

# SALISBURY



# NORTH CAROLINA

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*Annual Budget  
Fiscal Year Ending June 30, 2001*

# **CITY OF SALISBURY NORTH CAROLINA**

## **2000-01 BUDGET** For the Year Ending June 30, 2001



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

### **MAYOR AND CITY COUNCIL**

**Susan W. Kluttz - Mayor**

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

**William R. Burgin**

**William R. Kennedy**

**R. Scott Maddox**

### **OFFICIALS**

**David W. Treme  
City Manager**

**John A. Sofley, Jr.  
Finance Director**

### **Budget Prepared By**

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City Management Team**

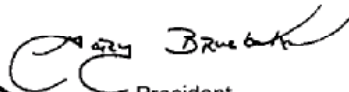


GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

**PRESENTED TO  
City of Salisbury,  
North Carolina**

**For the Fiscal Year Beginning  
July 1, 1999**

  
President

  
Executive Director

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, 1999 (Fiscal year 1999-2000).

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.

**THE CITY OF SALISBURY'S  
FY 2000-01 BUDGET  
TABLE OF CONTENTS**

---

	<b>PAGE</b>
<b>CITY MANAGER'S BUDGET TRANSMITTAL MESSAGE</b>	i
<b>SECTION I - INTRODUCTORY SECTION</b>	
FY 2000-01 General Fund - Revenue and Expenditure Graphs	1-1
City Revenues and Expenditures Graphs	1-2
Budget Summary	1-3
Summary of Interfund Transfers	1-4
General Fund Revenue Structure	1-4
Revenue Assumptions for FY 2000-01	1-5
Trend Monitoring	1-7
Other Revenue Trends	1-8
<b>SECTION II - FINANCIAL MANAGEMENT AND BUDGET PROCESS</b>	
Financial Management Program and Systems	2-1
Financial Management Policies	2-2
Budgets and Budgetary Accounting	2-4
Goal Setting and Budgetary Process	2-5
FY 2000-01 Budget Calendar	2-7
<b>SECTION III - CITY OVERVIEW</b>	
Facts and Information	3-1
Miscellaneous Statistics and Tax Base for the City	3-5
Schedule of Principal Taxpayers and Demographic Statistics	3-6
List of Principal Officials and Organizational Chart	3-7
Summary of Positions	3-8
Graph - General Fund Full-Time Employees per 1000 Population	3-9
Relationship between Functional Areas and Funds	3-10
Program Matrix of FY 2000-01 Budget	3-10
<b>SECTION IV - GENERAL FUND</b>	
Statement of Revenues and Other Financing Sources	4-1
Expense Summary	4-2
City Council	4-6
Management and Administration	4-7
Human Resources	4-9
Finance - Summary	4-11
Administration	4-12
Information Technologies	4-14
Purchasing	4-16
Telecommunications	4-17
City Office Buildings	4-18
Plaza	4-19
Land Management and Development - Summary	4-20
Planning and Community Development	4-21
Development Services	4-23
Engineering	4-24
Street Lighting	4-25

## TABLE OF CONTENTS

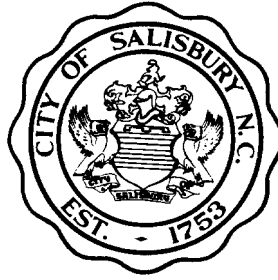
	<b>PAGE</b>
Police Summary	4-26
Support Services	4-27
Administration	4-29
Field Operations	4-30
Fire	4-32
Public Services - Summary	4-35
Administration	4-36
Traffic Operations	4-37
Streets	4-38
Cemetery	4-41
Waste Management	4-42
Landscape Operations	4-43
Landscape-Hurley Park	4-45
Fleet Management	4-46
Parks and Recreation	4-47
Transportation, Education and Debt Service	4-50
<b>SECTION V - GENERAL FUND CAPITAL RESERVE FUND</b>	
Statement of Revenues and Other Financing Sources	5-1
Budget Request Summary/Capital Outlay	5-2
<b>SECTION VI - WATER/SEWER FUND</b>	
Statement of Revenues and Other Financing Sources	6-1
Budget Summary	6-2
Utilities Management and Administration	6-4
Water Treatment	6-6
Water and Sewer Maintenance and Construction	6-8
Technical Services	6-11
Wastewater Treatment	6-12
Meter Services	6-13
Facilities Maintenance	6-14
Debt Service and Capital Projects	6-16
<b>SECTION VII - WATER AND SEWER CAPITAL RESERVE FUND</b>	
Statement of Revenues and Other Financing Sources	7-1
Budget Request Summary/Capital Outlay	7-2
<b>SECTION VIII - TRANSIT FUND</b>	
Statement of Revenues and Other Financing Sources	8-1
Budget Summary	8-2
Public Services	
Transit Administration	8-3
Transit Operations and Transit Capital	8-4

## TABLE OF CONTENTS

---

	<b>PAGE</b>
<b>SECTION IX – SPECIAL REVENUE FUNDS</b>	
Statement of Revenues and Other Financing Sources	9-1
Special Revenue Funds	9-2
<b>SECTION X - CAPITAL IMPROVEMENT PROGRAM</b>	
Description of Capital Improvement Program	10-1
General Fund Capital Improvement Program Schedule	10-6
Water and Sewer Capital Improvement Program Schedule	10-7
<b>SECTION XI - DEBT MANAGEMENT PROGRAM</b>	
Outstanding Debt	11-1
Proposed Debt	11-4
Legal Debt Margin Graph and Calculation	11-4
Direct and Overlapping Debt	11-5
<b>SECTION XII - BALANCING COSTS AND SERVICES</b>	
Service Level and Revenue Projection with Analysis	12-1
Departmental Service Levels	12-7
<b>SECTION XIII – PERFORMANCE MEASUREMENT</b>	
Performance Measurement Narrative	13-1
Residential Refuse Collection	13-2
Household Recycling	13-4
Yard Waste & Leaf Collection	13-6
Police Patrol	13-8
Police Investigations	13-10
Emergency Communications	13-12
Street Pavement Maintenance	13-14
Fire Services	13-16
<b>SECTION XIV - BUDGET ORDINANCE</b>	
Budget Ordinance Of The City Of Salisbury	14-1
<b>SECTION XV - GLOSSARY</b>	
Glossary of Terms	15-1





May 31, 2000

**BUDGET MESSAGE FISCAL YEAR 2000-01**  
**July 1, 2000-June 30, 2001**

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

It is with pleasure that I present to you the City of Salisbury's FY2000-01 Annual Budget totaling \$42,936,078 for all funds.

**A Report on the City's Fifteenth Annual  
Future Directions and Goal-Setting Conference**

The fifteenth Annual Future Directions and Goal Setting Conference for the City was held February 10-12, 2000 at the Mid Pines Inn and Conference Center in Southern Pines, North Carolina. While the Salisbury City Council covered a broad range of topics, it focused on issues relating to improving City neighborhoods and developing and maintaining a sustainable feeling of safety for all areas of the City. Special attention was given to the planning, completion and implementation of the Salisbury Vision 2020 project. This policy-based strategic plan will provide the framework for addressing many issues that will face the City now and in the future.

In addition, the Salisbury City Council spent time on reviewing the work of the Neighborhood Improvement Task Force. This Task Force has recommended many important initiatives to improve the quality of life for all Salisbury citizens. City Council also took a look at the Police Department Crime Control Plan, Internal Assessment and the Patrol Plan concepts. The implementation and funding of this plan will offer our citizens the best value in police services using the successful community-policing model selected by the Salisbury City Council. Other important issues covered by City Council included a Downtown Master Plan, major recommendations regarding upgrading and expanding the capacity of the Salisbury Utilities Department's water treatment plant using new technology, and the review of a system to prioritize the Salisbury Utilities Department capital projects.

There was also significant discussion from both City Council and Management Team Members on how the City of Salisbury will accommodate the growth that we are experiencing. The results of these and many other issues are included in this year's Annual Budget along with a series of broad-based, Community Outcomes and Strategies accompanied by short-term goals designed to ensure successful implementation of the Outcomes. During the fiscal year it is recommended that City Council hold two update sessions to review progress and make adjustments as needed.



## FOCUSING ON OUR MISSION

At the fourteenth Annual Future Directions and Goal Setting Conference, the Salisbury City Council adopted the following Mission Statement:

**To enhance Salisbury's status as a GREAT HISTORIC CITY that provides a safe, livable environment for present and future generations with a focus on:**

- **Excellent quality services for all citizens**
- **Inclusion and Diversity**
- **Honesty and Integrity**
- **Commitment to a team of creative problem solvers**
- **Partnerships with community organizations**

## OUTCOMES

- Outcome # 1: Improve City neighborhoods and develop and maintain a sustainable feeling of safety for all areas of the City.
- Outcome # 2: Identify and implement strategies for expanding the tax base and generating new revenue sources.
- Outcome # 3: Adopt managed growth criteria for extensions along growth corridors and construct water and sewer lines to targeted growth areas throughout Rowan County.
- Outcome # 4: Provide quality parks and recreation services for City residents through attractive parks, well maintained facilities, a variety of programs, and a strong planning system.
- Outcome # 5: Create an Innes Street Zoning Overlay Committee to develop and implement a plan of action to visually and functionally enhance the Innes Street Corridor.
- Outcome # 6: Complete the Salisbury 2020 Plan.
- Outcome # 7: Implement public infrastructure to support Flowers Bakery property, Chamber of Commerce, F&M Bank, and Cheerwine projects.
- Outcome # 8: Develop and maintain a climate of City-County cooperation on projects of mutual interest and concern.
- Outcome # 9: Initiate programs to attract, retain, and develop high quality City employees.
- Outcome # 10: Establish a plan to recruit commercial, retail, office, and institutional development within the City limits.
- Outcome # 11: Continue to improve the overall management of the City and its departments.

Outcome # 12: Implement special City Council initiatives to improve the quality of life for all Salisbury citizens.

Outcome # 13: Continue to improve and enhance our City's Downtown.

Outcome # 14: Form a Civic Center Task Force.

## **OUTCOMES, STRATEGIES AND GOALS**

**Outcome # 1: Improve City neighborhoods and develop and maintain a sustainable feeling of safety for all areas of the City.**

### Strategies for Implementation

- Develop a comprehensive, holistic approach to problem solving in neighborhoods and communities.
- Involve a broad spectrum of people (stakeholders) who will be directly affected by the Outcome.

### Goals Assigned to Outcome

1. Develop and implement the Police Department Strategic Plan.
2. Complete and adopt the Crime Control Plan.
3. Continue leadership training in selected neighborhoods.
4. Complete and implement the Neighborhood Task Force Plan.
  - a. Work with Board of Realtors and Neighborhood Associations to address problems with certain landlords in residential areas.
  - b. Strengthen minimum housing and nuisance ordinances (e. g. noise, odor, and others).
  - c. Support neighborhoods by promoting responsibilities of landlords and strengthening requirements for landlords and tenants.
5. Expand the number of neighborhoods using the holistic approach to problem solving.
6. Fund projects to improve neighborhoods and housing, working with the Community Development Corporation (CDC).
  - a. Provide additional funding for projects in neighborhoods.
  - b. Develop a rental housing rehab program in selected neighborhoods.
7. Continue to implement the Park Avenue Plan.
8. Provide funding for tree planting in selected neighborhoods (\$5,000 Tree Board).

**Outcome # 2: Identify and implement strategies for expanding the tax base and generating new revenue sources.**

### Strategy for Implementation

- Develop new revenue sources that are not dependent on annual, state appropriated funding.

### Goals Assigned to Outcome

1. Continue annexation.
2. Identify new revenue sources to match specific needs.
3. Partner with the Visitors and Convention Bureau to enhance event recruitment.

**Outcome # 3: Adopt managed growth criteria for extensions along growth corridors and construct water and sewer lines to targeted growth areas throughout Rowan County.**

Goals Assigned to Outcome

1. Consider managed growth prerequisites including:
  - Extra-territorial jurisdictions (ETJ)
  - Identification of growth corridors
  - Economic development requirements
  - County zoning considerations
  - Incentives for managed growth
2. Develop clear, joint water and sewer extension policy with consideration of managed growth criteria, Utilities Department economics, and the loss of key customers.
3. Continue working toward water and sewer service for Spencer Forest and Hawkinstown Subdivisions.
4. Complete the Spencer feasibility study and, if appropriate, come to an agreement with Spencer to provide water and sewer service.
5. Establish a prioritization system for capital improvement projects for water and sewer recommendations.
6. Consider growth pre-requisites consistent with the 2020 Plan.

**Outcome # 4: Provide quality parks and recreation services for City residents through attractive parks, well maintained facilities, a variety of programs, and a strong planning system.**

Goals Assigned to Outcome

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 Park and Recreation facilities.
4. Complete master plans for individual parks.
5. Identify additional revenue sources for Greenway System construction.
6. Investigate options for building a new gymnasium.
7. Continue a partnership with Rowan County or other organizations to fund a Sports Development Task Force.
8. Explore opportunities and possibilities to develop and design a Hall of Fame at the Salisbury Community Park and Athletic Complex.

**Outcome # 5: Receive the Innes Street Zoning Overlay Plan to develop and implement a plan of action to visually and functionally enhance the Innes Street Corridor.**

Goals Assigned to Outcome

1. Investigate alternatives for displaying community activity banners presently flown over East Innes Street on a wire.
2. Secure funding for Mast-Arm Signal supports at appropriate intersections along Innes Street.

**Outcome # 6: Complete the Salisbury 2020 Plan.**

#### Goals Assigned to Outcome

1. Implement Salisbury 2020 strategies as appropriate in accordance with defined schedules.
2. Continue to support the Salisbury 2020 effort with staff, funding, public information, and community meetings.

#### **Outcome # 7: Implement public infrastructure to support Flowers Bakery, Chamber of Commerce, F&M Bank, and Cheerwine projects.**

#### Goals Assigned to Outcome

1. Complete the development of the Council Street Streetscape – Phase 2.
2. Complete the Chamber of Commerce and City parking.
3. Complete the Bernhart/Rufty Parking lot.
4. Complete the development of Easy Street pedestrian access.

#### **Outcome # 8: Develop and maintain a climate of City-County cooperation on projects of mutual interest and concern.**

#### Strategies for Implementation

- Schedule quarterly meetings with the City Council and County Commissioners to share information and develop strategies.
- Use Rowan County Strategic Growth Plan and Salisbury 2020 Strategic Growth Plan as the basis for future cooperative efforts.

#### Goals Assigned to Outcome

1. Assure that City Council representative to the Salisbury 2020 Task Force monitors the County Strategic Growth Plan for possible areas of conflict as the Salisbury 2020 process progresses.
2. Conduct quarterly City-County meetings with elected officials.
3. Follow-up on City-County meetings to assure that appropriate actions are taken by both elected bodies.

#### **Outcome # 9: Initiate programs to attract, retain, and develop high quality City employees.**

#### Strategies for Implementation

- Revise and upgrade the City's Compensation Plan.
- Revise and upgrade employee benefits.
- Continue EAP (Employee Assistance Program).

#### Goals Assigned to Outcome

1. Continue implementation of Diversity Training for all City employees.
2. Consider providing an additional 1% 401(k) contribution as an added employee benefit.
3. Develop and implement an employee training and development plan.
4. Develop and implement a comprehensive Pay Plan.
5. Continue to evaluate applying the "Broad Banding" compensation program to other departments, in addition to the Utilities Department.
6. Develop and implement salary plans that compensate public safety and labor-intensive classes based on factors related to the nature of the jobs and market data.

7. Develop recruitment strategies to recruit employees from diverse populations within the community.
8. Develop strategies to attract quality employees including signing bonuses, etc.

**Outcome # 10: Establish a plan to recruit commercial, retail, office, and institutional development within the City limits.**

Goals Assigned to Outcome

1. Develop a list of potential commercial sites in the City including, but not limited to the Fisher Street and Brooklyn South areas.
2. Provide funding to hire or contract for a City recruiter to recruit commercial, retail, office or institutional development in the City.

**Outcome # 11: Improve the overall management of the City and its departments.**

Goals Assigned to Outcome

1. Participate in Statewide programs with other cities to establish performance standards.
2. Develop system of standards to measure performance and accomplishments for all City departments.
3. Monitor accomplishments in achieving stated standards.
4. Create, monitor and evaluate departmental strategic plans.
5. Evaluate periodically the status of the City's outcomes and goals, and take corrective action as necessary.
6. Continue the City's goal setting and future directions process.

**Outcome # 12: Implement special City Council initiatives to improve the quality of life for Salisbury citizens.**

Goals Assigned to Outcome

1. Respond to special requirements and initiatives of the City Council, Boards and Commissions, and partnerships with other organizations.
2. Determine ways the City can assist public schools within the City limits.
3. Provide training for the Board of Zoning Adjustment on its role and responsibilities.
4. Provide matching funds for citywide architectural survey proposed by the Historic Preservation Committee.

**Outcome # 13: Continue to improve and enhance our City's Downtown.**

Goals Assigned to Outcome

1. Partner with Downtown Salisbury, Inc. (DSI) to implement the Downtown Salisbury Master Plan.
2. Create a Downtown Historic District.
3. Partner with DSI to evaluate and develop more downtown parking.
4. Partner with DSI to evaluate and develop a better traffic system.
5. Work with DSI to determine the need for additional Police service in the downtown area.

**Outcome # 14: Form a Civic Center Task Force.**

Goals Assigned to Outcome

1. Investigate, evaluate and study the options for the development of a Convention Center.

**GENERAL FUND OVERVIEW**

As a result of the direction given to the City Manager by the Salisbury City Council at the City of Salisbury's Future Directions and Goal Setting Conference in February, 2000, I have concentrated on the following major goals and policy initiatives in the FY2000-01 City of Salisbury's General Fund Budget:

1. Maintain all existing levels of City services giving consideration to the growth in the City.
2. Provide an average four percent merit raise for all eligible employees.
3. Commit dollars to the implementation of the recommendations of the Neighborhood Improvement Task Force to include staffing, property acquisition and demolition.
4. Commit dollars to the implementation of the Police Department's Crime Control Plan and Internal Assessment.
5. Complete the Salisbury 2020 Plan.
6. Provide funding for the completion of the Downtown Master Plan.
7. Continue the implementation of the award winning Park Avenue Neighborhood Strategic Redevelopment Plan.
8. Complete the infrastructure work to support the Flowers Bakery, Chamber of Commerce, F&M Bank, and Cheerwine Projects.
9. Provide salary adjustments for Firefighters in order to compete with Kannapolis and Concord.
10. Continue the City of Salisbury's diversity training program.
11. Provide incentives for the Local Historic Districts.
12. Continue Greenway design and construction.
13. Seek National Recreation Parks Association (NRPA) accreditation for the Parks and Recreation Department.
14. Begin the annexation process along US 70 and Highway 29 this fiscal year.

Though this list does not attempt to cover every issue, it does include what I understand are the major goals and policy initiatives of Salisbury City Council.

### **MAJOR NEW INITIATIVES AND EMPHASIS**

Major new initiatives included in the recommended FY2000-01 Budget, along with Fire Department salary adjustments and the addition of three additional firefighters, will require additional funding above and beyond what forecasted General Fund Revenues will produce by an estimated \$757,697. This figure represents the equivalent of more than a four-cent tax increase. I have included \$168,079 of the \$183,079 recommended by the Neighborhood Improvement Task Force. This includes both funds for acquisition and demolition of targeted housing and the hiring of a Zoning Enforcement Specialist by the Fire Department.

In order to address many of the needs identified by the Crime Control Plan and Internal Self Assessment, I have recommended that the adjusted FY1999-00 Budget of \$5,151,693 be increased to \$5,899,330, an increase of \$747,637 representing a 14.5% increase in funding. The growth of General Fund revenues will be absorbing an extra \$349,721 to cover the increase in Police salaries and fringe benefits. The remaining \$397,916 represents new money to address many, but not all the needs, identified by the Police Department. In my opinion, it would be prudent to address the needs identified over a three-year period.

An emphasis that I have included as a top priority in the recommended FY2000-01 Budget is the addition of three firefighters in the Salisbury Fire Department and a \$110,000

comprehensive salary adjustment based on the results of a study that I requested from the Human Resources Department. Without these adjustments, the Salisbury Fire Department will lose many of our excellent firefighters to neighboring communities who are greatly expanding their firefighting capabilities and paying more competitive salaries to attract new employees. The City of Salisbury has one of the very best fire departments in the State of North Carolina with an excellent ISO rating. We need to take action now to keep our Fire Department intact.

A further explanation of these increases is included in several of the following sections.

## **NEIGHBORHOOD IMPROVEMENT TASKFORCE**

Funding for major recommendations of the Neighborhood Improvement Task Force have been included in the City Manager's recommended FY2000-01 Budget. The Task Force appointed by Salisbury City Council identified the top 10 issues brought forth by Salisbury citizens. They are:

1. Vacant structures
2. Absentee landlords
3. Legal procedures
4. Code enforcement and inspections
5. Property maintenance by landlords
6. Education and communication
7. General appearance standards
8. Tenant screening/monitoring
9. Supply of rental units/home ownership incentives
10. Junked cars

In addition to several Neighborhood Improvement Task Force policy recommendations, they have recommended that funds be budgeted for the acquisition, rehabilitation and demolition of problem houses and that consideration be given to a full-time Zoning Code Enforcement Specialist in the Salisbury Fire Department. In reviewing these recommendations and requests, I have included \$135,000 in the City of Salisbury's Special Projects Budget for this purpose and am recommending that an additional \$33,079 be included in the Fire Department personnel budget for the hiring of the position recommended by the Task Force. This action will complement the Salisbury Police Department in their Neighborhood Community Policing efforts.

## **POLICE DEPARTMENT**

The Salisbury Police Department initiated three programs to assess strengths/challenges and to further the implementation of a Community Policing Style of management. It was imperative that input be provided from Department employees and citizens along with objective analysis. The three programs used to assist with these objectives were:

Crime Control Plan  
Department Self-Assessment  
Patrol Plan Study

All information gathered to this point was used to develop the Police Department's first Comprehensive Strategic Plan.

## CRIME CONTROL PLAN

After six months of weekend community meetings, citizens identified the following seven goals to assist with Crime Control in the Salisbury community:

1. Improve understanding and awareness of diverse communities.
2. Improve neighborhoods through community ownership, recreation, street lighting, nuisance abatement and decrease loitering and drug sales.
3. Increase opportunities for youth to reduce at-risk behavior.
4. Create and strengthen community partnerships to share information and make good use of resources to create and implement solutions.
5. Develop support services and justice system partnerships to reduce recidivism and deal more effectively with repeat offenders – both adult and juvenile.
6. Develop support services for victims of crime.
7. Decrease crime by strengthening the family structure.

Sub-committees representing each goal have been meeting on a monthly basis. Chairs of each sub-committee have been meeting on a monthly basis at the Police Department to discuss progress. A primary concern expressed was longevity and commitment/support from the City. Another concern expressed was reporting and fostering progress. A standardized report form was developed and Police personnel were assigned to assist with each committee. Additional accomplishments to date are: setting regular meeting times, developing more specific goals and determining whom else is needed to assist with goals.

## INTERNAL ASSESSMENT/SELF-STUDY

The Internal Assessment was conducted by utilizing an established and tested template. The Employee Transition Team, Police Command Staff, Computer Aided Dispatch and the Records Management System provided input. Key issues identified were:

- Managing Calls For Service
- Managing Investigative Case Load
- Managing Fiscal Responsibilities
- Crime Analysis
- Employee Morale/Mental Health
- Employee Pay

## PATROL PLAN STUDY

The Patrol Plan Study primarily focused on correcting the level of response and categorizing codes of dispatching calls for service. Both of these problem areas have been corrected and a program has been written by Open Software Solutions, Inc. to proceed. The Patrol Plan Study is expected to be completed by the end of July. This will assist with determining how many officers are needed in each District and how large each District should be.



## STRATEGIC GOALS

After assessment of the Crime Control Plan, Internal Assessment and initial challenges of the Patrol Plan Study, the following Strategic Goals were developed with input from employees and citizens:

1. Improve management of calls for service
2. Improve the effectiveness of the Patrol function
3. Improve the quality of Criminal Investigations
4. Implement Crime Analysis capability
5. Strengthen justice system partnerships
6. Expand partnerships with community service agencies
7. Strengthen partnerships with City agencies
8. Strengthen partnerships with neighborhood groups
9. Improve human resource management
10. Implement more effective management practices

The completion of these goals over the next three years will lead to a safer community and a more efficiently managed Police Department. Some goals are already well on the way of being implemented.

## **FIRE DEPARTMENT**

The on-going mission of the Salisbury Fire Department is to prevent and minimize the loss of life and property from fire, natural and technological disasters, provide hazardous material incident responses; critical emergency medical service; emergency management planning, fire protection; fire service training and public education programs, as well as minimum housing inspections, code enforcement and non-emergency support services.

At this point, the Salisbury Fire Department has maximized the ability of our personnel and equipment to provide the highest level of fire protection service for the lowest possible cost to our citizens. Salisbury City Council is aware that our department is one of the highest rated and best-trained departments in the State of North Carolina. While the City has tripled in size and services in the last 40 years, the Salisbury Fire Department has maintained about the same number of personnel since 1958. Even without annexation, I am recommending that we add three of the nine firefighters requested for this fiscal year. This should provide some relief in calling back off-duty employees in order to keep apparatus in service. In addition, based on a comparative salary study, I have included \$110,000 in this year's budget to make necessary adjustments to Fire Department salaries. We are presently losing our human capital to neighboring departments who are greatly expanding their services. This adjustment is absolutely necessary, if we are to maintain quality employees in our outstanding Fire Department. In addition, I am recommending that a Zoning/Code Enforcement Specialist be added to the Fire Department budget in order to implement one of the recommendations of the Neighborhood Improvement Task Force.

## **SOUND BARRIERS**

After much discussion, the North Carolina Department of Transportation (NCDOT), in conjunction with the I-85 widening project, shared a copy of the Design Noise Report recommending a noise barrier 2,350 feet long and 14-16 feet tall for Fairview Heights and a

noise barrier 1,500 feet long and 14 to 18 feet tall for Oakland Heights. I am recommending that the Salisbury City Council consider extending the length of the Oakland Heights subdivision noise barrier and separation wall an additional 600 feet long and up to 12 feet tall for Oakland Heights. This will provide additional visual separation and some additional noise protection for nearly the entire Oakland Heights neighborhood. Since the NCDOT will provide no additional funding for this addition, I am recommending that the City of Salisbury provide up to \$212,000 for this project. I am recommending that these funds be repaid to the NCDOT over a four-year period beginning after July 1, 2001. Though this will have no impact of this year's budget, it does represent a commitment on future years' budgets.

## **ANNEXATION**

The Land Management and Development staff has begun the annexation process for the area along US 70 in the general vicinity of Westcliffe and Hendrix Estates subdivisions. This area was included in the previous annexation ultimately overturned by the NC Court of Appeals. A preliminary timeline calls for a resolution of intent to be adopted in early July, the annexation ordinance being approved in December, and the annexation becoming effective December 31, 2001. The City is working with the Centralina Council of Governments to qualify a line for this area. With the exception of a few changes concerning large, vacant parcels, the new boundary will, for the most part, follow the previous annexation line. Various City Departments are drafting Service Reports.

In addition, the Land Management and Development staff has begun looking at a similar process along US 29 South. Due to several changes in the North Carolina annexation law, this area could be substantially smaller than the previous annexation area; however, it will include the Rowan County Airport. The new law requires a greater density, both in population and in the subdivision of lots. The major objective in the southern annexation area is to create a link to the satellite City limit areas along US Highway 29. No time frame has been drafted for this annexation, but if the process begins in the fall, it is conceivable that the area could become effective in the spring of 2002.

## **PARKS AND RECREATION**

The recommended Parks and Recreation Department budget includes two new maintenance positions to support the Salisbury Community Park and Athletic Complex. The positions are needed to support the first phase of construction, the additional soccer fields, as well as the second phase of construction that will add two baseball fields, a lake and trails.

In addition, I am recommending a one million dollar lease purchase financing in order to expedite the following capital projects: the completion of the Salisbury West Recreation complex (Hall Gym renovation and parking), the construction of a restroom/concession stand building, and a \$100,000 grant match. Funds are also included in this budget to continue the normal renovation and repair of existing facilities.

## **PUBLIC SERVICES DEPARTMENT**

The Public Services Department includes the following divisions: Fleet Management, Street, Solid Waste Management, Transit, Traffic Operations, Landscape Operations, Hurley Park, and Cemetery. One major factor that the Salisbury City Council has become aware of is the growth in the City of Salisbury's residential and business sector. There is more plant inventory, more streets have been added for City maintenance, more traffic signals, more signs and markings, and many more solid waste collection sites. Because of this growth, I am recommending that three new positions be added to the Street Department to include a Street Maintenance Supervisor, a Street Maintenance Worker and an Equipment Operator. This additional crew will assist us in maintaining the present level of service in that division. In addition I am recommending that a Grounds Maintenance Worker be added in the Landscape Operations Division to provide mowing services to the Salisbury Water and Sewer Utilities. This position will be fully funded by the Utilities.

### **VEHICLE AND EQUIPMENT REPLACEMENT FUNDS**

It is recommended that \$1,284,776 included in the FY2000-01 General Fund Budget be transferred to the FY2000-01 General Fund Capital Reserve Fund. These funds, plus \$15,000 from interest earnings, will be programmed this year for replacement of the General Fund fleet and computer equipment, in accordance with the replacement schedules.

It is recommended that \$304,265 be transferred from the Water and Sewer Fund to the Water and Sewer Capital Reserve Fund. These funds will be programmed to purchase the necessary Water and Sewer Fund vehicles and computer equipment in accordance with replacement schedules.

### **TRANSIT FUND**

The recommended Transit Fund Budget for FY2000-01 is increased by \$21,650. This represents maintenance of the current level of service offered by the City. The recommended budget for Administration, Operations, and Capital are as follows:

Personnel	\$	388,746
Operations		101,929
Capital		4,660
Total	\$	495,335

### **SPECIAL REVENUE FUNDS**

The City of Salisbury will receive approximately \$375,000 in Community Development Block Grant (CDBG) Funds and \$121,000 in HOME Funds from the Department of Housing and Urban Development (HUD) this fiscal year. The City anticipates approximately \$125,240 in program income available for eligible projects, for a total budget of \$621,240.

The following approved budget represents the requests from citizens for use of the FY2000-01 CDBG and HOME funds from public neighborhood meetings and public hearings.

<u>Activities</u>	<u>Amount of Funding</u>
Resale/Acquisition (CDBG & HOME)	\$110,035
Code Enforcement (CDBG)	10,000
Community Center: Park Avenue (CDBG)	160,500
Habitat for Humanity (CDBG)	30,000
Emergency Rehabilitation (CDBG)	30,000
Infrastructure Improvements (CDBG)	15,000
Storm Drainage Project (HOME)	15,000
Housing Rehabilitation (HOME)	20,000
Home Ownership: Downpayment Assistance (HOME)	60,000
<b><u>Public Services</u></b>	
Rowan Helping Ministries (CDBG)	23,375
Salisbury Youth Employment (CDBG)	3,000
Family Crisis Council (CDBG)	15,000
Community Youth Garden (CDBG)	3,000
Salisbury CDC (CDBG)	11,625
Rowan Community Clinic (CDBG)	3,500
Program Administration (CDBG & HOME)	<u>111,205</u>
<b>TOTAL BUDGET</b>	<b>\$621,240</b>

## WATER AND SEWER FUND

The recommended FY2000-01 Water and Sewer Fund Budget contains a 7.8 percent average residential water and sewer rate increase. Average monthly residential water and sewer utility bills would increase from \$37.93 to \$40.89. This rate would become effective July 1, 2000. The major reason for the increase is a 22.27 percent increase in debt service to address the debt payment schedule for recently completed projects. These projects addressed both mandates from the State of North Carolina and major system reliability issues. Water and Sewer Fund revenues are expected to increase 6.76 percent this year. Operational costs will be decreased 0.49 percent. Capital Outlay for equipment is expected to decrease 128.87 percent. With a two-employee reduction-in-force for the coming year, personnel costs will only increase 3.68 percent. One new position, a SCADA Technician, however, is recommended in this year's budget. The programming, calibration and maintenance of our water and sewer system's extensive SCADA network including electronic controls will result in a savings of nearly \$20,000 per year, greatly reducing or eliminating consulting fees.

Perhaps the most notable issue in this years recommended FY2000-01 Budget is the strong recommendation to meet the mandates of North Carolina Division of Environmental Health (DEH) regarding the expansion and plant upgrade of the water treatment plant including important raw water line projects. If we hesitate in making this decision, it might come at the expense of being able to meet future customer demands. Many cities in our state are facing moratoriums because of their failure to address capacity and quality issues in a timely manner. DEH has mandated the expansion of our water treatment plant and our raw water delivery system to 18 MGD to avoid a moratorium being placed on the growth of our system. With future DEH regulations on well systems, it is recommended that the Salisbury Utilities Department extend a water line to Rockwell in order to eliminate the well system. This decision is based on weighing the costs and long-term effects of trying to maintain a separate well system. This line will also provide additional opportunities for increased customer service.

The Capital Improvement Program projects scheduled for FY2000-01 include the following costs. The first phase of the water treatment plant expansion project is estimated at \$1.08 million. The estimated cost of the raw water force main is \$2.5 million. Existing cash reserves will be used to pay for the water line from Granite Quarry to Rockwell. No major sewer capital improvement projects are scheduled for FY2000-01. The water treatment plant expansion and the raw water force main projects are funded with state loan and bond funds.

Also included in the FY2000-01 is the Salisbury Utilities Department's proposed priority rating system for all future water and sewer extension projects. This system is being presented to the Salisbury City Council for approval as part of this budget. It will help the Salisbury City Council to equitably allocate limited extension resources based on an objective ranking of projects in accordance with selected criteria. The Salisbury/Spencer consolidation feasibility study has been completed. The Town of Spencer is presently considering several options. A final decision should be possible on or before October 1, 2000. Based on the results of the study, it appears to be a win/win situation for both the City of Salisbury and the Town of Spencer.

The proposed Salisbury Utilities Department's wastewater surcharge rates for Chemical Oxygen Demand (COD), Total Suspended Solids (TSS), and Total Kjeldahl Nitrogen (TKN) are included in this budget for Salisbury City Council's approval. It is in the best interest of the Salisbury Utilities Department to update these cost recovery surcharges. The proposed rate for COD is ninety-four dollars and twenty-four cents (\$94.24) per thousand pounds. The proposed rate for TSS is one hundred ninety-two dollars and twenty-four cents (\$192.24) per thousand pounds. The proposed rate for TKN is fourteen hundred and one dollars and forty-nine cents (\$1,401.49) per thousand pounds. Two of the parameters have increased, one significantly, and one has decreased. The costs, however, are based solely on the actual costs to the Salisbury Utilities Department to treat and remove these parameters.

The proposed Budget includes a recommendation to increase the utility deposit for residential non-homeowners from \$50 to \$100. Whenever a customer skips on their utility bill, by the time the City cuts them off for nonpayment, they will typically will owe three months of outstanding bills. This increase in the deposit will help minimize losses from these customers.

In addition, the Salisbury Utilities Department will have a final recommendation included in the FY2000-01 Budget for a new raw water rate to charge any customer who wishes to use untreated raw water for irrigation or other purposes. A study is currently being completed by our rate consultant and will be available when the budget is presented for your consideration.

In summary, the recommended FY2000-01 budget has been thoroughly reviewed and revised to minimize the impact on our customers. The proposed 7.8 percent rate increase is necessary to fund debt service for recently completed water and sewer capital improvement projects. Operations costs were actually reduced below the current level. Plans to meet the expansion of the City of Salisbury's water treatment plant are included in this budget. A delay in the planning and implementation of this project will jeopardize the Salisbury Utilities Department's ability to meet future water demands.

## **IN CONCLUSION**

The recommended FY2000-01 Budget endeavors to address nearly all of the Salisbury City Council's Outcomes, Strategies and Goals. In doing so, I am recommending that the Salisbury City Council adopt a General Fund Budget with a four-cent tax increase. As I see it, the major

difference between the recommended FY2000-01 General Fund Budget and one with no tax increase can be found in three major areas.

- By including most of the recommendations of the Neighborhood Improvement Task Force with funding for both the acquisition and demolition of targeted housing and code enforcement staffing, we are adding \$168,079 of new costs to the General Fund Budget.
- By addressing many of the needs identified in the Crime Control Plan and Internal Self Assessment, we are adding an extra \$397,916 in new funding in the Police Department. This increase is in addition to an extra \$349,721 of General Fund revenues which will be used to absorb the increase in Police salaries and fringe benefits. This year's recommended FY2000-01 budget is \$747,637 more than the FY1999-00 adjusted budget. This represents a 14.5 percent increase in the Police Department budget. It is without hesitation that I recommend that the Salisbury City Council adopt this increase in order to address several of the major Outcomes, Strategies and Goals of the City.
- The third area, which I am recommending, is the adoption of a comprehensive salary adjustment and the hiring of three additional Fire Control Specialists. The cost of the comprehensive salary adjustments for the Fire Department is \$110,000. The cost of adding three additional Fire Department Personnel is \$81,702. The retention of outstanding personnel in a volatile labor market requires that this recommendation be implemented quickly. In addition, I strongly believe that three of the nine Fire Control Specialists requested be granted in order to provide present Fire Department personnel some relief in calling back off-duty employees in order to keep apparatus in service.

Given the growth in our City, I have recommended a total of 18 new positions in this year's recommended FY2000-01 Budget. Most municipalities measure municipal employment in employees per thousand. In FY1989-90, the City of Salisbury had 309 permanent full-time General Fund/HUD employees or 13.1 employees per thousand. Nine years later, the FY1998-99 General Fund/HUD Budgets had 321 permanent full-time employees or 11.9 employees per thousand. The general stability of the number of employees came through reductions in force and productivity measures. Our City's growth, even using the State of North Carolina's rather conservative population estimates, would have the City with 351 permanent full-time General Fund/HUD employees in the recommended FY2000-01 Budget which still only represents 13.0 employees per thousand population. Though the number of employees has increased, this is still less than the 13.1 permanent full-time employees per thousand in FY1989-90. The State of North Carolina's population estimate for FY2000-01 is 26,792 persons which is actually less than their estimate of 26,884 for FY1997-98. I firmly believe that a conservative estimate for the City of Salisbury's population today is in excess of 28,000.

The City of Salisbury is experiencing growth in residential population, commercial businesses and industries. This is supported by an increased number of residential and business garbage collections, an increase in the number of residential, commercial and industrial water and sewer taps and an increased number of privilege licenses issued. There has also been growth in the actual land area of the city which has increased the number of lane miles of streets, right of ways and areas served by all departments, not to mention an expansion of function for many of our city service providers. As our region and our county have grown, we have also seen a tremendous increase in traffic into and through our City on a daily basis. In order to maintain the level of service provided by our City government, it has been necessary to add additional

employees. Should this recommended FY2000-01 Budget be adopted as recommended, we will have added more employees in the last three years than the previous nine years, but this is consistent with our recent noticeable growth.

The FY2000-01 Water and Sewer Budget includes a recommendation for a 7.8 percent average residential water and sewer rate increase. An average monthly water and sewer utility bill would increase from \$37.93 to \$40.89. The major reason for this increase is a 22.27 percent increase in debt service to address the debt payment schedule for recently completed projects. These projects addressed both mandates from the State of North Carolina and major system reliability issues. Also included in this Water and Sewer Budget is an upgrade and expansion of our water treatment plant from 12 to 18 million gallons a day. This recommendation has been included in the budget as a result of a report given to the Salisbury City Council earlier this year by City staff, City consultants and, more importantly, officials from the North Carolina Department of Environmental Health. If we do not adopt this plan, we may well face the fate of many other cities in our region and state, which have experienced moratoriums.

In many ways, this has been one of the more difficult budgets that I have had the opportunity to prepare since coming to Salisbury over 14 years ago. I want to assure the Salisbury City Council that the City Manager, the City Management Team, and Finance Staff have given much care and attention to the preparation of this year's policy and financial plan. Untold hours have been spent in preparing and evaluating each request. More than \$4.4 million has been cut from original General Fund requests.

I want to especially thank John Sofley, City Finance Director, Teresa Harris, City Budget Manager, Mike West, Utility Budget Analyst, Myra Heard, Finance Specialist and the entire Finance Department staff for another excellent effort on a most difficult budget. Thanks are also in order for the City Management Team and all Department and Division Managers who 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 Goal Setting and Future Directions 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 FY2000-01 Budget and appreciate your continued support in implementing the Outcomes, Strategies, Goals and Service Levels contained in this Budget.

David W. Treme  
City Manager

## ADDENDUM

On June 6, 2000, the City Manager presented a balanced FY2000-01 Budget proposal that totaled \$42,936,078 for all funds. City Council had set a budget work session for Wednesday, June 7 and a public hearing for Tuesday, June 20, 2000 at 4:00 p.m. A second budget work session was held on Monday, June 19, 2000 for further discussion on budgetary options.

After much discussion at the work sessions, the majority of City Council members agreed to a \$.03 tax increase instead of the \$.04 tax increase as recommended by the City Manager. City Council also wanted to increase funding for Incentives in New Historic Districts (Special Projects – Land Management and Development-Planning) and to fund \$10,000 for Club House Drive Widening (Special Projects – Land Management and Development-Engineering). Below is a summary of the changes from the Recommended Budget.

ACTION	INCREASE/ (DECREASE)	DEPT/LINE ITEM
Eliminate 3 positions:		
Communications Specialist	(40,413)	Management/Administration
Compensation Analyst	(49,963)	Human Resources
PC Technician	(42,833)	Information Technologies
Purchase Police In-Car Cameras from Capital Reserve Fund	(20,150)	Special Projects-Police
Use Available Lease Purchase Funds for:		
Recording of Booking Room	(1,500)	Special Projects-Police
Building Assessment	(10,000)	Special Projects-Police
Restructure Evidence Areas	(2,000)	Special Projects-Police
Reconfigure Telecommunications Work Stations	(4,000)	Capital Outlay-Police
Monitors for Mapping Program-Reconfiguration	(3,000)	Special Projects-Police
Reprint Historic District Guidelines In-House	(4,500)	Special Projects-Land Mgmt
Prepare Innes Street Guidelines In-House	(5,000)	Special Projects-Land Mgmt
Delete 3 Radios for Patrol Vehicles	(6,684)	Capital Outlay-Police
Delete 3 Prisoner Cages for Patrol Vehicles	(2,627)	Capital Outlay-Police
Increase Revenue for Loan Repayments	(12,000)	Miscellaneous Revenues
Funding for Club House Drive Widening	10,000	Special Projects-Engineering
Increase Incentives in New Historic Districts	15,000	Special Projects-Land Mgmt
Total Equals \$.01 Tax Decrease	(179,670)	

On June 20, 2000, City Council adopted a balanced Budget Ordinance for FY2000-01 totaling \$42,768,408 for all funds after holding a public hearing at which one citizen spoke.



**EXHIBIT 1  
CITY OF SALISBURY  
SPECIAL PROJECTS FOR FY 2000-01**

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
<b>MANAGEMENT &amp; ADMINISTRATION</b>			
Institute of Government - Facility Project	\$ 15,000	\$ 5,000	\$ 5,000
Pledge for Trolley	10,000	10,000	10,000
2003 Celebration	10,000	5,000	5,000
Total Special Projects	<u>\$ 35,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>
<b>HUMAN RESOURCES</b>			
Employee Assistance Program	\$ 12,705	\$ 9,554	\$ 9,554
CDL Federal Drug Testing	8,000	6,016	6,016
City Random Drug Testing	6,000	4,512	4,512
Human Resource Information System	8,000	-	-
Diversity Training	30,000	30,000	30,000
Background Investigations	5,000	-	-
Salary Adjustments	100,000	110,000	110,000
Broadbanding Software	20,000	-	-
Retiree Insurance Benefit	18,000	12,000	12,000
Employee Training and Development Program	110,000	20,000	20,000
Police Officers Written Exams	3,000	3,000	3,000
Recruitment Incentives	70,000	-	-
Pay and Class Study	15,000	-	-
Market Data Purchase	6,000	6,000	6,000
Total Special Projects	<u>\$ 411,705</u>	<u>\$ 201,082</u>	<u>\$ 201,082</u>
<b>INFORMATION TECHNOLOGIES</b>			
Review of 800 Trunking System	\$ 15,000	\$ 15,000	\$ 15,000
Broadband Feasibility Study	15,000	-	-
Total Special Projects	<u>\$ 30,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>
<b>LAND MANAGEMENT &amp; DEVELOPMENT-ENGINEERING</b>			
Traffic Signal System	\$ 98,000	\$ 98,000	\$ 98,000
Chamber Property Acquisition	250,000	-	-
Easy Street	150,000	-	-
100 Block East Council Street	95,000	50,000	50,000
Chamber Block Parking	80,000	-	-
Hardware Block Parking	50,000	-	-
Greenway Construction	300,000	300,000	300,000
Greenway Design	35,000	35,000	35,000
Sidewalk Grant	115,000	115,000	115,000
Innes Street Property Acquisition	100,000	-	-
Confederate/Henderson Roundabout	85,000	85,000	85,000
Council Street RR Crossing	60,000	60,000	60,000
S. Milford Drive Drainage Grant Project	46,000	46,000	46,000
Broadway Street RR Crossing	9,000	9,000	9,000
Traffic Signal at Grove and Mocksville	55,000	35,000	35,000
Club House Drive Widening	110,000	-	10,000
Total Special Projects	<u>\$ 1,638,000</u>	<u>\$ 833,000</u>	<u>\$ 843,000</u>

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
<b>LAND MANAGEMENT &amp; DEVELOPMENT-PLANNING &amp; COMMUNITY DEVELOPMENT</b>			
<b>Neighborhoods:</b>			
Property Acquisition/Rehab	\$ 250,000	\$ 100,000	\$ 100,000
Neighborhood Improvement Task Force	10,000	5,000	5,000
Tree Planting in Selected Neighborhoods	10,000	-	-
Parking at Community Service Council	25,000	12,000	12,000
<b>20/20 Plan:</b>			
Consultant	20,000	20,000	20,000
Presentation	15,000	15,000	15,000
Implementation	50,000	-	-
<b>Historic preservation:</b>			
Incentives in New Districts	30,000	15,000	30,000
Complete Historic Survey	5,000	5,000	5,000
Reprint Historic District Guidelines	9,000	9,000	4,500
Downtown Historic District Guidelines	20,000	10,000	10,000
<b>Community Appearance:</b>			
Brick Sidewalks in Downtown	10,000	-	-
Flowers Bakery/Tractor Building	10,000	10,000	10,000
Innes Street Incentive Grant	35,000	25,000	25,000
Tree Replacement in Downtown	10,000	-	-
CAC Awards Banquet	5,000	4,000	4,000
Adopt-A-Street; Spruce-up Days; Landscape of the Month	3,000	1,600	1,600
Trash Cans for Downtown - Eleven	5,000	-	-
Renovate City Welcome Signs - Twelve	6,000	-	-
Pocket Park at Park Road	5,000	-	-
Innes Street Guidelines	8,000	8,000	3,000
Public Information Center (Banner) East Innes Street	10,000	-	-
<b>Other:</b>			
Downtown Master Plan	10,000	20,000	20,000
Freedman's Memorial	10,000	10,000	10,000
Boards and Commissions Education/Training	10,000	5,000	5,000
Total Special Projects	<u>\$ 581,000</u>	<u>\$ 274,600</u>	<u>\$ 280,100</u>
<b>FINANCE</b>			
Software Modification	\$ 5,000	\$ 5,000	\$ 5,000
Total Special Projects	<u>\$ 5,000</u>	<u>\$ 5,000</u>	<u>\$ 5,000</u>
<b>TELECOMMUNICATIONS</b>			
Cable TV Franchise Consultant	\$ 25,000	\$ 20,000	\$ 20,000
Total Special Projects	<u>\$ 25,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>
<b>PARKS &amp; RECREATION</b>			
NRPA Accreditation Visitation	\$ 10,000	\$ 10,000	\$ 10,000
Civic Center Feasibility Study	50,000	-	-
Scheduling Software	20,000	20,000	20,000
Total Special Projects	<u>\$ 80,000</u>	<u>\$ 30,000</u>	<u>\$ 30,000</u>

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
<b>POLICE</b>			
Crime Control Plan	\$ 15,000	\$ 10,000	\$ 10,000
Diversity Enhancement Services	10,000	-	-
Chaplaincy Program	10,000	10,000	10,000
Wellness Program	10,000	8,000	8,000
Canine City Ownership	9,950	-	-
Canine Kennel	575	575	575
In-Car Camera Units - Six	26,250	20,150	-
Mobile Data Terminals - Six	51,000	-	-
Speed Radar Detectors - Three	3,000	3,000	3,000
Replacement Walkie Talkies - Six	17,400	-	-
Probation/Parole Software	6,800	-	-
Sonic Foundry Software	1,400	1,400	1,400
Afix Tracker Software	18,375	-	-
IACP Internal Affairs Software Package	1,900	1,900	1,900
Recording of Booking Room	1,500	1,500	-
Building Assessment	50,000	10,000	-
Building Security	10,000	-	-
Eyretel Software	5,000	5,000	5,000
OSSI Barcoding Module	9,200	-	-
Restructuring Evidence Areas	2,000	2,000	-
OSSI Mapping/Bike Module	56,950	56,950	56,950
Monitors for Mapping Program	3,000	3,000	-
Field Reporting Software	3,000	3,000	3,000
Telephone Monitoring Software	5,000	5,000	5,000
Total Special Projects	<u>\$ 327,300</u>	<u>\$ 141,475</u>	<u>\$ 104,825</u>
<b>PUBLIC SERVICES-ADMINISTRATION</b>			
Facility Study	\$ 30,000	\$ 30,000	\$ 30,000
Total Special Projects	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ 30,000</u>
<b>PUBLIC SERVICES-STREET</b>			
Utility Strip - 100 W. Innes St. - North Side	\$ 10,000	\$ 10,000	\$ 10,000
200 S. Main Street - East Side			
Target Neighborhood Improvements	5,000	5,000	5,000
Stabilize Creek Bank Adjacent to Park Road	10,000	10,000	10,000
Total Special Projects	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>
<b>PUBLIC SERVICES-CEMETERY</b>			
Improvements at Dixonville	\$ 3,000	\$ -	\$ -
Replace Trees at Chestnut Hills	2,000	2,000	2,000
Marker Re-alignment at Oakwood	2,500	-	-
Total Special Projects	<u>\$ 7,500</u>	<u>\$ 2,000</u>	<u>\$ 2,000</u>
<b>PUBLIC SERVICES-LANDSCAPE OPERATIONS</b>			
Downtown Street Trees	\$ 10,000	\$ 5,000	\$ 5,000
Neighborhood Trees	5,000	-	-
East Council Streetscape	6,500	6,500	6,500
Jake Alexander Medians	3,000	-	-
Award Banquet	2,000	1,000	1,000
Arbor Day Celebration	500	-	-
Property Demolition - Neighborhood Task Force	50,000	35,000	35,000
Total Special Projects	<u>\$ 77,000</u>	<u>\$ 47,500</u>	<u>\$ 47,500</u>

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
<b>PUBLIC SERVICES-LANDSCAPE OPERATIONS-HURLEY PARK</b>			
Spring Celebration	\$ 1,600	\$ 1,600	\$ 1,600
Garden Signs	500	-	-
Stone Garden Edging	3,500	-	-
Total Special Projects	<u>\$ 5,600</u>	<u>\$ 1,600</u>	<u>\$ 1,600</u>
<b>PUBLIC SERVICES-FLEET</b>			
Underground Storage Tank Clean-up	\$ 66,000	\$ 66,000	\$ 66,000
Total Special Projects	<u>66,000</u>	<u>\$ 66,000</u>	<u>\$ 66,000</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><b>\$ 3,344,105</b></u>	<u><b>\$ 1,712,257</b></u>	<u><b>\$ 1,691,107</b></u>
<b>TOTAL OFFSETTING REVENUE</b>	<u><b>\$ 1,070,000</b></u>	<u><b>\$ 1,070,000</b></u>	<u><b>\$ 1,070,000</b></u>
<b>TOTAL CITY SHARE</b>	<u><b>\$ 2,274,105</b></u>	<u><b>\$ 642,257</b></u>	<u><b>\$ 621,107</b></u>

**EXHIBIT 2**  
**SPECIAL COMMUNITY EFFORTS GROUPS APPROPRIATIONS FOR FY 2000-01**

	<u>FY1999-00 ADOPTED</u>	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
Human Relations Council	\$ 3,500	\$ 13,550	\$ 3,500	\$ 3,500
Action Grants	22,000	35,000	22,000	22,000
Community Appearance	1,200	1,200	1,200	1,200
Historic District Commission	500	2,000	500	500
Economic Development	46,670	46,670	46,670	46,670
Downtown Salisbury, Inc.	54,580	79,000	60,580 *	60,580 *
Tree Board	900	900	900	900
Waterworks Gallery	10,000	10,000	10,000	10,000
Rowan Museum	6,000	10,000	6,000	6,000
United Arts Council	45,000	47,500	45,000	45,000
Rufty Holmes Senior Center	50,000	50,000	50,000	50,000
Youth Commission	3,500	3,500	3,500	3,500
Rowan Information & Referral	4,500	4,500	4,500	4,500
Supplementary Education	42,342	42,342	42,342	42,342
Love Center: VA Transitional Housing	-	25,000	-	-
Rowan Rescue Squad	-	10,000	-	-
Rowan County AIDS Task Force	-	10,000	-	-
	<u>\$ 290,692</u>	<u>\$ 346,162</u>	<u>\$ 296,692</u>	<u>\$ 296,692</u>

\* Includes \$6,000 for Christmas Lights

**Exhibit 3**  
**POSITION LISTING WITH SALARY RANGES**

Position	Grade	Salary Range	
		Minimum	Maximum
Account Clerk I	18	\$17,537	\$30,873
Account Clerk II	22	\$19,350	\$34,064
Accountant I	26	\$21,350	\$37,586
Accountant II	31	\$24,144	\$42,503
Accounting Manager	51	\$39,486	\$69,512
Animal Control Specialist	20	\$18,421	\$32,428
Assistant City Manager	87	\$51,828	\$94,496
Assistant Fire Chief	193	\$34,069	\$59,976
Assistant Utilities Director	242	\$52,647	\$82,919
Athletic Maintenance Manager	36	\$27,304	\$48,066
Athletic Recreation Leader	27	\$21,882	\$38,522
Battalion Chief	187	\$29,394	\$51,747
Benefits Analyst	34	\$25,993	\$45,759
Budget & Performance Management Manager	50	\$38,527	\$67,823
Building & Grounds Maintenance Worker I	10	\$14,405	\$25,359
Building & Grounds Maintenance Worker II	14	\$15,894	\$27,979
Building Maintenance Worker	10	\$14,405	\$25,359
Buyer	22	\$19,350	\$34,064
Cemetery Maintenance Supvr	28	\$22,427	\$39,481
Center Attendant	15	\$16,290	\$28,677
City Clerk	61	\$27,274	\$49,727
City Code Inspector	19	\$17,974	\$31,642
City Engineer	53	\$41,477	\$73,017
Civil Engineer I	34	\$25,993	\$45,759
Civil Engineer II	43	\$32,433	\$57,097
Civil Engineer III	47	\$35,786	\$62,998
Com Dev & Neighborhood Pln Mgr	53	\$41,477	\$73,017
Community Development Technician	27	\$21,882	\$38,522
Community Services Officer	27	\$21,882	\$38,522
Crossing Guard	5	\$12,738	\$22,423
Customer Service Clerk I	14	\$15,894	\$27,979
Customer Service Clerk II	18	\$17,537	\$30,873
Customer Service Supervisor	31	\$24,144	\$42,503
Data Processing Technician	25	\$20,832	\$36,673
Department Secretary	26	\$21,350	\$37,586
Department Secretary	225	\$23,010	\$36,242
Development Services Manager	47	\$35,786	\$62,998
Development Services Spec	27	\$21,882	\$38,522
Engineering Technician	217	\$21,163	\$33,332
Engineering Technician I	16	\$16,695	\$29,391
Engineering Technician II	24	\$20,326	\$35,782
Equipment Operator I	13	\$15,508	\$27,301
Equipment Operator II	20	\$18,421	\$32,428
Facilities Maintenance Supervisor	28	\$22,427	\$39,481
Finance Director	82	\$45,808	\$83,520
Finance Specialist	26	\$21,350	\$37,586

Position	Grade	Salary Range	
		Minimum	Maximum
Fire Captain	178	\$24,144	\$42,503
Fire Chief	82	\$45,808	\$83,520
Fire Control Specialist I	167	\$18,421	\$32,428
Fire Control Specialist II	171	\$20,326	\$35,782
Fire Engineer	174	\$21,882	\$38,522
Fire Investig/Inspec Officer	187	\$29,394	\$51,747
Fire Investig/Inspection Spec	178	\$24,144	\$42,503
Fire Logistics Officer	178	\$24,144	\$42,503
Fire Projects Analyst	178	\$24,144	\$42,503
Fleet Service Shift Supervisor	34	\$25,993	\$45,759
Fleet Service Supervisor	36	\$27,304	\$48,066
Fleet Services Manager	45	\$34,069	\$59,976
Graphics Technician	15	\$16,290	\$28,677
Greenway Coordinator	27	\$21,882	\$38,522
Grounds Maintenance Supervisor	28	\$22,427	\$39,481
Grounds Maintenance Worker I	9	\$14,055	\$24,742
Grounds Maintenance Worker II	14	\$15,894	\$27,979
Human Resources Director	82	\$45,808	\$83,520
Identification Specialist	21	\$18,880	\$33,237
Industrial Pretreatment Coordinator	231	\$29,394	\$49,284
Information Technologies Manager	245	\$51,695	\$90,042
Inventory Control Specialist	216	\$20,946	\$32,991
Laboratory Analyst	226	\$23,492	\$43,613
Laboratory Supervisor	232	\$32,759	\$51,595
Land Mgmt & Dev Director	87	\$51,828	\$94,496
Landscape Maintenance Supvr	28	\$22,427	\$39,481
Landscape Operations Supervisor	31	\$24,144	\$42,503
Mail Coordinator	15	\$16,290	\$28,677
Marketing & Community Relations Manager	36	\$27,304	\$48,066
Master Mechanic	31	\$24,144	\$42,503
Master Police Officer	91	\$25,903	\$45,600
Mechanic	249	\$23,920	\$46,738
Meter Maintenance Supervisor	223	\$22,857	\$37,888
Meter Mechanic	214	\$19,047	\$31,574
Meter Reader	214	\$19,047	\$31,574
Meter Reading Supervisor	223	\$22,857	\$37,888
Meter Services Manager	235	\$35,558	\$56,003
Neighborhood Development Specialist	41	\$30,877	\$54,355
Office Assistant	14	\$15,894	\$27,979
Park Curator	23	\$19,832	\$34,911
Parking Control Specialist	20	\$18,421	\$32,428
Parks & Rec Maint Manager	36	\$27,304	\$48,066
Parks & Recreation Director	78	\$41,500	\$75,666
Parts Clerk	15	\$16,290	\$28,677
Parts Supervisor	26	\$21,350	\$37,586
Permit Services Coordinator	21	\$18,880	\$33,237
Personnel Analyst I	34	\$25,993	\$45,759
Personnel Analyst II	39	\$29,394	\$51,747
Personnel Technician I	26	\$21,350	\$37,586
Personnel Technician II	30	\$23,558	\$41,472

Position	Grade	Salary Range	
		Minimum	Maximum
Planner I	34	\$25,993	\$45,759
Planner II	38	\$28,680	\$50,489
Plant Maint Technician I	20	\$18,421	\$32,428
Plant Maint Technician II	25	\$20,832	\$36,673
Plants Maint Supvr	43	\$32,433	\$57,097
Plants Maintenance Manager	233	\$33,348	\$52,523
Plants Maintenance Supervisor	229	\$24,723	\$38,939
Plants Maintenance Technician	218	\$21,651	\$34,101
Police Captain	94	\$37,591	\$66,176
Police Chief	82	\$45,808	\$83,520
Police Evidence & Property Custodian	20	\$18,421	\$32,428
Police Information Clerk	15	\$16,290	\$28,677
Police Lieutenant	93	\$32,433	\$57,097
Police Officer I	89	\$22,418	\$39,464
Police Officer II	90	\$24,660	\$43,410
Police Planner	43	\$32,433	\$57,097
Police Records Clerk	15	\$16,290	\$28,677
Police Records Coordinator	23	\$19,832	\$34,911
Police Sergeant	92	\$29,788	\$51,323
Police Systems Analyst	36	\$27,304	\$48,066
Police Telecommunications Supervisor	31	\$24,144	\$42,503
Police Telecommunicator	19	\$17,974	\$31,642
Productivity Analyst	43	\$32,433	\$57,097
Public Services Director	78	\$41,500	\$75,666
Purchasing Manager	43	\$32,433	\$57,097
Purchasing Technician	18	\$17,537	\$30,873
Recreation Aide	5	\$12,738	\$22,423
Recreation Coordinator	34	\$25,993	\$45,759
Recreation Leader	31	\$24,144	\$42,503
Recreation Program Manager	47	\$35,786	\$62,998
Regulatory Compliance Technician	219	\$22,430	\$35,327
Resident Manager	17	\$17,111	\$30,123
Residuals Management Supervisor	233	\$33,348	\$52,523
Residuals Operator	220	\$22,569	\$42,302
Risk Management Assistant	20	\$18,421	\$32,428
Risk Manager	50	\$38,527	\$67,823
Seasonal Worker	1	\$11,544	\$20,323
Senior Building & Grounds Maintenance Worker	19	\$17,974	\$31,642
Senior Building Maint Worker	17	\$17,111	\$30,123
Senior Customer Service Clerk	22	\$19,350	\$34,064
Senior Grounds Maint Worker	19	\$17,974	\$31,642
Senior Office Assistant	19	\$17,974	\$31,642
Senior Office Assistant	212	\$16,126	\$28,943
Senior Planner	43	\$32,433	\$57,097
Signs & Marking Crewleader	21	\$18,880	\$33,237
Signs & Marking Technician I	12	\$15,131	\$26,637
Signs & Marking Technician II	16	\$16,695	\$29,391
Small Engine Mechanic	14	\$15,894	\$27,979
Solid Waste Equipment Operator	19	\$17,974	\$31,642
Solid Waste Mgmt Div Manager	36	\$27,304	\$48,066

Position	Grade	Salary Range	
		Minimum	Maximum
Solid Waste Operations Supvr	28	\$22,427	\$39,481
Special Facilities & Marketing Manager	36	\$27,304	\$48,066
Street Maintenance Manager	43	\$32,433	\$57,097
Street Maintenance Supervisor	28	\$22,427	\$39,481
Street Maintenance Worker I	9	\$14,055	\$24,742
Street Maintenance Worker II	14	\$15,894	\$27,979
Systems Analyst	247	\$37,850	\$69,169
Systems Analyst I	36	\$27,304	\$48,066
Systems Analyst II	41	\$30,877	\$54,355
Technical Services Manager	237	\$40,602	\$63,948
Technologies Services Technical Assistant	32	\$24,745	\$43,562
Telecommunications Manager	51	\$39,486	\$69,512
Traffic Operations Manager	39	\$29,394	\$51,747
Traffic Signal Technician I	18	\$17,537	\$30,873
Traffic Signal Technician II	22	\$19,350	\$34,064
Transit Dispatcher	19	\$17,974	\$31,642
Transit Manager	36	\$27,304	\$48,066
Transit Operator	18	\$17,537	\$30,873
Transit Operator/Service Worker	18	\$17,537	\$30,873
Urban Resource Planner	43	\$32,433	\$57,097
Utilities Director	243	\$72,293	\$113,861
Utilities Engineer	236	\$38,864	\$61,211
Utilities Engineering Manager	241	\$50,181	\$79,035
Utilities Inspec/Location Specialist	230	\$25,415	\$40,029
Utilities Maintenance Manager	238	\$42,608	\$67,108
Utilities Maintenance Scheduler	227	\$24,332	\$38,322
Utilities Maintenance Supervisor	227	\$24,332	\$38,322
Utilities Maintenance Technician	213	\$17,038	\$30,982
Wastewater Treatment Manager	239	\$43,925	\$69,182
Wastewater Treatment Plant Operator	220	\$22,569	\$42,302
Water Treatment Manager	239	\$43,925	\$69,182
Water Treatment Plant Operator	220	\$22,569	\$42,302
Zoning & Code Enforcement Spec	21	\$18,880	\$33,237

Unclassified:

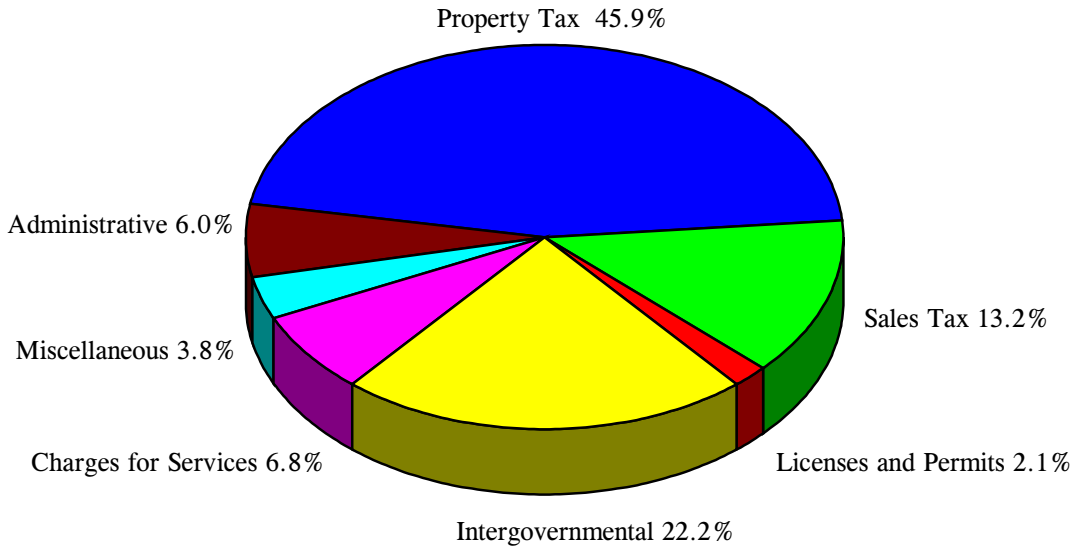
Mayor, Mayor Pro Tem, Council Member, City Manager



# FY 2000-01 GENERAL FUND

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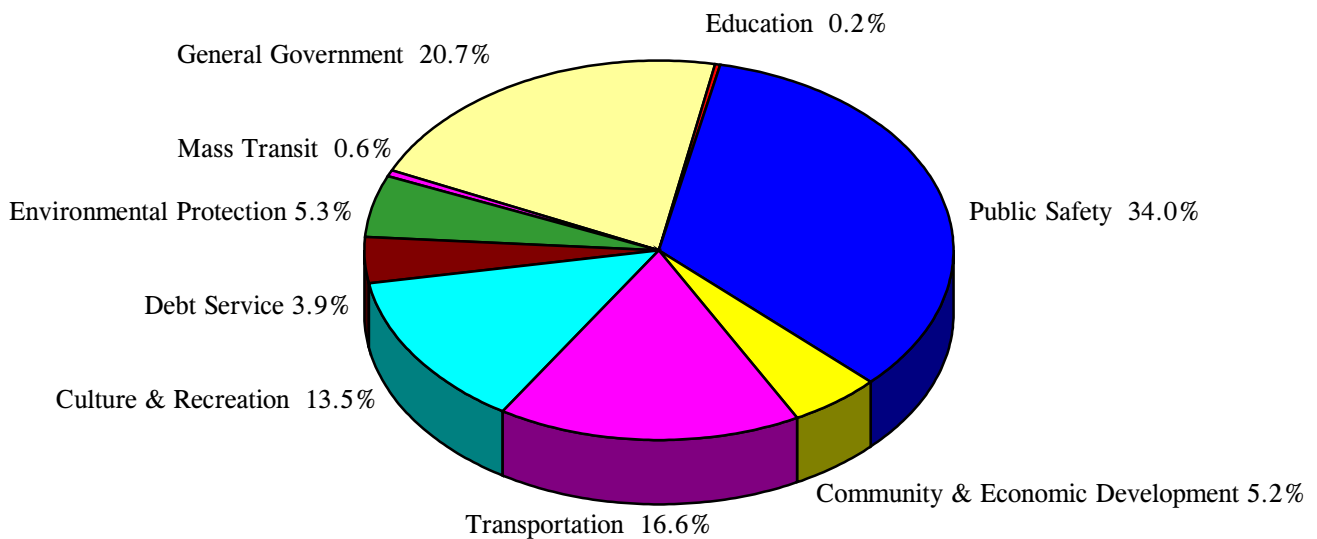
## Revenues - \$25,584,729



## *Where the Money Comes From*

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## Expenditures - \$25,584,729

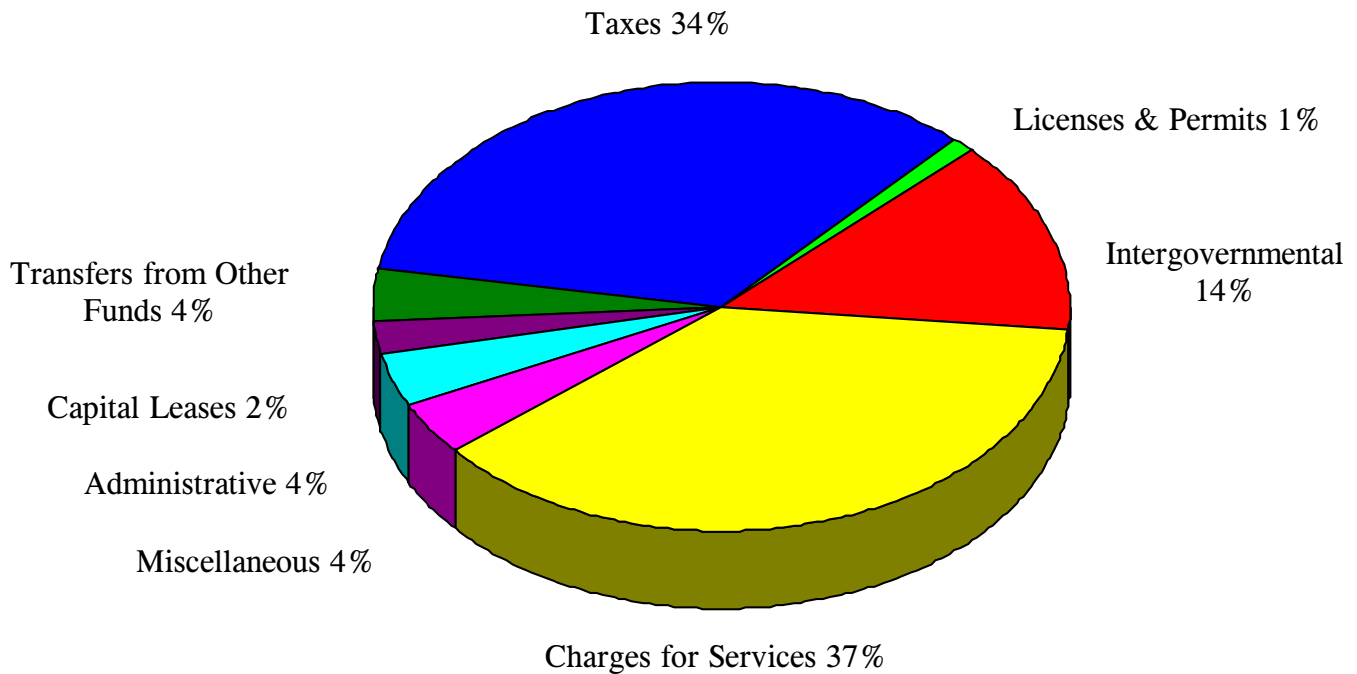


## *Where the Money Goes To*

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

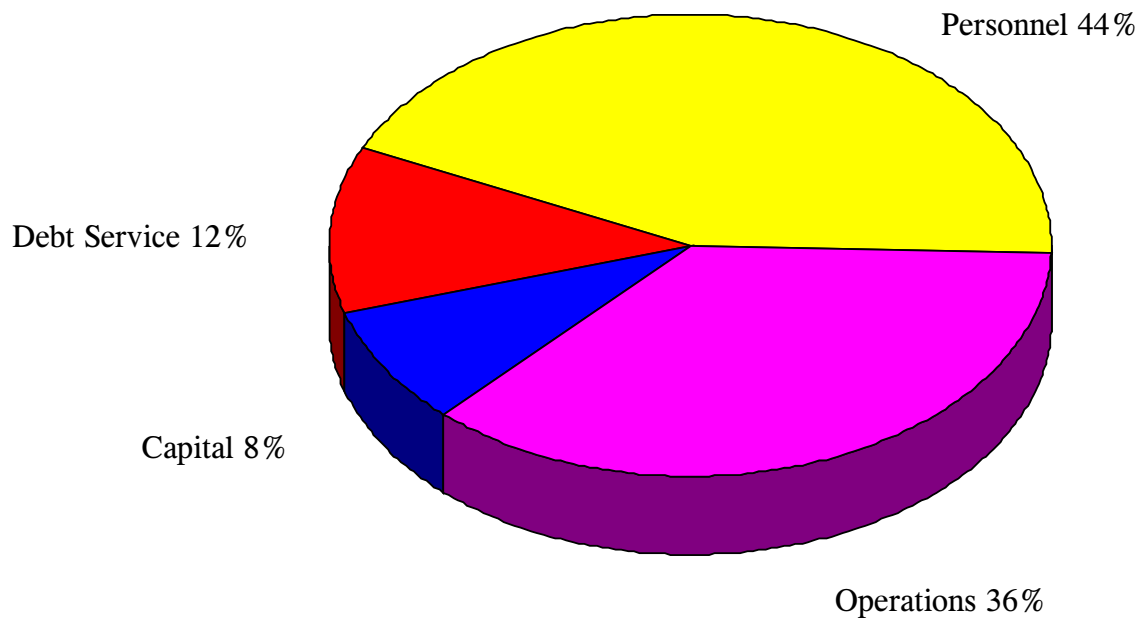
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## CITY REVENUES BY TYPE (All Funds)



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## CITY EXPENDITURES BY CATEGORY (All Funds)



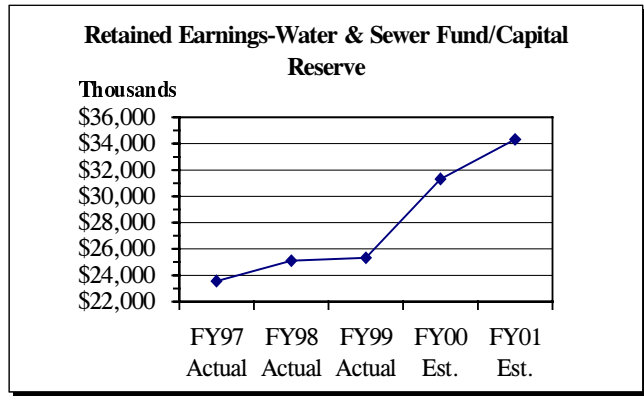
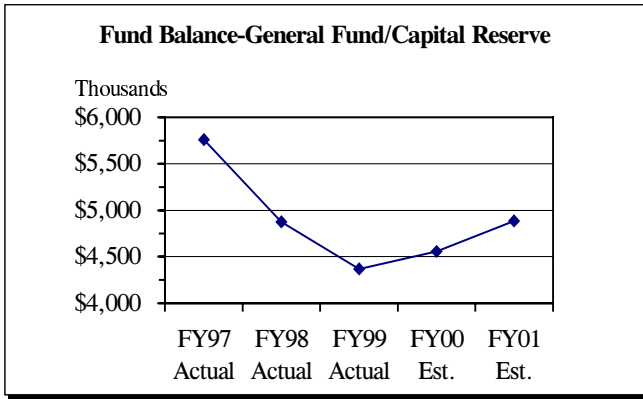
**CITY OF SALISBURY, NORTH CAROLINA**  
**BUDGET SUMMARY**  
**For the Year Ending June 30, 2001**

	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 6/30/00	\$ 3,800,000	\$ 757,921	\$ -	\$ 15,435,000	\$ 617,000	\$ (1,213,232)	\$ 19,396,689
<b>Budgeted Revenues &amp; Other Financing Sources:</b>							
Taxes	\$ 14,526,270	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,526,270
Licenses and Permits	509,280	-	-	-	-	-	509,280
Intergovernmental	5,460,002	-	375,000	-	-	233,227	6,068,229
Charges for Services	1,680,458	-	-	14,097,563	-	82,326	15,860,347
Miscellaneous	913,366	15,000	246,240	380,500	-	19,500	1,574,606
Administrative	1,480,353	-	-	-	-	-	1,480,353
Capital leases	1,000,000	-	-	-	-	-	1,000,000
Sale of Bonds	-	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-	-
Transfers From Other Funds	-	1,284,776	-	-	304,265	160,282	1,749,323
<b>Total Available Resources</b>	<b>\$ 25,569,729</b>	<b>\$ 1,299,776</b>	<b>\$ 621,240</b>	<b>\$ 14,478,063</b>	<b>\$ 304,265</b>	<b>\$ 495,335</b>	<b>\$ 42,768,408</b>
<b>Expenditures:</b>							
General Government	\$ 4,919,477	\$ 240,740	\$ -	\$ -	\$ -	\$ -	\$ 5,160,217
Public Safety	8,419,323	295,400	-	-	-	-	8,714,723
Transportation	3,905,831	334,600	-	-	-	-	4,240,431
Environmental Protection	1,360,242	-	-	-	-	-	1,360,242
Culture and Recreation	3,365,972	88,500	-	-	-	-	3,454,472
Community & Economic Development	1,282,472	32,000	621,240	-	-	-	1,935,712
Education	42,342	-	-	-	-	-	42,342
Water & Sewer	-	-	-	10,031,045	94,800	-	10,125,845
Mass Transit	-	-	-	-	-	495,335	495,335
Debt Service:							
Principal	559,915	138,230	-	2,437,305	-	-	3,135,450
Interest	269,097	29,790	-	1,705,457	-	-	2,004,344
Transfers to other funds	1,445,058	-	-	304,256	-	-	1,749,314
<b>Total Expenditures</b>	<b>\$ 25,569,729</b>	<b>\$ 1,159,260</b>	<b>\$ 621,240</b>	<b>\$ 14,478,063</b>	<b>\$ 94,800</b>	<b>\$ 495,335</b>	<b>\$ 42,418,427</b>
<b>Budgeted Increase (Decrease) in Fund Balance</b>	<b>\$ -</b>	<b>\$ 140,516</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 209,465</b>	<b>\$ -</b>	<b>\$ 349,981</b>
<b>Full Accrual Adjustments:</b> <sup>1</sup>							
Budgeted Capital Outlay	-	-	-	537,095	94,800	4,660	636,555
Budgeted Contributed Capital	-	-	-	-	-	4,194	4,194
Budgeted Debt Principal	-	-	-	2,437,305	-	-	2,437,305
Estimated Depreciation	-	-	-	(2,300,000)	-	(41,000)	(2,341,000)
Estimated Fund Balance/ Retained Earnings 6/30/01	\$ 3,800,000	\$ 898,437	\$ -	\$ 16,109,400	\$ 921,265	\$ (1,245,378)	\$ 20,483,724

<sup>1</sup> See explanation on page 2-4

As of June 30, 2000, the City estimates an unreserved General Fund balance of \$2,800,000. This balance is 10.1% of the General Fund operating budget, which is in excess of the 10% required by the City's Reserve Policy as explained on page 2-4 of this document.

The deficit fund balance in Mass Transit is due to the City not funding depreciation. Mass Transit is funded on a cash basis instead of full accrual.



For FY98 and FY99, fund balance for General Fund decreased due to capital projects carryforwards. As shown in section 4 of the Budget Ordinance on page 13-3, unearned portions of contracts at the end of a fiscal year will be added to the applicable appropriation in the following fiscal year. This appropriation reduces fund balance.

**SUMMARY OF INTERFUND TRANSFERS  
For the Year Ending June 30, 2001**

		TO			
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	TOTAL OUT
<b>F R O M</b>	General	\$ 1,284,776	\$ -	\$ 160,282	\$ 1,445,058
	Water & Sewer	-	304,265	-	304,265
	<b>TOTAL IN</b>	<b>\$ 1,284,776</b>	<b>\$ 304,265</b>	<b>\$ 160,282</b>	<b>\$ 1,749,323</b>

**GENERAL FUND 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, 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, intangibles taxes, sales taxes, and 80% retailers' and wholesalers' inventory reimbursement are distributed within Rowan County based on either population or tax levy. As Rowan County has raised their tax levy over the past several years, our percentage of those revenues based on tax levy has decreased. Additionally, increased population in Rowan County and other County municipalities has decreased Salisbury's share of those revenues based on populations. 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 also face another limitation; the State tampering with state-shared revenues and reimbursements. During the past seven years, the State has 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. This cap on utility franchise taxes expired in FY1994-95; however, growth has been minimal without annexation. Intangible taxes has been repealed by the General Assembly and replaced with an annual appropriation. Both the intangible tax and inventory reimbursements are subject annually to the whims of the General Assembly for funding.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund contribution. These four revenues are the only ones that City Council can increase or decrease at will. During FY1999-00, these four sources in the General Fund accounted for 61% of the 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 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 FY2000-01**

### **General Fund Revenue**

#### **Taxes:**

**Property Taxes** - Real property is estimated to increase by 5%, personal property by 5%, and public service property 1% over the 1999 assessed values. This estimated growth for real property and public service property is based on historical trend analysis combined with new construction estimates. The projected growth in personal property is based on historical trend analysis. A 3.4% uncollectible rate was used.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 1999 property tax receivable balance projected as of June 30, 2000.

**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 1-7).

**Intergovernmental:**

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

**State** - Based on FY2000-01 state shared receipts plus anticipated state grants. As mentioned in the previous section, the City receives funding from the State for intangible taxes, utility franchise taxes, and inventory reimbursements. The City also receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage. The City is anticipating receiving a grant for Greenway construction and another grant for sidewalk construction.

**Local** - Based on historical trends and anticipated grants (see graph on page 1-8).

**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 cost.

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

**Public Safety** - Based on historical trends (see graph on page 1-8).

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2000-01 and estimated interest rates.

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

**Rentals and Sale of Property** - Based on historical trends (see graph on page 1-8).

**Other** - Based on historical trends (see graph on page 1-8).

**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 a sum of the estimated percentage of time each General Fund department expends on behalf of the Water and Sewer Utility times 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 FY2000-01 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 2000.

### Nonoperating Revenues:

**Interest Earned on Investments** - Based on estimated cash balances during FY2000-01 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 FY2000-01 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 FY2000-01.

## Special Revenue Funds Revenue

### Intergovernmental:

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

### Miscellaneous:

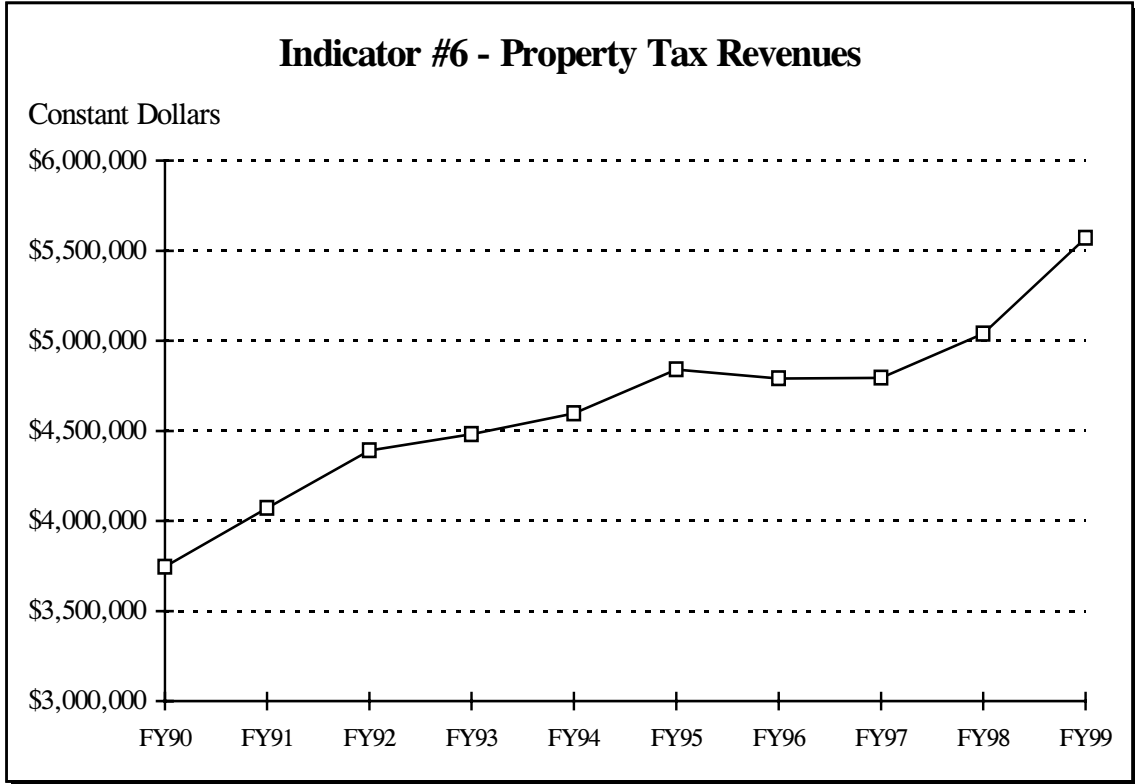
**Interest Earned on Investments** - Based on estimated cash balances during FY2000-01 and estimated interest rates.

**Other** - Based anticipated funding from the Cabarrus/Iredell/Rowan HOME Consortium to perform housing rehabilitation and downpayment assistance.

## 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. This information is then evaluated based on past trends in conjunction with current estimates.

At the end of each fiscal year, trend information is gathered by using 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 then are converted into graphs. Each graph has a warning sign that can necessitate appropriate action from the City. Below is an example of a trend the City monitors. As shown, the City has experienced growth in property tax revenues in the past few years.

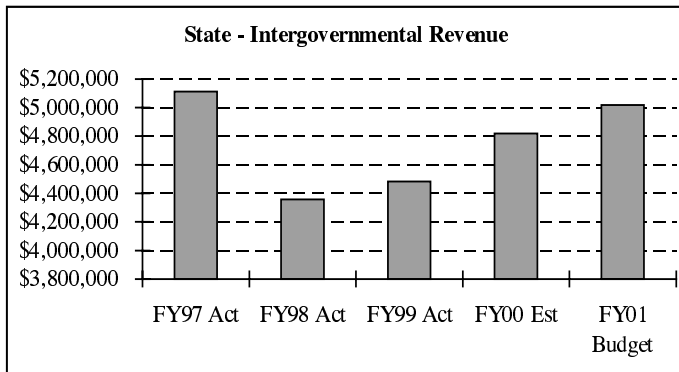


**WARNING TREND:**

Decline in property tax revenues (constant dollars)

**OTHER REVENUE TRENDS**

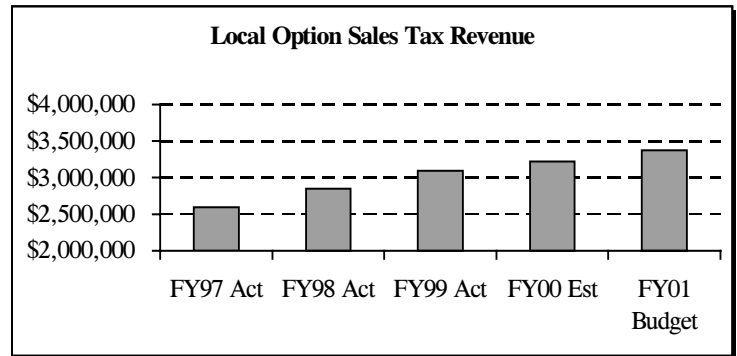
The following graphs are two of the other major revenue sources for the General Fund.



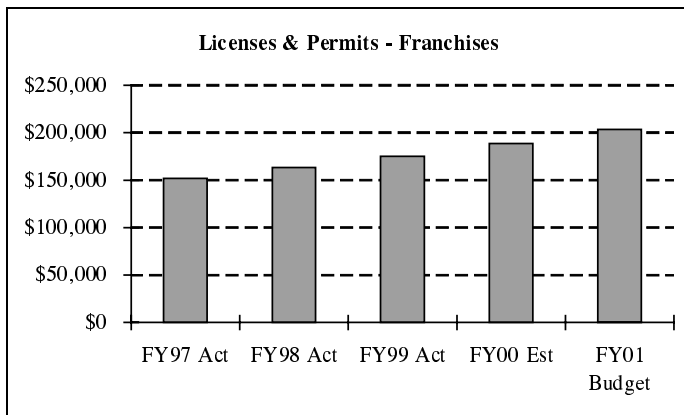
As stated in the assumptions, this revenue source is comprised of state shared receipts and state grants. In FY97, the City received \$1,006,839 for a one-time railway depot renovation. Since FY97, Powell Bill revenue has increased 19.9% from \$781,705 to a projected \$936,990 in FY01.



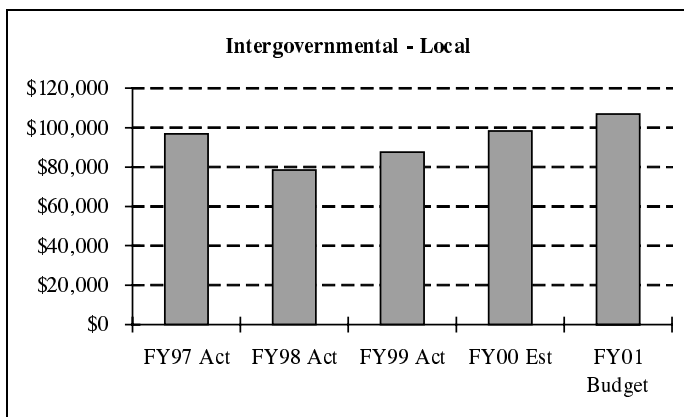
This revenue is based on the 1% and ½% local option sales tax. As discussed under General Fund Revenue Structure, this revenue source is elastic. Due to the healthy retail climate and retail construction in the past few years, the City has seen a continuing increase from sales tax and projects the increase to continue in FY01.



Following are graphs depicting 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.

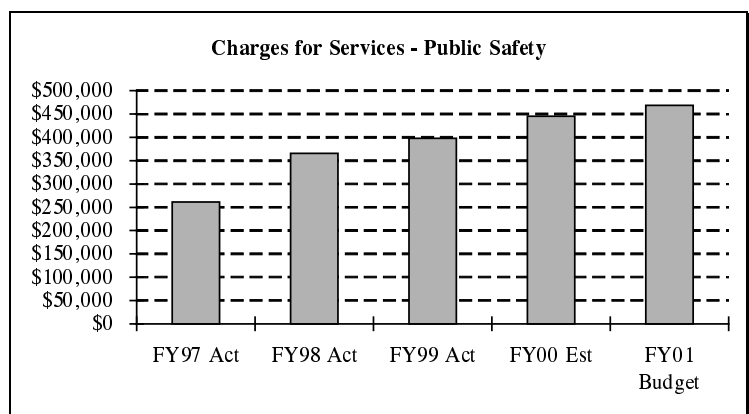


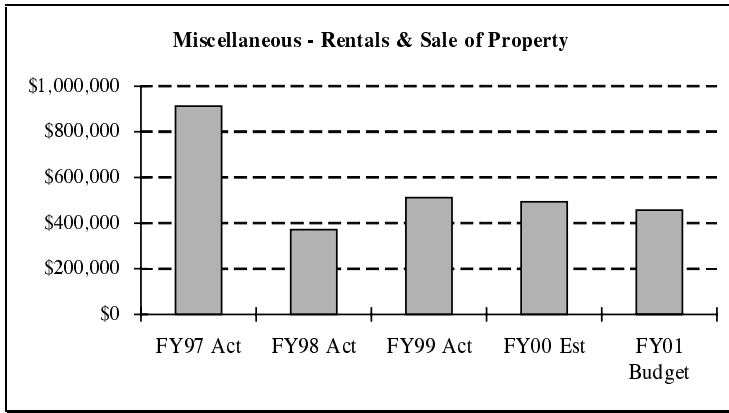
These revenues are based on gross revenues within the City limits of the cable television company. As revenue base for the cable company increases, so does the revenue received by the City.



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.

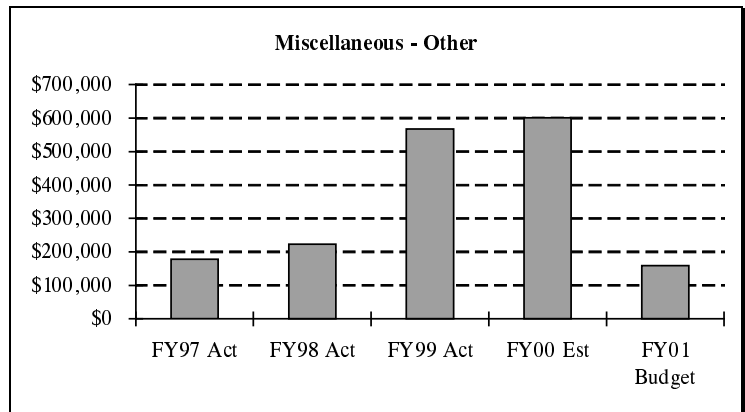
These revenues are derived from police and fire protection, and charges for radios and pagers to public agencies within the area. Throughout the fiscal years, charges for radios have been steadily increasing, to approximately \$263,000 in FY2000-01 (FY01). In FY1995-96 (FY96), the City implemented a fee for permits and inspections by the Fire Department. Beginning in FY1996-97 (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 FY2000-01 (FY01), fifty-four percent of this revenue category is comprised of rentals. Rental revenue, both residential and commercial, from the Plaza continues to increase while the occupancy rate remains in excess of 95%. Other revenue sources for this category include sale of assets, sale of materials, sign revenue, and rental of Hurley Park. The large increase in FY1996-97 (FY97) was from the sale of property.

This revenue is subject to much fluctuation due to General Fund donations and miscellaneous revenue. In both FY1998-99 (FY99) and FY1999-00 (FY00), the City received over \$470,000 in 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. and "A+" by Standard and Poor's Corporation was reaffirmed in June 1998. This is a reflection of the City's continued sound financial condition.

### **FINANCIAL MANAGEMENT SYSTEMS**

#### **FUND ACCOUNTING**

The accounts of the City are organized on the basis of funds and account groups, each of which is considered to be a separate accounting entity. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses as appropriate. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The budgeted funds are as follows:

#### **GOVERNMENTAL FUND TYPES**

**General Fund** - The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. A separate equipment replacement subfund is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the General Fund. The primary revenue sources are ad valorem taxes and State-shared revenues. The primary expenditures are for public safety, transportation, environmental protection, recreation, community 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.

#### **BASIS OF ACCOUNTING**

Basis of accounting refers to when 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. All governmental funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities are generally included on the balance sheet. 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.

All proprietary fund types are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet. The operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in net total assets.

All funds are accounted for on the modified accrual basis of accounting during the year in accordance with North Carolina General Statutes. Under the modified accrual basis, revenues are recognized in the accounting period in which they become both measurable and available to pay liabilities of the current period. "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Major revenues that are determined to be susceptible to accrual include intergovernmental revenues and interest. Major revenues that are determined to not be susceptible to accrual because they are either not available or are not objectively measurable include all ad valorem taxes, licenses, permits, and certain miscellaneous 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) accumulated unpaid sick pay and other employee amounts which are not accrued; 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.

## **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 a 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. 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.

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.

## 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 distribute 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

These forms are sent to the department managers for completion along with a listing and prioritization of departmental problems and recommended departmental goals.

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).

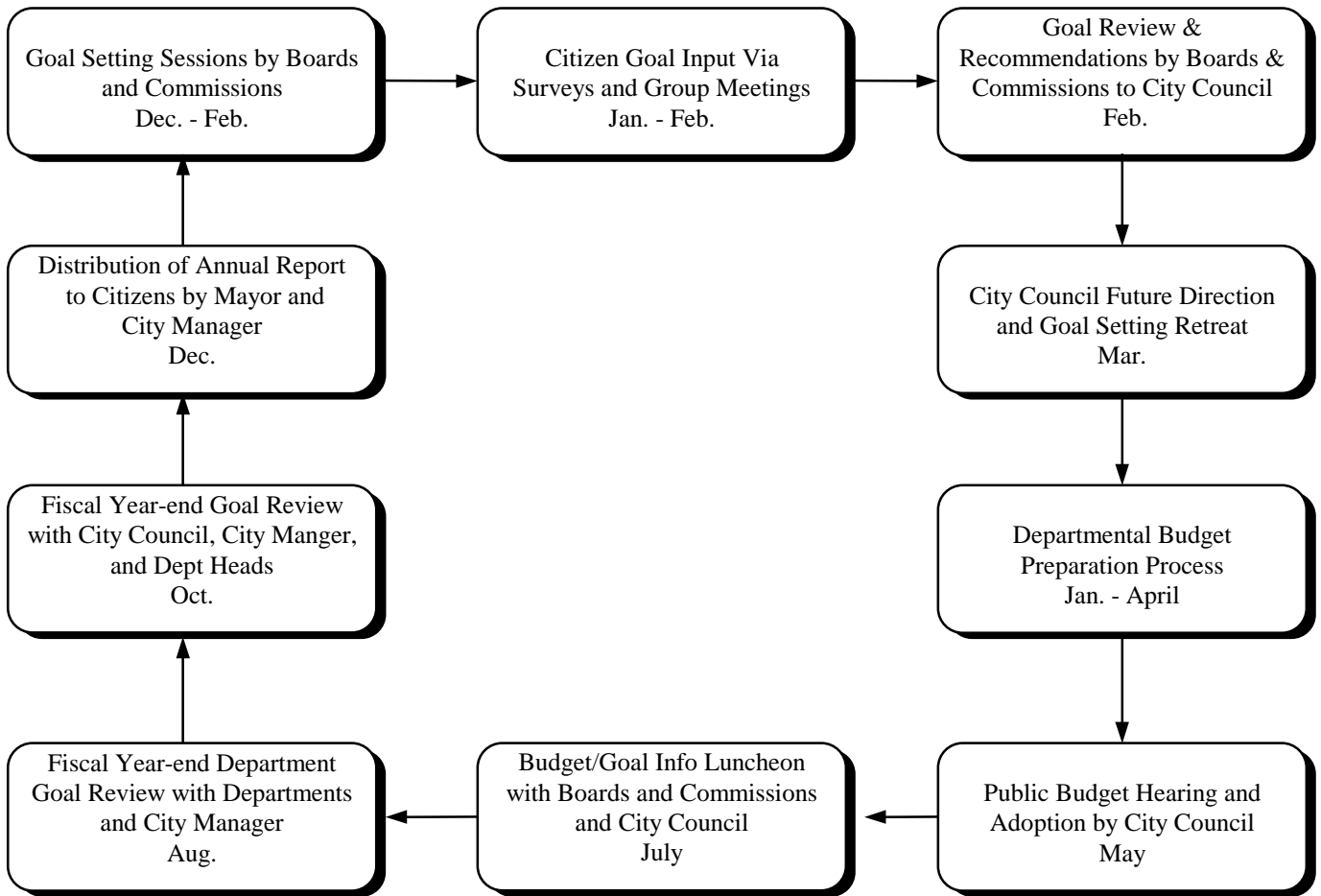
The City Manager submits the budget to City Council and after proper public notice, the City Council conducts public hearings and a budget work session. The City Council then adopts the budget through the passage of an ordinance before June 30.

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.

In December of each year, the City publishes an annual report to the citizens of Salisbury through the local newspaper. 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 FY2000-01 BUDGET CALENDAR

12/ 7/99	Distribute 5-Year Service Level Report to be completed by Department Managers.	City Manager, Assistant City Manager and Finance Director
12/28/99	Complete 5-Year Service Level Report and return to City Manager.	Management Team and Division Managers
1/19/00	Present proposed Budget Calendar to Budget Team for review and comment.	City Manager, Assistant City Manager and Finance Director
1/24/00	City Manager's Budget Team to prepare FY2000-01 Budget Calendar for approval by Mayor and Council and distribution to the City Management Team.	City Manager, Assistant City Manager and Finance Director
1/ 1 - 1/31/00	Prepare Personnel Request forms; present staffing patterns and Personnel request information.	Finance Director
Distribute to Mgmt Team on or before 2/7/00	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 FY2000-01 -- 2004-05 Capital Improvement Program request forms.	
2/ 3/00	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
2/10 - 2/12/00	Hold Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
2/14 - 2/18/00	Hold a budget workshop session for each Department Head and Division Manager as needed.	Budget Team
2/14/00	Hold CDBG Public Hearing on citizens needs and concerns.	CD/Neighborhood Pln Mgr. Neighborhood Dev. Specialist
2/16/00	Assign Retreat Goals to Staff for inclusion in Budget.	City Manager and Staff
2/28 - 4/28/00	Prepare FY1999-2000 year-end revenue estimates and FY2000-01 revenue estimates on all funds.	Finance Director, Utilities Director and Transit Manager
3/ 1/00	Complete all budget request forms no later than March 1, 2000.	Management Team and Division Managers
3/ 1/00	Evaluate all Personnel Requests for any changes from current staffing patterns.	Human Resources, Department Heads and Finance



## CITY OF SALISBURY FY2000-01 BUDGET CALENDAR

3/ 7/00	Hold CDBG Public Hearing to receive citizens comments and receive proposals.	CD/Neighborhood Pln Mgr. Neighborhood Dev. Specialist
3/ 7 and 3/21/00	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
3/21/00	Present draft of 2000-01 CDBG Budget and Home Budget to City Council for review and consideration.	City Council
4/ 4/00	City Council to approve 2000-01 Action Plan for CDBG and HOME application after second reading.	City Council
4/17 – 4/21/00	Review recommended Budget with Departments.	Finance Director, City Manager and Staff
4/28/00	Distribution of City Manager's recommended Budget.	City Manager and City Management Team
5/ 2/00	City Manager to preview recommended Budget for City Council.	City Manager
5/ 3/00	Place ad in THE SALISBURY POST to advertise one time for public hearing on May 16, 2000.	City Clerk
Based on Scheduling	City Council Budget shirt sleeve work session on proposed Budget.	City Manager, City Management Team and City Council
5/16/00 4:00 P.M. Council Chambers	Hold a public hearing on the adoption of the Budget.	City Council
5/16/00	City Council to adopt Budget.	City Council
7/14/00	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2000	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff

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

## LOCATION

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

## CLIMATE

The climate of the Salisbury area is moderate, a definite advantage to those who live and work here. The massive mountains of Western North Carolina form a natural barrier against the cold east-west winds. While definitely southern in climate, Salisbury is far enough north, and has sufficient altitude to escape the humid summers of many other southern regions. Extremes in climate are very rare and short-lived. In winter the 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 able to maintain its population during the 90's unlike many other similar sized cities. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 26,792.

## 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, Community Development, Public Services, Parks and Recreation, and Utilities. The City provides a full range of municipal services allowable under State law including law enforcement, 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 300 million gallons. The Salisbury water system, conventional in design and closely controlled, has a treatment

capacity of 12 million gallons per day. Average daily usage during 2000 is projected at 7.7 million gallons per day. The filter plant is designed for expansion as needed to 18 million gallons per day by adding pumping and settling capacity. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the city. In addition, the Salisbury water system supplies three smaller towns in the County, Spencer, East Spencer, and Granite Quarry, and has been extended to a number of industrial sites well beyond the city limits. Additionally, Salisbury operates and maintains the well system for the Town of Rockwell. The water supply meets all Federal and State quality requirements. Salisbury's water is fluoridated on a continuing basis. Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility with service expansion to the towns of Landis, China Grove, East Spencer, Granite Quarry, and Rockwell. Total treatment capacity in 2000 is 12.5 million gallons. Average daily usage in 2000 is anticipated to be 8.75 million gallons per day.

The City of Salisbury owns and operates the water and sewer systems in both Granite Quarry and Rockwell and their surrounding area.

Duke Power Company, Piedmont Natural Gas Company, Southern Bell Telephone, CTC, Time Warner Cable, and Western Union are primary providers of other utilities.

## **TRANSPORTATION**

Salisbury, nearly the geographic and population center of North Carolina, is located on Interstate Highway 85, 42 miles from Charlotte, 53 miles from Greensboro and 38 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 3 million people live within 90 miles of Salisbury, 1.5 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 5,800 ft. x 100 ft. paved and lighted runway. Hangar space and private plane servicing are available.

The major commercial airports at Charlotte and Greensboro-High Point are less than an hour's easy drive from Salisbury. These airports provide excellent service to all parts of the United States via Delta, United, USAirways, TWA and American

Airlines. There are also direct flights available to London and Frankfurt.

Carolina Trailways and Greyhound provide bus service with daily arrivals and departures. Their service also includes parcel shipments. 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*

## **MOTELS**

An ideal area for small conventions, Salisbury has nine motels, with over 880 rooms, and two (2) bed and breakfast establishments in our historic district. There are currently two new motels under construction that will add 147 rooms.

## **EDUCATION**

Salisbury is home to two (2) colleges and a technical college. 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 1,300 Liberal Arts Co-ed students and is affiliated with the United Church of Christ. Catawba College was founded in Newton, North Carolina in 1851, and opened in Salisbury in 1925.

Livingstone College was founded in 1879, and has approximately 900 Liberal Arts Co-ed 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 3,500 full-time equivalent 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 famous composers.

Rowan-Cabarrus Community College participates in the North Carolina Visiting Artist Program. Each year a professional artist is employed and in residence at the college. Concerts and musical programs are provided regularly by many artists throughout the state as well as the Visiting Artist. In addition, Rowan-Cabarrus Community College sponsors a Folk Heritage Center. 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. 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 facilities for general use.

City Park has a completely equipped playground, tennis courts and a five (5) acre lake for fishing. Salisbury has a Civic Center with weight room, racquetball courts, auditorium, tennis courts and a handicap exercise trail.

Kelsey-Scott Park is a fifteen (15) acre park located on Old Wilkesboro Road. Jaycee Sports Complex is a multi-use area with four (4) ball fields. Miller Recreation Center is referred to as the "Youth Center".

Hurley Park is a municipal garden, which has a unique collection of plants to the area. The Park provides an educational experience as well as a pleasurable place to stroll.

*Gazebo at Hurley Park*

In addition to these parks, the City of Salisbury is currently constructing a new community park that will total over 350 acres. The park will include athletic fields, passive areas, trails, and a lake. The initial phase of the project is currently under construction with an anticipated opening date early



next year.

## SPECIAL EVENTS

Each year, the Salisbury-Rowan Chamber of Commerce presents the National Sportscasters and

Sportswriters Awards Program. Each year, outstanding guests visit Salisbury to attend the Annual Awards Program.



*Fountain at the Transitional Park*

### MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	17.6
Number of Fire Stations	3	Miles of Streets	146
Number of Police Stations	1	Municipal Utilities Department:	
Recreation Facilities:		Number of Customers	13,180
Number of Parks	14	Miles of Water Lines	208
Number of Recreation Centers	4	Miles of Sewer Lines	238
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	448	Business Licenses Issued	2,500

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

Fiscal Year				
Ended		Personal	Public Service	
June 30,	Real Property	Property	Property	Total
2001	\$ 1,355,705,488	\$ 435,744,263	\$ 68,489,427	\$ 1,859,939,178
2000	1,291,148,084	414,994,537	67,811,314	1,773,953,935
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
1994	805,310,028	294,329,533	52,053,034	1,151,692,595
1993	780,869,808	277,134,662	48,249,033	1,106,253,503
1992	770,155,060	266,853,282	47,357,587	1,084,365,929

<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, 1996 and has been revalued again for the FY2000 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, 1999**

<u>Business</u>	<u>Type of Enterprise</u>	<u>1998 Assessed Valuation</u>	<u>Percentage Value of Total</u>
Food Lion, Inc.	Commercial	\$ 60,284,203	4.07%
Norandal USA	Industrial	26,611,488	1.80%
Belle Realty Co.	Real Estate	25,125,268	1.69%
Cone Mills Corporation	Industrial	24,028,372	1.62%
Duke Power Co.	Utility	23,850,862	1.61%
Indopco	Industrial	19,610,837	1.32%
Bellsouth Telephone	Communication	17,202,134	1.16%
Reynolds Metal Co.	Manufacturing	15,978,861	1.08%
Salisbury Mall Ltd.	Commercial	14,138,096	0.95%
Salisbury Retail Associates	Commercial	<u>13,538,272</u>	<u>0.91%</u>
Totals		<u>\$ 240,368,393</u>	<u>16.21%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 1999

**DEMOGRAPHIC STATISTICS FOR THE CITY OF SALISBURY**  
**For the Year Ended June 30, 1999**

<u>Fiscal Year</u>	<u>Population Estimate</u>	<u>Per Capita Income</u>	<u>Median Age</u>	<u>Unemployment Rate</u>
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
1992	23,852	16,138	37.4	5.5
1991	23,770	15,284	37.3	5.3
1990	23,621	15,109	37.2	4.2

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 1999



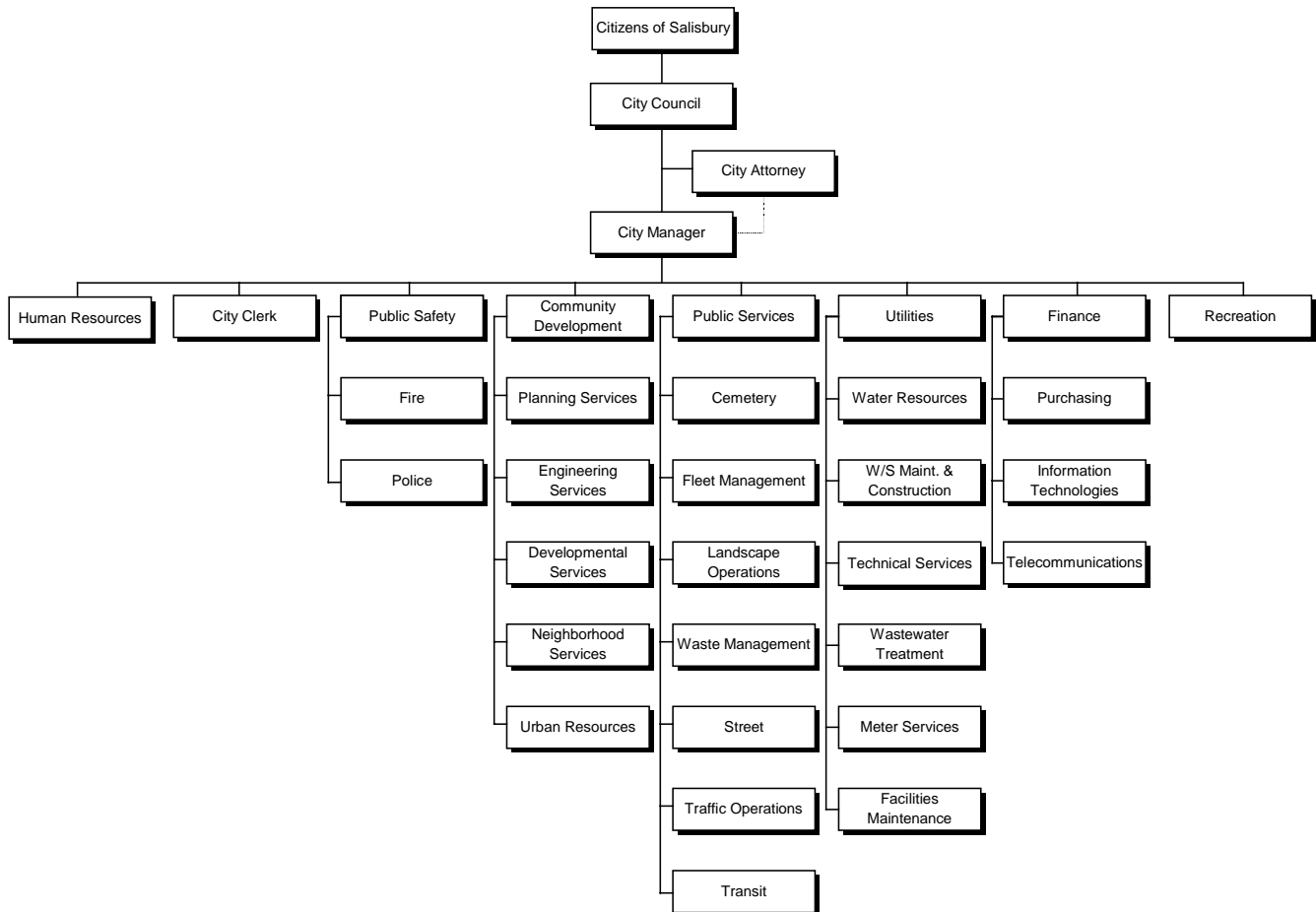
**CITY OF SALISBURY**  
**LIST OF PRINCIPAL OFFICIALS**

May 25, 2000

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

Susan W. Kluttz  
 Paul B. Woodson, Jr.  
 William R. Burgin  
 William R. Kennedy  
 R. Scott Maddox  
 David W. Treme  
 J. Foster Owen  
 Samuel I. Brady  
 Larry W. Chilton  
 C. Michael Crowell  
 M. Chris Herring  
 Dewey D. Peck  
 Virginia P. Petrea  
 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 1999 - 2001**

	<u>APPROVED</u> FY 1998-99	<u>APPROVED</u> FY 1999-00	<u>REQUESTED</u> FY 2000-01	<u>RECOMMENDED</u> FY 2000-01	<u>APPROVED</u> FY 2000-01
<b>GENERAL FUND</b>					
City Council	5	5	5	5	5
Management & Administration	6	7.5	9	9	8
Human Resources	5	5	8	6	5
Finance	12	15	16	15	15
Information Technologies	7	7	8	8	7
Purchasing	3	3	3	3	3
Planning & Community Development	8.5	10	12	10	10
Development Services	5	5	5	5	5
Engineering	5	5	5	5	5
City Office Buildings	4	3	3.5	3.5	3.5
Plaza	1	2	2.5	1.5	1.5
Telecommunications	2	1	1	1	1
Police	100	106	109	109	109
Fire	65	71	75	69	69
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Traffic Operations	12	12	12	12	12
Public Svcs-Streets	30	30	33	33	33
Public Svcs-Cemetery	8	7	7	7	7
Public Svcs-Waste Management	14	14	14	14	14
Public Svcs-Landscape Operations	15	14	15	15	15
Public Svcs-Landscape-Hurley Park	3	3	3	3	3
Public Svcs-Fleet Management	12	13	13	13	13
Parks and Recreation	53	61	63	63	63
<b>TOTAL</b>	<b>378.5</b>	<b>402.5</b>	<b>424.5</b>	<b>413</b>	<b>410</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	8	12	13	11	11
Water Treatment	32.5	8.5	8.5	8.5	8.5
Water & Sewer Maintenance	40	26	26	26	26
Technical Services	0	8.5	8.5	8.5	8.5
Wastewater Treatment	0	16.5	16.5	16.5	16.5
Meter Services	0	10	10	10	10
Facilities Maintenance	13.5	13.5	13.5	13.5	13.5
<b>TOTAL</b>	<b>94</b>	<b>95</b>	<b>96</b>	<b>94</b>	<b>94</b>
<b>TRANSIT FUND</b>					
Transit-Operations	11	11	11	11	11
Transit-Administration	2	2	2	2	2
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>SPECIAL REVENUE FUNDS</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>2</b>	<b>2</b>
<b>TOTAL ALL FUNDS</b>	<b>487</b>	<b>512</b>	<b>535</b>	<b>522</b>	<b>519</b>
Permanent Full-time	422	442	464	452	449
Permanent Part-time	12	11	11	11	11
Temporary Full-time	34	41	41	41	41
Temporary Part-time	19	18	19	18	18

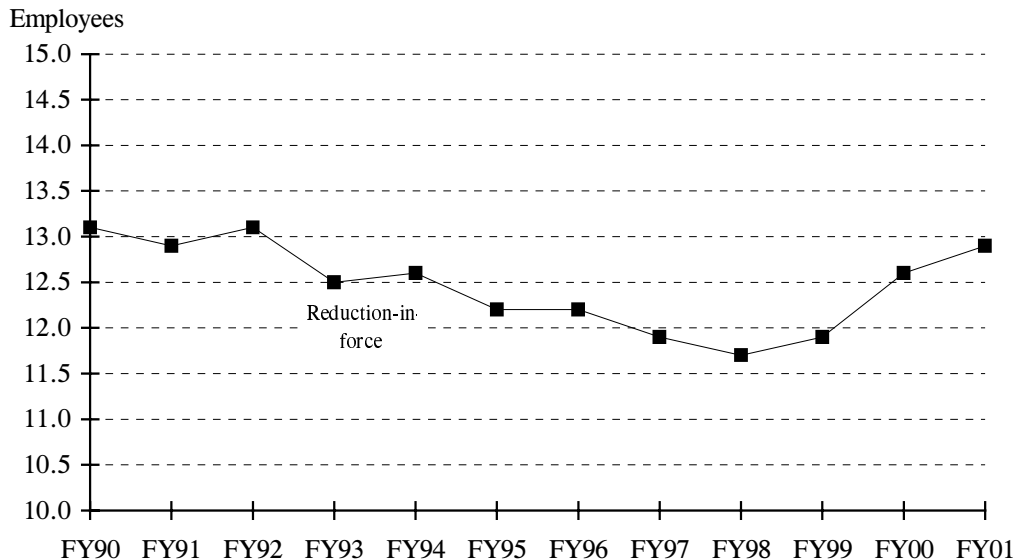
For the FY2000-01 Recommended Budget, the total number of positions for the City has a net increase of seven positions over the previous fiscal year. The Transit Fund remains unchanged in the number of positions. In the Water and Sewer Fund, two positions were eliminated due to a reduction-in-force while a SCADA Technician was added. This technician position will program, calibrate and maintain the Utilities' extensive SCADA network.

In the General Fund, fifteen new positions were added. These positions are:

Land Management	Senior Office Assistant: to provide support to the Salisbury West Business & Community Center
City Office Buildings	Facilities Maintenance Manager: to create a comprehensive facilities maintenance program to maintain facilities in an effective, efficient manner
Police	School Resource Officer: to provide additional support to the alternative school
Police	Police Budget Analyst: to monitor the fiscal & budgetary activities of the Department
Police	Crime Analyst: to provide timely collection, analysis and dissemination of data to assist with the prediction of criminal activity & apprehension of suspected criminals
Fire	Fire Control Specialists (3): to meet the current OSHA requirement of 2 in/2 out
Fire	Zoning/Code Enforcement Specialist: recommendation from the Neighborhood Improvement Task Force
P/S-Street	Street Maintenance Supervisor, Equipment Operator & Street Maintenance Worker: for storm drainage & to provide additional support for on-going growth
P/S-Landscaping	Grounds Maintenance Worker: for contract mowing
Parks & Recreation	Building & Grounds Maintenance Worker (2): to provide services to the new Community Park

Positions previously approved in the FY1999-00 Budget, but eliminated for FY2000-01 are six Fire personnel for a new fire station that has been delayed and a Resident Manager for the Plaza. The Community Development Technician whose appropriation had been split with the General Fund and the Special Revenue Funds is to be fully funded through the Special Revenue Funds.

**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 Fund 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. In the subsequent years, the City has maintained a stable level of staffing while the population has increased. In the past two years, the number of employees per 1000 population has increased to keep up with the growth and demand for services within the City.

## RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

	General/Special Revenue Funds			Enterprise Funds		
	General Fund		Entitlement	Water & Sewer		
	General Fund	Capital Reserve	(HUD)	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			
Education	X					
Utility				X	X	

## PROGRAM MATRIX OF FY2000-01 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 Technology	X	X	X			X		X
Purchasing	X							
City Office Building	X							
Plaza						X		
Telecommunications	X							
Planning & Community Development						X		
Development Services						X		
Engineering			X		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		



**CITY OF SALISBURY, NORTH CAROLINA**

**GENERAL FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2000  
With Estimated Actual for Year Ending June 30, 1999 and  
Actual for Year Ended June 30, 1998

REVENUES:	<u>1999</u> <u>Actual</u>	<u>2000</u> <u>Estimate</u>	<u>2001</u> <u>Budget</u>
Taxes:			
General property - current	\$ 8,685,909	\$ 9,542,000	\$ 10,780,208
General property - prior	237,133	311,676	322,417
Interest on delinquent tax	45,867	50,000	50,000
Local option sales tax	3,091,079	3,221,000	3,372,845
Other taxes	790	800	800
	<u>\$ 12,060,778</u>	<u>\$ 13,125,476</u>	<u>\$ 14,526,270</u>
Licenses and permits:			
Privilege licenses	\$ 291,384	\$ 285,000	\$ 305,700
Franchises	174,941	188,500	203,580
	<u>\$ 466,325</u>	<u>\$ 473,500</u>	<u>\$ 509,280</u>
Intergovernmental:			
Federal	\$ 38,205	\$ 98,538	\$ 335,113
State	4,482,205	4,818,600	5,018,018
Local	87,562	98,173	106,871
	<u>\$ 4,607,972</u>	<u>\$ 5,015,311</u>	<u>\$ 5,460,002</u>
Charges for services:			
Supportive court services	\$ 26,756	\$ 23,000	\$ 28,230
Community services	134,509	114,280	154,104
Environmental protection	793,172	802,940	821,020
Culture and recreation	167,996	440,287	208,750
Public safety	398,254	445,336	468,354
	<u>\$ 1,520,687</u>	<u>\$ 1,825,843</u>	<u>\$ 1,680,458</u>
Miscellaneous:			
Interest earned on investments	\$ 293,315	\$ 257,000	\$ 259,570
Insurance proceeds	30,980	30,000	25,000
Rentals and sale of property	511,515	494,300	457,118
Other	567,227	601,328	171,678
	<u>\$ 1,403,037</u>	<u>\$ 1,382,628</u>	<u>\$ 913,366</u>
Administrative charges:			
Interfund revenues	\$ 1,299,875	\$ 1,409,860	\$ 1,480,353
Total revenues	<u>\$ 21,358,674</u>	<u>\$ 23,232,618</u>	<u>\$ 24,569,729</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ -	\$ 1,000,000	\$ 1,000,000
Proceeds from general obligation bonds	-	-	-
Total other financing sources	<u>\$ -</u>	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>
Total revenues and other financing sources	<u>\$ 21,358,674</u>	<u>\$ 24,232,618</u>	<u>\$ 25,569,729</u>

**CITY OF SALISBURY**  
**FY 2000-2001 BUDGET SUMMARY**  
**GENERAL FUND**

	<b>Actual FY 98-99</b>	<b>Budgeted FY 99-00</b>	<b>Requested FY 00-01</b>	<b>Mgr Recommends FY 00-01</b>	<b>Adopted FY 00-01</b>
<b>REVENUE</b>	\$ 21,358,674	\$ 26,039,394	\$ 25,002,406	\$ 25,737,399	\$ 25,569,729
<b>EXPENSES</b>	<b>Actual FY 98-99</b>	<b>Budgeted FY 99-00</b>	<b>Requested FY 00-01</b>	<b>Mgr Recommends FY 00-01</b>	<b>Adopted FY 00-01</b>
<b>CITY COUNCIL</b>					
Personnel	\$ 36,601	\$ 37,753	\$ 39,859	\$ 39,859	\$ 39,859
Operations	47,016	52,417	69,108	48,324	48,324
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ 83,617	\$ 90,170	\$ 108,967	\$ 88,183	\$ 88,183
<b>MANAGEMENT &amp; ADMINISTRATION</b>					
Personnel	\$ 386,987	\$ 455,275	\$ 525,094	\$ 520,778	\$ 482,365
Operations	228,483	202,702	236,402	187,878	185,878
Capital	2,719	-	-	-	-
<b>TOTAL</b>	\$ 618,189	\$ 657,977	\$ 761,496	\$ 708,656	\$ 668,243
<b>HUMAN RESOURCES</b>					
Personnel	\$ 218,992	\$ 285,187	\$ 393,131	\$ 336,056	\$ 288,793
Operations	115,756	306,002	626,313	264,746	265,646
Capital	-	-	34,475	21,250	17,650
<b>TOTAL</b>	\$ 334,748	\$ 591,189	\$ 1,053,919	\$ 622,052	\$ 572,089
<b>FINANCE - ADMINISTRATION</b>					
Personnel	\$ 483,029	\$ 572,152	\$ 668,176	\$ 610,632	\$ 610,632
Operations	204,416	236,310	239,699	228,065	228,065
Capital	30,131	47,500	4,500	1,300	1,300
<b>TOTAL</b>	\$ 717,576	\$ 855,962	\$ 912,375	\$ 839,997	\$ 839,997
<b>FINANCE - INFORMATION TECHNOLOGIES</b>					
Personnel	\$ 371,088	\$ 370,688	\$ 443,597	\$ 439,965	\$ 399,782
Operations	347,634	455,220	573,731	413,998	413,998
Capital	68,410	68,259	455,340	133,650	131,000
<b>TOTAL</b>	\$ 787,132	\$ 894,167	\$ 1,472,668	\$ 987,613	\$ 944,780
<b>FINANCE - PURCHASING</b>					
Personnel	\$ 125,506	\$ 133,741	\$ 140,483	\$ 139,321	\$ 139,321
Operations	21,638	31,434	35,086	19,126	19,126
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ 147,144	\$ 165,175	\$ 175,569	\$ 158,447	\$ 158,447
<b>FINANCE - TELECOMMUNICATIONS</b>					
Personnel	\$ 74,685	\$ 71,978	\$ 74,783	\$ 74,094	\$ 74,094
Operations	203,728	188,904	250,103	211,273	211,273
Capital	10,456	38,500	250,000	4,860	4,860
<b>TOTAL</b>	\$ 288,869	\$ 299,382	\$ 574,886	\$ 290,227	\$ 290,227

	<b>Actual FY 98-99</b>	<b>Budgeted FY 99-00</b>	<b>Requested FY 00-01</b>	<b>Mgr Recommends FY 00-01</b>	<b>Adopted FY 00-01</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - PLANNING &amp; COMMUNITY DEVELOPMENT</b>					
Personnel	\$ 452,283	\$ 539,432	\$ 566,308	\$ 548,755	\$ 548,755
Operations	252,214	424,512	866,297	409,949	415,449
Capital	4,125	1,100	2,800	-	-
<b>TOTAL</b>	<b>\$ 708,622</b>	<b>\$ 965,044</b>	<b>\$ 1,435,405</b>	<b>\$ 958,704</b>	<b>\$ 964,204</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - DEVELOPMENT SERVICES</b>					
Personnel	\$ 180,991	\$ 195,658	\$ 206,957	\$ 204,052	\$ 204,052
Operations	106,072	157,883	138,746	128,212	128,212
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 287,063</b>	<b>\$ 353,541</b>	<b>\$ 345,703</b>	<b>\$ 332,264</b>	<b>\$ 332,264</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - ENGINEERING</b>					
Personnel	\$ 217,987	\$ 251,775	\$ 264,453	\$ 262,135	\$ 262,135
Operations	523,436	837,497	1,711,686	894,132	904,132
Capital	3,758	155,000	245,000	192,500	192,500
<b>TOTAL</b>	<b>\$ 745,181</b>	<b>\$ 1,244,272</b>	<b>\$ 2,221,139</b>	<b>\$ 1,348,767</b>	<b>\$ 1,358,767</b>
<b>LAND MANAGEMENT &amp; DEVELOPMENT - STREET LIGHTING</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	305,981	303,255	318,186	307,851	307,851
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 305,981</b>	<b>\$ 303,255</b>	<b>\$ 318,186</b>	<b>\$ 307,851</b>	<b>\$ 307,851</b>
<b>CITY OFFICE BUILDINGS</b>					
Personnel	\$ 92,789	\$ 101,957	\$ 145,522	\$ 144,180	\$ 144,180
Operations	536,271	207,105	222,243	188,594	188,594
Capital	294,405	1,258,125	37,300	13,100	13,100
<b>TOTAL</b>	<b>\$ 923,465</b>	<b>\$ 1,567,187</b>	<b>\$ 405,065</b>	<b>\$ 345,874</b>	<b>\$ 345,874</b>
<b>PLAZA</b>					
Personnel	\$ 33,928	\$ 64,389	\$ 93,100	\$ 55,569	\$ 55,569
Operations	104,796	114,377	104,103	91,395	91,395
Capital	-	45,000	30,300	30,300	30,300
<b>TOTAL</b>	<b>\$ 138,724</b>	<b>\$ 223,766</b>	<b>\$ 227,503</b>	<b>\$ 177,264</b>	<b>\$ 177,264</b>
<b>POLICE - SERVICES</b>					
Personnel	\$ 1,018,450	\$ 1,082,809	\$ 1,133,729	\$ 1,127,811	\$ 1,127,811
Operations	206,409	263,881	575,383	390,620	374,120
Capital	11,297	74,765	38,635	20,800	16,800
<b>TOTAL</b>	<b>\$ 1,236,156</b>	<b>\$ 1,421,455</b>	<b>\$ 1,747,747</b>	<b>\$ 1,539,231</b>	<b>\$ 1,518,731</b>
<b>POLICE - ADMINISTRATION</b>					
Personnel	\$ 162,572	\$ 185,807	\$ 250,194	\$ 248,866	\$ 248,866
Operations	276,842	233,733	143,997	108,567	108,567
Capital	24,313	-	-	-	-
<b>TOTAL</b>	<b>\$ 463,727</b>	<b>\$ 419,540</b>	<b>\$ 394,191</b>	<b>\$ 357,433</b>	<b>\$ 357,433</b>
<b>POLICE - OPERATIONS</b>					
Personnel	\$ 2,695,314	\$ 3,025,355	\$ 3,293,240	\$ 3,252,015	\$ 3,252,015
Operations	410,199	653,446	929,024	697,484	677,334
Capital	87,698	97,488	94,545	53,167	43,856
<b>TOTAL</b>	<b>\$ 3,193,211</b>	<b>\$ 3,776,289</b>	<b>\$ 4,316,809</b>	<b>\$ 4,002,666</b>	<b>\$ 3,973,205</b>



	<b>Actual FY 98-99</b>	<b>Budgeted FY 99-00</b>	<b>Requested FY 00-01</b>	<b>Mgr Recommends FY 00-01</b>	<b>Adopted FY 00-01</b>
<b>FIRE</b>					
Personnel	\$ 2,334,842	\$ 2,411,798	\$ 2,725,858	\$ 2,548,250	\$ 2,548,250
Operations	429,051	632,115	887,433	639,333	639,333
Capital	310,727	90,500	164,033	26,000	26,000
<b>TOTAL</b>	<b>\$ 3,074,620</b>	<b>\$ 3,134,413</b>	<b>\$ 3,777,324</b>	<b>\$ 3,213,583</b>	<b>\$ 3,213,583</b>
<b>PUBLIC SERVICES - ADMINISTRATION</b>					
Personnel	\$ 145,614	\$ 152,761	\$ 164,086	\$ 162,720	\$ 162,720
Operations	11,043	35,890	48,557	44,747	44,747
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 156,657</b>	<b>\$ 188,651</b>	<b>\$ 212,643</b>	<b>\$ 207,467</b>	<b>\$ 207,467</b>
<b>PUBLIC SERVICES - TRAFFIC OPERATIONS</b>					
Personnel	\$ 264,293	\$ 304,291	\$ 319,059	\$ 316,392	\$ 316,392
Operations	143,372	145,263	165,186	150,423	150,423
Capital	23,714	31,700	6,000	6,000	6,000
<b>TOTAL</b>	<b>\$ 431,379</b>	<b>\$ 481,254</b>	<b>\$ 490,245</b>	<b>\$ 472,815</b>	<b>\$ 472,815</b>
<b>PUBLIC SERVICES - STREETS</b>					
Personnel	\$ 819,842	\$ 942,750	\$ 1,104,758	\$ 1,080,099	\$ 1,080,099
Operations	823,717	989,156	985,600	879,449	879,449
Capital	7,865	18,200	69,000	44,000	44,000
<b>TOTAL</b>	<b>\$ 1,651,424</b>	<b>\$ 1,950,106</b>	<b>\$ 2,159,358</b>	<b>\$ 2,003,548</b>	<b>\$ 2,003,548</b>
<b>PUBLIC SERVICES - CEMETERY</b>					
Personnel	\$ 146,712	\$ 138,617	\$ 151,223	\$ 149,956	\$ 149,956
Operations	55,752	43,515	64,835	53,807	53,807
Capital	1,305	2,650	15,050	8,750	8,750
<b>TOTAL</b>	<b>\$ 203,769</b>	<b>\$ 184,782</b>	<b>\$ 231,108</b>	<b>\$ 212,513</b>	<b>\$ 212,513</b>
<b>PUBLIC SERVICES - WASTE MANAGEMENT</b>					
Personnel	\$ 354,333	\$ 366,893	\$ 391,560	\$ 380,628	\$ 380,628
Operations	860,888	1,050,262	901,467	900,551	900,551
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,215,221</b>	<b>\$ 1,417,155</b>	<b>\$ 1,293,027</b>	<b>\$ 1,281,179</b>	<b>\$ 1,281,179</b>
<b>PUBLIC SERVICES - LANDSCAPE OPERATIONS</b>					
Personnel	\$ 369,712	\$ 377,286	\$ 402,550	\$ 399,309	\$ 399,309
Operations	155,045	176,946	288,046	225,943	225,943
Capital	6,862	-	58,400	20,000	20,000
<b>TOTAL</b>	<b>\$ 531,619</b>	<b>\$ 554,232</b>	<b>\$ 748,996</b>	<b>\$ 645,252</b>	<b>\$ 645,252</b>
<b>PUBLIC SERVICES - LANDSCAPE - HURLEY PARK</b>					
Personnel	\$ 62,372	\$ 66,105	\$ 67,996	\$ 67,412	\$ 67,412
Operations	19,056	23,501	25,042	19,164	19,164
Capital	11,558	-	30,500	5,500	5,500
<b>TOTAL</b>	<b>\$ 92,986</b>	<b>\$ 89,606</b>	<b>\$ 123,538</b>	<b>\$ 92,076</b>	<b>\$ 92,076</b>
<b>PUBLIC SERVICES - FLEET MANAGEMENT</b>					
Personnel	\$ 423,812	\$ 484,685	\$ 564,004	\$ 576,136	\$ 576,136
Operations	86,962	59,819	137,572	125,806	125,806
Capital	37,945	14,550	25,898	20,500	20,500
<b>TOTAL</b>	<b>\$ 548,719</b>	<b>\$ 559,054</b>	<b>\$ 727,474</b>	<b>\$ 722,442</b>	<b>\$ 722,442</b>

	Actual FY 98-99		Budgeted FY 99-00		Requested FY 00-01		Mgr Recommends FY 00-01		Adopted FY 00-01	
<b>PUBLIC SERVICES - TRANSPORTATION</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		160,282		160,282		203,982		160,282		160,282
Capital		-		-		-		-		-
<b>TOTAL</b>	<b>\$</b>	<b>160,282</b>	<b>\$</b>	<b>160,282</b>	<b>\$</b>	<b>203,982</b>	<b>\$</b>	<b>160,282</b>	<b>\$</b>	<b>160,282</b>
<b>PARKS &amp; RECREATION</b>										
Personnel	\$	851,265	\$	1,046,359	\$	1,142,962	\$	1,130,713	\$	1,130,713
Operations		433,299		456,621		558,292		504,696		504,696
Capital		1,289,560		1,150,186		1,156,250		1,154,250		1,154,250
<b>TOTAL</b>	<b>\$</b>	<b>2,574,124</b>	<b>\$</b>	<b>2,653,166</b>	<b>\$</b>	<b>2,857,504</b>	<b>\$</b>	<b>2,789,659</b>	<b>\$</b>	<b>2,789,659</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		783,462		795,980		829,012		829,012		829,012
Capital		-		-		-		-		-
<b>TOTAL</b>	<b>\$</b>	<b>783,462</b>	<b>\$</b>	<b>795,980</b>	<b>\$</b>	<b>829,012</b>	<b>\$</b>	<b>829,012</b>	<b>\$</b>	<b>829,012</b>
<b>GRAND TOTAL</b>										
Personnel	\$	12,323,999	\$	13,665,501	\$	15,272,682	\$	14,815,703	\$	14,689,844
Operations		7,895,162		9,280,370		12,177,473		9,165,769		9,143,519
Capital		2,226,848		3,093,523		2,718,026		1,755,927		1,736,366
<b>TOTALS</b>	<b>\$</b>	<b>22,446,009</b>	<b>\$</b>	<b>26,039,394</b>	<b>\$</b>	<b>30,168,181</b>	<b>\$</b>	<b>25,737,399</b>	<b>\$</b>	<b>25,569,729</b>

**STATEMENT OF PURPOSE**

The City Council functions 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. They generate and maintain up-to-date municipal codes, establishing public policies and adopt budgets designed to provide effective, efficient municipal services. The City Council provides protection for all citizens, quality leisure services, and recreational opportunities. They also provide leadership and support for the continued economic development and planned growth of the community.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 36,601	\$ 37,753	\$ 39,859	\$ 39,859	\$ 39,859
Operating	47,016	52,417	69,108	48,324	48,324
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 83,617</b>	<b>\$ 90,170</b>	<b>\$ 108,967</b>	<b>\$ 88,183</b>	<b>\$ 88,183</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
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 services for the City Council. They 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. They also manage and coordinate preparation and implementation of the City’s Goal-Setting Process. They 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. Management and Administration 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. They implement goals and special projects as may be assigned by the City Council.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Conduct two Goal update sessions with City Council.
2. Organize and conduct a Community Goal-Setting input process for citizens with the City Council.
3. Organize and implement a Future Directions and Goal-Setting Conference for the Management Team and City Council during February 2001.
4. Publish and distribute the City’s Annual Report for citizens in December 2000.
5. Conduct Goal Review sessions with each department during August 2000.
6. Participate in Risk Management Performance Measures project conducted jointly by the North Carolina League of Municipalities and Institute of Government.
7. Organize and implement a City Council trip to Raleigh to participate in the North Carolina League of Municipalities Town Hall Day in June 2001.

**PERFORMANCE MEASURES**

	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>
<b>Risk Management</b>					
Vehicular Accidents	17	14	18	12	14
Injuries	23	22	22	19	20
Workers' Comp Costs	\$11,682	\$24,712	\$19,735	\$11,119	\$20,122

**BUDGET REQUEST SUMMARY**

	<u>Actual</u> <u>FY98-99</u>	<u>Budgeted</u> <u>FY99-00</u>	<u>Requested</u> <u>FY00-01</u>	<u>Mgr Recommends</u> <u>FY00-01</u>	<u>Adopted</u> <u>FY00-01</u>
Personnel	\$ 386,987	\$ 455,275	\$ 525,094	\$ 520,778	\$ 482,365
Operating	228,483	202,702	236,402	187,878	185,878
Capital	2,719	-	-	-	-
<b>TOTAL</b>	<b>\$ 618,189</b>	<b>\$ 657,977</b>	<b>\$ 761,496</b>	<b>\$ 708,656</b>	<b>\$ 668,243</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Administration (000)</b>				
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
City Clerk	1	1	1	1
Communications Specialist	0	0	1 <sup>1</sup>	0
Senior Office Assistant	2	2.5	3 <sup>2</sup>	3 <sup>2</sup>
<b>Risk Management (201)</b>				
Risk Management Officer	1	1	1	1
Safety Assistant	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	6	7.5	9	8

<sup>1</sup> New position

<sup>2</sup> Position previously split with Land Management

**STATEMENT OF PURPOSE**

The Human Resources Department provides a centralized source 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, compensation and benefits and employee relations.

**COUNCIL PERFORMANCE GOALS**

To initiate programs to attract, retain, and develop high quality City employees.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue to provide management of human resources through department programs.
2. Continue implementation of Diversity Training for all City employees.
3. Expand the City’s Diversity Program to include the implementation of the Community Multiculturalism Training Program.
4. Develop and implement a comprehensive Pay Plan.
5. Continue to monitor implementation of the “Broadbanding” in the Utilities Department and evaluate applying the “Broadbanding” compensation program to other departments.
6. Develop and implement salary plans that compensate public safety and labor-intensive classes based on factors related to the nature of the jobs and market data.
7. Continue implementation of the new Human Resource Information System.
8. Consider providing an additional 1% 401(k) contribution as an added employee benefit.
9. Continue to monitor the Employee Assistance Program.
10. Continue to monitor Citywide and DOT drug testing program.
11. Continue to explore and implement enhancements to the benefits program.
12. Develop and implement an employee training and development plan.
13. Develop recruitment strategies to recruit employees from diverse populations within the community.
14. Develop pay strategies to attract quality employees including signing bonuses, etc.
15. Research, identify and implement alternative funding sources for Multiculturalism Training.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 218,992	\$ 285,187	\$ 393,131	\$ 336,056	\$ 288,793
Operating	115,756	306,002	626,313	264,746	265,646
Capital	-	-	34,475	21,250	17,650
<b>TOTAL</b>	<b>\$ 334,748</b>	<b>\$ 591,189</b>	<b>\$ 1,053,919</b>	<b>\$ 622,052</b>	<b>\$ 572,089</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Human Resources Director	1	1	1	1
Personnel Analyst I/II	3	3	4 <sup>1</sup>	3
Personnel Technician I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>5</b>

<sup>1</sup> New position

### CAPITAL OUTLAY

	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY 00-01
Training Room Furniture	\$ 14,650	\$ 14,650	\$ 14,650
Conference Room Furniture	8,500	3,000	3,000
Desk	1,300	1,300	-
Chair	700	700	-
Bookshelves	1,000	1,000	-
File Cabinet	600	600	-
PC's	725	-	-
Lap Top Replacement	3,500	-	-
Wall Paper Training Room	3,500	-	-
Total Capital Outlay	<u>\$ 34,475</u>	<u>\$ 21,250</u>	<u>\$ 17,650</u>

**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 FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 1,054,308	\$ 1,148,559	\$ 1,327,039	\$ 1,264,012	\$ 1,223,829
Operating	777,416	911,868	1,098,619	872,462	872,462
Capital	108,997	154,259	709,840	139,810	137,160
<b>TOTAL</b>	<b>\$ 1,940,721</b>	<b>\$ 2,214,686</b>	<b>\$ 3,135,498</b>	<b>\$ 2,276,284</b>	<b>\$ 2,233,451</b>

**PERSONNEL DETAIL**

	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Permanent Full-Time	22	24	25	24
Permanent Part-Time		2	2	2
Temporary Full-Time				
Temporary Part-Time				



**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, 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. Evaluate new revenue sources that are not dependent on annual, state appropriated funding.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue departmental education and training on use of City's financial systems.
2. Continue participation in Performance Measurements/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.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 483,029	\$ 572,152	\$ 668,176	\$ 610,632	\$ 610,632
Operating	204,416	236,310	239,699	228,065	228,065
Capital	30,131	47,500	4,500	1,300	1,300
<b>TOTAL</b>	<b>\$ 717,576</b>	<b>\$ 855,962</b>	<b>\$ 912,375</b>	<b>\$ 839,997</b>	<b>\$ 839,997</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Finance Director	1	1	1	1
Accounting Manager	1	1	1	1
Productivity Analyst	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Budget and Performance Management Manager	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Customer Service Supervisor	1	1	1	1
Accountant I/II	1	1	1	1
Financial Specialist	1	1	1	1
Customer Service Clerk Sr/I/II	3	4	4	4
Sr Cust. Service Clerk (Perm/Part-Time)	0	2	2	2
Mail Coordinator	0	1	1	1
Account Clerk	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>12</b>	<b>15</b>	<b>15</b>	<b>15</b>

<sup>1</sup> Position reclassified

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY00-01	Adopted FY 00-01
Desk/Customer Service Supervisor	\$ 1,500	\$ -	\$ -
Desk/Account Payable Clerk	1,500	1,300	1,300
Desk/Payroll Clerk	1,500	-	-
Total Capital Outlay	<u>\$ 4,500</u>	<u>\$ 1,300</u>	<u>\$ 1,300</u>

**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.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 371,088	\$ 370,688	\$ 443,597	\$ 439,965	\$ 399,782
Operating	347,634	455,220	573,731	413,998	413,998
Capital	68,410	68,259	455,340	133,650	131,000
<b>TOTAL</b>	<b>\$ 787,132</b>	<b>\$ 894,167</b>	<b>\$ 1,472,668</b>	<b>\$ 987,613</b>	<b>\$ 944,780</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Information Systems Manager	1	1	1	1
Systems Analyst I/II	6	5	5	5
PC Technician	0	0	1 <sup>1</sup>	0
Technology Services Technical Assistant	0	1	1	1
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>7</b>

<sup>1</sup> New position

## CAPITAL OUTLAY

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Network Upgrade	\$ 37,690	\$ -	\$ -
NIC Upgrade for Servers	4,000	2,000	2,000
Video Server for Traffic Cams	8,000	8,000	8,000
LCD Projector	3,000	3,000	3,000
Cable Modem Upgrade	45,500	-	-
New Server for Streaming Video	8,000	-	-
Intrusion Detection	18,500	-	-
Desk, Chair, PC for PC Technician	2,650	2,650	-
Storage Management System Upgrade	35,000	16,000	16,000
Wireless Network	12,000	-	-
Nova Training Tables	2,000	2,000	2,000
PC's for Breakrooms	15,000	-	-
Portables for Council	8,000	-	-
Video Networking	15,000	-	-
Imaging	25,000	-	-
Web Cameras	2,000	-	-
Fiber Installation	25,000	-	-
Building Security System	175,000	100,000	100,000
Fusion Splicer	14,000	-	-
Total Capital Outlay	\$ 455,340	\$ 133,650	\$ 131,000

**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 through implementation of new computer software.
2. Continue to seek methods of improved fixed asset accountability.
3. Continue to offer training in purchasing policies and procedures as requested by using departments.
4. Continue to monitor and implement improvements to the Procurement Card System.
5. Develop and expand Purchasing Manager's role in construction contract administration.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 125,506	\$ 133,741	\$ 140,483	\$ 139,321	\$ 139,321
Operating	21,638	31,434	35,086	19,126	19,126
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 147,144</b>	<b>\$ 165,175</b>	<b>\$ 175,569</b>	<b>\$ 158,447</b>	<b>\$ 158,447</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Purchasing Manager	1	1	1	1
Purchasing Technician	1	1	1	1
Buyer	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**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. Evaluate and recommend options for installing a new security alarm system.
2. Work with a consultant to develop a new five-year Technology plan.
3. Eliminate the need for OPX and other BellSouth lines to City buildings.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 74,685	\$ 71,978	\$ 74,783	\$ 74,094	\$ 74,094
Operating	203,728	188,904	250,103	211,273	211,273
Capital	10,456	38,500	250,000	4,860	4,860
<b>TOTAL</b>	<b>\$ 288,869</b>	<b>\$ 299,382</b>	<b>\$ 574,886</b>	<b>\$ 290,227</b>	<b>\$ 290,227</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Telecommunications Manager	1	1	1	1
Telecommunications Assistant	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Public Safety Radio Replacements	\$ 85,000	\$ -	\$ -
800 Trunking Controller/ Repeater Replacements	50,000	-	-
Telecom System Upgrades	53,000	4,860	4,860
Telecom Radio Replacements	12,000	-	-
Security System Upgrades	<u>50,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 250,000</b>	<b>\$ 4,860</b>	<b>\$ 4,860</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, provide office and conference space for the Mayor, City Manager, Finance, Land Management and Development and other support staff engaged in the operation of municipal government in Salisbury.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 92,789	\$ 101,957	\$ 145,522	\$ 144,180	\$ 144,180
Operating	536,271	207,105	222,243	188,594	188,594
Capital	294,405	1,258,125	37,300	13,100	13,100
<b>TOTAL</b>	<b>\$ 923,465</b>	<b>\$ 1,567,187</b>	<b>\$ 405,065</b>	<b>\$ 345,874</b>	<b>\$ 345,874</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Facilities Maintenance Manager	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Facilities Maintenance Supervisor	1	1	.75 <sup>2</sup>	.75 <sup>2</sup>
Building Maintenance Worker Sr/I/II	1	2	1.75 <sup>2</sup>	1.75 <sup>2</sup>
Mail Courier (Temp/Part-Time)	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>4</b>	<b>3</b>	<b>3.5</b>	<b>3.5</b>

<sup>1</sup> New position

<sup>2</sup> Position shared with Plaza

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>City Office Building (000)</b>			
Repairs and Replacements to HVAC Systems	\$ 9,700	\$ -	\$ -
Stairwell Renovations	8,500	8,500	8,500
Sweepers	600	600	600
<b>City Hall (251)</b>			
Signage for Rear of Building	2,500	-	-
Plaques for Front of Building	1,000	-	-
Interior Signage for Building	500	-	-
Flag Pole - Front of Building	3,000	-	-
Icemaker for Kitchen	1,000	1,000	1,000
Replace Four HVAC Units	6,000	-	-
Paint City Hall Windows	3,000	3,000	3,000
Two Security Monitors	<u>1,500</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 37,300</b>	<b>\$ 13,100</b>	<b>\$ 13,100</b>

**STATEMENT OF PURPOSE**

The Plaza Department continues 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.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Relocate Plaza Operations office to the Plaza.
2. Complete refurbishing projects on first and third floor entry areas.
3. Replace awnings on seventh floor windows.
4. Compile and publish an operations manual for the Plaza.
5. Redesign marketing program for leasing Plaza units.
6. Enhance Plaza security system.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 33,928	\$ 64,389	\$ 93,100	\$ 55,569	\$ 55,569
Operating	104,796	114,377	104,103	91,395	91,395
Capital	-	45,000	30,300	30,300	30,300
<b>TOTAL</b>	<b>\$ 138,724</b>	<b>\$ 223,766</b>	<b>\$ 227,503</b>	<b>\$ 177,264</b>	<b>\$ 177,264</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Resident Manager	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Administrative Assistant	0	1	1	1
Facilities Maintenance Supervisor	0	0	.25 <sup>2</sup>	.25 <sup>2</sup>
Senior Building Maintenance Worker	0	0	.25 <sup>2</sup>	.25 <sup>2</sup>
<b>TOTAL</b>	<b>1</b>	<b>2</b>	<b>1.50</b>	<b>1.50</b>

<sup>1</sup> Position eliminated

<sup>2</sup> Position shared with City Office Buildings

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Replace Seventh Floor Awnings	\$ 12,000	\$ 12,000	\$ 12,000
Appliance Replacements	3,300	3,300	3,300
Replace HVAC Units	7,500	7,500	7,500
Refurbish Apartments (Paint, Replace Carpet)	7,500	7,500	7,500
<b>Total Capital Outlay</b>	<b>\$ 30,300</b>	<b>\$ 30,300</b>	<b>\$ 30,300</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 FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 851,261	\$ 986,865	\$ 1,037,718	\$ 1,014,942	\$ 1,014,942
Operating	1,187,703	1,723,147	3,034,915	1,740,144	1,755,644
Capital	7,883	156,100	247,800	192,500	192,500
<b>TOTAL</b>	<b>\$ 2,046,847</b>	<b>\$ 2,866,112</b>	<b>\$ 4,320,433</b>	<b>\$ 2,947,586</b>	<b>\$ 2,963,086</b>

**PERSONNEL DETAIL**

	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Permanent Full-Time	18.5	20	20	20
Permanent Part-Time				
Temporary Full-Time				
Temporary Part-Time				

**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.

**COUNCIL PERFORMANCE GOALS**

1. Participate in implementation of holistic approach to neighborhood problem solving.
2. Continue implementation of annexation plan.
3. Develop Salisbury Vision 2020 Plan and begin implementation of recommendations.
4. Assist in implementing Greenway Plan.
5. Provide public infrastructure to support Flowers Bakery, Chamber of Commerce, F&M Bank and Cheerwine projects.
6. Develop educational program for Boards and Commissions.
7. Develop a downtown local historical district.
8. Develop an Innes Street overlay zoning district to visually enhance the corridor.
9. Implement the Neighborhood Task Force Plan.
10. Fund projects to improve neighborhoods and housing, working with the Salisbury Community Development Corporation.
11. Implement the Park Avenue plan.
12. Develop a rental housing rehab program in selected neighborhoods.
13. Provide funding for tree planting in selected neighborhoods.
14. Partner with the Visitors and Convention Bureau to enhance event recruitment.
15. Adopt managed growth criteria for extensions along growth corridors.
16. Implement recommendations of the Downtown Master Plan.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 452,283	\$ 539,432	\$ 566,308	\$ 548,755	\$ 548,755
Operating	252,214	424,512	866,297	409,949	415,449
Capital	4,125	1,100	2,800	-	-
<b>TOTAL</b>	<b>\$ 708,622</b>	<b>\$ 965,044</b>	<b>\$ 1,435,405</b>	<b>\$ 958,704</b>	<b>\$ 964,204</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Land Management & Development Director	1	1	1	1
Com Dev & Neighborhood Pln Manager	1	1	1	1
Urban Resource Planner	1	1	1	1
Planner Sr/I/II	4	4	4	4
Department Secretary	1	1	1	1
Community Development Technician	.5	.5	0 <sup>1</sup>	0 <sup>1</sup>
Systems Analyst I	0	1	1	1
Senior Office Assistant-Salisbury West Business & Community Center	0	0	1 <sup>2</sup>	1 <sup>2</sup>
Senior Office Assistant	<u>0</u>	<u>.5</u>	<u>0<sup>3</sup></u>	<u>0<sup>3</sup></u>
<b>TOTAL</b>	<b>8.5</b>	<b>10</b>	<b>10</b>	<b>10</b>

<sup>1</sup> Position previously split with HUD, now fully funded by HUD

<sup>2</sup> New position to be funded one-half from Community Center Tenants

<sup>3</sup> Position previously split with Management and Administration

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Computer	\$ 1,500	\$ -	\$ -
Furniture	<u>1,300</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 2,800	\$ -	\$ -

**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 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 and Granite Quarry.
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 FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 180,991	\$ 195,658	\$ 206,957	\$ 204,052	\$ 204,052
Operating	106,072	157,883	138,746	128,212	128,212
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 287,063</b>	<b>\$ 353,541</b>	<b>\$ 345,703</b>	<b>\$ 332,264</b>	<b>\$ 332,264</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
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 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, Easy Street, parking).
2. Assist in the implementation of the Salisbury 2020 Strategic Growth Plan.
3. Administer the Grants Creek Greenway Trail Grant.

**DIVISIONAL PERFORMANCE GOALS**

1. Install and manage the new Traffic Signal System.
2. Prepare the annual Transportation Improvement Program recommendations.
3. Coordinate projects with NCDOT (I-85, Innes Street bridge, Ellis Street bridge, Highway 70).
4. Administer NCDOT Sidewalk Grant.
5. Administer Store Drainage Incentive Grants
6. Assist in the development and implementation of GIS.
7. Implement neighborhood traffic calming.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 217,987	\$ 251,775	\$ 264,453	\$ 262,135	\$ 262,135
Operating	523,436	837,497	1,711,686	894,132	904,132
Capital	3,758	155,000	245,000	192,500	192,500
<b>TOTAL</b>	<b>\$ 745,181</b>	<b>\$ 1,244,272</b>	<b>\$ 2,221,139</b>	<b>\$ 1,348,767</b>	<b>\$ 1,358,767</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
City Engineer	1	1	1	1
Civil Engineer I/II/III	2	2	2	2
Engineering Technician I/II	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>

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Ellis Street Bridge	\$ 155,000	\$ 155,000	\$ 155,000
City/County Joint Mapping	75,000	37,500	37,500
Replacement Color Plotter	15,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 245,000</b>	<b>\$ 192,500</b>	<b>\$ 192,500</b>

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	305,981	303,255	318,186	307,851	307,851
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 305,981</b>	<b>\$ 303,255</b>	<b>\$ 318,186</b>	<b>\$ 307,851</b>	<b>\$ 307,851</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**

	1995	1996	1997	1998	1999
Calls for Service	34,867	31,846	31,435	30,669	30,374
DWI Arrests	345	169	208	178	173
Drug Arrests	331	328	263	296	438
Homicide	1	4	8	4	4
Rape	10	21	14	13	15
Robbery	65	69	77	80	70
Aggravated Assault	139	124	97	140	121
Total Violent Crimes	215	218	196	237	210
Burglary	393	383	418	378	324
Larceny	1,273	1,354	1,453	1,356	1306
Motor Vehicle Theft	106	114	121	131	121
Arson	18	11	19	15	14
Total Property Crimes	1,790	1,862	2,011	1,880	1765

Performance Measurements are reported on a calendar year basis

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 3,876,336	\$ 4,293,971	\$ 4,677,163	\$ 4,628,692	\$ 4,628,692
Operating	893,450	1,151,060	1,648,404	1,196,671	1,160,021
Capital	123,308	172,253	133,180	73,967	60,656
<b>TOTAL</b>	<b>\$ 4,893,094</b>	<b>\$ 5,617,284</b>	<b>\$ 6,458,747</b>	<b>\$ 5,899,330</b>	<b>\$ 5,849,369</b>

**PERSONNEL DETAIL**

	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Permanent Full-Time	96	102	105	105
Permanent Part-Time				
Temporary Full-Time				
Temporary Part-Time	4	4	4	4

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Reduce by 20 percent the number of animal related calls where patrol officers are requested to respond.
2. Develop a method of tracking accuracy rate of data entered into the Records Management System to achieve a 95 percent initial entry accuracy rate.
3. Develop a program to prioritize and manage calls for service as to capture data needed to make decisions, make good use of patrol time, promote beat integrity and provide citizen satisfaction.
4. Develop formal working relationships to share information and strategies to provide better victim services and deal with substance abuse prevention.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 1,018,450	\$ 1,082,809	\$ 1,133,729	\$ 1,127,811	\$ 1,127,811
Operating	206,409	263,881	575,383	390,620	374,120
Capital	11,297	74,765	38,635	20,800	16,800
<b>TOTAL</b>	<b>\$ 1,236,156</b>	<b>\$ 1,421,455</b>	<b>\$ 1,747,747</b>	<b>\$ 1,539,231</b>	<b>\$ 1,518,731</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Services Administration (000)</b>				
Deputy Chief	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Police Captain	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Police Lieutenant-Professional Standards	0	0	1 <sup>3</sup>	1 <sup>3</sup>
Police Lieutenant-Support Services	0	0	1 <sup>3</sup>	1 <sup>3</sup>
<b>Animal Control (300)</b>				
Animal Control Specialist	1	1	1	1
<b>Communications (302)</b>				
Police Telecommunications Supervisor	0	1	1	1
Police Sergeant	1	0	0	0
Police Telecommunicator	10	10	10	10
Police Telecommunicator (Temp/Part-Time)	1	1	1	1
<b>Community Service (303)</b>				
Sergeant (Community Service Supervisor)	1	1	0 <sup>3</sup>	0 <sup>3</sup>
Community Services Officer	2	1	1	1
Police Officer I/II/MPO (Downtown)	1	1	0 <sup>3</sup>	0 <sup>3</sup>
Police Officer I/II/MPO (Housing Authority)	2	2	0 <sup>3</sup>	0 <sup>3</sup>
Master Police Officer (School Resource)	3	3	4 <sup>2</sup>	4 <sup>2</sup>
Police Officer COPS FAST Grant	2	1	0 <sup>3</sup>	0 <sup>3</sup>



Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Master Police Officer (Victim's Advocate)	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Crossing Guard (Temp/Part-Time)	3	3	3	3
<b>Evidence &amp; Identification (304)</b>				
Evidence Technician	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Police Evidence & Property Custodian	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Identification Specialist	1	1	0 <sup>3</sup>	0 <sup>3</sup>
<b>Information Management (305)</b>				
Police Lieutenant	1	1	0 <sup>3</sup>	0 <sup>3</sup>
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
<b>Recruitment/Training (306)</b>				
Police Lieutenant	0	0	1 <sup>3</sup>	1 <sup>3</sup>
Police Sergeant	<u>0</u>	<u>0</u>	<u>1</u> <sup>3</sup>	<u>1</u> <sup>3</sup>
<b>TOTAL</b>	<b>35</b>	<b>33</b>	<b>32</b>	<b>32</b>

<sup>1</sup> Position reclassified

<sup>2</sup> New position

<sup>3</sup> Internal position transfer

### CAPITAL OUTLAY

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Communications (302)</b>			
Reconfigure Workstations	\$ 4,000	\$ 4,000	\$ -
<b>Community Service (303)</b>			
Mobile Radio	4,000	4,000	4,000
Portable Radio	2,900	2,900	2,900
Handgun	700	700	700
Lightbar	835	-	-
Mobile Data Computers (2)	17,000	-	-
<b>Recruitment/Training (306)</b>			
Sig Sauer Handguns (10)	7,200	7,200	7,200
Remington Shotguns (5)	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
<b>Total Capital Outlay</b>	<b>\$ 38,635</b>	<b>\$ 20,800</b>	<b>\$ 16,800</b>

**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.

**DIVISIONAL PERFORMANCE GOALS**

1. Conduct evaluation and make necessary adjustments to ensure readiness for International re-accreditation.
2. Evaluate the allocation of Department resources as they are distributed in the districting concept throughout the Department.
3. Provide a sound financial operation within the Police Department.
4. Improve understanding and awareness of diverse cultures.
5. Implement a department Chaplaincy Program.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 162,572	\$ 185,807	\$ 250,194	\$ 248,866	\$ 248,866
Operating	276,842	233,733	143,997	108,567	108,567
Capital	24,313	-	-	-	-
<b>TOTAL</b>	<b>\$ 463,727</b>	<b>\$ 419,540</b>	<b>\$ 394,191</b>	<b>\$ 357,433</b>	<b>\$ 357,433</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Police Chief	1	1	1	1
Police Planner	1	1	1	1
Budget Analyst	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Department Secretary	<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>New position

**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 activities.

**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. Establish a procedural policy for parades, pickets, special events, etc.
5. Establish a published procedural policy in dealing with mental commitments.
6. Develop methods to reduce officer’s time in courts waiting to testify.
7. Increase community awareness of child abuse in hopes of preventing the abuse.
8. Develop a polygraph program for the Police Department.
9. Continue to target illegal drug sales in an effort to create a safer environment for the citizens of Salisbury.
10. Enhance the department’s community policing efforts by working closely with the Police Districts.
11. Increase the clearance rate for major criminal cases.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 2,695,314	\$ 3,025,355	\$ 3,293,240	\$ 3,252,015	\$ 3,252,015
Operating	410,199	653,446	929,024	697,484	677,334
Capital	87,698	97,488	94,545	53,167	43,856
<b>TOTAL</b>	<b>\$ 3,193,211</b>	<b>\$ 3,776,289</b>	<b>\$ 4,316,809</b>	<b>\$ 4,002,666</b>	<b>\$ 3,973,205</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Operations Administration (320)</b>				
Deputy Chief	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Police Captain	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Police Lieutenant	3	3	0 <sup>1</sup>	0 <sup>1</sup>
Police Officer I-COPS Grant	0	6	0 <sup>1</sup>	0 <sup>1</sup>
<b>District I (321)</b>				
Police Lieutenant	1	1	1	1
Police Sergeant	2	2	2	2
Police Officer I/II/MPO	14	14	15 <sup>1</sup>	15 <sup>1</sup>
Police Officer I/II/MPO (Downtown)	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Police Officer I/II/MPO (Housing)	0	0	1 <sup>1</sup>	1 <sup>1</sup>
<b>District II (322)</b>				
Police Lieutenant	1	1	1	1
Police Sergeant	2	2	2	2
Police Officer I/II/MPO	14	14	15 <sup>1</sup>	15 <sup>1</sup>
Police Officer I/II/MPO (Housing)	0	0	1 <sup>1</sup>	1 <sup>1</sup>
<b>District III (323)</b>				
Police Lieutenant	1	1	1	1

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Police Sergeant	2	2	2	2
Police Officer I/II/MPO	11	11	16 <sup>1</sup>	16 <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	7	9	9	9
Senior Office Assistant	1	1	1	1
<b>Crime Scene Analysis (330)</b>				
Crime Analyst	0	0	1 <sup>2</sup>	1 <sup>2</sup>
Crime Scene Specialist	<u>0</u>	<u>0</u>	<u>1<sup>1</sup></u>	<u>1<sup>1</sup></u>
<b>TOTAL</b>	<b>62</b>	<b>70</b>	<b>73</b>	<b>73</b>

<sup>1</sup> Internal position transfer

<sup>2</sup> New position

### CAPITAL OUTLAY

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Operations Management (320)</b>			
Mobile Radios (7)	\$ 15,600	\$ 15,600	\$ 8,916
Prisoner cages (7)	7,000	4,000	1,373
New Vehicle Light Bars (7)	7,000	-	-
SRT Vests (5)	5,000	-	-
Night Vision	3,500	-	-
Kel-Set	7,150	-	-
Long Range Video	5,000	-	-
Blue Light Bars (3)	6,168	6,168	6,168
SRT Night Vision	5,000	-	-
SRT M1A1 (2)	4,000	2,000	2,000
SRT MP5	2,500	-	-
K-9 Car Carriers (2)	3,029	3,029	3,029
<b>Criminal Investigations (326)</b>			
Mobile Radios (2)	7,800	7,800	7,800
<b>Crime Scene Analysis (330)</b>			
Fingerprint File Cabinet	1,228	-	-
Evidence Drying Cabinet	<u>14,570</u>	<u>14,570</u>	<u>14,570</u>
<b>Total Capital Outlay</b>	<b>\$ 94,545</b>	<b>\$ 53,167</b>	<b>\$ 43,856</b>

**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 inspections, code enforcement minimum housing activities and public education programs.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Work to improve quality of neighborhoods through Task Force participation.
2. Explore feasibility of fire lane violation enforcement by Fire Department.
3. Research feasibility of participating with State by adding new fire reporting software to our system.
4. Update/improve Fire Inspection forms.
5. Conduct multi-agency drill within City to evaluate Emergency Action Plan.
6. Explore reducing EMS expenses via more cost-effective measures.
7. Explore developing “false alarm” ordinance, costs for responses, and recouping costs through local fines for repeated offenses.
8. Replace Shift Command Unit through exchange program with Water Utilities.
9. Work toward understanding diverse groups such as non-English/hearing-impaired and minority citizens, through appropriate communication and diversity training classes.
10. Review/update Mutual Aid lists.
11. Develop Water Supply Task Forces (Tankers/LDH).
12. Conduct Arson Detection/Scene Preservation training.
13. Research available grants for possible alternate funding resources.

**PERFORMANCE MEASURES**

	1995	1996	1997	1998	1999
EMS Calls	109	122	469	1,258 <sup>1</sup>	1,222
Other Alarm Calls	957	1,074	1,159	1,202	1,117
Total Alarms	1,066	1,196	1,628	2,460	2,339
Value of Fire Loss	\$ 601,416	\$ 2,619,730	\$ 650,439	\$ 1,885,851	\$ 1,853,214

<sup>1</sup> The Department implemented a Critical Response Plan that changed the Fire Department's response to EMS Calls. Performance Measurements are reported on a calendar year basis

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 2,334,842	\$ 2,411,798	\$ 2,725,858	\$ 2,548,250	\$ 2,548,250
Operating	429,051	632,115	887,433	639,333	639,333
Capital	310,727	90,500	164,033	26,000	26,000
<b>TOTAL</b>	<b>\$ 3,074,620</b>	<b>\$ 3,134,413</b>	<b>\$ 3,777,324</b>	<b>\$ 3,213,583</b>	<b>\$ 3,213,583</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<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	1	1	1
Senior Office Assistant	1	1	1	1
<b>Fire Station #50 (350)</b>				
Fire Control Specialist I/II	0	3	0 <sup>1</sup>	0 <sup>1</sup>
Fire Engineer	0	3	0 <sup>1</sup>	0 <sup>1</sup>
<b>Fire Station #51 (351)</b>				
Battalion Chief	3	3	3	3
Fire Captain	6	6	6	6
Fire Control Specialist I/II	12	12	15 <sup>2</sup>	15 <sup>2</sup>
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
Zoning and Code Enforcement Specialist	0	0	1 <sup>3</sup>	1 <sup>3</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>65</b>	<b>71</b>	<b>69</b>	<b>69</b>

<sup>1</sup> Implementation of new fire station delayed

<sup>2</sup> New positions

<sup>3</sup> New position recommended from Neighborhood Improvement Task Force

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Fire Administration (000)</b>			
ID Card Equipment	\$ 1,128	\$ -	\$ -
<b>Fire Station #51 (351)</b>			
MDT for 501	4,200	-	-
Treadmill	2,700	-	-
Forcible Entry Tool	4,500	-	-
Fax for Vehicle #519	2,000	-	-
5 Inch Supply Hose	8,000	-	-
Foam Equipment	1,500	-	-
Piston Intake	1,600	-	-
SCBA (Breathing Apparatus)	68,120	-	-
Spare SCBA Cylinders	26,000	26,000	26,000
Posi-Check	12,000	-	-
Combustible Gas Detector	3,500	-	-
PPV Fans	1,200	-	-
<b>Fire Station #52 (352)</b>			
Treadmill	2,700	-	-
Floor Buffer	1,200	-	-
<b>Fire Station #53 (353)</b>			
Treadmill	2,700	-	-
Decon Washer	5,000	-	-
Floor Buffer	1,200	-	-
<b>Loss Prevention and Investigation (356)</b>			
Light Bar for Staff Vehicle	3,600	-	-
Garage for Fire Safety House	3,200	-	-
<b>Training (357)</b>			
Multi-Media Projector	7,985	-	-
	<u>7,985</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 164,033	\$ 26,000	\$ 26,000

**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 FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 2,586,690	\$ 2,833,388	\$ 3,165,236	\$ 3,132,652	\$ 3,132,652
Operating	2,316,117	2,684,634	2,820,287	2,560,172	2,560,172
Capital	89,249	67,100	204,848	104,750	104,750
<b>TOTAL</b>	<b>\$ 4,992,056</b>	<b>\$ 5,585,122</b>	<b>\$ 6,190,371</b>	<b>\$ 5,797,574</b>	<b>\$ 5,797,574</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Permanent Full-Time	81	80	84	84
Permanent Part-Time	2	2	2	2
Temporary Full-Time	14	14	14	14
Temporary Part-Time				



**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.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 145,614	\$ 152,761	\$ 164,086	\$ 162,720	\$ 162,720
Operating	11,043	35,890	48,557	44,747	44,747
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 156,657</b>	<b>\$ 188,651</b>	<b>\$ 212,643</b>	<b>\$ 207,467</b>	<b>\$ 207,467</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Public Services Director	1	1	1	1
Department Secretary	1	1	1	1
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>3</b>	<b>3</b>

**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, 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).

**DIVISIONAL PERFORMANCE GOALS**

1. Assist the North Carolina DOT with projects and upgrades, which pertain to traffic control devices.
2. Continue preventive maintenance schedules on all traffic control devices.
3. Assist in the Innes Street Vision Project as needed.

**PERFORMANCE MEASURES**

	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>
Miles of pavement markings repainted	70.4	68	35.5	43.9	45

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 264,293	\$ 304,291	\$ 319,059	\$ 316,392	\$ 316,392
Operating	143,372	145,263	165,186	150,423	150,423
Capital	23,714	31,700	6,000	6,000	6,000
<b>TOTAL</b>	<b>\$ 431,379</b>	<b>\$ 481,254</b>	<b>\$ 490,245</b>	<b>\$ 472,815</b>	<b>\$ 472,815</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
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)	4	4	4	4
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Traffic Signal/Signs	\$ 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 from the State of North Carolina through the Powell Bill Fund.

**DIVISIONAL PERFORMANCE GOALS**

**Street Maintenance**

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**

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**

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.

**Leaf/Yard Waste**

The Leaf/Yard Waste Division provides a weekly limb and yard debris collection citywide, and a curbside loose leaf and bagged leaf collection during the fall/winter months.

**Powell Bill Paving & Resurfacing**

The Powell Bill Paving & Resurfacing Division maintains and continuously upgrades the City’s 146 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**

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**

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**

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

**PERFORMANCE MEASURES**

	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>
Miles of streets paved	15.3	15.5	15.3	15.5	15.7
Miles of streets maintained	130	132	127	136	146
Crack sealer put down - pounds	500	2000	3000	N/A	N/A
Pot holes filled	1,100	1,500	1,001	1,550	1550
Driveways	53	88	100	90	99
Sidewalks replaced/repaired - feet	5,500	7,425	6,000	8,000	7500
Curb & gutter - feet	600	1,000	3,000	3,500	2500

## BUDGET REQUEST SUMMARY

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 819,842	\$ 942,750	\$ 1,104,758	\$ 1,080,099	\$ 1,080,099
Operating	823,717	989,156	985,600	879,449	879,449
Capital	7,865	18,200	69,000	44,000	44,000
<b>TOTAL</b>	<b>\$ 1,651,424</b>	<b>\$ 1,950,106</b>	<b>\$ 2,159,358</b>	<b>\$ 2,003,548</b>	<b>\$ 2,003,548</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Administration (000)</b>				
Street Maintenance Manager	1	1	1	1
<b>Street Maintenance (420)</b>				
Street Maintenance Supervisor	1	1	1	1
Equipment Operator I/II	3	2	3	3
Street Maintenance Worker I/II	2	3	2	2
<b>Concrete Construction (421)</b>				
Street Maintenance Supervisor	1	1	1	1
Equipment Operator I/II	1	3	2	2
Street Maintenance Worker I/II	4	2	2	2
<b>Street Cleaning (422)</b>				
Street Maintenance Supervisor	1	1	1	1
Street Maintenance Worker I/II	0	0	1	1
Equipment Operator I/II	5	5	4	4
<b>Limb/Yard Waste Collection (423)</b>				
Equipment Operator I/II	2	1	2	2
Street Maintenance Worker I/II	2	3	2	2
<b>Leaf Collection (424)</b>				
Equipment Operator I/II	1	1	1	1
Street Maintenance Worker I/II	1	1	1	1
<b>Powell Bill-Paving &amp; Resurfacing (426)</b>				
Equipment Operator I/II	1	1	1	1
Street Maintenance Worker I/II	1	1	1	1
<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 <sup>1</sup>	1 <sup>1</sup>
Equipment Operator I/II	0	0	2 <sup>1</sup>	2 <sup>1</sup>
Street Maintenance Worker I/II	0	0	2	2
<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><u>30</u></b>	<b><u>30</u></b>	<b><u>33</u></b>	<b><u>33</u></b>

Note: Positions moved between cost centers

<sup>1</sup> New position

## CAPITAL OUTLAY

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY00-01
<b>Street Administration (000)</b>			
Enclose Equipment Bay	\$ 25,000	\$ -	\$ -
Equipment Storage-Landfill	30,000	30,000	30,000
<b>Street Maintenance (420)</b>			
Wet Sand Blaster	6,000	6,000	6,000
Compactor Tamp	3,000	3,000	3,000
<b>Concrete Construction (421)</b>			
Concrete Saw	1,200	1,200	1,200
<b>Bridge/Winter Maintenance (427)</b>			
Snow Plow	<u>3,800</u>	<u>3,800</u>	<u>3,800</u>
Total Capital Outlay	\$ 69,000	\$ 44,000	\$ 44,000

**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 services to funeral directors and bereaved families in regard to interments and related services.
3. Continue staff development in the areas of equipment operation, work safety, and technical expertise.
4. Assist families with specific requests regarding the care of burial plots.
5. Continue implementation of a comprehensive plan for improvements to sections of Oakwood, and Union Hill/Oakdale Cemeteries.
6. Develop a work plan for improvements to Dixonville Cemetery.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 146,712	\$ 138,617	\$ 151,223	\$ 149,956	\$ 149,956
Operating	55,752	43,515	64,835	53,807	53,807
Capital	1,305	2,650	15,050	8,750	8,750
<b>TOTAL</b>	<b>\$ 203,769</b>	<b>\$ 184,782</b>	<b>\$ 231,108</b>	<b>\$ 212,513</b>	<b>\$ 212,513</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Cemetery Maintenance Supervisor	1	1	1	1
Grounds Maintenance Worker Sr/I/II	3	2	2	2
Small Engine Mechanic	1	0	0	0
Equipment Operator I/II	0	1	1	1
Seasonal Worker (Temp/Full-Time)	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Riding Mower	\$ 1,750	\$ 1,750	\$ 1,750
Office Furniture/Chapel	3,000	1,500	1,500
Paint Chapel	2,500	2,500	2,500
Bay and Garage Doors	3,000	3,000	3,000
Replace Roof Maintenance Garage	<u>4,800</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 15,050</b>	<b>\$ 8,750</b>	<b>\$ 8,750</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 disposition 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.

**DIVISIONAL PERFORMANCE GOALS**

1. Develop a strategy to reduce the number of carts and bins being left on the curb after collection.
2. Implement a plan that ensures the Solid Waste Division can supply service any time of day.
3. Collect data on the impact of operations when annexation is implemented.

**PERFORMANCE GOALS**

	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>
City-collected garbage - tons	9,000	8,200	8,300	8,200	8,200
Commercial garbage collection - tons	7,000	8,000	8,000	13,200	13,400
Residential recycling by calendar year - tons	700	650	799	1,020	1,275
Cardboard collected for recycling - tons	130	450	350	400	400

**BUDGET REQUEST SUMMARY**

	<u>Actual</u> <u>FY98-99</u>	<u>Budgeted</u> <u>FY99-00</u>	<u>Requested</u> <u>FY00-01</u>	<u>Mgr Recommends</u> <u>FY00-01</u>	<u>Adopted</u> <u>FY00-01</u>
Personnel	\$ 354,333	\$ 366,893	\$ 391,560	\$ 380,628	\$ 380,628
Operating	860,888	1,050,262	901,467	900,551	900,551
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,215,221</b>	<b>\$ 1,417,155</b>	<b>\$ 1,293,027</b>	<b>\$ 1,281,179</b>	<b>\$ 1,281,179</b>

**PERSONNEL DETAIL**

<u>Position Title</u>	<u>Authorized</u> <u>FY 98-99</u>	<u>Authorized</u> <u>FY 99-00</u>	<u>Mgr Recommends</u> <u>FY 00-01</u>	<u>Adopted</u> <u>FY 00-01</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>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>

**STATEMENT OF PURPOSE**

The Landscape Operations Division of the Public Services Department provides a centralized resource for implementation of the management and development of City owned landscapes and urban forest resources. The Division also provides staff support to the Salisbury Tree Board; provides management of vegetation on City properties and rights-of-way; and ensure compliance with community standards regarding vegetative nuisances, unsanitary conditions and junked or abandoned vehicles on private property.

**DIVISIONAL PERFORMANCE GOALS**

1. Develop a comprehensive tree management plan including pruning, removal, replacement, new planting, and routine maintenance.
2. Provide staff support to the Salisbury Tree Board for the implementation of goals adopted by the City Council.
3. Assist the Public Services Director in the implementation of interdepartmental projects such as the Community Sports Complex, Greenways, and Citywide Outcomes.
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, work safety, and technical expertise.
6. Seek alternative funding for the public landscape projects including grants, contributions, and public/private partnerships.
7. Provide support staff for the implementation of landscape projects such as City Hall, Cannon Park, Tar Branch, preservation of Robertson/Eastern Gateway Park during East Innes Street bridge reconstruction, and development of downtown streetscapes.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 369,712	\$ 377,286	\$ 402,550	\$ 399,309	\$ 399,309
Operating	155,045	176,946	288,046	225,943	225,943
Capital	6,862	-	58,400	20,000	20,000
<b>TOTAL</b>	<b>\$ 531,619</b>	<b>\$ 554,232</b>	<b>\$ 748,996</b>	<b>\$ 645,252</b>	<b>\$ 645,252</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Landscape (000)</b>				
Landscape Maintenance Manager	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Landscape Maintenance Supervisor	1	1	1	1
Landscape Operations Supervisor	0	0	1 <sup>1</sup>	1 <sup>1</sup>
Grounds Maintenance Supervisor	1	1	1	1
Grounds Maintenance Worker Sr/I/II	7	7	8 <sup>2</sup>	8 <sup>2</sup>
City Code Inspector	1	1	1	1
Seasonal Worker (Temp/Full-Time)	3	3	3	3
<b>Greenway (460)</b>				
Grounds Maintenance Worker I/II	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>15</b>	<b>14</b>	<b>15</b>	<b>15</b>

<sup>1</sup> Position reclassified

<sup>2</sup> New position for contract mowing



### CAPITAL OUTLAY

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Motorola Radios (2)	\$ 6,000	\$ -	\$ -
Toro Landscape System	32,400	-	-
Equipment Storage - Sanitation Bays	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
Total Capital Outlay	\$ 58,400	\$ 20,000	\$ 20,000

**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. Implement the park development strategy made possible by the grant given by the Hurley Foundation and continue with the installation of stone edging around the gardens.
2. Provide staff support to the Hurley Park Advisory Commission for the implementation of goals adopted by the City Council.
3. Maintain records of plantings and donations in conjunction with the Hurley Foundation.
4. Continue staff development in the areas of computer literacy, work safety and technical expertise.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 62,372	\$ 66,105	\$ 67,996	\$ 67,412	\$ 67,412
Operating	19,056	23,501	25,042	19,164	19,164
Capital	11,558	-	30,500	5,500	5,500
<b>TOTAL</b>	<b>\$ 92,986</b>	<b>\$ 89,606</b>	<b>\$ 123,538</b>	<b>\$ 92,076</b>	<b>\$ 92,076</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Park Curator (Perm/Part-Time)	1	1	1	1
Sr. Grounds Maintenance Worker	1	1	1	1
Grounds Maint. Worker (Perm/Part-Time)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Leaf Blower	\$ 500	\$ 500	\$ 500
Aerator	5,000	5,000	5,000
Replace Hurley Park Trailer	<u>25,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 30,500</b>	<b>\$ 5,500</b>	<b>\$ 5,500</b>

**STATEMENT OF PURPOSE**

The Fleet Management Division of the Public Services Department provides 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.

**DIVISIONAL PERFORMANCE GOALS**

1. Increase 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. Increase 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 FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 423,812	\$ 484,685	\$ 564,004	\$ 576,136	\$ 576,136
Operating	86,962	59,819	137,572	125,806	125,806
Capital	37,945	14,550	25,898	20,500	20,500
<b>TOTAL</b>	<b>\$ 548,719</b>	<b>\$ 559,054</b>	<b>\$ 727,474</b>	<b>\$ 722,442</b>	<b>\$ 722,442</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Fleet Service Manager	1	1	1	1
Fleet Service Supervisor	1	1	1	1
Fleet Service Shift Supervisor	1	1	1	1
Parts Supervisor	1	1	0 <sup>1</sup>	0 <sup>1</sup>
Mechanic/Master Mechanic	7	8	8	8
Parts Clerk	0	1	1	1
Senior Office Assistant	<u>1</u>	<u>0</u>	<u>1</u> <sup>1</sup>	<u>1</u> <sup>1</sup>
<b>TOTAL</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>13</b>

<sup>1</sup> Position reclassified

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Crane System	\$ 10,000	\$ 10,000	\$ 10,000
Band Saw	4,848	-	-
Tire Changer	2,900	2,900	2,900
Oil Filter Press	2,500	2,500	2,500
Volt Amp Tester	2,500	2,500	2,500
Floor Jacks	2,000	2,000	2,000
Multimeter	600	600	600
Compression Tester	550	-	-
<b>Total Capital Outlay</b>	<b>\$ 25,898</b>	<b>\$ 20,500</b>	<b>\$ 20,500</b>

**STATEMENT OF PURPOSE**

The Parks and Recreation Department provides the citizens of Salisbury with a variety of leisure services and activities through a system of 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 Parks and Athletic Complex.
2. Continue to develop funding sources for future phases of the Parks and Recreation Project.
5. Continue renovation of existing Parks and Recreation facilities.
6. Complete master plans for individual parks.
7. Identify additional revenue sources for Greenway System construction.
8. Investigate options for building a new gymnasium.
9. Continue a partnership with Rowan County or other organizations to fund a Sports Development Task Force.
10. Develop and design a Hall of Fame at the Salisbury Community Park and Athletic Complex.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 851,265	\$ 1,046,359	\$ 1,142,962	\$ 1,130,713	\$ 1,130,713
Operating	433,299	456,621	558,292	504,696	504,696
Capital	1,289,560	1,150,186	1,156,250	1,154,250	1,154,250
<b>TOTAL</b>	<b>\$ 2,574,124</b>	<b>\$ 2,653,166</b>	<b>\$ 2,857,504</b>	<b>\$ 2,789,659</b>	<b>\$ 2,789,659</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<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>				
Special Facilities & Marketing Manager	1	0	0	0
Civic Center Coordinator	0	1	1	1
Recreation Leader	0	1	1	1
Recreation Aide (Temp/Part-Time)	3	2	2	2
Center Attendant (Perm/Part-Time)	2	2	2	2
Recreation Aide-Summer (Temp/Full-Time)	0	6	6	6
<b>City Park Center (602)</b>				
Recreation Coordinator	1	1	1	1
Recreation Leader	1	1	1	1
Recreation Leader (Perm/Part-Time)	1	0	0	0
Recreation Aide (Temp/Part-Time)	1	2	2	2
Recreation Aide-Summer (Temp/Full-Time)	7	7	7	7

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Miller Center (603)</b>				
Recreation Coordinator	1	1	1	1
Recreation Leader	1	1	1	1
Recreation Leader (Perm/Part-Time)	1	0	0	0
Recreation Aide (Temp/Part-Time)	1	2	2	2
Recreation Aide-Summer (Temp/Full-Time)	7	7	7	7
<b>Buildings &amp; Grounds (604)</b>				
Parks & Recreation Maintenance Manager	1	1	1	1
B & G Maintenance Worker Sr/I/II	5	5	5	5
B & G Maintenance Worker I/II-Greenway	0	1	1	1
Recreation Aide (Temp/Part-Time)	1	1	1	1
<b>Athletic Grounds Maintenance (605)</b>				
Athletic Maintenance Manager	1	1	1	1
B & G Maintenance Worker Sr/I/II	1	3	5 <sup>1</sup>	5 <sup>1</sup>
Recreation Aide (Temp/Part-Time)	1	1	1	1
<b>Athletic Programs (606)</b>				
Recreation Coordinator	1	1	1	1
Center Attendant	1	0	0	0
Recreation Leader	1	2	2	2
Recreation Aide (Temp/Part-Time)	3	3	3	3
Recreation Aide-Summer (Temp/Full-Time)	0	4	4	4
<b>City Wide Programs (607)</b>				
Recreation Coordinator	1	0	0	0
Recreation Aide (Temp/Part-Time)	1	0	0	0
Recreation Aide-Summer (Temp/Full-Time)	4	0	0	0
<b>Public Relations/Marketing (607)</b>				
Marketing & Community Relations Manager	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>53</b>	<b>61</b>	<b>63</b>	<b>63</b>

<sup>1</sup> Additions denote new positions

## CAPITAL OUTLAY

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Civic Center (601)</b>			
Weight Room Equipment	\$ 4,000	\$ 2,000	\$ 2,000
<b>Buildings and Grounds (604)</b>			
Handheld Radio	2,900	2,900	2,900
Restroom/Concession Building	500,000	500,000	500,000
Grant Match - Shelter/Playstructures	100,000	100,000	100,000
Salisbury West Complex	400,000	400,000	400,000
Neighborhood Park Renovation	40,000	40,000	40,000
Playstructure Replacements	14,000	14,000	14,000
Civic Center Lot Pavement	15,000	15,000	15,000
Kelsey Scott Lot Pavement (Expansion)	7,000	7,000	7,000
City Park Renovation (Tennis Complex)	16,000	16,000	16,000
Park Gates	4,000	4,000	4,000
Park Equipment	8,000	8,000	8,000
Sidewalk Replace/Add	3,000	3,000	3,000
Bank Shots (2)	40,000	40,000	40,000
<b>Athletic Field Maintenance (605)</b>			
Steel Doors (2)	650	650	650
Restroom Stalls	1,700	1,700	1,700
Total Capital Outlay	\$ 1,156,250	\$ 1,154,250	\$ 1,154,250

**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 FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	160,282	160,282	203,982	160,282	160,282
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 160,282</b>	<b>\$ 160,282</b>	<b>\$ 203,982</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 FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
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 FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	783,462	795,980	829,012	829,012	829,012
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 783,462</b>	<b>\$ 795,980</b>	<b>\$ 829,012</b>	<b>\$ 829,012</b>	<b>\$ 829,012</b>

**CITY OF SALISBURY**

**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2001  
With Estimated Actual for Year Ending June 30, 2000 and  
Actual for Year Ended June 30, 1999

	<u>1999</u> <u>Actual</u>	<u>2000</u> <u>Estimate</u>	<u>2001</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 63,663	\$ 30,000	\$ 15,000
Other	4,400	26,000	-
Total revenues	<u>\$ 68,063</u>	<u>\$ 56,000</u>	<u>\$ 15,000</u>
 OTHER FINANCING SOURCES:			
Operating transfer from General Fund	<u>\$ 906,880</u>	<u>\$ 1,128,778</u>	<u>\$ 1,284,776</u>
 Total revenues and other financing sources	<u>\$ 974,943</u>	<u>\$ 1,184,778</u>	<u>\$ 1,299,776</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 FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	160,666	140,516
Capital	<u>1,374,956</u>	<u>1,348,450</u>	<u>2,837,110</u>	<u>1,139,110</u>	<u>1,159,260</u>
<b>TOTAL</b>	<b>\$ 1,374,956</b>	<b>\$ 1,348,450</b>	<b>\$ 2,837,110</b>	<b>\$ 1,299,776</b>	<b>\$ 1,299,776</b>

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>City Manager</b>			
Computer Equipment	\$ 9,000	\$ 9,000	\$ 9,000
<b>Human Resources</b>			
Computer Equipment	\$ 11,500	\$ 11,500	\$ 11,500
<b>Finance - Information Technologies</b>			
Computer Equipment	\$ 180,240	\$ 180,240	\$ 180,240
Replace #620-Sedan with Van	<u>23,500</u>	<u>21,500</u>	<u>21,500</u>
Total Capital Outlay	\$ 203,740	\$ 201,740	\$ 201,740
<b>Finance - Administration</b>			
Computer Equipment	\$ 10,500	\$ 10,500	\$ 10,500
<b>Land Mgmt &amp; Development - Planning &amp; Community Development</b>			
Computer Equipment	\$ 24,000	\$ 24,000	\$ 24,000
<b>Land Mgmt &amp; Development - Development Services</b>			
Computer Equipment	\$ 8,000	\$ 8,000	\$ 8,000
<b>Land Management &amp; Development - Engineering</b>			
Computer Equipment	\$ 16,500	\$ 16,500	\$ 16,500
Replace #630-Pickup Truck, Extended Cab	<u>18,500</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 35,000	\$ 16,500	\$ 16,500
<b>City Office Buildings</b>			
Computer Equipment	\$ 1,500	\$ 1,500	\$ 1,500

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Police</b>			
Computer Equipment	\$ 75,300	\$ 97,800	\$ 97,800
In-Car Camera Units - Six	-	-	20,150
Replace #80-Van	22,500	-	-
Replace #94-Investigation Vehicle	22,500	-	-
Replace #31-Patrol Vehicle	22,500	-	-
Replace #33-Patrol Vehicle	22,500	-	-
Replace #45-Patrol Vehicle	22,500	-	-
Replace #92-Patrol Vehicle	22,500	-	-
Replace #76-Patrol Vehicle	22,500	24,500	24,500
Replace #77-Patrol Vehicle	22,500	24,500	24,500
Replace #95-Patrol Vehicle	22,500	24,500	24,500
Replace #97-Patrol Vehicle	22,500	24,500	24,500
New Vehicle for School Resource Officer	22,500	24,500	24,500
Total Capital Outlay	\$ 322,800	\$ 220,300	\$ 240,450
<b>Fire</b>			
Computer Equipment	\$ 31,300	\$ 31,300	\$ 31,300
Replace #500-Sedan	23,650	23,650	23,650
Replace #519-Fire Command Unit	350,000	-	-
Replace #521-Pumper	475,000	-	-
Replace #517-Ladder	750,000	-	-
Total Capital Outlay	\$ 1,629,950	\$ 54,950	\$ 54,950
<b>Public Services - Traffic Operations</b>			
Computer Equipment	\$ 7,000	\$ 7,000	\$ 7,000
Replace #609-Utility Trailer	2,300	2,300	2,300
Total Capital Outlay	\$ 9,300	\$ 9,300	\$ 9,300
<b>Public Services - Administration</b>			
Computer Equipment	\$ 2,000	\$ 2,000	\$ 2,000
<b>Public Services - Street</b>			
Computer Equipment	\$ 800	\$ 800	\$ 800
Replace #360-Pickup Truck, Crew Cab	30,000	30,000	30,000
Replace #310-Dump Truck	55,000	55,000	55,000
Leaf Machine-Replacement	25,000	25,000	25,000
Street Sweeper-Additional	130,000	130,000	130,000
Sidewalk Sweeper-Additional	23,000	23,000	23,000
Vibratory Roller-Additional	45,000	45,000	45,000
Total Capital Outlay	\$ 308,800	\$ 308,800	\$ 308,800
<b>Public Services - Landscape Operations</b>			
Computer Equipment	\$ 3,000	\$ 3,000	\$ 3,000
<b>Public Services - Hurley Park</b>			
Computer Equipment	\$ 1,500	\$ 1,500	\$ 1,500

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Public Services - Fleet</b>			
Computer Equipment	\$ 4,500	\$ 4,500	\$ 4,500
Capital Reserve	<u>-</u>	<u>160,666</u>	<u>140,516</u>
Total Capital Outlay	\$ 6,000	\$ 165,166	\$ 145,016
<b>Parks &amp; Recreation</b>			
Computer Equipment	\$ 24,000	\$ 24,000	\$ 24,000
Front Cut Reel Mower-Replacement	35,000	35,000	35,000
3/4 Ton Ext Cab Pickup Truck-Additional	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Total Capital Outlay	\$ 84,000	\$ 84,000	\$ 84,000
<b>Debt Service</b>			
Principal and Interest	\$ 168,020	\$ 168,020	\$ 168,020

**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2001  
With Estimated Actual for the Year Ending June 30, 2000 and  
Actual for the Year Ended June 30, 1999

	<b>1999</b>	<b>2000</b>	<b>2001</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	<u>\$ 11,537,582</u>	<u>\$ 14,047,571</u>	<u>\$ 14,097,563</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 271,509	\$ 210,000	\$ 210,000
Miscellaneous revenues	<u>255,416</u>	<u>170,500</u>	<u>170,500</u>
Total nonoperating revenues	<u>\$ 526,925</u>	<u>\$ 380,500</u>	<u>\$ 380,500</u>
<b>OTHER FINANCING SOURCES:</b>			
Contributed Capital	<u>\$ 1,660,081</u>	<u>\$ 4,500,000</u>	<u>\$ -</u>
Total revenues and other financing sources	<u>\$ 13,724,588</u>	<u>\$ 18,928,071</u>	<u>\$ 14,478,063</u>

**CITY OF SALISBURY**  
**FY 2000-2001 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	<b>Actual FY 98-99</b>	<b>Budgeted FY 99-00</b>	<b>Requested FY 00-01</b>	<b>Mgr Recommends FY 00-01</b>	<b>Adopted FY 00-01</b>
<b>REVENUE</b>	\$ 13,724,588	\$ 14,337,737	\$ 14,428,071	\$ 14,478,063	\$ 14,478,063
<b>EXPENSES</b>	<b>Actual FY 98-99</b>	<b>Budgeted FY 99-00</b>	<b>Requested FY 00-01</b>	<b>Mgr Recommends FY 00-01</b>	<b>Adopted FY 00-01</b>
<b>UTILITIES MGT &amp; ADMINISTRATION</b>					
Personnel	\$ 552,215	\$ 587,368	\$ 654,905	\$ 552,252	\$ 552,252
Operations	4,374,934	2,056,174	2,098,744	1,961,242	1,961,242
Capital	-	44,916	12,900	-	-
<b>TOTAL</b>	\$ 4,927,149	\$ 2,688,458	\$ 2,766,549	\$ 2,513,494	\$ 2,513,494
<b>WATER RESOURCES</b>					
Personnel	\$ 1,176,199	\$ 337,839	\$ 354,651	\$ 351,763	\$ 351,763
Operations	1,335,800	495,109	529,987	475,881	475,881
Capital	-	-	10,000	10,000	10,000
<b>TOTAL</b>	\$ 2,511,999	\$ 832,948	\$ 894,638	\$ 837,644	\$ 837,644
<b>WATER &amp; SEWER MAINT. &amp; CONST.</b>					
Personnel	\$ 998,876	\$ 768,086	\$ 799,419	\$ 792,087	\$ 792,087
Operations	2,141,792	1,919,092	2,198,076	1,985,080	1,985,080
Capital	-	378,424	542,100	524,000	524,000
<b>TOTAL</b>	\$ 3,140,668	\$ 3,065,602	\$ 3,539,595	\$ 3,301,167	\$ 3,301,167
<b>TECHNICAL SERVICES</b>					
Personnel	\$ -	\$ 326,706	\$ 345,472	\$ 342,618	\$ 342,618
Operations	-	90,326	104,136	87,271	87,271
Capital	-	1,800	23,750	1,595	1,595
<b>TOTAL</b>	\$ -	\$ 418,832	\$ 473,358	\$ 431,484	\$ 431,484
<b>WASTEWATER TREATMENT</b>					
Personnel	\$ -	\$ 592,011	\$ 647,743	\$ 642,110	\$ 642,110
Operations	-	915,521	969,739	900,801	900,801
Capital	-	800	-	-	-
<b>TOTAL</b>	\$ -	\$ 1,508,332	\$ 1,617,482	\$ 1,542,911	\$ 1,542,911
<b>METER SERVICES</b>					
Personnel	\$ -	\$ 313,799	\$ 328,726	\$ 325,995	\$ 325,995
Operations	-	73,574	81,800	75,592	75,592
Capital	-	5,800	36,000	-	-
<b>TOTAL</b>	\$ -	\$ 393,173	\$ 446,526	\$ 401,587	\$ 401,587
<b>FACILITIES MAINTENANCE</b>					
Personnel	\$ 434,502	\$ 506,273	\$ 530,088	\$ 525,194	\$ 525,194
Operations	925,871	876,474	874,242	780,320	780,320
Capital	-	-	1,500	1,500	1,500
<b>TOTAL</b>	\$ 1,360,373	\$ 1,382,747	\$ 1,405,830	\$ 1,307,014	\$ 1,307,014

	Actual FY 98-99		Budgeted FY 99-00		Requested FY 00-01		Mgr Recommends FY 00-01		Adopted FY 00-01	
<b>DEBT SERVICE</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,560,051		3,111,562		4,142,762		4,142,762		4,142,762
Capital		-		-		-		-		-
TOTAL	\$	1,560,051	\$	3,111,562	\$	4,142,762	\$	4,142,762	\$	4,142,762
<b>CAPITAL PROJECTS</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		936,083		-		-		-
TOTAL	\$	-	\$	936,083	\$	-	\$	-	\$	-
<b>GRAND TOTAL</b>										
Personnel	\$	3,161,792	\$	3,432,082	\$	3,661,004	\$	3,532,019	\$	3,532,019
Operations		10,338,448		9,537,832		10,999,486		10,408,949		10,408,949
Capital		-		1,367,823		626,250		537,095		537,095
TOTALS	\$	13,500,240	\$	14,337,737	\$	15,286,740	\$	14,478,063	\$	14,478,063

**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.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Assist in cooperative effort with County to extend water and sewer to growth corridors.
2. Continue implementation of the 201 Sewer Facility Plan and major water capital improvement projects.
3. Complete the Town of Spencer consolidation feasibility study, and if appropriate, come to an agreement on transfer of assets and operations.
4. Revise and improve uniform construction standards.
5. Implement and maintain a comprehensive back-flow prevention program.
6. Maintain and update a GIS database of the utility system.
7. Maintain and update a system-wide hydraulic model.
8. Produce the plans and specifications of water and sewer extension projects.
9. Provide construction management for water and sewer extension projects.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 552,215	\$ 587,368	\$ 654,905	\$ 552,252	\$ 552,252
Operating	4,374,934	2,056,174	2,098,744	1,961,242	1,961,242
Capital	-	44,916	12,900	-	-
<b>TOTAL</b>	<b>\$ 4,927,149</b>	<b>\$ 2,688,458</b>	<b>\$ 2,766,549</b>	<b>\$ 2,513,494</b>	<b>\$ 2,513,494</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Administration (100)</b>				
Utilities Director	1	1	1	1
Assistant Utilities Director	1	1	1	1
Productivity Analyst	1	1	1	1
Department Secretary	1	1	1	1
Senior Office Assistant	1	0 <sup>1</sup>	0	0
Safety Specialist	1	0 <sup>2</sup>	0	0
<b>Utilities Engineering (800)</b>				
Utilities Engineering Manager	0	1	1	1
Utilities Engineer I/II/III	1	1	1	1
Senior Office Assistant	0	1 <sup>1</sup>	1	1
Engineering Technician I/II/III	1	2 <sup>3</sup>	2	2
Utilities Inspection/Location Specialist	0	2 <sup>3</sup>	0 <sup>4</sup>	0 <sup>4</sup>
SCADA Technician	0	0	1 <sup>5</sup>	1 <sup>5</sup>
Co-Op (Temp/Full-Time)	0	1	1	1
<b>TOTAL</b>	<b>8</b>	<b>12</b>	<b>11</b>	<b>11</b>

<sup>1</sup> Transferred between cost centers      <sup>2</sup> Transferred to General Fund  
<sup>3</sup> Transferred from Utilities Maintenance and Construction  
<sup>4</sup> Reduction in workforce  
<sup>5</sup> New position

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Utility Administration (100)</b>			
GPS Mapping Unit	\$ 12,000	\$ -	\$ -
Digital Camera	<u>800</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 800	\$ -	\$ -



**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. Continue the evaluation of expanding the treatment capacity of the Water Plant from 12 MGD to 18 MGD.
2. Adjust operational process measures to meet new SDWA Regulations.
3. Comply with new EPA Clean Air Act regulations concerning chlorine safety.
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.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 1,176,199	\$ 337,839	\$ 354,651	\$ 351,763	\$ 351,763
Operating	1,335,800	495,109	529,987	475,881	475,881
Capital	-	-	10,000	10,000	10,000
<b>TOTAL</b>	<b>\$ 2,511,999</b>	<b>\$ 832,948</b>	<b>\$ 894,638</b>	<b>\$ 837,644</b>	<b>\$ 837,644</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Administration (100)</b>				
Water Resources Manager	1	0 <sup>1</sup>	0	0
Senior Office Assistant	.5 <sup>2</sup>	0 <sup>1</sup>	0	0
<b>Water Treatment Plant (811)</b>				
Water Plant Supervisor	1	1	1	1
Senior Plant Operator	1	1	1	1
Senior Office Assistant	0	.5 <sup>1,2</sup>	.5 <sup>2</sup>	.5 <sup>2</sup>
Water Resources Manager	0	1 <sup>1</sup>	1	1
Water Plant Operator I/II	4	4	4	4
Laboratory Analyst	0	1 <sup>3</sup>	1	1
<b>Technical Services (900)</b>				
Technical Services Manager	1	0 <sup>3</sup>	0	0
Laboratory Supervisor	1	0 <sup>3</sup>	0	0
Regulatory Compliance Technician	1	0 <sup>3</sup>	0	0
Laboratory Analyst	5	0 <sup>3</sup>	0	0
Industrial Pretreatment Coordinator	1	0 <sup>3</sup>	0	0
<b>Town Creek WWTP (901)</b>				
Wastewater Treatment Supervisor	.5 <sup>3</sup>	0 <sup>4</sup>	0	0
Wastewater Plant Operator	5	0 <sup>4</sup>	0	0
<b>Grant Creek WWTP (902)</b>				
Wastewater Treatment Supervisor	.5 <sup>3</sup>	0 <sup>4</sup>	0	0
Wastewater Plant Operator	5	0 <sup>4</sup>	0	0
<b>Residuals Management (903)</b>				
Residuals Management Supervisor	1	0 <sup>4</sup>	0	0
Residuals Operator	<u>4</u>	<u>0<sup>4</sup></u>	<u>0</u>	<u>0</u>
TOTAL	32.5	8.5	8.5	8.5

<sup>1</sup> Transferred between divisions

<sup>2</sup> Split with Facilities Maintenance

<sup>3</sup> One position transferred to Water Treatment Plant, four positions to Technical Services Department

<sup>4</sup> Transferred to Wastewater Treatment

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Water Treatment (811)</b>			
Hach Spectrophotometer	\$ 7,000	\$ 7,000	\$ 7,000
Rate of Flow/Head Loss Meters	1,000	1,000	1,000
pH Meter	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
Total Capital Outlay	\$ 10,000	\$ 10,000	\$ 10,000

**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. Implement an inflow and infiltration preventive maintenance program.
2. Implement a water main flushing program.

**PERFORMANCE MEASURES**

	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>
Change out or add 5/8" thru 1" water meters	386	497	716	995	900
Change out or add 1-1/2" & 2" water meters	4	7	24	24	30
Change out or add 3" or larger water meters	2	2	3	4	6
Install check valves on existing water services	531	499	635	712	528
Install water taps	255	328	380	358	442
Replace/install fire hydrants	25	19	18	11	20
Replace water valves	46	29	46	30	60
Clean and TV inspect sewer lines - feet	291,500	237,500	281,000	260,000	260,000
Install sewer taps	154	182	107	176	134

**BUDGET REQUEST SUMMARY**

	<u>Actual</u> <u>FY98-99</u>	<u>Budgeted</u> <u>FY99-00</u>	<u>Requested</u> <u>FY00-01</u>	<u>Mgr Recommends</u> <u>FY00-01</u>	<u>Adopted</u> <u>FY00-01</u>
Personnel	\$ 998,876	\$ 768,086	\$ 799,419	\$ 792,087	\$ 792,087
Operating	2,141,792	1,919,092	2,198,076	1,985,080	1,985,080
Capital	-	378,424	542,100	524,000	524,000
<b>TOTAL</b>	<b>\$ 3,140,668</b>	<b>\$ 3,065,602</b>	<b>\$ 3,539,595</b>	<b>\$ 3,301,167</b>	<b>\$ 3,301,167</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Administration (100)</b>				
Utility Maintenance Manager	1	1	1	1
Utility Inspection/Location Specialist	1	0 <sup>1</sup>	0	0
Senior Office Assistant	1	2 <sup>2</sup>	2	2
Inventory Control Specialist	1	1	1	1
Maintenance Scheduler	0	1 <sup>3</sup>	1	1
Office Assistant (Perm/Part-Time)	1	0 <sup>2</sup>	0	0
<b>Distribution Maint. &amp; Const. (850)</b>				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	1	3 <sup>3</sup>	3	3
Seasonal Workers (Temp/Full-Time)	0	2 <sup>3</sup>	2	2
<b>New Water/Sewer Connections (851)</b>				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	2	2	2	2
<b>Meter Maintenance (852)</b>				
Meter Maintenance Supervisor	1	0 <sup>4</sup>	0	0
Meter Mechanic	2	0 <sup>4</sup>	0	0
<b>Water/Sewer Service Replacement (853)</b>				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	2	2	2	2
<b>Preventive Maintenance (854)</b>				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	3	3	4 <sup>3</sup>	4 <sup>3</sup>
<b>Meter Reading (855)</b>				
Meter Services Manager	1	0 <sup>5</sup>	0	0
Meter Reading Supervisor	1	0 <sup>5</sup>	0	0
Meter Reader	4	0 <sup>5</sup>	0	0
<b>Collection Maint. &amp; Construction (856)</b>				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	4	4	3 <sup>3</sup>	3 <sup>3</sup>
Utility Maintenance Supervisor	2	0 <sup>6</sup>	0	0
<b>Water Valves (858)</b>				
Equipment Operator I/II	1	0 <sup>7</sup>	0	0
Utilities Maintenance Technician	1	0 <sup>3</sup>	0	0
<b>Fire Hydrants (859)</b>				
Utility Maintenance Supervisor	1	0 <sup>3</sup>	0	0
Utilities Maintenance Technician	2	0 <sup>3</sup>	0	0
Seasonal Worker (Temp/Full-Time)	<u>2</u>	<u>0<sup>3</sup></u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>40</b>	<b>26</b>	<b>26</b>	<b>26</b>

<sup>1</sup> Transferred to Administration - Engineering

<sup>2</sup> Part-time position to full-time

<sup>3</sup> Transferred between cost centers/reclassified

<sup>4</sup> Transferred to Meter Services - Meter Maintenance

<sup>5</sup> Transferred to Meter Services - Meter Reading

<sup>6</sup> Transferred to Administration - Engineering and reclassified

<sup>7</sup> Transferred to Meter Services - Meter Reading and reclassified

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Water Distribution Maintenance (850)</b>			
Hydra-Stop	\$ 17,000	\$ 17,000	\$ 17,000
<b>New Construction (851)</b>			
Hydraulic Power Unit	7,500	-	-
<b>Service Replacement (853)</b>			
Hydraulic Power Unit	7,000	7,000	7,000
<b>Preventative Maintenance (854)</b>			
Portable Flow Monitor	7,100	-	-
<b>Sewer Collection Maintenance (856)</b>			
Gas Detector	3,500	-	-
<b>Water &amp; Sewer Extensions (857)</b>			
Water Line Extension	250,000	250,000	250,000
Sewer Line Extension	250,000	250,000	250,000
Total Capital Outlay	<u>\$ 542,100</u>	<u>\$ 524,000</u>	<u>\$ 524,000</u>

**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.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ -	\$ 326,706	\$ 345,472	\$ 342,618	\$ 342,618
Operating	-	90,326	104,136	87,271	87,271
Capital	-	1,800	23,750	1,595	1,595
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 418,832</b>	<b>\$ 473,358</b>	<b>\$ 431,484</b>	<b>\$ 431,484</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Technical Services Manager	0	1 <sup>1</sup>	1	1
Laboratory Supervisor	0	1 <sup>1</sup>	1	1
Regulatory Compliance Technician	0	1 <sup>1</sup>	1	1
Laboratory Analyst	0	4 <sup>1</sup>	4	4
Industrial Pretreatment Coordinator	0	1 <sup>1</sup>	1	1
Senior Office Assistant	0	.5 <sup>2</sup>	.5 <sup>2</sup>	.5 <sup>2</sup>
<b>TOTAL</b>	<b>0</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>

<sup>1</sup> Transferred from Water Resources – Technical Services

<sup>2</sup> Split with Wastewater Treatment – Administration

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Composite Sampler, GLS	\$ 1,595	\$ 1,595	\$ 1,595

**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 which complies with all environmental regulations.
2. Investigate alternatives for biosolid processing and thickening.
3. Continue application of residual solids on approved acreage.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ -	\$ 592,011	\$ 647,743	\$ 642,110	\$ 642,110
Operating	-	915,521	969,739	900,801	900,801
Capital	-	800	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 1,508,332</b>	<b>\$ 1,617,482</b>	<b>\$ 1,542,911</b>	<b>\$ 1,542,911</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Administration (100)</b>				
Wastewater Treatment Manager	0	1 <sup>1</sup>	1	1
Senior Office Assistant	0	.5 <sup>2</sup>	.5 <sup>2</sup>	.5 <sup>2</sup>
<b>Town Creek WWTP (901)</b>				
Wastewater Plant Operator	0	5 <sup>1</sup>	5	5
<b>Grant Creek WWTP (902)</b>				
Wastewater Plant Operator	0	5 <sup>1</sup>	5	5
<b>Residuals Management (903)</b>				
Residuals Manager	0	0	1 <sup>3</sup>	1 <sup>3</sup>
Residuals Supervisor	0	1 <sup>1</sup>	0 <sup>3</sup>	0 <sup>3</sup>
Residuals Operator	0	4 <sup>1</sup>	4	4
<b>TOTAL</b>	<b>0</b>	<b>16.5</b>	<b>16.5</b>	<b>16.5</b>

<sup>1</sup> Transferred from Water Resources Department

<sup>2</sup> Split with Technical Services Department

<sup>3</sup> Position upgraded to Manager in FY01

**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.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ -	\$ 313,799	\$ 328,726	\$ 325,995	\$ 325,995
Operating	-	73,574	81,800	75,592	75,592
Capital	-	5,800	36,000	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 393,173</b>	<b>\$ 446,526</b>	<b>\$ 401,587</b>	<b>\$ 401,587</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Meter Maintenance (852)</b>				
Meter Maintenance Supervisor	0	1 <sup>1</sup>	1	1
Meter Mechanic	0	2 <sup>1</sup>	2	2
<b>Meter Reading (855)</b>				
Meter Services Manager	0	1 <sup>1</sup>	1	1
Meter Reading Supervisor	0	1 <sup>1</sup>	1	1
Meter Reader	<u>0</u>	<u>5<sup>1</sup></u>	<u>5</u>	<u>5</u>
<b>TOTAL</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>10</b>

<sup>1</sup> Transferred from Utilities Maintenance and Construction

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Meter Maintenance (852)</b>			
Gas Detector	\$ 3,500	\$ -	\$ -
Flow Search	6,000	-	-
<b>Meter Reading (855)</b>			
Mobile Data Terminals	14,000	-	-
Gas Detector	3,500	-	-
Radix Unit	6,000	-	-
Portable Radios	<u>3,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 36,000</b>	<b>\$ -</b>	<b>\$ -</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 and Granite Quarry sewer systems.
2. Work with Water/Sewer Division to identify leaks to correct infiltration problems and reduce spills.
3. Keep the plant process running efficiently by maintaining the treatment plant equipment.
4. Work with the plant personnel, engineers, and contractors in the renovation of the Water Plant.

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 434,502	\$ 506,273	\$ 530,088	\$ 525,194	\$ 525,194
Operating	925,871	876,474	874,242	780,320	780,320
Capital	-	-	1,500	1,500	1,500
<b>TOTAL</b>	<b>\$ 1,360,373</b>	<b>\$ 1,382,747</b>	<b>\$ 1,405,830</b>	<b>\$ 1,307,014</b>	<b>\$ 1,307,014</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Administration (000)</b>				
Plants Maintenance Manager	1	1	1	1
Senior Office Assistant	.5 <sup>1</sup>	.5 <sup>1</sup>	.5 <sup>1</sup>	.5 <sup>1</sup>
<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	2	2	2	2
<b>F.M. Water Maintenance (850)</b>				
Plants Maintenance Supervisor	1	1	1	1
<b>F.M. Sewer Maintenance (856)</b>				
Plants Maintenance Technician	2	2	2	2
<b>F.M. Town Creek WWTP (901)</b>				
Plants Maintenance Supervisor	1	1	1	1
Plants Maintenance Technician	1	1	1	1
<b>F.M. Grant Creek WWTP (902)</b>				
Plants Maintenance Supervisor	1	1	1	1
Plants Maintenance Technician	2	2	2	2
<b>F.M. Residuals Management (903)</b>				
Plants Maintenance Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>

<sup>1</sup> Split with Water Resources

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>F.M. Water Distribution Maintenance (850)</b>			
Light Bar	\$ 750	\$ 750	\$ 750
<b>F.M. Sewer Maintenance (856)</b>			
Light Bar	<u>750</u>	<u>750</u>	<u>750</u>
Total Capital Outlay	\$ 1,500	\$ 1,500	\$ 1,500

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,560,051	3,111,562	4,142,762	4,142,762	4,142,762
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,560,051</b>	<b>\$ 3,111,562</b>	<b>\$ 4,142,762</b>	<b>\$ 4,142,762</b>	<b>\$ 4,142,762</b>

**DEPARTMENT - Capital Projects**

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	-	936,083	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 936,083</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, 2001  
With Estimated Actual for the Year Ending June 30, 2000 and  
Actual for the Year Ended June 30, 1999

	<u>1999</u> <u>Actual</u>	<u>2000</u> <u>Estimate</u>	<u>2001</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 20,042	\$ 21,000	\$ -
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	<u>245,919</u>	<u>277,969</u>	<u>304,265</u>
Total revenues and other financing sources	<u>\$ 265,961</u>	<u>\$ 298,969</u>	<u>\$ 304,265</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 FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	209,465	209,465
Capital	159,943	294,696	429,450	94,800	94,800
<b>TOTAL</b>	<b>\$ 159,943</b>	<b>\$ 294,696</b>	<b>\$ 429,450</b>	<b>\$ 304,265</b>	<b>\$ 304,265</b>

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Administration</b>			
Computer Equipment	\$ 6,000	\$ 6,000	\$ 6,000
Capital Reserve	-	209,465	209,465
Total Capital Outlay	\$ 6,000	\$ 215,465	\$ 215,465
<b>Utilities Engineering</b>			
Computer Equipment	\$ 1,500	\$ 1,500	\$ 1,500
Replace #672-Pickup Truck	23,650	23,650	23,650
Replace #674-Pickup Truck	23,650	23,650	23,650
Total Capital Outlay	\$ 48,800	\$ 48,800	\$ 48,800
<b>Maintenance &amp; Construction</b>			
Computer Equipment	\$ 1,500	\$ 1,500	\$ 1,500
Replace #425-Jet/Vac Truck	188,000	-	-
Total Capital Outlay	\$ 189,500	\$ 1,500	\$ 1,500
<b>Meter Services</b>			
Computer Equipment	\$ 1,500	\$ 1,500	\$ 1,500
Pickup Truck-Additional	18,500	-	-
Total Capital Outlay	\$ 20,000	\$ 1,500	\$ 1,500
<b>Water Resources</b>			
Computer Equipment	\$ 1,500	\$ 1,500	\$ 1,500
Replace #763-Pickup Truck	19,000	19,000	19,000
Pickup Truck 4x4-Additional	35,000	-	-
Total Capital Outlay	\$ 55,500	\$ 20,500	\$ 20,500

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
<b>Technical Services</b>			
Computer Equipment	\$ 6,000	\$ 6,000	\$ 6,000
Pickup Truck 4x4-Additional	24,500	-	-
Total Capital Outlay	\$ 30,500	\$ 6,000	\$ 6,000
<b>Facilities Maintenance</b>			
Dump Truck-Additional	\$ 45,000	\$ -	\$ -
<b>Wastewater Treatment Plant</b>			
Computer Equipment	\$ 10,500	\$ 10,500	\$ 10,500
Replace #704-SUV	23,650	-	-
Total Capital Outlay	\$ 34,150	\$ 10,500	\$ 10,500



**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2001  
With Estimated Actual for the Year Ending June 30, 2000 and  
Actual for the Year Ended June 30, 1999

	<u>1999</u> <u>Actual</u>	<u>2000</u> <u>Estimate</u>	<u>2001</u> <u>Budget</u>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 75,879	\$ 80,200	\$ 82,326
<b>NONOPERATING REVENUES:</b>			
Intergovernmental	\$ 238,275	\$ 223,683	\$ 229,033
Miscellaneous revenues	18,947	17,605	19,500
Total nonoperating revenues	<u>\$ 257,222</u>	<u>\$ 241,288</u>	<u>\$ 248,533</u>
<b>OTHER FINANCING SOURCES:</b>			
Contributed Capital	\$ 17,569	\$ 720	\$ 4,194
Operating Transfer from General Fund	160,282	160,282	160,282
Total other financing sources	<u>\$ 177,851</u>	<u>\$ 161,002</u>	<u>\$ 164,476</u>
Total revenues and other financing sources	<u>\$ 510,952</u>	<u>\$ 482,490</u>	<u>\$ 495,335</u>



**CITY OF SALISBURY**  
**FY 2000-2001 BUDGET SUMMARY**  
**TRANSIT FUND**

	<b>Actual FY 98-99</b>	<b>Budgeted FY 99-00</b>	<b>Requested FY 00-01</b>	<b>Mgr Recommends FY 00-01</b>	<b>Adopted FY 00-01</b>
<b>REVENUE</b>	\$ 510,952	\$ 473,685	\$ 484,180	\$ 495,335	\$ 495,335
<b>EXPENSES</b>	<b>Actual FY 98-99</b>	<b>Budgeted FY 99-00</b>	<b>Requested FY 00-01</b>	<b>Mgr Recommends FY 00-01</b>	<b>Adopted FY 00-01</b>
<b>TRANSIT - OPERATIONS</b>					
Personnel	\$ 260,072	\$ 274,636	\$ 300,161	\$ 297,695	\$ 297,695
Operations	66,293	89,297	107,283	82,293	82,293
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ 326,365	\$ 363,933	\$ 407,444	\$ 379,988	\$ 379,988
<b>TRANSIT - ADMINISTRATION</b>					
Personnel	\$ 82,695	\$ 86,863	\$ 91,841	\$ 91,051	\$ 91,051
Operations	68,340	22,089	20,836	19,636	19,636
Capital	-	-	-	-	-
<b>TOTAL</b>	\$ 151,035	\$ 108,952	\$ 112,677	\$ 110,687	\$ 110,687
<b>TRANSIT - CAPITAL</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	-	-	-	-	-
Capital	4,075	800	7,760	4,660	4,660
<b>TOTAL</b>	\$ 4,075	\$ 800	\$ 7,760	\$ 4,660	\$ 4,660
<b>GRAND TOTAL</b>					
Personnel	\$ 342,767	\$ 361,499	\$ 392,002	\$ 388,746	\$ 388,746
Operations	134,633	111,386	128,119	101,929	101,929
Capital	4,075	800	7,760	4,660	4,660
<b>TOTALS</b>	\$ 481,475	\$ 473,685	\$ 527,881	\$ 495,335	\$ 495,335

**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.

**DIVISIONAL PERFORMANCE GOALS**

1. Implement recommendations outlined in the Transportation Developmental Plan.
2. Continue participation on the Salisbury/Spencer Trolley Link Committee including assistance with developing private operator contracts, maintenance of trolleys, storage of trolleys, and other assistance as needed.
3. Update web site to include revisions to fixed route and ADA systems.
4. Update the Americans with Disabilities Act Plan (ADA) by implementing new or altered policy regulations.
5. Participate in the development of a transportation plan sponsored by Cabarrus County and Southern Rowan County Metropolitan Planning Organization (MPO).
6. Install low priority Opticom emitters on buses to enhance on-time performance.

	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>
Passenger Trips	203,676	169,911	167,161	158,758	161,479
ADA Passengers	6,358	3,791	4,396	6,424	6,866

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 82,695	\$ 86,863	\$ 91,841	\$ 91,051	\$ 91,051
Operating	68,340	22,089	20,836	19,636	19,636
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 151,035</b>	<b>\$ 108,952</b>	<b>\$ 112,677</b>	<b>\$ 110,687</b>	<b>\$ 110,687</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Transit Manager	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

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

**651**

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 260,072	\$ 274,636	\$ 300,161	\$ 297,695	\$ 297,695
Operating	66,293	89,297	107,283	82,293	82,293
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 326,365</b>	<b>\$ 363,933</b>	<b>\$ 407,444</b>	<b>\$ 379,988</b>	<b>\$ 379,988</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Transit Operator	6	6	6	6
Mechanic/Master Mechanic	2	2	2	2
Transit Operator (Temp/Part-Time)	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

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

**653**

**BUDGET REQUEST SUMMARY**

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	4,075	800	7,760	4,660	4,660
<b>TOTAL</b>	<b>\$ 4,075</b>	<b>\$ 800</b>	<b>\$ 7,760</b>	<b>\$ 4,660</b>	<b>\$ 4,660</b>

**CAPITAL OUTLAY**

	Requested FY 00-01	Mgr Recommends FY 00-01	Adopted FY 00-01
Portable PC	\$ 3,100	\$ -	\$ -
Cleaner/Washer	<u>4,660</u>	<u>4,660</u>	<u>4,660</u>
<b>Total Capital Outlay</b>	<b>\$ 7,760</b>	<b>\$ 4,660</b>	<b>\$ 4,660</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2001  
With Estimated Actual for the Year Ending June 30, 2000 and  
Actual for the Year Ended June 30, 1999

	<b>1999</b>	<b>2000</b>	<b>2001</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Intergovernmental:			
Federal	<u>\$ 700,255</u>	<u>\$ 740,000</u>	<u>\$ 496,000</u>
Miscellaneous:			
Interest earned on investments	\$ 4,154	\$ 3,700	\$ -
Other	<u>191,947</u>	<u>170,000</u>	<u>125,240</u>
	<u>\$ 196,101</u>	<u>\$ 173,700</u>	<u>\$ 125,240</u>
Total revenues	<u><u>\$ 896,356</u></u>	<u><u>\$ 913,700</u></u>	<u><u>\$ 621,240</u></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 FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 50,866	\$ 70,055	\$ 95,952	\$ 95,952	\$ 95,952
Operating	868,638	849,641	525,288	525,288	525,288
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 919,504</b>	<b>\$ 919,696</b>	<b>\$ 621,240</b>	<b>\$ 621,240</b>	<b>\$ 621,240</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 98-99	Authorized FY 99-00	Mgr Recommends FY 00-01	Adopted FY 00-01
Neighborhood Development Specialist	1	1	1	1
Community Development Technician	.5	.5	1 <sup>1</sup>	1 <sup>1</sup>
<b>TOTAL</b>	<b>1.5</b>	<b>1.5</b>	<b>2</b>	<b>2</b>

<sup>1</sup> Position to be fully funded through HUD

# DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2001 - 2005

The Capital Improvement Program (CIP) contains the budgeted and proposed capital improvements by project description, proposed funding source, and scheduled costs. The CIP is a planning and financial tool for the City to prepare for future needs. The City's CIP is broken into two parts. The first part covers the proposed capital improvements in the General Fund. The second covers those improvements in the Water and Sewer Fund. A brief narrative is provided for each proposed project. Following the narratives, a detailed CIP schedule for each fund is presented.

### General Fund CIP

The following projects have been proposed over the next five years in the General Fund. Funding has been provided for the FY2000-01 projects in the budget.

**City Office Building:** Planned improvements include furnishing the newly completed training room in Human Resources and the remodeling of the building's stairwell. Future plans include an exterior cleaning and weatherproofing, in addition to completing the installation of energy-efficient windows and doors.

*Impact on Operations: There will be no impact on operations.*

**Police Headquarters:** The headquarters of the Police Department will undergo a facilities assessment to determine the most effective and efficient method of renovation. Future improvements include a practice firing range for the officers.

*Impact on Operations: Until the assessment is complete, the impact on operations cannot be determined.*

**The Plaza:** Planned is the replacement of exterior awnings and other cosmetic improvements. Future outlay shown is preventive maintenance and replacement.

*Impact on Operations: There will be no impact on operations.*

**HVAC Repairs to Various Facilities:** The City is continuing repair and replacement of outdated HVAC systems.

*Impact on Operations: There will be no impact on operations.*

**Roof Repairs to Fire Department:** Based on a study of the state of roofs for various City-owned facilities, funding is recommended to continue to bring the roofs up to a satisfactory level. For FY2000-01, funding is provided to repair a roof in a facility used by the Fire Department.

*Impact on Operations: There will be no impact on operations.*

**Remodel Bathrooms at Fire Station 53:** During FY1996-97, the heating system was replaced which impacted the bathroom area at this station. The ductwork and furnace are now exposed. Additionally, this area was constructed in the 1950's in a style that does not assure privacy for today's firefighters.

*Impact on Operations: There will be no impact on operations.*

**Public Services Department – Overall:** *The City will contract with a facilities specialist in FY2000-01 to review all of the buildings used in the Public Services Department. Divisions within this Department include Fleet Management, Transit, Street, Waste Management, Landscaping, Traffic Operations, and Cemetery. Listed this year are estimates of expenditures based on departmental requests. Future capital expenditures will be based on the results of the independent review. At the completion of the review, the impact on operations will be assessed.*

**Public Services-Fleet Management Facility:** An overhead crane and other equipment are necessary due to the growth of the City and the City's fleet. The crane will assist Fleet personnel in lifting and moving pieces of

heavy equipment. For FY2001-02, the Fleet building will need an upfit based on the results of the facilities study.

*Impact on Operations: There will be no impact on operations.*

**Public Services–Street Division - Equipment/Materials Storage:** The City has an old landfill that is used for storage of materials such as compost, dirt, road salt, and sand. Storage facilities are needed to keep these materials dry and allow for continuation of work projects regardless of weather conditions. Additionally, a secure facility is needed to house various pieces of equipment.

*Impact on Operations: There will be no impact on operations.*

**Public Services–Cemetery Division - Building Improvements:** Painting of the Chapel and the installation of new garage doors have been approved in FY2000-01 to improve the cemetery facilities.

*Impact on Operations: There will be no impact on operations.*

**Public Services–Landscape Operations - Equipment Storage:** Current equipment storage is inadequate. For longevity of equipment, it is best to store the equipment out of the elements. The proposed storage area will house the larger tractors and will enhance the functionality of the remaining area. In addition, a storage area with an irrigation system is needed for planting materials.

*Impact on Operations: The impact will be minimal, but the City will incur additional costs for use of water in the irrigation system.*

**Public Services–Traffic Operations – Area Enclosure:** By enclosing the area between the two Traffic Operations buildings, leasing of storage trailers would be eliminated and an area for repair/office space would be provided.

*Impact on Operations: The City will save \$800 annually by not leasing storage trailers, but most of the savings will be offset by additional heating and cooling costs.*

**Salisbury Community Park and Athletic Complex:** The City plans on issuing \$1,000,000 in lease/purchase financing. \$600,000 of the proceeds will be used to construct a concession and restroom facility at the Community Park as well as to provide for shelters and playground structures.

*Impact on Operations: Will increase debt service approximately \$57,000 annually. The staffing to maintain the facilities is already in place.*

**Salisbury West Recreation Complex:** The needs of the citizens of Salisbury warrant a new recreational facility in the west area of town. Estimates for the construction costs are approximately \$400,000 with the funding from lease/purchase financing. Components of the construction would be the Hall Gym renovation, parking lot renovation/expansion, gym/fitness room and classroom equipment.

*Impact on Operations: Will increase debt service approximately \$38,000 annually.*

**Various Parks and Recreation Renovations:** Funding is recommended to continue improving the state of the parks and replace old and worn equipment and facilities.

*Impact on Operations: There will be no impact on operations. A constant amount of funding is appropriated annually to improve and renovate park equipment and facilities.*

**Civic Center Parking Lot:** There are currently more than 10 events annually which draw crowds that exceed the parking capacity, as well as public meetings. Additional parking would also allow for program opportunities that cannot be provided due to lack of parking space.

*Impact on Operations: There will be no impact on operations.*

**Sports Complex Renovation:** Due to the age and condition of this facility, a major renovation is needed to repair the fields and buildings. The fields need to be properly graded to promote adequate drainage, then reseeded.

*Impact on Operations: There will be no impact on operations.*

**Construct New Fire Station:** This station is needed to protect the growth around the Salisbury Mall/Highway 70 area.

*Impact on Operations:* The greatest impact of the CIP on General Fund operations will be in the construction and staffing of the new fire station. Currently, the estimated additional personnel, operations and debt service costs will be approximately \$826,000 annually.

*Impact on Operations in General Fund –* Most capital improvements will not have a major impact on the operating costs of the General Fund except for the staffing and operations of a new fire station. A constant amount of funding is set aside in the General Fund Budget for improvements to upgrade aging and inadequate offices and buildings.

*Debt service requirements for the lease/purchase financing for the construction, improvements, and/or renovations at the Community Park and Athletic Complex and the Salisbury West Recreation Complex is shown in the Debt Management Program section of this document.*



## Water and Sewer Fund CIP

The Water and Sewer Fund's CIP is broken into water projects and sewer projects. The following water projects have been proposed over the next five years. Funding has been provided for the FY2000-01 projects in the budget.

**Water Line Repair and Replacement:** Each year, the City budgets funds to repair and replace our aging water distribution system. Actual projects are identified and prioritized annually.

**Water Line Extensions:** Each year the City budgets funds to extend water lines in accordance with the Water/Sewer Extension Policy. Actual projects are identified and prioritized annually.

**Water Treatment Plant Upgrade:** Our current water treatment plant is over forty years old. Repairs and improvements are needed in order to ensure compliance with regulations and reliability of supply. In FY1999-2000, the City completed the majority of the projects in Phase 1, which included filter rehabilitation, an emergency generator, new filter valves and controllers, and clearwell baffles. For FY2000-01, a new finished water pump and electrical switchgear is scheduled. These and future improvements will ensure our ability to meet all current and proposed federal/state standards.

**Raw Water Force Main and Gravity Lines:** Our aging raw water supply system must be upgraded in order to ensure that water can be reliably conveyed to the Water Plant Treatment Plant. The first phase will include an upgrade of the manifold at the Yadkin River Pump Station to allow an increase in pumping capacity from 12 million gallons per day (MGD) up to 24 MGD and the installation of a new 42" force main from the Yadkin River Pump Station to the reservoirs. The second phase includes the installation of a new 30" gravity line from the reservoirs to the Water Treatment Plant. The upgrading of the lines in size will also allow for the proposed expansion of the Water Treatment Plant to 18 MGD.

**Finished Water Line to China Grove:** The City is currently supplying the Town of China Grove with bulk sales of wastewater treatment. The installation of a finished water line would allow the sale of water to the town as well as increase customer base.

**Water Line Extension to Rockwell:** The consolidation of the Rockwell water distribution system with the Salisbury Utilities system has resulted in the Utilities Department operating and maintaining the 10 deep wells that supply drinking water to Rockwell. Existing wells do not have adequate capacity to supply future demand, therefore it will be necessary to extend a 12-inch water line from the end of the Salisbury distribution system in Granite Quarry along Highway 52 to Rockwell.

The following sewer projects have been proposed over the next five years.

**Sewer Line Repair and Replacement:** Each year, the City budgets funds to repair and replace our aging sewer collection system. Actual projects are identified and prioritized annually.

**Sewer Line Extensions:** Each year, the City budgets funds to extend sewer lines in accordance with the Water/Sewer Extension Policy. Actual projects are identified and prioritized annually.

**Grant Creek and Town Creek WWTP Upgrade:** The State of North Carolina is not proposing nutrient limits as part of the basinwide management plan. Therefore, it is possible that we could operate the two existing WWTPs for an additional 10 to 15 years before a new combined WWTP would have to be built. In order to operate the aging facilities for that length of time and maintain compliance, it will be necessary to replace and upgrade existing equipment and consider the construction of additional clarifiers and tertiary treatment such as sand filters.

**Laboratory Expansion/Maintenance Building:** This project consists of the expansion of the laboratory in the existing building, including HVAC improvements to improve ventilation to meet OSHA standards. A new building to house the maintenance shop for the Plants Maintenance Division will allow for a more enclosed shop area for equipment repairs and to accommodate additional personnel due to consolidation.

*Impact on Operations in Water/Sewer Fund - These capital improvements will not have an adverse impact of the operating costs of the Water and Sewer Fund. Currently, no additional staffing is proposed due to any CIP project, either for construction or ongoing operation. The proposed improvements are needed for upgrading aging infrastructure, providing services to new areas, equipping the system with backup and meeting mandates from State and federal government.*

*The City participates in extension projects that have an approximate 10-year payback, based on availability of funds in each budget year. During FY2000-01, the City is budgeting \$500,000 for extension projects. Any costs beyond the estimated payback or availability of funds are required to be paid by the developer.*

*Debt service requirements for the CIP are calculated in the Water/Sewer rate structure. Utility rates including operations and debt service for residential customers are projected to increase an average of 7.80% in FY2000-01.*

**CAPITAL IMPROVEMENT PROGRAM (FY 2001-05)  
GENERAL FUND SCHEDULE**

PROJECT DESCRIPTION (\$ 000's)	PROPOSED FUNDING SOURCE	TOTAL PROJECT COST FY 01-05	FIVE YEAR SCHEDULE (FY)				
			2000-01	2001-02	2002-03	2003-04	2004-05
<b>BUILDINGS AND GROUNDS</b>							
City Office Building	General Fund	\$ 142	\$ 24	\$ 33	\$ 85	\$ -	\$ -
Police Headquarters	General Fund	160	10		150		
The Plaza	General Fund	136	30	24	44	20	18
HVAC Repairs to Various Facilities	General Fund	80	80				
Roof Repairs at Fire Department	General Fund	5	5				
Crane Installation/Bldg Upfit Fleet Management Facility	General Fund	60	10	50			
Equipment/Materials Storage Street Division	General Fund	120	30	45	25	20	
Building Improvements- Cemetery Division	General Fund	6	6				
Remodel Bathroom at Fire Station 53	General Fund	45		45			
Equipment Storage/Irrigation Landscaping Division	General Fund	20	20				
Enclose Area for Office Space/Storage-Traffic Operations	General Fund	100		100			
<b>PARKS &amp; RECREATION</b>							
Salisbury Park and Community Complex	Lease Purchase	600	600				
Renovations-Various Parks & Neighborhood Facilities	General Fund	384	116	51	82	53	82
Civic Center Parking Lot	General Fund	15	15				
Salisbury West Recreation Complex	Lease Purchase	400	400				
Sports Complex Renovation	General Fund	215			215		
<b>OTHER</b>							
Construct New Fire Station	General Fund/ Lease Purchase	1,000			1,000		
<b>TOTAL GENERAL FUND</b>		<b>\$ 3,346</b>	<b>\$ 1,322</b>	<b>\$ 315</b>	<b>\$ 1,516</b>	<b>\$ 93</b>	<b>\$ 100</b>

**CAPITAL IMPROVEMENT PROGRAM (FY 2001-05)  
WATER AND SEWER FUND SCHEDULE**

PROJECT DESCRIPTION (\$ 000's)	PROPOSED FUNDING SOURCE	TOTAL PROJECT COST FY 01-05	FIVE YEAR SCHEDULE (FY)				
			2000-01	2001-02	2002-03	2003-04	2004-05
<b>WATER IMPROVEMENTS</b>							
Water Line Repair/Replacement	W/S Rates	\$500	\$100	\$100	\$100	\$100	\$100
Water Line Extensions	W/S Rates	1,050	250	200	200	200	200
Water Treatment Plant Upgrade	State Loan/ Revenue Bonds	9,175	1,080	5,220		2,875	
Raw Water Force Main & Gravity Lines	GO Bonds/ State Loan	6,000	2,500		3,500		
Finished Water Line to China Grove	Revenue Bonds	2,400		2,400			
Finished Water Line from Granite Quarry to Rockwell	Fund Equity	1,200	1,200				
<b>TOTAL WATER IMPROVEMENTS</b>		<b>\$20,325</b>	<b>\$5,130</b>	<b>\$7,920</b>	<b>\$3,800</b>	<b>\$3,175</b>	<b>\$300</b>
<b>SEWER IMPROVEMENTS</b>							
Line Repair/Replacement	W/S Rates	\$500	\$100	\$100	\$100	\$100	\$100
Sewer Line Extensions	W/S Rates	1,050	250	200	200	200	200
Grant Creek & Town Creek WWTP Upgrade	Revenue Bonds	6,300			2,100	2,100	2,100
Maintenance Building and Lab Expansion	Revenue Bonds	2,319			1,155	1,164	
<b>TOTAL SEWER IMPROVEMENTS</b>		<b>\$10,169</b>	<b>\$350</b>	<b>\$300</b>	<b>\$3,555</b>	<b>\$3,564</b>	<b>\$2,400</b>
<b>TOTAL WATER/SEWER IMPROVEMENTS</b>		<b>\$30,494</b>	<b>\$5,480</b>	<b>\$8,220</b>	<b>\$7,355</b>	<b>\$6,739</b>	<b>\$2,700</b>



## DEBT MANAGEMENT PROGRAM

### OUTSTANDING DEBT

As of June 30, 2000, the City of Salisbury will have \$44,901,598 in outstanding debt for all funds. The type of debt and the breakdown between funds are shown below:

General Fund:	
General obligation bonds	\$ 3,225,000
Capital leases	<u>2,505,207</u>
	<u>\$ 5,730,207</u>
Water and Sewer Fund:	
General obligation bonds	\$ 18,645,000
Revenue bonds	1,905,000
Capital leases	3,008,789
State Clean Water Revolving Loans	<u>16,832,602</u>
	<u>\$ 39,171,391</u>
Total	<u>\$ 44,901,598</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 Union Bank, dated June 29, 2000, payable in eight semi-annual installments estimated at \$83,447.92 with an effective annual interest rate of 5.20%.

The construction and improvements to facilities funded by Wachovia Bank of North Carolina and BB&T are nearly complete. They will be recorded at their construction cost upon completion. The fire truck, funded by First Union Bank, has been recorded at the present value of the future minimum lease payments as of the date of its inception.

In January 1992, the City issued \$250,000 general obligation bonds. Seventy-five thousand dollars of the bonds were for improvements of parks and recreation, while the balance of \$175,000 was designated for sidewalk and parking facilities. These bonds were issued at an average rate of 6.0982%, maturing serially to 2002.

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
2001	200,000	156,125	474,820	117,186	674,820	273,311
2002	200,000	146,093	498,677	93,328	698,677	239,421
2003	180,000	136,020	523,735	68,271	703,735	204,291
2004	180,000	127,210	400,830	41,952	580,830	169,162
2005	200,000	118,400	99,104	27,560	299,104	145,960
2006	190,000	108,650	103,847	22,817	293,847	131,467
2007	200,000	99,550	108,817	17,847	308,817	117,397
2008	200,000	90,050	114,025	12,639	314,025	102,689
2009	200,000	80,550	119,482	7,182	319,482	87,732
2010	200,000	70,950	61,869	1,463	261,869	72,413
2011	200,000	61,350	-	-	200,000	61,350
2012	200,000	51,750	-	-	200,000	51,750
2013	200,000	42,150	-	-	200,000	42,150
2014	200,000	32,550	-	-	200,000	32,550
2015	200,000	22,950	-	-	200,000	22,950
2016	200,000	13,350	-	-	200,000	13,350
2017	75,000	3,750	-	-	75,000	3,750
Totals	<u>\$ 3,225,000</u>	<u>\$ 1,361,448</u>	<u>\$ 2,505,207</u>	<u>\$ 410,243</u>	<u>\$ 5,730,207</u>	<u>\$ 1,771,691</u>

### Water and Sewer Fund

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

	<b>Balance June 30, 2000</b>
Sanitary Sewer Series 1989, average rate of 6.5245%, issued July 1989, maturing serially to 2008	\$ 775,000
Sanitary Sewer Series 1992, average rate of 6.0982%, issued January 1992, maturing serially to 2011	700,000
Refunding Series 1993, average rate of 4.1860%, issued November 1993, maturing serially to 2008	2,270,000
Water and Sanitary Sewer Series 1995, average rate of 5.2756%, issued November 1995, maturing serially to 2015	11,450,000
Water Bonds Series 1997, average rate of 4.79%, issued December 1997, maturing serially to 2008	550,000
Combined Enterprise Revenue Series 1998A, average rate of 4.87%, issued January 1998, maturing serially to 2018	1,905,000
Water Bonds Series 1998, average rate of 4.4%, issued June 1998, maturing serially to 2017	<u>2,900,000</u>
	<u>\$20,550,000</u>

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 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.

During the fiscal year ended June 30, 1998, the City entered into 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 4.5%. The City has recorded water and sewer assets related to these leases at their fair market value of \$3,802,476. The future minimum lease payments total \$4,168,212, including \$960,624 of interest. The leases expire in 2006 and 2016 at which time 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. Total Clean Water Debt is composed of the following four loans:

	<b>Balance June 30, 2000</b>
Clean Water Loan for Sewer purposes, average rate of 5.03%, issued July 1989, maturing serially to 2017	\$ 4,250,000
Clean Water Loan for Water purposes, average rate of 5.03%, issued January 1992, maturing serially to 2017	382,602
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 1998, maturing serially to 2017	9,200,000
Clean Water Loan for Water purposes, average rate of 2.60%, issued January 1999, maturing serially to 2017	<u>\$3,000,000</u>
	<u><u>\$16,832,602</u></u>

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
2001	\$ 1,285,000	\$ 946,815	\$ 70,000	\$ 92,774	\$ 882,506	\$ 499,160	\$ 199,799	\$ 103,141	\$ 2,437,305	\$ 1,641,889
2002	1,280,000	883,058	70,000	89,365	882,506	532,425	199,799	96,166	2,432,305	1,601,013
2003	1,275,000	819,510	75,000	85,956	882,506	502,122	200,799	89,191	2,433,305	1,496,779
2004	1,270,000	756,173	80,000	82,303	882,506	471,819	200,799	82,171	2,433,305	1,392,466
2005	1,275,000	693,045	85,000	78,407	882,506	441,517	200,799	75,151	2,443,305	1,288,119
2006	1,275,000	629,603	90,000	74,268	882,506	411,214	198,799	68,131	2,446,305	1,183,214
2007	1,270,000	565,955	90,000	69,885	882,506	380,911	180,799	61,201	2,423,305	1,077,951
2008	1,215,000	502,518	95,000	65,502	882,506	350,608	180,799	55,081	2,373,305	973,708
2009	1,175,000	438,900	100,000	60,875	882,506	320,305	180,799	48,960	2,338,305	869,041
2010	1,175,000	377,850	105,000	56,005	882,506	290,003	180,799	42,840	2,343,305	766,698
2011	1,175,000	316,800	110,000	50,892	882,506	259,700	180,799	36,720	2,348,305	664,112
2012	1,175,000	255,700	115,000	45,535	882,506	229,397	180,799	30,600	2,353,305	561,232
2013	1,175,000	195,000	120,000	39,934	882,506	199,094	180,799	30,600	2,358,305	464,628
2014	1,175,000	134,625	125,000	34,090	882,506	168,791	180,799	18,360	2,363,305	355,866
2015	1,175,000	73,250	135,000	28,003	882,506	138,488	180,799	12,240	2,373,305	251,981
2016	175,000	12,375	140,000	21,428	882,506	108,186	180,799	6,120	1,378,305	148,109
2017	100,000	4,500	145,000	14,610	882,506	77,883	-	-	1,127,506	96,993
2018	-	-	155,000	7,549	610,000	47,580	-	-	765,000	55,129
2019	-	-	-	-	610,000	31,720	-	-	-	-
2020	-	-	-	-	610,000	15,860	-	-	-	-
Totals	<u>\$ 18,645,000</u>	<u>\$ 7,605,675</u>	<u>\$ 1,905,000</u>	<u>\$ 997,376</u>	<u>\$ 16,832,602</u>	<u>\$ 5,476,783</u>	<u>\$ 3,008,789</u>	<u>\$ 856,673</u>	<u>\$ 39,171,391</u>	<u>\$ 14,888,927</u>



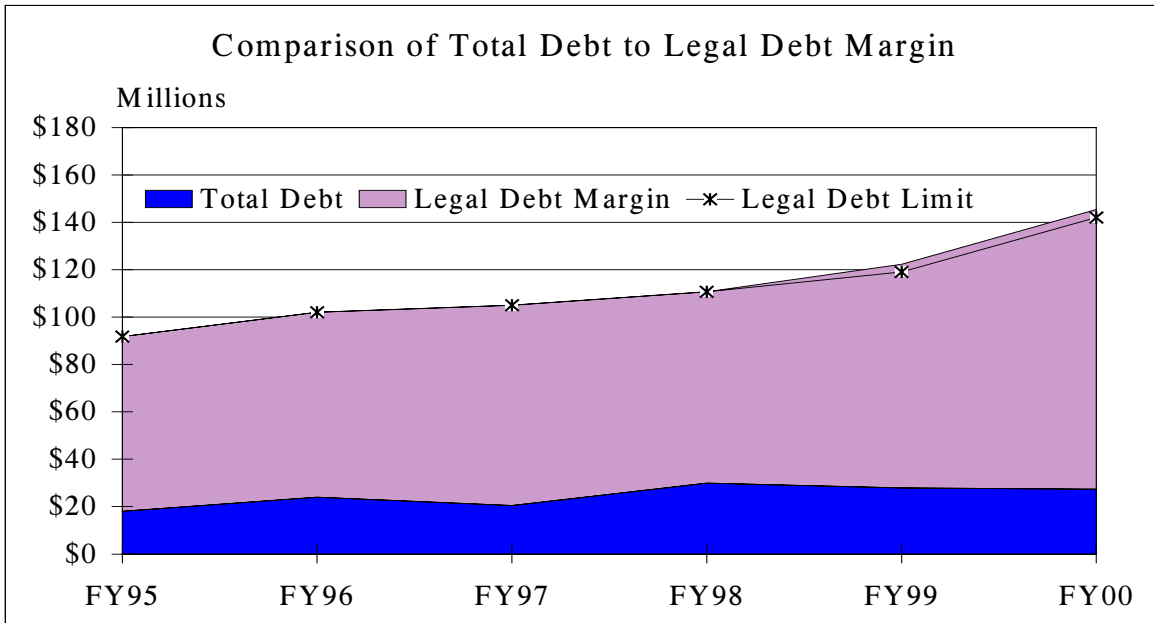
## PROPOSED DEBT

Currently, the City of Salisbury intends to secure a \$1,000,000 capital lease to construct restroom and concession facilities at the new Community Park, as well as install shelters and playstructures. The lease proceeds will also be used to renovate one of the neighborhood community centers. This lease is anticipated to be issued approximately mid-year.

In addition to these bonds, the City has been approved for a loan from the North Carolina's Revolving Loan Pool and is in the amount of \$3,000,000 to fund water improvements. The debt service requirements have been included in the Water and Sewer Fund's debt service.

## 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 on page 2-4.



### Computation of Legal Debt Margin at June 30, 2000

Debt limit: Assessed value of \$1,773,953,935 x 8%		\$ 141,916,315
Amount of debt applicable to debt limit:		
Total bonded debt	\$ 21,870,000	
Total capitalized lease obligation	5,513,996	
Total outstanding debt	\$ 27,383,996	
Less:		
Deductions allowed for water bonds issued	3,450,000	
Total amount of debt applicable to debt limit		23,933,996
<b>LEGAL DEBT MARGIN</b>		<b><u>\$ 117,982,319</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, 1999.

	<b>Net General Obligation Debt <u>Outstanding</u></b>	<b>Percentage Applicable to City of <u>Salisbury</u></b>	<b>City of Salisbury's <u>Share of Debt</u></b>
City of Salisbury	\$ 3,425,000	100.00%	\$ 3,425,000
Rowan County <sup>(2)</sup>	36,750,000	24.73%	<u>9,088,275</u>
Total direct and overlapping debt			<u><u>\$ 12,513,275</u></u>

<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 expenditures 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 FY00 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 productivity improvements, the shifting of personnel, and the elimination of personnel who are no longer required.

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, 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, intangibles taxes, sales taxes, and 80% retailers' and wholesalers' inventory reimbursement are distributed within Rowan County based on either population or tax levy. As Rowan County has raised its tax levy over the past several years, our percentage of those revenues based on tax levy has decreased. Additionally, increased population in Rowan County and other County municipalities has decreased Salisbury's share of those revenues based on populations. The increase in the tax rate for FY99 resulted in the City getting a slightly larger share of these revenues during FY00. During both FY99 and FY00, the City experienced exceptional growth in the tax base that will have an impact on maintaining our percentage of these revenues. However, without annexation or extensive new growth annually, the City will receive a smaller share of the total revenue pool annually.

City revenues 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 intangible taxes, utility franchise taxes, and inventory reimbursements. This cap on utility franchise taxes expired in FY95; however, growth has been minimal. Intangible taxes has been repealed by the General Assembly and replaced with an annual appropriation. Both the intangible tax and inventory reimbursements are subject annually to the whims of the General Assembly for funding.

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 FY00, these four sources in the General Fund will account for 61% of the 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.

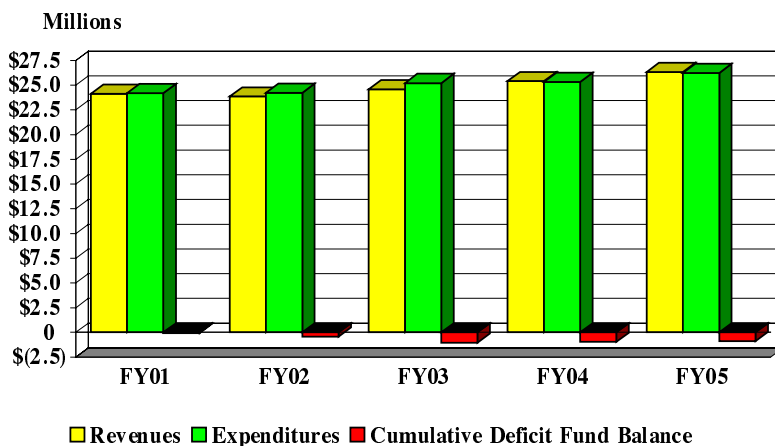
Privilege licenses are controlled by both the State and City Council. A city may levy a privilege license on certain types of businesses and professions as established by State Statutes. The State also sets a maximum rate for some businesses and professions. Most businesses, however, do not have a maximum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

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



As shown in Exhibit 1, projected expenditures are anticipated to slightly exceed projected expenditures over the next five years at current service levels. The primary reason for projected revenues approaching projected expenditures is the strong growth in property values generated through new construction and the renovation of existing buildings. During the past two years, the City's real

property values have increased 7% each year. This growth rate is expected to fall to 5% during the

current year and for subsequent years to 3%. If construction continues to occur at the existing pace, revenues will continue to match projected expenditures over the following four years through FY05. In addition to real property value growth, personal property is increasing at a projected rate of 5% annually. The other elastic revenues of the City are also experiencing similar growth rates.

Even though revenues are showing significant increases, this growth is being generated from new businesses and residential construction within our City. This growth places significant pressure on expenditures to maintain current service levels. The services impact expenditures by increasing the levels of staffing, operational needs and capital outlay. These anticipated additional expenditures have been included as a current service level to meet the growth.

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. 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 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. These revenue enhancements have provided a significant factor to revenue growth in the subsequent fiscal years and allowed the City in FY00 to match revenues to expenditures without any increase in the tax rate or decrease in service levels.

### **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 8.3% of FY00 revenues, a slight decrease of .1% from FY99. 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.

## 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>	

Privilege licenses are levied on businesses and professions in the City limits within the statutory authority of the General Assembly. This revenue accounted for 1.2% of the General Fund's revenue in FY00. 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.

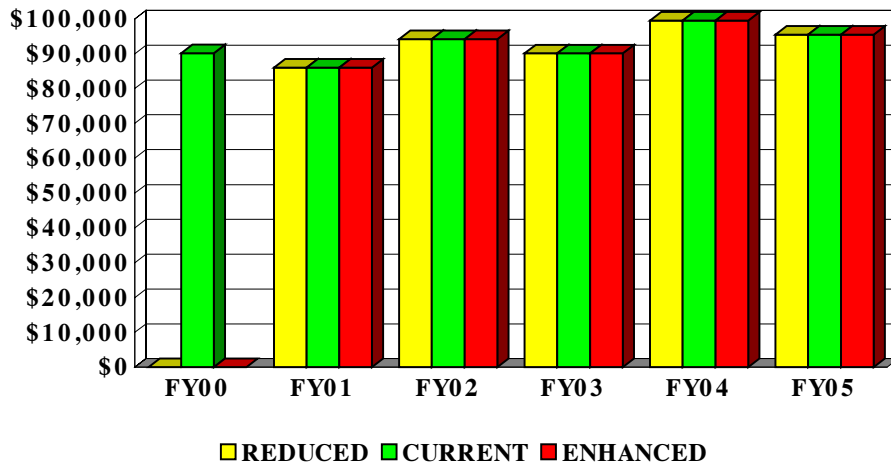
This analysis of local government revenues and a corresponding projection of local government expenditures is updated each year by the City's Finance Department. This report anticipates local government revenue shortfalls in meeting local government service demands. Simultaneously, it is recommended 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:**

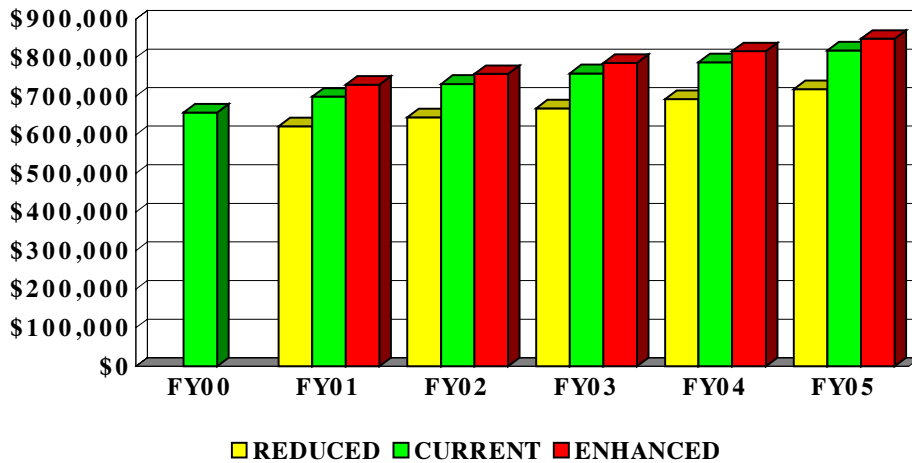
- No enhanced service level is proposed

**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
- Insure 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
- Provide for Multi-media Specialist to provide staff support, information to the public, and coordinate the annual report to the citizens

**Reduced Service Level:**

- Reduce office support staff

**Enhanced Service Level:**

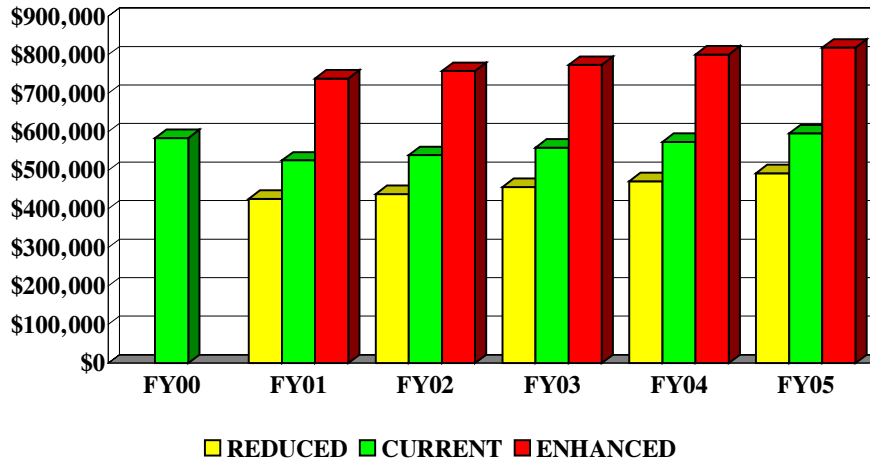
- Provide for an Internal Auditor for the City in accordance with recommendation made by the City's Auditor

**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

**Reduced Service Level:**

- Not provide 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:**

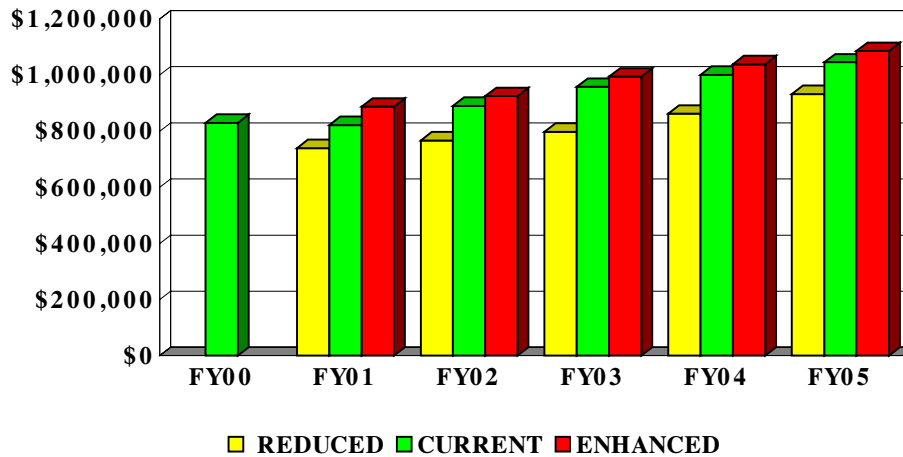
- Provide extensive in-house benefits counseling, and administration
- Provide in-house management, supervisor and employee training and career development programs
- Provide extensive in-house Employee Assistance Program and Occupational Health/Wellness Program
- Provide extensive retirement/health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

**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, 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

**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:**

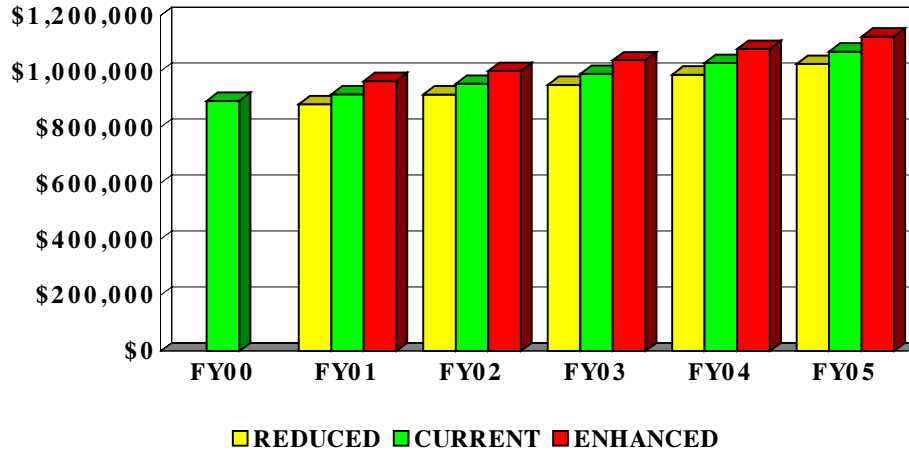
- Provide additional customer service support for utility, privilege license, and miscellaneous receivable billing and collection
- Provide additional collection support for delinquent receivables
- Provide additional support to prepare and monitor the budget and produce benchmarking and performance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

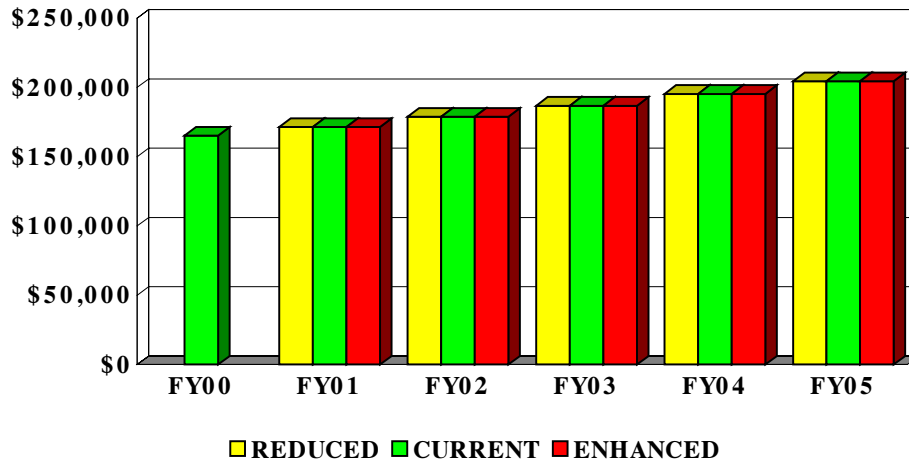


**FINANCE-PURCHASING DIVISION**

**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:**

- Receive and process 2,700 purchase requisitions annually
- Request and receive 1,500 quotations
- Request and receive 125 formal quotations annually
- Issue 2,550 purchase orders annually
- Maintain detailed records on the City's \$70,000,000 asset inventory
- Provide product knowledge and vendor information to user departments on a daily basis
- Develop and prepare fleet specifications
- Provide contract administration services for various departments

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

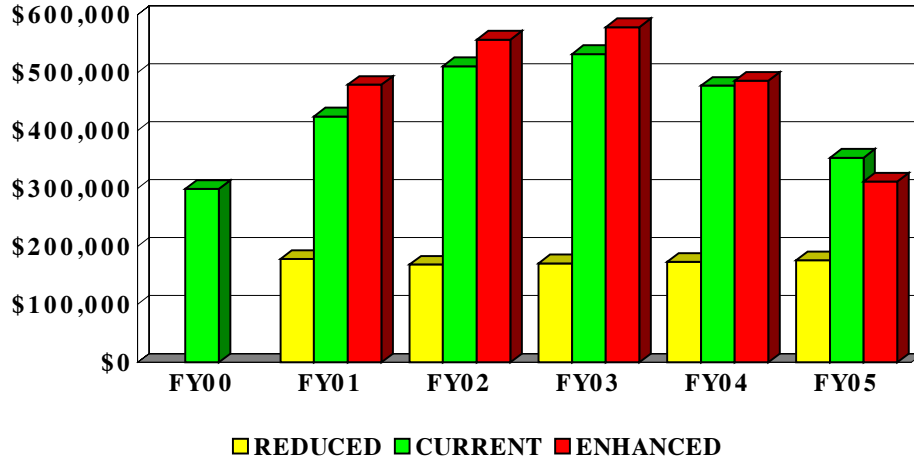
- No enhanced service level is proposed

**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:**

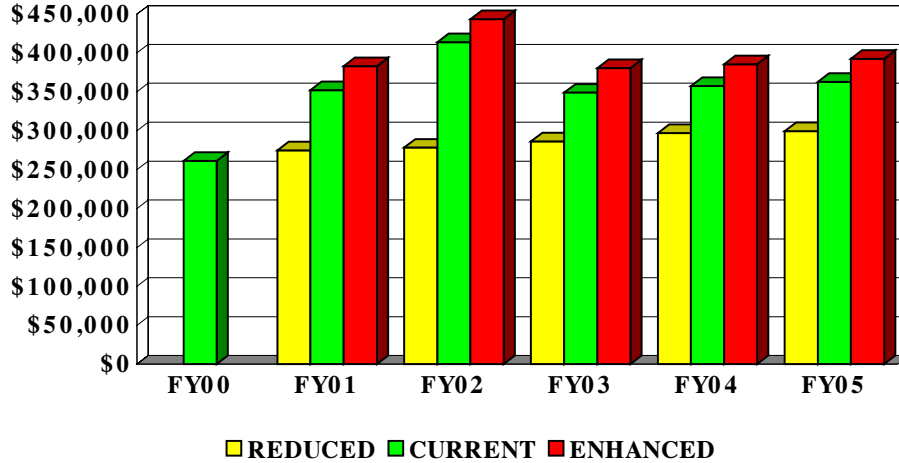
- Replace radios for Public Safety
- Provide office support

**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

**Enhanced Service Level:**

- Provide for further renovation of meeting and office space and exterior enhancement
- Add Facilities Maintenance Worker to enhance the level of service to coincide with the number of buildings maintained by the unit

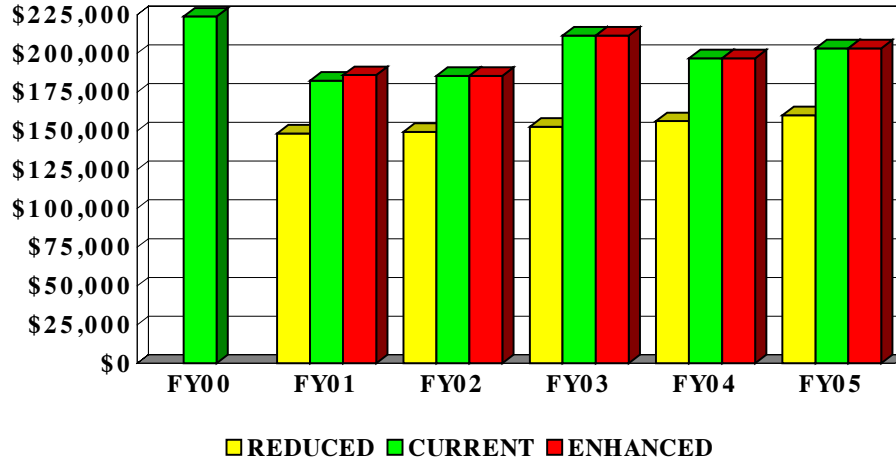
## Appendix 9

### 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 level and timing of capital expenditures
- Eliminate Administrative Assistant position and office support for tenants

#### Enhanced Service Level:

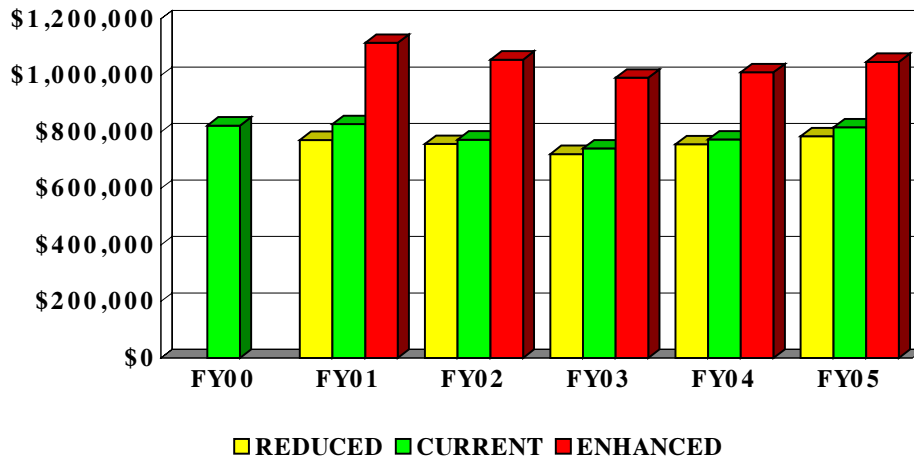
- Provide further renovations to the Plaza

**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 reconnaissance
- 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

**Reduced Service Level:**

- Reduce scope of special projects

**Enhanced Service Level:**

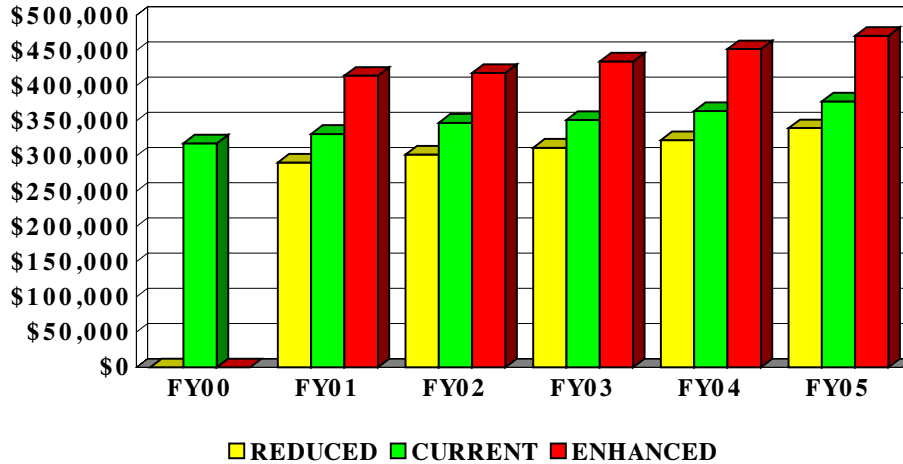
- Fund the Senior Office Assistant position fully through the General Fund
- Provide for GIS Technician
- Increase scope of land acquisitions

**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 insure 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:**

- Merge the Senior Office Assistant of Development Services and Engineering into one position

**Enhanced Service Level:**

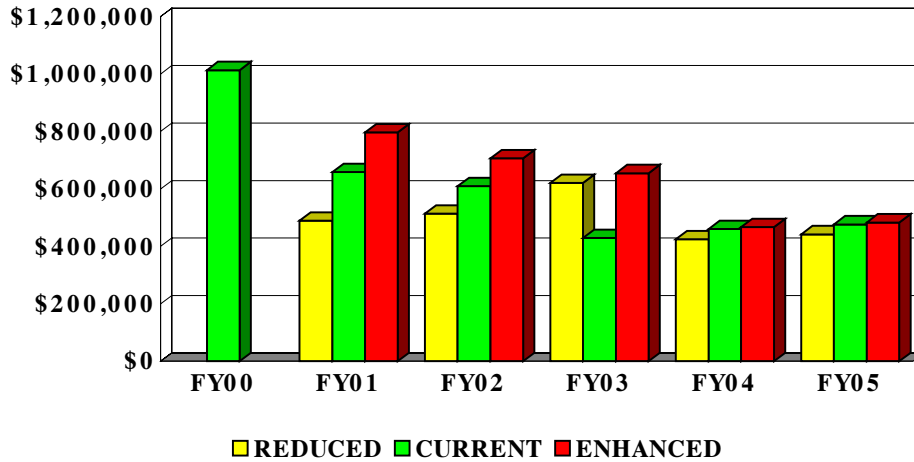
- Add a second Code Enforcement position for additional enforcement of City zoning ordinance violations that are mandated by additional requirement to the Code of Ordinances and the additions to City territory through annexations, voluntary annexations, and expansion of extraterritorial jurisdiction
- 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
- Administer the floodway ordinance
- Administer the City's street lighting program
- 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 a 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
- Promote the goals of the Innes Street Vision Study
- Design expansions to the Greenway System

**Reduced Service Level:**

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

**Enhanced Service Level:**

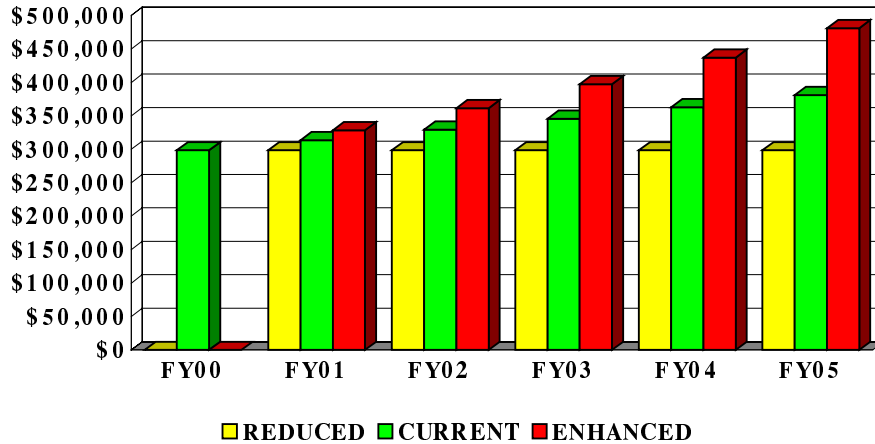
- Upgrade Opticom system for Bus Preemption
- Participate in enhancements to East Innes Street at Interstate 85
- Implement a neighborhood traffic calming program
- Implement a sidewalk expansion program
- Update orthophoto base mapping

### STREET LIGHTING

#### Statement of Purpose

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

#### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide for 5% annual increase for installation of new street lights in accordance with the City's street lighting policy

#### Reduced Service Level:

- Maintain existing street lights, no new installations

#### Enhanced Service Level:

- Implement a street light expansion program for thoroughfares

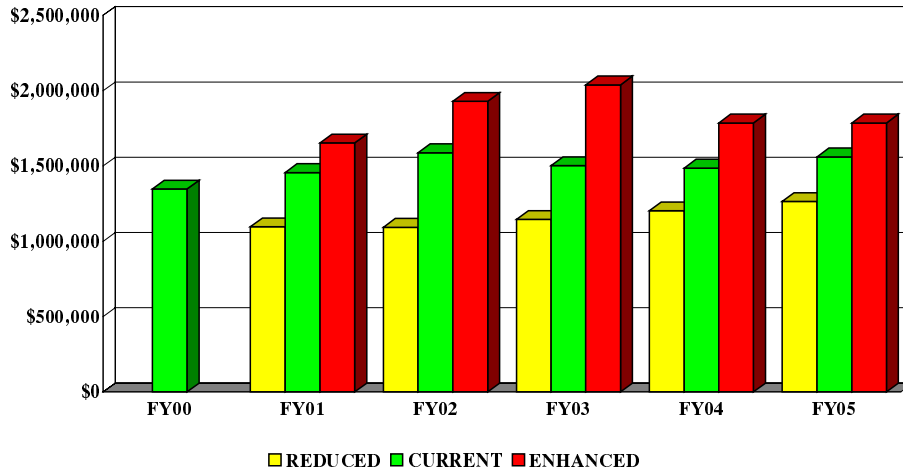


**POLICE DEPARTMENT-SERVICES DIVISION**

**Statement of Purpose**

To serve as the support unit of the department providing telecommunications, an armory, clerical and secretarial services, a crime laboratory, evidence storage and tracking, animal control, D.A.R.E. and G.R.E.A.T. instruction, school resource officers, housing authority 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 keeping and records utilization function
- Provide data processing and information management
- Provide for evidence/property management
- Provide crime prevention and community services to public
- Conduct Drug Abuse Resistance Education (D.A.R.E.) to local schools
- Provide animal control for City
- Provide for building maintenance at police facility
- Provide school crossing guards
- Provide School Resource Officers in Middle and High Schools and the Alternative High School
- Provide vehicle fleet management
- Provide Gang Resistance Education And Training (G.R.E.A.T.) to local schools
- Manage mobile data computer program
- Manage video camera system
- Provide additional patrol services to Salisbury Housing Authority Neighborhoods

**Reduced Service Level:**

- Eliminate Parking Enforcement Specialist, Police Information Clerk, Animal Control Specialist, two Telecommunicators and a part time Telecommunicator
- Eliminate full time Community Services Officer position

**Enhanced Service Level:**

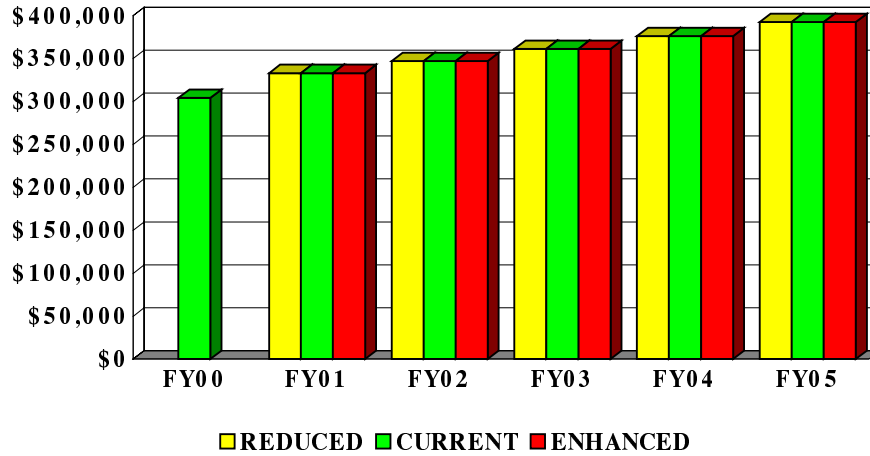
- Add two Telecommunications positions
- Add one Animal Control Specialist
- Add one Community Services Officer
- Add two Police Information Clerks (PIC)
- Add a part time position to Communications

**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
- Conduct crime analysis function for department
- Provide fiscal management for department
- Develop policy and procedures
- Plan budget for department
- Supervise accreditation program
- Oversee taxicab inspections and taxi driver's permits

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service Level:**

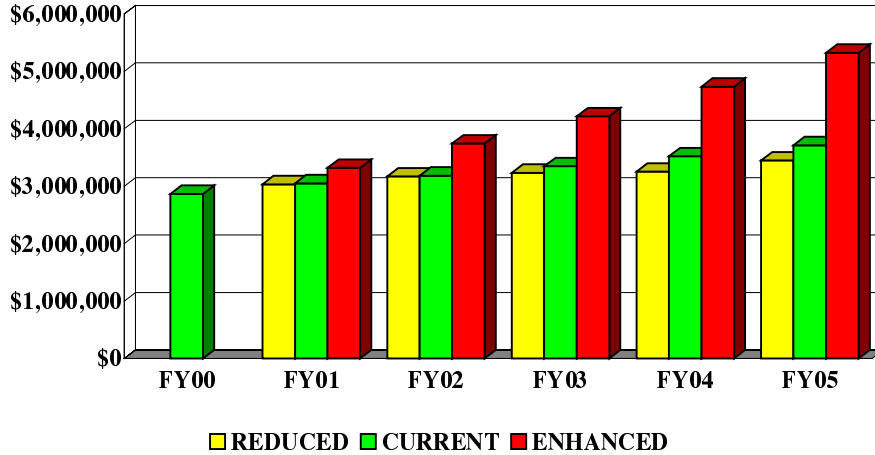
- No enhanced service level is proposed

**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, and investigation of criminal activities.

**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

**Reduced Service Level:**

- Reduce patrol component by six officers at the expiration of grant in FY 2003

**Enhanced Service Level:**

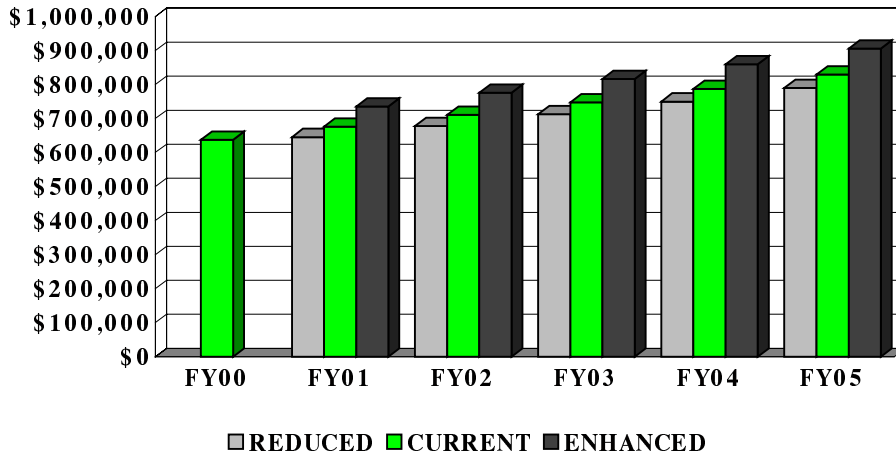
- Add six patrol officers annually to increase patrol coverage and related enforcement activities

**POLICE DEPARTMENT-CRIMINAL INVESTIGATIONS DIVISION**

**Statement of Purpose**

To provide 24-hour law enforcement service for the citizens of Salisbury for investigation of criminal activities.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide investigations of criminal activity
- Provide for special police operations (stake-outs, surveillance, raids)
- Provide for specialized drug investigations

**Reduced Service Level:**

- Reduce Investigation Division by one officer

**Enhanced Service Level:**

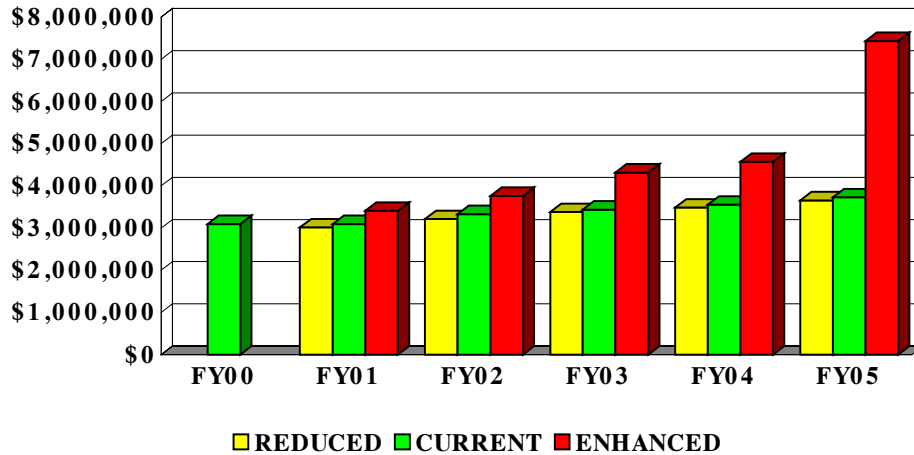
- Add one supervisor for supervision of drug investigations
- Add one crime analyst to recognize and analyze crime trends in order for department to become proactive rather than reactive

**FIRE DEPARTMENT**

**Statement of Purpose**

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. To continue to work toward a more fire-safe community through Loss Prevention activities, including inspections, code enforcement, minimum housing activities 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

**Reduced Service Level:**

- Incur more fire loss through less inspections and code enforcement
- Incur more fire loss through reduced “on-duty” manpower
- Residential and commercial increases in insurance cost by reducing personnel on-duty and response time increases
- Reduce level of personnel training
- Reduce data management
- Delayed equipment and manpower response time
- Personnel reduction would require reduction of response equipment “in-service”
- Cause diminished safety margin
- Lose our ISO Class 2 rating

**Enhanced Service Level:**

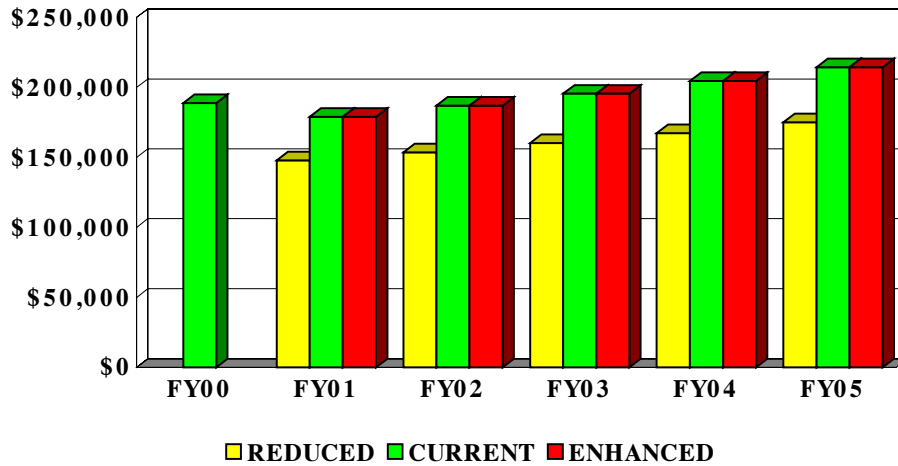
- Add a new Fire Station and staff in FY 2003 to cover additional City growth
- Add second new fire station and staff in FY 2005
- Add a aerial platform for new station in FY 2005
- Add a pumper truck for new station in FY 2005
- Enhance inspections and code enforcement
- Increase safety factors
- Possibly earn an ISO Class 1 rating (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 six 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

**Reduced Service Level:**

- Maintain office hours eight hours daily. This would reduce the ability to provide administrative and clerical support to other divisions. Additionally, "real time" response to the public would be reduced

**Enhanced Service:**

- No enhanced service level is proposed

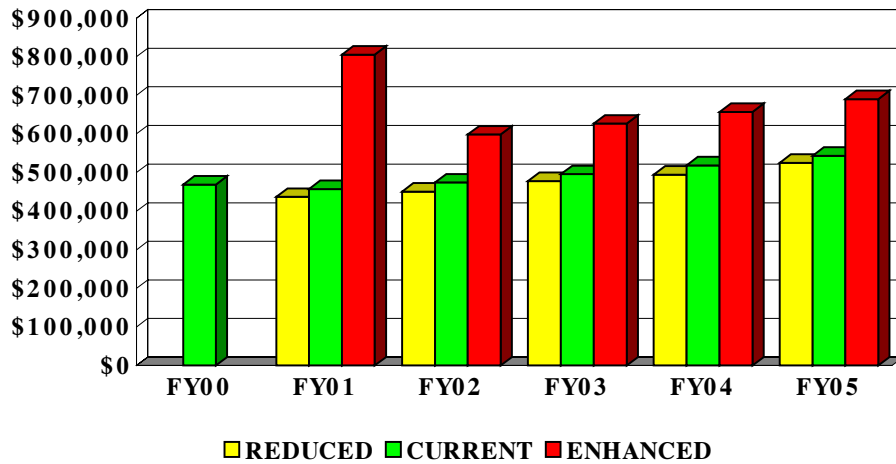
**PUBLIC SERVICES-TRAFFIC OPERATIONS DIVISION**

**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 8,000+ 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

**Enhanced Service Level:**

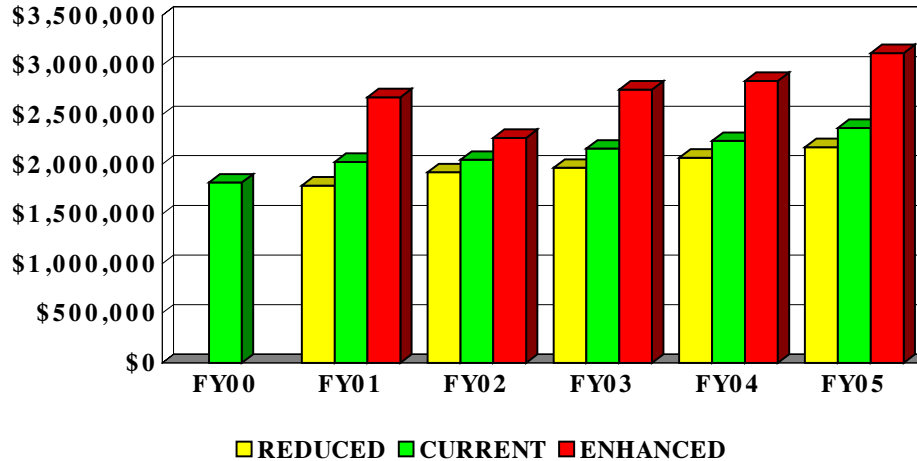
- Add one new crew in FY 2001 to rejuvenate thermoplastic material biannually
- Replace all traffic control signs with hi-intensity type signs
- Enclose area between buildings to facilitate better office and storage space in FY 2001
- Upgrade street name signs from 6" to 9"
- Upgrade "stop" signs to 36" minimum
- 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 130 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:**

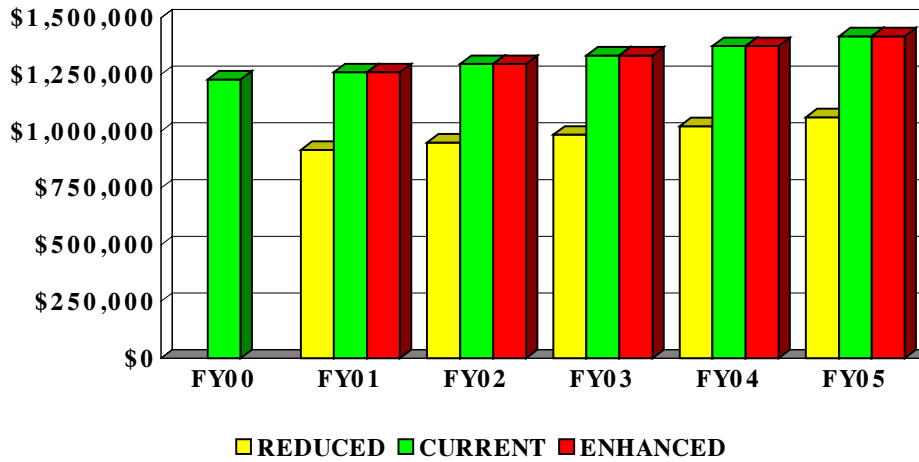
- Provide funding to increase sidewalk replacement
- Add street sweeper to enhance removal of debris from streets and gutters within 30 working days
- Add asphalt truck and manpower to upgrade street maintenance operation
- Provide equipment and manpower to perform storm drain maintenance on a daily basis

**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

**Enhanced Service Level:**

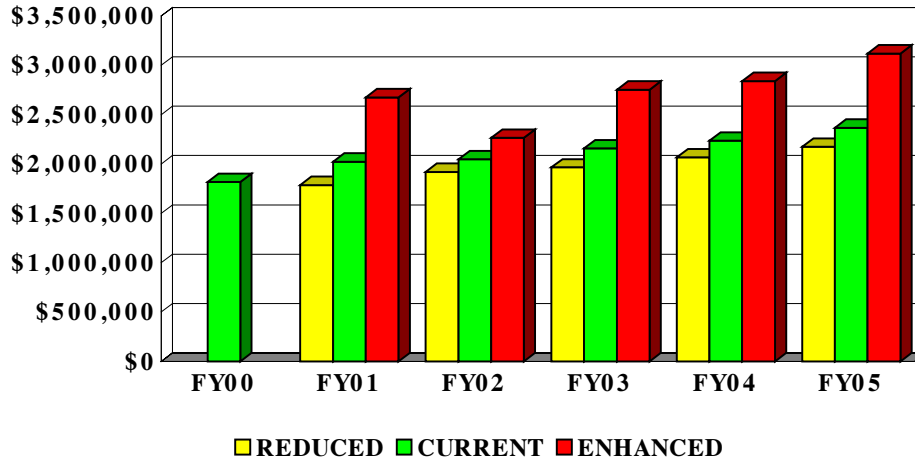
- No enhanced service level is proposed

**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:**

- Eliminate grave site openings by City staff
- Eliminate sales by Cemetery Division (move to Finance)

**Enhanced Service Level:**

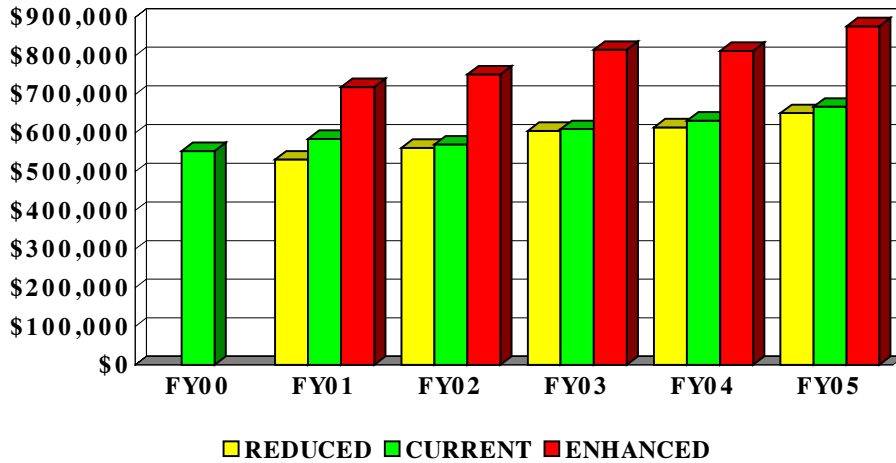
- Mow on nine day cycle
- Add mowing equipment for additional personnel
- Increase number and scope of improvement projects at cemeteries

**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 130 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 2 or 3 landscape projects annually
- Provide nuisance abatement; respond within 10 working days after receiving work order
- 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 every 10-14 days
- Provide maintenance for Eastern Gateway Park every 7-10 days
- Provide seasonal color change 4 times per year

**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:**

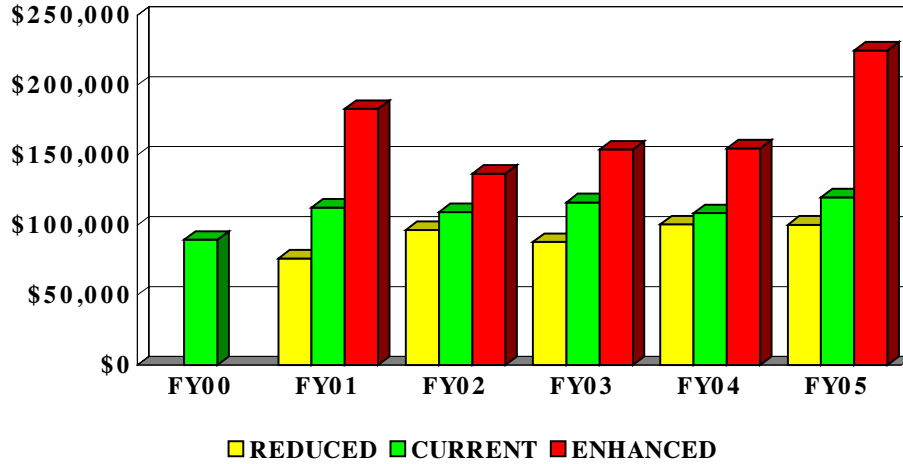
- Provide mowing operations for street right-of-way every 7 to 10 days and parks, open space, and public property every 5 to 7 days
- Implement/maintain landscape areas every 7 to 10 days
- Plant 700 to 800 trees and complete 3 to 5 landscape projects annually
- Respond to nuisance abatement within 5 days
- Implement a systematic tree safety maintenance program

**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:**

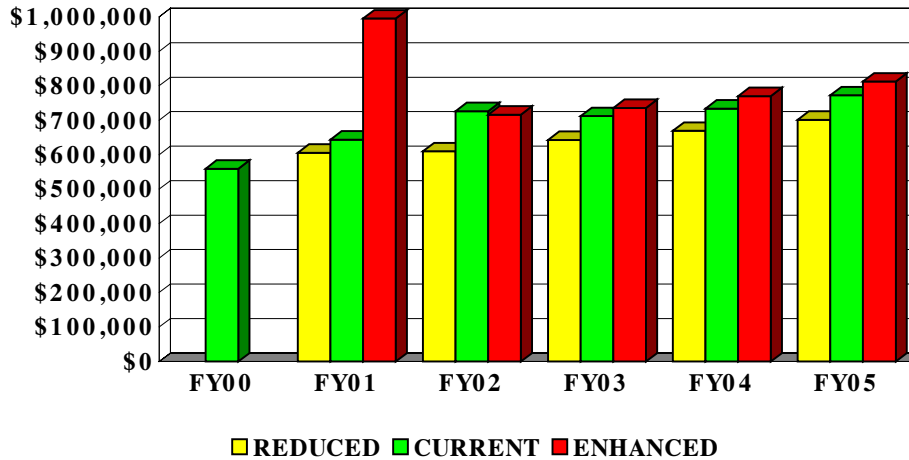
- Provide additional funds for park development
- Complete five special projects annually

**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
- Oversee the fuel distribution for the City fleet
- 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

**Enhanced Service Level:**

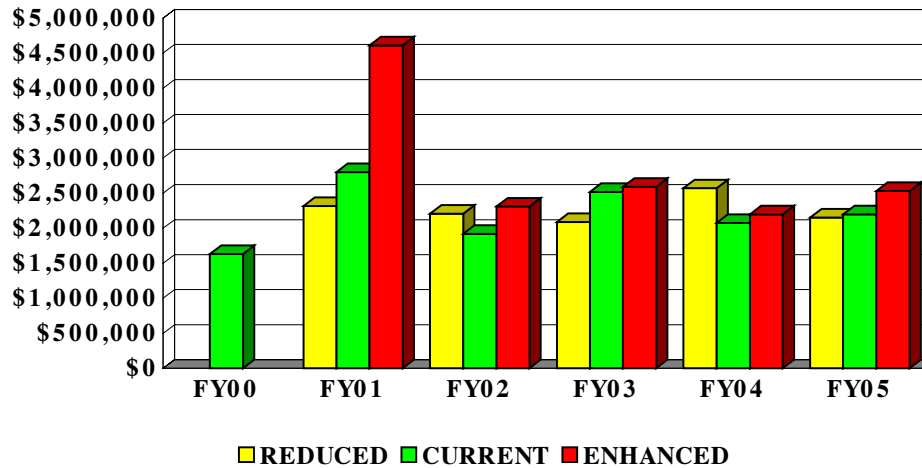
- Add Mechanic in FY 2002 to alleviate backlog of Preventative Maintenance Program
- Extend upper bay area in FY 2001

**PARKS AND RECREATION DEPARTMENT**

**Statement of Purpose**

To provide the citizens of Salisbury with a variety of leisure services and activities through a system of safe, attractive, maintained parks and diversified programs that meet the current and future needs of the community.

**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
- Provide comprehensive adult programming in athletics, fitness, craft classes, life skills, and enrichment workshops
- Provide quality tennis programming for all residents
- 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
- Add Buildings and Grounds Maintenance Workers in FY 2001-04 to maintain and operate the Salisbury Community Park and Athletic Complex
- Provide a public pool for aquatic activities

**Reduced Service Level:**

- Delay program staff support of the Community Park
- Delay renovations of facilities and replacement of equipment

**Enhanced Service Level:**

- Add two Recreation Aides to improve park maintenance during the peak summer season
- Add two Recreation Aides to increase neighborhood playgrounds at low or no cost and provide a mobile sports unit to visit each playground site
- Increase level of funding for the replacement and renovation of parks and for expansion of Civic Recreation Center
- Provide funding for construction of the restroom/concession building at the baseball fields in the Community Park

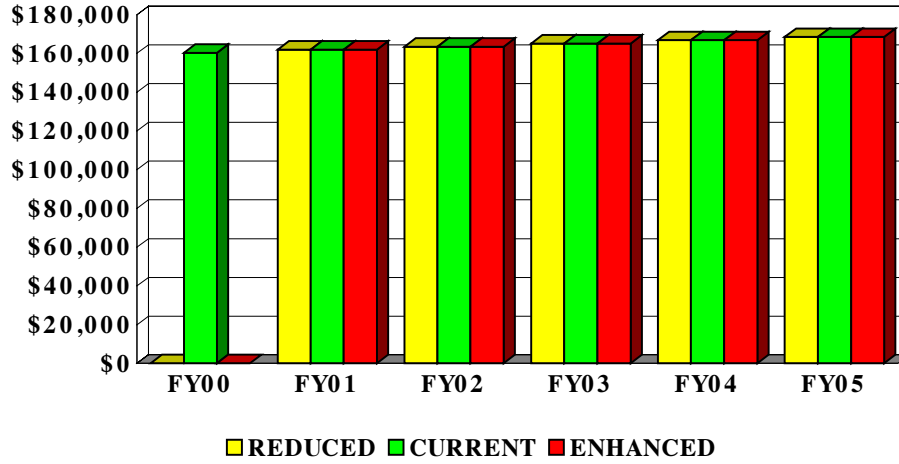


### TRANSPORTATION

**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:**

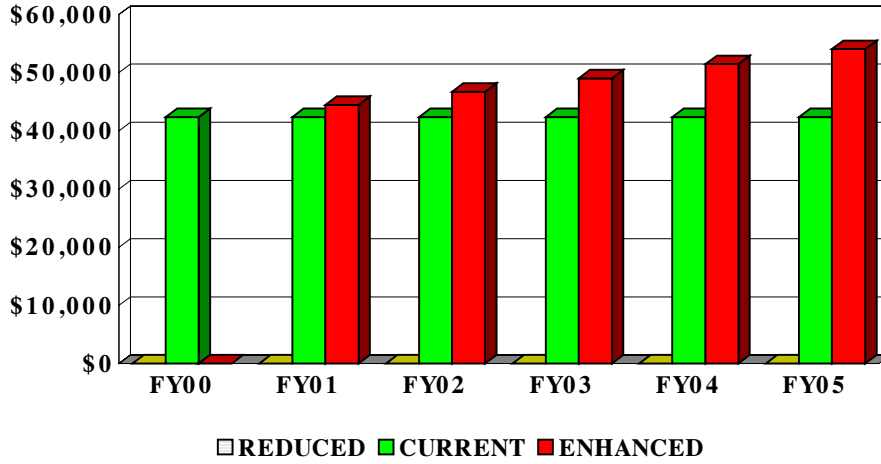
- No enhanced service level is proposed

## 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:

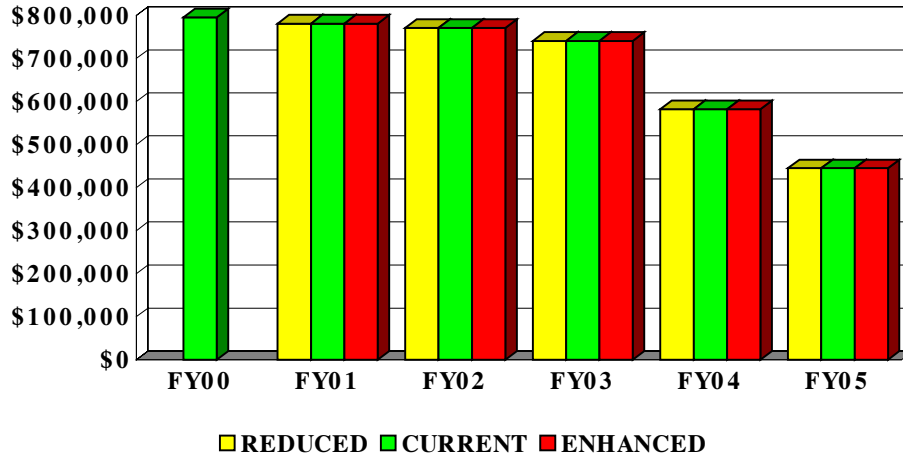
- Increase funding by 5% annually which could be used to enhance curriculum materials or special projects

**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:**

- Same as current service level

**Enhanced Service Level:**

- Same as current service level

# **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 1998-99 Performance and Cost Data”, dated February 2000. 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, Durham, Garner, Greensboro, Hickory, Raleigh, Shelby, Wilmington, Wilson, and Winston-Salem. Coordinated by the Institute of Government, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, street pavement maintenance, fire, emergency communications, police patrol and police investigations. Other local government services such as building inspections will be added to the project scope in future years.

The purposes of the Performance Measurement Project are:

- To develop 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.
- To produce reliable data that the participating local jurisdictions can use to assess the performance and costs of the services studied in the project.
- To provide 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 performances and costs in relation to other local governments along with their own past performances and costs. By using the information, local governments can hopefully provide their services more effectively and efficiently.

### **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 FY2000-01 and beyond. As shown in the Budget Message on page vi, Outcome #11, 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 measurements as a benchmark for improving services to our citizens.

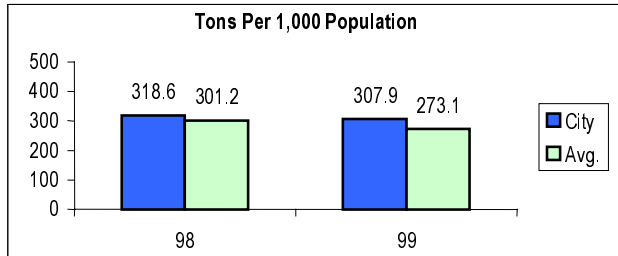
# Salisbury

## Residential Refuse Collection

FY 1998-99

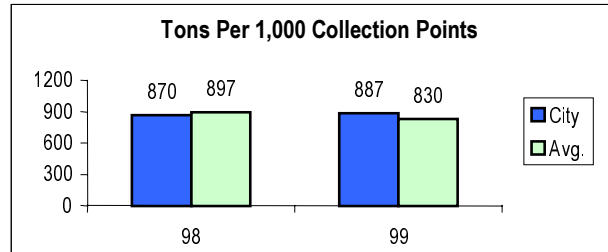
### FISCAL YEARS 1998 & 1999

Workload Measure



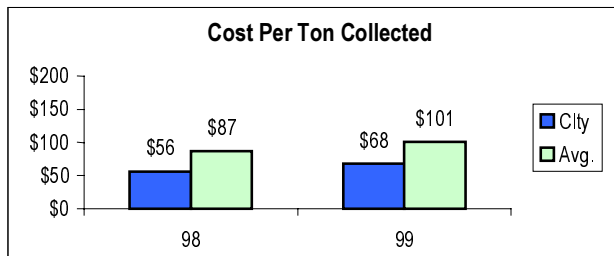
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Workload Measure



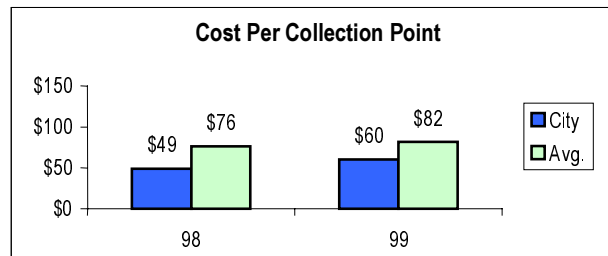
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Efficiency Measure



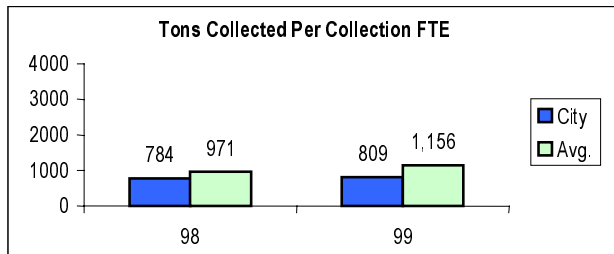
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Efficiency Measure



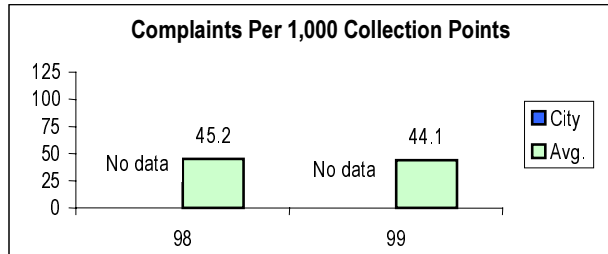
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Efficiency Measure



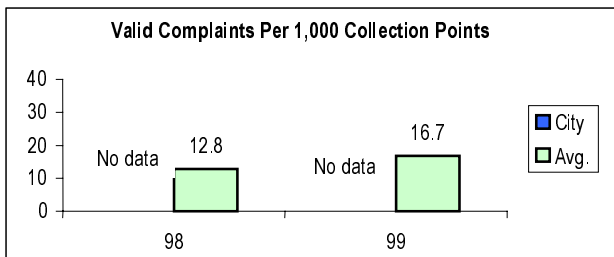
n = 12

Effectiveness Measure



n = 8

Effectiveness Measure



n = 8

# Salisbury

## Residential Refuse Collection

FY 1998-99

CITY PROFILE	
Population (State Planning as of 1998)	26,792
Land Area (Square Miles)	17.8
Persons per Square Mile	1,509
Topography	Gently Rolling
County	Rowan
Climate	Moderate; Some Snow & Ice
Median Family Income (HUD Estimate for County-4/98)	\$39,200

FULL COST PROFILE	
Cost Breakdown By %	
Personal Services	50.9%
Operating Costs	30.6%
Capital Costs	18.5%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown By \$	
Personal Services	\$ 285,123
Operating Costs	\$ 171,194
Capital Costs	\$ 103,774
<b>TOTAL</b>	<b>\$ 560,091</b>

SERVICE PROFILE	
FTE Positions--Collection	10.2
FTE Positions--Other	0.0
Tons Collected	8,250
Residential Customers (# represents collection points)	9,300
Collection Location	Curbside (Backyard for Disabled)
Collection Frequency	1 X Week
Size of Crews	2 Person (3) 1 Person (3)
% Service Contracted	0%
Service Fee	\$2.96/Month Landfill Fee
Type of Equipment	6 Semi-Automated Compactors

**EXPLANATORY INFORMATION**

**Service Level and Delivery**  
Salisbury provides residential refuse collection services once per week at curbside. Backyard collection service is provided for handicapped and disabled customers only. The city charges a landfill fee of \$2.96 per month.

The city employed six crews during FY 1998-99, 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 trip per route per day to the transfer station of eight miles.

Each resident has one ninety-gallon roll out cart provided and paid for by the city. The city collected 8,250 tons of residential refuse during FY 1998-99. The landfill fee was \$28 per ton.

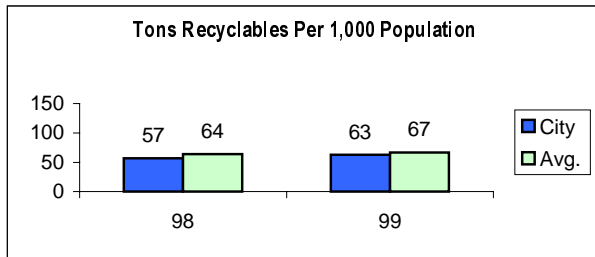
**Conditions Affecting Service, Performance, and Costs**  
The city of Salisbury does not track complaints or valid complaints for its residential refuse collection service.

# Salisbury

## Household Recycling FY 1998-99

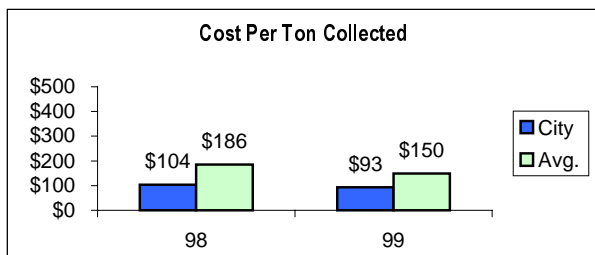
### FISCAL YEARS FY 1998 & 1999

Workload Measure



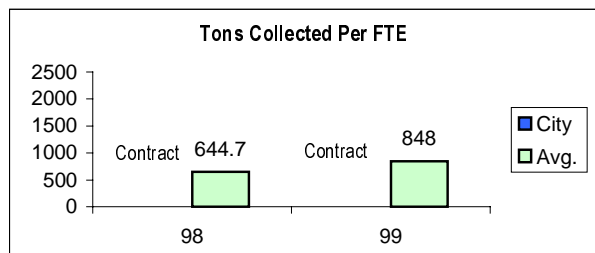
n = 12

Efficiency Measure



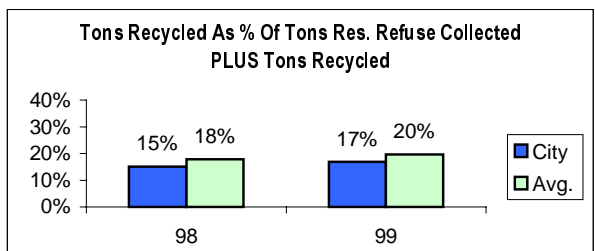
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Efficiency Measure



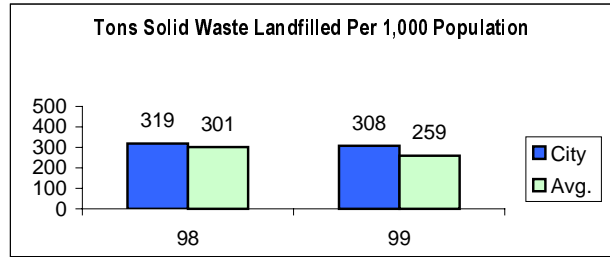
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Effectiveness Measure



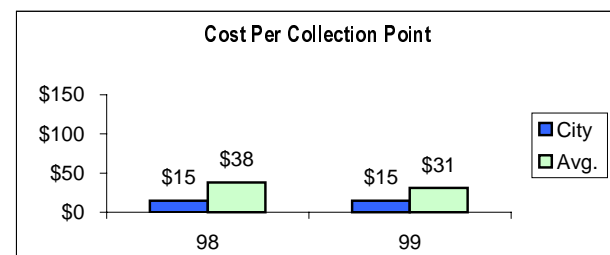
n = 11

Workload Measure



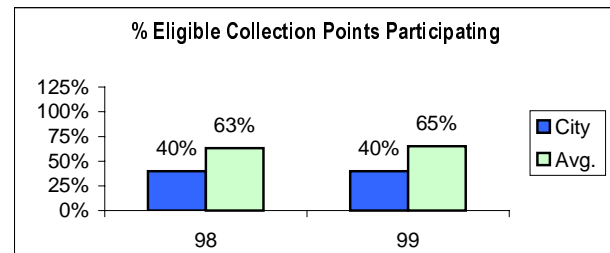
n = 12

Efficiency Measure



n = 12

Effectiveness Measure



n = 11

Salisbury uses the definition below as the basis for measuring "% Eligible Collection Points Participating":

PARTICIPATION RATE defined as the number of bins put at the curb at least one time per month compared with the total eligible for the service. The city provides weekly service.

# Salisbury

## Household Recycling

FY 1998-99

CITY PROFILE	
Population (State Planning as of 1998)	26,792
Land Area (Square Miles)	17.8
Persons per Square Mile	1,509
Topography	Gently Rolling
County	Rowan
Climate	Moderate; Some Snow & Ice
Median Family Income (HUD Estimate For County-4/98)	\$39,200
FULL COST PROFILE	
Cost Breakdown By %	
Personal Services	0.0%
Operating Costs	100.0%
Capital Costs	0.0%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown By \$	
Personal Services	\$ -
Operating Costs	\$ 155,616
Capital Costs	\$ -
<b>TOTAL</b>	<b>\$ 155,616</b>
SERVICE PROFILE	
FTE Positions--Collection	0.0
FTE Positions--Other	0.0
Tons Collected	1,676
Collection Points	10,300
Collection Location	Curbside
Collection Frequency	1 X Week
# Drop-Off Centers	0
% Service Contracted	100%
Revenue from Recycling	\$155,735
Revenue as % of Cost	101%

### EXPLANATORY INFORMATION

#### Service Level and Delivery

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:

- glass--all colors
- newspaper
- magazines
- mixed paper and mail
- telephone books
- cardboard--2x3 broken down/cereal boxes
- plastics--No. 1 and No. 2
- cans--all aluminum and steel

The city contracts 100 percent of its recycling program. The city charges a monthly recycling fee of \$1.44 and collected revenue of \$155,735 for FY 1998-99.

#### Conditions Affecting Service, Performance, and Costs

The measure of tons collected per FTE is omitted since the employees of the contractor are not included in the performance data.



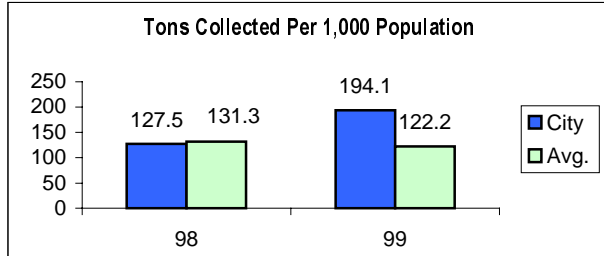
# Salisbury

## Yard Waste/Leaf Collection

FY 1998-99

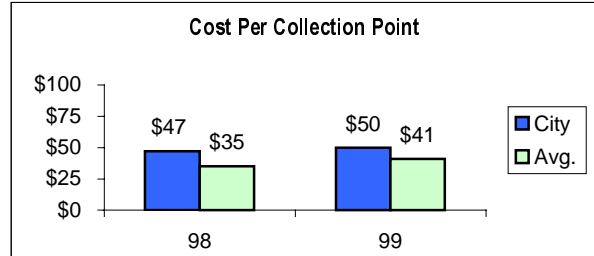
### FISCAL YEARS 1998 & 1999

Workload Measure



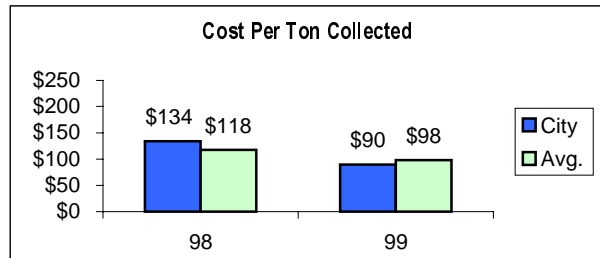
n = 12

Efficiency Measure



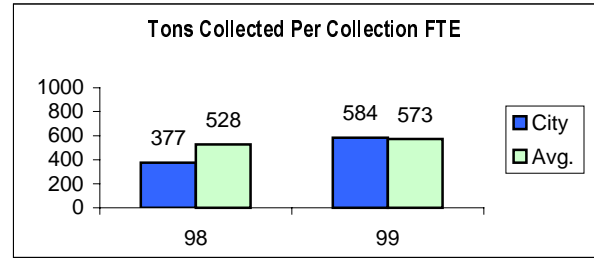
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Efficiency Measure



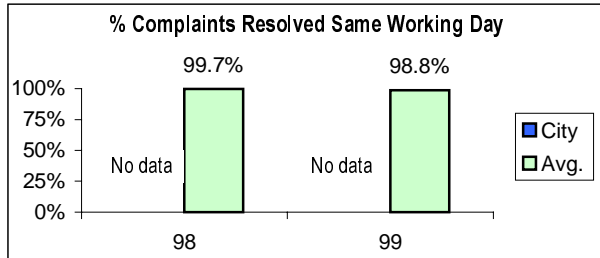
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Efficiency Measure



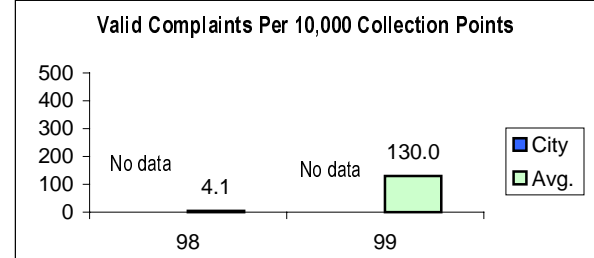
n = 11

Effectiveness Measure



n = 5

Effectiveness Measure



n = 6

# Salisbury

## Yard Waste/Leaf Collection

FY 1998-99

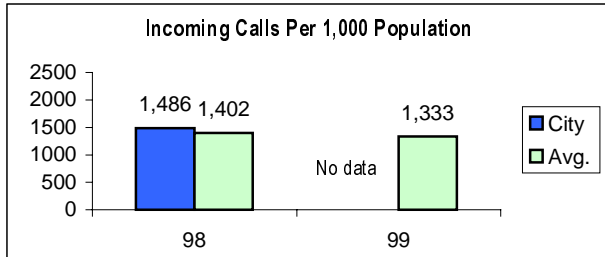
CITY PROFILE		EXPLANATORY INFORMATION
Population (State Planning as of 1998)	26,792	<p><b>Service Level and Delivery</b></p> <p>Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.</p> <p>Depending on need, one to three crews, each consisting of a driver and two laborers, collect yard waste from packer trucks. A two-member crew operating a knuckleboom truck is used to pick up large brush piles and limbs.</p> <p>Loose leaves are collected from curbside during leaf season, running 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.</p> <p>The city did not charge a fee for its yard waste collection program during FY 1998-99.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b></p> <p>The city of Salisbury does not track either complaints resolved in the same working day or valid complaints for its yard waste and leaf collection programs.</p>
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,509	
Topography	Gently Rolling	
County	Rowan	
Climate	Moderate; Some Snow & Ice	
Median Family Income (HUD Estimate for County-4/98)	\$39,200	
<b>FULL COST PROFILE</b>		
Cost Breakdown By %		
Personal Services	48.8%	
Operating Costs	33.7%	
Capital Costs	17.5%	
TOTAL	100.0%	
Cost Breakdown By \$		
Personal Services	\$ 229,167	
Operating Costs	\$ 158,304	
Capital Costs	\$ 82,126	
TOTAL	\$ 469,597	
<b>SERVICE PROFILE</b>		
FTE Positions--Collection	8.9	
FTE Positions--Other	0.0	
Collection Points	9,300	
Tons Collected		
Yard Waste	4,200	
Leaves	1,000	
Total	5,200	
Collection Frequency		
Yard Waste	1 X Week	
Leaf Collection	1 X Week	
Service Fee	None	

# Salisbury

## Police Patrol FY 1998-99

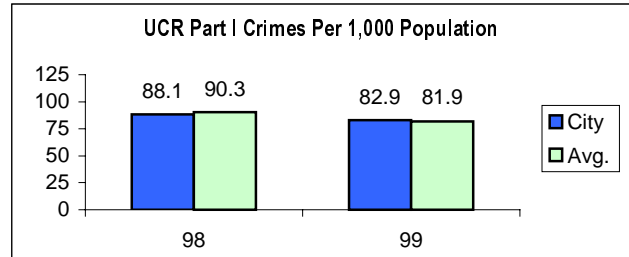
### FISCAL YEARS 1998 & 1999

Workload Measure



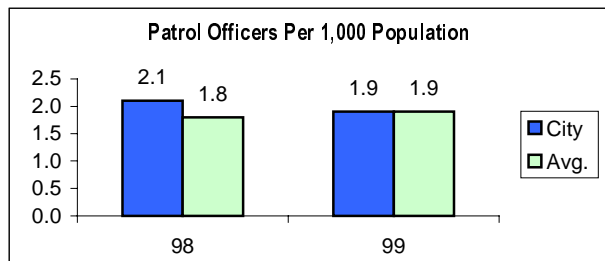
n = 13

Workload Measure



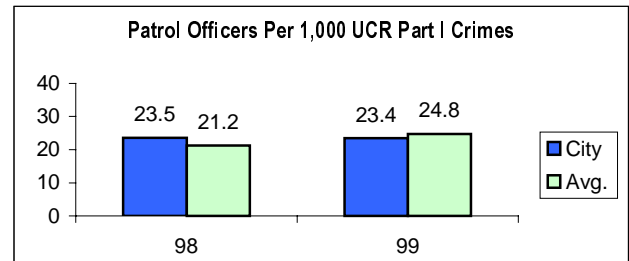
n = 14

Workload Measure



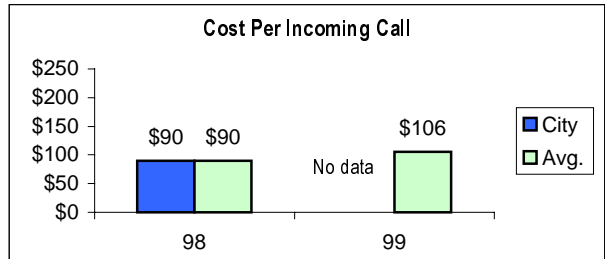
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Workload Measure



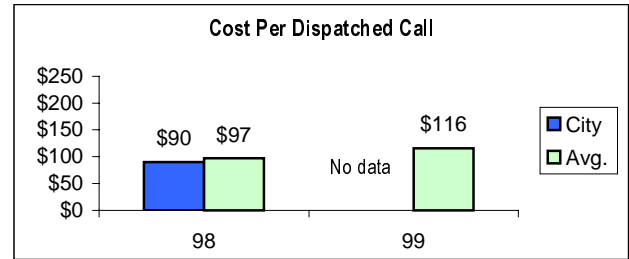
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Efficiency Measure



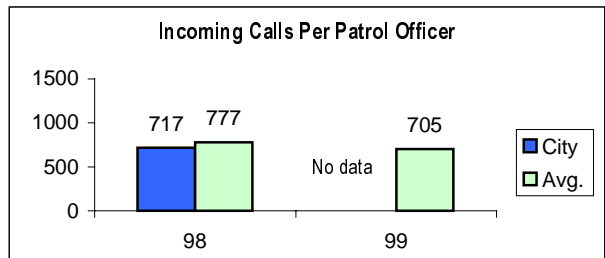
n = 13

Efficiency Measure



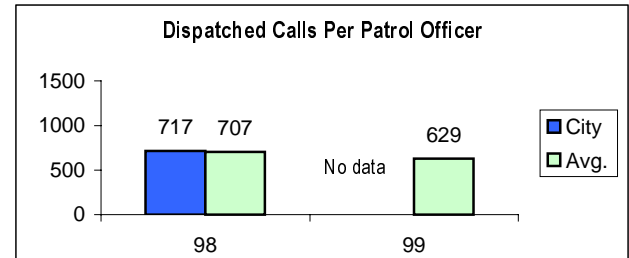
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Efficiency Measure



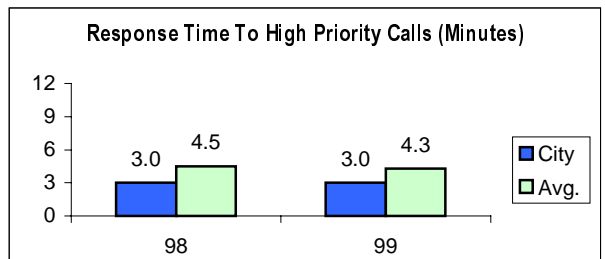
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Efficiency Measure



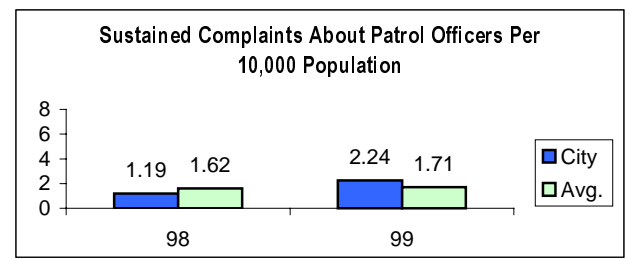
n = 13

Effectiveness Measure



n = 13

Effectiveness Measure



n = 14

# Salisbury

**Police Patrol**

**FY 1998-99**

## CITY PROFILE

Population (OSP-98)	26,792
Land Area (Square Miles)	17.8
Persons per Square Mile	1,509
County	Rowan
Median Family Income (HUD Estimate for County-4/98)	\$39,200
Unemployment Rate	3.6%
UCR Part I Crimes Reported	
Homicide	5
Rape	24
Robbery	78
Assault	300
Burglary	310
Larceny	1,355
Auto Theft	134
Arson	16
<b>TOTAL</b>	<b>2,222</b>

## FULL COST PROFILE

Cost Breakdown By %	
Personal Services	57.0%
Operating Costs	33.7%
Capital Costs	9.3%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown By \$	
Personal Services	\$ 1,928,521
Operating Costs	\$ 1,140,153
Capital Costs	\$ 317,515
<b>TOTAL</b>	<b>\$ 3,386,189</b>

## SERVICE PROFILE

FTE Positions-Sworn	52.0
FTE Positions-Other	0.0
# Incoming Calls	NA
# Calls Dispatched	NA
UCR Part II Crimes Reported	NA
Traffic Accidents	1,909
Property Damage	\$4,652,605
Avg. # Years Service For Sworn Officers	5.2

## EXPLANATORY INFORMATION

### Service Level and Delivery

Salisbury's police department provides an array of police services, including a telephone response unit, a forensics laboratory, a canine unit, a special response unit, bicycle patrol, animal control, drug enforcement, and two school programs.

The city had seventy-six sworn officer positions authorized for FY 1998-99, including fifty-two patrol officers with an average length of service of 5.2 years. The police department is located in a two-story facility and employs four substations. Two substations are located in neighborhoods, one substation is located in the business district, and the other occupies an apartment in the Salisbury Housing Authority apartment complex.

Patrol officers work a 2,080 year and a variety of shift schedules, including a twelve-hour schedule, four days on and four off. Some work a ten-hour schedule with five days on and three off. The rotating twelve-hour shifts include augmented mid-hour shifts and late shifts that may be moved according to need.

The city defines high priority emergency calls as those crimes that are in progress, life threatening, or potential life threatening circumstances. Each officer is assigned a vehicle and allowed to take it home.

### Conditions Affecting Service, Performance, and Costs

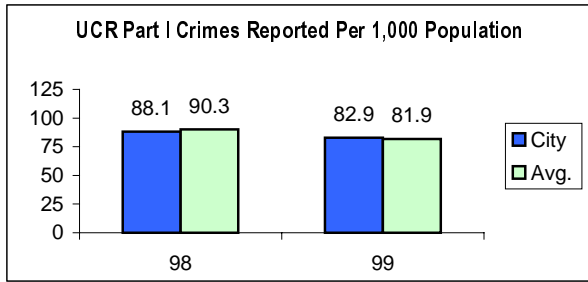
The city of Salisbury installed a new emergency communication system during FY 1998-99 and was unable to provide performance data for incoming calls and calls dispatched.

# Salisbury

## Police Investigations FY 1998-99

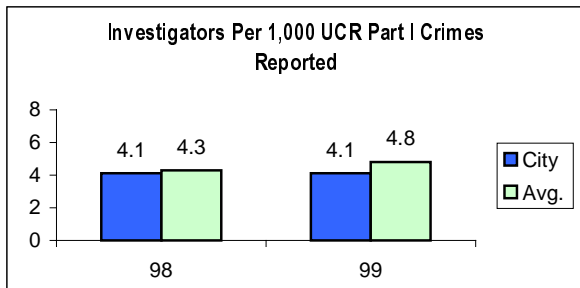
### Fiscal Years 1998 & 1999

Workload Measure



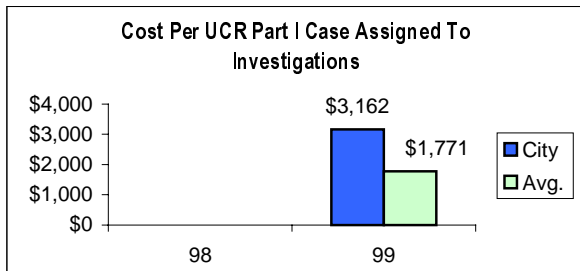
n = 14

Workload Measure



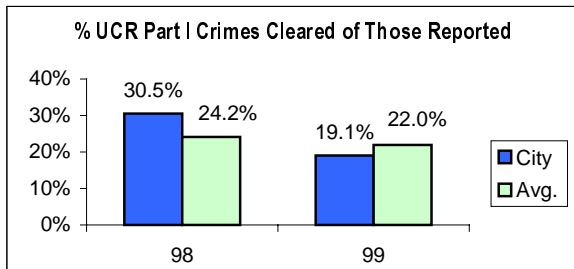
n = 14

Efficiency Measure



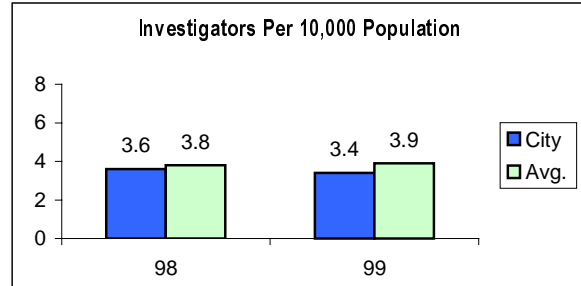
n = 12 \*\*Not measured in FY 1998

Effectiveness Measure



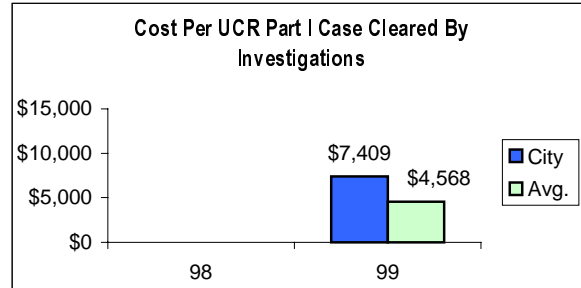
n = 14 \*\*Crimes cleared total for entire department

Workload Measure



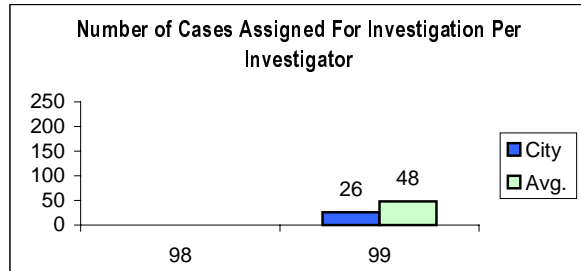
n = 14

Efficiency Measure



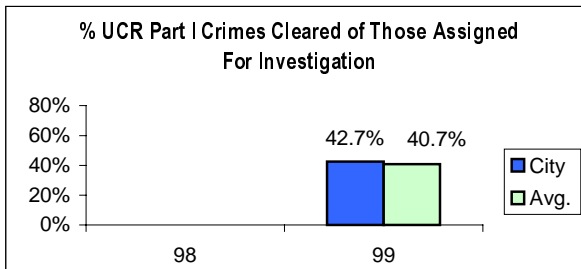
n = 12 \*\*Not measured in FY 98

Efficiency Measure



n = 12 \*\*Not measured in FY 1998

Effectiveness Measure



n = 11 \*\* Not measured in FY 98

# Salisbury

## Police Investigations

FY 1998-99

CITY PROFILE	
Population (OSP-98)	26,792
Land Area (Square Miles)	17.8
Persons per Square Mile	1,509
County	Rowan
Median Family Income (HUD Estimate for County-4/98)	\$39,200
Unemployment Rate	3.6%
UCR Part I Crimes Reported	
Homicide	5
Rape	24
Robbery	78
Assault	300
Burglary	310
Larceny	1,355
Auto Theft	134
Arson	16
<b>TOTAL</b>	<b>2,222</b>

FULL COST PROFILE	
Cost Breakdown By %	
Personal Services	67.3%
Operating Costs	24.5%
Capital Costs	8.2%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown By \$	
Personal Services	\$ 493,792
Operating Costs	\$ 179,356
Capital Costs	\$ 60,381
<b>TOTAL</b>	<b>\$ 733,529</b>

SERVICE PROFILE	
FTE Positions--Sworn	9
FTE Positions--Other	1
Part I Crimes Assigned to Investigations	
Persons	70
Property	162
<b>Total</b>	<b>232</b>
Part I Crimes Cleared by Investigations	
Persons	33
Property	66
<b>Total</b>	<b>99</b>
Avg. # Years Service For Sworn Officers	13

### EXPLANATORY INFORMATION

#### Service Level and Delivery

Police investigations had nine sworn investigator positions authorized for FY 1998-99 with an average length of service of thirteen years. The city also budgeted one clerical position for the same fiscal year.

Investigators in Salisbury work a 42.5 hour week, Monday through Friday from 8:30 a.m. to 5:00 p.m. The investigators are called back as needed.

Police investigations was assigned 232 cases for FY 1998-99 and cleared 99 cases. The police department was successful in clearing 424 cases. The department did not receive any complaints during the fiscal year against investigative officers.

#### Conditions Affecting Service, Performance, and Costs

FY 1997-98 performance data are not reported for the following measures: cost per UCR Part I cases cleared by investigations, cost per UCR Part I cases assigned to investigations, and number of cases assigned for investigations per investigative officer.

The cost per UCR Part I cases cleared by investigations and cost per UCR Part I cases assigned to investigations were changed from investigative cost per Part I crime cleared by the police department and investigative cost per Part I crime reported to the police department, respectively. The changes were made to ensure that both cost and performance were derived from the same function.

The number of cases assigned for investigations per investigative officer represents a new performance measure and was not contained in the FY 1997-98 performance and cost data report.

# Salisbury

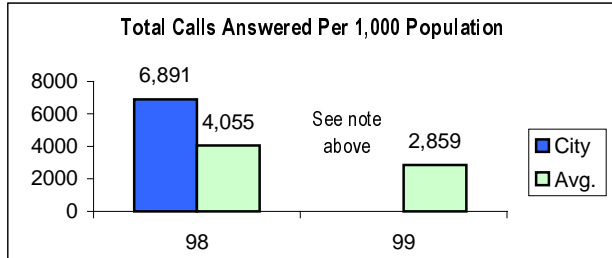
## Emergency Communications

FY 1998-99

### FISCAL YEARS 1998 & 1999

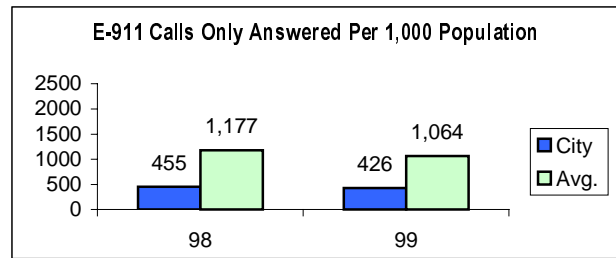
**NOTE: Data on total number of calls not available for FY 1999**

Workload Measure



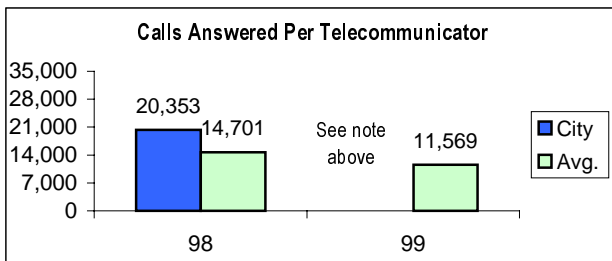
n = 9

Workload Measure



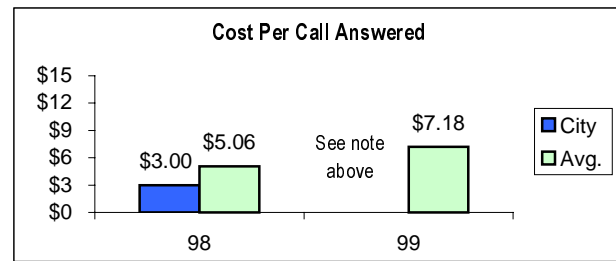
n = 7

Efficiency/Workload Measure



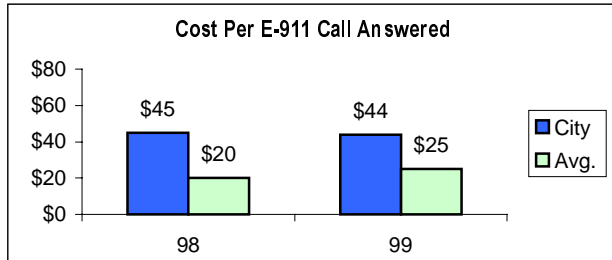
n = 9

Efficiency Measure



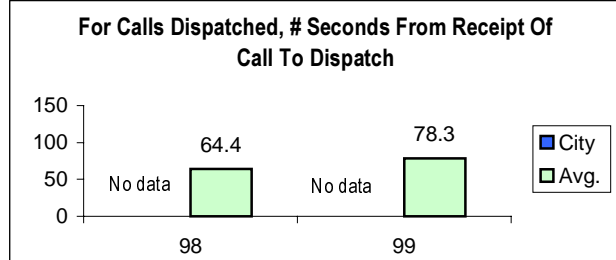
n = 9

Efficiency Measure



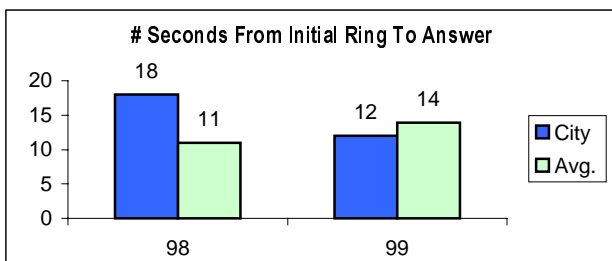
n = 7

Effectiveness Measure



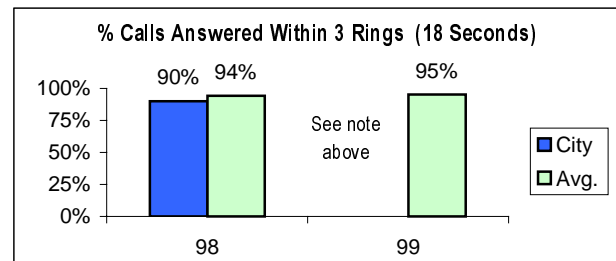
n = 7

Effectiveness Measure



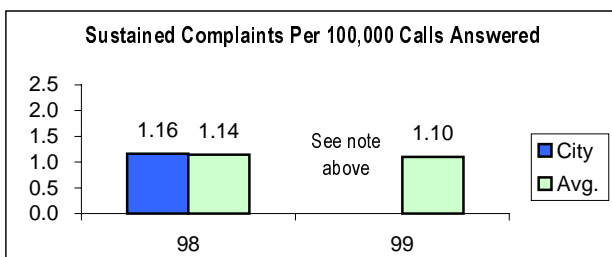
n = 8

Effectiveness Measure



n = 7

Effectiveness Measure



n = 9

\*\*NOTE: 1 Ring = 6 Seconds

\*Receipt of call = time of first ring of telephone

\*Dispatch of call = time to beginning of dispatch

**CITY PROFILE**

Population (OSP-98)	26,792
Land Area (Square Miles)	17.8
Persons per Square Mile	1,509
County	Rowan
Median Family Income (HUD Estimate for County-4/98)	\$39,200
Unemployment Rate	3.6%
Population Growth (OSP 1990-1998)	13.8%

**FULL COST PROFILE**

Cost Breakdown By %	
Personal Services	57.3%
Operating Costs	40.3%
Capital Costs	2.4%
<b>TOTAL</b>	<b>100.0%</b>

Cost Breakdown By \$	
Personal Services	\$ 290,687
Operating Costs	\$ 203,934
Capital Costs	\$ 12,405
<b>TOTAL</b>	<b>\$ 507,026</b>

**SERVICE PROFILE**

FTE Positions	
Telecommunicators	10.5
Other	1.0
Total Incoming Calls	NA
Total 911 Calls	11,400
Total Calls Dispatched	NA
Highest Priority Calls	NA
E-911 Fee	No
Revenue from Fee	NA
Number of Complaints	3
Number of Sustained Complaints	1
800 MHZ. System	Yes

**EXPLANATORY INFORMATION**

**Service Level and Delivery**

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 communication center. The city's center operates twenty-four hours a day, seven days a week.

The city owns its communications equipment, including infrastructure. The system is a Motorola 800 Mhz trunked Smartnet system with a single site, twenty channel analog and two Ghz microwave sites. Approximately 1,650 users are on the system.

Salisbury's center did not report total calls for FY 1998-99. It only reported calls taken and dispatched for 911 calls. The city defines highest priority emergency calls as crimes in progress and, calls involving injury or imminent injury to a person.

**Conditions Affecting Service, Performance, and Costs**



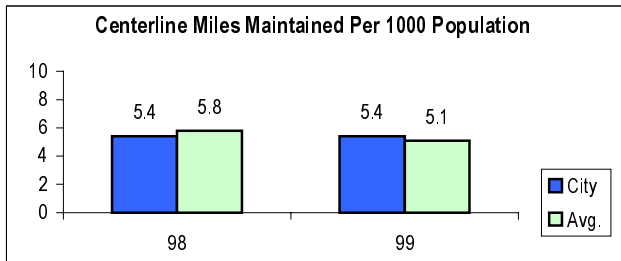
# Salisbury

## Street Pavement Maintenance

FY 1998-99

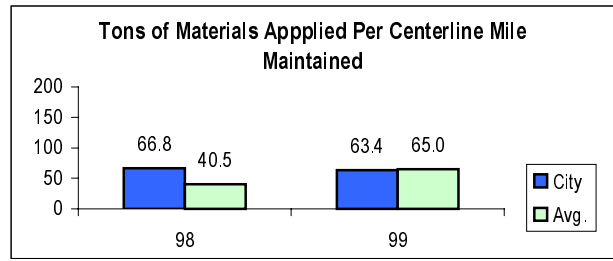
### FISCAL YEARS 1998 & 1999

Workload Measure



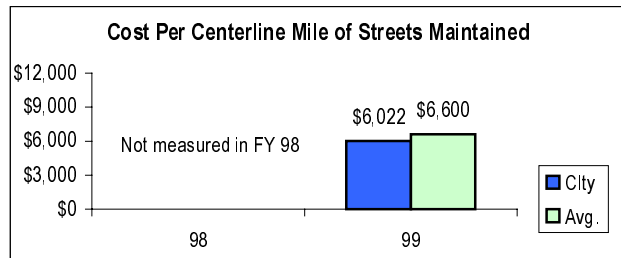
n = 11

Workload Measure



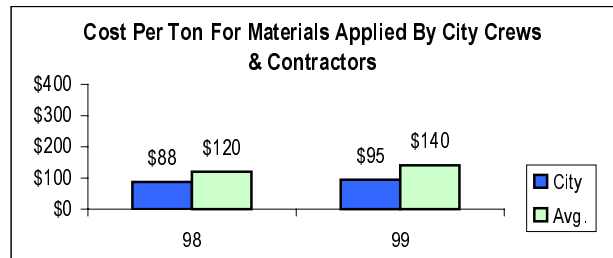
n = 11

Efficiency Measure



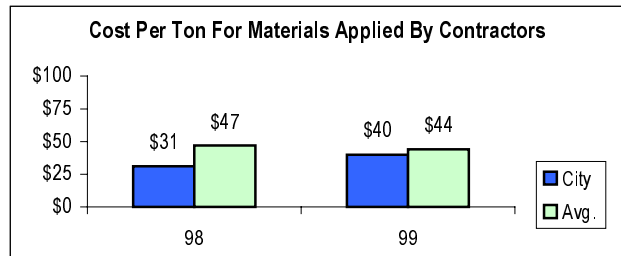
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Efficiency Measure



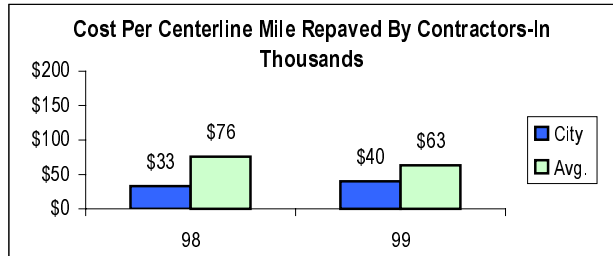
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Efficiency Measure



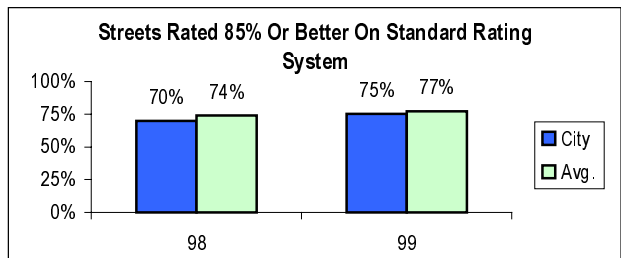
n = 10

Efficiency Measure



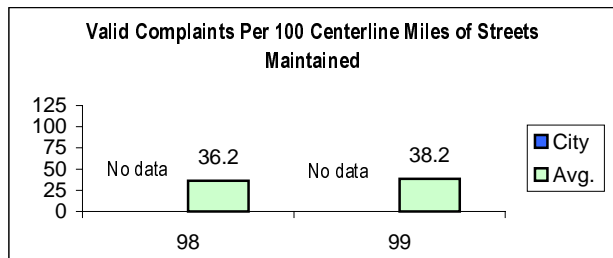
n = 10

Effectiveness Measure



n = 9

Effectiveness Measure



n = 6

# Salisbury

**FY 1998-99**

<b>CITY PROFILE</b>	
Population (State Planning as of 1998)	26,792
Land Area (Square Miles)	17.8
Persons per Square Mile	1,509
Topography	Gently Rolling
County	Rowan
Climate	Moderate, Some Snow & Ice
Median Family Income (HUD Estimate for County-4/98)	\$39,200
<b>FULL COST PROFILE</b>	
Cost Breakdown By %	
Personal Services	23.9%
Operating Costs	63.0%
Capital Costs	13.1%
TOTAL	100.0%
Cost Breakdown By \$	
Personal Services	\$ 209,454
Operating Costs	\$ 552,002
Capital Costs	\$ 114,722
TOTAL	\$ 876,178
<b>SERVICE PROFILE</b>	
FTE Positions--City Workers	7.7
FTE Positions--Other	0.0
Centerline Miles Maintained	145.5
Centerline Miles Resurfaced--Contract	7.9
Centerline Miles Resurfaced--City	0.0
Total	7.9
Tons of Materials Used	
Contracts	8,000
City	1,225
Total	9,225
Linear Feet Curb & Gutter Repaired/Replaced	2,012
Registered Vehicles	20,282
Registered Vehicles/Square Mile	1,142

## EXPLANATORY INFORMATION

**Service Level and Delivery**

The city of Salisbury was responsible for maintaining 145.5 centerline miles during FY 1998-99. The city resurfaced a total of 7.92 centerline miles, all under contract. The 7.92 centerline miles resurfaced equates to approximately 5 percent of total centerline miles.

The total tons of materials used during the fiscal year were 9,225, representing 8,000 tons used under contract and 1,225 used by city crews for maintenance and repair. The average resurfacing depth used by the contractor was 1.5 inches.

The city reported that 75.2 percent of city streets rated 85 or above on its ITRE rating. The last rating was conducted in 1998.

The city of Salisbury did not report valid complaints received during FY 1998-99 and did not report the percentage of hazardous pavement conditions responded to within twenty-four hours.

**Conditions Affecting Service, Performance, and Costs**

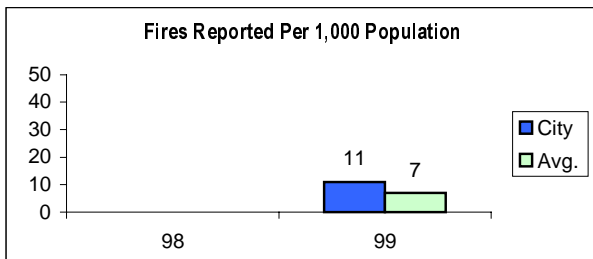
# Salisbury

## Fire Services FY 1998-99

**FISCAL YEARS FY 1998 & 1999**

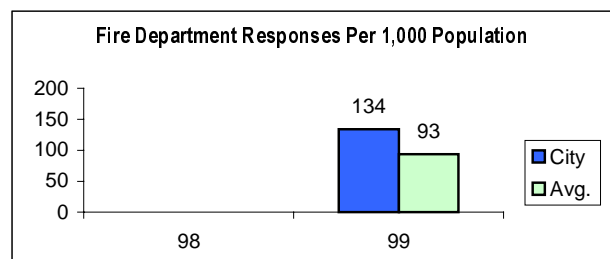
**NOTE: Fire Services new study area in FY 1999.**

Workload Measure



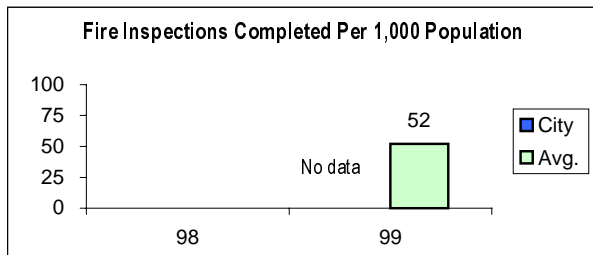
n = 11

Workload Measure



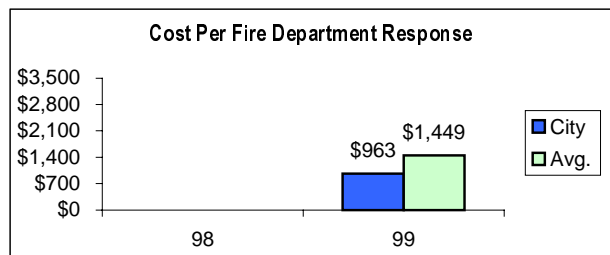
n = 13

Workload Measure



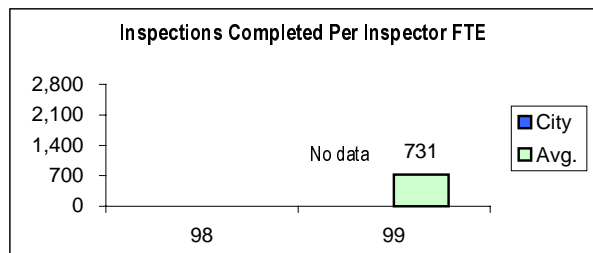
n = 12

Efficiency Measure



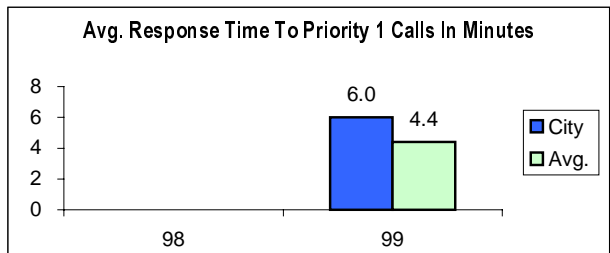
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Efficiency Measure



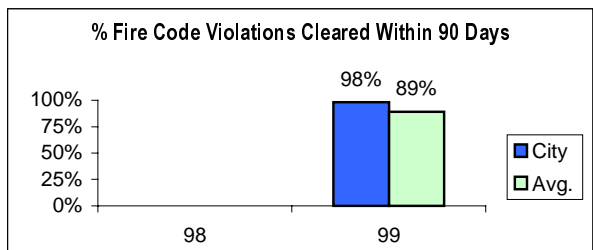
n = 11

Effectiveness Measure



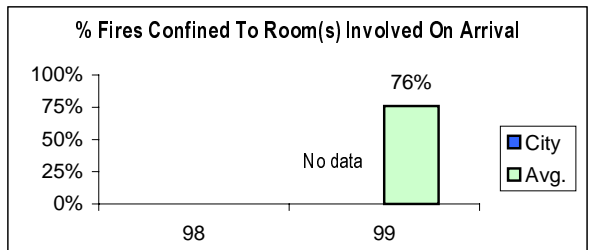
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Effectiveness Measure



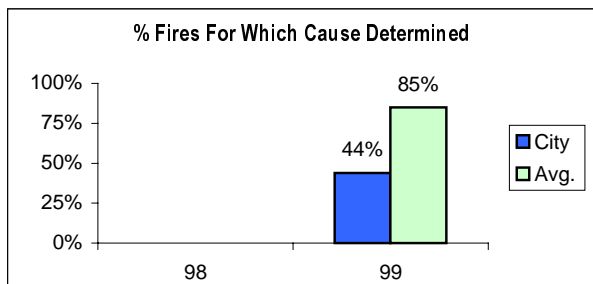
n = 10

Effectiveness Measure



n = 7

Effectiveness Measure



n = 10

# Salisbury

## Fire Services

FY 1998-99

CITY PROFILE	
Population Served	26,792
Land Area Served (Square Miles)	17.6
Persons Served per Square Mile	1,522
Topography	Gently Rolling
County	Rowan
Climate	Moderate; Some Snow & Ice

FULL COST PROFILE	
Cost Breakdown By %	
Personal Services	57.5%
Operating Costs	31.3%
Capital Costs	11.2%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown By \$	
Personal Services	\$ 1,994,233
Operating Costs	\$ 1,082,136
Capital Costs	\$ 389,876
<b>TOTAL</b>	<b>\$ 3,466,245</b>

SERVICE PROFILE	
FTE Positions--Firefighters	54
FTE Positions--Other	11
Fire Stations	3
Amount of Property Protected	\$1,100,255,802
Fire Apparatus	
Pumpers	3
Aerial trucks	1
Reserve equipment/other	8
<b>Total</b>	<b>12</b>
Fire Department Responses	
Fires	290
Medical	1,871
False Alarms	429
Other	1,009
<b>Total</b>	<b>3,599</b>
Engine Companies	3
Total Fires Reported	290
Total Structural Fires Reported	105

EXPLANATORY INFORMATION	
<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.	
The fire department contained the following divisions in FY 1998-99: fire control, loss prevention, training, and logistics.	
The fire department reported a total response time of 5:00, including 1:00 for dispatch time, 1:00 for turnout time, and 3:00 for travel time.	
The city had an ISO rating of 2 for FY 1998-99.	
The fire department did not report the number of inspections completed during the fiscal year. The city did report that four fire inspectors were certified, including one battalion chief fire marshal and three inspector captains.	
<b>Conditions Affecting Service, Performance, and Costs</b>	
The total number of reported fires of 290 and the number of fire responses of 290 represent the total number of actual fires for Salisbury.	



**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2000, AND ENDING JUNE 30, 2001.**

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, 2000, and ending June 30, 2001, 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	\$     88,183
Management and Administration	668,243
Human Resources	572,089
Information Technologies	944,780
Finance	839,997
Purchasing	158,447
Community Development	964,204
Development Services	332,264
Office Buildings	345,874
Plaza	177,264
Police Services	1,518,731
Police Administration	357,433
Police Operations	3,973,205
Fire Department	3,213,583
Telecommunications	290,227
Traffic Operations	472,815
Street Lighting	307,851
Transportation	160,282
Engineering	1,358,767
Public Services - Administration	207,467
Streets	2,003,548
Cemetery	212,513
Waste Management	1,281,179
Landscape Operations	645,252
Hurley Park	92,076
Parks and Recreation	2,789,659
Fleet Management	722,442
Education	42,342
Debt Service	<u>829,012</u>
 TOTAL GENERAL FUND	 <u>\$ 25,569,729</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	\$ 4,142,762
Utilities Mgt. and Administration	2,513,494
Water Resources	837,644
Water and Sewer Maint and Const	3,301,167
Technical Services	431,484
Wastewater Treatment	1,542,911
Meter Services	401,587
Facilities Maintenance	<u>1,307,014</u>
 TOTAL WATER AND SEWER FUND	 <u>\$ 14,478,063</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

\$ 495,335

- (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

\$ 1,299,776

- (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

\$ 304,265

- (6) That for the 2000-01 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

\$ 500,240

- (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

\$ 121,000

Section 2. Revenue Estimates.

- (1) The City Council has and does estimate that the following revenues will be available during the fiscal year beginning July 1, 2000, and ending June 30, 2001:

General Fund:	
Taxes	\$ 14,526,270
Licenses and permits	509,280
Intergovernmental	5,460,002
Charges for services	1,680,458
Miscellaneous	913,366
Administrative charges	1,480,353
Other financing sources	<u>1,000,000</u>
Total revenues	<u>\$ 25,569,729</u>

Water and Sewer Fund:	
Charges for services	\$ 14,097,563
Nonoperating revenues	<u>380,500</u>
Total revenues and other financing sources	<u>\$ 14,478,063</u>

Transit Fund:	
Charges for services	\$ 82,326
Intergovernmental revenues	229,033
Miscellaneous	19,500
Other financing sources	<u>164,476</u>
Total revenues and other financing sources	<u>\$ 495,335</u>

General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,284,776
Miscellaneous	<u>15,000</u>
Total revenues	<u>\$ 1,299,776</u>

Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	<u>\$ 304,265</u>

Special Revenue Funds:	
Entitlement Fund	
Intergovernmental revenue	\$ 375,000
Miscellaneous	<u>125,240</u>
Total revenue	<u>\$ 500,240</u>

Rental Rehab:	
Miscellaneous	\$ <u>121,000</u>
Total revenue	<u>\$ 121,000</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, 2000, 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)

-- \$ .60

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 \$1,859,939,000 for General Fund purposes.



Section 4. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2000, 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. The amount budgeted as Plaza Contingency Reserve for the Plaza shall be set aside in Fund Balance at year-end and added to the balance named as Designated for Plaza Capital Replacement.

Section 7. 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 8. The following schedules and fees are hereby adopted and all references to these fees in the City Code of Ordinances are amended to reflect these new schedules and fees as appropriate:

	Fee
<b>ADMINISTRATION</b>	
Sale of Salisbury Code of Ordinances-hardback binder	\$60
Sale of Salisbury Code of Ordinances-softback binder	\$35
 <b>LAND MANAGEMENT &amp; DEVELOPMENT</b>	
<i>Development Services</i>	
Standards Manual (includes zoning and subdivisions)	\$20
Permit for demolition	\$20
Permit for moving	\$20
Group Developments:	
Residential involving four or more units	\$200 + \$6/unit
Nonresidential	\$500
Irrigation Connections:	
3/4" Inside City Limits	\$212.50
1" Inside City Limits	\$287.50
3/4" Outside City Limits	\$250
1" Outside City Limits	\$325
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	
<i>Engineering</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	\$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
<b>POLICE</b>	
Copies	\$0.10 per copy;
(No fee to victims of crime or traffic accidents for first copy	minimum of \$1;
of a report, but charged for any additional copies)	\$1 extra for mailing
Fingerprinting	\$10
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

	Fee
<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>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	\$35/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour
<i>Street Division</i>	
Cut & remove existing curb & other material	\$3 LF
Cut & remove existing sidewalk (up to 5 ft wide)	\$3 LF
6-inch x 18-inch concrete curb & gutter	\$6.50 LF
6-inch x 24-inch concrete curb & gutter	\$7 LF
6-inch x 30-inch concrete curb & gutter	\$8 LF
24-inch concrete valley gutter	\$6.50 LF
2 ft driveway lip only	\$8 LF
6-inch x 2 ft driveway lip with gutter	\$15 LF
6-inch x 5 ft driveway lip with gutter	\$20 LF
4-inch concrete sidewalk	\$16 SY
6-inch concrete driveway to include area behind driveway lip to back of sidewalk	\$17 SY
Miscellaneous concrete patch	\$75 CY
Miscellaneous asphalt patch	\$20 SY
Install storm drain on right-of-way (adjacent owner purchases pipe)	\$3 LF
Limbs and cuttings exceeding truck load of 1 1/2 tons by volume	\$75

	Fee
<i>Cemetery</i>	
Burial-adult	\$550
Burial-infant	\$350
Disinterment	\$550
Interments - two--one grave-adult	\$600
Interments - two--one grave-infant	\$450
Interment - Crematory remains	\$325
Interment - Mausoleum	\$300
Interment - non-City registrations	\$125
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:	
Chestnut Hill - adult, City resident	\$500
Chestnut Hill - adult, non-City resident	\$700
Chestnut Hill - infant, City resident	\$275
Chestnut Hill - infant, non-City resident	\$325
Memorial Park - adult, City resident	\$500
Memorial Park - adult, non-City resident	\$700
Memorial Park - infant, City resident	\$275
Memorial Park - infant, non-City resident	\$325
Oakwood - adult, City resident	\$500
Oakwood Park - adult, non-City resident	\$700
Oakwood Park - infant, City resident	\$275
Oakwood Park - infant, non-City resident	\$325
<i>Landscape</i>	
Nuisance abatement	Mobilization fee \$125 + \$50 for every hour or portion thereof
Hanging of banners	\$150 each
Cooperative tree planting on public right-of-way	Actual cost of tree
Temple Gazebo rental	\$100 security deposit; \$50 refundable
Hurley Park Gazebo rental	\$100 security deposit; \$50 refundable
Robertson Eastern Gateway	\$100 security deposit; \$50 refundable
Bell Tower	\$100 security deposit; \$50 refundable
<i>Solid Waste</i>	
Collection in excess of 4 large pieces of furniture per week	\$10
Bagged trash exceeding 10 bags per week	\$5 per bag
Unbagged trash (non-yard waste)	\$5 per 40 gallon; by volume

Fee

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*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

*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	\$20
Reduced	\$16
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	\$300 + \$100 deposit
Non-profit organizations fund-raiser	\$400 + \$100 deposit
For profit organizations	\$665 + \$100 deposit

Multi-purpose room, small room & kitchen - for first eight  
hours each day, after eight hours: \$75/hour:

Non-profit organizations	\$335 + \$100 deposit
Non-profit organizations fund-raiser	\$435 + \$100 deposit
For profit organizations	\$700 + \$100 deposit

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

City Park

Arts & craft room:

Non-profit function	\$30/first hr + \$15 each additional hr
For profit function	\$40/first hr + \$30 each additional hr

Multi-purpose room:

Non-profit function	\$50/first hr + \$25 each additional hr
For profit function	\$75/first hr + \$50 each additional hr

Meeting room:

Non-profit function	\$30/first hr + \$15 each additional hr
For profit function	\$40/first hr + \$30 each additional hr

	Fee
Miller Center	
Arts & craft room:	
Non-profit function	\$20/first hr + \$10 each additional hr
For profit function	\$30/first hr + \$20 each additional hr
Multi-purpose room:	
Non-profit function	\$40/first hr + \$20 each additional hr
For profit function	\$60/first hr + \$40 each additional hr
Meeting room:	
Non-profit function	\$20/first hr + \$10 each additional hr
For profit function	\$30/first hr + \$20 each additional hr
Hall Gym & Lincoln Pool	
Non-profit function	\$25/hr
For profit function	\$50/hr
Cannon Park Gazebo Rental (only available for groups 40 or less)	\$100 security deposit; \$50 refundable
Parks	
Shelter permit application fee	\$5
<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>UTILITY ENGINEERING</b>	
Engineering, Consulting, and Technical Services	
Project Manager - Professional Engineer	\$100/hr
Civil Engineer	\$75/hr
Engineering Technician	\$50/hr
Construction Inspector	\$50/hr
Survey Field Crew (2 person)	\$75/hr
Clerical	\$25/hr
Set of Bid Documents, each	\$50
Utility Location Maps	
Paper Document	\$15
Digital Format	
Diskette, each	\$5
CD Disk, each	\$10

	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
OTHER FEES:	
Copy machine fee	\$0.10 per copy; minimum of \$1
Copy of reports/files	\$1 extra for mailing Actual cost of supplies and mailing, minimum of \$5
FINANCE:	
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.

#### 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 \$100  
Residential owner-occupants including single family townhouses and condominiums shall be exempted.
- (b) Commercial, industrial, and institutional recipients \$150  
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   | \$425        |
| (b) One-inch water meter and tap and backflow prevention device   | \$575        |
| (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   | \$450        |
| (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  | \$20         |
| Reconnection fee for non-payment after business hours   | \$75         |
| (h) 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         |
| (i) Testing meter if delivered to city facilities (per test)  | \$7          |
| (j) Field testing of meters: First test is free and each additional test within twelve months   | \$25         |
| (k) Unauthorized use of fire protection system  | \$100        |
| (l) Fire protection system testing (per test)   | \$50         |
| (m) Meter reinstallation charge (per meter)   | \$25         |
| (u) Water or sewer connection inspection fee (per connection)   | \$20         |
| (o) Should a property owner replace an existing service line with a larger one, the charges scheduled above will apply in full.   |              |
| (p) 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 underpayments will be invoiced to the developer by the City.   |              |
| (q) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be twenty dollars (\$20). This amount shall be applied to current utility bill, along with amount of the unpaid check.   |              |
| (r) Lateral transfer fee  | \$450        |
| (s) Direct debit credit   | \$1/Month    |
| (t) Recycling fee   | \$1.44/Month |
| (u) Rowan County landfill fee   |              |
| (1) Residential (per unit)  | \$2.96/Month |
| (2) Commercial (per unit)   | \$5.53/Month |
| (3) Container (per cubic yard)  | \$5.05/Month |
| (v) Waste collection fee  |              |
| (1) Commercial (per unit)   | \$8/Month    |
| (2) Container (per container)   | \$10/Month   |

**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, 2000.

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$3.56
	1" =	\$5.06
	1-1/2" =	\$7.56
	2" =	\$10.56
	3" =	\$20.06
	4" =	\$34.06
	6" =	\$65.06
	8" =	\$122.56
	10" =	\$168.27

Volume charge per 100 cubic feet:

Raw water	\$0.38
Finished, potable water	\$1.90

**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 sixty-five dollars (\$65.00) 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 sixty-five dollars (\$65.00).

**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, 2000.

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" =	\$196.38

Volume charge per 100 cubic feet	\$2.28
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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 ninety-two dollars and twenty-four cents (\$192.24) 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 fourteen hundred and one dollars and forty-nine cents (\$1,401.49) per one thousand pounds.
- (d) Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of twenty-eight dollars (\$28.00) per two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

**SCHEDULE H  
ACREAGE CHARGE**

Charges shall be as authorized in Chapter 25, Article II, and Section 25-40, of City Code.

- (a) The acreage charges that apply to water and/or sewer connections beyond the corporate limits, in addition to those required under all the appropriate schedules to this chapter shall be as follows:
  - (1) WATER – Two hundred and fifty dollars (\$250.00) per acre or fraction thereof.
  - (2) SEWER – Two hundred and fifty dollars (\$250.00) per acre or fraction thereof.
- (b) The minimum charge under this schedule shall be five hundred dollars (\$500.00) for a business development and two hundred and fifty dollars (\$250.00) for a single household.
- (c) The acreage charge shall apply to residential, commercial, and/or industrial development and the basis of charges shall be on the total acreage within the tract or development. The City Council may, at its discretion, waive the acreage charge for those parcels of land, which have petitioned for annexation.

**SCHEDULE J  
FRONTAGE CHARGES**

Charges in Schedule J shall be authorized by Chapter 25, Article V, Section 25-106 of the City Code.

- (a) The City shall collect eight dollars and fifty cents (\$8.50) per front foot for sewer connections and six dollars and fifty cents (\$6.50) per front foot for water connections.

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

## GLOSSARY OF TERMS

**ACCRUAL ACCOUNTING:** A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, a 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.

**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.

**CAC:** Acronym for Community Appearance Commission.

**CAPITAL EQUIPMENT:** Vehicles, equipment, software, and furniture purchased by the City which individually amount to a value in excess of \$500 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 cost 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.

**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.

**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.

**MPO:** Acronym for Master Police Officer.

**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.

**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.

