



# BUDGET 2022-2023

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**CITY OF SALISBURY  
ADOPTED BUDGET**

# **CITY OF SALISBURY NORTH CAROLINA**

## **2022-2023 BUDGET**

**For the Year Ending June 30, 2023**



### **MAYOR AND CITY COUNCIL**

**Karen Kirks Alexander - Mayor**

**Tamara Sheffield - Mayor Pro-tem**

**David Post**

**Anthony Smith**

**Harry McLaughlin**

### **CITY OFFICIALS**

**James S. Greene, Jr.  
City Manager**

**Zack Kyle  
Assistant City Manager**

**Budget Prepared By:**  
**W. Brian Hiatt, Interim City Manager**  
**S. Wade Furches – Finance Director**  
**Mark Drye – Finance Manager**  
**Kaley Sink – Senior Management Analyst**  
**Robert Dunn – 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 01, 2021**

*Christopher P. Morill*

Executive Director

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

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 01, 2021 (Fiscal Year 2021-2022).

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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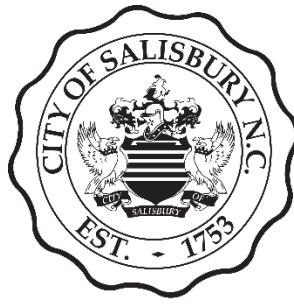
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# Budget Message

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**May 20, 2022**

**BUDGET MESSAGE FISCAL YEAR 2022-23**  
**July 1, 2022 – June 30, 2023**

Mayor Alexander and Members of City Council:

Pursuant to Section 159-11 of the North Carolina General Statutes, I am pleased to present you with the recommended budget for FY22-23. I want to thank the Mayor and Council for providing staff with strong direction through the development of the 2022 Council Priorities statement. This recommendation provides the resources needed to help meet these priorities. I also want to thank Assistant City Manager Zack Kyle and the Management Team and staff for their hard work. Special gratitude goes to Finance Director Wade Furches, Finance Manager Mark Drye and Management Analyst Kaley Sink for their assistance in preparing this proposal.

The upcoming fiscal year will be both demanding and exciting as the City will be addressing a number of needs and challenges. As demonstrated during Council's January Retreat, Salisbury has faced several fiscal years where departments have had to maintain and often cut their budgets, in particular personnel and operational line items. There has been little growth in the tax base over the past few years to generate additional General Fund revenues.

The good news is that Salisbury is experiencing a growing economy with great expansion in residential development and the strong beginnings of growth in the commercial and industrial sectors. Just one indicator is the number of water/sewer tap permits issued by the City for the service area in Rowan County. As of May 12, 2022 the City has issued 648 permits, so it is clear the final FY 2021-22 number will easily exceed the 687 issued in FY 2020-21. In comparison the total number issued in FY 2018-19 was 311.

Unfortunately the growth in General Fund revenue always lags behind the demand for services. Therefore these factors, along with inflation, have once again left departments with very tight operational line items, and the City with limited revenue to add new positions. No positions are proposed to be eliminated this year, but it is clear more personnel will be needed to deliver basic services in the future particularly, if growth continues at its current rate.

There is more good news. Obviously, we anticipate the City as a whole will benefit from growth and the expanding tax base to generate more funds to meet service demands. We also recommend Council make good use of Salisbury's American Rescue Plan Act (ARPA) allocation to address many key needs that concentrate on Council's priorities, provide funds for one-time expenditures to help the City prepare for growth, and to provide seed money for special projects that can be transformational in nature. These funds certainly enhance the City's ability to address deferred needs and prepare for the future.



At the same time, we must keep an eye on the impact of inflation on City expenditures and on the local economy. The Consumer Price Index for urban consumers for the South Region (CPI-U) has increased **8.4%** in the last 12 months. It is probably even higher for municipal governments because of the heavy reliance on petroleum products and construction materials and the significant increases in chemicals used in the water and wastewater treatment processes. Other increases impacting infrastructure and facility maintenance departments include:

- Asphalt = 23%
- Concrete = 8%
- Herbicide = 350%
- Grass Seed = 240%
- Stormwater pipe = 60%
- Stone/Gravel = 6%

When you combine these with the increases in natural gas and electricity and gas prices \$1.50 per gallon higher than last year you can anticipate the impact on operational line items that were already very tight.

The recommended budget for FY 2022-23 totals \$93,381,414 for all City personnel, operations, capital improvements and debt services.

<b>BALANCED BUDGET</b>			
<b>Mgr Recommends FY22-23</b>			
	<b>FUND</b>	<b>REVENUE</b>	<b>EXPENDITURES</b>
<b>10</b>	<b>General Fund</b>	\$ (50,631,540)	\$ 50,631,540
<b>11</b>	<b>Cap Res General Fund</b>	\$ (4,032,743)	\$ 4,032,743
<b>20</b>	<b>Stormwater</b>	\$ (2,705,278)	\$ 2,705,278
<b>21</b>	<b>Cap Res Stormwater</b>	\$ (497,512)	\$ 497,512
<b>30</b>	<b>Water &amp; Sewer</b>	\$ (28,867,552)	\$ 28,867,552
<b>31</b>	<b>Cap Res Water &amp; Sewer</b>	\$ (714,219)	\$ 714,219
<b>35</b>	<b>Transit</b>	\$ (2,414,460)	\$ 2,414,460
<b>36</b>	<b>Fibrant</b>	\$ (3,518,110)	\$ 3,518,110
	<b>TOTAL</b>	\$ (93,381,414)	\$ 93,381,414

## **GENERAL FUND REVENUES**

The tax rate is recommended to remain at \$0.7196 per \$100 of valuation, the same rate adopted by City Council for FY 2022-23. **ATTACHMENT A** shows the value of one cent on our tax rate in comparison to neighboring communities.

Sales tax revenues continue to be strong and are being used to pay for recurring operational and personnel costs. Obviously, sales tax revenues can be impacted by fluctuations in the economy, so we have been conservative in projecting these revenues. Should the economy avoid a recession and sales taxes continue on the current trend, the City could have as much as \$1,000,000 in additional revenue over what has been budgeted from this source.

We anticipate finishing FY21-22 with at least \$2 million in surplus in the General Fund which will be returned to Fund Balance. Appropriating that surplus in FY 22-23 will allow us to meet some of the compensation and benefit challenges we face and complete several capital projects.

An **additional \$10 Municipal Vehicle Tax** is recommended to increase local revenues available for street resurfacing. The local amount going to supplement Powell Bill funds has decreased proportionally over the last few years while the cost of asphalt and other materials have increased significantly. This results in fewer miles resurfaced at a time when growth is adding more streets to the maintenance list. Deferred maintenance will cost the City greatly if this trend continues. This will bring the total Municipal Vehicle Tax to \$20, with a portion of the existing \$10 used for Transit. This is a targeted funding mechanism used by many other growing communities in the region. **ATTACHMENT B** (comparison).

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

## **GENERAL FUND EXPENDITURES**

General Fund contributions to the Transit Fund and Broadband Fund continue to have a significant impact on the budget. The proposed budget includes a \$2,700,000 transfer to the Broadband Fund, which is equivalent to 8.56 cents of the tax rate. The budget also includes a transfer of \$630,000 to the Transit Fund. Of this \$630,000, \$510,000 is from property tax, which is equivalent to 1.62 cents of the tax rate. The remaining portion is from the Municipal Vehicle Tax. We are using ARPA funds available through the Federal Transit Administration to keep the transfer to the Transit Fund for FY 2022-23 at the same amount as in FY2021-22.

**ATTACHMENT C** provides a list of expenditures recommended to be funded by an estimated \$3,936,398 in ARPA funds. This would leave approximately \$1,755,145 in remaining ARPA funds. It is important to note these are one-time expenditures, though a few may lead to the need for recurring revenue as some of these efforts will lay the groundwork for opportunities that will benefit service levels on an ongoing basis.

Expenditures in the amount of \$1,400,000 have been identified for a portion of the Fund Balance appropriation. Examples of the variety of one-time projects included in this \$1,400,000 are:

• 20% Match for Sidewalk/Greenway Projects	\$257,000
• COB Repairs to Address Leaks	\$65,000
• Downtown Dumpster and Recycling Plans – Phase 1	\$56,000
• Repaving Prescott and Memorial Park Greenway Trails	\$50,000
• SPD Building Improvements	\$49,000
• Building Security Key Scan Upgrade	\$40,000
• Replacement of Fire Apparatus Knox Boxes	\$14,531

The remaining \$600,000 Fund Balance appropriation will be used as part of a larger reserve of \$1,147,201 set aside in the General Fund to implement new compensation strategies and to tackle the Social Security benefit concerns in the Fire Department. This will help address these adopted Council priorities. While appropriating Fund Balance to cover recurring costs is not desirable, we

are in unprecedented times in dealing with compensation and benefit issues. The recommendations from the classification and pay study are forthcoming and considerable. Much thought and study will be needed to determine implementation strategies for the City to address the talent attraction and retention issues that all employers are facing. An internal committee has been generating ideas on other ways, including non-monetary, to make Salisbury an employer of choice. The new City Manager needs to be intimately involved in these decisions. Several departments are having significant problems in filling vacant positions, so these funds must be carefully targeted to meet the needs of today's workforce.

Compensation amounts are also included in the other funds to cover implementation.

We anticipate even with the \$2,000,000 appropriation the Fund Balance will still be at 36%, which is well above the Local Government Commission minimum requirement of 8% and above the Council recommended minimum of 24%.

New positions are being recommended for two areas in the General Fund. First, two full-time positions are recommended for the Recreation Department. One of City Council's priorities coming out of the January Retreat was to support youth safety and crime reduction initiatives by expanding targeted Parks and Recreation programming. These two positions will be critical in supporting that effort. Please note that there are also funds recommended using ARPA dollars that focus on facility improvements to support this effort.

Council has made it clear that a focus on Diversity, Equity and Inclusion (DEI) efforts is a major priority. A budget to support this effort has been established, and the other new position in the General Fund is a professional level job to assist the City's DEI Director with integrating DEI into the organizational culture.

The Bell Tower Green is completed and fully operational and is proving to be the wonderful addition that was anticipated. This community jewel has added considerable maintenance and programming costs to the budget, but is clearly enhancing the quality of life in Salisbury.

It was noted above that the City could generate as much as \$1,000,000 in additional sales tax revenue if the economy stays strong. We have developed a list of important expenditures that were not recommended due to conservative revenue projections. Many of these are recurring costs that we did not feel comfortable paying for with Fund Balance or ARPA funds. This list could be used as a guide for amending the budget mid-year to allow for some key investments to meet service needs. **ATTACHMENT D.**

Due to the transition to a new City Manager, a budget staff vacancy and the transition to new budgeting software there is once again no updated Capital Improvement Plan (CIP) document for the General Fund. This needs to be a priority for FY 2022-23 with the development and maintenance assigned to City personnel rather than outside consultants.

## **WATER/SEWER UTILITY FUND**

Salisbury-Rowan Utilities (SRU) provides drinking water and/or wastewater services to Salisbury and nine neighboring municipalities: China Grove, Cleveland, East Spencer, Faith, Granite Quarry, Landis, Rockwell, Spencer, unincorporated areas within Rowan County and an emergency water interconnection with the city of Statesville. The City serves more than 22,000 metered water and sewer customers and a service population of approximately 52,000 people. SRU remains committed to its mission to provide high quality water and wastewater service to our customers throughout Rowan County while providing excellent customer service to our rate payers and our community. Public health is, and always will be, the top priority.

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

The City continues to implement 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 has the potential to cause sanitary sewer overflows (SSOs). SRU conducts system-wide flow monitoring of the collection system in order to prioritize rehabilitation efforts. Funding for sewer rehabilitation is projected to increase each year in the CIP in an effort to further reduce I&I and prevent SSOs.

The City also continues to safeguard and protect the water supply and has been actively involved in the Federal Energy Regulatory Commission (FERC) relicensing of the Yadkin Hydroelectric Project. Cube Hydro Carolinas (CUBE) is required by FERC to provide safe road access and address sedimentation and flooding that occurs at SRU's river pump station facilities due to its Project. CUBE is currently in consultation with SRU to develop and implement a Plan to address these issues.

Utility customers have had Advanced Metering Infrastructure (AMI) available since the project was completed in 2018. With AMI, customers have the ability to monitor water usage a free web-based customer service tool called *Eye on Water*.

#### Other Key Utility Initiatives for FY 2022-23:

- Implementation of the compensation plan recommendations
- Distribution System Master Plan (Hydraulic Model Update)
- Collection System Master Plan (Lift Station & Interceptor Assessments)
- Consideration of the adoption of system development fees (Council Priority)
- Supporting economic development by responding to the utility needs of a rapidly growing area

While Salisbury is focused on maintaining fair and equitable rates for our consumers and excellent customer service, it is an ongoing challenge to cover the costs of complying with state and federal treatment regulations. This past year, SRU has also been impacted by significant cost increases in chemicals and electricity and supply-chain disruptions, as well as staffing shortages. The cost of the chemicals to provide safe water treatment has increased 88% and electrical costs have increased more than 16%. These two items represent 12% of SRU's operations budget. In addition, there is a demand for extending public water and wastewater services to areas where there is a significant increase in industrial growth along I-85 as well as numerous residential developments being proposed throughout the service area. As a result, increases averaging 4.2% are recommended in water and sewer rates. **While this recommendation does not attempt to cover the 8.4% overall inflation rate or the more rapid increases in the cost of chemicals and electricity, it does provide funds to partially offset these costs.**

An average monthly residential water and sewer utility bill for a customer using **4,000** gallons would be **\$63.08** (an increase of \$2.49 per month or about 8 cents per day). Our rates remain competitive compared to other utilities within our region. **ATTACHMENT E.**

In addition, modest increases to some tap fees and meter packages are proposed. These fees are designed to recoup actual costs. Tap fees have not increased in the last seven years while parts and labor costs have increased significantly. **ATTACHMENT F.**

#### **STORMWATER FUND**

Stormwater staff worked with HDR Consultants to develop a comprehensive Capital Improvement Plan (CIP) that was presented to City Council in January. The City Council decided to endorse the CIP based on a 15-year build-out. This plan includes project prioritization and will target maintenance and improvement efforts to address areas with significant flooding issues. It also enables the purchase of needed equipment for those ongoing maintenance and construction projects that can be completed by City personnel. The purpose of the plan is to reduce flooding and pollution and maintain compliance with our existing NPDES permit.

The HDR CIP also calculated the estimated fee levels necessary to fund the 15-year plan endorsed by Council. The **\$4.41 rate per ERU** (an increase of 25 cents per month) proposed for FY 2022-23 to support implementation is included. This fee level, combined with the recommended use of Stormwater fund balance as shown in the HDR plan, will get this plan started on sound but conservative footing. **ATTACHMENT G, H.**



The two major projects targeted for FY 22-23 are:

- The Jackson Street watershed drainage study and design at a projected cost of \$285,870. (The North Main neighborhood around City Park).
- The North Long Street watershed drainage study and design at a projected cost of \$688,130. (The Brooklyn South Square neighborhood from Depot Street to Martin Luther King Ave. and the Park Avenue neighborhood along Tar Branch).

## **FIBRANT FUND**

The proposed budget includes a General Fund contribution to the Fibrant Fund of \$2,700,000, in order to balance the fund. The recommended budget includes \$300,000 in principal debt payment toward the inter-fund loan to the Water & Sewer Fund, plus 1% interest. The partnership with Hotwire continues to move forward and they have been able to provide reduced rates for lower income users that the City would not have been able to provide. The pandemic has emphasized the importance of having an internet connection, and the broadband asset is second to none.

## **TRANSIT FUND**

The majority of funding for Transit is provided through federal and state grants, but the proposed budget includes a General Fund contribution for FY22-23 of \$630,000. Transit is eligible for ARPA funds in the amount of \$425,853, which has enabled us to keep the General Fund contribution at the current year level. The Bipartisan Infrastructure Act will also provide funds for the system. The recommendation targets these funds for a roof replacement for the Transit facility.

One key project in the Transit Fund is addressing the Council priority of implementing a micro-transit pilot study to determine if this is a viable alternative to the current fixed route system. Salisbury Transit plans to implement an in-house micro-transit pilot beginning December 1, 2022. The project is proposed to include Route 3 and the ADA Para-transit service. This area includes major medical facilities, along with the Greyhound bus station, Spencer and East Spencer. The proposed route was selected because it is one of the busiest routes and it will also allow for determining the actual ridership for Spencer and East Spencer. There have been discussions with Spencer and East Spencer regarding their funding assistance for Transit routes serving their communities, and it hoped that micro-transit can eventually offer specific documentation of the use by residents of those towns to justify their participation.

## **CONCLUSION**

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

The overall budgetary principles on which this document is based are:

- Basic City services are continued with adequate funding (but with very “tight” operational expenditures)
- Revenue projections are estimated at realistic and conservative levels
- The City Council Priorities have been used as a guide for service and facility expansion

In closing, I want to once again thank the Mayor and Council for their leadership and the Management Team and staff for their assistance in preparing this year’s budget. Once again, your staff has risen to the challenge and continues to provide exceptional services to our community.

While this budget is proposed by the City Manager, it is neither final nor is it necessarily a reflection of what will be approved by the City Council. The Mayor and City Council will review these recommendations to arrive at what it considers the proper expenditure of the available revenues for the upcoming year.

Respectfully submitted,

A handwritten signature in cursive script that reads "W. Brian Hiatt".

W. Brian Hiatt  
Interim City Manager

## ATTACHMENT A – GENERAL FUND

### Value of 1 cent on the tax rate based on FY23 Budgets:

Statesville	\$348,310
<b><i>Salisbury</i></b>	<b><i>\$315,442</i></b>
Kannapolis	\$567,284
Mooreville	\$871,844
Concord	\$1,442,298

## ATTACHMENT B – MUNICIPAL VEHICLE TAXES

### **Regional Municipalities using Vehicle License Fees:**

Charlotte	\$30	
Concord	\$30	
Davidson	\$20	
Gastonia	\$30	
Huntersville	\$20	
Kannapolis	\$30	
Landis	\$30	
Lexington	\$30	
Mocksville	\$30	
Monroe	\$30	
Salisbury	\$20	FY23 Recommended Budget

## ATTACHMENT C – ARPA FUNDS

### Recommended uses of American Rescue Plan Act funds:

	<u>Estimated Costs</u>
Parks and Recreation Department infrastructure needs, not limited to City Park renovation, Miller Center expansion, Hall Gym floor, Hall Gym classroom renovations, and Fred Evans Pool short-term updates. (Council Priority)	\$ 1,200,000
Civic Center Replacement/Improvement	1,000,000
Neighborhood Revitalization Program – support of existing housing program (Council Priority)	200,000
Kesler Mill pre-development/developer solicitation (Council Priority).	75,000
Enterprise Permitting Software-Energov (Council Priority)	300,000
Construction level design for Main Street	650,000
City-wide camera system	100,000
Update of Uniform Construction Standards (Council Priority)	100,000
Comprehensive Housing Strategy (Council Priority)	50,000
FirstNet cellphones for Police Department	18,200
Remaining architectural fees to create construction documents for Fire Station 3 (Council Priority)	<u>243,198</u>
	<u>\$ 3,936,398</u>



## **ATTACHMENT D – SALES TAX REVENUES**

### **Potential uses for additional sales tax revenues:**

Addition of Zoning and Code Enforcement Inspector and/or selected Firefighter, Public Works or part-time Police Officer positions

Ballistic vests for Fire Department

Portable crime center console

Auxiliary generator connection at Customer Service Center to power Headend room

Improvements to City facilities, including roof and HVAC needs

Traffic signal upgrades

Replace SCBA air compressor at Fire Station 2

New remote support/helpdesk software, including security management, anti-malware, virus protection

HR Power DMS software

GIS software to support departments and citizens

Compost site study and permitting

Four video arcade game cabinets for Teen Center

Salisbury Historic District update

## ATTACHMENT E - SALISBURY-ROWAN UTILITIES

	<u>Municipality</u>	<u>Service Population</u>	<u>No. of Water Connections</u>	<u>Water</u>	<u>Sewer</u>	<u>Residential W/S Bill Total</u>
1	Town of East Spencer	1,550	793	\$47.43	\$56.46	\$103.89
2	Town of Landis (Electric City)	3,148	1,551	\$47.75	\$55.60	\$103.35
3	OWASA	83,300	21,000	\$36.81	\$42.65	\$79.46
4	City of Lincolnton - Inside Rate (Electric City)	12,352	5,976	\$29.99	\$46.97	\$76.96
5	City of Thomasville - Inside Rate	25,872	10,607	\$29.86	\$45.70	\$75.56
6	City of Wilson - Inside Rate (Electric City)	50,866	22,746	\$31.91	\$40.88	\$72.79
7	City of High Point - Inside Rate (Electric City)	115,526	43,328	\$26.53	\$44.35	\$70.88
8	City of Statesville – Inside Rate (Electric City)	25,712	12,865	\$25.86	\$41.46	\$67.31
9	City of Lexington – Inside Rate (Electric City)	18,931	8,368	\$28.52	\$36.91	\$65.42
10	City of Kannapolis – Inside Rate	50,868	19,814	\$34.15	\$30.60	\$64.75
	<b>Salisbury-Rowan Utilities (proposed)</b>	<b>52,000</b>	<b>19,475</b>	<b>\$27.10</b>	<b>\$35.98</b>	<b>\$63.08</b>
11	<b>Salisbury-Rowan Utilities (current)</b>	<b>52,000</b>	<b>19,475</b>	<b>\$26.11</b>	<b>\$34.48</b>	<b>\$60.59</b>
12	Town of Mooresville - Inside Rate	42,611	16,776	\$23.67	\$34.51	\$58.18
13	Charlotte Water	1,094,198	290,559	\$15.68	\$41.96	\$57.64
14	City of Concord - Inside Rate (Electric City)	107,188	42,200	\$25.92	\$25.87	\$51.79
15	City of Lenoir - Inside Rate	24,892	9,800	\$20.95	\$21.39	\$42.34
16	City of Albemarle – Inside Rate (Electric City)	17,874	7,944	\$21.51	\$19.68	\$41.19
* Information obtained from UNC Environmental Finance Center and adopted fee schedules 2021-2022						
* Rates based on 4,000 gallons for residential customers (approx. 5.347 billing units)						
* All communities are shown at current inside rates (not outside rates)						

## ATTACHMENT F – TAP FEES

	Existing Rate	Recommended Rate
Three-fourths-inch residential water tap:		
3/4" Water tap - SRU installed	\$ 2,275	\$ 2,350
3/4" Water tap - Developer installed	\$ 350	\$ 425
3/4" Water tap - Crescent	\$ 1,150	\$ 1,275
One-inch residential water tap	\$ 2,675	\$ 2,675
Water meter packages are materials only and available for purchase when on-site submetering is required.		
3/4" meter package	\$ 730	\$ 890
1" meter package	\$ 1,060	\$ 1,120
2" meter package	\$ 3,300	\$ 3,550

## ATTACHMENT G – STORMWATER

Stormwater Increase		Inc 6% (Increase based on Stormwater CIP)		
Service	Current Rate Per ERU	Proposed Rate Per ERU	Mo Rate Increased by	
Residential	\$ 4.16	\$ 4.41	\$ 0.25	
Commercial (capped @ 625 ERU)	\$ 4.16	\$ 4.41	\$ 0.25	

## ATTACHMENT H – STORMWATER COMPARISON

# CURRENT STORMWATER RATE VS OTHER COMMUNITIES

Residential Stormwater Utility Fee as of July 2021 per ERU	
City	Fee
Kannapolis	\$ 7.25
Davidson	\$ 6.94
Lowell	\$ 6.75
Cornelius	\$ 6.58
Monroe	\$ 5.25
Holly Springs	\$ 5.20
Concord	\$ 5.16
Landis	\$ 5.00
Archdale	\$ 5.00
Belmont	\$ 5.00
Statesville	\$ 4.70
Winston Salem	\$ 4.50
Salisbury	\$ 4.16
High Point	\$ 4.00
Mooresville	\$ 3.40

Residential Stormwater Utility Fee as of July 2021 per ERU	
City	Fee
Median Fee in Watershed	\$ 5.00
Median Fee in Region	\$ 4.52
Salisbury	\$ 4.16

Data Source: 2022 North Carolina Stormwater Fee Survey: Environmental Finance Center at the University of North Carolina School of Government



## ATTACHMENT I - DELTA SHEETS

General Fund Expense Changes					Notes/Comments
Depart #	Department Name	Adopted Budget FY21-22	Recom Budget FY22-23	Difference +/-	
411	City Council	\$ 383,179	\$ 760,032	\$ 376,853	Increase: Special Projs - Special Community Organization Group Funds moved here (\$401.3K) Decrease: Election Exp - Biennial (\$15K)
421	Management/Admin	\$ 1,238,194	\$ 1,439,322	\$ 201,128	Increase: Personnel Salaries/Benefits net (\$130.1K) 1 position added, Training (\$42.6K), Misc Exp (\$15K)
422	Communications	\$ 465,903	\$ 461,242	\$ (4,661)	
423	HR	\$ 1,550,935	\$ 2,482,415	\$ 931,480	Increase: Special Projs - pay study/COLA/FD Social Security (\$1.147M) Decrease: Attract/Retain Strategies (\$251.9K)
442	IT	\$ 1,788,016	\$ 1,674,755	\$ (113,261)	Decrease: Maint Computer (\$24.2K), Maint Cmptr Software (\$69.9K), Contract Serv (\$5.6K)
443	Finance	\$ 1,462,305	\$ 1,537,200	\$ 74,895	Increase: Tax Collection Fees (\$26K), Professional Serv - LGERS Audit required by state (\$10K), MUNIS (\$100K) Decrease: Personnel Salaries/Benefits net (\$27.4K), Contract Serv - No CIP Consultant (\$27.6K)
445	Customer Service	\$ 452,089	\$ 463,535	\$ 11,446	Increase: Personnel Salaries/Benefits net (\$7.4K) mainly Part Time Sal (\$4.5K)
491	Planning	\$ 1,041,297	\$ 1,016,585	\$ (24,712)	Increase: Public Art/Sculp Show (\$10K), Action Grants (\$12K) Decrease: Special Proj (\$33.5K), Professional Serv (\$22K)
492	Fibrant Transfer	\$ 2,945,040	\$ 2,700,000	\$ (245,040)	Decrease: Fibrant Transfer
494	Development Services	\$ 677,456	\$ 337,138	\$ (340,318)	Decrease: Special Projs (\$238.5K), Economic Dev Comm - Special Community Organization Group Funds moved to City Council (\$114K)
495	Code Enforcement	\$ 345,189	\$ 502,333	\$ 157,144	Increase: Personnel Salaries/Benefits net (\$95.7K) 1 position added, Minimum Housing - large abatements proj (\$55K)
496	DSI	\$ 468,884	\$ 460,459	\$ (8,425)	Increase: Special Projs - Holiday Decor (\$29.2K), Special Events (\$17.2K) Decrease: Spring Festival - previous year had 2 festivals budgeted (\$67K)
500	Traffic	\$ 285,533	\$ 291,568	\$ 6,035	Increase: Maint of Auto (\$7.5K) Decrease: Contract Serv - Loop Replacements (\$5K)
501	Buildings	\$ 701,179	\$ 655,116	\$ (46,063)	Increase: C/O Build - Fix leak on COB 5th fl (\$65K) Decrease: Roof/HVAC (\$105.8K)
502	Plaza	\$ 149,262	\$ 150,139	\$ 877	
511-516	PD	\$ 10,730,203	\$ 11,421,834	\$ 691,631	Increase: Personnel Salaries/Benefits net (\$547.4K) 1 position added - increased July FY22 approved by City Council, Uniform Equip (\$13K), B&G (\$16.1K), Special Projs - City Issued Cell Phones/Personnel Development Prog (\$54.1K), Transfer Cap Reserve Fund (\$85.2K)
531	Fire	\$ 7,755,205	\$ 8,475,214	\$ 720,009	Increase: Personnel Salaries/Benefits net (\$580.9K) - increased mid-year based on preliminary pay study report, Hose and Fittings (\$26.5K), Maint Equip (\$18.5K), Training (\$37.7K), Special Projs - Turnout Gear (\$67.5K), Professional Serv - Annual Physicals (\$23.8K), Transfer Cap Reserve Fund (\$50.9K) Decrease: Roof/HVAC (\$122.5K)
550	Telecommunications	\$ 726,676	\$ 797,836	\$ 71,160	Increase: Special Projs - Tank Welds (\$7.5K), Cap Outlay Equip - UPS's for Customer Serv Center (\$63K)
551	Facilities	\$ 361,437	\$ 612,030	\$ 250,593	Increase: Special Projs - Fueling Site, Upgrade/Relocate SCSC Switch Gear, Other Repairs/Maint (\$249K)
552	Street Lighting	\$ 485,625	\$ 476,100	\$ (9,525)	Decrease: Special Projs - Cut installation of new street lights (\$10K)

Depart #	Department Name	Adopted Budget FY21-22	Recom Budget FY22-23	Difference +/(-)	Notes/Comments
553	Transit Transfer	\$ 630,000	\$ 630,000	\$ -	
555	Engineering	\$ 2,573,279	\$ 2,261,466	\$ (311,813)	Increase: Personnel Salaries/Benefits net (\$102.7K) 1 position moved back from SRU Decrease: Maint Cmpst Software - GIS Software Cut (\$54K), Special Projs - Cut of various 1 time projs (\$368.9K)
560	Public Works Admin	\$ 351,508	\$ 465,363	\$ 113,855	Increase: Personnel Salaries/Benefits net (\$111.6K) position moved here from 561
561	Streets	\$ 2,049,326	\$ 2,136,421	\$ 87,095	Increase: Street Maint - Extra Powell Bill Rev added (\$75K), Special Projs - Storage Structure to cover equip (\$60K) Decrease: Personnel Salaries/Benefits net (\$63.4K) position moved to 560
562	Waste Management Other (Yard & Limb)	\$ 528,441	\$ 547,131	\$ 18,690	Increase: Gas & Oil (\$14.5K), Contract Serv - Grinding Limbs/Yard Waste Contract Increase 10% (\$11.5K)
563	Cemetaries	\$ 103,474	\$ 106,348	\$ 2,874	
581	Solid Waste Management	\$ 1,904,773	\$ 2,070,287	\$ 165,514	Increase: County Landfil Charges - 6% increase in fees (\$25.2K), Special Projs - Downtown Dumpster/Recycling Phase 1/Downtown Garbage Receptacle Replacement (\$91K), Recycling Contract (\$23.7K)
590	Grounds Maint	\$ 1,351,733	\$ 1,467,922	\$ 116,189	Increase: Personnel Salaries/Benefits net (\$26.5K), Special Projs - Repaving Greenway Trail/Greenway Bridge Maint (\$80K)
611	Bell Tower Green	\$ 341,113	\$ 504,535	\$ 163,422	Increase: MTHLY Bill increases - Elec Pow, Nat Gas, City Util (est FY21-22 until Park was fully functioning) (\$69.8K), Rec Prog - Concerts in the park/Holiday Tree Lighting (\$131K) Decrease: Special Proj - Paving/rolled off (\$50K)
621	Parks & Rec	\$ 1,611,036	\$ 1,644,763	\$ 33,727	Increase: Personnel Salaries/Benefits net (\$244.2K) 1 full time positions added, Programs - Recreation/After School/Summer Camp (\$41.1K), B&G (\$31.8K), B/G Contract/Contract Prog Instruct (\$14.3K), Salisbury Youth Council (\$5K), CO B&G - Hurley Park Garden Refurb (\$15K) Decrease: United Arts/Senior Citizens -Special Community Organization Group Funds moved to City Council (\$119.2K), Roof/HVAC (\$230.8K)
641	Education	\$ 40,000	\$ -	\$ (40,000)	Decrease: Supplementary Education - Special Community Organization Group Funds moved to City Council (\$40K)
661	Fleet	\$ 1,164,058	\$ 1,271,873	\$ 107,815	Increase: Personnel Salaries/Benefits net (\$32.2K), CO Garage Equip - Mobile Truck Lift/Shop Air Compressor Replacement (\$73.5K), Transfer Cap Reserve Fund (\$14.8K) Decrease: Special Projs - Telematics to reduce carbon footprint cut (\$10.5K)
901	Debt	\$ 828,852	\$ 810,578	\$ (18,274)	
<b>Grand Total</b>		<b>\$ 47,491,200</b>	<b>\$ 50,631,540</b>	<b>\$ 3,140,340</b>	

### Personnel Changes

General Fund: Net 6 Full-Time Positions Added; 1 moved back from SRU

General Fund total retirement net increase \$289,968 (12.2%).

2% COLA increase for full time Personnel Jan 1st, 2023

Compensation Study under review

ATTACHMENT I - DELTA SHEETS CONTINUED

		Stormwater Fund Expense Changes				
Depart #	Department Name	Adopted Budget FY21-22	Recom Budget FY22-23	Difference +/-	Notes/Comments	
830	Admin/Engineering	\$ 1,121,626	\$ 1,890,007	\$ 768,381	Increase: Professional Serv - Capital Projs (\$720.3K), Special Proj - Pay Study/COLA (\$41.7K)	
831	Street Cleaning	\$ 327,162	\$ 301,980	\$ (25,182)	Decrease: Transfer - Cap Reserve Fund (\$36K)	
832	Storm Drainage	\$ 213,877	\$ 225,169	\$ 11,292	Increase: Transfer - Cap Reserve Fund (\$9K)	
833	Leaf Collection	\$ 237,812	\$ 288,122	\$ 50,310	Increase: Temporary Serv (\$10.5K), Transfer - Cap Reserve Fund (\$32.1K)	
Grand Total		\$ 1,900,477	\$ 2,705,278	\$ 804,801		

Personnel Changes

Stormwater Fund: No changes in position count

Stormwater Fund: Total retirement net increase \$4,503 (8.54%)

2% COLA increase for full time Personnel Jan 1st, 2023

Compensation Study under review

ATTACHMENT I - DELTA SHEETS CONTINUED

Water and Sewer Fund Expense Changes				
Depart #	Department Name	Adopted Budget FY21-22	Recom Budget FY22-23	Difference +/-)
Notes/Comments				
721	Management/Admin	\$ 7,284,180	\$ 7,456,166	\$ 171,986
Increase: Personnel - Part Time (\$55.6K), Collection Expenses (\$28K), Contracted Serv - Mowing (\$100K), Charges to GF (\$107K) Decrease: Net between Professional Serv & Special Projs - Cap Projs & pay study/COLA (\$95.7K)				
811	Water Plant	\$ 2,297,891	\$ 2,693,480	\$ 395,589
Increase: Chemicals (\$342.5K), Maint of Equip (\$52.4K)				
813	Systems Maintenance	\$ 5,476,060	\$ 5,850,010	\$ 373,950
Increase: B&G (\$94.3K), Contracted Serv (\$76.4K), CO Equip - CIP Proj (\$500K), Transfer to Cap Proj Fund (\$113K) Decrease: Misc Maint lines (\$72.8K), Materials New Streets (\$123K), Water & Sewer Line Ext/Repairs net (\$175K)				
815	Environmental Services	\$ 663,753	\$ 669,460	\$ 5,707
817	Wastewater Treatment	\$ 5,053,565	\$ 6,206,884	\$ 1,153,319
Increase: B&G (\$242.7K), Chemicals (\$236.1K), City Utilities (\$87.2K), Contracted Serv (\$38.9K), Maint Equip - Lift Station Rehabs (\$327K), CO Equipment - CIP Proj (\$100K)				
819	Meter Services	\$ 765,529	\$ 763,052	\$ (2,477)
901	Debt	\$ 5,240,384	\$ 5,228,500	\$ (11,884)
Grand Total		\$ 26,781,362	\$ 28,867,552	\$ 2,086,190

**Personnel Changes**  
Water and Sewer Fund: No changes in position count; 1 position added, 1 position moved back to GF, net zero  
Water and Sewer Fund total retirement net increase \$36,073 (6.7%).  
2% COLA increase for full time Personnel Jan 1st, 2023  
Compensation Study under review

ATTACHMENT I - DELTA SHEETS CONTINUED

Depart		Adopted Budget		Recom Budget		Transit Fund Expense Changes	
#	Department Name	FY21-22	FY22-23	Difference		Notes/Comments	
				+/( -)			
651	Operations	\$ 603,745	\$ 612,207	\$ 8,462	Increase: Personnel Part Time (\$19.6K)	Decrease: Contracted Serv - Future Contracts (\$15.4K)	
652	Administration	\$ 250,676	\$ 304,148	\$ 53,472	Increase: Special Proj - Pay Study/COLA (\$58.4K), Training (\$8K)		
653	Capital	\$ 584,157	\$ 1,331,698	\$ 747,541	Increase: Contracted Serv - Microtransit Study/Software (\$173K), Capital Outlay Equip - Light Transit Vehicles (\$270K), CO Roof/HVAC - Roof Replacement (\$289.1K)		
654	ADA	\$ 169,590	\$ 166,407	\$ (3,183)			
Grand Total		\$ 1,608,168	\$ 2,414,460	\$ 806,292			

Personnel Changes

Transit Fund: No changes in position count

Transit Fund: Part Time Salary net increase \$19,734 (13.4%)

Transit Fund: Total retirement net increase \$2,294 (3.9%)

2% COLA increase for full time Personnel Jan 1st, 2023

Compensation Study under review

**EXHIBIT 1  
CITY OF SALISBURY  
COUNCIL PRIORITIES FOR FY2022-23**

**Public Safety**

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

- Support expanded Parks and Recreation programming to support youth safety and crime reduction initiatives.
- Promote community-based intervention programs and re-imagine the Project Safe Neighborhoods (PSN) strategy.

**Infrastructure and Human Capital**

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

- Explore options to increase Council meeting efficiency.
- Continue to encourage and prioritize public participation in Council meetings.
- Support efforts to grow the City's Diversity, Equity, and Inclusion Department with a focus on integrating DEI into organizational culture.
- Conduct DEI training for City Council and the Human Relations Council.
- Complete the MAPS compensation study to assess employee salary levels and adopt a plan for study implementation.
- Support innovative efforts to recognize and value skilled employees in order to remain competitive with other municipalities and the private market. Research efforts that promote sustainable recruitment and retention for all City departments.
- Adopt a 15-year stormwater Capital Improvement Plan (CIP).
- Implement a microtransit pilot study to determine the viability of alternative transportation.
- Continue to explore parking options in downtown including mediation of existing lots to provide short-term parking relief.

**Economic Prosperity and Mobility**

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

- Complete and adopt the Forward 2040 Comprehensive Plan.
- Establish growth area boundaries with nearby municipalities.
- Update the Uniform Construction Standards.
- Explore the implementation of system development fees.
- Leverage opportunities to increase affordable and fair housing with new development requests.
- Explore a receivership ordinance to address blight and neglect of vacant properties.

**Community Partnerships**

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

- Leverage strategic partnerships within the community to increase workforce development initiatives.
- Support efforts to explore a comprehensive housing study which would include landlord and tenant rights.
- Prioritize use of ARP Funds for capital projects that support community safety, public safety and related housing opportunities.

**EXHIBIT 2**  
**CITY OF SALISBURY**  
**SPECIAL PROJECTS FOR FY2022-23**

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>CITY COUNCIL</b>				
LDO Codification	\$ 10,000	\$ 5,000	\$ 5,000	\$ -
Chairs at the Dais for City Council	10,500	10,500	10,500	-
Special Community Organization Group Funds	-	395,838	395,838	-
Total Special Projects	<u>\$ 20,500</u>	<u>\$ 411,338</u>	<u>\$ 411,338</u>	<u>\$ -</u>
<b>MANAGEMENT &amp; ADMINISTRATION</b>				
Carbon Reduction Initiative	\$ 5,500	\$ 1,500	\$ 1,500	\$ -
Citizens Academy	8,500	8,500	8,500	-
Community Engagement	4,500	4,500	4,500	-
Executive Development	6,000	6,000	6,000	-
United Way Day of Caring	2,000	2,000	2,000	-
Total Special Projects	<u>\$ 26,500</u>	<u>\$ 22,500</u>	<u>\$ 22,500</u>	<u>\$ -</u>
<b>HUMAN RESOURCES</b>				
Compensation Plan	\$ 835,000	\$ 1,147,201	\$ 1,147,201	\$ -
Total Special Projects	<u>\$ 835,000</u>	<u>\$ 1,147,201</u>	<u>\$ 1,147,201</u>	<u>\$ -</u>
<b>TELECOMMUNICATIONS</b>				
Tank Welds	\$ 7,500	\$ 7,500	\$ 7,500	\$ -
Total Special Projects	<u>\$ 7,500</u>	<u>\$ 7,500</u>	<u>\$ 7,500</u>	<u>\$ -</u>
<b>DOWNTOWN DEVELOPMENT</b>				
Parking Lots and Alley Beautification	\$ 7,000	\$ -	\$ -	\$ -
Holiday Decorations	29,000	29,000	29,000	-
Social District	4,200	4,200	4,200	-
Total Special Projects	<u>\$ 40,200</u>	<u>\$ 33,200</u>	<u>\$ 33,200</u>	<u>\$ -</u>
<b>POLICE - SUPPORT SERVICES</b>				
Rowan County Telecommunications Pymnt 10 of 10	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Vehicle Rental Project	10,000	5,000	5,000	-
ACOEM Acoustic Threat Detection	348,495	-	-	-
Personal Development Program	20,000	20,000	20,000	-
Empower House Center for Self Efficacy	15,000	-	-	-
Total Special Projects	<u>\$ 443,495</u>	<u>\$ 75,000</u>	<u>\$ 75,000</u>	<u>\$ -</u>
<b>POLICE - ADMINISTRATION</b>				
Community Classroom	\$ 3,500	\$ 3,500	\$ 3,500	\$ -
Homeless Victim Advocate Grant	16,917	16,917	16,917	-
Total Special Projects	<u>\$ 20,417</u>	<u>\$ 20,417</u>	<u>\$ 20,417</u>	<u>\$ -</u>
<b>POLICE - FIELD OPERATIONS</b>				
Ballistic Vest Replacement-14 to expire	\$ 12,292	\$ 12,292	\$ 12,292	\$ -
FirstNet - cellphone issue to 90 employees	61,278	43,078	43,078	-
Total Special Projects	<u>\$ 73,570</u>	<u>\$ 55,370</u>	<u>\$ 55,370</u>	<u>\$ -</u>

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>FIRE ADMINISTRATION</b>				
Turnout Gear (PPE)	\$ 208,940	\$ 174,940	\$ 174,940	\$ -
Turnout Gear Bailout Kits	3,080	3,080	3,080	-
Ballistic Vests	9,840	-	-	-
Technical Rescue Gear	20,000	20,000	20,000	-
SCBA Masks	2,022	2,022	2,022	-
Battery Operated Ventilation Fans (4)	20,000	-	-	-
SCBA/Helmet Marking	6,000	-	-	-
Supply and Attack Hose	23,000	-	-	-
Total Special Projects	<u>\$ 292,882</u>	<u>\$ 200,042</u>	<u>\$ 200,042</u>	<u>\$ -</u>
<b>ENGINEERING</b>				
Brenner Ave Sidewalk & Inter. Improvements C-5603H	\$ 350,000	\$ 350,000	\$ 350,000	\$ 280,000
Brenner Avenue Safety Improvements	220,000	220,000	220,000	176,000
Grants Creek Greenway EB-5619, Phase B	75,000	75,000	75,000	60,000
Grants Creek Greenway EB-5619, Phase C	250,000	250,000	250,000	200,000
Old Concord Rd Sidewalk C-5603D	210,000	210,000	210,000	168,000
Jake Alexander SidewalkBL-0034	180,000	180,000	180,000	144,000
Main Street Construction Level Design	650,000	-	-	-
Key Scan Upgrade	40,000	-	-	-
Update Uniform Construction Standards	100,000	-	-	-
Total Special Projects	<u>\$ 2,075,000</u>	<u>\$ 1,285,000</u>	<u>\$ 1,285,000</u>	<u>\$ 1,028,000</u>
<b>STREET LIGHTING</b>				
Street Light Improvements- 100 Lights	\$ 34,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 34,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>INFRASTRUCTURE SERVICES</b>				
Signal Head Upgrades	\$ 12,500	\$ -	\$ -	\$ -
Pedestrian Signals - Innes and Jackson Streets	3,000	-	-	-
Pedestrian Signals - Arlington and Freeland Streets	14,000	-	-	-
School flasher upgrade	2,000	-	-	-
Signal Upgrade - Long and Bank Streets	10,100	-	-	-
Resurface Intersection - Brenner and Statesville Blvd	5,000	-	-	-
Total Special Projects	<u>\$ 46,600</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>COMMUNITY PLANNING SERVICES</b>				
Downtown Revitalization Grant	\$ 250,000	\$ 250,000	\$ 250,000	\$ -
Neighborhood Revitalization Program	500,000	97,500	97,500	-
Kesler Mill Developer Solicitation	75,000	-	-	-
Historic Preservation Incentive Grant	30,000	25,000	25,000	-
Salisbury Historic District Update	60,000	24,000	24,000	-
Comprehensive Housing Strategy	50,000	50,000	50,000	-
National Register Nomination Studies	20,000	20,000	20,000	-
National Historic District Signs	5,000	-	-	-
West End Vocational Training Program	10,000	-	-	-
Total Special Projects	<u>\$ 1,000,000</u>	<u>\$ 466,500</u>	<u>\$ 466,500</u>	<u>\$ -</u>



<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>DEVELOPMENT SERVICES</b>				
MUNIS-EnerGov	\$ 300,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 300,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PARKS AND RECREATION</b>				
Special Projects	\$ 5,500	\$ -	\$ -	\$ -
Greenway Master Plan	100,000	-	-	-
Civic Center Design/Plan	50,000	-	-	-
Fred Evans Pool Design	50,000	-	-	-
Video Arcade Game Cabinets	15,000	-	-	-
Total Special Projects	<u>\$ 220,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS-PUBLIC SERVICES ADMINISTRATION</b>				
Public Works Work Order System Software	\$ 4,890	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 4,890</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS-STREETS</b>				
Storage Structure - Yard Waste Materials Site	\$ 60,000	\$ 60,000	\$ 60,000	\$ -
210 West Franklin - Replace 4 Garage Doors	20,000	-	-	-
210 West Franklin - Electric Security Gate	16,000	-	-	-
210 West Franklin - Close in Existing Breezeway	100,000	-	-	-
Public Work Parking Lot Resurfacing	125,000	-	-	-
Total Special Projects	<u>\$ 321,000</u>	<u>\$ 60,000</u>	<u>\$ 60,000</u>	<u>\$ -</u>
<b>PUBLIC WORKS-PB PAVING/RESURFACING</b>				
Fisher Street Bridge Reoonstruction	\$ 800,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 800,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS-GROUNDS MAINTENANCE</b>				
231 West Franklin - New Door and Windows	\$ 20,000	\$ -	\$ -	\$ -
Repaving Greenway Trail	50,000	50,000	50,000	-
Prescott Greenway Bridge Maintenance	30,000	30,000	30,000	-
Community Park - Pave Gravel Parking Lot	150,000	-	-	-
Total Special Projects	<u>\$ 250,000</u>	<u>\$ 80,000</u>	<u>\$ 80,000</u>	<u>\$ -</u>
<b>PUBLIC WORKS-SOLID WASTE MANAGEMENT</b>				
Trashcan Rollout/Replacements	\$ 35,000	\$ 35,000	\$ 35,000	\$ -
Downtown Dumpster Phase 1	35,000	35,000	35,000	-
Downtown Garbage Recptacle Replacement	124,000	-	-	-
Downtown Recycling Plan Phase 1	21,000	21,000	21,000	-
Total Special Projects	<u>\$ 215,000</u>	<u>\$ 91,000</u>	<u>\$ 91,000</u>	<u>\$ -</u>

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>PUBLIC WORKS-FACILITIES MANAGEMENT</b>				
Plaza Flooring - 1st Floor	\$ 8,700	\$ -	\$ -	\$ -
Plaza Electrical Panels in Basement	60,000	-	-	-
City Office Building - Replace Windows	225,000	-	-	-
Park Avenue - Replace Windows	48,750	-	-	-
Customer Service Center - PLC for Switch Gear	70,000	70,000	70,000	-
Customer Service Center - Ancillary Generator	92,000	-	-	-
New Fueling Site with Truck Wash	1,058,513	129,000	129,000	-
City Hall - Replace Portions of Old Ceilings	45,000	15,000	15,000	-
Public Works Administration - Replace Fascia	7,200	-	-	-
Community Park - Replace Concession Stand Flooring	5,150	-	-	-
Park Avenue - Repaint Exterior	11,000	8,000	8,000	-
Cone Center - Replace Plumbing and Fixtures	6,000	-	-	-
Chestnut Hill Cemetery - Replace Boxing on Garage	6,000	-	-	-
Fire Station 5 - Replace Window and Boxing	58,000	27,000	27,000	-
Total Special Projects	<u>\$ 1,701,313</u>	<u>\$ 249,000</u>	<u>\$ 249,000</u>	<u>\$ -</u>
<b>PUBLIC WORKS-FLEET</b>				
Telematics Software-Yearly Subscription	\$ 660	\$ 660	\$ 660	\$ -
Telematics Software-Add 30 Units	18,360	-	-	-
Total Special Projects	<u>\$ 19,020</u>	<u>\$ 660</u>	<u>\$ 660</u>	<u>\$ -</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><b>\$ 8,747,387</b></u>	<u><b>\$ 4,204,728</b></u>	<u><b>\$ 3,050,027</b></u>	<u><b>\$ 1,028,000</b></u>
<b>TOTAL OFFSETTING REVENUE</b>	<u><b>\$ 1,028,000</b></u>	<u><b>\$ 1,028,000</b></u>	<u><b>\$ 1,028,000</b></u>	
<b>TOTAL CITY SHARE</b>	<u><b>\$ 7,719,387</b></u>	<u><b>\$ 3,176,728</b></u>	<u><b>\$ 2,022,027</b></u>	

		MANAGER		OFFSETTING
	REQUESTED	RECOMMENDS	ADOPTED	REVENUE
<b>WATER &amp; SEWER FUND</b>				
<b>ADMINISTRATION</b>				
Compensation Plan	\$ -	\$ 578,909	\$ 578,909	\$ -
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ -</b>	<b>\$ 578,909</b>	<b>\$ 578,909</b>	<b>\$ -</b>
<b>TRANSIT FUND</b>				
<b>ADMINISTRATION</b>				
COVID-19 Supplies	\$ 10,300	\$ 10,300	\$ 10,300	\$ -
Compensation Plan	-	58,401	58,401	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 10,300</b>	<b>\$ 68,701</b>	<b>\$ 68,701</b>	<b>\$ -</b>
<b>STORMWATER FUND</b>				
<b>ADMINISTRATION</b>				
Drainage Grant	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
NPDES Compliance	15,000	15,000	15,000	-
Capital Improvement Plan Project	150,000	150,000	150,000	-
Compensation Plan	-	57,983	57,983	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 190,000</b>	<b>\$ 247,983</b>	<b>\$ 247,983</b>	<b>\$ -</b>

• Independence Day	Monday, July 4, 2022
• Labor Day	Monday, September 5, 2022
• Veterans Day	Friday, November 11, 2022
• Thanksgiving	Thursday, November 24, 2022 Friday, November 25, 2022
• Christmas	Friday, December 23, 2022 Monday, December 26, 2022 Tuesday, December 27, 2022
• New Year's Day	Monday, January 2, 2023
• Martin Luther King, Jr. Day	Monday, January 16, 2023
• Good Friday	Friday, April 7, 2023
• Memorial Day	Monday, May 29, 2023
• Juneteenth Day	Monday, June 19, 2023

## **ADDENDUM**

### **FY2022-2023 ADOPTED BUDGET**

On May 24, 2022, the Interim City Manager presented a balanced FY2022-2023 Budget proposal totaling \$93,381,414 for all funds.

The City held a budget work session on June 7, 2021. The public hearing, as required by N.C.G.S. 159-12, was also held on June 7, 2022. One citizen spoke.

The City Council adopted the FY2022-2023 budget on June 21, 2022, with the following changes to the recommended budget presented by the City Manager:

#### **CHANGES:**

Increased the Motor Vehicle Tax from the recommended \$20, to \$30, the maximum allowed by NC General Statutes.

The final adopted FY2021-2022 Budget for all governmental and enterprise funds totals \$93,501,414.

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>



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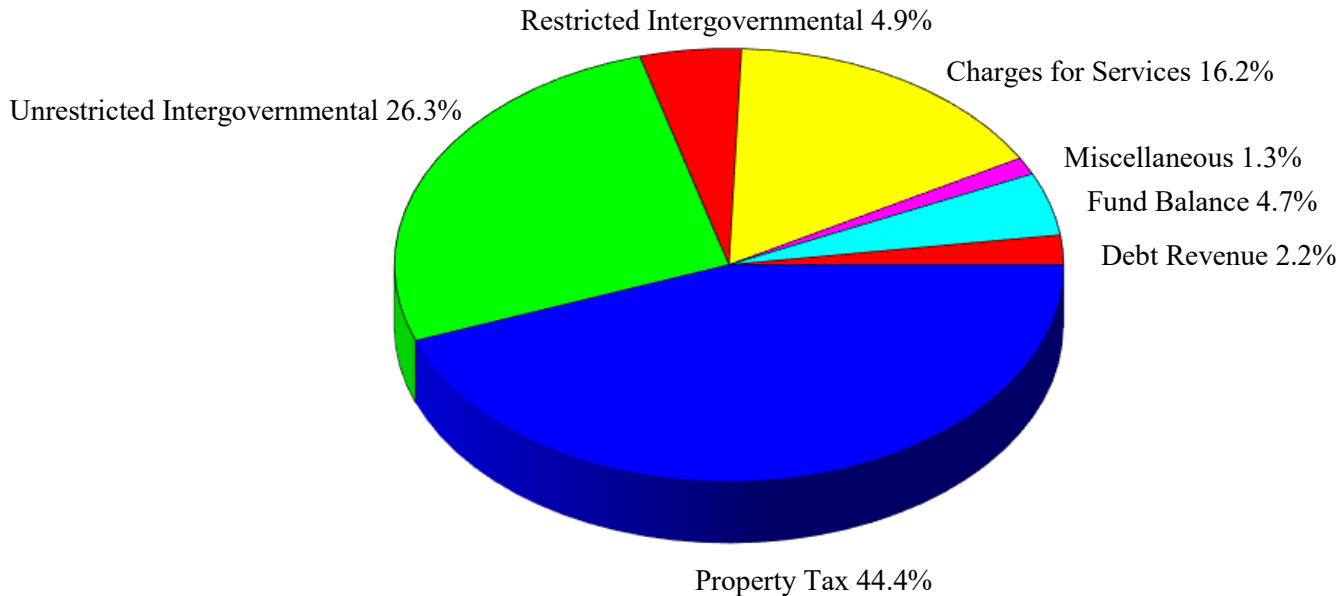
# Introductory Section

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# FY 2022-2023 GENERAL FUND

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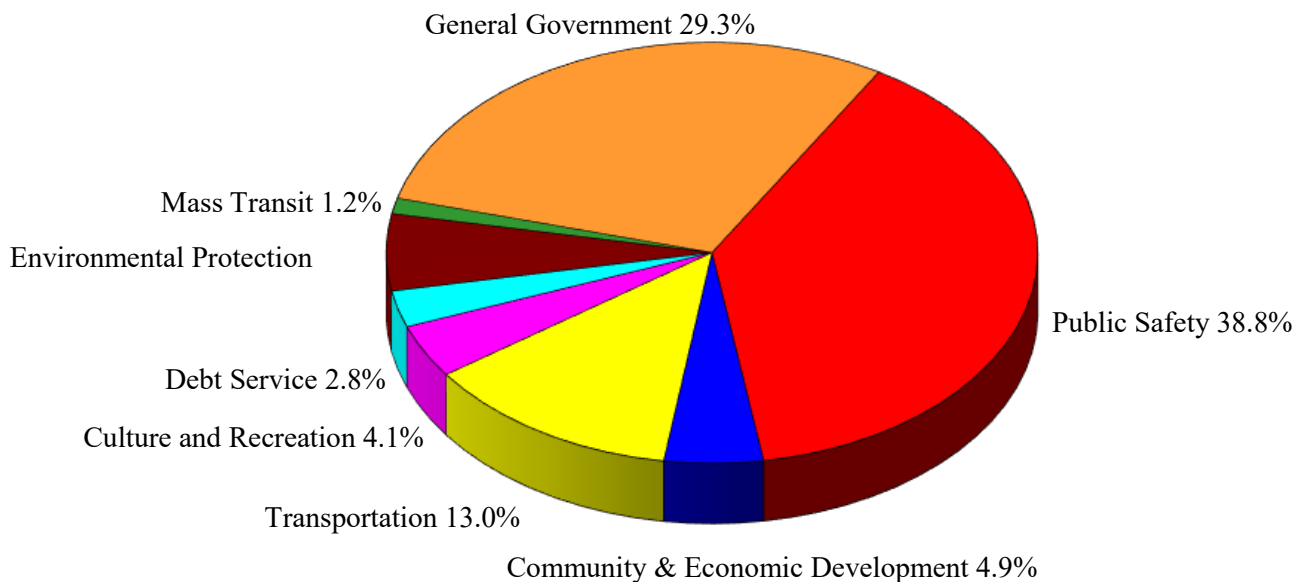
## Revenues - \$52,416,635



## *Where the Money Comes From*

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## Expenditures - \$52,416,635



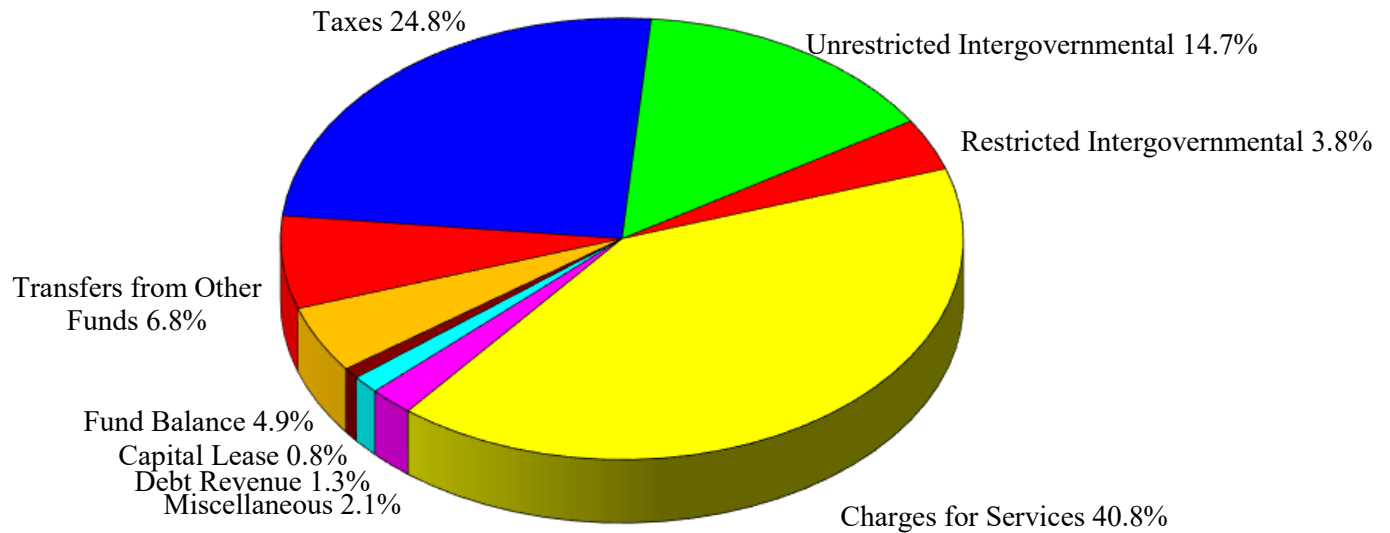
## *Where the Money Goes To*

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

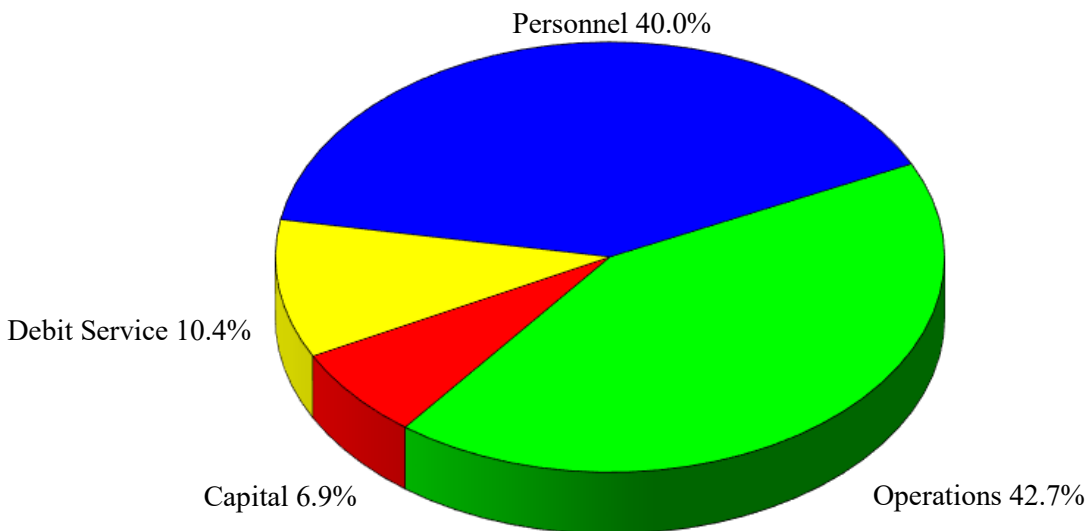


## CITY REVENUES BY TYPE (All Funds)



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## CITY EXPENDITURES BY CATEGORY (All Funds)



**CITY OF SALISBURY, NORTH CAROLINA**  
**BUDGET SUMMARY**  
**For the Year Ending June 30, 2023**

	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 6/30/22	\$ 20,000,000	\$ 2,900,000	\$ 3,000	\$ 99,500,000	\$ 2,400,000	\$ 430,000	\$ (1,200,000)	\$ 2,200,000	\$ 700,000	\$ 126,933,000		
Budgeted Revenues & Other Financing Sources:												
Taxes	\$ 23,303,199	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,303,199		
Unrestricted Intergovernmental	13,811,000	-	-	-	-	-	-	-	-	13,811,000		
Restricted Intergovernmental	2,545,217	-	400,000	-	-	560,461	-	-	-	3,505,678		
Charges for services	8,463,637	-	-	27,847,552	-	48,000	-	2,067,319	-	38,426,508		
Miscellaneous	628,487	30,000	25,000	20,000	30,000	1,175,999	58,110	20,200	-	1,987,796		
Long-term Debt Issued	-	1,179,461	-	-	-	-	-	-	-	1,179,461		
Capital leases	-	-	-	-	-	-	760,000	-	-	760,000		
Transfers From Other Funds	-	2,367,648	-	-	492,896	630,000	2,700,000	-	164,852	6,355,396		
Total Available Resources	\$ 48,751,540	\$ 3,577,109	\$ 425,000	\$ 27,867,552	\$ 522,896	\$ 2,414,460	\$ 3,518,110	\$ 2,087,519	\$ 164,852	\$ 89,329,038		
Expenditures:												
General Government	\$ 12,432,079	\$ 254,416	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,686,495		
Public Safety	18,548,752	1,779,832	-	-	-	-	-	-	-	20,328,584		
Transportation	6,358,009	494,603	-	-	-	-	-	-	-	6,852,612		
Environmental Protection	2,359,314	749,012	-	-	-	-	-	2,540,426	497,512	6,146,264		
Culture and Recreation	2,090,002	14,500	-	-	-	-	-	-	-	2,104,502		
Community & Economic Development	2,455,158	122,856	410,605	-	-	-	-	-	-	2,988,619		
Education	-	-	-	-	-	-	-	-	-	-		
Water & Sewer	-	-	-	23,166,156	714,219	-	-	-	-	23,880,375		
Mass Transit	-	-	-	-	-	2,414,460	-	-	-	2,414,460		
Fiber Optic	-	-	-	-	-	-	485,610	-	-	485,610		
Debt Service:												
Principal	629,240	559,552	14,000	3,324,630	-	-	2,500,000	-	-	7,027,422		
Interest	181,338	57,972	395	1,903,870	-	-	532,500	-	-	2,676,075		
Transfers To Other Funds	5,697,648	-	-	472,896	-	-	-	164,852	-	6,335,396		
Total Expenditures	\$ 50,751,540	\$ 4,032,743	\$ 425,000	\$ 28,867,552	\$ 714,219	\$ 2,414,460	\$ 3,518,110	\$ 2,705,278	\$ 497,512	\$ 93,926,414		
Budgeted Increase (Decrease) in Fund Balance	\$ (2,000,000)	\$ (455,634)	\$ -	\$ (1,000,000)	\$ (191,323)	\$ -	\$ -	\$ (617,759)	\$ (332,660)	\$ (4,597,376)		
Full Accrual Adjustments: <sup>1</sup>												
Budgeted Capital Outlay	-	-	-	700,000	714,219	875,146	-	-	497,512	2,786,877		
Budgeted Debt Principal	-	-	-	3,324,630	-	-	2,500,000	-	-	5,824,630		
Estimated Depreciation	-	-	-	(5,174,376)	-	(76,615)	(667,271)	(117,176)	-	(6,035,438)		
Estimated Fund Balance/ Net Assets 6/30/23	\$ 18,000,000	\$ 2,444,366	\$ 3,000	\$ 97,350,254	\$ 2,922,896	\$ 1,228,531	\$ 632,729	\$ 1,465,065	\$ 864,852	\$ 124,911,693		

<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, 2023**

	FUND	TO					
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	Fibrant	TOTAL OUT
<b>F R O M</b>	General	\$ 2,367,648	\$ -	\$ 630,000	\$ -	\$ 2,700,000	\$ 5,697,648
	Water & Sewer	-	472,896	-	-	-	472,896
	Stormwater	-	-	-	164,852	-	164,852
	Stormwater Capital	-	-	-	-	-	-
	<b>TOTAL IN</b>	<b>\$ 2,367,648</b>	<b>\$ 472,896</b>	<b>\$ 630,000</b>	<b>\$ 164,852</b>	<b>\$ 2,700,000</b>	<b>\$ 6,335,396</b>

## SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

	FY2020-21 ACTUAL	FY2021-22 ESTIMATE	FY2022-23 ADOPTED
<b>REVENUES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
Taxes	\$ 23,171,591	\$ 22,973,319	\$ 23,303,199
Unrestricted Intergovernmental	13,016,200	14,238,900	13,811,000
Restricted Intergovernmental	3,440,551	2,739,153	2,545,217
Charges for Services	8,348,284	8,445,028	8,463,637
Miscellaneous	733,179	866,479	658,487
Long-term Debt Issued	-	-	1,179,461
Fund Balance Appropriated	-	321,277	2,455,634
Transfers From Other Funds	2,178,841	2,214,197	2,367,648
Total Available Resources	\$ 50,888,646	\$ 51,798,353	\$ 54,784,283
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 27,546,099	\$ 28,076,934	\$ 27,847,552
Miscellaneous	57,300	27,400	50,000
Appropriated Fund Balance	-	1,756,726	1,191,323
Transfers From Other Funds	509,212	500,668	492,896
Total Available Resources	\$ 28,112,611	\$ 30,361,728	\$ 29,581,771
<b>MASS TRANSIT FUND</b>			
Restricted Intergovernmental	\$ 176,638	\$ 352,078	\$ 553,661
Charges for Services	18,215	71,824	48,000
Miscellaneous	541,342	116,896	1,182,799
Transfers From Other Funds	241,611	630,000	630,000
Total Available Resources	\$ 977,805	\$ 1,170,798	\$ 2,414,460
<b>FIBRANT COMMUNICATIONS FUND</b>			
Lease	\$ 777,744	\$ 735,000	\$ 760,000
Miscellaneous	49,593	82,689	58,110
Transfers From Other Funds	2,970,000	2,945,040	2,700,000
Total Available Resources	\$ 3,797,337	\$ 3,762,729	\$ 3,518,110
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 1,883,700	\$ 1,956,325	\$ 2,067,319
Other Operating/Miscellaneous	8,576	26,670	20,200
Appropriated Fund Balance	-	84,110	950,419
Transfers From Other Funds	159,723	159,778	164,852
Total Available Resources	\$ 2,051,999	\$ 2,226,883	\$ 3,202,790
<b>SPECIAL REVENUE FUNDS</b>			
Restricted Intergovernmental	\$ 496,740	\$ 375,000	\$ 400,000
Miscellaneous	39,875	40,000	25,000
Total Available Resources	\$ 536,615	\$ 415,000	\$ 425,000
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$ 23,171,591	\$ 22,973,319	\$ 23,303,199
Unrestricted Intergovernmental	13,016,200	14,238,900	13,811,000
Restricted Intergovernmental	4,113,929	3,466,231	3,498,878
Charges for Services	37,796,299	38,550,111	38,426,508
Lease	777,744	735,000	760,000
Miscellaneous	1,429,864	1,160,134	1,994,596
Refunding Bonds Issued	-	-	-
Fund Balance Appropriated	-	2,162,113	4,597,376
Transfers From Other Funds	6,059,387	6,449,683	6,355,396
Total Available Resources	\$ 86,365,013	\$ 89,735,491	\$ 93,926,414

	<b>FY2020-21 ACTUAL</b>	<b>FY2021-22 ESTIMATE</b>	<b>FY2022-23 ADOPTED</b>
<b>EXPENDITURES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
General Government	\$ 9,107,384	\$ 10,122,116	\$ 12,686,495
Public Safety	17,089,847	19,130,479	20,328,584
Transportation	6,353,372	6,878,949	6,852,612
Environmental Protection	2,157,908	2,619,164	3,108,326
Culture and Recreation	2,888,351	2,251,399	2,104,502
Community/Economic Dev	3,123,881	2,925,399	2,578,014
Education	40,000	40,000	-
Debt Service	1,570,955	1,392,931	1,428,102
Transfers To Other Funds	3,211,611	3,575,000	5,697,648
Total Expenditures	<u>\$ 45,543,309</u>	<u>\$ 48,935,437</u>	<u>\$ 54,784,283</u>
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 20,251,421	\$ 19,966,528	\$ 23,880,375
Debt Service	4,831,199	5,240,384	5,228,500
Transfers To Other Funds	509,212	500,668	472,896
Total Expenditures	<u>\$ 25,591,832</u>	<u>\$ 25,707,580</u>	<u>\$ 29,581,771</u>
<b>TRANSIT FUND</b>			
Mass Transit	\$ 1,066,824	\$ 1,197,025	\$ 2,414,460
Total Expenditures	<u>\$ 1,066,824</u>	<u>\$ 1,197,025</u>	<u>\$ 2,414,460</u>
<b>FIBRANT COMMUNICATIONS FUND</b>			
Fiber Optic Network	\$ 264,009	\$ 236,364	\$ 485,610
Debt Service	3,084,701	3,011,538	3,032,500
Total Expenditures	<u>\$ 3,348,710</u>	<u>\$ 3,247,902</u>	<u>\$ 3,518,110</u>
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Environmental Protection	\$ 2,046,043	\$ 1,488,952	\$ 3,037,938
Transfers to Other Funds	159,723	159,778	164,852
Total Expenditures	<u>\$ 2,205,766</u>	<u>\$ 1,648,730</u>	<u>\$ 3,202,790</u>
<b>SPECIAL REVENUE FUNDS</b>			
Community/Economic Dev	\$ 488,417	\$ 375,000	\$ 410,605
Debt Service	37,630	37,630	14,395
Total Expenditures	<u>\$ 526,047</u>	<u>\$ 412,630</u>	<u>\$ 425,000</u>
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 9,107,384	\$ 10,122,116	\$ 12,686,495
Public Safety	17,089,847	19,130,479	20,328,584
Transportation	6,353,372	6,878,949	6,852,612
Environmental Protection	4,203,951	4,108,116	6,146,264
Culture and Recreation	2,888,351	2,251,399	2,104,502
Community/Economic Dev	3,612,298	3,300,399	2,988,619
Education	40,000	40,000	-
Water & Sewer	20,251,421	19,966,528	23,880,375
Mass Transit	1,066,824	1,197,025	2,414,460
Fiber Optic Network	264,009	236,364	485,610
Debt Service/Debt Refunding	9,524,485	9,682,483	9,703,497
Transfers To Other Funds	3,880,546	4,235,446	6,335,396
Total Expenditures	<u>\$ 78,282,488</u>	<u>\$ 81,149,304</u>	<u>\$ 93,926,414</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 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
Total General Fund	\$ 10,720,742	\$ 304,531	\$ 304,531
Total General Fund Capital Reserve Fund	459,724	4,032,743	4,032,743
Total Water & Sewer Fund	1,400,000	700,000	700,000
Total Water/Sewer Capital Reserve Fund	700,000	714,219	714,219
Total Mass Transit Fund	1,018,748	875,146	875,146
Total Stormwater Capital Reserve Fund	-	497,512	497,512
Total All Funds	<u>\$ 14,299,214</u>	<u>\$ 7,124,151</u>	<u>\$ 7,124,151</u>

## REVENUE ASSUMPTIONS FOR FY2022-23

### General Fund Revenue

#### Taxes:

**Property Taxes** – Property tax values are provided by the Rowan County Tax Assessor’s Office. The Office projects a slight growth in the tax base. An uncollectible rate of 2.08% was used based on FY21 Annual Comprehensive Financial Report.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2021 property tax receivable balance projected as of June 30, 2022 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. CMAQ and STBG grants are anticipated to fund projects on Jake Alexander Boulevard, Old Concord Road, Brenner Avenue, and the greenway. The City will also receive grant funds to pay for our Homeless Victim’s Advocate position and related expenses.

**State** - Based on FY2022-23 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 FY2022-23.

**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 FY2022-23.

**Other** - Based on historical trends.

**Other Financing Sources:**

**Proceeds from Installment Financing** – Based on financing the replacement of one fire truck.

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

**Water and Sewer Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2022.

**Water and Sewer Taps** – Based on the projected taps to be completed in FY2022-23.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2022-23.

**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 FY2022-23.

**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 FY2022-23.

**American Rescue Plan (ARP)** – Federal Funding to facilitate recovery from the COVID-19 pandemic.

**Special Revenue Funds Revenue**

**Intergovernmental:**

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

**Miscellaneous:**

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

**Fibrant Communications Fund Revenue**

**Miscellaneous:**

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

## Stormwater Fund Revenue

### Operating Revenues:

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

## Stormwater Capital Reserve Fund Revenue

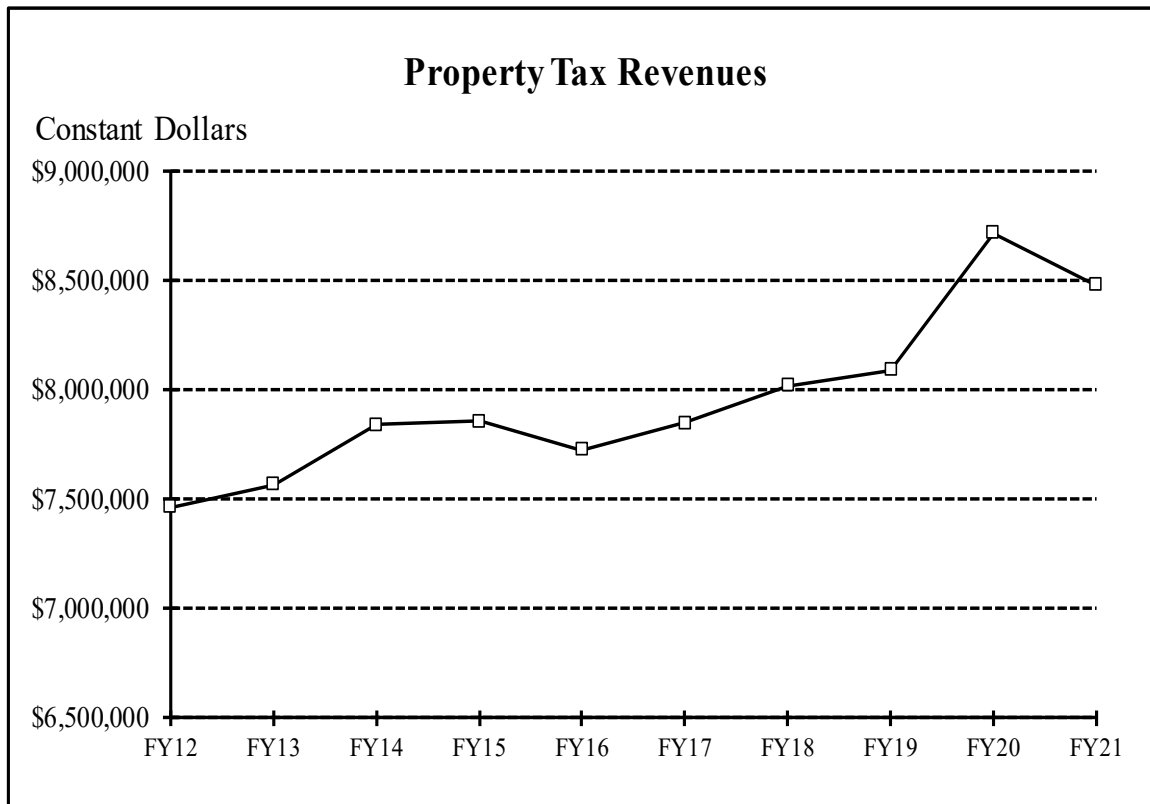
### Other Financing Sources:

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

## TREND MONITORING

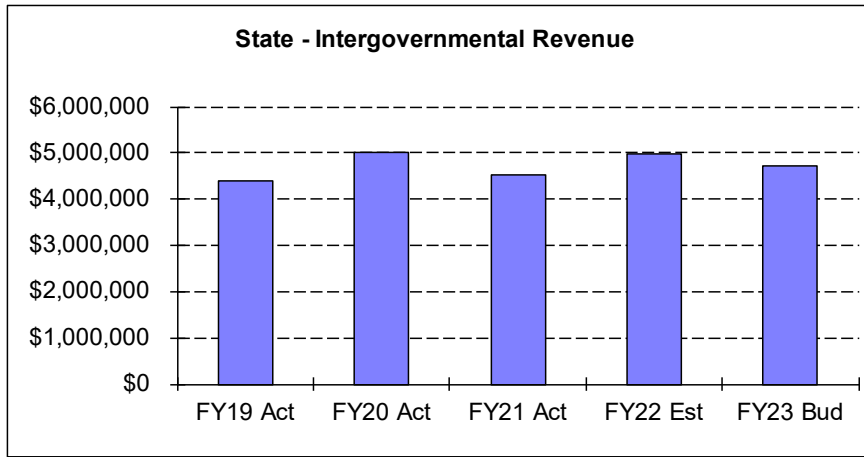
As noted previously, many revenues are budgeted based on historical trends. Trend monitoring is an essential element in the budgeting process for the City of Salisbury. Revenue information by line item is available for the current fiscal year, along with actual revenues for the past two fiscal years.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

Trend factors are translated into indicators, which are then converted into graphs. Each graph has a warning indicator that can necessitate appropriate action from the City. For the graph below, the warning indicator is a decline in property tax revenues based on constant dollars (base year – 1984). An increase in the Consumer Price Index in 2021 caused the Property Tax Revenues in constant dollars to decline in FY21.



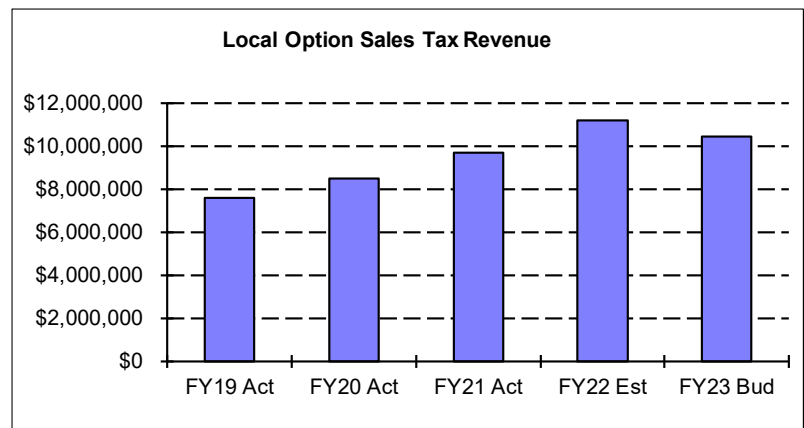
## OTHER REVENUE TRENDS

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

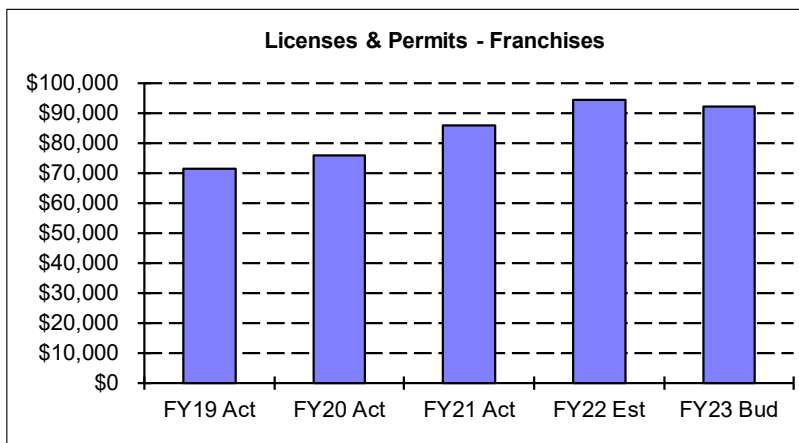


State intergovernmental revenue is comprised to state-shared receipts and grants. FY22 revenues increased due to grant funding received for the greenway.

Local option sales tax revenue is based on the 1% and ½% local option sales tax. Revenues have grown at a steady pace for the last several years. The FY23 budgeted amount is conservative due to the potential effects of a possible upcoming recession.

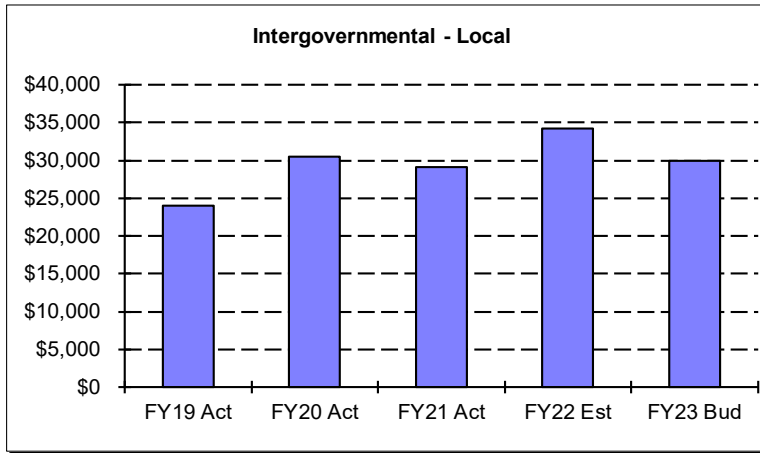


The following graphs depict other revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



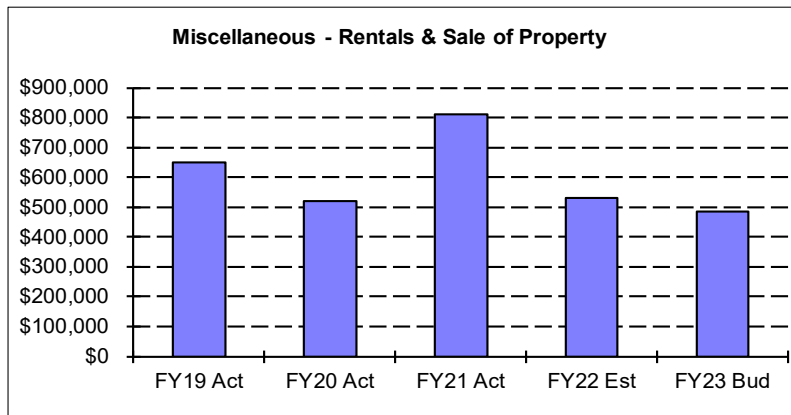
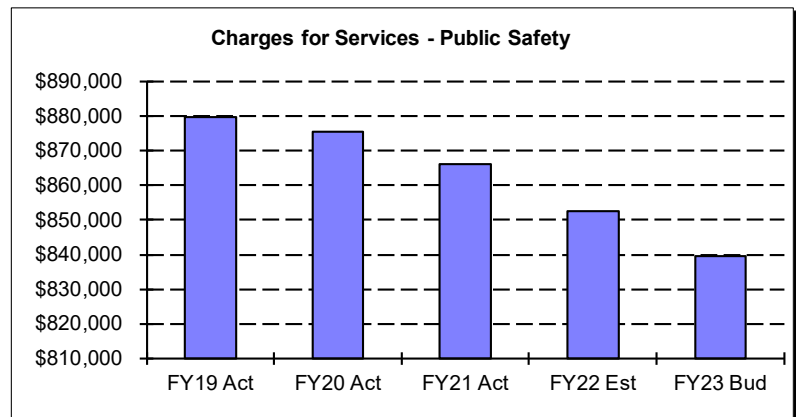
Permit revenues are based rental vehicle licenses and beer and wine licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to grow at a consistent level each year thereafter.





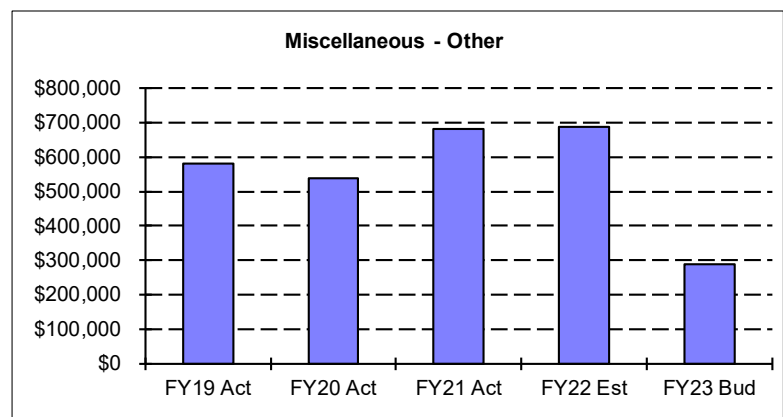
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

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



Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. FY21 shows an increase in the sale of assets due to clearing a backlog of surplus property.

Other miscellaneous revenue is subject to significant fluctuation due to General Fund donations and miscellaneous revenue. The City has not appropriated any donations in the FY23 budget, but will do so if/when donations are actually received.



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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 is 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. Equipment replacement subfunds for Water and Sewer and for Stormwater utilities are 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.

As of September 1, 2013, State law altered the procedures for the assessment and collection of property taxes on registered motor vehicles in North Carolina. Effective with this change in the law, the State of North Carolina is responsible for billing and collecting the property taxes on registered motor vehicles on behalf of all municipalities and special tax districts. Property taxes are due when the vehicle is registered. The billed taxes are applicable to the fiscal year in which they are received.

Sales taxes and certain intergovernmental revenues, such as the utilities franchise tax, collected and held by the State on behalf of the City, are recognized as revenue. Most 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 unavailable 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 cost-reimbursement grant resources to such programs, followed by categorical block grants, and then general revenues.

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.

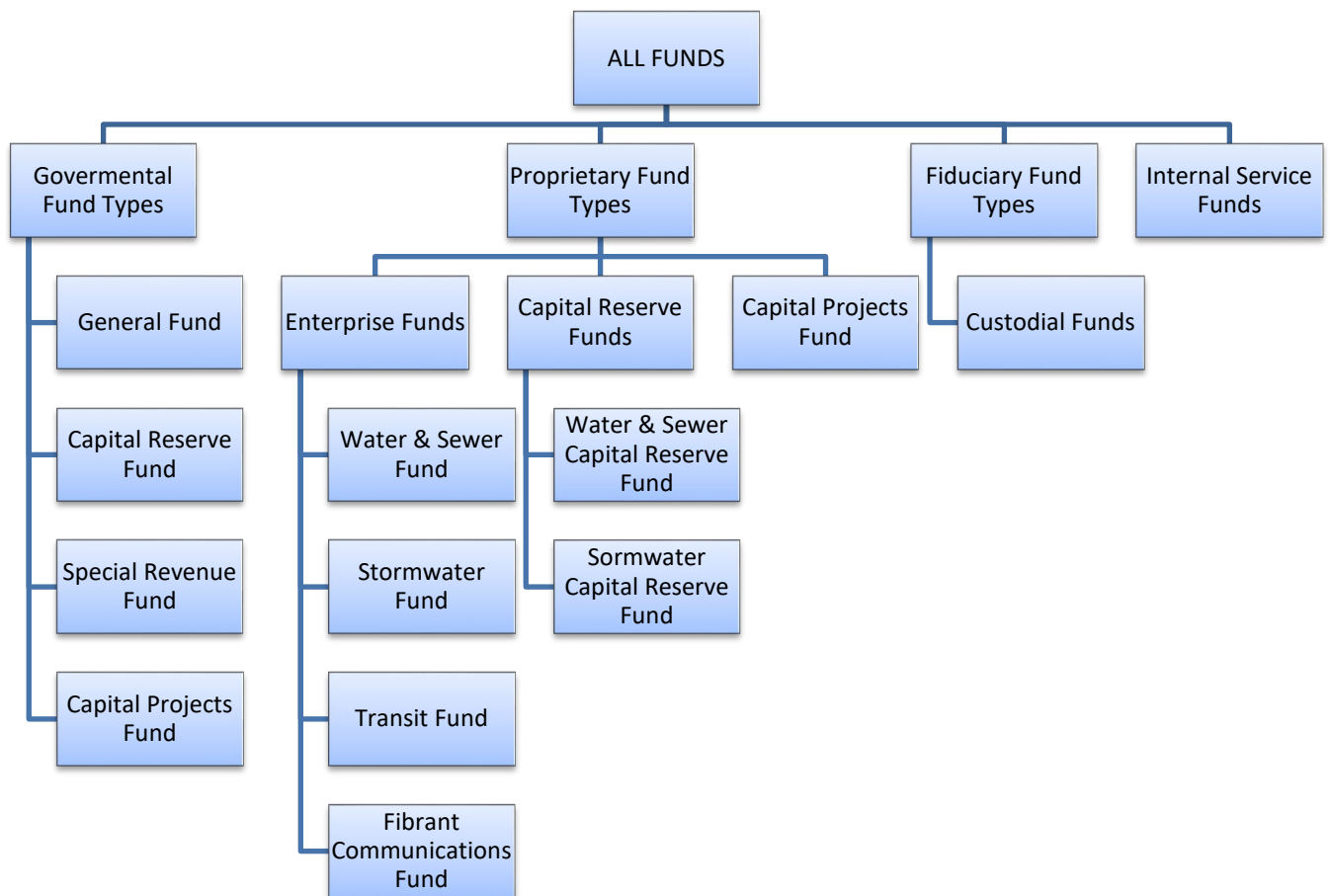
The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The Enterprise Funds reimburse the General Fund for expenditures made on their 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 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 Ordinance Amendments are required for any revisions that alter total expenditures of any fund. All such 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
- Maintain a mix of investments with no over-reliance on a single type of investment
- Avoid long term investments
- Always purchase investments with the intent to hold to maturity
- Investments are made with available cash that is in excess of amounts needed to meet current disbursement needs
- Investments are competitively bid
- All investments require the approval of two authorized employees to complete the transaction

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

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

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

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

## **FISCAL POLICIES**

### **Revenue Policy**

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

### **Operating Budget Policy**

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

### **Capital Improvement Policy**

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

### **Accounting Policy**

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

### **Debt Policy**

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

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

### **Reserve Policy**

1. The City maintains an unreserved fund balance of at least 24% 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 may be reinstated against the subsequent year's appropriation. Appropriations are made at the departmental level and amended as necessary. A portion of fund balance may be appropriated to balance a fund's budget. All annual appropriations lapse at year end.

The City follows these procedures in establishing the budgetary data:

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

## **GOAL SETTING AND BUDGETARY PROCESS**

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

In preparation for this Retreat, the City's Staff updates the comprehensive 10-Year Capital Improvement Plan (CIP) the Water and Sewer Fund. The CIP helps guide funding priorities in the upcoming city budget. The City has previously engaged the services of a consultant to update the CIP. As part of that engagement, Council held CIP work sessions with staff each fiscal year to review the forecasted revenue and potential capital expenditures that are reflected in the CIP. Due to the ongoing financial uncertainties related to COVID-19 and rising inflation, the FY22-23 General Fund CIP was not updated by consultants. The General Fund CIP is based on what is adopted by the City Council for the FY23 Budget and ARPA Funded Projects.

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

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

Upon return of the completed forms and departmental input of budget requests, the City Manager and Budget Team meet with each member of the City's Management Team to review his respective budget requests and justifications. The City Manager and Budget Team then evaluate each department's request for personnel,



operational items, and capital outlay. The evaluation process is detailed and time-consuming. For each department, every line item justification is reviewed in light of the departmental goals and needs. Any additional personnel must be justified by the department and then assessed by Human Resources and Finance for need and appropriate staffing. Operational items are usually held to an increase no greater than that of the inflation rate.

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

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

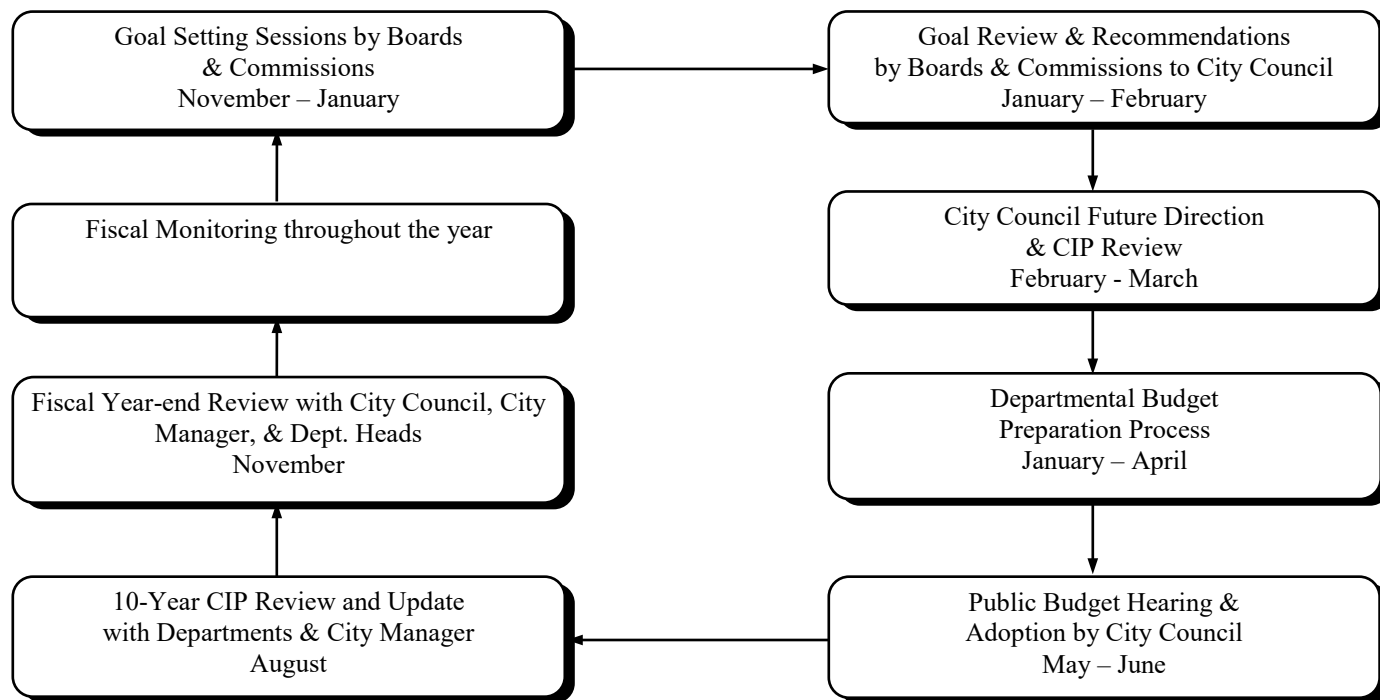
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City's web site at [www.salisburync.gov](http://www.salisburync.gov).

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

## FY2022-2023 BUDGET CALENDAR

January 2022	Prepare personnel request forms; present staffing patterns and personnel request information  Prepare schedules for fixed operational costs	Finance
January 2022	Vehicle Review Committee meeting for evaluation of vehicles	Fleet Manager and Purchasing Coordinator
1/28/2022	Start of budget data entry  Complete all budget request forms no later than February 25, 2022	Management Team and Division Managers
2/10/2022 - 2/11/2022	Annual Retreat	Mayor, City Council, City Manager and Staff
2/25/2022	Review of Specific Budget Proposals	Budget Team, Department Heads and Division Managers
2/1/2022 - 2/28/2022	Prepare FY2021-2022 year-end revenue estimates and FY2022-23 revenue estimates on all funds	Finance, Utilities Director, & Transit Director
TBA	Hold Public Hearing on the use of 2022-23 CDBG & HOME Funds	Community Planning Services Staff
4/30/2022	Departmental budget cuts to balance budget due to Finance	City Manager, Department Heads, Division Mangers
TBA	First reading of 2022-2023 CDBG & HOME; hold Information Session for 2022-23 CDBG & HOME Funds	Community Planning Services Staff
5/24/2022	City Manager to present recommended Budget to City Council	City Manager
5/31/2022	Place ad in THE SALISBURY POST to advertise one time for public hearing	City Clerk
June 2022	Public notice of Budget Work Session	City Clerk
6/7/2022	Hold a public hearing on the FY2022-23 Budget	City Council
June 2022	Budget Work Session	Mayor, City Council, City Manager and Staff

**CITY OF SALISBURY**  
**FY2022-2023 BUDGET CALENDAR**

Before July 1, 2022	City Council to adopt Budget	City Council
July 2022	Report tax rate to Rowan County Tax Supervisor	City Clerk
Summer 2022	Brief Boards and Commissions Chairmen on Adopted Budget	Chairmen of City Boards and Commissions and appropriate City Staff





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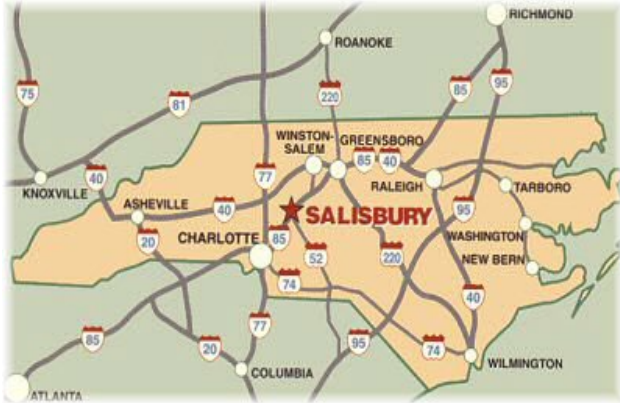
# City Overview

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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 average high temperature is about 53 degrees, with a low around 29 degrees. The total snowfall is normally about 3 inches each year. In the summer, the high averages about 89 degrees, with a low of 68 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 36,215 based upon estimates from the North Carolina Office of State Planning.

## HISTORY

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

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

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

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

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

*Henderson Law Office*



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

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

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

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

### **GOVERNMENT**

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

The City Council appoints the City Manager to serve as the City's Chief Executive Officer. The City Manager is responsible for implementing the policies of the City Council, directing business and administrative procedures, and appointing departmental officers. At the present time, the City Manager is assisted by the Assistant City Manager and thirteen departments: Administration, Human Resources, Finance, Communications, Downtown Development, Fire, Police, Community Planning Services, Engineering, Public Works, Transit, Parks and Recreation, and Salisbury-Rowan Utilities. The City provides a full range of municipal services allowable under state law including law enforcement, fire protection, zoning and code enforcement, cemeteries, recreation centers and parks, street maintenance, sanitation, and water and sewer systems. The City provides broadband services 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 2021 was 9.7 million gallons per day, with a peak daily production of 11.9 million gallons. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the service area.

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

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons and the average daily treatment in FY 2021 was 7.5 million gallons.

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

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

### **TRANSPORTATION**

Salisbury, nearly the geographic center of North Carolina, is located on Interstate Highway 85, 42 miles from Charlotte, 52 miles from Greensboro, and 39 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 7 million people live within 100 miles of Salisbury,



3.25 million within 50 miles. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

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

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

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

*The Depot*



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

### **LODGING**

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

### **EDUCATION**

Salisbury is home to four colleges. Catawba College was founded in Newton, North Carolina in 1851, and moved to Salisbury in 1925. Catawba has 30 buildings comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of 1,325 Liberal Arts students and is

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

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

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

### **ARTS AND ENTERTAINMENT**

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

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



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

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

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

### **COMMUNITY FACILITIES**

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

A full-time, year-round parks and recreation staff offers activities for all city residents. In addition to organized activities, the City provides 28 parks and other properties, an outdoor seasonal swimming pool and splash pad, a sports complex, and a large community park and athletic complex totaling 521 acres of parkland city wide.

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

A new teen center opened March 5, 2018, in the Miller Recreation Center on West Bank Street. Teens receive free membership cards when they sign up, which also gives them free access to city buses. The center offers a place to play pool, foosball, and video

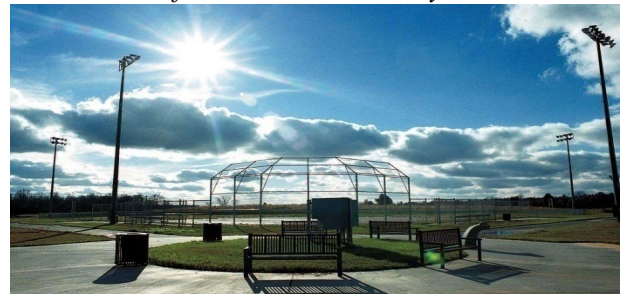
games. The members can also receive homework assistance, life skills training, and participate in other specialized programs.

### **PARK SYSTEMS**

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

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

*Ball field at the Community Park*



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

The City added a new park as part of a public private partnership in the downtown area in July 2021. Bell Tower Green Park covers a full block in downtown Salisbury. It has a large water fountain, flower beds, stage, and green space.

### **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 Inc. has 17 events in the Downtown area that bring thousands of residents together for a fun filled evening. The City of Salisbury, in partnership with Cheerwine, has hosted the Cheerwine Festival in May. The event began with the 100<sup>th</sup> birthday of Cheerwine in 2017, and the event has grown to over 50,000 visitors in downtown

Salisbury enjoying live music, food vendors, shopping, local craft vendors, and family-friendly activities.

*Cheerwine Festival*



### MISCELLANEOUS STATISTICS

<b>Public Safety:</b>		<b>Regional Utilities Department:</b>	
Number of Fire Stations	6	Number of Customers	20,321
Number of Police Stations	1	Miles of Water Line	470
<b>Recreation Facilities:</b>		Miles of Sewer Line	450
Number of Parks	18	Area - Square Miles	21.8
Number of Recreation Centers	4	Miles of Streets	172.83
Number of Tennis Courts	6	Number of Cemeteries	7
Number of Acres	521		
Greenway Miles	5.2		



Fiscal Year Ended June 30,	ASSESSED VALUE OF TAXABLE PROPERTY For the Last Ten Fiscal Years				Tax Rate	
		Personal	Public Service			
	Real Property	Property	Property	Total		
2023	<sup>1</sup>			\$3,212,624,292	\$0.7196	
2022	<sup>1</sup>	\$2,514,412,226	\$609,036,175	\$82,889,858	\$3,206,338,261	\$0.7196
2021		\$2,461,217,468	\$640,530,735	\$80,227,240	\$3,181,975,443	\$0.7196
2020		\$2,471,778,814	\$603,628,803	\$80,096,479	\$3,155,504,096	\$0.7196
2019		\$2,213,404,065	\$580,679,857	\$76,103,757	\$2,870,187,679	\$0.7196
2018		\$2,200,909,996	\$571,100,802	\$72,407,318	\$2,844,418,116	\$0.7096
2017		\$2,190,395,512	\$581,933,147	\$70,460,904	\$2,842,789,563	\$0.6720
2016		\$2,188,918,181	\$552,224,799	\$69,437,235	\$2,810,580,215	\$0.6600
2015		\$2,192,253,039	\$572,732,078	\$62,228,883	\$2,827,214,000	\$0.6569
2014		\$2,185,868,793	\$592,826,220	\$59,056,195	\$2,837,751,208	\$0.6374

<sup>1</sup> Estimate(s) used for budgetary purposes

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

**SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY**  
**For the Year Ended June 30, 2021**

Business	Type of Enterprise	2021 Assessed Valuation	Percentage Value of
Food Lion, Inc.	Commercial	\$ 139,771,739	4.39%
Henkel Corporation	Manufacturing	39,813,007	1.25%
Granges Americas Inc	Utility	34,031,127	1.07%
Duke Energy Corporation	Utility	33,961,928	1.07%
Brixxmor Innes Street, LLC	Real Estate	26,173,359	0.82%
Nouryon Surface Chemical LLC	Industrial	20,399,692	0.64%
Wal-Mart Real Estate Business	Retail	18,031,851	0.57%
BRC Salisbury LLC	Real Estate	15,806,050	0.50%
Piedmont Natural Gas	Utility	14,667,683	0.46%
SAFHI INC	Travel	11,831,930	0.37%
Total		<u>\$ 354,488,366</u>	<u>11.14%</u>

**SCHEDULE OF PRINCIPAL EMPLOYERS  
IN THE CITY OF SALISBURY  
For the Year Ended June 30, 2021**

<b>Employer</b>	<b>Employee</b>	<b>Percentage of Total City</b>
Delhaize Food Lion	3,703	16.93%
Rowan/Salisbury School System	2,627	11.94%
W.G. (Bill) Hefner VA Medical Center	2,400	10.91%
Novant Health Rowan Regional	1,560	7.09%
Rowan-Cabarrus Community College	900	4.09%
Rowan County	849	3.86%
Piedmont Correctional Institute	450	2.05%
Catawba College	400	1.82%
City of Salisbury	393	1.79%
Lutheran Services for the Aging	379	1.72%
Total	13,661	62.10%

Source: Annual Comprehensive Financial Report, Fiscal Year ending June 30, 2021

**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>
2021	36,215	\$ 913,197,440	\$ 25,216	37.5	6.7%
2020	34,536	851,830,440	24,665	40.5	7.3%
2019	34,463	843,688,703	24,481	40.3	4.7%
2018	34,463	835,555,435	24,245	40.1	4.4%
2017	34,459	829,255,835	24,065	39.9	5.2%
2016	34,285	818,931,510	23,886	39.7	5.8%
2015	33,955	805,005,140	23,708	39.5	5.9%
2014	33,726	793,606,506	23,531	39.3	7.3%
2013	33,622	785,275,432	23,356	39.1	9.6%
2012	33,701	781,256,582	23,182	38.9	10.9%

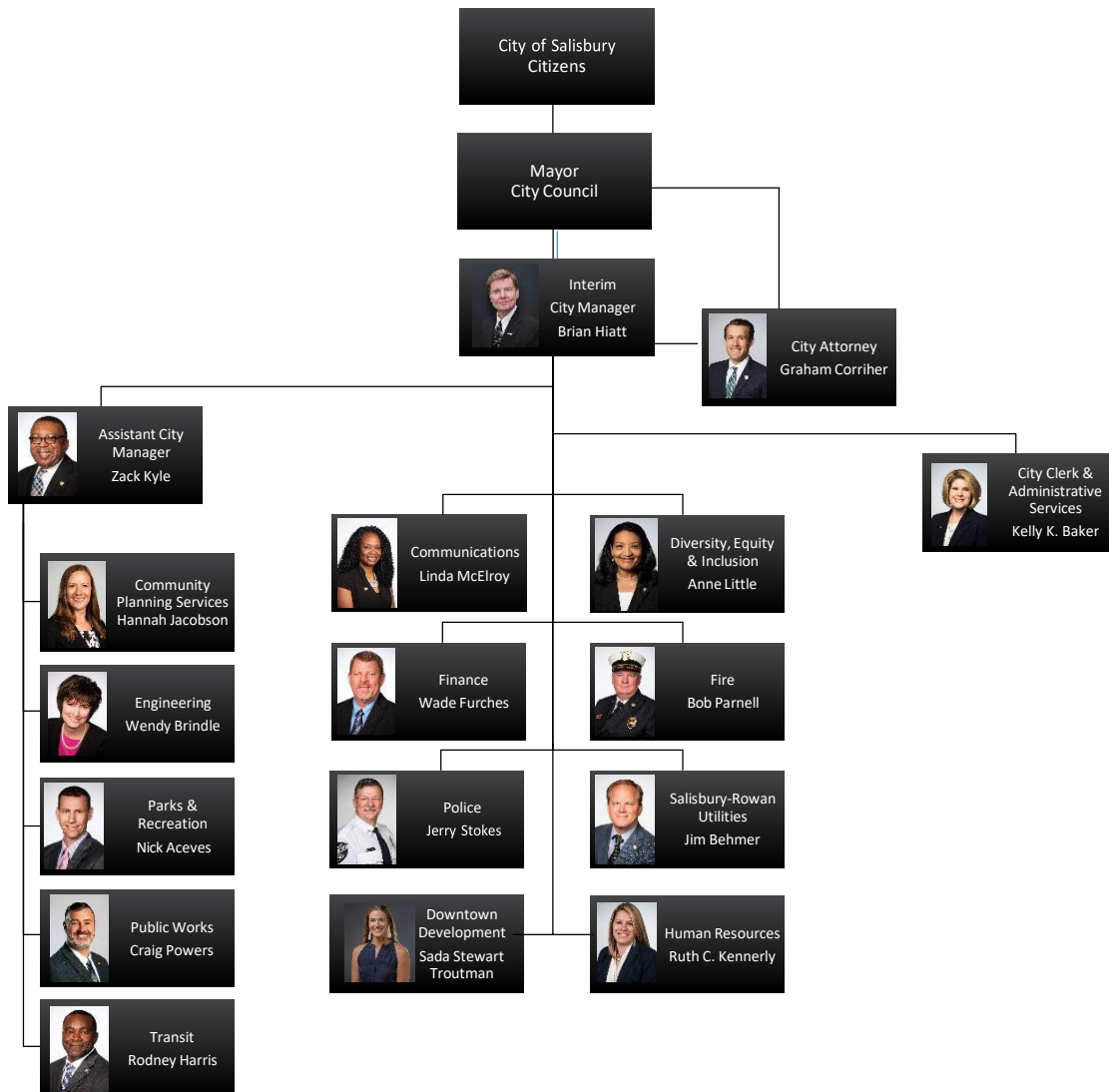
Sources: Population data provided by Office of State Management and Budget.  
Personal income, per capita income, and median age data are based on the latest census with estimated fluctuations for non-census years.  
Unemployment rates are provided by the NC Employment Security Commission.

**CITY OF SALISBURY**  
**LIST OF PRINCIPAL OFFICIALS**  
July 1, 2022

Mayor	Karen Kirks Alexander
Mayor Pro Tem	Tamara Sheffield
Council Member	David Post
Council Member	Anthony Smith
Council Member	Harry McLaughlin
City Attorney	J. Graham Corriher
City Manager	James S. Greene, Jr.
Interim City Manager (during budget preparation)	W. Brian Hiatt
Assistant City Manager	Zack Kyle
Administrative Services Director	Kelly K. Baker
Deputy City Clerk	Connie Snyder
Communications Director	Linda McElroy
Community Planning Services Director	Hannah Jacobson
Downtown Salisbury Director	Sada Troutman
Engineering Director	Wendy Brindle
Finance Director	S. Wade Furches
Fire Chief	Robert A. Parnell
Human Resources Director	Ruth C. Kennerly
Parks and Recreation Director	Nick Aceves
Police Chief	Jerry Stokes
Public Works Director	Craig Powers
Salisbury-Rowan Utilities Director	James D. Behmer
Transit Director	Rodney L. Harrison



# City of Salisbury Organization Chart



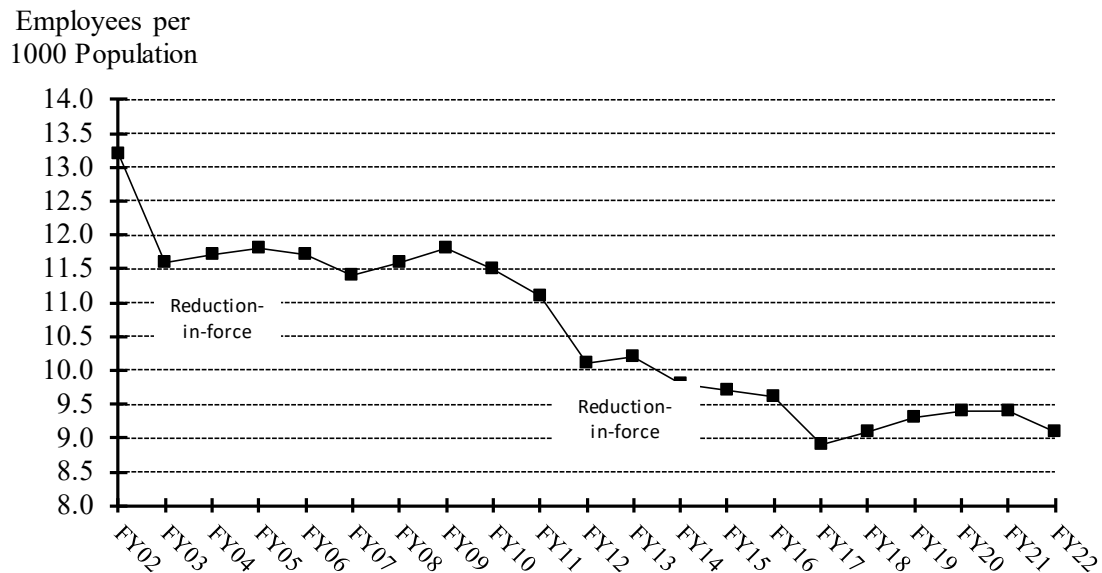
## SALISBURY SUMMARY OF POSITIONS FOR FY 2022 – 2023

	<u>APPROVED FY 2020-21</u>	<u>APPROVED FY 2021-22</u>	<u>REQUESTED FY 2022-23</u>	<u>RECOMMENDED FY 2022-23</u>	<u>APPROVED FY 2022-23</u>
<b>GENERAL FUND</b>					
City Council	7	7	7	7	7
Management & Administration	6	6	6	7	7
Communications	4	4	4	4	4
Human Resources	6	6	6	6	6
Financial Services	12	12	12	12	12
Customer Service	8	8	8	8	8
Information Technologies	7	7	7	7	7
Community Planning Services	4	5	5	5	5
Code Services	4	4	4	5	5
Development Services	4	4	4	4	4
Downtown Salisbury	3	3	3	3	3
Engineering	7	7	7	8	8
Engineering-Traffic Operations	3	3	3	3	3
Police	94	95	95	96	96
Fire	90	88	88	88	88
Public Works-Telecommunications	4	4	4	4	4
Public Works-Facilities Maintenance	5	5	5	5	5
Public Works-Administration	3	4	5	5	5
Public Works-Streets	15	14	13	13	13
Public Works-Cemetery	1	1	1	1	1
Public Works- Solid Waste Management	6	6	6	6	6
Public Works-Waste Management-Other	4	4	4	4	4
Public Works-Grounds Maintenance	16	16	16	16	16
Public Works-Fleet Management	13	13	13	13	13
Public Works-Bell Tower Green	4	3	3	3	3
Parks and Recreation	15	15	15	17	17
<b>TOTAL</b>	<b>345</b>	<b>344</b>	<b>344</b>	<b>350</b>	<b>350</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	12	13	14	13	13
Water Treatment	9	9	9	9	9
Systems Maintenance	31	31	31	31	31
Environmental Services	7	7	7	7	7
Wastewater Treatment Plants	24	24	24	25	25
Meter Services	7	7	7	7	7
<b>TOTAL</b>	<b>90</b>	<b>91</b>	<b>92</b>	<b>92</b>	<b>92</b>
<b>TRANSIT FUND</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>15</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>460</b>	<b>460</b>	<b>462</b>	<b>468</b>	<b>468</b>
<i>Permanent Full-time</i>	<i>435</i>	<i>437</i>	<i>439</i>	<i>444</i>	<i>444</i>
<i>Permanent Part-time</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>6</i>	<i>6</i>
<i>Temporary Full</i>					
<i>Temporary Part-time</i>	<i>9</i>	<i>7</i>	<i>7</i>	<i>5</i>	<i>5</i>
<i>Part-Time Pools</i>	<i>11</i>	<i>11</i>	<i>11</i>	<i>13</i>	<i>13</i>
<b>TOTAL ALL FUNDS</b>	<b>460</b>	<b>460</b>	<b>462</b>	<b>468</b>	<b>468</b>

For the FY2022-23 Adopted Budget, the total number of full-time positions for the City's budgeted funds has increased by five over the previous fiscal year Adopted Budget. The following table shows the changes.

<b>GENERAL FUND:</b>
<i>Additions: Human Relations Coordinator, Zoning &amp; Code Inspector, 2 Full-Time Recreation Aides</i>
<i>Transfer from Water &amp; Sewer Fund: GIS Manager</i>
<b>WATER &amp; SEWER FUND:</b>
<i>Addition: Utilities Instrumentation &amp; Controls Technician</i>
<i>Transfer to General Fund: GIS Manager</i>
<b>TRANSIT FUND:</b>
<i>1 position added mid FY22, NO changes in positions FY23</i>
<b>FIBRANT COMMUNICATIONS FUND</b>
<i>NO changes in positions</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 (FY17) is related to the Fibrant employees being moved to the Fibrant Communications Fund from the General Fund.



## RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

## PROGRAM MATRIX OF FY2022-23 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
Finance	X	X	X	X	X	X		X
Purchasing	X							
Telecommunications	X	X	X	X	X	X		X
Information Systems Operations	X	X	X		X	X		X
Central City Buildings	X							
Plaza						X		
Downtown Development					X	X		
Community Planning Services						X		
Code Services				X		X		
Development Services						X		
Engineering	X		X		X			
Street Lighting		X	X					
GIS	X	X	X	X	X	X		X
Police		X					X	
Fire		X					X	
Public Works Administration	X		X	X				
Street			X					
Solid Waste Management				X				
Waste Management- Other				X				
Fleet Management	X							
Transportation			X					
Bell Tower Green					X			
Parks & Recreation					X		X	
Education							X	
<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, 2023  
With Estimated Actual for Year Ending June 30, 2022 and  
Actual for Year Ended June 30, 2021

	<b>2021 Actual</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
REVENUES:			
Taxes:			
General property - current	\$ 22,347,147	\$ 22,321,491	\$ 22,391,199
General property - prior	442,945	320,500	322,000
Auto tax	253,153	241,078	480,000
Interest on delinquent tax	128,281	90,000	110,000
Other tax	66	250	-
	<u>\$ 23,171,591</u>	<u>\$ 22,973,319</u>	<u>\$ 23,303,199</u>
Unrestricted Intergovernmental:			
Local option sales tax	\$ 9,709,620	\$ 10,900,000	\$ 10,450,000
Utilities franchise tax	2,936,615	3,000,000	3,000,000
Wine and beer tax	146,066	145,000	145,000
Other	223,898	193,900	216,000
	<u>\$ 13,016,200</u>	<u>\$ 14,238,900</u>	<u>\$ 13,811,000</u>
Restricted Intergovernmental:			
State street aid - powell bill	\$ 901,152	\$ 1,087,117	\$ 1,187,117
Other	2,539,399	1,652,036	1,358,100
	<u>\$ 3,440,551</u>	<u>\$ 2,739,153</u>	<u>\$ 2,545,217</u>
Charges for services:			
Environmental protection	\$ 2,547,715	\$ 2,802,738	\$ 2,720,000
Culture and recreation	28,800	118,480	158,000
Code services fees	33,642	65,154	60,000
Public safety	511,852	529,583	519,700
Cemetery	181,600	195,300	150,000
Radio antenna and paging rentals	321,349	283,120	280,000
Rentals and sale of property	630,751	340,117	334,500
Licenses and permits	85,968	94,162	92,000
Administrative charges	3,913,450	3,913,450	4,032,287
Community services	80,456	98,924	113,150
Other	12,701	4,000	4,000
	<u>\$ 8,348,284</u>	<u>\$ 8,445,028</u>	<u>\$ 8,463,637</u>
Miscellaneous:			
Interest earned on investments	\$ 32,751	\$ 25,000	\$ 250,000
Donations	404,700	470,258	160,000
Other	275,707	277,961	218,487
	<u>\$ 713,158</u>	<u>\$ 773,219</u>	<u>\$ 628,487</u>
Total revenues	<u>\$ 48,689,784</u>	<u>\$ 49,169,619</u>	<u>\$ 48,751,540</u>
OTHER FINANCING SOURCES:			
Fund balance appropriated	\$ -	\$ -	\$ 2,000,000
Total revenues and other financing sources	<u>\$ 48,689,784</u>	<u>\$ 49,169,619</u>	<u>\$ 50,751,540</u>

**CITY OF SALISBURY**  
**FY 2022-2023 BUDGET SUMMARY**  
**GENERAL FUND**

	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Requested FY22-23</b>	<b>Mgr Recommends FY22-23</b>	<b>Adopted FY22-23</b>
<b>REVENUE</b>	\$ 48,689,784	\$ 51,786,258	\$ 47,232,989	\$ 50,631,540	\$ 50,751,540
<b>EXPENSES</b>					
<b>Personnel</b>					
Regular Salaries	\$ 16,239,293	\$ 17,610,061	\$ 18,899,481	\$ 18,859,082	\$ 18,859,082
Overtime Salaries	\$ 523,528	\$ 745,795	\$ 622,400	\$ 622,400	\$ 622,400
Part Time Salaries	\$ 184,568	\$ 362,498	\$ 523,652	\$ 518,427	\$ 518,427
Law Officers Separation Allow	\$ 377,262	\$ 360,006	\$ 349,721	\$ 345,507	\$ 345,507
Law Officer	\$ 29	\$ 89	\$ -	\$ -	\$ -
FICA Tax	\$ 963,087	\$ 1,139,203	\$ 1,222,046	\$ 1,222,152	\$ 1,222,152
Retirement	\$ 1,768,061	\$ 2,137,816	\$ 2,403,920	\$ 2,401,268	\$ 2,401,268
Retirement-Sworn Law	\$ 220,603	\$ 255,594	\$ 249,804	\$ 246,797	\$ 246,797
401(K) Employer Contribution	\$ 377,598	\$ 506,528	\$ 578,330	\$ 579,122	\$ 579,122
Health Care	\$ 2,772,713	\$ 3,076,068	\$ 3,277,788	\$ 3,307,330	\$ 3,307,330
Life Insurance	\$ 31,024	\$ 41,729	\$ 45,193	\$ 45,101	\$ 45,101
Emp Sec Ins	\$ 3,656	\$ 59,597	\$ 65,118	\$ 64,951	\$ 64,951
Workers Compensation	\$ 828,000	\$ 688,000	\$ 694,000	\$ 704,000	\$ 704,000
<b>Personnel Total</b>	<b>\$ 24,289,422</b>	<b>\$ 26,982,984</b>	<b>\$ 28,931,453</b>	<b>\$ 28,916,137</b>	<b>\$ 28,916,137</b>
<b>Operations</b>					
Janitorial Supplies	\$ 4,501	\$ 6,700	\$ 9,200	\$ 7,500	\$ 7,500
Uniforms	\$ 101,956	\$ 124,931	\$ 169,170	\$ 160,031	\$ 160,031
Uniform Equipment	\$ 26,349	\$ 38,569	\$ 52,626	\$ 52,626	\$ 52,626
Protective Equipment	\$ 1,099	\$ 900	\$ 900	\$ 900	\$ 900
Meeting Expenses	\$ 5,377	\$ 12,830	\$ 14,500	\$ 12,500	\$ 12,500
Employee Recognition	\$ 113	\$ 378	\$ 700	\$ -	\$ -
Safety Program	\$ 3,354	\$ 5,200	\$ 7,000	\$ 4,500	\$ 4,500
Crime Prevention	\$ 23,683	\$ 19,653	\$ 3,200	\$ 3,200	\$ 3,200
Recreation Programs	\$ 6,946	\$ 38,237	\$ 181,350	\$ 177,350	\$ 177,350
CAC Programs	\$ 828	\$ 4,000	\$ 9,000	\$ 2,000	\$ 2,000
After School Program	\$ -	\$ -	\$ 17,100	\$ 17,100	\$ 17,100
Summer Camp Program	\$ -	\$ -	\$ 16,200	\$ 16,200	\$ 16,200
Expendable Equipment	\$ 50,430	\$ 31,425	\$ 46,150	\$ 31,725	\$ 31,725
Expendable Recreation Equip	\$ 761	\$ 900	\$ 900	\$ 900	\$ 900
Fire And Rescue Tools	\$ 50,032	\$ 25,054	\$ 58,250	\$ 30,850	\$ 30,850
Street Name Signs	\$ 8,577	\$ 3,200	\$ 5,210	\$ 4,000	\$ 4,000
Traffic Pavement Markings	\$ 7,176	\$ 7,810	\$ 20,000	\$ 7,500	\$ 7,500
Traffic Signs & Post	\$ 4,803	\$ 13,753	\$ 15,775	\$ 7,500	\$ 7,500
Drive & Walk Paving	\$ 25,217	\$ 30,000	\$ 40,000	\$ 30,000	\$ 30,000
Construction	\$ 6,412	\$ 15,500	\$ 8,500	\$ 7,500	\$ 7,500
Snow Materials	\$ 2,937	\$ 11,500	\$ 15,000	\$ 5,000	\$ 5,000
Materials New Streets	\$ 16,828	\$ 12,427	\$ 20,000	\$ 17,500	\$ 17,500
Materials St Maint	\$ 24,925	\$ 40,700	\$ 45,000	\$ 25,000	\$ 25,000
Materials - Concrete	\$ 9,363	\$ 20,000	\$ 35,000	\$ 20,000	\$ 20,000
Gas & Oil	\$ 381,762	\$ 549,838	\$ 621,123	\$ 621,123	\$ 621,123
Department Supplies	\$ 167,323	\$ 182,501	\$ 219,969	\$ 198,348	\$ 198,348
Public Safety Vehicle Equip	\$ 20,897	\$ 45,980	\$ 21,800	\$ 21,800	\$ 21,800

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
Hose And Fittings	\$ 21,681	\$ 4,350	\$ 37,000	\$ 32,500	\$ 32,500
Computer Supplies	\$ 375	\$ 400	\$ 400	\$ 400	\$ 400
Armory Supplies	\$ 25,688	\$ 46,535	\$ 32,650	\$ 32,650	\$ 32,650
Canine Unit	\$ 22,392	\$ 8,975	\$ 21,175	\$ 19,175	\$ 19,175
Crime Scene	\$ 7,900	\$ 5,000	\$ 8,270	\$ 5,000	\$ 5,000
Travel	\$ 6,843	\$ 52,420	\$ 86,995	\$ 75,335	\$ 75,335
Auto Allowance	\$ -	\$ -	\$ 32,878	\$ 32,694	\$ 32,694
Technology Allowance	\$ 877	\$ 3,910	\$ 3,230	\$ 3,230	\$ 3,230
Telephone	\$ 24,832	\$ 36,318	\$ 44,664	\$ 26,920	\$ 26,920
Cell Phone Stipend	\$ -	\$ -	\$ 54,228	\$ 44,640	\$ 44,640
Wireless Air Cards	\$ 61,110	\$ 67,157	\$ 64,064	\$ 64,064	\$ 64,064
Postage	\$ 12,673	\$ 14,471	\$ 14,448	\$ 13,458	\$ 13,458
Electric Power	\$ 392,323	\$ 474,795	\$ 575,883	\$ 575,883	\$ 575,883
Traffic Signal	\$ 19,584	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Street Lighting	\$ 457,557	\$ 475,600	\$ 476,000	\$ 476,000	\$ 476,000
Natural Gas	\$ 75,130	\$ 81,405	\$ 95,913	\$ 95,913	\$ 95,913
City Utilities	\$ 106,101	\$ 164,867	\$ 201,059	\$ 201,059	\$ 201,059
Printing	\$ 177	\$ 3,950	\$ 5,600	\$ 5,600	\$ 5,600
Buildings & Grounds	\$ 280,948	\$ 400,897	\$ 315,736	\$ 233,441	\$ 233,441
Maint Old Cemeteries	\$ -	\$ 2,060	\$ -	\$ -	\$ -
B&G Other Depts	\$ 8,282	\$ -	\$ -	\$ -	\$ -
Grounds Beautification	\$ 3,466	\$ 12,616	\$ 23,000	\$ 5,400	\$ 5,400
Price High School	\$ 5,068	\$ 11,728	\$ 11,700	\$ 11,700	\$ 11,700
Amtrak Station	\$ 22,389	\$ 30,887	\$ 22,680	\$ 22,680	\$ 22,680
B/G Contracted Services	\$ 310,819	\$ 413,061	\$ 432,278	\$ 432,278	\$ 432,278
Maint Equipment	\$ 116,951	\$ 126,081	\$ 201,965	\$ 162,015	\$ 162,015
Maint Radio	\$ 11,714	\$ 15,972	\$ 19,735	\$ 13,735	\$ 13,735
Maint Computer	\$ 81,901	\$ 102,764	\$ 84,473	\$ 78,473	\$ 78,473
Maint Cmpt Software	\$ 717,549	\$ 904,429	\$ 893,435	\$ 779,263	\$ 779,263
Maint Traffic Signals	\$ 27,329	\$ 33,910	\$ 35,610	\$ 35,610	\$ 35,610
Maint Auto	\$ 461,779	\$ 358,851	\$ 393,349	\$ 390,529	\$ 390,529
Vehicle Damage Repair	\$ 44,712	\$ 20,163	\$ -	\$ -	\$ -
Street Maintenance	\$ 441,679	\$ 631,271	\$ 525,000	\$ 575,000	\$ 695,000
County Landfill Charges	\$ 405,183	\$ 416,800	\$ 442,000	\$ 442,000	\$ 442,000
Minimum Housing	\$ 76,391	\$ 110,000	\$ 150,000	\$ 150,000	\$ 150,000
Advertising	\$ 13,468	\$ 18,200	\$ 28,020	\$ 24,620	\$ 24,620
Training	\$ 165,424	\$ 209,357	\$ 319,860	\$ 267,125	\$ 267,125
Employee Training/Dev Program	\$ 7,192	\$ 3,200	\$ 15,000	\$ 5,000	\$ 5,000
Tactical Unit	\$ 17,178	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500
Copier Contract Expense	\$ 46,834	\$ 51,630	\$ 52,485	\$ 52,485	\$ 52,485
Rent - Other Equip	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
Insurance Premiums	\$ 314,328	\$ 358,706	\$ 379,269	\$ 379,269	\$ 379,269
Insurance Claims	\$ 29,903	\$ 20,584	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 109,221	\$ 134,305	\$ 150,510	\$ 141,409	\$ 141,409
Miscellaneous Expense	\$ 17,448	\$ 35,406	\$ 50,300	\$ 41,090	\$ 41,090
Information Fund	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
ActiveNet Fees	\$ 1,335	\$ 2,105	\$ 2,000	\$ 2,000	\$ 2,000
Auditing Contract	\$ 30,500	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000
Tax Collection Fees	\$ 230,250	\$ 264,000	\$ 295,000	\$ 290,000	\$ 290,000
Legal Fees	\$ 276,582	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000
Right Of Way Charges	\$ 1,304	\$ 1,400	\$ 1,300	\$ 1,300	\$ 1,300
Internet Backbone Fee	\$ 34,052	\$ 36,600	\$ 37,200	\$ 37,200	\$ 37,200

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
Special Projects	\$ 4,612,729	\$ 5,120,576	\$ 8,747,387	\$ 4,204,728	\$ 4,204,728
Community Efforts Groups	\$ 45,000	\$ 55,000	\$ 55,000	\$ 10,000	\$ 10,000
Update City Code	\$ 3,855	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000
Contracted Services	\$ 744,305	\$ 940,064	\$ 1,071,385	\$ 877,285	\$ 877,285
Employee Assistance Program	\$ 5,715	\$ 6,124	\$ 6,103	\$ 6,103	\$ 6,103
Election Expense	\$ -	\$ 21,100	\$ 21,000	\$ -	\$ -
E Innes Streetscape	\$ 7,950	\$ 52,487	\$ -	\$ -	\$ -
Performance Measurement	\$ 71	\$ 10,500	\$ 8,950	\$ 8,950	\$ 8,950
DENR Projects	\$ 142	\$ -	\$ -	\$ -	\$ -
Retiree Health Insurance	\$ 570,335	\$ 620,948	\$ 620,948	\$ 620,948	\$ 620,948
Salisbury Youth Council	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
Crime Control	\$ -	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Police Accreditation	\$ 448	\$ 4,770	\$ 4,770	\$ 4,770	\$ 4,770
Police Chaplaincy Program	\$ -	\$ 220	\$ 300	\$ 300	\$ 300
Government Access Channel	\$ 3,994	\$ 2,050	\$ 3,046	\$ 3,046	\$ 3,046
Wellness Program	\$ 3,346	\$ 3,500	\$ 7,000	\$ 5,000	\$ 5,000
Special Events	\$ 33,124	\$ 52,203	\$ 110,050	\$ 64,800	\$ 64,800
Attract/Retain Strategies	\$ 1,623	\$ 121,000	\$ 15,400	\$ 7,050	\$ 7,050
SWAY	\$ 5,603	\$ 6,270	\$ 10,000	\$ 6,000	\$ 6,000
Public Art/Sculpture Show	\$ 29,237	\$ 21,615	\$ 25,000	\$ 20,000	\$ 20,000
Blockwork	\$ 21,800	\$ 110,000	\$ 20,000	\$ 12,000	\$ 12,000
Spring Festival	\$ -	\$ 167,700	\$ 103,000	\$ 103,000	\$ 103,000
Kesler Mill	\$ 20,496	\$ 489,504	\$ 4,100	\$ 4,100	\$ 4,100
Dog Park	\$ 228	\$ 6	\$ 1,000	\$ 1,000	\$ 1,000
Paul Bruhn Grant	\$ 163	\$ 543,022	\$ -	\$ -	\$ -
Annexation Expenses	\$ 3,644	\$ 1,822	\$ -	\$ -	\$ -
Professional Services	\$ 178,769	\$ 224,717	\$ 446,875	\$ 271,420	\$ 271,420
NCLM/Inst Of Gov't	\$ 30,569	\$ 32,473	\$ 32,500	\$ 32,500	\$ 32,500
Contracted Program Instructors	\$ 4,140	\$ 10,100	\$ 14,350	\$ 14,350	\$ 14,350
Background Investigations	\$ 468	\$ 750	\$ 1,500	\$ 800	\$ 800
Recycling Contract	\$ 568,845	\$ 594,222	\$ 618,000	\$ 618,000	\$ 618,000
Action Grants	\$ 30,694	\$ 49,300	\$ 60,000	\$ 52,000	\$ 52,000
Human Relations Council	\$ 5,150	\$ 7,005	\$ 5,150	\$ 5,150	\$ 5,150
Council Of Gov't	\$ 8,289	\$ 8,400	\$ 8,500	\$ 8,500	\$ 8,500
Supplementary Ed	\$ 40,000	\$ 40,000	\$ 50,000	\$ -	\$ -
United Arts Council	\$ 56,250	\$ 56,250	\$ 60,000	\$ -	\$ -
Chamber Of Comm	\$ 11,269	\$ 12,469	\$ 12,300	\$ 12,300	\$ 12,300
Senior Citizens	\$ 63,000	\$ 63,000	\$ 68,000	\$ -	\$ -
Community Appearance Comm	\$ 98	\$ -	\$ -	\$ -	\$ -
Economic Dev Comm	\$ 114,118	\$ 114,088	\$ 114,088	\$ -	\$ -
Tree Board	\$ 385	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Hurley Park Advisory Board	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
Lease Purchase Principal	\$ 866,952	\$ 629,240	\$ 629,240	\$ 629,240	\$ 629,240
Lease Purchase Interest Exp	\$ 224,738	\$ 199,612	\$ 181,338	\$ 181,338	\$ 181,338
Inv - Telecom Purchases	\$ 31,029	\$ -	\$ -	\$ -	\$ -
Inv - Garage Parts Purchases	\$ 793,328	\$ -	\$ -	\$ -	\$ -
Inventory Issues	\$ (824,357)	\$ -	\$ -	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 2,123,737	\$ 2,214,197	\$ 2,318,099	\$ 2,367,648	\$ 2,367,648
Transfer - Transit Fund	\$ 241,611	\$ 630,000	\$ 800,000	\$ 630,000	\$ 630,000
Transfer - Fibrant Fund	\$ 2,970,000	\$ 2,945,040	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000
<b>Operations Total</b>	<b>\$ 20,175,960</b>	<b>\$ 23,752,217</b>	<b>\$ 27,412,113</b>	<b>\$ 21,410,872</b>	<b>\$ 21,530,872</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Capital</b>					
Capital Outlay - Equipment	\$ 260,081	\$ 356,755	\$ 4,210,142	\$ 133,031	\$ 133,031
C O Roof / HVAC	\$ 522,450	\$ 597,878	\$ 540,600	\$ 18,000	\$ 18,000
C O Garage Equipment	\$ 6,486	\$ 49,119	\$ 141,000	\$ 73,500	\$ 73,500
C/O Buildings	\$ 407,653	\$ -	\$ 1,839,000	\$ 65,000	\$ 65,000
C O Bldg & Grnds	\$ 135,506	\$ 42,005	\$ 3,990,000	\$ 15,000	\$ 15,000
<b>Capital Total</b>	<b>\$ 1,332,176</b>	<b>\$ 1,045,757</b>	<b>\$ 10,720,742</b>	<b>\$ 304,531</b>	<b>\$ 304,531</b>
<b>Grand Total</b>	<b>\$ 45,797,557</b>	<b>\$ 51,780,958</b>	<b>\$ 67,064,308</b>	<b>\$ 50,631,540</b>	<b>\$ 50,751,540</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 FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 156,195	\$ 164,522	\$ 162,685	\$ 161,382	\$ 161,382
FICA Tax	\$ 11,813	\$ 12,704	\$ 12,446	\$ 12,347	\$ 12,347
Retirement	\$ 7,520	\$ 9,524	\$ 11,494	\$ 11,374	\$ 11,374
401(K) Employer Contribution	\$ 2,156	\$ 3,339	\$ 3,800	\$ 3,747	\$ 3,747
Health Care	\$ 34,268	\$ 36,260	\$ 47,481	\$ 47,481	\$ 47,481
Life Insurance	\$ 144	\$ 206	\$ 236	\$ 232	\$ 232
Emp Sec Ins	\$ 18	\$ 289	\$ 329	\$ 325	\$ 325
Workers Compensation	\$ 16,800	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
<b>Personnel Total</b>	<b>\$ 228,914</b>	<b>\$ 240,844</b>	<b>\$ 252,471</b>	<b>\$ 250,888</b>	<b>\$ 250,888</b>
<b>Operations</b>					
Meeting Expenses	\$ 3,956	\$ 9,200	\$ 9,200	\$ 9,200	\$ 9,200
Department Supplies	\$ 1,095	\$ 3,800	\$ 9,200	\$ 9,200	\$ 9,200
Travel	\$ -	\$ 11,500	\$ 14,500	\$ 14,500	\$ 14,500
Auto Allowance	\$ -	\$ -	\$ 12,918.00	\$ 12,918.00	\$ 12,918.00
Technology Allowance	\$ 877	\$ 3,910	\$ 3,230	\$ 3,230	\$ 3,230
Cell Phone Stipend	\$ -	\$ -	\$ 600.00	\$ 600.00	\$ 600.00
Postage	\$ 281	\$ 900	\$ 900	\$ 900	\$ 900
Advertising	\$ 1,033	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Training	\$ 1,725	\$ 6,700	\$ 9,900	\$ 8,900	\$ 8,900
Copier Contract Expense	\$ 1,825	\$ 2,500	\$ 1,992	\$ 1,992	\$ 1,992
Dues & Subscriptions	\$ 11,251	\$ 17,825	\$ 18,010	\$ 18,010	\$ 18,010
Miscellaneous Expense	\$ 1,937	\$ 7,450	\$ 8,500	\$ 8,500	\$ 8,500
Special Projects	\$ 3,963	\$ 10,000	\$ 20,500	\$ 411,338	\$ 411,338
Community Efforts Groups	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	\$ -
Update City Code	\$ 3,855	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000
Election Expense	\$ -	\$ 21,100	\$ 21,000	\$ -	\$ -
Professional Services	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
Transfer - Cap Reserve Fund	\$ 3,465	\$ 2,550	\$ 3,465	\$ 2,856	\$ 2,856
<b>Operations Total</b>	<b>\$ 80,264</b>	<b>\$ 148,435</b>	<b>\$ 185,915</b>	<b>\$ 509,144</b>	<b>\$ 509,144</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 309,178</b>	<b>\$ 389,279</b>	<b>\$ 438,386</b>	<b>\$ 760,032</b>	<b>\$ 760,032</b>



## PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<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>					
Deputy City Clerk	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	7	7	7	7	7



### 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 convey ideas of information effectively to others. To demonstrate fairness, honesty, and ethical and legal awareness in all personal and professional relationships and activities.

### BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 675,820	\$ 682,448	\$ 774,893	\$ 770,641	\$ 770,641
FICA Tax	\$ 45,152	\$ 48,540	\$ 54,116	\$ 53,717	\$ 53,717
Retirement	\$ 67,205	\$ 122,660	\$ 93,762	\$ 93,556	\$ 93,556
401(K) Employer Contribution	\$ 19,967	\$ 22,200	\$ 30,996	\$ 30,826	\$ 30,826
Health Care	\$ 74,307	\$ 51,260	\$ 82,292	\$ 70,705	\$ 70,705
Life Insurance	\$ 1,406	\$ 1,653	\$ 1,925	\$ 1,915	\$ 1,915
Emp Sec Ins	\$ 142	\$ 2,313	\$ 2,696	\$ 2,681	\$ 2,681
Workers Compensation	\$ 14,400	\$ 12,000	\$ 14,000	\$ 14,000	\$ 14,000
<b>Personnel Total</b>	<b>\$ 898,398</b>	<b>\$ 943,074</b>	<b>\$ 1,054,680</b>	<b>\$ 1,038,041</b>	<b>\$ 1,038,041</b>
<b>Operations</b>					
Department Supplies	\$ 2,954	\$ 3,800	\$ 7,500	\$ 6,000	\$ 6,000
Travel	\$ 2,721	\$ 10,145	\$ 23,000	\$ 19,600	\$ 19,600
Auto Allowance	\$ -	\$ -	\$ 10,335.00	\$ 10,335.00	\$ 10,335.00
Cell Phone Stipend	\$ -	\$ -	\$ 5,520.00	\$ 5,520.00	\$ 5,520.00
Wireless Air Cards	\$ 912	\$ 960	\$ 1,000	\$ 1,000	\$ 1,000
Postage	\$ 294	\$ 250	\$ 500	\$ 500	\$ 500
Advertising	\$ 499	\$ 250	\$ 1,000	\$ 500	\$ 500
Training	\$ 7,654	\$ 15,150	\$ 65,800	\$ 58,800	\$ 58,800
Copier Contract Expense	\$ 2,870	\$ 4,000	\$ 3,519	\$ 3,519	\$ 3,519
Insurance Premiums	\$ 74,392	\$ 83,965	\$ 88,164	\$ 88,164	\$ 88,164
Insurance Claims	\$ 828	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 19,016	\$ 18,100	\$ 22,435	\$ 22,435	\$ 22,435
Miscellaneous Expense	\$ 1,501	\$ 4,700	\$ 21,850	\$ 18,250	\$ 18,250
Legal Fees	\$ 276,582	\$ 72,000	\$ 72,000	\$ 72,000	\$ 72,000

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
Special Projects	\$ 4,183	\$ 26,500	\$ 26,500	\$ 22,500	\$ 22,500
Community Efforts Groups	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Professional Services	\$ -	\$ 25,827	\$ 10,000	\$ -	\$ -
NCLM/Inst Of Gov't	\$ 30,569	\$ 32,473	\$ 32,500	\$ 32,500	\$ 32,500
Human Relations Council	\$ 5,150	\$ 7,005	\$ 5,150	\$ 5,150	\$ 5,150
Council Of Gov't	\$ 8,289	\$ 8,400	\$ 8,500	\$ 8,500	\$ 8,500
Chamber Of Comm	\$ 11,269	\$ 12,469	\$ 12,300	\$ 12,300	\$ 12,300
Transfer - Cap Reserve Fund	\$ 2,950	\$ 3,700	\$ 2,950	\$ 3,708	\$ 3,708
<b>Operations Total</b>	<b>\$ 452,633</b>	<b>\$ 339,694</b>	<b>\$ 430,523</b>	<b>\$ 401,281</b>	<b>\$ 401,281</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,351,031</b>	<b>\$ 1,282,768</b>	<b>\$ 1,485,203</b>	<b>\$ 1,439,322</b>	<b>\$ 1,439,322</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<b>Administration (000)</b>					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
City Attorney	1	1	1	1	1
Administrative Services Director	1	1	1	1	1
Administrative Specialist Sr.	1	1	1	1	1
<b>Diversity, Equity, &amp; Inclusion (202)</b>					
Human Relations Manager <sup>1</sup>	1	1	0	0	0
Diversity, Equity, & Inclusion Director <sup>1</sup>	0	0	1	1	1
Human Relations Coordinator <sup>2</sup>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
TOTAL	6	6	6	7	7

<sup>1</sup>Position reclassified

<sup>2</sup>Position added

### STATEMENT OF PURPOSE

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

### PERFORMANCE GOALS

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

### PERFORMANCE MEASURES

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Social Media Engagement % Increase FB	-66%	48%	50%	N/A
Social Media Engagement % Increase Twitter	-46%	-20%	10%	N/A
Video Programming Viewership Increase	8%	17%	20%	N/A
Departments Supported	12	12	12	N/A

## BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 274,272	\$ 276,607	\$ 281,864	\$ 277,997	\$ 277,997
FICA Tax	\$ 20,118	\$ 21,057	\$ 21,563	\$ 21,266	\$ 21,266
Retirement	\$ 27,755	\$ 31,407	\$ 34,105	\$ 33,749	\$ 33,749
401(K) Employer Contribution	\$ 8,246	\$ 11,010	\$ 11,274	\$ 11,120	\$ 11,120
Health Care	\$ 36,118	\$ 37,883	\$ 37,883	\$ 37,883	\$ 37,883
Life Insurance	\$ 609	\$ 681	\$ 697	\$ 688	\$ 688
Emp Sec Ins	\$ 59	\$ 954	\$ 977	\$ 963	\$ 963
Workers Compensation	\$ 9,600	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
<b>Personnel Total</b>	<b>\$ 376,777</b>	<b>\$ 387,599</b>	<b>\$ 396,363</b>	<b>\$ 391,666</b>	<b>\$ 391,666</b>
<b>Operations</b>					
Gas & Oil	\$ -	\$ 100.00	\$ -	\$ -	\$ -
Department Supplies	\$ 3,126	\$ 2,500	\$ 2,460	\$ 2,460	\$ 2,460
Travel	\$ -	\$ 1,000	\$ 3,450	\$ 3,450	\$ 3,450
Cell Phone Stipend	\$ -	\$ -	\$ 1,344.00	\$ 1,344.00	\$ 1,344.00
Postage	\$ 1	\$ 200	\$ 200	\$ 200	\$ 200
Advertising	\$ 2,207	\$ 3,500	\$ 8,320	\$ 8,320	\$ 8,320
Training	\$ 1,580	\$ 2,675	\$ 4,285	\$ 4,285	\$ 4,285
Copier Contract Expense	\$ 640	\$ 2,000	\$ 634	\$ 634	\$ 634
Dues & Subscriptions	\$ 6,781	\$ 7,000	\$ 8,301	\$ 8,301	\$ 8,301
Miscellaneous Expense	\$ 400	\$ -	\$ -	\$ -	\$ -
Special Projects	\$ 330	\$ -	\$ -	\$ -	\$ -
Government Access Channel	\$ 3,994.20	\$ 2,050.00	\$ 3,046.00	\$ 3,046.00	\$ 3,046.00
Professional Services	\$ 39,088	\$ 49,700	\$ 51,450	\$ 32,700	\$ 32,700
Transfer - Cap Reserve Fund	\$ 5,504	\$ 7,079	\$ 5,504	\$ 4,836	\$ 4,836
<b>Operations Total</b>	<b>\$ 63,651</b>	<b>\$ 77,804</b>	<b>\$ 88,994</b>	<b>\$ 69,576</b>	<b>\$ 69,576</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 440,429</b>	<b>\$ 465,403</b>	<b>\$ 485,357</b>	<b>\$ 461,242</b>	<b>\$ 461,242</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<b>Public Information (203)</b>					
Public Information Director	1	1	1	1	1
Communications Specialist	1	1	1	1	1
Systems Analyst	1	1	1	1	1
Web/Marketing Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

### STATEMENT OF PURPOSE

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

### PERFORMANCE GOALS

1. Implement City Council level goals.
2. Maintain the Human Resources information systems consistent with elements of a high performance organization.
3. Update compensation plan periodically to attract and retain top talent.
4. Assist The MAPS Group with the Salary Study, completion by April 2022
5. Develop and maintain relationships and partnerships with the community in order to enhance recruitment efforts.
6. Enrich the internship program with schools and colleges/universities.
7. Establish health insurance savings strategies.
8. Promote employee well-being/healthy workforce through wellness strategies.
9. Research, invest, and continue to provide professional development programs through Salisbury University.
10. Continue to provide employee self-service through the human resources information system, MUNIS.
11. Continue to support the applicant tracking software program, MUNIS.
12. Finalize the implementation of the electronic time entry system through EXECUTIME/Advance Scheduling.
13. Update Position Control in MUNIS
14. Implement paperless processes, such as workflow
15. Participate in surveys and benchmarking studies.
16. Provide Human Resources measures of effectiveness and efficiency through an annual report.
17. Implement an updated Risk Management program.
18. Provide risk education and training opportunities to all employees in order to reduce incidents.
19. Continue cyber security training with efforts to maintain a secure web-based environment.
20. Maintain the American Disability Act (ADA) transitional plan.



## PERFORMANCE MEASURES

<b>Human Resources (000)</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Estimate</b>	<b>FY 2023 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Position Applications Reviewed	983	550	1,000	N/A
Full-Time Employees in Organization (all funds)	437	420	437	437
Position Requisitions Received from Departments	40	50	45	N/A
<b>Effectiveness</b>				
Percent of Applicants Placed - External	4.8%	12.9%	14.0%	N/A
Percent of Applicants Placed - Internal	0.51%	0.37%	0.4%	N/A
Organization-wide Turnover Rate	15.40%	11.00%	17.00%	N/A
<b>Risk Management (201)</b>				
<b>Workload</b>				
Number of Workers Compensation Claims Filed	45	42	42	39
Number of Third-Party Insurance Claims Filed	1	0	0	1
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120	120
<b>Efficiency</b>				
Cost Per Negotiated Workers Compensation Claim	\$ 3,000	\$ 3,200	\$ 3,100	\$ 3,100
Cost Per Negotiated Insurance Claim	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Cost of all OSHA Imposed Fines & Penalties	-	-	-	N/A
<b>Effectiveness</b>				
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%	N/A
Third Party Insurance Claims Negotiated Per Claim Filed	5%	1%	0%	N/A
OSHA Fine Totals Per Self-Initiated OSHA Inspection	-	-	-	N/A

## BUDGET REQUEST

	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Requested FY22-23</b>	<b>Mgr Recommends FY22-23</b>	<b>Adopted FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 315,995	\$ 367,954	\$ 426,764	\$ 420,933	\$ 420,933
Overtime Salaries	\$ -	\$ 250	\$ 250	\$ 250	\$ 250
FICA Tax	\$ 23,008	\$ 30,461	\$ 32,665	\$ 32,220	\$ 32,220
Retirement	\$ 31,852	\$ 44,740	\$ 51,668	\$ 51,130	\$ 51,130
401(K) Employer Contribution	\$ 9,377	\$ 15,202	\$ 17,081	\$ 16,846	\$ 16,846
Health Care	\$ 34,041	\$ 41,173	\$ 51,817	\$ 51,817	\$ 51,817
Life Insurance	\$ 662	\$ 1,018	\$ 1,059	\$ 1,046	\$ 1,046
Emp Sec Ins	\$ 87	\$ 1,424	\$ 1,483	\$ 1,463	\$ 1,463
Workers Compensation	\$ 14,400	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
<b>Personnel Total</b>	<b>\$ 429,422</b>	<b>\$ 514,222</b>	<b>\$ 594,787</b>	<b>\$ 587,705</b>	<b>\$ 587,705</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Employee Recognition	\$ 113	\$ 378	\$ 700	\$ -	\$ -
Safety Program	\$ 3,354	\$ 5,200	\$ 7,000	\$ 4,500	\$ 4,500
Gas & Oil	\$ 137	\$ -	\$ -	\$ -	\$ -
Department Supplies	\$ 4,523	\$ 11,000	\$ 6,000	\$ 6,000	\$ 6,000
Travel	\$ 512	\$ 797	\$ 3,000	\$ 1,400	\$ 1,400
Auto Allowance	\$ -	\$ -	\$ 1,292.00	\$ 1,292.00	\$ 1,292.00
Cell Phone Stipend	\$ -	\$ -	\$ 4,740.00	\$ 4,740.00	\$ 4,740.00
Wireless Air Cards	\$ 456	\$ 480	\$ 480	\$ 480	\$ 480
Postage	\$ 456	\$ 803	\$ 500	\$ 500	\$ 500
Printing	\$ 35	\$ -	\$ -	\$ -	\$ -
Advertising	\$ 599	\$ 1,100	\$ 2,500	\$ 1,800	\$ 1,800
Training	\$ 5,974	\$ 19,900	\$ 15,000	\$ 8,000	\$ 8,000
Employee Training/Dev Program	\$ 7,192	\$ 3,200	\$ 15,000	\$ 5,000	\$ 5,000
Copier Contract Expense	\$ 3,922	\$ 7,000	\$ 5,181	\$ 5,181	\$ 5,181
Insurance Premiums	\$ 31,343	\$ 42,253	\$ 44,366	\$ 44,366	\$ 44,366
Dues & Subscriptions	\$ 3,478	\$ 3,975	\$ 3,000	\$ 2,700	\$ 2,700
Miscellaneous Expense	\$ 348	\$ 4,700	\$ 300	\$ 300	\$ 300
Special Projects	\$ -	\$ -	\$ 835,000	\$ 1,147,201	\$ 1,147,201
Contracted Services	\$ 1,407	\$ 6,200	\$ 10,000	\$ 10,000	\$ 10,000
Employee Assistance Program	\$ 5,715	\$ 6,124	\$ 6,103	\$ 6,103	\$ 6,103
Retiree Health Insurance	\$ 570,335	\$ 620,948	\$ 620,948	\$ 620,948	\$ 620,948
Wellness Program	\$ 3,346	\$ 3,500	\$ 7,000	\$ 5,000	\$ 5,000
Attract/Retain Strategies	\$ 1,623	\$ 121,000	\$ 15,400	\$ 7,050	\$ 7,050
SWAY	\$ 5,603	\$ 6,270	\$ 10,000	\$ 6,000	\$ 6,000
Professional Services	\$ 9,952	\$ 4,565	\$ 12,265	\$ 2,265	\$ 2,265
Background Investigations	\$ 468	\$ 750	\$ 1,500	\$ 800	\$ 800
Transfer - Cap Reserve Fund	\$ 9,895	\$ 3,070	\$ 3,170	\$ 3,084	\$ 3,084
<b>Operations Total</b>	<b>\$ 670,786</b>	<b>\$ 873,213</b>	<b>\$ 1,630,445</b>	<b>\$ 1,894,710</b>	<b>\$ 1,894,710</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,100,208</b>	<b>\$ 1,387,435</b>	<b>\$ 2,225,232</b>	<b>\$ 2,482,415</b>	<b>\$ 2,482,415</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<b>Human Resources (000)</b>					
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II	3	3	3	3	3
Human Resources Specialist <sup>1</sup>	1	1	0	0	0
Human Resources Corrdinator <sup>1</sup>	0	0	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>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup>Position reclassified



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Computers Directly Supported	403	400	400	N/A
Total Number of IT Helpdesk Requests Received	1,194	1,200	1,200	N/A
Number of Remote Sites Supported	48	49	49	N/A
Number of Telephones Supported	390	340	350	N/A
<b>Efficiency</b>				
Number of PCs Supported Per Analyst	202	200	200	200
<b>Effectiveness</b>				
Average Annual Network Availability *	99.9%	99.9%	99.9%	100.0%
Percent IT Helpdesk Requests Closed < One Day	48.3%	42.0%	45.0%	60.0%

\* Estimate - Designed to demonstrate network reliability

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 348,839	\$ 456,804	\$ 481,637	\$ 475,132	\$ 475,132
Overtime Salaries	\$ -	\$ 54	\$ -	\$ -	\$ -
FICA Tax	\$ 25,211	\$ 36,321	\$ 36,846	\$ 36,348	\$ 36,348
Retirement	\$ 41,031	\$ 54,177	\$ 58,279	\$ 57,681	\$ 57,681
401(K) Employer Contribution	\$ 13,060	\$ 10,991	\$ 19,265	\$ 19,005	\$ 19,005
Health Care	\$ 45,978	\$ 50,569	\$ 70,705	\$ 70,705	\$ 70,705
Life Insurance	\$ 760	\$ 1,178	\$ 1,194	\$ 1,179	\$ 1,179
Emp Sec Ins	\$ 107	\$ 1,650	\$ 1,672	\$ 1,649	\$ 1,649
Workers Compensation	\$ 16,800	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
<b>Personnel Total</b>	<b>\$ 491,787</b>	<b>\$ 625,744</b>	<b>\$ 683,598</b>	<b>\$ 675,699</b>	<b>\$ 675,699</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ 350	\$ 1,000	\$ 1,050	\$ 1,050	\$ 1,050
Expendable Equipment	\$ 1,773	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Gas & Oil	\$ 624	\$ 919	\$ 1,551	\$ 1,551	\$ 1,551
Department Supplies	\$ 7,877	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,600
Travel	\$ -	\$ 500	\$ 2,160	\$ 1,200	\$ 1,200
Telephone	\$ 17,322	\$ 23,886	\$ 32,844	\$ 25,204	\$ 25,204
Cell Phone Stipend	\$ -	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
Wireless Air Cards	\$ 848	\$ 1,175	\$ 960	\$ 960	\$ 960
Postage	\$ 9	\$ 260	\$ 250	\$ 250	\$ 250
Maint Computer	\$ 81,901	\$ 102,764	\$ 84,473	\$ 78,473	\$ 78,473
Maint Cmppt Software	\$ 659,984	\$ 831,558	\$ 822,735	\$ 761,563	\$ 761,563
Maint Auto	\$ 293	\$ 600	\$ -	\$ -	\$ -
Training	\$ 4,076	\$ 4,580	\$ 9,700	\$ 600	\$ 600
Copier Contract Expense	\$ 294	\$ 500	\$ 583	\$ 583	\$ 583
Insurance Premiums	\$ 25,054	\$ 25,327	\$ 26,594	\$ 26,594	\$ 26,594
Dues & Subscriptions	\$ 120	\$ -	\$ 120	\$ 120	\$ 120
Miscellaneous Expense	\$ -	\$ 300	\$ 1,000	\$ 1,000	\$ 1,000
Internet Backbone Fee	\$ 34,052	\$ 36,600	\$ 37,200	\$ 37,200	\$ 37,200
Contracted Services	\$ 600	\$ 5,600	\$ 153,100	\$ -	\$ -
Professional Services	\$ 1,500	\$ 16,300	\$ 1,500	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 74,561	\$ 72,636	\$ 74,960	\$ 57,408	\$ 57,408
<b>Operations Total</b>	<b>\$ 911,236</b>	<b>\$ 1,128,605</b>	<b>\$ 1,256,080</b>	<b>\$ 999,056</b>	<b>\$ 999,056</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,403,023</b>	<b>\$ 1,754,349</b>	<b>\$ 1,939,678</b>	<b>\$ 1,674,755</b>	<b>\$ 1,674,755</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Administrative Specialist	1	1	1	1	1
IT Manager	1	1	1	1	1
Installation Technician <sup>1</sup>	1	0	0	0	0
Lead Broadband Tech <sup>1</sup>	0	1	1	1	1
IT Help Desk <sup>2</sup>	0	1	1	1	1
Systems Analyst I/II/Sr. <sup>2</sup>	3	0	0	0	0
Junior Network Admin <sup>2</sup>	0	1	1	1	1
Info Tech Architect <sup>2</sup>	0	1	1	1	1
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 reclassified

<sup>2</sup>Position reclassified

### STATEMENT OF PURPOSE

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

### PERFORMANCE GOALS

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

### PERFORMANCE MEASURES

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
<b>Accounting</b>	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Checks Issued	3,018	3,050	3,000	N/A
Number of ACH Transactions (Payroll and A/P)	15,031	15,500	15,750	N/A
Number of Journal Entries	1,639	1,625	1,600	N/A
<b>Effectiveness</b>				
Percent of Checks Processed Without Error	99%	99%	99%	100%
Percent of ACH Transactions Processed Without Error	99%	99%	99%	100%
<b>Purchasing</b>				
<b>Workload</b>				
Number of Purchase Orders Fulfilled	940	1,100	1,000	N/A
Number of Procurement Card Transactions	9,453	9,550	9,600	N/A
Number of Contracts Reviewed	65	70	70	N/A
<b>Effectiveness</b>				
Percent of POs Completed Without Error	99%	99%	99%	100%
Procurement Card Error Rate	1%	1%	1%	N/A

## BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 695,311	\$ 711,872	\$ 712,211	\$ 702,491	\$ 702,491
Overtime Salaries	\$ 467	\$ 1,051	\$ 500	\$ 500	\$ 500
Part Time Salaries	\$ 7,972	\$ 8,952	\$ 15,675	\$ 15,675	\$ 15,675
FICA Tax	\$ 50,179	\$ 57,140	\$ 55,721	\$ 54,979	\$ 54,979
Retirement	\$ 70,297	\$ 84,065	\$ 86,239	\$ 85,343	\$ 85,343
401(K) Employer Contribution	\$ 20,789	\$ 29,470	\$ 28,508	\$ 28,120	\$ 28,120
Health Care	\$ 86,722	\$ 100,715	\$ 114,322	\$ 114,322	\$ 114,322
Life Insurance	\$ 1,440	\$ 1,823	\$ 1,768	\$ 1,745	\$ 1,745
Emp Sec Ins	\$ 160	\$ 2,581	\$ 2,529	\$ 2,498	\$ 2,498
Workers Compensation	\$ 28,800	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
<b>Personnel Total</b>	<b>\$ 962,136</b>	<b>\$ 1,021,669</b>	<b>\$ 1,041,473</b>	<b>\$ 1,029,673</b>	<b>\$ 1,029,673</b>
<b>Operations</b>					
Gas & Oil	\$ 367	\$ 504	\$ 715	\$ 715	\$ 715
Department Supplies	\$ 5,176	\$ 6,100	\$ 4,900	\$ 4,500	\$ 4,500
Computer Supplies	\$ 375	\$ 400	\$ 400	\$ 400	\$ 400
Travel	\$ 71	\$ 9,350	\$ 15,610	\$ 11,610	\$ 11,610
Auto Allowance	\$ -	\$ -	\$ 2,584.00	\$ 2,400.00	\$ 2,400.00
Cell Phone Stipend	\$ -	\$ -	\$ 4,740	\$ 4,740	\$ 4,740
Wireless Air Cards	\$ 456	\$ 457	\$ 457	\$ 457	\$ 457
Postage	\$ 1,872	\$ 2,400	\$ 2,400	\$ 2,000	\$ 2,000
Maint Auto	\$ 708	\$ 400	\$ 400	\$ 400	\$ 400
Training	\$ 3,385	\$ 9,670	\$ 7,725	\$ 7,725	\$ 7,725
Copier Contract Expense	\$ 2,753	\$ 1,500	\$ 1,464	\$ 1,464	\$ 1,464
Insurance Premiums	\$ 155	\$ 292	\$ 307	\$ 307	\$ 307
Dues & Subscriptions	\$ 3,885	\$ 4,430	\$ 4,305	\$ 4,305	\$ 4,305
Miscellaneous Expense	\$ 1,230	\$ 1,400	\$ -	\$ -	\$ -
Auditing Contract	\$ 30,500	\$ 37,000	\$ 37,000	\$ 37,000	\$ 37,000
Tax Collection Fees	\$ 230,250	\$ 264,000	\$ 295,000	\$ 290,000	\$ 290,000
Special Projects	\$ 36,826	\$ 218,908	\$ -	\$ -	\$ -
Contracted Services	\$ 4,822	\$ 34,400	\$ 8,800	\$ 6,800	\$ 6,800
Performance Measurement	\$ 71	\$ 10,500	\$ 8,950	\$ 8,950	\$ 8,950
Professional Services	\$ 7,397	\$ 8,700	\$ 9,400	\$ 118,750	\$ 118,750
Transfer - Cap Reserve Fund	\$ 7,975	\$ 5,000	\$ 5,500	\$ 5,004	\$ 5,004
<b>Operations Total</b>	<b>\$ 338,274</b>	<b>\$ 615,411</b>	<b>\$ 410,657</b>	<b>\$ 507,527</b>	<b>\$ 507,527</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,300,410</b>	<b>\$ 1,637,080</b>	<b>\$ 1,452,130</b>	<b>\$ 1,537,200</b>	<b>\$ 1,537,200</b>

# PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Finance Director	1	1	1	1	1
Finance Manager	1	1	1	1	1
Budget Manager	0	0	1	1	1
Budget & Performance Analyst	1	1	1	1	1
Management Analyst/Sr.	4	4	3	3	3
Accountant I/II	1	1	1	1	1
Accounting Technician I/II	2	2	1	1	1
Accounting Clerk I/II	0	0	1	1	1
Mail Coordinator (TPT)	1	1	1	1	1
Purchasing Coordinator	1	1	1	1	1
TOTAL <sup>1</sup>	12	12	12	12	12

<sup>1</sup>Department reorganization



**STATEMENT OF PURPOSE**

To provide an exceptional customer experience for the City of Salisbury's citizens and consumers of water and sewer utility, sanitation, recycling, stormwater and other City services, while maintaining the integrity of both the billing and collection processes.

**PERFORMANCE GOALS**

1. Foster an atmosphere of excellence through ongoing customer service, communications, and technical training for a deeper understanding and knowledge of the utilities business.
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. Continue to improve the collection process to reduce past due balances by continuing the execution of the 30-day cutoff cycle.
5. Partner with other divisions across the City to ensure that account information is accurate and synergistic.
6. Cultivate partnerships with community agencies that provide financial assistance to utility customers at risk of disconnection.
7. Implement a new software system for utility billing with Tyler Technologies/MUNIS.

**PERFORMANCE MEASURES**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Utility Bills Generated	248,082	248,100	248,150	N/A
Number of Teller Transactions	52,977	50,050	50,100	N/A
<b>Effectiveness</b>				
Percent of Utility Bills Mailed Without Error	99.5%	99.9%	99.9%	100.0%

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 233,947	\$ 257,752	\$ 279,435	\$ 275,646	\$ 275,646
Overtime Salaries	\$ 515	\$ 1,400	\$ 800	\$ 800	\$ 800
Part Time Salaries	\$ 6,360	\$ 6,460	\$ 10,992	\$ 10,992	\$ 10,992
FICA Tax	\$ 17,203	\$ 21,574	\$ 22,280	\$ 21,990	\$ 21,990
Retirement	\$ 23,825	\$ 31,440	\$ 33,909	\$ 33,562	\$ 33,562
401(K) Employer Contribution	\$ 7,070	\$ 11,022	\$ 11,210	\$ 11,057	\$ 11,057
Health Care	\$ 54,832	\$ 61,734	\$ 66,701	\$ 66,701	\$ 66,701
Life Insurance	\$ 438	\$ 681	\$ 693	\$ 683	\$ 683
Emp Sec Ins	\$ 60	\$ 976	\$ 1,010	\$ 995	\$ 995
Workers Compensation	\$ 19,200	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
<b>Personnel Total</b>	<b>\$ 363,450</b>	<b>\$ 409,039</b>	<b>\$ 443,030</b>	<b>\$ 438,426</b>	<b>\$ 438,426</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ -	\$ -	\$ 945	\$ 945	\$ 945
Department Supplies	\$ 1,331	\$ 2,500	\$ 4,000	\$ 4,000	\$ 4,000
Travel	\$ -	\$ 2,850	\$ 1,000	\$ 1,000	\$ 1,000
Cell Phone Stipend	\$ -	\$ -	\$ 924	\$ 924	\$ 924
Training	\$ 140	\$ 2,750	\$ 2,500	\$ 2,500	\$ 2,500
Copier Contract Expense	\$ 4,548	\$ 1,500	\$ 2,756	\$ 2,756	\$ 2,756
Dues & Subscriptions	\$ 120	\$ 150	\$ 300	\$ 300	\$ 300
Miscellaneous Expense	\$ 554	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100
Contracted Services	\$ 1,068	\$ 8,300	\$ 6,000	\$ 6,000	\$ 6,000
Professional Services	\$ 50	\$ 250	\$ 300	\$ 300	\$ 300
Transfer - Cap Reserve Fund	\$ 3,250	\$ 2,550	\$ 2,700	\$ 4,284	\$ 4,284
<b>Operations Total</b>	<b>\$ 11,061</b>	<b>\$ 22,950</b>	<b>\$ 23,525</b>	<b>\$ 25,109</b>	<b>\$ 25,109</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 374,510</b>	<b>\$ 431,989</b>	<b>\$ 466,555</b>	<b>\$ 463,535</b>	<b>\$ 463,535</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Customer Service Manager	1	1	1	1	1
Customer Service Clerk <sup>1,2</sup>	6	0	0	0	0
Customer Service Representative I/II/Sr <sup>2</sup>	0	6	6	6	6
Customer Service Rep (TPT) <sup>2</sup>	0	1	1	1	1
Customer Service Clerk (TPT) <sup>2</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	8	8	8	8	8

<sup>1</sup>Position eliminated

<sup>2</sup>Positions reclassified

### STATEMENT OF PURPOSE

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

### PERFORMANCE GOALS

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

### BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 270,715	\$ 298,250	\$ 304,281	\$ 300,107	\$ 300,107
Overtime Salaries	\$ 17	\$ 250	\$ -	\$ -	\$ -
FICA Tax	\$ 19,651	\$ 22,714	\$ 23,278	\$ 22,958	\$ 22,958
Retirement	\$ 27,421	\$ 33,877	\$ 36,818	\$ 36,433	\$ 36,433
401(K) Employer Contribution	\$ 8,034	\$ 11,877	\$ 12,171	\$ 12,005	\$ 12,005
Health Care	\$ 37,814	\$ 48,034	\$ 50,952	\$ 50,952	\$ 50,952
Life Insurance	\$ 635	\$ 735	\$ 754	\$ 743	\$ 743
Emp Sec Ins	\$ 52	\$ 1,030	\$ 1,054	\$ 1,040	\$ 1,040
Workers Compensation	\$ 9,600	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<b>Personnel Total</b>	<b>\$ 373,939</b>	<b>\$ 426,767</b>	<b>\$ 439,308</b>	<b>\$ 434,238</b>	<b>\$ 434,238</b>



	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Meeting Expenses	\$ 926	\$ 2,500	\$ 2,500	\$ 2,000	\$ 2,000
CAC Programs	\$ 828	\$ 4,000	\$ 9,000	\$ 2,000	\$ 2,000
Department Supplies	\$ 3,842	\$ 4,020	\$ 5,578	\$ 5,578	\$ 5,578
Travel	\$ -	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
Cell Phone Stipend	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
Postage	\$ 2,312	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000
Advertising	\$ 848	\$ 700	\$ 1,000	\$ 500	\$ 500
Training	\$ 884	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
Insurance Premiums	\$ 568	\$ 635	\$ 667	\$ 667	\$ 667
Dues & Subscriptions	\$ 2,787	\$ 2,150	\$ 2,750	\$ 2,750	\$ 2,750
Miscellaneous Expense	\$ 566	\$ 120	\$ 500	\$ 500	\$ 500
Special Projects	\$ 959,172	\$ 820,090	\$ 1,000,000	\$ 466,500	\$ 466,500
E Innes Streetscape	\$ 7,950	\$ 52,487	\$ -	\$ -	\$ -
Public Art/Sculpture Show	\$ 29,237	\$ 21,615	\$ 25,000	\$ 20,000	\$ 20,000
Blockwork	\$ 21,800	\$ 110,000	\$ 20,000	\$ 12,000	\$ 12,000
Kesler Mill	\$ 20,496	\$ 489,504	\$ 4,100	\$ 4,100	\$ 4,100
Paul Bruhn Grant	\$ 163	\$ 543,022	\$ -	\$ -	\$ -
Professional Services	\$ 25,427	\$ 25,000	\$ 28,000	\$ 3,000	\$ 3,000
Action Grants	\$ 30,694	\$ 49,300	\$ 60,000	\$ 52,000	\$ 52,000
Community Appearance Comm	\$ 98	\$ -	\$ -	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 1,700	\$ 2,800	\$ 3,000	\$ 2,808	\$ 2,808
<b>Operations Total</b>	<b>\$ 1,110,298</b>	<b>\$ 2,135,542</b>	<b>\$ 1,170,039</b>	<b>\$ 582,347</b>	<b>\$ 582,347</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,484,238</b>	<b>\$ 2,562,309</b>	<b>\$ 1,609,347</b>	<b>\$ 1,016,585</b>	<b>\$ 1,016,585</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Community Planning Services Director	1	1	1	1	1
Planner I/II/Sr/Urban Design	2	2	2	2	2
Housing Planner <sup>1</sup>	0	1	1	1	1
Administrative Specialist Sr.	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	5	5	5	5

<sup>1</sup>Position moved from Development Services (494)

### STATEMENT OF PURPOSE

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

### PERFORMANCE GOALS

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

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

### PERFORMANCE MEASURES

	FY 2021	FY 2022	FY 2023	
	Actual	Estimate	Projected	Goal
<b>Workload</b>				
General Rezoning Requests Processed	3	5	5	N/A
Conditional District Rezoning	7	5	5	N/A
Major Site Plan Reviews	3	5	5	N/A
Minor Site Plan Reviews	23	15	15	N/A
Zoning Permits (New Commercial / Commercial Upfits)	43	30	30	N/A
Zoning Permits (New SF/SF Additions/Accessory Structures)	447	500	500	N/A
Number of New Businesses Issued 'Business Registry Permits'				
<b>Efficiency</b>				
Average Number of Days For CD or General Rezoning Legislative Process	70	60	60	60
Average Number of Days for Major Site Plan Approval (site & construct docs)	60	60	60	60
Average Number of Processing Days For Minor Site Plan Approval	45	45	45	45
Average Number of Processing Days Per Rezoning Request	45	45	45	45
<b>Effectiveness</b>				
Percent of CD and Rezoning Requests Approved as Presented	95%	95%	95%	95%

## BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 157,049	\$ 205,620	\$ 221,581	\$ 218,577	\$ 218,577
Overtime Salaries	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
FICA Tax	\$ 11,558	\$ 15,707	\$ 17,027	\$ 16,796	\$ 16,796
Retirement	\$ 15,892	\$ 23,427	\$ 26,932	\$ 26,657	\$ 26,657
401(K) Employer Contribution	\$ 4,721	\$ 7,813	\$ 8,904	\$ 8,784	\$ 8,784
Health Care	\$ 25,034	\$ 38,416	\$ 36,260	\$ 36,260	\$ 36,260
Life Insurance	\$ 313	\$ 509	\$ 548	\$ 542	\$ 542
Emp Sec Ins	\$ 47	\$ 713	\$ 768	\$ 757	\$ 757
Workers Compensation	\$ 9,600	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
<b>Personnel Total</b>	<b>\$ 224,214</b>	<b>\$ 300,205</b>	<b>\$ 321,020</b>	<b>\$ 317,373</b>	<b>\$ 317,373</b>
<b>Operations</b>					
Gas & Oil	\$ 200	\$ 324	\$ 513	\$ 513	\$ 513
Department Supplies	\$ 1,744	\$ 1,585	\$ 1,500	\$ 1,500	\$ 1,500
Travel	\$ -	\$ 1,300	\$ 900	\$ 900	\$ 900
Cell Phone Stipend	\$ -	\$ -	\$ 924	\$ 924	\$ 924
Postage	\$ 383	\$ 600	\$ 1,200	\$ 1,200	\$ 1,200
Printing	\$ -	\$ 600	\$ 600	\$ 600	\$ 600
Maint Auto	\$ 22	\$ 250	\$ 250	\$ 250	\$ 250
Advertising	\$ 2,925	\$ 2,400	\$ 2,300	\$ 2,300	\$ 2,300
Training	\$ 498	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Copier Contract Expense	\$ 3,390	\$ 3,605	\$ 4,015	\$ 4,015	\$ 4,015
Insurance Premiums	\$ 230	\$ 259	\$ 272	\$ 272	\$ 272
Dues & Subscriptions	\$ 1,256	\$ 6,540	\$ 1,025	\$ 1,025	\$ 1,025
Miscellaneous Expense	\$ 13	\$ 350	\$ 350	\$ 350	\$ 350
Special Projects	\$ 26,000	\$ 238,547	\$ 300,000	\$ -	\$ -
Professional Services	\$ -	\$ 300	\$ 300	\$ 300	\$ 300
Economic Dev Comm	\$ 114,118.00	\$ 114,088.00	\$ 114,088.00	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 3,458	\$ 4,108	\$ 4,500	\$ 4,116	\$ 4,116
<b>Operations Total</b>	<b>\$ 154,236</b>	<b>\$ 376,356</b>	<b>\$ 434,237</b>	<b>\$ 19,765</b>	<b>\$ 19,765</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 378,450</b>	<b>\$ 676,561</b>	<b>\$ 755,257</b>	<b>\$ 337,138</b>	<b>\$ 337,138</b>

## PERSONNEL DETAIL

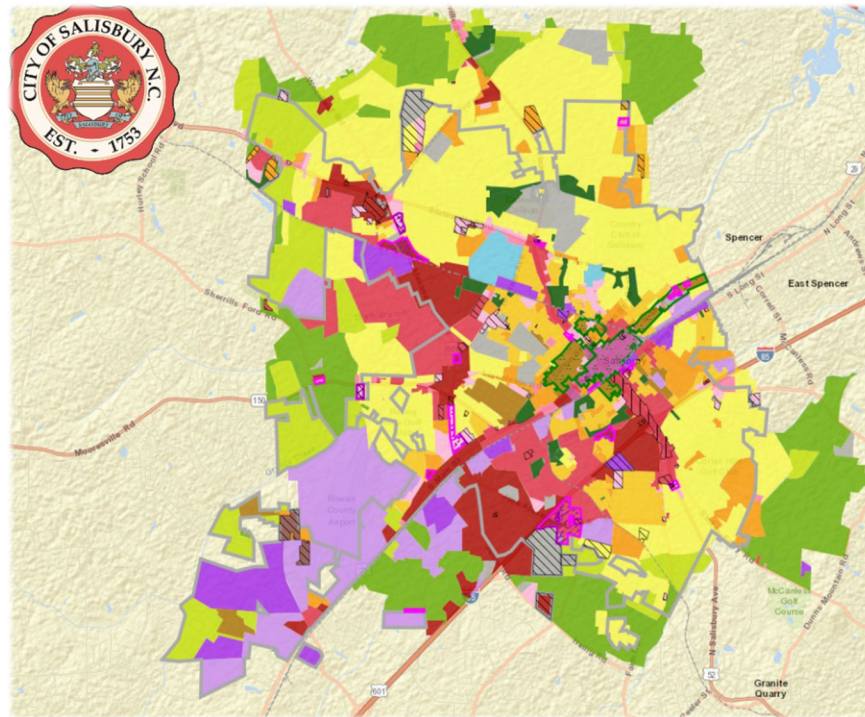
Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Development Services Manager	1	1	1	1	1
Development Services Coordinator <sup>3</sup>	1	0	0	0	0
Senior Planner <sup>3</sup>	0	1	1	1	1
Development Services Specialist	1	1	1	1	1
Housing Planner <sup>1,2</sup>	1	0	0	0	0
Development Technician <sup>1,4</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

<sup>1</sup>Position reclassified

<sup>2</sup>Position moved to Community Planning Services (491)

<sup>3</sup>Position reclassified

<sup>4</sup>Position added



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Total Number of Nuisance Cases Generated	1,627	1,500	1,450	1,500
<b>Efficiency</b>				
Cost Per Nuisance Case Abated (contractor)	\$ 81	\$ 85	\$ 90	\$ 85
<b>Effectiveness</b>				
Percentage of Cases Corrected By Owner	67%	69%	69%	70%

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 132,194	\$ 132,460	\$ 142,392	\$ 197,093	\$ 197,093
Overtime Salaries	\$ -	\$ 450	\$ -	\$ -	\$ -
Part Time Salaries	\$ 20,720	\$ 26,518	\$ 27,074	\$ 27,074	\$ 27,074
FICA Tax	\$ 11,656	\$ 12,196	\$ 12,963	\$ 17,148	\$ 17,148
Retirement	\$ 13,440	\$ 15,165	\$ 17,229	\$ 23,927	\$ 23,927
401(K) Employer Contribution	\$ 3,994	\$ 5,317	\$ 5,696	\$ 7,884	\$ 7,884
Health Care	\$ 27,359	\$ 26,295	\$ 28,818	\$ 39,506	\$ 39,506
Life Insurance	\$ 195	\$ 330	\$ 354	\$ 491	\$ 491
Emp Sec Ins	\$ 34	\$ 553	\$ 590	\$ 781	\$ 781
Workers Compensation	\$ 9,600	\$ 8,000	\$ 8,000	\$ 10,000	\$ 10,000
<b>Personnel Total</b>	<b>\$ 219,193</b>	<b>\$ 227,284</b>	<b>\$ 243,116</b>	<b>\$ 323,904</b>	<b>\$ 323,904</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ 1,243	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Meeting Expenses	\$ 64	\$ 500	\$ 500	\$ 500	\$ 500
Gas & Oil	\$ 3,885	\$ 5,008	\$ 6,700	\$ 6,700	\$ 6,700
Department Supplies	\$ 1,746	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000
Travel	\$ 562	\$ 1,800	\$ 2,500	\$ 2,500	\$ 2,500
Telephone	\$ 947	\$ 972	\$ 900	\$ 900	\$ 900
Wireless Air Cards	\$ 1,102	\$ 1,370	\$ 1,000	\$ 1,000	\$ 1,000
Postage	\$ 2,938	\$ 2,750	\$ 3,000	\$ 3,000	\$ 3,000
Printing	\$ -	\$ 600	\$ 600	\$ 600	\$ 600
Maint Auto	\$ 6,767	\$ 1,900	\$ 1,500	\$ 1,500	\$ 1,500
Minimum Housing	\$ 76,391	\$ 110,000	\$ 150,000	\$ 150,000	\$ 150,000
Advertising	\$ 2,047	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Training	\$ 260	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000
Copier Contract Expense	\$ 2,530	\$ -	\$ -	\$ -	\$ -
Insurance Premiums	\$ 626	\$ 705	\$ 741	\$ 741	\$ 741
Insurance Claims	\$ 608	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ -	\$ 60	\$ 120	\$ 120	\$ 120
Miscellaneous Expense	\$ 7	\$ 250	\$ 500	\$ 500	\$ 500
Transfer - Cap Reserve Fund	\$ 450	\$ 1,200	\$ 1,350	\$ 3,168	\$ 3,168
<b>Operations Total</b>	<b>\$ 102,175</b>	<b>\$ 132,815</b>	<b>\$ 176,611</b>	<b>\$ 178,429</b>	<b>\$ 178,429</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 321,368</b>	<b>\$ 360,099</b>	<b>\$ 419,727</b>	<b>\$ 502,333</b>	<b>\$ 502,333</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Code Services Manager	1	1	1	1	1
Remedial Action Plan (TPT)	1	1	1	1	1
Code Enforcement Officer	2	2	2	2	2
Zoning & Code Inspector <sup>1</sup>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	5	5

<sup>1</sup>Position added

### 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. Expand and Implement comprehensive strategies for business recruitment and retention.
3. Promote current and develop new economic incentive tools to spur private investment.
4. Provide business education & property development assistance to existing businesses and businesses locating or expanding in the MSD.
5. Continue to take an active role in helping downtown business through COVID-19
6. Provide assistance for historic property renovation and partnerships for redevelopment.
7. Improve appearance, safety, accessibility, and cleanliness of streetscape and public space, as well as properties in downtown.
8. Positively market, advertise, and promote downtown through a variety of efforts, including cooperative advertising, special events and activities.
9. Expand community involvement in downtown activities through social media, e-newsletters, press releases, promotions, special events, and community activities.
10. Expand on the marketing and promotion plan to increase activity in Downtown during COVID, (i.e. shop safely, enjoy a public art walk, have dinner, etc.).
11. Promote the Downtown Master Plan to attract and increase private investment and increase property values in downtown.
12. Increase utilization of the 501(c)(3) organization for development alternatives.
13. Continue to work with Downtown Salisbury, Inc. to maintain a positive working relationship on the exclusive developer negotiations with Brett Kreuger. Ensure deadlines associated with development agreement are adhered to, and progress continues in discussions about plans, programming and incentives.



## PERFORMANCE MEASURES

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Building Rehabilitation Projects Completed	27	3	5	5
Number of Downtown Events	6**	11**	13	13
Number of Partnered Events	2	2	2	3
Business Retention Services & Seminars	10**	6	8	10
Stakeholders Meetings	4	4	4	4
Newsletters Generated	10**	12	10	12
Tourism Campaigns	N/A**	N/A**	N/A**	N/A**
IChoose Campaign	3	2	N/A**	N/A**
Communication Tools created	5	2	2	4
Communication Tools maintained/improved	4	3	2	3
<b>Effectiveness</b>				
Downtown Commercial Building Vacancy Rate				
New Private Funds Invested (Millions)	\$ 7.50	\$ 3.00	\$ 3.50	\$ 12.00
New Businesses Opened/Assisted	23	5	6	8

\* Unknown at the time due to COVID-19

\*\* COVID and decrease in staff

## BUDGET REQUEST

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 115,253	\$ 181,216	\$ 196,087	\$ 193,452	\$ 193,452
Overtime Salaries	\$ 254	\$ 37	\$ -	\$ -	\$ -
Law Officer	\$ 13	\$ 26	\$ -	\$ -	\$ -
FICA Tax	\$ 8,314	\$ 14,158	\$ 15,001	\$ 14,799	\$ 14,799
Retirement	\$ 11,664	\$ 21,117	\$ 23,727	\$ 23,485	\$ 23,485
Retirement-Sworn Law	\$ 8	\$ 15	\$ -	\$ -	\$ -
401(K) Employer Contribution	\$ 3,107	\$ 7,403	\$ 7,843	\$ 7,738	\$ 7,738
Health Care	\$ 17,551	\$ 30,274	\$ 30,974	\$ 30,974	\$ 30,974
Life Insurance	\$ 248	\$ 461	\$ 486	\$ 479	\$ 479
Emp Sec Ins	\$ 37	\$ 644	\$ 680	\$ 671	\$ 671
Workers Compensation	\$ 7,200	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
<b>Personnel Total</b>	<b>\$ 163,648</b>	<b>\$ 261,351</b>	<b>\$ 280,798</b>	<b>\$ 277,598</b>	<b>\$ 277,598</b>



	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Meeting Expenses	\$ 282	\$ 300	\$ 300	\$ 300	\$ 300
Department Supplies	\$ 1,519	\$ 1,655	\$ 1,708	\$ 1,708	\$ 1,708
Travel	\$ 30	\$ 500	\$ 1,675	\$ 1,675	\$ 1,675
Cell Phone Stipend	\$ -	\$ -	\$ 1,968	\$ 1,968	\$ 1,968
Postage	\$ 31	\$ 100	\$ 125	\$ 125	\$ 125
Electric Power	\$ 1,033	\$ 906	\$ 1,100	\$ 1,100	\$ 1,100
Printing	\$ 142	\$ 500	\$ 650	\$ 650	\$ 650
Advertising	\$ 600	\$ 1,550	\$ 1,200	\$ 500	\$ 500
Training	\$ 674	\$ 800	\$ 1,400	\$ 1,175	\$ 1,175
Copier Contract Expense	\$ 1,209	\$ 1,700	\$ 1,547	\$ 1,547	\$ 1,547
Dues & Subscriptions	\$ 3,939	\$ 4,375	\$ 4,959	\$ 1,959	\$ 1,959
Miscellaneous Expense	\$ 474	\$ 164	\$ 300	\$ 300	\$ 300
Special Projects	\$ 229	\$ 4,000	\$ 40,200	\$ 33,200	\$ 33,200
Contracted Services	\$ -	\$ -	\$ 5,000	\$ -	\$ -
Special Events	\$ 12,525	\$ 20,703	\$ 41,000	\$ 31,750	\$ 31,750
Spring Festival	\$ -	\$ 167,700	\$ 103,000	\$ 103,000	\$ 103,000
Professional Services	\$ -	\$ 880	\$ 500	\$ 500	\$ 500
Transfer - Cap Reserve Fund	\$ 1,250	\$ 1,400	\$ 1,500	\$ 1,404	\$ 1,404
<b>Operations Total</b>	<b>\$ 23,937</b>	<b>\$ 207,233</b>	<b>\$ 208,132</b>	<b>\$ 182,861</b>	<b>\$ 182,861</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 187,585</b>	<b>\$ 468,584</b>	<b>\$ 488,930</b>	<b>\$ 460,459</b>	<b>\$ 460,459</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Downtown Development Director	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Administration Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
Traffic Signal LEDs Replaced (excluding routine maint.)	19	20	20	N/A
Average Response to Emergency Call Backs (minutes)	34	50	50	N/A
Emergency Call Backs	50	125	125	N/A
Underground Locate Tickets Received	1,358	1,700	1,700	N/A
Underground Locate Tickets Marked	438	1,000	1,000	N/A

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 100,672	\$ 117,895	\$ 119,007	\$ 117,426	\$ 117,426
Overtime Salaries	\$ 5,182	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
FICA Tax	\$ 7,989	\$ 9,708	\$ 9,716	\$ 9,595	\$ 9,595
Retirement	\$ 10,729	\$ 14,480	\$ 15,369	\$ 15,228	\$ 15,228
401(K) Employer Contribution	\$ 3,197	\$ 5,076	\$ 5,080	\$ 5,017	\$ 5,017
Health Care	\$ 21,397	\$ 29,351	\$ 30,441	\$ 30,441	\$ 30,441
Life Insurance	\$ 229	\$ 289	\$ 290	\$ 286	\$ 286
Emp Sec Ins	\$ 26	\$ 404	\$ 406	\$ 400	\$ 400
Workers Compensation	\$ 7,200	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
<b>Personnel Total</b>	<b>\$ 156,621</b>	<b>\$ 191,203</b>	<b>\$ 194,309</b>	<b>\$ 192,393</b>	<b>\$ 192,393</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ 771	\$ 900	\$ 900	\$ 900	\$ 900
Protective Equipment	\$ 1,099	\$ 900	\$ 900	\$ 900	\$ 900
Expendable Equipment	\$ 8,152	\$ 2,500	\$ 2,500	\$ 2,000	\$ 2,000
Gas & Oil	\$ 4,388	\$ 6,231	\$ 7,016	\$ 7,016	\$ 7,016
Department Supplies	\$ 1,104	\$ 500	\$ 500	\$ 500	\$ 500
Cell Phone Stipend	\$ -	\$ -	\$ 600	\$ 600	\$ 600
Wireless Air Cards	\$ 1,368	\$ 1,980	\$ 1,980	\$ 1,980	\$ 1,980
Postage	\$ 42	\$ 100	\$ 100	\$ 100	\$ 100
Electric Power	\$ 1,629	\$ 1,160	\$ 2,200	\$ 2,200	\$ 2,200
Traffic Signal	\$ 19,584	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Natural Gas	\$ 408	\$ 540	\$ 493	\$ 493	\$ 493
City Utilities	\$ 332	\$ 390	\$ 357	\$ 357	\$ 357
Maint Equipment	\$ -	\$ 1,000	\$ 200	\$ 200	\$ 200
Maint Traffic Signals	\$ 27,329	\$ 33,910	\$ 35,610	\$ 35,610	\$ 35,610
Maint Auto	\$ 2,736	\$ 6,400	\$ 12,500	\$ 12,500	\$ 12,500
Training	\$ 2,566	\$ 2,800	\$ 1,400	\$ 1,400	\$ 1,400
Insurance Premiums	\$ 595	\$ 669	\$ 703	\$ 703	\$ 703
Special Projects	\$ 4,819	\$ -	\$ 46,600	\$ -	\$ -
Contracted Services	\$ 18,518	\$ 22,000	\$ 11,000	\$ 6,000	\$ 6,000
Transfer - Cap Reserve Fund	\$ 17,350	\$ 17,350	\$ 17,500	\$ 19,716	\$ 19,716
<b>Operations Total</b>	<b>\$ 112,789</b>	<b>\$ 105,330</b>	<b>\$ 149,059</b>	<b>\$ 99,175</b>	<b>\$ 99,175</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 269,410</b>	<b>\$ 296,533</b>	<b>\$ 343,368</b>	<b>\$ 291,568</b>	<b>\$ 291,568</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Traffic Signal Technician	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	3	3	3	3	3

**STATEMENT OF PURPOSE**

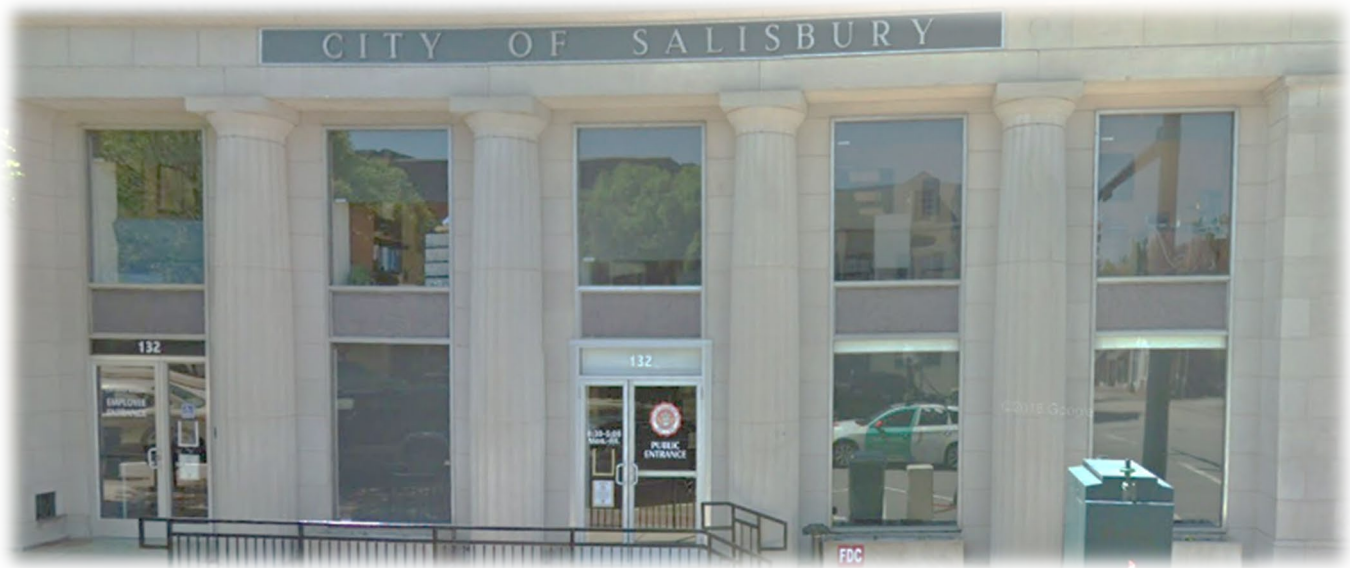
The City of Salisbury utilizes buildings throughout the City for offices to support our organization. City Office Building houses Development Services, Human Resources, Code Enforcement, Engineering, City Administration, and Finance. City Hall houses Council Chambers, Communications, the Mayor's office,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

**BUDGET REQUEST**

	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Requested FY22-23</b>	<b>Mgr Recommends FY22-23</b>	<b>Adopted FY22-23</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Janitorial Supplies	\$ 2,581	\$ 2,900	\$ 3,500	\$ 3,500	\$ 3,500
Gas & Oil	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Wireless Air Cards	\$ 456	\$ 500	\$ 457	\$ 457	\$ 457
Electric Power	\$ 190,732	\$ 203,775	\$ 230,383	\$ 230,383	\$ 230,383
Natural Gas	\$ 14,729	\$ 15,221	\$ 17,788	\$ 17,788	\$ 17,788
City Utilities	\$ 33,037	\$ 41,322	\$ 35,534	\$ 35,534	\$ 35,534
Buildings & Grounds	\$ 80,654	\$ 144,481	\$ 79,000	\$ 79,000	\$ 79,000
Price High School	\$ 5,068	\$ 11,728	\$ 11,700	\$ 11,700	\$ 11,700
Amtrak Station	\$ 22,389	\$ 30,887	\$ 22,680	\$ 22,680	\$ 22,680
B/G Contracted Services	\$ 122,852	\$ 142,938	\$ 159,120	\$ 159,120	\$ 159,120
Maint Equipment	\$ 708	\$ 8	\$ -	\$ -	\$ -
Insurance Premiums	\$ 11,714	\$ 12,441	\$ 13,066	\$ 13,066	\$ 13,066
Contracted Services	\$ -	\$ 17,445	\$ -	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 14,352	\$ 15,876	\$ 17,300	\$ 15,888	\$ 15,888
<b>Operations Total</b>	<b>\$ 499,272</b>	<b>\$ 640,522</b>	<b>\$ 591,528</b>	<b>\$ 590,116</b>	<b>\$ 590,116</b>
<b>Capital</b>					
C O Roof / HVAC	\$ -	\$ 33,500	\$ 382,000	\$ -	\$ -
C/O Buildings	\$ -	\$ -	\$ 65,000	\$ 65,000	\$ 65,000
C O Bldg & Grnds	\$ 128,443	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 128,443</b>	<b>\$ 33,500</b>	<b>\$ 447,000</b>	<b>\$ 65,000</b>	<b>\$ 65,000</b>
<b>Grand Total</b>	<b>\$ 627,715</b>	<b>\$ 674,022</b>	<b>\$ 1,038,528</b>	<b>\$ 655,116</b>	<b>\$ 655,116</b>

## CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
<b>City Office Building (000)</b>			
Cornice & Water Table Repair	\$ 65,000	\$ 65,000	\$ 65,000
HVAC Repairs - Priority 3	110,000	-	-
<b>Sal. West Comm. Center (252)</b>			
HVAC Replacement - Priority 5	16,500	-	-
<b>Park Ave Comm Center (253)</b>			
HVAC Replacement - Priority 8	32,200	-	-
<b>Park Ave Fire (254)</b>			
HVAC Replacement - Priority 9	25,700	-	-
Roof Replacement - Priority 3	183,600	-	-
<b>Parks (256)</b>			
Community Park HVAC Replacement - Priority 7	14,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 447,000</b>	<b>\$ 65,000</b>	<b>\$ 65,000</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 FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
\$ - \$ - \$ - \$ - \$ -					
<b>Operations</b>					
Department Supplies	\$ 170	\$ 600	\$ 600	\$ 600	\$ 600
Electric Power	\$ 28,954	\$ 31,722	\$ 38,500	\$ 38,500	\$ 38,500
City Utilities	\$ 10,183	\$ 12,087	\$ 13,634	\$ 13,634	\$ 13,634
Buildings & Grounds	\$ 18,033	\$ 79,642	\$ 35,000	\$ 17,500	\$ 17,500
B/G Contracted Services	\$ 63,280	\$ 62,143	\$ 66,677	\$ 66,677	\$ 66,677
Maint Equipment	\$ 8	\$ 93	\$ -	\$ -	\$ -
Insurance Premiums	\$ 11,297	\$ 12,598	\$ 13,228	\$ 13,228	\$ 13,228
Contracted Services	\$ 29,700	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 161,625</b>	<b>\$ 198,885</b>	<b>\$ 167,639</b>	<b>\$ 150,139</b>	<b>\$ 150,139</b>
<b>Capital</b>					
C O Roof / HVAC	\$ 369,918	\$ 101,450	\$ -	\$ -	\$ -
C/O Buildings	\$ 407,653	\$ -	\$ 1,625,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 777,571</b>	<b>\$ 101,450</b>	<b>\$ 1,625,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 939,196</b>	<b>\$ 300,335</b>	<b>\$ 1,792,639</b>	<b>\$ 150,139</b>	<b>\$ 150,139</b>

### CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
Tuckpoint and Waterproofing	\$ 1,500,000	\$ -	\$ -
Cornice/Parapet Repair	125,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,625,000</b>	<b>\$ -</b>	<b>\$ -</b>

### STATEMENT OF PURPOSE

The mission of the Salisbury Police Department is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of all citizens. The Department is committed to working in partnership with the community to identify and resolve issues that impact public safety through the use of the principles of Stratified Policing.

### PERFORMANCE GOALS

1. To work toward reaching Strategic Goal 1; Improve Collaboration with External Partners and Stakeholders, SPD will work toward these efforts in FY2023:
  - SPD will fully implement the BJA Byrne Criminal Justice Innovation grant; The West End Salisbury Transformed Empowered Neighborhood Development (WEST END) Project.
  - SPD will complete outreach to improve police-community relations in conjunction with the Chief's Citizen Advisory Board funded with a Duke Energy Foundation grant.
2. To work toward reaching Strategic Goal 3; Enhanced Intelligence Operations and Investigations, SPD will work toward these efforts in FY2023:
  - SPD will develop an Investigative Standard Operating Procedures manual to include using solvability factors for case assignment.
  - SPD will continue to fund an effective evidentiary testing program to include private and state laboratories for timely evidence analysis for FY2022-2023.
3. To work toward reaching Strategic Goal 4; Improve Training and Professional Development of the Department Staff, SPD will work toward these efforts in FY2023:
  - SPD will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.
  - SPD will submit a budget that recognizes operational needs to maintain the level of service preferred by our community. SPD will complete an assessment of resources and present information to City Management and City Council regarding the complex needs for Salisbury's policing budget.
4. To work toward reaching Strategic Goal 5; Maintain a Quality Sworn and Civilian Workforce will work toward these efforts in FY2023:
  - SPD will recruit and retain employees so sworn and non-sworn staffing levels reach and or maintain 95% of the fiscally authorized staffing.
  - SPD will work with City Human Resources, City Finance, and the city retained Management and Personnel Services Group to ensure pay, benefits, and other incentives are comparable for the area market to ensure the SPD is competitive.
  - SPD will complete a workload assessment to effectively determine the staffing necessary to provide policing services to the Salisbury community.

### PERFORMANCE MEASURES

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
Number of Sworn Officers (Authorized Positions)	83	83	83	88
All Part I Crimes Reported (homicide, assault, etc.)	1,477	1,600	1,800	1,200
Calls Resulting In A Dispatch (including officer initiated)	34,373	35,000	35,000	35,000
Part I Crimes Investigated By Investigations Division *	425	400	400	600
Departmental Turn-Over Rate (Sworn Police Officers)	14%	22%	17%	8%
CID Part I Case Clearance Rate **	11%	12%	12%	30%

\* 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

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 719,944	\$ 863,500	\$ 479,679	\$ 474,517	\$ 474,517
Overtime Salaries	\$ 2,464	\$ 5,150	\$ 2,500	\$ 2,500	\$ 2,500
Part Time Salaries	\$ 29,734	\$ 45,982	\$ -	\$ 26,125	\$ 26,125
Law Officers Separation Allow	\$ 52,163	\$ 54,865	\$ 19,731	\$ 19,562	\$ 19,562
FICA Tax	\$ 54,654	\$ 69,323	\$ 36,886	\$ 38,491	\$ 38,491
Retirement	\$ 77,157	\$ 104,781	\$ 61,163	\$ 60,426	\$ 60,426
Retirement-Sworn Law	\$ 30,200	\$ 38,790	\$ 14,094	\$ 13,972	\$ 13,972
401(K) Employer Contribution	\$ 3,193	\$ 4,122	\$ 8,012	\$ 7,903	\$ 7,903
Health Care	\$ 103,693	\$ 115,207	\$ 41,662	\$ 41,662	\$ 41,662
Life Insurance	\$ 1,414	\$ 1,927	\$ 931	\$ 919	\$ 919
Emp Sec Ins	\$ 207	\$ 2,790	\$ 1,304	\$ 1,378	\$ 1,378
Workers Compensation	\$ 43,200	\$ 28,000	\$ 8,000	\$ 10,000	\$ 10,000
<b>Personnel Total</b>	<b>\$ 1,118,022</b>	<b>\$ 1,334,437</b>	<b>\$ 673,962</b>	<b>\$ 697,455</b>	<b>\$ 697,455</b>
<b>Operations</b>					
Uniforms	\$ 6,437	\$ 19,190	\$ 3,450	\$ 3,450	\$ 3,450
Uniform Equipment	\$ 3,310	\$ 13,730	\$ -	\$ -	\$ -
Department Supplies	\$ 20,584	\$ 33,029	\$ 43,358	\$ 35,827	\$ 35,827
Public Safety Vehicle Equip	\$ 294	\$ 5,296	\$ -	\$ -	\$ -
Armory Supplies	\$ 25,688	\$ 46,535	\$ 32,650	\$ 32,650	\$ 32,650
Canine Unit	\$ 22,392	\$ 8,975	\$ 13,975	\$ 11,975	\$ 11,975
Cell Phone Stipend	\$ -	\$ -	\$ 5,016	\$ -	\$ -
Wireless Air Cards	\$ 40,309	\$ 40,655	\$ 38,400	\$ 38,400	\$ 38,400
Postage	\$ 2,977	\$ -	\$ -	\$ -	\$ -
Electric Power	\$ 45,940	\$ 53,775	\$ 60,500	\$ 60,500	\$ 60,500
Natural Gas	\$ 8,506	\$ 8,759	\$ 10,272	\$ 10,272	\$ 10,272
City Utilities	\$ 6,031	\$ 9,712	\$ 6,143	\$ 6,143	\$ 6,143
Printing	\$ -	\$ 1,250	\$ 1,000	\$ 1,000	\$ 1,000
Buildings & Grounds	\$ 47,786	\$ 17,545	\$ 34,361	\$ 34,361	\$ 34,361
B/G Contracted Services	\$ 59,132	\$ 73,341	\$ 72,434	\$ 72,434	\$ 72,434
Maint Equipment	\$ 1,289	\$ 2,000	\$ 6,500	\$ 6,500	\$ 6,500
Training	\$ 57,443	\$ 32,748	\$ 13,400	\$ 14,900	\$ 14,900
Tactical Unit	\$ 17,178	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500
Copier Contract Expense	\$ 3,311	\$ 1,500	\$ 2,321	\$ 2,321	\$ 2,321
Insurance Premiums	\$ 48,487	\$ 52,854	\$ 55,497	\$ 55,497	\$ 55,497
Insurance Claims	\$ 7,486	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 3,656	\$ 5,388	\$ 5,247	\$ 5,247	\$ 5,247
Miscellaneous Expense	\$ (329)	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Special Projects	\$ 77,670	\$ 166,111	\$ 20,417	\$ 20,417	\$ 20,417
Contracted Services	\$ 781	\$ -	\$ -	\$ -	\$ -
Crime Control	\$ -	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Police Accreditation	\$ 448	\$ 4,770	\$ 4,770	\$ 4,770	\$ 4,770
Police Chaplaincy Program	\$ -	\$ 220	\$ 300	\$ 300	\$ 300
Professional Services	\$ 30,535	\$ 34,400	\$ 17,600	\$ 17,600	\$ 17,600
<b>Operations Total</b>	<b>\$ 537,345</b>	<b>\$ 651,533</b>	<b>\$ 467,361</b>	<b>\$ 454,314</b>	<b>\$ 454,314</b>



	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Capital</b>					
Capital Outlay - Equipment	\$ 123,779	\$ 56,617	\$ 100,000	\$ -	\$ -
C O Roof / HVAC	\$ -	\$ -	\$ 65,000	\$ -	\$ -
C/O Buildings	\$ -	\$ -	\$ 149,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 123,779</b>	<b>\$ 56,617</b>	<b>\$ 314,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,779,147</b>	<b>\$ 2,042,587</b>	<b>\$ 1,455,323</b>	<b>\$ 1,151,769</b>	<b>\$ 1,151,769</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<b>Administration (000)</b>					
Police Chief	1	1	1	1	1
Deputy Chief	0	1	1	1	1
Police Captain	1	0	0	0	0
Police Corporal	1	1	0	0	0
Police Lieutenant	1	1	0	0	0
Police Sergeant	2	2	0	0	0
Police I/II/MPO	1	1	0	0	0
Police Officer I/II/MPO (SRO)	3	3	0	0	0
Records Supervisor	1	0	0	0	0
Records Clerk	1	0	0	0	0
Management Analyst (Civilian)	1	1	1	1	1
Administrative Specialist	1	0	0	0	0
Evidence Custodian (PT) <sup>2</sup>	1	1	0	1	1
Records Clerk/IT Tech	1	0	0	0	0
Parking Attendant (TPT)	1	1	0	0	0
Downtown Officer (TPT)	1	1	0	0	0
Internal Affairs	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL <sup>1</sup>	18	14	4	5	5

<sup>1</sup>Department reorganization

<sup>2</sup>Position added

### CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
<b>Police Administration (000)</b>			
Citywide Camera System	\$ 100,000	\$ -	\$ -
<b>Police Building Maintenance (301)</b>			
SPD Building Renovation	149,000	-	-
HVAC - Priority 4	65,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 314,000</b>	<b>\$ -</b>	<b>\$ -</b>

### STATEMENT OF PURPOSE

The mission of the Salisbury Police Department is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of all citizens. The Department is committed to working in partnership with the community to identify and resolve issues that impact public safety through the use of the principles of Stratified Policing.

### PERFORMANCE GOALS

1. To work toward reaching Strategic Goal 1; Improve Collaboration with External Partners and Stakeholders, SPD will work toward these efforts in FY2023:
  - SPD will fully implement the BJA Byrne Criminal Justice Innovation grant; The West End Salisbury Transformed Empowered Neighborhood Development (WEST END) Project.
  - SPD will complete outreach to improve police-community relations in conjunction with the Chief's Citizen Advisory Board funded with a Duke Energy Foundation grant.
2. To work toward reaching Strategic Goal 3; Enhanced Intelligence Operations and Investigations, SPD will work toward these efforts in FY2023:
  - SPD will develop an Investigative Standard Operating Procedures manual to include using solvability factors for case assignment.
  - SPD will continue to fund an effective evidentiary testing program to include private and state laboratories for timely evidence analysis for FY2022-2023.
3. To work toward reaching Strategic Goal 4; Improve Training and Professional Development of the Department Staff, SPD will work toward these efforts in FY2023:
  - SPD will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.
  - SPD will submit a budget that recognizes operational needs to maintain the level of service preferred by our community. SPD will complete an assessment of resources and present information to City Management and City Council regarding the complex needs for Salisbury's policing budget.
4. To work toward reaching Strategic Goal 5; Maintain a Quality Sworn and Civilian Workforce will work toward these efforts in FY2023:
  - SPD will recruit and retain employees so sworn and non-sworn staffing levels reach and or maintain 95% of the fiscally authorized staffing.
  - SPD will work with City Human Resources, City Finance, and the city retained Management and Personnel Services Group to ensure pay, benefits, and other incentives are comparable for the area market to ensure the SPD is competitive.
  - SPD will complete a workload assessment to effectively determine the staffing necessary to provide policing services to the Salisbury community.

## BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 1,855,985	\$ 1,955,898	\$ 2,444,161	\$ 2,411,801	\$ 2,411,801
Overtime Salaries	\$ 65,412	\$ 51,500	\$ 65,000	\$ 65,000	\$ 65,000
Part Time Salaries	\$ -	\$ -	\$ 39,093	\$ 39,093	\$ 39,093
Law Officers Separation Allow	\$ 133,353	\$ 114,202	\$ 144,451	\$ 142,609	\$ 142,609
FICA Tax	\$ 136,380	\$ 154,851	\$ 194,944	\$ 192,466	\$ 192,466
Retirement	\$ 201,972	\$ 240,240	\$ 324,246	\$ 319,020	\$ 319,020
Retirement-Sworn Law	\$ 78,555	\$ 80,575	\$ 103,183	\$ 101,865	\$ 101,865
401(K) Employer Contribution	\$ 9,108	\$ 15,707	\$ 17,823	\$ 17,580	\$ 17,580
Health Care	\$ 310,832	\$ 331,640	\$ 413,765	\$ 413,765	\$ 413,765
Life Insurance	\$ 3,359	\$ 4,702	\$ 5,874	\$ 5,792	\$ 5,792
Emp Sec Ins	\$ 338	\$ 6,588	\$ 8,363	\$ 8,248	\$ 8,248
Workers Compensation	\$ 64,800	\$ 68,000	\$ 84,000	\$ 84,000	\$ 84,000
<b>Personnel Total</b>	<b>\$ 2,860,094</b>	<b>\$ 3,023,903</b>	<b>\$ 3,844,903</b>	<b>\$ 3,801,239</b>	<b>\$ 3,801,239</b>
<b>Operations</b>					
Uniforms	\$ 5,872	\$ 6,480	\$ 48,975	\$ 45,125	\$ 45,125
Uniform Equipment	\$ -	\$ 250	\$ 21,254	\$ 21,254	\$ 21,254
Crime Prevention	\$ 23,683	\$ 19,453	\$ 3,000	\$ 3,000	\$ 3,000
Department Supplies	\$ 7,381	\$ 4,045	\$ 17,260	\$ 14,000	\$ 14,000
Public Safety Vehicle Equip	\$ 2,725	\$ -	\$ -	\$ -	\$ -
Canine Unit	\$ -	\$ -	\$ 2,400	\$ 2,400	\$ 2,400
Crime Scene	\$ 7,900	\$ 5,000	\$ 8,270	\$ 5,000	\$ 5,000
Telephone	\$ 5,381	\$ 10,164	\$ 10,104	\$ -	\$ -
Cell Phone Stipend	\$ -	\$ -	\$ 900	\$ -	\$ -
Postage	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Training	\$ 34,525	\$ 31,483	\$ 54,700	\$ 39,700	\$ 39,700
Copier Contract Expense	\$ 3,603	\$ 4,700	\$ 8,519	\$ 8,519	\$ 8,519
Dues & Subscriptions	\$ 28,913	\$ 34,821	\$ 44,849	\$ 39,849	\$ 39,849
Miscellaneous Expense	\$ 4,222	\$ -	\$ -	\$ -	\$ -
Information Fund	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Special Projects	\$ 451,443	\$ 156,249	\$ 443,495	\$ 75,000	\$ 75,000
Contracted Services	\$ 35,339	\$ 38,437	\$ 44,988	\$ 44,988	\$ 44,988
Professional Services	\$ 29,079	\$ 27,200	\$ 59,415	\$ 44,740	\$ 44,740
<b>Operations Total</b>	<b>\$ 665,066</b>	<b>\$ 365,282</b>	<b>\$ 795,129</b>	<b>\$ 370,575</b>	<b>\$ 370,575</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 19,500	\$ 81,608	\$ 54,500	\$ 37,500	\$ 37,500
<b>Capital Total</b>	<b>\$ 19,500</b>	<b>\$ 81,608</b>	<b>\$ 54,500</b>	<b>\$ 37,500</b>	<b>\$ 37,500</b>
<b>Grand Total</b>	<b>\$ 3,544,660</b>	<b>\$ 3,470,793</b>	<b>\$ 4,694,532</b>	<b>\$ 4,209,314</b>	<b>\$ 4,209,314</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<b>Services Administration (000)</b>					
Deputy Police Chief	1	0	0	0	0
Police Captain	0	1	1	1	1
Police Lieutenant	2	2	2	2	2
Police Sergeant	4	4	6	6	6
Police Corporal	2	2	4	4	4
Police I/II/MPO	14	15	13	13	13
Police I/II/MPO (SRO)	0	0	2	2	2
Police I/II/MPO (Crime Scene)	1	2	2	2	2
Project Safe Specialist (Civilian)	1	1	1	1	1
Records Clerk (Civilian)	0	1	1	1	1
Records Clerk/IT Tech (Civilian)	0	1	1	1	1
Records Supervisor (Civilian)	0	1	1	1	1
Parking Control Attendant (PT) (Civilian)	0	0	1	1	1
Downtown Officer (TPT)	0	0	1	1	1
Victim Advocate (Civilian)	1	1	1	1	1
NEW Recruitment / Police Officer I/II/MPO	0	0	1	1	1
NEW Community Relations	0	0	1	1	1
Crime Analyst (Civilian)	1	2	2	2	2
Homeless Victim Specialist (Civilian)	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL <sup>1</sup>	27	34	42	42	42

<sup>1</sup>Department reorganization

## CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
<b>Support Services-Admin (000)</b>			
Mic and Speaker System Upgrade	\$ 26,000	\$ 26,000	\$ 26,000
<b>Crime Center (305)</b>			
Convert Console to Workstation	17,000	-	-
<b>Crime Investigation (326)</b>			
Polygraph System Upgrade	6,500	6,500	6,500
Drone	5,000	5,000	5,000
<b>Total Capital Outlay</b>	<b>\$ 54,500</b>	<b>\$ 37,500</b>	<b>\$ 37,500</b>

### STATEMENT OF PURPOSE

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  - SPD will complete a workload assessment to effectively determine the staffing necessary to provide policing services to the Salisbury community.

## BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 2,132,113	\$ 2,563,082	\$ 2,909,179	\$ 2,872,090	\$ 2,872,090
Overtime Salaries	\$ 156,289	\$ 189,020	\$ 165,000	\$ 165,000	\$ 165,000
Part Time Salaries	\$ 288	\$ 270	\$ -	\$ -	\$ -
Law Officers Separation Allow	\$ 191,747	\$ 190,928	\$ 185,539	\$ 183,336	\$ 183,336
FICA Tax	\$ 168,021	\$ 208,281	\$ 235,175	\$ 232,338	\$ 232,338
Retirement	\$ 246,687	\$ 327,897	\$ 398,477	\$ 392,278	\$ 392,278
Retirement-Sworn Law	\$ 111,832	\$ 136,172	\$ 132,527	\$ 130,960	\$ 130,960
401(K) Employer Contribution	\$ -	\$ -	\$ 16,947	\$ 16,720	\$ 16,720
Health Care	\$ 344,247	\$ 445,688	\$ 492,104	\$ 492,104	\$ 492,104
Life Insurance	\$ 4,007	\$ 5,902	\$ 6,746	\$ 6,654	\$ 6,654
Emp Sec Ins	\$ 533	\$ 8,223	\$ 9,446	\$ 9,316	\$ 9,316
Workers Compensation	\$ 117,600	\$ 94,000	\$ 98,000	\$ 98,000	\$ 98,000
<b>Personnel Total</b>	<b>\$ 3,473,363</b>	<b>\$ 4,169,463</b>	<b>\$ 4,649,140</b>	<b>\$ 4,598,796</b>	<b>\$ 4,598,796</b>
<b>Operations</b>					
Uniforms	\$ 8,973	\$ 17,180	\$ 20,760	\$ 18,680	\$ 18,680
Uniform Equipment	\$ 23,039	\$ 24,589	\$ 31,372	\$ 31,372	\$ 31,372
Crime Prevention	\$ -	\$ 200	\$ 200	\$ 200	\$ 200
Gas & Oil	\$ 126,750	\$ 183,904	\$ 198,561	\$ 198,561	\$ 198,561
Department Supplies	\$ 9,578	\$ 12,694	\$ 3,350	\$ 3,350	\$ 3,350
Public Safety Vehicle Equip	\$ 17,878	\$ 40,684	\$ 21,800	\$ 21,800	\$ 21,800
Canine Unit	\$ -	\$ -	\$ 4,800	\$ 4,800	\$ 4,800
Cell Phone Stipend	\$ -	\$ -	\$ 3,672	\$ -	\$ -
Maint Equipment	\$ 457	\$ 4,000	\$ 4,500	\$ 4,500	\$ 4,500
Maint Radio	\$ 6,085	\$ 4,445	\$ 3,150	\$ 3,150	\$ 3,150
Maint Cmpt Software	\$ 1,250	\$ 1,250	\$ 2,250	\$ 2,250	\$ 2,250
Maint Auto	\$ 76,769	\$ 77,250	\$ 88,199	\$ 88,199	\$ 88,199
Vehicle Damage Repair	\$ 16,990	\$ 8,889	\$ -	\$ -	\$ -
Training	\$ 22,083	\$ 39,404	\$ 41,650	\$ 28,900	\$ 28,900
Copier Contract Expense	\$ 2,095	\$ 5,000	\$ 2,439	\$ 2,439	\$ 2,439
Insurance Premiums	\$ 45,249	\$ 50,906	\$ 55,000	\$ 55,000	\$ 55,000
Dues & Subscriptions	\$ -	\$ 405	\$ 632	\$ 632	\$ 632
Special Projects	\$ 15,143	\$ 65,696	\$ 73,570	\$ 55,370	\$ 55,370
Contracted Services	\$ 179,033	\$ 213,821	\$ 200,000	\$ 200,000	\$ 200,000
Professional Services	\$ 1,325	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Transfer - Cap Reserve Fund	\$ 631,791	\$ 637,997	\$ 665,000	\$ 723,252	\$ 723,252
<b>Operations Total</b>	<b>\$ 1,184,489</b>	<b>\$ 1,389,814</b>	<b>\$ 1,422,405</b>	<b>\$ 1,443,955</b>	<b>\$ 1,443,955</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 36,056	\$ -	\$ 18,000	\$ 18,000	\$ 18,000
<b>Capital Total</b>	<b>\$ 36,056</b>	<b>\$ -</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>
<b>Grand Total</b>	<b>\$ 4,693,909</b>	<b>\$ 5,559,277</b>	<b>\$ 6,089,545</b>	<b>\$ 6,060,751</b>	<b>\$ 6,060,751</b>

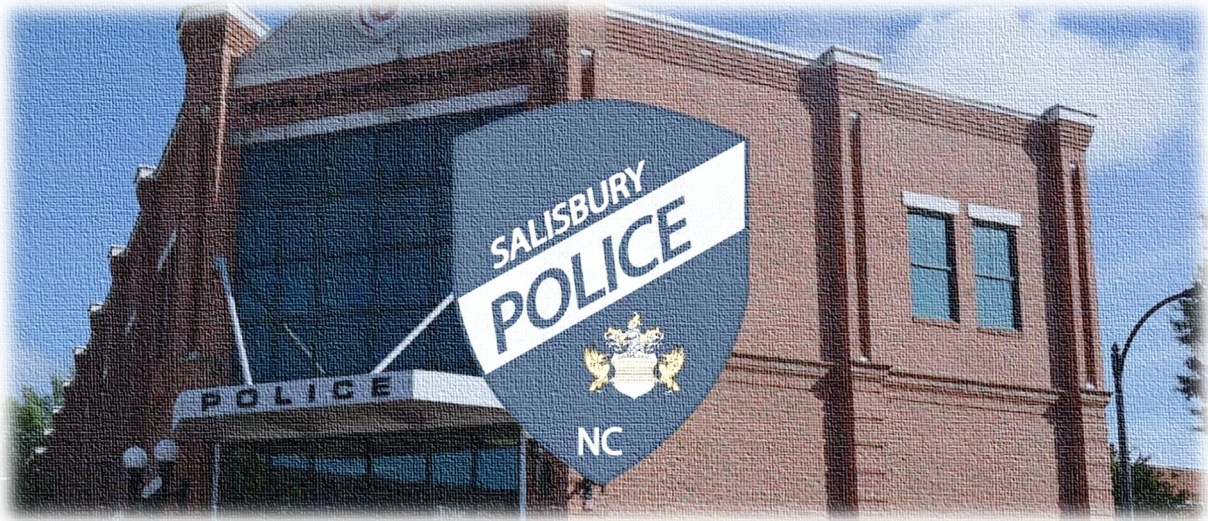
### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<b>Field Operations (000)</b>					
Evidence Custodian (Civilian)	0	0	1	1	1
Police Captain	1	1	1	1	1
Police Lieutenant	2	2	4	4	4
Police Sergeant	3	4	3	3	3
Police Corporal	4	4	4	4	4
Police Officer I/II/MPO	<u>39</u>	<u>36</u>	<u>36</u>	<u>36</u>	<u>36</u>
TOTAL <sup>1</sup>	49	47	49	49	49

<sup>1</sup>Department reorganization

### CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
<b>Police Field Operations (000)</b>			
New K-9 Officer, Training & Shelter	\$ 18,000	\$ 18,000	\$ 18,000
<b>Total Capital Outlay</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>	<b>\$ 18,000</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 improved response times to emergency incidents with an emphasis of the new Station 6 district that will reduce response times and improve services in the southern portion of Salisbury.
2. Improve recruiting and diversity by increasing outreach through social media and attending recruiting events at high school and college campuses in Rowan County and North Carolina with firefighter based curriculums, working in conjunction with our Fire Recruiter.
3. Continue to improve supervisor management development, responsibilities and diversity, equity, and inclusion through continuing education training programs, Human Resources' and a partnership with Rowan-Cabarrus Community College.
4. Improve and enhance internal and external department communication, outreach, and information sharing through further developing our communication technology systems, social media communication channels and platforms.
5. Improve the efficiency of conducting fire inspections by converting to mobile tablets.
6. Continue to plan and prep for Station 3 relocation and construction.
7. The department will update policies and procedures to improve fire ground operations and meet new ISO directives:
  - Recognize and train to modern fire suppressions methods and standards.
  - Update policies, procedures and directives, and response methods.
  - Improve and expand training to incorporate quarterly training with mutual aid partners.
8. Continue to enhance Emergency Management and planning role/efforts by conducting an annual Emergency Management training drill for City Officials.
9. Utilize new record management software to incorporate new performance measures, analytics, and improve records management system, expanding the software to include daily staffing.
10. Update the Fire Department Strategic plan by the end of spring 2022.
11. The department will continue to update the Career Development Plan guideline so that members can utilize to meet their identified professional goals through training and growth.
12. Continue educational and outreach opportunities throughout the year by offering fire prevention activities, fire life and safety education programs at the local schools and colleges as well as the lunch mentoring program at Overton Elementary School.
13. Update and modify employee benefits to attract and retain quality employees.
14. Increase fire department staff to include: three additional full-time firefighters/EMT's, training officer, and inspector.



## PERFORMANCE MEASURES

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Total Calls	6,874	7,860	8,150	N/A
Fire Alarm Responses	739	798	810	N/A
Average Calls Per Day	18.8	21.5	22.3	N/A
Average Training Hours per Firefighter per Day	4	4	4	2
<b>Efficiency</b>				
Firefighters Per Shift Strength	26	26	26	N/A
Firefighters (Per Shift) Per 1,000 Population	7.7	7.7	7.7	N/A
Dollar Value of Property Protection (in Billions)	\$ 3.18	\$ 3.20	\$ 3.50	N/A
<b>Effectiveness</b>				
Fire Deaths (Civilians)	0	0	0	0
Fire Deaths (Firefighters)	0	0	0	0
Total Fire Loss (Dollars)	\$1,024,676	\$ 820,000	\$ 900,000	\$ -
On Scene Time - % within 5 Minutes	65.7%	75.0%	77.0%	80.0%

## BUDGET REQUEST

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 4,147,382	\$ 4,270,486	\$ 4,633,871	\$ 4,573,555	\$ 4,573,555
Overtime Salaries	\$ 240,969	\$ 397,785	\$ 300,000	\$ 300,000	\$ 300,000
Part Time Salaries	\$ 47,913	\$ 83,682	\$ 83,762	\$ 83,762	\$ 83,762
FICA Tax	\$ 62,379	\$ 66,326	\$ 77,576	\$ 76,635	\$ 76,635
Retirement	\$ 446,787	\$ 503,562	\$ 597,002	\$ 591,653	\$ 591,653
401(K) Employer Contribution	\$ 132,054	\$ 176,529	\$ 197,354	\$ 194,948	\$ 194,948
Health Care	\$ 761,554	\$ 825,353	\$ 847,935	\$ 847,935	\$ 847,935
Life Insurance	\$ 7,401	\$ 9,736	\$ 10,927	\$ 10,779	\$ 10,779
Emp Sec Ins	\$ 859	\$ 13,918	\$ 15,592	\$ 15,380	\$ 15,380
Workers Compensation	\$ 216,000	\$ 176,000	\$ 176,000	\$ 176,000	\$ 176,000
<b>Personnel Total</b>	<b>\$ 6,063,299</b>	<b>\$ 6,523,377</b>	<b>\$ 6,940,019</b>	<b>\$ 6,870,647</b>	<b>\$ 6,870,647</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ 43,853	\$ 39,400	\$ 47,450	\$ 47,450	\$ 47,450
Fire And Rescue Tools	\$ 50,032	\$ 25,054	\$ 58,250	\$ 30,850	\$ 30,850
Gas & Oil	\$ 72,584	\$ 106,463	\$ 122,190	\$ 122,190	\$ 122,190
Department Supplies	\$ 62,087	\$ 60,298	\$ 67,855	\$ 67,855	\$ 67,855
Hose And Fittings	\$ 21,681	\$ 4,350	\$ 37,000	\$ 32,500	\$ 32,500
Travel	\$ 40	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Cell Phone Stipend	\$ -	\$ -	\$ 5,640	\$ 5,640	\$ 5,640
Wireless Air Cards	\$ 10,654	\$ 11,140	\$ 11,000	\$ 11,000	\$ 11,000
Postage	\$ 200	\$ 450	\$ 450	\$ 450	\$ 450
Electric Power	\$ 33,780	\$ 52,122	\$ 66,150	\$ 66,150	\$ 66,150
Natural Gas	\$ 19,839	\$ 20,830	\$ 23,959	\$ 23,959	\$ 23,959
City Utilities	\$ 24,226	\$ 28,471	\$ 30,329	\$ 30,329	\$ 30,329
Buildings & Grounds	\$ 37,835	\$ 34,522	\$ 75,475	\$ 19,980	\$ 19,980
B/G Contracted Services	\$ 20,196	\$ 39,398	\$ 36,965	\$ 36,965	\$ 36,965
Maint Equipment	\$ 41,074	\$ 27,895	\$ 40,500	\$ 40,500	\$ 40,500
Maint Radio	\$ -	\$ 1,205	\$ -	\$ -	\$ -
Maint Auto	\$ 136,158	\$ 79,525	\$ 85,000	\$ 85,000	\$ 85,000
Vehicle Damage Repair	\$ 20,429	\$ 2,293	\$ -	\$ -	\$ -
Training	\$ 11,766	\$ 16,415	\$ 61,300	\$ 61,300	\$ 61,300
Copier Contract Expense	\$ 3,517	\$ 4,850	\$ 4,989	\$ 4,989	\$ 4,989
Insurance Premiums	\$ 15,290	\$ 21,058	\$ 22,113	\$ 22,113	\$ 22,113
Insurance Claims	\$ 688	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 7,611	\$ 10,791	\$ 12,886	\$ 12,885	\$ 12,885
Special Projects	\$ 96,240	\$ 112,489	\$ 292,882	\$ 200,042	\$ 200,042
Annexation Expenses	\$ 3,644	\$ 1,822	\$ -	\$ -	\$ -
Professional Services	\$ 22,433	\$ 4,945	\$ 23,845	\$ 23,845	\$ 23,845
Transfer - Cap Reserve Fund	\$ 588,339	\$ 574,071	\$ 594,500	\$ 625,044	\$ 625,044
<b>Operations Total</b>	<b>\$ 1,344,196</b>	<b>\$ 1,280,857</b>	<b>\$ 1,721,728</b>	<b>\$ 1,572,036</b>	<b>\$ 1,572,036</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 74,339	\$ 218,530	\$ 883,142	\$ 14,531	\$ 14,531
C O Roof / HVAC	\$ -	\$ 418,428	\$ 18,000	\$ 18,000	\$ 18,000
<b>Capital Total</b>	<b>\$ 74,339</b>	<b>\$ 636,958</b>	<b>\$ 901,142</b>	<b>\$ 32,531</b>	<b>\$ 32,531</b>
<b>Grand Total</b>	<b>\$ 7,481,834</b>	<b>\$ 8,441,192</b>	<b>\$ 9,562,889</b>	<b>\$ 8,475,214</b>	<b>\$ 8,475,214</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Fire Chief	1	1	1	1	1
Administrative Specialist <sup>2</sup>	1	1	0	0	0
Fire Management Analyst <sup>2</sup>	0	0	1	1	1
Fire Safety Education Coordinator	1	1	1	1	1
Division Chief <sup>2</sup>	0	0	3	3	3
Battalion Chief <sup>2</sup>	6	6	3	3	3
Fire Captain / District Captain	10	10	10	10	10
Fire Lieutenant	8	8	8	8	8
Fire Engineer	17	17	17	17	17
Captian (SAFER) <sup>1</sup>	0	0	3	3	3
Fire Engineer (SAFER) <sup>1</sup>	0	0	3	3	3
Fire Control Specialist I/II (SAFER) <sup>1</sup>	9	9	3	3	3
Fire Control Specialist I/II	34	34	34	34	34
Fire Control Specialist Pool (TPT) <sup>2</sup>	1	1	1	1	1
Hydrant Maintenance (TPT) <sup>2</sup>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>90</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>

<sup>1</sup>Positions added from SAFER Grant

<sup>2</sup>Positions reclassified

## CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
<b>Fire Administration (000)</b>			
Apparatus Knox Box Replacement	\$ 14,531	\$ 14,531	\$ 14,531
<b>Fire Station #1 (351)</b>			
Replace/Move Bay Doors	52,311	-	-
HVAC - Priority 1	18,000	18,000	18,000
<b>Fire Station #2 (352)</b>			
Fire Station Addition	750,000	-	-
SCBA Air Compressor Replacement	59,000	-	-
<b>Fire Station #3 (353)</b>			
Window Replacements	7,300	-	-
<b>Total Capital Outlay</b>	<b>\$ 901,142</b>	<b>\$ 32,531</b>	<b>\$ 32,531</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 800 MHz simulcast City/County owned p25 System. Strive to keep the system performing at its best level.
2. Maintain the County Fire and EMS VHF Systems to its specification levels.
3. Continue working to enhance and maintain security at the tower site.
4. Continue working and support SRU with the Countywide SCADA network.
5. Maintain the backup Communication Center in Kannapolis as well as the new console at the Telecommunication's shop.
6. Work with Motorola to obtain any training available for the radio system so that our shop can maintain the same.
7. Continue to provide the absolute best quality of service/customer service to our city departments and to our rowan county customers.
8. Continue to work with, maintain and support Rowan County 9-1-1 Communication Center.
9. Continue to work with Rowan County on inter-local and maintenance agreements.
10. Work with Rowan on designing a redundant prime site and update the microwave system for redundancy.
11. Work with Rowan on programming and activating approximately 2000 new public safety radios for the City and County.
12. Work with Rowan on a new tower and shelter at Young's Mountain.

**BUDGET REQUEST**

	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Requested FY22-23</b>	<b>Mgr Recommends FY22-23</b>	<b>Adopted FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 191,266	\$ 191,448	\$ 194,146	\$ 191,482	\$ 191,482
Overtime Salaries	\$ -	\$ 500	\$ 250	\$ 250	\$ 250
Part Time Salaries	\$ 6,964	\$ 10,766	\$ 10,992	\$ 10,992	\$ 10,992
FICA Tax	\$ 13,578	\$ 15,366	\$ 15,712	\$ 15,509	\$ 15,509
Retirement	\$ 19,265	\$ 21,691	\$ 23,522	\$ 23,276	\$ 23,276
401(K) Employer Contribution	\$ 5,724	\$ 7,604	\$ 7,776	\$ 7,669	\$ 7,669
Health Care	\$ 33,121	\$ 30,441	\$ 30,441	\$ 30,441	\$ 30,441
Life Insurance	\$ 431	\$ 470	\$ 480	\$ 474	\$ 474
Emp Sec Ins	\$ 43	\$ 695	\$ 711	\$ 702	\$ 702
Workers Compensation	\$ 9,600	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
<b>Personnel Total</b>	<b>\$ 279,992</b>	<b>\$ 286,981</b>	<b>\$ 292,030</b>	<b>\$ 288,795</b>	<b>\$ 288,795</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ 467	\$ 475	\$ 475	\$ 475	\$ 475
Gas & Oil	\$ 3,131	\$ 4,144	\$ 4,574	\$ 4,574	\$ 4,574
Department Supplies	\$ 419	\$ 325	\$ 400	\$ 325	\$ 325
Travel	\$ -	\$ 900	\$ 3,800	\$ 3,800	\$ 3,800
Cell Phone Stipend	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
Wireless Air Cards	\$ 912	\$ 960	\$ 960	\$ 960	\$ 960
Postage	\$ 141	\$ 250	\$ 250	\$ 250	\$ 250
Electric Power	\$ 12,636	\$ 20,293	\$ 22,000	\$ 22,000	\$ 22,000
Buildings & Grounds	\$ 7,739	\$ 5,700	\$ 5,700	\$ 5,700	\$ 5,700
B/G Contracted Services	\$ 2,816	\$ 2,922	\$ 3,360	\$ 3,360	\$ 3,360
Maint Equipment	\$ 12,542	\$ 5,500	\$ 23,000	\$ 5,500	\$ 5,500
Maint Radio	\$ 5,317	\$ 9,000	\$ 15,000	\$ 9,000	\$ 9,000
Maint Auto	\$ 628	\$ 600	\$ 920	\$ 600	\$ 600
Training	\$ -	\$ -	\$ 700	\$ 700	\$ 700
Copier Contract Expense	\$ 219	\$ 200	\$ 545	\$ 545	\$ 545
Insurance Premiums	\$ 1,583	\$ 1,647	\$ 1,731	\$ 1,731	\$ 1,731
Dues & Subscriptions	\$ 181	\$ 180	\$ 252	\$ 252	\$ 252
Miscellaneous Expense	\$ 75	\$ 150	\$ 150	\$ 150	\$ 150
Special Projects	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ 7,500
Contracted Services	\$ 250,774	\$ 316,825	\$ 314,551	\$ 314,551	\$ 314,551
Inv - Telecom Purchases	\$ 31,029	\$ -	\$ -	\$ -	\$ -
Inventory Issues	\$ (31,029)	\$ -	\$ -	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 51,033	\$ 50,337	\$ 51,800	\$ 62,220	\$ 62,220
<b>Operations Total</b>	<b>\$ 350,612</b>	<b>\$ 420,408</b>	<b>\$ 459,516</b>	<b>\$ 446,041</b>	<b>\$ 446,041</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ -	\$ 2,948,500	\$ 63,000	\$ 63,000
C O Roof / HVAC	\$ -	\$ -	\$ 48,600	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,997,100</b>	<b>\$ 63,000</b>	<b>\$ 63,000</b>
<b>Grand Total</b>	<b>\$ 630,604</b>	<b>\$ 707,389</b>	<b>\$ 3,748,646</b>	<b>\$ 797,836</b>	<b>\$ 797,836</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician <sup>1</sup>	2	1	1	1	1
Radio System Technician <sup>1</sup>	0	1	1	1	1
Telecommunications Assistant (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

<sup>1</sup>Position reclassified

# **CAPITAL OUTLAY**

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
Uninterrupted Power Supplies	\$ 63,000	\$ 63,000	\$ 63,000
Redundant Master Site	1,000,000	-	-
Portable Console	95,000	-	-
Mobiles Replacement - Police	344,500	-	-
Portables Replacement - Police	583,000	-	-
Portables Replacement - Fire	863,000	-	-
Roof Replacement - Priority 2	48,600	-	-
<b>Total Capital Outlay</b>	<b>\$ 2,997,100</b>	<b>\$ 63,000</b>	<b>\$ 63,000</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**

	<b>FY 2021 Actual</b>	<b>FY 2022 Estimate</b>	<b>FY 2023 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Square Feet Maintained	476,135	476,135	476,135	N/A
Average Age of Facilities (years)	55	56	57	N/A
Square Feet Maintained Per FTE	79,356	79,356	79,356	N/A

**BUDGET REQUEST**

	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Requested FY22-23</b>	<b>Mgr Recommends FY22-23</b>	<b>Adopted FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 204,970	\$ 206,482	\$ 217,841	\$ 214,902	\$ 214,902
Overtime Salaries	\$ 2,940	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
FICA Tax	\$ 15,234	\$ 16,037	\$ 17,046	\$ 16,823	\$ 16,823
Retirement	\$ 20,956	\$ 23,920	\$ 26,964	\$ 26,696	\$ 26,696
401(K) Employer Contribution	\$ 6,228	\$ 8,385	\$ 8,914	\$ 8,796	\$ 8,796
Health Care	\$ 47,768	\$ 47,481	\$ 47,481	\$ 47,481	\$ 47,481
Life Insurance	\$ 471	\$ 500	\$ 534	\$ 526	\$ 526
Emp Sec Ins	\$ 43	\$ 700	\$ 747	\$ 736	\$ 736
Workers Compensation	\$ 12,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<b>Personnel Total</b>	<b>\$ 310,610</b>	<b>\$ 318,505</b>	<b>\$ 334,527</b>	<b>\$ 330,960</b>	<b>\$ 330,960</b>
<b>Operations</b>					
Uniforms	\$ 1,655	\$ 1,900	\$ 2,150	\$ 1,900	\$ 1,900
Expendable Equipment	\$ 4,307	\$ 1,800	\$ 5,900	\$ 2,600	\$ 2,600
Gas & Oil	\$ 6,992	\$ 8,899	\$ 10,163	\$ 10,163	\$ 10,163
Department Supplies	\$ 3,810	\$ 995	\$ 1,000	\$ 295	\$ 295
Telephone	\$ 316	\$ 324	\$ 300	\$ 300	\$ 300
Cell Phone Stipend	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
Wireless Air Cards	\$ -	\$ 1,920	\$ 1,825	\$ 1,825	\$ 1,825
Buildings & Grounds	\$ -	\$ 15,824	\$ 500	\$ 500	\$ 500
B&G Other Depts	\$ 8,282	\$ -	\$ -	\$ -	\$ -
Maint Equipment	\$ 1,640	\$ 250	\$ 500	\$ 500	\$ 500
Maint Radio	\$ 80	\$ 73	\$ -	\$ -	\$ -
Maint Auto	\$ 2,144	\$ 2,500	\$ 3,000	\$ 1,500	\$ 1,500
Training	\$ 195	\$ 765	\$ 800	\$ 800	\$ 800
Copier Contract Expense	\$ 59	\$ -	\$ -	\$ -	\$ -
Insurance Premiums	\$ 425	\$ 479	\$ 503	\$ 503	\$ 503
Special Projects	\$ -	\$ -	\$ 1,701,313	\$ 249,000	\$ 249,000
Transfer - Cap Reserve Fund	\$ 3,350	\$ 4,800	\$ 5,300	\$ 9,336	\$ 9,336
<b>Operations Total</b>	<b>\$ 33,255</b>	<b>\$ 40,529</b>	<b>\$ 1,735,102</b>	<b>\$ 281,070</b>	<b>\$ 281,070</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 343,865	\$ 359,034	\$ 2,069,629	\$ 612,030	\$ -

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker I/II	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	5	5	5	5	5





**STATEMENT OF PURPOSE**

To provide lighting on public streets and municipal property.

**PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Postage	\$ -	\$ 25	\$ 100	\$ 100	\$ 100
Street Lighting	\$ 457,557	\$ 475,600	\$ 476,000	\$ 476,000	\$ 476,000
Insurance Claims	\$ 3,425	\$ -	\$ -	\$ -	\$ -
Special Projects	\$ -	\$ 10,000	\$ 34,000	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 460,981</b>	<b>\$ 485,625</b>	<b>\$ 510,100</b>	<b>\$ 476,100</b>	<b>\$ 476,100</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 460,981</b>	<b>\$ 485,625</b>	<b>\$ 510,100</b>	<b>\$ 476,100</b>	<b>\$ 476,100</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. Serve as local permitting authority for water and sanitary sewer.
11. Administer downtown ROW use permits.
12. Administer street and alley closings in accordance with general statutes.
13. Administer voluntary annexations in accordance with general statutes.

### PERFORMANCE MEASURES

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Engineering Plan Review</b>				
Number of Projects Reviewed	65	90	75	N/A
Average Number of Days in review by Engineering	19	28	25	N/A
Average Number of Days in revision by Developer	23	25	25	N/A

### BUDGET REQUEST

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 549,171	\$ 542,447	\$ 544,425	\$ 618,404	\$ 618,404
Overtime Salaries	\$ 776	\$ 5,000	\$ 3,000	\$ 3,000	\$ 3,000
FICA Tax	\$ 38,893	\$ 42,114	\$ 41,879	\$ 47,537	\$ 47,537
Retirement	\$ 101,491	\$ 62,813	\$ 66,238	\$ 75,438	\$ 75,438
401(K) Employer Contribution	\$ 26,927	\$ 22,019	\$ 21,897	\$ 24,856	\$ 24,856
Health Care	\$ 72,576	\$ 74,484	\$ 73,951	\$ 83,016	\$ 83,016
Life Insurance	\$ 1,157	\$ 1,350	\$ 1,349	\$ 1,532	\$ 1,532
Emp Sec Ins	\$ 116	\$ 1,891	\$ 1,890	\$ 2,146	\$ 2,146
Workers Compensation	\$ 16,800	\$ 14,000	\$ 14,000	\$ 16,000	\$ 16,000
<b>Personnel Total</b>	<b>\$ 807,906</b>	<b>\$ 766,118</b>	<b>\$ 768,629</b>	<b>\$ 871,929</b>	<b>\$ 871,929</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Gas & Oil	\$ 1,450	\$ 1,714	\$ 3,250	\$ 3,250	\$ 3,250
Department Supplies	\$ 4,410	\$ 7,500	\$ 7,500	\$ 7,000	\$ 7,000
Travel	\$ -	\$ 1,623	\$ 2,000	\$ 1,500	\$ 1,500
Cell Phone Stipend	\$ -	\$ -	\$ 3,168	\$ 3,168	\$ 3,168
Wireless Air Cards	\$ 1,368	\$ 1,440	\$ 1,440	\$ 1,440	\$ 1,440
Postage	\$ 355	\$ 800	\$ 800	\$ 300	\$ 300
Maint Cmpst Software	\$ 51,162	\$ 54,031	\$ 53,000	\$ -	\$ -
Maint Auto	\$ 538	\$ 500	\$ 800	\$ 800	\$ 800
Advertising	\$ 1,983	\$ 1,500	\$ 3,000	\$ 2,000	\$ 2,000
Training	\$ 1,531	\$ 2,790	\$ 3,000	\$ 2,000	\$ 2,000
Copier Contract Expense	\$ 2,542	\$ 2,500	\$ 3,432	\$ 3,432	\$ 3,432
Insurance Premiums	\$ 427	\$ 619	\$ 650	\$ 650	\$ 650
Dues & Subscriptions	\$ 10,297	\$ 10,169	\$ 11,509	\$ 11,509	\$ 11,509
Special Projects	\$ 2,196,622	\$ 2,451,032	\$ 2,075,000	\$ 1,285,000	\$ 1,285,000
Contracted Services	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976
Professional Services	\$ 9,852	\$ 14,000	\$ 28,600	\$ 18,600	\$ 18,600
Transfer - Cap Reserve Fund	\$ 13,461	\$ 15,586	\$ 16,500	\$ 15,912	\$ 15,912
<b>Operations Total</b>	<b>\$ 2,328,973</b>	<b>\$ 2,598,780</b>	<b>\$ 2,246,625</b>	<b>\$ 1,389,537</b>	<b>\$ 1,389,537</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 3,136,879</b>	<b>\$ 3,364,898</b>	<b>\$ 3,015,254</b>	<b>\$ 2,261,466</b>	<b>\$ 2,261,466</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
City Engineer	1	1	1	1	1
Engineer <sup>1</sup>	1	1	2	2	2
Engineer Technician	1	1	1	1	1
Project Manager <sup>1</sup>	2	2	1	1	1
Traffic Engineer Coordinator	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
GIS Coordinator <sup>1</sup>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	8	8

<sup>1</sup>Positions traded with Water and Sewer Fund

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 186,264	\$ 235,786	\$ 316,928	\$ 312,581	\$ 312,581
Overtime Salaries	\$ 1,454	\$ 3,500	\$ 1,000	\$ 1,000	\$ 1,000
Part Time Salaries	\$ 4,290	\$ -	\$ -	\$ -	\$ -
FICA Tax	\$ 14,144	\$ 17,958	\$ 24,321	\$ 23,988	\$ 23,988
Retirement	\$ 18,871	\$ 26,510	\$ 38,469	\$ 38,068	\$ 38,068
401(K) Employer Contribution	\$ 5,628	\$ 9,294	\$ 12,716	\$ 12,542	\$ 12,542
Health Care	\$ 26,828	\$ 42,195	\$ 49,104	\$ 49,104	\$ 49,104
Life Insurance	\$ 369	\$ 578	\$ 784	\$ 774	\$ 774
Emp Sec Ins	\$ 39	\$ 808	\$ 1,099	\$ 1,083	\$ 1,083
Workers Compensation	\$ 7,200	\$ 8,000	\$ 10,000	\$ 10,000	\$ 10,000
<b>Personnel Total</b>	<b>\$ 265,087</b>	<b>\$ 344,629</b>	<b>\$ 454,421</b>	<b>\$ 449,140</b>	<b>\$ 449,140</b>
<b>Operations</b>					
Uniforms	\$ 1,269	\$ 900	\$ 1,500	\$ 1,400	\$ 1,400
Department Supplies	\$ 588	\$ 600	\$ 2,100	\$ 600	\$ 600
Travel	\$ 30	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
Auto Allowance	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ 2,584
Cell Phone Stipend	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
Postage	\$ 146	\$ 123	\$ 123	\$ 123	\$ 123
City Utilities	\$ 345	\$ 650	\$ 354	\$ 354	\$ 354
Buildings & Grounds	\$ 289	\$ 2,222	\$ 500	\$ 200	\$ 200
B/G Contracted Services	\$ 4,567	\$ 3,656	\$ 4,488	\$ 4,488	\$ 4,488
Training	\$ 848	\$ 2,500	\$ 1,500	\$ 1,000	\$ 1,000
Copier Contract Expense	\$ 1,219	\$ 1,000	\$ 1,539	\$ 1,539	\$ 1,539
Dues & Subscriptions	\$ 120	\$ 225	\$ 1,360	\$ 785	\$ 785
Miscellaneous Expense	\$ 1,142	\$ 250	\$ 800	\$ 250	\$ 250
Special Projects	\$ -	\$ -	\$ 4,889	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 850	\$ 750	\$ 750	\$ 756	\$ 756
<b>Operations Total</b>	<b>\$ 11,414</b>	<b>\$ 13,976</b>	<b>\$ 24,631</b>	<b>\$ 16,223</b>	<b>\$ 16,223</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Capital</b>					
C O Roof / HVAC	\$ -	\$ -	\$ 15,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 276,501</b>	<b>\$ 358,605</b>	<b>\$ 494,052</b>	<b>\$ 465,363</b>	<b>\$ 465,363</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Public Works Director	1	1	1	1	1
Sustainability Coordinator <sup>1</sup>	0	1	1	1	1
Administrative Specialist <sup>1</sup>	1	0	0	0	0
Project Manager- Landscape <sup>3</sup>	0	0	1	1	1
Public Works Technician <sup>2</sup>	0	1	1	1	1
Senior Office Assistant	<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>5</b>	<b>5</b>	<b>5</b>

<sup>1</sup>Position reclassified

<sup>2</sup>Posistion reclassified from Arborist (590)

<sup>3</sup>Posistion moved (561)

### CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
HVAC Replacement - Priority 6	\$ 15,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>



### STATEMENT OF PURPOSE

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

### PERFORMANCE GOALS

#### Administration (000)

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

#### Street Maintenance (420)

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

#### Concrete Construction (421)

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

#### Signs and Markings (422)

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

#### Streets Miscellaneous Activities (425)

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

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

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

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

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

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

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

## PERFORMANCE MEASURES

	FY 2021	FY 2022	FY 2023	
Workload	Actual	Estimate	Projected	Goal
Lane Miles of Streets Paved	7.46	11.33	7.00	7.00
Lane Miles of Streets Maintained	345.40	346.00	347.16	N/A
Repairs Made by Street Division	228	168	225	225
Potholes Filled	440	202	350	350
Sidewalks Installed, LF	2,420	2,484	2,500	2,500
Curb & Gutter Installed, LF	93	284	250	250
<b>Efficiency</b>				
Cost Per Lane Miles of Streets Paved	\$ 96,531	\$ 56,631	\$ 100,000	N/A
Cost Per 100 Potholes Filled	\$ 7,350	\$ 7,718	\$ 8,086	N/A
<b>Effectiveness</b>				
ITRE Rating (Most Recent)	75	70	65	85

## BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 522,355	\$ 603,729	\$ 599,488	\$ 591,264	\$ 591,264
Overtime Salaries	\$ 8,946	\$ 21,250	\$ 13,500	\$ 13,500	\$ 13,500
FICA Tax	\$ 38,257	\$ 49,022	\$ 46,894	\$ 46,262	\$ 46,262
Retirement	\$ 53,734	\$ 72,118	\$ 74,172	\$ 73,419	\$ 73,419
401(K) Employer Contribution	\$ 15,961	\$ 25,634	\$ 24,520	\$ 24,190	\$ 24,190
Health Care	\$ 112,242	\$ 132,187	\$ 124,870	\$ 124,870	\$ 124,870
Life Insurance	\$ 896	\$ 1,416	\$ 1,484	\$ 1,464	\$ 1,464
Emp Sec Ins	\$ 134	\$ 1,985	\$ 2,079	\$ 2,050	\$ 2,050
Workers Compensation	\$ 36,000	\$ 28,000	\$ 26,000	\$ 26,000	\$ 26,000
<b>Personnel Total</b>	<b>\$ 788,524</b>	<b>\$ 935,341</b>	<b>\$ 913,007</b>	<b>\$ 903,019</b>	<b>\$ 903,019</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ 7,627	\$ 8,500	\$ 9,500	\$ 8,000	\$ 8,000
Expendable Equipment	\$ 9,593	\$ 11,700	\$ 11,700	\$ 11,700	\$ 11,700
Street Name Signs	\$ 8,577	\$ 3,200	\$ 5,210	\$ 4,000	\$ 4,000
Traffic Pavement Markings	\$ 7,176	\$ 7,810	\$ 20,000	\$ 7,500	\$ 7,500
Traffic Signs & Post	\$ 4,803	\$ 13,753	\$ 15,775	\$ 7,500	\$ 7,500
Drive & Walk Paving	\$ 25,217	\$ 30,000	\$ 40,000	\$ 30,000	\$ 30,000
Construction	\$ 6,412	\$ 15,500	\$ 8,500	\$ 7,500	\$ 7,500
Snow Materials	\$ 2,937	\$ 11,500	\$ 15,000	\$ 5,000	\$ 5,000
Materials New Streets	\$ 16,828	\$ 12,427	\$ 20,000	\$ 17,500	\$ 17,500
Materials St Maint	\$ 24,925	\$ 40,700	\$ 45,000	\$ 25,000	\$ 25,000
Materials - Concrete	\$ 9,363	\$ 20,000	\$ 35,000	\$ 20,000	\$ 20,000
Gas & Oil	\$ 44,041	\$ 57,516	\$ 72,809	\$ 72,809	\$ 72,809
Department Supplies	\$ 4,349	\$ 3,140	\$ 5,000	\$ 4,250	\$ 4,250
Travel	\$ -	\$ 800	\$ 800	\$ 800	\$ 800
Cell Phone Stipend	\$ -	\$ -	\$ 2,148	\$ 2,148	\$ 2,148
Electric Power	\$ 3,296	\$ 3,237	\$ 3,850	\$ 3,850	\$ 3,850
Natural Gas	\$ 5,322	\$ 4,239	\$ 6,427	\$ 6,427	\$ 6,427
City Utilities	\$ 2,611	\$ 3,493	\$ 2,546	\$ 2,546	\$ 2,546
Printing	\$ -	\$ -	\$ 500	\$ 500	\$ 500
Buildings & Grounds	\$ 15,981	\$ 7,482	\$ 5,000	\$ 3,000	\$ 3,000
B/G Contracted Services	\$ 6,291	\$ 12,763	\$ 5,720	\$ 5,720	\$ 5,720
Maint Equipment	\$ 23,116	\$ 29,673	\$ 62,000	\$ 44,000	\$ 44,000
Maint Radio	\$ 59	\$ 435	\$ 435	\$ 435	\$ 435
Maint Auto	\$ 56,429	\$ 28,581	\$ 39,000	\$ 39,000	\$ 39,000
Vehicle Damage Repair	\$ 2,115	\$ 2,270	\$ -	\$ -	\$ -
Street Maintenance	\$ 441,679	\$ 631,271	\$ 525,000	\$ 575,000	\$ 695,000
Training	\$ 2,648	\$ 2,112	\$ 4,000	\$ 4,000	\$ 4,000
Copier Contract Expense	\$ 2,659	\$ 1,500	\$ 2,998	\$ 2,998	\$ 2,998
Insurance Premiums	\$ 15,316	\$ 17,074	\$ 18,775	\$ 18,775	\$ 18,775
Insurance Claims	\$ 5,493	\$ 20,584	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 1,103	\$ 1,560	\$ 1,000	\$ 1,000	\$ 1,000
Miscellaneous Expense	\$ 2,752	\$ 7,713	\$ 3,000	\$ 2,640	\$ 2,640
Special Projects	\$ 215,380	\$ 85,350	\$ 1,121,000	\$ 60,000	\$ 60,000
Contracted Services	\$ -	\$ 5,000	\$ 30,000	\$ 5,000	\$ 5,000
Professional Services	\$ -	\$ 6,120	\$ 101,000	\$ 6,120	\$ 6,120
Transfer - Cap Reserve Fund	\$ 183,096	\$ 228,711	\$ 239,000	\$ 228,684	\$ 228,684
<b>Operations Total</b>	<b>\$ 1,157,196</b>	<b>\$ 1,335,714</b>	<b>\$ 2,477,693</b>	<b>\$ 1,233,402</b>	<b>\$ 1,353,402</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 6,407	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 6,407</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,952,127</b>	<b>\$ 2,271,055</b>	<b>\$ 3,390,700</b>	<b>\$ 2,136,421</b>	<b>\$ 2,256,421</b>



## PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<b>Administration (000)</b>					
Maintenance Operations Manager/Sr.	2	2	2	2	2
Project Manger-Landscape	1	1	0	0	0
<b>Street Maintenance (420)</b>					
Crew Leader	1	1	1	2	2
Maintenance Worker I/II/III/Sr.	2	2	2	5	5
<b>Concrete Construction (421)</b>					
Maintenance Worker I/II/III/Sr.	3	3	3	1	1
<b>Signs &amp; Marking (422)</b>					
Crew Leader	1	1	1	1	1
Maintenance Worker I/II/III/Sr.	1	1	1	0	0
<b>Street Misc. Activities (425)</b>					
Crew Leader	2	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>					
Maintenance Worker I/II/III/Sr.	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
TOTAL <sup>1</sup>	15	14	13	13	13

<sup>1</sup>Department reorganization

**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**

	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Requested FY22-23</b>	<b>Mgr Recommends FY22-23</b>	<b>Adopted FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 166,496	\$ 132,978	\$ 133,519	\$ 131,725	\$ 131,725
Overtime Salaries	\$ 4,413	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250
FICA Tax	\$ 12,211	\$ 10,498	\$ 10,539	\$ 10,402	\$ 10,402
Retirement	\$ 17,495	\$ 15,657	\$ 16,670	\$ 16,507	\$ 16,507
401(K) Employer Contribution	\$ 5,200	\$ 5,490	\$ 5,511	\$ 5,440	\$ 5,440
Health Care	\$ 50,458	\$ 40,572	\$ 40,039	\$ 40,039	\$ 40,039
Life Insurance	\$ 340	\$ 290	\$ 332	\$ 327	\$ 327
Emp Sec Ins	\$ 25	\$ 408	\$ 464	\$ 458	\$ 458
Workers Compensation	\$ 9,600	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
<b>Personnel Total</b>	<b>\$ 266,237</b>	<b>\$ 218,143</b>	<b>\$ 219,324</b>	<b>\$ 217,148</b>	<b>\$ 217,148</b>
<b>Operations</b>					
Uniforms	\$ 2,731	\$ 2,000	\$ 2,500	\$ 2,000	\$ 2,000
Expendable Equipment	\$ 759	\$ 750	\$ 1,500	\$ 750	\$ 750
Gas & Oil	\$ 24,882	\$ 33,246	\$ 47,839	\$ 47,839	\$ 47,839
Wireless Air Cards	\$ 2,267	\$ 4,120	\$ 4,105	\$ 4,105	\$ 4,105
Maint Equipment	\$ 1,822	\$ 22,612	\$ 26,500	\$ 25,000	\$ 25,000
Maint Auto	\$ 16,251	\$ 14,000	\$ 10,600	\$ 10,000	\$ 10,000
Insurance Premiums	\$ 4,866	\$ 3,170	\$ 3,329	\$ 3,329	\$ 3,329
Special Projects	\$ 31,402	\$ -	\$ -	\$ -	\$ -
Contracted Services	\$ 111,684	\$ 115,000	\$ 126,500	\$ 126,500	\$ 126,500
Transfer - Cap Reserve Fund	\$ 119,783	\$ 114,783	\$ 120,500	\$ 110,460	\$ 110,460
<b>Operations Total</b>	<b>\$ 316,447</b>	<b>\$ 309,681</b>	<b>\$ 343,373</b>	<b>\$ 329,983</b>	<b>\$ 329,983</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ -	\$ 166,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 166,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 582,685</b>	<b>\$ 527,824</b>	<b>\$ 728,697</b>	<b>\$ 547,131</b>	<b>\$ 547,131</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Maintenance Worker I/II/III/Sr.	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
<b>Limbs/Yard Waste Collection (423)</b>			
Truck Scales	\$ 150,000	\$ -	\$ -
Sliding Electric Gate	16,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 166,000</b>	<b>\$ -</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 58,608	\$ 59,043	\$ 60,460	\$ 59,631	\$ 59,631
FICA Tax	\$ 4,551	\$ 4,517	\$ 4,625	\$ 4,562	\$ 4,562
Retirement	\$ 5,953	\$ 6,737	\$ 7,316	\$ 7,239	\$ 7,239
401(K) Employer Contribution	\$ 1,769	\$ 2,362	\$ 2,418	\$ 2,385	\$ 2,385
Health Care	\$ 9,120	\$ 9,065	\$ 9,065	\$ 9,065	\$ 9,065
Life Insurance	\$ 131	\$ 146	\$ 150	\$ 148	\$ 148
Emp Sec Ins	\$ 13	\$ 205	\$ 210	\$ 207	\$ 207
Workers Compensation	\$ 2,400	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
<b>Personnel Total</b>	<b>\$ 82,544</b>	<b>\$ 84,075</b>	<b>\$ 86,244</b>	<b>\$ 85,237</b>	<b>\$ 85,237</b>
<b>Operations</b>					
Uniforms	\$ 264	\$ 300	\$ 300	\$ 300	\$ 300
Expendable Equipment	\$ 1,922	\$ 875	\$ 1,200	\$ 875	\$ 875
Gas & Oil	\$ 1,185	\$ 1,592	\$ 1,560	\$ 1,560	\$ 1,560
Department Supplies	\$ 486	\$ 500	\$ 1,300	\$ 500	\$ 500
Postage	\$ 100	\$ 110	\$ 150	\$ 110	\$ 110
Electric Power	\$ 3,176	\$ 3,117	\$ 4,950	\$ 4,950	\$ 4,950
Natural Gas	\$ 896	\$ 833	\$ 1,083	\$ 1,083	\$ 1,083
City Utilities	\$ 3,790	\$ 4,209	\$ 3,585	\$ 3,585	\$ 3,585
Buildings & Grounds	\$ 13,043	\$ 2,812	\$ 5,000	\$ 4,000	\$ 4,000
Maint Old Cemeteries	\$ -	\$ 2,060	\$ -	\$ -	\$ -
B/G Contracted Services	\$ 1,336	\$ 1,445	\$ 1,483	\$ 1,483	\$ 1,483
Maint Radio	\$ -	\$ 77	\$ 150	\$ 150	\$ 150
Maint Auto	\$ 733	\$ 375	\$ 1,150	\$ 750	\$ 750
Training	\$ 297	\$ -	\$ 300	\$ -	\$ -
Copier Contract Expense	\$ 187	\$ 250	\$ -	\$ -	\$ -
Insurance Premiums	\$ 326	\$ 465	\$ 490	\$ 490	\$ 490
Dues & Subscriptions	\$ 75	\$ 75	\$ 300	\$ 75	\$ 75
Special Projects	\$ 71,033	\$ 32,438	\$ -	\$ -	\$ -
Contracted Services	\$ -	\$ 1,200	\$ 5,200	\$ 1,200	\$ 1,200
<b>Operations Total</b>	<b>\$ 98,851</b>	<b>\$ 52,733</b>	<b>\$ 28,201</b>	<b>\$ 21,111</b>	<b>\$ 21,111</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 181,395	\$ 136,808	\$ 114,445	\$ 106,348	\$ 106,348

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Public Works Business Analyst <sup>1</sup>	0	1	1	1	1
Cemetery Coordinator <sup>1</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	1	1	1	1	1

<sup>1</sup>Position reclassified



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
Garbage Collected, Tons	11,255	11,200	11,500	10,500
Recycling Collected, Tons	1,623	1,600	1,650	1,700

**BUDGET REQUEST**

	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Requested FY22-23</b>	<b>Mgr Recommends FY22-23</b>	<b>Adopted FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 260,914	\$ 244,120	\$ 263,602	\$ 259,986	\$ 259,986
Overtime Salaries	\$ 17,741	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
FICA Tax	\$ 20,140	\$ 19,371	\$ 20,931	\$ 20,653	\$ 20,653
Retirement	\$ 28,260	\$ 28,889	\$ 33,106	\$ 32,777	\$ 32,777
401(K) Employer Contribution	\$ 8,391	\$ 10,128	\$ 10,944	\$ 10,799	\$ 10,799
Health Care	\$ 52,719	\$ 54,769	\$ 59,792	\$ 59,792	\$ 59,792
Life Insurance	\$ 496	\$ 548	\$ 653	\$ 644	\$ 644
Emp Sec Ins	\$ 47	\$ 768	\$ 914	\$ 901	\$ 901
Workers Compensation	\$ 14,400	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
<b>Personnel Total</b>	<b>\$ 403,108</b>	<b>\$ 380,593</b>	<b>\$ 411,942</b>	<b>\$ 407,552</b>	<b>\$ 407,552</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ 2,508	\$ 3,000	\$ 3,500	\$ 3,000	\$ 3,000
Gas & Oil	\$ 56,276	\$ 85,774	\$ 84,309	\$ 84,309	\$ 84,309
Department Supplies	\$ 2,844	\$ 2,800	\$ 4,800	\$ 2,800	\$ 2,800
Travel	\$ -	\$ 1,455	\$ 500	\$ 500	\$ 500
Cell Phone Stipend	\$ -	\$ -	\$ 924	\$ 924	\$ 924
Postage	\$ -	\$ -	\$ 50	\$ -	\$ -
Electric Power	\$ 10,767	\$ 13,185	\$ 14,850	\$ 14,850	\$ 14,850
Natural Gas	\$ 6,021	\$ 7,830	\$ 7,271	\$ 7,271	\$ 7,271
City Utilities	\$ 4,807	\$ 4,886	\$ 4,274	\$ 4,274	\$ 4,274
Printing	\$ -	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000
Buildings & Grounds	\$ 479	\$ 1,000	\$ 2,500	\$ 1,500	\$ 1,500
B/G Contracted Services	\$ 4,095	\$ 5,211	\$ 5,866	\$ 5,866	\$ 5,866
Maint Equipment	\$ -	\$ 51	\$ -	\$ -	\$ -
Maint Auto	\$ 137,067	\$ 115,470	\$ 118,000	\$ 118,000	\$ 118,000
Vehicle Damage Repair	\$ 2,782	\$ 109	\$ -	\$ -	\$ -
County Landfill Charges	\$ 405,183	\$ 416,800	\$ 442,000	\$ 442,000	\$ 442,000
Advertising	\$ -	\$ 2,500	\$ 1,000	\$ 1,000	\$ 1,000
Training	\$ -	\$ 1,475	\$ 1,000	\$ 1,000	\$ 1,000
Insurance Premiums	\$ 8,581	\$ 8,998	\$ 9,449	\$ 9,449	\$ 9,449
Insurance Claims	\$ 11,375	\$ -	\$ -	\$ -	\$ -
Miscellaneous Expense	\$ 2,190	\$ 1,509	\$ 3,200	\$ 2,000	\$ 2,000
Special Projects	\$ 66,131	\$ 3,345	\$ 215,000	\$ 91,000	\$ 91,000
Professional Services	\$ -	\$ 470	\$ 100,000	\$ -	\$ -
Recycling Contract	\$ 568,845	\$ 594,222	\$ 618,000	\$ 618,000	\$ 618,000
Transfer - Cap Reserve Fund	\$ 200,322	\$ 252,438	\$ 273,500	\$ 253,992	\$ 253,992
<b>Operations Total</b>	<b>\$ 1,490,273</b>	<b>\$ 1,523,028</b>	<b>\$ 1,910,993</b>	<b>\$ 1,662,735</b>	<b>\$ 1,662,735</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,893,382</b>	<b>\$ 1,903,621</b>	<b>\$ 2,322,935</b>	<b>\$ 2,070,287</b>	<b>\$ 2,070,287</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Maintenance Operations Manager/Sr.	1	1	1	1	1
Maintenance Worker I/II/III/Sr.	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL	6	6	6	6	6

### STATEMENT OF PURPOSE

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

### PERFORMANCE GOALS

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

### PERFORMANCE MEASURES

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
Tree hours worked	4,347	4,000	4,100	4,100
Tree pruning, number	381	375	400	400
Tree removal, number	26	25	25	25
Tree planting, number	22	25	25	25

### BUDGET REQUEST

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 531,411	\$ 595,314	\$ 636,436	\$ 627,717	\$ 627,717
Overtime Salaries	\$ 12,782	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500
Part Time Salaries	\$ 25,579	\$ 22,942	\$ 27,713	\$ 27,713	\$ 27,713
FICA Tax	\$ 41,843	\$ 49,955	\$ 52,069	\$ 51,403	\$ 51,403
Retirement	\$ 55,268	\$ 64,593	\$ 79,005	\$ 78,209	\$ 78,209
401(K) Employer Contribution	\$ 16,402	\$ 25,203	\$ 26,118	\$ 25,769	\$ 25,769
Health Care	\$ 131,155	\$ 134,011	\$ 146,471	\$ 146,471	\$ 146,471
Life Insurance	\$ 1,032	\$ 1,386	\$ 1,576	\$ 1,556	\$ 1,556
Emp Sec Ins	\$ 125	\$ 2,018	\$ 2,306	\$ 2,274	\$ 2,274
Workers Compensation	\$ 38,400	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
<b>Personnel Total</b>	<b>\$ 853,995</b>	<b>\$ 943,922</b>	<b>\$ 1,020,194</b>	<b>\$ 1,009,612</b>	<b>\$ 1,009,612</b>



	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Janitorial Supplies	\$ 1,098	\$ 1,000	\$ 2,200	\$ 1,000	\$ 1,000
Uniforms	\$ 7,222	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
Expendable Equipment	\$ 4,924	\$ 5,000	\$ 6,500	\$ 5,000	\$ 5,000
Gas & Oil	\$ 30,225	\$ 42,907	\$ 47,679	\$ 47,679	\$ 47,679
Department Supplies	\$ 3,686	\$ 1,600	\$ 2,000	\$ 1,600	\$ 1,600
Telephone	\$ 316	\$ 324	\$ 168	\$ 168	\$ 168
Cell Phone Stipend	\$ -	\$ -	\$ 924	\$ 924	\$ 924
Electric Power	\$ 13,102	\$ 14,479	\$ 16,500	\$ 16,500	\$ 16,500
Natural Gas	\$ 1,324	\$ 1,303	\$ 1,600	\$ 1,600	\$ 1,600
City Utilities	\$ 1,580	\$ 1,994	\$ 1,535	\$ 1,535	\$ 1,535
Buildings & Grounds	\$ 1,620	\$ 3,920	\$ 3,000	\$ 2,000	\$ 2,000
Grounds Beautification	\$ 3,466	\$ 12,616	\$ 23,000	\$ 5,400	\$ 5,400
B/G Contracted Services	\$ 5,056	\$ 4,862	\$ 5,932	\$ 5,932	\$ 5,932
Maint Equipment	\$ 22,855	\$ 27,000	\$ 28,000	\$ 28,000	\$ 28,000
Maint Radio	\$ -	\$ 50	\$ 250	\$ 250	\$ 250
Maint Auto	\$ 16,712	\$ 19,000	\$ 20,000	\$ 20,000	\$ 20,000
Vehicle Damage Repair	\$ 2,395	\$ 6,602	\$ -	\$ -	\$ -
Training	\$ 265	\$ 390	\$ 1,000	\$ 640	\$ 640
Copier Contract Expense	\$ 172	\$ 250	\$ 203	\$ 203	\$ 203
Insurance Premiums	\$ 5,415	\$ 6,104	\$ 6,623	\$ 6,623	\$ 6,623
Miscellaneous Expense	\$ 265	\$ 250	\$ 250	\$ 250	\$ 250
Special Projects	\$ -	\$ -	\$ 250,000	\$ 80,000	\$ 80,000
Contracted Services	\$ 71,785	\$ 68,350	\$ 68,350	\$ 68,350	\$ 68,350
Professional Services	\$ 189	\$ -	\$ -	\$ -	\$ -
Tree Board	\$ 385	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Transfer - Cap Reserve Fund	\$ 161,452	\$ 156,685	\$ 166,000	\$ 156,156	\$ 156,156
<b>Operations Total</b>	<b>\$ 355,510</b>	<b>\$ 383,186</b>	<b>\$ 660,214</b>	<b>\$ 458,310</b>	<b>\$ 458,310</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ -	\$ 40,000	\$ -	\$ -
C O Roof / HVAC	\$ -	\$ -	\$ 12,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 52,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,209,505</b>	<b>\$ 1,327,108</b>	<b>\$ 1,732,408</b>	<b>\$ 1,467,922</b>	<b>\$ 1,467,922</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Maintenance Operations Manager/Sr.	1	1	1	1	1
Crew Leader <sup>3</sup>	1	2	2	2	2
Maintenance Worker I/II/III/Sr. <sup>1</sup>	12	12	12	12	12
Aborist <sup>1,2</sup>	1	0	0	0	0
Part-Time/Temp Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

<sup>1</sup>Position reclassified

<sup>2</sup>Position reclassified to PW Technician (560)

<sup>3</sup>Position moved from Crew Leader (561-425)

### CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
Building at Community Park	\$ 25,000	\$ -	\$ -
Salt Brine Mixing Maching	15,000	-	-
HVAC - Priority 2	12,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 52,000</b>	<b>\$ -</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 4,412	\$ 64,396	\$ 70,106	\$ 69,145	\$ 69,145
Overtime Salaries	\$ 55	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Part Time Salaries	\$ -	\$ 15,312	\$ 22,021	\$ 22,021	\$ 22,021
Law Officer	\$ -	\$ 26	\$ -	\$ -	\$ -
FICA Tax	\$ 317	\$ 6,480	\$ 7,430	\$ 7,357	\$ 7,357
Retirement	\$ 494	\$ 7,918	\$ 9,087	\$ 9,001	\$ 9,001
Retirement-Sworn Law	\$ -	\$ 15	\$ -	\$ -	\$ -
401(K) Employer Contribution	\$ 165	\$ 2,775	\$ 3,005	\$ 2,966	\$ 2,966
Health Care	\$ 1,126	\$ 18,942	\$ 19,753	\$ 19,753	\$ 19,753
Life Insurance	\$ 12	\$ 132	\$ 174	\$ 171	\$ 171
Emp Sec Ins	\$ 11	\$ 261	\$ 320	\$ 317	\$ 317
Workers Compensation	\$ 9,600	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
<b>Personnel Total</b>	<b>\$ 16,192</b>	<b>\$ 127,257</b>	<b>\$ 142,896</b>	<b>\$ 141,731</b>	<b>\$ 141,731</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Janitorial Supplies	\$ 355	\$ 2,500	\$ 3,000	\$ 2,500	\$ 2,500
Uniforms	\$ 505	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Recreation Programs	\$ 3,276	\$ 25,450	\$ 156,700	\$ 156,700	\$ 156,700
Expendable Equipment	\$ 764	\$ 3,000	\$ 3,400	\$ 3,000	\$ 3,000
Gas & Oil	\$ 75	\$ 2,000	\$ 1,500	\$ 1,500	\$ 1,500
Department Supplies	\$ -	\$ 1,250	\$ 2,000	\$ 1,000	\$ 1,000
Electric Power	\$ -	\$ 22,714	\$ 50,000	\$ 50,000	\$ 50,000
Natural Gas	\$ -	\$ 4,000	\$ 5,183	\$ 5,183	\$ 5,183
City Utilities	\$ -	\$ 28,000	\$ 76,700	\$ 76,700	\$ 76,700
Printing	\$ -	\$ 250	\$ 250	\$ 250	\$ 250
Buildings & Grounds	\$ 570	\$ 10,000	\$ 13,000	\$ 10,000	\$ 10,000
B/G Contracted Services	\$ -	\$ 7,200	\$ 9,266	\$ 9,266	\$ 9,266
Maint Equipment	\$ -	\$ 250	\$ 265	\$ 265	\$ 265
Maint Radio	\$ -	\$ 122	\$ 250	\$ 250	\$ 250
Maint Auto	\$ 129	\$ 500	\$ 530	\$ 530	\$ 530
Training	\$ -	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Copier Contract Expense	\$ -	\$ 125	\$ -	\$ -	\$ -
Rent - Other Equip	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
Dues & Subscriptions	\$ -	\$ 345	\$ 200	\$ 200	\$ 200
Special Projects	\$ 350,000	\$ 485,166	\$ -	\$ -	\$ -
Contracted Services	\$ -	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Transfer - Cap Reserve Fund	\$ -	\$ 7,250	\$ 8,250	\$ 7,260	\$ 7,260
<b>Operations Total</b>	<b>\$ 355,675</b>	<b>\$ 638,322</b>	<b>\$ 368,694</b>	<b>\$ 362,804</b>	<b>\$ 362,804</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 371,868</b>	<b>\$ 765,579</b>	<b>\$ 511,590</b>	<b>\$ 504,535</b>	<b>\$ 504,535</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Maintenance Worker I/II/III/Sr. <sup>2</sup>	3	2	2	2	2
PT Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL <sup>1</sup>	4	3	3	3	3

<sup>1</sup>Positions added in FY21 in 621-609

<sup>2</sup>Position eliminated

**STATEMENT OF PURPOSE**

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

**PERFORMANCE GOALS**

1. Develop programs and facilities in support of City Council goals and objectives set forth each fiscal year.
2. Expand greenway opportunities throughout the City.
3. Provide staff support to the Greenway, Bicycle and Pedestrian Committee, Hurley Park Advisory Board, Dog Paws Committee, and Salisbury Parks and Recreation Advisory Board.
4. Seek grant opportunities to offset costs on capital or programmatic projects.
5. Continue to explore all opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility and future usage.
6. Review cost recovery plan for department programs and services.
7. Increase youth programs in the form of full day summer camp and school year after-school programs.
8. Continue to try and improve on recreation centers appearance and functionality.

**PERFORMANCE MEASURES**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>	518	521	521	521
Acres of Park Space Owned	315	318	318	318
Acres of Park Space Maintained *	8,448	8,448	9,504	9,504
Yards of Greenway Maintained	31	31	31	31
Number of Fields and Courts Maintained **				
<b>Effectiveness</b>				
Percent of City Devoted to Recreation/Greenspace	4.2%	4.2%	4.2%	4.2%**

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

\*\* 4 Soccer & 8 Baseball / Softball

Tennis Courts - 6 hard 2 clay

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

There are approximately 22 square miles in the city.

## BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 529,986	\$ 517,559	\$ 546,706	\$ 603,491	\$ 603,491
Overtime Salaries	\$ -	\$ 850	\$ 850	\$ 850	\$ 850
Part Time Salaries	\$ 34,747	\$ 141,614	\$ 286,330	\$ 254,980	\$ 254,980
Law Officers Separation Allow	\$ -	\$ 11	\$ -	\$ -	\$ -
Law Officer	\$ 16	\$ 37	\$ -	\$ -	\$ -
FICA Tax	\$ 40,458	\$ 51,783	\$ 63,791	\$ 65,736	\$ 65,736
Retirement	\$ 53,536	\$ 60,827	\$ 66,253	\$ 73,367	\$ 73,367
Retirement-Sworn Law	\$ 9	\$ 27	\$ -	\$ -	\$ -
401(K) Employer Contribution	\$ 15,882	\$ 21,254	\$ 21,903	\$ 24,173	\$ 24,173
Health Care	\$ 91,490	\$ 90,825	\$ 100,921	\$ 122,297	\$ 122,297
Life Insurance	\$ 1,029	\$ 1,323	\$ 1,353	\$ 1,495	\$ 1,495
Emp Sec Ins	\$ 145	\$ 2,346	\$ 2,899	\$ 2,988	\$ 2,988
Workers Compensation	\$ 36,000	\$ 30,000	\$ 34,000	\$ 38,000	\$ 38,000
<b>Personnel Total</b>	<b>\$ 803,299</b>	<b>\$ 918,456</b>	<b>\$ 1,125,006</b>	<b>\$ 1,187,377</b>	<b>\$ 1,187,377</b>
<b>Operations</b>					
Janitorial Supplies	\$ 467	\$ 300	\$ 500	\$ 500	\$ 500
Uniforms	\$ 2,742	\$ 2,250	\$ 3,900	\$ 3,900	\$ 3,900
Meeting Expenses	\$ 150	\$ 330	\$ 2,000	\$ 500	\$ 500
Recreation Programs	\$ 3,669	\$ 12,787	\$ 24,650	\$ 20,650	\$ 20,650
After School Program	\$ -	\$ -	\$ 17,100	\$ 17,100	\$ 17,100
Summer Camp Program	\$ -	\$ -	\$ 16,200	\$ 16,200	\$ 16,200
Expendable Recreation Equip	\$ 761	\$ 900	\$ 900	\$ 900	\$ 900
Gas & Oil	\$ 503	\$ 1,500	\$ 2,500	\$ 2,500	\$ 2,500
Department Supplies	\$ 7,901	\$ 8,265	\$ 9,000	\$ 9,000	\$ 9,000
Travel	\$ 2,879	\$ 3,000	\$ 6,000	\$ 6,000	\$ 6,000
Auto Allowance	\$ -	\$ -	\$ 3,165	\$ 3,165	\$ 3,165
Telephone	\$ 234	\$ 324	\$ 144	\$ 144	\$ 144
Cell Phone Stipend	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
Postage	\$ 135	\$ 350	\$ 350	\$ 350	\$ 350
Electric Power	\$ 39,267	\$ 45,093	\$ 54,450	\$ 54,450	\$ 54,450
Natural Gas	\$ 14,397	\$ 13,625	\$ 17,386	\$ 17,386	\$ 17,386
City Utilities	\$ 16,870	\$ 26,705	\$ 23,677	\$ 23,677	\$ 23,677
Printing	\$ -	\$ 250	\$ 1,000	\$ 1,000	\$ 1,000
Buildings & Grounds	\$ 55,536	\$ 74,747	\$ 54,700	\$ 54,700	\$ 54,700
B/G Contracted Services	\$ 19,880	\$ 50,134	\$ 59,776	\$ 59,776	\$ 59,776
Maint Equipment	\$ 82	\$ 899	\$ 2,200	\$ 2,200	\$ 2,200
Maint Radio	\$ 172	\$ 565	\$ 500	\$ 500	\$ 500
Maint Auto	\$ 396	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Advertising	\$ 727	\$ 2,000	\$ 5,000	\$ 5,000	\$ 5,000
Training	\$ 2,925	\$ 4,800	\$ 7,800	\$ 7,800	\$ 7,800
Copier Contract Expense	\$ 1,825	\$ 4,450	\$ 3,090	\$ 3,090	\$ 3,090
Insurance Premiums	\$ 8,997	\$ 13,091	\$ 13,748	\$ 13,748	\$ 13,748
Dues & Subscriptions	\$ 4,632	\$ 5,741	\$ 6,950	\$ 6,950	\$ 6,950
Miscellaneous Expense	\$ 100	\$ -	\$ 3,500	\$ -	\$ -
ActiveNet Fees	\$ 1,335	\$ 2,105	\$ 2,000	\$ 2,000	\$ 2,000
Right Of Way Charges	\$ 1,304	\$ 1,400	\$ 1,300	\$ 1,300	\$ 1,300
Special Projects	\$ 6,144	\$ 223,456	\$ 220,500	\$ -	\$ -

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
Contracted Services	\$ 5,819	\$ 19,510	\$ 19,920	\$ 19,920	\$ 19,920
Salisbury Youth Council	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
Special Events	\$ 20,599	\$ 31,500	\$ 69,050	\$ 33,050	\$ 33,050
Dog Park	\$ 228	\$ 6	\$ 1,000	\$ 1,000	\$ 1,000
Professional Services	\$ 500	\$ 1,010	\$ 700	\$ 700	\$ 700
Contracted Program Instructors	\$ 4,140	\$ 10,100	\$ 14,350	\$ 14,350	\$ 14,350
United Arts Council	\$ 56,250	\$ 56,250	\$ 60,000	\$ -	\$ -
Senior Citizens	\$ 63,000	\$ 63,000	\$ 68,000	\$ -	\$ -
Hurley Park Advisory Board	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
Transfer - Cap Reserve Fund	\$ 18,150	\$ 27,020	\$ 28,600	\$ 27,036	\$ 27,036
<b>Operations Total</b>	<b>\$ 362,715</b>	<b>\$ 712,963</b>	<b>\$ 837,450</b>	<b>\$ 442,386</b>	<b>\$ 442,386</b>
<b>Capital</b>					
C O Roof / HVAC	\$ 152,532	\$ 44,500	\$ -	\$ -	\$ -
C O Bldg & Grnds	\$ 7,063	\$ 42,005	\$ 3,990,000	\$ 15,000	\$ 15,000
<b>Capital Total</b>	<b>\$ 159,595</b>	<b>\$ 86,505</b>	<b>\$ 3,990,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>
<b>Grand Total</b>	<b>\$ 1,325,608</b>	<b>\$ 1,717,924</b>	<b>\$ 5,952,456</b>	<b>\$ 1,644,763</b>	<b>\$ 1,644,763</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<b>Administration (100)</b>					
Parks & Recreation Director	1	1	1	1	1
Recreation Program Manager	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Recreation Specialist	1	1	1	1	1
Recreation Aide <sup>1</sup>	0	0	0	2	2
<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 Coordinator	1	1	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>Hurley Park (612)</b>					
Public Garden Manager	1	1	1	1	1
Assistant Public Garden Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	15	15	15	17	17

<sup>1</sup>Positions added/part time pool salaries decreased to offset

## CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
<b>Administration (100)</b>			
Skate Park	\$ 350,000	\$ -	\$ -
Disc Golf Course	25,000	-	-
<b>Civic Center (601)</b>			
Civic Center Replacement/Upgrades	2,500,000	-	-
<b>City Park (602)</b>			
Renovations	125,000	-	-
<b>Miller Center (603)</b>			
Miller Center Expansion	500,000	-	-
<b>Hall Gym (606)</b>			
Gym Floor Replacement	100,000	-	-
Classroom Renovations	125,000	-	-
<b>Fred Evans Pool (607)</b>			
Pool Short-term Updates	250,000	-	-
<b>Hurley Park (612)</b>			
Garden Refurbishment	15,000	15,000	15,000
<b>Total Capital Outlay</b>	<b>\$ 3,990,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</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 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
Vehicles Maintained	298	298	299	N/A
Other Equipment Maintained	216	216	216	N/A
Buses Maintained	2	2	2	N/A

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 701,753	\$ 710,393	\$ 746,097	\$ 735,914	\$ 735,914
Overtime Salaries	\$ 2,853	\$ 18,998	\$ 20,000	\$ 20,000	\$ 20,000
FICA Tax	\$ 50,177	\$ 55,041	\$ 58,606	\$ 57,827	\$ 57,827
Retirement	\$ 71,504	\$ 83,584	\$ 92,699	\$ 91,769	\$ 91,769
401(K) Employer Contribution	\$ 21,247	\$ 29,302	\$ 30,644	\$ 30,237	\$ 30,237
Health Care	\$ 128,363	\$ 131,244	\$ 131,788	\$ 131,788	\$ 131,788
Life Insurance	\$ 1,399	\$ 1,759	\$ 1,842	\$ 1,817	\$ 1,817
Emp Sec Ins	\$ 152	\$ 2,462	\$ 2,580	\$ 2,544	\$ 2,544
Workers Compensation	\$ 31,200	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000
<b>Personnel Total</b>	<b>\$ 1,008,650</b>	<b>\$ 1,058,783</b>	<b>\$ 1,110,256</b>	<b>\$ 1,097,896</b>	<b>\$ 1,097,896</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ 7,466	\$ 10,456	\$ 10,815	\$ 10,456	\$ 10,456
Expendable Equipment	\$ 18,235	\$ 4,300	\$ 11,950	\$ 4,300	\$ 4,300
Gas & Oil	\$ 4,066	\$ 6,093	\$ 6,694	\$ 6,694	\$ 6,694
Department Supplies	\$ 2,993	\$ 3,300	\$ 4,500	\$ 3,300	\$ 3,300
Travel	\$ -	\$ -	\$ 1,200	\$ -	\$ -
Telephone	\$ 316	\$ 324	\$ 204	\$ 204	\$ 204
Cell Phone Stipend	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
Electric Power	\$ 8,012	\$ 9,217	\$ 10,450	\$ 10,450	\$ 10,450
Natural Gas	\$ 3,686	\$ 4,225	\$ 4,451	\$ 4,451	\$ 4,451
City Utilities	\$ 2,289	\$ 2,948	\$ 2,391	\$ 2,391	\$ 2,391
Buildings & Grounds	\$ 1,383	\$ 1,000	\$ 2,000	\$ 1,000	\$ 1,000
B/G Contracted Services	\$ 1,317	\$ 7,048	\$ 1,191	\$ 1,191	\$ 1,191
Maint Equipment	\$ 11,356	\$ 4,850	\$ 7,800	\$ 4,850	\$ 4,850
Maint Cmpst Software	\$ 5,153	\$ 17,590	\$ 15,450	\$ 15,450	\$ 15,450
Maint Auto	\$ 7,299	\$ 6,000	\$ 6,500	\$ 6,500	\$ 6,500
Training	\$ 1,480	\$ 2,950	\$ 3,500	\$ 3,500	\$ 3,500
Copier Contract Expense	\$ 1,445	\$ 1,000	\$ 719	\$ 719	\$ 719
Insurance Premiums	\$ 3,391	\$ 3,097	\$ 3,253	\$ 3,253	\$ 3,253
Special Projects	\$ -	\$ 11,200	\$ 19,020	\$ 660	\$ 660
DENR Projects	\$ 142	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ 1,442	\$ 3,050	\$ -	\$ -	\$ -
Transfer - Cap Reserve Fund	\$ 5,950	\$ 4,450	\$ 5,000	\$ 19,260	\$ 19,260
<b>Operations Total</b>	<b>\$ 87,421</b>	<b>\$ 103,098</b>	<b>\$ 118,936</b>	<b>\$ 100,477</b>	<b>\$ 100,477</b>
<b>Capital</b>					
C O Garage Equipment	\$ 6,486	\$ 49,119	\$ 141,000	\$ 73,500	\$ 73,500
<b>Capital Total</b>	<b>\$ 6,486</b>	<b>\$ 49,119</b>	<b>\$ 141,000</b>	<b>\$ 73,500</b>	<b>\$ 73,500</b>
<b>Grand Total</b>	<b>\$ 1,102,556</b>	<b>\$ 1,211,000</b>	<b>\$ 1,370,192</b>	<b>\$ 1,271,873</b>	<b>\$ 1,271,873</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Public Works Internal Service Manager <sup>1</sup>	0	1	1	1	1
Fleet Services Manager <sup>1</sup>	1	0	0	0	0
Fleet Services Supervisor	1	1	1	1	1
Parts Supervisor	1	1	1	1	1
Mechanic/Lead	9	9	9	9	9
Equipment Service Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	13	13	13	13	13

<sup>1</sup>Position reclassified

## CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
Mobile Truck Lifts	\$ 51,500	\$ 51,500	\$ 51,500
Gate with Automation	37,000	-	-
Shop Trolley Hoist Replacement	8,500	-	-
Shop Air Compressors Replacement	44,000	22,000	22,000
<b>Total Capital Outlay</b>	<b>\$ 141,000</b>	<b>\$ 73,500</b>	<b>\$ 73,500</b>



**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operations</b>					
Transfer - Fibrant Fund	\$ 2,970,000	\$ 2,945,040	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000
<b>Operations Total</b>	<b>\$ 2,970,000</b>	<b>\$ 2,945,040</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>
<b>Capital</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,970,000</b>	<b>\$ 2,945,040</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>	<b>\$ 2,700,000</b>

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operations</b>					
Transfer - Transit Fund	\$ 241,611	\$ 630,000	\$ 800,000	\$ 630,000	\$ 630,000
<b>Operations Total</b>	<b>\$ 241,611</b>	<b>\$ 630,000</b>	<b>\$ 800,000</b>	<b>\$ 630,000</b>	<b>\$ 630,000</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 241,611</b>	<b>\$ 630,000</b>	<b>\$ 800,000</b>	<b>\$ 630,000</b>	<b>\$ 630,000</b>

**STATEMENT OF PURPOSE**

To provide funding for the Supplementary Education System (Horizons). All Special Community Organization Groups appropriations moved to City Council (411) Special Projects for FY2023.

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Supplementary Ed	\$ 40,000	\$ 40,000	\$ 50,000	\$ -	\$ -
<b>Operations Total</b>	\$ 40,000	\$ 40,000	\$ 50,000	\$ -	\$ -
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 40,000	\$ 40,000	\$ 50,000	\$ -	\$ -

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Lease Purchase Principal	\$ 866,952	\$ 629,240	\$ 629,240	\$ 629,240	\$ 629,240
Lease Purchase Interest Exp	\$ 224,738	\$ 199,612	\$ 181,338	\$ 181,338	\$ 181,338
<b>Operations Total</b>	\$ 1,091,689	\$ 828,852	\$ 810,578	\$ 810,578	\$ 810,578
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 1,091,689	\$ 828,852	\$ 810,578	\$ 810,578	\$ 810,578



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# General Fund Capital Reserve Fund

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**CITY OF SALISBURY**

**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2023  
With Estimated Actual for Year Ending June 30, 2022 and  
Actual for Year Ended June 30, 2021

	<b>2021</b> <b>Actual</b>	<b>2022</b> <b>Estimate</b>	<b>2023</b> <b>Budget</b>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 6,421	\$ 2,960	\$ 30,000
Other	<u>13,600</u>	<u>90,300</u>	<u>-</u>
Total nonoperating revenues	<u>\$ 20,021</u>	<u>\$ 93,260</u>	<u>\$ 30,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	\$ 2,123,737	\$ 2,214,197	\$ 2,367,648
Lease purchase revenues	-	-	1,179,461
Fund balance appropriated	<u>-</u>	<u>321,277</u>	<u>455,634</u>
Total other financing sources	<u>\$ 2,123,737</u>	<u>\$ 2,535,474</u>	<u>\$ 4,002,743</u>
Total revenues and other financing sources	<u><u>\$ 2,143,758</u></u>	<u><u>\$ 2,628,734</u></u>	<u><u>\$ 4,032,743</u></u>



## General Fund Capital Reserve

### STATEMENT OF PURPOSE

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

### BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
Lease Purchase Principal	\$ 439,552	\$ 439,552	\$ 439,552	\$ 559,552	\$ 559,552
Lease Purchase Interest Exp	\$ 39,713	\$ 28,847	\$ 17,972	\$ 57,972	\$ 57,972
<b>Operations Total</b>	<b>\$ 479,265</b>	<b>\$ 468,399</b>	<b>\$ 457,524</b>	<b>\$ 617,524</b>	<b>\$ 617,524</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 1,206,610	\$ 2,727,648	\$ -	\$ 3,228,019	\$ 3,228,019
C O Computer Equipment	\$ 354,652	\$ 521,888	\$ 2,200	\$ 187,200	\$ 187,200
<b>Capital Total</b>	<b>\$ 1,561,262</b>	<b>\$ 3,249,536</b>	<b>\$ 2,200</b>	<b>\$ 3,415,219</b>	<b>\$ 3,415,219</b>
<b>Grand Total</b>	<b>\$ 2,040,527</b>	<b>\$ 3,717,935</b>	<b>\$ 459,724</b>	<b>\$ 4,032,743</b>	<b>\$ 4,032,743</b>

## CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
<b>Management &amp; Administration</b>			
Computer Equipment - DEI	\$ 2,200	\$ 2,200	\$ 2,200
<b>Total Capital Outlay</b>	<b>\$ 2,200</b>	<b>\$ 2,200</b>	<b>\$ 2,200</b>
<b>Information Technologies</b>			
Computer Replacement	\$ -	\$ 110,000	\$ 110,000
Data Center Equipment Replacement	-	75,000	75,000
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 185,000</b>	<b>\$ 185,000</b>
<b>Community Planning Services - Code Services</b>			
Replace 3 F150 Pickup	\$ -	\$ 122,856	\$ 122,856
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 122,856</b>	<b>\$ 122,856</b>
<b>Police - Operations</b>			
Replace 7 SUVs	\$ -	\$ 436,583	\$ 436,583
Replace Hybrid SUV Unmarked	-	57,469	57,469
Replace Electric Parking Control Vehicle	-	38,628	38,628
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 532,680</b>	<b>\$ 532,680</b>
<b>Fire</b>			
Fire Truck - Ordered FY22	\$ -	\$ 1,179,461	\$ 1,179,461
Replace F150 Crew Cab Pickup	-	67,691	67,691
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 1,247,152</b>	<b>\$ 1,247,152</b>
<b>Public Works - Building Maintenance</b>			
Replace E-Transit Cargo Van - Electric	\$ -	\$ 67,216	\$ 67,216
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 67,216</b>	<b>\$ 67,216</b>
<b>Public Works - Street</b>			
Replace 4 Equipment Trailers	\$ -	\$ 25,920	\$ 25,920
Replace Quad Axle Dump	-	277,506	277,506
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 303,426</b>	<b>\$ 303,426</b>
<b>Public Works - Solid Waste Mgmt</b>			
Replace Automated Sidearm	\$ -	\$ 412,006	\$ 412,006
Replace Limb Truck	-	337,006	337,006
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 749,012</b>	<b>\$ 749,012</b>
<b>Public Works - Grounds Maintenance</b>			
Replace 6 Ton Equipment Trailer	\$ -	\$ 10,656	\$ 10,656
Replace Compact Utility Trailer	-	36,809	36,809
Replace Pickup - Electric	-	54,606	54,606
Replace F550 Flatebed Dump	-	89,106	89,106
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 191,177</b>	<b>\$ 191,177</b>
<b>Parks &amp; Recreation</b>			
ADD Zero Turn Mower	\$ -	\$ 14,500	\$ 14,500
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 14,500</b>	<b>\$ 14,500</b>
<b>Debt Service</b>			
Principal and Interest	\$ 457,524	\$ 617,524	\$ 617,524
<b>Total Operating</b>	<b>\$ 457,524</b>	<b>\$ 617,524</b>	<b>\$ 617,524</b>



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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, 2023  
With Estimated Actual for the Year Ending June 30, 2022 and  
Actual for the Year Ended June 30, 2021

	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
OPERATING REVENUES:			
Charges for services	\$ 25,907,693	\$ 25,750,000	\$ 25,915,552
Water and sewer taps	913,277	1,250,000	1,175,000
Other operating revenues	725,130	1,076,934	757,000
Total operating revenues	<u>\$ 27,546,099</u>	<u>\$ 28,076,934</u>	<u>\$ 27,847,552</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 52,000	\$ 25,000	\$ 20,000
Total nonoperating revenues	<u>\$ 52,000</u>	<u>\$ 25,000</u>	<u>\$ 20,000</u>
OTHER FINANCING SOURCES:			
Fund balance appropriated	\$ -	\$ 1,684,456	\$ 1,000,000
Total other financing sources	<u>\$ -</u>	<u>\$ 1,684,456</u>	<u>\$ 1,000,000</u>
Total revenues	<u>\$ 27,598,099</u>	<u>\$ 29,786,390</u>	<u>\$ 28,867,552</u>



**CITY OF SALISBURY**  
**FY 2022-2023 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>REVENUE</b>	\$ 27,598,098	\$ 28,005,818	\$ 26,524,500	\$ 28,867,552	\$ 28,867,552
<b>EXPENSES</b>					
<b>Personnel</b>					
Regular Salaries	\$ 4,378,764	\$ 4,568,884	\$ 4,673,127	\$ 4,578,891	\$ 4,578,891
Overtime Salaries	\$ 168,093	\$ 169,465	\$ 149,550	\$ 149,550	\$ 149,550
Part Time Salaries	\$ -	\$ 16,200	\$ 55,960	\$ 55,960	\$ 55,960
FICA Tax	\$ 325,854	\$ 365,410	\$ 373,218	\$ 366,006	\$ 366,006
Retirement	\$ 458,236	\$ 546,705	\$ 583,550	\$ 574,038	\$ 574,038
401(K) Employer Contribution	\$ 135,725	\$ 192,237	\$ 192,908	\$ 189,136	\$ 189,136
Pension Expense - LGERS	\$ 417,472	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 801,181	\$ 876,040	\$ 910,541	\$ 912,697	\$ 912,697
Life Insurance	\$ 8,792	\$ 11,266	\$ 11,532	\$ 11,307	\$ 11,307
Emp Sec Ins	\$ 944	\$ 15,736	\$ 16,349	\$ 16,023	\$ 16,023
Workers Compensation	\$ 216,000	\$ 182,000	\$ 184,000	\$ 184,000	\$ 184,000
<b>Personnel Total</b>	<b>\$ 6,911,061</b>	<b>\$ 6,943,943</b>	<b>\$ 7,150,735</b>	<b>\$ 7,037,608</b>	<b>\$ 7,037,608</b>
<b>Operations</b>					
Uniforms	\$ 47,836	\$ 59,550	\$ 59,675	\$ 59,675	\$ 59,675
Expendable Equipment	\$ 41,679	\$ 62,641	\$ 42,570	\$ 42,570	\$ 42,570
Materials New Streets	\$ 152,452	\$ 151,000	\$ 10,000	\$ 10,000	\$ 10,000
Gas & Oil	\$ 102,295	\$ 168,297	\$ 148,158	\$ 148,158	\$ 148,158
Department Supplies	\$ 69,258	\$ 91,350	\$ 83,970	\$ 83,970	\$ 83,970
Meters & Meter Boxes	\$ 311,653	\$ 185,812	\$ 183,500	\$ 183,500	\$ 183,500
Hose And Fittings	\$ 118,637	\$ 142,850	\$ 142,850	\$ 142,850	\$ 142,850
Chemicals	\$ 473,741	\$ 688,750	\$ 1,267,350	\$ 1,267,350	\$ 1,267,350
Lab Supplies	\$ 54,300	\$ 71,200	\$ 80,450	\$ 80,450	\$ 80,450
Travel	\$ 816	\$ 10,035	\$ 16,150	\$ 16,150	\$ 16,150
Telephone	\$ 12,197	\$ 18,928	\$ 12,450	\$ 12,450	\$ 12,450
Cell Phone Stipend	\$ -	\$ -	\$ 9,864	\$ 9,864	\$ 9,864
Wireless Air Cards	\$ 7,163	\$ 8,879	\$ 10,656	\$ 10,656	\$ 10,656
Postage	\$ 92,578	\$ 91,259	\$ 103,000	\$ 103,000	\$ 103,000
Electric Power	\$ 1,196,236	\$ 1,518,169	\$ 1,525,575	\$ 1,525,575	\$ 1,525,575
Natural Gas	\$ 6,221	\$ 8,558	\$ 7,513	\$ 7,513	\$ 7,513
City Utilities	\$ 225,897	\$ 274,473	\$ 330,946	\$ 330,946	\$ 330,946
Printing	\$ 23,691	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Buildings & Grounds	\$ 80,796	\$ 312,500	\$ 381,800	\$ 631,800	\$ 631,800
B/G Contracted Services	\$ 41,945	\$ 37,062	\$ 42,774	\$ 42,774	\$ 42,774
Maint Equipment	\$ 1,178,559	\$ 1,104,645	\$ 1,817,371	\$ 1,354,371	\$ 1,354,371
Maint Radio	\$ 2,551	\$ 6,750	\$ 8,000	\$ 8,000	\$ 8,000
Maint Cmpt Software	\$ 270,479	\$ 291,372	\$ 327,984	\$ 327,984	\$ 327,984
Maint Instruments	\$ 17,076	\$ 12,645	\$ 10,745	\$ 10,745	\$ 10,745
Maint Fire Hydrants	\$ 15,351	\$ 20,000	\$ -	\$ -	\$ -
Maint Auto	\$ 73,621	\$ 78,310	\$ 34,450	\$ 34,450	\$ 34,450
Vehicle Damage Repair	\$ 6,177	\$ 7,057	\$ -	\$ -	\$ -
Water Line Repairs	\$ 6,354	\$ 450,000	\$ 525,000	\$ 525,000	\$ 525,000
Sewer Line Repairs	\$ 241,843	\$ 910,000	\$ 1,010,000	\$ 760,000	\$ 760,000
Training	\$ 28,991	\$ 43,510	\$ 62,195	\$ 62,195	\$ 62,195

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
Copier Contract Expense	\$ 11,097	\$ 10,500	\$ 12,584	\$ 12,584	\$ 12,584
Insurance Premiums	\$ 80,536	\$ 96,588	\$ 100,649	\$ 100,649	\$ 100,649
Insurance Claims	\$ 4,307	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 34,929	\$ 40,740	\$ 47,555	\$ 47,555	\$ 47,555
Facility License Fees	\$ 11,235	\$ 12,135	\$ 12,355	\$ 12,355	\$ 12,355
Collection Expenses	\$ 203,924	\$ 200,000	\$ 228,000	\$ 228,000	\$ 228,000
Miscellaneous Expense	\$ 17,787	\$ 22,150	\$ 23,450	\$ 23,450	\$ 23,450
Special Projects	\$ 119,603	\$ 353,359	\$ -	\$ 578,909	\$ 578,909
Contracted Services	\$ 619,067	\$ 1,057,968	\$ 1,248,548	\$ 1,298,548	\$ 1,298,548
Employee Assistance Program	\$ 1,497	\$ 1,597	\$ 1,615	\$ 1,615	\$ 1,615
Retiree Health Insurance	\$ 46,971	\$ 81,585	\$ 90,650	\$ 90,650	\$ 90,650
SWAY	\$ 1,161	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Professional Services	\$ 1,391,840	\$ 1,753,866	\$ 3,174,000	\$ 974,000	\$ 974,000
Client Cmty-China Grove	\$ 91,424	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Client Cmty-Granite Quarry	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Client Cmty-Rockwell	\$ 12,813	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Client Cmty-Spencer	\$ 6,566	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Bond Principal	\$ 2,612,586	\$ 2,861,462	\$ 2,985,900	\$ 2,985,900	\$ 2,985,900
Bond Interest Expense	\$ 1,804,975	\$ 2,013,061	\$ 1,884,210	\$ 1,884,210	\$ 1,884,210
Lease Purchase Principal	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
Lease Purchase Interest Exp	\$ 7,897	\$ 5,450	\$ 3,030	\$ 3,030	\$ 3,030
Debt Principal Pymts On Behalf	\$ 219,490	\$ 209,490	\$ 209,490	\$ 209,490	\$ 209,490
Debt Interest Pymts On Behalf	\$ 27,312	\$ 21,681	\$ 16,630	\$ 16,630	\$ 16,630
Transfer - Cap Reserve Fund	\$ 509,212	\$ 500,668	\$ 523,361	\$ 472,896	\$ 472,896
Transfer - Capital Project Fnd	\$ 1,380,000	\$ 300,000	\$ 1,500,000	\$ 413,000	\$ 413,000
Charges - General Fund	\$ 3,519,227	\$ 3,519,227	\$ 3,519,227	\$ 3,626,237	\$ 3,626,237
<b>Operations Total</b>	<b>\$ 17,815,090</b>	<b>\$ 20,245,369</b>	<b>\$ 24,194,490</b>	<b>\$ 21,129,944</b>	<b>\$ 21,129,944</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ -	\$ 1,200,000	\$ 600,000	\$ 600,000
Water Line Extension	\$ 290	\$ 716,442	\$ 100,000	\$ 50,000	\$ 50,000
Sewer Line Extension	\$ 11,440	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000
<b>Capital Total</b>	<b>\$ 11,730</b>	<b>\$ 816,442</b>	<b>\$ 1,400,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>
<b>Grand Total</b>	<b>\$ 24,737,881</b>	<b>\$ 28,005,754</b>	<b>\$ 32,745,225</b>	<b>\$ 28,867,552</b>	<b>\$ 28,867,552</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. Provide opportunities for staff training and development, department-wide.
3. Attract, retain and compensate employees fairly with purposeful intent to reduce the employee turnover rate.
4. Protect and defend Salisbury and Rowan County's water rights and supply.
5. Provide timely stakeholder communications and public education.
6. Continue to participate in High Rock Lake Nutrient Management Strategy process.
7. Assist in cooperative partnerships to extend water and sewer to growth corridors.
8. Continue to focus on resiliency of the SRU system.
9. Implement procedures to enable an annual water audit.
10. Manage and fund a sustainable capital improvement program (CIP).

**PERFORMANCE MEASURES**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Administrative Workload</b>				
FTEs	90.0	90.5	91.5	N/A
Total Estimated Population Receiving Water Service (countywide)	53,400	54,000	54,800	N/A
Total Estimated Population Receiving Sewer Service (countywide)	54,450	55,000	55,700	N/A
Land Area Spanned for Water Service (square miles)	49.2	49.4	49.6	N/A
Land Area Spanned for Sewer Service (square miles)	45.9	46.1	46.3	N/A
Number of Water Connections	22,760	23,000	23,300	N/A
Number of Sewer Connections	19,170	19,400	19,700	N/A
Residential Water Rate (per 1 CCF) *	\$4.04	\$4.10	\$4.26	N/A
Residential Sewer Rate (per 1 CCF)	\$5.45	\$5.59	\$5.86	N/A
<b>Administrative Efficiency</b>				
Employee Turnover Rate	8.9%	20.0%	10.0%	N/A
FTEs Per Square Mile Served	1.83	1.83	1.84	N/A
Average Residential Utility Bill (4,000 gal) as % of Median Household Income	1.43%	1.46%	1.48%	N/A
<b>Administrative Effectiveness</b>				
Average Years of Experience	11.4	11.5	11.6	N/A
Service Density (Population Served per Square Mile) - Water	1,085	1,093	1,105	N/A
Service Density (Population Served per Square Mile) - Sewer	1,186	1,193	1,203	N/A
Average Residential Rate Increase (% over prior year)	1.83%	2.00%	4.20%	N/A

\* 1 CCF = 100 cubic feet of water



## BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 913,938	\$ 972,885	\$ 998,829	\$ 903,697	\$ 903,697
Overtime Salaries	\$ 142	\$ 1,500	\$ 1,000	\$ 1,000	\$ 1,000
Part Time Salaries	\$ -	\$ 16,200	\$ 55,960	\$ 55,960	\$ 55,960
FICA Tax	\$ 64,518	\$ 74,178	\$ 80,768	\$ 73,490	\$ 73,490
Retirement	\$ 89,701	\$ 110,642	\$ 120,979	\$ 109,830	\$ 109,830
401(K) Employer Contribution	\$ 26,658	\$ 38,788	\$ 39,994	\$ 36,188	\$ 36,188
Pension Expense - LGERS	\$ 417,472	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 103,264	\$ 124,874	\$ 127,026	\$ 117,961	\$ 117,961
Life Insurance	\$ 1,769	\$ 2,399	\$ 2,473	\$ 2,238	\$ 2,238
Emp Sec Ins	\$ 187	\$ 3,357	\$ 3,659	\$ 3,328	\$ 3,328
Workers Compensation	\$ 28,800	\$ 26,000	\$ 28,000	\$ 26,000	\$ 26,000
<b>Personnel Total</b>	<b>\$ 1,646,449</b>	<b>\$ 1,370,823</b>	<b>\$ 1,458,688</b>	<b>\$ 1,329,692</b>	<b>\$ 1,329,692</b>
<b>Operations</b>					
Uniforms	\$ 2,788	\$ 3,750	\$ 3,900	\$ 3,900	\$ 3,900
Gas & Oil	\$ 7,334	\$ 10,212	\$ 10,320	\$ 10,320	\$ 10,320
Department Supplies	\$ 7,267	\$ 6,400	\$ 6,000	\$ 6,000	\$ 6,000
Travel	\$ 397	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Telephone	\$ 6,900	\$ 10,780	\$ 6,222	\$ 6,222	\$ 6,222
Cell Phone Stipend	\$ -	\$ -	\$ 4,716	\$ 4,716	\$ 4,716
Wireless Air Cards	\$ 912	\$ 913	\$ 924	\$ 924	\$ 924
Postage	\$ 89,820	\$ 86,000	\$ 95,600	\$ 95,600	\$ 95,600
Electric Power	\$ 9,362	\$ 9,922	\$ 12,100	\$ 12,100	\$ 12,100
Natural Gas	\$ 330	\$ 388	\$ 399	\$ 399	\$ 399
City Utilities	\$ 2,348	\$ 3,296	\$ 2,530	\$ 2,530	\$ 2,530
Printing	\$ 23,691	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Buildings & Grounds	\$ 11,274	\$ 26,000	\$ 20,000	\$ 20,000	\$ 20,000
B/G Contracted Services	\$ 9,601	\$ 7,846	\$ 9,835	\$ 9,835	\$ 9,835
Maint Equipment	\$ 3,847	\$ 2,000	\$ 1,500	\$ 1,500	\$ 1,500
Maint Cmpt Software	\$ 9,262	\$ 16,606	\$ 45,190	\$ 45,190	\$ 45,190
Maint Auto	\$ 506	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Vehicle Damage Repair	\$ 1,639	\$ 1,436	\$ -	\$ -	\$ -
Training	\$ 3,988	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
Copier Contract Expense	\$ 2,422	\$ 3,000	\$ 2,508	\$ 2,508	\$ 2,508
Insurance Premiums	\$ 3,159	\$ 3,006	\$ 3,157	\$ 3,157	\$ 3,157
Insurance Claims	\$ 3,573	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 30,045	\$ 33,200	\$ 38,530	\$ 38,530	\$ 38,530
Collection Expenses	\$ 203,924	\$ 200,000	\$ 228,000	\$ 228,000	\$ 228,000
Miscellaneous Expense	\$ 8,221	\$ 6,900	\$ 8,000	\$ 8,000	\$ 8,000
Special Projects	\$ 119,603	\$ 353,359	\$ -	\$ 578,909	\$ 578,909
Contracted Services	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
Employee Assistance Program	\$ 1,497	\$ 1,597	\$ 1,615	\$ 1,615	\$ 1,615
Retiree Health Insurance	\$ 46,971	\$ 81,585	\$ 90,650	\$ 90,650	\$ 90,650
SWAY	\$ 1,161	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Professional Services	\$ 1,391,840	\$ 1,753,866	\$ 3,174,000	\$ 974,000	\$ 974,000

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
Client Cmty-China Grove	\$ 91,424	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Client Cmty-Granite Quarry	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Client Cmty-Rockwell	\$ 12,813	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Client Cmty-Spencer	\$ 6,566	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Transfer - Cap Reserve Fund	\$ 16,166	\$ 14,503	\$ 15,000	\$ 15,132	\$ 15,132
Charges - General Fund	\$ 3,519,227	\$ 3,519,227	\$ 3,519,227	\$ 3,626,237	\$ 3,626,237
<b>Operations Total</b>	<b>\$ 5,699,877</b>	<b>\$ 6,396,292</b>	<b>\$ 7,640,423</b>	<b>\$ 6,126,474</b>	<b>\$ 6,126,474</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 7,346,325</b>	<b>\$ 7,767,115</b>	<b>\$ 9,099,111</b>	<b>\$ 7,456,166</b>	<b>\$ 7,456,166</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
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 Worker I/II/III	1	1	1	1	1
Assistant Utilities Director	1	1	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
Engineer I/II/Sr <sup>1</sup>	1	2	2	2	2
Systems Analyst	1	1	1	1	1
GIS Manager <sup>2</sup>	1	1	1	0	0
Plants Operation Manager	1	1	1	1	1
Utilities Construction Inspector (PT) <sup>1</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	12	13	14	13	13

<sup>1</sup>Position added

**STATEMENT OF PURPOSE**

To provide the customers of Salisbury-Rowan Utilities with a sufficient supply of high quality potable water that meets or exceeds all regulatory 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. Attract and retain certified staff by providing challenging and favorable training and professional development opportunities.
4. Complete the construction and fine-tune the operations of the newly rehabbed filters, dewatering basins and centrifuge.
5. Continue to bridge water distribution and water treatment through strategic position and job function changes.
6. Optimize chemical usage through newly installed zetasizer instrumentation.
7. Continue to utilize and evaluate data from asset management system (Asset Essentials).

**PERFORMANCE MEASURES**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Water Treatment Workload</b>				
Number of Water Treatment FTEs	11.5	11.5	11.5	N/A
Millions of Gallons Potable Water Produced	3,073	3,100	3,200	N/A
Number of Water Quality Complaints	41	50	60	N/A
Number of Water Analyses Performed	97,678	98,000	98,000	N/A
<b>Water Treatment Efficiency</b>				
Cost Per Million Gallons of Potable Water Produced	\$579	\$582	\$593	N/A
<b>Water Treatment Effectiveness</b>				
Average Water Plant Operational Capacity	33.7%	34.0%	35.1%	N/A
Average Daily Potable Water Turbidity (NTU)	0.05	0.05	0.05	0.05

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 479,559	\$ 462,975	\$ 443,353	\$ 437,429	\$ 437,429
Overtime Salaries	\$ 46,400	\$ 36,015	\$ 35,000	\$ 35,000	\$ 35,000
FICA Tax	\$ 37,659	\$ 37,457	\$ 36,595	\$ 36,141	\$ 36,141
Retirement	\$ 53,017	\$ 57,510	\$ 57,883	\$ 57,354	\$ 57,354
401(K) Employer Contribution	\$ 15,664	\$ 19,160	\$ 19,134	\$ 18,897	\$ 18,897
Health Care	\$ 95,983	\$ 94,514	\$ 87,745	\$ 87,745	\$ 87,745
Life Insurance	\$ 1,000	\$ 1,074	\$ 1,091	\$ 1,076	\$ 1,076
Emp Sec Ins	\$ 91	\$ 1,473	\$ 1,527	\$ 1,507	\$ 1,507
Workers Compensation	\$ 21,600	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
<b>Personnel Total</b>	<b>\$ 750,973</b>	<b>\$ 728,178</b>	<b>\$ 700,328</b>	<b>\$ 693,149</b>	<b>\$ 693,149</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ 4,296	\$ 5,850	\$ 6,300	\$ 6,300	\$ 6,300
Expendable Equipment	\$ 895	\$ 3,500	\$ 4,000	\$ 4,000	\$ 4,000
Gas & Oil	\$ 5,534	\$ 8,550	\$ 10,627	\$ 10,627	\$ 10,627
Department Supplies	\$ 7,340	\$ 8,000	\$ 3,300	\$ 3,300	\$ 3,300
Chemicals	\$ 258,894	\$ 337,000	\$ 679,500	\$ 679,500	\$ 679,500
Lab Supplies	\$ 29,568	\$ 41,500	\$ 47,000	\$ 47,000	\$ 47,000
Telephone	\$ 632	\$ 648	\$ 456	\$ 456	\$ 456
Cell Phone Stipend	\$ -	\$ -	\$ 900	\$ 900	\$ 900
Wireless Air Cards	\$ -	\$ 390	\$ -	\$ -	\$ -
Postage	\$ 1,783	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Electric Power	\$ 438,057	\$ 564,232	\$ 548,625	\$ 548,625	\$ 548,625
Natural Gas	\$ 3,681	\$ 2,280	\$ 4,446	\$ 4,446	\$ 4,446
City Utilities	\$ 11,752	\$ 15,433	\$ 11,374	\$ 11,374	\$ 11,374
Buildings & Grounds	\$ 16,480	\$ 12,500	\$ -	\$ -	\$ -
B/G Contracted Services	\$ 4,088	\$ 4,049	\$ 4,176	\$ 4,176	\$ 4,176
Maint Equipment	\$ 313,463	\$ 352,640	\$ 337,500	\$ 276,500	\$ 276,500
Maint Auto	\$ 2,296	\$ 1,860	\$ -	\$ -	\$ -
Vehicle Damage Repair	\$ 459	\$ -	\$ -	\$ -	\$ -
Training	\$ 3,121	\$ 6,000	\$ 7,500	\$ 7,500	\$ 7,500
Copier Contract Expense	\$ 505	\$ 500	\$ 801	\$ 801	\$ 801
Insurance Premiums	\$ 23,789	\$ 29,344	\$ 30,813	\$ 30,813	\$ 30,813
Dues & Subscriptions	\$ 850	\$ 800	\$ 800	\$ 800	\$ 800
Facility License Fees	\$ 4,635	\$ 5,475	\$ 5,505	\$ 5,505	\$ 5,505
Miscellaneous Expense	\$ 540	\$ 540	\$ 540	\$ 540	\$ 540
Contracted Services	\$ 128,566	\$ 309,700	\$ 62,000	\$ 312,000	\$ 312,000
Transfer - Cap Reserve Fund	\$ 58,387	\$ 41,218	\$ 45,500	\$ 42,168	\$ 42,168
<b>Operations Total</b>	<b>\$ 1,319,611</b>	<b>\$ 1,755,009</b>	<b>\$ 1,814,663</b>	<b>\$ 2,000,331</b>	<b>\$ 2,000,331</b>
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Grand Total</b>	<b>\$ 2,070,583</b>	<b>\$ 2,483,187</b>	<b>\$ 2,514,991</b>	<b>\$ 2,693,480</b>	<b>\$ 2,693,480</b>
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### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<b>Water Treatment Plant (811)</b>					
Plant Operations Supervisor	1	1	1	1	1
Water Treatment Plant Operator I/II/Sr.	6	6	6	6	6
Maintenance Technician/Sr.	1	1	1	1	1
Water Quality Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

**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. Evaluate position and compensation plan to attract, reward and retain a qualified, experienced labor force.
2. Continue to increase inflow and infiltration reduction efforts by repairing and/or replacing identified wastewater lines.
3. Continue to implement preventative maintenance program and recommend rehab projects to be included in the CIP.
4. Implement a comprehensive work order system to include inventory, maintenance record keeping, and system improvements with full integration with the current GIS framework.
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 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Distribution &amp; Collection Workload</b>				
Inch Miles of Distribution Line Maintained	3,980	4,030	4,080	N/A
Inch Miles of Collection Line Maintained	4,501	4,550	4,600	N/A
Number of Pump Stations Maintained	8	8	8	N/A
Number of Lift Stations Maintained	34	34	34	N/A
Total Water, Sewer & Irrigation Taps Installed	808	976	1,000	N/A
Distribution Line Failures	115	95	105	N/A
Collection Line Failures	10	12	12	N/A
Reported Complaints	594	556	400	N/A
<b>Distribution &amp; Collection Efficiency</b>				
Cost Per Inch Mile of Distribution Line Maintained	\$566	\$567	\$588	N/A
Cost Per Inch Mile of Collection Line Maintained	\$461	\$459	\$474	N/A
<b>Distribution &amp; Collection Effectiveness</b>				
Failures Per Inch Mile of Distribution Line Maintained	0.029	0.024	0.026	N/A
Incidents Per Inch Mile of Collection Line Maintained	0.002	0.003	0.003	N/A

## BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 1,173,685	\$ 1,250,885	\$ 1,317,118	\$ 1,299,758	\$ 1,299,758
Overtime Salaries	\$ 23,282	\$ 47,000	\$ 38,300	\$ 38,300	\$ 38,300
FICA Tax	\$ 86,568	\$ 104,503	\$ 103,692	\$ 102,362	\$ 102,362
Retirement	\$ 122,100	\$ 152,413	\$ 164,009	\$ 162,445	\$ 162,445
401(K) Employer Contribution	\$ 35,947	\$ 54,666	\$ 54,217	\$ 53,520	\$ 53,520
Health Care	\$ 255,584	\$ 285,312	\$ 319,836	\$ 320,369	\$ 320,369
Life Insurance	\$ 2,430	\$ 3,198	\$ 3,250	\$ 3,211	\$ 3,211
Emp Sec Ins	\$ 273	\$ 4,479	\$ 4,555	\$ 4,497	\$ 4,497
Workers Compensation	\$ 74,400	\$ 62,000	\$ 62,000	\$ 62,000	\$ 62,000
<b>Personnel Total</b>	<b>\$ 1,774,268</b>	<b>\$ 1,964,456</b>	<b>\$ 2,066,977</b>	<b>\$ 2,046,462</b>	<b>\$ 2,046,462</b>
<b>Operations</b>					
Uniforms	\$ 24,275	\$ 26,170	\$ 24,210	\$ 24,210	\$ 24,210
Expendable Equipment	\$ 27,056	\$ 40,550	\$ 19,850	\$ 19,850	\$ 19,850
Materials New Streets	\$ 152,452	\$ 151,000	\$ 10,000	\$ 10,000	\$ 10,000
Gas & Oil	\$ 49,512	\$ 73,655	\$ 60,772	\$ 60,772	\$ 60,772
Department Supplies	\$ 23,087	\$ 23,950	\$ 20,200	\$ 20,200	\$ 20,200
Meters & Meter Boxes	\$ 307,403	\$ 183,812	\$ 178,500	\$ 178,500	\$ 178,500
Hose And Fittings	\$ 118,637	\$ 142,750	\$ 142,750	\$ 142,750	\$ 142,750
Travel	\$ -	\$ 2,495	\$ 7,800	\$ 7,800	\$ 7,800
Telephone	\$ 1,822	\$ 1,804	\$ 2,952	\$ 2,952	\$ 2,952
Cell Phone Stipend	\$ -	\$ -	\$ 2,400	\$ 2,400	\$ 2,400
Wireless Air Cards	\$ 925	\$ 1,233	\$ 2,700	\$ 2,700	\$ 2,700
Postage	\$ 142	\$ 250	\$ 250	\$ 250	\$ 250
Electric Power	\$ 10,736	\$ 12,497	\$ 14,850	\$ 14,850	\$ 14,850
Natural Gas	\$ 2,209	\$ 5,890	\$ 2,668	\$ 2,668	\$ 2,668
City Utilities	\$ 7,182	\$ 8,791	\$ 7,204	\$ 7,204	\$ 7,204
Buildings & Grounds	\$ 35,426	\$ 10,000	\$ 104,300	\$ 104,300	\$ 104,300
B/G Contracted Services	\$ 10,357	\$ 8,628	\$ 10,945	\$ 10,945	\$ 10,945
Maint Equipment	\$ 80,756	\$ 55,400	\$ 53,400	\$ 53,400	\$ 53,400
Maint Radio	\$ 492	\$ 750	\$ 1,500	\$ 1,500	\$ 1,500
Maint Cmpt Software	\$ 13,700	\$ 16,200	\$ 16,200	\$ 16,200	\$ 16,200
Maint Fire Hydrants	\$ 15,351	\$ 20,000	\$ -	\$ -	\$ -
Maint Auto	\$ 48,860	\$ 44,800	\$ 28,000	\$ 28,000	\$ 28,000
Vehicle Damage Repair	\$ 4,079	\$ 5,621	\$ -	\$ -	\$ -
Water Line Repairs	\$ 6,354	\$ 450,000	\$ 525,000	\$ 525,000	\$ 525,000
Sewer Line Repairs	\$ 241,843	\$ 910,000	\$ 1,010,000	\$ 760,000	\$ 760,000
Training	\$ 2,622	\$ 7,140	\$ 10,080	\$ 10,080	\$ 10,080
Copier Contract Expense	\$ 4,678	\$ 5,000	\$ 6,689	\$ 6,689	\$ 6,689
Insurance Premiums	\$ 10,992	\$ 11,174	\$ 10,958	\$ 10,958	\$ 10,958
Dues & Subscriptions	\$ 2,110	\$ 3,210	\$ 3,160	\$ 3,160	\$ 3,160
Miscellaneous Expense	\$ 7,695	\$ 11,810	\$ 10,310	\$ 10,310	\$ 10,310
Contracted Services	\$ 257,981	\$ 444,621	\$ 789,028	\$ 589,028	\$ 589,028
Transfer - Cap Reserve Fund	\$ 193,071	\$ 174,391	\$ 181,479	\$ 163,872	\$ 163,872
Transfer - Capital Project Fnd	\$ 1,380,000	\$ 300,000	\$ 1,500,000	\$ 413,000	\$ 413,000
<b>Operations Total</b>	<b>\$ 3,041,805</b>	<b>\$ 3,153,592</b>	<b>\$ 4,758,155</b>	<b>\$ 3,203,548</b>	<b>\$ 3,203,548</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000
Water Line Extension	\$ 290	\$ 716,442	\$ 100,000	\$ 50,000	\$ 50,000
Sewer Line Extension	\$ 11,440	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000
<b>Capital Total</b>	<b>\$ 11,730</b>	<b>\$ 816,442</b>	<b>\$ 700,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>Grand Total</b>	<b>\$ 4,827,803</b>	<b>\$ 5,934,490</b>	<b>\$ 7,525,132</b>	<b>\$ 5,850,010</b>	<b>\$ 5,850,010</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<b>Administration (100)</b>					
Utilities Systems Manager	1	1	1	1	1
Warehouse Technician	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
<b>Distribution Maint. &amp; Const. (850)</b>					
Service Distribution Manager	1	1	1	1	1
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker I/II/III/Sr.	5	5	5	5	5
Utilities Locator	1	1	1	1	1
Backflow Coordinator	1	1	1	1	1
<b>Preventive Maintenance (854)</b>					
Preventive Maintenance Manager	1	1	1	1	1
Maintenance Worker I/II/III/Sr.	8	8	8	8	8
<b>Asphalt Maintenance (858)</b>					
Crew Leader	1	1	1	1	1
Maintenance Worker I/II/III/Sr.	3	3	3	3	3
<b>Utilities Construction (859)</b>					
Construction Foreman <sup>1</sup>	1	0	0	0	0
Crew Leader <sup>1</sup>	0	1	1	1	1
Maintenance Worker I/II/III/Sr.	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	31	31	31	31	31

<sup>1</sup>Position reclassified

### CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
<b>W/S Maint/Construction (850)</b>			
Water Main Capacity Upgrades	\$ 500,000	\$ 500,000	\$ 500,000
<b>W/S Maint/Construction-Utility (859)</b>			
Sewer line extension Salisbury/Rowan County	100,000	50,000	50,000
Water line extension Salisbury/Rowan County	100,000	50,000	50,000
<b>Total Capital Outlay</b>	<b>\$ 700,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Continue implementation of the Pretreatment and Fats, Oils and Grease (FOG) programs.
2. Increase FOG public education efforts through brochures, newsletter, tours, presentations and social media platforms.
3. Ensure quality and compliance with Water and Wastewater Laboratories state and federal requirements.

**PERFORMANCE MEASURES**

	<b>FY 2021 Actual</b>	<b>FY 2022 Estimate</b>	<b>FY 2023 Projected</b>	<b>Goal</b>
<b>Environmental Services Workload</b>				
Lab-Number of tests that wastewater lab is certified to perform	12	13	13	14
Lab-Number of Wastewater Analyses Performed-Estimate	5,572	6,000	6,000	N/A
Pretreatment - Number of Permitted Industries (SIUs and Locals)	9	9	9	N/A
PT- Number of Inspections completed	10	9	9	N/A
PT- Surcharge	\$112,095.85	\$175,000.00	\$175,000.00	N/A
PT-Number of NOV's issued	17	10	10	N/A
PT- Amount of Penalties issued	\$5,312.39	\$500.00	\$500.00	N/A
FOG - Number of regulated Food Service Establishments (FSEs)	360	365	370	N/A
FOG- Number of Inspections completed	450	450	450	N/A
FOG- Number of NOV's issued	7	5	5	N/A
FOG- Amount of penalties issued	\$2,261.45	\$500.00	\$500.00	N/A

**BUDGET REQUEST**

	<b>Actual FY20-21</b>	<b>Budget FY21-22</b>	<b>Requested FY22-23</b>	<b>Mgr Recommends FY22-23</b>	<b>Adopted FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 374,235	\$ 386,462	\$ 391,777	\$ 386,427	\$ 386,427
Overtime Salaries	\$ -	\$ 500	\$ 250	\$ 250	\$ 250
FICA Tax	\$ 26,920	\$ 29,531	\$ 29,990	\$ 29,581	\$ 29,581
Retirement	\$ 38,242	\$ 44,047	\$ 47,434	\$ 46,941	\$ 46,941
401(K) Employer Contribution	\$ 11,362	\$ 15,441	\$ 15,681	\$ 15,467	\$ 15,467
Health Care	\$ 63,612	\$ 68,861	\$ 67,459	\$ 67,459	\$ 67,459
Life Insurance	\$ 801	\$ 954	\$ 970	\$ 956	\$ 956
Emp Sec Ins	\$ 80	\$ 1,337	\$ 1,359	\$ 1,338	\$ 1,338
Workers Compensation	\$ 16,800	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
<b>Personnel Total</b>	<b>\$ 532,052</b>	<b>\$ 561,133</b>	<b>\$ 568,920</b>	<b>\$ 562,419</b>	<b>\$ 562,419</b>



<b>Personnel</b>						
<b>Operations</b>						
Uniforms	\$	2,078	\$	2,800	\$	3,535
Gas & Oil	\$	1,105	\$	1,418	\$	1,998
Department Supplies	\$	5,640	\$	7,250	\$	8,250
Lab Supplies	\$	24,732	\$	29,700	\$	33,450
Travel	\$	393	\$	2,440	\$	2,750
Telephone	\$	316	\$	324	\$	324
Wireless Air Cards	\$	1,825	\$	1,848	\$	1,392
Postage	\$	423	\$	500	\$	650
Maint Instruments	\$	2,600	\$	4,000	\$	4,000
Maint Auto	\$	395	\$	700	\$	700
Training	\$	3,571	\$	4,520	\$	4,015
Insurance Premiums	\$	466	\$	501	\$	527
Dues & Subscriptions	\$	350	\$	750	\$	750
Facility License Fees	\$	1,750	\$	1,750	\$	1,750
Miscellaneous Expense	\$	999	\$	2,300	\$	2,300
Contracted Services	\$	27,417	\$	33,360	\$	38,250
Transfer - Cap Reserve Fund	\$	1,050	\$	2,400	\$	2,400
<b>Operations Total</b>	<b>\$</b>	<b>75,111</b>	<b>\$</b>	<b>96,561</b>	<b>\$</b>	<b>107,041</b>
<b>Capital</b>						
<b>Capital Total</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
<b>Grand Total</b>	<b>\$</b>	<b>607,163</b>	<b>\$</b>	<b>657,694</b>	<b>\$</b>	<b>669,460</b>

### PERSONNEL DETAIL

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 22-23
Environmental Services Manager	1	1	1	1	1
Laboratory Services Supervisor	1	1	1	1	1
Laboratory Analyst	2	2	2	2	2
FOG Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

**STATEMENT OF PURPOSE**

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

**DIVISIONAL PERFORMANCE GOALS**

1. Improve recruitment and retention efforts and provide opportunities for staff training and development through internal certification schools.
2. Complete construction of treatment plant improvements, specifically preliminary treatment, RAS/WAS pumping and flow equalization.
3. Strategically start-up new treatment plant improvement equipment while remaining compliant with the NPDES discharge permit.
4. Continue to update existing lift stations and eliminate stations where feasible.
5. Continue to use and evaluate data from asset management system (Asset Essentials).

**PERFORMANCE MEASURES**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Wastewater Treatment Workload</b>				
Number of Wastewater Treatment FTEs	29	29	30	N/A
Millions of Gallons Wastewater Treated	3,252	2,900	2,800	N/A
Tons of Dry Bio-Solids Land-Applied	1,644	1,200	1,000	N/A
<b>Wastewater Treatment Efficiency</b>				
Cost Per Million Gallons of Wastewater Treated	\$1,123	\$1,401	\$1,524	N/A
<b>Wastewater Treatment Effectiveness</b>				
Average Wastewater Plant Operational Capacity	71%	64%	61%	N/A
Average Daily Wastewater Effluent Turbidity	11.4	12.0	12.0	12.0
Gallons of Wastewater Returned Per Potable Gallons	1.06	0.94	0.88	N/A



## BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 1,154,339	\$ 1,210,292	\$ 1,229,885	\$ 1,263,387	\$ 1,263,387
Overtime Salaries	\$ 90,841	\$ 74,450	\$ 67,000	\$ 67,000	\$ 67,000
FICA Tax	\$ 89,940	\$ 97,144	\$ 99,211	\$ 101,773	\$ 101,773
Retirement	\$ 125,477	\$ 148,388	\$ 156,923	\$ 161,510	\$ 161,510
401(K) Employer Contribution	\$ 37,268	\$ 52,366	\$ 51,875	\$ 53,216	\$ 53,216
Health Care	\$ 211,070	\$ 231,241	\$ 239,085	\$ 249,773	\$ 249,773
Life Insurance	\$ 2,260	\$ 2,940	\$ 3,032	\$ 3,119	\$ 3,119
Emp Sec Ins	\$ 253	\$ 4,110	\$ 4,245	\$ 4,364	\$ 4,364
Workers Compensation	\$ 57,600	\$ 48,000	\$ 48,000	\$ 50,000	\$ 50,000
<b>Personnel Total</b>	<b>\$ 1,769,049</b>	<b>\$ 1,868,931</b>	<b>\$ 1,899,256</b>	<b>\$ 1,954,142</b>	<b>\$ 1,954,142</b>
<b>Operations</b>					
Uniforms	\$ 11,805	\$ 16,900	\$ 17,650	\$ 17,650	\$ 17,650
Expendable Equipment	\$ 13,728	\$ 18,591	\$ 18,720	\$ 18,720	\$ 18,720
Gas & Oil	\$ 29,377	\$ 59,836	\$ 49,214	\$ 49,214	\$ 49,214
Department Supplies	\$ 23,238	\$ 31,750	\$ 33,220	\$ 33,220	\$ 33,220
Chemicals	\$ 214,847	\$ 351,750	\$ 587,850	\$ 587,850	\$ 587,850
Travel	\$ 26	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500
Telephone	\$ 1,262	\$ 1,536	\$ 1,200	\$ 1,200	\$ 1,200
Cell Phone Stipend	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
Wireless Air Cards	\$ 3,502	\$ 4,495	\$ 2,400	\$ 2,400	\$ 2,400
Postage	\$ 300	\$ 509	\$ 500	\$ 500	\$ 500
Electric Power	\$ 738,081	\$ 931,518	\$ 950,000	\$ 950,000	\$ 950,000
City Utilities	\$ 204,089	\$ 245,781	\$ 309,269	\$ 309,269	\$ 309,269
Buildings & Grounds	\$ 17,617	\$ 264,000	\$ 257,500	\$ 507,500	\$ 507,500
B/G Contracted Services	\$ 17,899	\$ 16,539	\$ 17,818	\$ 17,818	\$ 17,818
Maint Equipment	\$ 761,794	\$ 690,805	\$ 1,423,971	\$ 1,021,971	\$ 1,021,971
Maint Radio	\$ 2,059	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Maint Cmpt Software	\$ 30,448	\$ 37,305	\$ 44,978	\$ 44,978	\$ 44,978
Maint Instruments	\$ 14,476	\$ 8,645	\$ 6,745	\$ 6,745	\$ 6,745
Maint Auto	\$ 16,871	\$ 23,200	\$ -	\$ -	\$ -
Training	\$ 14,884	\$ 19,350	\$ 33,900	\$ 33,900	\$ 33,900
Copier Contract Expense	\$ 3,491	\$ 2,000	\$ 2,586	\$ 2,586	\$ 2,586
Insurance Premiums	\$ 40,702	\$ 50,900	\$ 53,447	\$ 53,447	\$ 53,447
Dues & Subscriptions	\$ 1,574	\$ 2,780	\$ 2,780	\$ 2,780	\$ 2,780
Facility License Fees	\$ 4,850	\$ 4,910	\$ 5,100	\$ 5,100	\$ 5,100
Miscellaneous Expense	\$ 251	\$ 300	\$ 500	\$ 500	\$ 500
Contracted Services	\$ 205,102	\$ 202,127	\$ 241,110	\$ 241,110	\$ 241,110
Transfer - Cap Reserve Fund	\$ 228,322	\$ 250,824	\$ 261,650	\$ 234,936	\$ 234,936
<b>Operations Total</b>	<b>\$ 2,600,596</b>	<b>\$ 3,243,351</b>	<b>\$ 4,331,456</b>	<b>\$ 4,152,742</b>	<b>\$ 4,152,742</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ -	\$ 700,000	\$ 100,000	\$ 100,000
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 700,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Grand Total</b>	<b>\$ 4,369,645</b>	<b>\$ 5,112,282</b>	<b>\$ 6,930,712</b>	<b>\$ 6,206,884</b>	<b>\$ 6,206,884</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
<b>Administration (100)</b>					
Wastewater Treatment Plant Supervisor	1	1	1	1	1
Wastewater Maintenance Supervisor	1	1	1	1	1
<b>Town Creek WWTP (901)</b>					
Maintenance Technician/Sr.	2	2	2	2	2
Lead Wastewater Treatment Plant Operator	1	1	1	1	1
Wastewater Plant Operator	4	4	4	4	4
Utility Maintenance Coordinator	1	1	1	1	1
<b>Grant Creek WWTP (902)</b>					
Maintenance Technician/Sr.	4	4	4	4	4
Lead Wastewater Treatment Plant Operator	1	1	1	1	1
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator	4	4	4	4	4
<b>SCADA (905)</b>					
Senior Instrumentation & Controls Technician	1	1	1	1	1
Instrumentation & Controls Technician <sup>1</sup>	1	1	1	2	2
<b>Lift Station (906)</b>					
Maintenance Technician/Sr.	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	24	24	24	25	25

<sup>1</sup>Position added

## CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
<b>Plant Operations - Wastewater Treatment (906)</b>			
St Luke's Lift Station Rehab	\$ 500,000	\$ -	\$ -
Crane Creek lift station Capacity Upgrades - CIP	<u>200,000</u>	<u>100,000</u>	<u>100,000</u>
<b>Total Capital Outlay</b>	<b>\$ 700,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>

**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 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Meter Readings Per Fiscal Year	271,564	276,792	282,328	N/A
<b>Efficiency</b>				
Cost Per 100 Meter Readings	\$270	\$275	\$283	N/A
<b>Effectiveness</b>				
Percent of Meters Misread	0.00%	0.00%	0.00%	0.00%

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 283,008	\$ 285,385	\$ 292,165	\$ 288,193	\$ 288,193
Overtime Salaries	\$ 7,428	\$ 10,000	\$ 8,000	\$ 8,000	\$ 8,000
FICA Tax	\$ 20,249	\$ 22,597	\$ 22,962	\$ 22,659	\$ 22,659
Retirement	\$ 29,699	\$ 33,705	\$ 36,322	\$ 35,958	\$ 35,958
401(K) Employer Contribution	\$ 8,826	\$ 11,816	\$ 12,007	\$ 11,848	\$ 11,848
Health Care	\$ 71,668	\$ 71,238	\$ 69,390	\$ 69,390	\$ 69,390
Life Insurance	\$ 532	\$ 701	\$ 716	\$ 707	\$ 707
Emp Sec Ins	\$ 60	\$ 980	\$ 1,004	\$ 989	\$ 989
Workers Compensation	\$ 16,800	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
<b>Personnel Total</b>	<b>\$ 438,271</b>	<b>\$ 450,422</b>	<b>\$ 456,566</b>	<b>\$ 451,744</b>	<b>\$ 451,744</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ 2,595	\$ 4,080	\$ 4,080	\$ 4,080	\$ 4,080
Gas & Oil	\$ 9,432	\$ 14,626	\$ 15,227	\$ 15,227	\$ 15,227
Department Supplies	\$ 2,686	\$ 14,000	\$ 13,000	\$ 13,000	\$ 13,000
Meters & Meter Boxes	\$ 4,250	\$ 2,000	\$ 5,000	\$ 5,000	\$ 5,000
Hose And Fittings	\$ -	\$ 100	\$ 100	\$ 100	\$ 100
Travel	\$ -	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
Telephone	\$ 1,266	\$ 3,836	\$ 1,296	\$ 1,296	\$ 1,296
Wireless Air Cards	\$ -	\$ -	\$ 3,240	\$ 3,240	\$ 3,240
Postage	\$ 110	\$ 1,000	\$ 3,000	\$ 3,000	\$ 3,000
City Utilities	\$ 526	\$ 1,172	\$ 569	\$ 569	\$ 569
Maint Equipment	\$ 18,699	\$ 3,800	\$ 1,000	\$ 1,000	\$ 1,000
Maint Radio	\$ -	\$ -	\$ 500	\$ 500	\$ 500
Maint Cmpt Software	\$ 217,069	\$ 221,261	\$ 221,616	\$ 221,616	\$ 221,616
Maint Auto	\$ 4,694	\$ 4,750	\$ 2,750	\$ 2,750	\$ 2,750
Training	\$ 805	\$ 1,000	\$ 1,200	\$ 1,200	\$ 1,200
Insurance Premiums	\$ 1,429	\$ 1,663	\$ 1,747	\$ 1,747	\$ 1,747
Insurance Claims	\$ 735	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ -	\$ -	\$ 1,535	\$ 1,535	\$ 1,535
Miscellaneous Expense	\$ 80	\$ 300	\$ 1,800	\$ 1,800	\$ 1,800
Contracted Services	\$ -	\$ 68,160	\$ 18,160	\$ 18,160	\$ 18,160
Transfer - Cap Reserve Fund	\$ 12,216	\$ 17,332	\$ 17,332	\$ 14,388	\$ 14,388
<b>Operations Total</b>	<b>\$ 276,592</b>	<b>\$ 360,180</b>	<b>\$ 314,252</b>	<b>\$ 311,308</b>	<b>\$ 311,308</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 714,862</b>	<b>\$ 810,602</b>	<b>\$ 770,818</b>	<b>\$ 763,052</b>	<b>\$ 763,052</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Sr. AMI Technician	1	1	1	1	1
Utilities Technician	1	1	1	1	1
AMI Supervisor	1	1	1	1	1
AMI Technician	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	7	7	7	7	7

**STATEMENT OF PURPOSE**

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

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
\$ - \$ - \$ - \$ - \$ -					
<b>Operations</b>					
Bond Principal	\$ 2,612,586	\$ 2,861,462	\$ 2,985,900	\$ 2,985,900	\$ 2,985,900
Bond Interest Expense	\$ 1,804,975	\$ 2,013,061	\$ 1,884,210	\$ 1,884,210	\$ 1,884,210
Lease Purchase Principal	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
Lease Purchase Interest Exp	\$ 7,897	\$ 5,450	\$ 3,030	\$ 3,030	\$ 3,030
Debt Principal Pymts On Behalf	\$ 219,490	\$ 209,490	\$ 209,490	\$ 209,490	\$ 209,490
Debt Interest Pymts On Behalf	\$ 27,312	\$ 21,681	\$ 16,630	\$ 16,630	\$ 16,630
<b>Operations Total</b>	<b>\$ 4,801,499</b>	<b>\$ 5,240,384</b>	<b>\$ 5,228,500</b>	<b>\$ 5,228,500</b>	<b>\$ 5,228,500</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 4,801,499</b>	<b>\$ 5,240,384</b>	<b>\$ 5,228,500</b>	<b>\$ 5,228,500</b>	<b>\$ 5,228,500</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, 2023  
With Estimated Actual for the Year Ending June 30, 2022 and  
Actual for the Year Ended June 30, 2021

	<u>2021</u> <u>Actual</u>	<u>2022</u> <u>Estimate</u>	<u>2023</u> <u>Budget</u>
REVENUES:			
Non Operating Revenues:			
Interest earned on investments	\$ 5,300	\$ 2,400	\$ 30,000
Total miscellaneous	<u>\$ 5,300</u>	<u>\$ 2,400</u>	<u>\$ 30,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 509,212	\$ 500,668	\$ 492,896
Fund balance appropriated	<u>-</u>	<u>72,270</u>	<u>191,323</u>
Total other financing sources	<u>\$ 509,212</u>	<u>\$ 572,938</u>	<u>\$ 684,219</u>
 Total revenues and other financing sources	 <u>\$ 514,512</u>	 <u>\$ 575,338</u>	 <u>\$ 714,219</u>

## Water and Sewer Capital Reserve

### STATEMENT OF PURPOSE

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

### BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
\$ - \$ - \$ - \$ - \$ -					
Operations					
Operations Total	\$ -	\$ -	\$ -	\$ -	\$ -
Capital					
Capital Outlay - Equipment	\$ 55,510	\$ 536,738	\$ 700,000	\$ 714,219	\$ 714,219
C O Computer Equipment	\$ 59,040	\$ 38,200	\$ -	\$ -	\$ -
Capital Total	\$ 114,550	\$ 574,938	\$ 700,000	\$ 714,219	\$ 714,219
Grand Total	\$ 114,550	\$ 574,938	\$ 700,000	\$ 714,219	\$ 714,219

# **CAPITAL OUTLAY**

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
<b>Administration</b>			
Replace Ford Escape Hybrid	\$ -	\$ 32,818	\$ 32,818
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 32,818</b>	<b>\$ 32,818</b>
<b>Systems Maintenance</b>			
Replace F150 Pickup - Electric	\$ -	\$ 54,036	\$ 54,036
Replace 2 F450 Utility Trucks - Aux Electric Hyd	-	327,772	327,772
Replace Forklift	-	42,000	42,000
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 423,808</b>	<b>\$ 423,808</b>
<b>Plant Operations - Wastewater Treatment</b>			
Replace/ADD 2 F150 Pickups	\$ -	\$ 81,821	\$ 81,821
UTV	-	38,700	38,700
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 120,521</b>	<b>\$ 120,521</b>
<b>Meter Services</b>			
Meter Endpoint Warranty Upgrade	\$ 700,000	\$ -	\$ -
Replace F150 Pickup - Electric	-	54,036	54,036
Replace F350 Utility Truck	-	83,036	83,036
<b>Total Capital Outlay</b>	<b>\$ 700,000</b>	<b>\$ 137,072</b>	<b>\$ 137,072</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, 2023  
With Estimated Actual for the Year Ending June 30, 2022 and  
Actual for the Year Ended June 30, 2021

	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
OPERATING REVENUES:			
Charges for services	\$ 430	\$ 38,800	\$ 36,500
Other operating revenues	17,785	33,024	11,500
Total operating revenues	<u>\$ 18,215</u>	<u>\$ 71,824</u>	<u>\$ 48,000</u>
NONOPERATING REVENUES:			
Restricted Intergovernmental	\$ 176,638	\$ 352,078	\$ 553,661
Miscellaneous Federal Grants	539,816	116,196	1,175,999
Interest earned on investments	1,526	700	6,800
Total nonoperating revenues	<u>\$ 717,980</u>	<u>\$ 468,974</u>	<u>\$ 1,736,460</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	\$ 241,611	\$ 630,000	\$ 630,000
Total other financing sources	<u>\$ 241,611</u>	<u>\$ 630,000</u>	<u>\$ 630,000</u>
Total revenues and other financing sources	<u><u>\$ 977,805</u></u>	<u><u>\$ 1,170,798</u></u>	<u><u>\$ 2,414,460</u></u>



**CITY OF SALISBURY**  
**FY 2022-2023 BUDGET SUMMARY**  
**TRANSIT FUND**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>REVENUE</b>	\$ 977,805	\$ 1,608,168	\$ 1,882,461	\$ 2,414,460	\$ 2,414,460
<b>EXPENSES</b>					
<b>Personnel</b>					
Regular Salaries	\$ 461,286	\$ 499,370	\$ 493,481	\$ 486,724	\$ 486,724
Overtime Salaries	\$ 7,912	\$ 8,600	\$ 8,600	\$ 8,600	\$ 8,600
Part Time Salaries	\$ 81,160	\$ 146,743	\$ 166,477	\$ 166,477	\$ 166,477
FICA Tax	\$ 40,493	\$ 50,006	\$ 51,144	\$ 50,627	\$ 50,627
Retirement	\$ 48,270	\$ 57,838	\$ 60,752	\$ 60,132	\$ 60,132
401(K) Employer Contribution	\$ 13,353	\$ 20,278	\$ 20,085	\$ 19,813	\$ 19,813
Pension Expense - LGERS	\$ 40,867	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 102,878	\$ 119,584	\$ 119,051	\$ 119,051	\$ 119,051
Life Insurance	\$ 1,013	\$ 1,233	\$ 1,223	\$ 1,208	\$ 1,208
Emp Sec Ins	\$ 120	\$ 2,242	\$ 2,295	\$ 2,271	\$ 2,271
Workers Compensation	\$ 33,600	\$ 28,000	\$ 30,000	\$ 30,000	\$ 30,000
<b>Personnel Total</b>	<b>\$ 830,952</b>	<b>\$ 933,894</b>	<b>\$ 953,108</b>	<b>\$ 944,903</b>	<b>\$ 944,903</b>
<b>Operations</b>					
Janitorial Supplies	\$ 234	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
Uniforms	\$ 6,358	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200
Expendable Equipment	\$ 856	\$ 1,230	\$ 6,030	\$ 1,230	\$ 1,230
Gas & Oil	\$ 59,115	\$ 126,342	\$ 118,312	\$ 118,312	\$ 118,312
Tires & Tubes	\$ 5,037	\$ 13,300	\$ 15,000	\$ 15,000	\$ 15,000
Parts	\$ 53,688	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Vehicle Cleaning Supplies	\$ 474	\$ 515	\$ 515	\$ 515	\$ 515
Department Supplies	\$ 4,424	\$ 3,351	\$ 3,351	\$ 3,351	\$ 3,351
Communication Equipmt	\$ 584	\$ 3,000	\$ 11,500	\$ 8,078	\$ 8,078
Computer Supplies	\$ 4,871	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Travel	\$ -	\$ 380	\$ 380	\$ 380	\$ 380
Travel Subsistence	\$ -	\$ 824	\$ 824	\$ 824	\$ 824
Telephone	\$ 281	\$ 405	\$ 1,218	\$ 1,218	\$ 1,218
Cell Phone Stipend	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
Postage	\$ 188	\$ 300	\$ 300	\$ 300	\$ 300
Electric Power	\$ 4,436	\$ 5,196	\$ 7,150	\$ 7,150	\$ 7,150
Natural Gas	\$ 6,100	\$ 5,371	\$ 12,738	\$ 12,738	\$ 12,738
City Utilities	\$ 1,331	\$ 1,363	\$ 3,325	\$ 3,325	\$ 3,325
Printing	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Buildings & Grounds	\$ 3,048	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G Contracted Services	\$ 2,899	\$ 9,537	\$ 6,093	\$ 6,093	\$ 6,093
Maint Equipment	\$ 5,659	\$ 12,445	\$ 12,550	\$ 12,550	\$ 12,550
Maint Auto	\$ 1,645	\$ 6,119	\$ 6,119	\$ 6,119	\$ 6,119
Vehicle Damage Repair	\$ 12,250	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Advertising	\$ -	\$ 1,000	\$ 1,805	\$ 1,805	\$ 1,805
Training	\$ -	\$ 1,000	\$ 9,000	\$ 9,000	\$ 9,000
Copier Contract Expense	\$ 3,890	\$ 1,500	\$ 3,147	\$ 3,147	\$ 3,147



	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
Insurance Premiums	\$ 18,869	\$ 22,644	\$ 23,778	\$ 23,778	\$ 23,778
Insurance Claims	\$ 12,834	\$ 500	\$ 500	\$ 500	\$ 500
Depreciation Expense	\$ 76,615	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 880	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Miscellaneous Expense	\$ 959	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
Special Projects	\$ 10,438	\$ 10,300	\$ 10,300	\$ 68,701	\$ 68,701
Contracted Services	\$ 28,724	\$ 38,700	\$ 211,700	\$ 196,300	\$ 196,300
Employee Assistance Program	\$ 232	\$ 248	\$ 249	\$ 249	\$ 249
Retiree Health Insurance	\$ (23,586)	\$ 9,065	\$ 9,065	\$ 9,065	\$ 9,065
Professional Services	\$ 2,186	\$ 2,792	\$ 2,792	\$ 2,792	\$ 2,792
<b>Operations Total</b>	<b>\$ 305,520</b>	<b>\$ 358,274</b>	<b>\$ 559,632</b>	<b>\$ 594,411</b>	<b>\$ 594,411</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 7,729	\$ 316,000	\$ 586,000	\$ 586,000	\$ 586,000
C O Roof / HVAC	\$ -	\$ -	\$ 432,748	\$ 289,146	\$ 289,146
<b>Capital Total</b>	<b>\$ 7,729</b>	<b>\$ 316,000</b>	<b>\$ 1,018,748</b>	<b>\$ 875,146</b>	<b>\$ 875,146</b>
<b>Grand Total</b>	<b>\$ 1,144,201</b>	<b>\$ 1,608,168</b>	<b>\$ 2,531,488</b>	<b>\$ 2,414,460</b>	<b>\$ 2,414,460</b>

**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

1. Consistently provide exceptional service to all customers.
2. Complete a micro transit study to determine best options for our transit network.
3. Evaluate fixed routes for efficiency and effectiveness as well as the feasibility to expand routes and services.
4. 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.
5. Improve transit connectivity inside and outside the City of Salisbury by focusing on connecting customers to places.
6. Maintain transit infrastructure at a high level and improve the aesthetic appeal of shelters, bus stops, benches, and signs.

**PERFORMANCE MEASURES**

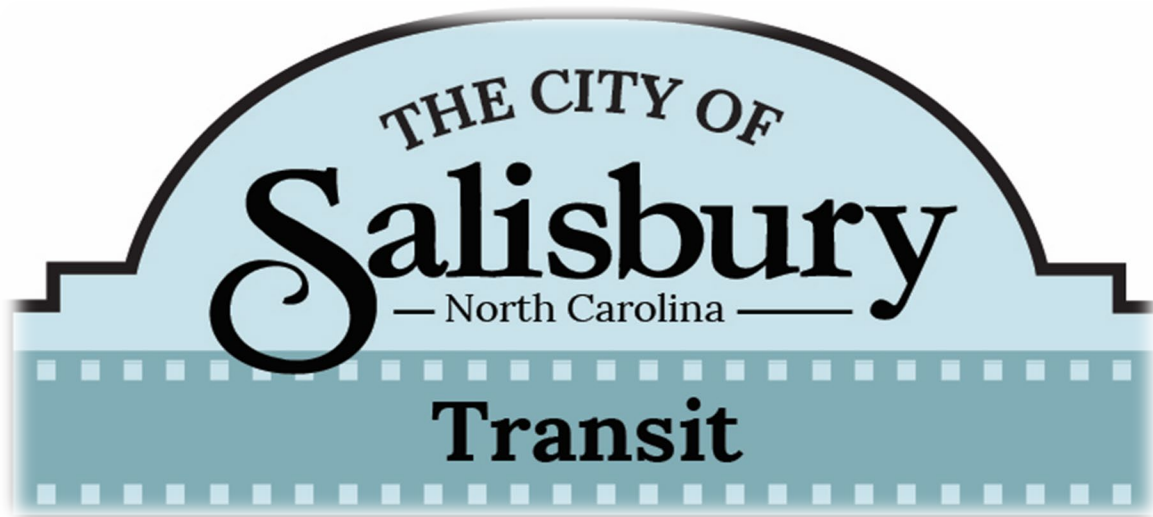
	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Passengers -Fixed Route	61,576	69,300	71,033	71,033
Number of Passengers - ADA	7,523	7,600	7,790	7,790
Number of Full-sized Buses	6	6	6	N/A
Number of Routes	3	3	3	N/A
Revenue Miles Driven	91,873	116,050	116,050	116,050
Fares Collected (Dollars) - Fixed Route	\$430	\$30,000	\$31,500	\$31,500
State Matching Funds Collected	\$0	\$182,078	\$182,078	\$182,078
<b>Efficiency</b>				
Average Cost Per Mile	\$9.92	\$12.90	\$16.77	\$16.77
Average Cost Per Passenger - Routine	\$14.80	\$19.24	\$25.01	\$25.01
Average Cost Per Passenger - ADA	\$17.43	\$20.92	\$25.10	\$25.10
<b>Effectiveness</b>				
Complaints Received	12	12	4	4
Number of Break-Downs	0	6	6	6
Number of Driver Vacancies	0	0	0	0
Accidents - FTA Threshold	0	0	0	0
Injuries	1	0	0	0

# BUDGET REQUEST

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 136,227	\$ 136,538	\$ 138,743	\$ 136,840	\$ 136,840
Overtime Salaries	\$ 464	\$ 100	\$ 100	\$ 100	\$ 100
FICA Tax	\$ 9,950	\$ 10,373	\$ 10,622	\$ 10,476	\$ 10,476
Retirement	\$ 13,795	\$ 15,471	\$ 16,800	\$ 16,624	\$ 16,624
401(K) Employer Contribution	\$ 4,098	\$ 5,424	\$ 5,554	\$ 5,478	\$ 5,478
Pension Expense - LGERS	\$ 40,867	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 19,930	\$ 19,753	\$ 19,753	\$ 19,753	\$ 19,753
Life Insurance	\$ 247	\$ 335	\$ 343	\$ 339	\$ 339
Emp Sec Ins	\$ 29	\$ 470	\$ 480	\$ 474	\$ 474
Workers Compensation	\$ 4,800	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
<b>Personnel Total</b>	<b>\$ 230,406</b>	<b>\$ 192,464</b>	<b>\$ 196,395</b>	<b>\$ 194,084</b>	<b>\$ 194,084</b>
<b>Operations</b>					
Uniforms	\$ 994	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Department Supplies	\$ 4,424	\$ 3,351	\$ 3,351	\$ 3,351	\$ 3,351
Communication Equipmt	\$ 32	\$ -	\$ -	\$ -	\$ -
Computer Supplies	\$ 4,871	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Travel	\$ -	\$ 380	\$ 380	\$ 380	\$ 380
Travel Subsistence	\$ -	\$ 824	\$ 824	\$ 824	\$ 824
Telephone	\$ 281	\$ 405	\$ 1,218	\$ 1,218	\$ 1,218
Cell Phone Stipend	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
Postage	\$ 188	\$ 300	\$ 300	\$ 300	\$ 300
Printing	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Advertising	\$ -	\$ 1,000	\$ 1,805	\$ 1,805	\$ 1,805
Training	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ 8,000
Copier Contract Expense	\$ 3,890	\$ 1,500	\$ 3,147	\$ 3,147	\$ 3,147
Insurance Premiums	\$ 18,869	\$ 3,504	\$ 3,680	\$ 3,680	\$ 3,680
Insurance Claims	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
Depreciation Expense	\$ 76,615	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 880	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Miscellaneous Expense	\$ 959	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
Special Projects	\$ 10,438	\$ 10,300	\$ 10,300	\$ 68,701	\$ 68,701
Employee Assistance Program	\$ 232	\$ 248	\$ 249	\$ 249	\$ 249
Retiree Health Insurance	\$ (23,586)	\$ 9,065	\$ 9,065	\$ 9,065	\$ 9,065
Professional Services	\$ 424	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
<b>Operations Total</b>	<b>\$ 99,512</b>	<b>\$ 39,177</b>	<b>\$ 51,663</b>	<b>\$ 110,064</b>	<b>\$ 110,064</b>
<b>\$ - \$ - \$ - \$ - \$ -</b>					
<b>Grand Total</b>	<b>\$ 329,918</b>	<b>\$ 231,641</b>	<b>\$ 248,058</b>	<b>\$ 304,148</b>	<b>\$ 304,148</b>

# PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Transit Director	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2



**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 188,847	\$ 264,862	\$ 263,339	\$ 259,732	\$ 259,732
Overtime Salaries	\$ 3,652	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Part Time Salaries	\$ 41,225	\$ 30,694	\$ 50,317	\$ 50,317	\$ 50,317
FICA Tax	\$ 17,160	\$ 22,878	\$ 24,262	\$ 23,986	\$ 23,986
Retirement	\$ 20,153	\$ 30,619	\$ 32,288	\$ 31,956	\$ 31,956
401(K) Employer Contribution	\$ 5,280	\$ 10,735	\$ 10,675	\$ 10,529	\$ 10,529
Health Care	\$ 53,468	\$ 80,078	\$ 77,922	\$ 77,922	\$ 77,922
Life Insurance	\$ 466	\$ 656	\$ 653	\$ 645	\$ 645
Emp Sec Ins	\$ 60	\$ 1,027	\$ 1,090	\$ 1,077	\$ 1,077
Workers Compensation	\$ 21,600	\$ 18,000	\$ 20,000	\$ 20,000	\$ 20,000
<b>Personnel Total</b>	<b>\$ 351,911</b>	<b>\$ 463,049</b>	<b>\$ 484,046</b>	<b>\$ 479,664</b>	<b>\$ 479,664</b>
<b>Operations</b>					
Uniforms	\$ 4,664	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200
Gas & Oil	\$ 51,050	\$ 96,004	\$ 92,977	\$ 92,977	\$ 92,977
Natural Gas	\$ -	\$ -	\$ 5,371	\$ 5,371	\$ 5,371
City Utilities	\$ -	\$ -	\$ 1,363	\$ 1,363	\$ 1,363
Insurance Premiums	\$ -	\$ 3,371	\$ 3,540	\$ 3,540	\$ 3,540
Insurance Claims	\$ 12,834	\$ -	\$ -	\$ -	\$ -
Contracted Services	\$ 14,001	\$ 38,700	\$ 38,700	\$ 23,300	\$ 23,300
Professional Services	\$ 1,762	\$ 1,792	\$ 1,792	\$ 1,792	\$ 1,792
<b>Operations Total</b>	<b>\$ 84,310</b>	<b>\$ 144,067</b>	<b>\$ 147,943</b>	<b>\$ 132,543</b>	<b>\$ 132,543</b>
<b>\$ - \$ - \$ - \$ - \$ -</b>					

<b>Grand Total</b>	<b>\$ 436,222</b>	<b>\$ 607,116</b>	<b>\$ 631,989</b>	<b>\$ 612,207</b>	<b>\$ 612,207</b>
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**PERSONNEL DETAIL**

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Transit Operator <sup>1</sup>	6	6	7	7	7
Service Worker (PT)	1	1	1	1	1
Transit Planner	1	1	1	1	1
Transit Operator (Temp/PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>

<sup>1</sup>Position added during FY22

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 98,018	\$ 97,970	\$ 91,399	\$ 90,152	\$ 90,152
Overtime Salaries	\$ 1,951	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
FICA Tax	\$ 7,320	\$ 7,877	\$ 7,374	\$ 7,279	\$ 7,279
Retirement	\$ 10,267	\$ 11,748	\$ 11,664	\$ 11,552	\$ 11,552
401(K) Employer Contribution	\$ 2,952	\$ 4,119	\$ 3,856	\$ 3,806	\$ 3,806
Health Care	\$ 18,915	\$ 19,753	\$ 21,376	\$ 21,376	\$ 21,376
Life Insurance	\$ 211	\$ 242	\$ 227	\$ 224	\$ 224
Emp Sec Ins	\$ 20	\$ 339	\$ 318	\$ 313	\$ 313
Workers Compensation	\$ 4,800	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
<b>Personnel Total</b>	<b>\$ 144,454</b>	<b>\$ 151,048</b>	<b>\$ 145,214</b>	<b>\$ 143,702</b>	<b>\$ 143,702</b>
<b>Operations</b>					
Janitorial Supplies	\$ 234	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
Expendable Equipment	\$ 856	\$ 1,230	\$ 6,030	\$ 1,230	\$ 1,230
Tires & Tubes	\$ 2,484	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Parts	\$ 53,688	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Vehicle Cleaning Supplies	\$ 474	\$ 515	\$ 515	\$ 515	\$ 515
Communication Equipmt	\$ 553	\$ 3,000	\$ 11,500	\$ 8,078	\$ 8,078
Electric Power	\$ 4,436	\$ 5,196	\$ 7,150	\$ 7,150	\$ 7,150
Natural Gas	\$ 6,100	\$ 5,371	\$ 7,367	\$ 7,367	\$ 7,367
City Utilities	\$ 1,331	\$ 1,363	\$ 1,962	\$ 1,962	\$ 1,962
Buildings & Grounds	\$ 3,048	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G Contracted Services	\$ 2,899	\$ 9,537	\$ 6,093	\$ 6,093	\$ 6,093
Maint Equipment	\$ 5,659	\$ 12,445	\$ 12,550	\$ 12,550	\$ 12,550
Maint Auto	\$ 712	\$ 500	\$ 500	\$ 500	\$ 500
Vehicle Damage Repair	\$ 12,250	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Insurance Premiums	\$ -	\$ 15,769	\$ 16,558	\$ 16,558	\$ 16,558
Contracted Services	\$ 14,722	\$ -	\$ 173,000	\$ 173,000	\$ 173,000
<b>Operations Total</b>	<b>\$ 109,447</b>	<b>\$ 132,773</b>	<b>\$ 321,072</b>	<b>\$ 312,850</b>	<b>\$ 312,850</b>
<b>Capital</b>					
Capital Outlay - Equipment	\$ 7,729	\$ 316,000	\$ 586,000	\$ 586,000	\$ 586,000
C O Roof / HVAC	\$ -	\$ -	\$ 432,748	\$ 289,146	\$ 289,146
<b>Capital Total</b>	<b>\$ 7,729</b>	<b>\$ 316,000</b>	<b>\$ 1,018,748</b>	<b>\$ 875,146</b>	<b>\$ 875,146</b>
<b>Grand Total</b>	<b>\$ 261,630</b>	<b>\$ 599,821</b>	<b>\$ 1,485,034</b>	<b>\$ 1,331,698</b>	<b>\$ 1,331,698</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Mechanic	1	1	1	1	1
Transit Fleet Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

### CAPITAL OUTLAY

	FY 22-23	FY 22-23	FY 22-23
Roof Repair	\$ 16,000	\$ 16,000	\$ 16,000
Roof Replacement - Priority 1	413,748	270,146	270,146
HVAC Replacement	19,000	19,000	19,000
Light Transit Vehicle with ADA Accessible Ramp (#1)	190,000	190,000	190,000
Light Transit Vehicle with ADA Accessible Ramp (#2)	190,000	190,000	190,000
Light Transit Vehicle with ADA Accessible Ramp (#3)	<u>190,000</u>	<u>190,000</u>	<u>190,000</u>
<b>Total Capital Outlay</b>	<b>\$ 1,018,748</b>	<b>\$ 875,146</b>	<b>\$ 875,146</b>

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 38,195	\$ -	\$ -	\$ -	\$ -
Overtime Salaries	\$ 1,845	\$ -	\$ -	\$ -	\$ -
Part Time Salaries	\$ 39,935	\$ 116,049	\$ 116,160	\$ 116,160	\$ 116,160
FICA Tax	\$ 6,064	\$ 8,878	\$ 8,886	\$ 8,886	\$ 8,886
Retirement	\$ 4,055	\$ -	\$ -	\$ -	\$ -
401(K) Employer Contribution	\$ 1,023	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 10,566	\$ -	\$ -	\$ -	\$ -
Life Insurance	\$ 89	\$ -	\$ -	\$ -	\$ -
Emp Sec Ins	\$ 11	\$ 406	\$ 407	\$ 407	\$ 407
Workers Compensation	\$ 2,400	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
<b>Personnel Total</b>	<b>\$ 104,181</b>	<b>\$ 127,333</b>	<b>\$ 127,453</b>	<b>\$ 127,453</b>	<b>\$ 127,453</b>
<b>Operations</b>					
Uniforms	\$ 700	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Gas & Oil	\$ 8,065	\$ 30,338	\$ 25,335	\$ 25,335	\$ 25,335
Tires & Tubes	\$ 2,552	\$ 3,300	\$ 5,000	\$ 5,000	\$ 5,000
Maint Auto	\$ 933	\$ 5,619	\$ 5,619	\$ 5,619	\$ 5,619
Training	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
<b>Operations Total</b>	<b>\$ 12,251</b>	<b>\$ 42,257</b>	<b>\$ 38,954</b>	<b>\$ 38,954</b>	<b>\$ 38,954</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 116,432</b>	<b>\$ 169,590</b>	<b>\$ 166,407</b>	<b>\$ 166,407</b>	<b>\$ 166,407</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Transit Operator (PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	1	1	1	1	1



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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, 2023  
With Estimated Actual for the Year Ending June 30, 2022 and  
Actual for the Year Ended June 30, 2021

	<b>2021 Actual</b>	<b>2022 Estimate</b>	<b>2023 Budget</b>
OPERATING REVENUES:			
Lease	\$ 777,744	\$ 735,000	\$ 760,000
Other operating revenues	45,234	80,189	50,000
Total operating revenues	<u>\$ 822,978</u>	<u>\$ 815,189</u>	<u>\$ 810,000</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 4,359	\$ 2,500	\$ 8,110
Total nonoperating revenues	<u>\$ 4,359</u>	<u>\$ 2,500</u>	<u>\$ 8,110</u>
OTHER FINANCING SOURCES:			
Interfund revenues	\$ 2,970,000	\$ 2,945,040	\$ 2,700,000
Total other financing sources	<u>\$ 2,970,000</u>	<u>\$ 2,945,040</u>	<u>\$ 2,700,000</u>
Total revenues	<u>\$ 3,797,337</u>	<u>\$ 3,762,729</u>	<u>\$ 3,518,110</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 2022-2023 BUDGET SUMMARY FIBRANT COMMUNICATIONS FUND

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>REVENUE</b>	\$ 3,797,337	\$ 3,767,040	\$ 3,518,000	\$ 3,518,110	\$ 3,518,110

#### EXPENSES

<b>\$ - \$ - \$ - \$ - \$ - \$ -</b>
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<b>Operations</b>						
Insurance Premiums	\$ 2,547	\$ 3,057	\$ 3,210	\$ 3,210	\$ 3,210	
Miscellaneous Expense	\$ 149	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	
Legal Fees	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
Professional Services	\$ 36,672	\$ 175,000	\$ 140,000	\$ 140,000	\$ 140,000	
Lease - Drop/Install	\$ 172,240	\$ 300,000	\$ 150,000	\$ 150,000	\$ 150,000	
Lease - Dark Fiber	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000	
Lease - Capital	\$ -	\$ 145,000	\$ 100,000	\$ 100,000	\$ 100,000	
Lease - Rent	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400	
Lease Purchase Principal	\$ 2,040,000	\$ 2,120,000	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	
Lease Purchase Interest Exp	\$ 851,336	\$ 532,813	\$ 474,520	\$ 474,520	\$ 474,520	
Interfund Interest	\$ 61,770	\$ 58,770	\$ 57,980	\$ 57,980	\$ 57,980	
Interfund Principal	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	
<b>Operations Total</b>	<b>\$ 3,517,114</b>	<b>\$ 3,767,040</b>	<b>\$ 3,518,110</b>	<b>\$ 3,518,110</b>	<b>\$ 3,518,110</b>	

<b>\$ - \$ - \$ - \$ - \$ - \$ -</b>
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<b>Grand Total</b>	<b>\$ 3,517,114</b>	<b>\$ 3,767,040</b>	<b>\$ 3,518,110</b>	<b>\$ 3,518,110</b>	<b>\$ 3,518,110</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, 2023  
With Estimated Actual for the Year Ending June 30, 2022 and  
Actual for the Year Ended June 30, 2021

	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
OPERATING REVENUES:			
Charges for services	\$ 1,883,700	\$ 1,956,325	\$ 2,067,319
Other operating revenues	2,951	24,500	19,000
Total operating revenues	<u>\$ 1,886,651</u>	<u>\$ 1,980,825</u>	<u>\$ 2,086,319</u>
NONOPERATING REVENUES:			
Interest earned on investments	<u>\$ 4,400</u>	<u>\$ 1,500</u>	<u>\$ 1,200</u>
Total nonoperating revenues	<u>\$ 4,400</u>	<u>\$ 1,500</u>	<u>\$ 1,200</u>
OTHER FINANCING SOURCES:			
Fund balance appropriated	<u>\$ -</u>	<u>\$ 84,110</u>	<u>\$ 617,759</u>
Total other financing sources	<u>\$ -</u>	<u>\$ 84,110</u>	<u>\$ 617,759</u>
Total revenues	<u>\$ 1,891,051</u>	<u>\$ 2,066,435</u>	<u>\$ 2,705,278</u>



**CITY OF SALISBURY**  
**FY 2022-2023 BUDGET SUMMARY**  
**STORMWATER UTILITY FUND**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>REVENUE</b>	\$ 1,891,051	\$ 1,984,587	\$ 2,211,528	\$ 2,705,278	\$ 2,705,278
<b>EXPENSES</b>					
<b>Personnel</b>					
Regular Salaries	\$ 334,645	\$ 431,332	\$ 470,231	\$ 463,814	\$ 463,814
Overtime Salaries	\$ 4,430	\$ 11,250	\$ 7,500	\$ 7,500	\$ 7,500
Part Time Salaries	\$ -	\$ -	\$ 10,450	\$ 10,450	\$ 10,450
FICA Tax	\$ 23,534	\$ 36,141	\$ 37,344	\$ 36,854	\$ 36,854
Retirement	\$ 33,221	\$ 52,712	\$ 57,808	\$ 57,215	\$ 57,215
401(K) Employer Contribution	\$ 10,090	\$ 18,481	\$ 19,109	\$ 18,852	\$ 18,852
Pension Expense - LGERS	\$ 49,925	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 67,452	\$ 102,970	\$ 103,527	\$ 103,527	\$ 103,527
Life Insurance	\$ 603	\$ 1,039	\$ 1,170	\$ 1,152	\$ 1,152
Emp Sec Ins	\$ 90	\$ 1,491	\$ 1,672	\$ 1,648	\$ 1,648
Workers Compensation	\$ 26,400	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000
Temporary Services	\$ -	\$ 22,500	\$ 10,500	\$ 10,500	\$ 10,500
<b>Personnel Total</b>	<b>\$ 550,391</b>	<b>\$ 699,916</b>	<b>\$ 741,311</b>	<b>\$ 733,512</b>	<b>\$ 733,512</b>
<b>Operations</b>					
Uniforms	\$ 4,777	\$ 6,000	\$ 7,000	\$ 7,000	\$ 7,000
Expendable Equipment	\$ 2,053	\$ 2,309	\$ 2,250	\$ 2,250	\$ 2,250
Storm Sewers	\$ 25,935	\$ 35,000	\$ 37,100	\$ 37,100	\$ 37,100
Construction	\$ 4,647	\$ 5,000	\$ 5,830	\$ 5,830	\$ 5,830
Gas & Oil	\$ 7,209	\$ 14,817	\$ 11,558	\$ 11,558	\$ 11,558
Department Supplies	\$ 492	\$ 500	\$ 500	\$ 500	\$ 500
Travel	\$ -	\$ 700	\$ 800	\$ 800	\$ 800
Telephone	\$ 140	\$ 250	\$ 204	\$ 204	\$ 204
Cell Phone Stipend	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
Postage	\$ 8	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Printing	\$ 1,599	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Maint Equipment	\$ 12,992	\$ 18,227	\$ 25,024	\$ 30,345	\$ 30,345
Maint St Clean Equip	\$ 199	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Maint Auto	\$ 7,068	\$ 13,750	\$ 14,575	\$ 14,575	\$ 14,575
Vehicle Damage Repair	\$ 253	\$ 5,321	\$ 5,321	\$ -	\$ -
County Landfill Charges	\$ 7,678	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Advertising	\$ 4,967	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Training	\$ 3,620	\$ 2,500	\$ 1,500	\$ 1,500	\$ 1,500
Insurance Premiums	\$ 5,254	\$ 6,306	\$ 6,623	\$ 6,623	\$ 6,623
Depreciation Expense	\$ 117,176	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 154	\$ 370	\$ 400	\$ 400	\$ 400
Miscellaneous Expense	\$ 6,160	\$ 7,532	\$ 7,652	\$ 7,652	\$ 7,652
Special Projects	\$ 317,210	\$ 206,256	\$ 190,000	\$ 247,983	\$ 247,983
Employee Assistance Program	\$ 182	\$ 195	\$ 196	\$ 196	\$ 196
Retiree Health Insurance	\$ (5,650)	\$ 9,065	\$ -	\$ -	\$ -
Professional Services	\$ 274,166	\$ 351,072	\$ 983,500	\$ 979,000	\$ 979,000
Transfer - Cap Reserve Fund	\$ 159,723	\$ 159,778	\$ 168,200	\$ 164,852	\$ 164,852
Charges - General Fund	\$ 394,223	\$ 394,223	\$ 394,223	\$ 406,050	\$ 406,050
<b>Operations Total</b>	<b>\$ 1,352,236</b>	<b>\$ 1,284,671</b>	<b>\$ 1,909,804</b>	<b>\$ 1,971,766</b>	<b>\$ 1,971,766</b>

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,902,627	\$ 1,984,587	\$ 2,651,115	\$ 2,705,278	\$ 2,705,278



**STATEMENT OF PURPOSE**

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

**DEPARTMENTAL PERFORMANCE GOALS**

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

**PERFORMANCE MEASURES**

	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Street Cleaning, Miles Swept / Month	26	13	13	N/A
Pipes Cleaned, Linear Feet of Pipe / Month	80	30	50	N/A
Illegal Discharge Detections, Each Month	1.80	1.00	1.50	N/A
Impervious Surface Area Added, Square Feet / Month *	59,217	17,090	40,000	N/A

\* Residential and Commercial

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budget</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY20-21</b>	<b>FY21-22</b>	<b>FY22-23</b>	<b>FY22-23</b>	<b>FY22-23</b>
<b>Personnel</b>					
Regular Salaries	\$ 151,430	\$ 152,051	\$ 154,750	\$ 152,627	\$ 152,627
Overtime Salaries	\$ -	\$ 250	\$ -	\$ -	\$ -
FICA Tax	\$ 9,583	\$ 11,581	\$ 11,838	\$ 11,676	\$ 11,676
Retirement	\$ 14,144	\$ 17,273	\$ 18,725	\$ 18,529	\$ 18,529
401(K) Employer Contribution	\$ 4,556	\$ 6,055	\$ 6,190	\$ 6,105	\$ 6,105
Pension Expense - LGERS	\$ 49,925	\$ -	\$ -	\$ -	\$ -
Health Care	\$ 26,477	\$ 26,138	\$ 26,138	\$ 26,138	\$ 26,138
Life Insurance	\$ 280	\$ 374	\$ 384	\$ 378	\$ 378
Emp Sec Ins	\$ 31	\$ 524	\$ 537	\$ 528	\$ 528
Workers Compensation	\$ 4,800	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
<b>Personnel Total</b>	<b>\$ 261,226</b>	<b>\$ 218,246</b>	<b>\$ 222,562</b>	<b>\$ 219,981</b>	<b>\$ 219,981</b>



	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Operations</b>					
Uniforms	\$ 1,047	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Expendable Equipment	\$ 380	\$ 500	\$ 500	\$ 500	\$ 500
Gas & Oil	\$ 1,213	\$ 1,914	\$ 1,773	\$ 1,773	\$ 1,773
Department Supplies	\$ 492	\$ 500	\$ 500	\$ 500	\$ 500
Travel	\$ -	\$ 700	\$ 800	\$ 800	\$ 800
Telephone	\$ 140	\$ 250	\$ 204	\$ 204	\$ 204
Cell Phone Stipend	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
Postage	\$ 8	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Printing	\$ 1,599	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Maint Auto	\$ 1,549	\$ 2,750	\$ 2,915	\$ 2,915	\$ 2,915
Advertising	\$ 4,967	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Training	\$ 3,620	\$ 2,500	\$ 1,500	\$ 1,500	\$ 1,500
Insurance Premiums	\$ 1,013	\$ 941	\$ 989	\$ 989	\$ 989
Depreciation Expense	\$ 117,176	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 154	\$ 370	\$ 400	\$ 400	\$ 400
Miscellaneous Expense	\$ 3,817	\$ 4,880	\$ 5,000	\$ 5,000	\$ 5,000
Special Projects	\$ 317,210	\$ 206,256	\$ 190,000	\$ 247,983	\$ 247,983
Employee Assistance Program	\$ 182	\$ 195	\$ 196	\$ 196	\$ 196
Retiree Health Insurance	\$ (5,650)	\$ 9,065	\$ -	\$ -	\$ -
Professional Services	\$ 274,166	\$ 351,072	\$ 983,500	\$ 979,000	\$ 979,000
Transfer - Cap Reserve Fund	\$ 10,961	\$ 11,861	\$ 12,200	\$ 11,868	\$ 11,868
Charges - General Fund	\$ 394,223	\$ 394,223	\$ 394,223	\$ 406,050	\$ 406,050
<b>Operations Total</b>	<b>\$ 1,128,269</b>	<b>\$ 996,477</b>	<b>\$ 1,605,048</b>	<b>\$ 1,670,026</b>	<b>\$ 1,670,026</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,389,495</b>	<b>\$ 1,214,723</b>	<b>\$ 1,827,610</b>	<b>\$ 1,890,007</b>	<b>\$ 1,890,007</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Assistant Public Works Director	1	1	1	1	1
Administration Services Manager <sup>1</sup>	0	1	1	1	1
Stormwater Technician <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>Position reclassified

**DEPARTMENTAL PERFORMANCE GOALS**

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

**BUDGET REQUEST**

	Actual FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 31,825	\$ 96,267	\$ 135,894	\$ 134,031	\$ 134,031
Overtime Salaries	\$ 1,133	\$ 3,000	\$ 1,500	\$ 1,500	\$ 1,500
FICA Tax	\$ 2,482	\$ 9,488	\$ 10,511	\$ 10,369	\$ 10,369
Retirement	\$ 3,239	\$ 14,152	\$ 16,626	\$ 16,453	\$ 16,453
401(K) Employer Contribution	\$ 956	\$ 4,962	\$ 5,496	\$ 5,421	\$ 5,421
Health Care	\$ 7,538	\$ 27,195	\$ 27,195	\$ 27,195	\$ 27,195
Life Insurance	\$ 58	\$ 270	\$ 337	\$ 331	\$ 331
Emp Sec Ins	\$ 22	\$ 377	\$ 472	\$ 465	\$ 465
Workers Compensation	\$ 7,200	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
<b>Personnel Total</b>	<b>\$ 54,453</b>	<b>\$ 161,711</b>	<b>\$ 204,031</b>	<b>\$ 201,765</b>	<b>\$ 201,765</b>
<b>Operations</b>					
Uniforms	\$ 1,048	\$ 1,500	\$ 2,500	\$ 2,500	\$ 2,500
Expendable Equipment	\$ 480	\$ 500	\$ 500	\$ 500	\$ 500
Gas & Oil	\$ 2,879	\$ 7,163	\$ 2,021	\$ 2,021	\$ 2,021
Maint St Clean Equip	\$ 199	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Maint Auto	\$ 4,688	\$ 10,000	\$ 10,600	\$ 10,600	\$ 10,600
Vehicle Damage Repair	\$ 175	\$ -	\$ -	\$ -	\$ -
County Landfill Charges	\$ 7,678	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Insurance Premiums	\$ 2,744	\$ 3,293	\$ 3,458	\$ 3,458	\$ 3,458
Miscellaneous Expense	\$ 458	\$ 500	\$ 500	\$ 500	\$ 500
Transfer - Cap Reserve Fund	\$ 71,078	\$ 78,733	\$ 82,000	\$ 42,636	\$ 42,636
<b>Operations Total</b>	<b>\$ 91,426</b>	<b>\$ 139,689</b>	<b>\$ 139,579</b>	<b>\$ 100,215</b>	<b>\$ 100,215</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 145,879</b>	<b>\$ 301,400</b>	<b>\$ 343,610</b>	<b>\$ 301,980</b>	<b>\$ 301,980</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Crew Leader	0	1	1	1	1
Maintenance Worker I/II/III/Sr.	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL<sup>1</sup></b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<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 FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 73,605	\$ 54,295	\$ 59,712	\$ 58,904	\$ 58,904
Overtime Salaries	\$ 900	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
FICA Tax	\$ 5,460	\$ 4,688	\$ 4,644	\$ 4,582	\$ 4,582
Retirement	\$ 7,679	\$ 6,993	\$ 7,347	\$ 7,271	\$ 7,271
401(K) Employer Contribution	\$ 2,295	\$ 2,453	\$ 2,428	\$ 2,396	\$ 2,396
Health Care	\$ 16,633	\$ 22,442	\$ 21,376	\$ 21,376	\$ 21,376
Life Insurance	\$ 133	\$ 132	\$ 150	\$ 148	\$ 148
Emp Sec Ins	\$ 12	\$ 184	\$ 209	\$ 206	\$ 206
Workers Compensation	\$ 4,800	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
<b>Personnel Total</b>	<b>\$ 111,517</b>	<b>\$ 96,187</b>	<b>\$ 100,866</b>	<b>\$ 99,883</b>	<b>\$ 99,883</b>
<b>Operations</b>					
Uniforms	\$ 1,444	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Expendable Equipment	\$ 727	\$ 750	\$ 750	\$ 750	\$ 750
Storm Sewers	\$ 25,935	\$ 35,000	\$ 37,100	\$ 37,100	\$ 37,100
Construction	\$ 4,647	\$ 5,000	\$ 5,830	\$ 5,830	\$ 5,830
Gas & Oil	\$ 2,505	\$ 3,757	\$ 4,635	\$ 4,635	\$ 4,635
Maint Equipment	\$ 1,650	\$ 6,000	\$ 6,360	\$ 6,360	\$ 6,360
Maint Auto	\$ 831	\$ 1,000	\$ 1,060	\$ 1,060	\$ 1,060
Vehicle Damage Repair	\$ 78	\$ -	\$ -	\$ -	\$ -
Insurance Premiums	\$ 1,249	\$ 1,774	\$ 1,863	\$ 1,863	\$ 1,863
Transfer - Cap Reserve Fund	\$ 65,184	\$ 56,684	\$ 60,000	\$ 65,688	\$ 65,688
<b>Operations Total</b>	<b>\$ 104,250</b>	<b>\$ 111,965</b>	<b>\$ 119,598</b>	<b>\$ 125,286</b>	<b>\$ 125,286</b>
<b>\$ - \$ - \$ - \$ - \$ -</b>					

<b>Grand Total</b>	<b>\$ 215,767</b>	<b>\$ 208,152</b>	<b>\$ 220,464</b>	<b>\$ 225,169</b>	<b>\$ 225,169</b>
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**PERSONNEL DETAIL**

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Maintenance Worker I/II/III/Sr.	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**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 FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
<b>Personnel</b>					
Regular Salaries	\$ 77,786	\$ 128,719	\$ 119,875	\$ 118,252	\$ 118,252
Overtime Salaries	\$ 2,397	\$ 7,000	\$ 5,000	\$ 5,000	\$ 5,000
Part Time Salaries	\$ -	\$ -	\$ 10,450	\$ 10,450	\$ 10,450
FICA Tax	\$ 6,008	\$ 10,384	\$ 10,351	\$ 10,227	\$ 10,227
Retirement	\$ 8,159	\$ 14,294	\$ 15,110	\$ 14,962	\$ 14,962
401(K) Employer Contribution	\$ 2,282	\$ 5,011	\$ 4,995	\$ 4,930	\$ 4,930
Health Care	\$ 16,806	\$ 27,195	\$ 28,818	\$ 28,818	\$ 28,818
Life Insurance	\$ 132	\$ 263	\$ 299	\$ 295	\$ 295
Emp Sec Ins	\$ 25	\$ 406	\$ 454	\$ 449	\$ 449
Workers Compensation	\$ 9,600	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Temporary Services	\$ -	\$ 22,500	\$ 10,500	\$ 10,500	\$ 10,500
<b>Personnel Total</b>	<b>\$ 123,195</b>	<b>\$ 223,772</b>	<b>\$ 213,852</b>	<b>\$ 211,883</b>	<b>\$ 211,883</b>
<b>Operations</b>					
Uniforms	\$ 1,238	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Expendable Equipment	\$ 467	\$ 559	\$ 500	\$ 500	\$ 500
Gas & Oil	\$ 612	\$ 1,983	\$ 3,129	\$ 3,129	\$ 3,129
Maint Equipment	\$ 11,342	\$ 12,227	\$ 18,664	\$ 23,985	\$ 23,985
Vehicle Damage Repair	\$ -	\$ 5,321	\$ 5,321	\$ -	\$ -
Insurance Premiums	\$ 248	\$ 298	\$ 313	\$ 313	\$ 313
Miscellaneous Expense	\$ 1,884	\$ 2,152	\$ 2,152	\$ 2,152	\$ 2,152
Transfer - Cap Reserve Fund	\$ 12,500	\$ 12,500	\$ 14,000	\$ 44,660	\$ 44,660
<b>Operations Total</b>	<b>\$ 28,291</b>	<b>\$ 36,540</b>	<b>\$ 45,579</b>	<b>\$ 76,239</b>	<b>\$ 76,239</b>
<b>\$ - \$ - \$ - \$ - \$ -</b>					

<b>Grand Total</b>	<b>\$ 151,486</b>	<b>\$ 260,312</b>	<b>\$ 259,431</b>	<b>\$ 288,122</b>	<b>\$ 288,122</b>
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**PERSONNEL DETAIL**

Position Title	Authorized FY 20-21	Authorized FY 21-22	Requested FY 22-23	Mgr. Recommends FY 22-23	Adopted FY 22-23
Crew Leader	1	1	1	1	1
Maintenance Worker I/II/III/Sr.	2	2	2	2	2
Seasonal/Part-Time Pool	1	1	1	1	1
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

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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, 2023  
With Estimated Actual for the Year Ending June 30, 2022 and  
Actual for the Year Ended June 30, 2021

	<u>2021</u> <u>Actual</u>	<u>2022</u> <u>Estimate</u>	<u>2023</u> <u>Budget</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 1,225	\$ 670	\$ -
Total miscellaneous	\$ 1,225	\$ 670	\$ -
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 159,723	\$ 159,778	\$ 164,852
Fund balance appropriated	-	-	332,660
Total other financing sources	\$ 159,723	\$ 159,778	\$ 497,512
 Total revenues and other financing sources	 \$ 160,948	 \$ 160,448	 \$ 497,512



## 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 FY20-21	Budget FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
\$ - \$ - \$ - \$ - \$ -					
<b>Operations</b>					
Equipment Replacement Reserve	\$ -	\$ 31,522	\$ -	\$ -	\$ -
<b>Operations Total</b>	\$ -	\$ 31,522	\$ -	\$ -	\$ -
<b>Capital</b>					
Capital Outlay - Equipment	\$ -	\$ 128,756	\$ -	\$ 497,512	\$ 497,512
C O Computer Equipment	\$ 1,930	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	\$ 1,930	\$ 128,756	\$ -	\$ 497,512	\$ 497,512
<b>Grand Total</b>	\$ 1,930	\$ 160,278	\$ -	\$ 497,512	\$ 497,512

### CAPITAL OUTLAY

	Requested FY 22-23	Mgr Recommends FY 22-23	Adopted FY 22-23
Replace 2 Yard Leaf Machines	\$ -	\$ 257,512	\$ 257,512
ADD Excavator	-	240,000	240,000
<b>Total Capital Outlay</b>	<b>\$ -</b>	<b>\$ 497,512</b>	<b>\$ 497,512</b>

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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, 2023  
With Estimated Actual for the Year Ending June 30, 2022 and  
Actual for the Year Ended June 30, 2021

	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
REVENUES:			
Intergovernmental:			
Federal	\$ 424,897	\$ 300,000	\$ 400,000
Cares Act Funds	71,843	75,000	-
Miscellaneous:			
Other	<u>39,875</u>	<u>40,000</u>	<u>25,000</u>
Total revenues	<u><u>\$ 536,615</u></u>	<u><u>\$ 415,000</u></u>	<u><u>\$ 425,000</u></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 FY20-21	Budgeted FY21-22	Requested FY22-23	Mgr Recommends FY22-23	Adopted FY22-23
Personnel					
Personnel Total	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
Operations Total	\$ 526,047	\$ 460,870	\$ 425,000	\$ 425,000	\$ 425,000
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 526,047	\$ 460,870	\$ 425,000	\$ 425,000	\$ 425,000



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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, 2023

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

**REVENUES**

City Contributions	\$ 4,442,605
Active Employee Premiums	1,100,000
Inactive Employee Premiums	700,000
Interest Earned on Investments	10,000
Total Revenues	<u>\$ 6,252,605</u>

**EXPENDITURES**

Employee Benefits	\$ 4,570,605
Other Medical Expenses	30,000
Physician's Assistant	140,000
Benefits Consultant	32,000
Administrative Fees	1,400,000
Health Saving Account Contributions	80,000
Total Expenditures	<u>\$ 6,252,605</u>

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

**REVENUES**

City Contributions	\$ 940,000
Interest Earned on Investments	2,000
Total Revenues	<u>\$ 942,000</u>

**EXPENDITURES**

Employee Benefits	\$ 752,000
Workers' Compensation Insurance	190,000
Total Expenditures	<u>\$ 942,000</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 has previously engaged the services of a consultant to update the CIP. As part of that engagement, Council held CIP work sessions with staff each fiscal year to review the forecasted revenue and potential capital expenditures that are reflected in the CIP. This practice allowed the Council to thoughtfully and deliberately discuss the capital needs in an on-going fashion and to be better informed during the budget review and adoption process. Due to the ongoing financial uncertainties related to COVID-19 and rising inflation, the FY22-23 General Fund CIP was not updated by consultants. The General Fund CIP is based on what is adopted by the City Council for the FY23 Budget and ARPA Funded Projects.

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.



Public Works' Plow



Covered Bridge on Salisbury Greenway



General Road Construction



# **City of Salisbury**

## **10 Year Capital Improvement Program**

### **General Fund**

10 - Year CIP Summary	14 - 4
City-wide	14 - 6
Community Planning	14 - 7
Parks and Recreation	14 - 12
Engineering	14 - 14
Public Services - Streets	14 - 20
Facilities Management	14 - 23
Fire Department	14 - 25

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

Department	Project Name	Fiscal Year				
		2023	2024	2025	2026	2027
City-wide	City-wide Camera System	100,000	-	-	-	-
Community Planning	Downtown Revitalization Incentive Program	250,000	250,000	250,000	250,000	250,000
Community Planning	Neighborhood Revitalization & Rehabilitation	298,000	400,000	400,000	400,000	400,000
Community Planning	Vocational Trade Program	-	10,000	10,000	10,000	10,000
Community Planning	Main Street Infrastructure	650,000	5,000,000	5,000,000	5,000,000	-
Community Planning	Enterprise Permitting Software	300,000	-	-	-	-
Parks and Recreation	Play Structures	-	50,000	50,000	50,000	50,000
Parks and Recreation	Parks and Recreation Infrastructure	2,200,000	-	-	-	-
Engineering	Grant Creek Greenway	325,000	4,175,000	-	-	-
Engineering	Train Station Second Platform	-	-	780,000	-	-
Engineering	Old Concord Rd - Ryan Street to JAB	390,000	90,000	-	-	-
Engineering	Street Light Improvements	-	35,474	36,183	36,907	37,645
Engineering	Brenner Sidewalk	570,000	267,000	-	-	-
Engineering	Uniform Construction Standards	100,000	-	-	-	-
Public Works - Streets	New Spoils Location	-	150,000	-	-	-
Public Works - Streets	Asphalt Resurfacing	575,000	607,753	638,140	670,047	703,550
Public Works - Streets	Bridge Maintenance	-	200,000	-	225,000	-
Facilities Management	HVAC	18,000	200,000	200,000	200,000	200,000
Facilities Management	Roof	-	400,000	400,000	400,000	400,000
Fire Department	Fire Station 3	243,198	6,750,000	-	-	-
Fire Department	Thermal Imaging Camera (TIC)	-	10,920	-	10,920	-
Fire Department	Hurst Hydraulic Tools	-	45,000	-	-	50,000
Fire Department	Breathing Air Compressor	-	-	60,000	-	-
Fire Department	Rescue Air Bags	-	30,000	-	30,000	-
		<b>6,019,198</b>	<b>18,671,147</b>	<b>7,824,323</b>	<b>7,282,874</b>	<b>2,101,195</b>

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

Department	Project Name	Fiscal Year					10 Year Total
		2028	2029	2030	2031	2032	
City-wide	City-wide Camera System	-	-	-	-	-	100,000
Community Planning	Downtown Revitalization Incentive Program	250,000	250,000	250,000	250,000	250,000	2,500,000
Community Planning	Neighborhood Revitalization & Rehabilitation	400,000	400,000	400,000	400,000	400,000	3,898,000
Community Planning	Vocational Trade Program	10,000	10,000	10,000	10,000	10,000	90,000
Community Planning	Main Street Infrastructure	-	-	-	-	-	15,650,000
Community Planning	Enterprise Permitting Software	-	-	-	-	-	300,000
Parks and Recreation	Play Structures	50,000	50,000	50,000	50,000	50,000	450,000
Parks and Recreation	Parks and Recreation Infrastructure	-	-	-	-	-	2,200,000
Engineering	Grant Creek Greenway	-	-	-	-	-	4,500,000
Engineering	Train Station Second Platform	-	-	-	-	-	780,000
Engineering	Old Concord Rd - Ryan Street to JAB	-	-	-	-	-	480,000
Engineering	Street Light Improvements	38,398	39,166	39,949	40,748	41,563	346,033
Engineering	Brenner Sidewalk	-	-	-	-	-	837,000
Engineering	Uniform Construction Standards	-	-	-	-	-	100,000
Public Works - Streets	New Spoils Location	-	-	-	-	-	150,000
Public Works - Streets	Asphalt Resurfacing	738,727	775,664	814,447	855,169	897,928	7,276,425
Public Works - Streets	Bridge Maintenance	250,000		275,000		300,000	1,250,000
Facilities Management	HVAC	200,000	200,000	200,000	200,000	200,000	1,818,000
Facilities Management	Roof	400,000	400,000	400,000	400,000	400,000	3,600,000
Fire Department	Fire Station 3	-	-	-	-	-	6,993,198
Fire Department	Thermal Imaging Camera (TIC)	10,920	-	-	-	-	32,760
Fire Department	Hurst Hydraulic Tools	-	-	-	-	-	95,000
Fire Department	Breathing Air Compressor	-	-	-	-	-	60,000
Fire Department	Rescue Air Bags	-	-	-	-	-	60,000
		<b>2,348,045</b>	<b>2,124,830</b>	<b>2,439,396</b>	<b>2,205,917</b>	<b>2,549,491</b>	<b>53,566,416</b>

## Capital Improvement Program FY 2023-32

**Project Name:** City-wide Camera System

**Department:** City-wide

**Project Description:** Continued expansion of the city-wide security camera system to aid in Police investigations and traffic monitoring.

**Proposed Funding Source:** APRA Funds

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	100										100
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**Project Name:** Downtown Revitalization 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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction											-
Other	250	250	250	250	250	250	250	250	250	250	2,500
<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:** Increase expected in tax revenues generated through higher tax base for rehabilitated property.

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating	(18)	(21)	(24)	(27)	(30)	(33)	(36)	(39)	(42)	(45)	(315)
Debt Cost											
<b>Operating Total</b>	<b>(18)</b>	<b>(21)</b>	<b>(24)</b>	<b>(27)</b>	<b>(30)</b>	<b>(33)</b>	<b>(36)</b>	<b>(39)</b>	<b>(42)</b>	<b>(45)</b>	<b>(315)</b>

## Capital Improvement Program FY 2023-32

**Project Name:** Neighborhood Revitalization Program

**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:** ARPA Funds / General Fund

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	298	400	400	400	400	400	400	400	400	400	3,898
<b>Capital Total</b>	<b>298</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>3,898</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other		10	10	10	10	10	10	10	10	10	90
<b>Capital Total</b>	-	10	10	10	10	10	10	10	10	10	90

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**Project Name:** Main Street Infrastructure

**Department:** Community Planning

**Project Description:** The design for the Main Street Infrastructure project is to take place, in FY23. A study will be done at a later date. 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:** ARPA Funds – Design / General Fund Installment Financing

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design	650										650
Construction		5,000	5,000	5,000							15,000
Other											-
<b>Capital Total</b>	<b>650</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	-	-	-	-	-	-	15,650

**Operating Fund Impact:** None



## Capital Improvement Program FY 2023-32

**Project Name:** Enterprise Permitting Software

**Department:** Community Planning

**Project Description:** The Enterprise Permitting Software is called Energov. The Software is a Tyler Technologies product that streamlines project tracking, online review, and permitting for a variety of different permit types, including zoning permits and water sewer permits. Eventually there will be a customer facing page where people can apply online and track their projects through the review process (not a part of this funding request). Code Services will also transition to the software, and it will assist with logging complains, issuing notices of violation, and creating invoices for abatements.

**Proposed Funding Source:** ARPA Funds

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	300										300
<b>Capital Total</b>	<b>300</b>	-	-	-	-	-	-	-	-	-	300

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other		50	50	50	50	50	50	50	50	50	450
<b>Capital Total</b>	-	50	50	50	50	50	50	50	50	50	450

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**Project Name:** Parks and Recreation Infrastructure

**Department:** Parks & Recreation

**Project Description:** Parks and Recreation Department infrastructure needs, not limited to City Park renovation, Miller Center expansion, Hall Gym floor, Hall Gym classroom renovations, Fred Evans Pool short-term updates, And Civic Center replacement or improvements. (Council Priority)

**Proposed Funding Source:** ARPA Funds

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	2,200										2,200
<b>Capital Total</b>	<b>2,200</b>	-	-	-	-	-	-	-	-	-	2,200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**Project Name:** Grant Creek Greenway

**Department:** Engineering

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	325	4,175									4,500
Other											-
<b>Capital Total</b>	<b>325</b>	<b>4,175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,500</b>

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating			10	10	10	10	10	10	10	10	80
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>80</b>

## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction			780								780
Other											-
<b>Capital Total</b>	-	-	780	-	-	-	-	-	-	-	780

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating				8	8	8	8	10	8	8	58
Debt Cost											
<b>Operating Total</b>	-	-	-	8	8	8	8	10	8	8	58

## Capital Improvement Program FY 2023-32

**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 (includes Jake), will include curb, gutter, storm drain, and sidewalk.

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	390	90									480
Other											-
<b>Capital Total</b>	<b>390</b>	<b>90</b>	-	-	-	-	-	-	-	-	480

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction											-
Other		35	36	37	38	38	39	40	41	42	358
<b>Capital Total</b>	-	35	36	37	38	38	39	40	41	42	358

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating	99	134	169	205	242	280	318	357	397	438	2,639
Debt Cost											
<b>Operating Total</b>	99	134	169	205	242	280	318	357	397	438	2,639

## Capital Improvement Program FY 2023-32

**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 safety improvement at Link and Brenner Aves.

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	570	267									837
Other											-
<b>Capital Total</b>	<b>570</b>	<b>267</b>	-	-	-	-	-	-	-	-	837

**Operating Fund Impact:** None



## Capital Improvement Program FY 2023-32

**Project Name:** Uniform Construction Standards

**Department:** Engineering

**Project Description:** Update the City's Uniform Construction Standards to reflect current design and construction materials and methods, and to provide consistency with other local, state and federal standards. (Council Priority)

**Proposed Funding Source:** ARPA Funds

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	100										100
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**Project Name:** New Spoils Location

**Department:** Public Works - 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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	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 2023-32

**Project Name:** Asphalt Resurfacing

**Department:** Public Works - 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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	575	608	638	670	704	739	776	814	855	898	7,277
Other											-
<b>Capital Total</b>	<b>575</b>	<b>608</b>	<b>638</b>	<b>670</b>	<b>704</b>	<b>739</b>	<b>776</b>	<b>814</b>	<b>855</b>	<b>898</b>	<b>7,277</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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, Shober 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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other		200		225		250		275		300	1,250
<b>Capital Total</b>	-	200	-	225	-	250	-	275	-	300	1,250

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	18	200	200	200	200	200	200	200	200	200	1,818
Other											-
<b>Capital Total</b>	<b>18</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>1,818</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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. FY23 all roofs deferred for the General Fund.

**Proposed Funding Source:** General Fund

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		400	400	400	400	400	400	400	400	400	3,600
Other											-
<b>Capital Total</b>	-	400	400	400	400	400	400	400	400	400	3,600

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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. Architectural fees are estimated to be completed FY23 using ARPA Funds.

**Proposed Funding Source:** ARPA Funds – Architectural / General Fund Installment Financing

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design	243										243
Construction		6,750									6,750
Other											-
<b>Capital Total</b>	<b>243</b>	<b>6,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,993</b>

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
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>	<b>-</b>	<b>-</b>	<b>191</b>	<b>432</b>	<b>432</b>	<b>432</b>	<b>432</b>	<b>432</b>	<b>432</b>	<b>432</b>	<b>3,215</b>

## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction											-
Other		11		11		11					33
<b>Capital Total</b>	-	11	-	11	-	11	-	-	-	-	33

**Operating Fund Impact:** None



## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	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 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other			60								60
<b>Capital Total</b>	-	-	60	-	-	-	-	-	-	-	60

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other		30		30							60
<b>Capital Total</b>	-	30	-	30	-	-	-	-	-	-	60

**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				
		2023	2024	2025	2026	2027
Administration	Maintenance Building Up fit (Cemetery Street)	100,000	100,000	-	-	-
Raw Water	Raw Water Pump Station Improvements					
	Raw Water Piping 24" Concrete Pipe	-	200,000	-	-	-
	Electrical System Upgrade	-	150,000	-	-	-
	Intake Wing Wall Rehab	-	250,000	-	-	-
Raw Water	Raw Water Reservoir Dredging	500,000	-	-	-	-
Raw Water	Raw Water NEW Raw Water Pump Station					
	New Raw Water Pump Station Design	2,000,000	2,000,000	2,000,000	-	-
	New Raw Water Pump Station Construction	-	8,000,000	8,000,000	8,000,000	-
Raw Water	Water Treatment Raw Water Reservoir (30MG)	-	-	-	3,500,000	3,500,000
Water Treatment Plant	Water Treatment Plant Upgrades					
	Control Room Upgrade	-	1,000,000	1,000,000	-	-
	Electrical System Upgrades	-	2,000,000	-	-	-
	Finished Water Clearwell Storage	-	-	-	2,500,000	-
Water Distribution	Water Line Extensions					
	Water Extensions	250,000	250,000	250,000	250,000	250,000
	Granite Quarry Secondary Waterline	-	750,000	-	-	-
	Rockwell Secondary Waterline	-	750,000	-	-	-
Water Distribution	Water Line Rehab/Replacement	500,000	550,000	600,000	650,000	700,000
Water Distribution	Lead Service Line Replacement Program	-	-	-	1,000,000	1,000,000
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	-
Water Distribution	Water Main Capacity Upgrades	500,000	500,000	500,000	500,000	-
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)	500,000	550,000	1,600,000	1,650,000	1,700,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation					
	Grant Creek Interceptor Rehab	500,000	1,000,000	500,000	-	-
	Town Creek Interceptor Rehab	-	-	-	-	500,000
	Crane Creek Interceptor Rehab	-	-	500,000	1,000,000	500,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations					
	Eliminations	-	750,000	-	-	-
	Upgrades/Additions	1,225,000	8,950,000	50,000	25,000	-
Wastewater Treatment Plant	WWTP Improvements					
	Town Creek Access Road Remote	500,000	-	-	-	-
	Septage Receiving Station	-	750,000	-	-	-
	Town Creek Pump Station Modifications/Upgrades	1,500,000	4,225,000	-	-	-
	Nutrient Removal Facility	-	-	-	-	7,500,000
		<b>8,325,000</b>	<b>32,975,000</b>	<b>15,250,000</b>	<b>19,325,000</b>	<b>15,900,000</b>

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

<b>Department</b>	<b>Project Name</b>	<b>2028</b>	<b>2029</b>	<b>Fiscal Year 2030</b>	<b>2031</b>	<b>2032</b>	<b>10 Year Total</b>
Administration	Maintenance Building Up fit (Cemetery Street)	-	-	-	-	-	200,000
Raw Water	Raw Water Pump Station Improvements						
	Raw Water Piping 24" Concrete Pipe	-	-	-	-	-	200,000
	Electrical System Upgrade	-	-	-	-	-	150,000
	Intake Wing Wall Rehab	-	-	-	-	-	250,000
Raw Water	Raw Water Reservoir Dredging	-	-	-	-	-	500,000
Raw Water	Raw Water NEW Raw Water Pump Station						
	New Raw Water Pump Station Design	-	-	-	-	-	6,000,000
	New Raw Water Pump Station Construction	-	-	-	-	-	24,000,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	-	-	-	-	-	7,000,000
Water Treatment Plant	Water Treatment Plant Upgrades						
	Control Room Upgrade	-	-	-	-	-	2,000,000
	Electrical System Upgrades	-	-	-	-	-	2,000,000
	Finished Water Clearwell Storage	-	-	-	-	-	2,500,000
Water Distribution	Water Line Extensions						
	Water Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
	Granite Quarry Secondary Waterline	-	-	-	-	-	750,000
	Rockwell Secondary Waterline	-	-	-	-	-	750,000
Water Distribution	Water Line Rehab/Replacement	750,000	800,000	850,000	900,000	950,000	7,250,000
Water Distribution	Lead Service Line Replacement Program	2,000,000	-	-	-	-	4,000,000
Water Distribution	Elevated Water Storage Tanks	-	3,000,000	-	-	-	3,000,000
Water Distribution	Water Main Capacity Upgrades	-	-	-	-	-	2,000,000
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)	750,000	800,000	850,000	900,000	950,000	10,250,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation						
	Grant Creek Interceptor Rehab	-	-	500,000	1,000,000	500,000	4,000,000
	Town Creek Interceptor Rehab	1,000,000	500,000	-	-	-	2,000,000
	Crane Creek Interceptor Rehab	-	-	-	-	-	2,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations						
	Eliminations	-	-	-	-	-	750,000
	Upgrades	-	-	-	-	-	10,250,000
Wastewater Treatment Plant	WWTP Improvements						
	Town Creek Access Road Remote	-	-	-	-	-	500,000
	Septage Receiving Station	-	-	-	-	-	750,000
	Town Creek Pump Station Modifications	-	-	-	-	-	5,725,000
	Nutrient Removal Facility	7,500,000	-	-	-	-	15,000,000
		<b>12,500,000</b>	<b>5,600,000</b>	<b>2,700,000</b>	<b>3,300,000</b>	<b>2,900,000</b>	<b>118,775,000</b>

## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	100	100									200
Other											-
<b>Capital Total</b>	<b>100</b>	<b>100</b>	-	-	-	-	-	-	-	-	200

**Operating Fund Impact:** None



## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		600									600
Other											-
<b>Capital Total</b>	-	600	-	-	-	-	-	-	-	-	600

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	500										500
Other											-
<b>Capital Total</b>	<b>500</b>	-	-	-	-	-	-	-	-	-	500

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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 Fund / Capital Reserves / Revenue Bonds

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design	2,000	2,000	2,000								6,000
Construction		8,000	8,000	8,000							24,000
Other											-
<b>Capital Total</b>	<b>2,000</b>	<b>10,000</b>	<b>10,000</b>	<b>8,000</b>	-	-	-	-	-	-	30,000

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operation											-
Debt Cost		394	1,391	1,391	1,391	1,391	1,391	1,391	1,391	1,391	11,522
<b>Operating Total</b>	<b>-</b>	<b>394</b>	<b>1,391</b>	<b>1,391</b>	<b>1,391</b>	<b>1,391</b>	<b>1,391</b>	<b>1,391</b>	<b>1,391</b>	<b>1,391</b>	<b>11,522</b>

## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											
Construction				3,500	3,500						7,000
Other											-
<b>Capital Total</b>	-	-	-	3,500	3,500	-	-	-	-	-	7,000

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt Cost					150	528	528	528	528	528	2,790
<b>Operating Total</b>	-	-	-	-	150	528	528	528	528	528	2,790

## Capital Improvement Program FY 2023-32

**Project Name:** Water Plant Upgrades

**Department:** Water Treatment Plant

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

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		3,000	1,000	2,500							6,500
Other											-
<b>Capital Total</b>	-	3,000	1,000	2,500	-	-	-	-	-	-	6,500

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt Cost		1,024	1,276	1,376	1,628	1,678	1,804	1,804	1,804	1,804	14,198
<b>Operating Total</b>	-	1,024	1,276	1,376	1,628	1,678	1,804	1,804	1,804	1,804	14,198

## Capital Improvement Program FY 2023-32

**Project Name:** Water Line 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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	250	1,750	250	250	250	250	250	250	250	250	4,000
Other											-
<b>Capital Total</b>	<b>250</b>	<b>1,750</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>4,000</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	500	550	600	650	700	750	800	850	900	950	7,250
Other											-
<b>Capital Total</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>750</b>	<b>800</b>	<b>850</b>	<b>900</b>	<b>950</b>	<b>7,250</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**Project Name:** Lead Service Line Replacement Program

**Department:** Water Distribution

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

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
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 2023-32

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction							3,000				3,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	-	3,000	-	-	-	3,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**Project Name:** Water Main Capacity Upgrades

**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-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	500	500	500	500							2,000
Other											-
<b>Capital Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	-	-	-	-	-	-	2,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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

	<b>FY-23</b>	<b>FY-24</b>	<b>FY-25</b>	<b>FY-26</b>	<b>FY-27</b>	<b>FY-28</b>	<b>FY-29</b>	<b>FY-30</b>	<b>FY-31</b>	<b>FY-32</b>	<b>Total</b>
<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 2023-32

**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

	<b>FY-23</b>	<b>FY-24</b>	<b>FY-25</b>	<b>FY-26</b>	<b>FY-27</b>	<b>FY-28</b>	<b>FY-29</b>	<b>FY-30</b>	<b>FY-31</b>	<b>FY-32</b>	<b>Total</b>
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	500	550	1,600	1,650	1,700	750	800	850	900	950	10,250
Other											-
<b>Capital Total</b>	<b>500</b>	<b>550</b>	<b>1,600</b>	<b>1,650</b>	<b>1,700</b>	<b>750</b>	<b>800</b>	<b>850</b>	<b>900</b>	<b>950</b>	<b>10,250</b>

**Operating Fund Impact:**      None

## Capital Improvement Program FY 2023-32

**Project Name:** Sanitary Sewer Interceptor Rehabilitation

**Department:** Sanitary Sewer Collections

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

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	500		8,000
Other											-
<b>Capital Total</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>500</b>	<b>-</b>	<b>8,000</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**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.

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	1,225	9,700	50	25							11,000
Other											-
<b>Capital Total</b>	<b>1,225</b>	<b>9,700</b>	<b>50</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,000</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2023-32

**Project Name:** Wastewater Treatment Plant Improvements

**Department:** Wastewater Treatment Plant

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

Projects include:

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

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

	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	FY-31	FY-32	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	2,000	4,975			7,500	7,500					21,975
Other											-
<b>Capital Total</b>	<b>2,000</b>	<b>4,975</b>	-	-	<b>7,500</b>	<b>7,500</b>	-	-	-	-	<b>21,975</b>

**Operating Fund Impact:** None





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# Debt Management Program

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## DEBT MANAGEMENT PROGRAM

### OUTSTANDING DEBT

As of June 30, 2022, the City of Salisbury will have \$65,382,775 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
Installment Purchases	<u>\$ 6,766,703</u>
Water and Sewer Fund:	
Revenue Bonds	\$ 40,441,391
Capital Leases/Installment Purchases	<u>905,681</u>
	<u>\$ 41,347,072</u>
Fibrant Fund:	
Installment Purchases	<u>\$ 17,255,000</u>
HUD Fund:	
Section 108 Loan	<u>\$ 14,000</u>
Total	<u>\$ 65,382,775</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><u>Balance</u></b> <b><u>June 30, 2022</u></b>
\$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	\$ 362,640
\$1,962,188 Installment Purchase Contract to purchase new fire trucks, rate of 2.68%, issued March 2018, payable in 12 semi-annual payments of \$163,515 principal plus interest, maturing serially to 2024	654,063
\$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>5,750,000</u>
	<u>\$ 6,766,703</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>
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>\$ 6,766,703</u>	<u>\$ 1,122,344</u>

### Water and Sewer Fund

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

	<b>Balance</b>
	<b>June 30, 2022</b>
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 1,791,391
Revenue Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	2,735,000
Revenue Water and Sewer Series 2020, rate of 3.40%, issued April 2020, maturing serially to 2045	<u>35,915,000</u>
	<u>\$ 40,441,391</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
2019	\$ 27,745,332	\$ 17,094,031	\$ 10,651,301	\$	2,865,363	\$ 3,950,115	371.73%	269.65%
2020	28,181,743	17,605,426	\$ 10,576,317		2,936,612	3,976,470	360.15%	265.97%
2021	27,680,166	18,164,533	\$ 9,515,633		4,417,561	4,801,500	215.40%	198.18%

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

(2) Total operating expenses exclusive of depreciation.

(3) Parity debt includes revenue bonds only.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 2.6% to 5.6%. The City has recorded water and sewer assets related to these leases at the City's cost of \$20,258,125. The future minimum lease payments at June 30, 22022, total \$988,568, including \$67,258 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

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

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

<b>Year</b>	<b>Revenue Bonds</b>		<b>Captl Leases/Instmt Purchases</b>		<b>Total</b>	
<b>Ending</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>
<b>June 30,</b>						
2023	2,985,898	1,884,210	338,730	19,655	3,324,628	1,903,865
2024	3,085,920	1,793,232	190,203	12,180	3,276,123	1,805,412
2025	3,216,550	1,653,954	125,583	8,684	3,342,133	1,662,638
2026	2,837,813	1,508,551	125,583	5,789	2,963,396	1,514,340
2027	2,735,210	1,383,587	125,583	2,895	2,860,793	1,386,481
2028	1,375,000	1,266,487	-	-	1,375,000	1,266,487
2029	935,000	1,210,250	-	-	935,000	1,210,250
2030	985,000	1,163,500	-	-	985,000	1,163,500
2031	1,035,000	1,114,250	-	-	1,035,000	1,114,250
2032	1,085,000	1,062,500	-	-	1,085,000	1,062,500
2033	1,140,000	1,008,250	-	-	1,140,000	1,008,250
2034	1,195,000	951,250	-	-	1,195,000	951,250
2035	1,255,000	891,500	-	-	1,255,000	891,500
2036	1,320,000	828,750	-	-	1,320,000	828,750
2037	1,385,000	762,750	-	-	1,385,000	762,750
2038	1,455,000	693,500	-	-	1,455,000	693,500
2039	1,525,000	620,750	-	-	1,525,000	620,750
2040	1,600,000	544,500	-	-	1,600,000	544,500
2041	1,680,000	464,500	-	-	1,680,000	464,500
2042	1,765,000	380,500	-	-	1,765,000	380,500
2043	1,855,000	292,250	-	-	1,855,000	292,250
2044	1,945,000	199,500	-	-	1,945,000	199,500
2045	2,045,000	102,250	-	-	2,045,000	102,250
Totals	<u>\$40,441,391</u>	<u>\$21,780,770</u>	<u>\$ 905,681</u>	<u>\$ 49,203</u>	<u>\$41,347,072</u>	<u>\$21,829,973</u>

## 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, 2022</u></b>
Installment Purchase Refunding, issued October 2019, rate of 2.75%, maturing serially to 2029	<u>\$ 17,255,000</u>

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

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

Year Ending	Installment Purchases	
<u>June 30,</u>	<u>Principal</u>	<u>Interest</u>
2023	2,200,000	474,513
2024	2,280,000	414,013
2025	2,370,000	351,313
2026	2,460,000	286,138
2027	2,555,000	218,488
2028	2,655,000	148,225
2029	2,735,000	75,213
Totals	<u>\$ 17,255,000</u>	<u>\$ 1,967,900</u>

## Special Revenue Fund

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

Future maturities and interest are:

Year Ending	HUD Section 108 Loan	
<u>June 30,</u>	<u>Principal</u>	<u>Interest</u>
2023	14,000	395
Totals	<u>\$ 14,000</u>	<u>\$ 395</u>

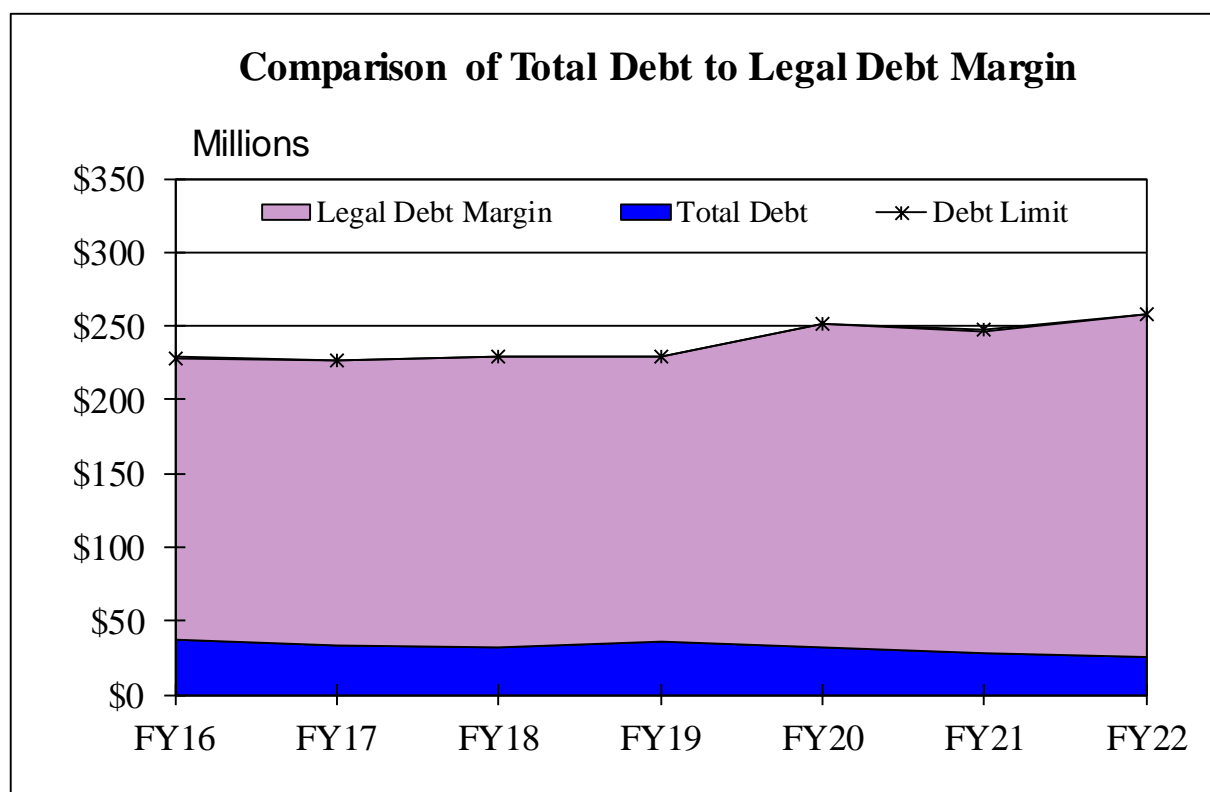
## PROPOSED DEBT

The City of Salisbury anticipates one debt issuance during FY2022-23:

In the General Fund, the City will be purchasing a new fire truck during FY2022-23. The plans to use installment financing totaling \$1,200,000 to finance this truck. The estimated funding for this debt in October 2022 and \$160,000 has been budgeted, in the General Fund, for one half of a year's principal and interest payment.

## 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, 2022

Debt limit: Total assessed value of \$3,223,429,619 x 8% \$ 257,874,370

Amount of debt applicable to debt limit:

Total capitalized lease obligation and installment purchase obligations:

General Fund \$ 6,766,703

Water & Sewer Fund 905,681

Fibrant Communications Fund 17,255,000

Total amount of debt applicable to debt limit 24,927,384

LEGAL DEBT MARGIN \$ 232,946,986

## 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, 2021.

<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	\$ 42,893,319	22.58%	\$ 9,685,317
City of Salisbury direct debt			<u>7,883,494</u>
Total direct and overlapping debt			<u><u>\$ 17,568,811</u></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, 2022, AND ENDING JUNE 30, 2023**

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, 2022, and ending June 30, 2023, 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	\$ 760,032
Management and Administration	1,439,322
Communications	461,242
Human Resources	2,482,415
Finance	1,537,200
Customer Service	463,535
Community Planning Services	1,016,585
Information Technology	1,674,755
Development Services	337,138
Code Services	502,333
Downtown Development	460,459
Facilities Maintenance	612,030
Central City Buildings	655,116
Plaza	150,139
Police Services	4,209,314
Police Administration	1,151,769
Police Operations	6,060,751
Fire Department	8,475,214
Telecommunications	797,836
Traffic Operations	291,568
Street Lighting	476,100
Transportation	630,000
Engineering	2,261,466
Public Works Administration	465,363
Streets	2,281,421
Solid Waste	2,070,287
Waste Management - Other	547,131
Cemetery	106,348
Grounds Maintenance	1,467,922
Bell Tower Green	504,535
Parks and Recreation	1,619,763
Fleet Management	1,271,873
Fibrant Support	2,700,000
Debt Service	810,578
TOTAL GENERAL FUND	<u>\$ 50,751,540</u>

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

Utilities Mgt. and Administration	\$ 7,456,166
Plant Operations-Water Treatment	2,693,480
Systems Maintenance	5,850,010
Environmental Services	669,460
Plant Operations-Wastewater Treatment	6,206,884
Meter Services	763,052
Water and Sewer Debt Service	<u>5,228,500</u>
TOTAL WATER AND SEWER FUND	<u>\$ 28,867,552</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

\$ 2,414,460

(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

\$ 4,032,743

(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

\$ 714,219

(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

\$ 3,518,110

(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

\$ 2,705,278

(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

\$ 497,512

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, 2022 and ending June 30, 2023:

General Fund:

Taxes	\$ 23,303,199
Unrestricted governmental	13,811,000
Restricted governmental	2,545,217
Charges for services	8,463,637
Miscellaneous	628,487
Other financing sources	<u>2,000,000</u>
Total revenues and other financing sources	<u>\$ 50,751,540</u>

Water and Sewer Fund:

Operating revenues	\$ 27,847,552
Nonoperating revenues	20,000
Other financing sources	<u>1,000,000</u>
Total revenues	<u>\$ 28,867,552</u>

Transit Fund:

Charges for services	\$ 48,000
Intergovernmental revenues	553,661
Other financing sources	<u>1,812,799</u>
Total revenues and other financing sources	<u>\$ 2,414,460</u>

General Fund Capital Reserve Fund:

Transfer from General Fund	\$ 2,367,648
Nonoperating revenues	30,000
Other financing sources	<u>1,635,095</u>
Total revenues and other financing sources	<u>\$ 4,032,743</u>

Water and Sewer Capital Reserve Fund:

Transfer from Water and Sewer Fund	\$ 492,896
Miscellaneous	30,000
Other financing sources	<u>191,323</u>
Total revenues and other financing sources	<u>\$ 714,219</u>

Fibrant Communications Fund:

Operating revenues	\$ 810,000
Nonoperating revenues	8,110
Other financing sources	<u>2,700,000</u>
Total revenues	<u>\$ 3,518,110</u>

Stormwater Fund:

Total revenues	<u>\$ 2,705,278</u>
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Stormwater Capital Reserve Fund:

Total revenues and other financing sources	<u>\$ 497,512</u>
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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, 2022 for the purpose of raising the revenue from current year's property tax, as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation, to wit:

General Fund:

(For the expense incident to the proper government of the City of Salisbury)

-- \$ .7196

Municipal Service District:

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

-- \$ .176

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$3,221,424,734 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$30.00 on each vehicle resident as authorized by General Statute 20-97.

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, 2022 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

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

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

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

**ADMINISTRATION**

Sale of Salisbury City Council meeting recording  
 Copier or Multifunction Machine Fee  
  
 Copy of Reports/Files

	Fee
Actual cost of supplies and mailing	
\$0.10 per copy/scanned page;	
Minimum of \$1	
Actual cost of supplies and mailing	

**COMMUNITY PLANNING SERVICES*****Development Services***

Zoning Board of Adjustment:

Administrative appeal	\$350
Variance	\$350

Conditional District Petition or General Development Overlay:

Adoption (Includes first construction submittal & two revisions. \$250 for each additional)	\$1,200
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Amendment	\$900
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Revisions	\$50
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District Map & Text Amendment Petition

LDO Map Amendment (General Rezoning, Historic Overlay Adoption)	\$200
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Land Development Ordinance Text Amendment	\$600
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Vested Rights Extension

\$600 without rezoning

After-the-fact Certificate of Appropriateness (HPC)

\$250

After-the-Fact Zoning Permit

Double regular permit fee

Major Site Plan Review (1st Submittal + Two Revisions)

\$500

Major Site Plan Re-Review

\$250 for each additional

Minor Site Plan Review (1st Submittal + Two Revisions)

\$150

Minor Site Plan Re-Review

\$75 for each additional

Alternate Methods of Compliance

\$50

Special Use Permit

\$500

Zoning Permit for New Single Family

\$50 (House <5 DU)

Zoning Permit for New Multi-family

\$150

Zoning Permit for New Non-residential

\$300

Zoning Permit for Addition, Accessory, Upfit of Residential

\$25

Zoning Permit for Addition, Accessory, Upfit of Non-residential

\$100

Zoning Verification Letter

\$60

Predevelopment Permit for Site Grading (LIA)

\$100

Predevelopment Permit for Site Grading (HIA)

\$300

New Telecommunications Tower Special Use Permit Application

\$5,000

Height Addition of Existing Telecommunications Tower Application

\$1,500

Sidewalk Dining Permit (Annually)

\$10

Special Event Permit

\$50

Temporary Sign Permit

\$25

Permit for Sign Panel / Face Change

\$50

Certificate of Appropriateness (COA) Major Works

\$25

Permit for New Wall, Canopy, Proj., Ground Sign

\$100

Temporary Use Permit

\$100

Temporary Construction Trailer

\$25

Tree Removal Permit

\$10

Home Occupation

\$50

Policy Plan Amendment

\$1,000

Payment in Lieu of Sidewalk Construction

Time and material costs

Standards Manual (includes zoning and subdivisions)

\$20

Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking

\$1 per foot annually

***Code Enforcement***

Fee

**Code Enforcement**

Nuisance abatement (Fees vary depending on the extent of the abatement)  
 Demolition or Moving Permit Application Fee  
 After the Fact Demolition Permit

Fee	
Contractor & landfill costs	
	\$50
	\$250

**ENGINEERING**

## Subdivision Review:

Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Special Exception	\$200
Street & alley closings filing fee	\$500

## Printed Maps

Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25

Engineering Plan Review Fee (Utility Only - New Construction)

\$200

Engineering Plan Review Fee (Utility Only- Upfit)

\$100

DENR Delegated Water Permit

\$200

DENR Delegated Sewer Permit

\$200

Field Inspections of Water Lines

\$1 per foot

Field Inspections of Sewer Lines

\$1 per foot

## Media Charges

CD Disk, Each	\$20
DVD Disk, Each	\$20

**TRAFFIC OPERATIONS**

## Traffic Count

\$15 per counter per day

Repair of traffic control devices-materials

Actual cost + 10% for handling

Repair of traffic control devices-labor

Hourly rate + fringe benefits

Repair of traffic control devices-use of bucket truck or paint machine

\$50/hour

Repair of traffic control devices-use of service truck or small equipment

\$9/hour

**POLICE**

## Copies

\$0.10 per copy/scanned page;

(No fee to victims of crime or traffic accidents for first copy  
 of a report, but charged for any additional copies)

minimum of \$1;

\$1 extra for mailing

Fingerprinting

\$10

Handicapped Parking Violation

\$250

Pool Hall Permits

\$100

Taxi permits - one time only

\$15

Parking ticket - illegal parking

\$5

Parking ticket - overtime parking (more than 2 hours)

\$15

## Media Charges

CD Disk, Each	\$20
DVD Disk, Each	\$20

**FIRE**

HazMat/Material Recovery

Copies of Reports (First report is free to victims)

**Fee**

Actual cost including equipment

\$0.10 per copy/scanned page;

minimum of \$1

\$250 per call

\$95 per hour stand-by

Lifting Assistance

Lifting Assistance Standby

**SPECIAL OPERATIONAL USE PERMITS**

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

Tents and air supported structures requiring a construction permit will be included with the Special Operational Use Permit.

Blasting Permit:

30 day permit

\$100

2 day permit (48 hours)

\$45

Burning Permit:

Commercial

\$25

Residential

No charge

Exhibit and Trade Show

\$25

Festivals (fairs, carnivals, etc.)

Large Festival:

\$175

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

2. Outdoor circus or carnival

Small Festival:

\$50

1. Festival with an attendance of 6,000 or less each day or

2. Indoor circus or carnival

Firework/Pyrotechnic Display (per display)

\$200

Fumigation or Thermal Insecticidal Fogging

\$25

Special Amusement Building

\$25

Tent or Air Supported Structures (Funeral Homes &amp; tents less than 700 sq. ft. exempt)

\$25

Tent, Structure or Stand for Fireworks Sales:

21 day permit

\$500

7 day permit

\$200

Other Not Listed

\$25

After Hours Inspection (inspections conducted outside of normal work hours)

\$50

\*Late Application Fee

\$50

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

**FIRE DEPARTMENT CONSTRUCTION PERMITS**

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

Automatic Fire-Extinguishing System:

Installation

\$60

Renovation/Modification

\$50

Automatic Sprinkler System:

Installation (\$59 minimum)

\$0.01/square foot

Renovation/Modification

\$50

Standpipe System (Not part of a sprinkler system):

Installation

\$50

Renovation/Modification

\$50

	Fee
Fire Alarm and Detection System: (Includes devices tied into fire alarm system)	
Installation (\$59 minimum)	\$0.01/square foot
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
Removal or Place out of Service- (per tank)	\$50
* If electrical circuitry is involved then an electrical permit must also be obtained from the Rowan County Building inspections Department	
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated by	\$60
MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$150
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$200
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	\$150
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Exits and egress ways locked or blocked	\$200/door
Over-crowding, exceeding occupant load (crowd management system not compliant)	\$200
Parking in a Fire Lane	\$50
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement cost
Plans Review:	
Plans review shall be based on the following computations for construction :	
A = Total Gross Building Floor Area of Construction	
B = Fee per Square Foot (from table below)	
Total Gross Building Floor Area of Construction (square feet)	
0 - 5,000	A x B = Permit Fee
5,001 - 15,000	(A x B x 0.75) + (1,250 x B) = Permit Fee
15,001 and above	(A x B x 0.50) + (5,000 x B) = Permit Fee



Building:	Fee
Residential	\$0.05
Storage	\$0.035
Assembly	\$0.06
Institutional	\$0.06
Business	\$0.06
Mercantile	\$0.05
Hazardous	\$0.05
Factory/Industrial	\$0.04
Educational	\$0.065

## **PUBLIC WORKS**

### ***Street Division***

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

### ***Solid Waste***

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

Bulky Item Collection Fees:

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

Each Bag or Box \$2.50

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

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

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

### ***Fleet Management***

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

Repair of Hazardous Material Van:

Labor \$65.41/hour

Repair Parts Actual cost + 20%

Repair Sublet Actual cost + 15%

### ***Cemetery***

Burial-adult \$900

Burial-infant \$450

Disinterment - Adult \$1,800

Disinterment - Infant \$900

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

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

Interment - Crematory remains \$450

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

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

Interment - Mausoleum (no involvement) \$25

Funeral processions entering cemetery after 1:30 P.M. weekdays \$200

Funeral processions entering cemetery on weekends \$300

Funeral processions entering cemetery on holidays \$450

Monument installation permit \$25

Deed Change \$25

Cemetery Lot Fee Schedule:

Adult, City resident \$800

Adult, non-City resident \$1,000

Infant, City resident \$400

Infant, non-City resident \$600

Columbaria fees:

Niche, City resident \$1,350

Niche, non-City resident \$1,550

Weekday Inurnment fee \$150

Weekend Inurnment fee \$300

### ***Grounds Maintenance***

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

**Telecommunications**

	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
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$150
Fleet Map Build	\$250
Radio Diagnostic	\$90
Repair (Hourly rate)	\$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60
Equipment Installation:	
Cost per hour	\$65.41
Parts	Actual cost + 20%

**TRANSIT**

Individual Fares:	
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Disabled, Senior Citizens, Medicare and Students)	\$0.50
Transfers & Children under 5	FREE
40 Ride pass:	
Regular	\$35
Reduced (Disabled, Senior Citizens, Medicare and Students)	\$17
ADA Paratransit System (each way)	\$2
ADA Paratransit 20 Ride Pass	\$35
ADA Paratransit 10 Ride Pass	\$17

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

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

***Civic Center***

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

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

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

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

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

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

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

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

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

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

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

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

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

**Bell Tower Green****County Rates:**

Green (3 hour minimum)	\$300 + \$100 Damage deposit (\$50 per hour after)
Ampitheater/Green/Promenade (5 hour minimum)	\$750 + \$300 Damage deposit (\$100 per hour after)
Bell Tower/Gazebo (5 hour minimum)	\$300 + \$100 Damage deposit (\$50 per hour after)
Garden Trellis (3 hour minimum)	\$300 + \$100 Damage deposit (\$50 per hour after)
Promenade (3 hour minimum)	\$200 + \$100 Damage deposit (\$50 per hour after)

**Non-County Rates:**

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

County Non-Profit Rate: 50%

Monday - Friday Day (before 5 P.M.) Rate 75%

Entire Park Rental (8 hours - large private or corporate events) \$4,000 + \$1,000 Damage deposit (\$250 per hour after)

Concert /Large Spectator Event (8 hours) \$2,000 + \$500 Damage deposit (\$150 per hour after)

Set-up \$200

Staffing (if required) \$20 per hour per staff member

8 Foot Table \$5.00 per table (minimum of 10)

Chairs \$1.00 per chair (minimum of 25)

Lighting Fee (Bell Tower & Water Wall) \$25

Activity Cart \$50

Raindate Hold (non-refundable) \$300

**Shelters & Gazebo Rentals:**

Standard Park Shelters \$40 per day

**Gazebos**

Hurley Park Gazebo Rental \$100

Peace Haven Gazebo at City Park \$100

Robertson Eastern Gateway \$100

Cannon Park Gazebo Rental \$100

Gazebo Refundable Deposit \$50

**Advertising Fees**

Salisbury Community Park

	Fee
	\$600 initial fee;
	\$300 annual renewal
	\$1,000-\$5,000

Salisbury Greenway

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

**Soccer:**

Flat Fee	\$25 per hour
Field Prep Fee	\$60 per field
Tournament Fees	
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 AND 1 field prep	

**Football:**

Flat Fee	\$25 per hour
Tournament Prep Fees	\$60 per field

**Cross Country Prep Fee**

	\$150
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**Tennis/Pickleball:**

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

**Special Event Permits**

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

**West End Community Center**

Conference Room	\$50 per hour
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**UTILITY ENGINEERING**

	Fee
Engineering, Consulting, and Technical Services	
Project Manager - Professional Engineer	\$100 per hour
Civil Engineer	\$75 per hour
Engineering Technician	\$50 per hour
Construction Inspector	\$50 per hour
Survey Field Crew (2 person)	\$75 per hour
Clerical	\$25 per hour
Set of Bid Documents	\$50 each
Utility Location Maps:	
Paper Document	\$15
Digital Format	
CD Disk, each	\$20
DVD Disk, each	\$20
Engineering Plan Review Fee (Water Only)	\$200
Field Inspection of Sewer Lines	\$1 per foot
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20

**BUSINESS AND FINANCIAL SERVICES**

Accounts Receivable - Not billed on Utility bill (30 days past-due)	1.5% per month
Accounts Receivable - Billed on Utility bill (24 days after billing)	1.5% per month
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1/\$1 extra for mailing
Copy of Reports/Files	Actual cost of supplies and mailing

**SCHEDULE A  
CASH DEPOSITS**

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

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

## SCHEDULE B

### METER INSTALLATION AND SEWER CONNECTION CHARGES

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

Tap fees are based upon the actual cost of material and labor at the time of connection. Estimates will be provided but the actual cost may fluctuate depending upon material price increases or supply chain shortages.

- (a) Three-fourths-inch residential water tap:
  - ¾" Water tap - SRU installed \$2,350
  - ¾" Water tap - Developer installed \$425
  - ¾" Water tap - Crescent \$1,275
- (b) One-inch residential water tap \$2,675
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. For these purposes, commercial shall be defined as anything other than single-family detached homes. All water connections made to a distribution main 24" or larger in diameter shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1", both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 25, Article II, Section 25-33 City Code).
- (e) Four-inch residential sewer connections:
  - 4" Sewer tap - SRU Installed \$1,975
  - 4" Sewer tap - Developer Installed\*: \$250

\*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. For these purposes, commercial shall be defined as anything other than single-family detached homes. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 25, Article II, Section 25-33 City Code).
- (g) Water meter packages are materials only and are available for purchase when on-site submetering is required. Package includes meter, setter, meter box with lid, 2 ft. copper tailpiece outlet, and outlet coupling. Meter is installed by SRU upon inspection approval.
  - ¾" Meter Package \$890
  - 1" Meter Package \$1,120
  - 2" Meter Package \$3,550
- (h) Partial Abandonment Fee \$150
 

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

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

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

- (p) Inspection fee (per connection)
- Water or sewer connection \$45
  - Backflow \$45
  - Re-inspection of either water, sewer, or backflow \$20
- (q) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.
- (r) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and the City will invoice underpayments to the developer.
- (s) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check. There will be no convenience fees charged on any credit/debit card payments.
- (t) Water Service renewal fee shall be charged on the basic labor, material, and overhead costs, not to exceed the fee of a residential ¾" Water tap – SRU installed.
- (u) Sewer Lateral Transfer (transfers from private to public): \$1,975  
Sewer lateral transfer covers the expense of materials, equipment and labor to renew the existing tap from the edge of the property right-of-way to the public sewer system. The fee is one-time only and once the work is performed, the ownership and responsibility to maintain the lateral downstream of the cleanout belongs to the City. Payment, in full, must be received prior to commencing work.
- (v) Private Sewer Lateral Repair (in ROW, lateral remains private): Time and Materials  
Private Sewer Lateral Repair covers the expense of materials, equipment and labor to excavate and install a cleanout at the right-of-way of the private sewer lateral. Once installed, the City can inspect the portion of the sewer lateral and advise the property owner of the condition. The property owner can elect to transfer the lateral to the City with no refund of remaining balance, or elect to receive a refund of the fee less time and materials. Payment, in full, must be received prior to commencing work; refund based on completion of work and submittal of summary cost sheets. Refund may take up to two weeks to process. \$1,975
- (w) Recycling Fee \$5.80/month
- (x) Landfill Fee
- (1) Residential (per container) \$5.13/month
  - (2) Commercial (per container) \$9.14/month
- (y) Waste Collection Fee
- (1) Residential (per container) \$9.28/month
  - (2) Commercial (per container) \$11.66/month
  - (3) Removal of containers for nonpayment \$25
- (z) Stormwater Fee
- (1) Residential \$4.41/month
  - (2) Commercial/Industrial per ERU with a minimum of one ERU (Capped at \$2,600/month) \$4.41/month
- (aa) Unauthorized reconnection fee (tampering charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment or illegally connecting a meter in vacant status.) \$250
- (bb) Locking Devices Cut or Damaged \$250
- (cc) Meter Yokes Damaged \$300
- (dd) Metering infrastructure (meters, meter boxes, yokes, endpoints, etc.) damaged through intentional or deliberate action shall be charged on the basis of labor, material, equipment, and overhead costs at then prevailing or established rates. Accidental damage shall be charged at actual replacement costs of the equipment.
- (ee) The fact that water is turned on to any premises by an occupant thereof without the approval of the City of Salisbury personnel shall not relieve such premises of liability for the unauthorized use of water and damage (if any) to City of Salisbury property.
- (ff) Bulk water purchases are subject to the following deposits, monthly administrative fees and volume charges based on Schedules C and D.

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

### **SCHEDULE C WATER SERVICE CHARGES**

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

#### Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$4.32
	1" =	\$6.44
	1-1/2" =	\$9.96
	2" =	\$14.19
	3" =	\$27.59
	4" =	\$47.33
	6" =	\$101.61
	8" =	\$172.11
	10" =	\$270.81
	12" =	\$355.41
	16" =	\$707.91

#### Volume charge per 100 cubic feet:

Raw water	\$0.85
Finished, potable water	\$4.26
Southern Power	\$2.18

#### Volume charge per 1,000 gallons:

Raw water	\$1.14
Finished, potable water	\$5.70
Southern Power	\$2.91

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

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

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



**SCHEDULE E  
SEWER SERVICE CHARGES**

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

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.65
	1" =	\$7.07
	1-1/2" =	\$11.09
	2" =	\$15.92
	3" =	\$31.22
	4" =	\$53.76
	6" =	\$115.74
	8" =	\$196.24
	10" =	\$308.94
	12" =	\$405.54
	16" =	\$808.04
Volume charge per 100 cubic feet		\$5.86
(2) Flat rate sewer charge		\$51.53
Volume charge per 1,000 gallons		\$7.83

**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 \$300 for each permit.

Pretreatment Permit Modifications shall be assessed at \$50 per industry request (Administrative change) or \$100 for any other industry request.

**SCHEDULE G  
ANALYTICAL TESTING**

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

Test	Fee
Coliform, P/A-Water	\$40
Nitrate (water)	\$40

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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## **GLOSSARY OF TERMS**

### **ACCRUAL ACCOUNTING**

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

### **ADA**

The commonly used abbreviation for the Americans with Disabilities Act.

### **ADOPTED BUDGET**

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

### **ALS**

Abbreviation for Advanced Life Support.

### **AMI**

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

### **ANNUAL COMPREHENSIVE FINANCIAL REPORT**

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

### **APPROPRIATION (BUDGETING)**

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

### **ARPA**

Abbreviation for American Rescue Plan Act.

### **ARRA**

Abbreviation for American Recovery and Reinvestment Act.

### **ASE**

Abbreviation for Automotive Service Excellence.

### **ASSESSED VALUATION**

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

### **BALANCED BUDGET**

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

### **B/G**

Abbreviation for Buildings and Grounds.

### **BMP**

Abbreviation for Best Management Practices.

**BOND FUNDS**

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

**BOND REFERENDUM**

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

**BUDGET**

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

**BUDGET BASIS**

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

**BUDGET CALENDAR**

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

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN)**

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

**BUDGET MESSAGE**

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

**BUDGET ORDINANCE**

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

**CAC**

Abbreviation for Community Appearance Commission.

**CAPITAL ASSETS**

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

**CAPITAL EXPENDITURES**

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

**CAPITAL IMPROVEMENTS**

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

**CAPITAL IMPROVEMENTS BUDGET**

The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

**CAPITAL IMPROVEMENTS PROGRAM (CIP)**

The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five-year period.

**CAPITAL OUTLAY**

A classification consisting of Capital Equipment and Capital Improvement.

**CAPITAL RESERVE FUND**

A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund, Water and Sewer Fund, Fibrant Communications Fund, and Stormwater Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies, Telecommunications, and Purchasing Divisions.

**CARES**

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

**CCF**

Abbreviation for 100 Cubic Feet of water.

**CD**

Abbreviation for Construction Documents or Certificates of Deposit.

**CDBG**

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

**CHEERWINE**

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

**CMAQ**

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

**CMW**

Abbreviation for Certificate of Minor Works.

**COA**

Abbreviation for Certificate of Appropriateness.

**COB**

City Office Building.

**COD**

Abbreviation for Chemical Oxygen Demand.

**COLUMBARIUM**

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

**CONTINGENCY**

Funds appropriated by the City Council to cover unexpected costs.

**COST CENTER**

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

**COVID-19**

An infectious disease caused by a coronavirus.

**CTP GRANT**

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

**DEBT SERVICE**

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

**DEPARTMENT**

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

**DEPRECIATION**

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

**DSI**

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

**EDC**

Abbreviation for Economic Development Commission.

**EMS**

Abbreviation for Emergency Medical Services.

**ENCUMBRANCE ACCOUNTING**

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

**ENTERPRISE FUND**

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

**EPA**

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

**ERU**

Abbreviation for Equivalent Residential Unit.

**FB**

Abbreviation for Facebook. An online social networking website.

**FERC**

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

**FIBRANT**

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

**FISCAL YEAR (FY)**

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

**FIXED ASSETS**

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

**FOG**

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

**FRA**

Abbreviation for Federal Railroad Administration.

**FSE**

Abbreviation for Food Service Establishment.

**FTE**

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

**FTTH**

Abbreviation for Fiber to the Home. The delivery of a communications signal over optical fiber from the operator's switching equipment to a home or business.

**FUNCTION**

A group of related programs crossing organization (departmental) boundaries and aimed at accomplishing a broad goal or major service.

**FUND**

A fund is a fiscal and accounting entity with a self-balancing set of accounts.



**FUND BALANCE**

Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

**GAAP**

Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

**GALVANIZED**

Coated with a protective layer of zinc.

**GASB**

Acronym for Governmental Accounting Standards Board which is the source of generally accepted accounting principles used by state and local governments in the United States.

**GCWWTP**

Abbreviation for Grant Creek Wastewater Treatment Plant.

**GDP**

Abbreviation for Group Development Plans.

**GENERAL FUND**

The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) BONDS**

Debt issued by the City, repayment of which is backed by full taxing power.

**GIS**

Abbreviation for Geographic Information System. Links the City to a city-wide database, including hardware, software, and added personnel. This system is utilized as an operational, day-to-day essential tool by City departments.

**GFOA**

Abbreviation for Government Finance Officers Association.

**GOAL**

A statement of broad direction, purpose or intent based on the needs of the community.

**GOVERNMENTAL FUNDS**

Those funds through which governmental functions are typically financed. The City has two governmental funds: General Fund and Special Revenue Fund.

**GPON**

Abbreviation for Gigabit Passive Optical Network.

**GREAT**

Acronym for Gang Resistance Education and Training. A police-led series of classroom lessons that teaches children how to resist peer pressure and live productive, drug and violence-free lives.

**G.S.**

Abbreviation for General Statute.

**HOME**

Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

**HPO**

Abbreviation for High Performance Organization. A government working model.

**HRC**

Abbreviation for Human Relations Council.

**HUD**

Acronym for Department of Housing and Urban Development.

**HVAC**

Acronym for Heating, Ventilation, and Air Conditioning.

**I&I**

Abbreviation for Inflow and Infiltration.

**INCH MILE**

The length of pipeline in miles, multiplied by the diameter of the pipe in inches.

**INVESTMENT REVENUE**

Revenue earned on investments with a third party. The City uses a pooled cash system. Cash is pooled from all funds and invested in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

**INTERFUND TRANSFERS**

Amounts transferred from one fund to another.

**ISO**

Abbreviation for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**IVR**

Abbreviation for Interactive Voice Response which is an automated telephone system technology that interacts with callers.

**JAG**

Abbreviation for the Justice Assistance Grant Program.

**LCP**

Abbreviation for Local Convergence Point.

**LEASE PURCHASE**

Method of financing used for acquisitions or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**LLC**

Abbreviation for Limited Liability Company.

**MGD**

Abbreviation for Millions of Gallons per Day.

**MODIFIED ACCRUAL**

The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

**MPO**

Metropolitan Planning Organization is the officially designated body responsible for administering 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.

**NCDOLE**

Abbreviation for North Carolina Department of Labor.

**NCLM**

Abbreviation for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

**NET ASSETS**

The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

**NIOSH**

Acronym for National Institute for Occupational Safety and Health.

**NOC**

Acronym for Network Operations Center. A division of the Fibrant Communications Fund.

**NOV**

Abbreviation for Notice of Violation.

**NOW**

Acronym for Negotiable Order of Withdrawal account.

**NPDES**

Abbreviation for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

**NTU**

Abbreviation for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

**OBJECTIVE**

A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING BUDGET**

The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**OPERATING FUNDS**

Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**OSHA**

Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

**PARTF**

Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

**PERFORMANCE MEASURES**

Descriptions of a program's effectiveness or efficiency.

**PFT**

Abbreviation for Permanent Full-time. Full-time employee with benefits.

**PIT**

Acronym for Police Interdiction Team. Special Operations Division of the Police Department.

**POWELL BILL FUND**

Funding from the state, as a direct appropriation, which is restricted for use on maintenance of local streets and roads, primarily used for streets resurfacing.

**PPT**

Abbreviation for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

**PRODUCTIVITY**

A measure of the increase of service output of City programs compared to the per unit of resource input invested.

**PROGRAM**

An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**PROPERTY TAX RATE**

The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

**PROPERTY TAXES (AD VALOREM TAXES)**

Taxes paid by those owning property in the City. These taxes are based on assessed value.

**PT**

Abbreviation for Part-Time Employee.

**PW**

Abbreviation for Public Works.

**RAS**

Return Activated Sludge.

**RESERVE**

A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

**RESOURCES**

Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

**RESOLUTION**

A formal expression of the opinion or will of the City Council adopted by a vote.

**REVENUE**

Income received from various sources used to finance government services; for example, sales tax revenue.

**REVENUE BONDS**

Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

**RoCo**

Abbreviation for Rowan County.

**ROW**

Acronym for Right of Way.

**SAFER GRANT**

Acronym for Staffing for Adequate Fire and Emergency Response Grant.

**SCADA**

Acronym for Supervisory Control and Data Acquisition.

**SERVICE LEVEL**

Measurement of services provided by the City to the public.

**SIU**

Abbreviation for Significant Industrial User.

**SNAG**

Acronym for Salisbury Neighborhood Action Group.

**SPECIAL REVENUE FUND**

This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – Community Development Fund.

**SRU**

Abbreviation for Salisbury Rowan Utilities.

**SSO**

Abbreviation for Sanitary Sewer Overflows.

**SUPER NOW**

A Super NOW account is a demand deposit account that offers a higher interest rate than a NOW (negotiable order of withdrawal) account.

**SVCS**

Abbreviation for services

**SWAY**

Acronym for the Salisbury Way which defines our culture of excellent service always.

**TAP**

Acronym for Transportation Alternative Program. TAP is a reimbursable federal aid funding program for transportation-related community projects that strengthen the intermodal transportation system.

**TCWWTP**

Abbreviation for Town Creek Wastewater Treatment Plant.

**TDA**

Abbreviation for Tourism Development Authority.

**TFT**

Abbreviation for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

**TKN**

Abbreviation for Total Kjeldahl Nitrogen.

**TMDL**

Abbreviation for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

**TPT**

Abbreviation for Temporary Part-time. Part-time employee working less than 1,000 hours annually with no benefits.

**TSS**

Abbreviation for Total Suspended Solids.

**USDOJ**

Abbreviation for United States Department of Justice.

**UTILITY FRANCHISE TAX**

A tax on public service businesses, including businesses that engage in transportation, communications, and the supply of energy.

**VENTURIS**

A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

**VHF**

Abbreviation for Very High Frequency which is the designation for the range of radio frequency electromagnetic waves (radio waves) from 30 to 300 megahertz.

**WAS**

Waste Activated Sludge.

**WBTV**

A CBS-affiliated television station licensed to Charlotte, North Carolina.

**WWTP**

Abbreviation for Wastewater Treatment Plant.

