
<b>MANAGEMENT &amp; ADMINISTRATION</b>				
Exec Development	\$ 6,000	\$ 6,000	\$ -	\$ -
United Way Day of Caring	2,000	2,000	-	-
Community Engagement	4,500	4,500	-	-
Citizens Academy	6,500	6,500	-	-
Passport Program	6,000	6,000	-	-
Lead for NC Fellow	35,000	-	-	-
Photography	2,500	2,500	-	-
Empire - Phase 1	-	200,000	-	-
Total Special Projects	<u>\$ 62,500</u>	<u>\$ 227,500</u>	<u>\$ -</u>	<u>\$ -</u>
<b>HUMAN RESOURCES</b>				
Tyler PACE Program	\$ -	\$ 14,925	\$ -	\$ -
Total Special Projects	<u>\$ -</u>	<u>\$ 14,925</u>	<u>\$ -</u>	<u>\$ -</u>
<b>LAND &amp; DEVELOPMENT SERVICES</b>				
Build fee for codification	\$ 21,975	\$ 21,975	\$ -	\$ -
Total Special Projects	<u>\$ 21,975</u>	<u>\$ 21,975</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PLANNING &amp; NEIGHBORHOODS - COMMUNITY PLANNING SERVICES</b>				
Downtown Revitalization Incentives	\$ 150,000	\$ 100,000	\$ -	\$ -
Neighborhood Revitalization Program	300,000	200,000	-	-
Eaman Park Phase 2 Predevelopment	20,000	20,000	-	-
Neighborhood Capacity Building Initiatives	10,000	10,000	-	-
West Innes Street Corridor Plan	100,000	-	-	-
Energy Efficiency in Housing Education Initiatives	2,500	2,500	-	-
Forward 2040 Printing	2,000	2,000	-	-
Neighborhood Stabilization	150,000	197,000	-	197,000
Total Special Projects	<u>\$ 734,500</u>	<u>\$ 531,500</u>	<u>\$ -</u>	<u>\$ 197,000</u>
<b>DOWNTOWN DEVELOPMENT</b>				
Main Street Project Signage & Directional	\$ 10,000	\$ 5,000	\$ -	\$ -
Total Special Projects	<u>\$ 10,000</u>	<u>\$ 5,000</u>	<u>\$ -</u>	<u>\$ -</u>

	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>TRANSPORTATION - TRAFFIC OPERATIONS</b>				
Preemption In-vehicle	\$ 7,990	\$ 7,990	\$ -	\$ -
Signal System Fiber Repair/Build-out	25,000	-	-	-
Re-build Traffic Signal/Add Pedestrian Crossing	60,000	-	-	-
Addition of Pedestrian Signals	25,000	-	-	-
Cone Center Design/Upgrades	275,000	275,000	-	-
Total Special Projects	<u>\$ 392,990</u>	<u>\$ 282,990</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TRANSPORTATION - STREET LIGHTING</b>				
50 New Lights/year	\$ 11,580	\$ 11,580	\$ -	\$ -
Total Special Projects	<u>\$ 11,580</u>	<u>\$ 11,580</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TRANSPORTATION - ENGINEERING</b>				
EB-5619B Grants Creek Greenway	\$ 1,612,813	\$ 1,612,813	\$ -	\$ 1,290,250
EB-5619C Grants Creek Greenway	168,847	168,847	-	135,000
BL-0034 - Sidewalk on JAB	95,000	-	-	-
C-5603H Brenner Ave Sidewalk/Intersection Improvement	1,785,739	1,785,739	-	1,123,465
HL-0049 Brenner Ave Safety Improvements	87,000	87,000	-	69,600
HL-0064 Main Street Improvements	1,856,689	-	-	-
P-5733 Depot Multi-Modal Center	750,000	750,000	-	750,000
Julian Rd Sidewalk	91,287	91,287	-	-
Traffic Calming	71,900	6,000	-	-
Comprehensive Bicycle Plan	55,000	55,000	-	16,500
Depot - Purchase	-	2,200,000	-	2,200,000
Old Concord	-	1,500,000	-	1,277,268
Total Special Projects	<u>\$ 6,574,275</u>	<u>\$ 8,256,686</u>	<u>\$ -</u>	<u>\$ 6,862,083</u>
<b>POLICE SUPPORT SERVICES</b>				
Vehicle Rentals - Narcotics	\$ 5,000	\$ 5,000	\$ -	\$ -
Officer Wellness Sessions	15,000	5,000	-	-
Personnel Development Program	20,000	10,000	-	-
Community Engagement Events	4,000	4,000	-	-
Cameras for Surveillance Van	15,428	15,428	-	-
Total Special Projects	<u>\$ 59,428</u>	<u>\$ 39,428</u>	<u>\$ -</u>	<u>\$ -</u>
<b>POLICE ADMIN</b>				
Homeless Program Referral and Service Costs	\$ 5,000	\$ 5,000	\$ -	\$ -
Total Special Projects	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>\$ -</u>	<u>\$ -</u>
<b>POLICE OPERATIONS</b>				
Ballistic Vest Replacement	\$ 18,190	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 18,190</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>TELECOMMUNICATIONS</b>				
Update Old Analog Cameras	\$ 12,000	\$ 12,000	\$ -	\$ -
Voltmeter	1,500	-	-	-
Firecom Headsets	9,604	9,604	-	-
2 DVR's	40,000	-	-	-
Repeater For Onsite Communications	27,100	-	-	-
Mach Alerting	125,000	-	-	-
Digital Intercom Radio	6,509	6,509	-	-
Cirrus Central New Management Equipment	40,000	40,000	-	-
Repair Tower on Water Tank	5,000	-	-	-
Total Special Projects	<u>\$ 266,713</u>	<u>\$ 68,113</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS - FACILITIES</b>				
City Office Stairwell Remodel	\$ 19,500	\$ 19,500	\$ -	\$ -
60 Ton Air Cooled Chiller	13,000	13,000	-	-
Switchgear Maintenance	50,000	50,000	-	-
Install Transfer Switch at Fuel sStation	30,000	30,000	-	-
Fuel Site Design/Construction	2,000,000	300,000	-	-
City Facility Parking Lot Resurfacing	32,500	32,500	-	-
Practice Wall - Tennis Courts	9,500	-	-	-
Restrictive On-Call Compensation	4,056	-	-	-
Total Special Projects	<u>\$ 2,158,556</u>	<u>\$ 445,000</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS - ADMINISTRATION</b>				
Conference Room Chair Replacement	\$ 3,900	\$ 3,900	\$ -	\$ -
Camera System Public Works Facilities	38,760	38,760	-	-
Restrictive On-Call Compensation	6,656	-	-	-
Total Special Projects	<u>\$ 49,316</u>	<u>\$ 42,660</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS - STREET</b>				
Concrete Pad in Storage Building	\$ 10,000	\$ 10,000	\$ -	\$ -
New Spoils Location	150,000	-	-	-
Tablets - Fleet Monitoring	7,000	2,000	-	-
Bridge Repair	20,000	20,000	-	-
Total Special Projects	<u>\$ 187,000</u>	<u>\$ 32,000</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS - WASTE MANAGEMENT - OTHER</b>				
Compostable Yard Waste Bags	\$ 2,800	\$ -	\$ -	\$ -
Replace Gate Operator	8,000	-	-	-
Total Special Projects	<u>\$ 10,800</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS - CEMETERY</b>				
Map Kiosk to be installed in Chestnut Hill Cemetery	\$ 5,900	\$ 5,900	\$ -	\$ -
Total Special Projects	<u>\$ 5,900</u>	<u>\$ 5,900</u>	<u>\$ -</u>	<u>\$ -</u>

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>PUBLIC WORKS - WASTE MANAGEMENT</b>				
AED Units	\$ 3,600	\$ -	\$ -	\$ -
Key Card Door Access System	7,300	7,300	-	-
Toter Trash Cans	42,000	42,000	-	-
ReCollects	16,684	-	-	-
Adopt a Street	11,000	11,000	-	-
Expanding Adopt a Street	1,000	1,000	-	-
Total Special Projects	<u>\$ 81,584</u>	<u>\$ 61,300</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS - GROUNDS MAINTENANCE</b>				
Salisbury Community Park Parking Lot Paving	\$ 175,000	\$ -	\$ -	\$ -
Greenway Bridge Repair	25,000	15,000	-	-
Additional Tablets for Fleetio	3,000	2,000	-	-
Construction of New Shelter Community Park	60,000	-	-	-
Total Special Projects	<u>\$ 263,000</u>	<u>\$ 17,000</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS - FLEET</b>				
Geo Tab Subscription	\$ 11,000	\$ 11,000	\$ -	\$ -
Additional Geo Tabs/Subscriptions	2,500	2,500	-	-
In-vehicle Camera Subscription	5,000	5,000	-	-
Adding 360* View Cameras to Vehicles	26,000	26,000	-	-
Restrictive On-Call Compensation	4,056	-	-	-
Total Special Projects	<u>\$ 48,556</u>	<u>\$ 44,500</u>	<u>\$ -</u>	<u>\$ -</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><b>\$ 11,255,863</b></u>	<u><b>\$ 10,492,395</b></u>	<u><b>\$ -</b></u>	<u><b>\$ 7,059,083</b></u>
<b>TOTAL OFFSETTING REVENUE</b>	<u><b>\$ 7,059,083</b></u>	<u><b>\$ 7,059,083</b></u>	<u><b>\$ -</b></u>	
<b>TOTAL CITY SHARE</b>	<u><b>\$ 4,196,780</b></u>	<u><b>\$ 3,433,312</b></u>	<u><b>\$ -</b></u>	

<b>STORMWATER FUND</b>	<b>MANAGER</b>			<b>OFFSETTING</b>
	<b>REQUESTED</b>	<b>RECOMMENDS</b>	<b>ADOPTED</b>	<b>REVENUE</b>
Stormwater Drainage Incentive Grant	\$ 25,000	\$ 25,000	\$ -	\$ -
NPDES Compliance	15,000	15,000	-	-
Jackson Street Construction	-	-	-	-
Long Street Construction	-	-	-	-
Preliminary Cost Related to Debt Projects	664,130	142,579	-	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 704,130</b>	<b>\$ 182,579</b>	<b>\$ -</b>	<b>\$ -</b>

<b>WATER AND SEWER</b>				
Restrictive On-Call Compensation	\$ 40,000	\$ -	\$ -	\$ -
Placeholder for Anticipated Comp Adjustment	350,000	-	-	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>TRANSIT FUND</b>				
COVID-19 Supplies	\$ 10,300	\$ 4,300	\$ -	\$ -
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 10,300</b>	<b>\$ 4,300</b>	<b>\$ -</b>	<b>\$ -</b>

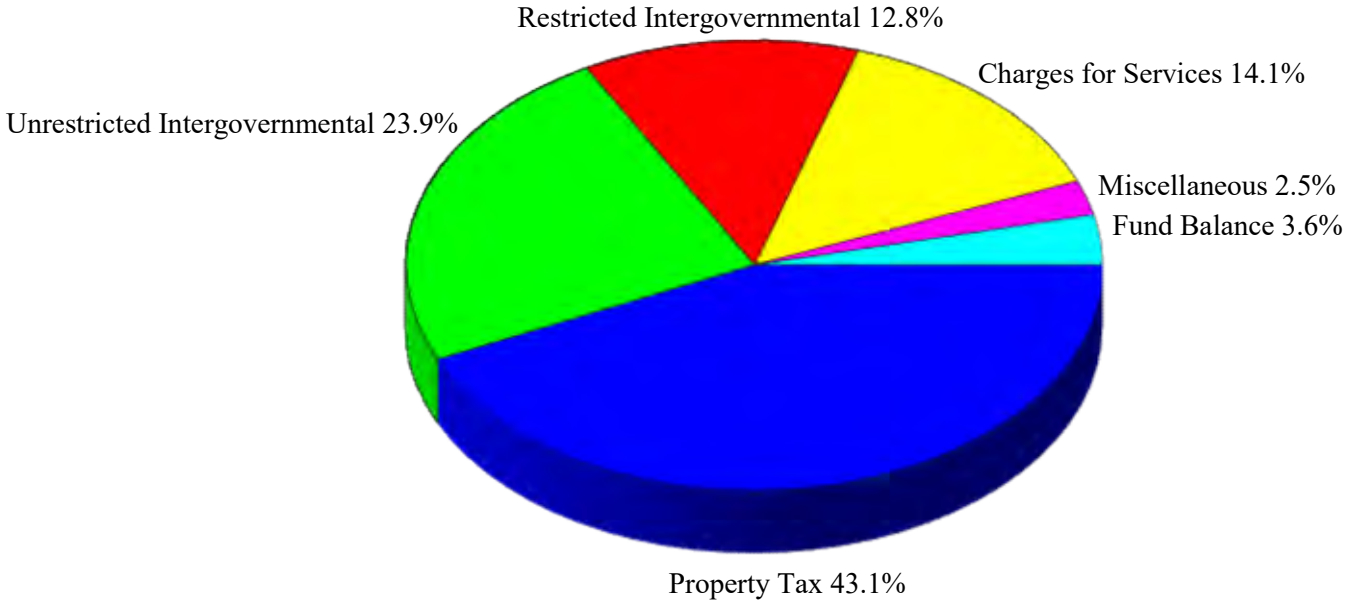




# FY 2024-2025 GENERAL FUND

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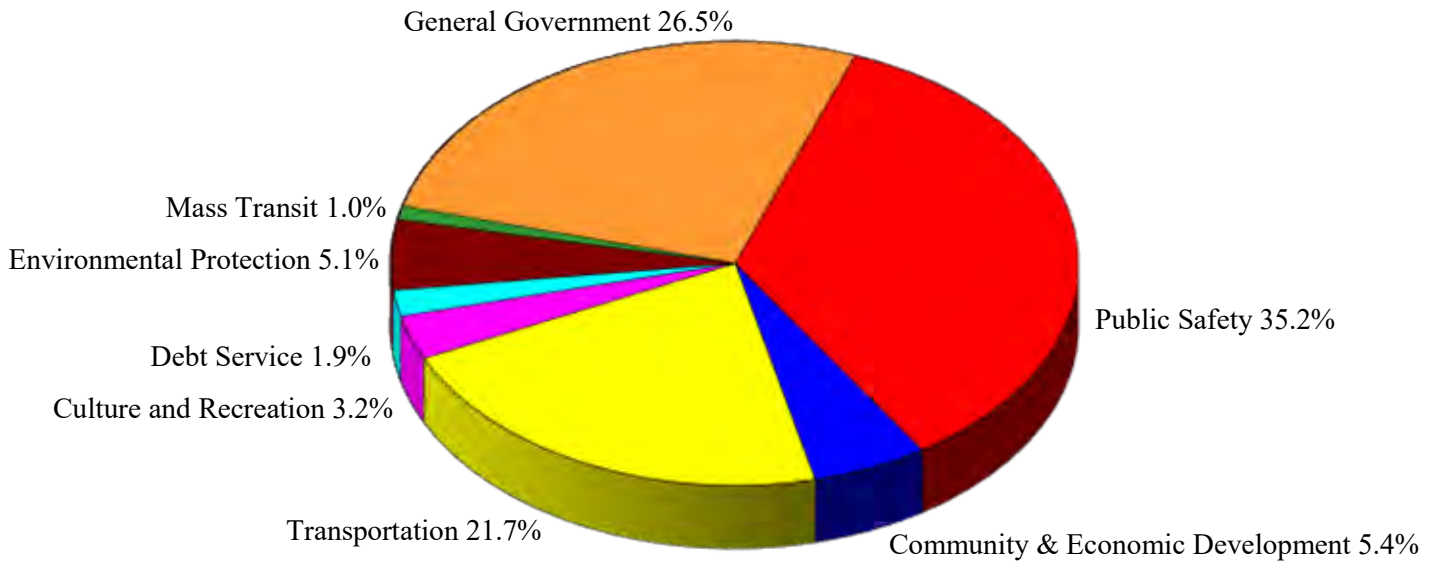
## Revenues - \$68,133,759



## *Where the Money Comes From*

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## Expenditures - \$68,133,759

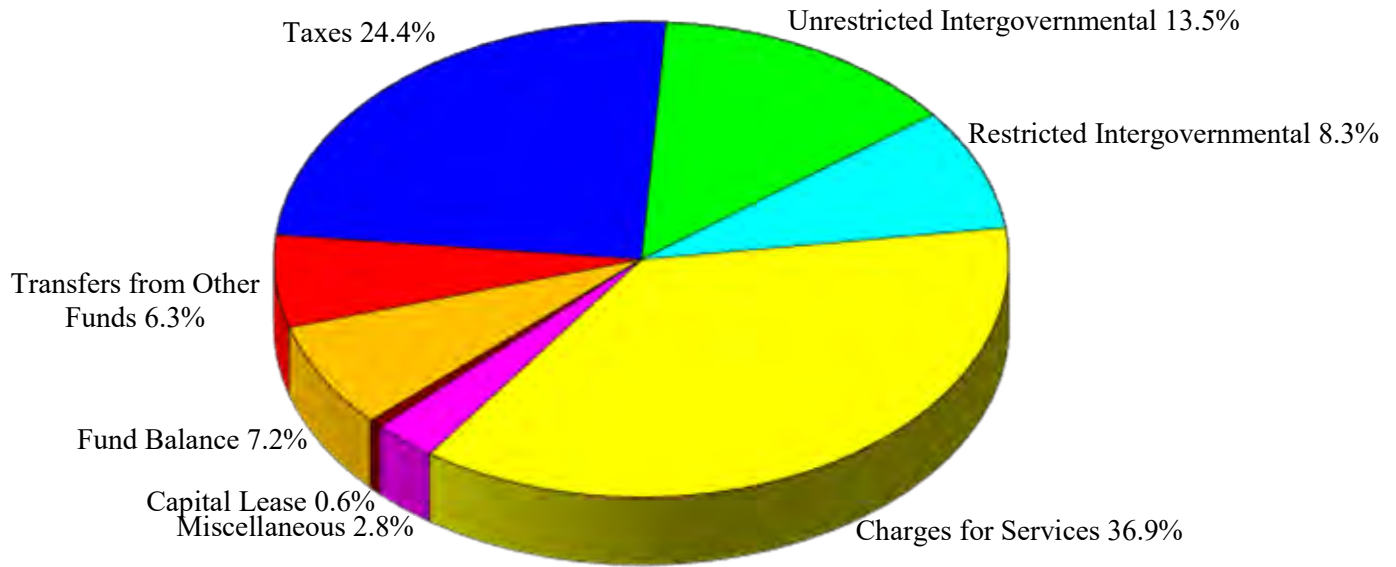


## *Where the Money Goes To*

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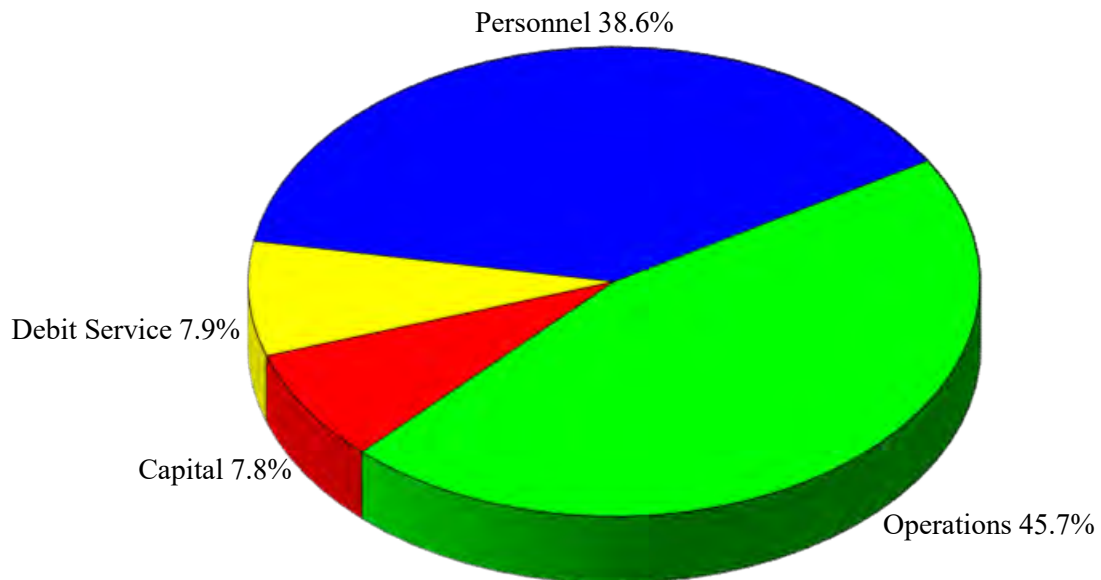
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



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## CITY EXPENDITURES BY CATEGORY (All Funds)



**CITY OF SALISBURY, NORTH CAROLINA**  
**BUDGET SUMMARY**  
**For the Year Ending June 30, 2025**

	General/Special Revenue Funds			Enterprise Funds					Total	
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Broadband	Stormwater		Stormwater Capital Reserve
Estimated Fund Balance/										
Net Assets 6/30/24	\$ 33,230,000	\$ 2,935,000	\$ 85,000	\$ 129,500,000	\$ 3,500,000	\$ 650,000	\$ 2,080,000	\$ 3,800,000	\$ 670,000	\$ 176,450,000
Budgeted Revenues & Other Financing Sources:										
Taxes	\$ 29,348,738	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,348,738
Unrestricted Intergovernmental	16,263,000	-	-	-	-	-	-	-	-	16,263,000
Restricted Intergovernmental	8,710,583	-	577,641	-	-	665,197	-	-	-	9,953,421
Charges for services	9,644,644	-	-	32,189,552	-	54,000	-	2,497,895	-	44,386,091
Miscellaneous	1,640,000	80,000	30,000	1,150,000	80,000	172,615	160,000	100,000	12,000	3,424,615
Long-term Debt Issued	-	-	-	-	-	-	-	-	-	-
Capital leases	-	-	-	-	-	-	760,000	-	-	760,000
Transfers From Other Funds	-	2,864,856	-	-	1,072,206	678,000	2,700,000	-	275,744	7,590,806
<b>Total Available Resources</b>	<b>\$ 65,606,965</b>	<b>\$ 2,944,856</b>	<b>\$ 607,641</b>	<b>\$ 33,339,552</b>	<b>\$ 1,152,206</b>	<b>\$ 1,569,812</b>	<b>\$ 3,620,000</b>	<b>\$ 2,597,895</b>	<b>\$ 287,744</b>	<b>\$ 111,726,671</b>
Expenditures:										
General Government	\$ 14,345,144	\$ 988,910	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,334,054
Public Safety	22,942,784	1,007,004	-	-	-	-	-	-	-	23,949,788
Transportation	14,386,939	430,204	-	-	-	-	-	-	-	14,817,143
Environmental Protection	3,015,277	483,772	-	-	-	-	-	2,322,151	287,744	6,108,944
Culture and Recreation	2,227,984	-	-	-	-	-	-	-	-	2,227,984
Community & Economic Development	3,612,590	34,966	607,641	-	-	-	-	-	-	4,255,197
Education	-	-	-	-	-	-	-	-	-	-
Water & Sewer	-	-	-	33,248,862	1,285,626	-	-	-	-	34,534,488
Mass Transit	-	-	-	-	-	1,631,157	-	-	-	1,631,157
Fiber Optic	-	-	-	-	-	-	351,077	-	-	351,077
Debt Service:										
Principal	934,000	-	-	3,342,134	-	-	2,870,000	-	-	7,146,134
Interest	346,185	-	-	1,662,639	-	-	398,923	-	-	2,407,747
Transfers To Other Funds	6,242,856	-	-	1,072,206	-	-	-	275,744	-	7,590,806
<b>Total Expenditures</b>	<b>\$ 68,053,759</b>	<b>\$ 2,944,856</b>	<b>\$ 607,641</b>	<b>\$ 39,325,841</b>	<b>\$ 1,285,626</b>	<b>\$ 1,631,157</b>	<b>\$ 3,620,000</b>	<b>\$ 2,597,895</b>	<b>\$ 287,744</b>	<b>\$ 120,354,519</b>
Budgeted Increase (Decrease) in Fund Balance	\$ (2,446,794)	\$ -	\$ -	\$ (5,986,289)	\$ (133,420)	\$ (61,345)	\$ -	\$ -	\$ -	\$ (8,627,848)
Full Accrual Adjustments: <sup>1</sup>										
Budgeted Capital Outlay	-	-	-	4,600,000	1,285,626	196,728	-	-	287,744	6,370,098
Budgeted Debt Principal	-	-	-	3,342,134	-	-	2,870,000	-	-	6,212,134
Estimated Depreciation	-	-	-	(5,083,335)	-	(67,449)	(645,051)	(180,498)	-	(5,976,333)
Estimated Fund Balance/										
Net Assets 6/30/25	\$ 30,783,206	\$ 2,935,000	\$ 85,000	\$ 126,372,510	\$ 4,652,206	\$ 717,934	\$ 4,304,949	\$ 3,619,502	\$ 957,744	\$ 174,428,051

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

**SUMMARY OF INTERFUND TRANSFERS**  
**For the Year Ending June 30, 2025**

FUND		TO					TOTAL OUT
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	Broadband	
<b>F R O M</b>	General	\$ 2,864,856	\$ -	\$ 678,000	\$ -	\$ 2,700,000	\$ 6,242,856
	Water & Sewer	-	1,072,206	-	-	-	1,072,206
	Stormwater	-	-	-	275,744	-	275,744
	<b>TOTAL IN</b>	<b>\$ 2,864,856</b>	<b>\$ 1,072,206</b>	<b>\$ 678,000</b>	<b>\$ 275,744</b>	<b>\$ 2,700,000</b>	<b>\$ 7,590,806</b>



## SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

	<u>FY2022-23</u> <u>ACTUAL</u>	<u>FY2023-24</u> <u>ESTIMATE</u>	<u>FY2024-25</u> <u>RECOMMENDED</u>
<b>REVENUES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
Taxes	\$ 24,689,220	\$ 31,250,100	\$ 29,348,738
Unrestricted Intergovernmental	15,742,170	15,400,000	16,263,000
Restricted Intergovernmental	3,200,563	2,000,000	8,710,583
Charges for Services	8,859,675	9,998,872	9,644,644
Miscellaneous	1,191,856	1,419,104	1,720,000
Fund Balance Appropriated	-	-	2,446,794
Transfers From Other Funds	<u>3,367,648</u>	<u>2,604,412</u>	<u>2,864,856</u>
Total Available Resources	<u>\$ 57,051,132</u>	<u>\$ 62,672,488</u>	<u>\$ 70,998,615</u>
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 31,663,543	\$ 32,105,000	\$ 32,189,552
Miscellaneous	1,110,427	1,775,000	1,230,000
Appropriated Fund Balance	-	-	6,119,709
Transfers From Other Funds	<u>472,896</u>	<u>450,000</u>	<u>1,072,206</u>
Total Available Resources	<u>\$ 33,246,866</u>	<u>\$ 34,330,000</u>	<u>\$ 40,611,467</u>
<b>MASS TRANSIT FUND</b>			
Restricted Intergovernmental	\$ 678,636	\$ 818,459	\$ 645,197
Charges for Services	71,146	78,116	54,000
Miscellaneous	27,257	708,000	192,615
Transfers From Other Funds	<u>630,000</u>	<u>668,000</u>	<u>739,345</u>
Total Available Resources	<u>\$ 1,407,039</u>	<u>\$ 2,272,575</u>	<u>\$ 1,631,157</u>
<b>BROADBAND FUND</b>			
Lease	\$ 764,042	\$ 762,000	\$ 760,000
Miscellaneous	151,675	197,395	160,000
Transfers From Other Funds	<u>2,700,000</u>	<u>2,700,000</u>	<u>2,700,000</u>
Total Available Resources	<u>\$ 3,615,717</u>	<u>\$ 3,659,395</u>	<u>\$ 3,620,000</u>
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 2,058,132	\$ 2,183,000	\$ 2,497,895
Other Operating/Miscellaneous	119,106	184,200	112,000
Transfers From Other Funds	<u>164,852</u>	<u>250,676</u>	<u>275,744</u>
Total Available Resources	<u>\$ 2,342,090</u>	<u>\$ 2,617,876</u>	<u>\$ 2,885,639</u>
<b>SPECIAL REVENUE FUNDS</b>			
Restricted Intergovernmental	\$ 372,832	\$ 480,000	\$ 577,641
Miscellaneous	<u>120,962</u>	<u>219,275</u>	<u>30,000</u>
Total Available Resources	<u>\$ 493,794</u>	<u>\$ 699,275</u>	<u>\$ 607,641</u>
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$ 24,689,220	\$ 31,250,100	\$ 29,348,738
Unrestricted Intergovernmental	15,742,170	15,400,000	16,263,000
Restricted Intergovernmental	4,252,031	3,298,459	9,933,421
Charges for Services	42,652,496	44,364,988	44,386,091
Lease	764,042	762,000	760,000
Miscellaneous	2,721,282	4,502,974	3,444,615
Fund Balance Appropriated	-	-	8,566,503
Transfers From Other Funds	<u>7,335,396</u>	<u>6,673,088</u>	<u>7,652,151</u>
Total Available Resources	<u>\$ 98,156,637</u>	<u>\$ 106,251,609</u>	<u>\$ 120,354,519</u>

	<b>FY2022-23 ACTUAL</b>	<b>FY2023-24 ESTIMATE</b>	<b>FY2024-25 RECOMMENDED</b>
<b>EXPENDITURES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
General Government	\$ 10,841,246	\$ 13,000,169	\$ 15,334,054
Public Safety	22,467,069	22,550,000	23,949,788
Transportation	6,646,387	7,223,949	14,817,143
Environmental Protection	3,585,221	3,695,356	3,499,049
Culture and Recreation	2,288,428	3,928,900	2,227,984
Community/Economic Dev	3,809,125	4,235,660	3,647,556
Education	40,000	40,000	-
Debt Service	1,268,088	1,368,406	1,280,185
Transfers To Other Funds	3,330,000	3,368,000	6,242,856
Total Expenditures	<u>\$ 54,275,563</u>	<u>\$ 59,410,440</u>	<u>\$ 70,998,615</u>
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 26,131,167	\$ 23,416,860	\$ 34,534,488
Debt Service	1,538,077	5,081,534	5,004,773
Transfers To Other Funds	472,896	1,520,185	1,072,206
Total Expenditures	<u>\$ 28,142,140</u>	<u>\$ 30,018,579</u>	<u>\$ 40,611,467</u>
<b>TRANSIT FUND</b>			
Mass Transit	\$ 1,344,108	\$ 2,150,639	\$ 1,631,157
Total Expenditures	<u>\$ 1,344,108</u>	<u>\$ 2,150,639</u>	<u>\$ 1,631,157</u>
<b>BROADBAND FUND</b>			
Fiber Optic Network	\$ 888,717	\$ 250,182	\$ 351,077
Debt Service	665,541	3,030,283	3,268,923
Total Expenditures	<u>\$ 1,554,258</u>	<u>\$ 3,280,465</u>	<u>\$ 3,620,000</u>
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Environmental Protection	\$ 1,571,620	\$ 1,725,369	\$ 2,609,895
Transfers to Other Funds	164,852	250,676	275,744
Total Expenditures	<u>\$ 1,736,472</u>	<u>\$ 1,976,045</u>	<u>\$ 2,885,639</u>
<b>SPECIAL REVENUE FUNDS</b>			
Community/Economic Dev	\$ 522,716	\$ 492,641	\$ 607,641
Debt Service	14,395	-	-
Total Expenditures	<u>\$ 537,111</u>	<u>\$ 492,641</u>	<u>\$ 607,641</u>
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 10,841,246	\$ 13,000,169	\$ 15,334,054
Public Safety	22,467,069	22,550,000	23,949,788
Transportation	6,646,387	7,223,949	14,817,143
Environmental Protection	5,156,841	5,420,725	6,108,944
Culture and Recreation	2,288,428	3,928,900	2,227,984
Community/Economic Dev	4,331,841	4,728,301	4,255,197
Education	40,000	40,000	-
Water & Sewer	26,131,167	23,416,860	34,534,488
Mass Transit	1,344,108	2,150,639	1,631,157
Fiber Optic Network	888,717	250,182	351,077
Debt Service/Debt Refunding	3,486,101	9,480,224	9,553,881
Transfers To Other Funds	3,967,748	5,138,861	7,590,806
Total Expenditures	<u>\$ 87,589,652</u>	<u>\$ 97,328,809</u>	<u>\$ 120,354,519</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 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
Total General Fund	\$ 1,143,490	\$ 5,000	\$ -
Total General Fund Capital Reserve Fund	3,065,934	2,944,856	-
Total Water & Sewer Fund	5,100,000	4,600,000	-
Total Water/Sewer Capital Reserve Fund	1,283,526	1,285,626	-
Total Mass Transit Fund	1,190,622	196,728	-
Total Stormwater Fund	-	-	-
Total Stormwater Capital Reserve Fund	287,744	287,744	-
Total All Funds	<u>\$ 12,071,316</u>	<u>\$ 9,319,954</u>	<u>\$ -</u>

## REVENUE ASSUMPTIONS FOR FY2024-25

### 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 FY23 Annual Comprehensive Financial Report.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2023 property tax receivable balance projected as of June 30, 2024 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 Old Concord Road, Brenner Avenue, and the greenway. The City is also expecting to receive grant funds for the Salisbury Train Depot and a SAFER grant to fund additional firefighters.

**State** - Based on FY2024-25 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 FY2024-25.

**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 FY2024-25.

**Other** - Based on historical trends.

**Other Financing Sources:**

**Proceeds from Installment Financing** – The City does not anticipate to issue any installment financing in FY204-25.

**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 2024

**Water and Sewer Taps** – Based on the projected taps to be completed in FY2024-25.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2024-25.

**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 FY2024-25.

**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 FY2024-25.

**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.

**Broadband 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

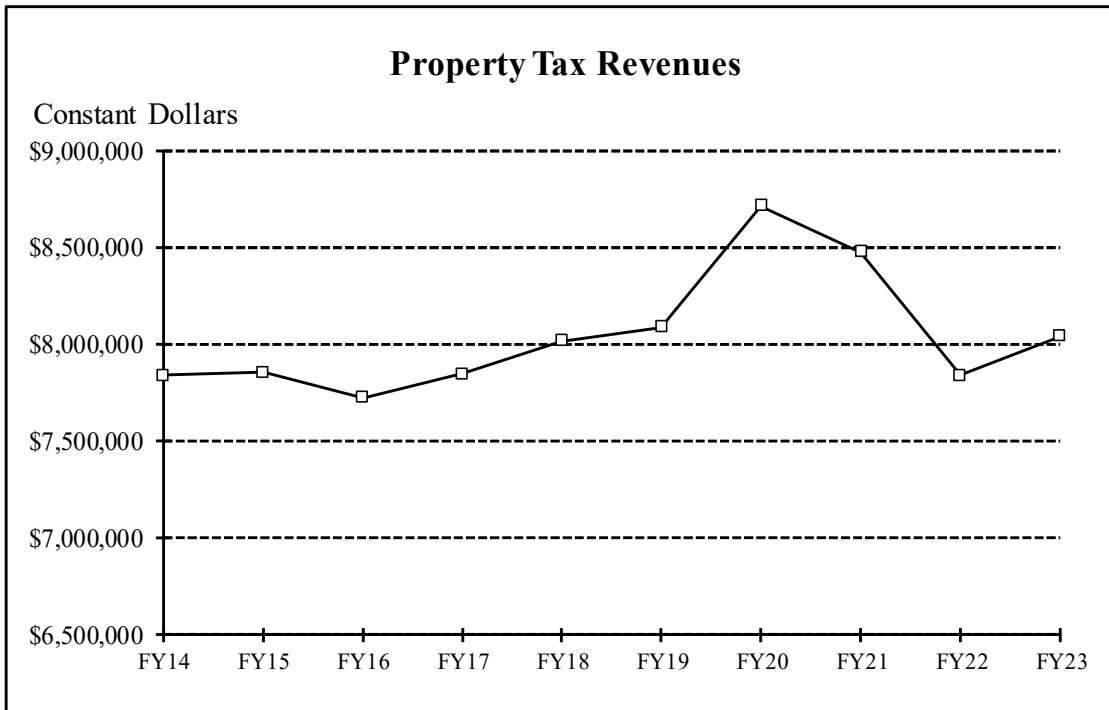
### Other Financing Sources:

**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

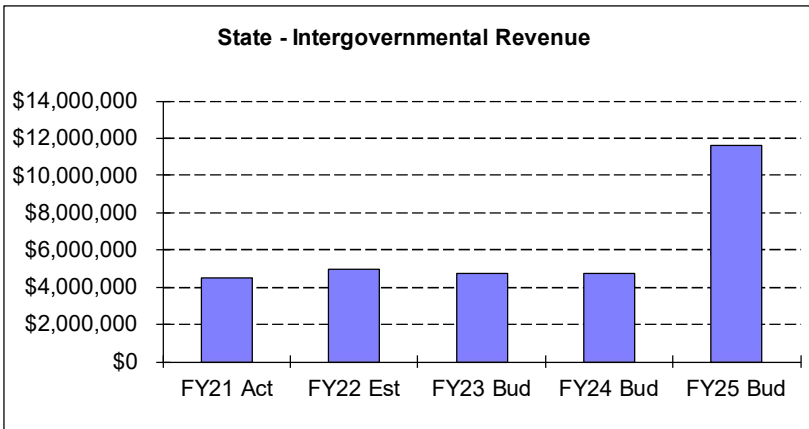
As noted previously, many revenues are budgeted based on historical trends. Trend monitoring is an essential element in the budgeting process for the City of Salisbury. Revenue information by line item is available for the current fiscal year, along with actual revenues for the past two fiscal years.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



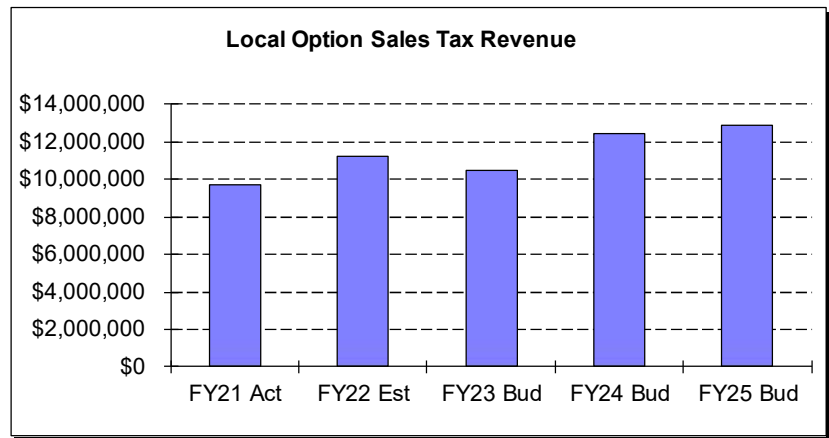
## OTHER REVENUE TRENDS

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

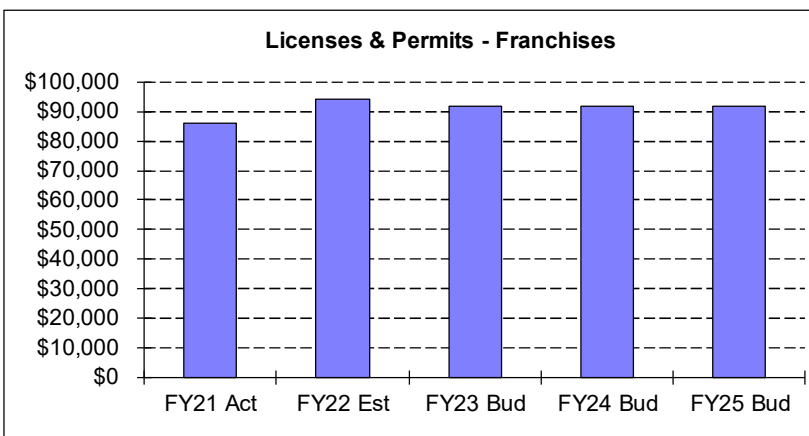


State intergovernmental revenue is comprised to state-shared receipts and grants. FY25 revenues increased due to grant funding for Transportation Projects.

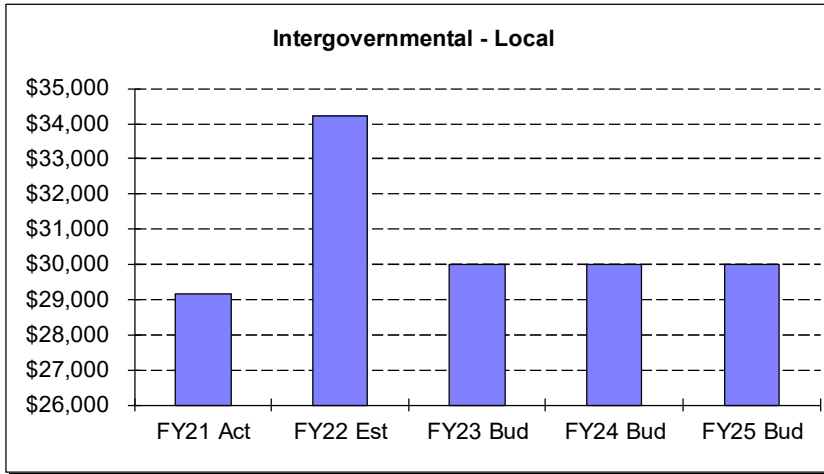
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Revenues have grown at a steady pace for the last several years.



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.

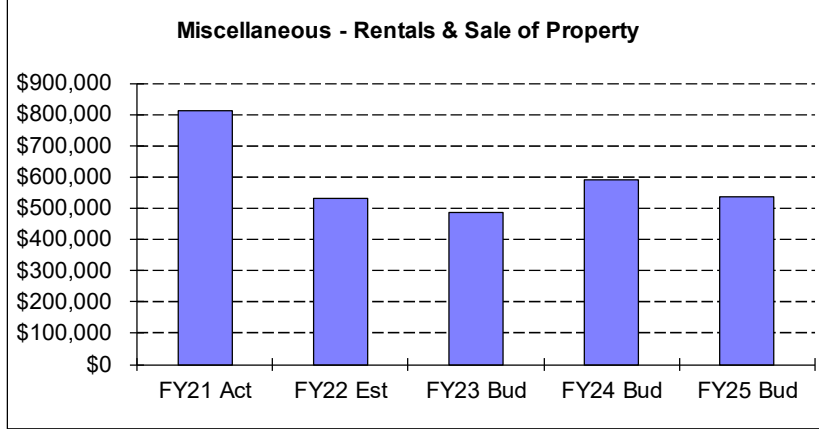
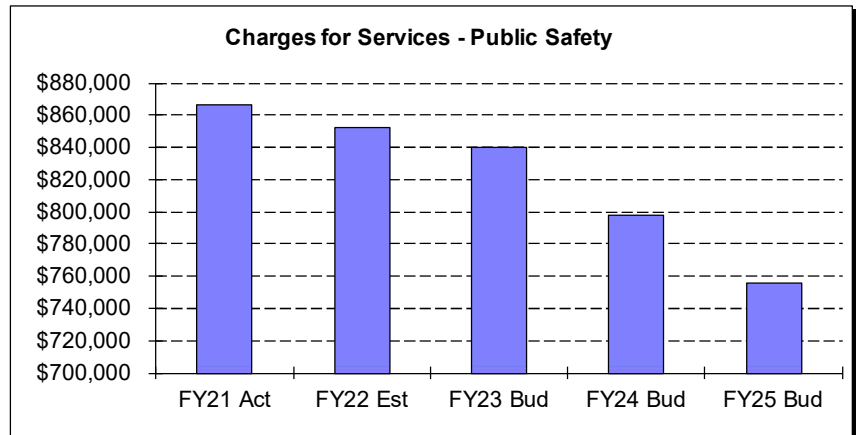


Permit revenues are based rental vehicle licenses and beer and wine licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to grow at a consistent level each year thereafter.



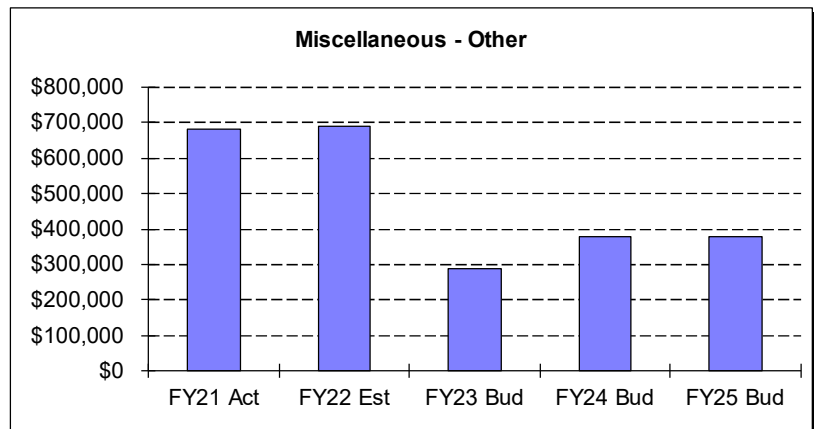
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

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, Broadband 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.



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.

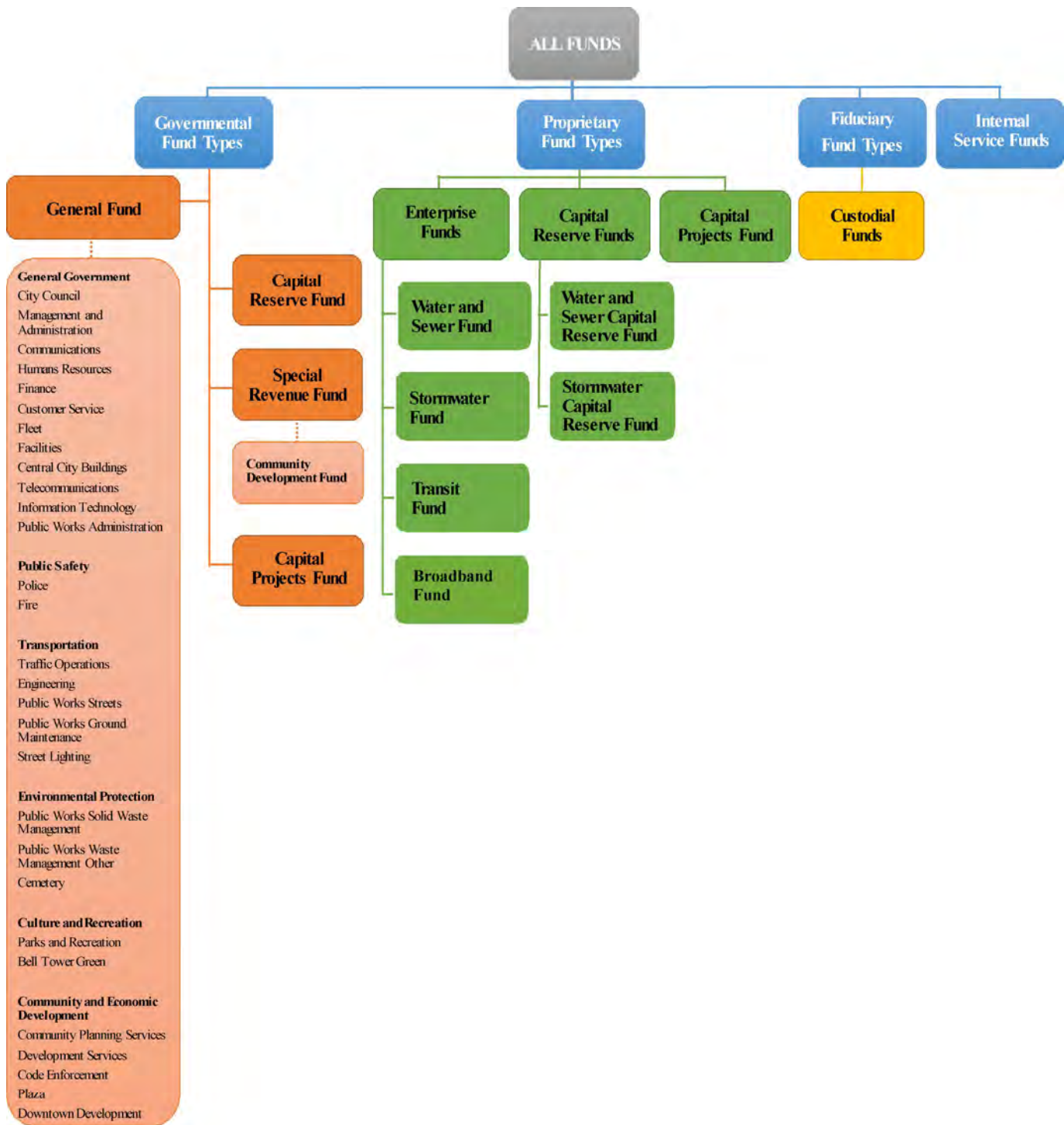
The Enterprise Funds reimburse the General Fund for expenditures made on their behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, and Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions 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.

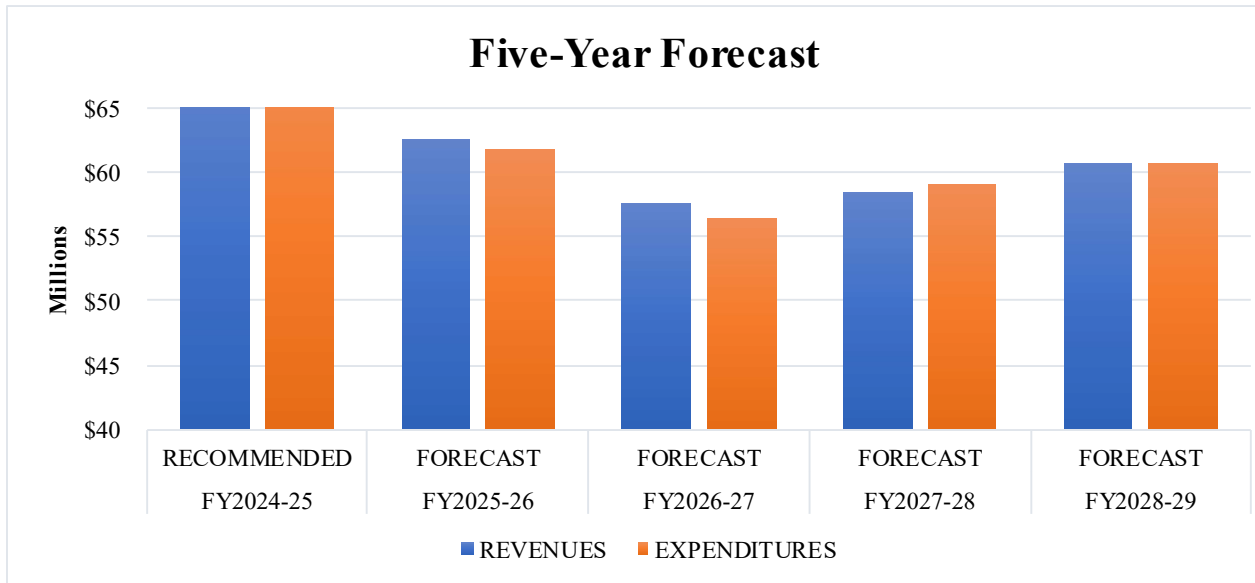
### PROJECTIONS

#### 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.



	FY2024-25	FY2025-26	FY2026-27	FY2027-28	FY2028-29
<b>GENERAL FUND RECOMMENDED</b>					
<b>REVENUES</b>	\$ 68,053,759	\$ 62,588,675	\$ 57,576,136	\$ 58,419,314	\$ 60,756,087
<b>EXPENDITURES</b>	\$ 69,910,448	\$ 61,829,444	\$ 56,345,984	\$ 59,036,501	\$ 60,807,596

### 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.

## **Growth**

Growth is coming our way! We are excited about the growth coming down I-85 from Charlotte, as evidenced by the 25 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:

- 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.

### **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.

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.

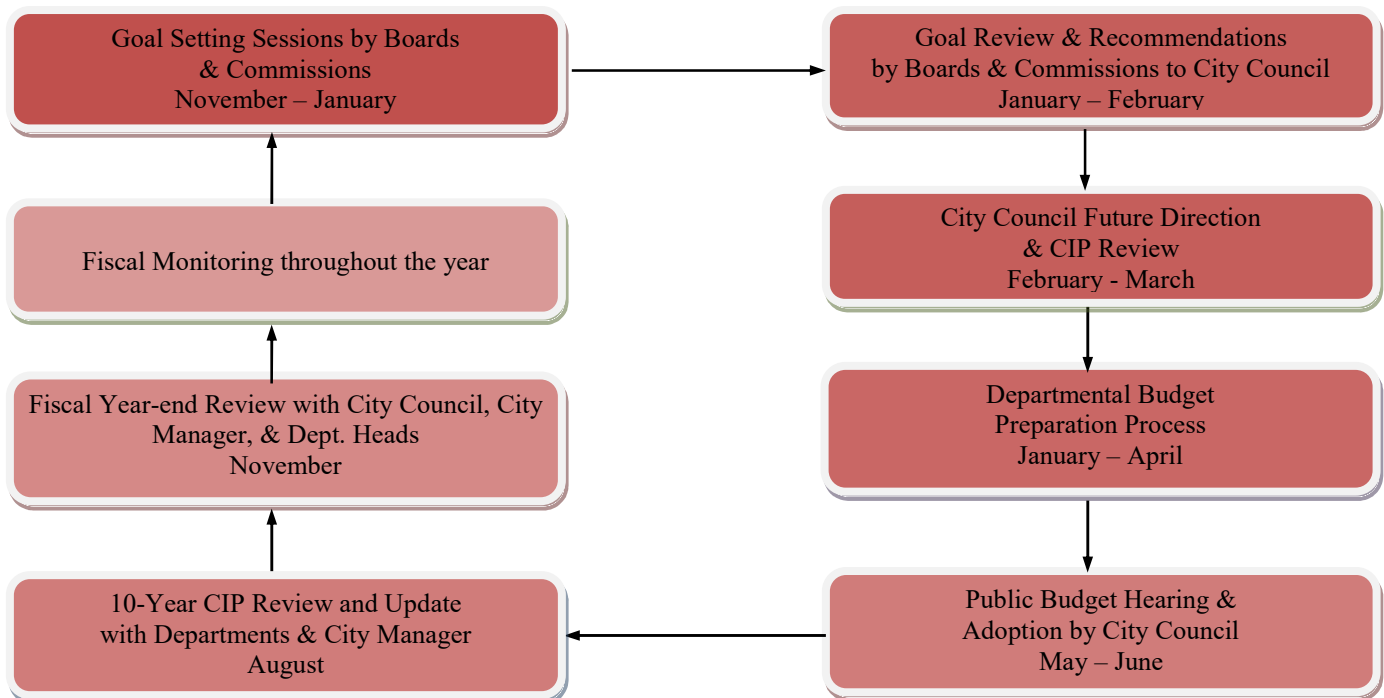
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City's web site at [www.salisburync.gov](http://www.salisburync.gov).

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

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

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

### GOAL SETTING/BUDGET CYCLE



**CITY OF SALISBURY**  
**FY2024-2025 BUDGET CALENDAR**

January 2024	Prepare personnel request forms; present staffing patterns and personnel request information  Prepare schedules for fixed operational costs	Finance
January 2024	Vehicle Review Committee meeting for evaluation of vehicles	Fleet Manager and Purchasing Coordinator
2/1/2024	Start of budget data entry  Complete all budget request forms no later than February 29, 2024	Management Team and Division Managers
1/24/2024 - 1/25/2024	Annual Retreat	Mayor, City Council, City Manager and Staff
2/29/2024	Review of Specific Budget Proposals	Budget Team, Department Heads and Division Managers
2/1/2024 - 2/28/2024	Prepare FY2023-2024 year-end revenue estimates and FY2024-25 revenue estimates on all funds	Finance, Utilities Director, & Transit Director
TBA	Hold Public Hearing on the use of 2024-25 CDBG & HOME Funds	Community Planning Services Staff
4/22/2023	Departmental budget cuts to balance budget due to Finance	City Manager, Department Heads, Division Mangers
TBA	First reading of 2024-2025 CDBG & HOME; hold Information Session for 2024-25 CDBG & HOME Funds	Community Planning Services Staff
5/14/2024	City Manager to present recommended Budget to City Council	City Manager
5/20/2024	Place ad in THE SALISBURY POST to advertise one time for public hearing	City Clerk
June 2024	Public notice of Budget Work Session	City Clerk
6/4/2024	Hold a public hearing on the FY2024-25 Budget	City Council
June 2024	Budget Work Session	Mayor, City Council, City Manager and Staff



# CITY OF SALISBURY

## FY2024-2025 BUDGET CALENDAR

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Before July 1, 2024	City Council to adopt Budget	City Council
July 2024	Report tax rate to Rowan County Tax Supervisor	City Clerk
Summer 2024	Brief Boards and Commissions Chairmen on Adopted Budget	Chairmen of City Boards and Commissions and appropriate City Staff

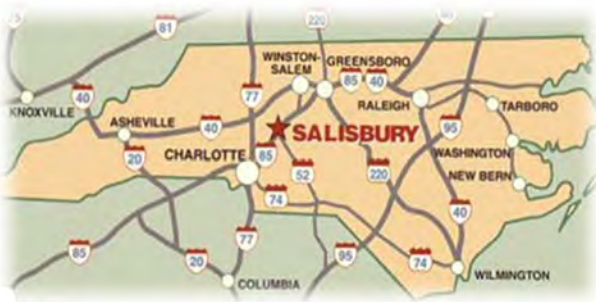
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# FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

## LOCATION

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



## CLIMATE

The climate of the Salisbury area is moderate, a definite advantage to those who live and work here. The massive mountains of Western North Carolina form a natural barrier against the cold east-west winds. While definitely southern in climate, Salisbury is far enough north and has sufficient altitude to escape the humid summers of many other southern regions. Extremes in climate are very rare and short-lived. In winter, the average high temperature is about 51 degrees, with a low around 32 degrees. The total snowfall is normally about 3 inches each year. In the summer, the high averages about 88 degrees, with a low of 69 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 36,661 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

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 2025 was 9.6 million gallons per day, with a peak daily production of 11.2 million gallons. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the service area.

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

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons and the average daily treatment in FY 2025 was 7 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.

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



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 521 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, Reels & Riffs and Concert Series, New Year's Eve at the Bell Tower, Cheerwine Festival and Brunch with Santa. The department also assists Downtown Salisbury, Inc. (DSI) with their scheduled special events. In addition to special events, the department facilitates over 20 softball tournaments that bring

players from throughout the southeast to the Salisbury Community Park and Athletic Complex.

Downtown Salisbury Inc. has 11 events in the Downtown area that bring thousands of residents together for a fun filled evening. The City of Salisbury, in partnership with Cheerwine, has hosted the Cheerwine Festival in May. The event began with the 100<sup>th</sup> birthday of Cheerwine in 2017, and the event has grown to over 80,000 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	21,761
Number of Police Stations	1	Miles of Water Line	452
Recreation Facilities:		Miles of Sewer Line	454
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  
For the Last Ten Fiscal Years**

Fiscal Year Ended June 30,	ASSESSED VALUE OF TAXABLE PROPERTY For the Last Ten Fiscal Years			Total	Tax Rate	
	Real Property	Personal Property	Public Service Property			
2025	<sup>1</sup>			\$4,381,423,635	\$0.6650	
2024	<sup>1</sup>	\$3,849,340,305	\$417,006,591	\$91,043,805	\$4,357,390,701	\$0.6100
<b>2023</b>		<b>\$2,513,548,513</b>	<b>\$677,881,300</b>	<b>\$83,340,756</b>	<b>\$3,274,770,569</b>	<b>\$0.7196</b>
2022		\$2,491,051,586	\$638,830,016	\$83,340,756	\$3,213,222,358	\$0.7196
2021		\$2,580,173,368	\$491,873,625	\$80,096,479	\$3,152,143,472	\$0.7196
<b>2020</b>		<b>\$2,471,778,814</b>	<b>\$603,628,803</b>	<b>\$80,096,479</b>	<b>\$3,155,504,096</b>	<b>\$0.7196</b>
2019		\$2,213,404,065	\$580,679,857	\$76,103,757	\$2,870,187,679	\$0.7196
2018		\$2,200,909,996	\$571,100,802	\$72,407,318	\$2,844,418,116	\$0.7096
2017		\$2,190,395,512	\$581,933,147	\$70,460,904	\$2,842,789,563	\$0.6720
<b>2016</b>		<b>\$2,188,918,181</b>	<b>\$552,224,799</b>	<b>\$69,437,235</b>	<b>\$2,810,580,215</b>	<b>\$0.6600</b>

<sup>1</sup> 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, 2023**

Business	Type of Enterprise	2023 Assessed Valuation	Value of Total
Food Lion, Inc.	Commercial	\$ 140,239,772	4.28%
Duke Energy Corporation	Utility	43,153,884	1.32%
Henkel Corporation	Manufacturing	41,289,057	1.26%
Granges Americas Inc	Manufacturing	39,090,391	1.19%
Brixmor Innes Street, LLC	Retail Real Estate	26,173,359	0.80%
Nouryon Surface Chemical LLC	Manufacturing	18,603,921	0.57%
Cole Mt. Salisbury, NC LLC	Real Estate	16,525,045	0.50%
BRC Salisbury LLC	Real Estate	15,602,845	0.48%
Wal-Mart Real Estate Business	Retail	15,537,153	0.47%
Piedmont Natural Gas	Utility	14,466,174	0.44%
Total		<u>\$ 370,681,601</u>	<u>11.31%</u>

Source: Annual Comprehensive Financial Report, Fiscal Year ending June 30, 2023

**SCHEDULE OF PRINCIPAL EMPLOYERS  
IN THE CITY OF SALISBURY  
For the Year Ended June 30, 2023**

<b>Employer</b>	<b>Employee</b>	<b>percentage of Total City</b>
W. G. (Bill) Hefner VA Medical Center	4,626	21.03%
Delhaize Food Lion	3,703	16.83%
Rowan/Salisbury School System	2,800	12.73%
Daimler Trucks North America	2,000	9.09%
Novant Health Rowan Regional	1,802	8.19%
Rowan County	877	3.99%
Chewy	800	3.64%
Gildan	562	2.55%
Teijin	506	2.30%
Rowan-Cabarrus Community College	404	1.84%
Total	18,080	82.19%

Source: Annual Comprehensive Financial Report, Fiscal Year ending June 30, 2023

**CITY OF SALISBURY  
Demographic and Economic Statistics  
Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Population</b>	<b>Personal Income</b>	<b>Per Capita Personal Income</b>	<b>Median Age</b>	<b>Average Unemployment Rate</b>
2023	36,661	\$ 924,727,302	\$ 25,224	36.4	3.4%
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	851,816,885	24,665	37.6	7.3%
2019	34,463	843,688,703	24,481	37.7	4.7%
2018	34,463	835,561,683	24,245	37.9	4.4%
2017	34,459	829,245,362	24,065	38.1	5.2%
2016	34,285	818,916,233	23,886	38.3	5.8%
2015	33,955	804,996,526	23,708	38.4	5.9%
2014	33,726	793,615,337	23,531	38.6	7.3%

Sources: Population for June 30, 2022 is as of the most recent Census. For other years, population data provided by Office of State Management and Budget.

Personal income, per capita income, and median age data are based on the latest census with estimated fluctuations for non-census years.

Unemployment rates for Rowan County are provided by the NC Department of Commerce's Demand Driven Data Delivery System.



**CITY OF SALISBURY**  
**LIST OF PRINCIPAL OFFICIALS**  
July 1, 2024

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.
Deputy City Manager	Richard J. White III
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	Keisha Coxé
Police Chief	Patrick Smith
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

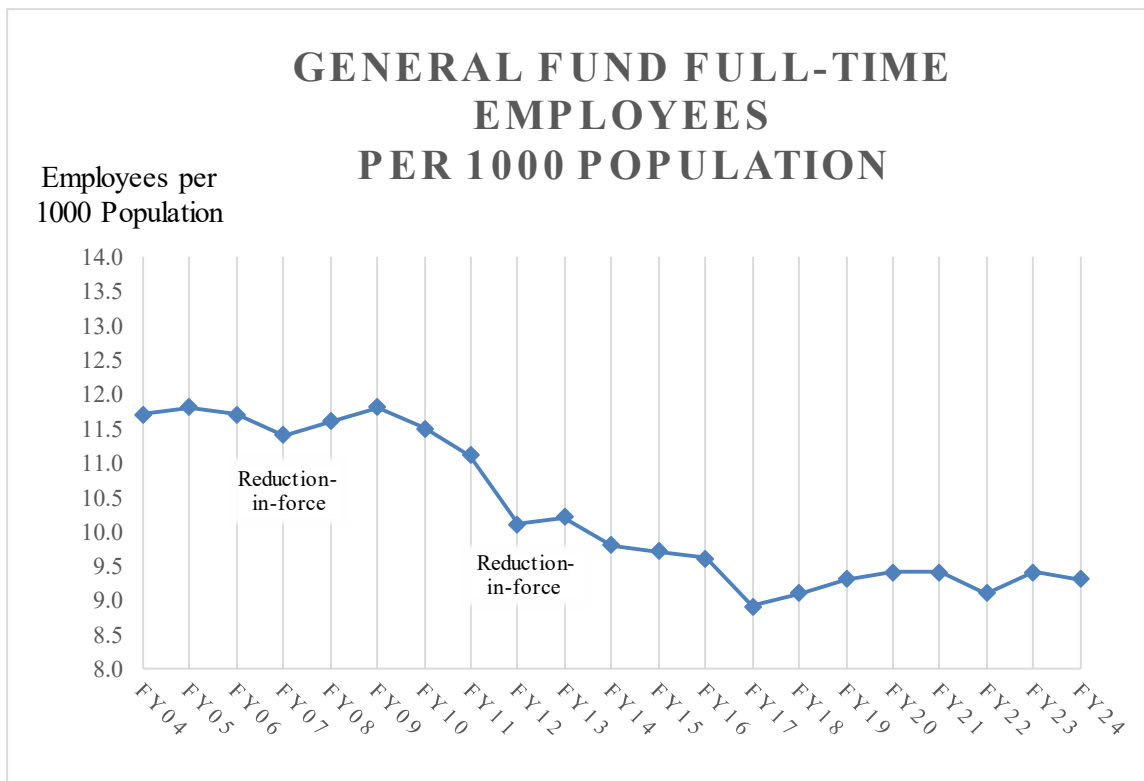


**SALISBURY SUMMARY OF POSITIONS FOR FY 2024 – 2025**

	<u>APPROVED</u> <u>FY 2022-23</u>	<u>APPROVED</u> <u>FY 2023-24</u>	<u>REQUESTED</u> <u>FY 2024-25</u>	<u>RECOMMENDED</u> <u>FY 2024-25</u>	<u>APPROVED</u> <u>FY 2024-25</u>
<b>GENERAL FUND</b>					
City Council	7	7	7	7	
Management & Administration	7	7	7	7	
Communications	4	4	4	4	
Human Resources	6	6	6	6	
Information Technologies	7	7	9	8	
Financial Services	12	13	13	13	
Customer Service	8	8	8	8	
Land & Development Services	4	7	8	9	
Planning & Neighborrhoods-Code Services	5	5	4	4	
Planning & Neighborrhoods-Community Planning	5	6	6	6	
Transportation-Traffic Operations	3	4	4	4	
Transportation-Engineering	8	6	7	7	
Downtown Salisbury	3	3	3	3	
Police	96	97	107	104	
Fire	88	88	99	94	
Telecommunications	4	4	4	4	
Public Works-Facilities Maintenance	5	6	6	6	
Public Works-Administration	5	5	5	5	
Public Works-Streets	13	12	12	12	
Public Works-Waste Management-Other	4	4	5	5	
Public Works-Cemetery	1	1	1	1	
Public Works- Solid Waste Management	6	6	9	9	
Public Works-Grounds Maintenance	16	16	15	16	
Public Works-Fleet Management	13	13	15	15	
Bell Tower Green	3	3	3	3	
Parks and Recreation	17	18	18	19	
<b>TOTAL</b>	<b>350</b>	<b>356</b>	<b>385</b>	<b>379</b>	
<b>WATER AND SEWER FUND</b>					
Utility Management	13	13	13	13	
Water Resources-Water Treatment	9	12	13	13	
Distribution & Collections Systems	31	31	31	31	
Enviromental Services	7	6	6	6	
Water Resources-Wastewater Treatment	25	25	25	25	
AMI Services	7	7	7	7	
<b>TOTAL</b>	<b>92</b>	<b>94</b>	<b>95</b>	<b>95</b>	
<b>TRANSIT FUND</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>15</b>	
<b>STORMWATER FUND</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	
<b>TOTAL ALL FUNDS</b>	<b>468</b>	<b>476</b>	<b>507</b>	<b>500</b>	
<i>Permanent Full-time</i>	444	451	483	473	
<i>Permanent Part-time</i>	6	6	11	11	
<i>Temporary Part-time</i>	5	6	5	5	
<i>Part-Time Pools</i>	13	13	8	11	
<b>TOTAL ALL FUNDS</b>	<b>468</b>	<b>476</b>	<b>507</b>	<b>500</b>	

For the FY2024-25 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.

<b>GENERAL FUND:</b>
<i>Additions: IT Technician, Land &amp; Development Service Admin Specialist, (3) Police Officers, (6) Firefighter (SAFER), Assistant Transportation Director, Waste Management-Other Construction Maint Worker, Solid Waste Management Sr Construction Worker, Solid Waste CSR, Fleet Mechanic, PT Automotive Service Writer, PT Recreation Event Staff</i>
<b>WATER &amp; SEWER FUND:</b>
<i>Additions: PT Special Projects Manager</i>
<b>TRANSIT FUND:</b>
<i>NO changes in positions</i>
<b>BROADBAND FUND</b>
<i>NO changes in positions</i>
<b>STORMWATER FUND</b>
<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 Broadband employees being moved to the Broadband 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	Broadband	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 FY2024-25 BUDGET

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

	PROGRAMS							
	General Government	Public Safety	Transportation	Environmental Protection	Culture & Recreation	Community & Economic Development	Education	Utility
<b>GENERAL FUND:</b>								
City Council	X	X	X	X	X	X		X
Management & Administration	X	X	X	X	X	X		X
Communications	X	X	X	X	X	X		X
Human Resources	X	X	X	X	X	X		X
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	
<b>ENTERPRISE FUNDS:</b>								
Water & Sewer								X
Mass Transit			X					
Broadband						X		X
Stormwater				X				X
<b>SPECIAL REVENUE:</b>								
Entitlement (HUD)						X		

**CITY OF SALISBURY, NORTH CAROLINA**

**GENERAL FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2025  
With Estimated Actual for Year Ending June 30, 2024 and  
Actual for Year Ended June 30, 2023

	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
REVENUES:			
Taxes:			
General property - current	\$ 23,514,259	\$ 30,300,000	\$ 28,273,738
General property - prior	391,124	330,000	255,000
Auto tax	641,783	500,000	720,000
Interest on delinquent tax	142,029	120,000	100,000
Other tax	25	100	-
	<u>\$ 24,689,220</u>	<u>\$ 31,250,100</u>	<u>\$ 29,348,738</u>
Unrestricted Intergovernmental:			
Local option sales tax	\$ 12,384,464	\$ 12,050,000	\$ 12,900,000
Utilities franchise tax	3,005,935	3,000,000	3,000,000
Wine and beer tax	162,733	150,000	150,000
Other	189,038	200,000	213,000
	<u>\$ 15,742,170</u>	<u>\$ 15,400,000</u>	<u>\$ 16,263,000</u>
Restricted Intergovernmental:			
State street aid - powell bill	\$ 1,068,896	\$ 1,200,000	\$ 1,190,000
Transportation aid	-	-	6,862,083
Other	2,131,667	800,000	658,500
	<u>\$ 3,200,563</u>	<u>\$ 2,000,000</u>	<u>\$ 8,710,583</u>
Charges for services:			
Environmental protection	\$ 2,856,048	\$ 2,900,000	\$ 3,238,000
Culture and recreation	134,897	181,500	147,000
Code services fees	95,294	90,000	90,000
Public safety	411,268	460,700	425,670
Cemetery	190,275	120,000	110,000
Radio antenna and paging rentals	377,028	330,000	330,000
Rentals and sale of property	408,298	417,250	425,500
Licenses and permits	99,287	81,500	92,000
Administrative charges	4,032,287	4,550,000	4,665,824
Community services	106,587	538,000	116,650
Other	196	1,000	4,000
	<u>\$ 8,711,465</u>	<u>\$ 9,669,950</u>	<u>\$ 9,644,644</u>
Miscellaneous:			
Interest earned on investments	\$ 100,982	\$ 120,000	\$ 1,200,000
Donations	519,119	329,004	140,000
Other	571,755	970,100	300,000
	<u>\$ 1,191,856</u>	<u>\$ 1,419,104</u>	<u>\$ 1,640,000</u>
Total revenues	<u>\$ 53,535,274</u>	<u>\$ 59,739,154</u>	<u>\$ 65,606,965</u>
OTHER FINANCING SOURCES:			
Fund balance appropriated	\$ -	\$ -	\$ 2,446,794
Total revenues and other financing sources	<u>\$ 53,535,274</u>	<u>\$ 59,739,154</u>	<u>\$ 68,053,759</u>

**CITY OF SALISBURY  
FY 2024-2025 BUDGET SUMMARY  
GENERAL FUND**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>REVENUE</b>	\$ 59,495,217	\$ 65,117,390	\$ 62,407,669	\$ 68,053,759	\$ -
<b>EXPENSES</b>					
<b>Personnel</b>					
Regular Salaries	\$ 17,649,947	\$ 20,540,002	\$ 24,587,823	\$ 23,963,768	\$ -
Overtime Salaries	\$ 916,114	\$ 744,189	\$ 748,850	\$ 748,850	\$ -
Part Time Salaries	\$ 576,252	\$ 799,504	\$ 1,037,860	\$ 1,070,575	\$ -
Law Officers Separation Allow	\$ 381,009	\$ 417,154	\$ 460,970	\$ 453,371	\$ -
Law Officer	\$ 109	\$ 100	\$ -	\$ -	\$ -
FICA Tax	\$ 1,095,719	\$ 1,345,815	\$ 1,589,955	\$ 1,568,792	\$ -
Retirement	\$ 2,246,064	\$ 2,791,903	\$ 3,529,817	\$ 3,443,266	\$ -
Retirement-Sworn Law	\$ 231,265	\$ 298,019	\$ 329,260	\$ 323,839	\$ -
401(K) Employer Contribution	\$ 530,326	\$ 607,529	\$ 930,867	\$ 905,119	\$ -
Health Care	\$ 2,528,389	\$ 3,008,556	\$ 3,445,408	\$ 3,344,576	\$ -
Life Insurance	\$ 31,654	\$ 48,600	\$ 59,392	\$ 57,788	\$ -
Emp Sec Ins	\$ 7,276	\$ 70,164	\$ 86,388	\$ 84,235	\$ -
Workers Compensation	\$ 704,000	\$ 724,000	\$ 395,000	\$ 387,000	\$ -
Temporary Services	\$ -	\$ 37,000	\$ 43,212	\$ -	\$ -
<b>Personnel Total</b>	<b>\$ 26,898,124</b>	<b>\$ 31,432,535</b>	<b>\$ 37,244,802</b>	<b>\$ 36,351,179</b>	<b>\$ -</b>
<b>Operations</b>					
Janitorial Supplies	\$ 8,460	\$ 9,000	\$ 9,000	\$ 9,000	\$ -
Uniforms	\$ 112,647	\$ 148,308	\$ 197,109	\$ 165,573	\$ -
Uniform Equipment	\$ 32,315	\$ 49,060	\$ 57,692	\$ 53,121	\$ -
Protective Equipment	\$ 894	\$ 208,350	\$ 311,450	\$ 95,890	\$ -
Meeting Expenses	\$ 14,384	\$ 18,685	\$ 21,700	\$ 21,200	\$ -
Employee Recognition	\$ -	\$ 13,000	\$ 18,000	\$ 15,000	\$ -
Employee Holiday Luncheon	\$ -	\$ 8,000	\$ 8,000	\$ 8,000	\$ -
Safety Program	\$ 263	\$ 4,500	\$ 7,500	\$ 4,500	\$ -
Crime Prevention	\$ 8,651	\$ 21,700	\$ 7,000	\$ 5,000	\$ -
Safety Awards	\$ 386	\$ -	\$ -	\$ -	\$ -
Recreation Programs	\$ 133,156	\$ 162,233	\$ 143,080	\$ 117,900	\$ -
CAC Programs	\$ 4,750	\$ 13,750	\$ 13,250	\$ 13,250	\$ -
After School Program	\$ -	\$ 18,100	\$ 18,500	\$ 18,500	\$ -
Summer Camp Program	\$ 2,718	\$ 16,700	\$ 17,000	\$ 17,000	\$ -
Expendable Equipment	\$ 57,119	\$ 44,251	\$ 60,878	\$ 52,320	\$ -
Expendable Recreation Equip	\$ 683	\$ 900	\$ 1,000	\$ 1,000	\$ -
Fire And Rescue Tools	\$ 28,552	\$ 29,018	\$ 71,311	\$ 25,030	\$ -
Street Name Signs	\$ 3,481	\$ 4,000	\$ 8,000	\$ 8,000	\$ -
Traffic Pavement Markings	\$ 4,350	\$ 28,000	\$ 15,000	\$ 10,000	\$ -
Traffic Signs & Post	\$ 7,811	\$ 8,500	\$ 10,000	\$ 10,000	\$ -
Drive & Walk Paving	\$ 28,826	\$ 35,000	\$ 40,000	\$ 35,000	\$ -
Construction	\$ 3,994	\$ 7,200	\$ 9,500	\$ 8,500	\$ -
Snow Materials	\$ 4,432	\$ 9,126	\$ 14,126	\$ 9,126	\$ -
Materials New Streets	\$ 19,715	\$ 20,000	\$ 30,000	\$ 20,000	\$ -
Materials St Maint	\$ 24,597	\$ 39,000	\$ 50,000	\$ 39,000	\$ -
Materials - Concrete	\$ 20,526	\$ 30,500	\$ 30,500	\$ 30,500	\$ -
Gas & Oil	\$ 678,918	\$ 701,741	\$ 764,760	\$ 764,760	\$ -

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
Department Supplies	\$ 221,856	\$ 208,045	\$ 237,925	\$ 196,243	\$ -
Public Safety Vehicle Equip	\$ 30,126	\$ 20,550	\$ 22,800	\$ 19,320	\$ -
Hose And Fittings	\$ 22,245	\$ 12,500	\$ 37,000	\$ 11,000	\$ -
Computer Supplies	\$ -	\$ 400	\$ 400	\$ 400	\$ -
Armory Supplies	\$ 38,098	\$ 32,181	\$ 38,650	\$ 29,625	\$ -
Canine Unit	\$ 8,454	\$ 7,675	\$ 6,980	\$ 5,980	\$ -
Crime Scene	\$ 4,916	\$ 5,000	\$ 10,000	\$ 8,000	\$ -
Travel	\$ 47,625	\$ 73,185	\$ 91,960	\$ 78,860	\$ -
Auto Allowance	\$ -	\$ -	\$ 33,785	\$ 33,785	\$ -
Technology Allowance	\$ 201	\$ 3,230	\$ 5,230	\$ 5,230	\$ -
Telephone	\$ 28,880	\$ 80,428	\$ 92,453	\$ 92,453	\$ -
Cell Phone Stipend	\$ 45,457	\$ 43,456	\$ 44,436	\$ 44,436	\$ -
Wireless Air Cards	\$ 70,604	\$ 65,085	\$ 65,672	\$ 64,402	\$ -
Postage	\$ 16,630	\$ 13,808	\$ 12,708	\$ 11,008	\$ -
Electric Power	\$ 459,067	\$ 529,675	\$ 541,400	\$ 541,400	\$ -
Traffic Signal	\$ 8,683	\$ 6,000	\$ -	\$ -	\$ -
Street Lighting	\$ 502,666	\$ 500,018	\$ 523,608	\$ 523,608	\$ -
Natural Gas	\$ 89,158	\$ 106,170	\$ 71,505	\$ 71,505	\$ -
City Utilities	\$ 137,073	\$ 157,840	\$ 147,050	\$ 147,050	\$ -
Printing	\$ 1,375	\$ 5,700	\$ 8,150	\$ 7,150	\$ -
Buildings & Grounds	\$ 417,410	\$ 307,558	\$ 366,032	\$ 183,930	\$ -
Maint Old Cemeteries	\$ -	\$ 2,110	\$ -	\$ -	\$ -
B&G Other Depts	\$ -	\$ -	\$ 5,000	\$ -	\$ -
Grounds Beautification	\$ 7,284	\$ 9,500	\$ 9,500	\$ 9,500	\$ -
Price High School	\$ 12,167	\$ 12,530	\$ 15,250	\$ 15,250	\$ -
Amtrak Station	\$ 16,421	\$ 22,500	\$ 18,968	\$ 18,968	\$ -
B/G Contracted Services	\$ 385,502	\$ 501,471	\$ 445,638	\$ 448,123	\$ -
Maint Equipment	\$ 176,396	\$ 176,661	\$ 204,750	\$ 143,800	\$ -
Maint Radio	\$ 7,906	\$ 13,996	\$ 19,420	\$ 11,550	\$ -
Maint Computer	\$ 70,041	\$ 89,853	\$ 106,205	\$ 106,205	\$ -
Maint Compt Software	\$ -	\$ -	\$ 2,208	\$ 2,208	\$ -
Maint Cmpt Software	\$ 846,173	\$ 952,771	\$ 1,301,840	\$ 1,208,381	\$ -
Maint Traffic Signals	\$ 31,306	\$ 56,465	\$ 36,500	\$ 36,500	\$ -
Maint Auto	\$ 572,043	\$ 466,924	\$ 461,174	\$ 434,488	\$ -
Vehicle Damage Repair	\$ 26,814	\$ -	\$ -	\$ -	\$ -
Street Maintenance	\$ 812,421	\$ 1,124,192	\$ 1,025,000	\$ 1,025,000	\$ -
County Landfill Charges	\$ 403,912	\$ 470,000	\$ 470,000	\$ 470,000	\$ -
Minimum Housing	\$ 92,405	\$ 208,500	\$ 175,000	\$ 175,000	\$ -
Advertising	\$ 44,097	\$ 21,655	\$ 50,200	\$ 29,750	\$ -
Training	\$ 254,013	\$ 260,510	\$ 414,422	\$ 289,062	\$ -
Employee Training/Dev Program	\$ 1,510	\$ 24,000	\$ 50,000	\$ 25,833	\$ -
Tactical Unit	\$ 14,388	\$ 16,000	\$ 18,000	\$ 17,000	\$ -
Copier Contract Expense	\$ 46,834	\$ 50,514	\$ 51,240	\$ 51,240	\$ -
Insurance Premiums	\$ 431,756	\$ 488,042	\$ 510,150	\$ 510,150	\$ -
Insurance Claims	\$ 17,272	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 117,011	\$ 172,778	\$ 191,338	\$ 166,838	\$ -
Miscellaneous Expense	\$ 38,692	\$ 86,574	\$ 49,700	\$ 46,900	\$ -
Information Fund	\$ 25,000	\$ 25,000	\$ 30,000	\$ 25,000	\$ -
ActiveNet Fees	\$ 4,790	\$ 5,200	\$ 4,000	\$ 4,000	\$ -
Auditing Contract	\$ 40,500	\$ 42,700	\$ 45,100	\$ 45,100	\$ -
Tax Collection Fees	\$ 315,992	\$ 348,000	\$ 449,400	\$ 449,400	\$ -
Legal Fees	\$ 100,475	\$ 84,112	\$ 91,000	\$ 91,000	\$ -
Right Of Way Charges	\$ 1,485	\$ 1,535	\$ 1,600	\$ 1,600	\$ -



	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
Internet Backbone Fee	\$ 37,300	\$ 38,400	\$ 38,400	\$ 38,400	\$ -
Special Projects	\$ 2,765,779	\$ 6,634,774	\$ 11,255,863	\$ 10,492,395	\$ -
Community Efforts Groups	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -
Update City Code	\$ 4,151	\$ 6,000	\$ 5,000	\$ 5,000	\$ -
Contracted Services	\$ 1,047,064	\$ 1,138,546	\$ 1,259,103	\$ 1,216,183	\$ -
Employee Assistance Program	\$ 6,068	\$ 13,461	\$ 13,462	\$ 13,461	\$ -
Election Expense	\$ -	\$ 22,300	\$ -	\$ -	\$ -
E Innes Streetscape	\$ 9,723	\$ 32,777	\$ -	\$ -	\$ -
Performance Measurement	\$ -	\$ 18,950	\$ 10,000	\$ 5,000	\$ -
Retiree Health Insurance	\$ 563,536	\$ 590,948	\$ 618,568	\$ 618,568	\$ -
Salisbury Youth Council	\$ 6,786	\$ 6,000	\$ 36,500	\$ 23,900	\$ -
Crime Control	\$ 1,779	\$ 3,100	\$ 5,100	\$ 1,500	\$ -
Police Accreditation	\$ 4,670	\$ 4,770	\$ 4,795	\$ 4,795	\$ -
Police Chaplaincy Program	\$ 127	\$ 300	\$ 300	\$ 300	\$ -
Government Access Channel	\$ 11,273	\$ 1,055	\$ 8,700	\$ 1,250	\$ -
Wellness Program	\$ 5,140	\$ 9,000	\$ 12,000	\$ 9,500	\$ -
Special Events	\$ 65,844	\$ 70,965	\$ 100,490	\$ 77,890	\$ -
Attract/Retain Strategies	\$ 40,134	\$ 9,400	\$ 30,000	\$ 12,000	\$ -
SWAY	\$ 11,235	\$ -	\$ -	\$ -	\$ -
Public Art/Sculpture Show	\$ 35,103	\$ 86,415	\$ 54,000	\$ 39,000	\$ -
Blockwork	\$ 17,348	\$ 35,629	\$ 30,000	\$ 22,000	\$ -
Spring Festival	\$ 130,601	\$ 113,400	\$ 113,400	\$ 113,400	\$ -
Kesler Mill	\$ 78,951	\$ 157,794	\$ 4,600	\$ 4,600	\$ -
Paul Bruhn Grant	\$ 461,000	\$ 18,933	\$ -	\$ -	\$ -
Homeless Camp Abatement	\$ -	\$ -	\$ 25,000	\$ 10,000	\$ -
Professional Services	\$ 231,718	\$ 321,516	\$ 940,568	\$ 361,208	\$ -
NCLM/Inst Of Gov't	\$ 31,820	\$ 33,400	\$ 33,400	\$ 33,400	\$ -
Contracted Program Instructors	\$ 9,490	\$ 17,315	\$ 21,250	\$ 21,250	\$ -
Background Investigations	\$ 2,018	\$ 800	\$ 800	\$ 800	\$ -
Recycling Contract	\$ 633,738	\$ 683,000	\$ 796,260	\$ 796,260	\$ -
Action Grants	\$ 37,951	\$ 94,864	\$ 170,000	\$ 120,000	\$ -
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150	\$ -
Council Of Gov't	\$ 8,692	\$ 9,000	\$ 9,000	\$ 9,000	\$ -
Supplementary Ed	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -
United Arts Council	\$ 56,250	\$ 56,250	\$ -	\$ -	\$ -
Chamber Of Comm	\$ 11,652	\$ 11,400	\$ 11,400	\$ 11,400	\$ -
Senior Citizens	\$ 63,000	\$ 63,000	\$ -	\$ -	\$ -
Economic Dev Comm	\$ 114,088	\$ 114,088	\$ -	\$ -	\$ -
Tree Board	\$ 808	\$ 8,903	\$ 3,000	\$ 3,000	\$ -
Hurley Park Advisory Board	\$ 842	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Lease Purchase Principal	\$ 629,240	\$ 998,620	\$ 934,000	\$ 934,000	\$ -
Lease Purchase Interest Exp	\$ 181,341	\$ 370,064	\$ 346,185	\$ 346,185	\$ -
Inv - Telecom Purchases	\$ 43,854	\$ -	\$ -	\$ -	\$ -
Inv - Garage Parts Purchases	\$ 934,769	\$ -	\$ -	\$ -	\$ -
Inventory Issues	\$ (977,234)	\$ -	\$ -	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 3,367,648	\$ 2,604,412	\$ 2,864,856	\$ 2,864,856	\$ -
Transfer - Transit Fund	\$ 630,000	\$ 668,000	\$ 600,000	\$ 678,000	\$ -
Transfer - Fibrant Fund	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ -
<b>Operations Total</b>	<b>\$ 22,372,200</b>	<b>\$ 27,419,918</b>	<b>\$ 33,606,853</b>	<b>\$ 31,085,052</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Capital</b>					
Capital Outlay - Equipment	\$ 197,470	\$ 368,733	\$ 542,138	\$ 216,176	\$ -
C O Roof / HVAC	\$ 10,026	\$ 134,951	\$ 500,000	\$ 250,000	\$ -
C O Garage Equipment	\$ 68,063	\$ 84,597	\$ 23,592	\$ 23,592	\$ -
Land Acquisition	\$ 856,798	\$ -	\$ -	\$ -	\$ -
C/O Buildings	\$ 155,014	\$ 1,855,537	\$ 100,000	\$ 50,000	\$ -
C O Bldg & Grnds	\$ 15,186	\$ 15,420	\$ 77,760	\$ 77,760	\$ -
<b>Capital Total</b>	<b>\$ 1,302,557</b>	<b>\$ 2,459,238</b>	<b>\$ 1,243,490</b>	<b>\$ 617,528</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 50,572,881</b>	<b>\$ 61,311,691</b>	<b>\$ 72,095,145</b>	<b>\$ 68,053,759</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	<b>Actual FY22-23</b>	<b>Budget FY23-24</b>	<b>Requested FY24-25</b>	<b>Mgr Recommends FY24-25</b>	<b>Adopted FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 181,007	\$ 183,853	\$ 185,637	\$ 184,496	\$ -
FICA Tax	\$ 13,319	\$ 13,146	\$ 14,202	\$ 14,115	\$ -
Retirement	\$ 11,675	\$ 13,536	\$ 16,176	\$ 16,020	\$ -
401(K) Employer Contribution	\$ 3,842	\$ 4,213	\$ 5,930	\$ 5,872	\$ -
Health Care	\$ 44,344	\$ 47,737	\$ 49,582	\$ 49,582	\$ -
Life Insurance	\$ 156	\$ 264	\$ 296	\$ 294	\$ -
Emp Sec Ins	\$ 36	\$ 365	\$ 411	\$ 407	\$ -
Workers Compensation	\$ 14,000	\$ 14,000	\$ 7,000	\$ 7,000	\$ -
<b>Personnel Total</b>	<b>\$ 268,380</b>	<b>\$ 277,114</b>	<b>\$ 279,234</b>	<b>\$ 277,786</b>	<b>\$ -</b>
<b>Operations</b>					
Meeting Expenses	\$ 11,197	\$ 12,500	\$ 11,000	\$ 11,000	\$ -
Department Supplies	\$ 3,609	\$ 5,000	\$ 3,000	\$ 2,700	\$ -
Travel	\$ 8,108	\$ 15,000	\$ 15,500	\$ 15,500	\$ -
Auto Allowance	\$ -	\$ -	\$ 12,918	\$ 12,918	\$ -
Technology Allowance	\$ 201	\$ 3,230	\$ 5,230	\$ 5,230	\$ -
Cell Phone Stipend	\$ 822	\$ 1,344	\$ 1,344	\$ 1,344	\$ -
Postage	\$ 4	\$ 900	\$ 900	\$ 500	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 1,380.00	\$ 1,380.00	\$ -
Advertising	\$ 1,095	\$ 1,095	\$ 1,500	\$ 1,500	\$ -
Training	\$ 1,750	\$ 8,600	\$ 8,600	\$ 8,000	\$ -
Copier Contract Expense	\$ 1,504	\$ 2,000	\$ 1,666	\$ 1,666	\$ -
Dues & Subscriptions	\$ 9,350	\$ 18,430	\$ 17,910	\$ 17,910	\$ -
Miscellaneous Expense	\$ 2,012	\$ 7,500	\$ 7,500	\$ 7,500	\$ -
Special Projects	\$ 22,161	\$ 6,000	\$ 294,000	\$ 379,338	\$ -
Community Efforts Groups	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -
Update City Code	\$ 4,151	\$ 6,000	\$ 5,000	\$ 5,000	\$ -
Election Expense	\$ -	\$ 22,300	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ 900	\$ 5,000	\$ 5,000	\$ -
Transfer - Cap Reserve Fund	\$ 2,856	\$ 3,142	\$ 3,456	\$ 3,456	\$ -
<b>Operations Total</b>	<b>\$ 113,819</b>	<b>\$ 158,941</b>	<b>\$ 395,904</b>	<b>\$ 479,942</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 382,198</b>	<b>\$ 436,055</b>	<b>\$ 675,138</b>	<b>\$ 757,728</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>City Council (000)</b>					
Mayor	1	1	1	1	
Mayor Pro Tem	1	1	1	1	
Council Member	3	3	3	3	
<b>Administration (210)</b>					
Deputy City Clerk	1	1	1	1	
Senior Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL</b>	7	7	7	7	



**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**

	<b>Actual FY22-23</b>	<b>Budget FY23-24</b>	<b>Requested FY24-25</b>	<b>Mgr Recommends FY24-25</b>	<b>Adopted FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 777,775	\$ 811,328	\$ 968,066	\$ 958,838	\$ -
Overtime Salaries	\$ 23	\$ -	\$ -	\$ -	\$ -
Part Time Salaries	\$ 55,708	\$ 47,660	\$ 50,880	\$ 50,383	\$ -
FICA Tax	\$ 62,232	\$ 60,253	\$ 69,281	\$ 68,918	\$ -
Retirement	\$ 88,839	\$ 103,969	\$ 132,044	\$ 130,786	\$ -
401(K) Employer Contribution	\$ 28,917	\$ 32,365	\$ 48,405	\$ 47,941	\$ -
Health Care	\$ 51,747	\$ 63,076	\$ 66,046	\$ 66,046	\$ -
Life Insurance	\$ 1,497	\$ 2,023	\$ 2,420	\$ 2,398	\$ -
Emp Sec Ins	\$ 300	\$ 2,978	\$ 3,538	\$ 3,504	\$ -
Workers Compensation	\$ 14,000	\$ 16,000	\$ 8,000	\$ 8,000	\$ -
<b>Personnel Total</b>	<b>\$ 1,081,039</b>	<b>\$ 1,139,652</b>	<b>\$ 1,348,680</b>	<b>\$ 1,336,814</b>	<b>\$ -</b>
<b>Operations</b>					
Meeting Expenses	\$ 493	\$ 2,000	\$ 5,000	\$ 5,000	\$ -
Employee Recognition	\$ -	\$ 8,000	\$ 10,000	\$ 10,000	\$ -
Employee Holiday Luncheon	\$ -	\$ 8,000	\$ 8,000	\$ 8,000	\$ -
Department Supplies	\$ 7,368	\$ 7,375	\$ 7,500	\$ 7,500	\$ -
Travel	\$ 7,860	\$ 14,750	\$ 21,500	\$ 21,500	\$ -
Auto Allowance	\$ -	\$ -	\$ 12,918	\$ 12,918	\$ -
Cell Phone Stipend	\$ 4,924	\$ 5,820	\$ 4,776	\$ 4,776	\$ -
Wireless Air Cards	\$ 912	\$ 1,023	\$ 1,500	\$ 1,500	\$ -
Postage	\$ 158	\$ 250	\$ 250	\$ 250	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 2,760	\$ 2,760	\$ -
Advertising	\$ 663	\$ 1,030	\$ 500	\$ 500	\$ -
Training	\$ 50,203	\$ 56,100	\$ 61,300	\$ 61,300	\$ -
Copier Contract Expense	\$ 3,904	\$ 3,640	\$ 3,107	\$ 3,107	\$ -
Insurance Premiums	\$ 106,801	\$ 136,976	\$ 131,890	\$ 131,890	\$ -
Dues & Subscriptions	\$ 13,483	\$ 18,320	\$ 19,060	\$ 19,060	\$ -
Miscellaneous Expense	\$ 15,502	\$ 56,124	\$ 20,500	\$ 20,500	\$ -

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
Legal Fees	\$ 100,475	\$ 84,112	\$ 91,000	\$ 91,000	\$ -
Special Projects	\$ 15,417	\$ 104,000	\$ 62,500	\$ 227,500	\$ -
Salisbury Youth Council	\$ 125	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ (62)	\$ -	\$ -	\$ 12,000	\$ -
NCLM/Inst Of Gov't	\$ 31,820	\$ 33,400	\$ 33,400	\$ 33,400	\$ -
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150	\$ -
Council Of Gov't	\$ 8,692	\$ 9,000	\$ 9,000	\$ 9,000	\$ -
Chamber Of Comm	\$ 11,652	\$ 11,400	\$ 11,400	\$ 11,400	\$ -
Transfer - Cap Reserve Fund	\$ 3,708	\$ 4,079	\$ 4,487	\$ 4,487	\$ -
<b>Operations Total</b>	<b>\$ 389,247</b>	<b>\$ 570,549</b>	<b>\$ 527,498</b>	<b>\$ 704,498</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,470,286</b>	<b>\$ 1,710,201</b>	<b>\$ 1,876,178</b>	<b>\$ 2,041,312</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>Administration (000)</b>					
City Manager	1	1	1	1	
Deputy City Manager	1	1	1	1	
City Attorney	1	1	1	1	
Administrative Services Director	1	1	1	1	
Administrative Specialist Sr.	1	1	1	1	
<b>Diversity, Equity, &amp; Inclusion (202)</b>					
Diversity, Equity, & Inclusion Director	1	1	1	1	
Human Relations Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL	7	7	7	7	

**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. Manage the City’s rebranding process, including managing the new 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 improve and increase engagement of 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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Social Media Engagement % Increase FB	0%	1%	1%	N/A
Social Media Engagement % Increase Twitter	26%	5%	5%	N/A
Video Programming Viewership Increase	3%	1%	1%	N/A
Departments Supported	15	15	15	N/A
Digital Platforms Maintained*	-	-	30	N/A
Number of City Department projects completed*	-	-	190	N/A
Total Page & Reach in Digital Platforms*	-	-	2.5 M	N/A

\*New Measure

## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 284,115	\$ 298,817	\$ 336,232	\$ 332,999	\$ -
FICA Tax	\$ 21,060	\$ 22,860	\$ 25,722	\$ 25,474	\$ -
Retirement	\$ 34,196	\$ 38,398	\$ 45,862	\$ 45,421	\$ -
401(K) Employer Contribution	\$ 11,254	\$ 11,953	\$ 16,812	\$ 16,650	\$ -
Health Care	\$ 34,619	\$ 36,095	\$ 37,490	\$ 37,490	\$ -
Life Insurance	\$ 607	\$ 746	\$ 840	\$ 833	\$ -
Emp Sec Ins	\$ 108	\$ 1,037	\$ 1,166	\$ 1,154	\$ -
Workers Compensation	\$ 8,000	\$ 8,000	\$ 4,000	\$ 4,000	\$ -
<b>Personnel Total</b>	<b>\$ 393,959</b>	<b>\$ 417,906</b>	<b>\$ 468,124</b>	<b>\$ 464,021</b>	<b>\$ -</b>
<b>Operations</b>					
Department Supplies	\$ 3,825	\$ 2,490	\$ 2,000	\$ 1,000	\$ -
Travel	\$ 2,325	\$ 3,300	\$ 6,000	\$ 2,000	\$ -
Cell Phone Stipend	\$ 1,344	\$ 1,344	\$ 1,344	\$ 1,344	\$ -
Wireless Air Cards	\$ -	\$ -	\$ 1,130	\$ -	\$ -
Postage	\$ 182	\$ 200	\$ 200	\$ 200	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 1,380	\$ 1,380	\$ -
Advertising	\$ 22,648	\$ 5,080	\$ 10,000	\$ 4,800	\$ -
Training	\$ 1,205	\$ 1,550	\$ 3,550	\$ 2,500	\$ -
Copier Contract Expense	\$ 883	\$ 1,390	\$ 1,336	\$ 1,336	\$ -
Insurance Premiums	\$ -	\$ 6	\$ 8	\$ 8	\$ -
Dues & Subscriptions	\$ 9,436	\$ 9,158	\$ 10,529	\$ 9,857	\$ -
Special Projects	\$ -	\$ 253	\$ -	\$ -	\$ -
Government Access Channel	\$ 11,273	\$ 1,055	\$ 8,700	\$ 1,250	\$ -
Professional Services	\$ 64,427	\$ 47,440	\$ 550,350	\$ 128,350	\$ -
Transfer - Cap Reserve Fund	\$ 4,836	\$ 5,320	\$ 5,852	\$ 5,852	\$ -
<b>Operations Total</b>	<b>\$ 122,384</b>	<b>\$ 78,586</b>	<b>\$ 602,379</b>	<b>\$ 159,877</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 516,343</b>	<b>\$ 496,492</b>	<b>\$ 1,070,503</b>	<b>\$ 623,898</b>	<b>\$ -</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>Public Information (203)</b>					
Communications Director	1	1	1	1	
Communications Coordinator	1	1	1	1	
City TV & Video Administrator	1	1	1	1	
Web/Marketing Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL	4	4	4	4	



### 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. Implement a paid 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 available through MUNIS.
14. Participate in surveys and benchmarking studies.
15. Update the Risk Management program.
16. Provide risk education and training opportunities to all employees in order to reduce incidents.
17. Continue cyber security training with efforts to maintain a secure web-based environment.  
Maintain the American Disability



**PERFORMANCE MEASURES**

<b>Human Resources (000)</b>	<b>FY 2023 Actual</b>	<b>FY 2024 Estimate</b>	<b>FY 2025 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Position Applications Reviewed	2,350	2,882	3,000	N/A
Full-Time Employees in Organization (all funds)	468	425	25	
Position Requisitions Received from Departments	74	97	100	N/A
<b>Effectiveness</b>				
Percent of Applicants Placed - External	94%	72%	80%	N/A
Percent of Applicants Placed - Internal	20%	10%	15%	N/A
Organization-wide Turnover Rate	26.50%	20.00%	18.00%	N/A
<b>Risk Management (201)</b>				
<b>Workload</b>				
Number of Workers Compensation Claims Filed	36	51	35	30
Number of Third-Party Insurance Claims Filed	6	4	4	-
Number of Self-Initiated OSHA Inspections (Preventive)	90	90	120	120
<b>Efficiency</b>				
Cost Per Negotiated Workers Compensation Claim	\$ 5,678	\$ 3,255	\$ 2,500	\$ 2,500
Cost Per Negotiated Insurance Claim	\$ 8,224	\$ 3,650	\$ 3,000	\$ 1,500
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ -	\$ -	-
<b>Effectiveness</b>				
Workers Compensation Cases Negotiated Per Case Filed	2%	2%	4%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	4%	3%	4%	0%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	-	-	-	-

**BUDGET REQUEST**

	<b>Actual FY22-23</b>	<b>Budget FY23-24</b>	<b>Requested FY24-25</b>	<b>Mgr Recommends FY24-25</b>	<b>Adopted FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 394,850	\$ 443,897	\$ 495,329	\$ 490,566	\$ -
Overtime Salaries	\$ -	\$ 250	\$ 250	\$ 250	\$ -
FICA Tax	\$ 29,157	\$ 33,976	\$ 37,912	\$ 37,547	\$ -
Retirement	\$ 46,844	\$ 56,918	\$ 67,596	\$ 66,946	\$ -
401(K) Employer Contribution	\$ 15,073	\$ 17,718	\$ 24,779	\$ 24,540	\$ -
Health Care	\$ 46,872	\$ 54,063	\$ 54,084	\$ 54,084	\$ -
Life Insurance	\$ 794	\$ 1,105	\$ 1,238	\$ 1,227	\$ -
Emp Sec Ins	\$ 164	\$ 1,534	\$ 1,719	\$ 1,701	\$ -
Workers Compensation	\$ 12,000	\$ 12,000	\$ 6,000	\$ 6,000	\$ -
<b>Personnel Total</b>	<b>\$ 545,754</b>	<b>\$ 621,461</b>	<b>\$ 688,907</b>	<b>\$ 682,861</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Employee Recognition	\$ -	\$ 5,000	\$ 8,000	\$ 5,000	\$ -
Safety Program	\$ 263	\$ 4,500	\$ 7,500	\$ 4,500	\$ -
Safety Awards	\$ 386	\$ -	\$ -	\$ -	\$ -
Department Supplies	\$ 7,771	\$ 6,500	\$ 6,500	\$ 6,500	\$ -
Travel	\$ 2,511	\$ 1,945	\$ 2,000	\$ 500	\$ -
Auto Allowance	\$ -	\$ -	\$ 1,292	\$ 1,292	\$ -
Cell Phone Stipend	\$ 4,201	\$ 4,740	\$ 4,740	\$ 4,740	\$ -
Wireless Air Cards	\$ 418	\$ 457	\$ -	\$ -	\$ -
Postage	\$ 979	\$ 800	\$ 800	\$ 800	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 1,932	\$ 1,932	\$ -
Advertising	\$ 224	\$ 500	\$ 1,500	\$ 500	\$ -
Training	\$ 8,734	\$ 10,000	\$ 12,000	\$ 9,000	\$ -
Employee Training/Dev Program	\$ 1,510	\$ 24,000	\$ 50,000	\$ 25,833	\$ -
Copier Contract Expense	\$ 4,995	\$ 5,300	\$ 5,294	\$ 5,294	\$ -
Insurance Premiums	\$ 39,256	\$ 46,955	\$ 48,366	\$ 48,366	\$ -
Dues & Subscriptions	\$ 5,191	\$ 2,500	\$ 8,500	\$ 6,500	\$ -
Miscellaneous Expense	\$ 580	\$ 600	\$ 600	\$ 600	\$ -
Special Projects	\$ -	\$ 561,533	\$ -	\$ 14,925	\$ -
Contracted Services	\$ 15,222	\$ 9,800	\$ 14,400	\$ 10,145	\$ -
Employee Assistance Program	\$ 6,068	\$ 13,461	\$ 13,462	\$ 13,461	\$ -
Retiree Health Insurance	\$ 563,536	\$ 590,948	\$ 618,568	\$ 618,568	\$ -
Wellness Program	\$ 5,140	\$ 9,000	\$ 12,000	\$ 9,500	\$ -
Attract/Retain Strategies	\$ 40,134	\$ 9,400	\$ 30,000	\$ 12,000	\$ -
SWAY	\$ 11,235	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ 11,549	\$ 3,500	\$ 4,500	\$ 4,500	\$ -
Background Investigations	\$ 2,018	\$ 800	\$ 800	\$ 800	\$ -
Transfer - Cap Reserve Fund	\$ 3,084	\$ 3,392	\$ 3,731	\$ 3,731	\$ -
<b>Operations Total</b>	<b>\$ 735,007</b>	<b>\$ 1,315,631</b>	<b>\$ 856,485</b>	<b>\$ 808,987</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,280,761</b>	<b>\$ 1,937,092</b>	<b>\$ 1,545,392</b>	<b>\$ 1,491,848</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 23-24	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>Human Resources (000)</b>					
Human Resources Director	1	1	1	1	
Human Resources Business Partner	3	3	3	3	
Human Resources Specialist	1	1	1	1	
<b>Risk Management (201)</b>					
Risk Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL	6	6	6	6	

**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 resources that enable consistent data and communications access to every City employee while meeting defined needs, schedules, and budgets. Cultivate a culture of communication and information sharing by promoting available technology. To serve the citizens of Salisbury through ensuring that City staff can efficiently and seamlessly perform their duties.

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Goal</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	
<b>Workload</b>				
Number of Computers Directly Supported	400	400	400	N/A
Total Number of IT Helpdesk Requests Received	1,729	1,680	1,800	N/A
Number of Remote Sites Supported	50	50	50	N/A
Number of Telephones Supported	340	345	350	N/A
<b>Efficiency</b>				
Number of PCs Supported Per Analyst	400	400	200	200
<b>Effectiveness</b>				
Average Annual Network Availability *	99.9%	99.9%	99.9%	100.0%
Percent IT Helpdesk Requests Closed < One Day	44.0%	45.0%	45.0%	60.0%

\* Estimate - Designed to demonstrate network reliability

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY24-25</b>	<b>FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 412,061	\$ 484,188	\$ 682,856	\$ 621,247	\$ -
FICA Tax	\$ 30,405	\$ 37,040	\$ 52,239	\$ 47,525	\$ -
Retirement	\$ 49,545	\$ 62,218	\$ 93,141	\$ 84,738	\$ -
401(K) Employer Contribution	\$ 16,306	\$ 19,368	\$ 34,142	\$ 31,062	\$ -
Health Care	\$ 51,421	\$ 61,698	\$ 84,814	\$ 73,653	\$ -
Life Insurance	\$ 897	\$ 1,211	\$ 1,707	\$ 1,553	\$ -
Emp Sec Ins	\$ 185	\$ 1,681	\$ 2,372	\$ 2,157	\$ -
Workers Compensation	\$ 14,000	\$ 14,000	\$ 9,000	\$ 8,000	\$ -
<b>Personnel Total</b>	<b>\$ 574,819</b>	<b>\$ 681,404</b>	<b>\$ 960,271</b>	<b>\$ 869,935</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ 778	\$ 1,050	\$ 1,450	\$ 1,250	\$ -
Expendable Equipment	\$ 1,422	\$ 1,500	\$ 11,678	\$ 11,678	\$ -
Gas & Oil	\$ 1,184	\$ 1,310	\$ 1,400	\$ 1,400	\$ -
Department Supplies	\$ 2,690	\$ 2,600	\$ 2,600	\$ 2,600	\$ -
Travel	\$ 2,555	\$ 2,400	\$ 3,600	\$ 2,400	\$ -
Telephone	\$ 27,044	\$ 30,000	\$ 34,584	\$ 34,584	\$ -
Cell Phone Stipend	\$ 912	\$ 1,224	\$ 1,224	\$ 1,224	\$ -
Wireless Air Cards	\$ 915	\$ 960	\$ 960	\$ 960	\$ -
Postage	\$ -	\$ 250	\$ 250	\$ 250	\$ -
Maint Computer	\$ 70,041	\$ 89,853	\$ 106,205	\$ 106,205	\$ -
Maint Cmpt Software	\$ 779,182	\$ 880,267	\$ 1,045,263	\$ 1,013,792	\$ -
Maint Auto	\$ 178	\$ 500	\$ 500	\$ 500	\$ -
Training	\$ 2,051	\$ 1,000	\$ 12,100	\$ 1,500	\$ -
Copier Contract Expense	\$ 467	\$ 580	\$ 438	\$ 438	\$ -
Insurance Premiums	\$ 25,361	\$ 29,167	\$ 28,700	\$ 28,700	\$ -
Dues & Subscriptions	\$ -	\$ 120	\$ 120	\$ -	\$ -
Miscellaneous Expense	\$ 340	\$ -	\$ 1,000	\$ -	\$ -
Internet Backbone Fee	\$ 37,300	\$ 38,400	\$ 38,400	\$ 38,400	\$ -
Contracted Services	\$ 119,953	\$ 55,055	\$ 46,000	\$ 46,000	\$ -
Professional Services	\$ 27	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Transfer - Cap Reserve Fund	\$ 57,408	\$ 63,148	\$ 69,463	\$ 69,463	\$ -
<b>Operations Total</b>	<b>\$ 1,129,807</b>	<b>\$ 1,200,884</b>	<b>\$ 1,407,435</b>	<b>\$ 1,362,844</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ -	\$ 100,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,704,626</b>	<b>\$ 1,882,288</b>	<b>\$ 2,467,706</b>	<b>\$ 2,232,779</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
IT Administrative Specialist	1	1	1	1	
IT Manager	1	1	1	1	
Business Systems Analyst	1	1	1	1	
Network Administrator	1	1	1	1	
Help Desk Technician	1	1	1	1	
IT Systems Administrator	1	1	1	1	
IT Infrastructure Technician	1	1	1	1	
IT Support Technician <sup>1</sup>	0	0	1	0	
IT Infrastructure Technician <sup>1</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>8</b>	

<sup>1</sup>New Position Request

### CAPITAL OUTLAY

Operations(151)	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
Security Equipment Project	\$ 100,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>

**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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	
<b>Accounting</b>	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Checks Issued	3,276	3,500	3,600	
Number of ACH Transactions (Payroll and A/P)	15,704	15,700	15,700	
Number of Journal Entries	1,085	975	1,000	
<b>Effectiveness</b>				
Percent of Checks Processed Without Error	99%	99%	99%	100%
Percent of ACH Transactions Processed Without Error	99%	99%	99%	100%
<b>Purchasing</b>				
<b>Workload</b>				
Number of Purchase Orders Fulfilled	922	996	1,000	
Number of Procurement Card Transactions	10,839	10,900	11,200	
Number of Contracts Reviewed	79	85	90	
<b>Effectiveness</b>				
Percent of POs Completed Without Error	99%	99%	99%	100%
Procurement Card Error Rate	N/A	N/A	N/A	N/A

## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 517,843	\$ 662,135	\$ 844,624	\$ 844,683	\$ -
Overtime Salaries	\$ 3,628	\$ 2,000	\$ 3,000	\$ 3,000	\$ -
Part Time Salaries	\$ 18,230	\$ 42,961	\$ 47,497	\$ 47,036	\$ -
FICA Tax	\$ 38,477	\$ 59,983	\$ 68,478	\$ 68,446	\$ -
Retirement	\$ 62,925	\$ 94,928	\$ 115,616	\$ 115,623	\$ -
401(K) Employer Contribution	\$ 19,536	\$ 29,550	\$ 42,380	\$ 42,383	\$ -
Health Care	\$ 61,024	\$ 99,534	\$ 99,283	\$ 99,276	\$ -
Life Insurance	\$ 975	\$ 1,843	\$ 2,111	\$ 2,112	\$ -
Emp Sec Ins	\$ 280	\$ 2,713	\$ 3,101	\$ 3,098	\$ -
Workers Compensation	\$ 24,000	\$ 26,000	\$ 13,000	\$ 13,000	\$ -
<b>Personnel Total</b>	<b>\$ 746,918</b>	<b>\$ 1,021,647</b>	<b>\$ 1,239,090</b>	<b>\$ 1,238,657</b>	<b>\$ -</b>
<b>Operations</b>					
Gas & Oil	\$ 658	\$ 553	\$ 1,200	\$ 1,200	\$ -
Department Supplies	\$ 10,783	\$ 4,500	\$ 4,800	\$ 4,800	\$ -
Computer Supplies	\$ -	\$ 400	\$ 400	\$ 400	\$ -
Travel	\$ 7,572	\$ 11,035	\$ 14,960	\$ 12,760	\$ -
Auto Allowance	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ -
Telephone	\$ 225	\$ 507	\$ 300	\$ 300	\$ -
Cell Phone Stipend	\$ 3,816	\$ 3,816	\$ 3,816	\$ 3,816	\$ -
Wireless Air Cards	\$ 456	\$ 457	\$ 457	\$ 457	\$ -
Postage	\$ 2,601	\$ 2,000	\$ 2,400	\$ 2,400	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 3,588	\$ 3,588	\$ -
Maint Auto	\$ 558	\$ 400	\$ 400	\$ 400	\$ -
Training	\$ 9,807	\$ 7,725	\$ 8,050	\$ 7,500	\$ -
Copier Contract Expense	\$ 1,467	\$ 1,400	\$ 1,390	\$ 1,390	\$ -
Insurance Premiums	\$ 332	\$ 399	\$ 450	\$ 450	\$ -
Dues & Subscriptions	\$ 4,084	\$ 3,161	\$ 4,930	\$ 4,930	\$ -
Miscellaneous Expense	\$ 3,207	\$ 2,000	\$ 1,500	\$ 1,500	\$ -
Auditing Contract	\$ 40,500	\$ 42,700	\$ 45,100	\$ 45,100	\$ -
Tax Collection Fees	\$ 315,992	\$ 348,000	\$ 449,400	\$ 449,400	\$ -
Special Projects	\$ 1,913	\$ 116,995	\$ -	\$ -	\$ -
Contracted Services	\$ 7,391	\$ 6,800	\$ 6,800	\$ 6,800	\$ -
Performance Measurement	\$ -	\$ 18,950	\$ 10,000	\$ 5,000	\$ -
Professional Services	\$ 50,801	\$ 77,349	\$ 9,400	\$ 9,400	\$ -
Transfer - Cap Reserve Fund	\$ 5,004	\$ 5,504	\$ 6,054	\$ 6,054	\$ -
<b>Operations Total</b>	<b>\$ 467,166</b>	<b>\$ 654,651</b>	<b>\$ 577,979</b>	<b>\$ 570,229</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ -	\$ 10,000	\$ 5,000	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,214,084</b>	<b>\$ 1,676,298</b>	<b>\$ 1,827,069</b>	<b>\$ 1,813,886</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 22-23	FY 23-24	FY 24-25	FY 24-25	FY 24-25
Finance Director	1	1	1	1	
Finance Manager	1	1	1	0	
Assitant Finance Director	0	0	0	1	
Budget Manager	1	1	1	1	
GovDeals Specialist (PT)	1	1	1	1	
Budget Analyst	3	2	2	2	
Finance Program Analyst	1	1	1	1	
Senior Accountant	0	1	1	1	
Accountant	1	1	1	1	
Accounting Technician /Sr	2	2	2	2	
Mail Coordinator (TPT)	1	1	1	1	
Purchasing Officer	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
	13	13	13	13	

TOTAL<sup>1</sup>

<sup>1</sup>Department Reorganization

**CAPITAL OUTLAY**

	Requested	Mgr Recommends	Adopted
	FY 24-25	FY 24-25	FY 24-25
New Office Furniture	\$ 10,000	\$ 5,000	\$ -
<b>Total Capital Outlay</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>





**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**

	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
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
<b>Effectiveness</b>				
Percent of Utility Bills Mailed Without Error	99.9%	93.0%	99.9%	100.0%

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY24-25</b>	<b>FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 245,161	\$ 297,531	\$ 327,006	\$ 323,890	\$ -
Overtime Salaries	\$ 1,516	\$ 1,000	\$ 1,500	\$ 1,500	\$ -
Part Time Salaries	\$ 10,604	\$ 11,559	\$ 12,702	\$ 12,579	\$ -
FICA Tax	\$ 19,310	\$ 23,721	\$ 26,104	\$ 25,855	\$ -
Retirement	\$ 29,152	\$ 38,361	\$ 44,809	\$ 44,384	\$ -
401(K) Employer Contribution	\$ 9,580	\$ 11,941	\$ 16,425	\$ 16,271	\$ -
Health Care	\$ 46,736	\$ 60,904	\$ 69,278	\$ 69,278	\$ -
Life Insurance	\$ 466	\$ 745	\$ 817	\$ 808	\$ -
Emp Sec Ins	\$ 111	\$ 1,075	\$ 1,182	\$ 1,170	\$ -
Workers Compensation	\$ 16,000	\$ 16,000	\$ 8,000	\$ 8,000	\$ -
<b>Personnel Total</b>	<b>\$ 378,636</b>	<b>\$ 462,837</b>	<b>\$ 507,823</b>	<b>\$ 503,735</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ -	\$ 945	\$ 500	\$ 500	\$ -
Department Supplies	\$ 6,964	\$ 3,800	\$ 3,800	\$ 3,800	\$ -
Travel	\$ -	\$ 700	\$ 1,000	\$ 700	\$ -
Maint Compt Software	\$ -	\$ -	\$ 2,208	\$ 2,208	\$ -
Training	\$ 5,343	\$ 2,500	\$ 2,500	\$ 2,500	\$ -
Copier Contract Expense	\$ 2,690	\$ 2,105	\$ 2,100	\$ 2,100	\$ -
Dues & Subscriptions	\$ -	\$ 300	\$ -	\$ -	\$ -
Miscellaneous Expense	\$ 120	\$ 1,600	\$ 1,400	\$ 1,400	\$ -
Contracted Services	\$ 6,074	\$ 6,000	\$ 6,200	\$ 6,000	\$ -
Professional Services	\$ 150	\$ 300	\$ 300	\$ 300	\$ -
Transfer - Cap Reserve Fund	\$ 4,284	\$ 4,712	\$ 5,183	\$ 5,183	\$ -
<b>Operations Total</b>	<b>\$ 25,625</b>	<b>\$ 22,962</b>	<b>\$ 25,191</b>	<b>\$ 24,691</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 404,261</b>	<b>\$ 485,799</b>	<b>\$ 533,014</b>	<b>\$ 528,426</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-223	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Customer Service Manager	1	1	1	1	
Customer Accounts Specialist	1	1	1	1	
Utility Customer Service Specialist	5	5	5	5	
Customer Service Rep (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL	8	8	8	8	

**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.

**PERFORMANCE MEASUREMENT**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	<u>Goal</u>
GIS Availability Percentage of Time	99.99%	99.99%	99.99%	99.99%
Users Supported	85	85	90	N/A
Nightly Update Automation Success Rate	97.0%	97.5%	99.0%	99.9%
Citizen Reported Issues Screened	338	560	600	N/A
Data Requests Fulfilled	40	20	15	10
Addresses Input/Corrected	850	725	700	N/A

## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 248,852	\$ 395,829	\$ 453,016	\$ 448,658	\$ -
Overtime Salaries	\$ 146	\$ -	\$ 500	\$ 500	\$ -
FICA Tax	\$ 17,696	\$ 30,281	\$ 34,694	\$ 34,360	\$ -
Retirement	\$ 29,994	\$ 50,864	\$ 61,860	\$ 61,264	\$ -
401(K) Employer Contribution	\$ 9,865	\$ 15,833	\$ 22,676	\$ 22,458	\$ -
Health Care	\$ 32,747	\$ 53,621	\$ 51,930	\$ 51,930	\$ -
Life Insurance	\$ 575	\$ 989	\$ 1,133	\$ 1,122	\$ -
Emp Sec Ins	\$ 117	\$ 1,374	\$ 1,572	\$ 1,558	\$ -
Workers Compensation	\$ 10,000	\$ 12,000	\$ 6,000	\$ 6,000	\$ -
<b>Personnel Total</b>	<b>\$ 349,993</b>	<b>\$ 560,791</b>	<b>\$ 633,381</b>	<b>\$ 627,850</b>	<b>\$ -</b>
<b>Operations</b>					
Meeting Expenses	\$ 1,917	\$ 1,250	\$ 2,500	\$ 2,500	\$ -
CAC Programs	\$ 4,750	\$ 13,750	\$ 13,250	\$ 13,250	\$ -
Department Supplies	\$ 4,803	\$ 3,900	\$ 7,100	\$ 4,100	\$ -
Travel	\$ 1,363	\$ 2,500	\$ 3,000	\$ 3,000	\$ -
Cell Phone Stipend	\$ 1,344	\$ 1,344	\$ 1,344	\$ 1,344	\$ -
Wireless Air Cards	\$ -	\$ 960	\$ 400	\$ 400	\$ -
Postage	\$ 1,738	\$ 2,000	\$ 2,500	\$ 2,500	\$ -
Maint Cmpt Software	\$ -	\$ 51,945	\$ 72,078	\$ 72,078	\$ -
Advertising	\$ 3,063	\$ 1,250	\$ 4,250	\$ 4,250	\$ -
Training	\$ 2,315	\$ 2,500	\$ 8,500	\$ 6,500	\$ -
Copier Contract Expense	\$ 1,511	\$ 2,350	\$ 1,521	\$ 1,521	\$ -
Insurance Premiums	\$ 708	\$ 859	\$ 900	\$ 900	\$ -
Dues & Subscriptions	\$ 2,814	\$ 5,880	\$ 6,630	\$ 6,630	\$ -
Miscellaneous Expense	\$ 496	\$ 300	\$ 300	\$ 300	\$ -
Special Projects	\$ 200,426	\$ 1,131,319	\$ 734,500	\$ 531,500	\$ -
E Innes Streetscape	\$ 9,723	\$ 32,777	\$ -	\$ -	\$ -
Public Art/Sculpture Show	\$ 35,103	\$ 86,415	\$ 54,000	\$ 39,000	\$ -
Blockwork	\$ 17,348	\$ 35,629	\$ 30,000	\$ 22,000	\$ -
Kesler Mill	\$ 78,951	\$ 157,794	\$ 4,600	\$ 4,600	\$ -
Paul Bruhn Grant	\$ 461,000	\$ 18,933	\$ -	\$ -	\$ -
Professional Services	\$ 15,887	\$ 30,000	\$ 16,500	\$ 11,500	\$ -
Action Grants	\$ 37,951	\$ 94,864	\$ 170,000	\$ 120,000	\$ -
Transfer - Cap Reserve Fund	\$ 2,808	\$ 3,089	\$ 3,398	\$ 3,398	\$ -
<b>Operations Total</b>	<b>\$ 886,019</b>	<b>\$ 1,681,608</b>	<b>\$ 1,137,271</b>	<b>\$ 851,271</b>	<b>\$ -</b>
<b>Capital</b>					
Land Acquisition	\$ 856,798	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 856,798</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,092,810</b>	<b>\$ 2,242,399</b>	<b>\$ 1,770,652</b>	<b>\$ 1,479,121</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Planning & Community Development Director <sup>1</sup>	1	1	0	0	
Planning & Neighborhood Director <sup>1</sup>	0	0	1	1	
Planner	2	1	1	1	
Urban Design Planner	0	1	1	1	
GIS Coordinator /Sr	0	1	1	1	
Housing Programs Administrator	1	1	1	1	
Administrative Specialist /Sr	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	

<sup>1</sup>Reclassified



**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**

	<u>FY 2023</u> <u>Actual</u>	<u>FY 2024</u> <u>Estimate</u>	<u>FY 2025</u> <u>Projected</u>	<u>Goal</u>
<b>Workload</b>				
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
<b>Efficiency</b>				
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
<b>Effectiveness</b>				
Percent of CD and Rezoning Requests Approved as Presented	95%	95%	95%	95%

## BUDGET REQUEST

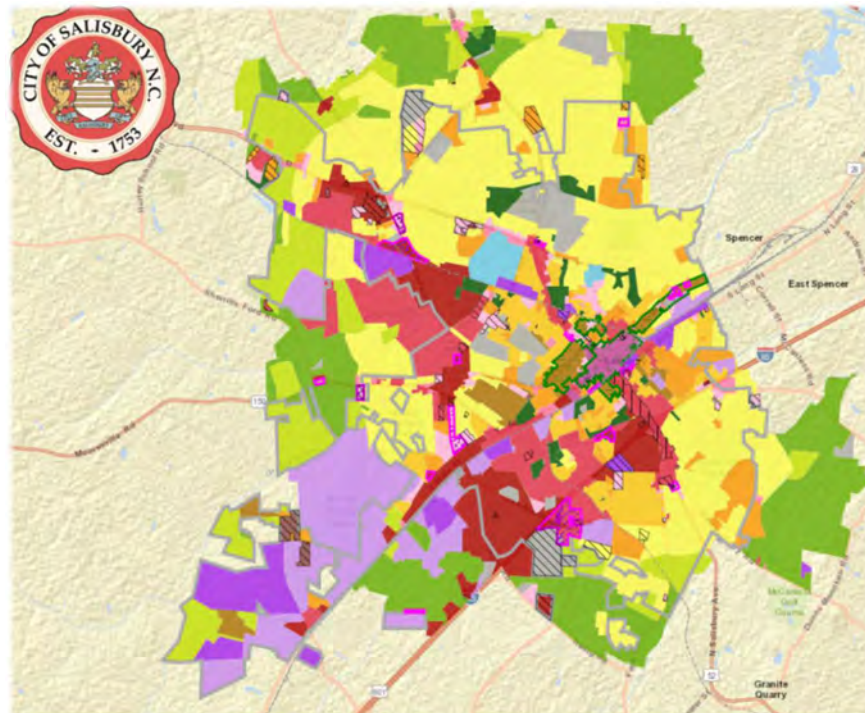
	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 206,653	\$ 447,973	\$ 538,520	\$ 620,973	\$ -
Overtime Salaries	\$ -	\$ 250	\$ 250	\$ 250	\$ -
FICA Tax	\$ 15,309	\$ 35,588	\$ 41,216	\$ 47,524	\$ -
Retirement	\$ 24,822	\$ 59,781	\$ 73,487	\$ 84,735	\$ -
401(K) Employer Contribution	\$ 8,163	\$ 18,608	\$ 26,939	\$ 31,060	\$ -
Health Care	\$ 27,582	\$ 68,330	\$ 81,481	\$ 92,642	\$ -
Life Insurance	\$ 446	\$ 1,162	\$ 1,347	\$ 1,553	\$ -
Emp Sec Ins	\$ 85	\$ 1,622	\$ 1,876	\$ 2,163	\$ -
Workers Compensation	\$ 8,000	\$ 14,000	\$ 8,000	\$ 9,000	\$ -
Temporary Services	\$ -	\$ 37,000	\$ 43,212	\$ -	\$ -
<b>Personnel Total</b>	<b>\$ 291,060</b>	<b>\$ 684,314</b>	<b>\$ 816,328</b>	<b>\$ 889,900</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ -	\$ 500	\$ 905	\$ 500	\$ -
Gas & Oil	\$ 672	\$ 704	\$ 710	\$ 710	\$ -
Department Supplies	\$ 2,342	\$ 2,430	\$ 5,000	\$ 3,500	\$ -
Travel	\$ 662	\$ 3,500	\$ 2,500	\$ 2,500	\$ -
Telephone	\$ -	\$ -	\$ 300	\$ 300	\$ -
Cell Phone Stipend	\$ 395	\$ 1,044	\$ 1,044	\$ 1,044	\$ -
Postage	\$ 547	\$ 1,200	\$ 1,200	\$ 1,200	\$ -
Printing	\$ -	\$ 3,600	\$ 3,600	\$ 3,600	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 2,760	\$ 2,760	\$ -
Maint Auto	\$ 92	\$ 250	\$ 300	\$ 250	\$ -
Advertising	\$ 7,369	\$ 4,000	\$ 6,000	\$ 6,000	\$ -
Training	\$ 1,071	\$ 3,280	\$ 11,000	\$ 3,280	\$ -
Copier Contract Expense	\$ 3,732	\$ 2,200	\$ 1,827	\$ 1,827	\$ -
Insurance Premiums	\$ 265	\$ 305	\$ 340	\$ 340	\$ -
Dues & Subscriptions	\$ 857	\$ 8,195	\$ 8,049	\$ 8,049	\$ -
Miscellaneous Expense	\$ 3,491	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Special Projects	\$ 237,450	\$ 65,550	\$ 21,975	\$ 21,975	\$ -
Professional Services	\$ 991	\$ 3,000	\$ 50,000	\$ 75,000	\$ -
Economic Dev Comm	\$ 114,088	\$ 114,088	\$ -	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 4,116	\$ 4,528	\$ 4,981	\$ 4,981	\$ -
<b>Operations Total</b>	<b>\$ 378,138</b>	<b>\$ 219,374</b>	<b>\$ 123,491</b>	<b>\$ 138,816</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 669,198</b>	<b>\$ 903,688</b>	<b>\$ 939,819</b>	<b>\$ 1,028,716</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Land & Development Serv Director	0	1	1	1	
Development Services Manager	1	0	0	0	
Sr Development Services Specialist	1	1	1	1	
Administrative Specialist	0	0	0	1	
Engineering Manager <sup>1</sup>	0	1	0	0	
Assist Land & Development Serv Directo	0	0	1	1	
Engineer <sup>2</sup>	0	0	1	1	
Planner	0	1	1	1	
Zoning & Code Inspector	0	1	1	1	
Development Services Specialist	1	1	1	1	
Senior Planner	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL</b>	<b>4</b>	<b>7</b>	<b>8</b>	<b>9</b>	

<sup>1</sup>Reclassified

<sup>2</sup>Position Added Mid-year





**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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Total Number of Nuisance Cases Generated	2,518	2,500	2,300	2,000
<b>Efficiency</b>				
Cost Per Nuisance Case Abated (contractor)	\$ 155	\$ 160	\$ 150	\$ 140
<b>Effectiveness</b>				
Percentage of Cases Corrected By Owner	80%	83%	80%	80%

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY24-25</b>	<b>FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 152,033	\$ 209,827	\$ 186,188	\$ 184,397	\$ -
Overtime Salaries	\$ 61	\$ -	\$ -	\$ -	\$ -
Part Time Salaries	\$ 22,714	\$ 28,471	\$ 62,573	\$ 61,967	\$ -
FICA Tax	\$ 13,242	\$ 18,230	\$ 19,030	\$ 18,847	\$ -
Retirement	\$ 18,298	\$ 26,963	\$ 25,396	\$ 25,152	\$ -
401(K) Employer Contribution	\$ 6,022	\$ 8,392	\$ 9,309	\$ 9,219	\$ -
Health Care	\$ 26,223	\$ 38,087	\$ 28,398	\$ 28,398	\$ -
Life Insurance	\$ 249	\$ 524	\$ 465	\$ 461	\$ -
Emp Sec Ins	\$ 87	\$ 828	\$ 863	\$ 855	\$ -
Workers Compensation	\$ 10,000	\$ 10,000	\$ 4,000	\$ 4,000	\$ -
<b>Personnel Total</b>	<b>\$ 248,930</b>	<b>\$ 341,322</b>	<b>\$ 336,222</b>	<b>\$ 333,296</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ 1,815	\$ 2,000	\$ 3,000	\$ 3,000	\$ -
Meeting Expenses	\$ -	\$ 500	\$ 500	\$ 500	\$ -
Gas & Oil	\$ 5,871	\$ 6,432	\$ 6,500	\$ 6,500	\$ -
Department Supplies	\$ 2,013	\$ 2,000	\$ 2,500	\$ 2,500	\$ -
Travel	\$ 1,215	\$ 2,500	\$ 2,500	\$ 2,500	\$ -
Telephone	\$ 868	\$ 2,100	\$ 900	\$ 900	\$ -
Cell Phone Stipend	\$ -	\$ -	\$ 924	\$ 924	\$ -
Wireless Air Cards	\$ 844	\$ 1,510	\$ -	\$ 915	\$ -
Postage	\$ 7,979	\$ 2,000	\$ -	\$ -	\$ -
Printing	\$ 536	\$ 600	\$ 600	\$ 600	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 828	\$ 828	\$ -
Maint Auto	\$ 2,115	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Minimum Housing	\$ 92,405	\$ 208,500	\$ 175,000	\$ 175,000	\$ -
Advertising	\$ 1,080	\$ 1,200	\$ 1,200	\$ 1,200	\$ -
Training	\$ 875	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Insurance Premiums	\$ 582	\$ 927	\$ 1,050	\$ 1,050	\$ -
Dues & Subscriptions	\$ -	\$ 120	\$ 15,000	\$ -	\$ -
Miscellaneous Expense	\$ 8	\$ 500	\$ 500	\$ 500	\$ -
Special Projects	\$ -	\$ 10,000	\$ -	\$ -	\$ -
Homeless Camp Abatement	\$ -	\$ -	\$ 25,000	\$ 10,000	\$ -
Transfer - Cap Reserve Fund	\$ 3,168	\$ 3,485	\$ 3,834	\$ 3,834	\$ -
<b>Operations Total</b>	<b>\$ 121,375</b>	<b>\$ 248,374</b>	<b>\$ 243,836</b>	<b>\$ 214,751</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 370,305</b>	<b>\$ 589,696</b>	<b>\$ 580,058</b>	<b>\$ 548,047</b>	<b>\$ -</b>

### PERSONNEL DETAIL

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

<sup>1</sup>Moved to Department 494

**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. 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.
5. Expand and implement comprehensive strategies for business recruitment and retention.
6. Promote current and explore new economic incentive tools to spur private investment.
7. 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.
8. Expand community involvement in downtown activities through social media, e-newsletters, press releases, promotions, special events, and community activities.
9. Positively market, advertise, and promote downtown through a variety of efforts, including cooperative advertising, special events and activities.
10. 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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Goal</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
<b>Workload</b>				
Building Rehabilitation Projects Completed	10	8	8	12
Building Façade Projects Completed	35	25	30	34
Number of Downtown Events	11	11	11	11
Number of Partnered Events	2	3	3	3
Stakeholder Meetings, Business Retention Services, & Seminars	9	9	12	12
Newsletters Generated	20	20	24	24
Communication Tools created	2	2	2	2
Communication Tools maintained/improved	4	6	6	6
<b>Effectiveness</b>				
Downtown Commercial Building Vacancy Rate	9%	9%	8%	7%
New Private Funds Invested (Millions)	\$ 13	\$ 8	\$ 10	\$ 12
New Businesses Opened/Expanded	25	10	8	10
Total Number of Downtown housing Units	186	195	204	210

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY24-25</b>	<b>FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 196,586	\$ 203,355	\$ 229,315	\$ 227,110	\$ -
Overtime Salaries	\$ -	\$ 89	\$ -	\$ -	\$ -
Law Officer	\$ 31	\$ 53	\$ -	\$ -	\$ -
FICA Tax	\$ 14,268	\$ 15,570	\$ 17,542	\$ 17,374	\$ -
Retirement	\$ 23,705	\$ 26,153	\$ 31,279	\$ 30,978	\$ -
Retirement-Sworn Law	\$ 18	\$ 32	\$ -	\$ -	\$ -
401(K) Employer Contribution	\$ 7,786	\$ 8,141	\$ 11,466	\$ 11,355	\$ -
Health Care	\$ 25,554	\$ 26,640	\$ 27,670	\$ 27,670	\$ -
Life Insurance	\$ 458	\$ 509	\$ 573	\$ 568	\$ -
Emp Sec Ins	\$ 75	\$ 698	\$ 796	\$ 788	\$ -
Workers Compensation	\$ 6,000	\$ 6,000	\$ 3,000	\$ 3,000	\$ -
<b>Personnel Total</b>	<b>\$ 274,481</b>	<b>\$ 287,240</b>	<b>\$ 321,641</b>	<b>\$ 318,843</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Meeting Expenses	\$ -	\$ 300	\$ 200	\$ 200	\$ -
Department Supplies	\$ 2,006	\$ 2,400	\$ 3,525	\$ 1,000	\$ -
Travel	\$ 413	\$ 596	\$ 1,100	\$ 800	\$ -
Cell Phone Stipend	\$ 1,968	\$ 1,968	\$ 1,968	\$ 1,968	\$ -
Postage	\$ 44	\$ 125	\$ 125	\$ 125	\$ -
Electric Power	\$ 482	\$ 630	\$ 500	\$ 500	\$ -
Printing	\$ -	\$ -	\$ 450	\$ 450	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 1,104	\$ 1,104	\$ -
Advertising	\$ 892	\$ -	\$ 9,250	\$ 2,500	\$ -
Training	\$ 357	\$ 597	\$ 1,600	\$ 6,000	\$ -
Copier Contract Expense	\$ 1,817	\$ 2,400	\$ 2,410	\$ 2,410	\$ -
Dues & Subscriptions	\$ 4,125	\$ 4,596	\$ 1,376	\$ 1,376	\$ -
Miscellaneous Expense	\$ 367	\$ 3,550	\$ 200	\$ 200	\$ -
Special Projects	\$ 25,323	\$ 18,935	\$ 10,000	\$ 5,000	\$ -
Contracted Services	\$ -	\$ -	\$ 20,000	\$ 10,000	\$ -
Special Events	\$ 32,347	\$ 32,865	\$ 53,900	\$ 31,300	\$ -
Spring Festival	\$ 130,601	\$ 113,400	\$ 113,400	\$ 113,400	\$ -
Transfer - Cap Reserve Fund	\$ 1,404	\$ 1,544	\$ 1,698	\$ 1,698	\$ -
<b>Operations Total</b>	<b>\$ 202,146</b>	<b>\$ 183,906</b>	<b>\$ 222,806</b>	<b>\$ 180,031</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 476,627</b>	<b>\$ 471,146</b>	<b>\$ 544,447</b>	<b>\$ 498,874</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Downtown Development Director	1	1	1	1	
Downtown Events Coordinator	1	1	1	1	
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL	3	3	3	3	

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Goal</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
Traffic Signal LEDs Replaced (excluding routine maint.)	21	16	20	N/A
Average Response to Emergency Call Backs (minutes)	35	39	40	N/A
Emergency Call Backs	100	130	100	N/A
Underground Locate Tickets Received	4,036	2,500	3,300	N/A
Underground Locate Tickets Marked	1,121	600	800	N/A

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY24-25</b>	<b>FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 120,252	\$ 196,836	\$ 241,469	\$ 239,276	\$ -
Overtime Salaries	\$ 7,308	\$ 7,750	\$ 10,000	\$ 10,000	\$ -
FICA Tax	\$ 9,655	\$ 15,651	\$ 19,237	\$ 19,069	\$ -
Retirement	\$ 15,078	\$ 26,290	\$ 34,300	\$ 34,002	\$ -
401(K) Employer Contribution	\$ 4,963	\$ 8,184	\$ 12,574	\$ 12,465	\$ -
Health Care	\$ 19,517	\$ 26,460	\$ 38,643	\$ 38,643	\$ -
Life Insurance	\$ 227	\$ 486	\$ 570	\$ 565	\$ -
Emp Sec Ins	\$ 45	\$ 674	\$ 793	\$ 784	\$ -
Workers Compensation	\$ 6,000	\$ 8,000	\$ 4,000	\$ 4,000	\$ -
<b>Personnel Total</b>	<b>\$ 183,044</b>	<b>\$ 290,331</b>	<b>\$ 361,586</b>	<b>\$ 358,804</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ 906	\$ 1,900	\$ 1,900	\$ 1,900	\$ -
Protective Equipment	\$ 894	\$ 900	\$ 900	\$ 900	\$ -
Expendable Equipment	\$ 1,704	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
Street Name Signs	\$ -	\$ 4,000	\$ 8,000	\$ 8,000	\$ -
Traffic Pavement Markings	\$ -	\$ 28,000	\$ 15,000	\$ 10,000	\$ -
Traffic Signs & Post	\$ -	\$ 8,500	\$ 10,000	\$ 10,000	\$ -
Gas & Oil	\$ 10,319	\$ 9,749	\$ 9,750	\$ 9,750	\$ -
Department Supplies	\$ 487	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Travel	\$ -	\$ 500	\$ 1,000	\$ 500	\$ -
Cell Phone Stipend	\$ 775	\$ 1,200	\$ 1,200	\$ 1,200	\$ -
Wireless Air Cards	\$ 1,444	\$ 1,370	\$ 1,440	\$ 1,440	\$ -
Postage	\$ 128	\$ 100	\$ 100	\$ 100	\$ -
Electric Power	\$ 1,719	\$ 2,200	\$ 2,300	\$ 2,300	\$ -
Traffic Signal	\$ 8,683	\$ 6,000	\$ -	\$ -	\$ -
Natural Gas	\$ 389	\$ 507	\$ 405	\$ 405	\$ -
City Utilities	\$ 350	\$ 376	\$ 500	\$ 500	\$ -
B/G Contracted Services	\$ -	\$ 1,176	\$ 1,340	\$ 1,340	\$ -
Maint Equipment	\$ 31	\$ 1,200	\$ 1,500	\$ 1,500	\$ -
Maint Cmppt Software	\$ -	\$ -	\$ 2,658	\$ 2,658	\$ -
Maint Traffic Signals	\$ 31,306	\$ 56,465	\$ 36,500	\$ 36,500	\$ -
Maint Auto	\$ 17,621	\$ 8,000	\$ 12,450	\$ 12,450	\$ -
Training	\$ 1,720	\$ 1,400	\$ 3,700	\$ 3,700	\$ -
Insurance Premiums	\$ 707	\$ 814	\$ 1,000	\$ 1,000	\$ -
Special Projects	\$ 53,152	\$ 14,000	\$ 392,990	\$ 282,990	\$ -
Contracted Services	\$ 5,799	\$ 26,000	\$ 50,600	\$ 40,810	\$ -
Transfer - Cap Reserve Fund	\$ 19,716	\$ 21,688	\$ 23,857	\$ 23,857	\$ -
<b>Operations Total</b>	<b>\$ 157,849</b>	<b>\$ 200,045</b>	<b>\$ 583,090</b>	<b>\$ 457,800</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 340,893</b>	<b>\$ 490,376</b>	<b>\$ 944,676</b>	<b>\$ 816,604</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>Traffic Operations (000)</b>					
Traffic Signal Technician	3	2	2	2	
<b>Signs &amp; Markings (422)<sup>1</sup></b>					
Crew Leader	0	1	1	1	
Traffic Signal Technician	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL	3	4	4	4	

<sup>1</sup>Moved from Department 561

**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**

	<b>Actual FY22-23</b>	<b>Budget FY23-24</b>	<b>Requested FY24-25</b>	<b>Mgr Recommends FY24-25</b>	<b>Adopted FY24-25</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Janitorial Supplies	\$ 3,310	\$ 3,500	\$ 3,500	\$ 3,500	\$ -
Gas & Oil	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Wireless Air Cards	\$ 456	\$ 457	\$ -	\$ -	\$ -
Electric Power	\$ 210,641	\$ 247,416	\$ 265,500	\$ 265,500	\$ -
Natural Gas	\$ 23,078	\$ 24,963	\$ 19,200	\$ 19,200	\$ -
City Utilities	\$ 41,251	\$ 45,609	\$ 45,600	\$ 45,600	\$ -
Buildings & Grounds	\$ 190,418	\$ 96,692	\$ 88,000	\$ 77,000	\$ -
Price High School	\$ 12,167	\$ 12,530	\$ 15,250	\$ 15,250	\$ -
Amtrak Station	\$ 16,421	\$ 22,500	\$ 18,968	\$ 18,968	\$ -
B/G Contracted Services	\$ 148,597	\$ 224,350	\$ 226,942	\$ 229,149	\$ -
Maint Equipment	\$ 58,164	\$ 24,163	\$ -	\$ -	\$ -
Insurance Premiums	\$ 37,059	\$ 20,868	\$ 24,153	\$ 24,153	\$ -
Contracted Services	\$ 39,500	\$ -	\$ -	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 15,888	\$ 17,477	\$ 19,225	\$ 19,225	\$ -
<b>Operations Total</b>	<b>\$ 796,951</b>	<b>\$ 741,525</b>	<b>\$ 727,338</b>	<b>\$ 718,545</b>	<b>\$ -</b>
<b>Capital</b>					
C O Roof / HVAC	\$ -	\$ 43,721	\$ -	\$ -	\$ -
C/O Buildings	\$ 104,875	\$ 1,796,787	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 104,875</b>	<b>\$ 1,840,508</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 901,826</b>	<b>\$ 2,582,033</b>	<b>\$ 727,338</b>	<b>\$ 718,545</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	<b>Actual FY22-23</b>	<b>Budget FY23-24</b>	<b>Requested FY24-25</b>	<b>Mgr Recommends FY24-25</b>	<b>Adopted FY24-25</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Department Supplies	\$ 138	\$ -	\$ -	\$ -	\$ -
Electric Power	\$ 23,465	\$ 35,200	\$ 15,500	\$ 15,500	\$ -
City Utilities	\$ 21,090	\$ 18,810	\$ 7,450	\$ 7,450	\$ -
Buildings & Grounds	\$ 66,460	\$ 15,737	\$ 15,000	\$ 15,000	\$ -
B/G Contracted Services	\$ 64,264	\$ 68,775	\$ 22,884	\$ 22,884	\$ -
Maint Equipment	\$ 10	\$ -	\$ -	\$ -	\$ -
Insurance Premiums	\$ 14,770	\$ 18,972	\$ 10,909	\$ 10,909	\$ -
<b>Operations Total</b>	<b>\$ 190,199</b>	<b>\$ 157,494</b>	<b>\$ 71,743</b>	<b>\$ 71,743</b>	<b>\$ -</b>
<b>Capital</b>					
C O Roof / HVAC	\$ 9,987	\$ -	\$ -	\$ -	\$ -
C/O Buildings	\$ -	\$ 8,750	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 9,987</b>	<b>\$ 8,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 200,186</b>	<b>\$ 166,244</b>	<b>\$ 71,743</b>	<b>\$ 71,743</b>	<b>\$ -</b>

### 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 Stakeholder, SPD will work toward these efforts in FY2024/2025:
  - SPD will enter the final year of the BJA Byrne Criminal Justice Innovation grant and continue sustainability efforts; The West End Salisbury Transformed Empowered Neighborhood Development (WEST END) Project.
  - SPD will complete outreach to improve police-community relations in conjunction with the Chief's Citizen Advisory Board and the City DEI Department funded with a Duke Energy Foundation grant through Cultivating Community Conversations.
2. To work toward reaching Strategic Goal 3; Enhanced Intelligence Operations and Investigations, SPD will work toward these efforts in FY2024/2025:
  - SPD will finalize an Investigative Standard Operating Procedures manual to include using solvability factors for case assignment in CID and the RRCIC.
  - SPD will continue to fund an effective evidentiary testing program to include private and state laboratories for timely evidence analysis for FY2024/2025.
3. To work toward reaching Strategic Goal 4; Improve Training and Professional Development of the Department Staff, SPD will work toward these efforts in FY2024/2025:
  - SPD will continue coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employee can use to achieve their identified professional goals through training and experiential growth.
  - SPD will submit a budget that recognizes operational needs to maintain the level of service preferred by our community. SPD will complete an assessment of resources and present information to City Management and City Council regarding the complex needs for Salisbury's policing budget.
4. To work toward reaching Strategic Goal 5; Maintain a Quality Sworn and Civilian Workforce will work toward these efforts in FY2024/2025:
  - SPD will recruit and retain employees so sworn and non-sworn staffing levels reach and or maintain 95% of the fiscally authorized staffing by the end of 2024/2025 fiscal year.
  - 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 structural assessment to effectively determine the staffing necessary to provide policing services to the Salisbury community as population grows over the next four to seven years.

**PERFORMANCE MEASURES**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Goal</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	
Number of Sworn Officers (Authorized Positions)	83	83	83	88
All Part I Crimes Reported (homicide, assault, etc.)	1,649	1,700	1,750	1,750
Calls Resulting In A Dispatch (including officer initiated)	36,664	37,000	37,500	37,500
All Crimes Investigated by Investigations Division *	438	400	400	400
Part I Crimes Investigated By Investigations Division	139	140	140	140
Departmental Turn-Over Rate (Sworn Police Officers)	14%	10%	9%	8%
CID All Crimes Case Clearance Rate **	52%	50%	50%	55%
CID Part I Case Clearance Rate **	33%	35%	35%	40%

\* Patrol investigates all crime. CID is used for extreme cases or where limited evidence exists (VCI, GEN)

\*\* Defined as: cases cleared through arrest, unfounded cases, or when prosecution is declined

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY24-25</b>	<b>FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 485,267	\$ 586,650	\$ 640,899	\$ 583,956	\$ -
Overtime Salaries	\$ 241	\$ 500	\$ 500	\$ 500	\$ -
Part Time Salaries	\$ 73,068	\$ 72,019	\$ 76,886	\$ 76,133	\$ -
Law Officers Separation Allow	\$ 30,141	\$ 26,888	\$ 32,580	\$ 32,336	\$ -
FICA Tax	\$ 41,037	\$ 40,131	\$ 54,948	\$ 50,535	\$ -
Retirement	\$ 61,407	\$ 62,955	\$ 94,003	\$ 86,188	\$ -
Retirement-Sworn Law	\$ 17,410	\$ 19,206	\$ 23,271	\$ 23,097	\$ -
401(K) Employer Contribution	\$ 5,328	\$ 2,738	\$ 8,799	\$ 6,125	\$ -
Health Care	\$ 58,162	\$ 41,382	\$ 67,790	\$ 56,629	\$ -
Life Insurance	\$ 797	\$ 871	\$ 1,345	\$ 1,202	\$ -
Emp Sec Ins	\$ 154	\$ 1,463	\$ 2,136	\$ 1,934	\$ -
Workers Compensation	\$ 10,000	\$ 10,000	\$ 7,000	\$ 6,000	\$ -
<b>Personnel Total</b>	<b>\$ 783,012</b>	<b>\$ 864,803</b>	<b>\$ 1,010,157</b>	<b>\$ 924,635</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ 607	\$ 1,850	\$ 2,700	\$ 2,450	\$ -
Department Supplies	\$ 50,120	\$ 50,613	\$ 43,730	\$ 39,358	\$ -
Armory Supplies	\$ 38,098	\$ 32,181	\$ 38,650	\$ 29,625	\$ -
Canine Unit	\$ 8,454	\$ 7,675	\$ 6,980	\$ 5,980	\$ -
Telephone	\$ -	\$ 46,800	\$ 55,340	\$ 55,340	\$ -
Cell Phone Stipend	\$ 2,352	\$ -	\$ -	\$ -	\$ -
Wireless Air Cards	\$ 45,116	\$ 38,400	\$ 50,400	\$ 50,400	\$ -
Electric Power	\$ 49,027	\$ 55,000	\$ 59,600	\$ 59,600	\$ -
Natural Gas	\$ 7,302	\$ 9,919	\$ 6,500	\$ 6,500	\$ -
City Utilities	\$ 4,491	\$ 5,434	\$ 6,200	\$ 6,200	\$ -
Printing	\$ 402	\$ 500	\$ 1,500	\$ 500	\$ -
Buildings & Grounds	\$ 13,432	\$ 32,106	\$ 23,215	\$ 15,000	\$ -
B/G Contracted Services	\$ 57,305	\$ 70,179	\$ 62,836	\$ 62,836	\$ -
Maint Equipment	\$ 2,529	\$ 5,750	\$ 2,500	\$ 1,250	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 29,532	\$ 29,532	\$ -
Training	\$ 12,500	\$ 29,900	\$ 31,900	\$ 10,500	\$ -
Tactical Unit	\$ 14,388	\$ 16,000	\$ 18,000	\$ 17,000	\$ -
Copier Contract Expense	\$ 724	\$ 1,000	\$ 998	\$ 998	\$ -
Insurance Premiums	\$ 57,845	\$ 69,415	\$ 78,035	\$ 78,035	\$ -
Insurance Claims	\$ 7,926	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 2,675	\$ 3,912	\$ 4,261	\$ 3,171	\$ -
Miscellaneous Expense	\$ 6,409	\$ 5,000	\$ 7,500	\$ 7,000	\$ -
Special Projects	\$ 125,242	\$ 60,318	\$ 5,000	\$ 5,000	\$ -
Crime Control	\$ 1,779	\$ 2,100	\$ 2,100	\$ -	\$ -
Police Accreditation	\$ 4,670	\$ 4,770	\$ 4,795	\$ 4,795	\$ -
Police Chaplaincy Program	\$ 127	\$ 300	\$ 300	\$ 300	\$ -
Professional Services	\$ 22,701	\$ 37,600	\$ 17,600	\$ 17,600	\$ -
<b>Operations Total</b>	<b>\$ 536,222</b>	<b>\$ 586,722</b>	<b>\$ 560,172</b>	<b>\$ 508,970</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 8,758	\$ 94,243	\$ -	\$ -	\$ -
C/O Buildings	\$ 50,140	\$ 50,000	\$ 100,000	\$ 50,000	\$ -
C O Bldg & Grnds	\$ -	\$ -	\$ 77,760	\$ 77,760	\$ -
<b>Capital Total</b>	<b>\$ 58,897</b>	<b>\$ 144,243</b>	<b>\$ 177,760</b>	<b>\$ 127,760</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,378,131</b>	<b>\$ 1,595,768</b>	<b>\$ 1,748,089</b>	<b>\$ 1,561,365</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>Administration (000)</b>					
Police Chief	1	1	1	1	
Police Deputy Chief	1	1	1	1	
Senior Administration Specialist <sup>3</sup>	0	0	1	1	
Police Sergeant	0	1	1	1	
Management Analyst (Civilian)	1	1	1	1	
Police Public Information Officer <sup>2</sup>	0	0	1	0	
Evidence Custodian (PT)	1	0	0	0	
Internal Affairs	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL <sup>1</sup>	5	4	6	5	

<sup>1</sup>Department Reorganization

<sup>2</sup>New Position Request

<sup>3</sup>Position Added Mid-year

**CAPITAL OUTLAY**

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
<b>Police Building Maintenance (301)</b>			
SPD Building Renovations	\$ 100,000	\$ 50,000	\$ -
Interior Building Camera Replacement	27,760	27,760	-
Impound Yard	50,000	50,000	-
<b>Total Capital Outlay</b>	<b>\$ 177,760</b>	<b>\$ 127,760</b>	<b>\$ -</b>

### 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 Stakeholder, SPD will work toward these efforts in FY2024/2025:
  - SPD will enter the final year of the BJA Byrne Criminal Justice Innovation grant and continue sustainability efforts; The West End Salisbury Transformed Empowered Neighborhood Development (WEST END) Project.
  - SPD will complete outreach to improve police-community relations in conjunction with the Chief's Citizen Advisory Board and the City DEI Department funded with a Duke Energy Foundation grant through Cultivating Community Conversations.
2. To work toward reaching Strategic Goal 3; Enhanced Intelligence Operations and Investigations, SPD will work toward these efforts in FY2024/2025:
  - SPD will finalize an Investigative Standard Operating Procedures manual to include using solvability factors for case assignment in CID and the RRCIC.
  - SPD will continue to fund an effective evidentiary testing program to include private and state laboratories for timely evidence analysis for FY2024/2025.
3. To work toward reaching Strategic Goal 4; Improve Training and Professional Development of the Department Staff, SPD will work toward these efforts in FY2024/2025:
  - SPD will continue coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employee can use to achieve their identified professional goals through training and experiential growth.
  - SPD will submit a budget that recognizes operational needs to maintain the level of service preferred by our community. SPD will complete an assessment of resources and present information to City Management and City Council regarding the complex needs for Salisbury's policing budget.
4. To work toward reaching Strategic Goal 5; Maintain a Quality Sworn and Civilian Workforce will work toward these efforts in FY2024/2025:
  - SPD will recruit and retain employees so sworn and non-sworn staffing levels reach and or maintain 95% of the fiscally authorized staffing by the end of 2024/2025 fiscal year.
  - 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 structural assessment to effectively determine the staffing necessary to provide policing services to the Salisbury community as population grows over the next four to seven years.

## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 1,900,261	\$ 2,826,201	\$ 3,023,324	\$ 2,945,544	\$ -
Overtime Salaries	\$ 88,394	\$ 70,000	\$ 70,000	\$ 70,000	\$ -
Part Time Salaries	\$ 16,187	\$ 108,288	\$ 123,505	\$ 122,308	\$ -
Law Officers Separation Allow	\$ 126,913	\$ 168,419	\$ 162,131	\$ 160,683	\$ -
FICA Tax	\$ 145,854	\$ 229,842	\$ 246,090	\$ 240,050	\$ -
Retirement	\$ 248,139	\$ 402,241	\$ 454,354	\$ 443,454	\$ -
Retirement-Sworn Law	\$ 74,931	\$ 120,292	\$ 115,808	\$ 114,772	\$ -
401(K) Employer Contribution	\$ 16,912	\$ 19,612	\$ 38,858	\$ 36,005	\$ -
Health Care	\$ 267,665	\$ 389,898	\$ 422,154	\$ 410,993	\$ -
Life Insurance	\$ 3,361	\$ 6,037	\$ 7,373	\$ 7,177	\$ -
Emp Sec Ins	\$ 924	\$ 8,752	\$ 10,675	\$ 10,399	\$ -
Workers Compensation	\$ 84,000	\$ 86,000	\$ 46,000	\$ 45,000	\$ -
<b>Personnel Total</b>	<b>\$ 2,973,542</b>	<b>\$ 4,435,582</b>	<b>\$ 4,720,272</b>	<b>\$ 4,606,385</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 16,880	\$ 24,350	\$ 44,150	\$ 37,900	\$ -
Uniform Equipment	\$ 16,535	\$ 16,978	\$ 20,980	\$ 20,680	\$ -
Crime Prevention	\$ 8,609	\$ 21,500	\$ 6,800	\$ 4,800	\$ -
Department Supplies	\$ 14,698	\$ 11,145	\$ 16,500	\$ 11,500	\$ -
Crime Scene	\$ 4,916	\$ 5,000	\$ 10,000	\$ 8,000	\$ -
Cell Phone Stipend	\$ 2,540	\$ -	\$ -	\$ -	\$ -
Postage	\$ 478	\$ 1,500	\$ 2,000	\$ 1,500	\$ -
Training	\$ 45,413	\$ 18,998	\$ 53,000	\$ 37,250	\$ -
Copier Contract Expense	\$ 9,139	\$ 8,599	\$ 14,477	\$ 14,477	\$ -
Dues & Subscriptions	\$ 35,794	\$ 64,083	\$ 56,051	\$ 53,116	\$ -
Information Fund	\$ 25,000	\$ 25,000	\$ 30,000	\$ 25,000	\$ -
Special Projects	\$ 138,152	\$ 750,991	\$ 59,428	\$ 39,428	\$ -
Contracted Services	\$ 43,128	\$ 43,183	\$ 57,845	\$ 47,845	\$ -
Professional Services	\$ 31,940	\$ 69,000	\$ 31,500	\$ 50,500	\$ -
<b>Operations Total</b>	<b>\$ 393,223</b>	<b>\$ 1,060,327</b>	<b>\$ 402,731</b>	<b>\$ 351,996</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 45,877	\$ 201,990	\$ 340,438	\$ 160,176	\$ -
<b>Capital Total</b>	<b>\$ 45,877</b>	<b>\$ 201,990</b>	<b>\$ 340,438</b>	<b>\$ 160,176</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 3,412,642</b>	<b>\$ 5,697,899</b>	<b>\$ 5,463,441</b>	<b>\$ 5,118,557</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>Services Administration (000)</b>					
Police Captain <sup>1</sup>	1	1	0	0	
Police Major <sup>1</sup>	0	0	2	2	
Police Lieutenant <sup>1</sup>	2	3	2	2	
Police Sergeant	6	4	4	4	
Police Corporal	4	3	3	3	
Police Officer <sup>4</sup>	17	19	19	19	
Downtown Liason <sup>5</sup>	0	0	1	1	
Community Resource Advocate <sup>5</sup>	0	0	1	1	
Crime Scene Investigator <sup>6</sup>	0	1	2	1	
Project Safe Community Resource Coord (Civilian)	1	1	1	1	
Police Records Specialist (Civilian)	1	2	2	2	
Community Project Coord (PT) <sup>2</sup>	0	1	1	1	
Records & Accreditation Manager (Civilian)	1	1	1	1	
Parking Control Specialist (PT) (Civilian) <sup>3</sup>	1	0	0	0	
Downtown Officer (TPT)	1	1	1	1	
Evidence Technician (PT)	1	1	1	1	
Victim Witness Advocate (Civilian)	1	1	1	1	
Recruitment / Police Officer	1	1	1	1	
Community Relations <sup>4</sup>	1	0	0	0	
Crime Analyst (Civilian)	2	2	2	2	
Community Resource Coord (Civilian)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL<sup>7</sup></b>	<b>42</b>	<b>43</b>	<b>46</b>	<b>45</b>	

<sup>1</sup>Reclassified

<sup>2</sup>Position Added Mid-year (Grant Funded)

<sup>3</sup>Moved to Department 516

<sup>4</sup>Reclassified

<sup>5</sup>Position Added Mid-year

<sup>6</sup>New Position Request

<sup>7</sup>Department Reorganization

**CAPITAL OUTLAY**

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
<b>Crime Center (305)</b>			
Camera Project Fund	\$ 120,000	\$ 45,000	\$ -
Fusus Enterprise Subscription	150,000	57,886	-
<b>Crime Investigation (326)</b>			
Solar Skid	37,290	37,290	-
Scalable high-density Storage/ NAS device	20,000	20,000	-
Drone with Thermal Camera	13,148	-	-
<b>Total Capital Outlay</b>	<b>\$ 340,438</b>	<b>\$ 160,176</b>	<b>\$ -</b>



### STATEMENT OF PURPOSE

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  - SPD will complete a structural assessment to effectively determine the staffing necessary to provide policing services to the Salisbury community as population grows over the next four to seven years.

## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 2,644,154	\$ 3,061,237	\$ 3,737,061	\$ 3,651,560	\$ -
Overtime Salaries	\$ 288,744	\$ 180,000	\$ 180,000	\$ 180,000	\$ -
Part Time Salaries	\$ 16,068	\$ 31,908	\$ 154,809	\$ 153,308	\$ -
Law Officers Separation Allow	\$ 223,956	\$ 221,847	\$ 266,259	\$ 260,352	\$ -
FICA Tax	\$ 217,740	\$ 248,482	\$ 311,496	\$ 304,843	\$ -
Retirement	\$ 375,761	\$ 452,906	\$ 578,392	\$ 565,634	\$ -
Retirement-Sworn Law	\$ 138,861	\$ 158,462	\$ 190,181	\$ 185,970	\$ -
401(K) Employer Contribution	\$ 1,797	\$ 1,882	\$ 2,313	\$ 2,291	\$ -
Health Care	\$ 355,703	\$ 390,671	\$ 456,789	\$ 445,628	\$ -
Life Insurance	\$ 4,825	\$ 7,051	\$ 8,635	\$ 8,422	\$ -
Emp Sec Ins	\$ 1,044	\$ 9,902	\$ 12,768	\$ 12,464	\$ -
Workers Compensation	\$ 98,000	\$ 102,000	\$ 56,000	\$ 55,000	\$ -
<b>Personnel Total</b>	<b>\$ 4,366,653</b>	<b>\$ 4,866,348</b>	<b>\$ 5,954,703</b>	<b>\$ 5,825,472</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 10,618	\$ 20,900	\$ 26,651	\$ 19,400	\$ -
Uniform Equipment	\$ 15,780	\$ 32,082	\$ 36,712	\$ 32,441	\$ -
Crime Prevention	\$ 42	\$ 200	\$ 200	\$ 200	\$ -
Gas & Oil	\$ 196,962	\$ 201,000	\$ 205,000	\$ 205,000	\$ -
Department Supplies	\$ 2,346	\$ 3,230	\$ 3,200	\$ 3,200	\$ -
Public Safety Vehicle Equip	\$ 30,126	\$ 20,550	\$ 22,800	\$ 19,320	\$ -
Cell Phone Stipend	\$ 1,424	\$ -	\$ -	\$ -	\$ -
Maint Equipment	\$ 1,597	\$ 3,000	\$ 4,500	\$ 2,750	\$ -
Maint Radio	\$ -	\$ 3,570	\$ 3,570	\$ 1,700	\$ -
Maint Cmpt Software	\$ 2,660	\$ 7,500	\$ 7,500	\$ 7,500	\$ -
Maint Auto	\$ 90,228	\$ 86,565	\$ 85,636	\$ 61,000	\$ -
Vehicle Damage Repair	\$ 14,613	\$ -	\$ -	\$ -	\$ -
Training	\$ 32,377	\$ 29,400	\$ 54,672	\$ 42,172	\$ -
Copier Contract Expense	\$ 1,746	\$ 2,400	\$ 3,272	\$ 3,272	\$ -
Insurance Premiums	\$ 53,453	\$ 62,715	\$ 69,613	\$ 69,613	\$ -
Dues & Subscriptions	\$ 367	\$ 1,182	\$ 2,020	\$ 2,020	\$ -
Special Projects	\$ 82,385	\$ 95,696	\$ 18,190	\$ -	\$ -
Contracted Services	\$ 279,560	\$ 372,499	\$ 372,499	\$ 372,499	\$ -
Crime Control	\$ -	\$ 1,000	\$ 3,000	\$ 1,500	\$ -
Professional Services	\$ 1,721	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Transfer - Cap Reserve Fund	\$ 723,252	\$ 795,577	\$ 875,135	\$ 875,135	\$ -
<b>Operations Total</b>	<b>\$ 1,541,255</b>	<b>\$ 1,740,066</b>	<b>\$ 1,795,170</b>	<b>\$ 1,719,722</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 15,000	\$ -	\$ 21,000	\$ 21,000	\$ -
<b>Capital Total</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 5,922,908</b>	<b>\$ 6,606,414</b>	<b>\$ 7,770,873</b>	<b>\$ 7,566,194</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>Field Operations (000)</b>					
Evidence Custodian (Civilian) <sup>3</sup>	1	1	0	0	
Senior Administration Specialist <sup>4</sup>	0	0	1	1	
Parking Control Specialist (PT) (Civilian) <sup>2</sup>	0	1	1	1	
Police Captain <sup>5</sup>	1	1	0	0	
Police Major <sup>5</sup>	0	0	1	1	
Police Lieutenant <sup>6</sup>	3	3	1	1	
Police Sergeant <sup>6</sup>	4	4	6	6	
Police Corporal	4	4	4	4	
Police Officer <sup>3,7</sup>	<u>36</u>	<u>36</u>	<u>41</u>	<u>40</u>	
<b>TOTAL<sup>1</sup></b>	<b>49</b>	<b>50</b>	<b>55</b>	<b>54</b>	

<sup>1</sup>Department Reorganization

<sup>2</sup>Moved From Department 511

<sup>3</sup>Reclassified

<sup>4</sup>Position Added Mid-year

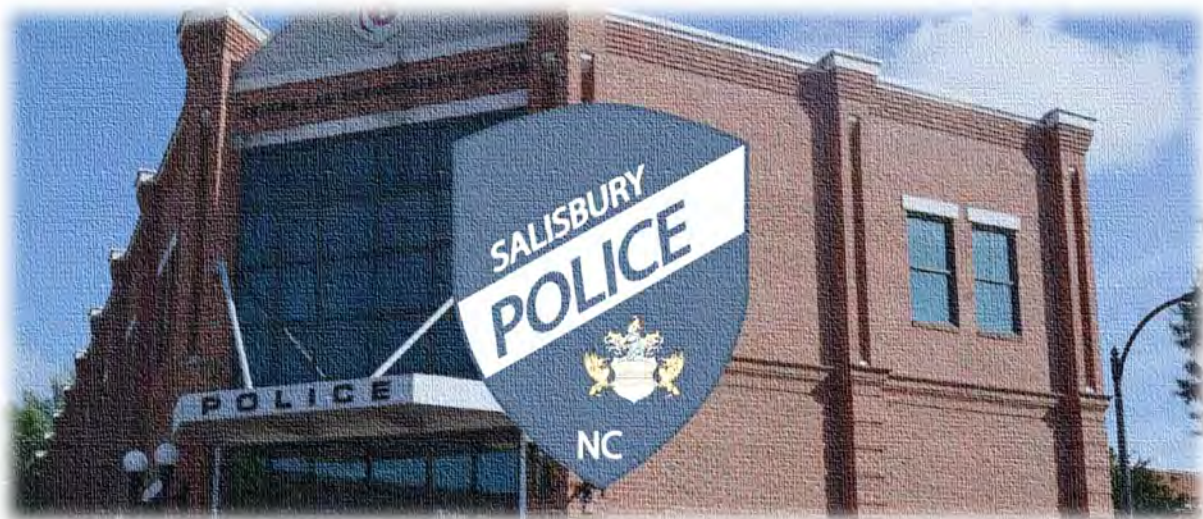
<sup>5</sup>Reclassified

<sup>6</sup>Reclassified

<sup>7</sup>New Position Request

**CAPITAL OUTLAY**

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
<b>Police Field Operations - Admin (000)</b>			
SRT Equipment Replacement	\$ 21,000	\$ 21,000	\$ -
<b>Total Capital Outlay</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Continue to enhance, expand and improve efficiency on the Special Events Permitting process for public safety and community engagement.
2. Continue to plan and prep for Station 3 relocation and construction.
3. Continue to enhance Emergency Management and planning role/efforts by conducting an annual Emergency Management training drill for City Officials.
4. Continue to expand on record management software to incorporate performance measures, analytics, staffing and improve records management systems. Including vector evaluations, school of government bench marking and the new Fleet Software (Fleetio).
5. Update the Fire Department Strategic plan to coincide with the City Strategic Planning process.
6. The department will continue to expand on Career and Professional Development so that members develop to maximize their identified professional goals through training and growth.
7. 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.
8. Continue updating and modifying employee benefits to attract and retain quality employees.
9. Increase fire department staff to meet the deployment expectations prior to our next rating and response evaluation in 2027-2028.

**PERFORMANCE MEASURES**

	<u>FY 2023</u> <u>Actual</u>	<u>FY 2024</u> <u>Estimate</u>	<u>FY 2025</u> <u>Projected</u>	<u>Goal</u>
<b>Workload</b>				
Total Calls	9,282	10,000	10,000	N/A
Fires	222	240	240	N/A
Fire Related Calls for Service	80	60	60	N/A
Rescue and EMS Incidents	5,480	5,750	5,750	N/A
Hazardous Material Incidents	203	210	210	N/A
Calls for Service	836	900	900	N/A
Good Intent Calls	1,506	1,600	1,600	N/A
False Alarms	945	1,100	1,100	N/A
Severe Weather	6	10	10	N/A
Special Intent Calls	4	8	8	N/A
Average Training Hours per Firefighter per Day	4	4	4	2



## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 4,717,274	\$ 4,852,997	\$ 6,234,423	\$ 5,853,605	\$ -
Overtime Salaries	\$ 434,659	\$ 400,000	\$ 400,000	\$ 400,000	\$ -
Part Time Salaries	\$ 122,499	\$ 152,618	\$ 151,825	\$ 150,341	\$ -
FICA Tax	\$ 75,567	\$ 80,544	\$ 100,120	\$ 94,559	\$ -
Retirement	\$ 617,426	\$ 675,018	\$ 904,930	\$ 852,991	\$ -
401(K) Employer Contribution	\$ 200,814	\$ 210,130	\$ 331,720	\$ 312,677	\$ -
Health Care	\$ 712,108	\$ 769,786	\$ 928,736	\$ 861,770	\$ -
Life Insurance	\$ 7,452	\$ 11,576	\$ 14,937	\$ 13,987	\$ -
Emp Sec Ins	\$ 1,723	\$ 16,558	\$ 21,290	\$ 19,955	\$ -
Workers Compensation	\$ 176,000	\$ 176,000	\$ 101,000	\$ 95,000	\$ -
<b>Personnel Total</b>	<b>\$ 7,065,522</b>	<b>\$ 7,345,227</b>	<b>\$ 9,188,981</b>	<b>\$ 8,654,885</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 42,866	\$ 52,559	\$ 65,808	\$ 50,688	\$ -
Protective Equipment	\$ -	\$ 207,450	\$ 310,550	\$ 94,990	\$ -
Fire And Rescue Tools	\$ 28,552	\$ 29,018	\$ 71,311	\$ 25,030	\$ -
Gas & Oil	\$ 146,790	\$ 145,565	\$ 150,000	\$ 150,000	\$ -
Department Supplies	\$ 67,792	\$ 71,239	\$ 79,500	\$ 70,400	\$ -
Hose And Fittings	\$ 22,245	\$ 12,500	\$ 37,000	\$ 11,000	\$ -
Travel	\$ 1,985	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Cell Phone Stipend	\$ 5,563	\$ 5,640	\$ 5,940	\$ 5,940	\$ -
Wireless Air Cards	\$ 11,931	\$ 12,000	\$ -	\$ -	\$ -
Postage	\$ 363	\$ 500	\$ -	\$ -	\$ -
Electric Power	\$ 49,029	\$ 55,480	\$ 53,500	\$ 53,500	\$ -
Natural Gas	\$ 24,337	\$ 27,438	\$ 17,900	\$ 17,900	\$ -
City Utilities	\$ 14,648	\$ 20,212	\$ 17,700	\$ 17,700	\$ -
Buildings & Grounds	\$ 49,770	\$ 84,730	\$ 119,192	\$ 30,130	\$ -
B/G Contracted Services	\$ 31,294	\$ 33,799	\$ 36,673	\$ 36,673	\$ -
Maint Equipment	\$ 50,145	\$ 59,000	\$ 90,000	\$ 53,500	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 25,944	\$ 25,944	\$ -
Maint Auto	\$ 165,005	\$ 115,000	\$ 115,000	\$ 115,000	\$ -
Vehicle Damage Repair	\$ 3,522	\$ -	\$ -	\$ -	\$ -
Training	\$ 56,262	\$ 61,500	\$ 89,100	\$ 57,500	\$ -
Copier Contract Expense	\$ 3,357	\$ 5,540	\$ 3,478	\$ 3,478	\$ -
Insurance Premiums	\$ 38,076	\$ 28,524	\$ 33,553	\$ 33,553	\$ -
Dues & Subscriptions	\$ 10,343	\$ 14,123	\$ 14,634	\$ 14,634	\$ -
Miscellaneous Expense	\$ 339	\$ -	\$ -	\$ -	\$ -
Special Projects	\$ 446,826	\$ 27,331	\$ -	\$ -	\$ -
Professional Services	\$ 9,830	\$ 25,038	\$ 32,718	\$ 17,358	\$ -
Transfer - Cap Reserve Fund	\$ 1,625,044	\$ 687,548	\$ 756,303	\$ 756,303	\$ -
<b>Operations Total</b>	<b>\$ 2,905,914</b>	<b>\$ 1,783,734</b>	<b>\$ 2,127,804</b>	<b>\$ 1,643,221</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 106,057	\$ 55,000	\$ 70,700	\$ 30,000	\$ -
C O Roof / HVAC	\$ -	\$ 64,718	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 106,057</b>	<b>\$ 119,718</b>	<b>\$ 70,700</b>	<b>\$ 30,000</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 10,077,494</b>	<b>\$ 9,248,679</b>	<b>\$ 11,387,485</b>	<b>\$ 10,328,106</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>Fire Operations (350)</b>					
Fire Chief	1	1	1	1	
Deputy Fire Chief	0	1	1	1	
Assistant Fire Marshal <sup>2</sup>	0	0	1	1	
Senior Administrative Specialist	1	1	1	1	
Fire Safety Education Coordinator	1	0	0	0	
Fire Division Chief <sup>3</sup>	3	2	2	2	
Fire Battalion Chief <sup>3,4</sup>	3	3	5	4	
Fire Captain	18	23	23	23	
Fire Engineer	17	18	15	15	
Firefighter <sup>4</sup>	43	36	32	29	
Firefighter (SAFER) <sup>5</sup>	0	0	6	6	
Sr. Firefighter	0	0	9	9	
Fire Inspector	0	0	1	1	
Fire Prevention	0	0	1	0	
Firefighter Pool (TPT)	1	1	1	1	
<b>Fire Marshal (366)</b>					
Fire Division Chief <sup>3</sup>	0	1	0	0	
Assistant Fire Marshal <sup>2</sup>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	
<b>TOTAL<sup>1</sup></b>	<b>88</b>	<b>88</b>	<b>99</b>	<b>94</b>	

<sup>1</sup>Department Reorganization

<sup>2</sup>Reclassified

<sup>3</sup>Reclassified

<sup>4</sup>New Position Request

<sup>5</sup>New Position Request (SAFER GRANT)

**CAPITAL OUTLAY**

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
<b>Fire Admin (000)</b>			
Drone	\$ 13,700	\$ -	\$ -
<b>Fire Station #1 (351)</b>			
LDH Trailer with hose roller	27,000	-	-
<b>Fire Station #2 (352)</b>			
Paratech Strut Equipment	20,000	20,000	-
<b>Fire Station #4 (354)</b>			
Holmatro Extraction Equipment	10,000	10,000	-
<b>Total Capital Outlay</b>	<b>\$ 70,700</b>	<b>\$ 30,000</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Radio system is a fully functional 4-Site 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**

	<b>Actual FY22-23</b>	<b>Budget FY23-24</b>	<b>Requested FY24-25</b>	<b>Mgr Recommends FY24-25</b>	<b>Adopted FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 205,436	\$ 214,156	\$ 248,225	\$ 245,905	\$ -
Overtime Salaries	\$ 49	\$ -	\$ 750	\$ 750	\$ -
Part Time Salaries	\$ 10,718	\$ 11,559	\$ 25,405	\$ 25,159	\$ -
FICA Tax	\$ 15,367	\$ 17,267	\$ 20,989	\$ 20,794	\$ -
Retirement	\$ 24,728	\$ 27,520	\$ 33,960	\$ 33,644	\$ -
401(K) Employer Contribution	\$ 8,138	\$ 8,566	\$ 12,449	\$ 12,333	\$ -
Health Care	\$ 30,796	\$ 30,806	\$ 31,893	\$ 31,893	\$ -
Life Insurance	\$ 429	\$ 535	\$ 603	\$ 598	\$ -
Emp Sec Ins	\$ 79	\$ 782	\$ 927	\$ 917	\$ -
Workers Compensation	\$ 8,000	\$ 8,000	\$ 4,000	\$ 4,000	\$ -
<b>Personnel Total</b>	<b>\$ 303,740</b>	<b>\$ 319,191</b>	<b>\$ 379,201</b>	<b>\$ 375,993</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ 1,187	\$ 475	\$ 745	\$ 475	\$ -
Gas & Oil	\$ 5,388	\$ 6,030	\$ 6,200	\$ 6,200	\$ -
Department Supplies	\$ 615	\$ 400	\$ 600	\$ 600	\$ -
Travel	\$ 259	\$ 1,300	\$ 1,700	\$ 1,300	\$ -
Cell Phone Stipend	\$ 1,848	\$ 1,848	\$ 1,848	\$ 1,848	\$ -
Wireless Air Cards	\$ 760	\$ 1,437	\$ 1,920	\$ 1,920	\$ -
Postage	\$ 191	\$ 250	\$ 250	\$ 250	\$ -
Electric Power	\$ 14,856	\$ 15,400	\$ 19,800	\$ 19,800	\$ -
Buildings & Grounds	\$ 2,513	\$ 4,000	\$ 5,700	\$ 5,700	\$ -
B/G Contracted Services	\$ 3,407	\$ 4,141	\$ 2,394	\$ 2,394	\$ -
Maint Equipment	\$ 2,099	\$ 5,500	\$ 23,000	\$ 5,500	\$ -
Maint Radio	\$ 7,092	\$ 9,000	\$ 15,000	\$ 9,000	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 1,104	\$ 1,104	\$ -
Maint Auto	\$ 1,782	\$ 600	\$ 920	\$ 920	\$ -
Training	\$ -	\$ 700	\$ 700	\$ 700	\$ -
Copier Contract Expense	\$ 289	\$ 500	\$ 489	\$ 489	\$ -
Insurance Premiums	\$ 1,851	\$ 2,469	\$ 2,986	\$ 2,986	\$ -
Dues & Subscriptions	\$ 215	\$ 250	\$ 275	\$ 275	\$ -
Miscellaneous Expense	\$ -	\$ 150	\$ 150	\$ 150	\$ -
Special Projects	\$ -	\$ 63,700	\$ 266,713	\$ 68,113	\$ -
Contracted Services	\$ 278,250	\$ 329,418	\$ 352,909	\$ 337,008	\$ -
Inv - Telecom Purchases	\$ 43,854	\$ -	\$ -	\$ -	\$ -
Inventory Issues	\$ (42,466)	\$ -	\$ -	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 62,220	\$ 68,442	\$ 75,287	\$ 75,287	\$ -
<b>Operations Total</b>	<b>\$ 386,212</b>	<b>\$ 516,010</b>	<b>\$ 780,690</b>	<b>\$ 542,019</b>	<b>\$ -</b>
<b>Capital</b>					
C O Roof / HVAC	\$ -	\$ 26,512	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 26,512</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 689,952</b>	<b>\$ 861,713</b>	<b>\$ 1,159,891</b>	<b>\$ 918,012</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Telecommunications Manager	1	1	1	1	
Telecommunications Technician	1	1	1	1	
Telecommunications Equip Technician	1	1	1	1	
Senior Administrative Specialist (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Goal</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
<b>Workload</b>				
Square Feet Maintained	498,598	532,806	551,806	N/A
Average Age of Facilities (years)	57	51	51	N/A
Square Feet Maintained Per FTE	83,099	88,801	91,967	N/A

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY24-25</b>	<b>FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 210,842	\$ 353,008	\$ 343,426	\$ 340,194	\$ -
Overtime Salaries	\$ 6,654	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
FICA Tax	\$ 16,147	\$ 27,387	\$ 26,653	\$ 26,406	\$ -
Retirement	\$ 26,173	\$ 46,004	\$ 47,526	\$ 47,085	\$ -
401(K) Employer Contribution	\$ 8,595	\$ 14,321	\$ 17,421	\$ 17,260	\$ -
Health Care	\$ 39,012	\$ 56,591	\$ 62,438	\$ 62,438	\$ -
Life Insurance	\$ 441	\$ 875	\$ 841	\$ 834	\$ -
Emp Sec Ins	\$ 82	\$ 1,216	\$ 1,171	\$ 1,160	\$ -
Workers Compensation	\$ 10,000	\$ 12,000	\$ 6,000	\$ 6,000	\$ -
<b>Personnel Total</b>	<b>\$ 317,946</b>	<b>\$ 516,402</b>	<b>\$ 510,476</b>	<b>\$ 506,377</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ 1,665	\$ 3,000	\$ 3,500	\$ 3,500	\$ -
Expendable Equipment	\$ 2,136	\$ 3,079	\$ 7,150	\$ 3,079	\$ -
Gas & Oil	\$ 10,187	\$ 11,558	\$ 11,500	\$ 11,500	\$ -
Department Supplies	\$ 195	\$ 405	\$ 4,120	\$ 405	\$ -
Travel	\$ -	\$ -	\$ 800	\$ -	\$ -
Telephone	\$ 289	\$ 300	\$ 300	\$ 300	\$ -
Cell Phone Stipend	\$ 1,848	\$ 2,148	\$ 2,148	\$ 2,148	\$ -
Wireless Air Cards	\$ 1,824	\$ 1,825	\$ 2,880	\$ 1,825	\$ -
Buildings & Grounds	\$ 411	\$ 500	\$ 500	\$ 500	\$ -
B&G Other Depts	\$ -	\$ -	\$ 5,000	\$ -	\$ -
Maint Equipment	\$ 3	\$ 500	\$ 500	\$ 500	\$ -
Maint Radio	\$ 263	\$ -	\$ -	\$ -	\$ -
Maint Cmpst Software	\$ -	\$ -	\$ 1,932	\$ 1,932	\$ -
Maint Auto	\$ 4,121	\$ 2,000	\$ 2,400	\$ 2,000	\$ -
Training	\$ 995	\$ 1,090	\$ 4,730	\$ 1,090	\$ -
Insurance Premiums	\$ 512	\$ 1,333	\$ 1,800	\$ 1,800	\$ -
Dues & Subscriptions	\$ -	\$ 150	\$ 150	\$ 150	\$ -
Miscellaneous Expense	\$ -	\$ -	\$ 500	\$ -	\$ -
Special Projects	\$ 168,687	\$ 184,548	\$ 2,158,556	\$ 445,000	\$ -
Professional Services	\$ -	\$ -	\$ 200,000	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 9,336	\$ 10,270	\$ 11,297	\$ 11,297	\$ -
<b>Operations Total</b>	<b>\$ 202,472</b>	<b>\$ 222,706</b>	<b>\$ 2,419,763</b>	<b>\$ 487,026</b>	<b>\$ -</b>
<b>Capital</b>					
C O Roof / HVAC	\$ -	\$ -	\$ 500,000	\$ 250,000	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 520,418</b>	<b>\$ 739,108</b>	<b>\$ 3,430,239</b>	<b>\$ 1,243,403</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Capital Facilities Project Manager <sup>1</sup>	0	1	1	1	
Bldg Maintenance Supervisor	1	1	1	1	
Facilities Maintenance Supervisor	1	1	1	1	
Blg Trades Specialist	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	
TOTAL	5	6	6	6	

<sup>1</sup>Moved from Department 555

### CAPITAL OUTLAY

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
Roof Replacement various city facilities	\$ 400,000	\$ 200,000	\$ -
HVAC Replacement for various city facilities	100,000	50,000	-
<b>Total Capital Outlay</b>	<b>\$ 500,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>

**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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Postage	\$ -	\$ 100	\$ 100	\$ -	\$ -
Street Lighting	\$ 502,666	\$ 500,018	\$ 523,608	\$ 523,608	\$ -
Special Projects	\$ -	\$ 23,590	\$ 11,580	\$ 11,580	\$ -
<b>Operations Total</b>	<b>\$ 502,666</b>	<b>\$ 523,708</b>	<b>\$ 535,288</b>	<b>\$ 535,188</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 502,666</b>	<b>\$ 523,708</b>	<b>\$ 535,288</b>	<b>\$ 535,188</b>	<b>\$ -</b>



**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.

**BUDGET REQUEST**

	<b>Actual FY22-23</b>	<b>Budget FY23-24</b>	<b>Requested FY24-25</b>	<b>Mgr Recommends FY24-25</b>	<b>Adopted FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 526,957	\$ 428,752	\$ 562,692	\$ 557,295	\$ -
Overtime Salaries	\$ 2,714	\$ 2,500	\$ 2,500	\$ 2,500	\$ -
Part Time Salaries	\$ 39,150	\$ -	\$ -	\$ -	\$ -
FICA Tax	\$ 41,475	\$ 32,990	\$ 43,237	\$ 42,824	\$ -
Retirement	\$ 63,388	\$ 55,416	\$ 77,093	\$ 76,356	\$ -
401(K) Employer Contribution	\$ 20,777	\$ 17,250	\$ 28,261	\$ 27,989	\$ -
Health Care	\$ 59,323	\$ 57,987	\$ 73,459	\$ 73,459	\$ -
Life Insurance	\$ 1,033	\$ 1,071	\$ 1,405	\$ 1,393	\$ -
Emp Sec Ins	\$ 240	\$ 1,489	\$ 1,958	\$ 1,939	\$ -
Workers Compensation	\$ 16,000	\$ 12,000	\$ 7,000	\$ 7,000	\$ -
<b>Personnel Total</b>	<b>\$ 771,057</b>	<b>\$ 609,455</b>	<b>\$ 797,605</b>	<b>\$ 790,755</b>	<b>\$ -</b>
<b>Operations</b>					
Gas & Oil	\$ 3,701	\$ 3,719	\$ 3,700	\$ 3,700	\$ -
Department Supplies	\$ 6,275	\$ 3,500	\$ 7,000	\$ 4,000	\$ -
Travel	\$ 1,597	\$ 1,500	\$ 1,500	\$ 1,000	\$ -
Cell Phone Stipend	\$ 2,244	\$ 1,944	\$ 2,244	\$ 2,244	\$ -
Wireless Air Cards	\$ 1,421	\$ 480	\$ 480	\$ 480	\$ -
Postage	\$ 870	\$ 1,000	\$ 1,000	\$ 500	\$ -
Maint Cmpt Software	\$ 50,816	\$ -	\$ 5,144	\$ 1,656	\$ -
Maint Auto	\$ 144	\$ 500	\$ 500	\$ 500	\$ -
Advertising	\$ 2,409	\$ 1,500	\$ 2,000	\$ 500	\$ -
Training	\$ 1,420	\$ 2,000	\$ 2,500	\$ 2,000	\$ -
Copier Contract Expense	\$ 2,109	\$ 2,100	\$ 1,840	\$ 1,840	\$ -
Insurance Premiums	\$ 501	\$ 577	\$ 600	\$ 600	\$ -
Dues & Subscriptions	\$ 9,752	\$ 9,288	\$ 11,288	\$ 10,000	\$ -
Special Projects	\$ 454,809	\$ 1,464,502	\$ 6,574,275	\$ 8,256,686	\$ -
Contracted Services	\$ 31,469	\$ 33,000	\$ 33,000	\$ 33,000	\$ -
Professional Services	\$ 14,404	\$ 17,000	\$ 17,000	\$ 25,000	\$ -
Transfer - Cap Reserve Fund	\$ 15,912	\$ 17,503	\$ 19,254	\$ 19,254	\$ -
<b>Operations Total</b>	<b>\$ 599,852</b>	<b>\$ 1,560,113</b>	<b>\$ 6,683,325</b>	<b>\$ 8,362,960</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Gas & Oil	\$ 3,701	\$ 3,719	\$ 3,700	\$ 3,700	\$ -
Department Supplies	\$ 6,275	\$ 3,500	\$ 7,000	\$ 4,000	\$ -
Travel	\$ 1,597	\$ 1,500	\$ 1,500	\$ 1,000	\$ -
Cell Phone Stipend	\$ 2,244	\$ 1,944	\$ 2,244	\$ 2,244	\$ -
Wireless Air Cards	\$ 1,421	\$ 480	\$ 480	\$ 480	\$ -
Postage	\$ 870	\$ 1,000	\$ 1,000	\$ 500	\$ -
Maint Cmpt Software	\$ 50,816	\$ -	\$ 5,144	\$ 1,656	\$ -
Maint Auto	\$ 144	\$ 500	\$ 500	\$ 500	\$ -
Advertising	\$ 2,409	\$ 1,500	\$ 2,000	\$ 500	\$ -
Training	\$ 1,420	\$ 2,000	\$ 2,500	\$ 2,000	\$ -
Copier Contract Expense	\$ 2,109	\$ 2,100	\$ 1,840	\$ 1,840	\$ -
Insurance Premiums	\$ 501	\$ 577	\$ 600	\$ 600	\$ -
Dues & Subscriptions	\$ 9,752	\$ 9,288	\$ 11,288	\$ 10,000	\$ -
Special Projects	\$ 454,809	\$ 1,464,502	\$ 6,574,275	\$ 8,256,686	\$ -
Contracted Services	\$ 31,469	\$ 33,000	\$ 33,000	\$ 33,000	\$ -
Professional Services	\$ 14,404	\$ 17,000	\$ 17,000	\$ 25,000	\$ -
Transfer - Cap Reserve Fund	\$ 15,912	\$ 17,503	\$ 19,254	\$ 19,254	\$ -
<b>Operations Total</b>	<b>\$ 599,852</b>	<b>\$ 1,560,113</b>	<b>\$ 6,683,325</b>	<b>\$ 8,362,960</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,370,909</b>	<b>\$ 2,169,568</b>	<b>\$ 7,480,930</b>	<b>\$ 9,153,715</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Engineering Director <sup>1</sup>	0	1	0	0	
Transportation Director <sup>1</sup>	0	0	1	1	
Assistant Transportation Director <sup>2</sup>	0	0	1	1	
City Engineer <sup>3</sup>	1	0	0	0	
Engineer	2	2	2	2	
Engineer Specialist	1	1	1	1	
Capital Facilities Project Manager <sup>4</sup>	1	0	0	0	
Traffic Engineer Coordinator	1	1	1	1	
Administrative Specialist	1	1	1	1	
GIS Coordinator <sup>5</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL	8	6	7	7	

<sup>1</sup>Reclassified

<sup>2</sup>New Position Request

<sup>3</sup>Position Moved Back to SRU

<sup>4</sup>Moved to Department 551

<sup>5</sup>Moved to Department 491

**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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 224,022	\$ 329,296	\$ 375,157	\$ 393,793	\$ -
Overtime Salaries	\$ 2,797	\$ 1,200	\$ 1,200	\$ 1,200	\$ -
FICA Tax	\$ 16,927	\$ 25,282	\$ 28,792	\$ 30,218	\$ -
Retirement	\$ 27,287	\$ 42,469	\$ 51,335	\$ 53,877	\$ -
401(K) Employer Contribution	\$ 8,052	\$ 13,220	\$ 18,818	\$ 19,750	\$ -
Health Care	\$ 19,637	\$ 35,554	\$ 42,256	\$ 42,256	\$ -
Life Insurance	\$ 444	\$ 824	\$ 921	\$ 913	\$ -
Emp Sec Ins	\$ 121	\$ 1,141	\$ 1,278	\$ 1,264	\$ -
Workers Compensation	\$ 10,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ -
<b>Personnel Total</b>	<b>\$ 309,288</b>	<b>\$ 458,986</b>	<b>\$ 524,757</b>	<b>\$ 548,271</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 1,568	\$ 2,373	\$ 2,500	\$ 2,500	\$ -
Department Supplies	\$ 632	\$ 1,280	\$ 1,900	\$ 1,280	\$ -
Travel	\$ 315	\$ 1,100	\$ 1,100	\$ 1,100	\$ -
Cell Phone Stipend	\$ 796	\$ 1,344	\$ 1,344	\$ 1,344	\$ -
Postage	\$ 80	\$ 123	\$ 123	\$ 123	\$ -
City Utilities	\$ 222	\$ 365	\$ 400	\$ 400	\$ -
Buildings & Grounds	\$ 642	\$ 12,671	\$ 1,000	\$ 200	\$ -
B/G Contracted Services	\$ 3,427	\$ 4,302	\$ 6,297	\$ 6,297	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 6,900	\$ 6,900	\$ -
Advertising	\$ -	\$ -	\$ 1,000	\$ -	\$ -
Training	\$ 3,322	\$ 3,130	\$ 4,630	\$ 3,130	\$ -
Copier Contract Expense	\$ 1,337	\$ 1,500	\$ 1,017	\$ 1,017	\$ -
Dues & Subscriptions	\$ 290	\$ 1,285	\$ 2,180	\$ 785	\$ -
Miscellaneous Expense	\$ 433	\$ 2,800	\$ 1,350	\$ 800	\$ -
Special Projects	\$ -	\$ 7,300	\$ 49,316	\$ 42,660	\$ -
Professional Services	\$ 663	\$ -	\$ -	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 756	\$ 832	\$ 915	\$ 915	\$ -
<b>Operations Total</b>	<b>\$ 14,483</b>	<b>\$ 40,405</b>	<b>\$ 81,972</b>	<b>\$ 69,451</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 323,771	\$ 499,391	\$ 606,729	\$ 617,722	\$ -

### 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 <sup>2</sup>	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>
<b>TOTAL<sup>1</sup></b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

<sup>1</sup>Compensation Study title changes

<sup>2</sup>Moved 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 and sidewalks.
- Coordinate with 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 2023	FY 2024	FY 2025	Goal
	Actual	Estimate	Projected	
Lane Miles of Streets Paved	7.01	9.16	12.01	12.00
Lane Miles of Streets Maintained	350.00	355.00	360	N/A
Repairs Made by Street Division	280	275	285	280
Potholes Filled	310	330	350	330
Sidewalks Installed, LF	2,450	2,500	2,500	2,500
Curb & Gutter Installed, LF	150	200	200	175
<b>Efficiency</b>				
Cost Per Lane Miles of Streets Paved	\$ 124,043	\$ 118,121	\$ 120,000	N/A
Cost Per 100 Potholes Filled	\$ 8,085	\$ 8,489	\$ 8,914	N/A
<b>Effectiveness</b>				
ITRE Rating (Most Recent)	70.4	71.0	72.0	80.0



## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 606,681	\$ 580,655	\$ 658,574	\$ 652,262	\$ -
Overtime Salaries	\$ 15,566	\$ 11,900	\$ 11,900	\$ 11,900	\$ -
FICA Tax	\$ 45,938	\$ 45,329	\$ 51,293	\$ 50,809	\$ -
Retirement	\$ 73,752	\$ 76,140	\$ 91,452	\$ 90,590	\$ -
401(K) Employer Contribution	\$ 23,659	\$ 23,703	\$ 33,524	\$ 33,209	\$ -
Health Care	\$ 103,469	\$ 113,607	\$ 114,238	\$ 114,238	\$ -
Life Insurance	\$ 982	\$ 1,450	\$ 1,645	\$ 1,630	\$ -
Emp Sec Ins	\$ 230	\$ 2,019	\$ 2,286	\$ 2,263	\$ -
Workers Compensation	\$ 26,000	\$ 24,000	\$ 12,000	\$ 12,000	\$ -
<b>Personnel Total</b>	<b>\$ 896,277</b>	<b>\$ 878,803</b>	<b>\$ 976,912</b>	<b>\$ 968,901</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 6,152	\$ 7,500	\$ 7,500	\$ 7,500	\$ -
Expendable Equipment	\$ 15,159	\$ 15,200	\$ 15,700	\$ 14,700	\$ -
Street Name Signs	\$ 3,481	\$ -	\$ -	\$ -	\$ -
Traffic Pavement Markings	\$ 4,350	\$ -	\$ -	\$ -	\$ -
Traffic Signs & Post	\$ 7,811	\$ -	\$ -	\$ -	\$ -
Drive & Walk Paving	\$ 28,826	\$ 35,000	\$ 40,000	\$ 35,000	\$ -
Construction	\$ 3,994	\$ 7,200	\$ 9,500	\$ 8,500	\$ -
Snow Materials	\$ 4,432	\$ 9,126	\$ 14,126	\$ 9,126	\$ -
Materials New Streets	\$ 19,715	\$ 20,000	\$ 30,000	\$ 20,000	\$ -
Materials St Maint	\$ 24,597	\$ 39,000	\$ 50,000	\$ 39,000	\$ -
Materials - Concrete	\$ 20,526	\$ 30,500	\$ 30,500	\$ 30,500	\$ -
Gas & Oil	\$ 66,758	\$ 68,620	\$ 100,000	\$ 100,000	\$ -
Department Supplies	\$ 4,548	\$ 2,238	\$ 2,500	\$ 2,250	\$ -
Travel	\$ -	\$ 800	\$ 800	\$ 800	\$ -
Cell Phone Stipend	\$ 2,071	\$ 2,148	\$ 2,148	\$ 2,148	\$ -
Electric Power	\$ 3,605	\$ 4,400	\$ 4,200	\$ 4,200	\$ -
Natural Gas	\$ 3,050	\$ 3,597	\$ 2,200	\$ 2,200	\$ -
City Utilities	\$ 2,898	\$ 3,239	\$ 3,800	\$ 3,800	\$ -
Buildings & Grounds	\$ 3,710	\$ 2,728	\$ 3,000	\$ 3,000	\$ -
B/G Contracted Services	\$ 6,077	\$ 7,900	\$ 5,166	\$ 5,166	\$ -
Maint Equipment	\$ 19,640	\$ 34,000	\$ 44,000	\$ 44,000	\$ -
Maint Radio	\$ 209	\$ 350	\$ 350	\$ 350	\$ -
Maint Auto	\$ 64,612	\$ 49,000	\$ 39,000	\$ 39,000	\$ -
Street Maintenance	\$ 812,421	\$ 1,124,192	\$ 1,025,000	\$ 1,025,000	\$ -
Training	\$ 2,154	\$ 2,900	\$ 6,000	\$ 4,000	\$ -
Copier Contract Expense	\$ 798	\$ 952	\$ 494	\$ 494	\$ -
Insurance Premiums	\$ 19,829	\$ 22,853	\$ 25,066	\$ 25,066	\$ -
Insurance Claims	\$ 9,345	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 850	\$ 500	\$ 1,000	\$ 1,000	\$ -
Miscellaneous Expense	\$ 2,514	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
Special Projects	\$ 132,089	\$ 454,788	\$ 187,000	\$ 32,000	\$ -
Professional Services	\$ -	\$ 4,000	\$ 1,000	\$ 1,000	\$ -
Transfer - Cap Reserve Fund	\$ 228,684	\$ 251,552	\$ 276,708	\$ 276,708	\$ -
<b>Operations Total</b>	<b>\$ 1,524,904</b>	<b>\$ 2,207,283</b>	<b>\$ 1,929,758</b>	<b>\$ 1,739,508</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ 17,500	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 17,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,421,181</b>	<b>\$ 3,103,586</b>	<b>\$ 2,906,670</b>	<b>\$ 2,708,409</b>	<b>\$ -</b>

**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
<b>Administration (000)</b>					
Public Works Operations Manager	1	1	1	1	1
Landscape Architect	1	0	0	0	0
Maint Operations Manager	1	1	1	1	1
<b>Street Maintenance (420)</b>					
Crew Leader	1	2	3	3	3
Construct Maintenance Worker	2	5	4	4	4
<b>Concrete Construction (421)</b>					
Construct Maintenance Worker	3	1	1	1	1
<b>Signs &amp; Marking (422)<sup>2</sup></b>					
Crew Leader	1	1	0	0	0
Construct Maintenance Worker	1	0	0	0	0
<b>Street Misc. Activities (425)</b>					
Crew Leader	1	1	1	1	1
<b>Powell Bill-Street Maintenance (427)</b>					
Construct Maintenance Worker	1	1	1	1	1
<b>Powell Bill-Concrete Construction (429)</b>					
Construct Maintenance Worker	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL <sup>1</sup>	14	13	12	12	12

<sup>1</sup>Compensation Study title changes

<sup>2</sup>Moved 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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 161,552	\$ 163,425	\$ 224,274	\$ 222,123	\$ -
Overtime Salaries	\$ 4,459	\$ 5,400	\$ 5,400	\$ 5,400	\$ -
FICA Tax	\$ 11,879	\$ 12,915	\$ 17,570	\$ 17,406	\$ -
Retirement	\$ 19,599	\$ 21,695	\$ 31,327	\$ 31,035	\$ -
401(K) Employer Contribution	\$ 6,450	\$ 6,753	\$ 11,484	\$ 11,377	\$ -
Health Care	\$ 38,010	\$ 40,790	\$ 51,460	\$ 51,460	\$ -
Life Insurance	\$ 293	\$ 408	\$ 560	\$ 555	\$ -
Emp Sec Ins	\$ 51	\$ 567	\$ 780	\$ 772	\$ -
Workers Compensation	\$ 8,000	\$ 8,000	\$ 5,000	\$ 5,000	\$ -
<b>Personnel Total</b>	<b>\$ 250,294</b>	<b>\$ 259,953</b>	<b>\$ 347,855</b>	<b>\$ 345,128</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 1,732	\$ 2,000	\$ 2,500	\$ 2,500	\$ -
Expendable Equipment	\$ 22,368	\$ 1,106	\$ 1,000	\$ 750	\$ -
Gas & Oil	\$ 65,170	\$ 68,340	\$ 68,000	\$ 68,000	\$ -
Wireless Air Cards	\$ 4,105	\$ 3,749	\$ 4,105	\$ 4,105	\$ -
Maint Equipment	\$ 6,864	\$ 8,600	\$ -	\$ -	\$ -
Maint Auto	\$ 31,901	\$ 72,177	\$ 25,120	\$ 25,120	\$ -
Insurance Premiums	\$ 3,650	\$ 6,251	\$ 7,000	\$ 7,000	\$ -
Special Projects	\$ 97	\$ -	\$ 10,800	\$ -	\$ -
Contracted Services	\$ 103,711	\$ 126,500	\$ 126,500	\$ 126,500	\$ -
Transfer - Cap Reserve Fund	\$ 110,460	\$ 121,506	\$ 133,656	\$ 133,656	\$ -
<b>Operations Total</b>	<b>\$ 350,057</b>	<b>\$ 410,229</b>	<b>\$ 378,681</b>	<b>\$ 367,631</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 600,351</b>	<b>\$ 670,182</b>	<b>\$ 726,536</b>	<b>\$ 712,759</b>	<b>\$ -</b>

**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
<b>TOTAL<sup>1</sup></b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup>Compensation Study title changes

## STATEMENT OF PURPOSE

To operate, maintain and develop seven municipal cemeteries totaling 79.65 acres of publicly 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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 60,477	\$ 62,724	\$ 70,892	\$ 70,210	\$ -
FICA Tax	\$ 4,727	\$ 4,798	\$ 5,423	\$ 5,371	\$ -
Retirement	\$ 7,278	\$ 8,060	\$ 9,670	\$ 9,577	\$ -
401(K) Employer Contribution	\$ 2,395	\$ 2,509	\$ 3,545	\$ 3,510	\$ -
Health Care	\$ 8,741	\$ 9,114	\$ 9,466	\$ 9,466	\$ -
Life Insurance	\$ 131	\$ 157	\$ 177	\$ 176	\$ -
Emp Sec Ins	\$ 23	\$ 217	\$ 246	\$ 244	\$ -
Workers Compensation	\$ 2,000	\$ 2,000	\$ 1,000	\$ 1,000	\$ -
<b>Personnel Total</b>	<b>\$ 85,773</b>	<b>\$ 89,579</b>	<b>\$ 100,419</b>	<b>\$ 99,554</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 274	\$ 500	\$ 500	\$ 500	\$ -
Expendable Equipment	\$ 1,762	\$ 658	\$ 2,750	\$ 1,500	\$ -
Gas & Oil	\$ 1,334	\$ 1,206	\$ 1,500	\$ 1,500	\$ -
Department Supplies	\$ 483	\$ 500	\$ 500	\$ 500	\$ -
Travel	\$ -	\$ -	\$ 400	\$ -	\$ -
Telephone	\$ -	\$ 217	\$ 225	\$ 225	\$ -
Postage	\$ 98	\$ 110	\$ 110	\$ 110	\$ -
Electric Power	\$ 3,407	\$ 4,950	\$ 2,700	\$ 2,700	\$ -
Natural Gas	\$ 729	\$ 851	\$ 750	\$ 750	\$ -
City Utilities	\$ 4,028	\$ 4,389	\$ 4,600	\$ 4,600	\$ -
Buildings & Grounds	\$ 3,355	\$ 4,000	\$ 4,000	\$ 4,000	\$ -
Maint Old Cemeteries	\$ -	\$ 2,110	\$ -	\$ -	\$ -
B/G Contracted Services	\$ 1,396	\$ 1,479	\$ 1,677	\$ 1,677	\$ -
Maint Radio	\$ -	\$ 150	\$ 150	\$ 150	\$ -
Maint Auto	\$ 478	\$ 51	\$ 1,100	\$ -	\$ -
Training	\$ -	\$ 500	\$ 500	\$ 500	\$ -
Copier Contract Expense	\$ -	\$ 13	\$ 6	\$ 6	\$ -
Insurance Premiums	\$ 540	\$ 739	\$ 870	\$ 870	\$ -
Dues & Subscriptions	\$ 75	\$ 75	\$ 75	\$ 75	\$ -
Special Projects	\$ -	\$ -	\$ 5,900	\$ 5,900	\$ -
Contracted Services	\$ -	\$ 3,080	\$ 9,000	\$ 3,080	\$ -
<b>Operations Total</b>	<b>\$ 17,959</b>	<b>\$ 25,578</b>	<b>\$ 37,313</b>	<b>\$ 28,643</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 103,732	\$ 115,157	\$ 137,732	\$ 128,197	\$ -

**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	1	1	1	1	1
<b>TOTAL<sup>1</sup></b>	1	1	1	1	1

<sup>1</sup>Compensation 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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	<u>Goal</u>
Garbage Collected, Tons	12,102	11,000	11,500	11,000
Recycling Collected, Tons	1,583	1,523	1,650	1,650

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY24-25</b>	<b>FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 267,935	\$ 268,922	\$ 440,249	\$ 436,064	\$ -
Overtime Salaries	\$ 6,228	\$ 6,700	\$ 6,700	\$ 6,700	\$ -
FICA Tax	\$ 20,488	\$ 21,086	\$ 34,193	\$ 33,871	\$ -
Retirement	\$ 32,373	\$ 35,418	\$ 60,964	\$ 60,393	\$ -
401(K) Employer Contribution	\$ 10,253	\$ 11,025	\$ 22,348	\$ 22,139	\$ -
Health Care	\$ 48,197	\$ 50,700	\$ 84,446	\$ 84,446	\$ -
Life Insurance	\$ 507	\$ 672	\$ 1,098	\$ 1,089	\$ -
Emp Sec Ins	\$ 101	\$ 935	\$ 1,532	\$ 1,515	\$ -
Workers Compensation	\$ 12,000	\$ 12,000	\$ 9,000	\$ 9,000	\$ -
<b>Personnel Total</b>	<b>\$ 398,082</b>	<b>\$ 407,458</b>	<b>\$ 660,530</b>	<b>\$ 655,217</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ 2,450	\$ 3,000	\$ 4,000	\$ 3,500	\$ -
Gas & Oil	\$ 102,582	\$ 108,540	\$ 120,000	\$ 120,000	\$ -
Department Supplies	\$ 2,800	\$ 2,800	\$ 4,500	\$ 2,800	\$ -
Travel	\$ 212	\$ 500	\$ 500	\$ 500	\$ -
Cell Phone Stipend	\$ 693	\$ 924	\$ 924	\$ 924	\$ -
Postage	\$ -	\$ 50	\$ 50	\$ 50	\$ -
Electric Power	\$ 16,785	\$ 16,500	\$ 17,300	\$ 17,300	\$ -
Natural Gas	\$ 8,024	\$ 10,726	\$ 6,000	\$ 6,000	\$ -
City Utilities	\$ 3,999	\$ 4,180	\$ 5,100	\$ 5,100	\$ -
Printing	\$ 436	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Buildings & Grounds	\$ 1,554	\$ 2,500	\$ 2,500	\$ 2,500	\$ -
B/G Contracted Services	\$ 5,239	\$ 6,061	\$ 4,248	\$ 4,248	\$ -
Maint Equipment	\$ 2,326	\$ -	\$ -	\$ -	\$ -
Maint Auto	\$ 163,046	\$ 99,100	\$ 144,100	\$ 144,100	\$ -
County Landfill Charges	\$ 403,912	\$ 470,000	\$ 470,000	\$ 470,000	\$ -
Advertising	\$ 3,468	\$ 1,000	\$ 5,000	\$ 1,000	\$ -
Training	\$ 603	\$ 1,000	\$ 3,000	\$ 1,000	\$ -
Insurance Premiums	\$ 10,147	\$ 11,857	\$ 13,178	\$ 13,178	\$ -
Miscellaneous Expense	\$ 1,992	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Special Projects	\$ 150,426	\$ 160,000	\$ 81,584	\$ 61,300	\$ -
Professional Services	\$ 100	\$ -	\$ -	\$ -	\$ -
Recycling Contract	\$ 633,738	\$ 683,000	\$ 796,260	\$ 796,260	\$ -
Transfer - Cap Reserve Fund	\$ 253,992	\$ 279,391	\$ 307,330	\$ 307,330	\$ -
<b>Operations Total</b>	<b>\$ 1,768,524</b>	<b>\$ 1,864,129</b>	<b>\$ 1,988,574</b>	<b>\$ 1,960,090</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,166,606</b>	<b>\$ 2,271,587</b>	<b>\$ 2,649,104</b>	<b>\$ 2,615,307</b>	<b>\$ -</b>

### 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 <sup>2</sup>	0	0	4	0	0
Senior Construct Maintenance Worker <sup>2</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
TOTAL <sup>1</sup>	6	6	11	6	6

<sup>1</sup>Compensation Study title changes

<sup>2</sup>New 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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Goal</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	
Tree hours worked	2,956	4,500	4,600	4,000
Tree pruning, number	530	650	660	600
Tree removal, number	64	75	70	65
Tree planting, number	20	20	20	20

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY24-25</b>	<b>FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 564,689	\$ 633,024	\$ 755,462	\$ 748,233	\$ -
Overtime Salaries	\$ 24,998	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Part Time Salaries	\$ 28,165	\$ 30,459	\$ 57,924	\$ 57,361	\$ -
FICA Tax	\$ 46,214	\$ 52,665	\$ 64,135	\$ 63,542	\$ -
Retirement	\$ 70,361	\$ 84,555	\$ 106,455	\$ 105,467	\$ -
401(K) Employer Contribution	\$ 22,756	\$ 26,321	\$ 39,025	\$ 38,663	\$ -
Health Care	\$ 111,349	\$ 136,521	\$ 128,235	\$ 128,235	\$ -
Life Insurance	\$ 982	\$ 1,583	\$ 1,888	\$ 1,870	\$ -
Emp Sec Ins	\$ 255	\$ 2,306	\$ 2,820	\$ 2,798	\$ -
Workers Compensation	\$ 32,000	\$ 34,000	\$ 18,000	\$ 18,000	\$ -
<b>Personnel Total</b>	<b>\$ 901,768</b>	<b>\$ 1,026,434</b>	<b>\$ 1,198,944</b>	<b>\$ 1,189,169</b>	<b>\$ -</b>



	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Janitorial Supplies	\$ 1,015	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Uniforms	\$ 7,322	\$ 7,500	\$ 7,500	\$ 7,500	\$ -
Meeting Expenses	\$ -	\$ 200	\$ -	\$ -	\$ -
Expendable Equipment	\$ 4,487	\$ 5,500	\$ 6,000	\$ 6,000	\$ -
Gas & Oil	\$ 50,824	\$ 55,275	\$ 63,000	\$ 63,000	\$ -
Department Supplies	\$ 1,957	\$ 2,200	\$ 2,200	\$ 2,200	\$ -
Travel	\$ -	\$ 600	\$ -	\$ -	\$ -
Telephone	\$ 146	\$ 168	\$ 168	\$ 168	\$ -
Cell Phone Stipend	\$ 924	\$ 924	\$ 924	\$ 924	\$ -
Electric Power	\$ 13,005	\$ 14,300	\$ 14,300	\$ 14,300	\$ -
Natural Gas	\$ 1,508	\$ 1,930	\$ 1,300	\$ 1,300	\$ -
City Utilities	\$ 1,891	\$ 1,985	\$ 3,000	\$ 3,000	\$ -
Buildings & Grounds	\$ 9,088	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
Grounds Beautification	\$ 7,284	\$ 9,500	\$ 9,500	\$ 9,500	\$ -
B/G Contracted Services	\$ 5,039	\$ 6,087	\$ 6,771	\$ 6,771	\$ -
Maint Equipment	\$ 29,221	\$ 26,000	\$ 26,000	\$ 26,000	\$ -
Maint Radio	\$ 343	\$ 250	\$ 250	\$ 250	\$ -
Maint Auto	\$ 18,517	\$ 18,498	\$ 19,000	\$ 18,498	\$ -
Vehicle Damage Repair	\$ 8,679	\$ -	\$ -	\$ -	\$ -
Training	\$ 168	\$ 1,640	\$ 3,640	\$ 1,640	\$ -
Copier Contract Expense	\$ 191	\$ 200	\$ 138	\$ 138	\$ -
Insurance Premiums	\$ 6,919	\$ 8,782	\$ 10,538	\$ 10,538	\$ -
Miscellaneous Expense	\$ 572	\$ 250	\$ 500	\$ 250	\$ -
Special Projects	\$ 84,028	\$ 126,500	\$ 263,000	\$ 17,000	\$ -
Contracted Services	\$ 67,160	\$ 68,350	\$ 93,550	\$ 107,196	\$ -
Tree Board	\$ 808	\$ 8,903	\$ 3,000	\$ 3,000	\$ -
Transfer - Cap Reserve Fund	\$ 156,156	\$ 171,771	\$ 188,949	\$ 188,949	\$ -
<b>Operations Total</b>	<b>\$ 477,252</b>	<b>\$ 541,813</b>	<b>\$ 727,728</b>	<b>\$ 492,622</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 21,778	\$ -	\$ -	\$ -	\$ -
C O Roof / HVAC	\$ 39	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 21,817</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,400,838</b>	<b>\$ 1,568,247</b>	<b>\$ 1,926,672</b>	<b>\$ 1,681,791</b>	<b>\$ -</b>

### 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 <sup>2</sup>	12	12	9	9	9
Grounds Maintenance Worker <sup>2</sup>	0	0	3	3	3
Part-Time/Temp Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL<sup>1</sup></b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

<sup>1</sup>Compensation Study title changes

<sup>2</sup>Position reclassified

**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**

	<b>Actual FY22-23</b>	<b>Budget FY23-24</b>	<b>Requested FY24-25</b>	<b>Mgr Recommends FY24-25</b>	<b>Adopted FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 45,125	\$ 69,333	\$ 77,975	\$ 77,225	\$ -
Overtime Salaries	\$ 2,112	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Part Time Salaries	\$ 20,829	\$ 24,064	\$ 25,674	\$ 25,426	\$ -
Law Officer	\$ 23	\$ -	\$ -	\$ -	\$ -
FICA Tax	\$ 5,261	\$ 7,260	\$ 8,044	\$ 7,968	\$ -
Retirement	\$ 5,464	\$ 9,102	\$ 10,841	\$ 10,738	\$ -
Retirement-Sworn Law	\$ 14	\$ -	\$ -	\$ -	\$ -
401(K) Employer Contribution	\$ 1,785	\$ 2,834	\$ 3,974	\$ 3,936	\$ -
Health Care	\$ 9,299	\$ 16,236	\$ 16,863	\$ 16,863	\$ -
Life Insurance	\$ 102	\$ 173	\$ 195	\$ 193	\$ -
Emp Sec Ins	\$ 36	\$ 325	\$ 359	\$ 356	\$ -
Workers Compensation	\$ 6,000	\$ 6,000	\$ 3,000	\$ 3,000	\$ -
<b>Personnel Total</b>	<b>\$ 96,050</b>	<b>\$ 136,827</b>	<b>\$ 148,425</b>	<b>\$ 147,205</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Janitorial Supplies	\$ 3,061	\$ 3,500	\$ 3,500	\$ 3,500	\$ -
Uniforms	\$ 1,440	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Recreation Programs	\$ 107,997	\$ 123,132	\$ 91,480	\$ 91,300	\$ -
Expendable Equipment	\$ 3,810	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
Gas & Oil	\$ 1,866	\$ 1,500	\$ 1,800	\$ 1,800	\$ -
Department Supplies	\$ 1,348	\$ 1,250	\$ 1,250	\$ 1,250	\$ -
Electric Power	\$ 20,293	\$ 20,949	\$ 20,800	\$ 20,800	\$ -
Natural Gas	\$ 259	\$ 785	\$ 300	\$ 300	\$ -
City Utilities	\$ 23,392	\$ 29,260	\$ 27,400	\$ 27,400	\$ -
Buildings & Grounds	\$ 26,797	\$ 10,000	\$ 12,000	\$ 10,000	\$ -
B/G Contracted Services	\$ 8,770	\$ 15,455	\$ 11,182	\$ 11,182	\$ -
Maint Equipment	\$ 11	\$ 500	\$ 500	\$ 500	\$ -
Maint Radio	\$ -	\$ -	\$ 100	\$ 100	\$ -
Maint Auto	\$ 107	\$ 1,250	\$ 1,250	\$ 1,250	\$ -
Training	\$ -	\$ 200	\$ 3,200	\$ 1,200	\$ -
Dues & Subscriptions	\$ 200	\$ 200	\$ -	\$ -	\$ -
Miscellaneous Expense	\$ 226	\$ 200	\$ 200	\$ 200	\$ -
Special Projects	\$ 201,800	\$ -	\$ -	\$ -	\$ -
Contracted Services	\$ 30,944	\$ 37,351	\$ 35,000	\$ 38,500	\$ -
Transfer - Cap Reserve Fund	\$ 7,260	\$ 7,986	\$ 8,784	\$ 8,784	\$ -
<b>Operations Total</b>	<b>\$ 439,582</b>	<b>\$ 258,018</b>	<b>\$ 223,246</b>	<b>\$ 222,566</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 535,632</b>	<b>\$ 394,845</b>	<b>\$ 371,671</b>	<b>\$ 369,771</b>	<b>\$ -</b>

### 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>
<b>TOTAL<sup>1</sup></b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup>Compensation 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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Goal</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
<b>Workload</b>				
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
<b>Effectiveness</b>				
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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 601,278	\$ 700,874	\$ 728,877	\$ 785,759	\$ -
Overtime Salaries	\$ 1,440	\$ 1,150	\$ 900	\$ 900	\$ -
Part Time Salaries	\$ 142,311	\$ 232,444	\$ 248,180	\$ 258,345	\$ -
Law Officer	\$ 54	\$ 47	\$ -	\$ -	\$ -
FICA Tax	\$ 54,531	\$ 72,707	\$ 74,811	\$ 79,943	\$ -
Retirement	\$ 71,981	\$ 91,845	\$ 99,540	\$ 107,301	\$ -
Retirement-Sworn Law	\$ 32	\$ 27	\$ -	\$ -	\$ -
401(K) Employer Contribution	\$ 23,661	\$ 28,591	\$ 36,489	\$ 39,333	\$ -
Health Care	\$ 92,802	\$ 109,917	\$ 112,472	\$ 123,257	\$ -
Life Insurance	\$ 1,106	\$ 1,783	\$ 1,823	\$ 1,965	\$ -
Emp Sec Ins	\$ 335	\$ 3,263	\$ 3,399	\$ 3,629	\$ -
Workers Compensation	\$ 38,000	\$ 40,000	\$ 20,000	\$ 21,000	\$ -
<b>Personnel Total</b>	<b>\$ 1,027,531</b>	<b>\$ 1,282,648</b>	<b>\$ 1,326,491</b>	<b>\$ 1,421,432</b>	<b>\$ -</b>
<b>Operations</b>					
Janitorial Supplies	\$ 1,075	\$ 500	\$ 500	\$ 500	\$ -
Uniforms	\$ 5,057	\$ 4,700	\$ 5,800	\$ 5,800	\$ -
Meeting Expenses	\$ 776	\$ 1,935	\$ 2,500	\$ 2,000	\$ -
Recreation Programs	\$ 25,159	\$ 39,101	\$ 51,600	\$ 26,600	\$ -
After School Program	\$ -	\$ 18,100	\$ 18,500	\$ 18,500	\$ -
Summer Camp Program	\$ 2,718	\$ 16,700	\$ 17,000	\$ 17,000	\$ -
Expendable Recreation Equip	\$ 683	\$ 900	\$ 1,000	\$ 1,000	\$ -
Gas & Oil	\$ 1,833	\$ 3,000	\$ 3,000	\$ 3,000	\$ -
Department Supplies	\$ 7,903	\$ 10,000	\$ 12,500	\$ 12,500	\$ -
Travel	\$ 8,674	\$ 6,659	\$ 7,500	\$ 7,500	\$ -
Auto Allowance	\$ -	\$ -	\$ 4,073	\$ 4,073	\$ -
Telephone	\$ 134	\$ 168	\$ 168	\$ 168	\$ -
Cell Phone Stipend	\$ 1,344	\$ 844	\$ 1,344	\$ 1,344	\$ -
Postage	\$ 190	\$ 350	\$ 350	\$ 150	\$ -
Electric Power	\$ 43,542	\$ 48,400	\$ 53,000	\$ 53,000	\$ -
Natural Gas	\$ 16,209	\$ 19,818	\$ 13,450	\$ 13,450	\$ -
City Utilities	\$ 16,412	\$ 21,473	\$ 22,500	\$ 22,500	\$ -
Printing	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ -
Buildings & Grounds	\$ 40,218	\$ 28,900	\$ 77,300	\$ 12,400	\$ -
B/G Contracted Services	\$ 49,696	\$ 56,386	\$ 55,783	\$ 56,061	\$ -
Maint Equipment	\$ 0	\$ 2,000	\$ -	\$ -	\$ -
Maint Radio	\$ -	\$ 676	\$ -	\$ -	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 11,040	\$ 11,040	\$ -
Maint Auto	\$ 6,990	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Advertising	\$ 1,188	\$ 5,000	\$ 8,000	\$ 7,000	\$ -
Training	\$ 8,716	\$ 7,800	\$ 10,100	\$ 10,100	\$ -
Copier Contract Expense	\$ 3,207	\$ 3,175	\$ 2,811	\$ 2,811	\$ -
Insurance Premiums	\$ 8,481	\$ 11,301	\$ 13,428	\$ 13,428	\$ -
Dues & Subscriptions	\$ 7,110	\$ 6,950	\$ 7,300	\$ 7,300	\$ -
Miscellaneous Expense	\$ 85	\$ -	\$ -	\$ -	\$ -
ActiveNet Fees	\$ 4,790	\$ 5,200	\$ 4,000	\$ 4,000	\$ -
Right Of Way Charges	\$ 1,485	\$ 1,535	\$ 1,600	\$ 1,600	\$ -
Special Projects	\$ 211,755	\$ 1,089,060	\$ -	\$ -	\$ -
Contracted Services	\$ 18,902	\$ 21,510	\$ 34,800	\$ 30,800	\$ -

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
Salisbury Youth Council	\$ 6,661	\$ 6,000	\$ 36,500	\$ 23,900	\$ -
Special Events	\$ 33,497	\$ 38,100	\$ 46,590	\$ 46,590	\$ -
Professional Services	\$ 2,416	\$ 3,000	\$ 1,200	\$ 1,200	\$ -
Contracted Program Instructors	\$ 9,490	\$ 17,315	\$ 21,250	\$ 21,250	\$ -
United Arts Council	\$ 56,250	\$ 56,250	\$ -	\$ -	\$ -
Senior Citizens	\$ 63,000	\$ 63,000	\$ -	\$ -	\$ -
Hurley Park Advisory Board	\$ 842	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Transfer - Cap Reserve Fund	\$ 27,036	\$ 29,740	\$ 32,714	\$ 32,714	\$ -
<b>Operations Total</b>	<b>\$ 693,524</b>	<b>\$ 1,651,546</b>	<b>\$ 586,201</b>	<b>\$ 478,279</b>	<b>\$ -</b>
<b>Capital</b>					
C O Bldg & Grnds	\$ 15,186	\$ 15,420	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 15,186</b>	<b>\$ 15,420</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,736,241</b>	<b>\$ 2,949,614</b>	<b>\$ 1,912,692</b>	<b>\$ 1,899,711</b>	<b>\$ -</b>



**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
<b>Administration (100)</b>					
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 <sup>2,3</sup>	0	2	0	0	0
<b>Civic Center (601)</b>					
Recreation Program Supervisor	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>City Park Center (602)</b>					
Recreation Program Supervisor	1	1	1	1	1
Recreation Programmer <sup>2</sup>	0	0	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Miller Center (603)</b>					
Recreation Program Supervisor	1	1	1	1	1
Recreation Programmer <sup>4</sup>	0	0	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Hall Gym (606)</b>					
Recreation Program Supervisor	1	1	1	1	1
Recreation Programmer <sup>3</sup>	0	0	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Fred Evans Pool (607)</b>					
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Hurley Park (612)</b>					
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 <sup>1</sup>	15	17	18	18	18

<sup>1</sup>Compensation Study title changes

<sup>2</sup>Position reclassified

<sup>3</sup>Position Reclassified

<sup>4</sup>New 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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Goal</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	
Vehicles Maintained	312	312	331	N/A
Other Equipment Maintained	215	216	218	N/A
Buses Maintained	2	2	2	N/A

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY22-23</b>	<b>FY23-24</b>	<b>FY24-25</b>	<b>FY24-25</b>	<b>FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 690,810	\$ 773,179	\$ 978,055	\$ 922,907	\$ -
Overtime Salaries	\$ 24,374	\$ 22,000	\$ 22,000	\$ 22,000	\$ -
Part Time Salaries	\$ -	\$ 5,494	\$ -	\$ 30,229	\$ -
FICA Tax	\$ 52,438	\$ 60,831	\$ 76,504	\$ 74,599	\$ -
Retirement	\$ 85,873	\$ 102,180	\$ 136,409	\$ 128,887	\$ -
401(K) Employer Contribution	\$ 27,643	\$ 31,808	\$ 50,002	\$ 47,246	\$ -
Health Care	\$ 105,732	\$ 122,751	\$ 154,014	\$ 142,853	\$ -
Life Insurance	\$ 1,420	\$ 1,927	\$ 2,429	\$ 2,290	\$ -
Emp Sec Ins	\$ 285	\$ 2,650	\$ 3,374	\$ 3,287	\$ -
Workers Compensation	\$ 26,000	\$ 26,000	\$ 15,000	\$ 15,000	\$ -
<b>Personnel Total</b>	<b>\$ 1,014,575</b>	<b>\$ 1,148,820</b>	<b>\$ 1,437,787</b>	<b>\$ 1,389,298</b>	<b>\$ -</b>





	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ 9,330	\$ 9,706	\$ 14,000	\$ 12,710	\$ -
Expendable Equipment	\$ 4,272	\$ 11,208	\$ 10,600	\$ 8,613	\$ -
Gas & Oil	\$ 6,821	\$ 7,640	\$ 10,500	\$ 10,500	\$ -
Department Supplies	\$ 5,346	\$ 3,250	\$ 8,600	\$ 3,000	\$ -
Travel	\$ -	\$ -	\$ 1,000	\$ -	\$ -
Telephone	\$ 175	\$ 168	\$ 168	\$ 168	\$ -
Cell Phone Stipend	\$ 1,309	\$ 1,848	\$ 1,848	\$ 1,848	\$ -
Electric Power	\$ 9,210	\$ 8,850	\$ 12,400	\$ 12,400	\$ -
Natural Gas	\$ 4,274	\$ 5,636	\$ 3,500	\$ 3,500	\$ -
City Utilities	\$ 2,400	\$ 2,508	\$ 2,800	\$ 2,800	\$ -
Buildings & Grounds	\$ 9,040	\$ 9,994	\$ 11,625	\$ 5,500	\$ -
B/G Contracted Services	\$ 990	\$ 1,381	\$ 1,445	\$ 1,445	\$ -
Maint Equipment	\$ 3,756	\$ 6,448	\$ 12,250	\$ 8,300	\$ -
Maint Cmpt Software	\$ 13,515	\$ 13,059	\$ 77,013	\$ 18,513	\$ -
Maint Auto	\$ 4,548	\$ 6,033	\$ 6,498	\$ 6,500	\$ -
Training	\$ 4,653	\$ 2,500	\$ 11,850	\$ 2,500	\$ -
Copier Contract Expense	\$ 966	\$ 1,170	\$ 1,131	\$ 1,131	\$ -
Insurance Premiums	\$ 4,108	\$ 4,978	\$ 5,717	\$ 5,717	\$ -
Special Projects	\$ 13,642	\$ 97,865	\$ 48,556	\$ 44,500	\$ -
Professional Services	\$ 4,173	\$ 889	\$ 1,000	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 19,260	\$ 21,186	\$ 23,305	\$ 23,305	\$ -
<b>Operations Total</b>	<b>\$ 121,789</b>	<b>\$ 216,317</b>	<b>\$ 265,806</b>	<b>\$ 172,950</b>	<b>\$ -</b>
<b>Capital</b>					
C O Garage Equipment	\$ 68,063	\$ 84,597	\$ 23,592	\$ 23,592	\$ -
<b>Capital Total</b>	<b>\$ 68,063</b>	<b>\$ 84,597</b>	<b>\$ 23,592</b>	<b>\$ 23,592</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,204,427</b>	<b>\$ 1,449,734</b>	<b>\$ 1,727,185</b>	<b>\$ 1,585,840</b>	<b>\$ -</b>

### 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>
<b>TOTAL<sup>1</sup></b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>13</b>	<b>13</b>

<sup>1</sup>Compensation Study title changes

### CAPITAL OUTLAY

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
Complete tool set and box for new position	\$ 23,592	\$ 23,592	\$ -
<b>Total Capital Outlay</b>	<b>\$ 23,592</b>	<b>\$ 23,592</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Transfer - Fibrant Fund	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ -
<b>Operations Total</b>	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ -
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Transfer - Transit Fund	\$ 630,000	\$ 668,000	\$ 600,000	\$ 678,000	\$ -
<b>Operations Total</b>	\$ 630,000	\$ 668,000	\$ 600,000	\$ 678,000	\$ -
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 630,000	\$ 668,000	\$ 600,000	\$ 678,000	\$ -

**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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Supplementary Ed	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -
<b>Operations Total</b>	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Lease Purchase Principal	\$ 629,240	\$ 998,620	\$ 934,000	\$ 934,000	\$ -
Lease Purchase Interest Exp	\$ 181,341	\$ 370,064	\$ 346,185	\$ 346,185	\$ -
<b>Operations Total</b>	\$ 810,581	\$ 1,368,684	\$ 1,280,185	\$ 1,280,185	\$ -
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 810,581	\$ 1,368,684	\$ 1,280,185	\$ 1,280,185	\$ -

**CITY OF SALISBURY**

**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2025  
With Estimated Actual for Year Ending June 30, 2024 and  
Actual for Year Ended June 30, 2023

	<u>2023 Actual</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 86,101	\$ 115,000	\$ 80,000
Other	<u>62,109</u>	<u>213,922</u>	<u>-</u>
Total nonoperating revenues	<u>\$ 148,210</u>	<u>\$ 328,922</u>	<u>\$ 80,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	<u>\$ 3,367,648</u>	<u>\$ 2,604,412</u>	<u>\$ 2,864,856</u>
Total other financing sources	<u>\$ 3,367,648</u>	<u>\$ 2,604,412</u>	<u>\$ 2,864,856</u>
Total revenues and other financing sources	<u>\$ 3,515,858</u>	<u>\$ 2,933,334</u>	<u>\$ 2,944,856</u>

## 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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Lease Purchase Principal	\$ 439,552	\$ 383,291	\$ -	\$ -	\$ -
Lease Purchase Interest Exp	\$ 17,955	\$ 7,097	\$ -	\$ -	\$ -
Equipment Replacement Reserve	\$ -	\$ -	\$ -	\$ 588,128	\$ -
<b>Operations Total</b>	\$ 457,507	\$ 390,388	\$ -	\$ 588,128	\$ -
<b>Capital</b>					
Capital Outlay - Equipment	\$ 3,080,247	\$ 7,910,886	\$ 2,874,234	\$ 2,094,948	\$ -
C O Computer Equipment	\$ 164,928	\$ 144,889	\$ 191,700	\$ 261,780	\$ -
<b>Capital Total</b>	\$ 3,245,175	\$ 8,055,775	\$ 3,065,934	\$ 2,356,728	\$ -
<b>Grand Total</b>	\$ 3,702,682	\$ 8,446,163	\$ 3,065,934	\$ 2,944,856	\$ -

## CAPITAL OUTLAY

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
<b>Information Technologies</b>			
Computer Replacement- Laptops	\$ 60,000	\$ 60,000	\$ -
Replacement MDT	24,000	24,000	-
Computer Replacement- Desktops	11,200	11,200	-
HR Conference Room Replacement	4,500	4,500	-
Video Mixer Communications	3,000	3,000	-
24 Switches	73,000	73,000	-
UPS Batteries/Cap/Fan Replacement	16,000	16,000	-
Computers - New Positions	-	70,080	-
<b>Total Capital Outlay</b>	<b>\$ 191,700</b>	<b>\$ 261,780</b>	<b>\$ -</b>
<b>Planning &amp; Neighborhoods - Code Enforcement</b>			
Additional Vehicle	\$ 34,966	\$ 34,966	\$ -
<b>Total Capital Outlay</b>	<b>\$ 34,966</b>	<b>\$ 34,966</b>	<b>\$ -</b>
<b>Transportation - Traffic Operations</b>			
Replacement Equipment	\$ 8,000	\$ 8,000	\$ -
Additional Equipment	14,301	-	-
<b>Total Capital Outlay</b>	<b>\$ 22,301</b>	<b>\$ 8,000</b>	<b>\$ -</b>
<b>Police - Operations</b>			
Replacement Vehicles	\$ 770,266	\$ 622,234	\$ -
Additional Vehicles	383,787	296,664	-
<b>Total Capital Outlay</b>	<b>\$ 1,154,053</b>	<b>\$ 918,898</b>	<b>\$ -</b>
<b>Fire</b>			
Additional Vehicle	\$ 88,106	\$ 88,106	\$ -
<b>Total Capital Outlay</b>	<b>\$ 88,106</b>	<b>\$ 88,106</b>	<b>\$ -</b>
<b>Telecommunications</b>			
Replacement Vehicle	\$ 53,506	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 53,506</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Public Works - Facilities Maintenance</b>			
Replacement Vehicle	\$ 60,036	\$ 60,036	\$ -
Additional Vehicles/Equipment	141,610	37,466	-
<b>Total Capital Outlay</b>	<b>\$ 201,646</b>	<b>\$ 97,502</b>	<b>\$ -</b>
<b>Public Works - Street</b>			
Replacement Equipment	\$ 187,000	\$ 10,000	\$ -
Additional Equipment	9,500	9,500	-
<b>Total Capital Outlay</b>	<b>\$ 196,500</b>	<b>\$ 19,500</b>	<b>\$ -</b>
<b>Public Works - Cemetery</b>			
Replacement Vehicle	\$ 37,466	\$ 37,466	\$ -
<b>Total Capital Outlay</b>	<b>\$ 37,466</b>	<b>\$ 37,466</b>	<b>\$ -</b>

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
<b>Public Works - Solid Waste Mgmt</b>			
Additional Vehicle - New Garbage Route	\$ 446,306	\$ 446,306	\$ -
<b>Total Capital Outlay</b>	<b>\$ 446,306</b>	<b>\$ 446,306</b>	<b>\$ -</b>
<b>Public Works - Grounds Maintenance</b>			
Replacement Vehicles/Equipment	\$ 507,028	\$ 402,704	\$ -
<b>Total Capital Outlay</b>	<b>\$ 507,028</b>	<b>\$ 402,704</b>	<b>\$ -</b>
<b>Public Works - Fleet</b>			
Replacement Vehicle/Equipment	\$ 103,656	\$ 41,500	\$ -
Equipment Replacement Reserve	-	588,128	-
<b>Total Capital Outlay</b>	<b>\$ 103,656</b>	<b>\$ 629,628</b>	<b>\$ -</b>
<b>Parks &amp; Recreation</b>			
Additional Equipment	\$ 28,700	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 28,700</b>	<b>\$ -</b>	<b>\$ -</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2025  
With Estimated Actual for the Year Ending June 30, 2024 and  
Actual for the Year Ended June 30, 2023

	<u>2023 Actual</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 29,152,769	\$ 29,400,000	\$ 29,474,277
Water and sewer taps	1,513,417	1,305,000	1,200,000
Other operating revenues	<u>997,357</u>	<u>1,400,000</u>	<u>1,515,275</u>
Total operating revenues	<u>\$ 31,663,543</u>	<u>\$ 32,105,000</u>	<u>\$ 32,189,552</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	<u>\$ 1,026,261</u>	<u>\$ 1,700,000</u>	<u>\$ 1,150,000</u>
Total nonoperating revenues	<u>\$ 1,026,261</u>	<u>\$ 1,700,000</u>	<u>\$ 1,150,000</u>
<b>OTHER FINANCING SOURCES:</b>			
Fund balance appropriated	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,986,289</u>
Total other financing sources	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,986,289</u>
 Total revenues	 <u>\$ 32,689,804</u>	 <u>\$ 33,805,000</u>	 <u>\$ 39,325,841</u>





**CITY OF SALISBURY**  
**FY 2024-2025 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>REVENUE</b>	\$ 32,689,805	\$ 39,195,045	\$ 32,543,277	\$ 39,325,841	\$ -
<b>EXPENSES</b>					
<b>Personnel</b>					
Regular Salaries	\$ 4,175,540	\$ 4,963,737	\$ 5,489,028	\$ 5,480,571	\$ -
Overtime Salaries	\$ 233,061	\$ 234,050	\$ 182,750	\$ 182,750	\$ -
Part Time Salaries	\$ 45,970	\$ 47,760	\$ 146,211	\$ 144,787	\$ -
FICA Tax	\$ 325,315	\$ 402,615	\$ 445,075	\$ 444,324	\$ -
Retirement	\$ 529,281	\$ 662,572	\$ 769,266	\$ 768,110	\$ -
401(K) Employer Contribution	\$ 172,323	\$ 217,388	\$ 273,654	\$ 273,312	\$ -
401(K) Employer	\$ -	\$ -	\$ 8,334	\$ 8,253	\$ -
Pension Expense - LGERS	\$ 384,816	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 673,609	\$ 885,243	\$ 891,956	\$ 903,117	\$ -
Life Insurance	\$ 8,140	\$ 12,495	\$ 13,569	\$ 13,552	\$ -
Emp Sec Ins	\$ 1,795	\$ 17,328	\$ 19,370	\$ 19,333	\$ -
Workers Compensation	\$ 184,000	\$ 188,000	\$ 94,000	\$ 95,000	\$ -
<b>Personnel Total</b>	<b>\$ 6,733,850</b>	<b>\$ 7,631,188</b>	<b>\$ 8,333,213</b>	<b>\$ 8,333,109</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 36,107	\$ 61,540	\$ 69,400	\$ 69,400	\$ -
Expendable Equipment	\$ 47,879	\$ 52,425	\$ 67,950	\$ 67,950	\$ -
Materials New Streets	\$ 11,561	\$ 130,040	\$ 150,000	\$ 150,000	\$ -
Gas & Oil	\$ 159,849	\$ 191,102	\$ 228,110	\$ 228,110	\$ -
Department Supplies	\$ 64,967	\$ 97,588	\$ 127,700	\$ 93,700	\$ -
Meters & Meter Boxes	\$ 372,410	\$ 255,000	\$ 250,000	\$ 250,000	\$ -
Hose And Fittings	\$ 395,518	\$ 159,579	\$ 160,250	\$ 160,250	\$ -
Chemicals	\$ 870,645	\$ 1,062,900	\$ 1,105,500	\$ 1,105,500	\$ -
Lab Supplies	\$ 72,722	\$ 99,000	\$ 106,300	\$ 99,300	\$ -
Travel	\$ 4,854	\$ 14,100	\$ 13,600	\$ 13,600	\$ -
Auto Allowance	\$ -	\$ 3,600	\$ -	\$ -	\$ -
Telephone	\$ 15,093	\$ 15,205	\$ 17,916	\$ 17,916	\$ -
Cell Phone Stipend	\$ 8,547	\$ 10,522	\$ 10,536	\$ 10,536	\$ -
Wireless Air Cards	\$ 11,820	\$ 15,084	\$ 15,636	\$ 15,636	\$ -
Postage	\$ 101,592	\$ 105,900	\$ 94,100	\$ 94,100	\$ -
Electric Power	\$ 1,480,021	\$ 1,396,300	\$ 1,581,400	\$ 1,581,400	\$ -
Natural Gas	\$ 13,927	\$ 9,954	\$ 9,400	\$ 9,400	\$ -
City Utilities	\$ 217,572	\$ 289,599	\$ 156,700	\$ 156,700	\$ -
Printing	\$ 29,367	\$ 30,000	\$ 26,400	\$ 26,400	\$ -
Buildings & Grounds	\$ 235,857	\$ 829,064	\$ 467,400	\$ 394,500	\$ -
B/G Contracted Services	\$ 47,923	\$ 58,548	\$ 50,806	\$ 51,950	\$ -
Maint Equipment	\$ 1,441,512	\$ 1,991,659	\$ 6,251,438	\$ 2,235,139	\$ -
Maint Radio	\$ 16,069	\$ 8,178	\$ 9,600	\$ 9,600	\$ -
Maint Cmpt Software	\$ 309,322	\$ 346,582	\$ 388,137	\$ 388,137	\$ -
Maint Instruments	\$ 6,072	\$ 12,169	\$ 30,270	\$ 11,420	\$ -
Maint Fire Hydrants	\$ 6,068	\$ -	\$ -	\$ -	\$ -
Maint Auto	\$ 89,906	\$ 50,371	\$ 35,700	\$ 35,700	\$ -
Water Line Repairs	\$ 50,297	\$ 520,000	\$ 625,000	\$ 625,000	\$ -
Sewer Line Repairs	\$ 1,034,092	\$ 2,371,360	\$ 1,628,500	\$ 1,128,500	\$ -
Training	\$ 29,105	\$ 70,093	\$ 75,420	\$ 75,420	\$ -
Copier Contract Expense	\$ 7,312	\$ 11,350	\$ 6,939	\$ 6,939	\$ -
Insurance Premiums	\$ 108,796	\$ 137,819	\$ 162,200	\$ 162,200	\$ -
Depreciation Expense	\$ 5,083,335	\$ -	\$ -	\$ -	\$ -

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
Dues & Subscriptions	\$ 39,590	\$ 45,807	\$ 47,350	\$ 47,350	\$ -
Facility License Fees	\$ 12,075	\$ 14,904	\$ 13,900	\$ 13,900	\$ -
Collection Expenses	\$ 291,159	\$ 288,000	\$ 324,000	\$ 324,000	\$ -
Miscellaneous Expense	\$ 15,580	\$ 34,786	\$ 43,700	\$ 43,700	\$ -
Special Projects	\$ 9,842	\$ 42,426	\$ 420,000	\$ 30,000	\$ -
Contracted Services	\$ 1,964,541	\$ 2,732,178	\$ 4,824,473	\$ 4,324,473	\$ -
Employee Assistance Program	\$ 1,605	\$ 3,561	\$ 3,555	\$ 3,555	\$ -
Retiree Health Insurance	\$ (181,439)	\$ 90,650	\$ 117,489	\$ 117,489	\$ -
SWAY	\$ 3,054	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Professional Services	\$ 716,011	\$ 1,327,724	\$ 826,350	\$ 794,301	\$ -
Client Cmty-China Grove	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Client Cmty-Granite Quarry	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Client Cmty-Rockwell	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Client Cmty-Spencer	\$ 4,998	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Bond Principal	\$ -	\$ 3,085,920	\$ 3,216,551	\$ 3,216,551	\$ -
Bond Interest Expense	\$ 1,852,047	\$ 1,793,296	\$ 1,653,954	\$ 1,653,954	\$ -
Lease Purchase Principal	\$ -	\$ 64,620	\$ -	\$ -	\$ -
Lease Purchase Interest Exp	\$ 2,092	\$ 602	\$ -	\$ -	\$ -
Debt Principal Pymts On Behalf	\$ -	\$ 125,583	\$ 125,583	\$ 125,583	\$ -
Debt Interest Pymts On Behalf	\$ 15,781	\$ 11,579	\$ 8,685	\$ 8,685	\$ -
Bond Service Charges	\$ (331,843)	\$ -	\$ -	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 472,896	\$ 520,185	\$ 1,072,206	\$ 1,072,206	\$ -
Transfer - Capital Project Fnd	\$ 413,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -
Charges - General Fund	\$ 3,626,237	\$ 3,990,405	\$ 3,990,405	\$ 4,137,582	\$ -
<b>Operations Total</b>	<b>\$ 21,357,344</b>	<b>\$ 25,783,857</b>	<b>\$ 31,815,509</b>	<b>\$ 26,392,732</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ 5,480,000	\$ 4,800,000	\$ 4,300,000	\$ -
Water Line Extension	\$ 45,600	\$ 150,000	\$ 150,000	\$ 150,000	\$ -
Sewer Line Extension	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ -
<b>Capital Total</b>	<b>\$ 45,600</b>	<b>\$ 5,780,000</b>	<b>\$ 5,100,000</b>	<b>\$ 4,600,000</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 28,136,794</b>	<b>\$ 39,195,045</b>	<b>\$ 45,248,722</b>	<b>\$ 39,325,841</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

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

**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**

	<u>FY 2023 Actual</u>	<u>FY 2024 Estimate</u>	<u>FY 2025 Projected</u>	<u>Goal</u>
<b>Administrative Workload</b>				
FTEs	87	89	89	N/A
Total Estimated Population Receiving Water Service (countywide)	55,500	56,300	57,000	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)	49.4	49.5	49.6	N/A
Land Area Spanned for Sewer Service (square miles)	46.1	46.2	46.3	N/A
Number of Water Connections	23,524	23,950	24,500	N/A
Number of Sewer Connections	19,897	20,300	20,700	N/A
Residential Water Rate (per 1 CCF) *	\$4.26	\$4.26	TBD	N/A
Residential Sewer Rate (per 1 CCF)	\$5.86	\$5.86	TBD	N/A
<b>Administrative Efficiency</b>				
Employee Turnover Rate	25.3%	15.0%	15.0%	N/A
FTEs Per Square Mile Served	1.76	1.80	1.79	N/A
Average Residential Utility Bill (4,000 gal) as % of Median Household Income	1.55%	1.55%	1.60%	N/A
<b>Administrative Effectiveness</b>				
Average Years of Experience	11.2	9.88	10.2	N/A
Service Density (Population Served per Square Mile) - Water	1,123	1,137	1,149	N/A
Service Density (Population Served per Square Mile) - Sewer	1,223	1,236	1,248	N/A
Average Residential Rate Increase (% over prior year)	4.20%	0.00%	TBD	N/A

\* 1 CCF = 100 cubic feet of water

## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 948,485	\$ 877,940	\$ 954,439	\$ 945,273	\$ -
Overtime Salaries	\$ 377	\$ 800	\$ 500	\$ 500	\$ -
Part Time Salaries	\$ 39,033	\$ 47,760	\$ 146,211	\$ 144,787	\$ -
FICA Tax	\$ 72,582	\$ 75,826	\$ 84,236	\$ 83,428	\$ -
Retirement	\$ 114,023	\$ 115,318	\$ 130,252	\$ 129,004	\$ -
401(K) Employer Contribution	\$ 37,117	\$ 38,137	\$ 47,746	\$ 47,289	\$ -
Pension Expense - LGERS	\$ 384,816	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 106,273	\$ 100,410	\$ 104,340	\$ 104,340	\$ -
Life Insurance	\$ 1,850	\$ 2,383	\$ 2,386	\$ 2,364	\$ -
Emp Sec Ins	\$ 373	\$ 3,400	\$ 3,824	\$ 3,789	\$ -
Workers Compensation	\$ 26,000	\$ 26,000	\$ 13,000	\$ 13,000	\$ -
<b>Personnel Total</b>	<b>\$ 1,730,929</b>	<b>\$ 1,287,974</b>	<b>\$ 1,486,934</b>	<b>\$ 1,473,774</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 3,773	\$ 3,960	\$ 5,050	\$ 5,050	\$ -
Gas & Oil	\$ 8,009	\$ 9,045	\$ 13,000	\$ 13,000	\$ -
Department Supplies	\$ 5,794	\$ 7,188	\$ 13,500	\$ 6,000	\$ -
Travel	\$ 3,753	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Auto Allowance	\$ -	\$ 3,600	\$ -	\$ -	\$ -
Telephone	\$ 10,772	\$ 11,160	\$ 13,440	\$ 13,440	\$ -
Cell Phone Stipend	\$ 5,157	\$ 5,188	\$ 5,964	\$ 5,964	\$ -
Wireless Air Cards	\$ 838	\$ 924	\$ 960	\$ 960	\$ -
Postage	\$ 100,452	\$ 98,000	\$ 92,000	\$ 92,000	\$ -
Electric Power	\$ 8,890	\$ 10,450	\$ 11,100	\$ 11,100	\$ -
Natural Gas	\$ 326	\$ 404	\$ 400	\$ 400	\$ -
City Utilities	\$ 2,397	\$ 2,717	\$ 2,800	\$ 2,800	\$ -
Printing	\$ 29,367	\$ 30,000	\$ 26,400	\$ 26,400	\$ -
Buildings & Grounds	\$ 33,565	\$ 101,820	\$ 175,000	\$ 175,000	\$ -
B/G Contracted Services	\$ 9,432	\$ 13,109	\$ 13,736	\$ 13,736	\$ -
Maint Equipment	\$ -	\$ 500	\$ 1,500	\$ 1,500	\$ -
Maint Cmpt Software	\$ 37,989	\$ 43,279	\$ 72,412	\$ 72,412	\$ -
Maint Auto	\$ 5,225	\$ 3,000	\$ 5,000	\$ 5,000	\$ -
Training	\$ 6,728	\$ 10,200	\$ 16,000	\$ 16,000	\$ -
Copier Contract Expense	\$ 1,744	\$ 2,000	\$ 1,702	\$ 1,702	\$ -
Insurance Premiums	\$ 4,084	\$ 4,892	\$ 5,000	\$ 5,000	\$ -
Depreciation Expense	\$ 5,083,335	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 34,497	\$ 38,232	\$ 38,420	\$ 38,420	\$ -
Collection Expenses	\$ 291,159	\$ 288,000	\$ 324,000	\$ 324,000	\$ -
Miscellaneous Expense	\$ 8,438	\$ 18,000	\$ 26,500	\$ 26,500	\$ -
Special Projects	\$ 9,842	\$ 42,426	\$ 390,000	\$ -	\$ -
Contracted Services	\$ 88,590	\$ 125,000	\$ 75,000	\$ 75,000	\$ -
Employee Assistance Program	\$ 1,605	\$ 3,561	\$ 3,555	\$ 3,555	\$ -
Retiree Health Insurance	\$ (181,439)	\$ 90,650	\$ 117,489	\$ 117,489	\$ -
SWAY	\$ 3,054	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Professional Services	\$ 716,011	\$ 1,327,724	\$ 826,000	\$ 793,951	\$ -
Client Cmty-China Grove	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Client Cmty-Granite Quarry	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Client Cmty-Rockwell	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Client Cmty-Spencer	\$ 4,998	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Transfer - Cap Reserve Fund	\$ 15,132	\$ 16,645	\$ 18,310	\$ 18,310	\$ -
Charges - General Fund	\$ 3,626,237	\$ 3,990,405	\$ 3,990,405	\$ 4,137,582	\$ -
<b>Operations Total</b>	<b>\$ 10,029,754</b>	<b>\$ 6,512,079</b>	<b>\$ 6,494,643</b>	<b>\$ 6,212,271</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 11,760,683	\$ 7,800,053	\$ 7,981,577	\$ 7,686,045	\$ -

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Utilities Director	1	1	1	1	
Administrative Services Supervisor	1	1	1	1	
Utilities Environmental Compliance Coordinator <sup>1</sup>	1	1	0	0	
Administrative Specialist	1	1	1	1	
Building Trades Specialist	1	1	1	1	
Assistant Utilities Director	1	1	1	1	
Utility Construction Project Manager	1	1	1	1	
Utilities Construction Inspector	1	1	1	1	
Utilities Engineer /Sr.	1	1	1	1	
Utilities Special Projects Manager	1	1	1	1	
GIS Administrator	1	1	1	1	
Water Resources Manager	1	1	1	1	
Special Projects Manager (PT) <sup>2</sup>	0	0	1	1	
Utilities Construction Inspector (PT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL	13	13	13	13	

<sup>1</sup>Moved to Department 811

<sup>2</sup>New Position

**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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Water Treatment Workload</b>				
Number of Water Treatment FTEs	15	15.0	15.0	N/A
Millions of Gallons Potable Water Produced	3,305	3,350	3,400	N/A
Number of Water Quality Complaints	89	88	90	N/A
Number of Water Analyses Performed	81,891	81,929	82,109	N/A
<b>Water Treatment Efficiency</b>				
Cost Per Million Gallons of Potable Water Produced	\$685	\$779	\$790	N/A
<b>Water Treatment Effectiveness</b>				
Average Water Plant Operational Capacity	36.24%	36.73%	37.28%	N/A
Average Daily Potable Water Turbidity (NTU)	0.05	0.05	0.05	0.05

## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 461,259	\$ 700,245	\$ 789,609	\$ 782,110	\$ -
Overtime Salaries	\$ 66,622	\$ 59,000	\$ 55,000	\$ 55,000	\$ -
FICA Tax	\$ 38,157	\$ 50,126	\$ 64,614	\$ 64,040	\$ -
Retirement	\$ 63,534	\$ 86,999	\$ 115,204	\$ 114,181	\$ -
401(K) Employer Contribution	\$ 20,906	\$ 30,610	\$ 33,897	\$ 33,602	\$ -
401(K) Employer	\$ -	\$ -	\$ 8,334	\$ 8,253	\$ -
Health Care	\$ 79,976	\$ 106,537	\$ 121,016	\$ 121,016	\$ -
Life Insurance	\$ 932	\$ 1,493	\$ 1,953	\$ 1,935	\$ -
Emp Sec Ins	\$ 169	\$ 2,057	\$ 2,712	\$ 2,685	\$ -
Workers Compensation	\$ 18,000	\$ 24,000	\$ 13,000	\$ 13,000	\$ -
<b>Personnel Total</b>	<b>\$ 749,555</b>	<b>\$ 1,061,067</b>	<b>\$ 1,205,339</b>	<b>\$ 1,195,822</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 1,869	\$ 7,700	\$ 8,250	\$ 8,250	\$ -
Expendable Equipment	\$ 2,701	\$ 4,500	\$ 14,400	\$ 14,400	\$ -
Gas & Oil	\$ 8,842	\$ 9,246	\$ 9,850	\$ 9,850	\$ -
Department Supplies	\$ 3,147	\$ 14,800	\$ 11,600	\$ 11,600	\$ -
Chemicals	\$ 479,662	\$ 618,000	\$ 598,000	\$ 598,000	\$ -
Lab Supplies	\$ 43,101	\$ 58,000	\$ 65,550	\$ 58,550	\$ -
Travel	\$ -	\$ 1,600	\$ -	\$ -	\$ -
Telephone	\$ 435	\$ 468	\$ 468	\$ 468	\$ -
Cell Phone Stipend	\$ 300	\$ 300	\$ 300	\$ 300	\$ -
Postage	\$ 122	\$ 3,000	\$ 300	\$ 300	\$ -
Electric Power	\$ 542,565	\$ 522,500	\$ 696,200	\$ 696,200	\$ -
Natural Gas	\$ 7,481	\$ 4,110	\$ 4,000	\$ 4,000	\$ -
City Utilities	\$ 8,991	\$ 11,651	\$ 13,100	\$ 13,100	\$ -
Buildings & Grounds	\$ 2,341	\$ 15,000	\$ 15,000	\$ 15,000	\$ -
B/G Contracted Services	\$ 4,470	\$ 6,337	\$ 4,152	\$ 4,245	\$ -
Maint Equipment	\$ 464,708	\$ 574,018	\$ 1,471,789	\$ 865,289	\$ -
Maint Auto	\$ 6,536	\$ 2,921	\$ -	\$ -	\$ -
Training	\$ 3,386	\$ 7,943	\$ 10,300	\$ 10,300	\$ -
Copier Contract Expense	\$ 394	\$ 750	\$ 536	\$ 536	\$ -
Insurance Premiums	\$ 34,325	\$ 43,465	\$ 51,600	\$ 51,600	\$ -
Dues & Subscriptions	\$ 760	\$ 1,100	\$ 1,190	\$ 1,190	\$ -
Facility License Fees	\$ 5,475	\$ 6,855	\$ 6,950	\$ 6,950	\$ -
Miscellaneous Expense	\$ 540	\$ 540	\$ -	\$ -	\$ -
Special Projects	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ -
Contracted Services	\$ 85,848	\$ 742,900	\$ 2,364,355	\$ 1,864,355	\$ -
Professional Services	\$ -	\$ -	\$ 350	\$ 350	\$ -
Transfer - Cap Reserve Fund	\$ 42,168	\$ 46,385	\$ 51,024	\$ 51,024	\$ -
<b>Operations Total</b>	<b>\$ 1,750,167</b>	<b>\$ 2,704,089</b>	<b>\$ 5,429,264</b>	<b>\$ 4,315,857</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,499,722</b>	<b>\$ 4,765,156</b>	<b>\$ 6,634,603</b>	<b>\$ 5,511,679</b>	<b>\$ -</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>Water Resources - Water Treatment (811)</b>					
Water Treatment Plant Supervisor	1	1	1	1	
Laboratory Analyst <sup>1</sup>	0	1	0	0	
Water Treatment Plant Operator /Sr.	6	8	8	8	
Utilities Systems Maintenance Specialist	1	1	1	1	
<b>Water Resources - Water Quality (813)</b>					
Laboratory Analyst <sup>1</sup>	0	0	1	1	
Water Quality Technician <sup>2</sup>	1	1	1	1	
Utilities Environmental Compliance Coordinator <sup>2</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	
TOTAL	9	12	13	13	

<sup>1</sup>Moved from Water Treatment to Water Quality

<sup>2</sup>Moved from Department 721





**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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>Goal</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
<b>Distribution &amp; Collection Workload</b>				
Inch Miles of Distribution Line Maintained	3,990	4,004	4,025	N/A
Inch Miles of Collection Line Maintained	4,519	4,538	4,550	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	203	420	450	N/A
Distribution Line Failures	67	90	94	N/A
Collection Line Failures	7	8	10	N/A
Reported Complaints	55	100	100	N/A
<b>Distribution &amp; Collection Efficiency</b>				
Cost Per Inch Mile of Distribution Line Maintained	\$589	\$665	\$680	N/A
Cost Per Inch Mile of Collection Line Maintained	\$468	\$495	\$505	N/A
<b>Distribution &amp; Collection Effectiveness</b>				
Failures Per Inch Mile of Distribution Line Maintained	0.017	0.022	0.023	N/A
Incidents Per Inch Mile of Collection Line Maintained	0.002	0.002	0.002	N/A

## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 913,298	\$ 1,420,094	\$ 1,601,884	\$ 1,586,759	\$ -
Overtime Salaries	\$ 41,302	\$ 46,250	\$ 39,250	\$ 39,250	\$ -
FICA Tax	\$ 70,033	\$ 113,649	\$ 125,544	\$ 124,391	\$ -
Retirement	\$ 114,666	\$ 190,904	\$ 223,853	\$ 221,785	\$ -
401(K) Employer Contribution	\$ 37,187	\$ 59,429	\$ 82,056	\$ 81,302	\$ -
Health Care	\$ 171,279	\$ 315,018	\$ 299,736	\$ 299,736	\$ -
Life Insurance	\$ 1,872	\$ 3,600	\$ 3,944	\$ 3,908	\$ -
Emp Sec Ins	\$ 504	\$ 4,967	\$ 5,489	\$ 5,430	\$ -
Workers Compensation	\$ 62,000	\$ 62,000	\$ 31,000	\$ 31,000	\$ -
<b>Personnel Total</b>	<b>\$ 1,412,140</b>	<b>\$ 2,215,911</b>	<b>\$ 2,412,756</b>	<b>\$ 2,393,561</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 16,173	\$ 24,210	\$ 28,100	\$ 28,100	\$ -
Expendable Equipment	\$ 23,157	\$ 27,965	\$ 32,050	\$ 32,050	\$ -
Materials New Streets	\$ 11,561	\$ 130,040	\$ 150,000	\$ 150,000	\$ -
Gas & Oil	\$ 66,680	\$ 69,345	\$ 70,060	\$ 70,060	\$ -
Department Supplies	\$ 20,669	\$ 23,400	\$ 14,900	\$ 14,900	\$ -
Meters & Meter Boxes	\$ 372,410	\$ 250,000	\$ 250,000	\$ 250,000	\$ -
Hose And Fittings	\$ 395,518	\$ 157,700	\$ 160,250	\$ 160,250	\$ -
Travel	\$ 429	\$ 4,300	\$ 4,000	\$ 4,000	\$ -
Telephone	\$ 1,283	\$ 1,308	\$ 1,308	\$ 1,308	\$ -
Cell Phone Stipend	\$ 1,550	\$ 2,724	\$ 2,424	\$ 2,424	\$ -
Wireless Air Cards	\$ 2,659	\$ 2,160	\$ 540	\$ 540	\$ -
Postage	\$ 259	\$ 250	\$ 300	\$ 300	\$ -
Electric Power	\$ 12,874	\$ 14,850	\$ 14,000	\$ 14,000	\$ -
Natural Gas	\$ 6,120	\$ 5,440	\$ 5,000	\$ 5,000	\$ -
City Utilities	\$ 7,060	\$ 7,628	\$ 8,000	\$ 8,000	\$ -
Buildings & Grounds	\$ 157,688	\$ 194,300	\$ 194,500	\$ 194,500	\$ -
B/G Contracted Services	\$ 9,921	\$ 10,921	\$ 5,139	\$ 5,232	\$ -
Maint Equipment	\$ 45,389	\$ 40,001	\$ 39,000	\$ 39,000	\$ -
Maint Radio	\$ -	\$ 100	\$ 1,100	\$ 1,100	\$ -
Maint Cmpt Software	\$ -	\$ 16,200	\$ 16,200	\$ 16,200	\$ -
Maint Fire Hydrants	\$ 6,068	\$ -	\$ -	\$ -	\$ -
Maint Auto	\$ 47,787	\$ 41,000	\$ 27,000	\$ 27,000	\$ -
Water Line Repairs	\$ 50,297	\$ 520,000	\$ 625,000	\$ 625,000	\$ -
Sewer Line Repairs	\$ 1,034,092	\$ 2,371,360	\$ 1,628,500	\$ 1,128,500	\$ -
Training	\$ 3,299	\$ 10,080	\$ 5,000	\$ 5,000	\$ -
Copier Contract Expense	\$ 3,099	\$ 6,500	\$ 3,538	\$ 3,538	\$ -
Insurance Premiums	\$ 12,771	\$ 16,567	\$ 20,800	\$ 20,800	\$ -
Dues & Subscriptions	\$ 2,175	\$ 3,210	\$ 3,850	\$ 3,850	\$ -
Miscellaneous Expense	\$ 5,201	\$ 9,810	\$ 10,000	\$ 10,000	\$ -
Contracted Services	\$ 1,478,131	\$ 1,370,646	\$ 1,849,360	\$ 1,849,360	\$ -
Transfer - Cap Reserve Fund	\$ 163,872	\$ 180,259	\$ 698,286	\$ 698,286	\$ -
Transfer - Capital Project Fnd	\$ 413,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -
<b>Operations Total</b>	<b>\$ 4,371,192</b>	<b>\$ 6,512,274</b>	<b>\$ 6,868,205</b>	<b>\$ 6,368,298</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ 2,730,000	\$ 1,500,000	\$ 1,500,000	\$ -
Water Line Extension	\$ 45,600	\$ 150,000	\$ 150,000	\$ 150,000	\$ -
Sewer Line Extension	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ -
<b>Capital Total</b>	<b>\$ 45,600</b>	<b>\$ 3,030,000</b>	<b>\$ 1,800,000</b>	<b>\$ 1,800,000</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 5,828,933</b>	<b>\$ 11,758,185</b>	<b>\$ 11,080,961</b>	<b>\$ 10,561,859</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>Administration (100)</b>					
Distribution & Collections Systems Admin Manager	1	1	1	1	
Warehouse Specialist	1	1	1	1	
Senior Administrative Specialist	1	1	1	1	
<b>Distribution Maint. &amp; Const. (850)</b>					
Distribution & Collections Systems Op Manager	1	1	1	1	
Distribution & Collections Systems Crew Leader	2	2	2	2	
Distribution & Collections Systems Technician	5	5	5	5	
Utility Systems Locator	1	1	1	1	
Backflow Prevention Coordinator	1	1	1	1	
<b>Preventive Maintenance (854)</b>					
Distribution & Collections Systems Manager	1	1	1	1	
Distribution & Collections Systems Technician I/II/III/Sr.	8	8	8	8	
<b>Asphalt Maintenance (858)<sup>1</sup></b>					
Crew Leader	1	1	1	1	
Construction Maintenance Worker I/II/III/Sr.	3	3	3	3	
<b>Utilities Construction (859)</b>					
Distribution & Collections Systems Crew Leader	1	1	1	1	
Lead Equipment Operator	1	1	1	1	
Distribution & Collections Systems Technician I/II/III/Sr.	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	
TOTAL	31	31	31	31	

<sup>1</sup>Frozen Positions

### CAPITAL OUTLAY

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
<b>Systems Maintenance - Utilities Construct (859)</b>			
Water Main Capacity Upgrade	\$ 500,000	500,000	-
Sewer Capacity Upgrades	1,000,000	1,000,000	-
Water Extensions	150,000	150,000	-
Sanitary Sewer Extensions	150,000	150,000	-
<b>Total Capital Outlay</b>	<b>\$ 1,800,000</b>	<b>\$ 1,800,000</b>	<b>\$ -</b>

**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**

	<u>FY 2023</u> Actual	<u>FY 2024</u> Estimate	<u>FY 2025</u> Projected	<u>Goal</u>
<b>Environmental Services Workload</b>				
Lab-Number of tests that wastewater lab is certified to perform	10	10	10	13
Lab-Number of Wastewater Analyses Performed-Estimate	5,775	5,800	5,800	N/A
Pretreatment - Number of Permitted Industries (SIUs and Locals)	8	8	9	N/A
PT- Number of Inspections completed	10	10	10	N/A
PT- Surcharge	\$174,859.22	\$176,000.00	\$176,000.00	N/A
PT-Number of NOV's issued	11	10	10	N/A
PT- Amount of Penalties issued	\$4,000	\$2,000	\$2,000	N/A
FOG - Number of regulated Food Service Establishments (FSEs)	364	370	375	N/A
FOG- Number of Inspections completed	323	330	330	N/A
FOG- Number of NOV's issued	6	5	5	N/A
FOG- Amount of penalties issued	\$3,225	\$2,500	\$2,500	N/A
FOG- Number of Oil & Water Separators regulated	45	60	65	N/A
FOG- Number of Oil & Water Separators inspected	45	60	65	N/A

**BUDGET REQUEST**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 346,738	\$ 356,585	\$ 375,406	\$ 371,822	-
FICA Tax	\$ 25,860	\$ 27,278	\$ 28,720	\$ 28,445	-
Retirement	\$ 41,473	\$ 45,821	\$ 51,205	\$ 50,717	-
401(K) Employer Contribution	\$ 13,391	\$ 14,263	\$ 18,770	\$ 18,591	-
Health Care	\$ 51,805	\$ 55,289	\$ 55,516	\$ 55,516	-
Life Insurance	\$ 695	\$ 890	\$ 938	\$ 929	-
Emp Sec Ins	\$ 150	\$ 1,226	\$ 1,304	\$ 1,294	-
Workers Compensation	\$ 14,000	\$ 12,000	\$ 6,000	\$ 6,000	-
<b>Personnel Total</b>	<b>\$ 494,112</b>	<b>\$ 513,352</b>	<b>\$ 537,859</b>	<b>\$ 533,314</b>	<b>-</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ 1,680	\$ 3,030	\$ 3,300	\$ 3,300	\$ -
Gas & Oil	\$ 1,673	\$ 2,211	\$ 2,300	\$ 2,300	\$ -
Department Supplies	\$ 4,130	\$ 9,250	\$ 9,300	\$ 9,300	\$ -
Lab Supplies	\$ 29,621	\$ 41,000	\$ 40,750	\$ 40,750	\$ -
Travel	\$ 511	\$ 2,000	\$ 2,100	\$ 2,100	\$ -
Telephone	\$ 289	\$ 324	\$ 300	\$ 300	\$ -
Wireless Air Cards	\$ 1,382	\$ -	\$ 696	\$ 696	\$ -
Postage	\$ 527	\$ 900	\$ 700	\$ 700	\$ -
Maint Instruments	\$ 1,323	\$ 3,749	\$ 4,500	\$ 4,500	\$ -
Maint Auto	\$ 1,446	\$ 700	\$ -	\$ -	\$ -
Training	\$ 2,111	\$ 4,270	\$ 4,120	\$ 4,120	\$ -
Insurance Premiums	\$ 582	\$ 672	\$ 900	\$ 900	\$ -
Dues & Subscriptions	\$ 465	\$ 565	\$ 655	\$ 655	\$ -
Facility License Fees	\$ 1,750	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Miscellaneous Expense	\$ 1,160	\$ 3,550	\$ 3,900	\$ 3,900	\$ -
Contracted Services	\$ 27,894	\$ 45,250	\$ 49,500	\$ 49,500	\$ -
Transfer - Cap Reserve Fund	\$ 2,400	\$ 2,640	\$ 2,904	\$ 2,904	\$ -
<b>Operations Total</b>	<b>\$ 78,944</b>	<b>\$ 122,111</b>	<b>\$ 127,925</b>	<b>\$ 127,925</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 573,056</b>	<b>\$ 635,463</b>	<b>\$ 665,784</b>	<b>\$ 661,239</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Environmental Services Manager	1	1	1	1	
Laboratory Services Supervisor	1	1	1	1	
Laboratory Analyst <sup>1</sup>	2	1	1	1	
FOG Program Coordinator	1	1	1	1	
Regulatory Compliance Technician	1	1	1	1	
Pretreatment Program Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL	7	6	6	6	

<sup>1</sup>Moved to Department 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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	<u>Goal</u>
<b>Wastewater Treatment Workload</b>				
Number of Wastewater Treatment FTEs	30	30	30	N/A
Millions of Gallons Wastewater Treated	2,542	3,000	3,200	N/A
Tons of Dry Bio-Solids Land-Applied	1,858	1,800	1,600	N/A
<b>Wastewater Treatment Efficiency</b>				
Cost Per Million Gallons of Wastewater Treated	\$1,861	\$1,775	\$1,800	N/A
<b>Wastewater Treatment Effectiveness</b>				
Average Wastewater Plant Operational Capacity	56%	66%	70%	N/A
Average Daily Wastewater Effluent Turbidity	15.3	12.0	12.0	N/A



## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 1,204,179	\$ 1,287,535	\$ 1,403,497	\$ 1,433,839	\$ -
Overtime Salaries	\$ 114,964	\$ 118,000	\$ 78,000	\$ 78,000	\$ -
Part Time Salaries	\$ 6,938	\$ -	\$ -	\$ -	\$ -
FICA Tax	\$ 96,429	\$ 110,693	\$ 113,334	\$ 115,656	\$ -
Retirement	\$ 158,126	\$ 181,465	\$ 197,711	\$ 201,851	\$ -
401(K) Employer Contribution	\$ 51,393	\$ 59,855	\$ 72,476	\$ 73,990	\$ -
Health Care	\$ 197,364	\$ 238,226	\$ 238,887	\$ 250,048	\$ -
Life Insurance	\$ 2,260	\$ 3,342	\$ 3,458	\$ 3,534	\$ -
Emp Sec Ins	\$ 489	\$ 4,598	\$ 4,805	\$ 4,911	\$ -
Workers Compensation	\$ 50,000	\$ 50,000	\$ 24,000	\$ 25,000	\$ -
<b>Personnel Total</b>	<b>\$ 1,882,143</b>	<b>\$ 2,053,714</b>	<b>\$ 2,136,168</b>	<b>\$ 2,186,829</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 11,220	\$ 18,050	\$ 19,950	\$ 19,950	\$ -
Expendable Equipment	\$ 22,021	\$ 19,960	\$ 21,500	\$ 21,500	\$ -
Gas & Oil	\$ 59,985	\$ 85,175	\$ 112,900	\$ 112,900	\$ -
Department Supplies	\$ 26,287	\$ 40,150	\$ 75,600	\$ 49,100	\$ -
Chemicals	\$ 390,983	\$ 444,900	\$ 507,500	\$ 507,500	\$ -
Travel	\$ 161	\$ 100	\$ 2,000	\$ 2,000	\$ -
Telephone	\$ 1,142	\$ 649	\$ 1,200	\$ 1,200	\$ -
Cell Phone Stipend	\$ 1,540	\$ 2,310	\$ 1,848	\$ 1,848	\$ -
Wireless Air Cards	\$ 4,865	\$ 12,000	\$ 13,440	\$ 13,440	\$ -
Postage	\$ 207	\$ 750	\$ 500	\$ 500	\$ -
Electric Power	\$ 915,693	\$ 848,500	\$ 860,100	\$ 860,100	\$ -
City Utilities	\$ 198,597	\$ 266,558	\$ 132,100	\$ 132,100	\$ -
Buildings & Grounds	\$ 42,264	\$ 517,944	\$ 82,900	\$ 10,000	\$ -
B/G Contracted Services	\$ 24,101	\$ 28,181	\$ 27,779	\$ 28,737	\$ -
Maint Equipment	\$ 931,027	\$ 1,375,440	\$ 4,733,149	\$ 1,323,350	\$ -
Maint Radio	\$ 16,069	\$ 7,578	\$ 8,000	\$ 8,000	\$ -
Maint Cmpt Software	\$ 41,597	\$ 53,823	\$ 61,385	\$ 61,385	\$ -
Maint Instruments	\$ 4,748	\$ 8,420	\$ 25,770	\$ 6,920	\$ -
Maint Auto	\$ 22,470	\$ -	\$ 700	\$ 700	\$ -
Training	\$ 12,408	\$ 36,400	\$ 37,500	\$ 37,500	\$ -
Copier Contract Expense	\$ 2,075	\$ 2,100	\$ 1,163	\$ 1,163	\$ -
Insurance Premiums	\$ 55,139	\$ 69,409	\$ 80,100	\$ 80,100	\$ -
Dues & Subscriptions	\$ 1,694	\$ 2,700	\$ 3,235	\$ 3,235	\$ -
Facility License Fees	\$ 4,850	\$ 6,049	\$ 4,950	\$ 4,950	\$ -
Miscellaneous Expense	\$ 86	\$ 1,086	\$ 500	\$ 500	\$ -
Contracted Services	\$ 260,918	\$ 406,932	\$ 441,258	\$ 441,258	\$ -
Transfer - Cap Reserve Fund	\$ 234,936	\$ 258,429	\$ 284,272	\$ 284,272	\$ -
<b>Operations Total</b>	<b>\$ 3,287,084</b>	<b>\$ 4,513,593</b>	<b>\$ 7,541,299</b>	<b>\$ 4,014,208</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ 1,750,000	\$ 3,300,000	\$ 2,800,000	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 1,750,000</b>	<b>\$ 3,300,000</b>	<b>\$ 2,800,000</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 5,169,227</b>	<b>\$ 8,317,307</b>	<b>\$ 12,977,467</b>	<b>\$ 9,001,037</b>	<b>\$ -</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
<b>Administration (100)</b>					
Wastewater Treatment Plant Supervisor	1	1	1	1	
Utility Systems Maintenance Supervisor	1	1	1	1	
<b>Town Creek WWTP (901)</b>					
Wastewater Plant Operator Sr.	1	1	1	1	
Lead Wastewater Treatment Plant Operator	1	1	1	1	
Wastewater Plant Operator	3	3	3	3	
Utility Systems Maintenance Specialist <sup>1</sup>	2	2	1	1	
Sr. Utility Systems Maintenance Specialist <sup>1</sup>	0	0	1	1	
Utility Maintenance Coordinator	1	1	1	1	
<b>Grant Creek WWTP (902)</b>					
Wastewater Plant Operator/Sr.	1	1	1	1	
Lead Wastewater Treatment Plant Operator <sup>2</sup>	1	1	0	0	
Wastewater Plant Operator <sup>2</sup>	4	4	5	5	
Utility Systems Maintenance Specialist <sup>3</sup>	4	2	4	4	
Sr. Utility Systems Maintenance Specialist <sup>3</sup>	0	2	0	0	
<b>Residuals Management (903)</b>					
Residuals Operator/Sr.	0				
<b>SCADA (905)</b>					
Senior Instrumentation & Controls Technician	1	1	1	1	
Instrumentation & Controls Technician	2	2	2	2	
<b>Lift Station (906)</b>					
Utility Systems Maintenance Specialist <sup>1</sup>	2	1	1	1	
Sr. Utility Systems Maintenance Specialist <sup>1</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	
TOTAL	25	25	25	25	

<sup>1</sup>Reclassified to Senior

<sup>2</sup>Reclassified

<sup>3</sup>Reclassified from Senior

## CAPITAL OUTLAY

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
<b>Wastewater Treatment - Town Creek (901)</b>			
Town Creek Pump Station Modifications	\$ 1,500,000	\$ 1,500,000	\$ -
<b>Wastewater Treatment - Plant Maint (905)</b>			
Water Plant Controls Upgrades	1,000,000	500,000	-
<b>Wastewater Treatment - Lift Stations (906)</b>			
Crane Creek Lift Station Upgrades	100,000	100,000	-
East Rowan Lift Station Upgrades	200,000	200,000	-
Coley Rd. Lift Station Upgrades	100,000	100,000	-
Legion Lift Station Upgrades	100,000	100,000	-
Southside Lift Station Upgrades	200,000	200,000	-
Alexander Glen Lift Station Upgrades	100,000	100,000	-
<b>Total Capital Outlay</b>	<b>\$ 3,300,000</b>	<b>\$ 2,800,000</b>	<b>\$ -</b>



**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**

	<u>FY 2023</u> <u>Actual</u>	<u>FY 2024</u> <u>Estimate</u>	<u>FY 2025</u> <u>Projected</u>	<u>Goal</u>
<b>Workload</b>				
Meter Readings Per Fiscal Year	278,000	280,000	284,000	N/A
<b>Efficiency</b>				
Cost Per 100 Meter Readings	\$275	\$297	\$305	N/A
<b>Effectiveness</b>				
Percent of Meters Misread	0.00%	0.00%	0.00%	0.00%

**BUDGET REQUEST**

	<b>Actual</b> <b>FY22-23</b>	<b>Budget</b> <b>FY23-24</b>	<b>Requested</b> <b>FY24-25</b>	<b>Mgr Recommends</b> <b>FY24-25</b>	<b>Adopted</b> <b>FY24-25</b>
<b>Personnel</b>					
Regular Salaries	\$ 301,580	\$ 321,338	\$ 364,193	\$ 360,768	\$ -
Overtime Salaries	\$ 9,796	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
FICA Tax	\$ 22,253	\$ 25,043	\$ 28,627	\$ 28,364	\$ -
Retirement	\$ 37,459	\$ 42,065	\$ 51,041	\$ 50,572	\$ -
401(K) Employer Contribution	\$ 12,330	\$ 15,094	\$ 18,709	\$ 18,538	\$ -
Health Care	\$ 66,912	\$ 69,763	\$ 72,461	\$ 72,461	\$ -
Life Insurance	\$ 530	\$ 787	\$ 890	\$ 882	\$ -
Emp Sec Ins	\$ 111	\$ 1,080	\$ 1,236	\$ 1,224	\$ -
Workers Compensation	\$ 14,000	\$ 14,000	\$ 7,000	\$ 7,000	\$ -
<b>Personnel Total</b>	<b>\$ 464,972</b>	<b>\$ 499,170</b>	<b>\$ 554,157</b>	<b>\$ 549,809</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ 1,392	\$ 4,590	\$ 4,750	\$ 4,750	\$ -
Gas & Oil	\$ 14,659	\$ 16,080	\$ 20,000	\$ 20,000	\$ -
Department Supplies	\$ 4,939	\$ 2,800	\$ 2,800	\$ 2,800	\$ -
Meters & Meter Boxes	\$ -	\$ 5,000	\$ -	\$ -	\$ -
Hose And Fittings	\$ -	\$ 1,879	\$ -	\$ -	\$ -
Travel	\$ -	\$ 1,100	\$ 500	\$ 500	\$ -
Telephone	\$ 1,171	\$ 1,296	\$ 1,200	\$ 1,200	\$ -
Wireless Air Cards	\$ 2,076	\$ -	\$ -	\$ -	\$ -
Postage	\$ 25	\$ 3,000	\$ 300	\$ 300	\$ -
City Utilities	\$ 526	\$ 1,045	\$ 700	\$ 700	\$ -
Maint Equipment	\$ 388	\$ 1,700	\$ 6,000	\$ 6,000	\$ -
Maint Radio	\$ -	\$ 500	\$ 500	\$ 500	\$ -
Maint Cmpt Software	\$ 229,736	\$ 233,280	\$ 238,140	\$ 238,140	\$ -
Maint Auto	\$ 6,442	\$ 2,750	\$ 3,000	\$ 3,000	\$ -
Training	\$ 1,173	\$ 1,200	\$ 2,500	\$ 2,500	\$ -
Insurance Premiums	\$ 1,895	\$ 2,814	\$ 3,800	\$ 3,800	\$ -
Miscellaneous Expense	\$ 155	\$ 1,800	\$ 2,800	\$ 2,800	\$ -
Contracted Services	\$ 23,160	\$ 41,450	\$ 45,000	\$ 45,000	\$ -
Transfer - Cap Reserve Fund	\$ 14,388	\$ 15,827	\$ 17,410	\$ 17,410	\$ -
<b>Operations Total</b>	<b>\$ 302,125</b>	<b>\$ 338,111</b>	<b>\$ 349,400</b>	<b>\$ 349,400</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 767,096</b>	<b>\$ 837,281</b>	<b>\$ 903,557</b>	<b>\$ 899,209</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
AMI Supervisor	1	1	1	1	
AMI Technician Sr.	1	1	1	1	
AMI Data Specialist	1	1	1	1	
Meter Technician	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	
TOTAL	7	7	7	7	

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Bond Principal	\$ -	\$ 3,085,920	\$ 3,216,551	\$ 3,216,551	\$ -
Bond Interest Expense	\$ 1,852,047	\$ 1,793,296	\$ 1,653,954	\$ 1,653,954	\$ -
Lease Purchase Principal	\$ -	\$ 64,620	\$ -	\$ -	\$ -
Lease Purchase Interest Exp	\$ 2,092	\$ 602	\$ -	\$ -	\$ -
Debt Principal Pymts On Behalf	\$ -	\$ 125,583	\$ 125,583	\$ 125,583	\$ -
Debt Interest Pymts On Behalf	\$ 15,781	\$ 11,579	\$ 8,685	\$ 8,685	\$ -
Bond Service Charges	\$ (331,843)	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 1,538,077</b>	<b>\$ 5,081,600</b>	<b>\$ 5,004,773</b>	<b>\$ 5,004,773</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,538,077</b>	<b>\$ 5,081,600</b>	<b>\$ 5,004,773</b>	<b>\$ 5,004,773</b>	<b>\$ -</b>



**CITY OF SALISBURY, NORTH CAROLINA**  
**WATER AND SEWER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2025  
With Estimated Actual for the Year Ending June 30, 2024 and  
Actual for the Year Ended June 30, 2023

	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
<b>REVENUES:</b>			
Non Operating Revenues:			
Interest earned on investments	\$ 84,166	\$ 75,000	\$ 80,000
Other	<u>-</u>	<u>-</u>	<u>-</u>
Total miscellaneous	<u>\$ 84,166</u>	<u>\$ 75,000</u>	<u>\$ 80,000</u>
 <b>OTHER FINANCING SOURCES:</b>			
Operating transfer from Water and Sewer Fund	\$ 472,896	\$ 450,000	\$ 1,072,206
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>133,420</u>
Total other financing sources	<u>\$ 472,896</u>	<u>\$ 450,000</u>	<u>\$ 1,205,626</u>
 Total revenues and other financing sources	 <u>\$ 557,062</u>	 <u>\$ 525,000</u>	 <u>\$ 1,285,626</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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
<b>Operations Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ 1,647,728	\$ 1,211,526	\$ 1,211,526	\$ -
C O Computer Equipment	\$ 5,345	\$ 28,000	\$ 72,000	\$ 74,100	\$ -
<b>Capital Total</b>	\$ 5,345	\$ 1,675,728	\$ 1,283,526	\$ 1,285,626	\$ -
<b>Grand Total</b>	\$ 5,345	\$ 1,675,728	\$ 1,283,526	\$ 1,285,626	\$ -

### CAPITAL OUTLAY

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
<b>Administration</b>			
Replacement vehicle	\$ 103,872	\$ 103,872	\$ -
Computer Replacement - Desktops	21,000	21,000	-
Computer Replacement - Laptops	12,000	12,000	-
MDT	9,000	9,000	-
7 Switches	30,000	30,000	-
Computer - New Position	-	2,100	-
<b>Total Capital Outlay</b>	<b>\$ 175,872</b>	<b>\$ 177,972</b>	<b>\$ -</b>
<b>System Maintenance</b>			
Replacement Vehicles and Equipment	\$ 907,654	\$ 907,654	\$ -
<b>Total Capital Outlay</b>	<b>\$ 907,654</b>	<b>\$ 907,654</b>	<b>\$ -</b>
<b>Wastewater Treatment (817)</b>			
Replacement Generator	\$ 200,000	\$ 200,000	\$ -
<b>Total Capital Outlay</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2025  
With Estimated Actual for the Year Ending June 30, 2024 and  
Actual for the Year Ended June 30, 2023

	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 50,465	\$ 54,500	\$ 52,500
Other operating revenues	20,681	23,616	1,500
Total operating revenues	<u>\$ 71,146</u>	<u>\$ 78,116</u>	<u>\$ 54,000</u>
<b>NONOPERATING REVENUES:</b>			
Restricted Intergovernmental	\$ 678,636	\$ 818,459	\$ 645,197
Miscellaneous Federal Grants	4,154	25,000	172,615
Interest earned on investments	23,103	33,000	20,000
Total nonoperating revenues	<u>\$ 705,893</u>	<u>\$ 876,459</u>	<u>\$ 837,812</u>
<b>OTHER FINANCING SOURCES:</b>			
Operating transfer from General Fund	\$ 630,000	\$ 668,000	\$ 678,000
Fund equity appropriated	-	-	61,345
Total other financing sources	<u>\$ 630,000</u>	<u>\$ 668,000</u>	<u>\$ 739,345</u>
 Total revenues and other financing sources	 <u>\$ 1,407,039</u>	 <u>\$ 1,622,575</u>	 <u>\$ 1,631,157</u>



**CITY OF SALISBURY**  
**FY 2024-2025 BUDGET SUMMARY**  
**TRANSIT FUND**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>REVENUE</b>	\$ 1,407,038	\$ 3,165,376	\$ 1,843,461	\$ 1,631,157	\$ -
<b>EXPENSES</b>					
<b>Personnel</b>					
Regular Salaries	\$ 512,379	\$ 581,466	\$ 605,152	\$ 548,948	\$ -
Overtime Salaries	\$ 13,559	\$ 16,000	\$ 12,500	\$ 12,500	\$ -
Part Time Salaries	\$ 101,144	\$ 147,359	\$ 239,295	\$ 199,079	\$ -
FICA Tax	\$ 45,480	\$ 56,440	\$ 65,556	\$ 58,181	\$ -
Retirement	\$ 62,610	\$ 75,007	\$ 84,249	\$ 76,581	\$ -
401(K) Employer Contribution	\$ 20,603	\$ 23,413	\$ 30,883	\$ 28,072	\$ -
Pension Expense - LGERS	\$ 30,524	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 94,761	\$ 126,477	\$ 97,109	\$ 74,787	\$ -
Life Insurance	\$ 1,047	\$ 1,421	\$ 1,513	\$ 1,372	\$ -
Emp Sec Ins	\$ 254	\$ 2,495	\$ 2,934	\$ 2,598	\$ -
Workers Compensation	\$ 30,000	\$ 30,000	\$ 16,000	\$ 15,000	\$ -
<b>Personnel Total</b>	<b>\$ 912,361</b>	<b>\$ 1,060,078</b>	<b>\$ 1,155,191</b>	<b>\$ 1,017,118</b>	<b>\$ -</b>
<b>Operations</b>					
Janitorial Supplies	\$ 697	\$ 1,600	\$ 2,101	\$ 1,600	\$ -
Uniforms	\$ 6,211	\$ 5,900	\$ 7,660	\$ 6,000	\$ -
Expendable Equipment	\$ 518	\$ 1,230	\$ 1,230	\$ 1,000	\$ -
Gas & Oil	\$ 131,275	\$ 131,655	\$ 155,000	\$ 155,000	\$ -
Tires & Tubes	\$ 13,122	\$ 14,000	\$ 14,000	\$ 14,000	\$ -
Parts	\$ 60,066	\$ 60,000	\$ 62,000	\$ 62,000	\$ -
Vehicle Cleaning Supplies	\$ 726	\$ 550	\$ 550	\$ 550	\$ -
Department Supplies	\$ 2,154	\$ 3,351	\$ 5,026	\$ 3,351	\$ -
Communication Equipmt	\$ 6,979	\$ 9,480	\$ 8,078	\$ 8,078	\$ -
Computer Supplies	\$ 620	\$ 1,000	\$ 8,700	\$ 6,600	\$ -
Travel	\$ 314	\$ 818	\$ 380	\$ 380	\$ -
Travel Subsistence	\$ -	\$ 150	\$ 1,000	\$ 300	\$ -
Telephone	\$ 437	\$ 900	\$ 730	\$ 555	\$ -
Cell Phone Stipend	\$ 1,044	\$ 1,044	\$ 1,044	\$ 1,044	\$ -
Postage	\$ 154	\$ 200	\$ 200	\$ 200	\$ -
Electric Power	\$ 4,593	\$ 5,500	\$ 5,400	\$ 5,400	\$ -
Natural Gas	\$ 8,229	\$ 10,170	\$ 9,000	\$ 9,000	\$ -
City Utilities	\$ 803	\$ 1,567	\$ 1,100	\$ 1,100	\$ -
Printing	\$ 850	\$ 1,200	\$ 1,200	\$ 1,000	\$ -
Buildings & Grounds	\$ 5,902	\$ 4,746	\$ 4,746	\$ 4,000	\$ -
B/G Contracted Services	\$ 5,392	\$ 6,939	\$ 7,466	\$ 7,466	\$ -
Maint Equipment	\$ 3,562	\$ 10,000	\$ 17,050	\$ 10,050	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 7,452	\$ 7,452	\$ -
Maint Auto	\$ 3,534	\$ 4,500	\$ 4,500	\$ 4,500	\$ -
Advertising	\$ 104	\$ 500	\$ 2,400	\$ 1,000	\$ -
Training	\$ 2,419	\$ 1,150	\$ 5,000	\$ 4,807	\$ -
Copier Contract Expense	\$ 3,000	\$ 2,000	\$ 1,960	\$ 1,960	\$ -
Insurance Premiums	\$ 32,276	\$ 35,353	\$ 41,250	\$ 41,250	\$ -
Insurance Claims	\$ 2,480	\$ -	\$ -	\$ -	\$ -
Depreciation Expense	\$ 67,448	\$ -	\$ -	\$ -	\$ -

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
Dues & Subscriptions	\$ 1,558	\$ 1,500	\$ 2,000	\$ 1,700	\$ -
Miscellaneous Expense	\$ 4,453	\$ 2,300	\$ 1,300	\$ 1,300	\$ -
Special Projects	\$ 943	\$ 9,124	\$ 10,300	\$ 4,300	\$ -
Contracted Services	\$ 71,019	\$ 47,300	\$ 96,500	\$ 47,009	\$ -
Employee Assistance Program	\$ 247	\$ 548	\$ 567	\$ 567	\$ -
Retiree Health Insurance	\$ (44,267)	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ 3,224	\$ 2,542	\$ 2,792	\$ 2,792	\$ -
<b>Operations Total</b>	<b>\$ 402,087</b>	<b>\$ 378,817</b>	<b>\$ 489,682</b>	<b>\$ 417,311</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 18,887	\$ 1,369,269	\$ 1,190,622	\$ 196,728	\$ -
C O Roof / HVAC	\$ 10,773	\$ 357,212	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 29,659</b>	<b>\$ 1,726,481</b>	<b>\$ 1,190,622</b>	<b>\$ 196,728</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,344,108</b>	<b>\$ 3,165,376</b>	<b>\$ 2,835,495</b>	<b>\$ 1,631,157</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Consistently provide exceptional service to all customers.
2. 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**

	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Passengers -Fixed Route	101,238	102,250	103,272	103,272
Number of Passengers - ADA	6,478	6,000	6,060	6,060
Number of Full-sized Buses	6	6	6	6
Number of Routes	3	3	3	3
Revenue Miles Driven	130,096	130,096	130,096	130,096
Fares Collected (Dollars) - Fixed Route	\$39,028	\$40,000	\$40,328	\$40,328
State Matching Funds Collected	\$182,078	\$182,078	\$182,078	\$182,078
<b>Efficiency</b>				
Average Cost Per Mile	\$8.88	\$11.10	\$13.88	\$13.88
Average Cost Per Passenger - Routine	\$11.41	\$14.26	\$17.83	\$17.83
Average Cost Per Passenger - ADA	\$20.59	\$25.74	\$32.18	\$32.18
<b>Effectiveness</b>				
Complaints Received	2	2	4	4
Number of Break-Downs	3	3	1	1
Number of Driver Vacancies	2	1	0	0
Accidents - FTA Threshold	0	1	0	0
Injuries	0	1	0	0

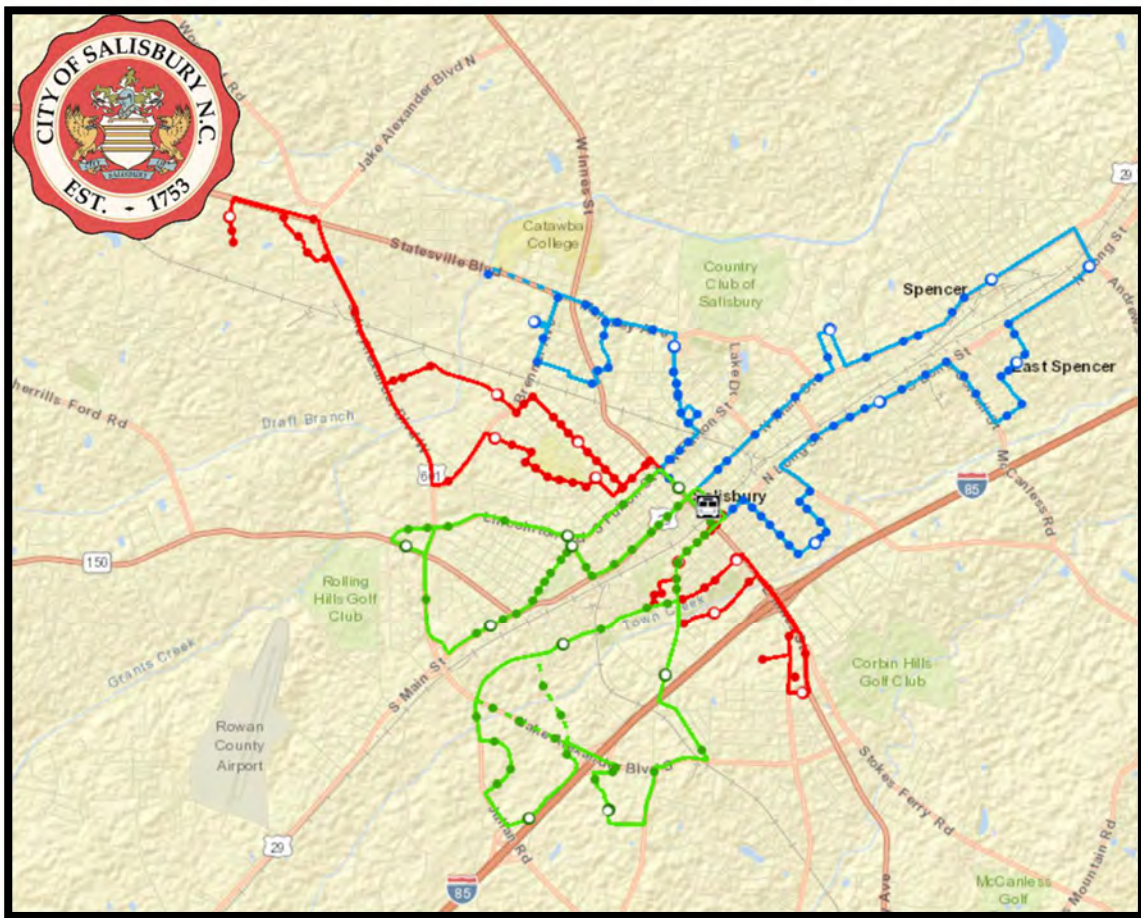
## BUDGET REQUEST

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 141,526	\$ 147,057	\$ 216,804	\$ 164,315	\$ -
Overtime Salaries	\$ 1,750	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
FICA Tax	\$ 10,509	\$ 11,403	\$ 16,738	\$ 12,723	\$ -
Retirement	\$ 17,243	\$ 19,154	\$ 29,845	\$ 22,686	\$ -
401(K) Employer Contribution	\$ 5,675	\$ 5,962	\$ 10,941	\$ 8,316	\$ -
Pension Expense - LGERS	\$ 30,524	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 19,047	\$ 19,859	\$ 31,788	\$ 20,627	\$ -
Life Insurance	\$ 245	\$ 368	\$ 542	\$ 411	\$ -
Emp Sec Ins	\$ 53	\$ 505	\$ 754	\$ 570	\$ -
Workers Compensation	\$ 4,000	\$ 4,000	\$ 3,000	\$ 2,000	\$ -
<b>Personnel Total</b>	<b>\$ 230,573</b>	<b>\$ 210,308</b>	<b>\$ 312,412</b>	<b>\$ 233,648</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 1,595	\$ 1,000	\$ 1,100	\$ 1,000	\$ -
Department Supplies	\$ 2,154	\$ 3,351	\$ 5,026	\$ 3,351	\$ -
Communication Equipmt	\$ 276	\$ -	\$ -	\$ -	\$ -
Computer Supplies	\$ 620	\$ 1,000	\$ 8,700	\$ 6,600	\$ -
Travel	\$ 314	\$ 818	\$ 380	\$ 380	\$ -
Travel Subsistence	\$ -	\$ 150	\$ 1,000	\$ 300	\$ -
Telephone	\$ 437	\$ 900	\$ 730	\$ 555	\$ -
Cell Phone Stipend	\$ 1,044	\$ 1,044	\$ 1,044	\$ 1,044	\$ -
Postage	\$ 154	\$ 200	\$ 200	\$ 200	\$ -
Electric Power	\$ 4,593	\$ 5,500	\$ 5,400	\$ 5,400	\$ -
Natural Gas	\$ 8,229	\$ 10,170	\$ 9,000	\$ 9,000	\$ -
City Utilities	\$ 803	\$ 1,567	\$ 1,100	\$ 1,100	\$ -
Printing	\$ 850	\$ 1,200	\$ 1,200	\$ 1,000	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 7,452	\$ 7,452	\$ -
Advertising	\$ 104	\$ 500	\$ 2,400	\$ 1,000	\$ -
Training	\$ 2,419	\$ 650	\$ 4,000	\$ 4,000	\$ -
Copier Contract Expense	\$ 3,000	\$ 2,000	\$ 1,960	\$ 1,960	\$ -
Insurance Premiums	\$ 2,612	\$ 3,176	\$ 3,350	\$ 3,350	\$ -
Insurance Claims	\$ 182	\$ -	\$ -	\$ -	\$ -
Depreciation Expense	\$ 67,448	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 1,558	\$ 1,500	\$ 2,000	\$ 1,700	\$ -
Miscellaneous Expense	\$ 4,453	\$ 2,300	\$ 1,300	\$ 1,300	\$ -
Special Projects	\$ 943	\$ 9,124	\$ 10,300	\$ 4,300	\$ -
Employee Assistance Program	\$ 247	\$ 548	\$ 567	\$ 567	\$ -
Retiree Health Insurance	\$ (44,267)	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ 500	\$ 1,000	\$ 1,000	\$ -
<b>Operations Total</b>	<b>\$ 59,771</b>	<b>\$ 47,198</b>	<b>\$ 69,209</b>	<b>\$ 56,559</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 290,344</b>	<b>\$ 257,506</b>	<b>\$ 381,621</b>	<b>\$ 290,207</b>	<b>\$ -</b>

## PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 22-23	FY 23-24	FY 24-25	FY 24-25	FY 24-25
Transit Director	1	1	1	1	
Transit Dispatcher	1	1	1	1	
Safety Training Coordinator <sup>1</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	
TOTAL	2	2	3	2	

<sup>1</sup>New Position Request



**BUDGET REQUEST**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 250,054	\$ 319,984	\$ 268,004	\$ 265,436	\$ -
Overtime Salaries	\$ 7,753	\$ 7,500	\$ 7,500	\$ 7,500	\$ -
Part Time Salaries	\$ 45,177	\$ 49,031	\$ 111,497	\$ 99,074	\$ -
FICA Tax	\$ 22,000	\$ 28,152	\$ 29,605	\$ 28,459	\$ -
Retirement	\$ 30,970	\$ 40,989	\$ 37,580	\$ 37,228	\$ -
401(K) Employer Contribution	\$ 10,189	\$ 12,759	\$ 13,775	\$ 13,646	\$ -
Health Care	\$ 56,027	\$ 82,748	\$ 54,160	\$ 42,999	\$ -
Life Insurance	\$ 563	\$ 780	\$ 670	\$ 663	\$ -
Emp Sec Ins	\$ 121	\$ 1,241	\$ 1,318	\$ 1,266	\$ -
Workers Compensation	\$ 20,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ -
<b>Personnel Total</b>	<b>\$ 442,853</b>	<b>\$ 563,184</b>	<b>\$ 534,109</b>	<b>\$ 506,271</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 3,843	\$ 3,900	\$ 4,560	\$ 4,000	\$ -
Gas & Oil	\$ 101,959	\$ 105,525	\$ 115,000	\$ 115,000	\$ -
Insurance Premiums	\$ 9,928	\$ 2,219	\$ 3,400	\$ 3,400	\$ -
Insurance Claims	\$ 2,297	\$ -	\$ -	\$ -	\$ -
Contracted Services	\$ 24,019	\$ 23,300	\$ 66,500	\$ 47,009	\$ -
Professional Services	\$ 3,224	\$ 2,042	\$ 1,792	\$ 1,792	\$ -
<b>Operations Total</b>	<b>\$ 145,271</b>	<b>\$ 136,986</b>	<b>\$ 191,252</b>	<b>\$ 171,201</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 588,124</b>	<b>\$ 700,170</b>	<b>\$ 725,361</b>	<b>\$ 677,472</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Transit Driver	7	7	7	7	
Transit Service Worker (PT)	1	1	1	1	
Transit Operations Supervisor	1	1	1	1	
Transit Driver (Temp/PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	

**BUDGET REQUEST**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 95,620	\$ 97,925	\$ 120,344	\$ 119,197	\$ -
Overtime Salaries	\$ 4,057	\$ 6,500	\$ 3,000	\$ 3,000	\$ -
FICA Tax	\$ 6,762	\$ 7,721	\$ 9,436	\$ 9,349	\$ -
Retirement	\$ 11,364	\$ 12,969	\$ 16,824	\$ 16,667	\$ -
401(K) Employer Contribution	\$ 3,741	\$ 4,037	\$ 6,167	\$ 6,110	\$ -
Health Care	\$ 15,093	\$ 21,490	\$ 11,161	\$ 11,161	\$ -
Life Insurance	\$ 194	\$ 245	\$ 301	\$ 298	\$ -
Emp Sec Ins	\$ 35	\$ 338	\$ 419	\$ 415	\$ -
Workers Compensation	\$ 4,000	\$ 4,000	\$ 2,000	\$ 2,000	\$ -
<b>Personnel Total</b>	<b>\$ 140,866</b>	<b>\$ 155,225</b>	<b>\$ 169,652</b>	<b>\$ 168,197</b>	<b>\$ -</b>
<b>Operations</b>					
Janitorial Supplies	\$ 697	\$ 1,600	\$ 2,101	\$ 1,600	\$ -
Expendable Equipment	\$ 518	\$ 1,230	\$ 1,230	\$ 1,000	\$ -
Tires & Tubes	\$ 9,688	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
Parts	\$ 60,066	\$ 60,000	\$ 62,000	\$ 62,000	\$ -
Vehicle Cleaning Supplies	\$ 726	\$ 550	\$ 550	\$ 550	\$ -
Communication Equipmt	\$ 6,702	\$ 9,480	\$ 8,078	\$ 8,078	\$ -
Buildings & Grounds	\$ 5,902	\$ 4,746	\$ 4,746	\$ 4,000	\$ -
B/G Contracted Services	\$ 5,392	\$ 6,939	\$ 7,466	\$ 7,466	\$ -
Maint Equipment	\$ 3,562	\$ 10,000	\$ 17,050	\$ 10,050	\$ -
Maint Auto	\$ 1,720	\$ 500	\$ 500	\$ 500	\$ -
Insurance Premiums	\$ 19,736	\$ 29,958	\$ 34,500	\$ 34,500	\$ -
Contracted Services	\$ 47,000	\$ 24,000	\$ 30,000	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 161,711</b>	<b>\$ 159,003</b>	<b>\$ 178,221</b>	<b>\$ 139,744</b>	<b>\$ -</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 18,887	\$ 1,369,269	\$ 1,190,622	\$ 196,728	\$ -
C O Roof / HVAC	\$ 10,773	\$ 357,212	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 29,659</b>	<b>\$ 1,726,481</b>	<b>\$ 1,190,622</b>	<b>\$ 196,728</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 332,236</b>	<b>\$ 2,040,709</b>	<b>\$ 1,538,495</b>	<b>\$ 504,669</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 22-23	FY 23-24	FY 24-25	FY 24-25	FY 24-25
Fleet Services Mechanic	1	1	1	1	
Transit Fleet Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL</b>	2	2	2	2	

**CAPITAL OUTLAY**

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
Two (2) all electric light duty ADA buses, & two charging stations	\$ 643,269	\$ -	\$ -
Facility Upgrades	130,000	-	-
Hot water pressure washer, equipment & installation	15,000	-	-
Electric Gate	30,625	-	-
Light Transit Vehicle #1	98,364	98,364	-
Light Transit Vehicle #2	98,364	98,364	-
Automated Bus/Vehicle Wash System	175,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,190,622</b>	<b>\$ 196,728</b>	<b>\$ -</b>



**BUDGET REQUEST**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 25,179	\$ 16,500	\$ -	\$ -	\$ -
Part Time Salaries	\$ 55,966	\$ 98,328	\$ 127,798	\$ 100,005	\$ -
FICA Tax	\$ 6,209	\$ 9,164	\$ 9,777	\$ 7,650	\$ -
Retirement	\$ 3,033	\$ 1,895	\$ -	\$ -	\$ -
401(K) Employer Contribution	\$ 998	\$ 655	\$ -	\$ -	\$ -
Health Care	\$ 4,593	\$ 2,380	\$ -	\$ -	\$ -
Life Insurance	\$ 45	\$ 28	\$ -	\$ -	\$ -
Emp Sec Ins	\$ 46	\$ 411	\$ 443	\$ 347	\$ -
Workers Compensation	\$ 2,000	\$ 2,000	\$ 1,000	\$ 1,000	\$ -
<b>Personnel Total</b>	<b>\$ 98,070</b>	<b>\$ 131,361</b>	<b>\$ 139,018</b>	<b>\$ 109,002</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 772	\$ 1,000	\$ 2,000	\$ 1,000	\$ -
Gas & Oil	\$ 29,316	\$ 26,130	\$ 40,000	\$ 40,000	\$ -
Tires & Tubes	\$ 3,433	\$ 4,000	\$ 4,000	\$ 4,000	\$ -
Maint Auto	\$ 1,814	\$ 4,000	\$ 4,000	\$ 4,000	\$ -
Training	\$ -	\$ 500	\$ 1,000	\$ 807	\$ -
<b>Operations Total</b>	<b>\$ 35,335</b>	<b>\$ 35,630</b>	<b>\$ 51,000</b>	<b>\$ 49,807</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 133,405</b>	<b>\$ 166,991</b>	<b>\$ 190,018</b>	<b>\$ 158,809</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Transit Driver (PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	

**CITY OF SALISBURY, NORTH CAROLINA**

**BROADBAND FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2025  
With Estimated Actual for the Year Ending June 30, 2024 and  
Actual for the Year Ended June 30, 2023

	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
<b>OPERATING REVENUES:</b>			
Lease	\$ 764,042	\$ 762,000	\$ 760,000
Other operating revenues	<u>50,693</u>	<u>17,395</u>	<u>50,000</u>
Total operating revenues	<u>\$ 814,735</u>	<u>\$ 779,395</u>	<u>\$ 810,000</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 100,982	\$ 180,000	\$ 110,000
Total nonoperating revenues	<u>\$ 100,982</u>	<u>\$ 180,000</u>	<u>\$ 110,000</u>
<b>OTHER FINANCING SOURCES:</b>			
Interfund revenues	<u>\$ 2,700,000</u>	<u>\$ 2,700,000</u>	<u>\$ 2,700,000</u>
Total other financing sources	<u>\$ 2,700,000</u>	<u>\$ 2,700,000</u>	<u>\$ 2,700,000</u>
 Total revenues	 <u>\$ 3,615,717</u>	 <u>\$ 3,659,395</u>	 <u>\$ 3,620,000</u>





## STATEMENT OF PURPOSE

The City held a referendum in May 2018 as a requirement to enter into a lease agreement for management of the broadband utility with Hotwire Communications. The purpose of the Broadband 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 2024-2025 BUDGET SUMMARY BROADBAND FUND

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>REVENUE</b>	\$ 3,615,717	\$ 3,652,594	\$ 3,620,000	\$ 3,620,000	\$ -
<b>EXPENSES</b>					
<b>Personnel</b>					
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operations</b>					
Insurance Premiums	\$ 2,966	\$ 3,411	\$ 3,850	\$ 3,850	\$ -
Depreciation Expense	\$ 645,051	\$ -	\$ -	\$ -	\$ -
Miscellaneous Expense	\$ -	\$ 10,000	\$ -	\$ -	\$ -
Legal Fees	\$ -	\$ 30,000	\$ -	\$ -	\$ -
Professional Services	\$ 33,580	\$ 100,000	\$ 60,000	\$ 60,000	\$ -
Lease - Drop/Install	\$ 154,720	\$ 110,000	\$ 234,827	\$ 234,827	\$ -
Lease - Dark Fiber	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000	\$ -
Lease - Capital	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Lease - Rent	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ -
Lease Purchase Principal	\$ -	\$ 2,280,000	\$ 2,370,000	\$ 2,370,000	\$ -
Lease Purchase Interest Exp	\$ 609,771	\$ 414,013	\$ 351,313	\$ 351,313	\$ -
Interfund Interest	\$ 55,770	\$ 52,770	\$ 47,610	\$ 47,610	\$ -
Interfund Principal	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ -
<b>Operations Total</b>	<b>\$ 1,554,258</b>	<b>\$ 3,652,594</b>	<b>\$ 3,620,000</b>	<b>\$ 3,620,000</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,554,258</b>	<b>\$ 3,652,594</b>	<b>\$ 3,620,000</b>	<b>\$ 3,620,000</b>	<b>\$ -</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER UTILITY FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2025  
With Estimated Actual for the Year Ending June 30, 2024 and  
Actual for the Year Ended June 30, 2023

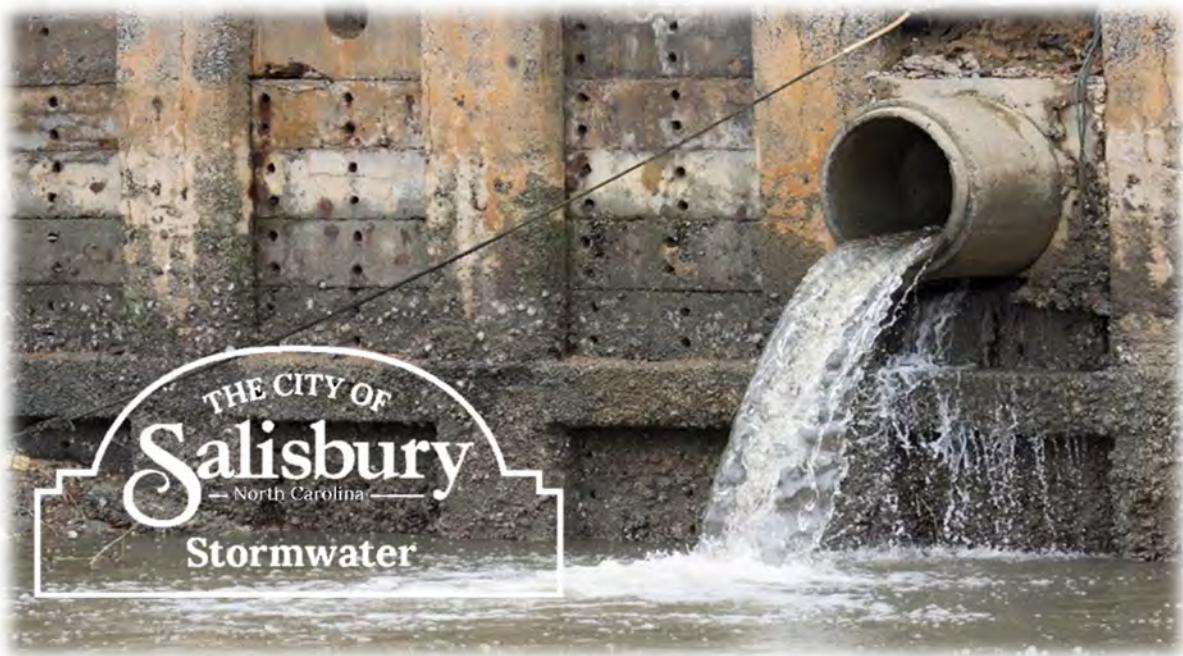
	<u>2023 Actual</u>	<u>2024 Estimate</u>	<u>2025 Budget</u>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 2,058,132	\$ 2,183,000	\$ 2,497,895
Other operating revenues	<u>26,520</u>	<u>29,600</u>	<u>25,000</u>
Total operating revenues	<u>\$ 2,084,652</u>	<u>\$ 2,212,600</u>	<u>\$ 2,522,895</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	<u>\$ 74,153</u>	<u>\$ 130,000</u>	<u>\$ 75,000</u>
Total nonoperating revenues	<u>\$ 74,153</u>	<u>\$ 130,000</u>	<u>\$ 75,000</u>
 Total revenues	 <u>\$ 2,158,805</u>	 <u>\$ 2,342,600</u>	 <u>\$ 2,597,895</u>



**CITY OF SALISBURY**  
**FY 2024-2025 BUDGET SUMMARY**  
**STORMWATER UTILITY FUND**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>REVENUE</b>	\$ 2,158,820	\$ 3,302,700	\$ 2,597,895	\$ 2,597,895	\$ -
<b>EXPENSES</b>					
<b>Personnel</b>					
Regular Salaries	\$ 416,012	\$ 467,173	\$ 450,148	\$ 445,827	\$ -
Overtime Salaries	\$ 10,571	\$ 6,600	\$ 6,600	\$ 6,600	\$ -
Part Time Salaries	\$ 30,209	\$ 32,769	\$ 115,396	\$ 114,277	\$ -
FICA Tax	\$ 32,006	\$ 38,750	\$ 43,767	\$ 43,351	\$ -
Retirement	\$ 50,019	\$ 60,880	\$ 62,302	\$ 61,712	\$ -
401(K) Employer Contribution	\$ 16,422	\$ 18,952	\$ 22,837	\$ 22,622	\$ -
Pension Expense - LGERS	\$ 30,524	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 71,413	\$ 87,213	\$ 83,562	\$ 83,562	\$ -
Life Insurance	\$ 612	\$ 1,168	\$ 1,127	\$ 1,115	\$ -
Emp Sec Ins	\$ 185	\$ 1,738	\$ 1,965	\$ 1,947	\$ -
Workers Compensation	\$ 22,000	\$ 22,000	\$ 11,000	\$ 11,000	\$ -
Temporary Services	\$ 22,305	\$ 21,000	\$ 21,000	\$ 21,000	\$ -
<b>Personnel Total</b>	<b>\$ 702,276</b>	<b>\$ 758,243</b>	<b>\$ 819,704</b>	<b>\$ 813,013</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 5,809	\$ 7,000	\$ 7,000	\$ 7,000	\$ -
Expendable Equipment	\$ 1,640	\$ 6,750	\$ 6,750	\$ 6,750	\$ -
Storm Sewers	\$ 32,123	\$ 37,100	\$ 37,100	\$ 37,100	\$ -
Construction	\$ 5,509	\$ 5,830	\$ 5,830	\$ 5,830	\$ -
Gas & Oil	\$ 24,449	\$ 13,971	\$ 31,000	\$ 31,000	\$ -
Department Supplies	\$ 646	\$ 500	\$ 500	\$ 500	\$ -
Travel	\$ 299	\$ 800	\$ 800	\$ 800	\$ -
Telephone	\$ 219	\$ 240	\$ 384	\$ 384	\$ -
Cell Phone Stipend	\$ 1,580	\$ 2,148	\$ 1,848	\$ 1,848	\$ -
Postage	\$ 270	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Printing	\$ 1,968	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Maint Equipment	\$ 10,526	\$ 30,360	\$ 30,360	\$ 30,360	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 1,104	\$ 1,104	\$ -
Maint St Clean Equip	\$ 126	\$ 8,000	\$ 8,000	\$ 8,000	\$ -
Maint Auto	\$ 33,570	\$ 27,975	\$ 27,975	\$ 27,975	\$ -
County Landfill Charges	\$ 6,741	\$ 30,000	\$ 30,000	\$ 30,000	\$ -
Advertising	\$ 5,856	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Training	\$ 2,347	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Insurance Premiums	\$ 5,016	\$ 6,420	\$ 5,150	\$ 5,150	\$ -
Depreciation Expense	\$ 180,498	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 351	\$ 400	\$ 400	\$ 400	\$ -
Miscellaneous Expense	\$ 11,731	\$ 7,700	\$ 7,700	\$ 7,700	\$ -
Special Projects	\$ 57,690	\$ 468,846	\$ 704,130	\$ 182,579	\$ -
Employee Assistance Program	\$ 194	\$ 430	\$ 416	\$ 416	\$ -
Retiree Health Insurance	\$ (44,267)	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ 122,933	\$ 1,120,099	\$ 587,000	\$ 587,000	\$ -
Transfer - Cap Reserve Fund	\$ 164,852	\$ 250,676	\$ 275,744	\$ 275,744	\$ -
Charges - General Fund	\$ 406,050	\$ 510,212	\$ -	\$ 528,242.00	\$ -
<b>Operations Total</b>	<b>\$ 1,038,724</b>	<b>\$ 2,544,457</b>	<b>\$ 1,778,191</b>	<b>\$ 1,784,882</b>	<b>\$ -</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,741,000	\$ 3,302,700	\$ 2,597,895	\$ 2,597,895	\$ -



**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**

	<u>FY 2023</u> <u>Actual</u>	<u>FY 2024</u> <u>Estimate</u>	<u>FY 2025</u> <u>Projected</u>	<u>Goal</u>
<b>Workload</b>				
Street Cleaning, Miles Swept / Month	40	50	46	N/A
Catch Basins Cleaned *	40	50	40	N/A
Pipes Cleaned, Linear Feet of Pipe / Month	50	50	50	N/A
Illegal Discharge Detections, Each Month	0.50	0.33	1.50	N/A
Impervious Surface Area Added, Square Feet / Month *	213,200	430,800	400,000	N/A
* Residential and Commercial				

**BUDGET REQUEST**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 129,732	\$ 152,492	\$ 156,316	\$ 154,817	-
FICA Tax	\$ 8,339	\$ 11,666	\$ 11,958	\$ 11,843	-
Retirement	\$ 15,562	\$ 19,595	\$ 21,322	\$ 21,117	-
401(K) Employer Contribution	\$ 5,124	\$ 6,100	\$ 7,815	\$ 7,741	-
Pension Expense - LGERS	\$ 30,524	-	-	-	-
Health Care	\$ 19,062	\$ 23,884	\$ 24,808	\$ 24,808	-
Life Insurance	\$ 205	\$ 381	\$ 391	\$ 387	-
Emp Sec Ins	\$ 59	\$ 532	\$ 544	\$ 539	-
Workers Compensation	\$ 4,000	\$ 4,000	\$ 2,000	\$ 2,000	-
<b>Personnel Total</b>	<b>\$ 212,608</b>	<b>\$ 218,650</b>	<b>\$ 225,154</b>	<b>\$ 223,252</b>	<b>-</b>

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Operations</b>					
Uniforms	\$ 935	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Expendable Equipment	\$ 79	\$ 500	\$ 500	\$ 500	\$ -
Gas & Oil	\$ 2,161	\$ 2,111	\$ 2,600	\$ 2,600	\$ -
Department Supplies	\$ 646	\$ 500	\$ 500	\$ 500	\$ -
Travel	\$ 299	\$ 800	\$ 800	\$ 800	\$ -
Telephone	\$ 219	\$ 240	\$ 384	\$ 384	\$ -
Cell Phone Stipend	\$ 1,580	\$ 2,148	\$ 1,848	\$ 1,848	\$ -
Postage	\$ 270	\$ 1,000	\$ 1,000	\$ 1,000	\$ -
Printing	\$ 1,968	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Maint Cmpt Software	\$ -	\$ -	\$ 1,104	\$ 1,104	\$ -
Maint Auto	\$ 799	\$ 2,915	\$ 2,915	\$ 2,915	\$ -
Advertising	\$ 5,856	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Training	\$ 2,347	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Insurance Premiums	\$ 504	\$ 1,230	\$ 600	\$ 600	\$ -
Depreciation Expense	\$ 180,498	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 351	\$ 400	\$ 400	\$ 400	\$ -
Miscellaneous Expense	\$ 5,836	\$ 5,000	\$ 5,000	\$ 5,000	\$ -
Special Projects	\$ 57,690	\$ 468,846	\$ 704,130	\$ 182,579	\$ -
Employee Assistance Program	\$ 194	\$ 430	\$ 416	\$ 416	\$ -
Retiree Health Insurance	\$ (44,267)	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ 122,933	\$ 1,120,099	\$ 587,000	\$ 587,000	\$ -
Transfer - Cap Reserve Fund	\$ 11,868	\$ 11,861	\$ 13,047	\$ 13,047	\$ -
Charges - General Fund	\$ 406,050	\$ 510,212	\$ -	\$ 528,242	\$ -
<b>Operations Total</b>	<b>\$ 758,815</b>	<b>\$ 2,137,292</b>	<b>\$ 1,331,244</b>	<b>\$ 1,337,935</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 971,423</b>	<b>\$ 2,355,942</b>	<b>\$ 1,556,398</b>	<b>\$ 1,561,187</b>	<b>\$ -</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Assistant Public Works Director	1	1	1	1	
Environmental Division Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	



**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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 77,523	\$ 98,424	\$ 104,823	\$ 103,816	\$ -
Overtime Salaries	\$ 1,574	\$ 1,600	\$ 1,600	\$ 1,600	\$ -
Part Time Salaries	\$ 30,209	\$ 27,473	\$ 109,743	\$ 108,679	\$ -
FICA Tax	\$ 7,577	\$ 9,754	\$ 16,536	\$ 16,378	\$ -
Retirement	\$ 8,341	\$ 12,854	\$ 14,516	\$ 14,379	\$ -
401(K) Employer Contribution	\$ 2,746	\$ 4,001	\$ 5,321	\$ 5,271	\$ -
Health Care	\$ 13,491	\$ 16,489	\$ 19,195	\$ 19,195	\$ -
Life Insurance	\$ 105	\$ 246	\$ 263	\$ 259	\$ -
Emp Sec Ins	\$ 52	\$ 436	\$ 744	\$ 737	\$ -
Workers Compensation	\$ 6,000	\$ 6,000	\$ 4,000	\$ 4,000	\$ -
<b>Personnel Total</b>	<b>\$ 147,618</b>	<b>\$ 177,277</b>	<b>\$ 276,741</b>	<b>\$ 274,314</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 2,158	\$ 2,500	\$ 2,500	\$ 2,500	\$ -
Expendable Equipment	\$ 330	\$ 500	\$ 500	\$ 500	\$ -
Gas & Oil	\$ 12,627	\$ 6,030	\$ 18,000	\$ 18,000	\$ -
Maint St Clean Equip	\$ 126	\$ 8,000	\$ 8,000	\$ 8,000	\$ -
Maint Auto	\$ 31,956	\$ 24,000	\$ 24,000	\$ 24,000	\$ -
County Landfill Charges	\$ 6,741	\$ 30,000	\$ 30,000	\$ 30,000	\$ -
Insurance Premiums	\$ 2,268	\$ 2,609	\$ 2,000	\$ 2,000	\$ -
Miscellaneous Expense	\$ 3,953	\$ 500	\$ 500	\$ 500	\$ -
Transfer - Cap Reserve Fund	\$ 42,636	\$ 156,034	\$ 171,637	\$ 171,637	\$ -
<b>Operations Total</b>	<b>\$ 102,794</b>	<b>\$ 230,173</b>	<b>\$ 257,137</b>	<b>\$ 257,137</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 250,412</b>	<b>\$ 407,450</b>	<b>\$ 533,878</b>	<b>\$ 531,451</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Crew Leader	1	1	1	1	
Maintenance Worker I/II/III/Sr. <sup>1</sup>	2	2	3	3	
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	

<sup>1</sup>Moved from Department 833



**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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 80,655	\$ 79,862	\$ 82,890	\$ 82,096	\$ -
Overtime Salaries	\$ 1,439	\$ 800	\$ 800	\$ 800	\$ -
FICA Tax	\$ 6,264	\$ 6,170	\$ 6,402	\$ 6,341	\$ -
Retirement	\$ 9,800	\$ 10,365	\$ 11,416	\$ 11,307	\$ -
401(K) Employer Contribution	\$ 3,227	\$ 3,227	\$ 4,185	\$ 4,145	\$ -
Health Care	\$ 14,313	\$ 17,867	\$ 20,627	\$ 20,627	\$ -
Life Insurance	\$ 121	\$ 200	\$ 208	\$ 206	\$ -
Emp Sec Ins	\$ 23	\$ 278	\$ 289	\$ 286	\$ -
Workers Compensation	\$ 4,000	\$ 4,000	\$ 2,000	\$ 2,000	\$ -
<b>Personnel Total</b>	<b>\$ 119,842</b>	<b>\$ 122,769</b>	<b>\$ 128,817</b>	<b>\$ 127,808</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 1,300	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Expendable Equipment	\$ 737	\$ 5,250	\$ 5,250	\$ 5,250	\$ -
Storm Sewers	\$ 32,123	\$ 37,100	\$ 37,100	\$ 37,100	\$ -
Construction	\$ 5,509	\$ 5,830	\$ 5,830	\$ 5,830	\$ -
Gas & Oil	\$ 3,593	\$ 2,312	\$ 6,000	\$ 6,000	\$ -
Maint Equipment	\$ 2,302	\$ 6,360	\$ 6,360	\$ 6,360	\$ -
Maint Auto	\$ 815	\$ 1,060	\$ 1,060	\$ 1,060	\$ -
Insurance Premiums	\$ 2,015	\$ 2,318	\$ 2,300	\$ 2,300	\$ -
Transfer - Cap Reserve Fund	\$ 65,688	\$ 56,685	\$ 62,354	\$ 62,354	\$ -
<b>Operations Total</b>	<b>\$ 114,082</b>	<b>\$ 118,915</b>	<b>\$ 128,254</b>	<b>\$ 128,254</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 233,924</b>	<b>\$ 241,684</b>	<b>\$ 257,071</b>	<b>\$ 256,062</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Maintenance Worker I/II/III/Sr.	2	2	2	2	
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	



**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
Regular Salaries	\$ 128,102	\$ 136,395	\$ 106,119	\$ 105,098	\$ -
Overtime Salaries	\$ 7,558	\$ 4,200	\$ 4,200	\$ 4,200	\$ -
Part Time Salaries	\$ -	\$ 5,296	\$ 5,653	\$ 5,598	\$ -
FICA Tax	\$ 9,827	\$ 11,160	\$ 8,871	\$ 8,789	\$ -
Retirement	\$ 16,316	\$ 18,066	\$ 15,048	\$ 14,909	\$ -
401(K) Employer Contribution	\$ 5,324	\$ 5,624	\$ 5,516	\$ 5,465	\$ -
Health Care	\$ 24,547	\$ 28,973	\$ 18,932	\$ 18,932	\$ -
Life Insurance	\$ 179	\$ 341	\$ 265	\$ 263	\$ -
Emp Sec Ins	\$ 50	\$ 492	\$ 388	\$ 385	\$ -
Workers Compensation	\$ 8,000	\$ 8,000	\$ 3,000	\$ 3,000	\$ -
Temporary Services	\$ 22,305	\$ 21,000	\$ 21,000	\$ 21,000	\$ -
<b>Personnel Total</b>	<b>\$ 222,209</b>	<b>\$ 239,547</b>	<b>\$ 188,992</b>	<b>\$ 187,639</b>	<b>\$ -</b>
<b>Operations</b>					
Uniforms	\$ 1,416	\$ 1,500	\$ 1,500	\$ 1,500	\$ -
Expendable Equipment	\$ 494	\$ 500	\$ 500	\$ 500	\$ -
Gas & Oil	\$ 6,068	\$ 3,518	\$ 4,400	\$ 4,400	\$ -
Maint Equipment	\$ 8,223	\$ 24,000	\$ 24,000	\$ 24,000	\$ -
Insurance Premiums	\$ 229	\$ 263	\$ 250	\$ 250	\$ -
Miscellaneous Expense	\$ 1,942	\$ 2,200	\$ 2,200	\$ 2,200	\$ -
Transfer - Cap Reserve Fund	\$ 44,660	\$ 26,096	\$ 28,706	\$ 28,706	\$ -
<b>Operations Total</b>	<b>\$ 63,033</b>	<b>\$ 58,077</b>	<b>\$ 61,556</b>	<b>\$ 61,556</b>	<b>\$ -</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 285,241</b>	<b>\$ 297,624</b>	<b>\$ 250,548</b>	<b>\$ 249,195</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 22-23	Authorized FY 23-24	Requested FY 24-25	Mgr. Recommends FY 24-25	Adopted FY 24-25
Crew Leader	1	1	1	1	
Maintenance Worker I/II/III/Sr. <sup>1</sup>	2	2	1	1	
Seasonal/Part-Time Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	

<sup>1</sup>Moved to Department 831

**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2025  
With Estimated Actual for the Year Ending June 30, 2024 and  
Actual for the Year Ended June 30, 2023

	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Estimate</u>	<u>2025</u> <u>Budget</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 18,433	\$ 24,600	\$ 12,000
Total miscellaneous	\$ 18,433	\$ 24,600	\$ 12,000
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 164,852	\$ 250,676	\$ 275,744
Total other financing sources	\$ 164,852	\$ 250,676	\$ 275,744
 Total revenues and other financing sources	 <u>\$ 183,285</u>	 <u>\$ 275,276</u>	 <u>\$ 287,744</u>



## 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 FY22-23	Budget FY23-24	Requested FY24-25	Mgr Recommends FY24-25	Adopted FY24-25
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Equipment Replacement Reserve	\$ -	\$ -	\$ 245,278	\$ 245,278	\$ -
<b>Operations Total</b>	\$ -	\$ -	\$ 245,278	\$ 245,278	\$ -
<b>Capital</b>					
Capital Outlay - Equipment	\$ (4,528)	\$ 699,991	\$ -	\$ -	\$ -
Stormwater Capital Reserve	\$ -	\$ -	\$ 37,466	\$ 37,466	\$ -
C O Computer Equipment	\$ -	\$ 1,834	\$ 5,000	\$ 5,000	\$ -
<b>Capital Total</b>	\$ (4,528)	\$ 701,825	\$ 42,466	\$ 42,466	\$ -
<b>Grand Total</b>	\$ (4,528)	\$ 701,825	\$ 287,744	\$ 287,744	\$ -

### CAPITAL OUTLAY

	Requested FY 24-25	Mgr Recommends FY 24-25	Adopted FY 24-25
<b>Administration &amp; Engineering</b>			
Computer Replacement- Laptop	\$ 2,000	\$ 2,000	\$ -
Switch	3,000	3,000	-
Equipment Replacement Reserve	245,278	245,278	-
<b>Total Capital Outlay</b>	<b>\$ 250,278</b>	<b>\$ 250,278</b>	<b>\$ -</b>
<b>Storm Drainage</b>			
Additional Vehicle	\$ 37,466	\$ 37,466	\$ -
<b>Total Capital Outlay</b>	<b>\$ 37,466</b>	<b>\$ 37,466</b>	<b>\$ -</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2025  
With Estimated Actual for the Year Ending June 30, 2024 and  
Actual for the Year Ended June 30, 2023

	<b>2023</b>	<b>2024</b>	<b>2025</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Intergovernmental:			
Federal	\$ 309,061	\$ 430,000	\$ 537,641
Cares Act Funds	63,771	50,000	40,000
Miscellaneous:			
Other	<u>120,962</u>	<u>219,275</u>	<u>30,000</u>
Total revenues	<u>\$ 493,794</u>	<u>\$ 699,275</u>	<u>\$ 607,641</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**

	<b>Actual FY22-23</b>	<b>Budgeted FY23-24</b>	<b>Requested FY24-25</b>	<b>Mgr Recommends FY24-25</b>	<b>Adopted FY24-25</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
<b>Operations Total</b>	\$ 537,111	\$ 481,110	\$ 607,641	\$ 607,641	\$ -
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 537,111	\$ 481,110	\$ 607,641	\$ 607,641	\$ -



**CITY OF SALISBURY, NORTH CAROLINA**

**INTERNAL SERVICE FUNDS**

**FINANCIAL PLAN**

For the Year Ending June 30, 2025

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

REVENUES

City Contributions	\$ 4,406,042
Active Employee Premiums	1,000,000
Inactive Employee Premiums	650,000
Interest Earned on Investments	200,000
Total Revenues	<u>\$ 6,256,042</u>

EXPENDITURES

Employee Benefits	\$ 4,530,042
Other Medical Expenses	30,000
Physician's Assistant	154,000
Benefits Consultant	32,000
Administrative Fees	1,400,000
Health Saving Account Contributions	110,000
Total Expenditures	<u>\$ 6,256,042</u>

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

REVENUES

City Contributions	\$ 508,000
Interest Earned on Investments	160,000
Appropriate from Reserves	232,000
Total Revenues	<u>\$ 900,000</u>

EXPENDITURES

Employee Benefits	\$ 650,000
Workers' Compensation Insurance	250,000
Total Expenditures	<u>\$ 900,000</u>



## Capital Improvement Program

The City of Salisbury's ten-year Capital Improvement Program (CIP) outlines the City's Strategic Plan 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 engaged the services of a consultant to develop its first Strategic Plan in FY24. The CIP requests are tied to the Strategic Plan Focus Areas:

- Healthy, Safe and Engaged Neighborhoods
- Economic and Workforce Development
- Public Safety
- Organizational Excellence
- Sustainable Infrastructure
- Cultural Amenities

The City continues to prepare the General Fund and the Water and Sewer Fund CIP in-house. The 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 ongoing 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. With careful capital planning, the Council can address the ongoing needs of the community now and prepare for future needs. For FY25, a consolidated spreadsheet broken down by Strategic Focus Area has been submitted for your review and approval.



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

<b>General Fund</b>	<b>Page</b>
10 - Year CIP Summary	14-1
<b>Water &amp; Sewer Fund</b>	
10 - Year CIP Summary	14-3
<b>Stormwater Fund</b>	
10 - Year CIP Summary	14-5

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

Strategic Focus Area						
Healthy, Safe and Engaged Neighborhoods						
Department	Project Name	2025	2026	Fiscal Year 2027	2028	2029
Community Planning	Neighborhood Revitalization & Rehabilitation	200,000	310,000	320,000	330,000	340,000
Community Planning	Kesler Mill Infrastructure	-	3,200,000	-	-	-
Community Planning	Kesler Mill Local Participation	-	-	1,000,000	-	6,000,000
Community Planning	Salisbury-Spencer Greenway Connection	-	-	500,000	2,500,000	-
Parks and Recreation	Play Structures	50,000	50,000	50,000	50,000	50,000
Parks and Recreation	Parks and Recreation Infrastructure	551,428	-	-	-	-
Parks and Recreation	Greenway Extension	200,000	-	200,000	-	200,000
Engineering	Grant Creek Greenway	1,781,660	2,301,573	-	-	-
Engineering	Street Light Improvements/Mod to Signal	11,580	11,870	12,166	12,470	12,782
<b>Public Safety</b>						
Fire Department	Fire Station 3	1,000,000	-	-	-	-
Fire Department	Fire Station 2 Addition	1,250,000	-	-	-	-
Fire Department	Thermal Imaging Camera (TIC)	-	-	15,000	-	15,000
Fire Department	Paratech Strut Equipment	20,000	-	-	-	-
Fire Department	Breathing Air Compressor	70,000	-	-	-	-
Fire Department	Light Tower (Emergency Management)	-	-	-	-	-
Fire Department	Fire Station 1 Inspection/Tower Replacement	-	100,000	400,000	-	-
Fire Department	Holmatro Extrication Equipment	-	10,000	60,000	-	-
Fire Department	Ground Ladders	-	10,000	10,000	-	-
Fire Department	LDH Trailer/with Hose Roller	-	27,000	-	-	-
Fire Department	Rescue Rope Replacement	-	50,000	-	-	-
Fire Department	Drone	13,700	-	-	-	-
Fire Department	Fire Station 7 construction	-	-	-	-	7,000,000
Fire Department	Fire Station 6 anchors rating	-	50,000	-	-	-
Police Department	Firing Range	-	6,000,000	-	-	-
<b>Economic and Workforce Development</b>						
Community Planning	Downtown Revitalization Incentive Program	100,000	200,000	200,000	250,000	250,000
Community Planning	Historic Preservation Incentive Grant	25,000	30,000	30,000	35,000	35,000
Community Planning	Municipal Service District Grant	25,000	100,000	100,000	100,000	25,000
Community Planning	Innes Street Grants	25,000	-	-	-	-
Community Planning	South Main Corridor Intersections/5 Points Urban Design Project	-	150,000	150,000	-	-
Community Planning	West Innes Street Corridor Plan, Design, Implementation	-	-	-	1,000,000	-
Downtown Development	Downtown Improvements - Part of Main Street Project	-	200,000	50,000	50,000	50,000
Downtown Development	Holiday Decorations	10,000	20,000	17,000	30,000	20,000
Engineering	Main Street Infrastructure	9,283,444	-	-	-	-
Engineering	Train Station Second Platform	-	-	780,000	-	-
Engineering	Salisbury Train Depot Multi-modal Center	2,950,000	8,450,000	-	285,000	286,425
Engineering	Julian Rd Widening	91,287	-	-	-	-
<b>Organizational Excellence</b>						
<b>Sustainable Infrastructure</b>						
Engineering	Sidewalks-Old Concord, Brenner, Jake Alex	3,372,739	716,670	-	-	-
Engineering	Cone Center	275,000	-	-	-	-
Engineering	Traffic Calming	6,000	15,000	15,000	15,000	15,000
Parks and Recreation	Event Space - former Wells Fargo Building	1,000,000	-	6,000,000	-	-
Parks and Recreation	Hurley Park Projects	10,000	23,000	408,000	18,000	10,000
Parks and Recreation	New Multi-Generational Community Center	-	12,000,000	12,000,000	12,000,000	-
Cemetery	Oakwood Cemetery Fence Replacement	-	15,000	-	-	-
Cemetery	Chestnut Hill Resurfacing	-	-	85,000	-	-
Cemetery	Memorial Park Curb Removal/Reconstruction/Resurfacing	-	115,000	-	-	-
Streets	100KW Generator - 210 W. Franklin	-	-	-	-	100,000
Streets	Asphalt Resurfacing	1,025,000	1,050,625	1,076,890	1,103,812	-
Streets	Bridge Maintenance	10,000	225,000	-	250,000	-
Grounds	Community Park Lot paving	-	-	175,000	-	-
Grounds	Community Park CDL Lot and Training	-	-	235,000	-	-
Facilities Management	Parking Lot Resurfacing	32,500	33,313	34,145	34,999	-
Facilities Management	Elevators	-	-	200,000	-	-
Facilities Management	Fuel Site	300,000	1,700,000	-	-	-
Facilities Management	HVAC	150,000	150,000	150,000	150,000	150,000
Facilities Management	Roof	100,000	100,000	400,000	400,000	400,000
Waste Management	Screener for Compost Site	-	-	-	605,000	-
<b>Cultural Amenities</b>						
Community Planning	Public Art	77,000	90,000	90,000	125,000	200,000
		<b>24,016,338</b>	<b>37,504,051</b>	<b>24,763,201</b>	<b>19,344,281</b>	<b>15,159,207</b>

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

Strategic Focus Area		Fiscal Year					10 Year Total
Department	Project Name	2030	2031	2032	2033	2034	
<b>Healthy, Safe and Engaged Neighborhoods</b>							
Community Planning	Neighborhood Revitalization & Rehabilitation	350,000	360,000	370,000	380,000	39,000	2,999,000
Community Planning	Kesler Mill Infrastructure	-	-	-	-	-	3,200,000
Community Planning	Kesler Mill Local Participation	-	-	-	-	-	7,000,000
Community Planning	Salisbury-Spencer Greenway Connection	-	-	-	-	-	3,000,000
Parks and Recreation	Play Structures	50,000	50,000	50,000	50,000	50,000	500,000
Parks and Recreation	Parks and Recreation Infrastructure	-	-	-	-	-	551,428
Parks and Recreation	Greenway Extension	-	200,000	-	200,000	-	1,000,000
Engineering	Grant Creek Greenway	1,781,660	2,301,573	-	-	-	8,166,466
Engineering	Street Light Improvements/Mod to Signal	13,102	13,429	13,765	14,109	14,462	129,735
							-
<b>Public Safety</b>							
Fire Department	Fire Station 3	-	-	-	-	-	1,000,000
Fire Department	Fire Station 2 Addition	-	-	-	-	-	1,250,000
Fire Department	Thermal Imaging Camera (TIC)	-	15,000	-	-	-	45,000
Fire Department	Paratech Strut Equipment	-	-	-	-	-	20,000
Fire Department	Breathing Air Compressor	-	-	-	-	-	70,000
Fire Department	Light Tower (Emergency Management)	-	-	-	-	-	-
Fire Department	Fire Station 1 Inspection/Tower Replacement	-	-	-	-	-	500,000
Fire Department	Holmatro Extrication Equipment	-	-	-	-	-	70,000
Fire Department	Ground Ladders	-	-	-	-	-	20,000
Fire Department	LDH Trailer/with Hose Roller	-	-	-	-	-	27,000
Fire Department	Rescue Rope Replacement	-	-	-	-	-	50,000
Fire Department	Drone	-	-	-	-	-	13,700
Fire Department	Fire Station 7 construction	-	-	-	-	-	7,000,000
Fire Department	Fire Station 6 anchors rating	-	-	-	-	-	50,000
Police Department	Firing Range	-	-	-	-	-	6,000,000
							-
<b>Economic and Workforce Development</b>							
Community Planning	Downtown Revitalization Incentive Program	300,000	300,000	350,000	350,000	400,000	2,700,000
Community Planning	Historic Preservation Incentive Grant	40,000	40,000	45,000	45,000	50,000	375,000
Community Planning	Municipal Service District Grant	25,000	100,000	100,000	100,000	25,000	700,000
Community Planning	Innes Street Grants	-	-	-	-	-	25,000
Community Planning	South Main Corridor Intersections/5 Points Urban Design Project	-	-	-	-	-	300,000
Community Planning	West Innes Street Corridor Plan, Design, Implementation	-	-	-	-	-	1,000,000
Downtown Development	Downtown Improvements - Part of Main Street Project	50,000	50,000	50,000	-	-	500,000
Downtown Development	Holiday Decorations	17,000	30,000	20,000	17,000	30,000	211,000
Engineering	Main Street Infrastructure	-	-	-	-	-	9,283,444
Engineering	Train Station Second Platform	-	-	-	-	-	780,000
Engineering	Salisbury Train Depot Multi-modal Center	287,857	289,296	290,743	292,197	293,658	13,425,176
Engineering	Julian Rd Widening	-	-	-	-	-	91,287
							-
<b>Organizational Excellence</b>							
							-
<b>Sustainable Infrastructure</b>							
Engineering	Sidewalks-Old Concord, Brenner, Jake Alex	-	-	-	-	-	4,089,409
Engineering	Cone Center	-	-	-	-	-	275,000
Engineering	Traffic Calming	-	-	-	-	-	66,000
Parks and Recreation	Event Space - former Wells Fargo Building	-	-	-	-	-	7,000,000
Parks and Recreation	Hurley Park Projects	5,000	65,000	50,000	-	-	589,000
Parks and Recreation	New Multi-Generational Community Center	-	-	-	-	-	36,000,000
Cemetery	Oakwood Cemetery Fence Replacement	-	-	-	-	-	15,000
Cemetery	Chestnut Hill Resurfacing	-	-	-	-	-	85,000
Cemetery	Memorial Park Curb Removal/Reconstruction/Resurfacing	-	-	-	-	-	115,000
Streets	100KW Generator - 210 W. Franklin	-	-	-	-	100,000	200,000
Streets	Asphalt Resurfacing	1,025,000	1,050,625	1,076,890	1,103,812	1,103,812	9,616,466
Streets	Bridge Maintenance	10,000	225,000	-	250,000	-	970,000
Streets	Salt Bin	77,500	-	-	-	-	-
Grounds	Community Park Lot paving	-	-	-	-	-	175,000
Grounds	Community Park CDL Lot and Training	-	-	-	-	-	235,000
Facilities Management	Parking Lot Resurfacing	32,500	33,313	34,145	34,999	34,999	304,913
Facilities Management	Elevators	-	-	200,000	-	-	400,000
Facilities Management	Fuel Site	-	-	-	-	-	2,000,000
Facilities Management	HVAC	150,000	150,000	150,000	150,000	150,000	1,500,000
Facilities Management	Roof	100,000	100,000	400,000	400,000	400,000	2,800,000
Waste Management	Screener for Compost Site	-	-	-	-	-	605,000
							-
<b>Cultural Amenities</b>							
Community Planning	Public Art	110,000	110,000	120,000	145,000	230,000	1,297,000
							-
		<b>4,424,619</b>	<b>5,483,236</b>	<b>3,320,543</b>	<b>3,532,117</b>	<b>2,920,931</b>	<b>140,391,024</b>

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

Strategic Focus Area		Sustainable Infrastructure				
Department	Project Name	2025	2026	Fiscal Year 2027	2028	2029
Miscellaneous	Maintenance Building Upfit (218 W Cemetery ST)	100,000				
Raw Water	NEW Raw Water Pump Station					
	New Raw Water Pump Station Design	2,000,000	-	-	-	-
	New Raw Water Pump Station Construction	12,000,000	12,000,000	-	-	-
Raw Water	Raw Water Reservoir (30MG)	-	-	-	-	3,500,000
Water Treatment Plant	Water Treatment Plant Upgrades					
	Control Room Upgrade	500,000	500,000	-	-	-
	Electrical System Upgrades	1,000,000	500,000	9,000,000	-	-
	Sodium Hypochlorite Generation Upgrades	600,000	-	-	-	-
	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	600,000	650,000	700,000	750,000	800,000
	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	-	-	-	-
Water Distribution	Elevated Water Storage Tanks	-	3,918,000	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 (I&I Reduction)	600,000	650,000	700,000	750,000	800,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation					
	Grant Creek Interceptor Rehab	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	-	600,000	800,000	-	-
	Upgrades/Additions	800,000	250,000	-	-	-
	Rehabs	315,000	1,500,000	-	-	-
Sanitary Sewer Lift Stations	2 MGD LS&FM Design & Construction				7,750,000	
Wastewater Treatment Plant	WWTP Improvements					
	Grant Creek Secondary Clarifier Rehab	260,000	-	-	-	-
	Grant Creek Secondary Clarifier Upgrade Design		1,250,000			
	Grant Creek Secondary Clarifier Upgrade Construction			8,400,000		
	Septage Receiving Station	-	-	-	-	-
	Town Creek Pump Station Modifications/Upgrades	1,500,000	-	-	4,225,000	-
	Nutrient Removal Facility	-	-	-	7,500,000	7,500,000
		<b>26,595,000</b>	<b>26,733,000</b>	<b>48,278,000</b>	<b>22,475,000</b>	<b>14,100,000</b>

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

Strategic Focus Area		Sustainable Infrastructure					Fiscal Year	10 Year Total
Department	Project Name	2030	2031	2032	2033	2034		
Miscellaneous	Maintenance Building Upfit (218 W Cemetery ST)						100,000	
Raw Water	NEW Raw Water Pump Station							
	New Raw Water Pump Station Design	-	-	-	-	-	2,000,000	
	New Raw Water Pump Station Construction	-	-	-	-	-	24,000,000	
	Raw Water Reservoir (30MG)	3,500,000	-	-	-	-	7,000,000	
Water Treatment Plant	Water Treatment Plant Upgrades							
	Control Room Upgrade	-	-	-	-	-	1,000,000	
	Electrical System Upgrades	-	-	-	-	-	10,500,000	
	Sodium Hypochlorite Generation Upgrades	-	-	-	-	-	600,000	
	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	850,000	900,000	950,000	1,000,000	1,050,000	8,250,000	
	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	-	-	-	-	-	1,000,000	
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	-	7,836,000	
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	8,000,000	
Sanitary Sewer Lift Stations	Sanitary Sewer Interceptor Rehabilitation						-	
	Grant Creek Interceptor Rehab	500,000	1,000,000	500,000	-	-	2,500,000	
	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	-	-	-	-	-	1,400,000	
	Upgrades/Additions	-	-	-	-	-	1,050,000	
	Rehabs	-	-	-	-	-	1,815,000	
Sanitary Sewer Lift Stations	2 MGD LS&FM Design & Construction	-	-	-	-	-	7,750,000	
Wastewater Treatment Plant	WWTP Improvements						-	
	Grant Creek Secondary Clarifier Rehab	-	-	-	-	-	260,000	
	Grant Creek Secondary Clarifier Upgrade Design	-	-	-	-	-	1,250,000	
	Grant Creek Secondary Clarifier Upgrade Construction	-	-	-	-	-	8,400,000	
	Septage Receiving Station	-	-	-	-	-	-	
	Town Creek Pump Station Modifications/Upgrades	-	-	-	-	-	5,725,000	
	Nutrient Removal Facility	-	-	-	-	-	15,000,000	
		<b>7,561,000</b>	<b>5,750,000</b>	<b>5,685,000</b>	<b>2,450,000</b>	<b>2,550,000</b>	<b>141,552,000</b>	

**10 Year Capital Improvement Program  
Stormwater Fund**

**Strategic Focus Area  
Sustainable Infrastructure**

<b>Fund</b>	<b>Project Name</b>	<b>Fiscal Year</b>				
		<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
Stormwater	Jackson Street	-	-	-	-	-
Stormwater	N. Long Street	-	-	-	-	-
Stormwater	Marsh Street	124,000	493,000	-	-	-
Stormwater	Eaman Park	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	-	-	-	84,000	336,000
Stormwater	Confederate Avenue	-	-	-	-	150,000
Stormwater	Innes Street	-	-	-	-	50,000
Stormwater	W. Glenview Drive	-	-	-	-	-
Stormwater	Gold Hill Drive	-	-	-	-	-
Stormwater	Wellington Hills	-	-	-	-	-
Stormwater	West Colonial Drive	-	-	-	-	-
Stormwater	Livingstone	-	-	-	-	-
Stormwater	Corbin Hills	-	-	-	-	-
		<b>437,000</b>	<b>1,994,000</b>	<b>277,000</b>	<b>1,339,000</b>	<b>536,000</b>

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

**Strategic Focus Area**  
**Sustainable Infrastructure**

Fund	Project Name	Fiscal Year					10 Year Total
		2030	2031	2032	2033	2034	
Stormwater	Jackson Street	-	-	-	-	-	-
Stormwater	N. Long Street	-	-	-	-	-	-
Stormwater	Marsh Street	-	-	-	-	-	617,000
Stormwater	Eaman Park	-	-	-	-	-	1,564,000
Stormwater	Memorial Park	-	-	-	-	-	694,000
Stormwater	Park Road	-	-	-	-	-	938,000
Stormwater	Windsor Drive	-	-	-	-	-	150,000
Stormwater	W. Bank Street	-	-	-	-	-	420,000
Stormwater	Confederate Avenue	263,000	1,050,000	-	-	-	1,463,000
Stormwater	Innes Street	50,000	-	-	-	-	100,000
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	2,100,000	2,725,000
Stormwater	West Colonial Drive	-	-	100,000	362,000	1,445,000	1,907,000
Stormwater	Livingstone	-	-	-	50,000	85,000	135,000
Stormwater	Corbin Hills	-	-	-	150,000	364,000	514,000
		<b>413,000</b>	<b>1,306,000</b>	<b>969,000</b>	<b>1,087,000</b>	<b>3,994,000</b>	<b>12,352,000</b>





## DEBT MANAGEMENT PROGRAM

### OUTSTANDING DEBT

As of June 30, 2024, the City of Salisbury will have \$58,337,322 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
Installment Purchases	<u>\$ 10,816,000</u>
Water and Sewer Fund:	
Revenue Bonds	\$ 34,369,573
Capital Leases/Installment Purchases	<u>376,749</u>
	<u>\$ 34,746,322</u>
Broadband Fund:	
Installment Purchases	<u>\$ 12,775,000</u>
Total	<u><u>\$ 58,337,322</u></u>

#### General Fund/General Fund Capital Reserve Fund

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

	<b>Balance</b> <b><u>June 30, 2024</u></b>
\$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	\$ 4,750,000
\$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	<u>6,066,000</u>
	<u><u>\$ 10,816,000</u></u>

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

<b>Year Ending</b>	<b>Installment Purchases</b>	
	<b>June 30,</b>	
	<b>Principal</b>	<b>Interest</b>
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
<b>Totals</b>	<b>\$ 10,816,000</b>	<b>\$ 2,249,002</b>

### Water and Sewer Fund

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

	<b>Balance</b>
	<b>June 30, 2024</b>
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 1,034,573
Revenue Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	1,865,000
Revenue Water and Sewer Series 2020, rate of 3.40%, issued April 2020, maturing serially to 2045	31,470,000
	<u>\$ 34,369,573</u>

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

Fiscal Year	Gross Revenues (1)	Operating Expenditures(2)	Net Revenues Available for		Coverage Ratios		
			Revenue Bond Debt Service	Debt Service Requirements	Parity Debt	All Debt	
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%
2023	33,049,595	20,634,831	\$ 12,414,764	4,870,108	5,104,059	254.92%	243.23%

- (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, 2024, total \$376,749, including \$17,368 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

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

Year Ending June 30,	Revenue Bonds		Caplt Leases/Instmt Purchases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest
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	1,386,482
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	<u>\$ 34,369,573</u>	<u>\$ 18,103,328</u>	<u>\$ 376,749</u>	<u>\$ 17,368</u>	<u>\$ 34,746,322</u>	<u>\$ 18,120,696</u>

## Broadband Fund

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

	<b>Balance</b> <b><u>June 30, 2024</u></b>
Installment Purchase Refunding, issued October 2019, rate of 2.75%, maturing serially to 2029	<u>\$ 12,775,000</u>

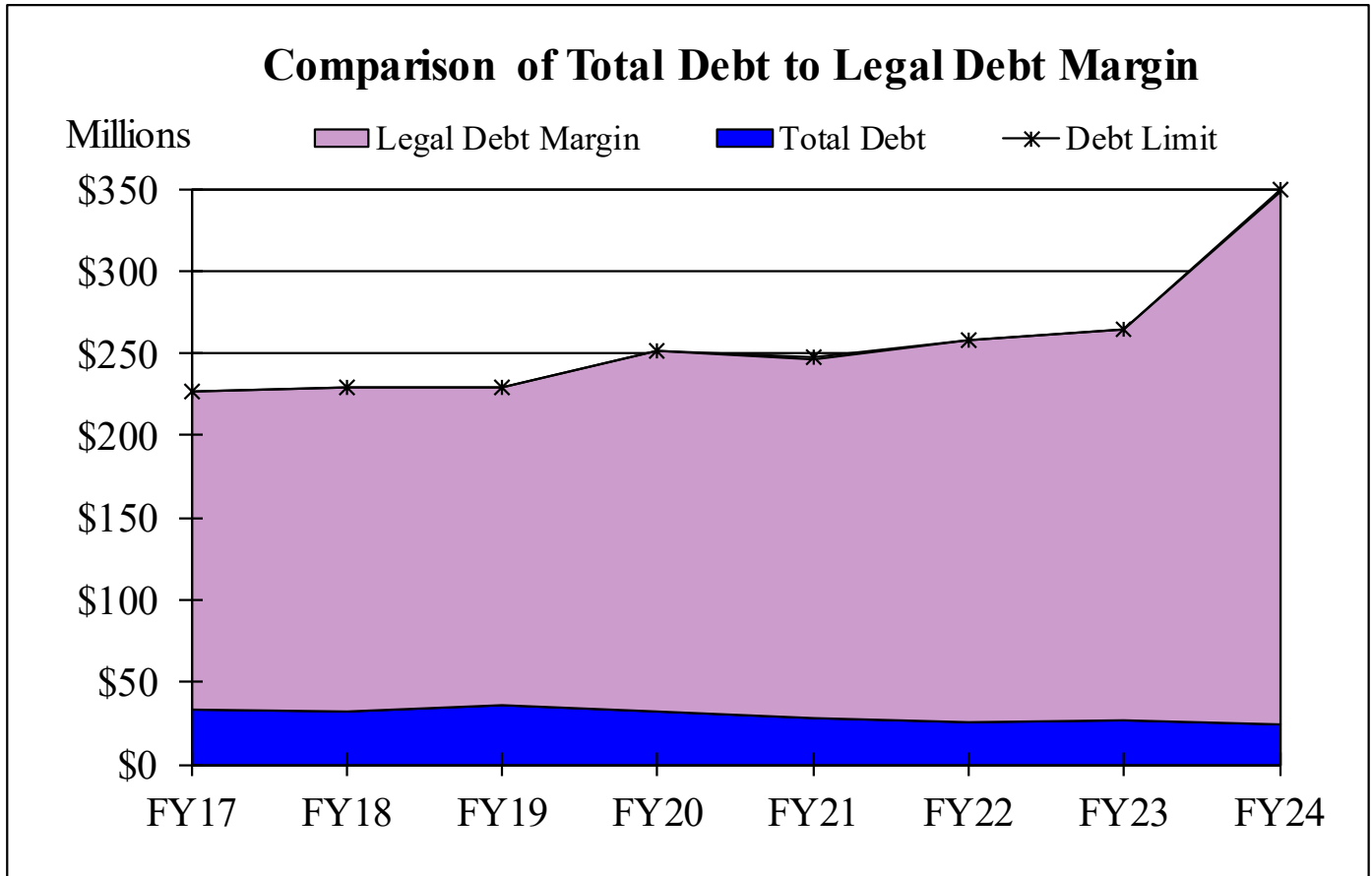
In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.33%, maturing serially to 2029. In April 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 Broadband long-term debt are:

<b>Year Ending</b> <b><u>June 30,</u></b>	<b>Installment Purchases</b>	
	<b>Principal</b>	<b>Interest</b>
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>\$ 12,775,000</u>	<u>\$ 1,079,376</u>

## LEGAL DEBT MARGIN

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



### Computation of Legal Debt Margin at June 30, 2024

Debt limit: Total assessed value of \$4,358,120,750 x 8%		\$ 348,649,660
Amount of debt applicable to debt limit:		
Total capitalized lease obligation and installment purchase obligations:		
General Fund	\$ 10,816,000	
Water & Sewer Fund	376,749	
Broadband Services Fund	<u>12,775,000</u>	
Total amount of debt applicable to debt limit	<u>23,967,749</u>	
<b>LEGAL DEBT MARGIN</b>		<u><u>\$ 324,681,911</u></u>

## DIRECT AND OVERLAPPING DEBT

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2023.

<b>Governmental Unit</b>	<b>Debt Outstanding</b>	<b>Estimated Percentage Applicable</b>	<b>Estimated Share of Overlapping Debt</b>
Debt repaid with property taxes: Rowan County	\$ 76,380,164	22.95%	\$ 17,532,926
City of Salisbury direct debt			<u>12,225,428</u>
Total direct and overlapping debt			<u>\$ 29,758,354</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, 2024, AND ENDING JUNE 30, 2025**

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, 2024, and ending June 30, 2025, 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	\$ 757,728
Management and Administration	2,041,312
Communications	623,898
Human Resources	1,491,848
Finance	1,813,886
Customer Service	528,426
Planning & Neighborhoods - Community Planning	1,479,121
Information Technology	2,232,779
Land & Development Services	1,028,716
Planning & Neighborhoods - Code Enforcement	548,047
Downtown Development	498,874
Public Works - Facilities Maintenance	1,243,403
Public Works - Central City Buildings	718,545
Plaza	71,743
Police Support Services	5,118,557
Police Administration	1,561,365
Police Field Operations	7,566,194
Fire Department	10,328,106
Telecommunications	918,012
Transportation - Traffic Operations	816,604
Transportation - Street Lighting	535,188
Transportation	678,000
Transportation - Engineering	9,153,715
Public Works Administration	617,722
Public Works - Streets	2,708,409
Public Works - Solid Waste	2,615,307
Public Works - Waste Management - Other	712,759
Public Works - Cemetery	128,197
Public Works - Grounds Maintenance	1,681,791
Bell Tower Green	369,771
Parks and Recreation	1,899,711
Public Works - Fleet Management	1,585,840
Broadband Support	2,700,000
Debt Service	1,280,185
TOTAL GENERAL FUND	<u>\$ 68,053,759</u>

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

Utilities Mgt. and Administration	\$ 7,686,045
Water Resources - Water Treatment	5,511,679
Distribution & Collections Systems	10,561,859
Environmental Services	661,239
Water Resources - Wastewater Treatment	9,001,037
AMI Services	899,209
Water and Sewer Debt Service	<u>5,004,773</u>
TOTAL WATER AND SEWER FUND	<u>\$ 39,325,841</u>

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

\$ 1,631,157

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

\$ 2,944,856

(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

\$ 1,285,626

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

\$ 3,620,000

(7) That for said fiscal year there is hereby appropriated out of the STORMWATER FUND for the purpose of operating Salisbury's Stormwater management program, the sum of

\$ 2,597,895

(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

\$ 287,744



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, 2024 and ending June 30, 2025:

General Fund:	
Taxes	\$ 29,348,738
Unrestricted governmental	16,263,000
Restricted governmental	8,710,583
Charges for services	9,644,644
Miscellaneous	1,640,000
Other financing sources	<u>2,446,794</u>
Total revenues and other financing sources	<u>\$ 68,053,759</u>
Water and Sewer Fund:	
Operating revenues	\$ 32,189,552
Nonoperating revenues	1,150,000
Other financing sources	<u>5,986,289</u>
Total revenues	<u>\$ 39,325,841</u>
Transit Fund:	
Charges for services	\$ 54,000
Intergovernmental revenues	645,197
Miscellaneous	172,615
Other financing sources	<u>759,345</u>
Total revenues and other financing sources	<u>\$ 1,631,157</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 2,864,856
Nonoperating revenues	<u>80,000</u>
Total revenues and other financing sources	<u>\$ 2,944,856</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 1,072,206
Miscellaneous	80,000
Other financing sources	<u>133,420</u>
Total revenues and other financing sources	<u>\$ 1,285,626</u>
Broadband Fund:	
Operating revenues	\$ 810,000
Nonoperating revenues	110,000
Other financing sources	<u>2,700,000</u>
Total revenues	<u>\$ 3,620,000</u>
Stormwater Fund:	
Total revenues	<u>\$ 2,597,895</u>
Stormwater Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 287,744</u>

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, 2024 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)

-- \$ .665

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 \$4,381,423,635 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, 2024 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:

**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)	Contractor & landfill costs
Demolition or Moving Permit Application Fee	\$50
After the Fact Demolition Permit	\$250
Printed Maps:	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25

**LAND & DEVELOPMENT SERVICES**

Zoning Board of Adjustment:	
Administrative appeal	\$350
Variance	\$350
Alternate Methods of Compliance	\$50
Conditional District Petition or General Development Overlay:	
Adoption	\$1,200
Amendment	\$900
Revisions	\$50
Re-Review (after 2 TRC Reviews & 3 Construction Reviews)	\$250 for each additional
District Map & Text Amendment Petition:	
Local Historical Landmark	\$200
LDO Map Amendment (General Rezoning, Historic Overlay Adoption)	\$800
Land Development Ordinance Text Amendment	\$600
Vested Rights Extension	\$600 without rezoning
Major Site Plan Review (1st Submittal + 2 Revisions)	\$500
Major Site Plan Re-Review (after 2 TRC Reviews & 3 Construction Reviews)	\$250 for each additional
Minor Site Plan Review (1st Submittal + 2 Revisions)	\$150
Minor Site Plan Re-Review	\$75 for each additional
Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Major Subdivision Re-Review (after 2 TRC Reviews & 3 Construction Reviews)	1/2 Original fee for each additional review
Major Subdivision (Final plat)	\$100 + \$5/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Special Exception	\$200
Engineering Plan Review Fee (Utility Only - New Construction)	\$200
Engineering Plan Review Fee (Utility Only- Upfit)	\$100
Engineering Plan Review Fee (Utility Only- Client Community Subdivision)	\$200
Engineering Plan Re-Review (after 3 Construction Reviews)	1/2 Original fee for each additional review
Revision to Approved Plans (RTAP):	
Standard RTAP	\$200
Subdivision Phasing RTAP	\$300
Re-Review (after 3 Construction Reviews)	\$100
Media Charges:	
CD Disk, Each	\$20
DVD Disk, Each	\$20
Zoning Permit for New Single Family	\$50 (House <5 DU)
Zoning Permit for New Multi-family	\$150

	Fee
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
After-the-Fact Zoning Permit	Double regular permit fee
Home Occupation	\$50
Zoning Verification Letter	\$60
Predevelopment Permit for Site Grading (LIA)	\$100
Predevelopment Permit for Site Grading (HIA)	\$300
Special Use Permit	\$500
New Telecommunications Tower Special Use Permit Application	\$5,000
Height Addition of Existing Telecommunications Tower Application	\$1,500
Sidewalk Dining Permit (Annually)	\$10
Permit for New Wall, Canopy, Proj., Ground Sign	\$100
Permit for Sign Panel / Face Change	\$50
Temporary Sign Permit	\$25
Certificate of Appropriateness (COA) Major Works	\$25
After-the-Fact Certificate of Appropriateness (HPC)	\$250
Temporary Use Permit	\$100
Temporary Construction Trailer	\$25
Driveway Permit	\$25
Floodplain Development Permit	\$100
Tree Removal Permit	\$10
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$200
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	Time and material costs
Standards Manual (includes zoning and subdivisions)	\$20
Field Inspections of Water Lines	\$1 per foot
Field Inspections of Sewer Lines	\$1 per foot
<b>TRANSPORTATION</b>	
<b><i>Engineering</i></b>	
Street & alley closings filing fee	\$500
Panhandling:	
Educational Sign	\$60
Sign Post	\$45
<b><i>Traffic Operations</i></b>	
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/hr
Repair of traffic control devices-use of service truck or small equipment	\$9/hr
<b>POLICE</b>	
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

Copies of Reports (First report is free to victims)

Lifting Assistance

Lifting Assistance Standby

**SPECIAL OPERATIONAL USE PERMITS**

Operational permits are required by the NC Fire Code to conduct the following types of operations. A permit fee will be charged for the following Special Operational Use Permits. These permits are not attached to normal procedures and are not covered under a General Inspection Use Permit or Fire Department Construction Permit.

Tents and air supported structures requiring a construction permit will be included with the Special Operational Use Permit.

Blasting Permit:

30 day permit

2 day permit (48 hours)

Burning Permit:

Commercial

Residential

Exhibit and Trade Show

Festivals (fairs, carnivals, etc.)

Large Festival:

1. Festival with an attendance of more than 6,000 on any given day or

2. Outdoor circus or carnival

Small Festival:

1. Festival with an attendance of 6,000 or less each day or

2. Indoor circus or carnival

Firework/Pyrotechnic Display (per display)

Fumigation or Thermal Insecticidal Fogging

Special Amusement Building

Tent or Air Supported Structures (Funeral Homes &amp; tents less than 700 sq. ft. exempt)

Tent, Structure or Stand for Fireworks Sales:

21 day permit

7 day permit

Other Not Listed

After Hours Inspection (inspections conducted outside of normal work hours)

\*Late Application Fee

\*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

Renovation/Modification

Automatic Sprinkler System:

Installation (\$59 minimum)

Renovation/Modification

Standpipe System (Not part of a sprinkler system):

Installation

Renovation/Modification

**Fee**

Actual cost including equipment

\$0.10 per copy/scanned page;

minimum of \$1

\$250 per call

\$95 per hr stand-by

\$100

\$45

\$25

No charge

\$25

\$175

\$50

\$200

\$25

\$25

\$25

\$500

\$200

\$25

\$50

\$50

\$0.01/square foot

\$50

\$50

\$50

	Fee
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
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
<b>MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES</b>	
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
<b>Plans Review:</b>	
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

	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
Special Event Permit	\$50
<b>Telecommunications</b>	
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%
<b>PUBLIC WORKS</b>	
<b>Street Division</b>	
Installation and Removal of curbing, driveways, storm drains, and sidewalks	Actual cost + 10%
<b>Solid Waste</b>	
Additional Trash Rollout (Non-refundable deposit)	\$65
Bulky Item Collection Fees:	
Minimum Charge	\$10
Furniture (per Item)	\$5
White Goods (per Item)	\$25
Scrap Metal (per Pick-up Load)	\$20
Carpet/Padding (per Pick-up Load)	\$20
Mattress	\$20
Box Springs	\$10
Miscellaneous Items (per Pick-up Load)	\$25
Items Requiring Use of Backhoe	\$50
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.	
<b>All fees must be paid in advance of service.</b>	
<b>Fleet Management</b>	
Repair of Rowan Transit System Fleet and Trolley Fleet	\$65.41/hr
Repair of Hazardous Material Van:	
Labor	\$65.41/hr
Repair Parts	Actual cost + 20%
Repair Sublet	Actual cost + 15%
Equipment Installation	\$65.41/hr
<b>Cemetery</b>	
Burial-adult	\$900
Burial-infant	\$450
Disinterment - Adult	\$1,800
Disinterment - Infant	\$900

	Fee
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- recording fee only)	\$25
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
Cemetery Lot Fee Schedule:	
Adult, City resident	\$800
Adult, non-City resident	\$1,000
Infant, City resident	\$400
Infant, non-City resident	\$600
Columbaria fees:	
Niche, City resident	\$1,350
Niche, non-City resident	\$1,550
Weekday Inurnment fee	\$150
Weekend Inurnment fee	\$300
<b>Grounds Maintenance</b>	
Cooperative tree planting on public right-of-way	Actual cost of tree + 10%
<b>TRANSIT</b>	
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
<b>PARKS &amp; RECREATION</b>	
<b>City Park (3 hour minimum rental non-operational hours)</b>	
Room A or B	\$40 per hr + \$75 Damage deposit
Multi-purpose room	\$75 per hr + \$75 Damage deposit
8 hour rental	\$500 + \$75 Damage deposit
Any room with kitchen	\$10 per hr additional
Meeting room	\$40 per hr + \$75 deposit
Teen Room/Game Room	\$60 per hr + \$75 Damage deposit
<b>Civic Center</b>	
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 hr + \$200 Damage deposit/ \$300 if serving alcohol
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 + \$200 Damage deposit/ \$300 if serving alcohol



	Fee
<b>Hall Gym (3 hour minimum rental non-operational hours)</b>	
Meeting Room	\$50 per hr + \$75 Damage deposit
Gym	\$70 per hr + \$100 Damage deposit
8 hour rental	\$300 + \$75 Damage deposit
<b>Miller Center (3 hour minimum rental non-operational hours)</b>	
Computer Lab	\$30 per hr + \$75 Damage deposit
Multi-purpose room	\$40 per hr + \$75 Damage deposit
Meeting room	\$40 per hr + \$75 Damage deposit
Any room with kitchen	\$10 per hr additional
<b>Park Avenue Community Center (2 hour minimum for rental non-operational hours)</b>	
Multi-purpose room & kitchen:	
2 to 3 hours Rental	\$70 per hr + \$50 Damage deposit
4 hours up to full 8 hours Rental	\$300 + \$50 Damage deposit
Additional hours after 8 hours	\$70 per hr
<b>Recreation Center Rental Discounts &amp; Notes (applies to all centers)</b>	
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.	
<b>Fred M. Evans Pool @ Lincoln Park (2 hour minimum)</b>	
Two lifeguards	\$50 per hr + \$50 Damage deposit
Four lifeguards	\$75 per hr + \$50 Damage deposit
<b>Bell Tower Green</b>	
County Rates:	
Green (3 hour minimum)	\$300 + \$100 Damage deposit (\$50 per hr after)
Ampitheater/Green/Promenade (5 hour minimum)	\$750 + \$300 Damage deposit (\$100 per hr after)
Bell Tower/Gazebo (5 hour minimum)	\$300 + \$100 Damage deposit (\$50 per h after)
Garden Trellis (3 hour minimum)	\$300 + \$100 Damage deposit (\$50 per hr after)
Promenade (3 hour minimum)	\$200 + \$100 Damage deposit (\$50 per hr after)
Non-County Rates:	
Green (3 hour minimum)	\$500 + \$100 Damage deposit (\$100 per hr after)
Ampitheater/Green/Promenade (5 hour minimum)	\$1,000 + \$300 Damage deposit (\$200 per hr after)
Bell Tower/Gazebo (5 hour minimum)	\$500 + \$100 Damage deposit (\$100 per hr after)
Garden Trellis (3 hour minimum)	\$500 + \$100 Damage deposit (\$100 per hr after)
Promenade (3 hour minimum)	\$350 + \$100 Damage deposit (\$100 per hr 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 hr after)
Concert /Large Spectator Event (8 hours)	\$2,000 + \$500 Damage deposit (\$150 per hr after)
Set-up	\$200
Staffing (if required)	\$20 per hr 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
<b>Shelters &amp; Gazebo Rentals:</b>	
Standard Park Shelters	\$40 per day
<b>Gazebos</b>	
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

**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 hr
Additional per hour charge for lights	\$25
Field Prep Fee	\$60
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 A.M. - 11 P.M.) per field	\$150
1 day, 2 fields	\$300
2 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 hr
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 hr
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 hr
Tournament Fee	\$500 for 8 hrs
Additional Tournament Hours (over 8 hours)	\$20 per hr 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 hr
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**UTILITY ENGINEERING**

Engineering, Consulting, and Technical Services

Project Manager - Professional Engineer

\$100 per hr

Civil Engineer

\$75 per hr

	Fee
Engineering Technician	\$50 per hr
Construction Inspector	\$50 per hr
Survey Field Crew (2 person)	\$75 per hr
Clerical	\$25 per hr
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
<b>BUSINESS AND FINANCIAL SERVICES</b>	
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
<b>DOWNTOWN DEVELOPMENT</b>	
Parking Space Lease	\$420 per parking space per year

### 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, broadband, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies \$150
- (b) Waste Collection and/or Stormwater Residential without water service \$75
- (c) Commercial, industrial, and institutional recipient \$150  
Local, state, and federal governments or agencies thereof shall be exempted.
- (d) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.
- (e) Any consumer or recipient of water, discharges of sewage, broadband, 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

- (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 \$6.28/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) \$11.57/month
  - (2) Commercial (per container) \$13.95/month
  - (3) Removal of containers for nonpayment \$25
- (z) Stormwater Fee
- (1) Residential \$5.29/month
  - (2) Commercial/Industrial per ERU with a minimum of one ERU (Capped at \$2,600/month) \$5.29/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.

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" =	\$6.95
	1-1/2" =	\$11.32
	2" =	\$16.57
	3" =	\$33.20
	4" =	\$57.70
	6" =	\$125.07
	8" =	\$212.57
	10" =	\$335.07
	12" =	\$440.07
	16" =	\$877.57

Volume charge per 100 cubic feet:

Raw water	\$0.89
Finished, potable water	\$4.46
Southern Power	\$2.26

Volume charge per 1,000 gallons:

Raw water	\$1.19
Finished, potable water	\$5.96
Southern Power	\$3.02

**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" =	\$7.82
	1-1/2" =	\$13.09
	2" =	\$19.42
	3" =	\$39.47
	4" =	\$69.01
	6" =	\$150.24
	8" =	\$255.74
	10" =	\$403.44
	12" =	\$530.04
	16" =	\$1,057.54
Volume charge per 100 cubic feet		\$6.07
(2) Flat rate sewer charge		\$53.33
Volume charge per 1,000 gallons		\$8.11

**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.

**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.

**BROADBAND FUND**

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

**BUDGET**

A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

**BUDGET BASIS**

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

**BUDGET CALENDAR**

The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN)**

The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

**BUDGET MESSAGE**

A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals and the views and recommendations of the City Manager.

**BUDGET ORDINANCE**

The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

**CAC**

Abbreviation for Community Appearance Commission.

**CAPITAL ASSETS**

Assets with an initial, individual cost of more than a certain amount and an estimated useful life in excess of two years. Minimum capitalization costs are as follows: buildings, \$10,000; furniture and equipment, \$5,000; infrastructure, \$100,000; and improvements other than buildings or infrastructure, \$5,000. All land is recorded as a capital asset without regard to any significant value.

**CAPITAL EXPENDITURES**

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

**CAPITAL IMPROVEMENTS**

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

**CAPITAL IMPROVEMENTS 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, Broadband 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.

**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.

**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.

**FISCAL YEAR (FY)**

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

**FIXED ASSETS**

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

**FOG**

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

**FRA**

Abbreviation for Federal Railroad Administration.

**FSE**

Abbreviation for Food Service Establishment.

**FTE**

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

**FTTH**

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

**FUNCTION**

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

**FUND**

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

**FUND BALANCE**

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

**GAAP**

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

**GALVANIZED**

Coated with a protective layer of zinc.

**GASB**

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

**GCWWTP**

Abbreviation for Grant Creek Wastewater Treatment Plant.

**GDP**

Abbreviation for Group Development Plans.

**GENERAL FUND**

The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) BONDS**

Debt issued by the City, repayment of which is backed by full taxing power.

**GIS**

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

**GFOA**

Abbreviation for Government Finance Officers Association.

**GOAL**

A statement of broad direction, purpose or intent based on the needs of the community.

**GOVERNMENTAL FUNDS**

Those funds through which governmental functions are typically financed. The City has two governmental funds: General Fund and Special Revenue Fund.

**GPON**

Abbreviation for Gigabit Passive Optical Network.

**GREAT**

Acronym for Gang Resistance Education and Training. A police-led series of classroom lessons that teaches children how to resist peer pressure and live productive, drug and violence-free lives.

**G.S.**

Abbreviation for General Statute.

**HOME**

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

**HPO**

Abbreviation for High Performance Organization. A government working model.

**HRC**

Abbreviation for Human Relations Council.

**HUD**

Acronym for Department of Housing and Urban Development.

**HVAC**

Acronym for Heating, Ventilation, and Air Conditioning.

**I&I**

Abbreviation for Inflow and Infiltration.

**INCH MILE**

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

**INVESTMENT REVENUE**

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

**INTERFUND TRANSFERS**

Amounts transferred from one fund to another.

**ISO**

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

**IVR**

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

**JAG**

Abbreviation for the Justice Assistance Grant Program.

**LCP**

Abbreviation for Local Convergence Point.

**LEASE PURCHASE**

Method of financing used for acquisitions or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**LLC**

Abbreviation for Limited Liability Company.

**MGD**

Abbreviation for Millions of Gallons per Day.

**MODIFIED ACCRUAL**

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

**MPO**

Metropolitan Planning Organization is the officially designated body responsible for 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 Broadband Fund.

**NOV**

Abbreviation for Notice of Violation.



**NOW**

Acronym for Negotiable Order of Withdrawal account.

**NPDES**

Abbreviation for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

**NTU**

Abbreviation for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

**OBJECTIVE**

A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING BUDGET**

The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**OPERATING FUNDS**

Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**OSHA**

Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

**PARTF**

Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

**PERFORMANCE MEASURES**

Descriptions of a program's effectiveness or efficiency.

**PFT**

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

**PIT**

Acronym for Police Interdiction Team. Special Operations Division of the Police Department.

**POWELL BILL FUND**

Funding from the state, as a direct appropriation, which is restricted for use on maintenance of local streets and roads, primarily used for streets resurfacing.

**PPT**

Abbreviation for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

**PRODUCTIVITY**

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

**PROGRAM**

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

**PROPERTY TAX RATE**

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

**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.

**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.

**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.

