

CITY OF SALISBURY NORTH CAROLINA

2001-02 BUDGET For the Year Ending June 30, 2002



MAYOR, CITY COUNCIL, AND CITY OFFICIALS

MAYOR AND CITY COUNCIL

Susan W. Kluttz - Mayor

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

William R. Burgin

William R. Kennedy

R. Scott Maddox

OFFICIALS

David W. Treme
City Manager

John A. Sofley, Jr.
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Budget Prepared By

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City Management Team

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Salisbury for its annual budget for the fiscal year beginning July 1, 2000 (Fiscal year 2000-2001).

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

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

**THE CITY OF SALISBURY'S
FY 2001-02 BUDGET
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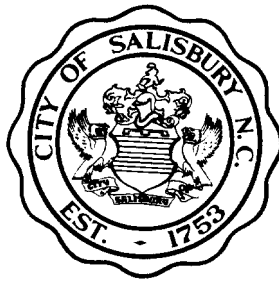
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May 31, 2001

BUDGET MESSAGE FISCAL YEAR 2001-02
July 1, 2001-June 30, 2002

MAYOR, CITY COUNCIL MEMBERS, AND CITIZENS OF SALISBURY,

It is with pleasure that I present to you the City of Salisbury's FY2001-02 Annual Budget totaling \$41,913,622 for all funds.

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

The sixteenth Annual Future Directions and Goal Setting Conference for the City was held February 8-10, 2001 at the Mid Pines Inn and Conference Center in Southern Pines, North Carolina. While each of the sixteen Future Directions and Goal-Setting Conferences takes on a personality all its own, this one was uniquely different. It is the first time that the Rowan County Commissioners and the Salisbury City Council held joint sessions to discuss matters of mutual interest. Of primary interest this year were issues involving opportunities for water and sewer service along the Highway 29 and Highway 70 corridors. Serving growth corridors and drought stricken areas were high on the list of discussion items. Both the Rowan County Commissioners and the Salisbury City Council heard a presentation from the members of the Rowan Salisbury School District and School Superintendent on issues critical to the future of our City and County.

Special attention was given to a review of the Salisbury Vision 2020 Comprehensive Plan. This policy-based strategic plan will provide the framework for addressing many issues that will face the City now and in the future. The Salisbury City Council spent time reviewing progress on the Salisbury Community Park and Athletic Complex and the Crime Control Plan. The Salisbury City Council received the final report from Downtown Salisbury, Inc. on recommendations contained in the Downtown Master Plan. Continued focus and coordination are the necessary elements for the successful implementation of this plan. The Salisbury City Council seemed pleased with the progress of the Neighborhood Improvement Task Force.

Though careful attention was given to all these important issues and more, the overriding focus of the Sixteenth Annual Future Directions and Goal Setting Conference was and is the financial outlook. With the State of North Carolina withholding \$510,000 in Inventory Tax Reimbursements during the current fiscal year, the City of Salisbury has implemented measures to address this shortfall as we close out this year. The recommended FY2001-02 budget includes these reimbursements as a revenue source for next year. If the State of North Carolina decides to take aim on some or all of these local government reimbursements to balance next year's state budget, then a significant tax increase or significant reductions in the levels of service provided our citizens would result.

With rising unemployment in our City and County and increasing fuel and natural gas prices, the Salisbury City Council requested that the City Manager, Finance Director and Management Team prepare and submit a FY2001-02 Budget with **no tax increase** while striving to maintain the current levels of municipal services to our citizens. In addition, the City Manager, Finance Director and Utility Management Team were directed to address the significant financial issues facing the Salisbury Water and Sewer Utility while **minimizing the impact of any recommended rate increases on utility rate payers**. Every effort humanly possible was expended to comply with these two requests.

FOCUSING ON OUR MISSION

At the fourteenth Annual Future Directions and Goal Setting Conference, the Salisbury City Council adopted the following Mission Statement:

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

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

OUTCOMES, STRATEGIES AND GOALS **Revised at Goal Setting Retreat February 2001**

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

Goals Assigned to Outcome

1. Implement the Police Department Strategic Plan.
2. Implement the Crime Control Plan.
3. Continue leadership training in selected neighborhoods.
4. Complete and implement the Neighborhood Task Force Plan.
 - a. Work with Board of Realtors and Neighborhood Associations to address problems with certain landlords in residential areas.
 - b. Strengthen minimum housing and nuisance ordinances (e. g. noise, odor, and others).
 - c. Support neighborhoods by promoting responsibilities of landlords and strengthening requirements for landlords and tenants.
5. Expand the number of neighborhoods using the holistic approach for problem solving.
6. Fund projects to improve housing and neighborhoods, working with the Community Development Corporation (CDC).
 - a. Provide additional funding for projects in neighborhoods.
 - b. Develop a rental housing rehab program in selected neighborhoods.
7. Continue to implement the Park Avenue Plan.
8. Provide funding for tree planting in selected neighborhoods.
9. Evaluate the Salisbury High School area to determine the need for targeted assistance.

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

Goals Assigned to Outcome

1. Begin a new annexation process.
2. Identify new revenue sources to match specific needs.
3. Partner with the Visitors and Convention Bureau to enhance event recruitment.

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

Goals Assigned to Outcome

1. Consider managed growth prerequisites including:
 - ◆ Extra-territorial jurisdictions (ETJ)
 - ◆ Identification of growth corridors
 - ◆ Economic development requirements
 - ◆ County zoning considerations
 - ◆ Incentives for managed growth
2. Continue to develop joint water and sewer extension policy with consideration of managed growth criteria, Utilities Department economics, and the loss of key customers.
3. Continue working to provide water and sewer service for Spencer Forest and Hawkinstown Subdivisions.
4. Finalize a prioritization system for implementing water and sewer capital improvement projects.
5. Consider growth prerequisites consistent with the Salisbury Vision 2020 Plan.

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

Goals Assigned to Outcome

1. Continue construction of the Salisbury Community Park and Recreation Complex.
2. Continue to develop funding sources for future phases of the Parks and Recreation Project.
3. Continue renovation of existing Park and Recreation facilities.
4. Complete master plans for individual parks.
5. Identify additional revenue sources for Greenway System construction.
6. Build a new gymnasium.
7. Continue partnership with Rowan County and other organizations to fund a Sports Development Task Force.
8. Develop a facility to house the Salisbury Rowan Hall of Fame.

Outcome #5 - Receive the Innes Street Zoning Overlay Plan to develop and implement a plan of action to visually and functionally enhance the Innes Street Corridor.

Goals Assigned to Outcome

1. Develop and implement an alternative for displaying community activity banners.
2. Install Mast-Arm Signal supports at appropriate intersections along Innes Street.

3. Explore the feasibility of installing a median on East Innes Street during the Innes Street Bridge construction project.

Outcome #6 - Adopt the Salisbury Vision 2020 Plan.

Goals Assigned to Outcome

1. Implement Salisbury Vision 2020 strategies, as appropriate, in accordance with defined schedules.
2. Continue to support the Salisbury Vision 2020 effort with staff, funding, public information, and community meetings.

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

Goals Assigned to Outcome

1. Complete the development of the E. Council Street Streetscape – Phase 2.
2. Complete upgrade of the Chamber of Commerce and City parking.
3. Complete upgrade of the Bernhardt/Rufty Parking lot.
4. Complete development of the Easy Street pedestrian access.

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

Goals Assigned to Outcome

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

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

Goals Assigned to Outcome

1. Continue implementation of Multiculturalism Training for all City employees and interested citizens.
2. Consider providing an additional 1% 401(k) contribution as an added employee benefit.
3. Continue to implement an employee training and development plan.
4. Develop and implement a comprehensive Pay Plan.
5. Continue to evaluate applying the “Broad Banding” compensation program to other departments, in addition to the Utilities Department.
6. Develop and implement salary plans that compensate public safety and labor-intensive classes based on factors related to the nature of the jobs and market data.
7. Develop and implement recruitment strategies to recruit employees from diverse populations within the community.
8. Develop strategies to attract quality employees including signing bonuses, etc.

Outcome #10 - Determine ways the City can assist Rowan-Salisbury schools within the City limits.

Goals Assigned to Outcome

1. Provide Parks and Recreation facilities for tennis, cross country, and special meetings.
2. Develop a joint partnership with Rowan-Salisbury Schools and Salisbury High School to improve the athletic facilities on the Salisbury High School Campus.
3. Continue to jointly fund School Resource Officers for Salisbury High School, Knox Middle School and the Henderson Independent School.
4. Continue Fire Department fire safety programs for elementary schools.
5. Offer surplus PC's and printers to schools.

Outcome #11 - Improve the overall management of the City and its departments.

Goals Assigned to Outcome

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

Outcome #12 - Implement special City Council initiatives to improve the quality of life for Salisbury citizens.

Goals Assigned to Outcome

1. Respond to special requirements and initiatives from the City Council, Boards and Commissions, and partnerships with other organizations.
2. Provide appropriate training for all Boards and Commissions concerning its role and responsibilities.
3. Establish a committee to evaluate the feasibility of an active community access channel.

Outcome #13 - Continue to improve and enhance our City's Downtown.

Goals Assigned to Outcome

1. Partner with Downtown Salisbury, Inc. (DSI) to implement the Downtown Salisbury Master Plan.
2. Create a Downtown Historic District.
3. Appoint a Downtown parking development committee to implement the parking plan and the traffic system.
4. Work with Downtown Salisbury, Inc. to determine the need for additional Police service in the downtown area.

Outcome #14 – Form a Civic Center Task Force.

Goals Assigned to Outcome

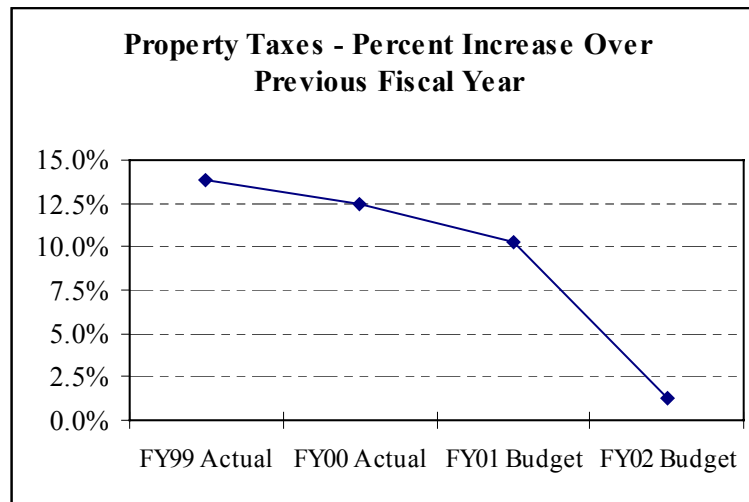
None

GENERAL FUND OVERVIEW

As a result of the direction given to the City Manager by the Salisbury City Council at the City of Salisbury's Future Directions and Goal Setting Conference in February, 2001, the City Manager, Financial staff and Management Team have concentrated on preparing a financial plan that will maintain the levels of current services to our citizens and utility rate payers while addressing the current financial and economic conditions impacting our local government and state.

Financial/Economic Conditions

The prevailing economic conditions impact the FY2001-02 Budget greatly. In calendar year 2000, four companies within the City closed. The tax base for the FY2001-02 reflects the closings and the subsequent removal of equipment from the tax base. In recent months, the unemployment rate within Rowan County has risen steadily from 5.4 percent in January 2001, to 6.1 percent in February 2001, to 8.3 percent in March 2001. The rising unemployment rate is a partial reflection of the plant closings and reflects the overall economic conditions within our region. This slowing economy has also affected the construction industry. Commercial construction and housing starts are declining impacting both the tax base and sales tax receipts. As shown below, the growth percentage for property taxes has dramatically decreased for the FY2001-02 Budget.



The second most significant revenue source for the City is sales tax receipts. The 2000 Census indicates that the population of the City as a percent of the total County decreased significantly from the prior year. This is important since some revenues including sales taxes are distributed between cities and counties on a per capita basis. This statistical decrease will result in Salisbury losing approximately \$100,000 in sales tax receipts as compared to last year's relative population totals. In addition to the lower percentage due to the difference in relative population, sales tax receipts for the County is only anticipated to grow slightly. The combination of a lower distribution percent and low sales tax growth resulted in sales tax receipts being budgeted at almost exactly last year's amounts. In prior years, the growth rate had been projected at four to five percent per year.

Strategy to Balance General Fund Budget

After paring capital outlay and Special Projects to the net budgeted amount contained in the FY2000-01 Budget, eliminating eight requested new positions, and reviewing non-variable expenditures, there was still a budget deficit. In order to address the FY2001-02 Budget Deficit, I requested that all departments divide their budgets into fixed and variable costs and reduce their

FY2000-01 variable budget by twenty-one percent. This enabled all operating and service units to decide which items were most critical in maintaining existing levels of support services to operating units and existing levels of service to our citizens. These actions resulted in our meeting the first objective assigned by the Salisbury City Council: **preparing and submitting the FY2001-02 Budget with no tax increase.** A synopsis of the major initiatives contained in the General Fund follow.

POLICE DEPARTMENT

The Salisbury Police Department (SPD) will continue its efforts with the successful community-policing model selected by the Salisbury City Council through the implementation of the Police Crime Control Plan, Strategic Plan and the Patrol Plan concepts. The Crime Control Plan will focus on two major initiatives, Diversity and Youth Violence. Many initiatives concentrating in the areas of Youth Violence and Latino Community Mobilization are already planned. The committee has asked Peter Bellmio, the Police Department's consultant who helped with the Plans identified above, to return for another kick off and strategy session. We are in the final stages of the Patrol Plan study and everything is coming together. During the next fiscal year, district size, staffing and shift scheduling will be addressed.

The Police Department will increase the effectiveness and efficiency of the Police K-9 Program through the City Ownership Program. We are scheduled to purchase another canine and develop another Officer.

Continued funding of the Chaplaincy program will strengthen support to all department personnel in many personal and professional ways. The Department Chaplain will coordinate all efforts of four Police Chaplains in the program. In the continued theme of Spirit, Soul and Body, we will begin developing a mandated Wellness Program.

In an effort to promote community partnerships while improving the quality of life for our local senior citizens, SPD has agreed to perform additional Patrol and Programs at the Yadkin House and the surrounding District. No additional personnel are required and the program will be funded with a grant providing \$112,000 for two years. The Housing Authority is keeping \$28,000 for the two years to directly pay off-duty Officers.

FIRE DEPARTMENT

The Salisbury Fire Department energetically attempts to provide the best in Fire Service for the citizens of Salisbury.

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

The Salisbury Fire Department has worked diligently to attain the high level of service we enjoy and have come to expect in Salisbury. The Department operates with modern, well-designed and highly functional equipment operated by personnel who are among the best trained in the state. The Department's constant high level of training and dedication to the safety of our personnel continues to be reflected in operational efficiency and excellent safety record.

Training for Fire Department personnel is delivered by the National Fire Academy, The Department of Insurance, Rowan-Cabarrus Community College, Guilford County Community

College, the Institute of Government at Chapel Hill, and numerous other training and developmental organizations. The high level training for Fire Department personnel was a decisive factor in achieving the Department's Class II ISO rating.

While facing increasing costs and the critical need for additional personnel, the Fire Department has worked to keep budget increases at a minimum.

The services provided by our department from Fire and Hazardous Materials Incident mitigation to Life Saving Critical EMS services are high quality, reasonably priced, and critical to the high quality of life enjoyed by Salisbury residents.

PARKS AND RECREATION

The recommended Parks and Recreation budget represents a commitment to the operations of the Salisbury Community Park and Athletic Complex and an increased reliance on private funding of programs and facility development.

One new maintenance position is funded in this budget for the daily operations of the new athletic fields and lake that are being completed at the Community Park. A new reel mower has been included to allow for efficient mowing operations at the park as well as support equipment for the new employee.

Program Operations will attempt to support special events through increased donations and sponsorships. All programming efforts will involve an increase in sponsorships to maintain our current service level.

Park Maintenance will continue general park maintenance at our current level of service, some in-house repairs will be delayed and our overall capital improvement of existing parks will be slowed due to a decrease in funding.

Marketing and Community Relations will be a vital component for the Parks and Recreation department as we look for an increase in sponsorship of our programs and park development.

PUBLIC SERVICES DEPARTMENT

The Public Services Department includes the following divisions: Fleet Management, Street, Solid Waste Management, Transit, Traffic Operations, Landscape Operations, Hurley Park, and Cemetery. Additional staffing was added last year to accommodate growth in the City of Salisbury's residential, commercial, and industrial sectors. This year it is recommended that staffing remain the same and that existing levels of service be continued. Funding for capital has been reduced this year in order to meet current financial requirements.

HUMAN RESOURCES - PAY, BENEFITS, AND RECOMMENDATIONS

The Salisbury City Council continues to identify a goal of initiating programs to attract, retain and develop high quality City employees. To this end the following recommendations are made in an effort to successfully achieve this goal.

Merit Increases

For several years the City has been fortunate to be able to grant average merit increases at least four percent. This practice has allowed the City to continue efforts to retain employees and meet the demands of the labor market. Based on this year's budget projections an average three percent merit pay increase is recommended.

Pay and Compensation

The City continues to experience extreme difficulty in the recruitment, selection, and retention of employees in a number of job classes. A survey of a sample of all City positions indicates that City salaries are at least 12.5% below market. In order to remain competitive with comparable employers, salary adjustments are required. I have included \$110,000 in this year's budget to make salary adjustments as needed. Furthermore, I am proposing to increase the maximum of each salary range by five percent to allow for growth within a salary range.

Future recommendations for the implementation of a Public Safety Law Enforcement Compensation Plan are forthcoming.

Health Insurance

The rising cost and utilization of prescription drugs has directly affected existing health insurance rates. In order to continue the health insurance at the current level, new rates for the upcoming year will increase almost 18%.

Training and Development

The FY2001-02 budget includes the cost of continuing Multiculturalism Training for all City employees. Funds are also requested to continue Supervisory Training and training on other topics such as Customer Service, Workplace Violence, Employment Law and Financial Planning.

Personnel Recommendations

For the FY2001-02 Budget, the net number of budgeted positions for the City decrease by six positions over the previous fiscal year. In the Water and Sewer Fund, 14 positions have reduced. Of these 14 positions, six positions were added in FY2000-01 due to the consolidation with Spencer and then subsequently reduced. In the General Fund, three new positions were added: One position is a Personnel Analyst (Multiculturalism Program Coordinator) in Human Resources which will coordinate City and community programs. The salary and benefits for this position is funded through the *Race Will Not Divide Us Initiative* of the Z. Smith Reynolds Foundation, Inc. A maintenance worker position in Parks and Recreation is also recommended for the new Community Park. The Finance Department added one Customer Service Clerk in FY2000-01 due to the consolidation with Spencer Utilities. The Transit Fund is adding one Transit Operator to provide transit service to a new route. No positions are funded in the Special Revenue Funds due to a contractual arrangement with another agency.

VEHICLE AND EQUIPMENT REPLACEMENT FUNDS

It is recommended that \$1,413,259 included in the FY2001-02 General Fund Budget be transferred to the FY2001-02 General Fund Capital Reserve Fund. These funds, plus \$30,000 from interest earnings, will be programmed this year for replacement of the General Fund fleet and computer equipment, in accordance with the replacement schedules.

It is recommended that \$304,265 be transferred from the Water and Sewer Fund to the Water and Sewer Capital Reserve Fund. These funds, plus \$25,000 will be programmed to purchase the necessary Water and Sewer Fund vehicles and computer equipment in accordance with replacement schedules.

TRANSIT FUND

The recommended Transit Fund Budget for FY2001-02 is increased by \$86,072. This represents an increase of the current level of service offered by the City. The NCDOT is increasing the State Maintenance Assistance Program (SMAP) funding to enhance service by adding or expanding route(s). It is proposed that SMAP funds are used to add one route and position to the existing service. The proposed service area including Lincolnton Road., Jake Alexander Boulevard and Brenner Avenue has been identified as requiring service by the number of requests/inquiries regarding transportation to businesses, grocery stores and restaurants located in the vicinity. Additional target areas and service models will be identified during the planning process.

The recommended budget for Administration, Operations, and Capital are as follows:

Personnel	\$	445,444
Operations		128,563
Capital		7,400
Total	\$	581,407

SPECIAL REVENUE FUNDS

The City of Salisbury will receive approximately \$366,000 in Community Development Block Grant (CDBG) Funds and \$126,446 in HOME Funds from the Department of Housing and Urban Development (HUD) this fiscal year. The City anticipates approximately \$150,000 in program income available for eligible projects, for a total budget of \$642,446.

The following approved budget represents the requests from citizens for use of the FY2001-02 CDBG and HOME funds from public neighborhood meetings and public hearings.

<u>Activities</u>	<u>Funding</u>
Acquisition/Resale/Housing Rehabilitation (CDBG)	\$180,000
Code Enforcement (CDBG)	50,000
Emergency Rehabilitation (CDBG)	55,000
Streetscape/Landscape (CDBG)	55,000
Acquisition/Resale (HOME)	35,600
Housing Rehabilitation (HOME)	20,000
Home Ownership Assistance (HOME)	60,000
<u>Public Services</u>	
Rowan Helping Ministries (CDBG)	25,000
Salisbury Youth Employment (CDBG)	7,500
Family Crisis Council (CDBG)	18,000
Community Youth Garden (CDBG)	3,000
Rowan Community Clinic (CDBG)	7,500
Program Administration (CDBG & HOME)	125,846
TOTAL BUDGET	\$642,446

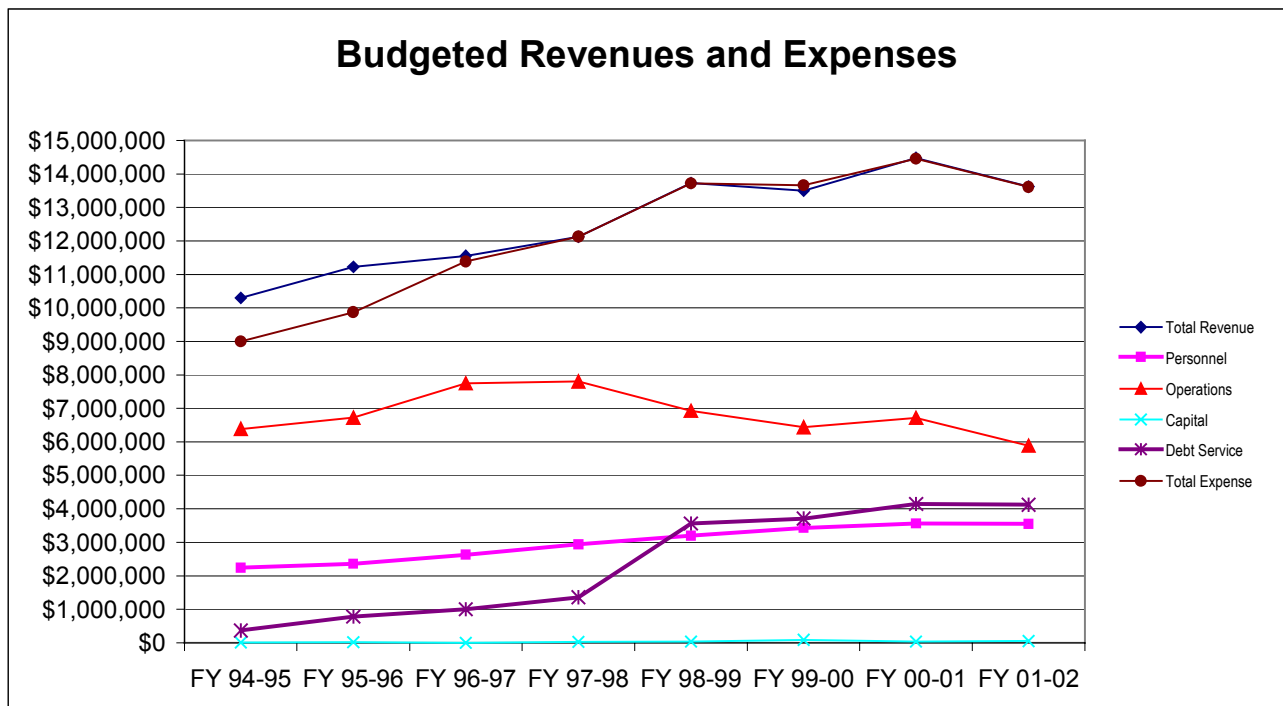
Funding to support the recommendations of the Neighborhood Improvement Task Force is included in the FY2001-02 Budget. In addition, I am recommending that a partnership be established between the City of Salisbury and the Salisbury Community Development

Corporation (CDC) for the purpose of allowing the CDC an opportunity to rehabilitate housing and provide for first time home ownership in selected areas. This partnership will reduce budgeted city staffing by 1.5 positions and put an additional \$50,000 into the program. A copy of the recommended contract will be distributed.

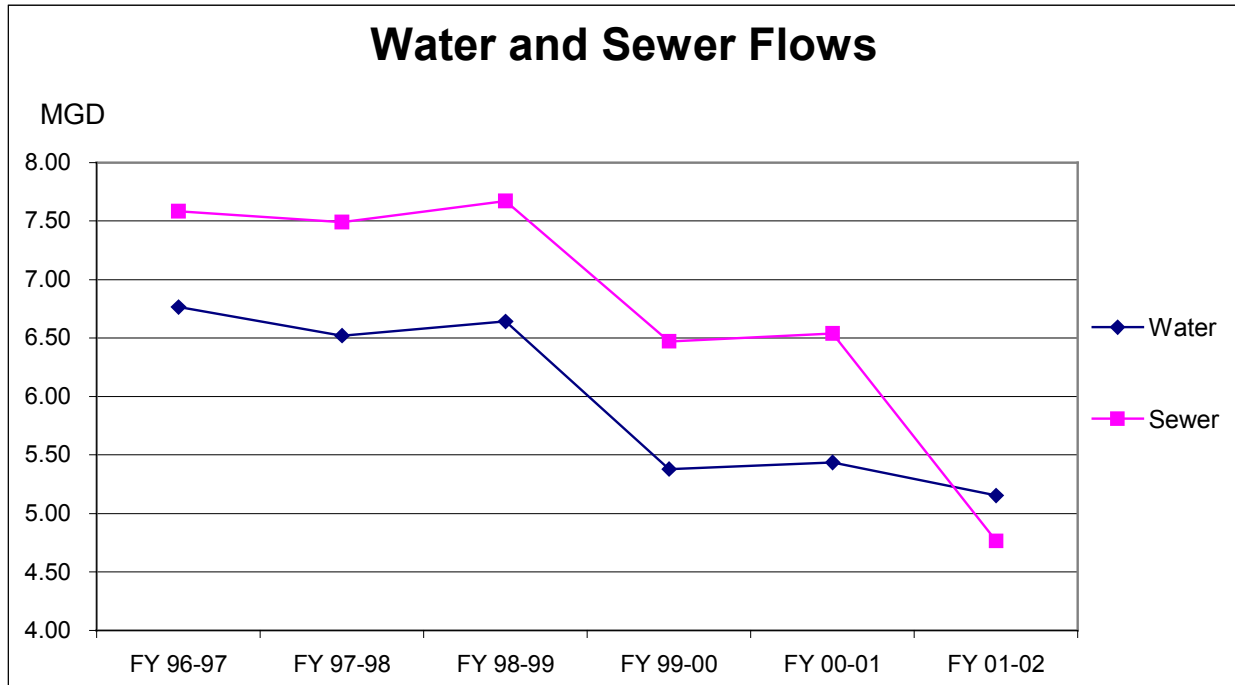
WATER AND SEWER FUND

The second directive of addressing the significant financial issues addressing while minimizing the impact of water and sewer rate increases proved more difficult. An historic joint resolution with Rowan County Commissioners concerning service to Carolina Power & Light (CP&L), the Highway 70 corridor, the Highway 29 corridor and the South Rowan Area will prove to be very beneficial to the Salisbury Utility Department in the future. The thorny problems facing the water and sewer utility over the next two years will have a negative impact on utility ratepayers in the short term. Dramatic conservation efforts by utility customers, a slowing Rowan County economy and severe drought conditions in the Towns of China Grove and Landis must be addressed now. The question facing the City of Salisbury is how to maintain the economic viability of the Salisbury Utility Department while effectively dealing with the increasing cost of debt and customer service during the next two years while waiting for significant future water customers to come on line. There are no easy answers, but an interim plan is included in this budget. Though these recommendations may not be popular, if implemented, they will lead a stabilization of rates and service by the end of the next two budget years.

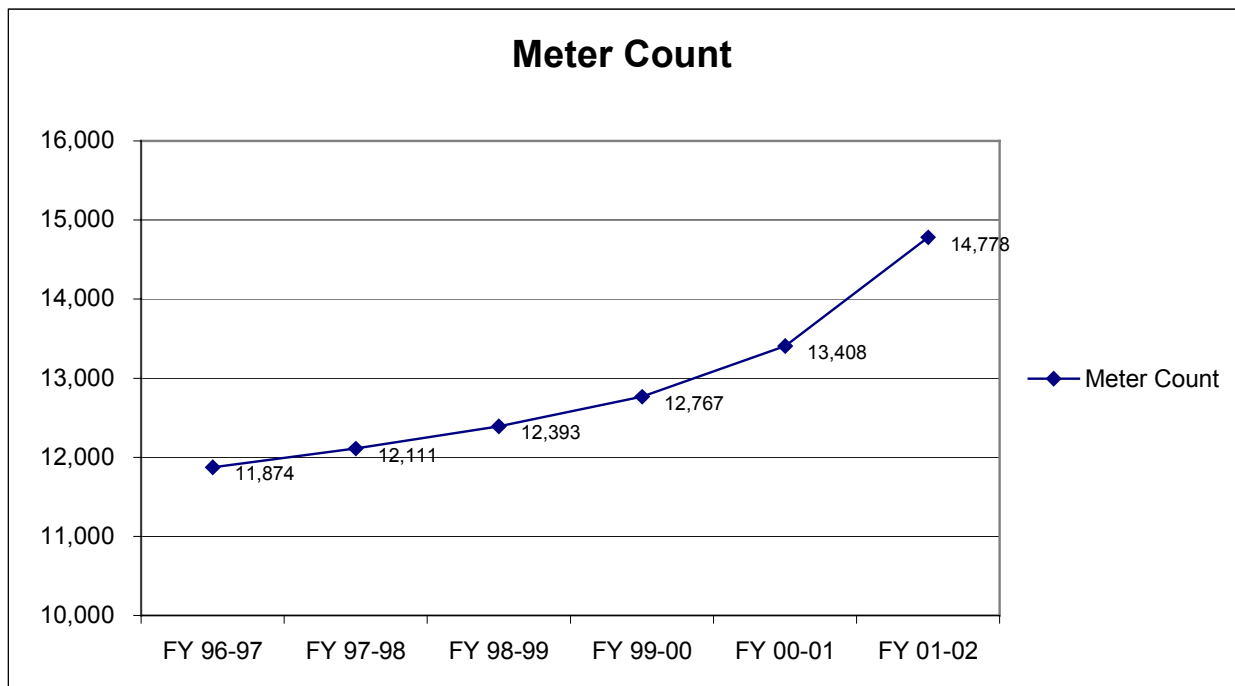
The recommended FY2001-02 Water and Sewer Fund Budget of \$13.6 million contains a proposed 11.74 percent average residential water and sewer rate increase. Average monthly residential water and sewer utility bills would increase from \$40.89 to \$45.69. This rate increase would be effective July 1, 2001. In the proposed budget, personnel, operations and debt service costs have all been reduced, from previous years, while capital costs remain relatively flat as shown below.



The major contributing factor to this increase was a 20.0 percent reduction in water and sewer revenues.



This decrease in consumption has occurred despite a steady increase in new accounts.



Two factors led to this shortfall. A shifting economy has led to the loss of several water and sewer customers, and reduced consumption by others. The severe drought in this area has also adversely affected many of our neighbors' ability to meet their customers' demand for water and forced emergency conservation measures. Since Salisbury is blessed with an abundant supply of water from the Yadkin River, we did not experience a severe impact due to the drought.

However, the intense media focus on the drought crisis has yielded the unusual result of our customers also reducing their usage. This situation resulted in a major reduction in water revenue for the Salisbury Utility Department. For example, if every customer uses just one less billing unit (defined as 100 cubic feet of water which is equivalent to 748 gallons) per month, our revenues would drop by \$750,000. The drought also affected our sewer revenue picture by greatly reducing the amount of metered inflow/infiltration that we treat at our wastewater treatment plants. All told, we experienced a **\$2.9 million revenue shortfall** during FY2000-01.

As soon as the budget deficit was identified by staff, the City Manager, Assistant City Manager, Human Resources Director, Finance Director, Productivity Analyst, Utilities Director and Assistant Utilities Director worked to develop a comprehensive plan to address both short term and long term solutions. The result of this plan was that, in the short term, the Department implemented a 14% Reduction In Force (RIF). Fourteen positions were eliminated including 8 vacant and 6 filled positions. Our RIF targeted primarily middle management and office personnel. We also reorganized our operations units/divisions from seven to four. We have also incorporated a finance capability into our restructured department. These changes have already been implemented and shown results. In addition, nonessential expenditures and non-critical positions have been frozen, and some funds reallocated.

While the next several years will indeed be very lean, the future does look much brighter. The Department is currently finalizing water extension agreements with Rowan County to serve southern Rowan County; with Carolina Power & Light; and finally with ENTERGY. These projects, along with the provision of sewer service to the Town of Faith, will all result in a gradual increase in revenues over the next three years. The proposed Westcliff/US-70 area annexation will also modestly impact future revenues.

All water and sewer fees will be reviewed during FY2001-02. Only minor changes have been made since the current fees were approved in 1987. Strong consideration should be given to recovering actual average costs of service. Another recommendation is to phase out the GO WITH THE FLOW discounted connection fee program over the next six months. Fees have been reduced by 75% to encourage new connections. Our staff has been overwhelmed by the success of this program. The GO WITH THE FLOW program would end on January 1, 2002. In order to address critical space needs, it is recommended that the Salisbury Utility Department reimburse the Waterworks \$250,000 of the \$750,000 leasehold improvements over a three year period beginning July 1, 2003.

The Salisbury Utility Department has undergone a tremendous amount of change. Even with the addition of several thousand individual customers over the last several years, the Salisbury Utility Department is struggling to maintain the sale of the necessary volumes of water to maintain the benefits of achieving economies of scale. Help is on the way, but will not be on line in time to avoid water and sewer rate increases this year. The Salisbury Utility Management Team is doing everything it can to address these issues in the short term including restructuring the organization, implementing reductions in force, deferring capital expenditures and curtailing operations where possible, but there are no easy answers. The recommendations contained in the this interim plan may not be popular, but if implemented, they will lead to achieving the economies of scale necessary to stabilize rates and service by July 1, 2003. During the interim we pledge to continue to look for ways to successfully operate the water and sewer utility, with the highest degree of quality and reliability at the lowest possible cost.

IN CONCLUSION

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

In addition, I would like to thank the City Council, the Volunteer Boards and Commissions for their vision and commitment during the Goal Setting and Future Directions Process. I also appreciate the time that each member of City Council will spend in evaluating and finalizing the recommendations contained in this year's Budget. I look forward to working with each of you in adopting the FY2001-02 Budget and appreciate your continued support in implementing the Outcomes, Strategies, Goals and Service Levels contained in this Budget.

David W. Treme
City Manager

ADDENDUM

On June 5, 2001, the City Manager presented a balanced FY2001-02 Budget proposal that totaled \$41,913,622 for all funds. City Council had set a budget work session for Thursday, June 14 and a public hearing for Tuesday, June 19. A second budget work session was held on Wednesday, June 27 for further discussion on budgetary options and subsequent adoption of the Annual Budget.

After much discussion at the work sessions, City Council members agreed to a 9.9 percent average residential water and sewer rate increase effective July 1, 2001 due to the addition of customers in the South Rowan area during the fourth quarter of the fiscal year. All other City Manager recommendations were adopted as stated.

**EXHIBIT 1
CITY OF SALISBURY
SPECIAL PROJECTS FOR FY 2001-02**

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
MANAGEMENT & ADMINISTRATION			
Institute of Government - Facility Project	\$ 5,000	\$ 5,000	\$ 5,000
Pledge for Trolley	5,000	-	-
2003 Celebration	5,000	5,000	5,000
Total Special Projects	<u>\$ 15,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>
HUMAN RESOURCES			
Multiculturalism Training Program	\$ 25,000	\$ 25,000	\$ 25,000
Broadbanding Software	35,000	-	-
HRIS	20,000	-	-
Salary Adjustments	110,000	110,000	110,000
Background Investigations	5,000	5,000	5,000
Police Officers Written Exams	3,000	-	-
Employee Development Program	20,800	20,000	20,000
Recruitment Incentives	17,500	-	-
Market Data Purchase	4,000	-	-
Total Special Projects	<u>\$ 240,300</u>	<u>\$ 160,000</u>	<u>\$ 160,000</u>
INFORMATION TECHNOLOGIES			
Review of 800 Trunking System	\$ 15,000	\$ -	\$ -
Total Special Projects	<u>\$ 15,000</u>	<u>\$ -</u>	<u>\$ -</u>
FINANCE			
Software Modification	\$ 6,000	\$ 4,000	\$ 4,000
Total Special Projects	<u>\$ 6,000</u>	<u>\$ 4,000</u>	<u>\$ 4,000</u>
POLICE			
Administration (514)			
Crime Control Plan	\$ 5,000	\$ 5,000	\$ 5,000
Inter-National Accreditation	11,700	11,700	11,700
Accreditation Mock Assessment	1,500	1,500	1,500
Diversity Enhancement Services	5,000	5,000	5,000
Wellness Program	5,000	5,000	5,000
Police Chaplaincy Program	5,000	5,000	5,000
Patrol Plan	5,000	5,000	5,000
Total Special Projects	<u>\$ 38,200</u>	<u>\$ 38,200</u>	<u>\$ 38,200</u>
LAND MANAGEMENT & DEVELOPMENT-ENGINEERING			
Traffic Signal System	\$ 90,000	\$ 90,000	\$ 90,000
Downtown Streetscape/Parking	777,544	-	-
Council Street RR Crossing	20,000	20,000	20,000
Greenway, Phase 2 Construction	339,000	335,000	335,000
Brenner Avenue Pedestrian Medians	25,000	25,000	25,000
Drainage Grants	25,000	15,000	15,000
Opticom	52,500	52,500	52,500
Sunset Drive Traffic Calming	32,000	32,000	32,000
Innes Street Overhead Wires	10,000	10,000	10,000
Club House Drive	110,000	-	-
Total Special Projects	<u>\$ 1,481,044</u>	<u>\$ 579,500</u>	<u>\$ 579,500</u>

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
LAND MANAGEMENT & DEVELOPMENT-PLANNING & COMMUNITY DEVELOPMENT			
Planning Board:			
2020 Education/Board Training	\$ 10,000	\$ 4,771	\$ 4,771
2020 Ordinance Rewrites	30,000	20,000	20,000
Annexation Legal Fees	15,000	15,000	15,000
Annexation Surveying	15,000	15,000	15,000
ETJ Zoning Signs	1,000	-	-
Historic Preservation Commission:			
Historic Guidelines Printing	8,000	-	-
Mailouts	1,000	-	-
HA Overlay Downtown Guidelines	8,000	-	-
Incentive Grant New District	30,000	30,000	30,000
Community Appearance:			
Public Information Station	30,000	10,000	10,000
Freedman's Memorial	20,000	20,000	20,000
Neighborhood Rehab Grant	100,000	100,000	100,000
Awards Program	5,000	4,000	4,000
Landscape of the Month	1,800	1,600	1,600
Innes Street Incentive Grant	35,000	25,000	25,000
Trash Receptacles Downtown	5,000	-	-
Welcome Signs	6,000	-	-
Brick Sidewalks Downtown	20,000	-	-
Print Innes Street Guidelines	8,000	-	-
Tree Board:			
Neighborhood Tree Plantings	10,000	-	-
Downtown Tree Replacements	10,000	-	-
Pocket Park - Elm/Lincolnton	3,000	-	-
Pocket Park - Park Road	5,000	-	-
Other:			
Maintenance of Tractor Building	10,000	5,000	5,000
GIS (491-701)			
ArcSDE GIS Data Storage	19,900	18,900	18,900
Total Special Projects	<u>\$ 406,700</u>	<u>\$ 269,271</u>	<u>\$ 269,271</u>
TELECOMMUNICATIONS			
Cable TV Franchise Renewal	\$ 25,000	\$ 20,000	\$ 20,000
Total Special Projects	<u>\$ 25,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>
PUBLIC SERVICES-ADMINISTRATION			
Facility Study	\$ 30,000	\$ 30,000	\$ 30,000
Total Special Projects	<u>\$ 30,000</u>	<u>\$ 30,000</u>	<u>\$ 30,000</u>
PUBLIC SERVICES-STREET			
Utility Strip - 100 W. Innes St. - North Side	\$ 10,000	\$ -	\$ -
200 S. Main Street - East Side			
Target Neighborhood Improvements	5,000	-	-
Stabilize Creek Bank Adjacent to Park Road	10,000	-	-
Total Special Projects	<u>\$ 25,000</u>	<u>\$ -</u>	<u>\$ -</u>

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>
PUBLIC SERVICES-CEMETERY			
Trash Receptacles-All Cemeteries	\$ 1,000	\$ -	\$ -
Replace Trees at Chestnut Hills	3,000	-	-
Replace Trees and Shrubs-All Cemeteries	1,000	-	-
Total Special Projects	<u>\$ 5,000</u>	<u>\$ -</u>	<u>\$ -</u>
PUBLIC SERVICES-LANDSCAPE OPERATIONS			
Downtown Street Trees	\$ 4,000	\$ 4,000	\$ 4,000
Neighborhood Trees	2,500	2,500	2,500
East Council Streetscape	2,500	-	-
Jake Alexander Medians	1,000	-	-
Award Banquet	2,000	1,000	1,000
Arbor Day Celebration	500	500	500
Hedrick Street National Cemetery	4,000	-	-
Property Demolition	35,000	35,000	35,000
Total Special Projects	<u>\$ 51,500</u>	<u>\$ 43,000</u>	<u>\$ 43,000</u>
PUBLIC SERVICES-LANDSCAPE OPERATIONS-HURLEY PARK			
Spring Celebration	\$ 1,600	\$ 1,600	\$ 1,600
Brochure Reprint	1,700	1,700	1,700
Landscape Small Gazebo	3,000	-	-
Irrigation for South Side	5,000	-	-
Matching Project Funds	3,000	3,000	3,000
Total Special Projects	<u>\$ 14,300</u>	<u>\$ 6,300</u>	<u>\$ 6,300</u>
GRAND TOTAL-SPECIAL PROJECTS	<u>\$ 2,353,044</u>	<u>\$ 1,160,271</u>	<u>\$ 1,160,271</u>
TOTAL OFFSETTING REVENUE	<u>\$ 337,500</u>	<u>\$ 337,500</u>	<u>\$ 337,500</u>
TOTAL CITY SHARE	<u>\$ 2,015,544</u>	<u>\$ 822,771</u>	<u>\$ 822,771</u>

EXHIBIT 2
SPECIAL COMMUNITY EFFORTS GROUPS APPROPRIATIONS FOR FY 2001-02

	FY2000-01 ADOPTED	REQUESTED	MANAGER RECOMMENDS	ADOPTED
Human Relations Council	\$ 3,500	\$ 18,700	\$ 3,500	\$ 3,500
Action Grants	22,000	35,000	22,000	22,000
Community Appearance	1,200	1,200	1,200	1,200
Historic District Commission	500	2,000	500	500
Salisbury-Rowan EDC	46,670	53,670	53,670	53,670
Downtown Salisbury, Inc.	60,580 *	72,000	60,580 *	60,580
Tree Board	900	900	900	900
Waterworks Gallery	10,000	10,000	10,000	10,000
Rowan Museum	6,000	10,000	6,000	6,000
United Arts Council	45,000	45,000	45,000	45,000
Rufty Holmes Senior Center	50,000	50,000	50,000	50,000
Rowan Information & Referral	4,500	4,500	4,500	4,500
Supplementary Education	42,342	42,342	42,342	42,342
	<u>\$ 293,192</u>	<u>\$ 345,312</u>	<u>\$ 300,192</u>	<u>\$ 300,192</u>

* Includes \$6,000 for Christmas Lights

Exhibit 3
POSITION LISTING WITH SALARY RANGES

Position	Grade	Salary Range	
		Minimum	Maximum
Account Clerk I / II	122	\$19,350	\$35,774
Accountant I / II	131	\$24,149	\$44,636
Accounting Manager	151	\$39,486	\$72,989
Animal Control Specialist	120	\$18,429	\$34,050
Assistant City Manager	260	\$51,828	\$99,220
Assistant Fire Chief	445	\$50,858	\$68,154
Assistant Utilities Director	523E	\$52,647	\$78,970
Athletic Maintenance Manager	136	\$27,310	\$50,472
Battalion Chief	439	\$39,848	\$53,400
Bldg. & Grounds Maint. Wkr. I	110	\$14,414	\$26,623
Bldg. & Grounds Maint. Wkr. II	114	\$15,893	\$29,382
Budget & Performance Management Manager	150	\$38,532	\$71,220
Buyer	122	\$19,350	\$35,774
Cemetery Operations and Maintenance Supervisor	128	\$22,427	\$41,462
Center Attendant	115	\$16,286	\$30,119
City Clerk	234	\$27,274	\$52,213
City Code Inspector	121	\$18,886	\$34,900
City Engineer	153	\$41,477	\$76,668
Civil Engineer III	147	\$35,786	\$66,155
Community Dev & Neighborhood Planning Mgr	153	\$41,477	\$76,668
Crime Analyst	327	\$25,903	\$45,600
Crossing Guard	105	\$12,734	\$23,546
Customer Service Clerk I	114	\$15,893	\$29,382
Customer Service Clerk II	118	\$17,534	\$32,412
Customer Services Supervisor	131	\$24,149	\$44,636
Department Secretary	126	\$21,353	\$39,465
Department Secretary	509C	\$23,010	\$36,242
Deputy Police Chief	349	\$41,350	\$72,793
Development Services Manager	147	\$35,786	\$66,155
Development Services Specialist	127	\$21,882	\$40,448
Engineering Technician	513C	\$25,418	\$40,033
Engineering Technician II	124	\$20,326	\$37,572
Equipment Operator I	113	\$15,517	\$28,676
Equipment Operator II	120	\$18,429	\$34,050
Facilities Maintenance Supervisor	128	\$22,427	\$41,462
Facilities Management Director	145	\$34,070	\$62,981
Finance & Support Services Manager	521D	\$43,934	\$69,189
Finance Director	255	\$45,808	\$87,696
Finance Specialist	126	\$21,353	\$39,465
Fire Captain	431	\$32,783	\$46,129
Fire Chief	255	\$45,808	\$87,696
Fire Control Specialist I	420	\$21,080	\$31,222
Fire Control Specialist II	424	\$24,463	\$34,422
Fire Engineer	427	\$26,971	\$37,951
Fire Investigations/Inspection Officer	439	\$39,848	\$53,400
Fire Investigation/Inspection Specialist	431	\$32,783	\$46,129

Position	Grade	Salary Range	
		Minimum	Maximum
Fire Logistics Officer	431	\$32,783	\$46,129
Fire Projects Analyst	431	\$32,783	\$46,129
Fiscal Analyst	140	\$30,126	\$55,687
Fleet Services Manager	145	\$34,070	\$62,981
Fleet Services Shift Supervisor	134	\$26,000	\$48,055
Fleet Services Supervisor	136	\$27,310	\$50,472
Grounds Maintenance Supervisor	128	\$22,427	\$41,462
Grounds Maintenance Worker I	109	\$14,061	\$25,990
Grounds Maintenance Worker II	114	\$15,893	\$29,382
Human Resources Director	255	\$45,808	\$87,696
Identification Specialist	121	\$18,886	\$34,900
Industrial Pretreatment Coordinator	514C	\$29,394	\$49,293
Information Technologies Manager	600	\$51,695	\$90,042
Inventory Control Specialist	514C	\$29,394	\$49,293
Laboratory Analyst	510C	\$23,498	\$43,614
Laboratory Supervisor	515C	\$32,760	\$51,597
Land Mgmt & Dev Director	260	\$51,828	\$99,220
Landscape Division Manager	131	\$24,149	\$44,636
Landscape Maintenance Supervisor	128	\$22,427	\$41,462
Mail Coordinator	115	\$16,286	\$30,119
Marketing & Community Relations Manager	136	\$27,310	\$50,472
Master Police Officer	327	\$25,903	\$45,600
Mechanic	700	\$23,920	\$46,738
Meter Mechanic	502A	\$19,053	\$31,581
Meter Reader	502A	\$19,053	\$31,581
Meter Services Supervisor	517D	\$35,568	\$56,003
Minimum Housing/Inspection Specialist	121	\$18,886	\$34,900
Park Curator	123	\$19,832	\$36,657
Parking Control Specialist	120	\$18,429	\$34,050
Parks & Recreation Maintenance Manager	136	\$27,310	\$50,472
Parks & Recreation Director	251	\$41,500	\$79,449
Parts Manager	126	\$21,353	\$39,465
Permit Services Coordinator	121	\$18,886	\$34,900
Personnel Analyst I	134	\$26,000	\$48,055
Personnel Analyst II	139	\$29,394	\$54,341
Personnel Technician II	130	\$23,566	\$43,550
Planner I	134	\$26,000	\$48,055
Plants Maintenance Supervisor	512C	\$24,731	\$44,226
Plants Maintenance Supervisor	516C	\$33,348	\$52,525
Police Chief	255	\$45,808	\$87,696
Police Information Clerk	115	\$16,286	\$30,119
Police Lieutenant	339	\$32,433	\$57,097
Police Officer I	324	\$24,660	\$43,410
Police Officer II	324	\$24,660	\$43,410
Police Planner	143	\$32,433	\$59,952
Police Records Clerk	115	\$16,286	\$30,119
Police Records Coordinator	123	\$19,832	\$36,657
Police Sergeant	339	\$32,433	\$57,097
Police Telecommunicator	124	\$20,326	\$37,572
Police Telecommunications Supervisor	131	\$24,149	\$44,636

Position	Grade	Salary Range	
		Minimum	Maximum
Productivity Analyst	143	\$32,433	\$59,952
Public Services Director	251	\$41,500	\$79,449
Purchasing Manager	143	\$32,433	\$59,952
Purchasing Technician	118	\$17,534	\$32,412
Recreation Aide	105	\$12,734	\$23,546
Recreation Coordinator	134	\$26,000	\$48,055
Recreation Leader	131	\$24,149	\$44,636
Recreation Program Manager	147	\$35,786	\$66,155
Regulatory Compliance Technician	506B	\$22,430	\$35,337
Residuals Operator	507C	\$22,569	\$42,304
Residuals Supervisor	516C	\$33,348	\$52,525
Risk Management Assistant	127	\$21,882	\$40,448
Risk Manager	150	\$38,532	\$71,220
Senior Building Maintenance Worker	117	\$17,118	\$31,634
Senior Customer Service Clerk	122	\$19,350	\$35,774
Senior Grounds Maintenance Worker	119	\$17,979	\$33,231
Senior Meter Mechanic	508C	\$22,859	\$37,892
Senior Meter Reader	508C	\$22,859	\$37,892
Senior Office Assistant	119	\$17,979	\$33,231
Senior Planner	143	\$32,433	\$59,952
Senior Wastewater Treatment Plant Operator	508C	\$22,859	\$37,892
Senior Water Treatment Plant Operator	508C	\$22,859	\$37,892
Signs & Marking Crew Leader	121	\$18,886	\$34,900
Signs & Marking Technician II	116	\$16,702	\$30,860
Solid Waste Equipment Operator	119	\$17,979	\$33,231
Solid Waste Mgmt Division Manager	136	\$27,310	\$50,472
Solid Waste Operations Supervisor	128	\$22,427	\$41,462
Senior Bldg. & Grounds Maintenance Worker	119	\$17,979	\$33,231
Street Maintenance Manager	147	\$35,786	\$66,155
Street Maintenance Supervisor	128	\$22,427	\$41,462
Street Maintenance Worker I	109	\$14,061	\$25,990
Street Maintenance Worker II	114	\$15,893	\$29,382
Systems Analyst	601	\$37,850	\$69,169
Systems Maintenance Technician	505B	\$21,653	\$38,023
Technologies Services Technician	132	\$24,752	\$45,741
Telecommunications Manager	151	\$39,486	\$72,989
Traffic Operations Manager	139	\$29,394	\$54,341
Traffic Signal Technician I	118	\$17,534	\$32,412
Traffic Signal Technician II	122	\$19,350	\$35,774
Transit Dispatcher	119	\$17,979	\$33,231
Transit Manager	136	\$27,310	\$50,472
Transit Operator	118	\$17,534	\$32,412
Transit Operator/Service Worker	118	\$17,534	\$32,412
Urban Design Planner	143	\$32,433	\$59,952
Urban Resource Planner	143	\$32,433	\$59,952
Utilities Director	524F	\$72,301	\$113,861
Utilities Engineer	518D	\$38,864	\$61,220
Utilities Maintenance Supervisor	511C	\$24,336	\$38,329
Utilities Maintenance Technician	501A	\$17,043	\$30,991
Utilities Systems Manager	520D	\$42,608	\$67,117

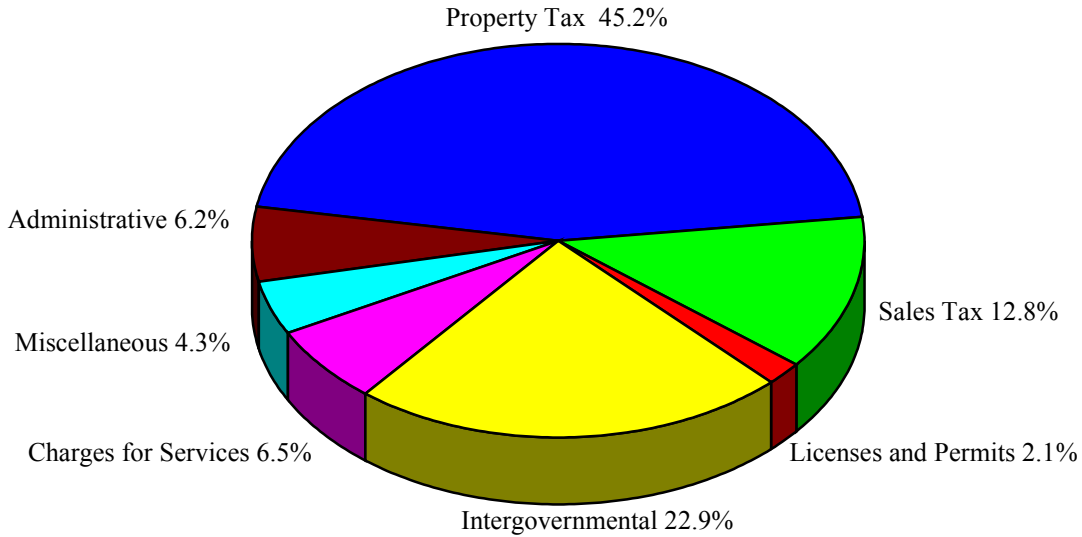
Position	Grade	Salary Range	
		Minimum	Maximum
Utility Plants Manager	521D	\$43,934	\$69,189
Utility Systems Supervisor	512C	\$24,731	\$44,226
Victim's Advocate	327	\$25,903	\$45,600
Wastewater Treatment Plant Operator	507C	\$22,569	\$42,304
Wastewater Treatment Supervisor	516C	\$33,348	\$52,525
Water Treatment Manager	521D	\$43,934	\$69,189
Water Treatment Plant Operator	507C	\$22,569	\$42,304
Water Treatment Supervisor	516C	\$33,348	\$52,525
Zoning & Code Enforcement Specialist	121	\$18,886	\$34,900

Unclassified:

Mayor, Mayor Pro Tem, Council Member, City Manager

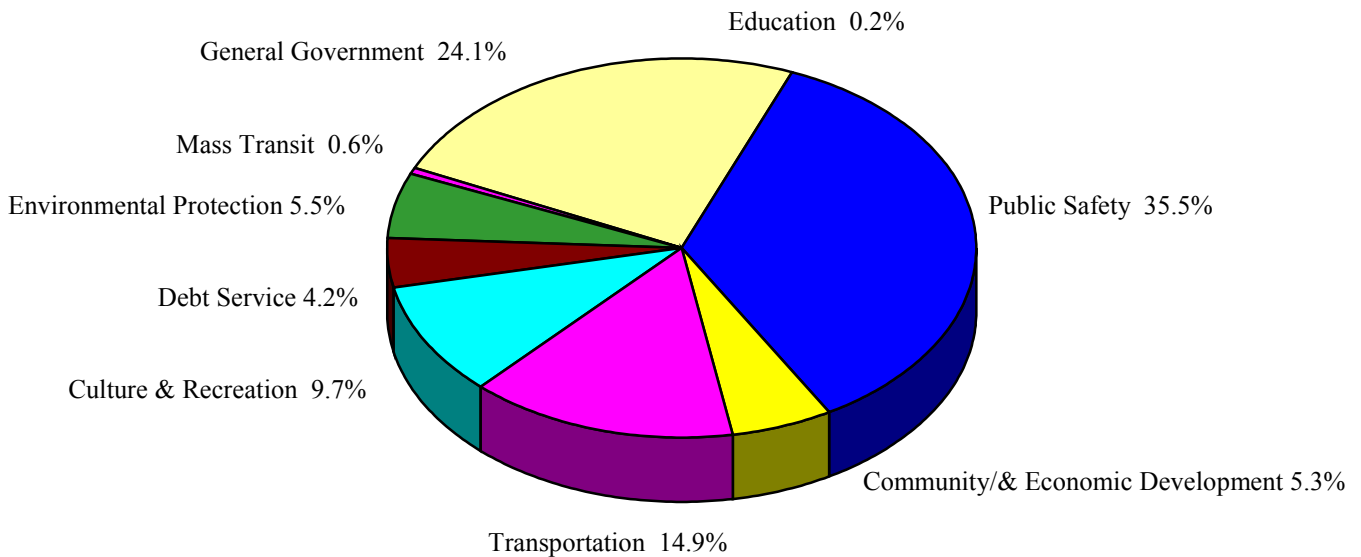
FY 2001-02 GENERAL FUND

Revenues - \$25,335,202



Where the Money Comes From

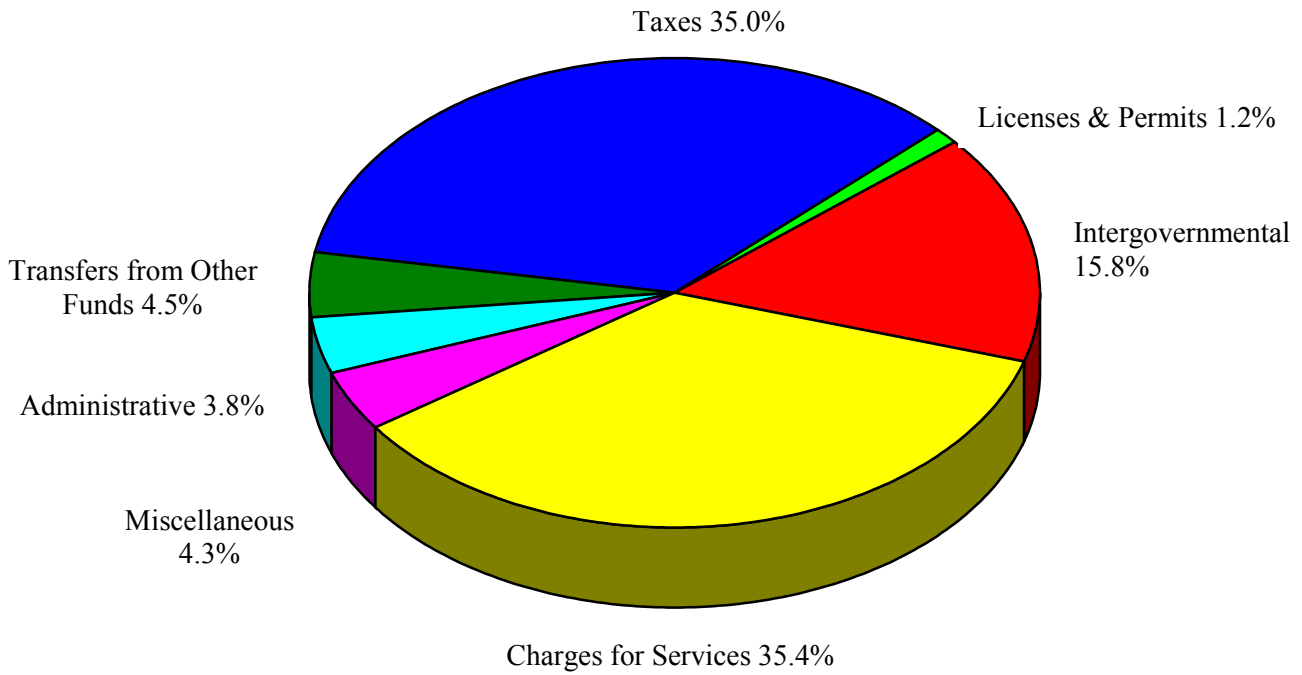
Expenditures - \$25,335,202



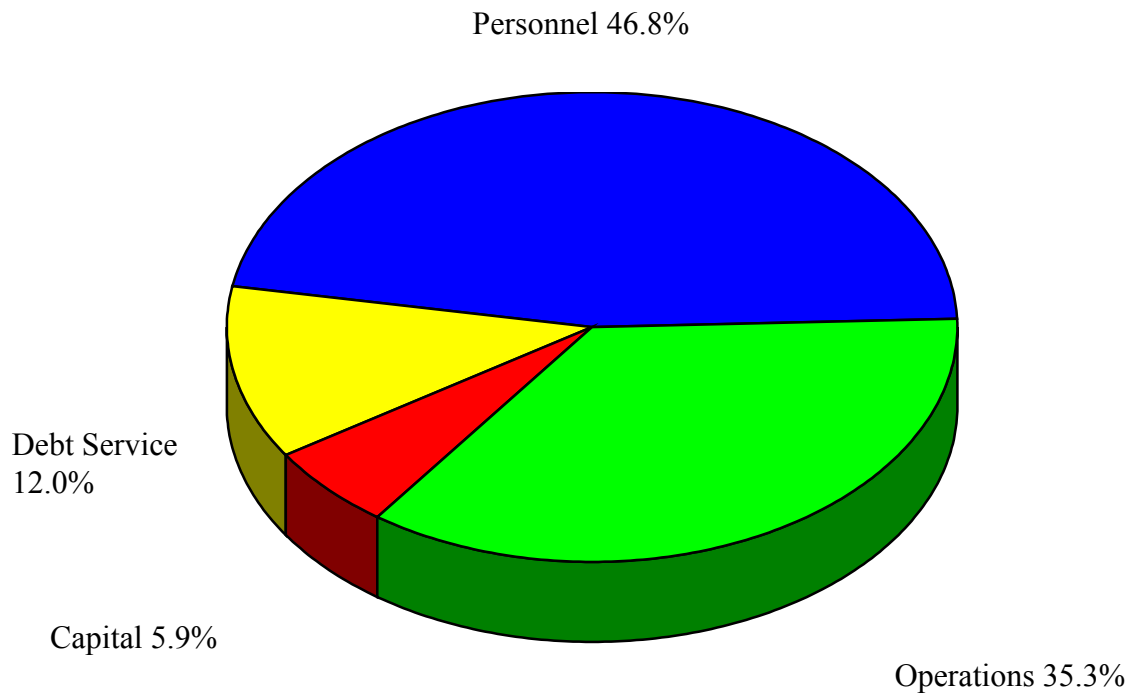
Where the Money Goes To

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

CITY REVENUES BY TYPE (All Funds)



CITY EXPENDITURES BY CATEGORY (All Funds)



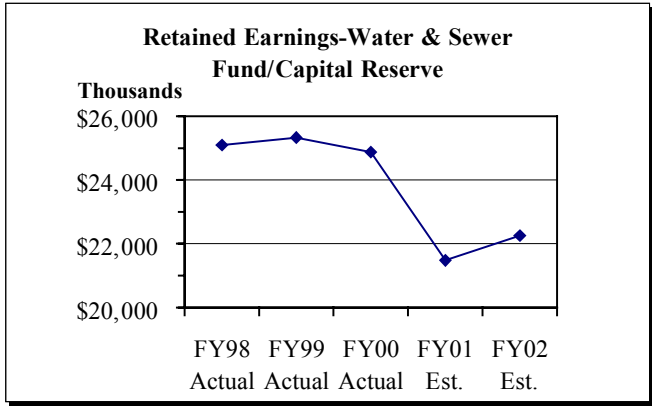
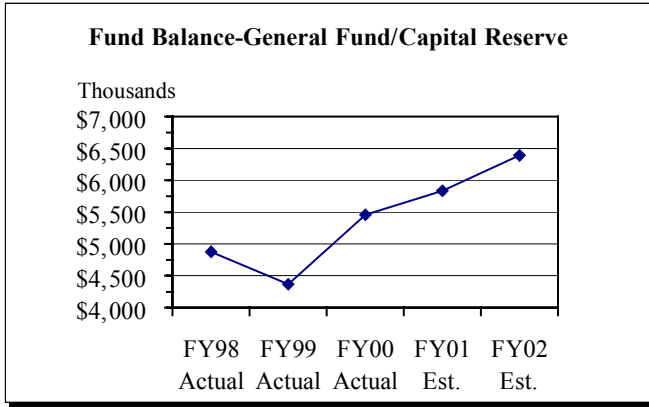
CITY OF SALISBURY, NORTH CAROLINA
BUDGET SUMMARY
For the Year Ending June 30, 2002

	General/Special Revenue Funds			Enterprise Funds			Total
	General	General Fund	Entitlement	Water/Sewer			
	Fund	Capital Reserve	Fund	Water/Sewer	Capital Reserve	Transit	
Estimated Fund Balance/ Retained Earnings 6/30/01	\$ 4,860,071	\$ 973,555	\$ 5,000	\$ 11,917,912	\$ 663,531	\$ (1,205,048)	\$ 17,215,021
Budgeted Revenues & Other Financing Sources:							
Taxes	\$ 14,677,869	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,677,869
Licenses and Permits	520,580	-	-	-	-	-	520,580
Intergovernmental	5,809,096	-	492,446	-	-	327,125	6,628,667
Charges for Services	1,648,405	-	-	13,098,533	-	82,000	14,828,938
Miscellaneous	1,068,252	30,000	150,000	513,510	25,000	12,000	1,798,762
Administrative	1,581,000	-	-	-	-	-	1,581,000
Capital leases	-	-	-	-	-	-	-
Sale of Bonds	-	-	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-	-	-
Transfers From Other Funds	-	1,413,259	-	-	304,265	160,282	1,877,806
Total Available Resources	\$ 25,305,202	\$ 1,443,259	\$ 642,446	\$ 13,612,043	\$ 329,265	\$ 581,407	\$ 41,913,622
Expenditures:							
General Government	\$ 5,384,770	\$ 173,900	\$ -	\$ -	\$ -	\$ -	\$ 5,558,670
Public Safety	8,739,876	268,302	-	-	-	-	9,008,178
Transportation	3,613,659	150,750	-	-	-	-	3,764,409
Environmental Protection	1,386,230	6,000	-	-	-	-	1,392,230
Culture and Recreation	2,346,467	105,200	-	-	-	-	2,451,667
Community & Economic							
Development	1,329,068	16,000	642,446	-	-	-	1,987,514
Education	42,342	-	-	-	-	-	42,342
Water & Sewer	-	-	-	9,186,887	115,250	-	9,302,137
Mass Transit	-	-	-	-	-	581,407	581,407
Debt Service:							
Principal	620,344	144,934	-	2,469,502	-	-	3,234,780
Interest	268,905	21,962	-	1,651,398	-	-	1,942,265
Transfers to other funds	1,573,541	-	-	304,256	-	-	1,877,797
Total Expenditures	\$ 25,305,202	\$ 887,048	\$ 642,446	\$ 13,612,043	\$ 115,250	\$ 581,407	\$ 41,143,396
Budgeted Increase (Decrease) in Fund Balance	\$ -	\$ 556,211	\$ -	\$ -	\$ 214,015	\$ -	\$ 770,226
Full Accrual Adjustments: ¹							
Budgeted Capital Outlay	-	-	-	572,600	115,250	7,400	695,250
Budgeted Contributed Capital	-	-	-	-	-	(6,660)	(6,660)
Budgeted Debt Principal	-	-	-	2,469,502	-	-	2,469,502
Estimated Depreciation	-	-	-	(2,593,000)	-	(33,300)	(2,626,300)
Estimated Fund Balance/ Retained Earnings 6/30/02	<u>\$ 4,860,071</u>	<u>\$ 1,529,766</u>	<u>\$ 5,000</u>	<u>\$ 12,367,014</u>	<u>\$ 992,796</u>	<u>\$ (1,237,608)</u>	<u>\$ 18,517,039</u>

¹ See explanation on page 2-4

As of June 30, 2001, the City estimates an unreserved General Fund balance of \$2,800,000. This balance is 11.1% of the General Fund operating budget, which is in excess of the 10% required by the City's Reserve Policy as explained on page 2-4 of this document.

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



For FY99, fund balance for General Fund decreased due to capital projects carryforwards. As shown in section 4 of the Budget Ordinance on page 14-4, unearned portions of contracts at the end of a fiscal year will be added to the applicable appropriation in the following fiscal year. This appropriation reduces fund balance.

**SUMMARY OF INTERFUND TRANSFERS
For the Year Ending June 30, 2002**

		TO			
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	TOTAL OUT
F R O M	General	\$ 1,413,259	\$ -	\$ 160,282	\$ 1,573,541
	Water & Sewer	-	304,265	-	304,265
	TOTAL IN	\$ 1,413,259	\$ 304,265	\$ 160,282	\$ 1,877,806

GENERAL FUND REVENUE STRUCTURE

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

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

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

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

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

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

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund contribution. These four revenues are the only ones that City Council can increase or decrease at will. During FY2000-01, these four sources in the General Fund accounted for 62% of the total revenue. The City lacks control over all other revenues.

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

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

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

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

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

REVENUE ASSUMPTIONS FOR FY2001-02

General Fund Revenue

Taxes:

Property Taxes - Real property is estimated to increase by 2%, personal property by 3%, and public service property 1% over the 2000 assessed values. This estimated growth for real and personal property and public service property is based on historical trend analysis combined with a slowing of the economy within the area due to plants' closings. A 3.4% uncollectible rate was used.

Prior Year Property Taxes - Based on historical trends adjusted by the size of the 2000 property tax receivable balance projected as of June 30, 2001.

Interest on Delinquent Taxes - Based on historical trends.

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

Other Taxes - Based on historical trends.

Licenses and Permits:

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

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

Intergovernmental:

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

State - Based on FY2001-02 state shared receipts plus anticipated state grants. As mentioned in the previous section, the City receives funding from the State for intangible taxes, utility franchise taxes, and inventory reimbursements. The City also receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage. The City is anticipating receiving a grant for Greenway construction and another grant for Opticom installation.

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

Charges for Services:

Supportive Court Services - Based on historical trends.

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

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

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

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

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2001-02 and estimated interest rates.

Insurance Proceeds - Based on historical trends.

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

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

Administrative:

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

General Fund Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2001-02 and estimated interest rates.

Other - Based on historical trends.

Other Financing Sources:

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

Water and Sewer Fund Revenue

Operating Revenues:

Charges for Services - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in May 2001.

Nonoperating Revenues:

Interest Earned on Investments - Based on estimated cash balances during FY2001-02 and estimated interest rates.

Miscellaneous Revenues - Based on historical trends.

Water and Sewer Capital Reserve Fund Revenue

Miscellaneous:

Interest Earned on Investments - Based on estimated cash balances during FY2001-02 and estimated interest rates.

Other Financing Sources:

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

Transit Fund Revenue

Operating Revenues:

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

Nonoperating Revenues:

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

Miscellaneous Revenues - Based on historical trends.

Other Financing Sources:

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

Operating Transfer from General Fund - The amount of subsidy that the General Fund will provide the Transit Fund during FY2001-02.

Special Revenue Funds Revenue

Intergovernmental:

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

Miscellaneous:

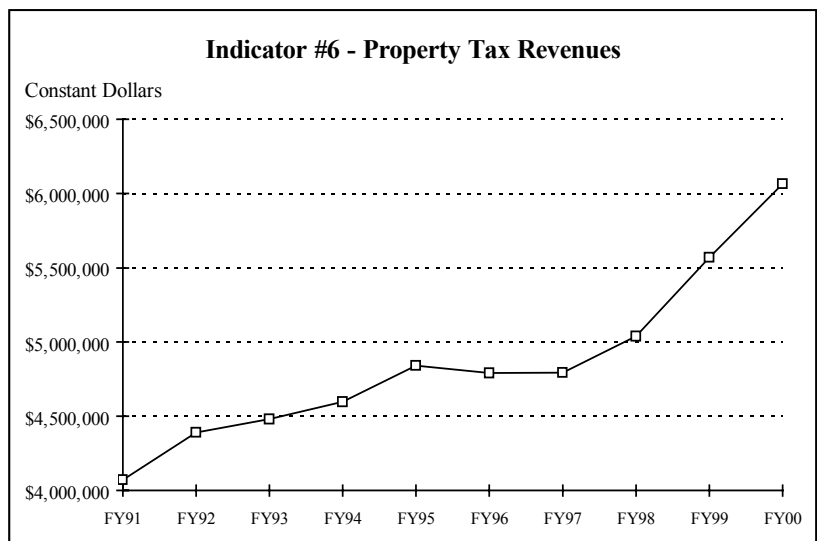
Interest Earned on Investments - Based on estimated cash balances during FY2001-02 and estimated interest rates.

Other - Based anticipated program income.

TREND MONITORING

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

At the end of each fiscal year, trend information is gathered by using Financial Trend Monitoring System, which allows the City to monitor its financial condition. The Financial Trend Monitoring System is based on financial, organizational, and environmental factors that influence financial condition. The factors are

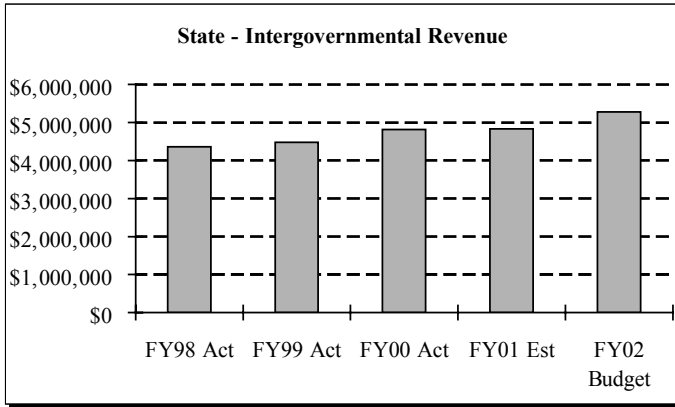


WARNING TREND:
Decline in property tax revenues (constant dollars)

translated into indicators, which then are converted into graphs. Each graph has a warning sign that can necessitate appropriate action from the City. On the previous page is an example of a trend the City monitors. As shown, the City has experienced growth in property tax revenues in the past few years.

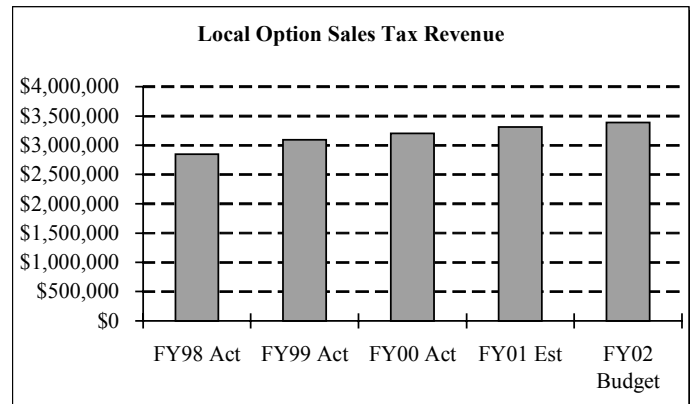
OTHER REVENUE TRENDS

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

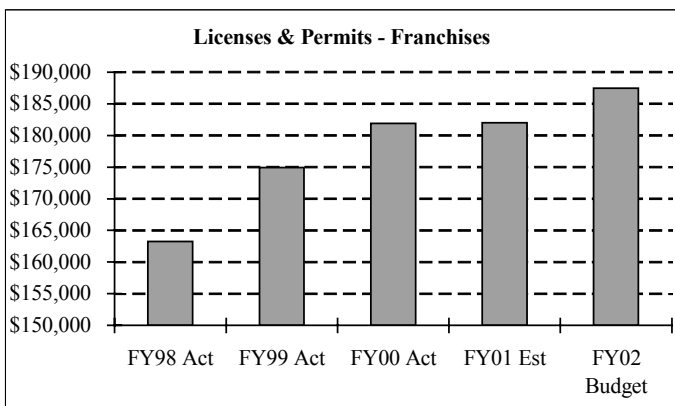


As stated in the assumptions, this revenue source is comprised of state shared receipts and state grants. Since FY98, Powell Bill revenue has increased 15.1% from \$849,680 to a projected \$978,367 in FY02.

This revenue is based on the 1% and ½% local option sales tax. As discussed under General Fund Revenue Structure, this revenue source is elastic. Due to the slowing retail climate and retail construction in the past year and impact from the census population redistribution, the City is projecting flat growth from the sales tax.

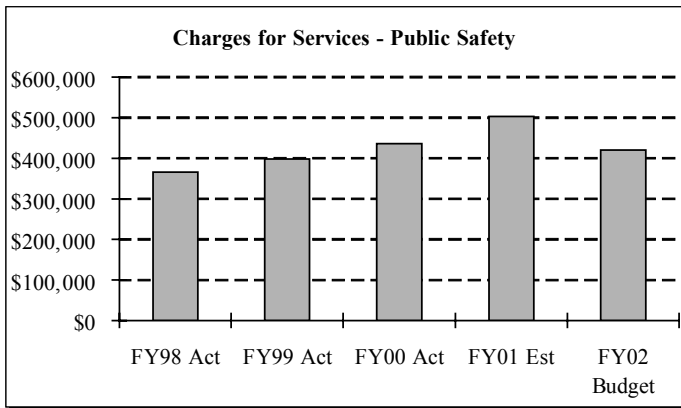
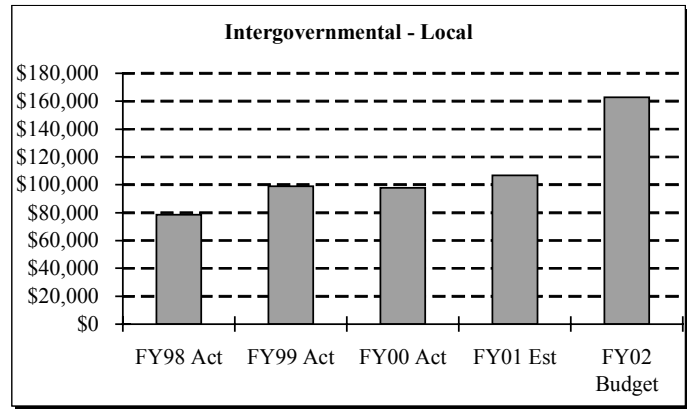


Following are graphs depicting major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



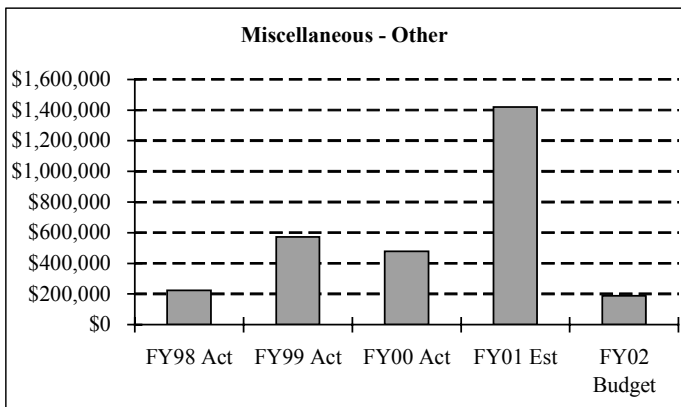
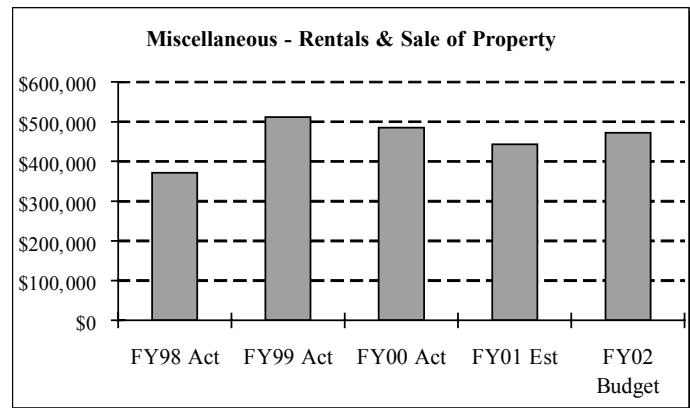
These revenues are based on gross revenues within the City limits of the cable television company. As revenue base for the cable company increases, so does the revenue received by the City.

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



These revenues are derived from police and fire protection, and charges for radios and pagers to public agencies within the area. Throughout the fiscal years, charges for radios have been steadily increasing, to approximately \$222,600 in FY2001-02 (FY02). In FY1995-96 (FY96), the City implemented a fee for permits and inspections by the Fire Department. Beginning in FY1996-97 (FY97), the Rowan-Salisbury School System started paying for one-half the cost of a third School Resource Officer as they have for the previous officers hired.

For FY2001-02 (FY02), fifty-eight percent of this revenue category is comprised of rentals. Rental revenue, both residential and commercial, from the Plaza continues to increase while the occupancy rate remains in excess of 95%. Other revenue sources for this category include sale of assets, sale of materials, cemetery sales, and rental of Hurley Park.



This revenue is subject to much fluctuation due to General Fund donations and miscellaneous revenue. In both FY1998-99 (FY99) and FY2000-01 (FY01), the City received large one-time donations from various foundations for community projects.



FINANCIAL MANAGEMENT AND BUDGET PROCESS

FINANCIAL MANAGEMENT PROGRAM

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

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

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

FINANCIAL MANAGEMENT SYSTEMS

FUND ACCOUNTING

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

GOVERNMENTAL FUND TYPES

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

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

PROPRIETARY FUND TYPES

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

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

BASIS OF ACCOUNTING

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

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

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

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

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

FINANCIAL MANAGEMENT POLICIES

INVESTMENT POLICY

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

Policies

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

Investments Used By City

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

Custodial Risk Assumed By City

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

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

FISCAL POLICIES

Revenue Policy

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

Operating Budget Policy

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

Capital Improvement Policy

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

Accounting Policy

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

Debt Policy

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

Reserve Policy

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

BUDGETS AND BUDGETARY ACCOUNTING

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

The City follows these procedures in establishing the budgetary data:

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

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

GOAL SETTING AND BUDGETARY PROCESS

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

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

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

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

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

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

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

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

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

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

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

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

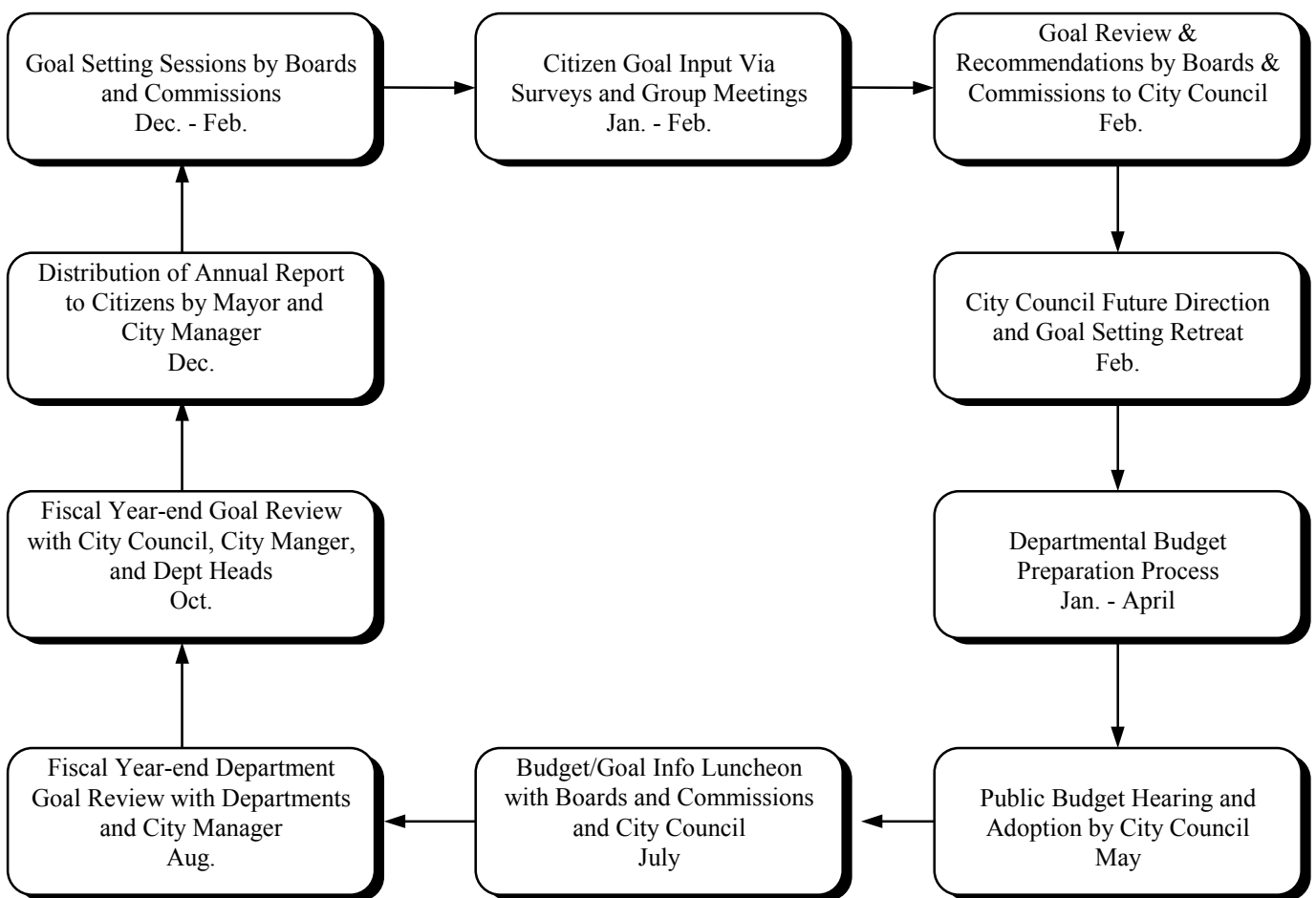
The City Manager submits the budget to City Council and after proper public notice, the City Council conducts public hearings and a budget work session. The City Council then adopts the budget through the passage of an ordinance before June 30.

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

In December of each year, the City publishes an annual report and mails a copy to each address within Salisbury. This report highlights information about the various services, departments, and projects of the City.

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

GOAL SETTING/BUDGET CYCLE





CITY OF SALISBURY FY2001-02 BUDGET CALENDAR

11/27/00	Distribute 5-Year Service Level Report to be completed by Department Managers.	City Manager, Assistant City Manager and Finance Director
1/ 3/01	Complete 5-Year Service Level Report and return to City Manager.	Management Team and Division Managers
1/10/01	Present proposed Budget Calendar to Budget Team for review and comment.	City Manager, Assistant City Manager and Finance Director
1/16/01	City Manager's Budget Team to prepare FY2001-02 Budget Calendar for approval by Mayor and Council and distribution to the City Management Team.	City Manager, Assistant City Manager and Finance Director
1/ 1 - 1/31/01	Prepare Personnel Request forms; present staffing patterns and Personnel request information.	Finance Director
Distribute to Mgmt Team on or before 2/ 5/01	Prepare Operations and Maintenance request sheets. Finance Dept. distributes end of year Budget estimates. The Management Team and/or the appropriate Division Manager will determine departmental line item budget requests.	
	Prepare FY2001-02 -- 2005-06 Capital Improvement Program request forms.	
1/25/01	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
2/ 8 - 2/10/01	Hold Goal Setting Retreat to establish goals.	Mayor, City Council, City Manager and Staff
2/12 - 2/16/01	Hold a budget workshop session for each Department Head and Division Manager as needed.	Budget Team
2/13/01	Hold CDBG Public Hearing on citizens needs and concerns.	CD/Neighborhood Pln Mgr. Neighborhood Dev. Specialist
2/14/01	Assign Retreat Goals to Staff for inclusion in Budget.	City Manager and Staff
2/26 - 4/27/01	Prepare FY2000-2001 year-end revenue estimates and FY2001-02 revenue estimates on all funds.	Finance Director, Utilities Director and Transit Manager
3/ 1/01	Complete all budget request forms no later than March 1, 2001.	Management Team and Division Managers
3/ 1/01	Evaluate all Personnel Requests for any changes from current staffing patterns.	Human Resources, Department Heads and Finance



CITY OF SALISBURY FY2001-02 BUDGET CALENDAR

3/ 6/01	Hold CDBG Public Hearing to receive citizens comments and receive proposals.	CD/Neighborhood Pln Mgr. Neighborhood Dev. Specialist
3/ 6 and 3/20/01	Presentation of oral and written Budget requests to Mayor and Council.	Special Interest Groups
As Returned	Review of Specific Budget Proposals.	Budget Team, Department Head and Division Manager
3/20/01	Present draft of 2001-02 CDBG Budget and Home Budget to City Council for review and consideration.	City Council
4/ 3/01	City Council to approve 2001-02 Action Plan for CDBG and HOME application after second reading.	City Council
4/16 – 4/20/01	Review recommended Budget with Departments.	Finance Director, City Manager and Staff
4/27/01	Distribution of City Manager's recommended Budget.	City Manager and City Management Team
5/ 1/01	City Manager to preview recommended Budget for City Council.	City Manager
5/ 2/01	Place ad in THE SALISBURY POST to advertise one time for public hearing on May 15, 2001.	City Clerk
Based on Scheduling	City Council Budget shirt sleeve work session on proposed Budget.	City Manager, City Management Team and City Council
5/15/01 4:00 P.M. Council Chambers	Hold a public hearing on the adoption of the Budget.	City Council
5/15/01	City Council to adopt Budget.	City Council
7/13/01	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2001	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff

FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

LOCATION

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

CLIMATE

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

POPULATION

The City of Salisbury has been slowly increasing its population during the 90's. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 26,462 based upon the census.

HISTORY

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

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

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

according to Governor Arthur Dobbs who visited here in late 1755.

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

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



Henderson Law Office

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

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

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

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

GOVERNMENT

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

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

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

UTILITIES

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day, and the minimum recorded one-day flow is 300 million

gallons. The Salisbury water system, conventional in design and closely controlled, has a treatment capacity of 12 million gallons per day. Average daily usage during 2001 is projected at 6.4 million gallons per day. The filter plant is designed for expansion as needed to 18 million gallons per day by adding pumping and settling capacity. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the city. In addition, the Salisbury water system supplies three smaller towns in the County, Spencer, East Spencer, and Granite Quarry, and has been extended to a number of industrial sites well beyond the city limits. Additionally, Salisbury operates and maintains the well system for the Town of Rockwell. The water supply meets all Federal and State quality requirements. Salisbury's water is fluoridated on a continuing basis. Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility with service expansion to the towns of Landis, China Grove, East Spencer, Granite Quarry, and Rockwell. Total treatment capacity in 2001 is 12.5 million gallons. Average daily usage in 2002 is anticipated to be 7 million gallons per day.

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

Duke Power Company, Piedmont Natural Gas Company, Southern Bell Telephone, CTC, Time Warner Cable, and Western Union are primary providers of other utilities.

TRANSPORTATION

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

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

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

Carolina Trailways and Greyhound provide bus service with daily arrivals and departures. Their service also includes parcel shipments. Local bus service is provided by the City's Transit System.

Amtrak provides rail transportation with service on the Piedmont and Carolinian from New York City to Charlotte, North Carolina. Arrivals and departures are from The Depot, a renovated station of the Salisbury Railroad Station Depot, originally built in 1907.



The Depot

MOTELS

An ideal area for small conventions, Salisbury has eleven motels, with over 1028 rooms, and two (2) bed and breakfast establishments in our historic district.

EDUCATION

Salisbury is home to two (2) colleges and a technical college. Catawba College has thirty (30) buildings comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of approximately 1,300 Liberal Arts Co-ed students and is affiliated with the United Church of Christ. Catawba College was founded in Newton, North Carolina in 1851, and opened in Salisbury in 1925.

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

Rowan-Cabarrus Community College offers two-year educational programs leading to the associated degree in applied science. In addition, one-year diploma programs are offered in five fields. There is a total enrollment of approximately 3,500 full-time equivalent students.

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

ARTS AND ENTERTAINMENT

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

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

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

Rowan-Cabarrus Community College participates in the North Carolina Visiting Artist Program. Each year a professional artist is employed and in residence at the college. Concerts and musical programs are provided regularly by many artists

throughout the state as well as the Visiting Artist. In addition, Rowan-Cabarrus Community College sponsors a Folk Heritage Center. This center serves as a network for professional and local folk artists and presents classes, concerts, and other folk artist activities for the general public.

COMMUNITY FACILITIES

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

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

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



Gazebo at Hurley Park

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

In addition to these parks, the City of Salisbury is currently constructing a new community park that will total over 350 acres. The park will include athletic fields, passive areas, trails, and a lake. The initial phase of the project opened in Spring 2001.

SPECIAL EVENTS

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



Ballfield at the Community Park

MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	17.79
Number of Fire Stations	3	Miles of Streets	147
Number of Police Stations	1	Municipal Utilities Department:	
Recreation Facilities:		Number of Customers	14,436
Number of Parks	15	Miles of Water Lines	450
Number of Recreation Centers	4	Miles of Sewer Lines	477
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	448	Business Licenses Issued	2,350

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

Fiscal Year		Personal	Public Service	
Ended		Property	Property	Total
June 30,	<u>Real Property</u>	<u>Property</u>	<u>Property</u>	<u> </u>
2002 ¹	\$ 1,368,096,656	\$ 450,877,495	\$ 65,453,283	\$ 1,884,427,434
2001 ¹	1,341,271,231	434,282,057	64,805,231	1,840,358,519
2000	1,287,042,497	408,306,143	67,811,314	1,763,159,954
1999	1,042,366,457	382,196,263	57,889,345	1,482,452,065
1998	967,242,955	357,072,088	57,825,316	1,382,140,359
1997	933,861,596	328,554,542	56,458,430	1,318,874,568
1996	922,430,180	299,703,247	58,451,552	1,280,584,979
1995	809,239,122	288,959,801	48,746,576	1,146,945,499
1994	805,310,028	294,329,533	52,053,034	1,151,692,595
1993	780,869,808	277,134,662	48,249,033	1,106,253,503

¹Estimated

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

SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY
For the Year Ended June 30, 2000

Business	Type of Enterprise	1999 Assessed Valuation	Percentage Value of Total
Food Lion, Inc.	Commercial	\$ 65,186,885	3.70%
Norandal USA	Industrial	28,976,395	1.64%
Belle Realty Co.	Real Estate	27,787,676	1.58%
ICI Americas	Industrial	27,698,871	1.57%
Duke Energy Corp.	Utility	23,980,891	1.36%
Cone Mills Corporation	Industrial	22,966,272	1.30%
Salisbury Retail Associates	Commercial	20,824,200	1.18%
Bellsouth Telephone	Communication	18,501,416	1.05%
Salisbury Mall Ltd.	Commercial	15,395,910	0.87%
Ball Metal Beverage Container	Manufacturing	14,904,862	0.85%
Totals		<u>\$ 266,223,378</u>	<u>15.10%</u>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2000

DEMOGRAPHIC STATISTICS FOR THE CITY OF SALISBURY
For the Year Ended June 30, 2000

Fiscal Year	Population Estimate	Per Capita Income	Median Age	Unemployment Rate
2000	27,500	\$23,634	38.8	3.8%
1999	26,792	22,509	38.7	3.4
1998	26,884	21,631	38.5	3.0
1997	26,177	20,787	38.3	2.9
1996	24,543	19,976	38.1	3.6
1995	25,444	19,165	37.9	3.8
1994	24,072	17,600	37.7	3.3
1993	23,916	16,841	37.5	3.9
1992	23,852	16,138	37.4	5.5
1991	23,770	15,284	37.3	5.3

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2000

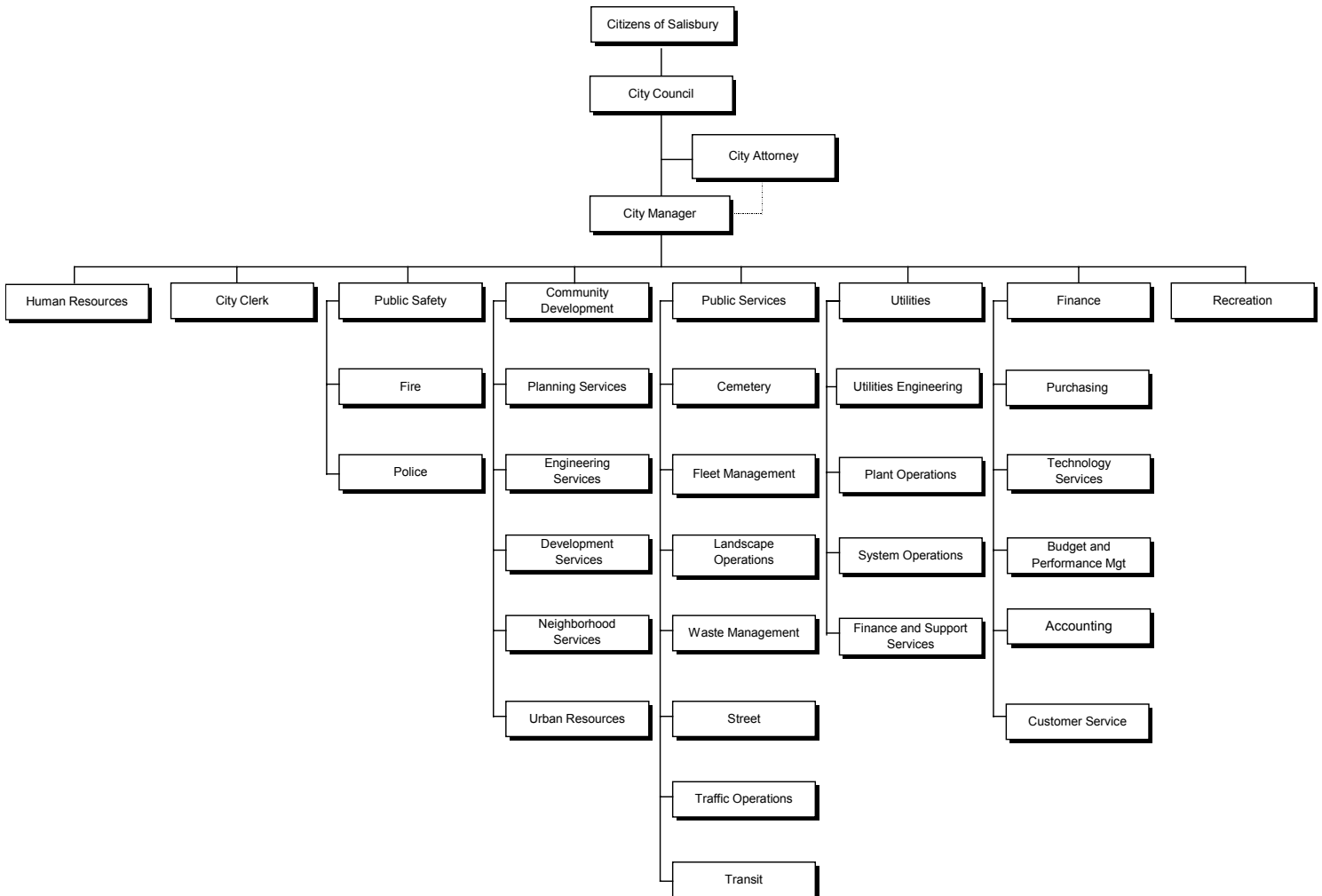
CITY OF SALISBURY
LIST OF PRINCIPAL OFFICIALS

May 25, 2001

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

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

ORGANIZATIONAL CHART



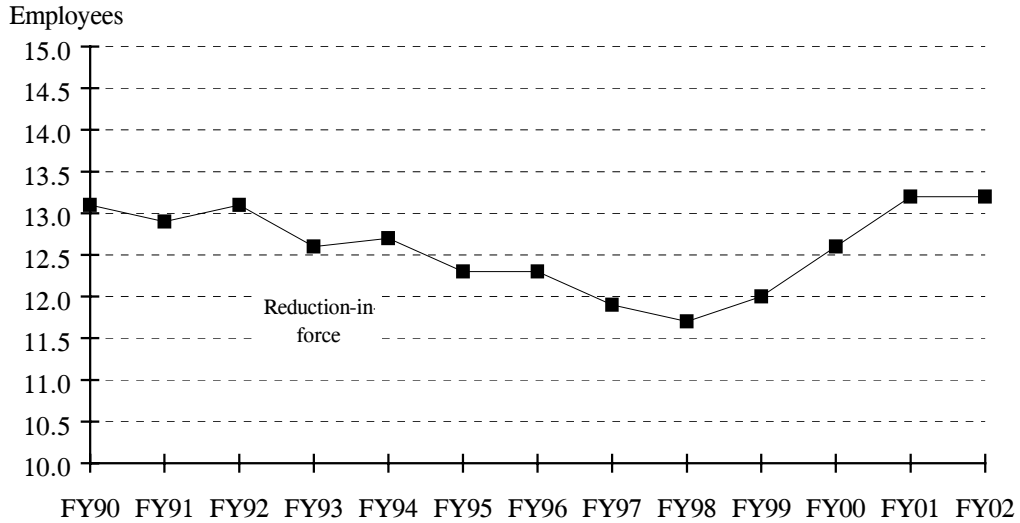
**CITY OF SALISBURY
SUMMARY OF POSITIONS FOR FY 2000 - 2002**

	<u>APPROVED</u> <u>FY 1999-00</u>	<u>APPROVED</u> <u>FY 2000-01</u>	<u>REQUESTED</u> <u>FY 2001-02</u>	<u>RECOMMENDED</u> <u>FY 2001-02</u>	<u>APPROVED</u> <u>FY 2001-02</u>
GENERAL FUND					
City Council	5	5	5	5	5
Management & Administration	7.5	8	8	8	8
Human Resources	5	5	7	6	6
Finance	15	15	16	16	16
Information Technologies	7	7	8	7	7
Purchasing	3	3	3	3	3
Planning & Community Development	10	10	10	10	10
Development Services	5	5	5	5	5
Engineering	5	5	5	5	5
City Office Buildings	3	3.5	3.5	3.5	3.5
Plaza	2	1.5	1.5	1.5	1.5
Telecommunications	1	1	1	1	1
Police	106	109	109	109	109
Fire	71	69	75	69	69
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Traffic Operations	12	12	12	12	12
Public Svcs-Streets	30	33	33	33	33
Public Svcs-Cemetery	7	7	7	7	7
Public Svcs-Waste Management	14	14	14	14	14
Public Svcs-Landscape Operations	14	15	15	15	15
Public Svcs-Landscape-Hurley Park	3	3	3	3	3
Public Svcs-Fleet Management	13	13	13	13	13
Parks and Recreation	61	63	64	64	64
TOTAL	402.5	410	421	413	413
WATER AND SEWER FUND					
Utility Management	12	11	9	9	9
Water Treatment	8.5	8.5	6	6	6
Water & Sewer Maintenance	26	26	24	24	24
Technical Services	8.5	8.5	9	9	9
Wastewater Treatment	16.5	16.5	16	16	16
Meter Services	10	10	11	11	11
Facilities Maintenance	13.5	13.5	11	11	11
TOTAL	95	94	86	86	86
TRANSIT FUND					
Transit-Operations	11	11	12	12	12
Transit-Administration	2	2	2	2	2
TOTAL	13	13	14	14	14
SPECIAL REVENUE FUNDS	1.5	2.0	-	-	-
TOTAL ALL FUNDS	512	519	521	513	513
Permanent Full-time	442	449	455	447	447
Permanent Part-time	11	11	10	10	10
Temporary Full-time	41	41	38	38	38
Temporary Part-time	18	18	18	18	18

For the FY2001-02 Recommended Budget, the total number of positions for the City has a net decrease of six positions over the previous fiscal year. The General Fund has an increase of three positions: one Customer Service Clerk in Finance Department due to consolidation with Spencer Utilities, one Personnel Analyst in Human Resources Department funded through a multiculturalism grant, and one Maintenance Worker in Parks and Recreation Department to provide services to the new park. In the Water and Sewer Fund, fourteen

positions were eliminated due to a reduction-in-force in FY2000-01. Of these 14 positions, six were added in FY2000-01 due to consolidation with Spencer Utilities and subsequently eliminated. The Transit Fund is adding one Transit Operator to provide transit service to a new route. No positions are funded in the Special Revenue Funds due to a contractual arrangement with another agency.

General and HUD Funds Full-Time Employees per 1000 Population



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

RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

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

PROGRAM MATRIX OF FY2001-02 BUDGET

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

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

CITY OF SALISBURY, NORTH CAROLINA

GENERAL FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2002
With Estimated Actual for Year Ending June 30, 2001 and
Actual for Year Ended June 30, 2000

	<u>2000 Actual</u>	<u>2001 Estimate</u>	<u>2002 Budget</u>
REVENUES:			
Taxes:			
General property - current	\$ 9,773,787	\$ 10,621,308	\$ 10,922,142
General property - prior	305,796	261,097	319,131
Interest on delinquent tax	48,204	45,000	50,000
Local option sales tax	3,203,181	3,309,988	3,385,796
Other taxes	<u>679</u>	<u>700</u>	<u>800</u>
	<u>\$ 13,331,647</u>	<u>\$ 14,238,093</u>	<u>\$ 14,677,869</u>
Licenses and permits:			
Privilege licenses	\$ 259,533	\$ 326,000	\$ 333,120
Franchises	<u>181,889</u>	<u>182,000</u>	<u>187,460</u>
	<u>\$ 441,422</u>	<u>\$ 508,000</u>	<u>\$ 520,580</u>
Intergovernmental:			
Federal	\$ 194,232	\$ 211,113	\$ 364,074
State	4,813,987	4,814,075	5,282,151
Local	<u>97,890</u>	<u>106,861</u>	<u>162,871</u>
	<u>\$ 5,106,109</u>	<u>\$ 5,132,049</u>	<u>\$ 5,809,096</u>
Charges for services:			
Supportive court services	\$ 25,738	\$ 28,340	\$ 28,623
Community services	120,184	141,500	142,020
Environmental protection	788,088	839,658	848,649
Culture and recreation	175,761	209,900	209,050
Public safety	<u>435,751</u>	<u>502,927</u>	<u>420,063</u>
	<u>\$ 1,545,522</u>	<u>\$ 1,722,325</u>	<u>\$ 1,648,405</u>
Miscellaneous:			
Interest earned on investments	\$ 277,176	\$ 380,000	\$ 383,800
Insurance proceeds	36,575	36,000	25,000
Rentals and sale of property	485,355	443,179	472,009
Other	<u>451,371</u>	<u>485,767</u>	<u>187,443</u>
	<u>\$ 1,250,477</u>	<u>\$ 1,344,946</u>	<u>\$ 1,068,252</u>
Administrative charges:			
Interfund revenues	<u>\$ 1,519,860</u>	<u>\$ 1,505,714</u>	<u>\$ 1,581,000</u>
Total revenues	<u>\$ 23,195,037</u>	<u>\$ 24,451,127</u>	<u>\$ 25,305,202</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ 1,000,000	\$ 1,000,000	\$ -
Proceeds from general obligation bonds	<u>-</u>	<u>-</u>	<u>-</u>
Total other financing sources	<u>\$ 1,000,000</u>	<u>\$ 1,000,000</u>	<u>\$ -</u>
Total revenues and other financing sources	<u>\$ 24,195,037</u>	<u>\$ 25,451,127</u>	<u>\$ 25,305,202</u>

CITY OF SALISBURY
FY 2001-2002 BUDGET SUMMARY
GENERAL FUND

	Actual FY 99-00	Budgeted FY 00-01	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
REVENUE	\$ 24,195,036	\$ 27,137,885	\$ 24,592,464	\$ 25,305,202	\$ 25,305,202
EXPENSES	Actual FY 99-00	Budgeted FY 00-01	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
CITY COUNCIL					
Personnel	\$ 37,669	\$ 39,859	\$ 40,902	\$ 40,669	\$ 40,669
Operations	57,018	48,324	63,807	60,507	60,507
Capital	-	-	1,500	1,500	1,500
TOTAL	\$ 94,687	\$ 88,183	\$ 106,209	\$ 102,676	\$ 102,676
MANAGEMENT & ADMINISTRATION					
Personnel	\$ 438,260	\$ 482,365	\$ 500,364	\$ 481,570	\$ 481,570
Operations	212,294	184,578	222,117	216,021	216,021
Capital	-	-	1,000	-	-
TOTAL	\$ 650,554	\$ 666,943	\$ 723,481	\$ 697,591	\$ 697,591
HUMAN RESOURCES					
Personnel	\$ 281,715	\$ 288,793	\$ 387,339	\$ 338,857	\$ 338,857
Operations	269,657	315,646	412,642	254,675	254,675
Capital	987	17,650	10,200	-	-
TOTAL	\$ 552,359	\$ 622,089	\$ 810,181	\$ 593,532	\$ 593,532
FINANCE - ADMINISTRATION					
Personnel	\$ 569,060	\$ 635,993	\$ 714,731	\$ 709,383	\$ 709,383
Operations	233,805	240,662	245,580	224,860	224,860
Capital	47,495	1,300	7,494	2,299	2,299
TOTAL	\$ 850,360	\$ 877,955	\$ 967,805	\$ 936,542	\$ 936,542
FINANCE - INFORMATION TECHNOLOGIES					
Personnel	\$ 382,746	\$ 399,782	\$ 498,568	\$ 450,192	\$ 450,192
Operations	426,613	413,998	573,271	432,358	432,358
Capital	53,427	131,000	188,850	71,200	71,200
TOTAL	\$ 862,786	\$ 944,780	\$ 1,260,689	\$ 953,750	\$ 953,750
FINANCE - PURCHASING					
Personnel	\$ 132,867	\$ 139,321	\$ 146,148	\$ 145,059	\$ 145,059
Operations	27,153	19,126	34,593	17,015	17,015
Capital	-	-	-	-	-
TOTAL	\$ 160,020	\$ 158,447	\$ 180,741	\$ 162,074	\$ 162,074
FINANCE - TELECOMMUNICATIONS					
Personnel	\$ 71,053	\$ 74,094	\$ 77,077	\$ 76,524	\$ 76,524
Operations	241,888	211,273	249,340	211,528	211,528
Capital	20,162	4,860	457,000	267,680	267,680
TOTAL	\$ 333,103	\$ 290,227	\$ 783,417	\$ 555,732	\$ 555,732

	Actual FY 99-00	Budgeted FY 00-01	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
LAND MANAGEMENT & DEVELOPMENT - PLANNING & COMMUNITY DEVELOPMENT					
Personnel	\$ 548,102	\$ 548,755	\$ 574,394	\$ 551,790	\$ 551,790
Operations	361,672	455,585	594,332	430,120	430,120
Capital	154,958	3,059	-	-	-
TOTAL	\$ 1,064,732	\$ 1,007,399	\$ 1,168,726	\$ 981,910	\$ 981,910
LAND MANAGEMENT & DEVELOPMENT - DEVELOPMENT SERVICES					
Personnel	\$ 195,469	\$ 204,052	\$ 233,704	\$ 230,893	\$ 230,893
Operations	116,848	128,212	142,568	131,660	131,660
Capital	799	-	-	-	-
TOTAL	\$ 313,116	\$ 332,264	\$ 376,272	\$ 362,553	\$ 362,553
LAND MANAGEMENT & DEVELOPMENT - ENGINEERING					
Personnel	\$ 243,112	\$ 262,135	\$ 297,454	\$ 295,229	\$ 295,229
Operations	315,261	904,132	1,528,714	611,346	611,346
Capital	8,092	192,500	288,300	288,300	288,300
TOTAL	\$ 566,465	\$ 1,358,767	\$ 2,114,468	\$ 1,194,875	\$ 1,194,875
LAND MANAGEMENT & DEVELOPMENT - STREET LIGHTING					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	294,922	307,851	318,635	307,000	307,000
Capital	-	-	-	-	-
TOTAL	\$ 294,922	\$ 307,851	\$ 318,635	\$ 307,000	\$ 307,000
CITY OFFICE BUILDINGS					
Personnel	\$ 102,270	\$ 144,180	\$ 151,793	\$ 124,796	\$ 124,796
Operations	382,691	188,594	195,709	179,847	179,847
Capital	532,500	259,629	57,000	2,500	2,500
TOTAL	\$ 1,017,461	\$ 592,403	\$ 404,502	\$ 307,143	\$ 307,143
PLAZA					
Personnel	\$ 37,065	\$ 55,569	\$ 54,039	\$ 53,562	\$ 53,562
Operations	121,612	91,395	101,840	101,840	101,840
Capital	102,124	118,885	57,500	36,651	36,651
TOTAL	\$ 260,801	\$ 265,849	\$ 213,379	\$ 192,053	\$ 192,053
POLICE - SERVICES					
Personnel	\$ 992,438	\$ 1,127,811	\$ 1,245,791	\$ 1,210,883	\$ 1,210,883
Operations	226,948	469,120	356,458	294,547	294,547
Capital	97,225	22,075	867,600	6,600	6,600
TOTAL	\$ 1,316,611	\$ 1,619,006	\$ 2,469,849	\$ 1,512,030	\$ 1,512,030
POLICE - ADMINISTRATION					
Personnel	\$ 236,730	\$ 248,866	\$ 261,235	\$ 259,577	\$ 259,577
Operations	237,579	100,567	134,746	127,936	127,936
Capital	-	8,000	-	-	-
TOTAL	\$ 474,309	\$ 357,433	\$ 395,981	\$ 387,513	\$ 387,513
POLICE - OPERATIONS					
Personnel	\$ 2,905,994	\$ 3,252,015	\$ 3,406,132	\$ 3,367,309	\$ 3,367,309
Operations	473,513	677,334	709,336	670,896	670,896
Capital	165,535	115,936	112,444	34,944	34,944
TOTAL	\$ 3,545,042	\$ 4,045,285	\$ 4,227,912	\$ 4,073,149	\$ 4,073,149

	Actual FY 99-00	Budgeted FY 00-01	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
FIRE					
Personnel	\$ 2,358,078	\$ 2,548,250	\$ 2,990,499	\$ 2,790,691	\$ 2,790,691
Operations	538,022	640,633	983,487	676,964	676,964
Capital	102,713	38,000	272,334	7,523	7,523
TOTAL	\$ 2,998,813	\$ 3,226,883	\$ 4,246,320	\$ 3,475,178	\$ 3,475,178
PUBLIC SERVICES - ADMINISTRATION					
Personnel	\$ 155,024	\$ 162,720	\$ 158,978	\$ 156,367	\$ 156,367
Operations	17,480	44,747	48,109	43,540	43,540
Capital	-	-	-	-	-
TOTAL	\$ 172,504	\$ 207,467	\$ 207,087	\$ 199,907	\$ 199,907
PUBLIC SERVICES - TRAFFIC OPERATIONS					
Personnel	\$ 294,847	\$ 316,392	\$ 334,071	\$ 331,490	\$ 331,490
Operations	134,204	150,423	134,300	123,295	123,295
Capital	46,843	6,000	12,500	8,500	8,500
TOTAL	\$ 475,894	\$ 472,815	\$ 480,871	\$ 463,285	\$ 463,285
PUBLIC SERVICES - STREETS					
Personnel	\$ 873,270	\$ 1,079,099	\$ 1,173,527	\$ 1,143,901	\$ 1,143,901
Operations	805,884	880,449	1,029,842	746,264	746,264
Capital	11,710	44,000	59,200	19,200	19,200
TOTAL	\$ 1,690,864	\$ 2,003,548	\$ 2,262,569	\$ 1,909,365	\$ 1,909,365
PUBLIC SERVICES - CEMETERY					
Personnel	\$ 154,273	\$ 149,956	\$ 154,382	\$ 153,217	\$ 153,217
Operations	37,143	53,807	61,609	53,398	53,398
Capital	-	8,750	21,250	1,000	1,000
TOTAL	\$ 191,416	\$ 212,513	\$ 237,241	\$ 207,615	\$ 207,615
PUBLIC SERVICES - WASTE MANAGEMENT					
Personnel	\$ 383,847	\$ 380,628	\$ 406,036	\$ 402,125	\$ 402,125
Operations	898,899	900,551	953,074	923,285	923,285
Capital	-	-	-	-	-
TOTAL	\$ 1,282,746	\$ 1,281,179	\$ 1,359,110	\$ 1,325,410	\$ 1,325,410
PUBLIC SERVICES - LANDSCAPE OPERATIONS					
Personnel	\$ 364,595	\$ 399,309	\$ 438,421	\$ 434,996	\$ 434,996
Operations	140,102	225,943	263,961	228,654	228,654
Capital	-	20,000	59,000	27,000	27,000
TOTAL	\$ 504,697	\$ 645,252	\$ 761,382	\$ 690,650	\$ 690,650
PUBLIC SERVICES - LANDSCAPE - HURLEY PARK					
Personnel	\$ 68,405	\$ 67,412	\$ 71,778	\$ 71,184	\$ 71,184
Operations	15,510	19,164	34,602	22,224	22,224
Capital	82	5,500	2,500	2,500	2,500
TOTAL	\$ 83,997	\$ 92,076	\$ 108,880	\$ 95,908	\$ 95,908
PUBLIC SERVICES - FLEET MANAGEMENT					
Personnel	\$ 479,621	\$ 576,136	\$ 653,252	\$ 648,352	\$ 648,352
Operations	128,986	125,806	152,795	119,710	119,710
Capital	11,633	20,500	438,100	20,800	20,800
TOTAL	\$ 620,240	\$ 722,442	\$ 1,244,147	\$ 788,862	\$ 788,862

	Actual FY 99-00	Budgeted FY 00-01	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
PUBLIC SERVICES - TRANSPORTATION					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	160,282	160,282	160,282	160,282	160,282
Capital	-	-	-	-	-
TOTAL	\$ 160,282	\$ 160,282	\$ 160,282	\$ 160,282	\$ 160,282
PARKS & RECREATION					
Personnel	\$ 943,056	\$ 1,124,263	\$ 1,175,588	\$ 1,166,687	\$ 1,166,687
Operations	475,401	535,146	504,705	464,839	464,839
Capital	724,811	2,047,784	167,000	105,500	105,500
TOTAL	\$ 2,143,268	\$ 3,707,193	\$ 1,847,293	\$ 1,737,026	\$ 1,737,026
EDUCATION					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	42,342	42,342	42,342	42,342	42,342
Capital	-	-	-	-	-
TOTAL	\$ 42,342	\$ 42,342	\$ 42,342	\$ 42,342	\$ 42,342
DEBT SERVICE					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	836,886	829,012	889,249	889,249	889,249
Capital	-	-	-	-	-
TOTAL	\$ 836,886	\$ 829,012	\$ 889,249	\$ 889,249	\$ 889,249
GRAND TOTAL					
Personnel	\$ 13,249,566	\$ 14,707,755	\$ 16,146,203	\$ 15,635,303	\$ 15,635,303
Operations	8,230,615	9,364,702	11,142,045	8,766,202	8,766,202
Capital	2,081,096	3,065,428	3,080,772	903,697	903,697
TOTALS	\$ 23,561,277	\$ 27,137,885	\$ 30,369,020	\$ 25,305,202	\$ 25,305,202

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 37,669	\$ 39,859	\$ 40,902	\$ 40,669	\$ 40,669
Operating	57,018	48,324	63,807	60,507	60,507
Capital	-	-	1,500	1,500	1,500
TOTAL	\$ 94,687	\$ 88,183	\$ 106,209	\$ 102,676	\$ 102,676

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Mayor	1	1	1	1
Mayor Pro Tem	1	1	1	1
Council Member	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	5	5	5	5

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Conference Table and Chairs	\$ 1,500	\$ 1,500	\$ 1,500
Total Capital Outlay	\$ 1,500	\$ 1,500	\$ 1,500

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Assure that City Council representative to the Salisbury Vision 2020 Task Force monitors the County Strategic Growth Plan for possible areas of conflict as the 2020 plan process progresses.
2. Conduct bi-monthly City-County meetings with elected officials.
3. Follow-up on City-County meetings to assure that appropriate action is taken by both elected bodies.
4. Create, monitor and evaluate departmental strategic plans.
5. Evaluate periodically the status of the City’s outcomes and goals, and take corrective action as necessary.
6. Organize and implement a Future Directions and Goal-Setting Conference for the Management Team and City Council.

DEPARTMENTAL PERFORMANCE GOALS

1. Conduct two Goal update sessions with City Council.
2. Organize and conduct a Community Goal-Setting input process for citizens with the City Council.
3. Publish and distribute the City’s Annual Report for citizens in December.
4. Conduct Goal Review sessions with each department during August.
5. Participate in Risk Management Performance Measures project conducted jointly by the North Carolina League of Municipalities and Institute of Government.
6. Organize and implement a City Council trip to Raleigh to participate in the North Carolina League of Municipalities Town Hall Day.
7. Determine ways the City can assist Rowan/Salisbury schools within the City limits.
8. Respond to special requirements and initiatives of the City Council, Boards and Commissions, and partnerships with other organizations.

	PERFORMANCE MEASURES				
	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>
Risk Management					
Vehicular Accidents	14	18	12	14	12
Injuries	22	22	19	20	16
Workers' Comp Costs	\$24,712	\$19,735	\$11,119	\$20,122	\$5,928

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 438,260	\$ 482,365	\$ 500,364	\$ 481,570	\$ 481,570
Operating	212,294	184,578	222,117	216,021	216,021
Capital	-	-	1,000	-	-
TOTAL	\$ 650,554	\$ 666,943	\$ 723,481	\$ 697,591	\$ 697,591

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Administration (000)				
City Manager	1	1	1	1
Assistant City Manager	1	1	1	1
City Clerk	1	1	1	1
Senior Office Assistant	2.5	3	3	3
Risk Management (201)				
Risk Management Officer	1	1	1	1
Safety Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7.5	8	8	8

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
File Cabinets (2)	\$ 1,000	\$ -	\$ -
Total Capital Outlay	\$ 1,000	\$ -	\$ -

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Continue implementation of Multiculturalism Training for all City employees and interested citizens.
2. Consider providing an additional 1% 401 (k) contribution as an added employee benefit.
3. Continue to implement an employee training and development plan.
4. Develop and implement a comprehensive Pay Plan.
5. Continue to evaluate applying the “Broad Banding” compensation program to other departments, in addition to the Utilities Department.
6. Develop and implement salary plans that compensate public safety and labor-intensive classes based on factors related to the nature of the jobs and market data.
7. Develop and implement recruitment strategies to recruit employees from diverse populations within the community.
8. Develop strategies to attract quality employees including signing bonuses.

DEPARTMENTAL PERFORMANCE GOALS

1. Initiate programs to attract, retain, and develop high quality City employees.
2. Provide Human Resource management through a variety of department functions.
3. Implement recommended changes to the Police compensation based on Transition Team evaluation.
4. Revise and update employee benefits program.
5. Conduct basic supervisory training.
6. Conduct training on various topics identified by the Training and Development Advisory Board.
7. Identify and track performance measures related to the Human Resource function.
8. Establish resources to increase Latino community involvement in Human Resource programs.
9. Continue to review and evaluate market data needed for the Utilities Broad Banding Program and make necessary salary adjustments.
10. Continue to research, identify, and implement alternative funding sources for Multiculturalism Training.
11. Continue Train-the-Trainer process and increase the number of community trainers.
12. Continue to provide staff with resource material and opportunities for career development.

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 281,715	\$ 288,793	\$ 387,339	\$ 338,857	\$ 338,857
Operating	269,657	315,646	412,642	254,675	254,675
Capital	987	17,650	10,200	-	-
TOTAL	\$ 552,359	\$ 622,089	\$ 810,181	\$ 593,532	\$ 593,532

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Human Resources Director	1	1	1	1
Personnel Analyst I/II	3	3	4 ¹	4 ¹
Personnel Technician I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	5	6	6

¹New position funded through grant

CAPITAL OUTLAY

	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Desk	\$ 2,600	\$ -	\$ -
Chair	1,400	-	-
Bookshelves	200	-	-
File Cabinet	1,200	-	-
Training Room White Board	800	-	-
Projection Screen	500	-	-
Wall Paper	<u>3,500</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 10,200	\$ -	\$ -

DEPARTMENT - Finance – Summary

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 1,155,726	\$ 1,249,190	\$ 1,436,524	\$ 1,381,158	\$ 1,381,158
Operating	929,459	885,059	1,102,784	885,761	885,761
Capital	121,084	137,160	653,344	341,179	341,179
TOTAL	\$ 2,206,269	\$ 2,271,409	\$ 3,192,652	\$ 2,608,098	\$ 2,608,098

PERSONNEL DETAIL

	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Permanent Full-Time	24	24	26	26
Permanent Part-Time	2	2	1	1
Temporary Full-Time				
Temporary Part-Time				

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Assist in development of annexation plans.
2. Identify new revenue sources to match specific needs.
3. Participate in statewide programs with other cities to establish performance standards.

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 569,060	\$ 635,993	\$ 714,731	\$ 709,383	\$ 709,383
Operating	233,805	240,662	245,580	224,860	224,860
Capital	47,495	1,300	7,494	2,299	2,299
TOTAL	\$ 850,360	\$ 877,955	\$ 967,805	\$ 936,542	\$ 936,542

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Administration (000)				
Finance Director	1	1	1	1
Budget and Performance Management Manager	0	1	1	1
Productivity Analyst	1	0	0	0
Financial Specialist	1	1	1	1
Accounting (101)				
Accounting Manager	1	1	1	1
Accountant I/II	1	1	1	1
Account Clerk	2	2	2	2
Customer Service (102)				
Customer Service Supervisor	1	1	1	1
Customer Service Clerk Sr/I/II	4	4	6 ¹	6 ¹
Sr Cust. Service Clerk (Perm/Part-Time)	2	2	1 ²	1 ²
Mail Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	15	15	16	16

¹ New position due to consolidation with Spencer Utilities

² Permanent part-time position converted to permanent full-time position

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Desk/Payroll Clerk	\$ 1,500	\$ 1,500	\$ 1,500
Desk/Accounting Manager	1,500	-	-
Color Printer	799	799	799
Letter Opener	<u>3,695</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 7,494	\$ 2,299	\$ 2,299

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 382,746	\$ 399,782	\$ 498,568	\$ 450,192	\$ 450,192
Operating	426,613	413,998	573,271	432,358	432,358
Capital	53,427	131,000	188,850	71,200	71,200
TOTAL	\$ 862,786	\$ 944,780	\$ 1,260,689	\$ 953,750	\$ 953,750

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Administration (000)				
Information Technologies Manager	1	1	1	1
Technologies Services Technical Assistant	1	1	1	1
Training (150)				
Systems Analyst	1	1	1	1
Operations (151)				
Systems Analyst	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	7	7	7	7

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Training (442-150)			
Desk	\$ 1,200	\$ 1,200	\$ 1,200
Operations (442-151)			
Fluke Optiflex	20,000	20,000	20,000
Desk, Chair, PC for PC Technician	2,650	-	-
Redi-Copy/Drives/&HBA's for XioTech	35,000	35,000	35,000
Computer Room UPS	10,000	5,000	5,000
Fiber Cable splicer	15,000	-	-
Laptops for Council	8,000	-	-
Wireless Network Phase II	10,000	10,000	10,000
Media Safe for Tapes	2,000	-	-
Non-Department (442-155)			
Imaging System Hardware	25,000	-	-
Laser Check System	20,000	-	-
Fiber Installation for Civic Center and Cone Center	24,000	-	-
Road Runner/VPN	10,000	-	-
Server and Win 2000 (Police)	6,000	-	-
	<hr/>	<hr/>	<hr/>
Total Capital Outlay	\$ 188,850	\$ 71,200	\$ 71,200

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 132,867	\$ 139,321	\$ 146,148	\$ 145,059	\$ 145,059
Operating	27,153	19,126	34,593	17,015	17,015
Capital	-	-	-	-	-
TOTAL	\$ 160,020	\$ 158,447	\$ 180,741	\$ 162,074	\$ 162,074

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Purchasing Manager	1	1	1	1
Purchasing Technician	1	1	1	1
Buyer	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 71,053	\$ 74,094	\$ 77,077	\$ 76,524	\$ 76,524
Operating	241,888	211,273	249,340	211,528	211,528
Capital	20,162	4,860	457,000	267,680	267,680
TOTAL	\$ 333,103	\$ 290,227	\$ 783,417	\$ 555,732	\$ 555,732

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Telecommunications Manager	1	1	1	1
TOTAL	1	1	1	1

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Public Safety Radio Replacements	\$ 85,000	\$ -	\$ -
Trunking Controller/ Repeater Replacements	175,000	175,000	175,000
Telecom System Upgrades	25,000	-	-
Telecom Radio Replacements	18,000	-	-
Security System Upgrades	100,000	78,680	78,680
PBX Migration	40,000	-	-
Rohn Tower at Al's Knob	14,000	14,000	14,000
Total Capital Outlay	\$ 457,000	\$ 267,680	\$ 267,680

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 102,270	\$ 144,180	\$ 151,793	\$ 124,796	\$ 124,796
Operating	382,691	188,594	195,709	179,847	179,847
Capital	532,500	259,629	57,000	2,500	2,500
TOTAL	\$ 1,017,461	\$ 592,403	\$ 404,502	\$ 307,143	\$ 307,143

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Facilities Maintenance Manager	0	1	1	1
Facilities Maintenance Supervisor	1	.75	.75	.75
Building Maintenance Worker Sr/I/II	2	1.75	1.75	1.75
TOTAL	3	3.5	3.5	3.5

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
City Office Building (000)			
Renovate Interior Stairway	\$ 10,000	\$ -	\$ -
Christmas Decorations	2,500	2,500	2,500
Clean and Waterproof Exterior of Building	32,500	-	-
City Hall (251)			
Replace Three HVAC Units	6,000	-	-
Christmas Decorations	2,500	-	-
Rear Signage for Building	3,500	-	-
Total Capital Outlay	\$ 57,000	\$ 2,500	\$ 2,500

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Replace awnings on seventh floor windows.
2. Compile and publish an operations manual for the Plaza.
3. Redesign and implement marketing program for leasing Plaza units.
4. Enhance Plaza security system through new City System.
5. Repaint stairwells.
6. Refurbish hallway on the fourth floor.

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 37,065	\$ 55,569	\$ 54,039	\$ 53,562	\$ 53,562
Operating	121,612	91,395	101,840	101,840	101,840
Capital	102,124	118,885	57,500	36,651	36,651
TOTAL	\$ 260,801	\$ 265,849	\$ 213,379	\$ 192,053	\$ 192,053

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Resident Manager	1	0	0	0
Administrative Assistant	1	1	1	1
Facilities Maintenance Supervisor	0	.25	.25	.25
Senior Building Maintenance Worker	0	.25	.25	.25
TOTAL	2	1.50	1.50	1.50

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Replace Seventh Floor Awnings	\$ 15,000	\$ 7,151	\$ 7,151
Refurbish Apartments (Paint, Replace Carpet)	15,000	15,000	15,000
Washer/Dryer Replacement	2,500	2,500	2,500
HVAC Replacement	8,000	-	-
Appliance Replacement	2,000	2,000	2,000
Repairs to leaded sidelights	10,000	10,000	10,000
Audio/Visual Alarms	5,000	-	-
Total Capital Outlay	\$ 57,500	\$ 36,651	\$ 36,651

DEPARTMENT – Land Management and Development – Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 986,683	\$ 1,014,942	\$ 1,105,552	\$ 1,077,912	\$ 1,077,912
Operating	1,088,703	1,795,780	2,584,249	1,480,126	1,480,126
Capital	163,849	195,559	288,300	288,300	288,300
TOTAL	\$ 2,239,235	\$ 3,006,281	\$ 3,978,101	\$ 2,846,338	\$ 2,846,338

PERSONNEL DETAIL

	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Permanent Full-Time	20	20	20	20
Permanent Part-Time				
Temporary Full-Time				
Temporary Part-Time				

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Participate in implementation of holistic approach to neighborhood problem solving.
2. Continue implementation of annexation plan.
3. Develop Salisbury Vision 2020 Plan and begin implementation of recommendations.
4. Assist in implementing Greenway Plan.
5. Provide public infrastructure to support Flowers Bakery, Chamber of Commerce, F&M Bank and Cheerwine projects.
6. Develop educational program for Boards and Commissions.
7. Develop a downtown local historical district.
8. Develop an Innes Street overlay zoning district to visually enhance the corridor.
9. Implement the Neighborhood Task Force Plan.
10. Fund projects to improve neighborhoods and housing, working with the Salisbury Community Development Corporation.
11. Implement the Park Avenue plan.
12. Provide funding for tree planting in selected neighborhoods.
13. Adopt managed growth criteria for extensions along growth corridors.
14. Implement recommendations of the Downtown Master Plan.

BUDGET REQUEST SUMMARY

	FY99-00	FY00-01	FY01-02	FY01-02	FY01-02
Personnel	\$ 548,102	\$ 548,755	\$ 574,394	\$ 551,790	\$ 551,790
Operating	361,672	455,585	594,332	430,120	430,120
Capital	154,958	3,059	-	-	-
TOTAL	\$ 1,064,732	\$ 1,007,399	\$ 1,168,726	\$ 981,910	\$ 981,910

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Land Management & Development Director	1	1	1	1
Com Dev & Neighborhood Pln Manager	1	1	1	1
Urban Resource Planner	1	1	1	1
Urban Design Planner	0	0	1 ¹	1 ¹
Planner Sr/I/II	4	4	3 ¹	3 ¹
Department Secretary	1	1	1	1
Community Development Technician	.5	0	0	0
Senior Office Assistant-Salisbury West Business & Community Center	0	1	0 ²	0 ²
Senior Office Assistant	.5	0	0	0
GIS (701)				
Systems Analyst I	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	10	10

¹ Position reclassified

² Position redefined

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 195,469	\$ 204,052	\$ 233,704	\$ 230,893	\$ 230,893
Operating	116,848	128,212	142,568	131,660	131,660
Capital	799	-	-	-	-
TOTAL	\$ 313,116	\$ 332,264	\$ 376,272	\$ 362,553	\$ 362,553

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Development Services Manager	1	1	1	1
Development Services Specialist	1	1	1	1
Permit Services Coordinator	1	1	1	1
Zoning & Code Enforcement Specialist	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	5	5	5

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Coordinate Downtown Infrastructure improvements (Council Street, Liberty Street, parking, TEA 21 Grant).
2. Administer NCDOT Greenway Trail Grants.
3. Assist in the implementation of the Salisbury 2020 Strategic Growth Plan.
4. Implement Brenner Avenue pedestrian improvements.

DIVISIONAL PERFORMANCE GOALS

1. Install and manage the new Traffic Signal System.
2. Coordinate projects with NCDOT (I-85 widening, Highway 70 widening, Innes Street bridge replacement, Ellis Street bridge replacement).
3. Administer Storm Drainage Incentive Grants.
4. Implement neighborhood traffic calming.
5. Implement improvements to Club Drive.

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 243,112	\$ 262,135	\$ 297,454	\$ 295,229	\$ 295,229
Operating	315,261	904,132	1,528,714	611,346	611,346
Capital	8,092	192,500	288,300	288,300	288,300
TOTAL	\$ 566,465	\$ 1,358,767	\$ 2,114,468	\$ 1,194,875	\$ 1,194,875

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
City Engineer	1	1	1	1
Civil Engineer I/II/III	2	2	2	2
Engineering Technician I/II	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	5	5	5	5

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Ellis Street Bridge	\$ 250,000	\$ 250,000	\$ 250,000
City/County Joint Mapping	37,500	37,500	37,500
Locator Equipment	<u>800</u>	<u>800</u>	<u>800</u>
Total Capital Outlay	\$ 288,300	\$ 288,300	\$ 288,300

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	294,922	307,851	318,635	307,000	307,000
Capital	-	-	-	-	-
TOTAL	\$ 294,922	\$ 307,851	\$ 318,635	\$ 307,000	\$ 307,000

DEPARTMENT - Police - Summary

SUMMARY STATEMENT OF PURPOSE

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

PERFORMANCE MEASURES

	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>
Calls for Service	31,846	31,435	30,669	30,374	45,806
DWI Arrests	169	208	178	173	287
Drug Arrests	328	263	296	438	577
Homicide	4	8	4	4	4
Rape	21	14	13	15	17
Robbery	69	77	80	70	42
Aggravated Assault	124	97	140	121	112
Total Violent Crimes	218	196	237	210	175
Burglary	383	418	378	324	392
Larceny	1,354	1,453	1,356	1306	1435
Motor Vehicle Theft	114	121	131	121	126
Arson	11	19	15	14	20
Total Property Crimes	1,862	2,011	1,880	1765	1973

Performance Measurements are reported on a calendar year basis

BUDGET REQUEST SUMMARY

	<u>Actual</u> FY99-00	<u>Budgeted</u> FY00-01	<u>Requested</u> FY01-02	<u>Mgr Recommends</u> FY01-02	<u>Adopted</u> FY01-02
Personnel	\$ 4,135,162	\$ 4,628,692	\$ 4,913,158	\$ 4,837,769	\$ 4,837,769
Operating	938,040	1,247,021	1,200,540	1,093,379	1,093,379
Capital	<u>262,760</u>	<u>146,011</u>	<u>980,044</u>	<u>41,544</u>	<u>41,544</u>
TOTAL	\$ 5,335,962	\$ 6,021,724	\$ 7,093,742	\$ 5,972,692	\$ 5,972,692

PERSONNEL DETAIL

	<u>Authorized</u> FY 99-00	<u>Authorized</u> FY 00-01	<u>Mgr Recommends</u> FY 01-02	<u>Adopted</u> FY 01-02
Permanent Full-Time	102	105	105	105
Permanent Part-Time				
Temporary Full-Time				
Temporary Part-Time	4	4	4	4

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Work with Downtown Salisbury, Inc. to determine the need for additional Police service in the downtown area.

DIVISIONAL PERFORMANCE GOALS

1. Implement a method of tracking accuracy rate of data entered into the Records Management System to achieve a 95% initial entry accuracy rate.
2. Develop a formal working relationship to share information and strategies to provide better victim services and deal with substance abuse prevention.
3. Develop a procedural policy for parades, pickets, and special events.

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 992,438	\$ 1,127,811	\$ 1,245,791	\$ 1,210,883	\$ 1,210,883
Operating	226,948	469,120	356,458	294,547	294,547
Capital	97,225	22,075	867,600	6,600	6,600
TOTAL	\$ 1,316,611	\$ 1,619,006	\$ 2,469,849	\$ 1,512,030	\$ 1,512,030

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Services Administration (000)				
Deputy Chief	0	1	1	1
Police Captain	1	0	0	0
Police Lieutenant-Professional Standards	0	1	1	1
Police Lieutenant-Support Services	0	1	1	1
Animal Control (300)				
Animal Control Specialist	1	1	1	1
Communications (302)				
Police Telecommunications Supervisor	1	1	1	1
Police Telecommunicator	10	10	10	10
Police Telecommunicator (Temp/Part-Time)	1	1	1	1
Community Service (303)				
Sergeant (Community Service Supervisor)	1	0	0	0
Community Services Officer	1	1	1	1
Police Officer I/II/MPO (Downtown)	1	0	0	0
Police Officer I/II/MPO (Housing Authority)	2	0	0	0
Master Police Officer (School Resource)	3	4	4	4
Police Officer COPS FAST Grant	1	0	0	0

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Master Police Officer (Victim's Advocate)	0	1	1	1
Crossing Guard (Temp/Part-Time)	3	3	3	3
Evidence & Identification (304)				
Evidence Technician	1	0	0	0
Police Evidence & Property Custodian	0	1	1	1
Identification Specialist	1	0	0	0
Information Management (305)				
Police Lieutenant	1	0	0	0
Police Records Clerk	1	1	1	1
Police Records Coordinator	1	1	1	1
Police Information Clerk (Expediter)	1	1	1	1
Parking Control Specialist	1	1	1	1
Recruitment/Training (306)				
Police Lieutenant	0	1	1	1
Police Sergeant	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	33	32	32	32

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Building Maintenance (301)			
Remodel Second Floor	\$ 300,000	\$ -	\$ -
Building Repairs	485,000	-	-
Communications (302)			
Digital Communications Recorder	50,000	-	-
Rostering Software	6,600	6,600	6,600
Information Management (305)			
OSSI Parking Software Module	11,000	-	-
Handheld Parking Scanner	5,000	-	-
Letter Folding Machine	5,000	-	-
Crime Stopper Software	<u>5,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 867,600	\$ 6,600	\$ 6,600

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Implement the Police Department Strategic Plan
2. Implement Crime Control Plan.

DIVISIONAL PERFORMANCE GOALS

1. Conduct evaluation and make necessary adjustments to ensure readiness for International re-accreditation.
2. Evaluate the allocation of Department resources as they are distributed in the districting concept throughout the Department.
3. Provide a sound financial operation within the Police Department.
4. Improve understanding and awareness of diverse cultures.
5. Implement a department Chaplaincy Program.

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 236,730	\$ 248,866	\$ 261,235	\$ 259,577	\$ 259,577
Operating	237,579	100,567	134,746	127,936	127,936
Capital	-	8,000	-	-	-
TOTAL	\$ 474,309	\$ 357,433	\$ 395,981	\$ 387,513	\$ 387,513

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Police Chief	1	1	1	1
Police Planner	1	1	1	1
Fiscal Analyst	0	1	1	1
Department Secretary	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	4	4	4

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Increase the efficiency and effectiveness of the Police K-9 Unit.
2. Improve the vehicular traffic conditions within the City of Salisbury.
3. Increase the number of major directed patrol projects.
4. Implement a program to make good use of patrol time, promote beat integrity and provide citizens satisfaction.
5. Increase the clearance rate for major criminal cases.
6. Establish a published procedural policy in dealing with mental commitments.
7. Develop methods to reduce officer’s time in courts waiting to testify.
8. Continue to target illegal drug sales in an effort to create a safer environment for the citizens of Salisbury.
9. Enhance the department’s community policing efforts by working closely with the Police Districts.

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 2,905,994	\$ 3,252,015	\$ 3,406,132	\$ 3,367,309	\$ 3,367,309
Operating	473,513	677,334	709,336	670,896	670,896
Capital	165,535	115,936	112,444	34,944	34,944
TOTAL	\$ 3,545,042	\$ 4,045,285	\$ 4,227,912	\$ 4,073,149	\$ 4,073,149

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Operations Administration (320)				
Deputy Chief	0	1	1	1
Police Captain	1	0	0	0
Police Lieutenant	3	0	0	0
Police Officer I-COPS Grant	6	0	0	0
District I (321)				
Police Lieutenant	1	1	1	1
Police Sergeant	2	2	2	2
Police Officer I/II/MPO	14	15	15	15
Police Officer I/II/MPO (Downtown)	0	1	1	1
Police Officer I/II/MPO (Housing)	0	1	1	1
District II (322)				
Police Lieutenant	1	1	1	1
Police Sergeant	2	2	2	2
Police Officer I/II/MPO	14	15	15	15
Police Officer I/II/MPO (Housing)	0	1	1	1
District III (323)				
Police Lieutenant	1	1	1	1

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Police Sergeant	2	2	2	2
Police Officer I/II/MPO	11	16	16	16
Criminal Investigations (326)				
Police Lieutenant	1	1	1	1
Police Sergeant	1	1	1	1
Police Officer I/II/MPO	9	9	9	9
Senior Office Assistant	1	1	1	1
Crime Scene Analysis (330)				
Crime Analyst	0	1	1	1
Crime Scene Specialist	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	70	73	73	73

CAPITAL OUTLAY

	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Operations Management (320)			
K-9 Ownership	\$ 9,900	\$ 9,900	\$ 9,900
K-9 Carriers	3,029	3,029	3,029
K-9 Kennels	575	575	575
In-Car Cameras	20,000	-	-
Light Bar Replacement	4,040	4,040	4,040
Mobile Data Terminals	51,000	-	-
Speed Radar Detection	3,000	-	-
Replacement Walkies	17,400	17,400	17,400
Body Armor	<u>3,500</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 112,444	\$ 34,944	\$ 34,944

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Update job descriptions in accordance with FLSA guidelines.
2. Enhance Fire Department Public Service Program.
3. Study feasibility of Knox-Box Ordinance.
4. Develop guidelines for FLSA work schedule.
5. Develop contingency plan for water system at Livingstone College.
6. Develop marking strategy to identify unsafe structures.
7. Utilize GIS to increase efficiency of response zones.
8. Research house-numbering system.
9. Engineer training and Rescue Technician training.
10. Increase involvement and participation in community events.
11. Investigate CDBG monies to improve station appearance (Corridor Project).

PERFORMANCE MEASURES

	1996	1997	1998	1999	2000
EMS Calls	122	469	1,258 ¹	1,222	1,616
Other Alarm Calls	1,074	1,159	1,202	1,117	1,025
Total Alarms	1,196	1,628	2,460	2,339	2,641
Value of Fire Loss	\$ 2,619,730	\$ 650,439	\$ 1,885,851	\$ 1,853,214	\$ 2,326,589

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 2,358,078	\$ 2,548,250	\$ 2,990,499	\$ 2,790,691	\$ 2,790,691
Operating	538,022	640,633	983,487	676,964	676,964
Capital	102,713	38,000	272,334	7,523	7,523
TOTAL	\$ 2,998,813	\$ 3,226,883	\$ 4,246,320	\$ 3,475,178	\$ 3,475,178

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Fire Administration (000)				
Fire Chief	1	1	1	1
Assistant Fire Chief	1	1	1	1
Fire Logistics Officer	1	1	1	1
Department Secretary	1	1	1	1
Senior Office Assistant	1	1	1	1
Fire Station #50 (350)				
Fire Control Specialist I/II	3	0	0	0
Fire Engineer	3	0	0	0
Fire Station #51 (351)				
Battalion Chief	3	3	3	3
Fire Captain	6	6	6	6
Fire Control Specialist I/II	12	15	15	15
Fire Engineer	6	6	6	6
Fire Station #52 (352)				
Fire Captain	3	3	3	3
Fire Control Specialist I/II	6	6	6	6
Fire Engineer	6	6	6	6
Fire Station #53 (353)				
Fire Captain	3	3	3	3
Fire Control Specialist I/II	6	6	6	6
Fire Engineer	3	3	3	3
Loss Prevention and Investigation (356)				
Fire Investigation/Inspection Officer	1	1	1	1
Fire Investigation/Inspection Specialist	3	3	3	3
Minimum Housing/Inspection Specialist	0	1	1	1
Training Division (357)				
Battalion Chief	1	1	1	1
Fire Projects Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	71	69	69	69

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Fire Administration (000)			
SCBA Fit Testing Equipment	\$ 7,523	\$ 7,523	\$ 7,523
Mobile Data System	149,831	-	-
Light Bar for 510	2,040	-	-
Fire Station #51 (351)			
Cardiac Defib	4,000	-	-
Forcible Entry Tools	4,500	-	-
Insta-Chains for response equipment	16,000	-	-
5 Inch Supply Hose	8,000	-	-
SCBA (Breathing Apparatus)	26,240	-	-
Spare SCBA Cylinders	8,000	-	-
Portable Radios	45,000	-	-
Training (357)			
Satellite Dish for EENET	1,200	-	-
	<hr/>	<hr/>	<hr/>
Total Capital Outlay	\$ 272,334	\$ 7,523	\$ 7,523

DEPARTMENT - Public Services - Summary

SUMMARY STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 2,773,882	\$ 3,131,652	\$ 3,390,445	\$ 3,341,632	\$ 3,341,632
Operating	2,338,490	2,561,172	2,838,574	2,420,652	2,420,652
Capital	70,268	104,750	592,550	79,000	79,000
TOTAL	\$ 5,182,640	\$ 5,797,574	\$ 6,821,569	\$ 5,841,284	\$ 5,841,284

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Permanent Full-Time	80	84	84	84
Permanent Part-Time	2	2	2	2
Temporary Full-Time	14	14	14	14
Temporary Part-Time				

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 155,024	\$ 162,720	\$ 158,978	\$ 156,367	\$ 156,367
Operating	17,480	44,747	48,109	43,540	43,540
Capital	-	-	-	-	-
TOTAL	\$ 172,504	\$ 207,467	\$ 207,087	\$ 199,907	\$ 199,907

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Public Services Director	1	1	1	1
Department Secretary	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3

STATEMENT OF PURPOSE

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

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE MEASURES

	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>
Miles of pavement markings repainted	68	35.5	43.9	45	44
Traffic signal bulbs replaces					992 ¹
Traffic studies completed					41 ¹
Signs repaired					808 ¹

¹ New measures

BUDGET REQUEST SUMMARY

	<u>Actual</u>	<u>Budgeted</u>	<u>Requested</u>	<u>Mgr Recommends</u>	<u>Adopted</u>
	<u>FY99-00</u>	<u>FY00-01</u>	<u>FY01-02</u>	<u>FY01-02</u>	<u>FY01-02</u>
Personnel	\$ 294,847	\$ 316,392	\$ 334,071	\$ 331,490	\$ 331,490
Operating	134,204	150,423	134,300	123,295	123,295
Capital	<u>46,843</u>	<u>6,000</u>	<u>12,500</u>	<u>8,500</u>	<u>8,500</u>
TOTAL	\$ 475,894	\$ 472,815	\$ 480,871	\$ 463,285	\$ 463,285

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Traffic Operations Manager	1	1	1	1
Signs and Marking Crewleader	1	1	1	1
Signs and Marking Technician I/II	3	3	3	3
Traffic Signal Technical I/II	3	3	3	3
Seasonal Worker (Temp/Full-Time)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	12	12	12	12

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Traffic Signal Equipment	\$ 6,000	\$ 3,000	\$ 3,000
Target Concrete Saw	<u>6,500</u>	<u>5,500</u>	<u>5,500</u>
Total Capital Outlay	\$ 12,500	\$ 8,500	\$ 8,500

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

Street Maintenance

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

Concrete Construction

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

Street Cleaning

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

Leaf/Yard Waste

The Leaf/Yard Waste Division provides a weekly limb and yard debris collection citywide, and a curbside loose leaf and bagged leaf collection during the fall/winter months.

Powell Bill Paving & Resurfacing

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

Powell Bill Bridge Maintenance/Snow

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

Powell Bill Drainage

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

Powell Bill-Concrete Construction

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

PERFORMANCE MEASURES

	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>
Miles of streets paved	15.5	15.3	15.5	15.7	15.5
Miles of streets maintained	132	127	136	146	147
Crack sealer put down - pounds	2000	3000	N/A	N/A	N/A
Pot holes filled	1,500	1,001	1,550	1550	950
Driveways	88	100	90	99	94
Sidewalks replaced/repared - feet	7,425	6,000	8,000	7500	6142
Curb & gutter - feet	1,000	3,000	3,500	2500	2012
New Handicap Ramps	N/A	N/A	N/A	N/A	28

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 873,270	\$ 1,079,099	\$ 1,173,527	\$ 1,143,901	\$ 1,143,901
Operating	805,884	880,449	1,029,842	746,264	746,264
Capital	11,710	44,000	59,200	19,200	19,200
TOTAL	\$ 1,690,864	\$ 2,003,548	\$ 2,262,569	\$ 1,909,365	\$ 1,909,365

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Administration (000)				
Street Maintenance Manager	1	1	1	1
Street Maintenance (420)				
Street Maintenance Supervisor	1	1	2	2
Equipment Operator I/II	2	3	3	3
Street Maintenance Worker I/II	3	2	1	1
Concrete Construction (421)				
Street Maintenance Supervisor	1	1	1	1
Equipment Operator I/II	3	2	2	2
Street Maintenance Worker I/II	2	2	3	3
Street Cleaning (422)				
Street Maintenance Supervisor	1	1	1	1
Street Maintenance Worker I/II	0	1	0	0
Equipment Operator I/II	5	4	6	6
Limb/Yard Waste Collection (423)				
Equipment Operator I/II	1	2	2	2
Street Maintenance Worker I/II	3	2	2	2
Leaf Collection (424)				
Equipment Operator I/II	1	1	1	1
Street Maintenance Worker I/II	1	1	1	1
Powell Bill-Paving & Resurfacing (426)				
Street Maintenance Supervisor	0	1	0	0
Equipment Operator I/II	1	1	1	1
Street Maintenance Worker I/II	1	0	1	1
Powell Bill-Street Maintenance (427)				
Equipment Operator I/II	1	1	1	1
Powell Bill-Drainage & Storm Sewers (428)				
Street Maintenance Supervisor	1	1	1	1
Equipment Operator I/II	0	2	1	1
Street Maintenance Worker I/II	0	2	1	1
Powell Bill-Concrete Construction (429)				
Street Maintenance Worker I/II	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	30	33	33	33

Note: Positions moved between cost centers

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Street Administration (000)			
Electric Repairs Shop	\$ 10,000	\$ -	\$ -
Equipment Storage-Landfill	30,000	-	-
Street Maintenance (420)			
Compactor Tamp	3,000	3,000	3,000
Concrete Construction (421)			
Concrete Saw	1,200	1,200	1,200
Compaction Tamp	3,000	3,000	3,000
Concrete Forms	2,000	2,000	2,000
Bridge/Winter Maintenance (427)			
Material Spreader	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Capital Outlay	\$ 59,200	\$ 19,200	\$ 19,200

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 154,273	\$ 149,956	\$ 154,382	\$ 153,217	\$ 153,217
Operating	37,143	53,807	61,609	53,398	53,398
Capital	-	8,750	21,250	1,000	1,000
TOTAL	\$ 191,416	\$ 212,513	\$ 237,241	\$ 207,615	\$ 207,615

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Cemetery Maintenance Supervisor	1	1	1	1
Grounds Maintenance Worker Sr/I/II	2	2	2	2
Equipment Operator I/II	1	1	1	1
Seasonal Worker (Temp/Full-Time)	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	7	7	7	7

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Wrought Iron Fencing for Chestnut Hill	\$ 10,000	\$ -	\$ -
Paint Shop Chestnut Hill	3,500	-	-
Pave Parking Area Chestnut Hill	3,000	1,000	1,000
Road Upgrades Chestnut Hill	3,000	-	-
Snapper Riding Mower	1,750	-	-
Total Capital Outlay	\$ 21,250	\$ 1,000	\$ 1,000

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

PERFORMANCE GOALS

	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>
City-collected garbage - tons	8,200	8,300	8,200	8,200	8250
Commercial garbage collection - tons	8,000	8,000	13,200	13,400	13100
Residential recycling by calendar year - tons	650	799	1,020	1,275	1700
Cardboard collected for recycling - tons	450	350	400	400	400

BUDGET REQUEST SUMMARY

	<u>Actual</u> <u>FY99-00</u>	<u>Budgeted</u> <u>FY00-01</u>	<u>Requested</u> <u>FY01-02</u>	<u>Mgr Recommends</u> <u>FY01-02</u>	<u>Adopted</u> <u>FY01-02</u>
Personnel	\$ 383,847	\$ 380,628	\$ 406,036	\$ 402,125	\$ 402,125
Operating	898,899	900,551	953,074	923,285	923,285
Capital	-	-	-	-	-
TOTAL	\$ 1,282,746	\$ 1,281,179	\$ 1,359,110	\$ 1,325,410	\$ 1,325,410

PERSONNEL DETAIL

<u>Position Title</u>	<u>Authorized</u> <u>FY 99-00</u>	<u>Authorized</u> <u>FY 00-01</u>	<u>Mgr Recommends</u> <u>FY 01-02</u>	<u>Adopted</u> <u>FY 01-02</u>
Solid Waste Manager	1	1	1	1
Solid Waste Operations Supervisor	1	1	1	1
Solid Waste Equipment Operator	8	8	8	8
Seasonal Worker (Temp/Full-Time)	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	14	14	14	14

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 364,595	\$ 399,309	\$ 438,421	\$ 434,996	\$ 434,996
Operating	140,102	225,943	263,961	228,654	228,654
Capital	-	20,000	59,000	27,000	27,000
TOTAL	\$ 504,697	\$ 645,252	\$ 761,382	\$ 690,650	\$ 690,650

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Landscape (000)				
Landscape Maintenance Manager	1	0	1 ¹	1 ¹
Landscape Maintenance Supervisor	1	1	1	1
Landscape Operations Supervisor	0	1	0 ¹	0 ¹
Grounds Maintenance Supervisor	1	1	1	1
Grounds Maintenance Worker Sr/I/II	7	8	7	7
City Code Inspector	1	1	1	1
Seasonal Worker (Temp/Full-Time)	3	3	1	1
Contract Mowing (460)				
Grounds Maintenance Worker I/II	0	0	1	1
Seasonal Worker (Temp/Full-Time)	<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>
TOTAL	14	15	15	15

¹ Position reclassified

Note: Positions moved between cost centers

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Motorola Radios (2)	\$ 6,000	\$ -	\$ -
Tiger Arm/Hog Replacement	25,000	25,000	25,000
Sickle Mower	8,000	-	-
HVAC	11,000	-	-
External Repairs 1402 S. Main	8,000	2,000	2,000
External Lighting 1402 S. Main	<u>1,000</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 59,000	\$ 27,000	\$ 27,000

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 68,405	\$ 67,412	\$ 71,778	\$ 71,184	\$ 71,184
Operating	15,510	19,164	34,602	22,224	22,224
Capital	<u>82</u>	<u>5,500</u>	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>
TOTAL	\$ 83,997	\$ 92,076	\$ 108,880	\$ 95,908	\$ 95,908

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Park Curator (Perm/Part-Time)	1	1	1	1
Sr. Grounds Maintenance Worker	1	1	1	1
Grounds Maint. Worker (Perm/Part-Time)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Leaf Collector	\$ <u>2,500</u>	\$ <u>2,500</u>	\$ <u>2,500</u>
Total Capital Outlay	\$ 2,500	\$ 2,500	\$ 2,500

STATEMENT OF PURPOSE

The Fleet Management Division of the Public Services Department provides a centralized resource for the maintenance, modification, and repair of City vehicles and equipment, including Transit System buses, and to keep vehicle records and provide financial records on vehicle repairs.

DIVISIONAL PERFORMANCE GOALS

1. Increase technical abilities of Fleet Division's personnel through in-house training programs.
2. Increase service life and vehicle dependability by developing an in-depth preventive/scheduled maintenance program.
3. Increase 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.
5. Obtain ASE and EVT certifications for Fleet Personnel.

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 479,621	\$ 576,136	\$ 653,252	\$ 648,352	\$ 648,352
Operating	128,986	125,806	152,795	119,710	119,710
Capital	11,633	20,500	438,100	20,800	20,800
TOTAL	\$ 620,240	\$ 722,442	\$ 1,244,147	\$ 788,862	\$ 788,862

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Fleet Service Manager	1	1	1	1
Fleet Service Supervisor	1	1	1	1
Fleet Service Shift Supervisor	1	1	1	1
Parts Supervisor	1	0	0	0
Mechanic/Master Mechanic	8	8	8	8
Parts Manager	0	0	1 ¹	1 ¹
Parts Clerk	1	1	0 ¹	0 ¹
Senior Office Assistant	0	1	1	1
TOTAL	13	13	13	13

¹ Position reclassified

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Brake Lathe	\$ 11,000	\$ 11,000	\$ 11,000
Bar 97 Equipment	65,800	-	-
Scanner Update	2,000	2,000	2,000
Key Machine	2,600	2,600	2,600
Band Saw	5,200	5,200	5,200
Cummins Tester	7,500	-	-
Allison Tester	4,200	-	-
Up-Fit Fleet Building	50,000	-	-
Expansion of Fleet Shop	289,800	-	-
Total Capital Outlay	\$ 438,100	\$ 20,800	\$ 20,800

STATEMENT OF PURPOSE

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

COUNCIL PERFORMANCE GOALS

1. Continue construction of the Salisbury Community Parks and Athletic Complex.
2. Continue to develop funding sources for future phases of the Community Park Project.
3. Continue renovation of existing Parks and Recreation facilities.
4. Complete master plans for individual parks.
5. Identify additional resources for Greenway system construction.
6. Build a new gymnasium.
7. Continue partnership with Rowan County and other organizations to fund a Sports Development Task Force.
8. Develop a facility to house the Hall of Fame.
9. Assist with neighborhood redevelopment.
10. Provide assistance to schools.

DEPARTMENTAL PERFORMANCE GOALS

1. Improve the quality and quantity of recreation programs offered to the community.
2. Renovate and repair the current Parks and Recreation facilities through the use of a systematic renovation master plan.
3. Standardize policies and procedures for operations. Department policies reviewed each September for compliance and updating. Maintenance standards utilized in accordance with NRPA Standards (i.e.: mowing rate of one acre per man hour).
4. Continue to expand neighborhood programs.
5. Continue to support the Greenway Committee and operations.
6. Update and develop facility user fee structure.

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 943,056	\$ 1,124,263	\$ 1,175,588	\$ 1,166,687	\$ 1,166,687
Operating	475,401	535,146	504,705	464,839	464,839
Capital	724,811	2,047,784	167,000	105,500	105,500
TOTAL	\$ 2,143,268	\$ 3,707,193	\$ 1,847,293	\$ 1,737,026	\$ 1,737,026

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Administration (100)				
Parks & Recreation Director	1	1	1	1
Department Secretary	1	1	1	1
Recreation Program Manager	1	1	1	1
Civic Center (601)				
Civic Center Coordinator	1	1	1	1
Recreation Leader	1	1	1	1
Recreation Aide (Temp/Part-Time)	2	2	2	2
Center Attendant (Perm/Part-Time)	2	2	2	2
Recreation Aide-Summer (Temp/Full-Time)	6	6	6	6
City Park Center (602)				
Recreation Coordinator	1	1	1	1
Recreation Leader	1	1	1	1
Recreation Aide (Temp/Part-Time)	2	2	2	2
Recreation Aide-Summer (Temp/Full-Time)	7	7	7	7
Miller Center (603)				
Recreation Coordinator	1	1	1	1
Recreation Leader	1	1	1	1
Recreation Aide (Temp/Part-Time)	2	2	2	2
Recreation Aide-Summer (Temp/Full-Time)	7	7	7	7
Buildings & Grounds (604)				
Parks & Recreation Maintenance Manager	1	1	1	1
B & G Maintenance Worker Sr/I/II	5	5	5	5
B & G Maintenance Worker I/II-Greenway	1	1	1	1
Recreation Aide (Temp/Part-Time)	1	1	1	1
Athletic Grounds Maintenance (605)				
Athletic Maintenance Manager	1	1	1	1
B & G Maintenance Worker Sr/I/II	3	5	6 ¹	6 ¹
Recreation Aide (Temp/Part-Time)	1	1	1	1
Athletic Programs (606)				
Recreation Coordinator	1	1	1	1
Recreation Leader	2	2	2	2
Recreation Aide (Temp/Part-Time)	3	3	3	3
Recreation Aide-Summer (Temp/Full-Time)	4	4	4	4
Public Relations/Marketing (607)				
Marketing & Community Relations Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	61	63	64	64

¹ New position

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Buildings and Grounds (604)			
Park Improvements	\$ 100,000	\$ 100,000	\$ 100,000
Civic Center Wall Stabilization	60,000	-	-
Athletic Field Maintenance (605)			
Soccer Goals (4)	5,500	5,500	5,500
Pulbic Relations/Marketing (607)			
Digital Video Camera	<u>1,500</u>	<u>-</u>	<u>-</u>
Total Capital Outlay	\$ 167,000	\$ 105,500	\$ 105,500

DEPARTMENT - Public Services
DIVISION – Transportation

553

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	160,282	160,282	160,282	160,282	160,282
Capital	-	-	-	-	-
TOTAL	\$ 160,282	\$ 160,282	\$ 160,282	\$ 160,282	\$ 160,282

DEPARTMENT – Education

641

STATEMENT OF PURPOSE

The Education Department provides for funding the Supplementary Education System.

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	42,342	42,342	42,342	42,342	42,342
Capital	-	-	-	-	-
TOTAL	\$ 42,342	\$ 42,342	\$ 42,342	\$ 42,342	\$ 42,342

DEPARTMENT - Debt Service

901

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	836,886	829,012	889,249	889,249	889,249
Capital	-	-	-	-	-
TOTAL	\$ 836,886	\$ 829,012	\$ 889,249	\$ 889,249	\$ 889,249

CITY OF SALISBURY

GENERAL FUND CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2002
With Estimated Actual for Year Ending June 30, 2001 and
Actual for Year Ended June 30, 2000

	<u>2000</u> <u>Actual</u>	<u>2001</u> <u>Estimate</u>	<u>2002</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 38,569	\$ 42,000	\$ 30,000
Other	<u>26,000</u>	<u>-</u>	<u>-</u>
Total revenues	<u>\$ 64,569</u>	<u>\$ 42,000</u>	<u>\$ 30,000</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ 595,790	\$ -	\$ -
Operating transfer from General Fund	<u>1,128,778</u>	<u>1,284,776</u>	<u>1,413,259</u>
Total other financing sources	<u>\$ 1,724,568</u>	<u>\$ 1,284,776</u>	<u>\$ 1,413,259</u>
Total revenues and other financing sources	<u>\$ 1,789,137</u>	<u>\$ 1,326,776</u>	<u>\$ 1,443,259</u>

FUND - General Fund Capital Reserve

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	800	140,516	-	556,211	556,211
Capital	1,880,120	1,159,260	2,715,533	887,048	887,048
TOTAL	\$ 1,880,920	\$ 1,299,776	\$ 2,715,533	\$ 1,443,259	\$ 1,443,259

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
City Council			
Computer Equipment	\$ 1,500	\$ 1,500	\$ 1,500
Total Capital Outlay	\$ 1,500	\$ 1,500	\$ 1,500
Management and Administration			
Computer Equipment	\$ 5,000	\$ 5,000	\$ 5,000
Replace #140-Van	25,000	25,000	25,000
Total Capital Outlay	\$ 30,000	\$ 30,000	\$ 30,000
Human Resources			
Computer Equipment	\$ 13,850	\$ 10,150	\$ 10,150
Total Capital Outlay	\$ 13,850	\$ 10,150	\$ 10,150
Finance - Information Technologies			
Computer Equipment	\$ 41,750	\$ 47,750	\$ 47,750
Total Capital Outlay	\$ 41,750	\$ 47,750	\$ 47,750
Finance - Administration			
Computer Equipment	\$ 18,099	\$ 16,000	\$ 16,000
Replace #191-Van	21,630	-	-
Total Capital Outlay	\$ 39,729	\$ 16,000	\$ 16,000
Finance - Purchasing			
Computer Equipment	\$ 8,500	\$ 8,500	\$ 8,500
Total Capital Outlay	\$ 8,500	\$ 8,500	\$ 8,500
Telecommunications			
Computer Equipment	\$ 1,500	\$ 1,500	\$ 1,500
Total Capital Outlay	\$ 1,500	\$ 1,500	\$ 1,500

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Land Mgmt & Development - Planning & Community Development			
Computer Equipment	\$ 14,850	\$ 13,000	\$ 13,000
Total Capital Outlay	\$ 14,850	\$ 13,000	\$ 13,000
Land Mgmt & Development - Development Services			
Computer Equipment	\$ 3,000	\$ 3,000	\$ 3,000
Total Capital Outlay	\$ 3,000	\$ 3,000	\$ 3,000
Land Management & Development - Engineering			
Computer Equipment	\$ 21,500	\$ 21,500	\$ 21,500
Total Capital Outlay	\$ 21,500	\$ 21,500	\$ 21,500
City Office Buildings			
Computer Equipment	\$ 8,000	\$ 8,000	\$ 8,000
Total Capital Outlay	\$ 8,000	\$ 8,000	\$ 8,000
Plaza			
Computer Equipment	\$ 3,000	\$ 3,000	\$ 3,000
Total Capital Outlay	\$ 3,000	\$ 3,000	\$ 3,000
Police			
Computer Equipment	\$ 126,800	\$ 126,800	\$ 126,800
Replace #18-Investigations Vehicle with SUV	31,930	31,930	31,930
Replace #33-Patrol Vehicle	24,471	-	-
Replace #34-Patrol Vehicle	24,471	24,471	24,471
Replace #45-Investigations Vehicle with SUV	31,930	-	-
Replace #50-Patrol Vehicle with SUV	24,471	31,930	31,930
Replace #58-Patrol Vehicle	24,471	-	-
Replace #61-Patrol Vehicle	24,471	-	-
Replace #64-Patrol Vehicle	24,471	-	-
Replace #67-Patrol Vehicle	24,471	-	-
Replace #92-Patrol Vehicle	24,471	-	-
Replace #94-Patrol Vehicle	24,471	24,471	24,471
Total Capital Outlay	\$ 410,899	\$ 239,602	\$ 239,602
Fire			
Computer Equipment	\$ 181,381	\$ 28,700	\$ 28,700
Replace #510-Sedan w/SUV	24,064	-	-
Replace #521-Pumper	475,000	-	-
Replace #517-Ladder Truck	750,000	-	-
Replace #519-Mobile Command Unit	100,000	-	-
Replace #520-Sedan w/SUV	24,064	-	-
Total Capital Outlay	\$ 1,554,509	\$ 28,700	\$ 28,700
Public Services - Traffic Operations			
Computer Equipment	\$ 13,900	\$ 13,900	\$ 13,900
Total Capital Outlay	\$ 13,900	\$ 13,900	\$ 13,900

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Public Services - Administration			
Computer Equipment	\$ 6,000	\$ 6,000	\$ 6,000
Total Capital Outlay	\$ 6,000	\$ 6,000	\$ 6,000
Public Services - Street			
Computer Equipment	\$ 5,350	\$ 5,350	\$ 5,350
Replace #308-Knuckle Boom Loader	85,000	85,000	85,000
Replace #345-Leaf Vacuum Machine	25,000	25,000	25,000
Total Capital Outlay	\$ 115,350	\$ 115,350	\$ 115,350
Public Services - Cemetery			
Computer Equipment	\$ 3,500	\$ 3,500	\$ 3,500
Total Capital Outlay	\$ 3,500	\$ 3,500	\$ 3,500
Public Services - Solid Waste			
Computer Equipment	\$ 2,500	\$ 2,500	\$ 2,500
Total Capital Outlay	\$ 2,500	\$ 2,500	\$ 2,500
Public Services - Landscape Operations			
Computer Equipment	\$ 5,000	\$ 5,000	\$ 5,000
Replace Arm/Bush Hog	25,000	25,000	25,000
Total Capital Outlay	\$ 30,000	\$ 30,000	\$ 30,000
Public Services - Hurley Park			
Computer Equipment	\$ 2,000	\$ 2,000	\$ 2,000
Total Capital Outlay	\$ 2,000	\$ 2,000	\$ 2,000
Public Services - Fleet			
Computer Equipment	\$ 17,000	\$ 17,000	\$ 17,000
Replace #397-Parts Truck	24,500	24,500	24,500
Total Capital Outlay	\$ 41,500	\$ 41,500	\$ 41,500
Parks & Recreation			
Computer Equipment	\$ 18,500	\$ 18,500	\$ 18,500
Replace #112-Sedan w/SUV	24,000	-	-
Replace #119-Pickup Truck	27,300	-	-
Replace #124-Pickup Truck	27,300	-	-
4x4 Pickup Truck-Additional	27,300	-	-
Gang Reel Mowing Deck-Additional	35,000	35,000	35,000
Boom Sprayer-Additional	600	600	600
Aerator-Additional	3,000	3,000	3,000
Trailer-Additional	2,200	-	-
1445 JD Front Cut Mower-Additional	16,100	16,100	16,100
Total Capital Outlay	\$ 181,300	\$ 73,200	\$ 73,200
Debt Service			
Principal and Interest	\$ 166,896	\$ 166,896	\$ 166,896
Total Capital Outlay	\$ 166,896	\$ 166,896	\$ 166,896

CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2002
With Estimated Actual for the Year Ending June 30, 2001 and
Actual for the Year Ended June 30, 2000

	2000	2001	2002
	Actual	Estimate	Budget
OPERATING REVENUES:			
Charges for services	<u>\$ 11,405,780</u>	<u>\$ 10,728,224</u>	<u>\$ 13,098,533</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 208,024	\$ 106,378	\$ 25,000
Miscellaneous revenues	<u>351,415</u>	<u>743,942</u>	<u>488,510</u>
Total nonoperating revenues	<u>\$ 559,439</u>	<u>\$ 850,320</u>	<u>\$ 513,510</u>
OTHER FINANCING SOURCES:			
Contributed Capital	<u>\$ 576,803</u>	<u>\$ -</u>	<u>\$ -</u>
Total revenues and other financing sources	<u>\$ 12,542,022</u>	<u>\$ 11,578,544</u>	<u>\$ 13,612,043</u>

CITY OF SALISBURY
FY 2001-2002 BUDGET SUMMARY
WATER AND SEWER FUND

	Actual		Budgeted		Requested		Mgr Recommends		Adopted
	FY 99-00		FY 00-01		FY 01-02		FY 01-02		FY 01-02
REVENUE	\$ 11,965,164	\$	15,003,095	\$	12,400,250	\$	13,612,043	\$	13,612,043
EXPENSES									
UTILITIES MGT & ADMINISTRATION									
Personnel	\$ 457,897	\$	552,252	\$	604,373	\$	590,018	\$	590,018
Operations	4,611,024		2,004,729		2,013,047		1,962,084		1,962,084
Capital	-		-		-		-		-
TOTAL	\$ 5,068,921	\$	2,556,981	\$	2,617,420	\$	2,552,102	\$	2,552,102
WATER RESOURCES									
Personnel	\$ 357,268	\$	351,763	\$	370,242	\$	240,697	\$	240,697
Operations	450,912		475,881		544,555		491,305		491,305
Capital	-		10,000		-		-		-
TOTAL	\$ 808,180	\$	837,644	\$	914,797	\$	732,002	\$	732,002
WATER & SEWER MAINT. & CONST.									
Personnel	\$ 670,065	\$	848,385	\$	913,105	\$	808,410	\$	808,410
Operations	2,089,109		2,046,330		2,161,943		1,041,893		1,041,893
Capital	-		462,311		538,800		538,800		538,800
TOTAL	\$ 2,759,174	\$	3,357,026	\$	3,613,848	\$	2,389,103	\$	2,389,103
TECHNICAL SERVICES									
Personnel	\$ 331,021	\$	366,288	\$	402,068	\$	402,696	\$	402,696
Operations	81,556		96,021		100,360		92,860		92,860
Capital	-		1,595		25,500		25,500		25,500
TOTAL	\$ 412,577	\$	463,904	\$	527,928	\$	521,056	\$	521,056
WASTEWATER TREATMENT									
Personnel	\$ 635,459	\$	642,110	\$	672,437	\$	663,217	\$	663,217
Operations	847,069		923,551		861,791		820,791		820,791
Capital	-		-		4,800		4,800		4,800
TOTAL	\$ 1,482,528	\$	1,565,661	\$	1,539,028	\$	1,488,808	\$	1,488,808
METER SERVICES									
Personnel	\$ 302,605	\$	346,645	\$	387,012	\$	383,220	\$	383,220
Operations	88,070		76,692		79,593		93,121		93,121
Capital	-		-		-		-		-
TOTAL	\$ 390,675	\$	423,337	\$	466,605	\$	476,341	\$	476,341
FACILITIES MAINTENANCE									
Personnel	\$ 489,530	\$	553,954	\$	579,382	\$	462,231	\$	462,231
Operations	1,121,603		827,834		903,762		866,000		866,000
Capital	-		1,500		3,500		3,500		3,500
TOTAL	\$ 1,611,133	\$	1,383,288	\$	1,486,644	\$	1,331,731	\$	1,331,731

	Actual FY 99-00		Budgeted FY 00-01		Requested FY 01-02		Mgr Recommends FY 01-02		Adopted FY 01-02	
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,460,390		4,256,059		4,120,900		4,120,900		4,120,900
Capital		-		-		-		-		-
TOTAL	\$	1,460,390	\$	4,256,059	\$	4,120,900	\$	4,120,900	\$	4,120,900
CAPITAL PROJECTS										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		159,195		-		-		-
TOTAL	\$	-	\$	159,195	\$	-	\$	-	\$	-
GRAND TOTAL										
Personnel	\$	3,243,845	\$	3,661,397	\$	3,928,619	\$	3,550,489	\$	3,550,489
Operations		10,749,733		10,707,097		10,785,951		9,488,954		9,488,954
Capital		-		634,601		572,600		572,600		572,600
TOTALS	\$	13,993,578	\$	15,003,095	\$	15,287,170	\$	13,612,043	\$	13,612,043

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Assist in cooperative effort with County to extend water and sewer to growth corridors.
2. Continue implementation of the 201 Sewer Facility Plan and major water capital improvement projects.
3. Revise and improve uniform construction standards.
4. Implement and maintain a comprehensive back-flow prevention program.
5. Maintain and update a GIS database of the utility system.
6. Maintain and update a system-wide hydraulic model.
7. Produce the plans and specifications of water and sewer extension projects.
8. Provide construction management for water and sewer extension projects.

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 457,897	\$ 552,252	\$ 604,373	\$ 590,018	\$ 590,018
Operating	4,611,024	2,004,729	2,013,047	1,962,084	1,962,084
Capital	-	-	-	-	-
TOTAL	\$ 5,068,921	\$ 2,556,981	\$ 2,617,420	\$ 2,552,102	\$ 2,552,102

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Administration (100)				
Utilities Director	1	1	1	1
Assistant Utilities Director	1	1	1	1
Productivity Analyst	1	1	1	1
Department Secretary	1	1	1	1
Compliance Coordinator	0	0	1 ¹	1 ¹
Utilities Engineering (800)				
Utilities Engineering Manager	1	1	1	1
Utilities Engineer I/II/III	1	1	1	1
Senior Office Assistant	1	1	0 ²	0 ²
Engineering Technician I/II/III	2	2	1 ³	1 ³
Engineering Intern	0	0	1 ³	1 ³
Utilities Inspection/Location Specialist	2	0	0	0
SCADA Technician	0	1	0 ²	0 ²
Co-Op (Temp/Full-Time)	<u>1</u>	<u>1</u>	<u>0²</u>	<u>0²</u>
TOTAL	12	11	9	9

¹ New Position

² Reduction in Workforce

³ Position reclassification

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 357,268	\$ 351,763	\$ 370,242	\$ 240,697	\$ 240,697
Operating	450,912	475,881	544,555	491,305	491,305
Capital	-	10,000	-	-	-
TOTAL	\$ 808,180	\$ 837,644	\$ 914,797	\$ 732,002	\$ 732,002

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Water Treatment Plant (811)				
Water Plant Supervisor	1	1	1	1
Senior Plant Operator	1	1	1	1
Senior Office Assistant	.5	.5	0 ¹	0 ¹
Water Resources Manager	1	1	0 ²	0 ²
Water Plant Operator I/II	4	4	4	4
Laboratory Analyst	<u>1</u>	<u>1</u>	<u>0³</u>	<u>0³</u>
TOTAL	8.5	8.5	6	6

¹ Position reclassified to 821-000

² Reduction in Workforce

³ Position reclassified to 815-900

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Implement an inflow and infiltration preventive maintenance program.
2. Implement a water main flushing program.

PERFORMANCE MEASURES

	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>
Change out or add 5/8" thru 1" water meters	497	716	995	900	1141
Change out or add 1-1/2" & 2" water meters	7	24	24	30	20
Change out or add 3" or larger water meters	2	3	4	6	4
Install check valves on existing water services	499	635	712	528	590
Install water taps	328	380	358	442	439
Replace/install fire hydrants	19	18	11	20	22
Replace water valves	29	46	30	60	22
Clean and TV inspect sewer lines - feet	237,500	281,000	260,000	260,000	252,000
Install sewer taps	182	107	176	134	145

BUDGET REQUEST SUMMARY

	<u>Actual</u> <u>FY99-00</u>	<u>Budgeted</u> <u>FY00-01</u>	<u>Requested</u> <u>FY01-02</u>	<u>Mgr Recommends</u> <u>FY01-02</u>	<u>Adopted</u> <u>FY01-02</u>
Personnel	\$ 670,065	\$ 848,385	\$ 913,105	\$ 808,410	\$ 808,410
Operating	2,089,109	2,046,330	2,161,943	1,041,893	1,041,893
Capital	-	462,311	538,800	538,800	538,800
TOTAL	\$ 2,759,174	\$ 3,357,026	\$ 3,613,848	\$ 2,389,103	\$ 2,389,103

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Administration (100)				
Utility Maintenance Manager	1	1	0 ¹	0 ¹
Utilities Systems Manager	0	0	1 ¹	1 ¹
Senior Office Assistant	2	2	1 ²	1 ²
Inventory Control Specialist	1	1	1	1
Maintenance Scheduler	1	1	1	1
Distribution Maint. & Const. (850)				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	3	3	3	3
Seasonal Workers (Temp/Full-Time)	2	2	0 ²	0 ²
New Water/Sewer Connections (851)				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	2	2	3 ¹	3 ¹
Water/Sewer Service Replacement (853)				
Utilities Maintenance Supervisor	1	1	0 ²	0 ²
Utilities Maintenance Technician	2	2	3 ¹	3 ¹
Preventive Maintenance (854)				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	3	4	4	4
Collection Maint. & Construction (856)				
Utilities Maintenance Supervisor	1	1	1	1
Utilities Maintenance Technician	<u>4</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	26	26	24	24

¹ Position reclassified

² Reduction in Workforce

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Water Distribution Maintenance (850)			
Hydraulic Tools	\$ 3,000	\$ 3,000	\$ 3,000
New Construction (851)			
Hydraulic Tools	3,000	3,000	3,000
Service Replacement (853)			
Hydraulic Tools	3,000	3,000	3,000
Preventative Maintenance (854)			
Hydraulic Tools	3,000	3,000	3,000
Sewer Collection Maintenance (856)			
Hydraulic Tools	3,000	3,000	3,000
Water & Sewer Extensions (857)			
Water Line Extension	261,900	261,900	261,900
Sewer Line Extension	<u>261,900</u>	<u>261,900</u>	<u>261,900</u>
Total Capital Outlay	\$ 538,800	\$ 538,800	\$ 538,800

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

1. Continue providing technical and analytical support to the other Divisions within the Utilities Department in a cost-effective, professional manner.
2. Protect the wastewater collection and treatment system from the adverse effects of commercial and industrial discharges by maintaining a strong, effective industrial pretreatment program.
3. Investigate and determine sources of harmful discharges.
4. Promote and provide advice about greasetraps to commercial entities.

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 331,021	\$ 366,288	\$ 402,068	\$ 402,696	\$ 402,696
Operating	81,556	96,021	100,360	92,860	92,860
Capital	-	1,595	25,500	25,500	25,500
TOTAL	\$ 412,577	\$ 463,904	\$ 527,928	\$ 521,056	\$ 521,056

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Technical Services Manager	1	1	0 ¹	0 ¹
Finance & Support Services Manager	0	0	1 ²	1 ²
Laboratory Supervisor	1	1	1	1
Regulatory Compliance Technician	1	1	1	1
Laboratory Analyst	4	4	5 ³	5 ³
Industrial Pretreatment Coordinator	1	1	1	1
Senior Office Assistant	.5	.5	0 ⁴	0 ⁴
TOTAL	8.5	8.5	9	9

¹ Reduction in Workforce

² New Position

³ Position reclassified from 811-811

⁴ Position reclassified to 813-100

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Ion Chromatograph	\$ 22,500	\$ 22,500	\$ 22,500
Portable DO Meter	1,500	1,500	1,500
Portable PH Meter	1,500	1,500	1,500
Total Capital Outlay	\$ 25,500	\$ 25,500	\$ 25,500

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 635,459	\$ 642,110	\$ 672,437	\$ 663,217	\$ 663,217
Operating	847,069	923,551	861,791	820,791	820,791
Capital	-	-	4,800	4,800	4,800
TOTAL	\$ 1,482,528	\$ 1,565,661	\$ 1,539,028	\$ 1,488,808	\$ 1,488,808

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Administration (100)				
Wastewater Treatment Manager	1	1	0 ¹	0 ¹
Wastewater Treatment Supervisor	0	0	1 ¹	1 ¹
Senior Office Assistant	.5	.5	0 ²	0 ²
Town Creek WWTP (901)				
Senior Wastewater Plant Operator	0	0	1 ¹	1 ¹
Wastewater Plant Operator	5	5	4 ¹	4 ¹
Grant Creek WWTP (902)				
Senior Wastewater Plant Operator	0	0	1 ¹	1 ¹
Wastewater Plant Operator	5	5	4 ¹	4 ¹
Residuals Management (903)				
Residuals Manager	0	1	0 ¹	0 ¹
Residuals Supervisor	1	0	1 ¹	1 ¹
Residuals Operator	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	16.5	16.5	16	16

¹ Position Reclassified

² Reduction in Workforce

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Residuals Management (903)			
Portable Storage Building	\$ <u>4,800</u>	\$ <u>4,800</u>	\$ <u>4,800</u>
Total Capital Outlay	\$ 4,800	\$ 4,800	\$ 4,800

STATEMENT OF PURPOSE

To maintain, test, and read utility meters.

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY98-99	Budgeted FY99-00	Requested FY00-01	Mgr Recommends FY00-01	Adopted FY00-01
Personnel	\$ 302,605	\$ 346,645	\$ 387,012	\$ 383,220	\$ 383,220
Operating	88,070	76,692	79,593	93,121	93,121
Capital	-	-	-	-	-
TOTAL	\$ 390,675	\$ 423,337	\$ 466,605	\$ 476,341	\$ 476,341

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Meter Maintenance (852)				
Meter Maintenance Supervisor	1	1	0 ¹	0 ¹
Senior Meter Mechanic	0	0	1 ¹	1 ¹
Meter Mechanic	2	2	2	2
Meter Reading (855)				
Meter Services Manager	1	1	0 ¹	0 ¹
Meter Reading Supervisor	1	1	1	1
Senior Meter Reader	0	0	1 ¹	1 ¹
Meter Reader	<u>5</u>	<u>5</u>	<u>6²</u>	<u>6²</u>
TOTAL	10	10	11	11

¹ Position reclassified

² Position added with Town of Spencer acquisition effective 10/1/2000

STATEMENT OF PURPOSE

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

DEPARTMENTAL PERFORMANCE GOALS

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 489,530	\$ 553,954	\$ 579,382	\$ 462,231	\$ 462,231
Operating	1,121,603	827,834	903,762	866,000	866,000
Capital	-	1,500	3,500	3,500	3,500
TOTAL	\$ 1,611,133	\$ 1,383,288	\$ 1,486,644	\$ 1,331,731	\$ 1,331,731

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Administration (000)				
Plants Maintenance Manager	1	1	0 ¹	0 ¹
Plants Manager	0	0	1 ¹	1 ¹
Senior Office Assistant	.5	.5	1 ²	1 ²
F.M. Raw Water Supply (810)				
Plants Maintenance Technician	1	1	1	1
F.M. Water Treatment Plant (811)				
Plants Maintenance Technician	2	2	1 ¹	1 ¹
F.M. Water Maintenance (850)				
Plants Maintenance Supervisor	1	1	0 ³	0 ³
F.M. Sewer Maintenance (856)				
Utilities Systems Supervisor	0	0	1 ¹	1 ¹
Systems Maintenance Technician	0	0	3 ¹	3 ¹
Plants Maintenance Technician	2	2	0 ¹	0 ¹
F.M. Town Creek WWTP (901)				
Plants Maintenance Supervisor	1	1	0 ⁴	0 ⁴
Plants Maintenance Technician	1	1	1	1
F.M. Grant Creek WWTP (902)				
Plants Maintenance Supervisor	1	1	1	1
Plants Maintenance Technician	2	2	1 ¹	1 ¹
F.M. Residuals Management (903)				
Plants Maintenance Technician	<u>1</u>	<u>1</u>	<u>0¹</u>	<u>0¹</u>
TOTAL	13.5	13.5	11	11

¹ Position reclassified

² Position reclassified from 811-811

³ Position reclassified to 817-100

⁴ Position reclassified to 721-800

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Facilities Maintenance Administration (000)			
Portable Motorola Radio	\$ 3,500	\$ 3,500	\$ 3,500
Total Capital Outlay	\$ 3,500	\$ 3,500	\$ 3,500

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,460,390	4,256,059	4,120,900	4,120,900	4,120,900
Capital	-	-	-	-	-
TOTAL	\$ 1,460,390	\$ 4,256,059	\$ 4,120,900	\$ 4,120,900	\$ 4,120,900

DEPARTMENT - Capital Projects

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	-	159,195	-	-	-
TOTAL	\$ -	\$ 159,195	\$ -	\$ -	\$ -



CITY OF SALISBURY, NORTH CAROLINA

WATER AND SEWER CAPITAL RESERVE FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2002
With Estimated Actual for the Year Ending June 30, 2001 and
Actual for the Year Ended June 30, 2000

	<u>2000</u> <u>Actual</u>	<u>2001</u> <u>Estimate</u>	<u>2002</u> <u>Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 26,822	\$ 30,000	\$ 25,000
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	<u>277,696</u>	<u>304,265</u>	<u>304,265</u>
Total revenues and other financing sources	<u>\$ 304,518</u>	<u>\$ 334,265</u>	<u>\$ 329,265</u>

FUND - Water and Sewer Capital Reserve

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	209,465	214,015	214,015	214,015
Capital	<u>195,036</u>	<u>94,800</u>	<u>115,250</u>	<u>115,250</u>	<u>115,250</u>
TOTAL	\$ 195,036	\$ 304,265	\$ 329,265	\$ 329,265	\$ 329,265

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
Administration			
Computer Equipment	\$ 7,500	\$ 7,500	\$ 7,500
Utilities Engineering			
Computer Equipment	\$ 7,500	\$ 7,500	\$ 7,500
Water Resources			
Computer Equipment	\$ 12,000	\$ 12,000	\$ 12,000
Maintenance & Construction			
Computer Equipment	\$ 15,450	\$ 15,450	\$ 15,450
Replace #447-Rodding Machine with Jet Trailer	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
Total Capital Outlay	\$ 55,450	\$ 55,450	\$ 55,450
Technical Services			
Computer Equipment	\$ 10,800	\$ 10,800	\$ 10,800
Wastewater Treatment Plant			
Computer Equipment	\$ 10,600	\$ 10,600	\$ 10,600
Meter Services			
Computer Equipment	\$ 5,600	\$ 5,600	\$ 5,600
Facilities Maintenance			
Computer Equipment	\$ 5,800	\$ 5,800	\$ 5,800

CITY OF SALISBURY, NORTH CAROLINA

TRANSIT FUND

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2002
With Estimated Actual for the Year Ending June 30, 2001 and
Actual for the Year Ended June 30, 2000

	<u>2000</u> Actual	<u>2001</u> Estimate	<u>2002</u> Budget
OPERATING REVENUES:			
Charges for services	\$ 79,494	\$ 80,400	\$ 82,000
NONOPERATING REVENUES:			
Intergovernmental	\$ 216,129	\$ 306,652	\$ 320,465
Miscellaneous revenues	18,649	23,100	12,000
Total nonoperating revenues	<u>\$ 234,778</u>	<u>\$ 329,752</u>	<u>\$ 332,465</u>
OTHER FINANCING SOURCES:			
Contributed Capital	\$ 630	\$ 1,350	\$ 6,660
Operating Transfer from General Fund	160,282	160,282	160,282
Total other financing sources	<u>\$ 160,912</u>	<u>\$ 161,632</u>	<u>\$ 166,942</u>
 Total revenues and other financing sources	 <u>\$ 475,184</u>	 <u>\$ 571,784</u>	 <u>\$ 581,407</u>

CITY OF SALISBURY
FY 2001-2002 BUDGET SUMMARY
TRANSIT FUND

	Actual FY 99-00	Budgeted FY 00-01	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
REVENUE	\$ 474,554	\$ 495,335	\$ 577,627	\$ 581,407	\$ 581,407
EXPENSES	Actual FY 99-00	Budgeted FY 00-01	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
TRANSIT - OPERATIONS					
Personnel	\$ 271,496	\$ 297,695	\$ 352,385	\$ 349,815	\$ 349,815
Operations	97,449	82,293	108,457	108,457	108,457
Capital	-	-	-	-	-
TOTAL	\$ 368,945	\$ 379,988	\$ 460,842	\$ 458,272	\$ 458,272
TRANSIT - ADMINISTRATION					
Personnel	\$ 85,290	\$ 91,051	\$ 96,362	\$ 95,629	\$ 95,629
Operations	72,037	19,636	20,106	20,106	20,106
Capital	-	-	-	-	-
TOTAL	\$ 157,327	\$ 110,687	\$ 116,468	\$ 115,735	\$ 115,735
TRANSIT - CAPITAL					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	-	-	-	-	-
Capital	-	4,660	7,400	7,400	7,400
TOTAL	\$ -	\$ 4,660	\$ 7,400	\$ 7,400	\$ 7,400
GRAND TOTAL					
Personnel	\$ 356,786	\$ 388,746	\$ 448,747	\$ 445,444	\$ 445,444
Operations	169,486	101,929	128,563	128,563	128,563
Capital	-	4,660	7,400	7,400	7,400
TOTALS	\$ 526,272	\$ 495,335	\$ 584,710	\$ 581,407	\$ 581,407

STATEMENT OF PURPOSE

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

DIVISIONAL PERFORMANCE GOALS

1. Develop policies and pilot programs, in coordination with the Engineering Department, for presentation to the NCDOT justifying activation of the low-priority system on state controlled signal systems.
2. Develop and implement a new bus route utilizing State Maintenance Assistance Program funding.
3. Develop a deviated route for the proposed Super Wal-Mart.
4. Develop and implement a passenger vehicle and system safety plan as recommended by the NCDOT.
5. Implement recommendations outlined in the Transportation Development Plan.

PERFORMANCE MEASURES

	<u>FY95-96</u>	<u>FY96-97</u>	<u>FY97-98</u>	<u>FY98-99</u>	<u>FY99-00</u>
Passenger Trips	169,911	167,161	158,758	161,479	163,787
ADA Passengers	3,791	4,396	6,424	6,866	6,889

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 85,290	\$ 91,051	\$ 96,362	\$ 95,629	\$ 95,629
Operating	72,037	19,636	20,106	20,106	20,106
Capital	-	-	-	-	-
TOTAL	\$ 157,327	\$ 110,687	\$ 116,468	\$ 115,735	\$ 115,735

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Transit Manager	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2

DEPARTMENT - Public Services
DIVISION - Transit Operations

651

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 271,496	\$ 297,695	\$ 352,385	\$ 349,815	\$ 349,815
Operating	97,449	82,293	108,457	108,457	108,457
Capital	-	-	-	-	-
TOTAL	\$ 368,945	\$ 379,988	\$ 460,842	\$ 458,272	\$ 458,272

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Transit Operator	6	6	7 ¹	7 ¹
Mechanic/Master Mechanic	2	2	2	2
Transit Operator (Temp/Part-Time)	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	11	11	12	12

¹ New position

DEPARTMENT - Public Services
DIVISION- Transit Capital Outlay

653

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	-	4,660	7,400	7,400	7,400
TOTAL	\$ -	\$ 4,660	\$ 7,400	\$ 7,400	\$ 7,400

CAPITAL OUTLAY

	Requested FY 01-02	Mgr Recommends FY 01-02	Adopted FY 01-02
25 Volt Battery/Alternator Tester	\$ 3,800	\$ 3,800	\$ 3,800
Transmission Powertrain Lift	<u>3,600</u>	<u>3,600</u>	<u>3,600</u>
Total Capital Outlay	\$ 7,400	\$ 7,400	\$ 7,400

CITY OF SALISBURY, NORTH CAROLINA

SPECIAL REVENUE FUNDS

**STATEMENT OF REVENUES
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2002
With Estimated Actual for the Year Ending June 30, 2001 and
Actual for the Year Ended June 30, 2000

	<u>2000</u> <u>Actual</u>	<u>2001</u> <u>Estimate</u>	<u>2002</u> <u>Budget</u>
REVENUES:			
Intergovernmental:			
Federal	\$ 739,433	\$ 148,100	\$ 492,446
Miscellaneous:			
Interest earned on investments	\$ 4,028	\$ 290	\$ -
Other	<u>169,020</u>	<u>225,000</u>	<u>150,000</u>
	<u>\$ 173,048</u>	<u>\$ 225,290</u>	<u>\$ 150,000</u>
 Total revenues	 <u>\$ 912,481</u>	 <u>\$ 373,390</u>	 <u>\$ 642,446</u>

FUND – Special Revenue Funds

STATEMENT OF PURPOSE

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

BUDGET REQUEST SUMMARY

	Actual FY99-00	Budgeted FY00-01	Requested FY01-02	Mgr Recommends FY01-02	Adopted FY01-02
Personnel	\$ 43,180	\$ -	\$ -	\$ -	\$ -
Operating	939,533	625,658	642,446	642,446	642,446
Capital	-	-	-	-	-
TOTAL	\$ 982,713	\$ 625,658	\$ 642,446	\$ 642,446	\$ 642,446

PERSONNEL DETAIL

Position Title	Authorized FY 99-00	Authorized FY 00-01	Mgr Recommends FY 01-02	Adopted FY 01-02
Neighborhood Development Specialist	1	1	0	0
Community Development Technician	<u>.5</u>	<u>.5</u>	<u>0</u>	<u>0</u>
TOTAL	1.5	1.5	0¹	0¹

¹Positions eliminated due to a contractual arrangement with another agency

DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM

FISCAL YEARS 2002 - 2006

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

General Fund CIP

The following projects have been proposed over the next five years in the General Fund. Funding has been provided for the FY2001-02 projects in the budget.

City Office Building: Future plans include an exterior cleaning and weatherproofing, construction of a parking lot addition to serve the building, and installation of a building-wide sprinkler system.

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

Police Headquarters: Improvements have been proposed as the result of a facilities assessment that include the renovation of the second floor, installation of a new roof, exterior and interior wall repairs, new carpet and paint.

Impact on Operations: There will be no impact on operations. There may be an impact on debt service costs if the City decides to finance the construction costs. The estimated debt service for the improvements would be \$90,000 annually.

The Plaza: Planned improvements include preventive maintenance and the structured replacement of appliances in the apartments.

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

HVAC Repairs to Various Facilities: The City is continuing repair and replacement of outdated HVAC systems.

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

Remodel Bathrooms at Fire Station 53: During FY1996-97, the heating system was replaced which impacted the bathroom area at this station. The ductwork and furnace are now exposed. Additionally, this area was constructed in the 1950's in a style that does not assure privacy for today's firefighters.

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

Public Services Department – Overall: The City will contract with a facilities specialist in FY2001-02 to review all of the buildings used in the Public Services Department. Divisions within this Department include Fleet Management, Transit, Street, Waste Management, Landscaping, Traffic Operations, and Cemetery. Listed this year are estimates of expenditures based on departmental requests. Future capital expenditures will be based on the results of the independent review. At the completion of the review, the impact on operations will be assessed.

Public Services-Fleet Management Facility: Due to the growth in the City's fleet and the size of certain vehicles, the Fleet building will require an addition.

Impact on Operations: There will be no impact on operations, but may impact debt service as debt is issued to finance the addition.

Public Services–Street Division - Equipment/Materials Storage: The City has an old landfill that is used for storage of materials such as compost, dirt, road salt, and sand. Storage facilities are needed to keep these materials dry and allow for continuation of work projects regardless of weather conditions. An addition to the office and employee parking are also projected.

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

Public Services–Cemetery Division - Facility Improvements: Installation of wrought iron fences to the entrances of Chestnut Hill Cemetery.

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

Lincoln Park Pool Replacement: The City plans on issuing \$400,000 in lease/purchase financing to replace the existing pool that serves Lincoln Park.

Impact on Operations: Will increase debt service approximately \$40,000 annually. The staffing to maintain the facilities is already in place.

Various Parks and Recreation Renovations: Funding is recommended to continue improving the state of the parks and replace old and worn equipment and facilities.

Impact on Operations: There will be no impact on operations. A constant amount of funding is appropriated annually to improve and renovate park equipment and facilities.

Salisbury West Recreation Complex: The City renovated the gym during FY2000-01. Additional components of the construction to be completed will include the parking lot renovation/expansion, gym/fitness room and classroom equipment.

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

Tennis Courts at City Park: The tennis courts require surface treatments every three to four years and resurfacing every nine to twelve years.

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

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

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

Town Creek Park Development: The Town Creek Park would be developed to include multipurpose fields, walking trails, and basketball courts.

Impact on Operations: Will increase debt service approximately \$60,000 annually and require additional annual operational expenditures of \$50,000.

City Park Renovation: Due to the age and condition of this facility, a renovation is required to repair the facilities and grounds.

Impact on Operations: Will increase debt service approximately \$25,000 annually.

City Park Recreation Center Renovation: Due to the age and condition of this facility, a renovation is required to rehabilitate the building and provide new furnishings.

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

Civic Center Foundation Wall Stabilization: This would provide for additional drainage and repair existing water damage to the walls.

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

Construct New Fire Station: This station is needed to protect the growth around the Salisbury Mall/Highway 70 area.

Impact on Operations: The greatest impact of the CIP on General Fund operations will be in the construction and staffing of the new fire station. Currently, the estimated additional personnel, operations and debt service costs will be approximately \$826,000 annually.

Impact on Operations in General Fund – Most capital improvements will not have a major impact on the operating costs of the General Fund except for the staffing and operations of a new fire station. A constant amount of funding is set aside in the General Fund Budget for improvements to upgrade aging and inadequate offices and buildings.

Water and Sewer Fund CIP

The Water and Sewer Fund's CIP is broken into water projects and sewer projects. The following water projects have been proposed over the next five years. Funding has been provided for the FY2001-02 projects in the budget.

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

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

Water Treatment Plant Upgrade: Our current water treatment plant is over forty years old. Repairs and improvements are needed in order to ensure compliance with regulations and reliability of supply. In FY1999-2000 and FY2000-01, the City completed the projects in Phase 1, which included items such as filter rehabilitation, an emergency generator, new filter valves and controllers, and clearwell baffles. Phase 2 of the upgrade will provide a new chemical feed system, add additional capacity to the plant, and ensure our ability to meet all current and proposed federal/state standards.

Raw Water Force Main and Gravity Lines: Our aging raw water supply system must also be upgraded in order to ensure that water can be reliably conveyed to the Water Plant Treatment Plant. The first phase will include an upgrade of the manifold at the Yadkin River Pump Station to allow an increase in pumping capacity from 12 million gallons per day (MGD) up to 33 MGD and the installation of a new 42" force main from the Yadkin River Pump Station to the reservoirs. The second phase includes the installation of a new 30" gravity line from the reservoirs to the Water Treatment Plant. The upgrading of the lines in size will also allow for the proposed expansion of the Water Treatment Plant.

Finished Water Line to South End of County: The City is currently working with Rowan County and several cities in the southern part of the county to serve them with potable water to relieve the water shortages that exist there due to the prolonged drought in this area. The current schedule projects that construction will begin sometime in the late summer or early fall.

Finished Water Transmission Facilities Highway 70: The City is currently designing new water transmission facilities to replace the current ones that exist along Highway 70. The State of North Carolina is currently widening Highway 70 to four lanes. The State is requiring the City to relocate all water lines that are currently in their right-of-way to move outside of the State's right-of-way.

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

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

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

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

Spencer Outfall: This project will eliminate a wastewater treatment plant at Spencer and divert the discharge to one of our current WWTPs.

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

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

The City participates in extension projects that have an approximate 10-year payback, based on availability of funds in each budget year. During FY2001-02, the City is budgeting \$524,000 for extension projects. Any costs beyond the estimated payback or availability of funds are required to be paid by the developer.

Debt service requirements for the CIP are calculated in the Water/Sewer rate structure. Utility rates including operations and debt service for residential customers are projected to increase an average of 9.9% in FY2001-02.

**CAPITAL IMPROVEMENT PROGRAM (FY 2002-06)
GENERAL FUND SCHEDULE**

PROJECT DESCRIPTION (\$ 000's)	PROPOSED FUNDING SOURCE	TOTAL PROJECT COST FY 02-06	FIVE YEAR SCHEDULE (FY)				
			2001-02	2002-03	2003-04	2004-05	2005-06
BUILDINGS AND GROUNDS							
City Office Building	General Fund	\$ 418	\$ -	\$ 183	\$ 150	\$ -	\$ 85
Police Headquarters	Lease Purchase	889		785	104		
The Plaza	General Fund	279	40	68	75	48	48
HVAC Repairs to Various Facilities	General Fund	183	64	29	30	30	30
Remodel Bathroom at Fire Station 53	General Fund	45		45			
Addition and Equiping Fleet Management Facility	Lease Purchase	339		289	50		
Equipment/Materials Storage/ Office Addition - Street Division	General Fund	250		50	50	20	130
Facility Improvements- Cemetery Division	General Fund	25		25			
PARKS & RECREATION							
Lincoln Park Pool Replacement	Lease Purchase	400			400		
Renovations-Variou Parks & Neighborhood Facilities	General Fund	500	100	100	100	100	100
Salisbury West Recreation Complex	Lease Purchase	150			50		100
Tennis Courts at City Park	General Fund	100		25			75
Sports Complex Renovation	General Fund	150					150
Town Creek Park Development	Lease Purchase	600				200	400
City Park Renovations	Lease Purchase	250					250
City Park Recreation Center Renovation	General Fund	25					25
Civic Center Foundation Wall Stabilization	General Fund	60		60			
OTHER							
Construct New Fire Station	General Fund/ Lease Purchase	1,000			1,000		
TOTAL GENERAL FUND		\$ 5,245	\$ 204	\$ 1,476	\$ 1,859	\$ 398	\$ 1,308

CAPITAL IMPROVEMENT PROGRAM (FY 2002-06)
WATER AND SEWER FUND SCHEDULE

PROJECT DESCRIPTION (\$ 000's)	PROPOSED FUNDING SOURCE	TOTAL PROJECT COST FY 02-06	FIVE YEAR SCHEDULE (FY)				
			2001-02	2002-03	2003-04	2004-05	2005-06
WATER IMPROVEMENTS							
Water Line Repair/Replacement	W/S Rates	\$ 490	\$90	\$100	\$100	\$100	\$100
Water Line Extensions	W/S Rates	1,262	262	250	250	250	250
Water Treatment Plant Upgrade	Revenue Bonds	6,317	5,417		900		
Raw Water Force Main & Gravity Lines	Revenue Bonds	5,001	1,730	3,271			
Finished Water Line to South End of County	Lease-Purchase/ Rowan County	7,400	7,400				
Finished Water Transmission Facilities Hwy70	Revenue Bonds	4,584	612	3,972			
TOTAL WATER IMPROVEMENTS		\$25,054	\$15,511	\$7,593	\$1,250	\$350	\$350
SEWER IMPROVEMENTS							
Line Repair/Replacement	W/S Rates	\$930	\$130	\$200	\$200	\$200	\$200
Sewer Line Extensions	W/S Rates	1,262	262	250	250	250	250
Grant Creek & Town Creek WWTP Upgrade	Revenue Bonds	6,300			2,100	2,100	2,100
Spencer Outfall	W/S Rates	900		900			
Maintenance Building and Lab Expansion	Revenue Bonds	2,319				1,155	1,164
TOTAL SEWER IMPROVEMENTS		\$11,711	\$392	\$1,350	\$2,550	\$3,705	\$3,714
TOTAL WATER/SEWER IMPROVEMENTS		\$36,765	\$15,903	\$8,943	\$3,800	\$4,055	\$4,064



DEBT MANAGEMENT PROGRAM

OUTSTANDING DEBT

As of June 30, 2001, the City of Salisbury will have \$43,976,140 in outstanding debt for all funds. The type of debt and the breakdown between funds are shown below:

General Fund:	
General obligation bonds	\$ 3,025,000
Capital leases	<u>2,997,054</u>
	<u>\$ 6,022,054</u>
Water and Sewer Fund:	
General obligation bonds	\$ 17,360,000
Revenue bonds	1,835,000
Capital leases	2,808,990
State Clean Water Revolving Loans	<u>15,950,096</u>
	<u>\$ 36,954,086</u>
Total	<u>\$ 43,976,140</u>

General Fund

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

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

Lease for capital building improvements from BB&T, dated December 29, 1999, payable in twenty semi-annual installments of \$63,331.96 at an effective annual interest rate of 4.73%.

Lease for fire truck from First Union Bank, dated June 29, 2000, payable in eight semi-annual installments of \$83,447.92 at an effective interest rate of 5.20%.

Lease for capital improvements of facilities from Bank of America, dated December 22, 2000, payable in thirty semi-annual installments varying from \$59,875 on June 22, 2001 to \$34,223 on December 22, 2015 at an effective interest rate of 5.3251%.

The construction and improvements to facilities funded by Wachovia Bank of North Carolina and BB&T are complete. The construction and improvements to facilities funded by Bank of America are currently under construction. All improvements are recorded at their construction cost upon completion. The fire truck, funded by First Union Bank, has been recorded at the present value of the future minimum lease payments as of the date of its inception.

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

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

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

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

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

Year Ending June 30,	General Obligation Bonds		Capital Leases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest
2002	200,000	146,093	565,344	143,898	765,344	289,991
2003	180,000	136,020	590,401	115,292	770,401	251,312
2004	180,000	127,210	467,497	85,542	647,497	212,752
2005	200,000	118,400	165,771	67,484	365,771	185,884
2006	190,000	108,650	170,514	59,192	360,514	167,842
2007	200,000	99,550	175,484	50,674	375,484	150,224
2008	200,000	90,050	180,692	41,995	380,692	132,045
2009	200,000	80,550	186,149	32,911	386,149	113,461
2010	200,000	70,950	128,535	23,644	328,535	94,594
2011	200,000	61,350	66,667	18,633	266,667	79,983
2012	200,000	51,750	66,667	15,123	266,667	66,873
2013	200,000	42,150	66,667	11,535	266,667	53,685
2014	200,000	32,550	66,667	7,987	266,667	40,537
2015	200,000	22,950	66,667	4,438	266,667	27,388
2016	200,000	13,350	33,333	890	233,333	14,240
2017	75,000	3,750	-	-	75,000	3,750
Totals	<u>\$ 3,025,000</u>	<u>\$ 1,205,323</u>	<u>\$ 2,997,054</u>	<u>\$ 679,239</u>	<u>\$ 6,022,054</u>	<u>\$ 1,884,561</u>

Water and Sewer Fund

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

	Balance June 30, 2001
Sanitary Sewer Series 1989, average rate of 6.5245%, issued July 1989, maturing serially to 2008	\$ 675,000
Sanitary Sewer Series 1992, average rate of 6.0982%, issued January 1992, maturing serially to 2011	650,000
Refunding Series 1993, average rate of 4.1860%, issued November 1993, maturing serially to 2008	1,935,000
Water and Sanitary Sewer Series 1995, average rate of 5.2756%, issued November 1995, maturing serially to 2015	10,900,000
Water Bonds Series 1997, average rate of 4.79%, issued December 1997, maturing serially to 2008	475,000
Combined Enterprise Revenue Series 1998A, average rate of 4.87%, issued January 1998, maturing serially to 2018	1,835,000
Water Bonds Series 1998, average rate of 4.4%, issued June 1998, maturing serially to 2017	<u>2,725,000</u>
	<u>\$19,195,000</u>

The general obligation bonds were issued to finance the construction of facilities utilized in the operations of the water and sewer systems and are being retired by the resources of the Water and Sewer Fund. These

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

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

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

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

	Balance June 30, 2001
Clean Water Loan for Sewer purposes, average rate of 5.03%, issued July 1989, maturing serially to 2017	\$ 4,000,000
Clean Water Loan for Water purposes, average rate of 5.03%, issued January 1992, maturing serially to 2017	360,096
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 1998, maturing serially to 2017	8,740,000
Clean Water Loan for Water purposes, average rate of 2.60%, issued January 1999, maturing serially to 2017	<u>\$2,850,000</u>
	<u><u>\$15,950,096</u></u>

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

Year Ending June 30,	General Obligation Bonds		Revenue Bonds		Clean Water Bonds		Capital Leases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2002	1,280,000	883,058	70,000	89,365	882,506	532,425	199,799	96,166	2,432,305	1,601,013
2003	1,275,000	819,510	75,000	85,956	882,506	502,122	200,799	89,191	2,433,305	1,496,779
2004	1,270,000	756,173	80,000	82,303	882,506	471,819	200,799	82,171	2,433,305	1,392,466
2005	1,275,000	693,045	85,000	78,407	882,506	441,517	200,799	75,151	2,443,305	1,288,119
2006	1,275,000	629,603	90,000	74,268	882,506	411,214	198,799	68,131	2,446,305	1,183,214
2007	1,270,000	565,955	90,000	69,885	882,506	380,911	180,799	61,201	2,423,305	1,077,951
2008	1,215,000	502,518	95,000	65,502	882,506	350,608	180,799	55,081	2,373,305	973,708
2009	1,175,000	438,900	100,000	60,875	882,506	320,305	180,799	48,960	2,338,305	869,041
2010	1,175,000	377,850	105,000	56,005	882,506	290,003	180,799	42,840	2,343,305	766,698
2011	1,175,000	316,800	110,000	50,892	882,506	259,700	180,799	36,720	2,348,305	664,112
2012	1,175,000	255,700	115,000	45,535	882,506	229,397	180,799	30,600	2,353,305	561,232
2013	1,175,000	195,000	120,000	39,934	882,506	199,094	180,799	30,600	2,358,305	464,628
2014	1,175,000	134,625	125,000	34,090	882,506	168,791	180,799	18,360	2,363,305	355,866
2015	1,175,000	73,250	135,000	28,003	882,506	138,488	180,799	12,240	2,373,305	251,981
2016	175,000	12,375	140,000	21,428	882,506	108,186	180,799	6,120	1,378,305	148,109
2017	100,000	4,500	145,000	14,610	882,506	77,883	-	-	1,127,506	96,993
2018	-	-	155,000	7,549	610,000	47,580	-	-	765,000	55,129
2019	-	-	-	-	610,000	31,720	-	-	610,000	-
2020	-	-	-	-	610,000	15,860	-	-	610,000	-
Totals	<u>\$ 17,360,000</u>	<u>\$ 6,658,860</u>	<u>\$ 1,835,000</u>	<u>\$ 904,603</u>	<u>\$ 15,950,096</u>	<u>\$ 4,977,623</u>	<u>\$ 2,808,990</u>	<u>\$ 753,532</u>	<u>\$ 37,954,086</u>	<u>\$ 13,247,038</u>

PROPOSED DEBT

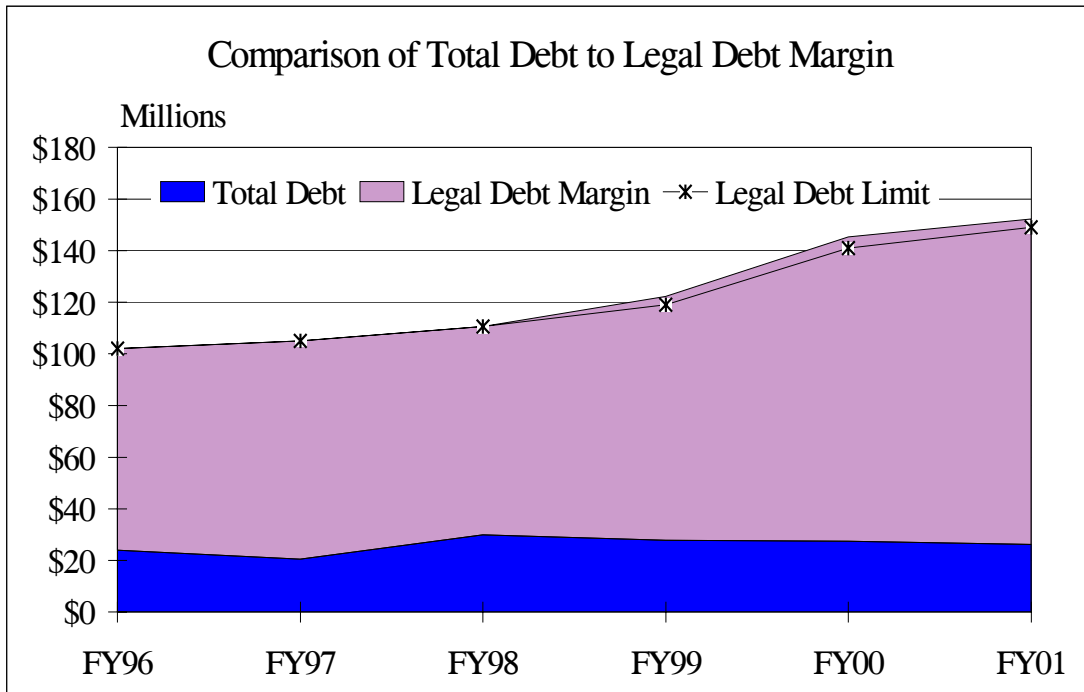
The City of Salisbury currently anticipates issuing two additional debt offerings during FY2001-02.

The City is currently working with Rowan County and several cities in the southern part of the county to serve them with potable water to relieve the water shortages that exist there due to the prolonged drought in this area. The current schedule projects that construction will begin sometime in the late summer or early fall. The anticipated project cost is currently \$7.4 million. The City intends to finance this extension with lease purchase proceeds over a ten-year period. Rowan County has agreed to provide funding to the City for the annual debt service payments.

The City has been preparing to upgrade its ability to deliver raw water to the City's water treatment plant and expand the treatment capacity of the water treatment plant. Total project costs are anticipated to exceed \$12.8 million. The City currently has \$3 million cash it will use to fund a portion of the enhancements. The City is entering into a Memorandum of Understanding with Carolina Power and Light Company (CP&L) who will fund \$900,000 of the project. It is currently anticipated that the CP&L will enter into a second agreement that will provide an additional funding of \$1.5 million during the third quarter of FY2001-02. It is also anticipated that the City will issue revenue bonds during the fourth quarter of FY2001-02 for \$9.8 million with a twenty-year amortization schedule. The funding provided by CP&L in its agreements noted above will pay the total debt service cost of \$2.4 million of revenue bonds.

LEGAL DEBT MARGIN

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



Computation of Legal Debt Margin at June 30, 2001

Debt limit: Assessed value of \$1,859,939,179 x 8%		\$ 148,795,134
Amount of debt applicable to debt limit:		
Total bonded debt	\$ 20,385,000	
Total capitalized lease obligation	<u>5,806,043</u>	
Total outstanding debt	\$ 26,191,043	
Less:		
Deductions allowed for water bonds issued	<u>3,200,000</u>	
Total amount of debt applicable to debt limit		<u>22,991,043</u>
LEGAL DEBT MARGIN		<u><u>\$ 125,804,091</u></u>

DIRECT AND OVERLAPPING DEBT⁽¹⁾

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2000.

	Net General Obligation Debt <u>Outstanding</u>	Percentage Applicable to City of <u>Salisbury</u>	City of Salisbury's <u>Share of Debt</u>
City of Salisbury	\$ 3,225,000	100.00%	\$ 3,225,000
Rowan County ⁽²⁾	34,575,000	29.41%	<u>10,168,508</u>
Total direct and overlapping debt			<u><u>\$ 13,393,508</u></u>

⁽¹⁾ Based on assessed valuation.

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



BALANCING COSTS AND SERVICES

A Five Year Service Level and Revenue Projection With Analysis

The Shopping Trip

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

Service Levels

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

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

The current service level represents the level of service that the department currently provides the public or other City departments. The reduced service level represents a level of service below that currently provided. It may include such items as reduced manpower, elimination of capital expenditures, reduced maintenance of equipment and facilities, or elimination of a current program. An enhanced service level represents a higher level of service than currently provided. This enhanced service level can include such items as additional personnel, additional capital expenditures, or new programs. Using FY01 as the base year, each level of service was evaluated and cost estimates developed for a five year period. These estimates detail personnel, operations, and capital outlay.

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

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

Revenue Structure

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

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

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

Several revenue types such as Powell Bill, intangibles taxes, sales taxes, and 80% retailers' and wholesalers' inventory reimbursement are distributed within Rowan County based on either population or tax levy. As Rowan County has raised its tax levy over the past several years, our percentage of those revenues based on tax levy has decreased. Additionally, increased population in Rowan County and other County municipalities has decreased Salisbury's share of those revenues based on populations. The increase in the tax rate for FY00 resulted in the City getting a slightly larger share of these revenues during FY01. However, three companies, including one that was one of our top ten taxpayers closed in 2000. Their closing will affect the assessed values of the City for FY01 and will result in the City of Salisbury having a smaller percentage of these revenues in future years. Our overall share of these revenues is going to continue to decline without annexation or extensive new growth annually.

City revenues also face another limitation; the State tampering with state-shared revenues and reimbursements. In the past, the State has eliminated property tax on retail, wholesale, and manufacturers' inventories. They then placed a cap on income to municipalities from intangible taxes, utility franchise taxes, and inventory reimbursements. This cap on utility franchise taxes expired in FY95; however, growth has been minimal. Intangible taxes has been repealed by the General Assembly and replaced with an annual appropriation. Both the intangible tax and inventory reimbursements are subject annually to the whims of the General Assembly for funding.

The City directly controls only property taxes, user fees and charges, privilege licenses, and the Water and Sewer Fund contribution (which is actually a reimbursement for services performed in the General Fund for the Water and Sewer Fund). These four revenues are the only ones that City Council can increase or decrease at will. During FY01, these four sources in the General Fund will account for 62% of the total revenue. The City lacks control over all other revenues.

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

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

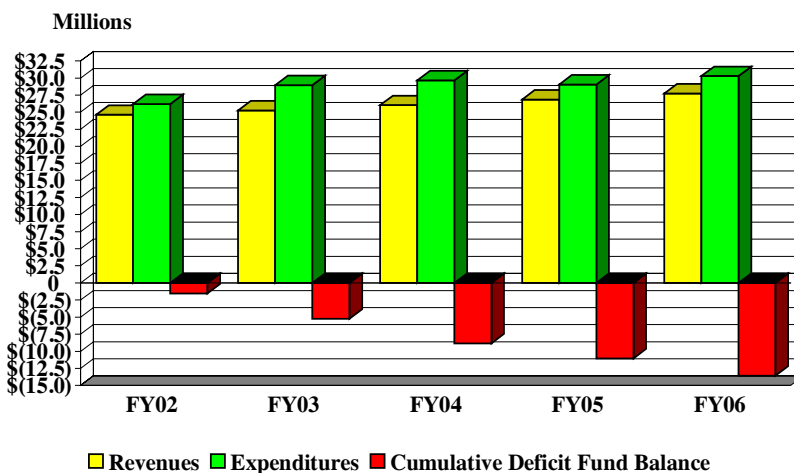
Privilege licenses are controlled by both the State and City Council. A city may levy a privilege license on certain types of businesses and professions as established by State Statutes. The State also sets a maximum rate for some businesses and professions. Most businesses, however, do not have a maximum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

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

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

Comparison Of Projected Expenditures For Five Years To Forecasted Revenues

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



As shown in Exhibit 1, projected expenditures are anticipated to exceed projected revenues over the next five years at current service levels. There are two primary reasons for revenues lagging behind expenditures. First, the economy has been slowing over the past year and is expected to slow a bit more yet. One of the City's primary revenue sources is sales tax as discussed earlier. With the economy

slowing, people are slowing their purchase of new goods. The slowing economy is also affecting the construction industry. Commercial construction and housing starts are declining which further impacts sales tax receipts. Finally, the City experienced the closing of four companies in 2000. One of these companies was one of our top ten taxpayers. Their closing and removal of equipment will limit the growth of property tax revenue in FY02. The growth rate for property taxes and sales tax will increase in future years as the economy improves. If the economy does not improve and new construction continues to decline, the City Council will be faced with some tough decisions in FY03 and after on maintaining the current service level, or reducing it since the current revenue structure will not be able to support it without future tax rate increases, increased fees on services, or new fees for services.

The City also needs to continue to pursue the annexation of areas surrounding it. Failure to pursue these areas will result in increased tax rates and/or lower service levels over time since the residents of these areas do increase the demand for services within the City. These areas have significant property valuations and population that will allow the City to continue to grow and meet the service demands requested by its citizens.

Previous Budget Actions

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

In FY01 in response to a request from the citizens to deal with improving and maintaining viable neighborhoods, City Council increased the tax rate by three cents to fund an increase in service levels in the Fire Department, Police Department, and Community Development.

How Do We Finance Local Government in the Future?

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

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

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

User fees and charges accounted for 8.5% of FY01 revenues, a slight increase of .2% from FY00.

Exhibit 2

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

A negative public reaction to services which have been provided for "free" in the past can generally be expected as user fees and charges are implemented.

Generally, revenue to support certain services has gone unnoticed as they have been derived from many sources of municipal revenue. Cost analysis is the basis for the equitable implementation and administration of user fees and charges. Exhibit 2 shows examples of the types of user fees and charges the City could use. Also included are suggestions on the extent to which user fees and charges should cover the cost of a particular service.

Privilege licenses are levied on businesses and professions in the City limits within the statutory authority of the General Assembly. This revenue accounted for 1.2% of the General Fund's revenue in FY01. Receipts from this source come from both variable and fixed charges. State Statutes regulate the license rate for certain businesses and professions while exempting others. The City uses rates set forth in the State Statutes. All other businesses fall under the City's gross receipts tax. Under this provision, a business is taxed at a percentage, set by City Council, of its adjusted gross receipts.

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

Administrative revenue represents the Water and Sewer Fund's contribution to the operations of the General Fund. Any increases or decreases in this revenue should be the result of a change in

SERVICES FOR WHICH LOCAL GOVERNMENTS COMMONLY CHARGE A FEE

Recreation and leisure activities

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

Planning and economic development

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

Sanitation

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

Public works

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

Police protection

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

Miscellaneous

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

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

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

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

the cost of the services provided by the General Fund to the Water and Sewer Fund. This revenue provides a method to recover the cost of services for the Water and Sewer Fund provided by the General Fund.

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

Conclusion

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

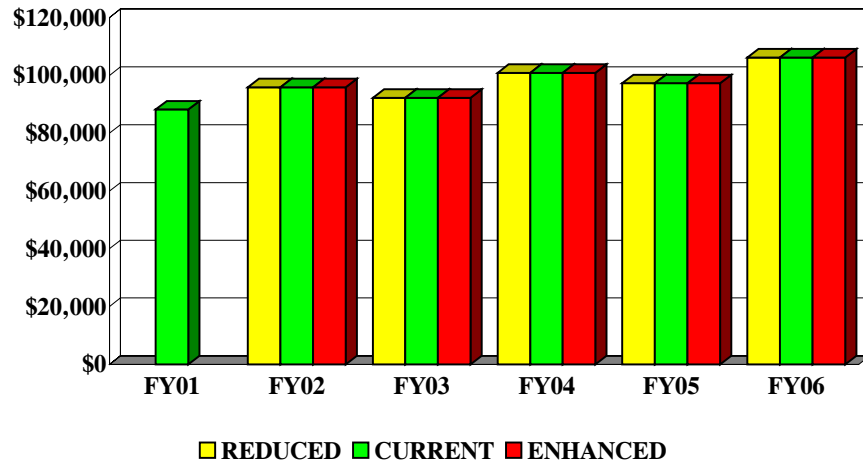
This analysis of local government revenues and a corresponding projection of local government expenditures is updated each year by the City's Finance Department. This report anticipates local government revenue shortfalls in meeting local government service demands. Simultaneously, it is recommended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

CITY COUNCIL

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

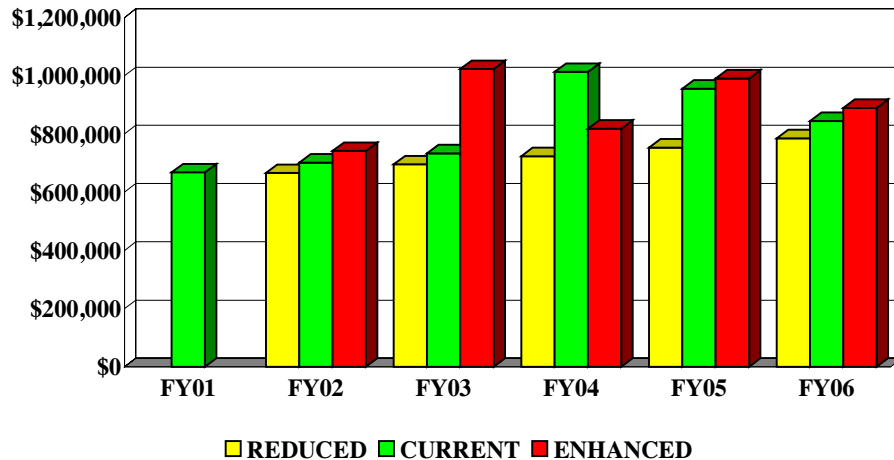
- No enhanced service level is proposed

CITY MANAGEMENT AND ADMINISTRATION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

- Receive, review and process annexation petitions and street and alley closing petitions
- Provide for legal assistance for the City Council, Management team and the Municipal corporation
- Maintain and update a Code of Ordinances for the City
- Provide a comprehensive safety and risk management program that includes training, inspection, investigation, and accident review
- Provide for Public Information Coordinator to provide staff support, information to the public, and coordinate the annual report to the citizens
- Provide for additional office and Council Chambers capacity in FY 2004 and FY 2005

Reduced Service Level:

- Eliminate Public Information Coordinator
- Reduce scope of special projects

Enhanced Service Level:

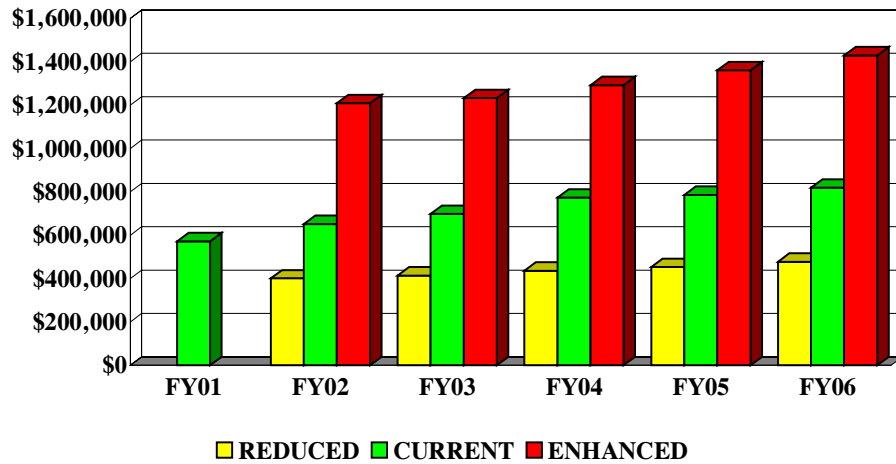
- Provide for additional office capacity in FY 2003
- Publish quarterly news magazine
- Conduct City Manager's Leadership Academy

HUMAN RESOURCES

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Eliminate comprehensive Employee Benefits Program
- Provide bimonthly general employee orientation
- Eliminate management, supervisory, and employee training
- Eliminate employee awards and recognition program
- Eliminate employment trends monitoring

Enhanced Service Level:

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

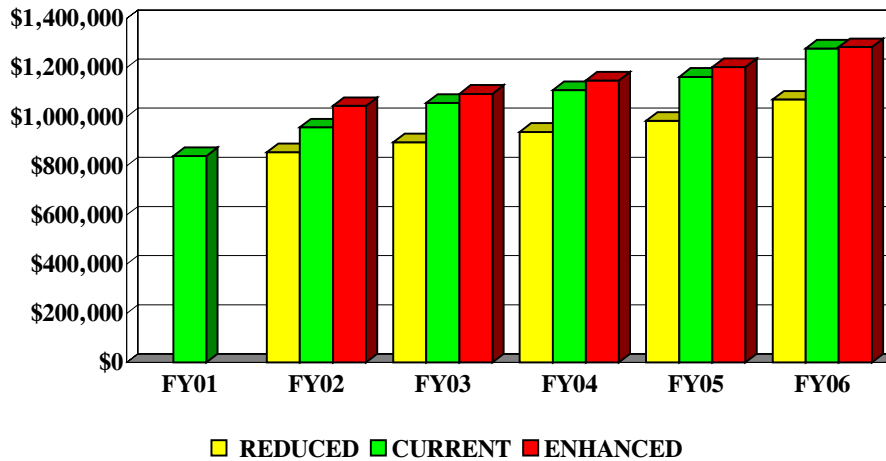
- Provide scheduled salary adjustments annually
- Provide enhanced level of recruitment efforts for Police and Fire Departments
- Provide Broadbanding Salary Plan including career development incentives
- Provide enhanced performance evaluation system

FINANCE DEPARTMENT

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Eliminate Account Clerk position which decreases timely information in general ledger maintenance and reporting function
- Eliminate a customer service clerk which reduces support for utility customer assistance
- Reduce processing for accounts payable to biweekly cycle
- Reduce investment opportunities to low yield overnight markets
- Eliminate Mail Coordinator which requires each department to send individuals to other departments for mail and inter-office correspondence

Enhanced Service Level:

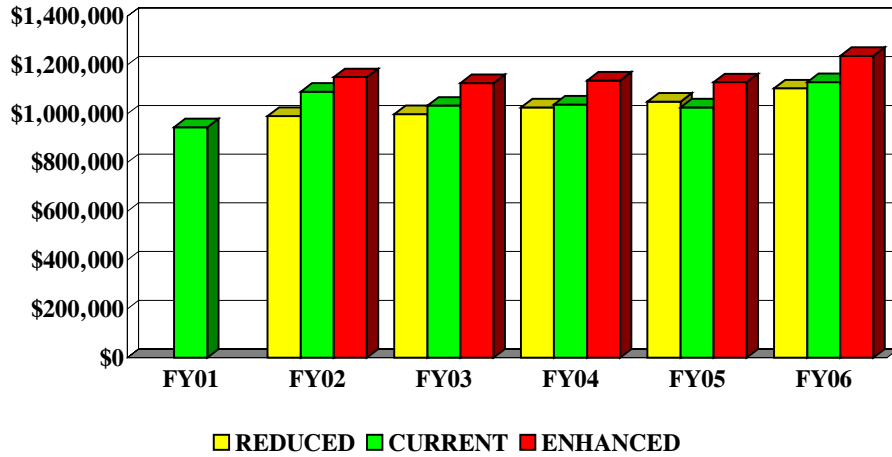
- Provide additional customer service support for utility, privilege license, and miscellaneous receivable billing and collection
- Provide additional collection support for delinquent receivables
- Provide additional support to prepare and monitor the budget and produce benchmarking and performance measurement evaluations

FINANCE-TECHNOLOGY SERVICES DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce scope of implementation of Information System Plan

Enhanced Service Level:

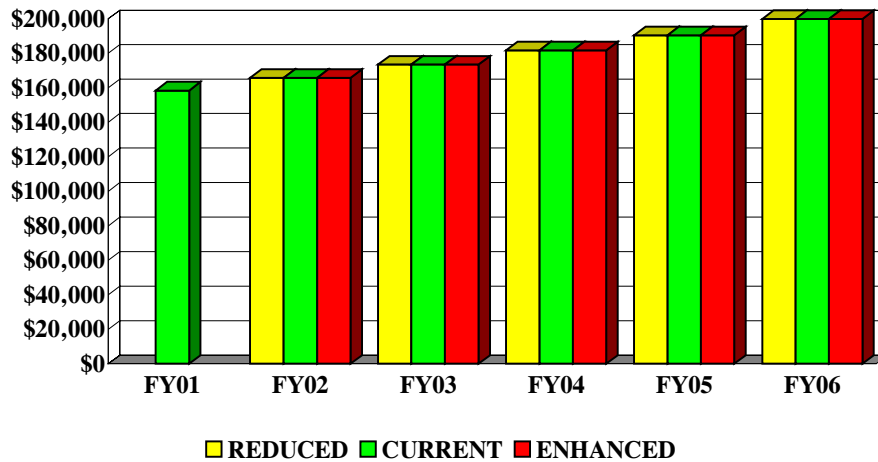
- Develop more in-house programs
- Develop in-house expertise in networking
- Expand implementation of Information System Plan

FINANCE-PURCHASING DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

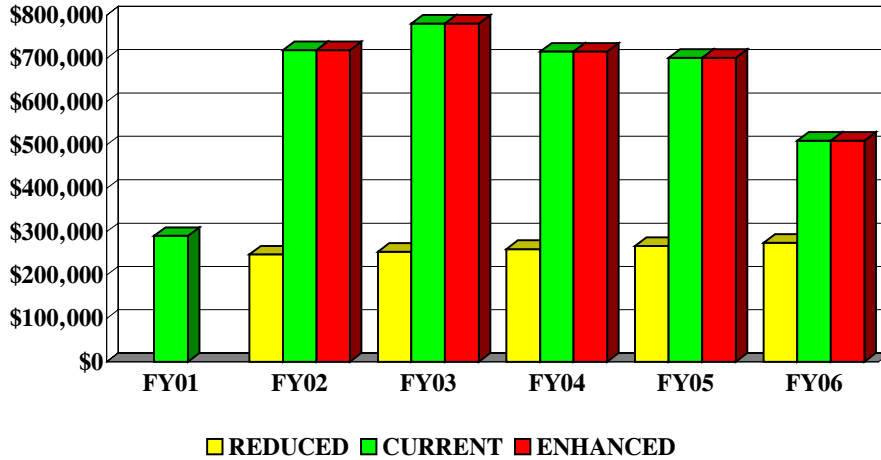
- No enhanced service level is proposed

TELECOMMUNICATIONS

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

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

Enhanced Service Level:

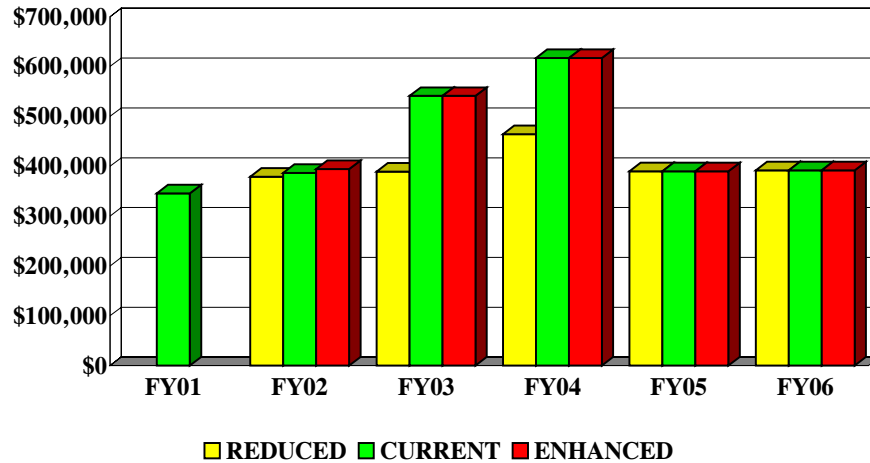
- No enhanced service level is proposed

CITY OFFICE BUILDINGS

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide space for public meetings
- Provide central facilities to house administrative and some operational Departments
- Provide maintenance and cleaning services for City Office Buildings

Reduced Service Level:

- Reduce funding for renovation of office space and parking lot expansion

Enhanced Service Level:

- Provide for further renovation of meeting and office space and exterior enhancement

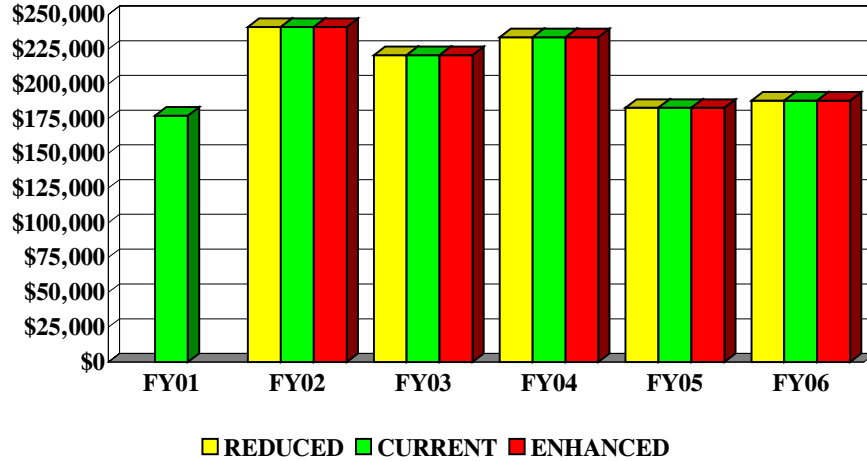
Appendix 9

PLAZA

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

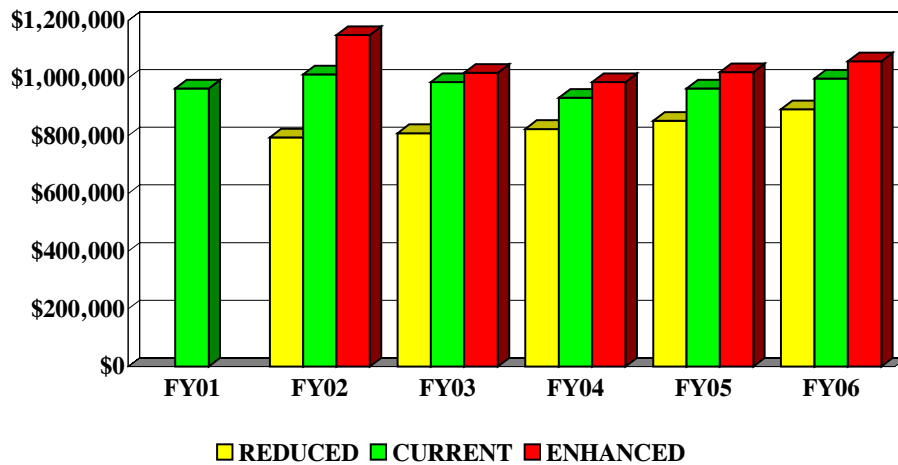
- No enhanced service level is proposed

PLANNING AND COMMUNITY DEVELOPMENT

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce scope of special projects

Enhanced Service Level:

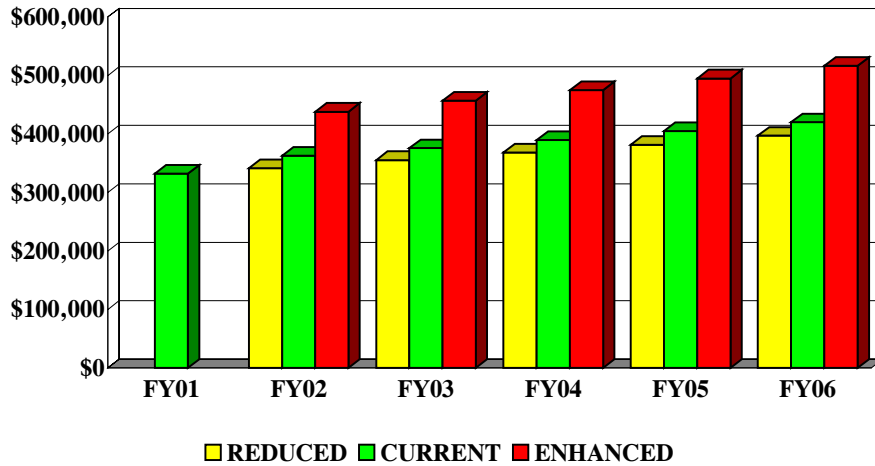
- Provide for GIS Technician
- Increase scope of land acquisitions
- Ensure City’s investment in GIS data through development of metadata
- Develop enterprise-wide GIS
- Increase scope of special projects

DEVELOPMENT SERVICES DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Merge the Senior Office Assistant of Development Services and Engineering into one position

Enhanced Service Level:

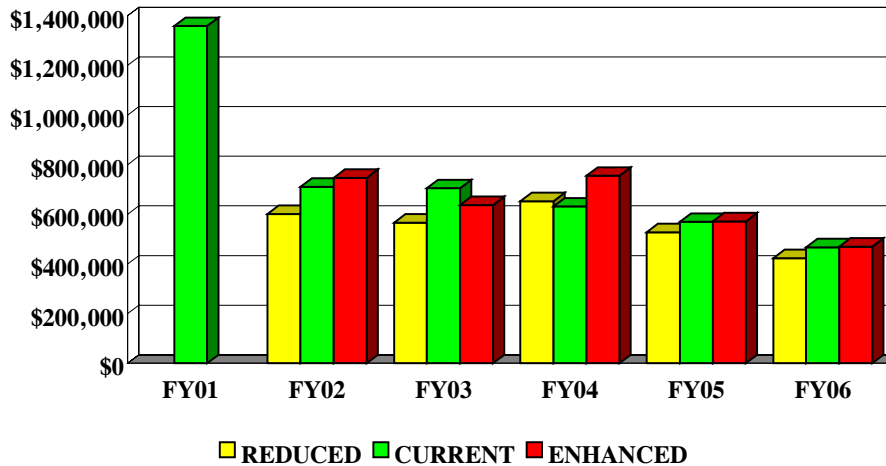
- Add a second Code Enforcement position for additional enforcement of City zoning ordinance violations that are mandated by additional requirement to the Code of Ordinances and the additions to City territory through annexations, voluntary annexations, and expansion of extraterritorial jurisdiction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

ENGINEERING DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce the number and scope of special projects and extend completion time
- Reduce funding of storm drainage grants
- Reduce future year funding of mapping updates
- Merge the Senior Office Assistant of Engineering and Development Services into one position

Enhanced Service Level:

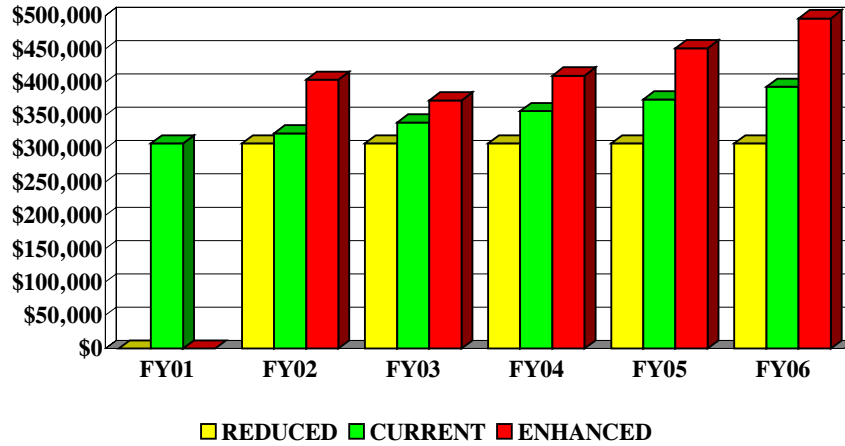
- Upgrade Opticom system for Bus Preemption
- Participate in enhancements to East Innes Street at Interstate 85
- Implement a neighborhood traffic calming program
- Implement a sidewalk expansion program
- Increase future year funding of mapping updates

STREET LIGHTING

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Maintain existing street lights, no new installations

Enhanced Service Level:

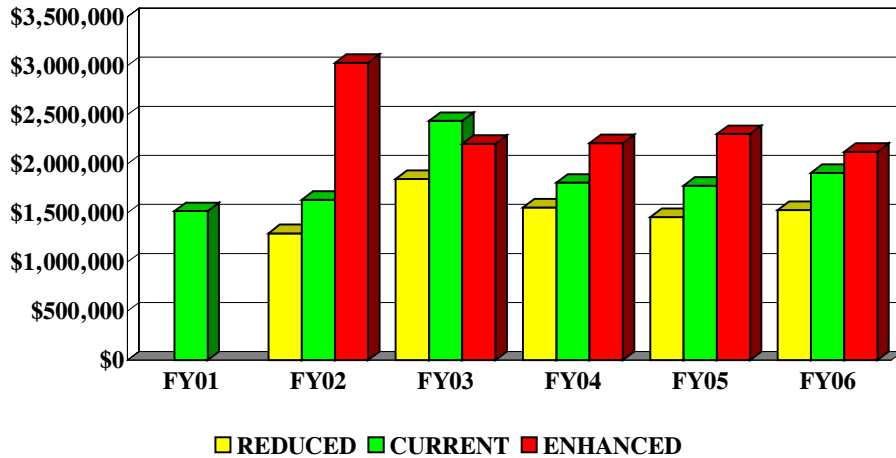
- Install enhanced street light poles on East Innes Street near I-85

POLICE DEPARTMENT-SERVICES DIVISION

Statement of Purpose

To serve as the support unit of the department providing telecommunications, an armory, clerical and secretarial services, evidence storage and tracking, animal control, D.A.R.E. school resource officers, crime prevention officers, a records-keeping system, and building maintenance.

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide 24-hour radio and telephone communications
- Conduct records management systems
- Provide for evidence/property management
- Provide crime prevention and nuisance abatement services to public
- Conduct Drug Abuse Resistance Education (D.A.R.E.) to local schools
- Provide animal control for City
- Provide school crossing guards
- Provide School Resource Officers in Middle and High Schools and the Alternative High School
- Provide vehicle fleet management
- Conduct internal affairs
- Provide training and recruitment
- Provide parking control
- Administer special permits
- Remodel building in FY 2003 and FY 2004

Reduced Service Level:

- Eliminate Parking Enforcement Specialist, Police Information Clerk, Animal Control Specialist, and two Police Telecommunicators
- Eliminate full time Nuisance Abatement Officer position
- Eliminate one School Resource Officer

Enhanced Service Level:

- Add firing range in FY 2002
- Remodel building in FY 2002

In FY 2002, add:

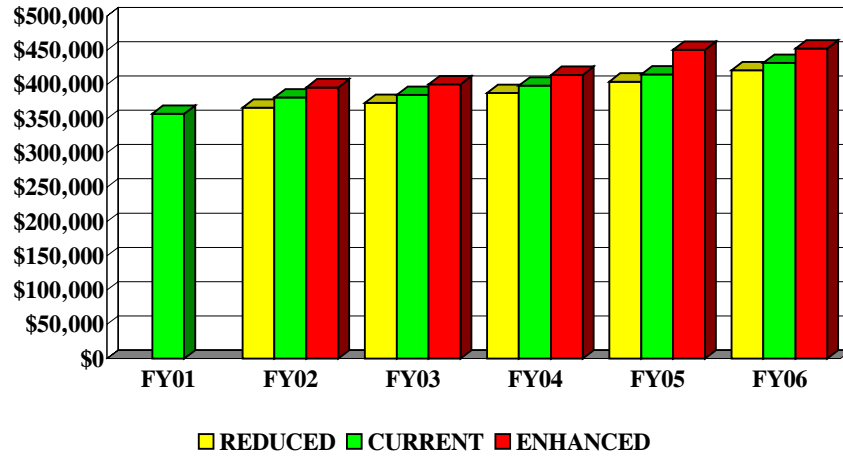
- Two Telecommunications positions
- One Animal Control Specialist
- One Crime Prevention Coordinator
- Two Police Information Clerks (PIC)

POLICE DEPARTMENT-ADMINISTRATION DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide general administration for department
- Conduct planning and research
- Provide fiscal management for department
- Develop policy and procedures
- Plan budget for department
- Supervise accreditation program

Reduced Service Level:

- Eliminate Police Chaplain Program and Wellness Program

Enhanced Service Level:

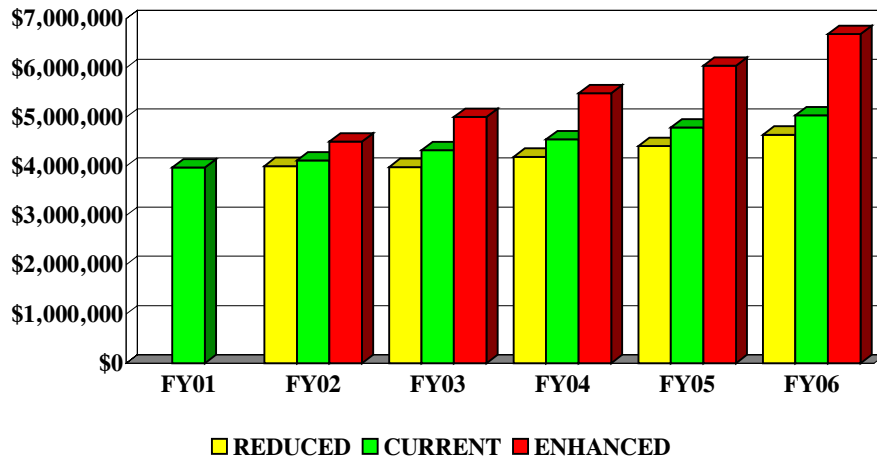
- Increase efforts for Crime Control Plan
- Increase efforts for Wellness Program
- Provide Diversity Enhancement Services

POLICE DEPARTMENT-OPERATIONS DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce two officers funded by Housing Authority Office Grant at its expiration in FY 2002
- Reduce patrol component by six officers at the expiration of grant in FY 2003

Enhanced Service Level:

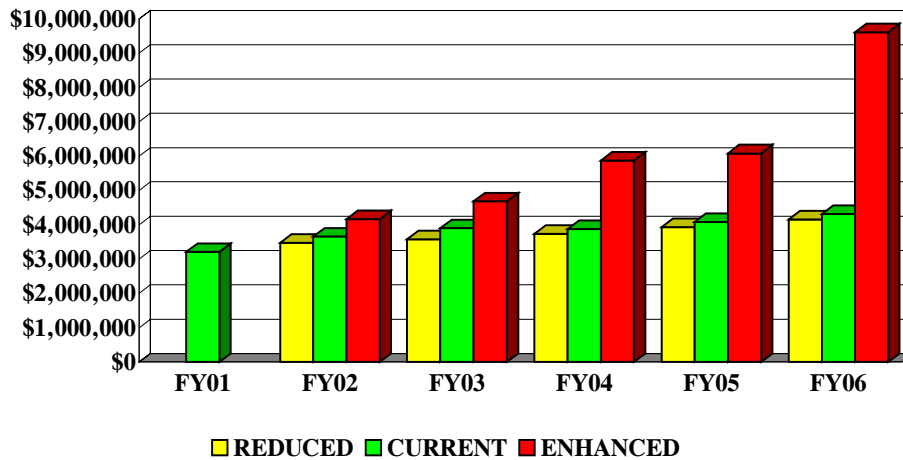
- Add six patrol officers annually to increase patrol coverage and related enforcement activities

FIRE DEPARTMENT

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide fire suppression services
- Provide Hazardous Material Incidents Management
- Provide rescue and First Responder services
- Investigate suspicious fires for cause and origin
- Provide fire code enforcement
- Provide minimum housing services
- Provide minimum housing code enforcement
- Conduct public fire education for schools and community groups
- Conduct water flow tests as needed for industry and insurance companies
- Provide blood pressure screening program for citizens
- Provide and install smoke detectors for the elderly and handicapped
- Provide and instruct up-to-date State Certification Training
- Conduct product research and analysis
- Provide data management
- Prepare, submit, and administer departmental budget
- Monitor underground storage tank installations and removals
- Conduct plans review for new developments and industries
- Correct deteriorating conditions of buildings and station drives

Reduced Service Level:

- Incur more fire loss through less inspections and code enforcement
- Incur more fire loss through reduced “on-duty” manpower
- Residential and commercial increases in insurance cost by reducing personnel on-duty and response time increases
- Reduce level of personnel training
- Reduce data management
- Delayed equipment and manpower response time
- Personnel reduction would require reduction of response equipment “in-service”
- Cause diminished safety margin
- Lose our ISO Class 2 rating
- Reduce two administrative staff positions

Enhanced Service Level:

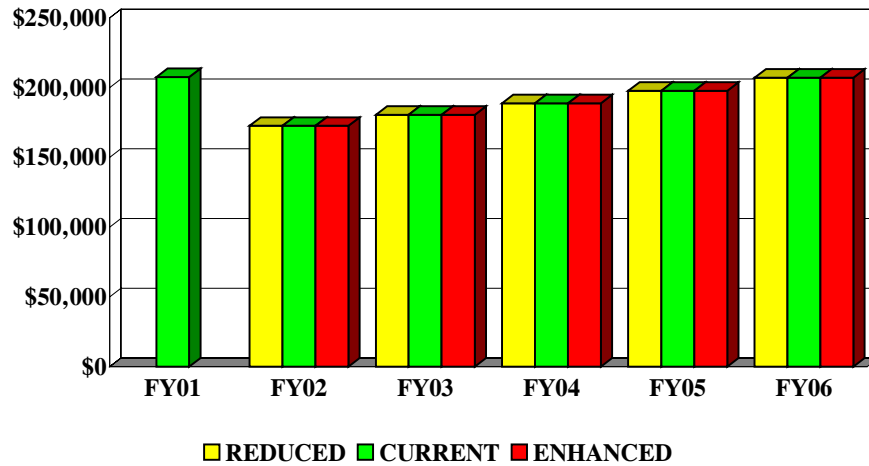
- Complete implementation of increasing current staffing level to meet minimum needs as stated by NFPA and supported by OSHA. These Fire Control Specialists are necessary to meet “2 in 2 out” requirements. Addition of 6 Fire Control Specialist in FY 2002
- Reassign two temporary positions for Hydrant Maintenance back to the Fire Department
- Begin phase in of Station 50 personnel and equipment
 - FY 2003 - Hire 6 Fire Control Specialists for Station 50
 - FY 2003 - Hire architect and finalize drawings for new Station 50
 - FY 2004 - Hire 3 Fire Control Specialists for Station 50
 - FY 2004 - Begin construction of Station 50
 - FY 2004 - Hire 3 Engineers for Station 50
 - FY 2005 - Purchase equipment for Engine 504
 - FY 2005 - Hire 3 Fire Control Specialists for Station 50
 - FY 2005 - Hire 3 Captains for Station 50
 - FY 2005 - Station 50 in operation
- Begin phase in of Station 54 personnel and equipment
 - FY 2005 - Purchase land for Station 54
 - FY 2005 - Hire architect and finalize drawings for Station 54
 - FY 2005 - Hire 9 Fire Control Specialists for Station 54
 - FY 2006 - Begin construction of Station 54
 - FY 2006 - Spec and order new Pumper for Station 54
 - FY 2006 - Spec and order new Aerial Platform for Station 54
 - FY 2006 - Hire 3 Fire Control Specialists for Station 54
 - FY 2006 - Hire 6 Engineers for Station 54
- Increase safety factors
- Pursue an ISO Class 1 rating (the highest rating that can be earned)

PUBLIC SERVICES-ADMINISTRATION DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service:

- No enhanced service level is proposed

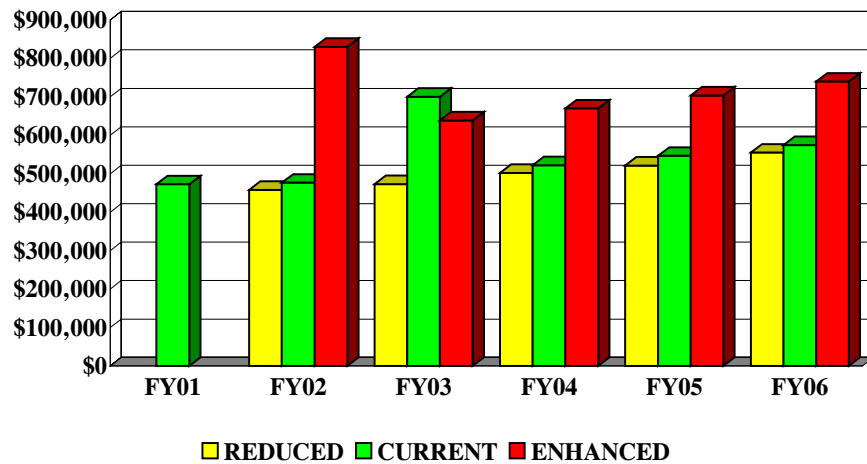
PUBLIC SERVICES-TRAFFIC OPERATIONS DIVISION

Statement of Purpose

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

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Monitor and evaluate traffic safety, flow and parking as needed
- Maintain and repair 90 traffic signals annually
- Maintain and repair 9,000+ traffic control signs
- Maintain 22,000 feet of crosswalk and stop bar markings
- Maintain 80 miles of yellow center line
- Maintain 700 directional arrows
- Maintain and repair 275 telephone sets
- Maintain and repair 3.2 miles of phone cable
- Install new phone sets and phone systems
- Install and repair computer cabling
- Provide on-call service for after hours repair to traffic signals and signs
- Provide on-call service for problems at tower site in Granite Quarry
- Install and remove mobile and base station radios
- Assist in studies to alleviate citizens' requests and complaints
- Perform electrical projects and repair within City departments
- Maintain the Brown Street Clock on the Square
- Provide trouble shooting and repair assistance to the Plaza
- Fabricate signs for City departments
- Provide traffic control in work zones for City departments

Reduced Service Level:

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

Enhanced Service Level:

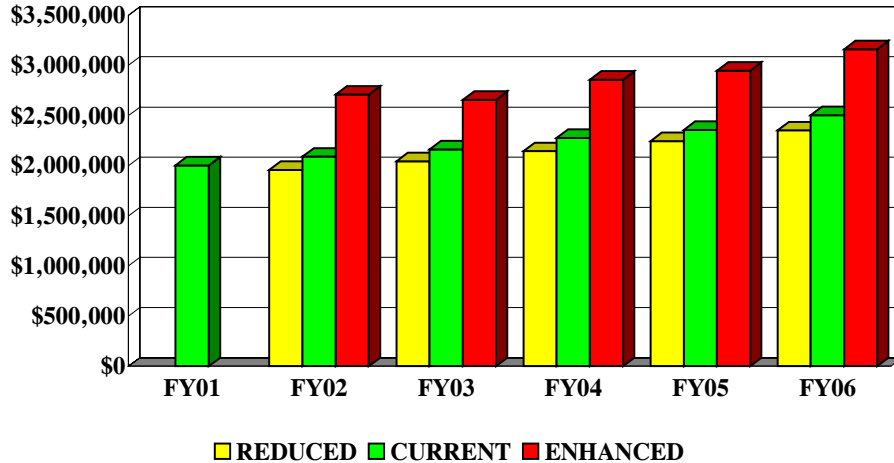
- Add one new crew in FY 2002 to rejuvenate thermoplastic material biannually
- Replace all traffic control signs with hi-intensity type signs
- Enclose area between buildings to facilitate better office and storage space in FY 2002
- Upgrade street name signs from 6" to 9"
- Upgrade "stop" signs to 36" minimum
- Take over maintenance of all signals in the county

PUBLIC SERVICES-STREET DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Install minimum of 75 new driveway aprons annually
- Replace minimum of 6,000 feet of sidewalk annually
- Repair approximately 1,200 feet of curb and gutter annually
- Construct, repair, and upgrade drainage systems within rights-of-way as needed
- Remove debris from streets and gutters within 45 working days on a rotating schedule
- Provide leaf collection every 3 weeks on a rotating schedule seasonally
- Provide passable street conditions during periods of ice and snow, covering all City streets within an 8-hour period or as storm allows
- Provide support to other divisions and departments with equipment and manpower as needed
- From Powell Bill funds, provide pavement maintenance to 146 miles of city streets, resurface approximately 16 lane miles of city streets annually, and perform road maintenance to 4 miles of gravel streets
- Provide yard debris collection weekly on same day as other collections
- Perform paving and patching of street cuts as a result of utility connections and service

Reduced Service Level:

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

Enhanced Service:

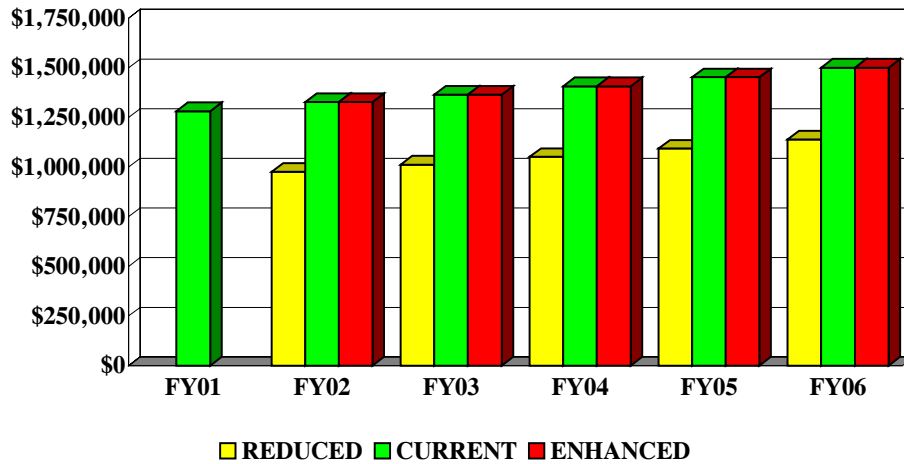
- Provide funding to increase sidewalk repairs/installations
- Add street sweeper to enhance removal of debris from streets and gutters within 30 working days
- Increase manpower to upgrade street maintenance and concrete operations
- Enhance dry storage for equipment and materials
- Enhance funds for target neighborhoods, downtown sidewalks, utility strips, and drainage improvements city wide.

PUBLIC SERVICES-WASTE MANAGEMENT DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Eliminate free collection of each front-end container

Enhanced Service Level:

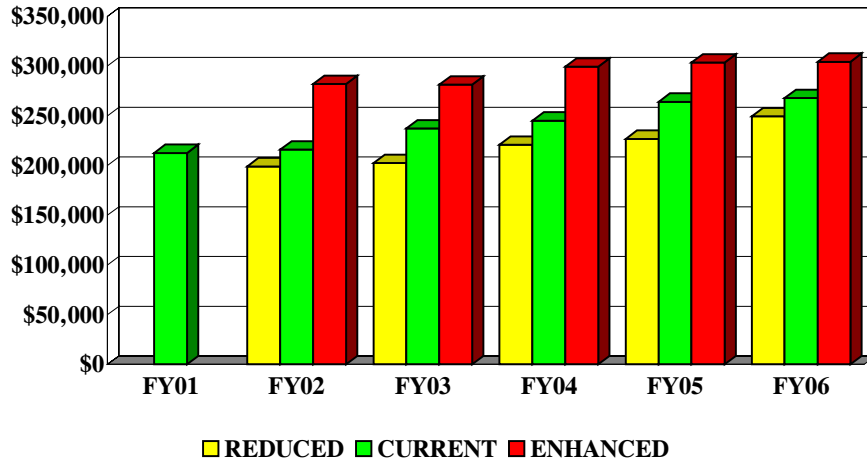
- No enhanced service level is proposed

PUBLIC SERVICES-CEMETERY DIVISION

Statement of Purpose

To operate, maintain and develop seven municipal cemeteries totaling 78.6 acres of publicly controlled burial grounds.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Reduce frequency of mowing during summer months

Enhanced Service Level:

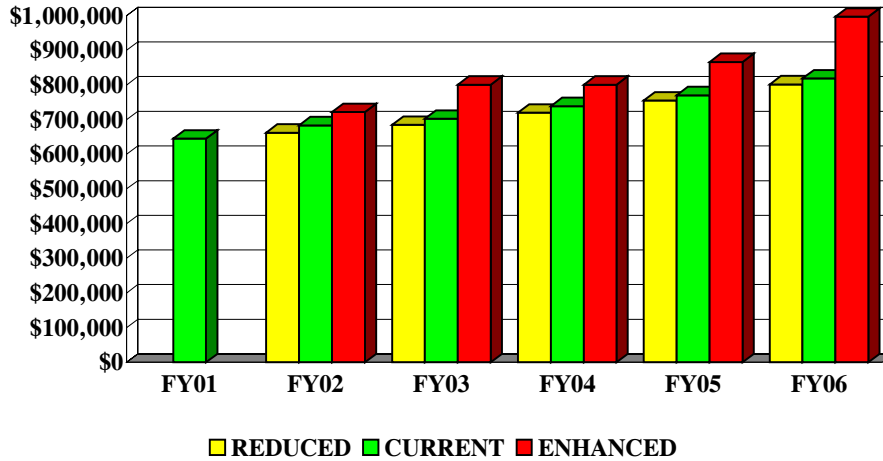
- Mow on nine day cycle
- Add mowing equipment for additional personnel
- Increase number and scope of improvement projects at cemeteries

PUBLIC SERVICES-LANDSCAPE OPERATIONS DIVISION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide mowing operations for 146 miles of street right-of-way every 14 to 21 days; approximately 200 acres of parks and open space and over 100 parcels of public property every 7 to 10 days
- Maintain landscape areas including trees, shrubs, turfgrass areas, and City facilities every 10 to 14 days
- Provide aerial lift truck for hanging flags, banners, Christmas decorations, etc.
- Facilitate goals/objectives of Salisbury Tree Board and Community Appearance Commission: plant 500 trees and complete 3 to 4 landscape projects annually
- Provide nuisance abatement; respond within 10 working days after receiving work order
- Perform tree safety maintenance along public rights-of-way and parks on a case by case basis
- Provide support to Street Division during snow removal and leaf collection
- Provide staff support to Public Services Director for special projects
- Provide maintenance for greenway to assist Parks and Recreation 2 times yearly
- Provide maintenance for Eastern Gateway Park every 7 to 10 days
- Provide seasonal color change 4 times per year
- Provide trash removal along highly visible roadside areas every 7 to 10 days

Reduced Service Level:

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

Enhanced Service Level:

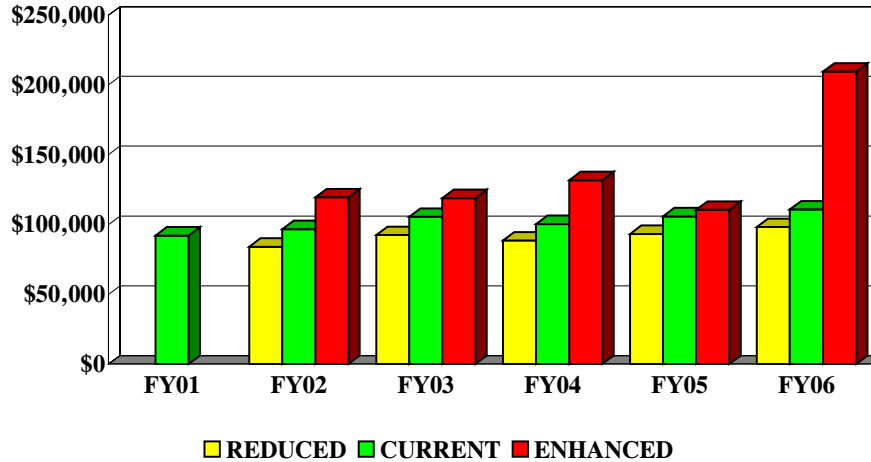
- Provide mowing operations for street right-of-way every 7 to 10 days and parks, open space, and public property every 5 to 7 days
- Implement/maintain landscape areas every 7 to 10 days
- Plant 700 to 800 trees and complete 4 to 6 landscape projects annually
- Respond to nuisance abatement within 5 days
- Implement a systematic tree safety maintenance program

PUBLIC SERVICES-LANDSCAPING-HURLEY PARK

Statement of Purpose

To maintain and further develop the 15 acre Elizabeth Holmes Hurley Park in conjunction with J.F. Hurley Foundation and the City of Salisbury’s Hurley Park Advisory Commission.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

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

Enhanced Service Level:

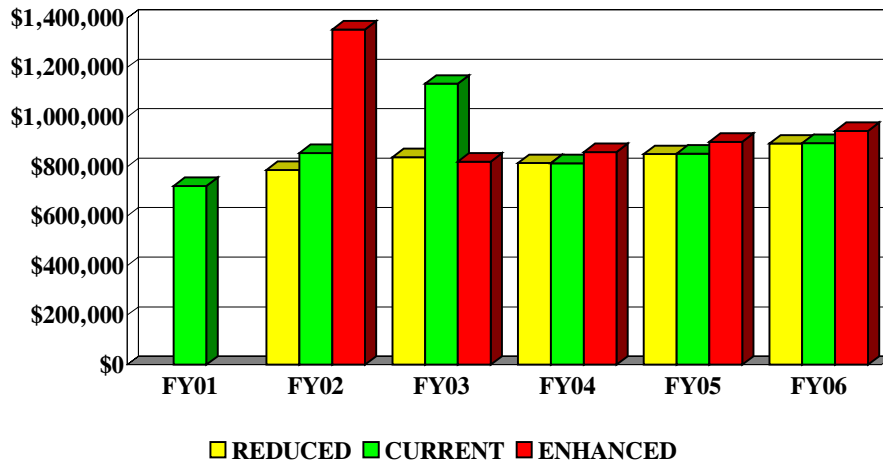
- Provide additional funds for park development
- Complete five special projects annually

PUBLIC SERVICES-FLEET MANAGEMENT DIVISION

Statement of Purpose

To provide a centralized resource for the maintenance and repair of City vehicles and equipment, including Transit System buses, and to offer expertise in the development of specifications used in the purchase or lease of new vehicles and equipment.

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Repair and maintain the City fleet
- Provide a comprehensive preventive maintenance program for the City fleet
- Prepare vehicle modifications as needed
- Perform fabrication of specialized equipment
- Purchase off-road diesel fuel for the City off-road equipment
- Maintain the off-road fueling station
- Review and assist in the development of vehicle specifications and make purchase recommendations
- Provide road service calls when needed
- Maintain titles and licenses for City fleet
- Rebuild vehicle components
- Provide parts and supplies for the City fleet and other divisions' needs
- Maintain all fleet records
- Provide fleet operator training when needed
- Maintain employee development through training
- Receive estimates and authorize the repair of all fleet wreck repairs
- Continue implementation of Fleet Management computerization system to track Preventative Maintenance Program, equipment repair history, mechanic production, parts receiving, distribution and inventory control
- Provide for additional service bays and upfit Fleet facility in FY 2003

Reduced Service Level:

- Incur longer vehicle/equipment downtime for maintenance
- Incur declining level of technical abilities of personnel

Enhanced Service Level:

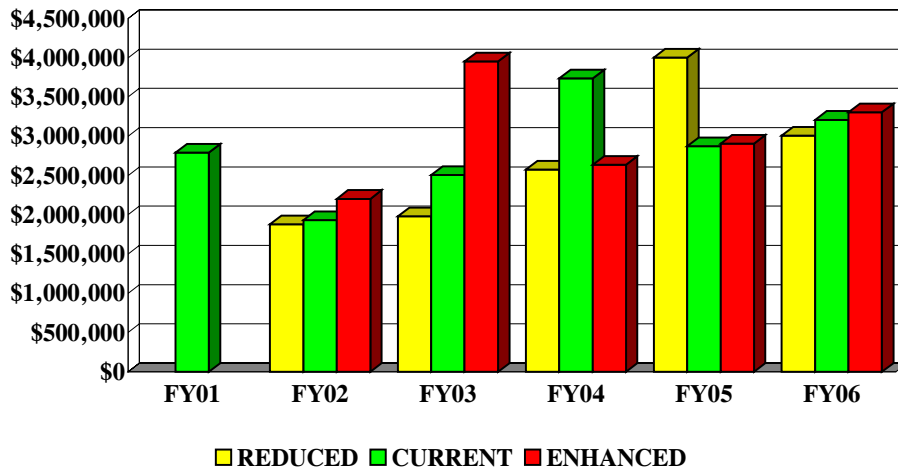
- Add Mechanic in FY 2002 to alleviate backlog of Preventative Maintenance Program
- Provide for additional service bays and upfit Fleet facility in FY 2002

PARKS AND RECREATION DEPARTMENT

Statement of Purpose

To provide the citizens of Salisbury with a variety of leisure services and activities through a system of safe, attractive, maintained parks and diversified programs that meet the current and future needs of the community.

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide administration, planning, and development of a comprehensive park system, quality leisure activities, and programming
- Provide comprehensive youth/teen programming in athletics, craft classes, workshops, camps, playgrounds, and afterschool activities
- Provide comprehensive adult programming in athletics, fitness, craft classes, life skills, and enrichment workshops
- Provide quality tennis programming for all residents
- Provide special events and services for residents
- Provide Senior Citizen programming through support of the Ruffy-Holmes Senior Center
- Maintain all parkland, greenway, facilities, and playground equipment for the safety of all participants
- Make available for public use Parks and Recreation facilities for community events
- Add full time and seasonal Buildings and Grounds Maintenance Workers in FY 2002-06 to maintain and operate the Salisbury Community Park and Athletic Complex
- Provide a public pool for aquatic activities
- Provide funding for the study of the Civic Center replacement and planning for expansion of the current facility for recreation program services

Reduced Service Level:

- Delay full time and seasonal maintenance staff support of the Community Park
- Delay renovations of facilities and replacement of equipment

Enhanced Service Level:

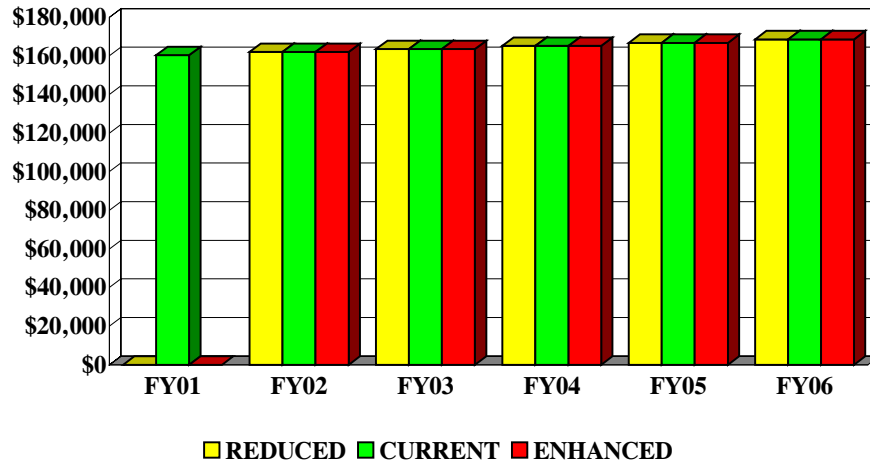
- Add one Recreation Aide to improve park maintenance during the peak summer season
- Add one Recreation Aide for a mobile sports unit to visit each playground site

TRANSPORTATION

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide City supplement to Mass Transit operations

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

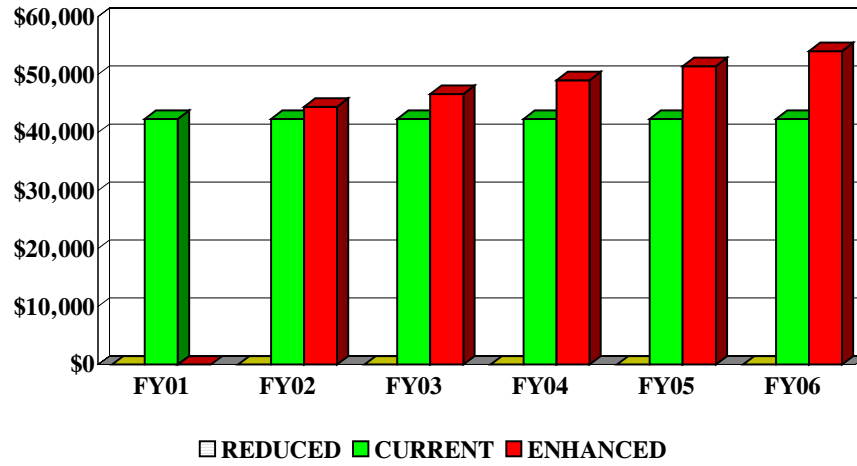
- No enhanced service level is proposed

EDUCATION

Statement of Purpose

To provide for funding the Supplementary Education System.

COMPARISON OF SERVICE LEVELS



Current Service Level:

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

Reduced Service Level:

- Eliminate any supplement to Supplementary Education Center

Enhanced Service Level:

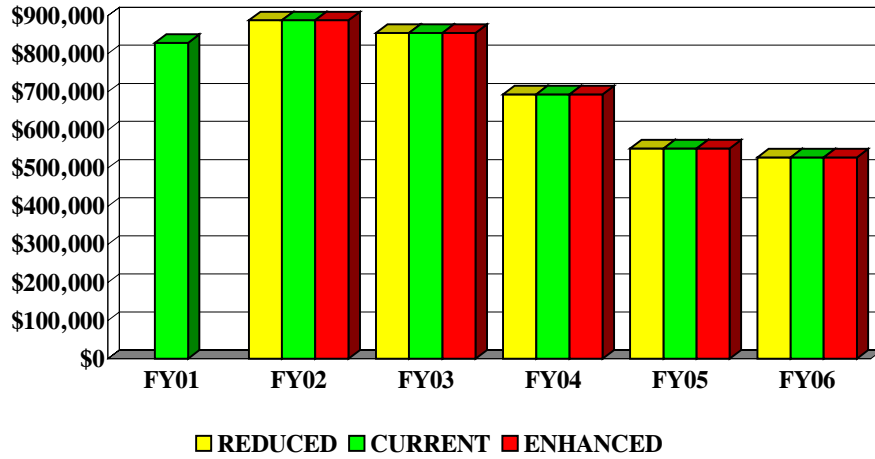
- Increase funding by 5% annually which could be used to enhance curriculum materials or special projects

DEBT SERVICE

Statement of Purpose

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

COMPARISON OF SERVICE LEVELS



Current Service Level:

- Provide funding for the existing General Fund debt service

Reduced Service Level:

- No reduced service level is proposed

Enhanced Service Level:

- No enhanced service level is proposed

PERFORMANCE MEASUREMENT

The North Carolina Local Government Performance Measurement Project

This section summarizes the results from the North Carolina Local Government Performance Measurement Project (the “Performance Measurement Project”) for the City of Salisbury. The following pages present performance and cost information for the City of Salisbury in comparison with the thirteen other cities participating in the project along with explanatory information about the services. This information is reprinted from the Institute of Government report entitled “North Carolina Local Government Performance Measurement Project – Final Report on City Services for Fiscal Year 1999-00 Performance and Cost Data”, dated February 2001. Specific information on the other cities’ results and a discussion about the performance measures can be found in the official publication.

The Performance Measurement Project

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

The purposes of the Performance Measurement Project are:

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

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

Performance Measurement for the City of Salisbury

The City of Salisbury has committed to continuing in the North Carolina Local Government Performance Measurement Project in FY2001-02 and beyond. As shown in the Budget Message, Outcome #11, goal 1 is to participate in statewide programs with other cities to establish performance standards. Every City department has been challenged to develop meaningful performance measurements as a benchmark for improving services to our citizens.

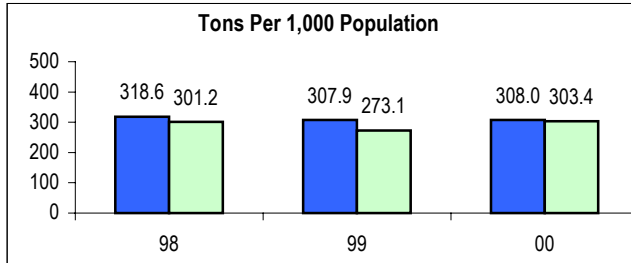
Salisbury

Residential Refuse Collection

FISCAL YEARS 1998, 1999 & 2000

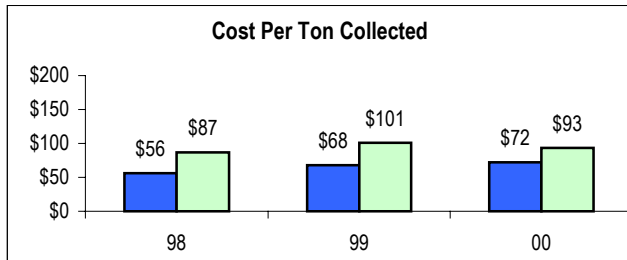
Chart Legend: ■ City ■ Average

Workload Measure



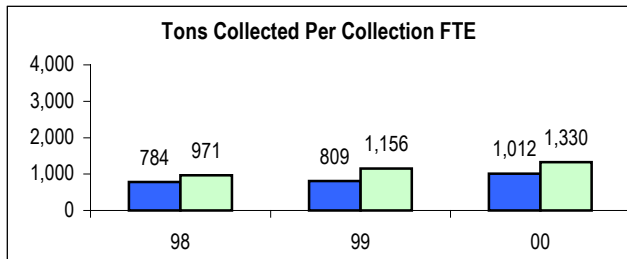
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Efficiency Measure



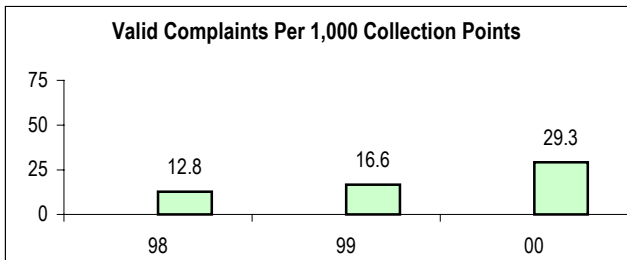
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Efficiency Measure



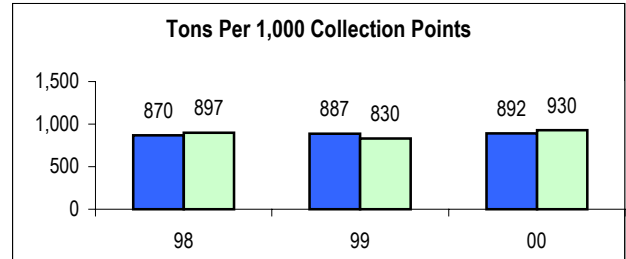
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Effectiveness Measure



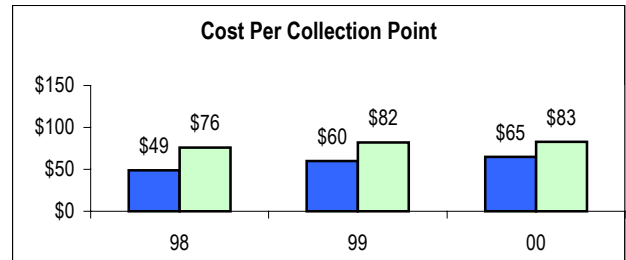
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Workload Measure



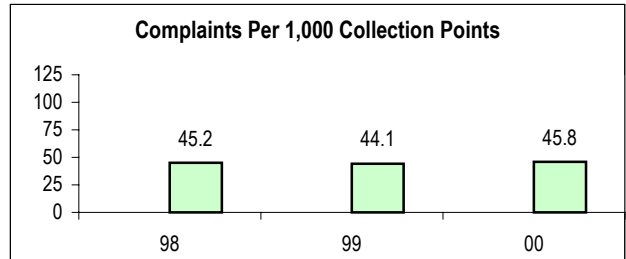
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Efficiency Measure



n = 14

Effectiveness Measure



n = 9

Salisbury

Residential Refuse Collection

Fiscal Year 1999-00

CITY PROFILE		EXPLANATORY INFORMATION
Population (OSP-99)	26,948	<p>Service Level and Delivery Salisbury provides residential refuse collection services once per week at curbside. Backyard collection service is provided for handicapped and disabled customers only.</p> <p>The city employed six crews during FY 1999-00, three composed of one driver and one collector and three composed of one driver. Six semi-automated packers were used during the fiscal year. Sixteen collection routes were used with an average trip per route per day to the transfer station of four miles.</p> <p>Each resident has one ninety-gallon rollout cart provided and paid for by the city. The city collected 8,300 tons of residential refuse during FY 1999-00 at a cost per ton of \$72. Not included in the cost per ton was a \$28 per ton landfill tipping fee. Salisbury contracted 10 percent of its residential refuse collection during FY 1999-00 at a cost of \$65,500 to service apartments with dumpsters.</p> <p>Salisbury defines its semi-automated packers as low-entry compactors that can be driven from either side of the truck, with the refuse being dumped in the rear of the truck from rollout carts.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,516	
Topography	Gently Rolling	
County	Rowan	
Climate	Moderate; Some Snow & Ice	
Median Family Income (HUD-98)	\$54,500	
FULL COST PROFILE		
Cost Breakdown By %		
Personal Services	51.6%	
Operating Costs	28.8%	
Capital Costs	19.6%	
TOTAL	100.0%	
Cost Breakdown By \$		
Personal Services	\$ 309,813	
Operating Costs	\$ 173,070	
Capital Costs	\$ 117,894	
TOTAL	\$ 600,777	
SERVICE PROFILE		
FTE Positions-Collection	8.2	
FTE Positions-Other	1.0	
Tons Collected	8,300	
Residential Customers	9,300	
(number represents collection points)		
Collection Location	Curbside (Backyard for Disabled)	
Collection Frequency	1 X Week	
Size of Crews	2 Person (3) 1 Person (3)	
Percentage of Service Contracted	10%	
Service Fee	None	
Type of Equipment	6 Semi-Automated Compactors	

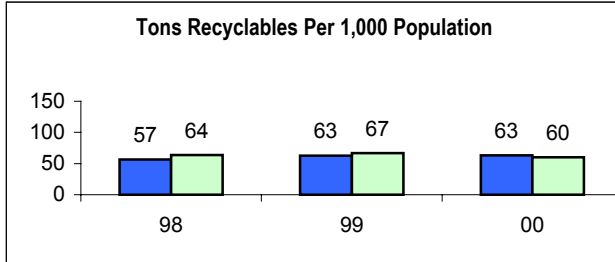
Salisbury

Household Recycling

FISCAL YEARS 1998, 1999 & 2000

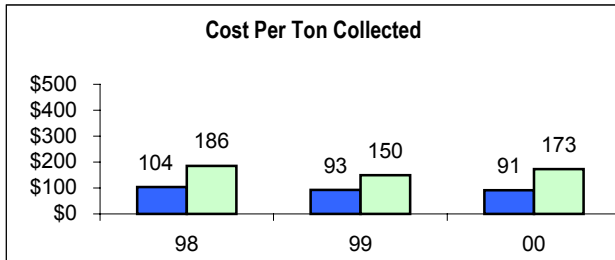
Chart Legend: ■ City ■ Average

Workload Measure



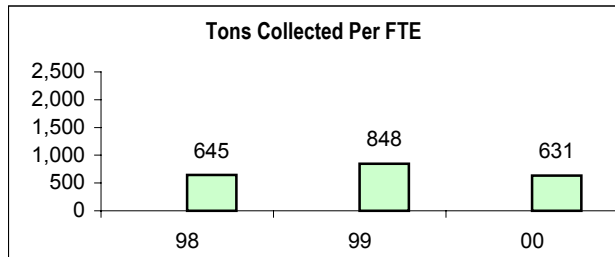
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Efficiency Measure



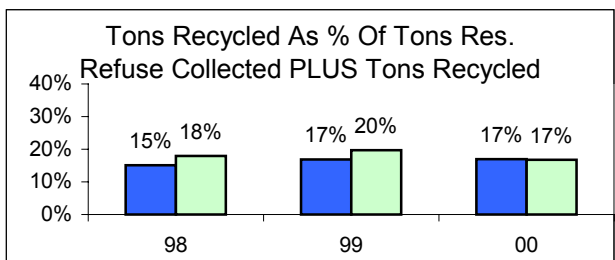
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Efficiency Measure



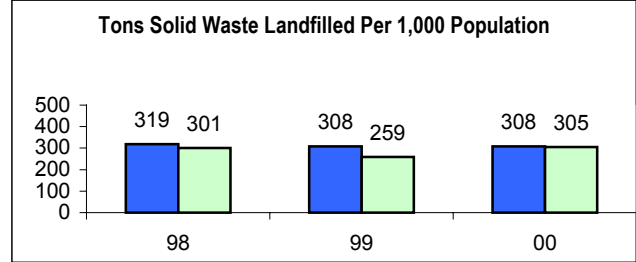
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Effectiveness Measure



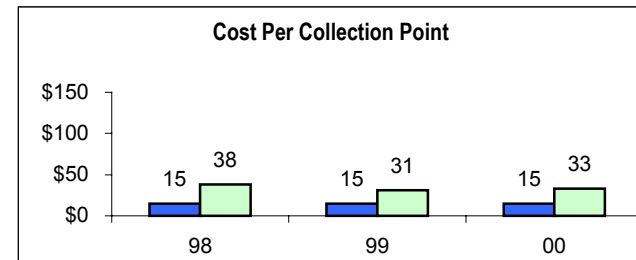
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Workload Measure



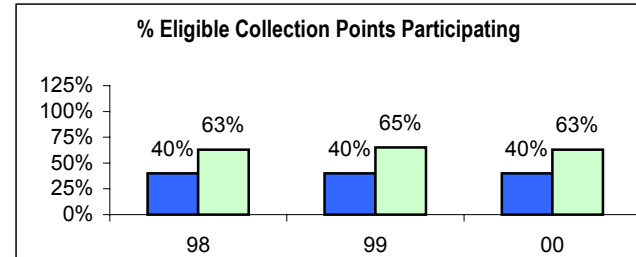
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Efficiency Measure



n = 12

Effectiveness Measure



n = 11

Salisbury

Household Recycling

Fiscal Year 1999-00

CITY PROFILE	
Population (OSP-99)	26,948
Land Area (Square Miles)	17.8
Persons per Square Mile	1,516
Topography	Gently Rolling
County	Rowan
Climate	Moderate; Some Snow & Ice
Median Family Income (HUD-98)	\$54,500
FULL COST PROFILE	
Cost Breakdown By %	
Personal Services	0.0%
Operating Costs	100.0%
Capital Costs	0.0%
TOTAL	100.0%
Cost Breakdown By \$	
Personal Services	\$ -
Operating Costs	\$ 154,208
Capital Costs	\$ -
TOTAL	\$ 154,208
SERVICE PROFILE	
FTE Positions--Collection	0.0
FTE Positions--Other	0.0
Tons Collected	1,700
Collection Points	10,300
Collection Location	Curbside
Collection Frequency	1 X Week
Number of Drop-Off Centers	0
Percentage of Service Contracted	100%
Revenue from Recycling	\$156,179
Revenue as Percent of Cost	101%

EXPLANATORY INFORMATION

Service Level and Delivery

Salisbury provides once-a-week curbside collection of recyclable materials from households. The city provides and pays for the fourteen-gallon recycling bins that residents use. Residents place materials commingled into the bins. The recyclable materials collected are:

- glass--all colors
- newspaper
- magazines
- mixed paper and mail
- telephone books
- cardboard--2x3 broken down/cereal boxes
- plastics--No. 1 and No. 2
- cans--all aluminum and steel

The city contracts 100 percent of its recycling program. The city charges a monthly recycling fee of \$1.44 and collected revenue of \$156,179 for FY 1999-00.

Conditions Affecting Service, Performance, and Costs

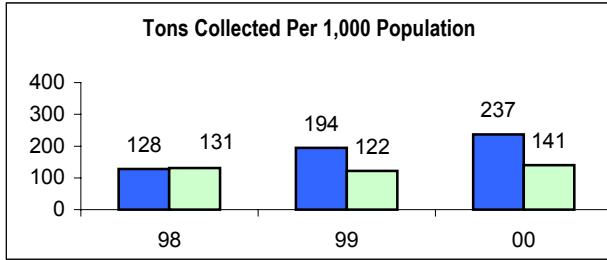
Salisbury

Yard Waste/Leaf Collection

FISCAL YEARS 1998, 1999 & 2000

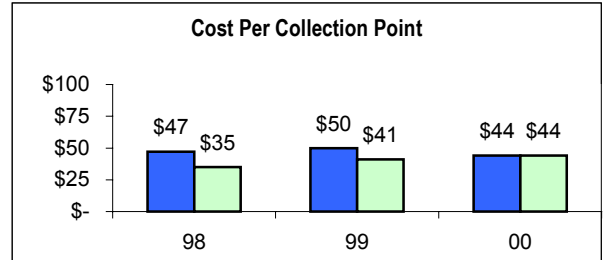
Chart Legend: ■ City ■ Average

Workload Measure



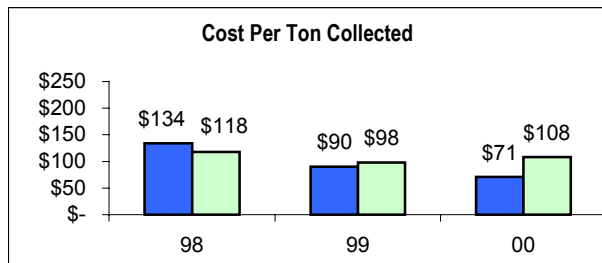
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Efficiency Measure



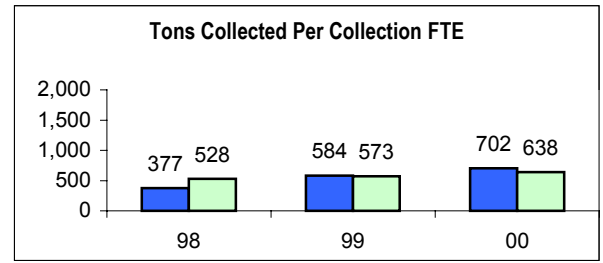
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Efficiency Measure



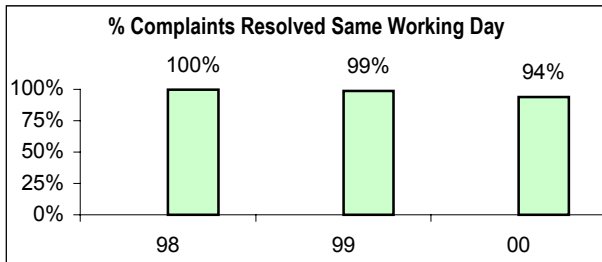
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Efficiency Measure



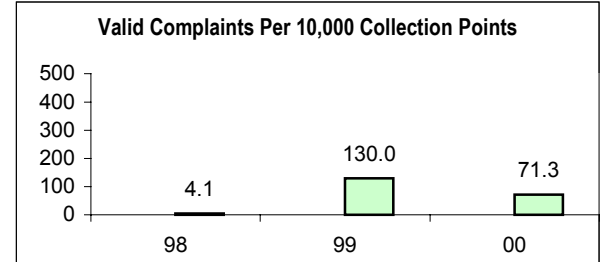
n = 14

Effectiveness Measure



n = 6

Effectiveness Measure



n = 5

Salisbury

Yard Waste/Leaf Collection

Fiscal Year 1999–00

CITY PROFILE		EXPLANATORY INFORMATION
Population (OSP-99)	26,948	<p>Service Level and Delivery</p> <p>Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.</p> <p>The city uses two, three-person crews on packer trucks for yard waste collection, each consisting of a driver and two laborers. A two-member crew operating a knuckleboom truck is used to pick up large brush piles and limbs.</p> <p>Loose leaves are collected from curbside during leaf season, running from mid-October through March. Loose leaves are collected every third week during leaf season and bagged leaves are collected weekly with the regular yard waste program.</p> <p>The city did not charge a fee for its yard waste collection program during FY 1999–00.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	17.8	
Persons per Square Mile	1,516	
Topography	Gently Rolling	
County	Rowan	
Climate	Moderate; Some Snow & Ice	
Median Family Income (HUD-98)	\$54,500	
FULL COST PROFILE		
Cost Breakdown By %		
Personal Services	52.6%	
Operating Costs	30.7%	
Capital Costs	16.7%	
TOTAL	100.0%	
Cost Breakdown By \$		
Personal Services	\$ 237,246	
Operating Costs	\$ 138,740	
Capital Costs	\$ 75,389	
TOTAL	\$ 451,375	
SERVICE PROFILE		
FTE Positions—Collection	9.1	
FTE Positions—Other	0.0	
Collection Points	10,300	
Tons Collected		
Yard Waste	5,150	
Leaves	1,235	
Total	6,385	
Collection Frequency		
Yard Waste	1 X Week	
Leaf Collection	1 X Week	
Service Fee	None	

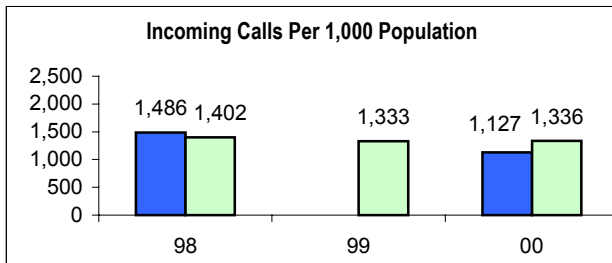
Salisbury

Police Patrol

FISCAL YEARS 1998, 1999 & 2000

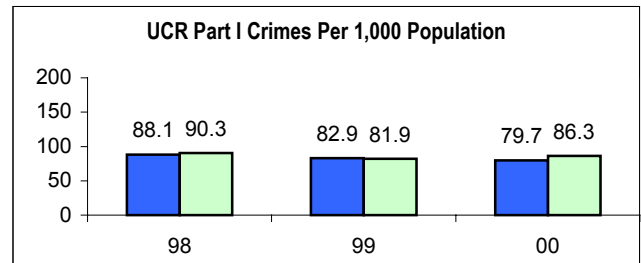
Chart Legend: ■ City ■ Average

Workload Measure



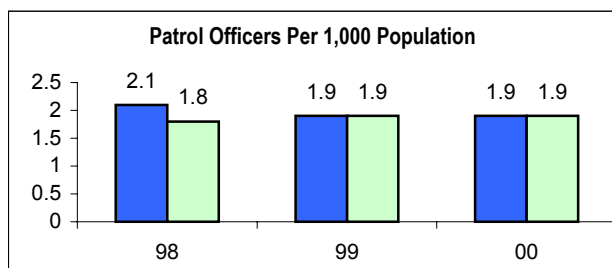
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Workload Measure



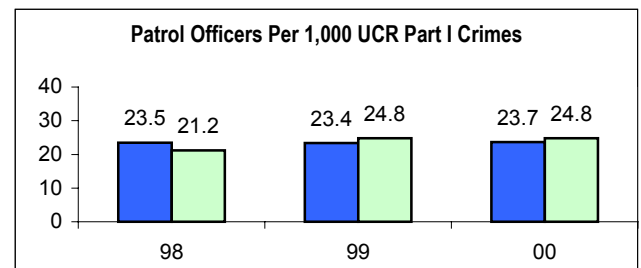
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Workload Measure



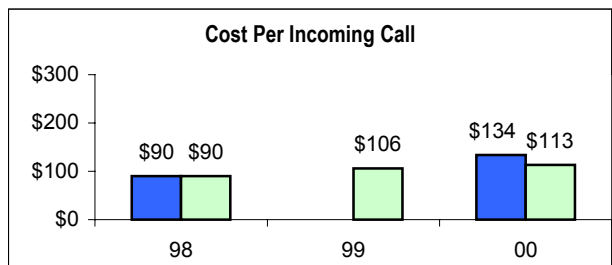
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Workload Measure



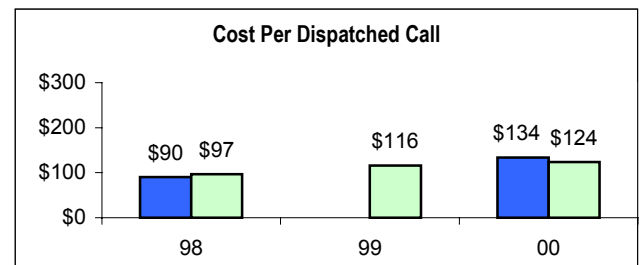
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Efficiency Measure



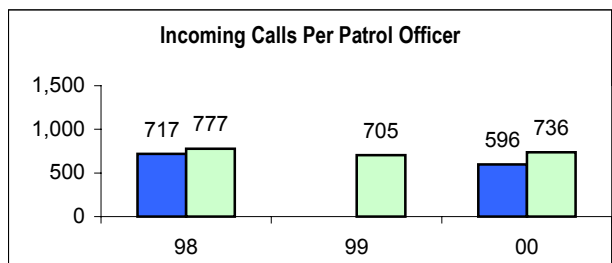
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Efficiency Measure



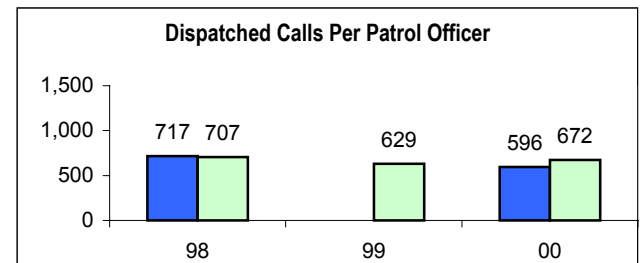
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Efficiency Measure



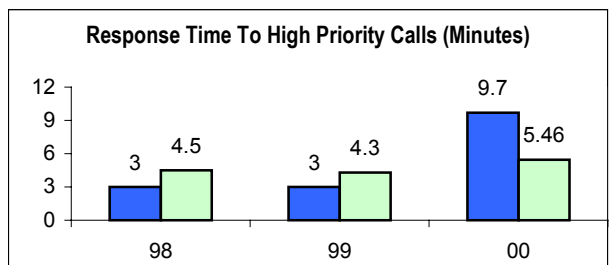
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Efficiency Measure



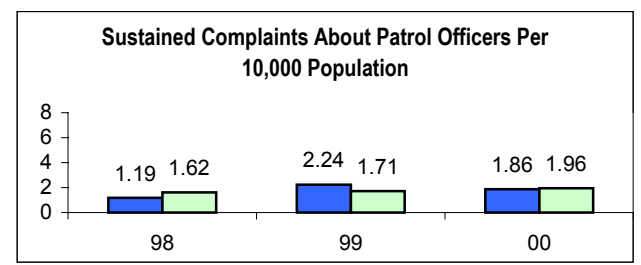
n = 14

Effectiveness Measure



n = 12

Effectiveness Measure



n = 14

Salisbury

Police Patrol

Fiscal Year 1999-00

CITY PROFILE	
Population (OSP-99)	26,948
Land Area (Square Miles)	17.8
Persons per Square Mile	1,516
County	Rowan
Median Family Income (HUD-98)	\$54,500
Unemployment Rate (ESC-99)	2.9%
UCR Part I Crimes Reported	
Homicide	4
Rape	9
Robbery	65
Assault	121
Burglary	393
Larceny	1,406
Auto Theft	128
Arson	22
TOTAL	2,148

FULL COST PROFILE	
Cost Breakdown By %	
Personal Services	50.9%
Operating Costs	40.4%
Capital Costs	8.7%
TOTAL	100.0%
Cost Breakdown By \$	
Personal Services	\$ 2,078,948
Operating Costs	\$ 1,649,803
Capital Costs	\$ 356,015
TOTAL	\$ 4,084,766

SERVICE PROFILE	
FTE Positions--Sworn	51.0
FTE Positions--Other	0.0
Number of Incoming Calls	30,374
Number of Calls Dispatched	30,374
UCR Part II Crimes Reported	2,208
Traffic Accidents	1,063
Property Damage	\$4,419,080
Average Number of Service Years for Sworn Officers	5

EXPLANATORY INFORMATION

Service Level and Delivery

Salisbury's police department provides an array of police services, including a telephone response unit, a canine unit, a special response unit, bicycle patrol, animal control, drug enforcement, and two school programs.

The city had eighty-one sworn officer positions authorized for FY 1999-00, including fifty-one patrol officers with an average length of service of five years. The police department is located in a two-story facility and employs three substations. One substation is located in a neighborhood, one substation is located in the business district, and the other occupies an apartment in the Salisbury Housing Authority apartment complex.

Patrol officers work a 2,080 year and a variety of shift schedules, including a twelve-hour schedule, four days on and four off. Some work a ten-hour schedule with five days on and three off. The rotating twelve-hour shifts include augmented mid-hour shifts and late shifts that may be moved according to need.

The city defines high priority emergency calls as those crimes that are in progress, life threatening, or potential life threatening circumstances. Each officer is assigned a vehicle and allowed to take it home.

Conditions Affecting Service, Performance, and Costs

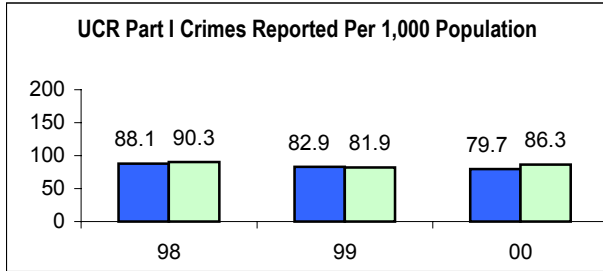
Salisbury

Police Investigations

FISCAL YEARS 1998, 1999 & 2000

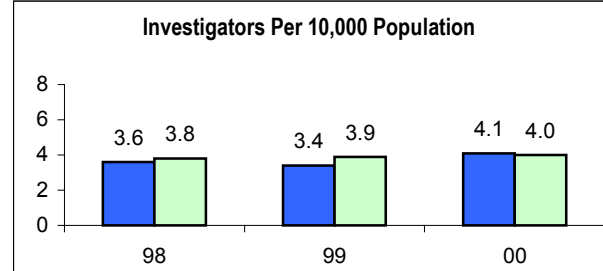
Chart Legend: ■ City ■ Average

Workload Measure



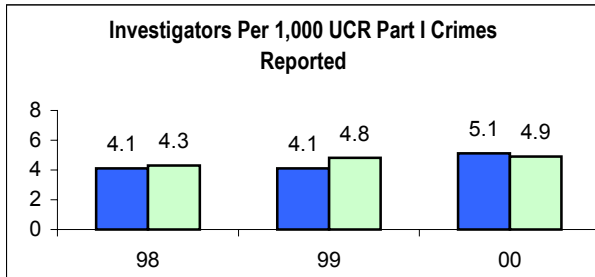
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Workload Measure



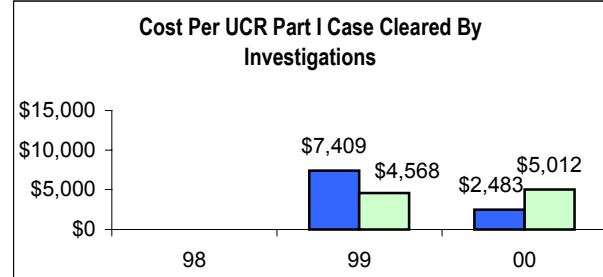
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Workload Measure



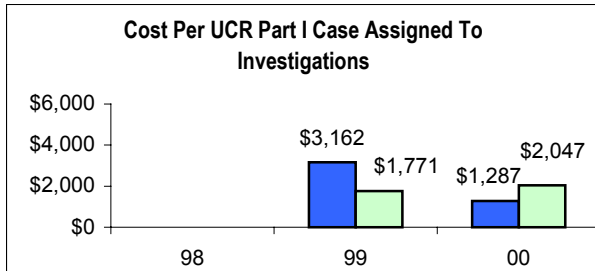
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Efficiency Measure



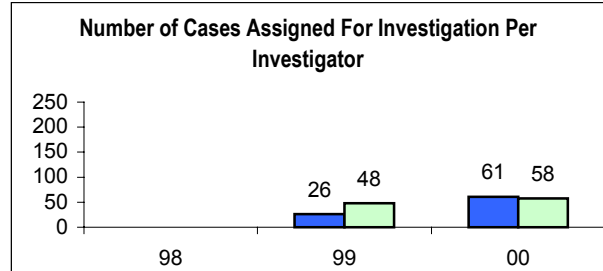
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Efficiency Measure



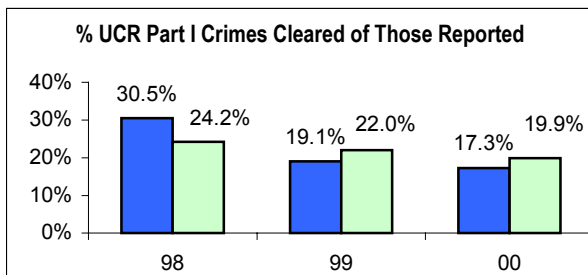
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Efficiency Measure



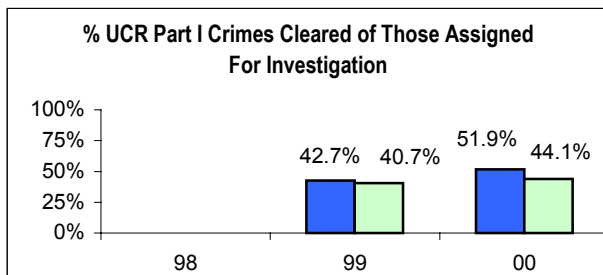
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Effectiveness Measure



n = 14

Effectiveness Measure



n = 12

Salisbury

Police Investigations

Fiscal Year 1999-00

CITY PROFILE	
Population (OSP-99)	26,948
Land Area (Square Miles)	17.8
Persons per Square Mile	1,516
County	Rowan
Median Family Income (HUD-98)	\$54,500
Unemployment Rate (ESC-99)	2.9%
UCR Part I Crimes Reported	
Homicide	4
Rape	9
Robbery	65
Assault	121
Burglary	393
Larceny	1,406
Auto Theft	128
Arson	22
TOTAL	2,148

FULL COST PROFILE	
Cost Breakdown By %	
Personal Services	57.8%
Operating Costs	35.3%
Capital Costs	6.9%
TOTAL	100.0%
Cost Breakdown By \$	
Personal Services	\$ 502,096
Operating Costs	\$ 306,579
Capital Costs	\$ 60,382
TOTAL	\$ 869,057

SERVICE PROFILE	
FTE Positions-Sworn	11
FTE Positions-Other	1
Part I Crimes Assigned to Investigations	
Persons	131
Property	544
Total	675
Part I Crimes Cleared by Investigations	
Persons	99
Property	251
Total	350
Average Number of Service Years for Sworn Officers	9

EXPLANATORY INFORMATION

Service Level and Delivery

Police investigations had eleven sworn investigator positions authorized for FY 1999-00 with an average length of service of nine years. The city also budgeted one clerical position for the same fiscal year.

Investigators in Salisbury work a 42.5 hour week, Monday through Friday from 8:30 a.m. to 5:00 p.m. The investigators are called back as needed.

Police investigations was assigned 675 cases for FY 1999-00 and cleared 350 cases. The police department was successful in clearing 372 cases. The department did not receive any complaints during the fiscal year against investigative officers.

Conditions Affecting Service, Performance, and Costs

FY 1997-98 performance data are not reported for the following measures: cost per UCR Part I cases cleared by investigations, cost per UCR Part I cases assigned to investigations, number of cases assigned for investigations per investigative officer, and percentage of UCR Part I crimes cleared of those assigned for investigation.

The cost per UCR Part I cases cleared by investigations and cost per UCR Part I cases assigned to investigations were changed from investigative cost per Part I crime cleared by the police department and investigative cost per Part I crime reported to the police department, respectively. The changes were made to ensure that both cost and performance were derived from the same function.

The number of cases assigned for investigations per investigative officer and percentage of UCR Part I crimes cleared of those assigned for investigation represent new performance measures and were not contained in the FY 1997-98 performance and cost data report.

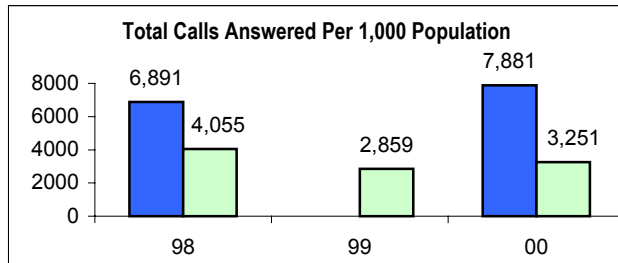
Salisbury

Emergency Communications

FISCAL YEARS 1998, 1999 & 2000

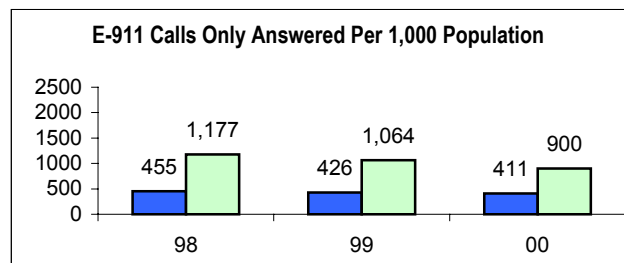
Chart Legend: ■ City ■ Average

Workload Measure



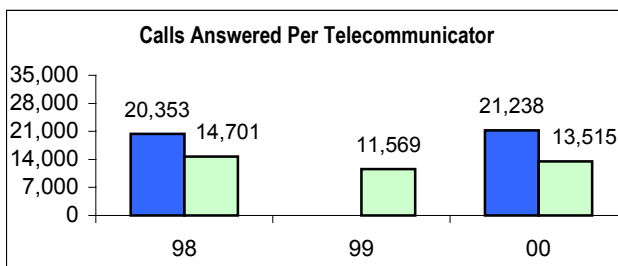
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Workload Measure



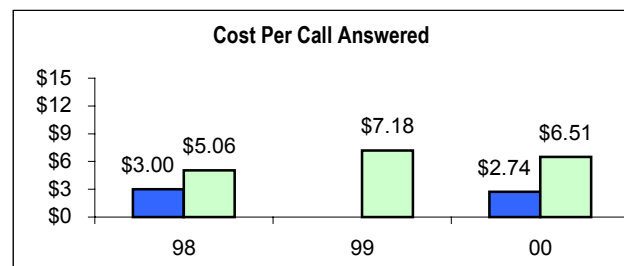
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Efficiency/Workload Measure



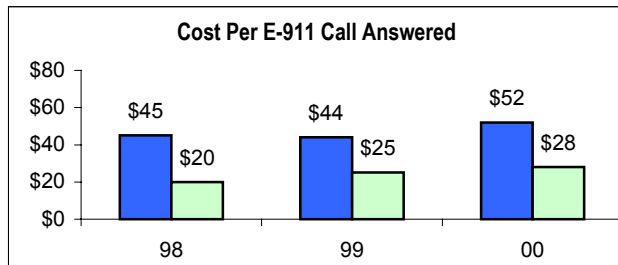
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Efficiency Measure



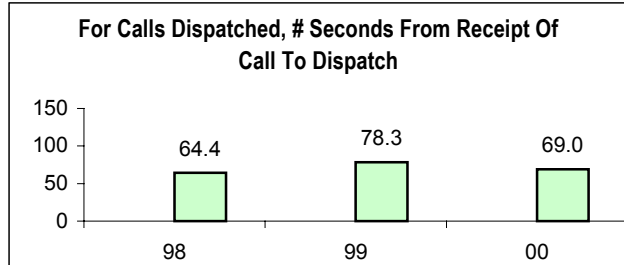
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Efficiency Measure



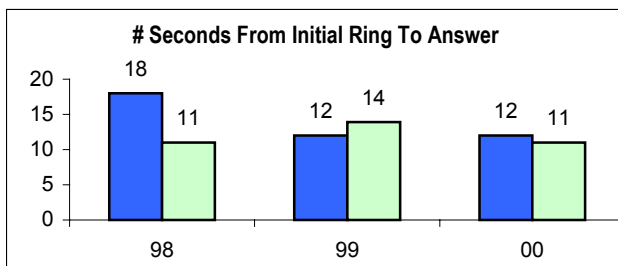
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Effectiveness Measure



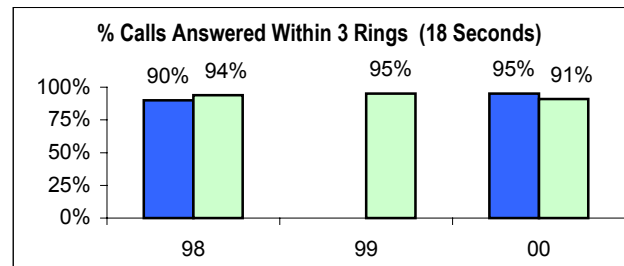
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Effectiveness Measure



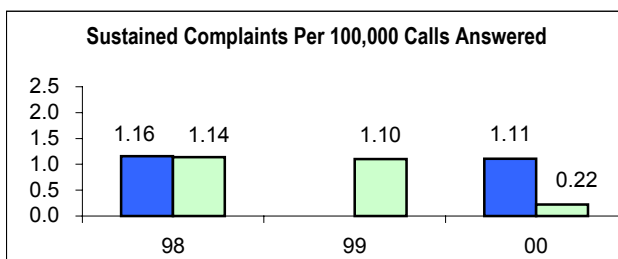
n = 8

Effectiveness Measure



n = 8

Effectiveness Measure



n = 10

Emergency Communications

Salisbury

Fiscal Year 1999-00

CITY PROFILE	
Population (OSP-99)	26,948
Land Area (Square Miles)	17.8
Persons per Square Mile	1,516
County	Rowan
Median Family Income (HUD-98)	\$54,500
Unemployment Rate (ESC-99)	2.9%
Population Growth (OSP 1990-1999)	13.7%

FULL COST PROFILE	
Cost Breakdown By %	
Personal Services	56.6%
Operating Costs	41.3%
Capital Costs	2.1%
TOTAL	100.0%
Cost Breakdown By \$	
Personal Services	\$ 328,624
Operating Costs	\$ 240,055
Capital Costs	\$ 12,405
TOTAL	\$ 581,084

SERVICE PROFILE	
FTE Positions	
Telecommunicators	10.0
Other	1.0
Total Incoming Calls	212,378
Total 911 Calls	11,069
Total Calls Dispatched	30,374
Highest Priority Calls	11,069
E-911 Fee	No
Revenue from Fee	NA
Number of Complaints	6
Number of Sustained Complaints	3
800 MHz System	Yes

EXPLANATORY INFORMATION

Service Level and Delivery

The emergency communications center is located in the police department and processes 911 emergency and nonemergency calls. It dispatches police and other emergency response units as necessary. Many of the calls come directly to the center. Others from city residents go initially to the Rowan County communications center and are then immediately switched to the city's police communication center. The city's center operates twenty-four hours a day, seven days a week.

The city owns its communications equipment, including infrastructure. The system is a Motorola 800 MHz trunked Smartnet system with a single site, twenty channel analog and two GHz microwave sites. Approximately 1,650 users are on the system.

Salisbury's center reported total incoming calls of 212,378 for FY 1999-00, including 11,069 highest propriety calls. The city defines highest priority emergency calls as crimes in progress and calls involving injury or imminent injury to a person.

Conditions Affecting Service, Performance, and Costs

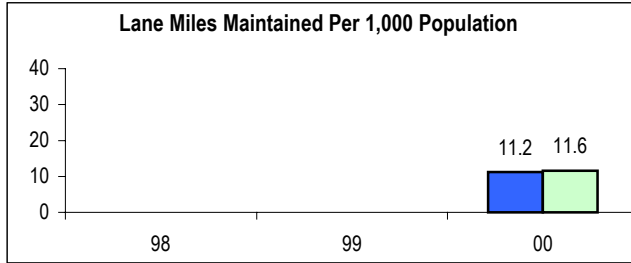
Salisbury

Asphalt Maintenance & Repair

FISCAL YEARS 1998, 1999 & 2000

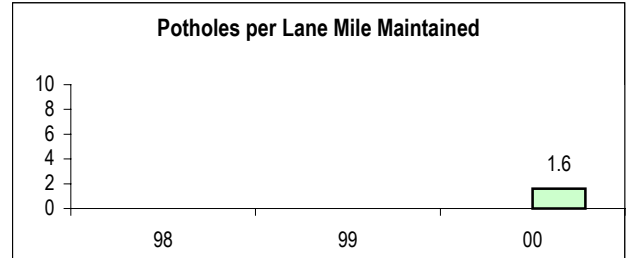
Chart Legend: ■ City ■ Average

Workload Measure



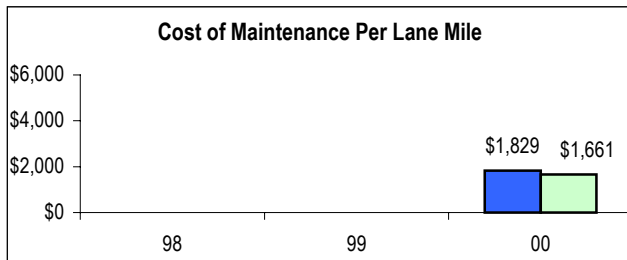
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Workload Measure



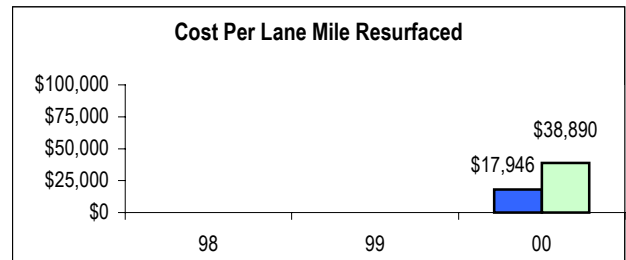
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Efficiency Measure



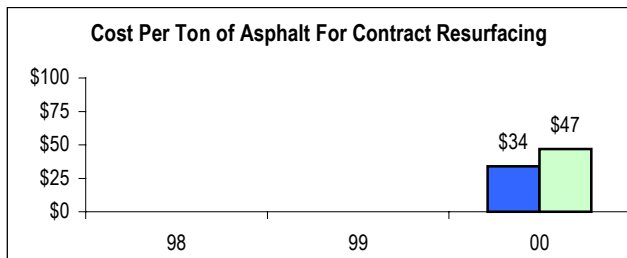
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Efficiency Measure



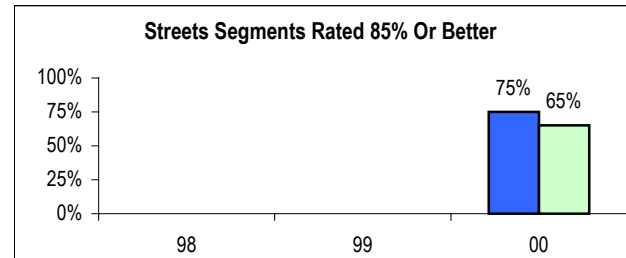
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Efficiency Measure



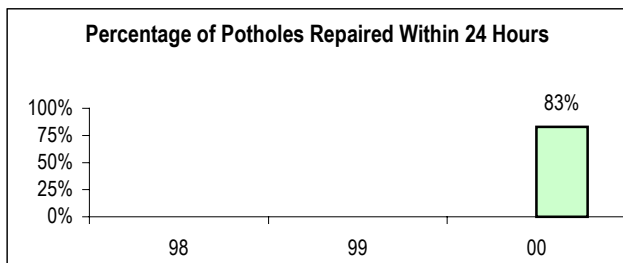
n = 12

Efficiency Measure



n = 11

Effectiveness Measure



n = 10

Asphalt Maintenance & Repair

Salisbury

Fiscal Year 1999–00

CITY PROFILE		EXPLANATORY INFORMATION
Population (OSP-99)	26,948	
Land Area (Square Miles)	17.8	Service Level and Delivery The city of Salisbury was responsible for maintaining 303 lane miles during FY 1999–00. The city resurfaced 15.7 lane miles, equating to approximately 5.2 percent of total lane miles.
Persons per Square Mile	1,516	
Topography	Gently Rolling	The total tons of asphalt used during the fiscal year were 8,355, representing the tons used for resurfacing projects. The average resurfacing depth used by the city was 1.5 inches.
County	Rowan	
Climate	Moderate; Some Snow & Ice	The city reported that 75 percent of its street segments rated 85 percent or above on its most recent rating conducted in the year 1998. The city used ITRE as its rating system.
Median Family Income (HUD-98)	\$54,500	The city did not report either the number of potholes reported for FY 1999–00 or the percentage of potholes repaired within twenty-four hours. The city reported a resurfacing cycle of fifteen years.
FULL COST PROFILE		
Cost Breakdown By %		Conditions Affecting Service, Performance, and Costs
Personal Services	24.1%	
Operating Costs	61.5%	
Capital Costs	14.4%	
TOTAL	100.0%	
Cost Breakdown By \$		
Personal Services	\$ 201,230	
Operating Costs	\$ 514,283	
Capital Costs	\$ 120,302	
TOTAL	\$ 835,815	
SERVICE PROFILE		
FTE Positions–Crews	7.1	
FTE Positions–Other	0.0	
Lane Miles Maintained	303	
Lane Miles Resurfaced–Contract	15.7	
Lane Miles Resurfaced–City	0.0	
Total	15.7	
Tons of Asphalt Used–Resurfacing		
Contractor	8,355	
City Crews	0	
Cost of Repaving–Contract	\$281,749	
Cost of Repaving–City Crews	\$0	
Cost of Maintenance	\$554,067	
Registered Vehicles	20,198	
Registered Vehicles/Square Mile	1,136	

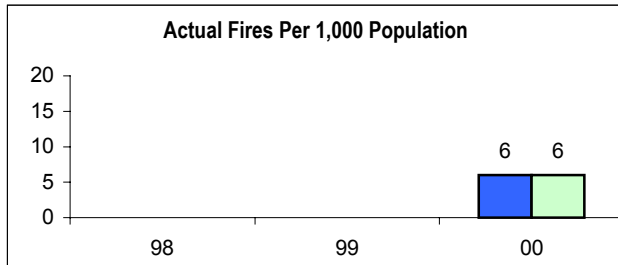
Salisbury

Fire Services

FISCAL YEARS 1998, 1999 & 2000

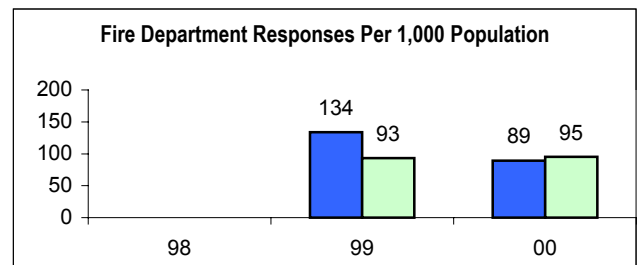
Chart Legend: ■ City ■ Average

Workload Measure



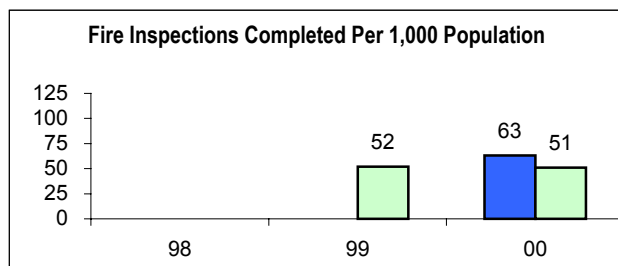
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Workload Measure



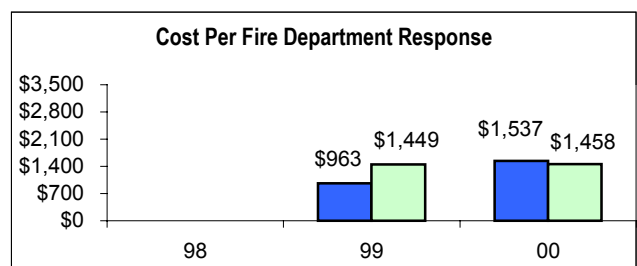
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Workload Measure



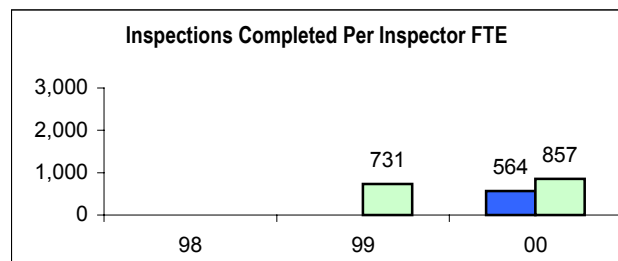
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Efficiency Measure



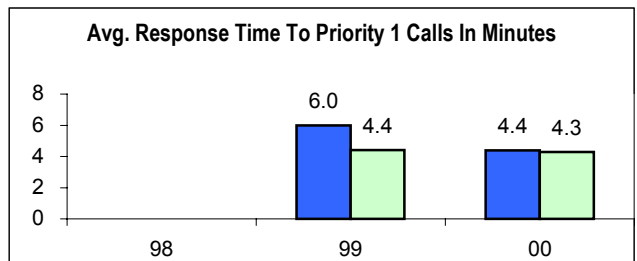
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Efficiency Measure



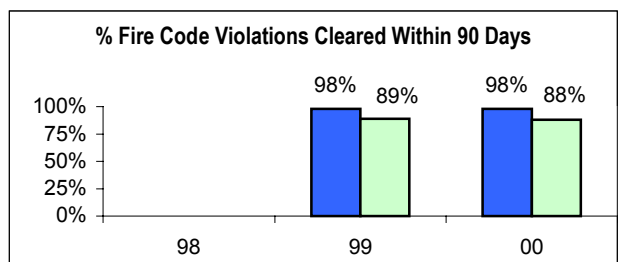
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Effectiveness Measure



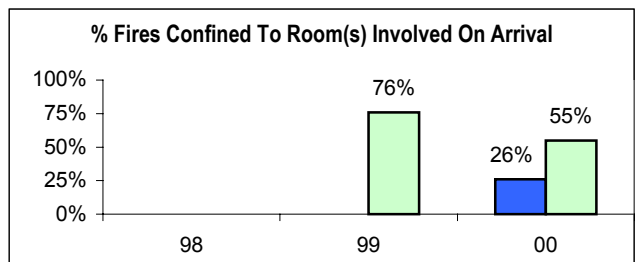
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Effectiveness Measure



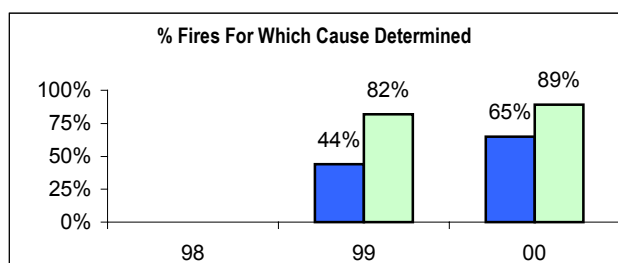
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Effectiveness Measure



n = 11

Effectiveness Measure



n = 14

Salisbury

Fire Services

Fiscal Year 1999-00

CITY PROFILE	
Population Served	26,948
Land Area Served (Square Miles)	17.8
Persons Served per Square Mile	1,516
Topography	Gently Rolling
County	Rowan
Climate	Moderate; Some Snow & Ice
FULL COST PROFILE	
Cost Breakdown By %	
Personal Services	54.7%
Operating Costs	32.1%
Capital Costs	13.2%
TOTAL	100.0%
Cost Breakdown By \$	
Personal Services	\$ 2,024,129
Operating Costs	\$ 1,186,197
Capital Costs	\$ 486,898
TOTAL	\$ 3,697,224
SERVICE PROFILE	
FTE Positions-Firefighters	54
FTE Positions-Other	11
Fire Stations	3
Amount of Property Protected	\$1,763,159,954
Fire Apparatus	
Pumpers	3
Aerial trucks	1
Reserve equipment-other	7
Total	11
Fire Department Responses	
Fires	172
Medical	1,384
False Alarms	298
Other	551
Total	2,405
Engine Companies	3
Truck Companies	1
Actual Fires Reported	172
Structural Fires Reported	57

EXPLANATORY INFORMATION

Service Level and Delivery

The statement of purpose for the Salisbury fire department is to provide capable, well-trained personnel and necessary equipment to suppress fires and effectively manage hazardous chemical accidents that may occur in our community related to transportation or industry; to provide rescue services as needed and basic life support through an updated First Responder Program; and to work toward a more fire safe community through loss prevention activities, including inspections, code enforcement, minimum housing activities, and public education programs.

The fire department contained the following divisions in FY 1999-00: fire control, loss prevention, training, and logistics.

The shift schedule for the fire department is twenty-four hours on and forty-eight hours off, including no sleep deduction, kelly days, and four days off.

The fire department reported an average response time of 4.38 minutes, including both turnout and travel time. A dispatch time was not reported.

The city had an ISO rating of 2 for FY 1999-00.

The fire department reported total number of inspections of 1,692, including 1,432 Level I inspections, 220 Level II inspections, and 40 Level III inspections. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies.

Conditions Affecting Service, Performance, and Costs

Actual fires per 1,000 population is a new measure for this report. It was changed from fires reported per 1,000 population in the FY 1998-99 report.



**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR
BEGINNING JULY 1, 2001, AND ENDING JUNE 30, 2002.**

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, 2001, and ending June 30, 2002, 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	\$	102,676
Management and Administration		697,591
Human Resources		593,532
Information Technologies		953,750
Finance		936,542
Purchasing		162,074
Community Development		981,910
Development Services		362,553
Office Buildings		307,143
Plaza		192,053
Police Services		1,512,030
Police Administration		387,513
Police Operations		4,073,149
Fire Department		3,475,178
Telecommunications		555,732
Traffic Operations		463,285
Street Lighting		307,000
Transportation		160,282
Engineering		1,194,875
Public Services - Administration		199,907
Streets		1,909,365
Cemetery		207,615
Waste Management		1,325,410
Landscape Operations		690,650
Hurley Park		95,908
Parks and Recreation		1,737,026
Fleet Management		788,862
Education		42,342
Debt Service		<u>889,249</u>
 TOTAL GENERAL FUND	\$	<u><u>25,305,202</u></u>

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

Water and Sewer Debt Service	\$ 4,120,900
Utilities Mgt. and Administration	2,552,102
Water Resources	732,002
Water and Sewer Maint and Const	2,389,103
Technical Services	521,056
Wastewater Treatment	1,488,808
Meter Services	476,341
Facilities Maintenance	<u>1,331,731</u>

TOTAL WATER AND SEWER FUND \$ 13,612,043

- (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

\$ 581,407

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

\$ 1,443,259

- (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

\$ 329,265

- (6) That for the 2001-02 Community Development Block Grant Entitlement there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes outlined within the grant, the sum of

\$ 516,000

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

\$ 126,446

Section 2. Revenue Estimates

- (1) The City Council has and does estimate that the following revenues will be available during the fiscal year beginning July 1, 2001 and ending June 30, 2002

General Fund:	
Taxes	\$ 14,677,869
Licenses and permits	520,580
Intergovernmental	5,809,096
Charges for services	1,648,405
Miscellaneous	1,068,252
Administrative charges	<u>1,581,000</u>
Total revenues	<u>\$ 25,305,202</u>

Water and Sewer Fund:	
Charges for services	\$ 13,098,533
Nonoperating revenues	<u>513,510</u>
Total revenues and other financing sources	<u>\$ 13,612,043</u>
Transit Fund:	
Charges for services	\$ 82,000
Intergovernmental revenues	320,465
Miscellaneous	12,000
Other financing sources	<u>166,942</u>
Total revenues and other financing sources	<u>\$ 581,407</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,413,259
Miscellaneous	<u>30,000</u>
Total revenues	<u>\$ 1,443,259</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 304,265
Miscellaneous	<u>25,000</u>
Total revenues	<u>\$ 329,265</u>
Special Revenue Funds:	
Entitlement Fund	
Intergovernmental revenue	\$ 366,000
Miscellaneous	<u>150,000</u>
Total revenue	<u>\$ 516,000</u>
Rental Rehab:	
Miscellaneous	<u>\$ 126,446</u>
Total revenue	<u>\$ 126,446</u>

Section 3. Tax Levy

There is hereby levied the following rates of Ad Valorem Tax on each one hundred dollars (\$100.00) valuation of taxable property, as listed for taxes as of January 1, 2001 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)

-- \$.60

Municipal Service District:

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

-- \$.16

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$1,884,427,434 for General Fund purposes.

Section 4. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2001 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 5. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 6. The amount budgeted as Plaza Contingency Reserve for the Plaza if any shall be set aside in Fund Balance at year-end and added to the balance named as Designated for Plaza Capital Replacement.

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

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

	Fee
ADMINISTRATION	
Sale of Salisbury Code of Ordinances-hardback binder	\$60
Sale of Salisbury Code of Ordinances-softback binder	\$35
Sale of Salisbury City Council meeting recording	\$5/tape
 LAND MANAGEMENT & DEVELOPMENT	
<i>Development Services</i>	
Standards Manual (includes zoning and subdivisions)	\$20
Permit for demolition	\$20
Permit for moving	\$20
Group Developments:	
Residential involving four or more units	\$200 +\$6/unit
Nonresidential	\$500
Irrigation Connections:	
3/4" Inside City Limits	\$212.50
1" Inside City Limits	\$287.50
3/4" Outside City Limits	\$250
1" Outside City Limits	\$325
Zoning Board of Adjustment:	
Administrative review	\$100
Appeals	\$100
Conditional uses (except \$10 for renewals of annual events)	\$150
Special exceptions	\$150
Variances	\$150

Zoning Fees:

Base fee of \$150 PLUS: (A) Level of change +\$30 - \$150
 (B) Size of property +\$0 - \$100 (C) Number of lots +0 - \$100
 (A) Level of change:

Level I: Residential - Single & Two-family

- A-1 Agricultural (low density single family residential)
- R-20 Single family residential
- R-15 Single family residential
- R-8 Single family residential
- LR-6 Limited two family residential
- R-6 Two family residential
- SFC Single family conservation

Level II: Residential - Multi-family

- R-6A Multi-family residential
- RD-A Residential Development "A"
- RD-B Residential Development "B"

Level III: Office Institutional & Related Classes

- B-1 Office institutional
- LOI Limited office institutional
- PSP Public/semi-public
- CU College & University

Level IV: Commercial - Low & Medium Intensity

- B-2 Retail business ("old" shopping center district)
- B-CS Convenience service business
- B-5 Central business (downtown)
- B-7 Limited business ("new" shopping center district)

Level V: Commercial - High Intensity

- B-RT Retail trade
- B-4 Highway business
- B-6 General business

Level VI: Industrial

- LLI Limited light industrial
- LLI-2 Limited light industrial-2
- M-1 Light industrial
- M-2 Heavy industrial

Fee for change request within the same level	Add \$30
Change from Level I to Level II	Add \$30
Change from Level I to Level III	Add \$60
Change from Level I to Level IV	Add \$90
Change from Level I to Level V	Add \$120
Change from Level I to Level VI	Add \$150
Change from Level II to Level III	Add \$30
Change from Level II to Level IV	Add \$60
Change from Level II to Level V	Add \$90
Change from Level II to Level VI	Add \$120
Change from Level III to Level IV	Add \$30
Change from Level III to Level V	Add \$60

	Fee
Change from Level III to Level VI	Add \$90
Change from Level IV to Level V	Add \$30
Change from Level IV to Level VI	Add \$60
Change from Level V to Level VI	Add \$30
Fee for downzoning request is also based on the change in levels as above	
(B) Size of property (in number of acres):	
Under one acre	\$0
1 - 4 acres	\$20
4 - 10 acres	\$40
10 - 20 acres	\$60
20 - 50 acres	\$80
More than 50 acres	\$100
(C) Number of lots:	
One lot	\$0
2 - 3 lots	\$20
4 - 6 lots	\$40
7 - 10 lots	\$60
11 - 20 lots	\$80
More than 20 lots	\$100
Overlay Districts	
For requested overlay district, includes	\$30
HA -- Historic; GD-A - General Development;	
HD - Higher Density Residential; MH - Mobile Home	
<i>Engineering/GIS</i>	
Street & alley closings filing fee	\$500
Exception plat	\$20
Minor plat	\$30 per lot
Preliminary plat	\$200 +\$10/lot
Xerox/blue prints:	
On paper up to 4 ft in length (E size sheet)	\$5
On mylar up to 4 ft in length	\$20
On vellum up to 4 ft in length	\$10
Of the 1200 ft scale city map	\$2
Of the 600 ft scale city map	\$10
Of the zoning map	\$25
Of pages from the zoning atlas	\$5
To overlay originals	\$5
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Media Charges	
3.5" 2HD diskette (1.4 MB)	\$2
CD-ROM (650 MB)	\$5

	Fee
POLICE	
Copies (No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	\$0.10 per copy; minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Picket Permits	\$25
Pool Hall Permits	\$100
Taxi permits - one time only	\$15
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
FIRE	
Reinspection (for violation correction)	\$30
Fireworks Stand-by	\$100
Firewatch Stand-by	\$100
Assembly Stand-by	\$25
Permits:	
Fireworks	\$130
Cutting and Welding (In non-approved areas)	\$25
Burning	\$35
HazMat Operations	\$100
HazMat Storage (as per Tier 11)	\$120
Tent Permits (Funeral Homes and tents less than 120 sq. ft. exempt)	\$40
Plans Review	\$25 +\$1 per 5,000 sq. ft.; \$30 max.
HazMat/Material Recovery	Actual Cost including equipment
Private Hydrant Testing/Maintenance	\$30 per unit
Tank Installation/Removal Inspection	\$50
Fire Flows	\$200
Copies of Reports (First report is free to victims)	\$0.10 per copy; minimum of \$1; \$1 extra for mailing
PUBLIC SERVICES	
<i>Traffic Operations Division</i>	
Repair of traffic control devices-materials	Actual cost +10% for handling
Repair of traffic control devices-labor	Hourly rate +fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$35/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour
<i>Solid Waste</i>	
Collection in excess of 4 large pieces of furniture per week	\$10
Bagged trash exceeding 10 bags per week	\$5 per bag
Unbagged trash (non-yard waste)	\$5 per 40 gallon; by volume

Street Division

Cut & remove existing curb & other material	\$3 LF
Cut & remove existing sidewalk (up to 5 ft wide)	\$3 LF
6-inch x 18-inch concrete curb & gutter	\$6.50 LF
6-inch x 24-inch concrete curb & gutter	\$7 LF
6-inch x 30-inch concrete curb & gutter	\$8 LF
24-inch concrete valley gutter	\$6.50 LF
2 ft driveway lip only	\$8 LF
6-inch x 2 ft driveway lip with gutter	\$15 LF
6-inch x 5 ft driveway lip with gutter	\$20 LF
4-inch concrete sidewalk	\$16 SY
6-inch concrete driveway to include area behind driveway lip to back of sidewalk	\$17 SY
Miscellaneous concrete patch	\$75 CY
Miscellaneous asphalt patch	\$20 SY
Install storm drain on right-of-way (adjacent owner purchases pipe)	\$3 LF
Limbs and cuttings exceeding truck load of 1 1/2 tons by volume	\$75

Cemetery

Burial-adult	\$550
Burial-infant	\$350
Disinterment	\$550
Interments - two--one grave-adult	\$600
Interments - two--one grave-infant	\$450
Interment - Crematory remains	\$325
Interment - Mausoleum	\$300
Interment - non-City registrations	\$125
Funeral processions entering cemetery after 4:00 P.M. weekdays	\$100
Funeral processions entering cemetery on weekends and holidays	\$200
Monument installation permit	\$20
<i>Cemetery Lot Fee Schedule:</i>	
Chestnut Hill - adult, City resident	\$500
Chestnut Hill - adult, non-City resident	\$700
Chestnut Hill - infant, City resident	\$275
Chestnut Hill - infant, non-City resident	\$325
Memorial Park - adult, City resident	\$500
Memorial Park - adult, non-City resident	\$700
Memorial Park - infant, City resident	\$275
Memorial Park - infant, non-City resident	\$325
Oakwood - adult, City resident	\$500
Oakwood Park - adult, non-City resident	\$700
Oakwood Park - infant, City resident	\$275
Oakwood Park - infant, non-City resident	\$325

Fleet Management

Repair of Rowan Transit System Fleet and Trolley Fleet	Actual Cost
Repair of Hazardous Material Van - labor	\$30/hour
Repair of Hazardous Material Van - parts & sublet	Actual Cost
Repair of Hazardous Material Van - service call	\$25

	Fee
<i>Landscape</i>	
Nuisance abatement	Mobilization fee \$125 + \$50 for every hour or portion thereof
Cooperative tree planting on public right-of-way	Actual cost of tree
Temple Gazebo rental	\$100 security deposit; \$50 refundable
Hurley Park Gazebo rental	\$100 security deposit; \$50 refundable
Robertson Eastern Gateway	\$100 security deposit; \$50 refundable
Bell Tower	\$100 security deposit; \$50 refundable
<i>Transit</i>	
Individual Fares:	
Regular	\$0.60
Reduced (Handicapped & Senior Citizens)	\$0.50
Regular Zone	\$0.60
Reduced Zone	\$0.50
Transfers	\$0.10
40 Ride pass:	
Regular	\$20
Reduced	\$16
ADA Paratransit System (all fares)	\$2
PARKS & RECREATION	
Civic Center	
Multi-purpose room & kitchen - for first eight hours each day, after eight hours - \$75/hour:	
Non-profit organizations	\$350 +\$100 deposit
Non-profit organizations fund-raiser	\$450 +\$100 deposit
For profit organizations	\$700 +\$100 deposit
Multi-purpose room, small room & kitchen - for first eight hours each day, after eight hours: \$75/hour:	
Non-profit organizations	\$385 +\$100 deposit
Non-profit organizations fund-raiser	\$485 +\$100 deposit
For profit organizations	\$750 +\$100 deposit
Small meeting room only (per hour):	
Non-profit organizations	\$40 +\$25 deposit
Non-profit organizations fund-raiser	\$55 +\$25 deposit
For profit organizations	\$90 +\$25 deposit
City Park	
Arts & craft room:	
Non-profit function	\$30/first hr +\$15 each additional hr
For profit function	\$40/first hr +\$30 each additional hr
Multi-purpose room:	
Non-profit function	\$50/first hr +\$25 each additional hr
For profit function	\$75/first hr +\$50 each additional hr

	Fee
Meeting room:	
Non-profit function	\$30/first hr +\$15 each additional hr
For profit function	\$40/first hr +\$30 each additional hr
Hall Gym & Lincoln Pool	
Non-profit function	\$25/hr
For profit function	\$50/hr
Cannon Park Gazebo Rental (only available for groups 40 or less)	\$100 security deposit; \$50 refundable
Miller Center	
Arts & craft room:	
Non-profit function	\$20/first hr +\$10 each additional hr
For profit function	\$30/first hr +\$20 each additional hr
Multi-purpose room:	
Non-profit function	\$40/first hr +\$20 each additional hr
For profit function	\$60/first hr +\$40 each additional hr
Meeting room:	
Non-profit function	\$20/first hr +\$10 each additional hr
For profit function	\$30/first hr +\$20 each additional hr
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	
City resident	\$10/hr
Non-resident	\$15/hr
*Additional per hour charge for lights	\$25/hr
Tournament Fees (multiple teams/multiple games)	
1/2 day tournament (5 p.m. - 11 p.m.)	\$185
1 day (8 a.m. - 11 p.m.) includes 4 hours lighting	\$300
2 day	\$485
3 day	\$670
Non-refundable deposit of 50% of day rate or \$150	
Rate includes: 1 field/1 field prep (additional preps \$65 each)	
Soccer	
City resident	\$20/hr
Non-resident	\$30/hr
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
No lights	

UTILITY ENGINEERING

Engineering, Consulting, and Technical Services	
Project Manager - Professional Engineer	\$100/hr
Civil Engineer	\$75/hr
Engineering Technician	\$50/hr
Construction Inspector	\$50/hr
Survey Field Crew (2 person)	\$75/hr
Clerical	\$25/hr
Set of Bid Documents, each	\$50
Utility Location Maps	
Paper Document	\$15
Digital Format	
Diskette, each	\$5
CD Disk, each	\$10
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20
On vellum up to 4 ft in length	\$10

TELECOMMUNICATIONS

Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
Secure Conversation	\$5
Interconnect Service - Telephone	\$24
Interconnect Service - Telephone/Hark Number	\$25
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
Alphamate terminal	\$15
If agency uses on PC to page with	\$7

FINANCE:

Accounts Receivable (30 days past-due)	1.5% per month
Privilege License Gross Sales Schedule:	
Sales not exceeding \$10,000	\$25
More than \$10,000 and not more than \$20,000	\$30
More than \$20,000 and not more than \$30,000	\$45
More than \$30,000 and not more than \$40,000	\$60
More than \$40,000 and not more than \$50,000	\$75
More than \$50,000 and not more than \$60,000	\$90
More than \$60,000 and not more than \$70,000	\$105
More than \$70,000 and not more than \$80,000	\$120
More than \$80,000 and not more than \$90,000	\$135
More than \$90,000 and not more than \$100,000	\$150
More than \$100,000	

\$150 plus, per \$1,000 or
portion thereof in excess
of \$100,000 @ \$0.225
\$3,000

Maximum gross receipts cap other than those with a specific limit
All privilege licenses other than gross sales are calculated at maximum State allowed rate.

	<u>Fee</u>
OTHER FEES:	
Copy machine fee	\$0.10 per copy; minimum of \$1
Copy of reports/files	\$1 extra for mailing Actual cost of supplies and mailing, minimum of \$5

**SCHEDULE A
CASH DEPOSITS**

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

- | | |
|--|-------|
| (a) Domestic consumer of water and/or dischargers of sewage
Residential owner-occupants including single family townhouses
and condominiums shall be exempted. | \$100 |
| (b) Commercial, industrial, and institutional recipients
Local, state, and federal governments or agencies thereof shall be exempted. | \$150 |
| (c) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry. | |
| (d) Deposits shall be returned at termination of service less any unpaid rates and charges. | |

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

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

- | | |
|---|-------|
| (a) Three-fourths-inch water meter and tap and backflow prevention device | \$425 |
| (b) One-inch water meter and tap and backflow prevention device | \$575 |
| (c) Irrigation taps are one-half the cost of regular meter taps and not subject to any discounts. | |
| (d) Services larger than one inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at then prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code). | |
| (e) Four-inch sewer connections | \$450 |
| (f) Sewer service larger than four-inch, both inside and outside City shall be charged on the basis of labor, materials, equipment and overhead costs at then prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code). | |
| (g) Reconnection fee for non-payment during business hours | \$20 |
| Reconnection fee for non-payment after business hours | \$75 |
| (h) Turn on or off during business hours; shall be applied to utility bill if not prepaid | \$30 |
| Turn on or off after hours; shall be applied to utility bill if not prepaid | \$75 |
| (i) Testing meter if delivered to city facilities (per test) | \$7 |
| (j) Field testing of meters: First test is free and each additional test within twelve months | \$25 |
| (k) Unauthorized use of fire protection system | \$100 |
| (l) Fire protection system testing (per test) | \$50 |
| (m) Meter reinstallation charge (per meter) | \$25 |
| (u) Water or sewer connection inspection fee (per connection) | \$20 |
| (o) Should a property owner replace an existing service line with a larger one, the charges scheduled above will apply in full. | |

- (p) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and underpayments will be invoiced to the developer by the City.
- (q) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be twenty dollars (\$20). This amount shall be applied to current utility bill, along with amount of the unpaid check.
- (r) Lateral transfer fee \$450
- (s) Direct debit credit \$1/Month
- (t) Recycling fee \$1.44/Month
- (u) Rowan County landfill fee
 - (1) Residential (per unit) \$2.96/Month
 - (2) Commercial (per unit) \$5.53/Month
 - (3) Container (per cubic yard) \$5.05/Month
- (v) Waste collection fee
 - (1) Commercial (per unit) \$8/Month
 - (2) Container (per container) \$10/Month

**SCHEDULE C
WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code, effective July 1, 2001.

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$3.56
	1" =	\$5.06
	1-1/2" =	\$7.56
	2" =	\$10.56
	3" =	\$20.06
	4" =	\$34.06
	6" =	\$65.06
	8" =	\$122.56
	10" =	\$168.27

Volume charge per 100 cubic feet:

Raw water	\$0.38
Finished, potable water	\$2.08

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

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots at the central fire station. Such purchases, which shall be made at the business office, shall be conditioned upon an advance payment of one hundred dollars (\$100.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities and fire departments at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred dollars (\$100.00).

**SCHEDULE E
SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code, effective July 1, 2001.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$3.89
	1" =	\$5.63
	1-1/2" =	\$8.53
	2" =	\$12.01
	3" =	\$23.03
	4" =	\$39.27
	6" =	\$75.23
	8" =	\$141.93
	10" =	\$196.38
Volume charge per 100 cubic feet		\$2.61

**SCHEDULE F
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of ninety-four dollars and twenty-four cents (\$94.24) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of one-hundred ninety-two dollars and twenty-four cents (\$192.24) 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 fourteen hundred and one dollars and forty-nine cents (\$1,401.49) per one thousand pounds.
- (d) Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of twenty-eight dollars (\$28.00) per two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

**SCHEDULE H
ACREAGE CHARGE**

Charges shall be as authorized in Chapter 25, Article II, and Section 25-40, of City Code.

- (a) Schedule H charges are repealed.

**SCHEDULE J
FRONTAGE CHARGES**

Charges in Schedule J shall be authorized by Chapter 25, Article V, Section 25-106 of the City Code.

- (a) The City shall collect eight dollars and fifty cents (\$8.50) per front foot for sewer connections and six dollars and fifty cents (\$6.50) per front foot for water connections.

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

GLOSSARY OF TERMS

ADA: The commonly used acronym for the Americans with Disabilities Act.

ACCRUAL ACCOUNTING: A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, a revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

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

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

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

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

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

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

BROADBANDING COMPENSATION PROGRAM: A classification and pay system that allows similar jobs to be grouped into bands with wide pay ranges. The program creates more organizational flexibility, fosters a flatter organization, and encourages skill development.

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

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

BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN): The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

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

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

CAC: Acronym for Community Appearance Commission.

CAPITAL EQUIPMENT: Vehicles, equipment, software, and furniture purchased by the City which individually amount to a value in excess of \$500 and an expected life of more than one year.

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

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

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

CAPITAL OUTLAY: A classification consisting of Capital Equipment and Capital Improvement.

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

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

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

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

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

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

FIXED ASSETS: Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment.

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

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

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

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

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

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

GENERAL OBLIGATION (G.O.) BONDS: Debt issued by the City, repayment of which is backed by full taxing power.

GEOGRAPHIC INFORMATION SYSTEM (GIS): A project which will link the City to a city-wide database, including hardware, software, and added personnel. This system is to be utilized as a planning tool by City departments.

GFOA: Acronym for Government Finance Officers Association.

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

INVESTMENT REVENUE: Revenue earned on investments with a third party. The City uses a pooled cash system. We pool cash from all funds and invest it in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

INTERFUND TRANSFERS: Amounts transferred from one fund to another.

IRT: Acronym for Involvement and Response Team. A system for empowering all employees into functional decision-making teams for operational improvements.

ISO: Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

LEASE PURCHASE: Method of financing used for the acquisition or improvements. Title to the property transfers to the City at the expiration of the lease terms.

MODIFIED ACCRUAL: The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

MPO: Acronym for Master Police Officer.

NCDOT: Acronym for North Carolina Department of Transportation.

OBJECTIVE: A statement of specific direction, purpose or intent to be accomplished by staff within a program.

OPERATING BUDGET: The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

OPERATING FUNDS: Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

PERFORMANCE MEASURES: Descriptions of a program's effectiveness or efficiency.

POWELL BILL FUND: Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

PRODUCTIVITY: A measure of the increase of service output of City programs compared to the per unit of resource input invested.

PROGRAM: An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

PROPERTY TAX RATE: The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

PROPERTY TAXES (AD VALOREM TAXES): Taxes paid by those owning property in the City. These taxes are based on assessed value.

RESERVE: A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

RESOURCES: Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

RETAINED EARNINGS: Amounts representing monies which remain unspent after payment of all expenses.

REVENUE: Income received from various sources used to finance government services; for example, sales tax revenue.

REVENUE BONDS: Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

SERVICE LEVEL: Measurement of services provided by the City to the public.

WWTP: Acronym for Wastewater Treatment Plant.

