

THE CITY OF  
**Salisbury**  
— North Carolina —

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*Adopted Budget  
Fiscal Year Ending June 30, 2020*

# CITY OF SALISBURY NORTH CAROLINA

**2019-2020 BUDGET**  
For the Year Ending June 30, 2020



## MAYOR AND CITY COUNCIL

**Al Heggins - Mayor**

**David B. Post - Mayor Pro-tem**

**Karen Kirks Alexander**

**Tamara Sheffield**

**William B. Miller**

## CITY OFFICIALS

**W. Lane Bailey**  
City Manager

**Zack Kyle**  
Assistant City Manager

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Salisbury  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morrill*

Executive Director

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

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2018 (Fiscal Year 2018-2019).

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

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

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FY 2019-20 BUDGET  
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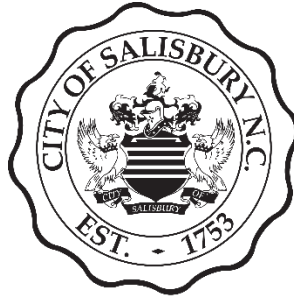


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# Budget Message

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May 21, 2019

**BUDGET MESSAGE FISCAL YEAR 2019-20**

**July 1, 2019 – June 30, 2020**

Mayor Heggins and City Council:

I am pleased to present you with my recommended budget for FY19-20. The County conducted a revaluation this year which provided an increase in property values, but significant projects and increased personnel costs have required use of the projected growth in revenue. With the addition of positions to Police and Fire, adjustments to salaries in Public Services, and the first of four state mandated increases to the retirement system, our personnel costs increased \$2,024,082 from FY19. The first year of the lease with Hotwire Communications for our broadband system has been challenging, but we remain positive that as Hotwire Communications completes transition of the utility, the revenue will continue to improve. We have reduced the General Fund contribution to the Broadband Fund by \$600,000. Although we were able to reduce the contribution to the Broadband Fund, the contribution to the Transit Fund has increased by \$285,742. With the recent property revaluation raising the value of the tax base, a revenue neutral tax rate would be \$0.6734; however, because of increased personnel costs and to provide an adjustment for last year's tax billing transposition, I am recommending a rate of \$0.7127 which is above revenue neutral but a slight decrease from the current rate of \$0.7196. This will allow us to maintain existing services at current levels. ATTACHMENT A shows the value of one cent in neighboring communities and the impact of the proposed tax rate on a home valued at \$100,000 in Salisbury.

**GENERAL FUND EXPENDITURES**

The General Fund budget includes the increase in the number of Police and Fire positions added during the past year. Salaries were also adjusted in our Fire and Public Services Departments to bring employees' salaries to a living wage. The proposed budget includes the following new positions:

- Project Manager – Engineering
- Traffic Signal Technician
- Four Police Officers
- Victim Advocate
- Crime Analyst
- Part-time Nuisance Abatement Officer
- Part-time Downtown Officer
- Nine SAFER Grant Fire Department Positions

This year, I am recommending a Cost of Living Adjustment (COLA) of 1.6% for all employees, and a 1.4% average merit increase for employees whose evaluations reflect their commitment to exceptional service. This is in an effort to compensate employees at rates that reflect inflation while also continuing to seek innovative solutions to recognize and retain high quality employees.

Our General Fund balance is above average because of sound financial management in previous years, and we are currently at approximately 35%. This is well above the Local Government Commission minimum requirement of 8%. This provides us with the ability to appropriate a portion of the General Fund balance to move forward with several large projects while still maintaining a healthy Fund Balance. The large projects include:

- \$350,000 Bell Tower Green Downtown Park
- \$200,000 Dixonville Cemetery
- \$100,000 Fire Station 3 reimbursement with future debt
- \$350,000 City Park Lake Dredging
- \$270,000 Plaza Roof Project
- \$135,000 Plaza Waterproofing
- \$366,940 Roof and HVAC Replacements
- \$50,000 Completion of Phase 1 MUNIS Financial Software
- \$291,606 CMAQ Local Match – Newsome Road Bike Lanes
- \$193,000 CMAQ Local Match – Salisbury Mall Sidewalk
- \$35,000 CMAQ Local Match – Brenner Avenue Sidewalk
- \$50,000 CMAQ Local Match – Grants Creek Greenway
- \$47,000 CMAQ Local Match – Old Concord Road Sidewalk
- \$85,000 Main Street Traffic Calming

Solid Waste has become a challenge due to the instability of the markets for recyclables. Salisbury is one of the few municipalities in the region whose curbside collection program includes waste, single stream recycling, and limb and yard waste. For the curbside collections program to continue to be self-sustaining, I recommend a fee increase of \$2 per month, from \$16.12 to \$18.12, for residential curbside collection sites with one waste container and one recycling container. The proposed increase for commercial rates is an average \$2.50 per month. The current rate for commercial customers who do not participate in recycling will change from \$17.62 to \$19.62. The rate for commercial customers who do participate in the recycling program will change from \$21.65 to \$24.15. The revenue generated from the fee increase will keep a full cost recovery for the program.

The Municipal Service District (MSD) has a separate tax rate of \$.176, and I recommend maintaining the current rate. This will generate \$12,000 in additional revenues over a revenue neutral rate of \$.163 that can be used in the District to promote substantial projects such as the Empire Hotel.

## **WATER/SEWER UTILITY FUND**

Salisbury-Rowan Utilities (SRU) remains committed to its mission to provide high quality water and wastewater service to our customers throughout Rowan County while providing excellent customer service to our rate payers and our community.

Water and wastewater infrastructure and treatment facilities continue to age and require regularly scheduled maintenance and replacement. SRU continues to implement the 10-year Capital Improvement Plan (CIP) that will adequately fund infrastructure needs while maintaining competitive rates in our region. Complementing the CIP is a newly implemented asset management program for water and wastewater treatment facilities.

The effluent pump station and headworks replacement project at the Grant Creek wastewater treatment facility, as well as the Crane Creek sewer lift station and force main improvements project will both be under construction later this year. SRU also completed the implementation of the AMI (Advanced Metering Infrastructure) project in 2018. This allows all customers' water usage to be accurately metered and equitably billed, and with AMI, customers have the ability to monitor water usage via EyeOnWater, a free web-based customer service tool.

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

Although we strive to maintain fair and equitable rates for our consumers, it is extremely challenging to treat our water and wastewater while still meeting required regulations and delivering excellent service. As a result, I am recommending a 1.6% water and sewer increase based on the Consumer Price Index for urban consumers for the South Region (CPI-U). An average monthly residential water and sewer utility bill, for a customer using 5,000 gallons, would be \$70.86 (an increase of \$1.11 or less than \$0.04 per day). A chart of rate comparisons within the region and/or similar-sized utilities is included in ATTACHMENT B.

## **STORMWATER FUND**

Last year Council approved restructuring the stormwater fees to provide a more equitable distribution of fees between our residential and non-residential customers. The change has worked well and provided a relief for residential property owners while providing funds for stormwater projects to reduce flooding and pollution to maintain compliance with our existing NPDES permit. One of the larger stormwater projects in the proposed budget is the Sunset Drive Project budgeted at \$227,000.

## **FIBRANT FUND**

Salisbury is one of the first broadband utilities in North Carolina to enter a public/private partnership for lease of its utility. Our broadband network is a community asset and we look forward to partnering with Hotwire Communications to improve our financial position. The recommended budget includes \$300,000 in principal debt payment toward the inter-fund loan to the Water & Sewer Fund, plus 1% interest. The General Fund contribution has been reduced by \$600,000 to \$2.4 million in FY2019-20. We anticipate the contribution to be reduced each year until it reaches \$1.5 million where it is anticipated to remain flat until the debt matures in 2029.

## **TRANSIT FUND**

A Transit Master Plan was recently presented to Council with several options for routes and vehicles. While the majority of funding for Transit is provided through Federal Grants and State Grants, the General Fund contribution for FY20 is \$633,564, an increase of \$285,742. Additional discussions are needed regarding the Transit Master Plan, particularly the service areas and fee recovery for areas outside of the city limits.

In closing, I want to thank the Management Team and staff for their assistance in preparing this year's budget. I would especially like to thank Finance Director Shannon Moore and Budget & Senior Management Analyst Anna Bumgarner for their hard work in preparing this budget. Our Management Team is committed to working with you to develop a budget that meets the needs of our community and the goals of City Council.

Respectfully Submitted,



W. Lane Bailey  
City Manager

**ATTACHMENT A – GENERAL FUND**

Impact of Tax Rate on a \$100,000 home

**Proposed Property Tax Rate Change**

<u>Example</u>	<u>Tax Rate</u>	<u>Annual Tax Impact (Average House)</u>
Current City Property Tax Rate	0.7196	\$719.60
Revenue Neutral Tax Rate	0.6734	\$673.40
Recommended Tax Rate	0.7127	\$712.70

Value of 1 cent based on 2018 CAFR:

Statesville	\$277,608	
<b>Salisbury</b>	<b>\$302,715</b>	FY20 Budget
Kannapolis	\$394,750	
Mooresville	\$621,336	
Concord	\$1,007,656	

**ATTACHMENT B – SALISBURY-ROWAN UTILITIES**

	<u>Municipality</u>	<u>Service Population</u>	<u>No. of Water Connections</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
1	Town of East Spencer	1,775	699	\$57.13	\$68.15	\$125.28
2	Town of Landis (Electric City)	3,100	1,551	\$56.75	\$66.60	\$123.35
3	OWASA	83,300	21,000	\$39.91	\$45.29	\$85.20
4	City of Thomasville - Inside Rate	26,418	10,525	\$34.90	\$49.30	\$84.20
5	City of High Point - Inside Rate (Electric City)	112,201	42,445	\$29.02	\$48.74	\$77.76
6	City of Lincolnton - Inside Rate	12,320	5,959	\$29.99	\$46.97	\$76.96
7	City of Wilson - Inside Rate	51,088	21,862	\$34.60	\$41.82	\$76.42
8	City of Kannapolis – Inside Rate	51,254	20,188	\$37.70	\$34.05	\$71.75
9	<b>Salisbury-Rowan Utilities (proposed)</b>	<b>53,942</b>	<b>21,097</b>	<b>\$30.82</b>	<b>\$40.03</b>	<b>\$70.86</b>
10	Town of Mooresville - Inside Rate	38,003	14,962	\$27.81	\$40.79	\$68.60
11	City of Lexington – Inside Rate (Electric City)	18,931	8,368	\$27.23	\$36.60	\$63.83
12	Charlotte Water	954,644	279,609	\$19.56	\$42.92	\$62.48
13	City of Concord - Inside Rate (Electric City)	99,352	39,182	\$30.84	\$31.49	\$62.33
14	City of Statesville – Inside Rate (Electric City)	25,712	12,865	\$23.45	\$37.43	\$60.88
15	City of Lenoir - Inside Rate	21,344	9,800	\$23.62	\$24.30	\$47.92
16	City of Albemarle – Inside Rate (Electric City)	16,000	7,111	\$21.84	\$20.20	\$42.04
* Information obtained from UNC Environmental Finance Center (FY18-19)						
* Rates based on 5,000 gallons (approx. 6.68 billing units)						
* All communities are shown at current rates; projected rate increases are unknown						
<b>Proposed rate increases (FY20):</b>						
OWASA = 5%						

## **ADDENDUM**

### **FY2019-2020 ADOPTED BUDGET**

On May 21, 2019, the City Manager presented a balanced FY2019-2020 Budget proposal totaling \$83,170,642 for all funds.

The public hearing, as required by N.C.G.S. 159-12, was held on June 4, 2019. One citizen spoke regarding the funding for resurfacing tennis courts and building separate pickle ball courts by using fund balance or leaving tax rate the same. The City held a budget work session on June 11, 2019.

The City Council adopted the FY2019-2020 budget on June 18, 2019, with the following changes to the recommended budget presented by the City Manager:

#### **ADDITIONS:**

Add \$208,000 in General Fund – Current Year Tax Revenues

Add \$95,000 in General Fund Special Projects Expenses for RSSS

Add \$75,000 in General Fund Special Project Expenses for Economic Development

Add \$38,000 in General Fund Contingency Expenses

The final adopted FY2019-2020 Budget for all funds totals \$83,378,642.

The full transcript of the budget discussions and public hearings can be read at:

<http://salisburync.gov/Government/City-Council/Minutes-and-Agendas>

The adopted budget can be reviewed at:

<http://salisburync.gov/Government/Financial-and-Business-Services/Budget>

**EXHIBIT 1  
CITY OF SALISBURY  
SPECIAL PROJECTS FOR FY2019-20**

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>CITY COUNCIL</b>				
LDO Codification	\$ 12,000	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	\$ 12,000	\$ 10,000	\$ 10,000	\$ -
<b>MANAGEMENT &amp; ADMINISTRATION</b>				
Citizens Academy	\$ 8,500	\$ 7,000	7,000	\$ -
Executive Development	6,000	5,000	5,000	-
United Way Day of Caring	2,000	2,000	2,000	-
Community Engagement	4,500	4,500	4,500	-
Total Special Projects	\$ 21,000	\$ 18,500	\$ 18,500	\$ -
<b>DOWNTOWN DEVELOPMENT</b>				
NC Certified Retirement Community	\$ 17,000	\$ 5,000	\$ 5,000	\$ -
Total Special Projects	\$ 17,000	\$ 5,000	\$ 5,000	\$ -
<b>FINANCIAL SERVICES</b>				
Software - MUNIS	\$ 130,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	\$ 130,000	\$ 50,000	\$ 50,000	\$ -
<b>POLICE - SUPPORT SERVICES</b>				
Rowan County Telecommunications Pymnt 7 of 10	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
<b>POLICE - SUPPORT SERVICES - CID</b>				
Digital Forensic Evidence Exam Station	\$ 4,195	\$ -	\$ -	\$ -
Total Special Projects	\$ 4,195	\$ -	\$ -	\$ -
<b>POLICE - ADMINISTRATION</b>				
Community Classroom	\$ 5,000	\$ 3,500	\$ 3,500	\$ -
Additional Duty Pay	87,550	-	-	-
Workout Equipment Replacements	7,500	-	-	-
Quartermaster Module	9,050	-	-	-
Downtown Events Officer	20,000	-	-	-
Nuisance Abatement Liaison	20,000	-	-	-
Total Special Projects	\$ 149,100	\$ 3,500	\$ 3,500	\$ -
<b>POLICE - FIELD OPERATIONS</b>				
Ballistic Vest Replacement	\$ 13,300	\$ 13,300	\$ 13,300	\$ -
Replacement of 2 Radar Units	4,000	-	-	-
Total Special Projects	\$ 17,300	\$ 13,300	\$ 13,300	\$ -
<b>FIRE ADMINISTRATION</b>				
MSA Altair 5X gas monitors	\$ 7,900	\$ -	\$ -	\$ -
Firefighter Personal Protective Equipment	76,700	46,399	46,399	-
Level III Tactical & Ballistic First Responder Vest	22,418	-	-	-
Total Special Projects	\$ 107,018	\$ 46,399	\$ 46,399	\$ -



GENERAL FUND	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
<b>ENGINEERING</b>				
Sidewalk Upgrades	\$ 30,000	\$ -	-	\$ -
Signal System Network Upgrade	178,000	178,000	178,000	172,660
Klumac Rd Sidewalk	35,000	-	-	-
Brenner Ave Sidewalk & Intersection Improvements C-5603H	175,000	175,000	175,000	140,000
Grants Creek Greenway EB-5619	250,000	250,000	250,000	200,000
Old Concord Rd Sidewalk C-5603D	235,000	235,000	235,000	188,000
Update City Construction Standards	40,000	-	-	-
South Long St Traffic Calming	85,000	85,000	85,000	-
Newsome Rd Bike Lanes/Sidewalk C-5160	1,320,000	1,320,000	1,320,000	1,028,394
Sidewalk near West End Plaza (Salisbury Mall) C-4908G	503,000	503,000	503,000	310,000
Total Special Projects	<u>\$ 2,851,000</u>	<u>\$ 2,746,000</u>	<u>\$ 2,746,000</u>	<u>\$ 2,039,054</u>
<b>STREET LIGHTING</b>				
Street Light Improvements- 150 Lights	\$ 32,772	\$ 32,772	\$ 32,772	\$ -
Total Special Projects	<u>\$ 32,772</u>	<u>\$ 32,772</u>	<u>\$ 32,772</u>	<u>\$ -</u>
<b>COMMUNITY PLANNING SERVICES</b>				
Housing Stabilization - Year 5 of 5	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
Downtown Incentive Program: 201 E Innes St	74,364	74,364	74,364	-
Downtown Incentive Program: Not Yet Awarded	75,636	75,636	75,636	-
Bell Tower Green Park	700,000	700,000	700,000	350,000
West End Transformation	400,000	400,000	400,000	-
West End Vocational Training Program	30,000	20,000	20,000	-
Dixonville Cemetery - Complete Phase I & II	200,000	200,000	200,000	-
Downtown Holiday Decorations	22,500	20,000	20,000	-
Innes Street Incentive Grant	25,000	25,000	25,000	-
Historic Preservation Incentive Grant	30,000	20,000	20,000	-
RSSS - STEM	-	-	95,000	-
Total Special Projects	<u>\$ 1,657,500</u>	<u>\$ 1,635,000</u>	<u>\$ 1,730,000</u>	<u>\$ 350,000</u>
<b>DEVELOPMENT SERVICES</b>				
Integro Incentive Grant	\$ 19,000	\$ 19,000	\$ 19,000	\$ -
Economic Development	-	-	75,000	-
Total Special Projects	<u>\$ 19,000</u>	<u>\$ 19,000</u>	<u>\$ 94,000</u>	<u>\$ -</u>
<b>PUBLIC SERVICES STREETS MAINTENANCE</b>				
Pavement Condition Survey	\$ 60,000	\$ -	\$ -	\$ -
Ryan Street Bridge and Arlington Street Bridge	120,000	-	-	-
Innes Street Sidewalk	150,000	-	-	-
Total Special Projects	<u>\$ 330,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-WASTE COLLECTION</b>				
Truck Scales for Landfill	\$ 150,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-WASTE MANAGEMENT</b>				
Rollout replacements	\$ 80,363	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 80,363</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><b>\$ 5,628,248</b></u>	<u><b>\$ 4,629,471</b></u>	<u><b>\$ 4,799,471</b></u>	<u><b>\$ 2,389,054</b></u>
<b>TOTAL OFFSETTING REVENUE</b>	<u><b>\$ 2,389,054</b></u>	<u><b>\$ 2,389,054</b></u>	<u><b>\$ 2,389,054</b></u>	
<b>TOTAL CITY SHARE</b>	<u><b>\$ 3,239,194</b></u>	<u><b>\$ 2,240,417</b></u>	<u><b>\$ 2,410,417</b></u>	

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
<b>WATER &amp; SEWER FUND</b>				
<b>UTILITIES ADMINISTRATION</b>				
MUNIS Financial Software	\$ 410,000	\$ 410,000	\$ 410,000	\$ -
Incentive Fund for Public/Private Fire Lines	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b><u>\$ 460,000</u></b>	<b><u>\$ 460,000</u></b>	<b><u>\$ 460,000</u></b>	<b><u>\$ -</u></b>
<b>TRANSIT FUND</b>				
<b>OPERATIONS</b>				
Rowan Express	\$ 10,700	\$ 10,700	10,700	\$ -
Ozone Action Days	10,000	-	-	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b><u>\$ 20,700</u></b>	<b><u>\$ 10,700</u></b>	<b><u>\$ 10,700</u></b>	<b><u>\$ -</u></b>
<b>STORMWATER FUND</b>				
<b>ADMINISTRATION</b>				
Rehab Projects/emergency repairs	\$ 385,597	\$ 323,584	\$ 323,584	\$ -
Drainage Grant	25,000	25,000	25,000	-
NPDES Compliance	15,000	15,000	15,000	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b><u>\$ 425,597</u></b>	<b><u>\$ 363,584</u></b>	<b><u>\$ 363,584</u></b>	<b><u>\$ -</u></b>

**EXHIBIT 2**  
**SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2019-20**

	<u>FY2018-19</u> <u>ADOPTED</u>	<u>REQUESTED BY</u> <u>ORGANIZATION</u>	<u>MANAGER</u> <u>RECOMMENDS</u>	<u>ADOPTED</u>
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ -
Facade Grants	22,000	25,000	22,000	-
Salisbury-Rowan EDC	114,088	114,088	114,088	-
Rowan Arts Council	56,250	56,250	56,250	-
Horizons Unlimited	40,000	40,000	40,000	-
<b>Subtotal</b>	<u>\$ 237,488</u>	<u>\$ 240,488</u>	<u>\$ 237,488</u>	<u>\$ -</u>
Rufty Holmes Senior Center	\$ 63,000	\$ 63,000	\$ 63,000	\$ -
NAACP Banquet	5,000	5,000	5,000	-
Salisbury Community Foundation NonProfit Funding	40,000	40,000	40,000	-
Art Mural Maintenance	10,000	10,000	10,000	-
<b>Subtotal</b>	<u>\$ 118,000</u>	<u>\$ 118,000</u>	<u>\$ 118,000</u>	<u>\$ -</u>
<b>TOTAL</b>	<u>\$ 355,488</u>	<u>\$ 358,488</u>	<u>\$ 355,488</u>	<u>\$ -</u>

### Exhibit 3

#### City of Salisbury Holiday Schedule FY 2019 - 2020

- Independence Day Thursday, July 4, 2019
- Labor Day Monday, September 2, 2019
- Veterans Day Monday, November 11, 2019
- Thanksgiving Thursday, November 28, 2019  
Friday, November 29, 2019
- Christmas Tuesday, December 24, 2019  
Wednesday, December 25, 2019  
Thursday, December 26, 2019
- New Year's Day Wednesday, January 1, 2020
- Martin Luther King, Jr. Day Monday, January 20, 2020
- President's Day Monday, February 17, 2020
- Good Friday Friday, April 10, 2020
- Memorial Day Monday, May 25, 2020



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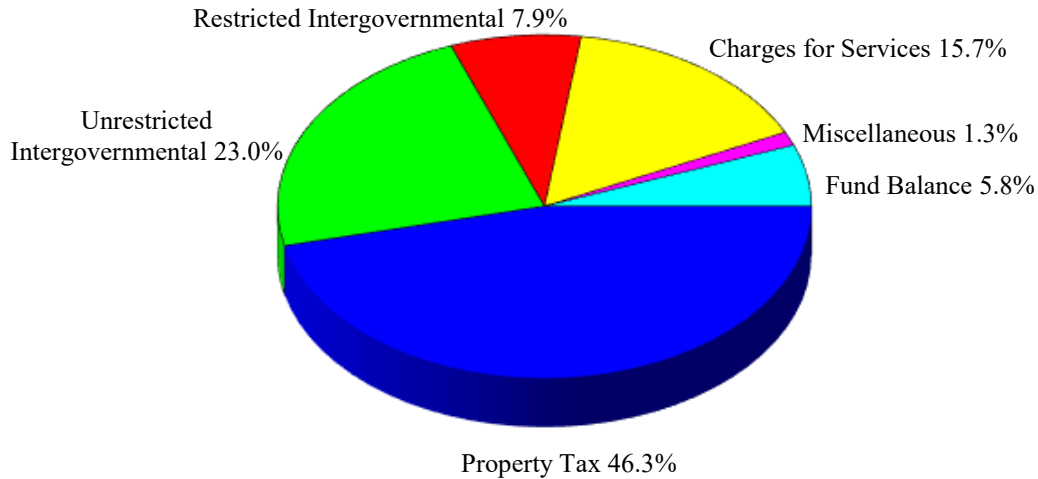
# Introductory Section

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# FY 2019-2020 GENERAL FUND

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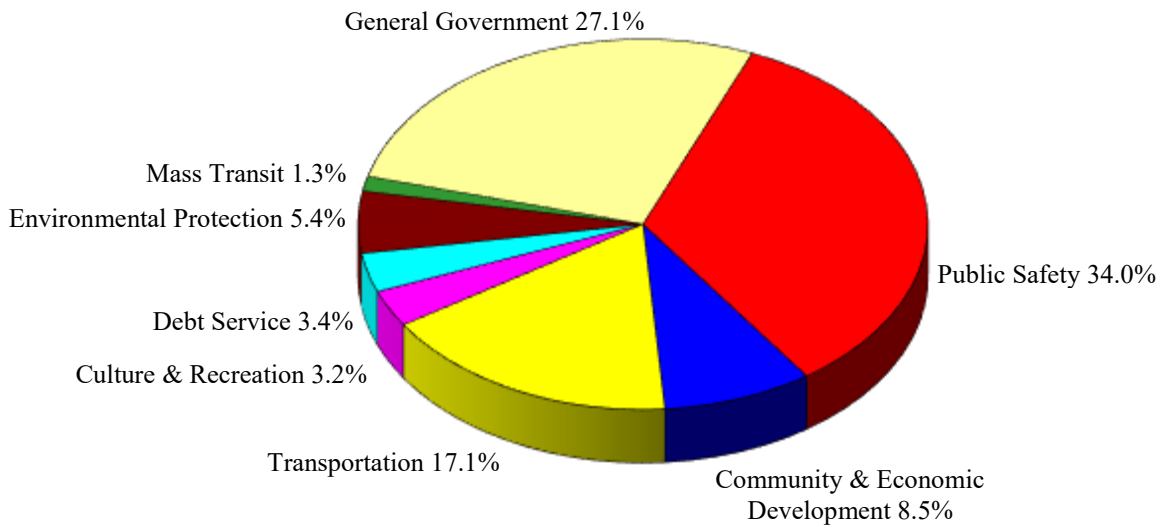
## Revenues - \$47,840,050



## *Where the Money Comes From*

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## Expenditures - \$47,840,050

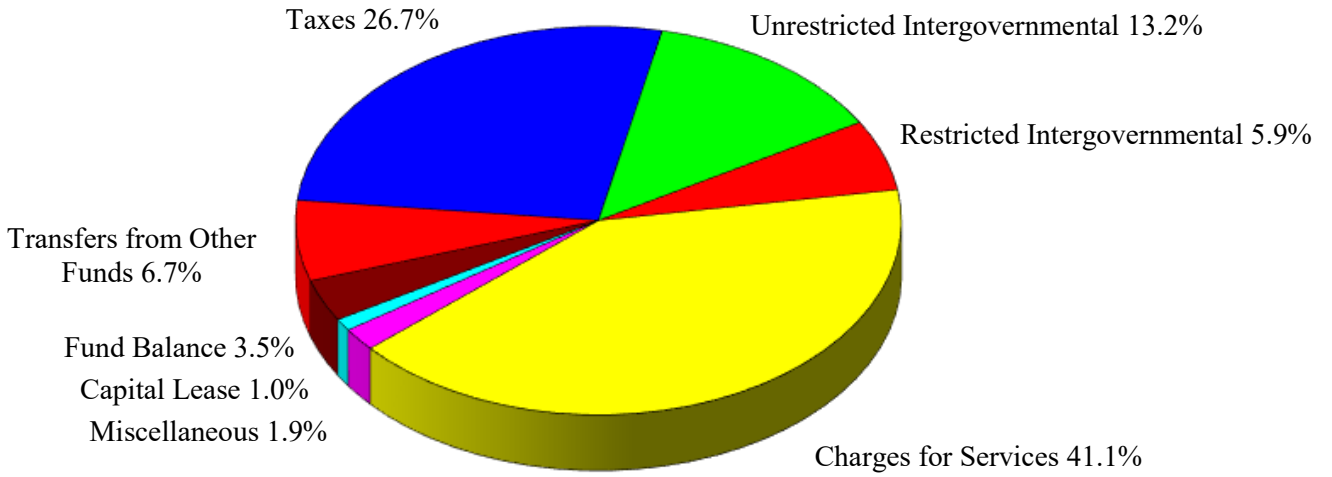


## *Where the Money Goes To*

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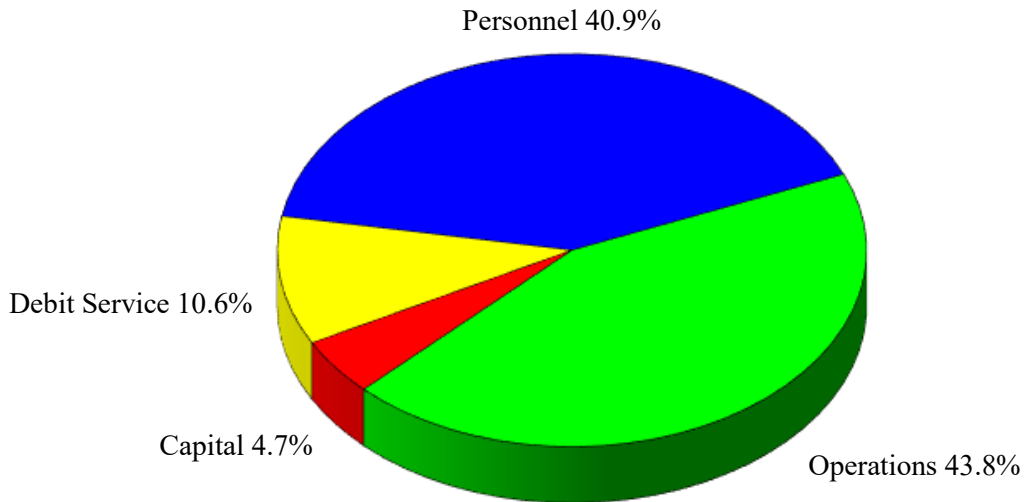
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



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## CITY EXPENDITURES BY CATEGORY (All Funds)



**CITY OF SALISBURY, NORTH CAROLINA  
BUDGET SUMMARY  
For the Year Ending June 30, 2020**

	General/Special Revenue Funds			Enterprise Funds						Total
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Fibrant Communications	Stormwater	Stormwater Capital Reserve	
Estimated Fund Balance/ Net Assets 6/30/18	\$13,500,000	\$ 2,650,000	\$ 7,400	\$ 106,000,000	\$ 2,005,000	\$ 465,000	\$ (7,000,000)	\$ 1,300,000	\$ 400,000	\$ 119,327,400
Budgeted Revenues & Other Financing Sources:										
Taxes	\$22,141,484	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,141,484
Unrestricted Intergovernmental	10,979,000	-	-	-	-	-	-	-	-	10,979,000
Restricted Intergovernmental	3,790,301	-	442,795	-	-	630,547	-	-	-	4,863,643
Charges for services	7,498,920	-	-	24,666,864	-	132,750	-	1,842,000	-	34,140,534
Miscellaneous	576,793	45,000	30,000	250,000	32,000	8,500	610,000	41,400	3,000	1,596,693
Long-term Debt Issued	-	-	-	-	-	-	-	-	-	-
Capital leases	-	-	-	-	-	-	848,000	-	-	848,000
Capital contributions	-	-	-	-	-	-	-	-	-	-
Transfers From Other Funds	-	1,988,290	-	-	414,992	633,564	2,400,000	-	153,890	5,590,736
<b>Total Available Resources</b>	<b>\$44,986,498</b>	<b>\$ 2,033,290</b>	<b>\$472,795</b>	<b>\$ 24,916,864</b>	<b>\$ 446,992</b>	<b>\$ 1,405,361</b>	<b>\$ 3,858,000</b>	<b>\$ 1,883,400</b>	<b>\$ 156,890</b>	<b>\$ 80,160,090</b>
Expenditures:										
General Government	\$10,288,238	\$ 168,811	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,457,049
Public Safety	15,916,192	370,095	-	-	-	-	-	-	-	16,286,287
Transportation	7,581,487	596,472	-	-	-	-	-	-	-	8,177,959
Environmental Protection	1,938,075	658,799	-	-	-	-	-	1,729,510	84,680	4,411,064
Culture and Recreation	1,508,327	20,418	-	-	-	-	-	-	-	1,528,745
Community & Economic Development	4,058,825	13,550	433,296	-	-	-	-	-	-	4,505,671
Education	40,000	-	-	-	-	-	-	-	-	40,000
Contingency Expenses	38,000	-	-	-	-	-	-	-	-	38,000
Water & Sewer	-	-	-	21,011,800	185,885	-	-	-	-	21,197,685
Mass Transit	-	-	-	-	-	1,405,361	-	-	-	1,405,361
Fiber Optic	-	-	-	-	-	-	627,188	-	-	627,188
Debt Service:										
Principal	866,952	439,553	34,000	3,085,982	-	-	2,265,000	-	-	6,691,487
Interest	252,094	50,598	5,499	814,090	-	-	965,812	-	-	2,088,093
Transfers To Other Funds	5,021,854	-	-	414,992	-	-	-	153,890	-	5,590,736
<b>Total Expenditures</b>	<b>\$47,510,044</b>	<b>\$ 2,318,296</b>	<b>\$472,795</b>	<b>\$ 25,326,864</b>	<b>\$ 185,885</b>	<b>\$ 1,405,361</b>	<b>\$ 3,858,000</b>	<b>\$ 1,883,400</b>	<b>\$ 84,680</b>	<b>\$ 83,045,325</b>
Budgeted Increase (Decrease) in Fund Balance	\$ (2,523,546)	\$ (285,006)	\$ -	\$ (410,000)	\$ 261,107	\$ -	\$ -	\$ -	\$ 72,210	\$ (2,885,235)
Full Accrual Adjustments: <sup>1</sup>										
Budgeted Capital Outlay	-	-	-	300,000	185,885	179,200	-	-	84,680	749,765
Budgeted Debt Principal	-	-	-	3,085,982	-	-	2,265,000	-	-	5,350,982
Estimated Depreciation	-	-	-	(5,509,808)	-	(116,403)	(695,405)	(32,152)	-	(6,353,768)
Estimated Fund Balance/ Net Assets 6/30/19	\$10,976,454	\$ 2,364,994	\$ 7,400	\$ 103,466,174	\$ 2,451,992	\$ 527,797	\$ (5,430,405)	\$ 1,267,848	\$ 556,890	\$ 116,189,144

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

**SUMMARY OF INTERFUND TRANSFERS  
For the Year Ending June 30, 2020**

FUND	TO						TOTAL OUT
	General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	Fibrant		
General	\$ 1,988,290	\$ -	\$ 633,564	\$ -	\$ 2,400,000	\$ 5,021,854	
Water & Sewer	-	414,992	-	-	-	414,992	
Stormwater	-	-	-	153,890	-	153,890	
<b>TOTAL IN</b>	<b>\$ 1,988,290</b>	<b>\$ 414,992</b>	<b>\$ 633,564</b>	<b>\$ 153,890</b>	<b>\$ 2,400,000</b>	<b>\$ 5,590,736</b>	



**SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS**

	<b>FY2017-18 ACTUAL</b>	<b>FY2018-19 ESTIMATE</b>	<b>FY2019-20 ADOPTED</b>
<b>REVENUES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
Taxes	\$ 20,459,496	\$ 20,697,175	\$ 22,141,484
Unrestricted Intergovernmental	10,912,702	10,937,977	10,979,000
Restricted Intergovernmental	1,714,320	1,901,348	3,790,301
Charges for Services	7,609,934	7,626,131	7,498,920
Miscellaneous	632,417	1,913,548	621,793
Long-term Debt Issued	1,962,188	-	-
Refunding Bonds Issued	-	230,000	-
Fund Balance Appropriated	-	2,000,000	2,808,552
Transfers From Other Funds	<u>1,782,010</u>	<u>1,938,387</u>	<u>1,988,290</u>
Total Available Resources	\$ 45,073,067	\$ 47,244,565	\$ 49,828,340
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 25,559,903	\$ 26,687,726	\$ 24,666,864
Miscellaneous	171,346	579,442	282,000
Appropriated Fund Balance	-	-	410,000
Transfers From Other Funds	<u>479,807</u>	<u>480,383</u>	<u>414,992</u>
Total Available Resources	\$ 26,211,056	\$ 27,747,551	\$ 25,773,856
<b>MASS TRANSIT FUND</b>			
Restricted Intergovernmental	\$ 568,628	\$ 762,332	\$ 630,547
Charges for Services	156,538	68,518	132,750
Miscellaneous	5,492	11,750	8,500
Fund Equity Appropriated	-	267,713	-
Transfers From Other Funds	<u>465,322</u>	<u>467,822</u>	<u>633,564</u>
Total Available Resources	\$ 1,195,980	\$ 1,578,135	\$ 1,405,361
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 4,420,311	\$ 779,482	\$ -
Lease	-	672,931	848,000
Miscellaneous	1,693,392	1,118,331	610,000
Transfers From Other Funds	3,478,968	3,000,000	2,400,000
Long-Term Debt Issued	<u>-</u>	<u>25,645,000</u>	<u>-</u>
Total Available Resources	\$ 9,592,671	\$ 31,215,744	\$ 3,858,000
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 1,310,048	\$ 1,830,595	\$ 1,842,000
Other Operating/Miscellaneous	155,816	188,195	198,290
Transfers From Other Funds	<u>-</u>	<u>296,006</u>	<u>-</u>
Total Available Resources	\$ 1,465,864	\$ 2,314,796	\$ 2,040,290
<b>SPECIAL REVENUE FUNDS</b>			
Restricted Intergovernmental	\$ 289,936	\$ 359,982	\$ 442,795
Miscellaneous	<u>241,033</u>	<u>37,389</u>	<u>30,000</u>
Total Available Resources	\$ 530,969	\$ 397,371	\$ 472,795
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$ 20,459,496	\$ 20,697,175	\$ 22,141,484
Unrestricted Intergovernmental	10,912,702	10,937,977	10,979,000
Restricted Intergovernmental	2,572,884	3,023,662	4,863,643
Charges for Services	39,056,734	36,992,452	34,140,534
Lease	-	672,931	848,000
Miscellaneous	2,899,496	3,848,655	1,750,583
Long-term Debt Issued	1,962,188	25,645,000	-
Refunding Bonds Issued	-	230,000	-
Fund Balance Appropriated	-	2,267,713	3,218,552
Transfers From Other Funds	<u>2,727,139</u>	<u>3,182,598</u>	<u>5,436,846</u>
Total Available Resources	<u>\$ 84,069,607</u>	<u>\$ 110,498,162</u>	<u>\$ 83,378,642</u>

	<u>FY2017-18 ACTUAL</u>	<u>FY2018-19 ESTIMATE</u>	<u>FY2019-20 ADOPTED</u>
<b>EXPENDITURES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
General Government	\$ 5,551,664	\$ 9,802,152	\$ 10,457,049
Public Safety	17,602,625	17,581,039	16,286,287
Transportation	4,989,137	7,422,159	8,177,959
Environmental Protection	1,785,265	2,527,349	2,596,874
Culture and Recreation	2,577,902	1,556,556	1,528,745
Community/Economic Dev	2,265,100	2,980,157	4,072,375
Education	40,000	40,000	40,000
Contingency Expenses	-	-	38,000
Debt Service	794,205	1,482,762	1,609,197
Transfers To Other Funds	<u>3,806,035</u>	<u>5,406,208</u>	<u>5,021,854</u>
Total Expenditures	\$ 39,411,933	\$ 48,798,383	\$ 49,828,340
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 18,776,605	\$ 19,692,207	\$ 21,458,792
Debt Service	4,105,668	3,950,589	3,900,072
Transfers To Other Funds	<u>479,807</u>	<u>480,083</u>	<u>414,992</u>
Total Expenditures	\$ 23,362,080	\$ 24,122,879	\$ 25,773,856
<b>TRANSIT FUND</b>			
Mass Transit	\$ 1,261,959	\$ 1,647,965	\$ 1,405,361
Total Expenditures	\$ 1,261,959	\$ 1,647,965	\$ 1,405,361
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Fiber Optic Network	\$ 4,813,876	\$ 2,390,993	\$ 627,188
Debt Service/Debt Refunding	3,272,735	28,518,398	3,230,812
Transfer To Other Funds	<u>138,255</u>	<u>125,310</u>	<u>-</u>
Total Expenditures	\$ 8,224,866	\$ 31,034,701	\$ 3,858,000
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Environmental Protection	\$ 1,188,933	\$ 1,721,616	\$ 1,886,400
Transfers to Other Funds	<u>116,578</u>	<u>137,262</u>	<u>153,890</u>
Total Expenditures	\$ 1,305,511	\$ 1,858,878	\$ 2,040,290
<b>SPECIAL REVENUE FUNDS</b>			
Community/Economic Dev	\$ 459,384	\$ 445,925	\$ 433,296
Debt Service	<u>40,995</u>	<u>39,288</u>	<u>39,499</u>
Total Expenditures	\$ 500,379	\$ 485,213	\$ 472,795
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 5,551,664	\$ 9,802,152	\$ 10,457,049
Public Safety	17,602,625	17,581,039	16,286,287
Transportation	4,989,137	7,422,159	8,177,959
Environmental Protection	2,974,198	4,248,965	4,483,274
Culture and Recreation	2,577,902	1,556,556	1,528,745
Community/Economic Dev	2,724,484	3,426,082	4,505,671
Education	40,000	40,000	40,000
Contingency Expenses	-	-	38,000
Water & Sewer	18,776,605	19,692,207	21,458,792
Mass Transit	1,261,959	1,647,965	1,405,361
Fiber Optic Network	4,813,876	2,390,993	627,188
Debt Service/Debt Refunding	8,213,603	33,991,037	8,779,580
Transfers To Other Funds	<u>4,540,675</u>	<u>6,148,863</u>	<u>5,590,736</u>
Total Expenditures	<u>\$ 74,066,728</u>	<u>\$ 107,948,019</u>	<u>\$ 83,378,642</u>

## SUMMARY OF CAPITAL EXPENDITURES

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

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Total General Fund	\$ 2,945,648	\$ 1,346,940	\$ 1,346,940
Total General Fund Capital Reserve Fund	3,397,556	1,815,174	1,815,174
Total Water & Sewer Fund	300,000	300,000	300,000
Total Water/Sewer Capital Reserve Fund	185,885	185,885	185,885
Total Mass Transit Fund	692,200	179,200	179,200
Total Stormwater Fund	-	-	-
Total Stormwater Capital Reserve Fund	84,680	84,680	84,680
<b>Total All Funds</b>	<b>\$ 7,605,969</b>	<b>\$ 3,911,879</b>	<b>\$ 3,911,879</b>

## REVENUE ASSUMPTIONS FOR FY2019-20

### General Fund Revenue

**Taxes:**

**Property Taxes** – Property tax values were revalued this year by Rowan County. The County estimates a growth of 7.5% in real property values for City of Salisbury. An uncollectable rate of 1.67% was used based on the FY18 CAFR.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2018 property tax receivable balance projected as of June 30, 2019 adjusted for the economy.

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

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

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

**Intergovernmental (Restricted and Unrestricted):**

**Federal** - Based on anticipated and existing grants. The two largest grants are CMAQ grants to fund sidewalks and bike lanes. The City was awarded SAFER Grant covering 3 full years for 9 fire positions.

**State** - Based on FY2019-20 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-9).

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

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

**Charges for Services:**

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

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

**Code Services Fees** – Based on historical trends.

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

**Cemetery** - Based on historical trends.

**Radio Antenna and Paging Rentals** – Based on historical trends.

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

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

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

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

**Other** - Based on historical trends.

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2019-20.

**Donations** - Based on historical trends and anticipated donations.

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

**General Fund Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2019-20.

**Other** - Based on historical trends.

**Other Financing Sources:**

**Proceeds from Capital Leases** – No revenues anticipated in FY2019-20.

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

**Water and Sewer Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2019.

**Water and Sewer Taps** – Based on the projected taps to be completed in FY2019-20.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2019-20.

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

**Water and Sewer Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2019-20.

**Other Financing Sources:**

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

**Transit Fund Revenue**

**Operating Revenues:**

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

**Nonoperating Revenues:**

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

**Other Financing Sources:**

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Transit Fund during FY2019-20.

**Special Revenue Funds Revenue**

**Intergovernmental:**

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

**Miscellaneous:**

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

**Fibrant Communications Fund Revenue**

**Miscellaneous:**

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

**Fibrant Communications Capital Reserve Fund Revenue**

This Fund was closed during FY19 due to the lease agreement with HotWire Communications beginning September 21, 2018.

### Stormwater Fund Revenue

**Operating Revenues:**

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

### Stormwater Capital Reserve Fund Revenue

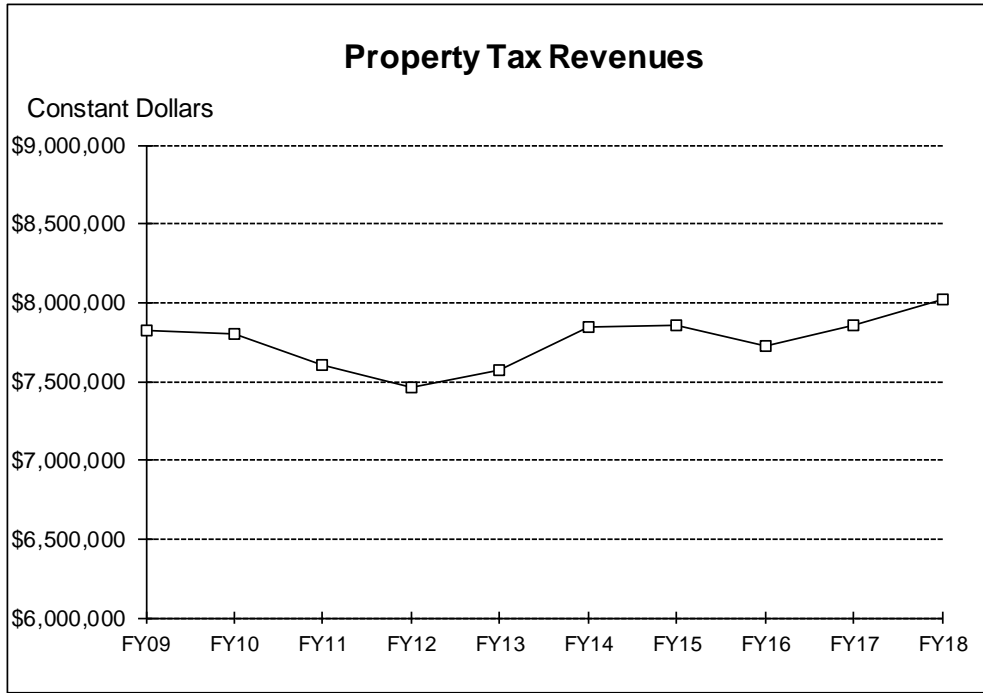
**Other Financing Sources:**

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

### TREND MONITORING

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

Trend factors are translated into indicators, which are then converted into graphs. As shown below, the graph has a warning sign that can necessitate appropriate action from the City. As shown in the graph, the City experienced growth in property tax revenues until FY11 when the results of the last recession begin to impact the growth of property values.

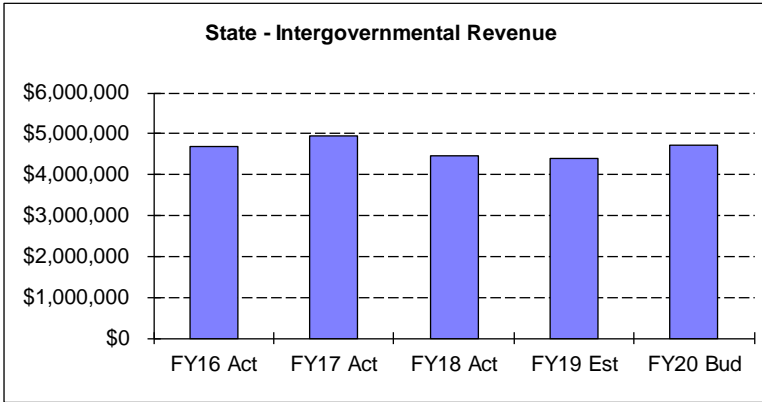


**WARNING TREND:**

Decline in property tax revenues (constant dollars)

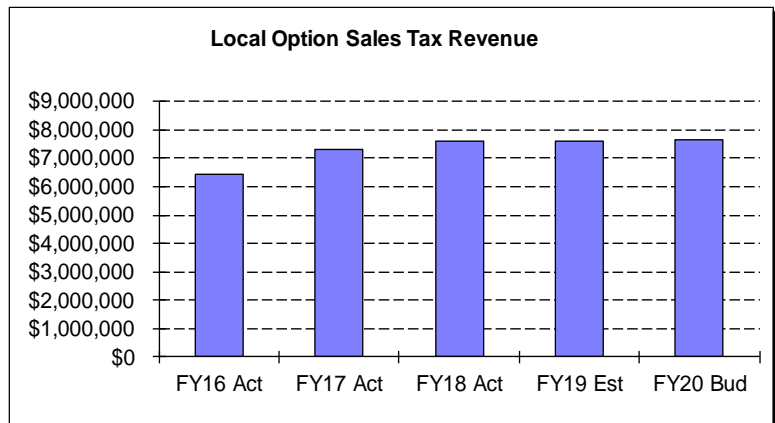
## OTHER REVENUE TRENDS

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

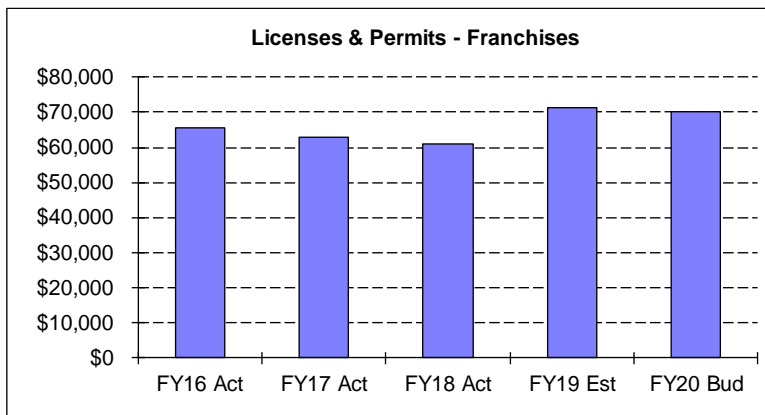


State intergovernmental revenue is comprised to state-shared receipts and grants.

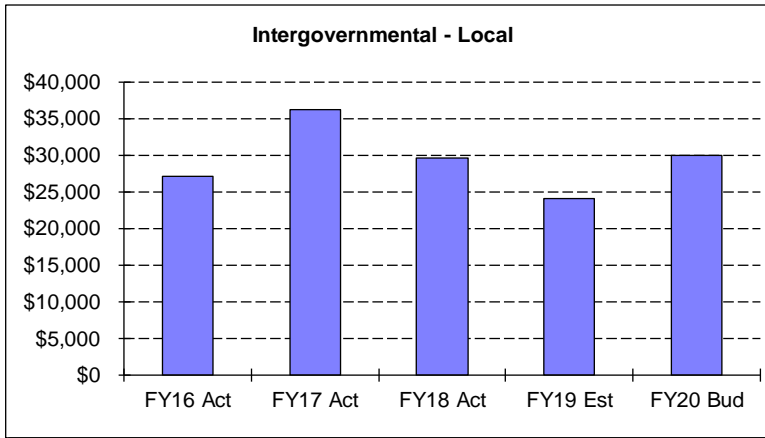
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Based on the current economic forecasts, revenues have been increasing at modest pace. Beginning in the last quarter of FY16, the City started seeing an increase due to the expansion of the tax base, which now includes the taxation of some services.



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

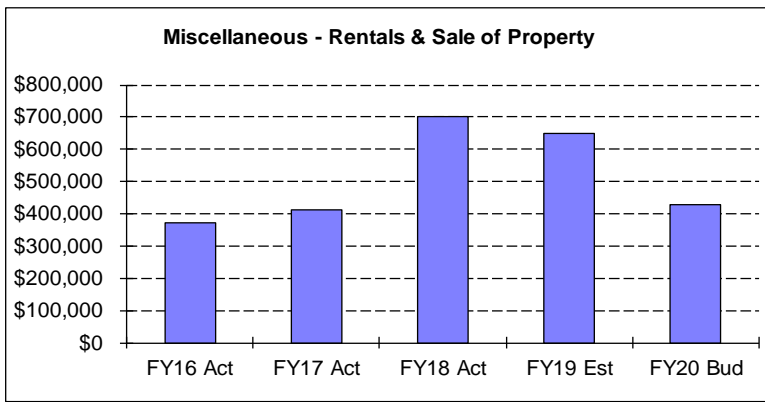
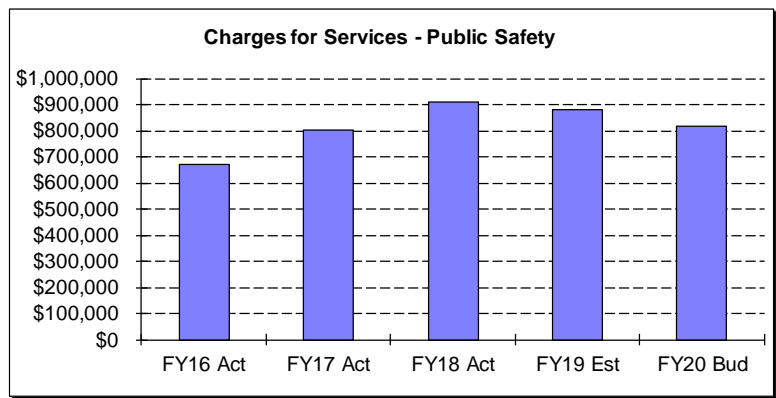


Permit revenues are based rental vehicle licenses and beer and wine licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to be at the same consistent level each year thereafter.



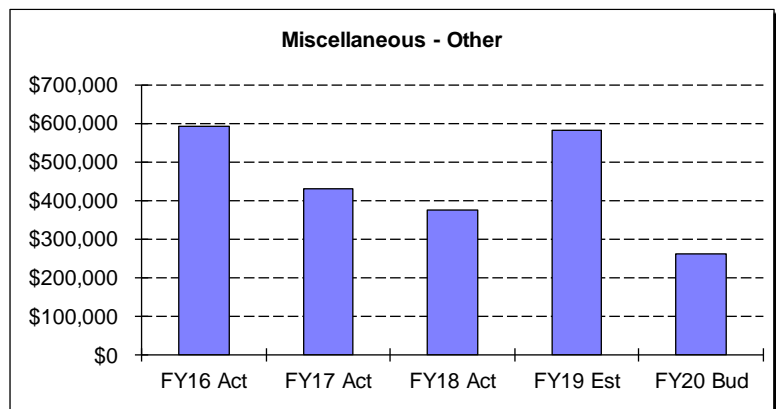
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

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



Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. FY18 shows an increase in the sale of assets due to a backlog of surplus property.

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



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# Financial Management and Budget Process

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## FINANCIAL MANAGEMENT AND BUDGET PROCESS

### FINANCIAL MANAGEMENT PROGRAM

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

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

### FINANCIAL MANAGEMENT SYSTEMS

#### FUND ACCOUNTING

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

The budgeted funds are as follows:

#### Governmental Fund Types

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

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

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

#### Proprietary Fund Types

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

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

## **BASIS OF ACCOUNTING**

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

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

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

Until FY2014, Rowan County was responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. In FY2014, North Carolina implemented the Tag and Tax Together program – a more streamlined method for vehicle owners to pay their registration and vehicle taxes. Annual registration fees and vehicle property taxes will be paid to the Division of Motor Vehicles (DMV). In turn, the DMV will distribute the taxes to the appropriate counties.

Sales taxes and certain intergovernmental revenues, such as the utilities franchise tax, collected and held by the State at year-end on behalf of the City, are recognized as revenue. Intergovernmental revenues and sales and services are not susceptible to accrual because generally they are not measurable until received in cash. Grant revenues, which are unearned at year-end, are recorded as deferred revenues. Under terms of grant agreements, the City funds certain programs with combination of specific cost-reimbursement grants, categorical grants, and general revenues. Thus, when program expenses are incurred, there are both restricted and unrestricted net assets available to finance the program. It is the City's policy to first apply general revenues, followed by categorical block grants, and then cost-reimbursement grants.

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

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

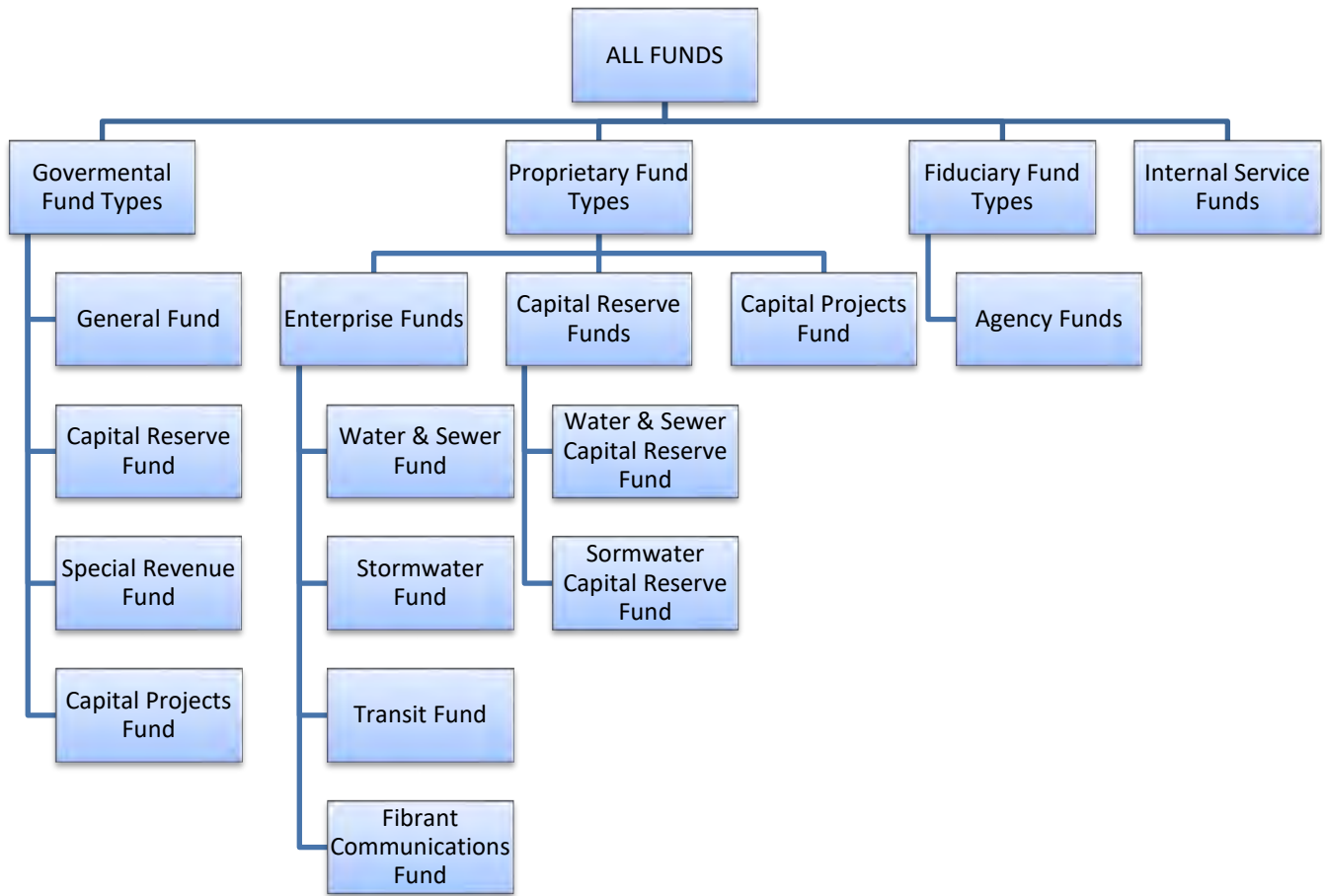
The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, and Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions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

## **BASIS OF BUDGETING**

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

The City's budget is developed on the modified accrual basis as explained previously. Budgets for the General Fund and Special Revenue Fund are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the Enterprise funds are adopted on a basis consistent with GAAP except that bond

proceeds and contributed capital are treated as other financing sources, bond principal payments and additions to fixed assets are treated as expenditures, depreciation expense is not budgeted, and no accruals are made for interest expense and vacation pay.



## FINANCIAL MANAGEMENT POLICIES

### INVESTMENT POLICY

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

#### Policies

- Always consider the risk factor of an investment
- Maintain liquidity in the investment portfolio at all times
- Consider yield only after risk and liquidity are assured
- Only purchase investments that can be perfected
- No purchase of derivatives
- Use only brokerages with offices in Salisbury
- Maintain a mix of investments with no over-reliance on a single type of investment
- Avoid long term investments
- Always purchase investments with the intent to hold to maturity
- Investments are made with available cash that is in excess of amounts needed to meet current disbursement needs
- Investments are competitively bid
- All investments require the approval of two authorized employees to complete the transaction

#### Investments Used By City

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

#### Custodial Risk Assumed By City

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

## FISCAL POLICIES

### Revenue Policy

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

### **Operating Budget Policy**

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

### **Capital Improvement Policy**

1. The City will prepare and adopt a ten-year Capital Improvement Program which will detail each capital project, estimated cost, description, and funding source.
2. Operating expenditures will be programmed to include the cost of implementing the Capital Improvement Program and providing all 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. Interfund loans are authorized according to the resolution adopted by City Council on November 17, 2009.
6. All revenue collections will be consolidated under the City's Financial and Business Services Department.
7. The City will continue to obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the GFOA.

### **Debt Policy**

1. Capital projects, financed through the issuance of bonds, shall be financed for a period not to exceed the expected useful life of the project.
2. The general obligation debt of the City will not exceed eight (8) percent of the assessed valuation of the taxable property of the City.
3. Interest, operating and/or maintenance expenses will be capitalized only for facilities or enterprise activities and will be strictly limited to those expenses incurred prior to actual operating of the facilities.
4. Interfund loans will be made as needed according to the Resolution approved by the City Council. The interest rate for those loans requiring the repayment with interest was revised as of June 30, 2011, to 1% which is reflective of what the City can currently earn on investments.

## **Reserve Policy**

1. The City maintain the unreserved fund balance of at least 25% of the General Fund Operating Budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment grade bond rating.
2. The City will maintain a two-to-one ratio of total current assets over total current liabilities in the Water and Sewer Utility Fund.

## **BUDGETS AND BUDGETARY ACCOUNTING**

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

The City follows these procedures in establishing the budgetary data:

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

## **GOAL SETTING AND BUDGETARY PROCESS**

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

In preparation for this Retreat, the City's Finance Staff contracted with a consultant to prepare a comprehensive 10-Year Capital Improvement Plan (CIP) for both the General Fund and the Water and Sewer Fund. The CIP helps guide funding priorities in the upcoming city budget.

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

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

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

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

The Budget Message is prepared by the City Manager with highlights of the major budgetary discussions with supporting analyses for his recommendations.

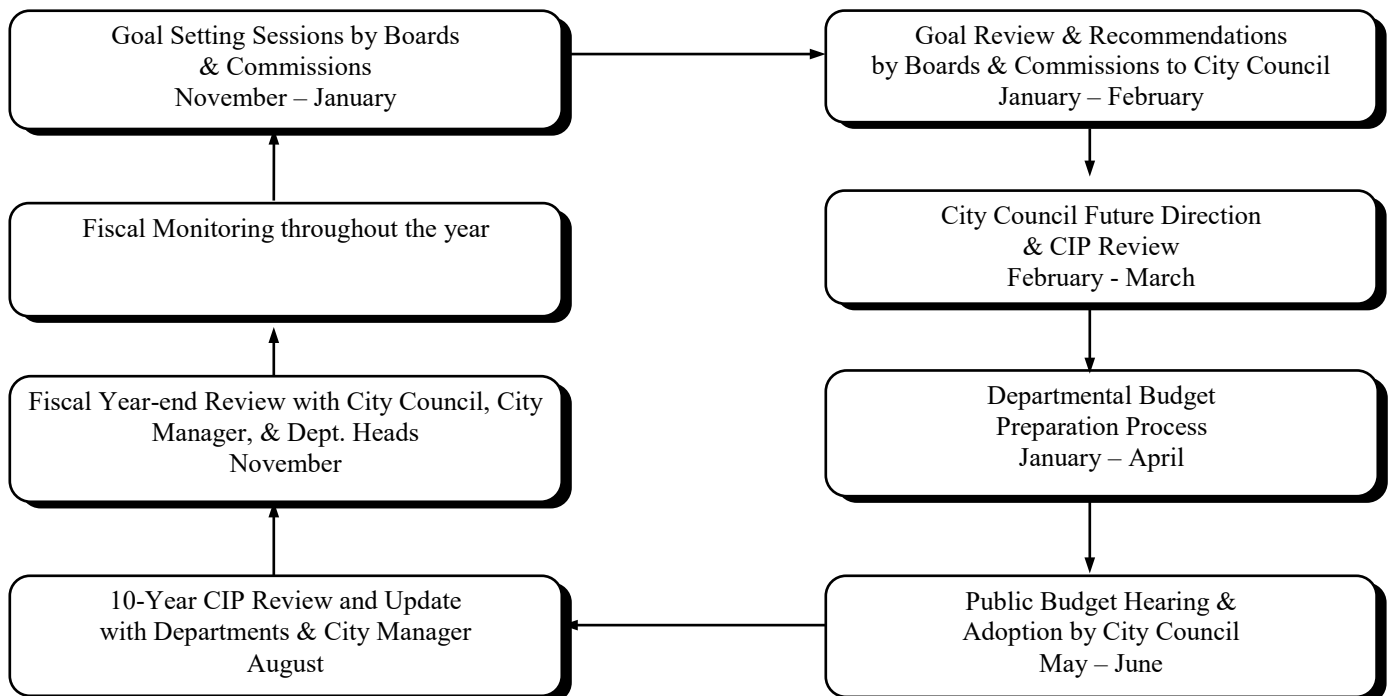
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City’s web site at [www.salisburync.gov](http://www.salisburync.gov).

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

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

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

### GOAL SETTING/BUDGET CYCLE



**CITY OF SALISBURY**  
**FY2019-2020 BUDGET CALENDAR**

January 2019	Prepare personnel request forms; present staffing patterns and personnel request information Prepare schedules for fixed operational costs Prepare FY2019-20 – 2028-29 Capital Improvement Program request forms	Financial Services
January 2019	Vehicle Review Committee meeting for evaluation of vehicles	Fleet Manager and Purchasing Coordinator
1/29/2019	Start of budget data entry Complete all budget request forms no later than February 25, 2019	Management Team and Division Managers
2/11/19 - 2/12/19	Annual Retreat	Mayor, City Council, City Manager and Staff
2/19/19	First reading of 2019-2020 CDBG & HOME; hold Public Hearing on the use of 2019-20 CDBG & HOME Funds	Community Planning Services Staff
2/25/2019	Review of Specific Budget Proposals	Budget Team, Department Heads and Division Managers
2/1/19 - 2/28/19	Prepare FY2018-2019 year-end revenue estimates and FY2019-20 revenue estimates on all funds	Financial Services, Utilities Director, & Transit Director
4/11/19 - 4/16/19	Departmental budget cuts to balance budget; two or three-day turnaround	City Manager, Department Heads, Division Mangers
5/14/19 & 5/30/19	Hold Information Session at West End Business & Community Center for 2019-20 CDBG & HOME Funds	Community Planning Services Staff
5/21/19	City Manager to present recommended Budget to City Council	City Manager
5/26/19	Place ad in THE SALISBURY POST to advertise one time for public hearing	City Clerk
6/7/19	Public notice of Budget Work Session	City Clerk
6/4/19	Hold a public hearing on the FY2019-20 Budget	City Council
6/11/19	Budget Work Session	Mayor, City Council, City Manager and Staff
Before July 1, 2019	City Council to adopt Budget	City Council



[RETURN TO TABLE OF CONTENTS](#)  
**CITY OF SALISBURY**  
**FY2019-2020 BUDGET CALENDAR**

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July 2019	Report tax rate to Rowan County Tax Supervisor	City Clerk
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Summer 2019	Brief Boards and Commissions Chairmen on Adopted Budget	Chairmen of City Boards and Commissions and appropriate City Staff
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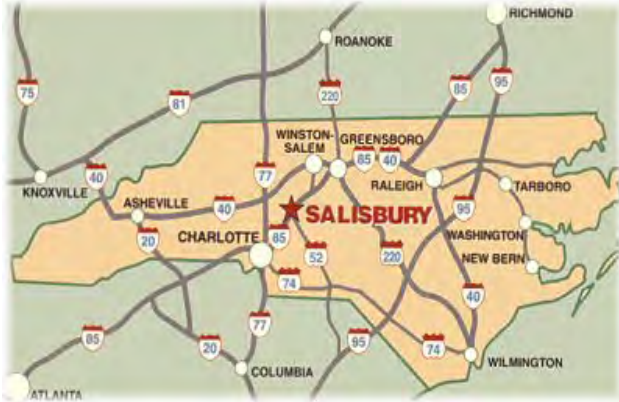
# City Overview

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

### LOCATION

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



### CLIMATE

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

### POPULATION

The population of the City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 34,463 based upon estimates from the North Carolina Office of State Planning.

### HISTORY

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

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

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

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

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

*Henderson Law Office*



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

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

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

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

### **GOVERNMENT**

The City of Salisbury's government is organized according to the Council-Manager form of government. The City Council, which formulates policy for the administration of the City, together with the Mayor, constitutes the governing body of the City. The five members are elected to serve two-year terms of office. The Mayor is elected from the five Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five to serve as Mayor during their 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 Assistant City Manager and 13 departments: Administration, Business and Financial Services, Human Resources, Communications, Downtown Development, Fire, Police, Community Planning Services, Engineering, Public Services, Transit, Parks and Recreation, and Salisbury-Rowan Utilities. The City provides a full range of municipal services allowable under state law including law enforcement, fire protection, zoning and code enforcement, cemeteries, recreation centers and parks, street maintenance, sanitation, and water and sewer systems. The City provides broadband through a public-private partnership.

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

responsible by state statutes to provide health and social services and court services.

### **UTILITIES**

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, using the Actiflo high-rate clarification process, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2018 was 9.4 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the service area.

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

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons. Average daily treatment in FY 2018 was 8.2 million gallons per day.

The City began offering video, internet and voice services in 2010 through the city's broadband fund. In May 2018, with a voter referendum, these services are now offered through a public-private partnership with Hotwire Communications.

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

### **TRANSPORTATION**

Salisbury, nearly the geographic center of North Carolina, is located on Interstate Highway 85, 42 miles from Charlotte, 52 miles from Greensboro, and 39 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 7 million people live within 100 miles of Salisbury, 3.25 million within 50 miles. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Mid-Carolina Regional Airport, three miles from downtown Salisbury, has a 5,800 ft. x 100 ft. paved

and lighted runway. Hangar space and private plane servicing are available.

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

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

*The Depot*



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

### **LODGING**

An ideal area for meetings and conventions, Salisbury has 11 hotels, with nearly 1,100 rooms, and 2 bed and breakfast establishments in our historic district.

### **EDUCATION**

Salisbury is home to four colleges. Catawba College was founded in Newton, North Carolina in 1851, and moved to Salisbury in 1925. Catawba has 30 buildings comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of 1,325 Liberal Arts students and is affiliated with the United Church of Christ. U.S. News and World Report ranked Catawba 4th among Best Regional Colleges in the South for 2018. Livingstone College was founded in 1879 and has 1,150 Liberal Arts students. It is supported by the

African Methodist Episcopal Zion Church. Rowan-Cabarrus Community College offers two-year educational programs leading to the associate's degree in applied science. In addition, one-year diploma programs are offered in five fields. There is a total enrollment of approximately 4,700 full-time students. The City is also home to Hood Theological Seminary, a private graduate school that prepares students for ministry and has grown to 300 students.

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

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

### **ARTS AND ENTERTAINMENT**

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

The Piedmont Players, a community little theatre organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theatre, built in 1905, for their home. The Piedmont Players presents five shows each season. The Norvell Theatre features plays cast entirely with children and youth. Many school groups attend plays at the Norvell every year. Piedmont Players has received an award at the annual North Carolina Theatre Conference for having the best community theatre in the state. The arts program has been further enhanced with the addition of the Lee Street Theatre and Performing Arts Center, a 9,000 square foot theatre.

The Salisbury-Rowan Symphony, consisting of musicians from the area, presents four concerts each season. In addition to participation in the regular concert series, the string quartet of the Salisbury

Symphony visits the elementary schools to present programs. The object of this mini-concert series is to give the students some knowledge of music and famous composers.

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

### **COMMUNITY FACILITIES**

Salisbury is served 5 days a week by The Salisbury Post. Three radio stations provide local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage from all major networks in addition to cable television facilities.

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

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

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

### **PARK SYSTEMS**

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

rentals.

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



*Ball field at the Community Park*

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

### **SPECIAL EVENTS**

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

Downtown Salisbury Department has 17 events in the Downtown area that bring thousands of residents together for a fun filled evening. The City of Salisbury, in partnership with Cheerwine, has hosted the Cheerwine Festival in May. The event began with the 100<sup>th</sup> birthday of Cheerwine in 2017 where more than 30,000 people came to downtown Salisbury to enjoy live music, food vendors, shopping, local craft vendors, and family-friendly activities.

### MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	21.8
Number of Fire Stations	6	Miles of Streets	173.23
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	18,919
Number of Parks	28	Miles of Water Line	449
Number of Recreation Centers	4	Miles of Sewer Line	418
Number of Tennis Facilities	1	Number of Cemeteries	7
Number of Acres	518		
Greenway Miles	5.2		





**ASSESSED VALUE OF TAXABLE PROPERTY**

Fiscal Year Ended June 30,	For the Last Ten Fiscal Years				Tax Rate
	Real Property	Personal Property	Public Service Property	Total	
<b>2020</b> <sup>1</sup>				<b>\$3,078,560,000</b>	<b>\$0.7196</b>
2019	\$2,215,411,938	\$574,315,892	\$76,103,757	\$2,865,831,587	\$0.7196
2018	\$2,200,909,996	\$571,100,802	\$72,407,318	\$2,844,418,116	\$0.7096
2017	\$2,190,395,512	\$581,933,147	\$70,460,904	\$2,842,789,563	\$0.6720
<b>2016</b>	<b>\$2,188,918,181</b>	<b>\$552,224,799</b>	<b>\$69,437,235</b>	<b>\$2,810,580,215</b>	<b>\$0.6600</b>
2015	\$2,192,253,039	\$572,732,078	\$62,228,883	\$2,827,214,000	\$0.6569
2014	\$2,185,868,793	\$592,826,220	\$59,056,195	\$2,837,751,208	\$0.6374
2013	\$2,207,871,524	\$500,854,287	\$61,343,725	\$2,770,069,536	\$0.6374
<b>2012</b>	<b>\$2,177,064,102</b>	<b>\$533,023,437</b>	<b>\$59,819,853</b>	<b>\$2,769,907,392</b>	<b>\$0.6135</b>
2011	\$2,324,996,121	\$530,055,686	\$61,255,822	\$2,916,307,629	\$0.5900

<sup>1</sup> Estimated

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

**SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY**  
For the Year Ended June 30, 2018

Business	Type of Enterprise	2018 Assessed Valuation	Value of Total
Food Lion, Inc.	Commercial	\$154,590,210	5.43%
Henkel Corporation	Manufacturing	33,025,431	1.16%
AKZO Nobel	Manufacturing	31,196,939	1.10%
Duke Energy Corp.	Utility	31,027,931	1.09%
Brixxmor Innes Street, LLC	Retail Real Estate	25,754,169	0.91%
Cole Mt. Salisbury, NC LLC	Real Estate	22,598,592	0.79%
Norandal USA	Industrial	20,950,324	0.74%
Wal-Mart Real Estate Business	Retail	13,002,662	0.46%
BRC Salisbury LLC	Real Estate	12,025,915	0.42%
Piedmont Natural Gas	Utility	11,547,424	0.41%
Totals		<u>\$355,719,597</u>	<u>12.51%</u>

**SCHEDULE OF PRINCIPAL EMPLOYERS  
IN THE CITY OF SALISBURY  
For the Year Ended June 30, 2018**

<b>Employer</b>	<b>Employees</b>	<b>Percentage of Total City Employment</b>
Delhaize Food Lion	3,200	14.55%
Rowan/Salisbury School System	2,889	13.13%
W.G. (Bill) Hefner VA Medical Center	2,100	9.55%
Novant Health Rowan Regional	1,558	7.08%
Rowan-Cabarrus Community College	955	4.34%
Rowan County	817	3.71%
Piedmont Correctional Institute	450	2.05%
City of Salisbury	416	1.89%
Lutheran Services for the Aging	310	1.41%
Catawba College	250	1.14%
Total	12,945	58.85%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2018.

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

<b>Fiscal Year</b>	<b>Population</b>	<b>Personal Income</b>	<b>Per Capita Personal Income</b>	<b>Median Age</b>	<b>Unemployment Rate</b>
2018	34,463	\$ 926,512,706	\$ 26,884	40.1	4.4%
2017	34,459	903,809,921	26,229	39.9	5.2%
2016	34,285	877,313,318	25,589	39.7	5.8%
2015	33,955	847,677,075	24,965	39.5	5.9%
2014	33,726	821,424,540	24,356	39.3	7.3%
2013	33,622	798,918,570	23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,732	762,910,045	22,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%
2009	31,358	728,336,587	23,227	38.3	10.3%

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

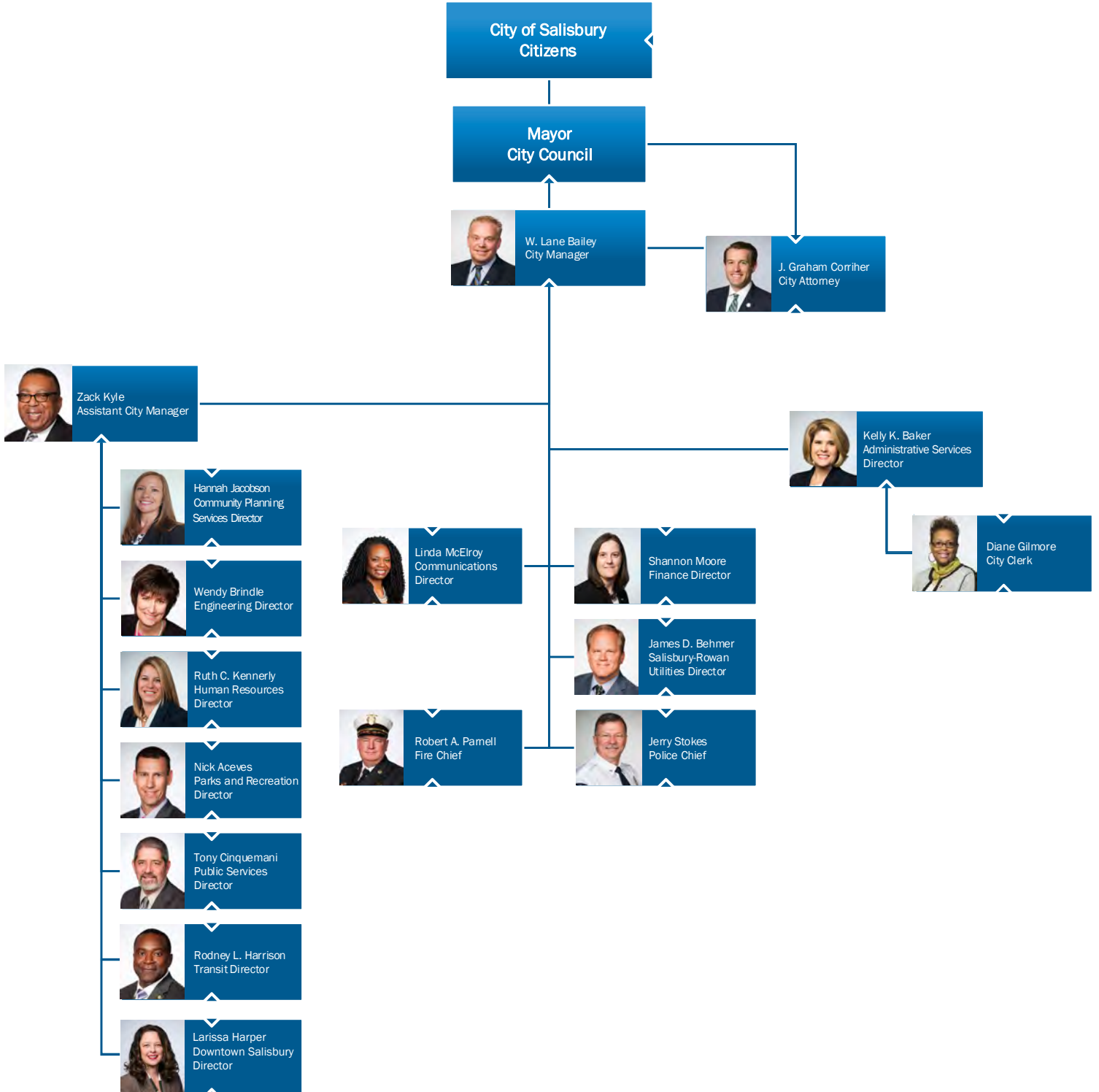
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**CITY OF SALISBURY**  
**LIST OF PRINCIPAL OFFICIALS**  
July 1, 2019

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



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# City of Salisbury Organization Chart



**CITY OF SALISBURY**  
**SUMMARY OF POSITIONS FOR FY 2018 – 2020**

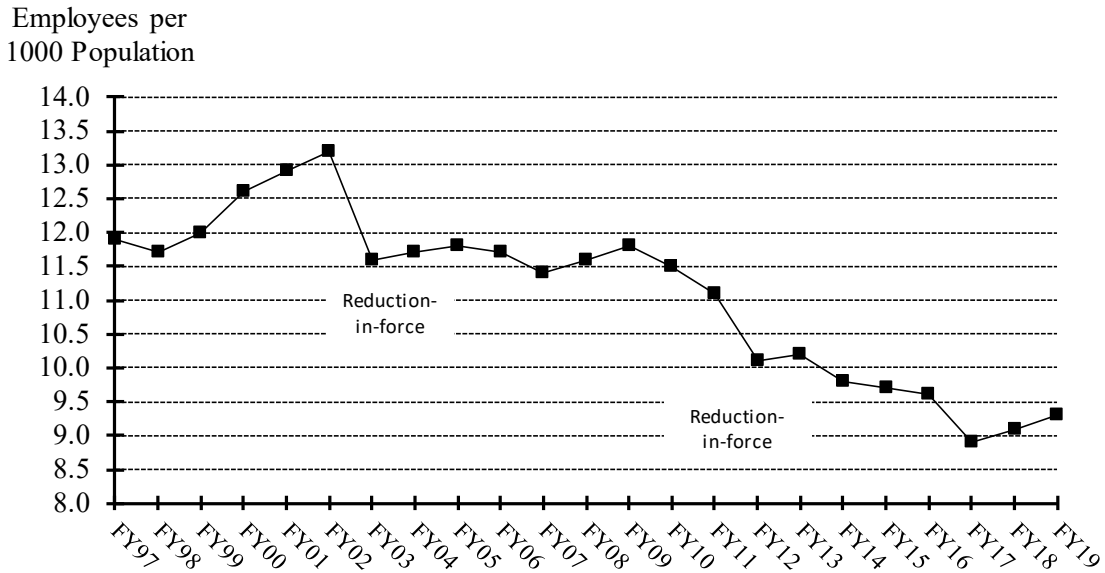
	<u>APPROVED</u> <u>FY 2017-18</u>	<u>APPROVED</u> <u>FY 2018-19</u>	<u>REQUESTED</u> <u>FY 2019-20</u>	<u>RECOMMENDED</u> <u>FY 2019-20</u>	<u>APPROVED</u> <u>FY 2019-20</u>
<b>GENERAL FUND</b>					
City Council	8	8	8	8	8
Management & Administration	6	6	6	6	6
Communications	4	4	4	4	4
Human Resources	6	6	6	6	6
Financial Services	12	12	12	12	12
Business Services	11	11	9	9	9
Information Technologies	7	7	7	7	7
Community Planning Services	4	4	4	4	4
Code Services	4	4	4	4	4
Development Services	4	4	4	4	4
Downtown Salisbury	2	2	3	3	3
Engineering	7	7	8	8	8
Engineering-Traffic Operations	2	2	3	3	3
Police	89	89	97	97	97
Fire	82	81	90	90	90
Public Svcs-Telecommunications	4	4	4	4	4
Public Svcs-Facilities Maintenance	3	5	5	5	5
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Streets	16	18	18	18	18
Public Svcs-Cemetery	1	1	1	1	1
Public Svcs- Solid Waste Management	7	6	6	6	6
Public Svcs-Waste Management-Other	5	5	5	5	5
Public Svcs-Grounds Maintenance	13	16	16	16	16
Public Svcs-Fleet Management	13	13	13	13	13
Parks and Recreation	21	15	15	15	15
<b>TOTAL</b>	<b>334</b>	<b>333</b>	<b>351</b>	<b>351</b>	<b>351</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	10	10	11	11	11
Water Treatment	9	9	9	9	9
Systems Maintenance	26	30	31	31	31
Environmental Services	7	7	7	7	7
Wastewater Treatment Plants	25	25	24	24	24
Meter Services	10	8	7	7	7
<b>TOTAL</b>	<b>87</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>
<b>TRANSIT FUND</b>	<b>14</b>	<b>17</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>FIBRANT COMMUNICATIONS FUND *</b>	<b>24</b>	<b>23</b>			
<b>STORMWATER FUND</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>TOTAL ALL FUNDS</b>	<b>470</b>	<b>473</b>	<b>466</b>	<b>466</b>	<b>466</b>
<i>Permanent Full-time</i>	448	449	442	442	442
<i>Permanent Part-time</i>	5	8	5	5	5
<i>Temporary Full</i>	2	2	2	2	2
<i>Temporary Part-time</i>	6	6	7	7	7
<i>Part-Time Pools</i>	9	8	10	10	10
<b>TOTAL ALL FUNDS</b>	<b>470</b>	<b>473</b>	<b>466</b>	<b>466</b>	<b>466</b>

\*Positions eliminated due to system lease

For the FY2019-20 Adopted Budget, the total number of full-time positions for the City’s budgeted funds has decreased by seven over the previous fiscal year Adopted Budget. The following table shows the changes.

<b>GENERAL FUND:</b>
<i>Additions: Project Manager, Traffic Signal Tech, Sworn Police Officers, Victim Advocate, Crime Analyst, PT Nuisance Abatement Officer, PT Downtown Officer, 9 Fire (SAFER)</i>
<b>WATER &amp; SEWER FUND:</b>
<i>NO changes in positions</i>
<b>TRANSIT FUND:</b>
<i>NO changes in positions</i>
<b>FIBRANT COMMUNICATIONS FUND</b>
<i>Elimination of 23 positions due to system lease</i>
<b>STORMWATER FUND</b>
<i>NO changes in positions.</i>

### General Fund Full-Time Employees per 1000 Population



As mentioned in the Introductory Section under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General and HUD Funds employees per 1,000 population. In FY2003 (FY03), City Council used a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor’s actions and the stagnant economy. Subsequently, in FY2012 (FY12), there were 33 net full time positions eliminated due to decreased revenue/increased expenditures. The decrease in FY2017 is related to the Fibrant employees being moved to the Fibrant Communications Fund from the General Fund.

## RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

### PROGRAM MATRIX OF FY2019-20 BUDGET

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

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

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# General Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**GENERAL FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for Year Ending June 30, 2019 and  
Actual for Year Ended June 30, 2018

	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Taxes:			
General property - current	\$ 19,671,583	\$ 20,094,941	\$ 21,482,484
General property - prior	305,236	261,434	328,000
Municipal service district taxes	140,486	-	-
Auto tax	235,325	235,000	240,000
Interest on delinquent tax	106,140	105,000	90,000
Other tax	726	800	1,000
	<u>\$ 20,459,496</u>	<u>\$ 20,697,175</u>	<u>\$ 22,141,484</u>
Unrestricted Intergovernmental:			
Local option sales tax	\$ 7,604,426	\$ 7,608,102	\$ 7,650,000
Utilities franchise tax	3,002,938	3,015,000	3,015,000
Wine and beer tax	149,251	150,000	150,000
Other	156,087	164,875	164,000
	<u>\$ 10,912,702</u>	<u>\$ 10,937,977</u>	<u>\$ 10,979,000</u>
Restricted Intergovernmental:			
State street aid - powell bill	\$ 964,070	\$ 951,247	\$ 951,247
ARRA - Greenway Grant	91,062	132,000	-
Other	659,188	818,101	2,839,054
	<u>\$ 1,714,320</u>	<u>\$ 1,901,348</u>	<u>\$ 3,790,301</u>
Charges for services:			
Environmental protection	\$ 2,000,815	\$ 2,117,090	\$ 2,346,000
Culture and recreation	116,179	102,000	200,000
Code services fees	47,806	40,975	40,000
Public safety	545,128	532,866	551,500
Cemetery	115,450	120,000	120,000
Radio antenna and paging rentals	362,897	352,500	265,000
Rentals and sale of property	585,534	569,357	304,240
Licenses and permits	61,123	71,443	70,000
Administrative charges	3,615,090	3,652,030	3,532,030
Community services	157,331	59,601	67,150
Other	2,581	8,270	3,000
	<u>\$ 7,609,934</u>	<u>\$ 7,626,131</u>	<u>\$ 7,498,920</u>
Miscellaneous:			
Interest earned on investments	\$ 157,674	\$ 344,000	\$ 250,000
Donations	215,491	351,466	135,000
Other	165,781	1,063,012	191,793
	<u>\$ 538,947</u>	<u>\$ 1,758,478</u>	<u>\$ 576,793</u>
Total revenues	<u>\$ 41,235,399</u>	<u>\$ 42,921,108</u>	<u>\$ 44,986,498</u>
OTHER FINANCING SOURCES:			
Refunding bonds issued	\$ -	\$ 230,000	\$ -
Fund balance appropriated	-	2,000,000	2,523,546
Total revenues and other financing sources	<u>\$ 41,235,399</u>	<u>\$ 45,151,108</u>	<u>\$ 47,510,044</u>

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**CITY OF SALISBURY**  
**FY 2019-2020 BUDGET SUMMARY**  
**GENERAL FUND**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>REVENUE</b>	\$ 41,235,399	\$ 47,090,925	\$ 43,191,599	\$ 47,302,044	\$ 47,510,044
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 14,631,018	\$ 16,368,541	\$ 17,086,382	\$ 16,984,059	\$ 16,984,059
OVERTIME SALARIES	\$ 666,031	\$ 610,300	\$ 621,650	\$ 597,100	\$ 597,100
PART TIME SALARIES	\$ 314,326	\$ 321,118	\$ 247,434	\$ 327,300	\$ 327,300
LEO SEPARATION ALLOWANCE	\$ 360,562	\$ 376,954	\$ 403,852	\$ 369,238	\$ 369,238
FICA TAX	\$ 905,505	\$ 1,035,081	\$ 1,107,613	\$ 1,109,903	\$ 1,109,903
RETIREMENT	\$ 1,166,616	\$ 1,293,437	\$ 1,662,550	\$ 1,611,222	\$ 1,611,222
401K-SWORN LAW	\$ 209,846	\$ 215,403	\$ 230,770	\$ 230,770	\$ 230,770
401(K) EMPLOYER CONTRIBUTION	\$ 322,525	\$ 353,730	\$ 390,785	\$ 386,980	\$ 386,980
HEALTH CARE	\$ 2,818,593	\$ 3,260,457	\$ 3,472,178	\$ 3,411,827	\$ 3,411,827
LIFE INSURANCE	\$ 31,773	\$ 39,956	\$ 42,369	\$ 41,774	\$ 41,774
EMP SEC INS	\$ 12,609	\$ 9,872	\$ 170,599	\$ 119,270	\$ 119,270
WORKERS COMPENSATION	\$ 702,300	\$ 749,250	\$ 820,150	\$ 789,750	\$ 789,750
<b>Personnel Total</b>	<b>\$ 22,141,704</b>	<b>\$ 24,634,099</b>	<b>\$ 26,256,332</b>	<b>\$ 25,979,193</b>	<b>\$ 25,979,193</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 4,507	\$ 5,675	\$ 5,500	\$ 5,300	\$ 5,300
UNIFORMS	\$ 107,525	\$ 243,858	\$ 166,684	\$ 131,607	\$ 131,607
UNIFORM EQUIPMENT	\$ 17,096	\$ 24,560	\$ 23,160	\$ 17,810	\$ 17,810
PROTECTIVE EQUIPMENT	\$ 516	\$ 400	\$ 800	\$ 600	\$ 600
MEETING EXPENSES	\$ 16,101	\$ 18,622	\$ 19,394	\$ 13,544	\$ 13,544
EMPLOYEE RECOGNITION	\$ 5,240	\$ 2,500	\$ 2,500	\$ 1,500	\$ 1,500
EMPLOYEE HOLIDAY LUNCHEON	\$ 5,233	\$ -	\$ -	\$ -	\$ -
SAFETY PROGRAM	\$ 1,825	\$ 4,000	\$ 4,000	\$ 2,500	\$ 2,500
CRIME PREVENTION	\$ 3,968	\$ 6,007	\$ 1,200	\$ 1,200	\$ 1,200
SAFETY AWARDS	\$ -	\$ 4,000	\$ 4,000	\$ 2,500	\$ 2,500
RECREATION PROGRAMS	\$ 21,393	\$ 17,810	\$ 19,350	\$ 16,900	\$ 16,900
YOUTH PROGRAMS	\$ 14,471	\$ 2,000	\$ 11,000	\$ -	\$ -
CAC PROGRAMS	\$ 965	\$ 3,000	\$ 3,000	\$ 3,484	\$ 3,484
EXPENDABLE EQUIPMENT	\$ 38,884	\$ 28,731	\$ 30,417	\$ 25,500	\$ 25,500
EXPENDABLE RECREATION EQUIPMENT	\$ 205	\$ 900	\$ 900	\$ 900	\$ 900
FIRE AND RESCUE TOOLS	\$ 157,491	\$ 17,663	\$ 19,363	\$ 19,363	\$ 19,363
STREET NAME SIGNS	\$ 4,970	\$ 5,210	\$ 5,210	\$ 5,210	\$ 5,210
TRAFFIC PAVEMENT MARKINGS	\$ 13,576	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
TRAFFIC SIGNS & POST	\$ 7,862	\$ 8,275	\$ 8,275	\$ 8,275	\$ 8,275
DRIVE & WALK PAVING	\$ 34,355	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 5,507	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
SNOW MATERIALS	\$ -	\$ 7,590	\$ 7,590	\$ 7,590	\$ 7,590
MATERIALS NEW STREETS	\$ 17,436	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
MATERIALS ST MAINT	\$ 26,100	\$ 25,000	\$ 25,000	\$ 30,000	\$ 30,000
MATERIALS - CONCRETE	\$ 13,883	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
GAS & OIL	\$ 404,707	\$ 389,317	\$ 699,905	\$ 566,436	\$ 566,436
DEPARTMENT SUPPLIES	\$ 161,190	\$ 152,248	\$ 180,575	\$ 138,947	\$ 138,947
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 5,306	\$ 29,000	\$ 22,010	\$ 22,010	\$ 22,010
HOSE AND FITTINGS	\$ 2,722	\$ 5,756	\$ 31,942	\$ 4,800	\$ 4,800
COMPUTER SUPPLIES	\$ 364	\$ 400	\$ 400	\$ 400	\$ 400
ARMORY SUPPLIES	\$ 18,187	\$ 12,650	\$ 22,650	\$ 15,650	\$ 15,650
CANINE UNIT	\$ 5,775	\$ 4,000	\$ 8,800	\$ 7,800	\$ 7,800

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
EVIDENCE	\$ -	\$ 3,015	\$ 3,015	\$ 1,558	\$ 1,558
CRIME SCENE	\$ -	\$ 5,200	\$ 8,470	\$ 8,270	\$ 8,270
TRAVEL	\$ 65,005	\$ 76,432	\$ 103,250	\$ 82,358	\$ 82,358
AUTO ALLOWANCE	\$ -	\$ -	\$ 28,421	\$ 28,421	\$ 28,421
TECHNOLOGY ALLOWANCE	\$ 2,400	\$ 2,400	\$ 7,230	\$ 7,230	\$ 7,230
TELEPHONE	\$ 23,647	\$ 33,569	\$ 23,800	\$ 29,251	\$ 29,251
CELL PHONE STIPEND	\$ -	\$ -	\$ 53,784	\$ 53,784	\$ 53,784
WIRELESS AIR CARDS	\$ 52,467	\$ 57,335	\$ 58,071	\$ 58,071	\$ 58,071
POSTAGE	\$ 13,003	\$ 13,518	\$ 14,833	\$ 12,848	\$ 12,848
ELECTRIC POWER	\$ 418,463	\$ 436,225	\$ 472,775	\$ 417,970	\$ 417,970
TRAFFIC SIGNAL	\$ 5,690	\$ 5,972	\$ 6,000	\$ 6,000	\$ 6,000
STREET LIGHTING	\$ 564,531	\$ 567,350	\$ 594,350	\$ 498,350	\$ 498,350
NATURAL GAS	\$ 70,615	\$ 66,716	\$ 105,626	\$ 70,719	\$ 70,719
CITY UTILITIES	\$ 117,720	\$ 118,610	\$ 119,870	\$ 99,539	\$ 99,539
PRINTING	\$ 3,641	\$ 4,744	\$ 4,600	\$ 3,850	\$ 3,850
BUILDINGS & GROUNDS	\$ 263,137	\$ 353,612	\$ 268,770	\$ 200,832	\$ 200,832
B&G OTHER DEPTS	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -
GROUNDS BEAUTIFICATION	\$ 6,989	\$ 12,450	\$ 30,700	\$ 20,700	\$ 20,700
TRANSITIONAL PARK	\$ 1,448	\$ -	\$ -	\$ -	\$ -
PRICE HIGH SCHOOL	\$ 15,832	\$ 16,000	\$ 18,909	\$ 15,838	\$ 15,838
AMTRAK STATION	\$ 12,058	\$ 13,800	\$ 16,794	\$ 16,765	\$ 16,765
B/G CONTRACTED SERVICES	\$ 321,853	\$ 332,170	\$ 341,923	\$ 341,923	\$ 341,923
MAINT EQUIPMENT	\$ 148,115	\$ 140,189	\$ 156,065	\$ 126,203	\$ 126,203
MAINT RADIO	\$ 45,240	\$ 33,792	\$ 35,040	\$ 19,840	\$ 19,840
MAINT COMPUTER	\$ 33,782	\$ 54,051	\$ 102,333	\$ 67,264	\$ 67,264
MAINT CMPT SOFTWARE	\$ 613,001	\$ 682,894	\$ 724,063	\$ 687,683	\$ 687,683
MAINT TRAFFIC SIGNALS	\$ 12,276	\$ 10,000	\$ 37,860	\$ 17,286	\$ 17,286
MAINT AUTO	\$ 387,827	\$ 275,526	\$ 340,077	\$ 298,545	\$ 298,545
VEHICLE DAMAGE REPAIR	\$ 7,956	\$ -	\$ -	\$ -	\$ -
STREET MAINTENANCE	\$ 433,648	\$ 500,000	\$ 550,000	\$ 500,000	\$ 500,000
COUNTY LANDFILL CHARGES	\$ 321,192	\$ 333,440	\$ 343,440	\$ 333,440	\$ 333,440
MINIMUM HOUSING	\$ 60,183	\$ 146,200	\$ 125,000	\$ 120,000	\$ 120,000
ADVERTISING	\$ 54,966	\$ 36,348	\$ 52,020	\$ 28,120	\$ 28,120
TRAINING	\$ 160,550	\$ 189,084	\$ 209,006	\$ 156,468	\$ 156,468
EMPLOYEE TRAINING/DEV PROGRAM	\$ 32,482	\$ 30,446	\$ 45,000	\$ 25,000	\$ 25,000
TACTICAL UNIT	\$ 12,668	\$ 9,250	\$ 16,000	\$ 9,500	\$ 9,500
LEASE PMTS-PK LOT	\$ 13,243	\$ 13,250	\$ 13,250	\$ 13,250	\$ 13,250
COPIER CONTRACT EXPENSE	\$ 53,052	\$ 55,700	\$ 59,450	\$ 59,581	\$ 59,581
INSURANCE PREMIUMS	\$ 296,061	\$ 310,018	\$ 329,289	\$ 323,300	\$ 323,300
INSURANCE CLAIMS	\$ 74,365	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 65,621	\$ 79,622	\$ 91,781	\$ 86,817	\$ 86,817
MISCELLANEOUS EXPENSE	\$ 163,928	\$ 33,441	\$ 31,215	\$ 27,254	\$ 27,254
INFORMATION FUND	\$ 21,000	\$ 18,800	\$ 20,000	\$ 20,000	\$ 20,000
OPERATIONAL EXPENDIT RESERVED	\$ -	\$ -	\$ -	\$ -	\$ 38,000
ACTIVENET FEES	\$ 856	\$ 2,000	\$ 2,000	\$ 1,500	\$ 1,500
AUDITING CONTRACT	\$ 32,600	\$ 33,300	\$ 33,500	\$ 33,500	\$ 33,500
TAX COLLECTION FEES	\$ 207,214	\$ 195,000	\$ 220,000	\$ 220,000	\$ 220,000
LEGAL FEES	\$ 118,469	\$ 50,000	\$ 35,000	\$ 25,000	\$ 25,000
RIGHT OF WAY CHARGES	\$ 1,234	\$ 1,215	\$ 1,260	\$ 1,260	\$ 1,260
INTERNET BACKBONE FEE	\$ -	\$ -	\$ 116,400	\$ 33,276	\$ 33,276
SPECIAL PROJECTS	\$ 2,224,895	\$ 5,336,276	\$ 5,628,248	\$ 4,629,471	\$ 4,799,471
COMMUNITY EFFORTS GROUPS	\$ 45,000	\$ 45,000	\$ 55,000	\$ 55,000	\$ 55,000
UPDATE CITY CODE	\$ 4,481	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
CONTRACTED SERVICES	\$ 1,379,807	\$ 848,617	\$ 808,154	\$ 758,054	\$ 758,054
EMPLOYEE ASSISTANCE PROGRAM	\$ 6,180	\$ 6,252	\$ 6,319	\$ 6,319	\$ 6,319
ELECTION EXPENSE	\$ 12,826	\$ -	\$ 14,200	\$ 14,200	\$ 14,200
E INNES STREETSCAPE	\$ 8,411	\$ 76,037	\$ -	\$ -	\$ -
PERFORMANCE MEASUREMENT	\$ 18,500	\$ -	\$ 10,400	\$ 8,900	\$ 8,900
DENR PROJECTS	\$ 328	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
RETIREE HEALTH INSURANCE	\$ 580,209	\$ 632,055	\$ 668,652	\$ 668,652	\$ 668,652
YOUTH COUNCIL	\$ 7,552	\$ 7,500	\$ 15,000	\$ 7,500	\$ 7,500
CRIME CONTROL	\$ 3,416	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000
POLICE ACCREDITATION	\$ 4,670	\$ 5,220	\$ 4,770	\$ 4,770	\$ 4,770
POLICE CHAPLAINCY PROGRAM	\$ 333	\$ 200	\$ 820	\$ 820	\$ 820
GOVERNMENT ACCESS CHANNEL	\$ 2,946	\$ 3,900	\$ 5,150	\$ 3,150	\$ 3,150
WELLNESS PROGRAM	\$ 12,008	\$ 7,000	\$ 8,000	\$ 7,000	\$ 7,000
SPECIAL EVENTS	\$ 45,687	\$ 52,981	\$ 157,535	\$ 57,500	\$ 57,500
ATTRACT/RETAIN STRATEGIES	\$ 3,726	\$ 3,800	\$ 3,000	\$ 2,000	\$ 2,000
DIVERSITY RECRUIT STRATEGIES	\$ 4,342	\$ 2,500	\$ 3,500	\$ 2,000	\$ 2,000
SWAY	\$ 16,990	\$ 20,700	\$ 30,000	\$ 20,700	\$ 20,700
PUBLIC ART/SCULPTURE SHOW	\$ 46,717	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000
BLOCKWORK	\$ 9,391	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
SPRING FESTIVAL	\$ 71,030	\$ 12,651	\$ 90,000	\$ 80,000	\$ 80,000
KESLER MILL	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
DOG PARK	\$ -	\$ -	\$ 1,500	\$ -	\$ -
ANNEXATION EXPENSES	\$ 2,653	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822
PROFESSIONAL SERVICES	\$ 228,782	\$ 269,207	\$ 306,805	\$ 242,272	\$ 242,272
NCLM/INST OF GOV'T	\$ 28,715	\$ 30,352	\$ 30,500	\$ 32,473	\$ 32,473
CONTRACTED PROGRAM INSTRUCTORS	\$ 15,350	\$ 13,600	\$ 16,850	\$ 13,350	\$ 13,350
BACKGROUND INVESTIGATIONS	\$ 746	\$ 3,000	\$ 4,500	\$ 2,500	\$ 2,500
RECYCLING CONTRACT	\$ 365,673	\$ 443,150	\$ 487,080	\$ 487,080	\$ 487,080
ACTION GRANTS	\$ 22,000	\$ 22,000	\$ 25,000	\$ 22,000	\$ 22,000
HUMAN RELATIONS COUNCIL	\$ 5,214	\$ 5,150	\$ 10,300	\$ 5,150	\$ 5,150
COUNCIL OF GOV'T	\$ 8,164	\$ 8,300	\$ 8,300	\$ 8,300	\$ 8,300
SUPPLEMENTARY ED	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
UNITED ARTS COUNCIL	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250
CHAMBER OF COMM	\$ 11,739	\$ 12,000	\$ 12,200	\$ 12,200	\$ 12,200
SENIOR CITIZENS	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
COMMUNITY APPEARANCE COMM	\$ 372	\$ 400	\$ 400	\$ 400	\$ 400
ECONOMIC DEV COMM	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088
TREE BOARD	\$ 815	\$ 1,600	\$ 2,400	\$ 1,900	\$ 1,900
DOWNTOWN SALISBURY INC	\$ 105,000	\$ -	\$ -	\$ -	\$ -
HURLEY PARK ADVISORY BOARD	\$ 89	\$ 500	\$ 500	\$ 500	\$ 500
2014 JAG GRANT	\$ 20,786	\$ -	\$ -	\$ -	\$ -
LEASE PURCHASE PRINCIPAL	\$ 596,952	\$ 846,952	\$ 866,952	\$ 866,952	\$ 866,952
LEASE PURCHASE INTEREST EXP	\$ 71,547	\$ 161,530	\$ 252,094	\$ 252,094	\$ 252,094
PAYMENT TO REFUNDING AGENT	\$ -	\$ 230,000	\$ -	\$ -	\$ -
INV - TELECOM PURCHASES	\$ 32,361	\$ -	\$ -	\$ -	\$ -
INV - TELECOM ISSUES	\$ (32,361)	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 1,782,010	\$ 1,938,386	\$ 1,988,290	\$ 1,988,290	\$ 1,988,290
TRANSFER - TRANSIT FUND	\$ 465,322	\$ 467,822	\$ 600,000	\$ 633,564	\$ 633,564
TRANSFER - FIBRANT FUND	\$ 3,217,883	\$ 3,000,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000
<b>Operations Total</b>	<b>\$ 18,179,989</b>	<b>\$ 21,298,154</b>	<b>\$ 22,258,944</b>	<b>\$ 19,975,911</b>	<b>\$ 20,183,911</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 29,075	\$ 72,931	\$ 150,784	\$ 65,000	\$ 65,000
C O ROOF / HVAC	\$ 145,090	\$ 491,071	\$ 636,940	\$ 636,940	\$ 636,940
C O COMPUTER EQUIPMENT	\$ -	\$ 2,000	\$ -	\$ -	\$ -
C O GARAGE EQUIPMENT	\$ 28,577	\$ -	\$ 195,600	\$ -	\$ -
C O BUILDINGS	\$ 605,197	\$ 485,311	\$ 818,551	\$ 255,000	\$ 255,000
C O BLDG & GRNDS	\$ 62,066	\$ 65,211	\$ 1,143,773	\$ 390,000	\$ 390,000
<b>Capital Total</b>	<b>\$ 870,005</b>	<b>\$ 1,116,524</b>	<b>\$ 2,945,648</b>	<b>\$ 1,346,940</b>	<b>\$ 1,346,940</b>
<b>Grand Total</b>	<b>\$ 41,191,698</b>	<b>\$ 47,048,777</b>	<b>\$ 51,460,924</b>	<b>\$ 47,302,044</b>	<b>\$ 47,510,044</b>

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 216,791	\$ 217,600	\$ 205,716	\$ 205,716	\$ 205,716
FICA TAX	\$ 16,272	\$ 16,569	\$ 15,737	\$ 15,737	\$ 15,737
RETIREMENT	\$ 10,156	\$ 10,459	\$ 12,843	\$ 12,563	\$ 12,563
401(K) EMPLOYER CONTRIBUTION	\$ 4,021	\$ 4,012	\$ 4,178	\$ 4,178	\$ 4,178
HEALTH CARE	\$ 52,069	\$ 45,745	\$ 45,745	\$ 45,745	\$ 45,745
LIFE INSURANCE	\$ 248	\$ 334	\$ 347	\$ 345	\$ 345
EMP SEC INS	\$ 83	\$ 80	\$ 1,380	\$ 966	\$ 966
WORKERS COMPENSATION	\$ 16,800	\$ 18,000	\$ 18,800	\$ 18,000	\$ 18,000
<b>Personnel Total</b>	<b>\$ 316,440</b>	<b>\$ 312,799</b>	<b>\$ 304,746</b>	<b>\$ 303,250</b>	<b>\$ 303,250</b>
<b>Operations</b>					
MEETING EXPENSES	\$ 12,755	\$ 9,572	\$ 13,094	\$ 10,594	\$ 10,594
DEPARTMENT SUPPLIES	\$ 5,375	\$ 5,700	\$ 8,250	\$ 5,100	\$ 5,100
TRAVEL	\$ 18,114	\$ 14,982	\$ 18,000	\$ 15,000	\$ 15,000
AUTO ALLOWANCE	\$ -	\$ -	\$ 12,918	\$ 12,918	\$ 12,918
TECHNOLOGY ALLOWANCE	\$ 2,400	\$ 2,400	\$ 7,230	\$ 7,230	\$ 7,230
TELEPHONE	\$ 54	\$ 410	\$ 410	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 381	\$ 650	\$ 900	\$ 400	\$ 400
MAINT EQUIPMENT	\$ -	\$ 160	\$ -	\$ -	\$ -
ADVERTISING	\$ 179	\$ 2,000	\$ 4,600	\$ 1,700	\$ 1,700
TRAINING	\$ 3,960	\$ 9,100	\$ 8,500	\$ 8,300	\$ 8,300
COPIER CONTRACT EXPENSE	\$ 2,505	\$ 2,200	\$ 2,400	\$ 2,400	\$ 2,400
DUES & SUBSCRIPTIONS	\$ 14,330	\$ 15,468	\$ 16,678	\$ 15,274	\$ 15,274
MISCELLANEOUS EXPENSE	\$ 8,117	\$ 10,800	\$ 10,800	\$ 8,264	\$ 8,264
SPECIAL PROJECTS	\$ 1,825	\$ 10,000	\$ 12,000	\$ 10,000	\$ 10,000
COMMUNITY EFFORTS GROUPS	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
UPDATE CITY CODE	\$ 4,481	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
ELECTION EXPENSE	\$ 12,826	\$ -	\$ 14,200	\$ 14,200	\$ 14,200
PROFESSIONAL SERVICES	\$ -	\$ 2,700	\$ 500	\$ 200	\$ 200
TRANSFER - CAP RESERVE FUND	\$ 10,505	\$ 10,550	\$ 1,400	\$ 1,400	\$ 1,400
<b>Operations Total</b>	<b>\$ 142,807</b>	<b>\$ 145,692</b>	<b>\$ 181,924</b>	<b>\$ 163,024</b>	<b>\$ 163,024</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 459,247</b>	<b>\$ 458,491</b>	<b>\$ 486,670</b>	<b>\$ 466,274</b>	<b>\$ 466,274</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>City Council (000)</b>					
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	3	3	3	3	3
<b>Administration (210)</b>					
City Clerk	1	1	1	1	1
Deputy City Clerk <sup>1</sup>	0	1	1	1	1
Senior Office Assistant <sup>1</sup>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	8	8	8	8	8

<sup>1</sup>Senior Office Assistant added FY18, Reclassified FY19 to Deputy City Clerk



**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 549,307	\$ 606,621	\$ 642,462	\$ 642,462	\$ 642,462
PART TIME SALARIES	\$ 1,879	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 36,521	\$ 42,696	\$ 45,192	\$ 45,192	\$ 45,192
RETIREMENT	\$ 39,898	\$ 46,288	\$ 59,235	\$ 57,951	\$ 57,951
401(K) EMPLOYER CONTRIBUTION	\$ 15,793	\$ 17,757	\$ 19,274	\$ 19,274	\$ 19,274
HEALTH CARE	\$ 56,323	\$ 80,450	\$ 74,144	\$ 74,144	\$ 74,144
LIFE INSURANCE	\$ 1,191	\$ 1,481	\$ 1,605	\$ 1,590	\$ 1,590
EMP SEC INS	\$ 1,337	\$ 356	\$ 6,363	\$ 4,453	\$ 4,453
WORKERS COMPENSATION	\$ 10,500	\$ 13,500	\$ 14,100	\$ 13,500	\$ 13,500
<b>Personnel Total</b>	<b>\$ 712,749</b>	<b>\$ 809,149</b>	<b>\$ 862,375</b>	<b>\$ 858,566</b>	<b>\$ 858,566</b>
<b>Operations</b>					
MEETING EXPENSES	\$ -	\$ 1,200	\$ 2,400	\$ -	\$ -
EMPLOYEE HOLIDAY LUNCHEON	\$ 5,233	\$ -	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 5,894	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAVEL	\$ 15,356	\$ 19,090	\$ 24,500	\$ 20,500	\$ 20,500
AUTO ALLOWANCE	\$ -	\$ -	\$ 10,335	\$ 10,335	\$ 10,335
TELEPHONE	\$ 560	\$ 600	\$ 600	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,100	\$ 5,100	\$ 5,100
WIRELESS AIR CARDS	\$ 1,009	\$ 1,417	\$ 1,417	\$ 1,417	\$ 1,417
POSTAGE	\$ 363	\$ 250	\$ 500	\$ 500	\$ 500
ADVERTISING	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
TRAINING	\$ 11,024	\$ 17,480	\$ 18,330	\$ 18,330	\$ 18,330
COPIER CONTRACT EXPENSE	\$ 4,820	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000
INSURANCE PREMIUMS	\$ 77,953	\$ 66,953	\$ 73,456	\$ 72,120	\$ 72,120

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
DUES & SUBSCRIPTIONS	\$ 12,547	\$ 17,904	\$ 17,904	\$ 17,904	\$ 17,904
MISCELLANEOUS EXPENSE	\$ 10,363	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041
LEGAL FEES	\$ 118,469	\$ 50,000	\$ 35,000	\$ 25,000	\$ 25,000
SPECIAL PROJECTS	\$ 13,201	\$ 31,000	\$ 21,000	\$ 18,500	\$ 18,500
COMMUNITY EFFORTS GROUPS	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
YOUTH COUNCIL	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ 7,500
PROFESSIONAL SERVICES	\$ 11,495	\$ -	\$ 15,000	\$ 10,000	\$ 10,000
NCLM/INST OF GOV'T	\$ 28,715	\$ 30,352	\$ 30,500	\$ 32,473	\$ 32,473
HUMAN RELATIONS COUNCIL	\$ -	\$ -	\$ 5,150	\$ 5,150	\$ 5,150
COUNCIL OF GOV'T	\$ 8,164	\$ 8,300	\$ 8,300	\$ 8,300	\$ 8,300
CHAMBER OF COMM	\$ 11,739	\$ 12,000	\$ 12,200	\$ 12,200	\$ 12,200
TRANSFER - CAP RESERVE FUND	\$ 1,700	\$ 2,100	\$ 2,850	\$ 2,850	\$ 2,850
<b>Operations Total</b>	<b>\$ 338,603</b>	<b>\$ 274,187</b>	<b>\$ 318,583</b>	<b>\$ 294,720</b>	<b>\$ 294,720</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,051,352</b>	<b>\$ 1,083,336</b>	<b>\$ 1,180,958</b>	<b>\$ 1,153,286</b>	<b>\$ 1,153,286</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (000)</b>					
City Manager	1	1	1	1	1
Assistant City Manager <sup>1</sup>	2	1	1	1	1
City Attorney <sup>1</sup>	0	1	1	1	1
Human Relations Manager <sup>2</sup>	1	1	1	1	1
Deputy Clerk/Assist. to City Manager <sup>3</sup>	1	1	0	0	0
Administrative Services Director <sup>3</sup>	0	0	1	1	1
Administrative Specialist <sup>4</sup>	0	0	1	1	1
Senior Office Assistant <sup>4</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	6	6	6	6	6

<sup>1</sup>Position reclassified

<sup>2</sup>Position reclassified from Human Resources Analyst I/II (423) and moved

<sup>3</sup>Position reclassified

<sup>4</sup>Position reclassified



**Communications**

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Promote the City’s programs and highlight accomplishments through Salisbury NOW, The Lamplighter newsletter, social media, City websites, ACCESS16, and word of mouth.
2. Manage City of Salisbury brand and marketing communications standards to ensure compliance by City employees, contractors and appointees.
3. Maintain the City social media and mass notification presence and monitor content:
  - Explore up-to-date social media initiatives in an effort to share more City content and to inform the public of significant City events and notifications.
  - Continue to post relevant notifications and content to the official City of Salisbury Nextdoor.com platform.
  - Continue to utilize Nixle to send important alerts and updates to residents and City employees.
  - Increase the official City of Salisbury Facebook likes by 20 percent by the end of the fiscal year.
  - Increase the official City of Salisbury Instagram likes by 50 percent by the end of the fiscal year.
  - Increase the official City of Salisbury Twitter followers by 10 percent by the end of the fiscal year.
  - Monitor inappropriate content posted by posters and employees and forward inappropriate employee content to appropriate contacts.
4. Continue to write, distribute, and increase engagement of residents through The Lamplighter newsletter.
5. Continue to develop Salisbury NOW television show into a premiere, award-winning, local government channel.
6. Research and complete the new Salisbury Employee Portal.
7. Maintain and/or upgrade the City’s television station equipment as needed.
8. Design, maintain, and post/air content on the internal employee monitors, EMTV.
9. Support internal City departments and City Council with crisis communications as needed:
  - Manage crisis communications situations as needed.
  - Support departments in emergency and/or urgent situations.
  - Draft talking points and Q and A’s as needed in emergency or controversial situations.
  - Develop and manage press conferences as necessary for crisis or emergency events.
10. Set up, record, live tweet, and live stream Salisbury City Council meetings:
  - Prepare recorded meetings for viewing as soon as possible on ACCESS16.
  - Live tweet City Council meetings while in progress.
  - Maintain and/or upgrade audio/visual equipment in City Council Chambers as determined by the replacement schedule.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
Social Media Engagement % Increase	60% FB 40% Twitter	45% FB 2% Twitter	20% FB 10%Twitter
Video Programming Viewership Increase	N/A	N/A	25%
Departments Supported	13	12	12

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 217,352	\$ 256,680	\$ 269,200	\$ 269,200	\$ 269,200
FICA TAX	\$ 15,901	\$ 19,555	\$ 20,593	\$ 20,593	\$ 20,593
RETIREMENT	\$ 16,244	\$ 19,991	\$ 24,821	\$ 24,281	\$ 24,281
401(K) EMPLOYER CONTRIBUTION	\$ 6,428	\$ 7,670	\$ 8,077	\$ 8,077	\$ 8,077
HEALTH CARE	\$ 30,143	\$ 40,206	\$ 38,401	\$ 38,401	\$ 38,401
LIFE INSURANCE	\$ 516	\$ 638	\$ 673	\$ 667	\$ 667
EMP SEC INS	\$ 679	\$ 155	\$ 2,666	\$ 1,867	\$ 1,867
WORKERS COMPENSATION	\$ 6,300	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 293,564</b>	<b>\$ 353,895</b>	<b>\$ 373,831</b>	<b>\$ 372,086</b>	<b>\$ 372,086</b>
<b>Operations</b>					
DEPARTMENT SUPPLIES	\$ 2,622	\$ 3,050	\$ 3,660	\$ 3,160	\$ 3,160
TRAVEL	\$ 3,703	\$ 4,200	\$ 4,450	\$ 4,450	\$ 4,450
TELEPHONE	\$ 81	\$ 89	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
WIRELESS AIR CARDS	\$ 456	\$ 480	\$ -	\$ -	\$ -
POSTAGE	\$ 150	\$ 250	\$ 250	\$ 150	\$ 150
MAINT EQUIPMENT	\$ 1	\$ -	\$ -	\$ -	\$ -
ADVERTISING	\$ 12,984	\$ 10,480	\$ 16,820	\$ 10,820	\$ 10,820
TRAINING	\$ 1,721	\$ 4,475	\$ 5,490	\$ 5,390	\$ 5,390
COPIER CONTRACT EXPENSE	\$ 1,501	\$ 2,300	\$ 2,550	\$ 2,550	\$ 2,550
DUES & SUBSCRIPTIONS	\$ 6,795	\$ 5,675	\$ 6,036	\$ 6,036	\$ 6,036
GOVERNMENT ACCESS CHANNEL	\$ 2,946	\$ 3,900	\$ 5,150	\$ 3,150	\$ 3,150
PROFESSIONAL SERVICES	\$ 57,456	\$ 57,800	\$ 60,080	\$ 56,600	\$ 56,600
TRANSFER - CAP RESERVE FUND	\$ 11,615	\$ 5,845	\$ 6,420	\$ 6,420	\$ 6,420
<b>Operations Total</b>	<b>\$ 102,029</b>	<b>\$ 98,544</b>	<b>\$ 112,250</b>	<b>\$ 100,070</b>	<b>\$ 100,070</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 395,593</b>	<b>\$ 452,439</b>	<b>\$ 486,081</b>	<b>\$ 472,156</b>	<b>\$ 472,156</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Public Information (203)</b>					
Public Information Director	1	1	1	1	1
Communications Specialist	0	1	1	1	1
<b>Access 16 (204)</b>					
Systems Analyst	1	1	1	1	1
<b>Web &amp; System Media (205)</b>					
Web/Marketing Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## 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 providing general personnel administration, recruitment and selection, training and development, health and wellness, employee relations, compensation and benefits administration and a City-wide customer service program through SWAY. To provide Risk Management services for the City that includes safety, liability insurance management, worker's compensation, OSHA compliance, and third party claims against the City. To implement goals and special projects as assigned by City Council.

### PERFORMANCE GOALS

1. Implement City Council level goals.
2. Research, develop, and implement Human Resources systems consistent with elements of a high performance organization.
3. Update compensation plan periodically to attract and retain top talent.
4. Develop relationships and partnerships with the community in order to enhance recruitment efforts.
5. Implement an internship program with schools and colleges/universities.
6. Establish health insurance savings strategies and wellness initiatives.
7. Promote work-life balance and wellness.
8. Continue to provide courses, workshops, and training to further develop human capital through Salisbury University.
9. Research and invest in professional development programs.
10. Continue to identify and establish employee appreciation efforts through the City-wide customer service program, SWAY.
11. Continue to maintain a secure web-based human resources information system.
12. Continue to provide employee self-service through the human resources information system, MUNIS.
13. Continue to support the applicant tracking software program, MUNIS.
14. Participate in surveys and benchmarking studies.
15. Identify Human Resources measures of effectiveness and efficiency.
16. Provide Risk Management programs.



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**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Human Resources (000)</b>			
<b>Workload</b>			
Position Applications Reviewed	1,885	1,900	1,950
Full-Time Employees in Organization (all funds)	448	449	442
Position Requisitions Received from Departments	92	95	98
<b>Effectiveness</b>			
Percent of Applicants Placed (Internal)	18.4%	18.0%	18.5%
Percent of Applicants Placed (External)	81.6%	82.0%	81.5%
Organization-wide Turnover Rate	13.62%	15.00%	14.00%
<b>Risk Management (201)</b>			
<b>Workload</b>			
Number of Workers Compensation Claims Filed	58	40	35
Number of Third-Party Insurance Claims Filed	4	15	15
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
<b>Efficiency</b>			
Cost Per Negotiated Workers Compensation Claim	\$ 4,200	\$ 3,000	\$ 3,000
Cost Per Negotiated Insurance Claim	\$ 1,500	\$ 2,000	\$ 2,000
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ -	\$ -
<b>Effectiveness</b>			
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	4%	4%	5%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	\$ -	\$ -	\$ -

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 357,303	\$ 396,214	\$ 394,962	\$ 394,962	\$ 394,962
OVERTIME SALARIES	\$ 1,033	\$ 250	\$ 250	\$ 250	\$ 250
PART TIME SALARIES	\$ 399	\$ -	\$ -	\$ -	\$ -
LEO SEPARATION ALLOWANCE	\$ 16	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 26,470	\$ 30,134	\$ 30,234	\$ 30,234	\$ 30,234
RETIREMENT	\$ 26,715	\$ 30,804	\$ 36,440	\$ 35,650	\$ 35,650
401K-SWORN LAW	\$ 9	\$ -	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 10,569	\$ 11,817	\$ 11,857	\$ 11,857	\$ 11,857
HEALTH CARE	\$ 52,941	\$ 53,225	\$ 49,355	\$ 49,355	\$ 49,355
LIFE INSURANCE	\$ 773	\$ 985	\$ 986	\$ 978	\$ 978
EMP SEC INS	\$ 375	\$ 237	\$ 3,911	\$ 2,738	\$ 2,738
WORKERS COMPENSATION	\$ 14,700	\$ 13,500	\$ 14,100	\$ 13,500	\$ 13,500
<b>Personnel Total</b>	<b>\$ 491,302</b>	<b>\$ 537,166</b>	<b>\$ 542,095</b>	<b>\$ 539,524</b>	<b>\$ 539,524</b>

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
EMPLOYEE RECOGNITION	\$ 1,710	\$ 2,500	\$ 2,500	\$ 1,500	\$ 1,500
SAFETY PROGRAM	\$ 1,825	\$ 4,000	\$ 4,000	\$ 2,500	\$ 2,500
SAFETY AWARDS	\$ -	\$ 4,000	\$ 4,000	\$ 2,500	\$ 2,500
GAS & OIL	\$ 153	\$ 222	\$ 234	\$ 162	\$ 162
DEPARTMENT SUPPLIES	\$ 6,836	\$ 4,000	\$ 7,700	\$ 5,700	\$ 5,700
TRAVEL	\$ 1,739	\$ 3,000	\$ 7,500	\$ 5,500	\$ 5,500
TELEPHONE	\$ 510	\$ 564	\$ 564	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,868	\$ 2,868	\$ 2,868
WIRELESS AIR CARDS	\$ 473	\$ 480	\$ 480	\$ 480	\$ 480
POSTAGE	\$ 1,081	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ -	\$ 300	\$ 300	\$ 300	\$ 300
MAINT AUTO	\$ 240	\$ 140	\$ 140	\$ 140	\$ 140
ADVERTISING	\$ 8,931	\$ 4,000	\$ 8,900	\$ 4,500	\$ 4,500
TRAINING	\$ 8,007	\$ 11,500	\$ 20,000	\$ 15,496	\$ 15,496
EMPLOYEE TRAINING/DEV PROGRAM	\$ 32,482	\$ 30,446	\$ 45,000	\$ 25,000	\$ 25,000
COPIER CONTRACT EXPENSE	\$ 6,596	\$ 7,500	\$ 7,400	\$ 7,400	\$ 7,400
INSURANCE PREMIUMS	\$ 28,065	\$ 32,830	\$ 36,107	\$ 35,451	\$ 35,451
DUES & SUBSCRIPTIONS	\$ 5,340	\$ 2,250	\$ 4,800	\$ 4,800	\$ 4,800
MISCELLANEOUS EXPENSE	\$ 4,708	\$ 4,500	\$ 500	\$ 500	\$ 500
CONTRACTED SERVICES	\$ 3,950	\$ 8,000	\$ 12,000	\$ 5,000	\$ 5,000
EMPLOYEE ASSISTANCE PROGRAM	\$ 6,180	\$ 6,252	\$ 6,319	\$ 6,319	\$ 6,319
RETIREE HEALTH INSURANCE	\$ 580,209	\$ 632,055	\$ 668,652	\$ 668,652	\$ 668,652
YOUTH COUNCIL	\$ 7,552	\$ 7,500	\$ 7,500	\$ -	\$ -
WELLNESS PROGRAM	\$ 12,008	\$ 7,000	\$ 8,000	\$ 7,000	\$ 7,000
ATTRACT/RETAIN STRATEGIES	\$ 3,726	\$ 3,800	\$ 3,000	\$ 2,000	\$ 2,000
DIVERSITY RECRUIT STRATEGIES	\$ 4,342	\$ 2,500	\$ 3,500	\$ 2,000	\$ 2,000
SWAY	\$ 16,990	\$ 20,700	\$ 30,000	\$ 20,700	\$ 20,700
PROFESSIONAL SERVICES	\$ 23,537	\$ 16,000	\$ 20,000	\$ 20,000	\$ 20,000
BACKGROUND INVESTIGATIONS	\$ 746	\$ 3,000	\$ 4,500	\$ 2,500	\$ 2,500
HUMAN RELATIONS COUNCIL	\$ 5,214	\$ 5,150	\$ 5,150	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 4,020	\$ 6,045	\$ 4,845	\$ 4,845	\$ 4,845
<b>Operations Total</b>	<b>\$ 777,168</b>	<b>\$ 831,234</b>	<b>\$ 927,459</b>	<b>\$ 854,813</b>	<b>\$ 854,813</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,268,470</b>	<b>\$ 1,368,400</b>	<b>\$ 1,469,554</b>	<b>\$ 1,394,337</b>	<b>\$ 1,394,337</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Human Resources (000)</b>					
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II <sup>1</sup>	4	3	3	3	3
Administration Specialist	1	1	1	1	1
<b>Risk Management (201)</b>					
Risk Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup>Position reclassified to Human Relations Manager and moved to Administration (421)

**STATEMENT OF PURPOSE**

To increase the efficiency and effectiveness of the City of Salisbury’s information technology services and support. Provide excellent customer service in areas utilizing networks, desktops, application development, telephones, and project management. Provide resources that enable consistent data and communications access to every City employee that meet defined needs, schedules, and budgets, ensuring that City staff can efficiently and seamlessly perform their duties for the citizens of the City of Salisbury.

**PERFORMANCE GOALS**

1. Maintain IT support for all departments within the City of Salisbury.
2. Maintain all software, software support, and hardware support contracts.
3. Upgrade and replace equipment as dictated by the capital replacement schedule.
4. Coordinate scheduled maintenance and upgrades.
5. Monitor all network activity and mitigate any risks.
6. Identify areas within departments where IT can provide solutions.
7. Identify and reduce unnecessary technology expenditures.
8. Implement policies and procedures concerning the use of City technology.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Workload</b>			
Number of Computers Directly Supported	463	450	450
Total Number of IT Helpdesk Requests Received	1,595	1,800	1,800
Number of Remote Sites Supported	47	47	47
Number of Telephones Supported	380	365	365
<b>Efficiency</b>			
Number of PCs Supported Per Analyst	116	113	113
<b>Effectiveness</b>			
Average Annual Network Availability*	99.9%	99.9%	99.9%
Percent IT Helpdesk Requests Closed < One Day	65.6%	65.2%	65.0%

\*Estimate - Designed to demonstrate network reliability

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 360,136	\$ 470,810	\$ 497,528	\$ 497,528	\$ 497,528
OVERTIME SALARIES	\$ 327	\$ -	\$ -	\$ -	\$ -
PART TIME SALARIES	\$ 24,691	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 27,122	\$ 35,926	\$ 38,059	\$ 38,059	\$ 38,059
RETIREMENT	\$ 26,869	\$ 36,725	\$ 45,871	\$ 44,877	\$ 44,877
401(K) EMPLOYER CONTRIBUTION	\$ 10,635	\$ 14,091	\$ 14,926	\$ 14,926	\$ 14,926
HEALTH CARE	\$ 48,677	\$ 79,097	\$ 79,734	\$ 79,734	\$ 79,734
LIFE INSURANCE	\$ 837	\$ 1,175	\$ 1,242	\$ 1,232	\$ 1,232
EMP SEC INS	\$ 920	\$ 288	\$ 4,928	\$ 3,450	\$ 3,450
WORKERS COMPENSATION	\$ 14,700	\$ 15,750	\$ 16,450	\$ 15,750	\$ 15,750
<b>Personnel Total</b>	<b>\$ 514,913</b>	<b>\$ 653,862</b>	<b>\$ 698,738</b>	<b>\$ 695,556</b>	<b>\$ 695,556</b>

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ -	\$ 900	\$ 1,100	\$ 1,000	\$ 1,000
EXPENDABLE EQUIPMENT	\$ 4,399	\$ 1,363	\$ 2,500	\$ 1,500	\$ 1,500
GAS & OIL	\$ 717	\$ 464	\$ 775	\$ 992	\$ 992
DEPARTMENT SUPPLIES	\$ 3,356	\$ 3,000	\$ 3,000	\$ 2,600	\$ 2,600
TRAVEL	\$ 684	\$ 1,500	\$ 1,500	\$ 1,263	\$ 1,263
TELEPHONE	\$ 188	\$ 205	\$ -	\$ 18,535	\$ 18,535
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,800	\$ 1,800	\$ 1,800
WIRELESS AIR CARDS	\$ 557	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 64	\$ 260	\$ 260	\$ 260	\$ 260
MAINT COMPUTER	\$ 33,782	\$ 54,051	\$ 102,333	\$ 67,264	\$ 67,264
MAINT CMPT SOFTWARE	\$ 562,994	\$ 629,618	\$ 668,027	\$ 633,367	\$ 633,367
MAINT AUTO	\$ 459	\$ 580	\$ 580	\$ 580	\$ 580
TRAINING	\$ 4,320	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
COPIER CONTRACT EXPENSE	\$ 1,241	\$ 1,500	\$ 1,300	\$ 1,300	\$ 1,300
INSURANCE PREMIUMS	\$ 24,724	\$ 26,894	\$ 29,573	\$ 29,035	\$ 29,035
MISCELLANEOUS EXPENSE	\$ 113	\$ 400	\$ 400	\$ 400	\$ 400
INTERNET BACKBONE FEE	\$ -	\$ -	\$ 116,400	\$ 33,276	\$ 33,276
CONTRACTED SERVICES	\$ 1,419	\$ 1,059	\$ 5,000	\$ -	\$ -
PROFESSIONAL SERVICES	\$ -	\$ 9,800	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 67,528	\$ 63,736	\$ 37,640	\$ 37,640	\$ 37,640
<b>Operations Total</b>	<b>\$ 706,546</b>	<b>\$ 801,790</b>	<b>\$ 978,648</b>	<b>\$ 837,272</b>	<b>\$ 837,272</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 6,376	\$ -	\$ 11,940	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 6,376</b>	<b>\$ -</b>	<b>\$ 11,940</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,227,835</b>	<b>\$ 1,455,652</b>	<b>\$ 1,689,326</b>	<b>\$ 1,532,828</b>	<b>\$ 1,532,828</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (000)</b>					
Administrative Specialist <sup>1</sup>	1	1	0	0	0
<b>Operations (151)</b>					
Administrative Specialist <sup>1</sup>	0	0	1	1	1
IT Network Manager	1	1	1	1	1
Installation Technician	1	1	1	1	1
Systems Analyst I/II/Sr.	3	3	3	3	3
Network Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup>Position moved

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Phone System Upgrade	\$ 11,940	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 11,940</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Continue departmental education and training on use of the City’s financial systems.
2. Continue participation in the Performance Measurement/Benchmarking Project.
3. Participate in the GFOA’s Certificate of Achievement for Financial Reporting Excellence program.
4. Participate in the GFOA’s Distinguished Budget Presentation Award.
5. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
6. Continue to seek methods of improved fixed asset accountability.
7. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.
8. Manage the investment activities for idle cash.
9. Manage efforts to implement the new financial software system, MUNIS.

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Accounting</b>			
<b>Workload</b>			
Number of Checks Issued	4,145	4,359	4,500
Number of ACH Transactions (Payroll and A/P)	14,616	16,000	16,000
Number of Journal Entries	746	800	800
<b>Effectiveness</b>			
Percent of Checks Processed Without Error	99%	99%	99%
Percent of ACH Transactions Processed Without Error	99%	99%	99%
<b>Purchasing</b>			
<b>Workload</b>			
Number of Purchase Orders Fulfilled	830	870	880
Number of Procurement Card Transactions	11,472	11,968	12,000
Number of Contracts Reviewed	81	80	80
<b>Effectiveness</b>			
Percent of POs Completed Without Error	96%	97%	97%
Procurement Card Error Rate	2%	2%	2%



**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 603,538	\$ 692,558	\$ 723,222	\$ 723,222	\$ 723,222
OVERTIME SALARIES	\$ 1,272	\$ 250	\$ 1,500	\$ 250	\$ 250
PART TIME SALARIES	\$ 13,316	\$ 12,667	\$ 12,716	\$ 12,716	\$ 12,716
FICA TAX	\$ 43,916	\$ 53,820	\$ 56,416	\$ 56,320	\$ 56,320
RETIREMENT	\$ 45,147	\$ 53,838	\$ 66,818	\$ 65,258	\$ 65,258
401(K) EMPLOYER CONTRIBUTION	\$ 17,871	\$ 20,654	\$ 21,742	\$ 21,705	\$ 21,705
HEALTH CARE	\$ 91,032	\$ 116,884	\$ 113,911	\$ 113,911	\$ 113,911
LIFE INSURANCE	\$ 1,305	\$ 1,719	\$ 1,805	\$ 1,790	\$ 1,790
EMP SEC INS	\$ 2,659	\$ 421	\$ 7,289	\$ 5,102	\$ 5,102
WORKERS COMPENSATION	\$ 25,200	\$ 27,000	\$ 28,200	\$ 27,000	\$ 27,000
<b>Personnel Total</b>	<b>\$ 845,255</b>	<b>\$ 979,811</b>	<b>\$ 1,033,619</b>	<b>\$ 1,027,274</b>	<b>\$ 1,027,274</b>
<b>Operations</b>					
GAS & OIL	\$ 492	\$ 489	\$ 725	\$ 610	\$ 610
DEPARTMENT SUPPLIES	\$ 6,413	\$ 8,893	\$ 6,000	\$ 6,000	\$ 6,000
COMPUTER SUPPLIES	\$ 364	\$ 400	\$ 400	\$ 400	\$ 400
TRAVEL	\$ 6,214	\$ 10,760	\$ 17,050	\$ 12,450	\$ 12,450
AUTO ALLOWANCE	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ 2,584
TELEPHONE	\$ 242	\$ 275	\$ 506	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,968	\$ 1,968	\$ 1,968
WIRELESS AIR CARDS	\$ 456	\$ 457	\$ 457	\$ 457	\$ 457
POSTAGE	\$ 2,103	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
MAINT AUTO	\$ 1,222	\$ 400	\$ 400	\$ 400	\$ 400
TRAINING	\$ 3,496	\$ 7,250	\$ 12,125	\$ 7,963	\$ 7,963
COPIER CONTRACT EXPENSE	\$ 3,624	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
INSURANCE PREMIUMS	\$ 188	\$ 198	\$ 215	\$ 211	\$ 211
DUES & SUBSCRIPTIONS	\$ 4,707	\$ 3,485	\$ 4,050	\$ 4,050	\$ 4,050
MISCELLANEOUS EXPENSE	\$ 2,624	\$ 275	\$ 275	\$ -	\$ -
AUDITING CONTRACT	\$ 32,600	\$ 33,300	\$ 33,500	\$ 33,500	\$ 33,500
TAX COLLECTION FEES	\$ 207,214	\$ 195,000	\$ 220,000	\$ 220,000	\$ 220,000
SPECIAL PROJECTS	\$ -	\$ 350,000	\$ 130,000	\$ 50,000	\$ 50,000
CONTRACTED SERVICES	\$ 23,798	\$ 16,800	\$ 23,100	\$ 20,100	\$ 20,100
PERFORMANCE MEASUREMENT	\$ 18,500	\$ -	\$ 10,400	\$ 8,900	\$ 8,900
PROFESSIONAL SERVICES	\$ 1,971	\$ 7,400	\$ 7,600	\$ 7,600	\$ 7,600
TRANSFER - CAP RESERVE FUND	\$ 3,300	\$ 450	\$ 7,600	\$ 7,600	\$ 7,600
<b>Operations Total</b>	<b>\$ 319,527</b>	<b>\$ 642,232</b>	<b>\$ 485,355</b>	<b>\$ 391,193</b>	<b>\$ 391,193</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,164,782</b>	<b>\$ 1,622,043</b>	<b>\$ 1,518,974</b>	<b>\$ 1,418,467</b>	<b>\$ 1,418,467</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 19-20
Finance Director	1	1	1	1	1
Budget & Performance Manager <sup>1</sup>	1	1	0	0	0
Budget & Performance Analyst	1	1	1	1	1
Management Analyst/Sr. <sup>1</sup>	2	2	4	4	4
Finance Specialist <sup>1</sup>	1	1	0	0	0
Finance Manager	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk I/II <sup>2</sup>	2	2	0	0	0
Accounting Technician I/II <sup>2</sup>	0	0	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Purchasing Coordinator <sup>3</sup>	0	0	1	1	1
Purchasing Manager <sup>3</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	12	12	12	12	12

<sup>1</sup>Positions reclassified

<sup>2</sup>Position reclassified

<sup>3</sup>Position reclassified



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Utility Bills Generated	248,314	247,800	247,500
Number of Teller Transactions (Payments)	57,051	57,000	56,500
Number of Non-Teller Transactions (Online, IVR, Lockbox)	171,561	170,000	169,500
<b>Effectiveness</b>			
Percent of Utility Bills Mailed Without Error	99.8%	99.9%	99.9%

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 301,099	\$ 297,431	\$ 285,005	\$ 285,005	\$ 285,005
OVERTIME SALARIES	\$ -	\$ -	\$ 5,000	\$ -	\$ -
PART TIME SALARIES	\$ 13,081	\$ 20,852	\$ 15,895	\$ 15,895	\$ 15,895
FICA TAX	\$ 22,339	\$ 24,349	\$ 23,401	\$ 23,019	\$ 23,019
RETIREMENT	\$ 22,633	\$ 23,259	\$ 26,737	\$ 25,708	\$ 25,708
401(K) EMPLOYER CONTRIBUTION	\$ 8,959	\$ 8,925	\$ 8,701	\$ 8,551	\$ 8,551
HEALTH CARE	\$ 76,992	\$ 79,537	\$ 88,500	\$ 81,940	\$ 81,940
LIFE INSURANCE	\$ 1,437	\$ 743	\$ 713	\$ 707	\$ 707
EMP SEC INS	\$ 1,236	\$ 191	\$ 2,990	\$ 2,094	\$ 2,094
WORKERS COMPENSATION	\$ 23,100	\$ 23,192	\$ 21,150	\$ 20,250	\$ 20,250
<b>Personnel Total</b>	<b>\$ 470,877</b>	<b>\$ 478,479</b>	<b>\$ 478,092</b>	<b>\$ 463,169</b>	<b>\$ 463,169</b>

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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Operations</b>					
UNIFORMS	\$ 516	\$ 1,175	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 2,991	\$ 2,300	\$ 2,300	\$ 2,300	\$ 2,300
TRAVEL	\$ 713	\$ 1,000	\$ 3,500	\$ 2,000	\$ 2,000
TELEPHONE	\$ 134	\$ 144	\$ 288	\$ -	\$ -
TRAINING	\$ 4,915	\$ 1,180	\$ 4,000	\$ 2,377	\$ 2,377
COPIER CONTRACT EXPENSE	\$ 2,118	\$ 2,500	\$ 2,000	\$ 2,000	\$ 2,000
DUES & SUBSCRIPTIONS	\$ 95	\$ 246	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ -	\$ 276	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 286	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
PROFESSIONAL SERVICES	\$ 196	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 5,100	\$ 5,600	\$ 1,050	\$ 1,050	\$ 1,050
<b>Operations Total</b>	<b>\$ 17,065</b>	<b>\$ 14,421</b>	<b>\$ 14,338</b>	<b>\$ 10,927</b>	<b>\$ 10,927</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 487,942</b>	<b>\$ 492,900</b>	<b>\$ 492,430</b>	<b>\$ 474,096</b>	<b>\$ 474,096</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Customer Service Manager	1	1	1	1	1
Customer Service Clerk <sup>1</sup>	8	8	7	7	7
Customer Service Clerk (TPT) <sup>2</sup>	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	11	11	9	9	9

<sup>1</sup>Position reclassified to Administration Specialist and moved to Downtown Salisbury Inc (496)

<sup>2</sup>Position eliminated

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. To engage citizens, neighborhoods, downtown representatives, other public/government entities, businesses, and non-profit organizations in visioning and planning:
  - Salisbury Comprehensive Plan (update Vision 2020).
  - Brownfield redevelopment planning for Kesler Mill and other sites.
  - Facilitate the work of the Public Art Committee, Community Appearance Commission, and Historic Preservation Commission.
2. To carry out adopted plans and special projects that add value and permanence to downtown, transportation corridors, and neighborhoods:
  - Dixonville-Lincoln Memorial Project.
  - Further development of the Fisher St. Entertainment District to support the new Bell Tower Green park project.
  - Sculpture Show / History & Art Trail.
  - BlockWork and other community appearance initiatives.
  - Innes and Long Complete Streets Plan and the development of the Main Street design.
  - Downtown Salisbury Master Plan, West End, Eastern Gateway, Park Avenue, North Main Street, and other area plans.
3. To implement City programs along with leveraged federal, state, and local grants to revitalize the downtown and neighborhoods:
  - Façade grants, historic rehabilitation grants, and incentives to increase downtown residential development.
  - Expanded housing improvement programs.
  - Community development and affordable housing programs.

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 246,729	\$ 250,834	\$ 255,521	\$ 239,144	\$ 239,144
OVERTIME SALARIES	\$ 150	\$ 1,000	\$ -	\$ -	\$ -
FICA TAX	\$ 18,432	\$ 19,163	\$ 19,547	\$ 18,294	\$ 18,294
RETIREMENT	\$ 18,437	\$ 21,320	\$ 23,559	\$ 21,571	\$ 21,571
401(K) EMPLOYER CONTRIBUTION	\$ 7,297	\$ 7,503	\$ 7,665	\$ 7,174	\$ 7,174
HEALTH CARE	\$ 37,283	\$ 38,401	\$ 41,097	\$ 39,038	\$ 39,038
LIFE INSURANCE	\$ 601	\$ 624	\$ 640	\$ 594	\$ 594
EMP SEC INS	\$ 89	\$ 150	\$ 2,540	\$ 1,663	\$ 1,663
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 337,418</b>	<b>\$ 347,995</b>	<b>\$ 359,969</b>	<b>\$ 336,478</b>	<b>\$ 336,478</b>

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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Operations</b>					
MEETING EXPENSES	\$ 583	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
EMPLOYEE RECOGNITION	\$ 3,530	\$ -	\$ -	\$ -	\$ -
CAC PROGRAMS	\$ 965	\$ 3,000	\$ 3,000	\$ 3,484	\$ 3,484
DEPARTMENT SUPPLIES	\$ 2,439	\$ 4,000	\$ 4,000	\$ 3,500	\$ 3,500
TRAVEL	\$ 940	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
TELEPHONE	\$ 813	\$ 900	\$ 900	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
POSTAGE	\$ 1,221	\$ 1,200	\$ 1,000	\$ 1,000	\$ 1,000
ADVERTISING	\$ 925	\$ 8,200	\$ 1,000	\$ 1,000	\$ 1,000
TRAINING	\$ 1,664	\$ 2,584	\$ 3,000	\$ 2,800	\$ 2,800
INSURANCE PREMIUMS	\$ 349	\$ 607	\$ 668	\$ 656	\$ 656
DUES & SUBSCRIPTIONS	\$ 414	\$ 1,600	\$ 1,600	\$ 1,500	\$ 1,500
MISCELLANEOUS EXPENSE	\$ 440	\$ 1,500	\$ 1,500	\$ 1,300	\$ 1,300
SPECIAL PROJECTS	\$ 521,500	\$ 1,552,195	\$ 1,657,500	\$ 1,635,000	\$ 1,730,000
E INNES STREETScape	\$ 8,411	\$ 76,037	\$ -	\$ -	\$ -
PUBLIC ART/SCULPTURE SHOW	\$ 46,717	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000
BLOCKWORK	\$ 9,391	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
KESLER MILL	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
PROFESSIONAL SERVICES	\$ 37,600	\$ 26,800	\$ 28,300	\$ 28,300	\$ 28,300
ACTION GRANTS	\$ 22,000	\$ 22,000	\$ 25,000	\$ 22,000	\$ 22,000
COMMUNITY APPEARANCE COMM	\$ 372	\$ 400	\$ 400	\$ 400	\$ 400
TRANSFER - CAP RESERVE FUND	\$ 5,112	\$ 4,637	\$ 4,200	\$ 4,200	\$ 4,200
<b>Operations Total</b>	<b>\$ 665,387</b>	<b>\$ 1,729,460</b>	<b>\$ 1,787,212</b>	<b>\$ 1,750,284</b>	<b>\$ 1,845,284</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,002,804</b>	<b>\$ 2,077,455</b>	<b>\$ 2,147,181</b>	<b>\$ 2,086,762</b>	<b>\$ 2,181,762</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Community Planning Services Director	1	1	1	1	1
Planner I/II/Sr/Urban Design	2	2	2	2	2
Sr. Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operations</b>					
CONTRACTED SERVICES	\$ 74,643	\$ 44,338	\$ -	\$ -	\$ -
TRANSFER - FIBRANT FUND	\$ 3,217,883	\$ 3,000,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000
<b>Operations Total</b>	<b>\$ 3,292,526</b>	<b>\$ 3,044,338</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>
<b>Capital</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 3,292,526</b>	<b>\$ 3,044,338</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

1. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public in securing the appropriate permits, licensing, and requisite approvals.
2. Continue to administer, review, and modify when necessary the Land Development Ordinance and Historic District Guidelines.
3. Continue to perform field inspections to ensure compliance with various codes and ordinances.
4. Continue to coordinate with Rowan County to issue Certificates of Compliance/Occupancy.
5. Continue to issue Certificates of Appropriateness for new construction, renovations, and additions within the local historic districts.
6. Continue liaison staffing to the Planning Board, Board of Adjustment, and Alt. Methods of Design Commission, as well as providing appropriate training for those volunteer members.
7. Although staff liaison to the Historic Preservation Commission is housed in Planning and Community Development (491), this office assists with Certification of Appropriateness issuance, field assistance, and customer assistance.
8. Continue to monitor and improve the plan review process through text amendments or policy adjustments.
9. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer, China Grove and portions of Rowan County.
10. Ensure the requirements of the backflow prevention, FOG, pretreatment, and NPDES Phase 2 Stormwater ordinances are met as required.
11. Assist with development of a comprehensive infrastructure improvement plan for downtown.
12. Continue to administer and update the City’s street address system in coordination with GIS.
13. Assist Downtown Salisbury, Inc. (DSI) in implementation of the Downtown Master Plan.
14. Support and partner with Rowan County in seeking improvements to the development review process.
15. Identify additional opportunities to improve pre-submittal plan review process.
16. Adopt standards and ordinances that support implementation of Vision 2020.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Workload</b>			
Rezoning Requests Processed	7	10	10
Number of New Businesses Issued 'Business Registry Permits'	29	30	30
<b>Efficiency</b>			
Average Number of Processing Days Per Rezoning Request	45	45	45
<b>Effectiveness</b>			
Percent of Rezoning Requests Approved as Presented	90%	90%	90%



**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 180,082	\$ 186,303	\$ 221,126	\$ 221,126	\$ 221,126
PART TIME SALARIES	\$ 253	\$ 3,500	\$ -	\$ -	\$ -
FICA TAX	\$ 12,960	\$ 14,583	\$ 16,917	\$ 16,917	\$ 16,917
RETIREMENT	\$ 13,448	\$ 14,909	\$ 20,387	\$ 19,945	\$ 19,945
401(K) EMPLOYER CONTRIBUTION	\$ 5,323	\$ 5,719	\$ 6,633	\$ 6,633	\$ 6,633
HEALTH CARE	\$ 27,897	\$ 38,401	\$ 41,097	\$ 39,038	\$ 39,038
LIFE INSURANCE	\$ 393	\$ 508	\$ 554	\$ 549	\$ 549
EMP SEC INS	\$ 77	\$ 122	\$ 2,196	\$ 1,537	\$ 1,537
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 248,834</b>	<b>\$ 273,045</b>	<b>\$ 318,310</b>	<b>\$ 314,745</b>	<b>\$ 314,745</b>
<b>Operations</b>					
DEPARTMENT SUPPLIES	\$ 1,217	\$ 1,250	\$ 1,915	\$ 1,500	\$ 1,500
TRAVEL	\$ 1,869	\$ 2,150	\$ 2,500	\$ 2,300	\$ 2,300
TELEPHONE	\$ 188	\$ 216	\$ 416	\$ 416	\$ 416
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
POSTAGE	\$ 250	\$ 500	\$ 1,000	\$ 600	\$ 600
PRINTING	\$ -	\$ 600	\$ 600	\$ 600	\$ 600
ADVERTISING	\$ 3,729	\$ 1,900	\$ 2,500	\$ 2,000	\$ 2,000
TRAINING	\$ 1,869	\$ 1,350	\$ 1,500	\$ 1,350	\$ 1,350
COPIER CONTRACT EXPENSE	\$ 4,598	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
DUES & SUBSCRIPTIONS	\$ 694	\$ 961	\$ 1,000	\$ 900	\$ 900
MISCELLANEOUS EXPENSE	\$ 292	\$ 750	\$ 750	\$ 350	\$ 350
SPECIAL PROJECTS	\$ 198,518	\$ 33,640	\$ 19,000	\$ 19,000	\$ 94,000
PROFESSIONAL SERVICES	\$ -	\$ 300	\$ 300	\$ 160	\$ 160
ECONOMIC DEV COMM	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088
TRANSFER - CAP RESERVE FUND	\$ 3,036	\$ 3,186	\$ 1,762	\$ 1,762	\$ 1,762
<b>Operations Total</b>	<b>\$ 330,348</b>	<b>\$ 165,391</b>	<b>\$ 152,755</b>	<b>\$ 150,450</b>	<b>\$ 225,450</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 579,182</b>	<b>\$ 438,436</b>	<b>\$ 471,065</b>	<b>\$ 465,195</b>	<b>\$ 540,195</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Development Services Manager	1	1	1	1	1
Development Services Coordinator	1	1	1	1	1
Senior Planner <sup>1</sup>	1	1	0	0	0
Development Services Specialist <sup>1</sup>	0	0	1	1	1
Development Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup>Position reclassified

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Total Number of Nuisance Cases Generated**	2,631	1,718	2,930
<b>Efficiency</b>			
Cost Per Nuisance Case Abated (contractor)	\$ 64	\$ 64	\$ 64
<b>Effectiveness</b>			
Percentage of Cases Corrected By Owner	83%	83%	83%

\*\* Total number of nuisance cases generated was changed to all cases created to include minimum housing and zoning cases

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 86,114	\$ 146,548	\$ 159,612	\$ 159,612	\$ 159,612
OVERTIME SALARIES	\$ 1,913	\$ 3,550	\$ -	\$ -	\$ -
FICA TAX	\$ 6,562	\$ 11,437	\$ 12,211	\$ 12,211	\$ 12,211
RETIREMENT	\$ 6,613	\$ 11,690	\$ 14,716	\$ 14,398	\$ 14,398
401(K) EMPLOYER CONTRIBUTION	\$ 2,616	\$ 4,485	\$ 4,787	\$ 4,787	\$ 4,787
HEALTH CARE	\$ 19,577	\$ 40,206	\$ 41,097	\$ 39,038	\$ 39,038
LIFE INSURANCE	\$ 158	\$ 374	\$ 399	\$ 395	\$ 395
EMP SEC INS	\$ 537	\$ 90	\$ 1,584	\$ 1,109	\$ 1,109
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 132,489</b>	<b>\$ 227,380</b>	<b>\$ 243,806</b>	<b>\$ 240,550</b>	<b>\$ 240,550</b>
<b>Operations</b>					
UNIFORMS	\$ 1,320	\$ 1,000	\$ 2,000	\$ 1,500	\$ 1,500
MEETING EXPENSES	\$ 101	\$ 500	\$ 500	\$ 250	\$ 250
GAS & OIL	\$ 3,379	\$ 2,904	\$ 7,645	\$ 6,195	\$ 6,195
DEPARTMENT SUPPLIES	\$ 2,373	\$ 1,250	\$ 1,500	\$ 1,250	\$ 1,250
TRAVEL	\$ 153	\$ 1,200	\$ 1,750	\$ 1,645	\$ 1,645
TELEPHONE	\$ -	\$ -	\$ 1,224	\$ 1,224	\$ 1,224
WIRELESS AIR CARDS	\$ 1,717	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920
POSTAGE	\$ 3,175	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
PRINTING	\$ 394	\$ 395	\$ 800	\$ 550	\$ 550
MAINT AUTO	\$ 1,379	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000
MINIMUM HOUSING	\$ 60,183	\$ 146,200	\$ 125,000	\$ 120,000	\$ 120,000
ADVERTISING	\$ 3,028	\$ 2,600	\$ 1,500	\$ 1,200	\$ 1,200
TRAINING	\$ 755	\$ 500	\$ 1,150	\$ 1,150	\$ 1,150
INSURANCE PREMIUMS	\$ 400	\$ 702	\$ 767	\$ 753	\$ 753
DUES & SUBSCRIPTIONS	\$ 60	\$ 120	\$ 120	\$ 120	\$ 120
MISCELLANEOUS EXPENSE	\$ 40	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 44,848	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 9,210	\$ 9,010	\$ 4,010	\$ 4,010	\$ 4,010
<b>Operations Total</b>	<b>\$ 132,516</b>	<b>\$ 171,551</b>	<b>\$ 153,636</b>	<b>\$ 145,517</b>	<b>\$ 145,517</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 265,004</b>	<b>\$ 398,931</b>	<b>\$ 397,442</b>	<b>\$ 386,067</b>	<b>\$ 386,067</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Code Services Manager <sup>1</sup>	1	1	0	0	0
Code Services Coordinator <sup>1</sup>	1	0	1	1	1
Senior Code Enforcement Officer <sup>2</sup>	0	1	1	1	1
Code Enforcement Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup>Position reclassified from Code Services Manager to Code Services Coordinator

<sup>2</sup>Department reorganization

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

1. Provide necessary technical support to implement a comprehensive downtown revitalization program.
2. Provide assistance for historic property renovation and partnerships for redevelopment.
3. Improve appearance, safety, accessibility, and cleanliness of streetscape and public space, as well as properties in downtown.
4. Positively market, advertise, and promote downtown through a variety of efforts, including cooperative advertising, special events and activities.
5. Implement comprehensive strategies for business recruitment and retention.
6. Promote current and develop new economic incentive tools to spur private investment.
7. Update and promote downtown Master Plan to attract and increase private investment and increase property values in downtown.
8. Increase utilization of the 501(c)(3) organization for development alternatives.
9. Provide business education & property development assistance to existing businesses and businesses locating or expanding in the MSD.
10. Expand community involvement in downtown activities through social media, e-newsletters, press releases, promotions, special events, and community activities.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 126,701	\$ 149,848	\$ 171,566	\$ 171,566	\$ 171,566
PART TIME SALARIES	\$ 6,755	\$ 4,291	\$ -	\$ -	\$ -
LEO SEPARATION ALLOWANCE	\$ -	\$ 21	\$ -	\$ -	\$ -
FICA TAX	\$ 9,837	\$ 11,640	\$ 13,125	\$ 13,125	\$ 13,125
RETIREMENT	\$ 7,753	\$ 11,899	\$ 15,818	\$ 15,476	\$ 15,476
401K-SWORN LAW	\$ -	\$ 12	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 3,067	\$ 4,565	\$ 5,147	\$ 5,147	\$ 5,147
HEALTH CARE	\$ 14,552	\$ 18,298	\$ 27,447	\$ 27,447	\$ 27,447
LIFE INSURANCE	\$ 271	\$ 384	\$ 429	\$ 425	\$ 425
EMP SEC INS	\$ -	\$ 480	\$ 1,699	\$ 1,189	\$ 1,189
WORKERS COMPENSATION	\$ 4,200	\$ 6,058	\$ 7,050	\$ 6,750	\$ 6,750
<b>Personnel Total</b>	<b>\$ 173,136</b>	<b>\$ 207,496</b>	<b>\$ 242,281</b>	<b>\$ 241,125</b>	<b>\$ 241,125</b>

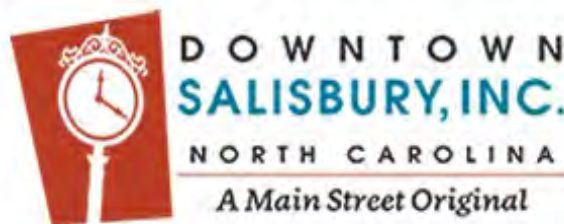
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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
MEETING EXPENSES	\$ -	\$ 5,200	\$ 1,000	\$ 700	\$ 700
DEPARTMENT SUPPLIES	\$ 6,055	\$ 2,000	\$ 3,000	\$ 2,000	\$ 2,000
TRAVEL	\$ -	\$ 2,000	\$ 2,000	\$ 500	\$ 500
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,968	\$ 1,968	\$ 1,968
POSTAGE	\$ 164	\$ 400	\$ 400	\$ 200	\$ 200
ELECTRIC POWER	\$ -	\$ 371	\$ 434	\$ 379	\$ 379
PRINTING	\$ -	\$ 299	\$ 450	\$ 400	\$ 400
ADVERTISING	\$ 17,608	\$ 68	\$ 200	\$ 200	\$ 200
TRAINING	\$ -	\$ 2,000	\$ 6,000	\$ 2,000	\$ 2,000
COPIER CONTRACT EXPENSE	\$ 1,472	\$ 1,300	\$ 1,600	\$ 1,481	\$ 1,481
DUES & SUBSCRIPTIONS	\$ 152	\$ 2,500	\$ 4,100	\$ 2,000	\$ 2,000
MISCELLANEOUS EXPENSE	\$ 1,099	\$ 200	\$ 300	\$ 200	\$ 200
SPECIAL PROJECTS	\$ -	\$ 2,529	\$ 17,000	\$ 5,000	\$ 5,000
CONTRACTED SERVICES	\$ 27,350	\$ 6,750	\$ 7,000	\$ 5,400	\$ 5,400
SPECIAL EVENTS	\$ 19,403	\$ 15,181	\$ 30,000	\$ 20,000	\$ 20,000
SPRING FESTIVAL	\$ 71,030	\$ 12,651	\$ 90,000	\$ 80,000	\$ 80,000
PROFESSIONAL SERVICES	\$ 2,687	\$ 1,000	\$ 2,000	\$ 500	\$ 500
DOWNTOWN SALISBURY INC	\$ 105,000	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ -	\$ 900	\$ 1,250	\$ 1,250	\$ 1,250
<b>Operations Total</b>	<b>\$ 252,021</b>	<b>\$ 55,349</b>	<b>\$ 168,702</b>	<b>\$ 124,178</b>	<b>\$ 124,178</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 425,156</b>	<b>\$ 262,845</b>	<b>\$ 410,983</b>	<b>\$ 365,303</b>	<b>\$ 365,303</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Downtown Development Director	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Administration Specialist <sup>1</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	3	3	3

<sup>1</sup>Position reclassified from Customer Service Clerk Sr./I/II (445) and moved



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 81,820	\$ 85,293	\$ 112,238	\$ 112,238	\$ 112,238
OVERTIME SALARIES	\$ 17,196	\$ 11,300	\$ 11,300	\$ 8,000	\$ 8,000
FICA TAX	\$ 7,494	\$ 7,343	\$ 9,451	\$ 9,199	\$ 9,199
RETIREMENT	\$ 7,367	\$ 7,507	\$ 11,390	\$ 10,847	\$ 10,847
401(K) EMPLOYER CONTRIBUTION	\$ 2,915	\$ 2,880	\$ 3,707	\$ 3,608	\$ 3,608
HEALTH CARE	\$ 16,959	\$ 18,298	\$ 27,447	\$ 27,447	\$ 27,447
LIFE INSURANCE	\$ 177	\$ 205	\$ 274	\$ 271	\$ 271
EMP SEC INS	\$ 32	\$ 50	\$ 1,086	\$ 760	\$ 760
WORKERS COMPENSATION	\$ 4,200	\$ 4,500	\$ 7,050	\$ 6,750	\$ 6,750
<b>Personnel Total</b>	<b>\$ 138,160</b>	<b>\$ 137,376</b>	<b>\$ 183,943</b>	<b>\$ 179,120</b>	<b>\$ 179,120</b>
<b>Operations</b>					
UNIFORMS	\$ 729	\$ 700	\$ 1,200	\$ 1,050	\$ 1,050
PROTECTIVE EQUIPMENT	\$ 516	\$ 400	\$ 800	\$ 600	\$ 600
EXPENDABLE EQUIPMENT	\$ 1,073	\$ 1,000	\$ 3,000	\$ 2,500	\$ 2,500
GAS & OIL	\$ 7,036	\$ 7,240	\$ 9,193	\$ 7,994	\$ 7,994
DEPARTMENT SUPPLIES	\$ 85	\$ 500	\$ 500	\$ 100	\$ 100
CELL PHONE STIPEND	\$ -	\$ -	\$ 900	\$ 900	\$ 900
WIRELESS AIR CARDS	\$ 836	\$ 1,320	\$ 1,980	\$ 1,980	\$ 1,980
POSTAGE	\$ 67	\$ 65	\$ 100	\$ 65	\$ 65
TRAFFIC SIGNAL	\$ 5,690	\$ 5,972	\$ 6,000	\$ 6,000	\$ 6,000
MAINT EQUIPMENT	\$ 9	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
MAINT TRAFFIC SIGNALS	\$ 12,276	\$ 10,000	\$ 37,860	\$ 17,286	\$ 17,286
MAINT AUTO	\$ 3,037	\$ 1,802	\$ 3,500	\$ 3,500	\$ 3,500
TRAINING	\$ 1,138	\$ -	\$ 4,200	\$ 2,800	\$ 2,800
INSURANCE PREMIUMS	\$ 700	\$ 735	\$ 789	\$ 775	\$ 775
MISCELLANEOUS EXPENSE	\$ 90	\$ -	\$ 100	\$ -	\$ -
CONTRACTED SERVICES	\$ 6,580	\$ 18,200	\$ 25,200	\$ 13,000	\$ 13,000
TRANSFER - CAP RESERVE FUND	\$ 16,620	\$ 16,450	\$ 19,658	\$ 19,658	\$ 19,658
<b>Operations Total</b>	<b>\$ 56,484</b>	<b>\$ 65,384</b>	<b>\$ 115,980</b>	<b>\$ 79,208</b>	<b>\$ 79,208</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 194,644</b>	<b>\$ 202,760</b>	<b>\$ 299,923</b>	<b>\$ 258,328</b>	<b>\$ 258,328</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Traffic Signal Technician	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	2	2	3	3	3



**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 2,766	\$ 3,100	\$ 3,100	\$ 3,100	\$ 3,100
GAS & OIL	\$ -	\$ 2,100	\$ 3,380	\$ 2,813	\$ 2,813
TELEPHONE	\$ 3,147	\$ 3,438	\$ -	\$ -	\$ -
WIRELESS AIR CARDS	\$ -	\$ 381	\$ 457	\$ 457	\$ 457
ELECTRIC POWER	\$ 192,852	\$ 196,718	\$ 207,299	\$ 191,600	\$ 191,600
NATURAL GAS	\$ 19,734	\$ 18,506	\$ 26,313	\$ 17,866	\$ 17,866
CITY UTILITIES	\$ 57,739	\$ 56,009	\$ 48,407	\$ 37,068	\$ 37,068
BUILDINGS & GROUNDS	\$ 114,165	\$ 162,012	\$ 152,864	\$ 105,000	\$ 105,000
PRICE HIGH SCHOOL	\$ 15,832	\$ 16,000	\$ 18,909	\$ 15,838	\$ 15,838
AMTRAK STATION	\$ 12,058	\$ 13,800	\$ 16,794	\$ 16,765	\$ 16,765
B/G CONTRACTED SERVICES	\$ 126,292	\$ 132,606	\$ 144,762	\$ 144,762	\$ 144,762
MAINT EQUIPMENT	\$ 9,584	\$ -	\$ 2,000	\$ -	\$ -
LEASE PMTS-PK LOT	\$ 13,243	\$ 13,250	\$ 13,250	\$ 13,250	\$ 13,250
INSURANCE PREMIUMS	\$ 12,987	\$ 19,830	\$ 12,526	\$ 12,298	\$ 12,298
TRANSFER - CAP RESERVE FUND	\$ 14,352	\$ 14,352	\$ 14,352	\$ 14,352	\$ 14,352
<b>Operations Total</b>	<b>\$ 594,750</b>	<b>\$ 652,102</b>	<b>\$ 664,413</b>	<b>\$ 575,169</b>	<b>\$ 575,169</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ 84,300	\$ 180,600	\$ 180,600	\$ 180,600
C O BUILDINGS	\$ 33,279	\$ 50,311	\$ 140,051	\$ -	\$ -
C O BLDG & GRNDS	\$ -	\$ 30,211	\$ 773,000	\$ 390,000	\$ 390,000
<b>Capital Total</b>	<b>\$ 33,279</b>	<b>\$ 164,822</b>	<b>\$ 1,093,651</b>	<b>\$ 570,600</b>	<b>\$ 570,600</b>
<b>Grand Total</b>	<b>\$ 628,029</b>	<b>\$ 816,924</b>	<b>\$ 1,758,064</b>	<b>\$ 1,145,769</b>	<b>\$ 1,145,769</b>



**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>City Office Building (000)</b>			
Window Replacement	\$ 131,051	\$ -	\$ -
<b>City Hall (251)</b>			
Paint Windows	9,000	-	-
HVAC Replacement	180,600	180,600	180,600
<b>Park Ave Comm Center (253)</b>			
Door Replacement	5,000	-	-
<b>Parks (256)</b>			
City Park Lake Rehabilitation	550,000	350,000	350,000
Kelsey Scott Restrooms	128,000	-	-
Community Park Play Structure	40,000	40,000	40,000
Tennis Court Lighting Replacement	50,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,093,651</b>	<b>\$ 570,600</b>	<b>\$ 570,600</b>



**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
DEPARTMENT SUPPLIES	\$ 472	\$ 500	\$ 600	\$ 600	\$ 600
TELEPHONE	\$ 652	\$ 715	\$ -	\$ -	\$ -
ELECTRIC POWER	\$ 33,669	\$ 36,185	\$ 35,929	\$ 30,623	\$ 30,623
CITY UTILITIES	\$ 13,921	\$ 13,496	\$ 13,666	\$ 12,537	\$ 12,537
BUILDINGS & GROUNDS	\$ 35,500	\$ 126,000	\$ 30,000	\$ 25,000	\$ 25,000
B/G CONTRACTED SERVICES	\$ 59,379	\$ 61,750	\$ 61,002	\$ 61,002	\$ 61,002
MAINT EQUIPMENT	\$ 214	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 11,276	\$ 11,840	\$ 12,179	\$ 11,958	\$ 11,958
PROFESSIONAL SERVICES	\$ -	\$ 50,000	\$ 50,000	\$ 15,000	\$ 15,000
TRANSFER - CAP RESERVE FUND	\$ 1,418	\$ 1,418	\$ 1,418	\$ 1,418	\$ 1,418
<b>Operations Total</b>	<b>\$ 156,501</b>	<b>\$ 301,904</b>	<b>\$ 204,794</b>	<b>\$ 158,138</b>	<b>\$ 158,138</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ 15,000	\$ 285,000	\$ 285,000	\$ 285,000
C O BUILDINGS	\$ -	\$ 20,000	\$ 429,500	\$ 155,000	\$ 155,000
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ 714,500</b>	<b>\$ 440,000</b>	<b>\$ 440,000</b>
<b>Grand Total</b>	<b>\$ 156,501</b>	<b>\$ 336,904</b>	<b>\$ 919,294</b>	<b>\$ 598,138</b>	<b>\$ 598,138</b>

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Paint 1st Floor Exterior Trim	\$ 6,500	\$ -	\$ -
Clean all Windows	50,000	-	-
Structural Waterproofing	135,000	135,000	135,000
Awning Replacements	80,000	-	-
Carpet Replacement 3rd Floor	40,000	-	-
Elevator Modifications	78,000	-	-
Renovate 2 Apartments	40,000	20,000	20,000
Roof Replacement	270,000	270,000	270,000
HVAC Replacement	15,000	15,000	15,000
<b>Total Capital Outlay</b>	<b>\$ 714,500</b>	<b>\$ 440,000</b>	<b>\$ 440,000</b>

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community:
  - The Department will continue to support and develop the Public Safety Partnership with U.S. Department of Justice by implement an effective training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
  - The Department will continue to develop the Project Safe Neighborhoods (PSN) program to an effective level in partnership with Rowan County Sheriff's Office, the Rowan County District Attorney, the U.S. Attorney of the Middle District of North Carolina, Federal Law Enforcement partners and other county Law Enforcement Agencies. PSN will seek to develop a data driven prioritization assessment, with assistance of UNC-Greensboro, for inclusion of offenders in the program and identifying actual and potential victims who intervention would benefit.
  - The Department will employ a civilian Victim Advocate to enhance victim outreach and assist PSN initiatives in victim intervention.
  - The Department will seek to develop the partnership with Rowan Courts and Family Crisis Council in providing enhanced outreach for those seeking domestic violence protective orders by providing work space and support to an advocate.
2. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to achieve organizational excellence to provide superior service:
  - All directives will be reviewed by department command staff to ensure they meet CALEA standards and reflect our practices.
  - The Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.
  - The Department will develop a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.
  - The Department will fully staff all Salisbury City Council authorized over-hire sworn positions.
3. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to develop and maintain a quality workforce:
  - The Department will never fall below 95% of the FY2019 authorized sworn staffing of 81 in any month of FY2019.
  - The Department will work with City Human Resources and City Finance to ensure pay, benefits, and other incentives are comparable for the area market to ensure the Department is competitive in recruiting and retaining qualified employees, supporting a Safe Communities Goal for Salisbury City Council.
  - The Department will develop a plan and hold internal in-service training to all sworn personnel covering relevant topics.

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**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Sworn Police Officers (Authorized Positions)	81	87	87
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,926	2,973	2,867
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	1,858	1,903	1,820
Departmental Internal Affairs Investigated Complaints	27	35	37
<b>Efficiency</b>			
Number of Sworn Police Officer Vacancies (all causes)	5	4	3
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	37,424	37,441	37,539
Part I Crimes Investigated By Criminal Investigations (CID) Division*	217	203	201
Internal Affairs Complaints Sustained	21	14	12
<b>Effectiveness</b>			
Departmental Turn-Over Rate (Sworn Police Officers)	6.2%	4.6%	3.4%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	7.8%	7.9%	7.6%
CID Part I Case Clearance Rate**	51%	47%	49%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	77.8%	40.0%	32.4%

\*Patrol investigates all crime. CID is used for extreme cases or where limited evidence exists

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

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 743,455	\$ 729,844	\$ 620,638	\$ 620,638	\$ 620,638
OVERTIME SALARIES	\$ 6,412	\$ 5,000	\$ 5,150	\$ 5,150	\$ 5,150
PART TIME SALARIES	\$ 45,250	\$ -	\$ -	\$ 39,150	\$ 39,150
LEO SEPARATION ALLOWANCE	\$ 44,850	\$ 44,624	\$ 34,747	\$ 31,767	\$ 31,767
FICA TAX	\$ 56,587	\$ 55,925	\$ 47,874	\$ 50,869	\$ 50,869
RETIREMENT	\$ 58,885	\$ 60,636	\$ 60,795	\$ 59,145	\$ 59,145
401K-SWORN LAW	\$ 26,025	\$ 25,500	\$ 19,855	\$ 19,855	\$ 19,855
401(K) EMPLOYER CONTRIBUTION	\$ 6,287	\$ 6,631	\$ 6,859	\$ 6,859	\$ 6,859
HEALTH CARE	\$ 119,735	\$ 136,073	\$ 100,515	\$ 100,515	\$ 100,515
LIFE INSURANCE	\$ 1,595	\$ 1,816	\$ 1,549	\$ 1,535	\$ 1,535
EMP SEC INS	\$ 145	\$ 436	\$ 6,147	\$ 4,576	\$ 4,576
WORKERS COMPENSATION	\$ 25,200	\$ 29,250	\$ 23,500	\$ 27,000	\$ 27,000
<b>Personnel Total</b>	<b>\$ 1,134,425</b>	<b>\$ 1,095,735</b>	<b>\$ 927,629</b>	<b>\$ 967,059</b>	<b>\$ 967,059</b>

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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Operations</b>					
UNIFORMS	\$ 17,187	\$ 13,070	\$ 12,890	\$ 9,668	\$ 9,668
UNIFORM EQUIPMENT	\$ 17,096	\$ 13,920	\$ 10,070	\$ 5,220	\$ 5,220
DEPARTMENT SUPPLIES	\$ 24,476	\$ 34,750	\$ 33,100	\$ 11,000	\$ 11,000
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 1,521	\$ -	\$ -	\$ -	\$ -
ARMORY SUPPLIES	\$ 18,187	\$ 12,650	\$ 22,650	\$ 15,650	\$ 15,650
CANINE UNIT	\$ 5,775	\$ 4,000	\$ 4,000	\$ 3,000	\$ 3,000
TRAVEL	\$ 1,290	\$ -	\$ -	\$ -	\$ -
TELEPHONE	\$ 4,839	\$ 6,000	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,792	\$ 3,792	\$ 3,792
WIRELESS AIR CARDS	\$ 34,177	\$ 38,400	\$ 38,400	\$ 38,400	\$ 38,400
POSTAGE	\$ 1,855	\$ 1,550	\$ 2,000	\$ 1,500	\$ 1,500
ELECTRIC POWER	\$ 49,174	\$ 51,360	\$ 60,631	\$ 48,089	\$ 48,089
NATURAL GAS	\$ 9,664	\$ 8,428	\$ 13,145	\$ 9,128	\$ 9,128
CITY UTILITIES	\$ 7,682	\$ 8,148	\$ 8,119	\$ 7,584	\$ 7,584
PRINTING	\$ 734	\$ 950	\$ 950	\$ 500	\$ 500
BUILDINGS & GROUNDS	\$ 30,999	\$ 15,000	\$ 17,432	\$ 15,932	\$ 15,932
B/G CONTRACTED SERVICES	\$ 57,715	\$ 58,030	\$ 57,966	\$ 57,966	\$ 57,966
TRAINING	\$ 46,077	\$ 18,638	\$ 15,110	\$ 8,000	\$ 8,000
TACTICAL UNIT	\$ 12,668	\$ 9,250	\$ 16,000	\$ 9,500	\$ 9,500
COPIER CONTRACT EXPENSE	\$ 5,810	\$ 5,250	\$ 6,500	\$ 6,500	\$ 6,500
INSURANCE PREMIUMS	\$ 46,618	\$ 48,949	\$ 53,340	\$ 52,370	\$ 52,370
INSURANCE CLAIMS	\$ 47,578	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 1,985	\$ 2,030	\$ 3,405	\$ 3,405	\$ 3,405
MISCELLANEOUS EXPENSE	\$ 6,162	\$ 2,000	\$ 4,000	\$ 4,000	\$ 4,000
SPECIAL PROJECTS	\$ 39,707	\$ 3,500	\$ 149,100	\$ 3,500	\$ 3,500
CONTRACTED SERVICES	\$ 2,114	\$ 2,094	\$ 2,094	\$ 2,094	\$ 2,094
CRIME CONTROL	\$ 3,416	\$ 2,000	\$ 2,500	\$ 2,500	\$ 2,500
POLICE ACCREDITATION	\$ 4,670	\$ 5,220	\$ 4,770	\$ 4,770	\$ 4,770
POLICE CHAPLAINCY PROGRAM	\$ 333	\$ 200	\$ 820	\$ 820	\$ 820
PROFESSIONAL SERVICES	\$ 40,610	\$ 32,750	\$ 50,500	\$ 36,500	\$ 36,500
<b>Operations Total</b>	<b>\$ 540,119</b>	<b>\$ 398,137</b>	<b>\$ 593,284</b>	<b>\$ 361,388</b>	<b>\$ 361,388</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 5,587	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
C O BUILDINGS	\$ -	\$ 15,000	\$ 149,000	\$ -	\$ -
C O BLDG & GRNDS	\$ 10,049	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 15,636</b>	<b>\$ 55,000</b>	<b>\$ 189,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
<b>Grand Total</b>	<b>\$ 1,690,180</b>	<b>\$ 1,548,872</b>	<b>\$ 1,709,913</b>	<b>\$ 1,368,447</b>	<b>\$ 1,368,447</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (000)</b>					
Police Chief	1	1	1	1	1
Deputy Police Chief	1	0	0	0	0
Police Sergeant	0	1	1	1	1
Police Lieutenant	1	1	1	1	1
Police Captain	1	1	1	1	1
Police I/II/MPO <sup>2</sup>	1	4	1	1	1
Police Planner	1	1	1	1	1
Training Manager	1	0	0	0	0
Management Analyst	1	1	1	1	1
Administrative Specialist	1	2	2	2	2
Nuisance Abatement Officer (TPT) <sup>3</sup>	0	0	1	1	1
Downtown Officer (TPT) <sup>3</sup>	0	0	1	1	1
Police Records Clerk	0	1	1	1	1
<b>Recruitment (315)</b>					
Police Sergeant	1	0	0	0	0
<b>Records (325)</b>					
Administrative Specialist	1	0	0	0	0
Police Records Clerk	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL <sup>1</sup>	12	13	12	12	12

<sup>1</sup>Department reorganization

<sup>2</sup>Positions moved (511)

<sup>3</sup>Added part-time positions

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Police Administration (000)</b>			
Citywide Camera System	\$ 40,000	\$ 40,000	\$ 40,000
<b>Police Administration-Bldg Maintenance (301)</b>			
Building Renovation	149,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 189,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community:
  - The Department will continue to support and develop the Public Safety Partnership with U.S. Department of Justice by implement an effective training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
  - The Department will continue to develop the Project Safe Neighborhoods (PSN) program to an effective level in partnership with Rowan County Sheriff’s Office, the Rowan County District Attorney, the U.S. Attorney of the Middle District of North Carolina, Federal Law Enforcement partners and other county Law Enforcement Agencies. PSN will seek to develop a data driven prioritization assessment, with assistance of UNC-Greensboro, for inclusion of offenders in the program and identifying actual and potential victims who intervention would benefit.
  - The Department will employ a civilian Victim Advocate to enhance victim outreach and assist PSN initiatives in victim intervention.
  - To further develop the Department Problem Oriented Policing (POP) initiatives, we will strive to implement a Violent Crime and Property Crime POP working groups with representatives from all operational concentrations.
2. To further the principles in the Building Trust and Legitimacy Pillar of 21st Century Police, the Salisbury Police Department will strive to improve community engagement efforts:
  - We will seek to increase and enhance Department communication, outreach, and information sharing through further developing our social media communication channels and other web based platforms.
  - We will continue educational and outreach opportunities throughout the year by offering; community classrooms, a lunch buddy program in Rowan-Salisbury Schools, a gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event.
3. To improve upon the efforts in the Technology and Social Media Pillar of 21st Century Policing, the Salisbury Police Department will work to integrate crime analysis throughout the Department:
  - To expand the Department’s crime analytics capabilities, we will seek to employ an analyst.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 883,707	\$ 1,311,930	\$ 1,715,009	\$ 1,715,009	\$ 1,715,009
OVERTIME SALARIES	\$ 30,401	\$ 100,000	\$ 103,000	\$ 50,000	\$ 50,000
LEO SEPARATION ALLOWANCE	\$ 71,143	\$ 106,363	\$ 133,313	\$ 121,884	\$ 121,884
FICA TAX	\$ 66,512	\$ 107,619	\$ 139,078	\$ 135,023	\$ 135,023
RETIREMENT	\$ 74,037	\$ 118,275	\$ 179,504	\$ 169,564	\$ 169,564
401K-SWORN LAW	\$ 41,810	\$ 60,777	\$ 76,177	\$ 76,177	\$ 76,177
401(K) EMPLOYER CONTRIBUTION	\$ 1,982	\$ 5,736	\$ 8,833	\$ 7,243	\$ 7,243
HEALTH CARE	\$ 156,124	\$ 258,986	\$ 337,146	\$ 326,468	\$ 326,468
LIFE INSURANCE	\$ 1,623	\$ 3,266	\$ 4,288	\$ 4,251	\$ 4,251
EMP SEC INS	\$ 376	\$ 784	\$ 17,006	\$ 11,905	\$ 11,905
WORKERS COMPENSATION	\$ 48,300	\$ 54,000	\$ 72,850	\$ 69,750	\$ 69,750
<b>Personnel Total</b>	<b>\$ 1,376,016</b>	<b>\$ 2,127,736</b>	<b>\$ 2,786,204</b>	<b>\$ 2,687,274</b>	<b>\$ 2,687,274</b>

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 9,426	\$ 16,945	\$ 19,845	\$ 14,884	\$ 14,884
UNIFORM EQUIPMENT	\$ -	\$ 80	\$ 250	\$ 250	\$ 250
CRIME PREVENTION	\$ 3,868	\$ 5,807	\$ 1,000	\$ 1,000	\$ 1,000
YOUTH PROGRAMS	\$ 14,471	\$ 2,000	\$ 11,000	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 10,368	\$ 6,440	\$ 7,510	\$ 3,000	\$ 3,000
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 1,451	\$ 8,500	\$ 3,000	\$ 3,000	\$ 3,000
CANINE UNIT	\$ -	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
EVIDENCE	\$ -	\$ 3,015	\$ 3,015	\$ 1,558	\$ 1,558
CRIME SCENE	\$ -	\$ 5,200	\$ 8,470	\$ 8,270	\$ 8,270
TELEPHONE	\$ 3,316	\$ 7,776	\$ 6,480	\$ 6,480	\$ 6,480
CELL PHONE STIPEND	\$ -	\$ -	\$ 6,648	\$ 6,648	\$ 6,648
PRINTING	\$ -	\$ 700	\$ -	\$ -	\$ -
TRAINING	\$ 10,551	\$ 12,200	\$ 15,841	\$ 11,610	\$ 11,610
COPIER CONTRACT EXPENSE	\$ 3,453	\$ 3,000	\$ 4,500	\$ 4,500	\$ 4,500
DUES & SUBSCRIPTIONS	\$ 5,423	\$ 11,237	\$ 13,271	\$ 13,271	\$ 13,271
INFORMATION FUND	\$ 21,000	\$ 18,800	\$ 20,000	\$ 20,000	\$ 20,000
SPECIAL PROJECTS	\$ 50,000	\$ 50,000	\$ 54,195	\$ 50,000	\$ 50,000
CONTRACTED SERVICES	\$ 28,944	\$ 29,881	\$ 30,838	\$ 30,838	\$ 30,838
PROFESSIONAL SERVICES	\$ 514	\$ 3,700	\$ 7,700	\$ 7,700	\$ 7,700
<b>Operations Total</b>	<b>\$ 162,786</b>	<b>\$ 185,281</b>	<b>\$ 214,763</b>	<b>\$ 184,209</b>	<b>\$ 184,209</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 6,570	\$ 15,431	\$ 7,500	\$ 7,500	\$ 7,500
<b>Capital Total</b>	<b>\$ 6,570</b>	<b>\$ 15,431</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>
<b>Grand Total</b>	<b>\$ 1,545,371</b>	<b>\$ 2,328,448</b>	<b>\$ 3,008,467</b>	<b>\$ 2,878,983</b>	<b>\$ 2,878,983</b>





**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Services Administration (000)</b>					
Deputy Police Chief <sup>1</sup>	0	1	1	1	1
Police Lieutenant	0	2	2	2	2
Police Sergeant	0	4	4	4	4
Police Corporal	0	2	2	2	2
Police I/II/MPO <sup>3,4</sup>	0	12	17	17	17
Police I/II/MPO (Crime Scene)	0	1	1	1	1
Project Safe Specialist	1	1	1	1	1
Evidence Custodian	0	1	1	1	1
Captain <sup>1</sup>	1	0	0	0	0
Victim Advocate (Civilian) <sup>3</sup>	0	0	1	1	1
Crime Analyst (Civilian) <sup>3</sup>	0	0	1	1	1
<b>Community Service (303)</b>					
Community Relations Officer	1	0	0	0	0
Police Officer I/II/MPO	5	0	0	0	0
Police Sergeant	1	0	0	0	0
<b>Evidence &amp; Identification (304)</b>					
Police Evidence & Property Custodian	1	0	0	0	0
<b>Information Management (305)</b>					
Police Records Clerk	0	0	0	0	0
Administrative Specialist	0	0	0	0	0
<b>Recruitment/Training (306)</b>					
Police Officer I/II/MPO	0	0	0	0	0
Parking Control Specialist (TPT)	0	0	0	0	0
<b>CID (326)</b>					
Police Lieutenant	1	0	0	0	0
Police Sergeant	2	0	0	0	0
Police Officer I/II/MPO	10	0	0	0	0
<b>Crime Scene (330)</b>					
Police Officer I/II/MPO	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL <sup>2</sup>	24	24	31	31	31

<sup>1</sup>Position reclassified from Captain to Deputy Chief

<sup>2</sup>Department Reorganization

<sup>3</sup>Positions added

<sup>4</sup>Positions reclassified from Police Officer I/II/MPO (514)

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Police-Support Services-CID (326)</b>			
Evidence Scanner	\$ 7,500	\$ 7,500	\$ 7,500
<b>Total Capital Outlay</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community:
  - The Department will continue to support and develop the Public Safety Partnership with U.S. Department of Justice by implement an effective training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
  - To further develop the Department Problem Oriented Policing (POP) initiatives, we will strive to implement a Violent Crime and Property Crime POP working groups with representatives from all operational concentration.
2. To further the principles in the Building Trust and Legitimacy Pillar of 21st Century Police, the Salisbury Police Department will strive to improve community engagement efforts:
  - We will seek to increase and enhance Department communication, outreach, and information sharing through further developing our social media communication channels and other web based platforms.
  - We will continue educational and outreach opportunities throughout the year by offering; community classrooms, a lunch buddy program in Rowan-Salisbury Schools, a gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event.
3. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to achieve organizational excellence to provide superior service:
  - All directives will be reviewed by department command staff to ensure they meet CALEA standards and reflect our practices
  - The Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.
  - The Department will develop a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 2,664,522	\$ 2,985,661	\$ 2,694,804	\$ 2,694,804	\$ 2,694,804
OVERTIME SALARIES	\$ 229,595	\$ 100,000	\$ 103,000	\$ 150,000	\$ 150,000
PART TIME SALARIES	\$ 7,248	\$ 18,720	\$ 12,528	\$ 12,528	\$ 12,528
LEO SEPARATION ALLOWANCE	\$ 244,451	\$ 225,946	\$ 235,792	\$ 215,587	\$ 215,587
FICA TAX	\$ 209,578	\$ 206,626	\$ 214,996	\$ 218,591	\$ 218,591
RETIREMENT	\$ 234,674	\$ 227,312	\$ 278,978	\$ 274,921	\$ 274,921
401K-SWORN LAW	\$ 141,943	\$ 129,114	\$ 134,738	\$ 134,738	\$ 134,738
401(K) EMPLOYER CONTRIBUTION	\$ -	\$ 3,000	\$ 3,090	\$ 4,500	\$ 4,500
HEALTH CARE	\$ 492,352	\$ 520,408	\$ 550,805	\$ 548,746	\$ 548,746
LIFE INSURANCE	\$ 5,293	\$ 6,453	\$ 6,725	\$ 6,678	\$ 6,678
EMP SEC INS	\$ 905	\$ 1,559	\$ 26,826	\$ 18,780	\$ 18,780
WORKERS COMPENSATION	\$ 111,300	\$ 117,000	\$ 126,900	\$ 121,500	\$ 121,500
<b>Personnel Total</b>	<b>\$ 4,341,860</b>	<b>\$ 4,541,799</b>	<b>\$ 4,389,182</b>	<b>\$ 4,401,373</b>	<b>\$ 4,401,373</b>

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 7,787	\$ 69,860	\$ 22,740	\$ 17,055	\$ 17,055
UNIFORM EQUIPMENT	\$ -	\$ 10,560	\$ 12,840	\$ 12,340	\$ 12,340
CRIME PREVENTION	\$ 100	\$ 200	\$ 200	\$ 200	\$ 200
GAS & OIL	\$ 137,197	\$ 133,644	\$ 231,351	\$ 196,188	\$ 196,188
DEPARTMENT SUPPLIES	\$ 8,664	\$ 4,390	\$ 8,890	\$ 8,890	\$ 8,890
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 2,333	\$ 20,500	\$ 19,010	\$ 19,010	\$ 19,010
CANINE UNIT	\$ -	\$ -	\$ 3,600	\$ 3,600	\$ 3,600
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,048	\$ 3,048	\$ 3,048
MAINT EQUIPMENT	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
MAINT RADIO	\$ -	\$ 3,850	\$ 4,440	\$ 4,440	\$ 4,440
MAINT CMPT SOFTWARE	\$ -	\$ -	\$ 1,750	\$ 1,050	\$ 1,050
MAINT AUTO	\$ 84,255	\$ 68,843	\$ 103,450	\$ 88,000	\$ 88,000
VEHICLE DAMAGE REPAIR	\$ 3,538	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 18,630	\$ 34,000	\$ 27,083	\$ 19,000	\$ 19,000
COPIER CONTRACT EXPENSE	\$ 2,116	\$ 1,600	\$ 2,150	\$ 2,150	\$ 2,150
INSURANCE PREMIUMS	\$ 39,241	\$ 42,622	\$ 46,884	\$ 46,032	\$ 46,032
SPECIAL PROJECTS	\$ 63,882	\$ 6,160	\$ 17,300	\$ 13,300	\$ 13,300
CONTRACTED SERVICES	\$ 699,119	\$ 167,021	\$ 167,021	\$ 167,021	\$ 167,021
CRIME CONTROL	\$ -	\$ 2,000	\$ 2,500	\$ 2,500	\$ 2,500
PROFESSIONAL SERVICES	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
2014 JAG GRANT	\$ 20,786	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 534,816	\$ 517,075	\$ 545,193	\$ 545,193	\$ 545,193
<b>Operations Total</b>	<b>\$ 1,622,463</b>	<b>\$ 1,084,325</b>	<b>\$ 1,221,450</b>	<b>\$ 1,151,017</b>	<b>\$ 1,151,017</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 677	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500
<b>Capital Total</b>	<b>\$ 677</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>
<b>Grand Total</b>	<b>\$ 5,965,000</b>	<b>\$ 5,643,624</b>	<b>\$ 5,628,132</b>	<b>\$ 5,569,890</b>	<b>\$ 5,569,890</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Field Operations (000)</b>					
Police Captain	1	1	1	1	1
Police Lieutenant	0	3	3	3	3
Police Sergeant	0	4	4	4	4
Police Corporal	0	4	4	4	4
Police Officer I/II/MPO (SRO)	0	3	3	3	3
Police Officer I/II/MPO <sup>2</sup>	0	36	38	38	38
Parking Attendant (TPT)	0	1	1	1	1
<b>SRO (320)</b>					
Police Officer I/II/MPO	2	0	0	0	0
Police Officer I/II/MPO (SRO)	1	0	0	0	0
<b>Adam Team (321)</b>					
Police Lieutenant	1	0	0	0	0
Police Sergeant	1	0	0	0	0
Police Officer I/II/MPO	10	0	0	0	0
<b>Baker Team (322)</b>					
Police Lieutenant	1	0	0	0	0
Police Sergeant	1	0	0	0	0
Police Officer I/II/MPO	10	0	0	0	0
<b>Charlie Team (323)</b>					
Police Lieutenant	0	0	0	0	0
Police Sergeant	1	0	0	0	0
Police Officer I/II/MPO	9	0	0	0	0
Police Officer I/II/MPO (SRO)	1	0	0	0	0
<b>David Team (324)</b>					
Police Lieutenant	1	0	0	0	0
Police Sergeant	1	0	0	0	0
Police Officer I/II/MPO	10	0	0	0	0
<b>Downtown (326)</b>					
Parking Control Specialist	1	0	0	0	0
Police Officer I/II/MPO	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL <sup>1</sup>	53	52	54	54	54

<sup>1</sup>Department reorganization

<sup>2</sup>Positions added

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Police Field Operations</b>			
K-9-Includes dog, training and shelter area	\$ 17,500	\$ 17,500	\$ 17,500
<b>Total Capital Outlay</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Improve community life safety initiatives through response times to emergency incidents.
2. Improve recruiting efforts and improve diversity by increasing live-in base and attending recruiting events at high schools in NC with firefighter based curriculums.
3. Continue to improve supervisory roles and responsibilities through new and continuing education training programs.
4. Monitor Station 6 construction and continue planning for equipping, staffing and in-service date of January 2020.
5. Continue to plan and prep for Station 3 relocation and construction.
6. Continue to explore ALS Paramedic response and pre-hospital community para-medicine program and training options.
7. Update policies and procedures to improve fire ground operations and meet new ISO directives:
  - Recognize and train to modern fire suppressions methods and standards; ISO topics and hours inclusive of all ranks and assignments.
  - Update policies, procedures and directives and response methods.
  - Improve and expand training to incorporate quarterly training with surrounding departments.
  - Improve Rescue certification capabilities to include surface water, technical rescue components.
8. Expand Emergency Management and planning role/efforts by conducting one annual EM training drill for City Officials.
9. Serve as City’s EM planning and preparation office.
10. Upgrade and transition to new fire reporting and record keeping software.
11. Continue to prepare for and complete ISO inspection scheduled for June 2019.
12. Continue to enhance fire department personnel development and training programs to meet OSHA and NCDOL requirements for Heavy Rescue (Confined Space Entry, Water, High Angle) and Hazardous Materials Technician quarterly entry drills.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Workload</b>			
Total Calls	6,223	6,350	6,475
Fire Alarm Responses	710	725	740
Average Calls Per Day	17	18	18
Average Training Hours per Firefighter per Day	3	3	3
<b>Efficiency</b>			
Firefighters Per Shift Strength	23	26	26
Firefighters (Per Shift) Per 1,000 Population	6.80	7.20	7.20
Total Dollar Value of All Property Protected	\$2.82B	\$2.85B	\$2.90B
<b>Effectiveness</b>			
Fire Deaths (Civilians)	-	-	-
Fire Deaths (Firefighters)	-	-	-
Total Fire Loss (Dollars)	\$190,080	\$750,000	\$925,000
On Scene Time - % within 5 Minutes	40%	42%	45%

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 3,471,907	\$ 3,666,754	\$ 3,993,413	\$ 3,907,467	\$ 3,907,467
OVERTIME SALARIES	\$ 258,915	\$ 300,000	\$ 309,000	\$ 300,000	\$ 300,000
PART TIME SALARIES	\$ 49,359	\$ 82,002	\$ 33,199	\$ 73,915	\$ 73,915
FICA TAX	\$ 55,256	\$ 58,825	\$ 69,640	\$ 71,378	\$ 71,378
RETIREMENT	\$ 281,992	\$ 286,800	\$ 396,680	\$ 379,517	\$ 379,517
401(K) EMPLOYER CONTRIBUTION	\$ 110,530	\$ 110,023	\$ 129,072	\$ 126,224	\$ 126,224
HEALTH CARE	\$ 742,495	\$ 806,836	\$ 916,985	\$ 883,891	\$ 883,891
LIFE INSURANCE	\$ 7,408	\$ 8,295	\$ 9,858	\$ 9,561	\$ 9,561
EMP SEC INS	\$ 1,173	\$ 2,038	\$ 39,451	\$ 27,304	\$ 27,304
WORKERS COMPENSATION	\$ 172,200	\$ 182,250	\$ 211,500	\$ 202,500	\$ 202,500
<b>Personnel Total</b>	<b>\$ 5,151,236</b>	<b>\$ 5,503,823</b>	<b>\$ 6,108,798</b>	<b>\$ 5,981,757</b>	<b>\$ 5,981,757</b>
<b>Operations</b>					
UNIFORMS	\$ 36,959	\$ 104,168	\$ 67,519	\$ 47,360	\$ 47,360
FIRE AND RESCUE TOOLS	\$ 157,491	\$ 17,663	\$ 19,363	\$ 19,363	\$ 19,363
GAS & OIL	\$ 65,329	\$ 64,565	\$ 124,469	\$ 94,639	\$ 94,639
DEPARTMENT SUPPLIES	\$ 42,786	\$ 39,628	\$ 50,630	\$ 50,630	\$ 50,630
HOSE AND FITTINGS	\$ 2,722	\$ 5,756	\$ 31,942	\$ 4,800	\$ 4,800
TRAVEL	\$ 1,173	\$ 1,000	\$ 1,000	\$ 750	\$ 750
TELEPHONE	\$ 2,492	\$ 4,391	\$ 4,791	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,640	\$ 5,640	\$ 5,640
WIRELESS AIR CARDS	\$ 10,961	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600
POSTAGE	\$ 368	\$ 450	\$ 450	\$ 450	\$ 450
ELECTRIC POWER	\$ 34,793	\$ 36,781	\$ 46,564	\$ 40,576	\$ 40,576
NATURAL GAS	\$ 11,507	\$ 13,542	\$ 21,131	\$ 13,438	\$ 13,438
CITY UTILITIES	\$ 11,790	\$ 12,096	\$ 12,583	\$ 11,486	\$ 11,486
BUILDINGS & GROUNDS	\$ 18,993	\$ 21,000	\$ 24,270	\$ 22,000	\$ 22,000
B/G CONTRACTED SERVICES	\$ 17,801	\$ 18,539	\$ 19,153	\$ 19,153	\$ 19,153
MAINT EQUIPMENT	\$ 35,025	\$ 36,481	\$ 36,481	\$ 18,269	\$ 18,269
MAINT RADIO	\$ 37,595	\$ -	\$ -	\$ -	\$ -
MAINT AUTO	\$ 117,585	\$ 77,000	\$ 79,500	\$ 77,000	\$ 77,000
TRAINING	\$ 28,559	\$ 37,073	\$ 37,073	\$ 25,073	\$ 25,073
COPIER CONTRACT EXPENSE	\$ 3,808	\$ 5,200	\$ 4,500	\$ 4,500	\$ 4,500
INSURANCE PREMIUMS	\$ 12,856	\$ 13,326	\$ 14,272	\$ 14,011	\$ 14,011
INSURANCE CLAIMS	\$ 6,407	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 6,753	\$ 7,194	\$ 7,899	\$ 7,694	\$ 7,694
MISCELLANEOUS EXPENSE	\$ 114,334	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 51,140	\$ 89,906	\$ 107,018	\$ 46,399	\$ 46,399
CONTRACTED SERVICES	\$ 450	\$ 1,120	\$ -	\$ -	\$ -
ANNEXATION EXPENSES	\$ 2,653	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822
PROFESSIONAL SERVICES	\$ 22,959	\$ 27,655	\$ 27,655	\$ 27,655	\$ 27,655
TRANSFER - CAP RESERVE FUND	\$ 404,940	\$ 555,263	\$ 580,682	\$ 580,682	\$ 580,682
<b>Operations Total</b>	<b>\$ 1,260,230</b>	<b>\$ 1,201,219</b>	<b>\$ 1,336,007</b>	<b>\$ 1,142,990</b>	<b>\$ 1,142,990</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 975	\$ -	\$ 62,174	\$ -	\$ -
C O ROOF / HVAC	\$ -	\$ 183,469	\$ -	\$ -	\$ -
C O BUILDINGS	\$ 571,918	\$ 400,000	\$ 100,000	\$ 100,000	\$ 100,000
C O BLDG & GRNDS	\$ -	\$ -	\$ 260,773	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 572,893</b>	<b>\$ 583,469</b>	<b>\$ 422,947</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Grand Total</b>	<b>\$ 6,984,360</b>	<b>\$ 7,288,511</b>	<b>\$ 7,867,752</b>	<b>\$ 7,224,747</b>	<b>\$ 7,224,747</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Fire Chief	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Fire Safety Education Coordinator	1	1	1	1	1
Battalion Chief	6	6	6	6	6
Fire Captain / District Captain <sup>1</sup>	11	10	10	10	10
Fire Lieutenant	8	8	8	8	8
Fire Engineer	17	17	17	17	17
Fire Control Specialist I/II (SAFER) <sup>2</sup>	0	0	9	9	9
Fire Control Specialist I/II	34	34	34	34	34
Fire Control Specialist Pool (TPT)	1	1	1	1	1
Hydrant Maintenance (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>82</b>	<b>81</b>	<b>90</b>	<b>90</b>	<b>90</b>

<sup>1</sup>Temporary overhire FY18, eliminated FY19

<sup>2</sup>Positions added from SAFER Grant

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Fire Administration (000)</b>			
Station 3 Soft Costs	\$ 100,000	\$ 100,000	\$ 100,000
<b>Fire Station #1 (351)</b>			
Bay Door Replacement	5,000	-	-
E. Innes St. Entrance Driveway	35,000	-	-
<b>Fire Station #2 (352)</b>			
Repair Driveway Apron	15,000	-	-
<b>Fire Station #6 (356)</b>			
Training Building for Simulator	7,000	-	-
Equipment and Furnishings	198,773	-	-
CPAT Euiqment for Training	42,859	-	-
Equipment and Furnishings for Training Division	19,315	-	-
<b>Total Capital Outlay</b>	<b>\$ 422,947</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Radio system is a fully functional 4-Site System with Rowan County. Strive to keep the system performing at its best level.
2. Maintain the County Fire and EMS VHF Systems to its specification levels.
3. Continue working to enhance and maintain security at the tower site.
4. Continue working and support SRU with the Countywide SCADA network.
5. Maintain the backup Communication Center in Kannapolis as well as the new console at the Telecommunication’s shop.
6. Work with Motorola to obtain proper training for the new radio system so that our shop can maintain the same.
7. Continue to provide the absolute best quality of service/customer service to our City departments and to our Rowan County customers.
8. Continue to work with and support Rowan County 9-1-1 Communication Center.
9. Major reprogramming of City/County public safety radios to add mutual aid talk groups and updated talk groups.
10. Continue to work with Rowan County on inter-local and maintenance agreements.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 140,748	\$ 178,121	\$ 185,422	\$ 185,422	\$ 185,422
OVERTIME SALARIES	\$ 63	\$ 500	\$ 500	\$ 500	\$ 500
PART TIME SALARIES	\$ 9,762	\$ 10,556	\$ 10,597	\$ 10,597	\$ 10,597
FICA TAX	\$ 10,830	\$ 14,307	\$ 15,035	\$ 15,035	\$ 15,035
RETIREMENT	\$ 10,427	\$ 13,808	\$ 17,142	\$ 16,770	\$ 16,770
401(K) EMPLOYER CONTRIBUTION	\$ 4,127	\$ 5,295	\$ 5,578	\$ 5,578	\$ 5,578
HEALTH CARE	\$ 19,638	\$ 31,057	\$ 29,252	\$ 29,252	\$ 29,252
LIFE INSURANCE	\$ 332	\$ 444	\$ 463	\$ 460	\$ 460
EMP SEC INS	\$ 738	\$ 113	\$ 1,942	\$ 1,360	\$ 1,360
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 205,067</b>	<b>\$ 263,201</b>	<b>\$ 275,331</b>	<b>\$ 273,974</b>	<b>\$ 273,974</b>



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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Operations</b>					
UNIFORMS	\$ 434	\$ 475	\$ 475	\$ 475	\$ 475
GAS & OIL	\$ 1,971	\$ 2,169	\$ 4,479	\$ 3,429	\$ 3,429
DEPARTMENT SUPPLIES	\$ 258	\$ 397	\$ 425	\$ 397	\$ 397
TRAVEL	\$ 581	\$ 1,200	\$ 3,300	\$ 1,500	\$ 1,500
TELEPHONE	\$ 1,046	\$ 2,623	\$ 2,623	\$ 1,648	\$ 1,648
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
WIRELESS AIR CARDS	\$ 456	\$ 480	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 148	\$ 250	\$ 275	\$ 225	\$ 225
ELECTRIC POWER	\$ 16,567	\$ 16,902	\$ 18,554	\$ 17,240	\$ 17,240
BUILDINGS & GROUNDS	\$ 2,733	\$ 700	\$ 700	\$ 700	\$ 700
B/G CONTRACTED SERVICES	\$ 2,887	\$ 3,108	\$ 2,938	\$ 2,938	\$ 2,938
MAINT EQUIPMENT	\$ 6,012	\$ 22,100	\$ 29,676	\$ 22,100	\$ 22,100
MAINT RADIO	\$ 7,120	\$ 29,542	\$ 30,000	\$ 15,000	\$ 15,000
MAINT AUTO	\$ 293	\$ 838	\$ 920	\$ 838	\$ 838
TRAINING	\$ -	\$ 700	\$ 700	\$ 700	\$ 700
COPIER CONTRACT EXPENSE	\$ 251	\$ 300	\$ 300	\$ 300	\$ 300
INSURANCE PREMIUMS	\$ 1,191	\$ 1,548	\$ 1,699	\$ 1,668	\$ 1,668
DUES & SUBSCRIPTIONS	\$ 177	\$ 252	\$ 252	\$ 197	\$ 197
MISCELLANEOUS EXPENSE	\$ 65	\$ 150	\$ 150	\$ 150	\$ 150
CONTRACTED SERVICES	\$ 253,632	\$ 261,468	\$ 254,715	\$ 254,715	\$ 254,715
TRANSFER - CAP RESERVE FUND	\$ 97,745	\$ 72,525	\$ 63,865	\$ 63,865	\$ 63,865
<b>Operations Total</b>	<b>\$ 393,568</b>	<b>\$ 417,727</b>	<b>\$ 418,854</b>	<b>\$ 390,893</b>	<b>\$ 390,893</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 8,891	\$ -	\$ 11,670	\$ -	\$ -
C O COMPUTER EQUIPMENT	\$ -	\$ 2,000	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 8,891</b>	<b>\$ 2,000</b>	<b>\$ 11,670</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 607,526</b>	<b>\$ 682,928</b>	<b>\$ 705,855</b>	<b>\$ 664,867</b>	<b>\$ 664,867</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician	2	2	2	2	2
Telecommunications Assistant (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Upgrade DiagnostX Box at Tower Site	\$ 11,670	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 11,670</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<u>FY 2018 Actual</u>	<u>FY 2019 Estimate</u>	<u>FY 2020 Projected</u>
<b>Workload</b>			
Square Feet Maintained	459,568	454,799	476,139
Average Age of Facilities (years)	53	54	54
Square Feet Maintained Per FTE	76,595	75,800	79,357

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 177,179	\$ 198,585	\$ 192,391	\$ 192,391	\$ 192,391
OVERTIME SALARIES	\$ 5,709	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
FICA TAX	\$ 13,023	\$ 15,542	\$ 15,100	\$ 15,100	\$ 15,100
RETIREMENT	\$ 13,669	\$ 15,841	\$ 18,200	\$ 17,805	\$ 17,805
401(K) EMPLOYER CONTRIBUTION	\$ 5,410	\$ 6,078	\$ 5,922	\$ 5,922	\$ 5,922
HEALTH CARE	\$ 43,963	\$ 50,629	\$ 52,688	\$ 50,629	\$ 50,629
LIFE INSURANCE	\$ 412	\$ 487	\$ 476	\$ 470	\$ 470
EMP SEC INS	\$ 45	\$ 117	\$ 1,882	\$ 1,318	\$ 1,318
WORKERS COMPENSATION	\$ 10,500	\$ 11,250	\$ 11,750	\$ 11,250	\$ 11,250
<b>Personnel Total</b>	<b>\$ 269,910</b>	<b>\$ 303,529</b>	<b>\$ 303,409</b>	<b>\$ 299,885</b>	<b>\$ 299,885</b>
<b>Operations</b>					
UNIFORMS	\$ 1,480	\$ 1,550	\$ 2,200	\$ 1,900	\$ 1,900
EXPENDABLE EQUIPMENT	\$ 1,371	\$ 918	\$ 3,917	\$ 500	\$ 500
GAS & OIL	\$ 2,405	\$ 2,039	\$ 5,070	\$ 4,376	\$ 4,376
DEPARTMENT SUPPLIES	\$ 678	\$ 700	\$ 1,000	\$ 395	\$ 395
TELEPHONE	\$ 339	\$ 300	\$ 732	\$ 732	\$ 732
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
B&G OTHER DEPTS	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -
MAINT EQUIPMENT	\$ 102	\$ -	\$ 500	\$ -	\$ -
MAINT AUTO	\$ 1,654	\$ 776	\$ 1,000	\$ 500	\$ 500
TRAINING	\$ -	\$ 275	\$ 1,275	\$ -	\$ -
COPIER CONTRACT EXPENSE	\$ -	\$ -	\$ -	\$ 300	\$ 300
INSURANCE PREMIUMS	\$ 498	\$ 523	\$ 568	\$ 558	\$ 558
MISCELLANEOUS EXPENSE	\$ -	\$ 500	\$ 300	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 162	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 3,330	\$ 4,966	\$ 4,616	\$ 4,616	\$ 4,616
<b>Operations Total</b>	<b>\$ 12,019</b>	<b>\$ 27,547</b>	<b>\$ 38,026</b>	<b>\$ 15,725</b>	<b>\$ 15,725</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 281,929</b>	<b>\$ 331,076</b>	<b>\$ 341,435</b>	<b>\$ 315,610</b>	<b>\$ 315,610</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Maintenance Supervisor	1	2	2	2	2
Maintenance Worker I/II	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL <sup>1</sup>	3	5	5	5	5

<sup>1</sup>Position transferred from Parks and Recreation (621)



**STATEMENT OF PURPOSE**

To provide lighting on public streets and municipal property.

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Street Lights</b>			
Duke Energy Leased	4528	4628	4728
City Owned within Public R/W	99	99	99
Citizen Reported Outages Reported/Corrected	328	300	300
Total Street Lighting Petitions Created	11	10	10
Total Street Lighting Projects Designed	9	10	10

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
POSTAGE	\$ 29	\$ 20	\$ 25	\$ 25	\$ 25
STREET LIGHTING	\$ 564,531	\$ 567,350	\$ 594,350	\$ 498,350	\$ 498,350
SPECIAL PROJECTS	\$ 9,513	\$ 37,030	\$ 32,772	\$ 32,772	\$ 32,772
<b>Operations Total</b>	\$ <b>574,072</b>	\$ <b>604,400</b>	\$ <b>627,147</b>	\$ <b>531,147</b>	\$ <b>531,147</b>
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ <b>574,072</b>	\$ <b>604,400</b>	\$ <b>627,147</b>	\$ <b>531,147</b>	\$ <b>531,147</b>

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Participate in Technical Review Committee and Plan Review Committee.
2. Manage the Signal System to ensure compliance with standards and establish efficient timing plans.
3. Address citizen requests concerning traffic related issues.
4. Administer GIS services.
5. Coordinate efforts with Cabarrus Rowan MPO.
6. Design and manage various grants and construction projects.
7. Coordinate projects with NCDOT.
8. Serve as Subdivision Administrator.
9. Administer National Flood Insurance Program (NFIP).
10. Administer Downtown ROW Use Permits.
11. Administer street and alley closings in accordance with General Statutes.
12. Administer voluntary annexations in accordance with General Statutes.
13. Participate in monthly SNAG meetings.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Engineering Plan Review</b>			
Number of Projects Reviewed	68	46	55
<b>Permits</b>			
Floodplain	2	2	4
Water	9	3	7
Sewer	8	3	7
Stormwater BMP	4	5	4
Right-of-Way Use	25	15	15
<b>Traffic Engineering</b>			
Major Studies	8	10	10
Petitions	3	10	10
Permanent Street/Alley Closings	0	0	0
<b>Geographic Information Services</b>			
Web Applications Created	5	3	2
Web Applications Maintained	29	32	34
Cartographic Products Created/Modified	65	70	75
Citizen Reported Issues Screened	400	450	500
Data Requests Fulfilled	15	20	25
Users Supported	35	40	40
User Support Cases	60	70	80
Data Collection Projects Conducted/Supported	4	4	4
Major Analysis Projects	4	3	3
Minor Analysis Projects	10	12	14
Addresses Input/Corrected	247	250	250
Information Requests Fulfilled	45	50	50

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 408,107	\$ 495,635	\$ 606,017	\$ 606,017	\$ 606,017
OVERTIME SALARIES	\$ 2,701	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
FICA TAX	\$ 29,400	\$ 38,149	\$ 46,742	\$ 46,742	\$ 46,742
RETIREMENT	\$ 32,870	\$ 38,997	\$ 56,336	\$ 55,115	\$ 55,115
401(K) EMPLOYER CONTRIBUTION	\$ 12,146	\$ 14,962	\$ 18,329	\$ 18,329	\$ 18,329
HEALTH CARE	\$ 61,445	\$ 76,655	\$ 74,596	\$ 85,550	\$ 85,550
LIFE INSURANCE	\$ 918	\$ 1,231	\$ 1,512	\$ 1,500	\$ 1,500
EMP SEC INS	\$ 147	\$ 296	\$ 6,000	\$ 4,199	\$ 4,199
WORKERS COMPENSATION	\$ 14,700	\$ 15,750	\$ 18,800	\$ 18,000	\$ 18,000
<b>Personnel Total</b>	<b>\$ 562,434</b>	<b>\$ 686,675</b>	<b>\$ 833,332</b>	<b>\$ 840,452</b>	<b>\$ 840,452</b>
<b>Operations</b>					
MEETING EXPENSES	\$ -	\$ 150	\$ 200	\$ -	\$ -
GAS & OIL	\$ 931	\$ 1,015	\$ 1,018	\$ 951	\$ 951
DEPARTMENT SUPPLIES	\$ 4,874	\$ 2,500	\$ 6,020	\$ 3,000	\$ 3,000
TRAVEL	\$ 2,062	\$ 2,800	\$ 3,000	\$ 2,800	\$ 2,800
TELEPHONE	\$ 269	\$ 265	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,544	\$ 2,544	\$ 2,544
WIRELESS AIR CARDS	\$ 1,368	\$ 1,440	\$ 1,440	\$ 1,440	\$ 1,440
POSTAGE	\$ 782	\$ 800	\$ 800	\$ 600	\$ 600
MAINT CMPT SOFTWARE	\$ 43,006	\$ 45,036	\$ 46,046	\$ 46,046	\$ 46,046
MAINT AUTO	\$ 398	\$ 560	\$ 500	\$ 500	\$ 500
ADVERTISING	\$ 771	\$ 600	\$ 1,500	\$ 1,200	\$ 1,200
TRAINING	\$ 2,919	\$ 4,500	\$ 5,000	\$ 3,000	\$ 3,000
COPIER CONTRACT EXPENSE	\$ 2,530	\$ 2,500	\$ 3,000	\$ 3,000	\$ 3,000
INSURANCE PREMIUMS	\$ 188	\$ 198	\$ 215	\$ 211	\$ 211
DUES & SUBSCRIPTIONS	\$ 613	\$ 945	\$ 1,900	\$ 1,900	\$ 1,900
MISCELLANEOUS EXPENSE	\$ 379	\$ 450	\$ 500	\$ 450	\$ 450
SPECIAL PROJECTS	\$ 1,021,935	\$ 3,118,316	\$ 2,851,000	\$ 2,746,000	\$ 2,746,000
CONTRACTED SERVICES	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976
PROFESSIONAL SERVICES	\$ 21,761	\$ 20,632	\$ 24,000	\$ 19,387	\$ 19,387
TRANSFER - CAP RESERVE FUND	\$ 5,909	\$ 6,474	\$ 5,258	\$ 5,258	\$ 5,258
<b>Operations Total</b>	<b>\$ 1,143,669</b>	<b>\$ 3,242,157</b>	<b>\$ 2,986,917</b>	<b>\$ 2,871,263</b>	<b>\$ 2,871,263</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,706,103</b>	<b>\$ 3,928,832</b>	<b>\$ 3,820,249</b>	<b>\$ 3,711,715</b>	<b>\$ 3,711,715</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
City Engineer	1	1	1	1	1
Engineer	1	1	1	1	1
Engineer Technician	1	1	1	1	1
GIS Coordinator	1	1	1	1	1
Project Manager	1	1	2	2	2
Traffic Engineer Coordinator	1	1	1	1	1
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	8	8	8



**STATEMENT OF PURPOSE**

To serve as the central management and administration source for activities and operations related to the Public Services Department including Fleet Management, Signs and Marking Operations, Cemetery, Facility Maintenance, Grounds Maintenance, Solid Waste Management, Street Division, Stormwater Utility, and Telecommunications services.

**PERFORMANCE GOALS**

1. Carry out all responsibilities given to the department for the citizens and employees of Salisbury.
2. Meet the needs of the divisions under Public Services.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 194,593	\$ 201,745	\$ 194,238	\$ 194,238	\$ 194,238
OVERTIME SALARIES	\$ -	\$ 100	\$ 100	\$ 100	\$ 100
FICA TAX	\$ 14,045	\$ 15,333	\$ 14,868	\$ 14,868	\$ 14,868
RETIREMENT	\$ 14,316	\$ 15,485	\$ 17,917	\$ 17,529	\$ 17,529
401(K) EMPLOYER CONTRIBUTION	\$ 5,666	\$ 5,941	\$ 5,830	\$ 5,830	\$ 5,830
HEALTH CARE	\$ 28,472	\$ 29,252	\$ 33,753	\$ 31,694	\$ 31,694
LIFE INSURANCE	\$ 452	\$ 494	\$ 485	\$ 482	\$ 482
EMP SEC INS	\$ 65	\$ 119	\$ 1,928	\$ 1,350	\$ 1,350
WORKERS COMPENSATION	\$ 6,300	\$ 6,750	\$ 7,050	\$ 6,750	\$ 6,750
<b>Personnel Total</b>	<b>\$ 263,908</b>	<b>\$ 275,219</b>	<b>\$ 276,169</b>	<b>\$ 272,841</b>	<b>\$ 272,841</b>
<b>Operations</b>					
UNIFORMS	\$ 878	\$ 900	\$ 900	\$ 900	\$ 900
GAS & OIL	\$ 255	\$ 220	\$ 1,824	\$ 1,086	\$ 1,086
DEPARTMENT SUPPLIES	\$ 2,065	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100
TRAVEL	\$ 208	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
AUTO ALLOWANCE	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ 2,584
TELEPHONE	\$ 215	\$ 300	\$ 300	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 269	\$ 123	\$ 123	\$ 123	\$ 123
BUILDINGS & GROUNDS	\$ 204	\$ 300	\$ 300	\$ 300	\$ 300
B/G CONTRACTED SERVICES	\$ 3,121	\$ 3,066	\$ 3,087	\$ 3,087	\$ 3,087
MAINT AUTO	\$ 1,155	\$ 340	\$ 340	\$ 340	\$ 340
COPIER CONTRACT EXPENSE	\$ 944	\$ 1,000	\$ 1,100	\$ 1,100	\$ 1,100
INSURANCE PREMIUMS	\$ -	\$ 618	\$ 680	\$ 668	\$ 668
DUES & SUBSCRIPTIONS	\$ 177	\$ 190	\$ 190	\$ 190	\$ 190
MISCELLANEOUS EXPENSE	\$ 737	\$ 800	\$ 800	\$ 800	\$ 800
TRANSFER - CAP RESERVE FUND	\$ 8,100	\$ 5,700	\$ 5,000	\$ 5,000	\$ 5,000
<b>Operations Total</b>	<b>\$ 18,329</b>	<b>\$ 16,757</b>	<b>\$ 21,472</b>	<b>\$ 20,422</b>	<b>\$ 20,422</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 282,237</b>	<b>\$ 291,976</b>	<b>\$ 297,641</b>	<b>\$ 293,263</b>	<b>\$ 293,263</b>



**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Public Services Director	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

**Administration (000)**

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

**Street Maintenance (420)**

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

**Concrete Construction (421)**

- Provide maintenance and repair to city sidewalks, driveways and curbs.
- Respond to request from contractors and property owners to install or repair new concrete facilities.

**Signs and Markings (422)**

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

**Streets Miscellaneous Activities (425)**

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

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

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

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

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

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

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

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b><u>Asphalt Maintenance</u></b>			
Lane Miles of Streets Paved	6.90	6.80	6.70
Lane Miles of Streets Maintained	347	347	347
Repairs Made by Street Division	260	273	287
Potholes Filled	945	992	1,042
<b><u>Concrete Maintenance</u></b>			
Sidewalks Installed, LF	2,876	3,020	3,171
Curb & Gutter Installed, LF	749	786	825

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 599,777	\$ 709,831	\$ 765,317	\$ 765,317	\$ 765,317
OVERTIME SALARIES	\$ 16,494	\$ 22,500	\$ 17,000	\$ 17,000	\$ 17,000
PART TIME SALARIES	\$ 2,955	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 44,557	\$ 55,836	\$ 59,846	\$ 59,846	\$ 59,846
RETIREMENT	\$ 46,036	\$ 57,077	\$ 72,130	\$ 70,566	\$ 70,566
401(K) EMPLOYER CONTRIBUTION	\$ 18,222	\$ 21,897	\$ 23,472	\$ 23,472	\$ 23,472
HEALTH CARE	\$ 139,621	\$ 180,650	\$ 190,543	\$ 190,543	\$ 190,543
LIFE INSURANCE	\$ 1,325	\$ 1,780	\$ 1,908	\$ 1,896	\$ 1,896
EMP SEC INS	\$ 212	\$ 430	\$ 7,580	\$ 5,305	\$ 5,305
WORKERS COMPENSATION	\$ 35,700	\$ 40,500	\$ 42,300	\$ 40,500	\$ 40,500
<b>Personnel Total</b>	<b>\$ 904,898</b>	<b>\$ 1,090,501</b>	<b>\$ 1,180,096</b>	<b>\$ 1,174,445</b>	<b>\$ 1,174,445</b>
<b>Operations</b>					
UNIFORMS	\$ 7,650	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
EXPENDABLE EQUIPMENT	\$ 11,571	\$ 11,700	\$ 11,700	\$ 11,700	\$ 11,700
STREET NAME SIGNS	\$ 4,970	\$ 5,210	\$ 5,210	\$ 5,210	\$ 5,210
TRAFFIC PAVEMENT MARKINGS	\$ 13,576	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
TRAFFIC SIGNS & POST	\$ 7,862	\$ 8,275	\$ 8,275	\$ 8,275	\$ 8,275
DRIVE & WALK PAVING	\$ 34,355	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 5,507	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
SNOW MATERIALS	\$ -	\$ 7,590	\$ 7,590	\$ 7,590	\$ 7,590
MATERIALS NEW STREETS	\$ 17,436	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
MATERIALS ST MAINT	\$ 26,100	\$ 25,000	\$ 25,000	\$ 30,000	\$ 30,000
MATERIALS - CONCRETE	\$ 13,883	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
GAS & OIL	\$ 61,199	\$ 68,901	\$ 95,304	\$ 80,331	\$ 80,331
DEPARTMENT SUPPLIES	\$ 5,528	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAVEL	\$ 3,699	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
TELEPHONE	\$ 295	\$ 444	\$ 444	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,072	\$ 3,072	\$ 3,072
POSTAGE	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
ELECTRIC POWER	\$ 4,301	\$ 4,118	\$ 5,549	\$ 4,895	\$ 4,895
NATURAL GAS	\$ 5,023	\$ 4,606	\$ 7,561	\$ 5,032	\$ 5,032
CITY UTILITIES	\$ 1,589	\$ 1,688	\$ 2,254	\$ 2,251	\$ 2,251
PRINTING	\$ 29	\$ 500	\$ 500	\$ 500	\$ 500
BUILDINGS & GROUNDS	\$ 4,884	\$ 1,750	\$ 1,750	\$ 3,000	\$ 3,000
B/G CONTRACTED SERVICES	\$ 10,078	\$ 5,528	\$ 4,433	\$ 4,433	\$ 4,433
MAINT EQUIPMENT	\$ 52,096	\$ 40,308	\$ 40,308	\$ 39,684	\$ 39,684
MAINT RADIO	\$ 235	\$ -	\$ -	\$ -	\$ -
MAINT AUTO	\$ 33,474	\$ 24,372	\$ 24,372	\$ 24,372	\$ 24,372
VEHICLE DAMAGE REPAIR	\$ 3,717	\$ -	\$ -	\$ -	\$ -
STREET MAINTENANCE	\$ 433,648	\$ 500,000	\$ 550,000	\$ 500,000	\$ 500,000
TRAINING	\$ 1,341	\$ 3,939	\$ 3,939	\$ 3,939	\$ 3,939
COPIER CONTRACT EXPENSE	\$ 1,249	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
INSURANCE PREMIUMS	\$ 16,939	\$ 14,489	\$ 15,812	\$ 15,524	\$ 15,524
INSURANCE CLAIMS	\$ 16,942	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 466	\$ 1,560	\$ 1,560	\$ 1,560	\$ 1,560
MISCELLANEOUS EXPENSE	\$ 7,365	\$ 2,640	\$ 2,640	\$ 2,640	\$ 2,640
SPECIAL PROJECTS	\$ 132,513	\$ -	\$ 330,000	\$ -	\$ -
CONTRACTED SERVICES	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 2,896	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
TRANSFER - CAP RESERVE FUND	\$ 303,843	\$ 219,911	\$ 204,061	\$ 204,061	\$ 204,061
<b>Operations Total</b>	<b>\$ 1,246,308</b>	<b>\$ 1,082,679</b>	<b>\$ 1,481,484</b>	<b>\$ 1,083,219</b>	<b>\$ 1,083,219</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ -	\$ 20,640	\$ 20,640	\$ 20,640
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,640</b>	<b>\$ 20,640</b>	<b>\$ 20,640</b>
<b>Grand Total</b>	<b>\$ 2,151,206</b>	<b>\$ 2,173,180</b>	<b>\$ 2,682,220</b>	<b>\$ 2,278,304</b>	<b>\$ 2,278,304</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (000)</b>					
Assistant Public Services Director	1	1	1	1	1
Maintenance Supervisor <sup>1</sup>	1	1	0	0	0
Maintenance Operations Manager/Sr. <sup>1,2</sup>	0	0	2	2	2
Parks & Recreation Maintenance Manager	0	1	1	1	1
<b>Street Maintenance (420)</b>					
Equipment Operator I/II <sup>3</sup>	1	1	0	0	0
Crew Leader <sup>4</sup>	0	2	1	1	1
Street Maintenance Supervisor <sup>2</sup>	0	1	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3,4</sup>	2	1	3	3	3
<b>Concrete Construction (421)</b>					
Crew Leader	1	0	0	0	0
Equipment Operator I/II <sup>3</sup>	3	2	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	0	1	3	3	3
<b>Signs &amp; Marking (422)</b>					
Crew Leader <sup>5</sup>	1	0	1	1	1
Equipment Operator I/II <sup>3</sup>	1	1	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	0	0	1	1	1
<b>Street Misc. Activities (425)</b>					
Crew Leader	1	2	2	2	2
Equipment Operator I/II <sup>5</sup>	1	1	0	0	0
<b>Powell Bill-Paving &amp; Resurfacing (426)</b>					
Maintenance Worker I/II/III/Sr.	1	1	1	1	1
<b>Powell Bill-Street Maintenance (427)</b>					
Maintenance Worker I/II/III/Sr.	1	1	1	1	1
<b>Powell Bill-Concrete Construction (429)</b>					
Equipment Operator I/II <sup>3</sup>	1	1	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL <sup>1</sup>	16	18	18	18	18

<sup>1</sup>Positions reclassified from Maintenance Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position reclassified from Street Maintenance Supervisor (420) to Maintenance Operations Manager/Sr. (000)

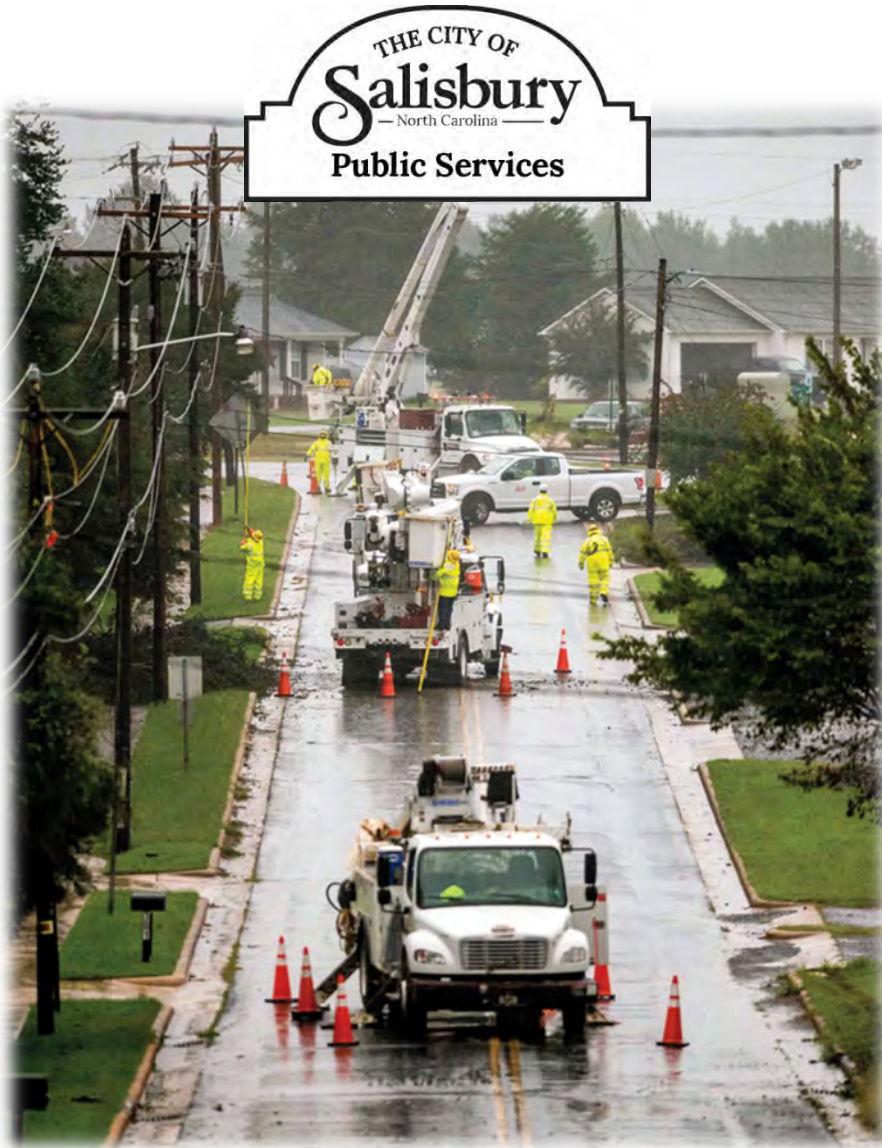
<sup>3</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.

<sup>4</sup>Position reclassified from Crew Leader to Maintenance Worker I/II/III/Sr.

<sup>5</sup>Position reclassified from Equipment Operator I/II (425) to Crew Leader (422)

**CAPITAL OUTLAY**

	Requested	Mgr Recommends	Adopted
	FY 19-20	FY 19-20	FY 19-20
<b>Public Service-Street Admin (000)</b>			
HVAC Replacement	\$ 20,640	\$ 20,640	\$ 20,640
<b>Total Capital Outlay</b>	<b>\$ 20,640</b>	<b>\$ 20,640</b>	<b>\$ 20,640</b>



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 190,891	\$ 156,039	\$ 141,421	\$ 141,421	\$ 141,421
OVERTIME SALARIES	\$ 5,383	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PART TIME SALARIES	\$ 2,260	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 14,563	\$ 12,218	\$ 11,201	\$ 11,201	\$ 11,201
RETIREMENT	\$ 14,761	\$ 12,489	\$ 13,501	\$ 13,207	\$ 13,207
401(K) EMPLOYER CONTRIBUTION	\$ 5,842	\$ 4,791	\$ 4,393	\$ 4,393	\$ 4,393
HEALTH CARE	\$ 60,873	\$ 49,992	\$ 48,187	\$ 48,187	\$ 48,187
LIFE INSURANCE	\$ 471	\$ 386	\$ 353	\$ 350	\$ 350
EMP SEC INS	\$ 49	\$ 93	\$ 1,401	\$ 980	\$ 980
WORKERS COMPENSATION	\$ 10,500	\$ 11,250	\$ 11,750	\$ 11,250	\$ 11,250
<b>Personnel Total</b>	<b>\$ 305,594</b>	<b>\$ 252,258</b>	<b>\$ 237,207</b>	<b>\$ 235,989</b>	<b>\$ 235,989</b>
<b>Operations</b>					
UNIFORMS	\$ 3,588	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
EXPENDABLE EQUIPMENT	\$ 1,473	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
GAS & OIL	\$ 11,591	\$ 11,451	\$ 21,864	\$ 20,910	\$ 20,910
MAINT EQUIPMENT	\$ 10,533	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MAINT AUTO	\$ 1,132	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 2,083	\$ 2,926	\$ 3,218	\$ 3,159	\$ 3,159
SPECIAL PROJECTS	\$ -	\$ -	\$ 150,000	\$ -	\$ -
CONTRACTED SERVICES	\$ 108,570	\$ 160,000	\$ 140,000	\$ 140,000	\$ 140,000
TRANSFER - CAP RESERVE FUND	\$ 50,333	\$ 34,116	\$ 64,116	\$ 64,116	\$ 64,116
<b>Operations Total</b>	<b>\$ 189,302</b>	<b>\$ 238,493</b>	<b>\$ 409,198</b>	<b>\$ 258,185</b>	<b>\$ 258,185</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 494,896</b>	<b>\$ 490,751</b>	<b>\$ 646,405</b>	<b>\$ 494,174</b>	<b>\$ 494,174</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Equipment Operator I/II <sup>1</sup>	2	1	0	0	0
Maintenance Worker I/II/III/Sr. <sup>1</sup>	<u>3</u>	<u>4</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL	5	5	5	5	5

<sup>1</sup>Positions reclassified

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 54,559	\$ 56,132	\$ 58,003	\$ 58,003	\$ 58,003
FICA TAX	\$ 4,207	\$ 4,294	\$ 4,437	\$ 4,437	\$ 4,437
RETIREMENT	\$ 4,095	\$ 4,390	\$ 5,348	\$ 5,232	\$ 5,232
401(K) EMPLOYER CONTRIBUTION	\$ 1,621	\$ 1,684	\$ 1,740	\$ 1,740	\$ 1,740
HEALTH CARE	\$ 8,889	\$ 9,149	\$ 9,149	\$ 9,149	\$ 9,149
LIFE INSURANCE	\$ 130	\$ 140	\$ 145	\$ 144	\$ 144
EMP SEC INS	\$ 22	\$ 34	\$ 574	\$ 402	\$ 402
WORKERS COMPENSATION	\$ 2,100	\$ 2,250	\$ 2,350	\$ 2,250	\$ 2,250
<b>Personnel Total</b>	<b>\$ 75,623</b>	<b>\$ 78,073</b>	<b>\$ 81,746</b>	<b>\$ 81,357</b>	<b>\$ 81,357</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 454	\$ 500	\$ 500	\$ 500	\$ 500
UNIFORMS	\$ 257	\$ 300	\$ 300	\$ 300	\$ 300
EXPENDABLE EQUIPMENT	\$ 1,043	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050
GAS & OIL	\$ 1,200	\$ 1,098	\$ 1,584	\$ 1,410	\$ 1,410
DEPARTMENT SUPPLIES	\$ 1,425	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
TELEPHONE	\$ 954	\$ 1,044	\$ 1,044	\$ -	\$ -
POSTAGE	\$ 149	\$ 150	\$ 150	\$ 150	\$ 150
ELECTRIC POWER	\$ 2,282	\$ 2,642	\$ 2,766	\$ 2,754	\$ 2,754
NATURAL GAS	\$ 1,021	\$ 901	\$ 1,460	\$ 878	\$ 878
CITY UTILITIES	\$ 2,920	\$ 3,009	\$ 3,916	\$ 3,678	\$ 3,678
BUILDINGS & GROUNDS	\$ 4,409	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
B/G CONTRACTED SERVICES	\$ 1,519	\$ 1,414	\$ 1,407	\$ 1,407	\$ 1,407
MAINT EQUIPMENT	\$ 4	\$ -	\$ -	\$ -	\$ -
MAINT RADIO	\$ -	\$ 150	\$ 150	\$ 150	\$ 150
MAINT AUTO	\$ 625	\$ 375	\$ 375	\$ 375	\$ 375
TRAINING	\$ 80	\$ 300	\$ 300	\$ 300	\$ 300
COPIER CONTRACT EXPENSE	\$ 158	\$ 250	\$ 250	\$ 250	\$ 250
INSURANCE PREMIUMS	\$ 357	\$ 542	\$ 568	\$ 558	\$ 558
DUES & SUBSCRIPTIONS	\$ 270	\$ 300	\$ 300	\$ 300	\$ 300
CONTRACTED SERVICES	\$ 4,400	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
PROFESSIONAL SERVICES	\$ 3,000	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 500	\$ 500	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 27,026</b>	<b>\$ 21,025</b>	<b>\$ 22,620</b>	<b>\$ 20,560</b>	<b>\$ 20,560</b>

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ 6,180	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 6,180</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 108,829</b>	<b>\$ 99,098</b>	<b>\$ 104,366</b>	<b>\$ 101,917</b>	<b>\$ 101,917</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Cemetery Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>





**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
Garbage Collected, Tons	8,922	9,100	9,300
Recycling Collected, Tons	1,839	1,868	1,900

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 256,585	\$ 225,609	\$ 227,621	\$ 227,621	\$ 227,621
OVERTIME SALARIES	\$ 32,289	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
PART TIME SALARIES	\$ 240	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 21,192	\$ 17,886	\$ 18,179	\$ 18,179	\$ 18,179
RETIREMENT	\$ 21,706	\$ 18,283	\$ 21,908	\$ 21,434	\$ 21,434
401(K) EMPLOYER CONTRIBUTION	\$ 8,592	\$ 7,014	\$ 7,128	\$ 7,128	\$ 7,128
HEALTH CARE	\$ 70,362	\$ 59,141	\$ 63,642	\$ 61,583	\$ 61,583
LIFE INSURANCE	\$ 579	\$ 560	\$ 569	\$ 565	\$ 565
EMP SEC INS	\$ 85	\$ 135	\$ 2,256	\$ 1,580	\$ 1,580
WORKERS COMPENSATION	\$ 14,700	\$ 13,500	\$ 14,100	\$ 13,500	\$ 13,500
<b>Personnel Total</b>	<b>\$ 426,331</b>	<b>\$ 352,128</b>	<b>\$ 365,403</b>	<b>\$ 361,590</b>	<b>\$ 361,590</b>
<b>Operations</b>					
UNIFORMS	\$ 2,899	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
GAS & OIL	\$ 76,807	\$ 60,328	\$ 133,621	\$ 96,941	\$ 96,941
DEPARTMENT SUPPLIES	\$ 4,781	\$ 4,800	\$ 4,800	\$ 4,800	\$ 4,800
TRAVEL	\$ -	\$ -	\$ 1,000	\$ 500	\$ 500
TELEPHONE	\$ 107	\$ 120	\$ 120	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
POSTAGE	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
ELECTRIC POWER	\$ 7,925	\$ 8,590	\$ 9,432	\$ 8,763	\$ 8,763
NATURAL GAS	\$ 4,954	\$ 4,379	\$ 7,086	\$ 4,703	\$ 4,703
CITY UTILITIES	\$ 2,853	\$ 2,832	\$ 3,615	\$ 3,484	\$ 3,484
PRINTING	\$ 2,483	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
BUILDINGS & GROUNDS	\$ 501	\$ 500	\$ 500	\$ 500	\$ 500
B/G CONTRACTED SERVICES	\$ 3,846	\$ 8,066	\$ 8,015	\$ 8,015	\$ 8,015
MAINT AUTO	\$ 124,284	\$ 90,000	\$ 100,000	\$ 80,000	\$ 80,000
VEHICLE DAMAGE REPAIR	\$ 228	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 321,192	\$ 333,440	\$ 343,440	\$ 333,440	\$ 333,440
ADVERTISING	\$ -	\$ -	\$ 5,000	\$ -	\$ -

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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
TRAINING	\$ 525	\$ 500	\$ 500	\$ 500	\$ 500
INSURANCE PREMIUMS	\$ 7,618	\$ 7,907	\$ 8,587	\$ 8,431	\$ 8,431
INSURANCE CLAIMS	\$ 3,438	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 1,901	\$ 1,909	\$ 1,909	\$ 1,909	\$ 1,909
SPECIAL PROJECTS	\$ 88,204	\$ -	\$ 80,363	\$ -	\$ -
PROFESSIONAL SERVICES	\$ -	\$ 470	\$ 470	\$ 470	\$ 470
RECYCLING CONTRACT	\$ 365,673	\$ 443,150	\$ 487,080	\$ 487,080	\$ 487,080
TRANSFER - CAP RESERVE FUND	\$ 185,145	\$ 238,930	\$ 241,562	\$ 241,562	\$ 241,562
<b>Operations Total</b>	<b>\$ 1,205,415</b>	<b>\$ 1,209,971</b>	<b>\$ 1,442,074</b>	<b>\$ 1,286,072</b>	<b>\$ 1,286,072</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,631,746</b>	<b>\$ 1,562,099</b>	<b>\$ 1,807,477</b>	<b>\$ 1,647,662</b>	<b>\$ 1,647,662</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 19-20
Maintenance Operations Manager/Sr. <sup>1</sup>	0	0	1	1	1
Solid Waste Supervisor	1	1	0	0	0
Crew Leader <sup>2</sup>	1	0	0	0	0
Equipment Operator I/II <sup>3</sup>	5	5	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	<u>0</u>	<u>0</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL	7	6	6	6	6

<sup>1</sup>Position reclassified from Solid Waste Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position eliminated

<sup>3</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Continue improvement to city park property involving the reconditioning of infrastructures and grounds.
2. Assist the Public Services Director and Assistant Public Services Director in the implementation of interdepartmental projects.
3. Continue effort to preform litter pick up and curb line cleanups throughout city.
4. Continue staff development in the areas of equipment training and operation, pesticide and horticultural workshops, Human Resource classes, work safety and technical expertise.
5. Provide improved maintenance of SRU, and right of way maintenance.
6. Further development of city owned landscapes involving removals and replacements.

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 424,150	\$ 525,832	\$ 516,512	\$ 516,512	\$ 516,512
OVERTIME SALARIES	\$ 24,354	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
PART TIME SALARIES	\$ 24,763	\$ 22,880	\$ 10,597	\$ 10,597	\$ 10,597
FICA TAX	\$ 34,440	\$ 43,301	\$ 41,855	\$ 41,855	\$ 41,855
RETIREMENT	\$ 33,599	\$ 42,474	\$ 49,465	\$ 48,393	\$ 48,393
401(K) EMPLOYER CONTRIBUTION	\$ 13,297	\$ 14,966	\$ 16,096	\$ 16,096	\$ 16,096
HEALTH CARE	\$ 127,090	\$ 147,151	\$ 154,348	\$ 147,788	\$ 147,788
LIFE INSURANCE	\$ 921	\$ 2,526	\$ 1,289	\$ 1,280	\$ 1,280
EMP SEC INS	\$ 219	\$ 308	\$ 5,226	\$ 3,660	\$ 3,660
WORKERS COMPENSATION	\$ 35,700	\$ 36,000	\$ 37,600	\$ 36,000	\$ 36,000
<b>Personnel Total</b>	<b>\$ 718,533</b>	<b>\$ 855,438</b>	<b>\$ 852,988</b>	<b>\$ 842,181</b>	<b>\$ 842,181</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 1,069	\$ 1,775	\$ 1,400	\$ 1,400	\$ 1,400
UNIFORMS	\$ 5,370	\$ 4,800	\$ 7,500	\$ 7,500	\$ 7,500
EXPENDABLE EQUIPMENT	\$ 6,229	\$ 5,950	\$ 1,500	\$ 1,500	\$ 1,500
GAS & OIL	\$ 25,533	\$ 22,682	\$ 44,155	\$ 37,220	\$ 37,220
DEPARTMENT SUPPLIES	\$ 1,370	\$ 1,800	\$ 1,425	\$ 1,425	\$ 1,425
TELEPHONE	\$ 564	\$ 308	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
ELECTRIC POWER	\$ 14,257	\$ 15,147	\$ 15,375	\$ 13,342	\$ 13,342
NATURAL GAS	\$ 1,422	\$ 1,301	\$ 2,160	\$ 1,388	\$ 1,388
CITY UTILITIES	\$ 684	\$ 665	\$ 1,630	\$ 1,471	\$ 1,471
BUILDINGS & GROUNDS	\$ 6,121	\$ 1,250	\$ 5,404	\$ 2,500	\$ 2,500
GROUNDS BEAUTIFICATION	\$ 6,989	\$ 12,450	\$ 30,700	\$ 20,700	\$ 20,700
TRANSITIONAL PARK	\$ 1,448	\$ -	\$ -	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 1,899	\$ 2,198	\$ 1,676	\$ 1,676	\$ 1,676
MAINT EQUIPMENT	\$ 25,342	\$ 7,000	\$ 12,950	\$ 12,000	\$ 12,000
MAINT RADIO	\$ 290	\$ 250	\$ 250	\$ 250	\$ 250
MAINT AUTO	\$ 12,372	\$ 3,000	\$ 18,000	\$ 15,000	\$ 15,000
VEHICLE DAMAGE REPAIR	\$ 474	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 384	\$ 640	\$ 640	\$ 640	\$ 640
COPIER CONTRACT EXPENSE	\$ 208	\$ 350	\$ 375	\$ 375	\$ 375

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
INSURANCE PREMIUMS	\$ 443	\$ 3,981	\$ 4,306	\$ 4,228	\$ 4,228
MISCELLANEOUS EXPENSE	\$ -	\$ 250	\$ 250	\$ 250	\$ 250
CONTRACTED SERVICES	\$ 54,575	\$ 65,000	\$ 72,800	\$ 65,000	\$ 65,000
TRANSFER - CAP RESERVE FUND	\$ 2,100	\$ 116,247	\$ 131,482	\$ 131,482	\$ 131,482
<b>Operations Total</b>	<b>\$ 169,144</b>	<b>\$ 267,044</b>	<b>\$ 354,902</b>	<b>\$ 320,271</b>	<b>\$ 320,271</b>
<b>Capital</b>					
C O BLDG & GRNDS	\$ 27,147	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 27,147</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 914,825</b>	<b>\$ 1,122,482</b>	<b>\$ 1,207,890</b>	<b>\$ 1,162,452</b>	<b>\$ 1,162,452</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Maintenance Supervisor <sup>1</sup>	1	1	0	0	0
Maintenance Operations Manager/Sr. <sup>1</sup>	0	0	1	1	1
Crew Leader	0	1	1	1	1
Equipment Operator I/II <sup>2</sup>	3	2	0	0	0
Maintenance Worker I/II/III/Sr. <sup>2,3</sup>	8	11	13	13	13
Part-Time/Temp Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>13</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

<sup>1</sup>Positions reclassified from Maintenance Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.

<sup>3</sup>Position transferred from Parks & Recreation (621)



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Develop programs and facilities in support of City Council goals and objectives set forth each fiscal year.
2. Continue to monitor and evaluate the department programs, events, and parks for efficient and effective service delivery.
3. Provide staff support to the Greenway Committee, Hurley Park Advisory Board, Dog Paws Committee, and Salisbury Parks and Recreation Advisory Board.
4. Continue to improve on engaging the community through meetings, programs, etc.
5. Seek grant opportunities to offset costs on capital or programmatic projects.
6. Explore all opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility and future usage.
7. Continually review staffing structure of the department and how to best utilize budgeted positions.
8. Begin the process of implementing 2019 Parks and Recreation Master Plan.

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Acres of Park Space Owned	518	518	521
Acres of Park Space Maintained*	313	313	316
Yards of Greenway Maintained	7,392	7,392	9,768
Number of Athletic Fields and Athletic Surfaces Maintained**	30	30	30
<b>Effectiveness</b>			
Percent of City Devoted to Parks, Recreation and Greenway	4.2%	4.2%	4.2%

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

\*\*4 Soccer & 8 Baseball / Softball

Tennis Courts - 6 hard 4 clay

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

There are approximately 22 square miles in the city.

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 472,553	\$ 513,357	\$ 541,510	\$ 541,510	\$ 541,510
OVERTIME SALARIES	\$ 725	\$ 850	\$ 850	\$ 850	\$ 850
PART TIME SALARIES	\$ 112,115	\$ 145,650	\$ 151,902	\$ 151,902	\$ 151,902
LEO SEPARATION ALLOWANCE	\$ 102	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 42,530	\$ 50,377	\$ 53,112	\$ 53,112	\$ 53,112
RETIREMENT	\$ 35,410	\$ 40,106	\$ 50,005	\$ 48,921	\$ 48,921
401K-SWORN LAW	\$ 59	\$ -	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 13,975	\$ 15,387	\$ 16,272	\$ 16,272	\$ 16,272
HEALTH CARE	\$ 92,569	\$ 113,905	\$ 98,710	\$ 98,710	\$ 98,710
LIFE INSURANCE	\$ 1,034	\$ 1,280	\$ 1,351	\$ 1,340	\$ 1,340
EMP SEC INS	\$ 209	\$ 399	\$ 6,882	\$ 4,817	\$ 4,817
WORKERS COMPENSATION	\$ 34,500	\$ 33,750	\$ 35,250	\$ 33,750	\$ 33,750
<b>Personnel Total</b>	<b>\$ 805,781</b>	<b>\$ 915,061</b>	<b>\$ 955,844</b>	<b>\$ 951,184</b>	<b>\$ 951,184</b>

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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 218	\$ 300	\$ 500	\$ 300	\$ 300
UNIFORMS	\$ 2,559	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
MEETING EXPENSES	\$ 2,663	\$ 1,000	\$ 1,200	\$ 1,000	\$ 1,000
RECREATION PROGRAMS	\$ 21,393	\$ 17,810	\$ 19,350	\$ 16,900	\$ 16,900
EXPENDABLE EQUIPMENT	\$ -	\$ 450	\$ 450	\$ 450	\$ 450
EXPENDABLE RECREATION EQUIPMENT	\$ 205	\$ 900	\$ 900	\$ 900	\$ 900
GAS & OIL	\$ 3,982	\$ 3,271	\$ 4,933	\$ 3,732	\$ 3,732
DEPARTMENT SUPPLIES	\$ 4,273	\$ 3,700	\$ 7,650	\$ 4,900	\$ 4,900
TRAVEL	\$ 4,453	\$ 6,350	\$ 7,000	\$ 6,000	\$ 6,000
TELEPHONE	\$ 1,942	\$ 2,142	\$ 2,142	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
POSTAGE	\$ 284	\$ 350	\$ 350	\$ 350	\$ 350
ELECTRIC POWER	\$ 53,737	\$ 57,324	\$ 60,057	\$ 50,861	\$ 50,861
NATURAL GAS	\$ 13,989	\$ 12,176	\$ 21,517	\$ 14,782	\$ 14,782
CITY UTILITIES	\$ 17,190	\$ 19,280	\$ 23,617	\$ 17,954	\$ 17,954
BUILDINGS & GROUNDS	\$ 43,173	\$ 20,100	\$ 30,550	\$ 20,900	\$ 20,900
B/G CONTRACTED SERVICES	\$ 36,183	\$ 36,337	\$ 36,375	\$ 36,375	\$ 36,375
MAINT EQUIPMENT	\$ 953	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
MAINT RADIO	\$ -	\$ -	\$ 200	\$ -	\$ -
MAINT AUTO	\$ 1,115	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
ADVERTISING	\$ 6,812	\$ 6,000	\$ 9,500	\$ 5,000	\$ 5,000
TRAINING	\$ 6,122	\$ 10,450	\$ 8,800	\$ 7,300	\$ 7,300
COPIER CONTRACT EXPENSE	\$ 2,766	\$ 3,750	\$ 3,325	\$ 3,275	\$ 3,275
INSURANCE PREMIUMS	\$ 6,012	\$ 6,368	\$ 7,675	\$ 7,534	\$ 7,534
DUES & SUBSCRIPTIONS	\$ 4,624	\$ 5,705	\$ 6,716	\$ 5,716	\$ 5,716
MISCELLANEOUS EXPENSE	\$ 5,100	\$ -	\$ -	\$ -	\$ -
ACTIVENET FEES	\$ 856	\$ 2,000	\$ 2,000	\$ 1,500	\$ 1,500
RIGHT OF WAY CHARGES	\$ 1,234	\$ 1,215	\$ 1,260	\$ 1,260	\$ 1,260
SPECIAL PROJECTS	\$ 32,959	\$ 52,000	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 12,153	\$ 22,710	\$ 23,010	\$ 19,510	\$ 19,510
SPECIAL EVENTS	\$ 26,284	\$ 37,800	\$ 127,535	\$ 37,500	\$ 37,500
DOG PARK	\$ -	\$ -	\$ 1,500	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 1,871	\$ 200	\$ 700	\$ 200	\$ 200
CONTRACTED PROGRAM INSTRUCTORS	\$ 15,350	\$ 13,600	\$ 16,850	\$ 13,350	\$ 13,350
UNITED ARTS COUNCIL	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250
SENIOR CITIZENS	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
TREE BOARD	\$ 815	\$ 1,600	\$ 2,400	\$ 1,900	\$ 1,900
HURLEY PARK ADVISORY BOARD	\$ 89	\$ 500	\$ 500	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 16,917	\$ 5,450	\$ 17,300	\$ 17,300	\$ 17,300
<b>Operations Total</b>	<b>\$ 467,527</b>	<b>\$ 475,988</b>	<b>\$ 572,356</b>	<b>\$ 423,743</b>	<b>\$ 423,743</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ 138,910	\$ 156,602	\$ 150,700	\$ 150,700	\$ 150,700
C O BLDG & GRNDS	\$ 24,870	\$ 35,000	\$ 110,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 163,780</b>	<b>\$ 191,602</b>	<b>\$ 260,700</b>	<b>\$ 150,700</b>	<b>\$ 150,700</b>
<b>Grand Total</b>	<b>\$ 1,437,088</b>	<b>\$ 1,582,651</b>	<b>\$ 1,788,900</b>	<b>\$ 1,525,627</b>	<b>\$ 1,525,627</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (100)</b>					
Parks & Recreation Director	1	1	1	1	1
Parks & Recreation Maint Manager	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Recreation Specialist	1	1	1	1	1
<b>Civic Center (601)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>City Park Center (602)</b>					
Recreation Programmer	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Miller Center (603)</b>					
Recreation Specialist <sup>1</sup>	1	1	0	0	0
Recreation Coordinator <sup>1</sup>	0	0	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Hall Gym (606)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Fred Evans Pool (607)</b>					
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Athletic Maintenance (608)<sup>2</sup></b>					
Maintenance Supervisor	2	0	0	0	0
Maintenance Worker I/II/Sr.	3	0	0	0	0
Seasonal Worker (TFT)	1	0	0	0	0
<b>Hurley Park (612)</b>					
Park Curator	1	1	1	1	1
Assistant Park Curator	1	1	1	1	1
Senior Maintenance Worker	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	21	15	15	15	15

<sup>1</sup>Position reclassified

<sup>2</sup>Positions transferred to Grounds Maintenance 590

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Hall Gym (606)</b>			
Resurfacing at Hall Gym Parking Lot	\$ 25,000	\$ -	\$ -
Roof Replacement	144,100	144,100	144,100
<b>Fred Evans Pool (607)</b>			
Plaster Pool	60,000	-	-
Roof Replacement	6,600	6,600	6,600
<b>Hurley Park (612)</b>			
Bridge Replacements	25,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 260,700</b>	<b>\$ 150,700</b>	<b>\$ 150,700</b>

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
Vehicles Maintained	303	309	311
Other Equipment Maintained	219	222	219
Buses Maintained (Trolleys)	2	2	2

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 621,313	\$ 656,726	\$ 695,908	\$ 695,908	\$ 695,908
OVERTIME SALARIES	\$ 31,101	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
FICA TAX	\$ 44,959	\$ 51,628	\$ 54,767	\$ 54,767	\$ 54,767
RETIREMENT	\$ 48,859	\$ 52,775	\$ 66,006	\$ 64,578	\$ 64,578
401(K) EMPLOYER CONTRIBUTION	\$ 19,335	\$ 20,247	\$ 21,477	\$ 21,477	\$ 21,477
HEALTH CARE	\$ 130,519	\$ 141,825	\$ 143,884	\$ 143,884	\$ 143,884
LIFE INSURANCE	\$ 1,372	\$ 1,628	\$ 1,731	\$ 1,719	\$ 1,719
EMP SEC INS	\$ 195	\$ 391	\$ 6,866	\$ 4,806	\$ 4,806
WORKERS COMPENSATION	\$ 27,300	\$ 29,250	\$ 30,550	\$ 29,250	\$ 29,250
<b>Personnel Total</b>	<b>\$ 924,952</b>	<b>\$ 974,470</b>	<b>\$ 1,041,189</b>	<b>\$ 1,036,389</b>	<b>\$ 1,036,389</b>
<b>Operations</b>					
UNIFORMS	\$ 8,486	\$ 10,615	\$ 10,615	\$ 10,615	\$ 10,615
EXPENDABLE EQUIPMENT	\$ 11,725	\$ 4,800	\$ 4,800	\$ 4,800	\$ 4,800
GAS & OIL	\$ 4,528	\$ 4,515	\$ 8,281	\$ 6,457	\$ 6,457
DEPARTMENT SUPPLIES	\$ 3,515	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300
TRAVEL	\$ 2,053	\$ -	\$ -	\$ -	\$ -
TELEPHONE	\$ 700	\$ 300	\$ 216	\$ 216	\$ 216
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
ELECTRIC POWER	\$ 8,906	\$ 10,087	\$ 10,185	\$ 8,848	\$ 8,848
NATURAL GAS	\$ 3,302	\$ 2,877	\$ 5,253	\$ 3,504	\$ 3,504
CITY UTILITIES	\$ 1,351	\$ 1,387	\$ 2,063	\$ 2,026	\$ 2,026
BUILDINGS & GROUNDS	\$ 1,454	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
B/G CONTRACTED SERVICES	\$ 1,134	\$ 1,528	\$ 1,109	\$ 1,109	\$ 1,109
MAINT EQUIPMENT	\$ 8,241	\$ 6,140	\$ 6,150	\$ 6,150	\$ 6,150
MAINT CMPT SOFTWARE	\$ 7,001	\$ 8,240	\$ 8,240	\$ 7,220	\$ 7,220



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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
MAINT AUTO	\$ 3,148	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
TRAINING	\$ 2,494	\$ 2,950	\$ 2,950	\$ 2,950	\$ 2,950
COPIER CONTRACT EXPENSE	\$ 1,285	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400
INSURANCE PREMIUMS	\$ 5,379	\$ 5,432	\$ 5,185	\$ 5,091	\$ 5,091
DENR PROJECTS	\$ 328	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PROFESSIONAL SERVICES	\$ 67	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 14,816	\$ 16,950	\$ 16,700	\$ 16,700	\$ 16,700
<b>Operations Total</b>	<b>\$ 89,913</b>	<b>\$ 85,521</b>	<b>\$ 93,295</b>	<b>\$ 87,234</b>	<b>\$ 87,234</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ 51,700	\$ -	\$ -	\$ -
C O GARAGE EQUIPMENT	\$ 28,577	\$ -	\$ 195,600	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 28,577</b>	<b>\$ 51,700</b>	<b>\$ 195,600</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,043,442</b>	<b>\$ 1,111,691</b>	<b>\$ 1,330,084</b>	<b>\$ 1,123,623</b>	<b>\$ 1,123,623</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Parts Supervisor	1	1	1	1	1
Mechanic <sup>1</sup>	8	9	9	9	9
Auto Service Technician <sup>1</sup>	1	0	0	0	0
Telecommunications Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

<sup>1</sup>Position reclassified

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Mobile Truck Lifts	\$ 45,000	\$ -	\$ -
Fleet Management Software	50,000	-	-
Fluid Dispensing System	37,000	-	-
Replace Air Compressors	33,600	-	-
On Car Brake Lathe	30,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 195,600</b>	<b>\$ -</b>	<b>\$ -</b>

**Transportation**

553

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
TRANSFER - TRANSIT FUND	\$ 465,322	\$ 467,822	\$ 600,000	\$ 633,564	\$ 633,564
<b>Operations Total</b>	\$ 465,322	\$ 467,822	\$ 600,000	\$ 633,564	\$ 633,564
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 465,322	\$ 467,822	\$ 600,000	\$ 633,564	\$ 633,564

**Education**

641

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
SUPPLEMENTARY ED	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
<b>Operations Total</b>	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000

**Contingency Expenses**

671

**STATEMENT OF PURPOSE**

To provide funding for contingency expenses to balance budget.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
OPERATIONAL EXPENDITURE RESERVED	\$ -	\$ -	\$ -	\$ -	\$ 38,000
<b>Operations Total</b>	\$ -	\$ -	\$ -	\$ -	\$ 38,000
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ -	\$ -	\$ -	\$ -	\$ 38,000

**Debt Service**

901

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
LEASE PURCHASE PRINCIPAL	\$ 596,952	\$ 846,952	\$ 866,952	\$ 866,952	\$ 866,952
LEASE PURCHASE INTEREST EXP	\$ 71,547	\$ 161,530	\$ 252,094	\$ 252,094	\$ 252,094
PAYMENT TO REFUNDING AGENT	\$ -	\$ 230,000	\$ -	\$ -	\$ -
<b>Operations Total</b>	\$ 668,499	\$ 1,238,482	\$ 1,119,046	\$ 1,119,046	\$ 1,119,046
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 668,499	\$ 1,238,482	\$ 1,119,046	\$ 1,119,046	\$ 1,119,046



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# General Fund Capital Reserve Fund

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**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for Year Ending June 30, 2019 and  
Actual for Year Ended June 30, 2018

	<u>2018 Actual</u>	<u>2019 Estimate</u>	<u>2020 Budget</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 37,181	\$ 68,918	\$ 45,000
Other	<u>56,289</u>	<u>86,152</u>	<u>-</u>
Total nonoperating revenues	<u>\$ 93,470</u>	<u>\$ 155,070</u>	<u>\$ 45,000</u>
<b>OTHER FINANCING SOURCES:</b>			
Operating transfer from General Fund	\$ 1,782,010	\$ 1,938,387	\$ 1,988,290
Proceeds from capital leases	1,962,188	-	-
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>285,006</u>
Total other financing sources	<u>\$ 3,744,198</u>	<u>\$ 1,938,387</u>	<u>\$ 2,273,296</u>
Total revenues and other financing sources	<u>\$ 3,837,668</u>	<u>\$ 2,093,457</u>	<u>\$ 2,318,296</u>

## General Fund Capital Reserve

### STATEMENT OF PURPOSE

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

### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
LEASE PURCHASE PRINCIPAL	\$ 112,520	\$ 439,552	\$ 439,553	\$ 439,553	\$ 439,553
LEASE PURCHASE INTEREST EXP	\$ 13,187	\$ 61,472	\$ 50,598	\$ 50,598	\$ 50,598
TRANSFER - CAP RESERVE FUND	\$ 122,830	\$ 418,836	\$ -	\$ -	\$ -
<b>Operations Total</b>	\$ 248,537	\$ 919,860	\$ 490,151	\$ 490,151	\$ 490,151
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 3,302,615	\$ 1,738,934	\$ 3,103,046	\$ 1,610,369	\$ 1,610,369
C O COMPUTER EQUIPMENT	\$ 149,249	\$ 220,534	\$ 294,510	\$ 204,805	\$ 204,805
EQUIPMENT REPLACEMENT RESERVE	\$ -	\$ -	\$ -	\$ 12,971	\$ 12,971
<b>Capital Total</b>	\$ 3,451,864	\$ 1,959,468	\$ 3,397,556	\$ 1,828,145	\$ 1,828,145
<b>Grand Total</b>	\$ 3,700,401	\$ 2,879,328	\$ 3,887,707	\$ 2,318,296	\$ 2,318,296

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>City Council</b>			
Computer Equipment Replacement	\$ 8,501	\$ 8,501	\$ 8,501
	<b>8,501</b>	<b>8,501</b>	<b>8,501</b>
<b>Management &amp; Administration</b>			
Computer Equipment Replacement	\$ 3,400	\$ 3,400	\$ 3,400
<b>Total Capital Outlay</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>
<b>Communications</b>			
Computer Equipment Replacement	\$ 6,551	\$ 4,351	\$ 4,351
<b>Total Capital Outlay</b>	<b>6,551</b>	<b>4,351</b>	<b>4,351</b>
<b>Human Resources</b>			
Computer Equipment Replacement	\$ 6,200	\$ 3,200	\$ 3,200
<b>Total Capital Outlay</b>	<b>6,200</b>	<b>3,200</b>	<b>3,200</b>
<b>Information Technologies</b>			
Computer Equipment Replacement	\$ 22,922	\$ 22,922	\$ 22,922
Replace IT10002 w/ Ford Escape	20,655	20,655	20,655
ADD Ranger Crew Cab w/ Ladder Rack	29,256	-	-
Replace Firewall	100,000	50,000	50,000
Replace Switches	30,000	15,000	15,000
<b>Total Capital Outlay</b>	<b>202,833</b>	<b>108,577</b>	<b>108,577</b>
<b>Financial Services - Administration</b>			
Computer Equipment Replacement	\$ 1,500	\$ 1,000	\$ 1,000
Replace FA10601 w/ like Ford Escape	20,255	-	-
<b>Total Capital Outlay</b>	<b>21,755</b>	<b>1,000</b>	<b>1,000</b>
<b>Financial Services - Business Office</b>			
Computer Equipment Replacement	\$ 28,066	\$ 14,711	\$ 14,711
<b>Total Capital Outlay</b>	<b>28,066</b>	<b>14,711</b>	<b>14,711</b>
<b>Traffic Operations</b>			
Computer Equipment Replacement	\$ 3,006	\$ 3,006	\$ 3,006
<b>Total Capital Outlay</b>	<b>3,006</b>	<b>3,006</b>	<b>3,006</b>
<b>Community Planning Services - Planning</b>			
Computer Equipment Replacement	\$ 4,650	\$ 4,650	\$ 4,650
<b>Total Capital Outlay</b>	<b>4,650</b>	<b>4,650</b>	<b>4,650</b>
<b>Community Planning Services - Code Services</b>			
Computer Equipment Replacement	\$ 3,200	\$ 3,200	\$ 3,200
<b>Total Capital Outlay</b>	<b>3,200</b>	<b>3,200</b>	<b>3,200</b>
<b>Community Planning Services - Development Services</b>			
Computer Equipment Replacement	\$ 5,700	\$ 5,700	\$ 5,700
<b>Total Capital Outlay</b>	<b>5,700</b>	<b>5,700</b>	<b>5,700</b>



	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Police - Operations</b>			
Computer Equipment Replacement	\$ 39,812	\$ 39,812	\$ 39,812
Replace PD01004 w/ SUV	48,357	48,357	48,357
Replace PD01005 w/ SUV	48,357	48,357	48,357
Replace PD01102 w/ SUV	48,357	48,357	48,357
Replace PD11203 w/ SUV	45,448	45,448	45,448
Replace PD01701 w/ SUV	48,357	48,357	48,357
ADD Escape for Victim Advocate	20,655	20,655	20,655
Equipment for vehicles purchased FY19	34,500	34,500	34,500
<b>Total Capital Outlay</b>	<b>\$ 333,843</b>	<b>\$ 333,843</b>	<b>\$ 333,843</b>
<b>Fire</b>			
Computer Equipment Replacement	\$ 13,552	\$ 10,752	\$ 10,752
ADD Rescue Engine	852,006	-	-
Replace FD60401 w/ like Gator	25,500	25,500	25,500
ADD 1/2 Ton Crew Cab 4X4-cover	47,991	-	-
ADD Compact Wheel Loader	101,279	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,040,328</b>	<b>\$ 36,252</b>	<b>\$ 36,252</b>
<b>Telecommunications</b>			
Computer Equipment Replacement	\$ 9,300	\$ 9,300	\$ 9,300
<b>Total Capital Outlay</b>	<b>\$ 9,300</b>	<b>\$ 9,300</b>	<b>\$ 9,300</b>
<b>Engineering</b>			
Computer Equipment Replacement	\$ 2,850	\$ -	\$ -
Replace ED10503 w/ Ranger Super Cab 4X4	28,918	28,918	28,918
<b>Total Capital Outlay</b>	<b>\$ 31,768</b>	<b>\$ 28,918</b>	<b>\$ 28,918</b>
<b>Public Services - Administration</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
<b>Total Capital Outlay</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>
<b>Public Services - Building Maintenance</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
Replace BM19707 w/ 1/2 Ton 4X4	38,022	-	-
Replace BM10010 w/ 3/4 Ton 4X4	55,635	-	-
<b>Total Capital Outlay</b>	<b>\$ 95,057</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>
<b>Public Services - Street</b>			
Computer Equipment Replacement	\$ 2,500	\$ 2,500	\$ 2,500
Replace ST20203 w/ like Road Tractor	161,006	161,006	161,006
Replace ST28401 w/ Quad Dump Truck	166,041	-	-
<b>Total Capital Outlay</b>	<b>\$ 329,547</b>	<b>\$ 163,506</b>	<b>\$ 163,506</b>

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Public Services - Waste Mgmt - Other</b>			
Replace ST29901 w/ like 25 Cubic Yard Packer	\$ 285,006	\$ 285,006	\$ 285,006
Replace ST30605 w/ like Walking Floor Chip Trailer	67,006	67,006	67,006
Replace ST20703 w/ like 20 Cubic Yard Packer	265,006	265,006	265,006
	<u>\$ 617,018</u>	<u>\$ 617,018</u>	<u>\$ 617,018</u>
<b>Public Services - Solid Waste Mgmt</b>			
Replace WM10008 w/ 3/4 Ton Crew Long Bed 4X4	\$ 41,781	\$ 41,781	\$ 41,781
<b>Total Capital Outlay</b>	<u>\$ 41,781</u>	<u>\$ 41,781</u>	<u>\$ 41,781</u>
<b>Public Services - Grounds Maintenance</b>			
Replace GM10201 w/ like 3/4 Ton Ext Cab & Plow	\$ 43,362	\$ 43,362	\$ 43,362
Replace GM19001 w/ 1 Ton Utility Body	74,780	74,780	74,780
Replace GM60605 w/ like 4X4 Gator	20,000	20,000	20,000
Replace GM6001 w/ dedicated Boom Mower	177,500	177,500	177,500
Replace GM69904 & 69905 w/ like Tractor w/ Side & Rear Flail	85,400	85,400	85,400
Replace GM49905 & 39801 w/ Compact Wheel Loader & Stump Auger	118,000	-	-
Replace GM60901 w/ ABI Ball Field Machine	30,000	-	-
Replace GM38804 w/ like Trailer	4,796	-	-
<b>Total Capital Outlay</b>	<u>\$ 553,838</u>	<u>\$ 401,042</u>	<u>\$ 401,042</u>
<b>Parks &amp; Recreation</b>			
ADD UTV	\$ 15,622	\$ 15,622	\$ 15,622
ADD Trailer for UTV	4,796	4,796	4,796
Replace PR19706 w/ like F150	29,396	-	-
<b>Total Capital Outlay</b>	<u>\$ 49,814</u>	<u>\$ 20,418</u>	<u>\$ 20,418</u>
<b>Debt Service</b>			
Principal and Interest	\$ 490,151	\$ 490,151	\$ 490,151
<b>Total Operating</b>	<u>\$ 490,151</u>	<u>\$ 490,151</u>	<u>\$ 490,151</u>



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# Water & Sewer Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Estimate</u>	<u>2020</u> <u>Budget</u>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 23,853,559	\$ 25,136,200	\$ 23,516,864
Water and sewer taps	551,858	357,735	275,000
Other operating revenues	<u>1,154,486</u>	<u>1,193,791</u>	<u>875,000</u>
Total operating revenues	<u>\$ 25,559,903</u>	<u>\$ 26,687,726</u>	<u>\$ 24,666,864</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 150,607	\$ 358,000	\$ 250,000
State grant	<u>-</u>	<u>178,590</u>	<u>-</u>
Total nonoperating revenues	<u>\$ 150,607</u>	<u>\$ 536,590</u>	<u>\$ 250,000</u>
<b>OTHER FINANCING SOURCES:</b>			
Fund balance appropriated	\$ -	\$ -	\$ 410,000
Total other financing sources	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 410,000</u>
 Total revenues	 <u>\$ 25,710,510</u>	 <u>\$ 27,224,316</u>	 <u>\$ 25,326,864</u>



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**CITY OF SALISBURY**  
**FY 2019-2020 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>REVENUE</b>	\$ 25,710,510	\$ 25,956,864	\$ 25,004,645	\$ 25,326,864	\$ 25,326,864
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 4,137,798	\$ 4,258,363	\$ 4,273,026	\$ 4,280,790	\$ 4,280,790
OVERTIME SALARIES	\$ 158,829	\$ 167,500	\$ 142,000	\$ 142,000	\$ 142,000
PART TIME SALARIES	\$ 2,005	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 306,655	\$ 338,138	\$ 337,742	\$ 338,336	\$ 338,336
RETIREMENT	\$ 318,066	\$ 345,637	\$ 407,059	\$ 398,934	\$ 398,934
401(K) EMPLOYER CONTRIBUTION	\$ 125,966	\$ 132,598	\$ 132,451	\$ 132,684	\$ 132,684
PENSION EXPENSE - LGERS	\$ (17,673)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 829,940	\$ 925,054	\$ 952,974	\$ 945,777	\$ 945,777
LIFE INSURANCE	\$ 9,287	\$ 10,595	\$ 10,634	\$ 10,560	\$ 10,560
EMP SEC INS	\$ 5,653	\$ 42,055	\$ 42,182	\$ 29,580	\$ 29,580
WORKERS COMPENSATION	\$ 182,700	\$ 200,250	\$ 209,150	\$ 200,250	\$ 200,250
<b>Personnel Total</b>	<b>\$ 6,059,224</b>	<b>\$ 6,420,190</b>	<b>\$ 6,507,218</b>	<b>\$ 6,478,911</b>	<b>\$ 6,478,911</b>
<b>Operations</b>					
UNIFORMS	\$ 38,845	\$ 55,240	\$ 53,820	\$ 53,820	\$ 53,820
EXPENDABLE EQUIPMENT	\$ 16,843	\$ 37,850	\$ 58,850	\$ 58,850	\$ 58,850
MATERIALS NEW STREETS	\$ 78,899	\$ 133,000	\$ 133,000	\$ 133,000	\$ 133,000
GAS & OIL	\$ 110,684	\$ 145,959	\$ 196,725	\$ 169,421	\$ 169,421
DEPARTMENT SUPPLIES	\$ 52,230	\$ 72,470	\$ 114,950	\$ 81,050	\$ 81,050
METERS & METER BOXES	\$ 123,449	\$ 181,500	\$ 181,500	\$ 181,500	\$ 181,500
HOSE AND FITTINGS	\$ 151,824	\$ 140,850	\$ 142,850	\$ 142,850	\$ 142,850
CHEMICALS	\$ 573,958	\$ 725,000	\$ 647,500	\$ 647,500	\$ 647,500
LAB SUPPLIES	\$ 52,524	\$ 70,950	\$ 65,150	\$ 65,150	\$ 65,150
TRAVEL	\$ 10,043	\$ 17,450	\$ 17,350	\$ 17,350	\$ 17,350
TELEPHONE	\$ 11,973	\$ 11,987	\$ 6,248	\$ 12,495	\$ 12,495
CELL PHONE STIPEND	\$ -	\$ -	\$ 4,692	\$ 4,692	\$ 4,692
WIRELESS AIR CARDS	\$ 5,805	\$ 6,528	\$ 6,397	\$ 6,397	\$ 6,397
POSTAGE	\$ 82,966	\$ 91,150	\$ 92,200	\$ 92,200	\$ 92,200
ELECTRIC POWER	\$ 1,153,406	\$ 1,404,301	\$ 1,378,518	\$ 1,375,820	\$ 1,375,820
NATURAL GAS	\$ 8,594	\$ 8,377	\$ 6,877	\$ 5,888	\$ 5,888
CITY UTILITIES	\$ 196,307	\$ 216,858	\$ 351,534	\$ 314,069	\$ 314,069
PRINTING	\$ 20,211	\$ 22,200	\$ 24,000	\$ 24,000	\$ 24,000
BUILDINGS & GROUNDS	\$ 168,618	\$ 38,500	\$ 202,000	\$ 65,500	\$ 65,500
B/G CONTRACTED SERVICES	\$ 36,630	\$ 39,729	\$ 36,263	\$ 36,263	\$ 36,263
MAINT EQUIPMENT	\$ 1,122,365	\$ 2,076,210	\$ 1,393,940	\$ 955,940	\$ 955,940
MAINT RADIO	\$ 8,205	\$ 23,920	\$ 28,560	\$ 28,560	\$ 28,560
MAINT CMPT SOFTWARE	\$ 230,230	\$ 237,310	\$ 279,119	\$ 258,743	\$ 258,743
MAINT INSTRUMENTS	\$ 19,925	\$ 15,170	\$ 10,370	\$ 10,370	\$ 10,370
MAINT FIRE HYDRANTS	\$ 22,696	\$ 20,000	\$ -	\$ -	\$ -
MAINT AUTO	\$ 84,453	\$ 66,135	\$ 54,950	\$ 54,950	\$ 54,950
VEHICLE DAMAGE REPAIR	\$ 1,776	\$ 679	\$ -	\$ -	\$ -
WATER LINE REPAIRS	\$ 181,011	\$ 773,334	\$ 450,000	\$ 450,000	\$ 450,000
SEWER LINE REPAIRS	\$ 100,650	\$ 944,625	\$ 1,500,000	\$ 1,000,000	\$ 1,000,000
ADVERTISING	\$ -	\$ 700	\$ -	\$ -	\$ -
TRAINING	\$ 34,490	\$ 43,223	\$ 56,295	\$ 56,295	\$ 56,295
COPIER CONTRACT EXPENSE	\$ 9,384	\$ 10,650	\$ 9,900	\$ 9,900	\$ 9,900

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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
INSURANCE PREMIUMS	\$ 78,631	\$ 82,571	\$ 87,273	\$ 87,273	\$ 87,273
DEPRECIATION EXPENSE	\$ 5,509,808	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 38,568	\$ 46,472	\$ 46,702	\$ 46,702	\$ 46,702
FACILITY LICENSE FEES	\$ 12,325	\$ 12,565	\$ 10,605	\$ 10,605	\$ 10,605
COLLECTION EXPENSES	\$ 168,883	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
MISCELLANEOUS EXPENSE	\$ 18,902	\$ 30,444	\$ 24,640	\$ 24,640	\$ 24,640
FINES & PENALTIES	\$ 370	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ -	\$ 50,000	\$ 460,000	\$ 460,000	\$ 460,000
CONTRACTED SERVICES	\$ 958,590	\$ 1,262,224	\$ 1,020,269	\$ 1,020,269	\$ 1,020,269
EMPLOYEE ASSISTANCE PROGRAM	\$ 1,728	\$ 1,668	\$ 1,612	\$ 1,612	\$ 1,612
RETIREE HEALTH INSURANCE	\$ 38,258	\$ 74,718	\$ 91,492	\$ 91,492	\$ 91,492
PROFESSIONAL SERVICES	\$ 790,277	\$ 683,445	\$ 865,000	\$ 1,097,490	\$ 1,097,490
CLIENT COMMUNITY - CHINA GROVE	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - GRANITE QUARRY	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - ROCKWELL	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - SPENCER	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
BOND PRINCIPAL	\$ -	\$ 2,026,435	\$ 2,107,252	\$ 2,107,252	\$ 2,107,252
STATE LOANS-CWB PRINCIPAL	\$ -	\$ 610,000	\$ 610,000	\$ 610,000	\$ 610,000
BOND INTEREST EXPENSE	\$ 885,255	\$ 838,928	\$ 753,828	\$ 753,828	\$ 753,828
STATE LOANS-CWB INTEREST	\$ 44,929	\$ 31,720	\$ 15,860	\$ 15,860	\$ 15,860
LEASE PURCHASE PRINCIPAL	\$ -	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
LEASE PURCHASE INTEREST EXP	\$ 14,209	\$ 12,722	\$ 10,298	\$ 10,298	\$ 10,298
DEBT PRINCIPAL PYMTS ON BEHALF	\$ -	\$ 259,490	\$ 239,490	\$ 239,490	\$ 239,490
DEBT INTEREST PYMTS ON BEHALF	\$ 49,426	\$ 42,055	\$ 34,104	\$ 34,104	\$ 34,104
TRANSFER - CAP RESERVE FUND	\$ 479,807	\$ 480,083	\$ 414,992	\$ 414,992	\$ 414,992
TRANSFER - CAPITAL PROJECT FUND	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
CHARGES-GENERAL FUND	\$ 3,230,223	\$ 3,230,223	\$ 3,230,233	\$ 3,230,233	\$ 3,230,233
<b>Operations Total</b>	<b>\$ 18,529,184</b>	<b>\$ 17,686,858</b>	<b>\$ 19,506,448</b>	<b>\$ 18,547,953</b>	<b>\$ 18,547,953</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 1,349,816	\$ -	\$ -	\$ -
C O ROOF / HVAC	\$ 12,923	\$ -	\$ -	\$ -	\$ -
WATER LINE EXTENSION	\$ 239,310	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000
SEWER LINE EXTENSION	\$ 10,640	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Capital Total</b>	<b>\$ 262,873</b>	<b>\$ 1,849,816</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 24,851,281</b>	<b>\$ 25,956,864</b>	<b>\$ 26,313,666</b>	<b>\$ 25,326,864</b>	<b>\$ 25,326,864</b>

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Administrative Workload</b>			
FTEs	87	89	89
Total Estimated Population Receiving Water Service (countywide)	51,350	51,800	52,000
Total Estimated Population Receiving Sewer Service (countywide)	53,275	53,325	53,400
Land Area Spanned for Water Service (square miles)	47.5	48.9	49.0
Land Area Spanned for Sewer Service (square miles)	45.5	45.5	45.7
Number of Water Connections	21,000	21,100	21,200
Number of Sewer Connections	17,950	17,990	18,050
Residential Water Rate (per 1 CCF) *	\$3.80	\$3.89	\$3.99
Residential Sewer Rate (per 1 CCF)	\$5.13	\$5.25	\$5.31
<b>Administrative Efficiency</b>			
Employee Turnover Rate	10.5%	11.9%	9.5%
FTEs Per Square Mile Served	1.83	1.82	1.82
Average Residential Utility Bill as % of Median Household Income	1.84%	1.78%	1.78%
<b>Administrative Effectiveness</b>			
Average Years of Experience	11.9	11.2	11.4
Service Density (Population Served per Square Mile) - Water	1,081	1,059	1,061
Service Density (Population Served per Square Mile) - Sewer	1,171	1,172	1,168
Average Residential Rate Increase (% over prior year)	2.6%	2.15%	1.60%

\* 1 CCF = 100 cubic feet of water



**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 700,086	\$ 708,481	\$ 757,246	\$ 765,010	\$ 765,010
OVERTIME SALARIES	\$ 923	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
PART TIME SALARIES	\$ 2,005	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 50,248	\$ 54,132	\$ 58,042	\$ 58,636	\$ 58,636
RETIREMENT	\$ 51,114	\$ 55,321	\$ 69,957	\$ 69,139	\$ 69,139
401(K) EMPLOYER CONTRIBUTION	\$ 20,229	\$ 21,223	\$ 22,761	\$ 22,994	\$ 22,994
PENSION EXPENSE - LGERS	\$ (17,673)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 95,139	\$ 98,710	\$ 119,557	\$ 119,557	\$ 119,557
LIFE INSURANCE	\$ 1,589	\$ 1,762	\$ 1,894	\$ 1,897	\$ 1,897
EMP SEC INS	\$ 1,253	\$ 6,991	\$ 7,513	\$ 5,313	\$ 5,313
WORKERS COMPENSATION	\$ 21,000	\$ 22,500	\$ 25,850	\$ 24,750	\$ 24,750
<b>Personnel Total</b>	<b>\$ 925,913</b>	<b>\$ 970,620</b>	<b>\$ 1,064,320</b>	<b>\$ 1,068,796</b>	<b>\$ 1,068,796</b>
<b>Operations</b>					
UNIFORMS	\$ 1,158	\$ 3,450	\$ 3,450	\$ 3,450	\$ 3,450
GAS & OIL	\$ 3,553	\$ 3,542	\$ 6,409	\$ 5,212	\$ 5,212
DEPARTMENT SUPPLIES	\$ 5,586	\$ 8,450	\$ 8,400	\$ 8,400	\$ 8,400
TRAVEL	\$ 3,746	\$ 2,000	\$ 4,800	\$ 4,800	\$ 4,800
TELEPHONE	\$ 537	\$ 600	\$ 1,128	\$ 7,383	\$ 7,383
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,944	\$ 1,944	\$ 1,944
WIRELESS AIR CARDS	\$ 788	\$ 1,044	\$ 913	\$ 913	\$ 913
POSTAGE	\$ 79,939	\$ 83,600	\$ 84,800	\$ 84,800	\$ 84,800
ELECTRIC POWER	\$ 9,215	\$ 10,259	\$ 10,064	\$ 9,121	\$ 9,121
NATURAL GAS	\$ 331	\$ 332	\$ 536	\$ 437	\$ 437
CITY UTILITIES	\$ 1,377	\$ 1,296	\$ 1,691	\$ 1,662	\$ 1,662
PRINTING	\$ 20,211	\$ 22,200	\$ 24,000	\$ 24,000	\$ 24,000
BUILDINGS & GROUNDS	\$ 17,838	\$ 13,000	\$ 15,000	\$ 15,000	\$ 15,000
B/G CONTRACTED SERVICES	\$ 7,150	\$ 7,500	\$ 7,344	\$ 7,344	\$ 7,344
MAINT EQUIPMENT	\$ 7,810	\$ 950	\$ 1,500	\$ 1,500	\$ 1,500
MAINT RADIO	\$ -	\$ -	\$ 600	\$ 600	\$ 600
MAINT CMPT SOFTWARE	\$ 15,354	\$ 6,760	\$ 7,180	\$ 7,180	\$ 7,180
MAINT AUTO	\$ 704	\$ 2,100	\$ 3,000	\$ 3,000	\$ 3,000
VEHICLE DAMAGE REPAIR	\$ 62	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 8,346	\$ 10,500	\$ 11,400	\$ 11,400	\$ 11,400
COPIER CONTRACT EXPENSE	\$ 3,166	\$ 3,500	\$ 3,000	\$ 3,000	\$ 3,000
INSURANCE PREMIUMS	\$ 2,566	\$ 2,876	\$ 3,163	\$ 3,163	\$ 3,163
DEPRECIATION EXPENSE	\$ 5,509,808	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 32,015	\$ 37,523	\$ 38,032	\$ 38,032	\$ 38,032
COLLECTION EXPENSES	\$ 168,883	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
MISCELLANEOUS EXPENSE	\$ 6,674	\$ 8,850	\$ 8,000	\$ 8,000	\$ 8,000
SPECIAL PROJECTS	\$ -	\$ 50,000	\$ 460,000	\$ 460,000	\$ 460,000
EMPLOYEE ASSISTANCE PROGRAM	\$ 1,728	\$ 1,668	\$ 1,612	\$ 1,612	\$ 1,612
RETIREE HEALTH INSURANCE	\$ 38,258	\$ 74,718	\$ 91,492	\$ 91,492	\$ 91,492
PROFESSIONAL SERVICES	\$ 790,277	\$ 683,445	\$ 865,000	\$ 1,097,490	\$ 1,097,490
CLIENT COMMUNITY - CHINA GROVE	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - GRANITE QUARRY	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - ROCKWELL	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - SPENCER	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
TRANSFER - CAP RESERVE FUND	\$ 19,480	\$ 23,395	\$ 22,195	\$ 22,195	\$ 22,195
CHARGES-GENERAL FUND	\$ 3,230,223	\$ 3,230,223	\$ 3,230,233	\$ 3,230,233	\$ 3,230,233
<b>Operations Total</b>	<b>\$ 9,986,782</b>	<b>\$ 4,443,781</b>	<b>\$ 5,266,886</b>	<b>\$ 5,503,363</b>	<b>\$ 5,503,363</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 10,912,694</b>	<b>\$ 5,414,401</b>	<b>\$ 6,331,206</b>	<b>\$ 6,572,159</b>	<b>\$ 6,572,159</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Utilities Director	1	1	1	1	1
Administrative Services Manager	1	1	1	1	1
Environmental Education Specialist	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Technician	1	1	1	1	1
Utilities Engineering Manager	1	1	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
Senior Engineer	1	1	1	1	1
Systems Analyst	1	1	1	1	1
Plants Operation Manager <sup>1</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	11	11	11

<sup>1</sup> Position moved from (817-100)



**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to exceed State and Federal drinking water standards.
2. Implement procedures to enable an annual water audit.
3. Provide opportunities for staff training and development.
4. Bypass unnecessary sedimentation basin process.
5. Bridge water distribution and water treatment through strategic position and job function changes.
6. Plan and prepare for a dewatering facility located at Water treatment Plant.
7. Continue to use and start to evaluate data from asset management system (Asset Essentials).

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Water Treatment Workload</b>			
Number of Water Treatment FTEs (includes lab)	9	9	9
Millions of Gallons Potable Water Produced	3,428	3,510	3,550
Number of Water Quality Complaints	52	58	60
Number of Water Analyses Performed	96,101	97,000	97,000
<b>Water Treatment Efficiency</b>			
Cost Per Million Gallons of Potable Water Produced	\$571	\$536	\$540
<b>Water Treatment Effectiveness</b>			
Average Water Plant Operational Capacity	37.6%	38.5%	38.9%
Average Daily Potable Water Turbidity (NTU)	0.05	0.05	0.05

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 491,737	\$ 541,912	\$ 402,714	\$ 402,714	\$ 402,714
OVERTIME SALARIES	\$ 33,784	\$ 27,000	\$ 20,000	\$ 20,000	\$ 20,000
FICA TAX	\$ 36,478	\$ 43,455	\$ 32,337	\$ 32,337	\$ 32,337
RETIREMENT	\$ 39,441	\$ 43,705	\$ 38,973	\$ 38,130	\$ 38,130
401(K) EMPLOYER CONTRIBUTION	\$ 15,604	\$ 16,830	\$ 12,682	\$ 12,682	\$ 12,682
HEALTH CARE	\$ 100,376	\$ 112,791	\$ 104,846	\$ 104,846	\$ 104,846
LIFE INSURANCE	\$ 1,109	\$ 1,343	\$ 1,004	\$ 995	\$ 995
EMP SEC INS	\$ 146	\$ 4,669	\$ 3,978	\$ 2,786	\$ 2,786
WORKERS COMPENSATION	\$ 18,900	\$ 20,250	\$ 21,150	\$ 20,250	\$ 20,250
<b>Personnel Total</b>	<b>\$ 737,575</b>	<b>\$ 811,955</b>	<b>\$ 637,684</b>	<b>\$ 634,740</b>	<b>\$ 634,740</b>

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 2,940	\$ 3,600	\$ 4,400	\$ 4,400	\$ 4,400
EXPENDABLE EQUIPMENT	\$ 1,062	\$ 2,000	\$ 4,000	\$ 4,000	\$ 4,000
GAS & OIL	\$ 4,583	\$ 5,181	\$ 10,742	\$ 8,740	\$ 8,740
DEPARTMENT SUPPLIES	\$ 1,816	\$ 4,300	\$ 5,400	\$ 5,400	\$ 5,400
CHEMICALS	\$ 291,368	\$ 342,000	\$ 328,000	\$ 328,000	\$ 328,000
LAB SUPPLIES	\$ 37,021	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
TRAVEL	\$ 583	\$ 3,700	\$ -	\$ -	\$ -
TELEPHONE	\$ 957	\$ 950	\$ 624	\$ 624	\$ 624
CELL PHONE STIPEND	\$ -	\$ -	\$ 300	\$ 300	\$ 300
POSTAGE	\$ 1,747	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
ELECTRIC POWER	\$ 434,343	\$ 534,808	\$ 518,875	\$ 518,850	\$ 518,850
NATURAL GAS	\$ 6,775	\$ 6,558	\$ 4,162	\$ 3,981	\$ 3,981
CITY UTILITIES	\$ 8,125	\$ 8,081	\$ 11,940	\$ 11,382	\$ 11,382
BUILDINGS & GROUNDS	\$ 56,788	\$ 2,500	\$ 70,800	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 3,863	\$ 3,800	\$ 3,888	\$ 3,888	\$ 3,888
MAINT EQUIPMENT	\$ 258,653	\$ 352,800	\$ 539,000	\$ 199,000	\$ 199,000
MAINT RADIO	\$ 91	\$ 3,460	\$ 5,140	\$ 5,140	\$ 5,140
MAINT AUTO	\$ 1,814	\$ 7,285	\$ 1,200	\$ 1,200	\$ 1,200
TRAINING	\$ 2,336	\$ 2,900	\$ 6,000	\$ 6,000	\$ 6,000
COPIER CONTRACT EXPENSE	\$ 675	\$ 750	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 21,991	\$ 23,833	\$ 25,374	\$ 25,374	\$ 25,374
DUES & SUBSCRIPTIONS	\$ 1,200	\$ 1,500	\$ 800	\$ 800	\$ 800
FACILITY LICENSE FEES	\$ 5,475	\$ 5,505	\$ 5,505	\$ 5,505	\$ 5,505
MISCELLANEOUS EXPENSE	\$ 697	\$ 1,140	\$ 540	\$ 540	\$ 540
CONTRACTED SERVICES	\$ 368,555	\$ 394,900	\$ 398,600	\$ 398,600	\$ 398,600
TRANSFER - CAP RESERVE FUND	\$ 51,917	\$ 49,747	\$ 41,247	\$ 41,247	\$ 41,247
<b>Operations Total</b>	<b>\$ 1,565,374</b>	<b>\$ 1,804,298</b>	<b>\$ 2,031,037</b>	<b>\$ 1,617,471</b>	<b>\$ 1,617,471</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 1,349,816	\$ -	\$ -	\$ -
C O ROOF / HVAC	\$ 12,923	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 12,923</b>	<b>\$ 1,349,816</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,315,871</b>	<b>\$ 3,966,069</b>	<b>\$ 2,668,721</b>	<b>\$ 2,252,211</b>	<b>\$ 2,252,211</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Water Treatment Plant (811)</b>					
Plant Operations Manager	1	1	1	1	1
Water Treatment Plant Operator I/II/Sr. <sup>1</sup>	6	6	5	5	5
Maintenance Technician/Sr.	1	1	1	1	1
Chemist <sup>2</sup>	1	1	0	0	0
Distribution System Technician <sup>1,2</sup>	<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	9	9	9	9	9

<sup>1</sup> Positions reclassified

<sup>2</sup> Positions reclassified

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Distribution &amp; Collection Workload</b>			
Inch Miles of Distribution Line Maintained	3,960	3,978	4,000
Inch Miles of Collection Line Maintained	4,440	4,449	4,480
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	34	34	34
Total Water, Sewer & Irrigation Taps Installed by SRU	134	140	140
Distribution Line Failures	142	140	140
Collection Line Failures	12	10	10
Reported Complaints	326	400	400
<b>Distribution &amp; Collection Efficiency</b>			
Cost Per Inch Mile of Distribution Line Maintained	\$523	\$501	\$520
Cost Per Inch Mile of Collection Line Maintained	\$381	\$378	\$380
<b>Distribution &amp; Collection Effectiveness</b>			
Failures Per Inch Mile of Distribution Line Maintained	0.036	0.035	0.035
Incidents Per Inch Mile of Collection Line Maintained	0.003	0.002	0.002

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,042,577	\$ 1,208,647	\$ 1,289,917	\$ 1,289,917	\$ 1,289,917
OVERTIME SALARIES	\$ 33,927	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000
FICA TAX	\$ 77,187	\$ 96,416	\$ 102,654	\$ 102,654	\$ 102,654
RETIREMENT	\$ 80,059	\$ 98,555	\$ 123,722	\$ 121,042	\$ 121,042
401(K) EMPLOYER CONTRIBUTION	\$ 31,688	\$ 37,807	\$ 40,256	\$ 40,256	\$ 40,256
HEALTH CARE	\$ 243,283	\$ 315,131	\$ 325,831	\$ 325,831	\$ 325,831
LIFE INSURANCE	\$ 2,346	\$ 2,997	\$ 3,203	\$ 3,176	\$ 3,176
EMP SEC INS	\$ 361	\$ 11,901	\$ 12,711	\$ 8,896	\$ 8,896
WORKERS COMPENSATION	\$ 54,600	\$ 67,500	\$ 72,850	\$ 69,750	\$ 69,750
<b>Personnel Total</b>	<b>\$ 1,566,029</b>	<b>\$ 1,890,954</b>	<b>\$ 2,023,144</b>	<b>\$ 2,013,522</b>	<b>\$ 2,013,522</b>
<b>Operations</b>					
UNIFORMS	\$ 19,081	\$ 25,540	\$ 25,540	\$ 25,540	\$ 25,540
EXPENDABLE EQUIPMENT	\$ 10,614	\$ 23,350	\$ 39,850	\$ 39,850	\$ 39,850
MATERIALS NEW STREETS	\$ 78,899	\$ 133,000	\$ 133,000	\$ 133,000	\$ 133,000
GAS & OIL	\$ 52,334	\$ 81,690	\$ 97,660	\$ 87,671	\$ 87,671
DEPARTMENT SUPPLIES	\$ 18,435	\$ 22,770	\$ 22,750	\$ 22,750	\$ 22,750
METERS & METER BOXES	\$ 123,165	\$ 176,500	\$ 176,500	\$ 176,500	\$ 176,500
HOSE AND FITTINGS	\$ 151,824	\$ 140,750	\$ 142,750	\$ 142,750	\$ 142,750
TRAVEL	\$ 4,860	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
TELEPHONE	\$ 2,960	\$ 3,031	\$ 1,728	\$ 1,728	\$ 1,728
CELL PHONE STIPEND	\$ -	\$ -	\$ 300	\$ 300	\$ 300
WIRELESS AIR CARDS	\$ 456	\$ 468	\$ 468	\$ 468	\$ 468
POSTAGE	\$ 333	\$ 100	\$ 150	\$ 150	\$ 150
ELECTRIC POWER	\$ 9,854	\$ 10,894	\$ 11,735	\$ 11,052	\$ 11,052
NATURAL GAS	\$ 1,488	\$ 1,487	\$ 2,179	\$ 1,470	\$ 1,470
CITY UTILITIES	\$ 6,305	\$ 6,937	\$ 8,009	\$ 7,614	\$ 7,614
BUILDINGS & GROUNDS	\$ 2,207	\$ 2,500	\$ 4,000	\$ 4,000	\$ 4,000
B/G CONTRACTED SERVICES	\$ 8,989	\$ 8,875	\$ 8,399	\$ 8,399	\$ 8,399
MAINT EQUIPMENT	\$ 44,822	\$ 67,400	\$ 67,400	\$ 67,400	\$ 67,400
MAINT RADIO	\$ 264	\$ 1,000	\$ 3,000	\$ 3,000	\$ 3,000
MAINT CMPT SOFTWARE	\$ 7,900	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400
MAINT FIRE HYDRANTS	\$ 22,696	\$ 20,000	\$ -	\$ -	\$ -
MAINT AUTO	\$ 40,754	\$ 41,800	\$ 41,800	\$ 41,800	\$ 41,800
VEHICLE DAMAGE REPAIR	\$ 650	\$ 326	\$ -	\$ -	\$ -
WATER LINE REPAIRS	\$ 181,011	\$ 773,334	\$ 450,000	\$ 450,000	\$ 450,000
SEWER LINE REPAIRS	\$ 100,650	\$ 944,625	\$ 1,500,000	\$ 1,000,000	\$ 1,000,000
TRAINING	\$ 10,080	\$ 7,100	\$ 10,540	\$ 10,540	\$ 10,540
COPIER CONTRACT EXPENSE	\$ 3,268	\$ 4,000	\$ 3,000	\$ 3,000	\$ 3,000
INSURANCE PREMIUMS	\$ 9,870	\$ 10,152	\$ 11,096	\$ 11,096	\$ 11,096
DUES & SUBSCRIPTIONS	\$ 2,415	\$ 2,960	\$ 3,210	\$ 3,210	\$ 3,210
MISCELLANEOUS EXPENSE	\$ 4,103	\$ 10,429	\$ 11,500	\$ 11,500	\$ 11,500
FINES & PENALTIES	\$ 370	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 351,302	\$ 563,485	\$ 563,485	\$ 563,485	\$ 563,485
TRANSFER - CAP RESERVE FUND	\$ 182,363	\$ 191,941	\$ 137,983	\$ 137,983	\$ 137,983
TRANSFER - CAPITAL PROJECT FUND	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
<b>Operations Total</b>	<b>\$ 2,954,323</b>	<b>\$ 3,294,844</b>	<b>\$ 4,996,432</b>	<b>\$ 4,484,656</b>	<b>\$ 4,484,656</b>
<b>Capital</b>					
WATER LINE EXTENSION	\$ 239,310	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000
SEWER LINE EXTENSION	\$ 10,640	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Capital Total</b>	<b>\$ 249,950</b>	<b>\$ 500,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 4,770,302</b>	<b>\$ 5,685,798</b>	<b>\$ 7,319,576</b>	<b>\$ 6,798,178</b>	<b>\$ 6,798,178</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (100)</b>					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
<b>Distribution Maint. &amp; Const. (850)</b>					
Assistant Systems Manager	1	1	1	1	1
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker	5	5	5	5	5
Utilities Locator	1	1	1	1	1
Backflow Coordinator <sup>1</sup>	0	0	1	1	1
<b>Preventive Maintenance (854)</b>					
Maintenance Supervisor <sup>2</sup>	1	1	0	0	0
Preventive Maintenance Manager	1	1	1	1	1
Maintenance Worker I/II/III/Sr. <sup>2</sup>	7	7	8	8	8
<b>Asphalt Maintenance (858)</b>					
Crew Leader	0	1	1	1	1
Equipment Operator <sup>3</sup>	0	2	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	0	1	3	3	3
<b>Utilities Construction (859)</b>					
Construction Foreman	1	1	1	1	1
Maintenance Worker	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>26</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>31</b>

<sup>1</sup> Position moved from (819-855)

<sup>2</sup> Position reclassified

<sup>3</sup> Position reclassified

**CAPITAL OUTLAY**

813 W/S Maint/Construction-Utility (859)	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Sewer line extension Salisbury/Rowan County	\$ 150,000	\$ 150,000	\$ 150,000
Water line extension Salisbury/Rowan County	150,000	150,000	150,000
<b>Total Capital Outlay</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Provide opportunities for staff training and development.
2. Continue implementation of the Pretreatment and Fats, Oils and Grease (FOG) programs.
3. Increase FOG public education efforts through brochures, newsletter, tours and presentations.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Environmental Services Workload</b>			
Lab - Number of tests that wastewater lab is certified to perform	17	10	10
Lab - Number of Wastewater Analyses Performed-Estimate	8,500	5,000	5,000
Pretreatment - Number of Permitted Industries (SIUs and Locals)	10	10	10
PT - Number of Inspections completed	10	10	10
PT - Surcharge	\$199,316	\$175,000	\$175,000
PT - Number of NOV's issued	10	10	10
PT - Amount of Penalties issued	\$1,500	\$500	\$500
FOG - Number of regulated Food Service Establishments (FSEs)	318	300	300
FOG - Number of Inspections completed (includes re-inspections)	350	350	350
FOG - Number of NOV's issued	10	5	5
FOG - Amount of penalties issued	\$563.96	\$250	\$250

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 397,719	\$ 400,736	\$ 366,601	\$ 366,601	\$ 366,601
OVERTIME SALARIES	\$ 144	\$ 500	\$ 500	\$ 500	\$ 500
FICA TAX	\$ 29,190	\$ 30,694	\$ 28,081	\$ 28,081	\$ 28,081
RETIREMENT	\$ 29,193	\$ 31,377	\$ 33,846	\$ 33,111	\$ 33,111
401(K) EMPLOYER CONTRIBUTION	\$ 11,555	\$ 12,036	\$ 11,014	\$ 11,014	\$ 11,014
HEALTH CARE	\$ 64,338	\$ 66,485	\$ 77,292	\$ 74,596	\$ 74,596
LIFE INSURANCE	\$ 909	\$ 1,000	\$ 917	\$ 908	\$ 908
EMP SEC INS	\$ 1,415	\$ 3,967	\$ 3,634	\$ 2,544	\$ 2,544
WORKERS COMPENSATION	\$ 14,700	\$ 15,750	\$ 16,450	\$ 15,750	\$ 15,750
<b>Personnel Total</b>	<b>\$ 549,162</b>	<b>\$ 562,545</b>	<b>\$ 538,335</b>	<b>\$ 533,105</b>	<b>\$ 533,105</b>



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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 1,851	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
GAS & OIL	\$ 1,469	\$ 1,760	\$ 2,198	\$ 1,855	\$ 1,855
DEPARTMENT SUPPLIES	\$ 3,363	\$ 14,100	\$ 17,000	\$ 17,000	\$ 17,000
LAB SUPPLIES	\$ 15,503	\$ 30,950	\$ 25,150	\$ 25,150	\$ 25,150
TRAVEL	\$ 438	\$ 1,400	\$ 2,200	\$ 2,200	\$ 2,200
TELEPHONE	\$ 377	\$ 400	\$ 216	\$ 216	\$ 216
WIRELESS AIR CARDS	\$ 1,368	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 396	\$ 750	\$ 750	\$ 750	\$ 750
MAINT INSTRUMENTS	\$ 8,247	\$ 10,600	\$ 4,000	\$ 4,000	\$ 4,000
MAINT AUTO	\$ 301	\$ 700	\$ 700	\$ 700	\$ 700
ADVERTISING	\$ -	\$ 700	\$ -	\$ -	\$ -
TRAINING	\$ 1,999	\$ 3,720	\$ 4,355	\$ 4,355	\$ 4,355
INSURANCE PREMIUMS	\$ 400	\$ 421	\$ 458	\$ 458	\$ 458
DUES & SUBSCRIPTIONS	\$ 780	\$ 480	\$ 540	\$ 540	\$ 540
FACILITY LICENSE FEES	\$ 2,000	\$ 2,150	\$ 1,500	\$ 1,500	\$ 1,500
MISCELLANEOUS EXPENSE	\$ 817	\$ 1,600	\$ 2,300	\$ 2,300	\$ 2,300
CONTRACTED SERVICES	\$ 21,646	\$ 23,960	\$ 26,360	\$ 26,360	\$ 26,360
TRANSFER - CAP RESERVE FUND	\$ 6,900	\$ 4,600	\$ 2,100	\$ 2,100	\$ 2,100
<b>Operations Total</b>	<b>\$ 67,854</b>	<b>\$ 102,051</b>	<b>\$ 93,587</b>	<b>\$ 93,244</b>	<b>\$ 93,244</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 617,017</b>	<b>\$ 664,596</b>	<b>\$ 631,922</b>	<b>\$ 626,349</b>	<b>\$ 626,349</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Environmental Services Manager	1	1	1	1	1
Laboratory Services Supervisor	1	1	1	1	1
Laboratory Analyst <sup>1</sup>	1	1	2	2	2
Chemist <sup>1</sup>	1	1	0	0	0
Fog Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> Position reclassified

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Wastewater Treatment Workload</b>			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	32.0	31.5	30.5
Millions of Gallons Wastewater Treated	2,970	3,885	3,400
Tons of Dry Bio-Solids Land-Applied or Landfilled	919	1,183	1,200
<b>Wastewater Treatment Efficiency</b>			
Cost Per Million Gallons of Wastewater Treated, including Biosolids program	\$1,270	\$834	\$950
<b>Wastewater Treatment Effectiveness</b>			
Average Wastewater Plant Operational Capacity	65%	85%	75%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	16.5	16.0	16.0
Gallons of Wastewater Returned Per Potable Gallons Produced	0.87	1.11	0.96



**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,110,619	\$ 1,072,988	\$ 1,177,903	\$ 1,177,903	\$ 1,177,903
OVERTIME SALARIES	\$ 79,745	\$ 76,500	\$ 58,000	\$ 58,000	\$ 58,000
FICA TAX	\$ 84,642	\$ 87,768	\$ 94,546	\$ 94,546	\$ 94,546
RETIREMENT	\$ 87,864	\$ 90,435	\$ 113,948	\$ 111,476	\$ 111,476
401(K) EMPLOYER CONTRIBUTION	\$ 34,868	\$ 34,633	\$ 37,078	\$ 37,078	\$ 37,078
HEALTH CARE	\$ 230,070	\$ 238,936	\$ 252,657	\$ 248,156	\$ 248,156
LIFE INSURANCE	\$ 2,451	\$ 2,687	\$ 2,927	\$ 2,901	\$ 2,901
EMP SEC INS	\$ 1,750	\$ 11,328	\$ 11,612	\$ 8,127	\$ 8,127
WORKERS COMPENSATION	\$ 52,500	\$ 56,250	\$ 56,400	\$ 54,000	\$ 54,000
<b>Personnel Total</b>	<b>\$ 1,684,508</b>	<b>\$ 1,671,525</b>	<b>\$ 1,805,071</b>	<b>\$ 1,792,187</b>	<b>\$ 1,792,187</b>
<b>Operations</b>					
UNIFORMS	\$ 10,281	\$ 15,500	\$ 13,750	\$ 13,750	\$ 13,750
EXPENDABLE EQUIPMENT	\$ 5,168	\$ 12,500	\$ 15,000	\$ 15,000	\$ 15,000
GAS & OIL	\$ 36,153	\$ 45,471	\$ 63,574	\$ 52,305	\$ 52,305
DEPARTMENT SUPPLIES	\$ 21,112	\$ 20,350	\$ 58,900	\$ 25,000	\$ 25,000
CHEMICALS	\$ 282,590	\$ 383,000	\$ 319,500	\$ 319,500	\$ 319,500
TRAVEL	\$ 416	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
TELEPHONE	\$ 3,531	\$ 2,806	\$ 1,412	\$ 1,404	\$ 1,404
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,148	\$ 2,148	\$ 2,148
WIRELESS AIR CARDS	\$ 3,193	\$ 4,056	\$ 4,056	\$ 4,056	\$ 4,056
POSTAGE	\$ 551	\$ 700	\$ 500	\$ 500	\$ 500
ELECTRIC POWER	\$ 699,994	\$ 848,340	\$ 837,844	\$ 836,797	\$ 836,797
CITY UTILITIES	\$ 179,933	\$ 199,920	\$ 329,426	\$ 292,948	\$ 292,948
BUILDINGS & GROUNDS	\$ 91,785	\$ 20,500	\$ 112,200	\$ 46,500	\$ 46,500
B/G CONTRACTED SERVICES	\$ 16,627	\$ 19,554	\$ 16,632	\$ 16,632	\$ 16,632
MAINT EQUIPMENT	\$ 785,979	\$ 1,635,500	\$ 770,200	\$ 672,200	\$ 672,200
MAINT RADIO	\$ 7,850	\$ 19,460	\$ 19,320	\$ 19,320	\$ 19,320
MAINT CMPT SOFTWARE	\$ 9,232	\$ 14,590	\$ 53,549	\$ 33,173	\$ 33,173
MAINT INSTRUMENTS	\$ 11,679	\$ 4,570	\$ 6,370	\$ 6,370	\$ 6,370
MAINT AUTO	\$ 34,379	\$ 11,500	\$ 5,500	\$ 5,500	\$ 5,500
VEHICLE DAMAGE REPAIR	\$ 979	\$ 178	\$ -	\$ -	\$ -
TRAINING	\$ 11,140	\$ 17,803	\$ 22,800	\$ 22,800	\$ 22,800
COPIER CONTRACT EXPENSE	\$ 2,098	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200
INSURANCE PREMIUMS	\$ 41,750	\$ 43,131	\$ 45,555	\$ 45,555	\$ 45,555
DUES & SUBSCRIPTIONS	\$ 1,775	\$ 2,474	\$ 2,585	\$ 2,585	\$ 2,585
FACILITY LICENSE FEES	\$ 4,850	\$ 4,910	\$ 3,600	\$ 3,600	\$ 3,600
MISCELLANEOUS EXPENSE	\$ 6,237	\$ 6,800	\$ 500	\$ 500	\$ 500
CONTRACTED SERVICES	\$ 217,087	\$ 279,879	\$ 31,824	\$ 31,824	\$ 31,824
TRANSFER - CAP RESERVE FUND	\$ 201,721	\$ 199,792	\$ 196,393	\$ 196,393	\$ 196,393
<b>Operations Total</b>	<b>\$ 2,688,089</b>	<b>\$ 3,816,734</b>	<b>\$ 2,936,588</b>	<b>\$ 2,669,810</b>	<b>\$ 2,669,810</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 4,372,596</b>	<b>\$ 5,488,259</b>	<b>\$ 4,741,659</b>	<b>\$ 4,461,997</b>	<b>\$ 4,461,997</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (100)</b>					
Plant Operations Manager <sup>2</sup>	1	1	0	0	0
Wastewater Operations Supervisor	0	1	1	1	1
Wastewater Maintenance Supervisor <sup>1</sup>	0	0	1	1	1
<b>Town Creek WWTP (901)</b>					
Maintenance Technician/Sr. <sup>3</sup>	2	0	2	2	2
Lead Wastewater Treatment Plant Operator	0	1	1	1	1
Senior Wastewater Plant Operator	2	1	1	1	1
Wastewater Plant Operator	5	4	4	4	4
Utility Maintenance Coordinator <sup>5</sup>	0	0	1	1	1
<b>Grant Creek WWTP (902)</b>					
Maintenance Technician/Sr. <sup>3</sup>	2	0	4	4	4
Plant Maint Supervisor Sr	1	0	0	0	0
Lead Wastewater Treatment Plant Operator	0	1	1	1	1
Senior Wastewater Plant Operator	0	1	1	1	1
Wastewater Plant Operator <sup>4</sup>	4	3	4	4	4
<b>Residuals Management (903)</b>					
Residuals Operator/Sr. <sup>4</sup>	3	2	0	0	0
<b>SCADA (905)</b>					
SCADA Technician	1	1	1	1	1
<b>Lift Station (906)</b>					
Maintenance Technician <sup>3,5</sup>	3	8	1	1	1
Utilities Systems Supervisor <sup>1</sup>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	25	25	24	24	24

<sup>1</sup> Position reclassified and moved to (100)

<sup>2</sup> Position moved to (721-100)

<sup>3</sup> Position reclassified and moved to (901)

<sup>4</sup> Position reclassified and moved to (902)

<sup>5</sup> Positions reclassified and moved to (901)

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Workload</b>			
Meter Readings Per Fiscal Year	263,856	264,000	265,000
<b>Efficiency</b>			
Cost Per 100 Meter Readings	\$310	\$298	\$300
<b>Effectiveness</b>			
Percent of Meters Misread	0.001%	0.0005%	0.0005%

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 395,060	\$ 325,599	\$ 278,645	\$ 278,645	\$ 278,645
OVERTIME SALARIES	\$ 10,306	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
FICA TAX	\$ 28,911	\$ 25,673	\$ 22,082	\$ 22,082	\$ 22,082
RETIREMENT	\$ 30,394	\$ 26,244	\$ 26,613	\$ 26,036	\$ 26,036
401(K) EMPLOYER CONTRIBUTION	\$ 12,022	\$ 10,069	\$ 8,660	\$ 8,660	\$ 8,660
HEALTH CARE	\$ 96,736	\$ 93,001	\$ 72,791	\$ 72,791	\$ 72,791
LIFE INSURANCE	\$ 882	\$ 806	\$ 689	\$ 683	\$ 683
EMP SEC INS	\$ 728	\$ 3,199	\$ 2,734	\$ 1,914	\$ 1,914
WORKERS COMPENSATION	\$ 21,000	\$ 18,000	\$ 16,450	\$ 15,750	\$ 15,750
<b>Personnel Total</b>	<b>\$ 596,038</b>	<b>\$ 512,591</b>	<b>\$ 438,664</b>	<b>\$ 436,561</b>	<b>\$ 436,561</b>

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 3,534	\$ 4,350	\$ 3,880	\$ 3,880	\$ 3,880
GAS & OIL	\$ 12,592	\$ 8,315	\$ 16,142	\$ 13,638	\$ 13,638
DEPARTMENT SUPPLIES	\$ 1,920	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
METERS & METER BOXES	\$ 284	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
HOSE AND FITTINGS	\$ -	\$ 100	\$ 100	\$ 100	\$ 100
TRAVEL	\$ -	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
TELEPHONE	\$ 3,610	\$ 4,200	\$ 1,140	\$ 1,140	\$ 1,140
POSTAGE	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
CITY UTILITIES	\$ 567	\$ 624	\$ 468	\$ 463	\$ 463
MAINT EQUIPMENT	\$ 25,101	\$ 19,560	\$ 15,840	\$ 15,840	\$ 15,840
MAINT RADIO	\$ -	\$ -	\$ 500	\$ 500	\$ 500
MAINT CMPT SOFTWARE	\$ 197,744	\$ 205,560	\$ 207,990	\$ 207,990	\$ 207,990
MAINT AUTO	\$ 6,502	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
VEHICLE DAMAGE REPAIR	\$ 85	\$ 175	\$ -	\$ -	\$ -
TRAINING	\$ 589	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
COPIER CONTRACT EXPENSE	\$ 177	\$ 200	\$ 200	\$ 200	\$ 200
INSURANCE PREMIUMS	\$ 2,054	\$ 2,158	\$ 1,627	\$ 1,627	\$ 1,627
DUES & SUBSCRIPTIONS	\$ 382	\$ 1,535	\$ 1,535	\$ 1,535	\$ 1,535
MISCELLANEOUS EXPENSE	\$ 374	\$ 1,625	\$ 1,800	\$ 1,800	\$ 1,800
TRANSFER - CAP RESERVE FUND	\$ 17,426	\$ 10,608	\$ 15,074	\$ 15,074	\$ 15,074
<b>Operations Total</b>	<b>\$ 272,942</b>	<b>\$ 274,560</b>	<b>\$ 281,846</b>	<b>\$ 279,337</b>	<b>\$ 279,337</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 868,981</b>	<b>\$ 787,151</b>	<b>\$ 720,510</b>	<b>\$ 715,898</b>	<b>\$ 715,898</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Sr. Meter Mechanic	1	1	1	1	1
Office Assistant <sup>3</sup>	1	0	0	0	0
Utilities Technician <sup>3</sup>	0	1	1	1	1
Meter Services Supervisor	1	1	1	1	1
Backflow Coordinator <sup>2</sup>	1	1	0	0	0
Meter Reader (Sr.)/Technician <sup>1</sup>	<u>6</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	10	8	7	7	7

<sup>1</sup> Two positions eliminated due to AMI/AMR Project completion

<sup>2</sup> Position moved to (813-850)

<sup>3</sup> Position reclassified

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
BOND PRINCIPAL	\$ -	\$ 2,026,435	\$ 2,107,252	\$ 2,107,252	\$ 2,107,252
STATE LOANS-CWB PRINCIPAL	\$ -	\$ 610,000	\$ 610,000	\$ 610,000	\$ 610,000
BOND INTEREST EXPENSE	\$ 885,255	\$ 838,928	\$ 753,828	\$ 753,828	\$ 753,828
STATE LOANS-CWB INTEREST	\$ 44,929	\$ 31,720	\$ 15,860	\$ 15,860	\$ 15,860
LEASE PURCHASE PRINCIPAL	\$ -	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
LEASE PURCHASE INTEREST EXP	\$ 14,209	\$ 12,722	\$ 10,298	\$ 10,298	\$ 10,298
DEBT PRINCIPAL PYMTS ON BEHALF	\$ -	\$ 259,490	\$ 239,490	\$ 239,490	\$ 239,490
DEBT INTEREST PYMTS ON BEHALF	\$ 49,426	\$ 42,055	\$ 34,104	\$ 34,104	\$ 34,104
<b>Operations Total</b>	\$ <b>993,820</b>	\$ <b>3,950,590</b>	\$ <b>3,900,072</b>	\$ <b>3,900,072</b>	\$ <b>3,900,072</b>
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ <b>993,820</b>	\$ <b>3,950,590</b>	\$ <b>3,900,072</b>	\$ <b>3,900,072</b>	\$ <b>3,900,072</b>







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# Water & Sewer Capital Reserve Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Estimate</u>	<u>2020</u> <u>Budget</u>
REVENUES:			
Non Operating Revenues:			
Interest earned on investments	\$ 20,739	\$ 42,852	\$ 32,000
Total miscellaneous	<u>\$ 20,739</u>	<u>\$ 42,852</u>	<u>\$ 32,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 479,807	\$ 480,383	\$ 414,992
Total other financing sources	<u>\$ 479,807</u>	<u>\$ 480,383</u>	<u>\$ 414,992</u>
Total revenues and other financing sources	<u><u>\$ 500,546</u></u>	<u><u>\$ 523,235</u></u>	<u><u>\$ 446,992</u></u>

## Water and Sewer Capital Reserve

### STATEMENT OF PURPOSE

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

### BUDGET REQUEST

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
<b>Operations Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 491,777	\$ 95,415	\$ 95,415	\$ 95,415
C O COMPUTER EQUIPMENT	\$ 19,876	\$ 76,666	\$ 90,470	\$ 90,470	\$ 90,470
EQUIPMENT REPLACEMENT RESERVE	\$ -	\$ -	\$ -	\$ 261,107	\$ 261,107
<b>Capital Total</b>	\$ 19,876	\$ 568,443	\$ 185,885	\$ 446,992	\$ 446,992
<b>Grand Total</b>	\$ 19,876	\$ 568,443	\$ 185,885	\$ 446,992	\$ 446,992

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Administration</b>			
Computer Equipment Replacement	\$ 19,900	\$ 19,900	\$ 19,900
<b>Total Capital Outlay</b>	<b>\$ 19,900</b>	<b>\$ 19,900</b>	<b>\$ 19,900</b>
<b>Plant Operations - Water Treatment</b>			
Computer Equipment Replacement	\$ 15,304	\$ 15,304	\$ 15,304
Replace PO10508 w/ 3/4 Ton Ext Cab 4X4	36,702	36,702	36,702
<b>Total Capital Outlay</b>	<b>\$ 52,006</b>	<b>\$ 52,006</b>	<b>\$ 52,006</b>
<b>Systems Maintenance</b>			
Computer Equipment Replacement	\$ 15,100	\$ 15,100	\$ 15,100
Replace SM30005 w/ like 10 Ton Trailer	24,211	24,211	24,211
Replace SM11008 w/ like 1/2 Ton Ext Cab 4X4	34,502	34,502	34,502
<b>Total Capital Outlay</b>	<b>\$ 73,813</b>	<b>\$ 73,813</b>	<b>\$ 73,813</b>
<b>Environmental Services</b>			
Computer Equipment Replacement	\$ 9,150	\$ 9,150	\$ 9,150
<b>Total Capital Outlay</b>	<b>\$ 9,150</b>	<b>\$ 9,150</b>	<b>\$ 9,150</b>
<b>Plant Operations - Wastewater Treatment</b>			
Computer Equipment Replacement	\$ 9,912	\$ 9,912	\$ 9,912
<b>Total Capital Outlay</b>	<b>\$ 9,912</b>	<b>\$ 9,912</b>	<b>\$ 9,912</b>
<b>Meter Services</b>			
Computer Equipment Replacement	\$ 21,104	\$ 21,104	\$ 21,104
<b>Total Capital Outlay</b>	<b>\$ 21,104</b>	<b>\$ 21,104</b>	<b>\$ 21,104</b>



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# Transit Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<u>2018 Actual</u>	<u>2019 Estimate</u>	<u>2020 Budget</u>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 133,830	\$ 64,723	\$ 62,000
Other operating revenues	<u>22,708</u>	<u>3,795</u>	<u>70,750</u>
Total operating revenues	<u>\$ 156,538</u>	<u>\$ 68,518</u>	<u>\$ 132,750</u>
<b>NONOPERATING REVENUES:</b>			
Intergovernmental	\$ 568,628	\$ 762,332	\$ 630,547
Interest earned on investments	<u>5,492</u>	<u>11,750</u>	<u>8,500</u>
Total nonoperating revenues	<u>\$ 574,120</u>	<u>\$ 774,082</u>	<u>\$ 639,047</u>
<b>OTHER FINANCING SOURCES:</b>			
Operating transfer from General Fund	\$ 465,322	\$ 467,822	\$ 633,564
Fund equity appropriated	<u>-</u>	<u>267,713</u>	<u>-</u>
Total other financing sources	<u>\$ 465,322</u>	<u>\$ 735,535</u>	<u>\$ 633,564</u>
Total revenues and other financing sources	<u>\$ 1,195,980</u>	<u>\$ 1,578,135</u>	<u>\$ 1,405,361</u>



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**CITY OF SALISBURY**  
**FY 2019-2020 BUDGET SUMMARY**  
**TRANSIT FUND**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>REVENUE</b>	\$ 1,195,980	\$ 1,674,367	\$ 1,224,187	\$ 1,405,361	\$ 1,405,361
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 450,036	\$ 483,219	\$ 491,923	\$ 491,923	\$ 491,923
OVERTIME SALARIES	\$ 15,997	\$ 8,600	\$ 8,600	\$ 8,600	\$ 8,600
PART TIME SALARIES	\$ 61,520	\$ 25,480	\$ 67,296	\$ 67,296	\$ 67,296
FICA TAX	\$ 37,388	\$ 39,495	\$ 43,439	\$ 43,439	\$ 43,439
RETIREMENT	\$ 34,228	\$ 38,378	\$ 46,147	\$ 45,147	\$ 45,147
401(K) EMPLOYER CONTRIBUTION	\$ 12,738	\$ 14,721	\$ 15,017	\$ 15,017	\$ 15,017
PENSION EXPENSE - LGERS	\$ (2,437)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 108,682	\$ 121,892	\$ 126,721	\$ 120,087	\$ 120,087
LIFE INSURANCE	\$ 950	\$ 1,205	\$ 1,227	\$ 1,218	\$ 1,218
EMP SEC INS	\$ 1,817	\$ 5,032	\$ 5,549	\$ 3,882	\$ 3,882
WORKERS COMPENSATION	\$ 29,400	\$ 31,500	\$ 35,250	\$ 33,750	\$ 33,750
<b>Personnel Total</b>	<b>\$ 750,320</b>	<b>\$ 769,522</b>	<b>\$ 841,169</b>	<b>\$ 830,359</b>	<b>\$ 830,359</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 638	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
UNIFORMS	\$ 3,259	\$ 4,675	\$ 4,675	\$ 4,675	\$ 4,675
EXPENDABLE EQUIPMENT	\$ 1,239	\$ 604	\$ 604	\$ 604	\$ 604
GAS & OIL	\$ 94,797	\$ 111,695	\$ 154,133	\$ 124,612	\$ 124,612
TIRES & TUBES	\$ 13,498	\$ 15,513	\$ 15,000	\$ 10,000	\$ 10,000
PARTS	\$ 50,444	\$ 48,708	\$ 118,800	\$ 90,000	\$ 90,000
VEHICLE CLEANING SUP	\$ 216	\$ 515	\$ 515	\$ 515	\$ 515
DEPARTMENT SUPPLIES	\$ 2,923	\$ 2,051	\$ 2,351	\$ 2,351	\$ 2,351
COMMUNICATION EQUIPMT	\$ 1,306	\$ 1,300	\$ 3,000	\$ 3,000	\$ 3,000
COMPUTER SUPPLIES	\$ 171	\$ 451	\$ 451	\$ 451	\$ 451
TRAVEL	\$ 840	\$ 367	\$ 383	\$ 383	\$ 383
TRAVEL SUBSISTENCE	\$ 40	\$ 824	\$ 824	\$ 824	\$ 824
TELEPHONE	\$ 356	\$ 500	\$ 440	\$ 301	\$ 301
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 157	\$ 300	\$ 300	\$ 300	\$ 300
ELECTRIC POWER	\$ 4,992	\$ 5,197	\$ 5,804	\$ 5,087	\$ 5,087
NATURAL GAS	\$ 5,546	\$ 4,865	\$ 8,594	\$ 6,609	\$ 6,609
CITY UTILITIES	\$ 912	\$ 974	\$ 808	\$ 792	\$ 792
PRINTING	\$ 29	\$ 5,000	\$ 5,000	\$ 4,000	\$ 4,000
BUILDINGS & GROUNDS	\$ 4,468	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G CONTRACTED SERVICES	\$ 5,774	\$ 5,509	\$ 5,611	\$ 5,611	\$ 5,611
MAINT EQUIPMENT	\$ 6,716	\$ 7,750	\$ 12,550	\$ 9,000	\$ 9,000
MAINT AUTO	\$ 859	\$ 8,500	\$ 500	\$ 500	\$ 500
VEHICLE SPARE PARTS	\$ -	\$ 10,000	\$ 20,000	\$ -	\$ -
VEHICLE DAMAGE REPAIR	\$ 1,125	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
ADVERTISING	\$ 460	\$ 5,000	\$ 5,000	\$ 2,500	\$ 2,500
TRAINING	\$ 2,287	\$ 10,650	\$ 10,650	\$ 4,000	\$ 4,000
COPIER CONTRACT EXPENSE	\$ 1,817	\$ 1,800	\$ 2,200	\$ 2,200	\$ 2,200



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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
INSURANCE PREMIUMS	\$ 12,610	\$ 13,241	\$ 14,130	\$ 14,130	\$ 14,130
INSURANCE CLAIMS	\$ 740	\$ 500	\$ 500	\$ 500	\$ 500
DEPRECIATION EXPENSE	\$ 116,403	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 600	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
MISCELLANEOUS EXPENSE	\$ 1,774	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
SPECIAL PROJECTS	\$ 10,700	\$ 10,700	\$ 20,700	\$ 10,700	\$ 10,700
CONTRACTED SERVICES	\$ 81,435	\$ 173,118	\$ 121,300	\$ 68,903	\$ 68,903
EMPLOYEE ASSISTANCE PROGRAM	\$ 240	\$ 264	\$ 272	\$ 272	\$ 272
RETIREE HEALTH INSURANCE	\$ 10,009	\$ 9,149	\$ 18,299	\$ 9,149	\$ 9,149
PROFESSIONAL SERVICES	\$ 1,233	\$ 2,660	\$ 4,960	\$ 2,292	\$ 2,292
CHARGES-GENERAL FUND	\$ 117,500	\$ 120,000	\$ 120,000	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 558,114</b>	<b>\$ 592,877</b>	<b>\$ 689,895</b>	<b>\$ 395,802</b>	<b>\$ 395,802</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 13,783	\$ 311,968	\$ 692,200	\$ 179,200	\$ 179,200
<b>Capital Total</b>	<b>\$ 13,783</b>	<b>\$ 311,968</b>	<b>\$ 692,200</b>	<b>\$ 179,200</b>	<b>\$ 179,200</b>
<b>Grand Total</b>	<b>\$ 1,322,216</b>	<b>\$ 1,674,367</b>	<b>\$ 2,223,264</b>	<b>\$ 1,405,361</b>	<b>\$ 1,405,361</b>

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Projected</u>
<b>Workload</b>			
Number of Passengers -Fixed Route	148,897	140,000	141,400
Number of Passengers - ADA	8,392	8,476	8,561
Number of Full-sized Buses	6	6	6
Number of Routes	3	3	3
Revenue Miles Driven**	158,491	136,000	136,000
Gallons of Fuel Used **	39,852	36,500	36,500
Fares Collected (Dollars) - Fixed Route	\$72,830	\$70,000	\$70,000
State Matching Funds Collected	\$189,253	\$189,253	\$189,253
<b>Efficiency</b>			
Average Cost Per Mile	\$7.52	\$9.02	\$10.82
Average Cost Per Passenger - Routine	\$8.01	\$9.61	\$11.53
Average Cost Per Passenger - ADA	\$11.84	\$15.39	\$20.00
<b>Effectiveness</b>			
Complaints Received	4	6	4
Number of Break-Downs	2	1	4
Number of Driver Vacancies	0	0	0
Accidents	0	2	0
Injuries	0	0	0

\*\*Decrease in fuel & miles is from no Weekend Express service

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 124,945	\$ 128,798	\$ 132,242	\$ 132,242	\$ 132,242
OVERTIME SALARIES	\$ 1,227	\$ 100	\$ 100	\$ 100	\$ 100
FICA TAX	\$ 9,123	\$ 9,782	\$ 10,125	\$ 10,125	\$ 10,125
RETIREMENT	\$ 9,390	\$ 9,998	\$ 12,201	\$ 11,938	\$ 11,938
401(K) EMPLOYER CONTRIBUTION	\$ 3,716	\$ 3,835	\$ 3,970	\$ 3,970	\$ 3,970
PENSION EXPENSE - LGERS	\$ (2,437)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 19,833	\$ 20,103	\$ 20,103	\$ 20,103	\$ 20,103
LIFE INSURANCE	\$ 245	\$ 319	\$ 330	\$ 327	\$ 327
EMP SEC INS	\$ 446	\$ 1,265	\$ 1,310	\$ 917	\$ 917
WORKERS COMPENSATION	\$ 4,200	\$ 4,500	\$ 4,700	\$ 4,500	\$ 4,500
<b>Personnel Total</b>	<b>\$ 170,689</b>	<b>\$ 178,700</b>	<b>\$ 185,081</b>	<b>\$ 184,222</b>	<b>\$ 184,222</b>
<b>Operations</b>					
UNIFORMS	\$ 682	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
DEPARTMENT SUPPLIES	\$ 2,923	\$ 2,051	\$ 2,351	\$ 2,351	\$ 2,351
COMMUNICATION EQUIPMT	\$ -	\$ 300	\$ -	\$ -	\$ -
COMPUTER SUPPLIES	\$ 171	\$ 451	\$ 451	\$ 451	\$ 451
TRAVEL	\$ 840	\$ 367	\$ 383	\$ 383	\$ 383
TRAVEL SUBSISTENCE	\$ 40	\$ 824	\$ 824	\$ 824	\$ 824
TELEPHONE	\$ 356	\$ 500	\$ 440	\$ 301	\$ 301
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 157	\$ 300	\$ 300	\$ 300	\$ 300
PRINTING	\$ 29	\$ 5,000	\$ 5,000	\$ 4,000	\$ 4,000
ADVERTISING	\$ 460	\$ 5,000	\$ 5,000	\$ 2,500	\$ 2,500
TRAINING	\$ 2,287	\$ 10,650	\$ 10,650	\$ 4,000	\$ 4,000
COPIER CONTRACT EXPENSE	\$ 1,817	\$ 1,800	\$ 2,200	\$ 2,200	\$ 2,200
INSURANCE PREMIUMS	\$ 529	\$ 12,846	\$ 14,130	\$ 14,130	\$ 14,130
INSURANCE CLAIMS	\$ 740	\$ 500	\$ 500	\$ 500	\$ 500
DEPRECIATION EXPENSE	\$ 116,403	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 600	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
MISCELLANEOUS EXPENSE	\$ 1,774	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
EMPLOYEE ASSISTANCE PROGRAM	\$ 240	\$ 264	\$ 272	\$ 272	\$ 272
RETIREE HEALTH INSURANCE	\$ 10,009	\$ 9,149	\$ 18,299	\$ 9,149	\$ 9,149
PROFESSIONAL SERVICES	\$ 733	\$ 1,000	\$ 3,168	\$ 500	\$ 500
CHARGES-GENERAL FUND	\$ 117,500	\$ 120,000	\$ 120,000	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 258,290</b>	<b>\$ 174,652</b>	<b>\$ 188,662</b>	<b>\$ 46,555</b>	<b>\$ 46,555</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 428,978</b>	<b>\$ 353,352</b>	<b>\$ 373,743</b>	<b>\$ 230,777</b>	<b>\$ 230,777</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Transit Director	1	1	1	1	1
Transit Dispatcher	1	1	1	1	1
TOTAL	2	2	2	2	2



**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 176,948	\$ 211,498	\$ 211,843	\$ 211,843	\$ 211,843
OVERTIME SALARIES	\$ 11,556	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
PART TIME SALARIES	\$ 55,646	\$ 13,000	\$ 13,572	\$ 13,572	\$ 13,572
FICA TAX	\$ 16,882	\$ 17,442	\$ 17,512	\$ 17,512	\$ 17,512
RETIREMENT	\$ 13,978	\$ 16,813	\$ 19,855	\$ 19,423	\$ 19,423
401(K) EMPLOYER CONTRIBUTION	\$ 4,724	\$ 6,449	\$ 6,461	\$ 6,461	\$ 6,461
HEALTH CARE	\$ 60,321	\$ 72,537	\$ 77,366	\$ 70,732	\$ 70,732
LIFE INSURANCE	\$ 368	\$ 529	\$ 529	\$ 526	\$ 526
EMP SEC INS	\$ 647	\$ 2,227	\$ 2,237	\$ 1,565	\$ 1,565
WORKERS COMPENSATION	\$ 16,800	\$ 18,000	\$ 18,800	\$ 18,000	\$ 18,000
<b>Personnel Total</b>	<b>\$ 357,869</b>	<b>\$ 361,995</b>	<b>\$ 371,675</b>	<b>\$ 363,134</b>	<b>\$ 363,134</b>
<b>Operations</b>					
UNIFORMS	\$ 2,577	\$ 2,775	\$ 3,675	\$ 3,675	\$ 3,675
GAS & OIL	\$ 94,797	\$ 100,123	\$ 142,561	\$ 113,040	\$ 113,040
INSURANCE PREMIUMS	\$ 12,082	\$ 395	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 10,700	\$ 10,700	\$ 20,700	\$ 10,700	\$ 10,700
CONTRACTED SERVICES	\$ 4,682	\$ 14,600	\$ 14,600	\$ 20,000	\$ 20,000
PROFESSIONAL SERVICES	\$ 500	\$ 1,660	\$ 1,792	\$ 1,792	\$ 1,792
<b>Operations Total</b>	<b>\$ 125,338</b>	<b>\$ 130,253</b>	<b>\$ 183,328</b>	<b>\$ 149,207</b>	<b>\$ 149,207</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 483,207</b>	<b>\$ 492,248</b>	<b>\$ 555,003</b>	<b>\$ 512,341</b>	<b>\$ 512,341</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Transit Operator	7	7	7	7	7
Transit Operator (Temp/PT Pool)	1	1	1	1	1
TOTAL	8	8	8	8	8

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 148,144	\$ 142,923	\$ 147,838	\$ 147,838	\$ 147,838
OVERTIME SALARIES	\$ 3,214	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PART TIME SALARIES	\$ 5,875	\$ 12,480	\$ 13,008	\$ 13,008	\$ 13,008
FICA TAX	\$ 11,383	\$ 12,271	\$ 12,687	\$ 12,687	\$ 12,687
RETIREMENT	\$ 10,860	\$ 11,567	\$ 14,091	\$ 13,786	\$ 13,786
401(K) EMPLOYER CONTRIBUTION	\$ 4,298	\$ 4,437	\$ 4,586	\$ 4,586	\$ 4,586
HEALTH CARE	\$ 28,527	\$ 29,252	\$ 29,252	\$ 29,252	\$ 29,252
LIFE INSURANCE	\$ 337	\$ 357	\$ 368	\$ 365	\$ 365
EMP SEC INS	\$ 724	\$ 1,540	\$ 1,595	\$ 1,115	\$ 1,115
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 221,762</b>	<b>\$ 228,827</b>	<b>\$ 237,825</b>	<b>\$ 236,637</b>	<b>\$ 236,637</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 638	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
EXPENDABLE EQUIPMENT	\$ 1,239	\$ 604	\$ 604	\$ 604	\$ 604
TIRES & TUBES	\$ 13,498	\$ 10,113	\$ 15,000	\$ 10,000	\$ 10,000
PARTS	\$ 50,444	\$ 48,708	\$ 118,800	\$ 90,000	\$ 90,000
VEHICLE CLEANING SUP	\$ 216	\$ 515	\$ 515	\$ 515	\$ 515
COMMUNICATION EQUIPMT	\$ 1,306	\$ 1,000	\$ 3,000	\$ 3,000	\$ 3,000
ELECTRIC POWER	\$ 4,992	\$ 5,197	\$ 5,804	\$ 5,087	\$ 5,087
NATURAL GAS	\$ 5,546	\$ 4,865	\$ 8,594	\$ 6,609	\$ 6,609
CITY UTILITIES	\$ 912	\$ 974	\$ 808	\$ 792	\$ 792
BUILDINGS & GROUNDS	\$ 4,468	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G CONTRACTED SERVICES	\$ 5,774	\$ 5,509	\$ 5,611	\$ 5,611	\$ 5,611
MAINT EQUIPMENT	\$ 6,716	\$ 7,750	\$ 12,550	\$ 9,000	\$ 9,000
MAINT AUTO	\$ 859	\$ 5,300	\$ 500	\$ 500	\$ 500
VEHICLE SPARE PARTS	\$ -	\$ 10,000	\$ 20,000	\$ -	\$ -
VEHICLE DAMAGE REPAIR	\$ 1,125	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
CONTRACTED SERVICES	\$ 76,754	\$ 158,518	\$ 106,700	\$ 48,903	\$ 48,903
<b>Operations Total</b>	<b>\$ 174,486</b>	<b>\$ 266,900</b>	<b>\$ 306,333</b>	<b>\$ 188,468</b>	<b>\$ 188,468</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 13,783	\$ 95,306	\$ 538,200	\$ 179,200	\$ 179,200
<b>Capital Total</b>	<b>\$ 13,783</b>	<b>\$ 95,306</b>	<b>\$ 538,200</b>	<b>\$ 179,200</b>	<b>\$ 179,200</b>
<b>Grand Total</b>	<b>\$ 410,031</b>	<b>\$ 591,033</b>	<b>\$ 1,082,358</b>	<b>\$ 604,305</b>	<b>\$ 604,305</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 19-20
Mechanic	1	1	1	1	1
Transit Fleet Supervisor	1	1	1	1	1
Service Worker (PT)	1	1	1	1	1
Transit Planner	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

**CAPITAL OUTLAY**

	Requested	Mgr Recommends	Adopted
	FY 19-20	FY 19-20	FY 19-20
Light Transit Vehicle #1 (TR80401)	\$ 140,000	\$ 140,000	\$ 140,000
Light Transit Vehicle #2 (TR80402)	140,000	-	-
Light Transit Vehicle #3 (TR80403)	140,000	-	-
Vehicle Surveillance System	14,200	14,200	14,200
Tire Machine/Changer	25,000	25,000	25,000
Live Bus Tracker (5 year contract)	79,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 538,200</b>	<b>\$ 179,200</b>	<b>\$ 179,200</b>

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
PART TIME SALARIES	\$ -	\$ -	\$ 40,716	\$ 40,716	\$ 40,716
FICA TAX	\$ -	\$ -	\$ 3,115	\$ 3,115	\$ 3,115
EMP SEC INS	\$ -	\$ -	\$ 407	\$ 285	\$ 285
WORKERS COMPENSATION	\$ -	\$ -	\$ 2,350	\$ 2,250	\$ 2,250
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 46,588</b>	<b>\$ 46,366</b>	<b>\$ 46,366</b>
<b>Operations</b>					
UNIFORMS	\$ -	\$ 900	\$ -	\$ -	\$ -
GAS & OIL	\$ -	\$ 11,572	\$ 11,572	\$ 11,572	\$ 11,572
TIRES & TUBES	\$ -	\$ 5,400	\$ -	\$ -	\$ -
MAINT AUTO	\$ -	\$ 3,200	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ -</b>	<b>\$ 21,072</b>	<b>\$ 11,572</b>	<b>\$ 11,572</b>	<b>\$ 11,572</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 216,662	\$ 154,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 216,662</b>	<b>\$ 154,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 237,734</b>	<b>\$ 212,160</b>	<b>\$ 57,938</b>	<b>\$ 57,938</b>

**PERSONNEL DETAIL**

	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
NEW PT Transit Operator	0	3	0	0	0
Transit Operator (PT Pool)	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL <sup>1</sup>	0	3	1	1	1

<sup>1</sup>Positions reclassified to a PT Pool

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
ADA Software (3 year contract)	\$ 84,000	\$ -	\$ -
ADA Accessible Minivan Crossover	70,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 154,000</b>	<b>\$ -</b>	<b>\$ -</b>



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# Fibrant Communications Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

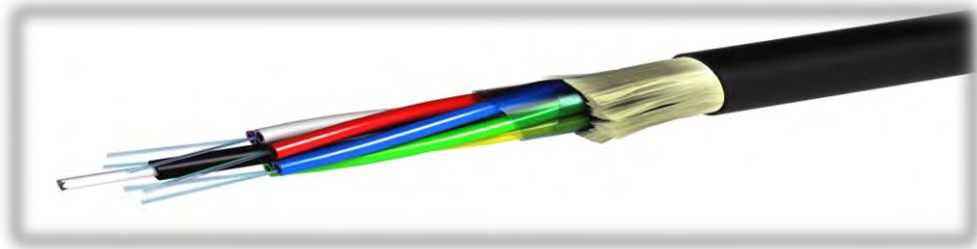
	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 4,420,311	\$ 779,482	\$ -
Lease	-	672,931	848,000
Other operating revenues	<u>1,686,347</u>	<u>1,088,775</u>	<u>590,000</u>
Total operating revenues	<u>\$ 6,106,658</u>	<u>\$ 2,541,187</u>	<u>\$ 1,438,000</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	<u>\$ 3,993</u>	<u>\$ 21,557</u>	<u>\$ 20,000</u>
Total nonoperating revenues	<u>\$ 3,993</u>	<u>\$ 21,557</u>	<u>\$ 20,000</u>
<b>OTHER FINANCING SOURCES:</b>			
Interfund revenues	\$ 3,217,883	\$ 3,000,000	\$ 2,400,000
Refunding bonds issued	<u>-</u>	<u>25,645,000</u>	<u>-</u>
Total other financing sources	<u>\$ 3,217,883</u>	<u>\$ 28,645,000</u>	<u>\$ 2,400,000</u>
Total revenues	<u>\$ 9,328,534</u>	<u>\$ 31,207,744</u>	<u>\$ 3,858,000</u>

**STATEMENT OF PURPOSE**

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

**CITY OF SALISBURY  
FY 2019-2020 BUDGET SUMMARY  
FIBRANT COMMUNICATIONS FUND**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>REVENUE</b>	\$ 9,328,534	\$ 33,466,529	\$ 3,838,000	\$ 3,858,000	\$ 3,858,000
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,038,145	\$ 1,125,314	\$ -	\$ -	\$ -
OVERTIME SALARIES	\$ 19,888	\$ 28,345	\$ -	\$ -	\$ -
EMPLOYEE COMMISSIONS	\$ 53,763	\$ 70,000	\$ -	\$ -	\$ -
PART TIME SALARIES	\$ 2,922	\$ -	\$ -	\$ -	\$ -
LEO SEPARATION ALLOWANCE	\$ 13	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 81,680	\$ 87,785	\$ -	\$ -	\$ -
RETIREMENT	\$ 82,742	\$ 89,170	\$ -	\$ -	\$ -
401K-SWORN LAW	\$ 8	\$ -	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 32,741	\$ 34,211	\$ -	\$ -	\$ -
PENSION EXPENSE - LGERS	\$ (5,279)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 200,979	\$ 238,093	\$ -	\$ -	\$ -
LIFE INSURANCE	\$ 2,587	\$ 2,821	\$ -	\$ -	\$ -
EMP SEC INS	\$ 412	\$ 11,188	\$ -	\$ -	\$ -
WORKERS COMPENSATION	\$ 50,400	\$ 51,750	\$ -	\$ -	\$ -
<b>Personnel Total</b>	<b>\$ 1,561,001</b>	<b>\$ 1,738,677</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Operations</b>					
UNIFORMS	\$ 4,051	\$ 4,600	\$ -	\$ -	\$ -
PROTECTIVE EQUIPMENT	\$ 2,251	\$ 2,200	\$ -	\$ -	\$ -
EXPENDABLE EQUIPMENT	\$ 12,696	\$ 4,770	\$ -	\$ -	\$ -
GAS & OIL	\$ 14,606	\$ 16,503	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 4,703	\$ 7,500	\$ -	\$ -	\$ -
SHEATH FIBER	\$ 1,196	\$ 11,996	\$ -	\$ -	\$ -
TRAVEL	\$ 3,605	\$ 6,480	\$ -	\$ -	\$ -
WIRELESS AIR CARDS	\$ 1,368	\$ 2,400	\$ -	\$ -	\$ -
POSTAGE	\$ 2,203	\$ 2,270	\$ -	\$ -	\$ -
MAINT EQUIPMENT	\$ 956	\$ 9,500	\$ -	\$ -	\$ -
MAINT COMPUTER	\$ 36,498	\$ 71,985	\$ -	\$ -	\$ -
MAINT CMPT SOFTWARE	\$ 156,725	\$ 185,365	\$ -	\$ -	\$ -
MAINT AUTO	\$ 18,882	\$ 17,000	\$ -	\$ -	\$ -
VEHICLE DAMAGE REPAIR	\$ 68	\$ -	\$ -	\$ -	\$ -
ADVERTISING	\$ 71,220	\$ (300)	\$ -	\$ -	\$ -
TRAINING	\$ 5,070	\$ 10,540	\$ -	\$ -	\$ -
COPIER CONTRACT EXPENSE	\$ 1,683	\$ 1,950	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 2,389	\$ 2,509	\$ 2,517	\$ 2,517	\$ 2,517
INSURANCE CLAIMS	\$ 785	\$ -	\$ -	\$ -	\$ -
DEPRECIATION EXPENSE	\$ 695,405	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 1,405	\$ 4,700	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 36	\$ 2,500	\$ 40,000	\$ 60,000	\$ 60,000
LEGAL FEES	\$ 317,065	\$ 69,820	\$ 40,000	\$ 60,671	\$ 60,671
VIDEO PROGRAMMING FEES	\$ 1,415,824	\$ 1,280,000	\$ -	\$ -	\$ -
TELEPHONE PROGRAMMING FEES	\$ 330,293	\$ 200,000	\$ -	\$ -	\$ -
HELP DESK FEES	\$ 92,864	\$ 50,000	\$ -	\$ -	\$ -
RIGHT OF WAY CHARGES	\$ 37,309	\$ 39,787	\$ -	\$ -	\$ -
INTERNET BACKBONE FEE	\$ 234,915	\$ 199,200	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 150	\$ -	\$ -	\$ -	\$ -
EMPLOYEE ASSISTANCE PROGRAM	\$ 480	\$ 432	\$ -	\$ -	\$ -
RETIREE HEALTH INSURANCE	\$ 1,863	\$ -	\$ -	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 194,772	\$ 560,119	\$ 100,000	\$ 100,000	\$ 100,000
LEASE - DROP/INSTALL	\$ -	\$ -	\$ 240,000	\$ 240,000	\$ 240,000
LEASE - DARK FIBER	\$ -	\$ -	\$ 44,000	\$ 44,000	\$ 44,000
LEASE - CAPITAL	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 120,000
LEASE PURCHASE PRINCIPAL	\$ -	\$ 2,070,000	\$ 1,965,000	\$ 1,965,000	\$ 1,965,000
LEASE PURCHASE INTEREST EXPENSE	\$ 532,584	\$ 511,122	\$ 897,792	\$ 897,792	\$ 897,792
INTERFUND INTEREST	\$ 70,770	\$ 71,020	\$ 68,020	\$ 68,020	\$ 68,020
INTERFUND PRINCIPAL	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
BOND SERVICE CHARGES	\$ 339,382	\$ 303,210	\$ -	\$ -	\$ -
PAYMENT TO REFUNDING AGENT	\$ -	\$ 25,341,790	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 138,255	\$ 125,310	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 4,744,326</b>	<b>\$ 31,486,278</b>	<b>\$ 3,817,329</b>	<b>\$ 3,858,000</b>	<b>\$ 3,858,000</b>

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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Capital</b>					
C O SET TOP BOXES	\$ 79,051	\$ 60,235	\$ -	\$ -	\$ -
C O INSTALLATION LABOR	\$ -	\$ 5,000	\$ -	\$ -	\$ -
CO PLANT MATERIALS	\$ 54,900	\$ 80,372	\$ -	\$ -	\$ -
CO ONT'S AND POWER SUPPLIES	\$ 100,511	\$ 59,979	\$ -	\$ -	\$ -
CO PREMISE INSTALL MATERIALS	\$ 33,720	\$ 35,988	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 268,182</b>	<b>\$ 241,574</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 6,573,510</b>	<b>\$ 33,466,529</b>	<b>\$ 3,817,329</b>	<b>\$ 3,858,000</b>	<b>\$ 3,858,000</b>



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# Fibrant Capital Reserve Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Estimate</u>	<u>2020</u> <u>Budget</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 3,052	\$ 8,000	\$ -
Total nonoperating revenues	<u>\$ 3,052</u>	<u>\$ 8,000</u>	<u>\$ -</u>
OTHER FINANCING SOURCES:			
Operating transfer from Fibrant Communications Fund	\$ 138,255	\$ -	\$ -
Interfund revenues	<u>122,830</u>	<u>-</u>	<u>-</u>
Total other financing sources	<u>\$ 261,085</u>	<u>\$ -</u>	<u>\$ -</u>
 Total revenues and other financing sources	 <u>\$ 264,137</u>	 <u>\$ 8,000</u>	 <u>\$ -</u>

**Fibrant Communications Capital Reserve Fund**

**STATEMENT OF PURPOSE**

The Fibrant Communications Capital Reserve Fund was established to fund replacement costs of vehicles and computers for the Fibrant enterprise. This fund was closed during FY19 due to the lease agreement with HotWire Communications beginning September 21, 2018.

**BUDGET REQUEST**

	Actual FY 17-18	Budgeted FY 18-19	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	<u>6,296</u>	<u>248,140</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 6,296</b>	<b>\$ 248,140</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>





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# Stormwater Utility Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER UTILITY FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$1,310,048	\$1,830,595	\$1,842,000
Other operating revenues	<u>27,077</u>	<u>25,127</u>	<u>21,400</u>
Total operating revenues	<u>\$1,337,125</u>	<u>\$1,855,722</u>	<u>\$1,863,400</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	<u>\$ 8,860</u>	<u>\$ 21,673</u>	<u>\$ 20,000</u>
Total nonoperating revenues	<u>\$ 8,860</u>	<u>\$ 21,673</u>	<u>\$ 20,000</u>
 Total revenues	 <u>\$1,345,985</u>	 <u>\$1,877,395</u>	 <u>\$1,883,400</u>



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**CITY OF SALISBURY**  
**FY 2019-2020 BUDGET SUMMARY**  
**STORMWATER UTILITY FUND**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>REVENUE</b>	\$ 1,345,985	\$ 1,834,746	\$ 1,857,400	\$ 1,883,400	\$ 1,883,400
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 283,421	\$ 402,933	\$ 423,463	\$ 423,463	\$ 423,463
OVERTIME SALARIES	\$ 10,461	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250
PART TIME SALARIES	\$ 4,860	\$ 10,400	\$ 10,440	\$ 10,440	\$ 10,440
FICA TAX	\$ 21,258	\$ 31,789	\$ 34,056	\$ 34,056	\$ 34,056
RETIREMENT	\$ 22,110	\$ 32,675	\$ 40,080	\$ 39,212	\$ 39,212
401(K) EMPLOYER CONTRIBUTION	\$ 8,751	\$ 12,349	\$ 13,042	\$ 13,042	\$ 13,042
PENSION EXPENSE - LGERS	\$ (2,031)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 76,081	\$ 92,894	\$ 102,934	\$ 102,934	\$ 102,934
LIFE INSURANCE	\$ 666	\$ 999	\$ 1,057	\$ 1,048	\$ 1,048
EMP SEC INS	\$ 1,421	\$ 4,070	\$ 4,299	\$ 3,008	\$ 3,008
WORKERS COMPENSATION	\$ 23,100	\$ 24,750	\$ 25,850	\$ 24,750	\$ 24,750
<b>Personnel Total</b>	<b>\$ 450,097</b>	<b>\$ 624,109</b>	<b>\$ 666,471</b>	<b>\$ 663,203</b>	<b>\$ 663,203</b>
<b>Operations</b>					
UNIFORMS	\$ 6,535	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
EXPENDABLE EQUIPMENT	\$ 6,019	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250
STORM SEWERS	\$ 24,322	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 4,053	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
GAS & OIL	\$ 12,647	\$ 14,319	\$ 15,898	\$ 17,164	\$ 17,164
DEPARTMENT SUPPLIES	\$ 455	\$ 500	\$ 500	\$ 500	\$ 500
TRAVEL	\$ 1,036	\$ 800	\$ 800	\$ 800	\$ 800
TELEPHONE	\$ -	\$ -	\$ -	\$ 151	\$ 151
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
POSTAGE	\$ 31	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ 1,311	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT EQUIPMENT	\$ 19,950	\$ 23,607	\$ 23,607	\$ 23,607	\$ 23,607
MAINT ST CLEAN EQUIP	\$ 2,556	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
MAINT AUTO	\$ 14,112	\$ 6,800	\$ 12,750	\$ 12,750	\$ 12,750
VEHICLE DAMAGE REPAIR	\$ 228	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 30,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000
ADVERTISING	\$ 3,734	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAINING	\$ 1,512	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 3,833	\$ 4,419	\$ 5,579	\$ 5,579	\$ 5,579
DEPRECIATION EXPENSE	\$ 32,152	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 165	\$ 250	\$ 250	\$ 250	\$ 250
MISCELLANEOUS EXPENSE	\$ 6,976	\$ 7,652	\$ 7,652	\$ 7,652	\$ 7,652
SPECIAL PROJECTS	\$ 105,214	\$ 401,752	\$ 425,597	\$ 363,584	\$ 363,584
CONTRACTED SERVICES	\$ 8,500	\$ -	\$ -	\$ -	\$ -
EMPLOYEE ASSISTANCE PROGRAM	\$ 192	\$ 204	\$ 200	\$ 200	\$ 200
RETIREE HEALTH INSURANCE	\$ 9,865	\$ 9,149	\$ 18,299	\$ 18,299	\$ 18,299
PROFESSIONAL SERVICES	\$ 71,307	\$ 215,866	\$ 215,866	\$ 215,866	\$ 215,866
TRANSFER - CAP RESERVE FUND	\$ 116,578	\$ 137,262	\$ 184,779	\$ 153,890	\$ 153,890
CHARGES-GENERAL FUND	\$ 267,367	\$ 301,807	\$ 301,807	\$ 301,807	\$ 301,807
<b>Operations Total</b>	<b>\$ 750,650</b>	<b>\$ 1,210,637</b>	<b>\$ 1,311,682</b>	<b>\$ 1,220,197</b>	<b>\$ 1,220,197</b>

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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,200,747</b>	<b>\$ 1,834,746</b>	<b>\$ 1,978,153</b>	<b>\$ 1,883,400</b>	<b>\$ 1,883,400</b>



**STATEMENT OF PURPOSE**

To manage the City’s Municipal Separate Storm Sewer System (MS4) through a program of engineering, maintenance, construction, and cleaning of the infrastructure. Provide Street Sweeping and seasonal Leaf Collection services.

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Street Cleaning, Miles Swept / Month	64.00	60.00	60.00
Pipes Cleaned, Linear Feet of Pipe / Month	108.00	92.00	90.00
Illegal Discharge Detections, Each Month	1.16	1.58	2.00
Impervious Surface Area Added, Square Feet / Month *	61,426	70,000	90,000

\* Residential and Commercial

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 125,843	\$ 129,245	\$ 137,372	\$ 137,372	\$ 137,372
OVERTIME SALARIES	\$ 105	\$ 250	\$ 250	\$ 250	\$ 250
PART TIME SALARIES	\$ 165	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 8,421	\$ 9,764	\$ 10,528	\$ 10,528	\$ 10,528
RETIREMENT	\$ 9,571	\$ 9,982	\$ 12,689	\$ 12,414	\$ 12,414
401(K) EMPLOYER CONTRIBUTION	\$ 3,788	\$ 3,830	\$ 4,129	\$ 4,129	\$ 4,129
PENSION EXPENSE - LGERS	\$ (2,031)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 25,984	\$ 24,604	\$ 27,300	\$ 27,300	\$ 27,300
LIFE INSURANCE	\$ 287	\$ 318	\$ 343	\$ 340	\$ 340
EMP SEC INS	\$ 442	\$ 1,261	\$ 1,361	\$ 952	\$ 952
WORKERS COMPENSATION	\$ 4,200	\$ 4,500	\$ 4,700	\$ 4,500	\$ 4,500
<b>Personnel Total</b>	<b>\$ 176,775</b>	<b>\$ 183,754</b>	<b>\$ 198,672</b>	<b>\$ 197,785</b>	<b>\$ 197,785</b>

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	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Operations</b>					
UNIFORMS	\$ 997	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
EXPENDABLE EQUIPMENT	\$ 7,095	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 1,190	\$ 1,283	\$ 1,942	\$ 1,428	\$ 1,428
DEPARTMENT SUPPLIES	\$ 455	\$ 500	\$ 500	\$ 500	\$ 500
TRAVEL	\$ 1,036	\$ 800	\$ 800	\$ 800	\$ 800
TELEPHONE	\$ -	\$ -	\$ -	\$ 151	\$ 151
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
POSTAGE	\$ 31	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ 1,311	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT AUTO	\$ 1,311	\$ 800	\$ 2,750	\$ 2,750	\$ 2,750
ADVERTISING	\$ 3,734	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAINING	\$ 1,512	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 389	\$ 577	\$ 634	\$ 634	\$ 634
DEPRECIATION EXPENSE	\$ 32,152	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 165	\$ 250	\$ 250	\$ 250	\$ 250
MISCELLANEOUS EXPENSE	\$ 4,400	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
SPECIAL PROJECTS	\$ 105,214	\$ 401,752	\$ 425,597	\$ 363,584	\$ 363,584
CONTRACTED SERVICES	\$ 8,500	\$ -	\$ -	\$ -	\$ -
EMPLOYEE ASSISTANCE PROGRAM	\$ 192	\$ 204	\$ 200	\$ 200	\$ 200
RETIREE HEALTH INSURANCE	\$ 9,865	\$ 9,149	\$ 18,299	\$ 18,299	\$ 18,299
PROFESSIONAL SERVICES	\$ 71,307	\$ 215,866	\$ 215,866	\$ 215,866	\$ 215,866
TRANSFER - CAP RESERVE FUND	\$ 8,204	\$ 25,427	\$ 8,622	\$ 8,622	\$ 8,622
CHARGES-GENERAL FUND	\$ 267,367	\$ 301,807	\$ 301,807	\$ 301,807	\$ 301,807
<b>Operations Total</b>	<b>\$ 526,427</b>	<b>\$ 973,915</b>	<b>\$ 994,615</b>	<b>\$ 932,239</b>	<b>\$ 932,239</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 703,202</b>	<b>\$ 1,157,669</b>	<b>\$ 1,193,287</b>	<b>\$ 1,130,024</b>	<b>\$ 1,130,024</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Stormwater Engineer	1	1	1	1	1
Stormwater Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 45,519	\$ 105,077	\$ 109,119	\$ 109,119	\$ 109,119
OVERTIME SALARIES	\$ 3,174	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
PART TIME SALARIES	\$ 10	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 3,498	\$ 7,758	\$ 8,578	\$ 8,578	\$ 8,578
RETIREMENT	\$ 3,593	\$ 8,923	\$ 10,337	\$ 10,114	\$ 10,114
401(K) EMPLOYER CONTRIBUTION	\$ 1,421	\$ 3,235	\$ 3,364	\$ 3,364	\$ 3,364
HEALTH CARE	\$ 17,108	\$ 31,694	\$ 29,889	\$ 29,889	\$ 29,889
LIFE INSURANCE	\$ 132	\$ 262	\$ 272	\$ 270	\$ 270
EMP SEC INS	\$ 332	\$ 1,039	\$ 1,081	\$ 756	\$ 756
WORKERS COMPENSATION	\$ 6,300	\$ 6,750	\$ 7,050	\$ 6,750	\$ 6,750
<b>Personnel Total</b>	<b>\$ 81,088</b>	<b>\$ 167,738</b>	<b>\$ 172,690</b>	<b>\$ 171,840</b>	<b>\$ 171,840</b>
<b>Operations</b>					
UNIFORMS	\$ 2,379	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
EXPENDABLE EQUIPMENT	\$ (2,398)	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 4,256	\$ 5,733	\$ 2,089	\$ 4,517	\$ 4,517
MAINT ST CLEAN EQUIP	\$ 2,556	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
MAINT AUTO	\$ 12,801	\$ 6,000	\$ 10,000	\$ 10,000	\$ 10,000
VEHICLE DAMAGE REPAIR	\$ 118	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 30,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000
INSURANCE PREMIUMS	\$ 1,611	\$ 1,980	\$ 2,898	\$ 2,898	\$ 2,898
MISCELLANEOUS EXPENSE	\$ 434	\$ 500	\$ 500	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 29,578	\$ 32,689	\$ 130,011	\$ 99,122	\$ 99,122
<b>Operations Total</b>	<b>\$ 81,334</b>	<b>\$ 77,902</b>	<b>\$ 186,498</b>	<b>\$ 158,037</b>	<b>\$ 158,037</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 162,421</b>	<b>\$ 245,640</b>	<b>\$ 359,188</b>	<b>\$ 329,877</b>	<b>\$ 329,877</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Maintenance Worker I/II/III/Sr. <sup>1</sup>	0	0	3	3	3
Equipment Operator <sup>1</sup>	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	3	3	3	3	3

<sup>1</sup> Positions reclassified

**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 47,447	\$ 59,879	\$ 64,731	\$ 64,731	\$ 64,731
OVERTIME SALARIES	\$ 1,608	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PART TIME SALARIES	\$ 270	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 3,714	\$ 4,637	\$ 5,028	\$ 5,028	\$ 5,028
RETIREMENT	\$ 3,664	\$ 4,740	\$ 6,061	\$ 5,929	\$ 5,929
401(K) EMPLOYER CONTRIBUTION	\$ 1,449	\$ 1,819	\$ 1,972	\$ 1,972	\$ 1,972
HEALTH CARE	\$ 13,683	\$ 18,298	\$ 18,298	\$ 18,298	\$ 18,298
LIFE INSURANCE	\$ 100	\$ 149	\$ 162	\$ 160	\$ 160
EMP SEC INS	\$ 239	\$ 591	\$ 641	\$ 449	\$ 449
WORKERS COMPENSATION	\$ 4,200	\$ 4,500	\$ 4,700	\$ 4,500	\$ 4,500
<b>Personnel Total</b>	<b>\$ 76,373</b>	<b>\$ 95,613</b>	<b>\$ 102,593</b>	<b>\$ 102,067</b>	<b>\$ 102,067</b>
<b>Operations</b>					
UNIFORMS	\$ 1,807	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
EXPENDABLE EQUIPMENT	\$ 838	\$ 750	\$ 750	\$ 750	\$ 750
STORM SEWERS	\$ 24,322	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 4,053	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
GAS & OIL	\$ 4,878	\$ 4,537	\$ 8,286	\$ 7,336	\$ 7,336
MAINT EQUIPMENT	\$ 6,836	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
VEHICLE DAMAGE REPAIR	\$ 110	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 1,531	\$ 1,539	\$ 1,693	\$ 1,693	\$ 1,693
TRANSFER - CAP RESERVE FUND	\$ 20,796	\$ 20,796	\$ 33,296	\$ 33,296	\$ 33,296
<b>Operations Total</b>	<b>\$ 65,171</b>	<b>\$ 75,622</b>	<b>\$ 92,025</b>	<b>\$ 91,075</b>	<b>\$ 91,075</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 141,544</b>	<b>\$ 171,235</b>	<b>\$ 194,618</b>	<b>\$ 193,142</b>	<b>\$ 193,142</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Crew Leader <sup>1</sup>	1	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>1</sup>	0	2	2	2	2
Equipment Operator <sup>1</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	2	2	2	2	2

<sup>1</sup>Positions reclassified



**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 64,612	\$ 108,732	\$ 112,241	\$ 112,241	\$ 112,241
OVERTIME SALARIES	\$ 5,576	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
PART TIME SALARIES	\$ 4,415	\$ 10,400	\$ 10,440	\$ 10,440	\$ 10,440
FICA TAX	\$ 5,624	\$ 9,630	\$ 9,922	\$ 9,922	\$ 9,922
RETIREMENT	\$ 5,282	\$ 9,030	\$ 10,993	\$ 10,755	\$ 10,755
401(K) EMPLOYER CONTRIBUTION	\$ 2,093	\$ 3,465	\$ 3,577	\$ 3,577	\$ 3,577
HEALTH CARE	\$ 19,306	\$ 18,298	\$ 27,447	\$ 27,447	\$ 27,447
LIFE INSURANCE	\$ 147	\$ 270	\$ 280	\$ 278	\$ 278
EMP SEC INS	\$ 408	\$ 1,179	\$ 1,216	\$ 851	\$ 851
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 115,861</b>	<b>\$ 177,004</b>	<b>\$ 192,516</b>	<b>\$ 191,511</b>	<b>\$ 191,511</b>
<b>Operations</b>					
UNIFORMS	\$ 1,353	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
EXPENDABLE EQUIPMENT	\$ 484	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 2,324	\$ 2,766	\$ 3,581	\$ 3,883	\$ 3,883
MAINT EQUIPMENT	\$ 13,114	\$ 17,607	\$ 17,607	\$ 17,607	\$ 17,607
INSURANCE PREMIUMS	\$ 302	\$ 323	\$ 354	\$ 354	\$ 354
MISCELLANEOUS EXPENSE	\$ 2,141	\$ 2,152	\$ 2,152	\$ 2,152	\$ 2,152
TRANSFER - CAP RESERVE FUND	\$ 58,000	\$ 58,350	\$ 12,850	\$ 12,850	\$ 12,850
<b>Operations Total</b>	<b>\$ 77,718</b>	<b>\$ 83,198</b>	<b>\$ 38,544</b>	<b>\$ 38,846</b>	<b>\$ 38,846</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 193,579</b>	<b>\$ 260,202</b>	<b>\$ 231,060</b>	<b>\$ 230,357</b>	<b>\$ 230,357</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Equipment Operator <sup>1</sup>	1	2	0	0	0
Crew Leader	1	1	1	1	1
Maintenance Worker I/II/III/Sr. <sup>1</sup>	1	0	2	2	2
Seasonal/Part-Time Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

<sup>1</sup> Position reclassified

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# Stormwater Capital Reserve Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Estimate</u>	<u>2020</u> <u>Budget</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 3,301	\$ 4,133	\$ 3,000
Total miscellaneous	<u>\$ 3,301</u>	<u>\$ 4,133</u>	<u>\$ 3,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 116,578	\$ 137,262	\$ 153,890
Interfund revenues	<u>-</u>	<u>296,006</u>	<u>-</u>
Total other financing sources	<u>\$ 116,578</u>	<u>\$ 433,268</u>	<u>\$ 153,890</u>
 Total revenues and other financing sources	 <u>\$ 119,879</u>	 <u>\$ 437,401</u>	 <u>\$ 156,890</u>



## Stormwater Capital Reserve

### STATEMENT OF PURPOSE

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

### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
<b>Operations Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 296,006	\$ 84,680	\$ 84,680	\$ 84,680
EQUIPMENT REPLACEMENT RESERVE	\$ -	\$ 138,762	\$ -	\$ 72,210	\$ 72,210
<b>Capital Total</b>	\$ -	\$ 434,768	\$ 84,680	\$ 156,890	\$ 156,890
<b>Grand Total</b>	\$ -	\$ 434,768	\$ 84,680	\$ 156,890	\$ 156,890

### CAPITAL OUTLAY

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Replace SW10103 w/ like 1 Ton 4X4 Crew Cab Utility-Liftgate	\$ 84,680	\$ 84,680	\$ 84,680
<b>Total Capital Outlay</b>	\$ 84,680	\$ 84,680	\$ 84,680



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# Special Revenue Funds

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**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Intergovernmental:			
Federal	\$ 289,936	\$ 359,982	\$ 442,795
Miscellaneous:			
Other	\$ 241,033	\$ 37,389	\$ 30,000
Total revenues	<u>\$ 530,969</u>	<u>\$ 397,371</u>	<u>\$ 472,795</u>

## Special Revenue Funds

### STATEMENT OF PURPOSE

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

### BUDGET REQUEST

	Actual FY 17-18	Budgeted FY 18-19	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	500,379	457,661	410,037	472,795	472,795
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 500,379</b>	<b>\$ 457,661</b>	<b>\$ 410,037</b>	<b>\$ 472,795</b>	<b>\$ 472,795</b>



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# Internal Service Funds

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**CITY OF SALISBURY, NORTH CAROLINA**

**INTERNAL SERVICE FUNDS**

**FINANCIAL PLAN**

For the Year Ending June 30, 2020

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

REVENUES

Charges for Services	\$ 6,449,477
Interest Earned on Investments	<u>40,000</u>
Total Revenues	<u>\$ 6,489,477</u>

EXPENDITURES

Employee Benefits	\$ 6,464,477
Miscellaneous Expenditures	<u>25,000</u>
Total Expenditures	<u>\$ 6,489,477</u>

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

REVENUES

Charges for Services	\$ 1,048,500
Interest Earned on Investments	<u>20,000</u>
Total Revenues	<u>\$ 1,068,500</u>

EXPENDITURES

Employee Benefits	\$ 996,028
Addition to Reserves	<u>72,472</u>
Total Expenditures	<u>\$ 1,068,500</u>



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# Capital Improvement Program

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## **Capital Improvement Program**

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

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

The City engages the services of WR-Martin, Management Consultants to annually update the CIP. As part of this engagement, the Council holds two CIP work sessions with staff each fiscal year to review both the forecasted revenues and potential capital expenditures that are reflected in the CIP. This practice allows the Council to thoughtfully and deliberately discuss the capital needs in an on-going fashion and to be better informed during the budget review and adoption process.

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

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

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



Architectural Rendering of Fire Station 6



Covered Bridge on Salisbury Greenway



Lake at City Park



New Play Structure

## **City of Salisbury 10 Year Capital Improvement Program**

### **General Fund**

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**City of Salisbury  
10 Year Capital Improvement Program  
General Fund**

Department	Project Name	Fiscal Year				
		2020	2021	2022	2023	2024
Community Planning	Housing Stabilization Program	100,000	-	-	-	-
Community Planning	Downtown Incentive Program	150,000	150,000	150,000	150,000	150,000
Community Planning	Bell Tower Green Park	700,000	-	-	-	-
Community Planning	West End Transformation	400,000	400,000	400,000	400,000	400,000
Community Planning	Vocational Trade Program	20,000	-	-	-	-
Community Planning	Main Street Infrastructure	-	-	5,000,000	5,000,000	5,000,000
Community Planning	Dixonville Cemetery - Phase 2	200,000	-	-	-	-
Community Planning	Ketner Corner	-	100,000	-	-	-
Parks and Recreation	Play Structures	40,000	40,000	40,000	40,000	40,000
Parks and Recreation	Grant Creek Greenway	250,000	675,500	-	-	-
Parks and Recreation	Rehabilitate City Park Lake	350,000	200,000	-	-	-
Engineering	Train Station Second Platform	-	780,000	-	-	-
Engineering	Sidewalk near Salisbury Mall	503,000	-	-	-	-
Engineering	Newsome Road Bike Lanes/Sidewalk	1,320,000	180,000	-	-	-
Engineering	Old Concord Rd ~ Ryan Street to JAB	235,000	155,000	-	-	-
Engineering	Street Light Improvements	32,772	33,428	34,097	34,778	35,474
Engineering	Brenner Sidewalk	175,000	485,000	-	-	-
Engineering	South Long Street Traffic Calming	85,000	-	-	-	-
Public Services - Streets	New Spoils Location	-	-	-	-	150,000
Public Services - Streets	Asphalt Resurfacing	500,000	525,000	551,250	578,813	607,753
Public Services - Streets	Bridge Maintenance	-	-	120,000	-	120,000
Facilities Management	HVAC	201,240	188,000	188,000	188,000	188,000
Facilities Management	Roof	150,700	287,000	400,000	308,750	308,750
Fire Department	Fire Station 3	-	6,750,000	-	-	-
Fire Department	Thermal Imaging Camera (TIC)	-	10,000	-	10,000	10,000
Fire Department	Hurst Hydraulic Tools	-	-	-	-	45,000
Fire Department	Breathing Air Compressor	-	100,000	-	-	-
Fire Department	Rescue Air Bags	-	-	45,000	-	-
		<b>5,412,712</b>	<b>11,058,928</b>	<b>6,928,347</b>	<b>6,710,341</b>	<b>7,054,977</b>

**City of Salisbury  
10 Year Capital Improvement Program  
General Fund**

Department	Project Name	Fiscal Year					10 Year Total
		2025	2026	2027	2028	2029	
Community Planning	Housing Stabilization Program	-	-	-	-	-	100,000
Community Planning	Downtown Incentive Program	150,000	150,000	150,000	150,000	150,000	1,500,000
Community Planning	Bell Tower Green Park	-	-	-	-	-	700,000
Community Planning	West End Transformation	-	-	-	-	-	2,000,000
Community Planning	Vocational Trade Program	-	-	-	-	-	20,000
Community Planning	Main Street Infrastructure	5,000,000	-	-	-	-	20,000,000
Community Planning	Dixonville Cemetery - Phase 2	-	-	-	-	-	200,000
Community Planning	Ketner Corner	-	-	-	-	-	100,000
Parks and Recreation	Play Structures	40,000	40,000	40,000	40,000	40,000	400,000
Parks and Recreation	Grant Creek Greenway	-	-	-	-	-	925,500
Parks and Recreation	Rehabilitate City Park Lake	-	-	-	-	-	550,000
Engineering	Train Station Second Platform	-	-	-	-	-	780,000
Engineering	Sidewalk near Salisbury Mall	-	-	-	-	-	503,000
Engineering	Newsome Road Bike Lanes/Sidewalk	-	-	-	-	-	1,500,000
Engineering	Old Concord Rd ~ Ryan Street to JAB	-	-	-	-	-	390,000
Engineering	Street Light Improvements	36,183	36,907	37,645	38,398	39,166	358,848
Engineering	Brenner Sidewalk	-	-	-	-	-	660,000
Engineering	South Long Street Traffic Calming	-	-	-	-	-	85,000
Public Services - Streets	New Spoils Location	-	-	-	-	-	150,000
Public Services - Streets	Asphalt Resurfacing	638,141	670,048	703,550	738,728	775,664	6,288,946
Public Services - Streets	Bridge Maintenance	-	120,000	-	120,000	-	480,000
Facilities Management	HVAC	188,000	188,000	188,000	188,000	188,000	1,893,240
Facilities Management	Roof	308,750	308,750	308,750	308,750	308,750	2,998,950
Fire Department	Fire Station 3	-	-	-	-	-	6,750,000
Fire Department	Thermal Imaging Camera (TIC)	10,000	-	10,000	-	-	50,000
Fire Department	Hurst Hydraulic Tools	-	-	50,000	-	-	95,000
Fire Department	Breathing Air Compressor	100,000	-	-	-	-	200,000
Fire Department	Rescue Air Bags	-	-	-	-	-	45,000
		<b>6,471,074</b>	<b>1,513,705</b>	<b>1,487,945</b>	<b>1,583,876</b>	<b>1,501,580</b>	<b>49,723,484</b>



## Capital Improvement Program FY 2020-29

**Project Name:** Housing Stabilization Program

**Department:** Community Planning

**Project Description:** The housing stabilization program assists in the production and preservation of affordable housing for low-income families, individuals, and eligible applicants. It helps revitalize housing in addition to the work performed by Salisbury Community Development Corporation, Downtown Salisbury Inc., and the Housing Authority of the City of Salisbury. This initiative helps improve neighborhood and housing conditions in the City. FY20 is year 5 of 5 of the program.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING (in thousands)</b>											
Design											-
Construction											-
Other	100										100
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Downtown Incentive Program

**Department:** Community Planning

**Project Description:** The program serves as an economic development tool to promote, reuse, and rehabilitate underutilized historic buildings and create additional residential units.

Outcomes the City hopes to achieve are: Increase City’s tax base; bring 24/7 vitality to the downtown with increased tourism and visitation; boost the market base for retail and restaurants; preserve the historic fabric of downtown; encourage the use of fire suppression systems, thereby reducing the chances of catastrophic fire impacting multiple buildings.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	150	150	150	150	150	150	150	150	150	150	1,500
<b>Capital Total</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,500</b>

**Operating Fund Impact:** Increase expected in tax revenues generated through higher tax base for rehabilitated property.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating	(3)	(6)	(9)	(12)	(15)	(18)	(21)	(24)	(27)	(30)	(165)
Debt Cost											
<b>Operating Total</b>	<b>(3)</b>	<b>(6)</b>	<b>(9)</b>	<b>(12)</b>	<b>(15)</b>	<b>(18)</b>	<b>(21)</b>	<b>(24)</b>	<b>(27)</b>	<b>(30)</b>	<b>(165)</b>

## Capital Improvement Program FY 2020-29

**Project Name:** Bell Tower Green Park

**Department:** Community Planning

**Project Description:** Partnership with private foundation and donors in the development of a downtown park. Funds would help match federal and state grants.

Outcomes the City hopes to achieve are: Catalytic project to enhance the downtown, provide much-needed greenspace for events, serve as a driver for tourism and future development of the downtown, and support mixed use redevelopment of the Empire Hotel.

**Proposed Funding Source:** 50% General Fund / 50% PARTF Grant

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	700										700
<b>Capital Total</b>	<b>700</b>	-	-	-	-	-	-	-	-	-	700

**Operating Fund Impact:** Unknown until definitive scope of project defined, but anticipate operational costs to maintain and upkeep the park seven days a week.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating			150	300	300	300	300	300	300	300	2,250
Debt Cost											-
<b>Operating Total</b>	-	-	150	300	300	300	300	300	300	300	2,250

## Capital Improvement Program FY 2020-29

**Project Name:** West End Transformation

**Department:** Community Planning

**Project Description:** This initiative, which would be focused in the West End Neighborhood, will help improve housing and neighborhood conditions by offering homeowners in the pilot area the opportunity to be eligible for deferred loans to use on exterior rehabilitation. If the program proves to be impactful on housing conditions and neighborhood appearance, it may be expanded to other areas in the future as funds are available.

Outcomes the City hopes to achieve are: Remove blight, improve overall living conditions, preserve and retain existing housing stock, enhance community appearance, promote a more positive impression of the neighborhood.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	400	400	400	400	400						2,000
<b>Capital Total</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	-	-	-	-	-	2,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Vocational Trade Program

**Department:** Community Planning

**Project Description:** This project will provide vocational training opportunities for at risk individuals specifically in our West End Community. This would be a partnership with the local community colleges and the county.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	20										20
<b>Capital Total</b>	<b>20</b>	-	-	-	-	-	-	-	-	-	20

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Main Street Infrastructure

**Department:** Community Planning

**Project Description:** The project includes streetscaping along approximately six blocks of North and South Main Street to provide traffic calming and improve pedestrian safety. Improvements such as wider sidewalks, additional lighting, new street trees, and spots for outside dining will help elevate the downtown as a sought-after destination, boosting commerce and tourism. Replacement or upgrades to underground water and sewer infrastructure and properly-sized tree pits will ensure long-term viability of the project.

**Proposed Funding Source:** General Fund Installment Financing

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING (in thousands)</b>											
Design											-
Construction			5,000	5,000	5,000	5,000					20,000
Other											-
<b>Capital Total</b>	-	-	5,000	5,000	5,000	5,000	-	-	-	-	20,000

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

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT (in thousands)</b>											
Operating											-
Debt Cost			250	880	1,130	1,760	1,760	1,760	1,760	1,760	11,060
<b>Operating Total</b>	-	-	250	880	1,130	1,760	1,760	1,760	1,760	1,760	11,060

## Capital Improvement Program FY 2020-29

**Project Name:** Dixonville Cemetery – Phase II

**Department:** Community Planning

**Project Description:** This project is to memorialize the individuals interred in the historic Dixonville Cemetery and to recognize the generations of families who were associated with the former Dixonville neighborhood and educated at Lincoln School. Phase I, completed FY18, enhances the streetscape on Old Concord Rd. Phase II will include improvements along the edge adjacent to the Fred P. Evans Pool site and a redevelopment plan for the Lincoln School.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other	200										200
<b>Capital Total</b>	<b>200</b>	-	-	-	-	-	-	-	-	-	<b>200</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Ketner Corner

**Department:** Community Planning

**Project Description:** Ketner Corner will recognize Food Lion founder and long-time community leader the late Ralph Ketner through public art, set within a pocket park. This will enhance the streetscape and provide a greenspace amenity for city residents and visitors.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		100									100
Other											-
<b>Capital Total</b>	-	100	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None



## Capital Improvement Program FY 2020-29

**Project Name:** Play Structure

**Department:** Parks & Recreation

**Project Description:** As the play structures age they must be replaced between 10-15 years to decrease liability likelihood and improve recreation opportunities for the community.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other	40	40	40	40	40	40	40	40	40	40	400
<b>Capital Total</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>400</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Grant Creek Greenway

**Department:** Parks & Recreation

**Project Description:** This project will design and construct a paved trail from Forestdale, near Catawba College, to Kelsey Scott Park located off Old Wilkesboro Road. This is a TAP (Transportation Alternatives Program) project with an 80/20 match.

**Proposed Funding Source:** 20% General Fund / 80% TAP

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	250	675									925
Other											-
<b>Capital Total</b>	<b>250</b>	<b>675</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>925</b>

**Operating Fund Impact:** Increased maintenance and mowing costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating			9	9	9	9	9	9	9	9	72
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>72</b>

## Capital Improvement Program FY 2020-29

**Project Name:** Rehabilitate City Lake Park

**Department:** Parks & Recreation

**Project Description:** The Lake at City Park is in need of improvements to correct the collection of silt, cracks in the dam/spillway, and mitigate some of the erosion around the area. The lake receives runoff from several parts of the city and needs to be dredged every 15-20 years depending on environmental issues and weather. The improvements would fix the dam, remove the buildup of silt, and possibly address other runoff and aesthetic issues at the facility.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	350	200									550
<b>Capital Total</b>	<b>350</b>	<b>200</b>	-	-	-	-	-	-	-	-	<b>550</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Train Station Second Platform

**Department:** Engineering

**Project Description:** The City’s portion of design and construction of a second platform at the Salisbury Depot to accommodate additional passenger and freight operations at this location. The City’s share is based on 10% of original estimated project cost of \$7.8 million. Project costs currently are projected to exceed \$14 million, but the City’s portion will not increase, and will be paid at completion of the project. The City will be responsible for on-going maintenance of the platform and bridge, per a municipal agreement with NCDOT.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction											-
Other		780									780
<b>Capital Total</b>	-	780	-	-	-	-	-	-	-	-	780

**Operating Fund Impact:** Some impact on operations through maintenance costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating		8	8	8	8	10	8	8	8	8	74
Debt Cost											
<b>Operating Total</b>	-	8	8	8	8	10	8	8	8	8	74

## Capital Improvement Program FY 2020-29

**Project Name:** Sidewalk near Salisbury Mall

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to construct sidewalks along Jake Alexander Boulevard and Statesville Boulevard. Construction began April 2019. Total offsetting CMAQ revenue is \$296,000. The project is over budget by \$312,633 and the contract will extend into FY20.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	503										503
Other											-
<b>Capital Total</b>	<b>503</b>	-	-	-	-	-	-	-	-	-	<b>503</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Newsome Road Bike Lanes and Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to widen Newsome Road between Stokes Ferry Road and Bringle Ferry Road. Project includes curb, gutter, and bicycle lanes on both sides, sidewalks on one side, storm drain, and a complete overlay of the street. Anticipate construction in the Summer of 2019.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	1,320	180									1,500
Other											-
<b>Capital Total</b>	<b>1,320</b>	<b>180</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,500</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Old Concord Road - Ryan Street to Jake Alexander Blvd Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) sidewalk project on one side of Old Concord Road, from Ryan Street to Jake Alexander Boulevard, will include curb, gutter, storm drain, and sidewalk. The project is current in the design phase. Anticipate easement acquisition to begin in Winter 2019/2020, with construction to follow in 2020/2021.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	235	155									390
Other											-
<b>Capital Total</b>	<b>235</b>	<b>155</b>	-	-	-	-	-	-	-	-	<b>390</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Street Light Improvements

**Department:** Engineering

**Project Description:** We plan to add 150 new street lights per fiscal year. Street lights within neighborhoods are installed by petition and scheduled in the order in which they are received. Petitions are not required for the addition of streetlights on major thoroughfares, which is addressed when there are no pending neighborhood petitions. After installation, the operations budget must be increased the same amount for the future year.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction											-
Other	33	33	34	35	35	36	37	38	38	39	358
<b>Capital Total</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>37</b>	<b>38</b>	<b>38</b>	<b>39</b>	<b>358</b>

**Operating Fund Impact:** Increased cost of Street Lighting charges.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating		33	66	99	134	169	205	242	280	318	1,548
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>33</b>	<b>66</b>	<b>99</b>	<b>134</b>	<b>169</b>	<b>205</b>	<b>242</b>	<b>280</b>	<b>318</b>	<b>1,548</b>



## Capital Improvement Program FY 2020-29

**Project Name:** Brenner Avenue Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) project to add sidewalk to the north side of Brenner Avenue. This project will include curb, gutter, storm drain from Statesville Blvd to Horah Street along with intersection improvement at Link and Brenner Aves.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	175	485									660
Other											-
<b>Capital Total</b>	<b>175</b>	<b>485</b>	-	-	-	-	-	-	-	-	<b>660</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** South Long Street Traffic Calming

**Department:** Engineering

**Project Description:** Coordinating with NCDOT resurfacing project to implement parts of the Innes and Long Complete Streets Plan. The project will include installation of crosswalks at key intersections, addition of bike lanes, and on-street parking along parts of the corridor. Changes to roadway cross-section will also require updates to traffic signal plans at Long and Bank, and Long and MLK Jr Ave which should help with traffic calming of the area.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	85										85
Other											-
<b>Capital Total</b>	<b>85</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** New Spoils Location

**Department:** Public Services - Streets

**Project Description:** The current location for our discarded materials is almost at capacity; therefore, the City needs to expand to a new location. The location will be divided into disposal sections (i.e., concrete busted with dirt, fill dirt, recycle roll-out carts, mulch, limbs and leaves).

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other					150						150
<b>Capital Total</b>	-	-	-	-	150	-	-	-	-	-	150

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Asphalt Resurfacing

**Department:** Public Services - Streets

**Project Description:** Each year, project funding will pave approximately seven lane miles, which provides for a 50-year resurfacing cycle. Without additional funding, this number will worsen as construction and material costs increase. A 25-year cycle is recommended; therefore, the City can invest in increased resurfacing as fiscally able.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	500	525	551	579	608	638	670	704	739	776	6,290
Other											-
<b>Capital Total</b>	<b>500</b>	<b>525</b>	<b>551</b>	<b>579</b>	<b>608</b>	<b>638</b>	<b>670</b>	<b>704</b>	<b>739</b>	<b>776</b>	<b>6,290</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Bridge Maintenance

**Department:** Public Services - Streets

**Project Description:** NCDOT will contract Engineers to do an inspection of all bridges. Once the inspections are complete, we apply for permitting to start the recommended repairs. Permitting approval could take up to one year for approval. The City is responsible for maintenance on five bridges. They are located on Arlington Street, Ryan Street, Shoher Bridge on Ellis Street, Bank Street, and Fisher Street. We are also responsible for two bridges on the greenway, which are built to withstand the weight of a small maintenance vehicle.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other			120		120		120		120		480
<b>Capital Total</b>	-	-	120	-	120	-	120	-	120	-	480

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** HVAC Replacements

**Department:** Facilities Management

**Project Description:** The City maintains an inventory of all HVAC equipment. Unit replacements are recommended based on age, maintenance demand, and changes in operations that impact the utilization of the unit. A replacement schedule is developed annually, with some HVAC unit replacements being deferred for several years. The inventory of aging units continues to increase.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	201	188	188	188	188	188	188	188	188	188	1,893
Other											-
<b>Capital Total</b>	<b>201</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>1,893</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Roof Replacements

**Department:** Facilities Management

**Project Description:** The City maintains an inventory of roof sections, type of assembly, and photos for all buildings. Audits are performed at each property on a three year rotation, which identifies maintenance issues to be addressed and determines recommendations for replacements. Roof replacements are scheduled based on age, condition of existing assembly, demand for repairs, and active leaks that continue to arise. Roof replacements have been deferred for several years; therefore, the inventory of aging roof assemblies continues to increase

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	151	287	400	309	309	309	309	309	309	309	3,001
Other											-
<b>Capital Total</b>	<b>151</b>	<b>287</b>	<b>400</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>3,001</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Fire Station 3

**Department:** Fire Department

**Project Description:** The City of Salisbury has purchased 1.75 acres of land on Mahaley Avenue to build a replacement of Fire Station 3, which will allow better coverage of a larger area. The existing station was built in 1957 and has reached the end of its useful life. Construction is estimated to begin April 2021, with completion around June 2022.

**Proposed Funding Source:** General Fund Installment Financing

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction		6,750									6,750
Other											-
<b>Capital Total</b>	-	6,750	-	-	-	-	-	-	-	-	6,750

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

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating				50	50	50	50	50	50	50	350
Debt Cost			191	382	382	382	382	382	382	382	2,865
<b>Operating Total</b>	-	-	191	432	432	432	432	432	432	432	3,215



## Capital Improvement Program FY 2020-29

**Project Name:** Thermal Imaging Camera

**Department:** Fire Department

**Project Description:** Thermal imaging cameras are utilized by firefighters to help locate trapped victims and locate the seat of a fire. Images also help detect the heat in rooms or buildings, which is an early indicator of flashover, as well as compromised structural members. The life span of a camera is five-six years, and at that point the core must be replaced. It is more cost effective to replace thermal imaging cameras at the end of their useful life, rather than replacing only the core.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other		10		10	10	10		10			50
<b>Capital Total</b>	-	10	-	10	10	10	-	10	-	-	50

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Hurst Hydraulic Tools

**Department:** Fire Department

**Project Description:** Hydraulic tools are used to extricate patients trapped or pinned in a vehicle as a result of an accident. Those tools are required by ISO to be carried on Rescue, Ladder, and Quint Trucks to receive maximum points. The quad pump has the ability to run multiple tools without losing a significant amount of cutting and spreading force. The goal is to have a patient removed from a vehicle and transported to a trauma unit within one hour, which is also referred to as the “golden hour”.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other					45			50			95
<b>Capital Total</b>	-	-	-	-	45	-	-	50	-	-	95

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Breathing Air Compressor

**Department:** Fire Department

**Project Description:** Breathing Air Compressors are utilized to fill the breathing air cylinders used by firefighters in emergency operations and training. The air must be grade D air that is monitored quarterly by the Department of Labor. As units age, the compressor begins to experience problems with compressor oil leaking internally into the system and often requires rebuilding or replacement to maintain safe breathing air.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other		100				100					200
<b>Capital Total</b>	-	100	-	-	-	100	-	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Rescue Air Bags

**Department:** Fire Department

**Project Description:** Rescue air bags are used to stabilize and lift heavy objects, vehicles, etc.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other			45								45
<b>Capital Total</b>	-	-	45	-	-	-	-	-	-	-	45

**Operating Fund Impact:** None



Water and Sewer Camera Van



Water and Sewer Water Tower



Water and Sewer Construction

**City of Salisbury**  
**10 Year Capital Improvement Program**

**Water & Sewer Fund**

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

Department	Project Name	Fiscal Year				
		2020	2021	2022	2023	2024
Administration	Maintenance Building Up fit (Cemetery Street)	100,000	-	-	-	-
Raw Water	Raw Water Pump Station Improvements					
	Raw Water Piping 24" Concrete Pipe	-	-	150,000	-	-
	Electrical System Upgrade	-	-	100,000	-	-
	Intake Wing Wall Rehab	-	-	220,000	-	-
Raw Water	Raw Water Reservoir Dredging	-	-	200,000	-	-
Raw Water	Raw Water NEW Raw Water Pump Station					
	New Raw Water Pump Station Design	-	-	3,953,000	-	-
	New Raw Water Pump Station Construction	-	-	-	7,906,000	7,906,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	-	-	-	-	-
Water Treatment Plant	Security Improvements	100,000	-	-	-	-
Water Treatment Plant	Water Treatment Plant Upgrades					
	Residuals Handling Upgrades	4,500,000	-	-	-	-
	Control Room Upgrade	-	2,000,000	-	-	-
	Finished Water Clearwell Storage	-	-	-	-	-
	Filter Upgrades	4,000,000	-	4,000,000	-	4,000,000
Water Distribution	Water Line Extensions					
	Water Extensions	250,000	250,000	250,000	250,000	250,000
	Granite Quarry Secondary Waterline	-	500,000	-	-	-
	Rockwell Secondary Waterline	-	500,000	-	-	-
Water Distribution	Water Line Rehab/Replacement	350,000	400,000	450,000	500,000	550,000
Water Distribution	Galvanized Service Replacement Program	-	-	-	-	-
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	-
Water Distribution	Water Distribution Asset Management Contingency	-	200,000	200,000	200,000	200,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	350,000	400,000	450,000	500,000	550,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation					
	Grant Creek Interceptor Rehab	500,000	500,000	1,000,000	1,000,000	1,000,000
	Town Creek Interceptor Rehab	-	-	-	-	-
	Crane Creek Interceptor Rehab	-	-	-	-	-
Sanitary Sewer Lift Stations	Upgrades & Eliminations					
	Eliminations (Hitachi LS)	-	600,000	-	-	-
	Eliminations (St Luke LS)	617,650	-	-	-	-
Wastewater Treatment Plant	WWTP Improvements					
	Grant Creek Influent Pump Station Replacement	5,650,000	5,650,000	5,650,000	-	-
	Town Creek Access Road Remote	-	500,000	-	-	-
	Septage Receiving Station	-	500,000	-	-	-
	Nutrient Removal Facility	-	-	-	-	-
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	-	250,000	250,000	250,000	250,000
		<b>16,667,650</b>	<b>12,500,000</b>	<b>17,123,000</b>	<b>10,856,000</b>	<b>14,956,000</b>

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

Department	Project Name	Fiscal Year					10 Year Total
		2025	2026	2027	2028	2029	
Administration	Maintenance Building Up fit (Cemetery Street)	-	-	-	-	-	100,000
Raw Water	Raw Water Pump Station Improvements	-	-	-	-	-	150,000
	Raw Water Piping 24" Concrete Pipe	-	-	-	-	-	100,000
	Electrical System Upgrade	-	-	-	-	-	220,000
	Intake Wing Wall Rehab	-	-	-	-	-	200,000
Raw Water	Raw Water Reservoir Dredging	-	-	-	-	-	3,953,000
Raw Water	Raw Water NEW Raw Water Pump Station	-	-	-	-	-	15,812,000
	New Raw Water Pump Station Design	-	-	-	-	-	6,000,000
	New Raw Water Pump Station Construction	-	-	-	-	-	100,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	3,000,000	3,000,000	-	-	-	4,500,000
Water Treatment Plant	Security Improvements	-	-	-	-	-	2,000,000
Water Treatment Plant	Water Treatment Plant Upgrades	-	-	-	-	-	2,000,000
	Residuals Handling Upgrades	-	-	-	-	-	4,500,000
	Control Room Upgrade	-	-	-	-	-	2,000,000
	Finished Water Clearwell Storage	-	2,000,000	-	-	-	2,000,000
	Filter Upgrades	-	-	-	-	-	12,000,000
Water Distribution	Water Line Extensions	-	-	-	-	-	2,500,000
	Water Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
	Granite Quarry Secondary Waterline	-	-	-	-	-	500,000
	Rockwell Secondary Waterline	-	-	-	-	-	500,000
Water Distribution	Water Line Rehab/Replacement	600,000	650,000	700,000	750,000	800,000	5,750,000
Water Distribution	Galvanized Service Replacement Program	-	1,000,000	1,000,000	2,000,000	-	4,000,000
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	2,000,000	2,000,000
Water Distribution	Water Distribution Asset Management Contingency	200,000	200,000	200,000	200,000	200,000	1,800,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	600,000	650,000	700,000	750,000	800,000	5,750,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation	-	-	-	-	1,000,000	5,000,000
	Grant Creek Interceptor Rehab	-	-	-	-	-	2,000,000
	Town Creek Interceptor Rehab	-	-	1,000,000	1,000,000	-	2,000,000
	Crane Creek Interceptor Rehab	1,000,000	1,000,000	-	-	-	2,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations	-	-	-	-	-	600,000
	Eliminations (Hitachi LS)	-	-	-	-	-	617,650
	Eliminations (St Luke LS)	-	-	-	-	-	
Wastewater Treatment Plant	WWTP Improvements	-	-	-	-	-	16,950,000
	Grant Creek Influent Pump Station Replacement	-	-	-	-	-	500,000
	Town Creek Access Road Remote	-	-	-	-	-	500,000
	Septage Receiving Station	-	-	-	-	-	12,000,000
	Nutrient Removal Facility	-	6,000,000	6,000,000	-	-	2,250,000
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	250,000	250,000	250,000	250,000	250,000	2,250,000
		<b>6,150,000</b>	<b>15,250,000</b>	<b>10,350,000</b>	<b>5,450,000</b>	<b>5,550,000</b>	<b>114,852,650</b>



## Capital Improvement Program FY 2020-29

**Project Name:** Maintenance Building Upfit (Cemetery St.)

**Department:** Administration

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	100										100
Other											-
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	<b>100</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Pump Station Improvements

**Department:** Raw Water

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction			470								470
Other											-
<b>Capital Total</b>	-	-	470	-	-	-	-	-	-	-	470

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Reservoir Dredging

**Department:** Raw Water

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other			200								200
<b>Capital Total</b>	-	-	<b>200</b>	-	-	-	-	-	-	-	<b>200</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** New Raw Water Pump Station

**Department:** Raw Water

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

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

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design			3,953								3,953
Construction				7,906	7,906						15,812
Other											-
<b>Capital Total</b>	-	-	3,953	7,906	7,906	-	-	-	-	-	19,765

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

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operation											-
Debt Cost				394	1,391	1,391	1,391	1,391	1,391	1,391	8,740
<b>Operating Total</b>	-	-	-	394	1,391	1,391	1,391	1,391	1,391	1,391	8,740

## Capital Improvement Program FY 2020-29

**Project Name:** Raw Water Reservoir (30MG)

**Department:** Raw Water

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

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

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											
Construction						3,000	3,000				6,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	3,000	3,000	-	-	-	6,000

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

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost						150	528	528	528	528	2,262
<b>Operating Total</b>	-	-	-	-	-	150	528	528	528	528	2,262

## Capital Improvement Program FY 2020-29

**Project Name:** Water Plant Security Improvements

**Department:** Water Treatment Plant

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	100										100
Other											-
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	<b>100</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Water Plant Upgrades

**Department:** Water Treatment Plant

**Project Description:** Improvements include rehabilitating or bypassing the sedimentation basins in order to improve operational efficiencies. Other upgrades include an improved residual handling facility, upgrades to the control room, and the addition of a finished water clearwell.

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

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	8,500	2,000	4,000		4,000		2,000				20,500
Other											-
<b>Capital Total</b>	<b>8,500</b>	<b>2,000</b>	<b>4,000</b>	<b>-</b>	<b>4,000</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,500</b>

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

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost	212	798	1,024	1,276	1,376	1,628	1,678	1,804	1,804	1,804	13,404
<b>Operating Total</b>	<b>212</b>	<b>798</b>	<b>1,024</b>	<b>1,276</b>	<b>1,376</b>	<b>1,628</b>	<b>1,678</b>	<b>1,804</b>	<b>1,804</b>	<b>1,804</b>	<b>13,404</b>

## Capital Improvement Program FY 2020-29

**Project Name:** Water Extensions

**Department:** Water Distribution

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	250	1,250	250	250	250	250	250	250	250	250	3,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>1,250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>3,500</b>

**Operating Fund Impact:** None



## Capital Improvement Program FY 2020-29

**Project Name:** Water Line Rehab/Replacement

**Department:** Water Distribution

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	350	400	450	500	550	600	650	700	750	800	5,750
Other											-
<b>Capital Total</b>	<b>350</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>750</b>	<b>800</b>	<b>5,750</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Galvanized Service Replacement Program

**Department:** Water Distribution

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction							1,000	1,000	2,000		4,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	-	1,000	1,000	2,000	-	4,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Elevated Water Storage Tanks

**Department:** Water Distribution

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction										2,000	2,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	-	-	-	-	2,000	2,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Asset Management Contingency

**Department:** Water Distribution

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction		200	200	200	200	200	200	200	200	200	1,800
Other											-
<b>Capital Total</b>	<b>-</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,800</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Sanitary Sewer Extensions

**Department:** Sanitary Sewer Collections

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	250	250	250	250	250	250	250	250	250	250	2,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>2,500</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

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

**Department:** Sanitary Sewer Collections

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	350	400	450	500	550	600	650	700	750	800	5,750
Other											-
<b>Capital Total</b>	<b>350</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>750</b>	<b>800</b>	<b>5,750</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Sanitary Sewer Interceptor Rehabilitation

**Department:** Sanitary Sewer Collections

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	500	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000
Other											-
<b>Capital Total</b>	<b>500</b>	<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>9,000</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Lift Stations Upgrades & Eliminations

**Department:** Sanitary Sewer Lift Stations

**Project Description:** Sanitary sewer lift stations create a single point of failure and often limit capacity in the collection system, with higher operational and maintenance costs. When possible, lift stations are eliminated through the installation of gravity sewer extensions. Hitachi (FY19) and St. Luke's (FY20) are scheduled for elimination. Crane Creek lift station cannot be eliminated and is currently under design for improvements that will increase efficiency and capacity, as well as operational redundancy.

**Proposed Funding Source:** Water & Sewer Fund

Water & Sewer Revenue Bonds (20 years)

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	618	600									1,218
Other											-
<b>Capital Total</b>	<b>618</b>	<b>600</b>	-	-	-	-	-	-	-	-	<b>1,218</b>

**Operating Fund Impact:** Replace aging infrastructure, increase capacity, regulatory compliance. Net positive impact on operational costs. Some impact on operations through higher debt service costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating	(12)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(255)
Debt Cost	30	107	107	107	107	107	107	107	107	107	993
<b>Operating Total</b>	<b>18</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>738</b>



## Capital Improvement Program FY 2020-29

**Project Name:** Wastewater Treatment Plant Improvements

**Department:** Wastewater Treatment Plant

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

Projects include:

- Grant Creek influent pump station and headworks replacement
- Town Creek access road re-route
- Septage receiving station
- Nutrient removal upgrades

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

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	5,650	6,650	5,650				6,000	6,000			29,950
Other											-
<b>Capital Total</b>	<b>5,650</b>	<b>6,650</b>	<b>5,650</b>	-	-	-	<b>6,000</b>	<b>6,000</b>	-	-	<b>29,950</b>

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

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost	447	1,579	1,579	1,579	1,579	1,579	1,878	2,635	2,635	2,635	18,125
<b>Operating Total</b>	<b>447</b>	<b>1,579</b>	<b>1,579</b>	<b>1,579</b>	<b>1,579</b>	<b>1,579</b>	<b>1,878</b>	<b>2,635</b>	<b>2,635</b>	<b>2,635</b>	<b>18,125</b>

## Capital Improvement Program FY 2020-29

**Project Name:** Asset Management Contingency

**Department:** Wastewater Treatment

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

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		250	250	250	250	250	250	250	250	250	2,250
Other											-
<b>Capital Total</b>	-	250	250	250	250	250	250	250	250	250	2,250

**Operating Fund Impact:** None



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# Debt Management Program

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**DEBT MANAGEMENT PROGRAM**

**OUTSTANDING DEBT**

As of June 30, 2019, the City of Salisbury will have \$55,164,062 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
Installment Purchases	<u>\$ 10,448,502</u>
Water and Sewer Fund:	
Revenue Bonds	\$ 18,647,690
Capital Leases/Installment Purchases	1,961,870
State Clean Water Revolving Loans	<u>610,000</u>
	<u>\$ 21,219,560</u>
Fibrant Communications Fund:	
Installment Purchases	<u>\$ 23,380,000</u>
HUD Fund:	
Section 108 Loan	<u>\$ 116,000</u>
Total	<u>\$ 55,164,062</u>

**General Fund/General Fund Capital Reserve Fund**

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

	<b>Balance</b>
	<b><u>June 30, 2019</u></b>
\$3,565,680 Installment Purchase Contract for construction and facilities improvements, rate of 3.83%, issued May 2006, payable in 30 semi-annual payments of \$118,856 principal plus interest, maturing serially to 2021	\$ 475,424
\$2,417,601 Installment Purchase Contract to purchase telecommunications equipment, rate of 1.85%, issued August 2013, payable in 20 semi-annual payments of \$120,880 principal plus interest, maturing serially to 2024	1,087,921
\$1,962,188 Installment Purchase Contract to purchase new fire trucks, rate of 2.68%, issued March 2018, payable in 12 semi-annual payments of \$165,515 principal plus interest, maturing serially to 2024	1,635,157
\$7,500,000 Installment Purchase Contract for construction of Fire Station 6 dated September 2018, interest rate 3.17%, payable in 30 semi-annual payments of \$250,000 principal plus interest, maturing serially to 2034	<u>7,250,000</u>
	<u>\$ 10,448,502</u>

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

<b>Year Ending</b>	<b>Installment Purchases</b>	
	<b>June 30,</b>	
	<b>Principal</b>	<b>Interest</b>
2020	1,306,503	302,689
2021	1,306,503	264,479
2022	1,068,791	228,458
2023	1,068,791	199,309
2024	947,911	170,160
2025	500,000	146,613
2026	500,000	130,763
2027	500,000	114,913
2028	500,000	99,063
2029	500,000	83,213
2030	500,000	67,363
2031	500,000	51,513
2032	500,000	35,663
2033	500,000	19,813
2034	250,000	3,963
Totals	<u>\$ 10,448,502</u>	<u>\$ 1,917,972</u>

### **Water and Sewer Fund**

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

	<b>Balance</b>
	<b><u>June 30, 2019</u></b>
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 2,819,690
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2025	2,853,000
Revenue Bonds Water and Sewer Series 2010, average rate of 3.0425%, issued November 2010, maturing serially to 2027	9,010,000
Revenue Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	<u>3,965,000</u>
	<u>\$ 18,647,690</u>

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

Fiscal Year	Gross Revenues (1)	Operating Expenditures (2)	Net Revenues Available for	Debt Service Requirements		Coverage Ratios	
			Revenue Bond Debt Service	Parity Debt (3)	All Debt	Parity Debt	All Debt
2016	23,734,822	14,690,866	9,043,956	3,012,537	5,218,769	300.21%	173.30%
2017	26,102,355	15,191,893	10,910,462	3,004,086	4,895,495	363.19%	222.87%
2018	25,807,649	16,387,723	9,419,926	3,010,952	4,132,963	312.86%	227.92%

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

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at the City’s cost of \$20,258,125. The future minimum lease payments at June 30, 2019, total \$1,380,290, including \$128,673 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

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

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

	<b>Balance June 30, 2019</b>
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued November 1989, revised May 1, 2003, to 3.43%, maturing serially to 2020	\$ 150,000
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 2000, maturing serially to 2020	<u>460,000</u>
	<u>\$ 610,000</u>

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

Year Ending June 30,	Revenue Bonds		Clean Water Bonds		Captl Leases/Instmt Purchases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020	2,107,251	753,838	610,000	15,860	368,730	44,401	3,085,981	814,099
2021	2,188,586	674,721	-	-	348,730	35,209	2,537,316	709,930
2022	2,280,461	582,587	-	-	338,730	27,130	2,619,191	609,717
2023	2,374,898	486,362	-	-	338,730	19,655	2,713,628	506,017
2024	2,480,920	385,962	-	-	190,203	12,180	2,671,123	398,142
2025	2,577,550	280,842	-	-	125,583	8,684	2,703,133	289,526
2026	2,142,813	182,801	-	-	125,583	5,789	2,268,396	188,590
2027	2,010,210	92,587	-	-	125,583	2,895	2,135,793	95,482
2028	485,000	11,737	-	-	-	-	485,000	11,737
Totals	<u>\$ 18,647,689</u>	<u>\$ 3,451,437</u>	<u>\$ 610,000</u>	<u>\$ 15,860</u>	<u>\$ 1,961,872</u>	<u>\$ 155,943</u>	<u>\$ 21,219,561</u>	<u>\$ 3,623,240</u>

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**Fibrant Communications Fund**

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

	<b>Balance</b> <b><u>June 30, 2019</u></b>
Installment Purchase Refunding, issued December 2008, revised July 2018, rate 3.84%, maturing serially to 2029	<b><u>\$ 23,380,000</u></b>

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

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

<b>Year Ending</b>	<b>Installment Purchases</b>	
<b>June 30,</b>	<b>Principal</b>	<b>Interest</b>
2020	1,965,000	897,792
2021	2,040,000	822,336
2022	2,120,000	744,000
2023	2,200,000	662,592
2024	2,280,000	578,112
2025	2,370,000	490,560
2026	2,460,000	399,552
2027	2,555,000	305,088
2028	2,655,000	206,976
2029	2,735,000	105,024
Totals	\$ 23,380,000	\$ 5,212,032

**Special Revenue Fund**

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

Future maturities and interest are:

<b>Year Ending</b>	<b>HUD Section 108 Loan</b>	
<b>June 30,</b>	<b>Principal</b>	<b>Interest</b>
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
Totals	\$ 116,000	\$ 11,264

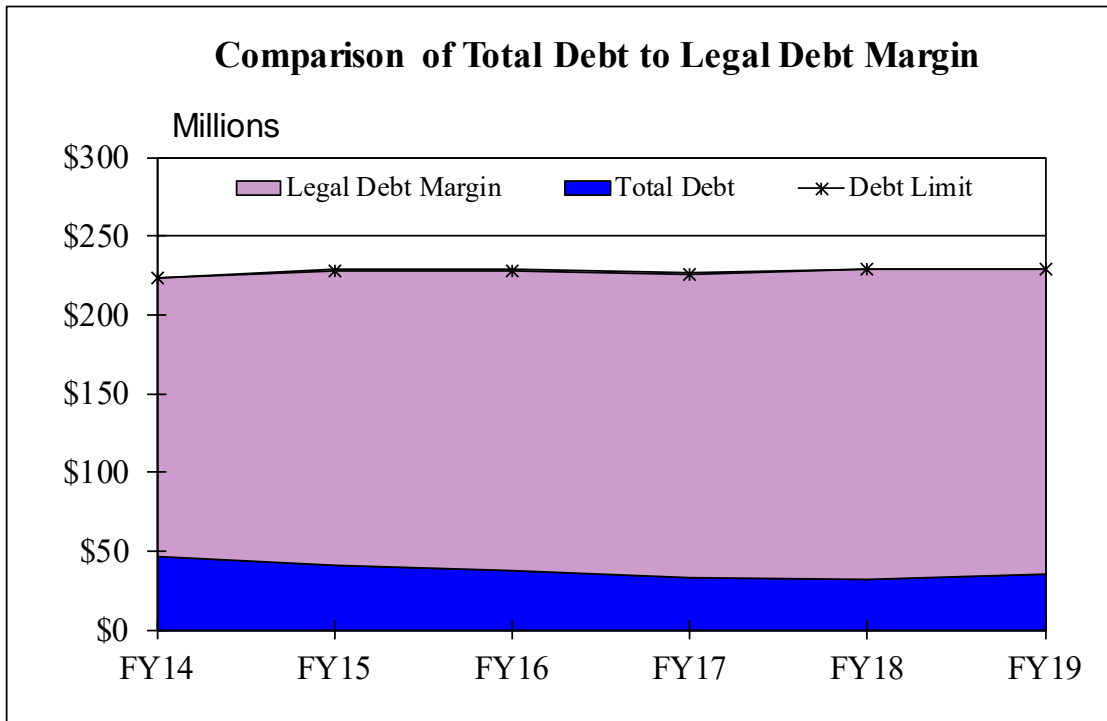


**PROPOSED DEBT**

The City of Salisbury anticipates issuing a Revenue Bond during FY2019-2020 for both water and wastewater capital projects. These projects include the Grants Creek wastewater treatment facility improvements, which consists of new head works, grit removal, flow equalization and pump stations; St. Luke’s lift station and force main upgrades; water treatment plant residuals handling upgrades; and filter upgrades at the water treatment plant. The City plans to issue revenue bonds totaling \$26,067,650 in the second half of FY2019-2020 for these projects. The first payment for this debt issuance is not anticipated to be paid until FY2020-2021.

**LEGAL DEBT MARGIN**

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



**Computation of Legal Debt Margin at June 30, 2019:**

Debt limit: Total assessed value of \$2,867,837,635 x 8%	\$ 229,427,011
Amount of debt applicable to debt limit:	
Total certificates of participation	23,380,000
Fibrant Communications Fund	23,380,000
Total capitalized lease obligation	12,410,372
General Fund	10,448,502
Water & Sewer Fund	1,961,870
	<u>35,790,372</u>
<b>LEGAL DEBT MARGIN</b>	<u><b>\$ 193,636,639</b></u>

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**DIRECT AND OVERLAPPING DEBT**

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2018.

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes: Rowan County	\$ 71,036,675	23.05%	\$ 16,372,811
City of Salisbury direct debt			<u>4,235,005</u>
Total direct and overlapping debt			<u>\$ 20,607,816</u>

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

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



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# Budget Ordinance

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**BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2019, AND ENDING JUNE 30, 2020**

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, 2019, and ending June 30, 2020, 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	\$ 466,274
Management and Administration	1,153,286
Communications	472,156
Human Resources	1,394,337
Financial Services	1,418,467
Business Services	474,096
Planning & Community Development	2,181,762
Information Technology	1,532,828
Development Services	540,195
Code Services	386,067
Downtown Development	365,303
Facilities Maintenance	315,610
Central City Buildings	1,145,769
Plaza	598,138
Police Services	2,878,983
Police Administration	1,368,447
Police Operations	5,569,890
Fire Department	7,224,747
Telecommunications	664,867
Traffic Operations	258,328
Street Lighting	531,147
Transportation	633,564
Engineering	3,711,715
Public Services Administration	293,263
Streets	2,278,304
Solid Waste	1,647,662
Waste Management - Other	494,174
Cemetery	101,917
Grounds Maintenance	1,162,452
Parks and Recreation	1,525,627
Fleet Management	1,123,623
Education	40,000
Fibrant Support	2,400,000
Contingency Expenses	38,000
Debt Service	<u>1,119,046</u>
TOTAL GENERAL FUND	<u>\$ 47,510,044</u>

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

Utilities Mgt. and Administration	\$ 6,572,159
Plant Operations-Water Treatment	2,252,211
Systems Maintenance	6,798,178
Environmental Services	626,349
Plant Operations-Wastewater Treatment	4,461,997
Meter Services	715,898
Water and Sewer Debt Service	<u>3,900,072</u>
TOTAL WATER AND SEWER FUND	<u>\$ 25,326,864</u>

(3) That for said fiscal year there is hereby appropriated out of the TRANSIT FUND for the purpose of operating Salisbury's Transit System, the sum of

\$ 1,405,361

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

\$ 2,318,296

(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

\$ 446,992

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

\$ 3,858,000

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

\$ 1,883,400

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

\$ 156,890

(9) That for the 2019-20 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

\$ 320,017

(10) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and down payment assistance, the sum of

\$ 152,778

Section 2. Revenue Estimates

The City Council has and does estimate that the following revenues will be available during the fiscal year beginning July 1, 2019 and ending June 30, 2020:

General Fund:	
Taxes	\$ 22,141,484
Unrestricted governmental	10,979,000
Restricted governmental	3,790,301
Charges for services	7,498,920
Miscellaneous	576,793
Other financing sources	<u>2,523,546</u>
Total revenues and other financing sources	<u>\$ 47,510,044</u>
Water and Sewer Fund:	
Operating revenues	\$ 24,666,864
Nonoperating revenues	250,000
Other financing sources	<u>410,000</u>
Total revenues	<u>\$ 25,326,864</u>
Transit Fund:	
Charges for services	\$ 132,750
Intergovernmental revenues	639,047
Other financing sources	<u>633,564</u>
Total revenues and other financing sources	<u>\$ 1,405,361</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,988,290
Nonoperating revenues	45,000
Other financing sources	<u>285,006</u>
Total revenues and other financing sources	<u>\$ 2,318,296</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 414,992
Miscellaneous	<u>32,000</u>
Total revenues and other financing sources	<u>\$ 446,992</u>
Fibrant Communications Fund:	
Operating revenues	\$ 1,438,000
Nonoperating revenues	20,000
Other financing sources	<u>2,400,000</u>
Total revenues	<u>\$ 3,858,000</u>
Stormwater Fund:	
Total revenues	<u>\$ 1,883,400</u>
Stormwater Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 156,890</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 290,017
Miscellaneous	<u>30,000</u>
Total revenue	<u>\$ 320,017</u>
Rental Rehab:	
Total revenue	<u>\$ 152,778</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, 2019 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)

-- \$	.7169
-- \$	<u>.0027</u> (clerical error FY19)
-- \$	.7196

Municipal Service District:

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

-- \$ .176

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$3,078,560,000 for General Fund purposes.

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

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

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

Section 5. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2019 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

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

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

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

	Fee
<b>ADMINISTRATION</b>	
Sale of Salisbury Code of Ordinances-soft book binder	\$238.64
Sale of Salisbury City Council meeting recording	\$2 per CD
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing
 <b>COMMUNITY PLANNING SERVICES</b>	
<i>Development Services</i>	
Zoning Board of Adjustment:	
Administrative appeal	\$300
Variance	\$300
Conditional District Petition or General Development Overlay:	
Adoption	\$1,000
Amendment	\$750
Revisions	\$50
District Map & Text Amendment Petition	
Land Development Ordinance Map Amendment (Rezoning)	\$600
Land Development Ordinance Text Amendment	\$600
Vested Rights Extension	\$600 without rezoning
Notifications/Mailing:	
1 - 20	\$25
21 - 50	\$75
51 - 100	\$150
Greater than 100	\$300
After-the-fact Certificate of Appropriateness (HPC)	\$250
Major Site Plan Review	\$500
Minor Site Plan Review	\$150
Alternate Methods of Compliance	\$50
Special Use Permit	\$500
Zoning Permit for New Single Family	\$50 (House <5 DU)
Zoning Permit for New Multi-family	\$150
Zoning Permit for New Non-residential	\$300
Zoning Permit for Addition, Accessory, Upfit of Residential	\$25
Zoning Permit for Addition, Accessory, Upfit of Non-residential	\$100
Zoning Verification Letter	\$60
Predevelopment Permit for Site Grading (LIA)	\$100
Predevelopment Permit for Site Grading (HIA)	\$300
New Telecommunications Tower Special Use Permit Application	\$5,000
Height Addition of Existing Telecommunications Tower Application	\$1,500
Sidewalk Dining Permit (Annually)	\$10
Special Event Permit	\$50
Temporary Sign Permit	\$25
Permit for Sign Panel / Face Change	\$50
Permit for New Wall, Canopy, Proj., Ground Sign	\$100
Temporary Use Permit	\$50
Temporary Construction Tractor	\$25



	Fee
Tree Removal Permit	\$10
Home Occupation	\$50
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	\$24 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking	\$1 per foot annually
<b>Code Enforcement</b>	
Nuisance abatement	Mobilization fee \$250 + contractor & landfill costs
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$250 + \$100 for every hour or portion thereof + associated landfill fees Not less than \$500
Second violation within 12 months by the same owner at the same location	Not less than \$500
Demolition or Moving Permit Application Fee	\$50
Failure to obtain a Demolition Permit	\$200
<b>ENGINEERING</b>	
Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Special Exception	\$200
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25
Engineering Plan Review Fee (Utility Only - New Construction)	\$200
Engineering Plan Review Fee (Utility Only- Upfit)	\$100
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$200
Field Inspections of Water Lines	\$1 per ft
Field Inspections of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20
<b>TRAFFIC OPERATIONS</b>	
Traffic Count	\$15 per counter per day
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour

**POLICE**

	<u>Fee</u>
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/scanned page; minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Handicapped Parking Violation	\$250
Pool Hall Permits	\$100
Taxi permits - one time only	\$15
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
False Alarms (Security and Fire):	
First Two False Alarms in 12 Month Period	Free from 1st Date
False Alarms 3 - 5 within 12 month period	\$50 per Alarm
False Alarms 6 - 7 within 12 month period	\$100 per Alarm
False Alarms 8 - 9 within 12 month period	\$250 per Alarm
False Alarms 10 or more within 12 month period	\$500 per Alarm
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20
Parade, Picket Line, or Group Demonstration Permit Application Fee	\$25

**FIRE**

HazMat/Material Recovery	Actual Cost including equipment
Copies of Reports (First report is free to victims)	\$0.10 per copy/scanned page; minimum of \$1
Lifting Assistance	\$250 per Call
Lifting Assistance Standby	\$95 per Hour Stand-by

**SPECIAL OPERATIONAL USE PERMITS**

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

Blasting Permit:	
30 day permit	\$100
2 day permit (48 hours)	\$45
Burning Permit:	
Commercial	\$25
Residential	No charge
Exhibit and Trade Show	\$25
Festivals (fairs, carnivals, etc.)	
Large Festival:	\$175
1. Festival with an attendance of more than 6,000 on any given day or	
2. Outdoor circus or carnival	
Small Festival:	\$50
1. Festival with an attendance of 6,000 or less each day or	
2. Indoor circus or carnival	
Firework/Pyrotechnic Display (per display)	\$200

	Fee
Fumigation or Thermal Insecticidal Fogging	\$25
Special Amusement Building	\$25
Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)	\$25
Tent, Structure or Stand for Fireworks Sales:	
21 day permit	\$500
7 day permit	\$200
Other Not Listed	\$25
After Hours Inspection (inspections conducted outside of normal work hours)	\$50
*Late Application Fee	\$50
<p>*A fee will be added to certain Special Operational Use Permits if the application is not submitted 14 days prior to the event. The Special Operational Use Permit applications include Exhibit and Trade Shows; Large Festivals; Small Festivals; Fireworks Displays; Special Amusement Buildings; Tent or Air Supported Structures; and Tent, Structure or Stand for Fireworks Sales.</p>	
<b>FIRE DEPARTMENT CONSTRUCTION PERMITS</b>	
<p>Construction permits are required by the NC Fire Code to install or modify the following systems or equipment. Any person that commences any work before obtaining the necessary permit will be charged double permit fees and subject to civil citations and being reported to the NC State Board of Examiners.</p>	
Automatic Fire-Extinguishing System:	
Installation	\$60
Renovation/Modification	\$50
Automatic Sprinkler System:	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Standpipe System (Not part of a sprinkler system):	
Installation	\$50
Renovation/Modification	\$50
Fire Alarm and Detection System:	
(Includes devices tied into fire alarm system)	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Door Locking Devices:	
(Access-controlled egress, delayed egress, & special locking devices)	
Installation	\$60
Renovation/Modification	\$50
Two-way Communication System:	
(Area of Rescue Assistance)	
Installation	\$60
Renovation/Modification	\$50
Fire Pumps and Related Equipment:	
Installation	\$60
Renovation/Modification	\$50
Private Fire Hydrants (per unit):	
Installation	\$60
Renovation/Modification	\$50
Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)	
Abandon, Remove, Place Temporarily out of Service, or Close	\$50
Flammable and Combustible Liquids Storage Tanks:	
* Tank Installation- (per tank)	\$60

	Fee
Removal or Place out of Service- (per tank)	\$50
* If electrical circuitry is involved then an electrical permit must also be obtained	
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated by	\$60
<b>MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES</b>	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$150
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$200
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	
	\$150
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement Cost
Plans Review:	
Plans review shall be based on the following computations for construction :	
A = Total Gross Building Floor Area of Construction	
B = Fee per Square Foot (from table below)	
Total Gross Building Floor Area of Construction (square feet)	
0 - 5,000	A x B = Permit Fee
5,001 - 15,000	(A x B x 0.75) + (1,250 x B) = Permit Fee
15,001 and above	(A x B x 0.50) + (5,000 x B) = Permit Fee
Building:	
Residential	\$0.05
Storage	\$0.035
Assembly	\$0.06
Institutional	\$0.06
Business	\$0.06
Mercantile	\$0.05
Hazardous	\$0.05
Factory/Industrial	\$0.04
Educational	\$0.065

**PUBLIC SERVICES**

***Street Division***

Installation and Removal of curbing, driveways, storm drains, and sidewalks Actual Cost plus 10%

***Solid Waste***

Bulky Item Collection Fees:

Furniture (per Item)	\$5
White Goods (per Item)	\$25
Scrap Metal (per Pick-up Load)	\$20

	Fee
Mattress	\$20
Box Springs	\$10
Miscellaneous Items (per Pick-up Load)	\$25
Items Requiring Use of Backhoe	\$50
Bulk Brush Removal Minimum Charge (applies to loads over a truck load)	\$50
Charges for specific cases will be calculated by Public Works Director or designee based on site visit.	
<b>All fees must be paid in advance of service.</b>	
<b><i>Fleet Management</i></b>	
Repair of Rowan Transit System Fleet and Trolley Fleet	\$65.41/hour
Repair of Hazardous Material Van:	
Labor	\$65.41/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%
<b><i>Cemetery</i></b>	
Burial-adult	\$900
Burial-infant	\$450
Disinterment - Adult	\$1,800
Disinterment - Infant	\$900
Interments - two--one grave-adult	\$950
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$450
Interment - Crematory remains placed inside of marker or scattered	\$25
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement)	\$25
Funeral processions entering cemetery after 3:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends	\$300
Funeral processions entering cemetery on holidays	\$450
Monument installation permit	\$25
Deed Change	\$25
Cemetery Lot Fee Schedule:	
Adult, City resident	\$800
Adult, non-City resident	\$1,000
Infant, City resident	\$400
Infant, non-City resident	\$600
Columbaria fees:	
Niche, City resident	\$1,350
Niche, non-City resident	\$1,550
Weekday Inurnment fee	\$150
Weekend Inurnment fee	\$300
<b><i>Grounds Maintenance</i></b>	
Cooperative tree planting on public right-of-way	Actual cost of tree + 10%



	Fee
Hurley Park Gazebo rental	\$150 security deposit; \$50 refundable
Robertson Eastern Gateway	\$150 security deposit; \$50 refundable
Bell Tower/ Temple Gazebo	\$150 security deposit; \$50
Advertising Fees	
Salisbury Community Park	\$600 initial fee; \$300 annual renewal
Salisbury Greenway	\$1000 - \$5000
Athletic Fields	
Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.	
Youth & Adult Softball/Baseball	
Fee	\$20/ hr
Additional per hour charge for lights	\$25
Field Prep Fee	\$60
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$150
1 day / 2 fields	\$300
2 day / 2 fields	\$600
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$200
1 day / all fields	\$1,000
2 day / all fields	\$2,000
Non-refundable deposit of 50% of day rate or \$200	
Rate includes field preparation and lighting	
Additional preparation fee per field	\$60
Inclement weather prep	
Field Conditioner (per bag)	\$15
Staff time (per hour per staff fee)	\$40
Soccer	
Flat Fee	\$25/hr
Field Prep Fee	\$60
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
Rate Includes: 1 field & 1 field prep	
Football	
Flat Fee	\$25/hr
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
Tennis	
Key card access	\$5
Court Reservation (Two Courts - Max of Four)	\$25

Special Event Permits	<u>Fee</u>
1 Day	\$50
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day

***Park Avenue Community Center \****

Multi-purpose room & kitchen (Kitchen is light use only-not Commerical)	
Non-profit organizations	\$40 per hour + \$50 deposit
4 hours or less Rental	\$70 per hour + \$50 deposit
4 hours + All Day Rental	\$300 + \$50 deposit

Note: \*Two (2) hour minimum for rentals

***West End Community Center***

Conference Room	\$50/hr
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**UTILITY ENGINEERING**

Engineering, Consulting, and Technical Services	
Project Manager - Professional Engineer	\$100/hr
Civil Engineer	\$75/hr
Engineering Technician	\$50/hr
Construction Inspector	\$50/hr
Survey Field Crew (2 person)	\$75/hr
Clerical	\$25/hr
Set of Bid Documents, each	\$50
Utility Location Maps	
Paper Document	\$15
Digital Format	
CD Disk, each	\$20
DVD Disk, each	\$20
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20

**BUSINESS AND FINANCIAL SERVICES**

Accounts Receivable - Not billed on Utility bill (30 days past-due)	1.5% per month
Accounts Receivable - Billed on Utility Bill (24 days after billing)	1.5% per month
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1/ \$1 extra for mailing
Copy of reports/files	Actual cost of supplies and mailing



**TELECOMMUNICATIONS**

	Fee
Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$150
Fleet Map Build	\$250
Radio Diagnostic	\$90
Repair (Hourly rate)	\$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60
Equipment Installation:	
Cost per hour	\$65.41
Parts	Actual Cost + 20%

**SCHEDULE A  
CASH DEPOSITS**

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

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

**SCHEDULE B**

**METER INSTALLATION AND SEWER CONNECTION CHARGES**

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- (a) Three-fourths-inch residential water tap:
  - ¾” Water tap - SRU installed \$2,275
  - ¾” Water tap - Developer installed \$350
  - ¾” Water tap - Crescent \$1,150
- (b) One-inch residential water tap \$2,675
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1”, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections:
  - 4” Sewer tap - SRU Installed \$1,975
  - 4” Sewer tap – Developer Installed\*: \$250

\*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Disconnection/Reconnection fee for non-payment during business hours \$50
- (h) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) \$50
- (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$50  
Turn on or off after hours; shall be applied to utility bill if not prepaid \$100
- (j) Unauthorized use of fire protection system \$100
- (k) Fire protection system testing (per test) \$50
- (l) Meter reinstallation charge (per meter) \$35
- (m) Inspection fee (per connection)
  - Water or sewer connection \$45
  - Backflow \$45
  - Re-inspection of either water, sewer, or backflow \$20
- (n) Should a property owner request an existing service connection be replaced 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 the City will invoice underpayments to the developer.
- (p) The City’s charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check. There will be no convenience fees charged on any credit/debit card payments.  
Water Service renewal fee shall be charged on the basic labor, material, and overhead costs, not to exceed the fee of a residential ¾” Water top – SRU installed.
- (q) Sewer Lateral Transfer (transfers from private to public): \$1,945  
Sewer lateral transfer covers the expense of materials, equipment and labor to renew the existing tap from the edge of the property right-of-way to the public sewer system. The fee is one-time only and once the work is performed, the ownership and responsibility to maintain the lateral downstream of the cleanout belongs to the City. Payment, in full, must be received prior to commencing work.

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|---|--|
| <p>(r) Private Sewer Lateral Repair (in ROW, lateral remains private):<br/>                 Private Sewer Lateral Repair covers the expense of materials, equipment and labor to excavate and install a cleanout at the right-of-way of the private sewer lateral. Once installed, the City can inspect the portion of the sewer lateral and advise the property owner of the condition. The property owner can elect to transfer the lateral to the City with no refund of remaining balance, or elect to receive a refund of the fee less time and materials. Payment, in full, must be received prior to commencing work; refund based on completion of work and submittal of summary cost sheets. Refund may take up to two weeks to process.</p> | Time & Materials<br>not to exceed<br>\$1,975 |
| <p>(s) Recycling fee</p>  | \$4.53/Month                                 |
| <p>(t) Landfill fee</p>   |  |
| <p>(1) Residential (per container)</p>  | \$4.84/Month                                 |
| <p>(2) Commercial (per container)</p>   | \$8.62/Month                                 |
| <p>(u) Waste collection fee</p>   |  |
| <p>(1) Residential (per container)</p>  | \$8.75/Month                                 |
| <p>(2) Commercial (per container)</p>   | \$11/Month                                   |
| <p>(3) Removal of containers for nonpayment</p>   | \$25   |
| <p>(v) Stormwater fee</p>   |  |
| <p>(1) Residential</p>  | \$4/Month                                    |
| <p>(2) Commercial/Industrial per ERU with a minimum of one ERU<br/>                 (Capped at \$2,500/month)</p>   | \$4/Month                                    |
| <p>(w) Unauthorized reconnection fee (tampering charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment or illegally connecting a meter in vacant status.)</p>  | \$100  |
| <p>(x) Locking Devices Cut or Damaged</p>   | \$20   |
| <p>(y) Metering infrastructure (meters, meter boxes, yokes, endpoints, etc.) damaged through intentional or deliberate action shall be charged on the basis of labor, material, equipment, and overhead costs at then prevailing or established rates. Accidental damage shall be charged at actual replacement costs of the equipment.</p>   |  |

**SCHEDULE C  
 WATER SERVICE CHARGES**

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

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$4.15
	1" =	\$6.15
	1-1/2" =	\$9.47
	2" =	\$13.46
	3" =	\$26.10
	4" =	\$44.72
	6" =	\$95.92
	8" =	\$162.42
	10" =	\$255.52
	12" =	\$335.32
	16" =	\$667.82

Volume charge per 100 cubic feet:

Raw water	\$0.78
Finished, potable water	\$3.99
Southern Power	\$2.01

**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. Such purchases, which shall be made at the 500 North Church Street, shall be conditioned upon an advance payment of one hundred and fifteen dollars (\$115.00) 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 at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred and fifteen dollars (\$115.00).

**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.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.54
	1" =	\$6.82
	1-1/2" =	\$10.62
	2" =	\$15.18
	3" =	\$29.62
	4" =	\$50.90
	6" =	\$109.42
	8" =	\$185.42
	10" =	\$291.82
	12" =	\$383.02
	16" =	\$763.02
Volume charge per 100 cubic feet		\$5.31
(2) Flat rate sewer charge		\$48.61

**SCHEDULE F**

**SEWER SURCHARGE**

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

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

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

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

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

**SCHEDULE G  
ANALYTICAL TESTING**

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

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

Parameters not listed please contact Environmental Services for quote

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



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# Glossary

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**ADA**

The commonly used abbreviation for the Americans with Disabilities Act.

**ACCRUAL ACCOUNTING**

A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

**ACH**

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

**ADOPTED BUDGET**

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

**ALS**

Abbreviation for Advanced Life Support.

**AMI**

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

**APPROPRIATION (BUDGETING)**

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

**ARRA**

Abbreviation for American Recovery and Reinvestment Act.

**ASE**

Abbreviation for Automotive Service Excellence.

**ASSESSED VALUATION**

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

**BALANCED BUDGET**

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

**B/G**

Abbreviation for Buildings and Grounds.

**BMP**

Abbreviation for Best Management Practices.

**BOND FUNDS**

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

**BOND REFERENDUM**

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

**BUDGET**

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

**BUDGET BASIS**

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

**BUDGET CALENDAR**

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

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN)**

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

**BUDGET MESSAGE**

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

**BUDGET ORDINANCE**

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

**CAC**

Abbreviation for Community Appearance Commission.

**CAPITAL ASSETS**

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

**CAPITAL EXPENDITURES**

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

**CAPITAL IMPROVEMENTS**

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

**CAPITAL IMPROVEMENTS BUDGET**

The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.



**CAPITAL IMPROVEMENTS PROGRAM (CIP)**

The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five-year period.

**CAPITAL OUTLAY**

A classification consisting of Capital Equipment and Capital Improvement.

**CAPITAL RESERVE FUND**

A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund, Water and Sewer Fund, Fibrant Communications Fund, and Stormwater Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies, Telecommunications, and Purchasing Divisions.

**CCF**

Abbreviation for 100 Cubic Feet of water.

**CD**

Abbreviation for Construction Documents or Certificates of Deposit.

**CDBG**

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

**CHEERWINE**

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

**CMAQ**

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

**CMW**

Abbreviation for Certificate of Minor Works.

**COA**

Abbreviation for Certificate of Appropriateness.

**COD**

Abbreviation for Chemical Oxygen Demand.

**COLUMBARIUM**

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

**CONTINGENCY**

Funds appropriated by the City Council to cover unexpected costs.

**COST CENTER**

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

**CTP GRANT**

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

**DEBT SERVICE**

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

**DEPARTMENT**

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

**DEPRECIATION**

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

**DSI**

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

**EDC**

Abbreviation for Economic Development Commission.

**EMS**

Abbreviation for Emergency Medical Services.

**ENCUMBRANCE ACCOUNTING**

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

**ENTERPRISE FUND**

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

**EPA**

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

**ERU**

Abbreviation for Equivalent Residential Unit.

**FERC**

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

**FIBRANT**

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

**FISCAL YEAR (FY)**

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

**FIXED ASSETS**

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

**FOG**

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

**FRA**

Abbreviation for Federal Railroad Administration.

**FSE**

Abbreviation for Food Service Establishment.

**FTE**

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

**FTTH**

Abbreviation for Fiber to the Home. The delivery of a communications signal over optical fiber from the operator's switching equipment to a home or business.

**FUNCTION**

A group of related programs crossing organization (departmental) boundaries and aimed at accomplishing a broad goal or major service.

**FUND**

A fund is a fiscal and accounting entity with a self-balancing set of accounts.

**FUND BALANCE**

Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

**GAAP**

Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

**GALVANIZED**

Coated with a protective layer of zinc.

**GASB**

Acronym for Governmental Accounting Standards Board which is the source of generally accepted accounting principles used by state and local governments in the United States.

**GCWWTP**

Abbreviation for Grant Creek Wastewater Treatment Plant.

**GDP**

Abbreviation for Group Development Plans.

**GENERAL FUND**

The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) BONDS**

Debt issued by the City, repayment of which is backed by full taxing power.

**GIS**

Abbreviation for Geographic Information System. Links the City to a city-wide database, including hardware, software, and added personnel. This system is utilized as an operational, day-to-day essential tool by City departments.

**GFOA**

Abbreviation for Government Finance Officers Association.

**GOAL**

A statement of broad direction, purpose or intent based on the needs of the community.

**GOVERNMENTAL FUNDS**

Those funds through which governmental functions are typically financed. The City has two governmental funds: General Fund and Special Revenue Fund.

**GPON**

Abbreviation for Gigabit Passive Optical Network.

**GREAT**

Acronym for Gang Resistance Education and Training. A police-led series of classroom lessons that teaches children how to resist peer pressure and live productive, drug and violence-free lives.

**G.S.**

Abbreviation for General Statute.

**HOME**

Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

**HPO**

Abbreviation for High Performance Organization. A government working model.

**HRC**

Abbreviation for Human Relations Council.

**HUD**

Acronym for Department of Housing and Urban Development.

**HVAC**

Acronym for Heating, Ventilation, and Air Conditioning.

**I&I**

Abbreviation for Inflow and Infiltration.

**INCH MILE**

The length of pipeline in miles, multiplied by the diameter of the pipe in inches.

**INVESTMENT REVENUE**

Revenue earned on investments with a third party. The City uses a pooled cash system. Cash is pooled from all funds and invested in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

**INTERFUND TRANSFERS**

Amounts transferred from one fund to another.

**ISO**

Abbreviation for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**IVR**

Abbreviation for Interactive Voice Response which is an automated telephone system technology that interacts with callers.

**JAG**

Abbreviation for the Justice Assistance Grant Program.

**LCP**

Abbreviation for Local Convergence Point.

**LEASE PURCHASE**

Method of financing used for acquisitions or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**LLC**

Abbreviation for Limited Liability Company.

**MGD**

Abbreviation for Millions of Gallons per Day.

**MODIFIED ACCRUAL**

The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

**MPO**

Metropolitan Planning Organization is the officially designated body responsible for administrating the transportation planning process required under Federal Law.

**MS4**

Abbreviation for Municipal Separate Storm Sewer System. System of conveyances designed or used to collect stormwater (e.g. storm drains, pipes, ditches).

**MSD**

Abbreviation for Municipal Service District which is a financing mechanism used to provide revenue for a variety of services that enhance existing city services.

**MUTCD**

Abbreviation for Manual on Uniform Traffic Control Devices.

**NCBCC**

Abbreviation for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

**NCDENR**

Abbreviation for North Carolina Department of Environment and Natural Resources.

**NCDEQ**

Abbreviation for North Carolina Department of Environmental Quality.

**NCDOT**

Abbreviation for North Carolina Department of Transportation.

**NCDOL**

Abbreviation for North Carolina Department of Labor.

**NCLM**

Abbreviation for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

**NET ASSETS**

The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

**NIOSH**

Acronym for National Institute for Occupational Safety and Health.

**NOC**

Acronym for Network Operations Center. A division of the Fibrant Communications Fund.

**NOV**

Abbreviation for Notice of Violation.

**NOW**

Acronym for Negotiable Order of Withdrawal account.

**NPDES**

Abbreviation for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

**NTU**

Abbreviation for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

**OBJECTIVE**

A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING BUDGET**

The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**OPERATING FUNDS**

Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**OSHA**

Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

**PARTF**

Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

**PERFORMANCE MEASURES**

Descriptions of a program's effectiveness or efficiency.

**PFT**

Abbreviation for Permanent Full-time. Full-time employee with benefits.

**PIT**

Acronym for Police Interdiction Team. Special Operations Division of the Police Department.

**POWELL BILL FUND**

Funding from the state, as a direct appropriation, which is restricted for use on maintenance of local streets and roads, primarily used for streets resurfacing.

**PPT**

Abbreviation for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

**PRODUCTIVITY**

A measure of the increase of service output of City programs compared to the per unit of resource input invested.

**PROGRAM**

An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**PROPERTY TAX RATE**

The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

**PROPERTY TAXES (AD VALOREM TAXES)**

Taxes paid by those owning property in the City. These taxes are based on assessed value.

**PT**

Abbreviation for Part-Time Employee.

**RESERVE**

A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

**RESOURCES**

Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

**RESOLUTION**

A formal expression of the opinion or will of the City Council adopted by a vote.

**REVENUE**

Income received from various sources used to finance government services; for example, sales tax revenue.

**REVENUE BONDS**

Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

**ROW**

Acronym for Right of Way.

**SAFER GRANT**

Acronym for Staffing for Adequate Fire and Emergency Response Grant.

**SCADA**

Acronym for Supervisory Control and Data Acquisition.

**SERVICE LEVEL**

Measurement of services provided by the City to the public.

**SIU**

Abbreviation for Significant Industrial User.

**SNAG**

Acronym for Salisbury Neighborhood Action Group.



**SPECIAL REVENUE FUND**

This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – Community Development Fund.

**SRU**

Abbreviation for Salisbury Rowan Utilities.

**SUPER NOW**

A Super NOW account is a demand deposit account that offers a higher interest rate than a NOW (negotiable order of withdrawal) account.

**SVCS**

Abbreviation for services

**SWAY**

Acronym for the Salisbury Way which defines our culture of excellent service always.

**TAP**

Acronym for Transportation Alternative Program. TAP is a reimbursable federal aid funding program for transportation-related community projects that strengthen the intermodal transportation system.

**TCWWTP**

Abbreviation for Town Creek Wastewater Treatment Plant.

**TDA**

Abbreviation for Tourism Development Authority.

**TFT**

Abbreviation for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

**TKN**

Abbreviation for Total Kjeldahl Nitrogen.

**TMDL**

Abbreviation for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

**TPT**

Abbreviation for Temporary Part-time. Part-time employee working less than 1,000 hours annually with no benefits.

**TSS**

Abbreviation for Total Suspended Solids.

**USDOJ**

Abbreviation for United States Department of Justice.

**UTILITY FRANCHISE TAX**

A tax on public service businesses, including businesses that engage in transportation, communications, and the supply of energy.

**VENTURIS**

A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

**VHF**

Abbreviation for Very High Frequency which is the designation for the range of radio frequency electromagnetic waves (radio waves) from 30 to 300 megahertz.

**WBTV**

A CBS-affiliated television station licensed to Charlotte, NC.

**WWTP**

Abbreviation for Wastewater Treatment Plant.

