

# **CITY OF SALISBURY NORTH CAROLINA**

**2003-04 BUDGET**  
For the Year Ending June 30, 2004



**MAYOR, CITY COUNCIL, AND CITY OFFICIALS**

**MAYOR AND CITY COUNCIL**

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**Paul B. Woodson, Jr. - Mayor Pro-tem**

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**William R. Kennedy**

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**The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Salisbury for its annual budget for the fiscal year beginning July 1, 2002 (Fiscal year 2002-2003).**

**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 communication device.**

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

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FY 2003-04 BUDGET  
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May 6, 2003

**BUDGET MESSAGE FISCAL YEAR 2003-04**  
**July 1, 2003-June 30, 2004**

**MAYOR, CITY COUNCIL MEMBERS, AND CITIZENS OF SALISBURY**

It is with pleasure that I present to you the City of Salisbury's FY2003-04 Annual Budget totaling \$53,427,764 for all funds.

The eighteenth Annual Future Directions and Goal Setting Conference for the City was held February 20, 2003 at the Center for the Environment, Catawba College in Salisbury, North Carolina. The theme for this conference was **“Framework for the Future: Responsible Stewardship in Changed Times.”** We spent considerable time talking about the following important subject matters for the future health, safety, and welfare of the City of Salisbury and its citizens. Specifically, we discussed the implementation of the Salisbury Vision 2020 Plan; progress of the Water and Sewer Fund's Strategic Plan; results of the Crime Control Summit including an update of the Project Safe Salisbury Plan; Emergency Preparedness; current levels of service; future annexation; and capital needs including an upgrade of the City's 800 trunking radio system and emergency communications.

In addition, the Salisbury City Council received briefings from the Rowan-Salisbury School System and Rowan-Cabarrus Community College. Much time was also spent discussing, as a recent *Charlotte Observer* article stated, “feeling the pinch of a tight economy and past state budget withholdings while trying our best to fend off tax increases.” The City of Salisbury has spent the last two years wrestling with a reduction-in-force in an expanding water and sewer utility, a reduction-in-force in the General Fund, the withholding of literally millions of dollars in revenue by Governor Easley, and the use of significant dollars from the unreserved General Fund balance.

As reported by the City Manager and the Finance Director, the City of Salisbury recorded a significant General Fund deficit last year. As the Salisbury City Council is aware, we have experienced all this without a tax increase over the past two years. As we enter the third year of this “battle”, it will be more difficult to do the following: meet past City Council commitments; accomplish important community goals, and in many cases maintain even decreased levels of service without a change. A continuation of the cutback strategies we have employed over the past two years is an option. How close should we cut it? Are there other options? How to proceed is the question.

## IMPORTANT CONSIDERATIONS

Before I attempt to provide alternatives to the Salisbury City Council, I think it important to discuss the short and long term impacts on the City of Salisbury and our citizens of the following: important actions occurring now in the General Assembly involving the half-cent sales tax and its hold harmless provision; the significant differences between the City of Salisbury's and the State of North Carolina's Fund Balance Reserve Policy; two Salisbury City Council commitments; and this year's Rowan County taxable property revaluation.

An understanding of these issues will allow the Salisbury City Council to make an informed decision on the future of our City. As Bill Millett, President of Scope View Strategic Advantage said at our Future Directions and Goal Setting Conference, "The decisions made during the present economic times are more critical and will have more impact than decisions made during eight of the last ten years."

**Half-Cent Sales Tax and Hold Harmless:** Even at this writing, important changes are taking place in the North Carolina General Assembly regarding hold harmless payments to certain municipalities, including Salisbury, which will affect us now and in the future. As you know, in the past, Salisbury received reimbursement revenues and state-collected local taxes distributed to our municipality in accordance with permanent statutory provisions. With little or no choice, the Rowan County Commissioners, along with every other county in North Carolina, have passed a half-cent local option sales tax effective on or before July 1, 2003 to provide replacement funds for those reimbursement revenues. Rowan County's half-cent sales tax was effective December 1, 2002.

Initially, the North Carolina General Assembly provided for hold harmless payments to approximately 100 municipalities and counties to make up the difference between the amount of revenue produced by the new, additional one-half cent local option sales tax and the previous reimbursements. There was no sunset provision in the law setting up this hold harmless payment provision. It is interesting to note the State of North Carolina's half-cent sales tax, which was scheduled to sunset July 1, 2003 is planned to extend for at least the next two years.

The House version of the State of North Carolina's FY2003-04 Budget includes a ten-year cap on this hold harmless provision. As shared with Salisbury City Council earlier, the City of Salisbury is scheduled to receive an estimated \$835,000 a year to make up this difference. Should this provision be eliminated at the end of a ten-year period, the City of Salisbury will show a shortfall of \$464,677. This is money that will be lost to the City of Salisbury and its citizens for goal attainment or maintaining levels of service.

Even worse than this is the current North Carolina Senate Budget, which includes hold harmless payments to municipalities and counties for five years. This would allow for a revenue shortfall in six years of an estimated \$645,269. This changing trend of how local government is financed will continue to have a negative impact on the City of Salisbury's ability to fund local government services.

Again, it is clear that the City of Salisbury cannot depend on the State of North Carolina to reliably provide these state collected local revenues. Given these facts, the City of Salisbury will have to depend more on local property taxes or local option sales tax if approved by the State of North Carolina. The State's present system for financing local government in the State of North



Carolina is inadequate both now and in the future.

**City Council Commitments:** Several years ago, the Salisbury City Council committed to provide noise barriers along I-85 to help alleviate the interstate traffic noise, especially in the Oakland Heights neighborhood. The City of Salisbury is committed to reimburse the North Carolina Department of Transportation (NCDOT) \$122,500 for each of the next three years.

The Salisbury City Council has also committed to provide ten percent of the match for sidewalks along Highway 70 amounting to an estimated \$40,000.

**Significant Differences between the City of Salisbury's and the State of North Carolina's Fund Balance Reserve Policy:** The Salisbury City Council for some time has followed a policy where the City's General Fund's Unreserved Fund Balance is equal to at least 10 percent of the year's General Fund annual budget. Although Fund Balance includes both designated and undesignated amounts, only those amounts that are undesignated are used in this calculation. Those funds that are designated for capital replacement have been placed aside for use in the purchase of vehicles and major electronic equipment (computers, telephone systems, and radio systems) and are not truly available. Because of actions by Governor Easley over the past two years and the decision to draw on the General Fund Balance to balance the City's budget, the City now only has a seven percent available fund balance per City policy amounting to \$1,636,493.

On the other hand, the State of North Carolina recommends that municipal and county governments maintain an available fund balance of at least eight percent. According to their definition of available fund balance criteria, the funds include designated along with undesignated amounts. Though we presently have a 13 percent available fund balance per State policy, it does include \$1,473,927 in funds presently designated for capital replacement. If the City of Salisbury is to meet its own City policy of ten percent as per our definition, then the Salisbury City Council must address this issue in the FY2003-04 Budget. At the present time, the City has an \$830,970 fund balance shortfall. It might be impossible to make it up all at once, but I am recommending that the Salisbury City Council make a conscious decision to address this issue in part or in full this year.

**Taxable Property Analysis and Revaluation:** In FY2002-03 the estimated taxable property for real property, vehicles, personal property and public service property in Salisbury was \$1,866,933,936. With the annexation, the total taxable property will increase approximately \$54,566,287 bringing the value of taxable property in the City limits of Salisbury to \$1,921,500,223. Projected growth for the coming year is expected to be three percent for real property, five percent for vehicles, three percent for personal property and one percent for public service property. With this anticipated growth the total taxable property in Salisbury is estimated to be \$1,981,206,860.

The Rowan County Tax Assessor estimates that the value of all taxable property within the City of Salisbury for FY2003-04 will be \$2,130,000,000. That represents a 7.51 percent increase in property value in the City before revaluation. The total estimated additional tax receipts from revaluation is equivalent to 4.2 cents per \$100 assessed valuation or \$865,976. One cent of taxes is equivalent to \$206,610. A Taxable Property Analysis follows the Budget Message as Exhibit 1.

## FUNDING RECOMMENDATIONS

In addition to a recommended 1.87 percent average residential water and sewer rate increase and increases in water and sewer fees which have not been increased since 1987, I am recommending that the Salisbury City Council consider funding the I-85 noise barriers and the Highway 70 sidewalks from a portion of the property tax receipts resulting from the Rowan County revaluation of taxable property in the City limits. In addition I would ask the City Council to consider each of the items listed in the analysis below. They represent important items for consideration including additional funds for City operations, replenishing the fund balance, addressing several key City Council goals and initiatives, and the replacing of Powell Bill funds for street improvements, especially the work on Brenner Avenue. I would also ask that Salisbury City Council carefully review the FY2003-04 Budget base to determine your agreement with the recommended FY2003-04 Budget.

### FUNDING ANALYSIS

		Tax Rate Equivalent in cents
One Cent of Taxes at new Valuation	<u>\$ 206,610</u>	
Estimated additional tax receipts from revaluation	<u>\$ 865,976</u>	<u>4.2</u>
Proposed Usage on Additional Receipts:		
Additional required for ongoing operations	\$ 103,305	0.5
Includes: Economic Development Commission Marketing Plan	\$ 23,000	
Rowan Chamber of Commerce	10,000	
Replenish Fund Balance	206,610	1.0
Council Commitments:		
I-85 Noise Barriers	\$ 122,500	
Highway 70 sidewalks	<u>40,000</u>	
	162,500	0.8
Council Goals and Initiatives:		
Planner for Improving Development Process	\$ 48,451	
Civic Center Study	40,000	
Improved Communications with Citizens and Businesses (Includes Web Improvements and Public Information Officer)	<u>118,006</u>	
	206,457	1.0
Street Improvements to replace Powell Bill Losses	<u>206,610</u>	1.0
Total Estimated	<u>\$ 885,482</u>	
Difference (Included in budget)	\$ 19,506	

Included below are recommendations and analysis regarding the various Funds and major departments located in the FY2003-04 Budget.

## **TELECOMMUNICATIONS**

The City's 800 Radio Network including the controllers, repeaters, microwave, and other associated equipment was originally installed in the early 1990's. The first eight repeaters were installed in the fall of 1990. At the same time, new radios were purchased to use with the new system. The first upgrade of the system occurred in 1995 when twelve additional repeaters and additional controllers were added to the network. Over the years, the City has also added additional radios to the system and replaced a few radios that were destroyed or damaged beyond repair.

In addition to the City's radios, many other local governmental units, State of North Carolina, colleges, and the hospital use the network. There are currently 1,872 radios on the network. The Salisbury-Rowan Utilities Department also uses the network to electronically monitor water and wastewater information.

This network is the backbone for communications in the Police and Fire Departments. During the ice storm this past December, the network remained up and operational even as the normal telephone and cell phone networks failed. However, the useful life of the repeaters, controllers and associated electronics has been reached. This equipment has been out of production for a number of years, replacement parts are very limited, and the manufacturer has ceased support. The City plans on replacing all this equipment and purchase new mobile units for its Public Safety officers. As part of this replacement, the communications center of the Police Department will also be upgraded to work with the new equipment.

The City anticipates the total cost of this project to cost \$2,586,000. The funding for this project is as follows:

General Fund	\$1,395,000
General Fund Capital Replacement	595,500
Water and Sewer Fund Capital Replacement	595,500

It is anticipated the share from the General Fund and General Fund Capital Replacement will be financed using lease-purchase.

## **POLICE DEPARTMENT**

The Police Department will continue with its community policing efforts in the coming year. The efforts have been quite successful to date and it is believed that the citizens will continue to reap benefits for years to come.

The Crime Control and Patrol Plans continue to be an important part of the Department's Strategic Plan. Another effort that will be incorporated into the Crime Control Plan will be "Project Safe Salisbury", an initiative spearheaded by the United States Attorney's Office for the Middle District of North Carolina aimed to curb gun violence.

The Police Department will also assist with evaluating the Alarm Ordinance and the evaluation of public announcement methods concerning emergency preparedness.

The Police Department will continue to use the District concept of Community Policing in which

the City is divided into two Districts to ensure proper patrol coverage. There are three beats within each of the two districts, with the downtown area being a separate beat, which gives a total of seven beats within the City limits. Through Crime Analysis, the Police Department will continue to evaluate calls for service and response times to determine manpower needs and assignments.

The Police Department will continue to utilize the Victim Advocate to assist victims of domestic violence and other criminal offenses in order to help improve their quality of life and reduce victimization by the Criminal Justice System. The Police Chaplain Program will also be used to assist with Victim Advocate issues and other related functions.

Given the fact that there are an estimated one million dollars in repairs that need to be made to our present Police facilities now, it is recommended that the Salisbury City Council follow the recommendations of the Police Department facilities assessment and begin the renovation of the Police Department Headquarters this year. The assessment determined the current building has significant deficiencies in the condition of the structure and a 10,970 square foot shortfall of office space. The proposed project will place the building in compliance with ADA standards, provide renovation to existing office space, install a new roof, waterproof the existing walls, and address the shortfall of office space. In addition, it will provide open space than can be renovated on a pay-as-you-go basis to accommodate Police Department growth through the year 2020. This project is possible now because of debt that is rolling off over the next two years that will be available for reissue without impacting the budget.

It is also recommended that the City of Salisbury Police Department maintain the One-on-One Police vehicle policy presently used by the department. In addition to numerous advantages for maintaining the present policy and, after thorough analysis, the bottom line is that it will cost, per officer, \$7,354 less to operate the present One-on-One policy over a ten-year period than to switch to a Two-on-One rotation policy. The primary difference is that the City achieves a ten-year life currently, but would only achieve a maximum replacement schedule of four years under a Two-on-One program. An evaluation of the One-on-One Police vehicle program follows the Budget Message as Exhibit 2.

## **FIRE DEPARTMENT**

The Salisbury Fire Department (SFD) will continue to provide fire safety for the citizens of Salisbury. A managed training and development program has allowed the department to attain the high level of service our citizens enjoy and have come to expect in Salisbury. The department operates with modern, well-designed and highly functional equipment, operated by personnel who are among the best trained and equipped in the state.

The department is making excellent use of the vital protective equipment and important training equipment purchased as a result of receiving significant Federal Emergency Management Agency (FEMA) funds. Scott SCBA (Self Contained Breathing Apparatus) equipment, over 80 sets of bunker gear, three new Thermal Imaging Cameras (T.I.C.), fitness equipment, and breathing air compressors are now all in full operation.

Salisbury firefighters are among the best-trained fire service personnel in North Carolina. All SFD firefighters hold certification from the NC State Fire Marshal's Office, which is the result of 160 hours of training and evaluations. They also hold emergency Medical Technician

certification from the NC Office of EMS, which is a 140-hour program that includes intern time at the local hospital's emergency room.

It is recommended that one clerical support position be funded in this year's Budget beginning January 1, 2004. All clerical support positions were eliminated in the Fire Department last year as a result in the reduction-in-force. Important capital improvements to existing buildings have been included in this year's Budget. Plans for the addition of a new station on US 70, including equipment and personnel, are still on hold for the coming year.

### **COMBINED FIRE/POLICE DISPATCH**

It is recommended that as the City of Salisbury approaches a new Budget year that consideration be given not only to upgrading our radio and communications equipment, but to strongly consider moving the City's fire dispatch operations to the Police Department and form a combined City Fire and Police dispatch center. We have considered this consolidation for years and have continually studied the benefits of combining these operations. A comprehensive long range information systems and telecommunications study for the City of Salisbury by McGladrey and Pullen advised fire communications would be improved if City Police provided dispatching instead of Rowan County.

While Rowan County has provided adequate dispatch services, our current needs and future growth can best be served and greatly enhanced by relocating our Fire dispatch center to our Police Department. The City of Salisbury's public safety software (OSSI) provides many advantages not currently available from Rowan County.

Listed below are some of the many benefits that would be made available by this change:

- Mobile Project - The Fire Department can have MDC (mobile data computers) in the fire trucks and/or administrative vehicles and have CAD (Computer Aided Dispatch) information right at our fingertips. By remaining with Rowan County E911 Center, we do not have this benefit.
- Fire Hydrant and Street information stored in CAD would be instantly available to fire trucks, administrative vehicles, and at the fire stations.
- With OSSI mapping in the fire trucks, we could pull up pertinent fire hydrant information on the MDC. We would also have this information available in the fire stations.
- Fire Stations would be able to access the CAD information on their computers and see who is working, what equipment is available at all times, status of fire calls, etc. We do not currently have this information available to us through Rowan County E911 Center.
- All reports available for Police Calls will be available for Fire Calls. In a recent instance, it took weeks to get a report from Rowan County E911 Center. With our OSSI software, each user could access the system and it would take a matter of minutes to run the reports.
- The calls would automatically go directly into Fire Info software. Currently we have to get a copy from Rowan County E911 Center and type all this information into Fire Info.

The move would eliminate this step, as this information would already be there. It would be quicker, more accurate, and reduce paper.

- Salisbury Police and Fire Departments would have a totally integrated system. We could print call information, fax information, modify information, etc. Currently, we have to depend on Rowan County E911 Center for this service.
- "Rip and Run" capability to a Fax and/or network printer. We currently have fax capability through Rowan County E911 Center, however this is generally useless information as the fire trucks have already left the station before the information is received. We could receive this information through a network printer that should be a lot faster as they are on the same network. This would include a short dispatch report that will provide call service information - location, nature, call taker notes, premise alerts, street notes, medical priority level, etc. - when the units are dispatched. However, with the MDCs in the fire trucks, we would not be dependent on this Rip and Run report anymore. We would have the data immediately through the mobile data computer.
- The Fire Department would have the capability of entering our codes, units, etc. in the CAD system. We could devise our own codes and more information could be entered.
- Preplans and enroute information will be available in-house and in the responding fire vehicles. We do not have this through Rowan County E911 Center.
- Knox Box locations would be made available via the CAD system.
- Street closings could be entered in the CAD system and made available to Fire personnel.
- Could send messages to the telecommunicator or other fire apparatus through the MDC or the telecommunicator could send messages to fire apparatus equipment.

The advantages to the Fire Department are numerous. There are other benefits to be realized from having Fire and Police operations being coordinated and dispatched from the same center; i.e., when Fire and Police are both working the same incident, as we often do, it will greatly reduce time for information to be relayed from one department unit to the other.

Drawbacks appear to be minimal. This change would necessitate a change in 911 call routing within the City and a minor change to routing EMS calls for service within the City. These changes should not be overly problematic.

This change would require additional dispatchers to be added at the Police Department. While this would be an additional net cost to the City, there are savings to be realized in reduced payments to the County for dispatch services and the receipt of 911 fees from telephone usage should Council adopt them.

We will be looking closely at this option over the next several months and will report back to City Council once we have completed further analysis. Implementation could come as soon as the first quarter of 2004, if further analysis continues to prove beneficial to the City of Salisbury.

## **PUBLIC SERVICES**

The Public Services Department includes the following divisions: Street, Solid Waste Management, Traffic Operations, Transit, Fleet Management, Landscape Operations, Hurley Park and Cemetery Operations.

The continuing state budget crisis has resulted in another reduction in Powell Bill Funds essential for street repair and paving. The newly annexed area will require services from the Street Division beginning July 1, 2003. Though one position will be added to accommodate this annexation, the FY2002-03 reduction-in-force continues to have a negative impact on the Street Division. Though essential work will be accomplished, little special project work can be undertaken without a degradation of services such as limb collection (which will remain heavy because of the ice storm), street repair, sidewalk installation and repair, and storm drain maintenance.

The Solid Waste Division will continue the current level of service for the collection of residential and commercial refuse. The current work force, with no increase in personnel, will absorb the newly annexed service area by fine-tuning the routing system. Though this will strain resources, this level of service can be maintained for at least the coming year.

Traffic Operations will concentrate on essential duties such as pavement marking rejuvenation, preventive maintenance, and emergency repair to traffic control devices. This budget includes monies for the purchase and application of long lasting thermoplastic pavement markings at various needed locations. The division will also continue internal support to other divisions such as traffic control work zones, sign fabrication, and information technology assistance.

Fleet Management will continue to maintain the fleet at a service level that keeps safe equipment on the roads. Funds for repairs have been and remain low. The City Manager has asked all departments, with the assistance of Fleet Management, to reduce the fleet to the maximum extent possible until the purchase of newer equipment can be procured thereby reducing maintenance costs. A seven percent decrease in the fleet has been accomplished this year. This effort will continue over the next several years.

The Landscape Operations Division with current funding can maintain the areas and plant inventory currently in the ground. Lower budget numbers have prevented any significant special project efforts and drought conditions have impacted efforts to maintain plantings in all areas of the City. The clean up of the ice storm will continue to be felt, particularly where broken and hanging limbs are a problem. Hurley Park operations continue to be jointly funded by the Hurley Foundation and the City of Salisbury. Irrigation is a critical element in the effort to keep the park fresh. Funding has been increased for this effort as well for the Spring Celebration, which is a traditional part of the park's attraction to the public.

The Cemetery Division's level of service will remain the same with the current level of funding. The upgrade of maintenance at Chestnut Hill Cemetery is provided for in this Budget.

Code Enforcement, for nuisance properties and automobiles, has been placed under the direct supervision of the Public Services Director. This should improve the effectiveness of the Mayor's neighborhood initiatives. To continue this effort some funds have been allocated in order to continue the City's efforts with regard to continued demolition of nuisance properties.

## LAND MANAGEMENT AND DEVELOPMENT

The Land Management and Development Staff will be involved in twenty Council Goals in the coming year. Most of the goals deal with implementation of Vision 2020, coordination with NCDOT, or improvements to neighborhoods or the downtown.

The Vision 2020 Implementation Committee has recommended the City rewrite existing development ordinances and improve the development review process. It will take approximately two years to rewrite the ordinances, so expenses will be spread over two fiscal years. Improving the development review process will require an additional staff position in both the General Fund and the Utilities Fund and will require implementation of technology to improve project tracking and communication with applicants. Staff members are currently conducting a decision analysis to identify the best application of efforts.

The NCDOT has provided the City with two grant opportunities that will lead to construction this year:

- The State has awarded a grant up to \$602,544 for downtown streetscape improvements. A local match of \$175,000 has been provided over the two previous fiscal years and many of the streetscape improvements are now in place. An additional local contribution of \$22,875 has been recommended to leverage the final \$41,093 of the grant.
- The State has awarded a \$300,000 grant for construction of the second phase of the Grants Creek Greenway (Prescott Drive in the Eagle Heights neighborhood to Forestdale Drive in the Meadowbrook neighborhood). The grant requires a local match up to \$39,000, which is recommended in this year's budget. The project has been delayed by property acquisition, so staff is seeking approval of an alternate alignment.

Additionally, the City will be reimbursed by NCDOT for 80% of the cost of replacing the Ellis Street Bridge. This project has been plagued by delays, but is expected to incur design expenses in FY2003-04 and construction expense in FY2004-05.

The City is also participating with NCDOT to include enhancements on three of their major projects. The City's participation will be paid in three, annual principal payments toward each project:

- The City will provide approximately \$122,500 per year in FY2003-04, FY2004-05 and FY2005-06 to extend noise barriers along I-85 and to install sidewalks along East Innes Street from Town Creek to the County Health Department.
- The City will provide approximately \$40,000 per year in FY2003-04, FY2004-05 and FY2005-06 to install sidewalks along US 70 from Holly Avenue towards statutory annexation areas of Westcliffe and Hendrix Estates.
- The City will provide approximately \$27,700 per year in FY2004-05, FY2005-06 and FY2006-07 to install a planted median from Long Street to Depot Street and to provide imprinted sidewalks on the replacement bridge on East Innes Street over the railroad. This item will not impact the current budget, but is a Council commitment beginning next fiscal year.



## **PARKS AND RECREATION**

The recommended Parks and Recreation budget reflects the funding needs of the department to continue providing services to the community at current levels of service.

Program Operations will continue to support special events through increased donations and sponsorships. We will continue to rely on contract services and private providers, especially in the athletic program area. The summer camp program at Miller Center and City Park Center will continue along with several specialty camps.

Park Maintenance has undergone a reorganization to maximize the talents and number of staff available to maintain our parks, prepare ballfields, tennis courts, mow grass, collect trash, and repair facilities. Every attempt is being made to continue our current level of operation for trash collection, mowing, and ballfield preparations.

Marketing and Community Relations will continue to take on a critical role in this budget as the department looks for outside funding sources and sponsorships for our programs and park development.

Capital funding requested for our current facilities and parks will help us to continue the ongoing repair and renovations necessary to serve the community with safe and attractive sites.

## **HUMAN RESOURCES**

The Human Resources Department continues to work towards achieving the goal of initiating programs to attract, retain and develop high quality City employees. To this end the following recommendations are made.

### **Merit Increases and Compensation**

Based on this year's budget projections, an average three percent merit pay increase is recommended although a continuing economic downturn exists. This recommendation is made in order to continue efforts to retain employees. Recent salary surveys indicate that the City's pay plan is currently 17.5% below current labor market information. The recommended merit increase adjustment will also further limit the impact of our inability to make overall salary adjustments where needed.

### **Health Insurance**

The rising cost and utilization of prescription drugs has continued to directly affect existing health insurance rates. In order to maintain health insurance costs without drastically changing coverage components the new rates for the upcoming year will increase 17.4%. This increase is recommended in an effort to control costs and requires changes in coinsurance and drug card levels.

### **Training and Development**

The FY2003-04 budget includes the cost of continuing Multiculturalism Training for all City employees. Funds are also requested to conduct Supervisory Training and compliance and educational subject matter training.

## **Personnel Recommendations**

For the FY2003-04 recommended Budget, the total number of positions for the City has a net increase of 11.5 positions over the previous fiscal year. The General Fund has a net increase of 3.5 positions: one Public Information Officer, one Web Designer, one Equipment Operator in Public Services-Street Division for annexation, one Office Assistant for the Fire Department beginning January 1, 2004 (considered .5 FTE). Three summer positions in Public Services-Cemetery were combined into two positions for a longer period of time and the Minimum Housing Specialist which had been funded by HUD for FY2002-03 will be transferred back to the Fire Department. One frozen and unfunded Planner position included in the FY2002-03 Budget is also recommended for funding consideration this year.

In the Water and Sewer Fund, nine positions were added: one GIS Technician, one GIS Mapping Technician, one Utilities Project Manager, three employees for a new Inflow and Infiltration (I&I) crew, one temporary part-time Wastewater Plant Operator, and two summer employees for hydrant maintenance. The Transit Fund has no changes.

## **TRANSIT FUND**

The Salisbury Transit Division has not been adversely affected by state budget cuts. In fact, the State Maintenance Assistance Program (SMAP) funding has increased from \$136,520 in FY2002-03 to \$160,282 for FY2003-04. Federal Operating Assistance also continues to increase. A grant request for 90 percent of the cost to replace four 30' low-floor buses has been submitted. A 10 percent match will be required by the City. This increased funding will allow the system to maintain the amount of the City's local match at the current \$160,282 level.

Personnel	\$ 480,824
Operations	137,815
Capital	<u>1,223,693</u>
Total	<u>\$1,824,332</u>

## **VEHICLE AND EQUIPMENT REPLACEMENT FUNDS**

It is recommended that \$1,290,586 included in the FY2003-04 General Fund Budget be transferred to the FY2003-04 General Fund Capital Reserve Fund. These funds, plus \$15,771 from interest earnings and lease-purchase financing of \$595,500, will be programmed this year for replacement of the General Fund fleet, computer equipment, and radio equipment in accordance with replacement schedules

It is recommended that \$315,208 be transferred from the Water and Sewer Fund to the Water and Sewer Capital Reserve Fund. These funds, plus \$11,000 from interest earnings and a fund balance appropriation of \$548,146 will be programmed to purchase the necessary Water and Sewer Fund vehicles, computer equipment, and radio equipment in accordance with replacement schedules.

During the last quarter of FY2003-04, the City Manager instructed the Public Services Director and the Vehicle Review Committee to conduct a thorough utilization review of all vehicles in the fleet with a goal of reducing the fleet by five to seven percent. At the present time there are 58 units included in the City Sale. The end of this Fiscal Year will accomplish a net fleet reduction

of 40 units. This meets the goal assigned to the Public Services Director and the Vehicle Review Committee.

In addition, I requested the Public Services Director and the Vehicle Review Committee to prepare a recommendation for me on the City of Salisbury’s take-home policy with regard to vehicles. After a thorough analysis of each City employee taking home a City vehicle, it is my recommendation that the City establish a five-mile limit from the current City limits with regard to taking home a City vehicle at no cost. Presently, there are 125 City employees who take vehicles home, 81 who are employed in the Police Department. Ninety vehicles will be within the recommended five-mile limit. When City employees use their own vehicles for City business they are reimbursed at the IRS reimbursement rate for mileage (currently 36 cents per mile). It is also my recommendation that any employee taking home a City vehicle in excess of five miles be charged the IRS reimbursement rate per mile in excess of the five mile limit both coming to work and returning home. No City employees living outside of Rowan County will be allowed to take home a City vehicle. There are certain employees in the Water and Sewer utility that report to job sites outside of the City limits. For those employees, the City will use the location of that job site for mileage and reimbursement purposes.

### **SPECIAL REVENUE FUNDS**

The City of Salisbury will receive approximately \$396,000 in Community Development Block Grant (CDBG) funds, \$161,103 in HOME funds, and \$120,000 in Program Income for a total budget of \$677,103. The following budget represents the requests from citizens of the FY2003-04 CDBG and HOME funds.

<u>Activities</u>	<u>Funding</u>
Acquisition/Rehab/Resale (CDBG)	\$117,300
Emergency Rehabilitation (CDBG)	50,000
Jersey City Community Center (CDBG)	125,000
Sidewalk Improvements	50,000
Program Administration (CDBG)	103,200
Acquisition/Resale (HOME)	60,000
Housing Rehabilitation (HOME)	47,140
Homeownership Assistance (HOME)	40,000
Program Administration (HOME)	13,963
<b><u>Public Services</u></b>	
Rowan Helping Ministries (CDBG)	28,000
Family Crisis Council (CDBG)	19,000
Rowan Community Care Clinic (CDBG)	12,000
Salisbury Youth Employment	7,500
Community Youth Garden	<u>4,000</u>
<b>TOTAL BUDGET</b>	<b>\$677,103</b>

### **WATER AND SEWER FUND**

The City of Salisbury’s Water and Sewer utility will continue its remarkable transformation from a small municipal system (Salisbury Utilities Department) to a diversified, broad-based

countywide service provider, Salisbury-Rowan Utilities Department (SRUD). SRUD's continuing partnerships with Rowan County and Rowan County Power, LLC have led to the expansion of our Water Treatment Plant, the extension of water service to southern Rowan County, and increased capacity along the US 70 growth corridor. These capital projects are scheduled for completion during the coming fiscal year. All of these changes have led to the reorganization of our utility to better meet the tremendous challenges and opportunities facing Salisbury and Rowan County now and in the future. Our directive to stabilize water and sewer rates will continue to be a challenge, but the implementation of our water plan and the resulting diversification of our customer base will result in increased revenues that will help meet that challenge in our water system. However, our aging sewer infrastructure, coupled with potential regulations and possible nutrient limits on High Rock Lake may adversely affect the sewer rates over the next several years. During this fiscal year, our long-range planning efforts will focus on developing a plan for our sewer needs so that realistic rate projections can be made. Sewer system capacity maintenance will be targeted through the funding and establishment of an Inflow and Infiltration (I&I) Crew to identify and eliminate points of storm water I&I that cause sewer system overflows and use up valuable system capacity.

Although the next several years will continue to be somewhat lean as a backlog of needs are addressed, the future looks very bright indeed. Our plan for achieving the necessary economy-of-scale to stabilize rates is showing success, as our recommended Water and Sewer Fund Budget of \$16.8 million for FY2003-04 represents **only a 1.87% average residential water and sewer rate increase**. Average monthly residential water and sewer utility bills will increase from \$48.65 to \$49.56. The proposed rate increase will be effective July 1, 2003. In addition, all water and sewer fees have been reviewed during FY2002-03, as only minor changes have been made since 1987. Strong consideration has been given to recovering actual average costs of service, and many of the fees and costs traditionally set through this budget document for the City and its utility have increased dramatically. However, these fees will still be competitive within the region, and some fees (such as the use of frontage fee charges) that have indirectly served as a disincentive to development within the City will be eliminated. Changes such as these are planned to be part of the City's ongoing effort to streamline the development processes and make its regulatory functions as "business friendly" as possible.

The Salisbury-Rowan Utilities Department will be reviewing the protection of its utility systems by conducting an EPA-mandated Vulnerability Assessment, which is required of all public water systems in the wake of the recent terrorist actions of September 11, 2001. This Study will result in a plan for improving the Utility's overall security while providing a prioritization of the Utility's security needs for inclusion in the Utility's Capital Improvements Program (CIP). The Salisbury-Rowan Utilities Department will continue the City's protection of its water rights on the Yadkin River as well as our active participation in the relicensing process begun by ALCOA for their hydropower operation on High Rock Lake. Salisbury-Rowan Utilities will also be achieving a greater degree of protection for its customers through a new partnership with the City of Statesville, and Rowan County (with financial assistance from the State of North Carolina) to establish the City's first Emergency Water Interconnection along the US 70 corridor between the two Systems.

In order to address critical space needs for our utility operations next year, SRUD will be planning for the future renovation and eventual reoccupation of the former Waterworks Art Gallery that is still owned by the City.

Our ultimate goal from the Salisbury Vision 2020 Comprehensive Plan gives consideration to the growth and expansion of the City's water and sewer utilities, and lays out suggested policies reflecting that change. The plan suggests focusing on targeted growth areas, financial incentives, and partnerships to achieve growth that is consistent with the City's policies. Our partnerships with Rowan County and Rowan County Power, LLC meet these criteria. The projects contained in our ongoing \$35.5 million system expansion are fully consistent with the Vision 2020 Plan, and are therefore in line with the City's desire to maintain financial viability for its utilities while neither exhausting its finite water supply nor contributing to "sprawl".

Perhaps the best summary of our plan, and the goal sought by Salisbury-Rowan Utilities Department is to become "the finest utility operation in the state and region". Our Departmental goal is consistent with the "Community Vision" section of the Salisbury Vision 2020 Plan regarding water and sewer services, which states: "We see a high quality water supply system, sufficient for growth, well maintained, and financially self-supporting."

The Salisbury-Rowan Utilities Department has made remarkable progress in a short amount of time in approaching the City of Salisbury's desired outcome. FY2003-04 should be another challenging year for the Salisbury-Rowan Utilities Department.

### **IN CONCLUSION**

I want to especially thank John Sofley, Finance Director, Teresa Harris, Budget and Performance Manager, Wade Furches, Accounting Manager, Melissa Drye, Finance Specialist, Evans Ballard, Budget and Benchmarking Analyst, Myra Heard, City Clerk and the entire Finance Department staff for another excellent effort on yet another extremely difficult budget. Thanks are also in order for the City Management Team and all Department and Division Managers who have worked so hard to prepare this financial plan.

In addition, I would like to thank the City Council, the Volunteer Boards and Commissions for their vision and commitment during the Future Directions and Goal Setting Process. I also appreciate the time that each member of City Council will spend in evaluating and finalizing the recommendations contained in this year's Budget. I look forward to working with each of you in adopting the FY2003-04 Budget and appreciate your continued support in implementing the Outcomes, Strategies, Goals and Service Levels contained in this Budget. Please note that the results of the Salisbury City Council's strategic planning efforts follow this Budget Message as Exhibit 6.

In these times of uncertainty, the only thing constant is change itself. I am sure that Salisbury will continue to concentrate on our core values, mission, and vision. It is our goal to provide the quality of services that our citizens' desire at a cost they are willing to pay. We, in the City government, will strive to provide much needed value to our customers – the citizens of Salisbury and the ratepayers served by the Salisbury-Rowan Utilities Department.

David W. Treme  
City Manager

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## ADDENDUM

On May 6, 2003, the City Manager presented a balanced FY2003-04 Budget proposal that totaled \$53,427,764 for all funds. The public hearing was set for Tuesday, June 3, 2003. Four citizens spoke at the public hearing, either requesting project funding or commenting about services. Additionally, the City received two letters requesting funding for specific projects.

Due to the impact on the citizens of not decreasing the tax rate after the revaluation, the City held two Budget work sessions, one on June 4, 2003 and the second on June 12, 2003.

After much discussion in the two work sessions, City Council members adopted on June 12, 2003 a tax rate of \$.58/\$100 assessed valuation, a decrease of \$.02/\$100 assessed valuation. The General Fund items not funded were: the position of Public Information Officer, replenishment of Fund Balance, the Economic Development Commission Marketing Plan and capital outlay for facilities in the Fire Department. Also, funding for Rowan Chamber of Commerce was deferred with those funds reallocated to the NC Transportation Museum and Catawba College Center for the Environment.

Due to an agreement with Downtown Salisbury Inc., the City will pay for insurance and partial maintenance of the trolleys. The Transit Fund will be incurring an extra \$35,000 annually for these expenditures and the Adopted Budget was increased to reflect the additional expenditures.

The Budgets as recommended by the City Manager in the other funds were adopted at the June 12, 2003 City Council Meeting. For FY2003-04, the total adopted Budget for all funds is \$53,256,154.

## EXHIBIT 1

### Taxable Property Values

	<u>FY2003</u>	<u>Annexation</u>	<u>Total FY2003</u>	<u>Projected Growth</u>	<u>Projected Without Revaluation FY2004</u>	<u>Percent of Value</u>
Real Property	\$1,401,245,546	\$50,672,787	\$1,451,918,333	3%	\$1,495,475,883	75%
Vehicles	164,005,674	3,893,500	167,899,174	5%	176,294,132	9%
Personal Property	236,865,082		236,865,082	3%	243,971,034	13%
Public Service Property	<u>64,817,634</u>		<u>64,817,634</u>	1%	<u>65,465,810</u>	<u>3%</u>
	\$1,866,933,936	\$54,566,287	\$1,921,500,223		\$1,981,206,860	100%
			Rowan County Tax Assessor's Projected Value		\$2,130,000,000	
			Percent Increase		7.51%	

## **EXHIBIT 2**

### **EVALUATION OF THE “ONE ON ONE” POLICE VEHICLE PROGRAM**

By Salisbury Police Department

#### **1. Crime Prevention**

The placement of patrol units in and around the community has a definite relationship in the reduction of crime. Officers park assigned vehicles at their homes or local businesses and the criminal has no idea if the officer is on or off duty. Citizens have a heightened sense of security through the visual presence of patrol vehicles throughout the community. People see police vehicles and have a feeling of safety based on the fact the vehicle is in the area. By reducing the number of vehicles, we can expect the crime rate to creep back up. We can expect citizens to feel less safe and we will see our response times increase. This is definitely a move backwards.

In a time such as the period that we are currently in, citizens need all of the reinforcements that they can get in order to feel safe. Our current vehicle plan allows us to increase our visibility throughout the City and thus the citizens feel more secure in their homes and their neighborhoods. This visibility also has an impact on would be perpetrators in that it portrays more police presence which decreases their likelihood of criminal acts.

#### **2. Community Policing**

Without the one on one plan availability in our neighborhoods will be hampered. With the Community Policing effort officers stay in the community through community meetings, activities and other partnerships. To lose our “one on one” vehicle plan would basically cause us to do away with our Community Policing Concept and force us to return to the old TEAM policing concept that we had where we simply respond to calls for service.

An example we use is the increase in armed robberies last summer 2002. We were able to bring extra officers to patrol the locations where we thought the robber might strike next. Another example was several years ago, we were able to assist Concord PD with riot control after a prisoner died while in Police custody. We were able to deploy a large number of officers to the City of Concord. This is a situation that could easily happen here and if we didn't have cars for all officers we wouldn't be able to maintain the peace and protect the innocent.

There was an incident prior to the beginning of our one on one plan where Proctor Chemical Plant exploded. All available officers were called in and we didn't have enough cars for everyone. We shuttled officers up to 4 in each car. It was not productive or effective.

We would also have to go to a schedule that doesn't allow us to deploy additional officers during peak times and it wouldn't allow for officers to be able to attend community meetings or participate in community projects. They could attend but the City would lose that visual effect the vehicles have when parked outside in a neighborhood or business. The “one on one” vehicle plan allows officers to have a direct impact on the activities in their assigned beats.

Officers utilizing their assigned vehicles are available to respond to planned directed patrols. Officers do not have to share a vehicle with an officer who is responsible for calls for service, the



“one on one” plan provides for flexibility in working assignments in communities beyond just being reactive to calls for service.

### **3. Reduced Maintenance Costs Overall**

As history has shown the City, vehicles last longer when assigned to individual officers. The majority of our patrol vehicles are over (10) ten years old and have over 100,000 miles. The average mileage on our Police Fleet is 70,000 miles. In comparison, a shared fleet vehicle that is hot seated by officers is expected to last (4) years or less. Under the plan a vehicle will be driven 24/7 and will have higher costs associated with full-time use, such as transmission and suspension replacement.

The department did a study in February 2002, on area Police Departments' maintenance cost associated with a rotating fleet during the planning stages for FY2002-2003 budget. The City's Fleet Manager estimated the cost of our maintenance at \$695 per car per year. Based on his estimate our department was asked to budget maintenance for our fleet with that figure. The actual cost for maintenance in the current FY2002-2003 has turned out to be \$744 per vehicle per year. \$744 is based on the report received from Finance for the cost of maintenance posted in MAIS for the first six months of FY2002-2003.

Compared to other departments, who use a rotating fleet, our maintenance cost is considerably lower with the “one on one program”. The other departments we conferred with and who utilize rotation system results were as follows:

- 1) Charlotte-Mecklenburg- Police Department: CMPD replaces police vehicles every three years or 100,000 miles – whichever occurs first. According to Mr. Bryan Miller (Research, Planning and Analysis Bureau), the cars reach the 100,000-mile mark at an average of 30 months. CMPD spends an average of \$3,969 per car per year on maintenance. It should be noted that these are 1992 figures. The only reason CMPD has not implemented an assigned vehicle system is capital cost. They would need to purchase approximately 950 vehicles, an enormous cost.
- 2) Wilmington Police Department: According to Mr. Ed Thorpe, Fleet Manager, WPD replaces their police vehicles every 3-4 years, at an average of 90,000 miles. The average vehicle costs them \$2700 per year to maintain.
- 3) Asheville Police Department: According to Major Ross Robinson, the only barrier preventing his agency from implementing a take-home policy is the initial cost. Exact figures for maintenance/repair costs were unavailable at the time of this memo. Major Robinson did state, however, that he has found that approximately 50% of N.C. police departments have take-home policies, and that the trend is to continue in this direction. Through his research, he has found that agencies are adopting the take home policies simply due to the costs of repair and maintenance. He found that the NC State Highway Patrol uses this assigned car system, and replaces their vehicles at 69,000 miles. They have found that their repair/maintenance costs tend to appreciably rise after this mileage level. Further, by replacing the cars at that mileage, they tend to bring a higher resale value than if sold at 100,000 miles.

- 4) Knoxville (TN) Police Department: Like Salisbury, Knoxville PD utilizes an assigned car policy, and has had this system in place since the late 1980's. According to Mr. David Doyle, City Fleet Manager, Knoxville spends an average of \$1,057 per car per year for repair/maintenance/body damage of their vehicles. The service life (replacement cycle) of these vehicles is 8 years and 120,000 miles. These figures compare closely with ours.
- 5) Greensboro Police Department: Mr. Craig Hartley (Chief of Staff) provided me with the following figures: Longevity of Patrol vehicles: 36-42 months; Annual maintenance costs for Patrol vehicles: \$2,220. Greensboro PD uses a rotation/fleet system.
- 6) Kannapolis Police Department: Recently has turned toward the "one on one" program implementation.

Even with the noted increase of police fleet maintenance over the past year, it can still be noted that our current cost of maintenance is still lower than those agencies using the rotation fleets. Our cost of maintenance increase is due to the age of the majority of our vehicles.

#### **4. Officer Safety Issues**

A Police Officer is different than any other profession in that they are truly never off duty. Officers may encounter dangerous situations traveling to and from any police related function, which could require the use of blue lights and other emergency equipment. Officers without take home vehicles would still be duty bound to render aid, however this could be dangerous for the citizens and the police officer without the use of emergency equipment.

Officers use the same vehicle each and every shift and know the vehicle's limitations with the one on one program.

Officers store in their assigned vehicle all the equipment needed to perform the job out in the community. Emergency response equipment is assigned to officers based on their physical size, beat assignment or specialty assignment. An example would be officers on SRT. These officers have to be ready to respond in case of an emergency at any given time of day or night. Any delays could be the difference between life and death. The department cannot store generic equipment in each vehicle.

Equipment continually having to be transferred daily to another vehicle may expose it to damage or possible loss. Any loss of equipment may reduce the service of that officer and more importantly may put that officer in harms way.

#### **5. Increased Personal Maintenance**

Officers assigned a vehicle keep them cleaner than fleet cars, both inside and outside, and are more apt to fix the smaller items that need attention. In comparison, fleet vehicles or shared vehicles would go longer periods of time before maintenance is performed, because they would be needed to drive for the patrol use and would likely delay maintenance. This would be the cause to keep additional spare vehicles available. In the past we have run out of spares due to the re-call of vehicles and the regularly scheduled maintenance. The department would have to have available additional spares due to the increased number of times maintenance would be due if we went with less than a "one on one" program.

## **6. Decreased down time**

Officers with assigned vehicles are “duty ready” in that they do not have to wait until a vehicle turned in by another officer is brought back to the PD, and the officer also does not have to search for keys and equipment at beginning of their shift. This down time can be as long as 15-30 minutes of paid down time involving at least twelve officers daily.

Our response to priority one calls has been developed and a specific time has been set as a standard response time for priority one calls and other calls. Based on our Strategic Plan, Patrol Plan Study and our Crime Control input. We utilized a consultant, Pete Bellmio, to develop these strategies. Reducing the number of patrol vehicles will increase the ability to respond to some calls in a timely manner. If officers are to wait for vehicles or share a vehicle with another employee, while that employee delivers service, the officer waiting cannot respond to pending calls for service. Citizens may have to wait longer for calls for service.

## **7. Incentives and Morale**

The take home vehicle is an incentive to recruitment, hiring, and retention of quality police officers. All City of Salisbury Police hiring ads have listed the take home vehicle program as a hiring tool to recruit officers. Police Departments nationwide have been changing over to “one on one” program for the last 15 years. Kannapolis has recently started implementation of the program. As one of our recent hires has said “The take home vehicle was one of the benefits that I looked for when sending applications to police departments in North Carolina. I probably would not have sent my application to Salisbury if the take home vehicle was not included in the benefits”.

The patrol vehicles represent an office to a police officer. The department implemented the Mobile Data Computer system in 1999 with the help of \$ 340,000 in Federal & State Grants offering Community Policing Assistance to keep officers out in the community. The vehicle serves as the officer’s workspace. It is like an office with a desk. It has everything an officer needs to properly accomplish the duties assigned to him/her. The officer can do all the reports and paperwork right from the vehicle.

## **8. Public Relations**

The patrol car is one of our top public relations tools. When a citizen calls, the first thing to show up at their home or business is a marked patrol car. Maintaining the level of service we have given our citizens so far will include this valuable tool. This is especially seen during off duty work performed by officers for local taxpaying community businesses. A reduced one on one vehicle assignment will limit the number of extra duty work assignments requiring a marked vehicle. In addition, those events where a uniformed officer works an assignment without a vehicle will also impact the reduced fleet. If an officer, working extra duty without a vehicle, takes an enforcement action where an arrest is made then a patrol vehicle must be called to transport the arrested person to the police station, to the magistrate’s office, and to jail. With the “one on one” vehicle assignment the arresting officer without utilizing shift personnel handles this. This would have an impact on the community with delay of calls for service.

## **9. Equipment Availability**

Officers carry a variety of vital equipment in the trunk to use them when called out. (Rain Gear, 35 mm Cameras, evidence packets, boots, warm weather gear, blankets for victims). Officers use this vehicle as their office. If fleet vehicles were used, Officers would have to carry boxes of equipment to and from each shift to ensure they have all the proper equipment needed to fulfill the need of citizens. The constant moving of equipment certainly places that equipment in an environment where it is more exposed to damage or loss. The department would have to provide more storage lockers and space to provide for the additional equipment storage.

## **10. Accountability**

In changing shifts, calls for service do not stop. Supervisors are faced with checking as many as (6) six patrol units while calls for service are waiting to be answered. Accountability for equipment would not be handled at times when high priority calls need to be addressed. Equipment would have to be transported in and out of vehicles at the end of each shift. (Rain gear, gas masks, and Laptop computer, Paperwork etc). While direct supervision can remedy that, requiring supervisors to concentrate on equipment versus managing calls for service is not a valuable trade off. First line supervisors should be concentrating their efforts on providing service by managing the types of calls for service being called in by our community.

## **11. Current Maintenance Costs**

Based on the data in FY2002-2003 "Maint Auto" costs per car is at \$744/annually per vehicle. The older the Police fleet the higher the maintenance costs. Any vehicle in use for a longer time period a higher maintenance cost is to be expected. Reducing the "useful life" of our fleet should reduce the yearly maintenance costs of each vehicle.

## **12. Cost to Replace Vehicles**

FY2002-2003 the cost of the vehicle included the vehicle, light bar & 3% tax. Finance dictates from year to year what will be included. The original one on one vehicle plan was developed to budget for replacement of vehicles after a (5) five-year period. Each year a certain amount was budgeted (actual amount supplied by Finance Dept) to replace each vehicle. The time a vehicle was kept in the fleet was expanded over time from (5) five to (7) seven to the present 10-year expectancy. Vehicles replaced according to planned replacement could have reduced this expanding cost of maintenance.

## **13. Other issues to consider**

- If the police department officers drove vehicles with two or more officers in them they certainly would not last near as long as the vehicles we now have. Some of our 1991 and 1992 patrol cars have over 100,000 miles on the odometer. If these were fleet vehicles, they would have had to be retired 6 or 7 years ago. Veteran officers recall using the hot seat plan where vehicles were replaced every year to two years. Vehicles were not kept any longer than this in patrol. Safety and maintenance were key decisions
- Parking: Police Dept has a limited number of spaces at present and it would be difficult to park 35 to 50 fleet vehicles for use at any given time. The City would have to provide a

secured area because of the equipment involved and the threat of vandalism and larceny to City owned property.

- The cost of reverting back to fleet vehicles: Costs would include removing all the equipment from older patrol cars that we would be taking out of the fleet and re-installing it back into the new vehicles. Wireless charges \$100/hour. Down time waiting to outfit the new vehicles, (replaced vehicles would not have the equipment).
- If the police department moved to a two-person rotation system per police vehicle unit, there would still be a need for additional spare vehicles. Spares would be needed to account for vehicles being in the garage for maintenance, due to the high use and expected traffic accidents.
- Coordinating the fleet issues reverting back to a general unassigned fleet would also entail a greater amount of time than is normally associated with maintaining records and working with patrol on issues concerning normal operations.
- Officers are able to answer calls for service as soon as in service.
- Off Duty - puts another vehicle in the field to assist in an emergency and keeps those on regular scheduled patrol in the community and assigned beats.
- Higher visibility due to more vehicles on the road at a given time.
- More efficient and effective deployment during special events such as large parades.
- Higher degree of readiness in case of a major emergency.

#### 14. Analysis of costs

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
<b>Current One-on-One</b>											
Vehicle	20,300										\$ 20,300
Tax	609										609
Light Bar	970										970
Cage	400										400
Videocam	4,500										4,500
Remove/Install Equipment	840										840
Graphics	254										254
Maintenance	500	500	500	500	500	500	500	500	500	500	5,000
Insurance	423	423	423	423	423	423	423	423	423	423	4,230
Totals	28,796	923	923	923	923	923	923	923	923	923	\$ 37,103
<b>Ten year Cost for Two Officers</b>											<u>\$ 74,206</u>
<b>Proposed Two-on-One</b>											
Vehicle	20,300				20,300				10,150		\$ 50,750
Tax	609				609				305		1,523
Light Bar	970				970				485		2,425
Cage	400				400				200		1,000
Videocam	4,500				4,500				2,250		11,250
Remove/Install Equipment	840				840				420		2,100
Graphics	254				254				128		636
Maintenance	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000
Insurance	423	423	423	423	423	423	423	423	423	423	4,230
Totals	29,796	1,923	1,923	1,923	29,796	1,923	1,923	1,923	15,861	1,923	<u>\$ 88,914</u>
<b>Extra Cost over Ten Years for Two Officers</b>											\$ 14,708
<b>Extra Cost over Ten Years Per Officer</b>											\$ 7,354

**EXHIBIT 3  
CITY OF SALISBURY  
SPECIAL PROJECTS FOR FY2003-04**

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
<b>HUMAN RESOURCES</b>			
Insurance Reevaluation	\$ 8,000	\$ 8,000	\$ 8,000
Employee Wellness Program	6,000	-	-
Market Data Purchase	4,000	-	-
401k Employer Contribution	104,000	-	-
Human Resources Information System	8,000	-	-
Salary Adjustments	200,000	-	-
Total Special Projects	<u>\$ 330,000</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>
<b>FINANCE</b>			
Web Application	\$ 3,000	\$ -	\$ -
Total Special Projects	<u>\$ 3,000</u>	<u>\$ -</u>	<u>\$ -</u>
<b>INFORMATION TECHNOLOGIES</b>			
Five-Year Technology Study	\$ 15,000	\$ 15,000	\$ 15,000
Microsoft EA Agreement Upgrade	60,000	-	-
Website Review	20,000	-	-
Total Special Projects	<u>\$ 95,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>
<b>POLICE</b>			
<b>Administration (514)</b>			
Diversity Enhancement Services	\$ 5,000	\$ 5,000	\$ 5,000
Wellness Program	5,000	5,000	5,000
Total Special Projects	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>
<b>LAND MANAGEMENT &amp; DEVELOPMENT-PLANNING &amp; COMMUNITY DEVELOPMENT</b>			
<b>Planning Board:</b>			
2020 Implementation	\$ 50,000	\$ 50,000	\$ 50,000
<b>Historic Preservation Commission:</b>			
Historic Preservation Grant	30,000	30,000	30,000
<b>Community Appearance:</b>			
Innes Street Grants	25,000	25,000	25,000
Neighborhood Improvements	100,000	70,000	70,000
Downtown "Urban Trail"	10,000	-	-
Downtown Benches	12,000	-	-
<b>Downtown Master Plan:</b>			
1753 Boundary Markers	11,500	11,500	11,500
Downtown Way-finding Signage	30,000	-	-
<b>Other:</b>			
Freedman's Cemetery Wall	25,000	-	-
Rowan County Chamber of Commerce	10,000	10,000	-
Salisbury-Rowan EDC Marketing Plan	23,000	23,000	-
NC Transportation Museum	-	-	5,000
Catwaba College Center for the Environment	-	-	5,000
Downtown Streetscape (TEA 21)	63,950	22,875	22,875
<b>GIS (491-701)</b>			
ArcSDE GIS Data Storage	10,050	10,050	10,050
Data Development-Building Footprints	6,500	-	-
Total Special Projects	<u>\$ 407,000</u>	<u>\$ 252,425</u>	<u>\$ 229,425</u>

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
<b>LAND MANAGEMENT &amp; DEVELOPMENT-ENGINEERING</b>			
I-85 Noise Barrier and Sidewalks	\$ 122,500	\$ 122,500	\$ 122,500
Highway 70 sidewalks	40,000	40,000	40,000
Cabarrus-Rowan MPO	5,000	5,000	5,000
East Innes Street Improvements	285,000	285,000	285,000
Downtown Pole Painting	7,000	7,000	7,000
NPDES Compliance	27,500	12,500	12,500
Greenways	339,000	339,000	339,000
Drainage Grants	25,000	-	-
Sunset Drive Traffic Calming	3,000	3,000	3,000
Council Street Railroad Crossing	20,000	20,000	20,000
Innes Street Overhead Wires	10,000	-	-
Total Special Projects	<u>\$ 884,000</u>	<u>\$ 834,000</u>	<u>\$ 834,000</u>
<b>PARKS AND RECREATION</b>			
Feasibility Study - Civic Center	\$ 50,000	\$ 40,000	\$ 40,000
Total Special Projects	<u>\$ 50,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>
<b>PUBLIC SERVICES-STREET</b>			
Downtown Brick Utility Strip	\$ 10,000	\$ -	\$ -
Target Neighborhood Improvements	5,000	-	-
Stabilize Creek Bank Adjacent to Park Road	10,000	-	-
Total Special Projects	<u>\$ 25,000</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-CEMETERY</b>			
Add trash replacements in all cemeteries	\$ 1,000	\$ -	\$ -
Install 4 historic name plaques to the 4 entrances to Chestnut Hill	2,000	-	-
Total Special Projects	<u>\$ 3,000</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-LANDSCAPE OPERATIONS</b>			
Downtown Street Trees	\$ 10,000	\$ -	\$ -
Neighborhood Tree Planting	5,000	5,000	5,000
Brown-Wiseman Boxwood	5,000	-	-
Belltower Fountain Replacement	6,000	6,000	6,000
Belltower Lighting and Irrigation	6,000	-	-
Total Special Projects	<u>\$ 32,000</u>	<u>\$ 11,000</u>	<u>\$ 11,000</u>
<b>PUBLIC SERVICES-LANDSCAPE OPERATIONS-HURLEY PARK</b>			
Spring Celebration	\$ 1,600	\$ 1,600	\$ 1,600
Main Entry Garden Sign	2,500	2,500	2,500
Main Entry Garden Renovation (Lake Drive)	3,000	-	-
Water Fountain and Trash Can-Annex	4,000	-	-
Total Special Projects	<u>\$ 11,100</u>	<u>\$ 4,100</u>	<u>\$ 4,100</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><b>\$ 1,850,100</b></u>	<u><b>\$ 1,174,525</b></u>	<u><b>\$ 1,151,525</b></u>
<b>TOTAL OFFSETTING REVENUE</b>	<u><b>\$ 590,000</b></u>	<u><b>\$ 590,000</b></u>	<u><b>\$ 590,000</b></u>
<b>TOTAL CITY SHARE</b>	<u><b>\$ 1,260,100</b></u>	<u><b>\$ 584,525</b></u>	<u><b>\$ 561,525</b></u>

**EXHIBIT 4**  
**SPECIAL COMMUNITY EFFORTS GROUPS APPROPRIATIONS FOR FY 2003-04**

	<b>FY2002-03 ADOPTED</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>
Human Relations Council	\$ 3,500	16,350	\$ 3,500	\$ 3,500
Action Grants	22,000	25,000	22,000	22,000
Community Appearance	1,200	1,200	1,000	1,000
Rowan Information & Referral	4,500	4,500	4,500	4,500
Historic District Commission	500	1,000	500	500
Salisbury-Rowan EDC	53,670	53,670	53,670	53,670
Downtown Salisbury, Inc.	60,580 <sup>1</sup>	65,580 <sup>2</sup>	60,580 <sup>1</sup>	60,580 <sup>1</sup>
Tree Board	400	400	300	300
Waterworks Gallery	10,000	12,167	-	-
Rowan Museum	6,000	10,000	6,000	6,000
Rowan Arts Council	45,000	45,000	45,000	45,000
Rufty Holmes Senior Center	50,000	50,000	50,000	50,000
Supplementary Education	42,342	42,342	42,342	42,342
Rowan County AIDS Task Force	-	5,000	-	-
Rowan County Literacy Council	-	2,500	-	-
	<u>\$ 299,692</u>	<u>\$ 334,709</u>	<u>\$ 289,392</u>	<u>\$ 289,392</u>

<sup>1</sup> Includes \$6,000 for Christmas Lights

<sup>2</sup> Includes \$6,000 for Christmas Lights and \$5,000 for assistance with trolleys



**Exhibit 5**  
**Position Listing and Salary Ranges**

<b>Job Title</b>	<b>Grade</b>	<b>Salary Range</b>	
		<b>Minimum</b>	<b>Maximum</b>
Account Clerk I	118	\$17,530.50	\$32,409.00
Account Clerk II	122	\$19,344.00	\$35,782.50
Accountant II	131	\$24,144.00	\$44,628.15
Accounting Manager	151	\$39,486.00	\$72,987.60
Animal Control Specialist	120	\$18,428.80	\$34,049.60
Assistant City Manager for Uti	524E	\$72,293.00	\$108,439.00
Assistant Fire Chief	445	\$50,857.00	\$68,154.00
Assistant Systems Manager	516C	\$33,348.00	\$50,022.00
Automotive Service Technician	701	\$18,948.80	\$34,049.60
Battalion Chief	439	\$39,848.00	\$53,400.00
Bldg. & Grounds Maint. Wkr. II	128	\$22,422.40	\$41,454.40
Budget & Benchmarking Analyst	143	\$32,433.00	\$59,951.85
Budget & Performance Managemen	150	\$38,527.00	\$71,214.15
Building & Grounds Maintenance	110	\$14,414.40	\$26,624.00
Building & Grounds Maintenance	114	\$15,891.20	\$29,390.40
Building Maintenance Worker	110	\$14,414.40	\$26,624.00
Buyer	122	\$19,344.00	\$35,782.50
Cemetery Operations Manager	136	\$27,304.00	\$50,469.30
Chemist	513C	\$25,415.00	\$38,123.00
City Clerk	234	\$27,274.00	\$52,213.35
City Code Inspector	121	\$18,886.40	\$34,902.40
City Manager	9999	\$75,000.00	\$131,250.00
Civil Engineer III	147	\$35,786.00	\$66,147.90
Crime Analyst - Civ	143	\$32,433.00	\$59,951.85
Crossing Guard	105	\$12,729.60	\$23,545.60
Customer Service Clerk II	118	\$17,530.50	\$32,409.00
Customer Service Supervisor	131	\$24,144.00	\$44,628.15
Department Secretary	126	\$21,352.50	\$39,468.00
Department Secretary	126	\$21,340.80	\$39,457.60
Department Secretary	509C	\$23,010.00	\$34,515.00
Deputy Police Chief	349	\$41,350.00	\$69,327.00
Deputy Utilities Director	523E	\$52,647.00	\$78,970.00
Development Services Manager	147	\$35,786.00	\$66,147.90
Development Services Spec	127	\$21,879.00	\$40,443.00
Engineering Technician	513C	\$25,408.50	\$38,122.50
Equipment Operator I	113	\$15,516.80	\$28,683.20
Equipment Operator II	120	\$18,428.80	\$34,049.60
Facilities Maintenance Supervi	128	\$22,422.40	\$41,454.40
Facilities Management Director	145	\$34,066.50	\$62,985.00

<b>Job Title</b>	<b>Grade</b>	<b>Salary Range</b>	
		<b>Minimum</b>	<b>Maximum</b>
Finance & Administration Manag	521D	\$43,925.00	\$65,888.00
Finance Director	255	\$45,808.00	\$87,696.00
Finance Specialist	126	\$21,352.50	\$39,468.00
Fire Captain	431	\$32,783.00	\$46,129.00
Fire Chief	255	\$45,808.00	\$87,696.00
Fire Control Specialist II	420	\$21,080.00	\$31,145.00
Fire Control Specialist I	420	\$21,080.00	\$31,145.00
Fire Control Specialist I	424	\$24,403.00	\$34,337.00
Fire Control Specialist II	420	\$21,080.00	\$31,145.00
Fire Control Specialist II	424	\$24,403.00	\$34,337.00
Fire Control Specialist II	427	\$26,904.00	\$37,857.00
Fire Engineer	427	\$26,904.00	\$37,857.00
Fire Investig/Inspec Officer	439	\$39,848.00	\$53,400.00
Fire Investig/Inspection Spec	431	\$32,783.00	\$46,129.00
Fire Logistics Officer	431	\$32,783.00	\$46,129.00
Fire Projects Analyst	431	\$32,783.00	\$46,129.00
Fiscal Analyst	143	\$32,433.00	\$59,951.85
Fleet Services Manager	145	\$34,069.00	\$62,974.80
Fleet Services Shift Superviso	134	\$26,000.00	\$48,048.00
Fleet Services Supervisor	136	\$27,304.00	\$50,469.30
GIS Mapping Technician	513C	\$25,408.50	\$38,122.50
Grounds Maintenance Worker I	109	\$14,060.80	\$26,000.00
Grounds Maintenance Worker II	114	\$15,891.20	\$29,390.40
Human Resources Director	255	\$45,808.00	\$87,696.00
Identification Specialist	120	\$18,428.80	\$34,049.60
Information Technologies Manag	600	\$51,695.00	\$85,754.00
Laboratory Analyst	510C	\$23,492.00	\$41,536.00
Laboratory Supervisor	515C	\$32,759.00	\$49,138.00
Land Mgmt & Dev Director	260	\$51,828.00	\$99,219.75
Landscape Division Manager	139	\$29,394.00	\$54,334.35
Landscape Maintenance Supervis	128	\$22,422.40	\$41,454.40
Mail Coordinator	115	\$16,282.50	\$30,127.50
Master Police Officer	327	\$31,744.00	\$43,429.00
Mechanic	700	\$23,920.00	\$44,512.00
Meter Services Supervisor	511C	\$24,336.00	\$36,504.00
Meter Services Technician	502A	\$19,052.80	\$30,076.80
Minimum Housing/Inspection Spe	121	\$18,886.40	\$34,902.40
Park Curator	123	\$19,832.00	\$36,656.55
Parking Control Specialist	120	\$18,428.80	\$34,049.60
Parks & Rec Athletic Maintenanc	128	\$22,422.40	\$41,454.40
Parks & Rec Grounds Maintenanc	128	\$22,422.40	\$41,454.40

<b>Job Title</b>	<b>Grade</b>	<b>Salary Range</b>	
		<b>Minimum</b>	<b>Maximum</b>
Parks & Rec Maint Manager	139	\$29,394.00	\$54,334.35
Parks & Recreation Director	251	\$41,500.00	\$79,449.30
Parts Manager	126	\$21,340.80	\$39,457.60
Permit Services Coordinator	121	\$18,876.00	\$34,905.00
Personnel Analyst I	134	\$25,993.00	\$48,046.95
Personnel Analyst II	139	\$29,394.00	\$54,334.35
Personnel Technician II	130	\$23,556.00	\$43,543.50
Planner II	138	\$28,680.00	\$53,013.45
Plants Maintenance Supervisor	516C	\$33,342.40	\$50,024.00
Plants Maintenance Technician	505B	\$21,652.80	\$36,212.80
Police Information Clerk	115	\$16,286.40	\$30,118.40
Police Lieutenant	339	\$38,411.00	\$54,378.00
Police Officer I	322	\$26,235.00	\$37,585.00
Police Officer I	324	\$28,858.00	\$41,343.00
Police Officer II	324	\$28,858.00	\$41,343.00
Police Officer II	327	\$31,744.00	\$43,429.00
Police Planner	143	\$32,433.00	\$59,951.85
Police Records Clerk	115	\$16,286.40	\$30,118.40
Police Records Coordinator	123	\$19,822.40	\$36,649.60
Police Sergeant	333	\$34,919.00	\$48,879.00
Police Telecommunicator	124	\$20,321.60	\$37,564.80
Productivity Analyst	143	\$32,433.00	\$59,951.85
Public Services Director	251	\$41,500.00	\$79,449.30
Purchasing Manager	143	\$32,433.00	\$59,951.85
Recreation Aide	105	\$12,729.60	\$23,545.60
Recreation Coordinator	134	\$25,993.00	\$48,046.95
Recreation Leader	131	\$24,144.00	\$44,628.15
Recreation Program Manager	147	\$35,786.00	\$66,147.90
Recreation Programmer	131	\$24,144.00	\$44,628.15
Regulatory Compliance Technici	506B	\$22,422.40	\$33,654.40
Residuals Operator	507C	\$22,568.00	\$40,289.60
Residuals Supervisor	516C	\$33,348.00	\$50,022.00
Retired Law Enforcement	333	\$34,919.00	\$48,879.00
Risk Management Assistant	127	\$21,879.00	\$40,443.00
Risk Manager	150	\$38,527.00	\$71,214.15
Seasonal Worker	105	\$12,729.60	\$23,545.60
Senior Bldg Maint Worker	117	\$17,118.40	\$31,636.80
Senior Building & Grounds Main	119	\$17,971.20	\$33,238.40
Senior Customer Service Clerk	122	\$19,344.00	\$35,782.50
Senior Grounds Maint Worker	119	\$17,971.20	\$33,238.40
Senior Meter Mechanic	508C	\$22,859.20	\$36,088.00

<b>Job Title</b>	<b>Grade</b>	<b>Salary Range</b>	
		<b>Minimum</b>	<b>Maximum</b>
Senior Meter Reader	508C	\$22,859.20	\$36,088.00
Senior Office Assistant	119	\$17,979.00	\$33,228.00
Senior Office Assistant	119	\$17,971.20	\$33,238.40
Senior Office Assistant	500A	\$16,126.50	\$27,573.00
Senior Office Assistant	500A	\$16,120.00	\$27,560.00
Senior Planner	143	\$32,433.00	\$59,951.85
Senior Wastewater Treatment Pl	508C	\$22,859.20	\$36,088.00
Senior Water Treatment Plant O	508C	\$22,859.20	\$36,088.00
Signs & Marking Crew Leader	121	\$18,886.40	\$34,902.40
Signs & Marking Technician II	116	\$16,702.40	\$30,867.20
Solid Waste Equipment Operator	119	\$17,971.20	\$33,238.40
Solid Waste Mgmt Div Manager	136	\$27,304.00	\$50,469.30
Solid Waste Operations Supervi	128	\$22,422.40	\$41,454.40
Street Maintenance Manager	143	\$32,433.00	\$59,951.85
Street Maintenance Supervisor	128	\$22,422.40	\$41,454.40
Street Maintenance Worker I	109	\$14,060.80	\$26,000.00
Street Maintenance Worker II	114	\$15,891.20	\$29,390.40
Support Services Manager	519D	\$40,602.00	\$60,903.00
Systems Analyst	601	\$37,850.00	\$65,875.00
Technologies Services Technica	132	\$24,745.50	\$45,747.00
Traffic Operations Manager	139	\$29,394.00	\$54,334.35
Traffic Signal Technician I	118	\$17,534.40	\$32,406.40
Traffic Signal Technician II	122	\$19,344.00	\$35,776.00
Transit Dispatcher	119	\$17,971.20	\$33,238.40
Transit Manager	136	\$27,304.00	\$50,469.30
Transit Operator	118	\$17,534.40	\$32,406.40
Transit Operator/Service Worke	118	\$17,534.40	\$32,406.40
Urban Design Planner	143	\$32,433.00	\$59,951.85
Urban Resource Planner	143	\$32,433.00	\$59,951.85
Utilities Construction Inspect	513C	\$25,408.50	\$38,122.50
Utilities Engineer	518D	\$38,864.00	\$58,296.00
Utilities Engineering Manager	522E	\$50,181.00	\$75,271.00
Utilities Maintenance Supervis	511C	\$24,336.00	\$36,504.00
Utilities Maintenance Technici	501A	\$17,035.20	\$29,515.20
Utilities Systems Manager	520D	\$42,608.00	\$63,912.00
Utility Engineering Intern	513C	\$25,408.50	\$38,122.50
Utility Plants Manager	521D	\$43,925.00	\$65,888.00
Utility Systems Supervisor	512C	\$24,731.20	\$42,120.00
Victim's Advocate	327	\$31,744.00	\$43,429.00
Wastewater Treatment Plant Ope	507C	\$22,568.00	\$40,289.60
Wastewater Treatment Superviso	516C	\$33,348.00	\$50,022.00

<b>Job Title</b>	<b>Grade</b>	<b>Salary Range</b>	
		<b>Minimum</b>	<b>Maximum</b>
Water Treatment Plant Operator	507C	\$22,568.00	\$40,289.60
Water Treatment Supervisor	516C	\$33,348.00	\$50,022.00
Zoning & Code Enforcement Spec	121	\$18,876.00	\$34,905.00

## **EXHIBIT 6**

### **COUNCIL GOALS**

#### **Outcomes, Strategies & Goals– FY2003-04**

##### **Outcome 1: Improve neighborhoods and safety for all areas of the City**

###### Goals Assigned to Outcome

1. Implement Police Department Strategic Plan - Police
2. Implement Crime Control Plan - Police
3. Implement Project Safe Neighborhood - Police
4. Evaluate an alarm ordinance – Police, Fire
5. Broker projects to improve housing in selected neighborhoods - LM&D
6. Provide leadership training for the Jersey City neighborhood - LM&D
7. Conduct needs assessment to identify additional selected neighborhood(s) - LM&D
8. Complete Park Avenue Community Center - LM&D
9. Complete Oakdale-Union Hill Cemetery Improvements - LM&D, Public Services
10. Evaluate Public announcement methods concerning emergency preparedness – Fire, Police, Utilities

##### **Outcome 2: Expand the tax base and revenue sources**

###### Goals Assigned to Outcome

1. Prepare systematic annexation plan - LM&D, Finance, Utilities

##### **Outcome 3: Provide quality Parks and Recreation services**

###### Goals Assigned to Outcome

1. Continue development of Salisbury Community Park and Athletic Complex - Parks & Rec
2. Develop additional funding sources for the Community Park - Parks & Rec
3. Continue renovation of existing parks and recreation facilities - Parks & Rec
4. Complete master plans for individual parks - Parks & Rec
5. Implement Greenway Construction - LM&D, Parks & Rec
6. Implement Open Space Standards through Vision 2020 - LM&D, Parks & Rec
7. Conduct Feasibility Study for Civic/Convention Center - City Council, Parks & Rec

##### **Outcome 4: Improve appearance and function of the Innes Street Corridor**

###### Goals Assigned to Outcome

1. Evaluate VCOD Ordinance for improved public acceptance – City Council, LM&D
2. Prepare East Innes Street streetscape plan - LM&D

## **Outcome 5: Implement Salisbury Vision 2020 Plan**

### Goals Assigned to Outcome

1. Adopt standards and ordinances that support implementation of Vision 2020 – LM&D, Management Team
2. Streamline development review process and ordinances - LM&D, Utilities
3. Identify opportunities to support Vision 2020 through City operations - LM&D, Management Team
4. Consider managed growth standards and incentives - LM&D, Utilities

## **Outcome 6: Foster a climate of City-County cooperation**

### Goals Assigned to Outcome

1. Support Rowan County’s development of a land-use plan with growth corridors - LM&D, Utilities
2. Conduct periodic City-County meetings with elected officials as needed – City Council

## **Outcome 7: Attract, retain and develop high quality City employees**

### Goals Assigned to Outcome

1. Require multiculturalism training for all new employees, and provide training for interested citizens - Human Resources
2. Implement employee training and development plan - Human Resources
3. Evaluate “Broad Banding” compensation program for additional departments - Human Resources
4. Implement strategies to recruit employees from diverse populations - Human Resources
5. Develop strategies to attract and retain quality employees - Human Resources

## **Outcome 8: Partner with Rowan-Salisbury Schools**

### Goals Assigned to Outcome

1. Meet with School officials to determine needs with which the City can assist – City Council, Management Team

## **Outcome 9: Improve overall management of City and departments**

### Goals Assigned to Outcome

1. Participate in statewide programs to establish performance standards – Finance, Management Team
2. Develop system of standards to measure performance and accomplishments for all City departments – Finance, Management Team

3. Monitor accomplishments in achieving stated standards – Finance, Management Team
4. Create, monitor and evaluate departmental strategic plans – City Manager, Management Team
5. Periodically evaluate the status of the City’s outcomes and goals – City Council, City Manager, Management Team
6. Continue the City’s goal setting and future directions process – City Council, City Manager, Management Team

**Outcome 10: Implement special initiatives to improve the quality of life for Salisbury citizens**

Goals Assigned to Outcome

1. Participate in the Regional Environmental Sustainability Project – City Council, LM&D, Management Team
2. Provide appropriate training for all boards and commissions – LM&D, Human Resources, Parks & Recreation
3. Complete a feasibility study for an educational television access channel – Information Tech

**Outcome 11: Improve and enhance Downtown Salisbury**

Goals Assigned to Outcome

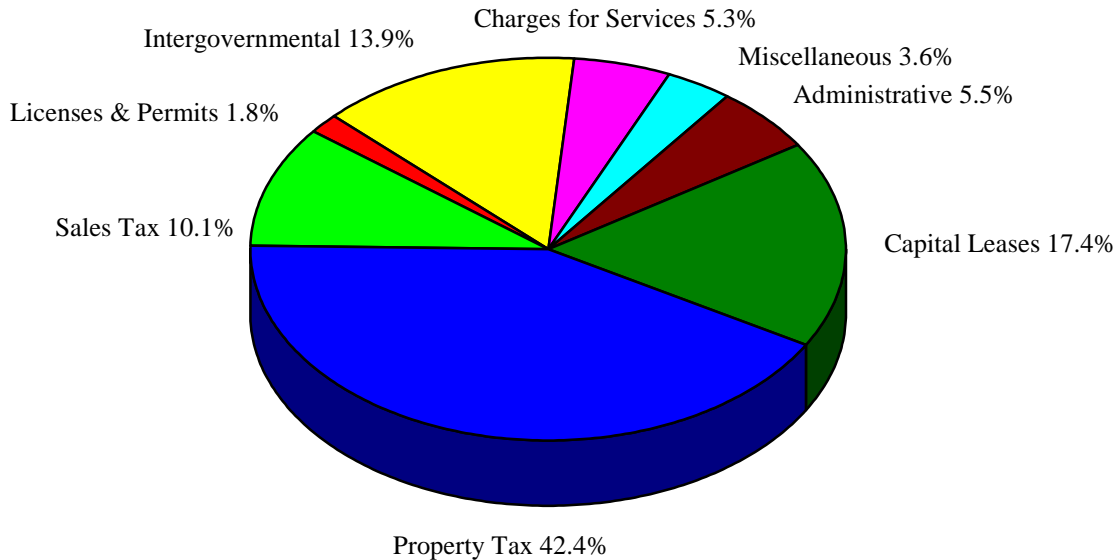
1. Partner with DSI to implement the Downtown Salisbury Master Plan - LM&D
2. Implement recommendations of DSI Parking Committee - LM&D, Public Services
3. Conduct a downtown ADA compliance audit - LM&D, Human Resources, Public Services



# FY 2003-04 GENERAL FUND

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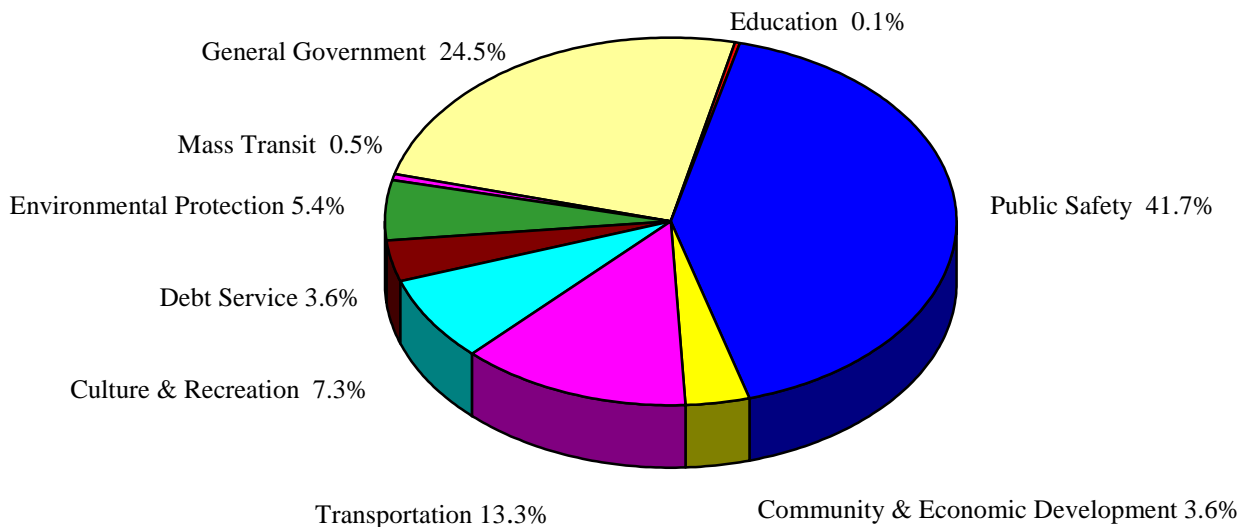
## Revenues - \$31,722,952



## *Where the Money Comes From*

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## Expenditures - \$31,722,952

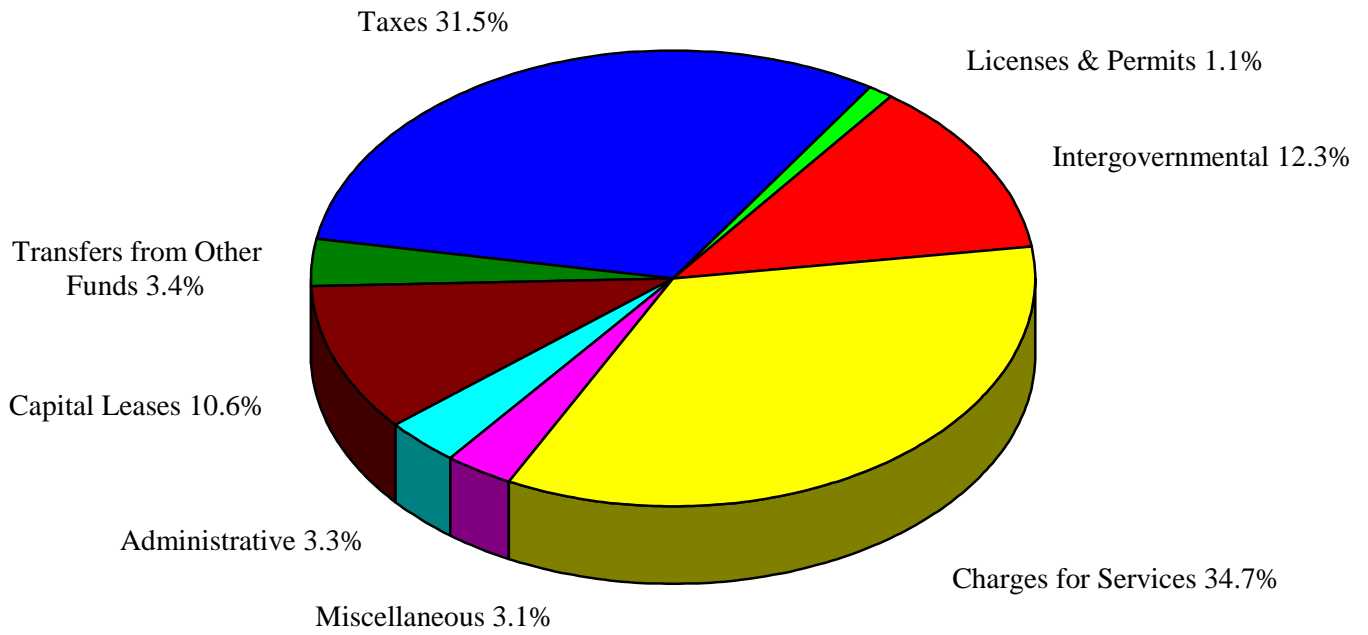


## *Where the Money Goes To*

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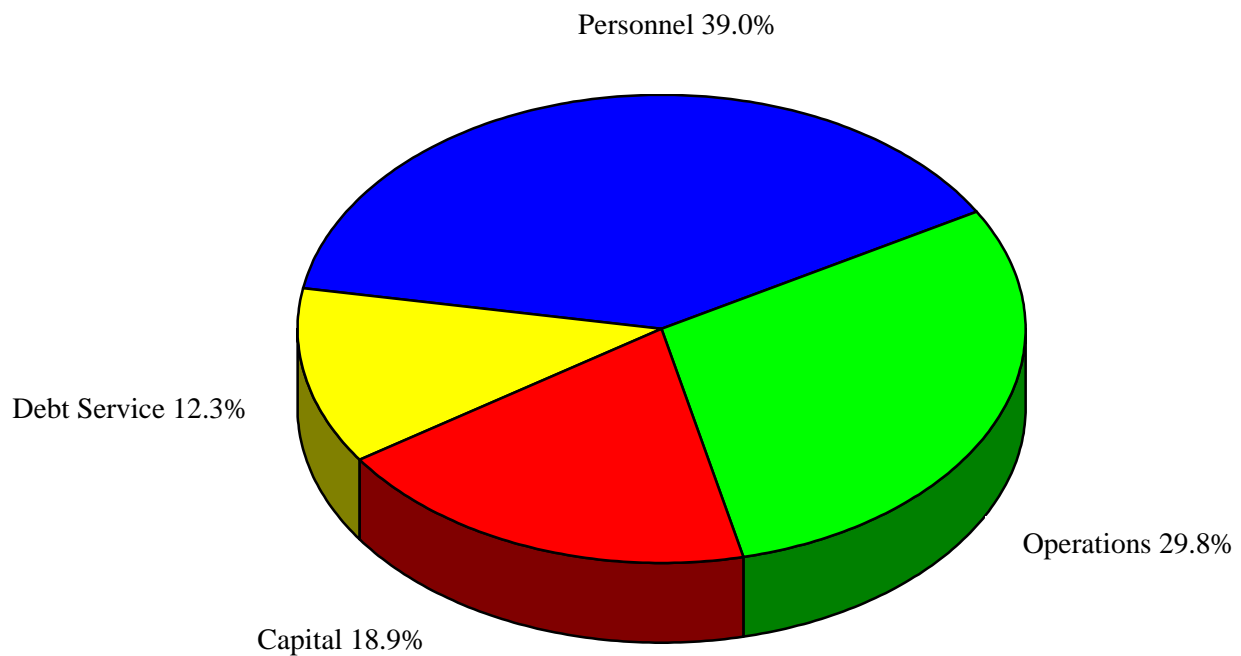
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



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## CITY EXPENDITURES BY CATEGORY (All Funds)

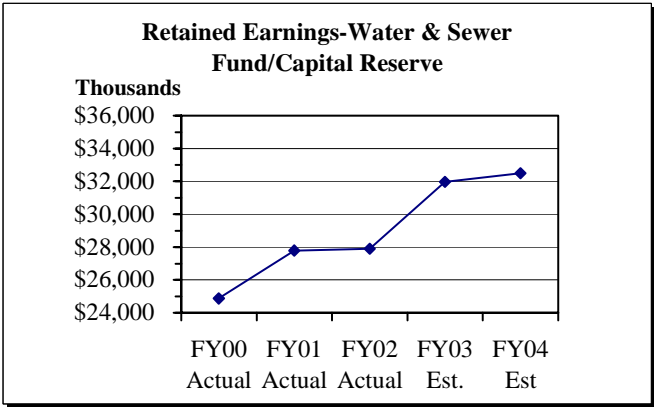
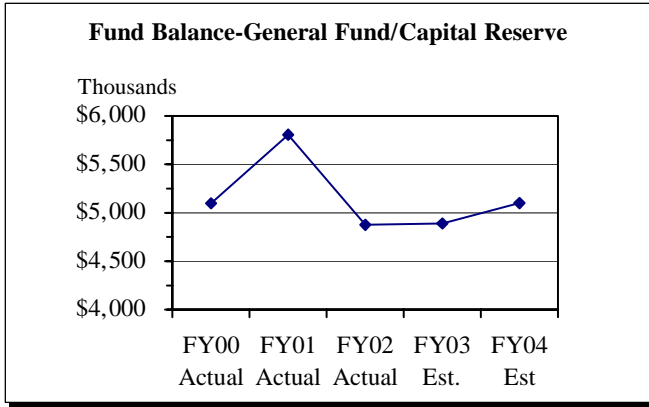


**CITY OF SALISBURY, NORTH CAROLINA**  
**BUDGET SUMMARY**  
**For the Year Ending June 30, 2004**

	General/Special Revenue Funds			Enterprise Funds			Total
	General	General Fund	Entitlement	Water/Sewer			
	Fund	Capital Reserve	Fund	Water/Sewer	Capital Reserve	Transit	
Estimated Fund Balance/ Retained Earnings 6/30/03	\$ 3,436,200	\$ 1,707,849	\$ 70,000	\$ 24,218,759	\$ 875,478	\$ 208,955	\$ 30,517,241
Budgeted Revenues & Other Financing Sources:							
Taxes	\$ 16,568,241	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,568,241
Licenses and Permits	570,507	-	-	-	-	-	570,507
Intergovernmental	4,446,073	-	557,103	-	-	1,479,738	6,482,914
Charges for Services	1,688,810	-	-	16,458,566	-	80,000	18,227,376
Miscellaneous	1,134,317	15,771	120,000	355,261	11,000	10,400	1,646,749
Administrative	1,743,053	-	-	-	-	-	1,743,053
Capital leases	4,960,680	595,500	-	-	-	-	5,556,180
Sale of Bonds	-	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-	-
Transfers From Other Funds	-	1,290,586	-	-	315,208	160,282	1,766,076
<b>Total Available Resources</b>	<b>\$ 31,111,681</b>	<b>\$ 1,901,857</b>	<b>\$ 677,103</b>	<b>\$ 16,813,827</b>	<b>\$ 326,208</b>	<b>\$ 1,730,420</b>	<b>\$ 52,561,096</b>
Expenditures:							
General Government	\$ 6,756,681	\$ 783,934	\$ -	\$ -	\$ -	\$ -	\$ 7,540,615
Public Safety	12,559,592	608,316	-	-	-	-	13,167,908
Transportation	4,189,076	40,950	-	-	-	-	4,230,026
Environmental Protection	1,550,937	173,258	-	-	-	-	1,724,195
Culture and Recreation	2,289,228	53,900	-	-	-	-	2,343,128
Community & Economic Development	1,324,208	37,300	677,103	-	-	-	2,038,611
Education	42,342	-	-	-	-	-	42,342
Water & Sewer	-	-	-	11,090,820	874,354	-	11,965,174
Mass Transit	-	-	-	-	-	1,877,332	1,877,332
Debt Service:							
Principal	630,583	184,511	-	3,012,182	-	-	3,827,276
Interest	318,166	19,688	-	2,395,617	-	-	2,733,471
Transfers to other funds	1,450,868	-	-	315,208	-	-	1,766,076
<b>Total Expenditures</b>	<b>\$ 31,111,681</b>	<b>\$ 1,901,857</b>	<b>\$ 677,103</b>	<b>\$ 16,813,827</b>	<b>\$ 874,354</b>	<b>\$ 1,877,332</b>	<b>\$ 53,256,154</b>
Budgeted Increase (Decrease) in Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ (548,146)	\$ (146,912)	\$ (695,058)
Full Accrual Adjustments: <sup>1</sup>							
Budgeted Capital Outlay	-	-	-	423,306	874,354	1,223,693	2,521,353
Budgeted Debt Principal	-	-	-	3,012,182	-	-	3,012,182
Estimated Depreciation	-	-	-	(2,993,351)	-	(6,494)	(2,999,845)
Estimated Fund Balance/ Retained Earnings 6/30/04	<u>\$ 3,436,200</u>	<u>\$ 1,707,849</u>	<u>\$ 70,000</u>	<u>\$ 24,660,896</u>	<u>\$ 1,201,686</u>	<u>\$ 1,279,242</u>	<u>\$ 32,355,873</u>

<sup>1</sup> See explanation on page 2-2

As of June 30, 2003, the City estimates an unreserved General Fund balance of \$1,800,000. This is lower than stated in the City's Reserve Policy, as explained on page 2-4, due to the Governor withholding over \$2,000,000 owed to the City to balance the State's budget. Due to the Governor's actions, the City had a loss during FY02 of \$931,358. It is projected that the City will break even during FY03.



The graph above clearly depicts the effect on the General Fund fund balance due to the budget problems of the State of North Carolina. Though, through conservative fiscal management, the City has been able to increase retained earnings in the Water and Sewer Fund for the past five years.

**SUMMARY OF INTERFUND TRANSFERS  
For the Year Ending June 30, 2004**

	FUND	TO			
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	TOTAL OUT
<b>F R O</b>	General	\$ 1,290,586	\$ -	\$ 160,282	\$ 1,450,868
	Water & Sewer	-	315,208	-	315,208
	<b>TOTAL IN</b>	\$ 1,290,586	\$ 315,208	\$ 160,282	\$ 1,766,076

**GENERAL FUND REVENUE STRUCTURE**

The City's General Fund has five major sources of revenue: taxes, licenses and permits, intergovernmental revenue, charges for services, administrative revenue, and miscellaneous revenue. Taxes are composed of property, sales, and dog taxes. Licenses and permits are composed of privilege licenses and cable television franchise fees. Intergovernmental revenues are composed of grants, state-shared revenues, and reimbursements. Charges for services are composed of user fees and reimbursed charges. Administrative revenue represents the Water and Sewer Fund contribution to the operations of the General Fund. Miscellaneous revenues are composed of interest revenue, sales, and revenues not allocated elsewhere.

It would appear that with these various revenue sources, the generation of revenue to meet service level expenditure requirements would be a simple task. This, however, is not the case.

Revenues available to finance our local government can be characterized as either "elastic" or "inelastic." Elastic revenues are highly responsive to changes in the economic base and inflation. As the economic base expands or inflation goes up, elastic revenues rise in roughly proportional or greater amounts. Likewise, they go down during times of deflation and recession. For example, sales tax revenue, though the tax rate remains the same, increases during better economic periods due to the increase in retail business and declines during poor times. Yields from inelastic revenue sources, such as user fees and charges, are somewhat unresponsive to changes in economic conditions and require that government officials change fees and charges to obtain a change in revenue.

Most City revenue sources are inelastic. Two of the few remaining elastic revenues the City has are sales tax revenue and privilege licenses.

Several revenue types such as Powell Bill and sales taxes, are distributed within Rowan County based on population. As the population in Rowan County and other County municipalities has increased in proportion to Salisbury's, the

City's share of these revenues has decreased. Without the annexations or other major growth within the City limits, the City will continue to receive a smaller share of the total revenue pool each year.

City revenues have in prior years also face another limitation; the State tampering with state-shared revenues and reimbursements. In the past, the State has eliminated property tax on retail, wholesale, and manufacturers' inventories. They then placed a cap on income to municipalities from intangibles taxes, utility franchise taxes, and inventory reimbursements. This cap on utility franchise taxes expired in FY1994-95. However, growth had been minimal without annexation. Intangibles taxes have been repealed by the General Assembly and replaced with an annual appropriation. Both the intangibles tax and inventory reimbursements were subject annually to the whims of the General Assembly for funding. Last year, the General Assembly terminated all reimbursements to local governments in North Carolina. They did approve a sales tax of one-half cent to replace them. For Salisbury, the additional one-half cent would only make about half of what the City was losing. Since Salisbury was not the only local government in North Carolina with this problem, the General Assembly did provide a hold-harmless clause which will reimburse some local units like Salisbury for the difference in what the new one-half cent sales tax generates and what was lost in reimbursements. For FY2003-04, the projected amount of the hold-harmless amount is \$821,821.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund contribution. These four revenue sources are the only ones that City Council can increase or decrease at will. During FY2002-03, these four sources in the General Fund accounted for 63.5% of total revenue. The City lacks control over all other revenues.

Property taxes may be adjusted in two ways. The tax rate can be either changed, and/or the assessed value of the property can be raised or lowered. Each year, City Council sets the property tax rate as part of adopting the annual budget ordinance.

User fees and charges for some services have been established to reimburse the City for all or part of the cost for that service. City Council has absolute control over the services for which a fee is levied and the amount of the fee.

Privilege licenses are controlled both by the State and City Council. A city may levy a privilege license on certain types of businesses and professions as established by State Statutes. The State also sets a maximum rate for some businesses and professions. Most businesses, however, do not have a maximum license rate or amount. City Council has the authority to set a license rate and/or amount for these businesses.

Administrative revenue is the Water and Sewer Fund's contribution to the operations of the General Fund. It represents the Water and Sewer Fund's share of expenses incurred in the General Fund for such things as water and sewer billing, financial administration, fleet management, purchasing, personnel administration, legal, and general management services. The funding of the contribution is a component of the water and sewer rates set by City Council and should not exceed the actual costs incurred in the General Fund for the Water and Sewer Fund's operations.

In summary, most City revenues can be characterized as inelastic with no City control. The City controls only property taxes, user fees and charges, privilege licenses, and administrative revenue.

## REVENUE ASSUMPTIONS FOR FY2003-04

### General Fund Revenue

#### Taxes:

**Property Taxes** - Real property were estimated to increase by 3%, personal property by 3%, and public service property 1% over the 2002 assessed values. The City also has annexed property last year that is effective this year. Property values in the annexed area are projected to have the same increases as shown above. This estimated growth for real and personal property and public service property is based on historical trend analysis. However, Rowan County has reassessed real property values this year. The new values provided by the Tax Assessor were used to project property tax revenue instead of the City's estimates for growth. A 3.0% uncollectible rate was used.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2002 property tax receivable balance projected as of June 30, 2003.

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

**Local Option Sales Tax** - Based on estimates provided by the North Carolina League of Municipalities and last year's sales data.

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

**Licenses and Permits:**

**Privilege Licenses** - Based on a projection of all currently licensed business in Salisbury at the current license rates.

**Franchises** - Based on historical trends for receipts from the cable television company (see graph on page 1-8).

**Intergovernmental:**

**Federal** - Based on anticipated and existing grants. The City will receive a grant to help design a replacement bridge.

**State** - Based on FY2003-04 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. The City is anticipates receiving a grant for Greenway construction.

**Local** - Based on historical trends and anticipated grants (see graph on page 1-9).

**Charges for Services:**

**Supportive Court Services** - Based on historical trends.

**Community Services** - Based on historical trends for fees relating to development and zoning.

**Environmental Protection** - Based primarily on existing user charges for recycling and landfill tipping fees and the fee for commercial and industrial waste collection costs.

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

**Public Safety** - Based on historical trends (see graph on page 1-9).

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2003-04 and estimated interest rates.

**Insurance Proceeds** - Based on historical trends.

**Rentals and Sale of Property** - Based on historical trends (see graph on page 1-9).

**Other** - Based on historical trends (see graph on page 1-9).

**Administrative:**

**Interfund Revenues** - Based on estimated expenditures for services provided by General Fund departments that are reimbursed by the Water and Sewer Fund. These expenditures are the sum of the estimated percentage of time each General Fund department expends on behalf of the Water and Sewer Utility multiplied by the departmental budget. This transfer amount is calculated annually.

**General Fund Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2003-04 and estimated interest rates.

**Other** - Based on historical trends.

**Other Financing Sources:**

**Operating Transfer from General Fund** - Funding based on vehicle and computer replacement schedules that the General Fund will place in reserve for future vehicle 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 2003.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2003-04 and estimated interest rates.

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

**Water and Sewer Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2003-04 and estimated interest rates.

**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 and trends.

**Nonoperating Revenues:**

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

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

**Other Financing Sources:**

**Contributed Capital** - The amount of funds to be provided for purchase of capital items.

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Transit Fund during FY2003-04.

**Special Revenue Funds Revenue**

**Intergovernmental:**

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

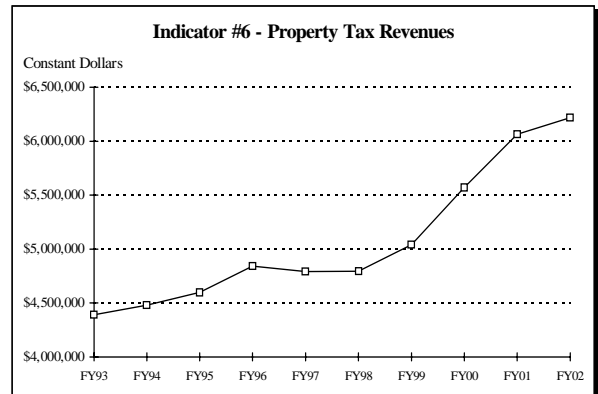
**Miscellaneous:**

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

**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.

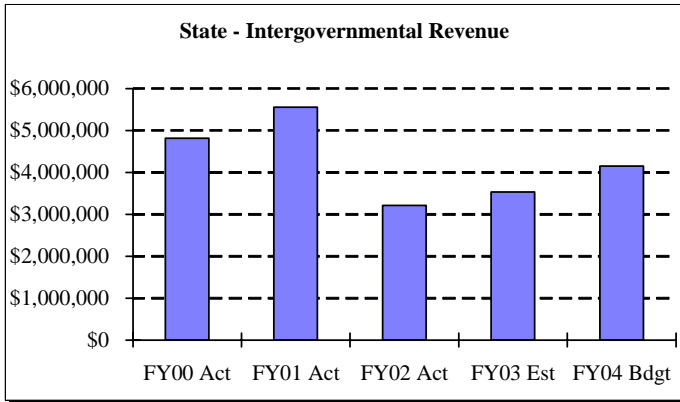
At the end of each fiscal year, trend information is gathered using the Financial Trend Monitoring System, which allows the City to monitor its financial condition. The Financial Trend Monitoring System is based on financial, organizational, and environmental factors that influence financial condition. The factors are translated into indicators, which are then converted into graphs. Each graph has a warning sign that can necessitate appropriate action from the City. On the right is an example of a trend the City monitors. As shown in the graph, the City has experienced growth in property tax revenues in the past few years.



**WARNING TREND:**  
Decline in property tax revenues (constant dollars)

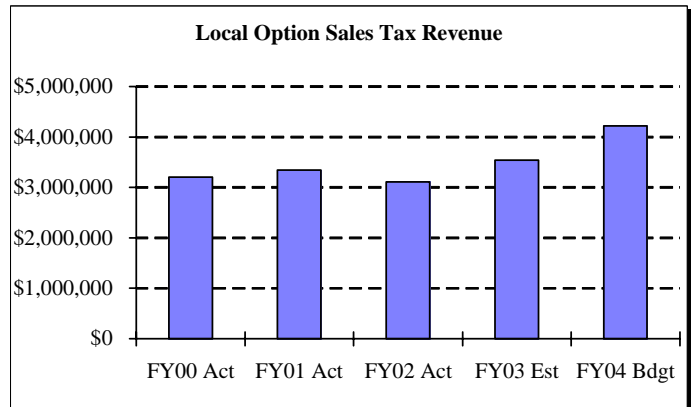
## OTHER REVENUE TRENDS

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

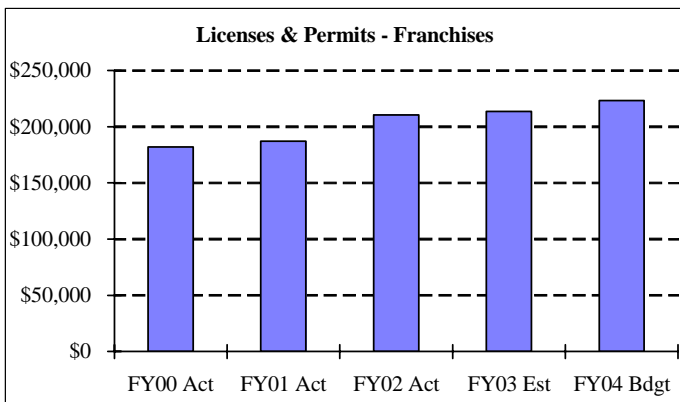


As stated in the assumptions, this revenue source is comprised of state-shared receipts and state grants. Due to the North Carolina State budget crisis, the Governor had withheld inventory reimbursements and utilities franchise tax from local governments in FY02. Subsequently in FY03, the General Assembly terminated all reimbursements to local governments in North Carolina, but in FY04 the State will reimburse the City for the difference between the reimbursements and the estimated receipts from the new one-half cent sales tax.

This revenue is based on the 1% and ½% local option sales tax. As discussed under General Fund Revenue Structure, this revenue source is elastic. Due to the slowing retail climate and retail construction in the past year and impact from the census population redistribution, the City is projecting flat growth from the sales tax. But in FY04, the City will receive the effect of a full year of the new one-half cent sales tax, as approved by Rowan County in December 2003.



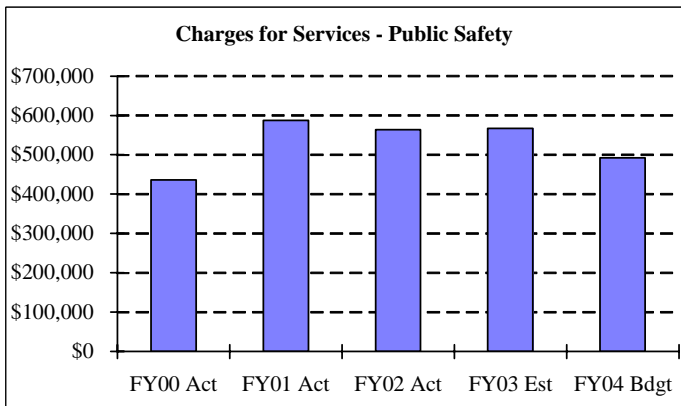
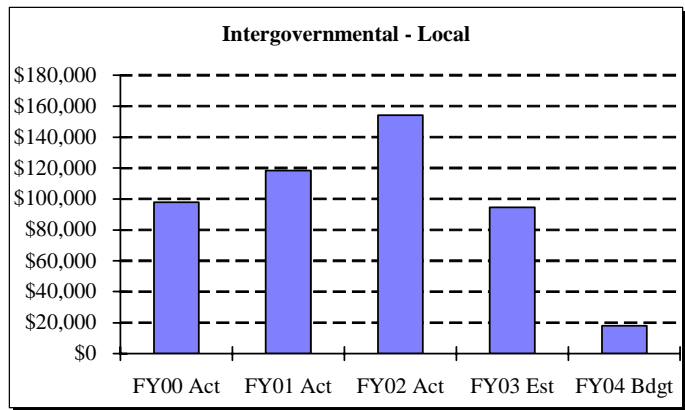
The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



These revenues are based on gross revenues within the City limits of the cable television company. As revenue base for the cable company increases, so does the revenue received by the City.

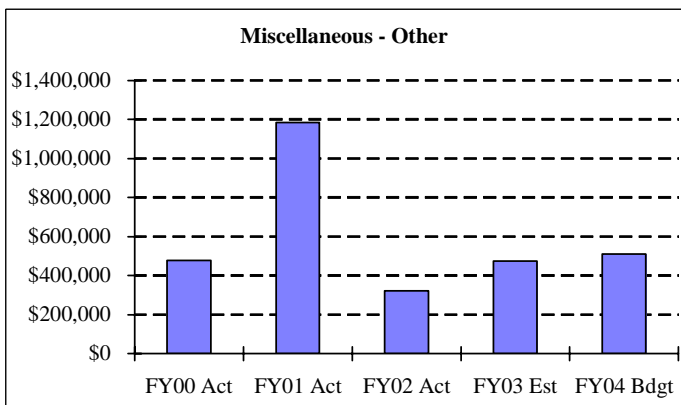
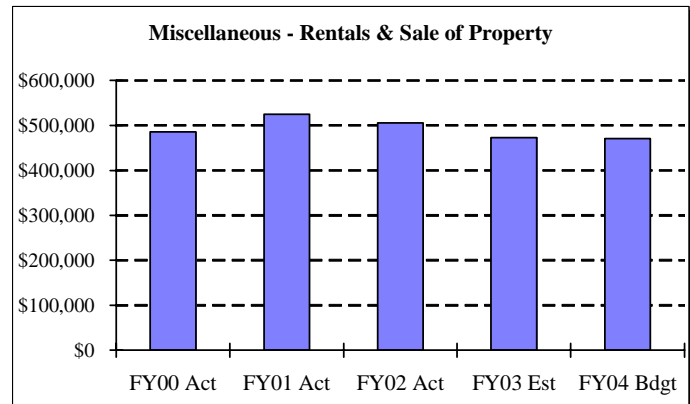


These revenues are from the Salisbury Housing Authority. Part of the revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt. The Housing Authority also reimburses the City for the personnel costs for police officers working within the Housing Authority. In FY02, the Housing Authority received a grant to enhance police patrol. But in FY03, funding was discontinued for the reimbursement of one officer and funding for the remaining officer was discontinued in FY04.



These revenues are derived from police and fire protection, and charges for radios and pagers to public agencies within the area. Over the years, charges for radios have been steadily increasing, to approximately \$221,000 in FY03 along with an increase in radio antenna rentals. In FY96, the City implemented a fee for permits and inspections by the Fire Department. Beginning in FY97, the Rowan-Salisbury School System started paying for one-half the cost of a third School Resource Officer as they have for the previous officers hired.

For FY04, sixty-one percent of this revenue category is comprised of rentals. Rental revenue, both residential and commercial, from the Plaza continues to increase along with rental of the Salisbury West Community Center and revenue from a parking lot. Other revenue sources for this category include sale of assets, sale of materials, cemetery sales, and rental of Hurley Park.



This revenue is subject to significant fluctuation due to General Fund donations and miscellaneous revenue. In FY01, the City received large one-time donations from various foundations for community projects.



## **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

This financial management program allows the City to achieve its goal of expanded and improved services to the citizens of Salisbury. Additionally, the City's bond rating of "A1" by Moody's Investors Service, Inc. was reaffirmed in April 2002. The City issued \$20.4 million Combined Enterprise System revenue bonds in April 2002 and Moody's Investor Services assigned an A2 initial underlying rating to this issue. Concurrently, Fitch Ratings assigned an A+ rating to this issue along with rating the system's \$1.8 million in outstanding parity revenue bonds A+. This is a reflection of the City's continued sound financial condition.

### **FINANCIAL MANAGEMENT SYSTEMS**

#### **FUND ACCOUNTING**

The accounts of the City are organized and operated on the basis of funds and account groups. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. The budgeted funds are as follows:

#### **Governmental Fund Types**

**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. A separate equipment replacement subfund is maintained for accounting and budgeting purposes. The primary revenue sources are ad valorem taxes, State grants, and various other taxes and licenses. The primary expenditures are for public safety, transportation, environmental protection, culture and recreation, community and economic development, and general government services.

**Special Revenue Fund** - Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City budgets one special revenue fund – a Community Development Fund.

#### **Proprietary Fund Types**

**Enterprise funds** - Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The enterprise funds include the Water and Sewer Fund and Mass Transit Fund. An equipment replacement subfund for Water and Sewer is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the Water and Sewer Fund.

#### **MEASUREMENT FOCUS AND BASIS OF ACCOUNTING**

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All Governmental Funds are accounted for using a current financial resources measurement focus. With this measurement focus, operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets.

The Proprietary Funds are accounted for on a flow of economic resources measurement focus. With this measurement focus, operating statements for these funds present increases (e.g., revenues) and decreases (e.g., expenses) in net total assets.

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.

In accordance with North Carolina General Statutes, all funds of the City are maintained during the year using the modified accrual basis of accounting. The governmental fund types are presented in the financial statements on the same basis. Under the modified accrual basis, revenues are recognized in the accounting period when they become susceptible to accrual (i.e., when they are “measurable” and “available”) to pay the liabilities of the current period. In addition, expenditures are recorded when the related fund liability is incurred, if measurable, except for unmatured principal and interest on general long-term debt, which is recognized when due, and certain compensated absences and claims and judgments, which are recognized when the obligations are expected to be liquidated with expendable available financial resources.

Revenues are recognized on the modified accrual basis of accounting when they are measurable and available. The City considers all revenues available if they are collected within 60 days after year end, except for property taxes. Ad valorem taxes receivable are not accrued as a 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. Also, as of January 1, 1993, 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, Rowan County is responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. For motor vehicles registered under the staggered system, property taxes are due the first day of the fourth month after the vehicles are registered. The billed taxes are applicable to the fiscal year in which they become due.

Sales taxes collected and held by the State at year-end on behalf of the City are recognized as revenue. Intergovernmental revenues and sales and services are not susceptible to accrual because generally they are not measurable until received in cash. Grant revenues which are unearned at year-end are recorded as deferred revenues.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred, if measurable. Exceptions to this general rule include: (1) certain compensated absences and claims and judgments which are recognized when the obligations are expected to be liquidated with expendable available financial resources; and (2) principal and interest on general long-term debt which is recognized when due.

The Water and Sewer Fund reimburses the General Fund for expenditures made on its behalf in the finance department and certain other central services. The General Fund pays the Water and Sewer Fund for its normal billable charges. Both of 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 budget is developed on the modified accrual basis as explained in the previous section. 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 proceeds and contributed capital are treated as other financing sources, bond principal payments and additions to fixed assets are treated as expenditures, depreciation expense is not budgeted, and no accruals are made for interest expense and vacation pay.

## **FINANCIAL MANAGEMENT POLICIES**

### **INVESTMENT POLICY**

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

#### **Policies**

- Always consider the risk factor of an investment.
- Maintain liquidity in the investment portfolio at all times.

- Consider yield only after risk and liquidity are assured.
- Only purchase investments that can be perfected.
- No purchase of derivatives.
- Use only brokerages with offices in Salisbury.
- Maintain a mix of investments with no over-reliance on a single type of investment.
- Avoid long term investments.
- Always purchase investments with the intent to hold to maturity.
- Investments are made with cash not required to meet current disbursement needs after projecting cash requirements.
- Investments are competitively bid.
- All investments require the approval of two authorized employees to complete the transaction.

**Investments Used By City**

- US fully guaranteed investments.
- NC State Banks' and Savings and Loan Associations' CDs, NOWS, SuperNow, Shares, and Deposits in Savings.
- Obligations of the Federal Farm Credit Bank, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, and the Government National Mortgage Association.
- Prime quality commercial paper and bankers acceptance.
- North Carolina Capital Management Trust.

**Custodial Risk Assumed By City**

- GAAP requires that governments classify their investment's custodial risks into categories with least risk being Category 1 and highest risk being Category 3.
- Category 1 includes investments that are insured or registered, or for which the securities are held by the City or its agent in the City's name.
- All City investments are purchased and held as Category 1 investments.

**FISCAL POLICIES**

**Revenue Policy**

1. The cumulative increase of revenue from the levy of property tax will not exceed five (5%) 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 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. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
4. The City will prepare a five-year operating budget which will include projections of annual growth plus allowances for operating costs of new facilities.

5. The City will develop a program to replace all information systems hardware at least once every three years.
6. The City will establish an Equipment Replacement Fund for the replacement of vehicles. The Fund will purchase each vehicle 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 a new vehicle 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 five-year Capital Improvement Program which will detail each capital project, estimated cost, description, and funding source.
2. Operating expenditures will be programmed to include the cost of implementing the Capital Improvement Program and providing all manpower, operating costs, and capital outlay required.
3. The City will prepare and update annually a resurfacing and replacement policy for street and sidewalk improvements.

### **Accounting Policy**

1. The City will establish and maintain the accounting systems according to the generally accepted principles and standards of the Government Accounting Standards Board (GASB) and the National Committee on Governmental Accounting.
2. An annual audit will be performed by an independent public accounting firm which will issue an official opinion on the annual financial statements, with a management letter detailing areas that need improvement if required.
3. Full disclosure will be provided in the financial statements and bond representation.
4. Financial systems will be maintained to monitor expenditures and revenue on a monthly basis with a thorough analysis and adjustment (if required).
5. All revenue collections will be consolidated under the City's Finance Department.
6. 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 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.

### **Reserve Policy**

1. The City will maintain an unreserved fund balance of 10% of the General Fund Operating Budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment grade bond rating.
2. The City will maintain a two-to-one ratio of total current assets over total current liabilities in the Water and Sewer Utility Fund.

## **BUDGETS AND BUDGETARY ACCOUNTING**

Budgetary control is an essential element of governmental accounting and reporting. The City Council is required by State law to adopt an annual balanced budget for all funds except for the fiduciary funds and to utilize "encumbrance accounting" as defined in the statutes. Budgetary control is maintained at the departmental level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders which result in an overrun of departmental balances are not released until additional appropriations are made available. Open encumbrances lapse at year end and are reinstated against the

subsequent year's appropriation. They are shown as a reservation of fund balance in the Comprehensive Annual Financial Report. Appropriations are made at the departmental level and amended as necessary. A portion of fund balance may be appropriated to balance a fund's budget. All annual appropriations lapse at year end.

The City follows these procedures in establishing the budgetary data:

1. Prior to June 1, the City Manager submits to the City Council a proposed operating and capital budget for the fiscal year commencing the following July 1. The budget includes proposed expenditures and the means of financing them.
2. Public hearings are 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 Goal Setting Retreat held for the purpose of establishing goals and priorities for the City.

In preparation for this Retreat, the City's Management Team meets with the City's Boards and Commissions for goal setting sessions and with their own departments to clarify and establish goals. Goals from the Boards and Commissions are presented to City Council prior to their Retreat.

At the Retreat, City Council adopts goals in strategic areas, either multi-year or on an annual basis. Goals guide the development of the budget for the upcoming year with the resources of the entire City organization being focused on achieving the goals. These goals are outlined in the Budget Message.

During the Retreat, the report *Balancing Costs and Services: A Five Year Service Level and Revenue Projection with Analysis* is presented to the City Council. This report describes three service levels and the related costs for each budgetary unit within the General Fund. *Balancing Costs and Services* serves as a tool for City Council to determine the financial impact of selecting various levels of municipal services for the citizens of Salisbury. This report is considered an integral part of the budgetary process and is included in its entirety in Section XII of this budget document.

The City Manager and staff assign Retreat Goals to the staff for inclusion in the upcoming budget after the Retreat. Each department manager begins considering the personnel needed, operational costs and capital outlay associated with performing the goals as set forth by City Council.

The Finance Director and staff prepare and have available on the City's server the following budgetary request forms in accordance with the Budget Calendar:

- Personnel request forms along with current staffing patterns and request information
- Operations and Maintenance request sheets along with last year's actual expense, this year's budgeted appropriation, and actual expense through seven months
- Five-Year Capital Improvement Program request forms

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

A large impact on budgetary dollars is the amount spent on capital outlay. All departments submit a five-year capital improvement program with each item justified and ranked as to priority. Every capital outlay item is reviewed regarding need and whether the capital acquisition assists in accomplishing the stated goals. The

budget document is then assembled using a file downloaded from the financial system and combined with personal computer spreadsheets and word processing files.

The Budget Message is prepared by first outlining the issues facing the City and the results of the Goal Setting Retreat. The City Manager highlights the major budgetary discussions with supporting analyses for his recommendations. Any change in a service level is analyzed and its subsequent effects discussed.

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.org](http://www.salisburync.org).

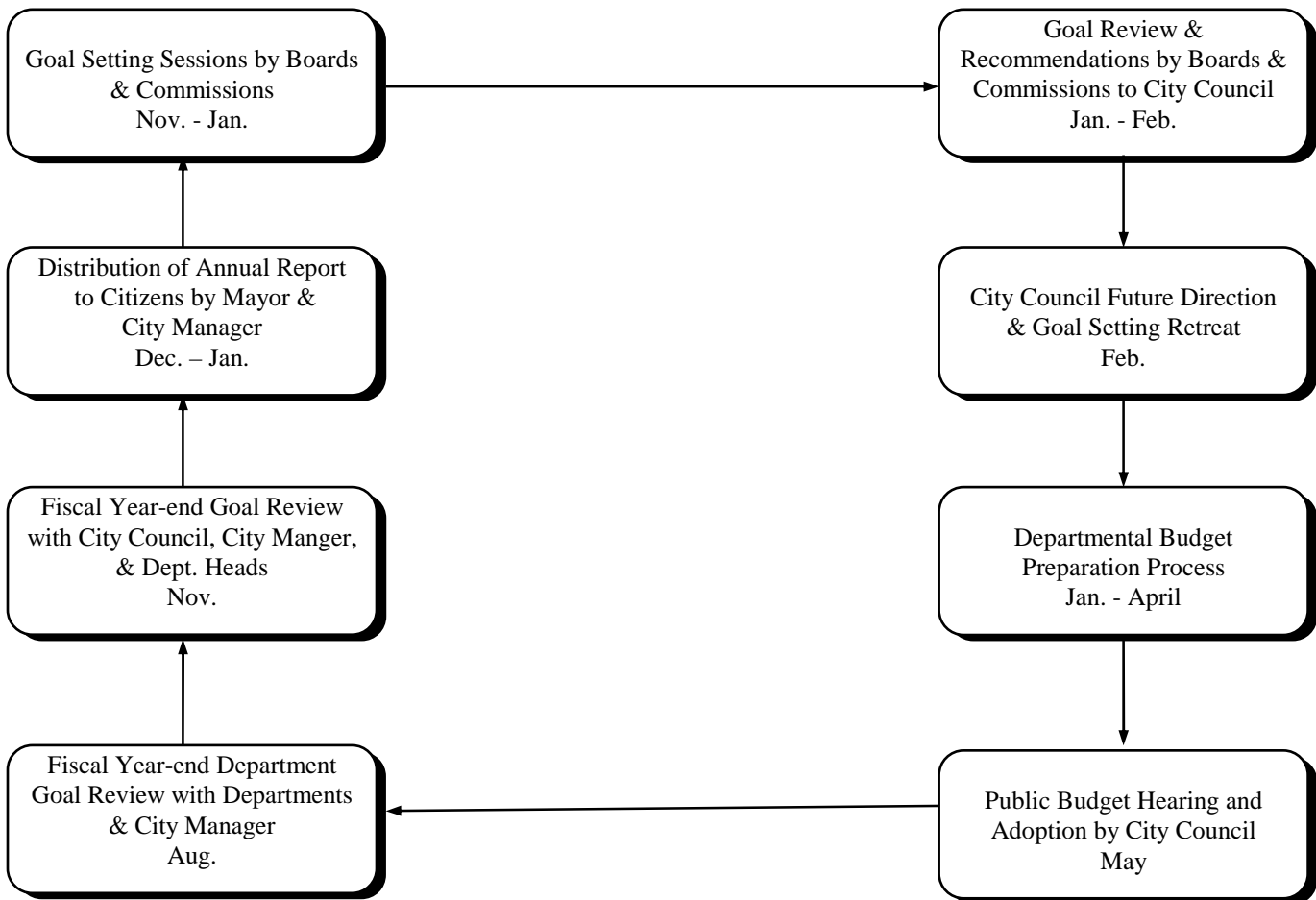
The City Manager submits the budget to City Council and after proper public notice, the City Council conducts public hearings and a budget work session. The City Council then adopts the budget through the passage of an ordinance before June 30.

Even after the budget is adopted, the goal setting process continues. After the fiscal year is ended, each department meets with the City Manager to review its previously established goals. Afterward, the City Manager and Management Team meets with City Council in a goals review session. The status of each goal is identified, i.e. on-target, behind schedule, delayed, needs clarification, rescheduled, or completed.

Based on available funding, in December/January of each year, the City publishes an annual report and mails a copy to each address within Salisbury. This report highlights information about the various services, departments, and projects of the City.

At this point, the cycle begins again for the goal setting and 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 FY2003-04 BUDGET CALENDAR

11/25/02	Distribute 5-Year Service Level Report to be completed by Department Managers.	City Manager and Finance Director
1/2/03	Complete 5-Year Service Level Report and return to City Manager.	Management Team and Division Managers
1/13/03	Present proposed Budget Calendar to Budget Team for review and comment.	City Manager and Finance Director
1/15/03	City Manager's Budget Team to prepare FY2003-04 Budget Calendar for approval by Mayor and Council and distribution to the City Management Team.	City Manager and Finance Director
1/1 - 1/31/03 Distribute to Mgmt Team on or before 2/4/03	Prepare Personnel Request forms; present staffing patterns and Personnel request information.  Prepare Operations and Maintenance request sheets. Finance Dept. distributes end of year Budget estimates. The Management Team and/or the appropriate Division Manager will determine departmental line item budget requests.  Prepare FY2002-03 -- 2007-08 Capital Improvement Program request forms.	Finance Director
TBD	Vehicle Review Committee meeting for evaluation of vehicles	Vehicle Review Committee
2/13/03	Hold CDBG Public Hearing on citizens needs and concerns.	Land Management Staff and CDBG Consultant
2/4/03 & 2/18/03	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
2/20 – 2/21/03	Hold Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
2/24 – 3/28/03	Prepare FY2002-2003 year-end revenue estimates and FY2003-04 revenue estimates on all funds.	Finance Director, Utilities Director and Transit Manager
2/27/03	Assign Retreat Goals to Staff for inclusion in Budget.	City Manager and Staff
3/4/03	Complete all budget request forms no later than March 4, 2003.	Management Team and Division Managers
3/4/03	Evaluate all Personnel Requests for any changes from current staffing patterns.	Human Resources, Department Heads and Finance
3/4/03	Hold CDBG Public Hearing to receive citizens' comments and receive proposals.	City Council



*Salisbury - The Place!*

## CITY OF SALISBURY FY2003-04 BUDGET CALENDAR

3/18/03	Presentation of oral and written Budget requests to Mayor and Council.	Special Interest Groups
As Returned	Review of Specific Budget Proposals.	Budget Team, Department Head and Division Manager
3/18/03	Present first draft of 2003-04 CDBG Budget and HOME Budget to City Council for review and consideration.	CDBG Consultant
4/1/03	City Council to approve 2003-04 Action Plan for CDBG and HOME application after second reading.	City Council
4/14 – 4/18/03	Review recommended Budget with Departments.	Finance Director, City Manager and Staff
4/29/03	Distribution of City Manager's recommended Budget.	City Manager and City Management Team
5/6/03	City Manager to preview recommended Budget for City Council.	City Manager
5/7/03	Place ad in THE SALISBURY POST to advertise one time for public hearing on June 3, 2003.	City Clerk
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
Based on Scheduling	City Council Budget shirt sleeve work session on proposed Budget.	City Manager, City Management Team and City Council
6/3/03 4:00 P.M. Council Chambers	Hold a public hearing on the adoption of the Budget.	City Council
6/3/03	City Council to adopt Budget.	City Council
7/14/03	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2003	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff

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

## LOCATION

Salisbury, the county seat of Rowan County, is located in the heart of the beautiful Piedmont area, the industrial heart of the State. Salisbury is located midway between Charlotte and Winston-Salem, 280 miles from Atlanta, Georgia and 360 miles from Washington, D.C.

## CLIMATE

The climate of the Salisbury area is moderate, a definite advantage to those who live and work here. The massive mountains of Western North Carolina form a natural barrier against the cold east-west winds. While definitely southern in climate, Salisbury is far enough north, and has sufficient altitude to escape the humid summers of many other southern regions. Extremes in climate are very rare and short-lived. In winter the high temperature is about 50 degrees, with a low around 32 degrees. The total snowfall is normally about 6 inches each year. In the summer, the high averages about 87 degrees, with a low of 66 degrees.

## POPULATION

The City of Salisbury has been slowly increasing its population over the past few years. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 26,631 based upon the NC 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 consists of 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. Davis, Daniel Boone, Lord Cornwallis, Richard Caswell and many other prominent local families 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, on August 8, 1774, adopted the Rowan Resolves 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. The five (5) members are elected to serve two (2) year terms of office. The Mayor is elected from the five (5) Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five (5) to serve as Mayor during her absence or disability.

The City Council appoints the City Manager to serve as the City's Chief Executive Officer. The City Manager is responsible for implementing the policies of the City Council, directing business and administrative procedures, and appointing departmental officers. At the present time, the City Manager is assisted by the City Clerk and eight staff departments: Finance, Human Resources, Fire, Police, Land Management and Development, Public Services, Parks and Recreation, and Utilities. The City provides a full range of municipal services allowable under State law including law enforcement, fire protection, zoning and code enforcement, recreation centers and parks, cemeteries, street maintenance, sanitation, and water and sewer systems.

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, and the minimum, recorded one-day flow is 150 million gallons. The Salisbury water system, conventional in design and closely controlled, has a current treatment capacity of 12 million gallons per day (MGD). Average daily usage during 2002 was 6.24 MGD. The City completely renovated the filtration system in 1999 to increase the capacity of the filtration system to 18 MGD. An arterial system of distribution mains has been constructed to provide maximum fire protection to all parts of the city.

Additionally, the Salisbury water system supplies the following towns in Rowan County: Spencer, East Spencer, Granite Quarry, China Grove and Landis. Salisbury operates and maintains the well system for the Town of Rockwell and has completed a transmission main that will extend treated water to Rockwell. Salisbury's water is fluoridated on a continuing basis and meets all Federal and State quality requirements.

Salisbury's four wastewater treatment facilities serve as the area's regional wastewater utility with service expansion to the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry and Rockwell, as well as providing service along a section of US Highway 70. Total current treatment capacity is 12.5 MGD. Average daily wastewater flow during calendar year 2002 was 6.85 MGD.

Duke Energy, Piedmont Natural Gas, Bellsouth, CTC, and Time Warner Cable, are providers of other utilities.

## **TRANSPORTATION**

Salisbury, near the geographic and population center of North Carolina, is located on Interstate 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 3.5 million people live within 90 miles of Salisbury, 1.75 million within 55 miles and 60% of the population of the United States within an overnight truck haul. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Rowan County Airport, three (3) miles from downtown Salisbury, has a 5,500 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 in Charlotte and Piedmont Triad International (PTI) in Greensboro. With the planned construction of the new FedEx package-sorting facility at PTI, Salisbury is well positioned for providing local businesses a critical link in their logistics chain. Additionally, these airports provide regular air passenger service to all parts of the United States via AirTran, American, Continental, Delta, United and US-Airways. There are also non-stop, international flight options available from these airports to Frankfurt, London 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.

Amtrak provides rail transportation with service on the Piedmont and Carolinian from New York City to Charlotte, North Carolina. Arrivals and departures are from The Depot, a renovated station of the Salisbury Railroad Station Depot, originally built in 1907.

*The Depot*



## **HOTELS**

An ideal area for meetings and conventions, Salisbury has fourteen hotels, with almost 1,100 rooms, and two bed and breakfast establishments in our historic district.

## **EDUCATION**

Salisbury is home to two colleges and one technical school. Catawba College was founded in Newton, North Carolina in 1851, and opened in Salisbury in 1925. Catawba College has thirty (30) buildings comprising a physical plant unsurpassed in the East

for a college of this size and style. It has a total enrollment of approximately 1,500 Liberal Arts students and is affiliated with the United Church of Christ.

Livingstone College was founded in 1879, and has approximately 1,000 Liberal Arts students. It is supported by the African Methodist Episcopal Zion Church; Hood Theological Seminary is located at Livingstone.

Rowan-Cabarrus Community College offers two-year educational programs leading to the associated 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.

There is also one Beauty College in Salisbury. In addition to the public school facilities, there are several private schools.

## **ARTS AND ENTERTAINMENT**

The outstanding programs of Catawba and Livingstone Colleges and the other colleges in the area significantly enrich the cultural atmosphere of the Salisbury area. Each year the Catawba College Shuford School of Performing Art brings a minimum of four musical events to Salisbury. Catawba's fine Drama 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 Julia B. Duncan Players.

The Piedmont Players, a community theater 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 Theater, built in 1905, for their home. They present five shows each season. In addition to these five shows, all fourth and fifth graders in the Rowan-Salisbury School System attend the theater for an annual production that the Piedmont Players have cast entirely with children.

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 historical 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. This center serves as a network for professional and local folk artists and presents classes, concerts, and other folk artist activities for the general public.

## COMMUNITY FACILITIES

The Salisbury Post serves Salisbury daily. Four (4) radio stations provide for local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage of all major networks in addition to cable television facilities.

## PARKS AND RECREATION

A full-time year-round recreation staff offers activities for both young and old. In addition to organized activities, the City provides several parks and recreation facilities for general use by the public.

*Ball Field at the Community Park*



City Park has a large playground, (6) tennis courts, a five (5) acre lake for fishing, (2) picnic shelters and a Recreation Center that offers programs/classes throughout the year. Salisbury has a Civic Center with (4) indoor racquetball courts, large multi-purpose room, (4) clay tennis courts and a paved walking trail.

Kelsey-Scott Park, located on Old Wilkesboro Road is a twenty-two (22) acre park, which includes a 9-hole disc golf course, a baseball/softball field,

outdoor basketball court, and picnic shelter. The Jaycee Sports Complex is a multi-use area with three (3) ball fields and an outdoor basketball court. The Miller Recreation Center located on West Bank Street has a play structure and offers programs throughout the year.

The Salisbury Community Park and Athletic Complex on Hurley School Road opened in April 2001 and the current amenities include four soccer fields, five baseball/softball fields, two picnic shelters, two playstructures, with a nine- acre lake scheduled to open for fishing in June of 2003 and a handicap accessible fishing pier.

*City Park*



*Parks & Recreation Summer Camp*



## SPECIAL EVENTS

Each year, the Salisbury-Rowan Chamber of Commerce presents the National Sportscasters and Sportswriters Awards Program with outstanding guests from across America in attendance.

**MISCELLANEOUS STATISTICS**

Public Safety:		Area - Square Miles	17.8
Number of Fire Stations	3	Miles of Streets	147
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	15,568
Number of Parks	15	Miles of Water Line	465
Number of Recreation Centers	4	Miles of Sewer Line	480
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	455	Business Licenses Issued Last Year	1,682

**TAX BASE FOR THE CITY OF SALISBURY  
ASSESSED VALUE OF TAXABLE PROPERTY FOR THE LAST TEN FISCAL YEARS**

<b>Fiscal Year Ended June 30,</b>	<b>Real Property</b>	<b>Personal Property</b>	<b>Public Service Property</b>	<b>Total</b>
2004 <sup>1</sup>	\$ 1,644,269,024	\$ 420,265,166	\$ 65,465,810	\$ 2,130,000,000
2003 <sup>1</sup>	1,401,245,546	400,870,756	64,817,634	1,866,933,936
2002	1,381,515,869	405,754,659	67,540,438	1,854,810,966
2001	1,337,944,798	417,818,187	64,805,231	1,820,568,216
2000	1,287,042,497	409,874,134	67,811,314	1,764,727,945
1999	1,042,366,457	382,196,263	57,889,345	1,482,452,065
1998	967,242,955	357,072,088	57,825,316	1,382,140,359
1997	933,861,596	328,554,542	56,458,430	1,318,874,568
1996	922,430,180	299,703,247	58,451,552	1,280,584,979
1995	809,239,122	288,959,801	48,746,576	1,146,945,499

<sup>1</sup>Estimated

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the year ended June 30, 2000 and will be revalued again for the FY2004 assessment. The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.287.

**SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY**  
**For the Year Ended June 30, 2002**

<u>Business</u>	<u>Type of Enterprise</u>	<u>2001 Assessed Valuation</u>	<u>Percentage Value of Total</u>
Food Lion, Inc.	Commercial	\$ 72,643,728	3.92%
Indopco/ICI Americas	Industrial	34,280,762	1.85%
Belle Realty Co.	Real Estate	30,169,342	1.63%
Norandal USA	Industrial	25,686,913	1.38%
Duke Energy Corp.	Utility	23,602,453	1.27%
Heritage Realty Limited Partnership	Real Estate	23,618,090	1.27%
Bellsouth Telephone	Communication	18,845,089	1.02%
Salisbury Mall Ltd.	Commercial	15,478,117	0.83%
Livingstone College	College	11,908,700	0.64%
General Electric	Industrial	<u>11,231,575</u>	<u>0.61%</u>
Totals		<u>\$ 267,464,769</u>	<u>14.42%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2002

**DEMOGRAPHIC STATISTICS FOR THE CITY OF SALISBURY**  
**For the Year Ended June 30, 2002**

<u>Fiscal Year</u>	<u>Population Estimate</u>	<u>Per Capita Income</u>	<u>Median Age</u>	<u>Unemployment Rate</u>
2002	26,559	\$19,241	37.3	5.7%
2001	26,462	18,864	37.1	6.5
2000	27,500	23,634	38.8	3.8
1999	26,792	22,509	38.7	3.4
1998	26,884	21,631	38.5	3.0
1997	26,177	20,787	38.3	2.9
1996	24,543	19,976	38.1	3.6
1995	25,444	19,165	37.9	3.8
1994	24,072	17,600	37.7	3.3
1993	23,916	16,841	37.5	3.9

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2002



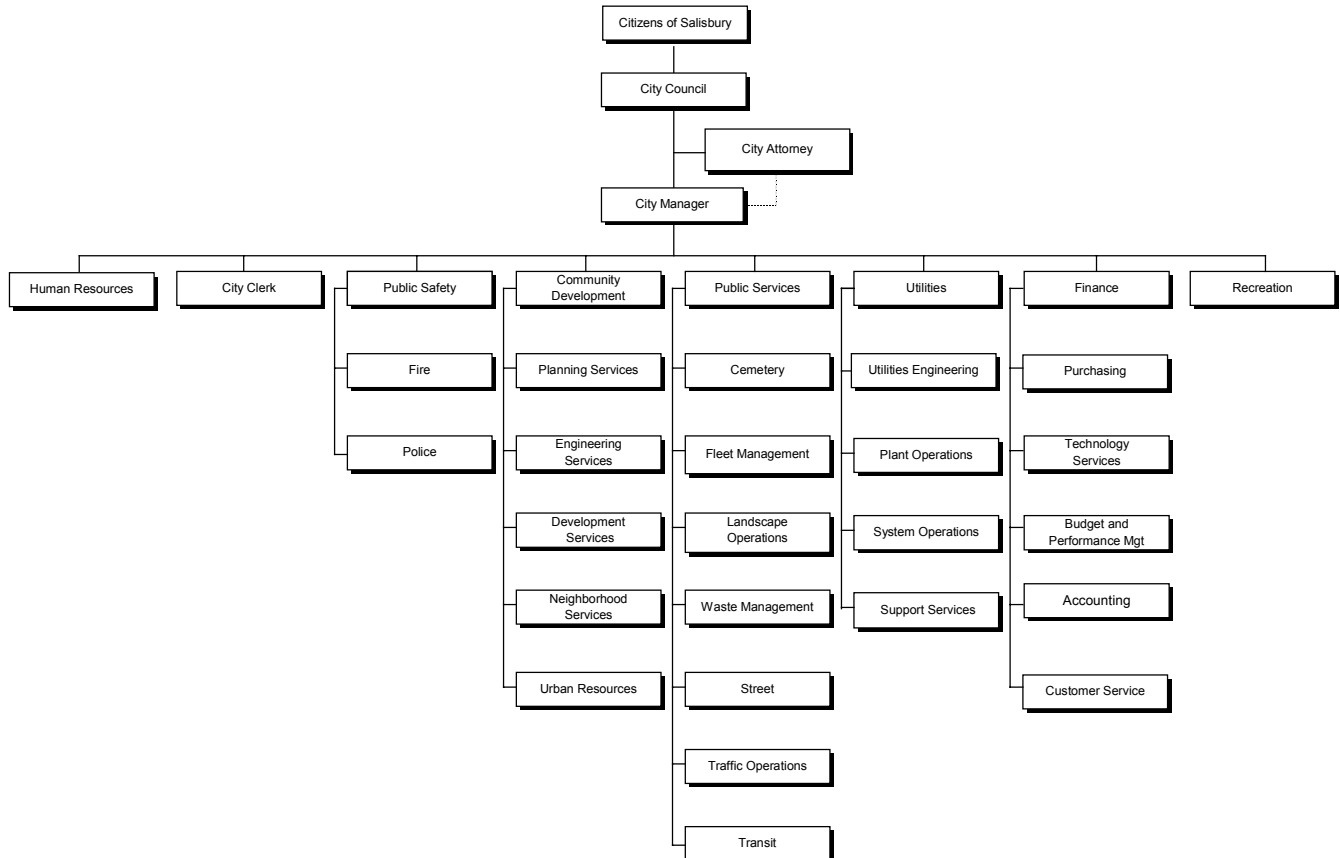
**CITY OF SALISBURY**  
**LIST OF PRINCIPAL OFFICIALS**

May 1, 2003

Mayor  
 Mayor Pro Tem  
 Council Member  
 Council Member  
 Council Member  
 City Manager  
 Assistant City Manager for Utilities  
 Fire Chief  
 Land Management & Development Director  
 Information Technologies Manager  
 Acting Police Chief  
 Purchasing Manager  
 City Clerk  
 Public Services Director  
 Finance Director  
 Human Resources Director  
 Deputy Utilities Director  
 Parks and Recreation Director

Susan W. Kluttz  
 Paul B. Woodson, Jr.  
 William R. Burgin  
 William R. Kennedy  
 Robert G. Martin  
 David W. Treme  
 H. Matthias Bernhardt  
 Samuel I. Brady  
 Dan Mikkelson  
 C. Michael Crowell  
 L. Mark Wilhelm  
 Dewey D. Peck  
 Myra B. Heard  
 Vernon E. Sherrill  
 John A. Sofley, Jr.  
 Melissa H. Taylor  
 John C. Vest  
 Gail Elder-White

**ORGANIZATIONAL CHART**



**CITY OF SALISBURY**  
**SUMMARY OF POSITIONS FOR FY 2002 - 2004**

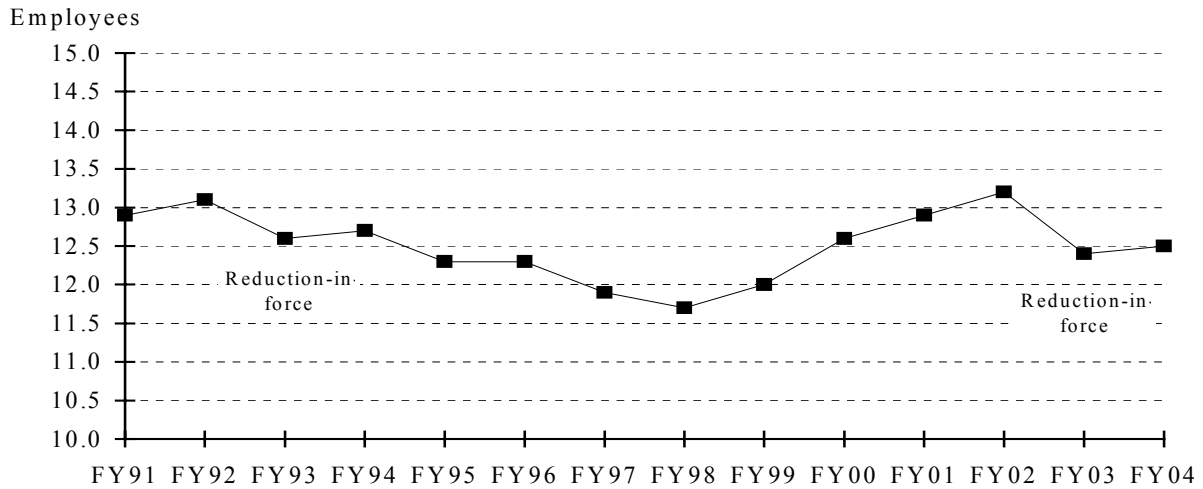
	<u>APPROVED</u> <u>FY 2001-02</u>	<u>APPROVED</u> <u>FY 2002-03</u>	<u>REQUESTED</u> <u>FY 2003-04</u>	<u>RECOMMENDED</u> <u>FY 2003-04</u>	<u>APPROVED</u> <u>FY 2003-04</u>
<b>GENERAL FUND</b>					
City Council	5	5.0	5.0	5.0	5.0
Management & Administration	8	7.0	8.0	8.0	7.0
Human Resources	6	6.0	6.0	6.0	6.0
Finance	16	16.0	16.0	16.0	16.0
Information Technologies	7	7.0	8.0	8.0	8.0
Purchasing	3	2.0	2.0	2.0	2.0
Planning & Community Development	9	7.0	7.0	7.0	7.0
Development Services	5	5.0	5.0	5.0	5.0
Engineering	5	4.0	4.0	4.0	4.0
City Office Buildings	3.5	3.5	3.5	3.5	3.5
Plaza	1.5	1.5	1.5	1.5	1.5
Telecommunications	1	-	-	-	-
Police	109	107.0	107.0	107.0	107.0
Fire	69	66.0	75.0	67.5	67.5
Public Svcs-Administration	3	3.0	4.0	4.0	4.0
Public Svcs-Traffic Operations	12	8.0	8.0	8.0	8.0
Public Svcs-Streets	33	30.0	31.0	31.0	31.0
Public Svcs-Cemetery	7	7.0	6.0	6.0	6.0
Public Svcs-Waste Management	11	10.0	10.0	10.0	10.0
Public Svcs-Landscape Operations	15	13.0	12.0	12.0	12.0
Public Svcs-Landscape-Hurley Park	3	3.0	3.0	3.0	3.0
Public Svcs-Fleet Management	13	11.5	11.5	11.5	11.5
Parks and Recreation	64	56.0	56.0	56.0	56.0
<b>TOTAL</b>	<b>409</b>	<b>378.5</b>	<b>389.5</b>	<b>382.0</b>	<b>381.0</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	9	11.0	14.0	14.0	14.0
Water Treatment	6	7.0	7.0	7.0	7.0
Water & Sewer Maintenance	24	26.0	29.0	31.0	31.0
Technical Services	9	9.0	9.0	9.0	9.0
Wastewater Treatment	16	16.0	17.0	17.0	17.0
Meter Services	11	11.0	11.0	11.0	11.0
Facilities Maintenance	11	10.0	10.0	10.0	10.0
<b>TOTAL</b>	<b>86.0</b>	<b>90.0</b>	<b>97.0</b>	<b>99.0</b>	<b>99.0</b>
<b>TRANSIT FUND</b>					
Transit-Operations	12	11.5	11.5	11.5	11.5
Transit-Administration	2	2.0	2.0	2.0	2.0
<b>TOTAL</b>	<b>14.0</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>
<b>SPECIAL REVENUE FUNDS</b>					
<b>TOTAL ALL FUNDS</b>	<b>509.0</b>	<b>483.0</b>	<b>500.0</b>	<b>494.5</b>	<b>493.5</b>
<i>Permanent Full-time</i>	446	431.0	446.0	440.5	439.5
<i>Permanent Part-time</i>	10	10.0	8.0	10.0	10.0
<i>Temporary Full-time</i>	35	25.0	26.0	26.0	26.0
<i>Temporary Part-time</i>	18	17.0	20.0	18.0	18.0
<b>TOTAL ALL FUNDS</b>	<b>509.0</b>	<b>483.0</b>	<b>500.0</b>	<b>494.5</b>	<b>493.5</b>

For the FY2003-04 Recommended Budget, the total number of positions for the City has a net increase of 11.5 positions over the previous fiscal year. The General Fund has a net increase of 3.5 positions: addition of one Public Information Officer, one Web Designer, one Equipment Operator in Public Services-Streets for annexation, Office Assistant for Fire Department beginning January 1, 2004 (considered .5 FTE), three summer positions in Public Services-Cemetery were combined into two positions for a longer time period and the Minimum Housing Specialist which had been funded by HUD for FY2003 will be transferred back to the Fire Department. In the Water and Sewer Fund, nine positions were added: one GIS Technician, one GIS Mapping Technician, one Utilities Project Manager, three employees for a new I&I (Inflow and Infiltration) crew, one

temporary part-time Waste Water Treatment Plant Operator, and two summer employees for hydrant maintenance. The Transit Fund has no changes. As mentioned previously, the funding of the Minimum Housing Specialist in the Special Revenue Funds will be transferred back to the General Fund.

As mentioned in the Addendum to the Budget Message, the position for the Public Information Officer as recommended by the City Manager was not approved BY City Council. All other positions were approved.

### General and HUD Funds Full-Time Employees per 1000 Population



As mentioned in Section 1 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 FY1992-93 (FY93), City Council opted for a 20 position reduction-in-force as an element to balance the budget. Again, in FY2003 (FY03), City Council is using a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor’s actions and the stagnant economy.

### RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

## PROGRAM MATRIX OF FY2003-04 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	X
Management & Administration	X	X	X	X	X	X	X	X
Human Resources	X							
Finance	X							X
Information Technologies	X	X	X			X		X
Purchasing	X							
City Office Buildings	X							
Plaza						X		
Telecommunications	X							
Planning/Community Development						X		
Development Services						X		
Engineering			X		X			
Street Lighting			X					
Police		X					X	
Fire		X					X	
Public Services Administration	X		X	X	X			
Traffic Operations			X					
Street			X					
Cemetery				X				
Waste Management				X				
Landscape Operations					X			
Hurley Park					X			
Fleet Management	X							
Transportation			X					
Parks & Recreation					X			
Education							X	
<b>ENTERPRISE FUNDS:</b>								
Water & Sewer								X
Mass Transit			X					
<b>SPECIAL REVENUE:</b>								
Entitlement (HUD)						X		

### SELECTED TELEPHONE NUMBERS

City Department Information	(704) 638-5270	<i>Recreation Programs/Info :</i>	
City Manager/Administration	(704) 638-5227	City Park Center	(704) 638-5295
City Clerk	(704) 638-5224	Civic Center	(704) 638-5275
Emergency	911	Hall Gym	(704) 638-5289
Finance Department	(704) 638-5303	Lincoln Pool	(704) 638-5287
Fire Department-Business	(704) 638-5351	Miller Center	(704) 638-5297
Human Resources	(704) 638-5217	<i>Other :</i>	
Human Resources-Job Hot Line	(704) 638-5355	Animal Control	(704) 638-5333
Land Management/Development	(704) 638-5242	Business Licenses	(704) 638-5300
Police Department-Business	(704) 638-5333	City Bus Schedules	(704) 638-5252
Public Services Administration	(704) 638-5260	Garbage/Recycling	(704) 638-5256
Recreation-Administration	(704) 638-5291	Permits/Zoning	(704) 638-5210
Utilities Administration/Engineering	(704) 638-5205	Utility Account Services & Billing	(704) 638-5300

**CITY OF SALISBURY, NORTH CAROLINA**

**GENERAL FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2004  
With Estimated Actual for Year Ending June 30, 2003 and  
Actual for Year Ended June 30, 2002

	<u>2002</u> <u>Actual</u>	<u>2003</u> <u>Estimate</u>	<u>2004</u> <u>Budget</u>
REVENUES:			
Taxes:			
General property - current	\$ 10,659,092	\$ 10,828,841	\$ 11,983,380
General property - prior	383,080	290,000	314,000
Interest on delinquent tax	54,677	55,522	50,000
Local option sales tax	3,111,802	3,543,359	4,220,261
Other taxes	573	550	600
	<u>\$ 14,209,224</u>	<u>\$ 14,718,272</u>	<u>\$ 16,568,241</u>
Licenses and permits:			
Privilege licenses	\$ 340,268	\$ 321,000	\$ 347,350
Franchises	210,563	210,805	223,157
	<u>\$ 550,831</u>	<u>\$ 531,805</u>	<u>\$ 570,507</u>
Intergovernmental:			
Federal	\$ 330,479	\$ 1,494,862	\$ 280,000
State	3,212,383	3,374,456	4,148,073
Local	154,245	111,507	18,000
	<u>\$ 3,697,107</u>	<u>\$ 4,980,825</u>	<u>\$ 4,446,073</u>
Charges for services:			
Supportive court services	\$ 31,222	\$ 28,000	\$ 28,000
Community services	139,086	117,000	112,500
Environmental protection	818,109	826,579	866,155
Culture and recreation	169,318	162,118	189,830
Public safety	564,184	588,662	492,325
	<u>\$ 1,721,919</u>	<u>\$ 1,722,359</u>	<u>\$ 1,688,810</u>
Miscellaneous:			
Interest earned on investments	\$ 145,765	\$ 70,000	\$ 120,000
Insurance proceeds	50,747	32,935	34,000
Rentals and sale of property	505,546	500,000	470,648
Other	321,673	255,000	509,669
	<u>\$ 1,023,731</u>	<u>\$ 857,935</u>	<u>\$ 1,134,317</u>
Administrative charges:			
Interfund revenues	\$ 1,581,000	\$ 1,660,051	\$ 1,743,053
Total revenues	<u>\$ 22,783,812</u>	<u>\$ 24,471,247</u>	<u>\$ 26,151,001</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ -	\$ 1,000,000	\$ 4,960,680
Total revenues and other financing sources	<u>\$ 22,783,812</u>	<u>\$ 25,471,247</u>	<u>\$ 31,111,681</u>

**CITY OF SALISBURY**  
**FY 2003-2004 BUDGET SUMMARY**  
**GENERAL FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>
	<b>FY 01-02</b>		<b>FY 02-03</b>		<b>FY 03-04</b>		<b>FY 03-04</b>		<b>FY 03-04</b>
<b>REVENUE</b>	\$ 22,783,812	\$	25,611,969	\$	31,324,732	\$	31,318,291	\$	31,111,681
<b>EXPENSES</b>	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>
	<b>FY 01-02</b>		<b>FY 02-03</b>		<b>FY 03-04</b>		<b>FY 03-04</b>		<b>FY 03-04</b>
<b>CITY COUNCIL</b>									
Personnel	\$ 40,668	\$	41,769	\$	42,934	\$	42,932	\$	42,932
Operations	54,337		55,546		69,867		58,848		58,848
Capital	1,778		-		-		-		-
<b>TOTAL</b>	\$ 96,783	\$	97,315	\$	112,801	\$	101,780	\$	101,780
<b>MANAGEMENT &amp; ADMINISTRATION</b>									
Personnel	\$ 476,273	\$	398,810	\$	489,790	\$	489,793	\$	437,577
Operations	241,533		205,673		230,188		193,931		193,931
Capital	-		-		-		-		-
<b>TOTAL</b>	\$ 717,806	\$	604,483	\$	719,978	\$	683,724	\$	631,508
<b>HUMAN RESOURCES</b>									
Personnel	\$ 341,454	\$	353,740	\$	372,400	\$	370,899	\$	370,899
Operations	146,057		135,626		526,314		179,871		179,871
Capital	968		-		3,000		-		-
<b>TOTAL</b>	\$ 488,479	\$	489,366	\$	901,714	\$	550,770	\$	550,770
<b>FINANCE - ADMINISTRATION</b>									
Personnel	\$ 681,540	\$	769,186	\$	808,200	\$	808,205	\$	808,205
Operations	227,188		225,747		248,722		241,669		241,669
Capital	650		-		3,200		2,000		2,000
<b>TOTAL</b>	\$ 909,378	\$	994,933	\$	1,060,122	\$	1,051,874	\$	1,051,874
<b>FINANCE - INFORMATION TECHNOLOGIES</b>									
Personnel	\$ 458,814	\$	478,408	\$	570,840	\$	570,837	\$	570,371
Operations	388,627		509,699		601,604		523,025		523,025
Capital	83,569		-		424,767		149,764		149,764
<b>TOTAL</b>	\$ 931,010	\$	988,107	\$	1,597,211	\$	1,243,626	\$	1,243,160
<b>FINANCE - PURCHASING</b>									
Personnel	\$ 146,494	\$	114,841	\$	120,056	\$	120,060	\$	120,060
Operations	12,278		16,694		37,506		37,203		37,203
Capital	-		-		-		-		-
<b>TOTAL</b>	\$ 158,772	\$	131,535	\$	157,562	\$	157,263	\$	157,263
<b>FINANCE - TELECOMMUNICATIONS</b>									
Personnel	\$ 117,161	\$	-	\$	-	\$	-	\$	-
Operations	217,810		217,382		286,408		241,882		241,882
Capital	61,963		47,500		2,661,000		1,460,000		1,460,000
<b>TOTAL</b>	\$ 396,934	\$	264,882	\$	2,947,408	\$	1,701,882	\$	1,701,882

	<b>Actual FY 01-02</b>	<b>Budgeted FY 02-03</b>	<b>Requested FY 03-04</b>	<b>Mgr Recommends FY 03-04</b>	<b>Adopted FY 03-04</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - PLANNING &amp; COMMUNITY DEVELOPMENT</b>					
Personnel	\$ 472,396	\$ 344,373	\$ 382,248	\$ 382,250	\$ 382,250
Operations	490,842	438,485	505,188	408,205	385,205
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 963,238</b>	<b>\$ 782,858</b>	<b>\$ 887,436</b>	<b>\$ 790,455</b>	<b>\$ 767,455</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - DEVELOPMENT SERVICES</b>					
Personnel	\$ 227,905	\$ 231,253	\$ 219,432	\$ 219,432	\$ 219,432
Operations	130,121	133,563	143,456	134,247	134,247
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 358,026</b>	<b>\$ 364,816</b>	<b>\$ 362,888</b>	<b>\$ 353,679</b>	<b>\$ 353,679</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - ENGINEERING</b>					
Personnel	\$ 292,550	\$ 269,643	\$ 285,155	\$ 285,158	\$ 285,158
Operations	147,548	1,262,629	1,015,508	898,117	898,117
Capital	5,231	325,000	364,400	345,400	345,400
<b>TOTAL</b>	<b>\$ 445,329</b>	<b>\$ 1,857,272</b>	<b>\$ 1,665,063</b>	<b>\$ 1,528,675</b>	<b>\$ 1,528,675</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - STREET LIGHTING</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	302,153	307,000	321,920	308,840	308,840
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 302,153</b>	<b>\$ 307,000</b>	<b>\$ 321,920</b>	<b>\$ 308,840</b>	<b>\$ 308,840</b>
<b>CITY OFFICE BUILDINGS</b>					
Personnel	\$ 112,783	\$ 97,232	\$ 159,855	\$ 159,859	\$ 159,859
Operations	161,906	195,296	187,734	212,108	212,108
Capital	39,034	-	150,080	100,000	100,000
<b>TOTAL</b>	<b>\$ 313,723</b>	<b>\$ 292,528</b>	<b>\$ 497,669</b>	<b>\$ 471,967</b>	<b>\$ 471,967</b>
<b>PLAZA</b>					
Personnel	\$ 32,165	\$ 57,426	\$ 72,517	\$ 72,517	\$ 72,517
Operations	104,680	108,014	96,000	105,394	105,394
Capital	18,876	5,000	71,200	46,500	46,500
<b>TOTAL</b>	<b>\$ 155,721</b>	<b>\$ 170,440</b>	<b>\$ 239,717</b>	<b>\$ 224,411</b>	<b>\$ 224,411</b>
<b>POLICE - SERVICES</b>					
Personnel	\$ 1,291,257	\$ 1,167,894	\$ 1,045,198	\$ 1,045,205	\$ 1,045,206
Operations	225,919	273,469	282,444	283,557	283,557
Capital	2,599	-	3,527,455	3,515,680	3,515,680
<b>TOTAL</b>	<b>\$ 1,519,775</b>	<b>\$ 1,441,363</b>	<b>\$ 4,855,097</b>	<b>\$ 4,844,442</b>	<b>\$ 4,844,443</b>
<b>POLICE - ADMINISTRATION</b>					
Personnel	\$ 264,975	\$ 223,047	\$ 289,217	\$ 289,215	\$ 289,215
Operations	136,949	130,737	127,829	126,020	126,020
Capital	5,380	-	-	-	-
<b>TOTAL</b>	<b>\$ 407,304</b>	<b>\$ 353,784</b>	<b>\$ 417,046</b>	<b>\$ 415,235</b>	<b>\$ 415,235</b>
<b>POLICE - OPERATIONS</b>					
Personnel	\$ 3,220,811	\$ 3,383,753	\$ 3,649,731	\$ 3,651,548	\$ 3,651,550
Operations	620,386	619,799	642,067	588,115	588,115
Capital	241,133	149,260	11,140	7,000	7,000
<b>TOTAL</b>	<b>\$ 4,082,330</b>	<b>\$ 4,152,812</b>	<b>\$ 4,302,938</b>	<b>\$ 4,246,663</b>	<b>\$ 4,246,665</b>

	<b>Actual FY 01-02</b>	<b>Budgeted FY 02-03</b>	<b>Requested FY 03-04</b>	<b>Mgr Recommends FY 03-04</b>	<b>Adopted FY 03-04</b>
<b>FIRE</b>					
Personnel	\$ 2,808,564	\$ 2,819,647	\$ 3,159,157	\$ 2,937,002	\$ 2,934,871
Operations	633,223	657,351	932,667	627,228	627,228
Capital	7,510	584,306	422,613	202,300	73,500
<b>TOTAL</b>	<b>\$ 3,449,297</b>	<b>\$ 4,061,304</b>	<b>\$ 4,514,437</b>	<b>\$ 3,766,530</b>	<b>\$ 3,635,599</b>
<b>PUBLIC SERVICES - ADMINISTRATION</b>					
Personnel	\$ 157,960	\$ 161,817	\$ 215,300	\$ 213,802	\$ 213,802
Operations	11,409	11,349	57,376	37,132	37,132
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 169,369</b>	<b>\$ 173,166</b>	<b>\$ 272,676</b>	<b>\$ 250,934</b>	<b>\$ 250,934</b>
<b>PUBLIC SERVICES - TRAFFIC OPERATIONS</b>					
Personnel	\$ 321,231	\$ 329,075	\$ 346,746	\$ 346,748	\$ 346,748
Operations	108,151	107,139	117,324	104,266	104,266
Capital	17,942	-	6,000	6,000	6,000
<b>TOTAL</b>	<b>\$ 447,324</b>	<b>\$ 436,214</b>	<b>\$ 470,070</b>	<b>\$ 457,014</b>	<b>\$ 457,014</b>
<b>PUBLIC SERVICES - STREETS</b>					
Personnel	\$ 1,092,887	\$ 1,126,555	\$ 1,223,629	\$ 1,209,233	\$ 1,209,233
Operations	824,790	736,508	861,777	918,864	918,864
Capital	6,630	-	75,400	19,200	19,200
<b>TOTAL</b>	<b>\$ 1,924,307</b>	<b>\$ 1,863,063</b>	<b>\$ 2,160,806</b>	<b>\$ 2,147,297</b>	<b>\$ 2,147,297</b>
<b>PUBLIC SERVICES - CEMETERY</b>					
Personnel	\$ 163,047	\$ 167,262	\$ 166,992	\$ 166,990	\$ 166,990
Operations	52,935	46,599	54,235	51,485	51,485
Capital	-	-	9,000	5,500	5,500
<b>TOTAL</b>	<b>\$ 215,982</b>	<b>\$ 213,861</b>	<b>\$ 230,227</b>	<b>\$ 223,975</b>	<b>\$ 223,975</b>
<b>PUBLIC SERVICES - WASTE MANAGEMENT</b>					
Personnel	\$ 418,873	\$ 403,483	\$ 460,887	\$ 439,242	\$ 439,242
Operations	914,449	898,282	1,031,291	1,004,644	1,004,644
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,333,322</b>	<b>\$ 1,301,765</b>	<b>\$ 1,492,178</b>	<b>\$ 1,443,886</b>	<b>\$ 1,443,886</b>
<b>PUBLIC SERVICES - LANDSCAPE OPERATIONS</b>					
Personnel	\$ 418,215	\$ 405,653	\$ 388,581	\$ 380,462	\$ 380,462
Operations	192,697	167,296	203,358	161,770	161,770
Capital	-	-	15,000	-	-
<b>TOTAL</b>	<b>\$ 610,912</b>	<b>\$ 572,949</b>	<b>\$ 606,939</b>	<b>\$ 542,232</b>	<b>\$ 542,232</b>
<b>PUBLIC SERVICES - LANDSCAPE - HURLEY PARK</b>					
Personnel	\$ 75,845	\$ 74,612	\$ 79,489	\$ 79,487	\$ 79,487
Operations	25,610	23,805	35,499	24,363	24,363
Capital	80	-	-	-	-
<b>TOTAL</b>	<b>\$ 101,535</b>	<b>\$ 98,417</b>	<b>\$ 114,988</b>	<b>\$ 103,850</b>	<b>\$ 103,850</b>
<b>PUBLIC SERVICES - FLEET MANAGEMENT</b>					
Personnel	\$ 623,308	\$ 603,100	\$ 621,678	\$ 621,681	\$ 621,681
Operations	224,826	63,723	105,680	89,909	89,909
Capital	18,134	-	23,200	21,400	21,400
<b>TOTAL</b>	<b>\$ 866,268</b>	<b>\$ 666,823</b>	<b>\$ 750,558</b>	<b>\$ 732,990</b>	<b>\$ 732,990</b>



	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>	
	<b>FY 01-02</b>		<b>FY 02-03</b>		<b>FY 03-04</b>		<b>FY 03-04</b>		<b>FY 03-04</b>	
<b>PUBLIC SERVICES - TRANSPORTATION</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		160,282		160,282		160,282		160,282		160,282
Capital		-		-		-		-		-
<b>TOTAL</b>	<b>\$</b>	<b>160,282</b>	<b>\$</b>	<b>160,282</b>	<b>\$</b>	<b>160,282</b>	<b>\$</b>	<b>160,282</b>	<b>\$</b>	<b>160,282</b>
<b>PARKS &amp; RECREATION</b>										
Personnel	\$	1,048,431	\$	1,110,216	\$	1,155,853	\$	1,155,873	\$	1,155,873
Operations		526,575		536,599		620,515		576,851		576,851
Capital		485,931		226,656		196,700		90,200		90,200
<b>TOTAL</b>	<b>\$</b>	<b>2,060,937</b>	<b>\$</b>	<b>1,873,471</b>	<b>\$</b>	<b>1,973,068</b>	<b>\$</b>	<b>1,822,924</b>	<b>\$</b>	<b>1,822,924</b>
<b>EDUCATION</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		42,342		42,342		42,342		42,342		42,342
Capital		-		-		-		-		-
<b>TOTAL</b>	<b>\$</b>	<b>42,342</b>	<b>\$</b>	<b>42,342</b>	<b>\$</b>	<b>42,342</b>	<b>\$</b>	<b>42,342</b>	<b>\$</b>	<b>42,342</b>
<b>DEBT SERVICE</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		888,174		854,818		948,749		948,749		948,749
Capital		-		-		-		-		-
<b>TOTAL</b>	<b>\$</b>	<b>888,174</b>	<b>\$</b>	<b>854,818</b>	<b>\$</b>	<b>948,749</b>	<b>\$</b>	<b>948,749</b>	<b>\$</b>	<b>948,749</b>
<b>GRAND TOTAL</b>										
Personnel	\$	15,305,607	\$	15,132,795	\$	16,325,885	\$	16,058,430	\$	16,003,620
Operations		8,213,797		9,141,452		10,493,850		9,288,917		9,265,917
Capital		997,408		1,337,722		7,964,155		5,970,944		5,842,144
<b>TOTALS</b>	<b>\$</b>	<b>24,516,812</b>	<b>\$</b>	<b>25,611,969</b>	<b>\$</b>	<b>34,783,890</b>	<b>\$</b>	<b>31,318,291</b>	<b>\$</b>	<b>31,111,681</b>

**STATEMENT OF PURPOSE**

The City Council functions as the duly elected representatives of the citizens of Salisbury in creating and maintaining a safe, livable environment in accordance with North Carolina State Statutes and Federal law. They create and maintain up-to-date municipal codes, establish public policies and adopt budgets designed to provide effective, efficient municipal services. The City Council also strives to develop and maintain a sustainable feeling of safety for all areas of the City, to provide leisure services, and recreational opportunities and to foster leadership and support for the continued economic development and planned growth of the community.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 40,668	\$ 41,769	\$ 42,934	\$ 42,932	\$ 42,932
Operating	54,337	55,546	69,867	58,848	58,848
Capital	<u>1,778</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 96,783</b>	<b>\$ 97,315</b>	<b>\$ 112,801</b>	<b>\$ 101,780</b>	<b>\$ 101,780</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Mayor	1	1	1	1
Mayor Pro Tem	1	1	1	1
Council Member	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**STATEMENT OF PURPOSE**

The Management and Administration Department serves as a central source of information, advice and support for the City Council and Management Team. They manage and coordinate preparation and presentation of the annual municipal budget for consideration and adoption by the City Council with subsequent responsibility for its implementation and control. They also manage and coordinate development and implementation of the City's Goal-Setting process, publish an Annual Report to citizens, and provide a central location for the collection, storage and dissemination of official municipal records and documents. In addition, the department provides professional leadership and counsel to the City staff in carrying out the mission of the City, develops strategies for delivering municipal services in an effective, efficient manner, responds to citizen requests and complaints and implements special projects assigned by the Mayor and City Council. The department provides Risk Management services for the municipality, which includes safety, liability insurance management, worker's compensation, OSHA compliance and third party claims against the City.

**COUNCIL PERFORMANCE GOALS**

1. Conduct periodic meetings with County officials with follow-up to ensure that appropriate action is taken.
2. Monitor and evaluate departmental strategic plans.
3. Evaluate periodically the status of the City's outcomes and goals, and take corrective action as necessary.
4. Organize and implement a Future Directions and Goal-Setting Conference for the Management Team and City Council.
5. Continue to strengthen partnerships with the Rowan/Salisbury schools that improve the quality of education in Salisbury.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Conduct two Goal update sessions with City Council during the fiscal year.
2. Conduct a Community input process for citizens with the City Council prior to the Future Directions and Goal-Setting Conference.
3. Publish and distribute an Annual Report for citizens.
4. Conduct Goal Review sessions with each department during August.
5. Participate in the Risk Management Performance Measures project conducted jointly by the North Carolina League of Municipalities and Institute of Government.
6. Determine ways the City can assist Rowan/Salisbury schools located within the City limits.
7. Respond to special projects and initiatives of the City Council, Boards and Commissions, and partnerships with other organizations.

**PERFORMANCE MEASURES**

	2002 <u>Actual</u>	2003 <u>Estimate</u>	2004 <u>Projected</u>
<b>Risk Management</b>			
<b>Workload</b>			
Number of Workers Compensation Claims Filed	12	11	11
Number of Third-Party Insurance Claims Filed	64	66	67
Number of Self-Initiated OSHA Inspections (Preventive)	105	105	105
<b>Efficiency</b>			
Cost Per Negotiated Workers Compensation Claim	\$ 3,613	\$ 3,215	\$ 3,125
Cost Per Negotiated Insurance Claim	\$ 593	\$ 675	\$ 718
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ 5,000	\$ -
<b>Effectiveness</b>			
Workers Compensation Cases Negotiated Per Case Filed*	17%	10%	10%
Third Party Insurance Claims Negotiated Per Claim Filed	25%	5%	5%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	\$ -	\$ 47.62	\$ 1.00

\* Non-negotiable and did not require settlement.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 476,273	\$ 398,810	\$ 489,790	\$ 489,793	\$ 437,577
Operating	241,533	205,673	230,188	193,931	193,931
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 717,806</b>	<b>\$ 604,483</b>	<b>\$ 719,978</b>	<b>\$ 683,724</b>	<b>\$ 631,508</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Administration (000)</b>				
City Manager	1	1	1	1
Assistant City Manager	1	0 <sup>1</sup>	0	0
City Clerk	1	1	1	1
Assistant to City Manager	0	1 <sup>2</sup>	0 <sup>3</sup>	0 <sup>3</sup>
Deputy City Clerk	0	0	1 <sup>3</sup>	1 <sup>3</sup>
Senior Office Assistant	3	2 <sup>1</sup>	2	2
Public Information Officer	0	0	1 <sup>2</sup>	0
<b>Risk Management (201)</b>				
Risk Management Officer	1	1	1	1
Risk Management Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>7</b>

<sup>1</sup> Reduction in force

<sup>2</sup> New position

<sup>3</sup> Retitled position

**STATEMENT OF PURPOSE**

The Human Resources Department provides a centralized source of support and assistance to the City related to its need for the management of human resources. Specific functions include: general personnel administration, recruitment and selection, training and development, health and wellness, compensation, and benefits.

**COUNCIL PERFORMANCE GOALS**

1. Continue implementation of Multiculturalism Training for all City employees and interested citizens.
2. Continue to implement an employee training and development plan.
3. Continue to evaluate applying the “Broad Banding” compensation program to other departments, in addition to the Utilities Department.
4. Develop and implement recruitment strategies to recruit employees from diverse populations within the community.
5. Develop strategies to attract quality employees.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Initiate programs to attract, retain, and develop high quality City employees.
2. Continue to conduct Multiculturalism Training for all employees.
3. Continue to provide Human Resource management through a variety of department functions.
4. Revise and update the City’s Compensation Plan.
5. Revise and update employee benefits program.
6. Conduct Basic Supervisory Training on a quarterly basis to ensure that all supervisors hired after 1993 receive training.
7. Conduct training on the following topics: IRT, sexual harassment, customer service, workplace violence, FLSA, FMLA, employment law, styles of communication, conflict resolution, making presentations, and business writing.
8. Continue to seek resources to increase Latino community involvement in Human Resource programs.
9. Continue to review and evaluate the application of Broadbanding in all departments.
10. Continue to collect market data needed for the Utilities Broadbanding Program and make necessary salary adjustments.
11. Complete the implementation of the Public Safety Pay Plan through the development and implementation of the Law Enforcement Pay Plan.
12. Continue to research, identify, and implement alternative funding sources for Multiculturalism Training.
13. Continue the Train-the-Trainer process and increase the number of community trainers.
14. Continue to provide Staff with resource material and opportunities for career development.
15. Identify and track performance measures related to the Human Resource function.
16. Continue to provide staff assistance to the Human Relations Council.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 341,454	\$ 353,740	\$ 372,400	\$ 370,899	\$ 370,899
Operating	146,057	135,626	526,314	179,871	179,871
Capital	968	-	3,000	-	-
<b>TOTAL</b>	<b>\$ 488,479</b>	<b>\$ 489,366</b>	<b>\$ 901,714</b>	<b>\$ 550,770</b>	<b>\$ 550,770</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Human Resources Director	1	1	1	1
Personnel Analyst I/II	4 <sup>1</sup>	4	4	4
Personnel Technician I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	6	6	6	6

<sup>1</sup> New position funded through grant

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
Training Room White Board	\$ 1,800	\$ -	\$ -
Projection Screen	800	-	-
Overhead Projector	<u>400</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 3,000	\$ -	\$ -

**DEPARTMENT - Finance – Summary**

**STATEMENT OF PURPOSE**

The Finance Department handles the fiscal affairs and technology services of the City of Salisbury. This includes Purchasing, Accounting Office, Business Office, Information Technologies, and Telecommunications Divisions.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 1,404,009	\$ 1,362,435	\$ 1,499,096	\$ 1,499,102	\$ 1,498,636
Operating	845,903	969,522	1,174,240	1,043,779	1,043,779
Capital	146,182	47,500	3,088,967	1,611,764	1,611,764
<b>TOTAL</b>	<b>\$ 2,396,094</b>	<b>\$ 2,379,457</b>	<b>\$ 5,762,303</b>	<b>\$ 4,154,645</b>	<b>\$ 4,154,179</b>

**PERSONNEL DETAIL**

	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Permanent Full-Time	26	24	25	25
Permanent Part-Time	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>27</b>	<b>25</b>	<b>26</b>	<b>26</b>

**STATEMENT OF PURPOSE**

The Administration Division of the Finance Department provides a centralized source for handling the financial affairs of the City including: maintaining a financial record-keeping system, protecting municipal assets as required by the Local Government Commission Fiscal Control Act, managing the City’s Debt Service Program, preparing and monitoring the annual and five-year budgets, preparing standards for performance and benchmarking, utilizing an investment program for the City’s idle cash, providing payroll and disbursement services, collecting utility and other revenues, providing a source of information and support related to the purchase/lease of supplies, equipment and contractual services, managing a fixed asset system, plus maintaining a technology system that provides state-of-the-art data processing, computer, telephone, and telecommunications capability.

**COUNCIL PERFORMANCE GOALS**

1. Assist in development of annexation plans.
2. Identify new revenue sources to match specific needs.
3. Participate in statewide programs with other cities to establish performance standards.
4. Begin development of system of standards to measure performance and accomplishments for all City departments.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue departmental education and training on use of the City’s financial systems.
2. Continue participation in the Performance Measurement/Benchmarking Project.
3. Update trend monitoring and costs of service studies annually.
4. Participate in the GFOA’s Certificate of Achievement for Financial Reporting Excellence program.
5. Participate in the GFOA’s Distinguished Budget Presentation Award.

**PERFORMANCE MEASURES**

	<u>2002 Actual</u>	<u>2003 Estimate</u>	<u>2004 Projected</u>
<b>Accounting (101)</b>			
<b>Workload</b>			
Number of Checks Issued	8,251	6,630	6,800
Number of ACH Transactions (Payroll)	11,627	11,404	11,600
Number of Journal Entries	704	620	620
<b>Efficiency</b>			
Cost Per Check Issued	\$ 5.69	\$ 7.23	\$ 7.45
Cost Per ACH Transaction	\$ 1.61	\$ 1.62	\$ 1.73
<b>Effectiveness</b>			
Percent of Checks Processed Without Error	99%	99%	99%
Percent of ACH Transactions Processed Without Error	99.9%	99.9%	100%
Percent of Journal Entries Reclassified	29%	25%	25%



	<u>2002 Actual</u>	<u>2003 Estimate</u>	<u>2004 Projected</u>
<b>Customer Service (102)</b>			
<b>Workload</b>			
Number of Utility Bills Generated	182,005	186,816	189,345
Number of Teller Transactions	104,593	116,160	129,007
Number of Telephone Transactions	56,000	61,148	66,769
Number of New Businesses Issued Privilege Licenses	234	268	307
<b>Efficiency</b>			
Cost Per Utility Bill Issued	\$ 0.41	\$ 0.45	\$ 0.46
Cost Per Teller Transaction	\$ 0.63	\$ 0.57	\$ 0.54
Cost Per Telephone Transaction	\$ 1.72	\$ 1.72	\$ 1.63
<b>Effectiveness</b>			
Percent of Utility Bills Mailed Without Error	99.8%	99.8%	100%
Total Dollar Value of Tellers' Over & Short Account	\$ (5.26)	\$ (8.31)	\$ 0.01
Service-Related Complaints Per Telephone Transaction	0.02%	0.01%	0.00%

### **BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 681,540	\$ 769,186	\$ 808,200	\$ 808,205	\$ 808,205
Operating	227,188	225,747	248,722	241,669	241,669
Capital	650	-	3,200	2,000	2,000
<b>TOTAL</b>	<b>\$ 909,378</b>	<b>\$ 994,933</b>	<b>\$ 1,060,122</b>	<b>\$ 1,051,874</b>	<b>\$ 1,051,874</b>

### **PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Administration (000)</b>				
Finance Director	1	1	1	1
Budget and Performance Management Manager	1	1	1	1
Budget & Benchmarking Analyst	0	1 <sup>1</sup>	1	1
Finance Specialist	1	1	1	1
<b>Accounting (101)</b>				
Accounting Manager	1	1	1	1
Accountant I/II	1	1	1	1
Account Clerk	2	2	2	2
<b>Customer Service (102)</b>				
Customer Service Supervisor	1	1	1	1
Customer Service Clerk Sr./I/II	6	5 <sup>1</sup>	5	5
Sr. Cust. Service Clerk (Perm/Part-Time)	1	1	1	1
Mail Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

<sup>1</sup> Position transferred and reclassified

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Accounting (000)</b>			
Desk for Budget & Benchmarking Analyst	\$ 1,600	\$ 1,000	\$ 1,000
<b>Accounting (101)</b>			
Desk/Payroll Clerk	<u>1,600</u>	<u>1,000</u>	<u>1,000</u>
Total Capital Outlay	\$ 3,200	\$ 2,000	\$ 2,000

**STATEMENT OF PURPOSE**

The Information Technologies Division of the Finance Department provides a centralized source of procedures, information and support related to the storage and electronic processing of data, business transactions, information and other computer-related capability.

**PERFORMANCE MEASURES**

	<u>2002 Actual</u>	<u>2003 Estimate</u>	<u>2004 Projected</u>
<b>Workload</b>			
Number of PCs Directly Supported	280	300	305
Average Number of Service Requests Per PC	-	2.2	2.0
Number of Servers Directly Supported	28	30	32
Average Number of Service Requests Per Server	-	1.1	1.0
Number of Applications Directly Supported	94	100	104
Total Number of Helpdesk Requests Received	1,116 *	1,950	2,225
<b>Efficiency</b>			
Number of PCs Supported Per Analyst	60	61	52
Number of Servers Supported Per Analyst	28	30	32
Number of Applications Supported Per Analyst	19	20	18
Number of Helpdesk Requests Processed Per Analyst	223	390	371
<b>Effectiveness</b>			
Average Repair Time Per PC Service Request (in hours)	-	0.69	0.55
Average Repair Time Per Server Service Request (in hours)	-	0.38	0.35
Average Annual Network Availability **	-	99.9%	99.9%
Percent of Helpdesk Requests Closed < One Day	49.6%	52.0%	52.0%

\* Partial Year of Data

\*\* Estimate

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 458,814	\$ 478,408	\$ 570,840	\$ 570,837	\$ 570,371
Operating	388,627	509,699	601,604	523,025	523,025
Capital	83,569	-	424,767	149,764	149,764
<b>TOTAL</b>	<b>\$ 931,010</b>	<b>\$ 988,107</b>	<b>\$ 1,597,211</b>	<b>\$ 1,243,626</b>	<b>\$ 1,243,160</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Administration (000)</b>				
Information Technologies Manager	1	1	1	1
Technologies Services Technical Assistant	1	1	1	1
<b>Training (150)</b>				
Systems Analyst	1	0 <sup>1</sup>	0	0
<b>Operations (151)</b>				
Web Designer	0	0	1 <sup>2</sup>	1 <sup>2</sup>
Systems Analyst	<u>4</u>	<u>5<sup>1</sup></u>	<u>5</u>	<u>5</u>
TOTAL	7	7	8	8

<sup>1</sup> Position transferred within the department

<sup>2</sup> New Position

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Operations (442-151)</b>			
Storage Area Network Upgrade	\$ 35,000	\$ -	\$ -
Server Racks	7,500	7,500	7,500
Web Development Software	20,000	-	-
UPS Replacement Computer Room	20,000	20,000	20,000
Fiber Plant Upgrade	90,000	-	-
Environmental Monitoring	5,000	5,000	5,000
Fiber Slicer	14,000	-	-
Visual Fault Locator	800	-	-
DSP Cable Tester	6,500	6,500	6,500
Gigabit Cards for all Servers	9,600	9,600	9,600
Blackberry- Nextel	1,000	-	-
Moveable Air Conditioner	3,567	-	-
Web Anti-virus Appliance	20,000	20,000	20,000
Internet Access Mgmt Appliance	12,000	-	-
<b>Security (442-152)</b>			
Security System Upgrade	107,800	71,164	71,164
<b>Non-Department (442-155)</b>			
Imaging System Hardware	25,000	-	-
Fiber Installation for Cone Center	10,000	-	-
Road Runner/VPN	3,000	-	-
Wireless Upgrade	10,000	10,000	10,000
Video Conference	<u>24,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 424,767	\$ 149,764	\$ 149,764

**STATEMENT OF PURPOSE**

The Purchasing Division of the Finance Department provides 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.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
2. Continue to seek methods of improved fixed asset accountability.
3. Continue to offer training in purchasing policies and procedures as requested by user departments.
4. Continue to monitor and implement improvements to the Procurement Card System by implementing a new software program.
5. Develop and expand Purchasing Agent’s role in construction contract administration.
6. Develop E-Procurement System in association with state system.
7. Improve fuel use availability and reporting by changing providing vendor.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 146,494	\$ 114,841	\$ 120,056	\$ 120,060	\$ 120,060
Operating	12,278	16,694	37,506	37,203	37,203
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 158,772</b>	<b>\$ 131,535</b>	<b>\$ 157,562</b>	<b>\$ 157,263</b>	<b>\$ 157,263</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Purchasing Manager	1	1	1	1
Purchasing Technician	1	0 <sup>1</sup>	0	0
Buyer	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>

<sup>1</sup>Reduction in force

**STATEMENT OF PURPOSE**

The Telecommunications Division of the Finance Department manages, coordinates and monitors the City’s telecommunications system in the areas of telephone, radio, 9-1-1, cable, emergency service communications, and specifies, recommends, and implements solutions to the City’s communications needs. Traffic Signal Technicians from the Traffic Operations Division of the Public Services Department support this department.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Work with a consultant to develop a new five-year Technology plan.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 117,161	\$ -	\$ -	\$ -	\$ -
Operating	217,810	217,382	286,408	241,882	241,882
Capital	<u>61,963</u>	<u>47,500</u>	<u>2,661,000</u>	<u>1,460,000</u>	<u>1,460,000</u>
<b>TOTAL</b>	<b>\$ 396,934</b>	<b>\$ 264,882</b>	<b>\$ 2,947,408</b>	<b>\$ 1,701,882</b>	<b>\$ 1,701,882</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Telecommunications Manager	<u>1</u>	<u>0<sup>1</sup></u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

<sup>1</sup> Reduction in force

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
Phone Sets	\$ 20,000	\$ 10,000	\$ 10,000
Phone Systems Redundancy	7,500	7,500	7,500
Mitel 6200 Call Accounting	7,500	7,500	7,500
Mitel 6500 Auto Attend Upgrade	6,000	6,000	6,000
Public Safety Radio Replacement	350,000	350,000	350,000
800 Trunking Upgrade	1,800,000	609,000	609,000
Microwave Link Upgrade	450,000	450,000	450,000
UPS Replacement	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
<b>Total Capital Outlay</b>	<b>\$ 2,661,000</b>	<b>\$ 1,460,000</b>	<b>\$ 1,460,000</b>

**STATEMENT OF PURPOSE**

The City Office Buildings Department provides centrally located facilities for holding meetings of the City Council, its boards and commissions and other groups who may from time-to-time need public meeting space. In addition, the Department provides office and conference space for the Mayor, City Manager, Finance, Human Resources, Recreation Administration, Land Management and Development and other support staff engaged in the operation of municipal government in Salisbury.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 112,783	\$ 97,232	\$ 159,855	\$ 159,859	\$ 159,859
Operating	161,906	195,296	187,734	212,108	212,108
Capital	<u>39,034</u>	<u>-</u>	<u>150,080</u>	<u>100,000</u>	<u>100,000</u>
<b>TOTAL</b>	<b>\$ 313,723</b>	<b>\$ 292,528</b>	<b>\$ 497,669</b>	<b>\$ 471,967</b>	<b>\$ 471,967</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Facilities Maintenance Manager	1	1	1	1
Facilities Maintenance Supervisor	.75	.75	.75	.75
Building Maintenance Worker Sr/I/II	<u>1.75</u>	<u>1.75</u>	<u>1.75</u>	<u>1.75</u>
<b>TOTAL</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>3.5</b>

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>City Office Building (000)</b>			
Roof Repairs	\$ 880	\$ -	\$ -
HVAC Replacement	9,700	-	-
Clean & Waterproof Bldg	32,500	-	-
Sprinkler System	100,000	100,000	100,000
<b>City Hall (251)</b>			
HVAC Replacement	<u>7,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 150,080</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>

**STATEMENT OF PURPOSE**

The Plaza Department continues full ownership and management of the Plaza, which was originally structured as a public/private partnership to increase economic vitality in the central business district, establish new housing units in the downtown and provide additional office facilities and meeting space for the City.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Replace awnings on seventh floor windows.
2. Compile and publish an operations manual for the Plaza.
3. Revise policies and procedures manual for Plaza residents.
4. Enhance Plaza security systems and develop fire rescue plan for residents.
5. Repaint two interior stairwells.
6. Refurbish hallway on the fourth floor, the first of four residential hallways to be refurbished.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 32,165	\$ 57,426	\$ 72,517	\$ 72,517	\$ 72,517
Operating	104,680	108,014	96,000	105,394	105,394
Capital	<u>18,876</u>	<u>5,000</u>	<u>71,200</u>	<u>46,500</u>	<u>46,500</u>
<b>TOTAL</b>	<b>\$ 155,721</b>	<b>\$ 170,440</b>	<b>\$ 239,717</b>	<b>\$ 224,411</b>	<b>\$ 224,411</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Senior Office Assistant	1	1	1	1
Facilities Maintenance Supervisor	.25	.25	.25	.25
Senior Building Maintenance Worker	<u>.25</u>	<u>.25</u>	<u>.25</u>	<u>.25</u>
<b>TOTAL</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
Purchase Replacement Equipment for apartment units	\$ 4,500	\$ -	\$ -
Refurbish 1st floor retail space	15,000	15,000	15,000
HVAC replacement	8,000	8,000	8,000
Appliance Replacement	3,000	3,000	3,000
Washer & dryer replacement	2,500	2,500	2,500
Refurbish vacant apartments	8,000	8,000	8,000
Refurbish one residential hallway	10,000	10,000	10,000
Replace Seminar Room Carpet	4,000	-	-
Reupholster lobby chairs & sofas	1,200	-	-
Refurbish Residential Lobby	<u>15,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 71,200</b>	<b>\$ 46,500</b>	<b>\$ 46,500</b>



**DEPARTMENT – Land Management and Development – Summary**

**SUMMARY STATEMENT OF PURPOSE**

The Land Management and Development Department serves the citizens of Salisbury with community development, planning, zoning, code enforcement, engineering, and mapping. The Department also provides support for Boards and Commissions.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 992,851	\$ 845,269	\$ 886,835	\$ 886,840	\$ 886,840
Operating	1,070,664	2,141,677	1,986,072	1,749,409	1,726,409
Capital	5,231	325,000	364,400	345,400	345,400
<b>TOTAL</b>	<b>\$ 2,068,746</b>	<b>\$ 3,311,946</b>	<b>\$ 3,237,307</b>	<b>\$ 2,981,649</b>	<b>\$ 2,958,649</b>

**PERSONNEL DETAIL**

	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Permanent Full-Time	<u>19</u>	<u>16</u>	<u>16</u>	<u>16</u>
<b>TOTAL</b>	<b>19</b>	<b>16</b>	<b>16</b>	<b>16</b>

**STATEMENT OF PURPOSE**

The Planning and Community Development Division of the Land Management and Development Department provides for a coordinated planning program to insure orderly growth within the City to include population, land use, thoroughfares, public facilities, neighborhoods, zoning, subdivision regulations, greenways, GIS, and other specialty areas. They formulate, develop, and recommend policies, plans, and local ordinances intended to improve the overall appearance, and economic climate within the City and its extraterritorial areas through elimination of slums and blighted conditions in commercial and residential areas. The GIS Division of the department serves as a central point of contact for citizens to access current geographic information and coordinates mapping and data development for City departments.

**COUNCIL PERFORMANCE GOALS**

1. Coordinate Downtown Infrastructure improvements (Council Street, Liberty Street and parking, TEA 21 Grant).
2. Broker projects to improve housing in selected neighborhoods.
3. Provide leadership training housing in selected neighborhood.
4. Conduct needs assessment to identify additional selected neighborhood(s).
5. Complete Park Avenue Community Center.
6. Complete Oakdale-Union Hill Cemetery Improvements.
7. Prepare systematic annexation plan.
8. Implement Open Space Standards through Vision 2020.
9. Evaluate VCOD Ordinance for improved public acceptance.
10. Prepare East Innes Street streetscape plan.
11. Adopt standards and ordinances that support implementation of Vision 2020.
12. Streamline development review process and ordinances.
13. Identify opportunities to support Vision 2020 through City operations.
14. Consider managed growth standards and incentives.
15. Participate in the Regional Environmental Sustainability Project.
16. Provide appropriate training for all board and commissions.
17. Partner with DSI to implement the Downtown Salisbury Master Plan.

**DIVISIONAL PERFORMANCE GOALS**

1. Provide staff support to the Planning Board.
2. Provide staff support to the Community Appearance Commission.
3. Provide staff support to the Historic Preservation Commission.
4. Provide staff support to the Tree Board.
5. Coordinate and implement enterprise GIS.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Operating	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Capital	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!
<b>TOTAL</b>	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Development Director	1	0 <sup>1</sup>	0	0
Com Dev & Neighborhood Pln Manager	1	0 <sup>2</sup>	0	0
Planning & Community Development Mgr.	0	0	1 <sup>5</sup>	1 <sup>5</sup>
Urban Resource Planner	1	1	1	1
Urban Design Planner	1	1	1	1
Planner Sr/I/II	3	3 <sup>3</sup>	2 <sup>4</sup>	2 <sup>4</sup>
Department Secretary	1	1	1	1
<b>GIS (701)</b>				
Systems Analyst I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>9</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> Reduction in force

<sup>2</sup> Position function to be performed by consultant

<sup>3</sup> One position frozen in FY02-03

<sup>4</sup> One position unfrozen in FY03-04

<sup>5</sup> One Planner position to be reclassified

**STATEMENT OF PURPOSE**

The Development Services Division of the Land Management and Development Department provides citizens, builders and developers a centralized source of information, permit services, code enforcement, zoning and special district board support through a Development Services Center.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue process to better serve the public and streamline the permit process through the Development Services Center.
2. Continue zoning, group development administration, review and enforcement.
3. Continue staffing the Historic Preservation Commission, Planning Board and the Zoning Board of Adjustment.
4. Continue to assist in the development of the Geographic Information System (GIS) capability within the Division.
5. Continue to monitor and improve plan review.
6. Continue to monitor, improve, and upgrade files.
7. Continue to assist with ordinance changes.
8. Continue to update and administer water/sewer permits for Rockwell, Granite Quarry, Spencer and East Spencer.
9. Continue to administer and update the City's street address system.
10. Continue to update and maintain the zoning layer on GIS.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 227,905	\$ 231,253	\$ 219,432	\$ 219,432	\$ 219,432
Operating	130,121	133,563	143,456	134,247	134,247
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 358,026</b>	<b>\$ 364,816</b>	<b>\$ 362,888</b>	<b>\$ 353,679</b>	<b>\$ 353,679</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Development Services Manager	1	1	1	1
Development Services Specialist	1	1	1	1
Permit Services Coordinator	1	1	1	1
Zoning & Code Enforcement Specialist	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**STATEMENT OF PURPOSE**

The Engineering Division of the Land Management and Development Department provides a centralized source of general engineering services for the City including surveying, design work, review and approval of final plans submitted by outside consultants, site inspections and coordination of project activities initiated between the City and other agencies.

**COUNCIL PERFORMANCE GOALS**

1. Coordinate Downtown Infrastructure improvements (Council Street, Liberty Street, parking, TEA 21 Grant).
2. Administer NCDOT Greenway Trail Grants.
3. Assist in the implementation of the Salisbury 2020 Strategic Growth Plan.

**DIVISIONAL PERFORMANCE GOALS**

1. Install and manage the new Traffic Signal System.
2. Coordinate projects with NCDOT (I-85 widening, Highway 70 widening, Innes Street bridge replacement, Ellis Street bridge replacement).
3. Prepare NPDES Phase 2 permit application.
4. Administer Storm Drainage Incentive Grants.
5. Implement neighborhood traffic calming.
6. Implement Brenner Avenue pedestrian improvements.
7. Implement improvements to Club Drive.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 292,550	\$ 269,643	\$ 285,155	\$ 285,158	\$ 285,158
Operating	147,548	1,262,629	1,015,508	898,117	898,117
Capital	<u>5,231</u>	<u>325,000</u>	<u>364,400</u>	<u>345,400</u>	<u>345,400</u>
<b>TOTAL</b>	<b>\$ 445,329</b>	<b>\$ 1,857,272</b>	<b>\$ 1,665,063</b>	<b>\$ 1,528,675</b>	<b>\$ 1,528,675</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Land Management & Dev Director	0	0	1 <sup>2</sup>	1 <sup>2</sup>
City Engineer	1	1	0 <sup>2</sup>	0 <sup>2</sup>
Civil Engineer I/II/III	2	2	2	2
Engineering Technician I/II	1	0 <sup>1</sup>	0	0
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Reduction in force

<sup>2</sup> Reclassification

### CAPITAL OUTLAY

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
Replace Xerox 2510 copier	\$ 15,000	\$ -	\$ -
Locator equipment	800	800	800
OSHA-compliant desk chair	600	600	600
Mapping updates	8,000	4,000	4,000
Ellis Street Bridge design	265,000	265,000	265,000
Ellis Street Bridge right-of-way	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>
Total Capital Outlay	\$ 364,400	\$ 345,400	\$ 345,400

**STATEMENT OF PURPOSE**

The Street Lighting Division provides for the lighting of the City's streets.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	302,153	307,000	321,920	308,840	308,840
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 302,153</b>	<b>\$ 307,000</b>	<b>\$ 321,920</b>	<b>\$ 308,840</b>	<b>\$ 308,840</b>

**DEPARTMENT - Police - Summary**

**SUMMARY STATEMENT OF PURPOSE**

The Police Department protects the citizens of Salisbury with 24-hour law enforcement service. Specific areas of emphasis include preventive patrol, investigations of criminal activity, crime prevention, traffic control, animal control, and internal support services to the operational units.

**PERFORMANCE MEASURES**

	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>	<u>FY00-01</u>	<u>FY01-02</u>
Calls for Service	30,669	30,374	45,806	47,374	40,582
DWI Arrests	178	173	287	317	210
Drug Arrests	296	438	577	436	359
Homicide	4	4	4	3	5
Rape	13	15	17	7	17
Robbery	80	70	42	93	84
Aggravated Assault	140	121	112	100	117
Total Violent Crimes	237	210	175	203	223
Burglary	378	324	392	408	409
Larceny	1,356	1306	1435	1312	1219
Motor Vehicle Theft	131	121	126	100	91
Arson	15	14	20	15	10
Total Property Crimes	1,880	1765	1973	1835	1729

Performance Measurements are reported on a calendar year basis

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 4,777,043	\$ 4,774,694	\$ 4,984,146	\$ 4,985,968	\$ 4,985,971
Operating	983,254	1,024,005	1,052,340	997,692	997,692
Capital	<u>249,112</u>	<u>149,260</u>	<u>3,538,595</u>	<u>3,522,680</u>	<u>3,522,680</u>
TOTAL	\$ 6,009,409	\$ 5,947,959	\$ 9,575,081	\$ 9,506,340	\$ 9,506,343

**PERSONNEL DETAIL**

	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Permanent Full-Time	105	103	103	103
Temporary Part-Time	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	109	107	107	107



**STATEMENT OF PURPOSE**

The Services Division of the Police Department serves as the support unit of the department providing telecommunications, clerical and secretarial services, evidence storage and tracking of department property inventory, animal control, D.A.R.E., school resource officers, crime prevention officers, a records-keeping system, and building maintenance.

**DIVISIONAL PERFORMANCE GOALS**

1. To improve communications between the downtown officer and the downtown merchants and leaders.
2. Expand the Property and Evidence section’s options for property disposals to include Internet auctions.
3. To gain better control of parking in 100 block of West Council Street.
4. Decrease the amount of citizen complaints relative to discourtesy and misconduct.
5. Continue to improve customer service and work with Officers in submitting all incident reports on the mobile field reporting system.
6. Complete a reevaluation of the Field training program.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 1,291,257	\$ 1,167,894	\$ 1,045,198	\$ 1,045,205	\$ 1,045,206
Operating	225,919	273,469	282,444	283,557	283,557
Capital	<u>2,599</u>	<u>-</u>	<u>3,527,455</u>	<u>3,515,680</u>	<u>3,515,680</u>
<b>TOTAL</b>	<b>\$ 1,519,775</b>	<b>\$ 1,441,363</b>	<b>\$ 4,855,097</b>	<b>\$ 4,844,442</b>	<b>\$ 4,844,443</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Services Administration (000)</b>				
Deputy Police Chief	1	1	1	1
Police Lieutenant-Professional Standards	1	1	1	1
Police Lieutenant-Support Services	1	0 <sup>1</sup>	1 <sup>5</sup>	1 <sup>5</sup>
<b>Animal Control (300)</b>				
Animal Control Specialist	1	1	1	1
<b>Communications (302)</b>				
Police Telecommunications Supervisor	1	1 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>
Police Telecommunicator	10	10	10	10
Police Telecommunicator (Temp/Part-Time)	1	1	1	1
<b>Community Service (303)</b>				
Community Services Officer	1	1	1	1
Master Police Officer (School Resource)	4	4	0 <sup>3</sup>	0 <sup>3</sup>
Master Police Officer (Victim’s Advocate)	1	1	1	1
Crossing Guard (Temp/Part-Time)	3	3	3	3

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Evidence &amp; Identification (304)</b>				
Police Evidence & Property Custodian (MPO)	1	1	1	1
<b>Information Management (305)</b>				
Police Records Clerk	1	1	1	1
Police Records Coordinator	1	1	1	1
Police Information Clerk (Expediter)	1	1	1	1
Parking Control Specialist	1	1	1	1
Police Officer I/II/MPO (Downtown)	0	0	1 <sup>4</sup>	1 <sup>4</sup>
<b>Recruitment/Training (306)</b>				
Police Lieutenant	1	1	0 <sup>5</sup>	0 <sup>5</sup>
Police Sergeant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	32	31	28	28

<sup>1</sup>Reduction in force

<sup>2</sup>Position frozen in FY02-03 and FY03-04

<sup>3</sup>Moved to Police-Field Operations

<sup>4</sup>Moved from Police-Field Operations

<sup>5</sup>Cost Center transfer

#### CAPITAL OUTLAY

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Communications (302)</b>			
Digital Communications Recorder	\$ 50,000	\$ 50,000	\$ 50,000
<b>Property and Evidence (304)</b>			
Fencing for Outside Evidence Storage Area	2,000	-	-
<b>Building Maintenance (301)</b>			
Expansion and Renovation of Building	3,465,680	3,465,680	3,465,680
Replace Cooling System	<u>9,775</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 3,527,455	\$ 3,515,680	\$ 3,515,680

**STATEMENT OF PURPOSE**

The Administration Division of the Police Department serves as the central management and administrative unit for the activities and operations associated with the Police Department.

**COUNCIL PERFORMANCE GOALS**

1. Implement the Police Department Strategic Plan.
2. Implement Crime Control Plan.
3. Implement Project Safe Neighborhood.
4. Evaluate Alarm Ordinance.
5. Evaluate public announcement methods concerning emergency preparedness.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue evaluation to ensure readiness for International Re-Accreditation, scheduled for November 2004.
2. Continue evaluation of the allocation of Department resources as they are distributed in the districting concept of the department.
3. Continuation of the Crime Control goals.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 264,975	\$ 223,047	\$ 289,217	\$ 289,215	\$ 289,215
Operating	136,949	130,737	127,829	126,020	126,020
Capital	5,380	-	-	-	-
<b>TOTAL</b>	<b>\$ 407,304</b>	<b>\$ 353,784</b>	<b>\$ 417,046</b>	<b>\$ 415,235</b>	<b>\$ 415,235</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Police Chief	1	1	1	1
Police Planner	1	1	1	1
Fiscal Analyst	1	1	1	1
Department Secretary	1	0 <sup>1</sup>	0	0
Crime Analyst	0	0	1 <sup>2</sup>	1 <sup>2</sup>
<b>TOTAL</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Reduction in force

<sup>2</sup> Transferred from Police-Field Operations

**STATEMENT OF PURPOSE**

The Operations Division of the Police Department provides 24-hour law enforcement service for the citizens of Salisbury including protection of life and property, traffic enforcement, investigation of traffic accidents, and investigation of criminal activity.

**DIVISIONAL PERFORMANCE GOALS**

1. Increase the efficiency and effectiveness of the Police K-9 Unit.
2. Improve the vehicular traffic conditions within the City of Salisbury.
3. Increase the number of major directed patrol projects.
4. Implement a program to make good use of patrol time, promote beat integrity and provide citizen satisfaction.
5. Establish a published procedural policy in dealing with mental commitments.
6. Increase the clearance rate for major criminal cases.
7. Develop methods to reduce officer’s time in courts waiting to testify.
8. Continue to target illegal drug sales in an effort to create a safer environment for the citizens of Salisbury.
9. Enhance the department’s community policing efforts by working closely with the Police Districts.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 3,220,811	\$ 3,383,753	\$ 3,649,731	\$ 3,651,548	\$ 3,651,550
Operating	620,386	619,799	642,067	588,115	588,115
Capital	241,133	149,260	11,140	7,000	7,000
<b>TOTAL</b>	<b>\$ 4,082,330</b>	<b>\$ 4,152,812</b>	<b>\$ 4,302,938</b>	<b>\$ 4,246,663</b>	<b>\$ 4,246,665</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Operations Administration (320)</b>				
Deputy Police Chief	1	1	1	1
<b>District I (321)</b>				
Police Lieutenant	1	1	1	1
Police Sergeant	2	3 <sup>1</sup>	3	3
Police Officer I/II/MPO	15	21 <sup>2</sup>	26 <sup>2</sup>	26 <sup>2</sup>
Police Officer I/II/MPO (Downtown)	1	0 <sup>1</sup>	0	0
Police Officer I/II/MPO (Housing)	1	0 <sup>1</sup>	0	0
<b>District II (322)</b>				
Police Lieutenant	1	1	1	1
Police Sergeant	2	3 <sup>1</sup>	3	3
Police Officer I/II/MPO	15	20 <sup>2</sup>	23 <sup>2</sup>	23 <sup>2</sup>
Police Officer I/II/MPO (Housing)	1	0 <sup>1</sup>	0	0
<b>District III (323)</b>				
Police Lieutenant	1	1	1	1
Police Officer I/II/MPO (Downtown)	0	1 <sup>1</sup>	0 <sup>3</sup>	0 <sup>3</sup>
Police Officer I/II/MPO (Housing)	0	2 <sup>1</sup>	0 <sup>4</sup>	0 <sup>4</sup>

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Police Sergeant	2	0 <sup>1</sup>	0	0
Police Officer I/II/MPO	16	5 <sup>1</sup>	3 <sup>1</sup>	3 <sup>1</sup>
<b>Criminal Investigations (326)</b>				
Police Lieutenant	1	1	1	1
Police Sergeant	1	1	1	1
Police Officer I/II/MPO	9	9	9	9
Senior Office Assistant	1	1	1	1
<b>Crime Scene Analysis (330)</b>				
Crime Analyst	1	1	0 <sup>5</sup>	0 <sup>5</sup>
Crime Scene Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	73	73	75	75

<sup>1</sup> Positions transferred within the department

<sup>2</sup> One of the positions frozen in FY02-03 and FY03-04

<sup>3</sup> Position transferred to Police-Support Services

<sup>4</sup> Contract with Housing Authority ended and positions transferred

<sup>5</sup> Position transferred to Police-Administration

### CAPITAL OUTLAY

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Field Operations Administration (320)</b>			
Replace Body Armor	\$ 7,000	\$ 7,000	\$ 7,000
Light Bar Replacement	4,140	-	-
Total Capital Outlay	<u>\$ 11,140</u>	<u>\$ 7,000</u>	<u>\$ 7,000</u>

**STATEMENT OF PURPOSE**

The Fire Department provides capable, well-trained personnel and necessary equipment to suppress fires and effectively manage hazardous chemical accidents that may occur in our community related to transportation or industry; provides rescue services as needed and basic life support through an updated First Responder Program. They continue to work toward a more fire-safe community through Loss Prevention activities, including building inspections, code enforcement, minimum housing activities, and public education programs.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue working on plans to hire the first 6 of 18 new firefighters over a 3-year period for the new Fire Station.
2. Continue to work on plans for annexation (Westcliffe).
3. Review and update Company Performance Standards.
4. Explore available funding/grants to provide defibrillator and other equipment.
5. Develop Public Education Program for Senior Citizens.
6. Research development of a Public Safety/Services Training Ground.
7. Pursue enabling legislation to allow Fire lane enforcement by Fire Department.
8. Participate in the development of the Park Avenue Community Center.
9. Work with CDC to improve housing stock in the Jersey City area.
10. Improve neighborhood conditions in the 200 & 300 block of S. Lee Street.
11. Improve and increase fire safety education in the Hispanic Community.
12. Improve Life Safety for local college campuses.
13. Develop protocols and procedures for activating a Fire Operations Center to control activity and locations of units during multiple alarms.
14. Streamline departmental reporting and record keeping systems.
15. Improve Victim Assistance Program.
16. Improve Customer Service through efficiently using telephone capabilities and available technology.
17. Replace reserve Engine 521 with 75-foot ladder/pumper combination.

**PERFORMANCE MEASURES**

	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>	<u>FY00-01</u>	<u>FY01-02</u>
EMS Calls	1,258	1,222	1,616	1,628	1,380
Other Alarm Calls	1,202	1,117	1,025	1,166	983
Total Alarms	2,460	2,339	2,641	2,794	2,363
Value of Fire Loss	\$ 1,885,851	\$ 1,853,214	\$ 2,326,589	\$ 752,200	1,650,290

**BUDGET REQUEST SUMMARY**

	<u>Actual</u> <u>FY01-02</u>	<u>Budgeted</u> <u>FY02-03</u>	<u>Requested</u> <u>FY03-04</u>	<u>Mgr Recommends</u> <u>FY03-04</u>	<u>Adopted</u> <u>FY03-04</u>
Personnel	\$ 2,808,564	\$ 2,819,647	\$ 3,159,157	\$ 2,937,002	\$ 2,934,871
Operating	633,223	657,351	932,667	627,228	627,228
Capital	<u>7,510</u>	<u>584,306</u>	<u>422,613</u>	<u>202,300</u>	<u>73,500</u>
<b>TOTAL</b>	<b>\$ 3,449,297</b>	<b>\$ 4,061,304</b>	<b>\$ 4,514,437</b>	<b>\$ 3,766,530</b>	<b>\$ 3,635,599</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Fire Administration (000)</b>				
Fire Chief	1	1	1	1
Assistant Fire Chief	1	1	1	1
Fire Logistics Officer	1	1	1	1
Department Secretary	1	0 <sup>1</sup>	0	0
Office Assistant	1	0 <sup>1</sup>	1 <sup>3</sup>	1 <sup>3</sup>
<b>Fire Station #51 (351)</b>				
Battalion Chief	3	3	3	3
Fire Captain	6	6	6	6
Fire Control Specialist I/II	15	15	15	15
Fire Engineer	6	6	6	6
<b>Fire Station #52 (352)</b>				
Fire Captain	3	3	3	3
Fire Control Specialist I/II	6	6	6	6
Fire Engineer	6	6	6	6
<b>Fire Station #53 (353)</b>				
Fire Captain	3	3	3	3
Fire Control Specialist I/II	6	6	6	6
Fire Engineer	3	3	3	3
<b>Loss Prevention and Investigation (356)</b>				
Fire Investigation/Inspection Officer	1	1	1	1
Fire Investigation/Inspection Specialist	3	3	3	3
Minimum Housing/Inspection Specialist	1	0 <sup>2</sup>	1 <sup>2</sup>	1 <sup>2</sup>
<b>Training Division (357)</b>				
Battalion Chief	1	1	1	1
Fire Projects Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>69</b>	<b>66</b>	<b>68</b>	<b>68</b>

<sup>1</sup> Reduction in force

<sup>2</sup> Position funded through HUD for FY02-03 only

<sup>3</sup> New Position funded at 1/1/04

## CAPITAL OUTLAY

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Fire Administration (000)</b>			
Light Bar for Staff Vehicle	\$ 10,200	\$ -	\$ -
<b>Fire Station #51 (351)</b>			
"Insta-Chains" for response equipment	16,500	16,500	16,500
Cardiac Defibrillator	6,400	-	-
Forcible Entry Tools	4,500	-	-
5" Manifold	1,025	-	-
5" supply hose	24,000	24,000	24,000
Foam Equipment	1,600	-	-
Fire Attack Nozzles	22,400	22,400	22,400
CGI (Gas Detectors)	4,600	4,600	4,600
PPV Fans	1,200	-	-
Construct Parking lot	54,388	-	-
Concrete drive through lower lot	6,000	6,000	6,000
Window replacements (29) at Station 51	51,475	-	-
Minor Remodeling in Kitchen of Station 51	6,000	-	-
Replace carpet in Training Room	2,000	-	-
Replace carpet in Battalion Chief's Office	750	-	-
Repair ceiling in bay	20,000	20,000	-
Refurbish Assistant Chief Office	1,000	-	-
<b>Fire Station #52 (352)</b>			
Floor Buffer	1,200	-	-
Replacement 9 Windows	10,980	-	-
Station 52 Front Apron	42,900	-	-
Light Improvements for parking lot	750	-	-
Replace ceiling tiles- damaged due to constant water leaks	3,500	-	-
Epoxy spray painting of Station	4,500	-	-
<b>Fire Station #53 (353)</b>			
Ice Machine	3,200	-	-
Equipment for 504	8,000	-	-
Decon Washer	6,000	-	-
Floor Buffer	1,200	-	-
Remodel Bathroom	50,000	-	-
Concrete Drive	29,400	29,400	-
Replace back door of bay	1,000	-	-
Epoxy coat bay floor	7,000	-	-
Repair ceiling in bay after roof repair	4,000	-	-
Renovate Station 53	-	79,400	-
<b>Loss Prevention and Investigation (356)</b>			
Garage for Fire Safety House	6,100	-	-
<b>Training (357)</b>			
Satellite Dish for EENET	1,200	-	-
Smokey Visor Training Aid	4,400	-	-
Audio/Video Mixer	795	-	-
Kodak Slide Projector	550	-	-
Keiser Machine	1,900	-	-
Total Capital Outlay	\$ 422,613	\$ 202,300	\$ 73,500



**DEPARTMENT - Public Services - Summary**

**SUMMARY STATEMENT OF PURPOSE**

The Public Services Department provides the citizens of Salisbury with street maintenance, collection and disposal of solid waste, traffic signal maintenance, pavement markings, and landscaping of City property. This Department also provides maintenance of all City vehicles.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 3,271,366	\$ 3,271,557	\$ 3,503,302	\$ 3,457,645	\$ 3,457,645
Operating	2,515,149	2,214,983	2,626,822	2,552,715	2,552,715
Capital	<u>42,786</u>	<u>-</u>	<u>128,600</u>	<u>52,100</u>	<u>52,100</u>
<b>TOTAL</b>	<b>\$ 5,829,301</b>	<b>\$ 5,486,540</b>	<b>\$ 6,258,724</b>	<b>\$ 6,062,460</b>	<b>\$ 6,062,460</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Permanent Full-Time	84	78.5	79.5	79.5
Permanent Part-Time	2	2	2	2
Temporary Full-Time	<u>14</u>	<u>8</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>100</b>	<b>88.5</b>	<b>85.5</b>	<b>85.5</b>

**STATEMENT OF PURPOSE**

The Administration Division of the Public Services Department serves as the central management and administration source for activities and operations related to the Public Services Department including Fleet Management, Landscape Operations, Cemetery, Hurley Park, Traffic Operations, Waste Management, Streets and Transit.

**COUNCIL PERFORMANCE GOALS**

Overall goals for Public Services Administration are delineated under each division separately.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 157,960	\$ 161,817	\$ 215,300	\$ 213,802	\$ 213,802
Operating	11,409	11,349	57,376	37,132	37,132
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 169,369</b>	<b>\$ 173,166</b>	<b>\$ 272,676</b>	<b>\$ 250,934</b>	<b>\$ 250,934</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Public Services Director	1	1	1	1
Department Secretary	1	1	1	1
City Code Inspector	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Transfer from Landscaping

**STATEMENT OF PURPOSE**

The Traffic Operations Division of the Public Services Department provides the City with a resource capable of effectively monitoring and evaluating municipal traffic safety, traffic flow, and parking needs; and develops and implements programs designed to address those needs through a network of traffic signals, traffic control signs, pavement markings, and parking control devices.

The group is also an internal support group to the Information Technology Division and all other departments as needed.

**DIVISIONAL PERFORMANCE GOALS**

1. Assist the North Carolina DOT with projects and upgrades which pertain to traffic control devices.
2. Continue preventive maintenance and rejuvenation schedules on all traffic control devices.
3. Assist Traffic Engineering with the daily operations of the Traffic Signal System and traffic studies.

**PERFORMANCE MEASURES**

	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>	<u>FY00-01</u>	<u>FY01-02</u>
Miles of pavement markings repainted	43.9	45	44	31	24.5
Traffic signal bulbs replaces			992 <sup>1</sup>	156	1081
Traffic studies completed			41 <sup>1</sup>	116	67
Signs repaired			808 <sup>1</sup>	638	629

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 321,231	\$ 329,075	\$ 346,746	\$ 346,748	\$ 346,748
Operating	108,151	107,139	117,324	104,266	104,266
Capital	17,942	-	6,000	6,000	6,000
<b>TOTAL</b>	<b>\$ 447,324</b>	<b>\$ 436,214</b>	<b>\$ 470,070</b>	<b>\$ 457,014</b>	<b>\$ 457,014</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Traffic Operations Manager	1	1	1	1
Signs and Marking Crewleader	1	1	1	1
Signs and Marking Technician I/II	3	3	3	3
Traffic Signal Technical I/II	3	3	3	3
Seasonal Worker (Temp/Full-Time)	<u>4</u>	<u>0</u> <sup>1</sup>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>12</b>	<b>8</b>	<b>8</b>	<b>8</b>

<sup>1</sup> Reduction in force

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
Traffic Signal Equipment	\$ 6,000	\$ 6,000	\$ 6,000

**STATEMENT OF PURPOSE**

The Street Division of the Public Services Department plans, implements, and manages the construction and maintenance of all City streets, sidewalks, drainage systems and right-of-ways through a program of maintenance, construction, cleaning, and general beautification. This department also funds activities associated with street construction, maintenance, cleaning and rights-of-way maintenance as provided for by revenue received from the State of North Carolina through the Powell Bill Fund.

**DIVISIONAL PERFORMANCE GOALS**

**Administration (000)**

Plan, direct and support the construction and maintenance of city streets, sidewalks and drainage systems.

**Street Maintenance (420)**

Street Maintenance Division performs maintenance to city streets and parking facilities not covered under the guidelines of Powell Bill Funding; performs paving and patching to street cuts as a result of the work efforts of various utilities.

**Concrete Construction (421)**

Concrete Construction Division provides maintenance and repair to city sidewalks, driveways, and curbs; responds to requests from contractors and property owners to install or repair new concrete facilities.

**Street Cleaning (422)**

The Street Cleaning Division routinely sweeps, washes, and removes debris from streets to prevent sedimentation of drainage structures and prevent unsafe conditions; cleans downtown sidewalks, streets, and city-owned parking facilities nightly to provide aesthetic enhancements to public properties.

**Limb/Yard Waste (423)**

The Limb/Yard Waste Division provides weekly limb and bagged yard debris collection citywide to coincide with the solid waste and recycling collection.

**Leaf Collection (424)**

The Leaf Collection Division provides curbside loose-leaf collection during the fall and winter months. This includes a rotating schedule every three weeks.

**Powell Bill Paving & Resurfacing (426)**

The Powell Bill Paving & Resurfacing Division maintains and continuously upgrades the City’s 147 miles of streets through maintenance programs consisting of crack sealing, base repairs, pavement maintenance, and paving as prioritized from the street condition survey.

**Powell Bill Bridge Maintenance/Snow (427)**

The Powell Bill Bridge Maintenance/Snow Division provides maintenance to the decking, pavement, and related bridge facilities; maintains streets, walks, and parking facilities in a passable condition during periods of ice and snow.

**Powell Bill Drainage (428)**

The Powell Bill Drainage Division cleans, constructs and repairs culverts, catch basins and related drainage structures as needed to ensure effective and efficient run-off of rainwater to minimize local flooding.

**Powell Bill-Concrete Construction (429)**

The Powell Bill Concrete Construction Division provides maintenance, repair, and installation to city curb and gutter, sidewalks, and bike pathways.

**PERFORMANCE MEASURES**

	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>	<u>FY00-01</u>	<u>FY01-02</u>
Lane Miles of Streets Paved	15.5	15.7	15.5	16	9.6
Miles of streets maintained	136	146	147	147	147
Pot holes filled	1,550	1,550	950	880	574
Driveways	90	99	94	92	73
Sidewalks replaced/repaired - feet	8,000	7,500	6,142	6,215	7511
Curb & gutter - feet	3,500	2,500	2,012	2,836	3246
New Handicap Ramps	N/A	N/A	28	50	37

## BUDGET REQUEST SUMMARY

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 1,092,887	\$ 1,126,555	\$ 1,223,629	\$ 1,209,233	\$ 1,209,233
Operating	824,790	736,508	861,777	918,864	918,864
Capital	6,630	-	75,400	19,200	19,200
<b>TOTAL</b>	<b>\$ 1,924,307</b>	<b>\$ 1,863,063</b>	<b>\$ 2,160,806</b>	<b>\$ 2,147,297</b>	<b>\$ 2,147,297</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Administration (000)</b>				
Street Maintenance Manager	1	1	1	1
<b>Street Maintenance (420)</b>				
Street Maintenance Supervisor	2	2	2	2
Equipment Operator I/II	3	2	2	2
Street Maintenance Worker I/II	1	2	2	2
<b>Concrete Construction (421)</b>				
Street Maintenance Supervisor	1	1	1	1
Equipment Operator I/II	2	2	2	2
Street Maintenance Worker I/II	3	1	1	1
<b>Street Cleaning (422)</b>				
Street Maintenance Supervisor	1	1	1	1
Equipment Operator I/II	6	6	5	5
<b>Limb/Yard Waste Collection (423)</b>				
Equipment Operator I/II	2	2	2	2
Street Maintenance Worker I/II	2	3	3	3
<b>Leaf Collection (424)</b>				
Equipment Operator I/II	1	1	2	2
Street Maintenance Worker I/II	1	0 <sup>2</sup>	0	0
<b>Powell Bill-Paving &amp; Resurfacing (426)</b>				
Equipment Operator I/II	1	2	2	2
Street Maintenance Worker I/II	1	0 <sup>2</sup>	0	0
<b>Powell Bill-Street Maintenance (427)</b>				
Equipment Operator I/II	1	1	1	1
<b>Powell Bill-Drainage &amp; Storm Sewers (428)</b>				
Street Maintenance Supervisor	1	1	1	1
Equipment Operator I/II	1	1	1	1
Street Maintenance Worker I/II	1	0 <sup>2</sup>	1 <sup>1</sup>	1 <sup>1</sup>
<b>Powell Bill-Concrete Construction (429)</b>				
Street Maintenance Worker I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>33</b>	<b>30</b>	<b>31</b>	<b>31</b>

Note: Positions moved between cost centers

<sup>1</sup> Position added for Annexation

<sup>2</sup> Reduction in force

## CAPITAL OUTLAY

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Street Administration (000)</b>			
Electric Repairs Shop	\$ 10,000	\$ -	\$ -
Equipment Storage-Landfill	30,000	-	-
<b>Street Maintenance (420)</b>			
Compactor Tamp	3,000	3,000	3,000
Concrete Cut-Off Saw	1,200	-	-
<b>Concrete Construction (421)</b>			
Concrete Cut-Off Saw	1,200	1,200	1,200
Compactor Tamp	3,000	3,000	3,000
Concrete Forms	2,000	2,000	2,000
<b>Bridge/Winter Maintenance (427)</b>			
Material Spreader	10,000	-	-
Snow Plow For Annexation	10,000	10,000	10,000
Salt Brine Tank	<u>5,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 75,400	\$ 19,200	\$ 19,200

**STATEMENT OF PURPOSE**

The Cemetery Division of the Public Services Department operates, maintains and develops seven municipal cemeteries totaling 78.6 acres of publicly controlled burial grounds.

**DIVISIONAL PERFORMANCE GOALS**

1. Perform daily maintenance activities including mowing, leaf collection, pruning and collection of litter in order to maintain a well-groomed appearance of cemetery properties.
2. Provide prompt and courteous service to funeral directors and bereaved families in regard to interments and related services.
3. Assist families with special requests regarding the care of burial plots.
4. Assist public walk-ins with location of graves.
5. Continue staff development in the areas of equipment operation, work safety, and technical expertise.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 163,047	\$ 167,262	\$ 166,992	\$ 166,990	\$ 166,990
Operating	52,935	46,599	54,235	51,485	51,485
Capital	-	-	9,000	5,500	5,500
<b>TOTAL</b>	<b>\$ 215,982</b>	<b>\$ 213,861</b>	<b>\$ 230,227</b>	<b>\$ 223,975</b>	<b>\$ 223,975</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Cemetery Maintenance Supervisor	1	0 <sup>1</sup>	0	0
Cemetery Operations Manager	0	1 <sup>1</sup>	1	1
Grounds Maintenance Worker Sr/I/II	2	2	1 <sup>1</sup>	1 <sup>1</sup>
Equipment Operator I/II	1	1	2 <sup>1</sup>	2 <sup>1</sup>
Seasonal Worker (Temp/Full-Time)	<u>3</u>	<u>3</u>	<u>2<sup>2</sup></u>	<u>2<sup>2</sup></u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>

<sup>1</sup> Position reclassified

<sup>2</sup> Deleted one position and extended length of employment for the other two

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
Replace Shop garage doors at Chestnut Hill	\$ 2,500	\$ 2,500	\$ 2,500
Paint Chestnut Hill Shop inside and out	3,500	-	-
Pave parking area around shop & office in Chestnut Hill	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>
<b>Total Capital Outlay</b>	<b>\$ 9,000</b>	<b>\$ 5,500</b>	<b>\$ 5,500</b>

**STATEMENT OF PURPOSE**

The Waste Management Division of the Public Services Department maintains a clean, healthy environment for the citizens of Salisbury through the regular collection, transportation, and disposal of industrial, commercial, and residential refuse, and other debris using an effective, efficient system of waste management and recycling.

**COUNCIL PERFORMANCE GOALS**

Implement study to determine the feasibility and cost of alternative plans (other than landfill) for disposal of the city's solid waste. (Level III Goal—Also appears in Public Services Goals).

**DIVISIONAL PERFORMANCE GOALS**

1. Prepare to immediately provide service to newly annexed areas.
2. Continue a tagging system to reduce the number of carts and bins being left on the curb after collection.
3. Review the possibility of rebidding contracts for the collection of dumpsters and recycling containers.
4. Implement a plan that ensures the Solid Waste Division can supply service any time of day.
5. Collect data on the impact of operations when annexation is implemented.

**PERFORMANCE MEASURES**

	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>	<u>FY00-01</u>	<u>FY01-02</u>
City-collected garbage - tons	8,200	8,200	8,250	8,300	8,400
Commercial garbage collection - tons	13,200	13,400	13,100	12,400	12,200
Residential recycling by calendar year - tons	1,020	1,275	1,700	470	2,248
Cardboard collected for recycling - tons	400	400	400	400	400

**BUDGET REQUEST SUMMARY**

	<u>Actual</u> <u>FY01-02</u>	<u>Budgeted</u> <u>FY02-03</u>	<u>Requested</u> <u>FY03-04</u>	<u>Mgr Recommends</u> <u>FY03-04</u>	<u>Adopted</u> <u>FY03-04</u>
Personnel	\$ 418,873	\$ 403,483	\$ 460,887	\$ 439,242	\$ 439,242
Operating	914,449	898,282	1,031,291	1,004,644	1,004,644
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,333,322</b>	<b>\$ 1,301,765</b>	<b>\$ 1,492,178</b>	<b>\$ 1,443,886</b>	<b>\$ 1,443,886</b>

**PERSONNEL DETAIL**

<u>Position Title</u>	<u>Authorized</u> <u>FY 01-02</u>	<u>Authorized</u> <u>FY 02-03</u>	<u>Mgr Recommends</u> <u>FY 03-04</u>	<u>Adopted</u> <u>FY 03-04</u>
Solid Waste Manager	1	1	1	1
Solid Waste Operations Supervisor	1	1	1	1
Solid Waste Equipment Operator	8	8	8	8
Seasonal Worker (Temp/Full-Time)	<u>4</u>	<u>3</u> <sup>1</sup>	<u>0</u> <sup>2</sup>	<u>0</u> <sup>2</sup>
<b>TOTAL</b>	<b>14</b>	<b>13</b>	<b>10</b>	<b>10</b>

<sup>1</sup> Reduction in force

<sup>2</sup> Funding budgeted for temporary services



**STATEMENT OF PURPOSE**

The Landscape Operations Division of the Public Services Department performs a wide range of activities regarding the development and maintenance of publicly controlled landscapes throughout the city. These activities include horticultural management, vegetation control, urban forestry, and nuisance abatement to be completed in a prompt, courteous, and efficient manner.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue development of a comprehensive tree management program including; Geographic Information Systems use, pruning, removal, replacement, new planting, and routine maintenance.
2. Provide staff support to the Salisbury Tree Board, Downtown Salisbury, Inc., and Community Development for the implementation of goals adopted by the City Council including Arbor Day, Brown-Wiseman Boxwood property development, and the Angel Project at Robertson Gateway Park.
3. Assist the Public Services Director in the implementation of interdepartmental projects.
4. Provide concerted code enforcement and nuisance abatement services within the context of the Neighborhood Improvement Initiative.
5. Continue staff development in the areas of equipment training and operation, pesticide and horticultural workshops, Human Resource classes, work safety, and technical expertise.
6. Provide consistent maintenance for the expanding Utilities and State DOT contracts with focus on time management and efficiency.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 418,215	\$ 405,653	\$ 388,581	\$ 380,462	\$ 380,462
Operating	192,697	167,296	203,358	161,770	161,770
Capital	-	-	15,000	-	-
<b>TOTAL</b>	<b>\$ 610,912</b>	<b>\$ 572,949</b>	<b>\$ 606,939</b>	<b>\$ 542,232</b>	<b>\$ 542,232</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Landscape (000)</b>				
Landscape Division Manager	1	1	1	1
Landscape Maintenance Supervisor	1	1	1	1
Grounds Maintenance Supervisor	1	0 <sup>1</sup>	0	0
Grounds Maintenance Worker Sr/I/II	6	6 <sup>1,3</sup>	6	6
City Code Inspector	1	1	0 <sup>4</sup>	0 <sup>4</sup>
Seasonal Worker (Temp/Full-Time)	1	0 <sup>3</sup>	0	0
<b>Contract Mowing (460)</b>				
Grounds Maintenance Worker I/II	2	2	2	2
Seasonal Worker (Temp/Full-Time)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>15</b>	<b>13</b>	<b>12</b>	<b>12</b>

<sup>1</sup> Position reclassified

<sup>2</sup> Positions moved between cost centers

<sup>3</sup> Reduction in force

<sup>4</sup> Position transferred to Public Services Administration

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Landscape (000)</b>			
Interior Repairs	\$ 5,000	\$ -	\$ -
Vinyl Siding on Maintenance Building	<u>10,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 15,000	\$ -	\$ -

**STATEMENT OF PURPOSE**

The Landscape-Hurley Park Division of the Public Services Department maintains and continues development of the 15-acre Elizabeth Holmes Hurley Park in conjunction with the J.F. Hurley Foundation and the City of Salisbury's Hurley Park Advisory Commission.

**DIVISIONAL PERFORMANCE GOALS**

1. Provide support to the Hurley Park Advisory Commission for the implementation of goals adopted by the City Council.
2. Maintain records of plantings and donations in conjunction with the Hurley Foundation.
3. Continue Staff development in the areas of computer literacy, work safety and technical expertise.
4. Develop and implement a comprehensive plan for Hurley Park reclamation.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 75,845	\$ 74,612	\$ 79,489	\$ 79,487	\$ 79,487
Operating	25,610	23,805	35,499	24,363	24,363
Capital	80	-	-	-	-
<b>TOTAL</b>	<b>\$ 101,535</b>	<b>\$ 98,417</b>	<b>\$ 114,988</b>	<b>\$ 103,850</b>	<b>\$ 103,850</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Park Curator (Perm/Part-Time)	1	1	1	1
Sr. Grounds Maintenance Worker	1	1	1	1
Grounds Maint. Worker (Perm/Part-Time)	1	1	1	1
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**STATEMENT OF PURPOSE**

The Fleet Management Division of the Public Services Department provides a centralized resource for the maintenance, modification, and repair of City vehicles and equipment, including Transit System buses. The Division also offers expertise in the development of specifications used in the purchase of new vehicles and equipment, maintains vehicle records and provides financial records on vehicle repairs.

**DIVISIONAL PERFORMANCE GOALS**

1. Enhance technical abilities of Fleet Division's 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.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 623,308	\$ 603,100	\$ 621,678	\$ 621,681	\$ 621,681
Operating	224,826	63,723	105,680	89,909	89,909
Capital	18,134	-	23,200	21,400	21,400
<b>TOTAL</b>	<b>\$ 866,268</b>	<b>\$ 666,823</b>	<b>\$ 750,558</b>	<b>\$ 732,990</b>	<b>\$ 732,990</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Fleet Service Manager	1	1	1	1
Fleet Service Supervisor	1	1	1	1
Fleet Service Shift Supervisor	1	.5 <sup>2</sup>	.5	.5
Mechanic/Master Mechanic	8	7 <sup>1</sup>	7	7
Automotive Service Technician	0	1 <sup>1</sup>	1	1
Parts Manager	1	1	1	1
Senior Office Assistant	1	0 <sup>3</sup>	0	0
<b>TOTAL</b>	<b>13</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>

<sup>1</sup> Position reclassified

<sup>2</sup> Position partially funded by Transit

<sup>3</sup> Reduction in force

### CAPITAL OUTLAY

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
OBD II Equip	\$ 6,500	\$ 6,500	\$ 6,500
Transmission	1,800	1,800	1,800
Parts Cleaner	3,500	3,500	3,500
Oil Filter Crusher	2,900	2,900	2,900
Mitchell	2,000	2,000	2,000
Scanner Updates	2,000	2,000	2,000
Diesel Software	1,200	1,200	1,200
Alignment	1,500	1,500	1,500
Allison Software	<u>1,800</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 23,200	\$ 21,400	\$ 21,400

**STATEMENT OF PURPOSE**

The Parks and Recreation Department provides the citizens of Salisbury with a variety of quality leisure services through safe, attractive, maintained parks and diversified programs that meet the current and future needs of the community.

**COUNCIL PERFORMANCE GOALS**

1. Continue construction of the Salisbury Community Park and Recreation Complex.
2. Continue to develop funding sources for future phases of the Parks and Recreation Project.
3. Continue renovation of existing Parks and Recreation facilities.
4. Complete master plans for individual parks.
5. Identify additional revenue sources for Greenway System construction.
6. Seek funding for establishing the Salisbury-Rowan Sports Hall of Fame.
7. Assist with neighborhood redevelopment.
8. Provide assistance to schools.
9. Partner with the Visitors and Convention Bureau to enhance event recruitment.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Improve the quality and quantity of recreation programs offered to the community.
2. Renovate and repair the current Parks and Recreation facilities through the use of a systematic renovation master plan.
3. Standardize policies and procedures for operations.
4. Develop measurement standards for programming and maintenance.
5. Continue to expand neighborhood and cooperative programs.
6. Update and develop facility user fee structure.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 1,048,431	\$ 1,110,216	\$ 1,155,853	\$ 1,155,873	\$ 1,155,873
Operating	526,575	536,599	620,515	576,851	576,851
Capital	<u>485,931</u>	<u>226,656</u>	<u>196,700</u>	<u>90,200</u>	<u>90,200</u>
<b>TOTAL</b>	<b>\$ 2,060,937</b>	<b>\$ 1,873,471</b>	<b>\$ 1,973,068</b>	<b>\$ 1,822,924</b>	<b>\$ 1,822,924</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Administration (100)</b>				
Parks & Recreation Director	1	1	1	1
Department Secretary	1	1	1	1
Recreation Program Manager	1	1	1	1
<b>Civic Center (601)</b>				
Recreation Coordinator	1	1	1	1
Recreation Programmer	1	1	1	1
Recreation Aide (Temp/Part-Time)	2	1 <sup>2</sup>	1	1
Center Attendant (Perm/Part-Time)	2	2	0 <sup>1</sup>	0 <sup>1</sup>
Center Attendant (Temp/Part-Time)	0	0	2 <sup>1</sup>	2 <sup>1</sup>
Recreation Aide-Summer (Temp/Full-Time)	6	2 <sup>2</sup>	2	2
<b>City Park Center (602)</b>				
Recreation Coordinator	1	1	1	1
Recreation Programmer	1	1	1	1
Recreation Aide (Temp/Part-Time)	2	2	2	2
Recreation Aide-Summer (Temp/Full-Time)	7	7	7	7
<b>Miller Center (603)</b>				
Recreation Coordinator	1	1	1	1
Recreation Programmer	1	1	1	1
Recreation Aide (Temp/Part-Time)	2	2	2	2
Recreation Aide-Summer (Temp/Full-Time)	7	7	7	7
<b>Buildings &amp; Grounds (604)</b>				
Athletic Maintenance Manager	0	1 <sup>3</sup>	1	1
Parks & Recreation Maintenance Manager	1	1	1	1
B & G Maintenance Worker Sr/I/II	5	9 <sup>2,3,4</sup>	9	9
B & G Maintenance Worker I/II-Greenway	1	1	1	1
Recreation Aide (Temp/Part-Time)	1	2	2	2
<b>Athletic Grounds Maintenance (605)</b>				
Athletic Maintenance Manager	1	0 <sup>3</sup>	0	0
B & G Maintenance Worker Sr/I/II	6	0 <sup>3</sup>	0	0
Recreation Aide (Temp/Part-Time)	1	0 <sup>3</sup>	0	0
<b>Athletic Programs (606)</b>				
Recreation Coordinator	1	1	1	1
Recreation Programmer	2	1 <sup>2</sup>	1	1
Recreation Aide (Temp/Part-Time)	3	3	3	3
Recreation Aide-Summer (Temp/Full-Time)	4	4	4	4
<b>Public Relations/Marketing (607)</b>				
Marketing & Community Relations Mgr.	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>64</b>	<b>56</b>	<b>56</b>	<b>56</b>

<sup>1</sup> Change from permanent part-time to temporary part-time without benefits

<sup>2</sup> Reduction in force

<sup>3</sup> Position transferred within the department

<sup>4</sup> One position replaced by contractual cleaning

### CAPITAL OUTLAY

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Buildings and Grounds (604)</b>			
Park Improvements	\$ 100,000	\$ 88,700	\$ 88,700
Civic Center foundation/wall repairs	65,000	-	-
Roof Replacements	5,200	-	-
Hall Gym Parking Lot	25,000	-	-
Soccer Goals	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
Total Capital Outlay	\$ 196,700	\$ 90,200	\$ 90,200



**DEPARTMENT - Public Services**  
**DIVISION – Transportation**

**553**

**STATEMENT OF PURPOSE**

The Transportation Division of the Public Services Department provides funding for the City's share of the City Transit System.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	160,282	160,282	160,282	160,282	160,282
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 160,282</b>	<b>\$ 160,282</b>	<b>\$ 160,282</b>	<b>\$ 160,282</b>	<b>\$ 160,282</b>

**DEPARTMENT – Education**

**641**

**STATEMENT OF PURPOSE**

The Education Department provides for funding the Supplementary Education System.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	42,342	42,342	42,342	42,342	42,342
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>	<b>\$ 42,342</b>

**DEPARTMENT - Debt Service**

**901**

**STATEMENT OF PURPOSE**

Debt Service Department provides for the payment of principal and interest payments on outstanding General Fund debt.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	888,174	854,818	948,749	948,749	948,749
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 888,174</b>	<b>\$ 854,818</b>	<b>\$ 948,749</b>	<b>\$ 948,749</b>	<b>\$ 948,749</b>



**CITY OF SALISBURY**

**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2004  
With Estimated Actual for Year Ending June 30, 2003 and  
Actual for Year Ended June 30, 2002

	<u>2002 Actual</u>	<u>2003 Estimate</u>	<u>2004 Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 25,200	\$ 19,500	\$ 15,771
Other	<u>-</u>	<u>18,405</u>	<u>-</u>
Total revenues	<u>\$ 25,200</u>	<u>\$ 37,905</u>	<u>\$ 15,771</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ -	\$ -	\$ 595,500
Operating transfer from General Fund	<u>1,413,259</u>	<u>1,298,726</u>	<u>1,290,586</u>
Total other financing sources	<u>\$ 1,413,259</u>	<u>\$ 1,298,726</u>	<u>\$ 1,886,086</u>
Total revenues and other financing sources	<u>\$ 1,438,459</u>	<u>\$ 1,336,631</u>	<u>\$ 1,901,857</u>

**FUND - 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 SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	166,895	166,896	204,199	204,199	204,199
Capital	<u>728,943</u>	<u>1,163,330</u>	<u>3,928,829</u>	<u>1,697,658</u>	<u>1,697,658</u>
<b>TOTAL</b>	<b>\$ 895,838</b>	<b>\$ 1,330,226</b>	<b>\$ 4,133,028</b>	<b>\$ 1,901,857</b>	<b>\$ 1,901,857</b>

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
City Council			
Computer Equipment	<u>\$ 7,400</u>	<u>\$ 7,400</u>	<u>\$ 7,400</u>
<b>Total Capital Outlay</b>	<b>\$ 7,400</b>	<b>\$ 7,400</b>	<b>\$ 7,400</b>
Risk Management			
Computer Equipment	<u>\$ 9,600</u>	<u>\$ 9,600</u>	<u>\$ 9,600</u>
<b>Total Capital Outlay</b>	<b>\$ 9,600</b>	<b>\$ 9,600</b>	<b>\$ 9,600</b>
Human Resources			
Computer Equipment	<u>\$ 6,600</u>	<u>\$ 6,600</u>	<u>\$ 6,600</u>
<b>Total Capital Outlay</b>	<b>\$ 6,600</b>	<b>\$ 6,600</b>	<b>\$ 6,600</b>
Finance - Information Technologies			
Computer Equipment	<u>\$ 103,202</u>	<u>\$ 103,202</u>	<u>\$ 103,202</u>
<b>Total Capital Outlay</b>	<b>\$ 103,202</b>	<b>\$ 103,202</b>	<b>\$ 103,202</b>
Finance - Administration			
Computer Equipment	<u>\$ 18,332</u>	<u>\$ 18,332</u>	<u>\$ 18,332</u>
<b>Total Capital Outlay</b>	<b>\$ 18,332</b>	<b>\$ 18,332</b>	<b>\$ 18,332</b>
Finance- Purchasing			
Computer Equipment	<u>\$ 1,000</u>	<u>\$ 1,000</u>	<u>\$ 1,000</u>
<b>Total Capital Outlay</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
Finance - Telecommunications			
Telecommunication Equipment	<u>\$ 595,500</u>	<u>\$ 595,500</u>	<u>\$ 595,500</u>
<b>Total Capital Outlay</b>	<b>\$ 595,500</b>	<b>\$ 595,500</b>	<b>\$ 595,500</b>
Land Mgmt & Development - Planning & Community Development			
Computer Equipment	<u>\$ 26,600</u>	<u>\$ 26,600</u>	<u>\$ 26,600</u>
<b>Total Capital Outlay</b>	<b>\$ 26,600</b>	<b>\$ 26,600</b>	<b>\$ 26,600</b>

	Requested FY 03-04	Mgr Recommends FY 03-04	Mgr Recommends FY 03-04
Land Mgmt & Development - Development Services			
Computer Equipment	\$ 8,600	\$ 8,600	\$ 8,600
<b>Total Capital Outlay</b>	<b>\$ 8,600</b>	<b>\$ 8,600</b>	<b>\$ 8,600</b>
City Office Building			
Computer Equipment	\$ 1,200	\$ 1,200	\$ 1,200
<b>Total Capital Outlay</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>
Land Management & Development - Engineering			
Computer Equipment	\$ 23,200	\$ 23,200	\$ 23,200
<b>Total Capital Outlay</b>	<b>\$ 23,200</b>	<b>\$ 23,200</b>	<b>\$ 23,200</b>
Plaza			
Computer Equipment	\$ 2,100	\$ 2,100	\$ 2,100
<b>Total Capital Outlay</b>	<b>\$ 2,100</b>	<b>\$ 2,100</b>	<b>\$ 2,100</b>
Police			
Computer Equipment	\$ 99,300	\$ 99,300	\$ 99,300
Replace PD19102 Van	15,777	15,777	15,777
Replace PD09101 Patrol Vehicle	24,335	24,335	24,335
Replace PD09102 Patrol Vehicle	24,335	24,335	24,335
Replace PD09103 Patrol Vehicle	24,335	24,335	24,335
Replace PD09105 Patrol Vehicle	24,335	24,335	24,335
Replace PD09107 Patrol Vehicle	24,335	24,335	24,335
Replace PD09108 Patrol Vehicle	24,335	24,335	24,335
Replace PD09109 Patrol Vehicle	24,335	24,335	24,335
Replace PD09501 Patrol Vehicle	24,335	24,335	24,335
Replace PD09502 Patrol Vehicle	24,335	24,335	24,335
Replace PD09503 Patrol Vehicle	24,335	24,335	24,335
Replace PD09504 Patrol Vehicle	24,335	24,335	24,335
Replace PD09506 Patrol Vehicle	24,335	24,335	24,335
Replace PD09507 Patrol Vehicle	24,335	24,335	24,335
Replace PD09508 Patrol Vehicle	24,335	24,335	24,335
Replace PD09509 Patrol Vehicle	24,335	24,335	24,335
Replace PD09510 Patrol Vehicle	24,335	24,335	24,335
Replace PD09609 Patrol Vehicle	24,335	24,335	24,335
<b>Total Capital Outlay</b>	<b>\$ 528,772</b>	<b>\$ 528,772</b>	<b>\$ 528,772</b>
Fire			
Computer Equipment	\$ 33,050	\$ 33,050	\$ 33,050
Replace #528 Grumman Tanker/Pumper	450,000	-	-
Replace #517 Ladder Truck	750,000	-	-
Replace #519 Command Unit	400,000	-	-
Replace #520 Sedan with 4WD SUV	26,670	25,585	25,585
Replace #506 Pickup Truck with Transport Van	21,527	-	-
Replace #FD09302 Sedan with Pickup Truck	24,500	-	-
Replace #508 Van with Van or Sedan	26,670	20,909	20,909
Add Rescue Gator	10,349	-	-
Add Rescue Boat	5,500	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,748,266</b>	<b>\$ 79,544</b>	<b>\$ 79,544</b>

	Requested FY 02-03	Mgr Recommends FY 02-03	Mgr Recommends FY 02-03
Public Services - Traffic Operations			
Computer Equipment	\$ 10,800	\$ 10,800	\$ 10,800
<b>Total Capital Outlay</b>	<b>\$ 10,800</b>	<b>\$ 10,800</b>	<b>\$ 10,800</b>
Public Services - Street			
Computer Equipment	\$ 6,950	\$ 6,950	\$ 6,950
Replace Tandem Dump Truck	77,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 83,950</b>	<b>\$ 6,950</b>	<b>\$ 6,950</b>
Public Services - Cemetery			
Add Full-size Pick-up Truck	\$ 23,750	\$ 13,400	\$ 13,400
<b>Total Capital Outlay</b>	<b>\$ 23,750</b>	<b>\$ 13,400</b>	<b>\$ 13,400</b>
Public Services - Solid Waste			
Replace 3 25-Yd High-Compaction Tandem Trucks	\$ 420,000	\$ -	\$ -
Add 25-Yd Compactor with Articulating Arm	159,858	159,858	159,858
<b>Total Capital Outlay</b>	<b>\$ 579,858</b>	<b>\$ 159,858</b>	<b>\$ 159,858</b>
Public Services - Landscape Operations			
Computer Equipment	\$ 2,400	\$ 2,400	\$ 2,400
Add Toro Landscape System	35,000	-	-
Add Hydroseeder	3,000	-	-
Add Leaf Collection System	8,000	-	-
Replace 2 Sickle Mowers	16,000	16,000	16,000
<b>Total Capital Outlay</b>	<b>\$ 64,400</b>	<b>\$ 18,400</b>	<b>\$ 18,400</b>
Public Services - Hurley Park			
Computer Equipment	\$ 1,000	\$ 1,000	\$ 1,000
<b>Total Capital Outlay</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
Public Services - Fleet			
Computer Equipment	\$ 3,600	\$ 3,600	\$ 3,600
Replace #394 Service Truck	37,500	37,500	37,500
<b>Total Capital Outlay</b>	<b>\$ 41,100</b>	<b>\$ 41,100</b>	<b>\$ 41,100</b>
Parks & Recreation			
Computer Equipment	\$ 21,100	\$ 21,100	\$ 21,100
Add Pickup Truck to replace two S10 trucks	22,500	13,400	13,400
<b>Total Capital Outlay</b>	<b>\$ 43,600</b>	<b>\$ 34,500</b>	<b>\$ 34,500</b>
Debt Service			
Principal and Interest	\$ 204,199	\$ 204,199	\$ 204,199
<b>Total Capital Outlay</b>	<b>\$ 204,199</b>	<b>\$ 204,199</b>	<b>\$ 204,199</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2004  
With Estimated Actual for the Year Ending June 30, 2003 and  
Actual for the Year Ended June 30, 2002

	<b>2002</b>	<b>2003</b>	<b>2004</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	<u>\$ 14,107,131</u>	<u>\$ 15,490,000</u>	<u>\$ 16,458,566</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 86,081	\$ 52,000	\$ 42,000
Capital contributions	384,294	-	-
Miscellaneous revenues	<u>67,891</u>	<u>254,860</u>	<u>313,261</u>
Total nonoperating revenues	<u>\$ 538,266</u>	<u>\$ 306,860</u>	<u>\$ 355,261</u>
 Total revenues and other financing sources	<u><u>\$ 14,645,397</u></u>	<u><u>\$ 15,796,860</u></u>	<u><u>\$ 16,813,827</u></u>

**CITY OF SALISBURY**  
**FY 2003-2004 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 03-04</b>	<b>FY 03-04</b>
<b>REVENUE</b>	\$ 14,645,397	\$ 15,219,825	\$ 16,771,809	\$ 16,813,827	\$ 16,813,827
<b>EXPENSES</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 03-04</b>	<b>FY 03-04</b>
<b>UTILITIES MGT &amp; ADMINISTRATION</b>					
Personnel	\$ 693,902	\$ 735,317	\$ 931,963	\$ 931,968	\$ 931,968
Operations	4,893,383	2,237,698	2,631,485	2,615,326	2,615,326
Capital	-	10,000	8,500	8,500	8,500
<b>TOTAL</b>	<b>\$ 5,587,285</b>	<b>\$ 2,983,015</b>	<b>\$ 3,571,948</b>	<b>\$ 3,555,794</b>	<b>\$ 3,555,794</b>
<b>WATER RESOURCES</b>					
Personnel	\$ 276,107	\$ 291,154	\$ 308,023	\$ 308,019	\$ 308,019
Operations	449,018	499,527	568,635	568,385	568,385
Capital	-	-	7,500	7,500	7,500
<b>TOTAL</b>	<b>\$ 725,125</b>	<b>\$ 790,681</b>	<b>\$ 884,158</b>	<b>\$ 883,904</b>	<b>\$ 883,904</b>
<b>WATER &amp; SEWER MAINT. &amp; CONST.</b>					
Personnel	\$ 837,905	\$ 933,965	\$ 1,058,427	\$ 1,058,994	\$ 1,058,994
Operations	1,050,424	1,136,926	1,111,324	1,112,481	1,112,481
Capital	89,108	491,300	364,300	364,300	364,300
<b>TOTAL</b>	<b>\$ 1,977,437</b>	<b>\$ 2,562,191</b>	<b>\$ 2,534,051</b>	<b>\$ 2,535,775</b>	<b>\$ 2,535,775</b>
<b>TECHNICAL SERVICES</b>					
Personnel	\$ 370,289	\$ 412,918	\$ 397,386	\$ 397,385	\$ 397,385
Operations	98,173	101,340	114,902	115,235	115,235
Capital	11,611	28,500	3,500	3,500	3,500
<b>TOTAL</b>	<b>\$ 480,073</b>	<b>\$ 542,758</b>	<b>\$ 515,788</b>	<b>\$ 516,120</b>	<b>\$ 516,120</b>
<b>WASTEWATER TREATMENT</b>					
Personnel	\$ 642,267	\$ 681,807	\$ 725,543	\$ 725,545	\$ 725,545
Operations	1,172,298	814,171	1,216,638	1,241,311	1,241,311
Capital	8,688	-	10,500	10,500	10,500
<b>TOTAL</b>	<b>\$ 1,823,253</b>	<b>\$ 1,495,978</b>	<b>\$ 1,952,681</b>	<b>\$ 1,977,356</b>	<b>\$ 1,977,356</b>
<b>METER SERVICES</b>					
Personnel	\$ 343,789	\$ 384,305	\$ 405,522	\$ 405,531	\$ 405,531
Operations	77,242	102,489	103,013	103,352	103,352
Capital	-	9,000	29,006	29,006	29,006
<b>TOTAL</b>	<b>\$ 421,031</b>	<b>\$ 495,794</b>	<b>\$ 537,541</b>	<b>\$ 537,889</b>	<b>\$ 537,889</b>
<b>FACILITIES MAINTENANCE</b>					
Personnel	\$ 415,679	\$ 430,226	\$ 459,281	\$ 459,287	\$ 459,287
Operations	747,628	883,112	932,527	939,903	939,903
Capital	5,175	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,168,482</b>	<b>\$ 1,313,338</b>	<b>\$ 1,391,808</b>	<b>\$ 1,399,190</b>	<b>\$ 1,399,190</b>



	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 03-04</b>	<b>FY 03-04</b>
<b>DEBT SERVICE</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	1,828,818	4,959,650	5,407,799	5,407,799	5,407,799
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,828,818</b>	<b>\$ 4,959,650</b>	<b>\$ 5,407,799</b>	<b>\$ 5,407,799</b>	<b>\$ 5,407,799</b>
<b>CAPITAL PROJECTS</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	-	-	-	-	-
Capital	-	76,420	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 76,420</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GRAND TOTAL</b>					
Personnel	\$ 3,579,938	\$ 3,869,692	\$ 4,286,145	\$ 4,286,729	\$ 4,286,729
Operations	10,316,984	10,734,913	12,086,323	12,103,792	12,103,792
Capital	114,582	615,220	423,306	423,306	423,306
<b>TOTALS</b>	<b>\$ 14,011,504</b>	<b>\$ 15,219,825</b>	<b>\$ 16,795,774</b>	<b>\$ 16,813,827</b>	<b>\$ 16,813,827</b>

**STATEMENT OF PURPOSE**

To serve as the central management and administration source and engineering support for activities, operations, and projects related to the Water and Sewer Utility.

**COUNCIL PERFORMANCE GOALS**

1. Continue to develop joint water and sewer extension policies with consideration of managed growth criteria.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Assist in cooperative effort with County to extend water and sewer to growth corridors.
2. Continue implementation of the major Water and Sewer Capital Improvement projects.
3. Pursue update of City Code of Ordinances to correspond to Revised Construction Standards, Revised Water Emergency Management Plan, and new Drought Conservation Plan.
4. Continue strategic planning efforts resulting in short and long term plans for Utilities expansion.
5. Continue efforts toward rate stabilization and overall fiscal stability.
6. Develop and maintain GIS database of the utility system.
7. Develop and maintain a system-wide hydraulic model utilizing new software.
8. Review all Water and Sewer fees to determine actual costs of service and recommend revised fees to City Council.
9. Continue to develop toward becoming one of the best Water and Sewer utilities in the State and region.
10. Pursue Local Permit Program for Water/Sewer extensions within utility service area.
11. Focus on cross training with other divisions within Utilities Department and the City.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 693,902	\$ 735,317	\$ 931,963	\$ 931,968	\$ 931,968
Operating	4,893,383	2,237,698	2,631,485	2,615,326	2,615,326
Capital	-	10,000	8,500	8,500	8,500
<b>TOTAL</b>	<b>\$ 5,587,285</b>	<b>\$ 2,983,015</b>	<b>\$ 3,571,948</b>	<b>\$ 3,555,794</b>	<b>\$ 3,555,794</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Administration (100)</b>				
Utilities Director	1	1	0 <sup>3</sup>	0 <sup>3</sup>
Assistant Utilities Director	1	1	0 <sup>3</sup>	0 <sup>3</sup>
Assistant City Manager for Utilities	0	0	1 <sup>3</sup>	1 <sup>3</sup>
Deputy Utilities Director	0	0	1 <sup>3</sup>	1 <sup>3</sup>
Productivity Analyst	1	1	1	1
Department Secretary	1	1	1	1
Compliance Coordinator	1	1	0 <sup>4</sup>	0 <sup>4</sup>
Finance & Administration Manager	0	0	1 <sup>2</sup>	1 <sup>2</sup>
<b>Utilities Engineering (800)</b>				
Utilities Engineering Manager	1	1	1	1
Utilities Engineer I/II/III	1	2 <sup>1</sup>	2	2
Engineering Technician I/II/III	1	1	1	1
Engineering Intern	1	1	1	1

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Utilities Construction Inspector	0	1 <sup>1</sup>	1	1
GIS Mapping Technician	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Utilities Project Manager	0	0	1 <sup>1</sup>	1 <sup>1</sup>
GIS Technician	<u>0</u>	<u>0</u>	<u>1<sup>1</sup></u>	<u>1<sup>1</sup></u>
TOTAL	9	11	14	14

<sup>1</sup> New position

<sup>2</sup> Position transferred from Technical Services

<sup>3</sup> Position reclassification

<sup>4</sup> Position eliminated

### CAPITAL OUTLAY

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Utility Administration (100)</b>			
Office Furniture	\$ 5,000	\$ 5,000	\$ 5,000
<b>Utility Engineering (800)</b>			
Portable Motorola Radio	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
Total Capital Outlay	\$ 8,500	\$ 8,500	\$ 8,500

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Oversee the expansion of the treatment capacity of the Water Plant from 12 MGD to 18 MGD.
2. Adjust operational process measures to meet new SDWA Regulations.
3. Evaluate the use of a pre-oxidant for TOC removal.
4. Prepare and distribute the Consumer Confidence Report to customers on water quality and explain the requirements to the general public.
5. Continue the public education program outreach to schools and civic organizations.
6. Continue the partnership with Rowan County (contract operations) for the Highway 70 water distribution system.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 276,107	\$ 291,154	\$ 308,023	\$ 308,019	\$ 308,019
Operating	449,018	499,527	568,635	568,385	568,385
Capital	-	-	7,500	7,500	7,500
<b>TOTAL</b>	<b>\$ 725,125</b>	<b>\$ 790,681</b>	<b>\$ 884,158</b>	<b>\$ 883,904</b>	<b>\$ 883,904</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Water Treatment Plant (811)</b>				
Water Treatment Supervisor	1	1	1	1
Senior Office Assistant	0	1 <sup>1</sup>	1	1
Senior Water Treatment Plant Operator	1	1	1	1
Water Treatment Plant Operator I/II	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> Position reclassified from 821-000

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Water Treatment (811)</b>			
Zeta Meter	\$ 7,500	\$ 7,500	\$ 7,500

**STATEMENT OF PURPOSE**

To provide the City's Water/Sewer Utility with an effective, efficient system for the distribution of potable water and the collection of waste through an equally effective, efficient sewer system.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue our inflow and infiltration preventive maintenance program.
2. Implement a water main flushing program, including development of a computer model to simulate unidirectional system-wide flushing.
3. Include inflow and infiltration related projects in the 5-year Capital Improvement Program projections.
4. Maintain compliance with new collection system permit requirements.

**PERFORMANCE MEASURES**

	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>	<u>FY00-01</u>	<u>FY01-02</u>
Change out or add 5/8" thru 1" water meters	995	900	1,141	1,300	756
Change out or add 1-1/2" & 2" water meters	24	30	20	14	11
Change out or add 3" or larger water meters	4	6	4	2	6
Install check valves on existing water services	712	528	590	588	511
Install water taps	358	442	439	364	427
Replace/install fire hydrants	11	20	22	8	24
Replace water valves	30	60	22	24	36
Clean and TV inspect sewer lines - feet	260,000	260,000	252,000	260,000	448,440
Install sewer taps	176	134	145	118	296

**BUDGET REQUEST SUMMARY**

	<u>Actual</u>	<u>Budgeted</u>	<u>Requested</u>	<u>Mgr Recommends</u>	<u>Adopted</u>
	<u>FY01-02</u>	<u>FY02-03</u>	<u>FY03-04</u>	<u>FY03-04</u>	<u>FY03-04</u>
Personnel	\$ 837,905	\$ 933,965	\$ 1,058,427	\$ 1,058,994	\$ 1,058,994
Operating	1,050,424	1,136,926	1,111,324	1,112,481	1,112,481
Capital	<u>89,108</u>	<u>491,300</u>	<u>364,300</u>	<u>364,300</u>	<u>364,300</u>
<b>TOTAL</b>	<b>\$ 1,977,437</b>	<b>\$ 2,562,191</b>	<b>\$ 2,534,051</b>	<b>\$ 2,535,775</b>	<b>\$ 2,535,775</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Administration (100)</b>				
Utilities Systems Manager	1	1	1	1
Assistant Systems Manager	0	2 <sup>1</sup>	2	2
Senior Office Assistant	1	1	1	1
Inventory Control Specialist	1	0 <sup>1</sup>	0	0
Maintenance Scheduler	1	0 <sup>1</sup>	0	0
<b>Distribution Maint. &amp; Const. (850)</b>				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	3	3	4 <sup>3</sup>	4 <sup>3</sup>
Hydrant Seasonal Worker (Temp/Full-Time)	0	0	2 <sup>2</sup>	2 <sup>2</sup>
<b>New Water/Sewer Connections (851)</b>				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	3	4 <sup>2</sup>	4	4
<b>Water/Sewer Service Replacement (853)</b>				
Utilities Maintenance Supervisor	0	1 <sup>2</sup>	1	1
Utilities Maintenance Technician	3	3	2 <sup>3</sup>	2 <sup>3</sup>
<b>Preventive Maintenance (854)</b>				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	4	4	3 <sup>3</sup>	3 <sup>3</sup>
<b>Collection Maint. &amp; Construction (856)</b>				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	3	3	4 <sup>3</sup>	4 <sup>3</sup>
Utilities Maintenance Supervisor I&I Crew	0	0	1 <sup>2</sup>	1 <sup>2</sup>
Utilities Maintenance Technician I&I Crew	<u>0</u>	<u>0</u>	<u>2<sup>2</sup></u>	<u>2<sup>2</sup></u>
<b>TOTAL</b>	<b>24</b>	<b>26</b>	<b>31</b>	<b>31</b>

<sup>1</sup> Position reclassified

<sup>2</sup> New position

<sup>3</sup> Position moved between cost centers

## CAPITAL OUTLAY

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Systems Administration (100)</b>			
Motorola Mobile Radio	\$ 3,500	\$ 3,500	\$ 3,500
Pipe and Valve Box Locators	4,500	4,500	4,500
<b>Water Distribution Maintenance (850)</b>			
Hydraulic Power Pack and Tools	5,200	5,200	5,200
Hydra-Stop Fittings	4,500	4,500	4,500
<b>New Construction (851)</b>			
Hydraulic Pump and Tapping Machine	7,600	7,600	7,600
<b>Service Replacement (853)</b>			
Hydraulic Pump and Tools	6,000	6,000	6,000
<b>Preventative Maintenance (854)</b>			
Gas Detector	2,000	2,000	2,000
Lateral Camera	9,000	9,000	9,000
<b>Sewer Collection Maintenance (856)</b>			
2 Motorola Radios	7,000	7,000	7,000
Lateral Camera	9,000	9,000	9,000
Hydraulic Power Pack and Tools	6,000	6,000	6,000
<b>Water &amp; Sewer Extensions (857)</b>			
Water Line Extensions	150,000	150,000	150,000
Water Sewer Extensions	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
Total Capital Outlay	\$ 364,300	\$ 364,300	\$ 364,300

**STATEMENT OF PURPOSE**

To operate the City’s regional wastewater analysis laboratory and implement the City’s industrial pretreatment program.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue providing technical and analytical support to the other Divisions within the Utilities Department in a cost-effective, professional manner.
2. Protect the wastewater collection and treatment system from the adverse effects of commercial and industrial discharges by maintaining a strong, effective industrial pretreatment program.
3. Investigate and determine sources of harmful discharges.
4. Promote and provide advice about greasetraps to commercial entities.
5. Develop and incorporate FOG (food, oil, and grease) components into sewer use and pretreatment ordinance.
6. Integrate all laboratory bench sheets, reports, and forms with State reporting.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 370,289	\$ 412,918	\$ 397,386	\$ 397,385	\$ 397,385
Operating	98,173	101,340	114,902	115,235	115,235
Capital	11,611	28,500	3,500	3,500	3,500
<b>TOTAL</b>	<b>\$ 480,073</b>	<b>\$ 542,758</b>	<b>\$ 515,788</b>	<b>\$ 516,120</b>	<b>\$ 516,120</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Finance & Support Services Manager	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Support Services Manager	0	0	1 <sup>3</sup>	1 <sup>3</sup>
Laboratory Supervisor	1	1	1	1
Regulatory Compliance Technician	1	1	1	1
Laboratory Analyst	4	4	5 <sup>2</sup>	5 <sup>2</sup>
Industrial Pretreatment Coordinator	1	1	0 <sup>2</sup>	0 <sup>2</sup>
Chemist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

<sup>1</sup> Position transferred to Management & Administration

<sup>2</sup> Reclassified Position

<sup>3</sup> New Position

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Technical Services (900)</b>			
Motorola Radio	\$ 3,500	\$ 3,500	\$ 3,500



**STATEMENT OF PURPOSE**

To provide the City’s utility customers with a system capable of treating domestic and industrial waste generated by its utility customers using methods that satisfies the standards and requirements of various regulatory agencies.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Process water discharge that complies with all environmental regulations.
2. Investigate alternatives for biosolid processing and thickening at our Town Creek Wastewater Treatment Plant.
3. Continue application of residual solids on approved acreage.
4. Prepare and make available to the public an annual wastewater system compliance report.
5. Continue partnership with Rowan County (contract operations) for Highway 70 Wastewater Treatment Plant.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 642,267	\$ 681,807	\$ 725,543	\$ 725,545	\$ 725,545
Operating	1,172,298	814,171	1,216,638	1,241,311	1,241,311
Capital	<u>8,688</u>	<u>-</u>	<u>10,500</u>	<u>10,500</u>	<u>10,500</u>
<b>TOTAL</b>	<b>\$ 1,823,253</b>	<b>\$ 1,495,978</b>	<b>\$ 1,952,681</b>	<b>\$ 1,977,356</b>	<b>\$ 1,977,356</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Administration (100)</b>				
Wastewater Treatment Supervisor	1	1	1	1
<b>Town Creek WWTP (901)</b>				
Senior Wastewater Plant Operator	1	1	1	1
Wastewater Plant Operator	4	4	4	4
<b>Grant Creek WWTP (902)</b>				
Senior Wastewater Plant Operator	1	1	1	1
Wastewater Plant Operator	4	4	5 <sup>2</sup>	5 <sup>2</sup>
Sr Wastewater Plant Operator (Temp Part-time)	0	0	1 <sup>1</sup>	1 <sup>1</sup>
<b>Residuals Management (903)</b>				
Residuals Supervisor	1	1	1	1
Residuals Operator	<u>4</u>	<u>4</u>	<u>3<sup>2</sup></u>	<u>3<sup>2</sup></u>
<b>TOTAL</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>17</b>

<sup>1</sup> New Position

<sup>2</sup> Position moved between cost centers

## CAPITAL OUTLAY

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Town Creek (901)</b>			
Motorola Radio	\$ 3,500	\$ 3,500	\$ 3,500
<b>Grant Creek (902)</b>			
Motorola Radio	3,500	3,500	3,500
<b>Residuals Management (903)</b>			
Motorola Radio	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
Total Capital Outlay	<u>\$ 10,500</u>	<u>\$ 10,500</u>	<u>\$ 10,500</u>

**STATEMENT OF PURPOSE**

To maintain, test, and read utility meters.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Complete readings of all meters in a timely manner each month for billing purposes.
2. Test and verify the accuracy of large commercial meters on an annual basis.
3. Respond to customer concerns regarding high bills or problems with meters quickly and professionally.
4. Research the implementation of remote/radio reading technology.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 343,789	\$ 384,305	\$ 405,522	\$ 405,531	\$ 405,531
Operating	77,242	102,489	103,013	103,352	103,352
Capital	-	9,000	29,006	29,006	29,006
<b>TOTAL</b>	<b>\$ 421,031</b>	<b>\$ 495,794</b>	<b>\$ 537,541</b>	<b>\$ 537,889</b>	<b>\$ 537,889</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Meter Maintenance (852)</b>				
Senior Meter Mechanic	1	1	1	1
Meter Mechanic	2	2	1 <sup>1</sup>	1 <sup>1</sup>
Meter Services Technician	0	0	1 <sup>1</sup>	1 <sup>1</sup>
<b>Meter Reading (855)</b>				
Meter Services Supervisor	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Meter Reading Supervisor	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Senior Meter Reader	1	1	1	1
Meter Reader	6	6	4 <sup>1</sup>	4 <sup>1</sup>
Meter Services Technician	<u>0</u>	<u>0</u>	<u>2<sup>1</sup></u>	<u>2<sup>1</sup></u>
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

<sup>1</sup> Position reclassified

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Meter Services (855)</b>			
3 AMR Handhelds	\$ 14,006	\$ 14,006	\$ 14,006
Wireless Work-Order System	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
<b>Total Capital Outlay</b>	<b>\$ 29,006</b>	<b>\$ 29,006</b>	<b>\$ 29,006</b>

**STATEMENT OF PURPOSE**

To maintain the process equipment for the Utility’s water and wastewater facilities and oversee the maintenance of the buildings and grounds of the treatment plants.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue to improve reliability of all lift stations in the Rockwell, Granite Quarry, and Town of Spencer’s sewer systems.
2. Work with Water/Sewer Division to identify leaks to correct inflow and infiltration problems.
3. Keep the plant process running efficiently by maintaining the treatment plant equipment.
4. Work with the plant personnel, engineers, and contractors in the upgrade and expansion of the Water Treatment Plant.

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 415,679	\$ 430,226	\$ 459,281	\$ 459,287	\$ 459,287
Operating	747,628	883,112	932,527	939,903	939,903
Capital	5,175	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,168,482</b>	<b>\$ 1,313,338</b>	<b>\$ 1,391,808</b>	<b>\$ 1,399,190</b>	<b>\$ 1,399,190</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Administration (000)</b>				
Utility Plants Manager	1	1	1	1
Senior Office Assistant	1	0 <sup>1</sup>	0	0
<b>F.M. Raw Water Supply (810)</b>				
Plants Maintenance Technician	1	1	1	1
<b>F.M. Water Treatment Plant (811)</b>				
Plants Maintenance Technician	1	1	1	1
<b>F.M. Sewer Maintenance (856)</b>				
Utility Systems Supervisor	1	1	1	1
Systems Maintenance Technician	3	2 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>
Plants Maintenance Technician	0	0	2 <sup>2</sup>	2 <sup>2</sup>
<b>F.M. Town Creek WWTP (901)</b>				
Systems Maintenance Technician	0	0	1 <sup>2</sup>	1 <sup>2</sup>
Plants Maintenance Technician	1	2	1 <sup>2</sup>	1 <sup>2</sup>
<b>F.M. Grant Creek WWTP (902)</b>				
Plants Maintenance Supervisor	1	1	1	1
Systems Maintenance Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>10</b>

<sup>1</sup> Position reclassified to 811-811

<sup>2</sup> Position reclassified within the division

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY02-03	Budgeted FY03-04	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,828,818	4,959,650	5,407,799	5,407,799	5,407,799
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,828,818</b>	<b>\$ 4,959,650</b>	<b>\$ 5,407,799</b>	<b>\$ 5,407,799</b>	<b>\$ 5,407,799</b>

**DEPARTMENT - Capital Projects**

**BUDGET REQUEST SUMMARY**

	Actual FY02-03	Budgeted FY03-04	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	-	76,420	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 76,420</b>	<b>\$ -</b>	<b>\$ -</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, 2004  
With Estimated Actual for the Year Ending June 30, 2003 and  
Actual for the Year Ended June 30, 2002

	<b>2002</b>	<b>2003</b>	<b>2004</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 15,905	\$ 11,000	\$ 11,000
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 304,265	\$ 312,101	\$ 315,208
Fund balance appropriated	-	-	548,146
Total other financing sources	<u>\$ 304,265</u>	<u>\$ 312,101</u>	<u>\$ 863,354</u>
Total revenues and other financing sources	<u>\$ 320,170</u>	<u>\$ 323,101</u>	<u>\$ 874,354</u>

**FUND - 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 SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	199,651	-	-	-
Capital	49,688	132,450	874,354	874,354	874,354
<b>TOTAL</b>	<b>\$ 49,688</b>	<b>\$ 332,101</b>	<b>\$ 874,354</b>	<b>\$ 874,354</b>	<b>\$ 874,354</b>

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
<b>Administration</b>			
Telecommunications Equipment	\$ 595,500	\$ 595,500	\$ 595,500
Computer Equipment	11,800	11,800	11,800
<b>Total Capital Outlay</b>	<b>\$ 607,300</b>	<b>\$ 607,300</b>	<b>\$ 607,300</b>
<b>Utilities Engineering</b>			
Computer Equipment	\$ 15,252	\$ 15,252	\$ 15,252
<b>Total Capital Outlay</b>	<b>\$ 15,252</b>	<b>\$ 15,252</b>	<b>\$ 15,252</b>
<b>Water Resources</b>			
Computer Equipment	\$ 3,600	\$ 3,600	\$ 3,600
<b>Total Capital Outlay</b>	<b>\$ 3,600</b>	<b>\$ 3,600</b>	<b>\$ 3,600</b>
<b>Facilities Maintenance</b>			
Computer Equipment	\$ 11,500	\$ 11,500	\$ 11,500
Replace PM18602 Truck with Extended Cab 4X4	20,000	20,000	20,000
Replace PM19003 Truck with Utility Bed	40,000	40,000	40,000
<b>Total Capital Outlay</b>	<b>\$ 71,500</b>	<b>\$ 71,500</b>	<b>\$ 71,500</b>
<b>Technical Services</b>			
Computer Equipment	\$ 6,000	\$ 6,000	\$ 6,000
<b>Total Capital Outlay</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>
<b>Wastewater Treatment Plants</b>			
Computer Equipment	\$ 5,800	\$ 5,800	\$ 5,800
<b>Total Capital Outlay</b>	<b>\$ 5,800</b>	<b>\$ 5,800</b>	<b>\$ 5,800</b>
<b>Meter Services</b>			
Computer Equipment	\$ 3,702	\$ 3,702	\$ 3,702
<b>Total Capital Outlay</b>	<b>\$ 3,702</b>	<b>\$ 3,702</b>	<b>\$ 3,702</b>
<b>Systems Maintenance</b>			
Computer Equipment	\$ 1,200	\$ 1,200	\$ 1,200
Replace WS19203 Truck with Extended Cab 4x4	20,000	20,000	20,000
Add Vacuum Tanker Truck - Tandem	85,000	85,000	85,000
Add Truck with Extended Cab 4X4	20,000	20,000	20,000
Add Diesel Truck with Crew Cab	35,000	35,000	35,000
<b>Total Capital Outlay</b>	<b>\$ 161,200</b>	<b>\$ 161,200</b>	<b>\$ 161,200</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2004  
With Estimated Actual for the Year Ending June 30, 2003 and  
Actual for the Year Ended June 30, 2002

	<b>2002</b>	<b>2003</b>	<b>2004</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 77,085	\$ 67,000	\$ 80,000
<b>NONOPERATING REVENUES:</b>			
Intergovernmental	\$ 320,555	\$ 380,000	\$ 378,414
Miscellaneous revenues	8,026	8,000	10,400
Total nonoperating revenues	<u>\$ 328,581</u>	<u>\$ 388,000</u>	<u>\$ 388,814</u>
<b>OTHER FINANCING SOURCES:</b>			
Contributed Capital	\$ -	\$ 4,562	\$ 1,101,324
Operating Transfer from General Fund	160,282	160,282	160,282
Fund equity appropriated	-	-	146,912
Total other financing sources	<u>\$ 160,282</u>	<u>\$ 164,844</u>	<u>\$ 1,408,518</u>
Total revenues and other financing sources	<u>\$ 565,948</u>	<u>\$ 619,844</u>	<u>\$ 1,877,332</u>

**CITY OF SALISBURY**  
**FY 2003-2004 BUDGET SUMMARY**  
**TRANSIT FUND**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 03-04</b>	<b>FY 03-04</b>
<b>REVENUE</b>	\$ 565,947	\$ 581,407	\$ 1,728,020	\$ 1,842,332	\$ 1,877,332
<b>EXPENSES</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 01-02</b>	<b>FY 02-03</b>	<b>FY 03-04</b>	<b>FY 03-04</b>	<b>FY 03-04</b>
<b>TRANSIT - OPERATIONS</b>					
Personnel	\$ 329,675	\$ 360,265	\$ 376,246	\$ 376,245	\$ 376,245
Operations	108,558	116,962	114,239	113,861	113,861
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ 438,233	\$ 477,227	\$ 490,485	\$ 490,106	\$ 490,106
<b>TRANSIT - ADMINISTRATION</b>					
Personnel	\$ 95,522	\$ 99,919	\$ 104,577	\$ 104,579	\$ 104,579
Operations	25,054	21,396	23,738	23,954	58,954
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ 120,576	\$ 121,315	\$ 128,315	\$ 128,533	\$ 163,533
<b>TRANSIT - CAPITAL</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	-	-	-	-	-
Capital	9,078	26,200	1,223,693	1,223,693	1,223,693
<b>TOTAL</b>	\$ 9,078	\$ 26,200	\$ 1,223,693	\$ 1,223,693	\$ 1,223,693
<b>GRAND TOTAL</b>					
Personnel	\$ 425,197	\$ 460,184	\$ 480,823	\$ 480,824	\$ 480,824
Operations	133,612	138,358	137,977	137,815	172,815
Capital	9,078	26,200	1,223,693	1,223,693	1,223,693
<b>TOTALS</b>	\$ 567,887	\$ 624,742	\$ 1,842,493	\$ 1,842,332	\$ 1,877,332

**STATEMENT OF PURPOSE**

The Transit Administration Division of the Public Services Department provides a safe, efficient, and affordable transportation alternative to the general public in the cities of Salisbury, Spencer, and East Spencer; thus permitting greater accessibility to employment, social, recreational, educational, and medical facilities. The department also operates an ADA demand response paratransit system that includes three wheelchair lift-equipped vans for citizens unable to access fixed route vehicles because of mental or physical disabilities.

**DIVISIONAL PERFORMANCE GOALS**

1. Develop a plan service to the new Salisbury YMCA.
2. Update fixed route maps and schedules.
3. Develop a plan to alter route #2 to facilitate on-time performance.
4. Budget for four (4) thirty-foot buses; handicapped accessible, low-floor kneeling. Budget includes capital parts and testing equipment.

**PERFORMANCE MEASURES**

	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>	<u>FY00-01</u>	<u>FY01-02</u>
Passenger Trips	158,758	161,479	163,787	164,102	164,019
ADA Passengers	6,424	6,866	6,889	6,732	6,149

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 95,522	\$ 99,919	\$ 104,577	\$ 104,579	\$ 104,579
Operating	25,054	21,396	23,738	23,954	58,954
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 120,576</b>	<b>\$ 121,315</b>	<b>\$ 128,315</b>	<b>\$ 128,533</b>	<b>\$ 163,533</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Transit Manager	1	1	1	1
Transit Dispatcher	1	1	1	1
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**DEPARTMENT - Public Services**  
**DIVISION - Transit Operations**

**651**

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ 329,675	\$ 360,265	\$ 376,246	\$ 376,245	\$ 376,245
Operating	108,558	116,962	114,239	113,861	113,861
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 438,233</b>	<b>\$ 477,227</b>	<b>\$ 490,485</b>	<b>\$ 490,106</b>	<b>\$ 490,106</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Transit Operator	7	6 <sup>1</sup>	6	6
Mechanic/Master Mechanic	2	2	2	2
Fleet Services Shift Supervisor	0	.5 <sup>1</sup>	.5	.5
Transit Operator (Temp/Part-Time)	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>12</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>

<sup>1</sup> Position reclassified with shared funding with Fleet

**DEPARTMENT - Public Services**  
**DIVISION- Transit Capital Outlay**

**653**

**BUDGET REQUEST SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	<u>9,078</u>	<u>26,200</u>	<u>1,223,693</u>	<u>1,223,693</u>	<u>1,223,693</u>
<b>TOTAL</b>	<b>\$ 9,078</b>	<b>\$ 26,200</b>	<b>\$ 1,223,693</b>	<b>\$ 1,223,693</b>	<b>\$ 1,223,693</b>

**CAPITAL OUTLAY**

	Requested FY 03-04	Mgr Recommends FY 03-04	Adopted FY 03-04
Four 30-foot Buses	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Spare Parts	11,421	11,421	11,421
Garage Equipment	<u>12,272</u>	<u>12,272</u>	<u>12,272</u>
<b>Total Capital Outlay</b>	<b>\$ 1,223,693</b>	<b>\$ 1,223,693</b>	<b>\$ 1,223,693</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2004  
With Estimated Actual for the Year Ending June 30, 2003 and  
Actual for the Year Ended June 30, 2002

	<u>2002</u> <u>Actual</u>	<u>2003</u> <u>Estimate</u>	<u>2004</u> <u>Budget</u>
REVENUES:			
Intergovernmental:			
Federal	\$ 358,216	\$ 730,000	\$ 557,103
Miscellaneous:			
Other	\$ 365,071	\$ 140,000	\$120,000
Total revenues	<u>\$ 723,644</u>	<u>\$ 870,000</u>	<u>\$ 677,103</u>

**FUND – 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 SUMMARY**

	Actual FY01-02	Budgeted FY02-03	Requested FY03-04	Mgr Recommends FY03-04	Adopted FY03-04
Personnel	\$ -	\$ 35,289	\$ -	\$ -	\$ -
Operating	797,606	615,711	651,000	677,103	677,103
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 797,606</b>	<b>\$ 651,000</b>	<b>\$ 651,000</b>	<b>\$ 677,103</b>	<b>\$ 677,103</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 01-02	Authorized FY 02-03	Mgr Recommends FY 03-04	Adopted FY 03-04
Minimum Housing/Inspection Specialist	<u>0</u>	<u>1</u> <sup>1</sup>	<u>0</u> <sup>2</sup>	<u>0</u> <sup>2</sup>
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>

<sup>1</sup>Position transferred from the General Fund

<sup>2</sup>Position transferred to the General Fund

## DEBT MANAGEMENT PROGRAM

### OUTSTANDING DEBT

As of June 30, 2003, the City of Salisbury will have \$60,132,676 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
General obligation bonds	\$ 2,645,000
Capital leases	<u>2,841,309</u>
	<u>\$ 5,486,309</u>
Water and Sewer Fund:	
General obligation bonds	\$ 14,805,000
Revenue bonds	22,045,000
Capital leases	3,611,283
State Clean Water Revolving Loans	<u>14,185,084</u>
	<u>\$ 54,646,367</u>
Total	<u>\$ 60,132,676</u>

#### General Fund

The City has lease agreements to finance the acquisition of various equipment. These agreements qualified as capital leases for accounting purposes (titles transfer at the end of the lease terms) and, therefore, were recorded at the present value of the future minimum lease payments as of the date of their inception. These lease agreements are outlined as follows:

Lease for capital improvements and acquisition of facilities from Wachovia Bank of North Carolina, dated December 1, 1996, payable in fourteen semi-annual installments of \$149,222.75 at an effective annual interest rate of 4.91%.

Lease for capital building improvements from BB&T, dated December 29, 1999, payable in twenty semi-annual installments of \$63,331.96 at an effective annual interest rate of 4.73%.

Lease for fire truck from First Bank, dated June 29, 2000, payable in eight semi-annual installments of \$83,447.92 at an effective interest rate of 5.20%.

Lease for capital improvements of facilities from Bank of America, dated December 22, 2000, payable in thirty semi-annual installments varying from \$59,875 on June 22, 2001 to \$34,223 on December 22, 2015 at an effective interest rate of 5.3251%.

Lease for purchase of property from Farmers and Merchants Bank, dated February 24, 2003, payable in thirty-six monthly installments of \$3,292 on March 24, 2003 to February 24, 2006, in twenty-two monthly installments of \$7,372 on March 24, 2006 to December 24, 2007, and one payment of \$910,040 on January 24, 2008 all at an effective interest rate of 3.95%.

The construction and improvements to facilities funded by Wachovia Bank of North Carolina, BB&T, and Bank of America are complete. All improvements are recorded at their construction cost upon completion. The fire truck, funded by First Bank, has been recorded at the present value of the future minimum lease payments as of the date of its inception. The purchase of property, funded by Farmer and Merchants Bank, has been recorded at its present value.

The City issued \$373,000 general obligation bonds in November 1993. These bonds were designated for improvements to downtown parking facilities in the amount of \$273,000, while the balance of \$100,000 was for construction of recreation facilities. These bonds were issued at an average interest rate of 4.846%, maturing serially to 2004.

In November 1995, the City issued \$355,000 general obligation bonds for parks and recreational improvements. These bonds were issued at an average rate of 5.2756%, maturing serially to 2006.

In December 1997, the City issued \$3,000,000 general obligation bonds for parks and recreational improvements. These bonds were issued at an average rate of 4.79%, maturing serially to 2017.

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

Year Ending June 30,	General Obligation Bonds		Capital Leases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest
2004	\$ 180,000	\$ 127,210	\$ 467,497	\$ 125,042	\$ 647,497	\$ 252,252
2005	200,000	118,400	165,771	106,984	365,771	225,384
2006	190,000	108,650	186,917	98,612	376,917	207,262
2007	200,000	99,550	226,008	88,618	426,008	188,168
2008	200,000	90,050	1,113,765	63,196	1,313,765	153,246
2009	200,000	80,550	186,149	32,911	386,149	113,461
2010	200,000	70,950	128,535	23,644	328,535	94,594
2011	200,000	61,350	66,667	18,633	266,667	79,983
2012	200,000	51,750	66,667	15,123	266,667	66,873
2013	200,000	42,150	66,667	11,535	266,667	53,685
2014	200,000	32,550	66,667	7,987	266,667	40,537
2015	200,000	22,950	66,667	4,438	266,667	27,388
2016	200,000	13,350	33,333	890	233,333	14,240
2017	<u>75,000</u>	<u>3,750</u>	<u>-</u>	<u>-</u>	<u>75,000</u>	<u>3,750</u>
Totals	<u>\$ 2,645,000</u>	<u>\$ 923,210</u>	<u>\$ 2,841,309</u>	<u>\$ 597,612</u>	<u>\$ 5,486,309</u>	<u>\$ 1,520,822</u>

### Water and Sewer Fund

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

	<b>Balance June 30, 2003</b>
Sanitary Sewer Series 1989, average rate of 6.5245%, issued July 1989, maturing serially to 2008	\$ 475,000
Sanitary Sewer Series 1992, average rate of 6.0982%, issued January 1992, maturing serially to 2011	550,000
Refunding Series 1993, average rate of 4.1860%, issued November 1993, maturing serially to 2008	1,280,000
Water and Sanitary Sewer Series 1995, average rate of 5.2756%, issued November 1995, maturing serially to 2015	9,800,000
Water Bonds Series 1997, average rate of 4.79%, issued December 1997, maturing serially to 2008	325,000
Combined Enterprise Revenue Series 1998A, average rate of 4.87%, issued January 1998, maturing serially to 2018	1,690,000
Combined Enterprise Revenue Series 2002, average rate of 4.84%, issued April 2002, maturing serially to 2022 with terms in 2020 and 2027	20,355,000
Water Bonds Series 1998, average rate of 4.4%, issued June 1998, maturing serially to 2017	<u>2,375,000</u>
	<b><u>\$36,850,000</u></b>

The general obligation bonds were issued to finance the construction of facilities utilized in the operations of the water and sewer systems and are being retired by the resources of the Water and Sewer Fund. These bonds bear interest, payable semiannually, and are collateralized by the full faith, credit, and taxing power of the City. The



combined enterprise revenue bonds were issued to finance the construction of facilities utilized in the operations of the water and sewer systems and are being retired by the resources of the Water and Sewer Fund. These bonds bear interest, payable semiannually, and are collateralized by the receipts of only the Water and Sewer Fund.

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 can not be less than one hundred twenty percent (120%) of the long-term debt service requirement for parity indebtedness. 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 Revenue Bond Debt Service	Debt Service Requirements (3)			Coverage
				Principal	Interest	Total	
2000	\$ 12,050,171	\$ 8,968,739	\$ 3,081,432	\$ 337,506	\$ 354,327	\$ 691,833	445.40%
2001	12,715,931	8,635,605	4,080,326	952,506	577,160	1,529,666	266.75%
2002	14,401,251	8,934,754	5,466,497	952,506	620,085	1,572,591	347.61%

(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 and N. C. State Clean Water Bonds only.

The City refunded a portion of the Sanitary Sewer Series 1988 bonds in November 1993. These bonds were refunded at an average interest rate of 4.1860%, which produced a net interest cost savings of \$174,748.

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 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at their fair market value of \$7,898,494. The future minimum lease payments at June 30, 2003 total \$4,728,715, including \$1,117,342 of interest. Upon completion of these lease payments the City will take ownership of the related assets.

In addition to this debt, the City also owes the State of North Carolina for debt issued through its Clean Water Revolving Loan program. Two of these loans were refinanced by the State of North Carolina reducing their average interest rate from 5.03% to 3.43% resulting in total savings over the remaining lives of the loans of \$573,284. Total Clean Water Debt is composed of the following four loans:

	<b><u>Balance June 30, 2003</u></b>
Clean Water Loan for Sewer purposes, average rate of 5.03%, issued July 1989, revised May 1, 2003 to 3.43% maturing serially to 2017	\$ 3,500,000
Clean Water Loan for Water purposes, average rate of 5.03%, issued January 1992, revised May 1, 2003 to 3.43% maturing serially to 2017	315,084
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 1998, maturing serially to 2017	7,820,000
Clean Water Loan for Water purposes, average rate of 2.60%, issued January 1999, maturing serially to 2017	<u>2,550,000</u>
	<b><u>\$14,185,084</u></b>

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

Year Ending June 30,	General Obligation Bonds		Revenue Bonds		Clean Water Bonds		Capital Leases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2004	\$ 1,270,000	\$ 756,173	\$ 590,000	\$ 980,659	\$ 882,506	\$ 400,477	\$ 269,677	\$ 147,763	\$ 3,012,183	\$ 2,285,072
2005	1,275,000	693,045	610,000	963,411	882,506	375,270	271,109	137,071	3,038,615	2,168,797
2006	1,275,000	629,603	630,000	945,591	882,506	350,063	270,612	126,307	3,058,118	2,051,564
2007	1,270,000	565,955	650,000	925,580	882,506	324,857	264,190	115,559	3,066,696	1,931,950
2008	1,215,000	502,518	675,000	903,788	882,506	299,650	260,847	104,983	3,033,353	1,810,938
2009	1,175,000	438,900	700,000	879,725	882,506	274,443	267,585	94,604	3,025,091	1,687,672
2010	1,175,000	377,850	730,000	853,890	882,506	249,236	274,409	83,860	3,061,915	1,564,836
2011	1,175,000	316,800	760,000	906,333	882,506	224,029	276,324	72,745	3,093,830	1,519,907
2012	1,175,000	255,700	795,000	792,505	882,506	198,822	283,334	61,480	3,135,840	1,308,506
2013	1,175,000	195,000	835,000	757,145	882,506	173,615	240,799	50,370	3,133,305	1,176,129
2014	1,175,000	134,625	870,000	723,478	882,506	148,408	240,799	40,830	3,168,305	1,047,340
2015	1,175,000	73,250	910,000	686,909	882,506	123,201	240,799	31,260	3,208,305	914,620
2016	175,000	12,375	950,000	647,972	882,506	97,994	240,799	21,690	2,248,305	780,030
2017	100,000	4,500	995,000	606,493	882,506	72,787	60,000	12,120	2,037,506	695,899
2018	-	-	1,045,000	562,162	610,000	47,580	60,000	8,670	1,715,000	618,412
2019	-	-	935,000	515,000	610,000	31,720	50,000	5,220	1,595,000	551,940
2020	-	-	980,000	468,250	610,000	15,860	30,000	2,320	1,620,000	486,430
2021	-	-	1,030,000	419,250	-	-	10,000	580	1,040,000	419,830
2022	-	-	1,080,000	367,750	-	-	-	-	1,080,000	367,750
2023	-	-	1,135,000	313,750	-	-	-	-	1,135,000	313,750
2024	-	-	1,195,000	257,000	-	-	-	-	1,195,000	257,000
2025	-	-	1,250,000	197,250	-	-	-	-	1,250,000	197,250
2026	-	-	1,315,000	134,750	-	-	-	-	1,315,000	134,750
2027	-	-	1,380,000	69,000	-	-	-	-	1,380,000	69,000
Totals	\$ 14,805,000	\$ 4,956,293	\$ 22,045,000	\$ 14,877,639	\$ 14,185,084	\$ 3,408,010	\$ 3,611,283	\$ 1,117,432	\$ 54,646,367	\$ 24,359,374

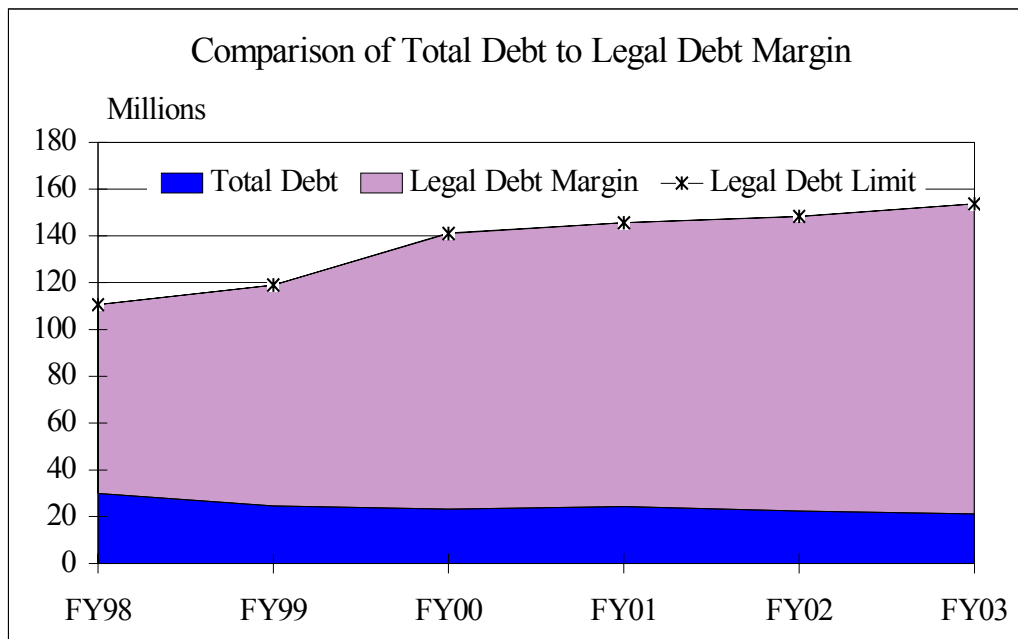
### PROPOSED DEBT

The City of Salisbury currently anticipates issuing total debt during FY03-04 of \$5,556,180. The proposed debt is for three separate projects. Lease purchase financing of \$3,565,680 is proposed to fund building construction and renovation projects consisting of an addition to the Police Department Building, renovation of the existing building, and installation of a fire sprinkler system in the City Office Building. Lease purchase financing of \$1,990,500 is proposed to fund the upgrade of the City's 800 radio trunking systems and the replacement of public safety radios.

These lease purchase financings are anticipated to be issued at 4.5% or less. The building renovations lease purchase debt service schedule is anticipated to cover fifteen years. The radio upgrade and replacement lease purchase debt service schedule is anticipated to cover ten years. Both will have level principal and interest payments.

### LEGAL DEBT MARGIN

As shown, the City has maintained an ample legal debt margin. This margin is based on a debt limit of eight percent 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 water and sewer infrastructure projects as outlined in Section X-CAPITAL IMPROVEMENT PROGRAM. Furthermore, the City complies with the Debt Management Policy as defined in Section 2.



**Computation of Legal Debt Margin at June 30, 2003**

Debt limit: Assessed value of \$1,920,203,614 x 8%	\$ 153,616,289
Amount of debt applicable to debt limit:	
Total bonded debt	\$ 17,450,000
Total capitalized lease obligation	<u>6,452,592</u>
Total outstanding debt	\$ 23,902,592
Less:	
Deductions allowed for water bonds issued	<u>2,700,000</u>
Total amount of debt applicable to debt limit	<u>21,202,592</u>
<b>LEGAL DEBT MARGIN</b>	<b><u>\$ 132,413,698</u></b>

**DIRECT AND OVERLAPPING DEBT<sup>(1)</sup>**

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2002.

	<b>Net General Obligation Debt Outstanding</b>	<b>Percentage Applicable to City of Salisbury</b>	<b>City of Salisbury's Share of Debt</b>
City of Salisbury	\$ 2,825,000	100.00%	\$ 2,825,000
Rowan County <sup>(2)</sup>	30,225,000	23.60%	<u>7,133,100</u>
Total direct and overlapping debt			<b><u>\$ 9,958,100</u></b>

<sup>(1)</sup> Based on assessed valuation.

<sup>(2)</sup> Net debt and assessed valuation figures provided by Rowan County



# **BALANCING COSTS AND SERVICES**

## **A Five Year Service Level and Revenue Projection With Analysis**

### **The Shopping Trip**

You have just parked in the supermarket's parking lot and gone inside. As you stand at the beginning of the first aisle with your shopping cart, you see a variety of items for sale on the shelves. Some goods are necessities such as bread and milk. Others are luxuries such as smoked salmon or lobster. In selecting items and placing them in your shopping cart, you note the differences in quality, quantity, and price. As you are completing your trip to the supermarket, you arrive at the check-out counter. It is at this point that you have an opportunity to calculate the total cost of the individual selections that were made, and whether or not you have funds available to purchase them. Not wanting to come up short at the check-out counter, you have had to carefully select each item in accordance with your shopping list. Decisions and choices were made. You feel comfortable with the results.

### **Service Levels**

Selecting levels of municipal services for the citizens of Salisbury is a lot like a trip to the supermarket. Decisions on service levels for various municipal services must be made in accordance with our "shopping list". For example, decisions regarding the selection of the City's Insurance Services Office (I.S.O.) fire rating must be made. There are significant differences in the level of fire service offered by a volunteer fire department and a class two I.S.O. rated fire department. Questions regarding the number of lane miles of roads to be resurfaced and the amount of police patrol must be decided. Priorities must be set in order to select not only the different kinds of services to be offered the citizens of Salisbury, but the varying levels of services offered. Both quality of service and cost must be considered.

In the following analysis, each service department has prepared cost estimates to provide three different levels of service. Included in this analysis is the purpose of the department, a graph of the three expenditure projections, and a description of the services provided, eliminated, or added.

The current service level represents the level of service that the department currently provides the public or other City departments. The reduced service level represents a level of service below that currently provided. It may include such items as reduced manpower, elimination of capital expenditures, reduced maintenance of equipment and facilities, or elimination of a current program. An enhanced service level represents a higher level of service than currently provided. This enhanced service level can include such items as additional personnel, additional capital expenditures, or new programs. Using FY03 as the base year, each level of service was evaluated and cost estimates developed for a five-year period. These estimates detail personnel, operations, and capital outlay.

In reviewing each department's three service levels, City Council has the opportunity to determine the financial impact of selecting various levels of municipal services for our citizens. Some departments' reduced service levels represent elimination or shifting of personnel, and the elimination or deferral of capital outlay, special projects, and specific programs.

This listing of service levels is similar in many respects to our trip to the supermarket. North Carolina General Statutes require the City to provide certain services. Other services may be selected based on the desire of our citizens and their willingness to pay for a particular level of service.

## **Revenue Structure**

The City's General Fund has five major sources of revenues: taxes, licenses and permits, intergovernmental revenue, charges for services, administrative revenue, and miscellaneous revenue. Taxes are composed of property, sales, and dog taxes. Licenses and permits are composed of privilege licenses and cable television franchise fees. Intergovernmental revenues are composed of grants and state-shared revenues. Charges for services are composed of user fees and reimbursed charges. Administrative revenue represents the Water and Sewer Fund contribution to the operations of the General Fund. Miscellaneous revenues are composed of interest revenue, sales, and revenues not allocated elsewhere.

It would appear that with these various revenue sources, the generation of revenue to meet service level expenditure requirements would be a simple task. This, however, is not the case.

Revenues available to finance our local government can be characterized as either "elastic" or "inelastic". Elastic revenues are highly responsive to changes in the economic base and inflation. As the economic base expands or inflation goes up, elastic revenues rise in roughly proportional or greater amounts. Likewise, they go down during times of deflation and recession. For example, sales tax revenue, though the tax rate remains the same, increases during better economic periods due to the increase in retail business and declines during poor times. Yields from inelastic revenue sources, such as user fees and charges, are somewhat unresponsive to changes in economic conditions and require that government officials change fees and charges to obtain a change in revenue. Most City revenue sources are inelastic. Two of the few remaining elastic revenues the City has are sales tax revenue and privilege licenses.

Some revenue types such as Powell Bill and sales taxes are distributed within Rowan County based on population. Increased population in Rowan County and other County municipalities has decreased Salisbury's share of those revenues based on populations. Our overall share of these revenues is going to continue to decline without annexation or extensive new growth annually.

The City also has faced the State tampering with state-shared revenues and reimbursements. In the past, the State had eliminated property tax on retail, wholesale, and manufacturers' inventories. They then placed a cap on income to municipalities from intangible taxes, utility franchise taxes, and inventory reimbursements. The cap on utility franchise taxes expired in FY95. Intangible property taxes had been repealed by the General Assembly and replaced with an annual appropriation. Both the intangible property tax and inventory reimbursements have been subject annually to the whims of the General Assembly for funding and as we have seen in the past, also subject to being withheld by the Governor to balance the State's budget if needed. The City also discovered in February 2002 that other revenues that are collected by the State and remitted to the City are subject to being withheld by the Governor to balance the State budget.

During the 2002 General Assembly, reimbursements from the State were totally eliminated. This resulted in a loss of revenue to the City in its FY03 budget of \$1,550,000. The General Assembly did approve an additional one-half cent sales tax for counties to levy. Rowan County

did pass the additional one-half cent sales tax that would provide additional receipts for seven months in FY03. In addition to granting counties the ability to levy an additional one-half cent sales tax, the General Assembly provided a hold-harmless clause for those governmental units, like Salisbury, where the additional one-half cent sales tax would not generate the same amount of revenue as the lost reimbursements. Unfortunately, this hold-harmless provision does not take effect until FY04. These actions by the General Assembly forced the City to cut almost \$1.2 million dollars from its FY03 budget. The City eliminated almost all of its General Fund capital budget and most of its special projects as a result of the loss of reimbursements.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund contribution (which is actually a reimbursement for services performed in the General Fund for the Water and Sewer Fund). These four revenues are the only ones that City Council can increase or decrease at will. During FY03, these four sources in the General Fund will account for 69% of total revenue. The City lacks control over all other revenues.

Property taxes may be adjusted in two ways. The tax rate can be either changed, and/or the assessed value of the property can be raised or lowered. Each year, City Council sets the property tax rate as part of adopting the annual budget ordinance.

User fees and charges for some services have been established to reimburse the City for all or part of the cost for that service. City Council has absolute control over both services for which to levy a fee and the amount of the fee.

Privilege licenses are controlled by both the State and City Council. A city may levy a privilege license on certain types of businesses and professions as established by State Statutes. The State also sets a maximum rate for some businesses and professions. Most businesses, however, do not have a maximum license rate or amount. City Council has the authority to set a license rate and/or amount for these businesses.

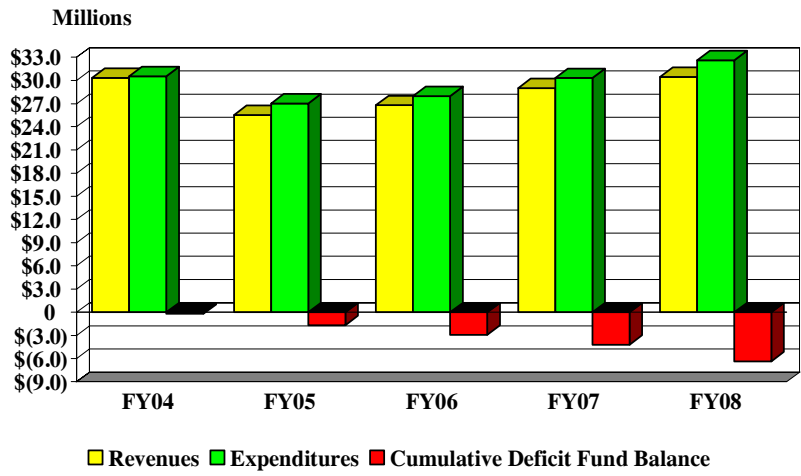
Administrative revenue is the Water and Sewer Fund's contribution to the operations of the General Fund. It represents the Water and Sewer Fund's share of expenses incurred in the General Fund for such things as water and sewer billing, financial administration, fleet management, purchasing, personnel administration, legal, and general management services. The funding of the contribution is a component of the water and sewer rates set by City Council and should not exceed the actual costs incurred in the General Fund for the Water and Sewer Fund's operations.

In summary, most City revenues can be characterized as inelastic with no City control. The City controls only property taxes, user fees and charges, privilege licenses, and administrative revenue.

### **Comparison Of Projected Expenditures For Five Years To Forecasted Revenues**

As shown in Exhibit 1, projected expenditures are anticipated to exceed projected revenues over the next five years at current service levels. There are two primary reasons for revenues lagging behind expenditures. First, the economy has been slowing over the past two years and may yet slow a bit more. One of the City's primary revenue sources is sales tax as discussed earlier. With the economy slowing, people are holding back on their purchases of new goods. This in turn affects the amount of sales tax receipts of the City. But as the economy improves, the growth rate for property taxes and sales tax will increase in future years. For FY04, the City Council will face with some tough decisions on maintaining the current service level, or reducing it since the current

**Exhibit 1  
REVENUE COMPARED TO  
CURRENT LEVEL EXPENDITURES**



revenue structure will not be able to support it without future tax rate increases, increased fees on services, or new fees for services.

The City also needs to continue to pursue the annexation of areas surrounding it. Failure to pursue these areas will result in increased tax rates and/or lower service levels over time since the residents of these areas do increase the demand for services within the City. These

areas have significant property valuations and population that will allow the City to continue to grow and meet the service demands requested by its citizens.

**Previous Budget Actions**

City Council has evaluated annually additional measures that address revenue options, increased productivity measures, increased services, or the elimination of services. City Council took a major step in FY99 to increase revenues to continue to provide its existing service level. City Council was provided options that would match revenues to expenditures through a combination of revenue enhancements and service reductions. After reviewing their options, City Council trimmed some service level enhancements, increased the property tax rate and added a commercial waste collection fee. This action resulted in allowing the City to continue to provide the current service level to citizens.

In FY01 in response to a request from the citizens to deal with improving and maintaining viable neighborhoods, City Council increased the tax rate by three cents to fund an increase in service levels in the Fire Department, Police Department, and Community Development.

In FY02, City Council had each department review their budgets for items other than personnel and capital and make a 22% reduction in discretionary line items. These cuts were made so to have minimal impact on the current service level and eliminate the need to increase the tax rate.

The declining economy took its toll on ongoing revenues in the FY03 budget. Property taxes did not generate much of an increase and most elastic revenues were showing decreases from the prior year. City Council approved a budget that eliminated almost \$1.2 million in ongoing expenditures to match the expenditures of the City to projected revenues. This action included the elimination of seventeen full-time positions, ten summer positions, and one part-time position. Four positions were also frozen.

**How Do We Finance Local Government in the Future?**

After City Council selects the service levels they desire, the question becomes "how to generate



sufficient revenues to finance it?" Currently, property taxes, user fees and charges, privilege licenses, and water and sewer rates are the only revenue sources the City controls. Each of these sources has both advantages and disadvantages.

The property tax possesses several elements of which characterize its usefulness: it provides a stable source of revenue; it is easily administered; it is relatively easy to adjust; and it taxes nonresident property owners who benefit from local services.

On the other hand, the property tax is ranked as the most unpopular tax along with the federal income tax. Reasons for this unpopularity include: the property tax falls on unrealized capital gain as opposed to income; it is collected in a large lump-sum amount; and there is an anxiety about potential inequities associated with property reappraisal.

User fees and charges accounted for 8.9% of FY03 revenues, a slight decrease of .2% from FY02. Historically, the City has not used this revenue source to generate funds for operations. Advantages to user fees and charges include: charges increase users' awareness of the cost of providing a particular service; they give the City a clear indication of the level of service selected by citizens based on service usage; service charges are equitable in that the benefits of the service are paid for by those using the service; they ensure that service delivery decisions are based on the relationship of service levels to demand; and they focus on cost of service.

A negative public reaction to services which have been provided for "free" in the past can generally be expected as user fees and charges are implemented. Generally, revenue to support certain services has gone unnoticed as they have been derived from many sources of municipal revenue. Cost analysis is the basis for the equitable implementation and administration of user fees and charges. Exhibit 2 shows examples of the types of user fees and charges the City could use. Also included are suggestions on the extent to which user fees and charges should cover the cost of a particular service.

Privilege licenses are levied on businesses and professions in the City

## Exhibit 2

SERVICES FOR WHICH LOCAL GOVERNMENTS COMMONLY CHARGE A FEE	
<p><b>Recreation and leisure activities</b>  Athletic fields (P)  Athletic leagues (F)*  Auditorium/civic center (F)  Concession rental (F)  Equipment rental (F)  Parks (P)  Recreation center rental (F)  Recreation classes (F)*  Swimming pools (P)  Tennis courts (P)</p>	<p><b>Public works</b>  Abandoned-vehicle removal (F)  Barricades (F)  Cemeteries (P)  Curb cuts (F)  Maps (F)  Sign permits (F)  Street cuts (F)  Weed cutting (P)</p>
<p><b>Planning and economic development</b>  Annexation (F)  Development guide or manual (F)  Maps (F)  Plat processing (F)  Zoning variance (F)</p>	<p><b>Police protection</b>  Accident and offense reports (F)  DWI processing (F)  Funeral escorts (F)  Other special-occasion escorts (F)  Police services at special events (F)  Serving warrants (F)  Vehicle impoundment (F)</p>
<p><b>Sanitation</b>  Landfill (P)  Large-item solid-waste pickup (F)*  Solid waste collection (F)  Street cleaning (P)</p>	<p><b>Miscellaneous</b>  Document search (F)  Meeting room rentals (F)  Photocopying records (F)  Vending machine space rental (F)</p>
<p>"F" means that the fee for service should be set so as to recover the <i>full</i> cost of providing the service. An "F*" indicates that full cost pricing should be required only for certain classes of users; a partial subsidy should be provided for some users, such as the elderly, children, or nonprofit organizations.</p>	
<p>"P" means that the fee for service should be set so as to recover only <i>part</i> of the cost of the service. A partial subsidy is justified for any one or all of the reasons discussed in the chapter.</p>	
<p>Source: Adapted from Robert L. Bland, <i>Financing City Government in Texas: A Revenue Manual for City Officials</i> (Austin: Texas Municipal League, 1986)</p>	

limits within the statutory authority of the General Assembly. This revenue accounted for 1.4% of the General Fund's revenue in FY03. Receipts from this source come from both variable and fixed charges. State Statutes regulate the license rate for certain businesses and professions while exempting others. The City uses rates set forth in the State Statutes. All other businesses fall under the City's gross receipts tax. Under this provision, a business is taxed at a percentage, set by City Council, of its adjusted gross receipts.

Advantages to initiating privilege licenses as a revenue source to support local government include: the ease of administration; the fact that it can be easily adjusted; and change in privilege license revenue increases proportionally to the local economy.

Administrative revenue represents the Water and Sewer Fund's contribution to the operations of the General Fund. Any increases or decreases in this revenue should be the result of a change in the cost of the services provided by the General Fund to the Water and Sewer Fund. This revenue provides a method to recover the cost of services for the Water and Sewer Fund provided by the General Fund.

Besides the revenue options reviewed above, City Council may want to consider supporting changes in the General Statutes which could provide the City with additional sources of revenue. Four examples of changes in the statutes the City could utilize to increase revenues would be a real estate transfer tax, a local income tax, prepared foods tax and an auto tax. All four sources are used successfully by municipalities in other states. In North Carolina, some municipalities are already using the auto tax and prepared foods tax. Authority exists currently for the City to levy a five dollar charge per vehicle whose proceeds are undesignated. Authority also exists to levy a five dollar charge per vehicle whose proceeds are designated for mass transit support. In addition to changes at the local level, it is apparent that North Carolina local government will need the assistance of our General Assembly in addressing these challenges to finance local government.

## **Conclusion**

The challenge of financing local government is a complex issue. Providing balanced revenues to equitably finance local government services and capital needs is a significant problem facing all local governments across North Carolina and the Country. With declining State and Federal assistance to cities, the citizens of Salisbury will receive the level of local government services for which they are willing to pay. Setting priorities has become more important. We may not be able to be all things to all people.

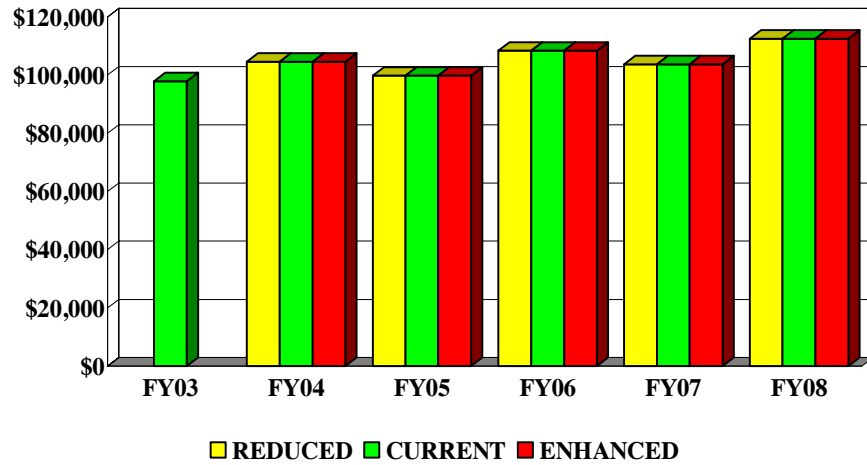
This analysis of local government revenues and a corresponding projection of local government expenditures is updated each year by the City's Finance Department. This report anticipates local government revenue shortfalls in meeting local government service demands. Simultaneously, it is recommended the City evaluate all existing and alternative sources of revenue available to finance local government. With this tool in hand, City Council will be in a better position to equitably raise revenue to support local government services, to determine the level of services offered to our citizens, to consider certain productivity improvements to reduce local government costs, and to determine certain priorities in the various kinds of local government services offered. This approach offers no easy solutions; however, it gives our local government leaders a better handle to address the financing of Salisbury's local government services.

**CITY COUNCIL**

**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 generate and maintain up-to-date municipal codes, establishing public policies, and adopting budgets designed to provide effective, efficient municipal services. To provide protection for all citizens, quality leisure services, and recreational opportunities. To provide leadership and support for the continued economic development and planned growth of the community.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Establish and maintain public services and facilities deemed necessary or desirable for the health, safety, comfort, welfare, convenience and good order of the public
- Provide for the organization of City government
- Provide for a City Manager under the Council/Manager form of government and a City Attorney in accordance with the City Charter
- Create and establish by ordinance or resolution Authorities, Boards and Commissions, as it may deem necessary or appropriate to the administration, regulation, operation, services, activities, and functions which the City is authorized by Law to perform, regulate, and continue
- Make and provide for the execution of regulatory ordinances
- Provide for planning, sub-division and building regulations
- Schedule regular and special public meetings and public hearings in order to hear the public and conduct City business
- Provide for a Code of Ordinance in accordance with State Law

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

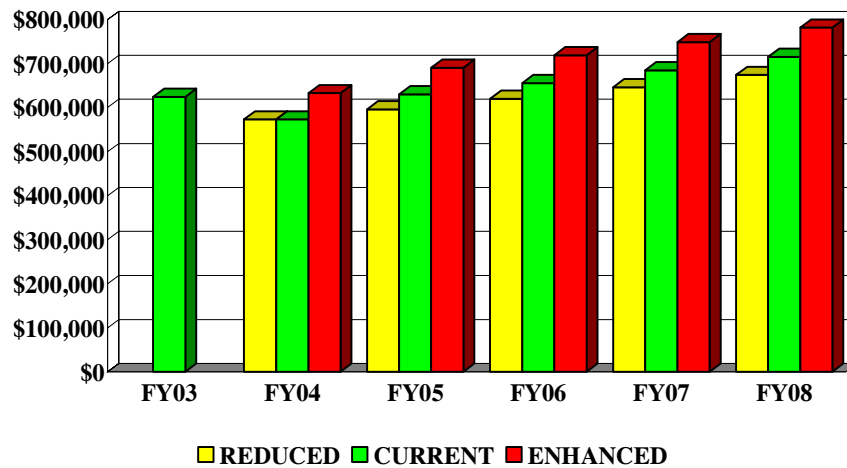
- No enhanced service level is proposed

**CITY MANAGEMENT AND ADMINISTRATION**

**Statement of Purpose**

To serve as a central source of information, advice and support services for the City Council. To manage and coordinate preparation and presentation of the annual municipal budget to the City Council, with subsequent responsibility for its implementation, control, and general management. To manage and coordinate preparation and implementation of the City’s Goal-Setting process. To provide professional leadership and counsel to the City staff in carrying out the work of the municipality in an effective, efficient manner; provide a central source for the collection, storage and dissemination of official municipal records and documents. To provide risk management services for the municipality 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 may be assigned by the City Council.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Direct and supervise the administration of all departments, offices and agencies of the City
- Recommend to the City Council policy or other matters affecting the City
- Ensure that all laws of the State, the City Charter, ordinances, resolutions and regulations of the City Council are faithfully executed in the City
- Prepare and submit the annual budget and capital improvements program to the City Council
- Submit annually to the City Council and make available to the public a complete report on the finances and administrative activities of the City
- Present reports to the City Council concerning the operations of City departments
- Award, approve and execute contracts including the acquisition of real estate by the City in accordance with State and local laws and ordinances
- Recommend the adoption of a classification and compensation plan, performance appraisals and other personnel ordinances and regulations to the City Council
- Schedule items for and prepare minutes of City Council meetings and other proceedings
- Maintain and safeguard public records and official copies of City documents
- Assist the City Council in a goal setting and goal evaluation process
- Respond to requests for information from the general public
- Provide administrative support to the Mayor, the City Council and the City Manager
- Coordinate activities with various City departments, citizens, other governmental units, outside agencies and organizations
- Direct, oversee, and participate in the development of the Departments' work plan
- Monitor and review the City's liability insurance program
- Receive, review and process annexation petitions and street and alley closing petitions

- Provide for legal assistance for the City Council, Management team and the Municipal Corporation
- Maintain and update a Code of Ordinances for the City
- Provide a comprehensive safety and risk management program that includes training, inspection, investigation, and accident review

**Reduced Service Level:**

- Reduce level of clerical support

**Enhanced Service Level:**

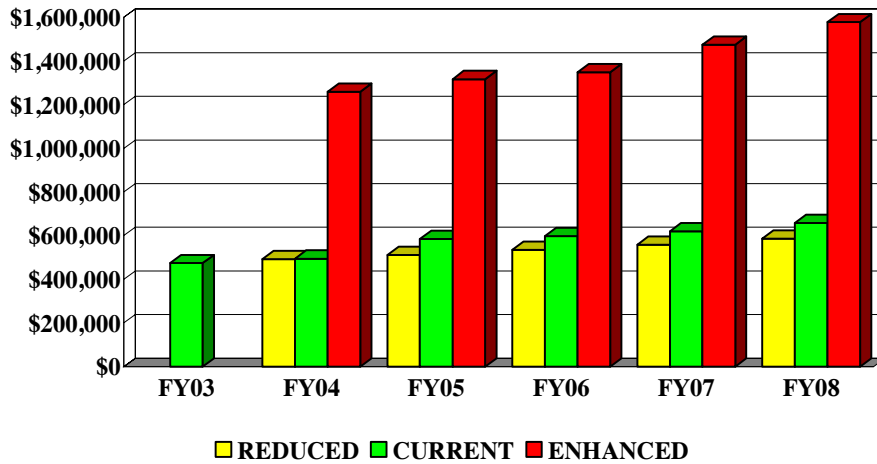
- Add position for enhanced office support

**HUMAN RESOURCES**

**Statement of Purpose**

To provide a centralized source of support and assistance to the City related to its need for the management of human resources. Specific functions include general personnel administration, recruitment and selection, training and development, health and wellness, compensation and benefits.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide systems to recruit, screen, and select City employees
- Coordinate employee separations, promotions, and reclassifications
- Provide a comprehensive Employee Benefits Program
- Manage the employee Classification and Compensation System
- Manage the employee Performance Appraisal System
- Provide management, supervisory, and employee training programs
- Provide general employee orientation and coordinate departmental employee orientation
- Provide an annual Employee Service Awards and Recognition Program
- Provide Personnel Policy and Employee Handbook
- Provide an Employee Assistance Program
- Provide employee relations assistance and consultation to managers, supervisors, and employees
- Manage the City's Affirmative Action Program
- Monitor employment trends relative to the City workforce
- Provide comprehensive Drug Testing Program
- Coordinate Police selection/promotional processes
- Provide a multiculturalism program

**Reduced Service Level:**

- Eliminate comprehensive Employee Benefits Program
- Provide bimonthly general employee orientation
- Eliminate management, supervisory, and employee training
- Eliminate employee awards and recognition program
- Eliminate employment trends monitoring

**Enhanced Service Level:**

- Provide extensive in-house benefits counseling and administration
- Provide in-house management, supervisor and employee training and career development programs
- Provide extensive in-house Occupational Health/Wellness Program
- Provide extensive in-house Employee Assistance Program

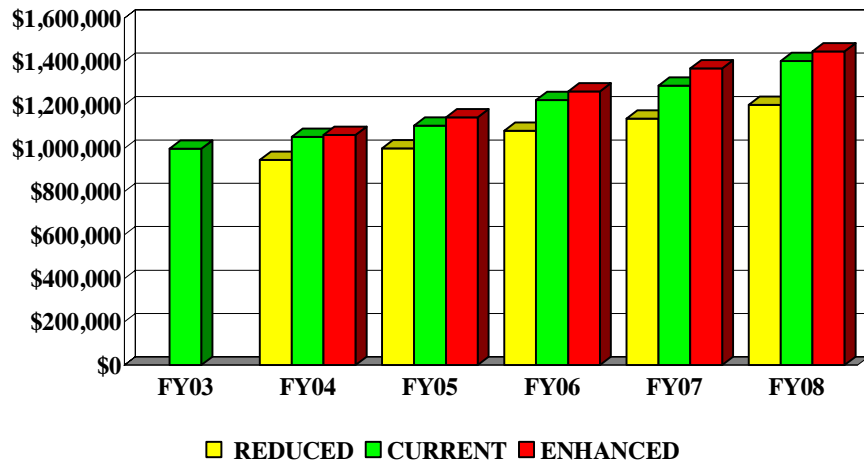
- Provide extensive retirement/health benefits
- Provide recruitment incentives
- Provide scheduled salary adjustments annually
- Provide enhanced level of recruitment efforts for Police and Fire Departments
- Provide Broadbanding Salary Plan including career development incentives
- Provide enhanced performance evaluation system
- Provide in-house volunteer recruitment and selection program
- Provide a community wide multiculturalism program
- Provide an employee wellness program

**FINANCE DEPARTMENT**

**Statement of Purpose**

To provide a centralized source for handling the financial affairs of the City including: maintaining a financial record keeping system, protecting municipal assets as required by the Local Government Commission Fiscal Control Act, managing the City’s Debt Service Program, preparing and monitoring the annual and five-year budgets, preparing standards for performance and benchmarking, utilizing an investment program for the City's idle cash, providing payroll and disbursement services, collecting utility and other revenues, providing a source of information and support related to the purchase/lease of supplies, equipment and contractual services, managing a fixed asset system, plus maintaining a technology system that provides state-of-the-art data processing, computer, telephone, and telecommunications capability.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide a biweekly payroll
- Provide weekly processing of outstanding accounts payable
- Provide monthly billing of water and sewer services
- Provide billing of business privilege licenses
- Collect receipts for water and sewer, privilege licenses, and other miscellaneous accounts receivable
- Provide daily posting and deposit of city receipts
- Provide assistance for water and sewer customers
- Assist in preparation of annual budget, budget documents, and budget amendments
- Provide assistance to auditors with the annual audit
- Prepare annual financial statements
- Provide maintenance of City general ledger and all subsidiary ledgers
- Prepare reports for other government entities
- Monitor cash requirements and invest available cash
- Coordinate authorization and issuance of City debt
- Conduct periodic inventory of fixed assets
- Participate in the North Carolina Local Government Performance Measurement Project
- Prepare and maintain fixed asset records
- Prepare annual Powell Bill financial report
- Provide special reports and projects as requested
- Provide part-time grants support
- Coordinate bank services, including direct deposit and direct debit
- Provide support to prepare and monitor the budget and produce benchmarking and performance measurement evaluations



**Reduced Service Level:**

- Eliminate Account Clerk position, which decreases timely information in general ledger maintenance and reporting function
- Eliminate a customer service clerk which reduces support for utility customer assistance
- Reduce processing for accounts payable to biweekly cycle
- Reduce investment opportunities to low yield overnight markets
- Eliminate Mail Coordinator which requires each department to send individuals to other departments for mail and inter-office correspondence

**Enhanced Service Level:**

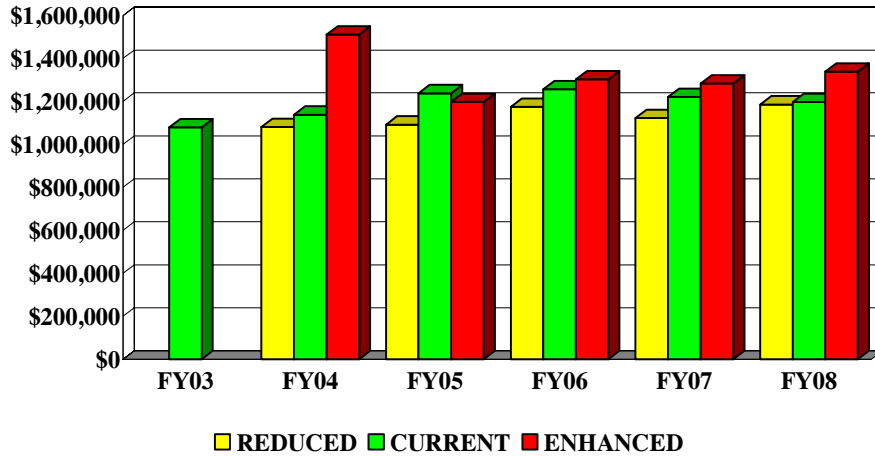
- Provide additional customer service support for utility, privilege license, and miscellaneous receivable billing and collection
- Provide additional collection support for delinquent receivables
- Provide additional support to prepare and monitor the budget and produce benchmarking and performance measurement evaluations

**FINANCE-TECHNOLOGY SERVICES DIVISION**

**Statement of Purpose**

To provide a centralized source of procedures, information and support related to the storage and electronic processing of data, business transactions, information and other computer-related capability.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Perform daily computer systems backup
- Maintain system security and system passwords
- Diagnose systems or software problems
- Plan and participate in the training of City personnel
- Assist users in resolving systems problems
- Plan and direct installation of new equipment
- Prepare documentation and instruction for users of systems
- Test and debug new software
- Maintain integrity of database
- Conduct feasibility studies
- Maintain efficient hardware configuration
- Design, implement, and monitor disaster recovery plan
- Evaluate and approve requests for computer hardware
- Initiate and monitor contracts for computer maintenance
- Continue implementation of Information System Plan

**Reduced Service Level:**

- Reduce scope of implementation of Information System Plan

**Enhanced Service Level:**

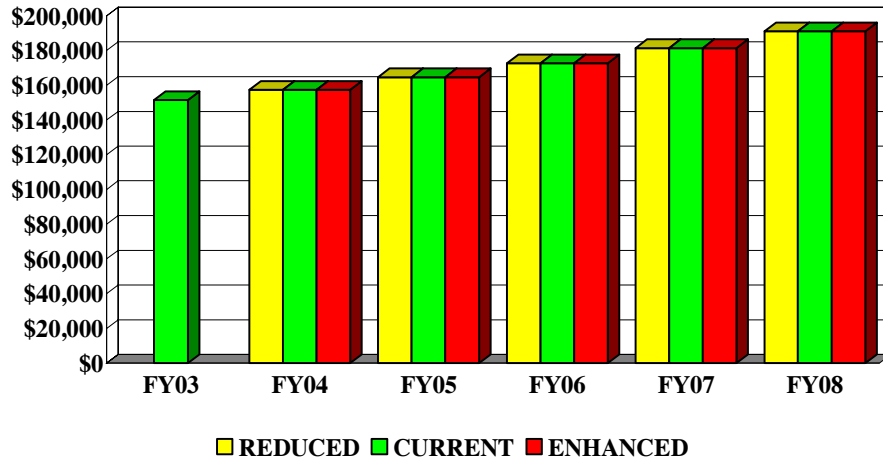
- Develop more in-house programs
- Develop in-house expertise in networking
- Expand implementation of Information System Plan

**FINANCE-PURCHASING DIVISION**

**Statement of Purpose**

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.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Request and receive 114 quotations
- Request and receive 32 formal quotations annually
- Issue 929 purchase orders annually
- Assist in maintaining detailed records on the City's asset inventory
- Provide product knowledge and vendor information to user departments on a daily basis
- Assist in preparation of fleet specifications
- Provide contract administration services for various departments
- Receive, distribute and audit electronically 6,627 weekly transactions generated by the 305 users of the City's Purchasing Card program.
- Receive, distribute, and audit manually 1,368 monthly "paper" statements with receipts for the City's Purchasing Card program
- Receive, distribute, and audit manually 9,675 weekly fuel statements for the City's fueling requirements for 377 users

**Reduced Service Level:**

- No enhanced service level is proposed

**Enhanced Service Level:**

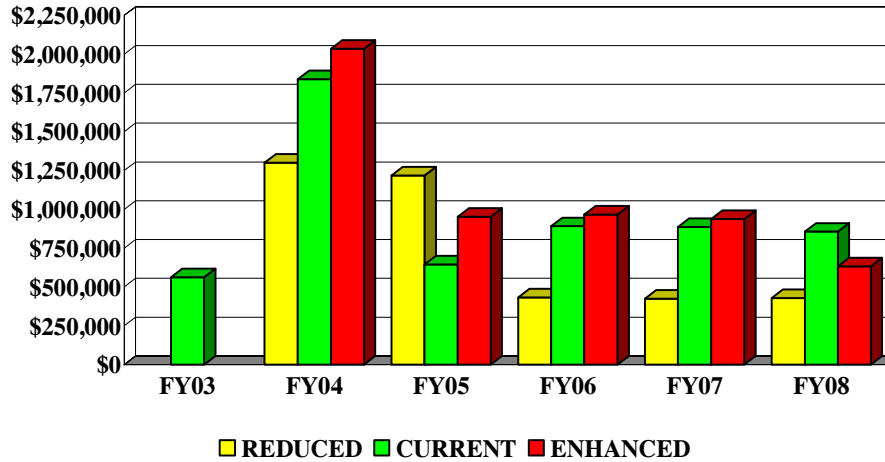
- No enhanced service level is proposed

**TELECOMMUNICATIONS**

**Statement of Purpose**

To manage, coordinate and monitor the City's telecommunications system in the areas of telephone, radio, 9-1-1, cable, emergency services communications, and to specify, recommend and implement solutions to the City's communications needs.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide daily 9-1-1 service to city citizens
- Provide daily operation and maintenance for the City's radio systems
- Provide daily installation and repair service for the City's telephone and cable systems
- Operate and manage the Al's Knob Tower Site

**Reduced Service Level:**

- Eliminate 9-1-1 service to public
- Eliminate purchases of telecommunications equipment

**Enhanced Service Level:**

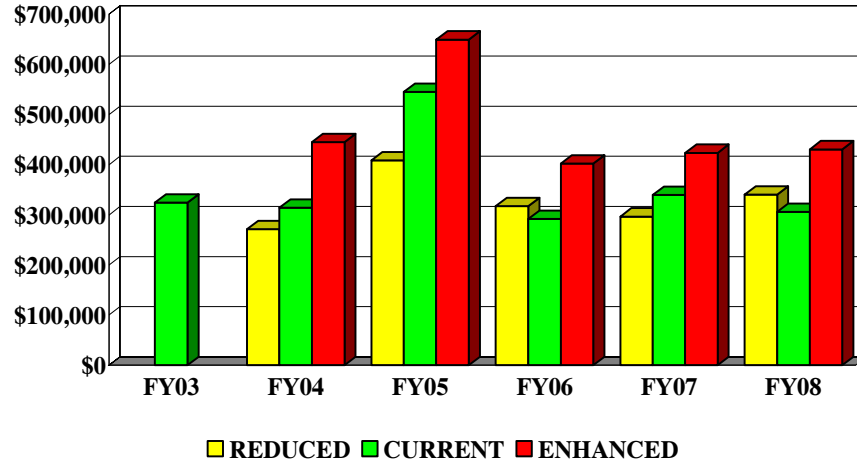
- Add telecommunications analyst in FY2004
- Increase scope of telecommunications upgrades

**CITY OFFICE BUILDINGS**

**Statement of Purpose**

To provide centrally located facilities for holding meetings of the City Council, its boards and commissions and other groups who may from time-to-time need public meeting space. In addition, provide office and conference space for the Mayor, City Manager, Finance, Human Resources, Recreation Administration, Land Management and Development and other support staff engaged in the operation of municipal government in Salisbury.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide space for public meetings
- Provide central facilities to house administrative and some operational Departments
- Provide maintenance and cleaning services for City Office Buildings

**Reduced Service Level:**

- Reduce funding for renovation of office space and parking lot expansion
- Eliminate Facilities Maintenance Manager

**Enhanced Service Level:**

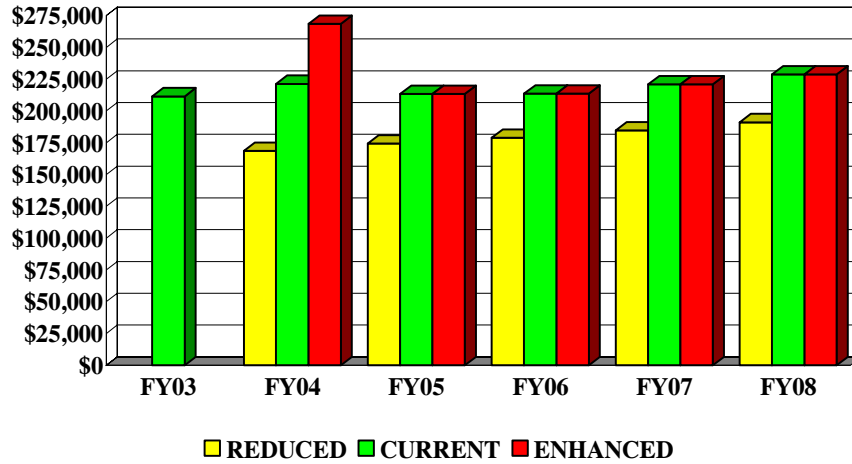
- Provide for further renovation of meeting and office space and exterior enhancement
- Add Facilities Maintenance Manager
- Add HVAC Technician

**PLAZA**

**Statement of Purpose**

To continue ownership and management of the Plaza, originally structured as a public/private partnership to increase economic vitality in the central business district, establish new housing units in the downtown and provide additional office facilities and meeting space for the City. The building is now fully owned by the City.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Improve economic vitality of downtown business district
- Provide additional centralized office, commercial, retail, and meeting space

**Reduced Service Level:**

- Reduce scope of repairs

**Enhanced Service Level:**

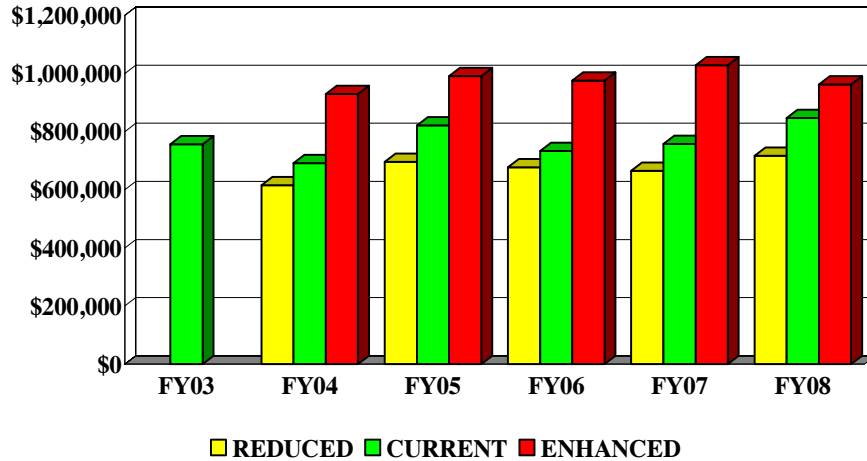
- Enhance scope of repairs/replacements

**PLANNING AND COMMUNITY DEVELOPMENT**

**Statement of Purpose**

To provide for a coordinated planning program to insure orderly growth within the City to include population, land use, thoroughfares, public facilities, neighborhoods, zoning, subdivision regulations, other specialty areas, and geographic information services. To formulate, develop and recommend policies, plans and local ordinances intended to improve the overall appearance, economic climate within the City and its extraterritorial areas. To eliminate slums and blighted conditions in commercial and residential areas by code enforcement and provide for orderly growth and development within the City.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide staff for the Salisbury Planning Board
- Prepare zoning reconnaissances
- Prepare and assimilate statistical and census data
- Prepare ordinances, code updates, and annexation studies
- Conduct board and commission training
- Carry out comprehensive planning
- Staff Community Appearance Commission
- Provide design assistance for appearance issues
- Facilitate public/private development projects (i.e., Gateway, Innes Street projects, and Flowers Bakery)
- Staff Historic District Commission
- Prepare facade and Innes Street grant programs
- Acquire and dispose of property related to City development projects
- Prepare work write-ups and inspections for housing rehabilitation
- Apply for Federal and State grant funds
- Administer Federal and State grant and loan programs
- Maintain City map files
- Provide for affordable housing in City
- Develop and implement plans for neighborhood development and assistance
- Provide for GIS services
- Contract for CDBG and Neighborhood services
- Implement Vision 2020

**Reduced Service Level:**

- Eliminate special projects

**Enhanced Service Level:**

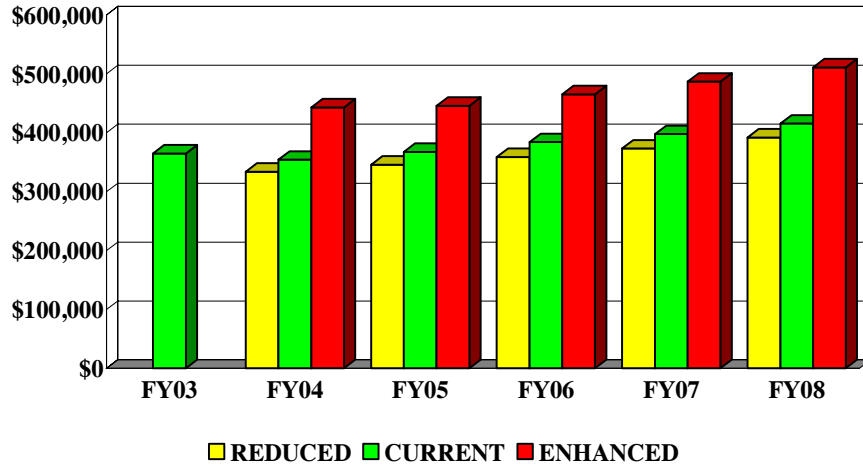
- Upgrade one Planner position to Division Manager
- Reinstate frozen Planner position
- Increase scope of special projects

**DEVELOPMENT SERVICES DIVISION**

**Statement of Purpose**

To provide citizens, builders and developers a centralized source of information, permit services, code enforcement, zoning and special district boards support through a Development Services Center.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Administer and enforce City zoning
- Perform inspections to ensure compliance with various codes and ordinances
- Issue certificates of compliance
- Maintain files for all improvements and work performed, such as water/sewer connections, fees paid, driveway permits, zoning permits, grading permits, and for board and commission meetings
- Perform staff liaison and secretarial work for the Zoning Board of Adjustment and the Historic District Commission
- Receive complaints, investigate problems, and proceed with appropriate action for resolution
- Assist developers, contractors and the general public in securing the appropriate permits and approvals
- Maintain a street address system as prescribed by City Ordinance and coordinate all addresses with the emergency service agencies and the U.S. Postal Service
- Conduct a monthly Technical Review Committee meeting with various City, County, and State representatives
- Continuously update and maintain Division files
- Continuously update and maintain zoning layer on GIS

**Reduced Service Level:**

- Reduce office support

**Enhanced Service Level:**

- Add a second Code Enforcement position for additional enforcement of City zoning ordinance violations that are mandated by additional requirement to the Code of Ordinances and the additions to City territory through annexations, voluntary annexations, and expansion of extraterritorial jurisdiction
- Add a Development Services Assistant Manager to help in all facets of office work, which includes helping customers, reviewing plans, taking phone calls and other office functions

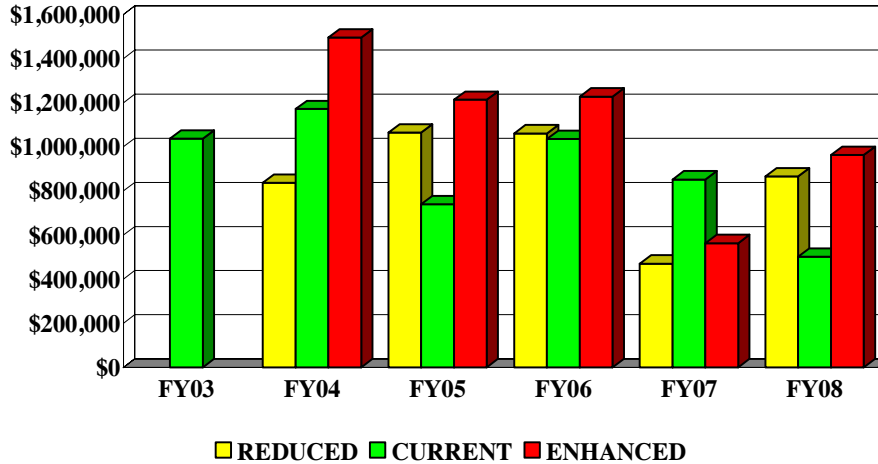


**ENGINEERING DIVISION**

**Statement of Purpose**

To provide a centralized source of general engineering services for the City including surveying, design work, review and approval of final plans submitted by outside consultants, site inspections and coordination of project activities initiated between the City and other agencies.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Prepare annual Powell Bill Map and Certified Statement
- Administer the subdivision ordinance and the floodway ordinance
- Prepare periodic reports for the City Council and NCDOT concerning traffic needs
- Administer the design and construction of State-funded Small Urban Transportation Improvements
- Administer the design and construction of City street improvements and special projects
- Respond to citizen requests concerning traffic studies, parking changes, and storm drainage projects
- Provide preliminary surveying for easement acquisition and design work
- Review designs submitted by outside consultants for conformance with City Standards and Policies
- Inspect construction projects for conformance with approved plans
- Administer voluntary annexations and alley closings
- Provide current City limits/street maps to all Departments
- Provide storm drainage reconnaissance for rezoning requests
- Design expansions to the Greenway System
- Administer Telecommunications wireline ordinance

**Reduced Service Level:**

- Reduce the number and scope of special projects and extend completion time
- Reduce funding of storm drainage grants
- Reduce future year funding of mapping updates

**Enhanced Service Level:**

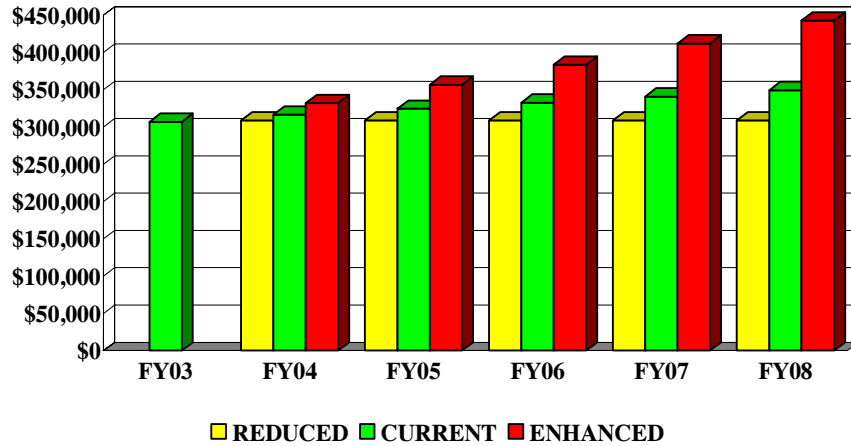
- Implement a neighborhood traffic calming program
- Implement a sidewalk expansion program
- Increase future year funding of mapping updates
- Restore the Street Lighting Program
- Join Cabarrus-Rowan MPO
- Implement NPDES compliance related to storm water quality

### STREET LIGHTING

**Statement of Purpose**

To provide for the lighting of the City's streets.

#### COMPARISON OF SERVICE LEVELS



**Current Service Level:**

- Maintain existing street lights
- Provide new street lights in new subdivisions

**Reduced Service Level:**

- Maintain existing street lights, no new installations

**Enhanced Service Level:**

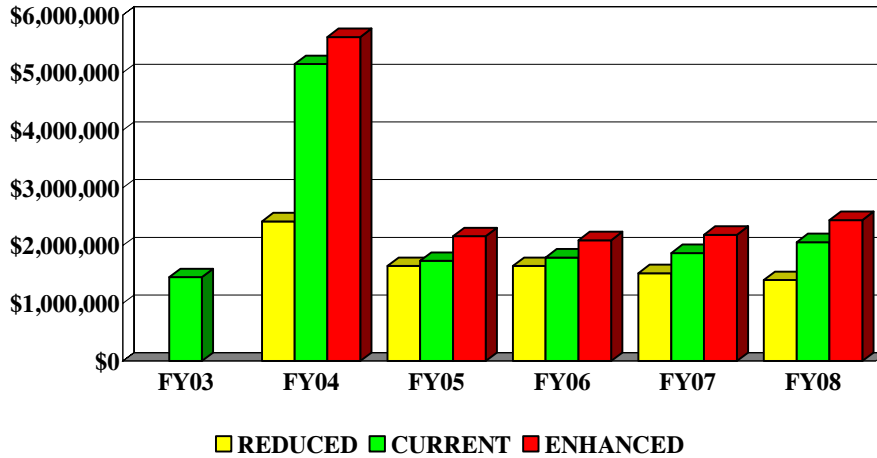
- Restore 5% annual increase for improved lighting for neighborhoods and thoroughfares

**POLICE DEPARTMENT-SERVICES DIVISION**

**Statement of Purpose**

To serve as the support unit of the department providing telecommunications, an armory, clerical and secretarial services, evidence storage and tracking, animal control, D.A.R.E. school resource officers, crime prevention officers, a records-keeping system, and building maintenance.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide 24-hour radio and telephone communications
- Conduct records management systems
- Provide for evidence/property management
- Provide crime prevention and nuisance abatement services to public
- Conduct Drug Abuse Resistance Education (D.A.R.E.) to local schools
- Provide animal control for City
- Provide Downtown Officer
- Provide school crossing guards
- Provide vehicle fleet management
- Provide internal affairs services
- Provide training and recruitment
- Enforce parking control in Downtown
- Provide funding for construction/renovation of Police facility

**Reduced Service Level:**

- Eliminate Parking Enforcement Officer, Police Information Clerk, and Animal Control Specialist
- Eliminate Community Service Officer
- Reduce scope of improvements to Police facility

**Enhanced Service Level:**

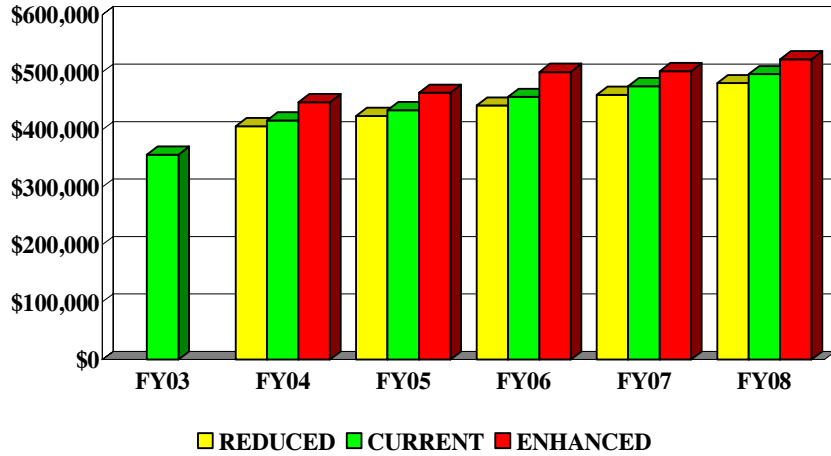
- Add firing range
- Add Police Telecommunications Supervisor position
- Add two Telecommunications positions
- Add Animal Control Specialist
- Add Crime Prevention Coordinator
- Add two Police Information Clerks (PIC)

**POLICE DEPARTMENT-ADMINISTRATION DIVISION**

**Statement of Purpose**

To serve as the central management and administrative unit for the activities and operations associated with the Police Department.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide general administration for department
- Conduct planning and research
- Provide fiscal management for department
- Develop policy and procedures
- Plan budget for department
- Supervise accreditation program
- Provide Crime analyses
- Administer taxi permits

**Reduced Service Level:**

- Eliminate Police Chaplain Program, Diversity Enhancement Services, and Wellness Program

**Enhanced Service Level:**

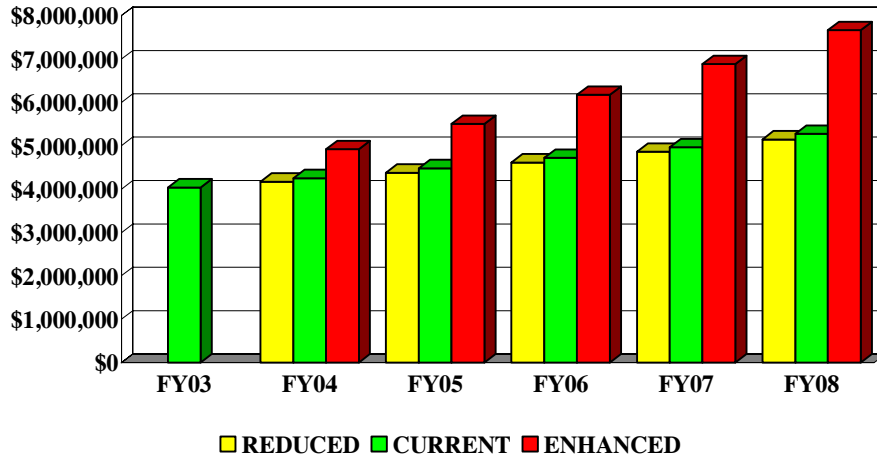
- Increase efforts for Crime Control Plan
- Increase efforts for Wellness Program
- Increase efforts for Diversity Enhancement Training

**POLICE DEPARTMENT-OPERATIONS DIVISION**

**Statement of Purpose**

To provide 24-hour law enforcement service for the citizens of Salisbury including: protection of life and property, traffic enforcement, investigation of traffic accidents, investigation of criminal activities, crime lab, crime analysis, and housing authority patrol.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide 24-hour police patrol
- Respond to calls for service from citizens
- Investigate criminal activity
- Provide for specialized investigation of criminal activity
- Investigate non-criminal complaints
- Conduct traffic accident investigations
- Provide traffic law enforcement
- Provide special response to high risk situations (e.g., hostage situations)
- Provide for special police operations (stakeouts, etc.)
- Provide for specialized drug enforcement
- Conduct building and property checks
- Enforce State and local laws
- Maintain six officers under Universal Grant expiring FY 2003
- Provide special permits
- Provide School Resource Officers in Middle and High Schools and the Alternative High School

**Reduced Service Level:**

- Reduce patrol component by one officer
- Eliminate one Investigator

**Enhanced Service Level:**

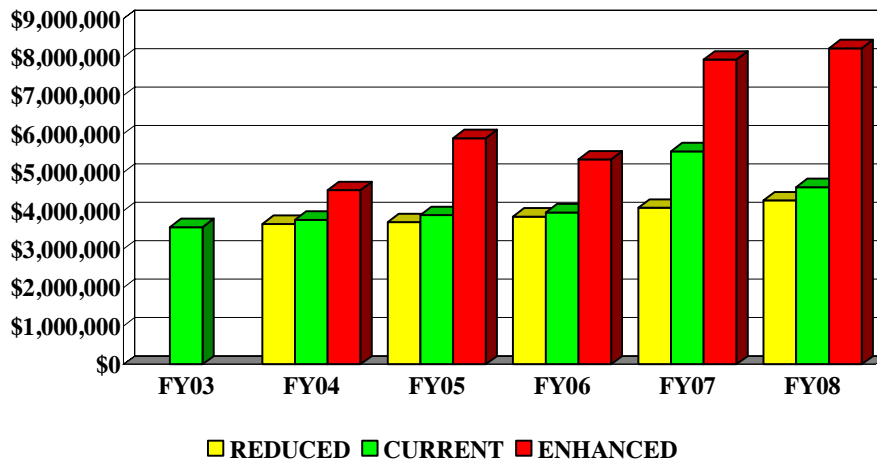
- Reinstate the two frozen patrol officer positions
- Add eight patrol officers annually to increase patrol coverage and related enforcement activities

**FIRE DEPARTMENT**

**Statement of Purpose**

To provide capable, well trained personnel and necessary equipment to suppress fires and effectively manage Hazardous Materials accidents that may occur in our community related to transportation or industry; to provide rescue services as needed and Life Support through an updated First Responder Program. To continue to work toward a more fire-safe community through Loss Prevention activities, including minimum housing responsibilities, building inspections, code enforcement, and public education programs.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide fire suppression services
- Provide Hazardous Material Incidents Management
- Provide rescue and First Responder services
- Investigate suspicious fires for cause and origin
- Provide fire code enforcement
- Provide minimum housing services
- Provide minimum housing code enforcement
- Conduct public fire education for schools and community groups
- Conduct water flow tests as needed for industry and insurance companies
- Provide blood pressure screening program for citizens
- Provide and install smoke detectors for the elderly and handicapped
- Provide and instruct up-to-date State Certification Training
- Conduct product research and analysis
- Provide data management
- Prepare, submit, and administer departmental budget
- Monitor underground storage tank installations and removals
- Conduct plans review for new developments and industries
- Correct deteriorating conditions of buildings and station drives
- Begin construction of Station 50 in FY 2008

**Reduced Service Level:**

- Incur more fire loss through less inspections and code enforcement
- Reduce level of personnel training
- Reduce data management
- Delayed equipment and manpower response time
- Cause diminished safety margin
- Lose our ISO Class 2 rating
- Reduce minimum housing inspection/enforcement capabilities
- Reduce product research and analysis

**Enhanced Service Level:**

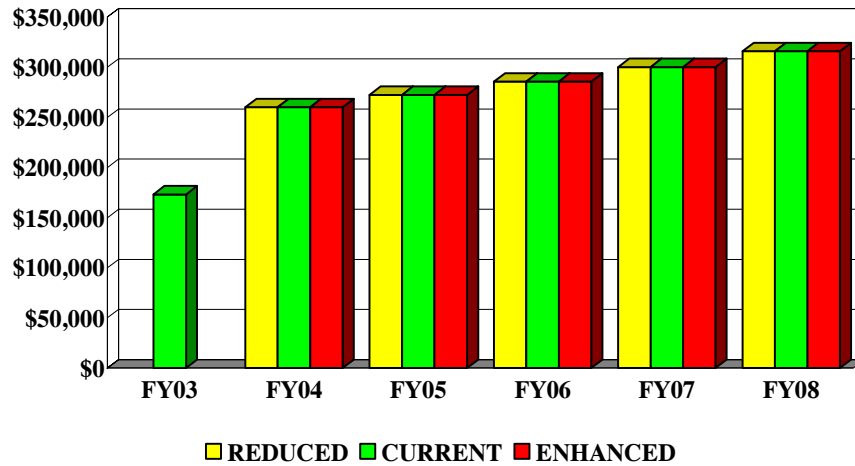
- Complete implementation of increasing current staffing level to meet minimum needs as stated by NFPA and supported by OSHA. These Fire Control Specialists are necessary to meet “2 in 2 out” requirements. Addition of 6 Fire Control Specialists in FY 2004
- Reinstate Senior Office Assistant position in FY 2004
- Fund Minimum Housing Inspector in FY 2004
- Hire two temporary positions for Hydrant Maintenance in FY 2004
- Reinstate Office Assistant position in FY 2005
- Begin phase in of Station 50 personnel and equipment
  - FY 2005 - Hire 6 Fire Control Specialists for Station 50
  - FY 2005 - Hire architect and finalize drawings for new Station 50
  - FY 2006 - Begin construction of Station 50
  - FY 2006 - Hire 3 Fire Control Specialists for Station 50
  - FY 2006 - Hire 3 Engineers for Station 50
  - FY 2007 - Hire 3 Fire Control Specialists for Station 50
  - FY 2007 - Hire 3 Captains for Station 50
  - FY 2007 - Station 50 in operation
- Begin phase in of Station 54 personnel and equipment
  - FY 2006 - Purchase land for Station 54
  - FY 2007 - Hire architect and finalize drawings for Station 54
  - FY 2007 - Hire 14 Fire Control Specialists for Station 54
  - FY 2007 - Begin construction of Station 54
  - FY 2007 - Spec and order new Pumper for Station 54
  - FY 2007 - Spec and order new Aerial Platform for Station 54
  - FY 2008 - Hire 14 Fire Control Specialists for Station 54
  - FY 2008 - Hire 6 Engineers for Station 54
  - FY 2008 – Hire 6 Captains for Station 54
  - FY 2008 - Hire 1 Battalion Chief
- Increase safety factors
- Pursue an ISO Class 1 rating which is the highest rating that can be earned

**PUBLIC SERVICES-ADMINISTRATION DIVISION**

**Statement of Purpose**

To serve as the central management and administration source for activities and operations related to the Public Services Department including Fleet Management, Landscape Operations, Cemetery, Hurley Park, Traffic Operations, Waste Management, Streets and Transit.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Conduct daily planning/information sessions with division managers
- Maintain office hours ten hours daily (7:00 a.m. - 5:00 p.m.)
- Provide administrative and clerical support to seven division managers
- Provide "real time" response to public inquiries and/or provide immediate notification to division managers
- Provide temporary staffing in reaction to special projects or unforeseen circumstances
- Keep public those activities of the Public Services Department directly affecting the general public
- Provide code enforcement

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service:**

- No enhanced service level is proposed



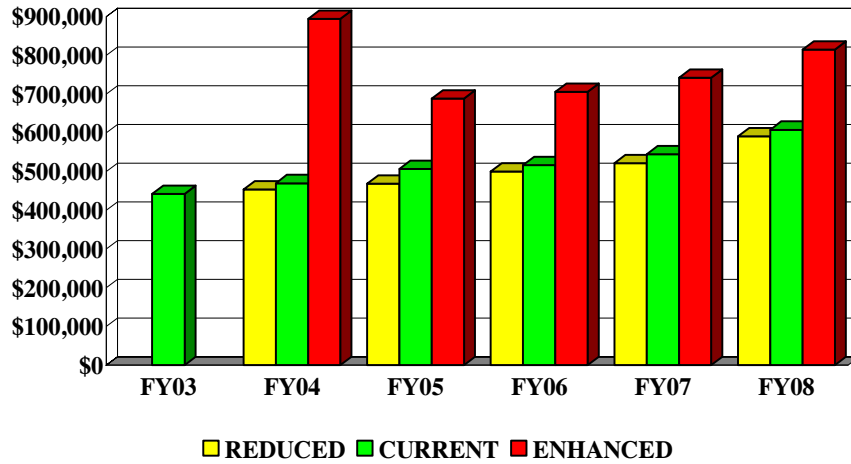
**PUBLIC SERVICES-TRAFFIC OPERATIONS DIVISION**

**Statement of Purpose**

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

The group is also responsible for the installation and maintenance of a telecommunications system throughout the organization (excluding Public Safety telecommunications equipment).

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Monitor and evaluate traffic safety, flow and parking as needed
- Maintain and repair 90 traffic signals annually
- Maintain and repair 9,000+ traffic control signs
- Maintain 22,000 feet of crosswalk and stop bar markings
- Maintain 80 miles of yellow center line
- Maintain 700 directional arrows
- Maintain and repair 275 telephone sets
- Maintain and repair 3.2 miles of phone cable
- Install new phone sets and phone systems
- Install and repair computer cabling
- Provide on-call service for after hours repair to traffic signals and signs
- Provide on-call service for problems at tower site in Granite Quarry
- Install and remove mobile and base station radios
- Assist in studies to alleviate citizens' requests and complaints
- Perform electrical projects and repair within City departments
- Maintain the Brown Street Clock on the Square
- Provide trouble shooting and repair assistance to the Plaza
- Fabricate signs for City departments
- Provide traffic control in work zones for City departments

**Reduced Service Level:**

- Maintain City-owned signals, signs, and pavement markings only
- Eliminate in-house repair to City telecommunications systems
- Eliminate fabrication of signs for City departments
- Eliminate traffic control assistance to City departments
- Eliminate thermoplastic markings installation

**Enhanced Service Level:**

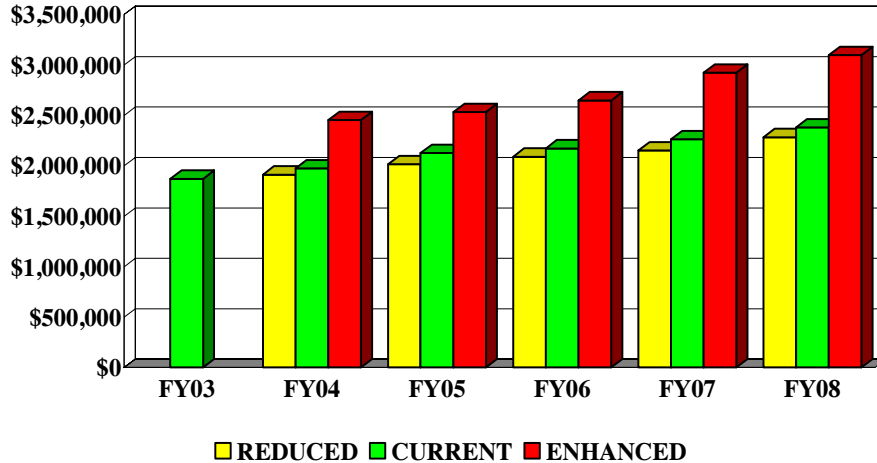
- Add one new crew in FY 2004 to rejuvenate thermoplastic material biannually
- Replace all traffic control signs with hi-intensity type signs
- Upgrade street name signs from 6" to 9"
- Upgrade "stop" signs to 36" hi intensity minimum
- Enclose area between buildings to facilitate better office and storage space in FY 2004
- Take over maintenance of all signals in the county

**PUBLIC SERVICES-STREET DIVISION**

**Statement of Purpose**

To plan, implement and manage the construction and maintenance of all City streets, sidewalks, drainage system and rights-of-way through a program of maintenance, construction, cleaning, and general beautification. To fund activities associated with street construction, maintenance, cleaning and rights-of-way maintenance as provided for by revenue received from the State of North Carolina through the Powell Bill Fund.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Install minimum of 75 new driveway aprons annually
- Replace minimum of 6,000 feet of sidewalk annually
- Repair approximately 1,200 feet of curb and gutter annually
- Construct, repair, and upgrade drainage systems within rights-of-way as needed
- Remove debris from streets and gutters within 45 working days on a rotating schedule
- Provide leaf collection every 3 weeks on a rotating schedule seasonally
- Provide passable street conditions during periods of ice and snow, covering all City streets within an 8-hour period or as storm allows
- Provide support to other divisions and departments with equipment and manpower as needed
- From Powell Bill funds, provide pavement maintenance to 146 miles of city streets, resurface approximately 16 lane miles of city streets annually, and perform road maintenance to 4 miles of gravel streets
- Provide yard debris collection weekly on same day as other collections
- Perform paving and patching of street cuts as a result of utility connections and service

**Reduced Service Level:**

- Eliminate loose leaf collection
- Eliminate limb and yard waste collection

**Enhanced Service:**

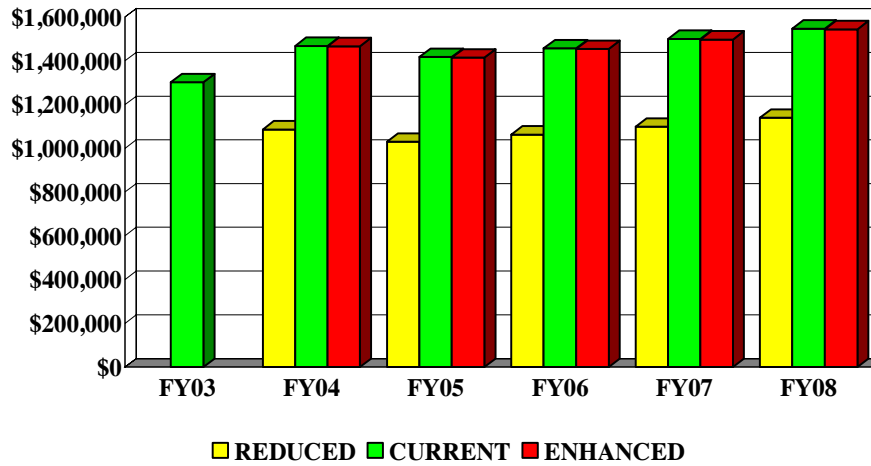
- Provide funding to increase sidewalk repairs/installations
- Add street sweeper to enhance removal of debris from streets and gutters within 30 working days
- Increase manpower to upgrade street maintenance and concrete operations
- Enhance dry storage for equipment and materials
- Provide funds for target neighborhoods, downtown sidewalks, utility strips, and drainage improvements city wide

**PUBLIC SERVICES-WASTE MANAGEMENT DIVISION**

**Statement of Purpose**

To maintain a clean, healthy environment for the citizens of Salisbury through the regular collection, transportation, and disposition of industrial, commercial and residential refuse, and other debris using an effective, efficient system of waste management and recycling.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide once weekly curbside residential garbage and trash collection
- Provide multiple commercial collection by City crews
- Provide one free private collection of each front-end container weekly
- Provide once weekly curbside recycling

**Reduced Service Level:**

- Eliminate free collection of each front-end container
- Eliminate one position which compromises daily collections

**Enhanced Service Level:**

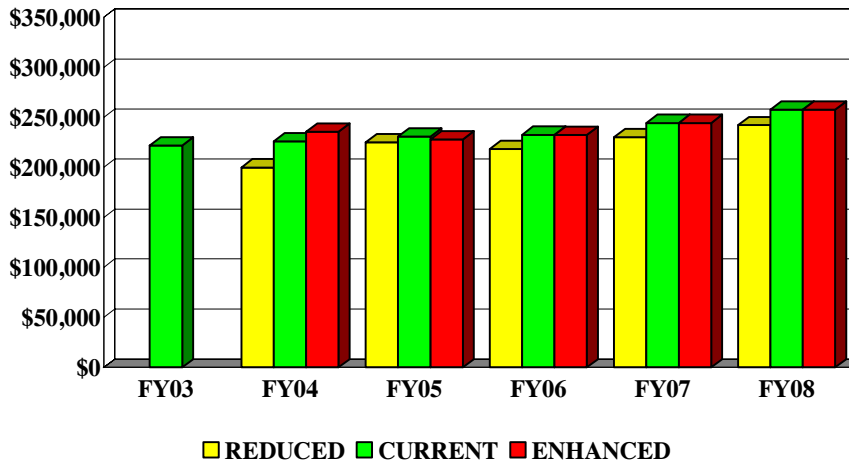
- No enhanced service level is proposed

**PUBLIC SERVICES-CEMETERY DIVISION**

**Statement of Purpose**

To operate, maintain and develop seven municipal cemeteries totaling 78.6 acres of publicly controlled burial grounds.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Offer for sale grave spaces in three of the seven municipal cemeteries
- Open 200 grave sites annually
- Maintain existing graves as required
- Mow all cemeteries biweekly

**Reduced Service Level:**

- Reduce frequency of mowing during summer months

**Enhanced Service Level:**

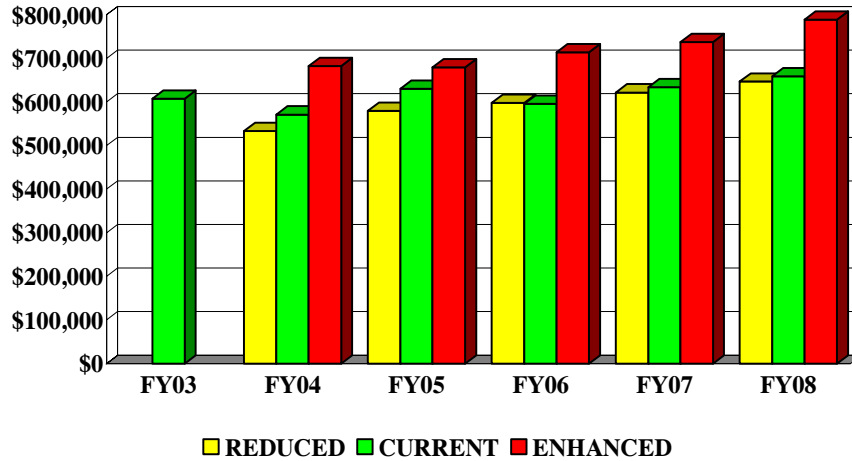
- Mow on nine day cycle
- Add equipment for additional personnel
- Increase number and scope of improvement projects at cemeteries

**PUBLIC SERVICES-LANDSCAPE OPERATIONS DIVISION**

**Statement of Purpose**

To provide a centralized resource for implementation of the management and development of City owned landscapes and urban forest resources. To provide staff support to the Salisbury Tree Board; provide management of vegetation on City properties and rights-of-way; and insure compliance with community standards regarding vegetative nuisances, unsanitary conditions and junked or abandoned vehicles on private property.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide mowing operations for 146 miles of street right-of-way every 14 to 21 days; approximately 200 acres of parks and open space and over 100 parcels of public property every 7 to 10 days
- Maintain landscape areas including trees, shrubs, turfgrass areas, and City facilities every 10 to 14 days
- Provide aerial lift truck for hanging flags, banners, Christmas decorations, etc.
- Facilitate goals/objectives of Salisbury Tree Board and Community Appearance Commission: plant 500 trees and complete 3 to 4 landscape projects annually
- Perform tree safety maintenance along public rights-of-way and parks on a case by case basis
- Provide support to Street Division during snow removal and leaf collection
- Provide staff support to Public Services Director for special projects
- Provide maintenance for greenway to assist Parks and Recreation 2 times yearly
- Provide maintenance for Eastern Gateway Park every 7 to 10 days
- Provide seasonal color change 4 times per year
- Provide trash removal along highly visible roadside areas every 7 to 10 days

**Reduced Service Level:**

- Provide mowing operations for street right-of-way every 21 to 28 days and parks, open space, and public property every 14 to 21 days
- Implement/maintain landscape areas every 14 to 21 days
- Plant 150 to 200 trees annually and eliminate landscape projects
- Respond to nuisance abatement within 15 days

**Enhanced Service Level:**

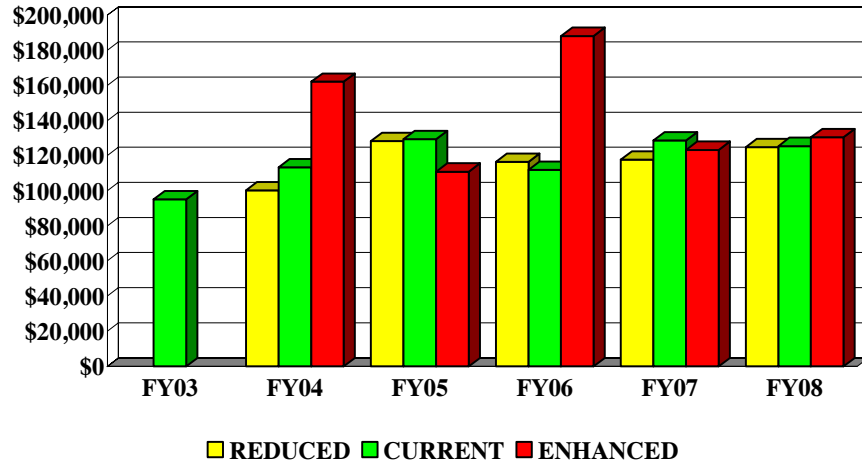
- Provide mowing operations for street right-of-way every 7 to 10 days and parks, open space, and public property every 5 to 7 days
- Implement/maintain landscape areas every 7 to 10 days
- Plant 700 to 800 trees and complete 4 to 6 landscape projects annually
- Implement a systematic tree safety maintenance program
- Provide for additional parking at shop

**PUBLIC SERVICES-LANDSCAPING-HURLEY PARK**

**Statement of Purpose**

To maintain and further develop the 15 acre Elizabeth Holmes Hurley Park in conjunction with J.F. Hurley Foundation and the City of Salisbury’s Hurley Park Advisory Commission.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Maintain plant collections, trails, and display gardens daily
- Maintain records of daily park activities
- Apply agricultural chemicals seasonally, as needed, three to five times weekly
- Generate Hurley Park newsletter quarterly
- Administer and monitor park use
- Maintain structures, park furniture, and irrigation systems daily
- Locate and procure plant materials/supplies
- Facilitate goals and objectives of Hurley Park Advisory Committee within the context of the Hurley Park Master Plan: complete three special projects annually

**Reduced Service Level:**

- Maintain plant collections, trails, and display gardens one day per week
- Eliminate record maintenance
- Eliminate Hurley Park newsletter
- Maintain structures, park furniture, and irrigation systems weekly
- Complete one special project annually

**Enhanced Service Level:**

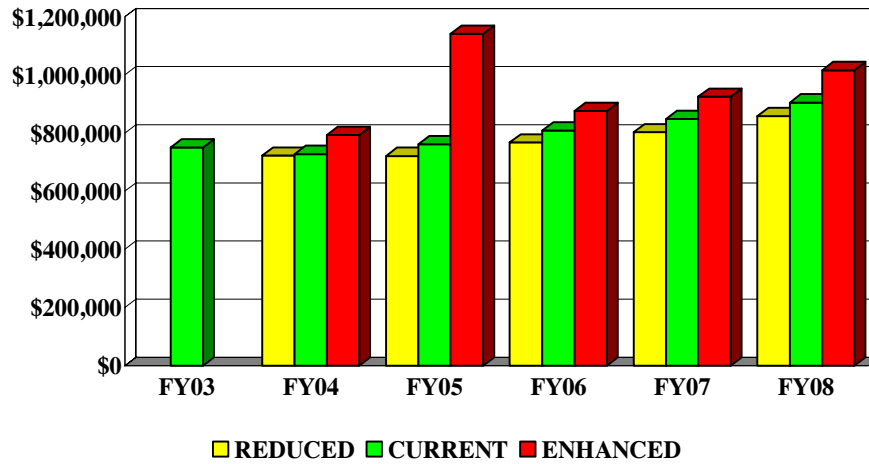
- Provide additional funds for park development
- Complete five special projects annually

**PUBLIC SERVICES-FLEET MANAGEMENT DIVISION**

**Statement of Purpose**

To provide a centralized resource for the maintenance and repair of City vehicles and equipment, including Transit System buses, and to offer expertise in the development of specifications used in the purchase or lease of new vehicles and equipment.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Repair and maintain the City fleet
- Provide a comprehensive preventive maintenance program for the City fleet
- Prepare vehicle modifications as needed
- Perform fabrication of specialized equipment
- Purchase off-road diesel fuel for the City off-road equipment
- Maintain the off-road fueling station
- Review and assist in the development of vehicle specifications and make purchase recommendations
- Provide road service calls when needed
- Maintain titles and licenses for City fleet
- Rebuild vehicle components
- Provide parts and supplies for the City fleet and other divisions' needs
- Maintain all fleet records
- Provide fleet operator training when needed
- Maintain employee development through training
- Receive estimates and authorize the repair of all fleet wreck repairs
- Continue implementation of Fleet Management computerization system to track Preventative Maintenance Program, equipment repair history, mechanic production, parts receiving, distribution and inventory control

**Reduced Service Level:**

- Incur longer vehicle/equipment downtime for maintenance
- Incur declining level of technical abilities of personnel

**Enhanced Service Level:**

- Add Mechanic in FY 2004 to alleviate backlog of Preventative Maintenance Program
- Provide for additional service bays and upfit Fleet facility in FY 2005

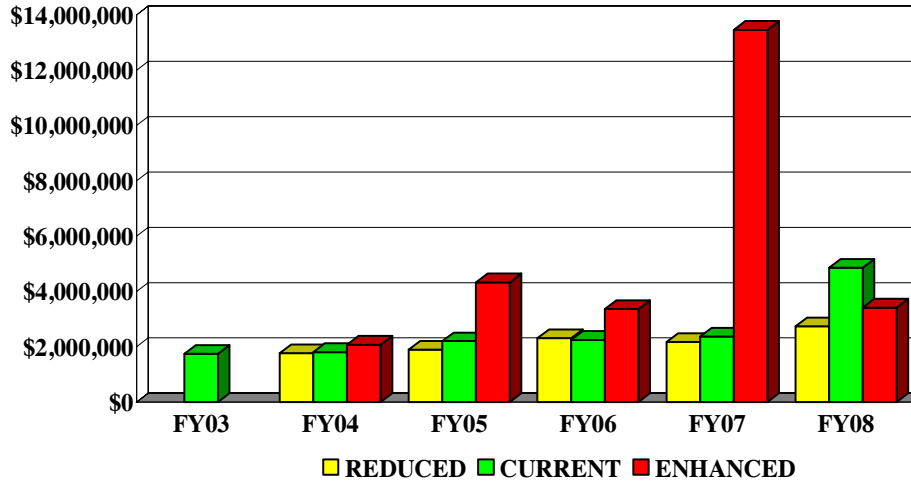


**PARKS AND RECREATION DEPARTMENT**

**Statement of Purpose**

To provide clean, safe, and attractive parks and facilities for the residents of the City of Salisbury. To conduct a comprehensive program to serve citizens of all ages, with a balanced quality leisure experience.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide administration, planning, and development of a comprehensive park system, quality leisure activities, and programming
- Provide comprehensive youth/teen programming in athletics, craft classes, workshops, camps, playgrounds, and afterschool activities at 4 facilities
- Provide comprehensive adult programming in athletics, fitness, craft classes, life skills, and enrichment workshops at 4 facilities
- Provide quality tennis programming for all residents at 2 locations on 10 courts
- Provide special events and services for residents
- Provide Senior Citizen programming through support of the Ruffy-Holmes Senior Center
- Maintain all parkland, greenway, facilities, and playground equipment for the safety of all participants
- Make available for public use Parks and Recreation facilities for community events
- Provide a public pool for aquatic activities
- Maintain 447 acres of parkland in 15 locations
- Maintain 9 ballfields, 4 soccer fields, 9 outdoor basketball courts and 1 disc golf course
- Develop Town Creek Park in FY 2008

**Reduced Service Level:**

- Delay program staff support of the Community Park
- Delay development of Town Creek Park

**Enhanced Service Level:**

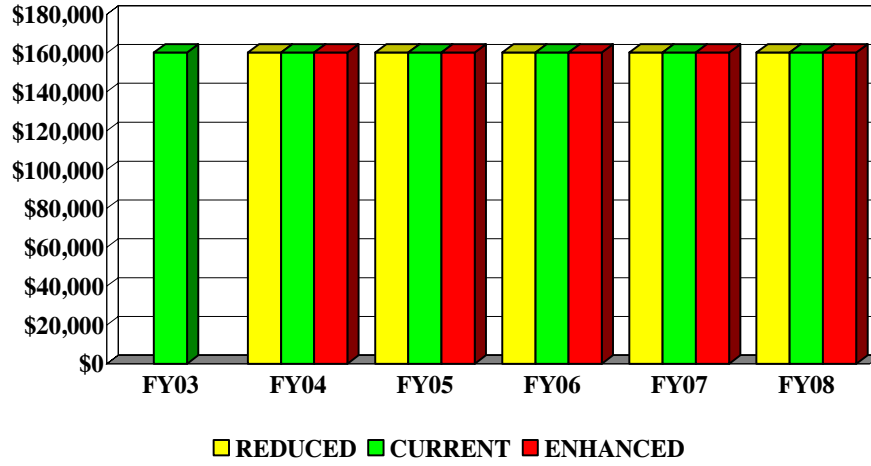
- Provide funding for analysis and design of Civic Center replacement
- Purchase property for Civic Center
- Provide funding for the construction of a new Civic Center
- Increase scope of capital expenditures

### TRANSPORTATION

**Statement of Purpose**

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

#### COMPARISON OF SERVICE LEVELS



**Current Service Level:**

- Provide City supplement to Mass Transit operations

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

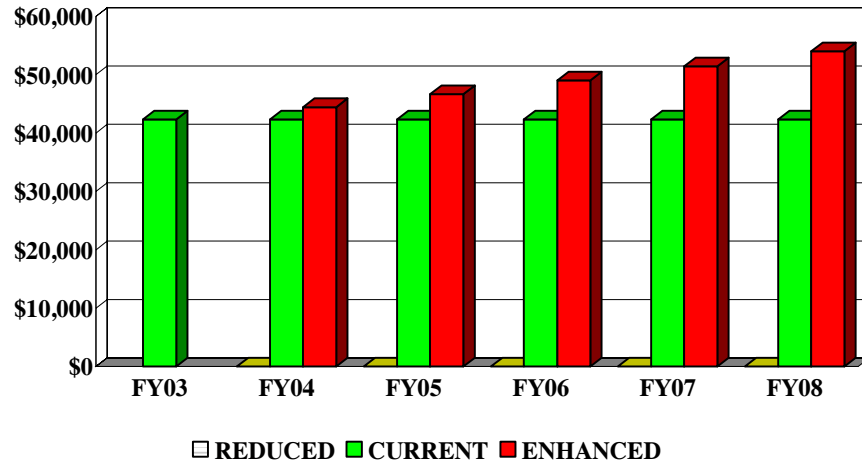
- No enhanced service level is proposed

## EDUCATION

### Statement of Purpose

To provide for funding the Supplementary Education System.

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide a supplement to the Supplementary Education Center at historical level

#### Reduced Service Level:

- Eliminate any supplement to Supplementary Education Center

#### Enhanced Service Level:

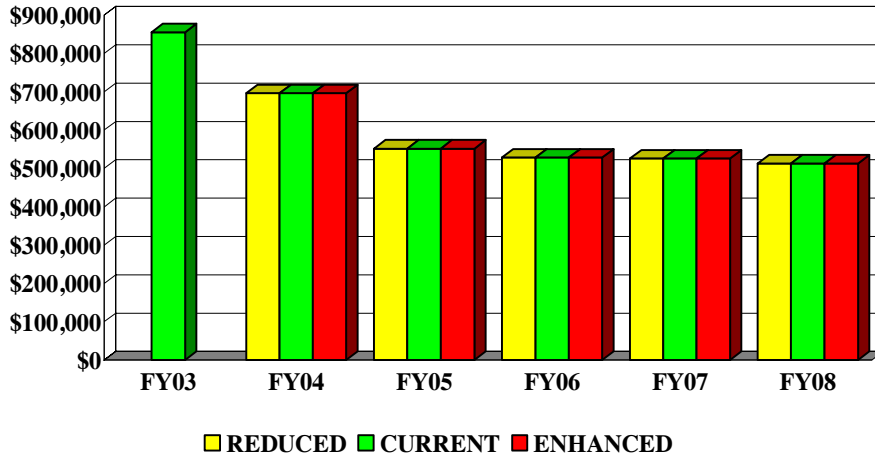
- Increase funding by 5% annually which could be used to enhance curriculum materials or special projects

**DEBT SERVICE**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide funding for the existing General Fund debt service

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

- No enhanced service level is proposed

## **PERFORMANCE MEASUREMENT**

### **The North Carolina Local Government Performance Measurement Project**

This section summarizes the results from the North Carolina Local Government Performance Measurement Project (the “Performance Measurement Project”) for the City of Salisbury. The following pages present performance and cost information for the City of Salisbury in comparison with the thirteen other cities participating in the project along with explanatory information about the services. This information is reprinted from the Institute of Government report entitled “North Carolina Local Government Performance Measurement Project – Final Report on City Services for Fiscal Year 2001-02 Performance and Cost Data”, dated February 2003. Specific information on the other cities’ results and a discussion about the performance measures can be found in the official publication.

#### **The Performance Measurement Project**

The Performance Measurement Project is an ongoing effort by several cities and counties in North Carolina to measure and compare local government services and costs. The City of Salisbury is a participant in the Performance Measurement Project, which includes the cities of Asheville, Cary, Chapel Hill, Charlotte, Concord, Durham, Greensboro, Hickory, High Point, Raleigh, Wilmington, Wilson, and Winston-Salem. Coordinated by the UNC School of Government, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, asphalt maintenance and repair, fire services, emergency communications, police services, building inspections and fleet maintenance.

The scope and purpose of the Performance Measurement Project includes:

- Developing methods that North Carolina’s cities and counties can use in their efforts to measure and assess the performance and costs of public services and test and refine these methods by applying them to a select group of local government services.
- Producing reliable data that the participating local jurisdictions can use in assessing the performance and costs of the services studied in the project.
- Providing information to help local governments identify performance benchmarks as well as innovative or improved methods of service delivery.

By participating in the Performance Measurement Project, local governments have comparative performance and cost data to track their performance and costs in relation to other local governments along with their own historical performance and cost data. By using this information, local governments can hopefully provide their services more efficiently and effectively.

#### **Performance Measurement for the City of Salisbury**

The City of Salisbury has committed to continuing in the North Carolina Local Government Performance Measurement Project in FY2003-04 and beyond. As shown in the Budget Message, Outcome # 9, goal 1 is to participate in statewide programs with other cities to establish performance standards. Every City department has been challenged to develop meaningful performance measures as a benchmark for improving services to our citizens.

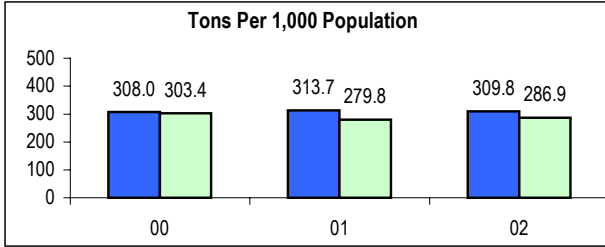
# Salisbury

## Residential Refuse Collection

FISCAL YEARS 2000, 2001 & 2002

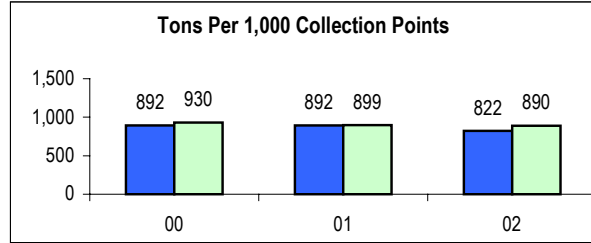
Chart Legend: ■ City ■ Average

Workload Measure



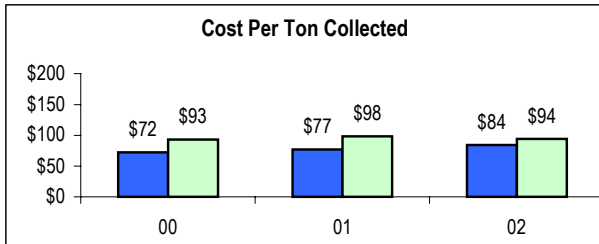
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Workload Measure



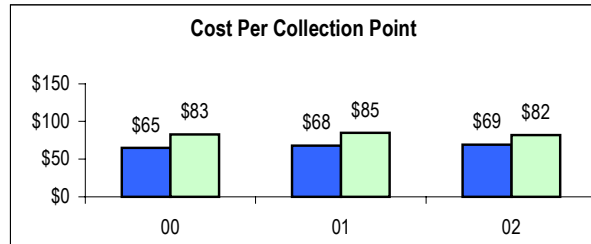
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Efficiency Measure



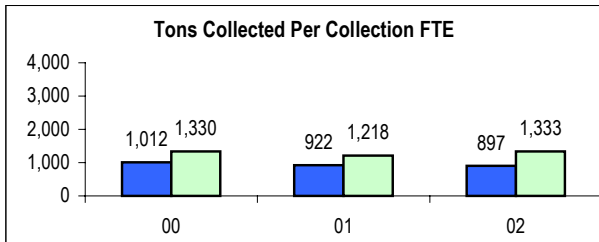
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Efficiency Measure



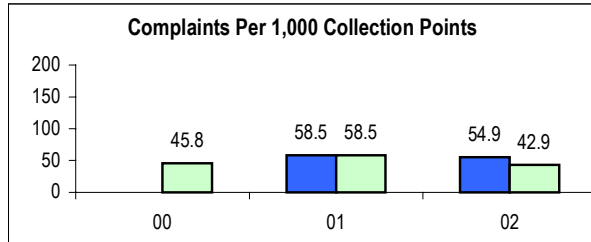
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Efficiency Measure



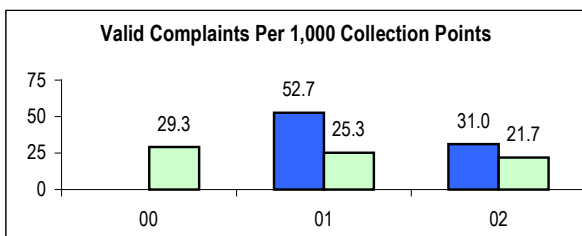
n = 12

Effectiveness Measure



n = 10

Effectiveness Measure



n = 9

# Salisbury

## Residential Refuse Collection

Fiscal Year 2001–02

CITY PROFILE		EXPLANATORY INFORMATION
Population (NC OSP 2001)	26,631	<p><b>Service Level and Delivery</b> Salisbury provides residential refuse collection service once per week at curbside. Backyard collection service is provided for disabled customers only.</p> <p>The city employed six crews during FY 2001–02, three composed of one driver and one collector and three composed of one driver. Six semi-automated packers were used during the fiscal year. Sixteen collection routes were used with an average of one trip per route per day to the transfer station of four miles.</p> <p>Each resident has one ninety-gallon rollout cart provided and paid for by the city. The city collected 8,250 tons of residential refuse during FY 2001–02 at a cost per ton of \$84. Not included in the cost per ton was a \$28 per ton landfill tipping fee.</p> <p>Salisbury defines its semi-automated packers as low-entry compactors that can be driven from either side of the truck, with the refuse being dumped in the rear of the truck from rollout carts.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b></p>
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,496	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; little snow & ice	
Median Family Income (NC Dept. Commerce)	\$64,100	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	52.3%	
Operating Costs	31.0%	
Capital Costs	16.7%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 362,796	
Operating Costs	\$ 215,344	
Capital Costs	\$ 116,022	
TOTAL	\$ 694,162	
<b>SERVICE PROFILE</b>		
FTE Positions—Collection	9.20	
FTE Positions—Other	2.00	
Tons Collected	8,250	
Residential Customers (number represents collection points)	10,036.00	
Collection Location (backyard for fee and disabled)	Curbside	
Collection Frequency	1 x week	
Size of Crews (most commonly used)	1 & 2 person	
Percentage of Service Contracted	\$0	
Service Fee	No	
Type of Equipment	6 semi-automatic compactors	

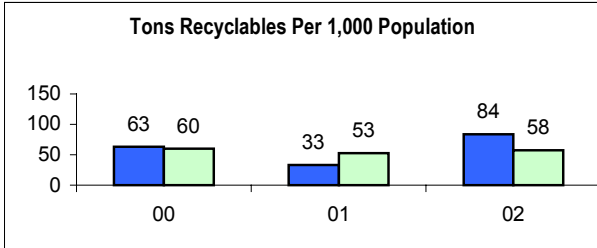
# Salisbury

# Household Recycling

## FISCAL YEARS 2000, 2001 & 2002

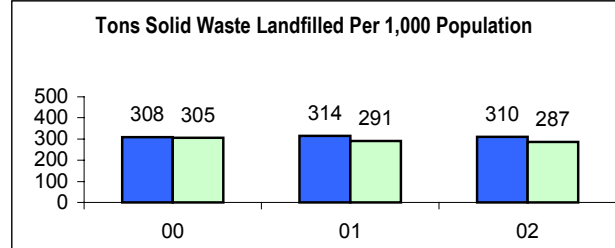
**Chart Legend:** ■ City ■ Average

Workload Measure



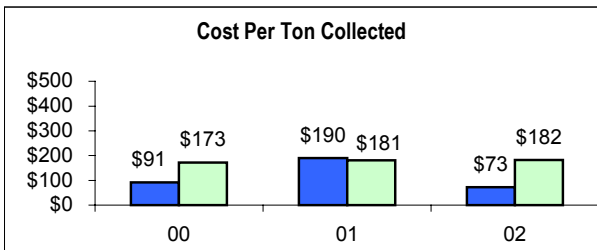
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Workload Measure



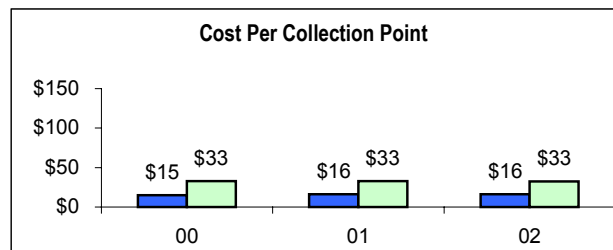
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Efficiency Measure



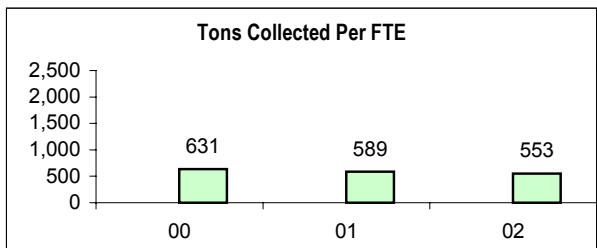
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Efficiency Measure



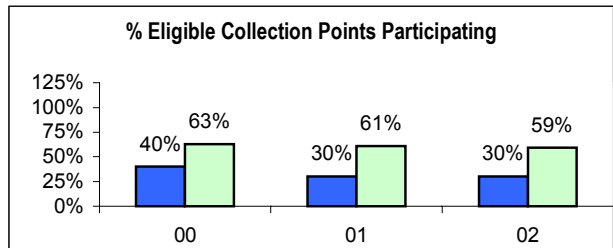
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Efficiency Measure



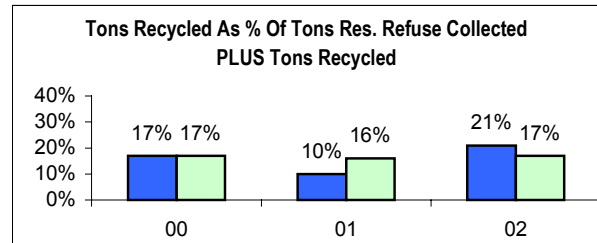
n = 6

Effectiveness Measure



n = 12

Effectiveness Measure



n = 13



# Salisbury

## Household Recycling

Fiscal Year 2001-02

CITY PROFILE		EXPLANATORY INFORMATION
Population (NC OSP 2001)	26,631	<p><b>Service Level and Delivery</b> Salisbury provides once-a-week curbside collection of recyclable materials from households. The city provides and pays for the fourteen-gallon recycling bins that residents use. Residents place materials commingled into the bins. The recyclable materials collected are:</p> <ul style="list-style-type: none"> <li>glass (all colors)</li> <li>newspaper</li> <li>magazines</li> <li>mixed paper and mail</li> <li>telephone books</li> <li>cardboard – broken down and cereal boxes</li> <li>plastics – No. 1 and No. 2</li> <li>aluminum cans</li> <li>steel cans</li> </ul> <p>The city contracts 100 percent of its recycling program. Recyclables are sorted at the curb by the contractor and taken to the county recycling site. The city charged a monthly recycling fee of \$1.44 in FY 2001-02.</p> <p>The city reported 193 total complaints, 193 valid complaints, and 65 percent of complaint resolution within one working day during FY 2001-02.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b></p>
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,496	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; Some snow & ice	
Median Family Income (NC Dept. Commerce)	\$64,100	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	0.0%	
Operating Costs	100.0%	
Capital Costs	0.0%	
<b>TOTAL</b>	<b>100.0%</b>	
Cost Breakdown in Dollars		
Personal Services	\$ -	
Operating Costs	\$ 163,007	
Capital Costs	\$ -	
<b>TOTAL</b>	<b>\$ 163,007</b>	
<b>SERVICE PROFILE</b>		
FTE Positions—Collection	NA	
FTE Positions—Other	NA	
Tons Collected	2,248	
Collection Points	10,511	
Collection Location	Curbside	
Collection Frequency	1 x week	
Number of Drop-Off Centers	0	
Percentage of Service Contracted	100%	
Revenue from Recycling	NA	
Revenue as Percent of Cost	NA	

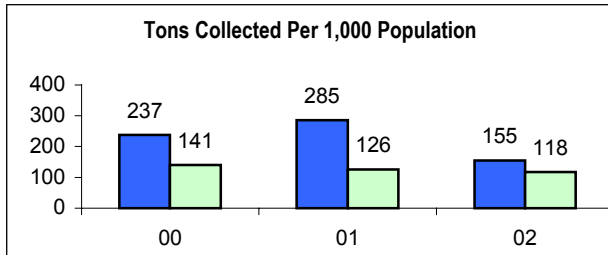
# Salisbury

## Yard Waste/Leaf Collection

FISCAL YEARS 2000, 2001 & 2002

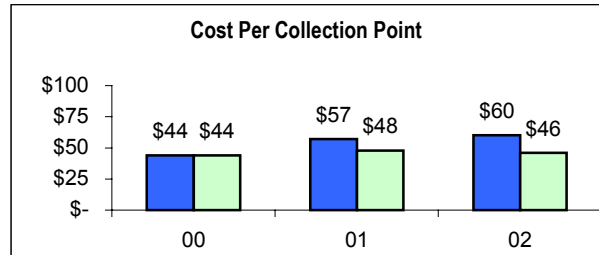
Chart Legend: ■ City ■ Average

Workload Measure



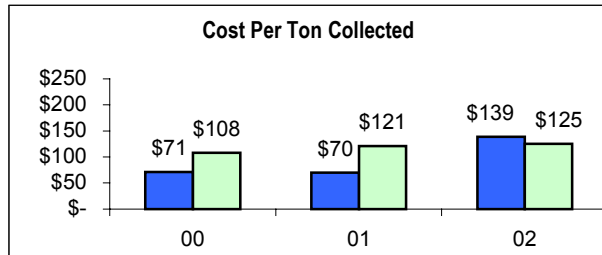
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Efficiency Measure



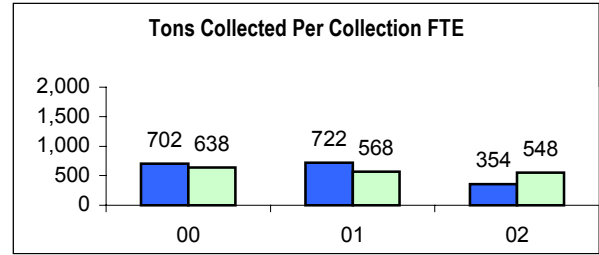
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Efficiency Measure



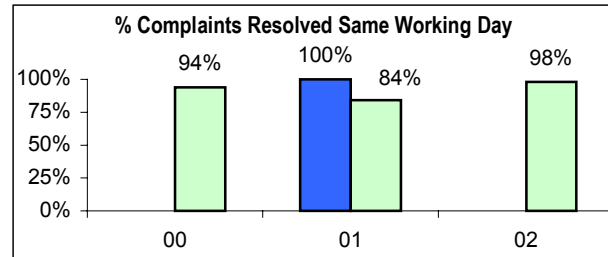
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Efficiency Measure



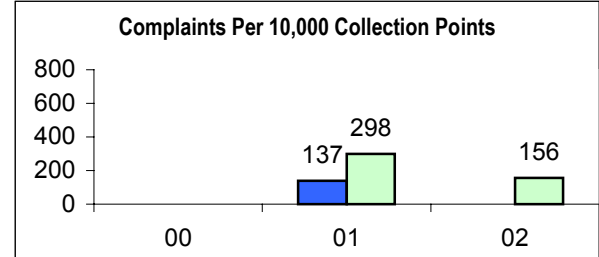
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Effectiveness Measure



n = 6

Effectiveness Measure



n = 8

# Salisbury

## Yard Waste/Leaf Collection

Fiscal Year 2001-02

CITY PROFILE	
Population (NC OSP 2001)	26,631
Land Area (Square Miles)	17.8
Persons per Square Mile	1,496
Topography	Gently Rolling
County	Rowan
Climate	Moderate; some snow & ice
Median Family Income (NC Dept. Commerce)	\$64,100
FULL COST PROFILE	
Cost Breakdown by Percentage	
Personal Services	53.0%
Operating Costs	29.7%
Capital Costs	17.3%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown in Dollars	
Personal Services	\$ 302,405
Operating Costs	\$ 169,191
Capital Costs	\$ 98,966
<b>TOTAL</b>	<b>\$ 570,562</b>
SERVICE PROFILE	
FTE Positions—Collection	11.6
FTE Positions—Other	0.0
Collection Points	
Yard Waste	9,511
Leaf Collection	9,511
Tons Collected	
Yard Waste	2,224
Leaves	1,895
<b>Total</b>	<b>4,119</b>
Collection Frequency	
Yard Waste	1 x week
Leaf Collection	1 x week
Service Fee	None

**EXPLANATORY INFORMATION**

**Service Level and Delivery**  
 Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.

The city uses two, three-person crews, each consisting of a driver and two laborers, on packer trucks for yard waste collection. A two-member crew operating a knuckleboom truck is used to pick up large brush piles and limbs.

Loose leaves are collected from curbside during leaf season, which runs from mid-October through March. Loose leaves are collected every third week during leaf season, and bagged leaves are collected weekly with the regular yard waste program.

The city did not charge a fee for its yard waste collection program during FY 2001-02.

**Conditions Affecting Service, Performance, and Costs**  
 Complaints per 10,000 Collection Points was previously reported as Valid Complaints per 10,000 Collection Points.

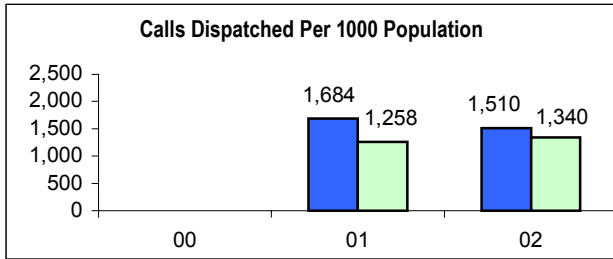
# Salisbury

# Police Services

## FISCAL YEARS 2000, 2001 & 2002

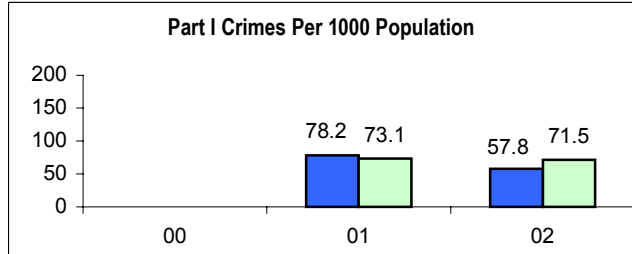
**Chart Legend:** ■ City ■ Average

Workload Measure



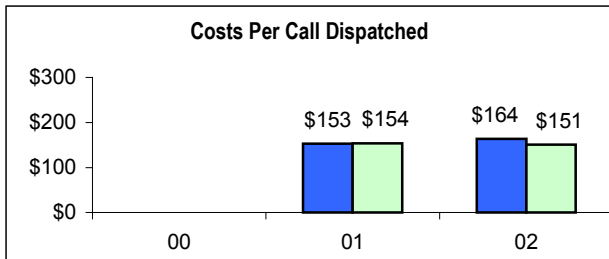
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Workload Measure



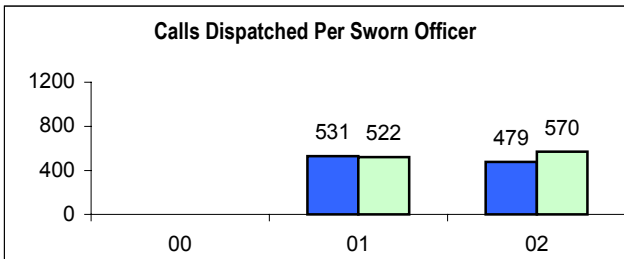
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Efficiency Measure



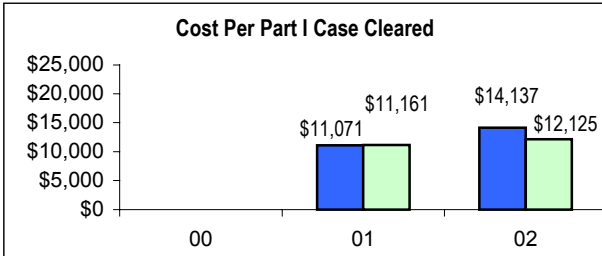
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Efficiency Measure



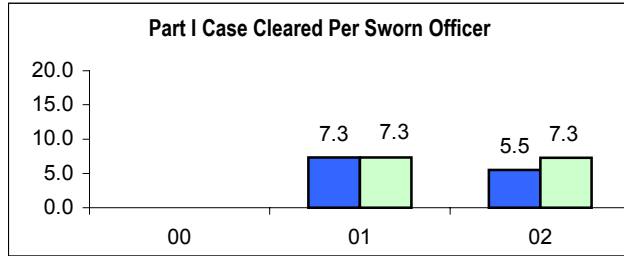
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Efficiency Measure



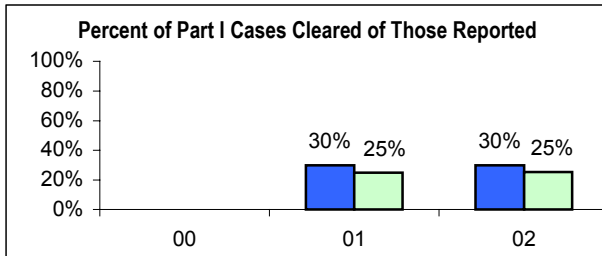
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Efficiency/Effectiveness Measure



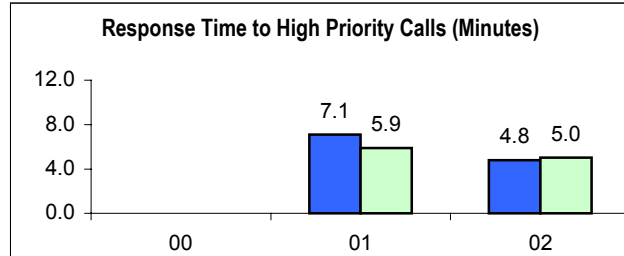
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Effectiveness Measure



n = 13

Effectiveness Measure



n = 12

# Salisbury

## Police Services Fiscal Year 2001–02

CITY PROFILE		EXPLANATORY INFORMATION
Population (NC OSP 2001)	26,631	<p><b>Service Level and Delivery</b> Salisbury's police department provides an array of police services, including patrol, investigations, a traffic unit, a canine unit, a special response unit, bicycle patrol, animal control, drug enforcement, and a school program.</p> <p>The city had eighty-four sworn officer positions authorized for FY 2001–02, with an average length of service of 8.1 years. The police department is located in a two-story facility and employs two substations. One substation is located in a neighborhood, and one substation is located at Rowan Regional Medical Center.</p> <p>Uniform officers work a variety of shift schedules. The most common schedule is one 12 hour shift - two days on, two off, three on, two off, or two on and three off. A few officers work 10.5 hour shifts - four on, three off. This 10.5 hour shift serves as flex coverage during the day's heaviest call volume period, and can be moved according to departmental need.</p> <p>The police department was successful in clearing a total of 466 cases in FY 2001–02. Seventy-seven complaints about police officers were received in FY 2001–02 with eleven of the complaints sustained.</p> <p>The city defines high priority emergency calls as those crimes that are in progress, life threatening, or potentially life threatening circumstances. Each officer is assigned a vehicle and allowed to take it home.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> The average response time to high priority calls in FY 2001–02 reflects the response time of the unit assigned to the call. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.</p>
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,496	
County	Rowan	
Median Family Income (NC Dept. Commerce)	\$ 64,100	
Unemployment Rate (ESC-00)	6.6%	
Part I Crimes Reported		
Homicide	4	
Rape	15	
Robbery	73	
Assault	69	
Burglary	343	
Larceny	942	
Auto Theft	84	
Arson	8	
TOTAL	1,538	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	66.8%	
Operating Costs	24.0%	
Capital Costs	9.2%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 4,398,666	
Operating Costs	\$ 1,584,174	
Capital Costs	\$ 605,017	
TOTAL	\$ 6,587,857	
<b>SERVICE PROFILE</b>		
FTE Positions—Sworn	84.0	
FTE Positions—Other	22.3	
Part I Crimes Cleared		
Persons	113	
Property	353	
Total	466	
Reporting Format	IBR	
Part II Crimes Reported	1,593	
Number of Calls Dispatched	40,218	
Traffic Accidents	1,009	
Property Damage	NA	

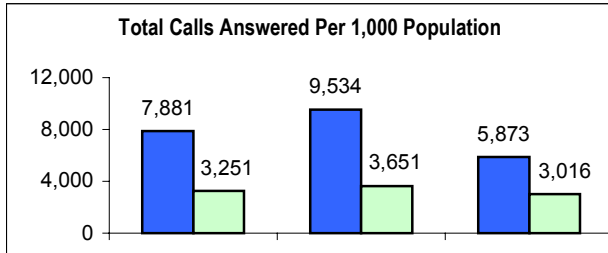
# Salisbury

## Emergency Communications

FISCAL YEARS 2000, 2001 & 2002

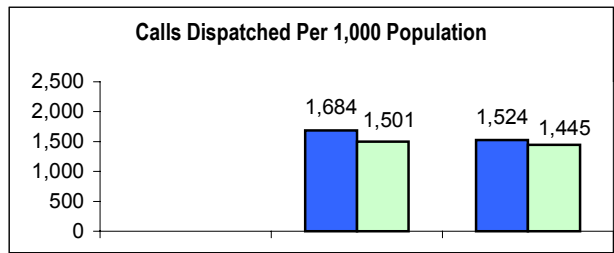
Chart Legend: ■ City ■ Average

Workload Measure



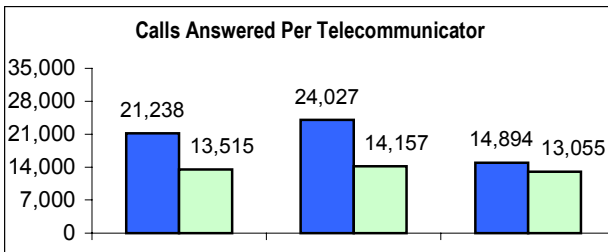
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Workload Measure



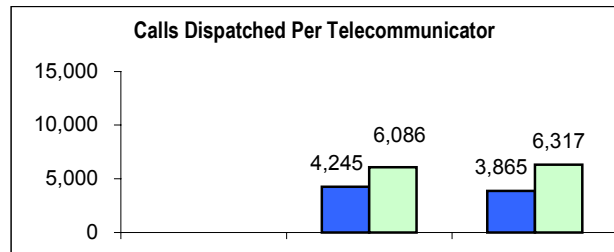
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Efficiency/Workload Measure



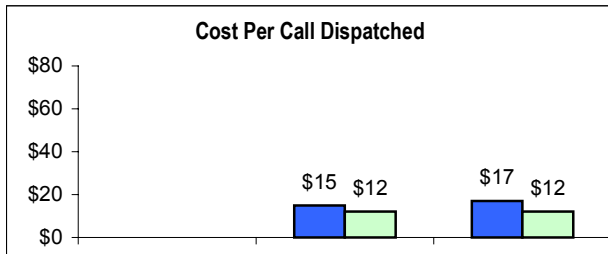
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Efficiency Measure



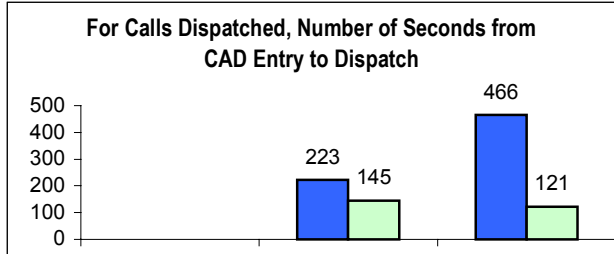
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Efficiency Measure



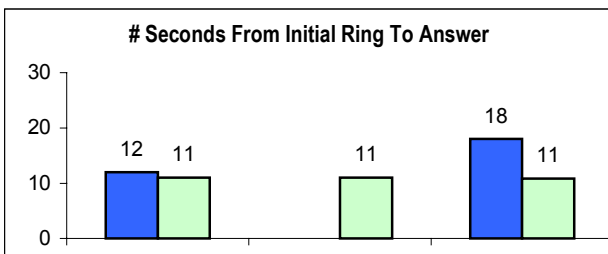
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Effectiveness Measure



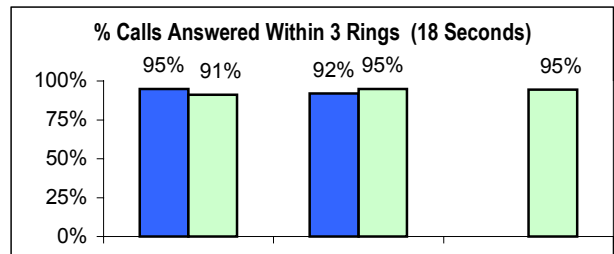
n = 9

Effectiveness Measure



n = 11

Effectiveness Measure



n = 9

# Salisbury

## Emergency Communications

Fiscal Year 2001-02

CITY PROFILE		EXPLANATORY INFORMATION
Population Served	26,631	<p><b>Service Level and Delivery</b>                      The emergency communications center is located in the police department and processes 911 emergency and nonemergency calls. It dispatches police and other emergency response units as necessary. Many of the calls come directly to the center. Others from city residents go initially to the Rowan County communications center and are then immediately switched to the city's police communications center. The city's center operates twenty-four hours a day, seven days a week.</p> <p>The city owns its communications equipment, including infrastructure. The system is a Motorola 800 MHz trunked Smartnet system with a single, twenty-channel analog site and two GHz microwave sites.</p> <p>Salisbury's center reported total incoming calls of 156,392 for FY 2001-02, dispatching 40,582 of them. The city defines highest priority emergency calls as crimes in progress and calls involving injury or imminent injury to a person.</p>
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,496	
County	Rowan	
Median Family Income (NC Dept. of Commerce)	\$64,100	
Unemployment Rate (ESC-00)	6.6%	
Population Growth (Census 1990-2000)	14.6%	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	57.1%	
Operating Costs	40.9%	
Capital Costs	2.0%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 392,350	
Operating Costs	\$ 280,942	
Capital Costs	\$ 13,452	
TOTAL	\$ 686,744	
<b>SERVICE PROFILE</b>		
FTE Positions		
Telecommunicators/Call-takers	10.5	
Other	1.0	
Total Incoming Calls	156,392	
Total 911 Calls	12,256	
Total Calls Dispatched	40,582	
E-911 Fee	No	
Revenue from Fee	NA	

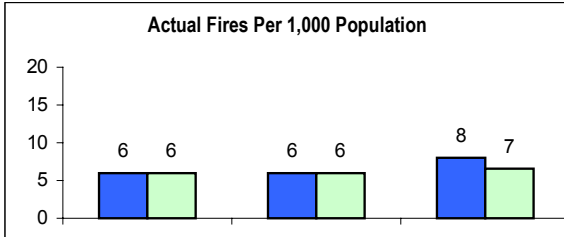
# Salisbury

# Fire Services

## FISCAL YEARS 2000, 2001 & 2002

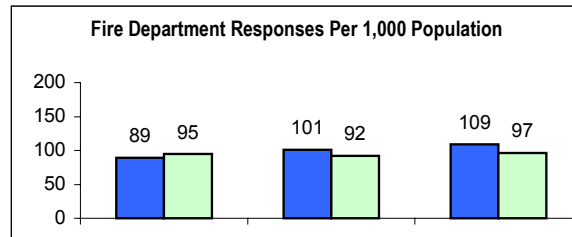
**Chart Legend:** ■ City ■ Average

Workload Measure



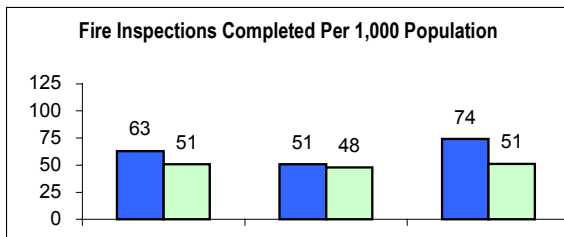
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Workload Measure



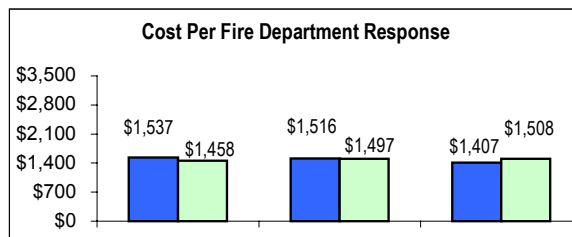
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Workload Measure



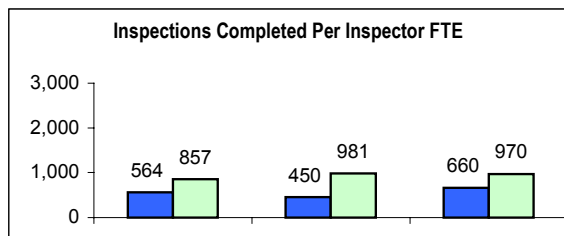
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Efficiency Measure



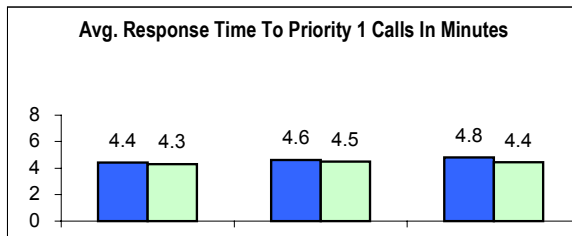
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Efficiency Measure



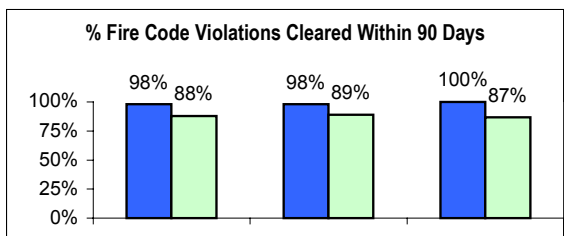
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Effectiveness Measure



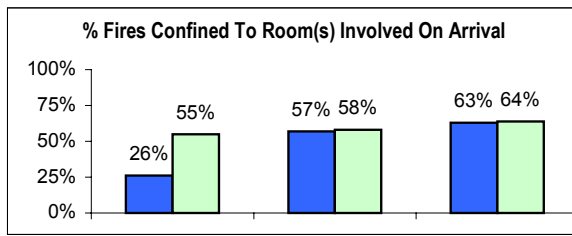
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Effectiveness Measure



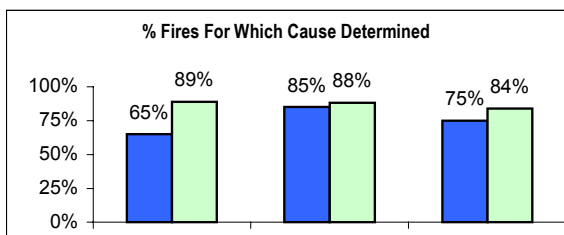
n = 12

Effectiveness Measure



n = 12

Effectiveness Measure



n = 11



# Salisbury

## Fire Services

Fiscal Year 2001–02

CITY PROFILE		EXPLANATORY INFORMATION
Population Served	26,631	<p><b>Service Level and Delivery</b> The statement of purpose for the Salisbury fire department is to provide capable, well-trained personnel and necessary equipment to suppress fires and effectively manage hazardous chemical accidents that may occur in our community related to transportation or industry; to provide rescue services as needed and basic life support through an updated First Responder Program; and to work toward a more fire safe community through loss prevention activities, including inspections, code enforcement, minimum housing activities, and public education programs.</p> <p>The fire department contained the following divisions in FY 2001–02: fire control, loss prevention, training, and logistics.</p> <p>The shift schedule for the fire department is twenty-four hours on and forty-eight hours off. There are three shifts.</p> <p>The fire department reported an average total response time of 4.84 minutes, including dispatch, turnout, and travel time.</p> <p>The city had an ISO rating of 2 for FY 2001–02.</p> <p>The fire department reported 1,980 fire inspections conducted in FY 2001-02. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed on thirty-day intervals.</p>
Land Area Served (Square Miles)	17.8	
Persons Served per Square Mile	1,497	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; some snow & ice	
<b>FULL COST PROFILE</b>		<p><b>Conditions Affecting Service, Performance, and Costs</b></p>
Cost Breakdown by Percentage		
Personal Services	69.1%	
Operating Costs	19.9%	
Capital Costs	11.0%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 2,816,899	
Operating Costs	\$ 809,144	
Capital Costs	\$ 446,376	
TOTAL	\$ 4,072,419	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	57.0	
FTE Positions—Other	12.0	
Fire Stations	3	
Amount of Property Protected	\$ 1,622,230,024	
Fire Apparatus		
Pumpers	3	
Aerial Trucks	1	
Reserve equipment—other	8	
Total	12	
Fire Department Responses		
Fires	204	
Medical	1,678	
False alarms	407	
Other	606	
Total	2,895	
Engine Companies	3	
Actual Fires Reported	204	
Structural Fires Reported	41	

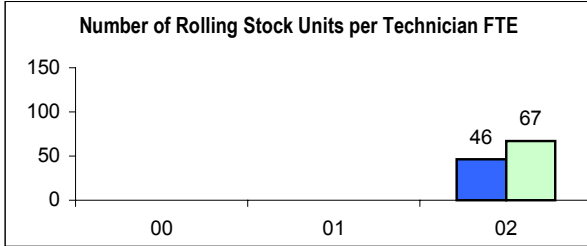
# Salisbury

# Fleet Maintenance

FISCAL YEARS 2000, 2001, & 2002

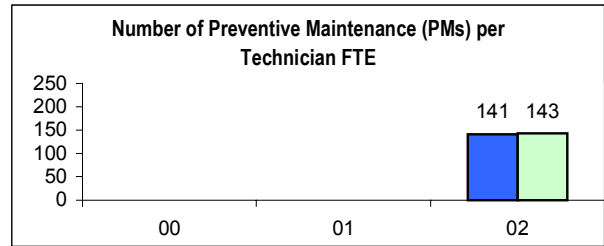
Chart Legend: ■ City ■ Average

Workload Measure



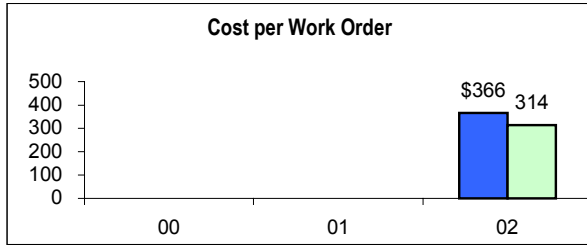
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Workload Measure



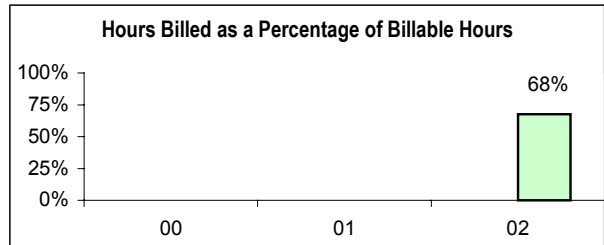
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Efficiency Measure



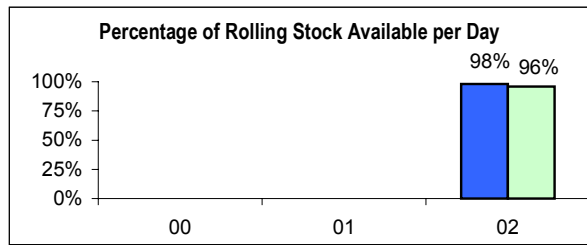
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Efficiency Measure



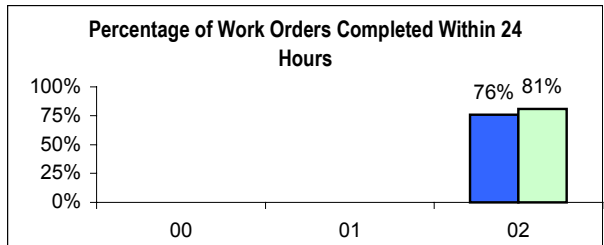
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Efficiency Measure



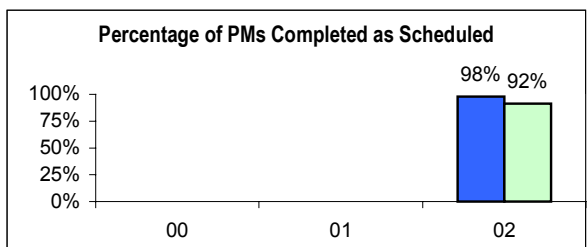
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Effectiveness Measure



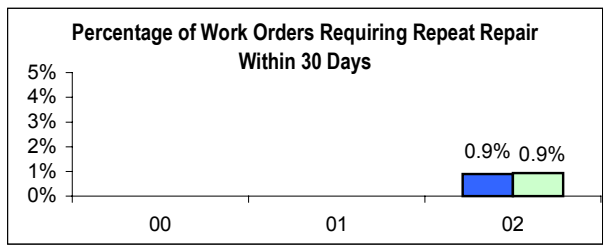
n = 9

Effectiveness Measure



n = 10

Effectiveness Measure



n = 9

# Salisbury

## Fleet Maintenance

Fiscal Year 2001-02

### CITY PROFILE

Population (NC OSP 2001)	26,631
Land Area (Square Miles)	17.8
Persons per Square Mile	1,496
County	Rowan
Topography	Gently rolling
Climate	Moderate
Rolling Stock Maintained	
Cars—normal usage	12
Cars—severe usage	87
Light vehicles	146
Medium vehicles	12
Heavy—sanitation	11
Heavy—sewer	2
Heavy—fire apparatus	10
Heavy—other	19
Trailed equipment	74
Off-road/construction/tractors	78
Buses	11
<b>Total</b>	<b>462</b>

### FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	48.1%
Operating Costs	49.3%
Capital Costs	2.6%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown in Dollars	
Personal Services	\$ 721,038
Operating Costs	\$ 740,096
Capital Costs	\$ 38,931
<b>TOTAL</b>	<b>\$ 1,500,065</b>

### SERVICE PROFILE

FTE Positions—Technician	10.0
FTE Positions—Other	5.0
Average Rolling Stock Units Available Per Day	451
Billable Hours	NA
Hours Billed	NA
Work Orders	4,093
Repeat Repairs within 30 Days	37
Work Orders Completed within 24 Hours	3,131
Preventive Maintenance (PMs)	1,407
PMs Completed as Scheduled	1,377

### EXPLANATORY INFORMATION

#### Service Level and Delivery

Fleet Maintenance is a division of the Public Services Department and operates the Fleet and Transit shops. All activities in this operation were accounted for in Salisbury's general fund for FY 2001-02.

There is no markup on any parts sold or sublet work performed. Parts inventory turned over 2.86 times during the fiscal year.

The following services were contracted out during FY 2001-02:

- Body work
- Glass replacements, tinting, and repairs
- Exhaust system repairs

#### Conditions Affecting Service, Performance, and Costs

The preventive maintenance completion standard for "Percentage of PMs Completed as Scheduled" is within thirty days of scheduled maintenance or within certain mileage parameters.

All vehicles receive a six-month and twelve-month preventive maintenance, regardless of mileage. High mileage vehicles receive additional preventive maintenance every 4,000 miles.

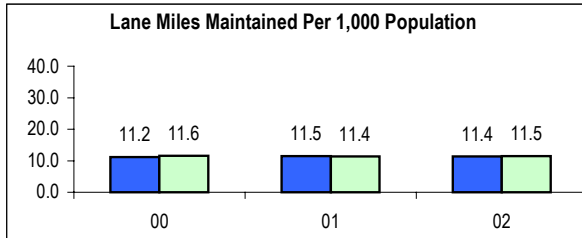
# Salisbury

## Asphalt Maintenance & Repair

FISCAL YEARS 2000, 2001 & 2002

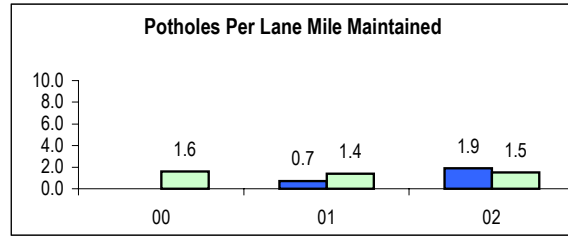
Chart Legend: ■ City ■ Average

Workload Measure



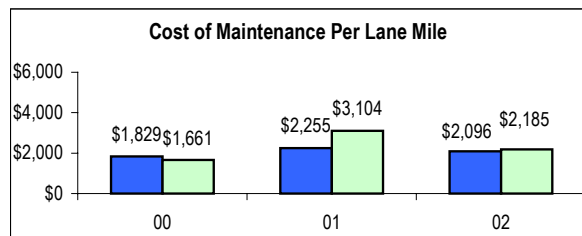
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Workload Measure



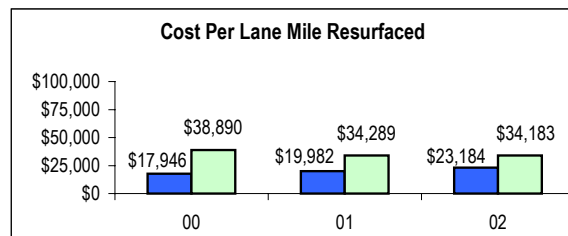
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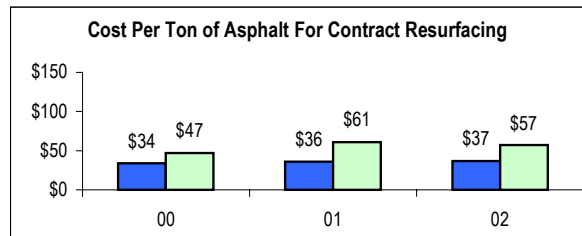
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Efficiency Measure



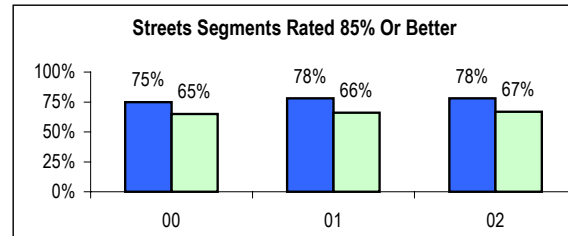
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Efficiency Measure



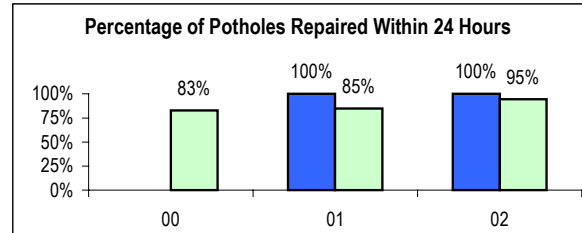
n = 10

Effectiveness Measure



n = 11

Effectiveness Measure



n = 11

# Salisbury

## Asphalt Maintenance & Repair

Fiscal Year 2001–02

CITY PROFILE		EXPLANATORY INFORMATION
Population (NC OSP 2001)	26,631	<p><b>Service Level and Delivery</b></p> <p>The city of Salisbury was responsible for maintaining 303 lane miles during FY 2001–02. The city resurfaced 9.58 lane miles, equating to approximately 3.2 percent of total lane miles.</p> <p>A total of 6,085 tons of asphalt was used during the fiscal year, representing the tons used for resurfacing projects. The average resurfacing depth used by the city was 1.5 inches.</p> <p>The city reported that 77.7 percent of its street segments rated 85 percent or above on its most recent rating conducted in the year 2001. The city used ITRE as its rating system.</p> <p>The number of potholes reported for FY 2001–02 was 578. The percentage of potholes repaired within twenty-four hours was 100 percent. The city reported a resurfacing cycle of fifteen years.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b></p>
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,496	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; some snow & ice	
Median Family Income (NC Dept. of Commerce)	\$64,100	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	27.8%	
Operating Costs	59.5%	
Capital Costs	12.7%	
<b>TOTAL</b>	<b>100.0%</b>	
Cost Breakdown in Dollars		
Personal Services	\$ 238,301	
Operating Costs	\$ 510,246	
Capital Costs	\$ 108,770	
<b>TOTAL</b>	<b>\$ 857,317</b>	
<b>SERVICE PROFILE</b>		
FTE Positions—Crews	6.7	
FTE Positions—Other	0.0	
Lane Miles Maintained	303	
Lane Miles Resurfaced—Contract	9.6	
Lane Miles Resurfaced—City	0.0	
<b>Total</b>	<b>9.6</b>	
Tons of Asphalt Used—Resurfacing		
Contractor	6,085	
City Crews	0	
Cost of Repaving—Contract	\$222,104	
Cost of Repaving—City Crews	\$0	
Cost of Maintenance	\$635,213	
Registered Vehicles	20,553	
Registered Vehicles / Square Mile	1,155	



**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2003, AND ENDING JUNE 30, 2004.**

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, 2003, and ending June 30, 2004, 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	\$ 101,780
Management and Administration	631,508
Human Resources	550,770
Information Technologies	1,243,160
Finance	1,051,874
Purchasing	157,263
Community Development	767,455
Development Services	353,679
Office Buildings	471,967
Plaza	224,411
Police Services	4,844,443
Police Administration	415,235
Police Operations	4,246,665
Fire Department	3,635,599
Telecommunications	1,701,882
Traffic Operations	457,014
Street Lighting	308,840
Transportation	160,282
Engineering	1,528,675
Public Services - Administration	250,934
Streets	2,147,297
Cemetery	223,975
Waste Management	1,443,886
Landscape Operations	542,232
Hurley Park	103,850
Parks and Recreation	1,822,924
Fleet Management	732,990
Education	42,342
Debt Service	<u>948,749</u>
 TOTAL GENERAL FUND	 <u>\$ 31,111,681</u>

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

Water and Sewer Debt Service	\$ 5,407,799
Utilities Mgt. and Administration	3,555,794
Water Resources	883,904
Water and Sewer Maint and Const	2,535,775
Technical Services	516,120
Wastewater Treatment	1,977,356
Meter Services	537,889
Facilities Maintenance	<u>1,399,190</u>
 TOTAL WATER AND SEWER FUND	 <u>\$ 16,813,827</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

\$ 1,877,332

(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

\$ 1,901,857

(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

\$ 874,354

(6) That for the 2003-04 Community Development Block Grant Entitlement there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes outlined within the grant, the sum of

\$ 516,000

(7) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and downpayment assistance, the sum of

\$ 161,103

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, 2003 and ending June 30, 2004:

General Fund:	
Taxes	\$ 16,568,241
Licenses and permits	570,507
Intergovernmental	4,446,073
Charges for services	1,688,810
Miscellaneous	1,134,317
Administrative charges	1,743,053
Other financing sources	<u>4,960,680</u>
Total revenues	<u>\$ 31,111,681</u>



Water and Sewer Fund:	
Charges for services	\$ 16,458,566
Nonoperating revenues	<u>355,261</u>
Total revenues and other financing sources	<u>\$ 16,813,827</u>

Transit Fund:	
Charges for services	\$ 80,000
Intergovernmental revenues	378,414
Miscellaneous	10,400
Other financing sources	<u>1,408,518</u>
Total revenues and other financing sources	<u>\$ 1,877,332</u>

General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,290,586
Miscellaneous	15,771
Other financing sources	<u>595,500</u>
Total revenues	<u>\$ 1,901,857</u>

Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 315,208
Miscellaneous	11,000
Other financing sources	<u>548,146</u>
Total revenues	<u>\$ 874,354</u>

Special Revenue Funds:	
Entitlement Fund	
Intergovernmental revenue	\$ 396,000
Miscellaneous	<u>120,000</u>
Total revenue	<u>\$ 516,000</u>

Rental Rehab:	
Miscellaneous	\$ <u>161,103</u>
Total revenue	<u>\$ 161,103</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, 2003 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)

-- \$ .58

Municipal Service District:

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

-- \$ .16

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$2,130,000,000 for General Fund purposes.

Section 4. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2003 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 5. 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 6. Copies of this ordinance shall be furnished to the City Finance Director, to be kept on file by him, for his direction in the disbursement of City funds.

Section 7. 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:

	Fee
<b>ADMINISTRATION</b>	
Sale of Salisbury Code of Ordinances-hardback binder	\$332.56 + freight
Sale of Salisbury Code of Ordinances-softback binder	\$252.84 + freight
Sale of Salisbury City Council meeting recording	\$5/tape
Sale of Salisbury Code Supplement Updates	\$1.02/page
 <b>LAND MANAGEMENT &amp; DEVELOPMENT</b>	
<i>Development Services</i>	
Standards Manual (includes zoning and subdivisons)	\$20
Permit for demolition	\$20
Permit for moving	\$20
Group Developments:	
Residential involving four or more units	\$200 + \$6/unit
Nonresidential	\$500
Irrigation Connections:	
Three-fourths-inch water meter and tap and backflow prevention device	\$650.00
One-inch water meter and tap and backflow prevention device	\$725.00
Zoning Board of Adjustment:	
Administrative review	\$100
Appeals	\$100
Conditional uses (except \$10 for renewals of annual events)	\$150
Special exceptions	\$150
Variances	\$150

Zoning Fees:

Base fee of \$150 PLUS: (A) Level of change +\$30 - \$150  
 (B) Size of property +\$0 - \$100 (C) Number of lots +0 - \$100

(A) Level of change:

Level I: Residential - Single & Two-family

- A-1 Agricultural (low density single family residential)
- R-20 Single family residential
- R-15 Single family residential
- R-8 Single family residential
- LR-6 Limited two family residential
- R-6 Two family residential
- SFC Single family conservation

Level II: Residential - Multi-family

- R-6A Multi-family residential
- RD-A Residential Development "A"
- RD-B Residential Development "B"

Level III: Office Institutional & Related Classes

- B-1 Office institutional
- LOI Limited office institutional
- PSP Public/semi-public
- CU College & University

Level IV: Commercial - Low & Medium Intensity

- B-2 Retail business ("old" shopping center district)
- B-CS Convenience service business
- B-5 Central business (downtown)
- B-7 Limited business ("new" shopping center district)

Level V: Commercial - High Intensity

- B-RT Retail trade
- B-4 Highway business
- B-6 General business

Level VI: Industrial

- LLI Limited light industrial
- LLI-2 Limited light industrial-2
- M-1 Light industrial
- M-2 Heavy industrial

Fee for change request within the same level	Add \$30
Change from Level I to Level II	Add \$30
Change from Level I to Level III	Add \$60
Change from Level I to Level IV	Add \$90
Change from Level I to Level V	Add \$120
Change from Level I to Level VI	Add \$150
Change from Level II to Level III	Add \$30
Change from Level II to Level IV	Add \$60
Change from Level II to Level V	Add \$90
Change from Level II to Level VI	Add \$120
Change from Level III to Level IV	Add \$30
Change from Level III to Level V	Add \$60

	Fee
Change from Level III to Level VI	Add \$90
Change from Level IV to Level V	Add \$30
Change from Level IV to Level VI	Add \$60
Change from Level V to Level VI	Add \$30
Fee for downzoning request is also based on the change in levels as above	
(B) Size of property (in number of acres):	
Under one acre	\$0
1 - 4 acres	\$20
4 - 10 acres	\$40
10 - 20 acres	\$60
20 - 50 acres	\$80
More than 50 acres	\$100
(C) Number of lots:	
One lot	\$0
2 - 3 lots	\$20
4 - 6 lots	\$40
7 - 10 lots	\$60
11 - 20 lots	\$80
More than 20 lots	\$100
Overlay Districts	
For requested overlay district, includes	\$30
HA -- Historic; GD-A - General Development;	
HD - Higher Density Residential; MH - Mobile Home	
Zoning Text Amendment Request	\$250
Special Use Permits	\$250
 <i>Engineering/GIS</i>	
Street & alley closings filing fee	\$500
Exception plat	\$20
Minor plat	\$30 per lot
Preliminary plat	\$200 + \$10/lot
Xerox/blue prints:	
On paper up to 4 ft in length (E size sheet)	\$5
On mylar up to 4 ft in length	\$20
On vellum up to 4 ft in length	\$10
Of the 1200 ft scale city map	\$2
Of the 600 ft scale city map	\$10
Of the zoning map	\$25
Of pages from the zoning atlas	\$5
To overlay originals	\$5
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Media Charges	
3.5" 2HD diskette (1.4 MB)	\$5
CD-ROM (650 MB)	\$20

	Fee
<b>POLICE</b>	
Copies (No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	\$0.10 per copy; minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Picket Permits	\$25
Pool Hall Permits	\$100
Taxi permits - one time only	\$15
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
<b>FIRE</b>	
Reinspection (for violation correction)	\$30
Fireworks Stand-by	\$100
Firewatch Stand-by	\$100
Assembly Stand-by	\$25
Permits:	
Fireworks	\$130
Cutting and Welding (In non-approved areas)	\$25
Burning	\$35
HazMat Operations	\$100
HazMat Storage (as per Tier 11)	\$120
Tent Permits (Funeral Homes and tents less than 120 sq. ft. exempt)	\$40
Plans Review	\$25 + \$1 per 5,000 sq. ft.; \$30 max.
HazMat/Material Recovery	Actual Cost including equipment
Private Hydrant Testing/Maintenance	\$30 per unit
Tank Installation/Removal Inspection	\$50
Fire Flows	\$200
Copies of Reports (First report is free to victims)	\$0.10 per copy; minimum of \$1; \$1 extra for mailing
<b>PUBLIC SERVICES</b>	
<i>Administration</i>	
Nuisance abatement	Mobilization fee \$125 + \$50 for every hour or portion thereof
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$200 + \$100 for every hour or portion thereof + associated landfill fees
Second violation within 12 months by the same owner at the same location	Not less than \$500

	Fee
<i>Traffic Operations Division</i>	
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour
<i>Solid Waste</i>	
Collection of indoor furniture to include televisions (not other appliances)	\$5 per item paid in advance
Bagged garbage and trash outside of cart (more than 5 bags)	\$10 paid in advance
Unbagged trash (non-yard waste) outside of cart	\$10 paid in advance
<i>Street Division</i>	
Cut & remove existing curb & other material	\$4 LF
Cut & remove existing sidewalk (up to 5 ft wide)	\$4 LF
18-inch concrete curb & gutter	\$8 LF
24-inch concrete curb & gutter	\$11 LF
30-inch concrete curb & gutter	\$15 LF
24-inch concrete valley gutter	\$11 LF
2 ft driveway lip only	\$10 LF
6-inch x 2 ft driveway lip with gutter	\$18 LF
6-inch x 5 ft driveway lip with gutter	\$25 LF
4-inch concrete sidewalk	\$17 SY
6-inch concrete driveway for additional area	\$20 SY
Miscellaneous concrete patch	\$125 CY
Miscellaneous asphalt patch	\$25 SY
Install storm drain on right-of-way (owner supply pipe)	\$5 LF
Limbs and cuttings exceeding truck load per week	\$175 per load paid in advance
<i>Cemetery</i>	
Burial-adult	\$600
Burial-infant	\$400
Disinterment	\$600
Interments - two--one grave-adult	\$650
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$375
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement- recording fee only)	\$25
Funeral processions entering cemetery after 4:00 P.M. weekdays	\$100
Funeral processions entering cemetery on weekends and holidays	\$200
Monument installation permit	\$20
Cemetery Lot Fee Schedule:	
Adult, City resident	\$550
Adult, non-City resident	\$750
Infant, City resident	\$325
Infant, non-City resident	\$375

*Fleet Management*

Repair of Rowan Transit System Fleet and Trolley Fleet	Actual Cost
Repair of Hazardous Material Van - labor	\$30/hour
Repair of Hazardous Material Van - parts & sublet	Actual Cost
Repair of Hazardous Material Van - service call	\$25

*Landscape*

Cooperative tree planting on public right-of-way	Actual cost of tree
Hurley Park Gazebo rental	\$150 security deposit; \$50 refundable
Robertson Eastern Gateway	\$150 security deposit; \$50 refundable
Bell Tower/ Temple Gazebo	\$150 security deposit; \$50 refundable

*Transit*

Individual Fares:	
Regular	\$0.60
Reduced (Handicapped & Senior Citizens)	\$0.50
Regular Zone	\$0.60
Reduced Zone	\$0.50
Transfers	\$0.10
40 Ride pass:	
Regular	\$21
Reduced	\$17
ADA Paratransit System (all fares)	\$2

**PARKS & RECREATION**

Civic Center \*

Multi-purpose room & kitchen - for first eight hours each day, after eight hours - \$75/hour:	
Non-profit organizations	\$350 + \$100 deposit/ \$250 if serving alcohol
Non-profit organizations fund-raiser	\$450 + \$100 deposit/ \$250 if serving alcohol
For profit organizations	\$700 + \$100 deposit/ \$250 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day, after eight hours: \$75/hour:	
Non-profit organizations	\$385 + \$100 deposit/ \$250 if serving alcohol
Non-profit organizations fund-raiser	\$485 + \$100 deposit/ \$250 if serving alcohol
For profit organizations	\$750 + \$100 deposit/ \$250 if serving alcohol
Small meeting room only (per hour):	
Non-profit organizations	\$40 + \$25 deposit
Non-profit organizations fund-raiser	\$55 + \$25 deposit
For profit organizations	\$90 + \$25 deposit

	Fee
City Park *	
Arts & craft room:	
Non-profit function	\$30 per hour + \$50 deposit
For profit function	\$40 per hour + \$50 deposit
Multi-purpose room:	
Non-profit function	\$50 per hour + \$50 deposit
For profit function	\$75 per hour + \$50 deposit
Meeting room:	
Non-profit function	\$30 per hour + \$50 deposit
For profit function	\$40 per hour + \$50 deposit
Room A:	
Non-profit function	\$25 per hour + \$50 deposit
For profit function	\$35 per hour + \$50 deposit
Hall Gym & Lincoln Pool *	
Non-profit function	\$30 per hour + \$50 deposit
For profit function	\$60 per hour + \$50 deposit
Miller Center *	
Arts & craft room:	
Non-profit function	\$20 per hour + \$50 deposit
For profit function	\$30 per hour + \$50 deposit
Multi-purpose room:	
Non-profit function	\$40 per hour + \$50 deposit
For profit function	\$60 per hour + \$50 deposit
Meeting room:	
Non-profit function	\$20 per hour + \$50 deposit
For profit function	\$30 per hour + \$50 deposit
Note: *Two (2) hour minimum for rentals during non-operational hours	
Cannon Park Gazebo Rental (only available for groups 40 or less)	\$100 security deposit; \$50 refundable
Shelter Reservation Fee	\$10 (Non-refundable)
City Park 1 and 2, Kelsey Park, Town Creek Park, Salisbury Community Park	
Advertising Fee - Salisbury Community Park	\$600 initial fee \$300 annual renewal
Advertising Fee - Salisbury Greenway	\$1,000 - \$5,000



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

City resident	\$10/hr
Non-resident	\$15/hr
*Additional per hour charge for lights	\$25/hr
Tournament Fees (multiple teams/multiple games)	
1/2 day tournament (5 p.m. - 11 p.m.)	\$185
1 day (8 a.m. - 11 p.m.) includes 4 hours lighting	\$300
2 day	\$485
3 day	\$670
Non-refundable deposit of 50% of day rate or \$150	
Rate includes: 1 field/1 field prep (additional preps \$65 each)	

Soccer

City resident	\$20/hr
Non-resident	\$30/hr
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
No lights	

Football

City resident	\$20/hr
Non-resident	\$30/hr
Tournament Fees (prep \$45)	
1/2 day (5 hrs.)	\$150
1 day (10 hrs.)	\$300

Tennis

City resident	\$5/hr
Non-resident	\$7.50/hr

Special Event Vending Permits

Flat Fee	\$50 + 15% of gross sales
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UTILITY ENGINEERING

Engineering, Consulting, and Technical Services

Project Manager - Professional Engineer	\$100/hr
Civil Engineer	\$75/hr
Engineering Technician	\$50/hr
Construction Inspector	\$50/hr
Survey Field Crew (2 person)	\$75/hr
Clerical	\$25/hr
Water <i>or</i> wastewater plan review each	\$200/set
Set of Bid Documents, each	\$50
Utility Location Maps	
Paper Document	\$15
Digital Format	
Diskette, each	\$5
CD Disk, each	\$20

	Fee
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20
On vellum up to 4 ft in length	\$10
<b>TELECOMMUNICATIONS</b>	
Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
Secure Conversation	\$5
Interconnect Service - Telephone	\$24
Interconnect Service - Telephone/Hark Number	\$25
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
Alphamate terminal	\$15
If agency uses on PC to page with	\$7
<b>FINANCE:</b>	
Accounts Receivable (30 days past-due)	1.5% per month
Privilege License Gross Sales Schedule:	
Sales not exceeding \$10,000	\$25
More than \$10,000 and not more than \$20,000	\$30
More than \$20,000 and not more than \$30,000	\$45
More than \$30,000 and not more than \$40,000	\$60
More than \$40,000 and not more than \$50,000	\$75
More than \$50,000 and not more than \$60,000	\$90
More than \$60,000 and not more than \$70,000	\$105
More than \$70,000 and not more than \$80,000	\$120
More than \$80,000 and not more than \$90,000	\$135
More than \$90,000 and not more than \$100,000	\$150
More than \$100,000	\$150 plus, per \$1,000 or portion thereof in excess of \$100,000 @ \$0.225
Maximum gross receipts cap other than those with a specific limit	\$3,000
All privilege licenses other than gross sales are calculated at maximum State allowed rate.	
<b>OTHER FEES:</b>	
Copy machine fee	\$0.10 per copy; minimum of \$1 \$1 extra for mailing
Copy of reports/files	Actual cost of supplies and mailing

**SCHEDULE A  
CASH DEPOSITS**

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

- (a) Domestic consumer of water and/or dischargers of sewage  
Residential owner-occupants including single family townhouses  
and condominiums shall be exempted. \$125

- (b) Commercial, industrial, and institutional recipients \$175  
Local, state, and federal governments or agencies thereof shall be exempted.
- (c) 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.
- (d) Deposits shall be returned at termination of service less any unpaid rates and charges.

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

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

- (a) Three-fourths-inch water meter and tap and backflow prevention device \$1,300
- (b) One-inch water meter and tap and backflow prevention device \$1,450
- (c) Irrigation taps are one-half the cost of regular meter taps and not subject to any discounts.
- (d) Services larger than one 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. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at then prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections \$1,300
- (f) Sewer service larger than four-inch, both inside and outside City shall be charged on the basis of labor, materials, equipment and overhead costs at then prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Reconnection fee for non-payment during business hours \$30  
Reconnection fee for non-payment after business hours \$75
- (h) Physical notification of non-payment of a utility bill (hanging tag) \$15
- (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$30  
Turn on or off after hours; shall be applied to utility bill if not prepaid \$75
- (j) Testing meter if delivered to city facilities (per test) \$15
- (k) Field testing of meters: First test is free and each additional test within twelve months \$50
- (l) Unauthorized use of fire protection system \$100
- (m) Fire protection system testing (per test) \$50
- (n) Meter reinstallation charge (per meter) \$25
- (o) Water or sewer connection inspection fee (per connection) \$20
- (p) Should a property owner replace an existing service line with a larger one, the charges scheduled above will apply in full.
- (q) 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.
- (r) 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.
- (s) Lateral transfer fee \$1,300
- (t) Direct debit credit \$1/Month
- (u) Recycling fee \$1.44/Month
- (v) Rowan County landfill fee
  - (1) Residential (per container) \$2.96/Month
  - (2) Commercial (per container) \$5.53/Month
  - (3) Container (per cubic yard) \$5.05/Month
- (w) Waste collection fee
  - (1) Commercial (per unit) \$8/Month
  - (2) Container (per container) \$10/Month
- (x) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$50

**SCHEDULE C  
WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code, effective July 1, 2003.

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$3.57
	1" =	\$5.09
	1-1/2" =	\$7.61
	2" =	\$10.64
	3" =	\$20.24
	4" =	\$34.38
	6" =	\$65.69
	8" =	\$123.76
	10" =	\$169.96
	12" =	\$255.00
	16" =	\$355.00

Volume charge per 100 cubic feet:

Raw water	\$0.40
Finished, potable water	\$2.30
Rowan Power	\$0.91

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

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots at the central fire station. Such purchases, which shall be made at the business office, shall be conditioned upon an advance payment of one hundred dollars (\$100.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities and fire departments at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred dollars (\$100.00).

**SCHEDULE E  
SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code, effective July 1, 2003.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$3.89
	1" =	\$5.63
	1-1/2" =	\$8.53
	2" =	\$12.01
	3" =	\$23.03
	4" =	\$39.27
	6" =	\$75.23
	8" =	\$141.93
	10" =	\$233.13
	12" =	\$296.00
	16" =	\$428.00

Volume charge per 100 cubic feet	\$2.96
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**SCHEDULE F  
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of ninety-four dollars and twenty-four cents (\$94.24) 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 one-hundred seventy-six dollars and twenty-five cents (\$176.25) 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 six-hundred eighty-four and thirty-nine cents (\$1,684.39) per one thousand pounds.
- (d) Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of sixty-five dollars (\$65.00) per two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

**SCHEDULE G  
ANALYTICAL TESTING**

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

<u>PARAMETER</u>	<u>FEE PER ANALYSIS</u>
Acidity	\$10.00
Alkalinity	\$10.00
Aluminum (Colorimetric)	\$5.00
Aluminum (AAS)	\$20.00
Ammonia Nitrogen	\$17.00
Biochemical Oxygen Demand	\$24.00
Chemical Oxygen Demand	\$30.50
Chloride	\$10.00
Chlorine (Colorimetric)	\$15.00
Coliform (MPN)	\$15.00
Coliform (MF)	\$10.00
Copper (Colorimetric)	\$12.00
Copper Flame (AAS)	\$20.00
Copper Furnace (AAS)	\$30.00
Dissolved Oxygen	\$5.00
Dissolved Oxygen (Winkler)	\$10.00
Fecal Coliform (MF)	\$15.00
Fixed Suspended Solids	\$12.00
Fluorides (Specific Ion)	
Water	\$17.00
Wastewater	\$25.00
Hardness (Titrimetric)	\$5.00
Iron (Colorimetric)	\$5.00
Iron Flame (AAS)	\$20.00
Iron Furnace (AAS)	\$30.00
Jar Test	\$10.00
Manganese (Colorimetric)	\$6.50
Manganese Flame (AAS)	\$20.00
Manganese Furnace (AAS)	\$30.00

<u>PARAMETER</u>	<u>FEE PER ANALYSIS</u>
Mercury 3112B	\$30.00
Metals:	
Antimony - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Cadmium - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Chromium - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Lead - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Nickel - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Zinc - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Silver - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Arsenic - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Selenium - Flame (AAS)	\$20.00
Furnace (AAS)	\$30.00
Titanium	\$35.00
Sulfate	\$27.00
Sampling and Setup	\$15.00
Nitrate Nitrite	\$20.00
Oil Grease 413.1 (Freon)	\$25.00
Percent Solids	\$10.00
pH	\$5.00
Phenols	\$30.00
Phosphate (Colorimetric)	\$15.00
Orthophosphate	\$20.00
Settleable Solids	\$5.00
Specific Conductivity	\$10.00
Total Cyanide	\$25.00
Specific Gravity	\$10.00
Standard Plate Count	\$5.00
Temperature	\$5.00
Total Kjeldahl Nitrogen	\$30.00
Total Phosphorus	\$20.00
Total Solids	\$10.00
Total Dissolved Solids	\$10.00
Total Suspended Solids	\$10.00
Total Volatile Solids	\$15.00
Total Volatile Suspended Solids	\$15.00
Turbidity (Nephelometric)	\$5.00
Zeta Potential	\$10.00
Parameters not listed	Case-by-case basis: Consult Environmental Services

**SCHEDULE J**  
**FRONTAGE CHARGES**

Charges shall be as authorized in Chapter 25, Article V, Section 25-106 of the City Code.

(a) Schedule J charges are repealed.

Section 8. That Chapter 25, Article II, Section 25-34, (c)(1)c be revised as follows:

If payment is not received within twenty-four (24) days of the bill date, the bill becomes delinquent and a delinquent fee of ten (10) percent (not to exceed twenty dollars (\$20.00)) will become due and payable.

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





## GLOSSARY OF TERMS

**ADA:** The commonly used acronym for the Americans with Disabilities Act.

**ACCRUAL ACCOUNTING:** A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

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

**APPROPRIATION (BUDGETING):** An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

**ASSESSED VALUATION:** A value established for real property for use as a basis for levying property taxes.

**BALANCED BUDGET:** Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

**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.

**BROADBANDING COMPENSATION PROGRAM:** A classification and pay system that allows similar jobs to be grouped into bands with wide pay ranges. The program creates more organizational flexibility, fosters a flatter organization, and encourages skill development.

**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 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.

**CAPITAL EQUIPMENT:** Vehicles, equipment, software, and furniture purchased by the City which individually amount to a value in excess of \$5,000 and an expected life of more than one year.

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

**CAPITAL IMPROVEMENTS BUDGET:** The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

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

**CAPITAL OUTLAY:** A classification consisting of Capital Equipment and Capital Improvement.

**CAPITAL RESERVE FUND:** A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund and Water and Sewer 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 and Purchasing Divisions.

**COST CENTER:** The smallest unit of activity or area of responsibility for which costs are accumulated.

**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.

**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.

**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.

**FISCAL YEAR:** 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.

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

**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.

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

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

**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.

**GEOGRAPHIC INFORMATION SYSTEM (GIS):** A project which will link the City to a city-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by City departments.

**GFOA:** Acronym for Government Finance Officers Association.

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

**INVESTMENT REVENUE:** Revenue earned on investments with a third party. The City uses a pooled cash system. We pool cash from all funds and invest it 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.

**IRT:** Acronym for Involvement and Response Team. A system for empowering all employees into functional decision-making teams for operational improvements.

**ISO:** Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**LEASE PURCHASE:** Method of financing used for the acquisition or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**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.

**NCDOT:** Acronym for North Carolina Department of Transportation.

**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.

**PERFORMANCE MEASURES:** Descriptions of a program's effectiveness or efficiency.

**POWELL BILL FUND:** Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

**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.

**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.

**RETAINED EARNINGS:** Amounts representing monies which remain unspent after payment of all expenses.

**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.

**SERVICE LEVEL:** Measurement of services provided by the City to the public.

**WWTP:** Acronym for Wastewater Treatment Plant.

