

# CITY OF SALISBURY NORTH CAROLINA

## 2004-05 BUDGET For the Year Ending June 30, 2005



### 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**

**Mark N. Lewis**

#### OFFICIALS

**David W. Treme  
City Manager**

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

#### Budget Prepared By

**David W. Treme - City Manager**  
**John A. Sofley, Jr. - Finance Director**  
**Teresa P. Harris – Budget and Performance Management Manager**  
**S. Wade Furches - Finance Manager**  
**Evans C. Ballard – Budget and Benchmarking Analyst**  
**Melissa H. Drye - Finance Specialist**  
**Michael D. West - Finance and Administration Manager**  
**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, 2003**

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, 2003 (Fiscal year 2003-2004).**

**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 2004-05 BUDGET  
TABLE OF CONTENTS**

---

|   | <b>PAGE</b> |
|---|-------------|
| <b>CITY MANAGER'S BUDGET TRANSMITTAL MESSAGE</b> .....            | i           |
| <br><b>SECTION I - INTRODUCTORY SECTION</b>                       |             |
| FY 2004-05 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 2004-05.....                           | 1-5         |
| Trend Monitoring.....   | 1-7         |
| Other Revenue Trends .....  | 1-8         |
| <br><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 2004-05 Budget Calendar .....                                  | 2-7         |
| <br><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.....              | 3-9         |
| Program Matrix of FY 2004-05 Budget.....                          | 3-10        |
| Selected Telephone Numbers .....                                  | 3-10        |
| <br><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         |
| Management Services- Summary .....                                | 4-11        |
| Administration .....  | 4-12        |
| Information Technologies.....                                     | 4-15        |
| Purchasing.....   | 4-17        |
| Telecommunications.....   | 4-18        |
| Facilities Management.....  | 4-19        |
| City Office Buildings.....  | 4-20        |
| Plaza.....  | 4-21        |
| Land Management and Development - Summary .....                   | 4-22        |
| Planning and Community Development.....                           | 4-23        |
| Geographic Information Systems .....                              | 4-25        |

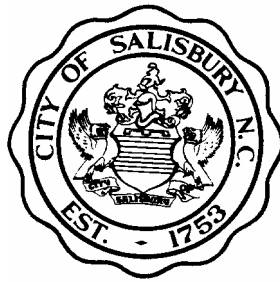
## TABLE OF CONTENTS

|   | <b>PAGE</b> |
|---|-------------|
| Development Services .....                                | 4-26        |
| Engineering .....   | 4-28        |
| Street Lighting .....                                     | 4-30        |
| <br>  |             |
| Police Summary .....                                      | 4-31        |
| Support Services .....                                    | 4-32        |
| Administration .....                                      | 4-34        |
| Field Operations.....                                     | 4-35        |
| Fire .....  | 4-37        |
| Public Services - Summary.....                            | 4-40        |
| Administration .....                                      | 4-41        |
| Traffic Operations.....                                   | 4-42        |
| Streets.....  | 4-43        |
| Cemetery .....  | 4-46        |
| Solid Waste Management .....                              | 4-47        |
| Solid Waste Management-Other.....                         | 4-48        |
| Landscape Operations.....                                 | 4-49        |
| Landscape-Hurley Park.....                                | 4-50        |
| Fleet Management.....                                     | 4-51        |
| Parks and Recreation .....                                | 4-53        |
| Transportation, Education and Debt Service .....          | 4-56        |
| <br>  |             |
| <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         |
| <br>  |             |
| <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         |
| Plant Operations Water Treatment .....                    | 6-8         |
| Systems Maintenance .....                                 | 6-10        |
| Environmental Services .....                              | 6-13        |
| Plant Operations Wastewater Treatment .....               | 6-15        |
| Meter Services .....                                      | 6-17        |
| Plant Operations- Plants Maintenance.....                 | 6-19        |
| Debt Service and Capital Projects .....                   | 6-20        |
| <br>  |             |
| <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         |
| <br>  |             |
| <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

|  | PAGE  |
|--|-------|
| <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 .....    | 10-7  |
| Water and Sewer Capital Improvement Program Schedule ..... | 10-8  |
| <b>SECTION XI - DEBT MANAGEMENT PROGRAM</b>                |       |
| Outstanding Debt .....                                     | 11-1  |
| Proposed Debt.....   | 11-4  |
| Legal Debt Margin Graph.....                               | 11-5  |
| Legal Debt Margin Calculation .....                        | 11-5  |
| 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 .....                          | 12-8  |
| <b>SECTION XIII – PERFORMANCE MEASUREMENT</b>              |       |
| Performance Measurement Narrative .....                    | 13-1  |
| Residential Refuse Collection.....                         | 13-2  |
| Household Recycling.....                                   | 13-4  |
| Yard Waste and Leaf Collection.....                        | 13-6  |
| Police Services.....                                       | 13-8  |
| Emergency Communication .....                              | 13-10 |
| Asphalt Maintenance and Repair.....                        | 13-12 |
| Fire Services .....  | 13-14 |
| Fleet Maintenance.....                                     | 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 28, 2004

## **BUDGET MESSAGE FISCAL YEAR 2004-05 July 1, 2004-June 30, 2005**

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

It is with pleasure that I present to you the City of Salisbury's FY2004-05 Annual Budget totaling \$51,531,962 for all funds.

The nineteenth Annual Future Directions and Goal Setting Conference for the City was held February 19 and 20, 2004 at the Waterworks Visual Arts Center in Salisbury, North Carolina. The theme for this conference was **"Strong Foundation, Right Direction, Bright Future."** We spent considerable time talking about the following important subject matters for the future health, safety, and welfare of the City of Salisbury and its citizens. Specifically, we discussed a major change to the City of Salisbury's Strategic Plan which included changes to our City's Mission, Vision, and Core Values. The term "Fairness and Equality" were added as a focus in both the City's Mission and Core Values. The City's Vision Statement was amended to reflect that the City of Salisbury wanted "To be a City that promotes a positive business climate and economic opportunities for its citizens".

### **RECEIVING THE MESSAGE**

The newly formed Rowan County Committee of 100 started off the year 2004 by inviting Hugh McColl Jr., the former Bank of America CEO, to tell the Salisbury-Rowan community how our large and successful neighbor, the City of Charlotte and Mecklenburg County, has been successful at creating a positive business climate for both new and existing business and industry. Not only has Rowan County experienced an average 9.0% unemployment for 2003 but over the past two years at least 16 business closures and three plant lay-offs have eliminated almost 2,400 jobs. The objectives of the Rowan County Committee of 100 are job creation (wages and benefits), promoting development consistent with our community's quality of life, providing support and advocacy for economic development, and establishing a development fund. The benefits of this effort could mean lower unemployment, an increased tax base, enhanced quality of life, new job opportunities and expanded retail growth.

Mr. McColl gave our community six important concepts to focus on. They included: creating an educated work force; becoming a more flexible government that works well with business; promoting Salisbury's quality of life; creating an environment that attracts young workers; offering aggressive incentive packages for businesses; and creating unity and the ability to work

together. Of course being from Salisbury, the home of many legendary entrepreneurs who literally laid the foundation of our community, the Salisbury City Council decided that promoting an entrepreneurial spirit in our community was an equally important concept to consider along with those suggested by Mr. McColl.

### **WHAT WE HAVE BEEN DOING TO PROMOTE OUR LOCAL ECONOMY**

Traditionally the City of Salisbury has both directly and indirectly supported economic growth through major expenditures for roads and the extension of water and sewer lines through the efforts of the Salisbury-Rowan Utilities (SRU). I think many have recognized that the Salisbury-Rowan Utilities has become a major Rowan County economic engine by transforming its utility system from a small municipal system to a broad-based county-wide service. Our water treatment plant has been expanded, water lines have been extended along Rowan County's growth corridors including US Highway 70, US Highway 29, and US Highway 52, and we have worked hard to protect our City's water rights on the Yadkin River against all competing interests.

We have continued to actively support many of Salisbury's and Rowan County's economic development interests including Downtown Salisbury, Inc., Salisbury-Rowan Economic Development Commission, the Rowan County Chamber of Commerce, and the Salisbury Community Development Corporation. We are actively forming new partnerships with many other outstanding business organizations including the Rowan County Convention and Business Center, the Rowan Business Alliance, and the newly formed Rowan County Committee of 100.

### **ACTING ON THE MESSAGE**

The Salisbury City Council didn't take long to act on the message. At the City of Salisbury's Future Directions and Goal Setting Conference held in town on Thursday and Friday, February 19-20, 2004, the City invited Mayor Keith Holliday of Greensboro, NC to kick off the Salisbury Cafe' Conversation, in which over 50 of Salisbury-Rowan's invited business leaders, among others, shared ideas on how Salisbury and Rowan County could create a positive business climate in our community. We do believe that there is wisdom in a multitude of counsel. The ideas flowed. The very next morning the Salisbury City Council conducted a full discussion of the results of the brainstorming session, adopting as goals those ideas which were thought to produce the best results over the shortest period of time.

The Salisbury City Council adopted many important goals for implementation during the coming months including: publicly supporting approval of the Project Development Financing referendum this fall; promoting infill development within the City; conducting a feasibility study for a Civic/Convention Center; considering smart growth standards and incentives; implementing the Downtown Salisbury Master Plan; streamlining the City's development review process and ordinances; exploring the feasibility of creating a business incubator for Salisbury; exploring options for business development incentives; serving as a catalyst to develop a consolidated strategic business initiative for Rowan County; investigating an entrepreneurial loan pool and funding options; determining and attracting businesses to Salisbury that are of interest to young people; creating a customer service attitude among all City employees; and establishing a downtown farmer's market. In addition, the City and County are currently discussing the possibility of creating an airport industrial park and evaluating the feasibility of providing sewer along the I-85 corridor. All these items are important, but they all have costs as well.



## **PASSING THE MESSAGE TO THE TEAM**

The message that the City Manager, the City Management Team and all City Employees have received from the Salisbury City Council is that they wanted our City to play a more **aggressive** role in creating a positive business climate, creating new jobs and economic opportunities for our citizens, and improving customer service in all areas of City government.

Promoting Salisbury and Rowan County as the place to do business is important in accomplishing another one of the City's Outcomes, expanding the City's tax base. Growing our City's tax base is important because without it, we will be unable to provide our citizens with the level of service they want at a price they can afford. By the end of July 2004, the City of Salisbury will have made official visits to all of the aforementioned Rowan County development groups to share our City's strategic plan in order to seek new partnerships for the continued development of Salisbury and Rowan County. The message that we are trying to tell to anyone that stops long enough to listen is that **Salisbury is open for business**. While there are many other important groups in Salisbury and Rowan County to reach, we feel that we are off to a great start.

On Friday, February 20, 2004, during the Future Directions and Goal Setting Conference, the Salisbury City Council also received important updates on the very successful Project Safe Salisbury; important and sobering information regarding air quality in Rowan County and our region; a very positive report on the success of the Salisbury Community Development Corporation on both repairing homes for low and moderate income City residents and providing homeownership opportunities to first-time home buyers; and an important review of the Salisbury-Rowan Utilities Strategic Plan.

## **PROVIDING EQUAL EMPHASIS TO LESSONS LEARNED**

Emphasizing these changes, however, does not lessen the City's continued emphasis on improving neighborhoods and safety for all areas of our City; providing quality parks and recreation services; implementing the Salisbury Vision 2020 plan; fostering City-County cooperation; and implementing special initiatives to improve the quality of life for all Salisbury Citizens. Creating and maintaining community partnerships, attracting, retaining, and developing high quality City employees, and continuous improvement of City management will never go out of style. Diversity and inclusiveness and protecting our environment are still keystones to the Salisbury City Council's policy initiatives.

## **THE CHALLENGE**

The challenge this year for the Salisbury City Council is trying to figure out how we can **maintain existing levels of service, properly compensate our employees, and still accomplish as many worthy goals as possible**. The Salisbury City Council has adopted 14 Outcomes containing nearly 70 different City Council Level goals. This does not include important departmental and division level goals. This is a formidable task for any organization, especially in light of our Management Services Department's financial forecast that the City's General Fund Budget would be in a range of \$800,000 to nearly one million dollars short just to maintain existing levels of service.

## MAJOR GENERAL FUND RECOMMENDATIONS

Before submitting the FY2004-05 Budget to Salisbury City Council and after a thorough analysis of all current levels of service, and departmental and community requests for funds, the City Manager, Budget Staff, and City Management Team have already cut \$13,138,407 from the General Fund Budget and \$1,379,018 from the Salisbury-Rowan Utilities Budget.

Trying to take the lead from Salisbury City Council using the results of the Future Directions and Goal Setting Conference, I have listed the major items included in the FY2004-05 Budget General Fund Budget.

- It is recommended that the City of Salisbury maintain as nearly as possible current levels of service as contained in the Balancing Costs and Service Section of the FY2004-05 General Budget
- Though over 40 new positions were requested, it is recommended that the City of Salisbury not increase its employment for FY2004-05. Of the positions requested, the following jobs and associated costs are arranged in priority order for future funding.

|                                     | <u>Personnel</u> | <u>Operations</u> | <u>Capital<br/>Outlay</u> | <u>Total</u> |
|-------------------------------------|------------------|-------------------|---------------------------|--------------|
| 1. New Fire Station                 |                  |                   |                           |              |
| Add 6 Fire Control Specialist I     | \$188,514        | \$34,284          |                           | \$222,798    |
| Debt Service on new Station         |                  | \$175,000         |                           | \$175,000    |
| 2. Land Management & Development    |                  |                   |                           |              |
| Add Planner                         | \$61,913         | \$700             |                           | \$62,613     |
| 3. Greenway Maintenance             |                  |                   |                           |              |
| Add B&G Worker I                    | \$27,513         | \$700             |                           | \$28,213     |
| 4. Technology Services              |                  |                   |                           |              |
| Add Network Administrator           | \$72,626         | \$2,690           | \$1,500                   | \$76,816     |
| 5. Human Resources                  |                  |                   |                           |              |
| Add Compensation Analyst            | \$38,571         | \$4,375           | \$1,800                   | \$44,746     |
| Market Data Software                |                  | \$35,000          |                           | \$35,000     |
| 6. Police                           |                  |                   |                           |              |
| Add CID Sergeant                    | \$51,373         | \$2,050           |                           | \$53,423     |
| Unfreeze 2 Patrol Officer positions | \$80,944         | \$2,030           |                           | \$82,974     |
| 7. Management Services              |                  |                   |                           |              |
| Add Customer Service Clerk          | \$32,669         | \$700             |                           | \$33,369     |

- As the City of Salisbury's success is based upon attracting, retaining and developing high quality City employees, it is important that we address salary issues with our employees. We now find ourselves an average 17.2 percent below market for comparable positions. The compensation for nonexempt employees is 14% below the minimum. For exempt employees, it is 5% below the minimum. As such, I am recommending that the City fund salary adjustments to various classes of employees within the City in the amount of \$585,360.

- It is recommended that the City fund \$30,000 for the development of a Fire Department Strategic Plan. Final recommendations for the addition of Fire Department personnel and the future capital funding will be included in the plan.
- It is recommended that the City of Salisbury fund certain transportation, sidewalk, and Greenway Projects in the amount of \$1,237,500 in the FY2004-05 General Fund Budget.
- It is also recommended that the City of Salisbury fund an average four percent merit increase for FY2004-05.
- It is recommended that the City of Salisbury fund the Civic Center/Convention Center feasibility study in the amount of \$40,000.
- It is recommended that the City of Salisbury commit \$20,000 to match an equal amount of funds provided by the Salisbury Community Development Corporation to conduct a business incubator feasibility study.
- It is recommended that the City of Salisbury commit \$30,000 annually for a five-year period in order to fund the Rowan County Committee of 100's request for funds to improve our local economy with the first year's funding to be appropriated from the FY2003-04 Budget.
- It is recommended that the City of Salisbury fund a portion of the Salisbury-Rowan Economic Development Commission's market study in the amount of \$15,828 from the FY2003-04 Budget.
- It is recommended that the City of Salisbury fund \$15,000 to support Downtown Salisbury, Inc.
- It is recommended that appropriations to all other special community efforts groups be funded at the FY2003-04 level.
- It is recommended that a one-time grant of \$5,000 be awarded to Rowan Business Alliance to provide start up costs for the creation of a credit counseling service in Rowan County to be funded out of the FY2003-04 Budget.
- It is recommended that City of Salisbury fund \$5,000 for the completion of the Farmer's Market that opened May 15, 2004.

### **RECOMMENDATIONS ON HOW TO MAKE UP THE DIFFERENCE**

After careful thought, I am recommending that Salisbury City Council give serious consideration to the following measures which would allow the City to retain and attract quality city employees, maintain current levels of service, and address many of the most important adopted City Council goals.

## Vehicle Tax

The first measure proposed to continue the General Fund operations at the current service level is a \$10 annual vehicle tax to replace reduced Powell Bill funding. Since FY2000-01, Powell Bill receipts in real dollars have decreased \$160,374. The true total is actually higher since this projection includes the additional revenue generated as the result of our last annexation. The primary reason for the decrease is that the State of North Carolina, in an effort to balance its budget, has taken a portion of the funds derived from the fuel tax for its own use. In FY2000-01, Powell Bill receipts totaled \$949,871. For FY2004-05, estimated receipts are projected to be \$881,700. If the City only received the same funding in real dollars as in FY2000-01, Powell Bill revenues would be \$1,042,074. The \$10 annual fee is projected to generate \$200,000.

## Waste Collection Fee Equalization

The second measure proposed to continue the General Fund operations at their current service level is to equalize the cost of waste collection for all City residents and businesses. In FY1998-99, City Council added a fee for businesses that use either a roll-out cart or containers (dumpsters). A monthly fee of \$8 was added to those business using roll-out carts and a \$10 fee for those using containers. The City contracts for all container and recycling collection and collects all other refuse as a City service. A fee was also proposed for residences in FY1998-99, but City Council opted to increase property taxes rather than add a fee for residences.

This has resulted in an inequity to businesses versus those residences that use roll-out carts. Currently, the City has numerous instances of businesses existing side-by-side with residential neighbors. The business is charged \$8 monthly per roll-out cart. Its neighbor, who has the same size cart and also rolls it to the curb, is not charged at all. If the residence has an apartment next door, depending on several variables, the apartment may have either containers or roll-outs. If the apartment is required by the City to provide containers, the apartments are charged \$10 monthly per container plus an additional \$5.05 per cubic yard based on the container size. If the City does not require the apartment to have containers, but allows the residents to use roll-outs, the apartment is not charged any fee for waste collection.

The following schedule shows the cost of each customer service category for waste collection that the City provides, the cost for that service, and the percent of cost covered.

| <u>Type of Service</u> | <u>Cost</u> | <u>Number of Pickup Points</u> | <u>Revenue</u> | <u>Cost Coverage</u> |
|------------------------|-------------|--------------------------------|----------------|----------------------|
| Residential            | \$ 831,762  | 8,564                          | \$ -           | 0.00%                |
| Business               | 79,369      | 607                            | 54,624         | 68.82%               |
| Containers             | 329,000     | 454                            | 271,682        | 82.58%               |

I recommend City Council approve a new fee schedule that requires all classes of customers to pay the same coverage ratio. As shown on the prior schedule, the City recoups 82.6% of the cost of the container contract, 68.8% of business category and zero for residential. If the 82.6% coverage ratio for containers is applied to the other two customer classes, the following fee schedule is generated.

| <u>Type of Service</u> | <u>Cost</u> | <u>Cost Coverage</u> | <u>Number of Pickup Points</u> | <u>Projected Fee</u> |
|------------------------|-------------|----------------------|--------------------------------|----------------------|
| Residential            | \$ 831,762  | 82.6%                | 8,564                          | \$ 6.68              |
| Business               | 79,369      | 82.6%                | 607                            | 9.00                 |

The new proposed fee schedule would increase the fee for the business class of customers by one dollar monthly and add a new fee for the residential class. Total additional revenues generated with these revisions are projected to be \$693,774.

One of the City's Core Values is Fairness and Equality. The City's current policy does not match up to this Core Value. This proposal would provide waste collection fee equalization of all customer classes and not give any class preferred treatment. Those businesses and residential customers that are located side-by-side, both with roll-out carts would be covering their cost of waste collection on the same percentage basis.

### **Property Tax Increase**

The final measure recommended to balance this year's budget at its current service level is a property tax increase of two cents. Based on an estimated property valuation of \$2,230,946,868 and an estimated uncollectible percentage 3%, a penny of taxes will generate \$216,402. A two cent increase therefore will generate an additional \$432,804 in revenue.

## **MANAGEMENT SERVICES**

Over the years, I have been consolidating many of the City's internal services under the Finance Department. Last year I assigned the Department responsibility for Facilities Maintenance and City Office Buildings. I believe that a more appropriate name for the department to reflect their current responsibility would be Management Services and have made this change.

The Management Services Department provides the majority of internal services to support the operations of the City. These services include fiscal affairs, technology services, and facility management. The Department also provides some direct services to citizens through its Business Office Division and management of the City's Web site. Included in Management Services are the Purchasing, Accounting Office, Budget and Performance Management, Business Office, Facilities Management, City Office Buildings, Information Technologies, and Telecommunications Divisions.

### **Business Office**

The Business Office Division plans to perform an evaluation of our current customer support plan. One of Council's goals this year specifically relates to improved customer service. The Division plans to evaluate how we provide customer support and seek opportunities for improvement. The Division will include participants from a number of other departments including Salisbury-Rowan Utilities Department and the Waste Management Division of Public Services.

## **Technology Services**

In FY2003-04, a new Long Range Technology Plan (Plan) was conducted with the help of an outside consultant. This plan identified the hardware and software needs of every department and developed a time-table for the implementation of these needs.

One of the projects funded this year is an increase in the amount of storage available for existing systems and users. Currently, the City's storage has reached its capacity and no additional data can be saved. Users are being required to delete files or move it to off-line storage such as CDs. This results in increased time to access these files and a reduction in productivity.

Another project funded is new software and hardware to combat viruses and spam. This is an ever growing problem, one that could have dramatic consequences for the City. Viruses are becoming more destructive and it's becoming more difficult to keep them out of the City's network. It only takes one virus to delete critical files that would disrupt City operations, conceivably for days. This problem becomes even more difficult to combat now that portable PCs have become more prevalent. For example, a police officer takes his mobile data terminal (a laptop PC) home. The officer loads some information on it while at home that contains a virus. The officer brings the PC back to work, connects it to the City's network, and the network is infected. Part of this money will be used to buy software that will check mobile devices for up-to-date software and make sure there are no viruses before the PC can be connected to the network.

A recent article in *Newsweek* states that email today consist of 80% spam. Spam is annoying, creating lost productivity and potential legal problems due to spam's content. Funding is included to provide additional anti-spam barriers to the City's email system.

Unfortunately, due to a lack of funds, many of the other needs outlined in the Plan are not funded. The most critical item not funded was the addition of a network administrator. As the City's technology infrastructure has grown the last several years, staffing levels have not increased with it. Hopefully next year will be better and the more pressing of these needs can then be looked at again.

## **Telecommunications**

At last year's Council retreat, a presentation was given detailing the need to upgrade the City's 800Mhz radio system. This upgrade was proposed to be undertaken over five years. The most critical components of this upgrade were replaced during FY2003-04. The main infrastructure (controllers, repeaters, microwave) was replaced as well as the portable radios in the Police and Fire Departments.

The second phase of this project was to replace the portable radios in Public Services and SRU. Due to budget restraints, these replacements have been delayed. However, a number of the portable radios replaced in public safety are still serviceable. Staff is identifying those radios in Public Services that are in desperate need of replacement and will be replacing them with the public safety radios. The current radios in the SRU are newer than those in public safety and are still functional and can be deferred longer. This will keep the City's radio system running for another year without too much concern for service interruptions.

## **Facilities Management**

The City allocates funds to each division for general building maintenance and repairs. Emergency plumbing repairs, minor electrical repairs, and small painting projects are examples of expenditures funded through Buildings and Grounds. The funds allocated to each division for building maintenance and repairs are based on historical expenditures. These funds do not include nor provide for the additional maintenance and repair needs of City facilities. Budgetary constraints over the last several years have required that the City defer many facilities maintenance projects. Projects that have been deferred include, but are not limited to replacing flooring at City Hall, replacing flooring at Landscape, and exterior painting at the Central Fire Station, as well as numerous other painting projects.

To facilitate improved customer service for maintenance repairs and service, a formal work order system is being developed by the Information Technologies Division. Until it is completed, an informal work order system is being utilized. This new system will allow Facilities Management to track resource allocations by division as well as by work order type.

For FY2004-05, funds are being made available to the Fire Department to develop a strategic plan. Included in their planning will be the addition of a new substation. Funding for the new substation has been deferred until completion of the strategic plan. During this year however, Facilities will work with the Fire Department to finalize the scope of the project and the objectives that will be satisfied by the facility design.

As Council may be aware, the City has had a moisture problem with parts of The Plaza. During the current fiscal year, Facilities Management hired a structural engineer to evaluate the problem. The scope of the project included determining the source(s) of the moisture and options available to remediate the problem. The firm has completed their fieldwork. Although the City has not been provided the final report on their findings, the firm has discussed their findings and possible solutions with the City. Projects of this magnitude exceeding one million will in all likelihood require debt financing. It is my recommendation that once a final report is presented to Council, that the City consider using debt financing to fund these improvements.

Depending on the timing of this project and the Fire Department substation, the City may desire to issue debt to fund both of them.

## **POLICE DEPARTMENT**

The Salisbury Police Department will be continuing its community policing efforts in the coming year. The efforts continue to be successful as is evidenced by the community support that the Police Department enjoys throughout the City. The Crime Control Plan continues to be an important endeavor. We currently have two goals in the Crime Control Plan which are Project Safe Salisbury and Youth and Crime.

Project Safe Salisbury has unlimited community support along with the support of the local criminal justice system. It is our belief that Project Safe will continue to grow and have a positive impact on quality of life issues for the citizens of Salisbury, as well as all of Rowan County. Project Safe Salisbury is being used as a model by the United States Attorney's Office for the entire Middle District of North Carolina. The Youth and Crime committee is working very closely with Salisbury High School and Knox Middle School to address issues that we believe are closely tied to youth crime today. We will be partnering with Salisbury High School

to participate in their Nine Up Program which has been very successful thus far in reducing the number of high school dropouts for that location. We feel that our Crime Control Plan, as a whole, will continue to have a positive impact on crime in the City of Salisbury.

We are in our fourth year of our Five-Year Strategic Plan. One of the goals for the coming year which is not included in this year's Police Department budget is the development of a new Strategic Plan for the next five years. When this plan is funded, we hope to involve the entire staff of the Police Department along with members of the community to develop this plan or "roadmap for the future".

The Police Department will continue to utilize the Victim Advocate to assist victims of domestic violence and other criminal offenses in order to help improve their quality of life and reduce victimization. The issue of domestic violence is a growing problem nationwide. We are taking extra precautions to help reduce the incidents of domestic violence by creating awareness and educating the victims through our Victim's Advocate Program and through our involvement with the Rowan County Domestic Violence Task Force.

### **FIRE DEPARTMENT**

The Salisbury Fire Department has been able to continue a highly effective, versatile and complex delivery of fire protection services to our citizens. City funding and federal grants have provided equipped apparatus and protective gear that is among the best available. These are areas of vital importance to the proper delivery of fire protection services.

As our City continues to grow and protect more citizens and properties for habitation and business, our resources are utilized more. The determination of the level of fire service to be provided will be critical to establish proper funding and staffing for our department this year and in the future. Costs are escalating rapidly and requirements are becoming more stringent and demanding. The costs of apparatus, equipment, and staffing are of extreme concern as we develop and present this budget. Included in Fire Department requests this year were funds to hire additional firefighters and to build a fire substation on US Highway 70 on land presently owned by the City. The Fire Department has worked to keep costs at an absolute minimum without compromising the protection of the City we serve or the safety of our personnel.

The Department remains vigilant, prepared and poised to respond to emergencies and hazardous events as they occur or threaten our community. In addition, the Fire Department will continue to maximize the funding we receive, remain committed to our responsibilities, maintain the highest levels of certifications, remain conscientious with our expenses, and serve our citizens at what ever level of service may be decided upon.

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

Now that funds are being expended to upgrade our radio and communications equipment, it is still my recommendation to consider moving the City's fire dispatch operations to the Police Department to form a combined City Fire and Police Dispatch Center in accordance with the comprehensive long-range information systems and telecommunications study for the City of Salisbury by McGladrey and Pullen. According to the study, the implementation of this recommendation would result in improved fire communications and safety to our firefighters.



Last year's budget outlined the many advantages of the City's current software package over that of Rowan County. Given the timing of building a new addition on the City Police Department, the requirement for additional dispatch personnel, and the recent promotion of a new City Fire Chief, it is my recommendation that renewed discussions and evaluations be rescheduled with Rowan County for the fourth quarter of 2005.

## **PUBLIC SERVICES**

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

### **Street**

This division budget supports the asphalt, concrete, construction, street cleaning, and storm water maintenance crews. All function as individual units, but each area of responsibility is blended together to provide functional and aesthetic improvements to City streets, sidewalks, drainage systems, and rights-of-way through a program of maintenance, construction, cleaning and general beautification. This year, the Street Division will once again attempt to provide the same level of service as in the past several years despite fiscal restraints and manpower shortages.

### **Waste Management**

This Division will continue the current level of service for the collection of residential and commercial refuse. The Division will also continue to collect yard waste. Though resources are strained, this level of service can be maintained for at least the next year.

### **Traffic Operations**

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

### **Fleet Management**

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

### **Landscape**

The Division, with current funding, can maintain mowed areas and plant inventories currently in the ground. Although current budget and manpower numbers are low, Landscape Operations continues to respond to requests and more projects throughout the City. With current funding and manpower, Landscape is over-tasked. Hurley Park operations continue to be jointly funded by the Hurley Foundation and the City of Salisbury. Irrigation is a critical element and must remain funded at a high level. The Hurley Park Spring Celebration is also an integral part of the park.

## **Cemetery**

The Division's level of service will remain the same with the current level of funding.

## **Code Enforcement**

Code Enforcement regarding nuisance properties and automobiles will continue to function at the same level of service provided for in past years. Demolition funding will not permit the razing of large structures by a contractor. Small structures such as storage sheds may be accomplished with City resources, if time permits.

## **LAND MANAGEMENT AND DEVELOPMENT**

The Land Management and Development Staff will be involved in thirty-five Council Goals in the coming year. Most of the goals deal with streamlining development review, improving the business climate and neighborhoods, or coordinating with the North Carolina Department of Transportation. Present staff levels will be seriously challenged by this high number of goals.

The Council-appointed Land Development Ordinance Committee will be completing the replacement of our development ordinances this year. The revised ordinances will clarify standards of Vision 2020 and authorize staff to approve more construction permits with fewer delays. Additionally, the permit review responsibilities of the Utilities Fund and General Fund will be combined into a single office to improve permitting efficiencies.

To help improve the business climate, funding has been recommended for a business incubator and completion of the downtown Farmer's Market. It is recommended that the City retain its current level of funding for Innes Street grants, historic preservation grants and neighborhood improvements. A staff recommendation has been made for a development incentive program, but the program could not be included in the current level of service.

The City has multi-year commitments for projects with North Carolina Department of Transportation for sidewalks and noise barriers related to the widening of I-85, sidewalks on US Highway 70, and enhancements to the Innes Street bridge replacement. Funding for decorative lighting on the bridge must be deferred at least one year. The design and property acquisition phases for the Ellis Street bridge replacement is expected to be completed this year. North Carolina Department of Transportation funding is still available for multiple phases of Greenway construction; however, Greenway projects continue to be delayed by higher priorities.

## **PARKS AND RECREATION**

The Parks and Recreation Department will continue to strive to meet the City Council's goal of providing quality parks and recreation services for the residents of the City of Salisbury. The recommended Parks and Recreation budget reflects a reduction in overall funding of our current operations. Some reduction of service will occur in the maintenance area and additional sponsorships will be needed to maintain our programming efforts.

## **Program Operations**

Recreation programs will operate with less actual operating funds than in the last fiscal year placing a greater reliance on contract programs and partnerships to continue the current level of service. Special events will continue through increased partnerships and sponsors. Every effort

will be made to continue services such as the Lincoln Park pool, our summer playground programs, and those programs that provide services at no or low cost to the community.

### **Park Maintenance**

Park maintenance will continue to provide general maintenance of City parks to include preparation of ballfields, tennis courts, swimming pool, mow grass, collect trash, and repair facilities. However, with the construction of an additional 1 ¾ miles of Greenway, our current staffing will not allow for the current level of service without sacrificing service in other areas of maintenance operations. An additional Greenway maintenance position was requested, but not recommended in this budget, resulting in the current staff maintaining more than twice the current greenway area.

### **Marketing and Community Relations**

This division will be critical to the success for the Parks and Recreation Department as our reliance on grants, sponsorships and donations increases.

### **Special Projects and Capital Projects**

Special Project funding will provide for the completion of the Civic/Convention Center Feasibility Task Force study, the initial preparations for the Department re-accreditation, and the Master Plan for the update of the Sports Complex in preparation of an application for state funding. Capital funding will provide base funding to continue minor repairs and renovation of our parks and facilities as well as eliminate a safety concern for our staff while maintaining our lakes.

## **HUMAN RESOURCES**

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

### **Merit Increases and Compensation**

Based on this year's budget projections, an average four percent merit pay increase is recommended. This recommendation is made in order to continue efforts to retain employees. The recommended merit increase adjustment will also further limit the impact of our inability to make overall salary adjustments.

An incremental general fund market adjustment is also recommended. This adjustment consists of minimal adjustments to positions that are below the proposed minimums, adjustments needed to reduce compression at various levels within the compensation plan, and adjustments to positions that are difficult to attract and retain quality employees due to the competitive nature of the job. The increase in associated fringe benefits is also included in this recommendation.

### **Health Insurance**

This year the City conducted a bidding process for the group health insurance plan. A careful and thorough review and evaluation of the proposals was completed and the trends indicated a need to further research the option of introducing consumer driven health care. For this reason continuation with the current carrier, which has proposed a 4.9% increase in costs, is

recommended at this time. The plan design will have minimal changes. However, a prescription drug component that encourages and motivates employee participation towards the philosophy of consumerism is included. We anticipate that the results of our research over the next year will lead to the implementation of a more comprehensive Consumer Driven Health Care plan. A strategy for future implementation of this concept will be developed.

**Training and Development**

The FY2004-05 budget includes the cost of implementing the City's Customer Service Initiative. This recommendation is consistent with City Council Outcomes and Goals. Funds appropriated will ensure that City employees at all levels of the organization receive Customer Service training. The training will include but not be limited to identifying what makes good customer service, determining how to improve the customer service environment, and implementing policies and procedures that are needed to support customer service.

**Personnel Recommendations**

For the FY2004-05 Budget, there is no increase in the total number of positions for all funds. The Water and Sewer Fund includes a shift to the General Fund for fifty percent of salary and benefits of a Productivity Analyst position and a temporary part-time Customer Service Clerk position. The first change is to more accurately allocate costs that reflect the duties and responsibilities of the Productivity Analyst. The second change allows existing Customer Service staff not to have to handle utility payments received through the mail, but concentrate on service to the customers. Much consideration was given to including the cost to fund additional firefighters to support the establishment of a US Highway 70 fire substation, but I have included this funding on at the top of a comprehensive list of items left out of the budget, but deserving serious consideration.

**TRANSIT FUND**

The Transit Division has been negatively affected by the revenue shortfall for the first time in several years. Although the overall budget is reduced by over \$69,000 from the FY2003-04 budget, reduction in service is not anticipated. In fact, there have been several requests for expanded service by Human Service Agencies. State and Federal operating assistance will increase slightly for FY2004-05. It is anticipated that the system will receive delivery of four 30-foot low-floor buses by December 2004. State and Federal funding will cover 90 percent of the purchase cost. The City's local match to the Transit Fund continues at the current level of \$160,282.

|            |                  |
|------------|------------------|
| Personnel  | \$ 491,870       |
| Operations | 146,746          |
| Capital    | <u>1,169,262</u> |
| Total      | \$1,807,878      |

**VEHICLE AND EQUIPMENT REPLACEMENT FUNDS**

It is recommended that \$1,330,417 included in the FY2004-05 General Fund Budget be transferred to the General Fund Capital Reserve Fund. These funds, plus \$14,000 from interest earnings, lease-purchase financing of \$451,000 for the purchase of a fire truck and a fund balance appropriation of \$385,656, will be programmed this year for replacement of the General

fund fleet, computer and camera equipment in accordance with replacement schedules.

It is recommended that \$395,578 be transferred from the Water and Sewer Fund to the Water and Sewer Capital Reserve Fund. These funds, plus \$11,000 from interest earnings and a fund balance appropriation of \$141,769 will be programmed to purchase the necessary Water and Sewer Fund vehicles and computer equipment in accordance with replacement schedules.

### **SPECIAL REVENUE FUNDS**

The City of Salisbury will receive approximately \$397,000 in Community Development Block Grant (CDBG) funds, \$160,013 in HOME funds, and \$100,000 in Program Income for a total budget of \$657,013. The following budget represents the requests from citizens of the FY2004-05 CDBG and HOME funds.

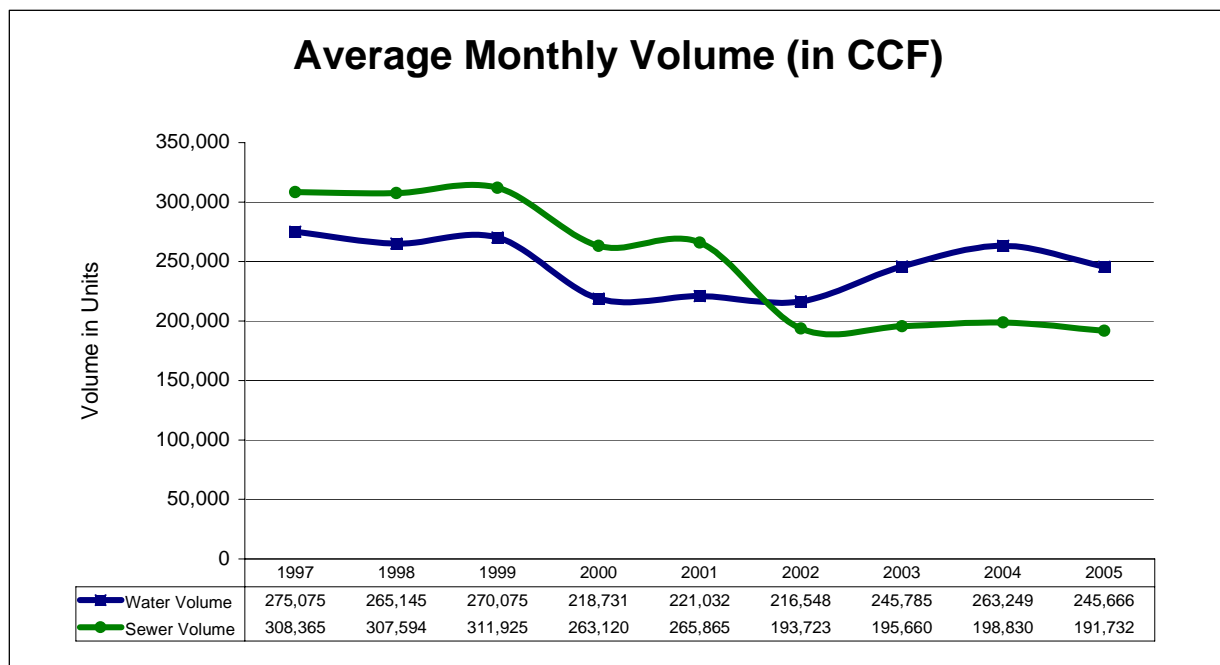
| <b><u>Funding</u></b>                | <b><u>Activities</u></b> |
|--------------------------------------|--------------------------|
| Acquisition/Rehab/Resale (CDBG)      | \$100,000                |
| Emergency Rehabilitation (CDBG)      | 50,000                   |
| Jersey City Community Center (CDBG)  | 50,000                   |
| Sidewalk Improvements (CDBG)         | 65,794                   |
| Program Administration (CDBG)        | 99,400                   |
| Debt Service Section 108 Loan (CDBG) | 57,306                   |
| Acquisition/Resale (HOME)            | 50,000                   |
| Housing Rehabilitation (HOME)        | 36,180                   |
| Homeownership Assistance (HOME)      | 60,000                   |
| Program Administration (HOME)        | 13,833                   |
| <b><u>Public Services</u></b>        |                          |
| Rowan Helping Ministries (CDBG)      | 28,000                   |
| Family Crisis Council (CDBG)         | 19,000                   |
| Rowan Community Care Clinic (CDBG)   | 12,000                   |
| Salisbury Youth Employment (CDBG)    | 7,500                    |
| Community Youth Garden (CDBG)        | 5,000                    |
| The Learning Curve (CDBG)            | <u>3,000</u>             |
| <b>TOTAL BUDGET</b>                  | <b><u>\$657,013</u></b>  |

### **WATER AND SEWER FUND**

Our water and sewer utility continues its remarkable transformation from a small municipal system (Salisbury Utilities Department) to a diversified, broad-based county-wide service provider, Salisbury-Rowan Utilities Department (SRU). Our continuing partnerships with Rowan County, our client communities (Granite Quarry, Rockwell, Spencer) and Rowan County Power, LLC (Progress Energy) have led to the expansion of our Water Treatment Plant, the extension of water service and increased capacity along the US 70, US 29, and US 52 growth corridors. These capital projects have either been completed or are scheduled for completion during the coming fiscal year. All of these changes have led to the reorganization and expansion of SRU to better meet the tremendous challenges and opportunities facing Salisbury and Rowan County now and in the future. Our directive to stabilize water and sewer rates will continue to be a challenge, however, as we are still fighting to regain our “economy of scale” that was lost when much of

our (water-using) manufacturing base departed. We are literally learning the truth of the saying that “It takes many small meters (users) to replace a few large ones”. However, the increased diversification of our customer base gives us greater security against any such future occurrence, while our water system expansions will hopefully place us in a position to see increased growth in our number of customers and revenues that will help meet needs and moderate future water rate increases.

Although the future continues to look positive for SRU, it has become clear that our recent successes in expanding our system and adding additional use in an effort to regain our economy of scale have been offset by a puzzling occurrence – the decrease in water use by our existing customers. SRU’s average daily water production decreased from 5.91 MGD (million gallons per day) in FY2001-02 to 5.51 in FY2003-04. In addition, average sewer treatment decreased from 4.46 MGD to 4.30 MGD (see graph below).



While these decreases are undoubtedly attributable to the impacts of the drought in 2002, excessive rainfall in 2003, and the recent economic downturn, they show that our additions to our daily water use from the South Rowan and Rowan Power projects were more than offset by other factors. Therefore, while we’ve had some success in our plan for achieving the necessary economy-of-scale to stabilize rates, our recommended Water and Sewer Fund Budget of \$17.8 million for FY2004-05 **represents a 9.77% average residential water and sewer rate increase**. Average monthly residential water and sewer utility bills will increase from \$49.56 to \$54.40. The proposed rate increase will be effective July 1, 2004. To minimize the rate increase, SRU and Management Services Staff worked diligently to reduce the proposed Utility budget by over \$1.9 Million and to reduce the number of additional positions to one. Had water and sewer consumption remained at the same level as last year, the rate increase would have only been 4.28%.

Our aging sewer infrastructure, coupled with potential federal/state regulations and possible nutrient limits on High Rock Lake may adversely affect the sewer rates over the next several

years. During this fiscal year, our long-range planning efforts will focus on developing a plan for the expansion and renovation of our existing wastewater treatment facilities, thereby maximizing our existing capital investments in these plants and forestalling the time when the massive capital costs of a new treatment plant will have to be borne by our ratepayers. Sewer collection system capacity maintenance will be targeted through the continued efforts of SRU staff and contracted support to identify and eliminate points of stormwater inflow and groundwater infiltration (I&I) that cause sewer system overflows and use up system capacity.

All water and sewer-related fees and policies will continue to be reviewed during FY2004-05 as a part of the City Council's commitment to ensuring a positive business climate. Strong consideration has been given to recovering actual average costs of service as well as to examining their relative fairness and equity, and many of the fees and policies for SRU have changed dramatically. However, these fees will still be competitive within the region, and some fees that have indirectly served to be a "disincentive" to development within the City and County have been eliminated. In addition, the consolidation of SRU's development processes with Development Services/City Engineering into a true "One-Stop Shop" will be a significant improvement for our customers. Changes such as these are planned to be part of the City's ongoing effort to streamline its development processes and make its regulatory functions as "business friendly" as possible.

Salisbury-Rowan Utilities has been reviewing the protection of its utility systems by conducting an EPA-mandated Vulnerability Assessment, which is required of all public water systems in the wake of the terrorist actions of 9/11. This Study will result in a plan for improving the Utility's overall security while also providing a prioritization of the Utility's security needs for incorporation into its Capital Improvements Program (CIP). We will also continue the City's protection of its water rights with regard to the Yadkin River as well as our participation in the relicensing process begun by ALCOA for their hydropower operation on High Rock Lake. Salisbury-Rowan Utilities will also be achieving a greater degree of protection for its customers through a new partnership with the City of Statesville, and Rowan County (with financial assistance from the State of North Carolina) to establish the City's first emergency water interconnection along the US Highway 70 corridor between the two systems.

In order to address critical space needs for our utility operations, SRU Administration has undertaken the reoccupation and renovation of the former Waterworks Art Gallery that is still owned by the City. Renovation is underway and is projected for completion during FY2004-05.

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

Perhaps the best summary of our plan, and the goal sought by Salisbury-Rowan Utilities of becoming "the finest utility operation in the state and region" is from the "Community Vision" section of the Salisbury Vision 2020 Plan regarding water and sewer services, which states:

“We see a high quality water supply system, sufficient for growth, well maintained, and financially self-supporting.”

While we have made remarkable progress in a short amount of time towards that objective, recent trends are clearly showing that, while our consolidated “SRU model” is working, it will take time to achieve the economy of scale that is our goal. This next fiscal year will continue to be another year of change and challenge for our Salisbury-Rowan Utilities.

### **IN CONCLUSION**

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

In addition, I would like to thank the City Council, the Volunteer Boards and Commissions for their vision and commitment during the Future Directions and Goal Setting Process. I also appreciate the time that each member of City Council will spend in evaluating and finalizing the recommendations contained in this year’s Budget. I look forward to working with each of you in adopting the FY2004-05 Budget and appreciate your continued support in implementing the Outcomes, Strategies, Goals and Service Levels contained in this Budget. Please note that the results of the Salisbury City Council’s strategic planning efforts follow this Budget Message as Exhibit 1.

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

David W. Treme  
City Manager



---

## ADDENDUM

On May 28, 2004, the City Manager distributed a balanced FY2004-05 Budget proposal that totaled \$51,531,962 for all funds. On June 1, 2004, the City Manager conducted a formal presentation of the Budget during the regularly scheduled City Council meeting. The public hearing was set for Tuesday, June 15, 2004. Six citizens spoke at that public hearing, all against additional taxation and fee/rate increases.

Due to the significant proposals of a property tax increase, new and increased waste collection fees, a new vehicle tax, and a 9.77% average increase in residential water and sewer rates, two Budget work session were held: Friday, June 4, 2004 and Wednesday, June 9, 2004.

City Council agreed to a 6.41% rate increase for residential water and sewer rates at the June 9<sup>th</sup> work session. But after much discussion, the City Council could not agree on the mix of property tax increase and fee increases for the General Fund and asked the City Manager to bring back proposals with a three-cent (\$.03) tax property tax increase and a three and one-half cent (\$.035) property tax increase along with the \$10 vehicle tax and no increase in the waste collection fees.

The City Manager presented budgets with the aforementioned scenarios at the June 15<sup>th</sup> Council meeting. The full transcript of the budget discussions and public hearings can be read at the City's website [http://www.salisburync.gov/council/agenda\\_minutes.html](http://www.salisburync.gov/council/agenda_minutes.html).

The following details the changes that were subsequently approved by City Council:

### GENERAL FUND

#### REVENUES:

|   |                             |
|---|-----------------------------|
| Recommended Budget                                | \$ 28,508,156               |
| Cut proposed increase in Waste Collection Fees    | (693,774)                   |
| Decrease Plaza Revenue <sup>1</sup>               | (36,000)                    |
| Increase Property Taxes from 2 cents to 3.5 cents | 324,602                     |
| <b>Approved Revenues</b>                          | <u><u>\$ 28,102,984</u></u> |

#### EXPENDITURES:

|  |                             |
|--|-----------------------------|
| Recommended Budget                                     | \$ 28,508,156               |
| Cut merit from 4% to 2%                                | (174,578)                   |
| Cut Market Adjustments - (Leaves balance of \$384,766) | (200,594)                   |
| Cut Street Equipment Storage at Landfill <sup>2</sup>  | (30,000)                    |
| <b>Approved Expenditures</b>                           | <u><u>\$ 28,102,984</u></u> |

<sup>1</sup> Due to move by Utilities Engineering to 1 Water Street

<sup>2</sup> Due to Utilities eliminating security measures at Landfill

## WATER AND SEWER FUND

### REVENUES:

|                                      |                                    |
|--------------------------------------|------------------------------------|
| Recommended Budget                   | \$ 17,829,495                      |
| Reduce rate for water sales          | (239,819)                          |
| Reduce rate for sewer sales          | (250,000)                          |
| Increase engineering inspection fees | 40,000                             |
| Faith sewer flows for six months     | 35,614                             |
| <b>Approved Revenues</b>             | <b><u><u>\$ 17,415,290</u></u></b> |

### EXPENDITURES:

|  |                                    |
|--|------------------------------------|
| Recommended Budget                               | \$ 17,829,495                      |
| Revise merit increase from 4% to 2%              | (46,656)                           |
| Reduce market adjustments                        | (79,754)                           |
| Defer security improvements                      | (171,947)                          |
| Eliminate Plaza rent for Engineering Division    | (36,000)                           |
| Freeze hiring of 2 Systems Maintenance employees | (79,848)                           |
| <b>Approved Expenditures</b>                     | <b><u><u>\$ 17,415,290</u></u></b> |

City Council adopted the Budget Ordinance at a second reading on June 16, 2004 with a \$.035 tax increase, a \$10 vehicle tax and a 6.48% average increase in residential water and sewer rates. For FY2004-05, the total adopted Budget for all funds is \$50,706,534.

## EXHIBITS

Following are four exhibits of significance to City Council in their budget discussions:

- Exhibit 1 Council Goals:** These goals were adopted at the Goal Setting Retreat on February 20, 2004. The budgets as submitted by the departments are based on assigned City Council Goals.
- Exhibit 2 Special Projects:** This information presents budgetary requests that are outside of the normal sphere of departmental operations. Many of these projects relate to City Council Goals. Council considers these requests separately from the normal line items.
- Exhibit 3 Special Community Efforts Groups Appropriations:** Each year, groups representing different facets of community service request funding for their efforts during the City's budget process. These presentations are made during regularly scheduled City Council meetings. During the budget work sessions, Council determines the funding level for each group.
- Exhibit 4 Position Listing and Salary Ranges:** After deliberation during the budget work sessions, City Council adopts the pay plan for the employees based on available funds.

## **Exhibit 1**

### **Council Goals**

Outcomes & Goals – FY 2004-05

Revised at Goal Setting Retreat February 20, 2004

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

1. Prepare a second five-year Police Department Strategic Plan – Police
2. Implement Crime Control Plan – Police
3. Maintain implementation of Project Safe Neighborhood – Police
4. Evaluate an alarm ordinance – Police, Fire
5. Broker projects to improve housing in selected neighborhoods – LM&D
6. Provide leadership training for the Jersey City neighborhood – LM&D
7. Conduct needs assessment to identify additional selected neighborhood(s) – LM&D
8. Complete Oakdale-Union Hill Cemetery Improvements – LM&D, Public Services
9. Evaluate Public announcement methods concerning emergency preparedness – Fire, Police, Utilities
10. Evaluate cost of adding an additional Fire substation – City Manager, Management Services, Fire
11. Evaluate consolidating Fire Department dispatch with Police dispatch – Fire, Police, Information Technology

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

1. Prepare systematic annexation plan – LM&D, Management Services, Utilities
2. Publicly support Project Development Financing – City Council, Management Team
3. Identify and promote properties within the City for future in-fill development – LM&D

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

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

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

1. Prepare East Innes Street streetscape plan – LM&D

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

1. Adopt standards and ordinances that support implementation of Vision 2020 – LM&D, Management Team

2. Identify opportunities to support Vision 2020 through City operations – LM&D, Management Team
3. Consider smart growth standards and incentives – LM&D, Utilities

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

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

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

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

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

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

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

1. Participate in statewide programs to establish performance standards – Management Services, Management Team
2. Develop system of standards to measure performance and accomplishments for all City departments – Management Services, Management Team
3. Monitor accomplishments in achieving stated standards – Management Services, Management Team
4. Create, monitor, and evaluate departmental strategic plans – City Manager, Management Team
5. Periodically evaluate the status of the City’s Outcomes and Goals – City Council, City Manager, Management Team
6. Continue the City’s Goal Setting and Future Directions process – City Council, City Manager, Management Team
7. Offer American Public Value Leadership training for City Council, Management Team, and other local elected officials and staff – City Council, City Manager, Human Resources
8. Council to review election methods with the Institute of Government – City Council

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

1. Participate in the Regional Environmental Sustainability Project – City Council, LM&D, Management Team
2. Provide appropriate training for all boards and commissions – LM&D, Human Resources, Parks & Rec
3. Complete a feasibility study for an educational television access channel – Information Tech
4. Evaluate the need for a policy for the development of affordable housing in Salisbury – LM&D, Utilities

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

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

**Outcome 12: Streamline development review process and ordinances**

1. Continue development of project tracking software – Utilities, LM&D, Information Technology
2. Establish “one stop permitting” – LM&D, Utilities
3. Review construction standards – LM&D, Utilities
4. Seek local permitting authority for utility extensions – Utilities, LM&D
5. Salisbury-Rowan Utilities to update and enforce existing State-mandated plans and programs (necessary to achieve local permit authority) – Utilities, LM&D

**Outcome 13: Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth, and maintain public trust**

1. Operations – Utilize resources to effectively and efficiently maintain and operate existing and future equipment, infrastructure, and processes, while providing superior quality water and wastewater services and protecting public health and the environment – Utilities, Management Services
2. Rates/Revenue – Manage the utilities in a manner that optimizes the utilization of resources and enables Salisbury-Rowan Utilities to charge competitive and affordable rates, while providing for capital and operational needs – Utilities, Management Services
3. Customer Service - Provide accessible and responsive services and address customer needs efficiently and accurately – Utilities, Management Services
4. Human Resources – Attract, retain, and reward a team of qualified employees committed to the Salisbury-Rowan Utilities’ mission – Utilities, Human Resources
5. Stakeholder Communications – Be proactive in providing information, education, and public communication services – Utilities

6. Planning and Community-Wide Development – Operate Salisbury-Rowan Utilities according to well-defined plans supportive of the strategic plans of client communities – Utilities

**Outcome 14: Create a positive business climate in Salisbury and Rowan County**

1. Explore the feasibility of creating a business incubator for Salisbury – LM&D, Management Team, selected Development Organizations
2. Evaluate the need and options for business and development incentives – Utilities, LM&D, Management Team, selected Development Organizations
3. Serve as a catalyst to develop a consolidated strategic business initiative for Rowan County – City Council, Management Team, LM&D, Rowan County, selected Development Organizations
4. Evaluate City-County consolidation of the development review process – City Council, City Manager, LM&D, Utilities, Rowan County
5. Investigate entrepreneurial loan pool and funding options – City Manager, LM&D, selected Development Organizations, Financial Institutions
6. Downtown Salisbury to take inventory of types of businesses that are of interest to young people and make recommendation – Downtown Salisbury
7. Foster a customer service attitude among all City workers – City Manager, Management Services, Management Team
8. Establish a downtown Farmers Market – City Council, LM&D, City Manager, Public Services, Downtown Salisbury, NC Cooperative Extension

**EXHIBIT 2  
CITY OF SALISBURY  
SPECIAL PROJECTS FOR FY2004-05**

|   | <u>REQUESTED</u>    | <u>MANAGER<br/>RECOMMENDS</u> | <u>ADOPTED</u>    |
|---|---------------------|-------------------------------|-------------------|
| <b>CITY COUNCIL</b>                         |                     |                               |                   |
| Chamber of Commerce Focused Forward         | \$ 12,500           | \$ 12,500                     | \$ 12,500         |
|   | <u>\$ 12,500</u>    | <u>\$ 12,500</u>              | <u>\$ 12,500</u>  |
| <b>HUMAN RESOURCES</b>                      |                     |                               |                   |
| Employee Wellness Program                   | \$ 6,000            | \$ -                          | \$ -              |
| Executive Management & Cust Serv Program    | 25,500              | 25,500                        | 25,500            |
| Recruitment Incentives                      | 12,000              | -                             | -                 |
| Education/Volunteer-Leave Program           | 4,100               | -                             | -                 |
| Succession Planning Evaluation              | 7,500               | -                             | -                 |
| Incremental General Fund Market Adjustments | 375,000             | 585,360                       | 384,766           |
| Complete General Fund Market Adjustments    | 1,000,400           | -                             | -                 |
| Market Data Software                        | 35,000              | -                             | -                 |
| Broadband Market Adjustments                | 100,000             | -                             | -                 |
| Public Safety Special Advertising           | 3,000               | -                             | -                 |
| Public Safety Entry Level IPMA Exams        | 9,000               | -                             | -                 |
| 401K Additional Contribution                | 150,000             | -                             | -                 |
| HRIS Self Service Software and Training     | 15,000              | -                             | -                 |
| Total Special Projects                      | <u>\$ 1,742,500</u> | <u>\$ 610,860</u>             | <u>\$ 410,266</u> |
| <b>MANAGEMENT SERVICES</b>                  |                     |                               |                   |
| Web Application                             | \$ 3,000            | \$ 3,000                      | \$ 3,000          |
| Total Special Projects                      | <u>\$ 3,000</u>     | <u>\$ 3,000</u>               | <u>\$ 3,000</u>   |
| <b>INFORMATION TECHNOLOGIES</b>             |                     |                               |                   |
| Wireless Network Design                     | \$ 15,000           | \$ -                          | -                 |
| Agenda Central Phase II                     | 35,000              | -                             | -                 |
| Performance Review Application              | 25,000              | -                             | -                 |
| Budget Prep Application                     | 20,000              | -                             | -                 |
| Network Vulnerability Assessment            | 20,000              | 20,000                        | 20,000            |
| Government Access Channel Programming       | 40,000              | -                             | -                 |
| City-Wide Fiber Network Study               | 40,000              | -                             | -                 |
| Public Wireless Hot Spot                    | 5,000               | -                             | -                 |
| Total Special Projects                      | <u>\$ 200,000</u>   | <u>\$ 20,000</u>              | <u>\$ 20,000</u>  |
| <b>TELECOMMUNICATIONS</b>                   |                     |                               |                   |
| Access Control of Three Rollup Doors        | \$ 41,152           | \$ -                          | -                 |
| Implementation of Fire Dispatch             | 82,346              | -                             | -                 |
| Total Special Projects                      | <u>\$ 123,498</u>   | <u>\$ -</u>                   | <u>\$ -</u>       |
| <b>POLICE</b>                               |                     |                               |                   |
| <b>Administration (514)</b>                 |                     |                               |                   |
| Diversity Enhancement Services              | \$ 5,000            | \$ 5,000                      | \$ 5,000          |
| Wellness Program                            | 5,000               | 5,000                         | 5,000             |
| Total Special Projects                      | <u>\$ 10,000</u>    | <u>\$ 10,000</u>              | <u>\$ 10,000</u>  |
| <b>FIRE</b>                                 |                     |                               |                   |
| Develop Strategic Plan                      | \$ 30,000           | \$ 30,000                     | \$ 30,000         |
|   | <u>\$ 30,000</u>    | <u>\$ 30,000</u>              | <u>\$ 30,000</u>  |



|   | <u>REQUESTED</u>    | <u>MANAGER<br/>RECOMMENDS</u> | <u>ADOPTED</u>      |
|---|---------------------|-------------------------------|---------------------|
| <b>LAND MANAGEMENT &amp; DEVELOPMENT-PLANNING<br/>&amp; COMMUNITY DEVELOPMENT</b> |                     |                               |                     |
| Economic Development Project Fund   | \$ 100,000          | \$ -                          | \$ -                |
| Business Incubator  | 40,000              | 40,000                        | 40,000              |
| Innes Street Grants   | 25,000              | 25,000                        | 25,000              |
| Historic Preservation Grants  | 30,000              | 30,000                        | 30,000              |
| Neighborhood Improvement  | 100,000             | 70,000                        | 70,000              |
| Vision 2020 Implementation  | 50,000              | 50,000                        | 50,000              |
| Freedman's Cemetery Retaining Wall  | 25,000              | 20,000                        | 20,000              |
| Downtown wayfinding signage   | 30,000              | -                             | -                   |
| History & Art Walk  | 20,000              | -                             | -                   |
| Downtown Benches, Receptacles and Planters  | 15,000              | -                             | -                   |
| Neighborhood Tree Planting  | 10,000              | -                             | -                   |
| MSD Sidewalk Improvements   | 45,000              | -                             | -                   |
| Improvements at "The Square"  | 100,000             | -                             | -                   |
| CAC Pocket Parks  | 5,000               | -                             | -                   |
| Downtown Farmer's Market  | 20,000              | 5,000                         | 5,000               |
| Systematic Annexation   | 10,000              | 10,000                        | 10,000              |
| Lee Street Rail Spur  | 10,000              | -                             | -                   |
| Mocksville Avenue Area Study  | 10,000              | -                             | -                   |
| Boxwood Park Development  | 5,000               | -                             | -                   |
| ETJ Signage   | 5,000               | -                             | -                   |
| Update Historic Districts/Guidelines  | 18,000              | 15,000                        | 15,000              |
| Total Special Projects  | <u>\$ 673,000</u>   | <u>\$ 265,000</u>             | <u>\$ 265,000</u>   |
| <b>LAND MANAGEMENT &amp; DEVELOPMENT-GIS</b>                                      |                     |                               |                     |
| Hydrant Data Layer Inventory  | \$ 7,500            | \$ -                          | \$ -                |
| Building Footprints Data Layer  | 20,000              | -                             | -                   |
| Total Special Projects  | <u>\$ 27,500</u>    | <u>\$ -</u>                   | <u>\$ -</u>         |
| <b>LAND MANAGEMENT &amp; DEVELOPMENT-ENGINEERING</b>                              |                     |                               |                     |
| I-85 Noise Barrier and Sidewalks  | \$ 122,500          | \$ 122,500                    | \$ 122,500          |
| Median/Sidewalks on East Innes St. Bridge   | 30,000              | 30,000                        | 30,000              |
| Highway 70 sidewalks  | 40,000              | 40,000                        | 40,000              |
| NPDES Compliance  | 22,500              | 12,500                        | 12,500              |
| Downtown pole painting  | 7,000               | 5,000                         | 5,000               |
| Greenways- Phases 2 & 3   | 700,000             | 700,000                       | 700,000             |
| East Innes Street Improvements  | 285,000             | 285,000                       | 285,000             |
| Trackside Canopies  | 100,000             | 100,000                       | 100,000             |
| Turn Lane at VA Medical Center  | 55,000              | -                             | -                   |
| Decorative Lights on East Innes St. Bridge  | 24,000              | -                             | -                   |
| Drainage Grants   | 25,000              | -                             | -                   |
| Engineering Study for Roundabout at Square  | 25,000              | -                             | -                   |
| 900 Block East Liberty Street Improvements  | 60,000              | -                             | -                   |
| Club House Drive Widening   | 110,000             | -                             | -                   |
| Total Special Projects  | <u>\$ 1,606,000</u> | <u>\$ 1,295,000</u>           | <u>\$ 1,295,000</u> |

|  | <u>REQUESTED</u>           | <u>MANAGER<br/>RECOMMENDS</u> | <u>ADOPTED</u>             |
|--|----------------------------|-------------------------------|----------------------------|
| <b>LAND MANAGEMENT &amp; DEVELOPMENT-STREET LIGHTING</b>                 |                            |                               |                            |
| Residential Expansions   | \$ 7,500                   | \$ -                          | \$ -                       |
| Thoroughfare Expansions  | 7,500                      | -                             | -                          |
| Operating Costs of Decorative Systems                                    | 10,800                     | -                             | -                          |
| Operating Costs of Lights on Private Streets                             | 2,000                      | -                             | -                          |
|  | <u>\$ 27,800</u>           | <u>\$ -</u>                   | <u>\$ -</u>                |
| <b>PARKS AND RECREATION</b>  |                            |                               |                            |
| NRPA Accrediation  | \$ 6,000                   | \$ 6,000                      | \$ 6,000                   |
| Civic/Convention Center Study  | 40,000                     | 40,000                        | 40,000                     |
| Park Master Plans  | 15,000                     | 15,000                        | 15,000                     |
| Total Special Projects   | <u>\$ 61,000</u>           | <u>\$ 61,000</u>              | <u>\$ 61,000</u>           |
| <b>PUBLIC SERVICES-STREET</b>  |                            |                               |                            |
| Downtown Sidewalk Improvements   | \$ 20,000                  | \$ -                          | \$ -                       |
| Downtown Brick Utility Strip   | 10,000                     | -                             | -                          |
| Target Neighborhood Improvements   | 10,000                     | -                             | -                          |
| Storm Water & Drainage Improvements                                      | 50,000                     | -                             | -                          |
| Total Special Projects   | <u>\$ 90,000</u>           | <u>\$ -</u>                   | <u>\$ -</u>                |
| <b>PUBLIC SERVICES-CEMETERY</b>  |                            |                               |                            |
| Decorative trash receptacles for Memorial<br>Park and Oakwood Cemeteries | \$ 1,800                   | \$ 1,800                      | \$ 1,800                   |
| Historic name plaques for Chestnut Hill                                  | 2,000                      | -                             | -                          |
| Total Special Projects   | <u>\$ 3,800</u>            | <u>\$ 1,800</u>               | <u>\$ 1,800</u>            |
| <b>PUBLIC SERVICES-LANDSCAPE OPERATIONS</b>                              |                            |                               |                            |
| Downtown Street Trees  | \$ 10,000                  | \$ -                          | \$ -                       |
| Neighborhood Tree Planting   | 5,000                      | 5,000                         | 5,000                      |
| Brown-Wiseman Boxwood  | 5,000                      | -                             | -                          |
| Total Special Projects   | <u>\$ 20,000</u>           | <u>\$ 5,000</u>               | <u>\$ 5,000</u>            |
| <b>PUBLIC SERVICES-LANDSCAPE OPERATIONS-HURLEY PARK</b>                  |                            |                               |                            |
| Spring Celebration   | \$ 1,600                   | \$ 1,600                      | \$ 1,600                   |
| Bracey Azalea Garden Renovation  | 1,500                      | -                             | -                          |
| Water Fountain and Trash Can for Annex                                   | 3,800                      | -                             | -                          |
| Total Special Projects   | <u>\$ 6,900</u>            | <u>\$ 1,600</u>               | <u>\$ 1,600</u>            |
| <b>GRAND TOTAL-SPECIAL PROJECTS</b>                                      | <u><b>\$ 4,637,498</b></u> | <u><b>\$ 2,315,760</b></u>    | <u><b>\$ 2,115,166</b></u> |
| <b>TOTAL OFFSETTING REVENUE</b>  | <u><b>\$ 1,170,000</b></u> | <u><b>\$ 1,095,000</b></u>    | <u><b>\$ 1,095,000</b></u> |
| <b>TOTAL CITY SHARE</b>  | <u><b>\$ 3,467,498</b></u> | <u><b>\$ 1,220,760</b></u>    | <u><b>\$ 1,020,166</b></u> |

**EXHIBIT 3**  
**SPECIAL COMMUNITY EFFORTS GROUPS APPROPRIATIONS FOR FY 2004-05**

|                                       | <u>FY2003-04</u><br><u>ADOPTED</u> | <u>REQUESTED</u>    | <u>MANAGER</u><br><u>RECOMMENDS</u> | <u>ADOPTED</u>    |
|---------------------------------------|------------------------------------|---------------------|-------------------------------------|-------------------|
| Human Relations Council               | \$ 3,500                           | 6,500               | \$ 3,500                            | \$ 3,500          |
| Action Grants                         | 22,000                             | 25,000              | 22,000                              | 22,000            |
| Rowan Information & Referral          | 4,500                              | 5,500               | 4,500                               | 4,500             |
| Salisbury-Rowan EDC                   | 53,670                             | 69,498 <sup>1</sup> | 53,670                              | 53,670            |
| Downtown Salisbury, Inc.              | 60,580 <sup>2</sup>                | 75,580 <sup>3</sup> | 75,580 <sup>2,3</sup>               | 75,580            |
| Waterworks Gallery                    | -                                  | 18,060              | -                                   | -                 |
| Rowan Museum                          | 6,000                              | 10,000              | 6,000                               | 6,000             |
| Rowan Arts Council                    | 45,000                             | 50,000              | 45,000                              | 45,000            |
| Rufty Holmes Senior Center            | 50,000                             | 50,000              | 50,000                              | 50,000            |
| Horizons Unlimited                    | 42,342                             | 42,342              | 42,342                              | 42,342            |
| Rowan County AIDS Task Force          | -                                  | 2,500               | -                                   | -                 |
| Rowan Business Alliance Foundation    | -                                  | 5,000               | -                                   | -                 |
| Communities in Schools                | -                                  | 1,872               | -                                   | -                 |
| Rowan Partnership for Children        | -                                  | 10,000              | -                                   | -                 |
| Mural Preservation, Inc.              | -                                  | 2,000               | -                                   | -                 |
| Committee of 100                      | -                                  | 30,000              | -                                   | -                 |
| NC Transportation Museum              | 5,000 <sup>4</sup>                 | 10,000              | -                                   | -                 |
| Alpha Omega Ministries                | -                                  | -                   | -                                   | -                 |
| Love Center for Community Enhancement | -                                  | -                   | -                                   | -                 |
|                                       | <u>\$ 292,592</u>                  | <u>\$ 413,852</u>   | <u>\$ 302,592</u>                   | <u>\$ 302,592</u> |

<sup>1</sup> Increase to implement marketing strategy plan

<sup>2</sup> Includes \$6,000 for Christmas Lights

<sup>3</sup> Increase to return DSI to FY02 funding level

<sup>4</sup> Funded as a one-time Special Project

<sup>5</sup> No specific funding amount requested

**Exhibit 4**  
**Position Listing and Salary Ranges**

| <b>Job Title</b>                         | <b>Grade</b> | <b>Salary Range</b> |                 |                |
|--|--------------|---------------------|-----------------|----------------|
|  |              | <b>Minimum</b>      | <b>Midpoint</b> | <b>Maximum</b> |
| Account Clerk I                          | 118          | 23,501              | 28,765          | 34,029         |
| Account Clerk II                         | 122          | 25,948              | 31,760          | 37,572         |
| Accountant II                            | 131          | 32,362              | 39,611          | 46,860         |
| Accounting Manager                       | 151          | 52,927              | 64,782          | 76,637         |
| Animal Control Specialist                | 120          | 24,691              | 30,222          | 35,752         |
| Assistant City Manager for Utilities     | 524E         | 78,634              | 96,248          | 113,861        |
| Assistant Fire Chief                     | 445          | 49,422              | 60,492          | 71,562         |
| Assistant Plants Manager                 | 517D         | 36,273              | 44,398          | 52,523         |
| Assistant Systems Manager                | 516C         | 36,273              | 44,398          | 52,523         |
| Automotive Service Technician            | 701          | 24,691              | 30,222          | 35,752         |
| Battalion Chief                          | 439          | 38,723              | 47,396          | 56,070         |
| Bldg. & Grounds Maint. Wkr. II           | 128          | 30,061              | 36,794          | 43,527         |
| Budget & Benchmarking Analyst            | 143          | 43,474              | 53,212          | 62,949         |
| Budget & Performance Management Manager  | 150          | 51,641              | 63,208          | 74,775         |
| Building & Grounds Maintenance Worker I  | 110          | 19,306              | 23,631          | 27,955         |
| Building & Grounds Maintenance Worker II | 114          | 21,312              | 26,086          | 30,860         |
| Building Maintenance Worker              | 110          | 19,306              | 23,631          | 27,955         |
| Buyer                                    | 122          | 25,948              | 31,760          | 37,572         |
| Cemetery Operations Manager              | 136          | 36,598              | 44,795          | 52,993         |
| Chemist                                  | 513C         | 27,645              | 33,837          | 40,029         |
| City Clerk                               | 234          | 37,862              | 46,343          | 54,824         |
| City Code Inspector                      | 121          | 25,311              | 30,981          | 36,650         |
| Civil Engineer II                        | 143          | 43,474              | 53,212          | 62,949         |
| Civil Engineer III                       | 147          | 47,967              | 58,711          | 69,455         |
| Community Resource Specialist            | 143          | 43,474              | 53,212          | 62,949         |
| Crime Analyst - Civ                      | 143          | 43,474              | 53,212          | 62,949         |
| Crossing Guard                           | 105          | 17,074              | 20,898          | 24,723         |
| Customer Service Clerk II                | 118          | 23,501              | 28,765          | 34,029         |
| Customer Service Supervisor              | 131          | 32,362              | 39,611          | 46,860         |
| Department Secretary                     | 126          | 28,620              | 35,031          | 41,441         |
| Department Secretary                     | 509C         | 28,620              | 35,031          | 41,441         |
| Deputy Clerk                             | 126          | 28,620              | 35,031          | 41,441         |
| Deputy Police Chief                      | 349          | 50,272              | 61,533          | 72,793         |
| Deputy Utilities Director                | 523E         | 57,265              | 70,092          | 82,919         |
| Development Services Manager             | 147          | 47,967              | 58,711          | 69,455         |
| Development Services Spec                | 127          | 29,327              | 35,896          | 42,465         |
| Engineering Technician                   | 513C         | 27,644              | 33,837          | 40,029         |
| Equipment Operator I                     | 113          | 20,800              | 25,458          | 30,117         |
| Equipment Operator II                    | 120          | 24,691              | 30,222          | 35,752         |
| Facilities Maintenance Supervisor        | 128          | 30,061              | 36,794          | 43,527         |
| Facilities Manager                       | 147          | 47,967              | 58,711          | 69,455         |

| <b>Job Title</b>                      | <b>Grade</b> | <b>Salary Range</b> |                 |                |
|---------------------------------------|--------------|---------------------|-----------------|----------------|
|                                       |              | <b>Minimum</b>      | <b>Midpoint</b> | <b>Maximum</b> |
| Finance & Administration Manager      | 521D         | 47,779              | 58,480          | 69,182         |
| Finance Director                      | 255          | 63,593              | 77,837          | 92,081         |
| Finance Manager                       | 155          | 56,896              | 69,640          | 82,384         |
| Finance Specialist                    | 126          | 28,620              | 35,031          | 41,441         |
| Fire Captain                          | 431          | 33,450              | 40,943          | 48,435         |
| Fire Chief                            | 255          | 63,593              | 77,837          | 92,081         |
| Fire Control Specialist I             | 420          | 22,585              | 27,643          | 32,702         |
| Fire Control Specialist II            | 424          | 24,899              | 30,477          | 36,054         |
| Fire Engineer                         | 427          | 27,452              | 33,601          | 39,750         |
| Fire Investig/Inspec Officer          | 439          | 38,723              | 47,396          | 56,070         |
| Fire Investig/Inspection Spec         | 431          | 33,450              | 40,943          | 48,435         |
| Fire Logistics Officer                | 431          | 33,450              | 40,943          | 48,435         |
| Fire Projects Analyst                 | 431          | 33,450              | 40,943          | 48,435         |
| Fiscal Analyst                        | 143          | 43,474              | 53,212          | 62,949         |
| Fleet Services Manager                | 145          | 45,673              | 55,904          | 66,134         |
| Fleet Services Shift Supervisor       | 134          | 34,842              | 42,646          | 50,450         |
| Fleet Services Supervisor             | 136          | 36,598              | 44,795          | 52,993         |
| GIS Mapping Technician                | 513C         | 27,644              | 33,837          | 40,029         |
| Grounds Maintenance Worker I          | 109          | 18,854              | 23,077          | 27,300         |
| Grounds Maintenance Worker II         | 114          | 21,312              | 26,086          | 30,860         |
| Human Resources Director              | 255          | 63,593              | 77,837          | 92,081         |
| Identification Specialist             | 120          | 24,691              | 30,222          | 35,752         |
| Information Technologies Manager      | 600          | 62,184              | 76,113          | 90,042         |
| Laboratory Analyst                    | 510C         | 30,120              | 36,866          | 43,613         |
| Laboratory Supervisor                 | 515C         | 35,632              | 43,614          | 51,595         |
| Land Mgmt & Dev Director              | 260          | 71,949              | 88,065          | 104,181        |
| Landscape Division Manager            | 139          | 39,400              | 48,226          | 57,051         |
| Landscape Maintenance Supervisor      | 128          | 30,061              | 36,794          | 43,527         |
| Mail Coordinator                      | 115          | 21,840              | 26,732          | 31,624         |
| Marketing & Community Relations Mgr   | 136          | 36,598              | 44,795          | 52,993         |
| Master Police Officer                 | 327          | 31,492              | 38,546          | 45,600         |
| Mechanic                              | 700          | 32,278              | 39,508          | 46,738         |
| Meter Services Supervisor             | 511C         | 26,471              | 32,400          | 38,329         |
| Meter Services Technician             | 502A         | 21,810              | 26,695          | 31,581         |
| Minimum Housing/Inspection Specialist | 121          | 25,311              | 30,981          | 36,650         |
| Park Curator                          | 123          | 26,581              | 32,535          | 38,489         |
| Parking Control Specialist            | 120          | 24,691              | 30,222          | 35,752         |
| Parks & Rec Maint Manager             | 139          | 39,400              | 48,226          | 57,051         |
| Parks & Recreation Director           | 251          | 57,612              | 70,517          | 83,422         |
| Parks Maintenance Supervisor          | 128          | 30,061              | 36,794          | 43,527         |
| Parts Manager                         | 126          | 28,620              | 35,031          | 41,441         |
| Permit Services Coordinator           | 121          | 25,311              | 30,981          | 36,650         |
| Personnel Analyst I                   | 134          | 34,842              | 42,646          | 50,450         |
| Personnel Analyst II                  | 139          | 39,400              | 48,226          | 57,051         |

| <b>Job Title</b>                         | <b>Grade</b> | <b>Salary Range</b> |                 |                |
|--|--------------|---------------------|-----------------|----------------|
|  |              | <b>Minimum</b>      | <b>Midpoint</b> | <b>Maximum</b> |
| Personnel Technician II                  | 130          | 31,575              | 38,648          | 45,721         |
| Planner II                               | 143          | 43,474              | 53,212          | 62,949         |
| Planning & Community Development Manager | 151          | 52,927              | 64,782          | 76,637         |
| Plants Maintenance Supervisor            | 516C         | 36,275              | 44,400          | 52,525         |
| Plants Maintenance Technician            | 505B         | 26,260              | 32,142          | 38,023         |
| Police Chief                             | 255          | 63,593              | 77,837          | 92,081         |
| Police Information Clerk                 | 115          | 21,840              | 26,732          | 31,624         |
| Police Lieutenant                        | 339          | 39,432              | 48,264          | 57,097         |
| Police Officer I                         | 322          | 27,255              | 33,359          | 39,464         |
| Police Officer II                        | 324          | 29,980              | 36,695          | 43,410         |
| Police Planner                           | 143          | 43,474              | 53,212          | 62,949         |
| Police Records Clerk                     | 115          | 21,840              | 26,732          | 31,624         |
| Police Records Coordinator               | 123          | 26,581              | 32,535          | 38,489         |
| Police Sergeant                          | 333          | 35,445              | 43,384          | 51,323         |
| Police Telecommunicator                  | 124          | 27,240              | 33,342          | 39,443         |
| Productivity Analyst                     | 143          | 43,474              | 53,212          | 62,949         |
| Public Services Director                 | 251          | 57,612              | 70,517          | 83,422         |
| Purchasing Manager                       | 143          | 43,474              | 53,212          | 62,949         |
| Recreation Aide                          | 105          | 17,074              | 20,898          | 24,723         |
| Recreation Coordinator                   | 134          | 34,842              | 42,646          | 50,450         |
| Recreation Program Manager               | 147          | 47,967              | 58,711          | 69,455         |
| Recreation Programmer                    | 131          | 32,362              | 39,611          | 46,860         |
| Regulatory Compliance Technician         | 506B         | 24,404              | 29,871          | 35,337         |
| Residuals Operator                       | 507C         | 29,216              | 35,760          | 42,304         |
| Residuals Supervisor                     | 516C         | 36,273              | 44,398          | 52,523         |
| Risk Management Assistant                | 127          | 29,327              | 35,896          | 42,465         |
| Risk Manager                             | 150          | 51,641              | 63,208          | 74,775         |
| Seasonal Worker                          | 105          | 17,074              | 20,898          | 24,723         |
| Senior Bldg Maint Worker                 | 117          | 22,941              | 28,080          | 33,219         |
| Senior Building & Grounds Maintenance    | 119          | 24,103              | 29,502          | 34,900         |
| Senior Customer Service Clerk            | 122          | 25,948              | 31,760          | 37,572         |
| Senior Grounds Maint Worker              | 119          | 24,103              | 29,502          | 34,900         |
| Senior Meter Mechanic                    | 508C         | 26,169              | 32,031          | 37,892         |
| Senior Meter Reader                      | 508C         | 26,169              | 32,031          | 37,892         |
| Senior Office Assistant                  | 119          | 24,103              | 29,502          | 34,900         |
| Senior Office Assistant                  | 500A         | 24,103              | 29,502          | 34,900         |
| Senior Planner                           | 147          | 47,967              | 58,711          | 69,455         |
| Senior Wastewater Treatment Plant Operat | 508C         | 26,169              | 32,031          | 37,892         |
| Senior Water Treatment Plant Operator    | 508C         | 26,169              | 32,031          | 37,892         |
| Signs & Marking Crew Leader              | 121          | 25,311              | 30,981          | 36,650         |
| Signs & Marking Technician II            | 116          | 22,383              | 27,397          | 32,411         |
| Solid Waste Equipment Operator           | 119          | 24,103              | 29,502          | 34,900         |
| Solid Waste Mgmt Div Manager             | 136          | 36,598              | 44,795          | 52,993         |
| Solid Waste Operations Supervisor        | 128          | 30,061              | 36,794          | 43,527         |

| <b>Job Title</b>                       | <b>Grade</b> | <b>Salary Range</b> |                 |                |
|--|--------------|---------------------|-----------------|----------------|
|  |              | <b>Minimum</b>      | <b>Midpoint</b> | <b>Maximum</b> |
| Street Maintenance Manager             | 143          | 43,474              | 53,212          | 62,949         |
| Street Maintenance Supervisor          | 128          | 30,061              | 36,794          | 43,527         |
| Street Maintenance Worker I            | 109          | 18,854              | 23,077          | 27,300         |
| Street Maintenance Worker II           | 114          | 21,312              | 26,086          | 30,860         |
| Support Services Manager               | 519D         | 44,164              | 54,056          | 63,948         |
| Systems Analyst                        | 601          | 47,769              | 58,469          | 69,169         |
| Technologies Services Technical Assist | 132          | 33,173              | 40,604          | 48,034         |
| Traffic Operations Manager             | 139          | 39,400              | 48,226          | 57,051         |
| Traffic Signal Technician I            | 118          | 23,501              | 28,765          | 34,029         |
| Traffic Signal Technician II           | 122          | 25,948              | 31,760          | 37,572         |
| Transit Dispatcher                     | 119          | 24,103              | 29,502          | 34,900         |
| Transit Manager                        | 136          | 36,598              | 44,795          | 52,993         |
| Transit Operator                       | 118          | 23,501              | 28,765          | 34,029         |
| Transit Operator/Service Worker        | 118          | 23,501              | 28,765          | 34,029         |
| Urban Design Planner                   | 147          | 47,967              | 58,711          | 69,455         |
| Urban Resource Planner                 | 143          | 43,474              | 53,212          | 62,949         |
| Utilities Construction Inspector       | 513C         | 27,644              | 33,837          | 40,029         |
| Utilities Engineer                     | 518D         | 42,273              | 51,742          | 61,211         |
| Utilities Engineering Manager          | 522E         | 54,583              | 66,809          | 79,035         |
| Utilities Maintenance Supervisor       | 511C         | 26,471              | 32,400          | 38,329         |
| Utilities Maintenance Technician       | 501A         | 21,403              | 26,197          | 30,991         |
| Utilities Systems Manager              | 520D         | 46,346              | 56,727          | 67,108         |
| Utility Plants Manager                 | 521D         | 47,779              | 58,480          | 69,182         |
| Utility Systems Supervisor             | 512C         | 30,543              | 37,385          | 44,226         |
| Victim's Advocate                      | 327          | 31,492              | 38,546          | 45,600         |
| Wastewater Treatment Plant Operator    | 507C         | 29,216              | 35,760          | 42,304         |
| Water Treatment Plant Operator         | 507C         | 29,216              | 35,760          | 42,304         |
| Water Treatment Supervisor             | 516C         | 36,273              | 44,398          | 52,523         |
| Zoning & Code Enforcement Spec         | 121          | 25,311              | 30,981          | 36,650         |

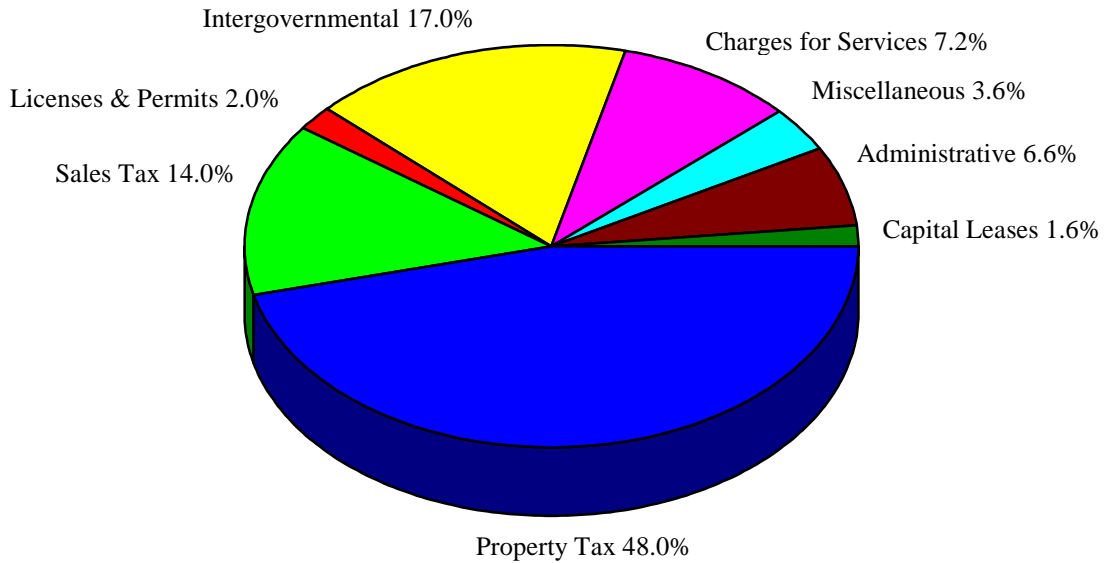




# FY 2004-05 GENERAL FUND

---

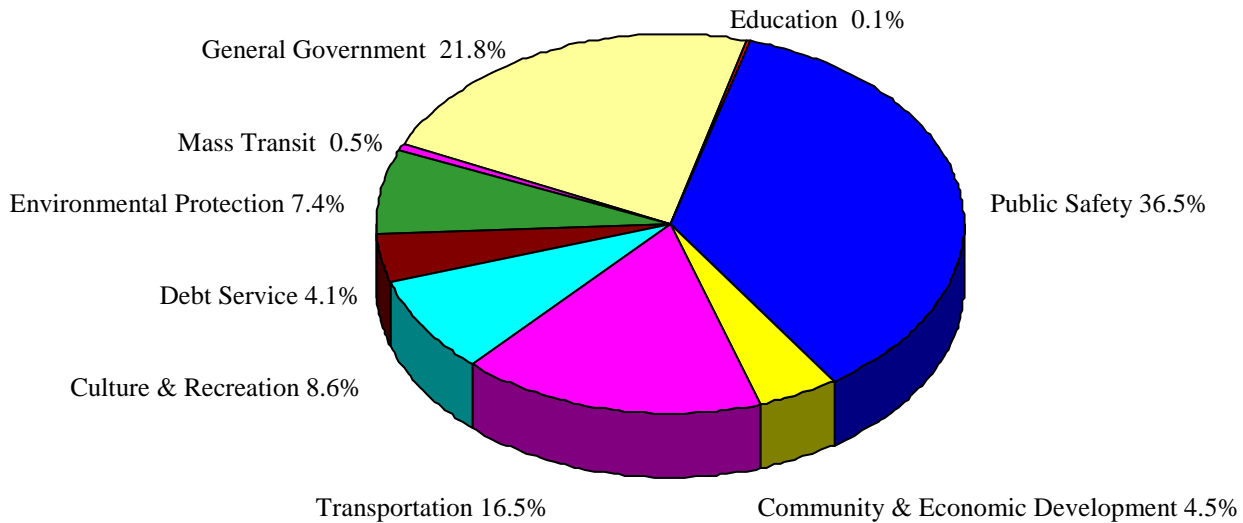
## Revenues - \$28,953,640



## *Where the Money Comes From*

---

## Expenditures - \$28,953,640

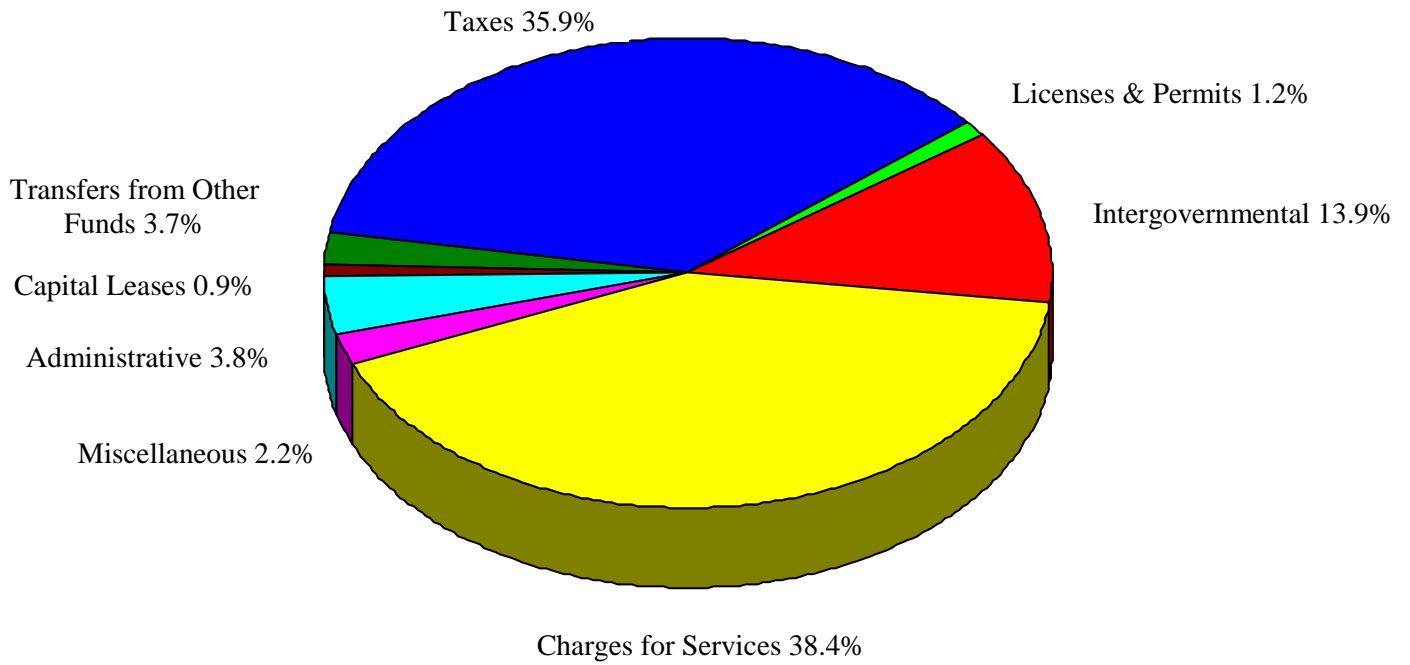


## *Where the Money Goes To*

---

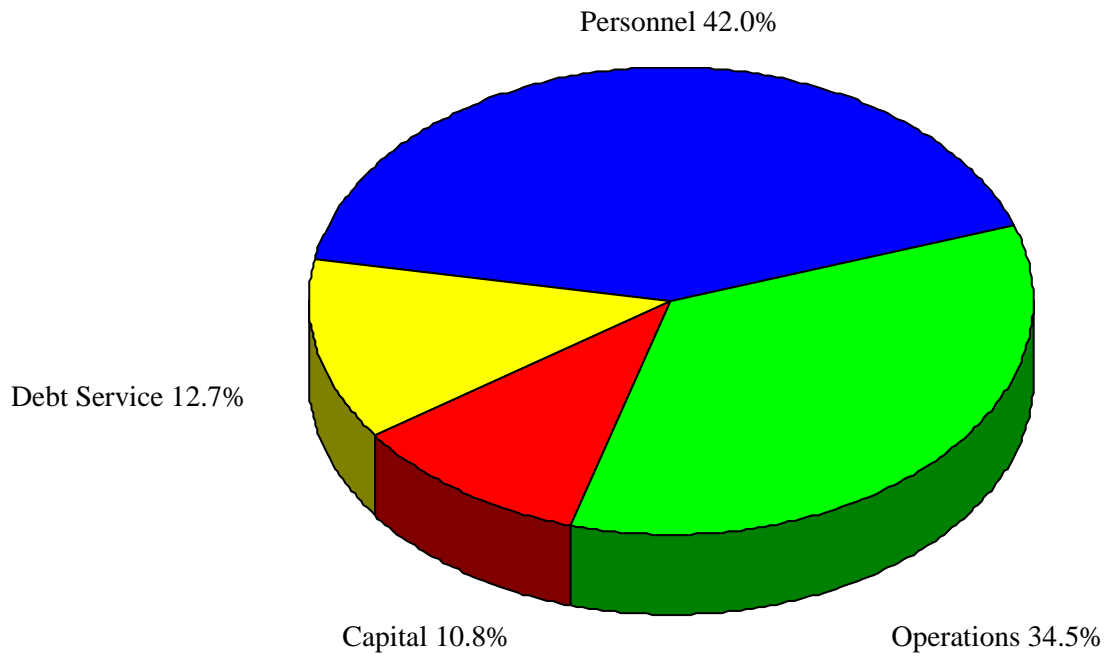
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



---

## CITY EXPENDITURES BY CATEGORY (All Funds)

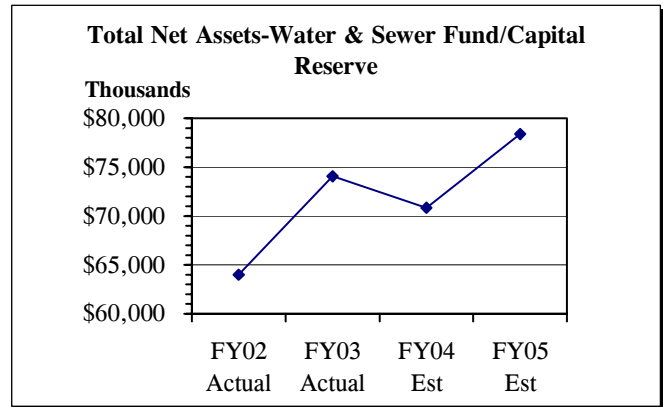
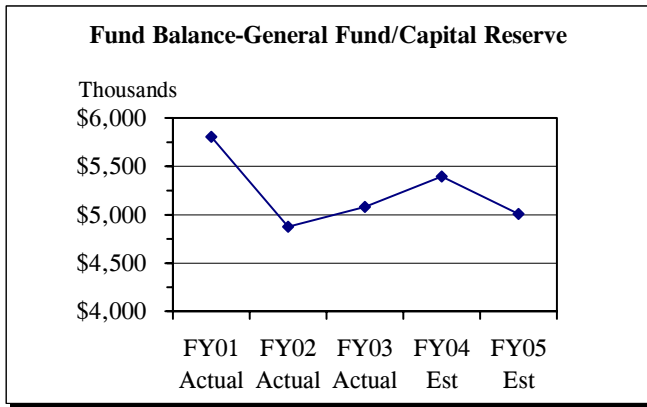


**CITY OF SALISBURY, NORTH CAROLINA**  
**BUDGET SUMMARY**  
**For the Year Ending June 30, 2005**

|   | 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/<br>Net Assets 6/30/04           | \$ 3,589,566                  | \$ 1,805,461        | \$ 140,000        | \$ 70,456,139        | \$ 382,255        | \$ 134,435          | \$ 76,507,856        |
| <b>Budgeted Revenues &amp; Other Financing Sources:</b> |                               |                     |                   |                      |                   |                     |                      |
| Taxes   | \$ 17,950,814                 | \$ -                | \$ -              | \$ -                 | \$ -              | \$ -                | \$ 17,950,814        |
| Licenses and Permits                                    | 578,660                       | -                   | -                 | -                    | -                 | -                   | 578,660              |
| Intergovernmental                                       | 4,931,120                     | -                   | 557,013           | -                    | -                 | 387,610             | 5,875,743            |
| Charges for Services                                    | 2,085,669                     | -                   | -                 | 17,016,917           | -                 | 70,000              | 19,172,586           |
| Miscellaneous   | 654,989                       | 14,000              | 100,000           | 328,550              | 11,000            | 6,000               | 1,114,539            |
| Administrative  | 1,901,732                     | -                   | -                 | -                    | -                 | -                   | 1,901,732            |
| Capital leases  | -                             | 451,000             | -                 | -                    | -                 | -                   | 451,000              |
| Capital contributions                                   | -                             | -                   | -                 | -                    | -                 | 1,052,336           | 1,052,336            |
| Transfers From Other Funds                              | -                             | 1,330,417           | -                 | -                    | 395,578           | 160,282             | 1,886,277            |
| <b>Total Available Resources</b>                        | <b>\$ 28,102,984</b>          | <b>\$ 1,795,417</b> | <b>\$ 657,013</b> | <b>\$ 17,345,467</b> | <b>\$ 406,578</b> | <b>\$ 1,676,228</b> | <b>\$ 49,983,687</b> |
| <b>Expenditures:</b>                                    |                               |                     |                   |                      |                   |                     |                      |
| General Government                                      | \$ 6,037,003                  | \$ 271,125          | \$ -              | \$ -                 | \$ -              | \$ -                | \$ 6,308,128         |
| Public Safety   | 9,467,199                     | 1,093,213           | -                 | -                    | -                 | -                   | 10,560,412           |
| Transportation  | 4,475,541                     | 291,555             | -                 | -                    | -                 | -                   | 4,767,096            |
| Environmental Protection                                | 1,836,051                     | 297,600             | -                 | -                    | -                 | -                   | 2,133,651            |
| Culture and Recreation                                  | 2,344,536                     | 132,450             | -                 | -                    | -                 | -                   | 2,476,986            |
| Community & Economic<br>Development                     | 1,294,262                     | 12,000              | 657,013           | -                    | -                 | -                   | 1,963,275            |
| Education   | 42,342                        | -                   | -                 | -                    | -                 | -                   | 42,342               |
| Water & Sewer   | -                             | -                   | -                 | 11,803,413           | 548,347           | -                   | 12,351,760           |
| Mass Transit  | -                             | -                   | -                 | -                    | -                 | 1,801,827           | 1,801,827            |
| Debt Service:   |                               |                     |                   |                      |                   |                     |                      |
| Principal   | 691,681                       | 66,167              | -                 | 3,233,615            | -                 | -                   | 3,991,463            |
| Interest  | 423,670                       | 16,963              | -                 | 1,982,684            | -                 | -                   | 2,423,317            |
| Transfers to other funds                                | 1,490,699                     | -                   | -                 | 395,578              | -                 | -                   | 1,886,277            |
| <b>Total Expenditures</b>                               | <b>\$ 28,102,984</b>          | <b>\$ 2,181,073</b> | <b>\$ 657,013</b> | <b>\$ 17,415,290</b> | <b>\$ 548,347</b> | <b>\$ 1,801,827</b> | <b>\$ 50,706,534</b> |
| Budgeted Increase (Decrease)<br>in Fund Balance         | \$ -                          | \$ (385,656)        | \$ -              | \$ (69,823)          | \$ (141,769)      | \$ (125,599)        | \$ (722,847)         |
| <b>Full Accrual Adjustments: <sup>1</sup></b>           |                               |                     |                   |                      |                   |                     |                      |
| Budgeted Capital Outlay                                 | -                             | -                   | -                 | 972,461              | 548,347           | 1,169,262           | 2,690,070            |
| Budgeted Debt Principal                                 | -                             | -                   | -                 | 3,233,615            | -                 | -                   | 3,233,615            |
| Estimated Depreciation                                  | -                             | -                   | -                 | 2,998,350            | -                 | 5,072               | 3,003,422            |
| Estimated Fund Balance/<br>Net Assets 6/30/05           | \$ 3,589,566                  | \$ 1,419,805        | \$ 140,000        | \$ 77,590,742        | \$ 788,833        | \$ 1,183,170        | \$ 84,712,116        |

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

As of June 30, 2004, the City estimates an unreserved General Fund balance of \$2,000,000. This is lower than stated in the City's Reserve Policy, as explained on page 2-4, due to the Governor withholding over \$2,000,000 owed to the City to balance the State's budget in FY02. Due to the Governor's actions, the City had a loss during FY02 of \$931,358, but through restrained spending in FY03, the City had a surplus of \$203,655.



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

### SUMMARY OF INTERFUND TRANSFERS For the Year Ending June 30, 2005

|                  |               | TO                              |                                  |            |              |
|------------------|---------------|---------------------------------|----------------------------------|------------|--------------|
|                  |               | General Fund<br>Capital Reserve | Water & Sewer<br>Capital Reserve | Transit    | TOTAL OUT    |
| F<br>R<br>O<br>M | FUND          |                                 |                                  |            |              |
|                  | General       | \$ 1,330,417                    | \$ -                             | \$ 160,282 | \$ 1,490,699 |
|                  | Water & Sewer | -                               | 395,578                          | -          | 395,578      |
|                  | TOTAL IN      | \$ 1,330,417                    | \$ 395,578                       | \$ 160,282 | \$ 1,886,277 |

### GENERAL FUND REVENUE STRUCTURE

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

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

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

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

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

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

City revenues have in prior years also face another limitation; the State tampering with state-shared revenues and reimbursements. In the past, the State has eliminated property tax on retail, wholesale, and manufacturers' inventories. They then placed a cap on income to municipalities from intangibles taxes, utility franchise taxes, and inventory reimbursements. This cap on utility franchise taxes expired in FY1994-95. However, growth had been minimal without annexation. Intangibles taxes have been repealed by the General Assembly and replaced with an annual appropriation. Both the intangibles tax and inventory reimbursements were subject annually to the whims of the General Assembly for funding. In FY2002-03, the General Assembly terminated all reimbursements to local governments in North Carolina. They did approve a sales tax of one-half cent to replace them. For Salisbury, the additional one-half cent would only make about half of what the City was losing. Since Salisbury was not the only local government in North Carolina with this problem, the General Assembly did provide a hold-harmless clause which will reimburse some local units like Salisbury for the difference in what the new one-half cent sales tax generates and what was lost in reimbursements. For FY2004-05, the projected amount of the hold-harmless amount is \$791,212.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund contribution. These four revenue sources are the only ones that City Council can increase or decrease at will. During FY2003-04, these four sources in the General Fund accounted for 68.6% of total revenue. The City lacks control over all other revenues.

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

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

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

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

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

## REVENUE ASSUMPTIONS FOR FY2004-05

### General Fund Revenue

#### Taxes:

**Property Taxes** - Real property were estimated to increase by 2%, personal property by 3% and public service property 1% over the 2003 assessed values. This estimated growth for real and personal property and public service property is based on historical trend analysis. A 3.0% uncollectible rate was used.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2003 property tax receivable balance projected as of June 30, 2004.

**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 (see graph on page 1-8).

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

**Licenses and Permits:**

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

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

**Intergovernmental:**

**Federal** - Based on anticipated and existing grants. The City will receive a grant to help design a replacement bridge and acquire the necessary right-of-way.

**State** - Based on FY2004-05 state shared receipts plus anticipated state grants. As mentioned in the previous section, the City receives funding from the State for the difference in the new one-half cent sales tax and the lost 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 anticipates receiving a grant for Greenway construction. (See graph on page 1-8).

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

**Charges for Services:**

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

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

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

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

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

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2004-05 and estimated interest rates.

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

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

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

**Administrative:**

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

**General Fund Capital Reserve Fund Revenue**

**Miscellaneous:**

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

**Other** - Based on historical trends.

**Other Financing Sources:**

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

**Water and Sewer Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2004.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances during FY2004-05 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 FY2004-05 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 FY2004-05.

**Special Revenue Funds Revenue**

**Intergovernmental:**

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

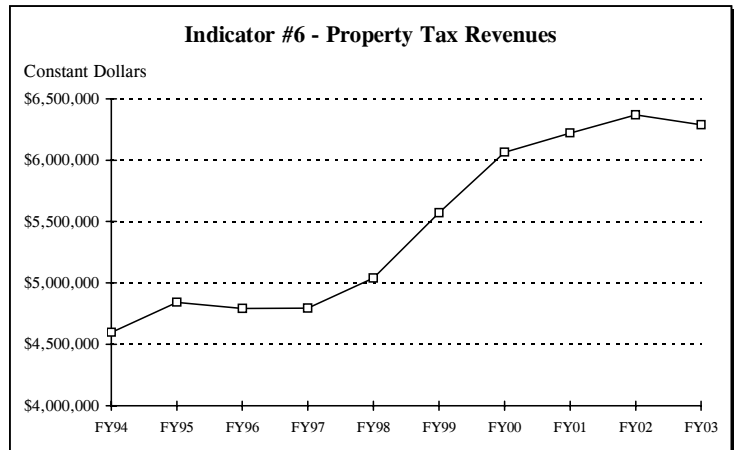
**Miscellaneous:**

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

**TREND MONITORING**

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

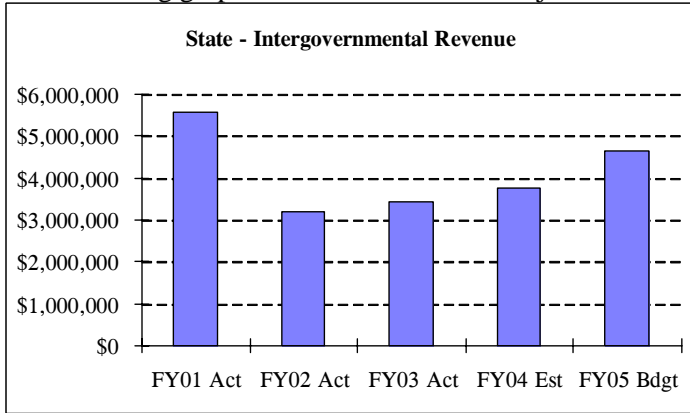
At the end of each fiscal year, trend information is gathered using the Financial Trend Monitoring System, which allows the City to monitor its financial condition. The Financial Trend Monitoring System is based on financial, organizational, and environmental factors that influence financial condition.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



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

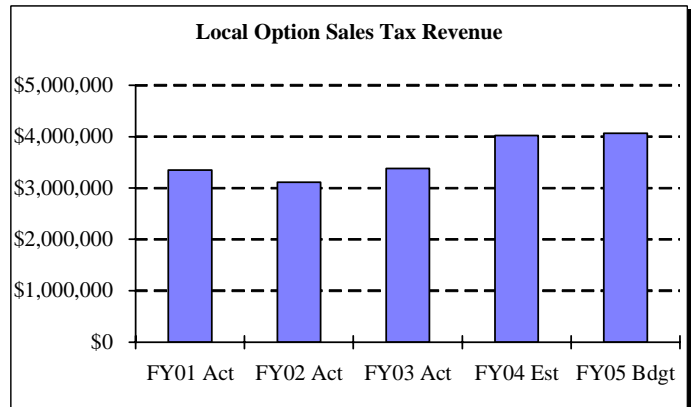
## OTHER REVENUE TRENDS

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

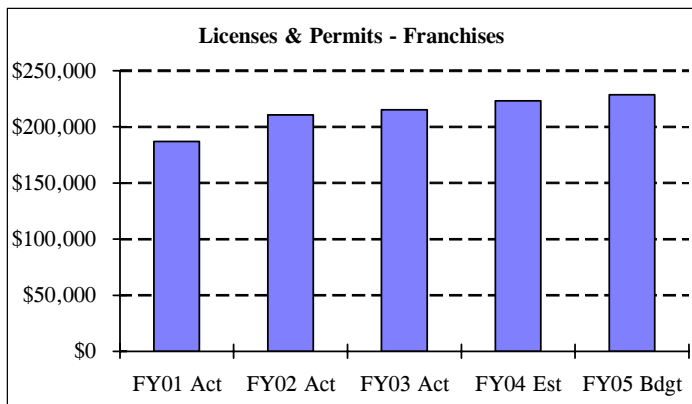


As stated in the assumptions, this revenue source is comprised of state-shared receipts and state grants. Due to the North Carolina State budget crisis, the Governor had withheld inventory reimbursements and utilities franchise tax from local governments in FY02. Subsequently in FY03, the General Assembly terminated all reimbursements to local governments in North Carolina, but in FY04 and FY05 the State will reimburse the City for the difference between the reimbursements and the estimated receipts from the new one-half cent sales tax.

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



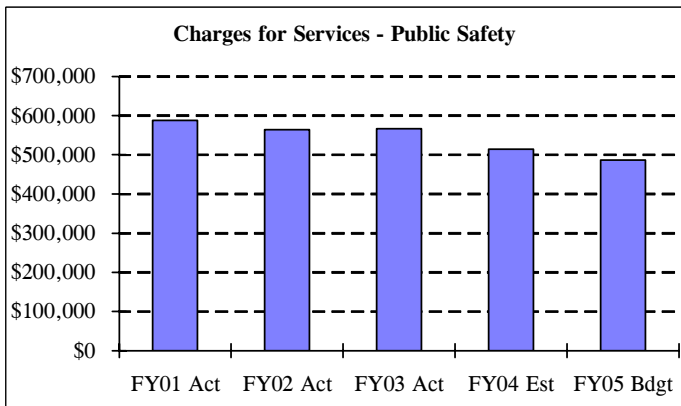
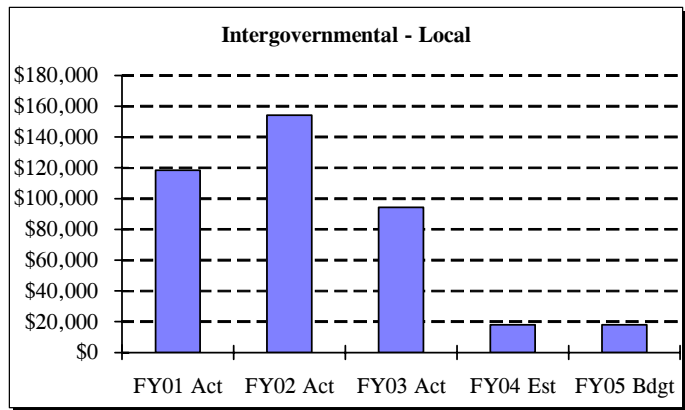
The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



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

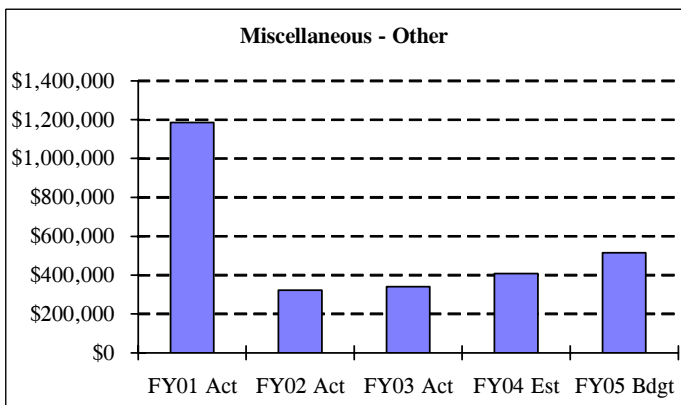
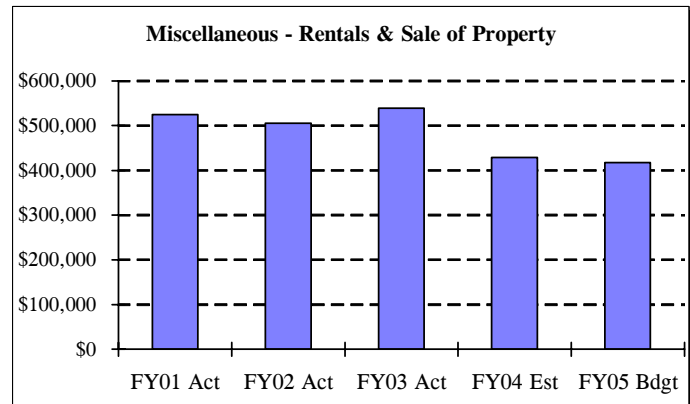


These revenues are from the Salisbury Housing Authority. Part of the revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt. The Housing Authority also reimburses the City for the personnel costs for police officers working within the Housing Authority.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



These revenues are derived from police and fire protection, and charges for radios and pagers to public agencies within the area. In FY96, the City implemented a fee for permits and inspections by the Fire Department. Beginning in FY97, the Rowan-Salisbury School System started paying for one-half the cost of a third School Resource Officer as they have for the previous officers hired.

For FY05, fifty-nine percent of this revenue category is comprised of rentals. Rental revenue, both residential and commercial, from the Plaza continues to increase along with rental of the Salisbury West Community Center and revenue from a parking lot. Other revenue sources for this category include sale of assets, sale of materials, cemetery sales, and rental of Hurley Park.



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



## **FINANCIAL MANAGEMENT AND BUDGET PROCESS**

### **FINANCIAL MANAGEMENT PROGRAM**

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

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

This financial management program allows the City to achieve its goal of expanded and improved services to the citizens of Salisbury. The City issued \$20.4 million Combined Enterprise System revenue bonds in April 2002 and Fitch Ratings assigned an A+ rating to this issue along with rating the system's \$1.8 million in outstanding parity revenue bonds A+. Additionally, the City's bond rating of "A1" by Moody's Investors Service and "A+" by Standard and Poor's were reaffirmed in July 2003. This is a reflection of the City's continued sound financial condition.

### **FINANCIAL MANAGEMENT SYSTEMS**

#### **FUND ACCOUNTING**

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

#### **Governmental Fund Types**

**General Fund** - The General Fund is the general operating fund of the City. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. A separate equipment replacement subfund is maintained for accounting and budgeting purposes. The primary revenue sources are ad valorem taxes, State grants, and various other taxes and licenses. The primary expenditures are for public safety, transportation, environmental protection, culture and recreation, community and economic development, and general government services.

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

#### **Proprietary Fund Types**

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

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

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

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. Governmental funds are reported using the current financial resources measurement focus. The governmental funds measurement focus is based upon determination of financial position and changes in financial position (sources, usage, and balances of financial resources), rather than upon net income determination.

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

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

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

Revenues are recognized on the modified accrual basis of accounting when they are measurable and available. The City considers all revenues available if they are collected within 90 days after year end, except for property taxes. Ad valorem taxes receivable are not accrued as a revenue because the amount is not susceptible to accrual. At June 30, taxes receivable are materially past due and are not considered to be an available resource to finance the operations of the current year. Also, as of January 1, 1993, State law altered the procedures for the assessment and collection of property taxes on registered motor vehicles in North Carolina. Effective with this change in the law, Rowan County is responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. For motor vehicles registered under the staggered system, property taxes are due the first day of the fourth month after the vehicles are registered. The billed taxes are applicable to the fiscal year in which they become due.

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

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

The Water and Sewer Fund reimburses the General Fund for expenditures made on its behalf in the finance department and certain other central services. The General Fund pays the Water and Sewer Fund for its normal billable charges. Both of these types of transactions are considered to be quasi-external transactions and are recorded as revenues and expenses in the appropriate funds.

## **BASIS OF BUDGETING**

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

## **FINANCIAL MANAGEMENT POLICIES**

### **INVESTMENT POLICY**

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

#### **Policies**

- Always consider the risk factor of an investment.
- Maintain liquidity in the investment portfolio at all times.
- Consider yield only after risk and liquidity are assured.

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

#### **Investments Used By City**

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

#### **Custodial Risk Assumed By City**

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

### **FISCAL POLICIES**

#### **Revenue Policy**

1. The cumulative increase of revenue from the levy of property tax will not exceed five (5%) from the preceding year. The increase excludes: taxable value gained through annexation; the taxable value gained through new construction; tax increases mandated by the voters, courts, State, or federal governments.
2. The City will project revenues for five years and will update the projections annually prior to the beginning of the preparation of the annual budget.
3. The City will utilize user charges in lieu of ad valorem taxes for services that can be individually identified and where the costs are directly related to the level of service:
  - a) Recreational programs will be funded from user charges for all programs in which it is practical to charge. User charges should represent at least 15% of the total recreational budget.
  - b) Cemetery activities should be partially funded from user charges. User charges should represent at least 50% of the total Cemetery budget.
  - c) Waste Management Division's cost to use the County's landfill will be recovered completely from users.
  - d) User charges will pay for the cost of operating a recycling program.
  - e) The user charge fees for water and sewer will be sufficient to finance all operating, capital, and debt service costs for the Water and Sewer Fund.
4. All City charges and fees will be reviewed and updated annually.

#### **Operating Budget Policy**

1. Current operating revenues will be sufficient to support current operating expenditures.
2. Debt or bond financing will not be used to finance current expenditures.
3. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
4. The City will prepare a five-year operating budget which will include projections of annual growth plus allowances for operating costs of new facilities.
5. The City will develop a program to replace all information systems hardware at least once every three years.

6. The City will establish an Equipment Replacement Fund for the replacement of vehicles. The Fund will purchase each vehicle and lease it back to the appropriate department over its useful life. These lease payments will create a sinking fund to be utilized to purchase a new vehicle to replace the existing one.
7. The City will establish a Risk Management Program to provide for protection against loss and a reduction in exposure to liability. The City will establish a safety program to minimize the City's exposure to liability and thereby reduce the number of claims against the City.
8. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses.
9. The City will only use one-time revenues for the funding of capital improvements or other non-recurring expenditures.

**Capital Improvement Policy**

1. The City will prepare and adopt a five-year Capital Improvement Program which will detail each capital project, estimated cost, description, and funding source.
2. Operating expenditures will be programmed to include the cost of implementing the Capital Improvement Program and providing all manpower, operating costs, and capital outlay required.
3. The City will prepare and update annually a resurfacing and replacement policy for street and sidewalk improvements.

**Accounting Policy**

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

**Debt Policy**

1. Capital projects, financed through the issuance of bonds, shall be financed for a period not to exceed the expected useful life of the project.
2. The general obligation debt of the City will not exceed 8 percent of the assessed valuation of the taxable property of the City.
3. Interest, operating and/or maintenance expenses will be capitalized only for facilities or enterprise activities and will be strictly limited to those expenses incurred prior to actual operating of the facilities.

**Reserve Policy**

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

**BUDGETS AND BUDGETARY ACCOUNTING**

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

Appropriations are made at the departmental level and amended as necessary. A portion of fund balance may be appropriated to balance a fund's budget. All annual appropriations lapse at year end.

The City follows these procedures in establishing the budgetary data:

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

## **GOAL SETTING AND BUDGETARY PROCESS**

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

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

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

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

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

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

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

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

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

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

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

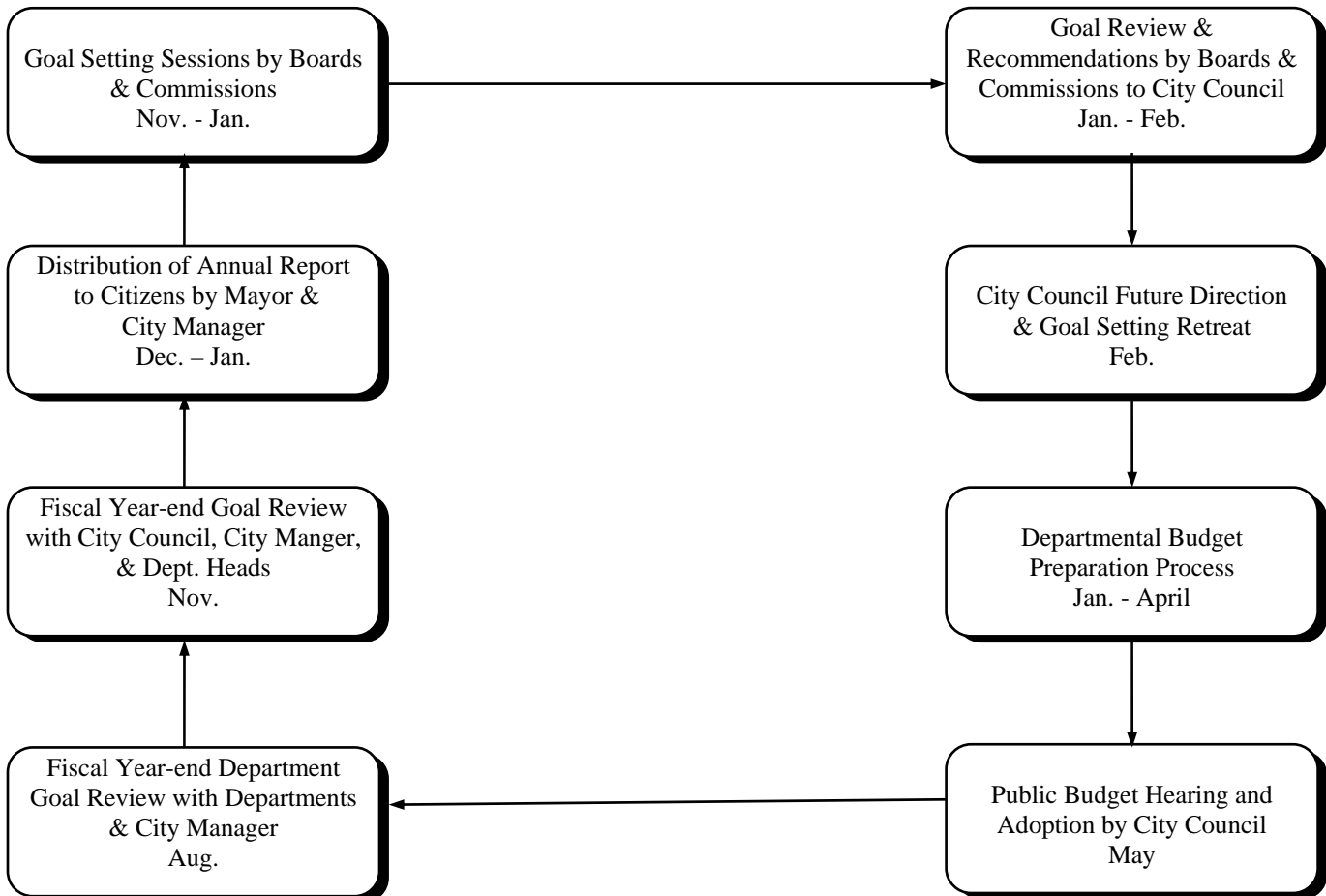
The City Manager submits the budget to City Council and after proper public notice, the City Council conducts public hearings and a budget work session. The City Council then adopts the budget through the passage of an ordinance before June 30.

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

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

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

**GOAL SETTING/BUDGET CYCLE**







## CITY OF SALISBURY FY2004-05 BUDGET CALENDAR

|   |  |  |
|---|--|--|
| 12/17/03                                    | Distribute 5-Year Service Level Report to be completed by Department Managers.   | City Manager and Finance Director                                  |
| 1/14/04                                     | Complete 5-Year Service Level Report and return to City Manager.   | Management Team and Division Managers                              |
| 1/1/04 -<br>1/30/04                         | Prepare Personnel Request forms; present staffing patterns and Personnel request information.<br>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. | Finance Director   |
| Distribute to Mgmt Team on or before 2/4/04 | Prepare FY2004-05 -- 2008-09 Capital Improvement Program request forms.  |  |
| TBD   | Vehicle Review Committee meeting for evaluation of vehicles  | Vehicle Review Committee   |
| 1/6/04<br>1/20/04<br>2/3/04                 | Chairmen of Boards and Commissions to present goals to City Council.   | Chairmen of City Boards and Commissions and appropriate City Staff |
| 2/12/04                                     | Hold CDBG Public Hearing on citizens needs and concerns.   | Land Management Staff and CDBG Consultant                          |
| 2/19/04 –<br>2/20/04                        | Hold Goal Setting Retreat to establish goals.  | Mayor, City Council, City Manager and Staff                        |
| 2/23/04 -<br>3/26/04                        | Prepare FY2003-2004 year-end revenue estimates and FY2004-05 revenue estimates on all funds.   | Finance Director, Utilities Director and Transit Manager           |
| 2/27/04                                     | Assign Retreat Goals to Staff for inclusion in Budget.   | City Manager and Staff   |
| 3/2/04                                      | Hold CDBG Public Hearing to receive citizens' comments and receive proposals.  | City Council   |
| 3/3/04                                      | Complete all budget request forms no later than March 3, 2004.   | Management Team and Division Managers                              |
| 3/3/04                                      | Evaluate all Personnel Requests for any changes from current staffing patterns.  | Human Resources, Department Heads and Finance                      |
| 3/16/04                                     | Presentation of oral and written Budget requests to Mayor and Council.   | Special Community Efforts Groups                                   |
| As Returned                                 | Review of Specific Budget Proposals.   | Budget Team, Department Head and Division Manager                  |



## CITY OF SALISBURY FY2004-05 BUDGET CALENDAR

|                      |  |  |
|----------------------|--|--|
| 3/16/04              | Present draft of 2004-05 CDBG Budget and Home Budget to City Council for review and consideration. | CDBG Consultant  |
| 4/6/04               | City Council to approve 2004-05 Action Plan for CDBG and HOME application after second reading.    | City Council   |
| 4/12/04 -<br>4/16/04 | Review recommended Budget with Departments.  | Finance Director, City Manager and Staff                           |
| 4/30/04              | Distribution of City Manager's recommended Budget.   | City Manager and City Management Team                              |
| 5/4/04               | City Manager to preview recommended Budget for City Council.                                       | City Manager   |
| 5/5/04               | Place ad in THE SALISBURY POST to advertise one time for public hearing on May 18, 2004.           | City Clerk   |
| 5/18/04              | Hold a public hearing on the adoption of the Budget. 4:00 pm in Council Chambers at City Hall.     | City Council   |
| Based on Scheduling  | Place ad in THE SALISBURY POST to give Notice of Budget Work Session                               | City Clerk   |
| Based on Scheduling  | City Council Budget shirt sleeve work session on proposed Budget.                                  | City Manager, City Management Team, and City Council               |
| 6/1/04               | City Council to adopt Budget.  | City Council   |
| 7/12/04              | Report tax rate to Rowan County Tax Supervisor.  | City Clerk   |
| Summer 2004          | Brief Boards and Commissions Chairmen on Adopted Budget.   | Chairmen of City Boards and Commissions and appropriate City Staff |

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

## LOCATION

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

## CLIMATE

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

## POPULATION

The City of Salisbury has been slowly increasing its population over the past few years. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 28,199 based upon the NC Office of State Planning.

## HISTORY

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

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

The deed for Salisbury is dated February 11, 1755. The court center, called prior to this time Rowan Court House, was a bustling little village of seven or

eight log cabins, a courthouse, jail and pillory, according to Governor Arthur Dobbs who visited here in late 1755.

The Court House dates to 1753 and consists of deeds, marriages, and miscellaneous records of value. Papers formerly in the Clerk's Office such as the early court minutes are stored at the State Department of Archives in Raleigh. Familiar names in American history adorn these records.

Andrew Jackson, Archibald Henderson, William R. Davis, Daniel Boone, Lord Cornwallis, Richard Caswell and many other prominent local families as the Barkleys, Hoovers, and Polks, all ancestors of presidents or vice-presidents, appear time and again in the deeds and court minutes of the county.

*Henderson Law Office*



Two years before the national Declaration of Independence and one year before the Mecklenburg Declaration of Independence, a group of patriotic citizens of Rowan County, serving as a Committee of Safety, on August 8, 1774, adopted the Rowan Resolves containing the pioneer element toward liberty and independence from Britain. These resolves reached the highest note of any passed in the colony in calling for the abolishment of the African Slave trade and urging the colonies to "unite in an indissoluble union and association". These resolves are located in the State Archives and are the only ones of the many passed in this period that are preserved.

So many legends and lifestyles have been passed down over the passage of time. Daniel Boone began his exploration of the Blue Ridge Mountains from here in Salisbury. Near the present-day library is the

small office where Andrew Jackson studied law and was admitted to the bar before he moved westward.

For all the struggles and hardships our ancestors endured, they have provided Salisbury with character and a rich heritage.

## **GOVERNMENT**

The City of Salisbury's government is organized according to the Council-Manager form of government. The City Council, which formulates policy for the Administration of the City, together with the Mayor, constitutes the governing body of the City. The five (5) members are elected to serve two (2) year terms of office. The Mayor is elected from the five (5) Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five (5) to serve as Mayor during her absence or disability.

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

The City of Salisbury is a separate legal entity from Rowan County as permitted by the State of North Carolina. The City is independent of county government, but does provide some overlapping services such as police protection and recreational facilities. The county, not the city, is held responsible by State Statutes to provide health and social services and court services.

## **UTILITIES**

Salisbury operates its own water and sewer system named Salisbury-Rowan Utilities (SRU). The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day, and the minimum, recorded one-day flow is 150 million gallons. SRU water system, conventional in design

and closely controlled, has a current treatment capacity of 12 million gallons per day (MGD). Average daily usage during 2003 was 6.04 MGD. The City completely renovated the filtration system in 1999 to increase the capacity of the filtration system to 18 MGD and is currently finishing a high-rate sedimentation pre-treatment process that will have an ultimate capacity of 24 MGD. An arterial system of distribution mains has been constructed to provide maximum fire protection to all parts of the city.

Additionally, SRU water system supplies the following towns in Rowan County: Spencer, East Spencer, Granite Quarry, China Grove, Landis and portions of Kannapolis. Salisbury's water is fluoridated on a continuing basis and meets all Federal and State quality requirements.

Salisbury's four wastewater treatment facilities serve as the area's regional wastewater utility with service expansion to the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry and Rockwell, as well as providing service along a section of US Highway 70. The Town of Faith is in the final stages of completing a sanitary sewer project, with Salisbury-Rowan Utilities scheduled to eventually treat its wastewater discharge. Total current treatment capacity is 12.5 MGD. Average daily wastewater flow during calendar year 2003 was 4.81 MGD.

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

## **TRANSPORTATION**

Salisbury, near the geographic and population center of North Carolina, is located on Interstate 85, 42 miles from Charlotte, 52 miles from Greensboro and 39 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 3.5 million people live within 90 miles of Salisbury, 1.75 million within 55 miles and 60% of the population of the United States within an overnight truck haul. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Rowan County Airport, three (3) miles from downtown Salisbury, has a 5,500 ft. x 100 ft. paved and lighted runway. Hangar space and private plane servicing are available.

Two major commercial airports are within a one-hour drive of Salisbury, Charlotte-Douglas International in Charlotte and Piedmont Triad International (PTI) in Greensboro. With the planned

construction of the new FedEx package-sorting facility at PTI, Salisbury is well positioned for providing local businesses a critical link in their logistics chain. Additionally, these airports provide regular air passenger service to all parts of the United States via AirTran, American, Continental, Delta, United and US-Airways. There are also non-stop, international flight options available from these airports to Frankfurt, London and San Juan, among other global destinations.

Greyhound provides bus service to Salisbury with daily arrivals and departures. Local bus service is provided by the City's Transit System.

Amtrak provides rail transportation with service on

*The Depot*



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.

## **HOTELS**

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

## **EDUCATION**

Salisbury is home to two colleges and one technical school. Catawba College was founded in Newton, North Carolina in 1851, and opened in Salisbury in 1925. Catawba College has thirty (30) buildings comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of approximately 1,500 Liberal Arts students and is affiliated with the United Church of Christ.

Livingstone College was founded in 1879, and has approximately 1,000 Liberal Arts students. It is supported by the African Methodist Episcopal Zion

Church; Hood Theological Seminary is located at Livingstone.

Rowan-Cabarrus Community College offers two-year educational programs leading to the associated degree in applied science. In addition, one-year diploma programs are offered in five fields. There is a total enrollment of approximately 4,700 full-time students.

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

## **ARTS AND ENTERTAINMENT**

The outstanding programs of Catawba and Livingstone Colleges and the other colleges in the area significantly enrich the cultural atmosphere of the Salisbury area. Each year the Catawba College Shuford School of Performing Art brings a minimum of four musical events to Salisbury. Catawba's fine Drama department offers several professional type drama productions each year. Livingstone College also has a cultural series that brings artists to the community as well as an excellent drama group, The Julia B. Duncan Players.

The Piedmont Players, a community theater organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theater, built in 1905, for their home. They present five shows each season. In addition to these five shows, all fourth and fifth graders in the Rowan-Salisbury School System attend the theater for an annual production that the Piedmont Players have cast entirely with children.

The Salisbury-Rowan Symphony, consisting of musicians from the area, presents four concerts each season. In addition to participation in the regular concert series, the string quartet of the Salisbury Symphony visits the elementary schools to present programs. The object of this mini-concert series is to give the students some knowledge of music and historical composers.

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

and presents classes, concerts, and other folk artist activities for the general public.

### **COMMUNITY FACILITIES**

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

### **PARKS AND RECREATION**

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

*Ball Field at the Community Park*



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

Kelsey-Scott Park, located on Old Wilkesboro Road is a twenty-two (22) acre park, which includes a 9-hole disc golf course, a baseball/softball field, outdoor basketball court, and picnic shelter. The Jaycee Sports Complex is a multi-use area with three (3) ball fields and an outdoor basketball court. The Miller Recreation Center located on West Bank Street has a play structure and offers programs throughout the year.

The Salisbury Community Park and Athletic Complex on Hurley School Road opened in April 2001 and the current amenities include four soccer fields, five baseball/softball fields, three picnic shelters, two playstructures, and a nine-acre lake

suitable for fishing and equipped with a handicap accessible pier.

*City Park*



*Parks & Recreation Summer Camp*



### **SPECIAL EVENTS**

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

**MISCELLANEOUS STATISTICS**

|                              |     |                                    |        |
|------------------------------|-----|------------------------------------|--------|
| Public Safety:               |     | Area - Square Miles                | 18.8   |
| Number of Fire Stations      | 3   | Miles of Streets                   | 154    |
| Number of Police Stations    | 1   | Regional Utilities Department:     |        |
| Recreation Facilities:       |     | Number of Customers                | 15,568 |
| Number of Parks              | 14  | Miles of Water Line                | 465    |
| Number of Recreation Centers | 4   | Miles of Sewer Line                | 480    |
| Number of Tennis Facilities  | 2   | Number of Cemeteries               | 7      |
| Number of Acres              | 455 | Business Licenses Issued Last Year | 2,350  |

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

| <b>Fiscal Year<br/>Ended<br/>June 30,</b> | <b>Real Property</b>         | <b>Personal<br/>Property</b> | <b>Public Service<br/>Property</b> | <b>Total</b>    |
|---|------------------------------|------------------------------|------------------------------------|-----------------|
| 2005                                      | <sup>1</sup> \$1,729,553,718 | \$435,452,118                | \$65,941,032                       | \$2,230,946,868 |
| 2004                                      | <sup>1</sup> 1,695,640,900   | 422,769,047                  | 65,288,150                         | 2,183,698,097   |
| 2003                                      | 1,399,477,044                | 398,430,259                  | 64,817,634                         | 1,862,724,937   |
| 2002                                      | 1,381,515,869                | 405,754,659                  | 67,540,438                         | 1,854,810,966   |
| 2001                                      | 1,337,944,798                | 417,818,187                  | 64,805,231                         | 1,820,568,216   |
| 2000                                      | 1,287,042,497                | 409,874,134                  | 67,811,314                         | 1,764,727,945   |
| 1999                                      | 1,042,366,457                | 382,196,263                  | 57,889,345                         | 1,482,452,065   |
| 1998                                      | 967,242,955                  | 357,072,088                  | 57,825,316                         | 1,382,140,359   |
| 1997                                      | 933,861,596                  | 328,554,542                  | 56,458,430                         | 1,318,874,568   |
| 1996                                      | 922,430,180                  | 299,703,247                  | 58,451,552                         | 1,280,584,979   |

<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, 2004 and will be revalued again for the FY2008 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, 2003**

| <u>Business</u>                     | <u>Type of Enterprise</u> | <u>2002 Assessed Valuation</u> | <u>Percentage Value of Total</u> |
|-------------------------------------|---------------------------|--------------------------------|----------------------------------|
| Food Lion, Inc.                     | Commercial                | \$ 75,936,895                  | 4.09%                            |
| Belle Realty Co.                    | Real Estate               | 28,712,405                     | 1.55%                            |
| Norandal USA                        | Industrial                | 27,077,213                     | 1.46%                            |
| Indopco/ICI Americas                | Industrial                | 26,467,409                     | 1.43%                            |
| Heritage Realty Limited Partnership | Real Estate               | 25,931,831                     | 1.40%                            |
| Duke Energy Corp.                   | Utility                   | 23,011,627                     | 1.24%                            |
| Bellsouth Telephone                 | Communication             | 20,077,797                     | 1.08%                            |
| Salisbury Mall Ltd.                 | Commercial                | 16,311,458                     | 0.88%                            |
| Piedmont Natural Gas                | Utility                   | 12,697,008                     | 0.68%                            |
| Livingstone College                 | College                   | <u>10,316,666</u>              | <u>0.56%</u>                     |
| Totals                              |                           | <u>\$ 266,540,309</u>          | <u>14.37%</u>                    |

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2003

**DEMOGRAPHIC STATISTICS FOR THE CITY OF SALISBURY**  
**For the Year Ended June 30, 2003**

| <u>Fiscal Year</u> | <u>Population Estimate</u> | <u>Per Capita Income</u> | <u>Median Age</u> | <u>Unemployment Rate</u> |
|--------------------|----------------------------|--------------------------|-------------------|--------------------------|
| 2003               | 28,199                     | \$19,433                 | 37.3              | 5.7%                     |
| 2002               | 26,559                     | \$19,241                 | 37.3              | 5.7                      |
| 2001               | 26,462                     | 18,864                   | 37.1              | 6.5                      |
| 2000               | 27,500                     | 23,634                   | 38.8              | 3.8                      |
| 1999               | 26,792                     | 22,509                   | 38.7              | 3.4                      |
| 1998               | 26,884                     | 21,631                   | 38.5              | 3.0                      |
| 1997               | 26,177                     | 20,787                   | 38.3              | 2.9                      |
| 1996               | 24,543                     | 19,976                   | 38.1              | 3.6                      |
| 1995               | 25,444                     | 19,165                   | 37.9              | 3.8                      |
| 1994               | 24,072                     | 17,600                   | 37.7              | 3.3                      |

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2003



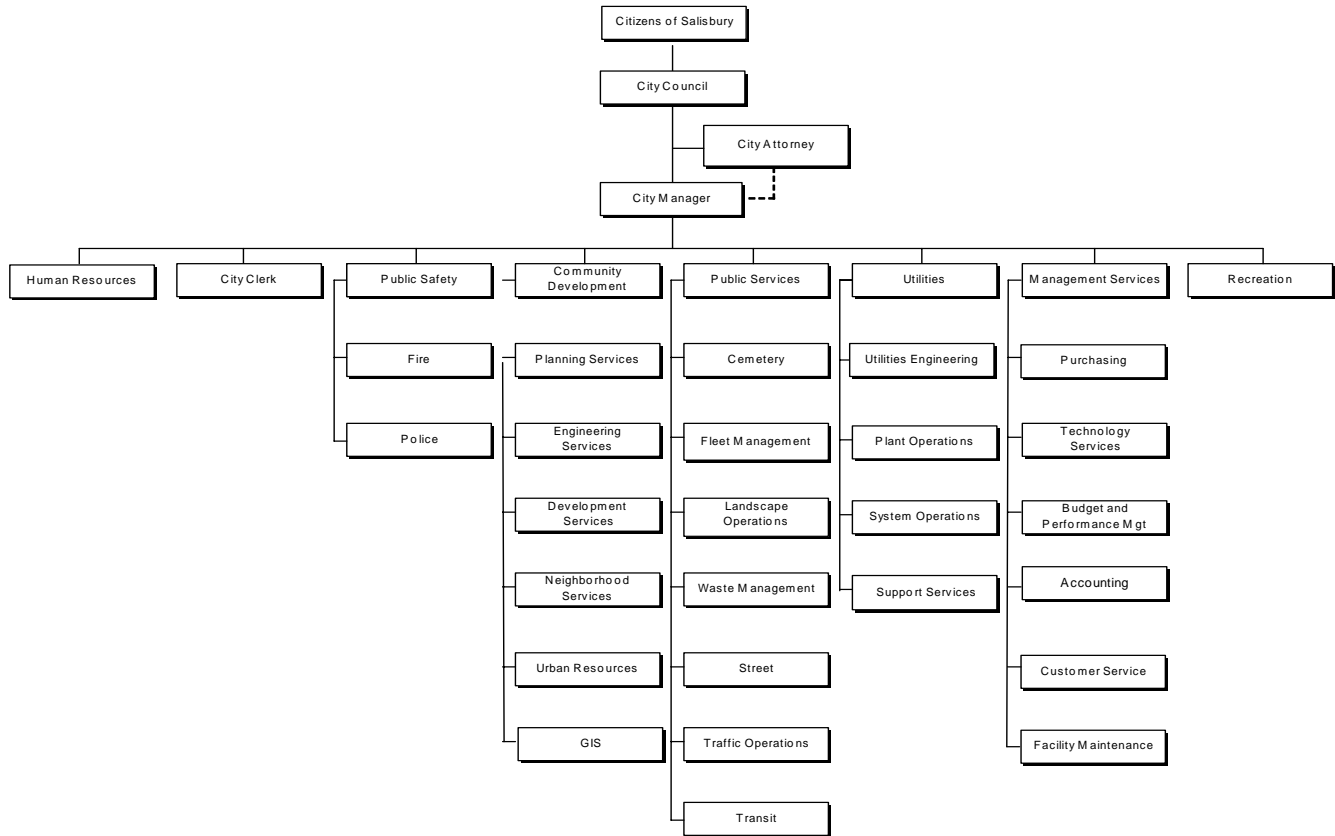
**CITY OF SALISBURY**  
**LIST OF PRINCIPAL OFFICIALS**

May 1, 2004

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

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

**ORGANIZATIONAL CHART**



**CITY OF SALISBURY**  
**SUMMARY OF POSITIONS BASED ON HEADCOUNT FOR FY 2003 - 2005**

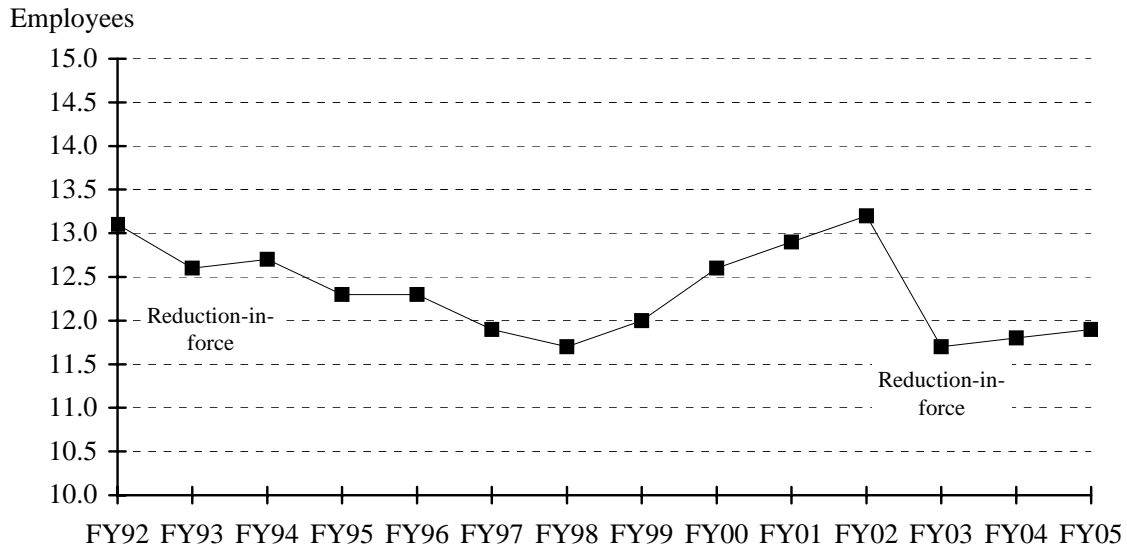
|                                     | <u>APPROVED</u><br>FY 2002-03 | <u>APPROVED</u><br>FY 2003-04 | <u>REQUESTED</u><br>FY 2004-05 | <u>RECOMMENDED</u><br>FY 2004-05 | <u>APPROVED</u><br>FY 2004-05 |
|-------------------------------------|-------------------------------|-------------------------------|--------------------------------|----------------------------------|-------------------------------|
| <b>GENERAL FUND</b>                 |                               |                               |                                |                                  |                               |
| City Council                        | 5.0                           | 5.0                           | 5.0                            | 5.0                              | 5.0                           |
| Management & Administration         | 7.0                           | 7.0                           | 7.0                            | 7.0                              | 7.0                           |
| Human Resources                     | 6.0                           | 6.0                           | 8.0                            | 6.0                              | 6.0                           |
| Management Services                 | 16.0                          | 16.0                          | 18.5                           | 17.5                             | 17.5                          |
| Information Technologies            | 7.0                           | 8.0                           | 10.0                           | 8.0                              | 8.0                           |
| Purchasing                          | 2.0                           | 2.0                           | 2.0                            | 2.0                              | 2.0                           |
| Facilities Management               | -                             | -                             | 7.0                            | 5.0                              | 5.0                           |
| Planning & Community Development    | 7.0                           | 7.0                           | 6.0                            | 5.0                              | 5.0                           |
| GIS                                 | -                             | -                             | 1.0                            | 1.0                              | 1.0                           |
| Development Services                | 5.0                           | 5.0                           | 5.0                            | 5.0                              | 5.0                           |
| Engineering                         | 4.0                           | 4.0                           | 7.0                            | 6.0                              | 6.0                           |
| City Office Buildings               | 3.5                           | 3.5                           | -                              | -                                | -                             |
| Plaza                               | 1.5                           | 1.5                           | -                              | -                                | -                             |
| Police                              | 107.0                         | 107.0                         | 111.0                          | 106.0                            | 106.0                         |
| Fire                                | 66.0                          | 68.0                          | 89.0                           | 68.0                             | 68.0                          |
| Public Svcs-Administration          | 3.0                           | 4.0                           | 4.0                            | 4.0                              | 4.0                           |
| Public Svcs-Traffic Operations      | 8.0                           | 8.0                           | 8.0                            | 8.0                              | 8.0                           |
| Public Svcs-Streets                 | 30.0                          | 31.0                          | 23.0                           | 23.0                             | 23.0                          |
| Public Svcs-Cemetery                | 7.0                           | 6.0                           | 6.0                            | 6.0                              | 6.0                           |
| Public Svcs- Solid Waste Management | 10.0                          | 10.0                          | 10.0                           | 10.0                             | 10.0                          |
| Public Svcs-Waste Management-Other  | -                             | -                             | 8.0                            | 8.0                              | 8.0                           |
| Public Svcs-Landscape Operations    | 13.0                          | 12.0                          | 12.0                           | 12.0                             | 12.0                          |
| Public Svcs-Landscape-Hurley Park   | 3.0                           | 3.0                           | 3.0                            | 3.0                              | 3.0                           |
| Public Svcs-Fleet Management        | 11.5                          | 11.5                          | 11.5                           | 11.5                             | 11.5                          |
| Parks and Recreation                | 56.0                          | 56.0                          | 57.0                           | 56.0                             | 56.0                          |
| <b>TOTAL</b>                        | <b>378.5</b>                  | <b>381.5</b>                  | <b>419.0</b>                   | <b>383.0</b>                     | <b>383.0</b>                  |
| <b>WATER AND SEWER FUND</b>         |                               |                               |                                |                                  |                               |
| Utility Management                  | 11.0                          | 14.0                          | 14.5                           | 13.5                             | 13.5                          |
| Water Treatment                     | 7.0                           | 7.0                           | 8.0                            | 8.0                              | 8.0                           |
| Systems Maintenance                 | 26.0                          | 31.0                          | 32.0                           | 29.0                             | 29.0                          |
| Environmental Services              | 9.0                           | 9.0                           | 10.0                           | 9.0                              | 9.0                           |
| Wastewater Treatment Plants         | 16.0                          | 17.0                          | 18.0                           | 17.0                             | 17.0                          |
| Meter Services                      | 11.0                          | 11.0                          | 11.0                           | 11.0                             | 11.0                          |
| Plants Maintenance                  | 10.0                          | 10.0                          | 10.0                           | 10.0                             | 10.0                          |
| <b>TOTAL</b>                        | <b>90.0</b>                   | <b>99.0</b>                   | <b>103.5</b>                   | <b>97.5</b>                      | <b>97.5</b>                   |
| <b>TRANSIT FUND</b>                 |                               |                               |                                |                                  |                               |
| Transit-Operations                  | 11.5                          | 11.5                          | 11.5                           | 11.5                             | 11.5                          |
| Transit-Administration              | 2.0                           | 2.0                           | 2.0                            | 2.0                              | 2.0                           |
| <b>TOTAL</b>                        | <b>13.5</b>                   | <b>13.5</b>                   | <b>13.5</b>                    | <b>13.5</b>                      | <b>13.5</b>                   |
| <b>SPECIAL REVENUE FUNDS</b>        |                               |                               |                                |                                  |                               |
| <b>TOTAL ALL FUNDS</b>              | <b>483.0</b>                  | <b>494.0</b>                  | <b>536.0</b>                   | <b>494.0</b>                     | <b>494.0</b>                  |
| <i>Permanent Full-time</i>          | 431.0                         | 440.0                         | 480.0                          | 443.0                            | 443.0                         |
| <i>Permanent Part-time</i>          | 10.0                          | 8.0                           | 7.0                            | 7.0                              | 7.0                           |
| <i>Temporary Full-time</i>          | 25.0                          | 26.0                          | 27.0                           | 24.0                             | 24.0                          |
| <i>Temporary Part-time</i>          | 17.0                          | 20.0                          | 22.0                           | 20.0                             | 20.0                          |
| <b>TOTAL ALL FUNDS</b>              | <b>483.0</b>                  | <b>494.0</b>                  | <b>536.0</b>                   | <b>494.0</b>                     | <b>494.0</b>                  |

For the FY2004-05 Recommended Budget, the total number of positions for the City has no increase over the previous fiscal year. The General Fund has a net increase of 1.5 positions: the personnel costs of the Productivity Analyst in the Water and Sewer Fund will be split with the General Fund to reflect the actual duties of the position, one engineering position from the Water and Sewer Fund will be transferred to the General Fund to expedite the one-stop permitting process. Other positions in the General Fund have been reallocated to different cost areas, but without any further effect on the total. The Water and Sewer Fund has a net decrease of 1.5 positions: the 1.5 positions transferred to General Fund as mentioned above, a GIS Mapping Technician and a

Water Treatment Plant Operator added in FY2004, and the elimination of two summer employees for hydrant maintenance. The Transit Fund has no changes.

Due to decreasing the rate increase for the Water and Sewer Fund, City Council froze two System Maintenance positions. These positions are in the previous count, but are not funded.

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



As mentioned in Section 1 under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General and HUD Funds employees per 1,000 population. In FY1992-93 (FY93), City Council opted for a 20 position reduction-in-force as an element to balance the budget. Again, in FY2003 (FY03), City Council used a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor’s actions and the stagnant economy.

### RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

## PROGRAM MATRIX OF FY2004-05 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<br>Government | Public<br>Safety | Transportation | Environmental<br>Protection | Culture &<br>Recreation | Community &<br>Economic<br>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                     | X                | X              | X                           | X                       | X                                      |           | X       |
| Management Services            | X                     | X                | X              | X                           | X                       | X                                      |           | X       |
| Information Technologies       | X                     | X                | X              |                             | X                       | X                                      |           | X       |
| Purchasing                     | X                     |                  |                |                             |                         |  |           |         |
| Facilities Management          | X                     | X                | X              | X                           | X                       | X                                      |           | X       |
| City Office Buildings          | X                     |                  |                |                             |                         |  |           |         |
| Plaza                          |                       |                  |                |                             |                         | X                                      |           |         |
| Telecommunications             | X                     | X                | X              | X                           | X                       | X                                      |           | X       |
| Planning/Community Development |                       |                  |                |                             |                         | X                                      |           |         |
| GIS                            |                       | X                | X              |                             |                         | X                                      |           | X       |
| Development Services           |                       |                  |                |                             |                         | X                                      |           |         |
| Engineering                    |                       |                  | X              |                             | X                       |  |           |         |
| Street Lighting                |                       |                  | X              |                             |                         |  |           |         |
| Police                         |                       | X                |                |                             |                         |  | X         |         |
| Fire                           |                       | X                |                |                             |                         |  | X         |         |
| Public Services Administration | X                     |                  | X              | X                           | X                       |  |           |         |
| Traffic Operations             |                       |                  | X              |                             |                         |  |           |         |
| Street                         |                       |                  | X              |                             |                         |  |           |         |
| Cemetery                       |                       |                  |                | X                           |                         |  |           |         |
| Solid Waste Management         |                       |                  |                | X                           |                         |  |           |         |
| Waste Management-Other         |                       |                  |                | X                           |                         |  |           |         |
| Landscape Operations           |                       |                  |                |                             | X                       |  |           |         |
| Hurley Park                    |                       |                  |                |                             | X                       |  |           |         |
| Fleet Management               | X                     |                  |                |                             |                         |  |           |         |
| Transportation                 |                       |                  | X              |                             |                         |  |           |         |
| Parks & Recreation             |                       |                  |                |                             | X                       |  |           |         |
| Education                      |                       |                  |                |                             |                         |  | X         |         |
| <b>ENTERPRISE FUNDS:</b>       |                       |                  |                |                             |                         |  |           |         |
| Water & Sewer                  |                       |                  |                |                             |                         |  |           | X       |
| Mass Transit                   |                       |                  | X              |                             |                         |  |           |         |
| <b>SPECIAL REVENUE:</b>        |                       |                  |                |                             |                         |  |           |         |
| Entitlement (HUD)              |                       |                  |                |                             |                         | X                                      |           |         |

### SELECTED TELEPHONE NUMBERS

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

**CITY OF SALISBURY, NORTH CAROLINA**

**GENERAL FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2005  
With Estimated Actual for Year Ending June 30, 2004 and  
Actual for Year Ended June 30, 2003

| REVENUES:                                  | <u>2003<br/>Actual</u> | <u>2004<br/>Estimate</u> | <u>2005<br/>Budget</u> |
|--|------------------------|--------------------------|------------------------|
| Taxes:                                     |                        |                          |                        |
| General property - current                 | \$ 10,810,649          | \$ 12,091,898            | \$ 13,308,713          |
| General property - prior                   | 322,685                | 278,312                  | 314,000                |
| Interest on delinquent tax                 | 63,680                 | 62,388                   | 62,000                 |
| Local option sales tax                     | 3,381,878              | 4,024,928                | 4,065,601              |
| Other taxes                                | 536                    | 482                      | 200,500                |
|  | <u>\$ 14,579,428</u>   | <u>\$ 16,458,008</u>     | <u>\$ 17,950,814</u>   |
| Licenses and permits:                      |                        |                          |                        |
| Privilege licenses                         | \$ 336,313             | \$ 319,224               | \$ 350,000             |
| Franchises                                 | 215,185                | 221,163                  | 228,660                |
|  | <u>\$ 551,498</u>      | <u>\$ 540,387</u>        | <u>\$ 578,660</u>      |
| Intergovernmental:                         |                        |                          |                        |
| Federal                                    | \$ 2,052,075           | \$ 608,687               | \$ 248,320             |
| State                                      | 3,060,453              | 3,952,084                | 4,664,800              |
| Local                                      | 106,840                | 17,851                   | 18,000                 |
|  | <u>\$ 5,219,368</u>    | <u>\$ 4,578,622</u>      | <u>\$ 4,931,120</u>    |
| Charges for services:                      |                        |                          |                        |
| Environmental protection                   | \$ 821,403             | \$ 854,577               | \$ 857,200             |
| Culture and recreation                     | 162,916                | 154,814                  | 170,000                |
| Public safety                              | 410,211                | 414,663                  | 392,401                |
| Cemetery                                   | 125,595                | 132,180                  | 135,000                |
| Radio antenna and paging rentals           | 198,586                | 219,326                  | 133,960                |
| Rentals and sale of property               | 413,400                | 231,211                  | 282,708                |
| Community services                         | 125,244                | 116,591                  | 114,400                |
|  | <u>\$ 2,257,355</u>    | <u>\$ 2,123,362</u>      | <u>\$ 2,085,669</u>    |
| Miscellaneous:                             |                        |                          |                        |
| Interest earned on investments             | \$ 63,505              | \$ 53,650                | \$ 120,000             |
| Donations                                  | 183,384                | 389,842                  | 420,412                |
| Other                                      | 172,636                | 132,407                  | 114,577                |
|  | <u>\$ 419,525</u>      | <u>\$ 575,899</u>        | <u>\$ 654,989</u>      |
| Administrative charges:                    |                        |                          |                        |
| Interfund revenues                         | \$ 1,660,050           | \$ 1,743,052             | \$ 1,901,732           |
| Total revenues                             | <u>\$ 24,687,224</u>   | <u>\$ 26,019,330</u>     | <u>\$ 28,102,984</u>   |
| OTHER FINANCING SOURCES:                   |                        |                          |                        |
| Proceeds from capital leases               | <u>\$ 1,000,000</u>    | <u>\$ 1,990,500</u>      | <u>\$ -</u>            |
| Total revenues and other financing sources | <u>\$ 25,687,224</u>   | <u>\$ 28,009,830</u>     | <u>\$ 28,102,984</u>   |

**CITY OF SALISBURY  
FY 2004-2005 BUDGET SUMMARY  
GENERAL FUND**

|   | <b>Actual<br/>FY 02-03</b> | <b>Budgeted<br/>FY 03-04</b> | <b>Requested<br/>FY 04-05</b> | <b>Mgr Recommends<br/>FY 04-05</b> | <b>Adopted<br/>FY 04-05</b> |
|---|----------------------------|------------------------------|-------------------------------|------------------------------------|-----------------------------|
| <b>REVENUE</b>  | \$ 25,687,224              | \$ 32,422,258                | \$ 26,033,530                 | \$ 28,508,156                      | \$ 28,102,984               |
| <b>EXPENSES</b>                                       | <b>Actual<br/>FY 02-03</b> | <b>Budgeted<br/>FY 03-04</b> | <b>Requested<br/>FY 04-05</b> | <b>Mgr Recommends<br/>FY 04-05</b> | <b>Adopted<br/>FY 04-05</b> |
| <b>CITY COUNCIL</b>                                   |                            |                              |                               |                                    |                             |
| Personnel   | \$ 41,767                  | \$ 42,932                    | \$ 44,477                     | \$ 44,477                          | \$ 43,968                   |
| Operations  | 40,777                     | 58,848                       | 83,592                        | 77,652                             | 77,652                      |
| Capital   | -                          | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>  | <b>\$ 82,544</b>           | <b>\$ 101,780</b>            | <b>\$ 128,069</b>             | <b>\$ 122,129</b>                  | <b>\$ 121,620</b>           |
| <b>MANAGEMENT &amp; ADMINISTRATION</b>                |                            |                              |                               |                                    |                             |
| Personnel   | \$ 390,309                 | \$ 437,577                   | \$ 468,336                    | \$ 462,923                         | \$ 458,123                  |
| Operations  | 198,609                    | 193,931                      | 259,674                       | 251,007                            | 251,007                     |
| Capital   | -                          | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>  | <b>\$ 588,918</b>          | <b>\$ 631,508</b>            | <b>\$ 728,010</b>             | <b>\$ 713,930</b>                  | <b>\$ 709,130</b>           |
| <b>HUMAN RESOURCES</b>                                |                            |                              |                               |                                    |                             |
| Personnel   | \$ 353,203                 | \$ 370,899                   | \$ 437,652                    | \$ 379,704                         | \$ 375,659                  |
| Operations  | 145,487                    | 179,871                      | 1,998,295                     | 776,172                            | 575,578                     |
| Capital   | -                          | -                            | 8,200                         | -                                  | -                           |
| <b>TOTAL</b>  | <b>\$ 498,690</b>          | <b>\$ 550,770</b>            | <b>\$ 2,444,147</b>           | <b>\$ 1,155,876</b>                | <b>\$ 951,237</b>           |
| <b>MANAGEMENT SERVICES - ADMINISTRATION</b>           |                            |                              |                               |                                    |                             |
| Personnel   | \$ 737,616                 | \$ 808,205                   | \$ 927,841                    | \$ 882,431                         | \$ 871,331                  |
| Operations  | 215,543                    | 241,669                      | 262,245                       | 253,304                            | 253,304                     |
| Capital   | -                          | 2,000                        | 23,000                        | 16,500                             | 16,500                      |
| <b>TOTAL</b>  | <b>\$ 953,159</b>          | <b>\$ 1,051,874</b>          | <b>\$ 1,213,086</b>           | <b>\$ 1,152,235</b>                | <b>\$ 1,141,135</b>         |
| <b>MANAGEMENT SERVICES - INFORMATION TECHNOLOGIES</b> |                            |                              |                               |                                    |                             |
| Personnel   | \$ 480,969                 | \$ 570,371                   | \$ 670,234                    | \$ 585,974                         | \$ 579,059                  |
| Operations  | 494,433                    | 523,025                      | 1,106,971                     | 599,343                            | 599,343                     |
| Capital   | -                          | 149,764                      | 325,100                       | 87,100                             | 87,100                      |
| <b>TOTAL</b>  | <b>\$ 975,402</b>          | <b>\$ 1,243,160</b>          | <b>\$ 2,102,305</b>           | <b>\$ 1,272,417</b>                | <b>\$ 1,265,502</b>         |
| <b>MANAGEMENT SERVICES - PURCHASING</b>               |                            |                              |                               |                                    |                             |
| Personnel   | \$ 114,436                 | \$ 120,060                   | \$ 125,775                    | \$ 123,835                         | \$ 122,559                  |
| Operations  | 16,515                     | 37,203                       | 11,334                        | 10,934                             | 10,934                      |
| Capital   | -                          | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>  | <b>\$ 130,951</b>          | <b>\$ 157,263</b>            | <b>\$ 137,109</b>             | <b>\$ 134,769</b>                  | <b>\$ 133,493</b>           |
| <b>MANAGEMENT SERVICES - TELECOMMUNICATIONS</b>       |                            |                              |                               |                                    |                             |
| Personnel   | \$ 177                     | \$ -                         | \$ -                          | \$ -                               | \$ -                        |
| Operations  | 220,898                    | 241,882                      | 467,293                       | 333,283                            | 333,283                     |
| Capital   | -                          | 1,460,000                    | 783,500                       | 88,562                             | 88,562                      |
| <b>TOTAL</b>  | <b>\$ 221,075</b>          | <b>\$ 1,701,882</b>          | <b>\$ 1,250,793</b>           | <b>\$ 421,845</b>                  | <b>\$ 421,845</b>           |

|   | <b>Actual<br/>FY 02-03</b> | <b>Budgeted<br/>FY 03-04</b> | <b>Requested<br/>FY 04-05</b> | <b>Mgr Recommends<br/>FY 04-05</b> | <b>Adopted<br/>FY 04-05</b> |
|---|----------------------------|------------------------------|-------------------------------|------------------------------------|-----------------------------|
| <b>MANAGEMENT SERVICES - FACILITIES MANAGEMENT</b>                              |                            |                              |                               |                                    |                             |
| Personnel   | \$ -                       | \$ -                         | \$ 332,200                    | \$ 246,693                         | \$ 244,227                  |
| Operations  | -                          | -                            | 48,209                        | 43,185                             | 43,185                      |
| Capital   | -                          | -                            | 4,500                         | 2,000                              | 2,000                       |
| <b>TOTAL</b>  | <b>\$ -</b>                | <b>\$ -</b>                  | <b>\$ 384,909</b>             | <b>\$ 291,878</b>                  | <b>\$ 289,412</b>           |
| <b>MANAGEMENT SERVICES - CITY OFFICE BUILDINGS</b>                              |                            |                              |                               |                                    |                             |
| Personnel   | \$ 95,059                  | \$ 159,859                   | \$ -                          | \$ -                               | \$ -                        |
| Operations  | 193,934                    | 212,108                      | 232,257                       | 217,707                            | 217,707                     |
| Capital   | -                          | 100,000                      | 53,200                        | 11,700                             | 11,700                      |
| <b>TOTAL</b>  | <b>\$ 288,993</b>          | <b>\$ 471,967</b>            | <b>\$ 285,457</b>             | <b>\$ 229,407</b>                  | <b>\$ 229,407</b>           |
| <b>PLAZA</b>  |                            |                              |                               |                                    |                             |
| Personnel   | \$ 72,634                  | \$ 72,517                    | \$ -                          | \$ -                               | \$ -                        |
| Operations  | 108,273                    | 105,394                      | 125,732                       | 117,141                            | 117,141                     |
| Capital   | -                          | 46,500                       | 68,200                        | 24,500                             | 24,500                      |
| <b>TOTAL</b>  | <b>\$ 180,907</b>          | <b>\$ 224,411</b>            | <b>\$ 193,932</b>             | <b>\$ 141,641</b>                  | <b>\$ 141,641</b>           |
| <b>LAND MANAGEMENT &amp; DEVELOPMENT - PLANNING &amp; COMMUNITY DEVELOPMENT</b> |                            |                              |                               |                                    |                             |
| Personnel   | \$ 282,632                 | \$ 334,049                   | \$ 381,697                    | \$ 315,238                         | \$ 311,899                  |
| Operations  | 129,326                    | 651,964                      | 804,146                       | 385,928                            | 385,928                     |
| Capital   | 1,000,678                  | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>  | <b>\$ 1,412,636</b>        | <b>\$ 986,013</b>            | <b>\$ 1,185,843</b>           | <b>\$ 701,166</b>                  | <b>\$ 697,827</b>           |
| <b>LAND MANAGEMENT &amp; DEVELOPMENT - GIS</b>                                  |                            |                              |                               |                                    |                             |
| Personnel   | \$ 49,246                  | \$ 48,201                    | \$ 61,606                     | \$ 60,903                          | \$ 60,253                   |
| Operations  | 44,000                     | 60,541                       | 86,239                        | 52,666                             | 52,666                      |
| Capital   | -                          | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>  | <b>\$ 93,246</b>           | <b>\$ 108,742</b>            | <b>\$ 147,845</b>             | <b>\$ 113,569</b>                  | <b>\$ 112,919</b>           |
| <b>LAND MANAGEMENT &amp; DEVELOPMENT - DEVELOPMENT SERVICES</b>                 |                            |                              |                               |                                    |                             |
| Personnel   | \$ 209,632                 | \$ 219,432                   | \$ 216,597                    | \$ 212,857                         | \$ 210,717                  |
| Operations  | 131,704                    | 134,247                      | 150,523                       | 148,473                            | 148,473                     |
| Capital   | -                          | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>  | <b>\$ 341,336</b>          | <b>\$ 353,679</b>            | <b>\$ 367,120</b>             | <b>\$ 361,330</b>                  | <b>\$ 359,190</b>           |
| <b>LAND MANAGEMENT &amp; DEVELOPMENT - ENGINEERING</b>                          |                            |                              |                               |                                    |                             |
| Personnel   | \$ 274,439                 | \$ 285,158                   | \$ 504,439                    | \$ 431,653                         | \$ 427,768                  |
| Operations  | 601,345                    | 1,208,761                    | 1,698,226                     | 1,370,668                          | 1,370,668                   |
| Capital   | -                          | 345,400                      | 344,000                       | 305,400                            | 305,400                     |
| <b>TOTAL</b>  | <b>\$ 875,784</b>          | <b>\$ 1,839,319</b>          | <b>\$ 2,546,665</b>           | <b>\$ 2,107,721</b>                | <b>\$ 2,103,836</b>         |
| <b>LAND MANAGEMENT &amp; DEVELOPMENT - STREET LIGHTING</b>                      |                            |                              |                               |                                    |                             |
| Personnel   | \$ -                       | \$ -                         | \$ -                          | \$ -                               | \$ -                        |
| Operations  | 303,492                    | 308,840                      | 334,800                       | 307,000                            | 307,000                     |
| Capital   | -                          | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>  | <b>\$ 303,492</b>          | <b>\$ 308,840</b>            | <b>\$ 334,800</b>             | <b>\$ 307,000</b>                  | <b>\$ 307,000</b>           |
| <b>POLICE - SERVICES</b>  |                            |                              |                               |                                    |                             |
| Personnel   | \$ 1,042,765               | \$ 1,198,006                 | \$ 1,154,357                  | \$ 1,022,880                       | \$ 1,011,080                |
| Operations  | 218,542                    | 283,557                      | 265,436                       | 229,935                            | 229,935                     |
| Capital   | -                          | 3,515,680                    | 3,525,880                     | 49,200                             | 49,200                      |
| <b>TOTAL</b>  | <b>\$ 1,261,307</b>        | <b>\$ 4,997,243</b>          | <b>\$ 4,945,673</b>           | <b>\$ 1,302,015</b>                | <b>\$ 1,290,215</b>         |

|   | <b>Actual<br/>FY 02-03</b> | <b>Budgeted<br/>FY 03-04</b> | <b>Requested<br/>FY 04-05</b> | <b>Mgr Recommends<br/>FY 04-05</b> | <b>Adopted<br/>FY 04-05</b> |
|---|----------------------------|------------------------------|-------------------------------|------------------------------------|-----------------------------|
| <b>POLICE - ADMINISTRATION</b>                  |                            |                              |                               |                                    |                             |
| Personnel                                       | \$ 253,622                 | \$ 311,606                   | \$ 322,752                    | \$ 319,982                         | \$ 316,741                  |
| Operations                                      | 153,123                    | 127,480                      | 141,669                       | 138,855                            | 138,855                     |
| Capital   | -                          | 2,837                        | 2,250                         | -                                  | -                           |
| <b>TOTAL</b>                                    | <b>\$ 406,745</b>          | <b>\$ 441,923</b>            | <b>\$ 466,671</b>             | <b>\$ 458,837</b>                  | <b>\$ 455,596</b>           |
| <b>POLICE - OPERATIONS</b>                      |                            |                              |                               |                                    |                             |
| Personnel                                       | \$ 3,396,334               | \$ 3,498,750                 | \$ 3,940,700                  | \$ 3,748,101                       | \$ 3,707,875                |
| Operations                                      | 591,876                    | 588,115                      | 681,431                       | 698,815                            | 698,815                     |
| Capital   | 82,647                     | 141,122                      | 36,700                        | 18,000                             | 18,000                      |
| <b>TOTAL</b>                                    | <b>\$ 4,070,857</b>        | <b>\$ 4,227,987</b>          | <b>\$ 4,658,831</b>           | <b>\$ 4,464,916</b>                | <b>\$ 4,424,690</b>         |
| <b>FIRE</b>                                     |                            |                              |                               |                                    |                             |
| Personnel                                       | \$ 2,797,265               | \$ 2,934,871                 | \$ 3,759,503                  | \$ 3,054,970                       | \$ 3,022,440                |
| Operations                                      | 632,016                    | 627,228                      | 1,043,104                     | 711,373                            | 711,373                     |
| Capital   | 583,720                    | 319,956                      | 3,043,136                     | 105,380                            | 105,380                     |
| <b>TOTAL</b>                                    | <b>\$ 4,013,001</b>        | <b>\$ 3,882,055</b>          | <b>\$ 7,845,743</b>           | <b>\$ 3,871,723</b>                | <b>\$ 3,839,193</b>         |
| <b>PUBLIC SERVICES - ADMINISTRATION</b>         |                            |                              |                               |                                    |                             |
| Personnel                                       | \$ 165,091                 | \$ 213,802                   | \$ 223,329                    | \$ 220,723                         | \$ 218,375                  |
| Operations                                      | 10,373                     | 37,132                       | 54,229                        | 29,754                             | 29,754                      |
| Capital   | -                          | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>                                    | <b>\$ 175,464</b>          | <b>\$ 250,934</b>            | <b>\$ 277,558</b>             | <b>\$ 250,477</b>                  | <b>\$ 248,129</b>           |
| <b>PUBLIC SERVICES - TRAFFIC OPERATIONS</b>     |                            |                              |                               |                                    |                             |
| Personnel                                       | \$ 328,298                 | \$ 346,748                   | \$ 364,782                    | \$ 358,029                         | \$ 354,456                  |
| Operations                                      | 111,012                    | 104,266                      | 111,637                       | 107,737                            | 107,737                     |
| Capital   | -                          | 6,000                        | 6,000                         | 6,000                              | 6,000                       |
| <b>TOTAL</b>                                    | <b>\$ 439,310</b>          | <b>\$ 457,014</b>            | <b>\$ 482,419</b>             | <b>\$ 471,766</b>                  | <b>\$ 468,193</b>           |
| <b>PUBLIC SERVICES - STREETS</b>                |                            |                              |                               |                                    |                             |
| Personnel                                       | \$ 722,450                 | \$ 981,571                   | \$ 963,568                    | \$ 945,286                         | \$ 936,143                  |
| Operations                                      | 539,948                    | 948,411                      | 1,047,145                     | 869,273                            | 869,273                     |
| Capital   | 60,037                     | 19,200                       | 122,000                       | 36,500                             | 6,500                       |
| <b>TOTAL</b>                                    | <b>\$ 1,322,435</b>        | <b>\$ 1,949,182</b>          | <b>\$ 2,132,713</b>           | <b>\$ 1,851,059</b>                | <b>\$ 1,811,916</b>         |
| <b>PUBLIC SERVICES - CEMETERY</b>               |                            |                              |                               |                                    |                             |
| Personnel                                       | \$ 155,836                 | \$ 166,990                   | \$ 182,346                    | \$ 178,733                         | \$ 177,198                  |
| Operations                                      | 49,827                     | 51,485                       | 58,340                        | 58,412                             | 58,412                      |
| Capital   | -                          | 5,500                        | 8,500                         | 3,000                              | 3,000                       |
| <b>TOTAL</b>                                    | <b>\$ 205,663</b>          | <b>\$ 223,975</b>            | <b>\$ 249,186</b>             | <b>\$ 240,145</b>                  | <b>\$ 238,610</b>           |
| <b>PUBLIC SERVICES - SOLID WASTE MANAGEMENT</b> |                            |                              |                               |                                    |                             |
| Personnel                                       | \$ 443,714                 | \$ 439,242                   | \$ 462,134                    | \$ 453,975                         | \$ 449,857                  |
| Operations                                      | 896,103                    | 1,004,644                    | 969,074                       | 952,566                            | 952,566                     |
| Capital   | -                          | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>                                    | <b>\$ 1,339,817</b>        | <b>\$ 1,443,886</b>          | <b>\$ 1,431,208</b>           | <b>\$ 1,406,541</b>                | <b>\$ 1,402,423</b>         |
| <b>PUBLIC SERVICES - WASTE MANAGEMENT OTHER</b> |                            |                              |                               |                                    |                             |
| Personnel                                       | \$ 381,319                 | \$ 227,662                   | \$ 291,330                    | \$ 285,050                         | \$ 282,418                  |
| Operations                                      | 1,064,959                  | 60,395                       | 74,774                        | 91,484                             | 91,484                      |
| Capital   | -                          | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>                                    | <b>\$ 1,446,278</b>        | <b>\$ 288,057</b>            | <b>\$ 366,104</b>             | <b>\$ 376,534</b>                  | <b>\$ 373,902</b>           |



|  | <b>Actual<br/>FY 02-03</b> | <b>Budgeted<br/>FY 03-04</b> | <b>Requested<br/>FY 04-05</b> | <b>Mgr Recommends<br/>FY 04-05</b> | <b>Adopted<br/>FY 04-05</b> |
|--|----------------------------|------------------------------|-------------------------------|------------------------------------|-----------------------------|
| <b>PUBLIC SERVICES - LANDSCAPE OPERATIONS</b>    |                            |                              |                               |                                    |                             |
| Personnel  | \$ 401,738                 | \$ 380,462                   | \$ 399,355                    | \$ 392,142                         | \$ 388,334                  |
| Operations                                       | 182,153                    | 161,770                      | 179,213                       | 140,725                            | 140,725                     |
| Capital  | -                          | -                            | 3,090                         | 3,090                              | 3,090                       |
| <b>TOTAL</b>                                     | <b>\$ 583,891</b>          | <b>\$ 542,232</b>            | <b>\$ 581,658</b>             | <b>\$ 535,957</b>                  | <b>\$ 532,149</b>           |
| <b>PUBLIC SERVICES - LANDSCAPE - HURLEY PARK</b> |                            |                              |                               |                                    |                             |
| Personnel  | \$ 75,480                  | \$ 79,487                    | \$ 92,994                     | \$ 90,454                          | \$ 89,630                   |
| Operations                                       | 23,963                     | 24,363                       | 29,550                        | 22,529                             | 22,529                      |
| Capital  | -                          | -                            | 1,600                         | -                                  | -                           |
| <b>TOTAL</b>                                     | <b>\$ 99,443</b>           | <b>\$ 103,850</b>            | <b>\$ 124,144</b>             | <b>\$ 112,983</b>                  | <b>\$ 112,159</b>           |
| <b>PUBLIC SERVICES - FLEET MANAGEMENT</b>        |                            |                              |                               |                                    |                             |
| Personnel  | \$ 569,368                 | \$ 621,681                   | \$ 658,297                    | \$ 649,526                         | \$ 642,050                  |
| Operations                                       | 91,610                     | 86,909                       | 111,379                       | 88,047                             | 88,047                      |
| Capital  | -                          | 24,400                       | 32,300                        | 18,650                             | 18,650                      |
| <b>TOTAL</b>                                     | <b>\$ 660,978</b>          | <b>\$ 732,990</b>            | <b>\$ 801,976</b>             | <b>\$ 756,223</b>                  | <b>\$ 748,747</b>           |
| <b>PUBLIC SERVICES - TRANSPORTATION</b>          |                            |                              |                               |                                    |                             |
| Personnel  | \$ -                       | \$ -                         | \$ -                          | \$ -                               | \$ -                        |
| Operations                                       | 160,282                    | 160,282                      | 160,282                       | 160,282                            | 160,282                     |
| Capital  | -                          | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>                                     | <b>\$ 160,282</b>          | <b>\$ 160,282</b>            | <b>\$ 160,282</b>             | <b>\$ 160,282</b>                  | <b>\$ 160,282</b>           |
| <b>PARKS &amp; RECREATION</b>                    |                            |                              |                               |                                    |                             |
| Personnel  | \$ 1,033,833               | \$ 1,155,873                 | \$ 1,222,370                  | \$ 1,176,176                       | \$ 1,165,977                |
| Operations                                       | 567,122                    | 598,151                      | 610,244                       | 596,716                            | 596,716                     |
| Capital  | 67,018                     | 244,325                      | 547,000                       | 91,200                             | 91,200                      |
| <b>TOTAL</b>                                     | <b>\$ 1,667,973</b>        | <b>\$ 1,998,349</b>          | <b>\$ 2,379,614</b>           | <b>\$ 1,864,092</b>                | <b>\$ 1,853,893</b>         |
| <b>EDUCATION</b>                                 |                            |                              |                               |                                    |                             |
| Personnel  | \$ -                       | \$ -                         | \$ -                          | \$ -                               | \$ -                        |
| Operations                                       | 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>            |
| <b>DEBT SERVICE</b>                              |                            |                              |                               |                                    |                             |
| Personnel  | \$ -                       | \$ -                         | \$ -                          | \$ -                               | \$ -                        |
| Operations                                       | 867,833                    | 948,749                      | 1,265,351                     | 1,115,351                          | 1,115,351                   |
| Capital  | -                          | -                            | -                             | -                                  | -                           |
| <b>TOTAL</b>                                     | <b>\$ 867,833</b>          | <b>\$ 948,749</b>            | <b>\$ 1,265,351</b>           | <b>\$ 1,115,351</b>                | <b>\$ 1,115,351</b>         |
| <b>GRAND TOTAL</b>                               |                            |                              |                               |                                    |                             |
| Personnel  | \$ 14,869,232              | \$ 16,026,011                | \$ 18,208,671                 | \$ 16,642,715                      | \$ 16,468,137               |
| Operations                                       | 9,047,420                  | 10,013,563                   | 14,514,736                    | 10,998,659                         | 10,798,065                  |
| Capital  | 1,794,100                  | 6,382,684                    | 8,938,156                     | 866,782                            | 836,782                     |
| <b>TOTALS</b>                                    | <b>\$ 25,710,752</b>       | <b>\$ 32,422,258</b>         | <b>\$ 41,661,563</b>          | <b>\$ 28,508,156</b>               | <b>\$ 28,102,984</b>        |

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 41,767         | \$ 42,932           | \$ 44,477            | \$ 44,477                 | \$ 43,968          |
| Operating    | 40,777            | 58,848              | 83,592               | 77,652                    | 77,652             |
| Capital      | -                 | -                   | -                    | -                         | -                  |
| <b>TOTAL</b> | <b>\$ 82,544</b>  | <b>\$ 101,780</b>   | <b>\$ 128,069</b>    | <b>\$ 122,129</b>         | <b>\$ 121,620</b>  |

**PERSONNEL DETAIL**

| Position Title | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|----------------|------------------------|------------------------|----------------------------|---------------------|
| Mayor          | 1                      | 1                      | 1                          | 1                   |
| Mayor Pro Tem  | 1                      | 1                      | 1                          | 1                   |
| Council Member | <u>3</u>               | <u>3</u>               | <u>3</u>                   | <u>3</u>            |
| <b>TOTAL</b>   | <b>5</b>               | <b>5</b>               | <b>5</b>                   | <b>5</b>            |

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Meet with School officials to determine needs with which the City can assist.
2. Participate in statewide programs to establish performance standards.
3. Develop system of standards to measure performance and accomplishments for all City Departments.
4. Monitor accomplishments in achieving stated standards.
5. Create, monitor and evaluate departmental strategic plans. (City Manager, Mgmt. Team)
6. Periodically evaluate the status of the City's Outcomes and Goals. (City Manager, Mgmt. Team)
7. Continue the City's Goal Setting and Future Directions process.
8. Participate in the Regional Environmental Sustainability Project.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Conduct two Goal update sessions with City Council during the fiscal year.
2. Conduct a goals-setting process with Boards and Commissions prior to the City's Future Directions and Goals Setting Conference.
3. Publish and distribute an Annual Report for citizens.
4. Conduct Goal Review sessions with each department during August.
5. Respond to special projects and initiatives of the City Council, Boards and Commissions, and partnerships with other organizations.

**PERFORMANCE MEASURES**

|   | 2003          | 2004            | 2005             |
|---|---------------|-----------------|------------------|
|   | <u>Actual</u> | <u>Estimate</u> | <u>Projected</u> |
| <b>Workload</b>   |               |                 |                  |
| Number of Workers Compensation Claims Filed             | 12            | 13              | 14               |
| Number of Third-Party Insurance Claims Filed            | 59            | 62              | 65               |
| Number of Self-Initiated OSHA Inspections (Preventive)  | 105           | 105             | 105              |
| <b>Efficiency</b>                                       |               |                 |                  |
| Cost Per Negotiated Workers Compensation Claim          | \$ 7,034      | \$ 7,100        | \$ 7,400         |
| Cost Per Negotiated Insurance Claim                     | \$ 434        | \$ 500          | \$ 600           |
| Cost of all OSHA Imposed Fines & Penalties              | \$ 5,000      | \$ -            | \$ -             |
| <b>Effectiveness</b>                                    |               |                 |                  |
| Workers Compensation Cases Negotiated Per Case Filed*   | 10%           | 12%             | 15%              |
| Third Party Insurance Claims Negotiated Per Claim Filed | 5%            | 8%              | 10%              |
| OSHA Fine Totals Per Self-Initiated OSHA Inspection     | \$ 47.62      | \$ -            | \$ -             |

\* Non-negotiable and did not require settlement.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 390,309        | \$ 437,577          | \$ 468,336           | \$ 462,923                | \$ 458,123         |
| Operating    | 198,609           | 193,931             | 259,674              | 251,007                   | 251,007            |
| Capital      | -                 | -                   | -                    | -                         | -                  |
| <b>TOTAL</b> | <b>\$ 588,918</b> | <b>\$ 631,508</b>   | <b>\$ 728,010</b>    | <b>\$ 713,930</b>         | <b>\$ 709,130</b>  |

**PERSONNEL DETAIL**

| Position Title               | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|------------------------------|------------------------|------------------------|----------------------------|---------------------|
| <b>Administration (000)</b>  |                        |                        |                            |                     |
| City Manager                 | 1                      | 1                      | 1                          | 1                   |
| City Clerk                   | 1                      | 1                      | 1                          | 1                   |
| Assistant to City Manager    | 1                      | 0 <sup>1</sup>         | 0                          | 0                   |
| Deputy City Clerk            | 0                      | 1 <sup>1</sup>         | 1                          | 1                   |
| Senior Office Assistant      | 2                      | 2                      | 2                          | 2                   |
| <b>Risk Management (201)</b> |                        |                        |                            |                     |
| Risk Management Officer      | 1                      | 1                      | 1                          | 1                   |
| Risk Management Assistant    | <u>1</u>               | <u>1</u>               | <u>1</u>                   | <u>1</u>            |
| <b>TOTAL</b>                 | <b>7</b>               | <b>7</b>               | <b>7</b>                   | <b>7</b>            |

<sup>1</sup> Retitled position

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Initiate programs to attract, retain, and develop high quality City employees.
2. Continue to conduct Multiculturalism Training for all employees.
3. Develop and implement a Strategic Plan.
4. Identify, develop and evaluate performance measures related to the Human Resources function.
5. Review and evaluate all internal operating procedures to ensure efficiency and effectiveness.
6. Continue to provide human resource management through a variety of department functions.
7. Evaluate and recommend changes to the City’s Compensation Plan.
8. Make recommendations and implement changes and enhancements to the employee health insurance program.
9. Facilitate, coordinate and conduct training and development sessions on a variety of subject matter related to issues of compliance, technical, management, skill enhancement and personal growth on a monthly basis.
10. Continue to establish resources to increase Latino community involvement in Human Resource programs.
11. Continue to review and evaluate the application of Broadbanding in all departments.
12. Continue to collect market data needed for the Utilities Broadbanding Program and make necessary salary adjustments.
13. Complete the implementation of the Public Safety Pay Plan through the development and implementation of the Law Enforcement Pay Plan.
14. Continue to assist the City Departments and non-profit agencies as a resource in resolving matters related to multiculturalism.
15. Continue to research, identify and implement alternative funding sources for Multiculturalism Training.
16. Explore the feasibility of increasing the number of community trainers in the Train-the-Trainer Program.
17. Continue to provide staff with resource material and opportunities for career development.
18. Identify and develop performance measures for Human Resource Management.
19. Continue to provide staff assistance to the Human Relations Council.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 353,203        | \$ 370,899          | \$ 437,652           | \$ 379,704                | \$ 375,659         |
| Operating    | 145,487           | 179,871             | 1,998,295            | 776,172                   | 575,578            |
| Capital      | -                 | -                   | 8,200                | -                         | -                  |
| <b>TOTAL</b> | <b>\$ 498,690</b> | <b>\$ 550,770</b>   | <b>\$ 2,444,147</b>  | <b>\$ 1,155,876</b>       | <b>\$ 951,237</b>  |

**PERSONNEL DETAIL**

| Position Title            | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---------------------------|------------------------|------------------------|----------------------------|---------------------|
| Human Resources Director  | 1                      | 1                      | 1                          | 1                   |
| Personnel Analyst I/II    | 4                      | 4                      | 4                          | 4                   |
| Personnel Technician I/II | <u>1</u>               | <u>1</u>               | <u>1</u>                   | <u>1</u>            |
| TOTAL                     | 6                      | 6                      | 6                          | 6                   |

**CAPITAL OUTLAY**

|                           | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---------------------------|-----------------------|----------------------------|---------------------|
| Training Room White Board | \$ 1,800              | \$ -                       | \$ -                |
| Projection Screen         | 800                   | -                          | -                   |
| Chairs - 2 @ \$800 each   | 1,600                 | -                          | -                   |
| Desks - 2 @ \$2000 each   | 4,000                 | -                          | -                   |
| Total Capital Outlay      | <u>\$ 8,200</u>       | <u>\$ -</u>                | <u>\$ -</u>         |

**DEPARTMENT – Management Services – Summary**

**STATEMENT OF PURPOSE**

The Management Services Department provides the majority of internal services to support the operations of the City. These services include fiscal affairs, technology services, and facility management. The Department also provides some direct services to citizens through its Business Office Division and management of the City’s Web site. Included in Management Services are the Purchasing, Accounting Office, Budget and Performance Management, Business Office, Facilities Management, City Office Buildings, Information Technologies, and Telecommunications Divisions.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03   | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05  |
|--------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Personnel    | \$ 1,333,198        | \$ 1,658,495        | \$ 1,883,709         | \$ 1,838,933              | \$ 1,817,176        |
| Operating    | 947,389             | 1,255,887           | 2,059,951            | 1,457,756                 | 1,457,756           |
| Capital      | -                   | 1,711,764           | 1,231,600            | 205,862                   | 205,862             |
| <b>TOTAL</b> | <b>\$ 2,280,587</b> | <b>\$ 4,626,146</b> | <b>\$ 5,175,260</b>  | <b>\$ 3,502,551</b>       | <b>\$ 3,480,794</b> |

**PERSONNEL DETAIL**

|                     | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---------------------|------------------------|------------------------|----------------------------|---------------------|
| Permanent Full-Time | 24                     | 25                     | 31.5 <sup>1</sup>          | 31.5                |
| Permanent Part-Time | 1                      | 1                      | 0                          | 0                   |
| Temporary Part-Time | <u>0</u>               | <u>0</u>               | <u>1</u>                   | <u>1</u>            |
| <b>TOTAL</b>        | <b>25</b>              | <b>26</b>              | <b>32.5</b>                | <b>32.5</b>         |

<sup>1</sup> Facilities Management Division moved to Management Services

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

|   | 2003          | 2004            | 2005             |
|---|---------------|-----------------|------------------|
|   | <u>Actual</u> | <u>Estimate</u> | <u>Projected</u> |
| Accounting (101)                                    |               |                 |                  |
| Workload  |               |                 |                  |
| Number of Checks Issued                             | 6,435         | 6,500           | 6,700            |
| Number of ACH Transactions (Payroll)                | 11,797        | 12,034          | 12,100           |
| Number of Journal Entries                           | 1,074         | 1,000           | 1,000            |
| Efficiency  |               |                 |                  |
| Cost Per Check Issued                               | \$ 7.45       | \$ 7.79         | \$ 7.79          |
| Cost Per ACH Transaction                            | \$ 1.56       | \$ 1.67         | \$ 1.71          |
| Effectiveness                                       |               |                 |                  |
| Percent of Checks Processed Without Error           | 99.3%         | 99.3%           | 99.3%            |
| Percent of ACH Transactions Processed Without Error | 99.9%         | 99.9%           | 99.9%            |
| Percent of Journal Entries Reclassified             | 28%           | 25%             | 25%              |



|  | <u>2003</u><br><u>Actual</u> | <u>2004</u><br><u>Estimate</u> | <u>2005</u><br><u>Projected</u> |
|--|------------------------------|--------------------------------|---------------------------------|
| Customer Service (102)                               |                              |                                |                                 |
| Workload   |                              |                                |                                 |
| Number of Utility Bills Generated                    | 185,952                      | 190,577                        | 195,318                         |
| Number of Teller Transactions                        | 169,943                      | 189,395                        | 211,074                         |
| Number of Non-Teller Transactions                    | 48,066                       | 46,138                         | 44,287                          |
| Number of Telephone Transactions                     | 61,200                       | 66,769                         | 72,110                          |
| Number of New Businesses Issued Privilege Licenses   | 325                          | 320                            | 330                             |
| Efficiency   |                              |                                |                                 |
| Cost Per Utility Bill Issued                         | \$ 0.45                      | \$ 0.46                        | \$ 0.47                         |
| Cost Per Teller Transaction                          | \$ 0.39                      | \$ 0.37                        | \$ 0.34                         |
| Cost Per Telephone Transaction                       | \$ 1.72                      | \$ 1.75                        | \$ 1.76                         |
| Effectiveness  |                              |                                |                                 |
| Percent of Utility Bills Mailed Without Error        | 99.8%                        | 99.8%                          | 99.9%                           |
| Total Dollar Value of Tellers' Over & Short Account  | \$ 17.31                     | \$ 13.07                       | \$ 9.93                         |
| Service-Related Complaints Per Telephone Transaction | 0.02%                        | 0.01%                          | 0.01%                           |

#### **BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 737,616         | \$ 808,205           | \$ 927,841            | \$ 882,431                 | \$ 871,331          |
| Operating    | 215,543            | 241,669              | 262,245               | 253,304                    | 253,304             |
| Capital      | -                  | 2,000                | 23,000                | 16,500                     | 16,500              |
| <b>TOTAL</b> | <b>\$ 953,159</b>  | <b>\$ 1,051,874</b>  | <b>\$ 1,213,086</b>   | <b>\$ 1,152,235</b>        | <b>\$ 1,141,135</b> |

**PERSONNEL DETAIL**

| Position Title                               | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|------------------------|------------------------|----------------------------|---------------------|
| <b>Administration (000)</b>                  |                        |                        |                            |                     |
| Finance Director                             | 1                      | 1                      | 1                          | 1                   |
| Budget and Performance Management<br>Manager | 1                      | 1                      | 1                          | 1                   |
| Budget & Benchmarking Analyst                | 1                      | 1                      | 1                          | 1                   |
| Finance Specialist                           | 1                      | 1                      | 1                          | 1                   |
| <b>Accounting (101)</b>                      |                        |                        |                            |                     |
| Accounting Manager                           | 1                      | 1                      | 1                          | 1                   |
| Accountant I/II                              | 1                      | 1                      | 1                          | 1                   |
| Productivity Analyst                         | 0                      | 0                      | .5 <sup>1</sup>            | .5 <sup>1</sup>     |
| Account Clerk                                | 2                      | 2                      | 2                          | 2                   |
| <b>Customer Service (102)</b>                |                        |                        |                            |                     |
| Customer Service Supervisor                  | 1                      | 1                      | 1                          | 1                   |
| Customer Service Clerk Sr./I/II              | 5                      | 5                      | 6 <sup>2</sup>             | 6 <sup>2</sup>      |
| Sr. Cust. Service Clerk (Perm/Part-Time)     | 1                      | 1                      | 0 <sup>2</sup>             | 0 <sup>2</sup>      |
| Cust. Service Clerk (Temp/Part-Time)         | 1                      | 1                      | 1 <sup>3</sup>             | 1 <sup>3</sup>      |
| Mail Coordinator                             | <u>1</u>               | <u>1</u>               | <u>1</u>                   | <u>1</u>            |
| TOTAL  | 16                     | 16                     | 17.5                       | 17.5                |

<sup>1</sup> Previously fully funded through Water & Sewer Fund

<sup>2</sup> Position reclassified from Perm/Part-time

<sup>3</sup> New position from Vocational Rehab

**CAPITAL OUTLAY**

|                                      | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------------------------------|-----------------------|----------------------------|---------------------|
| <b>Accounting (101)</b>              |                       |                            |                     |
| Desk for Payroll Clerk               | \$ 1,500              | \$ 1,500                   | \$ 1,500            |
| <b>Accounting (102)</b>              |                       |                            |                     |
| Mail System                          | 20,000                | 15,000                     | 15,000              |
| Desk for Customer Service Supervisor | 1,500                 | -                          | -                   |
| Total Capital Outlay                 | <u>\$ 23,000</u>      | <u>\$ 16,500</u>           | <u>\$ 16,500</u>    |

**STATEMENT OF PURPOSE**

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

**PERFORMANCE MEASURES**

|   | 2003<br><u>Actual</u> | 2004<br><u>Estimate</u> | 2005<br><u>Projected</u> |
|---|-----------------------|-------------------------|--------------------------|
| Workload  |                       |                         |                          |
| Number of PCs Directly Supported                          | 260                   | 276                     | 300                      |
| Average Number of Service Requests Per PC                 | 7.0                   | 6.0                     | 6.0                      |
| Number of Servers Directly Supported                      | 28                    | 34                      | 36                       |
| Average Number of Service Requests Per Server             | 1.1                   | 1.2                     | 1.3                      |
| Number of Applications Directly Supported                 | 105                   | 120                     | 125                      |
| Total Number of Helpdesk Requests Received                | 1,821                 | 2,000                   | 2,200                    |
| Efficiency  |                       |                         |                          |
| Number of PCs Supported Per Analyst                       | 52                    | 55                      | 60                       |
| Number of Servers Supported Per Analyst                   | 28                    | 34                      | 36                       |
| Number of Applications Supported Per Analyst              | 21                    | 24                      | 25                       |
| Number of Helpdesk Requests Processed Per Analyst         | 364                   | 400                     | 440                      |
| Effectiveness   |                       |                         |                          |
| Average Repair Time Per PC Service Request (in hours)     | 1.31                  | 1.30                    | 1.30                     |
| Average Repair Time Per Server Service Request (in hours) | 2.40                  | 2.50                    | 2.50                     |
| Average Annual Network Availability *                     | 99.9%                 | 99.9%                   | 99.9%                    |
| Percent of Helpdesk Requests Closed < One Day             | 58.0%                 | 45.0%                   | 50.0%                    |

\* Estimate

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 480,969         | \$ 570,371           | \$ 670,234            | \$ 585,974                 | \$ 579,059          |
| Operating    | 494,433            | 523,025              | 1,106,971             | 599,343                    | 599,343             |
| Capital      | -                  | 149,764              | 325,100               | 87,100                     | 87,100              |
| <b>TOTAL</b> | <b>\$ 975,402</b>  | <b>\$ 1,243,160</b>  | <b>\$ 2,102,305</b>   | <b>\$ 1,272,417</b>        | <b>\$ 1,265,502</b> |

**PERSONNEL DETAIL**

| Position Title                            | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|------------------------|------------------------|----------------------------|---------------------|
| <b>Administration (000)</b>               |                        |                        |                            |                     |
| Information Technologies Manager          | 1                      | 1                      | 1                          | 1                   |
| Technologies Services Technical Assistant | 1                      | 1                      | 1                          | 1                   |
| <b>Operations (151)</b>                   |                        |                        |                            |                     |
| Web Designer                              | 0                      | 1 <sup>1</sup>         | 1                          | 1                   |
| Systems Analyst                           | <u>5</u>               | <u>5</u>               | <u>5</u>                   | <u>5</u>            |
| TOTAL                                     | 7                      | 8                      | 8                          | 8                   |

<sup>1</sup>New Position

**CAPITAL OUTLAY**

|                                       | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---------------------------------------|-----------------------|----------------------------|---------------------|
| <b>Operations (151)</b>               |                       |                            |                     |
| Upgrade Network Test Equipment        | \$ 25,000             | \$ -                       | \$ -                |
| Fiber Plant Expansion                 | 75,000                | -                          | -                   |
| Wireless Networking                   | 15,000                | 15,000                     | 15,000              |
| Storage Area Network Upgrade          | 30,000                | 30,000                     | 30,000              |
| New Servers (3)                       | 10,000                | -                          | -                   |
| Gigabit Upgrade for Servers (18)      | 3,600                 | 3,600                      | 3,600               |
| Video Conferencing Expansion          | 20,000                | -                          | -                   |
| Fat Pipe                              | 10,000                | -                          | -                   |
| Brocade Fiber Channel Switch          | 25,000                | 25,000                     | 25,000              |
| Spam Appliance                        | 3,500                 | 3,500                      | 3,500               |
| <b>Non-Departmental (155)</b>         |                       |                            |                     |
| Road Runner/VPN                       | 3,000                 | -                          | -                   |
| Digital Voice Captive                 | 10,000                | 10,000                     | 10,000              |
| Storage Area Network Expansion Police | 95,000                | -                          | -                   |
| Total Capital Outlay                  | <u>\$ 325,100</u>     | <u>\$ 87,100</u>           | <u>\$ 87,100</u>    |

**STATEMENT OF PURPOSE**

The Purchasing Division of the Management Services Department provides a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment and contractual services for the City and to manage and maintain a system of fixed asset identification, reporting, and accountability.

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 114,436         | \$ 120,060           | \$ 125,775            | \$ 123,835                 | \$ 122,559          |
| Operating    | 16,515             | 37,203               | 11,334                | 10,934                     | 10,934              |
| Capital      | -                  | -                    | -                     | -                          | -                   |
| <b>TOTAL</b> | <b>\$ 130,951</b>  | <b>\$ 157,263</b>    | <b>\$ 137,109</b>     | <b>\$ 134,769</b>          | <b>\$ 133,493</b>   |

**PERSONNEL DETAIL**

| Position Title     | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------------|------------------------|------------------------|----------------------------|---------------------|
| Purchasing Manager | 1                      | 1                      | 1                          | 1                   |
| Buyer              | <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>            |

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 177             | \$ -                 | \$ -                  | \$ -                       | \$ -                |
| Operating    | 220,898            | 241,882              | 467,293               | 333,283                    | 333,283             |
| Capital      | -                  | 1,460,000            | 783,500               | 88,562                     | 88,562              |
| <b>TOTAL</b> | <b>\$ 221,075</b>  | <b>\$ 1,701,882</b>  | <b>\$ 1,250,793</b>   | <b>\$ 421,845</b>          | <b>\$ 421,845</b>   |

**CAPITAL OUTLAY**

|                              | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|------------------------------|-----------------------|----------------------------|---------------------|
| 800 Trunking Upgrade         | \$ 450,000            | \$ 15,062                  | \$ 15,062           |
| Phone Sets (Sets & Licenses) | 30,000                | 15,000                     | 15,000              |
| Security System Upgrade      | 75,000                | 45,000                     | 45,000              |
| Phone Set Redundancy         | 15,000                | 10,000                     | 10,000              |
| Unified Messaging Upgrade    | 30,000                | -                          | -                   |
| E911 System Replacement      | 150,000               | -                          | -                   |
| Video Server Replacement     | 15,000                | -                          | -                   |
| Record A Call                | 2,500                 | 2,500                      | 2,500               |
| OpsMan Upgrade               | 1,000                 | 1,000                      | 1,000               |
| Audio Conferencing           | 15,000                | -                          | -                   |
| <b>Total Capital Outlay</b>  | <b>\$ 783,500</b>     | <b>\$ 88,562</b>           | <b>\$ 88,562</b>    |

**STATEMENT OF PURPOSE**

The Facilities Management Division of the Management Services Department is responsible for buildings and facilities maintenance and repair as well as managing and coordinating new buildings and ground construction projects. The Division also is responsible for the management of ongoing municipal service contracts related to buildings and facilities. Facilities Management is a new service division within the City of Salisbury management structure.

**COUNCIL PERFORMANCE GOALS**

1. Assist with the evaluation of the cost of adding a Fire substation.
2. Continue participation in the Center for the Environment Lecture Series and the Centralina Council of Government initiatives to achieve energy saving advantages.
3. Coordinate work with Police Department and contractors in the renovation and addition to the Police Department Building.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Implement work order software to improve customer support.
2. Develop a comprehensive priority listing for General Fund building and grounds improvements and repairs.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ -               | \$ -                 | \$ 332,200            | \$ 246,693                 | \$ 244,227          |
| Operating    | -                  | -                    | 48,209                | 43,185                     | 43,185              |
| Capital      | -                  | -                    | 4,500                 | 2,000                      | 2,000               |
| <b>TOTAL</b> | <b>\$ -</b>        | <b>\$ -</b>          | <b>\$ 384,909</b>     | <b>\$ 291,878</b>          | <b>\$ 289,412</b>   |

**PERSONNEL DETAIL**

| Position Title                      | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-------------------------------------|------------------------|------------------------|----------------------------|---------------------|
| Facilities Manager                  | 0                      | 0                      | 1                          | 1                   |
| Office Assistant                    | 0                      | 0                      | 1                          | 1                   |
| Facilities Maintenance Supervisor   | 0                      | 0                      | 1                          | 1                   |
| Building Maintenance Worker Sr/I/II | <u>0</u>               | <u>0</u>               | <u>2</u>                   | <u>2</u>            |
| <b>TOTAL</b>                        | <b>0</b>               | <b>0</b>               | <b>5</b>                   | <b>5</b>            |

Positions transferred from City Office Buildings and Plaza

**CAPITAL OUTLAY**

|                  | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|------------------|-----------------------|----------------------------|---------------------|
| Office Furniture | \$ 4,500              | \$ 2,000                   | \$ 2,000            |

**DEPARTMENT – Management Services**  
**DIVISION – City Office Buildings**

**501**

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 95,059          | \$ 159,859           | \$ -                  | \$ -                       | \$ -                |
| Operating    | 193,934            | 212,108              | 232,257               | 217,707                    | 217,707             |
| Capital      | -                  | 100,000              | 53,200                | 11,700                     | 11,700              |
| <b>TOTAL</b> | <b>\$ 288,993</b>  | <b>\$ 471,967</b>    | <b>\$ 285,457</b>     | <b>\$ 229,407</b>          | <b>\$ 229,407</b>   |

**PERSONNEL DETAIL**

| Position Title                      | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-------------------------------------|------------------------|------------------------|----------------------------|---------------------|
| Facilities Maintenance Manager      | 1                      | 1                      | 0                          | 0                   |
| Facilities Maintenance Supervisor   | .75                    | .75                    | 0                          | 0                   |
| Building Maintenance Worker Sr/I/II | <u>1.75</u>            | <u>1.75</u>            | <u>0</u>                   | <u>0</u>            |
| <b>TOTAL</b>                        | <b>3.5</b>             | <b>3.5</b>             | <b>0</b>                   | <b>0</b>            |

Positions transferred to Management Services - Facilities Management

**CAPITAL OUTLAY**

|  | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|-----------------------|----------------------------|---------------------|
| <b>City Office Building (000)</b>            |                       |                            |                     |
| New rug & carpet at elevator entrance        | 700                   | -                          | -                   |
| COB parking lot renovations                  | 27,000                | 4,500                      | 4,500               |
| 1st Floor glass wall replacement/renovations | 10,000                | -                          | -                   |
| <b>Zimmerman Building (250)</b>              |                       |                            |                     |
| Paint exterior                               | 1,000                 | 1,000                      | 1,000               |
| Basement renovations                         | 5,000                 | 5,000                      | 5,000               |
| <b>City Hall (251)</b>                       |                       |                            |                     |
| New City Seal for Council Chambers           | 4,300                 | -                          | -                   |
| New flagpole installation                    | 3,400                 | -                          | -                   |
| Carpet replacement in back foyer             | 1,200                 | 1,200                      | 1,200               |
| Replacement of kitchen floor                 | 600                   | -                          | -                   |
| <b>Total Capital Outlay</b>                  | <b>\$ 53,200</b>      | <b>\$ 11,700</b>           | <b>\$ 11,700</b>    |



**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Replace awnings on seventh floor windows.
2. Revise the Residential Guidelines given to each apartment occupant.
3. Develop a master plan for funding and replacing various appliances.
4. Develop a master plan for replacement of trees and plantings at back entrance and parking lot.
5. Refinish doors at all 1<sup>st</sup> floor entrances to the building.
6. Establish an IRT Interface team to explore options for future marketing and development of the Plaza.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 72,634          | \$ 72,517            | \$ -                  | \$ -                       | \$ -                |
| Operating    | 108,273            | 105,394              | 125,732               | 117,141                    | 117,141             |
| Capital      | -                  | 46,500               | 68,200                | 24,500                     | 24,500              |
| <b>TOTAL</b> | <b>\$ 180,907</b>  | <b>\$ 224,411</b>    | <b>\$ 193,932</b>     | <b>\$ 141,641</b>          | <b>\$ 141,641</b>   |

**PERSONNEL DETAIL**

| Position Title                     | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|------------------------------------|------------------------|------------------------|----------------------------|---------------------|
| Senior Office Assistant            | 1                      | 1                      | 0                          | 0                   |
| Facilities Maintenance Supervisor  | .25                    | .25                    | 0                          | 0                   |
| Senior Building Maintenance Worker | .25                    | .25                    | 0                          | 0                   |
| <b>TOTAL</b>                       | <b>1.50</b>            | <b>1.50</b>            | <b>0</b>                   | <b>0</b>            |

Positions transferred to Management Services - Facilities Management

**CAPITAL OUTLAY**

|                                 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---------------------------------|-----------------------|----------------------------|---------------------|
| 7th Floor Awning Replacement    | \$ 13,500             | \$ -                       | \$ -                |
| HVAC Replacement                | 8,000                 | 8,000                      | 8,000               |
| Appliance Replacement           | 6,000                 | 6,000                      | 6,000               |
| Washer & Dryer Replacement      | 2,500                 | 2,500                      | 2,500               |
| Refurbish Vacant Apartments     | 8,000                 | 8,000                      | 8,000               |
| Refurbish Residential Hallways  | 10,000                | -                          | -                   |
| Replace Seminar Room Carpet     | 4,000                 | -                          | -                   |
| Replace Leaded Glass in Lobbies | 10,000                | -                          | -                   |
| Upholster Lobby Chairs & Sofa   | 1,200                 | -                          | -                   |
| Refurbish Residential Lobby     | 5,000                 | -                          | -                   |
| <b>Total Capital Outlay</b>     | <b>\$ 68,200</b>      | <b>\$ 24,500</b>           | <b>\$ 24,500</b>    |

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

**SUMMARY STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03   | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05  |
|--------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Personnel    | \$ 815,949          | \$ 886,840          | \$ 1,164,339         | \$ 1,020,651              | \$ 1,010,637        |
| Operating    | 1,209,867           | 2,364,353           | 3,073,934            | 2,264,735                 | 2,264,735           |
| Capital      | <u>1,000,678</u>    | <u>345,400</u>      | <u>344,000</u>       | <u>305,400</u>            | <u>305,400</u>      |
| <b>TOTAL</b> | <b>\$ 3,026,494</b> | <b>\$ 3,596,593</b> | <b>\$ 4,582,273</b>  | <b>\$ 3,590,786</b>       | <b>\$ 3,580,772</b> |

**PERSONNEL DETAIL**

|                     | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---------------------|------------------------|------------------------|----------------------------|---------------------|
| Permanent Full-Time | <u>16</u>              | <u>16</u>              | <u>17</u>                  | <u>17</u>           |
| <b>TOTAL</b>        | <b>16</b>              | <b>16</b>              | <b>17</b>                  | <b>17</b>           |

**STATEMENT OF PURPOSE**

The Planning and Community Development Division of the Land Management and Development Department provides for a coordinated planning program to ensure orderly growth within the City to include the analysis of population, economics, the natural and built environment and land use, while implementing special plans for development, redevelopment, historic preservation, transportation, public facilities, neighborhoods, commercial areas and industrial districts. The Planning Division, using innovative and established planning principles and practices, formulates, develops and recommends policies, plans and local ordinances intended to improve the overall appearance, livability, environmental and economic climate within the City and its extraterritorial areas. The division coordinates efforts to improve residential and commercial areas through creative and resourceful community development and neighborhood enhancement activities.

**COUNCIL PERFORMANCE GOALS**

1. Broker projects to improve housing in selected neighborhoods.
2. Provide leadership training housing in selected neighborhoods.
3. Conduct needs assessment to identify additional selected neighborhood(s).
4. Complete Oakdale-Union Hill Cemetery Improvements.
5. Prepare systematic annexation plan.
6. Identify properties within the City for future infill development.
7. Assist with the Civic/Convention Center Feasibility Study.
8. Prepare East Innes Street streetscape plan.
9. Adopt standards and ordinances that support implementation of Vision 2020.
10. Identify opportunities to support Vision 2020 through city operations.
11. Consider managed growth standards and incentives.
12. Support Rowan County’s development of a land use plan with growth corridors.
13. Participate in the Regional Environmental Sustainability Project.
14. Streamline development review process and ordinances.
15. Provide appropriate training for all board and commissions.
16. Evaluate the need for a policy for the development of affordable housing in Salisbury.
17. Partner with DSI to implement the Downtown Salisbury Master Plan.
18. Explore the feasibility of creating a business incubator for Salisbury.
19. Assist Downtown Salisbury with inventory of business types for attracting young people.
20. Establish a downtown farmers market.

**DIVISIONAL PERFORMANCE GOALS**

1. Provide staff support to the Planning Board.
2. Provide staff support to the Community Appearance Commission.
3. Provide staff support to the Historic Preservation Commission.
4. Provide staff support to the Tree Board.

**PERFORMANCE MEASURES**

|   | 2003<br><u>Actual</u> | 2004<br><u>Estimate</u> | 2005<br><u>Projected</u> |
|---|-----------------------|-------------------------|--------------------------|
| <b>Workload</b>   |                       |                         |                          |
| Rezoning Requests Processed                                 | 23                    | 22                      | 24                       |
| Certificates of Appropriateness (COA )Requested             | 45                    | 75                      | 90                       |
| Certificates of Minor Works (CMW) Requested by Committee    | 30                    | 40                      | 40                       |
| Certificates of Minor Works (CMW) Requested by Staff        | 29                    | 50                      | 61                       |
| <b>Efficiency</b>   |                       |                         |                          |
| Average Number of Processing Days Per Rezoning Request      | 53                    | 48                      | 46                       |
| Average Number of Days for Issuance a COA                   | 16                    | 16                      | 16                       |
| Average Number of Days for Issuance of a CMW (by Committee) | 3                     | 3                       | 3                        |
| Average Number of Days for Issuance of a CMW (by Staff)     | 2                     | 2                       | 2                        |
| <b>Effectiveness</b>  |                       |                         |                          |
| Percent of Rezoning Requests Approved as Presented          | 91%                   | 84%                     | 85%                      |
| Percent of COA Requests Approved                            | 93%                   | 94%                     | 94%                      |
| Percent of CMW Requests by Committee Approved               | 97%                   | 95%                     | 93%                      |
| Percent of CMW Requests by Staff Approved                   | 100%                  | 100%                    | 100%                     |

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 282,632        | \$ 334,049          | \$ 381,697           | \$ 315,238                | \$ 311,899         |
| Operating    | 129,326           | 651,964             | 804,146              | 385,928                   | 385,928            |
| Capital      | <u>1,000,678</u>  | <u>-</u>            | <u>-</u>             | <u>-</u>                  | <u>-</u>           |
| <b>TOTAL</b> | \$ 1,412,636      | \$ 986,013          | \$ 1,185,843         | \$ 701,166                | \$ 697,827         |

**PERSONNEL DETAIL**

| Position Title                              | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05  |
|---|------------------------|------------------------|----------------------------|----------------------|
| Planning & Community Development Mgr.       | 0                      | 1 <sup>3</sup>         | 1                          | 1                    |
| Planner Sr/I/II/Urban Resource/Urban Design | 5 <sup>1</sup>         | 4 <sup>2,3</sup>       | 3 <sup>5</sup>             | 3 <sup>5</sup>       |
| Department Secretary                        | 1                      | 1                      | 1                          | 1                    |
| <b>GIS (701)</b>                            |                        |                        |                            |                      |
| Systems Analyst I                           | <u>1</u>               | <u>1</u>               | <u>0<sup>4</sup></u>       | <u>0<sup>4</sup></u> |
| <b>TOTAL</b>                                | 7                      | 7                      | 5                          | 5                    |

<sup>1</sup> One position frozen in FY02-03

<sup>2</sup> One position unfrozen in FY03-04 for Project Advocate

<sup>3</sup> One Planner position reclassified for Manager position

<sup>4</sup> Position transferred to LMD-GIS

<sup>5</sup> One position reclassified and transferred to LMD-Engineering for Project Advocate

**STATEMENT OF PURPOSE**

The Geographic Information Systems (GIS) Division of the Land Management and Development Department serves as the centralized source of procedures, information, and support related to GIS data development and mapping for the City including data development, project coordination, and application development and support. The division coordinates efforts to improve data availability and data quality for City staff.

**COUNCIL PERFORMANCE GOALS**

1. Assist in implementation of Project Safe Neighborhood.
2. Assist with needs assessment to identify additional selected neighborhoods.
3. Assist with identification of properties within the City for future in-fill development.
4. Assist Downtown Salisbury, Inc. (DSI) with implementation of the DSI Master Plan.
5. Provide input for integration of GIS with project tracking software.

**DIVISIONAL PERFORMANCE GOALS**

1. Implement ArcSDE enterprise GIS data storage solution.
2. Complete priority GIS data layers.
3. Coordinate with other City staff to implement electronic project tracking.
4. Provide GIS Training for City staff.
5. Update GIS Strategic Plan.
6. Assist Utilities GIS with inventory of water and sewer infrastructure.
7. Develop metadata for all City data layers.
8. Obtain international GIS Certification through the Geographic Information Systems Certification Institute.
9. Implement online GIS applications.

**PERFORMANCE MEASURES**

|   | 2003<br><u>Actual</u> | 2004<br><u>Estimate</u> | 2005<br><u>Projected</u> |
|---|-----------------------|-------------------------|--------------------------|
| Workload  |                       |                         |                          |
| Number of Parcel Notifications Processed                        | N/A                   | 1,828                   | 2,700                    |
| Efficiency  |                       |                         |                          |
| Average Processing Time Per Parcel Notification (hours)         | N/A                   | 0.45                    | 0.35                     |
| Effectiveness   |                       |                         |                          |
| Hours Saved by Automating the Parcel Notification Process (GIS) | N/A                   | 45                      | 60                       |

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 49,246         | \$ 48,201           | \$ 61,606            | \$ 60,903                 | \$ 60,253          |
| Operating    | 44,000            | 60,541              | 86,239               | 52,666                    | 52,666             |
| Capital      | -                 | -                   | -                    | -                         | -                  |
| <b>TOTAL</b> | <b>\$ 93,246</b>  | <b>\$ 108,742</b>   | <b>\$ 147,845</b>    | <b>\$ 113,569</b>         | <b>\$ 112,919</b>  |

**PERSONNEL DETAIL**

| Position Title    | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05  |
|-------------------|------------------------|------------------------|----------------------------|----------------------|
| Systems Analyst I | <u>0</u>               | <u>0</u>               | <u>1<sup>1</sup></u>       | <u>1<sup>1</sup></u> |
| <b>TOTAL</b>      | <b>0</b>               | <b>0</b>               | <b>1</b>                   | <b>1</b>             |

<sup>1</sup> Position transferred from LMD-Planning & Community Development

**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.

**COUNCIL PERFORMANCE GOALS**

1. Establish “one stop permitting”.
2. Evaluate City – County consolidations of the development review process.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue zoning, group development administration, review and enforcement.
2. Continue staffing the Historic Preservation Commission, Planning Board and the Zoning Board of Adjustment.
3. Continue to assist in the development of the Geographic Information System (GIS) capability within the Division.
4. Continue to monitor and improve plan review.
5. Continue to monitor, improve, and upgrade files.
6. Continue to assist with ordinance changes.
7. Continue to update and administer water/sewer permits for Rockwell, Granite Quarry, Spencer and East Spencer.
8. Continue to administer and update the City’s street address system.

**PERFORMANCE MEASURES**

|   | 2003<br><u>Actual</u> | 2004<br><u>Estimate</u> | 2005<br><u>Projected</u> |
|---|-----------------------|-------------------------|--------------------------|
| Workload  |                       |                         |                          |
| Group Development Plans (GDP) Submitted               | 41                    | 28                      | 35                       |
| Subdivision Construction Documents (CD) Submitted     | 9                     | 4                       | 5                        |
| Efficiency  |                       |                         |                          |
| Average Days Elapsed Between GDP Submittal & Approval | 35                    | 35                      | 35                       |
| Average Days Elapsed Between CD Submittal & Approval  | 293                   | 250                     | 250                      |
| Effectiveness   |                       |                         |                          |
| Percent of GDP Approved as Presented                  | 5%                    | 2%                      | 2%                       |
| Percent of GDP Approved with Modifications            | 94%                   | 98%                     | 98%                      |
| Percent of GDP Denied                                 | 1%                    | 0%                      | 0%                       |

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 209,632        | \$ 219,432          | \$ 216,597           | \$ 212,857                | \$ 210,717         |
| Operating    | 131,704           | 134,247             | 150,523              | 148,473                   | 148,473            |
| Capital      | -                 | -                   | -                    | -                         | -                  |
| <b>TOTAL</b> | <b>\$ 341,336</b> | <b>\$ 353,679</b>   | <b>\$ 367,120</b>    | <b>\$ 361,330</b>         | <b>\$ 359,190</b>  |

**PERSONNEL DETAIL**

| Position Title                       | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------------------------------|------------------------|------------------------|----------------------------|---------------------|
| 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>            |
| TOTAL                                | 5                      | 5                      | 5                          | 5                   |

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Implement Greenway Construction.
2. Implement Open Space Standards through Vision 2020.
3. Prepare East Innes Street streetscape plan.
4. Adopt standards and ordinances that support implementation of Vision 2020.
5. Identify opportunities to support Vision 2020 through City operations.
6. Consider smart growth standards and incentives.
7. Implement recommendations for DSI Parking Committee.
8. Conduct a downtown ADA compliance audit.
9. Continue development of project tracking software.
10. Establish “one stop permitting”.
11. Review construction standards.
12. Seek local permitting authority for utility extensions.
13. Evaluate the need and options for business incentives.
14. Evaluate City – County consolidation of the development review process.
15. Foster a customer service attitude among all City workers.

**DIVISIONAL PERFORMANCE GOALS**

1. Install and manage the new Traffic Signal System.
2. Coordinate projects with NCDOT (I-85 widening, Highway 70 widening, Innes Street bridge replacement, Ellis Street bridge replacement).
3. Prepare NPDES Phase 2 permit application.
4. Administer Storm Drainage Incentive Grants.
5. Implement a comprehensive sidewalk program.
6. Implement approved Special Projects.

**PERFORMANCE MEASURES**

|  | 2003<br><u>Actual</u> | 2004<br><u>Estimate</u> | 2005<br><u>Projected</u> |
|--|-----------------------|-------------------------|--------------------------|
| Workload   |                       |                         |                          |
| Subdivision Construction Documents (CD) Submitted    | 9                     | 4                       | 5                        |
| Efficiency   |                       |                         |                          |
| Average Days Elapsed Between CD Submittal & Approval | 293                   | 250                     | 250                      |

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05  |
|--------------|-------------------|---------------------|----------------------|---------------------------|---------------------|
| Personnel    | \$ 274,439        | \$ 285,158          | \$ 504,439           | \$ 431,653                | \$ 427,768          |
| Operating    | 601,345           | 1,208,761           | 1,698,226            | 1,370,668                 | 1,370,668           |
| Capital      | -                 | 345,400             | 344,000              | 305,400                   | 305,400             |
| <b>TOTAL</b> | <b>\$ 875,784</b> | <b>\$ 1,839,319</b> | <b>\$ 2,546,665</b>  | <b>\$ 2,107,721</b>       | <b>\$ 2,103,836</b> |



**PERSONNEL DETAIL**

| Position Title                             | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|------------------------|------------------------|----------------------------|---------------------|
| Land Management & Dev Director             | 0                      | 1 <sup>1</sup>         | 1                          | 1                   |
| City Engineer                              | 1                      | 0 <sup>1</sup>         | 0                          | 0                   |
| Civil Engineer I/II/III                    | 2                      | 2                      | 2                          | 2                   |
| Civil Engineer I/II/III (Project Advocate) | 0                      | 0                      | 2 <sup>2,3</sup>           | 2 <sup>2,3</sup>    |
| Senior Office Assistant                    | <u>1</u>               | <u>1</u>               | <u>1</u>                   | <u>1</u>            |
| <b>TOTAL</b>                               | <b>4</b>               | <b>4</b>               | <b>6</b>                   | <b>6</b>            |

<sup>1</sup> Reclassification

<sup>2</sup> One position reclassified and transferred from LMD-Planning & Community Development

<sup>3</sup> One position transferred from Water & Sewer Fund

**CAPITAL OUTLAY**

|  | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|-----------------------|----------------------------|---------------------|
| Desks - 2 @ \$1000 each                          | \$ 2,000              | \$ -                       | \$ -                |
| Chairs - 2 @ \$500 each                          | 1,000                 | -                          | -                   |
| File Cabinet - 2 @ \$500 each                    | 1,000                 | -                          | -                   |
| Ellis Street Bridge Grant Project (Design)       | 265,000               | 250,000                    | 250,000             |
| Ellis Street Bridge Grant Project (Right of Way) | <u>75,000</u>         | <u>55,400</u>              | <u>55,400</u>       |
| <b>Total Capital Outlay</b>                      | <b>\$ 344,000</b>     | <b>\$ 305,400</b>          | <b>\$ 305,400</b>   |

**STATEMENT OF PURPOSE**

The Engineering Division of the Land Management and Development Department administers lighting of City streets and City-owned properties in accordance with Duke Power’s Schedule PL (governmental rates).

**COUNCIL PERFORMANCE GOALS**

1. Adopt standards and ordinances that support implementation of Vision 2020.
2. Identify opportunities to support Vision 2020 through City operations.
3. Consider smart growth standards and incentives.
4. Review construction standards.
5. Evaluate the need and options for business incentives.

**DIVISIONAL PERFORMANCE GOALS**

1. Forward citizen notifications of street light outages to Duke Power.
2. Administer citizen requests for improved street lighting in accordance with the City’s neighborhood street lighting petition policy.
3. Improve street lighting along thoroughfares in accordance with approved funding.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ -              | \$ -                | \$ -                 | \$ -                      | \$ -               |
| Operating    | 303,492           | 308,840             | 334,800              | 307,000                   | 307,000            |
| Capital      | -                 | -                   | -                    | -                         | -                  |
| <b>TOTAL</b> | <b>\$ 303,492</b> | <b>\$ 308,840</b>   | <b>\$ 334,800</b>    | <b>\$ 307,000</b>         | <b>\$ 307,000</b>  |

**DEPARTMENT - Police - Summary**

**SUMMARY STATEMENT OF PURPOSE**

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

**PERFORMANCE MEASURES**

|                       | <u>FY99-00</u> | <u>FY00-01</u> | <u>FY01-02</u> | <u>FY02-03</u> | <u>FY03-04</u> |
|-----------------------|----------------|----------------|----------------|----------------|----------------|
| Calls for Service     | 45,806         | 47,374         | 40,582         | 37,316         | 36,213         |
| DWI Arrests           | 287            | 317            | 210            | 203            | 186            |
| Drug Arrests          | 577            | 436            | 359            | 343            | 328            |
| Homicide              | 4              | 3              | 5              | 1              | 1              |
| Rape                  | 17             | 7              | 17             | 8              | 10             |
| Robbery               | 42             | 93             | 84             | 91             | 67             |
| Aggravated Assault    | 112            | 100            | 117            | 103            | 107            |
| Total Violent Crimes  | 175            | 203            | 223            | 203            | 185            |
| Burglary              | 392            | 408            | 409            | 324            | 331            |
| Larceny               | 1435           | 1312           | 1,219          | 1,210          | 1,258          |
| Motor Vehicle Theft   | 126            | 100            | 91             | 110            | 77             |
| Arson                 | 20             | 15             | 10             | 11             | 10             |
| Total Property Crimes | 1973           | 1835           | 1,729          | 1,655          | 1,676          |

**BUDGET REQUEST SUMMARY**

|           | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-----------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel | \$ 4,692,721       | \$ 5,008,362         | \$ 5,417,809          | \$ 5,090,963               | \$ 5,035,696        |
| Operating | 963,541            | 999,152              | 1,088,536             | 1,067,605                  | 1,067,605           |
| Capital   | <u>82,647</u>      | <u>3,659,639</u>     | <u>3,564,830</u>      | <u>67,200</u>              | <u>67,200</u>       |
| TOTAL     | \$ 5,738,909       | \$ 9,667,153         | \$ 10,071,175         | \$ 6,225,768               | \$ 6,170,501        |

**PERSONNEL DETAIL**

|                     | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---------------------|------------------------|------------------------|----------------------------|---------------------|
| Permanent Full-Time | 103                    | 103                    | 103                        | 103                 |
| Temporary Part-Time | <u>4</u>               | <u>4</u>               | <u>3</u>                   | <u>3</u>            |
| TOTAL               | 107                    | 107                    | 106                        | 106                 |

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to improve communications between the downtown officer and the downtown merchants and leaders.
2. Continue efforts to expand the Property and Evidence section’s options for property disposals to include Internet auctions.
3. Continue to gain better control of parking in 100 block of West Council Street by increasing the number of parking tickets issued.
4. Continue to improve customer service and work with Officers in submitting all incident reports on the mobile field reporting system.
5. Maintain a high quality of customer service and have all incident reports prepared from vehicle mobile data computers to work forward eliminating accumulation of hard copies.
6. Continuation of the re-evaluation of Field-training program.
7. Expand the hours of Animal Control operations to include evening and Saturdays through the use of a part-time Animal Control Officer.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03  | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|---------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 1,042,765        | \$ 1,198,006         | \$ 1,154,357          | \$ 1,022,880               | \$ 1,011,080        |
| Operating    | 218,542             | 283,557              | 265,436               | 229,935                    | 229,935             |
| Capital      | -                   | 3,515,680            | 3,525,880             | 49,200                     | 49,200              |
| <b>TOTAL</b> | <b>\$ 1,261,307</b> | <b>\$ 4,997,243</b>  | <b>\$ 4,945,673</b>   | <b>\$ 1,302,015</b>        | <b>\$ 1,290,215</b> |

**PERSONNEL DETAIL**

| Position Title                             | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|------------------------|------------------------|----------------------------|---------------------|
| <b>Services Administration (000)</b>       |                        |                        |                            |                     |
| Deputy Police Chief                        | 1                      | 1                      | 1                          | 1                   |
| Police Lieutenant-Professional Standards   | 1                      | 1                      | 0 <sup>1</sup>             | 0 <sup>1</sup>      |
| Police Lieutenant-Support Services         | 0                      | 1 <sup>5</sup>         | 1                          | 1                   |
| <b>Animal Control (300)</b>                |                        |                        |                            |                     |
| Animal Control Specialist                  | 1                      | 1                      | 1                          | 1                   |
| Animal Control Specialist (Temp/Part-Time) | 0                      | 0                      | 1 <sup>6</sup>             | 1 <sup>6</sup>      |
| <b>Communications (302)</b>                |                        |                        |                            |                     |
| Police Telecommunications Supervisor       | 1 <sup>2</sup>         | 1 <sup>2</sup>         | 1 <sup>2</sup>             | 1 <sup>2</sup>      |
| Police Telecommunicator                    | 10                     | 10                     | 10                         | 10                  |
| Police Telecommunicator (Temp/Part-Time)   | 1                      | 1                      | 1                          | 1                   |

| Position Title                             | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|------------------------|------------------------|----------------------------|---------------------|
| <b>Community Service (303)</b>             |                        |                        |                            |                     |
| Community Services Officer                 | 1                      | 1                      | 1                          | 1                   |
| Master Police Officer (School Resource)    | 4                      | 0 <sup>3</sup>         | 0                          | 0                   |
| Master Police Officer (Victim's Advocate)  | 1                      | 1                      | 1                          | 1                   |
| Crossing Guard (Temp/Part-Time)            | 3                      | 3                      | 0 <sup>6</sup>             | 0 <sup>6</sup>      |
| <b>Evidence &amp; Identification (304)</b> |                        |                        |                            |                     |
| Police Evidence & Property Custodian (MPO) | 1                      | 1                      | 1                          | 1                   |
| <b>Information Management (305)</b>        |                        |                        |                            |                     |
| Police Records Clerk                       | 1                      | 1                      | 1                          | 1                   |
| Police Records Coordinator                 | 1                      | 1                      | 1                          | 1                   |
| Police Information Clerk (Expediter)       | 1                      | 1                      | 1                          | 1                   |
| Parking Control Specialist                 | 1                      | 1                      | 1                          | 1                   |
| Police Officer I/II/MPO (Downtown)         | 0                      | 1 <sup>4</sup>         | 1                          | 1                   |
| <b>Recruitment/Training (306)</b>          |                        |                        |                            |                     |
| Police Lieutenant                          | 1                      | 0 <sup>5</sup>         | 0                          | 0                   |
| Police Sergeant                            | <u>1</u>               | <u>1</u>               | <u>1</u>                   | <u>1</u>            |
| TOTAL                                      | 31                     | 28                     | 25                         | 25                  |

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

<sup>2</sup> Position frozen in FY03, FY04 and FY05

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

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

<sup>5</sup> Cost Center transfer

<sup>6</sup> Crossing Guard positions reallocated to Animal Control

#### CAPITAL OUTLAY

|                                      | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------------------------------|-----------------------|----------------------------|---------------------|
| <b>Building Maintenance (301)</b>    |                       |                            |                     |
| Expansion and renovation of building | \$ 3,465,680          | \$ -                       | \$ -                |
| <b>Communications (302)</b>          |                       |                            |                     |
| Workstation for fourth console       | 3,200                 | 3,200                      | 3,200               |
| Recorder Software                    | 46,000                | 46,000                     | 46,000              |
| Crime Stopper Software and training  | 9,100                 | -                          | -                   |
| <b>Selection/Training (306)</b>      |                       |                            |                     |
| Laptop for Training Sergeant         | 1,900                 | -                          | -                   |
| Total Capital Outlay                 | <u>\$ 3,525,880</u>   | <u>\$ 49,200</u>           | <u>\$ 49,200</u>    |

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Implement the Police Department Strategic Plan.
2. Implement Crime Control Plan based on new goals set in FY 2003-2004.
3. Continue to implement Project Safe Neighborhood.
4. Evaluate Alarm Ordinance.
5. Evaluate public announcement methods concerning emergency preparedness.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue evaluation to ensure readiness for International Re-Accreditation, scheduled for November 2004.
2. Continue evaluation of the allocation of Department resources as they are distributed in the districting concept of the department.
3. Continuation of the Crime Control goals.
4. Continue the efforts to decrease the amount of citizen complaints relative to discourtesy and misconduct.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 253,622         | \$ 311,606           | \$ 322,752            | \$ 319,982                 | \$ 316,741          |
| Operating    | 153,123            | 127,480              | 141,669               | 138,855                    | 138,855             |
| Capital      | -                  | 2,837                | 2,250                 | -                          | -                   |
| <b>TOTAL</b> | <b>\$ 406,745</b>  | <b>\$ 441,923</b>    | <b>\$ 466,671</b>     | <b>\$ 458,837</b>          | <b>\$ 455,596</b>   |

**PERSONNEL DETAIL**

| Position Title                            | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05   |
|---|------------------------|------------------------|----------------------------|-----------------------|
| Police Chief                              | 1                      | 1                      | 1                          | 1                     |
| Police Planner                            | 1                      | 1                      | 1                          | 1                     |
| Fiscal Analyst                            | 1                      | 1                      | 1                          | 1                     |
| Crime Analyst                             | 0                      | 1 <sup>1</sup>         | 0 <sup>3</sup>             | 0 <sup>3</sup>        |
| Police Lieutenant-Professional Standards  | 0                      | 0                      | 1 <sup>4</sup>             | 1 <sup>4</sup>        |
| <b>Project Safe Grant (315)</b>           |                        |                        |                            |                       |
| Project SAFE Coordinator (Temp/Part-time) | <u>0</u>               | <u>0</u>               | <u>1</u> <sup>2</sup>      | <u>1</u> <sup>2</sup> |
| <b>TOTAL</b>                              | <b>3</b>               | <b>4</b>               | <b>5</b>                   | <b>5</b>              |

<sup>1</sup> Transferred from Police-Field Operations

<sup>2</sup> Position funded by grant

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

<sup>4</sup> Transferred from Police-Support Services

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Continue efforts to improve the vehicular traffic conditions within the City of Salisbury.
2. Continue efforts to increase the number of major directed patrol projects.
3. Continue efforts to establish published procedural policy in dealing with mental commitments.
4. Continue efforts to increase the clearance rate for major criminal cases.
5. Continue to target illegal drug sales in an effort to create a safer environment for the citizens of Salisbury.
6. Establish a Major Crime Scene Response Team to provide a multiple disciplined approach to the process of evidence identification, location and recovery.
7. Implement a street and highway drug interdiction team as part of our current drug enforcement efforts.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03  | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|---------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 3,396,334        | \$ 3,498,750         | \$ 3,940,700          | \$ 3,748,101               | \$ 3,707,875        |
| Operating    | 591,876             | 588,115              | 681,431               | 698,815                    | 698,815             |
| Capital      | <u>82,647</u>       | <u>141,122</u>       | <u>36,700</u>         | <u>18,000</u>              | <u>18,000</u>       |
| <b>TOTAL</b> | <b>\$ 4,070,857</b> | <b>\$ 4,227,987</b>  | <b>\$ 4,658,831</b>   | <b>\$ 4,464,916</b>        | <b>\$ 4,424,690</b> |

**PERSONNEL DETAIL**

| Position Title                         | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|------------------------|------------------------|----------------------------|---------------------|
| <b>Operations Administration (320)</b> |                        |                        |                            |                     |
| Deputy Police Chief                    | 1                      | 1                      | 1                          | 1                   |
| <b>District I (321)</b>                |                        |                        |                            |                     |
| Police Lieutenant                      | 1                      | 1                      | 1                          | 1                   |
| Police Sergeant                        | 3                      | 3                      | 3                          | 3                   |
| Police Officer I/II/MPO                | 21 <sup>2</sup>        | 26 <sup>2</sup>        | 24 <sup>1</sup>            | 24 <sup>1</sup>     |
| <b>District II (322)</b>               |                        |                        |                            |                     |
| Police Lieutenant                      | 1                      | 1                      | 1                          | 1                   |
| Police Sergeant                        | 3 <sup>1</sup>         | 3                      | 3                          | 3                   |
| Police Officer I/II/MPO                | 20 <sup>2</sup>        | 23 <sup>2</sup>        | 23 <sup>7</sup>            | 23 <sup>7</sup>     |
| <b>District III (323)</b>              |                        |                        |                            |                     |
| Police Lieutenant                      | 1                      | 1                      | 1                          | 1                   |
| Police Officer I/II/MPO                | 5                      | 3 <sup>1</sup>         | 3                          | 3                   |
| Police Officer I/II/MPO (Downtown)     | 1                      | 0 <sup>3</sup>         | 0                          | 0                   |
| Police Officer I/II/MPO (Housing)      | 2                      | 0 <sup>4</sup>         | 0                          | 0                   |
| <b>Criminal Investigations (326)</b>   |                        |                        |                            |                     |
| Police Lieutenant                      | 1                      | 1                      | 1                          | 1                   |
| Police Sergeant                        | 1                      | 1                      | 1                          | 1                   |
| Police Officer I/II/MPO                | 9                      | 9                      | 11 <sup>1</sup>            | 11 <sup>1</sup>     |
| Senior Office Assistant                | 1                      | 1                      | 1                          | 1                   |

| Position Title              | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-----------------------------|------------------------|------------------------|----------------------------|---------------------|
| <b>Crime Analysis (330)</b> |                        |                        |                            |                     |
| Crime Analyst               | 1                      | 0 <sup>5</sup>         | 1 <sup>6</sup>             | 1 <sup>6</sup>      |
| Crime Scene Specialist      | <u>1</u>               | <u>1</u>               | <u>1</u>                   | <u>1</u>            |
| TOTAL                       | 73                     | 75                     | 76                         | 76                  |

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

<sup>2</sup> One of the positions frozen in FY03 and FY04

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

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

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

<sup>6</sup> Position transferred from Police-Administration

<sup>7</sup> Two positions frozen in FY05

### CAPITAL OUTLAY

|  | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|-----------------------|----------------------------|---------------------|
| <b>Field Operations Administration (320)</b> |                       |                            |                     |
| Body armor                                   | \$ 8,000              | \$ 8,000                   | \$ 8,000            |
| Sig PP20 Weapons                             | 10,000                | 10,000                     | 10,000              |
| Two In Car Cameras                           | 8,500                 | -                          | -                   |
| <b>Criminal Investigation (326)</b>          |                       |                            |                     |
| Laptop Computer for new position             | 3,200                 | -                          | -                   |
| Ten Laptop Upgrades for detectives           | 7,000                 | -                          | -                   |
| Total Capital Outlay                         | <u>\$ 36,700</u>      | <u>\$ 18,000</u>           | <u>\$ 18,000</u>    |



**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Develop a Strategic Plan for the Fire Department.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Review, update, and upgrade preplans system.
2. Conduct one Community Emergency Response Team (CERT) train-the-trainer program.
3. Implement new state daycare regulations for annual fire safety training.
4. Review and modify CAD responses.
5. Research a potential Fire Department reserve force.
6. Enhance Wellness Educational Components.
7. Integrate use of portable computer for Fire Inspection Programs.
8. Repair main driveway at Station 53.
9. Replenish 5” & 1 ¾” hose and nozzle inventory.
10. Initiate “Combat Challenge: as a “Return-to-duty: evaluation, semi-annual wellness evaluation, and FEAT.
11. Pursue a grant for new fire safety house.
12. Offer Degree-level Fire Science Programs to interested members.
13. Increase LPI and Minimum Housing presence in new areas.
14. Retrofit all emergency response apparatus with Insta Chains for safer and more efficient response during icy weather.
15. Work through NC DOI to deliver Instructor Upgrades/Qualification classes.
16. Participate on Utility’s Vulnerability Task Force.

**PERFORMANCE MEASURES**

|                    | <u>FY99-00</u> | <u>FY00-01</u> | <u>FY01-02</u> | <u>FY02-03</u> | <u>FY03-04</u> |
|--------------------|----------------|----------------|----------------|----------------|----------------|
| EMS Calls          | 1,616          | 1,628          | 1,687          | 1,805          | 1,871          |
| Other Alarm Calls  | 1,025          | 1,166          | 1,235          | 1,225          | 1,270          |
| Total Alarms       | 2,641          | 2,794          | 2,922          | 3,030          | 3,141          |
| Value of Fire Loss | \$ 2,326,589   | \$ 752,200     | \$ 1,635,340   | \$ 539,300     | \$ 325,495     |

**BUDGET REQUEST SUMMARY**

|              | <u>Actual<br/>FY 02-03</u> | <u>Budgeted<br/>FY 03-04</u> | <u>Requested<br/>FY 04-05</u> | <u>Mgr Recommends<br/>FY 04-05</u> | <u>Adopted<br/>FY 04-05</u> |
|--------------|----------------------------|------------------------------|-------------------------------|------------------------------------|-----------------------------|
| Personnel    | \$ 2,797,265               | \$ 2,934,871                 | \$ 3,759,503                  | \$ 3,054,970                       | \$ 3,022,440                |
| Operating    | 632,016                    | 627,228                      | 1,043,104                     | 711,373                            | 711,373                     |
| Capital      | <u>583,720</u>             | <u>319,956</u>               | <u>3,043,136</u>              | <u>105,380</u>                     | <u>105,380</u>              |
| <b>TOTAL</b> | <b>\$ 4,013,001</b>        | <b>\$ 3,882,055</b>          | <b>\$ 7,845,743</b>           | <b>\$ 3,871,723</b>                | <b>\$ 3,839,193</b>         |

**PERSONNEL DETAIL**

| Position Title                                 | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|------------------------|------------------------|----------------------------|---------------------|
| <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                   |
| Office Assistant                               | 0                      | 1 <sup>3</sup>         | 1                          | 1                   |
| <b>Fire Station #51 (351)</b>                  |                        |                        |                            |                     |
| Battalion Chief                                | 3                      | 3                      | 3                          | 3                   |
| Fire Captain                                   | 6                      | 6                      | 6                          | 6                   |
| Fire Control Specialist I/II                   | 15                     | 15                     | 15                         | 15                  |
| Fire Engineer                                  | 6                      | 6                      | 6                          | 6                   |
| <b>Fire Station #52 (352)</b>                  |                        |                        |                            |                     |
| Fire Captain                                   | 3                      | 3                      | 3                          | 3                   |
| Fire Control Specialist I/II                   | 6                      | 6                      | 6                          | 6                   |
| Fire Engineer                                  | 6                      | 6                      | 6                          | 6                   |
| <b>Fire Station #53 (353)</b>                  |                        |                        |                            |                     |
| Fire Captain                                   | 3                      | 3                      | 3                          | 3                   |
| Fire Control Specialist I/II                   | 6                      | 6                      | 6                          | 6                   |
| Fire Engineer                                  | 3                      | 3                      | 3                          | 3                   |
| <b>Loss Prevention and Investigation (356)</b> |                        |                        |                            |                     |
| Fire Investigation/Inspection Officer          | 1                      | 1                      | 1                          | 1                   |
| Fire Investigation/Inspection Specialist       | 3                      | 3                      | 2 <sup>1</sup>             | 2 <sup>1</sup>      |
| Minimum Housing/Inspection Specialist          | 0 <sup>2</sup>         | 1 <sup>2</sup>         | 0 <sup>1</sup>             | 0 <sup>1</sup>      |
| <b>Training Division (357)</b>                 |                        |                        |                            |                     |
| Battalion Chief                                | 1                      | 1                      | 1                          | 1                   |
| Fire Projects Analyst                          | 1                      | 1                      | 1                          | 1                   |
| <b>Minimum Housing/Code Enforcement (358)</b>  |                        |                        |                            |                     |
| Fire Investigation/Inspection Specialist       | 0                      | 0                      | 1 <sup>1</sup>             | 1 <sup>1</sup>      |
| Minimum Housing/Inspection Specialist          | 0                      | 0                      | 1 <sup>1</sup>             | 1 <sup>1</sup>      |
| <b>TOTAL</b>                                   | <b>66</b>              | <b>68</b>              | <b>68</b>                  | <b>68</b>           |

<sup>1</sup> Position transferred between cost centers

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

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

## CAPITAL OUTLAY

|   | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|-----------------------|----------------------------|---------------------|
| <b>Fire Administration (000)</b>            |                       |                            |                     |
| Fire Grants                                 | \$ 30,000             | \$ -                       | \$ -                |
| Building needs - all stations               |                       | 50,000                     | 50,000              |
| <b>Fire Station #50 (350)</b>               |                       |                            |                     |
| Architectural Fees                          | 150,000               | -                          | -                   |
| Building Construction                       | 1,500,000             | -                          | -                   |
| <b>Fire Station #51 (351)</b>               |                       |                            |                     |
| Fire Attack Nozzles                         | 22,400                | 22,400                     | 22,400              |
| Fire Hose Coupling Machine                  | 6,000                 | 6,000                      | 6,000               |
| LSP Halfback Rescue Harness                 | 3,180                 | 3,180                      | 3,180               |
| Confined Space Communication Equipment      | 7,000                 | 7,000                      | 7,000               |
| Cardiac Defib for Vehicle 501               | 2,400                 | 2,400                      | 2,400               |
| Cardiac Defib for Station 51                | 2,400                 | 2,400                      | 2,400               |
| Forcible Entry Tools                        | 1,500                 | -                          | -                   |
| Water Vacuum/Sludge Pump for Vehicle 511    | 700                   | -                          | -                   |
| Water Vacuum/Sludge Pump for Vehicle 516    | 700                   | -                          | -                   |
| Foam Nozzles & Eductors                     | 1,600                 | -                          | -                   |
| Butterfly Valves                            | 1,500                 | -                          | -                   |
| Portable Hydrant                            | 1,200                 | -                          | -                   |
| Diesel Exhaust Removal System               | 70,287                | -                          | -                   |
| Building Needs for Station 51               | 233,463               | -                          | -                   |
| <b>Fire Station #52 (352)</b>               |                       |                            |                     |
| Cardiac Defib for Vehicle 521               | 2,400                 | 2,400                      | 2,400               |
| Cardiac Defib for Station 52                | 2,400                 | 2,400                      | 2,400               |
| Forcible Entry Tools                        | 1,500                 | -                          | -                   |
| Floor Buffer                                | 1,500                 | -                          | -                   |
| 4 Bay Garage                                | 300,000               | -                          | -                   |
| Diesel Exhaust Removal System               | 31,983                | -                          | -                   |
| Building Needs for Station 52               | 64,130                | -                          | -                   |
| <b>Fire Station #53 (353)</b>               |                       |                            |                     |
| Cardiac Defib for Vehicle 531               | 2,400                 | 2,400                      | 2,400               |
| Cardiac Defib for Vehicle 533               | 2,400                 | 2,400                      | 2,400               |
| Cardiac Defib for Station 53                | 2,400                 | 2,400                      | 2,400               |
| Forcible Entry Tools                        | 1,500                 | -                          | -                   |
| Ice Machine Replacement                     | 3,200                 | -                          | -                   |
| Replace Decon Washer                        | 6,000                 | -                          | -                   |
| Floor Buffer                                | 1,500                 | -                          | -                   |
| Diesel Exhaust Removal System               | 19,943                | -                          | -                   |
| Consulting Fees for Renovations             | 100,000               | -                          | -                   |
| Station Renovations                         | 300,000               | -                          | -                   |
| Roof Replacement Project Deferred from FY04 | 100,100               | -                          | -                   |
| Building Needs for Station 53               | 51,400                | -                          | -                   |
| <b>Training (357)</b>                       |                       |                            |                     |
| Smokey Visor Training Aid                   | 6,100                 | -                          | -                   |
| Smoke Simulator                             | 1,500                 | -                          | -                   |
| CPR Mannequins                              | 4,400                 | -                          | -                   |
| Slide Projector Replacement                 | 550                   | -                          | -                   |
| Satellite Dish For EENET                    | 1,500                 | -                          | -                   |
| Total Capital Outlay                        | \$ 3,043,136          | \$ 105,380                 | \$ 105,380          |

**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<br>FY 02-03  | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|---------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 3,243,294        | \$ 3,457,645         | \$ 3,638,135          | \$ 3,573,918               | \$ 3,538,461        |
| Operating    | 3,130,230           | 2,639,657            | 2,795,623             | 2,520,809                  | 2,520,809           |
| Capital      | <u>60,037</u>       | <u>55,100</u>        | <u>173,490</u>        | <u>67,240</u>              | <u>37,240</u>       |
| <b>TOTAL</b> | <b>\$ 6,433,561</b> | <b>\$ 6,152,402</b>  | <b>\$ 6,607,248</b>   | <b>\$ 6,161,967</b>        | <b>\$ 6,096,510</b> |

**PERSONNEL DETAIL**

| Position Title      | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---------------------|------------------------|------------------------|----------------------------|---------------------|
| Permanent Full-Time | 78.5                   | 79.5                   | 79.5                       | 79.5                |
| Permanent Part-Time | 2                      | 2                      | 2                          | 2                   |
| Temporary Full-Time | <u>8</u>               | <u>4</u>               | <u>4</u>                   | <u>4</u>            |
| <b>TOTAL</b>        | <b>88.5</b>            | <b>85.5</b>            | <b>85.5</b>                | <b>85.5</b>         |

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 165,091         | \$ 213,802           | \$ 223,329            | \$ 220,723                 | \$ 218,375          |
| Operating    | 10,373             | 37,132               | 54,229                | 29,754                     | 29,754              |
| Capital      | -                  | -                    | -                     | -                          | -                   |
| <b>TOTAL</b> | <b>\$ 175,464</b>  | <b>\$ 250,934</b>    | <b>\$ 277,558</b>     | <b>\$ 250,477</b>          | <b>\$ 248,129</b>   |

**PERSONNEL DETAIL**

| Position Title                | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-------------------------------|------------------------|------------------------|----------------------------|---------------------|
| <b>Administration (000)</b>   |                        |                        |                            |                     |
| Public Services Director      | 1                      | 1                      | 1                          | 1                   |
| Department Secretary          | 1                      | 1                      | 1                          | 1                   |
| Senior Office Assistant       | 1                      | 1                      | 1                          | 1                   |
| <b>Code Enforcement (410)</b> |                        |                        |                            |                     |
| City Code Inspector           | <u>0</u>               | <u>1</u> <sup>1</sup>  | <u>1</u>                   | <u>1</u>            |
| <b>TOTAL</b>                  | <b>3</b>               | <b>4</b>               | <b>4</b>                   | <b>4</b>            |

<sup>1</sup> Transfer from P/S-Landscape Operations

**STATEMENT OF PURPOSE**

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

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

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

|                                      | <u>FY99-00</u> | <u>FY00-01</u> | <u>FY01-02</u> | <u>FY02-03</u> | <u>FY03-04</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Miles of Pavement Markings Repainted | 44             | 31             | 24.5           | 40.5           | 43             |
| Traffic Signal Bulbs Replaced        | 992            | 156            | 1,081          | 1,179          | 1,727          |
| Traffic Studies Completed            | 41             | 116            | 67             | 85             | 80             |
| Signs Repaired                       | 808            | 638            | 629            | 660            | 497            |

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 328,298         | \$ 346,748           | \$ 364,782            | \$ 358,029                 | \$ 354,456          |
| Operating    | 111,012            | 104,266              | 111,637               | 107,737                    | 107,737             |
| Capital      | -                  | 6,000                | 6,000                 | 6,000                      | 6,000               |
| <b>TOTAL</b> | <b>\$ 439,310</b>  | <b>\$ 457,014</b>    | <b>\$ 482,419</b>     | <b>\$ 471,766</b>          | <b>\$ 468,193</b>   |

**PERSONNEL DETAIL**

| Position Title                    | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-----------------------------------|------------------------|------------------------|----------------------------|---------------------|
| 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     | <u>3</u>               | <u>3</u>               | <u>3</u>                   | <u>3</u>            |
| <b>TOTAL</b>                      | <b>8</b>               | <b>8</b>               | <b>8</b>                   | <b>8</b>            |

**CAPITAL OUTLAY**

|                          | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------------------|-----------------------|----------------------------|---------------------|
| Traffic Signal Equipment | \$ 6,000              | \$ 6,000                   | \$ 6,000            |

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

**Administration (000)**

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

**Street Maintenance (420)**

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

**Concrete Construction (421)**

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

**Street Cleaning (422)**

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

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

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

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

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

**Powell Bill Drainage (428)**

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

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

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

**PERFORMANCE MEASURES**

|                                      | <u>FY99-00</u> | <u>FY00-01</u> | <u>FY01-02</u> | <u>FY02-03</u> | <u>FY03-04</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Lane Miles of Streets Paved          | 15.5           | 16.0           | 9.6            | 5.0            | 11.5           |
| Lane Miles of Streets Maintained     | 147            | 147            | 147            | 147            | 154            |
| Potholes Filled                      | 950            | 880            | 574            | 629            | 914            |
| Driveways                            | 94             | 92             | 73             | 50             | 35             |
| Sidewalks Replaced / Repaired - Feet | 6,142          | 6,215          | 7,511          | 6,333          | 9,760          |
| Curb & Gutter - Feet                 | 2,012          | 2,836          | 3,246          | 906            | 4,435          |
| New Handicap Ramps                   | 28             | 50             | 37             | 40             | 100            |

## BUDGET REQUEST SUMMARY

|              | Actual<br>FY 02-03  | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|---------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 722,450          | \$ 981,571           | \$ 963,568            | \$ 945,286                 | \$ 936,143          |
| Operating    | 539,948             | 948,411              | 1,047,145             | 869,273                    | 869,273             |
| Capital      | 60,037              | 19,200               | 122,000               | 36,500                     | 6,500               |
| <b>TOTAL</b> | <b>\$ 1,322,435</b> | <b>\$ 1,949,182</b>  | <b>\$ 2,132,713</b>   | <b>\$ 1,851,059</b>        | <b>\$ 1,811,916</b> |

### PERSONNEL DETAIL

| Position Title                                       | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|------------------------|------------------------|----------------------------|---------------------|
| <b>Administration (000)</b>                          |                        |                        |                            |                     |
| Street Maintenance Manager                           | 1                      | 1                      | 1                          | 1                   |
| <b>Street Maintenance (420)</b>                      |                        |                        |                            |                     |
| Street Maintenance Supervisor                        | 2                      | 2                      | 1                          | 1                   |
| Equipment Operator I/II                              | 2                      | 2                      | 3                          | 3                   |
| Street Maintenance Worker I/II                       | 2                      | 2                      | 2                          | 2                   |
| <b>Concrete Construction (421)</b>                   |                        |                        |                            |                     |
| Street Maintenance Supervisor                        | 1                      | 1                      | 1                          | 1                   |
| Equipment Operator I/II                              | 2                      | 2                      | 3                          | 3                   |
| Street Maintenance Worker I/II                       | 1                      | 1                      | 1                          | 1                   |
| <b>Street Cleaning (422)</b>                         |                        |                        |                            |                     |
| Street Maintenance Supervisor                        | 1                      | 1                      | 1                          | 1                   |
| Equipment Operator I/II                              | 6                      | 5                      | 4                          | 4                   |
| <b>Limb/Yard Waste Collection (423)</b>              |                        |                        |                            |                     |
| Equipment Operator I/II                              | 2                      | 2                      | 0 <sup>2</sup>             | 0 <sup>2</sup>      |
| Street Maintenance Worker I/II                       | 3                      | 3                      | 0 <sup>2</sup>             | 0 <sup>2</sup>      |
| <b>Leaf Collection (424)</b>                         |                        |                        |                            |                     |
| Equipment Operator I/II                              | 1                      | 2                      | 0 <sup>2</sup>             | 0 <sup>2</sup>      |
| <b>Powell Bill-Paving &amp; Resurfacing (426)</b>    |                        |                        |                            |                     |
| Street Maintenance Supervisor                        | 0                      | 0                      | 1                          | 1                   |
| Equipment Operator I/II                              | 2                      | 2                      | 1                          | 1                   |
| Street Maintenance Worker I/II                       | 0                      | 0                      | 0                          | 0                   |
| <b>Powell Bill-Street Maintenance (427)</b>          |                        |                        |                            |                     |
| Equipment Operator I/II                              | 1                      | 1                      | 1                          | 1                   |
| <b>Powell Bill-Drainage &amp; Storm Sewers (428)</b> |                        |                        |                            |                     |
| Street Maintenance Supervisor                        | 1                      | 1                      | 0                          | 0                   |
| Equipment Operator I/II                              | 1                      | 1                      | 2                          | 2                   |
| Street Maintenance Worker I/II                       | 0                      | 1 <sup>1</sup>         | 0                          | 0                   |
| <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>30</b>              | <b>31</b>              | <b>23</b>                  | <b>23</b>           |

Note: Positions moved between cost centers

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

<sup>2</sup> Positions transferred to Waste Collection - Other



**CAPITAL OUTLAY**

|   | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|-----------------------|----------------------------|---------------------|
| <b>Street Administration (000)</b>                |                       |                            |                     |
| Lighting Improvements Street Shop                 | \$ 2,500              | \$ -                       | \$ -                |
| Equipment Storage at Landfill                     | 30,000                | 30,000                     | -                   |
| Enclose Equipment Bay at Street Division Compound | 30,000                | -                          | -                   |
| Materials Storage at Landfill                     | 25,000                | -                          | -                   |
| <b>Street Maintenance (420)</b>                   |                       |                            |                     |
| Motor Tamp  | 3,000                 | 3,000                      | 3,000               |
| Asphalt Saw                                       | 1,500                 | 1,500                      | 1,500               |
| <b>Concrete Construction (421)</b>                |                       |                            |                     |
| Concrete Forms                                    | 5,000                 | 2,000                      | 2,000               |
| <b>Bridge/Winter Maintenance (427)</b>            |                       |                            |                     |
| Salt Brine Manufacturing System                   | 15,000                | -                          | -                   |
| Direct Application Tank with Drop Bar             | 10,000                | -                          | -                   |
| Total Capital Outlay                              | \$ 122,000            | \$ 36,500                  | \$ 6,500            |

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 155,836         | \$ 166,990           | \$ 182,346            | \$ 178,733                 | \$ 177,198          |
| Operating    | 49,827             | 51,485               | 58,340                | 58,412                     | 58,412              |
| Capital      | -                  | 5,500                | 8,500                 | 3,000                      | 3,000               |
| <b>TOTAL</b> | <b>\$ 205,663</b>  | <b>\$ 223,975</b>    | <b>\$ 249,186</b>     | <b>\$ 240,145</b>          | <b>\$ 238,610</b>   |

**PERSONNEL DETAIL**

| Position Title                     | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|------------------------------------|------------------------|------------------------|----------------------------|---------------------|
| Cemetery Operations Manager        | 1                      | 1                      | 1                          | 1                   |
| Grounds Maintenance Worker Sr/I/II | 2                      | 1 <sup>1</sup>         | 1                          | 1                   |
| Equipment Operator I/II            | 1                      | 2 <sup>1</sup>         | 2                          | 2                   |
| Seasonal Worker (Temp/Full-Time)   | <u>3</u>               | <u>2</u> <sup>2</sup>  | <u>2</u>                   | <u>2</u>            |
| <b>TOTAL</b>                       | <b>7</b>               | <b>6</b>               | <b>6</b>                   | <b>6</b>            |

<sup>1</sup> Position reclassified

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

**CAPITAL OUTLAY**

|   | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|-----------------------|----------------------------|---------------------|
| Side Discharge Deck for 1145 Mower        | \$ 3,000              | \$ -                       | \$ -                |
| Paint exterior of Chestnut Hill Shop Bldg | 3,000                 | 3,000                      | 3,000               |
| Replace Shop Doors at Chestnut Hill Bldg  | 2,500                 | -                          | -                   |
| <b>Total Capital Outlay</b>               | <b>\$ 8,500</b>       | <b>\$ 3,000</b>            | <b>\$ 3,000</b>     |

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

Implement study to determine the feasibility and cost of alternative plans (other than landfill) for disposal of the city's solid waste.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue a tagging system to reduce the number of carts and bins being left on the curb after collection.
2. Review the possibility of rebidding contracts for the collection of dumpsters and recycling containers.
3. Ensure the solid waste division can supply service at anytime, even during emergencies.

**PERFORMANCE MEASURES**

|  | <u>FY99-00</u> | <u>FY00-01</u> | <u>FY01-02</u> | <u>FY02-03</u> | <u>FY03-04</u> |
|--|----------------|----------------|----------------|----------------|----------------|
| City-Collected Garbage - Tons            | 8,250          | 8,300          | 8,400          | 8,357          | 8,500          |
| Commercial Garbage Collection - Tons     | 13,100         | 12,400         | 12,200         | 12,000         | 11,334         |
| Residential Recycling - Tons             | 1,700          | 470            | 2,248          | 1,957          | 2,057          |
| Cardboard Collected for Recycling - Tons | 400            | 400            | 400            | 400            | 400            |

**BUDGET REQUEST SUMMARY**

|              | <u>Actual</u><br><u>FY 02-03</u> | <u>Budgeted</u><br><u>FY 03-04</u> | <u>Requested</u><br><u>FY 04-05</u> | <u>Mgr Recommends</u><br><u>FY 04-05</u> | <u>Adopted</u><br><u>FY 04-05</u> |
|--------------|----------------------------------|------------------------------------|-------------------------------------|--|-----------------------------------|
| Personnel    | \$ 443,714                       | \$ 439,242                         | \$ 462,134                          | \$ 453,975                               | \$ 449,857                        |
| Operating    | 896,103                          | 1,004,644                          | 969,074                             | 952,566                                  | 952,566                           |
| Capital      | -                                | -                                  | -                                   | -  | -                                 |
| <b>TOTAL</b> | <b>\$ 1,339,817</b>              | <b>\$ 1,443,886</b>                | <b>\$ 1,431,208</b>                 | <b>\$ 1,406,541</b>                      | <b>\$ 1,402,423</b>               |

**PERSONNEL DETAIL**

| <u>Position Title</u>             | <u>Authorized</u><br><u>FY 02-03</u> | <u>Authorized</u><br><u>FY 03-04</u> | <u>Mgr Recommends</u><br><u>FY 04-05</u> | <u>Adopted</u><br><u>FY 04-05</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>3</u>                             | <u>0<sup>1</sup></u>                 | <u>0</u>                                 | <u>0</u>                          |
| <b>TOTAL</b>                      | <b>13</b>                            | <b>10</b>                            | <b>10</b>                                | <b>10</b>                         |

<sup>1</sup> Funding budgeted for temporary services

**STATEMENT OF PURPOSE**

Other Waste Management provides citizens of Salisbury with weekly limb and bagged yard debris collection to coincide with our current solid waste and recycling collection. During the months of October – March, curbside loose leaf collection is provided a minimum of every three weeks on a rotating schedule.

**DIVISIONAL PERFORMANCE GOALS**

**Limb/Yard Waste (423)**

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

**Leaf Collection (424)**

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

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03  | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|---------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 381,319          | \$ 227,662           | \$ 291,330            | \$ 285,050                 | \$ 282,418          |
| Operating    | 1,064,959           | 60,395               | 74,774                | 91,484                     | 91,484              |
| Capital      | -                   | -                    | -                     | -                          | -                   |
| <b>TOTAL</b> | <b>\$ 1,446,278</b> | <b>\$ 288,057</b>    | <b>\$ 366,104</b>     | <b>\$ 376,534</b>          | <b>\$ 373,902</b>   |

**PERSONNEL DETAIL**

| Position Title                          | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|------------------------|------------------------|----------------------------|---------------------|
| <b>Limb/Yard Waste Collection (423)</b> |                        |                        |                            |                     |
| Street Maintenance Supervisor           | 0                      | 0                      | 1                          | 1                   |
| Equipment Operator I/II                 | 0                      | 0                      | 2                          | 2                   |
| Street Maintenance Worker I/II          | 0                      | 0                      | 3                          | 3                   |
| <b>Leaf Collection (424)</b>            |                        |                        |                            |                     |
| Equipment Operator I/II                 | 0                      | 0                      | 1                          | 1                   |
| Street Maintenance Worker I/II          | 0                      | 0                      | 1                          | 1                   |
| <b>TOTAL</b>                            | <b>0</b>               | <b>0</b>               | <b>8</b>                   | <b>8</b>            |

Positions transferred from Street Division

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 401,738         | \$ 380,462           | \$ 399,355            | \$ 392,142                 | \$ 388,334          |
| Operating    | 182,153            | 161,770              | 179,213               | 140,725                    | 140,725             |
| Capital      | -                  | -                    | 3,090                 | 3,090                      | 3,090               |
| <b>TOTAL</b> | <b>\$ 583,891</b>  | <b>\$ 542,232</b>    | <b>\$ 581,658</b>     | <b>\$ 535,957</b>          | <b>\$ 532,149</b>   |

**PERSONNEL DETAIL**

| Position Title                     | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|------------------------------------|------------------------|------------------------|----------------------------|---------------------|
| <b>Landscape (000)</b>             |                        |                        |                            |                     |
| Landscape Division Manager         | 1                      | 1                      | 1                          | 1                   |
| Landscape Maintenance Supervisor   | 1                      | 1                      | 1                          | 1                   |
| Grounds Maintenance Worker Sr/I/II | 6                      | 6                      | 6                          | 6                   |
| City Code Inspector                | 1                      | 0 <sup>1</sup>         | 0                          | 0                   |
| <b>Contract Mowing (460)</b>       |                        |                        |                            |                     |
| Grounds Maintenance Worker I/II    | 2                      | 2                      | 2                          | 2                   |
| Seasonal Worker (Temp/Full-Time)   | <u>2</u>               | <u>2</u>               | <u>2</u>                   | <u>2</u>            |
| <b>TOTAL</b>                       | <b>13</b>              | <b>12</b>              | <b>12</b>                  | <b>12</b>           |

<sup>1</sup> Position transferred to Public Services Administration

**CAPITAL OUTLAY**

|                                    | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|------------------------------------|-----------------------|----------------------------|---------------------|
| <b>Landscape (000)</b>             |                       |                            |                     |
| 18' 5 Ton Hudson Trailer (LS37301) | \$ 3,090              | \$ 3,090                   | \$ 3,090            |

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Provide support to the Hurley Park Advisory Commission for the implementation of goals adopted by the City Council. (Spring Celebration, Annex. Project, Bracey Azalea Garden)
2. Maintain records of plantings and donations in conjunction with the Hurley Foundation.
3. Continue Staff development in the areas of computer literacy, work safety and technical expertise.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 75,480          | \$ 79,487            | \$ 92,994             | \$ 90,454                  | \$ 89,630           |
| Operating    | 23,963             | 24,363               | 29,550                | 22,529                     | 22,529              |
| Capital      | -                  | -                    | 1,600                 | -                          | -                   |
| <b>TOTAL</b> | <b>\$ 99,443</b>   | <b>\$ 103,850</b>    | <b>\$ 124,144</b>     | <b>\$ 112,983</b>          | <b>\$ 112,159</b>   |

**PERSONNEL DETAIL**

| Position Title                         | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|------------------------|------------------------|----------------------------|---------------------|
| 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<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-------------------------------|-----------------------|----------------------------|---------------------|
| Trash Can Replacements (2 ea) | \$ 1,600              | \$ -                       | \$ -                |

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Enhance technical abilities of Fleet Division’s personnel through in-house training programs.
2. Increase service life and vehicle dependability by developing an in-depth preventive/scheduled maintenance program.
3. Enhance the technical equipment capability of the division in order to maintain current needs and provide for future needs of the City’s fleet.
4. Develop specifications on vehicles and equipment that meet the needs of the City while lowering the operating cost over the life of the vehicle or equipment.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 569,368         | \$ 621,681           | \$ 658,297            | \$ 649,526                 | \$ 642,050          |
| Operating    | 91,610             | 86,909               | 111,379               | 88,047                     | 88,047              |
| Capital      | -                  | 24,400               | 32,300                | 18,650                     | 18,650              |
| <b>TOTAL</b> | <b>\$ 660,978</b>  | <b>\$ 732,990</b>    | <b>\$ 801,976</b>     | <b>\$ 756,223</b>          | <b>\$ 748,747</b>   |

**PERSONNEL DETAIL**

| Position Title                              | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|------------------------|------------------------|----------------------------|---------------------|
| Fleet Services Manager                      | 1                      | 1                      | 1                          | 1                   |
| Fleet Services Supervisor                   | 1                      | 1                      | 1                          | 1                   |
| Fleet Service Shift Supervisor <sup>1</sup> | .5                     | .5                     | .5                         | .5                  |
| Mechanic/Master Mechanic                    | 7                      | 7                      | 7                          | 7                   |
| Automotive Service Technician               | 1                      | 1                      | 1                          | 1                   |
| Parts Manager                               | <u>1</u>               | <u>1</u>               | <u>1</u>                   | <u>1</u>            |
| <b>TOTAL</b>                                | <b>11.5</b>            | <b>11.5</b>            | <b>11.5</b>                | <b>11.5</b>         |

<sup>1</sup> Position partially funded by Transit

### CAPITAL OUTLAY

|                      | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|----------------------|-----------------------|----------------------------|---------------------|
| Lap Top              | \$ 3,500              | \$ -                       | \$ -                |
| NGS Equipment        | 3,700                 | 3,700                      | 3,700               |
| Storage Containers   | 6,500                 | 3,250                      | 3,250               |
| Bar Code Scanner     | 2,700                 | -                          | -                   |
| Scanner Software     | 2,500                 | 2,500                      | 2,500               |
| Cummins Software     | 1,200                 | 1,200                      | 1,200               |
| Tool Boxes           | 10,000                | 5,800                      | 5,800               |
| John Deere Software  | 1,200                 | 1,200                      | 1,200               |
| State Software       | 1,000                 | 1,000                      | 1,000               |
| Total Capital Outlay | <u>\$ 32,300</u>      | <u>\$ 18,650</u>           | <u>\$ 18,650</u>    |



**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Continue construction of the Salisbury Community Park and Recreation Complex.
2. Develop additional funding sources for the Community Park.
3. Continue renovation of existing Parks and Recreation facilities.
4. Complete master plans for individual parks.
5. Implement Greenway Construction.
6. Implement Open Space Standards through Vision 2020.
7. Conduct feasibility study for Civic/Convention Center.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Improve the quality and quantity of recreation programs offered to the community.
2. Renovate and repair the current Parks and Recreation facilities through the use of a systematic renovation master plan.
3. Standardize policies and procedures for operations.
4. Support the Open space Standards Review Process.
5. Develop measurement standards for programming and maintenance.
6. Continue to expand neighborhood and cooperative programs.
7. Update and develop facility user fee structure.
8. Provide support for Civic/Convention feasibility study.
9. Implement Departmental Measures.
10. Support City school cooperation.

**PERFORMANCE MEASURES**

|  | 2003<br><u>Actual</u> | 2004<br><u>Estimate</u> | 2005<br><u>Projected</u> |
|--|-----------------------|-------------------------|--------------------------|
| Workload   |                       |                         |                          |
| Acres of Park Space Owned                                  | 505                   | 505                     | 505                      |
| Acres of Park Space Maintained ^                           | 250                   | 250                     | 300                      |
| Yards of Greenway Maintained                               | 2,200                 | 2,200                   | 4,840                    |
| Number of Athletic Fields and Athletic Surfaces Maintained | 28                    | 28                      | 30                       |
| Number of Recreational Programs Administered               | 736                   | 758                     | 745                      |
| Number of Recreational Program Participations *            | 182,015               | 166,825                 | 172,500                  |
| Number of Maintenance and Safety Inspections Conducted     | 1,200                 | 1,200                   | 1,300                    |
| Number of Volunteer Hours Utilized                         | 3,825                 | 2,960                   | 3,300                    |
| Number of Inmate Hours Utilized                            | 2,952                 | 3,290                   | 3,600                    |
| Efficiency   |                       |                         |                          |
| Cost Per Acre Maintained                                   | \$ 30                 | \$ 35                   | \$ 40                    |
| Cost Per 1,000 Yards of Greenway Maintained                | \$ 7,729              | \$ 7,729                | \$ 6,147                 |
| Cost Per Athletic Field and Athletic Surface Maintained    | \$ 45                 | \$ 50                   | \$ 55                    |
| Cost Per Recreational Program Administered                 | \$ 87                 | \$ 81                   | \$ 75                    |
| Program FTEs Per 1,000 Program Participations              | \$ 11.1               | \$ 10.2                 | \$ 10.5                  |
| Cost per Maintenance and Safety Inspection Performed       | \$ 15                 | \$ 18                   | \$ 20                    |
| Cost Per Volunteer Hour                                    | NO SIGNIFICANT COSTS  |                         |                          |
| Cost Per Inmate Hour **                                    | N/A                   | \$ 0.36                 | \$ 0.40                  |

|   | 2003<br><u>Actual</u> | 2004<br><u>Estimate</u> | 2005<br><u>Projected</u> |
|---|-----------------------|-------------------------|--------------------------|
| Effectiveness   |                       |                         |                          |
| Percent of City Devoted to Parks, Recreation and Greenway       | 4.2%                  | 4.0%                    | 3.9%                     |
| City-wide Average for Athletic Field / Surface Availability *** | 92%                   | 95%                     | 95%                      |
| Participations Per Program                                      | 247                   | 220                     | 231                      |
| Percent of Program Participants Identified as City Residents    | 71%                   | 73%                     | 72%                      |
| City-wide Average for Equipment & Facilities Availability       | 95%                   | 97%                     | 97%                      |
| Estimated Departmental Savings Through Use of Volunteers        | \$38,250              | \$29,600                | \$33,000                 |
| Estimated Departmental Savings Through Use of Inmates           | \$29,520              | \$32,900                | \$36,000                 |

^ Half of the acreage is either wooded or remains in its 'natural' state.

\* A participation is defined as one individual engaged in P&R programming, on a single occasion.

If a person plays softball three nights per week, this equates to three participations.

\*\* Measure was not maintained in FY03

\*\*\* Includes both indoor and outdoor facilities, with the availability percentage of outdoor equipment and facilities impacted by related inclement weather.

### BUDGET REQUEST SUMMARY

|              | Actual<br>FY 02-03  | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|---------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ 1,033,833        | \$ 1,155,873         | \$ 1,222,370          | \$ 1,176,176               | \$ 1,165,977        |
| Operating    | 567,122             | 598,151              | 610,244               | 596,716                    | 596,716             |
| Capital      | 67,018              | 244,325              | 547,000               | 91,200                     | 91,200              |
| <b>TOTAL</b> | <b>\$ 1,667,973</b> | <b>\$ 1,998,349</b>  | <b>\$ 2,379,614</b>   | <b>\$ 1,864,092</b>        | <b>\$ 1,853,893</b> |

### PERSONNEL DETAIL

| Position Title                          | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|------------------------|------------------------|----------------------------|---------------------|
| <b>Administration (100)</b>             |                        |                        |                            |                     |
| Parks & Recreation Director             | 1                      | 1                      | 1                          | 1                   |
| Department Secretary                    | 1                      | 1                      | 1                          | 1                   |
| Recreation Program Manager              | 1                      | 1                      | 1                          | 1                   |
| <b>Civic Center (601)</b>               |                        |                        |                            |                     |
| Recreation Coordinator                  | 1                      | 1                      | 1                          | 1                   |
| Recreation Programmer                   | 1                      | 1                      | 1                          | 1                   |
| Recreation Aide (Temp/Part-Time)        | 1                      | 1                      | 2 <sup>2</sup>             | 2 <sup>2</sup>      |
| Center Attendant (Perm/Part-Time)       | 2                      | 0 <sup>1</sup>         | 0                          | 0                   |
| Center Attendant (Temp/Part-Time)       | 0                      | 2 <sup>1</sup>         | 0 <sup>2</sup>             | 0 <sup>2</sup>      |
| Recreation Aide-Summer (Temp/Full-Time) | 2                      | 2                      | 2                          | 2                   |
| <b>City Park Center (602)</b>           |                        |                        |                            |                     |
| Recreation Coordinator                  | 1                      | 1                      | 1                          | 1                   |
| Recreation Programmer                   | 1                      | 1                      | 1                          | 1                   |
| Recreation Aide (Temp/Part-Time)        | 2                      | 2                      | 3 <sup>2</sup>             | 3 <sup>2</sup>      |
| Recreation Aide-Summer (Temp/Full-Time) | 7                      | 7                      | 7                          | 7                   |

| Position Title                          | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|------------------------|------------------------|----------------------------|---------------------|
| <b>Miller Center (603)</b>              |                        |                        |                            |                     |
| Recreation Coordinator                  | 1                      | 1                      | 1                          | 1                   |
| Recreation Programmer                   | 1                      | 1                      | 1                          | 1                   |
| Recreation Aide (Temp/Part-Time)        | 2                      | 2                      | 2                          | 2                   |
| Recreation Aide-Summer (Temp/Full-Time) | 7                      | 7                      | 11 <sup>2</sup>            | 11 <sup>2</sup>     |
| <b>Buildings &amp; Grounds (604)</b>    |                        |                        |                            |                     |
| Athletic Maintenance Manager            | 1                      | 1                      | 0 <sup>2</sup>             | 0 <sup>2</sup>      |
| Parks & Recreation Maintenance Manager  | 1                      | 1                      | 1                          | 1                   |
| Parks Maintenance Supervisor            | 0                      | 0                      | 3 <sup>2</sup>             | 3 <sup>2</sup>      |
| B & G Maintenance Worker Sr/I/II        | 9                      | 9                      | 7 <sup>2</sup>             | 7 <sup>2</sup>      |
| B & G Maintenance Worker I/II-Greenway  | 1                      | 1                      | 1                          | 1                   |
| Recreation Aide (Temp/Part-Time)        | 2                      | 2                      | 2                          | 2                   |
| <b>Athletic Programs (606)</b>          |                        |                        |                            |                     |
| Recreation Coordinator                  | 1                      | 1                      | 1                          | 1                   |
| Recreation Programmer                   | 1                      | 1                      | 1                          | 1                   |
| Recreation Aide (Temp/Part-Time)        | 3                      | 3                      | 3                          | 3                   |
| Recreation Aide-Summer (Temp/Full-Time) | 4                      | 4                      | 0 <sup>2</sup>             | 0 <sup>2</sup>      |
| <b>Public Relations/Marketing (607)</b> |                        |                        |                            |                     |
| Marketing & Community Relations Mgr.    | <u>1</u>               | <u>1</u>               | <u>1</u>                   | <u>1</u>            |
| <b>TOTAL</b>                            | <b>56</b>              | <b>56</b>              | <b>56</b>                  | <b>56</b>           |

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

<sup>2</sup> Position transferred within the department

### CAPITAL OUTLAY

|                                       | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---------------------------------------|-----------------------|----------------------------|---------------------|
| <b>Buildings and Grounds (604)</b>    |                       |                            |                     |
| Jon Boat with Trailer                 | \$ 2,500              | \$ 2,500                   | \$ 2,500            |
| Small Enclosed Trailer                | 2,500                 | -                          | -                   |
| 6ft. Pull Behind Roto Tiller          | 2,000                 | -                          | -                   |
| Park & Facility Repairs/Improvements  | 100,000               | 88,700                     | 88,700              |
| Salisbury West Complex Parking        | 25,000                | -                          | -                   |
| Town Creek Park Development           | 200,000               | -                          | -                   |
| Tennis Court Replacement at City Park | 140,000               | -                          | -                   |
| Civic Center Foundation Wall Repairs  | 75,000                | -                          | -                   |
| <b>Total Capital Outlay</b>           | <b>\$ 547,000</b>     | <b>\$ 91,200</b>           | <b>\$ 91,200</b>    |

**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<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ -               | \$ -                 | \$ -                  | \$ -                       | \$ -                |
| Operating    | 160,282            | 160,282              | 160,282               | 160,282                    | 160,282             |
| Capital      | -                  | -                    | -                     | -                          | -                   |
| <b>TOTAL</b> | <b>\$ 160,282</b>  | <b>\$ 160,282</b>    | <b>\$ 160,282</b>     | <b>\$ 160,282</b>          | <b>\$ 160,282</b>   |

**DEPARTMENT – Education**

**641**

**STATEMENT OF PURPOSE**

The Education Department provides for funding the Supplementary Education System.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| 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<br>FY 02-03 | Budgeted<br>FY 03-04 | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------|--------------------|----------------------|-----------------------|----------------------------|---------------------|
| Personnel    | \$ -               | \$ -                 | \$ -                  | \$ -                       | \$ -                |
| Operating    | 867,833            | 948,749              | 1,265,351             | 1,115,351                  | 1,115,351           |
| Capital      | -                  | -                    | -                     | -                          | -                   |
| <b>TOTAL</b> | <b>\$ 867,833</b>  | <b>\$ 948,749</b>    | <b>\$ 1,265,351</b>   | <b>\$ 1,115,351</b>        | <b>\$ 1,115,351</b> |

**CITY OF SALISBURY**

**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2005  
With Estimated Actual for Year Ending June 30, 2004 and  
Actual for Year Ended June 30, 2003

|   | <b>2003</b>         | <b>2004</b>         | <b>2005</b>         |
|---|---------------------|---------------------|---------------------|
|   | <b>Actual</b>       | <b>Estimate</b>     | <b>Budget</b>       |
| REVENUES:                                     |                     |                     |                     |
| Miscellaneous:                                |                     |                     |                     |
| Interest earned on investments                | \$ 23,290           | \$ 15,000           | \$ 14,000           |
| Other   | 18,405              | 1,552               | -                   |
| Total revenues                                | <u>\$ 41,695</u>    | <u>\$ 16,552</u>    | <u>\$ 14,000</u>    |
| <br>  |                     |                     |                     |
| OTHER FINANCING SOURCES:                      |                     |                     |                     |
| Proceeds from capital leases                  | \$ -                | \$ 595,500          | \$ 451,000          |
| Operating transfer from General Fund          | 1,298,726           | 1,290,586           | 1,330,417           |
| Fund balance appropriated                     | -                   | -                   | 385,656             |
| Total other financing sources                 | <u>\$ 1,298,726</u> | <u>\$ 1,886,086</u> | <u>\$ 2,167,073</u> |
| <br>  |                     |                     |                     |
| Total revenues and<br>other financing sources | <u>\$ 1,340,421</u> | <u>\$ 1,902,638</u> | <u>\$ 2,181,073</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<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05  |
|--------------|-------------------|---------------------|----------------------|---------------------------|---------------------|
| Personnel    | \$ -              | \$ -                | \$ -                 | \$ -                      | \$ -                |
| Operating    | 166,895           | 166,896             | 83,130               | 83,130                    | 83,130              |
| Capital      | <u>728,943</u>    | <u>1,163,330</u>    | <u>3,529,464</u>     | <u>2,097,943</u>          | <u>2,097,943</u>    |
| <b>TOTAL</b> | <b>\$ 895,838</b> | <b>\$ 1,330,226</b> | <b>\$ 3,612,594</b>  | <b>\$ 2,181,073</b>       | <b>\$ 2,181,073</b> |

**CAPITAL OUTLAY**

|  | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|-----------------------|----------------------------|---------------------|
| City Council   |                       |                            |                     |
| Computer Equipment   | <u>\$ 4,500</u>       | <u>\$ 4,500</u>            | <u>\$ 4,500</u>     |
| <b>Total Capital Outlay</b>                                | <b>\$ 4,500</b>       | <b>\$ 4,500</b>            | <b>\$ 4,500</b>     |
| Management & Administration                                |                       |                            |                     |
| Computer Equipment   | <u>\$ 6,000</u>       | <u>\$ 6,000</u>            | <u>\$ 6,000</u>     |
| <b>Total Capital Outlay</b>                                | <b>\$ 6,000</b>       | <b>\$ 6,000</b>            | <b>\$ 6,000</b>     |
| Human Resources  |                       |                            |                     |
| Computer Equipment   | <u>\$ 10,850</u>      | <u>\$ 9,650</u>            | <u>\$ 9,650</u>     |
| <b>Total Capital Outlay</b>                                | <b>\$ 10,850</b>      | <b>\$ 9,650</b>            | <b>\$ 9,650</b>     |
| Management Services - Information Technologies             |                       |                            |                     |
| Computer Equipment   | <u>\$ 151,605</u>     | <u>\$ 148,605</u>          | <u>\$ 148,605</u>   |
| <b>Total Capital Outlay</b>                                | <b>\$ 151,605</b>     | <b>\$ 148,605</b>          | <b>\$ 148,605</b>   |
| Management Services - Administration                       |                       |                            |                     |
| Computer Equipment   | <u>\$ 9,400</u>       | <u>\$ 9,400</u>            | <u>\$ 9,400</u>     |
| Replace PU19205 Van with Hybrid Vehicle                    | <u>\$ 24,720</u>      | <u>\$ 24,720</u>           | <u>\$ 24,720</u>    |
| <b>Total Capital Outlay</b>                                | <b>\$ 34,120</b>      | <b>\$ 34,120</b>           | <b>\$ 34,120</b>    |
| Management Services - Purchasing                           |                       |                            |                     |
| Computer Equipment   | <u>\$ 2,400</u>       | <u>\$ 2,400</u>            | <u>\$ 2,400</u>     |
| <b>Total Capital Outlay</b>                                | <b>\$ 2,400</b>       | <b>\$ 2,400</b>            | <b>\$ 2,400</b>     |
| Management Services - Telecommunications                   |                       |                            |                     |
| Computer Equipment   | <u>\$ 15,000</u>      | <u>\$ 15,000</u>           | <u>\$ 15,000</u>    |
| <b>Total Capital Outlay</b>                                | <b>\$ 15,000</b>      | <b>\$ 15,000</b>           | <b>\$ 15,000</b>    |
| Land Mgmt & Development - Planning & Community Development |                       |                            |                     |
| Computer Equipment   | <u>\$ 9,100</u>       | <u>\$ 6,900</u>            | <u>\$ 6,900</u>     |
| <b>Total Capital Outlay</b>                                | <b>\$ 9,100</b>       | <b>\$ 6,900</b>            | <b>\$ 6,900</b>     |

|   | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|-----------------------|----------------------------|---------------------|
| City Office Building                        |                       |                            |                     |
| Generator                                   | \$ 36,000             | \$ 36,000                  | \$ 36,000           |
| <b>Total Capital Outlay</b>                 | <b>\$ 36,000</b>      | <b>\$ 36,000</b>           | <b>\$ 36,000</b>    |
| Land Management & Development - Engineering |                       |                            |                     |
| Computer Equipment                          | \$ 9,750              | \$ 6,900                   | \$ 6,900            |
| <b>Total Capital Outlay</b>                 | <b>\$ 9,750</b>       | <b>\$ 6,900</b>            | <b>\$ 6,900</b>     |
| Plaza                                       |                       |                            |                     |
| Computer Equipment                          | \$ 5,100              | \$ 5,100                   | \$ 5,100            |
| <b>Total Capital Outlay</b>                 | <b>\$ 5,100</b>       | <b>\$ 5,100</b>            | <b>\$ 5,100</b>     |
| Police                                      |                       |                            |                     |
| Computer Equipment                          | \$ 180,720            | \$ 178,420                 | \$ 178,420          |
| Replace PD09605 Patrol Vehicle              | 27,588                | 23,488                     | 23,488              |
| Replace PD09202 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| Replace PD09207 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| Replace PD09401 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| Replace PD00012 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| Replace PD09203 Patrol Vehicle              | 27,988                | 23,488                     | 23,488              |
| Replace PD09206 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| Replace PD09210 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| Replace PD09211 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| Replace PD09212 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| Replace PD09215 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| Replace PD09612 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| Replace PD09606 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| Replace PD09303 Patrol Vehicle              | 23,488                | 23,488                     | 23,488              |
| <b>Total Capital Outlay</b>                 | <b>\$ 518,152</b>     | <b>\$ 507,252</b>          | <b>\$ 507,252</b>   |
| Fire  |                       |                            |                     |
| Computer Equipment                          | \$ 78,865             | \$ 78,865                  | \$ 78,865           |
| Replace FD19504 Van                         | 24,391                | 24,391                     | 24,391              |
| Replace FD18701 Pick-up                     | 31,705                | 31,705                     | 31,705              |
| Replace FD58805 1987 Tanker                 | 451,000               | 451,000                    | 451,000             |
| Replace FD56601 1966 Ladder                 | 651,000               | -                          | -                   |
| Replace FD09302 1991 Sedan w/ PU Truck      | 22,542                | -                          | -                   |
| Replace FD57801 1978 Command Unit           | 350,000               | -                          | -                   |
| <b>Total Capital Outlay</b>                 | <b>\$ 1,609,503</b>   | <b>\$ 585,961</b>          | <b>\$ 585,961</b>   |
| Public Services - Administration            |                       |                            |                     |
| Computer Equipment                          | \$ 4,550              | \$ 4,550                   | \$ 4,550            |
| <b>Total Capital Outlay</b>                 | <b>\$ 4,550</b>       | <b>\$ 4,550</b>            | <b>\$ 4,550</b>     |

|   | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|-----------------------|----------------------------|---------------------|
| <b>Public Services - Traffic Operations</b>   |                       |                            |                     |
| Computer Equipment                            | \$ 7,200              | \$ 7,200                   | \$ 7,200            |
| Replace TF19105 1991 Van w/ Aerial Lift       | 64,575                | 63,775                     | 63,775              |
| Replace TF19720 1997 Ext Cab 4x4              | <u>24,480</u>         | <u>24,480</u>              | <u>24,480</u>       |
| <b>Total Capital Outlay</b>                   | <b>\$ 96,255</b>      | <b>\$ 95,455</b>           | <b>\$ 95,455</b>    |
| <b>Public Services - Street</b>               |                       |                            |                     |
| Computer Equipment                            | \$ 1,200              | \$ 1,200                   | \$ 1,200            |
| Replace ST28901 Packer Truck                  | 99,000                | 99,000                     | 99,000              |
| Add Tandem Dump Truck                         | 89,000                | 89,000                     | 89,000              |
| Add Tub Grinder w/ Loader                     | <u>386,000</u>        | <u>-</u>                   | <u>-</u>            |
| <b>Total Capital Outlay</b>                   | <b>\$ 575,200</b>     | <b>\$ 189,200</b>          | <b>\$ 189,200</b>   |
| <b>Public Services - Cemetery</b>             |                       |                            |                     |
| Computer Equipment                            | \$ 2,400              | \$ 2,400                   | \$ 2,400            |
| <b>Total Capital Outlay</b>                   | <b>\$ 2,400</b>       | <b>\$ 2,400</b>            | <b>\$ 2,400</b>     |
| <b>Public Services - Solid Waste</b>          |                       |                            |                     |
| Computer Equipment                            | \$ 1,200              | \$ 1,200                   | \$ 1,200            |
| Replace WM29501 1995 Refuse Truck             | 147,000               | 147,000                    | 147,000             |
| Replace WM29502 1995 Refuse Truck             | <u>147,000</u>        | <u>147,000</u>             | <u>147,000</u>      |
| <b>Total Capital Outlay</b>                   | <b>\$ 295,200</b>     | <b>\$ 295,200</b>          | <b>\$ 295,200</b>   |
| <b>Public Services - Landscape Operations</b> |                       |                            |                     |
| Replace LS376906 Scag 61" Mower               | \$ 6,634              | \$ 6,200                   | \$ 6,200            |
| <b>Total Capital Outlay</b>                   | <b>\$ 6,634</b>       | <b>\$ 6,200</b>            | <b>\$ 6,200</b>     |
| <b>Public Services - Hurley Park</b>          |                       |                            |                     |
| Computer Equipment                            | \$ 1,200              | \$ 1,200                   | \$ 1,200            |
| Add Diesel Mower w/ 14 Bushel Leaf Attachment | <u>9,095</u>          | <u>8,500</u>               | <u>8,500</u>        |
| <b>Total Capital Outlay</b>                   | <b>\$ 10,295</b>      | <b>\$ 9,700</b>            | <b>\$ 9,700</b>     |
| <b>Public Services - Fleet</b>                |                       |                            |                     |
| Computer Equipment                            | \$ 10,300             | \$ 10,300                  | \$ 10,300           |
| <b>Total Capital Outlay</b>                   | <b>\$ 10,300</b>      | <b>\$ 10,300</b>           | <b>\$ 10,300</b>    |
| <b>Parks &amp; Recreation</b>                 |                       |                            |                     |
| Computer Equipment                            | \$ 11,550             | \$ 11,550                  | \$ 11,550           |
| Add 4 x 4 SUV                                 | 26,000                | 26,000                     | 26,000              |
| Add field rake                                | 20,000                | 20,000                     | 20,000              |
| Replace PR69604 4 x 6 Gator                   | 9,000                 | 9,000                      | 9,000               |
| Add hill track front cut mower                | 20,000                | 20,000                     | 20,000              |
| Replace PR19401 15 Passenger Van              | 20,000                | 20,000                     | 20,000              |
| Add top dresser                               | <u>10,000</u>         | <u>10,000</u>              | <u>10,000</u>       |
| <b>Total Capital Outlay</b>                   | <b>\$ 116,550</b>     | <b>\$ 116,550</b>          | <b>\$ 116,550</b>   |
| <b>Debt Service</b>                           |                       |                            |                     |
| Principal and Interest                        | \$ 83,130             | \$ 83,130                  | \$ 83,130           |
| <b>Total Capital Outlay</b>                   | <b>\$ 83,130</b>      | <b>\$ 83,130</b>           | <b>\$ 83,130</b>    |



**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2005  
With Estimated Actual for the Year Ending June 30, 2004 and  
Actual for the Year Ended June 30, 2003

|  | <b>2003</b>          | <b>2004</b>          | <b>2005</b>          |
|--|----------------------|----------------------|----------------------|
|  | <b>Actual</b>        | <b>Estimate</b>      | <b>Budget</b>        |
| <b>OPERATING REVENUES:</b>                 |                      |                      |                      |
| Charges for services                       | <u>\$ 15,007,313</u> | <u>\$ 15,547,096</u> | <u>\$ 17,016,917</u> |
| <b>NONOPERATING REVENUES:</b>              |                      |                      |                      |
| Interest earned on investments             | \$ 56,576            | \$ 52,548            | \$ 29,990            |
| Capital contributions                      | -                    | -                    | -                    |
| Miscellaneous revenues                     | <u>240,387</u>       | <u>573,103</u>       | <u>298,560</u>       |
| Total nonoperating revenues                | <u>\$ 296,963</u>    | <u>\$ 625,651</u>    | <u>\$ 328,550</u>    |
| <b>OTHER FINANCING SOURCES:</b>            |                      |                      |                      |
| Proceeds from the sale of bonds            | \$ -                 | \$ 12,100,000        | \$ -                 |
| Fund balance appropriated                  | <u>-</u>             | <u>-</u>             | <u>69,823</u>        |
| Total revenues and other financing sources | <u>\$ 15,304,276</u> | <u>\$ 16,172,747</u> | <u>\$ 17,415,290</u> |

**CITY OF SALISBURY  
FY 2004-2005 BUDGET SUMMARY  
WATER AND SEWER FUND**

|  | <b>Actual<br/>FY 02-03</b> | <b>Budgeted<br/>FY 03-04</b> | <b>Requested<br/>FY 04-05</b> | <b>Mgr Recommends<br/>FY 04-05</b> | <b>Adopted<br/>FY 04-05</b> |
|--|----------------------------|------------------------------|-------------------------------|------------------------------------|-----------------------------|
| <b>REVENUE</b>                               | \$ 15,304,267              | \$ 16,984,177                | \$ 19,208,513                 | \$ 17,829,495                      | \$ 17,415,290               |
| <b>EXPENSES</b>                              | <b>Actual<br/>FY 02-03</b> | <b>Budgeted<br/>FY 03-04</b> | <b>Requested<br/>FY 04-05</b> | <b>Mgr Recommends<br/>FY 04-05</b> | <b>Adopted<br/>FY 04-05</b> |
| <b>UTILITIES MGT &amp; ADMINISTRATION</b>    |                            |                              |                               |                                    |                             |
| Personnel                                    | \$ 821,098                 | \$ 955,988                   | \$ 896,366                    | \$ 873,091                         | \$ 861,155                  |
| Operations                                   | 5,430,801                  | 2,617,228                    | 3,147,327                     | 3,096,146                          | 2,980,392                   |
| Capital                                      | 9,905                      | 8,500                        | 258,800                       | 68,800                             | 58,800                      |
| <b>TOTAL</b>                                 | <b>\$ 6,261,804</b>        | <b>\$ 3,581,716</b>          | <b>\$ 4,302,493</b>           | <b>\$ 4,038,037</b>                | <b>\$ 3,900,347</b>         |
| <b>WATER RESOURCES</b>                       |                            |                              |                               |                                    |                             |
| Personnel                                    | \$ 275,139                 | \$ 308,019                   | \$ 360,218                    | \$ 353,568                         | \$ 350,267                  |
| Operations                                   | 520,434                    | 568,385                      | 586,210                       | 512,995                            | 512,995                     |
| Capital                                      | -                          | 11,000                       | 36,000                        | 36,000                             | -                           |
| <b>TOTAL</b>                                 | <b>\$ 795,573</b>          | <b>\$ 887,404</b>            | <b>\$ 982,428</b>             | <b>\$ 902,563</b>                  | <b>\$ 863,262</b>           |
| <b>WATER &amp; SEWER MAINT. &amp; CONST.</b> |                            |                              |                               |                                    |                             |
| Personnel                                    | \$ 865,944                 | \$ 1,058,994                 | \$ 1,335,094                  | \$ 1,200,310                       | \$ 1,109,350                |
| Operations                                   | 976,962                    | 1,112,481                    | 1,675,861                     | 1,244,458                          | 1,244,458                   |
| Capital                                      | 93,429                     | 364,300                      | 622,000                       | 695,383                            | 675,383                     |
| <b>TOTAL</b>                                 | <b>\$ 1,936,335</b>        | <b>\$ 2,535,775</b>          | <b>\$ 3,632,955</b>           | <b>\$ 3,140,151</b>                | <b>\$ 3,029,191</b>         |
| <b>ENVIRONMENTAL SERVICES</b>                |                            |                              |                               |                                    |                             |
| Personnel                                    | \$ 369,459                 | \$ 397,385                   | \$ 462,931                    | \$ 419,502                         | \$ 415,189                  |
| Operations                                   | 99,422                     | 115,235                      | 122,933                       | 104,065                            | 104,065                     |
| Capital                                      | 10,055                     | 3,500                        | 41,103                        | 18,700                             | 18,700                      |
| <b>TOTAL</b>                                 | <b>\$ 478,936</b>          | <b>\$ 516,120</b>            | <b>\$ 626,967</b>             | <b>\$ 542,267</b>                  | <b>\$ 537,954</b>           |
| <b>WASTEWATER TREATMENT</b>                  |                            |                              |                               |                                    |                             |
| Personnel                                    | \$ 708,151                 | \$ 725,545                   | \$ 803,619                    | \$ 752,427                         | \$ 745,209                  |
| Operations                                   | 1,350,087                  | 1,241,311                    | 1,237,013                     | 1,053,547                          | 1,053,547                   |
| Capital                                      | -                          | 7,000                        | 232,947                       | 105,947                            | -                           |
| <b>TOTAL</b>                                 | <b>\$ 2,058,238</b>        | <b>\$ 1,973,856</b>          | <b>\$ 2,273,579</b>           | <b>\$ 1,911,921</b>                | <b>\$ 1,798,756</b>         |
| <b>METER SERVICES</b>                        |                            |                              |                               |                                    |                             |
| Personnel                                    | \$ 367,747                 | \$ 405,531                   | \$ 425,432                    | \$ 416,879                         | \$ 412,927                  |
| Operations                                   | 85,068                     | 103,352                      | 127,108                       | 134,455                            | 134,455                     |
| Capital                                      | 3,482                      | 29,006                       | 14,000                        | 14,000                             | 14,000                      |
| <b>TOTAL</b>                                 | <b>\$ 456,297</b>          | <b>\$ 537,889</b>            | <b>\$ 566,540</b>             | <b>\$ 565,334</b>                  | <b>\$ 561,382</b>           |
| <b>FACILITIES MAINTENANCE</b>                |                            |                              |                               |                                    |                             |
| Personnel                                    | \$ 454,080                 | \$ 459,287                   | \$ 497,381                    | \$ 489,695                         | \$ 484,871                  |
| Operations                                   | 875,544                    | 949,903                      | 1,056,240                     | 989,597                            | 989,597                     |
| Capital                                      | 2,894                      | -                            | 53,631                        | 33,631                             | 33,631                      |
| <b>TOTAL</b>                                 | <b>\$ 1,332,518</b>        | <b>\$ 1,409,190</b>          | <b>\$ 1,607,252</b>           | <b>\$ 1,512,923</b>                | <b>\$ 1,508,099</b>         |

|                         | <b>Actual<br/>FY 02-03</b> |                   | <b>Budgeted<br/>FY 03-04</b> |                   | <b>Requested<br/>FY 04-05</b> |                   | <b>Mgr Recommends<br/>FY 04-05</b> |                   | <b>Adopted<br/>FY 04-05</b> |                   |
|-------------------------|----------------------------|-------------------|------------------------------|-------------------|-------------------------------|-------------------|------------------------------------|-------------------|-----------------------------|-------------------|
| <b>DEBT SERVICE</b>     |                            |                   |                              |                   |                               |                   |                                    |                   |                             |                   |
| Personnel               | \$                         | -                 | \$                           | -                 | \$                            | -                 | \$                                 | -                 | \$                          | -                 |
| Operations              |                            | 2,464,128         |                              | 5,407,799         |                               | 5,216,299         |                                    | 5,216,299         |                             | 5,216,299         |
| Capital                 |                            | -                 |                              | -                 |                               | -                 |                                    | -                 |                             | -                 |
| <b>TOTAL</b>            | <b>\$</b>                  | <b>2,464,128</b>  | <b>\$</b>                    | <b>5,407,799</b>  | <b>\$</b>                     | <b>5,216,299</b>  | <b>\$</b>                          | <b>5,216,299</b>  | <b>\$</b>                   | <b>5,216,299</b>  |
| <b>CAPITAL PROJECTS</b> |                            |                   |                              |                   |                               |                   |                                    |                   |                             |                   |
| Personnel               | \$                         | -                 | \$                           | -                 | \$                            | -                 | \$                                 | -                 | \$                          | -                 |
| Operations              |                            | -                 |                              | -                 |                               | -                 |                                    | -                 |                             | -                 |
| Capital                 |                            | -                 |                              | 134,428           |                               | -                 |                                    | -                 |                             | -                 |
| <b>TOTAL</b>            | <b>\$</b>                  | <b>-</b>          | <b>\$</b>                    | <b>134,428</b>    | <b>\$</b>                     | <b>-</b>          | <b>\$</b>                          | <b>-</b>          | <b>\$</b>                   | <b>-</b>          |
| <b>GRAND TOTAL</b>      |                            |                   |                              |                   |                               |                   |                                    |                   |                             |                   |
| Personnel               | \$                         | 3,861,618         | \$                           | 4,310,749         | \$                            | 4,781,041         | \$                                 | 4,505,472         | \$                          | 4,378,968         |
| Operations              |                            | 11,802,446        |                              | 12,115,694        |                               | 13,168,991        |                                    | 12,351,562        |                             | 12,235,808        |
| Capital                 |                            | 119,765           |                              | 557,734           |                               | 1,258,481         |                                    | 972,461           |                             | 800,514           |
| <b>TOTALS</b>           | <b>\$</b>                  | <b>15,783,829</b> | <b>\$</b>                    | <b>16,984,177</b> | <b>\$</b>                     | <b>19,208,513</b> | <b>\$</b>                          | <b>17,829,495</b> | <b>\$</b>                   | <b>17,415,290</b> |

**STATEMENT OF PURPOSE**

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

**COUNCIL PERFORMANCE GOALS**

1. Operations - Utilize resources to effectively and efficiently maintain and operate existing and future equipment, infrastructure, and processes, while providing superior quality water and wastewater services and protecting public health and the environment.
2. Rates/Revenue - Manage the utilities in a manner that optimizes the utilization of resources and enables Salisbury-Rowan Utilities to charge competitive and affordable rates, while providing for capital and operational needs.
3. Customer Service - Provide accessible and responsive services and address customer needs efficiently and accurately.
4. Human Resources - Attract, retain, and reward a team of qualified employees committed to the Salisbury-Rowan Utilities' mission.
5. Stakeholder Communications - Be proactive in providing information, education, and public communication services.
6. Planning and Community-Wide Development - Operate Salisbury-Rowan Utilities according to well-defined plans supportive of the strategic plans of client communities.
7. Continue to develop joint water and sewer extension policies with consideration of managed growth criteria.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Assist in cooperative effort with County to extend water and sewer to growth corridors.
2. Pursue update of City Code of Ordinances that incorporates:
  - Revised Construction Standards
  - Revised Water Emergency Management Plan
  - Revised Water System Management Plan
  - New Development Process Ordinance and Manual
3. Continue strategic planning efforts resulting in short- and long-term plans for Utilities expansion and implement major Water and Sewer Capital Improvement Projects.
  - Completion of Actiflo System and Chemical Feed Systems and conversion from conventional operation to the new processes
  - Equipment upgrades at Town Creek and Grant Creek Wastewater Facilities
  - Complete Statesville Interconnection
  - Complete Highway 70 Annexation Water and Sewer
  - Complete Rockwell Water Main and Lift Station Upgrades Project
4. Continue efforts toward rate stabilization and overall fiscal stability. Expand focus and improve utilities fiscal function.
  - Consolidation of SRU fiscal function
  - Development of comprehensive CIP
  - Additional staffing
  - Update of Rate model
  - 5-Year Budget Projections
5. Continue development and maintenance of GIS database of the utility system toward projected completion in 2007.
6. Develop a system-wide sewer (computer) model utilizing new software.
7. Complete the streamlining improvements to the Development Process:
  - Consolidation of development function of Utilities Engineering and Development Services into a "One-Stop Shop"
  - Pursue Local Permit Program in conjunction with Development Services for water/sewer extensions within SRU service area

8. Complete renovation of 1 Water Street Facility and relocate Utilities Engineering and Planning (GIS) offices; implement as funding and schedule permits.
9. Develop a property acquisition plan for all needs and facilities in conjunction with Real Estate Management (to be incorporated into comprehensive CIP).
10. Pursue appropriate expansion of SRU system:
  - Continue contract operation of Rowan County water and sewer systems and work with Rowan County on transfer of those systems to SRU.
  - Complete negotiations and undertake interim contract operation and eventual assumption of the Faith sewer system.
  - Work with East Spencer on the funding and construction of water and sewer system improvements (with plan for continued contract operation and eventual assumption).
11. Complete EPA-mandated Vulnerability Assessment, first phase of security improvements, and update Emergency Response Plan.
12. Provide effective construction management resulting in the timely completion of water and sewer extension projects.
13. Be proactive in providing excellent customer service:
  - Responding to customer concerns quickly and professionally.
  - Continue the quick turnaround on making new water and sewer taps and repairs.
  - All SRU staff to participate in any customer service training offered by City.
14. Establish internship program and cooperative efforts with local colleges for selected areas of SRU.
15. Attract and retain qualified staff:
  - Continue staff training and development.
  - Review and strengthen pre-employment hiring practices.
  - Investigate the funding and implementation of an entity-wide wellness program.
  - Update Utilities' job organizational chart, job descriptions and pay scale (update Broadband Pay Plan based on market analysis).
  - Provide more opportunities for certification of staff.

### PERFORMANCE MEASURES

|  | 2003<br>Actual | 2004<br>Estimate | 2005<br>Projected |
|--|----------------|------------------|-------------------|
| Administrative Workload                                      |                |                  |                   |
| FTEs   | 90             | 96               | 99                |
| Total Population Receiving Water Service (countywide) *      | 54,474         | 55,000           | 55,500            |
| Total Population Receiving Sewer Service (countywide)        | 43,329         | 43,900           | 44,700            |
| Land Area Spanned for Water Service (square miles)           | 44.4           | 44.4             | 45.0              |
| Land Area Spanned for Sewer Service (square miles)           | 35.8           | 35.8             | 40.0              |
| Number of Accounts   | 15,641         | 15,797           | 15,954            |
| Residential Water Rate (per 1 CCF) **                        | \$ 2.25        | \$ 2.30          | \$ 2.51           |
| Residential Sewer Rate (per 1 CCF)                           | \$ 2.92        | \$ 2.96          | \$ 3.33           |
| Administrative Efficiency                                    |                |                  |                   |
| Employee Turnover Rate ***                                   | 12%            | 12%              | 10%               |
| Operating Costs Per 1,000 Population Served (water)          | \$ 150,572     | \$ 164,403       | \$ 175,933        |
| FTEs Per Square Mile Served                                  | 2.0            | 2.2              | 2.2               |
| Average Elapsed Business Days From Request To Connection     | 20             | 20               | 20                |
| Average Residential Utility Bill as Percent of Median Income | 0.91%          | 0.93%            | 1.01%             |
| Administrative Effectiveness                                 |                |                  |                   |
| Average Years of Experience                                  | 8.66           | 8.70             | 8.75              |
| Service Density (Population Served per Square Mile) - Water  | 1,227          | 1,239            | 1,233             |
| Service Density (Population Served per Square Mile) - Sewer  | 1,210          | 1,226            | 1,118             |
| Average Residential Rate Increase (% over prior year)        | 6.48%          | 1.87%            | 9.77%             |

\* 2000 census data

\*\* 1 CCF = 100 cubic feet of water

\*\*\* Estimate

## BUDGET REQUEST SUMMARY

|              | Actual<br>FY02-03   | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05  |
|--------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Personnel    | \$ 821,098          | \$ 955,988          | \$ 896,366           | \$ 873,091                | \$ 861,155          |
| Operating    | 5,430,801           | 2,617,228           | 3,147,327            | 3,096,146                 | 2,980,392           |
| Capital      | 9,905               | 8,500               | 258,800              | 68,800                    | 58,800              |
| <b>TOTAL</b> | <b>\$ 6,261,804</b> | <b>\$ 3,581,716</b> | <b>\$ 4,302,493</b>  | <b>\$ 4,038,037</b>       | <b>\$ 3,900,347</b> |

### PERSONNEL DETAIL

| Position Title                       | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05     |
|--------------------------------------|------------------------|------------------------|----------------------------|-------------------------|
| <b>Administration (100)</b>          |                        |                        |                            |                         |
| Assistant City Manager for Utilities | 1                      | 1 <sup>3</sup>         | 1                          | 1                       |
| Deputy Utilities Director            | 1                      | 1 <sup>3</sup>         | 1                          | 1                       |
| Productivity Analyst                 | 1                      | 1                      | .5 <sup>5</sup>            | .5 <sup>5</sup>         |
| Department Secretary                 | 1                      | 1                      | 1                          | 1                       |
| Compliance Coordinator               | 1                      | 0 <sup>4</sup>         | 0                          | 0                       |
| Finance & Administration Manager     | 0                      | 1 <sup>2</sup>         | 1                          | 1                       |
| <b>Utilities Engineering (800)</b>   |                        |                        |                            |                         |
| Utilities Engineering Manager        | 1                      | 1                      | 1                          | 1                       |
| Utilities Engineer I/II/III          | 2                      | 2                      | 2                          | 2                       |
| Engineering Technician I/II/III      | 1                      | 1                      | 1                          | 1                       |
| Engineering Intern                   | 1                      | 1                      | 1                          | 1                       |
| Utilities Construction Inspector     | 1                      | 1                      | 1                          | 1                       |
| GIS Mapping Technician               | 0                      | 1 <sup>1</sup>         | 0 <sup>6</sup>             | 0 <sup>6</sup>          |
| Utilities Project Manager            | 0                      | 1 <sup>1</sup>         | 0 <sup>8</sup>             | 0 <sup>8</sup>          |
| GIS Technician                       | 0                      | 1 <sup>1</sup>         | 0 <sup>7</sup>             | 0 <sup>7</sup>          |
| <b>Utilities GIS (801)</b>           |                        |                        |                            |                         |
| Utilities Planning Manager           | 0                      | 0                      | 1 <sup>7</sup>             | 1 <sup>7</sup>          |
| GIS Mapping Technician               | <u>0</u>               | <u>0</u>               | <u>2</u> <sup>1,6</sup>    | <u>2</u> <sup>1,6</sup> |
| <b>TOTAL</b>                         | <b>11</b>              | <b>14</b>              | <b>13.5</b>                | <b>13.5</b>             |

<sup>1</sup> New position

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

<sup>3</sup> Position reclassification

<sup>4</sup> Position eliminated

<sup>5</sup> One half funding transferred to General Fund Management Services - Accounting

<sup>6</sup> Position transferred to Utilities GIS

<sup>7</sup> Position transferred to Utilities GIS and reclassified

<sup>8</sup> Position reclassified and transferred to General Fund - Engineering

## CAPITAL OUTLAY

|                                     | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-------------------------------------|-----------------------|----------------------------|---------------------|
| <b>Utility Administration (100)</b> |                       |                            |                     |
| Waterworks Parking Lot              | \$ 42,000             | \$ 42,000                  | \$ 42,000           |
| Waterworks Generator Pad            | 10,000                | 10,000                     | 10,000              |
| Morlan Park Tank Fencing            |                       | 10,000                     |                     |
| Riverpoint Land Acquisition         | 200,000               | -                          | -                   |
| <b>Utility Engineering (800)</b>    |                       |                            |                     |
| Pipe locator                        | 1,800                 | 1,800                      | 1,800               |
| <b>Utility GIS (801)</b>            |                       |                            |                     |
| Modeling Software Upgrade           | <u>5,000</u>          | <u>5,000</u>               | <u>5,000</u>        |
| Total Capital Outlay                | \$ 258,800            | \$ 68,800                  | \$ 58,800           |

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Complete permanent Carbon Feed System installation at Raw Water Reservoirs for taste and odor control and for removal of TOCs (total organic carbons).

**PERFORMANCE MEASURES**

|  | 2003<br><u>Actual</u> | 2004<br><u>Estimate</u> | 2005<br><u>Projected</u> |
|--|-----------------------|-------------------------|--------------------------|
| <b>Water Treatment Workload</b>                                    |                       |                         |                          |
| Number of Water Treatment FTEs (includes lab & maintenance)        | 10                    | 10                      | 11                       |
| Millions of Gallons Potable Water Produced (total for fiscal year) | 2,550                 | 2,600                   | 2,650                    |
| <b>Water Treatment Efficiency</b>                                  |                       |                         |                          |
| Number of FTEs Per Water Treatment Plant                           | 10                    | 10                      | 11                       |
| Cost Per Million Gallons of Potable Water Produced                 | \$ 820                | \$ 900                  | \$ 980                   |
| <b>Water Treatment Effectiveness</b>                               |                       |                         |                          |
| Average Water Plant Operational Capacity                           | 58%                   | 62%                     | 68%                      |
| Average Daily Potable Water Turbidity (NTU *)                      | 0.06                  | 0.06                    | 0.04                     |
| Percent of Potable Water Sold to Total Treated                     | 82%                   | 82%                     | 82%                      |

\* NTU: Nephelometric Turbidity Unit

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 275,139        | \$ 308,019          | \$ 360,218           | \$ 353,568                | \$ 350,267         |
| Operating    | 520,434           | 568,385             | 586,210              | 512,995                   | 512,995            |
| Capital      | -                 | 11,000              | 36,000               | 36,000                    | -                  |
| <b>TOTAL</b> | <b>\$ 795,573</b> | <b>\$ 887,404</b>   | <b>\$ 982,428</b>    | <b>\$ 902,563</b>         | <b>\$ 863,262</b>  |

**PERSONNEL DETAIL**

| Position Title                        | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---------------------------------------|------------------------|------------------------|----------------------------|---------------------|
| <b>Water Treatment Plant (811)</b>    |                        |                        |                            |                     |
| Water Treatment Supervisor            | 1                      | 1                      | 1                          | 1                   |
| Senior Office Assistant               | 1                      | 1                      | 1                          | 1                   |
| Senior Water Treatment Plant Operator | 1                      | 1                      | 2 <sup>1</sup>             | 2 <sup>1</sup>      |
| Water Treatment Plant Operator I/II   | <u>4</u>               | <u>4</u>               | <u>4</u>                   | <u>4</u>            |
| <b>TOTAL</b>                          | <b>7</b>               | <b>7</b>               | <b>8</b>                   | <b>8</b>            |

<sup>1</sup> New position



**CAPITAL OUTLAY**

|                              | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|------------------------------|-----------------------|----------------------------|---------------------|
| <b>Water Treatment (811)</b> |                       |                            |                     |
| Security at WTP              | \$ 36,000             | \$ 36,000                  | \$ -                |

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Continue Inflow & Infiltration (I&I) reduction efforts:
  - Abandonment of Spencer Simplex Lift Station to Gravity System.
  - Identify and reduce I&I in northside and southside basins of Rockwell system.
  - Repair and replace identified wastewater lines.

**PERFORMANCE MEASURES**

|   | 2003          | 2004            | 2005             |
|---|---------------|-----------------|------------------|
|   | <u>Actual</u> | <u>Estimate</u> | <u>Projected</u> |
| Distribution & Collection Workload                      |               |                 |                  |
| Number of Pump Stations Maintained                      | 8             | 9               | 9                |
| Number of Lift Stations Maintained                      | 34            | 40              | 40               |
| Total Water, Sewer & Irrigation Taps Installed (by SRU) | 657           | 238             | 300              |
| Distribution Line Failures                              | 205           | 108             | 75               |
| Collection Line Failures                                | 149           | 145             | 100              |
| Distribution & Collection Efficiency                    |               |                 |                  |
| Cost Per Tap Installed (3/4" Water)                     | \$ 1,300      | \$ 1,300        | \$ 1,300         |
| Cost Per Tap Installed (1" Water)                       | \$ 1,300      | \$ 1,300        | \$ 1,300         |
| Cost Per Tap Installed (4" Sewer)                       | \$ 1,300      | \$ 1,300        | \$ 1,300         |
| Distribution & Collection Effectiveness                 |               |                 |                  |
| Average Tap Installations Per Day (3/4" Water)          | 1             | 1               | 2                |
| Average Tap Installations Per Day (1" Water)            | 1             | 1               | 2                |
| Average Tap Installations Per Day (4" Sewer)            | 1             | 1               | 2                |

**BUDGET REQUEST SUMMARY**

|              | Actual              | Budgeted            | Requested           | Mgr Recommends      | Adopted             |
|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|              | FY02-03             | FY03-04             | FY04-05             | FY04-05             | FY04-05             |
| Personnel    | \$ 865,944          | \$ 1,058,994        | \$ 1,335,094        | \$ 1,200,310        | \$ 1,109,350        |
| Operating    | 976,962             | 1,112,481           | 1,675,861           | 1,244,458           | 1,244,458           |
| Capital      | <u>93,429</u>       | <u>364,300</u>      | <u>622,000</u>      | <u>695,383</u>      | <u>675,383</u>      |
| <b>TOTAL</b> | <b>\$ 1,936,335</b> | <b>\$ 2,535,775</b> | <b>\$ 3,632,955</b> | <b>\$ 3,140,151</b> | <b>\$ 3,029,191</b> |

## PERSONNEL DETAIL

| Position Title                                    | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05    |
|---|------------------------|------------------------|----------------------------|------------------------|
| <b>Administration (100)</b>                       |                        |                        |                            |                        |
| Utilities Systems Manager                         | 1                      | 1                      | 1                          | 1                      |
| Assistant Systems Manager                         | 2                      | 2                      | 2                          | 2                      |
| Senior Office Assistant                           | 1                      | 1                      | 1                          | 1                      |
| <b>Distribution Maint. &amp; Const. (850)</b>     |                        |                        |                            |                        |
| Utilities Maintenance Supervisor                  | 1                      | 1                      | 1                          | 1                      |
| Utilities Maintenance Technician                  | 3                      | 4 <sup>2</sup>         | 4                          | 4                      |
| Hydrant Seasonal Worker (Temp/Full-Time)          | 0                      | 2 <sup>1</sup>         | 0 <sup>3</sup>             | 0 <sup>3</sup>         |
| <b>New Water/Sewer Connections (851)</b>          |                        |                        |                            |                        |
| Utilities Maintenance Supervisor                  | 1                      | 1                      | 1                          | 1                      |
| Utilities Maintenance Technician                  | 4                      | 4                      | 4                          | 4                      |
| <b>Water/Sewer Service Replacement (853)</b>      |                        |                        |                            |                        |
| Utilities Maintenance Supervisor                  | 1                      | 1                      | 1                          | 1                      |
| Utilities Maintenance Technician                  | 3                      | 2 <sup>2</sup>         | 2                          | 2                      |
| <b>Preventive Maintenance (854)</b>               |                        |                        |                            |                        |
| Utilities Maintenance Supervisor                  | 1                      | 1                      | 1                          | 1                      |
| Utilities Maintenance Technician                  | 4                      | 3 <sup>2</sup>         | 3                          | 3                      |
| <b>Collection Maint. &amp; Construction (856)</b> |                        |                        |                            |                        |
| Utilities Maintenance Supervisor                  | 1                      | 1                      | 1                          | 1                      |
| Utilities Maintenance Technician                  | 3                      | 4 <sup>2</sup>         | 4                          | 4                      |
| Utilities Maintenance Supervisor I&I Crew         | 0                      | 1 <sup>1</sup>         | 0 <sup>2</sup>             | 0 <sup>2</sup>         |
| Utilities Maintenance Technician I&I Crew         | 0                      | 2 <sup>1</sup>         | 0 <sup>2</sup>             | 0 <sup>2</sup>         |
| <b>Collection Inflow and Infiltration (858)</b>   |                        |                        |                            |                        |
| Utilities Maintenance Supervisor I&I Crew         | 0                      | 1 <sup>1</sup>         | 1 <sup>2</sup>             | 1 <sup>2 4</sup>       |
| Utilities Maintenance Technician I&I Crew         | <u>0</u>               | <u>2<sup>1</sup></u>   | <u>2<sup>2</sup></u>       | <u>2<sup>2 4</sup></u> |
| <b>TOTAL</b>                                      | <b>26</b>              | <b>31</b>              | <b>29</b>                  | <b>29</b>              |

<sup>1</sup> New position

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

<sup>3</sup> Position eliminated

<sup>4</sup> Supervisor & one (1) Technician position frozen

**CAPITAL OUTLAY**

|  | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|-----------------------|----------------------------|---------------------|
| <b>Systems Administration (100)</b>  |                       |                            |                     |
| Security at landfill   | \$ 20,000             | \$ 20,000                  | \$ -                |
| 800 Trunking Radio   | 3,500                 | 3,500                      | 3,500               |
| <b>Water Distribution Maintenance (850)</b>  |                       |                            |                     |
| Miscellaneous tools, Locator Radio   | 5,000                 | 5,000                      | 5,000               |
| Jack Hammer for Backhoe Boom   | 5,000                 | 5,000                      | 5,000               |
| <b>New Construction (851)</b>  |                       |                            |                     |
| Miscellaneous equipment locator, pumps, saws, radio<br>jack hammers, hydraulic units | 5,000                 | 5,000                      | 5,000               |
| <b>Service Replacement (853)</b>   |                       |                            |                     |
| Hydraulic Pump and Tools   | 5,000                 | 5,000                      | 5,000               |
| <b>Preventative Maintenance (854)</b>  |                       |                            |                     |
| New Camera for Outfall Lines and Updates   | 25,000                | 25,000                     | 25,000              |
| Miscellaneous equipment locator, radio, gas detector                                 | 5,000                 | 5,000                      | 5,000               |
| Portable Flow Monitor  | 5,000                 | 5,000                      | 5,000               |
| <b>Sewer Collection Maintenance (856)</b>  |                       |                            |                     |
| Miscellaneous equipment, chain saw, weed eater                                       | 5,000                 | 5,000                      | 5,000               |
| Loader for unit 415 Bush hog Tractor   | 7,500                 | 7,500                      | 7,500               |
| Security at Liftstations   | 19,000                | 19,000                     | 19,000              |
| <b>Water &amp; Sewer Extensions (857)</b>  |                       |                            |                     |
| Water Line Extensions  | 250,000               | 298,383                    | 298,383             |
| Water Sewer Extensions   | 250,000               | 275,000                    | 275,000             |
| <b>East Spencer (858)</b>  |                       |                            |                     |
| Miscellaneous equipment, saws, pumps<br>radios, hydraulic tools                      | 6,000                 | 6,000                      | 6,000               |
| <b>Hydrant Maintenance (859)</b>   |                       |                            |                     |
| Miscellaneous equipment, saws, pumps<br>radios, hydraulic tools                      | <u>6,000</u>          | <u>6,000</u>               | <u>6,000</u>        |
| Total Capital Outlay   | \$ 622,000            | \$ 695,383                 | \$ 675,383          |

**STATEMENT OF PURPOSE**

To operate the Salisbury-Rowan Utilities wastewater analysis laboratory and effectively operate the City’s industrial pretreatment program.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Develop commercial lab function for the water lab and increase revenue for both certified labs:
  - Build a client base for wastewater and water testing
  - Develop a system for reporting and billing lab clients
2. Develop, adopt, and administer a comprehensive FOG (Fats, Oils and Greases) Ordinance and Program which includes educating restaurant owners and the public and results in a reduction in the number of SSOs (sanitary sewer overflows) caused by FOG.
3. Stakeholder Communications and Public Education:
  - Combine Annual Wastewater System and Annual Water Quality Reports, thereby reducing costs
  - Increase Public Education efforts through creation of an SRU Communications and Marketing function, newsletter, tours, presentations, etc.

**PERFORMANCE MEASURES**

|  | 2003          | 2004            | 2005             |
|--|---------------|-----------------|------------------|
|  | <u>Actual</u> | <u>Estimate</u> | <u>Projected</u> |
| Environmental Services Workload                              |               |                 |                  |
| Number of Water Analyses Performed *                         | 8,358         | 8,400           | 10,000           |
| Number of Wastewater Analyses Performed *                    | 13,963        | 14,000          | 15,000           |
| Number of Sanitary Sewer Overflows (SSO) ^ **                | 89            | -               | -                |
| Number of Industrial Violations Reported or Detected ***     | 30            | -               | -                |
| Number of Water Quality Complaints                           | 89            | 70              | 60               |
| Environmental Services Efficiency                            |               |                 |                  |
| Cost Per Water Analysis                                      | \$ 10.24      | \$ 11.00        | \$ 12.00         |
| Cost Per Wastewater Analysis                                 | \$ 17.21      | \$ 18.00        | \$ 20.00         |
| Average Cost Per SSO Response                                | \$ 120.00     | \$ 120.00       | \$ 120.00        |
| Average Cost Per Industrial Violation Reported or Detected   | \$ 45.83      | -               | -                |
| Average Cost Per Water Quality Complaint Response            | \$ 40.00      | \$ 40.00        | \$ 40.00         |
| Environmental Services Effectiveness                         |               |                 |                  |
| Percent of Water Analyses Meeting or Exceeding Standard      | 100%          | 100%            | 100%             |
| Percent of Wastewater Analyses Meeting or Exceeding Standard | 99%           | 99%             | 99%              |
| Percent of SSOs Responded To Within One Hour                 | 100%          | 100%            | 100%             |
| Percent of Industrial Violators Notified Within 24 Hours     | 100%          | 100%            | 100%             |
| Percent of Complaints Addressed Within 24 Hours              | 90%           | 95%             | 98%              |

\* Estimate

^ Number is dependent on rainfall, specifically inflow and infiltration from stormwater.

\*\* Number of SSO episodes represents all occurrences, regardless of overflow size.

\*\*\* Number is contingent on how well each industrial enterprise maintains its system.

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 369,459        | \$ 397,385          | \$ 462,931           | \$ 419,502                | \$ 415,189         |
| Operating    | 99,422            | 115,235             | 122,933              | 104,065                   | 104,065            |
| Capital      | 10,055            | 3,500               | 41,103               | 18,700                    | 18,700             |
| <b>TOTAL</b> | <b>\$ 478,936</b> | <b>\$ 516,120</b>   | <b>\$ 626,967</b>    | <b>\$ 542,267</b>         | <b>\$ 537,954</b>  |

**PERSONNEL DETAIL**

| Position Title                      | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-------------------------------------|------------------------|------------------------|----------------------------|---------------------|
| Finance & Support Services Manager  | 1                      | 0 <sup>1</sup>         | 0                          | 0                   |
| Support Services Manager            | 0                      | 1 <sup>3</sup>         | 1                          | 1                   |
| Laboratory Supervisor               | 1                      | 1                      | 1                          | 1                   |
| Regulatory Compliance Technician    | 1                      | 1                      | 1                          | 1                   |
| Laboratory Analyst                  | 4                      | 5 <sup>2</sup>         | 5                          | 5                   |
| Industrial Pretreatment Coordinator | 1                      | 0 <sup>2</sup>         | 0                          | 0                   |
| Chemist                             | <u>1</u>               | <u>1</u>               | <u>1</u>                   | <u>1</u>            |
| <b>TOTAL</b>                        | <b>9</b>               | <b>9</b>               | <b>9</b>                   | <b>9</b>            |

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

<sup>2</sup> Reclassified Position

<sup>3</sup> New Position

**CAPITAL OUTLAY**

|                             | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-----------------------------|-----------------------|----------------------------|---------------------|
| Spectrophometer             | \$ 3,500              | \$ 3,500                   | \$ 3,500            |
| Isco Refrigerated Sampler   | 4,600                 | -                          | -                   |
| Sample Refrigerator         | 429                   | -                          | -                   |
| Microblock Distillation     | 4,200                 | 4,200                      | 4,200               |
| Lap Top For Printer         | 4,000                 | -                          | -                   |
| Portable DO Meter           | 700                   | -                          | -                   |
| COD Digestor                | 545                   | -                          | -                   |
| Ion Meter                   | 1,500                 | -                          | -                   |
| pH Meter                    | 1,000                 | -                          | -                   |
| Water Distillation Unit     | 4,500                 | -                          | -                   |
| Sample Refrigerator         | 429                   | -                          | -                   |
| Portable Turbidimeter       | 900                   | -                          | -                   |
| FOG Program                 | 11,000                | 11,000                     | 11,000              |
| Quantitray Sealer           | <u>3,800</u>          | <u>-</u>                   | <u>-</u>            |
| <b>Total Capital Outlay</b> | <b>\$ 41,103</b>      | <b>\$ 18,700</b>           | <b>\$ 18,700</b>    |

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Develop a plan for residuals process changes, identify funding source(s) and schedule implementation (producing a Class A product and eliminating or reducing land application program).
2. Continue disinfection alternatives studies on the plant effluent (for an ultraviolet backup system). Pending results, initiate permanent operation.

**PERFORMANCE MEASURES**

|   | 2003          | 2004            | 2005             |
|---|---------------|-----------------|------------------|
|   | <u>Actual</u> | <u>Estimate</u> | <u>Projected</u> |
| Wastewater Treatment Workload                                     |               |                 |                  |
| Number of Wastewater Treatment FTEs (inc. lab & maintenance)      | 29            | 30              | 31               |
| Millions of Gallons of Wastewater Treated (total for fiscal year) | 3,400         | 2,700           | 2,800            |
| Tons of Dry Bio-Solids Land-Applied (dry tons for fiscal year)    | 2,794         | 2,800           | 3,000            |
| Wastewater Treatment Efficiency                                   |               |                 |                  |
| Number of FTEs Per Wastewater Treatment Plant                     | 7             | 8               | 8                |
| Cost Per Million Gallons of Wastewater Treated                    | \$ 1,027      | \$ 1,038        | \$ 1,051         |
| Cost Per Ton of Dry Bio-Solids Produced and Land-Applied          | \$ 190        | \$ 207          | \$ 225           |
| Wastewater Treatment Effectiveness                                |               |                 |                  |
| Average Wastewater Plant Operational Capacity                     | 74%           | 62%             | 65%              |
| Average Daily Wastewater Effluent Turbidity (TSS **)              | 12.0          | 8.1             | 7.0              |
| Percent of Treated Wastewater, Billed                             | 53%           | 68%             | 66%              |
| Gallons of Wastewater Returned Per Potable Gallons Produced       | 1.36          | 1.04            | 1.08             |

\*\* TSS: Total Suspended Solids

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03   | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05  |
|--------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Personnel    | \$ 708,151          | \$ 725,545          | \$ 803,619           | \$ 752,427                | \$ 745,209          |
| Operating    | 1,350,087           | 1,241,311           | 1,237,013            | 1,053,547                 | 1,053,547           |
| Capital      | -                   | 7,000               | 232,947              | 105,947                   | -                   |
| <b>TOTAL</b> | <b>\$ 2,058,238</b> | <b>\$ 1,973,856</b> | <b>\$ 2,273,579</b>  | <b>\$ 1,911,921</b>       | <b>\$ 1,798,756</b> |

**PERSONNEL DETAIL**

| Position Title                                | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|------------------------|------------------------|----------------------------|---------------------|
| <b>Administration (100)</b>                   |                        |                        |                            |                     |
| Wastewater Treatment Supervisor               | 1                      | 1                      | 1                          | 1                   |
| <b>Town Creek WWTP (901)</b>                  |                        |                        |                            |                     |
| Senior Wastewater Plant Operator              | 1                      | 1                      | 1                          | 1                   |
| Wastewater Plant Operator                     | 4                      | 4                      | 4                          | 4                   |
| Sr Wastewater Plant Operator (Temp Part-time) | 0                      | 0                      | 1 <sup>2</sup>             | 1 <sup>2</sup>      |
| <b>Grant Creek WWTP (902)</b>                 |                        |                        |                            |                     |
| Senior Wastewater Plant Operator              | 1                      | 1                      | 1                          | 1                   |
| Wastewater Plant Operator                     | 4                      | 5 <sup>2</sup>         | 5                          | 5                   |
| Sr Wastewater Plant Operator (Temp Part-time) | 0                      | 1 <sup>1</sup>         | 0 <sup>2</sup>             | 0 <sup>2</sup>      |
| <b>Residuals Management (903)</b>             |                        |                        |                            |                     |
| Residuals Supervisor                          | 1                      | 1                      | 1                          | 1                   |
| Residuals Operator                            | <u>4</u>               | <u>3<sup>2</sup></u>   | <u>3</u>                   | <u>3</u>            |
| TOTAL   | 16                     | 17                     | 17                         | 17                  |

<sup>1</sup> New Position

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

**CAPITAL OUTLAY**

|                          | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------------------|-----------------------|----------------------------|---------------------|
| <b>Town Creek (901)</b>  |                       |                            |                     |
| Security at TCWWTP       | \$ 35,000             | \$ 35,000                  | \$ -                |
| <b>Grant Creek (902)</b> |                       |                            |                     |
| Fiber Optic to GCWWTP    | <u>197,947</u>        | <u>70,947</u>              | <u>-</u>            |
| Total Capital Outlay     | \$ <u>232,947</u>     | \$ <u>105,947</u>          | \$ <u>-</u>         |



**STATEMENT OF PURPOSE**

To efficiently and effectively maintain, test, and read utility meters with a high degree of customer service.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Research remote/radio reading (AMR) technology and develop phased implementation plan.
2. Develop, implement and maintain a comprehensive backflow prevention program with an emphasis on public education.

**PERFORMANCE MEASURES**

|                                | 2003<br><u>Actual</u> | 2004<br><u>Estimate</u> | 2005<br><u>Projected</u> |
|--------------------------------|-----------------------|-------------------------|--------------------------|
| Administrative Workload        |                       |                         |                          |
| Number of Accounts             | 15,641                | 15,797                  | 15,954                   |
| Meter Readings per Fiscal Year | 206,553               | 208,619                 | 210,705                  |
| Administrative Efficiency      |                       |                         |                          |
| Cost Per 100 Meter Readings    | \$ 162                | \$ 180                  | \$ 183                   |

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 367,747        | \$ 405,531          | \$ 425,432           | \$ 416,879                | \$ 412,927         |
| Operating    | 85,068            | 103,352             | 127,108              | 134,455                   | 134,455            |
| Capital      | <u>3,482</u>      | <u>29,006</u>       | <u>14,000</u>        | <u>14,000</u>             | <u>14,000</u>      |
| <b>TOTAL</b> | <b>\$ 456,297</b> | <b>\$ 537,889</b>   | <b>\$ 566,540</b>    | <b>\$ 565,334</b>         | <b>\$ 561,382</b>  |

**PERSONNEL DETAIL**

| Position Title                 | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05  |
|--------------------------------|------------------------|------------------------|----------------------------|----------------------|
| <b>Meter Maintenance (852)</b> |                        |                        |                            |                      |
| Senior Meter Mechanic          | 1                      | 1                      | 1                          | 1                    |
| Meter Mechanic                 | 2                      | 1 <sup>1</sup>         | 0 <sup>1</sup>             | 0 <sup>1</sup>       |
| Meter Services Technician      | 0                      | 1 <sup>1</sup>         | 2 <sup>1</sup>             | 2 <sup>1</sup>       |
| <b>Meter Reading (855)</b>     |                        |                        |                            |                      |
| Meter Services Supervisor      | 0                      | 1 <sup>1</sup>         | 1                          | 1                    |
| Meter Reading Supervisor       | 1                      | 0 <sup>1</sup>         | 0                          | 0                    |
| Senior Meter Reader            | 1                      | 1                      | 1                          | 1                    |
| Meter Reader                   | 6                      | 4 <sup>1</sup>         | 0 <sup>1</sup>             | 0 <sup>1</sup>       |
| Meter Services Technician      | <u>0</u>               | <u>2<sup>1</sup></u>   | <u>6<sup>1</sup></u>       | <u>6<sup>1</sup></u> |
| <b>TOTAL</b>                   | <b>11</b>              | <b>11</b>              | <b>11</b>                  | <b>11</b>            |

<sup>1</sup> Position reclassified

**CAPITAL OUTLAY**

|                             | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-----------------------------|-----------------------|----------------------------|---------------------|
| <b>Meter Services (855)</b> |                       |                            |                     |
| Mobile Data Terminals       | \$ 14,000             | \$ 14,000                  | \$ 14,000           |

STATEMENT OF PURPOSE

To maintain the process equipment for the Salisbury-Rowan Utilities’ water and wastewater facilities and oversee the maintenance of the buildings and grounds of the treatment plants.

DEPARTMENTAL PERFORMANCE GOALS

1. Demolition of the Spencer Plant equipment as funds are available.

BUDGET REQUEST SUMMARY

|              | Actual<br>FY02-03   | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05  |
|--------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Personnel    | \$ 454,080          | \$ 459,287          | \$ 497,381           | \$ 489,695                | \$ 484,871          |
| Operating    | 875,544             | 949,903             | 1,056,240            | 989,597                   | 989,597             |
| Capital      | 2,894               | -                   | 53,631               | 33,631                    | 33,631              |
| <b>TOTAL</b> | <b>\$ 1,332,518</b> | <b>\$ 1,409,190</b> | <b>\$ 1,607,252</b>  | <b>\$ 1,512,923</b>       | <b>\$ 1,508,099</b> |

PERSONNEL DETAIL

| Position Title                          | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---|------------------------|------------------------|----------------------------|---------------------|
| <b>Administration (000)</b>             |                        |                        |                            |                     |
| Utility Plants Manager                  | 1                      | 1                      | 1                          | 1                   |
| <b>F.M. Raw Water Supply (810)</b>      |                        |                        |                            |                     |
| Plants Maintenance Technician           | 1                      | 1                      | 1                          | 1                   |
| <b>F.M. Water Treatment Plant (811)</b> |                        |                        |                            |                     |
| Plants Maintenance Technician           | 1                      | 1                      | 1                          | 1                   |
| <b>F.M. Sewer Maintenance (856)</b>     |                        |                        |                            |                     |
| Utility Systems Supervisor              | 1                      | 1                      | 2 <sup>1</sup>             | 2 <sup>1</sup>      |
| Systems Maintenance Technician          | 2                      | 0 <sup>1</sup>         | 0                          | 0                   |
| Plants Maintenance Technician           | 0                      | 2 <sup>1</sup>         | 1 <sup>1</sup>             | 1 <sup>1</sup>      |
| <b>F.M. Town Creek WWTP (901)</b>       |                        |                        |                            |                     |
| Systems Maintenance Technician          | 0                      | 1 <sup>1</sup>         | 0 <sup>1</sup>             | 0 <sup>1</sup>      |
| Plants Maintenance Technician           | 2                      | 1 <sup>1</sup>         | 2 <sup>1</sup>             | 2 <sup>1</sup>      |
| <b>F.M. Grant Creek WWTP (902)</b>      |                        |                        |                            |                     |
| Plants Maintenance Supervisor           | 1                      | 1                      | 1                          | 1                   |
| Systems Maintenance Technician          | <u>1</u>               | <u>1</u>               | <u>1</u>                   | <u>1</u>            |
| <b>TOTAL</b>                            | <b>10</b>              | <b>10</b>              | <b>10</b>                  | <b>10</b>           |

<sup>1</sup> Position reclassified within the division

CAPITAL OUTLAY

|  | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|-----------------------|----------------------------|---------------------|
| <b>Raw Water Supply (810)</b>                    |                       |                            |                     |
| Security System at River                         | \$ 20,000             | \$ -                       | \$ -                |
| <b>Sewer Maintenance (856)</b>                   |                       |                            |                     |
| Long Ferry Spare Pump                            | 4,000                 | 4,000                      | 4,000               |
| Scada at Spencer                                 | 14,000                | 14,000                     | 14,000              |
| <b>Grant Creek Waste Water Trmmt Plant (902)</b> |                       |                            |                     |
| WAS Flow Meter                                   | 5,000                 | 5,000                      | 5,000               |
| Instrumentation System                           | 10,631                | 10,631                     | 10,631              |
| <b>Total Capital Outlay</b>                      | <b>\$ 53,631</b>      | <b>\$ 33,631</b>           | <b>\$ 33,631</b>    |

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03   | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05  |
|--------------|---------------------|---------------------|----------------------|---------------------------|---------------------|
| Personnel    | \$ -                | \$ -                | \$ -                 | \$ -                      | \$ -                |
| Operating    | 2,464,128           | 5,407,799           | 5,216,299            | 5,216,299                 | 5,216,299           |
| Capital      | -                   | -                   | -                    | -                         | -                   |
| <b>TOTAL</b> | <b>\$ 2,464,128</b> | <b>\$ 5,407,799</b> | <b>\$ 5,216,299</b>  | <b>\$ 5,216,299</b>       | <b>\$ 5,216,299</b> |

**DEPARTMENT - Capital Projects**

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ -              | \$ -                | \$ -                 | \$ -                      | \$ -               |
| Operating    | -                 | -                   | -                    | -                         | -                  |
| Capital      | -                 | 134,428             | -                    | -                         | -                  |
| <b>TOTAL</b> | <b>\$ -</b>       | <b>\$ 134,428</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, 2005  
With Estimated Actual for the Year Ending June 30, 2004 and  
Actual for the Year Ended June 30, 2003

|  | <b>2003</b>    | <b>2004</b>     | <b>2005</b>    |
|--|----------------|-----------------|----------------|
|  | <b>Actual</b>  | <b>Estimate</b> | <b>Budget</b>  |
| <b>REVENUES:</b>                               |                |                 |                |
| Miscellaneous:                                 |                |                 |                |
| Interest earned on investments                 | \$ 13,011      | \$ 5,000        | \$ 11,000      |
| <b>OTHER FINANCING SOURCES:</b>                |                |                 |                |
| Operating transfer from Water and Sewer Fund   | \$ 312,101     | \$ 315,208      | \$ 395,578     |
| Fund balance appropriated                      | -              | -               | 141,769        |
| Total other financing sources                  | \$ 312,101     | \$ 315,208      | \$ 537,347     |
| <br>Total revenues and other financing sources | <br>\$ 325,112 | <br>\$ 320,208  | <br>\$ 548,347 |

**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<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ -              | \$ -                | \$ -                 | \$ -                      | \$ -               |
| Operating    | -                 | 199,651             | -                    | -                         | -                  |
| Capital      | 49,688            | 132,450             | 642,437              | 548,347                   | 548,347            |
| <b>TOTAL</b> | <b>\$ 49,688</b>  | <b>\$ 332,101</b>   | <b>\$ 642,437</b>    | <b>\$ 548,347</b>         | <b>\$ 548,347</b>  |

**CAPITAL OUTLAY**

|  | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--|-----------------------|----------------------------|---------------------|
| <b>Administration</b>                              |                       |                            |                     |
| Computer Equipment                                 | \$ 15,400             | \$ 15,400                  | \$ 15,400           |
| Add Passenger Van                                  | 24,610                | -                          | -                   |
| <b>Total Capital Outlay</b>                        | <b>\$ 40,010</b>      | <b>\$ 15,400</b>           | <b>\$ 15,400</b>    |
| <b>Utilities Engineering</b>                       |                       |                            |                     |
| Add 4 x 4 SUV                                      | \$ 24,585             | \$ -                       | \$ -                |
| Add 4 x 4 SUV                                      | 24,705                | 24,705                     | 24,705              |
| Computer Equipment                                 | 8,602                 | 8,602                      | 8,602               |
| <b>Total Capital Outlay</b>                        | <b>\$ 57,892</b>      | <b>\$ 33,307</b>           | <b>\$ 33,307</b>    |
| <b>Plant Operations-Water Treatment</b>            |                       |                            |                     |
| Add small indoor forklift                          | \$ 47,700             | \$ 47,700                  | \$ 47,700           |
| Computer Equipment                                 | 6,000                 | 6,000                      | 6,000               |
| <b>Total Capital Outlay</b>                        | <b>\$ 53,700</b>      | <b>\$ 53,700</b>           | <b>\$ 53,700</b>    |
| <b>Plants Maintenance</b>                          |                       |                            |                     |
| Computer Equipment                                 | \$ 10,800             | \$ 10,800                  | \$ 10,800           |
| Replace PM28801 1988 Pick-up                       | 27,845                | 27,845                     | 27,845              |
| <b>Total Capital Outlay</b>                        | <b>\$ 38,645</b>      | <b>\$ 38,645</b>           | <b>\$ 38,645</b>    |
| <b>Environmental Services</b>                      |                       |                            |                     |
| Add 2 x 4 Pick-up                                  | \$ 19,355             | \$ -                       | \$ -                |
| Computer Equipment                                 | 5,700                 | 5,700                      | 5,700               |
| <b>Total Capital Outlay</b>                        | <b>\$ 25,055</b>      | <b>\$ 5,700</b>            | <b>\$ 5,700</b>     |
| <b>Wastewater Treatment Plants</b>                 |                       |                            |                     |
| Replace WR67801 1978 Tractor                       | \$ 32,455             | \$ 32,455                  | \$ 32,455           |
| Replace WW19103 Pick-up w/ext cab 4 x 4            | 23,540                | 23,540                     | 23,540              |
| Replace PM19209 1992 Van w/ext cab 4 x 4           | 29,926                | 29,926                     | 29,926              |
| Computer Equipment                                 | 6,200                 | 6,200                      | 6,200               |
| <b>Total Capital Outlay</b>                        | <b>\$ 92,121</b>      | <b>\$ 92,121</b>           | <b>\$ 92,121</b>    |
| <b>Meter Services</b>                              |                       |                            |                     |
| Replace MS19201 1992 Pick-up w/2x4 short-bed truck | \$ 17,973             | \$ 17,973                  | \$ 17,973           |
| Computer Equipment                                 | 1,200                 | 1,200                      | 1,200               |
| <b>Total Capital Outlay</b>                        | <b>\$ 19,173</b>      | <b>\$ 19,173</b>           | <b>\$ 19,173</b>    |

|                                      | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------------------------------|-----------------------|----------------------------|---------------------|
| <b>Systems Maintenance</b>           |                       |                            |                     |
| Computer Equipment                   | \$ 3,600              | \$ 3,600                   | \$ 3,600            |
| Replace WS18804 1988 Pick-up         | 41,134                | 41,134                     | 41,134              |
| Replace WS18802 1988 Pick-up         | 47,570                | 47,570                     | 47,570              |
| Replace WS18809 1989 Pick-up         | 43,672                | 43,672                     | 43,672              |
| Add 4 x 4 Pick-up w/ Frame Mount Jet | 78,125                | 78,125                     | 78,125              |
| Add 4 x 4 Pick-up                    | 25,540                | -                          | -                   |
| Add 4 x 4 Backhoe                    | 76,200                | 76,200                     | 76,200              |
|                                      | <hr/>                 | <hr/>                      | <hr/>               |
| <b>Total Capital Outlay</b>          | <b>\$ 315,841</b>     | <b>\$ 290,301</b>          | <b>\$ 290,301</b>   |





**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2005  
With Estimated Actual for the Year Ending June 30, 2004 and  
Actual for the Year Ended June 30, 2003

|  | <b>2003</b>   | <b>2004</b>     | <b>2005</b>   |
|--|---------------|-----------------|---------------|
|  | <b>Actual</b> | <b>Estimate</b> | <b>Budget</b> |
| <b>OPERATING REVENUES:</b>                 |               |                 |               |
| Charges for services                       | \$ 66,669     | \$ 66,000       | \$ 70,000     |
| <b>NONOPERATING REVENUES:</b>              |               |                 |               |
| Intergovernmental                          | \$ 372,724    | \$ 361,500      | \$ 387,610    |
| Miscellaneous revenues                     | 8,942         | 4,200           | 6,000         |
| Total nonoperating revenues                | \$ 381,666    | \$ 365,700      | \$ 393,610    |
| <b>OTHER FINANCING SOURCES:</b>            |               |                 |               |
| Contributed Capital                        | \$ -          | \$ -            | \$ 1,052,336  |
| Operating Transfer from General Fund       | 160,282       | 160,282         | 160,282       |
| Fund equity appropriated                   | -             | -               | 125,599       |
| Total other financing sources              | \$ 160,282    | \$ 160,282      | \$ 1,338,217  |
| Total revenues and other financing sources | \$ 608,617    | \$ 591,982      | \$ 1,801,827  |

**CITY OF SALISBURY**  
**FY 2004-2005 BUDGET SUMMARY**  
**TRANSIT FUND**

|                                 | <b>Actual</b>     | <b>Budgeted</b>     | <b>Requested</b>    | <b>Mgr Recommends</b> | <b>Adopted</b>      |
|---------------------------------|-------------------|---------------------|---------------------|-----------------------|---------------------|
|                                 | <b>FY 02-03</b>   | <b>FY 03-04</b>     | <b>FY 04-05</b>     | <b>FY 04-05</b>       | <b>FY 04-05</b>     |
| <b>REVENUE</b>                  | \$ 608,617        | \$ 1,877,332        | \$ 1,895,859        | \$ 1,807,878          | \$ 1,801,827        |
| <b>EXPENSES</b>                 | <b>Actual</b>     | <b>Budgeted</b>     | <b>Requested</b>    | <b>Mgr Recommends</b> | <b>Adopted</b>      |
|                                 | <b>FY 02-03</b>   | <b>FY 03-04</b>     | <b>FY 04-05</b>     | <b>FY 04-05</b>       | <b>FY 04-05</b>     |
| <b>TRANSIT - OPERATIONS</b>     |                   |                     |                     |                       |                     |
| Personnel                       | \$ 383,644        | \$ 376,245          | \$ 396,498          | \$ 382,325            | \$ 377,932          |
| Operations                      | 118,427           | 113,861             | 132,797             | 114,977               | 114,977             |
| Capital                         | -                 | -                   | -                   | -                     | -                   |
| <b>TOTAL</b>                    | <b>\$ 502,071</b> | <b>\$ 490,106</b>   | <b>\$ 529,295</b>   | <b>\$ 497,302</b>     | <b>\$ 492,909</b>   |
| <b>TRANSIT - ADMINISTRATION</b> |                   |                     |                     |                       |                     |
| Personnel                       | \$ 99,550         | \$ 104,579          | \$ 111,115          | \$ 109,545            | \$ 107,887          |
| Operations                      | 26,451            | 58,954              | 29,111              | 31,769                | 31,769              |
| Capital                         | -                 | -                   | -                   | -                     | -                   |
| <b>TOTAL</b>                    | <b>\$ 126,001</b> | <b>\$ 163,533</b>   | <b>\$ 140,226</b>   | <b>\$ 141,314</b>     | <b>\$ 139,656</b>   |
| <b>TRANSIT - CAPITAL</b>        |                   |                     |                     |                       |                     |
| Personnel                       | \$ -              | \$ -                | \$ -                | \$ -                  | \$ -                |
| Operations                      | -                 | -                   | -                   | -                     | -                   |
| Capital                         | 1,195             | 1,223,693           | 1,223,693           | 1,169,262             | 1,169,262           |
| <b>TOTAL</b>                    | <b>\$ 1,195</b>   | <b>\$ 1,223,693</b> | <b>\$ 1,223,693</b> | <b>\$ 1,169,262</b>   | <b>\$ 1,169,262</b> |
| <b>GRAND TOTAL</b>              |                   |                     |                     |                       |                     |
| Personnel                       | \$ 483,194        | \$ 480,824          | \$ 507,613          | \$ 491,870            | \$ 485,819          |
| Operations                      | 144,878           | 172,815             | 161,908             | 146,746               | 146,746             |
| Capital                         | 1,195             | 1,223,693           | 1,223,693           | 1,169,262             | 1,169,262           |
| <b>TOTALS</b>                   | <b>\$ 629,267</b> | <b>\$ 1,877,332</b> | <b>\$ 1,893,214</b> | <b>\$ 1,807,878</b>   | <b>\$ 1,801,827</b> |

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Receive delivery of four 30-foot low floor buses.
2. Update fixed route maps and schedules.
3. Participate in contracting for an operator of the RTS paratransit system.
4. Upgrade ADA paratransit pamphlets.
5. Determine the feasibility of altering fixed routes to new services areas.

**PERFORMANCE MEASURES**

|                 | <u>FY99-00</u> | <u>FY00-01</u> | <u>FY01-02</u> | <u>FY02-03</u> | <u>FY03-04 *</u> |
|-----------------|----------------|----------------|----------------|----------------|------------------|
| Passenger Trips | 163,787        | 164,102        | 164,019        | 164,321        | 163,300          |
| ADA Passengers  | 6,889          | 6,732          | 6,149          | 4,703          | 7,118            |

\* Estimate

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 99,550         | \$ 104,579          | \$ 111,115           | \$ 109,545                | \$ 107,887         |
| Operating    | 26,451            | 58,954              | 29,111               | 31,769                    | 31,769             |
| Capital      | -                 | -                   | -                    | -                         | -                  |
| <b>TOTAL</b> | <b>\$ 126,001</b> | <b>\$ 163,533</b>   | <b>\$ 140,226</b>    | <b>\$ 141,314</b>         | <b>\$ 139,656</b>  |

**PERSONNEL DETAIL**

| Position Title     | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|--------------------|------------------------|------------------------|----------------------------|---------------------|
| 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<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|-------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 383,644        | \$ 376,245          | \$ 396,498           | \$ 382,325                | \$ 377,932         |
| Operating    | 118,427           | 113,861             | 132,797              | 114,977                   | 114,977            |
| Capital      | -                 | -                   | -                    | -                         | -                  |
| <b>TOTAL</b> | <b>\$ 502,071</b> | <b>\$ 490,106</b>   | <b>\$ 529,295</b>    | <b>\$ 497,302</b>         | <b>\$ 492,909</b>  |

**PERSONNEL DETAIL**

| Position Title                    | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-----------------------------------|------------------------|------------------------|----------------------------|---------------------|
| Transit Operator                  | 6                      | 6                      | 6                          | 6                   |
| Mechanic/Master Mechanic          | 2                      | 2                      | 2                          | 2                   |
| Fleet Services Shift Supervisor   | .5                     | .5                     | .5                         | .5                  |
| Transit Operator (Temp/Part-Time) | <u>3</u>               | <u>3</u>               | <u>3</u>                   | <u>3</u>            |
| <b>TOTAL</b>                      | <b>11.5</b>            | <b>11.5</b>            | <b>11.5</b>                | <b>11.5</b>         |

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

**653**

**BUDGET REQUEST SUMMARY**

|              | Actual<br>FY02-03 | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05  |
|--------------|-------------------|---------------------|----------------------|---------------------------|---------------------|
| Personnel    | \$ -              | \$ -                | \$ -                 | \$ -                      | \$ -                |
| Operating    | -                 | -                   | -                    | -                         | -                   |
| Capital      | 1,195             | 1,223,693           | 1,223,693            | 1,169,262                 | 1,169,262           |
| <b>TOTAL</b> | <b>\$ 1,195</b>   | <b>\$ 1,223,693</b> | <b>\$ 1,223,693</b>  | <b>\$ 1,169,262</b>       | <b>\$ 1,169,262</b> |

**CAPITAL OUTLAY**

|                             | Requested<br>FY 04-05 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|-----------------------------|-----------------------|----------------------------|---------------------|
| Four 30-foot Buses          | \$ 1,200,000          | \$ 1,161,262               | \$ 1,161,262        |
| Spare Parts                 | 11,421                | 4,000                      | 4,000               |
| Garage Equipment            | <u>12,272</u>         | <u>4,000</u>               | <u>4,000</u>        |
| <b>Total Capital Outlay</b> | <b>\$ 1,223,693</b>   | <b>\$ 1,169,262</b>        | <b>\$ 1,169,262</b> |

**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2005  
With Estimated Actual for the Year Ending June 30, 2004 and  
Actual for the Year Ended June 30, 2003

|                                | <b>2003</b>         | <b>2004</b>         | <b>2005</b>       |
|--------------------------------|---------------------|---------------------|-------------------|
|                                | <b>Actual</b>       | <b>Estimate</b>     | <b>Budget</b>     |
| REVENUES:                      |                     |                     |                   |
| Intergovernmental:             |                     |                     |                   |
| Federal                        | <u>\$ 778,721</u>   | <u>\$ 662,500</u>   | <u>\$ 557,013</u> |
| Miscellaneous:                 |                     |                     |                   |
| Other                          | <u>\$ 160,378</u>   | <u>\$ 444,000</u>   | <u>\$ 100,000</u> |
| OTHER FINANCING SOURCES:       |                     |                     |                   |
| Proceeds from Section 108 Loan | <u>\$ 221,000</u>   | <u>\$ -</u>         | <u>\$ -</u>       |
| Total revenues                 | <u>\$ 1,160,099</u> | <u>\$ 1,106,500</u> | <u>\$ 657,013</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<br>FY02-03   | Budgeted<br>FY03-04 | Requested<br>FY04-05 | Mgr Recommends<br>FY04-05 | Adopted<br>FY04-05 |
|--------------|---------------------|---------------------|----------------------|---------------------------|--------------------|
| Personnel    | \$ 34,842           | \$ -                | \$ -                 | \$ -                      | \$ -               |
| Operating    | 1,064,257           | 677,103             | 657,013              | 657,013                   | 657,013            |
| Capital      | -                   | -                   | -                    | -                         | -                  |
| <b>TOTAL</b> | <b>\$ 1,099,099</b> | <b>\$ 677,103</b>   | <b>\$ 657,013</b>    | <b>\$ 657,013</b>         | <b>\$ 657,013</b>  |

**PERSONNEL DETAIL**

| Position Title                        | Authorized<br>FY 02-03 | Authorized<br>FY 03-04 | Mgr Recommends<br>FY 04-05 | Adopted<br>FY 04-05 |
|---------------------------------------|------------------------|------------------------|----------------------------|---------------------|
| Minimum Housing/Inspection Specialist | <u>1</u> <sup>1</sup>  | <u>0</u> <sup>2</sup>  | <u>0</u>                   | <u>0</u>            |
| <b>TOTAL</b>                          | <b>1</b>               | <b>0</b>               | <b>0</b>                   | <b>0</b>            |

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

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

## DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

### FISCAL YEARS 2005 – 2009

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 in two parts. The first part covers the proposed capital improvements in the General Fund. The second part 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 FY2004-05 projects in the budget.

**City Office Building:** Future capital needs include renovations to the first floor, and renovations to the storage area on the fourth floor to convert it into office space.

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

**The Plaza:** The City has been experiencing a moisture problem in parts of the Plaza. Based on a preliminary report from a consultant, the City will need to make significant modifications to a wall to eliminate the moisture problem. The total cost for this project could exceed \$1,500,000 and the City anticipates issuing debt for this project. Other future capital needs at the Plaza include the refurbishment of vacant apartments, renovations to the first floor and the structured replacement of appliances in the apartments.

*Impact on Operations:* There will be no impact on operations, but if debt is issued to solve the moisture issue, the City could have additional debt service costs of \$180,000 annually for ten years.

**Roof Replacement for Various Facilities:** The City is continuing its annual roof audit process and is replacing roofs throughout the City on an 'as-needed' basis.

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

**HVAC Replacement for Various Facilities:** The City is continuing a systematic replacement of 'end-of-life' commercial-grade HVAC systems.

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

**Fire Department:** Current capital needs for the Fire Department include an assortment of repairs at all three fire stations. Future capital needs include a new fire station that will likely be constructed in FY06 or FY07. This station is needed to protect the businesses and residences in Highway 70 growth corridor.

*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. There will be no impact on operations for the other improvements.

**Land Management and Development – Ellis Street Bridge Grant Project:** Current capital needs for the Land Management and Development Department include funding for the design and 'right-of-way' purchase related to the Ellis Street Bridge Replacement. The North Carolina Department of Transportation will reimburse 80% of the project's total costs.

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

**Public Services – Street Division:** Current capital needs for the Street Division include an equipment storage facility at the landfill, but due to FY05 budget constraints, this project was deferred. Future capital needs include the construction of a dry materials storage building for the protection of sand, road-salt, mulch, & gravel from the effects of weather, enclosure of vehicle bays, building addition, and additional parking.

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

**Public Services – Landscape Operations / Hurley Park:** Future Landscaping and Hurley Park capital needs include the construction of additional parking at the South Main Street Landscaping Facility and the introduction of an irrigation system to Hurley Park between North Craige Street and Hobson Road.

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

**Parks and Recreation – Park and Facility Improvements:** Current capital needs for the Parks and Recreation Department include funding to maintain the condition of the parks and to upgrade 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.*

**Parks and Recreation – Civic Center:** Currently the City has appointed a task force to evaluate the need, size, and operational issues related to a Civic Center. It is anticipated that the task force will present their findings to City Council for their consideration next year.

*Impact on Operations:* *There would be an impact on operations, but the extent is unknown until the task force makes their report and Council proceeds with the project. Debt service would be required annually for financing the facility, but again the amount is unknown until the scope of a new facility is approved by Council.*

**Parks and Recreation – Sports Complex Renovation:** As this facility ages, future renovations will be required to repair the fields and buildings. The fields need to be properly graded to promote adequate drainage and also need to be re-seeded.

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

**Parks and Recreation – Town Creek Park Development:** Future capital needs include funding to develop the Town Creek Park and construct a gymnasium and swimming pool at this location.

*Impact on Operations:* *This will require a capital commitment.*

**Parks and Recreation – Park Land Acquisition:** Future capital needs include acquiring new land for parks.

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

**Parks and Recreation – Bankshot Basketball:** Future capital needs include installing a new bankshot basketball court.

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

*Impact on Operations in General Fund – Most capital improvements will not have a major impact on the operating costs of the General Fund. There are three exceptions to this. Both a new fire station and Civic Center would incur additional costs for staffing and operations. The third exception would be the debt related to the Plaza moisture remediation. A standard amount is allocated in the General Fund Budget for improvements related to the upgrade of aging and inadequate offices and buildings.*



## Water and Sewer Fund CIP

The Water and Sewer Fund's CIP is divided into Water Improvements and Sewer Improvements. The following projects have been proposed over the next five years. Funding has been provided for the FY2004-05 projects in the budget.

### Water Improvements

**Annexation:** Annexation is proposed in the Highway 29/Airport Road area and would become effective June 30, 2005. Water line installation would begin during FY06 and be completed in FY07. Salisbury-Rowan Utilities (SRU) has promised to provide both public necessity and public convenience water to serve the entire annexation area. The proposed lines will provide our newest citizens with the same quality level of service and fire protection that our current residents enjoy.

**Property Acquisition:** Salisbury-Rowan Utilities is trying to plan for the future growth of the City, Rowan County, and the utility infrastructure that we operate. Property in strategic locations is currently being identified and examined for potential usefulness in this planning stage.

**Security Improvements:** The Vulnerability Assessment mandated by the EPA during FY04 identified utility sites where security needs to be improved.

**River Pump Station Improvements:** There is a segment of raw water line located in the yard of the river pump station that is made of concrete. This line needs to be replaced with ductile iron. Additionally, the surge vault needs to be overhauled and/or replaced with an expansion tank to accommodate the variances in water pressure when the system is operating.

**New River Pump Station Design:** The existing Raw Water Pump Station was constructed in 1917, and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built in the flood plain. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially irreparable during flood events, except at great risk to personnel. A need exists to build a new raw water pump station at a location out of the floodplain as well as to increase withdrawal capacity for future system demand.

**Emergency Generators:** Currently SRU only has one finished water booster station with stand-by emergency power generation. There are six additional booster stations that need back-up power to ensure that all our customers have an adequate supply of water during emergency conditions.

**Rockwell Water Main:** An upsizing of the main artery through downtown Rockwell is necessary to provide adequate fire protection and to supply the future growth expected along the NC Highway 152 corridor.

**Granite Quarry Secondary Supply Line:** There is one main distribution line serving the towns of Granite Quarry and Rockwell. This line would provide a redundant source of water as well as improve the hydraulic characteristics of the distribution system along NC Highway 52 South.

**Faith Water Extension:** The Town of Faith is currently building a sanitary sewer system that will discharge into SRU's Town Creek Basin. Long range plans include running an appropriate sized line to serve that area with potable water and additional fire protection.

**Raw Water Reservoir (30 MG):** This is for a new raw water reservoir. State regulations require 5 days of off-site storage in the event of equipment failure or poor raw water quality. With the expansion of the Water Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.

### **Water Treatment System Rehabilitation Projects:**

- **Raw Water Reservoirs (RWR) Apron Repair:** The NC Department of Environment and Natural Resources (DENR) has recommended that the aging, damaged sections of the existing wave aprons on

our raw water reservoirs be repaired or replaced. The concrete wave aprons extend approximately 25 feet into the reservoirs. They are keyed into the walls of the reservoirs to prevent them from sliding into the basins. Some will need to be totally replaced and some will only require repairs. These are the original wave aprons that were installed when the two reservoirs were constructed in 1917 and 1964.

- **SCADA Remote Terminal Units (RTUs):** The existing SCADA system was installed in the late 1980s. Most of the equipment running today is outdated and parts are not available. Technical support for this equipment has stopped. When equipment breaks down, it takes weeks to have repairs made to get back on-line. SCADA helps with monitoring, because without it, plant personnel are literally blind to what is happening in the water system.

**Automated Meter Reading (AMR) System Conversion:** Phased implementation of automated (radio) meter reading. AMR is an acronym referring to the reading of a system of meters using a system of communication (such as radio) to communicate between the meters and the unit performing the “read”. SRU plans to work toward the phased implementation of a system whereby individual water meters would be read by radio receivers mounted on water tanks and other high-elevation locations. These receivers would relay the information to the Customer Service division for preparation of the monthly utility bills. This would enable a smaller number of meter readers to repair/troubleshoot all of utility’s meters, thereby freeing up personnel for other duties. It will require a significant funding commitment over time, as each meter will require either change-out or adaptation.

#### **Water Treatment Plant Renovations:**

- **Back-up Diesel Pump** – If there is an electrical problem at the water treatment plant or if the switchgear fails, a diesel-fueled pump would provide enough pumping capacity to keep the distribution system from completely shutting down.
- **Upgrade Water Plant Filter Venturis** – Currently, the venturis are rated at eighteen million gallons per day. To increase the production capacity of the plant, the venturis assemblies need to be upsized.
- **Electrical System Upgrade** – The majority of the existing water treatment plant was built more than 30 years ago. Technological improvements now control a majority of the plant. Manual devices have been upgraded to automatic ones, and computers monitor portions of the vast treatment process. The original building’s electrical service was not designed with this power consumption in-mind, therefore certain circuits need to be upgraded to handle the existing and future demands.

**Elevated Storage Tanks:** The existing tanks were located to accommodate our present system. With the expansion of the water system to supply a larger service area, the need for additional storage will be necessary. This will help buffer high-demand periods at the Water Plant, correct pressure problems, and also provide fire protection. Tanks will be needed in the near future along both the Highway 70 and Highway 29 corridors as demand grows.

#### **Sewer Improvements**

**Annexation:** Annexation is proposed in the Highway 29/Airport Road area and would become effective June 30, 2005. Sewer line installation would begin during FY06 and be completed in FY07. Salisbury-Rowan Utilities (SRU) has promised to provide both public necessity and public convenience sewer to serve the entire annexation area. The proposed lines will provide our newest citizens with the same quality level of service and fire protection that our current residents enjoy.

**Property Acquisition:** Salisbury-Rowan Utilities is trying to plan for the future growth of the City, Rowan County, and the utility infrastructure that we operate. Property in strategic locations is currently being identified and examined for potential usefulness in this planning stage.

**Wastewater System Security:** Needed improvements to achieve compliance with state and federal anti-terror recommendations related to infrastructure protection. The Vulnerability Assessment mandated by the EPA during FY04 identified utility sites where security needs to be improved.

**Fiber Optic Extension:** The majority of the facilities operated by Salisbury-Rowan Utilities are not served by the fiber optic network found throughout the city. By extending the current system to incorporate the satellite facilities, improved communications, security, and remote process monitoring can be implemented.

**Inflow & Infiltration (I&I) Reduction:** Repair of aging infrastructure to be in compliance with state and federal standards after being identified through regular, mandated inspections. I&I is a significant problem, as it uses up existing treatment plant and lift station capacities and also causes occasional overflows and spills. Lines identified by SRU staff may be targeted for major repair or replacement using this funding.

**Emergency Generators:** Currently some of the sewer lift stations do not have emergency back-up power generation. Having stand-by power, or at least having connections to mount a portable generator, allows the lift stations to operate without significant interruption.

**Town Creek Belt Press:** This item involves replacement of an aged plate-and-frame press at the Town Creek WWTP facility. The existing press cannot be cost-effectively maintained and is both obsolete and inefficient. The Grant Creek belt press is currently operating at maximum capacity seven days/week; when the Town Creek press is not operational, sludge must be hauled to the Grant Creek Press for dewatering, and a single press cannot process the sludge from both plants. Rehabilitation of the existing plate-and-frame press would be as expensive as a new belt press. The belt press is both more efficient and less expensive to maintain; also having two similar presses will be less costly to maintain and operate.

**Elimination of the Biosolids Land Application Program:** With environmental regulations becoming more stringent and the ever decreasing availability of farmland in this county, Salisbury-Rowan Utilities is exploring the opportunities of turning the production of biosolids into a “Class A” fertilizer that has no regulatory requirements. This program would consist of:

- Heat dryers at the Town Creek and Grants Creek Wastewater Treatment Plants. These dryers superheat the residuals and eliminate all moisture in the product.
- A conveyor system to move the product from the plant to a storage pad.
- A sludge thickener to make the process more efficient by removing as much moisture as possible before the product is entered into the dryers.

**Wastewater Treatment Plant Equipment Replacement Projects:**

- **Clarifiers (2):** Rehabilitation of existing clarifiers at Town Creek WWTP. These clarifiers have not had any major rehabilitation since they were installed in 1965. The clarifiers need new gearboxes and complete center-feed systems.
- **Waste Pumps:** Re-plumbing and replacement of existing waste pumps at the existing facilities to accommodate an emergency pump-around solution while maintaining standard plant output. The current pumping system does not allow varying pump rates; new pumps would allow the operator to waste 24 hours per day at lower rate. Re-plumbing would allow the operator to have redundant systems and additional operating capability.
- **Grant Creek WWTP (GCWWTP) Aeration Basin Rehabilitation:** Rehabilitation of existing aeration basin at GCWWTP including four new aerators and six new mixers.
- **Town Creek WWTP (TCWWTP) Aeration Basin Apron Repair:** Repair of existing wave aprons in TCWWTP Aeration Basins. Both basins have experienced deterioration of aprons over time.
- **Screw Pumps Replacement:** Replacing ten old screw pumps at both Town Creek and Grant Creek.
- **Digester Aeration Replacement:** Replacement of existing Town Creek WWTP Digester Aeration. Existing digester was installed when plant was originally built.
- **Additional GCWWTP Digester Space:** The addition of digester capacity at Grant Creek to enhance treatment process and reduce sludge volume. This addition includes a new tank or basin, associated piping, pumps, aeration equipment and valving. The capacity of the existing digesters has not been upgraded since the plant treatment capacity was 5 MGD, even though our capacity has increased to 7.5 MGD.

**I-85 Corridor Outfall Line:** With the growth explosion along the I-85 corridor from the south, Salisbury-Rowan Utilities needs to extend an outfall line to provide sewer service in this area. This would open development opportunities in central and southern Rowan County.

**Plant Capacity Expansion:** the Town Creek and Grant’s Creek Wastewater Treatment Plants have a combined effluent discharge of 12.5 MGD. Now that the water treatment plant is nearing completion and will have a

theoretical treatment capacity of 24 MGD, we need to consider what options we have to upgrade our wastewater treatment plants so they can process similar flows.

**Wastewater Plant Building Renovations:** Plans include replacing the flooring system in the Laboratory with materials that will not be so vulnerable to the highly corrosive environment. Additional improvements include renovating the Atomic Absorption Spectrophotometer (AA) room and installing a new AA machine. The current machine has outlasted its' useful life and any building renovations need to facilitate modern equipment.

**Sewer Line Renovations:** In addition to routine sewer line repairs performed annually, some line renovations are needed within the small and moderately-sized trunk lines in the system.

**Alternative Disinfection System:** Alternate means of effluent disinfection to serve as either backup or supplement to the existing ultraviolet (UV) disinfection system. While the UV system is effective, it is significantly expensive in terms of power, maintenance and equipment replacement. An alternate system could significantly reduce overall costs. The EPA and Division of Water Quality have questioned the lack of a backup system and it may be required in the near future.

**SCADA Upgrades:** There are several sewer lift stations that do not have any monitoring system on them. The majority of these installations are located in the Town of Spencer. This additional monitoring capability would reduce the need for seven-day per week monitoring visits by staff thereby resulting in less overtime and better use of personnel.

**Town Creek Access Road:** Currently, Heiligtown Road is the only point of access to the Town Creek Wastewater Treatment plant. This road is residential and SRU must use this road to operate tanker trucks and other heavy equipment on a daily basis. An access road is proposed to enter the plant from the south to avoid the residential neighborhood if at all possible.

**Grant Creek Interceptor Rehabilitation:** There are segments of the Grant Creek Interceptor that are suspected of contributing significant inflow and infiltration to the collection system. This funding would help identify and repair these segments.

**Spencer Plant Demolition:** With the completion of the Spencer pump station and force main, Salisbury-Rowan Utilities can formally decommission the Town of Spencer's old wastewater plant. Piping and valving must be cut and sealed so the old pipes can no longer be used. All facilities are to be secured.

*Impact on Operations in Water/Sewer Fund - These capital improvements will not have an adverse impact on 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 operations. The proposed improvements are needed for upgrading aging infrastructure, providing services to new areas, equipping the system with backup and meeting mandates from both state and federal agencies.*

*The City participates in extension projects that have an approximate 10-year payback, based on availability of funds in each budget year. During FY2004-05, the City is budgeting \$573,383 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. The City does not anticipate issuing any additional debt during FY2004-05. Utility rates including operations and debt service for residential customers were approved by City Council to increase an average of 6.48% in FY2004-05.*

**CAPITAL IMPROVEMENT PROGRAM (FY 2005-09)  
GENERAL FUND SCHEDULE**

| PROJECT DESCRIPTION<br>(\$ 000's)  | PROPOSED<br>FUNDING<br>SOURCE | TOTAL<br>PROJECT<br>COST<br>FY 05-09 | FIVE YEAR SCHEDULE<br>(FY05 - FY09) |                  |                 |               |               |     |
|------------------------------------|-------------------------------|--------------------------------------|-------------------------------------|------------------|-----------------|---------------|---------------|-----|
|                                    |                               |                                      | 2004-05                             | 2005-06          | 2006-07         | 2007-08       | 2008-09       |     |
| <b>BUILDINGS AND GROUNDS</b>       |                               |                                      |                                     |                  |                 |               |               |     |
| City Office Building               |                               |                                      |                                     |                  |                 |               |               |     |
| Renovations to 1st Floor           | General Fund                  | 43                                   | -                                   | 43               | -               | -             | -             | -   |
| Renovations to 4th Floor           | General Fund                  | 20                                   | -                                   | -                | -               | -             | -             | 20  |
|                                    | General Fund/                 |                                      |                                     |                  |                 |               |               |     |
| The Plaza                          | Lease Purchase                | 1,639                                | -                                   | 1,543            | 42              | 32            | 22            |     |
| Roof Replacements                  | General Fund                  | 352                                  | 101                                 | 37               | 119             | 95            | -             | -   |
| HVAC Replacements                  | General Fund                  | 360                                  | 79                                  | 40               | 241             | -             | -             | -   |
| Fire Department                    |                               |                                      |                                     |                  |                 |               |               |     |
| Fire Station Repairs               | General Fund                  | 103                                  | 50                                  | 53               | -               | -             | -             | -   |
| Construct New Fire Station         | Lease Purchase                | 1,700                                | -                                   | 1,700            | -               | -             | -             | -   |
| Land Management & Development      |                               |                                      |                                     |                  |                 |               |               |     |
| Ellis Street Bridge (Design)       | General Fund                  | 250                                  | 250                                 | -                | -               | -             | -             | -   |
| Ellis Street Bridge (Right-of-Way) | General Fund                  | 55                                   | 55                                  | -                | -               | -             | -             | -   |
| Public Services - Street Division  |                               |                                      |                                     |                  |                 |               |               |     |
| Landfill - Equipment Storage       | General Fund                  | 60                                   | -                                   | 30               | -               | 30            | -             | -   |
| Landfill - Material Storage        | General Fund                  | 50                                   | -                                   | -                | 25              | -             | -             | 25  |
| Enclose Vehicle Bay                | General Fund                  | 120                                  | -                                   | 30               | 30              | 30            | 30            | 30  |
| Winter Material Storage            | General Fund                  | 100                                  | -                                   | -                | -               | -             | -             | 100 |
| Street Division Addition           | General Fund                  | 150                                  | -                                   | -                | 150             | -             | -             | -   |
| Additional Parking                 | General Fund                  | 25                                   | -                                   | -                | 25              | -             | -             | -   |
| Public Services - Landscape Ops.   |                               |                                      |                                     |                  |                 |               |               |     |
| Additional Parking                 | General Fund                  | 35                                   | -                                   | -                | -               | 35            | -             | -   |
| Hurley Park Irrigation Expansion   | General Fund                  | 10                                   | -                                   | -                | 10              | -             | -             | -   |
| <b>PARKS &amp; RECREATION</b>      |                               |                                      |                                     |                  |                 |               |               |     |
| Park & Facility Improvements       | General Fund                  | 589                                  | 89                                  | 125              | 125             | 125           | 125           | 125 |
| Civic Center                       | Lease Purchase                | 10,000                               | -                                   | 10,000           | -               | -             | -             | -   |
| Sports Complex Renovations         | General Fund                  | 250                                  | -                                   | 125              | 125             | -             | -             | -   |
| Town Creek Park Development        |                               |                                      |                                     |                  |                 |               |               |     |
| Gym                                | G.O. Bonds                    | 1,500                                | -                                   | -                | 1,500           | -             | -             | -   |
| Pool                               | G.O. Bonds                    | 500                                  | -                                   | -                | -               | 500           | -             | -   |
| Park Land Acquisition              | General Fund                  | 225                                  | -                                   | 100              | -               | -             | -             | 125 |
| Bank Shot Basketball               | General Fund                  | 45                                   | -                                   | 45               | -               | -             | -             | -   |
| <b>TOTAL GENERAL FUND</b>          |                               | <b>\$ 18,181</b>                     | <b>\$ 624</b>                       | <b>\$ 13,871</b> | <b>\$ 2,392</b> | <b>\$ 847</b> | <b>\$ 447</b> |     |

**CAPITAL IMPROVEMENT PROGRAM (FY 2005-09)**  
**WATER AND SEWER FUND SCHEDULE**

| PROJECT DESCRIPTION<br>(\$ 000's)       | PROPOSED<br>FUNDING<br>SOURCE | TOTAL<br>PROJECT<br>COST<br>FY 05-09 | FIVE YEAR SCHEDULE<br>(FY05 - FY09) |                 |                  |                  |                  |
|---|-------------------------------|--------------------------------------|-------------------------------------|-----------------|------------------|------------------|------------------|
|   |                               |                                      | 2004-05                             | 2005-06         | 2006-07          | 2007-08          | 2008-09          |
| <b>WATER IMPROVEMENTS</b>               |                               |                                      |                                     |                 |                  |                  |                  |
| Annexation Area                         | W/S Fund                      | \$ 2,250                             | \$ -                                | \$ 250          | \$ -             | \$ 2,000         | \$ -             |
| Property Acquisition                    | W/S Fund                      | 260                                  | -                                   | 200             | -                | -                | 60               |
| Security Improvements                   | W/S Fund                      | 495                                  | -                                   | 215             | 280              | -                | -                |
| River Pump Station Improvements         | W/S Fund                      | 350                                  | -                                   | -               | 150              | 200              | -                |
| New River Pump Station Design           | W/S Fund                      | 750                                  | -                                   | 750             | -                | -                | -                |
| Emergency Generators                    | W/S Fund                      | 1,030                                | -                                   | 230             | 800              | -                | -                |
| Rockwell Water Main                     | Other Sources                 | 750                                  | 50                                  | 500             | 200              | -                | -                |
| Granite Quarry Secondary Line           | W/S Fund                      | 500                                  | -                                   | -               | -                | -                | 500              |
| Faith Water Extension                   | W/S Fund                      | 1,500                                | -                                   | -               | -                | 500              | 1,000            |
| Raw Water Reservoir (30 MG)             | Revenue Bonds                 | 6,000                                | -                                   | -               | 3,000            | 3,000            | -                |
| Raw Water Reservoir Apron               | W/S Fund                      | 300                                  | -                                   | -               | -                | 300              | -                |
| SCADA RTUs                              | W/S Fund                      | 220                                  | -                                   | 110             | 110              | -                | -                |
| Automated Meter Reading                 | W/S Fund                      | 1,500                                | -                                   | -               | 500              | 500              | 500              |
| Treatment Plant Renovation              | W/S Fund                      | 2,900                                | -                                   | -               | 2,000            | 900              | -                |
| Storage Tanks                           | Revenue Bonds                 | 4,000                                | -                                   | -               | -                | -                | 4,000            |
| <b>TOTAL WATER IMPROVEMENTS</b>         |                               | <b>22,805</b>                        | <b>\$ 160</b>                       | <b>\$ 2,145</b> | <b>\$ 7,040</b>  | <b>\$ 7,400</b>  | <b>\$ 6,060</b>  |
| <b>SEWER IMPROVEMENTS</b>               |                               |                                      |                                     |                 |                  |                  |                  |
| Annexation                              | W/S Fund                      | 2,000                                | \$ -                                | \$ -            | \$ -             | \$ 2,000         | \$ -             |
| Property Acquisition                    | W/S Fund                      | 500                                  | -                                   | -               | 500              | -                | -                |
| Security Improvements                   | W/S Fund                      | 195                                  | 19                                  | 176             | -                | -                | -                |
| Fiber Optic Extension                   | W/S Fund                      | 401                                  | -                                   | 71              | -                | 330              | -                |
| I&I Reduction                           | W/S Fund                      | 2,150                                | 150                                 | 500             | 500              | 500              | 500              |
| Emergency Generators                    | W/S Fund                      | 230                                  | -                                   | 230             | -                | -                | -                |
| Town Creek Belt Press                   | Revenue Bonds                 | 710                                  | -                                   | 710             | -                | -                | -                |
| Elimination of Land Application         | W/S Fund                      | 1,900                                | -                                   | 1,500           | 400              | -                | -                |
| Plant Equipment Replacement             | W/S Fund                      | 3,120                                | 300                                 | 300             | 80               | 600              | 1,840            |
| I-85 Corridor Outfall Line              | Revenue Bonds                 | 3,500                                | -                                   | 1,000           | 2,500            | -                | -                |
| Plant Capacity Expansion                | Revenue Bonds                 | 10,000                               | -                                   | -               | -                | 5,000            | 5,000            |
| Plant Building Renovations              | W/S Fund                      | 3,170                                | -                                   | -               | 170              | -                | 3,000            |
| Sewer Line Renovation                   | W/S Fund                      | 320                                  | -                                   | 120             | 200              | -                | -                |
| Alternative Disinfection System         | Revenue Bonds                 | 440                                  | -                                   | -               | -                | 440              | -                |
| SCADA Upgrades                          | W/S Fund                      | 564                                  | -                                   | 250             | 250              | 64               | -                |
| Town Creek Access Road                  | W/S Fund                      | 200                                  | -                                   | -               | -                | 200              | -                |
| Grant Creek Interceptor Rehab           | W/S Fund                      | 1,500                                | -                                   | 750             | 750              | -                | -                |
| Spencer Plant Demolition                | W/S Fund                      | 200                                  | -                                   | 200             | -                | -                | -                |
| <b>TOTAL SEWER IMPROVEMENTS</b>         |                               | <b>31,100</b>                        | <b>\$ 576</b>                       | <b>\$ 5,700</b> | <b>\$ 5,350</b>  | <b>\$ 9,134</b>  | <b>\$ 10,340</b> |
| <b>TOTAL WATER / SEWER IMPROVEMENTS</b> |                               | <b>\$ 53,905</b>                     | <b>\$ 736</b>                       | <b>\$ 7,845</b> | <b>\$ 12,390</b> | <b>\$ 16,534</b> | <b>\$ 16,400</b> |

## DEBT MANAGEMENT PROGRAM

### OUTSTANDING DEBT

As of June 30, 2004, the City of Salisbury will have \$59,298,496 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

|                                   |                      |
|-----------------------------------|----------------------|
| General Fund:                     |                      |
| General obligation bonds          | \$ 2,465,000         |
| Capital leases                    | <u>4,364,312</u>     |
|                                   | <u>\$ 6,829,312</u>  |
| Water and Sewer Fund:             |                      |
| General obligation bonds          | \$ 14,370,000        |
| Revenue bonds                     | 21,455,000           |
| Capital leases                    | 3,341,606            |
| State Clean Water Revolving Loans | <u>13,302,578</u>    |
|                                   | <u>\$ 52,469,184</u> |
| Total                             | <u>\$ 59,298,496</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 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 capital improvements of facilities from Bank of America, dated December 22, 2000, payable in thirty semi-annual installments varying from \$59,875 on June 22, 2001 to \$34,223 on December 22, 2015 at an effective interest rate of 5.3251%.

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

Lease for 800-trunking system upgrade from Wachovia Bank of North Carolina, dated April 12, 2004, payable in eighteen semi-annual installments of \$139,258.14 at an effective interest rate of 2.93%.

The construction and improvements to facilities funded by Wachovia Bank of North Carolina, BB&T, and Bank of America are complete. All improvements are recorded at their construction cost upon completion. The purchase of property, funded by Farmer and Merchants Bank, has been recorded at its present value.

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<br>June 30, | General Obligation Bonds |                   | Capital Leases      |                   | Total               |                     |
|-------------------------|--------------------------|-------------------|---------------------|-------------------|---------------------|---------------------|
|                         | Principal                | Interest          | Principal           | Interest          | Principal           | Interest            |
| 2005                    | \$ 200,000               | \$ 118,400        | \$ 386,937          | \$ 163,679        | \$ 586,937          | \$ 282,079          |
| 2006                    | 190,000                  | 108,650           | 408,084             | 148,742           | 598,084             | 257,392             |
| 2007                    | 200,000                  | 99,550            | 447,174             | 132,348           | 647,174             | 231,898             |
| 2008                    | 200,000                  | 90,050            | 1,334,932           | 100,450           | 1,534,932           | 190,500             |
| 2009                    | 200,000                  | 80,550            | 407,316             | 63,692            | 607,316             | 144,242             |
| 2010                    | 200,000                  | 70,950            | 349,702             | 47,945            | 549,702             | 118,895             |
| 2011                    | 200,000                  | 61,350            | 287,833             | 36,453            | 487,833             | 97,803              |
| 2012                    | 200,000                  | 51,750            | 287,833             | 26,463            | 487,833             | 78,213              |
| 2013                    | 200,000                  | 42,150            | 287,833             | 16,396            | 487,833             | 58,546              |
| 2014                    | 200,000                  | 32,550            | 66,667              | 7,987             | 266,667             | 40,537              |
| 2015                    | 200,000                  | 22,950            | 66,667              | 4,438             | 266,667             | 27,388              |
| 2016                    | 200,000                  | 13,350            | 33,333              | 890               | 233,333             | 14,240              |
| 2017                    | 75,000                   | 3,750             | -                   | -                 | 75,000              | 3,750               |
| 2018                    | -                        | -                 | -                   | -                 | -                   | -                   |
| Totals                  | <u>\$ 2,465,000</u>      | <u>\$ 796,000</u> | <u>\$ 4,364,312</u> | <u>\$ 749,484</u> | <u>\$ 6,829,312</u> | <u>\$ 1,545,484</u> |

### Water and Sewer Fund

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

|  | <b>Balance<br/>June 30, 2004</b> |
|--|----------------------------------|
| Water and Sanitary Sewer Series 1995, average rate of 5.2756%,<br>issued November 1995, maturing serially to 2015                              | 560,000                          |
| Water Bonds Series 1997, average rate of 4.79%,<br>issued December 1997, maturing serially to 2008   | 250,000                          |
| Combined Enterprise Revenue Series 1998A, average rate of 4.87%,<br>issued January 1998, maturing serially to 2018                             | 1,610,000                        |
| Combined Enterprise Revenue Series 2002, average rate of 4.84%,<br>issued April 2002, maturing serially to 2022 with terms in 2020<br>and 2027 | 19,845,000                       |
| Water Bonds Series 1998, average rate of 4.4%,<br>issued June 1998, maturing serially to 2017  | 2,200,000                        |
| Refunding Water and Sewer Series 2003, average rate of 3.44%,<br>issued August 2003, maturing serially to 2019                                 | <u>11,360,000</u>                |
|  | <u>\$35,825,000</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 Revenue Bond General Trust Indenture requires that the City must maintain certain debt covenants relating to reporting requirements, annual budgets, and minimum utility funds revenues. Net revenues available for revenue bond debt service can not be less than one hundred twenty percent (120%) of the long-term debt service requirement for parity indebtedness. The calculations of the City's revenue bond coverage for the last three years are as follows:



| Fiscal<br>Year | Gross<br>Revenues (1) | Operating<br>Expenditures(2) | Net Revenues<br>Available for<br>Revenue Bond | Debt Service Requirements (3) |            |              | Coverage |
|----------------|-----------------------|------------------------------|---|-------------------------------|------------|--------------|----------|
|                |                       |                              | Debt Service                                  | Principal                     | Interest   | Total        |          |
| 2001           | \$ 12,715,931         | \$ 8,635,605                 | \$ 4,080,326                                  | \$ 952,506                    | \$ 577,160 | \$ 1,529,666 | 266.75%  |
| 2002           | 14,401,251            | 8,934,754                    | 5,466,497                                     | 952,506                       | 620,085    | 1,572,591    | 347.61%  |
| 2003           | 15,297,190            | 10,022,035                   | 5,275,155                                     | 1,107,506                     | 1,297,994  | 2,405,500    | 219.30%  |

(1) Total operating revenues plus investment earnings exclusive of revenue bond investment earnings.

(2) Total operating expenses exclusive of depreciation.

(3) Parity debt includes revenue bonds and N. C. State Clean Water Bonds only.

The City refunded a portion of the Refunding Bond, Series 1993, Sanitary Sewer, Series 1989, Sanitary Sewer, Series 1992, and Water & Sewer, Series 1995 August 2003. These bonds were refunded at an average interest rate of 3.44%, which produced a net interest cost savings of \$309,359.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at their fair market value of \$7,898,494. The future minimum lease payments at June 30, 2004 total \$4,311,275, including \$969,669 of interest. Upon completion of these lease payments the City will take ownership of the related assets.

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

|   | <b>Balance<br/>June 30, 2004</b> |
|---|----------------------------------|
| Clean Water Loan for Sewer purposes, average rate of 5.03%,<br>issued July 1989, revised May 1, 2003 to 3.43%<br>maturing serially to 2017    | \$ 3,250,000                     |
| Clean Water Loan for Water purposes, average rate of 5.03%,<br>issued January 1992, revised May 1, 2003 to 3.43%<br>maturing serially to 2017 | 292,578                          |
| Clean Water Loan for Sewer purposes, average rate of 2.60%,<br>issued June 1998, maturing serially to 2017                                    | 7,360,000                        |
| Clean Water Loan for Water purposes, average rate of 2.60%,<br>issued January 1999, maturing serially to 2017                                 | <u>2,400,000</u>                 |
|   | <u>\$13,302,578</u>              |

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

| Year<br>Ending<br>June 30, | General Obligation Bonds |                     | Revenue Bonds        |                      | Clean Water Bonds    |                     | Capital Leases      |                   | Total                |                      |
|----------------------------|--------------------------|---------------------|----------------------|----------------------|----------------------|---------------------|---------------------|-------------------|----------------------|----------------------|
|                            | Principal                | Interest            | Principal            | Interest             | Principal            | Interest            | Principal           | Interest          | Principal            | Interest             |
| 2005                       | \$ 1,450,000             | \$ 489,578          | \$ 610,000           | \$ 1,000,545         | \$ 882,506           | \$ 375,270          | \$ 271,109          | \$ 137,071        | \$ 3,213,615         | \$ 2,002,464         |
| 2006                       | 1,440,000                | 436,115             | 630,000              | 980,534              | 882,506              | 350,063             | 270,612             | 126,307           | 3,223,118            | 1,893,019            |
| 2007                       | 1,405,000                | 401,053             | 650,000              | 958,331              | 882,506              | 324,857             | 264,190             | 115,559           | 3,201,696            | 1,799,799            |
| 2008                       | 1,330,000                | 360,915             | 675,000              | 934,226              | 882,506              | 299,650             | 260,847             | 104,983           | 3,148,353            | 1,699,773            |
| 2009                       | 1,265,000                | 318,128             | 700,000              | 907,728              | 882,506              | 274,443             | 267,585             | 94,604            | 3,115,091            | 1,594,902            |
| 2010                       | 1,245,000                | 277,728             | 730,000              | 879,336              | 882,506              | 249,236             | 274,409             | 83,860            | 3,131,915            | 1,490,159            |
| 2011                       | 1,225,000                | 235,788             | 760,000              | 929,101              | 882,506              | 224,029             | 276,324             | 72,745            | 3,143,830            | 1,461,662            |
| 2012                       | 1,210,000                | 192,388             | 795,000              | 812,472              | 882,506              | 198,822             | 283,334             | 61,480            | 3,170,840            | 1,265,161            |
| 2013                       | 1,190,000                | 148,463             | 835,000              | 774,190              | 882,506              | 173,615             | 240,799             | 50,370            | 3,148,305            | 1,146,637            |
| 2014                       | 1,175,000                | 103,794             | 870,000              | 737,479              | 882,506              | 148,408             | 240,799             | 40,830            | 3,168,305            | 1,030,510            |
| 2015                       | 1,160,000                | 58,419              | 910,000              | 697,623              | 882,506              | 123,201             | 240,799             | 31,260            | 3,193,305            | 910,502              |
| 2016                       | 175,000                  | 12,375              | 950,000              | 655,277              | 882,506              | 97,994              | 240,799             | 21,690            | 2,248,305            | 787,335              |
| 2017                       | 100,000                  | 4,500               | 995,000              | 610,267              | 882,506              | 72,787              | 60,000              | 12,120            | 2,037,506            | 699,674              |
| 2018                       | -                        | -                   | 1,045,000            | 562,162              | 610,000              | 47,580              | 60,000              | 8,670             | 1,715,000            | 618,412              |
| 2019                       | -                        | -                   | 935,000              | 515,000              | 610,000              | 31,720              | 50,000              | 5,220             | 1,595,000            | 551,940              |
| 2020                       | -                        | -                   | 980,000              | 468,250              | 610,000              | 15,860              | 30,000              | 2,320             | 1,620,000            | 486,430              |
| 2021                       | -                        | -                   | 1,030,000            | 419,250              | -                    | -                   | 10,000              | 580               | 1,040,000            | 419,830              |
| 2022                       | -                        | -                   | 1,080,000            | 367,750              | -                    | -                   | -                   | -                 | 1,080,000            | 367,750              |
| 2023                       | -                        | -                   | 1,135,000            | 313,750              | -                    | -                   | -                   | -                 | 1,135,000            | 313,750              |
| 2024                       | -                        | -                   | 1,195,000            | 257,000              | -                    | -                   | -                   | -                 | 1,195,000            | 257,000              |
| 2025                       | -                        | -                   | 1,250,000            | 197,250              | -                    | -                   | -                   | -                 | 1,250,000            | 197,250              |
| 2026                       | -                        | -                   | 1,315,000            | 134,750              | -                    | -                   | -                   | -                 | 1,315,000            | 134,750              |
| 2027                       | -                        | -                   | 1,380,000            | 69,000               | -                    | -                   | -                   | -                 | 1,380,000            | 69,000               |
| 2028                       | -                        | -                   | -                    | -                    | -                    | -                   | -                   | -                 | -                    | -                    |
| Totals                     | <u>\$ 14,370,000</u>     | <u>\$ 3,039,240</u> | <u>\$ 21,455,000</u> | <u>\$ 14,181,266</u> | <u>\$ 13,302,578</u> | <u>\$ 3,007,533</u> | <u>\$ 3,341,606</u> | <u>\$ 969,669</u> | <u>\$ 52,469,184</u> | <u>\$ 21,197,708</u> |

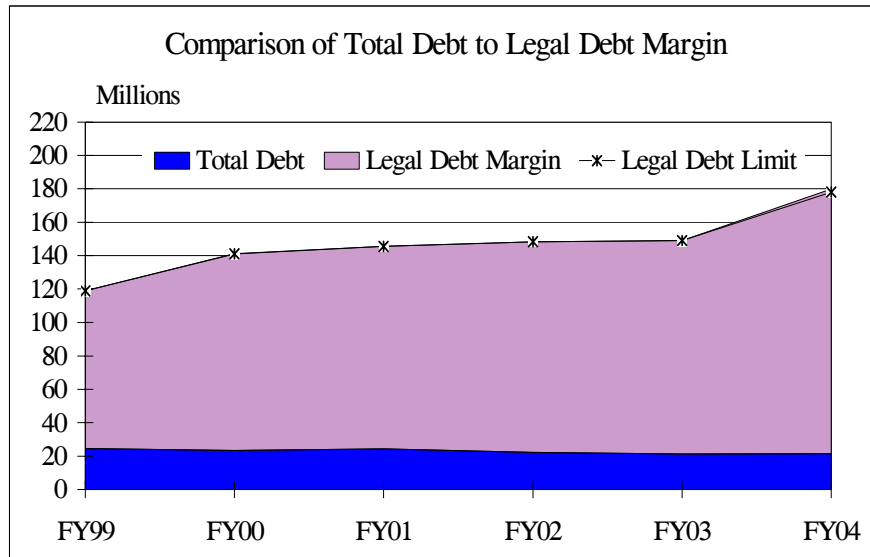
### PROPOSED DEBT

The City of Salisbury currently anticipates issuing total debt during FY04-05 of \$5,556,180. The proposed debt is for two separate projects. Lease purchase financing of \$3,565,680 is proposed to fund building construction and renovation projects consisting of an addition to the Police Department Building, renovation of the existing building, and installation of a fire sprinkler system in the City Office Building. In addition to this project, the City anticipates lease purchase financing of a new fire substation for \$1,500,000.

These lease purchase financings are anticipated to be issued at 4.5% or less. These lease purchase debt service schedules are anticipated to cover fifteen years. Both will have level principal and interest payments.

### LEGAL DEBT MARGIN

As shown, the City has maintained an ample legal debt margin. This margin is based on a debt limit of eight percent of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed water and sewer infrastructure projects as outlined in Section X-CAPITAL IMPROVEMENT PROGRAM. Furthermore, the City complies with the Debt Management Policy as defined in Section 2.



### Computation of Legal Debt Margin at June 30, 2004

|  |                  |                                     |
|--|------------------|-------------------------------------|
| Debt limit: Assessed value of \$2,230,946,868 x 8% |                  | \$ 178,475,749                      |
| Amount of debt applicable to debt limit:           |                  |                                     |
| Total bonded debt                                  | \$ 16,835,000    |                                     |
| Total capitalized lease obligation                 | <u>7,705,918</u> |                                     |
| Total outstanding debt                             | \$ 24,540,918    |                                     |
| Less:  |                  |                                     |
| Deductions allowed for water bonds issued          | <u>2,450,000</u> |                                     |
| Total amount of debt applicable to debt limit      |                  | <u>22,090,918</u>                   |
| <b>LEGAL DEBT MARGIN</b>                           |                  | <b><u><u>\$ 156,384,832</u></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, 2003.

|                                   | <b>Net General<br/>Obligation<br/>Debt<br/>Outstanding</b> | <b>Percentage<br/>Applicable to<br/>City of<br/>Salisbury</b> | <b>City of<br/>Salisbury's<br/>Share of Debt</b> |
|-----------------------------------|--|---|--|
| City of Salisbury                 | \$ 2,645,000   | 100.00%   | \$ 2,645,000                                     |
| Rowan County <sup>(2)</sup>       | 2,940,000  | 22.91%  | <u>673,554</u>                                   |
| Total direct and overlapping debt |  |   | <u>\$ 3,318,554</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 expenditure projections, and a description of the services provided, eliminated, or added.

The current service level represents the level of service that the department currently provides the public or other City departments. The reduced service level represents a level of service below that currently provided. It may include such items as reduced manpower, elimination of capital expenditures, reduced maintenance of equipment and facilities, or elimination of a current program. An enhanced service level represents a higher level of service than currently provided. This enhanced service level can include such items as additional personnel, additional capital expenditures, or new programs. Using FY04 as the base year, each level of service was evaluated and cost estimates developed for a five-year period. These estimates detail personnel, operations, and capital outlay.

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

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

## **Revenue Structure**

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

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

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

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

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

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

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

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund contribution (which is actually a reimbursement for services performed in the General Fund for the Water and Sewer Fund). These four revenues are the only ones that City Council can increase or decrease at will. During FY04, these four sources in the General Fund will account for 68.4% of total revenue. The City lacks control over all other revenues.

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

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

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

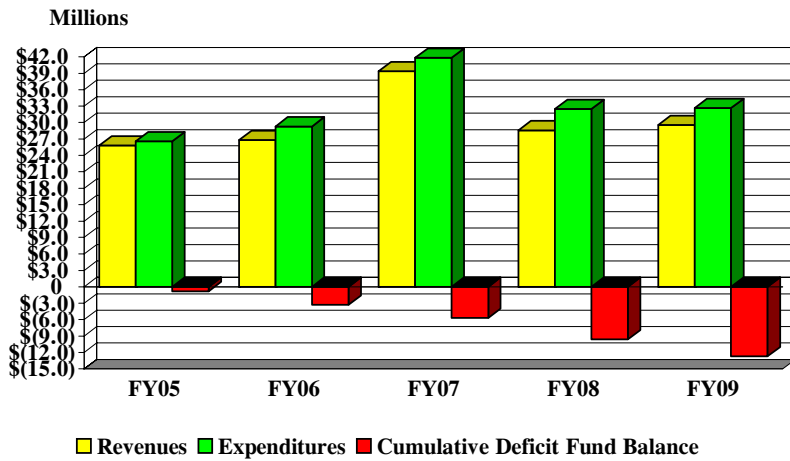
Administrative revenue is the Water and Sewer Fund's contribution to the operations of the General Fund. It represents the Water and Sewer Fund's share of expenses incurred in the General Fund for such things as water and sewer billing, financial administration, fleet management, purchasing, personnel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

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

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

As shown in Exhibit 1, projected expenditures are anticipated to exceed projected revenues over the next five years at current service levels. There are two primary reasons for revenues lagging behind expenditures. First, the economy has been slow over the past three years and still shows no signs of recovering quickly. One of the City's primary revenue sources is sales tax as discussed earlier. With the sluggish economy, people are holding back on their purchases of new goods. This in turn affects the amount of sales tax receipts of the City. But as the economy improves, the growth rate for property taxes and sales tax will increase in future years. For FY05, the City Council will face with some tough decisions on maintaining the current service level, or reducing it

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



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

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

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

**Previous Budget Actions**

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

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

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

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

For FY04, revenue projections were still flat, but the pent-up budgetary needs were nonetheless evident. Furthermore, the City had committed to repayment to the State of North Carolina for noise barriers and sidewalk improvements along with attaining goals relating to the community.



The budget proposal was for an effective tax rate increase of \$.04 per \$100 assessed valuation. But due to economic conditions within the area, Council did not feel that the tax increase was acceptable and opted for an increase of \$.02 per \$100 assessed valuation, further deferring needs and goal attainment.

### **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 FY04 revenues, a slight decrease of .6% from FY03. Historically, the City has not used this revenue source to generate funds for operations. Advantages to user fees and charges include: charges increase users' awareness of the cost of providing a particular service; they give the City a clear indication of the level of service selected by citizens based on service usage; service charges are equitable in that the benefits of the service are paid for by those using the service; they ensure that service delivery decisions are based on the relationship of service levels to demand; and they focus on cost of service.

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

Privilege licenses are levied on businesses and professions in the City limits within the statutory authority of the General Assembly. This revenue accounted for 1.2% of the General Fund's revenue in FY04. 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.

## Exhibit 2

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

### SERVICES FOR WHICH LOCAL GOVERNMENTS COMMONLY CHARGE A FEE

#### Recreation and leisure activities

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)

#### Planning and economic development

Annexation (F)  
Development guide or manual (F)  
Maps (F)  
Plat processing (F)  
Zoning variance (F)

#### Sanitation

Landfill (P)  
Large-item solid-waste pickup (F)\*  
Solid waste collection (F)  
Street cleaning (P)

#### Public works

Abandoned-vehicle removal (F)  
Barricades (F)  
Cemeteries (P)  
Curb cuts (F)  
Maps (F)  
Sign permits (F)  
Street cuts (F)  
Weed cutting (P)

#### Police protection

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)

#### Miscellaneous

Document search (F)  
Meeting room rentals (F)  
Photocopying records (F)  
Vending machine space rental (F)

"F" means that the fee for service should be set so as to recover the *full* 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" means that the fee for service should be set so as to recover only *part* of the cost of the service. A partial subsidy is justified for any one or all of the reasons discussed in the chapter.

Source: Adapted from Robert L. Bland, *Financing City Government in Texas: A Revenue Manual for City Officials* (Austin: Texas Municipal League, 1986)

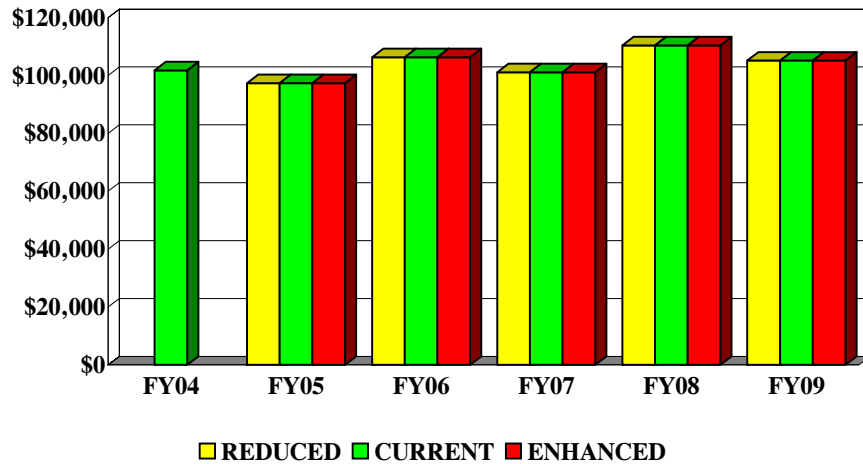
government revenue shortfalls in meeting local government service demands. Simultaneously, it is recommended the City evaluate all existing and alternative sources of revenue available to finance local government. With this tool in hand, City Council will be in a better position to equitably raise revenue 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 promote positive intergovernmental relationships with federal, state and other local governments. 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:**

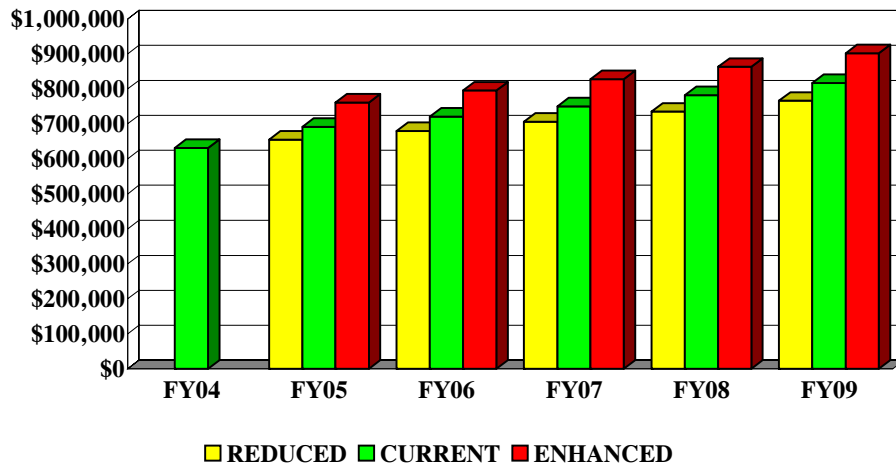
- No enhanced service level is proposed

**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 assist the City Council in the formulation of municipal public policy, to manage and coordinate preparation and implementation of the City’s Strategic Planning and Goal-Setting process. To provide professional leadership and counsel to the City staff in carrying out the work of the municipality in an effective, efficient manner; provide a central source for the collection, storage and dissemination of official municipal records and documents. To provide risk management services for the municipality that includes safety, liability insurance management, worker’s compensation, OSHA compliance and third party claims against the City. To implement goals and special projects as may be assigned by the City Council.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

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

**Reduced Service Level:**

- Reduce level of clerical support

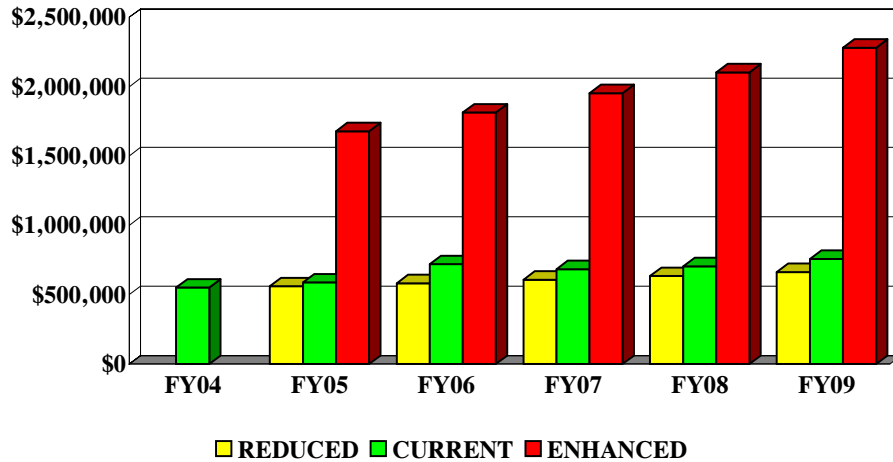
**Enhanced Service Level:**

- Add position for enhanced office support
- Provide a Public Information Officer for the City

## HUMAN RESOURCES

### Statement of Purpose

The Human Resources Department exists 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 personal administration, recruitment and selection, training and development, health and wellness, compensation and benefits administration and a city-wide multicultural program.



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

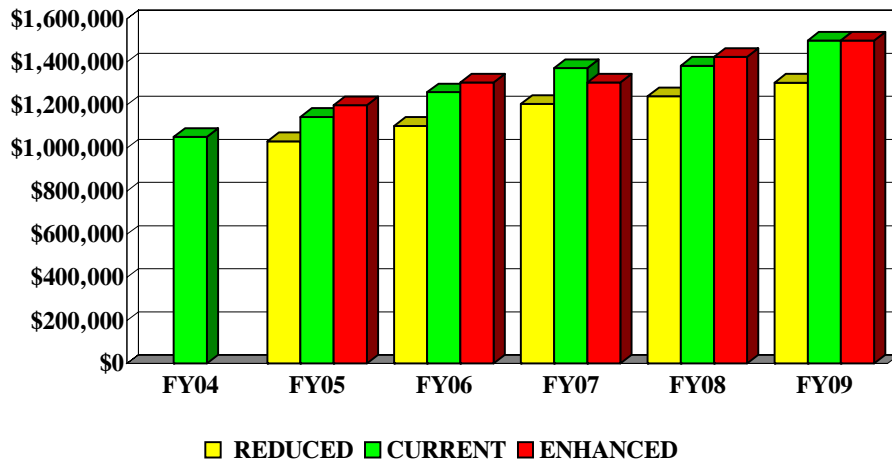


**FINANCE DEPARTMENT**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

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

**Enhanced Service Level:**

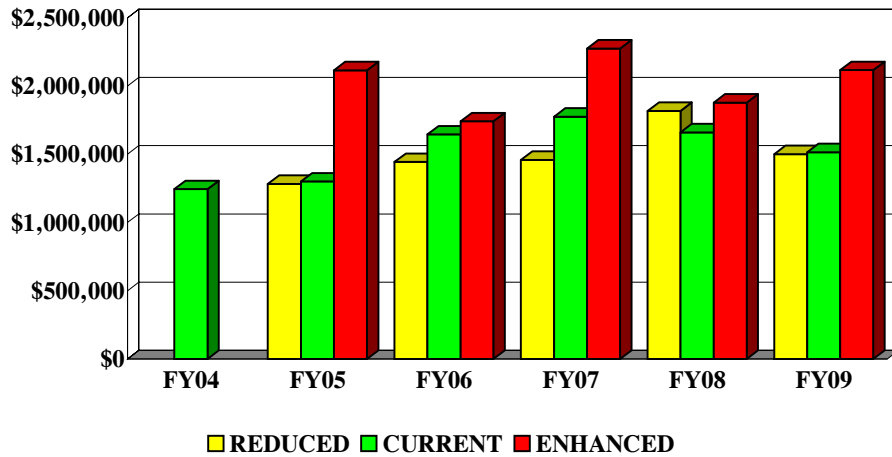
- Provide additional customer service support for utility, privilege license, and miscellaneous receivable billing and collection
- Provide additional collection support for delinquent receivables

**FINANCE-TECHNOLOGY SERVICES DIVISION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- Reduce scope of implementation of Information System Plan

**Enhanced Service Level:**

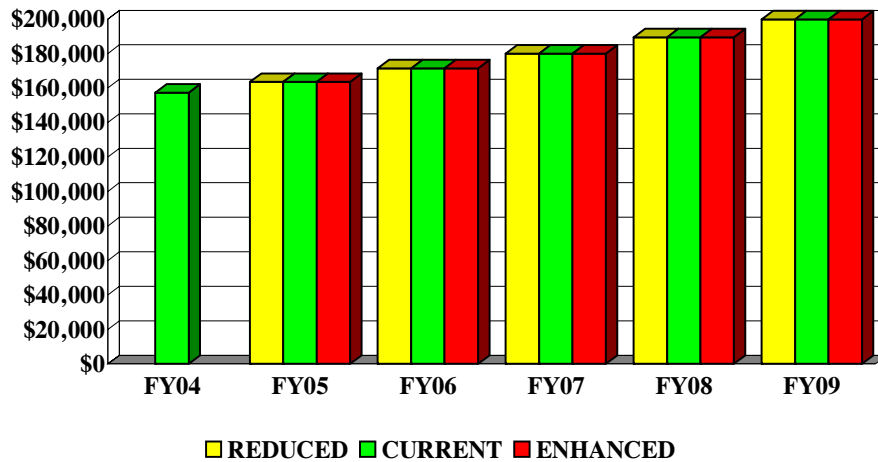
- Develop more in-house programs
- Develop in-house expertise in networking
- Expand implementation of Information System Plan

**FINANCE-PURCHASING DIVISION**

**Statement of Purpose**

To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment and contractual services for the City and to manage and maintain a system of fixed asset identification, reporting and accountability.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Request and receive 132 quotations
- Request and receive 28 formal quotations annually
- Issue 642 purchase orders annually
- Assist in maintaining detailed records on the City's asset inventory
- Provide product knowledge and vendor information to user departments on a daily basis
- Assist in preparation of fleet specifications
- Provide contract administration services for various departments
- Receive, distribute and audit electronically 10,028 weekly transactions generated by the 193 users of the City's Purchasing Card program.
- Receive, distribute, and audit manually 1,382 monthly "paper" statements with receipts for the City's Purchasing Card program
- Receive, distribute, and audit manually 14,474 weekly fuel statements for the City's fueling requirements for 387 users

**Reduced Service Level:**

- No enhanced service level is proposed

**Enhanced Service Level:**

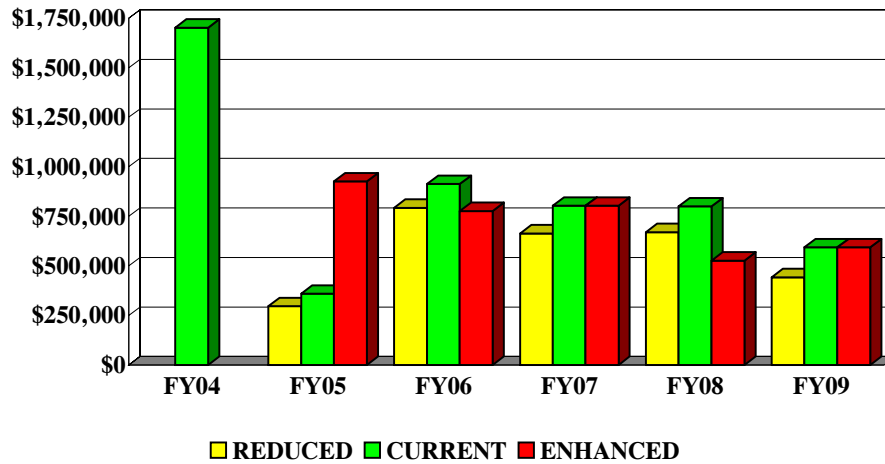
- No enhanced service level is proposed

**TELECOMMUNICATIONS**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

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

**Enhanced Service Level:**

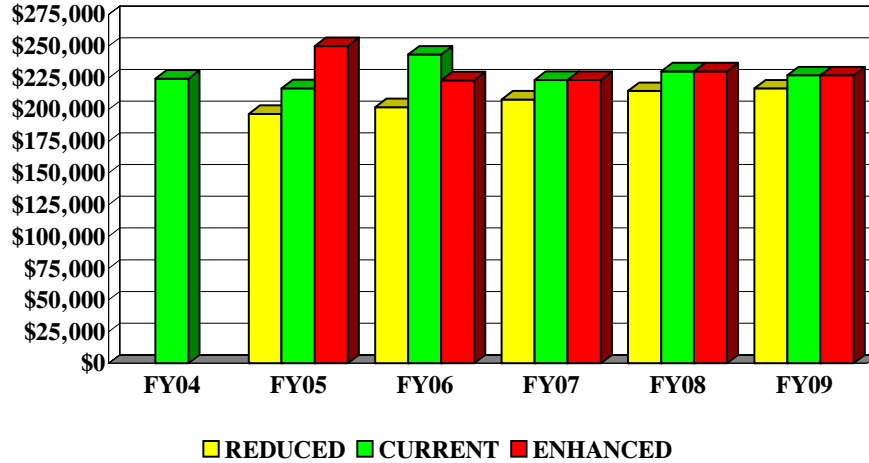
- Add telecommunications analyst in FY2005
- Increase scope of telecommunications upgrades

**CITY OFFICE BUILDINGS**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- Reduce funding for renovation of office space and parking lot expansion
- Reduce staffing level

**Enhanced Service Level:**

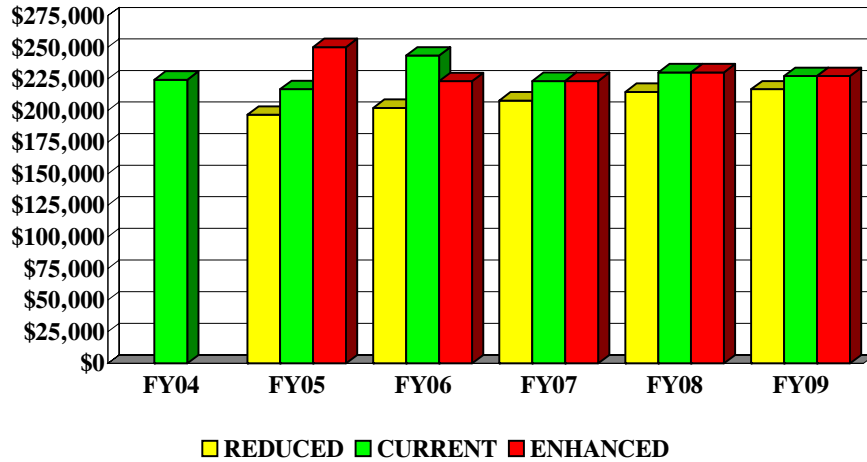
- Provide for further renovation of meeting and office space and exterior enhancement
- Add Facilities Maintenance Supervisor
- Increase staffing level

**PLAZA**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- Reduce scope of repairs

**Enhanced Service Level:**

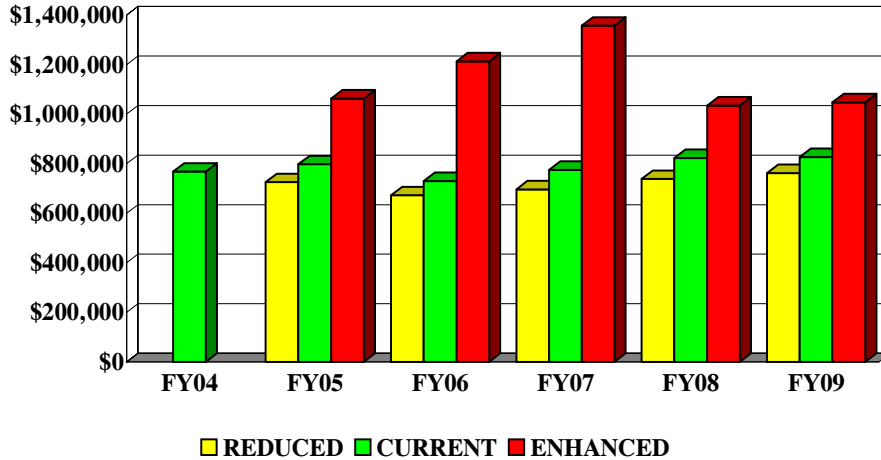
- Increase scope of repairs

**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, and other specialized planning projects. To formulate, develop and recommend policies, plans and local ordinance intended to improve the overall appearance, livability and economic climate within the City and its resourceful community development activities.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- Eliminate special projects

**Enhanced Service Level:**

- Increase scope of special projects
- Improve historic preservation effort
- Enhance neighborhood improvement planning
- Add GIS Intern and GIS Technician

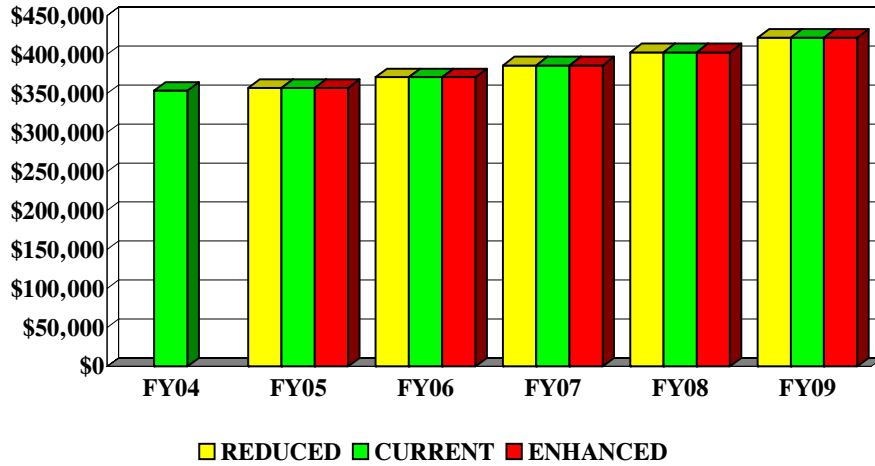


**DEVELOPMENT SERVICES DIVISION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- None proposed

**Enhanced Service Level:**

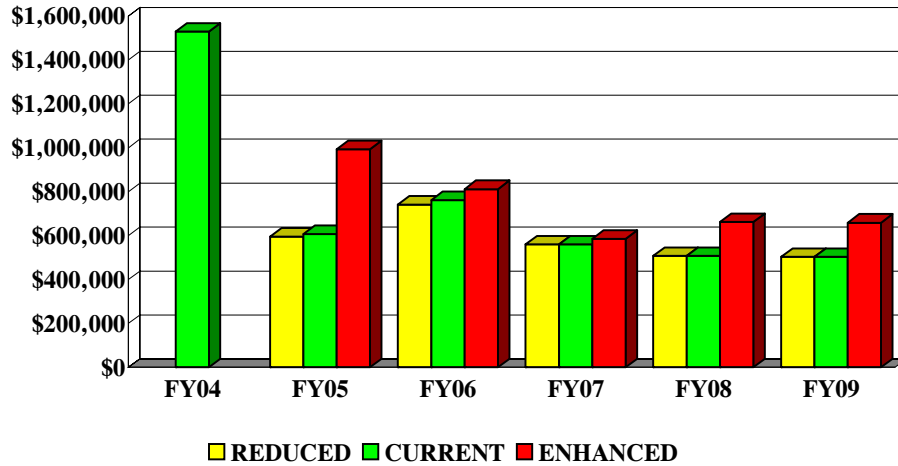
- None proposed

**ENGINEERING DIVISION**

**Statement of Purpose**

To provide a centralized source of general engineering services for the City including traffic engineering, review and approval of plans submitted by outside consultants, coordination of project activities initiated between the City and other agencies, and investigation of citizens request.

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- Reduce the number and scope of special projects and extend completion time

**Enhanced Service Level:**

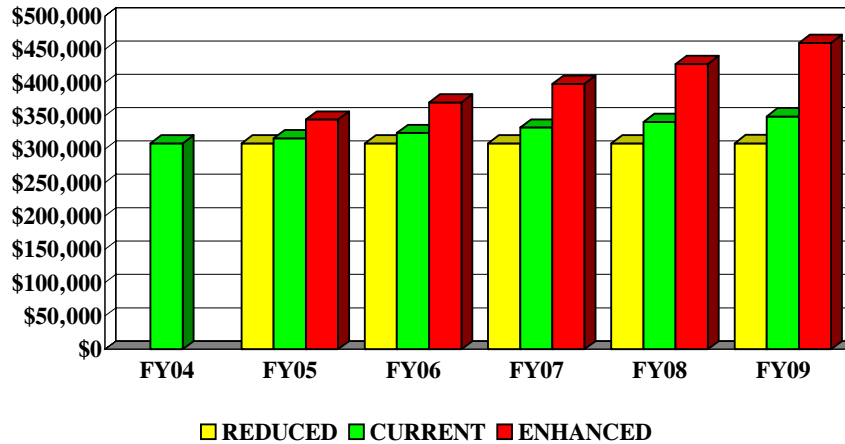
- Obtain consulting support to help implement NPDES compliance
- Restore funding of storm drainage grants
- Implement a sidewalk expansion program
- Install decorative lights on the Innes Street Bridge
- Conduct additional Greenway planning and construction
- Conduct an engineering study for a roundabout at the Square
- Reconstruct the 900 block of East Liberty Street (behind Towne Creek Commons)
- Install turn lanes and sidewalk on Brenner Avenue at the VA Medical Center
- Widen Club House Drive

**STREET LIGHTING**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- Maintain existing street lights, no new installations

**Enhanced Service Level:**

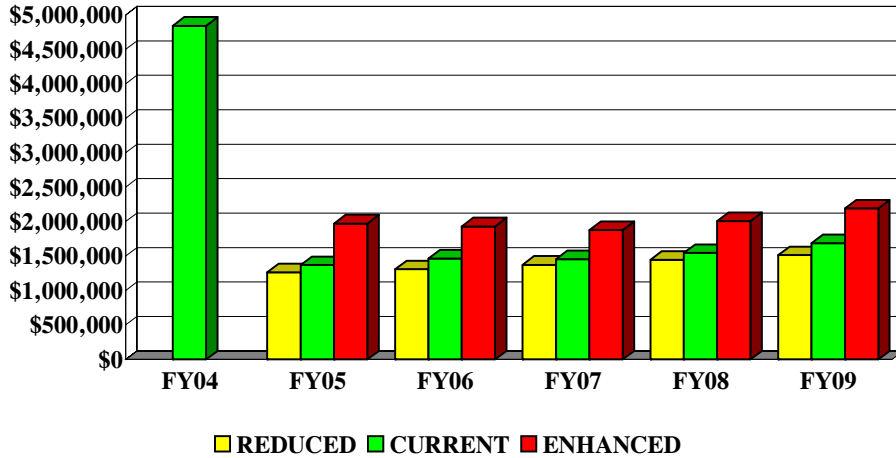
- Restore 5% annual increase for improved lighting for neighborhoods and thoroughfares
- Pay operating expense of “extra” decorative street lights in neighborhoods
- Pay operating expense of Duke Power street lights on private streets
- Establish budget income line item to facilitate monthly payments by neighborhoods using the “decorative adder” payment options.

**POLICE DEPARTMENT-SERVICES DIVISION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- Eliminate Parking Enforcement Officer
- Eliminate three Crossing Guard positions

**Enhanced Service Level:**

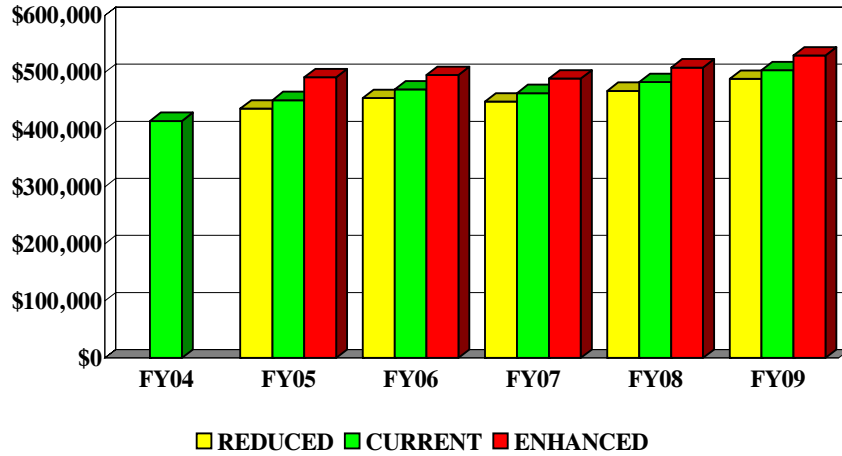
- Add firing range
- Add Police Telecommunications Supervisor position
- Add four Telecommunications positions
- Add Animal Control Specialist
- Add two Police Information Clerks (PIC)
- Add Community Service Officer
- Add Police Records Clerk

**POLICE DEPARTMENT-ADMINISTRATION DIVISION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

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

**Enhanced Service Level:**

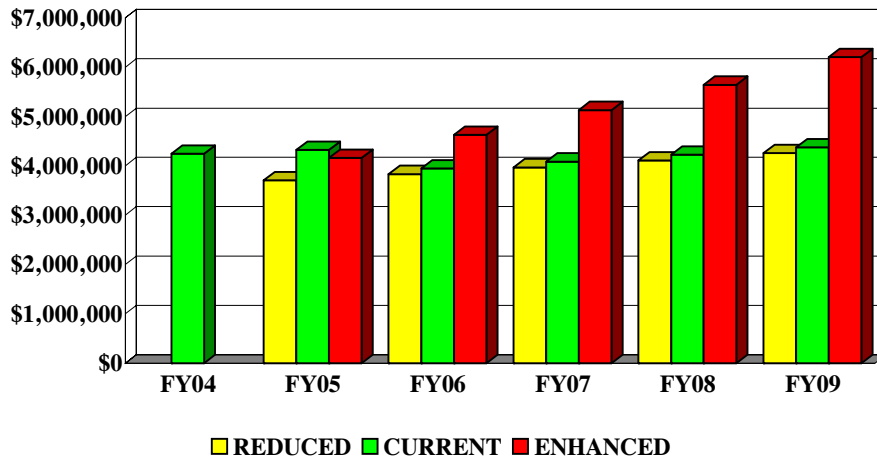
- Increase efforts for Crime Control Plan
- Increase efforts for Wellness Program
- Increase efforts for Diversity Enhancement Training

**POLICE DEPARTMENT-OPERATIONS DIVISION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

- Provide 24-hour police patrol
- Respond to calls for service from citizens
- Provide crime analysis
- 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
- Provide vehicle fleet management
- Provide special permits
- Conduct G.R.E.A.T (Gang Resistance Education and Training) to City Middle School
- Provide School Resource Officers in Middle and High Schools and the Alternative High School

**Reduced Service Level:**

- Reduce patrol component by three officers
- Reduce equipment purchases

**Enhanced Service Level:**

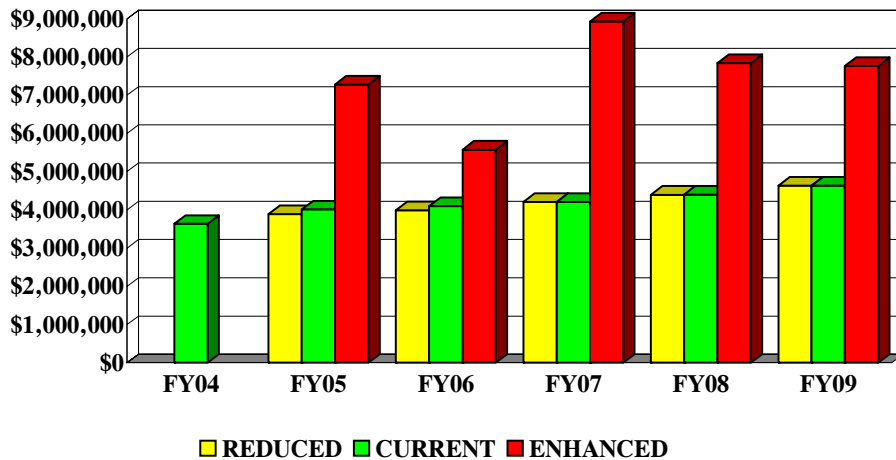
- Reinstate the two frozen patrol officer positions
- Add eight patrol officers annually to increase patrol coverage and related enforcement activities
- Add Sergeant to Criminal Investigations Division
- Add three detectives

**FIRE DEPARTMENT**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

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

**Enhanced Service Level:**

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

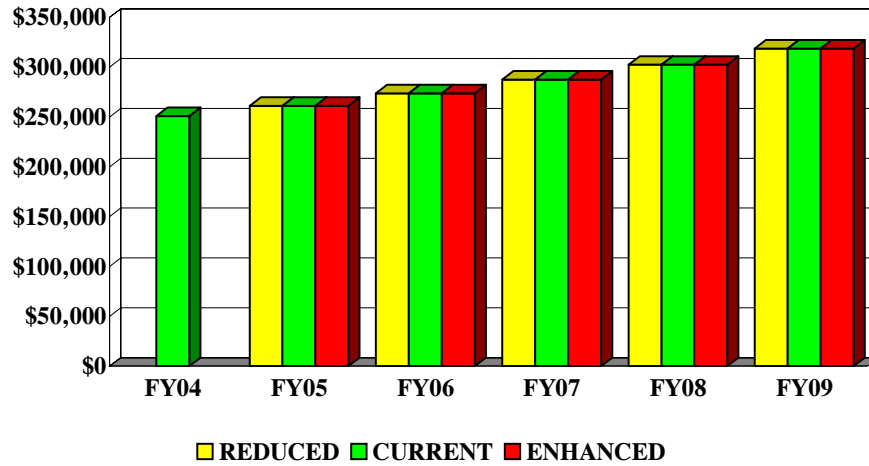


**PUBLIC SERVICES-ADMINISTRATION DIVISION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- No reduced service level is proposed

**Enhanced Service:**

- No enhanced service level is proposed

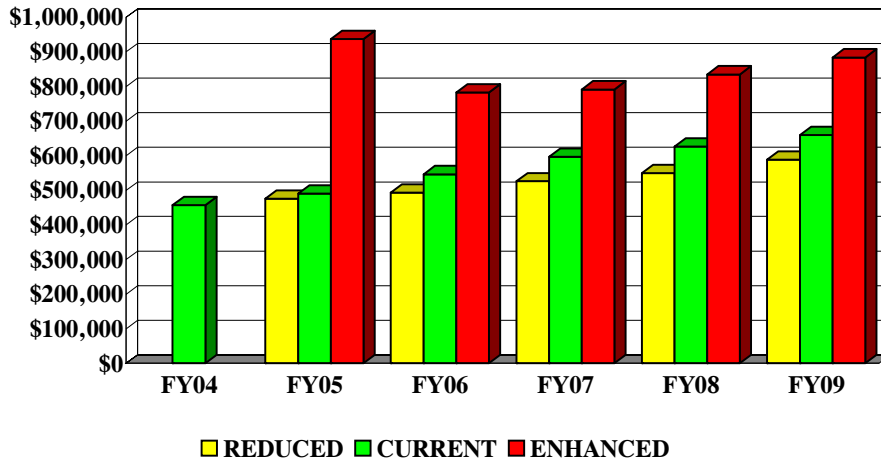
**PUBLIC SERVICES-TRAFFIC OPERATIONS DIVISION**

**Statement of Purpose**

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

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

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

**Enhanced Service Level:**

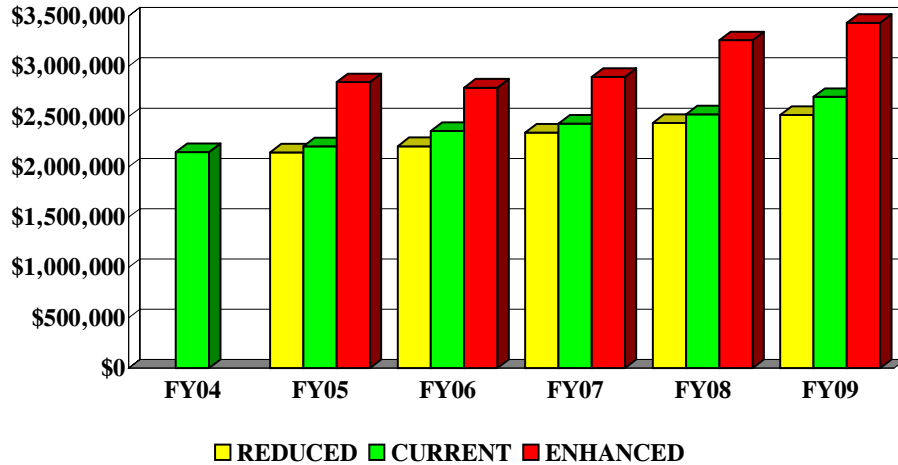
- Add one new crew in FY 2005 to rejuvenate thermoplastic material biannually
- Replace all traffic control signs with hi-intensity type signs
- Upgrade street name signs from 6" to 9"
- Upgrade "stop" signs to 36" hi intensity minimum
- Enclose area between buildings to facilitate better office and storage space in FY 2005
- Take over maintenance of all signals in the county

**PUBLIC SERVICES-STREET DIVISION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

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

**Enhanced Service:**

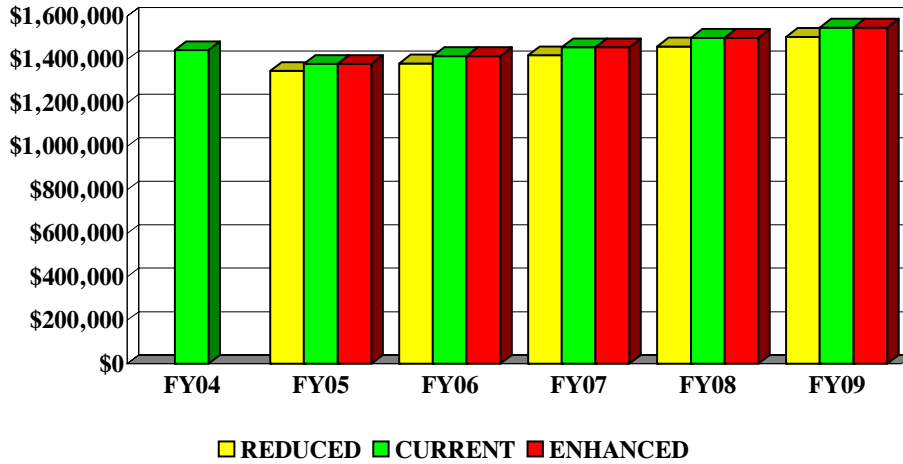
- Provide funding to increase sidewalk repairs/installations
- Add street sweeper to enhance removal of debris from streets and gutters within 30 working days
- Increase manpower and add equipment to upgrade street maintenance and concrete operations
- Enhance dry storage for equipment and materials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

**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 once weekly curbside recycling

**Reduced Service Level:**

- Eliminate one position which compromises daily collections

**Enhanced Service Level:**

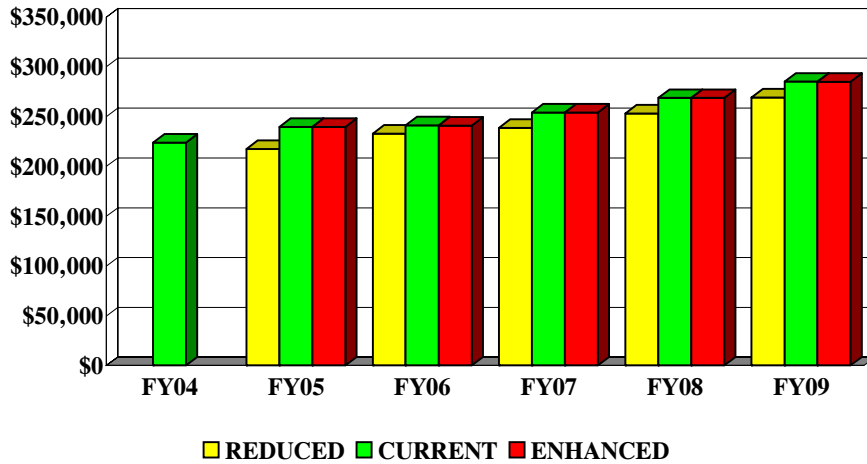
- No enhanced service level is proposed

**PUBLIC SERVICES-CEMETERY DIVISION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

- Reduce frequency of mowing during summer months

**Enhanced Service Level:**

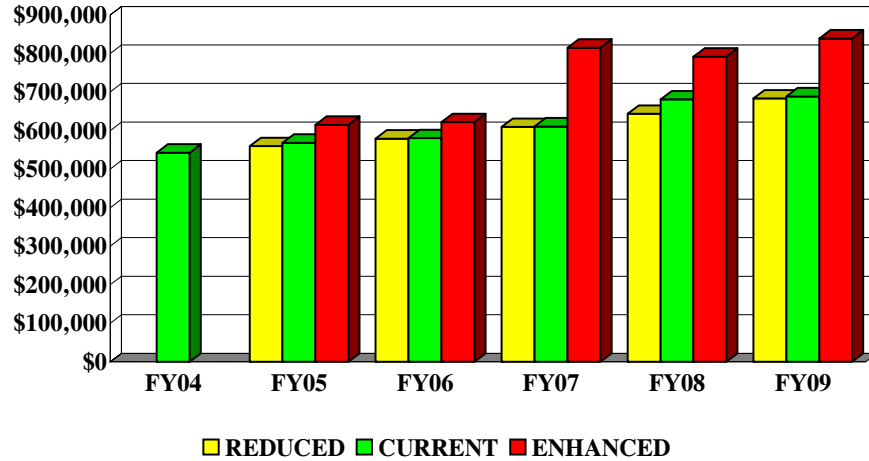
- Mow on nine day cycle

**PUBLIC SERVICES-LANDSCAPE OPERATIONS DIVISION**

**Statement of Purpose**

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

**COMPARISON OF SERVICE LEVELS**



**Current Service Level:**

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

**Reduced Service Level:**

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

**Enhanced Service Level:**

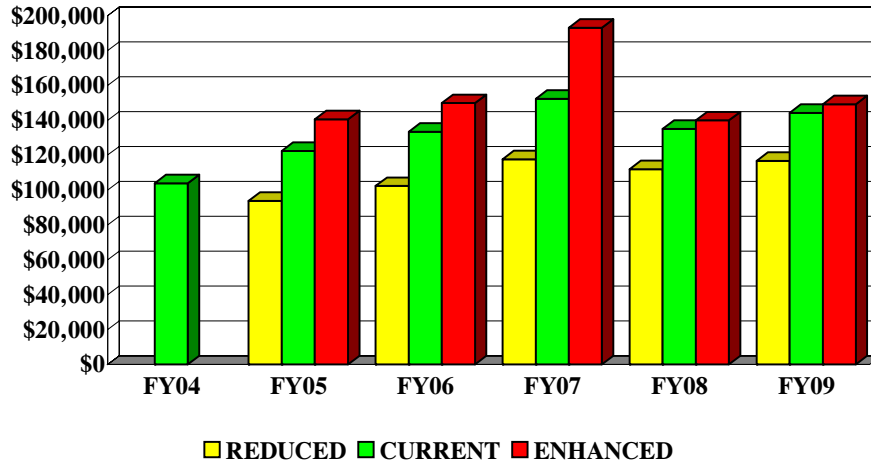
- Provide mowing operations for street right-of-way every 7 to 10 days and parks, open space, and public property every 5 to 7 days
- Implement/maintain landscape areas every 7 to 10 days
- Plant 700 to 800 trees and complete 4 to 6 landscape projects annually
- Implement a systematic tree safety maintenance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

**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

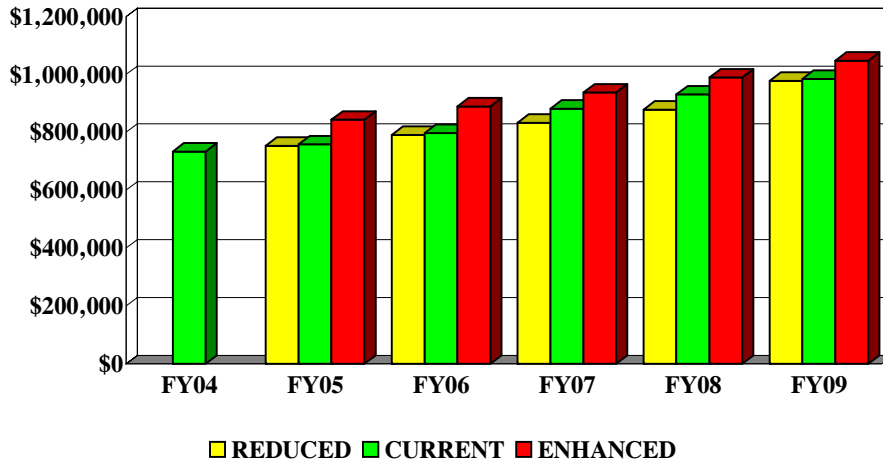


**PUBLIC SERVICES-FLEET MANAGEMENT DIVISION**

**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 fuel tanker truck
- Review and assist in the development of vehicle specifications and make purchase recommendations
- Provide road service calls when needed
- Maintain titles and licenses for City fleet
- Rebuild vehicle components
- Provide parts and supplies for the City fleet and other divisions' needs
- Maintain all fleet records
- Provide fleet operator training when needed
- Maintain employee development through training
- Receive estimates and authorize the repair of all fleet wreck repairs
- Continue implementation of Fleet Management computerization system to track Preventative Maintenance Program, equipment repair history, mechanic production, parts receiving, distribution and inventory control

**Reduced Service Level:**

- Incur longer vehicle/equipment downtime for maintenance
- Incur declining level of technical abilities of personnel
- Reduce funding for capital outlay

**Enhanced Service Level:**

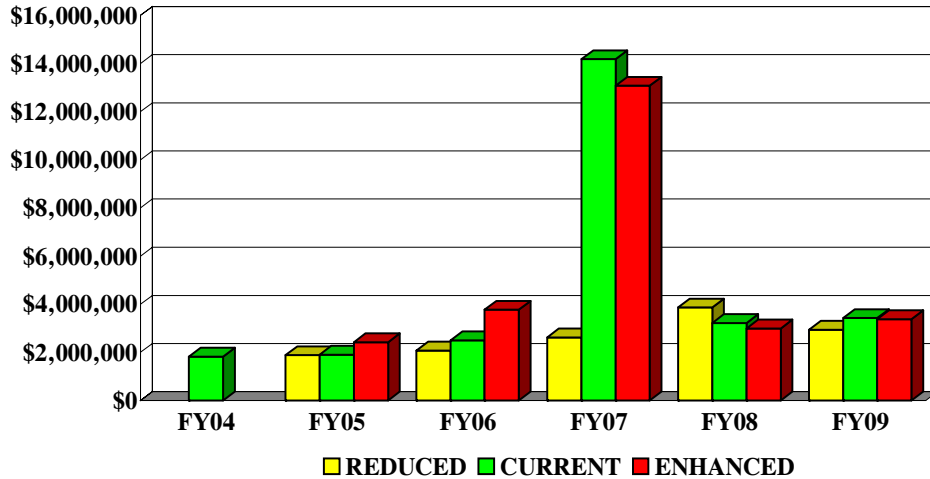
- Add Mechanic in FY 2005 to alleviate backlog of Preventative Maintenance Program
- Add parts technician to distribute workload
- Increase funding for capital outlay

**PARKS AND RECREATION DEPARTMENT**

**Statement of Purpose**

To provide the citizens of Salisbury with a variety of quality leisure services thought 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 at 4 facilities
- Provide comprehensive adult programming in athletics, fitness, craft classes, life skills, and enrichment workshops at 4 facilities
- Provide quality tennis programming for all residents at 2 locations on 10 courts
- Provide special events and services for residents
- Provide Senior Citizen programming through support of the Ruffy-Holmes Senior Center
- Maintain all parkland, greenway, facilities, and playground equipment for the safety of all participants
- Make available for public use Parks and Recreation facilities for community events
- Provide a public pool for aquatic activities May - August
- Maintain 447 acres of parkland in 15 locations (mowing, trash collection and repairs)
- Maintain and prepare for public and tournament use 9 ball fields, 4 soccer fields, 9 outdoor basketball courts and 1 disc golf course
- Provide funding for the study of the Civic Center replacement
- Renovate the Sports Complex, begin with Master Plan
- Provide funding for the construction of a Civic/Convention Center

**Reduced Service Level:**

- Delay program staff support of the Civic Center expansion
- Delay development of Town Creek Park until FY2008

**Enhanced Service Level:**

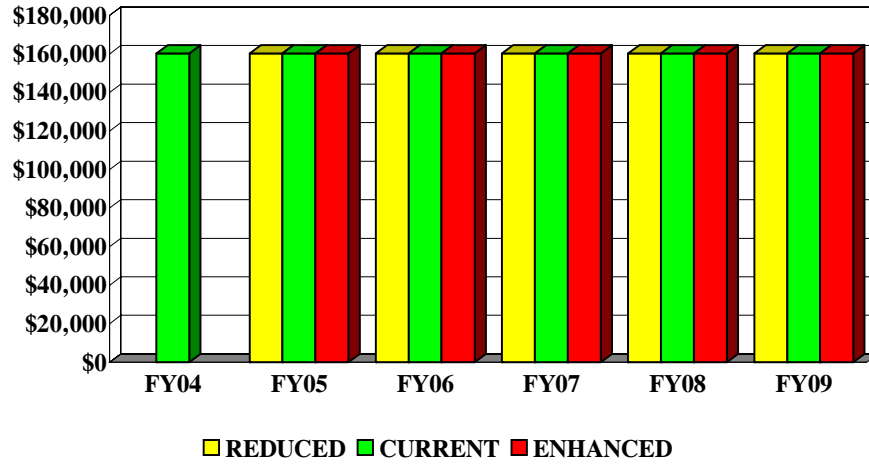
- Increase scope of capital funds for facility repairs and replacements

## TRANSPORTATION

### Statement of Purpose

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

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide City supplement to Mass Transit operations

#### Reduced Service Level:

- No reduced service level is proposed

#### Enhanced Service Level:

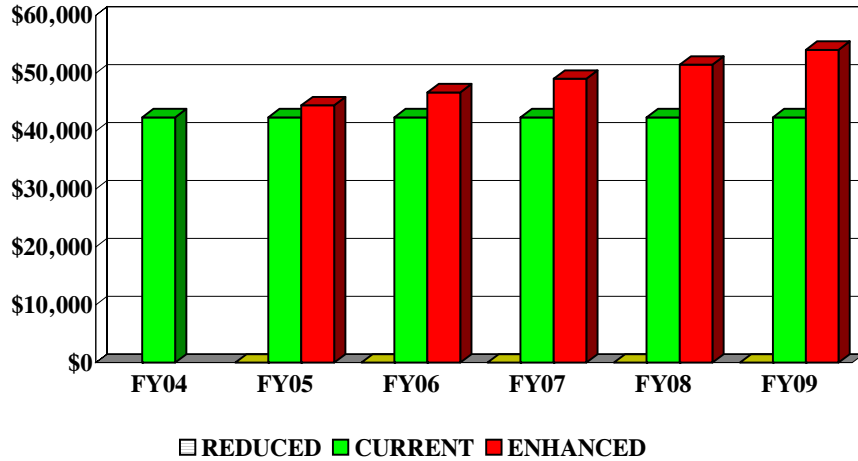
- No enhanced service level is proposed

## EDUCATION

### Statement of Purpose

To provide for funding the Supplementary Education System.

### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

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

#### Reduced Service Level:

- Eliminate any supplement to Supplementary Education Center

#### Enhanced Service Level:

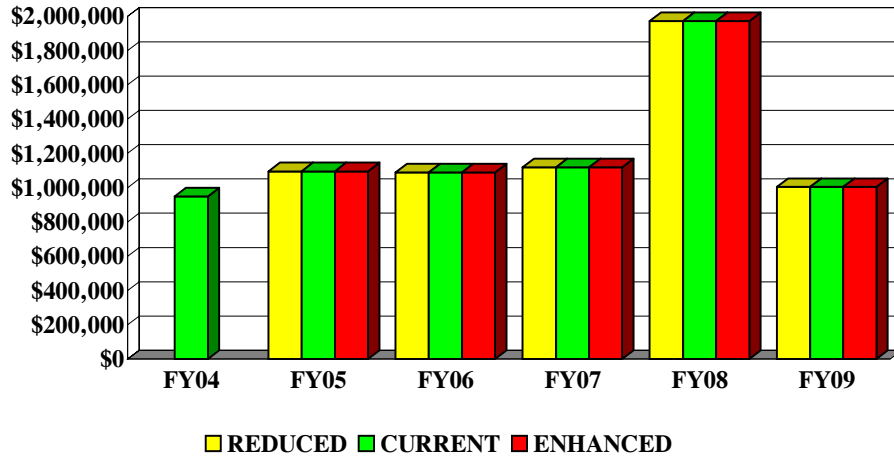
- Increase funding by 5% annually which could be used to enhance curriculum materials or special projects

### DEBT SERVICE

#### Statement of Purpose

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

#### COMPARISON OF SERVICE LEVELS



#### Current Service Level:

- Provide funding for the existing General Fund debt service

#### Reduced Service Level:

- No reduced service level is proposed

#### Enhanced Service Level:

- No enhanced service level is proposed



## **PERFORMANCE MEASUREMENT**

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

This section summarizes the results from the North Carolina Local Government Performance Measurement Project (the “Performance Measurement Project”) for the City of Salisbury. The following pages present performance and cost information for the City of Salisbury in comparison with the thirteen other cities participating in the project along with explanatory information about the services. This information is reprinted from the UNC School of Government report entitled “North Carolina Local Government Performance Measurement Project – Final Report on City Services for Fiscal Year 2002-03 Performance and Cost Data”, dated February 2004. 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 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, Charlotte, Concord, Durham, Gastonia, Greensboro, Hickory, High Point, Raleigh, Wilmington, Wilson, and Winston-Salem. Coordinated by the UNC School of Government, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, police services, emergency communications, asphalt maintenance and repair, fire services, building inspections and fleet maintenance.

The scope and purpose of the Performance Measurement Project includes:

- Developing methods that North Carolina’s cities 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 range of local government services.
- Producing reliable data that the participating local jurisdictions can use in assessing the performance and costs of the services studied in the project.
- Providing information to help local governments identify performance benchmarks as well as innovative or improved methods of service delivery.

By participating in the Performance Measurement Project, local governments have comparative performance and cost data to track their performance and costs in relation to other local governments along with their own historical performance and cost data. By using this information, local governments can hopefully provide their services more efficiently and effectively.

#### **Performance Measurement for the City of Salisbury**

The City of Salisbury has committed to continuing in the North Carolina Local Government Performance Measurement Project in FY2004-05 and beyond. As shown in the Budget Message, Outcome # 9, goal # 1 is to participate in statewide programs to establish performance standards.

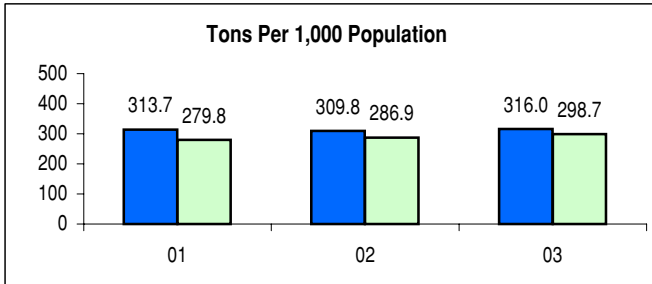
# Salisbury

## Residential Refuse Collection

FISCAL YEARS 2001, 2002 & 2003

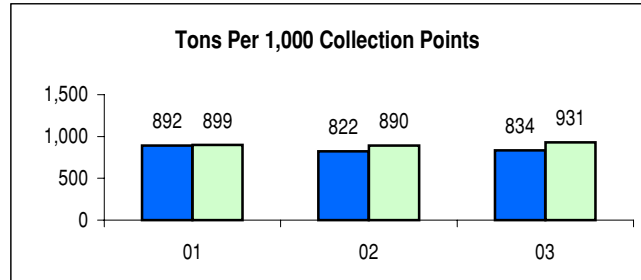
Chart Legend: ■ City ■ Average

Workload Measure



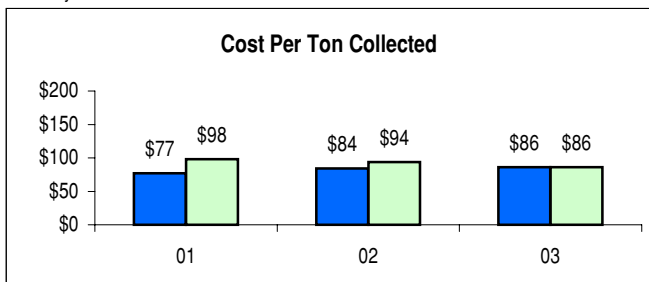
n = 14

Workload Measure



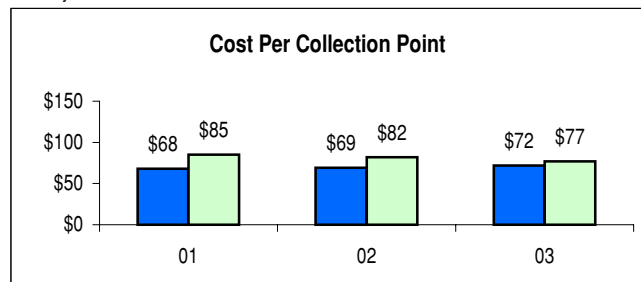
n = 14

Efficiency Measure



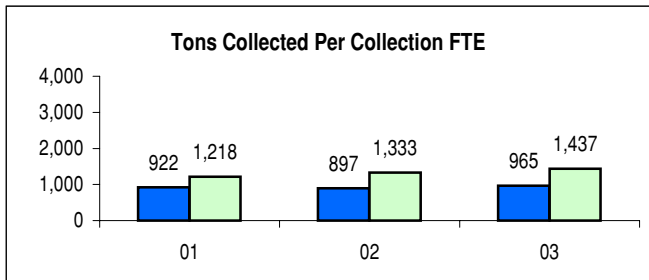
n = 14

Efficiency Measure



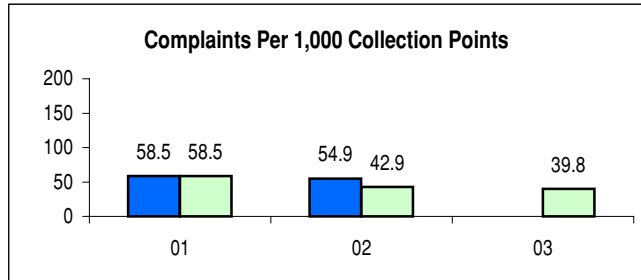
n = 14

Efficiency Measure



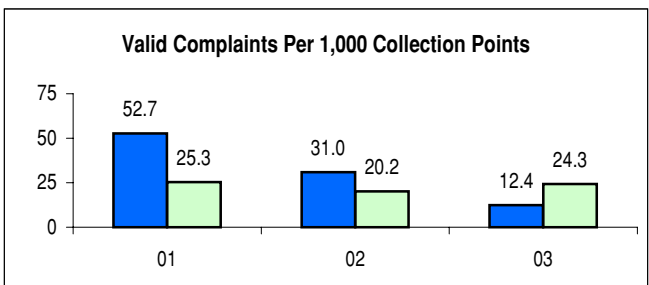
n = 13

Effectiveness Measure



n = 11

Effectiveness Measure



n = 8



# Salisbury

## Residential Refuse Collection

Fiscal Year 2002–03

| CITY PROFILE                             |                             |
|--|-----------------------------|
| Population (NC OSP 2002)                 | 26,444                      |
| Land Area (Square Miles)                 | 17.9                        |
| Persons per Square Mile                  | 1,477                       |
| Topography                               | Gently rolling              |
| County                                   | Rowan                       |
| Climate                                  | Moderate; little snow & ice |
| Median Family Income (NC Dept. Commerce) | \$64,100                    |

| FULL COST PROFILE            |                   |
|------------------------------|-------------------|
| Cost Breakdown by Percentage |                   |
| Personal Services            | 54.3%             |
| Operating Costs              | 29.5%             |
| Capital Costs                | 16.2%             |
| <b>TOTAL</b>                 | <b>100.0%</b>     |
| Cost Breakdown in Dollars    |                   |
| Personal Services            | \$ 389,580        |
| Operating Costs              | \$ 212,010        |
| Capital Costs                | \$ 116,022        |
| <b>TOTAL</b>                 | <b>\$ 717,612</b> |

| SERVICE PROFILE   |                             |
|---|-----------------------------|
| FTE Positions—Collection                                    | 8.6                         |
| FTE Positions—Other   | 2.0                         |
| Tons Collected  | 8,357                       |
| Residential Customers (number represents collection points) | 10,025                      |
| Collection Location (backyard for fee and disabled)         | Curbside                    |
| Collection Frequency  | 1 x week                    |
| Size of Crews (most commonly used)                          | 1 & 2 person                |
| Percentage of Service Contracted                            | 0%                          |
| Service Fee   | No                          |
| Type of Equipment   | 6 semi-automatic compactors |

**EXPLANATORY INFORMATION**

**Service Level and Delivery**  
Salisbury provides residential refuse collection service once per week at curbside. Backyard collection service is provided for disabled customers only.

The city employed six crews during FY 2002–03, two composed of one driver and one collector and four composed of one driver. Six semi-automated packers were used during the fiscal year. Sixteen collection routes were used with an average of one four-mile trip per route per day to the transfer station.

Each resident has one ninety-gallon rollout cart provided and paid for by the city. The city collected 8,357 tons of residential refuse during FY 2002–03 at a cost per ton of \$86. Not included in the cost per ton was a \$28 per ton landfill tipping fee.

Salisbury defines its semi-automated packers as low-entry compactors that can be driven from either side of the truck, with the refuse being dumped in the rear of the truck from rollout carts.

**Conditions Affecting Service, Performance, and Costs**  
Salisbury's "total tons collected" includes bulk trash, which is collected along with residential refuse, and cannot be separated for reporting purposes.

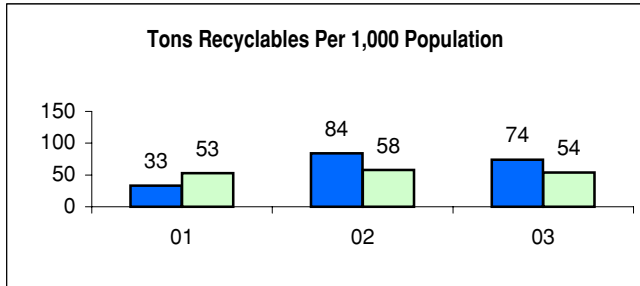
# Salisbury

# Household Recycling

FISCAL YEARS 2001, 2002 & 2003

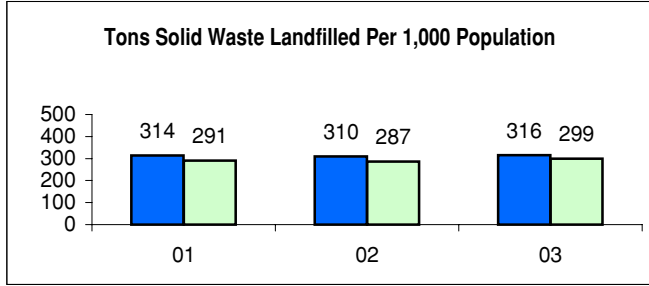
Chart Legend: ■ City ■ Average

Workload Measure



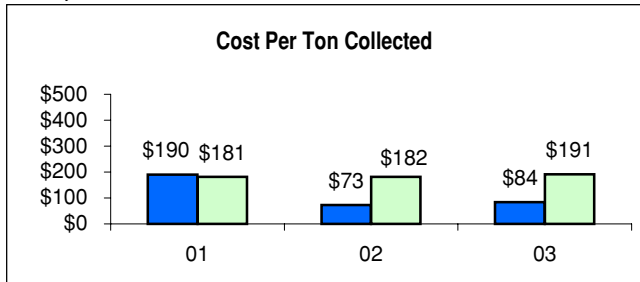
n = 14

Workload Measure



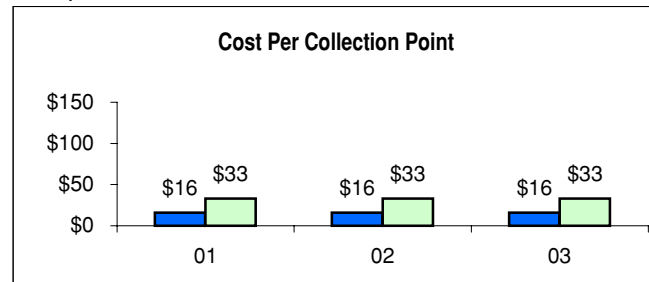
n = 14

Efficiency Measure



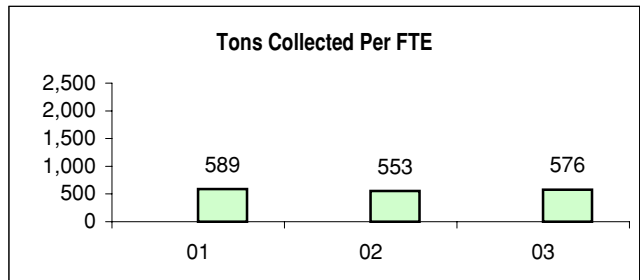
n = 14

Efficiency Measure



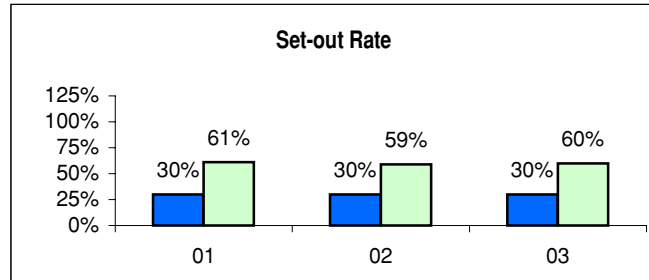
n = 14

Efficiency Measure



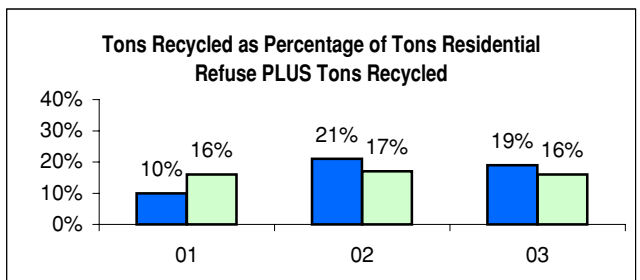
n = 6

Effectiveness Measure



n = 11

Effectiveness Measure



n = 14

# Salisbury

## Household Recycling

Fiscal Year 2002-03

| CITY PROFILE                             |                           |
|--|---------------------------|
| Population (NC OSP 2002)                 | 26,444                    |
| Land Area (Square Miles)                 | 17.9                      |
| Persons per Square Mile                  | 1,477                     |
| Topography                               | Gently rolling            |
| County                                   | Rowan                     |
| Climate                                  | Moderate; Some snow & ice |
| Median Family Income (NC Dept. Commerce) | \$64,100                  |
| FULL COST PROFILE                        |                           |
| Cost Breakdown by Percentage             |                           |
| Personal Services                        | 0.0%                      |
| Operating Costs                          | 100.0%                    |
| Capital Costs                            | 0.0%                      |
| <b>TOTAL</b>                             | <b>100.0%</b>             |
| Cost Breakdown in Dollars                |                           |
| Personal Services                        | \$ -                      |
| Operating Costs                          | \$ 164,508                |
| Capital Costs                            | \$ -                      |
| <b>TOTAL</b>                             | <b>\$ 164,508</b>         |
| SERVICE PROFILE                          |                           |
| FTE Positions—Collection                 | 0.0                       |
| FTE Positions—Other                      | 0.0                       |
| Tons Collected                           | 1,957                     |
| Collection Points                        | 10,500                    |
| Collection Location                      | Curbside                  |
| Collection Frequency                     | 1 x week                  |
| Number of Drop-Off Centers               | 0                         |
| Percentage of Service Contracted         | 100%                      |
| Revenue from Recycling                   | \$0                       |
| Revenue as Percent of Cost               | NA                        |

### 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 – broken down and cereal boxes
- plastics – No. 1 and No. 2
- aluminum cans
- steel cans

The city contracts 100 percent of its recycling program. Recyclables are sorted at the curb by the contractor and taken to the county recycling site. The city charged a monthly recycling fee of \$1.44 in FY 2002–03.

The city reported 193 total complaints, 125 valid complaints, and 65 percent complaint resolution within one working day during FY 2002–03.

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

The effectiveness measure "Set-out Rate" was previously reported as "Percent Eligible Collection Points Participating."

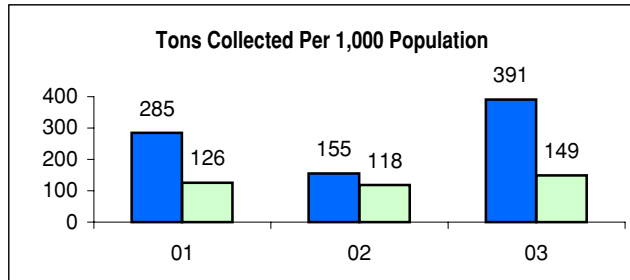
# Salisbury

## Yard Waste/Leaf Collection

FISCAL YEARS 2001, 2002 & 2003

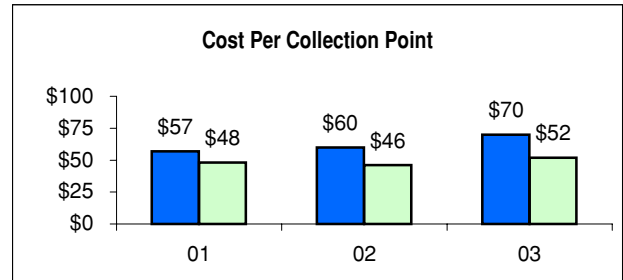
Chart Legend: ■ City ■ Average

Workload Measure



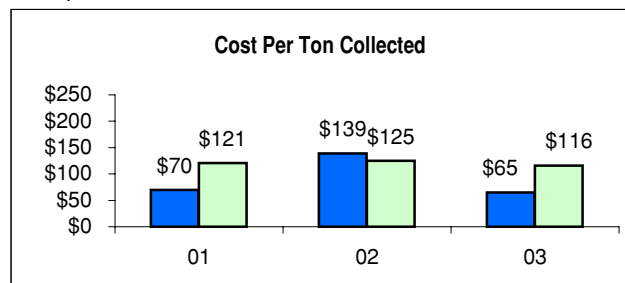
n = 14

Efficiency Measure



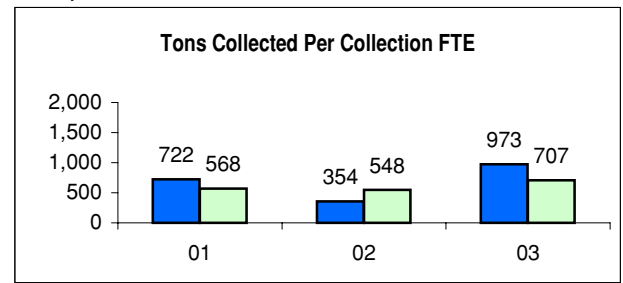
n = 14

Efficiency Measure



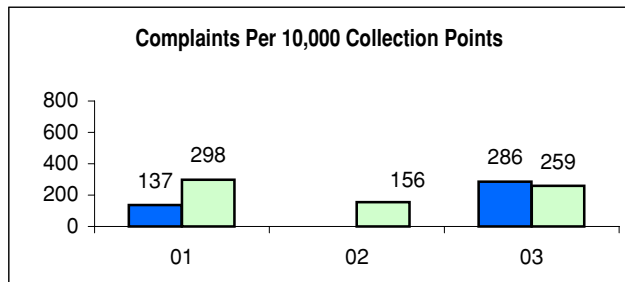
n = 14

Efficiency Measure



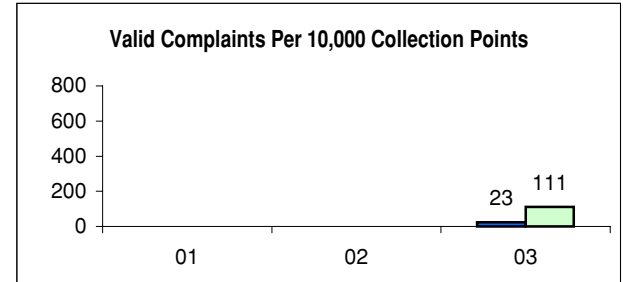
n = 14

Effectiveness Measure



n = 10

Effectiveness Measure



n = 8

# Salisbury

## Yard Waste/Leaf Collection

Fiscal Year 2002-03

| CITY PROFILE                             |                                     |
|--|-------------------------------------|
| Population (NC OSP 2002)                 | 26,444                              |
| Land Area (Square Miles)                 | 17.9                                |
| Persons per Square Mile                  | 1,477                               |
| Topography                               | Gently Rolling                      |
| County                                   | Rowan                               |
| Climate                                  | Moderate; some snow & ice           |
| Median Family Income (NC Dept. Commerce) | \$64,100                            |
| FULL COST PROFILE                        |                                     |
| Cost Breakdown by Percentage             |                                     |
| Personal Services                        | 57.9%                               |
| Operating Costs                          | 29.5%                               |
| Capital Costs                            | 12.6%                               |
| <b>TOTAL</b>                             | <b>100.0%</b>                       |
| Cost Breakdown in Dollars                |                                     |
| Personal Services                        | \$ 386,298                          |
| Operating Costs                          | \$ 196,898                          |
| Capital Costs                            | \$ 84,467                           |
| <b>TOTAL</b>                             | <b>\$ 667,663</b>                   |
| SERVICE PROFILE                          |                                     |
| FTE Positions—Collection                 | 10.6                                |
| FTE Positions—Other                      | 0.5                                 |
| Collection Points                        |                                     |
| Yard Waste                               | 9,500                               |
| Leaf Collection                          | 9,500                               |
| Tons Collected                           |                                     |
| Yard Waste                               | 7,825                               |
| Leaves                                   | 2,520                               |
| <b>Total</b>                             | <b>10,345</b>                       |
| Collection Frequency                     |                                     |
| Yard Waste                               | 1 x week                            |
| Bagged Leaves                            | 1 x week                            |
| Loose leaves (seasonal collection)       | every third week during leaf season |
| Service Fee                              | None                                |

### EXPLANATORY INFORMATION

#### Service Level and Delivery

Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.

The city uses two two-person crews, each consisting of a driver and laborer, on packer trucks for yard waste collection. Two additional two-member crews operating two knuckleboom trucks collect large brush piles and limbs. One supervisor patrols the routes throughout the day, coordinating pick-ups, and responding to citizen requests.

Loose leaves are collected from curbside during leaf season, which runs from mid-October through March. Loose leaves are collected every third week during leaf season. Bagged leaves are collected as part of weekly yard waste program.

The city did not charge a fee for its yard waste collection program during FY 2002–03.

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

"Valid Complaints per 10,000 Collection Points" represents a new effectiveness measure for FY 2002–03.

The December 2002 ice storm contributed to the significant increase in yard waste tonnage in FY 2002–03.

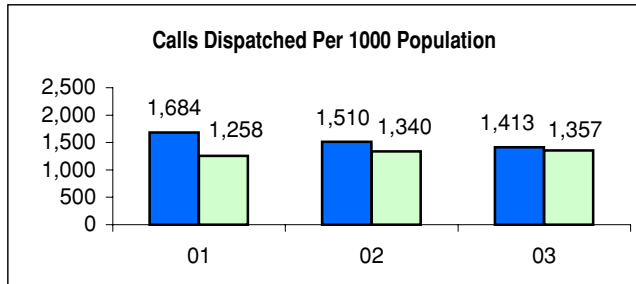
# Salisbury

# Police Services

## FISCAL YEARS 2001, 2002 & 2003

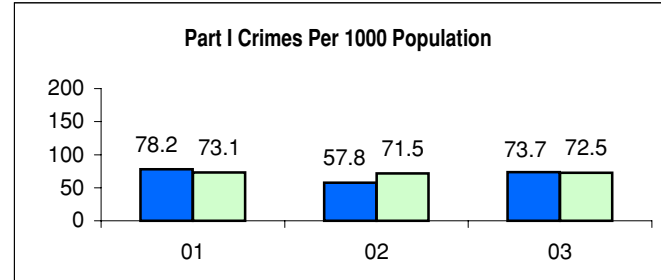
Chart Legend: ■ City ■ Average

Workload Measure



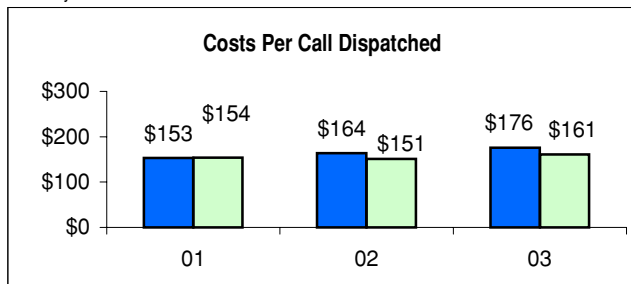
n = 14

Workload Measure



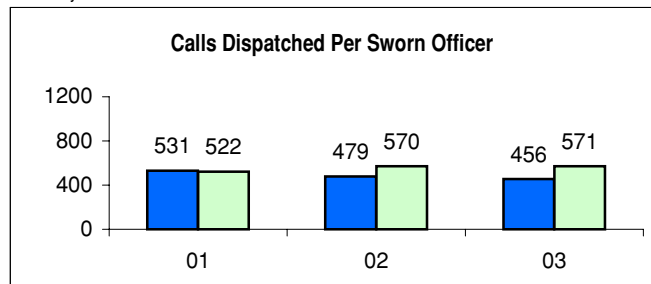
n = 14

Efficiency Measure



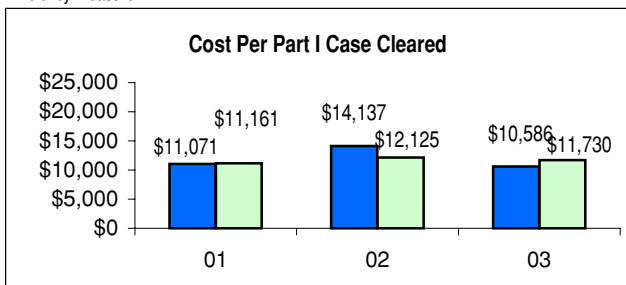
n = 14

Efficiency Measure



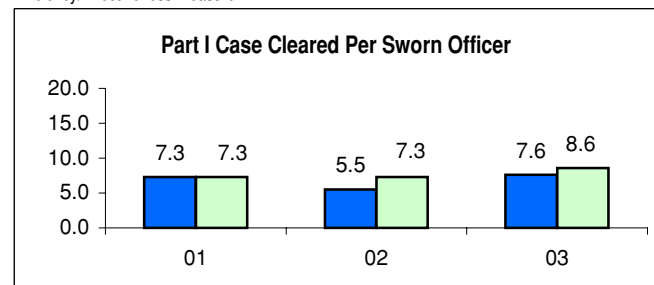
n = 14

Efficiency Measure



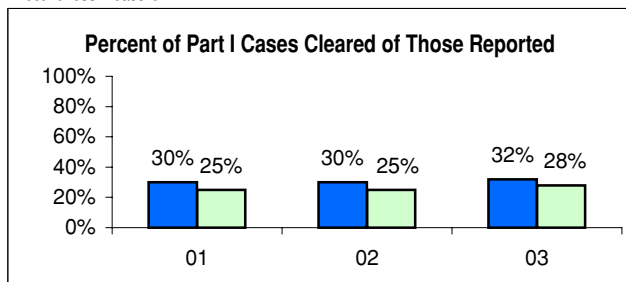
n = 14

Efficiency/Effectiveness Measure



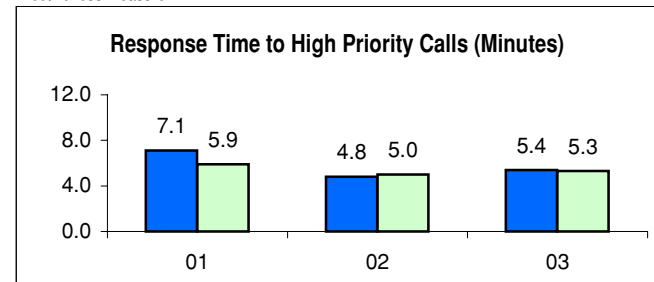
n = 14

Effectiveness Measure



n = 14

Effectiveness Measure



n = 13

| CITY PROFILE                                |              |
|---|--------------|
| Population (NC OSP 2002)                    | 26,444       |
| Land Area (Square Miles)                    | 17.9         |
| Persons per Square Mile                     | 1,477        |
| County                                      | Rowan        |
| Median Family Income<br>(NC Dept. Commerce) | \$64,100     |
| Unemployment Rate (ESC-00)                  | 6.6%         |
| Part I Crimes Reported                      |              |
| Homicide                                    | 1            |
| Rape  | 10           |
| Robbery                                     | 92           |
| Assault                                     | 131          |
| Burglary                                    | 336          |
| Larceny                                     | 1,241        |
| Auto Theft                                  | 125          |
| Arson                                       | 12           |
| <b>TOTAL</b>                                | <b>1,948</b> |

| FULL COST PROFILE            |                     |
|------------------------------|---------------------|
| Cost Breakdown by Percentage |                     |
| Personal Services            | 67.3%               |
| Operating Costs              | 23.7%               |
| Capital Costs                | 9.0%                |
| <b>TOTAL</b>                 | <b>100.0%</b>       |
| Cost Breakdown in Dollars    |                     |
| Personal Services            | \$ 4,417,829        |
| Operating Costs              | \$ 1,553,693        |
| Capital Costs                | \$ 591,941          |
| <b>TOTAL</b>                 | <b>\$ 6,563,463</b> |

| SERVICE PROFILE            |             |
|----------------------------|-------------|
| FTE Positions—Sworn        | 82.0        |
| FTE Positions—Other        | 24.0        |
| Part I Crimes Cleared      |             |
| Persons                    | 131         |
| Property                   | 489         |
| <b>Total</b>               | <b>620</b>  |
| Reporting Format           | IBR         |
| Part II Crimes Reported    | 1,792       |
| Number of Calls Dispatched | 37,357      |
| Traffic Accidents          | 1,694       |
| Property Damage            | \$3,614,745 |

### EXPLANATORY INFORMATION

#### Service Level and Delivery

Salisbury's police department provides an array of police services, including patrol; investigations; traffic, canine, special response, bicycle patrol, and drug enforcement units; animal control, and a school program.

The city had eighty-two sworn officer positions authorized for FY 2002–03, with an average length of service of 9.1 years. The police department is located in a two-story facility and employs two substations. One substation is located in a neighborhood, and one substation is located at Rowan Regional Medical Center.

Uniformed officers work a variety of shift schedules. The most common schedule is one twelve-hour shift, with either two days on, two off, three days on, and two off or two days on and three off. A few officers work 10.5 hour shifts, with four days on and three off. This 10.5 hour shift serves as flex coverage during the day's heaviest call volume period, and can be moved according to departmental need.

The police department was successful in clearing a total of 620 cases in FY 2002–03. Seventy-eight complaints about police officers were received in FY 2002–03 with eight of the complaints sustained.

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

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

The average response time to high priority calls in FY 2002–03 reflects the response time of the unit assigned to the call. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.

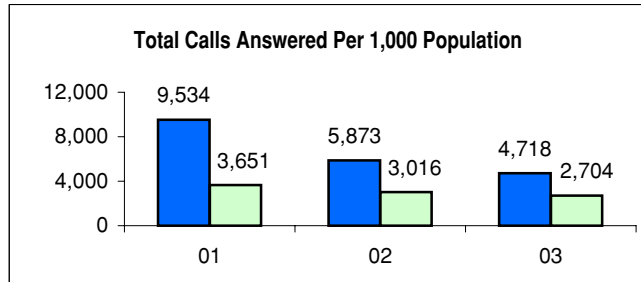
# Salisbury

## Emergency Communications

FISCAL YEARS 2001, 2002 & 2003

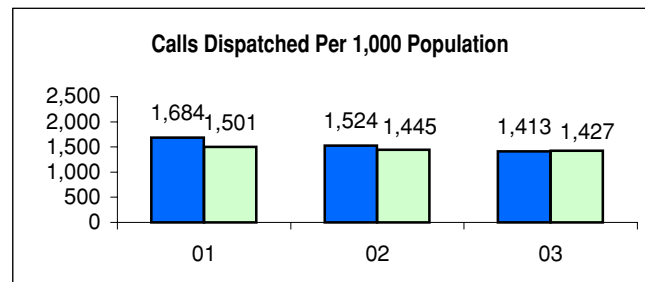
Chart Legend: ■ City ■ Average

Workload Measure



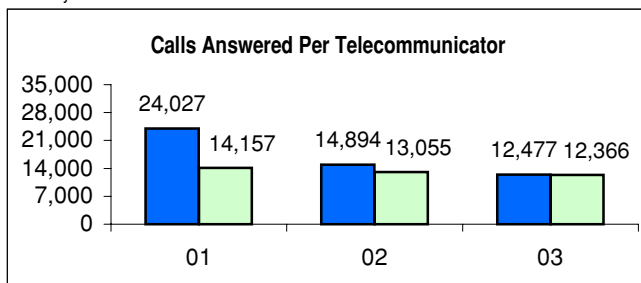
n = 10

Workload Measure



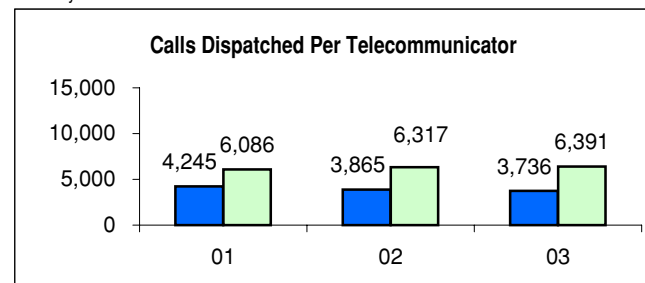
n = 11

Efficiency/Workload Measure



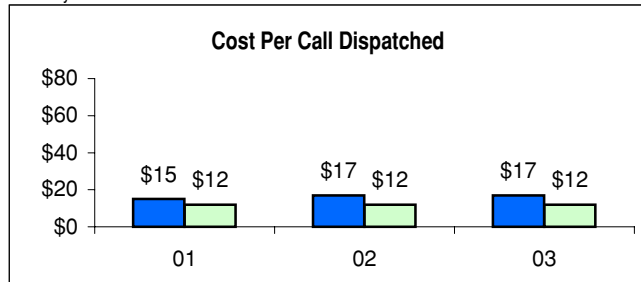
n = 10

Efficiency Measure



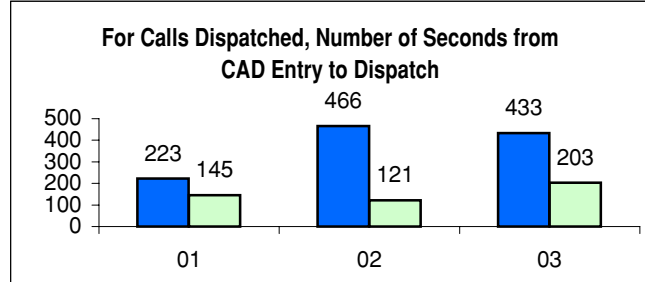
n = 11

Efficiency Measure



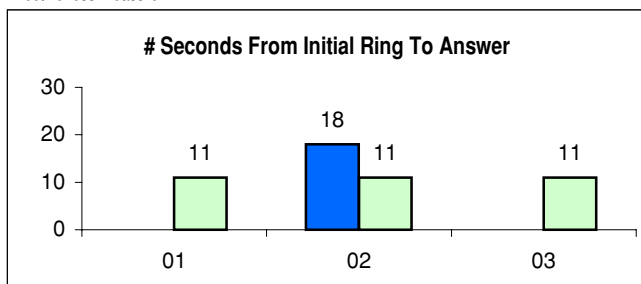
n = 11

Effectiveness Measure



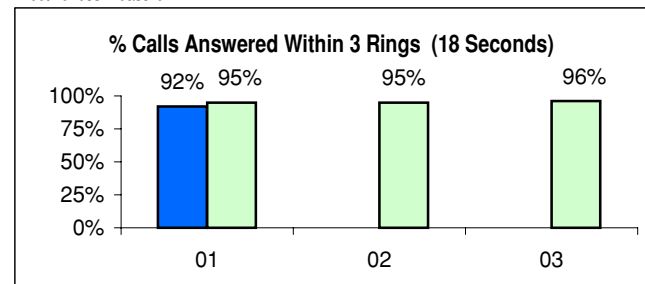
n = 11

Effectiveness Measure



n = 8

Effectiveness Measure



n = 7



# Salisbury

## Emergency Communications

Fiscal Year 2002-03

| CITY PROFILE                                   |                   |
|--|-------------------|
| Population Served                              | 26,444            |
| Land Area (Square Miles)                       | 17.9              |
| Persons per Square Mile                        | 1,477             |
| County   | Rowan             |
| Median Family Income<br>(NC Dept. of Commerce) | \$64,100          |
| Unemployment Rate (ESC-00)                     | 6.6%              |
| Population Growth<br>(Census 1990-2000)        | 14.6%             |
| FULL COST PROFILE                              |                   |
| Cost Breakdown by Percentage                   |                   |
| Personal Services                              | 54.2%             |
| Operating Costs                                | 43.7%             |
| Capital Costs                                  | 2.1%              |
| <b>TOTAL</b>                                   | <b>100.0%</b>     |
| Cost Breakdown in Dollars                      |                   |
| Personal Services                              | \$ 346,026        |
| Operating Costs                                | \$ 279,218        |
| Capital Costs                                  | \$ 13,601         |
| <b>TOTAL</b>                                   | <b>\$ 638,845</b> |
| SERVICE PROFILE                                |                   |
| FTE Positions                                  |                   |
| Telecommunicators/Call-takers                  | 10.0              |
| Other  | 0.0               |
| Total Incoming Calls                           | 124,765           |
| Total 911 Calls                                | 13,281            |
| Total Calls Dispatched                         | 37,357            |
| E-911 Fee                                      | No                |
| Revenue from Fee                               | NA                |

### 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 communications 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, twenty-channel analog site and two GHz microwave sites.

Salisbury's center reported total incoming calls of 124,765 for FY 2002-03, dispatching 37,357 of them. 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

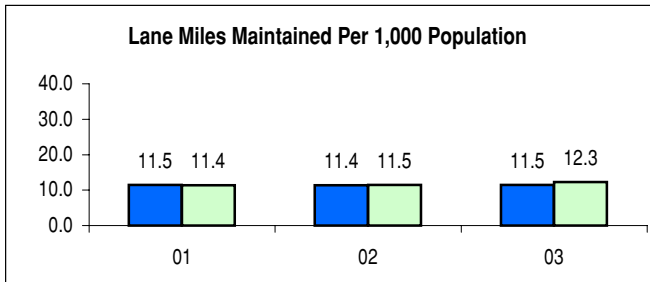
# Salisbury

## Asphalt Maintenance & Repair

FISCAL YEARS 2001, 2002 & 2003

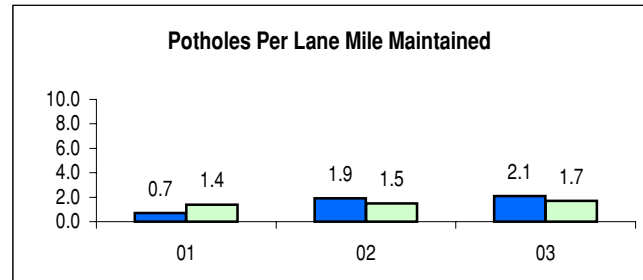
Chart Legend: ■ City ■ Average

Workload Measure



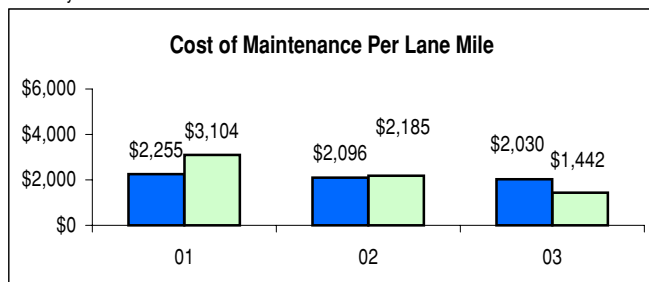
n = 12

Workload Measure



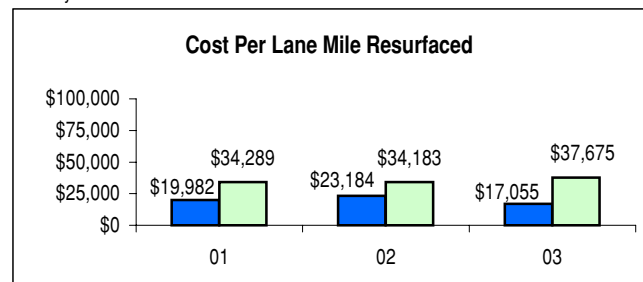
n = 12

Efficiency Measure



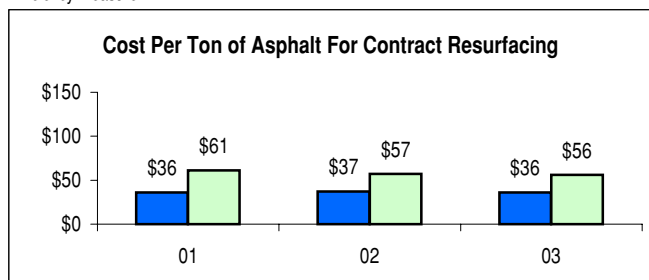
n = 12

Efficiency Measure



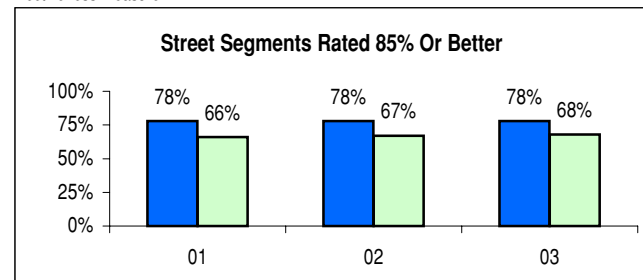
n = 11

Efficiency Measure



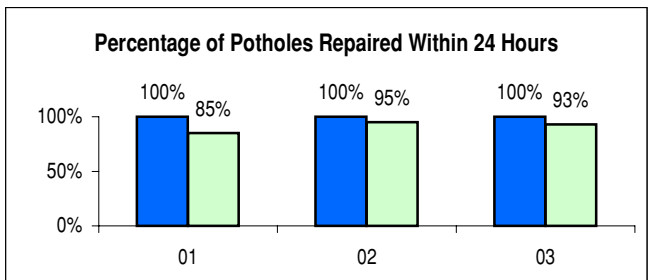
n = 10

Effectiveness Measure



n = 12

Effectiveness Measure



n = 12

# Salisbury

## Asphalt Maintenance & Repair

Fiscal Year 2002-03

| CITY PROFILE                                |                           |
|---|---------------------------|
| Population (NC OSP 2002)                    | 26,444                    |
| Land Area (Square Miles)                    | 17.9                      |
| Persons per Square Mile                     | 1,477                     |
| Topography                                  | Gently rolling            |
| County                                      | Rowan                     |
| Climate                                     | Moderate; some snow & ice |
| Median Family Income (NC Dept. of Commerce) | \$64,100                  |

| FULL COST PROFILE            |                   |
|------------------------------|-------------------|
| Cost Breakdown by Percentage |                   |
| Personal Services            | 35.9%             |
| Operating Costs              | 48.7%             |
| Capital Costs                | 15.4%             |
| <b>TOTAL</b>                 | <b>100.0%</b>     |
| Cost Breakdown in Dollars    |                   |
| Personal Services            | \$ 252,121        |
| Operating Costs              | \$ 342,147        |
| Capital Costs                | \$ 107,890        |
| <b>TOTAL</b>                 | <b>\$ 702,158</b> |

| SERVICE PROFILE                  |             |
|----------------------------------|-------------|
| FTE Positions—Crews              | 7.9         |
| FTE Positions—Other              | 0.5         |
| Lane Miles Maintained            | 303.0       |
| Lane Miles Resurfaced—Contract   | 5.10        |
| Lane Miles Resurfaced—City       | 0.00        |
| <b>Total</b>                     | <b>5.10</b> |
| Tons of Asphalt Used—Resurfacing |             |
| Contractor                       | 2,383       |
| City Crews                       | 0           |
| Cost of Repaving—Contract        | \$86,978    |
| Cost of Repaving—City Crews      | \$0         |
| Cost of Maintenance              | \$615,180   |
| Registered Vehicles              | 20,328      |
| Registered Vehicles/Square Mile  | 1,136       |

**EXPLANATORY INFORMATION**

**Service Level and Delivery**  
 The city of Salisbury was responsible for maintaining 303 lane miles during FY 2002–03. The city resurfaced 5.1 lane miles, equating to approximately 1.68 percent of total lane miles.

A total of 2,383 tons of asphalt was used during the fiscal year, representing the tons used for resurfacing projects. The average resurfacing depth used by the city was 1.5 inches.

The city reported that 78 percent of its street segments rated 85 percent or above on its most recent rating conducted in the year 2001. The city used ITRE as its rating system.

The number of potholes reported for FY 2002–03 was 629. The percentage of potholes repaired within twenty-four hours was 100 percent. The city reported a resurfacing cycle of fifteen years.

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

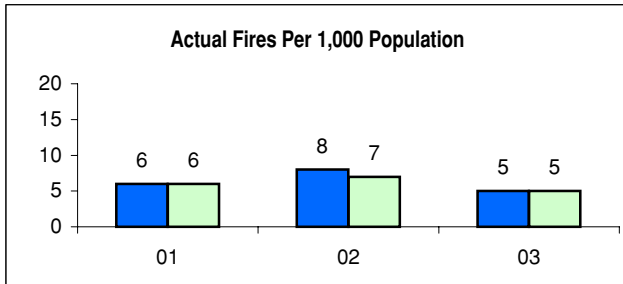
# Salisbury

# Fire Services

## FISCAL YEARS 2001, 2002 & 2003

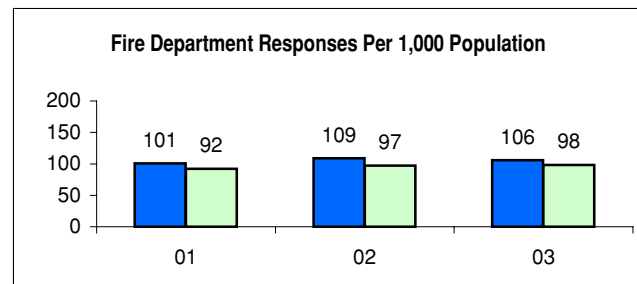
Chart Legend: ■ City ■ Average

Workload Measure



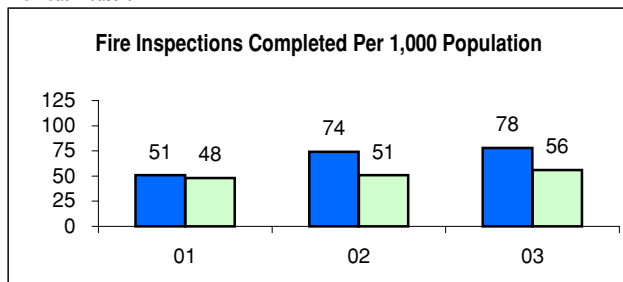
n = 14

Workload Measure



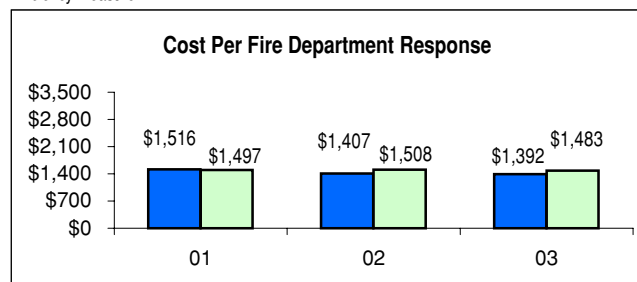
n = 14

Workload Measure



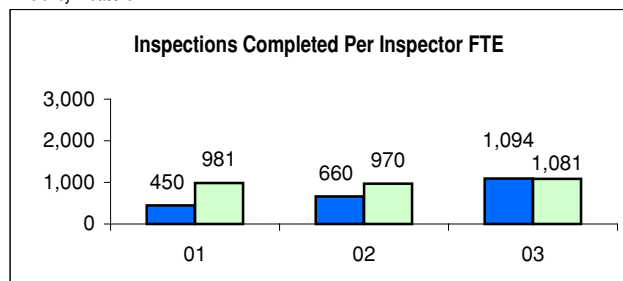
n = 13

Efficiency Measure



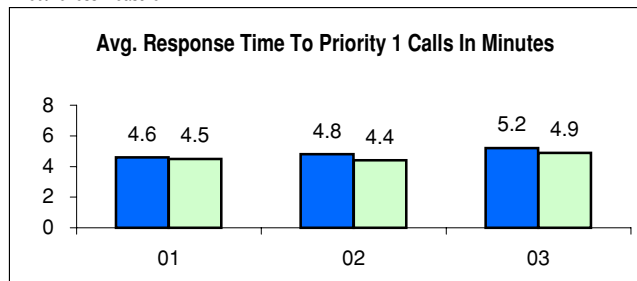
n = 14

Efficiency Measure



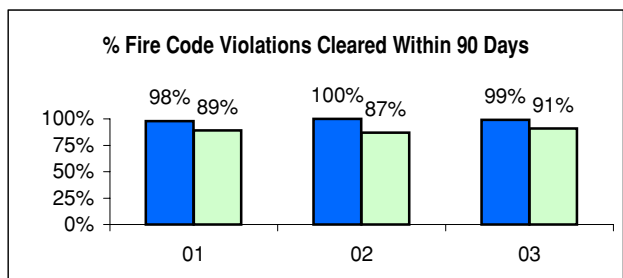
n = 13

Effectiveness Measure



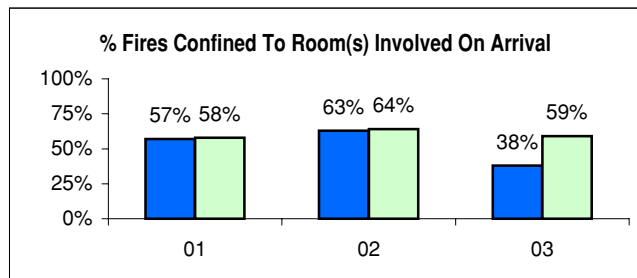
n = 14

Effectiveness Measure



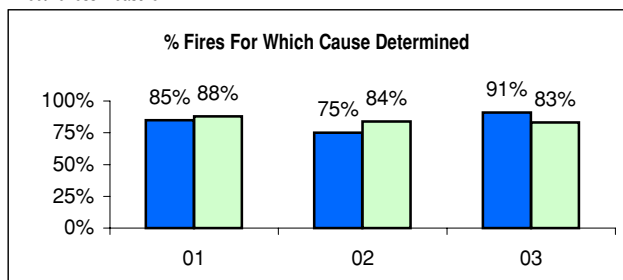
n = 13

Effectiveness Measure



n = 12

Effectiveness Measure



n = 13

| CITY PROFILE                    |                           |
|---------------------------------|---------------------------|
| Population Served               | 28,033                    |
| Land Area Served (Square Miles) | 18.9                      |
| Persons Served per Square Mile  | 1,483                     |
| Topography                      | Gently rolling            |
| County                          | Rowan                     |
| Climate                         | Moderate; some snow & ice |
| FULL COST PROFILE               |                           |
| Cost Breakdown by Percentage    |                           |
| Personal Services               | 68.4%                     |
| Operating Costs                 | 18.8%                     |
| Capital Costs                   | 12.8%                     |
| <b>TOTAL</b>                    | <b>100.0%</b>             |
| Cost Breakdown in Dollars       |                           |
| Personal Services               | \$ 2,840,206              |
| Operating Costs                 | \$ 779,025                |
| Capital Costs                   | \$ 530,613                |
| <b>TOTAL</b>                    | <b>\$ 4,149,844</b>       |
| SERVICE PROFILE                 |                           |
| FTE Positions—Firefighters      | 57.0                      |
| FTE Positions—Other             | 10.0                      |
| Fire Stations                   | 3                         |
| Amount of Property Protected    | \$1,700,063,511           |
| Fire Apparatus                  |                           |
| Pumpers                         | 3                         |
| Aerial Trucks                   | 1                         |
| Reserve Equipment—Other         | 8                         |
| <b>Total</b>                    | <b>12</b>                 |
| Fire Department Responses       |                           |
| Fires                           | 149                       |
| Medical                         | 1,763                     |
| False alarms                    | 420                       |
| Other                           | 650                       |
| <b>Total</b>                    | <b>2,982</b>              |
| Engine Companies                | 3                         |
| Actual Fires Reported           | 149                       |
| Structural Fires Reported       | 40                        |

#### EXPLANATORY INFORMATION

##### Service Level and Delivery

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 the 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 2002–03: fire control, loss prevention, training, and logistics.

The shift schedule for the fire department is twenty-four hours on and forty-eight hours off. There are three shifts.

The fire department reported an average total response time of 5.2 minutes, including dispatch, turnout, and travel time.

The city had an ISO rating of 2 for FY 2002–03.

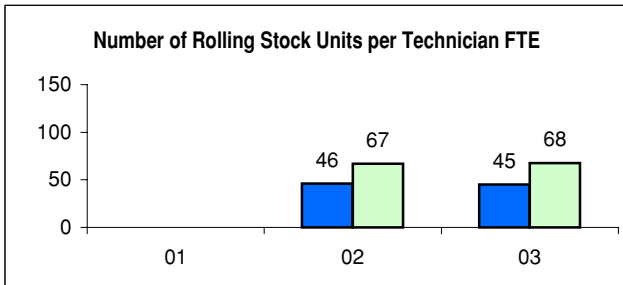
The fire department reported 2,187 fire inspections conducted in FY 2002–03. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed on thirty-day intervals.

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

## FISCAL YEARS 2001, 2002, & 2003

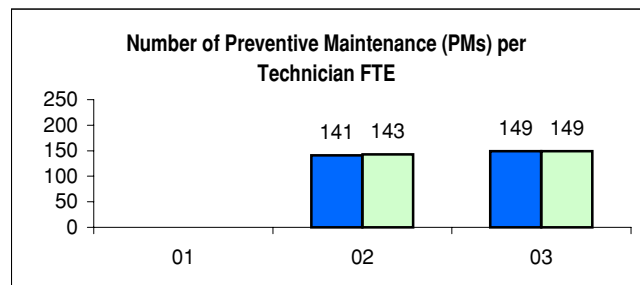
**Chart Legend:** ■ City ■ Average

Workload Measure



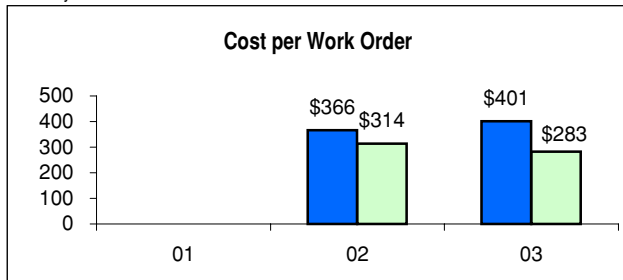
n = 14

Workload Measure



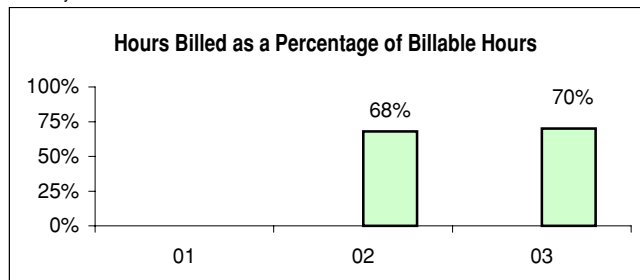
n = 14

Efficiency Measure



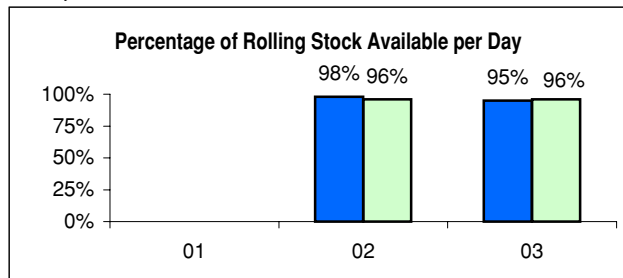
n = 14

Efficiency Measure



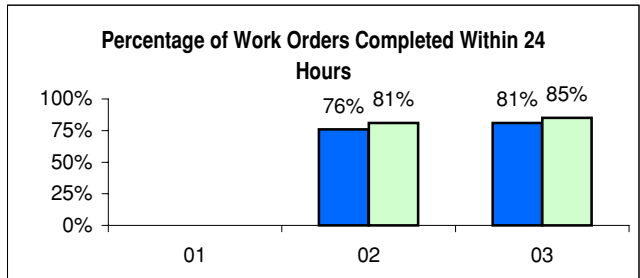
n = 11

Efficiency Measure



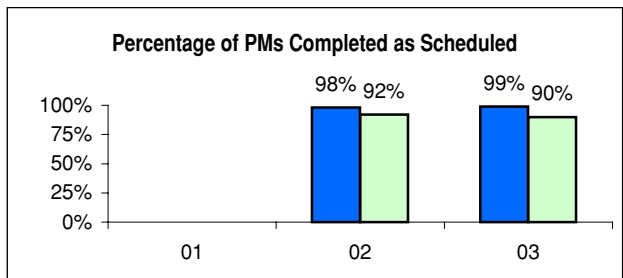
n = 11

Effectiveness Measure



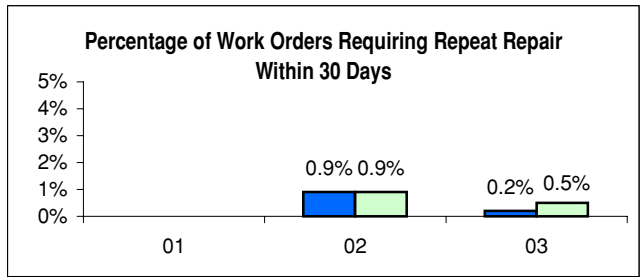
n = 10

Effectiveness Measure



n = 13

Effectiveness Measure



n = 10

# Salisbury

## Fleet Maintenance Fiscal Year 2002-03

### CITY PROFILE

|                                |     |                |
|--------------------------------|-----|----------------|
| Population (NC OSP 2002)       |     | 26,444         |
| Land Area (Square Miles)       |     | 17.9           |
| Persons per Square Mile        |     | 1,477          |
| County                         |     | Rowan          |
| Topography                     |     | Gently rolling |
| Climate                        |     | Moderate       |
| Rolling Stock Maintained       | No. | Average age    |
| Cars—Normal Usage              | 12  | 12 years       |
| Cars—Severe Usage              | 80  | 7 years        |
| Light Vehicles                 | 146 | 9 years        |
| Medium Vehicles                | 12  | 12 years       |
| Heavy—Sanitation               | 7   | 8 years        |
| Heavy—Sewer                    | 2   | 9 years        |
| Heavy—Fire Apparatus           | 9   | 15 years       |
| Heavy—Other                    | 19  | 8 years        |
| Trailed Equipment              | 74  | 12 years       |
| Off-road/Construction/Tractors | 78  | 13 years       |
| Buses                          | 11  | 13 years       |
| Total                          | 450 |                |

### FULL COST PROFILE

|                              |    |           |
|------------------------------|----|-----------|
| Cost Breakdown by Percentage |    |           |
| Personal Services            |    | 50.2%     |
| Operating Costs              |    | 46.9%     |
| Capital Costs                |    | 2.9%      |
| TOTAL                        |    | 100.0%    |
| Cost Breakdown in Dollars    |    |           |
| Personal Services            | \$ | 736,604   |
| Operating Costs              | \$ | 690,100   |
| Capital Costs                | \$ | 43,210    |
| TOTAL                        | \$ | 1,469,914 |

### SERVICE PROFILE

|   |  |       |
|---|--|-------|
| FTE Positions—Technician                      |  | 10.0  |
| FTE Positions—Other                           |  | 4.0   |
| Average Rolling Stock Units Available Per Day |  | 426   |
| Billable Hours                                |  | N/A   |
| Hours Billed                                  |  | N/A   |
| Work Orders                                   |  | 3,665 |
| Repeat Repairs within 30 Days                 |  | 6     |
| Work Orders Completed within 24 Hours         |  | 2,972 |
| Preventive Maintenance (PMs)                  |  | 1,485 |
| PMs Completed as Scheduled                    |  | 1,468 |

### EXPLANATORY INFORMATION

#### Service Level and Delivery

Fleet Maintenance is a division of the Public Services Department and operates the Fleet and Transit shops. All activities in this operation were accounted for in Salisbury's general fund for FY 2002–03.

There is no markup on any parts sold or sublet work performed. Parts inventory turned over 2.15 times during the fiscal year.

The following services were contracted out during FY 2002–03:

- Body work
- Glass replacement, tinting, and repairs
- Exhaust system repairs

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

The preventive maintenance completion standard for "Percentage of PMs Completed as Scheduled" is within thirty days of scheduled maintenance or within certain mileage parameters.

All vehicles receive six-month and twelve-month preventive maintenance, regardless of mileage. High mileage vehicles receive additional preventive maintenance every 4,000 miles.





**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2004, AND ENDING JUNE 30, 2005.**

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, 2004, and ending June 30, 2005, 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                     | \$ 121,620               |
| Management and Administration    | 709,130                  |
| Human Resources                  | 951,237                  |
| Information Technologies         | 1,265,502                |
| Management Services              | 1,141,135                |
| Purchasing                       | 133,493                  |
| Community Development            | 697,827                  |
| GIS                              | 112,919                  |
| Development Services             | 359,190                  |
| Facilities Management            | 289,412                  |
| Office Buildings                 | 229,407                  |
| Plaza                            | 141,641                  |
| Police Services                  | 1,290,215                |
| Police Administration            | 455,596                  |
| Police Operations                | 4,424,690                |
| Fire Department                  | 3,839,193                |
| Telecommunications               | 421,845                  |
| Traffic Operations               | 468,193                  |
| Street Lighting                  | 307,000                  |
| Transportation                   | 160,282                  |
| Engineering                      | 2,103,836                |
| Public Services - Administration | 248,129                  |
| Streets                          | 1,811,916                |
| Cemetery                         | 238,610                  |
| Solid Waste Management           | 1,402,423                |
| Waste Management - Other         | 373,902                  |
| Landscape Operations             | 532,149                  |
| Hurley Park                      | 112,159                  |
| Parks and Recreation             | 1,853,893                |
| Fleet Management                 | 748,747                  |
| Education                        | 42,342                   |
| Debt Service                     | <u>1,115,351</u>         |
| <br>TOTAL GENERAL FUND           | <br><u>\$ 28,102,984</u> |

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

|                                   |                          |
|-----------------------------------|--------------------------|
| Water and Sewer Debt Service      | \$ 5,216,299             |
| Utilities Mgt. and Administration | 3,900,347                |
| Water Resources                   | 863,262                  |
| Water and Sewer Maint and Const   | 3,029,191                |
| Environmental Services            | 537,954                  |
| Wastewater Treatment              | 1,798,756                |
| Meter Services                    | 561,382                  |
| Facilities Maintenance            | <u>1,508,099</u>         |
| <br>TOTAL WATER AND SEWER FUND    | <br>\$ <u>17,415,290</u> |

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

\$ 1,801,827

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

\$ 2,181,073

(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

\$ 548,347

(6) That for the 2004-05 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

\$ 497,000

(7) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and down payment assistance, the sum of

\$ 160,013

Section 2. Revenue Estimates

The City Council has and does estimate that the following revenues will be available during the fiscal year beginning July 1, 2004 and ending June 30, 2005:

|                         |                      |
|-------------------------|----------------------|
| General Fund:           |                      |
| Taxes                   | \$ 17,950,814        |
| Licenses and permits    | 578,660              |
| Intergovernmental       | 4,931,120            |
| Charges for services    | 2,085,669            |
| Miscellaneous           | 654,989              |
| Administrative charges  | 1,901,732            |
| Other financing sources | -                    |
| Total revenues          | <u>\$ 28,102,984</u> |

|  |                      |
|--|----------------------|
| Water and Sewer Fund:                      |                      |
| Charges for services                       | \$ 17,016,917        |
| Nonoperating revenues                      | 328,550              |
| Other financing sources                    | 69,823               |
| Total revenues and other financing sources | <u>\$ 17,415,290</u> |
| Transit Fund:                              |                      |
| Charges for services                       | \$ 70,000            |
| Intergovernmental revenues                 | 387,610              |
| Miscellaneous                              | 6,000                |
| Other financing sources                    | 1,338,217            |
| Total revenues and other financing sources | <u>\$ 1,801,827</u>  |
| General Fund Capital Reserve Fund:         |                      |
| Transfer from General Fund                 | \$ 1,330,417         |
| Miscellaneous                              | 14,000               |
| Other financing sources                    | 836,656              |
| Total revenues                             | <u>\$ 2,181,073</u>  |
| Water and Sewer Capital Reserve Fund:      |                      |
| Transfer from Water and Sewer Fund         | \$ 395,578           |
| Miscellaneous                              | 11,000               |
| Other financing sources                    | 141,769              |
| Total revenues                             | <u>\$ 548,347</u>    |
| Special Revenue Funds:                     |                      |
| Entitlement Fund                           |                      |
| Intergovernmental revenue                  | \$ 397,000           |
| Miscellaneous                              | 100,000              |
| Total revenue                              | <u>\$ 497,000</u>    |
| Rental Rehab:                              |                      |
| Miscellaneous                              | \$ 160,013           |
| Total revenue                              | <u>\$ 160,013</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, 2004 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)

-- \$ .615

#### Municipal Service District:

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

-- \$ .16

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$2,230,946,868 for General Fund purposes.

Section 4. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2004 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 5. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 6. Copies of this ordinance shall be furnished to the City Finance Director, to be kept on file by him, for his direction in the disbursement of City funds.

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

|  | Fee                |
|--|--------------------|
| <b>ADMINISTRATION</b>  |                    |
| Sale of Salisbury Code of Ordinances-hardback binder         | \$332.56 + freight |
| Sale of Salisbury Code of Ordinances-softback binder         | \$252.84 + freight |
| Sale of Salisbury City Council meeting recording             | \$5/tape           |
| Sale of Salisbury Code Supplement Updates                    | \$1.02/page        |
| <br><b>LAND MANAGEMENT &amp; DEVELOPMENT</b>                 |                    |
| <i>Development Services</i>                                  |                    |
| Standards Manual (includes zoning and subdivisions)          | \$20               |
| Group Developments:  |                    |
| Residential involving four or more units                     | \$200 + \$6/unit   |
| Nonresidential   | \$500              |
| Zoning Board of Adjustment:                                  |                    |
| Administrative review  | \$100              |
| Appeals  | \$100              |
| Conditional uses (except \$10 for renewals of annual events) | \$150              |
| Special exceptions   | \$150              |
| Variances  | \$150              |

Zoning Fees:

Base fee of \$150 PLUS: (A) Level of change +\$30 - \$150  
 (B) Size of property +\$0 - \$100 (C) Number of lots +0 - \$100

(A) Level of change:

Level I: Residential - Single & Two-family

- A-1 Agricultural (low density single family residential)
- R-20 Single family residential
- R-15 Single family residential
- R-8 Single family residential
- LR-6 Limited two family residential
- R-6 Two family residential
- SFC Single family conservation

Level II: Residential - Multi-family

- R-6A Multi-family residential
- RD-A Residential Development "A"
- RD-B Residential Development "B"

Level III: Office Institutional & Related Classes

- B-1 Office institutional
- LOI Limited office institutional
- PSP Public/semi-public
- CU College & University

Level IV: Commercial - Low & Medium Intensity

- B-2 Retail business ("old" shopping center district)
- B-CS Convenience service business
- B-5 Central business (downtown)
- B-7 Limited business ("new" shopping center district)

Level V: Commercial - High Intensity

- B-RT Retail trade
- B-4 Highway business
- B-6 General business

Level VI: Industrial

- LLI Limited light industrial
- LLI-2 Limited light industrial-2
- M-1 Light industrial
- M-2 Heavy industrial

|  |           |
|--|-----------|
| Fee for change request within the same level | Add \$30  |
| Change from Level I to Level II              | Add \$30  |
| Change from Level I to Level III             | Add \$60  |
| Change from Level I to Level IV              | Add \$90  |
| Change from Level I to Level V               | Add \$120 |
| Change from Level I to Level VI              | Add \$150 |
| Change from Level II to Level III            | Add \$30  |
| Change from Level II to Level IV             | Add \$60  |
| Change from Level II to Level V              | Add \$90  |
| Change from Level II to Level VI             | Add \$120 |
| Change from Level III to Level IV            | Add \$30  |
| Change from Level III to Level V             | Add \$60  |

|   | Fee              |
|---|------------------|
| Change from Level III to Level VI   | Add \$90         |
| Change from Level IV to Level V   | Add \$30         |
| Change from Level IV to Level VI  | Add \$60         |
| Change from Level V to Level VI   | Add \$30         |
| Fee for downzoning request is also based on the change in levels as above |                  |
| (B) Size of property (in number of acres):                                |                  |
| Under one acre  | \$0              |
| 1 - 4 acres   | \$20             |
| 4 - 10 acres  | \$40             |
| 10 - 20 acres   | \$60             |
| 20 - 50 acres   | \$80             |
| More than 50 acres  | \$100            |
| (C) Number of lots:   |                  |
| One lot   | \$0              |
| 2 - 3 lots  | \$20             |
| 4 - 6 lots  | \$40             |
| 7 - 10 lots   | \$60             |
| 11 - 20 lots  | \$80             |
| More than 20 lots   | \$100            |
| Overlay Districts   |                  |
| For requested overlay district, includes                                  | \$30             |
| HA -- Historic; GD-A - General Development;                               |                  |
| HD - Higher Density Residential; MH - Mobile Home                         |                  |
| Zoning Text Amendment Request   | \$250            |
| Special Use Permits   | \$250            |
| Sign Permits (remodeling & normal business)                               | \$10             |
| Sign Permits Additions ( new principal structures & special sign outlays) | \$20             |
| <i>Engineering/GIS</i>  |                  |
| Street & alley closings filing fee  | \$500            |
| Exception plat  | \$20             |
| Minor plat  | \$30 per lot     |
| Preliminary plat  | \$200 + \$10/lot |
| Xerox/blue prints:  |                  |
| On paper up to 4 ft in length (E size sheet)                              | \$5              |
| On mylar up to 4 ft in length   | \$20             |
| On vellum up to 4 ft in length  | \$10             |
| Of the 1200 ft scale city map   | \$2              |
| Of the 600 ft scale city map  | \$10             |
| Of the zoning map   | \$25             |
| Of pages from the zoning atlas  | \$5              |
| To overlay originals  | \$5              |
| Printed Maps  |                  |
| Up to 11"x17" (ledger size)   | \$1              |
| 34"x44" (E size sheet)  | \$5              |
| City Street Map   | \$5              |
| Custom Map  | \$35             |

|   | Fee   |
|---|---|
| Media Charges   |   |
| 3.5" 2HD diskette (1.4 MB)  | \$5   |
| CD-ROM (650 MB)   | \$20  |
| ArcGIS Training   | \$650   |
| <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   |
| <b>FIRE</b>   |   |
| Reinspection (for violation correction)                             | \$30  |
| Fireworks Stand-by  | \$100   |
| Firewatch Stand-by  | \$100   |
| Assembly Stand-by   | \$25  |
| Permits:  |   |
| Permit for demolition   | \$20  |
| Permit for moving   | \$20  |
| 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.<br>ft.; \$30 max.                            |
| HazMat/Material Recovery  | Actual Cost including<br>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;<br>minimum of \$1;<br>\$1 extra for mailing          |
| <b>PUBLIC SERVICES</b>  |   |
| <i>Administration</i>   |   |
| Nuisance abatement  | Mobilization fee \$125 +<br>\$50 for every hour or<br>portion thereof |

|  | Fee  |
|--|--|
| Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances. | Mobilization fee \$200 + \$100 for every hour or portion thereof + associated landfill fees<br>Not less than \$500 |
| Second violation within 12 months by the same owner at the same location   |  |
| <i>Traffic Operations Division</i>   |  |
| Repair of traffic control devices-materials  | Actual cost + 10% for handling   |
| Repair of traffic control devices-labor  | Hourly rate + fringe benefits  |
| Repair of traffic control devices-use of bucket truck or paint machine   | \$50/hour  |
| Repair of traffic control devices-use of service truck or small equipment  | \$9/hour   |
| <i>Solid Waste</i>   |  |
| Collection of indoor furniture to include televisions (not other appliances)   | \$5 per item paid in advance   |
| Bagged garbage and trash outside of cart (more than 5 bags)  | \$10 paid in advance   |
| Unbagged trash (non-yard waste) outside of cart  | \$10 paid in advance   |
| <i>Street Division</i>   |  |
| Cut & remove existing curb & other material  | \$4 LF   |
| Cut & remove existing sidewalk (up to 5 ft wide)   | \$4 LF   |
| 18-inch concrete curb & gutter   | \$8 LF   |
| 24-inch concrete curb & gutter   | \$11 LF  |
| 30-inch concrete curb & gutter   | \$15 LF  |
| 24-inch concrete valley gutter   | \$11 LF  |
| 2 ft driveway lip only   | \$10 LF  |
| 6-inch x 2 ft driveway lip with gutter   | \$18 LF  |
| 6-inch x 5 ft driveway lip with gutter   | \$25 LF  |
| 4-inch concrete sidewalk   | \$17 SY  |
| 6-inch concrete driveway for additional area   | \$20 SY  |
| Miscellaneous concrete patch   | \$125 CY   |
| Miscellaneous asphalt patch  | \$25 SY  |
| Install storm drain on right-of-way (owner supply pipe)  | \$5 LF   |
| Limbs and cuttings exceeding truck load per week   | \$175 per load paid in advance   |
| <i>Cemetery</i>  |  |
| Burial-adult   | \$600  |
| Burial-infant  | \$400  |
| Disinterment   | \$600  |
| Interments - two--one grave-adult  | \$650  |
| Interments - two--one grave-infant   | \$500  |
| Interment - Crematory remains  | \$375  |
| Interment - Mausoleum (City employee direct involvement)   | \$300  |
| Interment - Mausoleum (no involvement- recording fee only)   | \$25   |
| Funeral processions entering cemetery after 4:00 P.M. weekdays   | \$100  |
| Funeral processions entering cemetery on weekends and holidays   | \$200  |
| Monument installation permit   | \$20   |



Fee

---

Cemetery Lot Fee Schedule:

|                           |       |
|---------------------------|-------|
| Adult, City resident      | \$550 |
| Adult, non-City resident  | \$750 |
| Infant, City resident     | \$325 |
| Infant, non-City resident | \$375 |

*Fleet Management*

|  |             |
|--|-------------|
| Repair of Rowan Transit System Fleet and Trolley Fleet | Actual Cost |
| Repair of Hazardous Material Van - labor               | \$30/hour   |
| Repair of Hazardous Material Van - parts & sublet      | Actual Cost |
| Repair of Hazardous Material Van - service call        | \$25        |

*Landscape*

|  |  |
|--|--|
| Cooperative tree planting on public right-of-way | Actual cost of tree                        |
| Hurley Park Gazebo rental                        | \$150 security deposit;<br>\$50 refundable |
| Robertson Eastern Gateway                        | \$150 security deposit;<br>\$50 refundable |
| Bell Tower/ Temple Gazebo                        | \$150 security deposit;<br>\$50 refundable |

*Transit*

Individual Fares:

|   |        |
|---|--------|
| Regular                                 | \$0.60 |
| Reduced (Handicapped & Senior Citizens) | \$0.50 |
| Regular Zone                            | \$0.60 |
| Reduced Zone                            | \$0.50 |
| Regular tickets sold in bulks of six    | \$6.00 |
| Reduced tickets sold in bulks of six    | \$5.00 |
| Reduced Zone                            |        |
| Transfers                               | \$0.10 |
| 40 Ride pass:                           |        |
| Regular                                 | \$21   |
| Reduced                                 | \$17   |
| ADA Paratransit System (all fares)      | \$2    |

**PARKS & RECREATION**

Civic Center \*

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

|                                      |  |
|--------------------------------------|--|
| Non-profit organizations             | \$350 + \$100 deposit/<br>\$250 if serving alcohol |
| Non-profit organizations fund-raiser | \$450 + \$100 deposit/<br>\$250 if serving alcohol |
| For profit organizations             | \$700 + \$100 deposit/<br>\$250 if serving alcohol |

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

|                          |  |
|--------------------------|--|
| Non-profit organizations | \$385 + \$100 deposit/<br>\$250 if serving alcohol |
|--------------------------|--|

|                                      | Fee  |
|--------------------------------------|--|
| Non-profit organizations fund-raiser | \$485 + \$100 deposit/<br>\$250 if serving alcohol |
| For profit organizations             | \$750 + \$100 deposit/<br>\$250 if serving alcohol |
| Small meeting room only (per hour):  |  |
| Non-profit organizations             | \$40 + \$25 deposit                                |
| Non-profit organizations fund-raiser | \$55 + \$25 deposit                                |
| For profit organizations             | \$90 + \$25 deposit                                |
| City Park *                          |  |
| Arts & craft room:                   |  |
| Non-profit function                  | \$30 per hour<br>+ \$50 deposit                    |
| For profit function                  | \$40 per hour<br>+ \$50 deposit                    |
| Multi-purpose room:                  |  |
| Non-profit function                  | \$50 per hour<br>+ \$50 deposit                    |
| For profit function                  | \$75 per hour<br>+ \$50 deposit                    |
| Meeting room:                        |  |
| Non-profit function                  | \$30 per hour<br>+ \$50 deposit                    |
| For profit function                  | \$40 per hour<br>+ \$50 deposit                    |
| Room A:                              |  |
| Non-profit function                  | \$25 per hour<br>+ \$50 deposit                    |
| For profit function                  | \$35 per hour<br>+ \$50 deposit                    |
| Hall Gym & Lincoln Pool *            |  |
| Non-profit function                  | \$30 per hour<br>+ \$50 deposit                    |
| For profit function                  | \$60 per hour<br>+ \$50 deposit                    |
| Miller Center *                      |  |
| Arts & craft room:                   |  |
| Non-profit function                  | \$20 per hour<br>+ \$50 deposit                    |
| For profit function                  | \$30 per hour<br>+ \$50 deposit                    |
| Multi-purpose room:                  |  |
| Non-profit function                  | \$40 per hour<br>+ \$50 deposit                    |
| For profit function                  | \$60 per hour<br>+ \$50 deposit                    |
| Meeting room:                        |  |
| Non-profit function                  | \$20 per hour<br>+ \$50 deposit                    |
| For profit function                  | \$30 per hour<br>+ \$50 deposit                    |

Note: \*Two (2) hour minimum for rentals during non-operational hours

|  | Fee  |
|--|--|
| Cannon Park Gazebo Rental (only available for groups 40 or less)   | \$100 security deposit;<br>\$50 refundable |
| Shelter Reservation Fee  | \$10 (Non-refundable)                      |
| City Park 1 and 2, Kelsey Park, Town Creek Park, Salisbury Community Park  |  |
| Electricity  | \$15                                       |
| Advertising Fee - Salisbury Community Park   | \$600 initial fee<br>\$300 annual renewal  |
| Advertising Fee - Salisbury Greenway   | \$1,000 - \$5,000                          |
| <br>   |  |
| Athletic Fields  |  |
| Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events. |  |
| <br>   |  |
| Youth & Adult Softball/Baseball  |  |
| City resident  | \$10/hr                                    |
| Non-resident   | \$15/hr                                    |
| *Additional per hour charge for lights   | \$25/hr                                    |
| <br>   |  |
| Tournament Fees (multiple teams/multiple games)  |  |
| 1/2 day tournament (5 p.m. - 11 p.m.)  | \$185                                      |
| 1 day (8 a.m. - 11 p.m.) includes 4 hours lighting   | \$300                                      |
| 2 day  | \$485                                      |
| 3 day  | \$670                                      |
| Non-refundable deposit of 50% of day rate or \$150   |  |
| Rate includes: 1 field/1 field prep (additional preps \$65 each)   |  |
| <br>   |  |
| Soccer   |  |
| City resident  | \$20/hr                                    |
| Non-resident   | \$30/hr                                    |
| <br>   |  |
| Tournament Fees (prep \$45)  |  |
| 1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.  | \$125                                      |
| 1 day tournament/1 field   | \$250                                      |
| No lights  |  |
| <br>   |  |
| Football   |  |
| City resident  | \$20/hr                                    |
| Non-resident   | \$30/hr                                    |
| <br>   |  |
| Tournament Fees (prep \$45)  |  |
| 1/2 day (5 hrs.)   | \$150                                      |
| 1 day (10 hrs.)  | \$300                                      |
| <br>   |  |
| Tennis   |  |
| City resident  | \$5/hr                                     |
| Non-resident   | \$7.50/hr                                  |
| <br>   |  |
| Special Event Vending Permits  |  |
| Flat Fee   | \$50 + 15% of gross sales                  |
| <br>   |  |
| UTILITY ENGINEERING  |  |
| Engineering, Consulting, and Technical Services  |  |
| Project Manager - Professional Engineer  | \$100/hr                                   |
| Civil Engineer   | \$75/hr                                    |
| Engineering Technician   | \$50/hr                                    |
| Construction Inspector   | \$50/hr                                    |

|   | Fee   |
|---|---|
| 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   | \$20  |
| 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  |
| TELECOMMUNICATIONS  |   |
| 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   |
| 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<br>portion thereof in excess<br>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. |   |
| OTHER FEES:   |   |
| Copy machine fee  | \$0.10 per copy;<br>minimum of \$1  |
| Copy of reports/files   | \$1 extra for mailing<br>Actual cost of supplies<br>and mailing                   |

**SCHEDULE A  
CASH DEPOSITS**

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

- (a) Domestic consumer of water and/or dischargers of sewage \$125  
Residential owner-occupants including single family townhouses and condominiums shall be exempted.
- (b) Commercial, industrial, and institutional recipients \$175  
Local, state, and federal governments or agencies thereof shall be exempted.
- (c) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.
- (d) Deposits shall be returned at termination of service less any unpaid rates and charges.

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

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

- (a) Three-fourths-inch water meter and tap and backflow prevention device:
  - ¾" Water tap - SRU installed \$1,300
  - ¾" Water tap - Developer installed \$ 200
  - ¾" Water tap - Crescent \$ 400
- (b) One-inch water meter and tap and backflow prevention device \$1,450
- (c) Irrigation taps are one-half the cost of regular meter taps and not subject to any discounts.
- (d) Services larger than one inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at then prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections:
  - 4" Sewer tap - SRU Installed \$1,300
  - 4" Sewer tap – Developer Installed\*: \$ 250

\*Note: Includes the Crescent Subdivision
- (f) Sewer service larger than four-inch, both inside and outside City shall be charged on the basis of labor, materials, equipment and overhead costs at then prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Reconnection fee for non-payment during business hours \$30  
Reconnection fee for non-payment after business hours \$75
- (h) Physical notification of non-payment of a utility bill (hanging tag) \$15
- (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$30  
Turn on or off after hours; shall be applied to utility bill if not prepaid \$75
- (j) Testing meter if delivered to city facilities (per test) \$15
- (k) Field testing of meters: First test is free and each additional test within twelve months \$50
- (l) Unauthorized use of fire protection system \$100
- (m) Fire protection system testing (per test) \$50
- (n) Meter reinstallation charge (per meter) \$25
- (o) Water or sewer connection inspection fee (per connection) \$20
- (p) Should a property owner replace an existing service line with a larger one, the charges scheduled above will apply in full.
- (q) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and the City will invoice underpayments to the developer.

- (r) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check.
- (s) Lateral transfer fee \$1,300
- (t) Direct debit credit \$1/Month
- (u) Recycling fee \$1.44/Month
- (v) Landfill fee
  - (1) Residential (per container) \$2.96/Month
  - (2) Commercial (per container) \$5.53/Month
  - (3) Commercial Dumpster (per cubic yard) \$5.05/Month
- (w) Waste collection fee
  - (1) Commercial (per container) \$8/Month
  - (2) Commercial (per dumpster) \$10/Month
- (x) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$50

**SCHEDULE C  
WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code, effective July 1, 2004.

Monthly Water Rates:

|                               |          |          |
|-------------------------------|----------|----------|
| Minimum charge per meter size | 3/4" =   | \$3.65   |
|                               | 1" =     | \$5.29   |
|                               | 1-1/2" = | \$8.01   |
|                               | 2" =     | \$11.28  |
|                               | 3" =     | \$21.64  |
|                               | 4" =     | \$36.90  |
|                               | 6" =     | \$78.86  |
|                               | 8" =     | \$133.36 |
|                               | 10" =    | \$209.66 |
|                               | 12" =    | \$275.06 |
|                               | 16" =    | \$547.56 |

Volume charge per 100 cubic feet:

|                         |        |
|-------------------------|--------|
| Raw water               | \$0.47 |
| Finished, potable water | \$2.47 |
| Rowan Power             | \$0.98 |

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

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots at the central fire station. Such purchases, which shall be made at the business office, shall be conditioned upon an advance payment of one hundred dollars (\$100.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities and fire departments at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred dollars (\$100.00).

**SCHEDULE E  
SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code, effective July 1, 2004.

Monthly Sewer Rates:

|                                   |          |          |
|-----------------------------------|----------|----------|
| (1) Minimum charge per meter size | 3/4" =   | \$4.00   |
|                                   | 1" =     | \$5.91   |
|                                   | 1-1/2" = | \$9.08   |
|                                   | 2" =     | \$12.89  |
|                                   | 3" =     | \$24.96  |
|                                   | 4" =     | \$42.74  |
|                                   | 6" =     | \$91.63  |
|                                   | 8" =     | \$155.13 |
|                                   | 10" =    | \$244.03 |
|                                   | 12" =    | \$320.23 |
|                                   | 16" =    | \$637.73 |
| Volume charge per 100 cubic feet  |          | \$3.17   |

**SCHEDULE F  
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of ninety-four dollars and twenty-four cents (\$94.24) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of one-hundred seventy-six dollars and twenty-five cents (\$176.25) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one-thousand six-hundred eighty-four and thirty-nine cents (\$1,684.39) per one thousand pounds.
- (d) Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of sixty-five dollars (\$65.00) per two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

**SCHEDULE G  
ANALYTICAL TESTING**

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

| <u>PARAMETER</u>          | <u>FEE PER ANALYSIS</u> |
|---------------------------|-------------------------|
| Acidity                   | \$10.00                 |
| Alkalinity                | \$10.00                 |
| Aluminum (Colorimetric)   | \$5.00                  |
| Aluminum (AAS)            | \$20.00                 |
| Ammonia Nitrogen          | \$17.00                 |
| Biochemical Oxygen Demand | \$24.00                 |
| Chemical Oxygen Demand    | \$30.50                 |
| Chloride                  | \$10.00                 |
| Chlorine (Colorimetric)   | \$15.00                 |
| Coliform (MPN)            | \$15.00                 |
| Coliform (MF)             | \$10.00                 |
| Copper (Colorimetric)     | \$12.00                 |
| Copper Flame (AAS)        | \$20.00                 |
| Copper Furnace (AAS)      | \$30.00                 |
| Dissolved Oxygen          | \$5.00                  |

| <u>PARAMETER</u>           | <u>FEE PER ANALYSIS</u> |
|----------------------------|-------------------------|
| Dissolved Oxygen (Winkler) | \$10.00                 |
| Fecal Coliform (MF)        | \$15.00                 |
| Fixed Suspended Solids     | \$12.00                 |
| Fluorides (Specific Ion)   |                         |
| Water                      | \$17.00                 |
| Wastewater                 | \$25.00                 |
| Hardness (Titrimetric)     | \$5.00                  |
| Iron (Colorimetric)        | \$5.00                  |
| Iron Flame (AAS)           | \$20.00                 |
| Iron Furnace (AAS)         | \$30.00                 |
| Jar Test                   | \$10.00                 |
| Manganese (Colorimetric)   | \$6.50                  |
| Manganese Flame (AAS)      | \$20.00                 |
| Manganese Furnace (AAS)    | \$30.00                 |
| Mercury 3112B              | \$30.00                 |
| Metals:                    |                         |
| Antimony - Flame (AAS)     | \$20.00                 |
| Furnace (AAS)              | \$30.00                 |
| Cadmium - Flame (AAS)      | \$20.00                 |
| Furnace (AAS)              | \$30.00                 |
| Chromium - Flame (AAS)     | \$20.00                 |
| Furnace (AAS)              | \$30.00                 |
| Lead - Flame (AAS)         | \$20.00                 |
| Furnace (AAS)              | \$30.00                 |
| Nickel - Flame (AAS)       | \$20.00                 |
| Furnace (AAS)              | \$30.00                 |
| Zinc - Flame (AAS)         | \$20.00                 |
| Furnace (AAS)              | \$30.00                 |
| Silver - Flame (AAS)       | \$20.00                 |
| Furnace (AAS)              | \$30.00                 |
| Arsenic - Flame (AAS)      | \$20.00                 |
| Furnace (AAS)              | \$30.00                 |
| Selenium - Flame (AAS)     | \$20.00                 |
| Furnace (AAS)              | \$30.00                 |
| Titanium                   | \$35.00                 |
| Sulfate                    | \$27.00                 |
| Sampling and Setup         | \$15.00                 |
| Nitrate Nitrite            | \$20.00                 |
| Oil Grease 413.1 (Freon)   | \$25.00                 |
| Percent Solids             | \$10.00                 |
| pH                         | \$5.00                  |
| Phenols                    | \$30.00                 |
| Phosphate (Colorimetric)   | \$15.00                 |
| Orthophosphate             | \$20.00                 |
| Settleable Solids          | \$5.00                  |
| Specific Conductivity      | \$10.00                 |
| Total Cyanide              | \$25.00                 |
| Specific Gravity           | \$10.00                 |



| <u>PARAMETER</u>                | <u>FEE PER ANALYSIS</u>                               |
|---------------------------------|---|
| Standard Plate Count            | \$5.00  |
| Temperature                     | \$5.00  |
| Total Kjeldahl Nitrogen         | \$30.00   |
| Total Phosphorus                | \$20.00   |
| Total Solids                    | \$10.00   |
| Total Dissolved Solids          | \$10.00   |
| Total Suspended Solids          | \$10.00   |
| Total Volatile Solids           | \$15.00   |
| Total Volatile Suspended Solids | \$15.00   |
| Turbidity (Nephelometric)       | \$5.00  |
| Zeta Potential                  | \$10.00   |
| Parameters not listed           | Case-by-case basis:<br>Consult Environmental Services |

**SCHEDULE J  
FRONTAGE CHARGES**

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

(a) Schedule J charges are repealed.

Section 8. That Chapter 25, Article II, Section 25-34, (c) (1)c be revised as follows:

If payment is not received within twenty-four (24) days of the bill date, the bill becomes delinquent and a delinquent fee of ten (10) percent (not to exceed twenty dollars (\$20.00)) will become due and payable.

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



## GLOSSARY OF TERMS

**ADA:** The commonly used acronym for the Americans with Disabilities Act.

**ACCRUAL ACCOUNTING:** A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

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

**APPROPRIATION (BUDGETING):** An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

**ASSESSED VALUATION:** A value established for real property for use as a basis for levying property taxes.

**BALANCED BUDGET:** Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

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

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

**BROADBANDING COMPENSATION PROGRAM:** A classification and pay system that allows similar jobs to be grouped into bands with wide pay ranges. The program creates more organizational flexibility, fosters a flatter organization, and encourages skill development.

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

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

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN):** The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

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

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

**CAPITAL EQUIPMENT:** Vehicles, equipment, software, and furniture purchased by the City which individually amount to a value in excess of \$5,000 and an expected life of more than one year.

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

**CAPITAL IMPROVEMENTS BUDGET:** The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

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

**CAPITAL OUTLAY:** A classification consisting of Capital Equipment and Capital Improvement.

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

**COST CENTER:** The smallest unit of activity or area of responsibility for which costs are accumulated.

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

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

**ENCUMBRANCE ACCOUNTING:** The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

**ENTERPRISE FUND:** A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

**FIXED ASSETS:** Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment.

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

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

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

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

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

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

**GENERAL OBLIGATION (G.O.) BONDS:** Debt issued by the City, repayment of which is backed by full taxing power.

**GEOGRAPHIC INFORMATION SYSTEM (GIS):** A project which will link the City to a city-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by City departments.

**GFOA:** Acronym for Government Finance Officers Association.

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

**INVESTMENT REVENUE:** Revenue earned on investments with a third party. The City uses a pooled cash system. We pool cash from all funds and invest it in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

**INTERFUND TRANSFERS:** Amounts transferred from one fund to another.

**IRT:** Acronym for Involvement and Response Team. A system for empowering all employees into functional decision-making teams for operational improvements.

**ISO:** Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**LEASE PURCHASE:** Method of financing used for the acquisition or improvements. Title to the property transfers to the City at the expiration of the lease terms.

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

**NCDOT:** Acronym for North Carolina Department of Transportation.

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

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

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

**PERFORMANCE MEASURES:** Descriptions of a program's effectiveness or efficiency.

**POWELL BILL FUND:** Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

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

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

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

**PROPERTY TAXES (AD VALOREM TAXES):** Taxes paid by those owning property in the City. These taxes are based on assessed value.

**RESERVE:** A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

**RESOURCES:** Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

**RETAINED EARNINGS:** Amounts representing monies which remain unspent after payment of all expenses.

**REVENUE:** Income received from various sources used to finance government services; for example, sales tax revenue.

**REVENUE BONDS:** Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

**SERVICE LEVEL:** Measurement of services provided by the City to the public.

**WWTP:** Acronym for Wastewater Treatment Plant.

