



BUDGET 2021-2022

THE CITY OF
Salisbury
— North Carolina —

CITY OF SALISBURY
ADOPTED BUDGET

CITY OF SALISBURY NORTH CAROLINA

2021-2022 BUDGET
For the Year Ending June 30, 2022



MAYOR AND CITY COUNCIL

Karen Kirks Alexander - Mayor

Al Heggins - Mayor Pro-tem

David B. Post

Tamara Sheffield

William B. Miller

CITY OFFICIALS

W. Lane Bailey
City Manager

Zack Kyle
Assistant City Manager

Budget Prepared By
Shannon Moore – Finance Director
S. Wade Furches – Finance Manager
Anna R. Bumgarner – Budget & Performance Manager
Kaley Sink – Management Analyst
Evans Ballard – Budget & Benchmarking Analyst
Gayla Long – Purchasing Coordinator
Mark D. Drye – Senior Management Analyst
City Management Team



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Salisbury

North Carolina

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

This award has been received since the Budget Year beginning July 1, 1992 (Fiscal Year 1992-1993)

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2020 (Fiscal Year 2020-2021).

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

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

**FY 2021-22 BUDGET
TABLE OF CONTENTS**

	PAGE
CITY MANAGER'S BUDGET TRANSMITTAL MESSAGE	i
Council Priorities for FY 2021-22	xiv
Special Projects for FY 2021-22	xv
Special Community Organization Groups Appropriations for FY 2021-22	xix
Holiday Schedule FY 2021-22	xx
SECTION I - INTRODUCTORY SECTION	
FY 2021-22 General Fund - Revenue and Expenditure Graphs	1-1
City Revenues and Expenditures Graphs	1-2
Budget Summary	1-3
Summary of Interfund Transfers	1-3
Summary of Revenues and Expenditures	1-4
Summary of Capital Expenditures	1-6
Revenue Assumptions for FY 2021-22	1-6
Trend Monitoring	1-8
Other Revenue Trends	1-9
SECTION II - FINANCIAL MANAGEMENT AND BUDGET PROCESS	
Financial Management Program and Systems	2-1
Financial Management Policies	2-4
Budgets and Budgetary Accounting	2-6
Goal Setting and Budgetary Process	2-6
Goal Setting/Budget Cycle	2-7
FY 2021-22 Budget Calendar	2-8
SECTION III - CITY OVERVIEW	
Facts and Information	3-1
Miscellaneous Statistics	3-5
Assessed Value of Taxable Property	3-6
Schedule of Principal Taxpayers	3-6
Schedule of Principal Employers	3-7
Demographic and Economic Statistics	3-7
List of Principal Officials	3-8
Organization Chart	3-9
Summary of Positions	3-10
Graph - General Fund Full-Time Employees per 1000 Population	3-11
Relationship Between Functional Areas and Funds	3-12
Program Matrix of FY 2021-22 Budget	3-12
SECTION IV - GENERAL FUND	
Statement of Revenues and Other Financing Sources	4-1
Budget Summary	4-2
City Council	4-6
Management and Administration	4-8
Communications	4-10
Human Resources	4-12
Information Technologies	4-15
Finance	4-17
Customer Service	4-20

TABLE OF CONTENTS

	PAGE
Community Planning Services.....	4-22
Development Services	4-24
Code Enforcement	4-27
Downtown Development	4-29
Traffic Operations.....	4-32
Central City Buildings	4-34
Plaza.....	4-36
Police Administration	4-37
Police Support Services.....	4-41
Police Field Operations.....	4-45
Fire	4-48
Telecommunications	4-52
Facilities Maintenance.....	4-54
Street Lighting.....	4-56
Engineering.....	4-57
Public Works Administration.....	4-59
Streets.....	4-61
Waste Management - Other.....	4-65
Cemetery.....	4-67
Solid Waste	4-69
Grounds Maintenance	4-71
Bell Tower Green	4-73
Parks and Recreation.....	4-75
Fleet Management.....	4-79
Fibrant Support.	4-82
Transportation.....	4-82
Education.....	4-83
Debt Service.....	4-83
 SECTION V - GENERAL FUND CAPITAL RESERVE FUND	
Statement of Revenues and Other Financing Sources	5-1
Budget Request....	5-2
Capital Outlay.....	5-3
 SECTION VI – WATER AND SEWER FUND	
Statement of Revenues and Other Financing Sources	6-1
Budget Summary.....	6-2
Utilities Administration	6-4
Plant Operations - Water Treatment.....	6-7
Systems Maintenance.....	6-9
Environmental Services	6-12
Plant Operations -Wastewater Treatment	6-14
Meter Services	6-17
Debt Service	6-19
 SECTION VII - WATER AND SEWER CAPITAL RESERVE FUND	
Statement of Revenues and Other Financing Sources	7-1
Budget Request....	7-2
Capital Outlay....	7-3

TABLE OF CONTENTS

PAGE

SECTION VIII - TRANSIT FUND

Statement of Revenues and Other Financing Sources8-1
Budget Summary.....8-2
Transit Administration.....8-4
Transit Operations.....8-7
Transit Capital Outlay.....8-8
Transit ADA8-10

SECTION IX – FIBRANT COMMUNICATIONS FUND

Statement of Revenues and Other Financing Sources9-1
Budget Summary.....9-2

SECTION X – STORMWATER UTILITY FUND

Statement of Revenues and Other Financing Sources10-1
Budget Summary.....10-2
Stormwater Administration and Engineering10-4
Street Cleaning.....10-6
Storm Drainage.....10-7
Leaf Collection.....10-8

SECTION XI – STORMWATER CAPITAL RESERVE FUND

Statement of Revenues and Other Financing Sources11-1
Budget Request11-2

SECTION XII – SPECIAL REVENUE FUNDS

Statement of Revenues and Other Financing Sources12-1
Budget Request12-2

SECTION XIII - INTERNAL SERVICE FUNDS

Financial Plan.....13-1

SECTION XIV - CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Plan14-1

SECTION XV - DEBT MANAGEMENT PROGRAM

Outstanding Debt15-1
Legal Debt Margin Graph15-5
Legal Debt Margin Calculation.....15-5
Direct and Overlapping Debt15-6

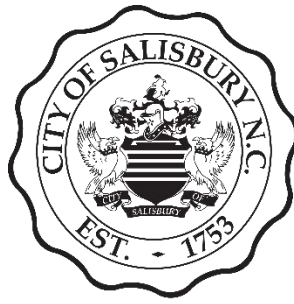
SECTION XVI - BUDGET ORDINANCE

Budget Ordinance of the City of Salisbury16-1

SECTION XVII - GLOSSARY

Glossary of Terms17-1





May 18, 2021

**BUDGET MESSAGE FISCAL YEAR 2021-22
July 1, 2021 – June 30, 2022**

Mayor Alexander and City Council:

I am pleased to present you with my recommended budget for FY21-22. The impact of COVID-19 this past year has been a challenge on our operations and our budget. Although we continue to budget conservatively, based on the increase in sales tax revenue and issuance of development permits, I am optimistic about our community's ability to rebound from the pandemic.

Much like last year's budget, departments have again been asked to make deep cuts to help balance the proposed budget. We anticipate finishing FY20-21 with approximately \$1.5 to \$1.7 million in surplus which will be returned to Fund Balance. Appropriating that surplus in FY21-22 will allow us to meet some of the staffing challenges we face and complete several large capital projects. One-time capital projects in the amount of \$909,923 have been identified for Fund Balance appropriation, and it is my recommendation that an additional Fund Balance appropriation of \$357,027 be used for operational expenses including recruiting and retention efforts. Based on feedback from Council during the May 6, 2021 budget preparation meeting, the proposed budget for FY21-22 maintains the current tax rate of \$0.7196. **ATTACHMENT A** shows the value of one cent on our tax rate in comparison to neighboring communities.

General Fund contributions to the Transit Fund and Broadband Fund continue to have a significant impact on the budget. The proposed budget includes a \$2,945,040 transfer to the Broadband Fund, which is equivalent to 9.51 cents of the tax rate. We are exploring options to refinance the debt in order to reduce the tax burden for the remainder of the term. We have had one meeting with our financial advisors to begin discussing the feasibility of refinancing the debt. If refinancing is possible, we will bring the information to Council in the new fiscal year after the budget is adopted. The budget also includes a transfer of \$630,000 to the Transit Fund. Of this \$630,000, \$510,000 is from property tax, which is equivalent to 1.64 cents of the tax rate. The remaining \$120,000 is from vehicle tax. We anticipate receiving American Rescue Plan (ARP) funds that may help offset the transfer to the Transit Fund, but staff is still working through guidance issued May 11 to determine eligible uses for the funds.

We continue to look forward to the completion of Bell Tower Green. We have allocated \$50,000 to Bell Tower Green for capital to complete the park as part of our multi-year commitment. Funds have also been included in the proposed budget for the City to take over maintenance of the Park after its completion. Bell Tower Green will literally and figuratively change the landscape of our downtown and will be a place for our community to come together unlike any before.

I also recommend that our Capital Improvement Plan (CIP) continue to be postponed until a later date. With the uncertainties we face there is no way to move forward with the existing plan, and I believe our priorities will change once we come through the pandemic and begin a new normal. One of the largest items on the CIP is construction of Fire Station 3. We hope that construction of Station 3 will be an eligible use for ARP funds, but the guidance on this use is still being reviewed, and I am not optimistic.

Another major capital project that will have to be addressed is the construction of a second platform at the Depot. We have committed to the project and will continue to review funding options to meet our commitment because passenger rail service is vital to our community's economic future.

GENERAL FUND EXPENDITURES

Because of sound financial management in previous years, the Fund Balance in the General Fund remains healthy. The proposed budget appropriates Fund Balance in the amount of \$1,266,950. We anticipate this will reduce our Fund Balance to 31.59%, which is well above the Local Government Commission minimum requirement of 8% and above the Council recommended minimum of 24%. One-time capital projects in the amount of \$909,923 include:

The remaining \$357,027 Fund Balance appropriation will be used to provide pay increases for sworn police officers and for certain positions in Public Works. The proposed budget includes a 5% increase for sworn law enforcement officers and 5% to 15% increase for certain Public Works employees. We have experienced great difficulty recruiting in several departments with the greatest challenges in these two, and these increases are necessary to remain competitive with surrounding communities.

This year, I am also recommending a 2% Cost of Living Adjustment (COLA) increase for employees effective January 1, 2022. As you have seen throughout the pandemic, the City has outstanding employees. I am proud of their work and the seamless service they provided in spite of the challenges of the year.

We entered into a new recycling contract last year, but the market for recyclables has continued to decline. Salisbury is one of the few municipalities in the region whose curbside collection program includes waste, single stream recycling, and limb and yard waste. For the curbside collections program to continue to be self-sustaining, I recommend a fee increase of \$1.15 per month, from \$19.06 to \$20.21, for residential curbside collection sites with one waste container and one recycling container. Commercial rates will increase \$1.18 per month, from \$19.62 to \$20.80.

The Municipal Service District (MSD) has a separate tax rate of \$0.176, and I recommend maintaining the current rate. This will assist in promoting substantial projects such as the Empire Hotel.

WATER/SEWER UTILITY FUND

Salisbury-Rowan Utilities (SRU) remains committed to its mission to provide high quality water and wastewater service to our customers throughout Rowan County while providing excellent customer service to our rate payers and our community. Public health is, and always will be, our top priority. With many of our customers facing financial insecurities and as more precautions are taken to protect our communities from COVID-19, SRU assures customers that the utility will continue to provide clean drinking water to serve their everyday needs.

Major facility upgrades, as well as rehabilitation and replacement projects are continuing through SRU's 10-Year Capital Improvement Plan (CIP), which prioritizes and forecasts future capital needs. Construction is underway for major improvement projects at both the Water Treatment Plant and Grants Creek Wastewater Treatment Facility. These projects are anticipated to complete construction in calendar year 2022. Complementing the CIP is an asset management program for our water and wastewater treatment facilities that assists in scheduling preventive maintenance, as well as identifying necessary upgrades and replacements. In the future, this asset management approach will be expanded to include water and wastewater distribution and collection assets.

SRU continues to implement a multi-year effort to rehabilitate aging gravity sewer lines throughout the system in an effort to reduce inflow and infiltration (storm water or groundwater that enters the sanitary sewer system through cracks, joints, manholes, broken cleanouts and/or cross-connections.) High levels of I&I increase treatment costs, impact capacities both in the collection system and at the treatment plant, and has the potential to cause sanitary sewer overflows (SSOs). SRU conducts system-wide flow monitoring of the collection system in order to prioritize rehabilitation efforts. Funding for sewer rehabilitation is projected to increase each year in the CIP in an effort to further reduce I&I and prevent SSOs.

SRU has been fully utilizing Advanced Metering Infrastructure (AMI) since the implementation project was completed in 2018. With AMI, customers have the ability to monitor water usage via a free web-based customer service tool called Eye on Water.

Although we are focused on maintaining fair and equitable rates for our consumers, it is costly to treat our water and wastewater in compliance with state and federal regulations and also deliver excellent service. As a result, I am recommending a 2% water and sewer increase based on the Consumer Price Index (CPI) for urban consumers for the South Region (CPI-U). An average monthly residential water and sewer utility bill, for a customer using 4,000 gallons, would be \$60.59 (an increase of \$1.16 or about 3.8 cents per day). **ATTACHMENT B.**

STORMWATER FUND

Our Stormwater Department is currently working with HDR Consultants to develop a Capital Improvement Plan. We experienced several significant flooding issues during the last year that reflect the need for continued Stormwater maintenance and improvement projects. These projects aim to reduce flooding and pollution and maintain compliance with our existing NPDES permit. This year I am proposing rate increase of \$.08 to offset inflation and to provide funds for Stormwater projects. This is based on the 2% Consumer Price Index increase. This might be an eligible area for use of ARP funds which could offset the increase. **ATTACHMENT C.**

FIBRANT FUND

The proposed budget includes a General Fund contribution to the Fibrant Fund of \$2,945,040 in order to balance the fund. The recommended budget includes \$300,000 in principal debt payment toward the inter-fund loan to the Water & Sewer Fund, plus 1% interest. Our partnership with Hotwire continues to move forward and they have been able to provide reduced rates for lower income users that the City would not have been able to provide. The pandemic has emphasized the importance of having an internet connection, and I firmly believe the broadband asset is second to none.

TRANSIT FUND

The majority of funding for Transit is provided through federal and state grants, but the proposed budget includes a General Fund contribution for FY21-22 of \$630,000. Transit received CARES funds in FY20-21, which enabled us to reduce the General Fund contribution in the current year, but the State cut its State Maintenance Assistance Program funds in response. We will use \$111,125 of the grant funds to balance the FY21-22 budget. Transit operated fare free for FY20-21 resulting in the loss of budgeted revenue. The proposed budget includes six months of fares and ticket sales. We have had discussions with Spencer and East Spencer regarding their funding assistance for the Transit routes in their communities, and it is my hope that federal funds being made available to respond to the impacts of COVID-19 will provide a means for their participation.

Delta sheets noting significant changes in the General Fund, Water/Sewer Fund, Stormwater Fund and Transit Fund are included as **ATTACHMENT D**.

In closing, I want to thank the Management Team and staff for their assistance in preparing this year's budget. This has been a challenging year financially, physically, and emotionally, but staff has risen to the challenge and continued to provide exceptional services to our community. I would especially like to thank Finance Director Shannon Moore and Budget Manager Anna Bumgarner for their hard work. Our Management Team is committed to working with Council to develop innovative solutions in order to meet the needs of our community and the goals of City Council.

Respectfully Submitted,



W. Lane Bailey
City Manager

ATTACHMENT A – GENERAL FUND

Value of 1 cent on the tax rate based on 2020 Annual Comprehensive Financial Report:

Statesville	\$301,477	
Salisbury	\$309,498	FY22 Budget
Kannapolis	\$428,738	
Mooreville	\$752,448	
Concord	\$1,061,427	

ATTACHMENT B - SALISBURY-ROWAN UTILITIES

	<u>Municipality</u>	<u>Service Population</u>	<u>No. of Water Connections</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
1	Town of East Spencer	1,550	793	\$47.29	\$56.30	\$103.59
2	Town of Landis (Electric City)	3,148	1,551	\$47.75	\$55.60	\$103.35
3	City of Lincolnton - Inside Rate (Electric City)	12,352	5,976	\$29.99	\$46.97	\$76.96
4	OWASA	83,300	21,000	\$35.06	\$40.61	\$75.67
5	City of Thomasville - Inside Rate	25,872	10,607	\$29.86	\$44.26	\$74.12
6	City of Wilson - Inside Rate	50,866	22,746	\$31.91	\$40.88	\$72.79
7	City of High Point - Inside Rate (Electric City)	104,371	42,445	\$26.53	\$44.35	\$70.88
8	City of Kannapolis - Inside Rate	50,868	19,814	\$34.15	\$30.60	\$64.75
	Salisbury-Rowan Utilities (proposed)	52,000	19,475	\$26.11	\$34.48	\$60.59
9	City of Lexington - Inside Rate (Electric City)	18,931	8,368	\$25.92	\$33.53	\$59.45
10	Salisbury-Rowan Utilities (existing)	52,000	19,614	\$25.75	\$33.68	\$59.43
11	Town of Mooresville - Inside Rate	42,611	16,776	\$23.67	\$34.51	\$58.18
12	City of Statesville - Inside Rate (Electric City)	25,712	12,865	\$21.57	\$34.56	\$56.13
13	Charlotte Water	1,094,198	290,559	\$15.21	\$40.67	\$55.88
14	City of Concord - Inside Rate (Electric City)	107,188	42,200	\$25.48	\$25.87	\$51.35
15	City of Lenoir - Inside Rate	24,892	9,800	\$20.53	\$20.97	\$41.50
16	City of Albemarle - Inside Rate (Electric City)	17,874	7,944	\$19.51	\$17.53	\$37.04

* Information obtained from UNC Environmental Finance Center (April 13, 2021)

* Rates based on 4,000 gallons (approx. 5.347 billing units)

* All communities are shown at current rates; projected rate increases are unknown

ATTACHMENT C – STORMWATER

Stormwater Increase

Inc 2% (2% increase rounded to the next penny is \$4.16)

Service	Current Rate Per ERU	Proposed Rate Per ERU	Mo Rate Increased by
Residential	\$ 4.08	\$ 4.16	\$ 0.08
Commercial (capped @ 625 ERU)	\$ 4.08	\$ 4.16	\$ 0.08

ATTACHMENT D - DELTA SHEETS

General Fund Expense Changes					
Depart #	Department Name	Adopted Budget FY20-21	Recom Budget FY21-22	Difference +/-	Notes/Comments
411	City Council	\$ 364,233	\$ 382,344	\$ 18,111	Increase: Biennial Election Expense (\$15K), Technology Allow (\$4K)
421	Management/Admin	\$ 1,196,545	\$ 1,236,517	\$ 39,972	Increase: Special Projects: back up to normal level (\$8.5K) & Carbon Reduction Initiative (\$5.5K), Insurance Premiums (\$9K), Personnel (\$16.5K)
422	Communications	\$ 448,151	\$ 463,152	\$ 15,001	Increase: Professional Services - Citizen Information Guide ~20K households (\$8.5K)
423	HR	\$ 1,300,813	\$ 1,289,134	\$ (11,679)	Decrease: Retiree Health Insurance (\$13.5K)
442	IT	\$ 1,710,973	\$ 1,783,269	\$ 72,296	Increase: Maint Comp (\$24.3K), Maint Comp Software (\$84.4K) Decrease: Personnel based on vacant positions est (\$29.7K)
443	Finance	\$ 1,379,552	\$ 1,454,939	\$ 75,387	Increase: Tax Collection Fees (\$35.5K), Contracted Serv - CIP Consultant (\$25.4K), Performance Measure - Biennial Indirect Cost Plan (\$10K)
445	Customer Service	\$ 439,711	\$ 449,333	\$ 9,622	Increase: Contracted Serv - Armored Services (\$8K)
491	Planning	\$ 733,106	\$ 1,038,327	\$ 305,221	Increase: Special Projects (\$223.9K), Personnel - Added Development Tech (\$79.8K)
492	Fibrant Transfer	\$ 2,970,000	\$ 2,945,040	\$ (24,960)	Decrease: Fibrant Transfer
494	Development Services	\$ 471,499	\$ 675,402	\$ 203,903	Increase: Special Proj - Neighborhood/Downtown Revitalization (\$209.5K) Decrease: Personnel (\$10.9K)
495	Code Enforcement	\$ 341,495	\$ 343,859	\$ 2,364	
496	DSI	\$ 347,038	\$ 467,033	\$ 119,995	Increase: Spring Festival - Cheerwine possibly 2 events in 1 FY due to COVID rescheduling (\$94K), Special Proj - Streetscape Amenities (\$4K), Personnel (\$19.8K)
500	Traffic	\$ 308,982	\$ 284,264	\$ (24,718)	Decrease: Special Proj - Signal Upgrades completed FY21 (\$6.4K), Contract Serv - Completed proj FY21 (\$15.7K)
501	Buildings	\$ 581,229	\$ 701,179	\$ 119,950	Increase: MTHLY bill increases - Gas, Elec Pow, Nat Gas, Utilities (\$14.3K), B&G - higher bldg costs (\$4.5K), Amtrak - Lease payment increase per contract (\$14.2K), Roof/HVAC (\$105.8K) Decrease: CO BLDGS & GRNDS - City Park Lake Proj rolled off (\$25K)
502	Plaza	\$ 474,453	\$ 149,262	\$ (325,191)	Decrease: Roof/HVAC - Roof completed FY21 (\$199.1K), CO BLDGS - Waterproofing completed (\$125K)
511-516	PD	\$ 10,192,101	\$ 10,633,064	\$ 440,963	Increase: Personnel (\$408.1K), Capital Outlay Equip - LiveScan System & Video Manage Software (\$38.9K)
531	Fire	\$ 7,391,497	\$ 7,711,071	\$ 319,574	Increase: Fire Station 6 - FY21 portion of a FY & FY22 full FY (\$40.2K), Roof/HVAC (\$140.5K), Special Proj - Turnout Gear (\$10.2K), Personnel: Holiday Pay (\$169.7K)
550	Telecommunications	\$ 648,450	\$ 724,775	\$ 76,325	Increase: B&G - Tower Site Maint (\$5.7K), Contracted Serv - Motorola Contract (\$47.1K), Roof/HVAC (\$19.1K)
551	Facilities	\$ 327,992	\$ 359,341	\$ 31,349	Increase: B&G - Facilities Workshop (\$20K)
552	Street Lighting	\$ 526,521	\$ 485,625	\$ (40,896)	Decrease: Street Lighting - Energy Costs (\$40K)
553	Transit Transfer	\$ 241,611	\$ 630,000	\$ 388,389	Increase: Transit Transfer - FY21 had CARES Funds for Transit
555	Engineering	\$ 3,180,301	\$ 2,567,775	\$ (612,526)	Decrease: Special Proj - largest proj to roll off Newsome Rd Bike LN & Train Station 2nd Platform Improve (\$631.7K)

ATTACHMENT D - DELTA SHEETS CONTINUED

		General Fund Expense Changes			
Depart #	Department Name	Adopted Budget FY20-21	Recom Budget FY21-22	Difference +/-	Notes/Comments
560	Public Works Admin	\$ 273,922	\$ 349,185	\$ 75,263	Increase: Department reorg personnel (\$75.8K)
561	Streets	\$ 2,191,584	\$ 2,042,916	\$ (148,668)	Increase: Street Maint (\$28K), B&G Contract Serv (\$8.3K) Decrease: Special Proj - Bridge Maint Biennial (\$215K)
562	Waste Management Other (Yard & Limb)	\$ 535,229	\$ 527,069	\$ (8,160)	Increase: Personnel (\$24.4K) Decrease: Special Proj - PW Work Order Software rolled off (\$37.8K)
563	Cemeteries	\$ 99,750	\$ 102,883	\$ 3,133	
581	Solid Waste Management	\$ 1,692,696	\$ 1,902,241	\$ 209,545	Increase: Maint Auto - increasing costs (\$30K), Landfill charges - tonnage increase/housing development (\$83.3K), Recycling Contract - 3% CPI increase on contract (\$20K), Personnel (\$30K)
590	Grounds Maint	\$ 1,272,104	\$ 1,345,432	\$ 73,328	Increase: Personnel (\$73K)
611	Bell Tower Green	\$ 156,911	\$ 340,421	\$ 183,510	Increase: Department as a whole - 1st year had 1/2 year expenses budgeted, now FY22 is a full year
621	Parks & Rec	\$ 1,586,512	\$ 1,605,692	\$ 19,180	Increase: B&G Contract Serv (\$32.5K), B&G - Civic Center Maint (\$9.4K) Decrease: Roof/HVAC (\$44.7K)
641	Education	\$ 40,000	\$ 40,000	\$ -	
661	Fleet	\$ 1,128,267	\$ 1,156,732	\$ 28,465	Increase: B&G Contract Serv (\$5.9K), Maint Comp Soft - ProLinkTruck Scanner & Replace auto scanner/software (\$9.3K), Special Proj - Telematics pilot to reduce carbon foot print (\$11.2K)
901	Debt	\$ 1,091,690	\$ 828,852	\$ (262,838)	Decrease: Installment Purchase for construction & facilities rolled off FY21
Grand Total		\$ 45,644,918	\$ 47,016,128	\$ 1,371,210	

Personnel Changes

General Fund: Net 1 Full-Time Positions Added

Police Department 5% Pay Increase

Public Works 5-15% Pay Increase

General Fund total retirement net increase \$283,041 (15.6%).

2% COLA increase for full time Personnel Jan 1st, 2022

ATTACHMENT D - DELTA SHEETS CONTINUED

Stormwater Fund Expense Changes					
Depart #	Department Name	Adopted Budget FY20-21	Recom Budget FY21-22	Difference +/-	Notes/Comments
830	Admin/Enggering	\$ 1,162,206	\$ 1,124,734	\$ (37,472)	Increase: Professional Serv - Development of Stormwater CIP with a consultant/Capital Projs (\$137.7K) Decrease: Special Proj - Based on Capital Projs (\$185.5K)
831	Street Cleaning	\$ 298,479	\$ 325,921	\$ 27,442	Increase: Personnel (\$22.2K)
832	Storm Drainage	\$ 211,294	\$ 213,262	\$ 1,968	
833	Leaf Collection	\$ 222,921	\$ 236,560	\$ 13,639	Increase: Personnel (\$15.1K)
Grand Total		\$ 1,894,900	\$ 1,900,477	\$ 5,577	

Personnel Changes

Stormwater Fund: No changes in position count

Stormwater Fund total retirement net increase \$10,100 (23.7%).

2% COLA increase for full time Personnel Jan 1st, 2022

ATTACHMENT D - DELTA SHEETS CONTINUED

		Water and Sewer Fund Expense Changes			
Depart #	Department Name	Adopted Budget FY20-21	Recom Budget FY21-22	Difference +/-	Notes/Comments
721	Management/Admin	\$ 6,399,152	\$ 7,321,627	\$ 922,475	Increase: Personnel - Includes 1 added position (\$136.4K), Collection Expenses (\$50K), Special Proj - MUNIS Work Order (\$250K), Professional Serv (\$476.7K)
811	Water Plant	\$ 2,209,491	\$ 2,293,421	\$ 83,930	Increase: Chemicals (\$30.2K), Maint of Equip (\$59.1K)
813	Systems Maintenance	\$ 6,576,815	\$ 5,462,403	\$ (1,114,412)	Increase: Personnel (\$44.9K), Water Line Repairs - back up to normal level (\$50K) Decrease: Contracted Serv (\$28.3K), Water/Sewer Line Extension (\$100K), Transfer to Capital Proj Fund (\$1.0Mil)
815	Environmental Services	\$ 637,360	\$ 659,894	\$ 22,534	Increase: Personnel (\$21K)
817	Wastewater Treatment	\$ 4,657,899	\$ 5,041,059	\$ 383,160	Increase: MTHLY bill increases - Elec Pow, Nat Gas, Utilities (\$62.2K), B&G - Town Creek Access Road (\$263.2K), Total Maint accounts - Rising costs (\$27.1K) Decrease: Contracted Serv (\$31.5K)
819	Meter Services	\$ 733,630	\$ 762,574	\$ 28,944	Increase: Contracted Serv (\$18.1K)
901	Debt	\$ 4,801,500	\$ 5,240,384	\$ 438,884	Increase: Full Year payment for new Revenue Bonds
	Grand Total	\$ 26,015,847	\$ 26,781,362	\$ 765,515	

Personnel Changes

Water and Sewer Fund: Net 1 Full-Time Positions Added

Water and Sewer Fund total retirement net increase \$73,901 (15.9%).

2% COLA increase for full time Personnel Jan 1st, 2022

ATTACHMENT D - DELTA SHEETS CONTINUED

		Transit Fund Expense Changes			
Depart #	Department Name	Adopted Budget FY20-21	Recom Budget FY21-22	Difference +/-	Notes/Comments
651	Operations	\$ 541,528	\$ 601,059	\$ 59,531	Increase: Personnel (\$35.3K), Contracted Serv - Zonar (\$23.8K)
652	Administration	\$ 238,209	\$ 249,320	\$ 11,111	Increase: Special Proj (\$10.3K) - COVID Cleaning Supplies
653	Capital	\$ 610,720	\$ 583,128	\$ (27,592)	Increase: Tires & Tubes (\$8.1K), Capital Outlay Equip - Roof Repairs (\$16K) Decrease: Contracted Serv-ADA (\$60.2K)
654	ADA	\$ 97,088	\$ 169,590	\$ 72,502	Increase: Personnel - Part Time Salaries (\$66K)
Grand Total		\$ 1,487,545	\$ 1,603,097	\$ 115,552	

Personnel Changes

Transit Fund: No changes in position count

Transit Fund total retirement net increase \$9,817 (20.4%).

2% COLA increase for full time Personnel Jan 1st, 2022

ADDENDUM

FY2021-2022 ADOPTED BUDGET

On May 18, 2021, the City Manager presented a balanced FY2021-2022 Budget proposal totaling \$85,629,646 for all funds.

The City held a budget work session on May 26, 2021. The public hearing, as required by N.C.G.S. 159-12, was held on June 1, 2021. No citizens spoke.

The City Council adopted the FY2021-2022 budget on June 15, 2021, with the following changes to the recommended budget presented by the City Manager:

CHANGES:

Increase \$480,372 in General Fund – Appropriate Fund Balance
Increase \$92,183 in General Fund – PD Sworn Personnel 1.5%
Increase \$258,000 in General Fund – Attract/Retain for Salary Adjustments
Increase \$130,189 in General Fund – 401(k) 1%

Increase \$4,622 in Stormwater Fund – 401(k) 1%
Decrease \$4,622 in Stormwater Fund – Special Projects

Increase \$47,145 in Water Sewer Fund – 401(k) 1%
Decrease \$47,145 in Water Sewer Fund – Professional Services

Increase \$5,071 in Transit Fund – Miscellaneous Federal Grants (ARP)
Increase \$5,071 in Transit Fund – 401(k) 1%

Increase \$4,202 in Special Revenue Fund – CDBG Allocations
Increase \$4,202 in Special Revenue Fund – CDBG Operations

The final adopted FY2021-2022 Budget for all funds totals \$86,119,291

The full transcript of the budget discussions and public hearings can be read at:
<http://salisburync.gov/Government/City-Council/Minutes-and-Agendas>

The adopted budget can be reviewed at:
<http://salisburync.gov/Government/Financial-and-Business-Services/Budget>

EXHIBIT 1
CITY OF SALISBURY
COUNCIL PRIORITIES FOR FY2021-22
A Well Run Government that is Inclusive, Creative and Equitable

Public Safety

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

- Support efforts to provide competitive salaries for Public Safety personnel to assist in recruitment and retention efforts.
- Create a Police Foundation to assist with private donations and recognition efforts for public safety initiatives.
- Seek funding options to begin construction of Fire Station 3 to improve the ISO rating and fire safety for the community.

Infrastructure and Human Capital

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

- Support efforts to increase salaries to recognize and value skilled employees in order to remain competitive with other municipalities and the private market. Research efforts that promote sustainable recruitment and retention for all City departments.
- Improve infrastructure to promote pedestrian and bicycle transportation.

Economic Prosperity and Mobility

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

- Seek funding options to improve aging housing stock and support efforts to provide diverse housing stock options.
- Join and promote Kiva to encourage minority led entrepreneurial efforts.
- Support efforts for the redevelopment and sale of the Empire Hotel.
- Leverage broadband infrastructure and proximity to amenities to market Salisbury as the prime location to live and work remotely.
- Appoint more people of color to boards and commissions to ensure they are part of the conversations regarding economic decisions.
- Support transit for neighboring communities and explore alternative transportation types.
- Support continued maintenance of Parks and Recreation venues for local initiatives and maximize economic development benefits of expanded tournament use of fields and facilities.

Community Partnerships

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

- Continue commitment to racial equity and inclusion training and initiatives.
- Explore a non-discrimination ordinance to ensure a safe space for all community members.
- Explore a Fair Housing Ordinance that complements state and federal law to promote fair and equitable housing.
- Seek options to provide eviction protection for homeowners at risk.
- Continue to leverage existing partnerships to engage youth.

**EXHIBIT 2
CITY OF SALISBURY
SPECIAL PROJECTS FOR FY2021-22**

GENERAL FUND	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
CITY COUNCIL				
LDO Codification	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
MANAGEMENT & ADMINISTRATION				
Carbon Reduction Initiative	\$ 5,500	\$ 5,500	\$ 5,500	\$ -
Citizens Academy	8,500	8,500	8,500	-
Community Engagement	4,500	4,500	4,500	-
Executive Development	6,000	6,000	6,000	-
United Way Day of Caring	2,000	2,000	2,000	-
Total Special Projects	<u>\$ 26,500</u>	<u>\$ 26,500</u>	<u>\$ 26,500</u>	<u>\$ -</u>
DOWNTOWN DEVELOPMENT				
Streetscape Amenities	\$ 5,000	\$ 4,000	\$ 4,000	\$ -
Total Special Projects	<u>\$ 5,000</u>	<u>\$ 4,000</u>	<u>\$ 4,000</u>	<u>\$ -</u>
POLICE - SUPPORT SERVICES				
Rowan County Telecommunications Pymnt 9 of 10	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>
POLICE - ADMINISTRATION				
Community Classroom	\$ 3,500	\$ 3,500	\$ 3,500	\$ -
Personnel Development Program	20,000	20,000	20,000	-
SRT Heavy Body Armor	45,000	-	-	-
SRT Helmets	9,000	-	-	-
SRT Shields	6,000	-	-	-
Homeless Victim Advocate Grant	17,918	17,918	17,918	-
Total Special Projects	<u>\$ 101,418</u>	<u>\$ 41,418</u>	<u>\$ 41,418</u>	<u>\$ -</u>
POLICE - FIELD OPERATIONS				
Ballistic Vest Replacement	\$ 5,268	\$ 5,268	\$ 5,268	\$ -
Total Special Projects	<u>\$ 5,268</u>	<u>\$ 5,268</u>	<u>\$ 5,268</u>	<u>\$ -</u>
FIRE ADMINISTRATION				
Ballistic Vests	\$ 10,529	\$ -	\$ -	\$ -
Firefighter Personal Protective Equipment	108,310	108,310	108,310	-
NFPA Personal Bailout Kits	4,179	4,179	4,179	-
Rapid Intervention Team Pack	12,688	-	-	-
Total Special Projects	<u>\$ 135,706</u>	<u>\$ 112,489</u>	<u>\$ 112,489</u>	<u>\$ -</u>

GENERAL FUND	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
ENGINEERING				
Additional EVP at 4 Signals	\$ 40,000	\$ -	\$ -	\$ -
Brenner Ave Sidewalk & Intersection Imprvmnts C-5603H	300,000	300,000	300,000	240,000
Grants Creek Greenway EB-5619, Phase A	100,215	100,215	100,215	80,172
Grants Creek Greenway EB-5619, Phase B	50,000	50,000	50,000	-
Grants Creek Greenway EB-5619, Phase C	370,000	370,000	370,000	296,000
Main, Innes, Long Street Improvements	250,000	250,000	250,000	-
Old Concord Rd Sidewalk C-5603D	155,000	155,000	155,000	124,000
Signal System Network Upgrade	428,750	428,750	428,750	343,000
Temporary Access Road for The Reserve	175,000	-	-	-
Tree Lighting Innes and Main Streets	100,000	-	-	-
Total Special Projects	<u>\$ 1,968,965</u>	<u>\$ 1,653,965</u>	<u>\$ 1,653,965</u>	<u>\$ 1,083,172</u>
STREET LIGHTING				
Street Light Improvements- 150 Lights	\$ 33,428	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	<u>\$ 33,428</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
TRAFFIC OPERATIONS				
Main Street Signal Upgrades	\$ 14,880	\$ -	\$ -	\$ -
New Flasher Signal	4,105	-	-	-
Total Special Projects	<u>\$ 18,985</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
COMMUNITY PLANNING SERVICES				
Downtown Holiday Decorations	\$ 25,000	\$ 20,000	\$ 20,000	\$ -
Downtown Revitalization Grant	150,000	150,000	150,000	-
Historic Preservation Incentive Grant	25,000	20,000	20,000	-
Housing Stabilization	100,000	-	-	-
Neighborhood Revitalization Program	400,000	300,000	300,000	-
West End Vocational Training Program	10,000	10,000	10,000	-
Total Special Projects	<u>\$ 710,000</u>	<u>\$ 500,000</u>	<u>\$ 500,000</u>	<u>\$ -</u>
DEVELOPMENT SERVICES				
Henkel Incentive Grant year 2 of 5	\$ 340,000	\$ 238,547	\$ 238,547	\$ -
MUNIS-EnerGov	250,000	-	-	-
Total Special Projects	<u>\$ 590,000</u>	<u>\$ 238,547</u>	<u>\$ 238,547</u>	<u>\$ -</u>
PARKS AND RECREATION				
Bell Tower Green	\$ 125,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	<u>\$ 125,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>
PUBLIC WORKS-WASTE MANAGEMENT-OTHER				
Public Works Work Order System Software	\$ 6,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 6,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC WORKS-PB PAVING/RESURFACING				
Roadway Infrastructure Capital Improvement Study	\$ 82,500	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 82,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

GENERAL FUND	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
PUBLIC WORKS-CEMETERIES				
Replace Fence Oakwood Cemetery	\$ 15,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 15,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC WORKS-SOLID WASTE MANAGEMENT				
Trashcan Rollout/Replacements	\$ 68,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 68,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC WORKS-FACILITIES MANAGEMENT				
Facility Condition Assessment & Space Needs	\$ 100,000	\$ -	\$ -	\$ -
Key Scan Update	40,000	-	-	-
Total Special Projects	<u>\$ 140,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC WORKS-FLEET				
Telematics Software-Carbon Footprint Reduction	\$ 11,200	\$ 11,200	\$ 11,200	\$ -
Total Special Projects	<u>\$ 11,200</u>	<u>\$ 11,200</u>	<u>\$ 11,200</u>	<u>\$ -</u>
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 4,102,970</u>	<u>\$ 2,713,387</u>	<u>\$ 2,713,387</u>	<u>\$ 1,083,172</u>
TOTAL OFFSETTING REVENUE	<u>\$ 1,083,172</u>	<u>\$ 1,083,172</u>	<u>\$ 1,083,172</u>	
TOTAL CITY SHARE	<u>\$ 3,019,798</u>	<u>\$ 1,630,215</u>	<u>\$ 1,630,215</u>	

	MANAGER		OFFSETTING
WATER & SEWER FUND	RECOMMENDS	ADOPTED	REVENUE
ADMINISTRATION	REQUESTED		
MUNIS-Work Order	\$ 250,000	\$ 250,000	\$ -
GRAND TOTAL-SPECIAL PROJECTS	\$ 250,000	\$ 250,000	\$ -

TRANSIT FUND			
ADMINISTRATION			
COVID-19 Supplies	\$ 10,300	\$ 10,300	\$ 2,060
GRAND TOTAL-SPECIAL PROJECTS	\$ 10,300	\$ 10,300	\$ 2,060

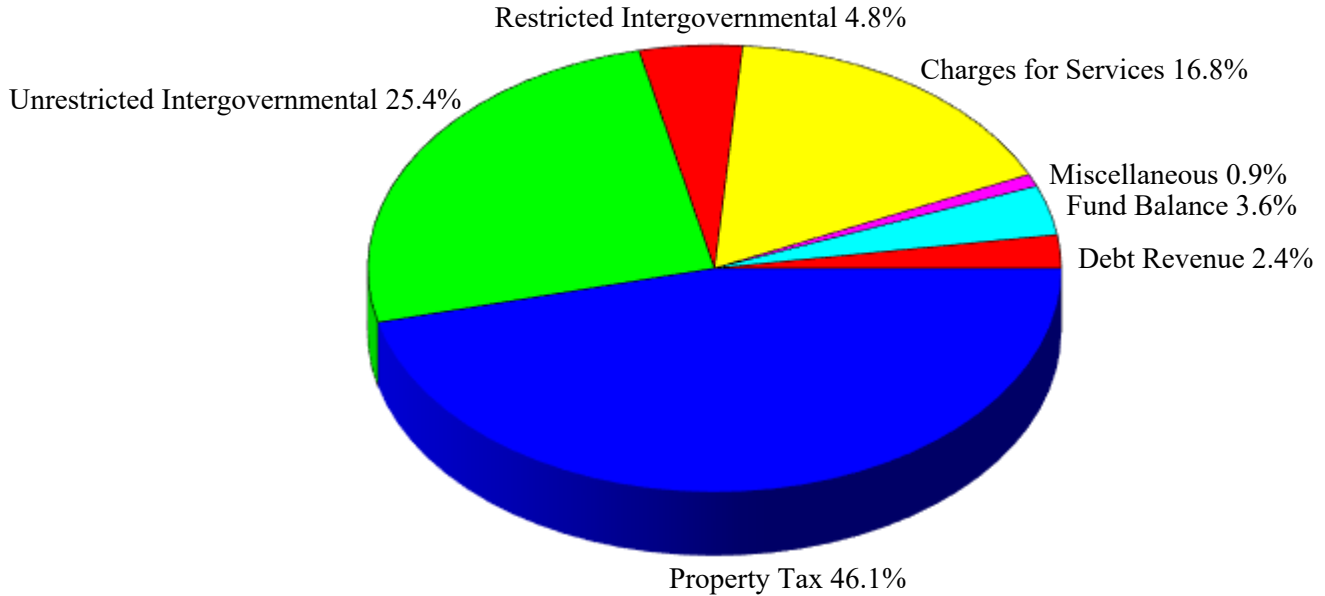
STORMWATER FUND			
ADMINISTRATION			
Drainage Grant	\$ 25,000	\$ 25,000	\$ -
NPDES Compliance	15,000	15,000	-
Capital Improvement Plan Project	218,708	170,878	-
GRAND TOTAL-SPECIAL PROJECTS	\$ 258,708	\$ 210,878	\$ -

EXHIBIT 3
SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2021-22

	FY2019-20	REQUESTED BY	MANAGER	
	ADOPTED	ORGANIZATION	RECOMMENDS	ADOPTED
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
Salisbury-Rowan EDC	114,088	114,088	114,088	114,088
Rowan Arts Council	56,250	81,250	56,250	56,250
Horizons Unlimited	40,000	45,000	40,000	40,000
Subtotal	\$ 215,488	\$ 245,488	\$ 215,488	\$ 215,488
Rufty Holmes Senior Center	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
NAACP Banquet	5,000	5,000	5,000	5,000
Salisbury Community Foundation NonProfit Funding	40,000	40,000	40,000	40,000
Art Mural Maintenance	10,000	10,000	10,000	10,000
Subtotal	\$ 118,000	\$ 118,000	\$ 118,000	\$ 118,000
TOTAL	\$ 333,488	\$ 363,488	\$ 333,488	\$ 333,488

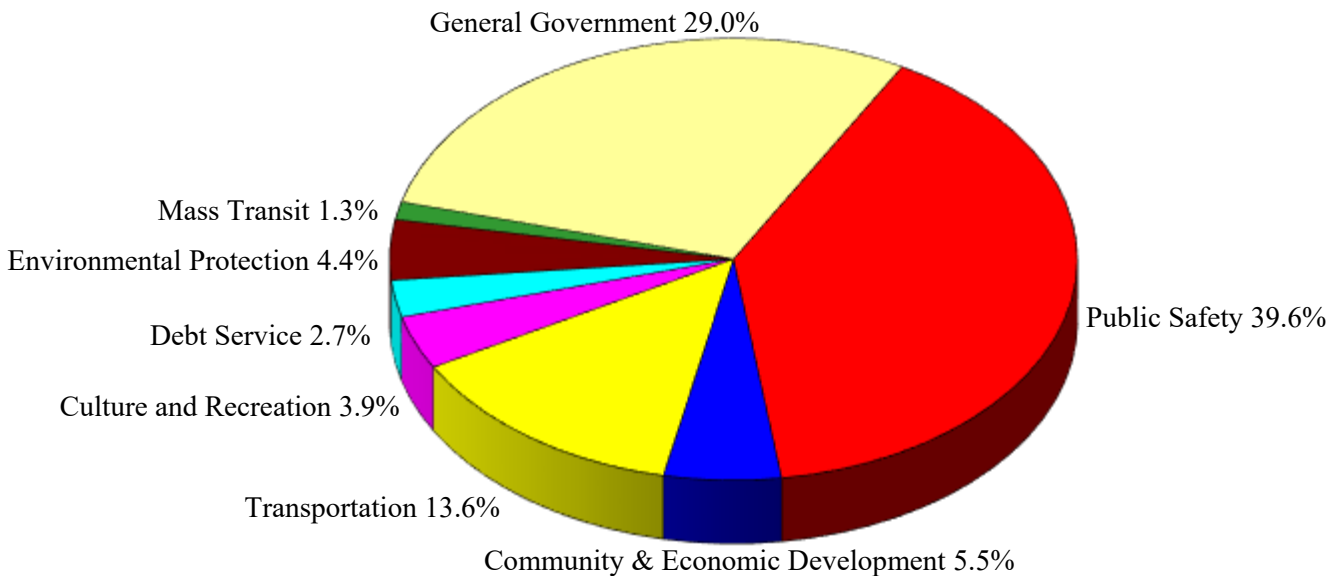
FY 2021-2022 GENERAL FUND

Revenues - \$48,678,961



Where the Money Comes From

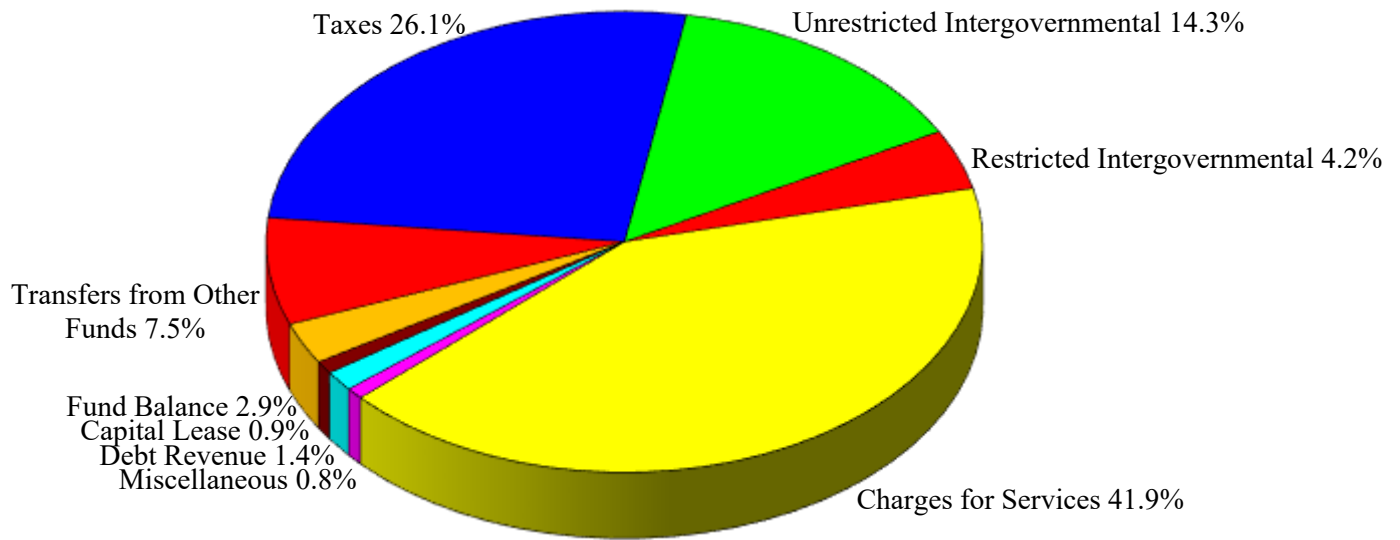
Expenditures - \$48,678,961



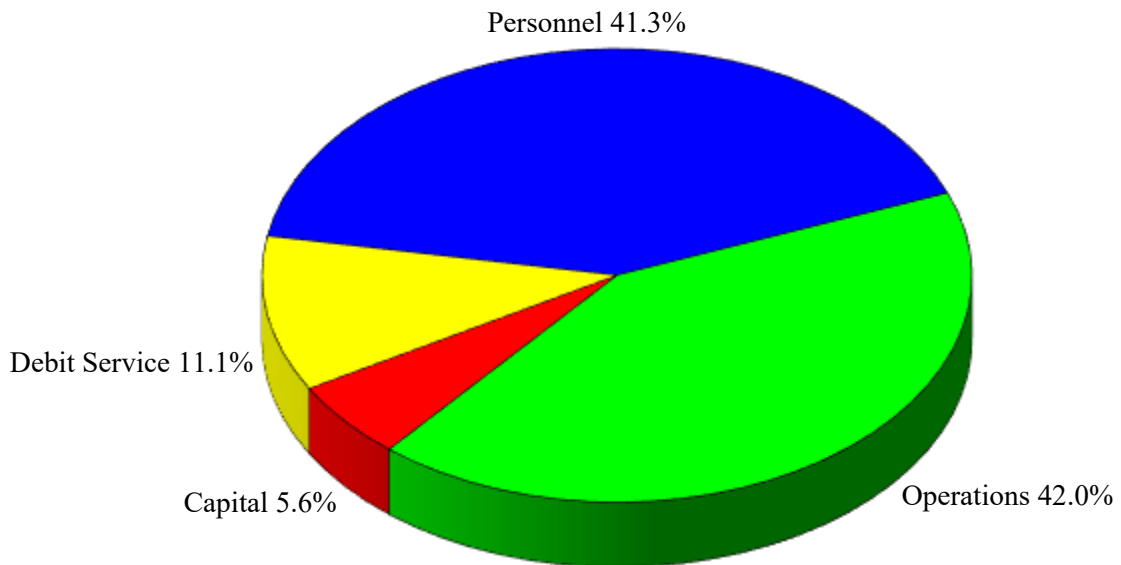
Where the Money Goes To

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

CITY REVENUES BY TYPE (All Funds)



CITY REVENUES BY TYPE (All Funds)



CITY OF SALISBURY, NORTH CAROLINA
BUDGET SUMMARY
For the Year Ending June 30, 2022

	General/Special Revenue Funds			Enterprise Funds						Total
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Fibrant Communications	Stormwater	Stormwater Capital Reserve	
Estimated Fund Balance/ Net Assets 6/30/21	\$ 12,900,000	\$ 2,500,000	\$ 3,000	\$ 109,800,000	\$ 2,300,000	\$ 404,000	\$ (4,800,000)	\$ 2,150,000	\$ 540,000	\$ 125,797,000
Budgeted Revenues & Other Financing Sources:										
Taxes	\$ 22,445,676	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,445,676
Unrestricted Intergovernmental	12,344,000	-	-	-	-	-	-	-	-	12,344,000
Restricted Intergovernmental	2,341,812	-	435,870	-	-	806,972	-	-	-	3,584,654
Charges for services	8,172,690	-	-	25,981,362	-	55,000	-	1,896,477	-	36,105,529
Miscellaneous	445,000	3,000	25,000	50,000	2,000	116,196	52,000	4,000	500	697,696
Long-term Debt Issued	-	1,179,461	-	-	-	-	-	-	-	1,179,461
Capital leases	-	-	-	-	-	-	770,000	-	-	770,000
Transfers From Other Funds	-	2,214,197	-	-	500,668	630,000	2,945,040	-	159,778	6,449,683
Total Available Resources	\$ 45,749,178	\$ 3,396,658	\$ 460,870	\$ 26,031,362	\$ 502,668	\$ 1,608,168	\$ 3,767,040	\$ 1,900,477	\$ 160,278	\$ 83,576,699
Expenditures:										
General Government	\$ 10,477,981	\$ 637,061	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,115,042
Public Safety	17,273,340	1,996,759	-	-	-	-	-	-	-	19,270,099
Transportation	6,327,164	294,439	-	-	-	-	-	-	-	6,621,603
Environmental Protection	2,169,467	-	-	-	-	-	-	1,740,699	160,278	4,070,444
Culture and Recreation	1,917,879	-	-	-	-	-	-	-	-	1,917,879
Community & Economic Development	2,672,580	-	425,130	-	-	-	-	-	-	3,097,710
Education	40,000	-	-	-	-	-	-	-	-	40,000
Water & Sewer	-	-	-	21,040,310	547,938	-	-	-	-	21,588,248
Mass Transit	-	-	-	-	-	1,608,168	-	-	-	1,608,168
Fiber Optic	-	-	-	-	-	-	755,457	-	-	755,457
Debt Service:										
Principal	629,240	439,552	34,000	3,200,192	-	-	2,420,000	-	-	6,722,984
Interest	199,612	28,847	1,740	2,040,192	-	-	591,583	-	-	2,861,974
Transfers To Other Funds	5,789,237	-	-	500,668	-	-	-	159,778	-	6,449,683
Total Expenditures	\$ 47,496,500	\$ 3,396,658	\$ 460,870	\$ 26,781,362	\$ 547,938	\$ 1,608,168	\$ 3,767,040	\$ 1,900,477	\$ 160,278	\$ 86,119,291
Budgeted Increase (Decrease) in Fund Balance	\$ (1,747,322)	\$ -	\$ -	\$ (750,000)	\$ (45,270)	\$ -	\$ -	\$ -	\$ -	\$ (2,542,592)
Full Accrual Adjustments: ¹										
Budgeted Capital Outlay	-	-	-	200,000	547,938	316,000	-	-	128,756	1,192,694
Budgeted Debt Principal	-	-	-	3,200,192	-	-	2,420,000	-	-	5,620,192
Estimated Depreciation	-	-	-	(5,131,840)	-	(62,025)	(674,580)	(110,137)	-	(5,978,582)
Estimated Fund Balance/ Net Assets 6/30/22	\$ 11,152,678	\$ 2,500,000	\$ 3,000	\$ 107,318,352	\$ 2,802,668	\$ 657,975	\$ (3,054,580)	\$ 2,039,863	\$ 668,756	\$ 124,088,712

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

SUMMARY OF INTERFUND TRANSFERS
For the Year Ending June 30, 2022

FUND	TO						TOTAL OUT
	General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	Fibrant		
General	\$ 2,214,197	\$ -	\$ 630,000	\$ -	\$ 2,945,040	\$ -	\$ 5,789,237
Water & Sewer	-	500,668	-	-	-	-	500,668
Stormwater	-	-	-	159,778	-	-	159,778
Stormwater Capital	-	-	-	-	-	-	-
TOTAL IN	\$ 2,214,197	\$ 500,668	\$ 630,000	\$ 159,778	\$ 2,945,040	\$ -	\$ 6,449,683

SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

	FY2019-20	FY2020-21	FY2021-22
	ACTUAL	ESTIMATE	ADOPTED
REVENUES:			
GENERAL FUND/CAPITAL RESERVE FUND			
Taxes	\$ 22,556,097	\$ 22,750,050	\$ 22,445,676
Unrestricted Intergovernmental	11,756,521	12,000,000	12,344,000
Restricted Intergovernmental	3,354,489	2,774,994	2,341,812
Charges for Services	7,574,122	7,895,624	8,172,690
Miscellaneous	894,946	679,010	448,000
Fund Balance Appropriated	-	275,000	1,747,322
Transfers From Other Funds	<u>1,988,280</u>	<u>2,178,841</u>	<u>3,393,658</u>
Total Available Resources	\$ 48,124,455	\$ 48,553,519	\$ 50,893,158
WATER & SEWER FUND/CAPITAL RESERVE FUND			
Charges for Services	\$ 27,637,545	\$ 27,481,000	\$ 25,981,362
Miscellaneous	445,723	92,640	52,000
Appropriated Fund Balance	-	-	795,270
Transfers From Other Funds	<u>414,992</u>	<u>509,212</u>	<u>500,668</u>
Total Available Resources	\$ 28,498,260	\$ 28,082,852	\$ 27,329,300
MASS TRANSIT FUND			
Restricted Intergovernmental	\$ 652,850	\$ 300,000	\$ 805,972
Charges for Services	66,873	18,548	55,000
Miscellaneous	416,436	541,316	117,196
Transfers From Other Funds	<u>527,970</u>	<u>241,611</u>	<u>630,000</u>
Total Available Resources	\$ 1,670,684	\$ 1,102,975	\$ 1,608,168
FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND			
Lease	\$ 749,854	\$ 738,000	\$ 770,000
Miscellaneous	79,184	53,000	52,000
Transfers From Other Funds	<u>2,400,000</u>	<u>2,970,000</u>	<u>2,945,040</u>
Total Available Resources	\$ 3,229,038	\$ 3,761,000	\$ 3,767,040
STORMWATER UTILITY FUND/CAPITAL RESERVE FUND			
Charges for Services	\$ 1,823,732	\$ 1,880,000	\$ 1,896,477
Other Operating/Miscellaneous	45,908	8,140	4,500
Transfers From Other Funds	<u>153,890</u>	<u>159,723</u>	<u>159,778</u>
Total Available Resources	\$ 2,023,529	\$ 2,047,863	\$ 2,060,755
SPECIAL REVENUE FUNDS			
Restricted Intergovernmental	\$ 336,941	\$ 475,000	\$ 435,870
Miscellaneous	<u>28,499</u>	<u>28,000</u>	<u>25,000</u>
Total Available Resources	\$ 365,440	\$ 503,000	\$ 460,870
TOTAL BUDGETED REVENUES & OTHER FINANCING SOURCES:			
Taxes	\$ 22,556,097	\$ 22,750,050	\$ 22,445,676
Unrestricted Intergovernmental	11,756,521	12,000,000	12,344,000
Restricted Intergovernmental	4,344,280	3,549,994	3,583,654
Charges for Services	37,102,271	37,275,172	36,105,529
Lease	749,854	738,000	770,000
Miscellaneous	1,910,696	1,402,106	698,696
Refunding Bonds Issued	-	-	-
Fund Balance Appropriated	6,555	276,500	2,542,592
Transfers From Other Funds	<u>5,485,132</u>	<u>6,059,387</u>	<u>7,629,144</u>
Total Available Resources	<u>\$ 83,911,406</u>	<u>\$ 84,051,209</u>	<u>\$ 86,119,291</u>

	FY2019-20 ACTUAL	FY2020-21 ESTIMATE	FY2021-22 ADOPTED
EXPENDITURES:			
GENERAL FUND/CAPITAL RESERVE FUND			
General Government	\$ 7,017,959	\$ 9,062,632	\$ 11,115,042
Public Safety	16,864,557	17,576,826	19,270,099
Transportation	6,847,788	6,649,877	6,621,603
Environmental Protection	1,654,359	2,715,450	2,169,467
Culture and Recreation	2,816,183	2,650,829	1,917,879
Community/Economic Dev	2,354,052	2,765,436	2,672,580
Education	40,000	40,000	40,000
Debt Service	1,610,803	1,570,984	1,297,251
Transfers To Other Funds	<u>2,927,970</u>	<u>3,211,611</u>	<u>5,789,237</u>
Total Expenditures	\$ 42,133,671	\$ 46,243,645	\$ 50,893,158
WATER & SEWER FUND/CAPITAL RESERVE FUND			
Water & Sewer	\$ 23,339,028	\$ 22,253,504	\$ 21,588,248
Debt Service	4,251,234	4,801,500	5,240,384
Transfers To Other Funds	<u>414,992</u>	<u>509,212</u>	<u>500,668</u>
Total Expenditures	\$ 28,005,254	\$ 27,564,216	\$ 27,329,300
TRANSIT FUND			
Mass Transit	<u>\$ 1,445,632</u>	<u>\$ 1,106,370</u>	<u>\$ 1,608,168</u>
Total Expenditures	\$ 1,445,632	\$ 1,106,370	\$ 1,608,168
FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND			
Fiber Optic Network	\$ 319,704	\$ 480,000	\$ 755,457
Debt Service	<u>3,167,723</u>	<u>2,990,683</u>	<u>3,011,583</u>
Total Expenditures	\$ 3,487,427	\$ 3,470,683	\$ 3,767,040
STORMWATER UTILITY FUND/CAPITAL RESERVE FUND			
Environmental Protection	\$ 1,288,355	\$ 2,110,000	\$ 1,900,977
Transfers to Other Funds	<u>153,890</u>	<u>159,723</u>	<u>159,778</u>
Total Expenditures	\$ 1,442,245	\$ 2,269,723	\$ 2,060,755
SPECIAL REVENUE FUNDS			
Community/Economic Dev	\$ 325,643	\$ 465,000	\$ 425,130
Debt Service	<u>39,499</u>	<u>37,630</u>	<u>35,740</u>
Total Expenditures	\$ 365,142	\$ 502,630	\$ 460,870
TOTAL BUDGETED EXPENDITURES			
General Government	\$ 7,017,959	\$ 9,062,632	\$ 11,115,042
Public Safety	16,864,557	17,576,826	19,270,099
Transportation	6,847,788	6,649,877	6,621,603
Environmental Protection	2,942,714	4,825,450	4,070,444
Culture and Recreation	2,816,183	2,650,829	1,917,879
Community/Economic Dev	2,679,695	3,230,436	3,097,710
Education	40,000	40,000	40,000
Water & Sewer	23,339,028	22,253,504	21,588,248
Mass Transit	1,445,632	1,106,370	1,608,168
Fiber Optic Network	319,704	480,000	755,457
Debt Service/Debt Refunding	9,069,259	9,400,797	9,584,958
Transfers To Other Funds	<u>3,496,852</u>	<u>3,880,546</u>	<u>6,449,683</u>
Total Expenditures	<u>\$ 76,879,371</u>	<u>\$ 81,157,267</u>	<u>\$ 86,119,291</u>

SUMMARY OF CAPITAL EXPENDITURES

The City defines capital expenditures as facilities maintenance and the purchase of vehicles, equipment, and software which individually amounts to a value in excess of \$5,000 for budgetary purposes and an expected life of more than one year. The following table summarizes capital expenditures by fund:

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Total General Fund	\$ 1,870,765	\$ 659,544	\$ 659,544
Total General Fund Capital Reserve Fund	4,037,369	3,396,658	3,396,658
Total Water & Sewer Fund	1,014,500	200,000	200,000
Total Water/Sewer Capital Reserve Fund	547,938	547,938	547,938
Total Mass Transit Fund	335,000	316,000	316,000
Total Stormwater Capital Reserve Fund	128,756	128,756	128,756
Total All Funds	\$ 7,934,328	\$ 5,248,896	\$ 5,248,896

REVENUE ASSUMPTIONS FOR FY2021-22

General Fund Revenue

Taxes:

Property Taxes – Property tax values are provided by the Rowan County Tax Assessor’s Office. The Office projects a slight growth in the tax base. An uncollectable rate of 2.23% was used based on FY20 Annual Comprehensive Financial Report.

Prior Year Property Taxes - Based on historical trends adjusted by the size of the 2020 property tax receivable balance projected as of June 30, 2021 adjusted for the economy.

Interest on Delinquent Taxes - Based on historical trends.

Vehicle Tax – Based on number of vehicles inside City Limits.

Other Taxes - Based on historical trends.

Intergovernmental (Restricted and Unrestricted):

Federal - Based on anticipated and existing grants. The two grants are CMAQ grants to fund Brenner Avenue improvements and Old Concord sidewalks. The City was awarded SAFER Grant covering 3 full years for 9 fire positions, FY2021-22 is year 3.

State - Based on FY2021-22 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-9).

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

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

Charges for Services:

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

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

Code Services Fees – Based on historical trends.

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

Cemetery - Based on historical trends.

Radio Antenna and Paging Rentals – Based on historical trends.

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

Licenses and Permits – Based on historical trends for rental vehicle license and beer and wine license. (see graph on page 1-9).

Administrative Revenue - Based on estimated expenditures for services provided by General Fund departments that are reimbursed by the Enterprise Funds. These expenditures are the sum of the estimated percentage of time each General Fund department expends on behalf of the Enterprise Funds multiplied by the departmental budget. This transfer amount is calculated by an outside every two years.

Community Services – Based on historical trends with fees related to development and zoning.

Other - Based on historical trends.

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2021-22.

Donations - Based on historical trends and anticipated donations.

Other - Based on historical trends (see graph on page 1-10).

General Fund Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2021-22.

Other - Based on historical trends.

Other Financing Sources:

Proceeds from Capital Leases – Based on financing the replacement of one fire truck.

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

Water and Sewer Fund Revenue

Operating Revenues:

Charges for Services - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2021.

Water and Sewer Taps – Based on the projected taps to be completed in FY2021-22.

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2021-22.

Miscellaneous Revenues - Based on historical trends.

Water and Sewer Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances and interest rates during FY2021-22.

Other Financing Sources:

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

Transit Fund Revenue

Operating Revenues:

Charges for Services - Based on estimates using historical ridership, trends, and current fare structure.

Nonoperating Revenues:

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

Other Financing Sources:

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Transit Fund during FY2021-21.

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

Special Revenue Funds Revenue

Intergovernmental:

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

Miscellaneous:

Other - Based on anticipated program income.

Fibrant Communications Fund Revenue

Miscellaneous:

Lease Revenue: Based on revenue projections from HotWire Communications outlined in contract beginning September 21, 2018.

Stormwater Fund Revenue

Operating Revenues:

Charges for Services - Based on estimates for customers and charges from the Stormwater Funding Plan.

Stormwater Capital Reserve Fund Revenue

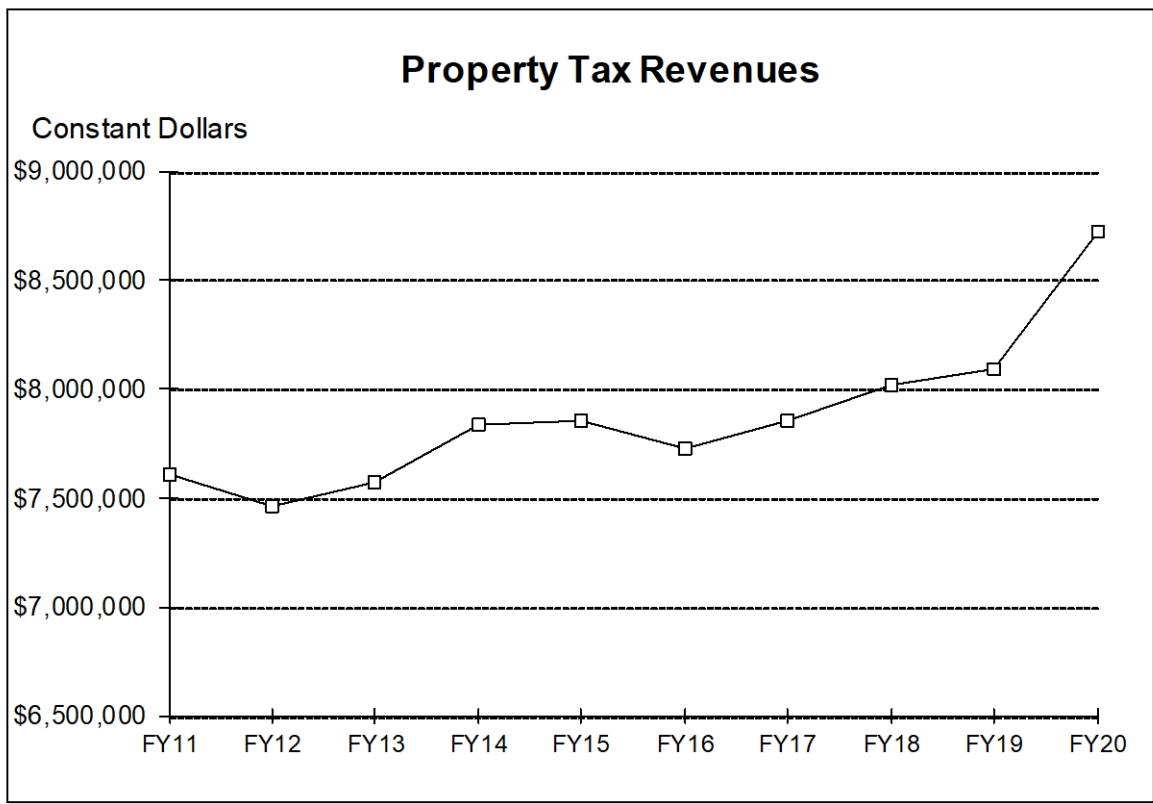
Other Financing Sources:

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

TREND MONITORING

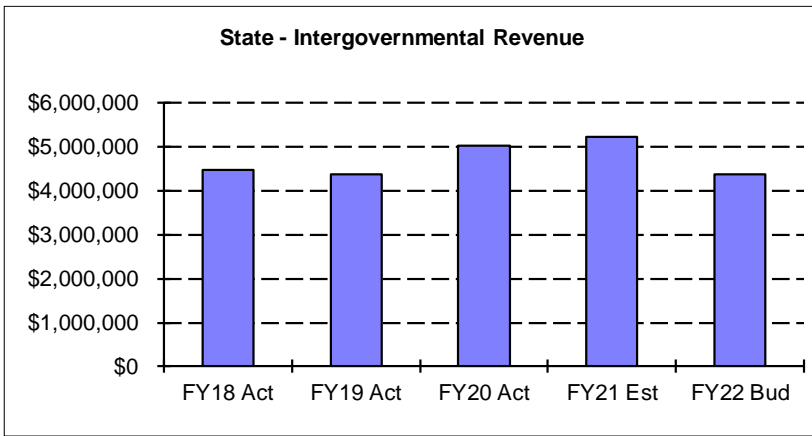
As noted previously, many revenues are budgeted based on historical trends. Trend monitoring is an essential element in the budgeting process for the City of Salisbury. Revenue information by line item is available for the current fiscal year, along with actual revenues for the past two fiscal years.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

Trend factors are translated into indicators, which are then converted into graphs. As shown below, the graph has a warning sign that can necessitate appropriate action from the City. As shown in the graph, the change in value FY20 is a result of reevaluation.



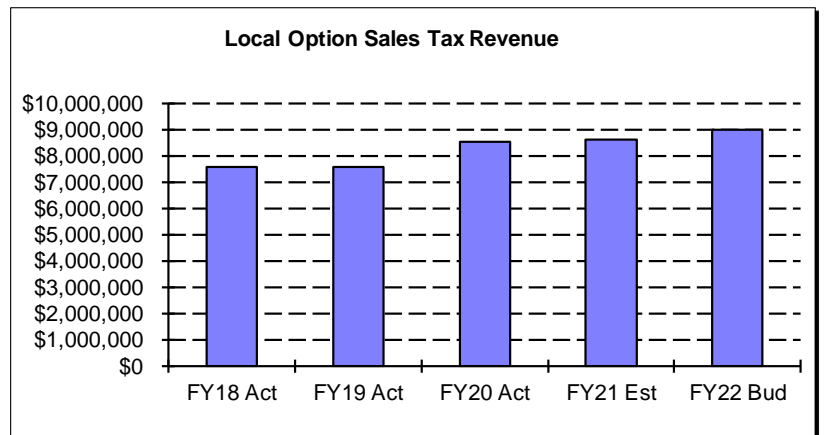
OTHER REVENUE TRENDS

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

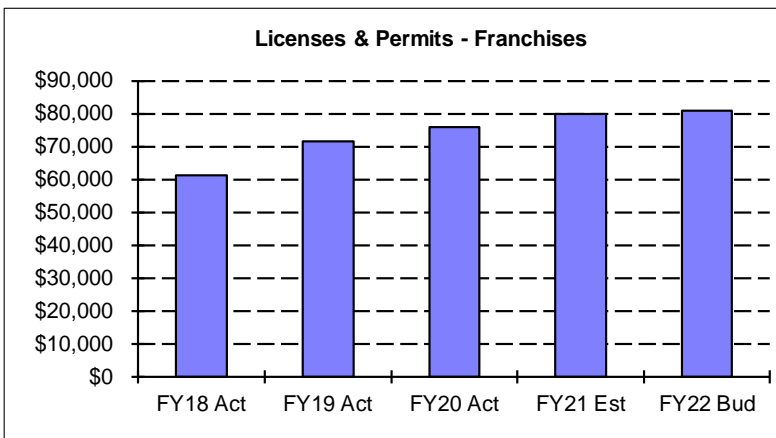


State intergovernmental revenue is comprised to state-shared receipts and grants. FY22 down due to reduction in CMAQ funding.

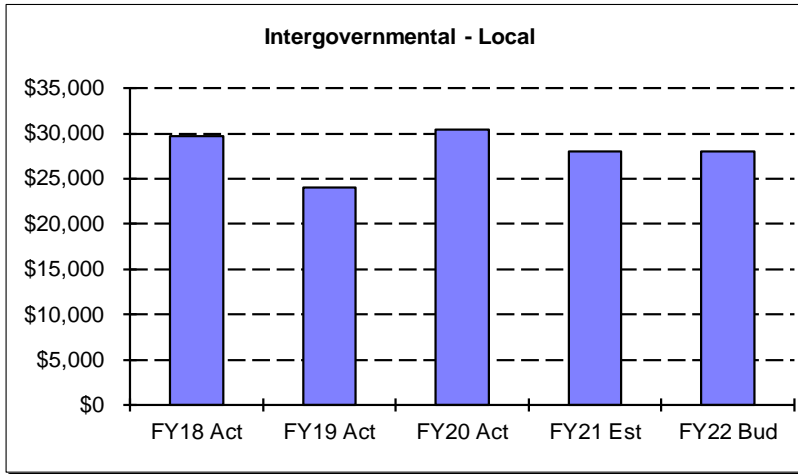
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Based on the current economic forecasts, revenues have been increasing at modest pace. FY21 included no growth due to uncertainty caused by COVID-19.



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.

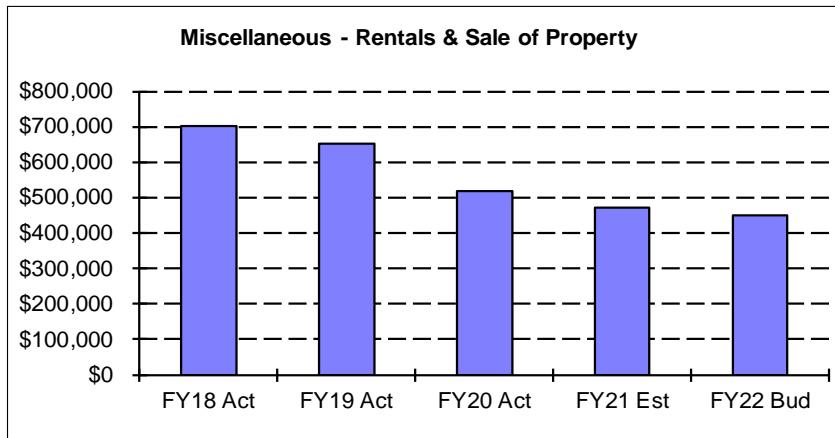
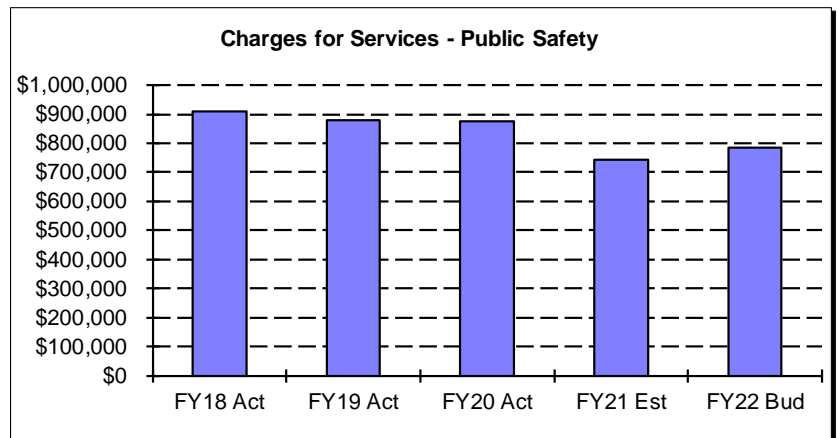


Permit revenues are based rental vehicle licenses and beer and wine licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to be at the same consistent level each year thereafter.



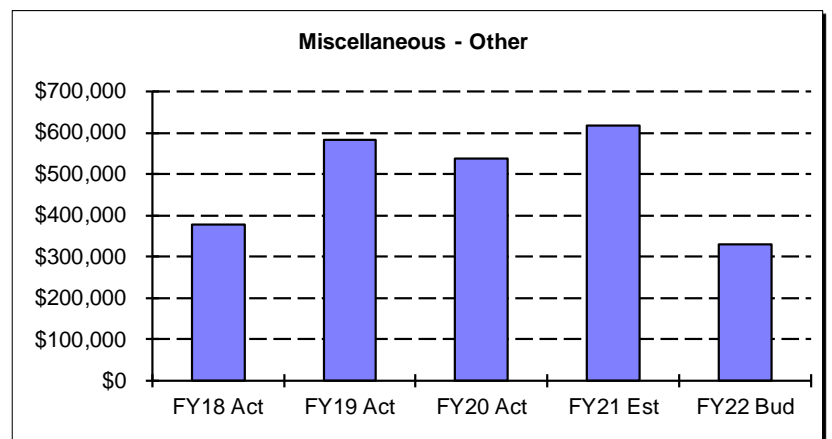
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

Revenues from public safety charges for services are derived from police and fire protection, and charges for radios and pagers to public agencies within the area.



Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. FY18 shows an increase in the sale of assets due to a backlog of surplus property. Decline in rentals due to COVID-19.

Other miscellaneous revenue is subject to significant fluctuation due to General Fund donations and miscellaneous revenue. FY19 includes an increase in donations, including one for Hurley Park for grounds improvements.



FINANCIAL MANAGEMENT AND BUDGET PROCESS

FINANCIAL MANAGEMENT PROGRAM

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

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

FINANCIAL MANAGEMENT SYSTEMS

FUND ACCOUNTING

Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, recording cash and other financial resources together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or obtaining certain objectives in accordance with special regulations, restrictions, or limitations. Thus, a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functions.

The budgeted funds are as follows:

Governmental Fund Types

Governmental funds are those through which governmental functions typically are financed. The acquisition, use, and balances of the government's expendable financial resources and the related current liabilities, except those accounted for in the proprietary fund, are accounted for through governmental funds. The governmental fund measurement focus is based upon determination of financial position and changes in financial position (sources, usage, and balances of financial resources), rather than upon net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary governmental fund operating statement.

General Fund – The General Fund is the general operating fund of the City. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, governmental grants, and various other taxes and fees. The primary expenditures are for public safety, street maintenance and construction, sanitation services, parks and recreation, and economic development. An equipment replacement subfund for the General Fund is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the General Fund.

Special Revenue Fund - Special revenue funds account for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund, a Community Development Fund.

Proprietary Fund Types

Proprietary funds are used to account for a government's ongoing organizations and activities which are similar to those found in the private sector. All assets, liabilities, equity, revenues, expenses, and transfers relating to the government's business and quasi-business activities (where net income and capital maintenance are measured) are accounted for through proprietary funds. The generally accepted accounting principles used here are those applicable to similar businesses in the private sector, and the measurement focus is upon determination of net income, financial position, and cash flows.

Enterprise Funds - Enterprise funds are used to account for business-type activities in which fees are charged to the customers to help cover all or most of the cost of the services provided. The enterprise funds include the Water and Sewer Fund, Fibrant Communications Fund, Stormwater Utility Fund and Transit Fund. An equipment replacement subfund for Water and Sewer and for Stormwater Utility is maintained for accounting and budgeting purposes.

BASIS OF ACCOUNTING

In accordance with North Carolina General Statutes, all funds of the City are maintained during the year using the modified accrual basis of accounting.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

The City considers all revenues available if they are collected within 90 days after year-end, except for property taxes. Ad valorem taxes receivable are not accrued as revenue because the amount is not susceptible to accrual. At June 30, taxes receivable are materially past due and are not considered to be an available resource to finance the operations of the current year.

Until FY2014, Rowan County was 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. In FY2014, North Carolina implemented the Tag and Tax Together program – a more streamlined method for vehicle owners to pay their registration and vehicle taxes. Annual registration fees and vehicle property taxes will be paid to the Division of Motor Vehicles (DMV). In turn, the DMV will distribute the taxes to the appropriate counties.

Sales taxes and certain intergovernmental revenues, such as the utilities franchise tax, 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. Under terms of grant agreements, the City funds certain programs with combination of specific cost-reimbursement grants, categorical grants, and general revenues. Thus, when program expenses are incurred, there are both restricted and unrestricted net assets available to finance the program. It is the City's policy to first apply general revenues, followed by categorical block grants, and then cost-reimbursement grants.

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

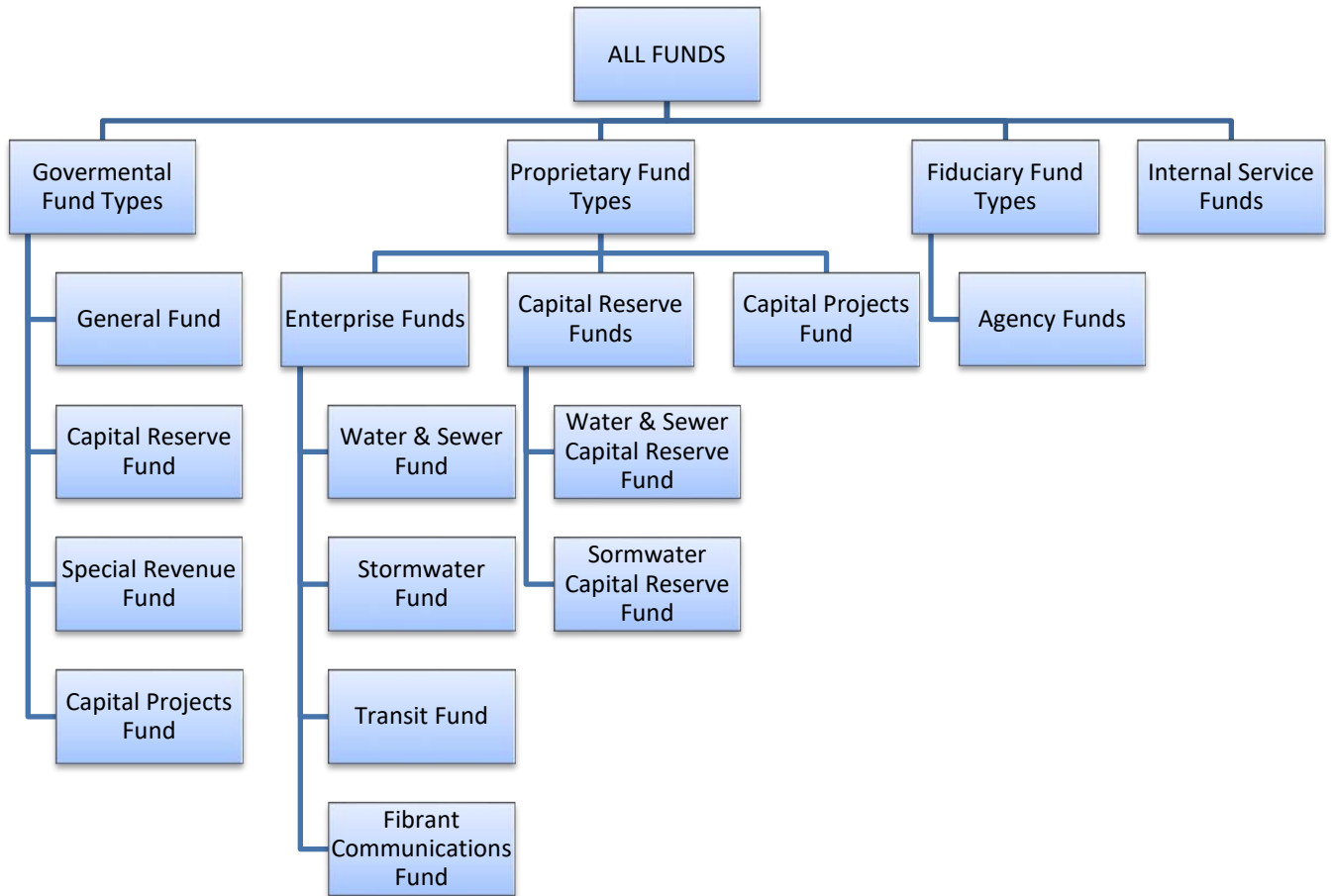
The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, and Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are considered to be quasi-external transactions and are recorded as revenues and expenses in the appropriate funds.

BASIS OF BUDGETING

The City's budgets are adopted as required by the North Carolina General Statutes. An annual budget ordinance is adopted for the General, Special Revenue, and Enterprise funds. All annual appropriations lapse at fiscal yearend. Project ordinances are adopted for the Capital Project Fund and Enterprise Fund Capital Projects Fund, which are consolidated with the operating funds for reporting purposes. These appropriations continue until the project is completed. All budgets are prepared using the modified accrual basis of accounting. Expenditures may not legally exceed appropriations at the functional level for all annually budgeted funds and at the object level for the multi-year funds. Budget Ordinances are required for any revisions that alter total expenditures of any fund. All ordinances must be approved by the City Council. The annual budget ordinance must be adopted by July 1 of the fiscal year or the City Council must adopt an interim budget that covers that time until the annual ordinance can be adopted.

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



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 available cash that is in excess of amounts needed to meet current disbursement needs
- 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) percent from the preceding year. The increase excludes: taxable value gained through annexation; the taxable value gained through new construction; tax increases mandated by the voters, courts, State, or federal governments.
2. The City will project revenues for five (5) years and will update the projections annually prior to the beginning of the preparation of the annual budget.
3. The City will utilize user charges in lieu of ad valorem taxes for services that can be individually identified and where the costs are directly related to the level of service:
 - a) Recreational programs will be funded from user charges for all programs in which it is practical to charge. User charges should represent at least 15% of the total recreational budget.
 - b) Cemetery activities should be partially funded from user charges. User charges should represent at least 50% of the total Cemetery budget.
 - c) Waste Management Division's cost to use the County's landfill will be recovered completely from users.
 - d) User charges will pay for the cost of operating a recycling program.
 - e) The user charge fees for water and sewer will be sufficient to finance all operating, capital, and debt service costs for the Water and Sewer Fund.
4. All City charges and fees will be reviewed and updated annually.

Operating Budget Policy

1. Current operating revenues will be sufficient to support current operating expenditures.
2. Debt or bond financing will not be used to finance current expenditures.
3. For programs with multiple revenue sources, the City will adhere to the revenue spending policy. The Finance Officer will use resources in the following hierarchy: bond proceeds, federal funds, state funds, local non-city funds, city funds.
4. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
5. The City will develop a program to replace all information systems hardware at least once every four years.
6. The City will establish a Capital Replacement Fund for the replacement of vehicles, information systems hardware, and radio equipment. The Fund will purchase the equipment and lease it back to the appropriate department over its useful life. These lease payments will create a sinking fund to be utilized to purchase new equipment to replace the existing one.
7. The City will establish a Risk Management Program to provide for protection against loss and a reduction in exposure to liability. The City will establish a safety program to minimize the City's exposure to liability and thereby reduce the number of claims against the City.
8. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses.
9. The City will only use one-time revenues for the funding of capital improvements or other non-recurring expenditures.

Capital Improvement Policy

1. The City will prepare and adopt a ten-year Capital Improvement Program, which will detail each capital project, estimated cost, description, and funding source.
2. Operating expenditures will be programmed to include the cost of implementing the Capital Improvement Program and providing all personnel, operating costs, and capital outlay required.
3. The City will prepare and update annually a resurfacing and replacement policy for street and sidewalk improvements.
4. Due to the uncertainty around COVID-19 impacts, the City has suspended the General Fund CIP process in FY2021 and FY2022.

Accounting Policy

1. The City will establish and maintain the accounting systems according to the generally accepted principles and standards of the Government Accounting Standards Board (GASB) and the National Committee on Governmental Accounting.
2. An annual audit will be performed by an independent public accounting firm which will issue an official opinion on the annual financial statements, with a management letter detailing areas that need improvement (if required).
3. Full disclosure will be provided in the financial statements and bond representation.
4. Financial systems will be maintained to monitor expenditures and revenue on a monthly basis with a thorough analysis and adjustment (if required).
5. Interfund loans are authorized according to the resolution adopted by City Council on November 17, 2009.
6. All revenue collections will be consolidated under the City's Finance Department.
7. The City will continue to obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the GFOA.

Debt Policy

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

4. Interfund loans will be made as needed according to the Resolution approved by the City Council. The interest rate for those loans requiring the repayment with interest was revised as of June 30, 2011, to 1% which is reflective of what the City can currently earn on investments.

Reserve Policy

1. The City maintain the unreserved fund balance of at least 25% 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 Annual Comprehensive 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. A public hearing is conducted to obtain taxpayer comments.
3. Prior to June 30, the budget is legally enacted through passage of an ordinance.
4. The City Manager is authorized to transfer budgeted amounts between departments; however, any revisions that alter the total expenditures of any fund must be approved by the City Council.
5. Formal budgetary integration is employed as a management control device during the year for the General Fund, special revenue funds, and enterprise funds. Budgetary performance can be quantitatively measured and accounted for throughout the year.

GOAL SETTING AND BUDGETARY PROCESS

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

In preparation for this Retreat, the City's Staff updated the comprehensive 10-Year Capital Improvement Plan (CIP) the Water and Sewer Fund. The CIP helps guide funding priorities in the upcoming city budget. Due to the financial uncertainties related to COVID-19, the FY2021-2031 CIP was discontinued for the General Fund; only the Water Sewer Fund CIP was prepared.

Additionally, the City's Management Team meets with the City's Boards and Commissions for goal setting sessions and with their own department to clarify and establish goals. Goals from the Boards and Commissions are presented to City Council to request city funding.

Each department manager begins considering the personnel needed, operational costs, and capital outlay associated with performing the goals as set forth by City Council. Budget staff prepare and have available on the City's server budgetary request forms in accordance with the Budget Calendar.

Upon return of the completed forms and departmental input of budget requests, the City Manager and Budget Team meet with each member of the City's Management Team to review 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 ten-year capital improvement program with each item justified and ranked as to priority. Every capital outlay item is reviewed regarding need and whether the capital acquisition assists in accomplishing the stated goals. The budget 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 the City Manager with highlights of the major budgetary discussions with supporting analyses for his recommendations.

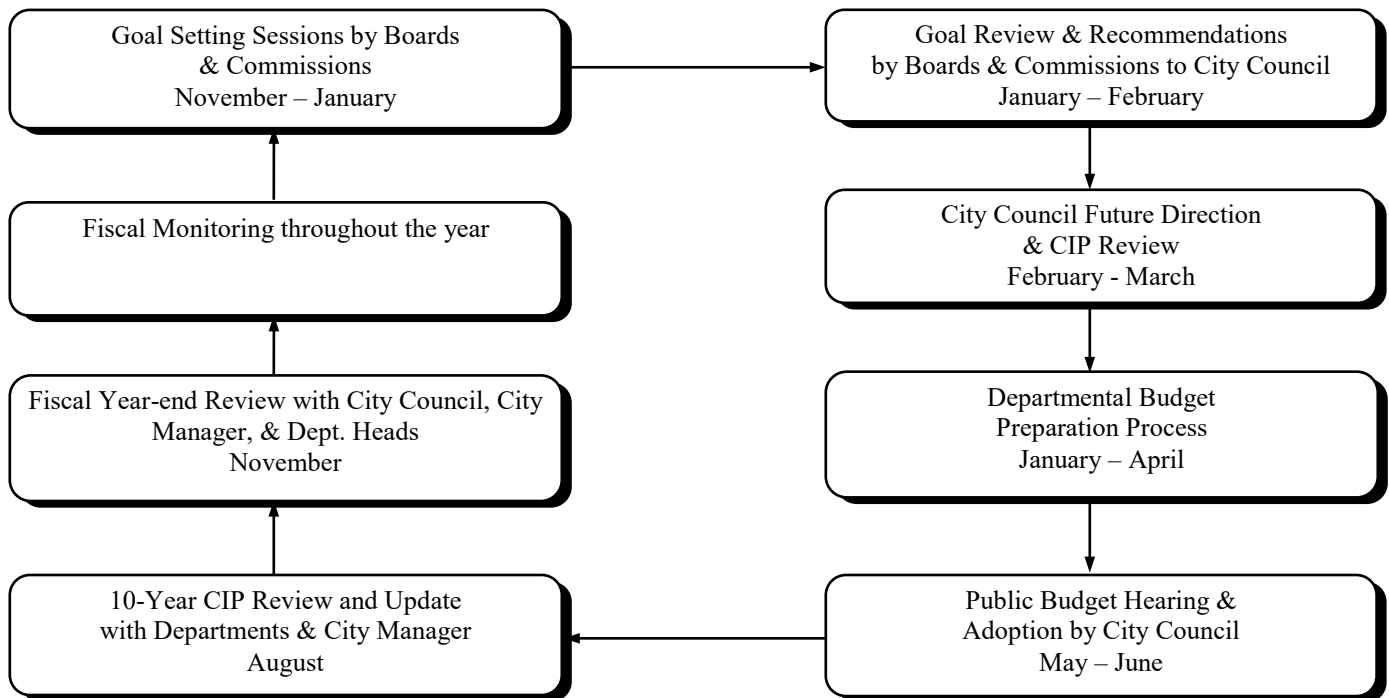
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City’s web site at www.salisburync.gov.

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

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

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

GOAL SETTING/BUDGET CYCLE



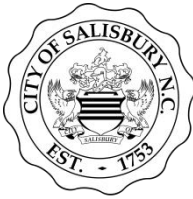
CITY OF SALISBURY
FY2020-2021 BUDGET CALENDAR

January 2021	Prepare personnel request forms; present staffing patterns and personnel request information Prepare schedules for fixed operational costs	Finance
January 2021	Vehicle Review Committee meeting for evaluation of vehicles	Fleet Manager and Purchasing Coordinator
1/29/21	Start of budget data entry Complete all budget request forms no later than February 25, 2021	Management Team and Division Managers
2/10/21 - 2/11/21	Annual Retreat	Mayor, City Council, City Manager and Staff
2/25/21	Review of Specific Budget Proposals	Budget Team, Department Heads and Division Managers
2/1/21 - 2/28/21	Prepare FY2020-2021 year-end revenue estimates and FY2020-21 revenue estimates on all funds	Finance, Utilities Director, & Transit Director
3/16/21	Hold Public Hearing on the use of 2021-22 CDBG & HOME Funds	Community Planning Services Staff
3/31/21	Departmental budget cuts to balance budget due to Finance	City Manager, Department Heads, Division Mangers
5/4/21	First reading of 2021-2022 CDBG & HOME; hold Information Session for 2021-22 CDBG & HOME Funds	Community Planning Services Staff
5/18/21	City Manager to present recommended Budget to City Council	City Manager
5/23/21	Place ad in THE SALISBURY POST to advertise one time for public hearing	City Clerk
6/1/21	Public notice of Budget Work Session	City Clerk
6/2/21	Hold a public hearing on the FY2021-22 Budget	City Council
June 2021	Budget Work Session	Mayor, City Council, City Manager and Staff

CITY OF SALISBURY
FY2020-2021 BUDGET CALENDAR

Before July 1, 2021	City Council to adopt Budget	City Council
July 2021	Report tax rate to Rowan County Tax Supervisor	City Clerk
Summer 2021	Brief Boards and Commissions Chairmen on Adopted Budget	Chairmen of City Boards and Commissions and appropriate City Staff

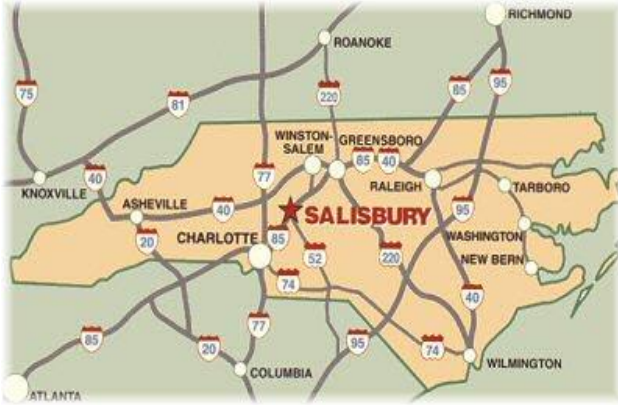




FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

LOCATION

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



CLIMATE

The climate of the Salisbury area is moderate, a definite advantage to those who live and work here. The massive mountains of Western North Carolina form a natural barrier against the cold east-west winds. While definitely southern in climate, Salisbury is far enough north and has sufficient altitude to escape the humid summers of many other southern regions. Extremes in climate are very rare and short-lived. In winter, the high temperature is about 53 degrees, with a low around 30 degrees. The total snowfall is normally about 3 inches each year. In the summer, the high averages about 88 degrees, with a low of 67 degrees.

POPULATION

The population of the City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 34,536 based upon estimates from the North Carolina Office of State Planning.

HISTORY

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

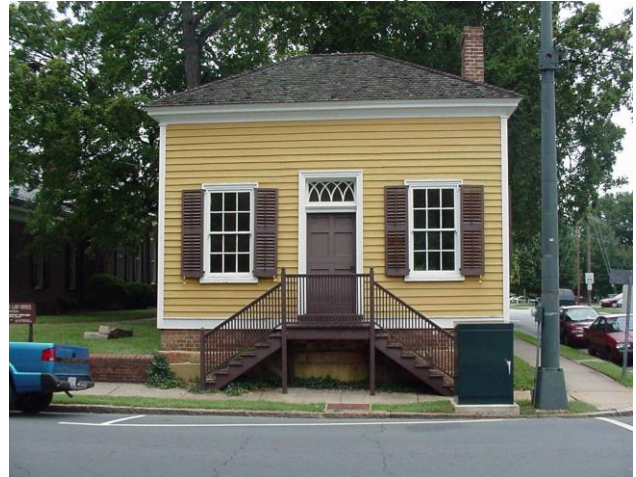
The County of Rowan was established in 1753. At this time, Rowan included all territory north to Virginia and east to what we know now as Guilford County and west to the mountains. Eventually, 26 counties were formed from Rowan. Rowan County was named for Matthew Rowan, acting governor for the colony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

The deed for Salisbury is dated February 11, 1755. The court center, called prior to this time Rowan Court House, was a bustling little village of seven or eight log cabins, a courthouse, jail and pillory, according to Governor Arthur Dobbs who visited here in late 1755.

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

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

Henderson Law Office



Two years before the national Declaration of Independence and one year before the Mecklenburg Declaration of Independence, a group of patriotic citizens of Rowan County, serving as a Committee of Safety, adopted the Rowan Resolves on August 8, 1774, containing the pioneer element toward liberty

and independence from Britain. These resolves reached the highest note of any passed in the colony in calling for the abolishment of the African slave trade and urging the colonies to "unite in an indissoluble union and association". These resolves are located in the state archives and are the only ones of the many passed in this period that are preserved.

So many legends and lifestyles have been passed down over the passage of time. Daniel Boone began his exploration of the Blue Ridge Mountains from here in Salisbury. Near the present-day library is the small office where Andrew Jackson studied law and was admitted to the bar before he moved westward.

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

GOVERNMENT

The City of Salisbury's government is organized according to the Council-Manager form of government. The City Council, which formulates policy for the administration of the City, together with the Mayor, constitutes the governing body of the City. In November 2021 the City will hold its first separate Mayoral election. Four Council members will also be elected to serve on the five member body. The Mayor Pro Tem is elected by City Council members to serve during the Mayor's absence or disability. All members are elected to serve two-year terms of office.

The City Council appoints the City Manager to serve as the City's Chief Executive Officer. The City Manager is responsible for implementing the policies of the City Council, directing business and administrative procedures, and appointing departmental officers. At the present time, the City Manager is assisted by the Assistant City Manager and 13 departments: Administration, Finance, Human Resources, Communications, Downtown Development, Fire, Police, Community Planning Services, Engineering, Public Works, Transit, Parks and Recreation, and Salisbury-Rowan Utilities. The City provides a full range of municipal services allowable under state law including law enforcement, fire protection, zoning and code enforcement, cemeteries, recreation centers and parks, street maintenance, sanitation, and water and sewer systems. The City provides broadband through a public-private partnership.

The City of Salisbury is a separate legal entity from Rowan County as permitted by the State of North

Carolina. The City is independent of county government but does provide some overlapping services such as police protection and recreational facilities. The County, not the City, is held responsible by state statutes to provide health and social services and court services.

UTILITIES

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, using the Actiflo high-rate clarification process, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2020 was 9.03 million gallons per day, with a peak daily production of 11.9 million gallons. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the service area.

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

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons and the average daily treatment in FY 2020 was 7.8 million gallons.

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

Other utilities are provided by Duke Energy, Piedmont Natural Gas, AT&T, Windstream, and Spectrum.

TRANSPORTATION

Salisbury, nearly the geographic center of North Carolina, is located on Interstate Highway 85, 42 miles from Charlotte, 52 miles from Greensboro, and 39 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C.

150. Over 7 million people live within 100 miles of Salisbury, 3.25 million within 50 miles. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Mid-Carolina Regional Airport, three miles from downtown Salisbury, has a 5,800 ft. x 100 ft. paved and lighted runway. Hangar space and private plane servicing are available.

Two major commercial airports are within a one-hour drive of Salisbury – Charlotte-Douglas International (CLT) in Charlotte and Piedmont Triad International (PTI) in Greensboro. Additionally, these airports provide regular air passenger services to all parts of the United States via various airlines. There are also non-stop, international flight options available to Frankfurt, London, Rome, and San Juan, among other global destinations.

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

The Depot



Amtrak provides rail transportation with service on the Piedmont and the Carolinian from New York City to Charlotte, North Carolina. Arrivals and departures are from the Historic Salisbury Station formally known as The Depot, a renovated station of the Salisbury Railroad Station Depot, originally built in 1908.

LODGING

An ideal area for meetings and conventions, Salisbury has 12 hotels, with nearly 1,200 rooms, and two bed and breakfast establishments in our historic district.

EDUCATION

Salisbury is home to four colleges. Catawba College was founded in Newton, North Carolina in 1851, and moved to Salisbury in 1925. Catawba has 30 buildings comprising a physical plant unsurpassed in

the East for a college of this size and style. It has a total enrollment of 1,325 Liberal Arts students and is affiliated with the United Church of Christ. U.S. News and World Report ranked Catawba 4th among Best Regional Colleges in the South for 2018. Livingstone College was founded in 1879 and has 1,150 Liberal Arts students. It is supported by the African Methodist Episcopal Zion Church. Rowan-Cabarrus Community College offers two-year educational programs leading to the associate's degree in applied science. In addition, one-year diploma programs are offered in five fields. There is a total enrollment of approximately 4,700 full-time students. The City is also home to Hood Theological Seminary, a private graduate school that prepares students for ministry and has grown to 300 students.

Novant Health Rowan Medical Center and Campbell University have a working agreement that establishes the hospital as a teaching hospital. The partnership includes training in the areas of primary care, family medicine, general surgery, OB/GYN, pediatrics, psychiatry, and other critical services with an emphasis on the unique needs of underserved communities.

In addition to the Salisbury-Rowan public school system, there are several private and church related schools.

ARTS AND ENTERTAINMENT

The cultural atmosphere of the Salisbury area is significantly enriched by the outstanding programs of Catawba and Livingstone Colleges and the other colleges in the area. Each year the Catawba College Shuford School of Performing Arts brings a minimum of four musical events to Salisbury. Catawba's Theatre Arts Department offers several professional-type drama productions each year. Livingstone College also has a cultural series that brings artists to the community as well as an excellent drama group.

The Piedmont Players, a community little theatre organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theatre, built in 1905, for their home. The Piedmont Players presents five shows each season. The Norvell Theatre features plays cast entirely with children and youth. Many school groups attend plays at the Norvell every year. Piedmont Players has received an award at the annual North Carolina Theatre Conference for having the best community theatre in the state. The arts program has been further enhanced with the

addition of the Lee Street Theatre and Performing Arts Center, a 9,000 square foot theatre.

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

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

The Salisbury Sculpture Show is an annual event hosted by the City which provides an opportunity for local citizens and visitors to enjoy sculptures in Salisbury's historic downtown and on its four college campuses – Catawba College, Hood Theological Seminary, Livingstone College, and Rowan-Cabarrus Community College. In 2016, the Salisbury Sculpture Show received the Improving Quality of Life Award at the Centralina Council of Governments Region of Excellence Awards.

COMMUNITY FACILITIES

Salisbury is served five days a week by The Salisbury Post. Three radio stations provide local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage from all major networks in addition to cable television facilities.

A full-time, year-round parks and recreation staff offers activities for all city residents. In addition to organized activities, the City provides 28 park properties, an outdoor seasonal swimming pool and splash pad, a sports complex, and a large community park and athletic complex totaling 518 acres of parkland city wide.

In addition, the department provides many amenities for public enjoyment including four recreation facilities, eight tennis courts, one disc golf course, and five paved sections (5.2 miles) of the Salisbury Greenway.

A new teen center opened March 5, 2018, in the Miller Recreation Center on West Bank Street. Teens receive free membership cards when they sign up, which also gives them free access to city buses. The center offers a place to play pool, foosball, and video games. The members can also receive homework assistance, life skills training, and participate in other specialized programs.

PARK SYSTEMS

Kelsey-Scott Park, City Park, and Salisbury Community Park are among the largest parks in our park system providing outdoor recreation and shelter reservations to the citizens of Salisbury. The Jaycee Sports Complex is a multi-use area with two ball fields, outdoor fitness equipment, and two outdoor basketball courts. City Park Recreation Center, Miller Recreation Center, Hall Gym, and the Salisbury Civic Center offer a variety of programs throughout the year and are also available for rentals.

The Salisbury Community Park and Athletic Complex opened in April 2001. Amenities at the 306 acre park include baseball/softball fields, soccer fields, picnic shelters, play structures, multiple hiking/biking trails, walkways, and an eight-acre lake suitable for fishing and equipped with a handicap accessible fishing pier.

Ball field at the Community Park



Hurley Park is a municipal garden which offers a unique collection of plants, native and ornamental, to the area. The park provides an educational experience as well as a pleasurable place to stroll and is reserved for weddings and other special events. The park celebrated its 30-year anniversary during the 2017-18 fiscal year.

The City will be adding a new park as part of a public private partnership in the downtown area in July 2021. Bell Tower Green Park will cover a full block in downtown Salisbury. It will have a large water fountain, flower beds and green space.

SPECIAL EVENTS

The year 2020 presented us with an unprecedented statewide state of emergency due to COVID-19 (coronavirus). Due to the executive orders given by the governor, many events have had to be postponed or canceled. At this time, it is unknown when the restrictions will be lifted and what events will be held as scheduled.

The Parks and Recreation Department offers a variety of special events throughout the year including: Father-Daughter Dance, Earth Day on the Greenway, Touch a Truck, Doggy Dip Swim, Middle School Prom, Movies in the Park, Fall Campouts, Halloween Fun Fest, 5K Run/Walk for the Greenway, Music at the Mural, Fur Fun 5K, Brown Bag Lunch Jam, New Year’s Eve at the Bell Tower, Cheerwine Festival and Brunch with Santa. The department also assists Downtown Salisbury, Inc. (DSI) with their scheduled special events. In addition to special events, the department facilitates over 20 softball tournaments that bring players from throughout the southeast to the Salisbury Community Park and Athletic Complex.

Downtown Salisbury Inc. has 17 events in the Downtown area that bring thousands of residents together for a fun filled evening. The City of Salisbury, in partnership with Cheerwine, has hosted the Cheerwine Festival in May. The event began with the 100th birthday of Cheerwine in 2017, and the event has grown to over 50,000 visitors in downtown Salisbury enjoying live music, food vendors, shopping, local craft vendors, and family-friendly activities. The City hosted Cheerwine Festival as a virtual event in May of 2020.

Cheerwine Festival



MISCELLANEOUS STATISTICS

Public Safety:		Regional Utilities Department:	
Number of Fire Stations	6	Number of Customers	19,221
Number of Police Stations	1	Miles of Water Line	450
Recreation Facilities:		Miles of Sewer Line	420
Number of Parks	18	Area - Square Miles	21.8
Number of Recreation Centers	4	Miles of Streets	172.48
Number of Tennis Courts	6	Number of Cemeteries	7
Number of Acres	518		
Greenway Miles	5.2		



ASSESSED VALUE OF TAXABLE PROPERTY

Fiscal Year Ended June 30,	For the Last Ten Fiscal Years				Tax Rate	
	Real Property	Personal Property	Public Service Property	Total		
2022	¹			\$3,166,595,749	\$0.7196	
2021	¹	\$2,580,173,368	\$491,873,625	\$80,096,479	\$3,152,143,472	\$0.7196
2020		\$2,471,778,814	\$603,628,803	\$80,096,479	\$3,155,504,096	\$0.7196
2019		\$2,213,404,065	\$580,679,857	\$76,103,757	\$2,870,187,679	\$0.7196
2018		\$2,200,909,996	\$571,100,802	\$72,407,318	\$2,844,418,116	\$0.7096
2017		\$2,190,395,512	\$581,933,147	\$70,460,904	\$2,842,789,563	\$0.6720
2016		\$2,188,918,181	\$552,224,799	\$69,437,235	\$2,810,580,215	\$0.6600
2015		\$2,192,253,039	\$572,732,078	\$62,228,883	\$2,827,214,000	\$0.6569
2014		\$2,185,868,793	\$592,826,220	\$59,056,195	\$2,837,751,208	\$0.6374
2013		\$2,207,871,524	\$500,854,287	\$61,343,725	\$2,770,069,536	\$0.6374

¹ Estimate(s) used for budgetary purposes

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the years ended June 30, 2012; June 30, 2016 and June 30, 2020 (in bold). The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.286.

**SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY
For the Year Ended June 30, 2020**

<u>Business</u>	<u>Type of Enterprise</u>	<u>2020 Assessed Valuation</u>	<u>Percentage Value of</u>
Food Lion, Inc.	Commercial	\$ 140,351,271	4.45%
Henkel Corporation	Manufacturing	34,673,187	1.10%
Duke Energy Corp.	Utility	33,961,930	1.08%
AKZO Nobel	Manufacturing	32,481,455	1.03%
Norandal USA	Industrial	30,345,068	0.96%
Brixmor Innes Street, LLC	Retail Real Estate	26,622,109	0.84%
Cole Mt. Salisbury, NC LLC	Real Estate	20,648,610	0.65%
Wal-Mart Real Estate Business	Retail	16,027,005	0.51%
BRC Salisbury LLC	Real Estate	15,606,611	0.49%
Piedmont Natural Gas	Utility	14,904,008	0.47%
Total		<u>\$ 365,621,254</u>	<u>11.58%</u>

**SCHEDULE OF PRINCIPAL EMPLOYERS
IN THE CITY OF SALISBURY
For the Year Ended June 30, 2020**

Employer	Employee	Percentage of Total City
Delhaize Food Lion	3,200	14.55%
Rowan/Salisbury School System	3,164	14.38%
W.G. (Bill) Hefner VA Medical Center	2,281	10.37%
Novant Health Rowan Regional	1,560	7.09%
Rowan-Cabarrus Community College	1,006	4.57%
Rowan County	810	3.68%
Piedmont Correctional Institute	450	2.05%
City of Salisbury	410	1.86%
Catawba College	400	1.82%
Lutheran Services for the Aging	379	1.72%
Total	13,660	62.09%

Source: Annual Comprehensive Financial Report, Fiscal Year ending June 30, 2020.

**DEMOGRAPHIC AND ECONOMIC STATISTICS
CITY OF SALISBURY
For the Last Ten Fiscal Years**

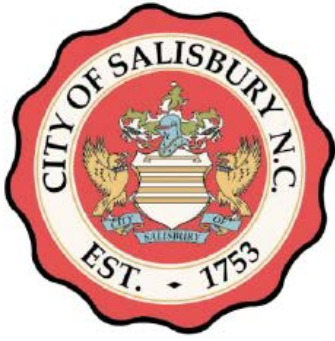
Fiscal Year	Population	Personal Income	Per Capita Personal Income	Median Age	Unemployment Rate
2020	34,536	\$975,479,318	\$ 28,245	40.5	7.3%
2019	34,463	949,675,523	27,556	40.3	4.7%
2018	34,463	926,512,706	26,884	40.1	4.4%
2017	34,459	903,809,921	26,229	39.9	5.2%
2016	34,285	877,313,318	25,589	39.7	5.8%
2015	33,955	847,677,075	24,965	39.5	5.9%
2014	33,726	821,424,540	24,356	39.3	7.3%
2013	33,622	798,918,570	23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,732	762,910,045	22,617	38.7	11.6%

Sources: Population data provided by Office of State Management and Budget.
Personal income, per capita income, and median age data are based on the latest census with estimated fluctuations for non-census years.
Unemployment rates are provided by the NC Employment Security Commission.

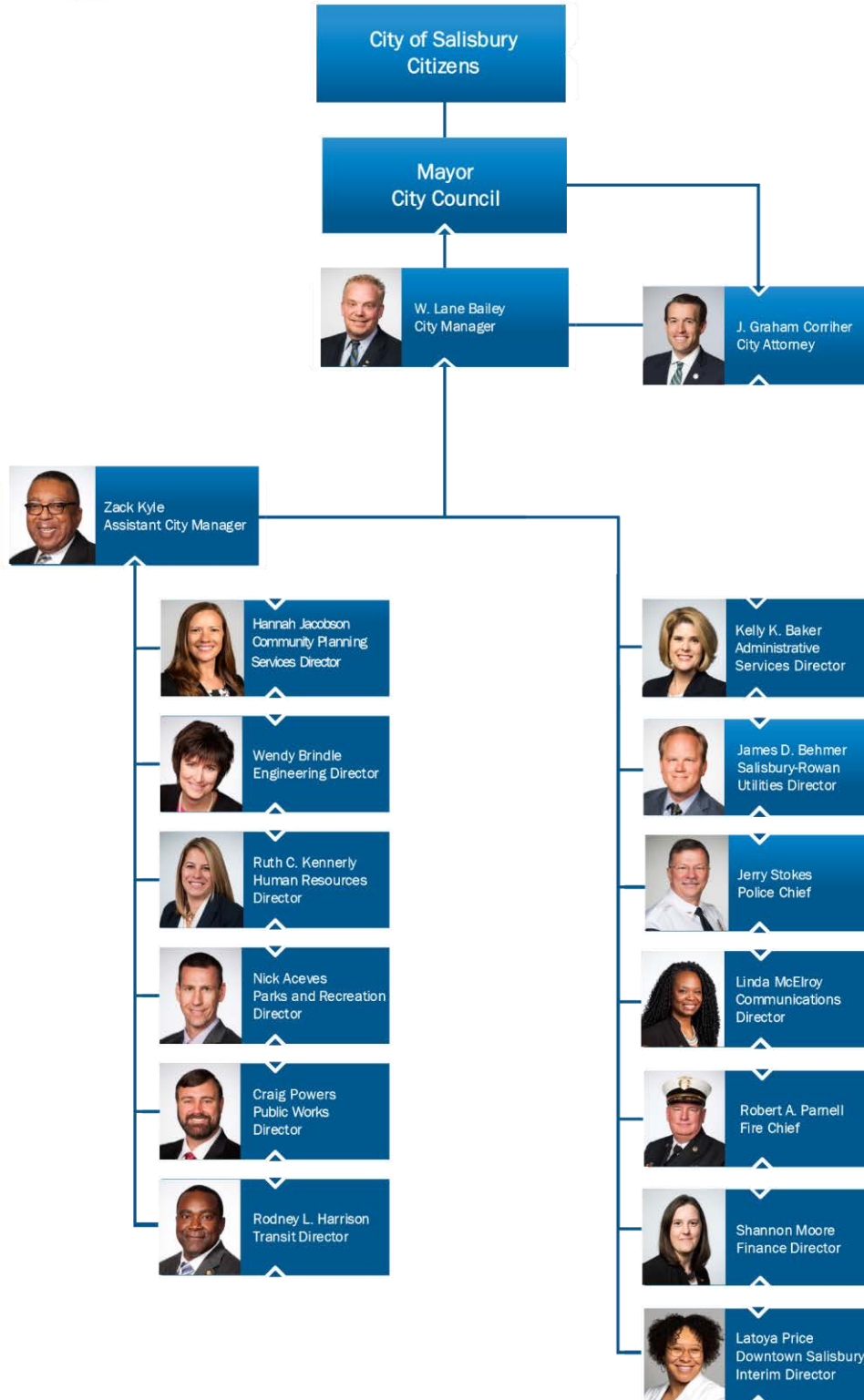
CITY OF SALISBURY
LIST OF PRINCIPAL OFFICIALS

July 1, 2021

Mayor	Karen Kirks Alexander
Mayor Pro Tem	Al Heggins
Council Member	David B. Post
Council Member	Tamara Sheffield
Council Member	William B. Miller
City Attorney	J. Graham Corriher
City Manager	W. Lane Bailey
Assistant City Manager	Zack Kyle
Administrative Services Director	Kelly K. Baker
City Clerk	Kelly K. Baker
Communications Director	Linda McElroy
Community Planning Services Director	Hannah Jacobson
Downtown Salisbury Interim Director	Latoya Price
Engineering Director	Wendy Brindle
Finance Director	Shannon Moore
Fire Chief	Robert A. Parnell
Human Resources Director	Ruth C. Kennerly
Parks and Recreation Director	Nick Aceves
Police Chief	Jerry Stokes
Public Works Director	Craig Powers
Salisbury-Rowan Utilities Director	James D. Behmer
Transit Director	Rodney L. Harrison



City of Salisbury Organization Chart



CITY OF SALISBURY
SUMMARY OF POSITIONS FOR FY 2020 – 2022

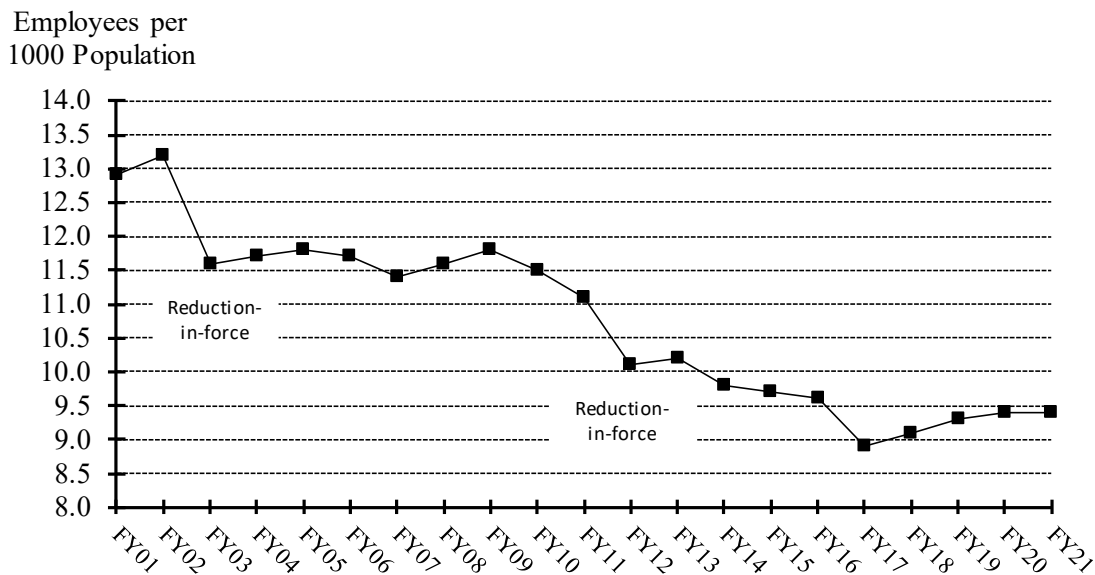
	<u>APPROVED</u> FY 2019-20	<u>APPROVED</u> FY 2020-21	<u>REQUESTED</u> FY 2021-22	<u>RECOMMENDED</u> FY 2021-22	<u>APPROVED</u> FY 2021-22
GENERAL FUND					
City Council	8	7	7	7	7
Management & Administration	6	6	6	6	6
Communications	4	4	4	4	4
Human Resources	6	6	6	6	6
Financial Services	12	12	12	12	12
Business Services	9	8	8	8	8
Information Technologies	7	7	7	7	7
Community Planning Services	4	4	5	5	5
Code Services	4	4	4	4	4
Development Services	4	4	4	4	4
Downtown Salisbury	3	3	3	3	3
Engineering	8	7	7	7	7
Engineering-Traffic Operations	3	3	3	3	3
Police	97	94	95	95	95
Fire	90	90	88	88	88
Public Works-Telecommunications	4	4	4	4	4
Public Works-Facilities Maintenance	5	5	5	5	5
Public Works-Administration	3	3	4	4	4
Public Works-Streets	18	15	14	14	14
Public Works-Cemetery	1	1	1	1	1
Public Works- Solid Waste Management	6	6	6	6	6
Public Works-Waste Management-Other	5	4	4	4	4
Public Works-Grounds Maintenance	16	16	16	16	16
Public Works-Fleet Management	13	13	13	13	13
Public Works-Bell Tower Green		4	3	3	
Parks and Recreation	15	15	15	15	15
TOTAL	351	345	344	344	341
WATER AND SEWER FUND					
Utility Management	11	12	13	13	13
Water Treatment	9	9	9	9	9
Systems Maintenance	31	31	31	31	31
Environmental Services	7	7	7	7	7
Wastewater Treatment Plants	24	24	24	24	24
Meter Services	7	7	7	7	7
TOTAL	89	90	91	91	91
TRANSIT FUND	15	14	14	14	14
STORMWATER FUND	11	11	11	11	11
TOTAL ALL FUNDS	466	460	460	460	457
<i>Permanent Full-time</i>	442	435	437	437	437
<i>Permanent Part-time</i>	5	5	5	5	5
<i>Temporary Full</i>	2				
<i>Temporary Part-time</i>	7	9	7	7	7
<i>Part-Time Pools</i>	10	11	11	11	11
TOTAL ALL FUNDS	466	460	460	460	460

*Positions eliminated due to system lease

For the FY2021-22 Adopted Budget, the total number of full-time positions for the City’s budgeted funds has increased by two over the previous fiscal year Adopted Budget. The following table shows the changes.

GENERAL FUND:
<i>Additions: Development Services Technician, PD Homeless Victim Specialist</i>
<i>Eliminations: FD-2 Hydrant Maintenance Part-Time; BTG-Maintenance Worker</i>
WATER & SEWER FUND:
<i>Addition: Senior Engineer</i>
TRANSIT FUND:
<i>NO changes in positions</i>
FIBRANT COMMUNICATIONS FUND
<i>NO changes in positions</i>
STORMWATER FUND
<i>NO changes in positions</i>

General Fund Full-Time Employees per 1000 Population



As mentioned in the Introductory Section under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General and HUD Funds employees per 1,000 population. In FY2003, City Council used a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor’s actions and the stagnant economy. Subsequently, in FY2012 (FY12), there were 33 net full time positions eliminated due to decreased revenue/increased expenditures. The decrease in FY2017 is related to the Fibrant employees being moved to the Fibrant Communications Fund from the General Fund.

RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

PROGRAM MATRIX OF FY2021-22 BUDGET

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

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

CITY OF SALISBURY, NORTH CAROLINA

GENERAL FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2022
With Estimated Actual for Year Ending June 30, 2021 and
Actual for Year Ended June 30, 2020

	<u>2020</u>	<u>2021</u>	<u>2022</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
REVENUES:			
Taxes:			
General property - current	\$ 22,045,835	\$ 22,045,500	\$ 21,903,676
General property - prior	185,734	369,500	227,000
Auto tax	241,526	240,000	240,000
Interest on delinquent tax	82,831	95,000	75,000
Other tax	170	50	-
	<u>\$ 22,556,097</u>	<u>\$ 22,750,050</u>	<u>\$ 22,445,676</u>
Unrestricted Intergovernmental:			
Local option sales tax	\$ 8,543,381	\$ 8,650,000	\$ 9,000,000
Utilities franchise tax	2,884,707	2,975,000	3,000,000
Wine and beer tax	148,541	150,000	150,000
Other	179,891	225,000	194,000
	<u>\$ 11,756,521</u>	<u>\$ 12,000,000</u>	<u>\$ 12,344,000</u>
Restricted Intergovernmental:			
State street aid - powell bill	\$ 943,935	\$ 901,151	\$ 858,000
ARRA - Greenway Grant	-	118,153	-
Other	2,410,554	1,755,690	1,483,812
	<u>\$ 3,354,489</u>	<u>\$ 2,774,994</u>	<u>\$ 2,341,812</u>
Charges for services:			
Environmental protection	\$ 2,394,442	\$ 2,570,980	\$ 2,720,000
Culture and recreation	59,582	6,000	90,000
Code services fees	38,214	38,000	40,000
Public safety	566,417	481,585	504,250
Cemetery	100,950	140,000	120,000
Radio antenna and paging rentals	313,236	265,000	280,000
Rentals and sale of property	418,519	331,588	330,840
Licenses and permits	76,468	69,000	81,000
Administrative charges	3,532,027	3,913,450	3,913,450
Community services	66,605	75,021	88,150
Other	7,662	5,000	5,000
	<u>\$ 7,574,122</u>	<u>\$ 7,895,624</u>	<u>\$ 8,172,690</u>
Miscellaneous:			
Interest earned on investments	\$ 208,798	\$ 30,473	\$ 25,000
Donations	252,673	332,277	205,000
Other	306,813	296,500	215,000
	<u>\$ 768,283</u>	<u>\$ 659,250</u>	<u>\$ 445,000</u>
Total revenues	<u>\$ 46,009,512</u>	<u>\$ 46,079,918</u>	<u>\$ 45,749,178</u>
OTHER FINANCING SOURCES:			
Fund balance appropriated	\$ -	\$ -	\$ 1,747,322
Total revenues and other financing sources	<u>\$ 46,009,512</u>	<u>\$ 46,079,918</u>	<u>\$ 47,496,500</u>

CITY OF SALISBURY
FY 2021-2022 BUDGET SUMMARY
GENERAL FUND

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
REVENUE	\$ 46,009,512	\$ 50,088,584	\$ 44,651,876	\$ 47,016,128	\$ 47,496,500
EXPENSES					
Personnel					
REGULAR SALARIES	\$ 17,084,031	\$ 16,918,864	\$ 17,404,409	\$ 17,579,409	\$ 17,649,409
OVERTIME SALARIES	\$ 594,876	\$ 597,200	\$ 597,000	\$ 557,000	\$ 557,000
PART TIME SALARIES	\$ 242,709	\$ 325,944	\$ 348,116	\$ 348,116	\$ 348,116
LEO SEPARATION ALLOWANCE	\$ 412,150	\$ 338,906	\$ 353,575	\$ 353,575	\$ 358,475
FICA TAX	\$ 1,040,342	\$ 1,090,042	\$ 1,131,157	\$ 1,133,115	\$ 1,138,470
RETIREMENT	\$ 1,600,279	\$ 1,809,697	\$ 2,100,419	\$ 2,093,612	\$ 2,102,040
401K-SWORN LAW	\$ 241,134	\$ 242,074	\$ 252,557	\$ 252,557	\$ 256,057
401(K) EMPLOYER CONTRIBUTION	\$ 370,567	\$ 375,331	\$ 386,514	\$ 390,564	\$ 520,753
HEALTH CARE	\$ 3,110,258	\$ 3,236,160	\$ 3,604,101	\$ 3,276,522	\$ 3,276,522
LIFE INSURANCE	\$ 42,694	\$ 41,263	\$ 41,703	\$ 41,703	\$ 41,703
EMP SEC INS	\$ 9,626	\$ 117,642	\$ 119,202	\$ 59,597	\$ 59,597
WORKERS COMPENSATION	\$ 789,750	\$ 828,000	\$ 894,400	\$ 688,000	\$ 688,000
Personnel Total	\$ 25,538,415	\$ 25,921,123	\$ 27,233,153	\$ 26,773,770	\$ 26,996,142
Operations					
JANITORIAL SUPPLIES	\$ 2,701	\$ 5,850	\$ 6,800	\$ 6,700	\$ 6,700
UNIFORMS	\$ 109,482	\$ 128,344	\$ 155,321	\$ 143,556	\$ 143,556
UNIFORM EQUIPMENT	\$ 26,375	\$ 29,680	\$ 44,009	\$ 39,619	\$ 39,619
PROTECTIVE EQUIPMENT	\$ 620	\$ 900	\$ 900	\$ 900	\$ 900
MEETING EXPENSES	\$ 12,385	\$ 12,400	\$ 14,800	\$ 12,500	\$ 12,500
EMPLOYEE RECOGNITION	\$ 1,831	\$ 378	\$ 378	\$ 378	\$ 378
SAFETY PROGRAM	\$ 2,700	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
CRIME PREVENTION	\$ 9,192	\$ 31,551	\$ 3,200	\$ 1,700	\$ 1,700
RECREATION PROGRAMS	\$ 20,894	\$ 22,350	\$ 61,850	\$ 38,550	\$ 38,550
YOUTH PROGRAMS	\$ 217	\$ -	\$ -	\$ -	\$ -
CAC PROGRAMS	\$ 3,476	\$ 2,900	\$ 4,000	\$ 4,000	\$ 4,000
EXPENDABLE EQUIPMENT	\$ 22,793	\$ 27,700	\$ 46,135	\$ 31,425	\$ 31,425
EXPENDABLE RECREATION EQUIPMEN	\$ 628	\$ 900	\$ 900	\$ 900	\$ 900
FIRE AND RESCUE TOOLS	\$ 22,550	\$ 18,863	\$ 26,878	\$ 26,304	\$ 26,304
STREET NAME SIGNS	\$ 4,180	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
TRAFFIC PAVEMENT MARKINGS	\$ 9,698	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
TRAFFIC SIGNS & POST	\$ 6,677	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
DRIVE & WALK PAVING	\$ 21,809	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
CONSTRUCTION	\$ 2,426	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
SNOW MATERIALS	\$ 663	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
MATERIALS NEW STREETS	\$ 13,679	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500
MATERIALS ST MAINT	\$ 20,835	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MATERIALS - CONCRETE	\$ 13,664	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
GAS & OIL	\$ 412,262	\$ 616,634	\$ 637,730	\$ 569,447	\$ 569,447
DEPARTMENT SUPPLIES	\$ 158,419	\$ 160,672	\$ 192,001	\$ 162,313	\$ 162,313
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 27,151	\$ 25,700	\$ 17,800	\$ 16,300	\$ 16,300
HOSE AND FITTINGS	\$ 2,462	\$ 6,000	\$ 47,037	\$ 6,000	\$ 6,000
COMPUTER SUPPLIES	\$ 375	\$ 400	\$ 400	\$ 400	\$ 400
ARMORY SUPPLIES	\$ 27,894	\$ 35,150	\$ 32,650	\$ 32,650	\$ 32,650
CANINE UNIT	\$ 7,567	\$ 8,700	\$ 19,975	\$ 14,975	\$ 14,975

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
EVIDENCE	\$ 1,337	\$ -	\$ -	\$ -	\$ -
CRIME SCENE	\$ 2,242	\$ 8,270	\$ 8,270	\$ 5,000	\$ 5,000
TRAVEL	\$ 43,235	\$ 55,290	\$ 80,500	\$ 59,849	\$ 59,849
AUTO ALLOWANCE	\$ -	\$ -	\$ 32,878	\$ 32,878	\$ 32,878
TECHNOLOGY ALLOWANCE	\$ 800	\$ 720	\$ 7,230	\$ 7,230	\$ 7,230
TELEPHONE	\$ 22,778	\$ 25,344	\$ 28,608	\$ 28,608	\$ 28,608
CELL PHONE STIPEND	\$ -	\$ -	\$ 48,468	\$ 48,468	\$ 48,468
WIRELESS AIR CARDS	\$ 58,128	\$ 59,654	\$ 61,162	\$ 61,162	\$ 61,162
POSTAGE	\$ 12,253	\$ 14,636	\$ 14,468	\$ 14,468	\$ 14,468
ELECTRIC POWER	\$ 419,846	\$ 494,493	\$ 519,777	\$ 518,881	\$ 518,881
TRAFFIC SIGNAL	\$ 6,101	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
STREET LIGHTING	\$ 490,662	\$ 515,600	\$ 552,372	\$ 475,600	\$ 475,600
NATURAL GAS	\$ 49,555	\$ 67,959	\$ 78,119	\$ 78,119	\$ 78,119
CITY UTILITIES	\$ 96,664	\$ 132,818	\$ 162,613	\$ 162,613	\$ 162,613
PRINTING	\$ 1,315	\$ 4,400	\$ 4,900	\$ 4,700	\$ 4,700
BUILDINGS & GROUNDS	\$ 327,686	\$ 192,278	\$ 341,766	\$ 228,708	\$ 228,708
MAINT OLD CEMETERIES	\$ -	\$ 2,060	\$ -	\$ -	\$ -
B&G OTHER DEPTS	\$ 120,815	\$ -	\$ -	\$ -	\$ -
GROUNDS BEAUTIFICATION	\$ 10,592	\$ 5,000	\$ 7,400	\$ 5,400	\$ 5,400
PRICE HIGH SCHOOL	\$ 6,370	\$ 12,776	\$ 12,000	\$ 11,728	\$ 11,728
AMTRAK STATION	\$ 13,805	\$ 16,655	\$ 31,000	\$ 30,887	\$ 30,887
B/G CONTRACTED SERVICES	\$ 330,571	\$ 321,891	\$ 406,453	\$ 406,453	\$ 406,453
MAINT EQUIPMENT	\$ 108,673	\$ 129,019	\$ 165,350	\$ 134,850	\$ 134,850
MAINT RADIO	\$ 24,257	\$ 15,822	\$ 21,822	\$ 15,822	\$ 15,822
MAINT COMPUTER	\$ 60,409	\$ 78,420	\$ 102,739	\$ 102,739	\$ 102,739
MAINT CMPT SOFTWARE	\$ 681,617	\$ 803,390	\$ 904,429	\$ 904,429	\$ 904,429
MAINT TRAFFIC SIGNALS	\$ 16,426	\$ 33,610	\$ 35,510	\$ 33,910	\$ 33,910
MAINT AUTO	\$ 401,138	\$ 322,753	\$ 375,705	\$ 355,225	\$ 355,225
VEHICLE DAMAGE REPAIR	\$ 19,097	\$ -	\$ -	\$ -	\$ -
STREET MAINTENANCE	\$ 479,074	\$ 472,000	\$ 525,000	\$ 500,000	\$ 500,000
COUNTY LANDFILL CHARGES	\$ 359,699	\$ 333,440	\$ 416,800	\$ 416,800	\$ 416,800
MINIMUM HOUSING	\$ 112,200	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
ADVERTISING	\$ 15,364	\$ 12,800	\$ 27,670	\$ 17,350	\$ 17,350
TRAINING	\$ 163,269	\$ 191,614	\$ 253,714	\$ 187,354	\$ 187,354
CITYWIDE EMP TRAINING/DEV	\$ 11,017	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200
TACTICAL UNIT	\$ 15,035	\$ 14,900	\$ 14,500	\$ 14,500	\$ 14,500
LEASE PMTS-PK LOT	\$ 8,105	\$ -	\$ -	\$ -	\$ -
COPIER CONTRACT EXPENSE	\$ 47,965	\$ 67,975	\$ 72,075	\$ 57,525	\$ 57,525
RENT - OTHER EQUIP	\$ -	\$ -	\$ 500	\$ 500	\$ 500
INSURANCE PREMIUMS	\$ 286,818	\$ 323,286	\$ 382,320	\$ 358,803	\$ 358,803
INSURANCE CLAIMS	\$ 43,675	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 77,202	\$ 108,293	\$ 134,685	\$ 130,943	\$ 130,943
MISCELLANEOUS EXPENSE	\$ 27,644	\$ 21,924	\$ 27,124	\$ 20,599	\$ 20,599
INFORMATION FUND	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
ACTIVENET FEES	\$ 1,985	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
AUDITING CONTRACT	\$ 39,000	\$ 35,500	\$ 37,000	\$ 37,000	\$ 37,000
TAX COLLECTION FEES	\$ 219,898	\$ 228,500	\$ 264,000	\$ 264,000	\$ 264,000
LEGAL FEES	\$ 132,086	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000
RIGHT OF WAY CHARGES	\$ 1,286	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
INTERNET BACKBONE FEE	\$ 31,415	\$ 36,000	\$ 36,600	\$ 36,600	\$ 36,600
SPECIAL PROJECTS	\$ 3,457,007	\$ 6,199,986	\$ 4,102,970	\$ 2,713,387	\$ 2,713,387
COMMUNITY EFFORTS GROUPS	\$ 45,139	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
UPDATE CITY CODE	\$ 2,941	\$ 4,000	\$ 5,000	\$ 4,000	\$ 4,000
CONTRACTED SERVICES	\$ 759,918	\$ 822,892	\$ 929,146	\$ 911,619	\$ 911,619

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
EMPLOYEE ASSISTANCE PROGRAM	\$ 6,777	\$ 6,327	\$ 6,124	\$ 6,124	\$ 6,124
ELECTION EXPENSE	\$ 21,131	\$ -	\$ 15,000	\$ 15,000	\$ 15,000
E INNES STREETScape	\$ 7,650	\$ 60,437	\$ -	\$ -	\$ -
PERFORMANCE MEASUREMENT	\$ 8,500	\$ 500	\$ 10,500	\$ 10,500	\$ 10,500
DENR PROJECTS	\$ 894	\$ 500	\$ 500	\$ -	\$ -
RETIREE HEALTH INSURANCE	\$ 580,972	\$ 634,545	\$ 620,948	\$ 620,948	\$ 620,948
YOUTH COUNCIL	\$ 4,141	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
CRIME CONTROL	\$ 1,245	\$ -	\$ 3,450	\$ 1,250	\$ 1,250
POLICE ACCREDITATION	\$ 4,595	\$ 4,770	\$ 4,770	\$ 4,770	\$ 4,770
POLICE CHAPLAINCY PROGRAM	\$ 443	\$ 220	\$ 220	\$ -	\$ -
GOVERNMENT ACCESS CHANNEL	\$ 2,178	\$ 1,800	\$ 2,050	\$ 2,050	\$ 2,050
WELLNESS PROGRAM	\$ 1,797	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
SPECIAL EVENTS	\$ 32,585	\$ 43,611	\$ 86,385	\$ 46,000	\$ 46,000
ATTRACT/RETAIN STRATEGIES	\$ 2,646	\$ 1,000	\$ 1,000	\$ 1,000	\$ 259,000
DIVERSITY RECRUIT STRATEGIES	\$ 1,287	\$ 300	\$ 300	\$ 300	\$ 300
SWAY	\$ 13,296	\$ 5,700	\$ 5,700	\$ 5,700	\$ 5,700
PUBLIC ART/SCULPTURE SHOW	\$ 37,349	\$ 13,400	\$ 20,000	\$ 10,000	\$ 10,000
BLOCKWORK	\$ 11,099	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000
SPRING FESTIVAL	\$ 17,011	\$ 76,000	\$ 217,370	\$ 170,000	\$ 170,000
KESLER MILL	\$ 3,581	\$ 505,000	\$ 5,000	\$ 5,000	\$ 5,000
DOG PARK	\$ 8,358	\$ 1,000	\$ 1,000	\$ -	\$ -
PAUL BRUHN GRANT	\$ -	\$ -	\$ 543,185	\$ -	\$ -
ANNEXATION EXPENSES	\$ 490	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822
PROFESSIONAL SERVICES	\$ 193,344	\$ 207,296	\$ 202,560	\$ 173,485	\$ 173,485
NCLM/INST OF GOV'T	\$ 30,268	\$ 32,473	\$ 32,473	\$ 32,473	\$ 32,473
CONTRACTED PROGRAM INSTRUCTORS	\$ 2,790	\$ 9,100	\$ 14,850	\$ 10,100	\$ 10,100
BACKGROUND INVESTIGATIONS	\$ 798	\$ 500	\$ 500	\$ 500	\$ 500
RECYCLING CONTRACT	\$ 480,755	\$ 574,128	\$ 594,222	\$ 594,222	\$ 594,222
ACTION GRANTS	\$ 17,000	\$ 40,000	\$ 50,000	\$ 40,000	\$ 40,000
HUMAN RELATIONS COUNCIL	\$ 3,429	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
COUNCIL OF GOV'T	\$ 8,271	\$ 8,300	\$ 8,400	\$ 8,400	\$ 8,400
SUPPLEMENTARY ED	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
UNITED ARTS COUNCIL	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250
CHAMBER OF COMM	\$ 12,186	\$ 11,200	\$ 12,269	\$ 12,269	\$ 12,269
SENIOR CITIZENS	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
COMMUNITY APPEARANCE COMM	\$ 403	\$ -	\$ -	\$ -	\$ -
ECONOMIC DEV COMM	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088
TREE BOARD	\$ 888	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
ADVISORY BOARD	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
LEASE PURCHASE PRINCIPAL	\$ 866,952	\$ 866,952	\$ 629,240	\$ 629,240	\$ 629,240
LEASE PURCHASE INTEREST EXP	\$ 252,950	\$ 224,738	\$ 199,612	\$ 199,612	\$ 199,612
INV - TELECOM PURCHASES	\$ (868)	\$ -	\$ -	\$ -	\$ -
INV - TELECOM ISSUES	\$ 868	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 1,988,280	\$ 2,123,737	\$ 2,214,197	\$ 2,214,197	\$ 2,214,197
TRANSFER - TRANSIT FUND	\$ 527,970	\$ 241,611	\$ 800,000	\$ 630,000	\$ 630,000
TRANSFER - FIBRANT FUND	\$ 2,400,000	\$ 2,970,000	\$ 3,000,000	\$ 2,945,040	\$ 2,945,040
Operations Total	\$ 18,477,864	\$ 22,673,495	\$ 22,544,542	\$ 19,582,814	\$ 19,840,814

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ 79,254	\$ 215,144	\$ 346,687	\$ 163,116	\$ 163,116
C O ROOF / HVAC	\$ 442,547	\$ 691,417	\$ 673,928	\$ 496,428	\$ 496,428
C O COMPUTER EQUIPMENT	\$ 40,171	\$ -	\$ -	\$ -	\$ -
C O GARAGE EQUIPMENT	\$ -	\$ -	\$ 245,150	\$ -	\$ -
C/O BUILDINGS	\$ 25,683	\$ 445,705	\$ -	\$ -	\$ -
C O BLDG & GRNDS	\$ 455,172	\$ 139,000	\$ 605,000	\$ -	\$ -
Capital Total	\$ 1,042,827	\$ 1,491,266	\$ 1,870,765	\$ 659,544	\$ 659,544
Grand Total	\$ 45,059,106	\$ 50,085,884	\$ 51,648,460	\$ 47,016,128	\$ 47,496,500

STATEMENT OF PURPOSE

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

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 195,285	\$ 164,607	\$ 149,872	\$ 149,872	\$ 149,872
FICA TAX	\$ 14,715	\$ 12,549	\$ 11,466	\$ 11,466	\$ 11,466
RETIREMENT	\$ 10,104	\$ 8,442	\$ 9,600	\$ 9,524	\$ 9,524
401(K) EMPLOYER CONTRIBUTION	\$ 3,219	\$ 2,478	\$ 2,504	\$ 2,504	\$ 3,339
HEALTH CARE	\$ 40,677	\$ 36,260	\$ 39,884	\$ 36,260	\$ 36,260
LIFE INSURANCE	\$ 357	\$ 204	\$ 206	\$ 206	\$ 206
EMP SEC INS	\$ 78	\$ 573	\$ 579	\$ 289	\$ 289
WORKERS COMPENSATION	\$ 18,000	\$ 16,800	\$ 18,200	\$ 14,000	\$ 14,000
Personnel Total	\$ 282,434	\$ 241,913	\$ 232,311	\$ 224,121	\$ 224,956
Operations					
MEETING EXPENSES	\$ 9,975	\$ 9,000	\$ 9,200	\$ 9,200	\$ 9,200
GAS & OIL	\$ 272	\$ -	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 1,591	\$ 3,800	\$ 5,000	\$ 3,800	\$ 3,800
TRAVEL	\$ 6,218	\$ 10,640	\$ 13,000	\$ 11,500	\$ 11,500
AUTO ALLOWANCE	\$ -	\$ -	\$ 12,918	\$ 12,918	\$ 12,918
TECHNOLOGY ALLOWANCE	\$ 800	\$ 720	\$ 7,230	\$ 7,230	\$ 7,230
CELL PHONE STIPEND	\$ -	\$ -	\$ 600	\$ 600	\$ 600
POSTAGE	\$ 69	\$ 900	\$ 900	\$ 900	\$ 900
MAINT AUTO	\$ 162	\$ -	\$ -	\$ -	\$ -
ADVERTISING	\$ 557	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
TRAINING	\$ 2,495	\$ 5,200	\$ 9,500	\$ 6,700	\$ 6,700
COPIER CONTRACT EXPENSE	\$ 2,111	\$ 4,500	\$ 4,500	\$ 2,500	\$ 2,500
DUES & SUBSCRIPTIONS	\$ 14,429	\$ 16,255	\$ 17,825	\$ 17,825	\$ 17,825
MISCELLANEOUS EXPENSE	\$ 7,498	\$ 6,500	\$ 8,500	\$ 6,500	\$ 6,500
SPECIAL PROJECTS	\$ 4,221	\$ 10,340	\$ 10,000	\$ 10,000	\$ 10,000
COMMUNITY EFFORTS GROUPS	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
UPDATE CITY CODE	\$ 2,941	\$ 4,000	\$ 5,000	\$ 4,000	\$ 4,000
ELECTION EXPENSE	\$ 21,131	\$ -	\$ 15,000	\$ 15,000	\$ 15,000
PROFESSIONAL SERVICES	\$ 996	\$ 500	\$ 500	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 1,400	\$ 3,465	\$ 2,550	\$ 2,550	\$ 2,550
Operations Total	\$ 121,867	\$ 122,320	\$ 168,723	\$ 158,223	\$ 158,223
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 404,301	\$ 364,233	\$ 401,034	\$ 382,344	\$ 383,179

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
City Council (000)					
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	3	3	3	3	3
Administration (210)					
City Clerk ¹	1	0	0	0	0
Deputy City Clerk	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	8	7	7	7	7

¹Duties assumed by Administrative Services Director (421)



STATEMENT OF PURPOSE

To serve as a central source of information, advice, and support services for the City Council and Management Team. To promote the development and performance of staff and employees throughout the organization. To assist elected officials and other community leaders to identify, work toward, and achieve community outcomes and goals. To provide functional and operational expertise and planning for all City services. To determine citizen needs and provide responsive, equitable services to the community. To promote a culture of customer service by maintaining a consistently high level of quality staff work, operational procedures, and service delivery systems. To set an example that urges the organization and community toward experimentation, change, creative problem solving, and prompt action. To demonstrate an understanding of information technology and ensure that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access. To demonstrate a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process. To understand and value the differences among individuals and foster those values throughout the organization and community. To prepare and administer the budget and report the findings of the annual audit to City Council. To interpret financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs and compare alternative strategies. To ensure that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current. To position the organization and community for events and circumstances that are anticipated in the future. To facilitate the flow of ideas, information and understanding between and among individuals, advocating effectively in the community interest. To provide staff assistance to the Salisbury Human Relations Council. To provide staff assistance and leadership skill development to the Youth Council members. To convey ideas of information effectively to others. To demonstrate fairness, honesty, and ethical and legal awareness in all personal and professional relationships and activities.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 669,673	\$ 674,066	\$ 667,475	\$ 667,475	\$ 667,475
FICA TAX	\$ 45,423	\$ 47,520	\$ 47,805	\$ 47,805	\$ 47,805
RETIREMENT	\$ 58,797	\$ 67,346	\$ 76,760	\$ 76,160	\$ 76,160
401(K) EMPLOYER CONTRIBUTION	\$ 19,457	\$ 19,782	\$ 20,023	\$ 20,023	\$ 26,700
HEALTH CARE	\$ 68,355	\$ 73,112	\$ 81,135	\$ 73,760	\$ 73,760
LIFE INSURANCE	\$ 1,607	\$ 1,628	\$ 1,653	\$ 1,653	\$ 1,653
EMP SEC INS	\$ 359	\$ 4,556	\$ 4,627	\$ 2,313	\$ 2,313
WORKERS COMPENSATION	\$ 13,500	\$ 14,400	\$ 15,600	\$ 12,000	\$ 12,000
Personnel Total	\$ 877,173	\$ 902,410	\$ 915,078	\$ 901,189	\$ 907,866
Operations					
MEETING EXPENSES	\$ 195	\$ -	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 3,706	\$ 3,200	\$ 4,000	\$ 3,200	\$ 3,200
TRAVEL	\$ 17,027	\$ 12,000	\$ 18,500	\$ 14,250	\$ 14,250
AUTO ALLOWANCE	\$ -	\$ -	\$ 10,335	\$ 10,335	\$ 10,335
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,400	\$ 5,400	\$ 5,400
WIRELESS AIR CARDS	\$ 1,087	\$ 1,417	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 229	\$ 250	\$ 250	\$ 250	\$ 250
ADVERTISING	\$ 245	\$ 250	\$ 250	\$ 250	\$ 250
TRAINING	\$ 18,067	\$ 16,150	\$ 16,150	\$ 16,150	\$ 16,150
COPIER CONTRACT EXPENSE	\$ 3,599	\$ 5,500	\$ 5,500	\$ 4,000	\$ 4,000
INSURANCE PREMIUMS	\$ 67,859	\$ 74,392	\$ 89,271	\$ 83,691	\$ 83,691
DUES & SUBSCRIPTIONS	\$ 17,006	\$ 17,900	\$ 18,100	\$ 18,100	\$ 18,100
MISCELLANEOUS EXPENSE	\$ 3,523	\$ 3,250	\$ 3,250	\$ 3,250	\$ 3,250
LEGAL FEES	\$ 132,086	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
SPECIAL PROJECTS	\$ 13,907	\$ 12,500	\$ 26,500	\$ 26,500	\$ 26,500
COMMUNITY EFFORTS GROUPS	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
YOUTH COUNCIL	\$ 4,141	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ -	\$ -	\$ 10,000	\$ -	\$ -
NCLM/INST OF GOV'T	\$ 30,268	\$ 32,473	\$ 32,473	\$ 32,473	\$ 32,473
HUMAN RELATIONS COUNCIL	\$ 3,429	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
COUNCIL OF GOV'T	\$ 8,271	\$ 8,300	\$ 8,400	\$ 8,400	\$ 8,400
CHAMBER OF COMM	\$ 12,186	\$ 11,200	\$ 12,269	\$ 12,269	\$ 12,269
TRANSFER - CAP RESERVE FUND	\$ 2,850	\$ 2,950	\$ 3,700	\$ 3,700	\$ 3,700
Operations Total	\$ 339,682	\$ 293,882	\$ 357,458	\$ 335,328	\$ 335,328
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,216,854	\$ 1,196,292	\$ 1,272,536	\$ 1,236,517	\$ 1,243,194

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Administration (000)					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
City Attorney	1	1	1	1	1
Human Relations Manager	1	1	1	1	1
Administrative Services Director	1	1	1	1	1
Administrative Specialist Sr.	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	6	6	6	6	6

STATEMENT OF PURPOSE

To serve as the central source of City information by providing a singular voice and facilitating creative communication solutions for the City of Salisbury. To provide professional, timely and accurate information, marketing and communication services to the citizens of Salisbury, and in some instances, Rowan County. To assist in the coordination of internal communications to all City employees. To manage and coordinate the City of Salisbury website, media relations, social media, crisis communications, television services, and print communications. To implement goals and special projects as assigned by the City Council and City Manager.

PERFORMANCE GOALS

1. Promote the City’s programs and highlight accomplishments through original video programming, City of Salisbury external newsletter, social media, the City of Salisbury websites, WSRG-TV, and word of mouth.
2. Manage City of Salisbury brand and marketing standards to ensure compliance by City employees, contractors, appointees, and elected officials.
3. Maintain the City’s social media (including other city departments’ platforms) and mass notification presence and monitor content. Continue to write and distribute an engaging community newsletter monthly to Salisbury residents.
4. Continue to develop original, award-winning video programming for WSRG-TV and social media
5. Maintain and improve the new Salisbury Employee Portal.
6. Explore opportunities to utilize and improve the RoCo Alert mass notification system.
7. Continue to maintain and improve the City’s television station:
 - Explore options to measure and grow WSRG-TV viewership.
 - Upgrade the station’s equipment as needed.
8. Support internal City departments and City Council with marketing communications as needed:
 - Manage crisis communications as needed.
 - Support departments in emergency and/or urgent situations.
 - Draft talking points and Q and A’s as needed in emergency or controversial situations.
 - Develop and manage press conferences as necessary for crisis or emergency events.
9. Set up, record, live stream (via the City website, Facebook and Twitter) Salisbury City Council meetings:
 - Prepare recorded meetings for viewing as soon as possible on WSRG-TV.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	
	Actual	Estimate	Projected	Goal
Workload				
Social Media Engagement % Increase FB	63%	75%	80%	N/A
Social Media Engagement % Increase Twitter	-23%	36%	45%	N/A
Video Programming Viewership Increase	24%	-5%	25%	N/A
Departments Supported	13	13	13	N/A

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 271,293	\$ 273,632	\$ 275,263	\$ 275,263	\$ 275,263
PART TIME SALARIES	\$ 725	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 19,680	\$ 20,830	\$ 21,057	\$ 21,057	\$ 21,057
RETIREMENT	\$ 24,237	\$ 27,828	\$ 31,656	\$ 31,407	\$ 31,407
401(K) EMPLOYER CONTRIBUTION	\$ 8,020	\$ 8,169	\$ 8,259	\$ 8,259	\$ 11,010
HEALTH CARE	\$ 37,831	\$ 37,883	\$ 41,670	\$ 37,883	\$ 37,883
LIFE INSURANCE	\$ 673	\$ 674	\$ 681	\$ 681	\$ 681
EMP SEC INS	\$ 151	\$ 1,887	\$ 1,908	\$ 954	\$ 954
WORKERS COMPENSATION	\$ 9,000	\$ 9,600	\$ 10,400	\$ 8,000	\$ 8,000
Personnel Total	\$ 371,610	\$ 380,503	\$ 390,894	\$ 383,504	\$ 386,255
Operations					
GAS & OIL	\$ 37	\$ 60	\$ 100	\$ 100	\$ 100
DEPARTMENT SUPPLIES	\$ 5,510	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
TRAVEL	\$ 3,842	\$ 2,500	\$ 1,500	\$ 1,500	\$ 1,500
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
POSTAGE	\$ 12	\$ 200	\$ 200	\$ 200	\$ 200
MAINT AUTO	\$ 7	\$ 50	\$ -	\$ -	\$ -
ADVERTISING	\$ 7,346	\$ 1,500	\$ 8,320	\$ 3,500	\$ 3,500
TRAINING	\$ 7,147	\$ 3,700	\$ 3,700	\$ 2,675	\$ 2,675
COPIER CONTRACT EXPENSE	\$ 1,493	\$ 2,550	\$ 2,550	\$ 2,000	\$ 2,000
DUES & SUBSCRIPTIONS	\$ 5,516	\$ 5,584	\$ 7,000	\$ 7,000	\$ 7,000
MISCELLANEOUS EXPENSE	\$ 280	\$ 500	\$ 500	\$ -	\$ -
GOVERNMENT ACCESS CHANNEL	\$ 2,178	\$ 1,800	\$ 2,050	\$ 2,050	\$ 2,050
PROFESSIONAL SERVICES	\$ 53,325	\$ 41,200	\$ 51,200	\$ 49,700	\$ 49,700
TRANSFER - CAP RESERVE FUND	\$ 6,420	\$ 5,504	\$ 7,079	\$ 7,079	\$ 7,079
Operations Total	\$ 93,115	\$ 67,648	\$ 88,043	\$ 79,648	\$ 79,648
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 464,725	\$ 448,151	\$ 478,937	\$ 463,152	\$ 465,903

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Public Information (203)					
Public Information Director	1	1	1	1	1
Communications Specialist	1	1	1	1	1
Systems Analyst ¹	0	1	1	1	1
Web/Marketing Coordinator ¹	0	1	1	1	1
Access 16 (204)					
Systems Analyst ¹	1	0	0	0	0
Web & System Media (205)					
Web/Marketing Coordinator ¹	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	4	4	4	4	4

¹Position moved

STATEMENT OF PURPOSE

To provide a centralized source of support and assistance to the City related to its need for the management of Human Resources. Specific functions include providing general personnel administration, recruitment and retention, training and development, health and wellness, employee relations, compensation and benefits administration. To provide Risk Management services for the City that includes safety, liability insurance management, worker's compensation, OSHA compliance, and third party claims against the City. To implement goals and special projects as assigned by City Council.

PERFORMANCE GOALS

1. Implement City Council level goals.
2. Maintain the Human Resources information systems consistent with elements of a high performance organization.
3. Update compensation plan periodically to attract and retain top talent.
4. Develop and maintain relationships and partnerships with the community in order to enhance recruitment efforts.
5. Enrich the internship program with schools and colleges/universities.
6. Establish health insurance savings strategies.
7. Promote employee well-being/healthy workforce through wellness strategies.
8. Research, invest, and continue to provide professional development programs through Salisbury University.
9. Continue to provide employee self-service through the human resources information system, MUNIS.
10. Continue to support the applicant tracking software program, MUNIS.
11. Implement an electronic time entry system through EXECUTIME.
12. Participate in surveys and benchmarking studies.
13. Provide Human Resources measures of effectiveness and efficiency through an annual report.
14. Implement an updated Risk Management program.
15. Provide risk education and training opportunities to all employees in order to reduce incidents.
16. Continue cyber security training with efforts to maintain a secure web-based environment.
17. Implement efforts to improve the American Disability Act (ADA) transitional plan.



PERFORMANCE MEASURES

Human Resources (000)	FY 2020	FY 2021	FY 2022	Goal
	Actual	Estimate	Projected	
Workload				
Position Applications Reviewed	1,242	370	550	N/A
Full-Time Employees in Organization (all funds)	398	420	420	420
Position Requisitions Received from Departments	53	48	50	N/A
Effectiveness				
Percent of Applicants Placed - External	31	51	71	N/A
Percent of Applicants Placed - Internal	2	2	2	N/A
Organization-wide Turnover Rate	9.29%	10.00%	11.00%	N/A
Risk Management (201)				
Workload				
Number of Workers Compensation Claims Filed	38	42	45	30
Number of Third-Party Insurance Claims Filed	2	5	1	N/A
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120	N/A
Efficiency				
Cost Per Negotiated Workers Compensation Claim	\$ 3,000	\$ 3,000	\$ 3,000	N/A
Cost Per Negotiated Insurance Claim	\$ 2,000	\$ 2,000	\$ 2,000	N/A
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ -	\$ -	N/A
Effectiveness				
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%	N/A
Third Party Insurance Claims Negotiated Per Claim Filed	2%	5%	1%	N/A
OSHA Fine Totals Per Self-Initiated OSHA Inspection	-	-	-	N/A

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 423,288	\$ 396,851	\$ 409,786	\$ 409,786	\$ 409,786
OVERTIME SALARIES	\$ 23	\$ 250	\$ 250	\$ 250	\$ 250
FICA TAX	\$ 31,186	\$ 30,166	\$ 31,369	\$ 31,369	\$ 31,369
RETIREMENT	\$ 36,132	\$ 40,296	\$ 47,154	\$ 46,785	\$ 46,785
401(K) EMPLOYER CONTRIBUTION	\$ 11,821	\$ 11,836	\$ 12,301	\$ 12,301	\$ 16,402
HEALTH CARE	\$ 48,030	\$ 48,571	\$ 58,171	\$ 52,883	\$ 52,883
LIFE INSURANCE	\$ 992	\$ 1,004	\$ 1,018	\$ 1,018	\$ 1,018
EMP SEC INS	\$ 221	\$ 2,811	\$ 2,848	\$ 1,424	\$ 1,424
WORKERS COMPENSATION	\$ 13,500	\$ 14,400	\$ 15,600	\$ 12,000	\$ 12,000
Personnel Total	\$ 565,193	\$ 546,185	\$ 578,497	\$ 567,816	\$ 571,917

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
EMPLOYEE RECOGNITION	\$ 1,831	\$ 378	\$ 378	\$ 378	\$ 378
SAFETY PROGRAM	\$ 2,700	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
GAS & OIL	\$ 88	\$ 288	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 8,847	\$ 5,990	\$ 5,990	\$ 5,990	\$ 5,990
TRAVEL	\$ 1,332	\$ 800	\$ 800	\$ 800	\$ 800
AUTO ALLOWANCE	\$ -	\$ -	\$ 1,292	\$ 1,292	\$ 1,292
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,868	\$ 2,868	\$ 2,868
WIRELESS AIR CARDS	\$ 456	\$ 480	\$ 480	\$ 480	\$ 480
POSTAGE	\$ 1,224	\$ 800	\$ 800	\$ 800	\$ 800
MAINT AUTO	\$ 296	\$ 250	\$ -	\$ -	\$ -
ADVERTISING	\$ 660	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
TRAINING	\$ 10,990	\$ 6,400	\$ 6,400	\$ 6,400	\$ 6,400
CITYWIDE EMP TRAINING/DEV	\$ 11,017	\$ 3,200	\$ 3,200	\$ 3,200	\$ 3,200
COPIER CONTRACT EXPENSE	\$ 5,659	\$ 8,000	\$ 8,000	\$ 7,000	\$ 7,000
INSURANCE PREMIUMS	\$ 31,600	\$ 31,399	\$ 37,177	\$ 34,853	\$ 34,853
DUES & SUBSCRIPTIONS	\$ 4,350	\$ 1,900	\$ 2,500	\$ 2,500	\$ 2,500
MISCELLANEOUS EXPENSE	\$ 1,161	\$ 300	\$ 300	\$ 300	\$ 300
CONTRACTED SERVICES	\$ 3,242	\$ 6,200	\$ 6,200	\$ 6,200	\$ 6,200
EMPLOYEE ASSISTANCE PROGRAM	\$ 6,777	\$ 6,327	\$ 6,124	\$ 6,124	\$ 6,124
RETIREE HEALTH INSURANCE	\$ 580,972	\$ 634,545	\$ 620,948	\$ 620,948	\$ 620,948
WELLNESS PROGRAM	\$ 1,797	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
ATTRACT/RETAIN STRATEGIES	\$ 2,646	\$ 1,000	\$ 1,000	\$ 1,000	\$ 259,000
DIVERSITY RECRUIT STRATEGIES	\$ 1,287	\$ 300	\$ 300	\$ 300	\$ 300
SWAY	\$ 13,296	\$ 5,700	\$ 5,700	\$ 5,700	\$ 5,700
PROFESSIONAL SERVICES	\$ 5,524	\$ 18,265	\$ 2,265	\$ 2,265	\$ 2,265
BACKGROUND INVESTIGATIONS	\$ 798	\$ 500	\$ 500	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 4,845	\$ 9,895	\$ 3,070	\$ 3,070	\$ 3,070
Operations Total	\$ 703,394	\$ 751,267	\$ 724,642	\$ 721,318	\$ 979,318
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,268,587	\$ 1,297,452	\$ 1,303,139	\$ 1,289,134	\$ 1,551,235

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Human Resources (000)					
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II	3	3	3	3	3
Human Resources Specialist	1	1	1	1	1
Risk Management (201)					
Risk Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	6	6	6	6	6

STATEMENT OF PURPOSE

To increase the efficiency and effectiveness of core business functions through the use of technology. To promote cyber security awareness, and protect the City of Salisbury from cyber threats. Provide excellent customer service in accordance with the Salisbury Way. Provide resources that enable consistent data and communications access to every City employee while meeting defined needs, schedules, and budgets. Cultivate a culture of communication and information sharing by promoting available technology. To serve the citizens of Salisbury through ensuring that City staff can efficiently and seamlessly perform their duties.

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	Goal
	Actual	Estimate	Projected	
Workload				
Number of Computers Directly Supported	450	426	430	N/A
Total Number of IT Helpdesk Requests Received	1,354	1,280	1,300	N/A
Number of Remote Sites Supported	47	48	48	N/A
Number of Telephones Supported	390	390	390	N/A
Efficiency				
Number of PCs Supported Per Analyst	450	426	430	215
Effectiveness				
Average Annual Network Availability *	99.9%	99.9%	99.9%	100.0%
Percent IT Helpdesk Requests Closed < One Day	47.5%	54.0%	50.0%	60.0%

* Estimate - Designed to demonstrate network reliability

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 463,453	\$ 498,131	\$ 474,808	\$ 474,808	\$ 474,808
OVERTIME SALARIES	\$ 204	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 32,360	\$ 38,014	\$ 36,321	\$ 36,321	\$ 36,321
RETIREMENT	\$ 41,467	\$ 50,787	\$ 54,604	\$ 54,177	\$ 54,177
401(K) EMPLOYER CONTRIBUTION	\$ 13,488	\$ 14,908	\$ 14,244	\$ 14,244	\$ 18,991
HEALTH CARE	\$ 72,363	\$ 77,398	\$ 80,732	\$ 73,394	\$ 73,394
LIFE INSURANCE	\$ 1,254	\$ 1,232	\$ 1,178	\$ 1,178	\$ 1,178
EMP SEC INS	\$ 278	\$ 3,449	\$ 3,301	\$ 1,650	\$ 1,650
WORKERS COMPENSATION	\$ 15,750	\$ 16,800	\$ 18,200	\$ 14,000	\$ 14,000
Personnel Total	\$ 640,617	\$ 700,719	\$ 683,388	\$ 669,772	\$ 674,519

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 76	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
EXPENDABLE EQUIPMENT	\$ 1,057	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
GAS & OIL	\$ 797	\$ 1,346	\$ 1,001	\$ 919	\$ 919
DEPARTMENT SUPPLIES	\$ 871	\$ 2,600	\$ 3,000	\$ 2,600	\$ 2,600
TRAVEL	\$ 200	\$ 1,250	\$ 2,500	\$ 1,500	\$ 1,500
TELEPHONE	\$ 15,557	\$ 18,000	\$ 18,276	\$ 18,276	\$ 18,276
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
WIRELESS AIR CARDS	\$ 912	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 7	\$ 260	\$ 260	\$ 260	\$ 260
MAINT COMPUTER	\$ 60,409	\$ 78,420	\$ 102,739	\$ 102,739	\$ 102,739
MAINT CMPT SOFTWARE	\$ 629,187	\$ 747,104	\$ 831,558	\$ 831,558	\$ 831,558
MAINT AUTO	\$ 306	\$ 580	\$ 600	\$ 600	\$ 600
TRAINING	\$ 4,092	\$ 5,500	\$ 5,500	\$ 5,080	\$ 5,080
COPIER CONTRACT EXPENSE	\$ 441	\$ 700	\$ 700	\$ 500	\$ 500
INSURANCE PREMIUMS	\$ 25,019	\$ 25,172	\$ 30,206	\$ 28,319	\$ 28,319
MISCELLANEOUS EXPENSE	\$ 466	\$ -	\$ 150	\$ 150	\$ 150
INTERNET BACKBONE FEE	\$ 31,415	\$ 36,000	\$ 36,600	\$ 36,600	\$ 36,600
CONTRACTED SERVICES	\$ -	\$ 11,440	\$ 5,600	\$ 5,600	\$ 5,600
PROFESSIONAL SERVICES	\$ 27	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
TRANSFER - CAP RESERVE FUND	\$ 37,640	\$ 74,561	\$ 72,636	\$ 72,636	\$ 72,636
Operations Total	\$ 808,479	\$ 1,007,893	\$ 1,117,486	\$ 1,113,497	\$ 1,113,497
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,449,096	\$ 1,708,612	\$ 1,800,874	\$ 1,783,269	\$ 1,788,016

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Administrative Specialist	1	1	1	1	1
IT Manager	1	1	1	1	1
Installation Technician ¹	1	1	0	0	0
Lead Broadband Tech ¹	0	0	1	1	1
IT Help Desk ²	0	0	1	1	1
Systems Analyst I/II/Sr. ²	3	3	0	0	0
Junior Network Admin ²	0	0	1	1	1
Info Tech Architect ²	0	0	1	1	1
Network Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

¹Position reclassified

²Position reclassified

STATEMENT OF PURPOSE

To provide fiscal and business services to support the financial operations of the City. To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment, and contractual services for the City, and to manage and maintain a system of fixed asset identification, reporting, and accountability. Included in Finance is Customer Service, Billing, Accounting, Budget, Debt Management, Performance Management, and Investment Activities.

PERFORMANCE GOALS

1. Continue departmental education and training on use of the City’s financial systems.
2. Continue to participate in the ICMA Open Access Benchmarking Initiative.
3. Participate in the GFOA’s Certificate of Achievement for Financial Reporting Excellence program.
4. Participate in the GFOA’s Distinguished Budget Presentation Award.
5. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
6. Continue to seek methods of improved fixed asset accountability.
7. Continue to provide training on all financial issues to supervisors and new employees as needed.
8. Manage the investment activities for idle cash.
9. Manage efforts to implement the City’s new financial & billing software system, MUNIS.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	
Accounting	Actual	Estimate	Projected	Goal
Workload				
Number of Checks Issued	3,726	3,300	3,100	N/A
Number of ACH Transactions (Payroll and A/P)	15,393	15,800	16,000	N/A
Number of Journal Entries	1,779	1,500	1,600	N/A
Effectiveness				
Percent of Checks Processed Without Error	99.0%	99.0%	99.0%	100.0%
Percent of ACH Transactions Processed Without Error	99.0%	99.0%	99.0%	100.0%
Purchasing				
Workload				
Number of Purchase Orders Fulfilled	832	800	900	N/A
Number of Procurement Card Transactions	10,361	9,800	10,000	N/A
Number of Contracts Reviewed	82	65	-	N/A
Effectiveness				
Percent of POs Completed Without Error	99%	99%	99%	100%
Procurement Card Error Rate	1%	1%	1%	0%

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 731,741	\$ 738,298	\$ 736,505	\$ 736,505	\$ 736,505
OVERTIME SALARIES	\$ -	\$ 250	\$ 250	\$ 250	\$ 250
PART TIME SALARIES	\$ 9,522	\$ 7,752	\$ 7,752	\$ 7,752	\$ 7,752
FICA TAX	\$ 52,435	\$ 56,942	\$ 56,956	\$ 56,956	\$ 56,956
RETIREMENT	\$ 65,292	\$ 75,034	\$ 84,727	\$ 84,065	\$ 84,065
401(K) EMPLOYER CONTRIBUTION	\$ 21,606	\$ 22,027	\$ 22,104	\$ 22,104	\$ 29,470
HEALTH CARE	\$ 112,439	\$ 111,609	\$ 125,141	\$ 113,765	\$ 113,765
LIFE INSURANCE	\$ 1,812	\$ 1,817	\$ 1,823	\$ 1,823	\$ 1,823
EMP SEC INS	\$ 412	\$ 5,142	\$ 5,162	\$ 2,581	\$ 2,581
WORKERS COMPENSATION	\$ 27,000	\$ 28,800	\$ 31,200	\$ 24,000	\$ 24,000
Personnel Total	\$ 1,022,258	\$ 1,047,671	\$ 1,071,620	\$ 1,049,801	\$ 1,057,167
Operations					
GAS & OIL	\$ 479	\$ 753	\$ 524	\$ 504	\$ 504
DEPARTMENT SUPPLIES	\$ 6,200	\$ 7,000	\$ 10,700	\$ 6,700	\$ 6,700
COMPUTER SUPPLIES	\$ 375	\$ 400	\$ 400	\$ 400	\$ 400
TRAVEL	\$ 3,482	\$ 13,050	\$ 16,550	\$ 12,350	\$ 12,350
AUTO ALLOWANCE	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ 2,584
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,968	\$ 1,968	\$ 1,968
WIRELESS AIR CARDS	\$ 456	\$ 457	\$ 457	\$ 457	\$ 457
POSTAGE	\$ 2,395	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
MAINT AUTO	\$ 101	\$ 400	\$ 400	\$ 400	\$ 400
TRAINING	\$ 2,709	\$ 9,875	\$ 11,875	\$ 9,670	\$ 9,670
COPIER CONTRACT EXPENSE	\$ 2,472	\$ 4,000	\$ 4,000	\$ 3,500	\$ 3,500
INSURANCE PREMIUMS	\$ 132	\$ 146	\$ 187	\$ 175	\$ 175
DUES & SUBSCRIPTIONS	\$ 4,830	\$ 4,050	\$ 4,430	\$ 4,430	\$ 4,430
MISCELLANEOUS EXPENSE	\$ 449	\$ 275	\$ 275	\$ -	\$ -
AUDITING CONTRACT	\$ 39,000	\$ 35,500	\$ 37,000	\$ 37,000	\$ 37,000
TAX COLLECTION FEES	\$ 219,898	\$ 228,500	\$ 264,000	\$ 264,000	\$ 264,000
SPECIAL PROJECTS	\$ 58,314	\$ 255,734	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 30,553	\$ 9,000	\$ 34,400	\$ 34,400	\$ 34,400
PERFORMANCE MEASUREMENT	\$ 8,500	\$ 500	\$ 10,500	\$ 10,500	\$ 10,500
PROFESSIONAL SERVICES	\$ 7,346	\$ 7,600	\$ 9,100	\$ 8,700	\$ 8,700
TRANSFER - CAP RESERVE FUND	\$ 7,600	\$ 7,975	\$ 5,000	\$ 5,000	\$ 5,000
Operations Total	\$ 395,291	\$ 587,615	\$ 416,750	\$ 405,138	\$ 405,138
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,417,549	\$ 1,635,286	\$ 1,488,370	\$ 1,454,939	\$ 1,462,305

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 20-21
Finance Director	1	1	1	1	1
Budget & Performance Analyst	1	1	1	1	1
Management Analyst/Sr.	4	4	4	4	4
Finance Manager	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Accounting Technician I/II	2	2	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Purchasing Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	12	12	12	12	12



STATEMENT OF PURPOSE

To provide management of billing, collections and customer fulfillment to the consumers and citizens of the City of Salisbury’s water and sewer utility, garbage, recycling, storm water, and other City services.

PERFORMANCE GOALS

1. Continue to improve the collection process to reduce past due balances by continuing the execution of the 30-day cutoff cycle.
2. Collect accurate customer data to ensure proper billings of municipal services from the start of service.
3. Promote and assist business and residential customer sign-up for the free “Eye on Water” customer portal that monitors water usage, provides notification for 24-hour usage and promotes conservation.
4. Partner with other divisions across the City to ensure that account information is accurate and synergistic.
5. Foster an atmosphere of excellence through ongoing customer service, communications, and technical training for a deeper understanding and knowledge of the utilities business.
6. Implement a new software system for utility billing with Tyler Technologies/MUNIS.
7. Cultivate partnerships with community agencies that provide financial assistance to utility customers at risk of disconnection.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	
	Actual	Estimate	Projected	Goal
Workload				
Number of Utility Bills Generated	248,082	248,100	248,150	N/A
Number of Teller Transactions	52,977	50,050	50,100	N/A
Number of E-Mail Transactions	N/A	N/A	N/A	N/A
Number of Utility Disconnections	N/A	N/A	2,200	-
Effectiveness				
Percent of Utility Bills Mailed Without Error	99.5%	99.9%	99.9%	100%

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 226,900	\$ 272,410	\$ 275,052	\$ 275,052	\$ 275,052
OVERTIME SALARIES	\$ 607	\$ 500	\$ 500	\$ 500	\$ 500
PART TIME SALARIES	\$ 7,922	\$ 6,460	\$ 6,460	\$ 6,460	\$ 6,460
FICA TAX	\$ 16,784	\$ 21,372	\$ 21,574	\$ 21,574	\$ 21,574
RETIREMENT	\$ 20,518	\$ 27,891	\$ 31,689	\$ 31,440	\$ 31,440
401(K) EMPLOYER CONTRIBUTION	\$ 6,777	\$ 8,186	\$ 8,266	\$ 8,266	\$ 11,022
HEALTH CARE	\$ 54,750	\$ 67,234	\$ 73,955	\$ 67,234	\$ 67,234
LIFE INSURANCE	\$ 733	\$ 673	\$ 681	\$ 681	\$ 681
EMP SEC INS	\$ 169	\$ 1,935	\$ 1,956	\$ 976	\$ 976
WORKERS COMPENSATION	\$ 20,250	\$ 19,200	\$ 20,800	\$ 16,000	\$ 16,000
Personnel Total	\$ 355,410	\$ 425,861	\$ 440,933	\$ 428,183	\$ 430,939

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
DEPARTMENT SUPPLIES	\$ 1,639	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
TRAVEL	\$ -	\$ 500	\$ 3,000	\$ 2,850	\$ 2,850
TRAINING	\$ 184	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
COPIER CONTRACT EXPENSE	\$ 769	\$ 4,000	\$ 1,500	\$ 1,500	\$ 1,500
DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ 150	\$ 150	\$ 150
MISCELLANEOUS EXPENSE	\$ 157	\$ 300	\$ 300	\$ 300	\$ 300
CONTRACTED SERVICES	\$ 100	\$ 300	\$ 8,300	\$ 8,300	\$ 8,300
PROFESSIONAL SERVICES	\$ 54	\$ 250	\$ 250	\$ 250	\$ 250
TRANSFER - CAP RESERVE FUND	\$ 1,050	\$ 3,250	\$ 2,550	\$ 2,550	\$ 2,550
Operations Total	\$ 3,953	\$ 13,850	\$ 21,300	\$ 21,150	\$ 21,150
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 359,363	\$ 439,711	\$ 462,233	\$ 449,333	\$ 452,089

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Customer Service Manager	1	1	1	1	1
Customer Service Clerk ^{1,2}	7	6	0	0	0
Customer Service Representative	0	0	6	6	6
Customer Service Rep (TPT) ²	0	0	1	1	1
Customer Service Clerk (TPT) ²	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	9	8	8	8	8

¹Position eliminated

²Positions reclassified

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

1. To engage citizens, neighborhoods, downtown representatives, other public/government entities, businesses, and non-profit organizations in visioning and planning:
 - Forward 2040: Salisbury’s Framework for Growth (comprehensive plan), brownfield redevelopment planning for Kesler Mill and other sites.
 - Facilitate the work of the Public Art Committee, Fair Housing Committee, Community Appearance Commission, and Housing Advocacy Commission.
2. To carry out adopted plans and special projects that add value and permanence to downtown, transportation multimodal transportation corridors, and neighborhoods:
 - Dixonville-Lincoln Memorial Project.
 - Further development of the Fisher St. Entertainment District to support the new Bell Tower Green park project.
 - Sculpture Show/History & Art Trail.
 - BlockWork and other community appearance initiatives.
 - Innes and Long Complete Streets Plan and the development of the Main Street design.
 - Downtown Salisbury Master Plan, West End, Eastern Gateway, Park Avenue, North Main Street, and other area plans.
3. To implement City programs along with leveraged federal, state, and local grants to revitalize the downtown and neighborhoods:
 - Façade grants, historic rehabilitation grants, and incentives to increase downtown residential development.
 - Expanded housing improvement programs.
 - Community development and affordable housing programs.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 226,872	\$ 286,300	\$ 296,906	\$ 296,906	\$ 296,906
FICA TAX	\$ 16,264	\$ 21,286	\$ 22,714	\$ 22,714	\$ 22,714
RETIREMENT	\$ 20,361	\$ 28,847	\$ 34,143	\$ 33,877	\$ 33,877
401(K) EMPLOYER CONTRIBUTION	\$ 6,697	\$ 8,473	\$ 8,907	\$ 8,907	\$ 11,877
HEALTH CARE	\$ 34,412	\$ 40,039	\$ 54,013	\$ 49,104	\$ 49,104
LIFE INSURANCE	\$ 599	\$ 695	\$ 735	\$ 735	\$ 735
EMP SEC INS	\$ 134	\$ 1,675	\$ 2,061	\$ 1,030	\$ 1,030
WORKERS COMPENSATION	\$ 9,000	\$ 9,600	\$ 13,000	\$ 10,000	\$ 10,000
Personnel Total	\$ 314,340	\$ 396,915	\$ 432,479	\$ 423,273	\$ 426,243

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
MEETING EXPENSES	\$ 725	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
CAC PROGRAMS	\$ 3,476	\$ 2,900	\$ 4,000	\$ 4,000	\$ 4,000
DEPARTMENT SUPPLIES	\$ 2,102	\$ 2,552	\$ 4,665	\$ 4,020	\$ 4,020
TRAVEL	\$ 708	\$ 2,000	\$ 2,800	\$ 2,800	\$ 2,800
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
POSTAGE	\$ 1,950	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
ADVERTISING	\$ 1,542	\$ 1,000	\$ -	\$ -	\$ -
TRAINING	\$ 3,949	\$ 2,000	\$ 2,800	\$ 2,800	\$ 2,800
INSURANCE PREMIUMS	\$ 246	\$ 890	\$ 682	\$ 640	\$ 640
DUES & SUBSCRIPTIONS	\$ 1,707	\$ 2,568	\$ 2,150	\$ 2,150	\$ 2,150
MISCELLANEOUS EXPENSE	\$ 285	\$ 1,000	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 839,072	\$ 911,634	\$ 710,000	\$ 500,000	\$ 500,000
E INNES STREETSCAPE	\$ 7,650	\$ 60,437	\$ -	\$ -	\$ -
PUBLIC ART/SCULPTURE SHOW	\$ 37,349	\$ 13,400	\$ 20,000	\$ 10,000	\$ 10,000
BLOCKWORK	\$ 11,099	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000
KESLER MILL	\$ 3,581	\$ 505,000	\$ 5,000	\$ 5,000	\$ 5,000
PAUL BRUHN GRANT	\$ -	\$ -	\$ 543,185	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 25,550	\$ 26,750	\$ 28,000	\$ 25,000	\$ 25,000
ACTION GRANTS	\$ 17,000	\$ 40,000	\$ 50,000	\$ 40,000	\$ 40,000
COMMUNITY APPEARANCE COMM	\$ 403	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 4,200	\$ 1,700	\$ 2,800	\$ 2,800	\$ 2,800
Operations Total	\$ 962,594	\$ 1,588,331	\$ 1,401,926	\$ 615,054	\$ 615,054
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,276,933	\$ 1,985,246	\$ 1,834,405	\$ 1,038,327	\$ 1,041,297

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Community Planning Services Director	1	1	1	1	1
Planner I/II/Sr/Urban Design	2	2	2	2	2
Housing Planner ¹	0	0	1	1	1
Administrative Specialist Sr.	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	5	5	5

¹Position moved from Development Services (494)

STATEMENT OF PURPOSE

To provide citizens, builders, and developers a centralized source of information, permitting, licensing, and enforcement services through planning & zoning, permitting, and inspections. To provide Planning Board, Board of Adjustment, Historic Preservation Commission, Alternate Methods of Design Commission, Technical Review Commission, and City Council support through a centralized development and code services shop.

PERFORMANCE GOALS

Continue providing a One Stop Development Shop at the City Office Building by being the ‘front door’ for all development proposals within our jurisdictional limits.

1. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public in securing the appropriate permits, licensing, and requisite approvals.
2. Continue to administer, review, and modify when necessary the Land Development Ordinance and Historic District Standards.
3. Continue to perform field inspections to ensure compliance with various codes and ordinances.
4. Continue to coordinate with Rowan County to issue Certificates of Compliance/Occupancy.
5. Continue to issue Certificates of Appropriateness for new construction, renovations, and additions within the local historic districts.
6. Continue liaison staffing to the Planning Board, Board of Adjustment, Alternate Methods of Design Commission, and the Historic Preservation Commission, as well as providing appropriate training for those volunteer members.
7. Continue to monitor and improve the plan review process through text amendments or policy adjustments.
8. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer, China Grove, and portions of Rowan County.
9. Ensure the requirements of the backflow prevention, FOG, pretreatment, and NPDES Phase 2 Stormwater ordinances are met as required.
10. Continue to administer and update the City’s street address system in coordination with GIS.
11. Assist Downtown Salisbury, Inc. (DSI) in implementation of the Downtown Master Plan.
12. Support and partner with Rowan County in seeking improvements to the development review process.
13. Adopt standards and ordinances that support implementation of Vision 2020.

PERFORMANCE MEASURES

	FY 2020 Actual	FY 2021 Estimate	FY 2022 Projected	Goal
Workload				
General Rezoning Requests Processed	1	5	5	N/A
Conditional District Rezonings	1	5	5	N/A
Major Site Plan Reviews	2	5	5	N/A
Minor Site Plan Reviews	8	10	10	N/A
Zoning Permits (Commercial Upfits)	26	30	30	N/A
Zoning Permits (New SF/SF Additions/Accessory Structures)	250	225	250	N/A
Number of New Businesses Issued 'Business Registry Permits'	N/A	N/A	N/A	N/A
Efficiency				
Average Number of Days For CD or General Rezoning Legislative Process	45	60	60	N/A
Average Number of Days for Major Site Plan Approval (site & construct docs)	*	60	60	N/A
Average Number of Processing Days For Minor Site Plan Approval	45	60	60	N/A
Average Number of Processing Days Per Rezoning Request	45	60	60	N/A
Effectiveness				
Percent of CD and Rezoning Requests Approved as Presented	*	95%	95%	N/A

* Still Pending

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 158,123	\$ 172,414	\$ 205,320	\$ 205,320	\$ 205,320
OVERTIME SALARIES	\$ 53	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 11,624	\$ 13,702	\$ 15,707	\$ 15,707	\$ 15,707
RETIREMENT	\$ 14,208	\$ 17,896	\$ 23,612	\$ 23,427	\$ 23,427
401(K) EMPLOYER CONTRIBUTION	\$ 4,701	\$ 5,248	\$ 6,159	\$ 6,159	\$ 8,213
HEALTH CARE	\$ 26,902	\$ 36,260	\$ 42,256	\$ 38,416	\$ 38,416
LIFE INSURANCE	\$ 570	\$ 439	\$ 509	\$ 509	\$ 509
EMP SEC INS	\$ 124	\$ 1,498	\$ 1,426	\$ 713	\$ 713
WORKERS COMPENSATION	\$ 9,000	\$ 9,600	\$ 10,400	\$ 8,000	\$ 8,000
Personnel Total	\$ 225,304	\$ 257,057	\$ 305,389	\$ 298,251	\$ 300,305

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
GAS & OIL	\$ 180	\$ 240	\$ 379	\$ 324	\$ 324
DEPARTMENT SUPPLIES	\$ 1,162	\$ 1,850	\$ 1,850	\$ 1,585	\$ 1,585
TRAVEL	\$ 1,169	\$ 1,800	\$ 2,300	\$ 1,300	\$ 1,300
CELL PHONE STIPEND	\$ -	\$ -	\$ 300	\$ 300	\$ 300
POSTAGE	\$ 874	\$ 800	\$ 600	\$ 600	\$ 600
PRINTING	\$ -	\$ 600	\$ 600	\$ 600	\$ 600
MAINT AUTO	\$ 22	\$ 250	\$ 250	\$ 250	\$ 250
ADVERTISING	\$ 1,135	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
TRAINING	\$ 1,723	\$ 1,200	\$ 1,500	\$ 1,500	\$ 1,500
COPIER CONTRACT EXPENSE	\$ 3,219	\$ 5,000	\$ 5,000	\$ 4,500	\$ 4,500
INSURANCE PREMIUMS	\$ 209	\$ 231	\$ 277	\$ 259	\$ 259
DUES & SUBSCRIPTIONS	\$ 969	\$ 1,525	\$ 6,540	\$ 6,540	\$ 6,540
MISCELLANEOUS EXPENSE	\$ 79	\$ -	\$ 350	\$ 350	\$ 350
SPECIAL PROJECTS	\$ 45,780	\$ 36,500	\$ 590,000	\$ 238,547	\$ 238,547
PROFESSIONAL SERVICES	\$ 7,100	\$ 300	\$ 300	\$ 300	\$ 300
ECONOMIC DEV COMM	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088
TRANSFER - CAP RESERVE FUND	\$ 1,762	\$ 3,458	\$ 4,108	\$ 4,108	\$ 4,108
Operations Total	\$ 179,470	\$ 169,842	\$ 730,442	\$ 377,151	\$ 377,151
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 404,774	\$ 426,899	\$ 1,035,831	\$ 675,402	\$ 677,456

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Development Services Manager	1	1	1	1	1
Development Services Coordinator ³	1	1	0	0	0
Senior Planner ³	0	0	1	1	1
Development Services Specialist	1	1	1	1	1
Housing Planner ^{1,2}	0	1	0	0	0
NEW Development Technician ^{1,4}	<u>1</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

¹Position reclassified

²Position moved to Community Planning Services (491)

³Position reclassified

⁴Position added

STATEMENT OF PURPOSE

To provide citizens, property owners, landlords, and business owners fair and equitable enforcement of the City's Nuisance, Minimum Housing, and Zoning ordinances in order to safeguard and maintain a clean, safe, and beautiful community. To provide assistance to law enforcement, life-safety agencies, neighborhood advocacy groups, the Housing Advocacy Commission, and to City Council through the centralized development and code services shop.

PERFORMANCE GOALS

1. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public.
2. Continue to administer and enforce the Land Development Ordinance and Historic District Guidelines, as well as all Nuisance and Minimum Housing city codes.
3. Continue to perform field inspections to ensure compliance with various codes and ordinances.
4. Continue to coordinate with Rowan County and assist Development Services in the issuance of Certificates of Compliance/Occupancy.
5. Continue support of the Housing Advocacy Commission and Neighborhood Leaders Alliance, as well as providing appropriate training for those volunteer members.
6. Continue to assist the Police Department and other law enforcement agencies with homeless camp abstraction and other special projects.
7. Continue to administer the Remedial Action Plan (RAP) program and enforce its ordinance.
8. Assist Downtown Salisbury, Inc. (DSI) with implementation and enforcement of the Downtown Maintenance Code.
9. Continue to coordinate and assist Purchasing Coordinator with applicable contract services.
10. Identify additional opportunities to improve (streamline and simplify) the enforcement process while always maintaining the highest of standards and ensuring due process.

PERFORMANCE MEASURES

	FY 2020 Actual	FY 2021 Estimate	FY 2022 Projected	Goal
Workload				
Total Number of Nuisance Cases Generated	1,902	1,650	1,600	1,550
Efficiency				
Cost Per Nuisance Case Abated (contractor)	\$ 73	\$ 75	\$ 75	\$ 70
Effectiveness				
Percentage of Cases Corrected By Owner	71%	71%	71%	75%

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 131,512	\$ 131,473	\$ 132,910	\$ 132,910	\$ 132,910
OVERTIME SALARIES	\$ 873	\$ -	\$ -	\$ -	\$ -
PART TIME SALARIES	\$ 61	\$ 25,473	\$ 26,518	\$ 26,518	\$ 26,518
FICA TAX	\$ 10,000	\$ 12,007	\$ 12,196	\$ 12,196	\$ 12,196
RETIREMENT	\$ 11,880	\$ 13,436	\$ 15,284	\$ 15,165	\$ 15,165
401(K) EMPLOYER CONTRIBUTION	\$ 3,932	\$ 3,945	\$ 3,987	\$ 3,987	\$ 5,317
HEALTH CARE	\$ 26,897	\$ 27,195	\$ 29,913	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 414	\$ 326	\$ 330	\$ 330	\$ 330
EMP SEC INS	\$ 90	\$ 1,089	\$ 1,107	\$ 553	\$ 553
WORKERS COMPENSATION	\$ 9,000	\$ 9,600	\$ 10,400	\$ 8,000	\$ 8,000
Personnel Total	\$ 194,659	\$ 224,544	\$ 232,645	\$ 226,854	\$ 228,184

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 580	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
MEETING EXPENSES	\$ 36	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 3,982	\$ 5,728	\$ 6,102	\$ 5,008	\$ 5,008
DEPARTMENT SUPPLIES	\$ 2,068	\$ 1,500	\$ 4,850	\$ 1,500	\$ 1,500
TRAVEL	\$ 529	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
TELEPHONE	\$ 1,167	\$ 972	\$ 972	\$ 972	\$ 972
WIRELESS AIR CARDS	\$ 892	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 2,319	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
PRINTING	\$ 215	\$ 600	\$ 600	\$ 600	\$ 600
MAINT RADIO	\$ 100	\$ -	\$ -	\$ -	\$ -
MAINT AUTO	\$ 2,184	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
MINIMUM HOUSING	\$ 112,200	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
ADVERTISING	\$ 209	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
TRAINING	\$ 1,650	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
COPIER CONTRACT EXPENSE	\$ 58	\$ -	\$ 1,000	\$ -	\$ -
INSURANCE PREMIUMS	\$ 619	\$ 681	\$ 752	\$ 705	\$ 705
DUES & SUBSCRIPTIONS	\$ 120	\$ 60	\$ 60	\$ 60	\$ 60
MISCELLANEOUS EXPENSE	\$ 111	\$ 250	\$ 250	\$ 250	\$ 250
TRANSFER - CAP RESERVE FUND	\$ 4,010	\$ 450	\$ 1,200	\$ 1,200	\$ 1,200
Operations Total	\$ 133,050	\$ 116,951	\$ 122,496	\$ 117,005	\$ 117,005
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 327,708	\$ 341,495	\$ 355,141	\$ 343,859	\$ 345,189

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Code Services Manager ¹	0	1	1	1	1
Code Services Coordinator ¹	1	0	0	0	0
Senior Code Enforcement Officer ³	1	0	0	0	0
Remedial Action Plan (TPT) ²	0	1	1	1	1
Code Enforcement Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	4	4	4	4	4

¹Position reclassified

²Position moved from 514

³Position eliminated

STATEMENT OF PURPOSE

To provide a comprehensive strategy for downtown revitalization within the Municipal Service District (MSD) using the National Main Street Center’s Four-Point Approach® which includes: organization, promotion, design and economic development best practices by partnering with Downtown Salisbury, Inc. (DSI), a 501c3 non-profit organization.

PERFORMANCE GOALS

Manage funding to create an environment that fosters overall economic development within the MSD:

1. Provide necessary technical support to implement a comprehensive downtown revitalization program.
2. Provide assistance for historic property renovation and partnerships for redevelopment.
3. Improve appearance, safety, accessibility, and cleanliness of streetscape and public space, as well as properties in downtown.
4. Positively market, advertise, and promote downtown through a variety of efforts, including cooperative advertising, special events and activities.
5. Implement comprehensive strategies for business recruitment and retention.
6. Promote current and develop new economic incentive tools to spur private investment.
7. Update and promote downtown Master Plan to attract and increase private investment and increase property values in downtown.
8. Increase utilization of the 501(c)(3) organization for development alternatives.
9. Provide business education & property development assistance to existing businesses and businesses locating or expanding in the MSD.
10. Expand community involvement in downtown activities through social media, e-newsletters, press releases, promotions, special events, and community activities.
11. Develop a marketing and promotion plan to increase activity in Downtown during COVID, (i.e. shop safely, enjoy a public art walk, have dinner, etc.).
12. Develop a plan for recovery and resiliency to take an active and aggressive role in helping downtown business through COVID-19.
13. Work with Downtown Salisbury, Inc. to secure a developer for the Empire Hotel and provide any assistance necessary (tax credits, incentives, recruitment, etc.) to encourage the developer to begin renovations as soon as possible.



PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	Goal
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
Workload				
Building Rehabilitation Projects Completed	17	3*	3*	4
Number of Downtown Events	9	11*	11*	11
Number of Partnered Events	1	N/A	2*	2
Business Retention Services & Seminars	6	9	6	6
Stakeholders Meetings	4	4	4	4
Newsletters Generated	12	2**	12**	12
Tourism Campaigns	3	N/A	N/A	N/A
iChoose Campaign	N/A	3	2	1
Communication Tools Created	4	3	1	1
Communication Tools Maintained/Improved	5	5	3	1

Effectiveness

Downtown Commercial Building Vacancy Rate				
New Private Funds Invested (Millions)	\$ 5.30	\$ 4.00*	\$ 3.00*	\$ 3.00*
New Businesses Opened/Assisted	22	8*	5*	8*

* Unknown/Tentative at the time due to COVID-19

** COVID and decrease in staff

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 172,625	\$ 174,182	\$ 185,072	\$ 185,072	\$ 185,072
LEO SEPARATION ALLOWANCE	\$ 39	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 13,010	\$ 13,175	\$ 14,158	\$ 14,158	\$ 14,158
RETIREMENT	\$ 15,394	\$ 17,601	\$ 21,283	\$ 21,117	\$ 21,117
401K-SWORN LAW	\$ 23	\$ -	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 4,902	\$ 5,166	\$ 5,552	\$ 5,552	\$ 7,403
HEALTH CARE	\$ 26,017	\$ 27,195	\$ 34,071	\$ 30,974	\$ 30,974
LIFE INSURANCE	\$ 427	\$ 426	\$ 461	\$ 461	\$ 461
EMP SEC INS	\$ 96	\$ 1,193	\$ 1,289	\$ 644	\$ 644
WORKERS COMPENSATION	\$ 6,750	\$ 7,200	\$ 7,800	\$ 6,000	\$ 6,000
Personnel Total	\$ 239,282	\$ 246,138	\$ 269,686	\$ 263,978	\$ 265,829

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
MEETING EXPENSES	\$ 25	\$ 200	\$ 400	\$ 300	\$ 300
DEPARTMENT SUPPLIES	\$ 1,315	\$ 400	\$ 1,650	\$ 700	\$ 700
TRAVEL	\$ 444	\$ 250	\$ 1,150	\$ 500	\$ 500
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 40	\$ 100	\$ 100	\$ 100	\$ 100
ELECTRIC POWER	\$ 731	\$ 799	\$ 906	\$ 906	\$ 906
PRINTING	\$ 42	\$ 200	\$ 700	\$ 500	\$ 500
ADVERTISING	\$ 270	\$ 500	\$ 1,550	\$ 1,550	\$ 1,550
TRAINING	\$ 2,167	\$ 500	\$ 1,800	\$ 800	\$ 800
COPIER CONTRACT EXPENSE	\$ 2,189	\$ 2,500	\$ 2,500	\$ 2,000	\$ 2,000
DUES & SUBSCRIPTIONS	\$ 1,031	\$ 3,575	\$ 4,925	\$ 3,575	\$ 3,575
MISCELLANEOUS EXPENSE	\$ 4	\$ 200	\$ 400	\$ 300	\$ 300
SPECIAL PROJECTS	\$ 2,155	\$ -	\$ 5,000	\$ 4,000	\$ 4,000
SPECIAL EVENTS	\$ 13,727	\$ 13,926	\$ 26,500	\$ 14,500	\$ 14,500
SPRING FESTIVAL	\$ 17,011	\$ 76,000	\$ 217,370	\$ 170,000	\$ 170,000
PROFESSIONAL SERVICES	\$ 2,400	\$ 500	\$ 880	\$ 880	\$ 880
TRANSFER - CAP RESERVE FUND	\$ 1,250	\$ 1,250	\$ 1,400	\$ 1,400	\$ 1,400
Operations Total	\$ 44,801	\$ 100,900	\$ 268,275	\$ 203,055	\$ 203,055
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 284,083	\$ 347,038	\$ 537,961	\$ 467,033	\$ 468,884

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Downtown Development Director	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Administration Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	<u>Goal</u>
Traffic Signal LEDs Replaced (excluding routine maint.)	19	15	15	N/A
Average Response to Emergency Call Backs (minutes)	39	50	50	N/A
Emergency Call Backs	75	100	100	N/A
Underground Locate Tickets Received	3,294	2,500	3,000	N/A
Underground Locate Tickets Marked	1,369	1,100	1,200	N/A

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 119,602	\$ 123,399	\$ 118,895	\$ 118,895	\$ 118,895
OVERTIME SALARIES	\$ 5,771	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
FICA TAX	\$ 9,425	\$ 9,984	\$ 9,708	\$ 9,708	\$ 9,708
RETIREMENT	\$ 11,225	\$ 13,337	\$ 14,594	\$ 14,480	\$ 14,480
401(K) EMPLOYER CONTRIBUTION	\$ 3,713	\$ 3,914	\$ 3,807	\$ 3,807	\$ 5,076
HEALTH CARE	\$ 26,218	\$ 27,195	\$ 32,285	\$ 29,351	\$ 29,351
LIFE INSURANCE	\$ 281	\$ 297	\$ 289	\$ 289	\$ 289
EMP SEC INS	\$ 61	\$ 831	\$ 808	\$ 404	\$ 404
WORKERS COMPENSATION	\$ 6,750	\$ 7,200	\$ 7,800	\$ 6,000	\$ 6,000
Personnel Total	\$ 183,046	\$ 194,157	\$ 196,186	\$ 190,934	\$ 192,203

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 745	\$ 900	\$ 900	\$ 900	\$ 900
PROTECTIVE EQUIPMENT	\$ 620	\$ 900	\$ 900	\$ 900	\$ 900
EXPENDABLE EQUIPMENT	\$ 1,822	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
GAS & OIL	\$ 5,744	\$ 8,443	\$ 7,506	\$ 6,231	\$ 6,231
DEPARTMENT SUPPLIES	\$ 185	\$ 500	\$ 500	\$ 500	\$ 500
CELL PHONE STIPEND	\$ -	\$ -	\$ 600	\$ 600	\$ 600
WIRELESS AIR CARDS	\$ 1,368	\$ 1,980	\$ 1,980	\$ 1,980	\$ 1,980
POSTAGE	\$ 136	\$ 100	\$ 100	\$ 100	\$ 100
ELECTRIC POWER	\$ 127	\$ 1,726	\$ 960	\$ 960	\$ 960
TRAFFIC SIGNAL	\$ 6,101	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
NATURAL GAS	\$ 22	\$ 481	\$ 540	\$ 540	\$ 540
CITY UTILITIES	\$ -	\$ 325	\$ 390	\$ 390	\$ 390
MAINT EQUIPMENT	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
MAINT TRAFFIC SIGNALS	\$ 16,426	\$ 33,610	\$ 35,510	\$ 33,910	\$ 33,910
MAINT AUTO	\$ 6,008	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
VEHICLE DAMAGE REPAIR	\$ 1,405	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 137	\$ 2,800	\$ 4,200	\$ 2,800	\$ 2,800
INSURANCE PREMIUMS	\$ 513	\$ 595	\$ 714	\$ 669	\$ 669
SPECIAL PROJECTS	\$ -	\$ 6,477	\$ 18,985	\$ -	\$ -
CONTRACTED SERVICES	\$ 9,660	\$ 26,700	\$ 11,000	\$ 11,000	\$ 11,000
TRANSFER - CAP RESERVE FUND	\$ 19,658	\$ 17,350	\$ 17,350	\$ 17,350	\$ 17,350
Operations Total	\$ 70,679	\$ 117,387	\$ 116,635	\$ 93,330	\$ 93,330
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 253,725	\$ 311,544	\$ 312,821	\$ 284,264	\$ 285,533

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 20-21	Adopted FY 20-21
Traffic Signal Technician	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	3	3	3	3	3

STATEMENT OF PURPOSE

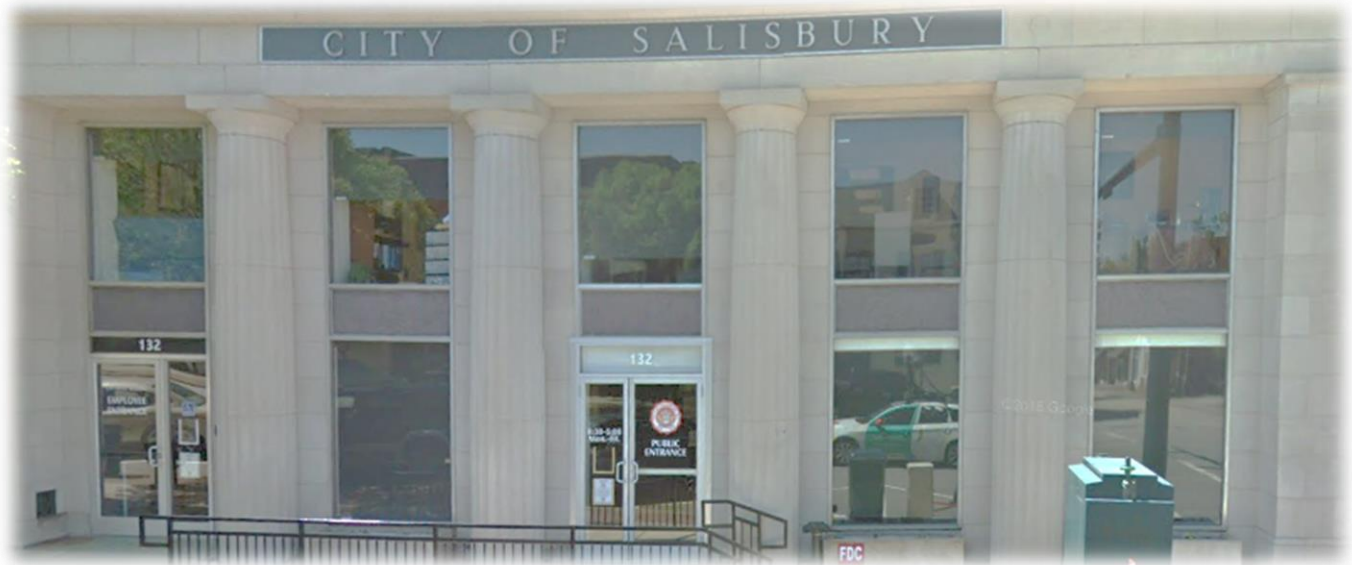
The City of Salisbury utilizes buildings throughout the City for offices to support our organization. City Office Building houses Development Services, Human Resources, Code Enforcement, Engineering, City Administration, and Finance. City Hall houses Council Chambers, Communications, the Mayor’s office, Council Administration, Clerks Office, and Parks and Recreation Administration. Customer Service Center has offices and operations to support utility bill payment, Information Technology and Telecommunications. Park Avenue is used as the location for the Fire Marshall’s office. Adjacent to the Park Avenue property is the Park Avenue Community Center, and West End Community Development is located within the West End Community property. These properties provide space for offices, meeting rooms, and required storage of documentation necessary for daily operations.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
JANITORIAL SUPPLIES	\$ 1,115	\$ 2,900	\$ 2,900	\$ 2,900	\$ 2,900
GAS & OIL	\$ -	\$ 2,640	\$ 3,000	\$ 3,000	\$ 3,000
WIRELESS AIR CARDS	\$ 456	\$ 500	\$ 500	\$ 500	\$ 500
ELECTRIC POWER	\$ 201,410	\$ 222,266	\$ 233,775	\$ 233,775	\$ 233,775
NATURAL GAS	\$ 12,906	\$ 17,102	\$ 15,075	\$ 15,075	\$ 15,075
CITY UTILITIES	\$ 33,092	\$ 37,226	\$ 41,468	\$ 41,468	\$ 41,468
BUILDINGS & GROUNDS	\$ 117,356	\$ 84,500	\$ 114,000	\$ 79,000	\$ 79,000
PRICE HIGH SCHOOL	\$ 6,370	\$ 12,776	\$ 12,000	\$ 11,728	\$ 11,728
AMTRAK STATION	\$ 13,805	\$ 16,655	\$ 31,000	\$ 30,887	\$ 30,887
B/G CONTRACTED SERVICES	\$ 127,634	\$ 139,216	\$ 147,938	\$ 147,938	\$ 147,938
MAINT EQUIPMENT	\$ 2,311	\$ 1,000	\$ -	\$ -	\$ -
LEASE PMTS-PK LOT	\$ 8,105	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 11,024	\$ 12,099	\$ 14,059	\$ 13,180	\$ 13,180
TRANSFER - CAP RESERVE FUND	\$ 14,352	\$ 14,352	\$ 15,876	\$ 15,876	\$ 15,876
Operations Total	\$ 549,935	\$ 563,232	\$ 631,591	\$ 595,327	\$ 595,327
Capital					
C O ROOF / HVAC	\$ 203,153	\$ -	\$ 123,852	\$ 105,852	\$ 105,852
C O BLDG & GRNDS	\$ 415,419	\$ 139,000	\$ 54,000	\$ -	\$ -
Capital Total	\$ 618,573	\$ 139,000	\$ 177,852	\$ 105,852	\$ 105,852
Grand Total	\$ 1,168,507	\$ 702,232	\$ 809,443	\$ 701,179	\$ 701,179

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
City Hall (251)			
HVAC Replacement - Priority 3	33,500	33,500	33,500
Sal. West Comm. Center (252)			
HVAC Replacement - Priority 7	18,000	-	-
Park Ave Comm Center (253)			
Roof Replacement - Priority 3	72,352	72,352	72,352
Parks (256)			
HVAC Replacement - Priority 8	14,000	-	-
Play Structure - Cannon Park	40,000	-	-
Total Capital Outlay	\$ 177,852	\$ 105,852	\$ 105,852



STATEMENT OF PURPOSE

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

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
DEPARTMENT SUPPLIES	\$ 52	\$ 600	\$ 600	\$ 600	\$ 600
ELECTRIC POWER	\$ 27,727	\$ 33,453	\$ 31,722	\$ 31,722	\$ 31,722
CITY UTILITIES	\$ 10,957	\$ 12,838	\$ 12,087	\$ 12,087	\$ 12,087
BUILDINGS & GROUNDS	\$ 41,133	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
B/G CONTRACTED SERVICES	\$ 62,270	\$ 62,412	\$ 62,143	\$ 62,143	\$ 62,143
MAINT EQUIPMENT	\$ 3	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 10,695	\$ 11,765	\$ 13,557	\$ 12,710	\$ 12,710
INSURANCE CLAIMS	\$ 479	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 1,418	\$ -	\$ -	\$ -	\$ -
Operations Total	\$ 154,735	\$ 151,068	\$ 150,109	\$ 149,262	\$ 149,262
Capital					
C O ROOF / HVAC	\$ 50,654	\$ 470,762	\$ -	\$ -	\$ -
C/O BUILDINGS	\$ 25,683	\$ 445,705	\$ -	\$ -	\$ -
Capital Total	\$ 76,337	\$ 916,467	\$ -	\$ -	\$ -
Grand Total	\$ 231,072	\$ 1,067,535	\$ 150,109	\$ 149,262	\$ 149,262

STATEMENT OF PURPOSE

To serve as the central management point for all activities involving the Police Department. Guiding the department's incorporation of multiple evidence based and practice based strategies using a Stratified Policing Model. Focusing the department's policing efforts toward effective evidence based community collaboration through analysis and accountability. Developing realistic and prioritized goals for crime reduction.

PERFORMANCE GOALS

1. To work toward reaching Strategic Goal 1; Improve Collaboration with External Partners and Stakeholder, SPD will work toward these efforts in FY2022:
 - During FY2022, the SPD will continue to support and develop the grant-funded Rowan Regional Crime Center to enhance our regional crime reduction efforts and the related Strategies for Policing Innovation initiative by implementing a practical training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
 - During FY2022, the SPD will apply for a Community Based Crime Reduction grant directing attention to crime reduction and enhancements to the West End community.
 - By July 1, 2021, the SPD will submit a budget that recognizes operational needs to maintain the level of service preferred by our community. SPD will complete an assessment of resources and present information to City Management and City Council regarding the complex needs for Salisbury's policing budget.
 - During FY2022, the SPD will continue to work within the countywide proposal to implement a school justice initiative to effectively address school-based offenses as a guide for School Resource Officer actions.
2. To work toward reaching Strategic Goal 2; Improve Communication and Coordination, SPD will work toward these efforts in FY2022:
 - During FY2022, SPD will continue regular "accountability" and team and unit coordination meetings referred to as Monthly Crime Report Out Meeting, where various workgroups manage efforts and communication exchange. SPD will enhance the sessions by developing a "what and why" approach to problem identification and workgroup commitment to contribute to problem-solving efforts.
 - During FY2022, SPD will coordinate regular information sharing in the Monthly Crime Report Out Meeting with the executive and other appropriate staff from other local law enforcement, to include Rowan County Sheriff's Office, Spencer Police Department, East Spencer Police Department, Rowan County 911 Communications Center, Community Corrections, and others.
 - During FY2022, the SPD will continue education and outreach opportunities throughout the year by offering; community classrooms, a lunch buddy program in Rowan-Salisbury Schools, gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event as permitted once the community recovers from pandemic gathering restrictions.
3. To work toward reaching Strategic Goal 3; Enhanced Intelligence Operations and Investigations, SPD will work toward these efforts in FY2022:
 - During FY2022, the SPD will continue enhanced training in crime scene processing of a selected detective by supporting identified specialty training.
 - By July 1, 2021, the SPD will develop an Investigative Standard Operating Procedures manual to include using solvability factors for case assignment.
 - SPD will continue to fund an effective evidentiary testing program to include private and state laboratories for timely evidence analysis for FY2021-2022.
 - In 2021, the SPD will support training an identified detective as a NIBIN technician and develop a mutual aid agreement with Greensboro Police Department, Winston-Salem Police Department, and potentially High Point Police Department for timely entry of shell casing recoveries.
4. To work toward reaching Strategic Goal 4; Improve Training and Professional Development of the Department Staff, SPD will work toward these efforts in FY2022:

- During FY2022, the SPD will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.
 - By December 31, 2021, the SPD will develop a supervisory skills-building program through advanced law enforcement leadership training.
 - SPD will develop a skills training program in conjunction with Rowan-Cabarrus Community College Law Enforcement In-Service Training Program that provides regular training of all personnel during FY2022 in the following topics:
 - Ethics
 - Intervention Tactics/Considerations (intervention into an excessive force or other misconduct situation)
 - Disciplinary Process Review
 - Practical ICS Review – Level 2, Unified Command, and other topics.
 - ICAT Phase 2 Classroom Review and Practical Exercises
 - Procedural Justice
 - Report Writing Basics and Practical Exercises
 - Active Shooter Response Classroom and Practical Exercises
 - Traffic Stops Classroom and Practical Exercises
 - Handcuffing and Prisoner Search Classroom and Practical Exercises
5. To work toward reaching Strategic Goal 5; Maintain a Quality Sworn and Civilian Workforce will work toward these efforts in FY2022:
- By December 31, 2020, the SPD will complete a workload assessment to effectively determine the staffing necessary to provide policing services to the Salisbury community.
 - The SPD will recruit and retain employees so that it never falls below 95% of the fiscally authorized sworn staffing in any month of FY2022.
 - The SPD will work with City Human Resources and City Finance to ensure pay, benefits, and other incentives are comparable for the area market to ensure the Department is competitive in recruiting and retaining qualified employees.
 - By December 31, 2021, the Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	Goal
	Actual	Estimate	Projected	
Workload				
Number of Sworn Officers (Authorized Positions)	83	83	83	90
All Part I Crimes Reported (homicide, assault, etc.)	1,514	1,500	1,700	1,400
Departmental Internal Affairs Investigated Complaints	70	50	50	30
Efficiency				
Vacancies	7	15	15	1
Calls Resulting In A Dispatch (including officer initiated)	40,159	49,000	49,000	50,000
Part I Crimes Investigated By Investigations Division *	244	300	350	150
Internal Affairs Complaints Sustained	25	38	22	8
Effectiveness				
Departmental Turn-Over Rate (Sworn Police Officers)	8.4%	15.0%	17.0%	5.0%
CID Part I Case Clearance Rate **	19%	20%	20%	20%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	35.7%	76.0%	44.0%	20.0%

* Patrol investigates all crime. CID is used for extreme cases or where limited evidence exists . All Part I Crimes Reported, Includes Unfounded.

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

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 639,131	\$ 944,490	\$ 811,682	\$ 811,682	\$ 881,682
OVERTIME SALARIES	\$ 8,117	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
PART TIME SALARIES	\$ 39,664	\$ 20,751	\$ 25,882	\$ 25,882	\$ 25,882
LEO SEPARATION ALLOWANCE	\$ 37,040	\$ 47,630	\$ 49,965	\$ 49,965	\$ 54,865
FICA TAX	\$ 49,763	\$ 73,910	\$ 64,468	\$ 64,468	\$ 69,823
RETIREMENT	\$ 60,711	\$ 101,720	\$ 99,289	\$ 97,695	\$ 106,123
401K-SWORN LAW	\$ 21,381	\$ 34,020	\$ 35,690	\$ 35,690	\$ 39,190
401(K) EMPLOYER CONTRIBUTION	\$ 6,092	\$ 7,949	\$ 3,092	\$ 3,092	\$ 4,122
HEALTH CARE	\$ 94,726	\$ 160,713	\$ 133,326	\$ 121,207	\$ 121,207
LIFE INSURANCE	\$ 1,564	\$ 2,330	\$ 1,927	\$ 1,927	\$ 1,927
EMP SEC INS	\$ 369	\$ 6,667	\$ 5,579	\$ 2,790	\$ 2,790
WORKERS COMPENSATION	\$ 27,000	\$ 43,200	\$ 36,400	\$ 28,000	\$ 28,000
Personnel Total	\$ 985,559	\$ 1,448,530	\$ 1,272,450	\$ 1,247,548	\$ 1,340,761
Operations					
UNIFORMS	\$ 12,767	\$ 17,140	\$ 26,565	\$ 19,940	\$ 19,940
UNIFORM EQUIPMENT	\$ 13,390	\$ 8,600	\$ 18,370	\$ 13,980	\$ 13,980
DEPARTMENT SUPPLIES	\$ 12,550	\$ 28,365	\$ 36,097	\$ 32,094	\$ 32,094
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 12,912	\$ -	\$ -	\$ -	\$ -
ARMORY SUPPLIES	\$ 27,894	\$ 35,150	\$ 32,650	\$ 32,650	\$ 32,650
CANINE UNIT	\$ 7,567	\$ 8,700	\$ 13,975	\$ 8,975	\$ 8,975
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,568	\$ 2,568	\$ 2,568
WIRELESS AIR CARDS	\$ 40,005	\$ 38,400	\$ 38,400	\$ 38,400	\$ 38,400
POSTAGE	\$ 1,505	\$ 2,000	\$ -	\$ -	\$ -
ELECTRIC POWER	\$ 49,645	\$ 54,535	\$ 53,775	\$ 53,775	\$ 53,775
NATURAL GAS	\$ 6,574	\$ 8,456	\$ 8,759	\$ 8,759	\$ 8,759
CITY UTILITIES	\$ 5,370	\$ 5,859	\$ 9,712	\$ 9,712	\$ 9,712
PRINTING	\$ 235	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
BUILDINGS & GROUNDS	\$ 37,092	\$ 18,297	\$ 28,208	\$ 18,208	\$ 18,208
B/G CONTRACTED SERVICES	\$ 60,777	\$ 59,217	\$ 69,503	\$ 69,503	\$ 69,503
MAINT EQUIPMENT	\$ -	\$ 600	\$ 5,000	\$ 2,000	\$ 2,000
TRAINING	\$ 25,935	\$ 37,280	\$ 24,000	\$ 20,248	\$ 20,248
TACTICAL UNIT	\$ 15,035	\$ 14,900	\$ 14,500	\$ 14,500	\$ 14,500
COPIER CONTRACT EXPENSE	\$ 9,536	\$ 7,500	\$ 1,800	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 47,571	\$ 48,488	\$ 58,186	\$ 54,549	\$ 54,549
INSURANCE CLAIMS	\$ 19,760	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 2,919	\$ 4,453	\$ 5,388	\$ 5,388	\$ 5,388
MISCELLANEOUS EXPENSE	\$ 3,032	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
SPECIAL PROJECTS	\$ 1,108	\$ 29,000	\$ 101,418	\$ 41,418	\$ 41,418
CONTRACTED SERVICES	\$ 2,065	\$ 2,094	\$ -	\$ -	\$ -
CRIME CONTROL	\$ 816	\$ -	\$ 1,250	\$ 1,250	\$ 1,250
POLICE ACCREDITATION	\$ 4,595	\$ 4,770	\$ 4,770	\$ 4,770	\$ 4,770
POLICE CHAPLAINCY PROGRAM	\$ 443	\$ 220	\$ 220	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 20,609	\$ 33,525	\$ 44,975	\$ 34,400	\$ 34,400
Operations Total	\$ 441,708	\$ 472,549	\$ 605,089	\$ 493,587	\$ 493,587
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ 66,137	\$ 91,214	\$ 40,000	\$ 40,000	\$ 40,000
C O ROOF / HVAC	\$ -	\$ -	\$ 130,000	\$ -	\$ -
Capital Total	\$ 66,137	\$ 91,214	\$ 170,000	\$ 40,000	\$ 40,000
Grand Total	\$ 1,493,404	\$ 2,012,293	\$ 2,047,539	\$ 1,781,135	\$ 1,874,348

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Administration (000)					
Police Chief	1	1	1	1	1
Deputy Chief	0	0	1	1	1
Police Captain	1	1	0	0	0
Police Corporal	0	1	1	1	1
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	2	2	2	2
Police I/II/MPO	1	1	1	1	1
Police Officer I/II/MPO (SRO)	0	3	3	3	3
Police Planner	1	0	0	0	0
Records Supervisor	0	1	0	0	0
Records Clerk	1	1	0	0	0
Management Analyst (Civilian)	1	1	1	1	1
Administrative Specialist	2	1	0	0	0
Evidence Custodian	0	1	1	1	1
Records Clerk/IT Tech	0	1	0	0	0
Parking Attendant (TPT)	0	1	1	1	1
Remedial Action Plan (TPT) ²	1	0	0	0	0
Downtown Officer (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL ¹	12	18	14	14	14

¹Department reorganization

²Position moved to 495

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Police Administration (000)			
Citywide Camera System	\$ 40,000	\$ 40,000	\$ 40,000
Police Administration-Bldg Maintenance (301)			
HVAC Replacement - Priority 5	<u>130,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 170,000	\$ 40,000	\$ 40,000

STATEMENT OF PURPOSE

Deliver supporting inquiries and follow up of initial incident response or information based on objectively reasonable and logical examinations of reported criminal acts or criminal intelligence. Liaison with external resources and agencies to further collaborate in the investigation of crimes and ongoing criminal enterprises.

PERFORMANCE GOALS

1. To work toward reaching Strategic Goal 1; Improve Collaboration with External Partners and Stakeholder, SPD will work toward these efforts in FY2022:
 - During FY2022, the SPD will continue to support and develop the grant-funded Rowan Regional Crime Center to enhance our regional crime reduction efforts and the related Strategies for Policing Innovation initiative by implementing a practical training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
 - During FY2022, the SPD will apply for a Community Based Crime Reduction grant directing attention to crime reduction and enhancements to the West End community.
 - By July 1, 2021, the SPD will submit a budget that recognizes operational needs to maintain the level of service preferred by our community. SPD will complete an assessment of resources and present information to City Management and City Council regarding the complex needs for Salisbury's policing budget.
 - During FY2022, the SPD will continue to work within the countywide proposal to implement a school justice initiative to effectively address school-based offenses as a guide for School Resource Officer actions.
2. To work toward reaching Strategic Goal 2; Improve Communication and Coordination, SPD will work toward these efforts in FY2022:
 - During FY2022, SPD will continue regular "accountability" and team and unit coordination meetings referred to as Monthly Crime Report Out Meeting, where various workgroups manage efforts and communication exchange. SPD will enhance the sessions by developing a "what and why" approach to problem identification and workgroup commitment to contribute to problem-solving efforts.
 - During FY2022, SPD will coordinate regular information sharing in the Monthly Crime Report Out Meeting with the executive and other appropriate staff from other local law enforcement, to include Rowan County Sheriff's Office, Spencer Police Department, East Spencer Police Department, Rowan County 911 Communications Center, Community Corrections, and others.
 - During FY2022, the SPD will continue education and outreach opportunities throughout the year by offering; community classrooms, a lunch buddy program in Rowan-Salisbury Schools, gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event as permitted once the community recovers from pandemic gathering restrictions.
3. To work toward reaching Strategic Goal 3; Enhanced Intelligence Operations and Investigations, SPD will work toward these efforts in FY2022:
 - During FY2022, the SPD will continue enhanced training in crime scene processing of a selected detective by supporting identified specialty training.
 - By July 1, 2021, the SPD will develop an Investigative Standard Operating Procedures manual to include using solvability factors for case assignment.
 - SPD will continue to fund an effective evidentiary testing program to include private and state laboratories for timely evidence analysis for FY2021-2022.
 - In 2021, the SPD will support training an identified detective as a NIBIN technician and develop a mutual aid agreement with Greensboro Police Department, Winston-Salem Police Department, and potentially High Point Police Department for timely entry of shell casing recoveries.
4. To work toward reaching Strategic Goal 4; Improve Training and Professional Development of the Department Staff, SPD will work toward these efforts in FY2022:
 - During FY2022, the SPD will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.

- By December 31, 2021, the SPD will develop a supervisory skills-building program through advanced law enforcement leadership training.
 - SPD will develop a skills training program in conjunction with Rowan-Cabarrus Community College Law Enforcement In-Service Training Program that provides regular training of all personnel during FY2022 in the following topics:
 - Ethics
 - Intervention Tactics/Considerations (intervention into an excessive force or other misconduct situation)
 - Disciplinary Process Review
 - Practical ICS Review – Level 2, Unified Command, and other topics.
 - ICAT Phase 2 Classroom Review and Practical Exercises
 - Procedural Justice
 - Report Writing Basics and Practical Exercises
 - Active Shooter Response Classroom and Practical Exercises
 - Traffic Stops Classroom and Practical Exercises
 - Handcuffing and Prisoner Search Classroom and Practical Exercises
5. To work toward reaching Strategic Goal 5; Maintain a Quality Sworn and Civilian Workforce will work toward these efforts in FY2022:
- By December 31, 2020, the SPD will complete a workload assessment to effectively determine the staffing necessary to provide policing services to the Salisbury community.
 - The SPD will recruit and retain employees so that it never falls below 95% of the fiscally authorized sworn staffing in any month of FY2022.
 - The SPD will work with City Human Resources and City Finance to ensure pay, benefits, and other incentives are comparable for the area market to ensure the Department is competitive in recruiting and retaining qualified employees.
 - By December 31, 2021, the Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 1,750,022	\$ 1,587,624	\$ 1,974,185	\$ 1,974,185	\$ 1,974,185
OVERTIME SALARIES	\$ 62,722	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
LEO SEPARATION ALLOWANCE	\$ 132,630	\$ 102,710	\$ 114,202	\$ 114,202	\$ 114,202
FICA TAX	\$ 131,452	\$ 123,742	\$ 154,851	\$ 154,851	\$ 154,851
RETIREMENT	\$ 171,911	\$ 176,320	\$ 245,020	\$ 241,240	\$ 241,240
401K-SWORN LAW	\$ 78,978	\$ 73,363	\$ 81,575	\$ 81,575	\$ 81,575
401(K) EMPLOYER CONTRIBUTION	\$ 5,408	\$ 4,509	\$ 11,781	\$ 11,781	\$ 15,707
HEALTH CARE	\$ 296,230	\$ 284,452	\$ 390,759	\$ 355,240	\$ 355,240
LIFE INSURANCE	\$ 4,355	\$ 3,885	\$ 4,702	\$ 4,702	\$ 4,702
EMP SEC INS	\$ 961	\$ 10,868	\$ 13,177	\$ 6,588	\$ 6,588
WORKERS COMPENSATION	\$ 69,750	\$ 64,800	\$ 88,400	\$ 68,000	\$ 68,000
Personnel Total	\$ 2,704,420	\$ 2,482,273	\$ 3,128,652	\$ 3,062,364	\$ 3,066,290
Operations					
UNIFORMS	\$ 16,233	\$ 5,730	\$ 19,605	\$ 19,605	\$ 19,605
UNIFORM EQUIPMENT	\$ 423	\$ 250	\$ 250	\$ 250	\$ 250
CRIME PREVENTION	\$ 8,949	\$ 31,351	\$ 3,000	\$ 1,500	\$ 1,500
YOUTH PROGRAMS	\$ 217	\$ -	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 4,813	\$ 7,835	\$ 2,000	\$ 2,000	\$ 2,000
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 353	\$ 4,300	\$ 1,500	\$ -	\$ -
CANINE UNIT	\$ -	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
EVIDENCE	\$ 1,337	\$ -	\$ -	\$ -	\$ -
CRIME SCENE	\$ 2,242	\$ 8,270	\$ 8,270	\$ 5,000	\$ 5,000
TELEPHONE	\$ 5,054	\$ 5,400	\$ 8,064	\$ 8,064	\$ 8,064
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,448	\$ 5,448	\$ 5,448
POSTAGE	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
TRAINING	\$ 29,808	\$ 21,485	\$ 40,595	\$ 31,483	\$ 31,483
COPIER CONTRACT EXPENSE	\$ 2,500	\$ 5,000	\$ 8,500	\$ 7,000	\$ 7,000
DUES & SUBSCRIPTIONS	\$ 10,734	\$ 25,478	\$ 34,234	\$ 32,914	\$ 32,914
INFORMATION FUND	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
SPECIAL PROJECTS	\$ 64,886	\$ 535,114	\$ 50,000	\$ 50,000	\$ 50,000
CONTRACTED SERVICES	\$ 31,342	\$ 31,803	\$ 38,437	\$ 38,437	\$ 38,437
PROFESSIONAL SERVICES	\$ 19,656	\$ 30,200	\$ 30,200	\$ 27,200	\$ 27,200
Operations Total	\$ 218,549	\$ 737,216	\$ 278,303	\$ 257,101	\$ 257,101
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 108,721	\$ 82,495	\$ 82,495
Capital Total	\$ -	\$ -	\$ 108,721	\$ 82,495	\$ 82,495
Grand Total	\$ 2,922,968	\$ 3,219,489	\$ 3,515,676	\$ 3,401,960	\$ 3,405,886

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Services Administration (000)					
Deputy Police Chief	1	1	0	0	0
Police Captain	0	0	1	1	1
Police Lieutenant	2	2	2	2	2
Police Sergeant	4	4	4	4	4
Police Corporal	2	2	2	2	2
Police I/II/MPO	17	14	15	15	15
Police I/II/MPO (Crime Scene)	1	1	2	2	2
Project Safe Specialist (Civilian)	1	1	1	1	1
Evidence Custodian	1	0	0	0	0
Records Clerk (Civilian)	0	0	1	1	1
Records Clerk/IT Tech (Civilian)	0	0	1	1	1
Records Supervisor (Civilian)	0	0	1	1	1
Victim Advocate (Civilian)	1	1	1	1	1
Crime Analyst (Civilian)	1	1	2	2	2
NEW Homeless Victim Specialist (Civilian)	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL¹	31	27	34	34	34

¹Department reorganization

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Support Services-Admin (000)			
LiveScan System	\$ 20,875	\$ 20,875	\$ 20,875
Wireless Surveillance System	26,226	-	-
Video Management Software (Avigilon)	61,620	61,620	61,620
Total Capital Outlay	\$ 108,721	\$ 82,495	\$ 82,495

STATEMENT OF PURPOSE

Deliver 24 hour first responder policing services within the City of Salisbury by proactively and reactively patrolling the community and neighborhoods, providing initial criminal incident investigation, enforcing criminal and traffic laws, deterring crime and improving traffic flow while reducing collisions, and building police-community relations.

PERFORMANCE GOALS

1. To work toward reaching Strategic Goal 2; Improve Communication and Coordination, SPD will work toward these efforts in FY2022:
 - During FY2022, SPD will continue regular “accountability” and team and unit coordination meetings referred to as Monthly Crime Report Out Meeting, where various workgroups manage efforts and communication exchange. SPD will enhance the sessions by developing a "what and why" approach to problem identification and workgroup commitment to contribute to problem-solving efforts.
 - During FY2022, SPD will coordinate regular information sharing in the Monthly Crime Report Out Meeting with the executive and other appropriate staff from other local law enforcement, to include Rowan County Sheriff’s Office, Spencer Police Department, East Spencer Police Department, Rowan County 911 Communications Center, Community Corrections, and others.
 - During FY2022, the SPD will continue education and outreach opportunities throughout the year by offering; community classrooms, a lunch buddy program in Rowan-Salisbury Schools, gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event as permitted once the community recovers from pandemic gathering restrictions.
2. To work toward reaching Strategic Goal 4; Improve Training and Professional Development of the Department Staff, SPD will work toward these efforts in FY2022:
 - During FY2022, the SPD will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.
 - By December 31, 2021, the SPD will develop a supervisory skills-building program through advanced law enforcement leadership training.
 - SPD will develop a skills training program in conjunction with Rowan-Cabarrus Community College Law Enforcement In-Service Training Program that provides regular training of all personnel during FY2022 in the following topics:
 - Ethics
 - Intervention Tactics/Considerations (intervention into an excessive force or other misconduct situation)
 - Disciplinary Process Review
 - Practical ICS Review – Level 2, Unified Command, and other topics.
 - ICAT Phase 2 Classroom Review and Practical Exercises
 - Procedural Justice
 - Report Writing Basics and Practical Exercises
 - Active Shooter Response Classroom and Practical Exercises
 - Traffic Stops Classroom and Practical Exercises
 - Handcuffing and Prisoner Search Classroom and Practical Exercises
3. To work toward reaching Strategic Goal 5; Maintain a Quality Sworn and Civilian Workforce through the following efforts:
 - By December 31, 2020, the SPD will complete a workload assessment to effectively determine the staffing necessary to provide policing services to the Salisbury community.
 - The SPD will recruit and retain employees so that it never falls below 95% of the fiscally authorized sworn staffing in any month of FY2022.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 2,689,216	\$ 2,550,373	\$ 2,555,824	\$ 2,555,824	\$ 2,555,824
OVERTIME SALARIES	\$ 204,373	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
PART TIME SALARIES	\$ 7,237	\$ -	\$ -	\$ -	\$ -
LEO SEPARATION ALLOWANCE	\$ 242,359	\$ 188,566	\$ 189,408	\$ 189,408	\$ 189,408
FICA TAX	\$ 211,697	\$ 206,071	\$ 206,994	\$ 206,994	\$ 206,994
RETIREMENT	\$ 275,372	\$ 295,506	\$ 331,461	\$ 325,779	\$ 325,779
401K-SWORN LAW	\$ 140,704	\$ 134,691	\$ 135,292	\$ 135,292	\$ 135,292
HEALTH CARE	\$ 489,387	\$ 478,786	\$ 518,780	\$ 471,628	\$ 471,628
LIFE INSURANCE	\$ 6,830	\$ 6,129	\$ 5,876	\$ 5,876	\$ 5,876
EMP SEC INS	\$ 1,516	\$ 17,155	\$ 16,447	\$ 8,223	\$ 8,223
WORKERS COMPENSATION	\$ 121,500	\$ 117,600	\$ 122,200	\$ 94,000	\$ 94,000
Personnel Total	\$ 4,390,190	\$ 4,144,877	\$ 4,232,282	\$ 4,143,024	\$ 4,143,024
Operations					
UNIFORMS	\$ 10,345	\$ 20,440	\$ 22,020	\$ 18,180	\$ 18,180
UNIFORM EQUIPMENT	\$ 12,562	\$ 20,830	\$ 25,389	\$ 25,389	\$ 25,389
CRIME PREVENTION	\$ 243	\$ 200	\$ 200	\$ 200	\$ 200
GAS & OIL	\$ 153,142	\$ 226,502	\$ 208,304	\$ 190,543	\$ 190,543
DEPARTMENT SUPPLIES	\$ 10,340	\$ 13,350	\$ 14,394	\$ 10,394	\$ 10,394
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 13,886	\$ 21,400	\$ 16,300	\$ 16,300	\$ 16,300
CANINE UNIT	\$ -	\$ -	\$ 4,800	\$ 4,800	\$ 4,800
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,048	\$ 3,048	\$ 3,048
MAINT EQUIPMENT	\$ 406	\$ 1,500	\$ 4,000	\$ 4,000	\$ 4,000
MAINT RADIO	\$ 3,465	\$ 4,445	\$ 4,445	\$ 4,445	\$ 4,445
MAINT CMPT SOFTWARE	\$ 1,250	\$ 1,050	\$ 1,250	\$ 1,250	\$ 1,250
MAINT AUTO	\$ 63,448	\$ 79,188	\$ 93,660	\$ 79,500	\$ 79,500
VEHICLE DAMAGE REPAIR	\$ 13,998	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 11,751	\$ 34,680	\$ 47,000	\$ 34,404	\$ 34,404
COPIER CONTRACT EXPENSE	\$ 1,588	\$ 2,150	\$ 7,650	\$ 5,000	\$ 5,000
INSURANCE PREMIUMS	\$ 38,447	\$ 47,619	\$ 54,300	\$ 50,906	\$ 50,906
SPECIAL PROJECTS	\$ 9,876	\$ 16,000	\$ 5,268	\$ 5,268	\$ 5,268
CONTRACTED SERVICES	\$ 167,021	\$ 229,301	\$ 229,301	\$ 213,821	\$ 213,821
CRIME CONTROL	\$ 429	\$ -	\$ 2,200	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 469	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500
TRANSFER - CAP RESERVE FUND	\$ 545,193	\$ 631,791	\$ 637,997	\$ 637,997	\$ 637,997
Operations Total	\$ 1,057,857	\$ 1,351,446	\$ 1,383,026	\$ 1,306,945	\$ 1,306,945
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ 14,473	\$ 43,500	\$ -	\$ -	\$ -
Capital Total	\$ 14,473	\$ 43,500	\$ -	\$ -	\$ -
Grand Total	\$ 5,462,520	\$ 5,539,823	\$ 5,615,308	\$ 5,449,969	\$ 5,449,969

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Field Operations (000)					
Police Captain	1	1	1	1	1
Police Lieutenant	3	2	2	2	2
Police Sergeant	4	3	4	4	4
Police Corporal	4	4	4	4	4
Police Officer I/II/MPO (SRO)	3	0	0	0	0
Police Officer I/II/MPO	38	39	36	36	36
Parking Attendant (TPT)	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ¹	54	49	47	47	47

¹Department reorganization



STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

1. Improve community life safety initiatives through improved response times to emergency incidents with an emphasis of the new Station 6 district that will reduce response times and improve services in the southern portion of Salisbury.
2. Improve recruiting and diversity by increasing outreach through social media and attending recruiting events at high schools and college campuses in Rowan County and North Carolina with firefighter based curriculums.
3. Continue to improve supervisor management development and responsibilities through continuing education training programs through Human Resources' Salisbury University and a partnership with Rowan-Cabarrus Community College.
4. Improve and enhance internal and external department communication, outreach, and information sharing through further developing our communication technology systems, social media communication channels and platforms.
5. Improve the efficiency of conducting fire inspections by converting to mobile tablets.
6. Continue to plan and prep for Station 3 relocation and construction.
7. Research ALS Paramedic response and pre-hospital community para-medicine program and training options.
8. The department will update policies and procedures to improve fire ground operations and meet new ISO directives:
 - Recognize and train to modern fire suppressions methods and standards.
 - Update policies, procedures and directives, and response methods.
 - Improve and expand training to incorporate quarterly training with mutual aid partners.
9. Continue to enhance Emergency Management and planning role/efforts by conducting an annual Emergency Management training drill for City Officials.
10. Utilize new record management software to incorporate new performance measures, analytics, and improve records management system.
11. Prepare for and complete ISO inspection scheduled for spring 2021.
12. The department will continue to update the Career Development Plan guideline so that members can utilize to meet their identified professional goals through training and growth.
13. Continue educational and outreach opportunities throughout the year by offering fire prevention activities, fire life and safety education programs at the local schools and colleges as well as the lunch mentoring program at Overton Elementary School.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	Goal
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
Workload				
Total Calls	6,117	6,500	7,000	N/A
Fire Alarm Responses	680	700	730	N/A
Average Calls Per Day	17.0	17.8	19.2	N/A
Average Training Hours per Firefighter per Day	4	4	4	2
Efficiency				
Firefighters Per Shift Strength	26	26	26	N/A
Firefighters (Per Shift) Per 1,000 Population	7.7	7.7	7.7	N/A
Dollar Value of Property Protection (in Billions)	\$ 3.15	\$ 3.18	\$ 3.20	N/A
Effectiveness				
Fire Deaths (Civilians)	0	0	0	0
Fire Deaths (Firefighters)	0	0	0	0
Total Fire Loss (Dollars)	\$ 683,426	\$ 750,000	\$ 850,000	\$ -
On Scene Time - % within 5 Minutes	58.4%	60.0%	70%	80%

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 4,098,016	\$ 3,957,507	\$ 3,978,331	\$ 4,153,331	\$ 4,153,331
OVERTIME SALARIES	\$ 249,419	\$ 300,000	\$ 300,000	\$ 260,000	\$ 260,000
PART TIME SALARIES	\$ 35,075	\$ 82,186	\$ 83,682	\$ 83,682	\$ 83,682
FICA TAX	\$ 63,269	\$ 65,874	\$ 64,368	\$ 66,326	\$ 66,326
RETIREMENT	\$ 390,022	\$ 434,539	\$ 492,009	\$ 503,562	\$ 503,562
401(K) EMPLOYER CONTRIBUTION	\$ 128,304	\$ 127,557	\$ 128,345	\$ 132,395	\$ 176,529
HEALTH CARE	\$ 822,562	\$ 860,480	\$ 931,297	\$ 846,653	\$ 846,653
LIFE INSURANCE	\$ 9,772	\$ 9,665	\$ 9,736	\$ 9,736	\$ 9,736
EMP SEC INS	\$ 2,204	\$ 27,641	\$ 27,836	\$ 13,918	\$ 13,918
WORKERS COMPENSATION	\$ 202,500	\$ 216,000	\$ 228,800	\$ 176,000	\$ 176,000
Personnel Total	\$ 6,001,142	\$ 6,081,449	\$ 6,244,404	\$ 6,245,603	\$ 6,289,737

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 37,173	\$ 40,928	\$ 42,400	\$ 42,000	\$ 42,000
FIRE AND RESCUE TOOLS	\$ 22,550	\$ 18,863	\$ 26,878	\$ 26,304	\$ 26,304
GAS & OIL	\$ 68,396	\$ 102,315	\$ 113,377	\$ 108,751	\$ 108,751
DEPARTMENT SUPPLIES	\$ 71,375	\$ 49,210	\$ 53,810	\$ 53,810	\$ 53,810
HOSE AND FITTINGS	\$ 2,462	\$ 6,000	\$ 47,037	\$ 6,000	\$ 6,000
TRAVEL	\$ 421	\$ 750	\$ 1,000	\$ 1,000	\$ 1,000
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,340	\$ 5,340	\$ 5,340
WIRELESS AIR CARDS	\$ 10,437	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600
POSTAGE	\$ 383	\$ 450	\$ 450	\$ 450	\$ 450
ELECTRIC POWER	\$ 36,148	\$ 48,871	\$ 52,122	\$ 52,122	\$ 52,122
NATURAL GAS	\$ 10,288	\$ 14,349	\$ 27,830	\$ 27,830	\$ 27,830
CITY UTILITIES	\$ 11,562	\$ 20,936	\$ 26,071	\$ 26,071	\$ 26,071
BUILDINGS & GROUNDS	\$ 24,292	\$ 30,631	\$ 94,308	\$ 32,250	\$ 32,250
B/G CONTRACTED SERVICES	\$ 18,309	\$ 19,189	\$ 39,398	\$ 39,398	\$ 39,398
MAINT EQUIPMENT	\$ 40,555	\$ 18,269	\$ 28,000	\$ 22,000	\$ 22,000
MAINT RADIO	\$ -	\$ 1,205	\$ 1,205	\$ 1,205	\$ 1,205
MAINT AUTO	\$ 116,031	\$ 77,000	\$ 85,000	\$ 79,000	\$ 79,000
VEHICLE DAMAGE REPAIR	\$ 100	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 22,034	\$ 22,700	\$ 51,250	\$ 23,600	\$ 23,600
COPIER CONTRACT EXPENSE	\$ 3,269	\$ 4,500	\$ 5,100	\$ 4,750	\$ 4,750
INSURANCE PREMIUMS	\$ 12,908	\$ 19,585	\$ 23,502	\$ 22,394	\$ 22,394
INSURANCE CLAIMS	\$ 4,435	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 6,164	\$ 8,385	\$ 12,036	\$ 12,036	\$ 12,036
MISCELLANEOUS EXPENSE	\$ 909	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 42,743	\$ 102,205	\$ 135,706	\$ 112,489	\$ 112,489
ANNEXATION EXPENSES	\$ 490	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822
PROFESSIONAL SERVICES	\$ 23,218	\$ 23,845	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 580,682	\$ 588,339	\$ 574,071	\$ 574,071	\$ 574,071
Operations Total	\$ 1,167,335	\$ 1,229,947	\$ 1,457,313	\$ 1,284,293	\$ 1,284,293
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 80,430	\$ 40,621	\$ 40,621	\$ 40,621
C O ROOF / HVAC	\$ 143,337	\$ -	\$ 158,054	\$ 140,554	\$ 140,554
Capital Total	\$ 143,337	\$ 80,430	\$ 198,675	\$ 181,175	\$ 181,175
Grand Total	\$ 7,311,813	\$ 7,391,826	\$ 7,900,392	\$ 7,711,071	\$ 7,755,205

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Fire Chief	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Fire Safety Education Coordinator	1	1	1	1	1
Battalion Chief	6	6	6	6	6
Fire Captain / District Captain	10	10	10	10	10
Fire Lieutenant	8	8	8	8	8
Fire Engineer	17	17	17	17	17
Fire Control Specialist I/II (SAFER) ¹	9	9	9	9	9
Fire Control Specialist I/II	34	34	34	34	34
Fire Control Specialist Pool (TPT) ²	1	1	1	1	1
Hydrant Maintenance (TPT) ²	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	90	90	88	88	88

¹Positions added from SAFER Grant

²Positions reclassified

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Fire Administration (000)			
Thermal Imaging Cameras (TIC)	\$ 12,200	\$ 12,200	\$ 12,200
Paratech Stabilization Rescue Tools	28,421	28,421	28,421
Fire Station #2 (352)			
Roof Replacement - Priority 2	140,554	140,554	140,554
HVAC Replacement - Priority 4	17,500	-	-
Total Capital Outlay	\$ 198,675	\$ 181,175	\$ 181,175



STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

1. Radio system is a fully functional 4-Site 800 MHz simulcast City/County owned p25 System. Strive to keep the system performing at its best level.
2. Maintain the County Fire and EMS VHF Systems to its specification levels.
3. Continue working to enhance and maintain security at the tower site.
4. Continue working and support SRU with the Countywide SCADA network.
5. Maintain the backup Communication Center in Kannapolis as well as the new console at the Telecommunication’s shop.
6. Work with Motorola to obtain any training available for the radio system so that our shop can maintain the same.
7. Continue to provide the absolute best quality of service/customer service to our city departments and to our rowan county customers.
8. Continue to work with, maintain and support Rowan County 9-1-1 Communication Center.
9. Continue to work with Rowan County on inter-local and maintenance agreements.
10. Work with Rowan on designing a redundant prime site and update the microwave system for redundancy.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 189,481	\$ 189,399	\$ 189,600	\$ 189,600	\$ 189,600
OVERTIME SALARIES	\$ 47	\$ 500	\$ 500	\$ 500	\$ 500
PART TIME SALARIES	\$ 8,331	\$ 10,766	\$ 10,766	\$ 10,766	\$ 10,766
FICA TAX	\$ 13,780	\$ 15,210	\$ 15,366	\$ 15,366	\$ 15,366
RETIREMENT	\$ 16,850	\$ 19,218	\$ 21,863	\$ 21,691	\$ 21,691
401(K) EMPLOYER CONTRIBUTION	\$ 5,576	\$ 5,642	\$ 5,703	\$ 5,703	\$ 7,604
HEALTH CARE	\$ 32,498	\$ 28,818	\$ 33,485	\$ 30,441	\$ 30,441
LIFE INSURANCE	\$ 463	\$ 465	\$ 470	\$ 470	\$ 470
EMP SEC INS	\$ 110	\$ 1,375	\$ 1,389	\$ 695	\$ 695
WORKERS COMPENSATION	\$ 9,000	\$ 9,600	\$ 10,400	\$ 8,000	\$ 8,000
Personnel Total	\$ 276,137	\$ 280,993	\$ 289,542	\$ 283,232	\$ 285,133

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 472	\$ 475	\$ 475	\$ 475	\$ 475
GAS & OIL	\$ 1,952	\$ 2,838	\$ 5,373	\$ 4,144	\$ 4,144
DEPARTMENT SUPPLIES	\$ 401	\$ 325	\$ 425	\$ 325	\$ 325
TRAVEL	\$ 912	\$ 550	\$ 3,600	\$ 900	\$ 900
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
WIRELESS AIR CARDS	\$ 689	\$ 915	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 177	\$ 228	\$ 250	\$ 250	\$ 250
ELECTRIC POWER	\$ 20,631	\$ 20,796	\$ 20,293	\$ 20,293	\$ 20,293
BUILDINGS & GROUNDS	\$ 13,897	\$ -	\$ 5,700	\$ 5,700	\$ 5,700
B/G CONTRACTED SERVICES	\$ 3,277	\$ 2,957	\$ 2,922	\$ 2,922	\$ 2,922
MAINT EQUIPMENT	\$ 8,027	\$ 5,500	\$ 23,000	\$ 5,500	\$ 5,500
MAINT RADIO	\$ 19,723	\$ 9,000	\$ 15,000	\$ 9,000	\$ 9,000
MAINT AUTO	\$ 662	\$ 320	\$ 920	\$ 600	\$ 600
TRAINING	\$ -	\$ 700	\$ 700	\$ -	\$ -
COPIER CONTRACT EXPENSE	\$ 207	\$ 200	\$ 200	\$ 200	\$ 200
INSURANCE PREMIUMS	\$ 1,476	\$ 1,585	\$ 1,901	\$ 1,782	\$ 1,782
DUES & SUBSCRIPTIONS	\$ 179	\$ 177	\$ 252	\$ 180	\$ 180
MISCELLANEOUS EXPENSE	\$ 180	\$ 150	\$ 150	\$ 150	\$ 150
CONTRACTED SERVICES	\$ 300,938	\$ 269,668	\$ 318,872	\$ 316,825	\$ 316,825
INV - TELECOM PURCHASES	\$ (868)	\$ -	\$ -	\$ -	\$ -
Operations Total	\$ 437,665	\$ 367,417	\$ 453,178	\$ 422,391	\$ 422,391
Capital					
C O ROOF / HVAC	\$ -	\$ -	\$ 19,152	\$ 19,152	\$ 19,152
C O COMPUTER EQUIPMENT	\$ 40,171	\$ -	\$ -	\$ -	\$ -
Capital Total	\$ 40,171	\$ -	\$ 19,152	\$ 19,152	\$ 19,152
Grand Total	\$ 753,973	\$ 648,410	\$ 761,872	\$ 724,775	\$ 726,676

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician ¹	2	2	1	1	1
Radio System Technician ¹	0	0	1	1	1
Telecommunications Assistant (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

¹Position reclassified

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Roof Replacement - Priority 1	\$ 19,152	\$ 19,152	\$ 19,152
Total Capital Outlay	\$ 19,152	\$ 19,152	\$ 19,152

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2020 Actual	FY 2021 Estimate	FY 2022 Projected	Goal
Workload				
Square Feet Maintained	454,795	476,135	476,135	N/A
Average Age of Facilities (years)	54	55	56	N/A
Square Feet Maintained Per FTE	75,800	79,356	79,356	N/A

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 206,501	\$ 204,277	\$ 204,634	\$ 204,634	\$ 204,634
OVERTIME SALARIES	\$ 6,230	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
FICA TAX	\$ 15,133	\$ 15,868	\$ 16,037	\$ 16,037	\$ 16,037
RETIREMENT	\$ 18,960	\$ 21,200	\$ 24,108	\$ 23,920	\$ 23,920
401(K) EMPLOYER CONTRIBUTION	\$ 6,276	\$ 6,223	\$ 6,289	\$ 6,289	\$ 8,385
HEALTH CARE	\$ 50,109	\$ 47,481	\$ 52,227	\$ 47,481	\$ 47,481
LIFE INSURANCE	\$ 479	\$ 494	\$ 500	\$ 500	\$ 500
EMP SEC INS	\$ 106	\$ 1,386	\$ 1,400	\$ 700	\$ 700
WORKERS COMPENSATION	\$ 11,250	\$ 12,000	\$ 13,000	\$ 10,000	\$ 10,000
Personnel Total	\$ 315,045	\$ 313,929	\$ 323,195	\$ 314,561	\$ 316,657
Operations					
UNIFORMS	\$ 1,903	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
EXPENDABLE EQUIPMENT	\$ 180	\$ 300	\$ 4,635	\$ 1,800	\$ 1,800
GAS & OIL	\$ 4,246	\$ 4,878	\$ 10,571	\$ 8,899	\$ 8,899
DEPARTMENT SUPPLIES	\$ 640	\$ 195	\$ 2,835	\$ 295	\$ 295
TELEPHONE	\$ 485	\$ 324	\$ 324	\$ 324	\$ 324
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
WIRELESS AIR CARDS	\$ -	\$ -	\$ 1,920	\$ 1,920	\$ 1,920
BUILDINGS & GROUNDS	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
B&G OTHER DEPTS	\$ 120,815	\$ -	\$ -	\$ -	\$ -
MAINT EQUIPMENT	\$ 73	\$ -	\$ 250	\$ 250	\$ 250
MAINT RADIO	\$ 421	\$ -	\$ -	\$ -	\$ -
MAINT AUTO	\$ 2,822	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
TRAINING	\$ -	\$ 965	\$ 965	\$ 765	\$ 765
COPIER CONTRACT EXPENSE	\$ 389	\$ 150	\$ 500	\$ -	\$ -
INSURANCE PREMIUMS	\$ 455	\$ 501	\$ 511	\$ 479	\$ 479
SPECIAL PROJECTS	\$ -	\$ -	\$ 140,000	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 4,616	\$ 3,350	\$ 4,800	\$ 4,800	\$ 4,800
Operations Total	\$ 137,044	\$ 14,063	\$ 192,559	\$ 44,780	\$ 44,780

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 452,089	\$ 327,992	\$ 515,754	\$ 359,341	\$ 361,437

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker I/II	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	5	5	5	5	5



STATEMENT OF PURPOSE

To provide lighting on public streets and municipal property.

PERFORMANCE GOALS

1. Administer citizen requests for improved street lighting in accordance with the City’s neighborhood street lighting petition policy.
2. Improve street lighting along thoroughfares in accordance with approved funding.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
POSTAGE	\$ -	\$ 25	\$ 25	\$ 25	\$ 25
STREET LIGHTING	\$ 490,662	\$ 515,600	\$ 552,372	\$ 475,600	\$ 475,600
SPECIAL PROJECTS	\$ 10,940	\$ 10,896	\$ 33,428	\$ 10,000	\$ 10,000
Operations Total	\$ 501,602	\$ 526,521	\$ 585,825	\$ 485,625	\$ 485,625
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 501,602	\$ 526,521	\$ 585,825	\$ 485,625	\$ 485,625



STATEMENT OF PURPOSE

To provide a centralized source of general engineering services for the City. Primary duties include traffic engineering, GIS services, reviewing plans for private development, administering special projects, management and execution of facilities contracted services, and serving as liaison to the Cabarrus-Rowan MPO, NCDOT, and NCDEQ.

PERFORMANCE GOALS

1. Participate in Technical Review Committee and Plan Review Committee.
2. Manage the signal system to ensure compliance with standards and establish efficient timing plans.
3. Address citizen requests concerning traffic related issues.
4. Administer GIS services.
5. Coordinate efforts with Cabarrus-Rowan MPO.
6. Design and manage various grants and construction projects.
7. Coordinate projects with NCDOT.
8. Serve as Subdivision Administrator.
9. Administer National Flood Insurance Program (NFIP).
10. Serve as local permitting authority for water and sanitary sewer.
11. Administer downtown ROW use permits.
12. Administer street and alley closings in accordance with general statutes.
13. Administer voluntary annexations in accordance with general statutes.

PERFORMANCE MEASURES

	<u>FY 2020</u> <u>Actual</u>	<u>FY 2021</u> <u>Estimate</u>	<u>FY 2022</u> <u>Projected</u>	<u>Goal</u>
Engineering Plan Review				
Number of Projects Reviewed	46	60	65	N/A
Average Number of Days in review by Engineering	13.6	12	13	N/A
Average Number of Days in revision by Developer	25.3	32	28	N/A

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 612,476	\$ 539,511	\$ 545,503	\$ 545,503	\$ 545,503
OVERTIME SALARIES	\$ 535	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
FICA TAX	\$ 43,640	\$ 41,461	\$ 42,114	\$ 42,114	\$ 42,114
RETIREMENT	\$ 54,840	\$ 55,389	\$ 63,307	\$ 62,813	\$ 62,813
401(K) EMPLOYER CONTRIBUTION	\$ 18,146	\$ 16,259	\$ 16,515	\$ 16,515	\$ 22,019
HEALTH CARE	\$ 84,007	\$ 74,484	\$ 81,932	\$ 74,484	\$ 74,484
LIFE INSURANCE	\$ 1,520	\$ 1,329	\$ 1,350	\$ 1,350	\$ 1,350
EMP SEC INS	\$ 339	\$ 3,722	\$ 3,781	\$ 1,891	\$ 1,891
WORKERS COMPENSATION	\$ 18,000	\$ 16,800	\$ 18,200	\$ 14,000	\$ 14,000
Personnel Total	\$ 833,503	\$ 753,955	\$ 777,702	\$ 763,670	\$ 769,174

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
MEETING EXPENSES	\$ -	\$ 200	\$ 200	\$ -	\$ -
GAS & OIL	\$ 1,904	\$ 2,837	\$ 2,199	\$ 1,714	\$ 1,714
DEPARTMENT SUPPLIES	\$ 4,450	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
TRAVEL	\$ 801	\$ 2,000	\$ 2,000	\$ 1,399	\$ 1,399
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,544	\$ 2,544	\$ 2,544
WIRELESS AIR CARDS	\$ 1,368	\$ 1,440	\$ 1,440	\$ 1,440	\$ 1,440
POSTAGE	\$ 515	\$ 800	\$ 800	\$ 800	\$ 800
MAINT CMPT SOFTWARE	\$ 45,181	\$ 46,996	\$ 54,031	\$ 54,031	\$ 54,031
MAINT AUTO	\$ 1,066	\$ 500	\$ 500	\$ 500	\$ 500
ADVERTISING	\$ 1,132	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
TRAINING	\$ 1,612	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
COPIER CONTRACT EXPENSE	\$ 3,035	\$ 3,500	\$ 3,500	\$ 2,500	\$ 2,500
INSURANCE PREMIUMS	\$ 347	\$ 647	\$ 513	\$ 481	\$ 481
DUES & SUBSCRIPTIONS	\$ 1,187	\$ 8,997	\$ 10,169	\$ 10,169	\$ 10,169
MISCELLANEOUS EXPENSE	\$ 568	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 2,333,798	\$ 3,260,046	\$ 1,968,965	\$ 1,653,965	\$ 1,653,965
CONTRACTED SERVICES	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976
PROFESSIONAL SERVICES	\$ 16,240	\$ 14,571	\$ 14,600	\$ 14,000	\$ 14,000
TRANSFER - CAP RESERVE FUND	\$ 5,258	\$ 13,461	\$ 15,586	\$ 15,586	\$ 15,586
Operations Total	\$ 2,451,441	\$ 3,400,971	\$ 2,122,023	\$ 1,804,105	\$ 1,804,105
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 3,284,944	\$ 4,154,926	\$ 2,899,725	\$ 2,567,775	\$ 2,573,279

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
City Engineer	1	1	1	1	1
Engineer	1	1	1	1	1
Engineer Technician	1	1	1	1	1
GIS Coordinator ¹	1	0	0	0	0
Project Manager	2	2	2	2	2
Traffic Engineer Coordinator	1	1	1	1	1
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	7	7	7	7

¹Position moved to Water Sewer Fund (721)

STATEMENT OF PURPOSE

To serve as the central management and administration source for activities and operations related to the Public Works Department including Fleet Management, Facilities Maintenance, Solid Waste Management, Grounds Maintenance, Street Division and Sign Operations, Stormwater Utilities, Cemetery services, and Telecommunications services.

PERFORMANCE GOALS

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

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 168,896	\$ 184,979	\$ 232,342	\$ 232,342	\$ 232,342
OVERTIME SALARIES	\$ 2,218	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 12,688	\$ 14,072	\$ 17,774	\$ 17,774	\$ 17,774
RETIREMENT	\$ 15,069	\$ 18,553	\$ 26,720	\$ 26,510	\$ 26,510
401(K) EMPLOYER CONTRIBUTION	\$ 4,397	\$ 5,446	\$ 6,971	\$ 6,971	\$ 9,294
HEALTH CARE	\$ 19,748	\$ 30,974	\$ 46,414	\$ 42,195	\$ 42,195
LIFE INSURANCE	\$ 498	\$ 451	\$ 578	\$ 578	\$ 578
EMP SEC INS	\$ 109	\$ 1,261	\$ 1,616	\$ 808	\$ 808
WORKERS COMPENSATION	\$ 6,750	\$ 7,200	\$ 10,400	\$ 8,000	\$ 8,000
Personnel Total	\$ 230,372	\$ 262,936	\$ 342,815	\$ 335,178	\$ 337,501
Operations					
UNIFORMS	\$ 954	\$ 1,500	\$ 1,500	\$ 900	\$ 900
GAS & OIL	\$ -	\$ 312	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 1,849	\$ 600	\$ 600	\$ 600	\$ 600
TRAVEL	\$ 260	\$ 1,100	\$ 1,500	\$ 1,100	\$ 1,100
AUTO ALLOWANCE	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ 2,584
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 57	\$ 123	\$ 123	\$ 123	\$ 123
CITY UTILITIES	\$ 315	\$ 661	\$ 650	\$ 650	\$ 650
BUILDINGS & GROUNDS	\$ 2,141	\$ 200	\$ 200	\$ 200	\$ 200
B/G CONTRACTED SERVICES	\$ 3,624	\$ 4,254	\$ 3,656	\$ 3,656	\$ 3,656
MAINT AUTO	\$ 98	\$ 340	\$ -	\$ -	\$ -
TRAINING	\$ -	\$ -	\$ 1,500	\$ 1,000	\$ 1,000
COPIER CONTRACT EXPENSE	\$ 652	\$ 1,500	\$ 1,500	\$ 1,000	\$ 1,000
INSURANCE PREMIUMS	\$ 242	\$ 401	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 216	\$ -	\$ 150	\$ 150	\$ 150
MISCELLANEOUS EXPENSE	\$ 954	\$ 400	\$ 400	\$ 250	\$ 250
TRANSFER - CAP RESERVE FUND	\$ 5,000	\$ 850	\$ 750	\$ 750	\$ 750
Operations Total	\$ 16,361	\$ 12,241	\$ 16,157	\$ 14,007	\$ 14,007

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 246,733	\$ 275,177	\$ 358,972	\$ 349,185	\$ 351,508

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Public Works Director	1	1	1	1	1
Sustainability Coordinator ¹	0	0	1	1	1
Public Works Technician ²	0	0	1	1	1
Administrative Specialist ¹	1	1	0	0	0
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	4	4	4

¹Position reclassified

²Position reclassified from Arborist (590)



STATEMENT OF PURPOSE

To manage the maintenance and improvements to infrastructure including pavement, sidewalks, traffic signs, street signs, pavement markings, bridges, and curbing inside of city-maintained rights-of-way. Administers maintenance projects with revenue received from the State of North Carolina through the Powell Bill Fund. Removes snow and ice during inclement weather. Assist other departments with maintenance, construction, and general labor as needed.

PERFORMANCE GOALS

Administration (000)

- Plan, design, budget, direct, and support the construction and maintenance of city streets, traffic signs, street signs, pavement markings, and sidewalks.
- Provide inspections for all new construction.
- Maintain the City's Powell Bill records.
- Coordinate with state inspectors to ensure proper maintenance to all city-maintained bridges.
- Oversee Stormwater Utility.
- Oversee the collection and disposal of solid waste and recycling.
- Oversee operational responses during inclement weather.

Street Maintenance (420)

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

Concrete Construction (421)

- Provide maintenance and repair to city sidewalks, driveways, and curbs and stay within our budget.
- Respond to requests from contractors and property owners to install or repair new concrete facilities.

Signs and Markings (422)

- Provide maintenance and repair to traffic control signs, street signs, and pavement markings per MUTCD standards.

Streets Miscellaneous Activities (425)

- Provide general labor and support to other city divisions and departments.

Powell Bill Paving & Resurfacing (426)

- Provide maintenance, repairs, and paving to the City's 172 miles of streets as defined by budget funding.

Powell Bill Bridge Maintenance/Snow (427)

- Provide maintenance to the decking, pavement, and related bridge facilities.
- Maintain streets, walks, and parking facilities in a passable condition during periods of snow and ice.

Powell Bill-Concrete Construction (429)

- Provide maintenance, repair, and installation to city curb and gutter, sidewalks, and bike pathways.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	Goal
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
Workload				
Lane Miles of Streets Paved	7.04	5.05	7.00	7.00
Lane Miles of Streets Maintained	345	347	351	N/A
Repairs Made by Street Division	483	138	500	450
Potholes Filled	324	256	400	500
Sidewalks Installed, LF	2,162	3,300	3,000	3,000
Curb & Gutter Installed, LF	330	300	350	350
Efficiency				
Cost Per Lane Miles of Streets Paved	\$67,979	\$77,028	\$87,282	N/A
Cost Per 100 Potholes Filled	\$7,000	\$7,350	\$7,718	N/A
Effectiveness				
ITRE Rating (Most Recent)	82	78	75	85

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 635,773	\$ 623,634	\$ 625,081	\$ 625,081	\$ 625,081
OVERTIME SALARIES	\$ 8,822	\$ 15,950	\$ 15,750	\$ 15,750	\$ 15,750
FICA TAX	\$ 46,688	\$ 48,452	\$ 49,022	\$ 49,022	\$ 49,022
RETIREMENT	\$ 57,472	\$ 65,202	\$ 73,697	\$ 73,118	\$ 73,118
401(K) EMPLOYER CONTRIBUTION	\$ 18,840	\$ 19,125	\$ 19,224	\$ 19,224	\$ 25,634
HEALTH CARE	\$ 140,460	\$ 153,389	\$ 161,125	\$ 146,480	\$ 146,480
LIFE INSURANCE	\$ 1,960	\$ 1,596	\$ 1,416	\$ 1,416	\$ 1,416
EMP SEC INS	\$ 428	\$ 4,302	\$ 3,972	\$ 1,985	\$ 1,985
WORKERS COMPENSATION	\$ 40,500	\$ 36,000	\$ 36,400	\$ 28,000	\$ 28,000
Personnel Total	\$ 950,943	\$ 967,650	\$ 985,687	\$ 960,076	\$ 966,486

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 7,000	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500
EXPENDABLE EQUIPMENT	\$ 11,021	\$ 11,700	\$ 11,700	\$ 11,700	\$ 11,700
STREET NAME SIGNS	\$ 4,180	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
TRAFFIC PAVEMENT MARKINGS	\$ 9,698	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
TRAFFIC SIGNS & POST	\$ 6,677	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
DRIVE & WALK PAVING	\$ 21,809	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
CONSTRUCTION	\$ 2,426	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
SNOW MATERIALS	\$ 663	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
MATERIALS NEW STREETS	\$ 13,679	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500
MATERIALS ST MAINT	\$ 20,835	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MATERIALS - CONCRETE	\$ 13,664	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
GAS & OIL	\$ 48,613	\$ 80,048	\$ 80,674	\$ 66,198	\$ 66,198
DEPARTMENT SUPPLIES	\$ 3,695	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250
TRAVEL	\$ 644	\$ 800	\$ 800	\$ 800	\$ 800
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,072	\$ 3,072	\$ 3,072
ELECTRIC POWER	\$ 4,084	\$ 2,996	\$ 4,133	\$ 3,237	\$ 3,237
NATURAL GAS	\$ 3,131	\$ 4,316	\$ 4,239	\$ 4,239	\$ 4,239
CITY UTILITIES	\$ 2,548	\$ 2,433	\$ 3,493	\$ 3,493	\$ 3,493
PRINTING	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
BUILDINGS & GROUNDS	\$ 57,692	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
B/G CONTRACTED SERVICES	\$ 5,210	\$ 5,912	\$ 12,763	\$ 12,763	\$ 12,763
MAINT EQUIPMENT	\$ 20,242	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
MAINT RADIO	\$ 346	\$ 350	\$ 350	\$ 350	\$ 350
MAINT AUTO	\$ 28,222	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
VEHICLE DAMAGE REPAIR	\$ 1,019	\$ -	\$ -	\$ -	\$ -
STREET MAINTENANCE	\$ 479,074	\$ 472,000	\$ 525,000	\$ 500,000	\$ 500,000
TRAINING	\$ 2,458	\$ 3,939	\$ 3,939	\$ 3,939	\$ 3,939
COPIER CONTRACT EXPENSE	\$ 630	\$ 1,000	\$ 1,300	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 12,703	\$ 15,174	\$ 18,419	\$ 17,268	\$ 17,268
INSURANCE CLAIMS	\$ 1,396	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 1,244	\$ 1,560	\$ 1,560	\$ 1,560	\$ 1,560
MISCELLANEOUS EXPENSE	\$ 1,338	\$ 2,640	\$ 2,640	\$ 2,640	\$ 2,640
SPECIAL PROJECTS	\$ -	\$ 215,000	\$ 82,500	\$ -	\$ -
CONTRACTED SERVICES	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ 8,901	\$ 6,120	\$ 6,120	\$ 6,120	\$ 6,120
TRANSFER - CAP RESERVE FUND	\$ 204,061	\$ 183,096	\$ 228,711	\$ 228,711	\$ 228,711
Operations Total	\$ 998,905	\$ 1,224,334	\$ 1,206,663	\$ 1,082,840	\$ 1,082,840
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 7,345	\$ -	\$ -
C O ROOF / HVAC	\$ -	\$ -	\$ 12,000	\$ -	\$ -
Capital Total	\$ -	\$ -	\$ 19,345	\$ -	\$ -
Grand Total	\$ 1,949,847	\$ 2,191,984	\$ 2,211,695	\$ 2,042,916	\$ 2,049,326

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Administration (000)					
Assistant Public Works Director ²	1	0	0	0	0
Maintenance Operations Manager/Sr.	2	2	2	2	2
Parks & Recreation Maintenance Manager ¹	1	0	0	0	0
Project Manger-Landscape ¹	0	1	1	1	1
Street Maintenance (420)					
Crew Leader	1	1	1	1	1
Maintenance Worker I/II/III/Sr. ²	3	2	2	2	2
Concrete Construction (421)					
Maintenance Worker I/II/III/Sr.	3	3	3	3	3
Signs & Marking (422)					
Crew Leader	1	1	1	1	1
Maintenance Worker I/II/III/Sr.	1	1	1	1	1
Street Misc. Activities (425)					
Crew Leader ³	2	2	1	1	1
Powell Bill-Paving & Resurfacing (426)					
Maintenance Worker I/II/III/Sr. ²	1	0	0	0	0
Powell Bill-Street Maintenance (427)					
Maintenance Worker I/II/III/Sr.	1	1	1	1	1
Powell Bill-Concrete Construction (429)					
Maintenance Worker I/II/III/Sr.	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	18	15	14	14	14

¹Position reclassified

²Position eliminated

³Position moved to Crew Leader (590)

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Street Admin (000)			
HVAC Replacement - Priority 6	\$ 12,000	\$ -	\$ -
Street Signs & Markings (422)			
Prismatic Vinyl Markings Cutter	7,345	-	-
Total Capital Outlay	\$ 19,345	\$ -	\$ -

STATEMENT OF PURPOSE

To manage the collection and disposal of yard waste inside the City in compliance with federal and state regulations.

PERFORMANCE GOALS

To provide weekly limb and bagged yard debris collection citywide to coincide with the solid waste and recycling collection. Process and dispose of material within DENR regulations as cost efficient as possible.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 215,107	\$ 114,217	\$ 132,978	\$ 132,978	\$ 132,978
OVERTIME SALARIES	\$ 7,843	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250
FICA TAX	\$ 15,938	\$ 9,063	\$ 10,498	\$ 10,498	\$ 10,498
RETIREMENT	\$ 20,136	\$ 12,107	\$ 15,781	\$ 15,657	\$ 15,657
401(K) EMPLOYER CONTRIBUTION	\$ 6,603	\$ 3,555	\$ 4,118	\$ 4,118	\$ 5,490
HEALTH CARE	\$ 65,373	\$ 38,416	\$ 44,628	\$ 40,572	\$ 40,572
LIFE INSURANCE	\$ 442	\$ 282	\$ 290	\$ 290	\$ 290
EMP SEC INS	\$ 79	\$ 791	\$ 813	\$ 408	\$ 408
WORKERS COMPENSATION	\$ 11,250	\$ 9,600	\$ 10,400	\$ 8,000	\$ 8,000
Personnel Total	\$ 342,772	\$ 192,281	\$ 223,756	\$ 216,771	\$ 218,143
Operations					
UNIFORMS	\$ 1,848	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
EXPENDABLE EQUIPMENT	\$ 1,488	\$ 750	\$ 750	\$ 750	\$ 750
GAS & OIL	\$ 22,631	\$ 27,931	\$ 38,689	\$ 33,246	\$ 33,246
WIRELESS AIR CARDS	\$ -	\$ 2,545	\$ 2,545	\$ 2,545	\$ 2,545
MAINT EQUIPMENT	\$ 9,186	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MAINT AUTO	\$ 11,144	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
INSURANCE PREMIUMS	\$ 3,439	\$ 4,866	\$ 5,839	\$ 5,474	\$ 5,474
SPECIAL PROJECTS	\$ -	\$ 35,295	\$ 6,000	\$ -	\$ -
CONTRACTED SERVICES	\$ 100,065	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000
TRANSFER - CAP RESERVE FUND	\$ 64,116	\$ 119,783	\$ 114,783	\$ 114,783	\$ 114,783
Operations Total	\$ 213,917	\$ 344,670	\$ 322,106	\$ 310,298	\$ 310,298
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 150,000	\$ -	\$ -
Capital Total	\$ -	\$ -	\$ 150,000	\$ -	\$ -
Grand Total	\$ 556,688	\$ 536,951	\$ 695,862	\$ 527,069	\$ 528,441

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Maintenance Worker I/II/III/Sr. ¹	<u>5</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	5	4	4	4	4

¹Position eliminated

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Limbs/Yard Waste Collection (423)			
Truck Scales	\$ 150,000	\$ -	\$ -
Total Capital Outlay	\$ 150,000	\$ -	\$ -



STATEMENT OF PURPOSE

To operate, maintain and develop seven municipal cemeteries totaling 79.65 acres of publically controlled burial grounds.

PERFORMANCE GOALS

1. Observe conditions of all cemeteries and report anything that needs to be addressed to the Grounds Maintenance Supervisor so he can schedule maintenance. This could include filling in low graves and requests by plot owners. This ensures that the City maintains well-groomed cemetery properties.
2. Provide prompt and courteous service to funeral directors and bereaved families in regard to interments and related services.
3. Assist public walk-ins with location of graves.
4. Promote columbarium services and plan future expansions.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 58,092	\$ 58,405	\$ 59,043	\$ 59,043	\$ 59,043
FICA TAX	\$ 4,494	\$ 4,468	\$ 4,517	\$ 4,517	\$ 4,517
RETIREMENT	\$ 5,215	\$ 5,969	\$ 6,790	\$ 6,737	\$ 6,737
401(K) EMPLOYER CONTRIBUTION	\$ 1,726	\$ 1,752	\$ 1,771	\$ 1,771	\$ 2,362
HEALTH CARE	\$ 8,981	\$ 9,065	\$ 9,971	\$ 9,065	\$ 9,065
LIFE INSURANCE	\$ 145	\$ 145	\$ 146	\$ 146	\$ 146
EMP SEC INS	\$ 32	\$ 405	\$ 409	\$ 205	\$ 205
WORKERS COMPENSATION	\$ 2,250	\$ 2,400	\$ 2,600	\$ 2,000	\$ 2,000
Personnel Total	\$ 80,936	\$ 82,609	\$ 85,247	\$ 83,484	\$ 84,075
Operations					
JANITORIAL SUPPLIES	\$ 196	\$ -	\$ -	\$ -	\$ -
UNIFORMS	\$ 280	\$ 300	\$ 300	\$ 300	\$ 300
EXPENDABLE EQUIPMENT	\$ 392	\$ 550	\$ 1,450	\$ 875	\$ 875
GAS & OIL	\$ 724	\$ 900	\$ 1,737	\$ 1,592	\$ 1,592
DEPARTMENT SUPPLIES	\$ 1,278	\$ 500	\$ 675	\$ 500	\$ 500
POSTAGE	\$ 110	\$ 100	\$ 110	\$ 110	\$ 110
ELECTRIC POWER	\$ 2,697	\$ 3,019	\$ 3,117	\$ 3,117	\$ 3,117
NATURAL GAS	\$ 720	\$ 914	\$ 833	\$ 833	\$ 833
CITY UTILITIES	\$ 3,477	\$ 3,781	\$ 4,209	\$ 4,209	\$ 4,209
BUILDINGS & GROUNDS	\$ 2,341	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
MAINT OLD CEMETERIES	\$ -	\$ 2,060	\$ -	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 1,431	\$ 1,430	\$ 1,445	\$ 1,445	\$ 1,445
MAINT RADIO	\$ -	\$ 150	\$ 150	\$ 150	\$ 150
MAINT AUTO	\$ 163	\$ 375	\$ 375	\$ 375	\$ 375
TRAINING	\$ -	\$ 300	\$ -	\$ -	\$ -
COPIER CONTRACT EXPENSE	\$ 115	\$ 250	\$ 250	\$ 250	\$ 250
INSURANCE PREMIUMS	\$ 419	\$ 463	\$ 392	\$ 368	\$ 368
DUES & SUBSCRIPTIONS	\$ 286	\$ 110	\$ 75	\$ 75	\$ 75
SPECIAL PROJECTS	\$ 2,689	\$ 55,000	\$ 15,000	\$ -	\$ -
CONTRACTED SERVICES	\$ 4,500	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
Operations Total	\$ 21,818	\$ 74,202	\$ 35,318	\$ 19,399	\$ 19,399

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 102,753	\$ 156,811	\$ 120,565	\$ 102,883	\$ 103,474

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Public Works Business Analyst ¹	0	0	1	1	1
Cemetery Coordinator ¹	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	1	1	1	1	1

¹Position reclassified



STATEMENT OF PURPOSE

To manage the collection and disposal of solid waste and recyclable material inside the City in compliance with federal and state regulations. Educate the public on sustainable practices to increase recycling and minimize material that is disposed of at the Rowan County Landfill.

PERFORMANCE GOALS

1. Protect the public health, safety, and welfare by collecting and disposing solid waste and recycling material efficiently and in compliance with federal and state regulations.
2. Improve citywide recycling efforts and promote sustainable practices.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	<u>Goal</u>
Garbage Collected, Tons	9,992	11,000	11,000	10,000
Recycling Collected, Tons	1,853	1,700	1,800	1,800

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 259,941	\$ 217,398	\$ 243,196	\$ 243,196	\$ 243,196
OVERTIME SALARIES	\$ 17,565	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
FICA TAX	\$ 19,902	\$ 17,324	\$ 19,371	\$ 19,371	\$ 19,371
RETIREMENT	\$ 24,943	\$ 23,146	\$ 29,118	\$ 28,889	\$ 28,889
401(K) EMPLOYER CONTRIBUTION	\$ 8,255	\$ 6,795	\$ 7,596	\$ 7,596	\$ 10,128
HEALTH CARE	\$ 60,087	\$ 60,325	\$ 63,984	\$ 58,169	\$ 58,169
LIFE INSURANCE	\$ 572	\$ 536	\$ 548	\$ 548	\$ 548
EMP SEC INS	\$ 128	\$ 1,503	\$ 1,537	\$ 768	\$ 768
WORKERS COMPENSATION	\$ 13,500	\$ 14,400	\$ 15,600	\$ 12,000	\$ 12,000
Personnel Total	\$ 404,892	\$ 351,427	\$ 390,950	\$ 380,537	\$ 383,069

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 1,846	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
GAS & OIL	\$ 64,629	\$ 96,046	\$ 90,161	\$ 85,774	\$ 85,774
DEPARTMENT SUPPLIES	\$ 4,165	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
TRAVEL	\$ 528	\$ 500	\$ 500	\$ 500	\$ 500
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
ELECTRIC POWER	\$ 10,693	\$ 11,938	\$ 13,185	\$ 13,185	\$ 13,185
NATURAL GAS	\$ 2,682	\$ 4,085	\$ 4,430	\$ 4,430	\$ 4,430
CITY UTILITIES	\$ 4,874	\$ 5,061	\$ 4,886	\$ 4,886	\$ 4,886
PRINTING	\$ 824	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
BUILDINGS & GROUNDS	\$ 2,266	\$ 500	\$ 500	\$ 500	\$ 500
B/G CONTRACTED SERVICES	\$ 7,801	\$ 4,214	\$ 8,211	\$ 8,211	\$ 8,211
MAINT AUTO	\$ 140,524	\$ 88,000	\$ 118,000	\$ 118,000	\$ 118,000
VEHICLE DAMAGE REPAIR	\$ 551	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 359,699	\$ 333,440	\$ 416,800	\$ 416,800	\$ 416,800
ADVERTISING	\$ 175	\$ -	\$ 5,000	\$ 2,500	\$ 2,500
TRAINING	\$ 550	\$ -	\$ 500	\$ 500	\$ 500
INSURANCE PREMIUMS	\$ 7,623	\$ 8,583	\$ 10,299	\$ 9,655	\$ 9,655
INSURANCE CLAIMS	\$ 16,700	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 2,126	\$ 1,909	\$ 1,909	\$ 1,909	\$ 1,909
SPECIAL PROJECTS	\$ -	\$ -	\$ 68,000	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 27	\$ 470	\$ 470	\$ 470	\$ 470
RECYCLING CONTRACT	\$ 480,755	\$ 574,128	\$ 594,222	\$ 594,222	\$ 594,222
TRANSFER - CAP RESERVE FUND	\$ 241,562	\$ 200,322	\$ 252,438	\$ 252,438	\$ 252,438
Operations Total	\$ 1,350,601	\$ 1,335,996	\$ 1,597,235	\$ 1,521,704	\$ 1,521,704
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,755,493	\$ 1,687,423	\$ 1,988,185	\$ 1,902,241	\$ 1,904,773

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Maintenance Operations Manager/Sr.	1	1	1	1	1
Maintenance Worker I/II/III/Sr.	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL	6	6	6	6	6

STATEMENT OF PURPOSE

To provide a centralized resource for the management and development of City-owned landscapes and parking lots, parks, cemeteries, Salisbury/Rowan utilities, city maintained right of ways and tree canopy maintenance. Involvement in staffing city sponsored events, Downtown Salisbury events, Parks and Recreation events as well as ball tournaments.

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	<u>FY 2020</u> Actual	<u>FY 2021</u> Estimate	<u>FY 2022</u> Projected	<u>Goal</u>
Tree Hours Worked	3,829	3,900	4,000	4,000
Tree Pruning, Number	318	350	375	375
Tree Removal, Number	27	25	25	25
Tree Planting, Number	51	25	25	25

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 534,437	\$ 559,991	\$ 613,590	\$ 613,590	\$ 613,590
OVERTIME SALARIES	\$ 12,262	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500
PART TIME SALARIES	\$ 37,819	\$ 19,442	\$ 22,942	\$ 22,942	\$ 22,942
FICA TAX	\$ 43,048	\$ 45,517	\$ 49,955	\$ 49,955	\$ 49,955
RETIREMENT	\$ 49,059	\$ 58,823	\$ 72,461	\$ 71,893	\$ 71,893
401(K) EMPLOYER CONTRIBUTION	\$ 16,207	\$ 17,267	\$ 18,902	\$ 18,902	\$ 25,203
HEALTH CARE	\$ 140,486	\$ 143,225	\$ 162,286	\$ 147,537	\$ 147,537
LIFE INSURANCE	\$ 1,301	\$ 1,383	\$ 1,386	\$ 1,386	\$ 1,386
EMP SEC INS	\$ 295	\$ 4,012	\$ 4,036	\$ 2,018	\$ 2,018
WORKERS COMPENSATION	\$ 36,000	\$ 38,400	\$ 41,600	\$ 32,000	\$ 32,000
Personnel Total	\$ 870,914	\$ 904,560	\$ 1,003,658	\$ 976,723	\$ 983,024

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
JANITORIAL SUPPLIES	\$ 1,120	\$ 1,400	\$ 1,000	\$ 1,000	\$ 1,000
UNIFORMS	\$ 7,259	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
EXPENDABLE EQUIPMENT	\$ 2,148	\$ 5,400	\$ 5,000	\$ 5,000	\$ 5,000
GAS & OIL	\$ 28,521	\$ 42,059	\$ 54,958	\$ 42,907	\$ 42,907
DEPARTMENT SUPPLIES	\$ 1,890	\$ 1,200	\$ 1,600	\$ 1,600	\$ 1,600
TELEPHONE	\$ 221	\$ 324	\$ 324	\$ 324	\$ 324
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
ELECTRIC POWER	\$ 13,332	\$ 15,710	\$ 15,479	\$ 15,479	\$ 15,479
NATURAL GAS	\$ 1,121	\$ 1,266	\$ 1,303	\$ 1,303	\$ 1,303
CITY UTILITIES	\$ 1,413	\$ 1,641	\$ 1,994	\$ 1,994	\$ 1,994
BUILDINGS & GROUNDS	\$ 1,333	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
GROUNDS BEAUTIFICATION	\$ 10,592	\$ 5,000	\$ 7,400	\$ 5,400	\$ 5,400
B/G CONTRACTED SERVICES	\$ 1,739	\$ 4,846	\$ 1,792	\$ 1,792	\$ 1,792
MAINT EQUIPMENT	\$ 20,535	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000
MAINT RADIO	\$ -	\$ 250	\$ 250	\$ 250	\$ 250
MAINT AUTO	\$ 20,285	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
VEHICLE DAMAGE REPAIR	\$ 2,025	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 285	\$ 640	\$ 640	\$ 640	\$ 640
COPIER CONTRACT EXPENSE	\$ 478	\$ 375	\$ 600	\$ 250	\$ 250
INSURANCE PREMIUMS	\$ 4,930	\$ 5,457	\$ 6,464	\$ 6,061	\$ 6,061
INSURANCE CLAIMS	\$ 904	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 23	\$ 250	\$ 250	\$ 250	\$ 250
COMMUNITY EFFORTS GROUPS	\$ 139	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 63,125	\$ 65,000	\$ 68,350	\$ 68,350	\$ 68,350
PROFESSIONAL SERVICES	\$ 618	\$ -	\$ -	\$ -	\$ -
TREE BOARD	\$ 888	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
TRANSFER - CAP RESERVE FUND	\$ 131,472	\$ 161,452	\$ 156,685	\$ 156,685	\$ 156,685
Operations Total	\$ 316,397	\$ 370,770	\$ 383,513	\$ 368,709	\$ 368,709
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ (1,357)	\$ -	\$ -	\$ -	\$ -
Capital Total	\$ (1,357)	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,185,955	\$ 1,275,330	\$ 1,387,171	\$ 1,345,432	\$ 1,351,733

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Maintenance Operations Manager/Sr.	1	1	1	1	1
Crew Leader ³	1	1	2	2	2
Maintenance Worker I/II/III/Sr. ¹	13	12	12	12	12
Aborist ^{1,2}	0	1	0	0	0
Part-Time/Temp Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	16	16	16	16	16

¹Position reclassified

²Position reclassified to PW Technician (560)

³Position moved from Crew Leader (561-425)

STATEMENT OF PURPOSE

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

PERFORMANCE GOALS

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

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ -	\$ 39,777	\$ 64,396	\$ 64,396	\$ 64,396
OVERTIME SALARIES	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PART TIME SALARIES	\$ -	\$ 11,000	\$ 22,000	\$ 22,000	\$ 22,000
FICA TAX	\$ -	\$ 4,266	\$ 6,992	\$ 6,992	\$ 6,992
RETIREMENT	\$ -	\$ 4,576	\$ 7,981	\$ 7,918	\$ 7,918
401(K) EMPLOYER CONTRIBUTION	\$ -	\$ 1,344	\$ 2,083	\$ 2,083	\$ 2,775
HEALTH CARE	\$ -	\$ 22,442	\$ 24,686	\$ 22,442	\$ 22,442
LIFE INSURANCE	\$ -	\$ 99	\$ 132	\$ 132	\$ 132
EMP SEC INS	\$ -	\$ 355	\$ 522	\$ 261	\$ 261
WORKERS COMPENSATION	\$ -	\$ 9,600	\$ 7,800	\$ 6,000	\$ 6,000
Personnel Total	\$ -	\$ 98,459	\$ 141,592	\$ 137,224	\$ 137,916
Operations					
JANITORIAL SUPPLIES	\$ -	\$ 1,250	\$ 2,500	\$ 2,500	\$ 2,500
UNIFORMS	\$ -	\$ 875	\$ 1,500	\$ 1,500	\$ 1,500
RECREATION PROGRAMS	\$ -	\$ 11,000	\$ 45,800	\$ 25,700	\$ 25,700
EXPENDABLE EQUIPMENT	\$ -	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000
GAS & OIL	\$ -	\$ -	\$ 3,000	\$ 2,000	\$ 2,000
DEPARTMENT SUPPLIES	\$ -	\$ 1,900	\$ 2,000	\$ 1,000	\$ 1,000
ELECTRIC POWER	\$ -	\$ 16,988	\$ 34,000	\$ 34,000	\$ 34,000
CITY UTILITIES	\$ -	\$ 14,742	\$ 28,000	\$ 28,000	\$ 28,000
PRINTING	\$ -	\$ 500	\$ 250	\$ 250	\$ 250
BUILDINGS & GROUNDS	\$ -	\$ 5,250	\$ 10,000	\$ 10,000	\$ 10,000
MAINT EQUIPMENT	\$ -	\$ -	\$ 250	\$ 250	\$ 250
MAINT RADIO	\$ -	\$ 222	\$ 222	\$ 222	\$ 222
MAINT AUTO	\$ -	\$ -	\$ 500	\$ 500	\$ 500
TRAINING	\$ -	\$ 600	\$ 1,200	\$ 1,200	\$ 1,200
COPIER CONTRACT EXPENSE	\$ -	\$ 125	\$ 125	\$ 125	\$ 125
RENT - OTHER EQUIP	\$ -	\$ -	\$ 500	\$ 500	\$ 500
DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ 200	\$ 200	\$ 200
SPECIAL PROJECTS	\$ -	\$ 700,000	\$ 125,000	\$ 50,000	\$ 50,000
CONTRACTED SERVICES	\$ -	\$ 300	\$ 35,000	\$ 35,000	\$ 35,000
TRANSFER - CAP RESERVE FUND	\$ -	\$ -	\$ 7,250	\$ 7,250	\$ 7,250
Operations Total	\$ -	\$ 755,752	\$ 300,297	\$ 203,197	\$ 203,197

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ -	\$ 854,211	\$ 441,889	\$ 340,421	\$ 341,113

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Maintenance Worker I/II/III/Sr. ²	0	3	2	2	2
PT Pool	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL¹	0	4	3	3	3

¹Positions added in FY21 in 621-609

²Position eliminated



STATEMENT OF PURPOSE

To provide a centralized resource for the management and development of city-owned parks, landscapes, indoor recreation facilities, aquatic opportunities and special events along with diversified programs that meet the current and future needs of the community.

PERFORMANCE GOALS

1. Develop programs and facilities in support of City Council goals and objectives set forth each fiscal year.
2. Expand greenway opportunities throughout the City.
3. Provide staff support to the Greenway, Bicycle and Pedestrian Committee, Hurley Park Advisory Board, Dog Paws Committee, and Salisbury Parks and Recreation Advisory Board.
4. Seek grant opportunities to offset costs on capital or programmatic projects.
5. Explore all opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility and future usage.
6. Review cost recovery plan for department programs and services.
7. Begin working with staff and advisory boards in the implementation of short range recommendations in the 2019-20 Parks and Recreation Master Plan.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	<u>Goal</u>
Workload	518	518	521	521
Acres of Park Space Owned	315	315	318	318
Acres of Park Space Maintained *	8,448	8,448	8448	9,504
Yards of Greenway Maintained	31	31	31	31
Number of Fields and Courts Maintained **				
Effectiveness				
Percent of City Devoted to Recreation/Greenspace	4.2%	4.2%	4.2%	4.2%**

* Half of the acreage is either wooded or remains in a natural state.

** 4 Soccer & 8 Baseball / Softball

Tennis Courts - 4 hard 2 clay

Pickleball Courts - 6 hard

Basketball Courts - (7) Full Courts and (5) 3 on 3

There are approximately 22 square miles in the city.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 526,129	\$ 529,587	\$ 533,609	\$ 533,609	\$ 533,609
OVERTIME SALARIES	\$ -	\$ 850	\$ 850	\$ 850	\$ 850
PART TIME SALARIES	\$ 96,353	\$ 142,114	\$ 142,114	\$ 142,114	\$ 142,114
LEO SEPARATION ALLOWANCE	\$ 83	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 45,208	\$ 51,347	\$ 51,758	\$ 51,758	\$ 51,758
RETIREMENT	\$ 47,004	\$ 54,073	\$ 61,463	\$ 60,982	\$ 60,982
401K-SWORN LAW	\$ 48	\$ -	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 15,524	\$ 15,874	\$ 16,035	\$ 16,035	\$ 21,379
HEALTH CARE	\$ 97,865	\$ 97,142	\$ 108,640	\$ 98,765	\$ 98,765
LIFE INSURANCE	\$ 1,323	\$ 1,307	\$ 1,323	\$ 1,323	\$ 1,323
EMP SEC INS	\$ 389	\$ 4,657	\$ 4,694	\$ 2,346	\$ 2,346
WORKERS COMPENSATION	\$ 33,750	\$ 36,000	\$ 39,000	\$ 30,000	\$ 30,000
Personnel Total	\$ 863,675	\$ 932,951	\$ 959,486	\$ 937,782	\$ 943,126
Operations					
JANITORIAL SUPPLIES	\$ 270	\$ 300	\$ 400	\$ 300	\$ 300
UNIFORMS	\$ 2,364	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
MEETING EXPENSES	\$ 1,429	\$ -	\$ 2,000	\$ -	\$ -
RECREATION PROGRAMS	\$ 20,894	\$ 11,350	\$ 16,050	\$ 12,850	\$ 12,850
EXPENDABLE RECREATION EQUIPMEN	\$ 628	\$ 900	\$ 900	\$ 900	\$ 900
GAS & OIL	\$ 1,251	\$ 3,913	\$ 2,850	\$ 1,500	\$ 1,500
DEPARTMENT SUPPLIES	\$ 2,888	\$ 5,650	\$ 8,100	\$ 5,650	\$ 5,650
TRAVEL	\$ 4,687	\$ 3,000	\$ 6,000	\$ 3,000	\$ 3,000
AUTO ALLOWANCE	\$ -	\$ -	\$ 3,165	\$ 3,165	\$ 3,165
TELEPHONE	\$ -	\$ -	\$ 324	\$ 324	\$ 324
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
POSTAGE	\$ 250	\$ 350	\$ 350	\$ 350	\$ 350
ELECTRIC POWER	\$ 44,546	\$ 52,069	\$ 47,093	\$ 47,093	\$ 47,093
NATURAL GAS	\$ 9,661	\$ 13,551	\$ 12,085	\$ 12,085	\$ 12,085
CITY UTILITIES	\$ 20,725	\$ 24,624	\$ 26,705	\$ 26,705	\$ 26,705
PRINTING	\$ -	\$ -	\$ 250	\$ 250	\$ 250
BUILDINGS & GROUNDS	\$ 27,719	\$ 13,400	\$ 28,850	\$ 22,850	\$ 22,850
B/G CONTRACTED SERVICES	\$ 37,657	\$ 17,109	\$ 49,634	\$ 49,634	\$ 49,634
MAINT EQUIPMENT	\$ 105	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
MAINT RADIO	\$ 202	\$ 200	\$ 200	\$ 200	\$ 200
MAINT AUTO	\$ 809	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
ADVERTISING	\$ 2,093	\$ 2,000	\$ 5,000	\$ 2,000	\$ 2,000
TRAINING	\$ 10,860	\$ 4,800	\$ 7,800	\$ 4,800	\$ 4,800
COPIER CONTRACT EXPENSE	\$ 3,548	\$ 3,875	\$ 5,200	\$ 4,950	\$ 4,950
INSURANCE PREMIUMS	\$ 6,088	\$ 9,155	\$ 11,042	\$ 10,369	\$ 10,369
DUES & SUBSCRIPTIONS	\$ 4,314	\$ 5,716	\$ 6,941	\$ 5,941	\$ 5,941
MISCELLANEOUS EXPENSE	\$ 4,500	\$ -	\$ 3,500	\$ -	\$ -
ACTIVENET FEES	\$ 1,985	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
RIGHT OF WAY CHARGES	\$ 1,286	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
SPECIAL PROJECTS	\$ 27,517	\$ 8,245	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 14,332	\$ 18,110	\$ 19,510	\$ 19,510	\$ 19,510
SPECIAL EVENTS	\$ 18,858	\$ 29,685	\$ 59,885	\$ 31,500	\$ 31,500
DOG PARK	\$ 8,358	\$ 1,000	\$ 1,000	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 1,026	\$ 700	\$ 700	\$ 700	\$ 700
CONTRACTED PROGRAM INSTRUCTORS	\$ 2,790	\$ 9,100	\$ 14,850	\$ 10,100	\$ 10,100
UNITED ARTS COUNCIL	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
SENIOR CITIZENS	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
ADVISORY BOARD	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 17,300	\$ 18,150	\$ 27,020	\$ 27,020	\$ 27,020
Operations Total	\$ 420,689	\$ 388,902	\$ 500,698	\$ 437,040	\$ 437,040
Capital					
C O ROOF / HVAC	\$ 45,403	\$ 220,655	\$ 230,870	\$ 230,870	\$ 230,870
C O BLDG & GRNDS	\$ 39,753	\$ -	\$ 551,000	\$ -	\$ -
Capital Total	\$ 85,156	\$ 220,655	\$ 781,870	\$ 230,870	\$ 230,870
Grand Total	\$ 1,369,521	\$ 1,542,508	\$ 2,242,054	\$ 1,605,692	\$ 1,611,036

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Administration (100)					
Parks & Recreation Director	1	1	1	1	1
Recreation Program Manager	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Recreation Specialist	1	1	1	1	1
Civic Center (601)					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
City Park Center (602)					
Recreation Programmer	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
Miller Center (603)					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
Hall Gym (606)					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
Fred Evans Pool (607)					
Recreation Aide Pool (TPT)	1	1	1	1	1
Hurley Park (612)					
Public Garden Manager ²	0	1	1	1	1
Assistant Public Garden Manager ¹	0	1	1	1	1
Park Curator ²	1	0	0	0	0
Assistant Park Curator ¹	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	15	15	15	15	15

¹Position reclassified

²Position reclassified

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Civic Center (601)			
HVAC Replacement - Priority 2	\$ 22,000	\$ 22,000	\$ 22,000
City Park (602)			
Interior Bathroom Renovations	50,000	-	-
Bathroom and Shelter Combo	200,000	-	-
Recreation Center Flooring	90,000	-	-
Miller Center (603)			
Roof Replacement - Priority 4	138,171	138,171	138,171
Sound Absorbers for Gym Area	5,000	-	-
Hall Gym (606)			
Gym Floor	100,000	-	-
New Scoreboard	8,000	-	-
HVAC Replacement - Priority 1	22,500	22,500	22,500
Fred Evans Pool (607)			
Plaster Pool	98,000	-	-
Roof Replacement - Priority 5	48,199	48,199	48,199
Total Capital Outlay	\$ 781,870	\$ 230,870	\$ 230,870



STATEMENT OF PURPOSE

To provide a centralized resource for the management and repair of city vehicles and equipment. Assist in the new vehicle/equipment procurement process with specifications, pricing, pre-delivery inspections, and in-service of vehicle.

PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	
	Actual	Estimate	Projected	Goal
Vehicles Maintained	298	299	299	N/A
Other Equipment Maintained	215	215	215	N/A
Buses Maintained	2	2	2	N/A

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 710,445	\$ 711,932	\$ 712,551	\$ 712,551	\$ 712,551
OVERTIME SALARIES	\$ 7,191	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
FICA TAX	\$ 50,736	\$ 55,850	\$ 56,041	\$ 56,041	\$ 56,041
RETIREMENT	\$ 63,102	\$ 74,615	\$ 84,245	\$ 83,584	\$ 83,584
401(K) EMPLOYER CONTRIBUTION	\$ 20,880	\$ 21,902	\$ 21,976	\$ 21,976	\$ 29,302
HEALTH CARE	\$ 132,850	\$ 136,017	\$ 147,335	\$ 133,944	\$ 133,944
LIFE INSURANCE	\$ 1,749	\$ 1,752	\$ 1,759	\$ 1,759	\$ 1,759
EMP SEC INS	\$ 388	\$ 4,903	\$ 4,922	\$ 2,462	\$ 2,462
WORKERS COMPENSATION	\$ 29,250	\$ 31,200	\$ 33,800	\$ 26,000	\$ 26,000
Personnel Total	\$ 1,016,591	\$ 1,058,171	\$ 1,082,629	\$ 1,058,317	\$ 1,065,643

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 7,638	\$ 10,756	\$ 10,756	\$ 10,456	\$ 10,456
EXPENDABLE EQUIPMENT	\$ 4,685	\$ 3,000	\$ 15,600	\$ 4,300	\$ 4,300
GAS & OIL	\$ 4,674	\$ 6,557	\$ 7,225	\$ 6,093	\$ 6,093
DEPARTMENT SUPPLIES	\$ 2,839	\$ 2,000	\$ 7,110	\$ 3,300	\$ 3,300
TRAVEL	\$ 30	\$ -	\$ 1,200	\$ -	\$ -
TELEPHONE	\$ 293	\$ 324	\$ 324	\$ 324	\$ 324
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
ELECTRIC POWER	\$ 8,074	\$ 9,327	\$ 9,217	\$ 9,217	\$ 9,217
NATURAL GAS	\$ 2,450	\$ 3,439	\$ 3,025	\$ 3,025	\$ 3,025
CITY UTILITIES	\$ 2,331	\$ 2,691	\$ 2,948	\$ 2,948	\$ 2,948
BUILDINGS & GROUNDS	\$ 425	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000
B/G CONTRACTED SERVICES	\$ 843	\$ 1,135	\$ 7,048	\$ 7,048	\$ 7,048
MAINT EQUIPMENT	\$ 7,230	\$ 6,150	\$ 8,850	\$ 4,850	\$ 4,850
MAINT CMPT SOFTWARE	\$ 5,999	\$ 8,240	\$ 17,590	\$ 17,590	\$ 17,590
MAINT AUTO	\$ 6,776	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
TRAINING	\$ 2,664	\$ 2,950	\$ 2,950	\$ 2,950	\$ 2,950
COPIER CONTRACT EXPENSE	\$ 7	\$ 1,100	\$ 600	\$ 1,000	\$ 1,000
INSURANCE PREMIUMS	\$ 2,251	\$ 3,392	\$ 4,070	\$ 3,816	\$ 3,816
SPECIAL PROJECTS	\$ -	\$ -	\$ 11,200	\$ 11,200	\$ 11,200
DENR PROJECTS	\$ 894	\$ 500	\$ 500	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 258	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 16,700	\$ 5,950	\$ 4,450	\$ 4,450	\$ 4,450
Operations Total	\$ 77,062	\$ 71,011	\$ 120,511	\$ 98,415	\$ 98,415
Capital					
C O GARAGE EQUIPMENT	\$ -	\$ -	\$ 245,150	\$ -	\$ -
Capital Total	\$ -	\$ -	\$ 245,150	\$ -	\$ -
Grand Total	\$ 1,093,653	\$ 1,129,182	\$ 1,448,290	\$ 1,156,732	\$ 1,164,058

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Public Works Internal Service Manager ²	0	0	1	1	1
Fleet Services Manager ²	1	1	0	0	0
Fleet Services Supervisor	1	1	1	1	1
Parts Supervisor	1	1	1	1	1
Mechanic/Lead	9	9	9	9	9
Equipment Service Technician ¹	0	1	1	1	1
Telecommunications Technician ¹	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	13	13	13	13	13

¹Position reclassified

²Postition reclassified

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Mobile Truck Lifts	\$ 56,650	\$ -	\$ -
Refrigerant Recover, Recycle, Recharge Machine	7,000	-	-
Hydraulic Hose Machine	14,000	-	-
Cantilever Gate with Automation	31,500	-	-
Fleet Management Software	60,000	-	-
Replace Shop Air Compressors	40,000	-	-
On Car Brake Lathe	36,000	-	-
Total Capital Outlay	\$ 245,150	\$ -	\$ -



STATEMENT OF PURPOSE

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

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
TRANSFER - FIBRANT FUND	\$ 2,400,000	\$ 2,970,000	\$ 3,000,000	\$ 2,945,040	\$ 2,945,040
Operations Total	\$ 2,400,000	\$ 2,970,000	\$ 3,000,000	\$ 2,945,040	\$ 2,945,040
Capital					
	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 2,400,000	\$ 2,970,000	\$ 3,000,000	\$ 2,945,040	\$ 2,945,040

STATEMENT OF PURPOSE

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

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
TRANSFER - TRANSIT FUND	\$ 527,970	\$ 241,611	\$ 800,000	\$ 630,000	\$ 630,000
Operations Total	\$ 527,970	\$ 241,611	\$ 800,000	\$ 630,000	\$ 630,000
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 527,970	\$ 241,611	\$ 800,000	\$ 630,000	\$ 630,000

STATEMENT OF PURPOSE

To provide funding for the Supplementary Education System (Horizons).

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
SUPPLEMENTARY ED	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Operations Total	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000

STATEMENT OF PURPOSE

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

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
LEASE PURCHASE PRINCIPAL	\$ 866,952	\$ 866,952	\$ 629,240	\$ 629,240	\$ 629,240
LEASE PURCHASE INTEREST EXP	\$ 252,950	\$ 224,738	\$ 199,612	\$ 199,612	\$ 199,612
Operations Total	\$ 1,119,902	\$ 1,091,690	\$ 828,852	\$ 828,852	\$ 828,852
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,119,902	\$ 1,091,690	\$ 828,852	\$ 828,852	\$ 828,852



CITY OF SALISBURY

GENERAL FUND CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2022
With Estimated Actual for Year Ending June 30, 2021 and
Actual for Year Ended June 30, 2020

	2020	2021	2022
	Actual	Estimate	Budget
NONOPERATING REVENUES:			
Interest earned on investments	\$ 47,745	\$ 6,160	\$ 3,000
Other	78,918	13,600	-
Total nonoperating revenues	<u>\$ 126,663</u>	<u>\$ 19,760</u>	<u>\$ 3,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	\$ 1,988,280	\$ 2,123,737	\$ 2,214,197
Interfund revenues	-	55,104	-
Lease purchase revenues	-	-	1,179,461
Fund balance appropriated	-	275,000	-
Total other financing sources	<u>\$ 1,988,280</u>	<u>\$ 2,453,841</u>	<u>\$ 3,393,658</u>
Total revenues and other financing sources	<u><u>\$ 2,114,943</u></u>	<u><u>\$ 2,473,601</u></u>	<u><u>\$ 3,396,658</u></u>

General Fund Capital Reserve

STATEMENT OF PURPOSE

The General Fund Capital Reserve funds replacement cost of General Fund vehicles and computers and accrues reserves for future purchases.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
LEASE PURCHASE PRINCIPAL	\$ 439,552	\$ 439,552	\$ 439,552	\$ 439,552	\$ 439,552
LEASE PURCHASE INTEREST EXP	\$ 51,351	\$ 39,742	\$ 28,847	\$ 28,847	\$ 28,847
Operations Total	\$ 490,903	\$ 479,294	\$ 468,399	\$ 468,399	\$ 468,399
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ 2,072,060	\$ 1,348,901	\$ 3,047,082	\$ 2,406,371	\$ 2,406,371
C O COMPUTER EQUIPMENT	\$ 208,626	\$ 484,076	\$ 521,888	\$ 521,888	\$ 521,888
Capital Total	\$ 2,280,685	\$ 1,832,977	\$ 3,568,970	\$ 2,928,259	\$ 2,928,259
Grand Total	\$ 2,771,588	\$ 2,312,271	\$ 4,037,369	\$ 3,396,658	\$ 3,396,658

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Information Technologies			
Computer Replacement	\$ 126,629	\$ 126,629	\$ 126,629
EMC VxRail System	146,712	146,712	146,712
EMC PowerScale F200	74,556	74,556	74,556
Switching Equipment for Dell EMCs	11,793	11,793	11,793
Dell EMC Data Protection Appliance	82,698	82,698	82,698
ADD F150 Pickup	29,466	-	-
Total Capital Outlay	\$ 471,854	\$ 442,388	\$ 442,388
Police - Operations			
Replace 15 Mobile Radios at \$5300 each	\$ 79,500	\$ 79,500	\$ 79,500
Replace PD01008 w/ SUV	56,399	56,399	56,399
Replace PD01103 w/ SUV	56,399	56,399	56,399
Replace PD01106 w/ SUV	56,399	56,399	56,399
Replace PD01107 w/ SUV	56,399	56,399	56,399
Replace PD01110 w/ SUV	56,399	56,399	56,399
Replace PD00707 w/ SUV unmarked	52,649	52,649	52,649
Replace PD00801 w/ SUV unmarked	52,649	52,649	52,649
Replace PD00908 w/ SUV unmarked	52,649	52,649	52,649
Replace PD01006 w/ SUV unmarked	52,649	52,649	52,649
Replace PD01007 w/ SUV unmarked	52,649	52,649	52,649
Replace PD00001, PD00002, PD91703 w/ UTV	21,100	-	-
Total Capital Outlay	\$ 645,840	\$ 624,740	\$ 624,740
Fire			
ADD Rescue Engine	\$ 1,179,461	\$ 1,179,461	\$ 1,179,461
Replace FD10904 w/ F150 Crew Cab Pickup	64,186	64,186	64,186
Replace FD10908 w/ like F150 Crew Cab Pickup	64,186	64,186	64,186
Replace FD10909 w/ like F150 Crew Cab Pickup	64,186	64,186	64,186
Total Capital Outlay	\$ 1,372,019	\$ 1,372,019	\$ 1,372,019
Public Works - Building Maintenance			
Replace BM19707 w/ T150 Cargo Van	\$ 36,006	\$ 36,006	\$ 36,006
Replace BM10010 w/ like F250 Pickup	34,381	-	-
Total Capital Outlay	\$ 70,387	\$ 36,006	\$ 36,006
Public Works - Street			
Replace ST29802 w/ like Single Axle Dump Truck	\$ 149,016	\$ 149,016	\$ 149,016
Total Capital Outlay	\$ 149,016	\$ 149,016	\$ 149,016

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Public Works - Solid Waste Mgmt			
Replace WM21501 w/ like Automated Sidearm	\$ 352,506	\$ -	\$ -
Total Capital Outlay	\$ 352,506	\$ -	\$ -
Public Works - Grounds Maintenance			
Replace GM60702 w/ like UTV	\$ 15,515	\$ 15,515	\$ 15,515
Replace GM61601 w/ like Zero Turn Mower	13,400	13,400	13,400
Replace GM61602 w/ like Zero Turn Mower	13,400	13,400	13,400
Replace GM61603 w/ like Zero Turn Mower	13,400	13,400	13,400
Replace GM49905 w/ Articulating Loader	89,708	89,708	89,708
Replace GM39602 w/ like 6 Ton Equipment Trailer	5,980	-	-
Replace GM60012 w/ Compact Utility Tractor	35,230	-	-
Replace GM38402 w/ like 5 Ton Equipment	7,216	-	-
Replace CP69001 w/ like Pull Behind Straw	35,026	-	-
Replace GM10004 w/ F550 Flatebed Dump	78,806	-	-
Replace GM69703 w/ Mini Track Skid Steer	41,000	-	-
Total Capital Outlay	\$ 348,681	\$ 145,423	\$ 145,423
Public Works - Fleet			
Replace FM19602 w/ F350 Utility Truck	\$ 158,667	\$ 158,667	\$ 158,667
Total Capital Outlay	\$ 158,667	\$ 158,667	\$ 158,667
Debt Service			
Principal and Interest	\$ 468,399	\$ 468,399	\$ 468,399
Total Operating	\$ 468,399	\$ 468,399	\$ 468,399

CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2022
With Estimated Actual for the Year Ending June 30, 2021 and
Actual for the Year Ended June 30, 2020

	<u>2020</u> <u>Actual</u>	<u>2021</u> <u>Estimate</u>	<u>2022</u> <u>Budget</u>
OPERATING REVENUES:			
Charges for services	\$ 25,917,031	\$ 25,750,000	\$ 24,711,862
Water and sewer taps	678,157	960,000	580,000
Other operating revenues	<u>1,042,357</u>	<u>771,000</u>	<u>689,500</u>
Total operating revenues	<u>\$ 27,637,545</u>	<u>\$ 27,481,000</u>	<u>\$ 25,981,362</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 334,022	\$ 47,000	\$ 50,000
State grant	<u>79,270</u>	<u>40,640</u>	<u>-</u>
Total nonoperating revenues	<u>\$ 413,292</u>	<u>\$ 87,640</u>	<u>\$ 50,000</u>
OTHER FINANCING SOURCES:			
Fund balance appropriated	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 750,000</u>
Total other financing sources	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 750,000</u>
 Total revenues	 <u>\$ 28,050,837</u>	 <u>\$ 27,568,640</u>	 <u>\$ 26,781,362</u>



CITY OF SALISBURY
FY 2021-2022 BUDGET SUMMARY
WATER AND SEWER FUND

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
REVENUE	\$ 28,050,836	\$ 26,391,826	\$ 25,549,242	\$ 26,781,362	\$ 26,781,362
EXPENSES					
Personnel					
REGULAR SALARIES	\$ 4,071,294	\$ 4,402,240	\$ 4,572,842	\$ 4,572,842	\$ 4,572,842
OVERTIME SALARIES	\$ 166,859	\$ 145,000	\$ 142,000	\$ 142,000	\$ 142,000
PART TIME SALARIES	\$ 1,440	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 303,334	\$ 347,318	\$ 360,685	\$ 360,685	\$ 360,685
RETIREMENT	\$ 376,541	\$ 464,064	\$ 542,207	\$ 537,965	\$ 537,965
401(K) EMPLOYER CONTRIBUTION	\$ 124,555	\$ 136,225	\$ 141,447	\$ 141,447	\$ 188,592
PENSION EXPENSE - LGERS	\$ 414,200	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 811,442	\$ 911,758	\$ 1,002,133	\$ 911,050	\$ 911,050
LIFE INSURANCE	\$ 8,248	\$ 10,846	\$ 11,245	\$ 11,245	\$ 11,245
EMP SEC INS	\$ 2,387	\$ 30,367	\$ 31,471	\$ 15,736	\$ 15,736
WORKERS COMPENSATION	\$ 200,250	\$ 216,000	\$ 236,600	\$ 182,000	\$ 182,000
Personnel Total	\$ 6,480,551	\$ 6,663,818	\$ 7,040,630	\$ 6,874,970	\$ 6,922,115
Operations					
UNIFORMS	\$ 45,769	\$ 58,220	\$ 59,550	\$ 59,550	\$ 59,550
EXPENDABLE EQUIPMENT	\$ 24,259	\$ 58,850	\$ 59,150	\$ 59,150	\$ 59,150
MATERIALS NEW STREETS	\$ 95,729	\$ 133,000	\$ 133,000	\$ 133,000	\$ 133,000
GAS & OIL	\$ 101,772	\$ 158,211	\$ 165,297	\$ 165,297	\$ 165,297
DEPARTMENT SUPPLIES	\$ 81,921	\$ 83,550	\$ 94,050	\$ 91,650	\$ 91,650
METERS & METER BOXES	\$ 259,171	\$ 211,500	\$ 181,500	\$ 181,500	\$ 181,500
HOSE AND FITTINGS	\$ 131,704	\$ 142,850	\$ 142,850	\$ 142,850	\$ 142,850
CHEMICALS	\$ 522,924	\$ 632,472	\$ 688,750	\$ 688,750	\$ 688,750
LAB SUPPLIES	\$ 53,802	\$ 68,600	\$ 69,200	\$ 69,200	\$ 69,200
TRAVEL	\$ 2,211	\$ 17,400	\$ 17,040	\$ 17,040	\$ 17,040
TELEPHONE	\$ 15,237	\$ 12,891	\$ 16,148	\$ 16,148	\$ 16,148
CELL PHONE STIPEND	\$ -	\$ -	\$ 21,828	\$ 21,828	\$ 21,828
WIRELESS AIR CARDS	\$ 6,981	\$ 5,681	\$ 6,089	\$ 6,089	\$ 6,089
POSTAGE	\$ 85,784	\$ 93,500	\$ 93,250	\$ 93,250	\$ 93,250
ELECTRIC POWER	\$ 1,238,652	\$ 1,432,176	\$ 1,560,895	\$ 1,560,895	\$ 1,560,895
NATURAL GAS	\$ 2,985	\$ 6,036	\$ 4,558	\$ 4,558	\$ 4,558
CITY UTILITIES	\$ 249,157	\$ 292,295	\$ 250,091	\$ 250,091	\$ 250,091
PRINTING	\$ 22,049	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
BUILDINGS & GROUNDS	\$ 70,603	\$ 21,500	\$ 1,355,750	\$ 294,250	\$ 294,250
B/G CONTRACTED SERVICES	\$ 37,747	\$ 39,123	\$ 37,062	\$ 37,062	\$ 37,062
MAINT EQUIPMENT	\$ 1,443,027	\$ 883,419	\$ 3,859,600	\$ 992,200	\$ 992,200
MAINT RADIO	\$ 7,665	\$ 25,995	\$ 9,500	\$ 9,500	\$ 9,500
MAINT CMPT SOFTWARE	\$ 261,922	\$ 280,570	\$ 288,772	\$ 288,772	\$ 288,772
MAINT INSTRUMENTS	\$ 8,254	\$ 26,565	\$ 12,645	\$ 12,645	\$ 12,645
MAINT FIRE HYDRANTS	\$ 10,863	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MAINT AUTO	\$ 63,339	\$ 54,950	\$ 48,250	\$ 48,250	\$ 48,250
VEHICLE DAMAGE REPAIR	\$ 9,184	\$ -	\$ -	\$ -	\$ -
WATER LINE REPAIRS	\$ 679,282	\$ 370,000	\$ 550,000	\$ 450,000	\$ 450,000
SEWER LINE REPAIRS	\$ 6,300	\$ 920,000	\$ 1,250,000	\$ 910,000	\$ 910,000
TRAINING	\$ 18,338	\$ 54,205	\$ 47,110	\$ 47,110	\$ 47,110
COPIER CONTRACT EXPENSE	\$ 5,216	\$ 10,000	\$ 10,500	\$ 10,500	\$ 10,500
INSURANCE PREMIUMS	\$ 75,888	\$ 83,126	\$ 96,652	\$ 96,652	\$ 96,652

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
INSURANCE CLAIMS	\$ 3,591	\$ -	\$ -	\$ -	\$ -
DEPRECIATION EXPENSE	\$ 5,131,840	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 40,588	\$ 42,992	\$ 39,275	\$ 39,275	\$ 39,275
FACILITY LICENSE FEES	\$ 11,235	\$ 12,165	\$ 12,165	\$ 12,165	\$ 12,165
COLLECTION EXPENSES	\$ 168,665	\$ 150,000	\$ 200,000	\$ 200,000	\$ 200,000
MISCELLANEOUS EXPENSE	\$ 17,064	\$ 24,640	\$ 25,950	\$ 25,950	\$ 25,950
FINES & PENALTIES	\$ 377	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 84,021	\$ 375,979	\$ 250,000	\$ 250,000	\$ 250,000
CONTRACTED SERVICES	\$ 741,492	\$ 1,126,390	\$ 1,127,968	\$ 1,077,968	\$ 1,077,968
EMPLOYEE ASSISTANCE PROGRAM	\$ 1,811	\$ 1,612	\$ 1,597	\$ 1,597	\$ 1,597
RETIREE HEALTH INSURANCE	\$ (80,015)	\$ 84,606	\$ 81,585	\$ 81,585	\$ 81,585
SWAY	\$ 2,012	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ 1,054,638	\$ 969,000	\$ 1,054,000	\$ 1,445,786	\$ 1,398,641
CLIENT COMMUNITY - CHINA GROVE	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - GRANITE QUARRY	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - ROCKWELL	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - SPENCER	\$ 9,310	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
BOND PRINCIPAL	\$ -	\$ 2,612,586	\$ 2,861,462	\$ 2,861,462	\$ 2,861,462
BOND INTEREST EXPENSE	\$ 1,169,556	\$ 1,804,975	\$ 2,013,061	\$ 2,013,061	\$ 2,013,061
STATE LOANS-CWB INTEREST	\$ 13,209	\$ -	\$ -	\$ -	\$ -
LEASE PURCHASE PRINCIPAL	\$ -	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
LEASE PURCHASE INTEREST EXP	\$ 10,228	\$ 7,897	\$ 5,450	\$ 5,450	\$ 5,450
DEBT PRINCIPAL PYMTS ON BEHALF	\$ -	\$ 219,490	\$ 209,490	\$ 209,490	\$ 209,490
DEBT INTEREST PYMTS ON BEHALF	\$ 33,114	\$ 27,312	\$ 21,681	\$ 21,681	\$ 21,681
BOND SERVICE CHARGES	\$ 412,214	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 414,992	\$ 509,212	\$ 500,668	\$ 500,668	\$ 500,668
TRANSFER - CAPITAL PROJECT FUND	\$ 1,500,000	\$ 1,380,000	\$ 1,500,000	\$ 300,000	\$ 300,000
CHARGES-GENERAL FUND	\$ 3,230,220	\$ 3,519,227	\$ 3,519,227	\$ 3,519,227	\$ 3,519,227
Operations Total	\$ 19,657,895	\$ 19,428,008	\$ 24,935,906	\$ 19,706,392	\$ 19,659,247
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 714,500	\$ -	\$ -
C O ROOF / HVAC	\$ 131,180	\$ -	\$ -	\$ -	\$ -
WATER LINE EXTENSION	\$ -	\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000
SEWER LINE EXTENSION	\$ -	\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000
Capital Total	\$ 131,180	\$ 300,000	\$ 1,014,500	\$ 200,000	\$ 200,000
Grand Total	\$ 26,269,626	\$ 26,391,826	\$ 32,991,036	\$ 26,781,362	\$ 26,781,362

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Continue efforts toward rate stabilization and overall fiscal stability.
2. Implement procedures to enable an annual water audit.
3. Provide timely stakeholder communications and public education.
4. Protect and defend Salisbury and Rowan County’s water rights and supply.
5. Continue to participate in High Rock Lake Nutrient Management Strategy process.
6. Assist in cooperative effort with the County to extend water and sewer to growth corridors.
7. Pursue appropriate expansion of SRU system.
8. Complete an update of the Vulnerability Assessment.
9. Manage and fund a sustainable capital improvement program (CIP).

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	<u>Goal</u>
Administrative Workload				
FTEs	89	90	91	N/A
Total Estimated Population Receiving Water Service (countywide)	52,300	52,900	53,400	N/A
Total Estimated Population Receiving Sewer Service (countywide)	53,600	53,950	54,500	N/A
Land Area Spanned for Water Service (square miles)	49.0	49.1	49.2	N/A
Land Area Spanned for Sewer Service (square miles)	45.7	45.8	45.9	N/A
Number of Water Connections	22,150	22,400	22,650	N/A
Number of Sewer Connections	18,750	18,960	19,250	N/A
Residential Water Rate (per 1 CCF) *	\$3.99	\$4.04	\$4.10	N/A
Residential Sewer Rate (per 1 CCF)	\$5.31	\$5.45	\$5.59	N/A
Administrative Efficiency				
Employee Turnover Rate	5.5%	8.5%	9.0%	N/A
FTEs Per Square Mile Served	1.82	1.83	1.85	N/A
Average Residential Utility Bill (4,000 gal) as % of Median Household Income	1.67%	1.70%	1.74%	N/A
Administrative Effectiveness				
Average Years of Experience	11.2	11.5	11.7	N/A
Service Density (Population Served per Square Mile) - Water	1,067	1,077	1,085	N/A
Service Density (Population Served per Square Mile) - Sewer	1,173	1,178	1,187	N/A
Average Residential Rate Increase (% over prior year)	1.60%	1.83%	2.00%	N/A

* 1 CCF = 100 cubic feet of water

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 695,606	\$ 842,335	\$ 968,169	\$ 968,169	\$ 968,169
OVERTIME SALARIES	\$ 489	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
PART TIME SALARIES	\$ 1,440	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 50,717	\$ 64,263	\$ 74,178	\$ 74,178	\$ 74,178
RETIREMENT	\$ 61,460	\$ 85,613	\$ 111,510	\$ 110,642	\$ 110,642
401(K) EMPLOYER CONTRIBUTION	\$ 20,330	\$ 25,092	\$ 29,090	\$ 29,090	\$ 38,788
PENSION EXPENSE - LGRS	\$ 414,200	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 94,216	\$ 115,907	\$ 141,758	\$ 128,874	\$ 128,874
LIFE INSURANCE	\$ 1,474	\$ 2,092	\$ 2,399	\$ 2,399	\$ 2,399
EMP SEC INS	\$ 429	\$ 6,010	\$ 6,715	\$ 3,357	\$ 3,357
WORKERS COMPENSATION	\$ 24,750	\$ 28,800	\$ 33,800	\$ 26,000	\$ 26,000
Personnel Total	\$ 1,365,111	\$ 1,171,612	\$ 1,369,119	\$ 1,344,209	\$ 1,353,907
Operations					
UNIFORMS	\$ 2,247	\$ 3,450	\$ 3,750	\$ 3,750	\$ 3,750
GAS & OIL	\$ 4,599	\$ 5,586	\$ 10,212	\$ 10,212	\$ 10,212
DEPARTMENT SUPPLIES	\$ 6,076	\$ 5,850	\$ 6,400	\$ 6,400	\$ 6,400
TRAVEL	\$ 970	\$ 3,500	\$ 3,000	\$ 3,000	\$ 3,000
TELEPHONE	\$ 9,962	\$ 7,383	\$ 7,280	\$ 7,280	\$ 7,280
CELL PHONE STIPEND	\$ -	\$ -	\$ 4,716	\$ 4,716	\$ 4,716
WIRELESS AIR CARDS	\$ 912	\$ 913	\$ 913	\$ 913	\$ 913
POSTAGE	\$ 83,982	\$ 86,000	\$ 86,000	\$ 86,000	\$ 86,000
ELECTRIC POWER	\$ 8,467	\$ 9,817	\$ 9,922	\$ 9,922	\$ 9,922
NATURAL GAS	\$ 313	\$ 323	\$ 388	\$ 388	\$ 388
CITY UTILITIES	\$ 2,548	\$ 3,448	\$ 3,296	\$ 3,296	\$ 3,296
PRINTING	\$ 22,049	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
BUILDINGS & GROUNDS	\$ 12,325	\$ 15,000	\$ 21,000	\$ 21,000	\$ 21,000
B/G CONTRACTED SERVICES	\$ 7,735	\$ 9,000	\$ 7,846	\$ 7,846	\$ 7,846
MAINT EQUIPMENT	\$ 1,742	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000
MAINT RADIO	\$ -	\$ 600	\$ -	\$ -	\$ -
MAINT CMPT SOFTWARE	\$ 4,493	\$ 9,090	\$ 15,506	\$ 15,506	\$ 15,506
MAINT AUTO	\$ 2,817	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
VEHICLE DAMAGE REPAIR	\$ 923	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 5,226	\$ 7,000	\$ 5,500	\$ 5,500	\$ 5,500
COPIER CONTRACT EXPENSE	\$ 1,808	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
INSURANCE PREMIUMS	\$ 2,857	\$ 3,043	\$ 3,791	\$ 3,791	\$ 3,791
INSURANCE CLAIMS	\$ 2,588	\$ -	\$ -	\$ -	\$ -
DEPRECIATION EXPENSE	\$ 5,131,840	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 34,313	\$ 34,057	\$ 30,200	\$ 30,200	\$ 30,200
COLLECTION EXPENSES	\$ 168,665	\$ 150,000	\$ 200,000	\$ 200,000	\$ 200,000
MISCELLANEOUS EXPENSE	\$ 7,388	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
SPECIAL PROJECTS	\$ 84,021	\$ 375,979	\$ 250,000	\$ 250,000	\$ 250,000
EMPLOYEE ASSISTANCE PROGRAM	\$ 1,811	\$ 1,612	\$ 1,597	\$ 1,597	\$ 1,597
RETIREE HEALTH INSURANCE	\$ (80,015)	\$ 84,606	\$ 81,585	\$ 81,585	\$ 81,585
SWAY	\$ 2,012	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ 1,054,638	\$ 969,000	\$ 1,054,000	\$ 1,445,786	\$ 1,398,641
CLIENT COMMUNITY - CHINA GROVE	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - GRANITE QUARRY	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - ROCKWELL	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - SPENCER	\$ 9,310	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
TRANSFER - CAP RESERVE FUND	\$ 22,195	\$ 16,166	\$ 14,503	\$ 14,503	\$ 14,503
CHARGES-GENERAL FUND	\$ 3,230,220	\$ 3,519,227	\$ 3,519,227	\$ 3,519,227	\$ 3,519,227
Operations Total	\$ 9,901,035	\$ 5,565,150	\$ 5,585,632	\$ 5,977,418	\$ 5,930,273

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 14,500	\$ -	\$ -
C O ROOF / HVAC	\$ 131,180	\$ -	\$ -	\$ -	\$ -
Capital Total	\$ 131,180	\$ -	\$ 14,500	\$ -	\$ -
Grand Total	\$ 11,397,326	\$ 6,736,762	\$ 6,969,251	\$ 7,321,627	\$ 7,284,180

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Utilities Director	1	1	1	1	1
Administrative Services Manager	1	1	1	1	1
Environmental Education Specialist	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Technician ²	1	0	0	0	0
Maintenance Worker I/II/III ²	0	1	1	1	1
Utilities Engineering Manager ³	1	0	0	0	0
Assistant Utilities Director ³	0	1	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
Senior Engineer ⁴	1	1	2	2	2
Systems Analyst	1	1	1	1	1
GIS Manager ¹	0	1	1	1	1
Plants Operation Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	11	12	13	13	13

¹Position moved from General Fund (555)

²Position reclassified

³Position reclassified

⁴Position added

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Utilities Administration			
GIS Mapping Hardware Update	\$ 14,500	\$ -	\$ -
Total Capital Outlay	\$ 14,500	\$ -	\$ -

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.

DIVISIONAL PERFORMANCE GOALS

1. Continue to exceed State and Federal drinking water standards.
2. Implement procedures to enable an annual water audit.
3. Provide opportunities for staff training and development.
4. Fine-tune operations of the online sedimentation basin bypass.
5. Bridge water distribution and water treatment through strategic position and job function changes.
6. Complete construction and operate newly rehabbed filters and dewatering facility.
7. Continue to use and start to evaluate data from asset management system (Asset Essentials).

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	Goal
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
Water Treatment Workload				
Number of Water Treatment FTEs	11	11.5	11.5	N/A
Millions of Gallons Potable Water Produced	3,104	3,200	3,300	N/A
Number of Water Quality Complaints	26	40	50	N/A
Number of Water Analyses Performed	95,488	96,000	96,000	N/A
Water Treatment Efficiency				
Cost Per Million Gallons of Potable Water Produced	\$571	\$556	\$555	N/A
Water Treatment Effectiveness				
Average Water Plant Operational Capacity	34.0%	35.1%	36.2%	N/A
Average Daily Potable Water Turbidity (NTU)	0.05	0.05	0.05	0.05

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 484,870	\$ 482,311	\$ 427,151	\$ 427,151	\$ 427,151
OVERTIME SALARIES	\$ 47,645	\$ 23,000	\$ 20,000	\$ 20,000	\$ 20,000
FICA TAX	\$ 36,930	\$ 38,367	\$ 34,207	\$ 34,207	\$ 34,207
RETIREMENT	\$ 46,740	\$ 52,080	\$ 51,423	\$ 51,020	\$ 51,020
401(K) EMPLOYER CONTRIBUTION	\$ 15,455	\$ 15,270	\$ 13,415	\$ 13,415	\$ 17,885
HEALTH CARE	\$ 97,756	\$ 105,122	\$ 100,674	\$ 91,524	\$ 91,524
LIFE INSURANCE	\$ 1,002	\$ 1,154	\$ 1,053	\$ 1,053	\$ 1,053
EMP SEC INS	\$ 225	\$ 2,924	\$ 2,946	\$ 1,473	\$ 1,473
WORKERS COMPENSATION	\$ 20,250	\$ 21,600	\$ 23,400	\$ 18,000	\$ 18,000
Personnel Total	\$ 750,873	\$ 741,828	\$ 674,269	\$ 657,843	\$ 662,313

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 4,129	\$ 5,850	\$ 5,850	\$ 5,850	\$ 5,850
EXPENDABLE EQUIPMENT	\$ 1,894	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
GAS & OIL	\$ 5,069	\$ 10,729	\$ 5,550	\$ 5,550	\$ 5,550
DEPARTMENT SUPPLIES	\$ 9,400	\$ 8,100	\$ 8,300	\$ 8,300	\$ 8,300
CHEMICALS	\$ 276,401	\$ 306,722	\$ 337,000	\$ 337,000	\$ 337,000
LAB SUPPLIES	\$ 35,243	\$ 39,500	\$ 39,500	\$ 39,500	\$ 39,500
TRAVEL	\$ 251	\$ -	\$ -	\$ -	\$ -
TELEPHONE	\$ 685	\$ 648	\$ 648	\$ 648	\$ 648
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,824	\$ 1,824	\$ 1,824
POSTAGE	\$ 625	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
ELECTRIC POWER	\$ 491,067	\$ 564,866	\$ 589,232	\$ 589,232	\$ 589,232
NATURAL GAS	\$ 1,080	\$ 4,042	\$ 2,280	\$ 2,280	\$ 2,280
CITY UTILITIES	\$ 14,704	\$ 16,984	\$ 15,433	\$ 15,433	\$ 15,433
BUILDINGS & GROUNDS	\$ 9,287	\$ -	\$ 107,500	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 3,984	\$ 3,968	\$ 4,049	\$ 4,049	\$ 4,049
MAINT EQUIPMENT	\$ 582,611	\$ 165,000	\$ 777,800	\$ 224,100	\$ 224,100
MAINT RADIO	\$ -	\$ 5,140	\$ -	\$ -	\$ -
MAINT AUTO	\$ 3,681	\$ 1,200	\$ -	\$ -	\$ -
VEHICLE DAMAGE REPAIR	\$ 827	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 6,290	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
COPIER CONTRACT EXPENSE	\$ 157	\$ 1,500	\$ 500	\$ 500	\$ 500
INSURANCE PREMIUMS	\$ 22,534	\$ 24,436	\$ 28,549	\$ 28,549	\$ 28,549
DUES & SUBSCRIPTIONS	\$ 690	\$ 800	\$ 800	\$ 800	\$ 800
FACILITY LICENSE FEES	\$ 4,635	\$ 5,505	\$ 5,505	\$ 5,505	\$ 5,505
MISCELLANEOUS EXPENSE	\$ 540	\$ 540	\$ 540	\$ 540	\$ 540
CONTRACTED SERVICES	\$ 284,273	\$ 316,700	\$ 311,700	\$ 311,700	\$ 311,700
TRANSFER - CAP RESERVE FUND	\$ 41,247	\$ 58,387	\$ 41,218	\$ 41,218	\$ 41,218
Operations Total	\$ 1,801,303	\$ 1,553,617	\$ 2,296,778	\$ 1,635,578	\$ 1,635,578
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 2,552,176	\$ 2,295,445	\$ 2,971,047	\$ 2,293,421	\$ 2,297,891

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Water Treatment Plant (811)					
Plant Operations Manager ¹	1	0	0	0	0
Plant Operations Supervisor ¹	0	1	1	1	1
Water Treatment Plant Operator I/II/Sr. ²	5	6	6	6	6
Maintenance Technician/Sr.	1	1	1	1	1
Water Quality Technician ²	0	1	1	1	1
Distribution System Technician ²	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	9	9	9	9	9

¹Position reclassified

²Positions reclassified

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Continue to increase inflow and infiltration reduction efforts by repairing and/or replacing identified wastewater lines.
2. Continue to implement preventative maintenance program and recommend rehab projects to be included in the CIP.
3. Implement a comprehensive work order system to include inventory, maintenance record keeping, and system improvements with full integration with the current GIS framework.
4. Provide opportunities for staff training and development.
5. Update and/or replace fire hydrants, valves, and meter installations that are unserviceable.
6. Provide a quick turnaround on installation of new water and sewer taps.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	<u>Goal</u>
Distribution & Collection Workload				
Inch Miles of Distribution Line Maintained	3,956	3,970	4,000	N/A
Inch Miles of Collection Line Maintained	4,463	4,481	4,500	N/A
Number of Pump Stations Maintained	8	8	8	N/A
Number of Lift Stations Maintained	34	34	34	N/A
Total Water, Sewer & Irrigation Taps Installed	378	400	350	N/A
Distribution Line Failures	114	105	120	N/A
Collection Line Failures	20	30	25	N/A
Reported Complaints	277	275	275	N/A
Distribution & Collection Efficiency				
Cost Per Inch Mile of Distribution Line Maintained	\$559	\$568	\$580	N/A
Cost Per Inch Mile of Collection Line Maintained	\$494	\$463	\$475	N/A
Distribution & Collection Effectiveness				
Failures Per Inch Mile of Distribution Line Maintained	0.029	0.026	0.030	N/A
Incidents Per Inch Mile of Collection Line Maintained	0.004	0.007	0.006	N/A

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 1,165,237	\$ 1,273,978	\$ 1,314,067	\$ 1,314,067	\$ 1,314,067
OVERTIME SALARIES	\$ 25,312	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000
FICA TAX	\$ 86,481	\$ 101,412	\$ 104,503	\$ 104,503	\$ 104,503
RETIREMENT	\$ 106,849	\$ 135,484	\$ 157,098	\$ 155,868	\$ 155,868
401(K) EMPLOYER CONTRIBUTION	\$ 35,318	\$ 39,773	\$ 40,984	\$ 40,984	\$ 54,641
HEALTH CARE	\$ 261,939	\$ 308,783	\$ 335,835	\$ 305,312	\$ 305,312
LIFE INSURANCE	\$ 2,388	\$ 3,133	\$ 3,198	\$ 3,198	\$ 3,198
EMP SEC INS	\$ 718	\$ 8,776	\$ 8,954	\$ 4,479	\$ 4,479
WORKERS COMPENSATION	\$ 69,750	\$ 74,400	\$ 80,600	\$ 62,000	\$ 62,000
Personnel Total	\$ 1,753,993	\$ 1,997,739	\$ 2,097,239	\$ 2,042,411	\$ 2,056,068
Operations					
UNIFORMS	\$ 23,740	\$ 25,540	\$ 26,170	\$ 26,170	\$ 26,170
EXPENDABLE EQUIPMENT	\$ 14,680	\$ 39,850	\$ 39,850	\$ 39,850	\$ 39,850
MATERIALS NEW STREETS	\$ 95,729	\$ 133,000	\$ 133,000	\$ 133,000	\$ 133,000
GAS & OIL	\$ 48,117	\$ 66,415	\$ 73,655	\$ 73,655	\$ 73,655
DEPARTMENT SUPPLIES	\$ 21,843	\$ 22,750	\$ 23,950	\$ 23,950	\$ 23,950
METERS & METER BOXES	\$ 259,171	\$ 206,500	\$ 176,500	\$ 176,500	\$ 176,500
HOSE AND FITTINGS	\$ 131,704	\$ 142,750	\$ 142,750	\$ 142,750	\$ 142,750
TRAVEL	\$ 269	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
TELEPHONE	\$ 1,673	\$ 1,944	\$ 1,524	\$ 1,524	\$ 1,524
CELL PHONE STIPEND	\$ -	\$ -	\$ 6,444	\$ 6,444	\$ 6,444
WIRELESS AIR CARDS	\$ 912	\$ 928	\$ 928	\$ 928	\$ 928
POSTAGE	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
ELECTRIC POWER	\$ 10,522	\$ 11,681	\$ 12,497	\$ 12,497	\$ 12,497
NATURAL GAS	\$ 1,591	\$ 1,671	\$ 1,890	\$ 1,890	\$ 1,890
CITY UTILITIES	\$ 7,120	\$ 7,869	\$ 8,791	\$ 8,791	\$ 8,791
BUILDINGS & GROUNDS	\$ 4,721	\$ 4,000	\$ 151,800	\$ 10,000	\$ 10,000
B/G CONTRACTED SERVICES	\$ 9,269	\$ 10,006	\$ 8,628	\$ 8,628	\$ 8,628
MAINT EQUIPMENT	\$ 49,166	\$ 67,400	\$ 92,400	\$ 67,400	\$ 67,400
MAINT RADIO	\$ 14	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
MAINT CMPT SOFTWARE	\$ 7,900	\$ 16,200	\$ 16,200	\$ 16,200	\$ 16,200
MAINT FIRE HYDRANTS	\$ 10,863	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MAINT AUTO	\$ 34,862	\$ 41,800	\$ 41,800	\$ 41,800	\$ 41,800
VEHICLE DAMAGE REPAIR	\$ 7,270	\$ -	\$ -	\$ -	\$ -
WATER LINE REPAIRS	\$ 679,282	\$ 370,000	\$ 550,000	\$ 450,000	\$ 450,000
SEWER LINE REPAIRS	\$ 6,300	\$ 920,000	\$ 1,250,000	\$ 910,000	\$ 910,000
TRAINING	\$ 1,218	\$ 10,540	\$ 10,540	\$ 10,540	\$ 10,540
COPIER CONTRACT EXPENSE	\$ 3,213	\$ 3,500	\$ 5,000	\$ 5,000	\$ 5,000
INSURANCE PREMIUMS	\$ 10,375	\$ 11,697	\$ 13,193	\$ 13,193	\$ 13,193
INSURANCE CLAIMS	\$ 1,002	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 3,345	\$ 3,210	\$ 3,210	\$ 3,210	\$ 3,210
MISCELLANEOUS EXPENSE	\$ 7,073	\$ 11,500	\$ 12,810	\$ 12,810	\$ 12,810
FINES & PENALTIES	\$ 377	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 210,582	\$ 540,985	\$ 562,621	\$ 512,621	\$ 512,621
TRANSFER - CAP RESERVE FUND	\$ 137,983	\$ 193,071	\$ 174,391	\$ 174,391	\$ 174,391
TRANSFER - CAPITAL PROJECT FUND	\$ 1,500,000	\$ 1,380,000	\$ 1,500,000	\$ 300,000	\$ 300,000
Operations Total	\$ 3,302,137	\$ 4,281,057	\$ 5,076,792	\$ 3,219,992	\$ 3,219,992
Capital					
WATER LINE EXTENSION	\$ -	\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000
SEWER LINE EXTENSION	\$ -	\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000
Capital Total	\$ -	\$ 300,000	\$ 300,000	\$ 200,000	\$ 200,000
Grand Total	\$ 5,056,130	\$ 6,578,796	\$ 7,474,031	\$ 5,462,403	\$ 5,476,060

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Administration (100)					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager ¹	1	0	0	0	0
Warehouse Technician ¹	0	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Distribution Maint. & Const. (850)					
Assistant Systems Manager ²	1	0	0	0	0
Service Distribution Manager ²	0	1	1	1	1
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker I/II/III/Sr.	5	5	5	5	5
Utilities Locator	1	1	1	1	1
Backflow Coordinator	1	1	1	1	1
Preventive Maintenance (854)					
Preventive Maintenance Manager	1	1	1	1	1
Maintenance Worker I/II/III/Sr.	8	8	8	8	8
Asphalt Maintenance (858)					
Crew Leader	1	1	1	1	1
Maintenance Worker I/II/III/Sr.	3	3	3	3	3
Utilities Construction (859)					
Construction Foreman ³	1	1	0	0	0
Crew Leader ³	0	0	1	1	1
Maintenance Worker	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	31	31	31	31	31

¹Position reclassified

²Position reclassified

³Position reclassified

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
W/S Maint/Construction-Utility (859)			
Sewer line extension Salisbury/Rowan County	\$ 150,000	\$ 100,000	\$ 100,000
Water line extension Salisbury/Rowan County	150,000	100,000	100,000
Total Capital Outlay	\$ 300,000	\$ 200,000	\$ 200,000

STATEMENT OF PURPOSE

To operate the Salisbury-Rowan Utilities water and wastewater laboratories, effectively implement the City’s industrial pretreatment and Fats, Oils, and Grease (FOG) programs, manage the general stormwater permits for the wastewater treatment plants, and provide technical support to the utility ensuring regulatory compliance.

DIVISIONAL PERFORMANCE GOALS

1. Continue implementation of the Pretreatment and Fats, Oils and Grease (FOG) programs.
2. Increase FOG public education efforts through brochures, newsletter, tours, and presentations.
3. Ensure quality and compliance with Water and Wastewater Laboratories state and federal requirements.
4. Provide opportunities for staff training and development.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	Goal
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>	
Environmental Services Workload				
Lab-Number of tests that wastewater lab is certified to perform	11	12	12	13
Lab-Number of Wastewater Analyses Performed-Estimate	6,100	6,200	6,200	N/A
Pretreatment - Number of Permitted Industries (SIUs and Locals)	10	10	10	N/A
PT- Number of Inspections completed	8	10	10	N/A
PT- Surcharge	\$175,581	\$200,000	\$200,000	N/A
PT-Number of NOV's issued	4	7	7	N/A
PT- Amount of Penalties issued	\$5,521.41	\$500	\$500	N/A
FOG - Number of regulated Food Service Establishments (FSEs)	318	320	320	N/A
FOG- Number of Inspections completed	474	420	420	N/A
FOG- Number of NOV's issued	2	7	7	N/A
FOG- Amount of penalties issued	\$0	\$250	\$250	N/A

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 362,561	\$ 370,003	\$ 385,538	\$ 385,538	\$ 385,538
OVERTIME SALARIES	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
FICA TAX	\$ 25,815	\$ 28,343	\$ 29,531	\$ 29,531	\$ 29,531
RETIREMENT	\$ 32,400	\$ 37,867	\$ 44,394	\$ 44,047	\$ 44,047
401(K) EMPLOYER CONTRIBUTION	\$ 10,720	\$ 11,116	\$ 11,582	\$ 11,582	\$ 15,441
HEALTH CARE	\$ 70,355	\$ 71,238	\$ 80,146	\$ 72,861	\$ 72,861
LIFE INSURANCE	\$ 761	\$ 915	\$ 954	\$ 954	\$ 954
EMP SEC INS	\$ 205	\$ 2,563	\$ 2,673	\$ 1,337	\$ 1,337
WORKERS COMPENSATION	\$ 15,750	\$ 16,800	\$ 18,200	\$ 14,000	\$ 14,000
Personnel Total	\$ 518,567	\$ 539,345	\$ 573,518	\$ 560,350	\$ 564,209

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 2,317	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
GAS & OIL	\$ 1,249	\$ 2,109	\$ 1,418	\$ 1,418	\$ 1,418
DEPARTMENT SUPPLIES	\$ 4,735	\$ 8,250	\$ 8,250	\$ 8,250	\$ 8,250
LAB SUPPLIES	\$ 18,560	\$ 29,100	\$ 29,700	\$ 29,700	\$ 29,700
TRAVEL	\$ 721	\$ 3,300	\$ 3,440	\$ 3,440	\$ 3,440
TELEPHONE	\$ 335	\$ 324	\$ 324	\$ 324	\$ 324
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
WIRELESS AIR CARDS	\$ 1,963	\$ 960	\$ 1,848	\$ 1,848	\$ 1,848
POSTAGE	\$ 550	\$ 750	\$ 500	\$ 500	\$ 500
MAINT INSTRUMENTS	\$ 2,746	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
MAINT AUTO	\$ 750	\$ 700	\$ 700	\$ 700	\$ 700
TRAINING	\$ 791	\$ 4,565	\$ 4,520	\$ 4,520	\$ 4,520
INSURANCE PREMIUMS	\$ 397	\$ 467	\$ 560	\$ 560	\$ 560
DUES & SUBSCRIPTIONS	\$ 490	\$ 610	\$ 750	\$ 750	\$ 750
FACILITY LICENSE FEES	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,750
MISCELLANEOUS EXPENSE	\$ 1,147	\$ 2,300	\$ 2,300	\$ 2,300	\$ 2,300
CONTRACTED SERVICES	\$ 17,305	\$ 35,010	\$ 33,360	\$ 33,360	\$ 33,360
TRANSFER - CAP RESERVE FUND	\$ 2,100	\$ 1,050	\$ 2,400	\$ 2,400	\$ 2,400
Operations Total	\$ 57,904	\$ 98,045	\$ 99,544	\$ 99,544	\$ 99,544
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 576,471	\$ 637,390	\$ 673,062	\$ 659,894	\$ 663,753

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Environmental Services Manager	1	1	1	1	1
Laboratory Services Supervisor	1	1	1	1	1
Laboratory Analyst	2	2	2	2	2
FOG Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Improve recruitment and retention efforts and provide opportunities for staff training and development.
2. Continue construction of treatment plant improvements, specifically preliminary treatment, RAS and WAS pumping and flow equalization.
3. Continue to update existing lift stations and eliminate stations where feasible.
4. Continue to use and start to evaluate data from asset management system (Asset Essentials).

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	Goal
	Actual	Estimate	Projected	
Wastewater Treatment Workload				
Number of Wastewater Treatment FTEs	30	29	29	N/A
Millions of Gallons Wastewater Treated	3,283	2,900	2,700	N/A
Tons of Dry Bio-Solids Land-Applied	1,384	1,000	900	N/A
Wastewater Treatment Efficiency				
Cost Per Million Gallons of Wastewater Treated	\$1,109	\$1,259	\$1,275	N/A
Wastewater Treatment Effectiveness				
Average Wastewater Plant Operational Capacity	72%	64%	59%	N/A
Average Daily Wastewater Effluent Turbidity	11.7	12.0	12.0	12.0
Gallons of Wastewater Returned Per Potable Gallons	1.06	0.91	0.82	N/A



BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 1,076,912	\$ 1,151,285	\$ 1,192,532	\$ 1,192,532	\$ 1,192,532
OVERTIME SALARIES	\$ 84,790	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000
FICA TAX	\$ 83,210	\$ 92,570	\$ 95,669	\$ 95,669	\$ 95,669
RETIREMENT	\$ 103,129	\$ 123,144	\$ 143,813	\$ 142,683	\$ 142,683
401(K) EMPLOYER CONTRIBUTION	\$ 34,139	\$ 36,204	\$ 37,515	\$ 37,515	\$ 50,021
HEALTH CARE	\$ 215,646	\$ 239,470	\$ 265,360	\$ 241,241	\$ 241,241
LIFE INSURANCE	\$ 2,091	\$ 2,859	\$ 2,940	\$ 2,940	\$ 2,940
EMP SEC INS	\$ 656	\$ 8,156	\$ 8,223	\$ 4,110	\$ 4,110
WORKERS COMPENSATION	\$ 54,000	\$ 57,600	\$ 62,400	\$ 48,000	\$ 48,000
Personnel Total	\$ 1,654,573	\$ 1,769,288	\$ 1,866,452	\$ 1,822,690	\$ 1,835,196
Operations					
UNIFORMS	\$ 10,728	\$ 16,700	\$ 16,900	\$ 16,900	\$ 16,900
EXPENDABLE EQUIPMENT	\$ 7,685	\$ 15,000	\$ 15,300	\$ 15,300	\$ 15,300
GAS & OIL	\$ 33,283	\$ 59,655	\$ 59,836	\$ 59,836	\$ 59,836
DEPARTMENT SUPPLIES	\$ 38,577	\$ 36,100	\$ 34,150	\$ 31,750	\$ 31,750
CHEMICALS	\$ 246,523	\$ 325,750	\$ 351,750	\$ 351,750	\$ 351,750
TRAVEL	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
TELEPHONE	\$ 1,171	\$ 1,296	\$ 1,296	\$ 1,296	\$ 1,296
CELL PHONE STIPEND	\$ -	\$ -	\$ 7,920	\$ 7,920	\$ 7,920
WIRELESS AIR CARDS	\$ 3,193	\$ 2,880	\$ 2,400	\$ 2,400	\$ 2,400
POSTAGE	\$ 135	\$ 500	\$ 500	\$ 500	\$ 500
ELECTRIC POWER	\$ 728,596	\$ 845,812	\$ 949,244	\$ 949,244	\$ 949,244
CITY UTILITIES	\$ 224,090	\$ 263,219	\$ 221,999	\$ 221,999	\$ 221,999
BUILDINGS & GROUNDS	\$ 44,270	\$ 2,500	\$ 1,075,450	\$ 263,250	\$ 263,250
B/G CONTRACTED SERVICES	\$ 16,759	\$ 16,149	\$ 16,539	\$ 16,539	\$ 16,539
MAINT EQUIPMENT	\$ 785,176	\$ 633,679	\$ 2,983,600	\$ 694,900	\$ 694,900
MAINT RADIO	\$ 7,652	\$ 16,755	\$ 6,000	\$ 6,000	\$ 6,000
MAINT CMPT SOFTWARE	\$ 33,272	\$ 35,519	\$ 37,305	\$ 37,305	\$ 37,305
MAINT INSTRUMENTS	\$ 5,507	\$ 22,565	\$ 8,645	\$ 8,645	\$ 8,645
MAINT AUTO	\$ 15,846	\$ 5,500	\$ -	\$ -	\$ -
VEHICLE DAMAGE REPAIR	\$ 165	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 4,814	\$ 24,900	\$ 19,350	\$ 19,350	\$ 19,350
COPIER CONTRACT EXPENSE	\$ 38	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
INSURANCE PREMIUMS	\$ 37,313	\$ 40,829	\$ 48,844	\$ 48,844	\$ 48,844
DUES & SUBSCRIPTIONS	\$ 1,750	\$ 2,780	\$ 2,780	\$ 2,780	\$ 2,780
FACILITY LICENSE FEES	\$ 4,850	\$ 4,910	\$ 4,910	\$ 4,910	\$ 4,910
MISCELLANEOUS EXPENSE	\$ 690	\$ 500	\$ 500	\$ 500	\$ 500
CONTRACTED SERVICES	\$ 229,333	\$ 233,695	\$ 202,127	\$ 202,127	\$ 202,127
TRANSFER - CAP RESERVE FUND	\$ 196,393	\$ 228,322	\$ 250,824	\$ 250,824	\$ 250,824
Operations Total	\$ 2,677,809	\$ 2,839,015	\$ 6,321,669	\$ 3,218,369	\$ 3,218,369
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 4,332,381	\$ 4,608,303	\$ 8,188,121	\$ 5,041,059	\$ 5,053,565

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Administration (100)					
Wastewater Operations Supervisor ¹	1	0	0	0	0
Wastewater Treatment Plant Supervisor ¹	0	1	1	1	1
Wastewater Maintenance Supervisor	1	1	1	1	1
Town Creek WWTP (901)					
Maintenance Technician/Sr.	2	2	2	2	2
Lead Wastewater Treatment Plant Operator	1	1	1	1	1
Senior Wastewater Plant Operator ²	1	0	0	0	0
Wastewater Plant Operator	4	4	4	4	4
Utility Maintenance Coordinator	1	1	1	1	1
Grant Creek WWTP (902)					
Maintenance Technician/Sr.	4	4	4	4	4
Lead Wastewater Treatment Plant Operator	1	1	1	1	1
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	4	4	4	4	4
SCADA (905)					
SCADA Technician ³	1	0	0	0	0
Senior Instrumentation & Controls Technician ³	0	1	1	1	1
Instrumentation & Controls Technician ²	0	1	1	1	1
Lift Station (906)					
Maintenance Technician/Sr.	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	24	24	24	24	24

¹Position reclassified

²Position reclassified and moved to (905)

³Position reclassified

STATEMENT OF PURPOSE

To efficiently and effectively maintain and read utility meters with a high level of customer service.

DIVISIONAL PERFORMANCE GOALS

1. Continue to maintain and improve the comprehensive backflow prevention program.
2. Assist customers with high bill complaints by identifying the causes and finding resolutions.
3. Implement procedures to enable an annual water audit.
4. Work closely and cooperatively with Finance and Customer Service staff in order to provide outstanding customer service.
5. Work with other city departments in identifying and implementing a municipal work order system with real-time data and asset management capability.
6. Provide opportunities for staff training and development.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	
	Actual	Estimate	Projected	Goal
Workload				
Meter Readings Per Fiscal Year	268,450	270,984	275,000	N/A
Efficiency				
Cost Per 100 Meter Readings	\$266	\$270	\$270	N/A
Effectiveness				
Percent of Meters Misread	0.0001%	0.0001%	0.0001%	0.0000%

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 286,107	\$ 282,328	\$ 285,385	\$ 285,385	\$ 285,385
OVERTIME SALARIES	\$ 8,622	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
FICA TAX	\$ 20,182	\$ 22,363	\$ 22,597	\$ 22,597	\$ 22,597
RETIREMENT	\$ 25,963	\$ 29,876	\$ 33,969	\$ 33,705	\$ 33,705
401(K) EMPLOYER CONTRIBUTION	\$ 8,593	\$ 8,770	\$ 8,861	\$ 8,861	\$ 11,816
HEALTH CARE	\$ 71,529	\$ 71,238	\$ 78,360	\$ 71,238	\$ 71,238
LIFE INSURANCE	\$ 533	\$ 693	\$ 701	\$ 701	\$ 701
EMP SEC INS	\$ 154	\$ 1,938	\$ 1,960	\$ 980	\$ 980
WORKERS COMPENSATION	\$ 15,750	\$ 16,800	\$ 18,200	\$ 14,000	\$ 14,000
Personnel Total	\$ 437,434	\$ 444,006	\$ 460,033	\$ 447,467	\$ 450,422

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 2,608	\$ 3,880	\$ 4,080	\$ 4,080	\$ 4,080
GAS & OIL	\$ 9,454	\$ 13,717	\$ 14,626	\$ 14,626	\$ 14,626
DEPARTMENT SUPPLIES	\$ 1,290	\$ 2,500	\$ 13,000	\$ 13,000	\$ 13,000
METERS & METER BOXES	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
HOSE AND FITTINGS	\$ -	\$ 100	\$ 100	\$ 100	\$ 100
TRAVEL	\$ -	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
TELEPHONE	\$ 1,412	\$ 1,296	\$ 5,076	\$ 5,076	\$ 5,076
POSTAGE	\$ 241	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
CITY UTILITIES	\$ 695	\$ 775	\$ 572	\$ 572	\$ 572
MAINT EQUIPMENT	\$ 24,332	\$ 15,840	\$ 3,800	\$ 3,800	\$ 3,800
MAINT RADIO	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
MAINT CMPT SOFTWARE	\$ 216,258	\$ 219,761	\$ 219,761	\$ 219,761	\$ 219,761
MAINT AUTO	\$ 5,384	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
TRAINING	\$ -	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
INSURANCE PREMIUMS	\$ 2,412	\$ 2,654	\$ 1,715	\$ 1,715	\$ 1,715
DUES & SUBSCRIPTIONS	\$ -	\$ 1,535	\$ 1,535	\$ 1,535	\$ 1,535
MISCELLANEOUS EXPENSE	\$ 225	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
CONTRACTED SERVICES	\$ -	\$ -	\$ 18,160	\$ 18,160	\$ 18,160
TRANSFER - CAP RESERVE FUND	\$ 15,074	\$ 12,216	\$ 17,332	\$ 17,332	\$ 17,332
Operations Total	\$ 279,385	\$ 289,624	\$ 315,107	\$ 315,107	\$ 315,107
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 700,000	\$ -	\$ -
Capital Total	\$ -	\$ -	\$ 700,000	\$ -	\$ -
Grand Total	\$ 716,819	\$ 733,630	\$ 1,475,140	\$ 762,574	\$ 765,529

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Sr. Meter Mechanic ³	1	0	0	0	0
Sr. AMI Technician ³	0	1	1	1	1
Utilities Technician	1	1	1	1	1
Meter Services Supervisor ¹	1	0	0	0	0
AMI Supervisor ¹	0	1	1	1	1
AMI Technician ²	0	4	4	4	4
Meter Reader (Sr.)/Technician ²	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	7	7	7	7	7

¹Position reclassified

²Positions reclassified

³Position reclassified

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Meter Services - Meter Reading			
Meter Endpoint Warranty Upgrades	\$ 700,000	\$ -	\$ -
Total Capital Outlay	\$ 700,000	\$ -	\$ -

STATEMENT OF PURPOSE

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

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
BOND PRINCIPAL	\$ -	\$ 2,612,586	\$ 2,861,462	\$ 2,861,462	\$ 2,861,462
BOND INTEREST EXPENSE	\$ 1,169,556	\$ 1,804,975	\$ 2,013,061	\$ 2,013,061	\$ 2,013,061
STATE LOANS-CWB INTEREST	\$ 13,209	\$ -	\$ -	\$ -	\$ -
LEASE PURCHASE PRINCIPAL	\$ -	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
LEASE PURCHASE INTEREST EXP	\$ 10,228	\$ 7,897	\$ 5,450	\$ 5,450	\$ 5,450
DEBT PRINCIPAL PYMTS ON BEHALF	\$ -	\$ 219,490	\$ 209,490	\$ 209,490	\$ 209,490
DEBT INTEREST PYMTS ON BEHALF	\$ 33,114	\$ 27,312	\$ 21,681	\$ 21,681	\$ 21,681
BOND SERVICE CHARGES	\$ 412,214	\$ -	\$ -	\$ -	\$ -
Operations Total	\$ 1,638,322	\$ 4,801,500	\$ 5,240,384	\$ 5,240,384	\$ 5,240,384
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,638,322	\$ 4,801,500	\$ 5,240,384	\$ 5,240,384	\$ 5,240,384





CITY OF SALISBURY, NORTH CAROLINA
WATER AND SEWER CAPITAL RESERVE FUND
STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2022
With Estimated Actual for the Year Ending June 30, 2021 and
Actual for the Year Ended June 30, 2020

	2020	2021	2022
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
REVENUES:			
Non Operating Revenues:			
Interest earned on investments	\$ 32,431	\$ 5,000	\$ 2,000
Total miscellaneous	<u>\$ 32,431</u>	<u>\$ 5,000</u>	<u>\$ 2,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 414,992	\$ 509,212	\$ 500,668
Fund balance appropriated	<u> -</u>	<u> -</u>	<u> 45,270</u>
Total other financing sources	<u>\$ 414,992</u>	<u>\$ 509,212</u>	<u>\$ 545,938</u>
 Total revenues and other financing sources	 <u>\$ 447,423</u>	 <u>\$ 514,212</u>	 <u>\$ 547,938</u>

Water and Sewer Capital Reserve

STATEMENT OF PURPOSE

The Water and Sewer Capital Reserve funds replacement cost of Water and Sewer Utility vehicles and computers and accrues reserves for future purchases.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
EQUIPMENT REPLACEMENT RESERVE	\$ -	\$ 94,483	\$ -	\$ -	\$ -
Operations Total	\$ -	\$ 94,483	\$ -	\$ -	\$ -
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ 50	\$ 326,380	\$ 509,738	\$ 509,738	\$ 509,738
C O COMPUTER EQUIPMENT	\$ 20,903	\$ 100,849	\$ 38,200	\$ 38,200	\$ 38,200
Capital Total	\$ 20,953	\$ 427,229	\$ 547,938	\$ 547,938	\$ 547,938
Grand Total	\$ 20,953	\$ 521,712	\$ 547,938	\$ 547,938	\$ 547,938

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Administration			
Computer Replacement	\$ 36,700	\$ 36,700	\$ 36,700
Replace UE10507 w/ Ford Escape 2WD	22,684	22,684	22,684
Total Capital Outlay	\$ 59,384	\$ 59,384	\$ 59,384
Systems Maintenance			
Add Desktop and Monitor for Crew Leader	\$ 1,500	\$ 1,500	\$ 1,500
Replace SM10515 w/ like Sewer Jet Truck	170,706	170,706	170,706
Replace PO37401 w/ John Deere 75D Excavator	127,500	127,500	127,500
Replace SM29104 w/ Freightliner M2 Dump Truck	117,106	117,106	117,106
Replace SM39502 w/ 10 Ton Equipment Trailer	14,220	14,220	14,220
Total Capital Outlay	\$ 431,032	\$ 431,032	\$ 431,032
Meter Services			
Replace MS10308 w/ Ford Ranger Ext Cab 4x2	\$ 27,216	\$ 27,216	\$ 27,216
Replace SM19709 w/ like F150 Ext Cab 4x4	30,306	30,306	30,306
Total Capital Outlay	\$ 57,522	\$ 57,522	\$ 57,522



CITY OF SALISBURY, NORTH CAROLINA

TRANSIT FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2022
With Estimated Actual for the Year Ending June 30, 2021 and
Actual for the Year Ended June 30, 2020

	<u>2020</u> Actual	<u>2021</u> Estimate	<u>2022</u> Budget
OPERATING REVENUES:			
Charges for services	\$ 52,996	\$ 324	\$ 43,500
Other operating revenues	<u>13,877</u>	<u>18,224</u>	<u>11,500</u>
Total operating revenues	<u>\$ 66,873</u>	<u>\$ 18,548</u>	<u>\$ 55,000</u>
NONOPERATING REVENUES:			
Restricted Intergovernmental	\$ 652,850	\$ 300,000	\$ 805,972
Miscellaneous Federal Grants	409,881	539,816	116,196
Interest earned on investments	<u>6,555</u>	<u>1,500</u>	<u>1,000</u>
Total nonoperating revenues	<u>\$ 1,069,286</u>	<u>\$ 841,316</u>	<u>\$ 923,168</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	<u>\$ 527,970</u>	<u>\$ 241,611</u>	<u>\$ 630,000</u>
Total other financing sources	<u>\$ 527,970</u>	<u>\$ 241,611</u>	<u>\$ 630,000</u>
 Total revenues and other financing sources	 <u>\$ 1,664,129</u>	 <u>\$ 1,101,475</u>	 <u>\$ 1,608,168</u>



**CITY OF SALISBURY
FY 2021-2022 BUDGET SUMMARY
TRANSIT FUND**

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
REVENUE	\$ 1,664,130	\$ 1,487,545	\$ 1,661,972	\$ 1,603,097	\$ 1,608,168
EXPENSES					
Personnel					
REGULAR SALARIES	\$ 458,672	\$ 491,504	\$ 498,326	\$ 498,326	\$ 498,326
OVERTIME SALARIES	\$ 5,564	\$ 10,555	\$ 8,600	\$ 8,600	\$ 8,600
PART TIME SALARIES	\$ 58,668	\$ 93,887	\$ 146,743	\$ 146,743	\$ 146,743
FICA TAX	\$ 37,654	\$ 45,395	\$ 50,006	\$ 50,006	\$ 50,006
RETIREMENT	\$ 41,242	\$ 51,001	\$ 58,297	\$ 57,838	\$ 57,838
401(K) EMPLOYER CONTRIBUTION	\$ 12,794	\$ 14,971	\$ 15,207	\$ 15,207	\$ 20,278
PENSION EXPENSE - LGERS	\$ 55,949	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 106,986	\$ 108,740	\$ 131,540	\$ 119,584	\$ 119,584
LIFE INSURANCE	\$ 1,007	\$ 1,217	\$ 1,233	\$ 1,233	\$ 1,233
EMP SEC INS	\$ 313	\$ 3,859	\$ 4,483	\$ 2,242	\$ 2,242
WORKERS COMPENSATION	\$ 33,750	\$ 33,600	\$ 36,400	\$ 28,000	\$ 28,000
Personnel Total	\$ 812,599	\$ 854,729	\$ 950,835	\$ 927,779	\$ 932,850
Operations					
JANITORIAL SUPPLIES	\$ 1,887	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
UNIFORMS	\$ 2,971	\$ 5,575	\$ 7,200	\$ 7,200	\$ 7,200
EXPENDABLE EQUIPMENT	\$ 185	\$ 1,230	\$ 6,030	\$ 1,230	\$ 1,230
GAS & OIL	\$ 69,590	\$ 126,342	\$ 126,342	\$ 126,342	\$ 126,342
TIRES & TUBES	\$ 8,507	\$ 5,137	\$ 13,300	\$ 13,300	\$ 13,300
PARTS	\$ 77,463	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
VEHICLE CLEANING SUP	\$ -	\$ 515	\$ 515	\$ 515	\$ 515
DEPARTMENT SUPPLIES	\$ 2,987	\$ 2,351	\$ 3,351	\$ 3,351	\$ 3,351
COMMUNICATION EQUIPMT	\$ 830	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
COMPUTER SUPPLIES	\$ 194	\$ 3,782	\$ 2,782	\$ 1,000	\$ 1,000
TRAVEL	\$ 224	\$ 380	\$ 380	\$ 380	\$ 380
TRAVEL SUBSISTENCE	\$ 796	\$ 824	\$ 824	\$ 824	\$ 824
TELEPHONE	\$ 252	\$ 300	\$ 300	\$ 300	\$ 300
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 112	\$ 300	\$ 300	\$ 300	\$ 300
ELECTRIC POWER	\$ 4,367	\$ 4,856	\$ 5,196	\$ 5,196	\$ 5,196
NATURAL GAS	\$ 3,983	\$ 6,012	\$ 5,371	\$ 5,371	\$ 5,371
CITY UTILITIES	\$ 1,030	\$ 1,322	\$ 1,363	\$ 1,363	\$ 1,363
PRINTING	\$ 5,642	\$ 2,000	\$ 4,000	\$ 2,000	\$ 2,000
BUILDINGS & GROUNDS	\$ 5,463	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G CONTRACTED SERVICES	\$ 6,023	\$ 5,693	\$ 9,537	\$ 9,537	\$ 9,537
MAINT EQUIPMENT	\$ 4,562	\$ 12,550	\$ 12,550	\$ 12,550	\$ 12,550
MAINT AUTO	\$ 1,814	\$ 6,119	\$ 6,119	\$ 6,119	\$ 6,119
VEHICLE DAMAGE REPAIR	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
ADVERTISING	\$ 700	\$ 800	\$ 2,500	\$ 1,000	\$ 1,000
TRAINING	\$ 2,824	\$ 1,200	\$ 8,000	\$ 1,000	\$ 1,000
COPIER CONTRACT EXPENSE	\$ 480	\$ 2,675	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 16,334	\$ 19,404	\$ 22,644	\$ 22,644	\$ 22,644

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
INSURANCE CLAIMS	\$ 1,137	\$ 500	\$ 500	\$ 500	\$ 500
DEPRECIATION EXPENSE	\$ 62,025	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 750	\$ 1,350	\$ 1,500	\$ 1,500	\$ 1,500
MISCELLANEOUS EXPENSE	\$ 1,715	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
SPECIAL PROJECTS	\$ 32,498	\$ 8,200	\$ 10,300	\$ 10,300	\$ 10,300
CONTRACTED SERVICES	\$ 155,249	\$ 29,623	\$ 38,700	\$ 38,700	\$ 38,700
EMPLOYEE ASSISTANCE PROGRAM	\$ 285	\$ 272	\$ 248	\$ 248	\$ 248
RETIREE HEALTH INSURANCE	\$ (12,111)	\$ 9,065	\$ 9,065	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 1,204	\$ 2,292	\$ 2,792	\$ 2,792	\$ 2,792
Operations Total	\$ 461,974	\$ 332,816	\$ 376,400	\$ 359,318	\$ 359,318
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ 42,409	\$ 300,000	\$ 335,000	\$ 316,000	\$ 316,000
Capital Total	\$ 42,409	\$ 300,000	\$ 335,000	\$ 316,000	\$ 316,000
Grand Total	\$ 1,316,982	\$ 1,487,545	\$ 1,662,235	\$ 1,603,097	\$ 1,608,168

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Consistently provide exceptional service to all customers.
2. Evaluate fixed routes for efficiency and effectiveness as well as the feasibility to expand routes and services.
3. Better marketing and spreading the word about public transit by “telling the story through a benefits campaign” to local elected bodies and the community at large.
4. Improve transit connectivity inside and outside the City of Salisbury by focusing on connecting customers to places.
5. Maintain transit infrastructure at a high level and improve the aesthetic appeal of shelters, bus stops, benches, and signs.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	
	Actual	Estimate	Projected	Goal
Workload				
Number of Passengers -Fixed Route	113,938	113,938	141,500	141,500
Number of Passengers - ADA	8,095	8,905	9,796	9,796
Number of Full-sized Buses	6	6	6	N/A
Number of Routes	3	3	3	N/A
Revenue Miles Driven	129,015	139,188	139,188	139,188
Fares Collected (Dollars) - Fixed Route	\$52,996	\$324	\$33,500	\$33,500
State Matching Funds Collected	\$0	\$195,142	\$195,142	\$195,142
Efficiency				
Average Cost Per Mile	\$ 7.76	\$ 9.31	\$ 11.17	\$ 11.17
Average Cost Per Passenger - Routine	\$ 8.78	\$ 10.54	\$ 12.65	\$ 12.65
Average Cost Per Passenger - ADA	\$ 19.70	\$ 23.64	\$ 28.37	\$ 28.37
Effectiveness				
Complaints Received	5	2	4	4
Number of Break-Downs	3	1	4	4
Number of Driver Vacancies	0	0	0	0
Accidents - FTA Threshold	0	0	0	0
Injuries	0	1	0	0

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 134,018	\$ 135,074	\$ 135,494	\$ 135,494	\$ 135,494
OVERTIME SALARIES	\$ 432	\$ 800	\$ 100	\$ 100	\$ 100
FICA TAX	\$ 9,759	\$ 10,261	\$ 10,373	\$ 10,373	\$ 10,373
RETIREMENT	\$ 11,976	\$ 13,708	\$ 15,594	\$ 15,471	\$ 15,471
401(K) EMPLOYER CONTRIBUTION	\$ 3,963	\$ 4,024	\$ 4,068	\$ 4,068	\$ 5,424
PENSION EXPENSE - LGERS	\$ 55,949	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 19,741	\$ 19,753	\$ 21,728	\$ 19,753	\$ 19,753
LIFE INSURANCE	\$ 247	\$ 332	\$ 335	\$ 335	\$ 335
EMP SEC INS	\$ 74	\$ 929	\$ 940	\$ 470	\$ 470
WORKERS COMPENSATION	\$ 4,500	\$ 4,800	\$ 5,200	\$ 4,000	\$ 4,000
Personnel Total	\$ 240,659	\$ 189,681	\$ 193,832	\$ 190,064	\$ 191,420
Operations					
UNIFORMS	\$ 1,210	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
DEPARTMENT SUPPLIES	\$ 2,987	\$ 2,351	\$ 3,351	\$ 3,351	\$ 3,351
COMMUNICATION EQUIPMT	\$ 6	\$ -	\$ -	\$ -	\$ -
COMPUTER SUPPLIES	\$ 194	\$ 3,782	\$ 2,782	\$ 1,000	\$ 1,000
TRAVEL	\$ 224	\$ 380	\$ 380	\$ 380	\$ 380
TRAVEL SUBSISTENCE	\$ 796	\$ 824	\$ 824	\$ 824	\$ 824
TELEPHONE	\$ 252	\$ 300	\$ 300	\$ 300	\$ 300
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 112	\$ 300	\$ 300	\$ 300	\$ 300
PRINTING	\$ 5,642	\$ 2,000	\$ 4,000	\$ 2,000	\$ 2,000
ADVERTISING	\$ 700	\$ 800	\$ 2,500	\$ 1,000	\$ 1,000
TRAINING	\$ 2,824	\$ 900	\$ 7,000	\$ -	\$ -
COPIER CONTRACT EXPENSE	\$ 480	\$ 2,675	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 16,334	\$ 19,404	\$ 22,644	\$ 22,644	\$ 22,644
INSURANCE CLAIMS	\$ 1,137	\$ 500	\$ 500	\$ 500	\$ 500
DEPRECIATION EXPENSE	\$ 62,025	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 750	\$ 1,350	\$ 1,500	\$ 1,500	\$ 1,500
MISCELLANEOUS EXPENSE	\$ 1,715	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
SPECIAL PROJECTS	\$ 17,098	\$ 8,200	\$ 10,300	\$ 10,300	\$ 10,300
EMPLOYEE ASSISTANCE PROGRAM	\$ 285	\$ 272	\$ 248	\$ 248	\$ 248
RETIREE HEALTH INSURANCE	\$ (12,111)	\$ 9,065	\$ 9,065	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 200	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000
Operations Total	\$ 102,861	\$ 55,903	\$ 71,538	\$ 59,256	\$ 59,256
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 343,520	\$ 245,584	\$ 265,370	\$ 249,320	\$ 250,676

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Transit Director	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2



BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 180,513	\$ 226,792	\$ 264,862	\$ 264,862	\$ 264,862
OVERTIME SALARIES	\$ 3,024	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
PART TIME SALARIES	\$ 53,624	\$ 44,318	\$ 30,694	\$ 30,694	\$ 30,694
FICA TAX	\$ 16,651	\$ 21,498	\$ 22,878	\$ 22,878	\$ 22,878
RETIREMENT	\$ 16,093	\$ 23,499	\$ 30,861	\$ 30,619	\$ 30,619
401(K) EMPLOYER CONTRIBUTION	\$ 4,471	\$ 6,929	\$ 8,049	\$ 8,049	\$ 10,735
HEALTH CARE	\$ 58,379	\$ 65,292	\$ 88,084	\$ 80,078	\$ 80,078
LIFE INSURANCE	\$ 429	\$ 562	\$ 656	\$ 656	\$ 656
EMP SEC INS	\$ 126	\$ 1,928	\$ 2,052	\$ 1,027	\$ 1,027
WORKERS COMPENSATION	\$ 18,000	\$ 21,600	\$ 23,400	\$ 18,000	\$ 18,000
Personnel Total	\$ 351,312	\$ 415,918	\$ 475,036	\$ 460,363	\$ 463,049
Operations					
UNIFORMS	\$ 1,762	\$ 3,675	\$ 4,200	\$ 4,200	\$ 4,200
GAS & OIL	\$ 69,590	\$ 96,004	\$ 96,004	\$ 96,004	\$ 96,004
SPECIAL PROJECTS	\$ 15,400	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 6,462	\$ 14,900	\$ 38,700	\$ 38,700	\$ 38,700
PROFESSIONAL SERVICES	\$ 1,004	\$ 1,792	\$ 1,792	\$ 1,792	\$ 1,792
Operations Total	\$ 94,218	\$ 116,371	\$ 140,696	\$ 140,696	\$ 140,696
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 445,530	\$ 532,289	\$ 615,732	\$ 601,059	\$ 603,745

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Transit Operator ²	7	6	6	6	6
Service Worker (PT) ¹	0	1	1	1	1
Transit Planner ¹	0	1	1	1	1
Transit Operator (Temp/PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	9	9	9	9

¹Positions reclassified from 653

²Positions eliminated

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 144,141	\$ 94,035	\$ 97,970	\$ 97,970	\$ 97,970
OVERTIME SALARIES	\$ 2,108	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PART TIME SALARIES	\$ 5,043	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 11,244	\$ 7,576	\$ 7,877	\$ 7,877	\$ 7,877
RETIREMENT	\$ 13,173	\$ 10,121	\$ 11,842	\$ 11,748	\$ 11,748
401(K) EMPLOYER CONTRIBUTION	\$ 4,359	\$ 2,971	\$ 3,090	\$ 3,090	\$ 4,119
HEALTH CARE	\$ 28,866	\$ 19,753	\$ 21,728	\$ 19,753	\$ 19,753
LIFE INSURANCE	\$ 332	\$ 233	\$ 242	\$ 242	\$ 242
EMP SEC INS	\$ 113	\$ 652	\$ 679	\$ 339	\$ 339
WORKERS COMPENSATION	\$ 9,000	\$ 4,800	\$ 5,200	\$ 4,000	\$ 4,000
Personnel Total	\$ 218,379	\$ 145,141	\$ 153,628	\$ 150,019	\$ 151,048
Operations					
JANITORIAL SUPPLIES	\$ 1,887	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
EXPENDABLE EQUIPMENT	\$ 185	\$ 1,230	\$ 6,030	\$ 1,230	\$ 1,230
TIRES & TUBES	\$ 8,507	\$ 1,807	\$ 10,000	\$ 10,000	\$ 10,000
PARTS	\$ 77,463	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
VEHICLE CLEANING SUP	\$ -	\$ 515	\$ 515	\$ 515	\$ 515
COMMUNICATION EQUIPMT	\$ 824	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
ELECTRIC POWER	\$ 4,367	\$ 4,856	\$ 5,196	\$ 5,196	\$ 5,196
NATURAL GAS	\$ 3,983	\$ 6,012	\$ 5,371	\$ 5,371	\$ 5,371
CITY UTILITIES	\$ 1,030	\$ 1,322	\$ 1,363	\$ 1,363	\$ 1,363
BUILDINGS & GROUNDS	\$ 5,463	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G CONTRACTED SERVICES	\$ 6,023	\$ 5,693	\$ 9,537	\$ 9,537	\$ 9,537
MAINT EQUIPMENT	\$ 4,562	\$ 12,550	\$ 12,550	\$ 12,550	\$ 12,550
MAINT AUTO	\$ 1,814	\$ 500	\$ 500	\$ 500	\$ 500
VEHICLE DAMAGE REPAIR	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
CONTRACTED SERVICES	\$ 148,787	\$ 14,723	\$ -	\$ -	\$ -
Operations Total	\$ 264,894	\$ 120,055	\$ 121,909	\$ 117,109	\$ 117,109
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ (36,064)	\$ 300,000	\$ 335,000	\$ 316,000	\$ 316,000
Capital Total	\$ (36,064)	\$ 300,000	\$ 335,000	\$ 316,000	\$ 316,000
Grand Total	\$ 447,210	\$ 565,196	\$ 610,537	\$ 583,128	\$ 584,157

PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 21-22
Mechanic	1	1	1	1	1
Transit Fleet Supervisor	1	1	1	1	1
Service Worker (PT) ¹	1	0	0	0	0
Transit Planner ¹	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	4	2	2	2	2

¹Positions reclassified to 651

CAPITAL OUTLAY

	Requested	Mgr Recommends	Adopted
	FY 21-22	FY 21-22	FY 21-22
Roof Repair	\$ 16,000	\$ 16,000	\$ 16,000
HVAC Replacement	19,000	-	-
Light Transit Vehicle with ADA Accessible Ramp (#1)	150,000	150,000	150,000
Light Transit Vehicle with ADA Accessible Ramp (#2)	150,000	150,000	150,000
Total Capital Outlay	\$ 335,000	\$ 316,000	\$ 316,000

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ -	\$ 35,603	\$ -	\$ -	\$ -
OVERTIME SALARIES	\$ -	\$ 1,255	\$ -	\$ -	\$ -
PART TIME SALARIES	\$ -	\$ 49,569	\$ 116,049	\$ 116,049	\$ 116,049
FICA TAX	\$ -	\$ 6,060	\$ 8,878	\$ 8,878	\$ 8,878
RETIREMENT	\$ -	\$ 3,673	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ -	\$ 1,047	\$ -	\$ -	\$ -
HEALTH CARE	\$ -	\$ 3,942	\$ -	\$ -	\$ -
LIFE INSURANCE	\$ -	\$ 90	\$ -	\$ -	\$ -
EMP SEC INS	\$ -	\$ 350	\$ 812	\$ 406	\$ 406
WORKERS COMPENSATION	\$ 2,250	\$ 2,400	\$ 2,600	\$ 2,000	\$ 2,000
Personnel Total	\$ 2,250	\$ 103,989	\$ 128,339	\$ 127,333	\$ 127,333
Operations					
UNIFORMS	\$ -	\$ 900	\$ 2,000	\$ 2,000	\$ 2,000
GAS & OIL	\$ -	\$ 30,338	\$ 30,338	\$ 30,338	\$ 30,338
TIRES & TUBES	\$ -	\$ 3,330	\$ 3,300	\$ 3,300	\$ 3,300
MAINT AUTO	\$ -	\$ 5,619	\$ 5,619	\$ 5,619	\$ 5,619
TRAINING	\$ -	\$ 300	\$ 1,000	\$ 1,000	\$ 1,000
Operations Total	\$ -	\$ 40,487	\$ 42,257	\$ 42,257	\$ 42,257
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ 78,473	\$ -	\$ -	\$ -	\$ -
Capital Total	\$ 78,473	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 80,723	\$ 144,476	\$ 170,596	\$ 169,590	\$ 169,590

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Transit Operator (PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1

CITY OF SALISBURY, NORTH CAROLINA

FIBRANT COMMUNICATIONS FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2022
With Estimated Actual for the Year Ending June 30, 2021 and
Actual for the Year Ended June 30, 2020

	<u>2020 Actual</u>	<u>2021 Estimate</u>	<u>2022 Budget</u>
OPERATING REVENUES:			
Lease	\$ 749,854	\$ 738,000	\$ 770,000
Other operating revenues	<u>52,348</u>	<u>48,000</u>	<u>50,000</u>
Total operating revenues	<u>\$ 802,202</u>	<u>\$ 786,000</u>	<u>\$ 820,000</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 26,836	\$ 5,000	\$ 2,000
Total nonoperating revenues	<u>\$ 26,836</u>	<u>\$ 5,000</u>	<u>\$ 2,000</u>
OTHER FINANCING SOURCES:			
Interfund revenues	<u>\$ 2,400,000</u>	<u>\$ 2,970,000</u>	<u>\$ 2,945,040</u>
Total other financing sources	<u>\$ 2,400,000</u>	<u>\$ 2,970,000</u>	<u>\$ 2,945,040</u>
 Total revenues	 <u>\$ 3,229,038</u>	 <u>\$ 3,761,000</u>	 <u>\$ 3,767,040</u>



STATEMENT OF PURPOSE

The City held a referendum in May 2018 as a requirement to enter into a lease agreement for management of the broadband utility with Hotwire Communications. The purpose of the Fibrant Communications Fund is to manage the public/private partnership to fully leverage the utility's 10 gig capabilities to attract businesses to Salisbury.

CITY OF SALISBURY FY 2021-2022 BUDGET SUMMARY FIBRANT COMMUNICATIONS FUND

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
REVENUE	\$ 3,229,038	\$ 3,784,000	\$ 3,822,000	\$ 3,767,040	\$ 3,767,040
EXPENSES					
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
INSURANCE PREMIUMS	\$ 2,180	\$ 2,548	\$ 3,057	\$ 3,057	\$ 3,057
DEPRECIATION EXPENSE	\$ 674,580	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 40,683	\$ 50,369	\$ 50,000	\$ 50,000	\$ 50,000
LEGAL FEES	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
PROFESSIONAL SERVICES	\$ 7,294	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
LEASE - DROP/INSTALL	\$ 184,581	\$ 338,000	\$ 300,000	\$ 300,000	\$ 300,000
LEASE - DARK FIBER	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000
LEASE - CAPITAL	\$ 32,565	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000
LEASE - RENT	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400
LEASE PURCHASE PRINCIPAL	\$ -	\$ 2,040,000	\$ 2,120,000	\$ 2,120,000	\$ 2,120,000
LEASE PURCHASE INTEREST EXP	\$ 941,834	\$ 588,913	\$ 532,813	\$ 532,813	\$ 532,813
INTERFUND INTEREST	\$ 64,770	\$ 61,770	\$ 58,770	\$ 58,770	\$ 58,770
INTERFUND PRINCIPAL	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
BOND SERVICE CHARGES	\$ 35,648	\$ -	\$ -	\$ -	\$ -
Operations Total	\$ 2,036,536	\$ 3,784,000	\$ 3,767,040	\$ 3,767,040	\$ 3,767,040
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 2,036,536	\$ 3,784,000	\$ 3,767,040	\$ 3,767,040	\$ 3,767,040

CITY OF SALISBURY, NORTH CAROLINA

STORMWATER UTILITY FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2022
With Estimated Actual for the Year Ending June 30, 2021 and
Actual for the Year Ended June 30, 2020

	<u>2020</u> <u>Actual</u>	<u>2021</u> <u>Estimate</u>	<u>2022</u> <u>Budget</u>
OPERATING REVENUES:			
Charges for services	\$ 1,823,732	\$ 1,880,000	\$ 1,896,477
Other operating revenues	<u>15,625</u>	<u>2,000</u>	<u>1,000</u>
Total operating revenues	<u>\$ 1,839,357</u>	<u>\$ 1,882,000</u>	<u>\$ 1,897,477</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 22,857	\$ 4,890	\$ 3,000
Total nonoperating revenues	<u>\$ 22,857</u>	<u>\$ 4,890</u>	<u>\$ 3,000</u>
OTHER FINANCING SOURCES:			
Fund balance appropriated	\$ -	\$ 400,000	\$ -
Total other financing sources	<u>\$ -</u>	<u>\$ 400,000</u>	<u>\$ -</u>
 Total revenues	 <u>\$ 1,862,214</u>	 <u>\$ 2,286,890</u>	 <u>\$ 1,900,477</u>



**CITY OF SALISBURY
FY 2021-2022 BUDGET SUMMARY
STORMWATER UTILITY FUND**

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
REVENUE	\$ 1,862,214	\$ 2,509,912	\$ 1,864,000	\$ 1,900,477	\$ 1,900,477
EXPENSES					
Personnel					
REGULAR SALARIES	\$ 315,332	\$ 407,533	\$ 450,730	\$ 450,730	\$ 450,730
OVERTIME SALARIES	\$ 5,870	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250
PART TIME SALARIES	\$ 580	\$ 10,481	\$ 10,440	\$ 10,440	\$ 10,440
FICA TAX	\$ 22,835	\$ 32,697	\$ 36,141	\$ 36,141	\$ 36,141
RETIREMENT	\$ 29,723	\$ 42,612	\$ 53,128	\$ 52,712	\$ 52,712
401(K) EMPLOYER CONTRIBUTION	\$ 9,834	\$ 12,509	\$ 13,859	\$ 13,859	\$ 18,481
PENSION EXPENSE - LGERS	\$ 51,194	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 78,751	\$ 98,658	\$ 113,264	\$ 102,970	\$ 102,970
LIFE INSURANCE	\$ 657	\$ 1,006	\$ 1,039	\$ 1,039	\$ 1,039
EMP SEC INS	\$ 243	\$ 2,888	\$ 2,979	\$ 1,491	\$ 1,491
WORKERS COMPENSATION	\$ 24,750	\$ 26,400	\$ 28,600	\$ 22,000	\$ 22,000
Personnel Total	\$ 539,768	\$ 646,034	\$ 721,430	\$ 702,632	\$ 707,254
Operations					
UNIFORMS	\$ 5,341	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
EXPENDABLE EQUIPMENT	\$ 1,593	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250
STORM SEWERS	\$ 22,469	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 5,355	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
GAS & OIL	\$ 12,317	\$ 20,581	\$ 14,817	\$ 14,817	\$ 14,817
DEPARTMENT SUPPLIES	\$ 415	\$ 500	\$ 500	\$ 500	\$ 500
TRAVEL	\$ 774	\$ -	\$ 800	\$ 800	\$ 800
TELEPHONE	\$ 126	\$ 150	\$ 150	\$ 150	\$ 150
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
POSTAGE	\$ 318	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ 543	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT EQUIPMENT	\$ 13,180	\$ 23,607	\$ 23,607	\$ 23,607	\$ 23,607
MAINT ST CLEAN EQUIP	\$ 889	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
MAINT AUTO	\$ 12,871	\$ 13,750	\$ 13,750	\$ 13,750	\$ 13,750
VEHICLE DAMAGE REPAIR	\$ 4,234	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 16,394	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
ADVERTISING	\$ 4,258	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAINING	\$ 480	\$ 3,530	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 4,314	\$ 4,707	\$ 6,306	\$ 6,306	\$ 6,306
INSURANCE CLAIMS	\$ 377	\$ -	\$ -	\$ -	\$ -
DEPRECIATION EXPENSE	\$ 110,137	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 174	\$ 250	\$ 250	\$ 250	\$ 250
MISCELLANEOUS EXPENSE	\$ 2,429	\$ 6,422	\$ 7,652	\$ 7,652	\$ 7,652
SPECIAL PROJECTS	\$ 62,879	\$ 877,896	\$ 258,708	\$ 210,878	\$ 206,256
EMPLOYEE ASSISTANCE PROGRAM	\$ 224	\$ 200	\$ 195	\$ 195	\$ 195
RETIREE HEALTH INSURANCE	\$ (12,676)	\$ 9,065	\$ 9,065	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 163,184	\$ 254,524	\$ 258,700	\$ 258,700	\$ 258,700
TRANSFER - CAP RESERVE FUND	\$ 153,890	\$ 159,723	\$ 159,778	\$ 159,778	\$ 159,778
CHARGES-GENERAL FUND	\$ 301,807	\$ 394,223	\$ 394,223	\$ 394,223	\$ 394,223
Operations Total	\$ 888,296	\$ 1,863,878	\$ 1,245,675	\$ 1,197,845	\$ 1,193,223

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ 1,707	\$ -	\$ -	\$ -	\$ -
Capital Total	\$ 1,707	\$ -	\$ -	\$ -	\$ -
Grand Total					
	\$ 1,429,771	\$ 2,509,912	\$ 1,967,105	\$ 1,900,477	\$ 1,900,477



STATEMENT OF PURPOSE

To manage the City’s Municipal Separate Storm Sewer System (MS4) through a program of engineering, maintenance, construction, and cleaning of the infrastructure. Provide street sweeping and seasonal leaf collection services.

DEPARTMENTAL PERFORMANCE GOALS

1. Oversee the City’s Public Education and Outreach, Public Involvement and Participation, Illicit Discharge Detection and Elimination.
2. Coordinate with Rowan County’s Construction Site Runoff Control, Post Construction Site Runoff Control, Pollution Prevention and Good Housekeeping for Municipal Operation programs to improve stormwater quality and comply with federal and state regulations.
3. Ensure compliance with federal and state Total Maximum Daily Load (TMDL) allocations to impaired waterways located inside the City.
4. Provide engineering design for capital and infrastructure improvements to the City’s stormwater system.

PERFORMANCE MEASURES

	FY 2020	FY 2021	FY 2022	Goal
	Actual	Estimate	Projected	
Workload				
Street Cleaning, Miles Swept / Month	51	21	50	N/A
Pipes Cleaned, Linear Feet of Pipe / Month	92	90	90	N/A
Illegal Discharge Detections, Each Month	1.50	1.70	2.00	N/A
Impervious Surface Area Added, Square Feet / Month*	35,618	42,444	40,000	N/A

*Residential and Commercial

BUDGET REQUEST

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY19-20	FY20-21	FY21-22	FY21-22	FY21-22
Personnel					
REGULAR SALARIES	\$ 130,201	\$ 146,092	\$ 151,127	\$ 151,127	\$ 151,127
OVERTIME SALARIES	\$ -	\$ 250	\$ 250	\$ 250	\$ 250
PART TIME SALARIES	\$ 580	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 8,895	\$ 11,053	\$ 11,581	\$ 11,581	\$ 11,581
RETIREMENT	\$ 12,557	\$ 14,768	\$ 17,408	\$ 17,273	\$ 17,273
401(K) EMPLOYER CONTRIBUTION	\$ 4,155	\$ 4,335	\$ 4,541	\$ 4,541	\$ 6,055
PENSION EXPENSE - LGERS	\$ 51,194	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 26,904	\$ 26,138	\$ 28,752	\$ 26,138	\$ 26,138
LIFE INSURANCE	\$ 278	\$ 357	\$ 374	\$ 374	\$ 374
EMP SEC INS	\$ 77	\$ 999	\$ 1,047	\$ 524	\$ 524
WORKERS COMPENSATION	\$ 4,500	\$ 4,800	\$ 5,200	\$ 4,000	\$ 4,000
Personnel Total	\$ 239,342	\$ 208,792	\$ 220,280	\$ 215,808	\$ 217,322

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Operations					
UNIFORMS	\$ 1,024	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
EXPENDABLE EQUIPMENT	\$ 391	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 925	\$ 1,222	\$ 1,914	\$ 1,914	\$ 1,914
DEPARTMENT SUPPLIES	\$ 415	\$ 500	\$ 500	\$ 500	\$ 500
TRAVEL	\$ 774	\$ -	\$ 800	\$ 800	\$ 800
TELEPHONE	\$ 126	\$ 150	\$ 150	\$ 150	\$ 150
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
POSTAGE	\$ 318	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ 543	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT AUTO	\$ 702	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
ADVERTISING	\$ 4,258	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAINING	\$ 480	\$ 3,530	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 436	\$ 683	\$ 1,216	\$ 1,216	\$ 1,216
DEPRECIATION EXPENSE	\$ 110,137	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 174	\$ 250	\$ 250	\$ 250	\$ 250
MISCELLANEOUS EXPENSE	\$ 1,820	\$ 3,770	\$ 5,000	\$ 5,000	\$ 5,000
SPECIAL PROJECTS	\$ 62,879	\$ 877,896	\$ 258,708	\$ 210,878	\$ 206,256
EMPLOYEE ASSISTANCE PROGRAM	\$ 224	\$ 200	\$ 195	\$ 195	\$ 195
RETIREE HEALTH INSURANCE	\$ (12,676)	\$ 9,065	\$ 9,065	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 163,184	\$ 254,524	\$ 258,700	\$ 258,700	\$ 258,700
TRANSFER - CAP RESERVE FUND	\$ 8,622	\$ 10,961	\$ 11,861	\$ 11,861	\$ 11,861
CHARGES-GENERAL FUND	\$ 301,807	\$ 394,223	\$ 394,223	\$ 394,223	\$ 394,223
Operations Total	\$ 646,563	\$ 1,568,724	\$ 956,756	\$ 908,926	\$ 904,304
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ 1,707	\$ -	\$ -	\$ -	\$ -
Capital Total	\$ 1,707	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 887,612	\$ 1,777,516	\$ 1,177,036	\$ 1,124,734	\$ 1,121,626

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Assistant Public Works Director	0	1	1	1	1
Stormwater Engineer	1	0	0	0	0
Administration Services Manager	0	0	1	1	1
Stormwater Technician	0	1	0	0	0
Stormwater Specialist	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ¹	2	2	2	2	2

¹Positions reclassified

DEPARTMENTAL PERFORMANCE GOALS

Routinely sweep, wash, and remove debris from streets to prevent sedimentation of drainage structures and prevent unsafe conditions. Clean downtown sidewalks, streets, and city parking facilities to provide aesthetic enhancements to public properties.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 46,646	\$ 102,592	\$ 121,029	\$ 121,029	\$ 121,029
OVERTIME SALARIES	\$ 1,554	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
FICA TAX	\$ 3,489	\$ 8,078	\$ 9,488	\$ 9,488	\$ 9,488
RETIREMENT	\$ 4,330	\$ 10,793	\$ 14,264	\$ 14,152	\$ 14,152
401(K) EMPLOYER CONTRIBUTION	\$ 1,424	\$ 3,168	\$ 3,721	\$ 3,721	\$ 4,962
HEALTH CARE	\$ 14,713	\$ 27,195	\$ 29,913	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 105	\$ 255	\$ 270	\$ 270	\$ 270
EMP SEC INS	\$ 61	\$ 712	\$ 754	\$ 377	\$ 377
WORKERS COMPENSATION	\$ 6,750	\$ 7,200	\$ 7,800	\$ 6,000	\$ 6,000
Personnel Total	\$ 79,071	\$ 162,993	\$ 190,239	\$ 185,232	\$ 186,473
Operations					
UNIFORMS	\$ 1,633	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
EXPENDABLE EQUIPMENT	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 6,245	\$ 10,383	\$ 7,163	\$ 7,163	\$ 7,163
MAINT ST CLEAN EQUIP	\$ 889	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
MAINT AUTO	\$ 11,817	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
VEHICLE DAMAGE REPAIR	\$ 4,234	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 16,394	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
INSURANCE PREMIUMS	\$ 2,295	\$ 2,525	\$ 3,293	\$ 3,293	\$ 3,293
INSURANCE CLAIMS	\$ 377	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 194	\$ 500	\$ 500	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 99,122	\$ 71,078	\$ 78,733	\$ 78,733	\$ 78,733
Operations Total	\$ 143,199	\$ 135,486	\$ 140,689	\$ 140,689	\$ 140,689
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 222,270	\$ 298,479	\$ 330,928	\$ 325,921	\$ 327,162

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Crew Leader	0	0	1	1	1
Maintenance Worker I/II/III/Sr.	3	3	2	2	2
TOTAL¹	3	3	3	3	3

¹Positions reclassified

DEPARTMENTAL PERFORMANCE GOALS

Provide a maintenance program to clean, construct, and repair culverts, catch basins, and related drainage structures on a regular maintenance schedule to ensure effective and efficient run-off of rainwater to minimize local flooding.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 63,770	\$ 53,598	\$ 60,295	\$ 60,295	\$ 60,295
OVERTIME SALARIES	\$ 1,241	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
FICA TAX	\$ 4,733	\$ 4,177	\$ 4,688	\$ 4,688	\$ 4,688
RETIREMENT	\$ 5,869	\$ 5,580	\$ 7,049	\$ 6,993	\$ 6,993
401(K) EMPLOYER CONTRIBUTION	\$ 1,938	\$ 1,638	\$ 1,838	\$ 1,838	\$ 2,453
HEALTH CARE	\$ 18,469	\$ 18,130	\$ 24,686	\$ 22,442	\$ 22,442
LIFE INSURANCE	\$ 130	\$ 133	\$ 132	\$ 132	\$ 132
EMP SEC INS	\$ 36	\$ 372	\$ 367	\$ 184	\$ 184
WORKERS COMPENSATION	\$ 4,500	\$ 4,800	\$ 5,200	\$ 4,000	\$ 4,000
Personnel Total	\$ 100,687	\$ 89,428	\$ 105,255	\$ 101,572	\$ 102,187
Operations					
UNIFORMS	\$ 1,274	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
EXPENDABLE EQUIPMENT	\$ 738	\$ 750	\$ 750	\$ 750	\$ 750
STORM SEWERS	\$ 22,469	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 5,355	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
GAS & OIL	\$ 3,404	\$ 5,468	\$ 3,757	\$ 3,757	\$ 3,757
MAINT EQUIPMENT	\$ 2,503	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
MAINT AUTO	\$ 353	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
INSURANCE PREMIUMS	\$ 1,330	\$ 1,250	\$ 1,499	\$ 1,499	\$ 1,499
TRANSFER - CAP RESERVE FUND	\$ 33,296	\$ 65,184	\$ 56,684	\$ 56,684	\$ 56,684
Operations Total	\$ 70,722	\$ 121,652	\$ 111,690	\$ 111,690	\$ 111,690
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 171,410	\$ 211,080	\$ 216,945	\$ 213,262	\$ 213,877

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Maintenance Worker I/II/III/Sr.	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	2	2	2	2	2

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
REGULAR SALARIES	\$ 74,714	\$ 105,251	\$ 118,279	\$ 118,279	\$ 118,279
OVERTIME SALARIES	\$ 3,075	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
PART TIME SALARIES	\$ -	\$ 10,481	\$ 10,440	\$ 10,440	\$ 10,440
FICA TAX	\$ 5,718	\$ 9,389	\$ 10,384	\$ 10,384	\$ 10,384
RETIREMENT	\$ 6,967	\$ 11,471	\$ 14,407	\$ 14,294	\$ 14,294
401(K) EMPLOYER CONTRIBUTION	\$ 2,317	\$ 3,368	\$ 3,759	\$ 3,759	\$ 5,011
HEALTH CARE	\$ 18,665	\$ 27,195	\$ 29,913	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 144	\$ 261	\$ 263	\$ 263	\$ 263
EMP SEC INS	\$ 69	\$ 805	\$ 811	\$ 406	\$ 406
WORKERS COMPENSATION	\$ 9,000	\$ 9,600	\$ 10,400	\$ 8,000	\$ 8,000
Personnel Total	\$ 120,669	\$ 184,821	\$ 205,656	\$ 200,020	\$ 201,272
Operations					
UNIFORMS	\$ 1,411	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
EXPENDABLE EQUIPMENT	\$ 463	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 1,743	\$ 3,508	\$ 1,983	\$ 1,983	\$ 1,983
MAINT EQUIPMENT	\$ 10,677	\$ 17,607	\$ 17,607	\$ 17,607	\$ 17,607
INSURANCE PREMIUMS	\$ 253	\$ 249	\$ 298	\$ 298	\$ 298
MISCELLANEOUS EXPENSE	\$ 415	\$ 2,152	\$ 2,152	\$ 2,152	\$ 2,152
TRANSFER - CAP RESERVE FUND	\$ 12,850	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500
Operations Total	\$ 27,812	\$ 38,016	\$ 36,540	\$ 36,540	\$ 36,540
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 148,481	\$ 222,837	\$ 242,196	\$ 236,560	\$ 237,812

PERSONNEL DETAIL

Position Title	Authorized FY 19-20	Authorized FY 20-21	Requested FY 21-22	Mgr. Recommends FY 21-22	Adopted FY 21-22
Crew Leader	1	1	1	1	1
Maintenance Worker I/II/III/Sr.	2	2	2	2	2
Seasonal/Part-Time Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

CITY OF SALISBURY, NORTH CAROLINA

STORMWATER CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2022
With Estimated Actual for the Year Ending June 30, 2021 and
Actual for the Year Ended June 30, 2020

	<u>2020</u> <u>Actual</u>	<u>2021</u> <u>Estimate</u>	<u>2022</u> <u>Budget</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 7,425	\$ 1,250	\$ 500
Total miscellaneous	<u>\$ 7,425</u>	<u>\$ 1,250</u>	<u>\$ 500</u>
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 153,890	\$ 159,723	\$ 159,778
Total other financing sources	<u>\$ 153,890</u>	<u>\$ 159,723</u>	<u>\$ 159,778</u>
 Total revenues and other financing sources	 <u>\$ 161,315</u>	 <u>\$ 160,973</u>	 <u>\$ 160,278</u>



Stormwater Capital Reserve

STATEMENT OF PURPOSE

The Stormwater Capital Reserve funds replacement cost of Stormwater Utility Fund vehicles and computers and accrues reserves for future purchases.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
EQUIPMENT REPLACEMENT RESERVE	\$ -	\$ 158,824	\$ 31,522	\$ 31,522	\$ 31,522
Operations Total	\$ -	\$ 158,824	\$ 31,522	\$ 31,522	\$ 31,522
Capital					
CAPITAL OUTLAY - EQUIPMENT	\$ 4,321	\$ -	\$ 128,756	\$ 128,756	\$ 128,756
C O COMPUTER EQUIPMENT	\$ 1,755	\$ 3,399	\$ -	\$ -	\$ -
Capital Total	\$ 6,076	\$ 3,399	\$ 128,756	\$ 128,756	\$ 128,756
Grand Total	\$ 6,076	\$ 162,223	\$ 160,278	\$ 160,278	\$ 160,278

CAPITAL OUTLAY

	Requested FY 21-22	Mgr Recommends FY 21-22	Adopted FY 21-22
Replace SW30105 w/ like Pull Behind Leaf Vac	\$ 128,756	\$ 128,756	\$ 128,756
Total Capital Outlay	\$ 128,756	\$ 128,756	\$ 128,756

CITY OF SALISBURY, NORTH CAROLINA

SPECIAL REVENUE FUNDS

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2022
With Estimated Actual for the Year Ending June 30, 2021 and
Actual for the Year Ended June 30, 2020

	<u>2020 Actual</u>	<u>2021 Estimate</u>	<u>2022 Budget</u>
REVENUES:			
Intergovernmental:			
Federal	\$ 336,941	\$ 350,000	\$ 435,870
Cares Act Funds	-	125,000	-
Miscellaneous:			
Other	<u>28,499</u>	<u>28,000</u>	<u>25,000</u>
Total revenues	<u>\$ 365,440</u>	<u>\$ 503,000</u>	<u>\$ 460,870</u>

Special Revenue Funds

STATEMENT OF PURPOSE

The Special Revenue Funds account for the operations of the City's Community Development programs as financed by the U.S. Department of Housing & Urban Development and the Cabarrus/Iredell/Rowan HOME Consortium.

BUDGET REQUEST

	Actual FY19-20	Budgeted FY20-21	Requested FY21-22	Mgr Recommends FY21-22	Adopted FY21-22
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
Operations Total	\$ 365,142	\$ 431,845	\$ 441,510	\$ 456,668	\$ 460,870
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 365,142	\$ 431,845	\$ 441,510	\$ 456,668	\$ 460,870



CITY OF SALISBURY, NORTH CAROLINA

INTERNAL SERVICE FUNDS

FINANCIAL PLAN

For the Year Ending June 30, 2022

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

REVENUES

Charges for Services	\$ 6,652,410
Interest Earned on Investments	<u>8,000</u>
Total Revenues	<u>\$ 6,660,410</u>

EXPENDITURES

Employee Benefits	\$ 6,618,610
Miscellaneous Expenditures	<u>41,800</u>
Total Expenditures	<u>\$ 6,660,410</u>

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

REVENUES

Charges for Services	\$ 920,000
Interest Earned on Investments	<u>1,219</u>
Total Revenues	<u>\$ 921,219</u>

EXPENDITURES

Employee Benefits	<u>\$ 921,219</u>
Total Expenditures	<u>\$ 921,219</u>



Capital Improvement Program

The City of Salisbury's ten year capital improvement program (CIP) outlines the City's vision for achieving the goals, objectives, and service levels desired by the Council. The purpose of this program is to forecast and match projected annual revenues with major capital needs over the next ten years. Capital planning is an important management tool that strengthens the linkages between the community's infrastructure needs and the financial capacity of the City.

The City defines CIP capital expenditures as any expenditure greater than \$10,000, results in the acquisition of a fixed asset, and has a useful life greater than three years. Items included in the CIP are those that involve acquisition, renovation, or construction of a single fixed asset greater than \$10,000, equipment purchases, land purchases not associated with another CIP project, capital road maintenance, or construction costs greater than \$10,000 (excluding recurring or routine maintenance projects).

The City engages the services of WR-Martin Management Consultants to annually update the CIP. As part of this engagement, the Council holds two CIP work sessions with staff each fiscal year to review both the forecasted revenues and potential capital expenditures that are reflected in the CIP. This practice allows the Council to thoughtfully and deliberately discuss the capital needs in an on-going fashion and to be better informed during the budget review and adoption process. **Due to the ongoing financial uncertainties related to COVID-19, the FY2022-2031 General Fund CIP was discontinued until a later date. Only the Water & Sewer Fund CIP was prepared.**

The annual update of the CIP is to ensure that it addresses new and changing priorities within the City. Each page of the CIP includes the following:

- A project name
- The responsible City department
- A project description and how it addresses a City goal
- The funding source
- A ten year financial summary chart
- A description of the financial impact on operations and/or debt service, if applicable

With careful capital planning, the Council can address the ongoing needs of the community now, and prepare for future needs. The following pages are submitted for your review and approval.



Water and Sewer Camera Van



Water and Sewer Water Tower



Water and Sewer Construction

City of Salisbury
10 Year Capital Improvement Program

Water & Sewer Fund

10 - Year CIP Summary	14 - 4
Administration	14 - 6
Raw Water	14 - 7
Water Treatment Plant	14 - 11
Water Distribution	14 - 12
Sanitary Sewer Collections	14 - 18
Sanitary Sewer Lift Stations	14 - 21
Wastewater Treatment Plant	14 - 22
Wastewater Treatment	14 - 23

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

Department	Project Name	Fiscal Year				
		2022	2023	2024	2025	2026
Administration	Maintenance Building Up fit (Cemetery Street)	-	100,000	-	-	-
Raw Water	Raw Water Pump Station Improvements					
	Raw Water Piping 24" Concrete Pipe	-	150,000	-	-	-
	Electrical System Upgrade	-	100,000	-	-	-
	Intake Wing Wall Rehab	-	220,000	-	-	-
Raw Water	Raw Water Reservoir Dredging	250,000	-	-	-	-
Raw Water	Raw Water NEW Raw Water Pump Station					
	New Raw Water Pump Station Design	500,000	1,487,643	1,487,643	1,487,643	-
	New Raw Water Pump Station Construction	-	6,883,905	6,883,905	6,883,905	-
Raw Water	Water Treatment Raw Water Reservoir (30MG)	-	-	-	-	3,000,000
Water Treatment Plant	Water Treatment Plant Upgrades					
	Control Room Upgrade	-	1,000,000	1,000,000	-	-
	Finished Water Clearwell Storage	-	-	-	-	2,000,000
Water Distribution	Water Line Extensions					
	Water Extensions	200,000	250,000	250,000	250,000	250,000
	Granite Quarry Secondary Waterline	-	-	500,000	-	-
	Rockwell Secondary Waterline	-	-	500,000	-	-
Water Distribution	Water Line Rehab/Replacement	450,000	500,000	550,000	600,000	650,000
Water Distribution	Lead Service Line Replacement Program	-	-	-	-	1,000,000
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	-
Water Distribution	Meter Endpoint Warranty Upgrades	1,000,000	-	-	-	-
Water Distribution	Water Distribution Asset Management Contingency	-	250,000	250,000	250,000	250,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	200,000	250,000	250,000	250,000	250,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	450,000	500,000	550,000	600,000	650,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation					
	Grant Creek Interceptor Rehab	250,000	1,000,000	1,000,000	-	-
	Town Creek Interceptor Rehab	-	-	-	-	-
	Crane Creek Interceptor Rehab	-	-	-	1,000,000	1,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations					
	Eliminations (Hitachi LS)	-	600,000	-	-	-
	Eliminations (St Luke LS)	-	883,085	-	-	-
Wastewater Treatment Plant	WWTP Improvements					
	Town Creek Access Road Remote	250,000	250,000	-	-	-
	Septage Receiving Station	-	500,000	-	-	-
	Town Creek Pump Station Modifications	-	1,500,000	-	-	-
	Nutrient Removal Facility	-	-	-	-	-
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	250,000	250,000	250,000	250,000	250,000
		3,800,000	16,674,633	13,471,548	11,571,548	9,300,000

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

Department	Project Name	Fiscal Year					10 Year Total
		2027	2028	2029	2030	2031	
Administration	Maintenance Building Up fit (Cemetery Street)	-	-	-	-	-	100,000
Raw Water	Raw Water Pump Station Improvements						
	Raw Water Piping 24" Concrete Pipe	-	-	-	-	-	150,000
	Electrical System Upgrade	-	-	-	-	-	100,000
	Intake Wing Wall Rehab	-	-	-	-	-	220,000
Raw Water	Raw Water Reservoir Dredging	-	-	-	-	-	250,000
Raw Water	Raw Water NEW Raw Water Pump Station						
	New Raw Water Pump Station Design	-	-	-	-	-	4,962,929
	New Raw Water Pump Station Construction	-	-	-	-	-	20,651,715
Raw Water	Water Treatment Raw Water Reservoir (30MG)	3,000,000	-	-	-	-	6,000,000
Water Treatment Plant	Water Treatment Plant Upgrades						
	Control Room Upgrade	-	-	-	-	-	2,000,000
	Finished Water Clearwell Storage	-	-	-	-	-	2,000,000
Water Distribution	Water Line Extensions						
	Water Extensions	250,000	250,000	250,000	250,000	250,000	2,450,000
	Granite Quarry Secondary Waterline	-	-	-	-	-	500,000
	Rockwell Secondary Waterline	-	-	-	-	-	500,000
Water Distribution	Water Line Rehab/Replacement	700,000	750,000	800,000	850,000	900,000	6,750,000
Water Distribution	Lead Service Line Replacement Program	1,000,000	2,000,000	-	-	-	4,000,000
Water Distribution	Elevated Water Storage Tanks	-	-	2,000,000	-	-	2,000,000
Water Distribution	Meter Endpoint Warranty Upgrades	-	-	-	-	-	1,000,000
Water Distribution	Water Distribution Asset Management Contingency	250,000	250,000	250,000	250,000	250,000	2,250,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000	2,450,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	700,000	750,000	800,000	850,000	900,000	6,750,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation						
	Grant Creek Interceptor Rehab	-	-	1,000,000	1,000,000	-	4,250,000
	Town Creek Interceptor Rehab	1,000,000	1,000,000	-	-	-	2,000,000
	Crane Creek Interceptor Rehab	-	-	-	-	-	2,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations						
	Eliminations (Hitachi LS)	-	-	-	-	-	600,000
	Eliminations (St Luke LS)	-	-	-	-	-	883,085
Wastewater Treatment Plant	WWTP Improvements						
	Town Creek Access Road Remote	-	-	-	-	-	500,000
	Septage Receiving Station	-	-	-	-	-	500,000
	Town Creek Pump Station Modifications	-	-	-	-	-	1,500,000
	Nutrient Removal Facility	6,000,000	6,000,000	-	-	-	12,000,000
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	250,000	250,000	250,000	250,000	250,000	2,500,000
		13,400,000	11,500,000	5,600,000	3,700,000	2,800,000	91,817,729

Capital Improvement Program FY 2022-31

Project Name: Maintenance Building Upfit (Cemetery St.)

Department: Administration

Project Description: The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction		100									100
Other											-
Capital Total	-	100	-	-	-	-	-	-	-	-	100

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Pump Station Improvements

Department: Raw Water

Project Description: An existing section of the 24" concrete pipe that conveys raw water from the pump station to the reservoirs needs to be replaced. Additionally, the electrical system needs to be upgraded. Finally, the intake wing wall is scheduled for rehabilitation.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction		470									470
Other											-
Capital Total	-	470	-	-	-	-	-	-	-	-	470

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Reservoir Dredging

Department: Raw Water

Project Description: Both raw water reservoirs have accumulated sediment over the years and will require dredging. Removing the accumulated sediment will increase current raw water storage capacities.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	250										250
Other											-
Capital Total	250	-	-	-	-	-	-	-	-	-	250

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: New Raw Water Pump Station

Department: Raw Water

Project Description: The existing Raw Water Pump Station was constructed in 1917 and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built near the river, and sedimentation created by the ALCOA Yadkin project causes more severe flooding. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as increase withdrawal capacity for future system demands.

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

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING (in thousands)											
Design	500	1,487	1,487	1,488							4,962
Construction		6,884	6,884	6,883							20,651
Other											-
Capital Total	500	8,371	8,371	8,371	-	-	-	-	-	-	25,613

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

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
OPERATING IMPACT (in thousands)											
Operation											-
Debt Cost		394	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	11,522
Operating Total	-	394	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	11,522

Capital Improvement Program FY 2022-31

Project Name: Raw Water Reservoir (30MG)

Department: Raw Water

Project Description: This project includes the design and construction of a new 30 million gallon (30 MG) raw water reservoir. State regulations require a minimum of five days of off-site storage in the event of equipment failure or poor raw water quality. With the expansion of the Water Treatment Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.

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

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING (in thousands)											
Design											
Construction					3,000	3,000					6,000
Other											-
Capital Total	-	-	-	-	3,000	3,000	-	-	-	-	6,000

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

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost					150	528	528	528	528	528	2,790
Operating Total	-	-	-	-	150	528	528	528	528	528	2,790

Capital Improvement Program FY 2022-31

Project Name: Water Plant Upgrades

Department: Water Treatment Plant

Project Description: Upgrades include improvements to the SCADA system and control room, high-voltage electrical system and the addition of a finished water clearwell.

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

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction		1,000	1,000		2,000						4,000
Other											-
Capital Total	-	1,000	1,000	-	2,000	-	-	-	-	-	4,000

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

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
OPERATING IMPACT (in thousands)											
Operating											-
Debt Cost	1,024	1,276	1,376	1,628	1,678	1,804	1,804	1,804	1,804	1,804	16,002
Operating Total	1,024	1,276	1,376	1,628	1,678	1,804	1,804	1,804	1,804	1,804	16,002

Capital Improvement Program FY 2022-31

Project Name: Water Extensions

Department: Water Distribution

Project Description: Currently, a single water main feeds the distribution system supplying the towns of Granite Quarry and Rockwell. Multiple feeds would provide a redundant source of water and also improve the hydraulic characteristics of the distribution system. Funding for future waterline extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is also proposed.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	200	250	1,250	250	250	250	250	250	250	250	3,450
Other											-
Capital Total	200	250	1,250	250	250	250	250	250	250	250	3,450

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Water Line Rehab/Replacement

Department: Water Distribution

Project Description: Much of the existing distribution system, installed 50-70 years ago, is approaching the end of its useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	450	500	550	600	650	700	750	800	850	900	6,750
Other											-
Capital Total	450	500	550	600	650	700	750	800	850	900	6,750

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Lead Service Line Replacement Program

Department: Water Distribution

Project Description: Due to recent national incidents involving lead in drinking water, it is anticipated that future regulatory action will require an elimination of lead piping in drinking water systems. While lead services do not exist in the distribution system, lead "goosenecks" were previously used to connect galvanized service lines to the water main. SRU is in the process of identifying galvanized service lines throughout the system in preparation for a future replacement initiative.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction					1,000	1,000	2,000				4,000
Other											-
Capital Total	-	-	-	-	1,000	1,000	2,000	-	-	-	4,000

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Elevated Water Storage Tanks

Department: Water Distribution

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

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction								2,000			2,000
Other											-
Capital Total	-	-	-	-	-	-	-	2,000	-	-	2,000

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Meter Endpoint Warranty Upgrades

Department: Water Distribution

Project Description: The CDMA cellular network will be phased out in the near future, so all existing CDMA water meter endpoints will need to be upgraded to the current LTE network compatible endpoints. The upgrade needs to be completed prior to the CDMA network being turned off.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING (<i>in thousands</i>)											
Design											-
Construction	1,000										1,000
Other											-
Capital Total	1,000	-	-	-	-	-	-	-	-	-	1,000

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Asset Management Contingency

Department: Water Distribution

Project Description: SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment Grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction		250	250	250	250	250	250	250	250	250	2,250
Other											-
Capital Total	-	250	250	250	250	250	250	250	250	250	2,250

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Sanitary Sewer Extensions

Department: Sanitary Sewer Collections

Project Description: Economic development and environmentally sensitive areas will require the extension of sanitary sewer service. Funding for future sewer extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is proposed.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction	200	250	250	250	250	250	250	250	250	250	2,450
Other											-
Capital Total	200	250	250	250	250	250	250	250	250	250	2,450

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

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

Department: Sanitary Sewer Collections

Project Description: Repair aging infrastructure to be in compliance with state and federal standards once identified through regular, mandated inspections. Inflow & Infiltration (I&I) is a significant problem, as it strains existing wastewater treatment plant and sewer lift station capacity, causing occasional overflows and spills. Manholes, sanitary sewer mains, and cross connections identified by SRU staff may be targeted for major repair or replacement using this funding. Rehabilitation projects may consist of replacement, realignment, trenchless rehab, or an upgrade in pipe size to increase capacity.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	450	500	550	600	650	700	750	800	850	900	6,750
Other											-
Capital Total	450	500	550	600	650	700	750	800	850	900	6,750

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Sanitary Sewer Interceptor Rehabilitation

Department: Sanitary Sewer Collections

Project Description: Much of the existing gravity interceptors were installed 30-40 years ago and are approaching the end of useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction. Assessments have already been initiated for some of the older sections of the Grants Creek, Town Creek, and Crane Creek interceptors, with additional work planned in the coming years.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	250	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000		8,250
Other											-
Capital Total	250	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	-	8,250

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Lift Stations Upgrades & Eliminations

Department: Sanitary Sewer Lift Stations

Project Description: Sanitary sewer lift stations create a single point of failure and often limit capacity in the collection system, with higher operational and maintenance costs. When possible, lift stations are eliminated through the installation of gravity sewer extensions. Hitachi is scheduled for elimination in FY23. St. Luke’s upgrades are currently in design, with construction planned for FY23. Crane Creek lift station improvements were recently completed, increasing efficiency and capacity, as well as operational redundancy.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING (in thousands)											
Design											-
Construction		1,483									1,483
Other											-
Capital Total	-	1,483	-	-	-	-	-	-	-	-	1,483

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Wastewater Treatment Plant Improvements

Department: Wastewater Treatment Plant

Project Description: Improvements and upgrades to the wastewater treatment facilities are required in order to maintain regulatory compliance and repair/replace aging equipment.

Projects include:

- Town Creek pump station modifications
- Town Creek access road re-route
- Septage receiving station
- Nutrient removal upgrades

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

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	250	2,250				6,000	6,000				14,500
Other											-
Capital Total	250	2,250	-	-	-	6,000	6,000	-	-	-	14,500

Operating Fund Impact: None

Capital Improvement Program FY 2022-31

Project Name: Asset Management Contingency

Department: Wastewater Treatment

Project Description: SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment Grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

Proposed Funding Source: Water & Sewer Fund

	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	Total
CAPITAL FUNDING <i>(in thousands)</i>											
Design											-
Construction	250	250	250	250	250	250	250	250	250	250	2,500
Other											-
Capital Total	250	250	250	250	250	250	250	250	250	250	2,500

Operating Fund Impact: None



DEBT MANAGEMENT PROGRAM

OUTSTANDING DEBT

As of June 30, 2021, the City of Salisbury will have \$72,311,091 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
Installment Purchases	<u>\$ 7,835,494</u>
Water and Sewer Fund:	
Revenue Bonds	\$ 43,302,852
Capital Leases/Installment Purchases	<u>1,244,410</u>
	<u>\$ 44,547,262</u>
Fibrant Fund:	
Installment Purchases	<u>\$ 19,375,000</u>
HUD Fund:	
Section 108 Loan	<u>\$ 48,000</u>
Total	<u><u>\$ 71,805,756</u></u>

General Fund/General Fund Capital Reserve Fund

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

	<u>Balance</u> <u>June 30, 2021</u>
\$2,417,601 Installment Purchase Contract to purchase telecommunications equipment, rate of 1.85%, issued August 2013, payable in 20 semi-annual payments of \$120,880 principal plus interest, maturing serially to 2024	604,400
\$1,962,188 Installment Purchase Contract to purchase new fire trucks, rate of 2.68%, issued March 2018, payable in 12 semi-annual payments of \$163,515 principal plus interest, maturing serially to 2024	981,094
\$7,500,000 Installment Purchase Contract for construction of Fire Station 6 dated September 2018, interest rate 3.17%, payable in 30 semi-annual payments of \$250,000 principal plus interest, maturing serially to 2034	<u>6,250,000</u>
	<u><u>\$ 7,835,494</u></u>

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

<u>Year Ending</u>	<u>Installment Purchases</u>		
	<u>June 30,</u>	<u>Principal</u>	<u>Interest</u>
2022	1,068,791	228,458	
2023	1,068,791	199,309	
2024	947,911	170,160	
2025	500,000	146,613	
2026	500,000	130,763	
2027	500,000	114,913	
2028	500,000	99,063	
2029	500,000	83,213	
2030	500,000	67,363	
2031	500,000	51,513	
2032	500,000	35,663	
2033	500,000	19,813	
2034	<u>250,000</u>	<u>3,963</u>	
Totals	<u>\$ 7,835,494</u>	<u>\$ 1,350,803</u>	

Water and Sewer Fund

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

	<u>June 30, 2021</u>
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 2,147,852
Revenue Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	3,155,000
Revenue Water and Sewer Series 2020, rate of 3.40%, issued April 2020, maturing serially to 2045	<u>38,000,000</u>
	<u>\$ 43,302,852</u>

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

<u>Fiscal Year</u>	<u>Gross Revenues (1)</u>	<u>Operating Expenditures (2)</u>	<u>Net Revenues Available for</u>	<u>Debt Service Requirements</u>	<u>Coverage Ratios</u>		
			<u>Revenue Bond Debt Service</u>	<u>Parity Debt (3)</u>	<u>All Debt</u>	<u>Parity Debt</u>	<u>All Debt</u>
2018	25,807,649	16,387,723	9,419,926	3,010,952	4,132,963	312.86%	227.92%
2019	27,745,332	17,094,031	10,651,301	2,865,363	3,950,115	371.73%	269.65%
2020	28,181,743	17,605,426	10,576,317	2,936,612	3,976,470	360.15%	265.97%

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

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements

range from 2.6% to 5.6%. The City has recorded water and sewer assets related to these leases at the City's cost of \$20,258,125. The future minimum lease payments at June 30, 2019, total \$1,140,800, including \$94,570 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

On August 7, 2013, the City entered into an installment purchase contract for telecommunications equipment in the amount of \$1,292,399, at a rate of 1.85%, payable in 20 semi-annual payments of \$64,620 principal, plus interest.

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

Year Ending June 30,	Revenue Bonds		Captl Leases/Instmt Purchases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest
	2022	2,861,461	2,013,061	338,730	27,130	3,200,191
2023	2,985,898	1,884,210	338,730	19,655	3,324,628	1,903,865
2024	3,085,920	1,793,232	190,203	12,180	3,276,123	1,805,412
2025	3,216,550	1,653,954	125,583	8,684	3,342,133	1,662,638
2026	2,837,813	1,508,551	125,583	5,789	2,963,396	1,514,340
2027	2,735,210	1,383,587	125,583	2,895	2,860,793	1,386,481
2028	1,375,000	1,266,487	-	-	1,375,000	1,266,487
2029	935,000	1,210,250	-	-	935,000	1,210,250
2030	985,000	1,163,500	-	-	985,000	1,163,500
2031	1,035,000	1,114,250	-	-	1,035,000	1,114,250
2032	1,085,000	1,062,500	-	-	1,085,000	1,062,500
2033	1,140,000	1,008,250	-	-	1,140,000	1,008,250
2034	1,195,000	951,250	-	-	1,195,000	951,250
2035	1,255,000	891,500	-	-	1,255,000	891,500
2036	1,320,000	828,750	-	-	1,320,000	828,750
2037	1,385,000	762,750	-	-	1,385,000	762,750
2038	1,455,000	693,500	-	-	1,455,000	693,500
2039	1,525,000	620,750	-	-	1,525,000	620,750
2040	1,600,000	544,500	-	-	1,600,000	544,500
2041	1,680,000	464,500	-	-	1,680,000	464,500
2042	1,765,000	380,500	-	-	1,765,000	380,500
2043	1,855,000	292,250	-	-	1,855,000	292,250
2044	1,945,000	199,500	-	-	1,945,000	199,500
2045	2,045,000	102,250	-	-	2,045,000	102,250
Totals	\$ 43,302,852	\$ 23,793,831	\$ 1,244,410	\$ 76,333	\$ 44,547,262	\$ 23,870,164

Fibrant Communications Fund

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

	Balance <u>June 30, 2021</u>
Installment Purchase Refunding, issued December 2008, revised July 2018, rate 3.84%, maturing serially to 2029	<u>\$ 19,375,000</u>

In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.33%, maturing serially to 2029. In April 2013, the City issued \$16,928,000 in Refunding Certificates of Participation to refund a portion of the Series 2008. The City completed the refunding to reduce its total debt service payments by \$2,086,141 and to obtain an economic gain (difference between the present value of the old and new debt service payments) of \$1,968,375. On September 14, 2016, the City completed a \$29,680,000 Installment Financing to advance refund the \$30,983,000 outstanding Certificates of Participation above. As a result of this refunding, the Certificates of Participation were considered to be defeased. The City completed the advance refunding and reduced its total debt service payments over 13 years by \$5,599,305. The City held a referendum in May 2018 as a requirement to enter into a lease agreement for management of the broadband utility, which resulted in over 80% support of lease. Another requirement of the lease was to complete a taxable debt refinancing for broadband, which was completed in July 2018 for \$25,875,000 at 3.84%. In October 2019, with continued decreasing interest rates, the city was able to secure a revision to the installment financing, whereby the interest rate was renegotiated to 2.75%, with the same maturity of March 2029.

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

Year Ending	Installment Purchases	
June 30,	Principal	Interest
2022	2,120,000	532,813
2023	2,200,000	474,513
2024	2,280,000	414,013
2025	2,370,000	351,313
2026	2,460,000	286,138
2027	2,555,000	218,488
2028	2,655,000	148,225
2029	2,735,000	75,213
Totals	\$ 19,375,000	\$ 2,500,713

Special Revenue Fund

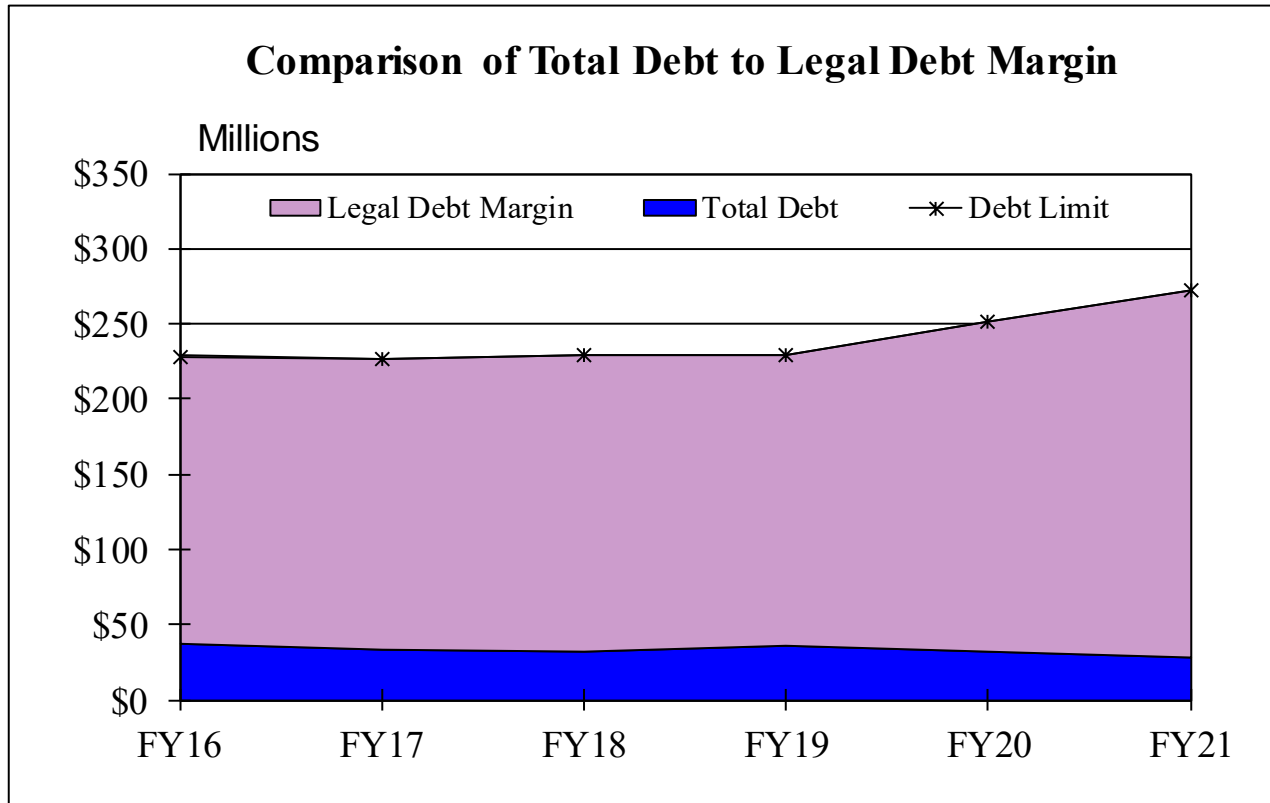
The City borrowed funds on loan from the U. S. Department of Housing and Urban Development pursuant to Section 108 of Title I of the Community Development Act of 1974. The loan was used to renovate two buildings to form a new community center. The City borrowed a total of \$596,000 under this loan.

Future maturities and interest are:

Year Ending	HUD Section 108 Loan	
June 30,	Principal	Interest
2022	34,000	1,740
2023	14,000	395
Totals	\$ 48,000	\$ 2,135

LEGAL DEBT MARGIN

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



Computation of Legal Debt Margin at June 30, 2021:

Debt limit: Total assessed value of \$3,083,630,077 x 8%		\$ 246,690,406
Amount of debt applicable to debt limit:		
Total certificates of participation	19,375,000	
Fibrant Communications Fund	19,375,000	
Total capitalized lease obligation	9,079,904	
General Fund	7,835,494	
Water & Sewer Fund	1,244,410	
Total amount of debt applicable to debt limit		<u>28,454,904</u>
 LEGAL DEBT MARGIN		<u>\$ 218,235,502</u>

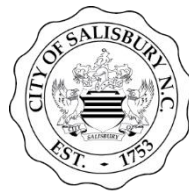
DIRECT AND OVERLAPPING DEBT

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2020.

Governmental Unit	Debt Outstanding	Estimated Percentage Applicable	Estimated Share of Overlapping Debt
Debt repaid with property taxes: Rowan County	\$ 55,923,390	22.92%	\$ 12,815,286
City of Salisbury direct debt			<u>9,141,998</u>
Total direct and overlapping debt			<u>\$ 21,957,284</u>

Sources: Assessed value data used to estimate applicable percentages and outstanding debt data provided by Rowan County Finance Department.

Note: Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the city. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of the City of Salisbury. This process recognizes that, when considering the government's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.



**BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR
BEGINNING JULY 1, 2021, AND ENDING JUNE 30, 2022**

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, 2021, and ending June 30, 2022, 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	\$	383,179
Management and Administration		1,243,194
Communications		465,903
Human Resources		1,551,235
Finance		1,462,305
Business Services		452,089
Community Planning Services		1,041,297
Information Technology		1,788,016
Development Services		677,456
Code Services		345,189
Downtown Development		468,884
Facilities Maintenance		361,437
Central City Buildings		701,179
Plaza		149,262
Police Services		3,405,886
Police Administration		1,874,348
Police Operations		5,449,969
Fire Department		7,755,205
Telecommunications		726,676
Traffic Operations		285,533
Street Lighting		485,625
Transportation		630,000
Engineering		2,573,279
Public Works Administration		351,508
Streets		2,049,326
Solid Waste		1,904,773
Waste Management - Other		528,441
Cemetery		103,474
Grounds Maintenance		1,351,733
Bell Tower Green		341,113
Parks and Recreation		1,611,036
Fleet Management		1,164,058
Education		40,000
Fibrant Support		2,945,040
Debt Service		828,852
TOTAL GENERAL FUND	\$	<u>47,496,500</u>

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

Utilities Mgt. and Administration	\$ 7,284,180
Plant Operations-Water Treatment	2,297,891
Systems Maintenance	5,476,060
Environmental Services	663,753
Plant Operations-Wastewater Treatment	5,053,565
Meter Services	765,529
Water and Sewer Debt Service	<u>5,240,384</u>
TOTAL WATER AND SEWER FUND	<u>\$ 26,781,362</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

\$ 1,608,168

(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

\$ 3,396,658

(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

\$ 547,938

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

\$ 3,767,040

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

\$ 1,900,477

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

\$ 160,278

(9) That for the 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

\$ 314,360

(10) That for the HOME 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

\$ 146,510

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, 2021 and ending June 30, 2022:

General Fund:	
Taxes	\$ 22,445,676
Unrestricted governmental	12,344,000
Restricted governmental	2,341,812
Charges for services	8,172,690
Miscellaneous	445,000
Other financing sources	<u>1,747,322</u>
Total revenues and other financing sources	<u>\$ 47,496,500</u>
Water and Sewer Fund:	
Operating revenues	\$ 25,981,362
Nonoperating revenues	50,000
Other financing sources	<u>750,000</u>
Total revenues	<u>\$ 26,781,362</u>
Transit Fund:	
Charges for services	\$ 55,000
Intergovernmental revenues	805,972
Other financing sources	<u>747,196</u>
Total revenues and other financing sources	<u>\$ 1,608,168</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 2,214,197
Nonoperating revenues	3,000
Other financing sources	<u>1,179,461</u>
Total revenues and other financing sources	<u>\$ 3,396,658</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 500,668
Miscellaneous	2,000
Other financing sources	<u>45,270</u>
Total revenues and other financing sources	<u>\$ 547,938</u>
Fibrant Communications Fund:	
Operating revenues	\$ 820,000
Nonoperating revenues	2,000
Other financing sources	<u>2,945,040</u>
Total revenues	<u>\$ 3,767,040</u>
Stormwater Fund:	
Total revenues	<u>\$ 1,900,477</u>
Stormwater Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 160,278</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 289,360
Miscellaneous	<u>25,000</u>
Total revenue	<u>\$ 314,360</u>
HOME Fund:	
Total revenue	<u>\$ 146,510</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, 2021 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)

-- \$.7196

Municipal Service District:

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

-- \$.176

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$3,166,595,749 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$10.00 on each vehicle resident as authorized by General Statute 20-97.

There is hereby levied an Animal Tax of one dollar on each dog as authorized by General Statute 160A-212.

Section 4. There is hereby levied a tax of 1.5% on gross receipts derived from retail short-term lease or rental of vehicles to the general public. This tax will be levied, reported, and collected as established under Ordinance 2000-47 as authorized by General Statute 160A-215.1.

Section 5. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2021 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 6. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 7. Copies of this ordinance shall be furnished to the City's Finance Director, to be kept on file, for direction in the disbursement of City funds.

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

ADMINISTRATION

	Fee
Sale of Salisbury Code of Ordinances-soft book binder	\$238.64
Sale of Salisbury City Council meeting recording	\$2 per CD
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing

COMMUNITY PLANNING SERVICES***Development Services***

Zoning Board of Adjustment:	
Administrative appeal	\$350
Variance	\$350
Conditional District Petition or General Development Overlay:	
Adoption (Includes first construction submittal & two revisions. \$250 for each additional)	\$1,200
Amendment	\$900
Revisions	\$50
District Map & Text Amendment Petition	
LDO Map Amendment (General Rezoning, Local Historic Landmark, Historic Overlay Adoption)	\$800
Land Development Ordinance Text Amendment	\$600
Vested Rights Extension	\$600 without rezoning
After-the-fact Certificate of Appropriateness (HPC)	\$250
After-the-Fact Zoning Permit	Double regular permit fee
Major Site Plan Review (1st Submittal + Two Revisions)	\$500
Major Site Plan Re-Review	\$250 for each additional
Minor Site Plan Review (1st Submittal + Two Revisions)	\$150
Minor Site Plan Re-Review	\$75 for each additional
Alternate Methods of Compliance	\$50
Special Use Permit	\$500
Zoning Permit for New Single Family	\$50 (House <5 DU)
Zoning Permit for New Multi-family	\$150
Zoning Permit for New Non-residential	\$300
Zoning Permit for Addition, Accessory, Upfit of Residential	\$25
Zoning Permit for Addition, Accessory, Upfit of Non-residential	\$100
Zoning Verification Letter	\$60
Predevelopment Permit for Site Grading (LIA)	\$100
Predevelopment Permit for Site Grading (HIA)	\$300
New Telecommunications Tower Special Use Permit Application	\$5,000
Height Addition of Existing Telecommunications Tower Application	\$1,500
Sidewalk Dining Permit (Annually)	\$10
Special Event Permit	\$50
Temporary Sign Permit	\$25
Permit for Sign Panel / Face Change	\$50
Certificate of Appropriateness (COA) Major Works	\$25
Permit for New Wall, Canopy, Proj., Ground Sign	\$100
Temporary Use Permit	\$100
Temporary Construction Trailer	\$25
Tree Removal Permit	\$10
Home Occupation	\$50
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	\$26.50 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking	\$1 per foot annually

Code Enforcement

	Fee
Nuisance abatement (Fees vary depending on the extent of the abatement)	Contractor & landfill costs
Demolition or Moving Permit Application Fee	\$50
Failure to obtain a Demolition Permit	\$250

ENGINEERING

Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Special Exception	\$200
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25
Engineering Plan Review Fee (Utility Only - New Construction)	\$200
Engineering Plan Review Fee (Utility Only- Upfit)	\$100
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$200
Field Inspections of Water Lines	\$1 per foot
Field Inspections of Sewer Lines	\$1 per foot
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

TRAFFIC OPERATIONS

Traffic Count	\$15 per counter per day
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour

POLICE

Copies	\$0.10 per copy/scanned page;
(No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Handicapped Parking Violation	\$250
Pool Hall Permits	\$100
Taxi permits - one time only	\$15
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

FIRE

HazMat/Material Recovery
 Copies of Reports (First report is free to victims)

	Fee
	Actual cost including equipment
	\$0.10 per copy/scanned page; minimum of \$1
Lifting Assistance	\$250 per call
Lifting Assistance Standby	\$95 per hour stand-by

SPECIAL OPERATIONAL USE PERMITS

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

Blasting Permit:

30 day permit	\$100
2 day permit (48 hours)	\$45

Burning Permit:

Commercial	\$25
Residential	No charge
Exhibit and Trade Show	\$25

Festivals (fairs, carnivals, etc.)

Large Festival:	\$175
-----------------	-------

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

Small Festival:	\$50
-----------------	------

1. Festival with an attendance of 6,000 or less each day or
2. Indoor circus or carnival

Firework/Pyrotechnic Display (per display)	\$200
--	-------

Fumigation or Thermal Insecticidal Fogging	\$25
--	------

Special Amusement Building	\$25
----------------------------	------

Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)	\$25
---	------

Tent, Structure or Stand for Fireworks Sales:

21 day permit	\$500
7 day permit	\$200

Other Not Listed	\$25
------------------	------

After Hours Inspection (inspections conducted outside of normal work hours)	\$50
---	------

*Late Application Fee	\$50
-----------------------	------

*A fee will be added to certain Special Operational Use Permits if the application is not submitted 14 days prior to the event. The Special Operational Use Permit applications include Exhibit and Trade Shows; Large Festivals; Small Festivals; Fireworks Displays; Special Amusement Buildings; Tent or Air Supported Structures; and Tent, Structure or Stand for Fireworks Sales.

FIRE DEPARTMENT CONSTRUCTION PERMITS

Construction permits are required by the NC Fire Code to install or modify the following systems or equipment. Any person that commences any work before obtaining the necessary permit will be charged double permit fees and subject to civil citations and being reported to the NC State Board of Examiners.

Automatic Fire-Extinguishing System:

Installation	\$60
Renovation/Modification	\$50

Automatic Sprinkler System:

Installation (\$59 minimum)	\$0.01/square foot
Renovation/Modification	\$50

Standpipe System (Not part of a sprinkler system):

Installation	\$50
Renovation/Modification	\$50

Fire Alarm and Detection System:

(Includes devices tied into fire alarm system)

Installation (\$59 minimum)	\$0.01/square foot
-----------------------------	--------------------

Renovation/Modification	\$50
-------------------------	------

	Fee
Door Locking Devices: (Access-controlled egress, delayed egress, & special locking devices)	
Installation	\$60
Renovation/Modification	\$50
Two-way Communication System: (Area of Rescue Assistance)	
Installation	\$60
Renovation/Modification	\$50
Fire Pumps and Related Equipment:	
Installation	\$60
Renovation/Modification	\$50
Private Fire Hydrants (per unit):	
Installation	\$60
Renovation/Modification	\$50
Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)	
Abandon, Remove, Place Temporarily out of Service, or Close	\$50
Flammable and Combustible Liquids Storage Tanks:	
* Tank Installation- (per tank)	\$60
Removal or Place out of Service- (per tank)	\$50
* If electrical circuitry is involved then an electrical permit must also be obtained from the Rowan County Building inspections Department	
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated by	\$60
MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$150
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$200
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	\$150
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Exits and egress ways locked or blocked	\$200/door
Over-crowding, exceeding occupant load (crowd management system not compliant)	\$200
Parking in a Fire Lane	\$50
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement cost
Plans Review:	
Plans review shall be based on the following computations for construction :	
A = Total Gross Building Floor Area of Construction	
B = Fee per Square Foot (from table below)	
Total Gross Building Floor Area of Construction (square feet)	
0 - 5,000	A x B = Permit Fee
5,001 - 15,000	(A x B x 0.75) + (1,250 x B) = Permit Fee
15,001 and above	(A x B x 0.50) + (5,000 x B) = Permit Fee
Building:	
Residential	\$0.05
Storage	\$0.035
Assembly	\$0.06
Institutional	\$0.06
Business	\$0.06
Mercantile	\$0.05
Hazardous	\$0.05
Factory/Industrial	\$0.04
Educational	\$0.065

PUBLIC WORKS

Fee

Street Division

Installation and Removal of curbing, driveways, storm drains, and sidewalks Actual cost + 10%

Solid Waste

Additional Rollout for Trash (one time charge) \$65

Bulky Item Collection Fees:

Two Bulky Items (\$5 for each additional bulk item - \$10 minimum) \$10

Each Bag or Box \$2.50

Bulk Brush Removal Minimum Charge (applies to loads over a truck load) \$75

Charges for specific cases will be calculated by Public Works Director or designee based on site visit.

All fees must be paid in advance of service.**Fleet Management**

Repair of Rowan Transit System Fleet and Trolley Fleet \$65.41/hour

Repair of Hazardous Material Van:

Labor \$65.41/hour

Repair Parts Actual cost + 20%

Repair Sublet Actual cost + 15%

Cemetery

Burial-adult \$900

Burial-infant \$450

Disinterment - Adult \$1,800

Disinterment - Infant \$900

Interments - two--one grave-adult \$950

Interments - two--one grave-infant \$500

Interment - Crematory remains \$450

Interment - Crematory remains placed inside of marker or scattered \$25

Interment - Mausoleum (city employee direct involvement) \$300

Interment - Mausoleum (no involvement) \$25

Funeral processions entering cemetery after 3:00 P.M. weekdays \$200

Funeral processions entering cemetery on weekends \$300

Funeral processions entering cemetery on holidays \$450

Monument installation permit \$25

Deed Change \$25

Cemetery Lot Fee Schedule:

Adult, City resident \$800

Adult, non-City resident \$1,000

Infant, City resident \$400

Infant, non-City resident \$600

Columbaria fees:

Niche, City resident \$1,350

Niche, non-City resident \$1,550

Weekday Inurnment fee \$150

Weekend Inurnment fee \$300

Grounds Maintenance

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

Telecommunications**Dispatch service:**

Cost per unit \$10

Surcharge per radio for companies with less than 25 radios \$4

One-time hook-up (per radio) \$25

Radio Programming:

Programming charge \$35

ID Change Only \$20

Partial Map Build \$150

Fleet Map Build \$250

Radio Diagnostic \$90

Repair (Hourly rate) \$120

Hourly Travel Rate outside City Limits (from Customer Service Center) \$60

Equipment Installation:

Cost per hour \$65.41

Parts Actual cost + 20%

TRANSIT

	Fee
Individual Fares:	
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$0.50
Transfers & Children under 5	FREE
40 Ride pass:	
Regular	\$35
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

PARKS & RECREATION***City Park (3 hour minimum rental non-operational hours)***

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

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

Weekend and Full Day Rental:	
Multi-purpose room & kitchen - for first eight hours each day	\$800 + \$200 Damage deposit/ \$300 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day	\$875 + \$200 Damage deposit/ \$300 if serving alcohol
Small meeting room only (per hour)	\$75 per hour + \$50 Damage deposit
Set-up Fee (Fri 12-5 or Sat 9-1)	\$100
Technology Fee (mic and/or projector)	\$50
Cleaning Fee	\$50
Monday - Thursday Rentals:	
Multi-purpose room & kitchen - four hour rental between 8 A.M. and 8 P.M.	\$250 + \$100 Damage deposit/ \$300 if serving alcohol

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

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

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

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

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

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

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

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

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

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

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

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

Bell Tower Green

Fee

County Rates:

Green (3 hour minimum)	\$300 + \$100 Damage deposit (\$50 per hour after)
Ampitheater/Green/Promenade (5 hour minimum)	\$750 + \$300 Damage deposit (\$100 per hour after)
Bell Tower/Gazebo (5 hour minimum)	\$300 + \$100 Damage deposit (\$50 per hour after)
Kid's Parties/Birthday Parties (2 hour minimum)	\$100 + \$50 Damage deposit (\$25 per hour after)
Garden Trellis (3 hour minimum)	\$300 + \$100 Damage deposit (\$50 per hour after)
Promenade (3 hour minimum)	\$200 + \$100 Damage deposit (\$50 per hour after)

Non-County Rates:

Green (3 hour minimum)	\$500 + \$100 Damage deposit (\$100 per hour after)
Ampitheater/Green/Promenade (5 hour minimum)	\$1,000 + \$300 Damage deposit (\$200 per hour after)
Bell Tower/Gazebo (5 hour minimum)	\$500 + \$100 Damage deposit (\$100 per hour after)
Kid's Parties/Birthday Parties (2 hour minimum)	\$200 + \$50 Damage deposit (\$50 per hour after)
Garden Trellis (3 hour minimum)	\$500 + \$100 Damage deposit (\$100 per hour after)
Promenade (3 hour minimum)	\$350 + \$100 Damage deposit (\$100 per hour after)

County Non-Profit Rate

50%

Monday - Friday Day (before 5P.M.) Rate

75%

Entire Park Rental (8 hours)	\$4,000 + \$1,000 Damage deposit (\$250 per hour after)
Concert /Large Spectator Event (8 hours)	\$2,000 + \$500 Damage deposit (\$150 per hour after)
Set-up	\$200
Staffing (if required)	\$20 per hour per staff member
Projector Screen (staff required)	\$100
8 Foot Table	\$5.00 per table (minimum of 10)
Chairs	\$1.00 per chair (minimum of 25)
Lighting Fee (Bell Tower & Water Wall)	\$25
Activity Cart	\$50

Shelters & Gazebo Rentals:

Standard Park Shelters	\$40/day
------------------------	----------

Gazebos

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

Advertising Fees

Salisbury Community Park	\$600 initial fee; \$300 annual renewal
Salisbury Greenway	\$1,000-\$5,000

Athletic Fields

Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.

Youth & Adult Softball/Baseball

	Fee
Fee	\$20/hr
Additional per hour charge for lights	\$25
Field Prep Fee	\$60
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 A.M. - 11 P.M.) per field	\$150
1 day, 2 fields	\$300
2 days, 2 fields	\$600
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 A.M. - 11 P.M.) per field	\$200
1 day, all fields	\$1,000
2 days, all fields	\$2,000
Non-refundable deposit of 50% of day rate or \$200	
Rate includes field preparation and lighting	
Additional preparation fee per field	\$60
Inclement weather prep	
Field Conditioner (per bag)	\$15
Staff time (per hour per staff fee)	\$40

Soccer:

Flat Fee	\$25/hr
Field Prep Fee	\$60/field
Tournament Fees	
1/2 day tournament, 1 field (8A.M.-1 P.M.) 5 hrs.	\$125
1 day tournament, 1 field	\$250
Rate Includes: 1 field AND 1 field prep	

Football:

Flat Fee	\$25/hr
Tournament Prep Fees	\$60/field

Cross Country Prep Fee

\$150

Tennis/Pickleball:

Key Card Access	\$5
Court Reservation (Max 2 courts, 2 hours)	\$20 per hour
Tournament Fee	\$500 for 8 hours
Additional Tournament Hours (over 8 hours)	\$20 per hour per court
Refundable Damage Deposit	\$100

Special Event Permits

Park Usage Fee	\$100
1 Day Permit	\$50
Refundable Damage Deposit	\$100
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day

West End Community Center

Conference Room

Fee

\$50/hr

UTILITY ENGINEERING

Engineering, Consulting, and Technical Services

Project Manager - Professional Engineer

\$100/hr

Civil Engineer

\$75/hr

Engineering Technician

\$50/hr

Construction Inspector

\$50/hr

Survey Field Crew (2 person)

\$75/hr

Clerical

\$25/hr

Set of Bid Documents

\$50 each

Utility Location Maps:

Paper Document

\$15

Digital Format

CD Disk, each

\$20

DVD Disk, each

\$20

Engineering Plan Review Fee (Water Only)

\$200

Field Inspection of Sewer Lines

\$1 per ft

Xerox/blue prints:

On paper up to 4 ft in length

\$5

On mylar up to 4 ft in length

\$20

BUSINESS AND FINANCIAL SERVICES

Accounts Receivable - Not billed on Utility bill (30 days past-due)

1.5% per month

Accounts Receivable - Billed on Utility bill (24 days after billing)

1.5% per month

Copier or Multifunction Machine Fee

\$0.10 per copy/scanned page;
Minimum of \$1/ \$1 extra for mailing

Copy of Reports/Files

Actual cost of supplies and mailing

**SCHEDULE A
CASH DEPOSITS**

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

- (a) Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies \$150
- (b) Waste Collection and/or Stormwater Residential without water service \$75
- (c) Commercial, industrial, and institutional recipient \$150
Local, state, and federal governments or agencies thereof shall be exempted.
- (d) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.
- (e) Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment or has any outstanding balance for previous services with the city will be required to pay a deposit. \$150
- (f) Deposits shall be returned at termination of service less any unpaid rates and charges.

**SCHEDULE B
METER INSTALLATION AND SEWER CONNECTION CHARGES**

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code. Tap fees are based upon the actual cost of material and labor at the time of connection. Estimates will be provided but the actual cost may fluctuate depending upon material price increases or supply chain shortages.

- (a) Three-fourths-inch residential water tap:
 - ¾" Water tap - SRU installed \$2,275
 - ¾" Water tap - Developer installed \$350
 - ¾" Water tap - Crescent \$1,150
- (b) One-inch residential water tap \$2,675
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. For these purposes, commercial shall be defined as anything other than single-family detached homes. All water connections made to a distribution main 24" or larger in diameter shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1", both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 25, Article II, Section 25-33 City Code).
- (e) Four-inch residential sewer connections:
 - 4" Sewer tap - SRU Installed \$1,975
 - 4" Sewer tap - Developer Installed*: \$250

*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. For these purposes, commercial shall be defined as anything other than single-family detached homes. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 25, Article II, Section 25-33 City Code).
- (g) Water meter packages are materials only and are available for purchase when on-site submetering is required. Package includes meter, setter, meter box with lid, 2 ft. copper tailpiece outlet, and outlet coupling. Meter is installed by SRU upon inspection approval.
 - ¾" Meter Package \$730
 - 1" Meter Package \$1,060
 - 2" Meter Package \$3,300
- (h) Partial Abandonment Fee \$150

Where a second water connection exists on a lot and is not in use, it must be abandoned. Partial abandonment allows the connection to be put back into service at a later date, if desired, with payment of a Water Service Renewal Fee. Partial abandonment is not allowed for connections with substandard service lines.
- (i) Full Abandonment Fee Time and Materials

Where multiple water and/or sewer connections exist on a lot and are not in use, they must be abandoned. Full abandonment is not reversible. Should a property owner request that a connection be put back into service at a later date, the charges scheduled above will apply in full.
- (j) Disconnection/Reconnection fee for non-payment during business hours \$50
- (k) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) \$50
- (l) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$50

Turn on or off after hours; shall be applied to utility bill if not prepaid \$100
- (m) Unauthorized use of fire protection system \$100
- (n) Fire protection system testing (per test) \$50
- (o) Meter reinstallation charge (per meter) \$35

- (p) Inspection fee (per connection)
- Water or sewer connection \$45
 - Backflow \$45
 - Re-inspection of either water, sewer, or backflow \$20
- (q) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.
- (r) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and the City will invoice underpayments to the developer.
- (s) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check. There will be no convenience fees charged on any credit/debit card payments.
- (t) Water Service renewal fee shall be charged on the basic labor, material, and overhead costs, not to exceed the fee of a residential ¾" Water tap – SRU installed.
- (u) Sewer Lateral Transfer (transfers from private to public): \$1,975
 Sewer lateral transfer covers the expense of materials, equipment and labor to renew the existing tap from the edge of the property right-of-way to the public sewer system. The fee is one-time only and once the work is performed, the ownership and responsibility to maintain the lateral downstream of the cleanout belongs to the City. Payment, in full, must be received prior to commencing work.
- (v) Private Sewer Lateral Repair (in ROW, lateral remains private): Time and Materials
 Private Sewer Lateral Repair covers the expense of materials, equipment and labor to excavate and install a cleanout at the right-of-way of the private sewer lateral. Once installed, the City can inspect the portion of the sewer lateral and advise the property owner of the condition. The property owner can elect to transfer the lateral to the City with no refund of remaining balance, or elect to receive a refund of the fee less time and materials. Payment, in full, must be received prior to commencing work; refund based on completion of work and submittal of summary cost sheets. Refund may take up to two weeks to process. not to exceed \$1,975
- (w) Recycling Fee \$5.80/month
- (x) Landfill Fee
- (1) Residential (per container) \$5.13/month
 - (2) Commercial (per container) \$9.14/month
- (y) Waste Collection Fee
- (1) Residential (per container) \$9.28/month
 - (2) Commercial (per container) \$11.66/month
 - (3) Removal of containers for nonpayment \$25
- (z) Stormwater Fee
- (1) Residential \$4.16/month
 - (2) Commercial/Industrial per ERU with a minimum of one ERU (Capped at \$2,600/month) \$4.16/month
- (aa) Unauthorized reconnection fee (tampering charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment or illegally connecting a meter in vacant status.) \$250
- (bb) Locking Devices Cut or Damaged \$250
- (cc) Meter Yokes Damaged \$300
- (dd) Metering infrastructure (meters, meter boxes, yokes, endpoints, etc.) damaged through intentional or deliberate action shall be charged on the basis of labor, material, equipment, and overhead costs at then prevailing or established rates. Accidental damage shall be charged at actual replacement costs of the equipment.
- (ee) The fact that water is turned on to any premises by an occupant thereof without the approval of the City of Salisbury personnel shall not relieve such premises of liability for the unauthorized use of water and damage (if any) to City of Salisbury property.
- (ff) Bulk water purchases are subject to the following deposits, monthly administrative fees and volume charges based on Schedules C and D.

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

**SCHEDULE C
WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$4.19
	1" =	\$6.22
	1-1/2" =	\$9.59
	2" =	\$13.64
	3" =	\$26.47
	4" =	\$45.37
	6" =	\$97.34
	8" =	\$164.84
	10" =	\$259.34
	12" =	\$340.34
	16" =	\$677.84

Volume charge per 100 cubic feet:

Raw water	\$0.81
Finished, potable water	\$4.10
Southern Power	\$2.09

Volume charge per 1,000 gallons:

Raw water	\$1.08
Finished, potable water	\$5.48
Southern Power	\$2.79

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

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

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

**SCHEDULE E
SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.59
	1" =	\$6.92
	1-1/2" =	\$10.79
	2" =	\$15.44
	3" =	\$30.17
	4" =	\$51.87
	6" =	\$111.54
	8" =	\$189.04
	10" =	\$297.54
	12" =	\$390.54
	16" =	\$778.04
Volume charge per 100 cubic feet		\$5.59
(2) Flat rate sewer charge		\$50.48
Volume charge per 1,000 gallons		\$7.47

**SCHEDULE F
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grant Creek Wastewater Plants:

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred fifty-four dollars and twenty cents (\$154.20) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of two-hundred seventy-two dollars and twenty-six cents (\$272.26) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one-thousand eight hundred nineteen dollars and forty-eight cents (\$1,819.48) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

Pretreatment Permit Fees shall be assessed at \$250 for each permit.

Pretreatment Permit Modifications shall be assessed at \$50 per industry request.

**SCHEDULE G
ANALYTICAL TESTING**

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

Test	Fee
Coliform, P/A-Water	\$30
Nitrate (water)	\$30

Parameters not listed please contact Environmental Services for quote

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



GLOSSARY OF TERMS

ADA

The commonly used abbreviation 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.

ACH

Abbreviation for Automated Clearing House Network which is an electronic funds-transfer system.

ADOPTED BUDGET

Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

ALS

Abbreviation for Advanced Life Support.

AMI

Abbreviation for Automated Meter Reading/Infrastructure. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

ANNUAL COMPREHENSIVE FINANCIAL REPORT

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

APPROPRIATION (BUDGETING)

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

ARP

Abbreviation for American Rescue Plan Act.

ARRA

Abbreviation for American Recovery and Reinvestment Act.

ASE

Abbreviation for Automotive Service Excellence.

ASSESSED VALUATION

A value established for real property for use as a basis for levying property taxes.

BALANCED BUDGET

Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

B/G

Abbreviation for Buildings and Grounds.

BMP

Abbreviation for Best Management Practices.

BOND FUNDS

Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

BOND REFERENDUM

An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

BUDGET

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

BUDGET BASIS

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

BUDGET CALENDAR

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

BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN)

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

BUDGET MESSAGE

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

BUDGET ORDINANCE

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

CAC

Abbreviation for Community Appearance Commission.

CAPITAL ASSETS

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

CAPITAL EXPENDITURES

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

CAPITAL IMPROVEMENTS

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

CAPITAL IMPROVEMENTS 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, Water and Sewer Fund, Fibrant Communications Fund, and Stormwater Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies, Telecommunications, and Purchasing Divisions.

CARES

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

CCF

Abbreviation for 100 Cubic Feet of water.

CD

Abbreviation for Construction Documents or Certificates of Deposit.

CDBG

Abbreviation for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

CHEERWINE

A cherry-flavored soft drink by Carolina Beverage Corporation of Salisbury, NC that has been produced since 1917.

CMAQ

Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

CMW

Abbreviation for Certificate of Minor Works.

COA

Abbreviation for Certificate of Appropriateness.

COD

Abbreviation for Chemical Oxygen Demand.

COLUMBARIUM

A room or building with niches for funeral urns to be stored.

CONTINGENCY

Funds appropriated by the City Council to cover unexpected costs.

COST CENTER

The smallest unit of activity or area of responsibility for which costs are accumulated.

COVID-19

An infectious disease caused by a coronavirus.

CTP GRANT

Abbreviation for Community Transportation Program Grant. A funding source for the City's Mass Transit System.

DEBT SERVICE

The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

DEPARTMENT

A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

DEPRECIATION

The reduction in value of a capital asset over its estimated useful life. The City uses the straight-line method of depreciation over the useful life as determined by the asset class.

DSI

Abbreviation for Downtown Salisbury Incorporated. A component unit that promotes, enhances and manages the development of the central business district for the City.

EDC

Abbreviation for Economic Development Commission.

EMS

Abbreviation for Emergency Medical Services.

ENCUMBRANCE ACCOUNTING

The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

ENTERPRISE FUND

A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

EPA

Abbreviation for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

ERU

Abbreviation for Equivalent Residential Unit.

FB

Abbreviation for Facebook. An online social networking website.

FERC

Abbreviation for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

FIBRANT

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

FISCAL YEAR (FY)

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

FIXED ASSETS

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

FOG

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

FRA

Abbreviation for Federal Railroad Administration.

FSE

Abbreviation for Food Service Establishment.

FTE

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

FTTH

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

FUNCTION

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

FUND

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

FUND BALANCE

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

GAAP

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

GALVANIZED

Coated with a protective layer of zinc.

GASB

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

GCWWTP

Abbreviation for Grant Creek Wastewater Treatment Plant.

GDP

Abbreviation for Group Development Plans.

GENERAL FUND

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

GENERAL OBLIGATION (G.O.) BONDS

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

GIS

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

GFOA

Abbreviation for Government Finance Officers Association.

GOAL

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

GOVERNMENTAL FUNDS

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

GPON

Abbreviation for Gigabit Passive Optical Network.

GREAT

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

G.S.

Abbreviation for General Statute.

HOME

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

HPO

Abbreviation for High Performance Organization. A government working model.

HRC

Abbreviation for Human Relations Council.

HUD

Acronym for Department of Housing and Urban Development.

HVAC

Acronym for Heating, Ventilation, and Air Conditioning.

I&I

Abbreviation for Inflow and Infiltration.

INCH MILE

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

INVESTMENT REVENUE

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

INTERFUND TRANSFERS

Amounts transferred from one fund to another.

ISO

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

IVR

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

JAG

Abbreviation for the Justice Assistance Grant Program.

LCP

Abbreviation for Local Convergence Point.

LEASE PURCHASE

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

LLC

Abbreviation for Limited Liability Company.

MGD

Abbreviation for Millions of Gallons per Day.

MODIFIED ACCRUAL

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

MPO

Metropolitan Planning Organization is the officially designated body responsible for administrating the transportation planning process required under Federal Law.

MS4

Abbreviation for Municipal Separate Storm Sewer System. System of conveyances designed or used to collect stormwater (e.g. storm drains, pipes, ditches).

MSD

Abbreviation for Municipal Service District which is a financing mechanism used to provide revenue for a variety of services that enhance existing city services.

MUTCD

Abbreviation for Manual on Uniform Traffic Control Devices.

NCBCC

Abbreviation for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

NCDENR

Abbreviation for North Carolina Department of Environment and Natural Resources.

NCDEQ

Abbreviation for North Carolina Department of Environmental Quality.

NCDOT

Abbreviation for North Carolina Department of Transportation.

NCDOL

Abbreviation for North Carolina Department of Labor.

NCLM

Abbreviation for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

NET ASSETS

The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

NIOSH

Acronym for National Institute for Occupational Safety and Health.

NOC

Acronym for Network Operations Center. A division of the Fibrant Communications Fund.

NOV

Abbreviation for Notice of Violation.

NOW

Acronym for Negotiable Order of Withdrawal account.

NPDES

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

NTU

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

OBJECTIVE

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

OPERATING BUDGET

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

OPERATING FUNDS

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

OSHA

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

PARTF

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

PERFORMANCE MEASURES

Descriptions of a program's effectiveness or efficiency.

PFT

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

PIT

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

POWELL BILL FUND

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

PPT

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

PRODUCTIVITY

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

PROGRAM

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

PROPERTY TAX RATE

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

PROPERTY TAXES (AD VALOREM TAXES)

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

PT

Abbreviation for Part-Time Employee.

PW

Abbreviation for Public Works.

RAS

Return Activated Sludge.

RESERVE

A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

RESOURCES

Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

RESOLUTION

A formal expression of the opinion or will of the City Council adopted by a vote.

REVENUE

Income received from various sources used to finance government services; for example, sales tax revenue.

REVENUE BONDS

Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

RoCo

Abbreviation for Rowan County.

ROW

Acronym for Right of Way.

SAFER GRANT

Acronym for Staffing for Adequate Fire and Emergency Response Grant.

SCADA

Acronym for Supervisory Control and Data Acquisition.

SERVICE LEVEL

Measurement of services provided by the City to the public.

SIU

Abbreviation for Significant Industrial User.

SNAG

Acronym for Salisbury Neighborhood Action Group.

SPECIAL REVENUE FUND

This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – Community Development Fund.

SRU

Abbreviation for Salisbury Rowan Utilities.

SSO

Abbreviation for Sanitary Sewer Overflows.

SUPER NOW

A Super NOW account is a demand deposit account that offers a higher interest rate than a NOW (negotiable order of withdrawal) account.

SVCS

Abbreviation for services

SWAY

Acronym for the Salisbury Way which defines our culture of excellent service always.

TAP

Acronym for Transportation Alternative Program. TAP is a reimbursable federal aid funding program for transportation-related community projects that strengthen the intermodal transportation system.

TCWWTP

Abbreviation for Town Creek Wastewater Treatment Plant.

TDA

Abbreviation for Tourism Development Authority.

TFT

Abbreviation for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

TKN

Abbreviation for Total Kjeldahl Nitrogen.

TMDL

Abbreviation for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

TPT

Abbreviation for Temporary Part-time. Part-time employee working less than 1,000 hours annually with no benefits.

TSS

Abbreviation for Total Suspended Solids.

USDOJ

Abbreviation for United States Department of Justice.

UTILITY FRANCHISE TAX

A tax on public service businesses, including businesses that engage in transportation, communications, and the supply of energy.

VENTURIS

A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

VHF

Abbreviation for Very High Frequency which is the designation for the range of radio frequency electromagnetic waves (radio waves) from 30 to 300 megahertz.

WAS

Waste Activated Sludge.

WBTV

A CBS-affiliated television station licensed to Charlotte, NC.

WWTP

Abbreviation for Wastewater Treatment Plant.

