



Annual Budget

Fiscal Year Ending

June 30, 2000

CITY OF SALISBURY NORTH CAROLINA

1999-00 BUDGET For the Year Ending June 30, 2000



MAYOR, CITY COUNCIL, AND CITY OFFICIALS

MAYOR AND CITY COUNCIL

Susan W. Kluttz - Mayor

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

William R. Burgin

William R. Kennedy

R. Scott Maddox

OFFICIALS

David W. Treme
City Manager

John A. Sofley, Jr.
Finance Director

Budget Prepared By

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City Management Team



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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

**For the Fiscal Year Beginning
July 1, 1998**

Douglas R. Ellsworth
President

Jeffrey L. Essler
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Salisbury for its annual budget for the fiscal year beginning July 1, 1998 (Fiscal year 1998-1999).

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

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

**THE CITY OF SALISBURY'S
FY 1999-00 BUDGET
TABLE OF CONTENTS**

	PAGE
CITY MANAGER'S BUDGET TRANSMITTAL MESSAGE	i
SECTION I - INTRODUCTORY SECTION	
FY 1999-00 General Fund - Revenue and Expenditure Graphs	1-1
Budget Summary	1-2
Summary of Interfund Transfers	1-3
General Fund Revenue Structure	1-3
Revenue Assumptions for FY 1999-00	1-4
Trend Monitoring	1-6
Other Revenue Trends	1-7
SECTION II - FINANCIAL MANAGEMENT AND BUDGET PROCESS	
Financial Management Program and Systems	2-1
Financial Management Policies	2-2
Budgets and Budgetary Accounting	2-4
Goal Setting and Budgetary Process	2-5
FY 1999-00 Budget Calendar	2-7
SECTION III - CITY OVERVIEW	
Facts and Information	3-1
Miscellaneous Statistics and Tax Base for the City	3-4
List of Principal Officials and Organizational Chart	3-5
Summary of Positions	3-6
Graph - General Fund Full-Time Employees per 1000 Population	3-7
Relationship between Functional Areas and Funds	3-7
Program Matrix of FY 1999-00 Budget	3-8
SECTION IV - GENERAL FUND	
Statement of Revenues and Other Financing Sources	4-1
Expense Summary	4-2
City Council	4-6
Management and Administration	4-7
Human Resources	4-9
Finance - Summary	4-10
Administration	4-11
Information Technologies	4-13
Purchasing	4-14
Telecommunications	4-15
City Office Buildings	4-16
Plaza	4-17
Land Management and Development - Summary	4-18
Planning and Community Development	4-19
Development Services	4-21
Engineering	4-22
Street Lighting	4-23

TABLE OF CONTENTS

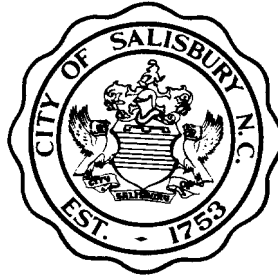
	PAGE
Police Summary	4-24
Services	4-25
Administration	4-27
Operations	4-28
Investigations	4-30
Fire	4-31
Public Services - Summary	4-34
Administration	4-35
Traffic Operations	4-36
Streets	4-37
Cemetery	4-40
Waste Management	4-41
Landscape Operations	4-42
Landscape-Hurley Park	4-44
Fleet Management	4-45
Transportation	4-46
Parks and Recreation	4-47
Education and Debt Service	4-50
SECTION V - GENERAL FUND CAPITAL RESERVE FUND	
Statement of Revenues and Other Financing Sources	5-1
Budget Request Summary	5-2
Capital Outlay	5-3
SECTION VI - WATER/SEWER FUND	
Statement of Revenues and Other Financing Sources	6-1
Budget Summary	6-2
Utilities Management and Administration	6-4
Water Resources	6-6
Water and Sewer Maintenance and Construction	6-8
Technical Services	6-11
Wastewater Treatment	6-12
Meter Services	6-13
Facilities Maintenance	6-14
Debt Service and Capital Projects	6-15
SECTION VII - WATER AND SEWER CAPITAL RESERVE FUND	
Statement of Revenues and Other Financing Sources	7-1
Budget Request Summary/Capital Outlay	7-2
SECTION VIII - TRANSIT FUND	
Statement of Revenues and Other Financing Sources	8-1
Budget Summary	8-2
Public Services	
Transit Administration	8-3
Transit Operations and Transit Capital	8-4

TABLE OF CONTENTS

	PAGE
SECTION IX – SPECIAL REVENUE FUNDS	
Statement of Revenues and Other Financing Sources	9-1
Special Revenue Funds	9-2
SECTION X - CAPITAL IMPROVEMENT PROGRAM	
Description of Capital Improvement Program	10-1
General Fund Capital Improvement Program Schedule	10-6
Water and Sewer Capital Improvement Program Schedule	10-7
SECTION XI - DEBT MANAGEMENT PROGRAM	
Outstanding Debt	11-1
Proposed Debt	11-3
Legal Debt Margin Graph and Calculation	11-4
Direct and Overlapping Debt	11-5
SECTION XII - BALANCING COSTS AND SERVICES	
Service Level and Revenue Projection with Analysis	12-1
Departmental Service Levels	12-7
SECTION XIII – PERFORMANCE MEASUREMENT	
Performance Measurement Narrative	13-1
Residential Refuse Collection	13-2
Household Recycling	13-4
Yard Waste & Leaf Collection	13-6
Street Pavement Maintenance	13-8
Emergency Communications	13-10
Police Patrol	13-12
Police Investigations	13-14
SECTION XIV - BUDGET ORDINANCE	
Budget Ordinance Of The City Of Salisbury	14-1
SECTION XV - GLOSSARY	
Glossary of Terms	15-1

[Click here to move to Budget Message](#)





BUDGET MESSAGE FISCAL YEAR 1999-00

July 1, 1999-June 30, 2000

MAYOR, CITY COUNCIL MEMBERS, AND CITIZENS OF SALISBURY,

It is with pleasure that I present to you the City of Salisbury's FY1999-00 Annual Budget totaling \$39,352,375 for all funds.

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

The fourteenth Annual Future Directions and Goal Setting Conference for the City was held February 11 – 13, 1999 at the Mid Pines Inn and Conference Center in Southern Pines, North Carolina. One of the goals of the conference was to give the Salisbury City Council an opportunity to develop a Vision and Mission Statement for the City. Also included in the process were the development of core values, a stakeholder analysis, and critical success factors. The results of this effort are shown below along with a series of broad-based, Community Outcomes and Strategies accompanied by short-term goals designed to ensure successful implementation of the Outcomes. During the fiscal year City Council will hold two update sessions to review progress and make adjustments as needed.

Vision

- **To complete all strategic plans successfully and effectively**
- **To remain a livable community** - with its own identity and managed growth
- **To be a model of neighborhood revitalization** - using a holistic approach with quality facilities and services
- To be a City and an organization which is **free of discrimination and is inclusive**
- To be a place where **children choose to return** to live when they become adults - a place with a future, where things are done right

Core Values

- **Excellent Quality Services for all Citizens**
- **Honesty and Integrity**
- **Inclusion and Diversity** (in all municipal activities)
- **Commitment to a Team of Creative Problem Solvers**

Stakeholder Analysis

Key Stakeholders	Most Critical Needs
Citizens of Salisbury	Best possible quality of life, safety and security, economic vitality
Children	Education, recreation, opportunity for a good future, safety (outside and in the home)
City Council	Citizen support, help from staff, timely information, ability to work with citizens
Rowan County Government	Two-way cooperation and information, water and sewer extensions, downtown parking, economic vitality
Other Municipal Governments in Rowan County	Water and sewer service, technical assistance, economic vitality
North Carolina Government	Compliance, feedback, and two-way communication
City and Departmental Management	Direction, leadership, policy initiatives, ample information, training, fair expectations, communications, ability to make a difference in the community
City Employees	Appreciation, inclusion, training, fair treatment, openness, respect, pride
Bond holders/buyers, Underwriters, Rating Agencies, etc.	Financial stability and growth, willingness to make hard decisions, high quality City Council and management
Neighborhoods	Safety, quality of life, housing and home ownership, recreation, excellent City services, nuisance abatement, attention to concerns of citizens
Community Organizations	Partnerships to accomplish joint goals
Business and Industry	To provide a positive business climate and necessary public infrastructure to complement the profitability of both new and existing private enterprises.

Critical Success Factors

- Keep citizens informed
- Listen to citizens
- Build consensus in the community
- Recruit, retain, develop and reward a team of quality employees
- Generate new capital development, new industry, new and improved housing, and additional utility customers in order to generate revenue to support the vision
- Build on successes
- Build partnerships with stakeholders to help with projects and activities
- Make tough decisions, which may not be popular, but are the right thing to do
- Provide value through efficiency and an understanding of the level of services citizens are willing to pay for
- Willingness to take some risks for an appropriate reward
- Ability to work as a team
- Provide an opportunity for citizens to participate in our local government
- Anticipate issues
- Plan with the County and the Region

Mission

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

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

Outcomes

- Outcome # 1: Improve City neighborhoods and develop and maintain a sustainable feeling of safety for all areas of the City.
- Outcome # 2: Identify and implement strategies for expanding the tax base and generating new revenue sources.
- Outcome # 3: Adopt managed growth criteria for extensions along growth corridors and construct water and sewer lines to targeted growth areas throughout Rowan County.
- Outcome # 4: Provide quality parks and recreation services for City residents through attractive parks, well maintained facilities, a variety of programs, and a strong planning system.
- Outcome # 5: Create an Innes Street Zoning Overlay Committee to develop and implement a plan of action to visually and functionally enhance the Innes Street Corridor.
- Outcome # 6: Complete the Salisbury 2020 Plan.

- Outcome # 7: Implement public infrastructure to support Flowers Bakery property, Chamber of Commerce, F&M Bank, and Cheerwine projects.
- Outcome # 8: Develop and maintain a climate of City-County cooperation on projects of mutual interest and concern.
- Outcome # 9: Initiate programs to attract, retain, and develop high quality City employees.
- Outcome # 10: Instruct the Economic Development Commission (EDC) to locate high wage, environmentally clean, high investment industries and businesses within City limits.
- Outcome # 11: Establish a plan to recruit commercial, retail, office, and institutional development within the City limits.
- Outcome # 12: Continue to improve the overall management of the City and its departments.
- Outcome # 13: Implement special City Council initiatives to improve the quality of life for all Salisbury citizens.

Outcomes, Strategies and Goals

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

Strategies for Implementation

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

Goals Assigned to Outcome

1. Continue to strengthen the Community Policing Program.
2. Consider staffing alternatives for placing more police officers on the street.
3. Continue leadership training in selected neighborhoods.
4. Work with Board of Realtors and Neighborhood Associations to address problems with certain landlords in residential areas.
5. Strengthen minimum housing and nuisance ordinances (e. g. noise, odor, and others).
6. Support neighborhoods by promoting responsibilities of landlords and strengthening requirements for landlords and tenants.
7. Expand the number of neighborhoods using the holistic approach to problem solving.
8. Fund projects to improve neighborhoods and housing, working with the Community Development Corporation (CDC).
9. Implement the Park Avenue Plan.
10. Work with the Human Relations Council to evaluate the need to establish youth resource centers (Neighborhood Safe Houses).
11. Provide funding for tree planting in selected neighborhoods (\$5,000 Tree Board).
12. Work with Downtown Salisbury, Inc. to determine the need for additional police services in the downtown area.

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

Strategy for Implementation

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

Goals Assigned to Outcome

1. Continue annexation.
2. Identify new revenue sources to match specific needs.

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

Goals Assigned to Outcome

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

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

Goals Assigned to Outcome

1. Construct the Salisbury Community Park and Recreation Complex.
2. Develop funding sources for future phases of the Parks and Recreation Project.
3. Renovate existing Park and Recreation facilities.
4. Complete master plans for individual parks.
5. Revise and develop organizational structure and identify revenue sources for Greenway System.
6. Provide operating funds for existing Greenway System.
7. Fund and construct specified components of Greenway System.
8. Build a new gymnasium.
9. Consider a partnership with Rowan County or other organizations to fund a Sports Development Task Force.
10. Explore opportunities and possibilities to develop a new Civic/Convention Center.

Outcome # 5 Create an Innes Street Zoning Overlay Committee to develop and implement a plan of action to visually and functionally enhance the Innes Street Corridor.

Goals Assigned to Outcome

1. Establish the Innes Street Zoning Overlay Committee.
2. Create a \$22,000 fund: Innes Street Incentive Grant Program.
3. Secure funding for Mast-Arm Signal supports at appropriate intersections along Innes Street.
4. Work with Downtown Salisbury, Inc. to create a Downtown Historic District.
5. Investigate alternatives for displaying community activity banners presently flown over East Innes Street on a wire.

Outcome # 6 Complete the Salisbury 2020 Plan.

Strategies for Implementation

- Include new or revised policies concerning:
 - Regional water and sewer service
 - Regional planning
 - New urbanism
 - Public Safety

Goals Assigned to Outcome

1. Arrange community workshops to educate public about Salisbury 2020 issues.
2. Implement an educational component to the 2020 Vision Plan.
3. Continue to support the Salisbury 2020 effort with staff, funding, public information, and community meetings.
4. Implement Salisbury 2020 strategies as appropriate in accordance with defined schedules.

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

Goals Assigned to Outcome

1. Develop the Council Street Streetscape.
2. Address the need for Chamber of Commerce and City parking.
3. Develop Bernhart/Rufty Parking lot.
4. Provide Easy Street pedestrian access.

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

Strategies for Implementation

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

Goals Assigned to Outcome

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

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

Strategies for Implementation

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

Goals Assigned to Outcome

1. Implement Diversity Training for all City employees.
2. Consider providing a 1% 401(k) contribution as an added employee benefit.
3. Explore options for providing a retiree insurance program based upon years of service.
4. Develop and implement an employee training and development plan.
5. Evaluate progress and benefits of the EAP and take corrective action as necessary.
6. Consider applying the “Broad Banding” compensation program to other departments, in addition to the Utilities Department.
7. Develop and implement salary plans that compensate public safety and labor-intensive classes based on factors related to the nature of the jobs and market data.

Outcome # 10 Instruct the EDC to locate high wage, environmentally clean, high investment industries and businesses within City limits.

Goals Assigned to Outcome

1. Work cooperatively with the EDC.
2. Monitor progress and take corrective action, as necessary.

Outcome # 11 Establish a plan to recruit commercial, retail, office, and institutional development within the City limits.

Goals Assigned to Outcome

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

Outcome # 12 Improve the overall management of the City and its departments.

Goals Assigned to Outcome

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

Outcome # 13 Implement special City Council initiatives to improve the quality of life for Salisbury citizens.

Goals Assigned to Outcome

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

GENERAL FUND OVERVIEW

As a result of the advisory given to the City Manager by the Salisbury City Council at the City of Salisbury's Future Directions and Goal Setting Conference in February 1999, I have endeavored to address the following major goals and policy initiatives in the FY1999-00 City of Salisbury's General Fund Budget:

1. Maintain all existing levels of City services.
2. Address all annexation service level requirements in accordance with the City of Salisbury's annexation plan and the North Carolina State Statutes.
3. Maintain a "tax neutral" position even in the light of Rowan County's property reassessment.
4. Provide an average four percent merit raise for all eligible employees in addition to considering a 401(k) supplement approaching the level of other local governments.
5. Continue the plan to build, equip and phase in staffing for the Fire Department's future U.S. Highway 70 fire department substation location.
6. Provide staffing to maintain the new Salisbury Community Park and Athletic Complex on Hurley School Road.
7. Complete a strategic plan for the Salisbury Police Department to ensure that the citizens are getting full value and service for the resources provided.
8. Continue to fund and complete the Salisbury 2020 Plan.
9. Implement the public infrastructure to support Flowers Bakery, Chamber of Commerce, F&M Bank, and Cheerwine projects.
10. Continue the City of Salisbury's diversity training program.
11. Complete the work of the Neighborhood Improvements Task Force with recommendations to the City Council that will improve City Neighborhoods by strengthening requirements for landlords and tenants and improving existing minimum housing and nuisance ordinances.
12. Implement the Park Avenue Neighborhood Strategic Redevelopment Plan.

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

REASSESSMENT AND THE CITY TAX RATE

During the last year, the Rowan County Tax Assessor has reappraised all real property in the County. It has been the policy of the City of Salisbury that we will not use the reappraisal as a basis to raise taxes. The City first computes how much the tax base would have increased due to the growth in the economy and new construction. This increase from growth is added to last year's real and personal values to determine what the City's tax base would have been without reappraisal and multiplied by

the current tax rate to determine the proceeds from property taxes. The City then divides the total estimated value of real property after reappraisal plus personal property to compute what an equivalent tax rate would be. For the current fiscal year, the proposed tax rate will fall five cents from \$.62 to \$.57 per hundred dollars valuation as shown in the following calculation.

	FY1999 Property Values	FY2000 Property Values with Estimated Growth	FY2000 Property Values After Reappraisal
Real property	\$ 1,041,366,457	\$ 1,106,366,457	\$ 1,242,467,263
Personal property	<u>425,216,906</u>	<u>445,182,737</u>	<u>445,182,737</u>
Total Value	\$ 1,466,583,363	\$ 1,551,549,194	\$ 1,687,650,000
Tax Rate		<u>0.62</u>	<u>0.57</u>
Property tax income		\$ 9,619,605	\$ 9,619,605

PARKS AND RECREATION DEPARTMENT

The recommended Parks and Recreation budget represents a number of significant changes in the Parks and Recreation Department.

The Department's reorganization of the program division includes the gradual incorporation of the Civic Center in offering public recreation programs. This reorganization will incorporate a new summer camp program and staff beginning with the summer of 2000. Increases include start-up materials and equipment for programs and a reallocation of current positions for the center operation.

The Department has addressed the need for improved public information and marketing by reorganizing and establishing an appropriate cost center.

Operating costs associated with the Salisbury Community Park and Athletic Complex, including one-time equipment purchases, two new maintenance personnel and general operating expenses, are recommended in this budget.

Another recommendation is the transfer of the Greenway operation and administration to Parks and Recreation. One position is being transferred from Public Services-Landscape Operations. In addition to personnel, new equipment will be needed for this maintenance group.

POLICE DEPARTMENT

The major emphasis in the Police Department's FY1999-00 Budget will be to evaluate the effectiveness and efficiency of the Department's resources to ensure that the citizens of Salisbury are receiving full value for the dollars invested. In that regard, funds are included in this year's budget for the City of Salisbury's new Police Chief to prepare and implement a strategic plan to accomplish

this purpose. This plan will involve not only the Department employees, but the public as well. An important part will be the dissemination of the strategic plan to the public once it is completed.

Another major goal of the Police Department will be to ensure that the City of Salisbury is in a position to provide equivalent police services to the newly annexed areas once the annexation is completed. The annexation issue should come to a conclusion this fall. This budget includes funds for eight additional police officers to properly serve the area under consideration for annexation. The City of Salisbury recently learned that it will receive a \$450,000 federal grant to provide for six of these officers under a Community Oriented Policing Services (COPS) program. The three-year grant provides 75 percent of the salaries and fringe benefits of each new position up to a cap of \$75,000 per officer. Since the grant does not include funding for equipment, over \$170,000 has been programmed from asset forfeiture, General Fund and General Fund Capital Reserve for necessary equipment and vehicles.

The Department, which has recently received its third national accreditation from the Commission of Accreditation for Law Enforcement Agencies, Inc. (CALEA), will continue to maintain a strong emphasis on community policing with improved training for all personnel. In addition, \$95,000 has been designated from anticipated two-thirds bond proceeds approved by City Council in May 1999 to make necessary improvements to the present facility.

FIRE DEPARTMENT

The mission of the Salisbury Fire Department is to prevent or minimize loss of life and property from fire, natural and technological disasters; provide hazardous material (Haz-Mat) incident response; critical emergency medical service; emergency management planning; fire protection and prevention; minimum housing inspection and code enforcement services; fire service training and public education programs, as well as non-emergency support services for the City of Salisbury.

Fire Department personnel and equipment respond from three strategically located stations: Station 51 on East Innes Street, Station 52 on South Main Street, and Station 53 on West Innes Street. Station 52 is also home to the Department's Hazardous Materials team and primary Haz-Mat response unit, which is a joint venture with Rowan County.

Plans for a fourth fire station to provide protection and quicker responses to the southwest portion of the city are in place and well under way. To date, the Fire Department has acquired land for the new station to be built on U.S. Highway 70 adjacent to Godley's Garden Center. The Department has also designed, ordered and received the apparatus for this station, a Pumper/Ladder combination with a 75-foot ladder, a 1500-gallon per minute (gpm) pump and a 500-gallon water tank. This strategic piece of equipment is able to provide both ladder and pumper services quickly and with fewer personnel than a ladder and a pumper. Plans are in place to hire, equip and train the additional personnel (18) necessary to staff this station. Because of an appeal filed in April, 1998 challenging the Superior Court decision upholding Salisbury's proposal to annex approximately 3,000 acres of land and an estimated 2,835 people, I am recommending the Salisbury City Council delay the staffing element of the three year fire service phase-in plan until June 1, 2000. The Station itself is currently scheduled to be operational in FY2000-01. While this date is tentative, we will work to bring it on line as expeditiously as possible. At this point, the Salisbury Fire Department has maximized the ability of our personnel and equipment to provide the highest level of fire protection service for the lowest possible cost to our citizens.

PUBLIC SERVICES DEPARTMENT

The Public Services Department includes the following divisions: Fleet Management; Street; Solid Waste Management; Transit; Traffic Operations; Landscape Operations; Hurley Park; Facilities Management and Cemetery. The growth in the City of Salisbury's business sector and population has continued to increase at a rapid rate even without annexation. This growth continues to challenge the level of service provided without additional personnel. For instance in the last several years, the Public Services Department personnel have more plant inventory in the ground than ever before, more streets have been added increasing the maintenance burden for the Street Division personnel; more traffic signals, markings, and signs have been installed, and an additional 1,000 solid waste collection sites have been added with the potential of approximately 966 more with annexation. Fleet Management has suffered because of our inability to attract qualified personnel in a very tight and competitive labor market. The greatest challenge will be to maintain the present level of service in the face of increased service responsibilities.

Additionally, the Public Services Department has been called on to provide valuable services in many important City of Salisbury projects such as Cannon Park, the Park Avenue Tar Branch project; the East Council Street Streetscape Project, Sports Complex improvements, the Greenway, City Hall landscape improvements, preserving and maintaining the Robertson/Eastern Gateway Park during East Innes Street Bridge improvements and many other Citywide Outcomes.

VEHICLE AND EQUIPMENT REPLACEMENT FUNDS

It is recommended that \$1,128,778 included in the FY1999-00 General Fund Budget be transferred to the FY1999-00 General Fund Capital Reserve Fund. These funds, plus \$163,672 from the Capital Reserve Fund and interest earnings, will be programmed this year for replacement of the General Fund fleet and computer equipment, in accordance with the replacement schedules.

It is recommended that \$277,696 be transferred from the Water and Sewer Fund to the Water and Sewer Capital Reserve Fund. These funds will be programmed to purchase the necessary Water and Sewer Fund vehicles and computer equipment in accordance with the replacement schedules.

SPECIAL REVENUE FUNDS

The City of Salisbury expects to receive \$413,000 in federal Community Development Block Grant funds to provide the following activities: acquisition, code enforcement, housing rehabilitation, Community Center for the Park Avenue Neighborhood, funds for Habitat for Humanity and public service funding. Additionally, the City of Salisbury is a part of the Cabarrus/Iredell/Rowan HOME Consortium, and as a result will receive approximately \$121,000 in HOME funds during FY1999-00 to perform housing rehabilitation and down payment assistance. The City also expects to receive approximately \$150,000 in program income and will provide a 25% required match of approximately \$27,500 to the HOME budget. Below is a breakdown of the proposed CDBG and HOME Program Budget:

<u>Activities</u>	<u>Proposed Budget</u>
Acquisition (CDBG)	\$ 15,000
Code Enforcement (CDBG)	10,000
Housing Rehabilitation (CDBG & HOME)	362,500
Community Center-Park Avenue (CDBG)	50,000
Home Ownership Assistance (HOME)	45,000
Habitat for Humanity (CDBG)	35,000
<u>Public Services</u>	
Rowan Helping Ministries (CDBG)	27,500
Salisbury Youth Employment (CDBG)	20,000
Family Crisis Council (CDBG)	16,500
Rowan Youth Services (CDBG)	6,000
Allen Health Care Ministries, Inc. (CDBG)	5,000
Community Youth Garden (CDBG & HOME)	3,000
Program Administration (CDBG & HOME)	<u>116,000</u>
TOTAL BUDGET	\$ 711,500

WATER AND SEWER FUND

The Water and Sewer Fund Budget for FY1999-00 has been significantly impacted by the shut down of three major industrial customers: Cone Mills, American & Efird and Frito-Lay. Together these three industries accounted for 19.8% of water consumption and 16.5% of sewer treatment. That represents a revenue loss of \$2.3 million – 15.5% of the total annual revenues of the Water and Sewer Fund. In order to meet the challenge of ensuring the financial sufficiency of the Fund in the face of the unexpected loss of revenue, the initial budget was revisited to seek ways to minimize rate impacts on existing customers. In taking another look at the budget the staff was instructed to seek additional operational savings, reevaluate the timing and amount of the five year Capital Improvement Program (CIP), change the timing and magnitude of rate adjustments, and evaluate the use of cash reserves. The result of those efforts is a proposed budget for FY1999-00 of \$13.486 million – a reduction of 9.4% from the initial budget of \$14.88 million – down 2% from the current FY1998-99 budget of \$13.72 million. The proposed \$13.486 million budget reflects the use of \$300,000 in cash reserves and represents an average residential water and sewer rate increase of 8.84% that would become effective on July 1, 1999. The average monthly residential bill would increase from \$34.85 to \$37.93.

The proposed budget represents a “base case” scenario with regard to CIP projects, meaning that only projects required to meet legal or regulatory obligations have been included. All projects related to expansion of capacity have been delayed until later in the five-year program in response to the industrial closings. The five-year CIP also includes projects to replace our aging water and sewer infrastructure in order to maintain the reliability of our treatment and conveyance systems and prevent any interruptions of service due to equipment or material failures. These projects have been prioritized and spread over the five-year planning period in order to balance the impact of rate increases and prevent a “balloon payment” in any one year.

At the top of the CIP priority list is the replacement of the raw water lines that carry river water from the raw water pump station, located at the end of Hannah Ferry Road, to the two storage reservoirs at Ellis Crossroads. The existing 16-inch cast iron and 20-inch concrete water lines were installed in

1917 and 1954 respectively. The water lines have effectively reached the end of their expected service life and are in poor condition. Pipe failures, particularly on the 20-inch line, will severely limit the supply of water available for treatment. An incident where multiple sections of pipe joints fail could result in interruption of the water supply to customers. In light of the critical role these aging water lines play in ensuring our water supply, it has been requested that City Council consider approving a \$3.0 million project in FY1999-00 to replace the two existing raw water lines with a new 42-inch raw water line. If the project is approved it would add an additional 3% to the proposed 8.84% rate increase for a total of 11.84%.

TRANSIT FUND

The recommended Transit Fund Budget for FY1999-00 is increased by \$6,853. This represents maintenance of the current level of service offered by the City. The recommended budget for Administration, Operations and Capital are as follows:

Personnel	\$361,499
Operations	111,386
Capital	<u>800</u>
Total	\$473,685

HUMAN RESOURCES – PAY, BENEFITS, AND RECOMMENDATIONS

During the City Council Goal Setting Retreat a number of items were identified by City Council, City Manager and Staff regarding goal of initiating programs to attract, retain and develop high quality City employees. To this end the following recommendations are made in an effort to successfully achieve this goal.

Merit Increases

The FY1999-00 Budget includes an average four percent merit pay increase for all eligible employees. This recommendation allows the City to attempt to keep pace with the projected increases of similarly situated municipalities.

Pay and Compensation

Historically, the City’s pay philosophy has been that the City's interest would be served best by positioning ourselves in the middle. Although we have been successful with this approach, we recognize that in some instances, certain adjustments may be required in order to meet the demands of labor market conditions.

The City has experienced extreme difficulty in the recruitment, selection, and retention of employees in the technology, laborer, grounds maintenance, heavy equipment operations, law enforcement, mechanic and utility job classes. A survey of the salaries for positions in these classification groups indicates that our salaries are well below market. Our goal is to have the ability not only to hire, but also to retain high quality employees. In order to remain competitive with comparable employers adjustments to these class groups are required. It is also recommended that a five-percent increase in the minimum and maximum ranges for all job classifications be approved as shown in Exhibit 3.

Also during FY1998-99, the Human Resources staff evaluated, developed and implemented a

Broadbanding Pilot Program in the Utilities Department. Broadbanding is a classification and pay system, which offers an alternative to the traditional method of structuring pay. It allows similar jobs to be grouped into bands with wide pay ranges. The Utilities Department Broadbanding Pilot Program became effective in April 1999. The Utilities Department adopted a pay philosophy that all employees will be compensated at 80% of market. This goal is to be achieved within the next five years based on cost limitations and revenue levels. It is recommended that funds earmarked in this year's budget to purchase Broadbanding software also be approved.

Through the implementation of the Pilot Program, it was determined that this method of compensation can be applied to other areas of the organization. Identification of the most appropriate positions is underway. Future salary recommendations will be made upon further review of such issues as recruitment, retention and high turnover in classes. Further recommendations are also forthcoming in the area of Public Safety salaries.

401(k) Employer Contribution

In 1992, the City implemented a voluntary 401(k) Program. The FY1999-00 Budget includes a 2% employer contribution as an additional benefit to employees. Approximately 240 cities and counties in North Carolina currently provide an employer contribution to 401(k). Rowan County, one of the City's major competitors, provides a 3% employer contribution. The 401(k) Program provides an important supplement to retirement for employees. It reduces the City's FICA and local government retirement contributions. It encourages employees to plan for retirement and provides some equity among employees of all classifications and positions since the City is required to contribute 5% of salary for all sworn law enforcement officers. The City will improve its opportunity to achieve the goal of attracting, recruiting and retaining quality employees by implementing this provision of the 401(k) Program.

Health Insurance

In order to continue the current health insurance, rates were projected to increase 20% for the upcoming year. For this reason, the Human Resources Department staff, with the assistance of the Employee Insurance Committee and Mark III Brokerage, evaluated the City's health insurance coverage. A bidding process was conducted to determine whether the City's present health insurance coverage, costs, quality and satisfaction of service were competitive and acceptable.

In addition to advertising in the local and major newspapers, twenty-eight specification packets were provided to various third party administrators, insurance companies and HMO agents and/or brokers. Seven vendors responded and submitted quotes for some type of insurance coverage. Blue Cross/Blue Shield North Carolina (BC/BSNC) our current insurance carrier also submitted quotes.

The results of the bid process revealed that the City's projected rate increase for FY1999-00 could be reduced to zero by establishing a Point-of-Service (POS) Plan. A POS Plan provides managed care with a network of healthcare providers and a reduced level of benefits if out-of-network providers are selected. This is different from the current HMO, which does not provide out-of-network benefits and the PPO, which does not have a managed care component. By consensus, the Employee Insurance Committee recommended that the City discontinue the HMO and PPO plans and implement the POS plan offered by BC/BSNC. Approval of this recommendation is requested.

Retiree Health Insurance

In an effort to achieve the goal of establishing programs to encourage retention of quality employees, the Human Resources Department conducted a study of municipalities that offered a benefit of continuing group health insurance coverage upon retirement. The results of the study indicated that

many cities and counties offer this benefit with varying criteria for service and limitations as to the level of coverage. Based on the information gathered and associated costs to fund this benefit, the City recommends the expansion of group health insurance coverage to include employees retiring at age 55 with at least 15 years of service. This recommendation establishes a City contribution for health insurance coverage for retirees effective July 1, 1999. The City would contribute the same amount towards the insurance premium for the retiree as it does for an employee.

The retiree may choose family or parent-child coverage and pay for the cost of the additional coverage. As a practical matter, many senior employees at or near the top of our pay ranges are postponing retirement in order to stay on the City's health insurance. The adoption of this policy would not only save money for the City, but would allow for a more orderly transition of employees through our pay ranges.

Training and Development

The need to develop and implement a strong Training and Development Program has been identified as a priority by Staff. Thus a Training and Development Task Force was established during FY1998-99. The purpose of the Task Force is to evaluate, develop and recommend a long and short-range plan for the training and development of all City employees on an ongoing basis. The Task Force has identified and recommended that the City provide training regarding a number of training issues and topics including Diversity/Multiculturalism. This budget includes the cost of continuing Diversity Training for all City employees. Funds are also requested to provide training on other topics such as Supervisory Training, Customer Service, Workplace Violence, Employment Law and Financial Planning. As the needs of departments are further identified, future requests for additional funds will be made.

Personnel Recommendations

For the FY1999-00 Budget, the net number of positions for the City increased by 25 over the previous fiscal year. The Transit and Special Revenue Funds remained unchanged in the number of positions. In the Water and Sewer Fund, the Safety Assistant that had been previously funded by the Utilities was transferred to the General Fund and two other positions were added due to reorganization. In the General Fund, twenty-four positions new positions were added. These positions are: one full-time Customer Service Clerk and a permanent part-time Customer Service Clerk in the Finance Department to handle the increase in utility customers; the Safety Assistant position transferred from the Water and Sewer Fund; a Senior Office Assistant to assist in Management and Administration and Land Management and Development, the need which resulted from the relocation of the Community Development Division to the Salisbury West Business and Community Center and the need to provide office support for the Plaza; an Administrative Assistant to serve in the proposed "Keyman Operation" in the Plaza; six Police Officers funded through a COPS grant; six Fire personnel to begin implementation of the staffing plan for the new fire station; and eight employees in Parks and Recreation - two maintenance workers for the new Community Park and six seasonal employees for programs at the Civic Center.

IN CONCLUSION

All things considered, I believe the recommended FY1999-00 Budget reflects an honest attempt to address nearly all of the City Council's desired outcomes, strategies and goals. Though most General Fund service levels have been maintained, there is an increase in the level of service in the Parks and Recreation Department with the construction of the Salisbury Community Park and Athletic Complex. Though there will be major increases in the Fire Department budget with the proposed construction

and staffing of the U.S. Highway 70 Fire Department Station using a three year phase-in on staffing, this does not represent an expanded level of service, but a major maintenance of service level effort.

The recommended FY1999-00 Budget is “tax rate” neutral. Even with Rowan County’s recent reappraisal of all real property in the county, I am recommending that the City of Salisbury reduce its tax rate five cents from \$.62 to \$.57 per hundred dollars valuation. I have included in this Budget funding to address all requirements for the City of Salisbury’s annexation plans once the court challenges are settled this fall.

The City Manager, the Utilities Management Staff, and consultants have attempted to follow Salisbury City Council’s directive to address the impact of the loss of three major industrial customers: Cone Mills, American & Efird and Frito-Lay. The recommended \$13.486 million budget reflects the use of \$300,000 in cash reserves which results in an average residential water and sewer rate increase of 8.84% that would become effective on July 1, 1999. The average monthly residential bill would increase from \$34.85 to \$37.93. I would also like the Salisbury City Council to consider the Utilities Department’s recommendation that an additional \$3.0 million in state loan funds be included in FY1999-00 to replace the two existing raw water lines with a new 42-inch raw water line. If this project receives favorable consideration by City Council, it would add an additional 3% to the proposed 8.84% rate increase for a total of 11.84%.

I want to take this opportunity to thank all that participated in the preparation of this year’s City Budget. The late breaking announcement by Cone Mills and other industries closing their doors in Salisbury caused a slight delay in presenting the FY1999-00 Budget to City Council. Many additional hours of research, evaluation and analysis have been required by your City Management and Utility Management Teams and Finance Department staff to produce this Budget. We have worked incredibly hard to present a “tax rate” neutral General Fund Budget and a Water and Sewer Utility Budget that properly addresses our current situation. I know that City Council will have to make a tough decision on the Water and Sewer Utility Budget, which may not be popular, but I know that it is the right thing to do!

I want to especially thank John Sofley, City Finance Director, Teresa Harris, Budget Officer, Mike West, Utility Productivity Analyst, Myra Heard, Finance Specialist and the entire Finance Department staff for another excellent effort on a difficult budget. Thanks are also in order for the City Management Team and all Department and Division Managers who worked so hard to prepare the financial plan.

In addition, I would like to thank the City Council, the volunteer Boards and Commissions for their vision and commitment during the Goal Setting and Future Directions Process. I also appreciate the time that each member of City Council will spend in evaluating and finalizing the recommendations contained in this year’s Budget. I look forward to working with each of you in adopting the FY1999-00 Budget and appreciate your continued support in implementing the Outcomes, Strategies, Goals and Service Levels contained in this Budget.

David W. Treme
City Manager

ADDENDUM TO BUDGET MESSAGE

On June 15, 1999, City Council adopted a balanced Budget Ordinance for FY1999-00 totaling \$39,371,288 for all funds. The recommended budget was adopted as presented except for increases in Special Projects (Exhibit 1) and Special Appropriations (Exhibit 2) as shown below:

Special Projects:

Public Services-Landscaping for Tree Planting Fund	\$5,000
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Special Appropriations:

Downtown Salisbury, Inc.	\$8,641
Rowan Museum	\$1,000
United Arts Council	\$5,325
Rufty Holmes Senior Center	\$9,000
Rowan Information & Referral	\$1,500

The resulting increase in expenditures was offset by delaying implementation of the 401(k) contribution until August 1999 and increasing the appropriations for Insurance Claims Revenue and Miscellaneous Revenues due to anticipated additional revenue.

**EXHIBIT 1
CITY OF SALISBURY
SPECIAL PROJECTS FOR FY 1999 - 00**

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
HUMAN RESOURCES			
Employee Assistance Program	\$ 8,686	\$ 8,686	\$ 8,686
Federal Drug Testing	6,016	6,016	6,016
City Random Drug Testing	4,512	4,512	4,512
Diversity Training	60,000	55,000	55,000
Broadbanding Software	17,000	17,000	17,000
Human Resource Information System	40,000	55,000	55,000
Salary Adjustments	80,000	45,000	45,000
Retiree Insurance Benefit	150,000	18,000	18,000
Background Investigations	5,000	5,000	5,000
Police Officers Written Exams	3,000	3,000	3,000
Employee Development Program	70,000	10,000	10,000
Total Special Projects	<u>\$ 444,214</u>	<u>\$ 227,214</u>	<u>\$ 227,214</u>
FINANCE			
Software Modification	\$ 4,000	\$ 4,000	\$ 4,000
Total Special Projects	<u>\$ 4,000</u>	<u>\$ 4,000</u>	<u>\$ 4,000</u>
LAND MANAGEMENT & DEVELOPMENT-PLANNING & COMMUNITY DEVELOPMENT			
Revolving Fund CDC	\$ 130,000	\$ 25,000	\$ 25,000
Board/Commission Training	15,000	7,500	7,500
Architectural Survey Match	14,600	14,600	14,600
Freedman's Cemetery	10,000	10,000	10,000
Innes Street Incentive Grant	30,000	25,000	25,000
Tree Board/CAC Award Program	4,000	4,000	4,000
Historic Guidelines Reprint	8,000	8,000	8,000
Innes Street Zoning Guidelines Print	6,000	6,000	6,000
Adopt A Street	2,500	1,600	1,600
Neighborhood Tree Plantings	13,000	-	-
Downtown Sidewalks	10,000	-	-
2020 Vision	65,000	65,000	65,000
Downtown Master Plan	20,000	20,000	20,000
Total Special Projects	<u>\$ 328,100</u>	<u>\$ 186,700</u>	<u>\$ 186,700</u>
POLICE			
Architect Design for Second Floor	\$ 1,500	\$ -	\$ -
Printrak	24,500	-	-
Gun Storage Enhancement	2,000	-	-
Reaccreditation Fee	8,530	8,530	8,530
ASP Batons	5,000	-	-
Wrap Restraints	1,386	-	-
Mini 14 Rifles	3,750	-	-
Police Strategic Planning	30,000	30,000	30,000
Total Special Projects	<u>\$ 76,666</u>	<u>\$ 38,530</u>	<u>\$ 38,530</u>

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
LAND MANAGEMENT & DEVELOPMENT-ENGINEERING			
Traffic Signal System	\$ 98,000	\$ 98,000	\$ 98,000
Council Street	250,000	-	-
Chamber Property Acquisition	250,000	-	-
Norman's Property Incentives	150,000	-	-
Chamber Block Parking	80,000	-	-
Hardware Block Parking	50,000	-	-
Flowers Area Surveying/Demolition	25,000	-	-
Greenway	330,000	330,000	330,000
Neighborhood Traffic Calming	15,000	-	-
Sidewalk Grant	115,000	100,000	100,000
Storm Drainage Incentive Grants	25,000	25,000	25,000
Kelsey-Scott Park Pedestrian Access	17,500	17,500	17,500
Club House Drive Widening	100,000	-	-
Total Special Projects	<u>\$ 1,505,500</u>	<u>\$ 570,500</u>	<u>\$ 570,500</u>
PUBLIC SERVICES-ADMINISTRATION			
Facility Study	\$ 20,000	\$ 20,000	\$ 20,000
Total Special Projects	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>
PUBLIC SERVICES-STREET			
Utility Strip - 100 W. Innes St. - North Side	\$ 10,000	\$ 10,000	\$ 10,000
200 S. Main Street - East Side			
Neighborhood Traffic Calming	-	10,000	10,000
Stabilize Creek Bank Adjacent to Park Road	50,000	-	-
Target Neighborhood Improvements	5,000	5,000	5,000
Total Special Projects	<u>\$ 65,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>
PUBLIC SERVICES-CEMETERY			
Fencing and Landscape Improvements- Dixonville	\$ 9,000	\$ -	\$ -
Regulatory Signage	500	500	500
Road Upgrades	1,000	-	-
Total Special Projects	<u>\$ 10,500</u>	<u>\$ 500</u>	<u>\$ 500</u>
PUBLIC SERVICES-LANDSCAPE OPERATIONS			
Tree Board Awards Program	\$ 2,000	\$ 1,000	\$ 1,000
Tree Planting Fund	12,500	-	5,000
Skateboard Deterrents-Gateway Park	1,400	1,400	1,400
Water Catch Basin-Memorial Park	2,500	-	-
Total Special Projects	<u>\$ 18,400</u>	<u>\$ 2,400</u>	<u>\$ 7,400</u>
PUBLIC SERVICES-LANDSCAPE OPERATIONS-HURLEY PARK			
Spring Celebration	\$ 1,600	\$ 1,600	\$ 1,600
Pond Deck Reconstruction	7,000	-	-
Stone Garden Edging	4,200	-	-
Total Special Projects	<u>\$ 12,800</u>	<u>\$ 1,600</u>	<u>\$ 1,600</u>
PARKS & RECREATION			
Site Master Plans	15,000	15,000	15,000
Total Special Projects	<u>\$ 15,000</u>	<u>\$ 15,000</u>	<u>\$ 15,000</u>
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 2,500,180</u>	<u>\$ 1,091,444</u>	<u>\$ 1,096,444</u>
TOTAL OFFSETTING REVENUE	<u>\$ 427,500</u>	<u>\$ 427,500</u>	<u>\$ 427,500</u>
TOTAL CITY SHARE	<u>\$ 2,072,680</u>	<u>\$ 663,944</u>	<u>\$ 668,944</u>

EXHIBIT 2
SPECIAL APPROPRIATIONS FOR FY1999-00

	FY1998-99		MANAGER	
	ADOPTED	REQUESTED	RECOMMENDS	ADOPTED
Human Relations Council	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
Action Grants	22,000	30,000	22,000	22,000
Community Appearance	1,200	1,200	1,200	1,200
Historic District Commission	1,500	2,000	500	500
Economic Development	46,670	46,670	46,670	46,670
Downtown Salisbury, Inc.	45,939	74,580	45,939	54,580
Tree Board	900	900	900	900
Waterworks Gallery	10,000	10,000	10,000	10,000
Rowan Museum	5,000	10,000	5,000	6,000
United Arts Council	39,675	45,000	39,675	45,000
Rufty Holmes Senior Center	41,000	50,000	41,000	50,000
Youth Commission	3,500	3,500	3,500	3,500
Rowan Information & Referral	3,000	4,500	3,000	4,500
Supplementary Education	<u>42,342</u>	<u>42,342</u>	<u>42,342</u>	<u>42,342</u>
	<u>\$ 264,076</u>	<u>\$ 322,042</u>	<u>\$ 263,076</u>	<u>\$ 288,542</u>

EXHIBIT 3
POSITION LISTING WITH SALARY RANGES

Position	Salary Range	
	Minimum	Maximum
Account Clerk I	18,414	29,403
Account Clerk II	20,318	32,443
Accountant II	25,351	40,480
Accounting Manager	41,460	66,203
Animal Control Specialist	19,342	30,885
Assistant City Manager	54,419	89,997
Assistant Fire Chief	35,772	57,120
Assistant Utilities Director	45,746	73,046
Athletic Maintenance Manager	28,669	45,778
Battalion Chief	30,864	49,284
Benefits Analyst	27,293	43,580
Building & Grounds Maintenance Worker I	15,125	24,151
Building & Grounds Maintenance Worker II	16,689	26,648
Building Maintenance Worker	15,125	24,151
Buyer	20,318	32,443
Cemetery Maintenance Supvr	23,548	37,602
Center Attendant	17,105	27,312
Chemist II	27,293	43,580
City Clerk	28,638	47,359
City Code Inspector	18,873	30,135
City Engineer	43,551	69,540
Civil Engineer III	37,575	59,998
Com Dev & Neighborhood Pln Mgr	43,551	69,540
Community Development Technician	22,976	36,688
Crossing Guard	13,375	21,356
Customer Service Clerk I	16,689	26,648
Customer Service Clerk II	18,414	29,403
Customer Service Supervisor	25,351	40,480
Department Secretary	22,418	35,797
Development Services Manager	37,575	59,998
Development Services Spec	22,976	36,688
Engineering Technician II	21,342	34,079
Equipment Operator I	16,283	26,001
Equipment Operator II	19,342	30,885
Evidence Technician	19,342	30,885
Facilities Maintenance Supervisor	23,548	37,602
Finance Director	48,098	79,544
Finance Specialist	22,418	35,797
Fire Captain	25,351	40,480
Fire Chief	48,098	79,544
Fire Control Specialist I	19,342	30,885
Fire Control Specialist II	21,342	34,079
Fire Engineer	22,976	36,688
Fire Investig/Inspection Officer	30,864	49,284
Fire Investig/Inspection Spec	25,351	40,480
Fire Logistics Officer	25,351	40,480

Position	Salary Range	
	Minimum	Maximum
Fire Projects Analyst	25,351	40,480
Fleet Service Shift Supervisor	27,293	43,580
Fleet Service Supervisor	28,669	45,778
Fleet Services Manager	35,772	57,120
Graphics Technician	17,105	27,312
Grounds Maintenance Supervisor	23,548	37,602
Grounds Maintenance Worker I	14,758	23,564
Grounds Maintenance Worker II	16,689	26,648
Human Resources Director	48,098	79,544
Identification Specialist	19,824	31,654
Industrial Pretreatment Coordinator	30,864	49,284
Information Systems Manager	41,460	66,203
Inventory Control Specialist	17,105	27,312
Laboratory Technician I	16,283	26,001
Laboratory Technician II	18,873	30,135
Land Mgmt & Dev Director	54,419	89,997
Landscape Maintenance Manager	30,864	49,284
Landscape Maintenance Supvr	23,548	37,602
Master Mechanic	25,351	40,480
Master Police Officer	27,198	43,429
Mechanic	21,874	34,927
Meter Mechanic	17,105	27,312
Meter Reader	17,105	27,312
Meter Reading & Repair Supvr	34,055	54,378
Neighborhood Development Specialist	32,421	51,767
Office Assistant	16,689	26,648
Park Curator	20,824	33,249
Parking Control Specialist	19,342	30,885
Parks & Rec Maint Manager	28,669	45,778
Parks & Recreation Director	43,575	72,064
Parts Clerk	17,105	27,312
Parts Supervisor	22,418	35,797
Permit Services Coordinator	19,824	31,654
Personnel Analyst I	27,293	43,580
Personnel Analyst II	30,864	49,284
Personnel Technician I	22,418	35,797
Personnel Technician II	24,736	39,498
Planner I	27,293	43,580
Planner II	30,114	48,086
Plant Maint Technician II	21,874	34,927
Plants Maint Supvr	34,055	54,378
Police Captain	39,471	63,025
Police Chief	48,098	79,544
Police Information Clerk	17,105	27,312
Police Lieutenant	34,055	54,378
Police Officer I	23,539	37,586
Police Officer II	25,893	41,344
Police Planner	27,293	43,580
Police Records Clerk	17,105	27,312

Position	Salary Range	
	Minimum	Maximum
Police Records Coordinator	20,824	33,249
Police Sergeant	31,277	48,880
Police Telecommunications Supervisor	25,351	40,480
Police Telecommunicator	18,873	30,135
Productivity Analyst	34,055	54,378
Public Services Director	43,575	72,064
Purchasing Manager	34,055	54,378
Purchasing Technician	18,414	29,403
Recreation Aide	13,375	21,356
Recreation Coordinator	27,293	43,580
Recreation Leader	22,976	36,688
Recreation Program Manager	37,575	59,998
Regulatory Compliance Tech	19,824	31,654
Resident Manager	17,967	28,689
Residuals Management Supvr	28,669	45,778
Risk Management Officer	37,575	59,998
Safety Assistant	19,342	30,885
Seasonal Worker	12,121	19,356
Senior Building & Grounds Maintenance Worker	18,873	30,135
Senior Building Maint Worker	17,967	28,689
Senior Chemist	28,669	45,778
Senior Customer Service Clerk	20,318	32,443
Senior Grounds Maint Worker	18,873	30,135
Senior Meter Mechanic	19,824	31,654
Senior Meter Reader	19,824	31,654
Senior Office Assistant	18,873	30,135
Senior Planner	34,055	54,378
Senior Plant Maint Technician	22,976	36,688
Senior Plant Operator	20,824	33,249
Sewer Collection & Maint Supvr	28,669	45,778
Signs & Marking Crewleader	19,824	31,654
Signs & Marking Technician II	17,530	27,992
Small Engine Mechanic	16,689	26,648
Solid Waste Equipment Operator	18,873	30,135
Solid Waste Mgmt Div Manager	28,669	45,778
Solid Waste Operations Supvr	23,548	37,602
Special Facilities & Marketing Manager	28,669	45,778
Storekeeper	17,105	27,312
Street Maintenance Manager	34,055	54,378
Street Maintenance Supervisor	23,548	37,602
Street Maintenance Worker I	14,758	23,564
Street Maintenance Worker II	16,689	26,648
Systems Analyst I	28,669	45,778
Systems Analyst II	32,421	51,767
Technical Services Supervisor	34,055	54,378
Technologies Services Technical Assistant	25,982	41,489
Telecommunications Manager	41,460	66,203
Traffic Operations Manager	30,864	49,284
Traffic Signal Technician II	20,318	32,443

Position	Salary Range	
	Minimum	Maximum
Transit Dispatcher	18,873	30,135
Transit Manager	28,669	45,778
Transit Operator	18,414	29,403
Transit Operator/Service Worker	18,414	29,403
Urban Resource Planner	34,055	54,378
Util Inspec/Location Specialist	26,630	42,522
Utilities Director	54,419	89,997
Utilities Maint Worker I	14,758	23,564
Utilities Maint Worker II	16,689	26,648
Utilities Maintenance Manager	41,460	66,203
Utilities Maintenance Supvr	23,548	37,602
Utility Engineer I	27,293	43,580
Utility Engineer III	37,575	59,998
Utility Engineering Manager	43,551	69,540
Wastewater Plant Operator I	17,967	28,689
Wastewater Plant Operator II	19,824	31,654
Wastewater Plant Supvr	28,669	45,778
Water Distribution Supervisor	28,669	45,778
Water Plant Operator I	17,967	28,689
Water Plant Operator II	19,824	31,654
Water Plant Supervisor	28,669	45,778
Water Resources Manager	43,551	69,540
Zoning & Code Enforcement Spec	19,824	31,654

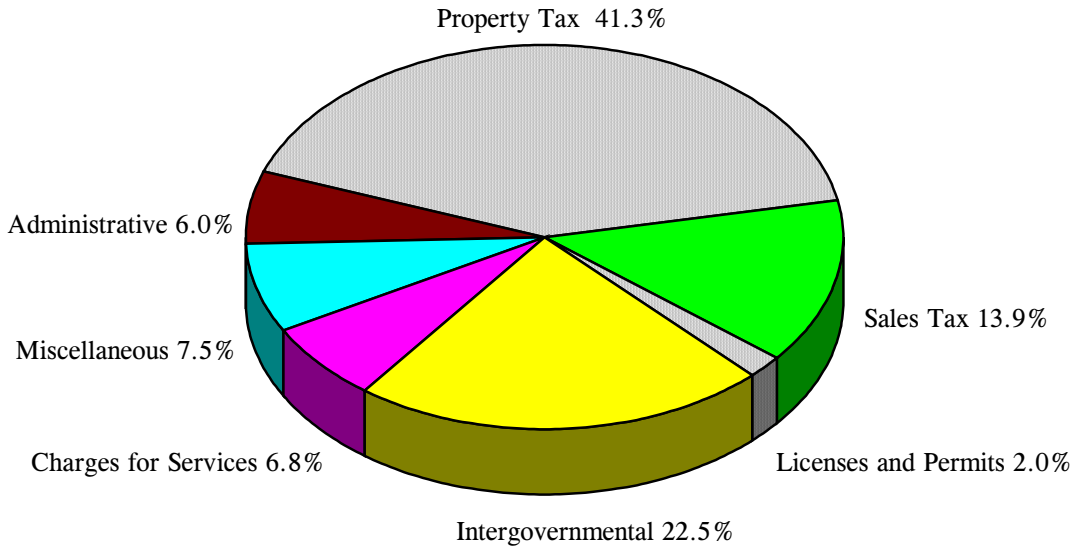
Unclassified:

Mayor, Mayor Pro Tem, Council Member, City Manager

[Click here to move to Section 1](#)

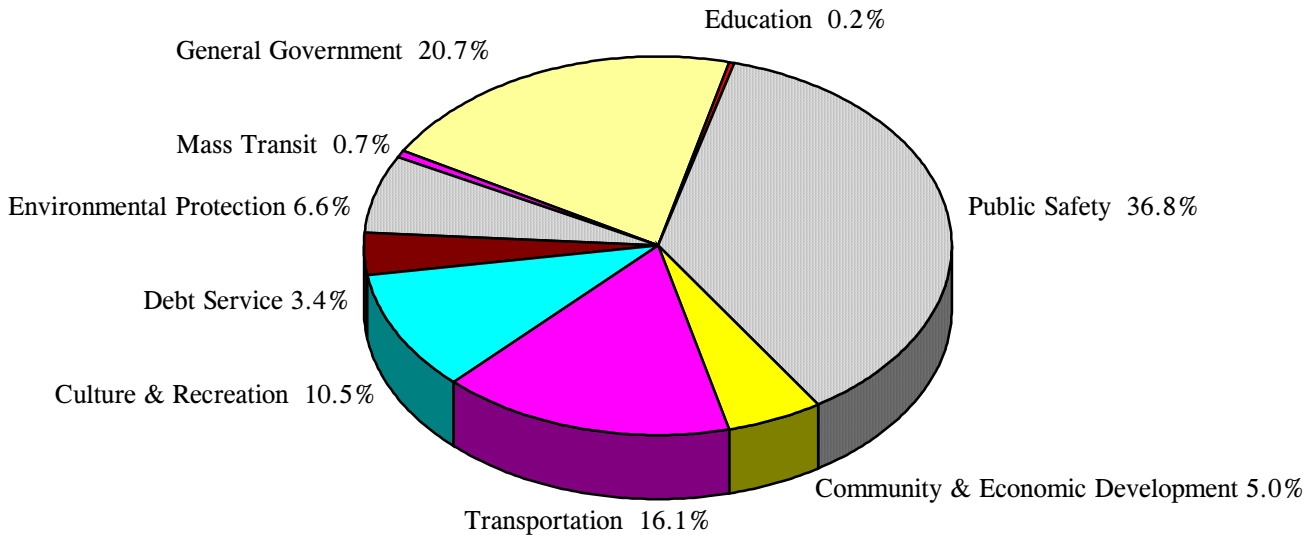
FY 1999-00 GENERAL FUND

Revenues - \$23,276,643



Where the Money Comes From

Expenditures - \$23,276,643



Where the Money Goes To

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

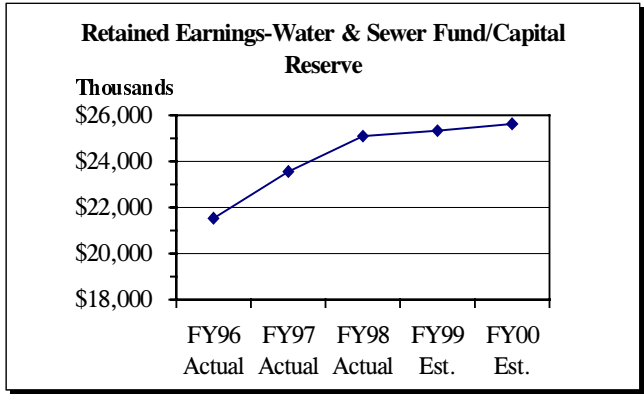
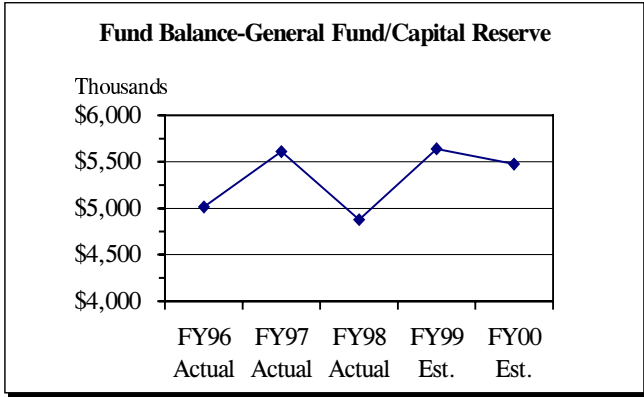
CITY OF SALISBURY, NORTH CAROLINA
BUDGET SUMMARY
For the Year Ending June 30, 2000

	General/Special Revenue Funds			Enterprise Funds			Total
	General	General Fund	Entitlement	Water/Sewer			
	Fund	Capital Reserve	Fund	Water/Sewer	Capital Reserve	Transit	
Estimated Fund Balance/ Retained Earnings 6/30/99	\$ 5,000,000	\$ 640,000	\$ -	\$ 14,400,000	\$ 240,000	\$ (1,277,449)	\$ 19,002,551
Budgeted Revenues & Other Financing Sources:							
Taxes	\$ 12,849,675	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,849,675
Licenses and Permits	469,275	-	-	-	-	-	469,275
Intergovernmental	5,211,531	-	413,000	-	-	223,683	5,848,214
Charges for Services	1,586,560	-	-	12,772,226	17,000	79,000	14,454,786
Miscellaneous	1,530,070	56,000	298,500	413,760	-	10,000	2,308,330
Administrative	1,409,860	-	-	-	-	-	1,409,860
Appropriated Fund Balance	-	-	-	300,000	-	-	300,000
Transfers From Other Funds	-	1,128,778	-	-	277,696	160,282	1,566,756
Total Available Resources	\$ 23,056,971	\$ 1,184,778	\$ 711,500	\$ 13,485,986	\$ 294,696	\$ 472,965	\$ 39,206,896
Expenditures:							
General Government	\$ 4,630,503	\$ 176,500	\$ -	\$ -	\$ -	\$ -	\$ 4,807,003
Public Safety	8,009,447	538,450	-	-	-	-	8,547,897
Transportation	3,483,031	265,700	-	-	-	-	3,748,731
Environmental Protection	1,488,150	43,900	-	-	-	-	1,532,050
Culture and Recreation	2,153,063	311,900	-	-	-	-	2,464,963
Community & Economic							
Development	1,165,395	12,000	711,500	-	-	-	1,888,895
Education	42,342	-	-	-	-	-	42,342
Water & Sewer	-	-	-	10,096,728	81,350	-	10,178,078
Mass Transit	-	-	-	-	-	473,685	473,685
Debt Service:							
Principal	547,359	-	-	1,651,305	-	-	2,198,664
Interest	248,621	-	-	1,460,257	-	-	1,708,878
Transfers to other funds	1,289,060	-	-	277,696	-	-	1,566,756
Total Expenditures	\$ 23,056,971	\$ 1,348,450	\$ 711,500	\$ 13,485,986	\$ 81,350	\$ 473,685	\$ 39,157,942
Budgeted Increase (Decrease) in Fund Balance	\$ -	\$ (163,672)	\$ -	\$ -	\$ 213,346	\$ (720)	\$ 48,954
Full Accrual Adjustments: ¹							
Budgeted Capital Outlay	-	-	-	584,900	81,350	80	666,330
Budgeted Contributed Capital	-	-	-	-	-	720	720
Budgeted Debt Principal	-	-	-	1,452,506	-	-	1,452,506
Estimated Depreciation	-	-	-	(1,830,000)	-	(87,000)	(1,917,000)
Estimated Fund Balance/ Retained Earnings 6/30/00	\$ 5,000,000	\$ 476,328	\$ -	\$ 14,607,406	\$ 534,696	\$ (1,364,369)	\$ 19,254,061

¹ See explanation on page 2-4

As of June 30, 1999, the City estimates an undesignated and unreserved General Fund balance of \$2,350,000. This balance is 10.2% of the General Fund operating budget, which is in excess of the 10% required by the City's Reserve Policy as explained on page 2-4 of this document.

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



In FY1997-98 and FY1999-00, fund balance for General Fund decreased due to capital projects carryforwards. As shown in section 4 of the Budget Ordinance on page 13-3, unearned portions of contracts at the end of a fiscal year will be added to the applicable appropriation in the following fiscal year. This appropriation reduces fund balance.

**SUMMARY OF INTERFUND TRANSFERS
For the Year Ending June 30, 2000**

		TO			
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	TOTAL OUT
F R O M	FUND				
	General	\$ 1,128,778	-	\$ 160,282	\$ 1,289,060
	Water & Sewer	-	\$ 277,696	-	277,696
	TOTAL IN	\$ 1,128,778	\$ 277,696	\$ 160,282	\$ 1,566,756

GENERAL FUND REVENUE STRUCTURE

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

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

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

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

Several revenue types such as Powell Bill, intangibles taxes, sales taxes, and 80% retailers' and wholesalers' inventory reimbursement are distributed within Rowan County based on either population or tax levy. As Rowan County has raised their tax levy over the past several years, our percentage of those revenues based on tax levy has decreased. Additionally, increased population in Rowan County and other County municipalities has decreased Salisbury's share of those revenues based on populations. Without the annexations or other major growth within the City limits, the City will continue to receive a smaller share of the total revenue pool each year.

City revenues also face another limitation; the State tampering with state-shared revenues and reimbursements. During the past seven years, the State has eliminated property tax on retail, wholesale, and manufacturers' inventories. They then placed a cap on income to municipalities from intangible taxes, utility franchise taxes, and inventory reimbursements. This cap on utility franchise taxes expired in FY1994-95; however, growth has been minimal without annexation. Intangible taxes has been repealed by the General Assembly and replaced with an annual appropriation. Both the intangible tax and inventory reimbursements are subject annually to the whims of the General Assembly for funding.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund contribution. These four revenues are the only ones that City Council can increase or decrease at will. During FY1998-99, these four sources in the General Fund accounted for 58% of the total revenue. The City lacks control over all other revenues.

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

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

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

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

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

REVENUE ASSUMPTIONS FOR FY1999-00

General Fund Revenue

Taxes:

Property Taxes - Real property is estimated to increase by 6.2%, personal property by 5%, and public service property 2.5% over the 1998 assessed values. This estimated growth for real property and public service property is based on historical trend analysis combined with new construction estimates.

The projected growth in personal property is based on historical trend analysis. A 3.4% uncollectible rate was used.

Prior Year Property Taxes - Based on historical trends adjusted by the size of the 1998 property tax receivable balance projected as of June 30, 1999.

Interest on Delinquent Taxes - Based on historical trends.

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

Other Taxes - Based on historical trends.

Licenses and Permits:

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

Franchises - Based on historical trends for receipts from the cable television company (see graph on page 1-7).

Intergovernmental:

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

State - Based on FY1998-99 state shared receipts plus anticipated state grants. As mentioned in the previous section, the City receives funding from the State for intangible taxes, utility franchise taxes, and inventory reimbursements. The City also receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage. The City is anticipating receiving a grant for Greenway construction and another grant for sidewalk construction.

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

Charges for Services:

Supportive Court Services - Based on historical trends.

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

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

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

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

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY1999-00 and estimated interest rates.

Insurance Proceeds - Based on historical trends.

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

Other - Based on historical trends (see graph on page 1-8) and estimated revenue from annexation based on a favorable ruling from the appeal of a lawsuit filed by a group of citizens.

Administrative:

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

General Fund Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY1999-00 and estimated interest rates.

Other - Based on historical trends.

Other Financing Sources:

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

Water and Sewer Fund Revenue

Operating Revenues:

Charges for Services - Based on estimates using historical volumes, trends, and revised rates based on a comprehensive rate review completed in April 1999.

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances during FY1999-00 and estimated interest rates.

Miscellaneous Revenues - Based on historical trends.

Water and Sewer Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY1999-00 and estimated interest rates.

Other Financing Sources:

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

Transit Fund Revenue

Operating Revenues:

Charges for Services - Based on estimates using historical ridership and trends.

Nonoperating Revenues:

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

Miscellaneous Revenues - Based on historical trends.

Other Financing Sources:

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

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Transit Fund during FY1999-00.

Special Revenue Funds Revenue

Intergovernmental:

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

Miscellaneous:

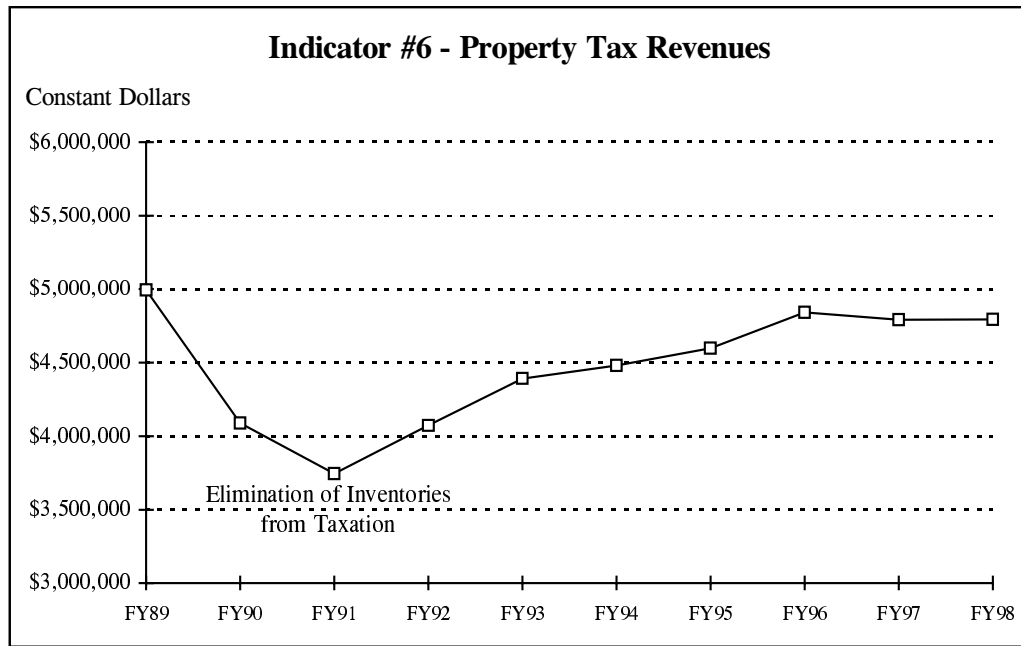
Interest Earned on Investments - Based on estimated cash balances during FY1999-00 and estimated interest rates.

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

TREND MONITORING

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

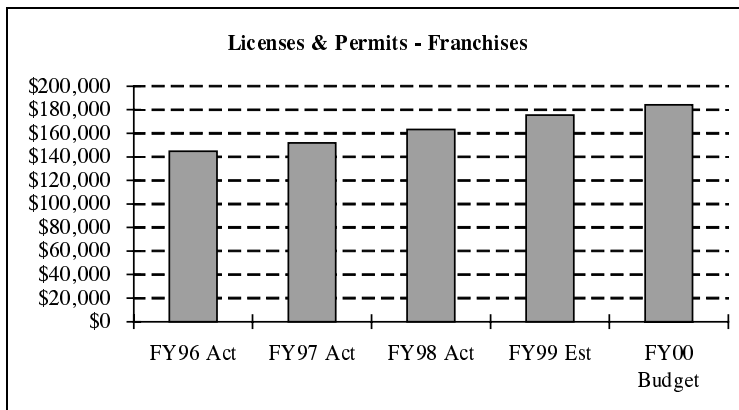
At the end of each fiscal year, trend information is gathered by using Financial Trend Monitoring System, which allows the City to monitor its financial condition. The Financial Trend Monitoring System is based on financial, organizational, and environmental factors that influence financial condition.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



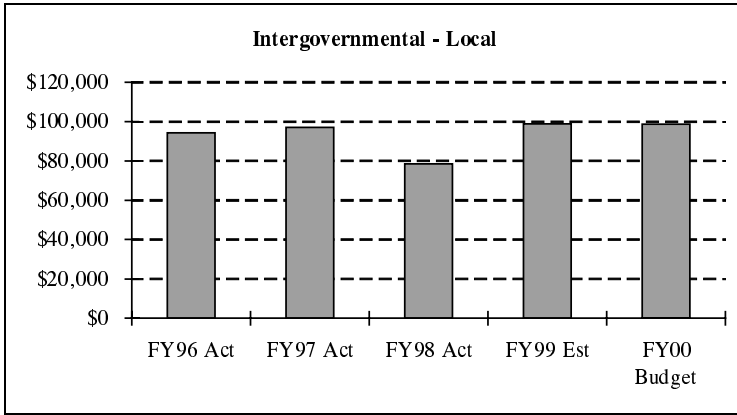
WARNING TREND:
Decline in property tax revenues (constant dollars)

OTHER REVENUE TRENDS

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

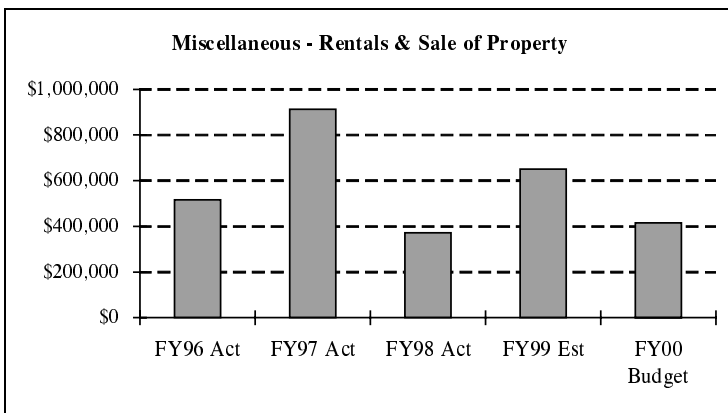
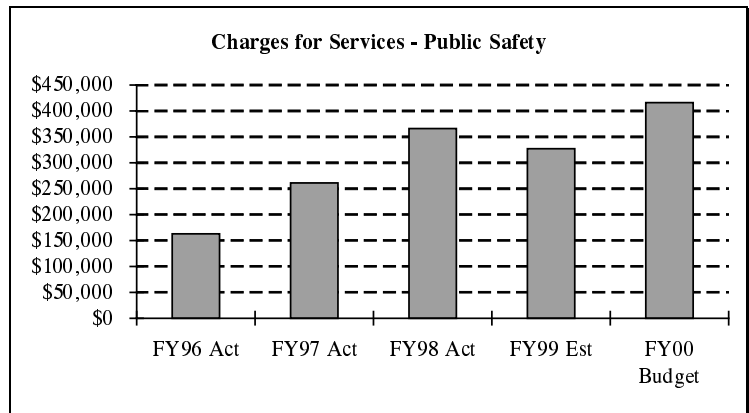


These revenues are based on gross revenues within the City limits of the cable television company. As revenue base for the cable company increases, so does the revenue received by the City.



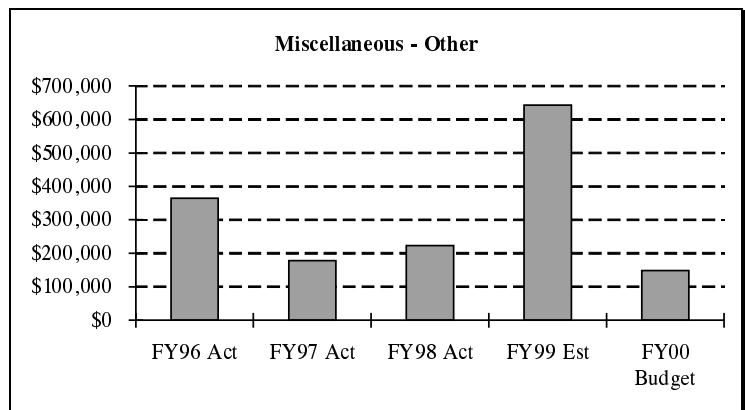
These revenues are from the Salisbury Housing Authority. Part of the revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt. The Housing Authority also reimburses the City for the personnel costs for police officers working within the Housing Authority.

Charges for services - public safety are revenues derived from police and fire protection, and charges for radios and pagers to public agencies within the area. Throughout the fiscal years, charges for radios have been steadily increasing, to approximately \$200,000 in FY1999-00 (FY00). In FY1995-96 (FY96), the City implemented a fee for permits and inspections by the Fire Department. Beginning in FY1996-97 (FY97), the Rowan-Salisbury School System started paying for one-half the cost of a third School Resource Officer as they have for the previous officers hired.



For FY1999-00 (FY00), fifty-seven percent of this revenue category is comprised of rentals. Rental revenue, both residential and commercial, from the Plaza continues to increase while the occupancy rate remains in excess of 95%. Other revenue sources for this category include sale of assets, sale of materials, sign revenue, and rental of Hurley Park. The large increase in FY1996-97 (FY97) and FY1999-00 (FY00) was from the sale of property.

This revenue is subject to much fluctuation due to General Fund donations and miscellaneous revenue. In FY1995-96 (FY96), the City received \$100,000 as a donation for the Greenway and another \$100,000 from Norfolk Southern Railroad for closing crossings. In FY1998-99 (FY99), the City received over \$475,000 from various foundations for community projects.



[Click here to move to Section 2](#)

FINANCIAL MANAGEMENT AND BUDGET PROCESS

FINANCIAL MANAGEMENT PROGRAM

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

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

This financial management program allows the City to achieve its goal of expanded and improved services to the citizens of Salisbury. Additionally, the City's bond rating of "A1" by Moody's Investors Service, Inc. and "A+" by Standard and Poor's Corporation was reaffirmed in June 1998. This is a reflection of the City's continued sound financial condition.

FINANCIAL MANAGEMENT SYSTEMS

FUND ACCOUNTING

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

GOVERNMENTAL FUND TYPES

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

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

PROPRIETARY FUND TYPES

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

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

BASIS OF ACCOUNTING

Basis of accounting refers to when revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. All governmental funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities are generally included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets.

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

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

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred, if measurable. Exceptions to this general rule include: (1) accumulated unpaid sick pay and other employee amounts which are not accrued; and (2) principal and interest on general long-term debt which is recognized when due.

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

FINANCIAL MANAGEMENT POLICIES

INVESTMENT POLICY

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

Policies

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

Investments Used By City

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

Custodial Risk Assumed By City

- GAAP requires that governments classify their investment's custodial risks into categories with least risk being Category 1 and highest risk being Category 3.

- Category 1 includes investments that are insured or registered, or for which the securities are held by the City or its agent in the City's name.
- All City investments are purchased and held as Category 1 investments.

FISCAL POLICIES

Revenue Policy

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

Operating Budget Policy

1. Current operating revenues will be sufficient to support current operating expenditures.
2. Debt or bond financing will not be used to finance current expenditures.
3. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
4. The City will prepare a five-year operating budget which will include projections of annual growth plus allowances for operating costs of new facilities.
5. The City will develop a program to replace all information systems hardware at least once every three years.
6. The City will establish a Equipment Replacement Fund for the replacement of vehicles. The Fund will purchase each vehicle and lease it back to the appropriate department over its useful life. These lease payments will create a sinking fund to be utilized to purchase a new vehicle to replace the existing one.
7. The City will establish a Risk Management Program to provide for protection against loss and a reduction in exposure to liability. The City will establish a safety program to minimize the City's exposure to liability and thereby reduce the number of claims against the City.
8. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses.
9. The City will only use one-time revenues for the funding of capital improvements or other non-recurring expenditures.

Capital Improvement Policy

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

Accounting Policy

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

Debt Policy

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

Reserve Policy

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

BUDGETS AND BUDGETARY ACCOUNTING

Budgetary control is an essential element of governmental accounting and reporting. The City Council is required by State law to adopt an annual balanced budget for all funds except for the fiduciary funds and to utilize "encumbrance accounting" as defined in the statutes. Appropriations are made at the departmental level and amended as necessary. A portion of fund balance may be appropriated to balance a fund's budget. All annual appropriations lapse at year end.

The City follows these procedures in establishing the budgetary data:

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

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

GOAL SETTING AND BUDGETARY PROCESS

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

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

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

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

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

The Finance Director and staff prepare and distribute the following budgetary request forms in accordance with the Budget Calendar:

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

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

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

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

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

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

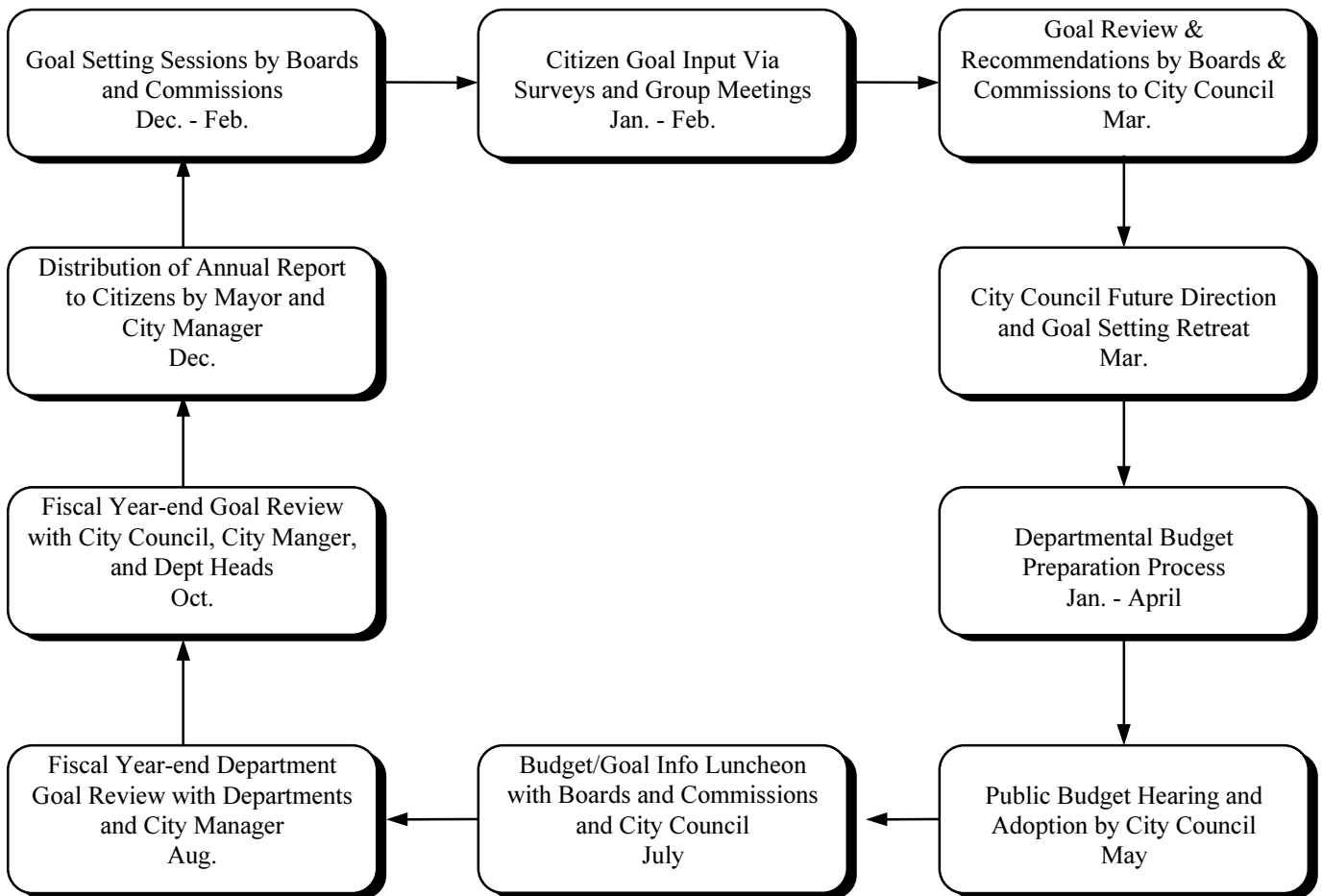
The City Manager submits the budget to City Council and after proper public notice, the City Council conducts public hearings and a budget work session. The City Council then adopts the budget through the passage of an ordinance before June 30.

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

In the Fall of each year, the City publishes an annual report to the citizens of Salisbury through the local newspaper. This report highlights information about the various services, departments, and projects of the City.

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

GOAL SETTING/BUDGET CYCLE





Salisbury - The Place!

CITY OF SALISBURY FY1999-00 BUDGET CALENDAR

12/ 1/98	Distribute 5-Year Service Level Report to be completed by Department Managers.	City Manager, Assistant City Manager and Finance Director
12/16/98	Complete 5-Year Service Level Report and return to City Manager.	Management Team and Division Managers
1/13/99	Present proposed Budget Calendar to Budget Team for review and comment.	City Manager, Assistant City Manager and Finance Director
1/19/99	City Manager's Budget Team to prepare FY 1999-00 Budget Calendar for approval by Mayor and Council and distribution to the City Management Team.	City Manager, Assistant City Manager and Finance Director
1/ 1 - 1/31/99	Prepare Personnel Request forms; present staffing patterns and Personnel request information.	Finance Director
Distribute to Mgmt Team on or before 2/8/99	Prepare Operations and Maintenance request sheets. Finance Dept. distributes end of year Budget estimates. The Management Team and/or the appropriate Division Manager will determine departmental line item budget requests.	
	Prepare FY 1999-00 -- 2003-04 Capital Improvement Program request forms.	
2/ 4/99	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
2/11 - 2/13/99	Hold Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
2/15 - 2/19/99	Hold a budget workshop session for each Department Head and Division Manager as needed.	Budget Team
2/15/99	Hold CDBG Public Hearing on citizens needs and concerns.	C D/Neighborhood Pln Mgr. Neighborhood Dev. Specialist
2/17/99	Assign Retreat Goals to Staff for inclusion in Budget.	City Manager and Staff
2/28 - 4/30/99	Prepare FY 1998-99 year-end revenue estimates and FY 1999-2000 revenue estimates on all funds.	Finance Director, Utilities Director and Transit Manager
3/ 2/99	Complete all budget request forms no later than March 2, 1999.	Management Team and Division Managers
3/ 2/99	Evaluate all Personnel Requests for any changes from current staffing patterns.	Human Resources, Department Heads and Finance



CITY OF SALISBURY FY1999-00 BUDGET CALENDAR

3/ 2/99	Hold CDBG Public Hearing to receive citizens comments and receive proposals.	C D/Neighborhood Pln Mgr. Neighborhood Dev. Specialist
3/ 2 and 3/16/99	Presentation of oral and written Budget requests to Mayor and Council.	Special Interest Groups
As Returned	Review of Specific Budget Proposals.	Budget Team, Department Head and Division Manager
3/16/99	Present draft of 1999-00 CDBG Budget and Home Budget to City Council for review and consideration.	City Council
4/ 6/99	City Council to approve 1999-00 Action Plan for CDBG and HOME application after second reading.	City Council
4/19 – 4/23/99	Review recommended Budget with Departments.	Finance Director, City Manager and Staff
4/30/99	Distribution of City Manager's recommended Budget.	City Manager and City Management Team
5/ 4/99	City Manager to preview recommended Budget for City Council.	City Manager
5/ 6/99	Place ad in THE SALISBURY POST to advertise one time for public hearing on May 18, 1999.	City Clerk
Based on Scheduling	City Council Budget shirt sleeve work session on proposed Budget.	City Manager, City Management Team and City Council
5/18/99 4:00 P.M. Council Chambers	Hold a public hearing on the adoption of the Budget.	City Council
5/18/99	City Council to adopt Budget.	City Council
7/15/99	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 1999	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff

[Click here to move to Section 3](#)

FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

LOCATION

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

CLIMATE

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

POPULATION

The City of Salisbury has been able to maintain its population during the 90's unlike many other similar sized cities. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 26,884.

HISTORY

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

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

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

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

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

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

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

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

GOVERNMENT

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

the five (5) to serve as Mayor during her absence or disability.

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

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

UTILITIES

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day, and the minimum recorded one-day flow is 300 million gallons. The Salisbury water system, conventional in design and closely controlled, has a treatment capacity of 12 million gallons per day. Average daily usage during 1999 is projected at 9 million gallons per day. The filter plant is designed for expansion as needed to 18 million gallons per day by adding pumping and settling capacity. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the city. In addition, the Salisbury water system supplies three smaller towns in the County- Spencer, East Spencer, and Granite Quarry, and has been extended to a number of industrial sites well beyond the city limits. Additionally, Salisbury operates and maintains the well system for the Town of Rockwell. The water supply meets all Federal and State quality requirements. Salisbury's water is fluoridated on a continuing basis. Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility with service expansion to the

towns of Landis, China Grove, East Spencer, Granite Quarry, and Rockwell. Total treatment capacity in 1999 is 12.5 million gallons. Average daily usage in 2000 is anticipated to be 8.75 million gallons per day.

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

Duke Power Company, Piedmont Natural Gas Company, Southern Bell Telephone, and Western Union provide other utilities.

TRANSPORTATION

Salisbury, nearly the geographic and population center of North Carolina, is located on Interstate Highway 85, 42 miles from Charlotte, 53 miles from Greensboro and 38 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 3 million people live within 90 miles of Salisbury, 1.5 million within 55 miles and 60% of the population of the United States within an overnight truck haul. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Rowan County Airport, three (3) miles from downtown Salisbury, has a 5,800 ft. x 100 ft. paved and lighted runway. Hangar space and private plane servicing are available.

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

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

Local bus service is provided by the City's Transit System.

MOTELS

An ideal area for small conventions, Salisbury has ten motels, with over 600 rooms, and two (2) bed and breakfast establishments in our historic district.

EDUCATION

Salisbury is home to two (2) colleges and a technical college. Catawba College has thirty (30) buildings

comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of approximately 1,300 Liberal Arts Co-ed students and is affiliated with the United Church of Christ. Catawba College was founded in Newton, North Carolina in 1851, and opened in Salisbury in 1925.

Livingstone College was founded in 1879, and has approximately 900 Liberal Arts Co-ed students. It is supported by the African Methodist Episcopal Zion Church; Hood Theological Seminary is located at Livingstone.

Rowan-Cabarrus Community College offers two-year educational programs leading to the associated degree in applied science. In addition, one-year diploma programs are offered in five fields. There are 105 full-time faculty and staff and 350-400 part-time instructors with a total enrollment of approximately 2,900 full-time equivalent students.

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

ARTS AND ENTERTAINMENT

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

The Piedmont Players, a community theater organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theater, built in 1905. This theater provides a home for the Players and other performing artists.

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

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

COMMUNITY FACILITIES

The Salisbury Post serves Salisbury daily. Four (4) radio stations provide for local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage of all major networks in addition to cable television facilities. A full-time year-round recreation staff offers activities for both young and old. In addition to organized activities, the City provides several parks and facilities for general use.

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

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

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

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

SPECIAL EVENTS

Each year, the Salisbury-Rowan Chamber of Commerce presents the National Sportscasters and Sportswriters Awards Program. Each year, outstanding guests visit Salisbury to attend the Annual Awards Program.

MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	17.6
Number of Fire Stations	3	Miles of Streets	136
Number of Police Stations	1	Municipal Utilities Department:	
Recreation Facilities:		Number of Customers	12,823
Number of Parks	14	Miles of Water Lines	205
Number of Recreation Center	4	Miles of Sewer Lines	233
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	448	Business Licenses Issued	2,466

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

Fiscal Year				
Ended		Personal	Public Service	
June 30,	Real Property	Property	Property	Total
2000 ¹	\$ 1,242,467,263	\$ 385,846,158	\$ 59,336,579	\$ 1,687,650,000
1999 ¹	1,041,366,457	367,327,561	57,889,345	1,466,583,363
1998	967,242,955	357,072,088	57,825,316	1,382,140,359
1997	933,861,596	328,554,542	56,458,430	1,318,874,568
1996	922,430,180	299,703,247	58,451,552	1,280,584,979
1995	809,239,122	288,959,801	48,746,576	1,146,945,499
1994	805,310,028	294,329,533	52,053,034	1,151,692,595
1993	780,869,808	277,134,662	48,249,033	1,106,253,503
1992	770,155,060	266,853,282	47,357,587	1,084,365,929
1991	743,121,430	248,948,235	46,821,475	1,038,891,140
1990	532,481,085	236,919,000	35,593,307	804,993,392
1989	507,766,355	232,019,850	40,162,314	779,948,519

¹Estimated

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the year ended June 30, 1996 and has been revalued again for the FY2000 assessment. The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.287.

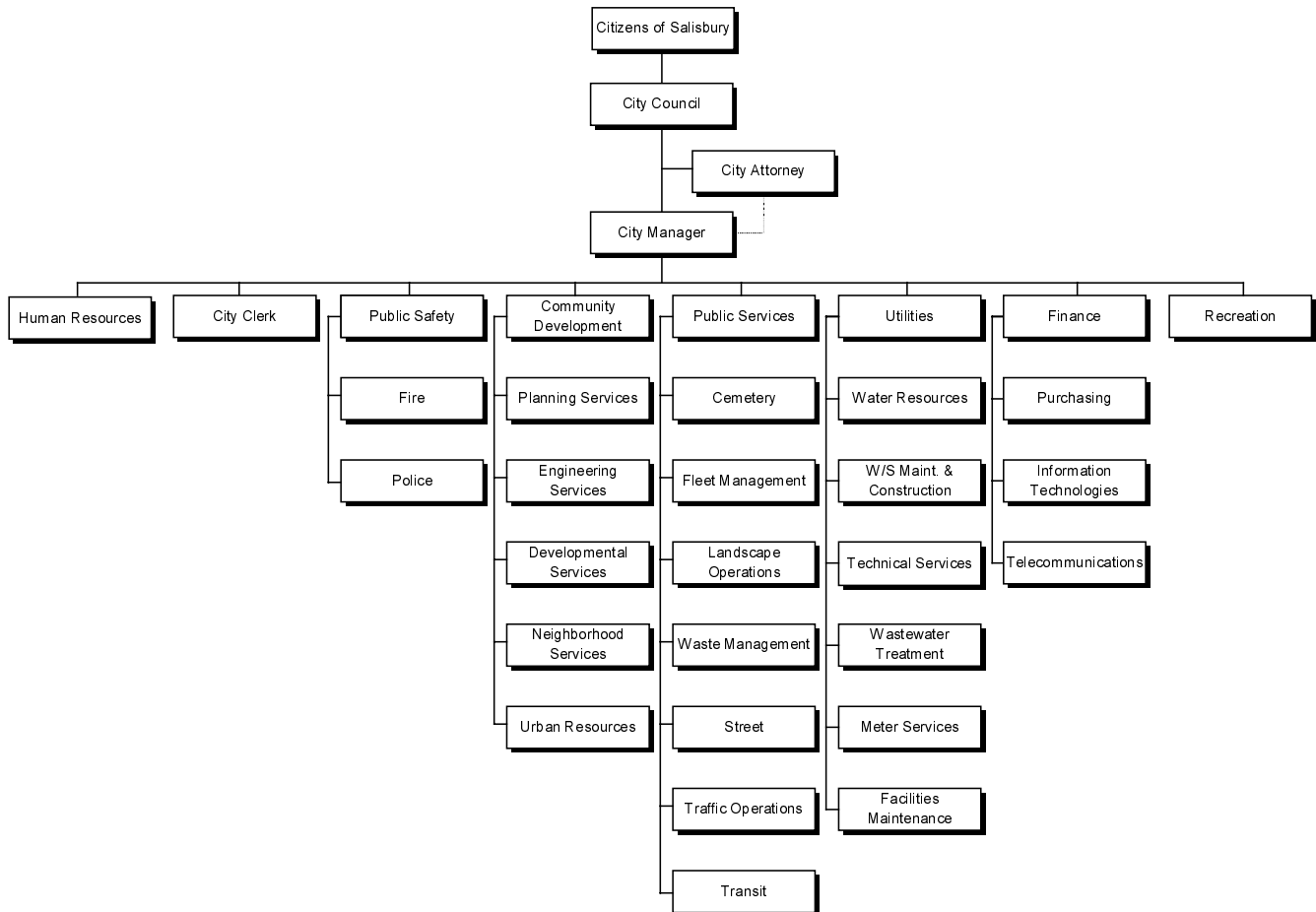
CITY OF SALISBURY
LIST OF PRINCIPAL OFFICIALS

May 17, 1999

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

Susan W. Kluttz
 Paul B. Woodson, Jr.
 William R. Burgin
 William R. Kennedy
 R. Scott Maddox
 David W. Treme
 J. Foster Owen
 Samuel I. Brady
 Larry W. Chilton
 C. Michael Crowell
 M. Chris Herring
 Dewey D. Peck
 Virginia P. Petrea
 Vernon E. Sherrill
 John A. Sofley, Jr.
 Melissa H. Taylor
 John C. Vest
 Gail Elder-White

ORGANIZATIONAL CHART



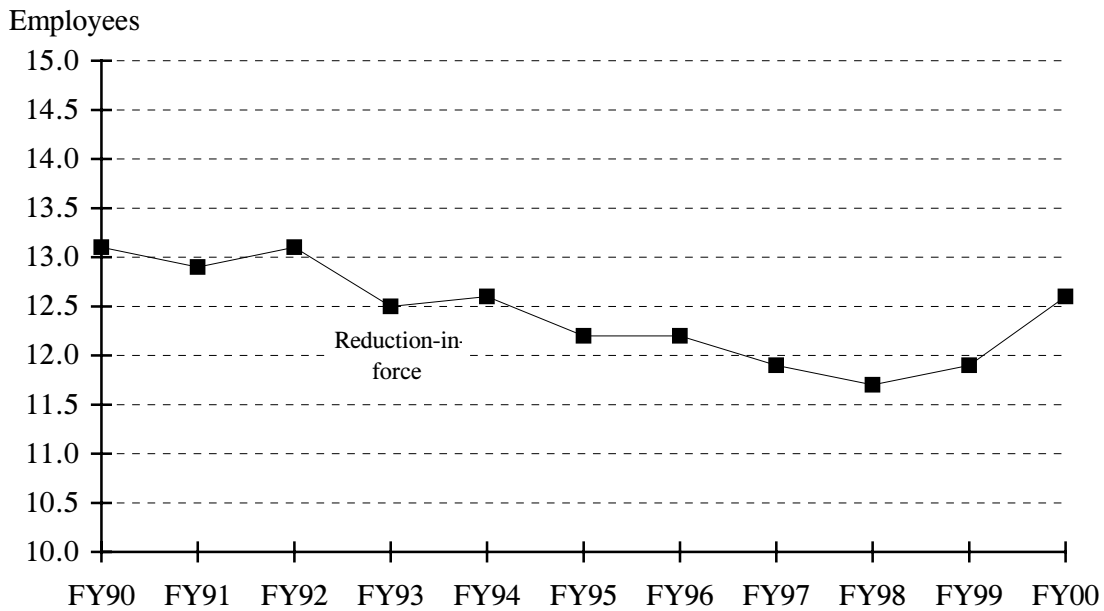
CITY OF SALISBURY
SUMMARY OF POSITIONS FOR FY 1998-2000

	APPROVED FY 1997-98	APPROVED FY 1998-99	<i>REQUESTED</i> <i>FY 1999-00</i>	<i>RECOMMENDED</i> <i>FY 1999-00</i>	APPROVED FY 1999-00
GENERAL FUND					
City Council	5	5	5	5	5
Management & Administration	6.5	6	7.5	7.5	7.5
Human Resources	5	5	5	5	5
Finance	10	12	13	15	15
Information Technologies	7	7	7	7	7
Purchasing	3	3	3	3	3
Planning & Community Development	8.5	8.5	10	10	10
Development Services	5	5	5	5	5
Engineering	5	5	5	5	5
City Office Buildings	1	4	5	3	3
Plaza	1	1	2	2	2
Telecommunications	2	2	1	1	1
Police	99	100	108	106	106
Fire	71	65	71	71	71
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Traffic Operations	11	12	12	12	12
Public Svcs-Streets	31	30	30	30	30
Public Svcs-Cemetery	8	8	7	7	7
Public Svcs-Waste Management	14	14	14	14	14
Public Svcs-Landscape Operations	14	15	15	14	14
Public Svcs-Landscape-Hurley Park	3	3	3	3	3
Public Svcs-Fleet Management	12	12	13	13	13
Parks and Recreation	53	53	62	61	61
TOTAL	378	378.5	406.5	402.5	402.5
WATER AND SEWER FUND					
Utility Management	8.5	8	12	12	12
Water Resources	32.5	32.5	8.5	8.5	8.5
Water & Sewer Maintenance	40	40	26	26	26
Technical Services	0	0	8.5	8.5	8.5
Wastewater Treatment	0	0	16.5	16.5	16.5
Meter Services	0	0	10	10	10
Facilities Maintenance	13.5	13.5	13.5	13.5	13.5
TOTAL	94.5	94	95	95	95
TRANSIT FUND					
Transit-Operations	11	11	11	11	11
Transit-Administration	2	2	2	2	2
TOTAL	13	13	13	13	13
SPECIAL REVENUE FUNDS					
	1.5	1.5	2	1.5	1.5
TOTAL ALL FUNDS					
	487	487	516.5	512	512
Permanent Full-time	423	422	446.5	442	41
Permanent Part-time	12	12	11	11	15
Temporary Full-time	36	34	41	41	497.5
Temporary Part-time	16	19	18	18	0

For the FY1999-00 Recommended Budget, the total number of positions for the City increased by 25 over the previous fiscal year. The Transit and Special Revenue Funds remained unchanged in the number of positions. In the Water and Sewer Fund, the Safety Assistant that had been previously funded by the Utilities was transferred to the General Fund and two other positions were added due to reorganization. In the General Fund, twenty-four positions new positions were added. These positions are: one full-time Customer Service Clerk and permanent part-time Customer Service Clerk in the Finance Department to handle the increase in utility customers, the Safety Assistant position transferred from the Water and Sewer Fund, a Senior Office Assistant to assist in Management and Administration and Land Management and Development due to the

increased work load, an Administrative Assistant to serve in the proposed “Keyman Operation” in the Plaza, six Police Officers funded through a COPS grant, six Fire personnel to begin implementation of the staffing plan for the new fire station, and eight employees in Parks and Recreation – two maintenance workers for the new Community Park and six seasonal employees for programs at the Civic Center.

General Fund Full-Time Employees per 1000 Population



As mentioned in Section 1 under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General Fund employees per 1,000 population. In FY1992-93 (FY93), City Council opted for a 20 position reduction-in-force as an element to balance the budget. In the subsequent years, the City has maintained a stable level of staffing while the population has increased. In the past two years, the number of employees per 1000 population has increased to keep up with the growth and demand for services within the City.

RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

PROGRAM MATRIX OF FY1999-00 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	Public	Environmental		Culture &	Community &		
	Government	Safety	Transportation	Protection	Recreation	Development	Education	Utility
GENERAL FUND:								
City Council	X	X	X	X	X	X	X	X
Management & Administration	X	X	X	X	X	X	X	X
Human Resources	X							
Finance	X							X
Information Technology	X	X	X			X		X
Purchasing	X							
City Office Building	X							
Plaza						X		
Telecommunications	X							
Planning & Community Development						X		
Development Services						X		
Engineering			X		X			X
Street Lighting			X					
Police		X					X	
Fire		X					X	
Public Services								
Administration	X		X	X	X			
Traffic Operations			X					
Street			X					
Cemetery				X				
Waste Management				X				
Landscape Operations					X			
Hurley Park					X			
Fleet Management	X							
Transportation			X					
Parks & Recreation					X			
Education							X	
ENTERPRISE FUNDS:								
Water & Sewer								X
Mass Transit			X					
SPECIAL REVENUE:								
Entitlement (HUD)						X		

[Click here to move to Section 4](#)

CITY OF SALISBURY, NORTH CAROLINA

GENERAL FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 1999
With Estimated Actual for Year Ending June 30, 1998 and
Actual for Year Ended June 30, 1997

	<u>1998</u> <u>Actual</u>	<u>1999</u> <u>Estimate</u>	<u>2000</u> <u>Budget</u>
REVENUES:			
Taxes:			
General property - current	\$ 7,634,382	\$ 8,775,565	\$ 9,292,538
General property - prior	281,691	299,394	271,000
Interest on delinquent tax	48,006	50,000	50,000
Local option sales tax	2,847,595	3,042,345	3,235,137
Other taxes	816	900	1,000
	<u>\$ 10,812,490</u>	<u>\$ 12,168,204</u>	<u>\$ 12,849,675</u>
Licenses and permits:			
Privilege licenses	\$ 264,460	\$ 255,000	\$ 285,000
Franchises	163,258	175,500	184,275
	<u>\$ 427,718</u>	<u>\$ 430,500</u>	<u>\$ 469,275</u>
Intergovernmental:			
Federal	\$ 80,654	\$ 2,372	\$ 315,635
State	4,356,883	5,083,458	4,797,125
Local	78,585	98,891	98,771
	<u>\$ 4,516,122</u>	<u>\$ 5,184,721</u>	<u>\$ 5,211,531</u>
Charges for services:			
Supportive court services	\$ 22,246	\$ 22,300	\$ 27,523
Community services	156,823	131,225	133,462
Environmental protection	695,793	793,932	813,871
Culture and recreation	176,060	186,000	196,000
Public safety	365,700	326,824	415,704
	<u>\$ 1,416,622</u>	<u>\$ 1,460,281</u>	<u>\$ 1,586,560</u>
Miscellaneous:			
Interest earned on investments	\$ 244,170	\$ 300,000	\$ 303,000
Insurance proceeds	11,719	18,000	15,913
Rentals and sale of property	371,683	651,700	415,518
Other	223,210	643,404	795,639
	<u>\$ 850,782</u>	<u>\$ 1,613,104</u>	<u>\$ 1,530,070</u>
Administrative charges:			
Interfund revenues	\$ 1,207,500	\$ 1,299,875	\$ 1,409,860
Total revenues	<u>\$ 19,231,234</u>	<u>\$ 22,156,685</u>	<u>\$ 23,056,971</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ -	\$ -	\$ -
Proceeds from general obligation bonds	3,000,000	-	-
Total other financing sources	<u>\$ 3,000,000</u>	<u>\$ -</u>	<u>\$ -</u>
Total revenues and other financing sources	<u>\$ 22,231,234</u>	<u>\$ 22,156,685</u>	<u>\$ 23,056,971</u>

CITY OF SALISBURY
FY 1999-2000 BUDGET SUMMARY
GENERAL FUND

	Actual		Budgeted		Requested		Mgr Recommends		Adopted
	FY 97-98	\$	FY 98-99	\$	FY 99-00	\$	FY 99-00	\$	FY 99-00
REVENUE	21,093,874		25,545,091		21,226,067		23,038,058		23,056,971
	Actual		Budgeted		Requested		Mgr Recommends		Adopted
EXPENSES	FY 97-98		FY 98-99		FY 99-00		FY 99-00		FY 99-00
CITY COUNCIL									
Personnel	27,257		36,601		37,753		37,753		37,753
Operations	38,919		31,508		52,417		52,417		52,417
Capital	-		-		-		-		-
TOTAL	66,176		68,109		90,170		90,170		90,170
MANAGEMENT & ADMINISTRATION									
Personnel	394,304		383,207		460,899		455,900		455,275
Operations	192,004		181,967		207,802		202,702		202,702
Capital	994		-		-		-		-
TOTAL	587,302		565,174		668,701		658,602		657,977
HUMAN RESOURCES									
Personnel	200,059		251,992		291,793		285,574		285,187
Operations	67,526		88,543		603,302		298,502		298,502
Capital	-		2,920		-		-		-
TOTAL	267,585		343,455		895,095		584,076		583,689
FINANCE - ADMINISTRATION									
Personnel	388,249		489,782		565,751		578,917		578,152
Operations	245,215		185,746		206,470		204,275		204,275
Capital	1,240		28,400		47,500		47,500		47,500
TOTAL	634,704		703,928		819,721		830,692		829,927
FINANCE - INFORMATION TECHNOLOGIES									
Personnel	332,759		373,959		375,605		371,194		370,688
Operations	270,698		367,456		715,362		463,579		463,579
Capital	109,152		38,442		241,200		59,900		59,900
TOTAL	712,609		779,857		1,332,167		894,673		894,167
FINANCE - PURCHASING									
Personnel	117,979		121,989		135,786		133,922		133,741
Operations	31,214		40,992		38,134		31,434		31,434
Capital	-		-		-		-		-
TOTAL	149,193		162,981		173,920		165,356		165,175
FINANCE - TELECOMMUNICATIONS									
Personnel	95,645		99,703		72,924		72,076		71,978
Operations	185,879		206,741		230,636		188,904		188,904
Capital	-		10,500		113,000		38,500		38,500
TOTAL	281,524		316,944		416,560		299,480		299,382

	Actual FY 97-98	Budgeted FY 98-99	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
LAND MANAGEMENT & DEVELOPMENT - PLANNING & COMMUNITY DEVELOPMENT					
Personnel	\$ 427,803	\$ 443,588	\$ 543,605	\$ 537,165	\$ 536,432
Operations	112,034	325,624	449,863	284,623	286,123
Capital	547,461	-	52,850	-	-
TOTAL	\$ 1,087,298	\$ 769,212	\$ 1,046,318	\$ 821,788	\$ 822,555
LAND MANAGEMENT & DEVELOPMENT - DEVELOPMENT SERVICES					
Personnel	\$ 175,479	\$ 186,547	\$ 200,812	\$ 195,914	\$ 195,658
Operations	105,974	144,009	155,242	149,242	157,883
Capital	-	-	-	-	-
TOTAL	\$ 281,453	\$ 330,556	\$ 356,054	\$ 345,156	\$ 353,541
LAND MANAGEMENT & DEVELOPMENT - ENGINEERING					
Personnel	\$ 225,684	\$ 241,722	\$ 255,761	\$ 252,114	\$ 251,775
Operations	786,695	780,530	1,561,814	606,039	606,039
Capital	5,370	130,500	1,400,900	155,000	155,000
TOTAL	\$ 1,017,749	\$ 1,152,752	\$ 3,218,475	\$ 1,013,153	\$ 1,012,814
LAND MANAGEMENT & DEVELOPMENT - STREET LIGHTING					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	257,232	314,635	330,135	303,255	303,255
Capital	-	-	-	-	-
TOTAL	\$ 257,232	\$ 314,635	\$ 330,135	\$ 303,255	\$ 303,255
CITY OFFICE BUILDINGS					
Personnel	\$ 27,942	\$ 105,585	\$ 158,819	\$ 102,089	\$ 101,957
Operations	254,968	578,702	166,291	153,222	153,222
Capital	694,715	296,476	411,100	6,100	6,100
TOTAL	\$ 977,625	\$ 980,763	\$ 736,210	\$ 261,411	\$ 261,279
PLAZA					
Personnel	\$ 32,718	\$ 33,341	\$ 72,218	\$ 64,471	\$ 64,389
Operations	111,014	86,918	114,377	114,377	114,377
Capital	13,985	53,096	298,500	45,000	45,000
TOTAL	\$ 157,717	\$ 173,355	\$ 485,095	\$ 223,848	\$ 223,766
POLICE - SERVICES					
Personnel	\$ 1,091,605	\$ 1,135,391	\$ 1,180,731	\$ 1,083,528	\$ 1,082,809
Operations	235,309	265,652	349,344	263,881	263,881
Capital	23,879	10,340	124,300	700	700
TOTAL	\$ 1,350,793	\$ 1,411,383	\$ 1,654,375	\$ 1,348,109	\$ 1,347,390
POLICE - ADMINISTRATION					
Personnel	\$ 173,972	\$ 174,763	\$ 188,022	\$ 185,928	\$ 185,807
Operations	84,369	140,277	157,530	118,439	118,439
Capital	3,913	6,180	15,600	-	-
TOTAL	\$ 262,254	\$ 321,220	\$ 361,152	\$ 304,367	\$ 304,246
POLICE - OPERATIONS					
Personnel	\$ 2,165,709	\$ 2,174,783	\$ 2,665,751	\$ 2,474,727	\$ 2,474,727
Operations	315,504	723,111	866,454	589,558	589,558
Capital	-	163,414	383,980	19,000	19,000
TOTAL	\$ 2,481,213	\$ 3,061,308	\$ 3,916,185	\$ 3,083,285	\$ 3,083,285

	Actual FY 97-98	Budgeted FY 98-99	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
POLICE - INVESTIGATIONS					
Personnel	\$ 393,949	\$ 431,192	\$ 546,544	\$ 535,676	\$ 535,628
Operations	49,980	71,785	121,738	92,888	92,888
Capital	-	1,520	101,200	9,000	9,000
TOTAL	\$ 443,929	\$ 504,497	\$ 769,482	\$ 637,564	\$ 637,516
FIRE					
Personnel	\$ 2,242,877	\$ 2,303,232	\$ 2,531,812	\$ 2,413,612	\$ 2,411,798
Operations	449,667	511,525	786,081	622,715	622,715
Capital	22,405	111,460	1,024,304	99,900	99,900
TOTAL	\$ 2,714,949	\$ 2,926,217	\$ 4,342,197	\$ 3,136,227	\$ 3,134,413
PUBLIC SERVICES - ADMINISTRATION					
Personnel	\$ 139,067	\$ 144,460	\$ 154,833	\$ 152,969	\$ 152,761
Operations	13,502	17,465	19,300	35,890	35,890
Capital	799	-	1,000	-	-
TOTAL	\$ 153,368	\$ 161,925	\$ 175,133	\$ 188,859	\$ 188,651
PUBLIC SERVICES - TRAFFIC OPERATIONS					
Personnel	\$ 244,961	\$ 289,582	\$ 310,601	\$ 304,664	\$ 304,291
Operations	129,820	182,784	157,963	145,263	145,263
Capital	630	23,320	31,700	31,700	31,700
TOTAL	\$ 375,411	\$ 495,686	\$ 500,264	\$ 481,627	\$ 481,254
PUBLIC SERVICES - STREETS					
Personnel	\$ 805,174	\$ 897,428	\$ 963,639	\$ 942,953	\$ 941,750
Operations	757,142	920,959	1,070,684	990,156	990,156
Capital	2,649	7,200	66,200	18,200	18,200
TOTAL	\$ 1,564,965	\$ 1,825,587	\$ 2,100,523	\$ 1,951,309	\$ 1,950,106
PUBLIC SERVICES - CEMETERY					
Personnel	\$ 170,946	\$ 150,136	\$ 141,827	\$ 138,777	\$ 138,617
Operations	31,639	61,949	61,263	43,515	43,515
Capital	6,440	4,540	15,150	2,650	2,650
TOTAL	\$ 209,025	\$ 216,625	\$ 218,240	\$ 184,942	\$ 184,782
PUBLIC SERVICES - WASTE MANAGEMENT					
Personnel	\$ 346,197	\$ 346,529	\$ 373,534	\$ 367,347	\$ 366,893
Operations	850,752	1,027,344	1,038,328	1,050,262	1,050,262
Capital	5,142	-	-	-	-
TOTAL	\$ 1,202,091	\$ 1,373,873	\$ 1,411,862	\$ 1,417,609	\$ 1,417,155
PUBLIC SERVICES - LANDSCAPE OPERATIONS					
Personnel	\$ 344,908	\$ 371,931	\$ 380,132	\$ 377,761	\$ 377,286
Operations	153,440	172,389	206,196	171,946	176,946
Capital	2,678	8,500	64,050	-	-
TOTAL	\$ 501,026	\$ 552,820	\$ 650,378	\$ 549,707	\$ 554,232
PUBLIC SERVICES - LANDSCAPE - HURLEY PARK					
Personnel	\$ 59,370	\$ 63,200	\$ 68,051	\$ 66,187	\$ 66,105
Operations	12,672	20,071	34,601	23,501	23,501
Capital	3,922	12,500	-	-	-
TOTAL	\$ 75,964	\$ 95,771	\$ 102,652	\$ 89,688	\$ 89,606

	Actual FY 97-98	Budgeted FY 98-99	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
PUBLIC SERVICES - FLEET MANAGEMENT					
Personnel	\$ 411,265	\$ 468,375	\$ 493,632	\$ 485,328	\$ 484,685
Operations	73,219	64,567	67,436	59,819	59,819
Capital	1,391	41,000	18,100	14,550	14,550
TOTAL	\$ 485,875	\$ 573,942	\$ 579,168	\$ 559,697	\$ 559,054
PUBLIC SERVICES - TRANSPORTATION					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	130,021	160,282	198,524	160,282	160,282
Capital	-	-	-	-	-
TOTAL	\$ 130,021	\$ 160,282	\$ 198,524	\$ 160,282	\$ 160,282
PARKS & RECREATION					
Personnel	\$ 831,396	\$ 904,249	\$ 1,092,665	\$ 1,042,708	\$ 1,041,559
Operations	419,164	438,745	498,177	446,096	461,421
Capital	2,078,559	1,824,617	1,910,000	126,000	126,000
TOTAL	\$ 3,329,119	\$ 3,167,610	\$ 3,500,842	\$ 1,614,804	\$ 1,628,980
EDUCATION					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	42,342	42,342	42,342	42,342	42,342
Capital	-	-	-	-	-
TOTAL	\$ 42,342	\$ 42,342	\$ 42,342	\$ 42,342	\$ 42,342
DEBT SERVICE					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	643,410	783,462	795,980	795,980	795,980
Capital	-	-	-	-	-
TOTAL	\$ 643,410	\$ 783,462	\$ 795,980	\$ 795,980	\$ 795,980
GRAND TOTAL					
Personnel	\$ 11,867,274	\$ 12,623,267	\$ 14,263,500	\$ 13,659,254	\$ 13,647,701
Operations	7,051,324	8,938,080	11,303,786	8,705,104	8,735,570
Capital	3,525,324	2,774,925	6,320,634	673,700	673,700
TOTALS	\$ 22,443,922	\$ 24,336,272	\$ 31,887,920	\$ 23,038,058	\$ 23,056,971

STATEMENT OF PURPOSE

The City Council functions as the duly elected representatives of the citizens of Salisbury in creating and maintaining a balanced quality of life in accordance with North Carolina State Statutes and Federal law. They generate and maintain up-to-date municipal codes, establishing public policies and adopt budgets designed to provide effective, efficient municipal services. The City Council provides protection for all citizens, quality leisure services, and recreational opportunities. They also provide leadership and support for the continued economic development and planned growth of the community.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 27,257	\$ 36,601	\$ 37,753	\$ 37,753	\$ 37,753
Operating	38,919	31,508	52,417	52,417	52,417
Capital	-	-	-	-	-
TOTAL	\$ 66,176	\$ 68,109	\$ 90,170	\$ 90,170	\$ 90,170

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Mayor	1	1	1	1
Mayor Pro Tem	1	1	1	1
Council Member	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	5	5	5	5

STATEMENT OF PURPOSE

The Management and Administration Department serves as a central source of information, advice and support services for the City Council. They manage and coordinate preparation and presentation of the annual municipal budget to the City Council, with subsequent responsibility for its implementation, control, and general management. They also manage and coordinate preparation and implementation of the City’s Goal-Setting Process. They provide professional leadership and counsel to the City staff in carrying out the work of the municipality in an effective, efficient manner; provide a central source for the collection, storage and dissemination of official municipal records and documents. Management and Administration provide risk management services for the municipality that includes safety, liability insurance management, worker’s compensation, OSHA compliance and third party claims against the City. They implement goals and special projects as may be assigned by the City Council.

DEPARTMENTAL PERFORMANCE GOALS

1. Conduct two Goal Review sessions with City Council.
2. Organize and conduct a Community Goal-Setting input process for citizens with the City Council.
3. Organize and implement a Future Directions and Goal-Setting Conference for the Management Team and City Council.
4. Publish an Annual Report for the municipality.
4. Conduct Goal Review sessions with each department.
5. Participate in Risk Management Performance Measures project conducted jointly by the North Carolina League of Municipalities and Institute of Government.

PERFORMANCE MEASURES

	<u>FY93-94</u>	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>
Risk Management					
Vehicular Accidents	17	17	14	18	12
Injuries	32	23	22	22	19
Workers' Comp Costs	\$19,177	\$11,682	\$24,712	\$19,735	\$11,119

BUDGET REQUEST SUMMARY

	<u>Actual</u> <u>FY97-98</u>	<u>Budgeted</u> <u>FY98-99</u>	<u>Requested</u> <u>FY99-00</u>	<u>Mgr Recommends</u> <u>FY99-00</u>	<u>Adopted</u> <u>FY99-00</u>
Personnel	\$ 394,304	\$ 383,207	\$ 460,899	\$ 455,900	\$ 455,275
Operating	192,004	181,967	207,802	202,702	202,702
Capital	994	-	-	-	-
TOTAL	\$ 587,302	\$ 565,174	\$ 668,701	\$ 658,602	\$ 657,977

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Administration (000)				
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
City Clerk	1	1	1	1
Productivity Analyst	.5	0	0	0
Senior Office Assistant	2	2	2.5 ¹	2.5 ¹
Risk Management (201)				
Risk Management Officer	1	1	1	1
Safety Assistant	<u>0</u>	<u>0</u>	<u>1</u> ²	<u>1</u> ²
TOTAL	6.5	6	7.5	7.5

¹ Position shared with Land Management and Development

² Position transferred from Utilities Management

STATEMENT OF PURPOSE

The mission of the department is to provide a centralized source and assistance to the City related to its need for the management of human resources. Specific functions include: general personnel administration, recruitment and selection, training and development, compensation and benefits and employee relations.

COUNCIL PERFORMANCE GOALS

To attract and retain quality employees.

DEPARTMENTAL PERFORMANCE GOALS

1. Continue to provide management of human resources through department programs.
2. Continue to monitor the market data and make appropriate changes to pay plan based on City pay philosophy.
3. Continue to monitor the Employee Assistance Program and its effectiveness through utilization reporting and employee feedback.
4. Monitor implementation of Broadbanding salary plan as an alternative compensation program in the Utilities Department initially as a pilot program.
5. Develop a more effective pay plan for Fire and Police personnel.
6. Continue to explore and implement enhancements to the benefits program.
7. Continue to monitor Citywide drug testing program.
8. Begin implementation of new HRIS.
9. Continue to work with the Employee Benefits Committee on employee benefit evaluation and enhancements.
10. Establish a Training and Development Task Force and develop a Training and Development Plan to include Supervisory Training, IRT Training, Special Interest Topics Training, Professional Development Training and Personal Development Training.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 200,059	\$ 251,992	\$ 291,793	\$ 285,574	\$ 285,187
Operating	67,526	88,543	603,302	298,502	298,502
Capital	-	2,920	-	-	-
TOTAL	\$ 267,585	\$ 343,455	\$ 895,095	\$ 584,076	\$ 583,689

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 98-99
Human Resources Director	1	1	1	1
Personnel Analyst I/II	3	3	3	3
Personnel Technician I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	5	5	5

DEPARTMENT - Finance – Summary

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 934,632	\$ 1,085,433	\$ 1,150,066	\$ 1,156,109	\$ 1,154,559
Operating	733,006	800,935	1,190,602	888,192	888,192
Capital	<u>110,392</u>	<u>77,342</u>	<u>401,700</u>	<u>145,900</u>	<u>145,900</u>
TOTAL	\$ 1,778,030	\$ 1,963,710	\$ 2,742,368	\$ 2,190,201	\$ 2,188,651

PERSONNEL DETAIL

	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Permanent Full-Time	20	22	24	24
Permanent Part-Time			2	2
Temporary Full-Time				
Temporary Part-Time				

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Identify potential industrial/commercial sites within City limits.
2. Assist in development of annexation plan for next phase.

DEPARTMENTAL PERFORMANCE GOALS

1. Continue implementation of new financial information software.
2. Participate in Performance Measurements/Benchmarking Program-Phase IV.
3. Update trend monitoring and costs of service studies annually.
4. Participate in the GFOA's Certificate of Achievement for Financial Reporting Excellence program.
5. Participate in the GFOA's Distinguished Budget Presentation Award.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 388,249	\$ 489,782	\$ 565,751	\$ 578,917	\$ 578,152
Operating	245,215	185,746	206,470	204,275	204,275
Capital	1,240	28,400	47,500	47,500	47,500
TOTAL	\$ 634,704	\$ 703,928	\$ 819,721	\$ 830,692	\$ 829,927

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Finance Director	1	1	1	1
Accounting Supervisor	1	0	0	0
Accounting Manager	0	1	1	1
Productivity Analyst	0	1	1	1
Customer Service Supervisor	1	1	1	1
Accountant I/II	1	1	1	1
Financial Specialist	1	1	1	1
Customer Service Clerk I/II/Sr.	3	3	4 ¹	4 ¹
Senior Cust. Ser. Clerk (Perm/Part-Time)	0	0	2 ²	2 ²
Mail Coordinator	0	0	1 ³	1 ³
Account Clerk	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	10	12	15	15

¹ Additional

² Permanent full-time position split into two permanent part-time positions

³ Position transferred from City Office Buildings and converted to permanent full-time

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
OCR System	\$ 47,500	\$ 47,500	\$ 47,500

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 332,759	\$ 373,959	\$ 375,605	\$ 371,194	\$ 370,688
Operating	270,698	367,456	715,362	463,579	463,579
Capital	109,152	38,442	241,200	59,900	59,900
TOTAL	\$ 712,609	\$ 779,857	\$ 1,332,167	\$ 894,673	\$ 894,167

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Information Systems Manager	1	1	1	1
Systems Analyst I/II	6	6	5 ¹	5 ¹
Technology Services Technical Assistant	0	0	1 ²	1 ²
TOTAL	7	7	7	7

¹ Position transferred to Land Management and Development

² Position transferred from Telecommunications and reclassified

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Handheld PC	\$ 1,000	\$ -	\$ -
Mail Relay	9,000	-	-
Council Audio/Visual Equip	2,500	-	-
Video Networking	15,000	15,000	15,000
Wireless Network	27,500	-	-
New Server for Proxy Server	8,000	-	-
Data Network Equipment	4,700	4,700	4,700
Check Printer	4,000	-	-
Firewall	18,500	18,500	18,500
Imaging	25,000	-	-
Storage Management System	25,000	-	-
Backup Hardware	12,000	-	-
Test Equipment	7,500	-	-
Computer Room Furniture	14,000	-	-
Network Management	21,700	21,700	21,700
Fiber Installation	45,000	-	-
Assembly Workstation	800	-	-
Total Capital Outlay	\$ 241,200	\$ 59,900	\$ 59,900

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork through implementation of new computer software.
2. Continue to seek methods of improved fixed asset accountability.
3. Continue to offer training in purchasing policies and procedures as requested by using departments.
4. Continue to monitor and implement improvements to the Procurement Card System.
5. Develop and expand Purchasing Agent's role in construction contract administration.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 117,979	\$ 121,989	\$ 135,786	\$ 133,922	\$ 133,741
Operating	31,214	40,992	38,134	31,434	31,434
Capital	-	-	-	-	-
TOTAL	\$ 149,193	\$ 162,981	\$ 173,920	\$ 165,356	\$ 165,175

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Purchasing Manager	1	1	1	1
Purchasing Technician	1	1	1	1
Buyer	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Continue marketing the 800 system to local governments. Presentations are given to prospective clients on an ongoing basis.
2. Monitor potential opportunities that would allow for the development of a consortium with other educational institutions to implement public access TV and a computer Web.

BUDGET REQUEST SUMMARY

	Actual FY98-99	Budgeted FY99-00	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 95,645	\$ 99,703	\$ 72,924	\$ 72,076	\$ 71,978
Operating	185,879	206,741	230,636	188,904	188,904
Capital	-	10,500	113,000	38,500	38,500
TOTAL	\$ 281,524	\$ 316,944	\$ 416,560	\$ 299,480	\$ 299,382

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Telecommunications Manager	1	1	1	1
Telecommunications Assistant	<u>1</u>	<u>1</u>	<u>0¹</u>	<u>0¹</u>
TOTAL	2	2	1	1

¹ Position transferred to Information Technologies and reclassified

CAPITAL OUTLAY

	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Public Safety Radio Replacements	\$ 49,500	\$ -	\$ -
800 Trunking Repeater Replacements	25,000	-	-
Misc. Telco System Upgrades	8,000	8,000	8,000
Mobile Data Terminal	7,500	7,500	7,500
Telecom. Radio Replacements	8,000	8,000	8,000
Headend Antenna. Amplifier	4,000	4,000	4,000
SIMS Y2K Replacement	<u>11,000</u>	<u>11,000</u>	<u>11,000</u>
Total Capital Outlay	\$ 113,000	\$ 38,500	\$ 38,500

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 27,942	\$ 105,585	\$ 158,819	\$ 102,089	\$ 101,957
Operating	254,968	578,702	166,291	153,222	153,222
Capital	694,715	296,476	411,100	6,100	6,100
TOTAL	\$ 977,625	\$ 980,763	\$ 736,210	\$ 261,411	\$ 261,279

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Senior Building Maintenance Supervisor	0	1	1	1
Building Maintenance Worker Sr/I/II	0	1	2	2
Mail Courier (Temp/Part-Time)	0	1	0 ¹	0 ¹
TOTAL	1	4	3	3

¹ Position transferred to Finance and converted to permanent full-time

CAPITAL OUTLAY

	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
City Office Building (000)			
EVM Host Liberator Dry Carpet Cleaning System	\$ 3,400	\$ 3,400	\$ 3,400
Tools and Equipment for Facilities Maint. Unit	1,500	1,500	1,500
Building HVAC Control	38,000	-	-
Steam Line Partial Replacement	6,000	-	-
Clean Exterior of Building, Repaint and Caulk	15,500	-	-
Second Floor Carpet Replacement	11,500	-	-
Window/Door Replacement all Floors	148,000	-	-
Renovate Third Floor	13,500	-	-
Renovate Fourth Floor	40,000	-	-
City Hall (251)			
Decorative Plantings and Sidewalk Work	25,000	-	-
City Hall Court Yard Project	15,000	-	-
Gallery of History with Former Mayors	10,000	-	-
Podium	1,200	1,200	1,200
Emergency Generator Including Enclosure	75,000	-	-
Decorative Fence / Plantings - South Side	7,500	-	-
Total Capital Outlay	\$ 411,100	\$ 6,100	\$ 6,100

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 32,718	\$ 33,341	\$ 72,218	\$ 64,471	\$ 64,389
Operating	111,014	86,918	114,377	114,377	114,377
Capital	13,985	53,096	298,500	45,000	45,000
TOTAL	\$ 157,717	\$ 173,355	\$ 485,095	\$ 223,848	\$ 223,766

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Resident Manager	1	1	1	1
Administrative Assistant	0	0	1 ¹	1 ¹
TOTAL	1	1	2	2

¹ New position recommended for implementation September 1, 1999

CAPITAL OUTLAY

	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Tenant Upfit/Furnishings	\$ 253,500	\$ -	\$ -
Appliance Replacements	5,000	5,000	5,000
Repoint and Waterproof Walls	25,000	25,000	25,000
Carpeting Replacement	15,000	15,000	15,000
Total Capital Outlay	\$ 298,500	\$ 45,000	\$ 45,000

DEPARTMENT - Land Management and Development - Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 828,966	\$ 871,857	\$ 1,000,178	\$ 985,193	\$ 983,865
Operating	1,261,935	1,564,798	2,497,054	1,343,159	1,353,300
Capital	552,831	130,500	1,453,750	155,000	155,000
TOTAL	\$ 2,643,732	\$ 2,567,155	\$ 4,950,982	\$ 2,483,352	\$ 2,492,165

PERSONNEL DETAIL

	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Permanent Full-Time	18.5	18.5	20	20
Permanent Part-Time				
Temporary Full-Time				
Temporary Part-Time				

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Participate in the implement of holistic approach to neighborhood problem solving.
2. Continue implementation of annexation plan.
3. Develop Salisbury Vision 2020 Plan.
4. Assist in implementing Greenway Plan.
5. Implement Innes Street/Eastern Gateway Plan.
6. Implement Flowers Bakery Area Redevelopment Plan.
7. Develop educational program for Boards and Commissions.
8. Develop a downtown local historical district.
9. Develop an Innes Street historic overlay zoning district.

**PLANNING, NEIGHBORHOOD SERVICES,
 URBAN RESOURCES/SPECIAL PROJECTS DIVISIONS GOALS**

1. Update North Main Street guidelines.
2. Develop zoning overlay along Innes Street corridor.
3. Develop citywide historic inventory.
4. Develop planning programs in West End, Park Ave, & East Fisher neighborhoods.
5. Prepare and implement the HUD Consolidated Plan.
6. Continue development of HOME Program, Consortium, and CHDO.
7. Implement identified Park Avenue Plan projects.
8. Participate in Downtown Master Plan.
9. Continue neighborhood tree planting efforts.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 427,803	\$ 443,588	\$ 543,605	\$ 537,165	\$ 536,432
Operating	112,034	325,624	449,863	284,623	286,123
Capital	547,461	-	52,850	-	-
TOTAL	\$ 1,087,298	\$ 769,212	\$ 1,046,318	\$ 821,788	\$ 822,555

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Land Management & Development Director	1	1	1	1
Com Dev & Neighborhood Pln Manager	1	1	1	1
Urban Resource Planner	1	1	1	1
Senior Planner	1	2	2	2
Planner I/II	3	2	2	2
Department Secretary	1	1	1	1
Community Development Technician	.5	.5	.5 ¹	.5 ¹
Systems Analyst I	0	0	1 ²	1 ²
Senior Office Assistant	<u>0</u>	<u>0</u>	<u>.5³</u>	<u>.5³</u>
TOTAL	8.5	8.5	10	10

¹ Position split with HUD

² Position transferred from Information Technologies

³ Position split with Management and Administration

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Furniture Replacement	\$ 41,500	\$ -	\$ -
Salisbury W. Bus/Comm Ctr. Furniture	<u>11,350</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 52,850	\$ -	\$ -

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 175,479	\$ 186,547	\$ 200,812	\$ 195,914	\$ 195,658
Operating	105,974	144,009	155,242	149,242	157,883
Capital	-	-	-	-	-
TOTAL	\$ 281,453	\$ 330,556	\$ 356,054	\$ 345,156	\$ 353,541

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Development Services Manager	1	1	1	1
Development Services Specialist	1	1	1	1
Permit Services Coordinator	1	1	1	1
Zoning & Code Enforcement Specialist	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	5	5	5

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Administer the Grants Creek Greenway Trail Grant.
2. Coordinate replacement of the Ellis Street Bridge.
3. Coordinate Downtown Parking improvements.
4. Administer Storm Drainage Incentive Grants.
5. Implement Rail Corridor Safety Improvements.

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 225,684	\$ 241,722	\$ 255,761	\$ 252,114	\$ 251,775
Operating	786,695	780,530	1,561,814	606,039	606,039
Capital	5,370	130,500	1,400,900	155,000	155,000
TOTAL	\$ 1,017,749	\$ 1,152,752	\$ 3,218,475	\$ 1,013,153	\$ 1,012,814

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
City Engineer	1	1	1	1
Civil Engineer I/II/III	2	2	2	2
Engineering Technician I/II	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	5	5	5

CAPITAL OUTLAY

	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Ellis Street Bridge	\$ 155,000	\$ 155,000	\$ 155,000
Mapping	1,245,900	-	-
Total Capital Outlay	\$ 1,400,900	\$ 155,000	\$ 155,000

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	257,232	314,635	330,135	303,255	303,255
Capital	-	-	-	-	-
TOTAL	\$ 257,232	\$ 314,635	\$ 330,135	\$ 303,255	\$ 303,255

DEPARTMENT - Police - Summary

SUMMARY STATEMENT OF PURPOSE

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

PERFORMANCE MEASURES

	1994	1995	1996	1997	1998
Calls for Service	36,979	34,867	31,846	31,435	30,669
DWI Arrests	196	345	169	208	178
Drug Arrests	169	331	328	263	296
Homicide	7	1	4	8	4
Rape	8	10	21	14	13
Robbery	76	65	69	77	80
Aggravated Assault	163	139	124	97	140
Total Violent Crimes	254	215	218	196	237
Burglary	804	393	383	418	378
Larceny	1,489	1,273	1,354	1,453	1,356
Motor Vehicle Theft	136	106	114	121	131
Arson	15	18	11	19	15
Total Property Crimes	2,444	1,790	1,862	2,011	1,880

Performance Measurements are reported on a calendar year basis

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 3,825,235	\$ 3,916,129	\$ 4,581,048	\$ 4,279,859	\$ 4,278,971
Operating	685,162	1,200,825	1,495,066	1,064,766	1,064,766
Capital	27,792	181,454	625,080	28,700	28,700
TOTAL	\$ 4,538,189	\$ 5,298,408	\$ 6,701,194	\$ 5,373,325	\$ 5,372,437

PERSONNEL DETAIL

	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Permanent Full-Time	95	96	102	102
Permanent Part-Time				
Temporary Full-Time				
Temporary Part-Time	4	4	4	4

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Increase service in animal control by adding a second shift position.
2. Provide increased services to the public by adding an additional window access to the lobby.
3. Provide community-policing techniques to the residents of the Salisbury Housing Authority with the addition of one officer to the Housing Authority unit.
4. Continue implementation procedures issued by the Division of Archives and History as they pertain to Public Safety Organizations.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 1,091,605	\$ 1,135,391	\$ 1,180,731	\$ 1,083,528	\$ 1,082,809
Operating	235,309	265,652	349,344	263,881	263,881
Capital	23,879	10,340	124,300	700	700
TOTAL	\$ 1,350,793	\$ 1,411,383	\$ 1,654,375	\$ 1,348,109	\$ 1,347,390

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Services Administration (000)				
Police Captain	1	1	1	1
Animal Control (300)				
Animal Control Specialist	1	1	1	1
Building Maintenance (301)				
Building Maintenance Worker	1	0	0	0
Communications (302)				
Police Telecommunications Supervisor	1	0	1 ¹	1 ¹
Police Sergeant	0	1	0 ¹	0 ¹
Police Telecommunicator	8	10	10	10
Police Telecommunicator (Temp/Part-Time)	1	1	1	1
Community Service (303)				
Sergeant (Community Service Supervisor)	1	1	1	1
Community Services Officer	2	2	1 ²	1 ²
Police Officer I/II/MPO (Downtown)	1	1	1	1
Police Officer I/II/MPO (Housing Authority)	2	2	2	2
Master Police Officer (School Resource)	3	3	3	3
Police Officer COPS FAST Grant	2	2	1 ²	1 ²
Crossing Guard (Temp/Part-Time)	3	3	3	3

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Evidence & Identification (304)				
Evidence Technician	1	1	1	1
Identification Specialist	1	1	1	1
Information Management (305)				
Police Lieutenant	0	1	1	1
Police Sergeant	1	0	0	0
Police Records Clerk	1	1	1	1
Police Records Coordinator	1	1	1	1
Police Information Clerk (Expediter)	1	1	1	1
Parking Control Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	34	35	33	33

¹ Position reclassified

² Position transferred to Police Investigations

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Animal Control (300)			
Animal Transporter	\$ 5,000	\$ -	\$ -
Building and Grounds (301)			
Building Renovations	95,000	-	-
Evidence and Identification (304)			
Sonic Foundry Software	1,400	-	-
Panasonic AGEP50	1,700	-	-
Omnichrome Spectrum 9000	19,000	-	-
Records Management (305)			
Handheld Parking Ticket Printer	700	700	700
Second Customer Service Window	<u>1,500</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 124,300	\$ 700	\$ 700

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 173,972	\$ 174,763	\$ 188,022	\$ 185,928	\$ 185,807
Operating	84,369	140,277	157,530	118,439	118,439
Capital	3,913	6,180	15,600	-	-
TOTAL	\$ 262,254	\$ 321,220	\$ 361,152	\$ 304,367	\$ 304,246

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Police Chief	1	1	1	1
Police Planner	1	1	1	1
Department Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
5 Portable Radios	\$ 15,600	\$ -	\$ -

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Continue the implementation and evaluation of the District Policing model.
2. Re-evaluate the District boundaries and make adjustments in respect to annexation.
3. Continue implementation of Problem Oriented Policing.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 2,165,709	\$ 2,174,783	\$ 2,665,751	\$ 2,474,727	\$ 2,474,727
Operating	315,504	723,111	866,454	589,558	589,558
Capital	-	163,414	383,980	19,000	19,000
TOTAL	\$ 2,481,213	\$ 3,061,308	\$ 3,916,185	\$ 3,083,285	\$ 3,083,285

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Operations Administration (320)				
Police Captain	1	1	1	1
Police Lieutenant	2	3	3	3
Police Officer I-COPS Grant	0	0	6 ¹	6 ¹
District I (321)				
Police Lieutenant	1	1	1	1
Police Sergeant	2	2	2	2
Police Officer I/II/MPO	14	14	14	14
District II (322)				
Police Lieutenant	1	1	1	1
Police Sergeant	2	2	2	2
Police Officer I/II/MPO	14	14	14	14
District III (323)				
Police Lieutenant	1	1	1	1
Police Sergeant	2	2	2	2
Police Officer I/II/MPO	<u>13</u>	<u>11</u>	<u>11</u>	<u>11</u>
TOTAL	53	52	58	58

¹ Funded through COPS Grant

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Operations Management (320)			
35mm Camera with Zoom Lens	\$ 600	\$ -	\$ -
Hand Held Video Camera	950	-	-
Night Vision Binoculars	2,700	-	-
Audio Intelligence System	3,500	-	-
Radios for 6 New Officers	-	19,000	19,000
District I (321)			
Light Bars/Sirens	2,056	-	-
Mobile Radios	7,200	-	-
Mobile Data Computers (9)	76,500	-	-
In-Car Video Cameras	34,200	-	-
Radar Units (2)	8,800	-	-
Sig Pistols (2)	1,268	-	-
Motorola Walkies (2)	5,236	-	-
District II (322)			
Light Bars/Sirens	2,056	-	-
Mobile Radios	7,200	-	-
Mobile Data Computers (6)	57,000	-	-
In-Car Video Cameras	22,800	-	-
Radar Units (2)	8,800	-	-
Sig Pistols (2)	1,268	-	-
Motorola Walkies (2)	5,236	-	-
Duplex Radios (2)	5,460	-	-
District III (323)			
Light Bars/Sirens	2,056	-	-
Mobile Radios	7,200	-	-
Mobile Data Computers (8)	68,000	-	-
In-Car Video Cameras	30,400	-	-
Radar Units (2)	8,800	-	-
Sig Pistols (2)	1,268	-	-
Motorola Walkies (2)	5,236	-	-
Duplex Radios (3)	8,190	-	-
Total Capital Outlay	\$ 383,980	\$ 19,000	\$ 19,000

STATEMENT OF PURPOSE

The Investigations Division of the Police Department provides 24-hour law enforcement service for the citizens of Salisbury for investigation of criminal activities.

DIVISIONAL PERFORMANCE GOALS

1. Expand drug enforcement by working closely with the Drug Enforcement Administration (DEA) and the State Bureau of Investigation (SBI) to target major drug dealers.
2. Enhance the department's community policing efforts by working closely with the Police Districts.
3. Increase the clearance rate for major criminal cases.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 393,949	\$ 431,192	\$ 546,544	\$ 535,676	\$ 535,628
Operating	49,980	71,785	121,738	92,888	92,888
Capital	-	1,520	101,200	9,000	9,000
TOTAL	\$ 443,929	\$ 504,497	\$ 769,482	\$ 637,564	\$ 637,516

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Police Captain	1	1	1	1
Police Lieutenant	1	1	1	1
Police Officer I/II/MPO-Investigations	6	7	9 ¹	9 ¹
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	9	10	12	12

¹ Two positions transferred from Police Services

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Mobile Radios (2)	\$ 7,200	\$ -	\$ -
Mobile Data Computers (10)	85,000	-	-
Polygraph	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
Total Capital Outlay	\$ 101,200	\$ 9,000	\$ 9,000

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Receive and place in service new 75’ ladder/pumper truck.
2. Strengthen/enhance rescue and extrication capabilities.
3. Increase SCBA Breathing Air refill capabilities.
4. Upgrade kitchen facility at Station 51.
5. Update Fire Control’s ability to determine dangerous levels of combustible gases.
6. Develop new Fire Safety House program.
7. Implement Phase II of Pre-Plan program.
8. Integrate Haz-Mat information from users into the permitting process.
9. Modify premise file for better utilization by City office, Police Department and other authorized agencies.
10. Coordinate with RCCC for in-house, specialized training class.

PERFORMANCE MEASURES

	1994	1995	1996	1997	1998
EMS Calls	95	109	122	469 ¹	1,258
Other Alarm Calls	917	957	1,074	1,159	1,202
Total Alarms	1,012	1,066	1,196	1,628	2,460
Value of Fire Loss	\$ 520,883	\$ 601,416	\$ 2,619,730	\$ 650,439	\$ 1,885,851

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 2,242,877	\$ 2,303,232	\$ 2,531,812	\$ 2,413,612	\$ 2,411,798
Operating	449,667	511,525	786,081	622,715	622,715
Capital	22,405	111,460	1,024,304	99,900	99,900
TOTAL	\$ 2,714,949	\$ 2,926,217	\$ 4,342,197	\$ 3,136,227	\$ 3,134,413

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Fire Administration (000)				
Fire Chief	1	1	1	1
Assistant Fire Chief	1	1	1	1
Fire Logistics Officer	1	1	1	1
Department Secretary	1	1	1	1
Senior Office Assistant	1	1	1	1
Fire Station #50 (350)				
Fire Control Specialist I/II	3	0	3 ¹	3 ¹
Fire Engineer	3	0	3 ¹	3 ¹
Fire Station #51 (351)				
Battalion Chief	3	3	3	3
Fire Captain	6	6	6	6
Fire Control Specialist I/II	12	12	12	12
Fire Engineer	6	6	6	6
Fire Station #52 (352)				
Fire Captain	3	3	3	3
Fire Control Specialist I/II	6	6	6	6
Fire Engineer	6	6	6	6
Fire Station #53 (353)				
Fire Captain	3	3	3	3
Fire Control Specialist I/II	6	6	6	6
Fire Engineer	3	3	3	3
Loss Prevention and Investigation (356)				
Fire Investigation/Inspection Officer	1	1	1	1
Fire Investigation/Inspection Specialist	3	3	3	3
Training Division (357)				
Battalion Chief	1	1	1	1
Fire Projects Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	71	65	71	71

¹ Positions to be implemented June 1, 2000

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Fire Administration (000)			
ID Card Equipment	\$ 1,128	\$ -	\$ -
Fire Station #50 (350)			
Generator for Station	26,891	-	-
Equipment for New Apparatus	30,000	30,000	30,000
SCBA's for 504	12,000	12,000	12,000
SCBA Cylinders for 504	6,000	6,000	6,000
Heat Sensor for 504	1,100	-	-
High Volumn Hose for 504	8,000	8,000	8,000
Foam Equipment	1,500	1,500	1,500
Station Construction	850,000	-	-
Fire Station #51 (351)			
Heat Sensor	1,100	-	-
Hood & Vent System for Kitchen	6,650	6,650	6,650
Treadmill	2,500	-	-
Fax for Vehicle #519	2,000	-	-
Defibrillator	5,400	-	-
Forcible Entry Tool	900	900	900
MDT for 501	4,200	-	-
Piston Intake	1,600	-	-
SCBA (Breathing Apparatus)	12,000	12,000	12,000
Spare SCBA Cylinders	4,800	4,800	4,800
CGI Replacement	3,500	3,500	3,500
Ice Machine	2,500	2,500	2,500
Safety Net	7,000	7,000	7,000
PPV Fans	1,200	1,200	1,200
Fire Station #52 (352)			
Defibrillator	5,400	-	-
Treadmill	2,500	-	-
Gas Range	1,350	1,350	1,350
Floor Buffer	1,200	-	-
Fire Station #53 (353)			
Defibrillator	5,400	-	-
Treadmill	2,500	-	-
Floor Buffer	1,200	-	-
Loss Prevention and Investigation (356)			
Light Bar for Staff Car	2,300	-	-
Generator for Fire Safety House	2,500	2,500	2,500
Training (357)			
Multi-Media Projector	7,985	-	-
Total Capital Outlay	\$ 1,024,304	\$ 99,900	\$ 99,900

DEPARTMENT - Public Services - Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 2,521,888	\$ 2,731,641	\$ 2,886,249	\$ 2,835,986	\$ 2,832,388
Operating	2,152,207	2,627,810	2,854,295	2,680,634	2,685,634
Capital	23,651	97,060	196,200	67,100	67,100
TOTAL	\$ 4,697,746	\$ 5,456,511	\$ 5,936,744	\$ 5,583,720	\$ 5,585,122

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Permanent Full-Time	80	81	80	80
Permanent Part-Time	2	2	2	2
Temporary Full-Time	14	14	14	14
Temporary Part-Time				

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 139,067	\$ 144,460	\$ 154,833	\$ 152,969	\$ 152,761
Operating	13,502	17,465	19,300	35,890	35,890
Capital	799	-	1,000	-	-
TOTAL	\$ 153,368	\$ 161,925	\$ 175,133	\$ 188,859	\$ 188,651

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Public Services Director	1	1	1	1
Department Secretary	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Computer Workstations	\$ 1,000	\$ -	\$ -

STATEMENT OF PURPOSE

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

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	<u>FY93-94</u>	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>
Miles of pavement markings repainted	79	70.4	68	35.5	43.9

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 244,961	\$ 289,582	\$ 310,601	\$ 304,664	\$ 304,291
Operating	129,820	182,784	157,963	145,263	145,263
Capital	630	23,320	31,700	31,700	31,700
TOTAL	\$ 375,411	\$ 495,686	\$ 500,264	\$ 481,627	\$ 481,254

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Traffic Operations Manager	1	1	1	1
Signs and Marking Crewleader	1	1	1	1
Signs and Marking Technician I/II	3	3	3	3
Traffic Signal Technical I/II	2	3	3	3
Seasonal Worker (Temp/Full-Time)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	11	12	12	12

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Traffic Signal Spare Equipment	\$ 6,000	\$ 6,000	\$ 6,000
Portable Radio for New Technician	3,000	3,000	3,000
Radio for New Technician Vehicle	2,700	2,700	2,700
Traffic Counter System	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
Total Capital Outlay	\$ 31,700	\$ 31,700	\$ 31,700

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

Street Maintenance

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

Concrete Construction

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

Street Cleaning

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

Leaf/Yard Waste

The Leaf/Yard Waste Division provides a weekly limb and yard debris collection citywide, a curbside loose leaf and bagged leaf collection during the fall/winter months, and demolishes and removes nuisance conditions as needed on private property relative to owners who do not or will not respond.

Powell Bill Paving & Resurfacing

The Powell Bill Paving & Resurfacing Division maintains and continuously upgrades the City’s 136 miles of streets through maintenance programs consisting of crack sealing, base repairs, pavement maintenance, and paving as prioritized from the street condition survey.

Powell Bill Bridge Maintenance/Snow

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

Powell Bill Drainage

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

Powell Bill-Concrete Construction

The Powell Bill Concrete Construction Division provides maintenance, repair, and installation to city curb and gutter and bike pathways; repairs/replaces 2,000 feet of deteriorated and substandard curb and gutter.

PERFORMANCE MEASURES

	<u>FY93-94</u>	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>
Miles of streets paved	12.5	15.3	15.5	15.3	15.5
Miles of streets maintained	125	130	132	127	136
Crack sealer put down - pounds	775	500	2000	3000	N/A
Pot holes filled	1,000	1,100	1,500	1,001	1,550
Driveways	39	53	88	100	90
Sidewalks replaced/repaired - feet	3,500	5,500	7,425	6,000	8,000
Curb & gutter - feet	2,800	600	1,000	3,000	3,500

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 805,174	\$ 897,428	\$ 963,639	\$ 942,953	\$ 941,750
Operating	757,142	920,959	1,070,684	990,156	990,156
Capital	2,649	7,200	66,200	18,200	18,200
TOTAL	\$ 1,564,965	\$ 1,825,587	\$ 2,100,523	\$ 1,951,309	\$ 1,950,106

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Administration (000)				
Street Maintenance Manager	1	1	1	1
Street Maintenance (420)				
Street Maintenance Supervisor	1	1	1	1
Equipment Operator I/II	1	3	2	2
Street Maintenance Worker I/II	4	2	3	3
Concrete Construction (421)				
Street Maintenance Supervisor	1	1	1	1
Equipment Operator I/II	2	1	3	3
Street Maintenance Worker I/II	2	4	2	2
Street Cleaning (422)				
Street Maintenance Supervisor	1	1	1	1
Street Maintenance Worker I/II	1	0	0	0
Equipment Operator I/II	5	5	5	5
Limb/Yard Waste Collection (423)				
Equipment Operator I/II	4	2	1	1
Street Maintenance Worker I/II	2	2	3	3
Leaf Collection (424)				
Equipment Operator I/II	0	1	1	1
Street Maintenance Worker I/II	0	1	1	1
Powell Bill-Paving & Resurfacing (426)				
Equipment Operator I/II	1	1	1	1
Street Maintenance Worker I/II	1	1	1	1
Powell Bill-Street Maintenance (427)				
Equipment Operator I/II	1	1	1	1
Powell Bill-Drainage & Storm Sewers (428)				
Street Maintenance Supervisor	1	1	1	1
Equipment Operator I/II	1	0	0	0
Street Maintenance Worker I/II	0	0	0	0
Powell Bill-Concrete Construction (429)				
Street Maintenance Worker I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	31	30	30	30

Note: Positions moved between cost centers

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Street Administration (000)			
Dry Storage at Compost Site	\$ 20,000	\$ -	\$ -
Equipment Storage	25,000	-	-
Street Maintenance (420)			
Portable Welder	2,000	2,000	2,000
Motor Tamp	3,000	-	-
Concrete Construction (421)			
Concrete Saw	1,200	1,200	1,200
Motor Tamp	3,000	3,000	3,000
Concrete Forms	2,000	2,000	2,000
Bridge/Winter Maintenance (427)			
Material Spreader	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Capital Outlay	\$ 66,200	\$ 18,200	\$ 18,200

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Perform daily maintenance activities including mowing, leaf collection, pruning and collection of litter in order to maintain a well-groomed appearance of cemetery properties.
2. Provide prompt and courteous services to funeral directors and bereaved families in regard to interments and related services.
3. Upgrade computer hardware and software for purposes of record keeping and communication with the accounting office.
4. Continue staff development in the areas of computer literacy, work safety, IRT, and technical expertise.
5. Assist families with specific requests regarding the care of burial plots.
6. Continue implementation of a comprehensive plan for improvements to sections of Oakwood, and Union Hill/Oakdale Cemeteries.
7. Develop a work plan for improvements to Dixonville Cemetery.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 170,946	\$ 150,136	\$ 141,827	\$ 138,777	\$ 138,617
Operating	31,639	61,949	61,263	43,515	43,515
Capital	6,440	4,540	15,150	2,650	2,650
TOTAL	\$ 209,025	\$ 216,625	\$ 218,240	\$ 184,942	\$ 184,782

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Cemetery Maintenance Supervisor	1	1	1	1
Grounds Maintenance Worker I/II/Sr.	3	3	2 ²	2 ²
Small Engine Mechanic	1	1	0 ¹	0 ¹
Equipment Operator I/II	0	0	1 ²	1 ²
Seasonal Worker (Temp/Full-Time)	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	8	8	7	7

1 Position transferred to Public Services-Fleet Management

2 Position reclassified

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Riding Mower	\$ 1,750	\$ 1,750	\$ 1,750
Air Compressor	900	900	900
Bay and Garage Door Replacement	12,500	-	-
Total Capital Outlay	\$ 15,150	\$ 2,650	\$ 2,650

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE GOALS

	<u>FY93-94</u>	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>
City-collected garbage - tons	9,000	9,000	8,200	8,300	8,200
Commercial garbage collection - tons	7,000	7,000	8,000	8,000	13,200
Residential recycling by calendar year - tons	699	700	650	799	1,020
Cardboard collected for recycling - tons	120	130	450	350	400

BUDGET REQUEST SUMMARY

	<u>Actual</u> <u>FY97-98</u>	<u>Budgeted</u> <u>FY98-99</u>	<u>Requested</u> <u>FY99-00</u>	<u>Mgr Recommends</u> <u>FY99-00</u>	<u>Adopted</u> <u>FY99-00</u>
Personnel	\$ 346,197	\$ 346,529	\$ 373,534	\$ 367,347	\$ 366,893
Operating	850,752	1,027,344	1,038,328	1,050,262	1,050,262
Capital	<u>5,142</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 1,202,091	\$ 1,373,873	\$ 1,411,862	\$ 1,417,609	\$ 1,417,155

PERSONNEL DETAIL

<u>Position Title</u>	<u>Authorized</u> <u>FY 97-98</u>	<u>Authorized</u> <u>FY 98-99</u>	<u>Mgr Recommends</u> <u>FY 99-00</u>	<u>Adopted</u> <u>FY 99-00</u>
Solid Waste Manager	1	1	1	1
Solid Waste Operations Supervisor	1	1	1	1
Solid Waste Equipment Operator	8	8	8	8
Seasonal Worker (Temp/Full-Time)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	14	14	14	14

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 344,908	\$ 371,931	\$ 380,132	\$ 377,761	\$ 377,286
Operating	153,440	172,389	206,196	171,946	176,946
Capital	<u>2,678</u>	<u>8,500</u>	<u>64,050</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 501,026	\$ 552,820	\$ 650,378	\$ 549,707	\$ 554,232

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Landscape (000)				
Landscape Maintenance Manager	1	1	1	1
Landscape Maintenance Supervisor	1	1	1	1
Grounds Maintenance Supervisor	1	1	1	1
Grounds Maintenance Worker Sr/I/II	7	7	7	7
City Code Inspector	1	1	1	1
Seasonal Worker (Temp/Full-Time)	3	3	3	3
Greenway (460)				
Grounds Maintenance Worker I/II	<u>0</u>	<u>1</u>	<u>0</u> ¹	<u>0</u> ¹
TOTAL	14	15	14	14

¹ Position transferred to Parks and Recreation

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Two-Way Radios (2)	\$ 6,000	\$ -	\$ -
Toro Landscape System	32,400	-	-
Solo Backpack Mist Blower	650	-	-
Double Door Entrance	5,000	-	-
Equipment Storage	20,000	-	-
	<hr/>	<hr/>	<hr/>
Total Capital Outlay	\$ 64,050	\$ -	\$ -

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 59,370	\$ 63,200	\$ 68,051	\$ 66,187	\$ 66,105
Operating	12,672	20,071	34,601	23,501	23,501
Capital	3,922	12,500	-	-	-
TOTAL	\$ 75,964	\$ 95,771	\$ 102,652	\$ 89,688	\$ 89,606

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Park Curator (Perm/Part-Time)	1	1	1	1
Sr. Grounds Maintenance Worker	1	1	1	1
Grounds Maint. Worker (Perm/Part-Time)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3

STATEMENT OF PURPOSE

The Fleet Management Division of the Public Services Department provides a centralized resource for the maintenance and repair of City vehicles and equipment, including Transit System buses, and to offer expertise in the development of specifications used in the purchase or lease of new vehicles and equipment.

DIVISIONAL PERFORMANCE GOALS

1. Organize and oversee removal operation of the underground storage tanks from the Fleet Management facility to include clean up abatement.
2. Develop and implement Facilities Maintenance unit.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 411,265	\$ 468,375	\$ 493,632	\$ 485,328	\$ 484,685
Operating	73,219	64,567	67,436	59,819	59,819
Capital	1,391	41,000	18,100	14,550	14,550
TOTAL	\$ 485,875	\$ 573,942	\$ 579,168	\$ 559,697	\$ 559,054

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Fleet Service Manager	1	1	1	1
Fleet Service Supervisor	1	1	1	1
Fleet Service Shift Supervisor	1	1	1	1
Parts Supervisor	1	1	1	1
Mechanic/Master Mechanic	7	7	8 ¹	8 ¹
Parts Clerk	0	0	1 ²	1 ²
Office Assistant	<u>1</u>	<u>1</u>	<u>0²</u>	<u>0²</u>
TOTAL	12	12	13	13

1 One position transferred from Public Services-Cemetery

2 Position reclassified

CAPITAL OUTLAY

	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
22 Ton Truck Service Jack (2)	\$ 1,700	\$ 1,700	\$ 1,700
Service Repair Manuals	2,500	2,500	2,500
Steam Cleaner	3,000	3,000	3,000
Drill Press	4,500	4,500	4,500
Heavy Truck Transmission Jack	1,900	1,900	1,900
Air Lift for Tractors and Mowing Equipment	950	950	950
Air Compressor for Service Truck	1,500	-	-
Generator for Service Truck	1,200	-	-
Portable Hi-Pressure Air Operated Grease Pump	850	-	-
Total Capital Outlay	\$ 18,100	\$ 14,550	\$ 14,550

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	130,021	160,282	198,524	160,282	160,282
Capital	-	-	-	-	-
TOTAL	\$ 130,021	\$ 160,282	\$ 198,524	\$ 160,282	\$ 160,282

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Improve the quality and quantity of recreation programs offered to the community.
2. Renovate and repair the current parks and center facilities through the use of a systematic renovation Master Plan.
3. Standardize policies and procedures for operations.
4. Prepare for National Accreditation of the Parks and Recreation Department.
5. Complete Phase I construction of the Salisbury Community Park and Athletic Complex.
6. Expand program services through general recreation programs at the Civic Recreation Center.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 831,396	\$ 904,249	\$ 1,092,665	\$ 1,042,708	\$ 1,041,559
Operating	419,164	438,745	498,177	446,096	461,421
Capital	<u>2,078,559</u>	<u>1,824,617</u>	<u>1,910,000</u>	<u>126,000</u>	<u>126,000</u>
TOTAL	\$ 3,329,119	\$ 3,167,610	\$ 3,500,842	\$ 1,614,804	\$ 1,628,980

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Administration (100)				
Parks & Recreation Director	1	1	1	1
Department Secretary	1	1	1	1
Recreation Program Manager	1	1	1	1
Civic Center (601)				
Special Facilities & Marketing Manager	1	1	0 ¹	0 ¹
Civic Center Coordinator	0	0	1 ¹	1 ¹
Recreation Leader	0	0	1 ²	1 ²
Recreation Aide (Temp/Part-Time)	3	3	2 ³	2 ³
Center Attendant (Perm/Part-Time)	2	2	2	2
Recreation Aide-Summer (Temp/Full-Time)	0	0	6 ⁴	6 ⁴
<i>Begin Summer 2000</i>				
City Park Center (602)				
Recreation Coordinator	1	1	1	1
Recreation Leader	1	1	1	1
Recreation Leader (Perm/Part-Time)	1	1	0 ²	0 ²
Recreation Aide (Temp/Part-Time)	2	1	2 ³	2 ³
Recreation Aide-Summer (Temp/Full-Time)	7	7	7	7

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Miller Center (603)				
Recreation Coordinator	1	1	1	1
Recreation Leader	1	1	1	1
Recreation Leader (Perm/Part-Time)	1	1	0 ²	0 ²
Recreation Aide (Temp/Part-Time)	1	1	2 ³	2 ³
Recreation Aide-Summer (Temp/Full-Time)	6	7	7	7
Buildings & Grounds (604)				
Parks & Recreation Maintenance Manager	1	1	1	1
B & G Maintenance Worker Sr/I/II	5	5	5	5
B & G Maintenance Worker I/II-Greenway	0	0	1 ⁵	1 ⁵
Recreation Aide (Temp/Part-Time)	0	1	1	1
Recreation Aide-Summer (Temp/Full-Time)	1	0	0	0
Athletic Grounds Maintenance (605)				
Athletic Supervisor	1	0	0	0
Athletic Maintenance Manager	0	1	1	1
B & G Maintenance Worker Sr/I/II	1	1	3 ⁴	3 ⁴
Recreation Aide-Summer (Temp/Full-Time)	1	0	0	0
Recreation Aide (Temp/Part-Time)	0	1	1	1
Athletic Programs (606)				
Recreation Coordinator	1	1	1	1
Center Attendant	1	1	0 ⁶	0 ⁶
Recreation Leader	1	1	2 ⁶	2 ⁶
Recreation Aide (Temp/Part-Time)	3	3	3	3
Recreation Aide-Summer (Temp/Full-Time)	0	0	4 ³	4 ³
City Wide Programs (607)				
Recreation Coordinator	1	1	0 ¹	0 ¹
Recreation Aide (Temp/Part-Time)	1	1	0 ³	0 ³
Recreation Aide-Summer (Temp/Full-Time)	4	4	0 ³	0 ³
Public Relations/Marketing (607)				
Marketing & Community Relations Manager	0	0	1 ¹	1 ¹
TOTAL	<u>53</u>	<u>53</u>	<u>61</u>	<u>61</u>

¹ Position transferred and reclassified

² Two part-time positions combined into one full-time position

³ Cost center transfer

⁴ Additions denote new positions

⁵ Position transferred from Public Services-Landscape Operations

⁶ Position reclassified

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Civic Center (601)			
Weight Room Equipment	\$ 2,000	\$ -	\$ -
Warmer Oven Replacement	2,650	-	-
Ice Machine Replacement	3,000	-	-
Racquetball Courts/Walls	6,000	-	-
City Park Center (602)			
Floor Covering	4,000	-	-
Miller Center (603)			
Blinds	750	-	-
Buildings and Grounds (604)			
Copy Machine	600	-	-
Portable Power Washer	4,000	4,000	4,000
Handheld Radio	2,800	2,800	2,800
Tennis Court Resurfacing	8,000	8,000	8,000
Playstructures	29,000	-	-
Pool Renovations	7,000	-	-
Park Equipment	25,600	25,600	25,600
Neighborhood Renovations	40,000	40,000	40,000
Shelter Replacements	30,000	-	-
Parking Log Paving	11,000	-	-
Salisbury West Complex	187,000	-	-
Civic Center Expansion	1,500,000	-	-
Athletic Field Maintenance (605)			
Handheld Radios (2)	5,600	5,600	5,600
Ball Field Lighting - Kelsey Scott Park	40,000	40,000	40,000
Pulbic Relations/Marketing (607)			
Table Top Display Board	1,000	-	-
Total Capital Outlay	\$ 1,910,000	\$ 126,000	\$ 126,000

STATEMENT OF PURPOSE

The Education Department provides for funding the Supplementary Education System.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	42,342	42,342	42,342	42,342	42,342
Capital	-	-	-	-	-
TOTAL	\$ 42,342	\$ 42,342	\$ 42,342	\$ 42,342	\$ 42,342

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	643,410	783,462	795,980	795,980	795,980
Capital	-	-	-	-	-
TOTAL	\$ 643,410	\$ 783,462	\$ 795,980	\$ 795,980	\$ 795,980

[Click here to move to Section 5](#)

CITY OF SALISBURY

GENERAL FUND CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

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

	<u>1998</u> <u>Actual</u>	<u>1999</u> <u>Estimate</u>	<u>2000</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 38,247	\$ 39,500	\$ 30,000
Other	188	-	26,000
Total revenues	<u>\$ 38,435</u>	<u>\$ 39,500</u>	<u>\$ 56,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	\$ 772,674	\$ 906,880	\$ 1,128,778
Fund balance appropriated	-	-	163,672
Total other financing sources	<u>\$ 772,674</u>	<u>\$ 906,880</u>	<u>\$ 1,292,450</u>
Total revenues and other financing sources	<u>\$ 811,109</u>	<u>\$ 946,380</u>	<u>\$ 1,348,450</u>

FUND - General Fund Capital Reserve

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	<u>152,336</u>	<u>1,660,101</u>	<u>2,219,769</u>	<u>1,348,450</u>	<u>1,348,450</u>
TOTAL	\$ 152,336	\$ 1,660,101	\$ 2,219,769	\$ 1,348,450	\$ 1,348,450

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Human Resources			
Computer Equipment	\$ 3,250	\$ 3,250	\$ 3,250
Finance - Information Technologies			
Computer Equipment	\$ 151,400	\$ 151,400	\$ 151,400
Finance - Administration			
Computer Equipment	\$ 4,000	\$ 4,000	\$ 4,000
Land Mgmt & Development - Planning & Community Development			
Computer Equipment	\$ 7,300	\$ 7,300	\$ 7,300
Land Mgmt & Development - Development Services			
Computer Equipment	\$ 2,800	\$ 2,800	\$ 2,800
Land Management & Development - Engineering			
Computer Equipment	\$ 1,900	\$ 1,900	\$ 1,900
City Office Buildings			
Computer Equipment	\$ 12,700	\$ 12,700	\$ 12,700
Plaza			
Computer Equipment	\$ 3,250	\$ 3,250	\$ 3,250
Fire			
Computer Equipment	\$ 4,500	\$ 4,500	\$ 4,500
Replace #501-4WD Vehicle	38,000	38,000	38,000
Replace #521-Pumper	<u>400,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 442,500	\$ 42,500	\$ 42,500

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Police			
Computer Equipment	\$ 9,650	\$ 9,650	\$ 9,650
Replace #56-Animal Control Truck	-	29,000	29,000
Replace #66-Community Svcs Van	-	24,500	24,500
Replace #19-Investigation Vehicle	23,000	-	-
Replace #45-Investigation Vehicle	23,000	-	-
Replace #78-Investigation Vehicle	23,000	21,800	21,800
Replace #88-Investigation Vehicle	23,000	21,800	21,800
Replace #89-Investigation Vehicle	23,000	21,800	21,800
Replace #90-Investigation Vehicle	23,000	21,800	21,800
Replace #91-Investigation Vehicle	23,000	-	-
Replace #14-Patrol Vehicle	-	7,000	7,000
Replace #18-Patrol Vehicle	24,500	-	-
Replace #34-Patrol Vehicle	24,500	7,000	7,000
Replace #49-Patrol Vehicle	-	21,800	21,800
Replace #53-Patrol Vehicle	24,500	7,000	7,000
Replace #54-Patrol Vehicle	24,500	21,800	21,800
Replace #55-Patrol Vehicle	24,500	7,000	7,000
Replace #57-Patrol Vehicle	24,500	7,000	7,000
Replace #58-Patrol Vehicle	24,500	21,800	21,800
Replace #59-Patrol Vehicle	24,500	7,000	7,000
Replace #60-Patrol Vehicle	24,500	7,000	7,000
Replace #61-Patrol Vehicle	24,500	21,800	21,800
Replace #62-Patrol Vehicle	24,500	7,000	7,000
Replace #63-Patrol Vehicle	24,500	7,000	7,000
Replace #64-Patrol Vehicle	24,500	21,800	21,800
Replace #65-Patrol Vehicle	24,500	7,000	7,000
Replace #67-Patrol Vehicle	24,500	21,800	21,800
Replace #70-Patrol Vehicle	24,500	7,000	7,000
Replace #87-Patrol Vehicle	24,500	7,000	7,000
New Vehicles (6)	<u>147,000</u>	<u>130,800</u>	<u>130,800</u>
Total Capital Outlay	\$ 734,150	\$ 495,950	\$ 495,950
Public Services - Traffic Operations			
Computer Equipment	\$ 1,900	\$ 1,900	\$ 1,900
Replace #604-Utility Truck	<u>33,000</u>	<u>33,000</u>	<u>33,000</u>
Total Capital Outlay	\$ 34,900	\$ 34,900	\$ 34,900
Public Services - Administration			
Computer Equipment	\$ 1,900	\$ 1,900	\$ 1,900
Public Services - Waste Management			
Replace #200-Pickup Truck	\$ 21,000	\$ 21,000	\$ 21,000
Replace #219-Pickup Truck	<u>21,000</u>	<u>21,000</u>	<u>21,000</u>
Total Capital Outlay	\$ 42,000	\$ 42,000	\$ 42,000

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Public Services - Street			
Computer Equipment	\$ 2,800	\$ 2,800	\$ 2,800
Replace #305-Asphalt/Pothole Truck	100,000	100,000	100,000
Replace #333-Street Flusher	80,000	80,000	80,000
Replace #317-Dump Truck	48,000	48,000	48,000
Street Sweeper-Additional	125,000	-	-
Vibratory Roller-Additional	45,000	-	-
Total Capital Outlay	\$ 400,800	\$ 230,800	\$ 230,800
Public Services - Landscape Operations			
Computer Equipment	\$ 1,900	\$ 1,900	\$ 1,900
Replace #646-Tractor	30,000	30,000	30,000
Replace #653-1 Ton Pickup Truck	34,000	34,000	34,000
Replace #661-Four Door Sedan	23,800	20,600	20,600
Replace #637-Utility Tractor with Mowing Unit	23,000	23,000	23,000
Replace #659-Brush Chipper	23,500	23,500	23,500
Replace #638-Industrial Lawn Mower	18,000	18,000	18,000
Replace #639-Utility Tractor	23,000	23,000	23,000
Total Capital Outlay	\$ 177,200	\$ 174,000	\$ 174,000
Public Services - Cemetery			
Computer Equipment	\$ 1,900	\$ 1,900	\$ 1,900
Replace #804-Dump Truck	34,000	-	-
Total Capital Outlay	\$ 35,900	\$ 1,900	\$ 1,900
Parks & Recreation			
Computer Equipment	\$ 1,900	\$ 1,900	\$ 1,900
Tractor with Loader-Additional	25,100	-	-
Front Cut Reel Mower-Additional	21,000	21,000	21,000
Bunker and Field Rake-Additional	12,000	12,000	12,000
4wd Front Cut Mower-Additional	35,000	35,000	35,000
18 Foot Trailer-Additional	10,000	10,000	10,000
3/4 Ton Ext Cab Pickup Truck-Additional	29,200	28,000	28,000
Gator with Dump Bed and Liner-Additional	7,000	7,000	7,000
Replace #614-Pickup Truck	22,619	23,000	23,000
Total Capital Outlay	\$ 163,819	\$ 137,900	\$ 137,900

[Click here to move to Section 6](#)

CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

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

	1998	1999	2000
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	<u>\$ 11,545,385</u>	<u>\$ 12,157,981</u>	<u>\$ 12,772,226</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 311,646	\$ 265,000	\$ 262,076
Miscellaneous revenues	<u>263,702</u>	<u>191,631</u>	<u>151,684</u>
Total nonoperating revenues	<u>\$ 575,348</u>	<u>\$ 456,631</u>	<u>\$ 413,760</u>
OTHER FINANCING SOURCES:			
Fund balance appropriated	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 300,000</u>
Total revenues and other financing sources	<u>\$ 12,120,733</u>	<u>\$ 12,614,612</u>	<u>\$ 13,485,986</u>

CITY OF SALISBURY
FY 1999-2000 BUDGET SUMMARY
WATER AND SEWER FUND

	Actual		Budgeted		Requested		Mgr Recommends		Adopted	
	FY 97-98		FY 98-99		FY 99-00		FY 99-00		FY 99-00	
REVENUE	\$	12,120,733	\$	14,514,011	\$	13,409,326	\$	13,485,986	\$	13,485,986
EXPENSES		Actual		Budgeted		Requested		Mgr Recommends		Adopted
		FY 97-98		FY 98-99		FY 99-00		FY 99-00		FY 99-00
UTILITIES MGT & ADMINISTRATION										
Personnel	\$	357,050	\$	531,579	\$	587,368	\$	587,368	\$	587,368
Operations		3,483,131		1,877,193		1,944,184		1,987,346		1,987,346
Capital		-		6,822		75,000		75,000		75,000
TOTAL	\$	3,840,181	\$	2,415,594	\$	2,606,552	\$	2,649,714	\$	2,649,714
WATER RESOURCES										
Personnel	\$	1,116,456	\$	1,179,341	\$	337,839	\$	337,839	\$	337,839
Operations		1,410,998		1,370,209		495,109		495,109		495,109
Capital		-		15,796		-		-		-
TOTAL	\$	2,527,454	\$	2,565,346	\$	832,948	\$	832,948	\$	832,948
WATER & SEWER MAINT. & CONST.										
Personnel	\$	1,057,389	\$	1,041,045	\$	768,086	\$	768,086	\$	768,086
Operations		2,047,497		1,849,880		1,919,092		1,919,092		1,919,092
Capital		30,073		492,926		501,500		501,500		501,500
TOTAL	\$	3,134,959	\$	3,383,851	\$	3,188,678	\$	3,188,678	\$	3,188,678
TECHNICAL SERVICES										
Personnel	\$	-	\$	-	\$	326,706	\$	326,706	\$	326,706
Operations		-		-		90,319		90,326		90,326
Capital		-		-		1,800		1,800		1,800
TOTAL	\$	-	\$	-	\$	418,825	\$	418,832	\$	418,832
WASTEWATER TREATMENT										
Personnel	\$	-	\$	-	\$	592,011	\$	592,011	\$	592,011
Operations		-		-		915,521		915,521		915,521
Capital		-		-		800		800		800
TOTAL	\$	-	\$	-	\$	1,508,332	\$	1,508,332	\$	1,508,332
METER SERVICES										
Personnel	\$	-	\$	-	\$	313,799	\$	313,799	\$	313,799
Operations		-		-		73,574		73,574		73,574
Capital		-		-		5,800		5,800		5,800
TOTAL	\$	-	\$	-	\$	393,173	\$	393,173	\$	393,173
FACILITIES MAINTENANCE										
Personnel	\$	408,687	\$	468,795	\$	506,273	\$	506,273	\$	506,273
Operations		859,080		1,047,947		876,474		876,474		876,474
Capital		-		4,500		-		-		-
TOTAL	\$	1,267,767	\$	1,521,242	\$	1,382,747	\$	1,382,747	\$	1,382,747

	Actual FY 97-98		Budgeted FY 98-99		Requested FY 99-00		Mgr Recommends FY 99-00		Adopted FY 99-00	
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,360,365		3,563,799		3,111,562		3,111,562		3,111,562
Capital		-		-		-		-		-
TOTAL	\$	1,360,365	\$	3,563,799	\$	3,111,562	\$	3,111,562	\$	3,111,562
CAPITAL PROJECTS										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		1,064,179		-		-		-
TOTAL	\$	-	\$	1,064,179	\$	-	\$	-	\$	-
GRAND TOTAL										
Personnel	\$	2,939,582	\$	3,220,760	\$	3,432,082	\$	3,432,082	\$	3,432,082
Operations		9,161,071		9,709,028		9,425,835		9,469,004		9,469,004
Capital		30,073		1,584,223		584,900		584,900		584,900
TOTALS	\$	12,130,726	\$	14,514,011	\$	13,442,817	\$	13,485,986	\$	13,485,986

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Assist in cooperative effort with County to extend water and sewer to growth corridors.
2. Continue implementation of the 201 Sewer Facility Plan and major water capital improvement projects.
3. Conduct a feasibility study on the consolidation of the Town of Spencer utility system with the City of Salisbury.
4. Receive delegation of Permit Authority from DEHNR.
5. Maintain and update a GIS database of the utility system.
6. Maintain and update a system-wide hydraulic model.
7. Produce the plans and specifications of water and sewer extension projects.
8. Provide construction management for water and sewer extension projects.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 357,050	\$ 531,579	\$ 587,368	\$ 587,368	\$ 587,368
Operating	3,483,131	1,877,193	1,944,184	1,987,346	1,987,346
Capital	-	6,822	75,000	75,000	75,000
TOTAL	\$ 3,840,181	\$ 2,415,594	\$ 2,606,552	\$ 2,649,714	\$ 2,649,714

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Administration (100)				
Utilities Director	1	1	1	1
Assistant Utilities Director	1	1	1	1
Productivity Analyst	1.5	1	1	1
Department Secretary	1	1	1	1
Senior Office Assistant	1	1	0 ¹	0 ¹
Safety Specialist	1	1	0 ²	0 ²
Utilities Engineering (800)				
Utilities Engineering Manager	0	0	1	1
Utilities Engineer I/II/III	1	1	1	1
Senior Office Assistant	0	0	1 ¹	1 ¹
Engineering Technician I/II/III	1	1	2 ³	2 ³
Utilities Inspection/Location Specialist	0	0	2 ³	2 ³
Co-Op (Temp/Full-Time)	0	0	1	1
TOTAL	8.5	8	12	12

¹ Transferred between cost centers

² Transferred to General Fund

³ Transferred from Utilities Maintenance and Construction

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Utility Administration (100)			
Mail Inserting System	\$ 75,000	\$ 75,000	\$ 75,000

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Continue the evaluation of expanding the treatment capacity of the Water Plant from 12 MGD to 18 MGD.
2. Adjust operational process measures to meet new SDWA Regulations.
3. Comply with new EPA Clean Air Act regulations concerning chlorine safety.
4. Prepare and distribute the Consumer Confidence Report to customers on water quality and explain the requirements to the general public.
5. Continue the public education program outreach to schools and civic organizations.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 1,116,456	\$ 1,179,341	\$ 337,839	\$ 337,839	\$ 337,839
Operating	1,410,998	1,370,209	495,109	495,109	495,109
Capital	-	15,796	-	-	-
TOTAL	\$ 2,527,454	\$ 2,565,346	\$ 832,948	\$ 832,948	\$ 832,948

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Administration (100)				
Water Resources Manager	1	1	0 ¹	0 ¹
Senior Office Assistant	.5 ²	.5 ²	0 ¹	0 ¹
Water Treatment Plant (811)				
Water Plant Supervisor	1	1	1	1
Senior Plant Operator	1	1	1	1
Senior Office Assistant	0	0	.5 ^{1,2}	.5 ^{1,2}
Water Resources Manager	0	0	1 ¹	1 ¹
Water Plant Operator I/II	4	4	4	4
Laboratory Analyst	0	0	1 ³	1 ³
Technical Services (900)				
Technical Services Manager	1	1	0 ³	0 ³
Laboratory Supervisor	1	1	0 ³	0 ³
Regulatory Compliance Technician	1	1	0 ³	0 ³
Laboratory Analyst	5	5	0 ³	0 ³
Industrial Pretreatment Coordinator	1	1	0 ³	0 ³
Town Creek WWTP (901)				
Wastewater Treatment Supervisor	.5 ³	.5 ³	0 ⁴	0 ⁴
Wastewater Plant Operator	5	5	0 ⁴	0 ⁴
Grant Creek WWTP (902)				
Wastewater Treatment Supervisor	.5 ³	.5 ³	0 ⁴	0 ⁴
Wastewater Plant Operator	5	5	0 ⁴	0 ⁴
Residuals Management (903)				
Residuals Management Supervisor	1	1	0 ⁴	0 ⁴
Residuals Operator	<u>4</u>	<u>4</u>	<u>0⁴</u>	<u>0⁴</u>
TOTAL	32.5	32.5	8.5	8.5

¹ Transferred between divisions

² Split with Facilities Maintenance

³ One position transferred to Water Treatment Plant, four positions to Technical Services Department

⁴ Transferred to Wastewater Treatment

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Implement an inflow and infiltration preventive maintenance program.
2. Implement a water main flushing program.
3. Clean and TV inspect sewer lines on a systematic schedule.
4. Implement inspection and enforcement program for the cross-connection and backflow prevention ordinance.

PERFORMANCE MEASURES

	<u>FY93-94</u>	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>
Change out or add 5/8" thru 1" water meters	387	386	497	716	995
Change out or add 1-1/2" & 2" water meters	7	4	7	24	24
Change out or add 3" or larger water meters	3	2	2	3	4
Install check valves on existing water services	516	531	499	635	712
Install water taps	324	255	328	380	358
Replace/install fire hydrants	26	25	19	18	11
Replace water valves	34	46	29	46	30
Clean and TV inspect sewer lines - feet	409,000	291,500	237,500	281,000	260,000
Install sewer taps	84	154	182	107	176

BUDGET REQUEST SUMMARY

	<u>Actual</u> <u>FY97-98</u>	<u>Budgeted</u> <u>FY98-99</u>	<u>Requested</u> <u>FY99-00</u>	<u>Mgr Recommends</u> <u>FY99-00</u>	<u>Adopted</u> <u>FY99-00</u>
Personnel	\$ 1,057,389	\$ 1,041,045	\$ 768,086	\$ 768,086	\$ 768,086
Operating	2,047,497	1,849,880	1,919,092	1,919,092	1,919,092
Capital	<u>30,073</u>	<u>492,926</u>	<u>501,500</u>	<u>501,500</u>	<u>501,500</u>
TOTAL	\$ 3,134,959	\$ 3,383,851	\$ 3,188,678	\$ 3,188,678	\$ 3,188,678

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Administration (100)				
Utility Maintenance Manager	1	1	1	1
Utility Inspection/Location Specialist	1	1	0 ¹	0 ¹
Senior Office Assistant	1	1	2 ²	2 ²
Inventory Control Specialist	1	1	1	1
Maintenance Scheduler	0	0	1 ³	1 ³
Office Assistant (Perm/Part-Time)	1	1	0 ²	0 ²
Distribution Maint. and Const. (850)				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	1	1	3 ³	3 ³
Seasonal Workers (Temp/Full-Time)	0	0	2 ³	2 ³
New Water/Sewer Connections (851)				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	2	2	2	2
Meter Maintenance (852)				
Meter Maintenance Supervisor	1	1	0 ⁴	0 ⁴
Meter Mechanic	2	2	0 ⁴	0 ⁴
Water/Sewer Service Replacement (853)				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	2	2	2	2
Preventive Maintenance (854)				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	3	3	3	3
Meter Reading (855)				
Meter Services Manager	1	1	0 ⁵	0 ⁵
Meter Reading Supervisor	1	1	0 ⁵	0 ⁵
Meter Reader	4	4	0 ⁵	0 ⁵
Collection Maint. and Construction (856)				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	4	4	4	4
Utility Maintenance Supervisor	2	2	0 ⁶	0 ⁶
Water Valves (858)				
Equipment Operator I/II	1	1	0 ⁷	0 ⁷
Utilities Maintenance Technician	1	1	0 ³	0 ³
Fire Hydrants (859)				
Utility Maintenance Supervisor	1	1	0 ³	0 ³
Utilities Maintenance Technician	2	2	0 ³	0 ³
Seasonal Worker (Temp/Full-Time)	<u>2</u>	<u>2</u>	<u>0³</u>	<u>0³</u>
TOTAL	40	40	26	26

¹ Transferred to Administration - Engineering

² Part-time position to full-time

³ Transferred between cost centers/reclassified

⁴ Transferred to Meter Services - Meter Maintenance

⁵ Transferred to Meter Services - Meter Reading

⁶ Transferred to Administration - Engineering and reclassified

⁷ Transferred to Meter Services - Meter Reading and reclassified

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Preventive Maintenance (854)			
Smoke Machine	\$ 1,500	\$ 1,500	\$ 1,500
Water & Sewer Extensions (857)			
Water Line Extension	250,000	250,000	250,000
Sewer Line Extension	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>
Total Capital Outlay	\$ 501,500	\$ 501,500	\$ 501,500

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Improve the protection of the wastewater treatment plants from harmful sewer discharges.
2. Investigate and determine sources of harmful discharges.
3. Promote and provide advice about greasetraps to commercial entities.

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ 326,706	\$ 326,706	\$ 326,706
Operating	-	-	90,319	90,326	90,326
Capital	-	-	1,800	1,800	1,800
TOTAL	\$ -	\$ -	\$ 418,825	\$ 418,832	\$ 418,832

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Technical Services Manager	0	0	1 ¹	1 ¹
Laboratory Supervisor	0	0	1 ¹	1 ¹
Regulatory Compliance Technician	0	0	1 ¹	1 ¹
Laboratory Analyst	0	0	4 ¹	4 ¹
Industrial Pretreatment Coordinator	0	0	1 ¹	1 ¹
Senior Office Assistant	<u>0</u>	<u>0</u>	<u>.5²</u>	<u>.5²</u>
TOTAL	0	0	8.5	8.5

¹ Transferred from Water Resources – Technical Services

² Split with Wastewater Treatment – Administration

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Ion Meter	\$ 1,800	\$ 1,800	\$ 1,800

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ 592,011	\$ 592,011	\$ 592,011
Operating	-	-	915,521	915,521	915,521
Capital	-	-	800	800	800
TOTAL	\$ -	\$ -	\$ 1,508,332	\$ 1,508,332	\$ 1,508,332

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Administration (100)				
Wastewater Treatment Manager	0	0	1 ¹	1 ¹
Senior Office Assistant	0	0	.5 ²	.5 ²
Town Creek WWTP (901)				
Wastewater Plant Operator	0	0	5 ¹	5 ¹
Grant Creek WWTP (902)				
Wastewater Plant Operator	0	0	5 ¹	5 ¹
Residuals Management (903)				
Residuals Management Supervisor	0	0	1 ¹	1 ¹
Residuals Operator	<u>0</u>	<u>0</u>	<u>4¹</u>	<u>4¹</u>
TOTAL	0	0	16.5	16.5

¹ Transferred from Water Resources Department

² Split with Technical Services Department

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Residuals Management (903)			
Pallet Jack	\$ 800	\$ 800	\$ 800

STATEMENT OF PURPOSE

To maintain, test, and read utility meters.

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ 313,799	\$ 313,799	\$ 313,799
Operating	-	-	73,574	73,574	73,574
Capital	-	-	5,800	5,800	5,800
TOTAL	\$ -	\$ -	\$ 393,173	\$ 393,173	\$ 393,173

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Meter Maintenance (852)				
Meter Maintenance Supervisor	0	0	1 ¹	1 ¹
Meter Mechanic	0	0	2 ¹	2 ¹
Meter Reading (855)				
Meter Services Manager	0	0	1 ¹	1 ¹
Meter Reading Supervisor	0	0	1 ¹	1 ¹
Meter Reader	<u>0</u>	<u>0</u>	<u>5¹</u>	<u>5¹</u>
TOTAL	0	0	10	10

¹ Transferred from Utilities Maintenance and Construction

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Meter Maintenance (852)			
Portable Radios	\$ 2,800	\$ 2,800	\$ 2,800
Meter Reading (855)			
Portable Radios	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>
Total Capital Outlay	\$ 5,800	\$ 5,800	\$ 5,800

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 408,687	\$ 468,795	\$ 506,273	\$ 506,273	\$ 506,273
Operating	859,080	1,047,947	876,474	876,474	876,474
Capital	-	4,500	-	-	-
TOTAL	\$ 1,267,767	\$ 1,521,242	\$ 1,382,747	\$ 1,382,747	\$ 1,382,747

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Administration (000)				
Plants Maintenance Manager	1	1	1	1
Senior Office Assistant	.5 ¹	.5 ¹	.5 ¹	.5 ¹
F.M. Raw Water Supply (810)				
Plants Maintenance Technician	1	1	1	1
F.M. Water Treatment Plant (811)				
Plants Maintenance Technician	2	2	2	2
F.M. Water Maintenance (850)				
Plants Maintenance Supervisor	1	1	1	1
F.M. Sewer Maintenance (856)				
Plants Maintenance Technician	2	2	2	2
F.M. Town Creek WWTP (901)				
Plants Maintenance Supervisor	1	1	1	1
Plants Maintenance Technician	1	1	1	1
F.M. Grant Creek WWTP (902)				
Plants Maintenance Supervisor	1	1	1	1
Plants Maintenance Technician	2	2	2	2
F.M. Residuals Management (903)				
Plants Maintenance Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	13.5	13.5	13.5	13.5

¹ Split with Water Resources

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,360,365	3,563,799	3,111,562	3,111,562	3,111,562
Capital	-	-	-	-	-
TOTAL	\$ 1,360,365	\$ 3,563,799	\$ 3,111,562	\$ 3,111,562	\$ 3,111,562

DEPARTMENT - Capital Projects

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	-	1,064,179	-	-	-
TOTAL	\$ -	\$ 1,064,179	\$ -	\$ -	\$ -

[Click here to move to Section 7](#)



CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

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

	<u>1998</u>	<u>1999</u>	<u>2000</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 14,628	\$ 17,000	\$ 17,000
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	<u>199,130</u>	<u>245,920</u>	<u>277,696</u>
Total revenues and other financing sources	<u>\$ 213,758</u>	<u>\$ 262,920</u>	<u>\$ 294,696</u>

FUND - Water and Sewer Capital Reserve

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	14,620	241,162	213,346	213,346
Capital	<u>135,080</u>	<u>246,300</u>	<u>55,350</u>	<u>81,350</u>	<u>81,350</u>
TOTAL	\$ 135,080	\$ 260,920	\$ 296,512	\$ 294,696	\$ 294,696

CAPITAL OUTLAY

	Requested FY 99-00	Mgr Recommends FY 99-00	Adopted FY 99-00
Administration			
Computer Equipment	\$ 8,500	\$ 8,500	\$ 8,500
Utilities Engineering			
Computer Equipment	\$ 4,500	\$ 4,500	\$ 4,500
Replace #672 with 4x4 Vehicle from General Fund	<u>-</u>	<u>26,000</u>	<u>26,000</u>
Total Capital Outlay	\$ 4,500	\$ 30,500	\$ 30,500
Maintenance & Construction			
Computer Equipment	\$ 5,850	\$ 5,850	\$ 5,850
Replace #415-Tractor & Bushhog	<u>32,000</u>	<u>32,000</u>	<u>32,000</u>
Total Capital Outlay	\$ 37,850	\$ 37,850	\$ 37,850
Meter Services			
Computer Equipment	\$ 4,500	\$ 4,500	\$ 4,500

[Click here to move to Section 8](#)

CITY OF SALISBURY, NORTH CAROLINA

TRANSIT FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

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

	1998	1999	2000
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	\$ 73,038	\$ 75,500	\$ 79,000
NONOPERATING REVENUES:			
Intergovernmental	\$ 182,527	\$ 219,947	\$ 223,683
Miscellaneous revenues	16,510	17,166	10,000
Total nonoperating revenues	\$ 199,037	\$ 237,113	\$ 233,683
OTHER FINANCING SOURCES:			
Contributed Capital	\$ 9,264	\$ 10,369	\$ 720
Operating Transfer from General Fund	130,021	160,282	160,282
Total other financing sources	\$ 139,285	\$ 170,651	\$ 161,002
Total revenues and other financing sources	\$ 411,360	\$ 483,264	\$ 473,685

CITY OF SALISBURY
FY 1999-2000 BUDGET SUMMARY
TRANSIT FUND

	Actual		Budgeted		Requested		Mgr Recommends		Adopted	
	FY 97-98		FY 98-99		FY 99-00		FY 99-00		FY 99-00	
REVENUE	\$	432,571	\$	440,662	\$	474,281	\$	473,685	\$	473,685
EXPENSES		Actual		Budgeted		Requested		Mgr Recommends		Adopted
		FY 97-98		FY 98-99		FY 99-00		FY 99-00		FY 99-00
TRANSIT - OPERATIONS										
Personnel	\$	245,346	\$	263,664	\$	280,059	\$	274,636	\$	274,636
Operations		75,816		77,071		83,989		89,297		89,297
Capital		-		-		-		-		-
TOTAL	\$	321,162	\$	340,735	\$	364,048	\$	363,933	\$	363,933
TRANSIT - ADMINISTRATION										
Personnel	\$	78,841	\$	83,051	\$	88,218	\$	86,863	\$	86,863
Operations		76,784		24,186		22,089		22,089		22,089
Capital		-		-		-		-		-
TOTAL	\$	155,625	\$	107,237	\$	110,307	\$	108,952	\$	108,952
TRANSIT - CAPITAL										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		18,860		800		800		800
TOTAL	\$	-	\$	18,860	\$	800	\$	800	\$	800
GRAND TOTAL										
Personnel	\$	324,187	\$	346,715	\$	368,277	\$	361,499	\$	361,499
Operations		152,600		101,257		106,078		111,386		111,386
Capital		-		18,860		800		800		800
TOTALS	\$	476,787	\$	466,832	\$	475,155	\$	473,685	\$	473,685

STATEMENT OF PURPOSE

The Transit Administration Division of the Public Services Department provides a safe, efficient, and affordable transportation alternative to the general public in the cities of Salisbury, Spencer, and East Spencer; thus permitting greater accessibility to employment, social, recreational, educational, and medical facilities.

DIVISIONAL PERFORMANCE GOALS

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

	<u>FY93-94</u>	<u>FY94-95</u>	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>
Passenger Trips	212,654	203,676	169,911	167,161	158,758
ADA Passengers	9,314	6,358	3,791	4,396	6,424

BUDGET REQUEST SUMMARY

	Actual FY98-99	Budgeted FY99-00	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 78,841	\$ 83,051	\$ 88,218	\$ 86,863	\$ 86,863
Operating	76,784	24,186	22,089	22,089	22,089
Capital	-	-	-	-	-
TOTAL	\$ 155,625	\$ 107,237	\$ 110,307	\$ 108,952	\$ 108,952

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Transit Manager	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2

DEPARTMENT - Public Services
DIVISION - Transit Operations

651

BUDGET REQUEST SUMMARY

	Actual FY98-99	Budgeted FY99-00	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 245,346	\$ 263,664	\$ 280,059	\$ 274,636	\$ 274,636
Operating	75,816	77,071	83,989	89,297	89,297
Capital	-	-	-	-	-
TOTAL	\$ 321,162	\$ 340,735	\$ 364,048	\$ 363,933	\$ 363,933

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Transit Operator	6	6	6	6
Mechanic/Master Mechanic	2	2	2	2
Transit Operator (Temp/Part-Time)	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	11	11	11	11

DEPARTMENT - Public Services
DIVISION- Transit Capital Outlay

653

BUDGET REQUEST SUMMARY

	Actual FY98-99	Budgeted FY99-00	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	-	18,860	800	800	800
TOTAL	\$ -	\$ 18,860	\$ 800	\$ 800	\$ 800

CAPITAL OUTLAY

	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Digital Camera	\$ 800	\$ 800	\$ 800

[Click here to move to Section 9](#)

CITY OF SALISBURY, NORTH CAROLINA

SPECIAL REVENUE FUNDS

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

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

	<u>1998</u> <u>Actual</u>	<u>1999</u> <u>Estimate</u>	<u>2000</u> <u>Budget</u>
REVENUES:			
Intergovernmental:			
Federal	\$ 505,976	\$ 564,736	\$ 413,000
Miscellaneous:			
Interest earned on investments	\$ 1,948	\$ 4,068	\$ -
Other	<u>282,134</u>	<u>161,196</u>	<u>298,500</u>
	<u>\$ 284,082</u>	<u>\$ 165,264</u>	<u>\$ 298,500</u>
Total revenues	<u>\$ 790,058</u>	<u>\$ 730,000</u>	<u>\$ 711,500</u>

FUND – Special Revenue Funds

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY97-98	Budgeted FY98-99	Requested FY99-00	Mgr Recommends FY99-00	Adopted FY99-00
Personnel	\$ 40,608	\$ 65,002	\$ 70,055	\$ 70,055	\$ 70,055
Operating	755,401	470,948	641,445	641,445	641,445
Capital	-	-	-	-	-
TOTAL	\$ 796,009	\$ 535,950	\$ 711,500	\$ 711,500	\$ 711,500

PERSONNEL DETAIL

Position Title	Authorized FY 97-98	Authorized FY 98-99	Mgr Recommends FY 99-00	Adopted FY 99-00
Neighborhood Development Specialist	1	1	1	1
Community Development Technician	.5	.5	.5	.5
TOTAL	1.5	1.5	1.5	1.5

[Click here to move to Section 10](#)

DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2000 - 2004

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

General Fund CIP

The following projects have been proposed over the next five years in the General Fund. Funding has been provided for the FY 1999-00 projects in the budget.

Downtown Projects: In an effort to revitalize the downtown area, several projects are planned to boost development. These projects include work along Council Street, the acquisition of the Chamber property, and providing an incentive for the Norman's property. Other aspects of this plan will be the creation of more parking spaces and the demolition of a portion of the Flowers Bakery building. The cost of these projects will be partially offset with General Fund revenues derived from the sale of properties and funds held for parking improvements. The total offset is anticipated to be approximately \$410,000.

Impact on Operations: These projects are part of an investment in the downtown area with public and private funding. Since the properties are not City-owned, the only impact will be the debt financing. Due to an increase in tax revenues from the downtown investment, the City anticipates a payback within seven years.

City Office Building: Planned improvements include the remodeling of several floors. On the second floor, a training room will be completed for Human Resources. The third floor will have badly worn carpet replaced. Fourth floor will be renovated to accommodate office space for the Parks and Recreation Department's administrative staff. The fifth floor will be completely renovated, including paint, carpeting, ceilings, and electrical work. Future plans include the installation of energy-efficient windows and doors.

Impact on Operations: It is anticipated that operational costs will fall slightly since the City is again consolidating employees from outlying buildings into a more central location. The City will incur debt for the financing of these improvements, but there will be minimal impact since current General Fund debt will be decreasing in the upcoming years.

City Hall Building: City Hall will have a Mayoral Gallery, outside center courtyard improvements, and landscaping around the front of the building and driveway areas. The installation of a decorative fence is also planned. New office furniture will be purchased for the Land Management and Development Department, which will be relocating to City Hall.

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

Salisbury West Business and Community Center: The Salisbury West Business and Community Center will have a conference table and chairs installed in the conference room. Additional chairs will be ordered for the main meeting room.

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

Police Headquarters: The headquarters of the Police Department will be remodeled including the replacement of the flagstone at the front of the building, painting, papering, and replacing all of the carpets on the first floor.

Impact on Operations: The remodeling is the first phase. Upcoming renovations will be determined as part of the strategic plan discussed in the Budget Message.

The Plaza: Plans include remodeling the second floor into rented office spaces with shared office support.

Impact on Operations: The largest impact will be for office support for the shared office space. The estimated

personnel costs for the next five years are FY00 - \$29,000; FY01 - \$37,650; FY02 - \$42,500; FY03 - \$48,000; FY04 - \$54,000. These costs will be offset by revenue for rental of the office space.

HVAC Repairs to Various Facilities: The City is continuing repairing and replacing outdated HVAC systems. Funding is provided to replace the HVAC components at the Civic Center and the heat pump at the Police Department.

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

Roof Repairs to Fire Department: Based on a study of the state of roofs for various City-owned facilities, funding is recommended to continue to bring the roofs up to a satisfactory level. For FY 1999-00, funding is provided to repair a roof in a facility used by the Fire Department.

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

Fleet Management Facility: Due to the growth of the City and the City's fleet, the expansion of the shop and upper bay is necessary to continue to provide the same level of service and to accomplish a more productive work flow.

Impact on Operations: The expansion of space will necessitate an increase in the cost of heating and cooling the area.

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

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

Landscaping and Building Improvements for Cemetery Division: Regulatory signage has been approved in FY99-00 to improve the cemetery grounds. Future renovations include privacy fencing and to improve the visual impact at some of the cemetery locations.

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

Remodel Bathrooms at Fire Station 53: During FY 1996-97, the heating system was replaced which impacted the bathroom area at this station. The ductwork and furnace are now exposed. Additionally, this area was constructed in the 1950's in a style that does not assure privacy for today's firefighters.

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

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

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

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

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

Enclose and Heat Building Connection for Street Division: The enclosure will add office and meeting space for the Street Division.

Impact on Operations: The City would incur additional heating and cooling costs with the enclosure.

Salisbury Community Park and Athletic Complex: On May 7, 1996, the citizens of Salisbury approved a \$3 million general obligation bond referendum for this Complex. These bonds have been sold and the land purchased for approximately \$1,500,000. The current phase of this project includes the development of the infrastructure, softball, and soccer fields.

Impact on Operations: *The estimated additional personnel and operating costs (including debt service) for the next five years are: FY00 - \$305,600; FY01 - \$361,300; FY02 - \$404,300; FY03 - \$411,500; FY04 - \$475,000.*

Various Parks and Recreation Renovations: In future years, funding is recommended to continue improving the state of the parks and replace old and worn equipment and facilities.

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

Civic Center Expansion: When the Civic Center was completed, it served the needs of the community. The size of the facility can no longer support the public needs or demand. The Center needs to be replaced with a modern facility, which is adaptable to accommodate various events. Parking will also be addressed. There are currently more than 10 events annually which draw crowds that exceed the parking capacity, as well as public meetings. Additional parking would also allow for program opportunities that cannot be provided due to lack of parking space.

Impact on Operations: *A potential bond referendum of \$1,500,000 for expansion of the Civic Center could possibly increase the tax rate for the debt service requirements.*

Salisbury West Recreation Complex: The needs of the citizens of Salisbury warrant a new recreational facility in the west area of town. Further study is needed to determine the timing and costs of this project. Estimates for the construction costs are approximately \$457,500. This project would be funded over a three-year period. Components of the construction would be as follows: FY01 – Hall Gym renovation, \$187,500; FY02 – Parking lot renovation/expansion, \$150,000; FY03 – Gym fitness room and classroom, \$120,000.

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

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

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

Construct New Fire Station: This station is needed to protect the growth around the Salisbury Mall/Highway 70 area. The opening of the station will be part of a three-year implementation, which includes the hiring of six personnel for each of the three years.

Impact on Operations: *The greatest impact of the CIP on General Fund operations will be in the construction and staffing of the new fire station. Currently, the estimated additional personnel and operating costs (including debt service) are FY00 -\$89,000; FY01 - \$509,700; FY02 -\$697,500; FY03 - \$717,100; FY04 - \$763,900.*

Impact on Operations in General Fund –*Most capital improvements will not have a major impact on the operating costs of the General Fund with the exception of the new fire station as previously stated. A constant amount of funding is set aside in the General Fund Budget for improvements to upgrade aging and inadequate offices and buildings. A facility study needs to be implemented for the Public Services Department to assess the true need for each Departmental Division. The resulting plan would then dictate the scope of future capital improvements.*

Debt service requirements for the general obligation bonds issued for the development of Community Park and Athletic Complex is shown in the Debt Management Program section of this document.

Water and Sewer Fund CIP

The Water and Sewer Fund's CIP is broken into water projects and sewer projects. The following water projects have been proposed over the next five years. Funding has been provided for the FY 1999-00 projects in the budget.

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

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

Water Treatment Plant Upgrade: Our current water treatment plant is over forty years old. Repairs and improvements are needed in order to ensure compliance with regulations and reliability of supply. In FY98-99, the City completed a portion of Phase 1, which included filter rehabilitation, an emergency generator, and new filter valves and controls. For FY2000-01, new finished water pumps and clearwell baffles are scheduled. These and future improvements will ensure our ability to meet all current and proposed federal/state standards.

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

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

Water Line Extension to Rockwell: The consolidation of the Rockwell water distribution system with the Salisbury utility system has resulted in the Utilities Department operating and maintaining the 10 deep wells that supply drinking water to Rockwell. While the existing wells have adequate capacity to supply the current demand, it will be necessary to extend a 12-inch water line from the end of the Salisbury distribution system in Granite Quarry along Highway 52 to Rockwell in order to accommodate increasing demand due to growth.

Hurley School/Sherrills Ford Roads 12" Water Line: The US 29 booster station is the only point of supply for the "high pressure" water distribution system. A line along Hurley School and Sherrills Ford Roads will connect to the water line at NC 150 and Rowan Mills Road. A new pump station at the Highway 70 standpipe will be able to supply the "high pressure system" in the event the US 29 booster station was inoperable.

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

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

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

Granite Quarry and Rockwell Generators: This project consists of installing emergency generators at the sewer lift stations in the Granite Quarry/Rockwell sewer conveyance system that do not have them in order to prevent sewer overflows during power outages.

Grant Creek Sludge Dewatering: The plate and frame press at the Residuals Management facility that dewater sludge from both wastewater plants, as well as alum sludge from the water plant, is ten years old and

can barely keep up with the current sludge processing demands. This project will install a separate sludge dewatering system at Grant Creek WWTP to meet increasing demand and maintain the solids concentrations at the correct level to ensure compliance with the National Pollutant Discharge Elimination System (NPDES) permit limits. With completion of the project, the practice of hauling sludge by tanker truck from the Grant Creek WWTP to the Town Creek WWTP could be discontinued.

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

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

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

The City participates in extension projects that have an approximate 10-year payback, based on availability of funds in each budget year. During FY00, the City is budgeting \$500,000 for extension projects. Any costs beyond the estimated payback or availability of funds are required to be paid by the developer.

Debt service requirements for the CIP are calculated in the Water/Sewer rate structure. Utility rates including operations and debt service for residential customers are projected to increase an average of 8.84% in FY00.

CAPITAL IMPROVEMENT PROGRAM (FY 2000-04)
GENERAL FUND SCHEDULE

PROJECT DESCRIPTION (\$ 000's)	PROPOSED FUNDING SOURCE	TOTAL PROJECT COST FY 00-04	FIVE YEAR SCHEDULE (FY)					
			1999-00	2000-01	2001-02	2002-03	2003-04	
			BUILDINGS AND GROUNDS					
Downtown Projects	Bond Proceeds	\$ 805	\$ 805					
City Office Building	Bond Proceeds	273	125		\$ 148			
City Hall Building	Bond Proceeds	174	174					
Salisbury West Business and Community Center	Bond Proceeds	11	11					
Police Headquarters	Bond Proceeds	95	95					
The Plaza	Bond Proceeds	250	250					
HVAC Repairs to Various Facilities	General Fund	59	59					
Roof Repairs at Fire Department	General Fund	5	5					
Extend Shop Area at Fleet Management Facility	General Fund	529		100	3	6		420
Equipment/Materials Storage Street Division	General Fund	205		90	45	45		25
Landscaping and Building Improvements-Cemetery Division	General Fund	26		23	2			1
Remodel Bathroom at Fire Station 53	General Fund	39		39				
Equipment Storage/Irrigation Landscaping Division	General Fund	25		25				
Enclose Area for Office Space/Storage-Traffic Operations	General Fund	165		165				
Enclose & Heat Building Connection-Street Division	General Fund	50						50
PARKS & RECREATION								
Salisbury Park and Community Complex	Bonds/Gen. Fund/ Donations/Grants	504	304	200				
Renovations-Variou Parks & Neighborhood Facilities	General Fund	595	80	143	166	123		83
Expansion of Civic Center	GO Bonds	1,500		1,500				
Salisbury West Complex	HUD	457		187	150	120		
Sports Compex Renovation	General Fund	215			215			
OTHER								
Construct New Fire Station	General Fund/ Lease Purchase	850		850				
TOTAL GENERAL FUND		\$ 6,027	\$ 1,103	\$ 3,322	\$ 729	\$ 294	\$ 579	

**CAPITAL IMPROVEMENT PROGRAM (FY 2000-04)
WATER AND SEWER FUND SCHEDULE**

PROJECT DESCRIPTION (\$ 000's)	PROPOSED FUNDING SOURCE	TOTAL PROJECT COST FY 00-04	FIVE YEAR SCHEDULE (FY)				
			1999-00	2000-01	2001-02	2002-03	2003-04
			WATER IMPROVEMENTS				
Water Line Repair/Replacement	W/S Rates	\$500	\$100	\$100	\$100	\$100	\$100
Water Line Extensions	W/S Rates	1,250	250	250	250	250	250
Water Treatment Plant Upgrade	GO Bonds/ Revenue Bonds	10,800		1,500	2,500	4,900	1,900
Raw Water Force Main & Gravity Lines	GO Bonds/ State Loan	6,100		3,000	3,100		
Finished Water Line to China Grove	Revenue Bonds	2,400		2,400			
Finished Water Line from Granite Quarry to Rockwell	Revenue Bonds	1,600				1,600	
Hurley School/Sherrills Ford Rds 12" Water Line	Revenue Bonds	1,100					1,100
TOTAL WATER IMPROVEMENTS		\$23,750	\$350	\$7,250	\$5,950	\$6,850	\$3,350
SEWER IMPROVEMENTS							
Line Repair/Replacement	W/S Rates	\$1,600	\$200	\$200	\$300	\$400	\$500
Sewer Line Extensions	W/S Rates	1,250	250	250	250	250	250
Granite Quarry & Rockwell Generators	W/S Rates	170	170				
Grant Creek Sludge Dewatering	State Loan	850	850				
Grant Creek & Town Creek WWTP Upgrade	Revenue Bonds	6,000			2,000	2,000	2,000
Maintenance Building and Lab Expansion	Revenue Bonds	2,209			1,100	1,109	
TOTAL SEWER IMPROVEMENTS		\$12,079	\$1,470	\$450	\$3,650	\$3,759	\$2,750
TOTAL WATER/SEWER IMPROVEMENTS		\$35,829	\$1,820	\$7,700	\$9,600	\$10,609	\$6,100

[Click here to move to Section 11](#)



DEBT MANAGEMENT PROGRAM

OUTSTANDING DEBT

As of June 30, 1999, the City of Salisbury will have \$31,531,565 in outstanding debt for all funds. The type of debt and the breakdown between funds are shown below:

General Fund:	
General obligation bonds	\$ 3,425,000
Capital leases	<u>1,296,457</u>
	<u>\$ 4,721,457</u>
Water and Sewer Fund:	
General obligation bonds	\$19,935,000
Revenue bonds	1,970,000
State clean water revolving loan	<u>4,905,108</u>
	<u>\$26,810,108</u>
Total	<u>\$31,531,565</u>

General Fund

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

Lease of telecommunications equipment from BB&T Leasing Corporation, dated March 11, 1996, payable in eight semi-annual installments of \$54,438.21 at an effective annual interest rate of 3.93%.

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

The equipment acquired by telecommunications lease has been recorded as a fixed asset at a value totaling \$398,271. The facilities funded by Wachovia Bank of North Carolina are currently under construction and will be recorded at their construction cost upon completion.

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

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

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

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

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

Year Ending June 30,	General Obligation Bonds		Capital Lease		Total	
	GO Bond Principal	GO Bond Interest	Lease Principal	Lease Interest	Principal	Total Interest
2000	200,000	166,158	347,359	59,963	547,359	226,121
2001	200,000	156,125	254,936	43,509	454,936	199,634
2002	200,000	146,093	267,607	30,838	467,607	176,931
2003	180,000	136,020	280,908	17,538	460,908	153,558
2004	180,000	127,210	145,647	3,576	325,647	130,786
2005	200,000	118,400	-	-	200,000	118,400
2006	190,000	108,650	-	-	190,000	108,650
2007	200,000	99,550	-	-	200,000	99,550
2008	200,000	90,050	-	-	200,000	90,050
2009	200,000	80,550	-	-	200,000	80,550
2010	200,000	70,950	-	-	200,000	70,950
2011	200,000	61,350	-	-	200,000	61,350
2012	200,000	51,750	-	-	200,000	51,750
2013	200,000	42,150	-	-	200,000	42,150
2014	200,000	32,550	-	-	200,000	32,550
2015	200,000	22,950	-	-	200,000	22,950
2016	200,000	13,350	-	-	200,000	13,350
2017	75,000	3,750	-	-	75,000	3,750
Totals	<u>\$ 3,425,000</u>	<u>\$ 1,527,605</u>	<u>\$ 1,296,457</u>	<u>\$ 155,424</u>	<u>\$ 4,721,457</u>	<u>\$ 1,683,029</u>

Water and Sewer Fund

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

	Balance June 30, 1999
Sanitary Sewer Series 1989, average rate of 6.5245%, issued July 1989, maturing serially to 2008	\$ 875,000
Sanitary Sewer Series 1992, average rate of 6.0982%, issued January 1992, maturing serially to 2011	750,000
Refunding Series 1993, average rate of 4.1860%, issued November 1993, maturing serially to 2008	2,610,000
Water and Sanitary Sewer Series 1995, average rate of 5.2756%, issued November 1995, maturing serially to 2015	12,000,000
Water Bonds Series 1997, average rate of 4.79%, issued December 1997, maturing serially to 2008	625,000
Combined Enterprise Revenue Series 1998A, average rate of 4.87%, issued January 1998, maturing serially to 2018	1,970,000
Water Bonds Series 1998, average rate of 4.4%, issued June 1998, maturing serially to 2017	<u>3,075,000</u>
	<u>\$21,905,000</u>

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

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

During the fiscal year ended June 30, 1998, the City entered into agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 4.5%. The City has recorded water and sewer assets related to these leases at their fair market value of \$3,802,476. The future minimum lease payments total \$4,168,212, including \$960,624 of interest. The leases expire in 2006 and 2016 at which time the City will take ownership of the related assets.

In addition to this debt, the City also owes the State of North Carolina for debt issued through its Clean Water Revolving Loan program. Total Clean Water Debt is composed of the following two loans:

	Balance June 30, 1999
Clean Water Loan for Sewer purposes, average rate of 5.03%, issued July 1989, maturing serially to 2017	\$ 4,500,000
Clean Water Loan for Water purposes, average rate of 5.03%, issued January 1992, maturing serially to 2017	405,108

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

Year Ending June 30,	General Obligation Bonds		Revenue Bond		Clean Water Bond		Capital Leases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2000	\$ 1,290,000	\$ 1,010,608	\$ 65,000	\$ 95,939	\$ 272,506	\$ 259,971	\$ 198,799	\$ 110,065	\$ 1,826,305	\$ 1,476,582
2001	1,285,000	946,815	70,000	92,774	272,506	245,528	199,799	103,141	1,827,305	1,388,257
2002	1,280,000	883,058	70,000	89,365	272,506	231,085	199,799	96,166	1,822,305	1,299,673
2003	1,275,000	819,510	75,000	85,956	272,506	216,642	200,799	89,191	1,823,305	1,211,299
2004	1,270,000	756,173	80,000	82,303	272,506	202,199	200,799	82,171	1,823,305	1,122,846
2005	1,275,000	693,045	85,000	78,407	272,506	187,757	200,799	75,151	1,833,305	1,034,359
2006	1,275,000	629,603	90,000	74,268	272,506	173,314	198,799	68,131	1,836,305	945,314
2007	1,270,000	565,955	90,000	69,885	272,506	158,871	180,799	61,201	1,813,305	855,911
2008	1,215,000	502,518	95,000	65,502	272,506	144,428	180,799	55,081	1,763,305	767,528
2009	1,175,000	438,900	100,000	60,875	272,506	129,985	180,799	48,960	1,728,305	678,721
2010	1,175,000	377,850	105,000	56,005	272,506	115,543	180,799	42,840	1,733,305	592,238
2011	1,175,000	316,800	110,000	50,892	272,506	101,100	180,799	36,720	1,738,305	505,512
2012	1,175,000	255,700	115,000	45,535	272,506	86,657	180,799	30,600	1,743,305	418,492
2013	1,175,000	195,000	120,000	39,934	272,506	72,214	180,799	30,600	1,748,305	337,748
2014	1,175,000	134,625	125,000	34,090	272,506	57,771	180,799	18,360	1,753,305	244,846
2015	1,175,000	73,250	135,000	28,003	272,506	43,328	180,799	12,240	1,763,305	156,821
2016	175,000	12,375	140,000	21,428	272,506	28,886	180,799	6,120	768,305	68,809
2017	100,000	4,500	145,000	14,610	272,506	14,443	-	-	517,506	33,553
2018	-	-	155,000	7,549	-	-	-	-	155,000	7,549
Totals	\$ 19,935,000	\$ 8,616,283	\$ 1,970,000	\$ 1,093,315	\$ 4,905,108	\$ 2,469,722	\$ 3,207,588	\$ 966,738	\$ 30,017,696	\$ 13,146,057

PROPOSED DEBT

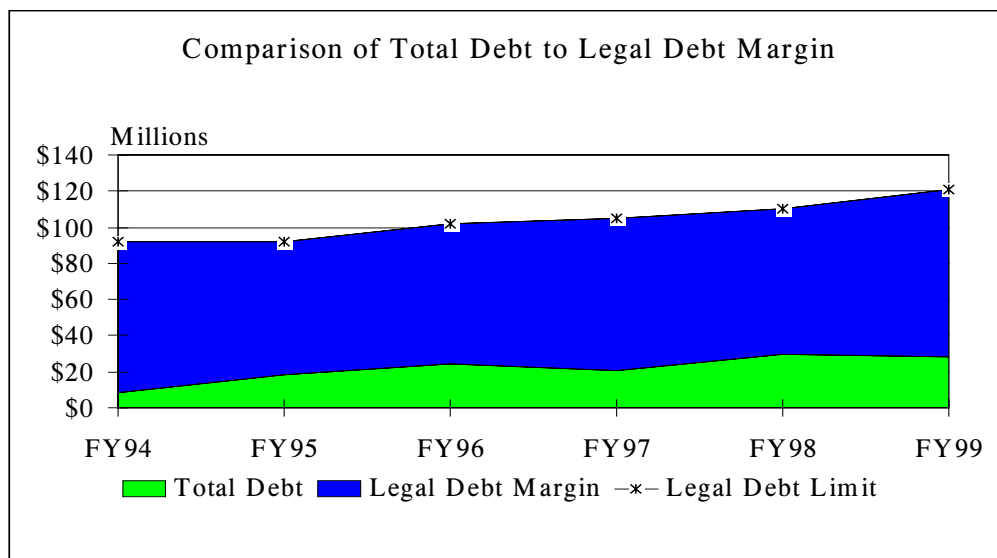
Currently, the City of Salisbury intends to issue \$1,000,000 Public Facilities General Obligation Bonds to renovate and improve several office buildings, develop public parking facilities, and make improvements to

certain streets and sidewalks in the central business district. These bonds are anticipated to be issued approximately midyear.

In addition to these bonds, the City has been approved for two loans from the North Carolina's Revolving Loan Pool. The first loan is for \$9,200,000 to fund sewer improvements. This loan has been accepted by the City with the funds expected to be received during FY 1999-00 and the debt service requirement anticipated to begin in FY 1999-00. The debt service requirements have been included in the Water and Sewer Fund's debt service. The second loan is for \$3,000,000 to fund water improvements. The City has not yet accepted this loan and no debt service funds have been included for the loan's retirement.

LEGAL DEBT MARGIN

As shown, the City has maintained an ample legal debt margin. This margin is based on a debt limit of eight percent of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed water and sewer infrastructure projects as outlined in Section X - CAPITAL IMPROVEMENT PROGRAM. Furthermore, the City complies with the Debt Management Policy as defined on page 2-4.



Computation of Legal Debt Margin at June 30, 1999

Debt limit: Assessed value of \$1,466,583,363 x 8%	\$117,326,669
Amount of debt applicable to debt limit:	
Total bonded debt	\$ 23,360,000
Total capitalized lease obligation	<u>4,504,046</u>
Total outstanding debt	\$ 27,864,046
Less:	
Deductions allowed for water bonds issued	<u>3,700,000</u>
Total amount of debt applicable to debt limit	<u>24,164,046</u>
LEGAL DEBT MARGIN	<u>\$ 93,162,623</u>

DIRECT AND OVERLAPPING DEBT⁽¹⁾

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 1998.

	Net General Obligation Debt <u>Outstanding</u>	Percentage Applicable to City of <u>Salisbury</u>	City of Salisbury's <u>Share of Debt</u>
City of Salisbury	\$ 3,625,000	100.00%	\$ 3,625,000
Rowan County ⁽²⁾	38,925,000	23.85%	<u>9,283,613</u>
Total direct and overlapping debt			<u><u>\$ 12,908,613</u></u>

⁽¹⁾ Based on assessed valuation.

⁽²⁾ Net debt and assessed valuation figures provided by Rowan County

[Click here to move to Section 12](#)



BALANCING COSTS AND SERVICES
A Five Year Service Level and Revenue Projection With Analysis

The Shopping Trip

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

Service Levels

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

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

The current service level represents the level of service that the department currently provides the public or other City departments. The reduced service level represents a level of service below that currently provided. It may include such items as reduced manpower, elimination of capital expenditures, reduced maintenance of equipment and facilities, or elimination of a current program. An enhanced service level represents a higher level of service than currently provided. This enhanced service level can include such items as additional personnel, additional capital expenditures, or new programs. Using FY99 as the base year, each level of service was evaluated and cost estimates developed for a five year period. These estimates detail personnel, operations, and capital outlay.

In reviewing each department's three service levels, City Council has the opportunity to determine the financial impact of selecting various levels of municipal services for our citizens. Some departments' reduced service levels represent productivity improvements, the shifting of personnel, and the elimination of personnel who are no longer required.

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

Revenue Structure

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

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

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

Several revenue types such as Powell Bill, intangibles taxes, sales taxes, and 80% retailers' and wholesalers' inventory reimbursement are distributed within Rowan County based on either population or tax levy. As Rowan County has raised their tax levy over the past several years, our percentage of those revenues based on tax levy has decreased. Additionally, increased population in Rowan County and other County municipalities has decreased Salisbury's share of those revenues based on populations. The large increase in population during 1995 had resulted in the City getting a slightly larger share of these revenues during FY96 and a projected greater share in FY00 if the proposed annexations become effective. During FY99, the City experienced exceptional growth that increased revenues significantly. However, without annexation or extensive new growth annually, the City will continue to receive a smaller share of the total revenue pool each year.

City revenues also face another limitation; the State tampering with state-shared revenues and reimbursements. In the past, the State has eliminated property tax on retail, wholesale, and manufacturers' inventories. They then placed a cap on income to municipalities from intangible taxes, utility franchise taxes, and inventory reimbursements. This cap on utility franchise taxes expired in FY95; however, growth is expected to be minimal without annexation. Intangible taxes has been repealed by the General Assembly and replaced with an annual appropriation. Both the intangible tax and inventory reimbursements are subject annually to the whims of the General Assembly for funding.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund contribution. These four revenues are the only ones which City Council can increase or decrease at will. During FY99, these four sources in the General Fund accounted for 58% of the total revenue. The City lacks control over all other revenues.

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

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

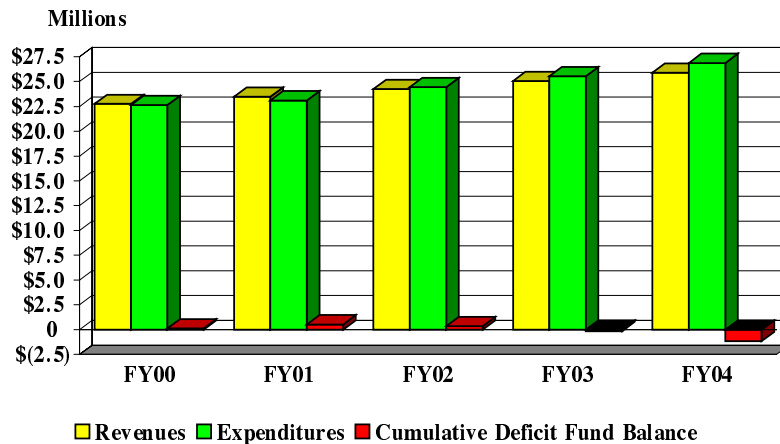
Privilege licenses are controlled by both the State and City Council. A city may levy a privilege license on certain types of businesses and professions as established by State Statutes. The State also sets a maximum rate for some businesses and professions. Most businesses, however, do not have a maximum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

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

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

Comparison Of Projected Expenditures For Five Years To Forecasted Revenues

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



As shown in Exhibit 1, projected revenues are anticipated to slightly exceed projected expenditures if the annexation lawsuit is resolved in the City's favor prior to June 30, 1999. However, if the annexation is delayed another year, it would result in a deficit Fund Balance of \$306,000. The primary reason for projected revenues approaching projected expenditures is the strong growth in property values generated through new construction and the

renovation of existing buildings. During the past year, the City experienced an increase of over 7% growth in real property values. This same percentage of growth is projected for FY00 again with subsequent years averaging 3%. If construction continues to occur at the existing pace, revenues will continue to match projected expenditures over the following four years through FY04. In addition to real property value growth, personal property is increasing at a projected rate of 5% annually. The other elastic revenues of the City are also experiencing similar growth rates.

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

Previous Budget Actions

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

How Do We Finance Local Government in the Future?

After City Council selects the service levels they desire, the question becomes "how to generate sufficient revenues to finance it?". Currently, property taxes, user fees and charges, privilege licenses, and water and sewer rates are the only revenue sources the City controls. Each of these sources has both advantages and disadvantages.

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

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

User fees and charges accounted for 8.4% of FY99 revenues, an increase of 1.4% due to the addition of a new commercial waste collection fee. Historically, the City has not used this revenue source to generate funds for operations. Advantages to user fees and charges include: charges increase users' awareness of the cost of providing a particular service; they give the City a clear indication of the level of service selected by citizens based on service usage; service charges are equitable in that the benefits of the service are paid for by those using the service; they ensure that service delivery decisions are based on the relationship of service levels to demand; and they focus on cost of service.

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

Privilege licenses are levied on businesses and professions in the City limits within the statutory authority of the General Assembly. This revenue accounted for 1.2% of the General Fund's revenue in FY99. Receipts from this source come from both variable and fixed charges. State Statutes regulate the license rate for certain businesses and professions while exempting others. The City uses rates set forth in the State Statutes. All other businesses fall under the City's gross receipts tax. Under this provision, a business is taxed at a percentage, set by City Council, of its adjusted gross receipts.

Exhibit 2

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

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

Besides the revenue options reviewed above, City Council may want to consider

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

Conclusion

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

SERVICES FOR WHICH LOCAL GOVERNMENTS COMMONLY CHARGE A FEE

Recreation and leisure activities

Athletic fields (P)
Athletic leagues (F)*
Auditorium/civic center (F)
Concession rental (F)
Equipment rental (F)
Parks (P)
Recreation center rental (F)
Recreation classes (F)*
Swimming pools (P)
Tennis courts (P)

Planning and economic development

Annexation (F)
Development guide or manual (F)
Maps (F)
Plat processing (F)
Zoning variance (F)

Sanitation

Landfill (P)
Large-item solid-waste pickup (F)*
Solid waste collection (F)
Street cleaning (P)

Public works

Abandoned-vehicle removal (F)
Barricades (F)
Cemeteries (P)
Curb cuts (F)
Maps (F)
Sign permits (F)
Street cuts (F)
Weed cutting (P)

Police protection

Accident and offense reports (F)
DWI processing (F)
Funeral escorts (F)
Other special-occasion escorts (F)
Police services at special events (F)
Serving warrants (F)
Vehicle impoundment (F)

Miscellaneous

Document search (F)
Meeting room rentals (F)
Photocopying records (F)
Vending machine space rental (F)

"F" means that the fee for service should be set so as to recover the *full* cost of providing the service. An "F*" indicates that full cost pricing should be required only for certain classes of users; a partial subsidy should be provided for some users, such as the elderly, children, or nonprofit organizations.

"P" means that the fee for service should be set so as to recover only *part* of the cost of the service. A partial subsidy is justified for any one or all of the reasons discussed in the chapter.

Source: Adapted from Robert L. Bland, *Financing City Government in Texas: A Revenue Manual for City Officials* (Austin: Texas Municipal League, 1986)

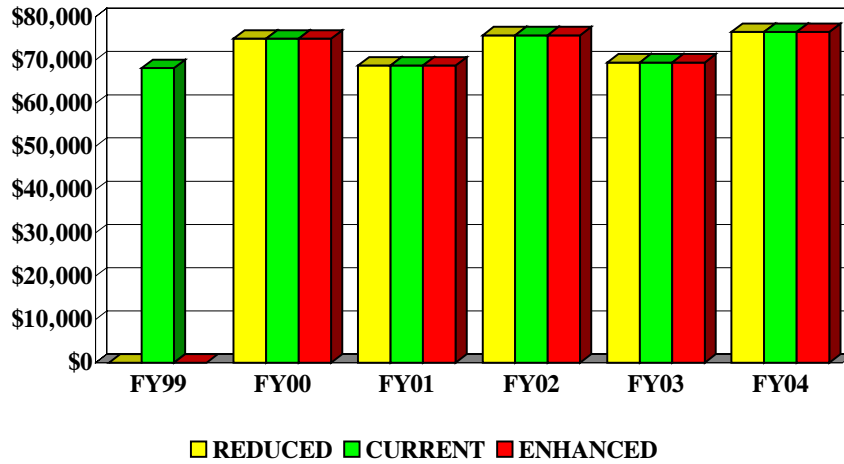
This analysis of local government revenues and a corresponding projection of local government expenditures is updated each year by the City's Finance Department. This report anticipates local government revenue shortfalls in meeting local government service demands. Simultaneously, it is recommended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

CITY COUNCIL

Statement of Purpose

To function as the duly elected representatives of the municipality in establishing policies and adopting budgets designed to provide municipal services, protection for citizens and support for continued economic development of the community in accordance with State Statutes.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

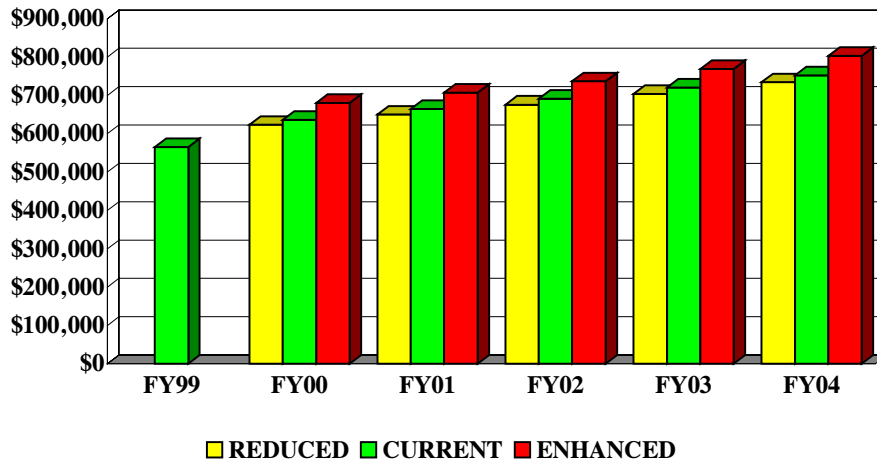
- No enhanced service level is proposed

CITY MANAGEMENT AND ADMINISTRATION

Statement of Purpose

To provide advice, information and support to the City Council that will facilitate their ability to develop City policies. To prepare and submit a balanced budget and financial plan to the City Council and be responsible for its implementation during the fiscal year. To provide professional leadership to the City staff and execute the policies of the City Council in a fair and efficient manner for all people within the community. To provide a centralized source for the collection, maintenance, storage and duplication of official municipal records and documents.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce office support staff

Enhanced Service Level:

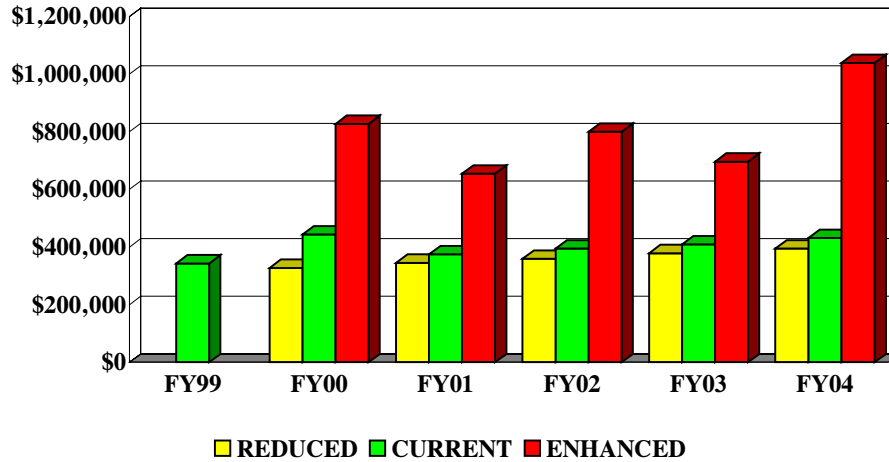
- Provide for an Internal Auditor for the City in accordance with recommendation made by the City's Auditor

HUMAN RESOURCES

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Not provide comprehensive Employee Benefits Program
- Provide bimonthly general employee orientation
- Eliminate management, supervisory, and employee training
- Eliminate employee awards and recognition program
- Eliminate employment trends monitoring

Enhanced Service Level:

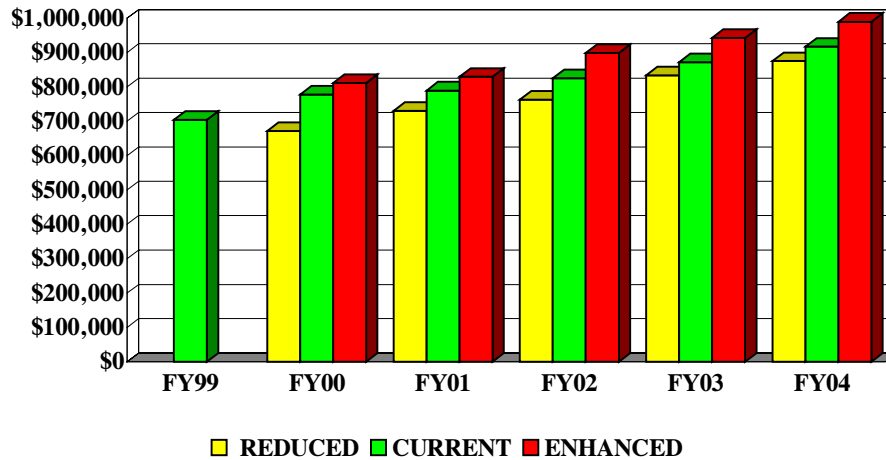
- Provide extensive in-house benefits counseling, and administration
- Provide in-house management, supervisor and employee training and career development programs
- Provide extensive in-house Employee Assistance Program and Occupational Health/Wellness Program
- Provide extensive retirement/health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

FINANCE DEPARTMENT

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Eliminate Accountant position which decreases timely information in general ledger maintenance and reporting function
- Eliminate a customer service clerk which reduces support for utility customer assistance
- Reduce processing for accounts payable to biweekly cycle
- Reduce investment opportunities to low yield overnight markets

Enhanced Service Level:

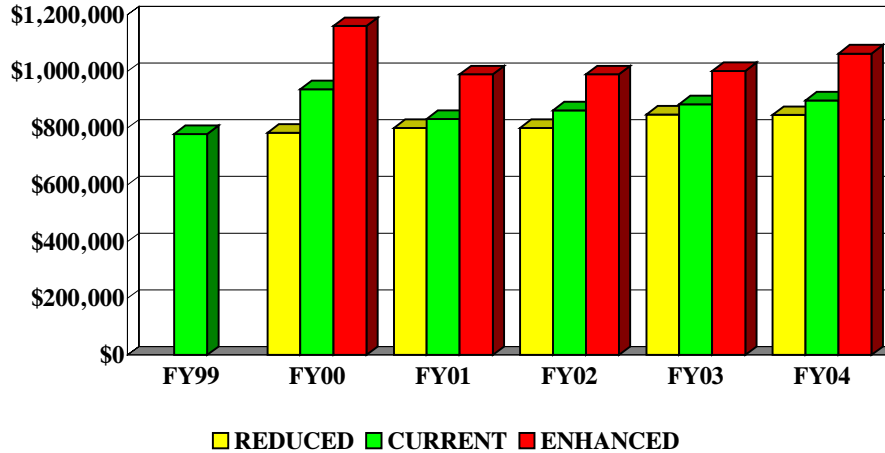
- Provide additional customer service support for utility, privilege license, and miscellaneous receivable billing and collection
- Provide additional collection support for delinquent receivables

FINANCE-TECHNOLOGY SERVICES DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Cease additional implementation of Information System Plan

Enhanced Service Level:

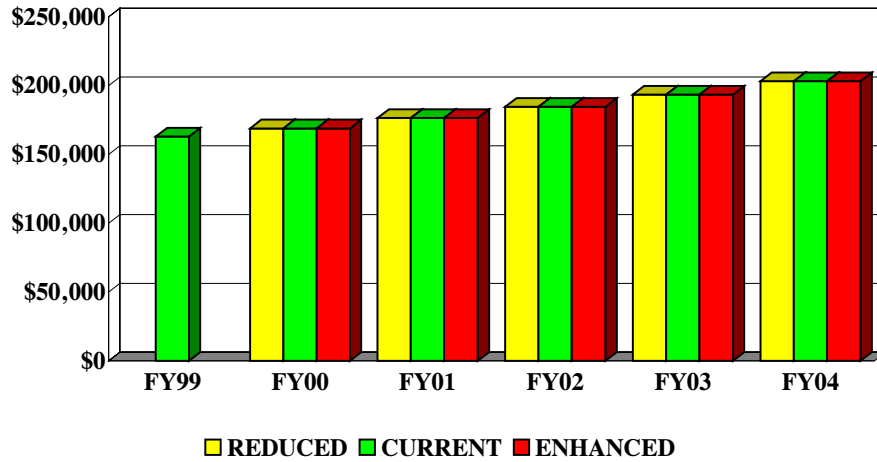
- Develop more in-house programs
- Develop in-house expertise in networking
- Expand implementation of Information Systems Plan

FINANCE-PURCHASING DIVISION

Statement of Purpose

To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment and contractual services for the City and to manage and maintain a system of fixed asset identification, reporting and accountability.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

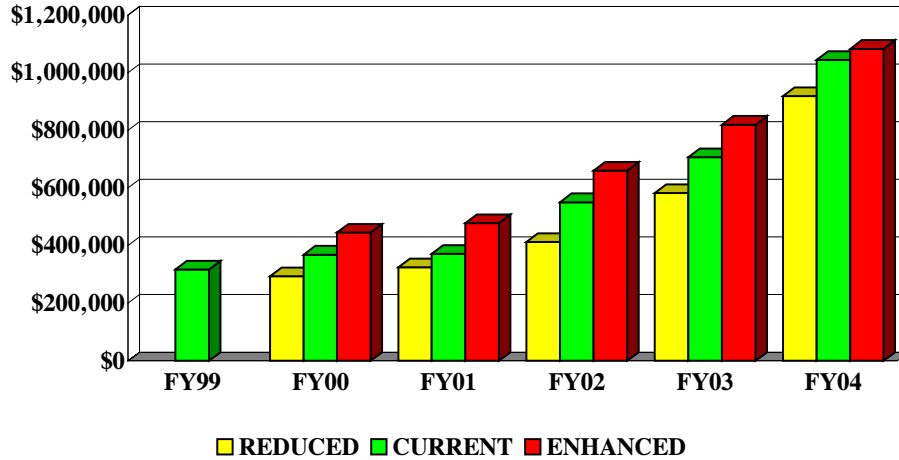
- No enhanced service level is proposed

TELECOMMUNICATIONS

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

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

Enhanced Service Level:

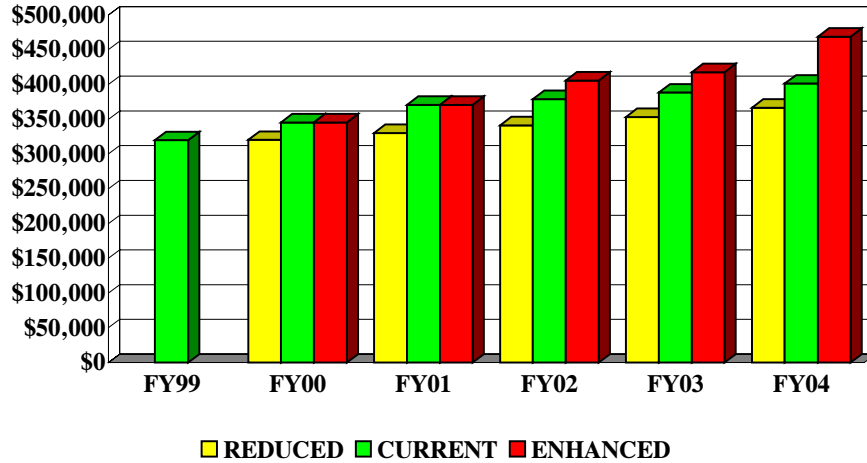
- Replace radios for Public Safety
- Provide office support

CITY OFFICE BUILDINGS

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide space for public meetings
- Provide central facilities to house Administrative and some Operational Departments
- Provide maintenance and cleaning services for City Hall

Reduced Service Level:

- Reduce funding for renovation of office space

Enhanced Service Level:

- Provide for further renovation of meeting and office space and exterior enhancement
- Add Facilities Maintenance Workers in FY 2002 and FY 2004 to enhance the level of service of this unit to coincide with the number of buildings maintained by the unit

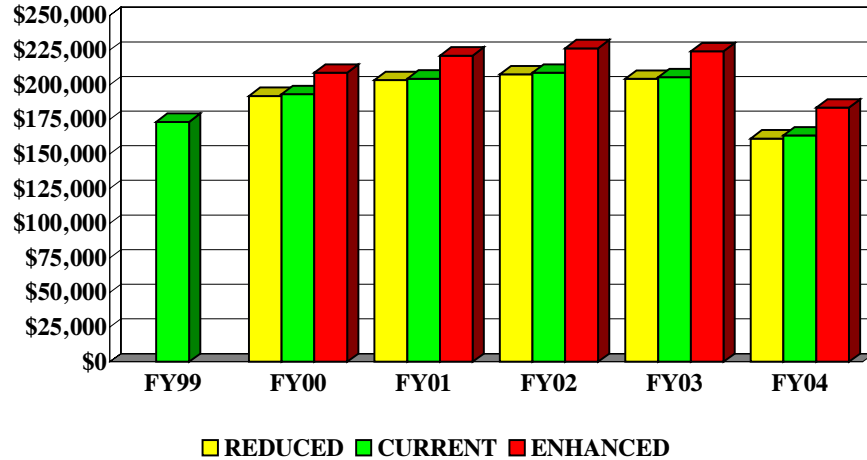
Appendix 9

PLAZA

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce level and timing of capital expenditures

Enhanced Service Level:

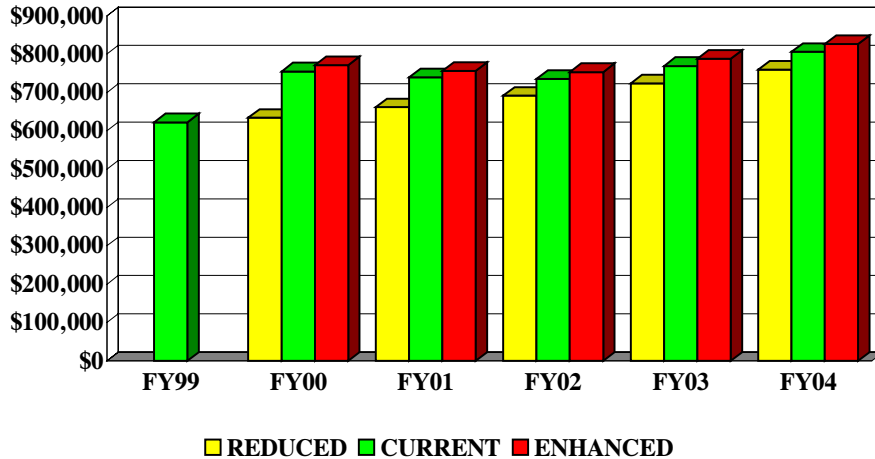
- Provide office support for tenants

PLANNING AND COMMUNITY DEVELOPMENT

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce scope of special projects

Enhanced Service Level:

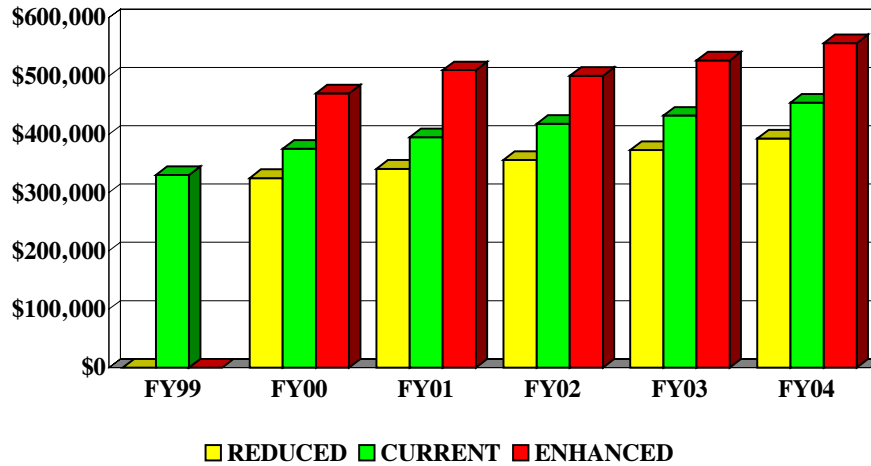
- Fund the Senior Office Assistant position fully through the General Fund
- Increase scope of special projects
- Increase scope of land acquisitions

DEVELOPMENT SERVICES DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Merge the Senior Office Assistant of Development Services and Engineering into one position
- Not hire another Code Enforcement Specialist after proposed annexation and proposed expansion of the extraterritorial jurisdiction area

Enhanced Service Level:

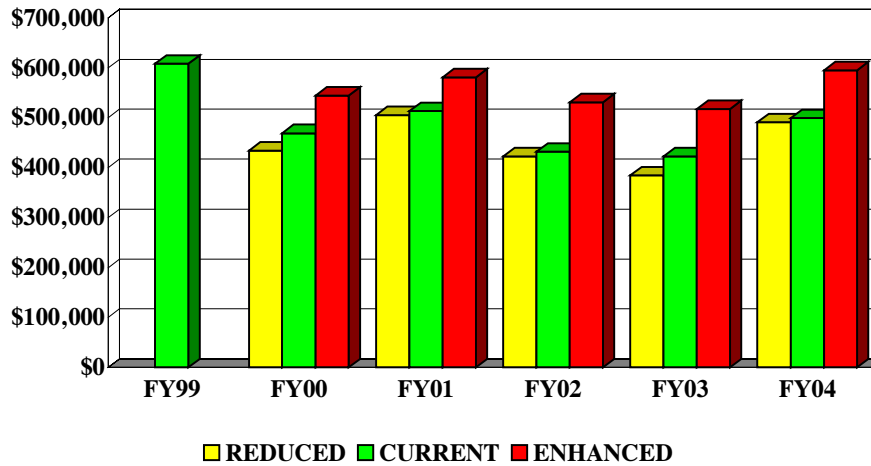
- Add a third Code Enforcement position for additional enforcement of City zoning ordinance violations that are mandated by additional requirement to the Code of Ordinances and the additions to City territory through annexations, voluntary annexations, and expansion of extraterritorial jurisdiction
-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

ENGINEERING DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

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

Enhanced Service Level:

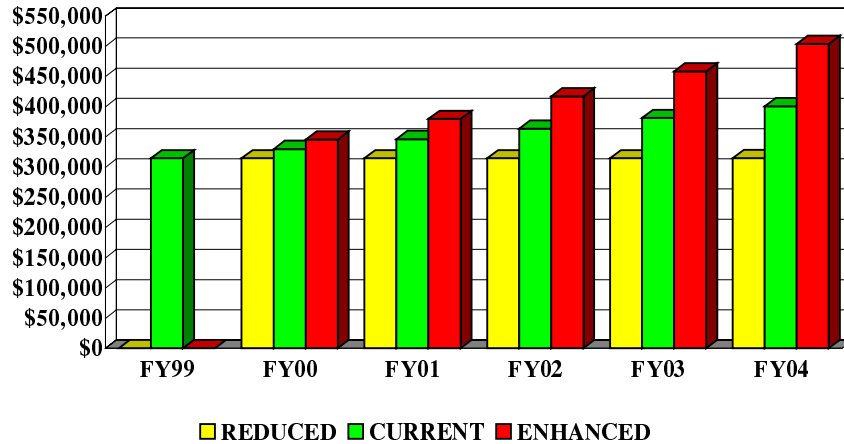
- Participate in expansion of Greenway System
- Upgrade Opticom system for Bus Preemption
- Participate in enhancements to East Innes Street at Interstate 85
- Implement a neighborhood traffic calming

STREET LIGHTING

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Maintain existing street lights, but do not install new ones

Enhanced Service Level:

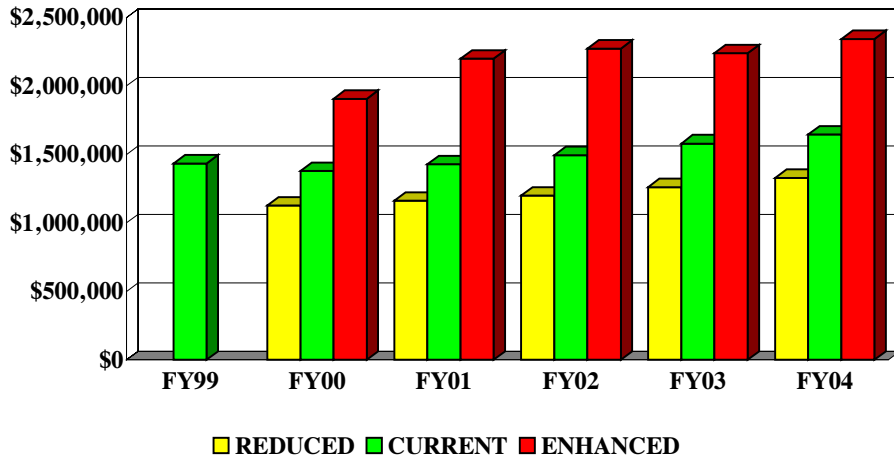
- Provide additional increase over current level for the addition of new lights under City's street lighting policy

POLICE DEPARTMENT-SERVICES DIVISION

Statement of Purpose

To serve as the support unit of the department providing telecommunications, an armory, clerical and secretarial services, a crime laboratory, animal control and records keeping system.

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide 24-hour radio communications
- Conduct records keeping and records utilization function
- Provide data processing and information management
- Conduct crime scene and evidence collection
- Provide for evidence/property management
- Provide crime prevention and community services to public
- Conduct Drug Abuse Resistance Education (D.A.R.E.) to local schools
- Provide animal control for City
- Provide for building maintenance at police facility
- Provide school crossing guards
- Provide School Resource Officers in Middle and High Schools
- Provide vehicle fleet management
- Administer inspection, training, and professional certificate programs for department
- Provide Gang Resistance Education And Training (G.R.E.A.T.) to local schools
- Manage mobile data computer program

Reduced Service Level:

- Eliminate Parking Enforcement Specialist, Police Information Clerk, two Telecommunicators and a part time Telecommunicator, Downtown Officer
- Eliminate positions for which the grants are expired

Enhanced Service Level:

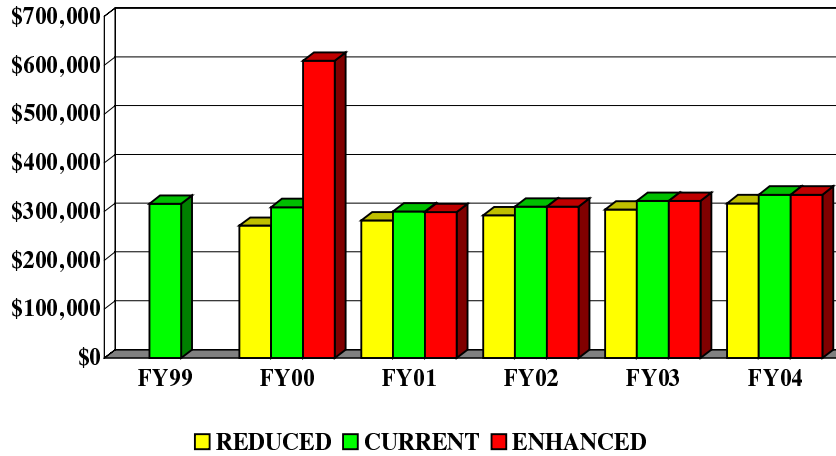
- Implement Telephone Response Unit (expeditors) to lessen workload on Patrol by use of telephone reporting system
- Add one Animal Control Specialist, one Parking Control Specialist, two Housing Authority Officers, one Downtown Officer, one Identification Specialist, one Community Service Officer, two full time Telecommunicators and two part time Telecommunicators to expand service to public
- Remodel upstairs in FY 2000 – FY 2003
- Provide firing range

POLICE DEPARTMENT-ADMINISTRATION DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Not seek reaccreditation

Enhanced Service Level:

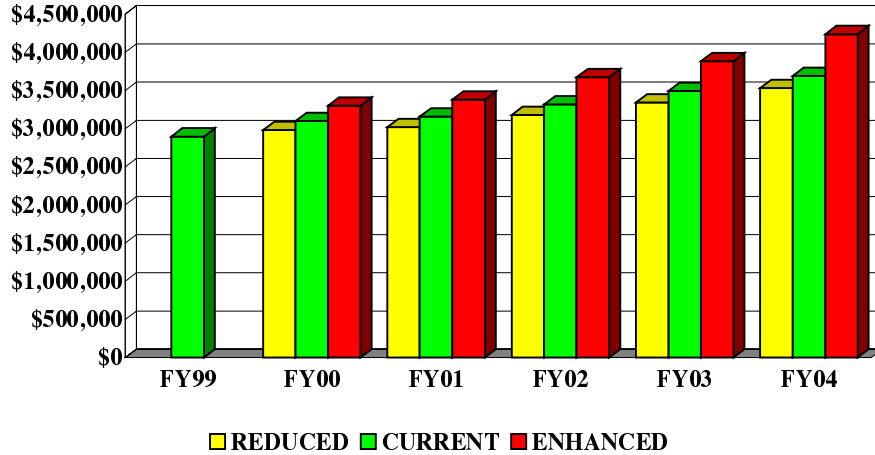
- Implement Automatic Fingerprint Identification System

POLICE DEPARTMENT-OPERATIONS DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide 24-hour police patrol
- Respond to calls for service from citizens
- Investigate criminal activity
- Provide for specialized investigation of criminal activity
- Investigate non-criminal complaints
- Conduct traffic accident investigations
- Provide traffic law enforcement
- Provide special response to high risk situations (e.g., hostage situations)
- Provide for special police operations (stakeouts, etc.)
- Provide for specialized drug enforcement
- Conduct building and property checks
- Enforce state and local laws

Reduced Service Level:

- Reduce patrol component by three officers

Enhanced Service Level:

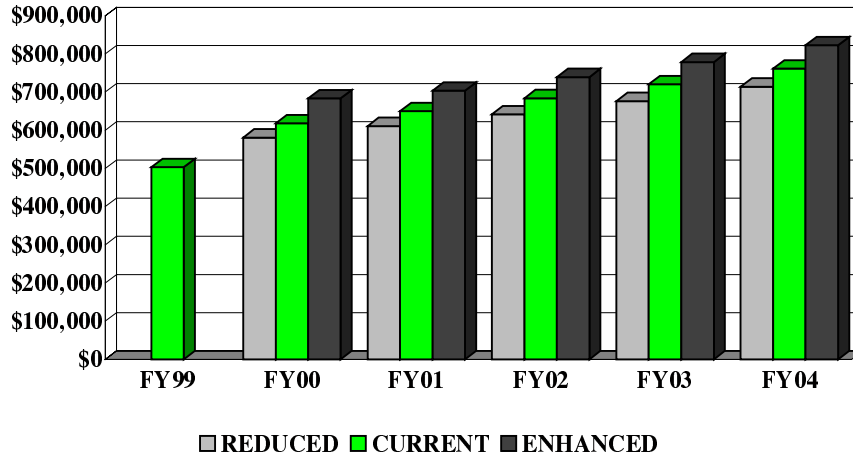
- Add six patrol officers to increase patrol coverage and related enforcement activities
- Add six traffic officers to increase enforcement and public education effort

POLICE DEPARTMENT-CRIMINAL INVESTIGATIONS DIVISION

Statement of Purpose

To provide investigations of criminal activity and drug and vice investigations.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce Investigation Division by one officer

Enhanced Service Level:

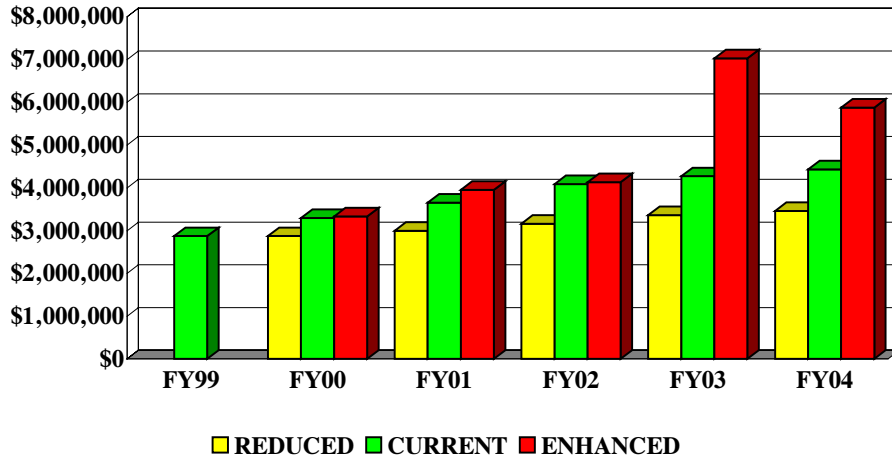
- Add one supervisor for supervision of drug investigations

FIRE DEPARTMENT

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide fire suppression services
- Provide Hazardous Material Incidents Management
- Provide rescue and First Responder services
- Investigate suspicious fires for cause and origin
- Provide fire code enforcement
- Provide minimum housing services
- Provide minimum housing code enforcement
- Conduct public fire education for schools and community groups
- Conduct water flow tests as needed for industry and insurance companies
- Provide blood pressure screening program for citizens
- Provide and install smoke detectors for the elderly and handicapped
- Provide and instruct up-to-date State Certification Training
- Conduct product research and analysis
- Provide data management
- Prepare, submit, and administer departmental budget
- Monitor underground storage tank installations and removals
- Conduct plans review for new developments and industries
- Reduce response times (e.g., by as much as 80% to the Salisbury Mall area dependent on the location of a new station and addition of personnel and equipment)
- Continue three year phase-in of personnel, equipment, and additional station for coverage of the Salisbury Mall area

Reduced Service Level:

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

Enhanced Service Level:

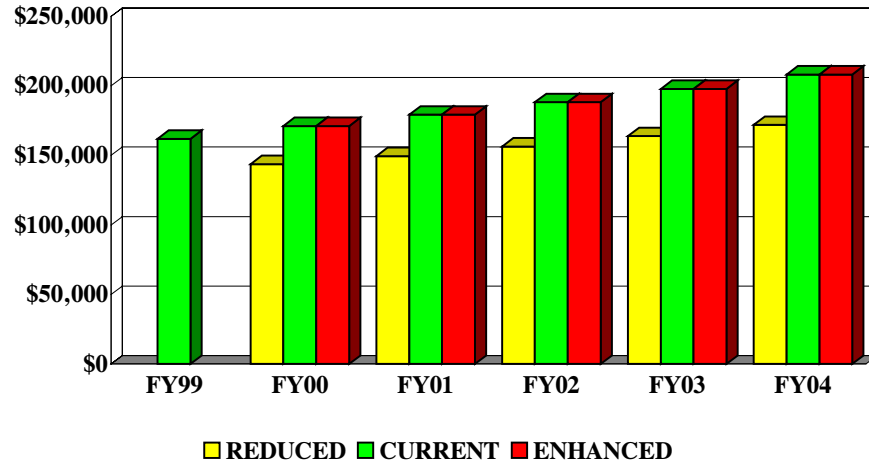
- Add a new Fire Station in FY 2003 to cover additional City growth
- Add additional Battalion Chief in FY 2003
- Add 27 personnel to staff station in FY 2003
- Add a aerial platform for new station in FY 2003
- Add a pumper truck for new station in FY 2003
- Enhance inspections and code enforcement
- Increase safety factors

PUBLIC SERVICES-ADMINISTRATION DIVISION

Statement of Purpose

To serve as the central management and administration source for activities and operations related to the Public Services Department.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

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

Enhanced Service:

- No enhanced service level is proposed

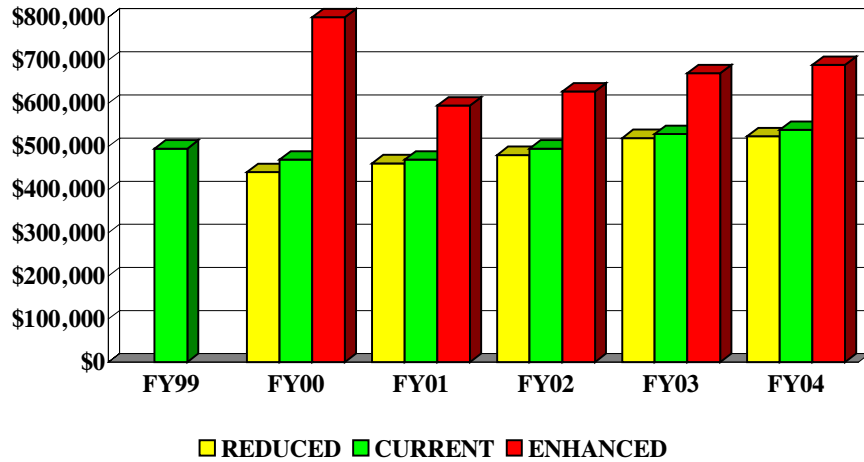
PUBLIC SERVICES-TRAFFIC OPERATIONS DIVISION

Statement of Purpose

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

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Monitor and evaluate traffic safety, flow and parking as needed
- Maintain and repair 90 traffic signals annually
- Maintain and repair 8,000+ traffic control signs
- Maintain 22,000 feet of crosswalk and stop bar markings
- Maintain 80 miles of yellow center line
- Maintain 700 directional arrows
- Maintain and repair 275 telephone sets
- Maintain and repair 3.2 miles of phone cable
- Install new phone sets and phone systems
- Install and repair computer cabling
- Provide on-call service for after hours repair to traffic signals and signs
- Provide on-call service for problems at tower site in Granite Quarry
- Install and remove mobile and base station radios
- Assist in studies to alleviate citizens' requests and complaints
- Perform electrical projects and repair within city departments
- Maintain the Brown Street Clock on the Square
- Provide trouble shooting and repair assistance to the Plaza
- Fabricate signs for City departments
- Provide traffic control in work zones for City departments

Reduced Service Level:

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

Enhanced Service Level:

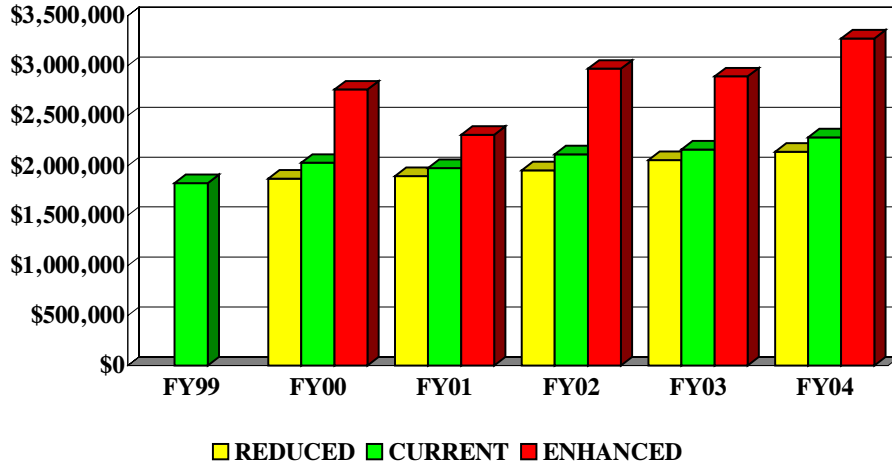
- Add one new crew in FY 2000 to rejuvenate thermoplastic material biannually
- Replace all traffic control signs with hi-intensity type signs
- Upgrade street name signs from 6" to 9"
- Upgrade "stop" signs to 36" minimum
- Take over maintenance of all signals in the county

PUBLIC SERVICES-STREET DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Install minimum of 75 new driveway aprons annually
- Replace minimum of 6,000 feet of sidewalk annually
- Repair approximately 1,200 feet of curb and gutter annually
- Construct, repair, and upgrade drainage systems within rights-of-way as needed
- Remove debris from streets and gutters within 45 working days on a rotating schedule
- Provide leaf collection every 3 weeks on a rotating schedule seasonally
- Provide passable street conditions during periods of ice and snow, covering all City streets within an 8-hour period or as storm allows
- Provide support to other divisions and departments with equipment and manpower as needed
- From Powell Bill funds, provide pavement maintenance to 130 miles of city streets, resurface approximately 16 lane miles of city streets annually, and perform road maintenance to 4 miles of gravel streets
- Provide yard debris collection weekly on same day as other collections
- Perform paving and patching of street cuts as a result of utility connections and service

Reduced Service Level:

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

Enhanced Service:

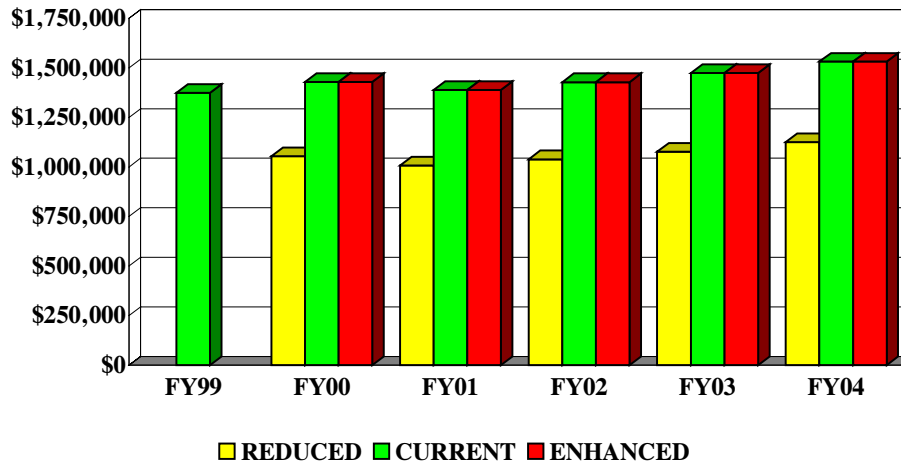
- Provide funding to increase sidewalk replacement
- Add street sweeper to enhance removal of debris from streets and gutters within 30 working days
- Add asphalt truck and manpower to upgrade street maintenance operation
- Add backhoe to supplement equipment for construction/drainage crew
- Provide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

PUBLIC SERVICES-WASTE MANAGEMENT DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Eliminate free collection of each front-end container

Enhanced Service Level:

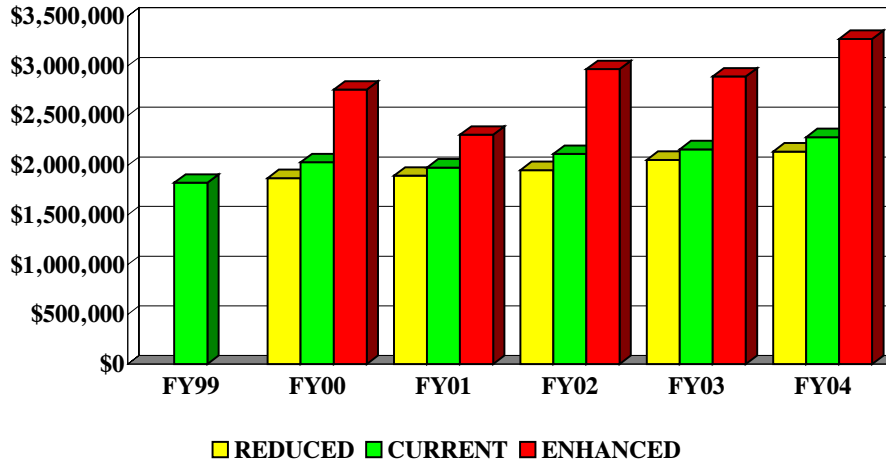
- No enhanced service level is proposed

PUBLIC SERVICES-CEMETERY DIVISION

Statement of Purpose

To operate, maintain and develop seven (7) cemeteries, three (3) active and four (4) inactive, as municipal burial grounds.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

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

Enhanced Service Level:

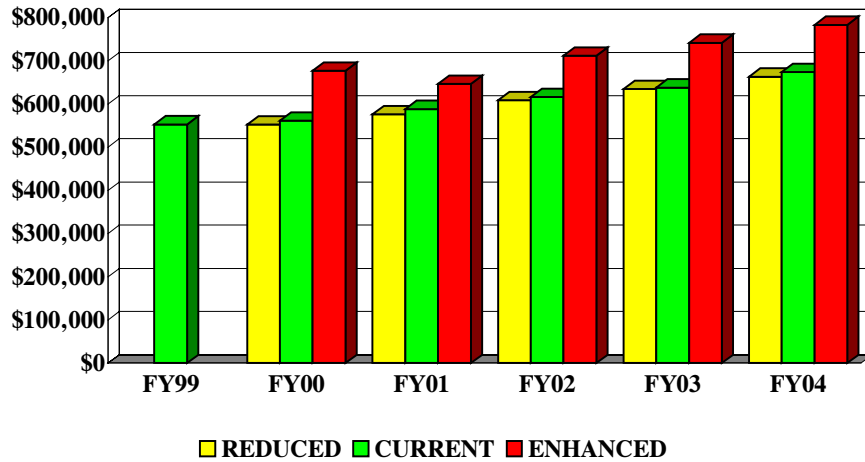
- Mow on nine day cycle
- Add mowing equipment for additional personnel
- Increase number and scope of improvement projects at cemeteries

PUBLIC SERVICES-LANDSCAPE OPERATIONS DIVISION

Statement of Purpose

To provide a centralized resource for implementation of the City's Landscape Beautification Program and to carry out a regularly scheduled program of maintenance and general landscape work involving municipal parks and rights-of-way.

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide mowing operations for 130 miles of street right-of-way every 14 to 21 days; approximately 200 acres of parks and open space and over 100 parcels of public property every 7 to 10 days
- Maintain landscape areas including trees, shrubs, turfgrass areas, and City facilities every 10 to 14 days
- Provide aerial lift truck for hanging flags, banners, Christmas decorations, etc.
- Facilitate goals/objectives of Salisbury Tree Board and Community Appearance Commission: plant 500 trees and complete 2 or 3 landscape projects annually
- Provide nuisance abatement; respond within 10 working days after receiving work order
- Perform tree safety maintenance along public rights-of-way and parks on a case by case basis
- Provide support to Street Division during snow removal and leaf collection
- Provide staff support to Public Services Director for special projects
- Provide maintenance for greenway every 10-14 days
- Provide maintenance for Eastern Gateway Park every 7-10 days
- Provide seasonal color change 4 times per year

Reduced Service Level:

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

Enhanced Service Level:

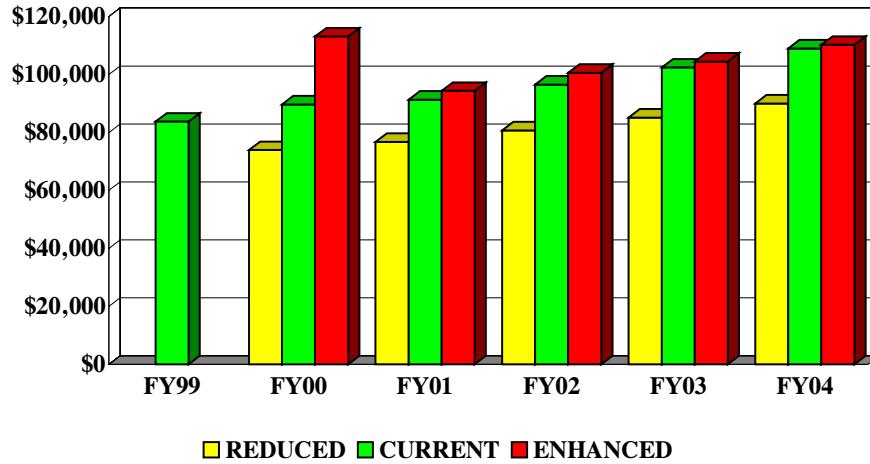
- Provide mowing operations for street right-of-way every 7 to 10 days and parks, open space, and public property every 5 to 7 days
- Implement/maintain landscape areas every 7 to 10 days
- Plant 700 to 800 trees and complete 3 to 5 landscape projects annually
- Respond to nuisance abatement within 5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

PUBLIC SERVICES-LANDSCAPING-HURLEY PARK

Statement of Purpose

To maintain and further develop the 15 acre Hurley Park in conjunction with the J.F. Hurley Foundation and the City of Salisbury's Hurley Park Advisory Committee. Expenditures are shared 50% by the J.F. Hurley Foundation.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

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

Enhanced Service Level:

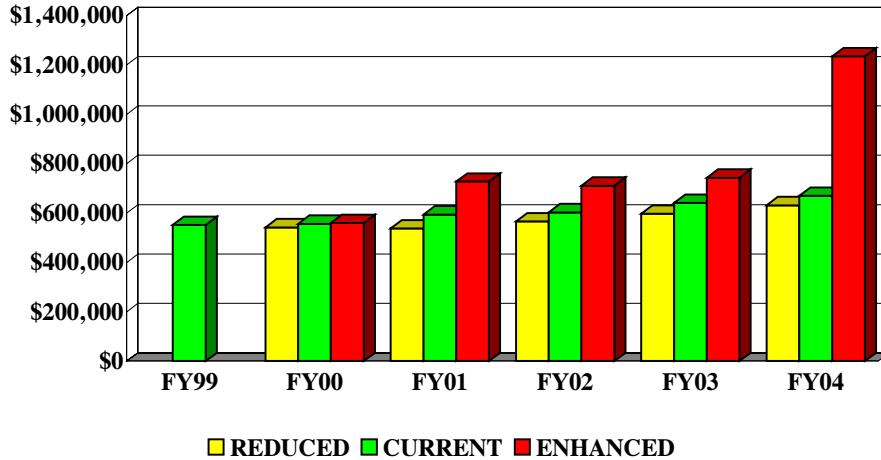
- Provide additional funds for park development
- Complete five special projects annually

PUBLIC SERVICES-FLEET MANAGEMENT DIVISION

Statement of Purpose

To provide a centralized resource for the maintenance and repair of City vehicles and equipment, including Transit System buses.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Incur longer vehicle/equipment downtime for maintenance

Enhanced Service Level:

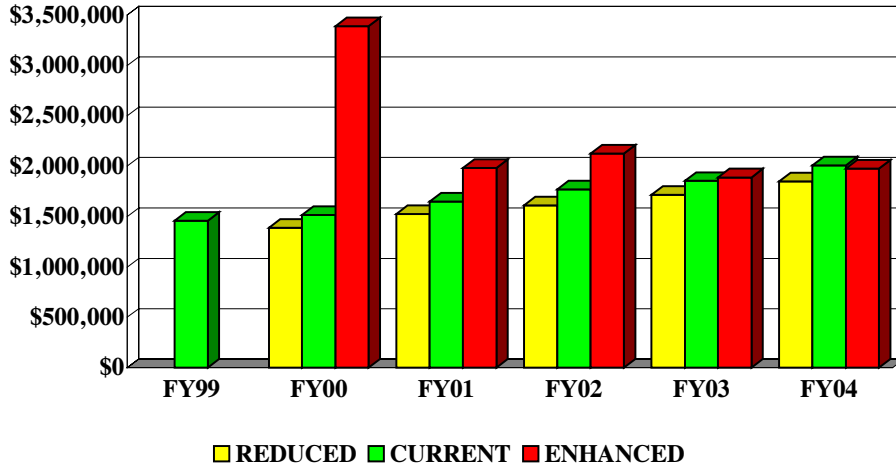
- Add Mechanic in FY 2002 to alleviate backlog of Preventative Maintenance Program
- Add Office Assistant in FY 2002 to provide office support
- Purchase additional shop equipment and tools
- Extend upper bay area in FY 2001

PARKS AND RECREATION DEPARTMENT

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide administration, planning, and development of a comprehensive park system, quality leisure activities, and programming
- Provide comprehensive youth/teen programming in athletics, craft classes, workshops, camps, playgrounds, and afterschool
- Provide comprehensive adult programming in athletics, fitness, craft classes, life skills, and enrichment workshops
- Provide quality tennis programming for all residents
- Provide special events and services for the residents
- Provide Senior Citizen programming through support of the Ruffy-Holmes Senior Center
- Maintain all parklands, facilities, and playground equipment for the safety of all participants
- Make available for public use Parks and Recreation facilities for community events
- Add Buildings and Grounds Maintenance Workers in FY 2000-04 to prepare for maintenance and operation of Salisbury Community Park
- Provide a public pool for aquatic activities

Reduced Service Level:

- Decrease number of Recreation Aides resulting in reduction of athletic programs, pool hours, and elimination of free playgrounds
- Eliminate permanent part-time Recreation Leaders resulting in reduction of hours of operation of Hall Gym, Miller Center, City Park Center and Civic Center

Enhanced Service Level:

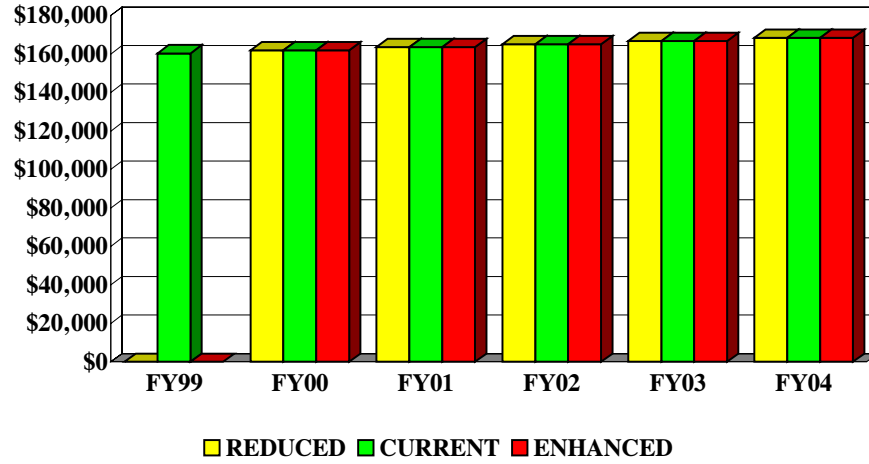
- Add two Recreation Aides to improve seasonal park maintenance services during peak summer season
- Add two Recreation Aides to increase neighborhood playgrounds at low or no cost and provide a mobile sports unit to visit each playground site
- Increase level of funding for replacements and renovations at parks and for expansion of Civic Center

TRANSPORTATION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide City supplement to Mass Transit operations

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

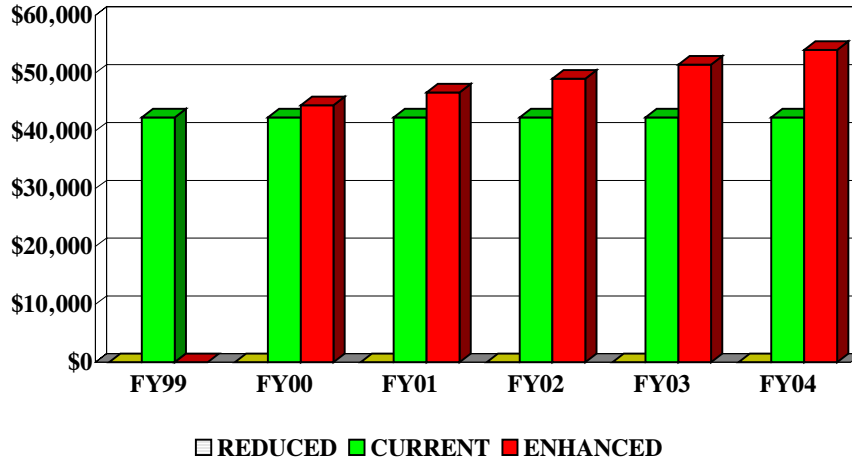
- No enhanced service level is proposed

EDUCATION

Statement of Purpose

To provide for funding the Supplementary Education System.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Eliminate any supplement to Supplementary Education Center

Enhanced Service Level:

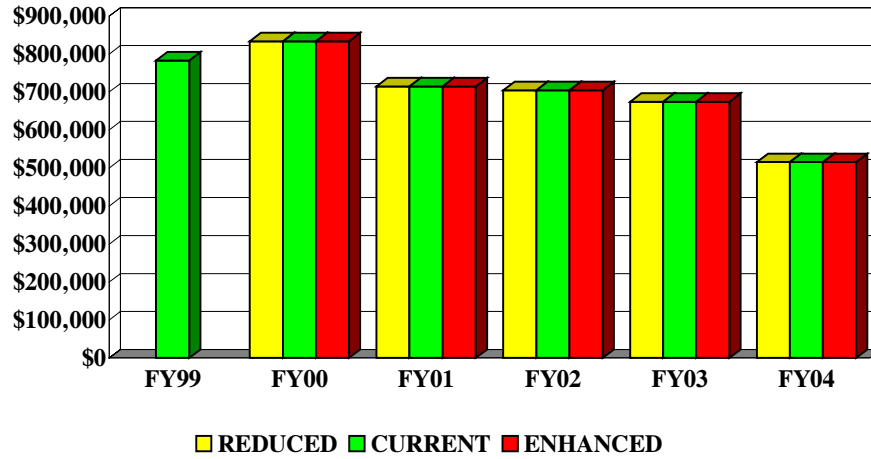
- Increase funding by 5% annually which could be used to enhance curriculum materials or special projects

DEBT SERVICE

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide funding for the existing General Fund debt service

Reduced Service Level:

- Same as current service level

Enhanced Service Level:

- Same as current service level

[Click here to move to Section 13](#)

PERFORMANCE MEASUREMENT

The North Carolina Local Government Performance Measurement Project

This section of the FY1999-00 budget document summarizes the results from the North Carolina Local Government Performance Measurement Project for the City of Salisbury. The following pages present performance and cost information for the City of Salisbury in comparison with the other ten cities participating in the project along with explanatory information about the services. This information is reprinted from the Institute of Government report entitled “North Carolina Local Government Performance Measurement Project – Final Report on City Services for Fiscal Year 1997-98 Performance and Cost Data”, dated March 1999. Specific information on the other cities’ results and a discussion about the performance measures can be found in the official publication.

The Performance Measurement Project

The North Carolina Local Government Performance Measurement Project (the “Performance Measurement Project”) is an ongoing effort by several cities and counties in North Carolina to measure and compare local government services and costs. The City of Salisbury is a participant in the Performance Measurement, which includes the cities of Asheville, Cary, Durham, Greensboro, Raleigh, Wilmington, Winston-Salem, Hickory, Rocky Mount, and Wilson. Coordinated by the Institute of Government, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, street pavement maintenance, emergency communications, police patrol and police investigations. Other local government services such as fire will be added to the project scope in future years.

The purposes of the Performance Measurement Project are:

- To develop methods that North Carolina’s cities and counties can use in their efforts to measure and assess the performance and costs of public services and test and refine these methods by applying them to a select group of local government services.
- To produce reliable data that the participating local jurisdictions can use to assess the performance and costs of the services studied in the project.
- To provide information to help local governments identify performance benchmarks as well as innovative or improved methods of service delivery.

By participating in the Performance Measurement Project, local governments have comparative performance and cost data to track their performances and costs in relation to other local governments along with their own past performances and costs. By using the information, local governments can hopefully provide their services more effectively and efficiently.

Performance Measurement for the City of Salisbury

The City of Salisbury has committed to continuing in the North Carolina Local Government Performance Measurement Project in FY1999-00 and beyond. As shown in the Budget Message on page vii, Outcome #12, goal 1 is to participate in statewide programs with other cities to establish performance standards. Every City department has been challenged to develop meaningful performance measurements as a benchmark for improving services to our citizens.

RESIDENTIAL REFUSE COLLECTION

Explanatory Information for Fiscal Year 1998

A. Service Level and Delivery

Salisbury provides residential refuse collection services once a week at curbside. Backyard collection service is provided for a total of 360 handicapped, disabled, and very elderly residents.

The items collected include household refuse and other waste placed into 90-gallon rollout containers, plus miscellaneous trash, small appliances, and furniture items that are bagged or boxed. Yard waste and leaves are collected separately by street crews and are not included in the performance and cost data presented here. Also excluded is waste collected from bulk containers or dumpsters at businesses, industries, institutions, and apartment or condominium complexes.

Residential refuse collection serves principally single family residences. A total of 9,200 residences or collection points were served in 1997-98, and 8,000 tons of refuse and trash were collected from these residences that year.

City sanitation workers pick up all residential refuse; there is no contracting. A total of 10.2 full-time equivalent sanitation positions are involved in providing the service. They operate six semi-automatic low boy compactors that can be driven from either side of the cab. Three of these vehicles are each operated by two crew members, and three are each operated by one crew member. A total of sixteen collection routes were run by the City.

Each resident has one 90-gallon roll out cart provided and paid for by the City. If a resident loses or damages a cart or wants more than one, the resident must pay for the replacement or the additional cart.

In 1997-98, Salisbury sanitation vehicles transported collected residential refuse to a transfer station. Each vehicle averaged one trip per day to the transfer station, a distance of approximately eight miles each way.

Salisbury's residential refuse collection program is financed from the general fund, and the city charges no fee for it. However, the City charges a landfill tipping fee of \$2.96 per month to all residences from which refuse is collected. This fee goes on the monthly water-sewer bill, and revenue from it is deposited into the general fund. The city incurred landfill tipping costs of \$28 per ton in 1997-98. The tipping fee paid by residents provided enough revenue to cover the cost of residential refuse disposal. Landfill tipping fee costs are excluded from the costs for residential refuse collection for Salisbury and every other City participating in the project.

Salisbury does not maintain records on complaints about residential refuse collection service.

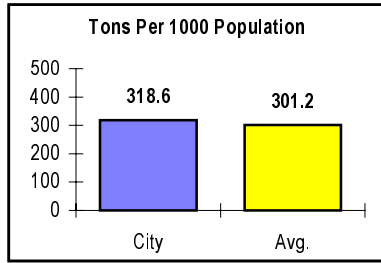
B. Conditions Affecting Service Performance and Costs

Salisbury's use of semi-automatic, low entry lowboy packers enables drivers to collect along their routes more efficiently, and the City to collect residential refuse at a relatively low cost per ton (\$56) and per collection point (\$49). Since access and driving are from both sides of the vehicles, employees can collect from both sides of the street simultaneously in most areas. Since residential refuse is bagged inside the 90-gallon containers, collection is relatively easy for the collectors. A high tonnage that includes miscellaneous trash also contributes to the city's low cost per ton and per collection point. The number of tons collected per full time equivalent position at 784.3 is below the average for the eleven participating cities of 970.9.

Residential Refuse Collection

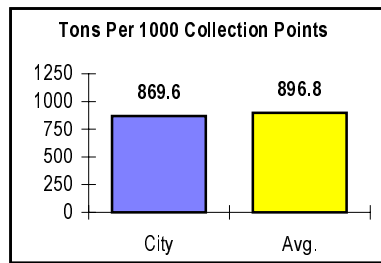
FISCAL YEAR 1998

Quantity/Need Measure



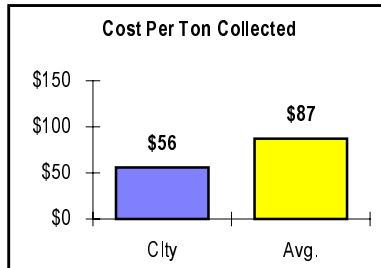
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Quantity/Need Measure



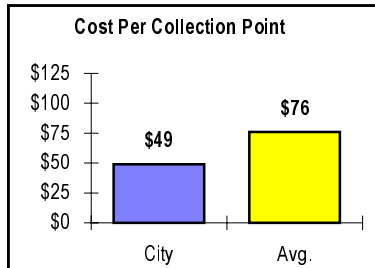
n = 11

Efficiency Measure



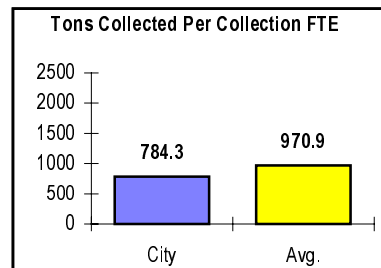
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Efficiency Measure



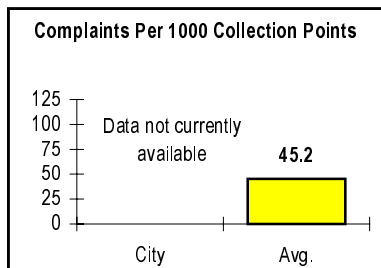
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Efficiency Measure



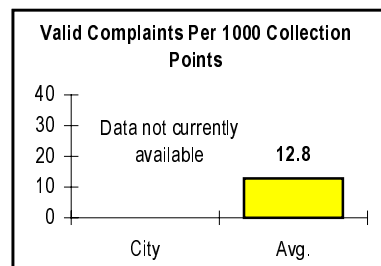
n = 11

Effectiveness Measure



n = 7

Effectiveness Measure



n = 7

CITY PROFILE

Population	25,107
(State Planning As Of 7/96)	
Land Area (Square Miles)	16.37
Persons Per Square Mile	1,534
Topography	Gently Rolling
County Where Located	Rowan
Climate	Moderate; Some Snow & Ice
Median Family Income (HUD Estimate For County-4/98)	\$39,200

FULL COST PROFILE

Cost Breakdown By %	
-Personal Services	61.9%
-Operating Costs	15.1%
-Capital Costs	23.0%
TOTAL	100.0%

Cost Breakdown By \$

-Personal Services	\$ 278,120
-Operating Costs	\$ 68,008
-Capital Costs	\$ 103,361
TOTAL	\$ 449,489

SERVICE PROFILE

FTE Positions-Collection Crews	10.2
FTE Positions-Other	0
Tons Collected	8,000
Residential Customers	9,200
(# represents collection points)	
Collection Location	Curbside
	*Backyard For Handicapped/Disabled
Collection Frequency	1 X Week
Size of Crews	2-Person (3)
	1-Person (3)
% Service Contracted	0%
Service Fee	None
	*\$2.96/Month Landfill Fee
Type of Equipment	6 Semi-Auto. Compactors

HOUSEHOLD RECYCLING

Explanatory Information for Fiscal Year 1998

A. Service Level and Delivery

Salisbury's household recycling program was initiated in July 1992. The city provides once a week curbside collection of recyclable materials from households. The service was available to households, including some apartment or condominium complexes and resulted in the collection of 1,420 tons of recyclable materials in 1997-98. The city provides and pays for the 14-gallon recycling bins that residents use. Residents place materials commingled into the bins. The recyclable materials collected are:

- Glass—all colors
- Newspapers
- Magazines
- Junk mail and mixed paper
- Telephone directories
- Cardboard and cereal boxes
- Plastics (# 1 and # 2)
- Aluminum and steel cans

Salisbury contracts with a private firm for its household recycling service. The contractor provides all equipment and personnel, collects and sorts the materials, and sells them. The city paid \$142,551 to the contractor for this service in 1997-98. Salisbury also incurred \$5,061 in contract monitoring expenses.

Salisbury does not have any recycling drop-off centers.

Salisbury charges a \$1.44 monthly fee to each residence or collection point served by the household recycling program. Revenue from this fee came to \$155,533 in 1997-98, and more than covered the program's total cost of \$147,612. The fee is included on the monthly water-sewer bill that the city sends to residents. The city does not receive any money from the sale of recyclable materials; the contractor retains the sale proceeds. Revenue from the recycling fee goes into the general fund from which all city solid waste activities are financed.

The 1,420 tons of household recyclable materials collected in Salisbury in 1997-98 were 15.1 percent of the sum of the 8,000 tons of residential refuse and 1,420 tons of recyclable materials that Salisbury collected in 1997-98, and 15 percent of the city's "state confirmed base year landfill or incinerated tonnage—9,306 tons in 1991-92.

B. Conditions Affecting Service Performance and Costs

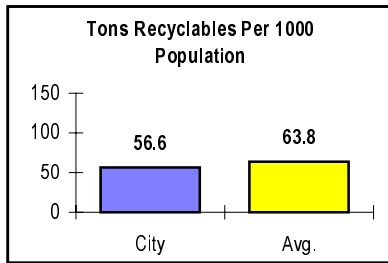
Salisbury's fee for recycling more than covers the cost of providing this service. At the time the city's recycling program began back in 1992, the City Council expressed its desire that the additional costs incurred be recovered. The fee established was intended to recover the cost of collection, the purchase of recycling bins and other operating costs.

The City provides residents with a list of recyclable materials when they pick up their recycling bins at the time they begin receiving service. This list is also mailed to residents upon request.

Household Recycling

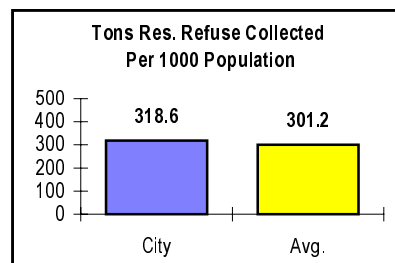
FISCAL YEAR 1998

Quantity/Need Measure



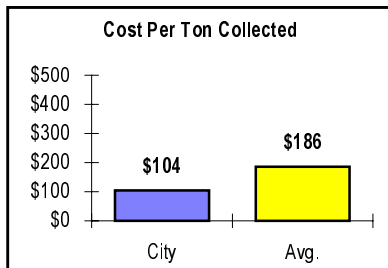
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Need Measure



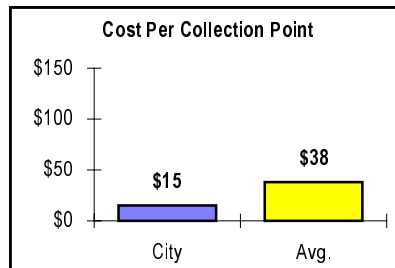
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Efficiency Measure



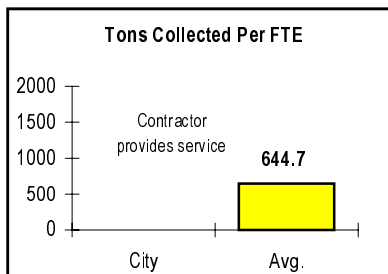
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Efficiency Measure



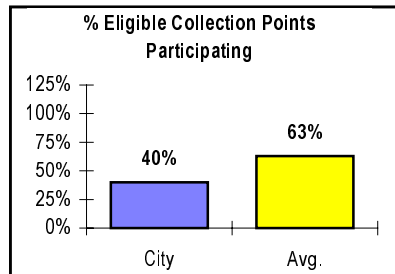
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Efficiency Measure



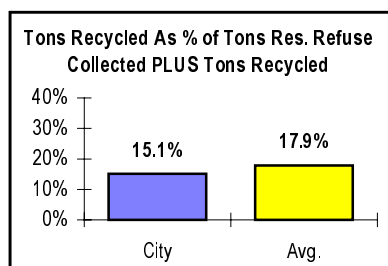
n = 5

Effectiveness Measure



n = 11

Effectiveness Measure



n = 11

Salisbury uses the definition below as the basis for measuring "% Eligible Collection Points Participating":
 PARTICIPATION RATE defined as the number of customers who place recycling bins at curb for collection at least 1 X month. City provides weekly collection.

CITY PROFILE

Population	25,107
(State Planning As Of 7/96)	
Land Area (Square Miles)	16.37
Persons Per Square Mile	1,534
Topography	Gently Rolling
County Where Located	Rowan
Climate	Moderate; Some Snow & Ice
Median Family Income (HUD Estimate For County-4/98)	\$39,200

FULL COST PROFILE

Cost Breakdown By %	
-Personal Services	0.0%
-Operating Costs	100.0%
-Capital Costs	0.0%
Total	100.0%
Cost Breakdown By \$	
-Personal Services	\$ -
-Operating Costs	\$ 147,612
-Capital Costs	\$ -
Total	\$ 147,612

SERVICE PROFILE

FTE Positions-Collection	0 (Service Contracted)
FTE Positions-Other	
Tons Collected	1,420.0
Collection Points	10,000
Collection Locations	
Curbside	Yes
# Drop-Off Centers	0
Collection Frequency	1 x Week
% Service Contracted	100%
Service Fee	\$1.44/Month
Revenue From Recycling	\$ 155,533
Revenue as % of Recycling Cost	105%
Crew Composition	NA-Contract

YARD WASTE & LEAF COLLECTION

Explanatory Information for Fiscal Year 1998

A. Service Level and Delivery

Yard Waste

Yard waste is picked up weekly at the curb in Salisbury. Such waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. Street division crews pick up this waste on the same days that sanitation crews are collecting residential refuse and miscellaneous trash. Depending on need, one to three street crews, each consisting of a driver and two laborers and operating a packer truck, collect yard waste. A two-member crew operating a knuckle-boom truck is used as needed to pick up large brush piles and limbs.

A total of 3,200 tons of yard waste and leaves were collected in FY 1997-98. The city cannot separate this total into distinct categories.

Leaf Collection

Loose leaves are collected from the curb during the leaf season, running from late October through mid-February. The City is divided into three sectors, with leaf crews from the streets division collecting from each sector at least every third week. Anywhere from one to five three-member leaf crews may be operating at any one time collecting loose leaves. At other times during the year, leaves may be bagged and left at the curb for collection along with regular yard waste.

The city's tonnage for leaves is combined with the 3,200 tons reported above for both yard waste and leaf collection.

Salisbury collects miscellaneous trash and bulky items along with its regular residential refuse collection service. The sanitation crews collect these items at the same time that they collect residential refuse. Numbers for yard waste and leaf collection service reported for Salisbury do not include bulk trash collection.

Salisbury reported having 8.5 positions, on a full-time equivalent basis, directly involved in yard waste and leaf collection in 1997-98.

B. Conditions Affecting Service Performance and Costs

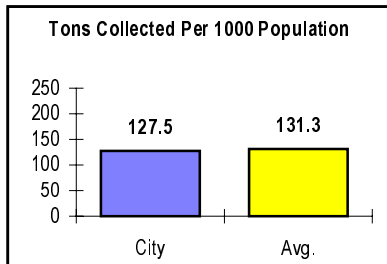
Unusually wet weather during FY 1997-98 coupled with unusually heavy demand for service slowed the collection of yard waste and leaves.

Collection crews do not strictly enforce the limits on size or quantity of materials that may be collected, and will generally pick items that exceed these limits, if possible.

Yard Waste & Leaf Collection

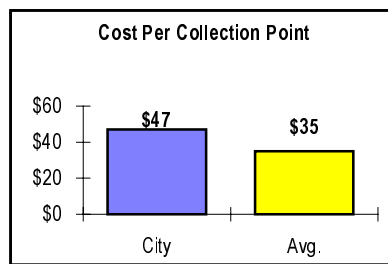
FISCAL YEAR 1998

Quantity/Need Measure



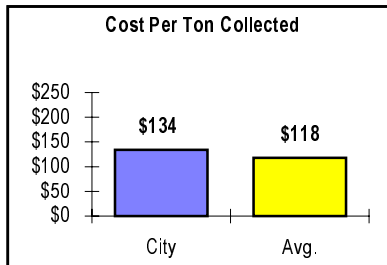
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Efficiency Measure



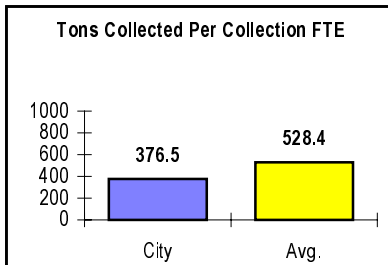
n = 10

Efficiency Measure



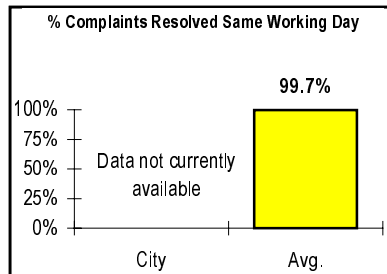
n = 10

Efficiency Measure



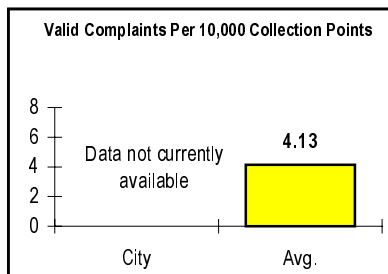
n = 11

Effectiveness Measure



n = 3

Effectiveness Measure



n = 4

CITY PROFILE

Population	25,107
(State Planning As Of 7/96)	
Land Area (Square Miles)	16.37
Persons Per Square Mile	1,534
Topography	Gently Rolling
County Where Located	Rowan
Climate	Moderate; Some Snow & Ice
Median Family Income	\$39,200
(HUD Estimate For County-4/98)	

FULL COST PROFILE

Costs - Yard Waste/Leaf By %	
-Personal Services	51.2%
-Operating Costs	30.0%
-Capital Costs	18.8%
Total	100.0%

Costs - Yard Waste/Leaf By \$

-Personal Services	\$ 220,152
-Operating Costs	\$ 129,138
-Capital Costs	\$ 80,640
Total	\$ 429,930

SERVICE PROFILE

FTE Positions-Collection	8.5
FTE Positions-Other	0
Collection Points	9,200
Tons Collected	
Yard Waste	-
Leaves	3,200
Total	3,200
*Yard Waste Is Included With Bulk Trash & Not Reported	
Collection Frequency	
Yard Waste	1 X Week
Leaf Collection	Late Oct.-Mid Feb.
	Every 3rd Week, Bagged Other Times
Service Fees	None

STREET PAVEMENT MAINTENANCE

Explanatory Information for Fiscal Year 1998

A. Service Level and Delivery

Salisbury was responsible for maintaining 134.78 centerline miles of streets in FY 1997-98. This included only local streets. The city maintained mileage consisted of:

City—Hard Surface:	131.17
City—Other Surface	<u>3.61</u>
TOTAL	134.78

This total translates to 5.4 centerline miles of streets per 1,000 population, which compares to an average of 5.8 miles for the nine FY 1998 project cities that reported street maintenance data.

Salisbury contracted for all street resurfacing that it did in 1997-98, resurfacing 7.5 centerline miles of streets. A total of 8,000 tons of paving materials, at a depth of 1.5 inches, were applied in these projects, and the projects' costs were \$246,613, equaling about \$31 per ton of material applied. Street resurfacing absorbed 31 percent of the total cost of the street maintenance and repair program in 1997-98.

Salisbury reported having eight positions, on a full-time equivalent basis, involved in street maintenance and repair. The employees filling these positions included equipment operators or truck drivers, laborers, and working supervisors. They were organized into crews that did both curb and gutter repair or replacement and street patching and maintenance.

Salisbury repaired or replaced 1,500 linear feet of curb and gutter in 1997-98, all done by city work crews. The city's street crews also applied 1,000 tons of materials to patch streets. When this tonnage is added to the 8,000 tons applied by contractors in resurfacing projects, the total tonnage applied comes to 9,000, which equates to 66.8 tons per centerline mile maintained, which was considerably above the average of 40.5 tons of total materials applied per centerline mile for all nine of the FY 1998 project cities reporting on street maintenance.

Of Salisbury's street mileage, 70 percent was rated 85 or better on the city's most recent ITRE pavement condition assessment in 1998. The city did not report on its response to hazardous pavement conditions.

B. Conditions Affecting Service Performance and Costs

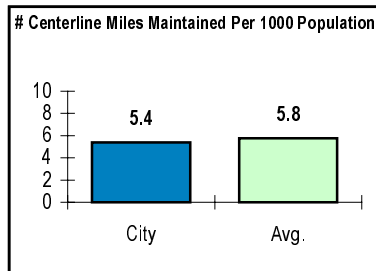
The city reported extensive resurfacing projects scheduled in 1995-96 and thereafter. As a result, the 1998 ITRE condition rating for Salisbury improved from 65 percent to 70 percent of streets rated 85 or better.

Salisbury's 20,613 registered vehicles equated to 153 vehicles per centerline mile of pavement maintained, right at the average of 153 for all cities that reported this statistic. This ratio may be an indication of relative wear and tear on city streets.

Street Pavement Maintenance

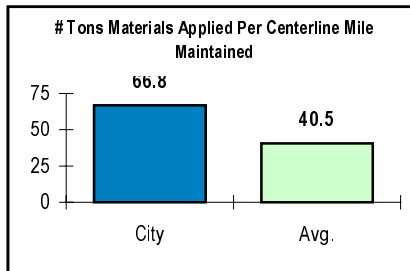
FISCAL YEAR 1998

Quantity/Need Measure



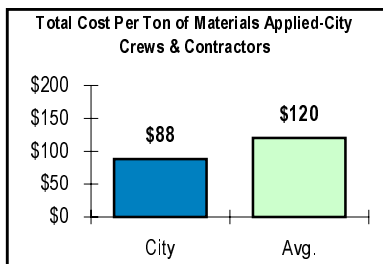
n = 9

Quantity/Need Measure



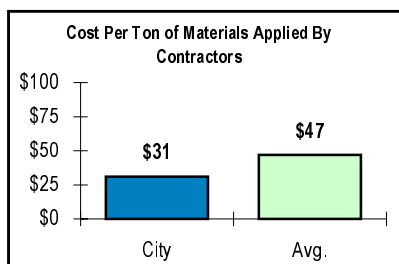
n = 9

Efficiency Measure



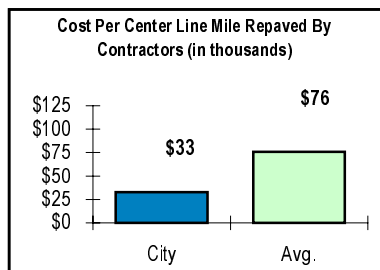
n = 8 (Total cost of street maintenance operation / total tons applied during year)

Efficiency Measure



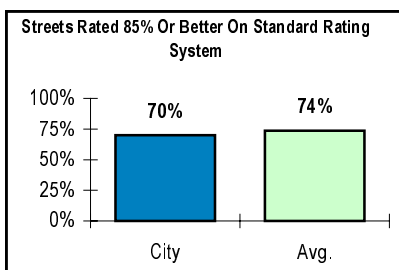
n = 7 (Cost of contracts / # tons applied by contractors)

Efficiency Measure



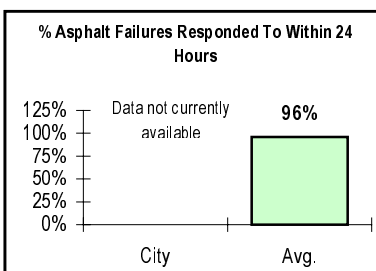
n = 7 (Cost of contract/# miles resurfaced)

Effectiveness Measure



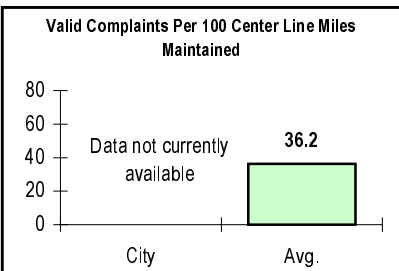
n = 8

Effectiveness Measure



n = 7

Effectiveness Measure



n = 6

CITY PROFILE

Population	25,107
(State Planning As Of 7/96)	
Land Area (Square Miles)	16.37
Persons Per Square Mile	1,534
Centerline Miles Of Streets Maintained	134.78
% Population Growth 1990-96	6.3%
Topography	Gently Rolling
Climate	Moderate; Some Snow & Ice
# Registered Vehicles	20,613
(County Tax Assessor)	
# Registered Vehicles Per Square Mile	1,259
Powell Bill Revenues-FY 1998	\$ 849,680

FULL COST PROFILE

Cost Breakdown By %	
-Personal Services	23.5%
-Operating Costs	63.7%
-Capital Costs	12.8%
Total	100.0%
Cost Breakdown By \$	
-Personal Services	\$ 185,337
-Operating Costs	\$ 502,878
-Capital Costs	\$ 101,440
Total	\$ 789,655

SERVICE PROFILE

FTE Positions-City Workers	5.0
FTE Positions-Supervisory/Other	3.0
Total FTE Positions	8.0
Centerline Miles Resurfaced-Contracts	7.5
Centerline Miles Resurfaced-City Crews	0.00
Total Centerline Miles Resurfaced	7.5
# Tons Of Materials Used:	
Contracts	8,000
Applied by City personnel	1,000
Total	9,000
Linear Feet Curb & Gutter Repaired Or Replaced	1,500

EMERGENCY COMMUNICATIONS

Explanatory Information for Fiscal Year 1998

A. Service Level and Delivery

The Emergency Communications Center in the Salisbury Police Department receives and answers 911 emergency and non-emergency calls, and dispatches police and other emergency response units as necessary. Many emergency and non-emergency calls come directly into the center. Others from City residents go initially to the Rowan County communications center and are then immediately switched to the City's Police communications center. The City's emergency communications center operates 24 hours a day, seven days a week.

Salisbury's emergency communications center is part of the Services Division of the Police Department. It is staffed by 8.5 civilian telecommunicator positions with a sworn officer as the supervisor. Two telecommunicators are on duty at any one time. One takes calls, and the other dispatches police or other units. The telecommunicators work twelve-hour shifts, four days on and four days off.

Salisbury's emergency communications center received 173,000 incoming calls for service in 1997-98, which equates to 6,891 incoming calls per 1,000 population. This is considerably above the average of 4,055 incoming calls per 1,000 population for the nine reporting cities, and is the highest ratio of all the cities. A total of 11,420 calls were received over emergency 911 lines. Traffic stops and self-initiated police calls are not included in the totals.

The City reports that a total of 37,303 dispatches were made from the communications center during FY 1997-98, and that 4,368 of these were E-911 dispatches.

Salisbury reported that on average its telecommunicators answer 90 percent of incoming calls within three rings or 18 seconds. The average amount of time from the initial ring of the telephone to an answer by a Salisbury telecommunicator was 18 seconds in FY 1997-98.

The city defines a high priority call for police response as a crime in progress involving injury or imminent injury to persons. High priority calls result in a dispatch. The communications center does not maintain records on the amount of time it takes to actually dispatch calls or on calls that are placed on hold

B. Conditions Affecting Service Performance and Costs

Salisbury reports that the emergency communications has a chronic problem with understaffing, in part due to a typical turnover rate of 25 percent in any given year. This means that employees must work large amounts of overtime just to maintain coverage in the communications center, which adds considerably to the cost of providing this service.

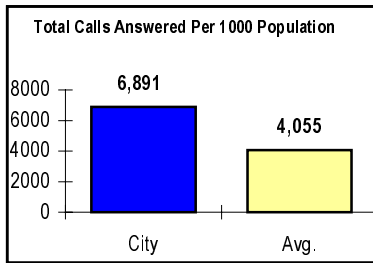
The city does not charge residents a fee for E-911 service.

Salisbury uses an 800-megahertz communications system, and the City owns communications infrastructure.

Emergency Communications

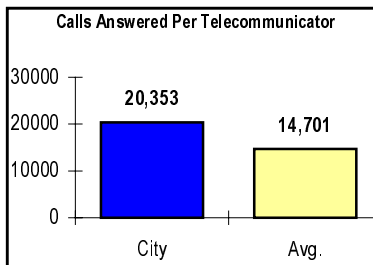
FISCAL YEAR 1998

Quantity/Need Measure



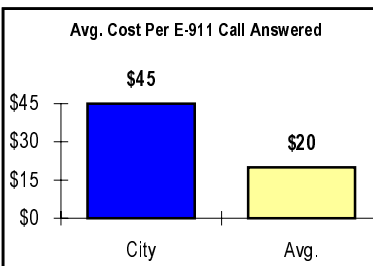
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Efficiency/Workload Measure



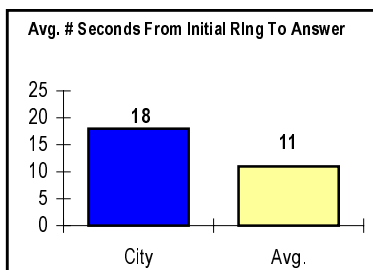
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Efficiency Measure



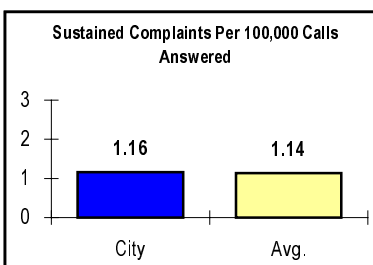
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Effectiveness Measure



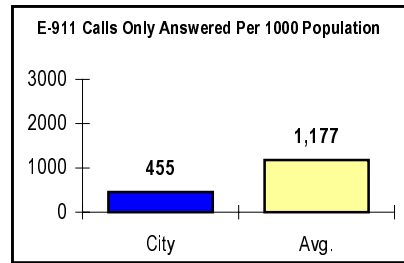
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Effectiveness Measure



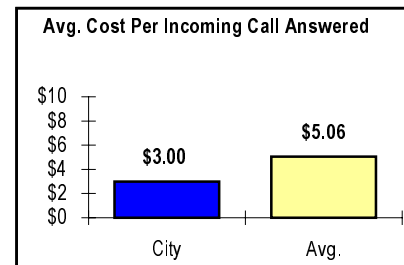
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Quantity/Need Measure



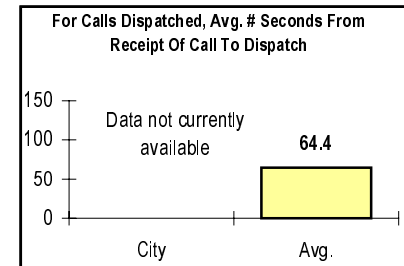
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Efficiency Measure



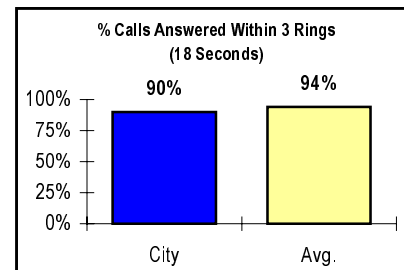
n = 8

Effectiveness Measure



n = 6

Effectiveness Measure



n = 8

**NOTE: 1 Ring = 6 Seconds

Receipt of Call = From first ring of phone
Dispatch of Call = Time to beginning of dispatch

CITY PROFILE

Population	25,107
(State Planning As Of 7/96)	
Land Area (Square Miles)	16.4
Persons Per Square Mile	1,531
% Population Growth- 1990-1996 (State Planning)	6.3%
Avg. Unemployment Rate (NC ESC For County-1/97-12/97)	2.9%
Median Family Income (HUD Estimate For County 4/98)	\$49,600
UCR Part I Crimes Reported	2,211

FULL COST PROFILE

Cost Breakdown By %	
-Personal Services	60.3%
-Operating Costs	36.6%
-Capital Costs	3.1%
Total	100.0%

Cost Breakdown By \$	
-Personal Services	\$ 312,663
-Operating Costs	\$ 190,127
-Capital Costs	\$ 16,151
Total	\$ 518,941

SERVICE PROFILE

FTE Positions-	
Telecommunicators	8.5
Other	1
Total Incoming Calls	173,000
Total E-911 Calls Only	11,420
Incoming Highest Priority Emergency Calls	9,954
Total All Dispatches	37,303
Total 911 Dispatches Only	4,368
E-911 Fee?	None
Revenue From E-911 Fee	None
800 MHZ. System?	Yes
# Complaints	4
# Sustained Complaints	2
(Complaints Include Those From Both Citizens & Emergency Responders)	

POLICE PATROL

Explanatory Information for Fiscal Year 1998

A. Service Level and Delivery

The Salisbury Police Department had a total of 77 sworn officers on the payroll as of June 30, 1998. Of these sworn positions, 52 were authorized for patrol and crime prevention, 9 for criminal investigation, and 16 to special functions or administrative duties. No non-sworn personnel are assigned to patrol functions. The City's five canine officers and bicycle patrol officers are included in the patrol function as reported here, as are the officers whose main duties are patrol, but also serve on a special response unit. Also, one patrol officer is assigned to serve the downtown district. None of the officers or non-sworn personnel assigned to other specialized units are included, as their main duties are not patrol-related. Patrol officers work a 2,080 year and a variety of shift schedules, including a 12 hour schedule four days on and four off, and a 10 hour schedule with 5 days on and 3 off. The rotating 12-hour shifts include augmented mid-hour shifts and late shifts that may be moved or changed according to need. The average length of service for patrol officers is 5 years and 4 months. The department utilized 50 marked and 1 unmarked vehicles for the patrol function in 1997-98. Each patrol officer is assigned a vehicle and may take the vehicle home when off duty.

Salisbury has been using incident-based reporting since 1992.

A total of 2,211 UCR Part I crimes were reported by Salisbury in FY 1997-98. Of this total, 184 or 8 percent were crimes against persons, and 2,027 or 92 percent were crimes against property. The 88.1 Part I crimes per 1,000 population reported placed Salisbury slightly below the average of 90.3 reported for all eleven project cities. The city reported that 37,303 incoming calls for patrol services were received during the year. This translates into 1,486 incoming calls per 1,000 population, above the eleven-city average of 1,402 calls. Salisbury's 2.1 patrol officer per 1,000 population was above the average of 1.8 per 1,000 reported for all eleven cities.

Community policing in Salisbury emphasizes problem-solving and proactive policing and collaboration with community groups. While the department has a few officers that are assigned specifically to community policing activities, all officers are expected to be community policing officers.

The Salisbury Police Department is housed in its own main building. There are also three district offices used by the patrol teams.

The department occasionally conducts random citizen surveys about public safety and police effectiveness through handout forms. The last such survey was done in 1996. The department has been accredited since November 1990. There were 49 complaints filed about patrol officers in 1997-98. Internal investigations sustained 3 of these complaints.

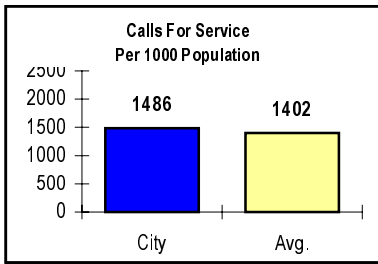
B. Conditions Affecting Service Performance and Costs

Compared to the other project cities, Salisbury has relatively more officers assigned to specialized duties other than patrol or investigations. These specialized units utilize officers whose main duty is patrol on a part-time basis as needed. Additional costs are incurred for specialized equipment needed for these units.

Police Patrol

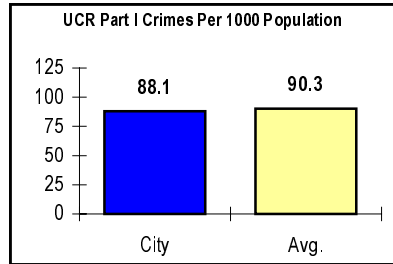
FISCAL YEAR 1998

Quantity/Need Measure



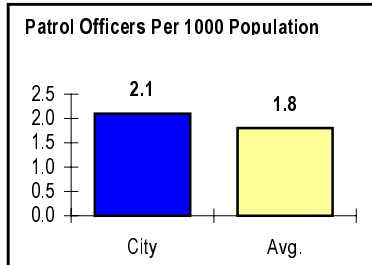
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Need Measure



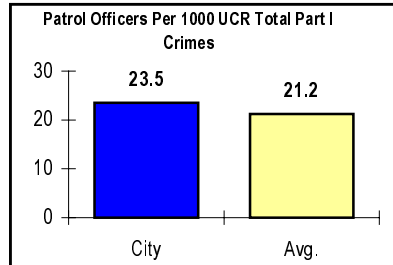
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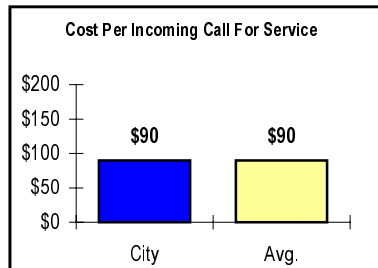
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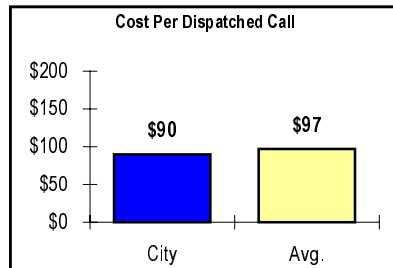
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Efficiency Measure



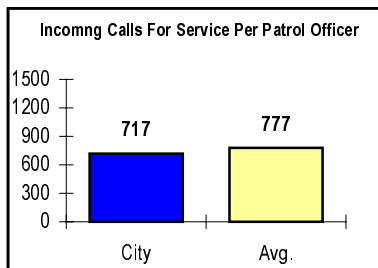
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Efficiency Measure



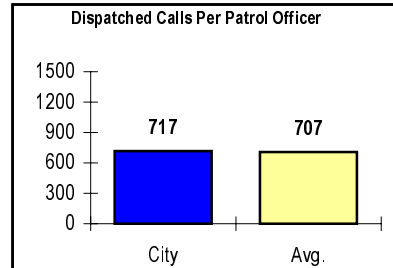
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Efficiency Measure



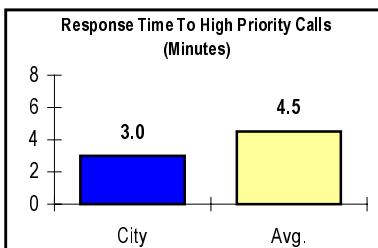
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Efficiency Measure



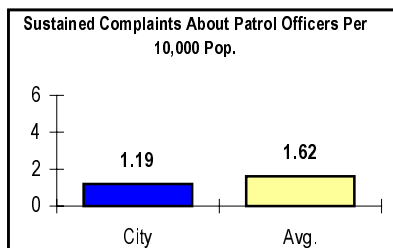
n = 10

Effectiveness Measure



n = 10

Effectiveness Measure



n = 10

CITY PROFILE

Population	25,107
(State Planning As Of 7/96)	
Land Area (Square Miles)	16.4
Persons Per Square Mile	1,531
Avg. Unemployment Rate	2.9%
(NC ESC For County-1/97-12/97)	
Median Family Income	\$49,600
(HUD Estimate For County 4/98)	

UCR Part I Crimes Reported

Crimes Against Persons	
Homicide	6
Rape	20
Robbery	74
Assault	84
Crimes Against Property	
Burglary	423
Larceny	1,487
Auto Theft	104
Arson	13
TOTAL	2,211

UCR Part II Crimes Reptd. 1,680

FULL COST PROFILE

Cost Breakdown By %	
-Personal Services	58.6%
-Operating Costs	32.5%
-Capital Costs	8.9%
TOTAL	100.0%

Cost Breakdown By \$	
-Personal Services	\$ 1,951,432
-Operating Costs	\$ 1,090,159
-Capital Costs	\$ 297,812
TOTAL	\$ 3,339,403

SERVICE PROFILE

FTE Positions-Sworn	52
FTE Positions-Other	0
# Incoming Calls	37,303
# Calls Dispatched	37,303
Community Policing	Yes-12 Yrs.
Sworn Officers-Avg. # Years Service	5.3 Yrs.
Traffic Accidents-DMV 349	1,054
Property Damage-Accidents	\$ 4,314,465

POLICE INVESTIGATIONS

Explanatory Information for Fiscal Year 1998

A. Service Level and Delivery

Police investigators in Salisbury are assigned to cases involving more serious offenses.

The Salisbury Police Department has 9 sworn investigative officers, which is 12 percent of the total 77 sworn officers authorized for the entire department. The number of sworn investigators translates to 3.6 FTE investigator positions per 10,000 population, only slightly below the 3.8 per 10,000 average among all eleven project cities. Also, the city's 4.1 investigators per 1,000 Part I crimes reported is slightly below the 4.3 per 1,000 average among all eleven cities. These investigative positions do not include an evidence or forensics technician who operates under the Police Department's support division. The department does not assign any investigators to drug investigations exclusively. All investigators become involved in drug cases as needed.

Investigators in Salisbury work a 40-hour week, 8:00 a.m. – 5:00 p.m., Monday through Friday, with callback to duty at other times as needed. The average length of service for Police investigators is 11 years 4 months.

Investigators working in the Police Department cleared a total of 89 Part I cases in FY 1997-98. This was 4 percent of the 2,211 Part I cases reported during the year. Salisbury reports that a total of 674 UCR Part I crimes were cleared by arrest or exception by entire the Police Department in 1997-98, which is 30.5 percent of the Part I crimes reported that year and more than twice the 265 Part I cases actually assigned to the criminal investigations division. Of the crimes cleared by the department 134 or about 20 percent were crimes against persons, and 540 or 80 percent were crimes against property.

The City reports that a total of 265 cases were actually assigned to investigations during the year. The 89 Part I cases cleared by investigators represent 34 percent of these assigned cases. When only Part I crimes against persons are considered, investigators cleared 48.4 percent of those assigned to them, slightly below the average for nine reporting cities of 51.7 percent. In Salisbury, only 12 percent of the Part I crimes reported were assigned to investigators.

Salisbury reported that one complaint was received about investigators during FY 1997-98. This complaint was not sustained upon review.

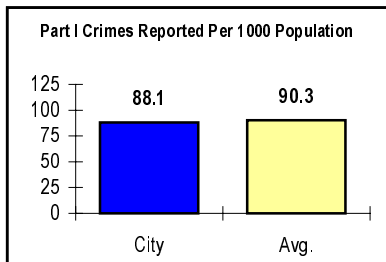
B. Conditions Affecting Service Performance and Costs

In the FY 1995-96 Performance Measurement Study, Salisbury had fewer reported Part I crimes per 1,000 population than the average for the participating cities, and considerably fewer investigators per 10,000 population and per 1,000 reported Part I crimes than the averages. In FY 1997-98, a sworn police officer was transferred out of patrol into the investigations division to correct the relative understaffing of the investigations division.

Police Investigations

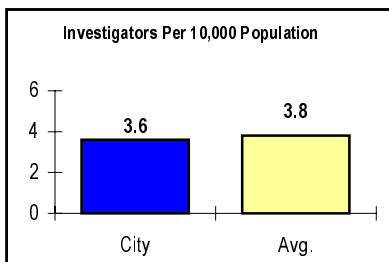
FISCAL YEAR 1998

Need Measure



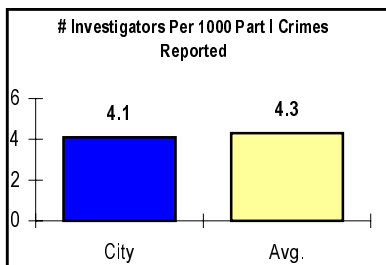
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Quantity/Need Measure



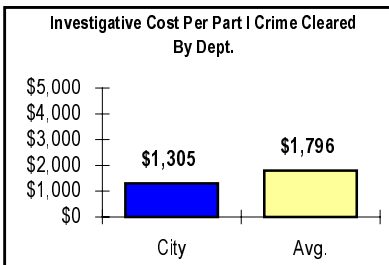
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Quantity/Workload Measure



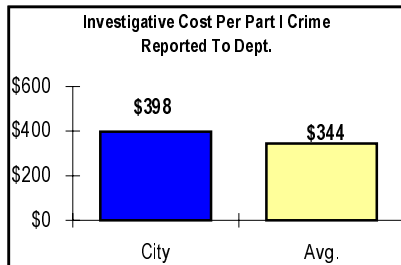
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Efficiency Measure



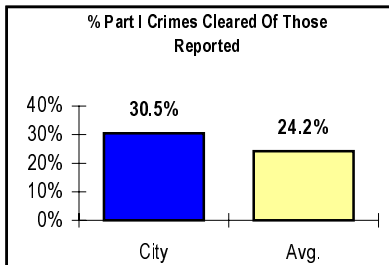
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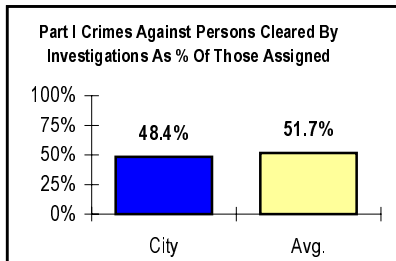
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Effectiveness Measure



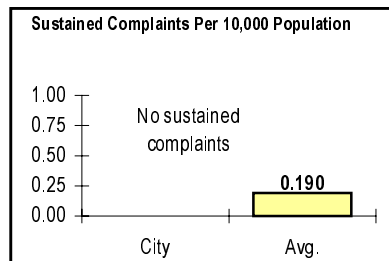
n = 11 **Crimes cleared total for department

Effectiveness Measure



n = 9 *Reflects only cases reported as assigned to investigations

Effectiveness Measure



n = 10 *Data on sustained complaints is based on very small number of complaints.

CITY PROFILE

Population	25,107
(State Planning As Of 7/96)	
Land Area (Square Miles)	16.4
Persons Per Square Mile	1,531
Avg. Unemployment Rate	
(NC ESC For County-1/97-12/97)	2.9%
Median Family Income	
(HUD Estimate For County 4/98)	\$49,600

UCR Part I Crimes Reported

Against Persons	184
Against Property	2,027
TOTAL	2,211

(*See "Patrol" for breakdown)

FULL COST PROFILE

Cost Breakdown By %	
-Personal Services	44.8%
-Operating Costs	48.8%
-Capital Costs	6.4%
TOTAL	100.0%

Cost Breakdown By \$

-Personal Services	\$ 393,949
-Operating Costs	\$ 429,579
-Capital Costs	\$ 56,104
TOTAL	\$ 879,632

SERVICE PROFILE

FTE Positions-Sworn	9
FTE Positions-Other	1

Part I Cases Assigned to Investigations

Against Persons	62
Against Property	203
TOTAL	265

Part I Crimes Cleared by Dept.

Crimes Against Persons	
Homicide	5
Rape	11
Robbery	34
Assault	84
Subtotal	134
Crimes Against Property	
Burglary	91
Larceny	408
Auto Theft	34
Arson	7
Subtotal	540
TOTAL	674

[Click here to move to Section 14](#)



**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR
BEGINNING JULY 1, 1999, AND ENDING JUNE 30, 2000.**

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, 1999, and ending June 30, 2000, 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	\$ 90,170
Management and Administration	657,977
Human Resources	583,689
Information Technologies	894,167
Finance	829,927
Purchasing	165,175
Community Development	822,555
Development Services	353,541
Office Buildings	261,279
Plaza	223,766
Police Services	1,347,390
Police Administration	304,246
Police Operations	3,083,285
Police Investigations	637,516
Fire Department	3,134,413
Telecommunications	299,382
Traffic Operations	481,254
Street Lighting	303,255
Transportation	160,282
Engineering	1,012,814
Public Services - Administration	188,651
Streets	1,950,106
Cemetery	184,782
Waste Management	1,417,155
Landscape Operations	554,232
Hurley Park	89,606
Parks and Recreation	1,628,980
Fleet Management	559,054
Education	42,342
Debt Service	<u>795,980</u>
 TOTAL GENERAL FUND	 <u>\$ 23,056,971</u>

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

Water and Sewer Debt Service	\$ 3,111,562
Utilities Mgt. and Administration	2,649,714
Water Resources	832,948
Water and Sewer Maint and Const	3,188,678
Technical Services	418,832
Wastewater Treatment	1,508,332
Meter Services	393,173
Facilities Maintenance	<u>1,382,747</u>
 TOTAL WATER AND SEWER FUND	 <u>\$ 13,485,986</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

\$ 473,685

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

\$ 1,348,450

- (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

\$ 294,696

- (6) That for the 1999-00 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

\$ 563,000

- (7) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and downpayment assistance, the sum of

\$ 148,500

Section 2. Revenue Estimates.

- (1) The City Council has and does estimate that the following revenues will be available during the fiscal year beginning July 1, 1999, and ending June 30, 2000:

General Fund:	
Taxes	\$ 12,849,675
Licenses and permits	469,275
Intergovernmental	5,211,531
Charges for services	1,586,560
Miscellaneous	1,530,070
Administrative charges	<u>1,409,860</u>
Total revenues	<u>\$ 23,056,971</u>

Water and Sewer Fund:	
Charges for services	\$ 12,772,226
Nonoperating revenues	413,760
Other financing sources	<u>300,000</u>
Total revenues and other financing sources	<u>\$ 13,485,986</u>

Transit Fund:	
Charges for services	\$ 79,000
Intergovernmental revenues	223,683
Miscellaneous	10,000
Other financing sources	<u>161,002</u>
Total revenues and other financing sources	<u>\$ 473,685</u>

General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,128,778
Miscellaneous	56,000
Other financing sources	<u>163,672</u>
Total revenues and other financing sources	<u>\$ 1,348,450</u>

Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 277,696
Miscellaneous	<u>17,000</u>
Total revenues and other financing sources	<u>\$ 294,696</u>

Special Revenue Funds:	
Entitlement Fund	
Intergovernmental revenue	\$ 413,000
Miscellaneous	<u>150,000</u>
Total revenue	<u>\$ 563,000</u>

Rental Rehab:	
Miscellaneous	\$ 148,500
Total revenue	<u>\$ 148,500</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, 1999, 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)

-- \$.57

Municipal Service District:

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

-- \$.16

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$1,687,650,000 for General Fund purposes.

Section 4. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 1999, added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 5. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 6. The amount budgeted as Plaza Contingency Reserve for the Plaza shall be set aside in Fund Balance at year-end and added to the balance named as Designated for Plaza Capital Replacement.

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

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

	Fee
ADMINISTRATION	
Sale of Salisbury Code of Ordinances-hardback binder	\$60
Sale of Salisbury Code of Ordinances-softback binder	\$35
Picket Permits	\$25
Pool Hall Permits	\$100
LAND MANAGEMENT & DEVELOPMENT	
<i>Development Services</i>	
Standards Manual (includes zoning and subdivisons)	\$20
Permit for demolition	\$20
Permit for moving	\$20
Group Developments:	
Residential involving four or more units	\$200 + \$6/unit
Nonresidential	\$500
Irrigation Connections:	
3/4" Inside City Limits	\$212.50
1" Inside City Limits	\$287.50
3/4" Outside City Limits	\$250
1" Outside City Limits	\$325
Zoning Board of Adjustment:	
Administrative review	\$100
Appeals	\$100
Conditional uses (except \$10 for renewals of annual events)	\$150
Special exceptions	\$150
Variances	\$150

Zoning Fees:

Base fee of \$150 PLUS: (A) Level of change +\$30 - \$150
 (B) Size of property +\$0 - \$100 (C) Number of lots +0 - \$100

(A) Level of change:

Level I: Residential - Single & Two-family

- A-1 Agricultural (low density single family residential)
- R-20 Single family residential
- R-15 Single family residential
- R-8 Single family residential
- LR-6 Limited two family residential
- R-6 Two family residential
- SFC Single family conservation

Level II: Residential - Multi-family

- R-6A Multi-family residential
- RD-A Residential Development "A"
- RD-B Residential Development "B"

Level III: Office Institutional & Related Classes

- B-1 Office institutional
- LOI Limited office institutional
- PSP Public/semi-public
- CU College & University

Level IV: Commercial - Low & Medium Intensity

- B-2 Retail business ("old" shopping center district)
- B-CS Convenience service business
- B-5 Central business (downtown)
- B-7 Limited business ("new" shopping center district)

Level V: Commercial - High Intensity

- B-RT Retail trade
- B-4 Highway business
- B-6 General business

Level VI: Industrial

- LLI Limited light industrial
- LLI-2 Limited light industrial-2
- M-1 Light industrial
- M-2 Heavy industrial

Fee for change request within the same level	Add \$30
Change from Level I to Level II	Add \$30
Change from Level I to Level III	Add \$60
Change from Level I to Level IV	Add \$90

	Fee
Change from Level I to Level V	Add \$120
Change from Level I to Level VI	Add \$150
Change from Level II to Level III	Add \$30
Change from Level II to Level IV	Add \$60
Change from Level II to Level V	Add \$90
Change from Level II to Level VI	Add \$120
Change from Level III to Level IV	Add \$30
Change from Level III to Level V	Add \$60
Change from Level III to Level VI	Add \$90
Change from Level IV to Level V	Add \$30
Change from Level IV to Level VI	Add \$60
Change from Level V to Level VI	Add \$30
Fee for downzoning request is also based on the change in levels as above	
(B) Size of property (in number of acres):	
Under one acre	\$0
1 - 4 acres	\$20
4 - 10 acres	\$40
10 - 20 acres	\$60
20 - 50 acres	\$80
More than 50 acres	\$100
(C) Number of lots:	
One lot	\$0
2 - 3 lots	\$20
4 - 6 lots	\$40
7 - 10 lots	\$60
11 - 20 lots	\$80
More than 20 lots	\$100
Overlay Districts	
For requested overlay district, includes	\$30
HA -- Historic; GD-A - General Development;	
HD - Higher Density Residential; MH - Mobile Home	
<i>Engineering</i>	
Street & alley closings filing fee	\$500
Exception plat	\$20
Minor plat	\$30 per lot
Preliminary plat	\$200 + \$10/lot
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20
On vellum up to 4 ft in length	\$10
Of the 1200 ft scale city map	\$2
Of the 600 ft scale city map	\$10
Of the zoning map	\$25
Of pages from the zoning atlas	\$5
To overlay originals	\$5

	Fee
POLICE	
Copies (No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	\$0.10 per copy; minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Taxi permits - one time only	\$15
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
FIRE	
Reinspection (for violation correction)	\$30
Fireworks Stand-by	\$100
Firewatch Stand-by	\$100
Assembly Stand-by	\$25
Permits:	
Fireworks	\$130
Cutting and Welding (In non-approved areas)	\$25
Burning	\$35
HazMat Operations	\$100
HazMat Storage (as per Tier 11)	\$120
Tent Permits (Funeral Homes and tents less than 120 sq. ft. exempt)	\$40
Plans Review	\$25 + \$1 per 5,000 sq. ft.; \$30 max.
HazMat/Material Recovery	Actual Cost including equipment
Private Hydrant Testing/Maintenance	\$30 per unit
Tank Installation/Removal Inspection	\$50
Fire Flows	\$200
Copies of Reports (First report is free to victims)	\$0.10 per copy; minimum of \$1; \$1 extra for mailing
PUBLIC SERVICES	
<i>Traffic Operations Division</i>	
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$35/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour
<i>Street Division</i>	
Cut & remove existing curb & other material	\$3 LF
Cut & remove existing sidewalk (up to 5 ft wide)	\$3 LF
6-inch x 18-inch concrete curb & gutter	\$6.50 LF
6-inch x 24-inch concrete curb & gutter	\$7 LF
6-inch x 30-inch concrete curb & gutter	\$8 LF
24-inch concrete valley gutter	\$6.50 LF
2 ft driveway lip only	\$8 LF

	Fee
6-inch x 2 ft driveway lip with gutter	\$15 LF
6-inch x 5 ft driveway lip with gutter	\$20 LF
4-inch concrete sidewalk	\$16 SY
6-inch concrete driveway to include area behind driveway lip to back of sidewalk	\$17 SY
Miscellaneous concrete patch	\$75 CY
Miscellaneous asphalt patch	\$20 SY
Install storm drain on right-of-way (adjacent owner purchases pipe)	\$3 LF
Limbs and cuttings exceeding truck load of 1 1/2 tons by volume	\$75
<i>Cemetery</i>	
Burial-adult	\$550
Burial-infant	\$350
Disinterment	\$550
Interments - two--one grave-adult	\$600
Interments - two--one grave-infant	\$450
Interment - Crematory remains	\$325
Interment - Mausoleum	\$300
Interment - non-City registrations	\$125
Funeral processions entering cemetery after 4:00 P.M. weekdays	\$100
Funeral processions entering cemetery on weekends and holidays	\$200
Monument installation permit	\$20
<i>Cemetery Lot Fee Schedule:</i>	
Chestnut Hill - adult, City resident	\$500
Chestnut Hill - adult, non-City resident	\$700
Chestnut Hill - infant, City resident	\$275
Chestnut Hill - infant, non-City resident	\$325
Memorial Park - adult, City resident	\$500
Memorial Park - adult, non-City resident	\$700
Memorial Park - infant, City resident	\$275
Memorial Park - infant, non-City resident	\$325
Oakwood - adult, City resident	\$500
Oakwood Park - adult, non-City resident	\$700
Oakwood Park - infant, City resident	\$275
Oakwood Park - infant, non-City resident	\$325
<i>Landscape</i>	
Nuisance abatement	Mobilization fee \$125 + \$50 for every hour or portion thereof
Hanging of banners	\$150 each
Cooperative tree planting on public right-of-way	Actual cost of tree
Temple Gazebo rental	\$100 security deposit; \$50 refundable
Hurley Park Gazebo rental	\$100 security deposit; \$50 refundable

	Fee
Robertson Eastern Gateway	\$100 security deposit; \$50 refundable
Bell Tower	\$100 security deposit; \$50 refundable
<i>Solid Waste</i>	
Collection in excess of 4 large pieces of furniture per week	\$10
Bagged trash exceeding 10 bags per week	\$5 per bag
Unbagged trash (non-yard waste)	\$5 per 40 gallon; by volume
<i>Fleet Management</i>	
Repair of Rowan Transit System Fleet	Actual Cost
Repair of Hazardous Material Van - labor	\$30/hour
Repair of Hazardous Material Van - parts & sublet	Actual Cost
Repair of Hazardous Material Van - service call	\$25
<i>Transit</i>	
Individual Fares:	
Regular	\$0.60
Reduced (Handicapped & Senior Citizens)	\$0.50
Regular Zone	\$0.60
Reduced Zone	\$0.50
Transfers	\$0.10
40 Ride pass:	
Regular	\$20
Reduced	\$16
ADA Paratransit System (all fares)	\$2
PARKS & RECREATION	
Civic Center	
Multi-purpose room & kitchen - for first eight hours each day, after eight hours - \$75/hour:	
Non-profit organizations	\$300 + \$100 deposit
Non-profit organizations fund-raiser	\$400 + \$100 deposit
For profit organizations	\$665 + \$100 deposit
Multi-purpose room, small room & kitchen - for first eight hours each day, after eight hours: \$75/hour:	
Non-profit organizations	\$335 + \$100 deposit
Non-profit organizations fund-raiser	\$435 + \$100 deposit
For profit organizations	\$700 + \$100 deposit
Small meeting room only (per hour):	
Non-profit organizations	\$40 + \$25 deposit
Non-profit organizations fund-raiser	\$55 + \$25 deposit
For profit organizations	\$90 + \$25 deposit
City Park	
Arts & craft room:	
Non-profit function	\$30/first hr + \$15 each additional hr
For profit function	\$40/first hr + \$30 each additional hr

Fee

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

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

Miller Center

Arts & craft room:
 Non-profit function \$20/first hr + \$10 each additional hr
 For profit function \$30/first hr + \$20 each additional hr

Multi-purpose room:
 Non-profit function \$40/first hr + \$20 each additional hr
 For profit function \$60/first hr + \$40 each additional hr

Meeting room:
 Non-profit function \$20/first hr + \$10 each additional hr
 For profit function \$30/first hr + \$20 each additional hr

Hall Gym & Lincoln Pool

Non-profit function \$25/hr
 For profit function \$50/hr

Parks

Shelter permit application fee (effective January 1, 1999) \$5

TELECOMMUNICATIONS

Dispatch service:
 Cost per unit \$10
 Surcharge per radio for companies with less than 25 radios \$4
 Secure Conversation \$5
 Interconnect Service - Telephone \$24
 Interconnect Service - Telephone/Hark Number \$25
 One-time hook-up (per radio) \$25
 Pager System Usage Fee:
 Numeric or Alphanumeric \$15
 One time hookup charge \$10
 Alphamate terminal \$15
 If agency uses on PC to page with \$7

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

	Fee
Set of Bid Documents, each	\$50
Utility Location Maps	
Paper Document	\$15
Digital Format	
Diskette, each	\$5
CD Disk, each	\$10
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20
On vellum up to 4 ft in length	\$10

OTHER FEES:

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

FINANCE:

Accounts Receivable (30 days past-due)	1.5% per month
Privilege License Gross Sales Schedule:	
Sales not exceeding \$10,000	\$15
More than \$10,000 and not more than \$20,000	\$30
More than \$20,000 and not more than \$30,000	\$45
More than \$30,000 and not more than \$40,000	\$60
More than \$40,000 and not more than \$50,000	\$75
More than \$50,000 and not more than \$60,000	\$90
More than \$60,000 and not more than \$70,000	\$105
More than \$70,000 and not more than \$80,000	\$120
More than \$80,000 and not more than \$90,000	\$135
More than \$90,000 and not more than \$100,000	\$150
More than \$100,000	\$150 plus, per \$1,000 or portion thereof in excess of \$100,000 @ \$0.225
Manufactures cap	\$3,000
Wholesalers and Retailers cap	\$3,000

All privilege licenses other than gross sales are calculated at maximum State allowed rate.

**SCHEDULE A
CASH DEPOSITS**

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

- | | |
|--|-------|
| (a) Domestic consumer of water and/or dischargers of sewage
Residential owner-occupants including single family townhouses
and condominiums shall be exempted. | \$50 |
| (b) Commercial, industrial, and institutional recipients
Local, state, and federal governments or agencies thereof shall be exempted. | \$150 |
| (c) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry. | |
| (d) Deposits shall be returned at termination of service less any unpaid rates and charges. | |

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

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- | | |
|---|--------------|
| (a) Three-fourths-inch water meter and tap and backflow prevention device | \$425 |
| (b) One-inch water meter and tap and backflow prevention device | \$575 |
| (c) Services larger than one inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at then prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code). | |
| (d) Four-inch sewer connections | \$450 |
| (e) Sewer service larger than four-inch, both inside and outside City shall be charged on the basis of labor, materials, equipment and overhead costs at then prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code). | |
| (f) Reconnection fee for non-payment during business hours | \$20 |
| Reconnection fee for non-payment after business hours | \$75 |
| (g) Turn on or off during business hours; shall be applied to utility bill if not prepaid | \$30 |
| Turn on or off after hours; shall be applied to utility bill if not prepaid | \$75 |
| (h) Testing meter if delivered to city facilities (per test) | \$7 |
| (i) Field testing of meters: First test is free and each additional test within twelve months | \$25 |
| (j) Unauthorized use of fire protection system | \$100 |
| (k) Fire protection system testing (per test) | \$50 |
| (l) Meter reinstallation charge (per meter) | \$25 |
| (m) Water or sewer connection inspection fee (per connection) | \$20 |
| (n) Should a property owner replace an existing service line with a larger one, the charges scheduled above will apply in full. | |
| (o) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and underpayments will be invoiced to the developer by the City. | |
| (p) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be twenty dollars (\$20). This amount shall be applied to current utility bill, along with amount of the unpaid check. | |
| (q) Lateral transfer fee | \$450 |
| (r) Direct debit credit | \$1/Month |
| (s) Recycling fee | \$1.44/Month |
| (t) Rowan County landfill fee | |
| (1) Residential (per unit) | \$2.96/Month |
| (2) Commercial (per unit) | \$5.53/Month |
| (3) Container (per cubic yard) | \$5.05/Month |
| (u) Waste collection fee | |
| (1) Commercial (per unit) | \$8/Month |
| (2) Container (per container) | \$10/Month |

**SCHEDULE C
WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code, effective July 1, 1999.

Monthly Water Rates:

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

Volume charge per 100 cubic feet:

Raw water	\$0.30
Finished, potable water	\$1.71

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

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots at the central fire station. Such purchases, which shall be made at the business office, shall be conditioned upon an advance payment of sixty dollars (\$60.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities and fire departments at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of sixty dollars (\$60.00).

**SCHEDULE E
SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code, effective July 1, 1999.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$3.89
	1" =	\$5.63
	1-1/2" =	\$8.53
	2" =	\$12.01
	3" =	\$23.03
	4" =	\$39.27
	6" =	\$75.23
	8" =	\$141.93
	10" =	\$196.38

Volume charge per 100 cubic feet	\$2.10
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**SCHEDULE F
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of eighty-four dollars and twenty-nine cents (\$84.29) 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 twenty dollars and ninety-two cents (\$220.92) 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 seven-hundred ninety-two dollars and thirty-three cents (\$792.33) per one thousand pounds.
- (d) Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of twenty-eight dollars (\$28.00) per two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

**SCHEDULE H
ACREAGE CHARGE**

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

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

**SCHEDULE J
FRONTAGE CHARGES**

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

- (a) Effective July 1, 1990, the City shall collect eight dollars and fifty cents (\$8.50) per front foot for sewer connections and six dollars and fifty cents (\$6.50) per front foot for water connections.

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

[Click here to move to Section 15](#)

GLOSSARY OF TERMS

ACCRUAL ACCOUNTING: A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, a revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

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

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

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

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

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

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

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

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

BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN): The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

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

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

CAC: Acronym for Community Appearance Commission.

CAPITAL EQUIPMENT: Vehicles, equipment, software, and furniture purchased by the City which individually amount to a value in excess of \$500 and an expected life of more than one year.

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

CAPITAL IMPROVEMENTS BUDGET: The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

CAPITAL IMPROVEMENTS PROGRAM (CIP): The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period.

CAPITAL OUTLAY: A classification consisting of Capital Equipment and Capital Improvement.

CAPITAL RESERVE FUND: A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund and Water and Sewer Fund operations. Amounts based on the type, estimated life, and replacement cost of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies and Purchasing Divisions.

CLG: Acronym for Certified Local Government.

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

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

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

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

FIXED ASSETS: Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment.

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

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

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

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

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

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

GENERAL OBLIGATION (G.O.) BONDS: Debt issued by the City, repayment of which is backed by full taxing power.

GEOGRAPHIC INFORMATION SYSTEM (GIS): A project which will link the City to a city-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by City departments.

GFOA: Acronym for Government Finance Officers Association.

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

HPC: Acronym for Historic Preservation Commission. One of the Boards and Commissions funded by the City. This Commission encourages designations of local historic districts within the City limits.

INVESTMENT REVENUE: Revenue earned on investments with a third party. The City uses a pooled cash system. We pool cash from all funds and invest it in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

IRT: Acronym for Involvement and Response Team. A system for empowering all employees into functional decision-making teams for operational improvements.

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

ISTEA: Acronym for Intermodal Surface Transportation Efficiency Act.

LEASE PURCHASE: Method of financing used for the acquisition or improvements. Title to the property transfers to the City at the expiration of the lease terms.

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

MPO: Acronym for Master Police Officer.

NCDOT: Acronym for North Carolina Department of Transportation.

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

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

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

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

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

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

PROPERTY TAXES (AD VALOREM TAXES): Taxes paid by those owning property in the City. These taxes are based on assessed value.

RESERVE: A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

RESOURCES: Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

RETAINED EARNINGS: Amounts representing monies which remain unspent after payment of all expenses.

REVENUE: Income received from various sources used to finance government services; for example, sales tax revenue.

REVENUE BONDS: Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

SERVICE LEVEL: Measurement of services provided by the City to the public.

WWTP: Acronym for Wastewater Treatment Plant.

