

SBY

**City of Salisbury, Maryland
Mayor's Proposed Budget &
Explanatory Materials
FY2018**





City of Salisbury

Mayor's Proposed Budget & Explanatory Materials for the Fiscal Year Beginning July 1, 2017

Jacob R. Day, Mayor

John R. "Jack" Heath, Council President

Muir Boda, Council Vice President

April R. Jackson, Councilwoman

Jim Ireton, Councilman

R. Hardy Rudasill, Councilman

Julia Glanz, City Administrator

Keith Cordrey, Director of Finance

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MAYOR'S BUDGET MESSAGE



Friends, Citizens, members of the City Council,

Now 17 months into our term, we are participating in the unfolding of some of the most dramatic changes in our City's history. Our plans are coming to fruition, and we continue to finalize the plans for Salisbury's next 10-20 years. Together, we have authored and adopted the Downtown Master Plan, Zoo Master Plan, Urban Greenway Master Plan, and we are finalizing the Route 13 Corridor Plan and the City Park Master Plan.

Since setting our goals for our 4 years together (or more!), rebranding our City, and setting off on this course, I believe our daily, monthly and annual actions to achieving our vision are becoming clearer. This budget continues to integrate specific, measurable goals into each department and subsequently, we measure and make decisions on a weekly basis through ResultsSBY in response to our ability to achieve the specified goals that cumulatively comprise our vision.

We are a growing, working and building our City. The 2016 US Census Bureau Population Estimate shows that between 2010 and 2016, we added 3,061 people to the City of Salisbury. That represents 10% growth from 2010, while the remainder of Wicomico County and the other 7 counties of the Eastern Shore collectively lost 238 people. Our City is bucking the trend of the State and our region - and for once, in a positive direction.



MAYOR'S BUDGET MESSAGE



We remain the economic capital of the Eastern Shore. Still 91.1% of all business revenue in Wicomico County is received in the City of Salisbury (Bureau of Economic Analysis, 2017) and 83% of all employment in Wicomico County is within the City of Salisbury (Bureau of Labor Statistics, OWIP, 2017). Our job market continues to shine. In 2015, we were the 42nd fastest growing job market in America. In 2016, we were the 7th fastest growing job market in America (US Conference of Mayors Metro Economies Index, 2017). Median advertised wage for the more than 2,000 jobs we have available in Salisbury has risen to \$46,307 in March 2017 – an indicator of good things to come. Our median age continues to decline to 28.2, and educational achievement continues to rise.

And to accommodate these jobs and people, the construction industry is heating up. Construction value in the City through March 2017 is \$20,106,255 for the calendar year, up 10% over 2016 at this time. Wicomico County now has fewer than 2 months of housing inventory as the housing market heats up once again. We have 3 single family residential developments underway with over 100 units under construction, and we have over 1,800 multifamily units in the construction and permitting pipeline. Assessments of our property continues to climb and the pace of both construction and employment growth gives me hope that we are finding our stride.

MAYOR'S BUDGET MESSAGE



I believe that this good economic news positions us to think critically about our organization, our tax levy, and the actions that help our economy grow. This budget continues and contains the exciting programs announced in our FY17 budget, and in some cases expands those efforts. However, this budget differs in that it asks and responds to three critical questions:

- 1. Are we repeating the actions that help grow our economy for the long term?**
- 2. Does our government align to our goals?**
- 3. Does our tax structure reflect our values?**

And the FY18 budget responds with the following 3 strategies:

Making Salisbury a Great Place

First and foremost, while managing a high-functioning organization of 430 employees and legislating and enforcing the laws of 34,121 people, we must continue to grow our economy. Because we are anchored in place, our economy must be anchored in place as well. Placemaking is the act of creating a high quality of life for our entire City. This can be achieved both through private development and through infrastructure and recreation/culture investments by the City.

MAYOR'S BUDGET MESSAGE



North Prong Park

The long-sought transformation of the North Prong will begin this year with the redevelopment of the Salkap property on the western side of the river to become a park, responding both to rising flood levels and to the need for beautification and recreation on Salisbury's West Side.

Gateway Signage

The entry signs into our City will be completed in FY18. The first 2 were funded in FY17 and the third and fourth will be in place this year.

Riverwalk Amphitheater

The design for the Riverwalk Amphitheater was funded in FY17 and construction on this 750+ person amphitheater near the La Quinta Hotel will be completed in FY18. This will be a premier music and performance venue in Downtown.

City Park Improvements

The City Park will receive new improvements throughout, including landscaping, benches, trashcans and recycling bins, lighting, electrical and holiday-related improvements on Picnic Island.

MAYOR'S BUDGET MESSAGE



Jasmine Drive

As development on Salisbury's North End continues, completion of the north-south Jasmine Drive reliever road will be designed in FY18. This will address congestion and allow the continued redevelopment of properties along US Route 13.

Zoo Administration Building & Fencing

The Zoo Master Plan will begin its implementation, including beautification to fences throughout the Zoo and the design phase of the Administration building.

Riverside Circle

The planning phase for the Riverside Circle was accomplished in FY17, receiving full affirmation and the support of MD SHA. This Circle will be engineered and built in FY18, dramatically improving a failing intersection while continuing to expand the beautification of Downtown into surrounding neighborhoods by improving bikeability and walkability.

Waterside Park

An additional waterfront park on the City's West Side will be improved in FY18. The Waterside Park will see the addition of a gazebo, landscaping improvement, sports field, fencing upgrades, community garden, and a parking lot.

MAYOR'S BUDGET MESSAGE



Main Street

The redevelopment of our Main Street continues with construction throughout FY18, and a 3rd and final phase will be completed in FY19.

Riverwalk & Urban Greenway

Riverwalk lighting, signage, landscaping and streetscaping will be completed in FY18, including aspects of the Urban Greenway section that corresponds with our Riverwalk.

Urban Greenway - Carroll Street

The second portion of the Urban Greenway includes a Carroll Street road diet which will be planned and executed in FY18. This includes continuing riverwalk features as well as a cycle track and signage improvements.

North-South Rail Trail

The Bicycle Master Plan Phase 1 includes the North-South Rail Trail. Planning was funded in FY17 and engineering will be completed during FY18.

MAYOR'S BUDGET MESSAGE



Bicycle Master Plan

Additional Phase 1, high priority corridors in the Bicycle Master Plan will be completed in Year 1. This will include signage, marking and hardscape infrastructure improvements.

Circle, Camden and Division Street Streetscaping

Improvements will be made to the streetscape to continue the Main Street standards throughout Downtown and to correspond with redevelopment scheduled to occur during FY18.

MAYOR'S BUDGET MESSAGE



Aligning Government to our Goals

This budget aligns to a reorganization that the Administration, department leaders, and City Council have worked on and reviewed that dramatically transforms how we will operate. The first step of this transformation occurred last year when we consolidated Neighborhood Services & Code Compliance and Community Development. This budget moves 71 teams from their current structure into new structures, achieving (among other things):

- One-stop development and plan review shop (from 4 departments today)
- Moves City's procurement officer into the executive (department head) team
- Creates one code enforcement team for all existing structures citywide
- Creates one team responsible for polishing the City from parks to streets to the River
- Empowers decision makers at the highest level to have geographic information/data for decision making
- Splits parking into roles rather than a solitary function in Procurement
- Adds Deputy City Administrator to the Chain of Command
- Eliminates 4 departments, creates 5 new departments
- Improves Span of Control at the Executive level
- Departments are now clearly focused on their expertise
- Places strategic Subject Matter Experts in the Executive Decision-Making Sphere

MAYOR'S BUDGET MESSAGE



Cutting Taxes

While we are seeing modest increases in property assessments, mostly due to new construction and annexation, we believe our continued growth positions us to strategically cut certain taxes.

As we did in 2016, we must critically assess all fees and taxes to ensure that fees pay for the services that they fund. We also must ensure that our fees and taxes are structured in such a way that they encourage people to move or keep their homes and businesses in Salisbury.

And so, I propose the City's first tax cut in our history.

- Cuts homeowner property taxes 6.7% to below 2015 levels
- Cuts business taxes 11% to below 2008 levels
- Virtually flat spending on City government (less than 0.49% increase)

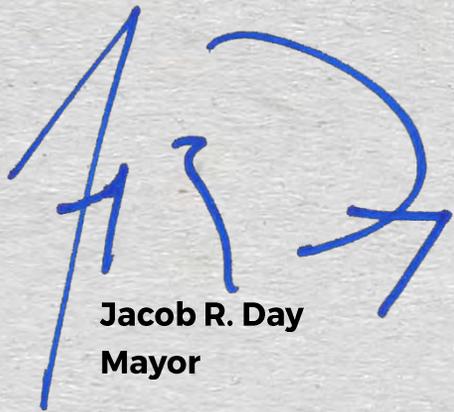
This proposal splits our owner-occupied property tax rate from our investment property tax rate, a furtherance of our asserted goal to increase homeownership in Salisbury. This is a common practice in many municipalities in Maryland and elsewhere, including our neighbor Pocomoke City. In total, this strategy slightly increases our total tax revenue, but keeps our total revenue near flat.

MAYOR'S BUDGET MESSAGE



This budget continues our investment in our youth, our care for the homeless, our rejuvenation of the economy, our commitment to safety and neighborhood integrity. With this budget as our road map, I have become more convinced that our path will lead us not only to affirming our place as the Capital of the Eastern Shore, but one of America's great small cities.

Yours In Service,

A handwritten signature in blue ink, appearing to read 'J.R. Day', written in a cursive style.

Jacob R. Day
Mayor

The 9 Pillars

1. Economic Development

As the Capital of the Eastern Shore, the City of Salisbury is proud to facilitate a diverse economy. With an ever-expanding range of economic opportunities that exist within our bustling economy. We are proud to have the 7th fastest growing job market in the US as we cultivate entrepreneurs and encourage the proliferation of small, locally-owned businesses. In 2016 alone, Salisbury's metro economy had grown to \$16.9 billion. With only \$350 million in retail buying power in the City, Salisbury retailers did \$1.6 billion exchanged through retail spending. Manufacturing employment reached 12% of the workforce compared to 3% across the State of Maryland. The most important part of our economic growth strategy has been to turn our once-quiet Downtown into a vibrant center of arts and culture by investing in marketing efforts, arts organizations, recurring events, establishing a Downtown Visitor Center, an amphitheater, and recruiting the National Folk Festival and its \$90 million economic impact to the center of the city.

2. Brain Drain

To continue as a leader at the vanguard of innovative concepts and technologies we are always looking for ways to beautify and better our City. We recently rebranded Salisbury in order to become more marketable as we encourage citizens and business to become involved in our community and take pride in being Salisburians. As a result, we are now known as Maryland's Costal College Town. We have created an Entrepreneur Pipeline with Salisbury University, partnering with the School of Business to hold entrepreneur courses and business competitions, including awarding a Mayor's Prize to one winning business plan annually. Through our coordination with Salisbury University, we have successfully attracted the University to - for the first time - open a Downtown campus. In this landmark building, they are designing a major Entrepreneur Center which will continue to connect bright minds to the City's heart and soul. We have also funded our City's groundbreaking Buy a Home Build a Business program that helps aspiring small business owners to both open a storefront and buy a house in Salisbury. In support of the young people who grow up in Salisbury, we have established a Youth Civics Council and Youth Development Advisory Committee this year. The Committee has, among other things, recommended the City establish 2 youth community centers in our distressed neighborhoods in Salisbury and we have acquired sites and begun the design process for these transformative centers.



The 9 Pillars

3. Transparency

Throughout Mayor Day's administration there is an ongoing endeavor to hold our government accountable to you, the citizens of Salisbury, as we foster an environment of responsive government and promote open lines of communication between City Government and citizenry. We welcome the public to attend our City Council meetings and make access to government officials easier than ever by streaming Council meetings and work sessions live on PAC 14. Additionally, we remain steadfast in our commitment to transparency by openly sharing up-to-the-minute mapped data. Over the course of FY17 and FY18 we have – and will continue – developing our new City web site (including a new Downtown web site) and a City-operated 311 system. Tools are being adopted to make bill pay, job application, RFP/bid response and other citizen submissions much more user-friendly.

4. Neighborhoods & Housing

The City of Salisbury has a dedicated team of support staff and code enforcement officers in our Housing and Community Development Department (HCDD). HCDD serves our City in a myriad of ways from enforcing property and maintenance codes to making sure rental properties within City limits are registered and landlords are properly licensed. In addition to helping maintain order and consistency throughout the streets of Salisbury. HCDD is the home of Salisbury's new Housing First program, designed to help rehabilitate and house the chronically homeless in our City. Currently, HCDD is also working on new ways to encourage homeownership while supporting and strengthening our neighborhoods and encouraging a sense of pride throughout our City.

5. Fiscal Discipline

We work tirelessly to ensure that every dollar we expend is accounted for and each expense justified. Each of our City departments is challenged to strive for efficiency as we respect our commitment to you, the tax payer, to responsibly manage City revenue. As a testament to our fiscal responsibility and the dedication of every department, Salisbury has been able to reap the benefits of having a surplus in our budget. In 2016, we had \$280,000 returned to surplus. Furthermore, as a direct result of our fiscal responsibility and discipline, our City currently benefits from our AA Bond rating.



The 9 Pillars



6. Public Safety

Maintaining the safety of our community is one of the most important duties our City government is tasked with. As an example of our ongoing commitment to promoting the safety of Salisbury's homes, streets, and business we are proud to host fully operational Police and Fire Departments. Salisbury's finest, the men and women of our Police and Fire Departments, work around the clock to ensure our City continues to be a safe, family friendly community. The commitment of our first responders has not gone unnoticed or unrewarded, as Salisbury now enjoys the lowest real number of Part 1 crimes in 31 years, and the lowest per capita crime rate in that same time. As a testament to our Emergency Services commitment, it is worth noting that our Salisbury Police Department voluntarily seeks and maintains national accreditation. Furthermore, as a result of their proven track record of outstanding response times and ability to extinguish fires, our Salisbury Fire Department recently attained an ISO rating of 2, one of only 5 agencies in the State of Maryland in the top rating tier.

7. Environment

In Salisbury, we take pride in our beautiful environment and pristine waterways. We stand resolved in our commitment to the preservation of one of our most valued natural resources, the Wicomico River. As a demonstration of our determination to preserve our stunning environment for the utilization and enjoyment of future generations, we are proud to participate in efforts in partnership with the Wicomico Creek Watchers to improve the quality of our river and ponds, fulling funding their water testing program for the first time.

The 9 Pillars

8. Transportation & Infrastructure

We are devoted to making commuting to and through Salisbury easier and safer than ever by keeping our roads, bridges, and sidewalks accessible to all. A City can only be as strong as the foundation upon which it is built; with this in mind we take pride in our transportation systems and are always looking for ways to improve Salisbury's infrastructure. Currently, we are improving the infrastructure of our Main Street and beautifying our streetscape. In addition to our ongoing projects, we have plans to continue to connect sections of the Salisbury Urban Greenway walking trail as well as to create an innovative biking and walking rail trail along the railroads that connect North and South Salisbury. We are also honored to have been designated as a Bike Friendly City with a Silver Status. In the past 12 months we have adopted a Bike Master Plan, Route 13 Corridor Plan, Urban Greenway Plan, Downtown Master Plan and Zoo Master Plan for upgrading and expanding our infrastructure.

9. Constituent Service & Management

Ultimately, the purpose of our City Government is to serve you, the citizens of Salisbury. Our City staff work every day to ensure that Salisbury continues to thrive. If you should have any questions, concerns, or comments regarding the daily operations of the City of Salisbury, please do not hesitate to contact the Mayor's Office or one of our City departments directly. It is our hope that Salisbury will continue to grow as a center of employment and opportunity for all. Our City has a dedicated staff of civil servants. It is our desire for employees of the City of Salisbury to be both engaged and challenged while they are members of our dedicated and innovative workforce.



Executive Summary



General Comments:

Major budgetary highlights for the upcoming year include:

The City's Fund balance remains healthy. The General Fund's unassigned fund balance of \$7.5 million provides around 2.5 months of operating expenditure coverage and provides a financial cushion for unexpected events. Salisbury's financial policies provide guidelines for preserving an adequate fund balance in order to sustain financial stability and prudent management of the City's reserves.

S & P has upgraded Salisbury's bond rating to AA in April, noting the City's Strong management, with "good" financial policies and practices.

General Fund

The proposed \$36,641,826 General Fund budget is balanced using \$2,165,738 of surplus.

General Fund Revenues overall are stable totaling \$36,641,826. The City's primary general fund revenue source is Property Taxes. Tax revenues represent 68% of the total, while charges for services is 17%.

The Real Property Tax Rate is proposed to be increased to \$1.06 per 100 of assessed value for non-owner occupied properties and decreased to \$.90 per 100 of assessed value for owner occupied.

The Personal Property tax rate for railroads and utilities is increased to \$2.33 per hundred for railroads and utilities while decreased to \$2.00 per hundred for all others or a 9.5% reduction in personal property taxes for those businesses.

This year represents the first time a Fee Ordinance was presented setting many of the fees in a single document. Department heads were asked to review all of their fees to determine the appropriate amounts are being charged. The most significant fee change was an increase to the quarterly disposal fee in order to better match the actual cost of providing the service.

Health care premiums have been increased by 2.25% following 4 years of avoiding premium increases.

A new pay plan has been proposed to help reduce attrition of sworn police officers.

All employees received a step increase.

The post-retirement health care benefit program was updated during the year in order to make the program more sustainable. Starting with FY18, new hires will require 20 years of service vs. 10 in order to be eligible for the benefit. Benefit amounts were changed to be set in the budget each year vs. previously they were set to 50% of whatever the premiums amounts. The FY 18 budget set the post-employment health care benefit amount so that it still represents 50% of the premium.

Water Sewer Fund

The proposed budget for the water sewer fund includes \$18,192,374 in expenditures compared to \$17,144,531 for the previous year.

Part of the increase in cost can be attributed to the new waste water treatment plant that is scheduled to come online during FY18. A significant increase in chemicals and electricity is required for the new system and also given both plants have to operate simultaneously for part of the year. A 15% increase in water sewer rates is proposed to bring rates more in line with the cost of delivering these services.

Executive Summary



Capital Projects

The City funded many significant projects in FY18:

Construction of the Main Street Masterplan project as part of the overall revitalization in downtown Salisbury. The project includes construction and replacement of all utilities (water, sewer, storm drains), stormwater management Best Management Practices, street lights, conduit for Broadband, landscaping, Street furnishings (benches, trash and recycling receptacles, ash receptacles, bike racks), intersection and traffic signal improvements, full pavement reconstruction, bike lanes, sidewalks, curb, gutter, ADA ramps and crosswalks. The project location is on East and West Main Street between Route 13 and Mill Street, and on North Division Street between West Main Street and Route 50.

Beatification of the Riverwalk is proposed to include development of an amphitheater seating up to 300 people for small events and gatherings. The site would be located in the River walk park along the East Prong adjacent to the LaQuinta Hotel. The cost of this is estimated at \$400,000. This project will once again show our commitment to the arts in our community.

The City has established a new brand. As a result of the branding, the four gateway signs into the City should be replaced. Signs are located on Route 13 on the north and south sides of the City and on Route 50 on the east and west City Limits. Each sign is estimated to cost \$40,000 installed. Two signs were funded in FY17. The City has budgeted \$80,000 for this project in FY18

Riverside Circle is a proposed traffic circle or roundabout located at the intersection of Riverside Drive, Camden Avenue, Carroll Street and Mill Street. Design work includes a traffic study to determine feasibility and geometry of the intersection. Design was funded in FY17 and construction is proposed in FY18 with a cost of \$1,326,000.

Conclusion

As the only municipality on the Eastern Shore of Maryland that increased its population in 2016, Salisbury continues to be the hub of culture, entertainment, education, employment, and health care. With a constant focus on internal development and growth, our team's mission is serving our growing body of citizens in the best way possible.

COMMUNITY PROFILE

We are Salisbury, Maryland, and our town was born from the headwaters of the Wicomico River. This special place, nestled squarely between the beaches and the bay, has been attracting people to its stunning location for almost 300 years.

Now one of the largest cities on the peninsula, Salisbury serves as the Capital of the Eastern Shore, combining vibrant economic opportunity, quality public education, world-class healthcare, reinvigorated environmental stewardship, globally known corporations, and an energetic and inspiring team of community leaders, to chart its own course, and craft a sound plan for its future.

We are Salisbury, and we are a college town. As the home of Salisbury University, we welcome students around the globe to come for a top-notch education. Around every corner, you can meet a former SU student who has fallen in love with our town, and decided to stay, and make it their own.





We are Salisbury, and we are a cultural town. From the art galleries and studios of our community's artists to the celebration of the arts each month at Third Fridays, and the flavors and traditions of our many cultures, Salisbury is bringing the community together and celebrating the best of what makes us different.

We are Salisbury, and we are a river town. The Wicomico River starts here. Water runs through our downtown and our city park. Bridges criss-cross the water standing as a physical reminder of the importance on connections. The active port and marina districts remind us that the water continues to work for us, and the new Riverwalk reinforces that it is also ours to enjoy.





We are Salisbury, Maryland.

We invite you to discover our ever-changing downtown, explore our zoo, parks, and trails, and connect with this special place we call home. We are working hard, everyday, because our friends and neighbors deserve it, and because our community is worth it.

We invite you to be our guest, experience the warmth of the Heart and Soul of Delmarva, and discover what we mean when we say: Salisbury: The Comfortable Side of Coastal



Salisbury

Demographic and Statistical Profile

SBY

Expanding Economic Base

- Regional hub for commerce, transportation, health care, employment and much more.
- Diverse industrial and commercial base.
- Higher education and health care provide a strong foundation and prospects for growth.
- Solid base in agriculture and poultry.

Financial Strength

- Fund balance reserves are strong and are well in excess of the City's long established policy.
- Excellent long-range planning practices, including multi-year capital forecasting.
- Demonstrated conservatism in budgeting practices, with consistently positive revenue and expenditure variances.
- Untapped sources of revenue available.
- Broad-based public and Council support for 2017 Budget.

Favorable Debt Profile

- Moderate debt burden in relation to assessable base.
- Extremely Rapid Tax-Supported payout ratio.
- Conservative charter provisions provide prudent limitations on Tax-Supported debt.
- Significant pay-as-you go capital funding across all funds.

Proactive Governance

- Well-established financial and debt policies.
- Excellent management team with experienced elected leadership focused on downtown revitalization.

Demographic and Statistical Profile

SBY

Economic Strengths

Regional Center for Economic Activity

- With its strategic location along the east coast and situated at the crossroads of Maryland's eastern shore, Salisbury serves as a hub for transportation, commerce, industry, health care, and education.

Diverse Economic Base

- Salisbury's diverse economic base mitigates effects of economic downturns and allows for capitalization of opportunities during more expansive economic cycles.

Institutional Presence

- The presence of institutional entities in Salisbury and region allow for economic stability and growth throughout various economic cycles.

Community Investment & Reinvestment

- Strong investments in public safety, place-making initiatives, youth and economic development create an environment where people want to live and businesses want to locate

Demographic and Statistical Profile

SBY

Salisbury is the County Seat of Wicomico County, and is Maryland Eastern Shore's largest city.

- Salisbury Population: 32,563
- Wicomico Population: 101,539
- 30 mi. Radius Population: 338,567

Salisbury Annual Growth Rates (Population)

- 1980 - 1990: 2.1%
- 1990 - 2000: 1.5%
- 2000 - 2010: 2.8%

Traffic Counts

- U.S. Rt. 13 average 32,881 daily
- Bypass average 37,741 daily

Retail Sales

- Retail Forecast: \$341,273,970
 - Retail sales (actual): \$1,400,876,701
- **Surplus : \$1,059,602,731**

Transportation Network

- Home to Maryland's second largest Port; \$200+ million product annually
 - Rail Service by Norfolk-Southern
 - Maryland's 2nd Largest Airport
 - Passenger service via American Airlines
 - 120,000+ passengers annually
- **Two intersecting highways in Salisbury = strong distribution sector** (UPS, Fed-Ex, Pepsi, Coca-Cola)



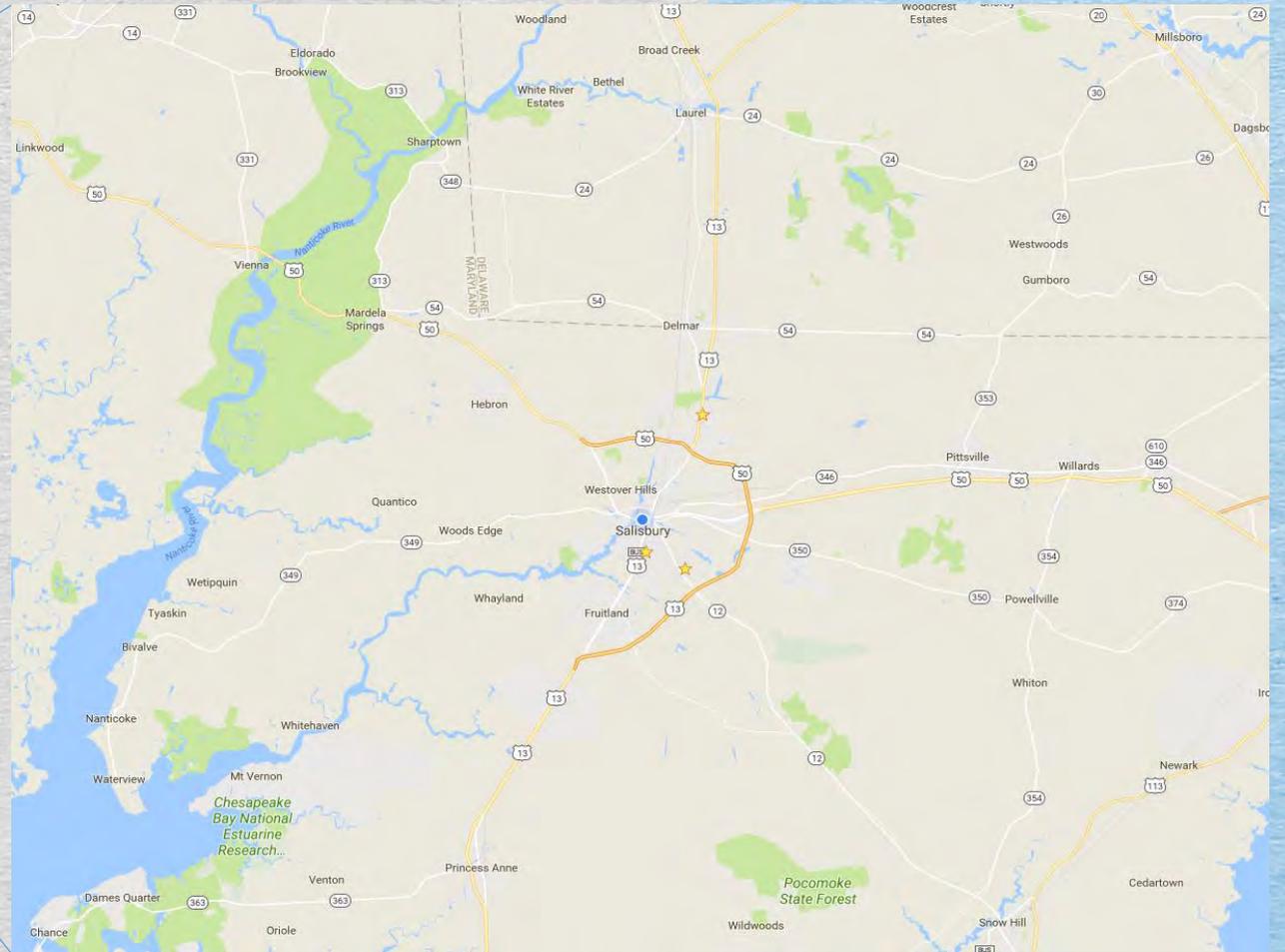
Centre at Salisbury Mall

The City of Salisbury is the 6th fastest growing city in Maryland.

U.S. Census 2010 - 2014

Demographic and Statistical Profile

SBY

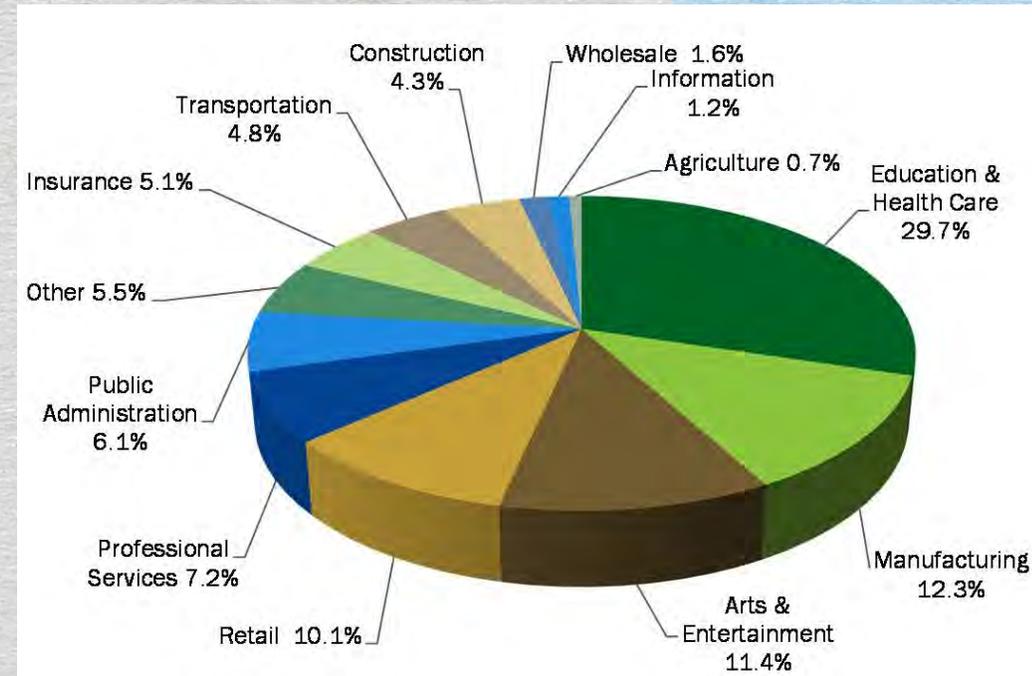


Selected Non-Governmental Employers

Employer	Sector	Employees
Peninsula Regional Medical Center	Hospital	2,900
Salisbury University	Higher Education	1,750
Perdue Farms	Foods Products	1,600
Wal-Mart/ Sam's Club	Retail	750
Jubilant Cadista	Manufacturing	450
Genesis HealthCare	Rehabilitation & Nursing Center	340
Delmarva Power	Utility	300
Verizon	Communications	250
Pepsi Bottling Ventures	Bottling	250
Piedmont Airlines	Airline	225
Chesapeake Shipbuilding	Shipbuilding	175
MATECH	Manufacturing	150

Source: Salisbury-Wicomico Economic Development, Inc., estimated 2015 and Maryland Department of Business and Economic Development.

Business Composition



Source: 2010-2014 American Community Survey, 5 year estimates.

Demographic and Statistical Profile

SBY

Salisbury Employment & Labor Force Trends



Source: Maryland Department of Labor, Licensing & Regulation

Wicomico County Labor Stats

	Mar 2015	Mar 2016	% Chg. '15-16
Employment	46,441	44,258	4.9%
Labor Force	47,870	49,831	4.1%
Unemployment Rate	7.5%	6.8%	- 1.3

Source: Maryland Department of Labor, Licensing & Regulation

Demographic and Statistical Profile

SBY

Salisbury University Expansion

- \$111.4 million new Academic Commons building under construction; estimated completion date: Fall 2016
- \$19 million new football stadium complete
- 8,700 applications for 1,200 positions
- 1,750 employees



Wor-Wic Community College

- Enrollment exceeds 10,000 students (credit, non-credit, continuing education)
- 700 employees

University of Maryland Eastern Shore Expansion

- \$91.5 million STEM building recently completed in 2016
- 4,200 enrollment
- 1,100 employees



Demographic and Statistical Profile

SBY

Peninsula Regional Medical Center

- Est. 1897, region's largest, most advanced tertiary care facility, 500,000 + patients annually.
- Averages \$20 + million annually in capital expenditures.



NASA - Wallops Island Flight Facility

- Gateway to space for nearly 70 years
- Established supply chain & infrastructure
- Space Station resupply site
- Strong tenants: Mid-Atlantic Regional Spaceport, Nat'l. Oceanic & Atmospheric Administration, U.S. Navy Surface Combat Systems Center
- FAA selected test site for unmanned aerial vehicles



Beach Resorts

- Approximately 8 million visitors to Ocean City annually
- During summers, OC is the second most populous Maryland city
- New \$20 million convention center expansion planned



Demographic and Statistical Profile

SBY

Perdue Farms

Salisbury - Wicomico is home to:

- Corporate headquarters
- Port offload facility
- Innovation center
- Grain elevators
- Training center(s)
- Soybean crushing plant
- Hatchery
- Processing plant
- Corporate Hangar



Maryland's Eastern Shore is the Country's northernmost vertically-integrated poultry area.



Demographic and Statistical Profile

SBY

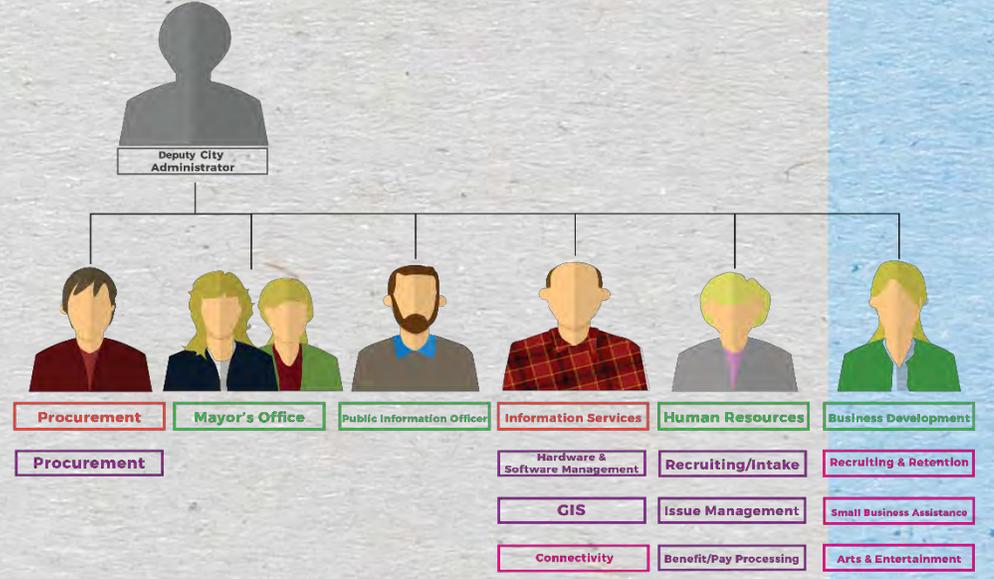
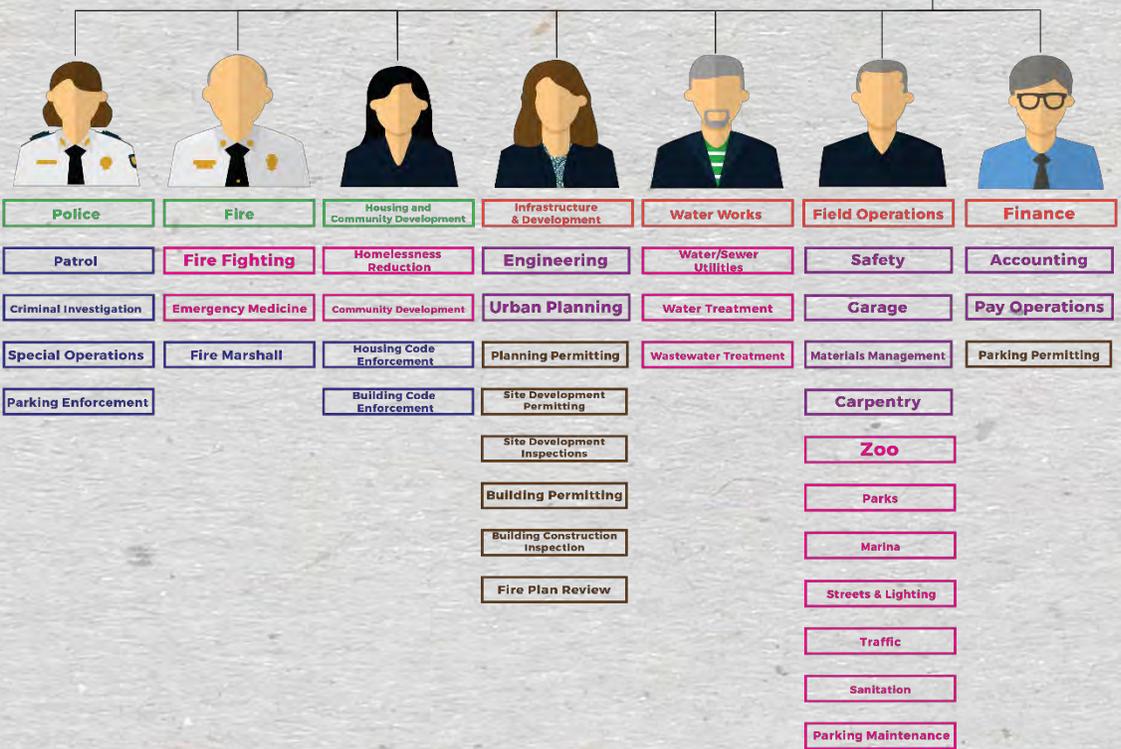
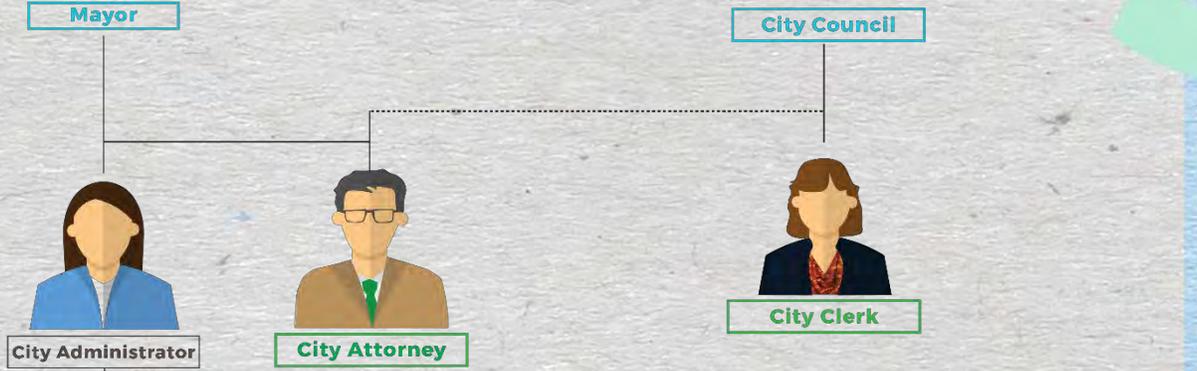
U.S. Metro Economies

January 2016 Job Growth of U.S. Metro Areas



41	Boise City, ID	2.0%	2.5%
42	Salisbury, MD-DE	2.3	2.5
43	Columbia, SC	2.2	2.5
44	Trenton, NJ	2.2	2.5
45	Miami-Fort Lauderdale-West Palm Beach, FL (MSA)	2.8	2.4
46	Fayetteville-Springdale-Rogers, AR-MO	2.6	2.4
47	Fort Collins, CO	3.1	2.4
48	Palm Bay-Melbourne-Titusville, FL	2.6	2.4
49	Stockton-Lodi, CA	2.8	2.4
50	Coeur d'Alene, ID	5.0	2.4
51	Savannah, GA	3.2	2.4
52	Bend-Redmond, OR	4.3	2.4
53	Durham-Chapel Hill, NC	2.1	2.4

- Elected Officials**
- Executive Mgmt**
- Existing Dept.**
- New Dept.**
- Internal Services**
- External Service**
- Enforcement**
- Regulatory**





City Administrator

Elected Officials

Executive Mgmt

Existing Dept.

New Dept.

Internal Services

External Service

Enforcement

Regulatory



ORG CHART



Deputy City Administrator

Elected Officials

Executive Mgmt

Existing Dept.

New Dept.

Internal Services

External Service

Enforcement

Regulatory



Procurement

Procurement



Mayor's Office



Public Information Officer



Information Services

Hardware & Software Management

GIS

Connectivity

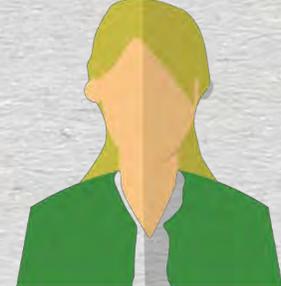


Human Resources

Recruiting/Intake

Issue Management

Benefit/Pay Processing



Business Development

Recruiting & Retention

Small Business Assistance

Arts & Entertainment

ORG CHART

Authorized Position Summary



Authorized Positions								
DEPARTMENT	DIVISION	FY13	FY14	FY15	FY16	FY17	FY18 DEPARTMENTAL REQUEST	FY18 MAYOR APPROVED
City Clerk		2	2	2	2	2	2	2
Mayor's Office		4	4	4	4	4	4	4
	Public Information Office	-	-	-	1	1	1	1
Human Resources		2	2	2	3	3	4	3
Business Development		1	1	1	1	1	2	2
Finance	Accounting	7	7	7	7	7	7	9
	Water Billing	2	2	2	2	2	2	2
	Sewer Billing	3	3	3	3	3	3	3
Procurement		4	4	4	4	4	4	4
	Parking	4	4	4	4	4	4	-
Information Services		2	3	3	3	4	4	6
Police	Sworn	92	92	102	102	102	102	102
	Non-Sworn	17	17	17	17	17	17	18
	Comm. Ctr.	9	9	14	14	14	14	14
	Animal Control	2	2	2	2	2	3	3
Fire	Sworn	64	64	68	68	68	72	73
	Non-Sworn	2	2	2	2	2	3	3
Housing & Community Development		-	-	-	-	13	14	15

Authorized Position Summary

SBY

Authorized Positions								
DEPARTMENT	DIVISION	FY13	FY14	FY15	FY16	FY17	FY18 DEPARTMENTAL REQUEST	FY18 MAYOR APPROVED
Neighborhood Services & Code Compliance		9	9	9	10	-	-	-
Field Ops	Field Ops Administration	-	-	-	-	-	7	7
Water Works		-	-	-	-	-	-	2
	Water Branch	14	14	12	12	12	12	12
	Water Treatment	12	12	12	12	12	13	13
	Wastewater Treatment	29	27	29	29	29	31	31
	Sewer Branch	11	11	11	11	11	11	11
	Pretreatment Monitoring	3	3	3	3	3	3	3
TOTAL		396	396	403	409	414	427	429

Authorized Position Detail

SBY

Position Title	FY18 Pay Grade	FY13	FY14	FY15	FY16	FY17	FY18 Mayor
City Clerk 11100							
City Clerk	12	1	1	1	1	1	1
Records Admin/Asst. Clerk	8	1	1	1	1	1	1
Total City Clerk		2	2	2	2	2	2
Business Development 11600							
Director of Business Development	12	0	0	0	0	0	1
Business Dev. Specialist	10	0	1	1	1	1	0
Office Associate II	2	0	0	0	0	0	1
Total Business Development		0	1	1	1	1	2
Mayor's Office 12000							
City Administrator	18	1	1	1	1	1	1
Deputy City Administrator	17	0	0	0	0	0	1
Assistant City Administrator	12	1	1	1	1	1	0
Public Information Officer	9	0	0	1	1	1	1
Administrative Office Associate	4	1	1	1	1	1	1
Executive Admin Office Manager	7	1	1	1	1	1	1
Total Mayor's Office		4	4	5	5	5	5
Department of Finance 15000							
Asst Director of I.S. - Operations	13	0	1	1	1	1	1
Asst Director of I.S. - Finance	13	1	1	1	1	1	1
Payroll Accountant I/II	8/10	2	1	1	1	1	1
Accounts Payable Clerk I/II	3/7	1	1	1	1	1	1
Revenue Clerk I/II	3/5	1	1	1	1	1	1
Revenue Clerk I/II - Collections	3/5	1	1	1	1	1	1
Revenue Clerk I/II - Parking	3/5	1	1	1	1	1	1
Accountant II	11	0	0	0	0	1	1
Total Finance		7	7	7	7	8	8

Authorized Position Detail

SBY

Position Title	FY18 Pay Grade	FY13	FY14	FY15	FY16	FY17	FY18 Mayor
Department of Procurement 16000							
Director Procurement	14	0	0	0	0	0	1
Asst Director of I.S. - Procurement	13	1	1	1	1	1	0
Senior Buyer I/II	8/9	1	1	1	1	1	1
Buyer I/II	6/7	1	1	1	1	1	1
Buyer Assistant I/II	5/6	1	1	1	1	1	1
Total Procurement		4	4	4	4	4	4
Department of Information Services 18000							
Information Technology Director	15	1	1	1	1	1	0
Information Services Director	15	0	0	0	0	0	1
Network Admin	9	0	1	1	1	1	1
Network Technician	8	1	1	1	1	0	0
System Administrator	8	0	0	0	0	1	1
Computer Technician	5	0	0	0	0	1	1
GIS Analyst	10	0	0	0	0	0	1
IS Assistant Director	13	0	0	0	0	0	1
Total Department of Information Services		2	3	3	3	4	6
Human Resources 18500							
Human Resources Director	13	0	0	0	0	1	1
Human Resources Manager	12	0	1	1	1	0	0
Human Resource Associate	9	1	1	1	1	1	1
Office Associate III	3	1	0	1	1	1	1
Total Human Resources		2	2	3	3	3	3

Authorized Position Detail

Position Title	FY18 Pay Grade	FY13	FY14	FY15	FY16	FY17	FY18 Mayor
Planning and Zoning 19000							
City Planner	13	0	0	0	0	0	1
Total Planning and Zoning		0	0	0	0	0	1
Salisbury Police Department 21021							
Chief of Police	PS13	1	1	1	1	1	1
Colonel	PS12	1	1	1	1	1	1
Major	PS11	1	1	1	1	1	1
Captain	PS10	2	2	2	2	2	2
Lieutenant	PS9	6	6	6	6	6	6
Sergeant	PS8	7	7	7	7	7	7
Corporal	PS6/7	7	7	7	7	7	7
Police Office - Police Officer First Class*	PS2-5	67	67	77	77	77	77
<i>*5 Police Officers are frozen (not funded) for FY18</i>							
Subtotal - Sworn Positions		92	92	102	102	102	102
Safe Streets Coordinator ***Grant Funded***		1	1	0	0	0	0
Cadets	1	0	0	0	0	0	2
Quartermaster	10	0	0	1	1	1	1
Resource Manager	8	0	0	1	1	1	1
Office Manager	6	1	1	1	1	1	1
Records Management Technician Supervisor	6	0	0	0	0	1	1
Victim Witness Coordinator	5	0	0	0	0	1	1
Crime Data Analyst	7	2	2	2	2	2	1
Intelligence Analyst	7	2	2	2	2	2	2
Evidence & Property Control Specialist	4	1	0	0	0	0	2
Property Custodian I	3	2	2	2	2	2	0
Chief Records Clerk	3	2	2	2	2	2	1
Record Clerks/Secretary	3	1	1	0	0	0	0
Records Management Technician	3	2	2	2	2	2	3
Public Service Officer	1	2	2	2	2	0	0
Groundskeeper Custodian	3	0	0	0	0	0	2
Custodian	1	2	2	2	2	2	0
Subtotal - Civilian Positions		18	17	17	17	17	18
Total Police		110	109	119	119	119	120

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Authorized Position Detail

SBY

Position Title	FY18 Pay Grade	FY13	FY14	FY15	FY16	FY17	FY18 Mayor
Housing and Community Development 25200							
NSSC Director	14	1	1	1	1	0	0
HCDD Director	14	0	0	0	0	1	1
Housing Supervisor	10	1	1	1	1	0	0
Senior Code Enforcement Officer	9	0	0	0	0	1	1
Code Enforcement Officer	7	4	4	4	4	4	6
Office Manager	6	1	1	1	1	1	1
Administrative Records Clerk	5	1	1	1	1	1	1
Nuisance Officer Grant Funded	2	1	1	1	1	1	0
Community Develop Director	12	1	1	1	1	0	0
Community Develop Assistant Director	12	0	0	0	0	1	1
Administrative Support Technician	6	0	0	1	1	0	0
Administrative Support Specialist	6	1	1	0	0	1	1
Grant Specialist	9	0	0	0	1	0	0
Housing and Homelessness Grant Manager	9	0	0	0	0	1	1
Homeless Case Manager ***Grant Position***		0	0	0	0	0	1
Total Housing and Community Development		11	11	11	12	12	14
Transportation 22000							
Transportation Superintendent	12	0	0	0	0	0	1
Traffic Systems Manager	10	1	1	1	1	1	1
Traffic Supervisor	8	1	1	1	1	1	1
Electrician	7	1	1	1	1	1	1
Signs/Pavement Marking Tech II	4	1	1	1	1	1	1
Signs/Pavement Marking Tech I	2	1	1	1	1	1	1
Traffic Manager	10	0	0	0	1	1	0
Total Transportation		5	5	5	6	6	6

Authorized Position Detail

Position Title	FY18 Pay Grade	FY13	FY14	FY15	FY16	FY17	FY18 Mayor
Field Operations Administration 30000							
Director of Field Operations	15	0	0	0	0	1	1
Director Public Works	17	1	1	1	1	1	0
Water Division Chief	14	1	1	0	0	0	0
Deputy Director Operations	12	1	1	1	1	1	0
Operations and Maintenance Superintendent	10	1	1	1	1	1	1
Safety Manager	11	0	0	0	0	0	1
Resource Manager	8	1	1	1	1	1	0
Materials Manager	6	1	1	1	1	1	0
Administrative Assistant	5	2	2	2	2	2	0
Office Manager/Admin.	6	0	0	0	0	0	1
Administrative Office Associate	5	1	1	1	1	1	1
Supply/Records Clerk	2	1	1	1	1	1	1
Total Field Operations Administration		10	10	9	9	10	6
Infrastructure and Development 31000							
Director of Infrastructure & Development	16	0	0	0	0	0	1
Deputy Director Engineering	15	1	1	1	1	1	0
Supervisor Civil Engineer	13	1	1	1	1	1	1
Construction Manager	11	1	1	1	1	1	0
Administrative Assistant	5	0	0	0	0	0	1
Suveyor	11	1	1	1	1	1	1
Project Engineer	11	4	4	2	2	2	3
Project Manager Engineering	10	2	2	2	1	1	2
Construction Inspector Supervisor	9	1	1	1	1	1	1
Construction Inspector	8	2	2	1	2	2	2
Engineering Technician	8	3	3	1	2	2	2
Drafting Supervisor	8	1	1	1	1	1	1
CAD Drafter	6	2	2	2	2	2	2
Engineering Associate	5	1	1	1	1	0	0
Engineering Technician III	5	0	0	0	0	1	1
Survey Technician II	5	1	1	1	1	1	2
Survey Technician I	2	1	1	1	1	1	0
Total Infrastructure and Development		22	22	17	18	18	20

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Authorized Position Detail

SBY

Position Title	FY18 Pay Grade	FY13	FY14	FY15	FY16	FY17	FY18 Mayor
Streets 31150							
Street Supervisor	7	1	1	1	1	1	1
Street Crew Leader	5	1	1	1	1	1	1
Motor Equipment Operator V	7	0	0	0	0	0	0
Motor Equipment Operator IV	6	0	0	0	0	0	0
Motor Equipment Operator III	5	2	2	2	2	2	2
Motor Equipment Operator II	4	6	6	5	5	5	5
Motor Equipment Operator I	3	0	0	1	1	1	1
Total 31150 Streets		10	10	10	10	10	10
Street Sweeping 60820							
Motor Equipment Operator II	4	3	3	2	2	3	3
Total Street Sweeping		3	3	2	2	3	3
Collection/Disposal 32061							
Sanitation Superintendent	10	1	1	1	1	1	1
Sanitation Supervisor	6	1	1	1	1	1	1
Asst Sanitation Supervisor	5	1	1	1	1	1	0
Motor Equipment Operator III	5	2	2	2	2	2	3
Motor Equipment Operator II	4	2	2	2	3	3	3
Motor Equipment Operator I	3	3	3	2	2	2	2
Total Collection/Disposal		10	10	9	10	10	10
Recycling 32062							
Recycling Supervisor	6	1	1	1	1	1	0
Motor Equipment Operator II	4	2	2	2	2	2	2
Total Recycling		3	3	3	3	3	2
Fleet Maintenance 34064							
Vehicle Maintenance Supervisor	8	1	1	1	1	1	1
Diesel Mechanic	7	1	1	0	0	0	0
Automotive Mechanic III	5	1	1	1	1	1	1
Automotive Mechanic II	3	3	3	3	3	3	3
Office Associate III	3	1	1	1	1	1	1
Total Fleet Maintenance		7	7	6	6	6	6

Authorized Position Detail

SBY

Position Title	FY18 Pay Grade	FY13	FY14	FY15	FY16	FY17	FY18 Mayor
Water Engineering 81080							
Sr Project Engineer	12	0	0	1	1	1	1
GIS Technician	8	1	1	1	1	1	0
Total Water Engineering		1	1	2	2	2	1
Water Fund Billing 81570							
Utility Billing Supervisor	6	1	1	1	1	1	1
Cashier I/II	2/3	1	1	1	1	1	1
Total Water Fund Billing		2	2	2	2	2	2
Water Plant 82075							
Superintendent Water Treatment Plant	12	1	1	1	1	1	1
Asst Water Treatment Plant Supt	9	1	1	1	1	1	1
Water Plant Maint Operator	8	1	1	1	1	1	1
Water Treatment Plant Oper II	7	0	5	5	4	4	3
Water Treatment Plant Operator I	6	7	2	2	3	3	5
Quality Control/Sample Technician	5	1	1	1	1	1	1
Administrative Office Associate	4	1	1	1	1	1	1
Total Water Plant		12	12	12	12	12	13
Utilities 82076							
Superintendent Utilities	12	0	1	1	1	1	1
Utility Section Chief	8	2	2	2	2	2	2
Utility Supervisor	7	0	1	1	1	1	1
Utility Technician III	6	1	1	1	1	1	1
Utility Technician II	5	3	1	1	1	1	1
Administrative Assistant	5	1	1	1	1	1	1
Utility Locator	4	1	1	1	1	1	1
Meter Technician II	4	1	1	1	1	1	1
Utility Technician I	4	2	3	2	2	2	2
Meter Reader I	3	1	1	1	1	1	1
Total Utilities		12	13	12	12	12	12

Authorized Position Detail

SBY

Position Title	FY18 Pay Grade	FY13	FY14	FY15	FY16	FY17	FY18 Mayor
83000 Water Administration							
Director Water Works	16	0	0	0	0	0	1
Office Manager	6	0	0	0	0	0	1
Total Water Administration		0	0	0	0	0	2
Sewer Engineering 84080							
Construction Inspector	8	0	1	1	1	1	1
Total Sewer Engineering		0	1	1	1	1	1
Sewer Billing 85070							
Internal Services Director	16	1	1	1	1	1	1
Utility Billing Clerk II	5	1	1	1	1	1	1
Utility Billing Clerk I	3	1	1	1	1	1	1
Total Sewer Billing		3	3	3	3	3	3
Wastewater Treatment 86063							
Superintendent WWTP	13	1	1	1	1	1	1
Asst WWTP Superintendent	11	0	1	1	1	1	1
Maintenance Supervisor	9	0	1	1	1	1	1
WWTP Chief Operator	10	1	1	1	1	1	1
Chemist	8	1	1	1	1	1	1
Biosolids Manager	9	1	1	1	1	1	1
CMMS Tech	6	0	0	0	0	0	1
Instrumentation Tech	6	0	0	0	0	0	1
Sub Total		4	6	6	6	6	8

Authorized Position Detail

SBY

Position Title	FY18 Pay Grade	FY13	FY14	FY15	FY16	FY17	FY18 Mayor
WWTP Shift Supervisor	9	3	3	3	3	3	3
WWTP Operator IV	9	0	0	0	0	0	0
Electrician Supervisor	8	1	1	1	1	1	1
WWTP Operator III	8	7	1	1	0	2	2
WWTP Operator II	7	1	2	2	3	4	4
Materials Manager	8	1	1	1	1	1	1
WWTP Operator I	6	0	4	4	5	2	2
Plant Mechanic	6	5	4	4	5	5	5
Administrative Assistant	5	0	0	0	0	1	1
Lab Technician I/II	4/5	2	2	2	2	2	2
Administrative Office Associate	4	1	1	1	1	0	0
Groundskeeper	3	1	1	1	1	1	1
Assistant Plant Mechanic	2	1	1	1	1	1	1
Sub Total		23	21	21	23	23	23
Total Wastewater Treatment		27	27	27	29	29	31
Sewer Branch 86085							
Assistant Utilities Superintendent	9	1	1	1	1	1	1
Utility Section Chief	8	1	1	1	1	1	1
Utility Tech III	6	1	1	1	1	1	1
Utility Tech II	5	1	1	1	1	1	4
Utiltiy Tech I	4	4	4	4	4	4	2
Utility Tech II Assistant Locator	5	1	1	1	1	1	0
Meter Tech I	3	1	1	1	1	1	1
Water Meter Reader I/II	3/6	1	1	1	1	1	1
Total Sewer Branch		11	11	11	11	11	11
Pretreatment Monitoring 86086							
Pretreatment Coordinator	9	1	1	1	1	1	1
Pretreatment Technician II	5	1	1	1	1	1	1
Pretreatment Technician I	3	1	1	1	1	1	1
Total Pretreatment Monitoring		3	3	3	3	2	3
Grand Totals		393	396	406	412	416	429

Budget Policies and Procedures

The Annual Budget is a fiscal plan which presents the services to be provided to the community and the funds necessary to perform these services. Key steps in this process are described within.

Budget Preparation

The City of Salisbury operates under a fiscal year that begins on July 1st and ends June 30th. The major steps in the process are outlined below:

Departments submit their requested operating budgets in January for the fiscal year commencing the following July.

The Capital Improvement Plan is finalized by the Mayor in January.

All budget requests are compiled by the Finance Department and presented to the Mayor for review. The basis for budgeting is consistent with the basis of financial reporting as described in these policies.

On or before April 15, the Mayor formally presents the balanced budget and budget message to the City Council at a public meeting. The budget is “balanced” when operating revenues are equal to operating expenses. Taxpayer comments are requested.

A series of Budget Work sessions and public meetings are held before making any final changes to the Mayor Proposed budget.

The annual budget is formally adopted by City Council before July 1st.

Budget Control

Accounting Basis Budgetary control is maintained at the “Budget Group” level as presented in the budget ordinance. During the fiscal year the Mayor may approve the transfer of funds within a budget group; however, any transfers required between Budget Groups must be approved by the City Council via a Budget Ordinance. Any change in the total budget amount requires the approval of the City Council.

The final budget amounts are reported based on the original budget adjusted for authorized transfers and amendments. Annual operating budgets are appropriated for the general fund, water sewer fund, marina fund, and parking fund. Any excess of total expenditures and encumbrances over total budgeted appropriations by individual departments is in violation of certain legal provisions.

Capital Program

Budgetary control for Capital Projects is achieved through a capital improvements program for all capital projects funds. Capital Projects funds are maintained as Multiyear funds where appropriations are maintained at the end of year.

Encumbrances

Appropriations which have not been expended or lawfully encumbered lapse at the end of the budget year. Any lawfully encumbered appropriations at year end are carried forward to the following year and increase the following year’s budget appropriation by the amount of the encumbrance(s).

Encumbrances related to grant-funded contracts may cause a deficit undesignated fund balance in some funds. This results from a timing difference between the recording of the original encumbrance of the contract and the recognition of the grant revenue when it is measurable and available.



Budget Policies and Procedures

Reporting

Basis of accounting determines when transactions are recorded in the financial records and reported on the financial statements. Entity-wide financial statements are prepared using the accrual basis of accounting. Governmental funds use the modified accrual basis of accounting. Proprietary and fiduciary funds also use the accrual basis of accounting. Differences in the accrual and the modified accrual basis of accounting arise in the recognition of revenue, the recording of unearned and unavailable revenue, and in the presentation of expenses versus expenditures.

Financial Structure

The financial transactions of the City are budgeted and recorded in individual funds. A fund is an independent financial and accounting entity. It is a set of interrelated accounts used to record revenues and expenditures associated with a specific purpose. Funds have a balancing set of accounts and records, cash and other financial resources in conjunction with all related liabilities and residual equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations or restrictions. Funds are classified into three basic types: governmental, proprietary or fiduciary.

Governmental Funds

Governmental funds are used to account for all or most of the government's general activities, including the collection and disbursement of earmarked monies, the acquisition or construction of general fixed assets and the servicing of general long-term debt. The following types of governmental funds are utilized by the City:

- The General Fund is the principal fund of the City of Salisbury and is used to account for all major activities of the government such as Administration, Police, Fire, and Public Works.
- Special Revenue Funds are used to account for the proceeds of specific revenue sources legally restricted to expenditures of specific purpose. Examples of Special Revenue funds used by the City of Salisbury include: Curb/Gutter Fund, Sidewalk Fund, Community Development Project Fund, and the Grant Fund.
- Capital Project Funds are used to account for financial resources for the acquisition, renovation or construction of major capital facilities and improvements.

Proprietary Funds

Proprietary funds are used to account for activities similar to those found in the private sector. Enterprise funds account for activities that are usually self-sustaining, principally through user charges for services rendered. The City utilizes proprietary funds as follows:

- Water Sewer Fund
- Parking Fund
- Marina Fund

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Budget Policies and Procedures

Fiduciary Funds

Fiduciary funds are used to account for assets held on behalf of outside parties, including other governments or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement either a pension trust fund, a nonexpendable trust fund or an expendable trust fund is used. Agency funds generally are used to account for assets that the government holds on behalf of others as their agent. Traditionally these funds have not been included in the Operating Budget because the receipt of revenue is uncertain. The City maintains fiduciary fund for the Health Care Trust, Police Confiscated Funds, and Bay Restoration Funds.

Accounting Basis

The governmental funds are accounted for on the modified accrual basis of accounting. Under this basis, revenues are recognized when they are susceptible to accrual, when they become measurable and available. Likewise, expenditures are recorded as the liabilities are incurred, if measurable. However, principal and interest on general long-term debt are recorded as fund liabilities when due. Revenues susceptible to accrual are property taxes, licenses, interest revenues and charges for service. Fines are not susceptible to accrual generally since they are not measurable until received in cash. The City considers property taxes as available in the period for which they were levied if they are collected within 60 days after year-end.

The accrual basis of accounting is utilized by proprietary fund types, pension trust funds and non-expendable trust funds. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred. Estimated uncollectible accounts receivable are reserved at year-end.

Budgetary Basis

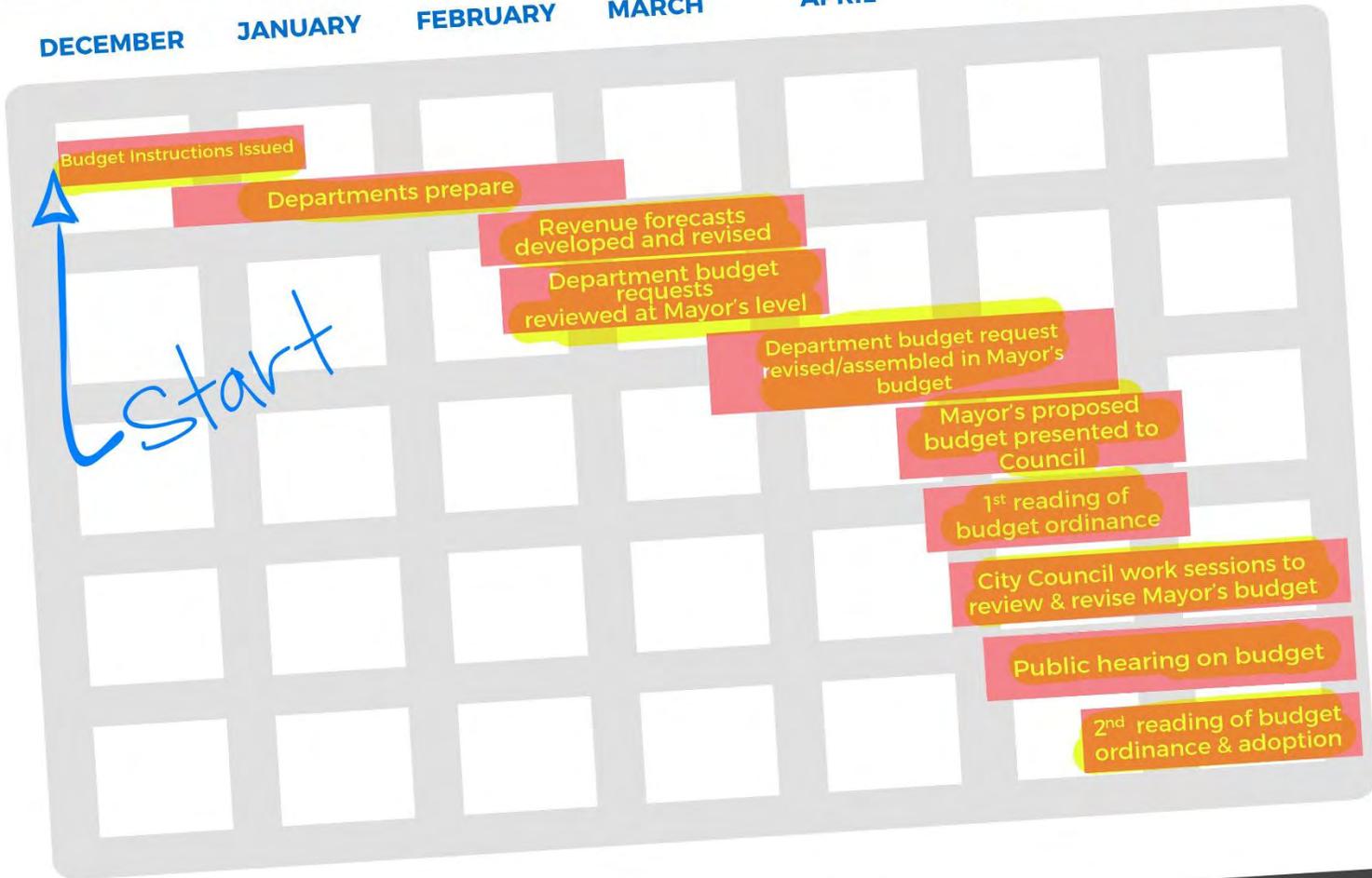
All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP); except that depreciation is not considered. The General, Special Revenue, and Capital Project funds are developed on a modified accrual basis. Enterprise fund budgets are developed on the accrual basis. All annual appropriations lapse at the fiscal year end.

The basis for budgeting is consistent with the basis for accounting with the difference being encumbrances. Encumbrances represent commitments related to unperformed contracts for goods or services. Encumbrance accounting, under which purchase orders, contracts and other commitments for expenditures of resources are recorded to reserve that portion of the applicable appropriation, is utilized in governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures because the commitments will be carried forward to subsequent years' budget appropriations.

KEYS

Budget Calendar

DECEMBER JANUARY FEBRUARY MARCH APRIL MAY JUNE



SBY

Financial Policies

Capital Improvement Plan

- The City Administrator shall develop and maintain a projection of capital improvement projects (Capital Improvement Plan) for the next five years based on the known and anticipated needs of the City, and on Mayor/Council-approved projects. The Capital Improvement Plan (CIP) should be tied to projected revenue and expenditure constraints. Future planning should consider periods of revenue surplus and shortfall and adjust future programs accordingly. CIP includes long-term maintenance and rehabilitation requirements for proposed projects. Each fiscal year, the City Administrator will update the CIP to include current information and submit to the Mayor and City Council.
- The City's capital plan will take into account the borrowing limitation of the City, as well as the ability of the City to finance the debt.
- The CIP process shall include a financial analysis and narrative of the long-term maintenance and rehabilitation requirements for proposed projects.

Capital Improvement Funding

- Within the limitation of existing law, various funding sources may be utilized for capital improvements. Capital projects shall be dictated by the nature of funding available except to the extent that the projects meet an initial test of being required to achieve City goals and to the extent that projects must be placed in priority dictated by the nature of the funds available.
- The City shall actively pursue outside funding sources for all projects for the CIP.

Capital Improvement Financing

- The City shall maintain an ongoing monitoring system of the various outstanding bond indebtedness issues and utilize this reporting system as a criterion for the administration of the City's outstanding indebtedness.

Use of Debt Financing

- Debt financing shall generally be limited to one-time Capital Improvement Projects and only under the following criteria:
- When the project's useful life will exceed the term of the financing; and When the project will benefit the citizens.

The logo for SBY, consisting of the letters 'S', 'B', and 'Y' in a bold, light green font, set against a red, textured background that is tilted upwards from left to right.

Financial Policies

Leasing

- Lease purchases shall be considered only when the useful life of the item is equal to or greater than the length of the lease. If the item may become technologically obsolete or is likely to require major repair during the lease purchase period, then the item should be either purchased or placed on a term operation lease.

Revenues

- The city will conduct an annual review of specific programs and services which have been identified as potential candidates for user fees. Where appropriate, user fees will be set at a level sufficient to recover the full costs of the program or service.
- The City's enterprise operations shall set their enterprise fees at a level sufficient to recover the full costs of enterprise operations.

General Fund Budgeting

The basic format of the budget shall identify programs within organizational structures. Programs are defined as specific services provided to the public, other departments or other organizations. All assumptions, transfers, and other relevant budget data shall be clearly stated.

The City shall operate under an annual balanced budget ordinance in which the sum of net revenues and appropriated fund balance is equal to appropriations.

The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.

Where possible, the budget and subsequent status reports will integrate performance measurements and productivity indicators.

In instances where specific activities /purchases are authorized by the ayor and City Council in a certain fiscal year and remain incomplete and/or unexpended, revenues and/or fund balance may be carried forward, at Mayor and City Council's discretion, into the next fiscal year to support such activities/purchases.

Provisions **will be** made for adequate maintenance of the capital plant and equipment and for their orderly rehabilitation and replacement, within available revenue and budgetary limits.

To show true costs, expenditures (including internal costs) will be allocated directly to the appropriate Fund.

Budgetary and accounting procedures will conform to Generally Accepted Accounting Principles (GAAP) for governmental agencies.

The logo consists of the letters 'SBY' in a large, bold, light green font. The letters are set against a red, textured background that is shaped like a trapezoid, wider at the top and narrower at the bottom. The overall appearance is that of a stylized, modern logo.

Financial Policies

Reporting Responsibilities

- The Director of Internal Services will be held accountable for assuring that departmental expenditures stay within the department's budget appropriation, and will notify the City Administrator immediately of the necessity to amend the budget in the event an over expenditure is anticipated.
- The Director of Internal Services will submit quarterly budgetary reports to the City Administrator for forwarding to the mayor and City Council comparing actual revenues and expenditures to budget estimates.

Fund Balances/Reserves

- The City shall endeavor to maintain an undesignated fund balance equal to 10% of the following Fiscal Year's General Fund Adopted Budget, with any amount in excess of 10% being credited to a capital project account. These funds are available to be utilized to pay for capital projects with priority being given to those projects that would otherwise be funded through the issuance of debt.
- If, at the end of a fiscal year, the undesignated fund balance falls below 10%, then the City shall develop a plan to rebuild the balance. The plan shall include specific time frames not to exceed five (5) years and the amount for each year.
- After adoption of the budget, allocation of funds from the undesignated fund balance requires review and approval of the City Council. As a general rule, these monies shall only be used to prevent/alleviate dangerous conditions, to prevent catastrophic disruptions in City services and/or to provide funding for necessary expenditures that were not anticipated at the time that the budget was adopted.
- The original adopted General Fund Budget shall not utilize the undesignated fund balance (reserve) to fund non-capital expenditures or general operating expenses in excess of 1% of that year's original adopted General Fund Budget.
- Capital items funded in the adopted budget utilizing the undesignated fund balance cannot be cut without a corresponding addition back to the undesignated fund balance, as to prohibit the undesignated fund balance being utilized for general operating expenditures, without a budget amendment

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Financial Policies

Auditing

- The City shall have its accounts independently audited at the close of each fiscal year by a certified public accountant.

Equipment Replacement Criteria

- Vehicle replacement will be evaluated using the average of the past two years of maintenance for a particular vehicle compared to the expected replacement cost for the same vehicle.
- A vehicle replacement schedule will be developed and updated annually based on the current condition of each vehicle and the expected life of each vehicle category.
- Any vehicle that has an average past two years' maintenance greater than or equal to 80% of the expected replacement cost will be targeted for replacement.
- Any vehicle not meeting the 80% threshold will require written justification for replacement, including such reasons as: vehicle obsolescence; parts unavailability; change in vehicle function rendering it unproductive; serious vehicle accident, and low salvage value.

Investments

- The City shall maintain an available funds balance of less than \$1 million to ensure that sufficient funds are available to cover all reasonably anticipated transactions. All other idle funds will be invested daily, except when large monetary transactions are anticipated and a larger balance is necessary.
- All City funds (excluding any investments related to Other Post-Employment Benefits obligations) will be maintained in secured bank accounts or invested with the Maryland Local Government Investment Pool

Water and Sewer Fund Financial Forecast

- Annually, the City will prepare a five-year financial forecast for the water and sewer fund.
- The target amount for surplus balance in the water and sewer fund will be calculated as the total of 25% of Operating and maintenance budgeted, 100% of the current year's debt service and 100% of the capital expenditures funded through current operations.

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Debt Policy

The State of Maryland has required that Municipalities establish debt management policies. The City recognizes that it may need to enter into long-term financial obligations to meet the demands of providing a high quality and level of government services to our community. The following long-term debt policy sets the considerations for issuing debt and provides guidance in the timing and structuring of long-term debt commitments by the City.

General Debt Information

The attached sections of the City Charter (SC 7-45 through SC7-48) form the basis of the City's debt policy. (See attachment A for Charter sections)

Additional policy Information:

1. Debt issuance is an acceptable method of financing infrastructure and public facility projects within the City; however, this financial mechanism should only be used if current revenues cannot cover the costs.
2. The City's debt management shall conform to all other budgeting and financial reporting policies where applicable. All debt issuance shall comply with the Federal, State, and City Charter requirements.
3. The City will not use long-term borrowing to finance current operations or normal maintenance. Normal maintenance does not extend the useful life of an asset.
4. The term of any debt issue shall not exceed the useful life of the assets being acquired by the debt issue. The City intends the average maturity of general obligation bonds to be at or below 20 years.
5. As of the effective date of adoption of these policy guidelines, the City of Salisbury has no outstanding variable rate indebtedness, nor has it entered into any municipal derivatives contracts (i.e.: interest rate swap agreements). At this time, these types of debt issuances and/or contracts will not be entered into.
6. The Director of Internal Services along with the City Administrator, and with the assistance of other finance professionals when necessary (e.g., bond counsel, a financial advisor, etc.) oversees and coordinates the timing, issuance process and marketing of the City's borrowing and capital funding activities required in support of its financing and capital improvement plans.
7. Accompanying each debt issue will be an assessment of the City's capacity to repay the debt. The assessment will address the effects on the current operating budget, commitments to future operations, maintenance costs and will also identify reliable debt retirement sources.
8. In order to maintain the ability to borrow funds for emergency purposes, the City will not borrow funds if such borrowing is within 10% of the City's legal debt margin except in emergencies when authorized by the City Council.
9. General Obligation Debt payments for the General Fund shall not exceed 10% of General Fund operating expenditures.

The financial activity of the City of Salisbury takes place in accounting entities called funds. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance, revenues, and expenditures.

The General Fund is the City's primary operating fund and accounts for basic governmental services. It accounts for all the financial activity of the general government, except for those required to be accounted in another fund.

Other fund types are: Special Revenue, Capital Project, Enterprise and Agency Funds.

Funds where appropriations are set with annual budgets include the General Fund, Water Sewer Fund, Marina Fund, Parking Fund, and the Storm Water Fund.

- **Special Revenue Funds** are used to account for revenues derived from specific taxes, grants, or other restricted revenue sources. The use and limitation of the special revenue funds are specified by City ordinance or federal or state statutes.
- **Capital Project Funds** are used to account for the acquisition or construction of major capital investments.
- **Enterprise Fund** is used to account for operations that are financed in a manner similar to private business.
- **Agency Funds** are used to account for revenues that belong to parties other than the City. The Court is our only Agency Fund

FUNDS

FUNDS

GENERAL FUND

SPECIAL REVENUE

CAPITAL PROJECTS

ENTERPRISE

AGENCY

GRANT FUND

CURB & GUTTER

GENERAL CAPITAL PROJECTS

WATER/SEWER CAPITAL PROJECTS

WATER & SEWER

HEALTH CARE TRUST

COMMUNITY REDEVELOPMENT PROJECT FUND

REIMBURSEMENT FUND

PARKING CAPITAL PROJECTS

MARINA FUND

CONFISCATED FUNDS

PARKING

STORM WATER

Summary of Departments by Function

Council & Clerk	11000	City Council	The City Council is the legislative government authority of the City.
	11100	City Clerk	Responsible for facilitating and recording council legislative and meeting activity.
Business Development			
	11600	Development Services	Efforts to enhance downtown and the local economy.
Administrative	12000	Mayor's Office	The Mayor's office is responsible for carrying out the Council's legislative decisions, for providing management of the day to day operations, and providing visions and leadership to the organization.
	13000	Elections	
	17000	City Attorney	Responsible for managing the City's legal affairs and overseeing all legal
	18000	Information Services	Provides secure, efficient, innovative, and cost effective data communication services that will support and enhance the daily business operations of the City.
	18500	Human Resources	
Financial Services			
	15000	Finance Department	Responsible for accounting and financial reporting of all City operations.
Procurement	16000	Procurement	Responsible for the contracting and acquisition of the goods and services required to sustain City operations.
	19500	Municipal Buildings	Manages the building operations and maintenance activities for the City's Governmental facilities

Summary of Departments by Function

Police	21021	Police Services	Strives to provide the highest quality of Police services while maintaining and improving the quality of life for citizens, businesses, and the motoring public
	21025	Police Communications	Deliver dispatching and communications as required to deliver police services
	21029	Animal Control	Responsible for enforcement of animal regulations
Fire	24035	Firefighting	Serve the citizens of Salisbury by providing fast, efficient safety and rescue resources during emergencies
	24040	Volunteer firemen	Assist the Fire Department on a volunteer basis, supplying manpower during emergencies
HCDD	25200	Housing & Community Development	Code enforcement, neighborhood improvement, homelessness reduction



SBY

Summary of Departments by Function

Infrastructure & Development	25100	Building Permits	Administration and enforcement of adopted building construction, plumbing, zoning and fire codes of the City of Salisbury.
	31000	Engineering	Development plan review and annexation, stormwater issues, sidewalk maintenance and traffic management. Accepts park reservations
	19000	Planning	Using City law to guide current and future development to ensure it meets best interests of citizens
Field Operations	22000	Traffic Control	Maintenance and oversight of all traffic control devices to include streetlights
	30000	Resource Management	Oversight of manpower and mechanical distribution
	31150	Streets	Maintenance of City's road infrastructure
	32061	Sanitation Waste Collection	Collection and disposal of citizen household, yard and miscellaneous waste
	32062	Sanitation- Recycling	Curb-side collection and transport to recycling center of all recyclable waste
	34064	Fleet Management	Maintenance of City's automobile and utility motorized vehicle fleet
	35000	Carpentry Shop	Handles maintenance and construction in any needed capacity
Water Works	81080	Water Engineering	Design/maintenance of water delivery infrastructure
	81570	Water Billing	Collects water payments with in-office payment desk, and online/phone methods
	82075	Water Treatment	Part of water plant, ensures Salisbury continues to have MD's best tasting drinking water
	82076	Water Branch	Street-level maintenance of water delivery systems
	83000	Water Administration	Oversees all water and water removal departments
	84080	Sewer Engineering	Design and maintenance of the City's waste removal systems
	85070	Sewer Billing	Handles billing for waste/sewer portion of water/sewer bills
	86083	Waste Water Treatment Plant	Purifies the City's wastewater and returns it to the Wicomico River
	86085	Sewer Branch	Street-level maintenance of sewer/waste removal systems
	86086	Pretreatment Monitoring	Test /monitor incoming wastewater before treatment
	87000	Sewer Administration	Oversight of all sewer related operations
91002	Operating Transfers		
Storm Water	60820	Street Sweeping	Clean every street in the City twice per month with the City's street sweeping machinery
	60850	Storm Drains	Oversees all drainage entry points to ensure clear flow of water, removal of debris
Facilities	60300	Marina Fund	Moneys collected through slip/dock fees, other means
	31154	Parking Fund	Moneys collected through parking fees, other means

Summary of Departments by Function

Recreation & Culture	40000	Zoo	
	45000	Parks	

Misc.	90001	Insurance	
	70101	Debt Service	
	90500	Other	
Other Financing Uses	91001	Operating Transfers	

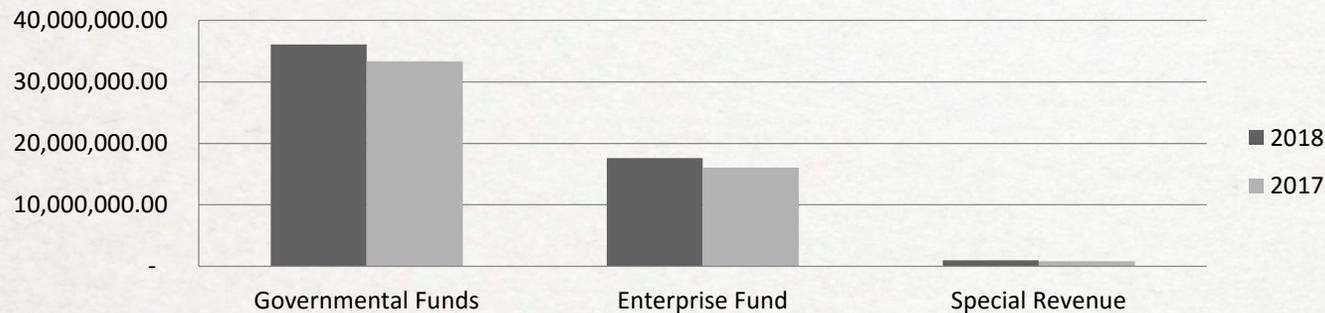


Revenue Overview

Total revenue for FY 2018 is \$68 million, which includes \$54.6 million in operating revenue and \$13.4 million in revenue from other sources. FY 2018 operating revenues are estimated to increase 8.9% from the prior year. This increase is primarily due to an increase in property tax assessments and fees throughout the City.

Total Revenue			
	FY 2018 Proposed	FY 2017 Adopted	% Change
Operating Revenue			
Governmental Funds			
Taxes	26,384,196	24,571,221	7.38%
Licenses and Permits	1,678,217	1,674,519	0.22%
Intergovernmental	2,913,960	2,392,187	21.81%
Charges for Services	5,095,946	4,674,431	9.02%
Enterprise Funds			
Licenses and Permits			
Intergovernmental			
Charges for Services	17,612,963	16,032,775	9.86%
Fines and Forfeitures			
Miscellaneous			
Special Revenue Funds			
Intergovernmental	981,000	859,647	14.12%
Fines and Forfeitures			
Miscellaneous			
Total Operating Revenue	54,666,282	50,204,780	8.89%
Other Financing Sources	4,215,003	6,689,254	-36.99%
Bond Proceeds	-		
CIP Other Revenue	9,191,900	7,153,935	28.49%
Total Revenue	68,073,185	64,047,969	6.28%

Operating Revenue by Fund



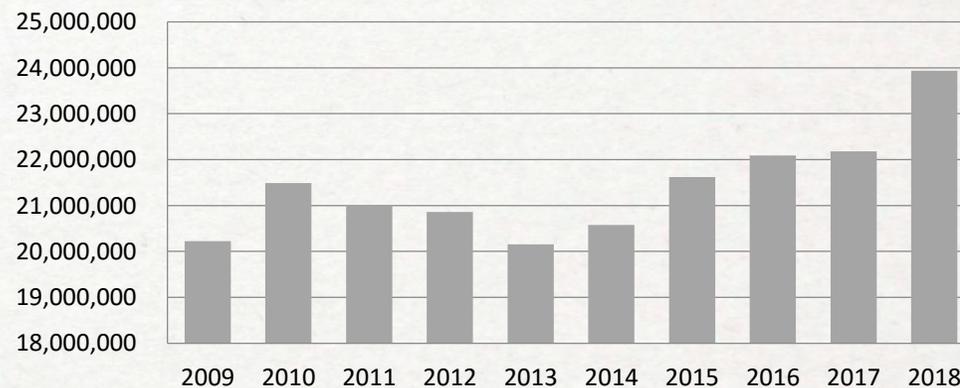
General Fund Revenue - Taxes

Taxes are generated based on the estimated assessed value of real property, historical collections and distribution of personal income taxes. The tax rate is the amount charged per \$100 of assessed value; as determined by the Maryland State Department of Assessments and Taxation. The Mayor and City Council establish the tax rate each year through the adoption of an ordinance. The budget is determined by previous year trends.

The following chart shows the estimated assessed value of taxable real, business and personal property and the associated revenue.

Fiscal Year	Estimated Assessments			Tax Rate		Proposed/Budgeted Revenue
	Real Property	Personal Property	Corporations	Pers Property	Real Property	
2009	2,015,985,078	2,966,990	281,162,310	2.04	0.819	20,220,975
2010	2,219,277,746	2,697,220	279,352,590	2.04	0.819	21,487,306
2011	2,050,805,168	2,058,140	277,866,040	2.04	0.819	21,004,804
2012	1,988,451,318	2,513,100	263,974,200	2.04	0.819	20,863,526
2013	1,963,683,547	2,029,930	262,591,170	2.04	0.819	20,157,901
2014	1,775,307,203	2,397,520	268,737,410	2.21	0.884	20,579,336
2015	1,748,436,713	2,467,580	265,493,170	2.21	0.937	21,622,570
2016	1,787,044,569	3,017,040	279,087,700	2.21	0.937	22,091,208
2017	1,751,437,174	2,360,471	272,624,434	2.21	0.9432	22,182,809
2018	1,795,722,980	3,218,100	275,517,167	2.00 PP 2.33 RR	0.90 HO 1.06 NOC	23,937,908

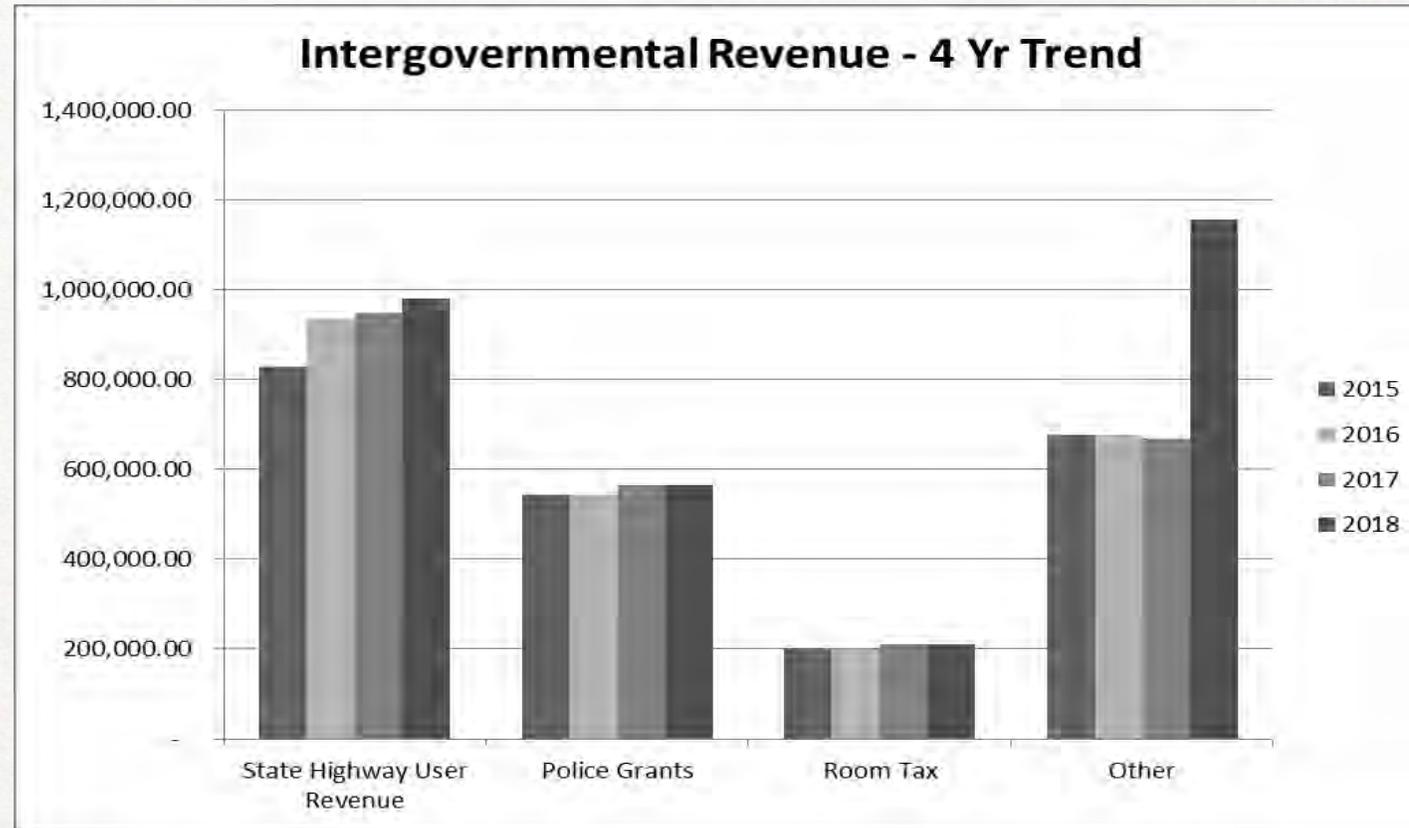
Taxes - 10 Yr Trend



General Fund Revenue - Intergovernmental

Intergovernmental revenue is derived from various funding agreements and grants from other governmental agencies. Grants vary from year to year based on availability of funding and approval from The Mayor and City Council. State Highway has increased since FY 2015.

Fiscal Year	State Highway User Revenue	Police Grants	Room Tax	Other	Total
2015	827,495.00	543,397.00	200,000.00	677,802.00	2,248,694.00
2016	935,560.92	543,397.00	200,000.00	677,802.08	2,356,760.00
2017	948,000.00	565,885.00	210,000.00	668,302.00	2,392,187.00
2018	981,773.00	565,885.00	210,000.00	1,156,302.00	2,913,960.00



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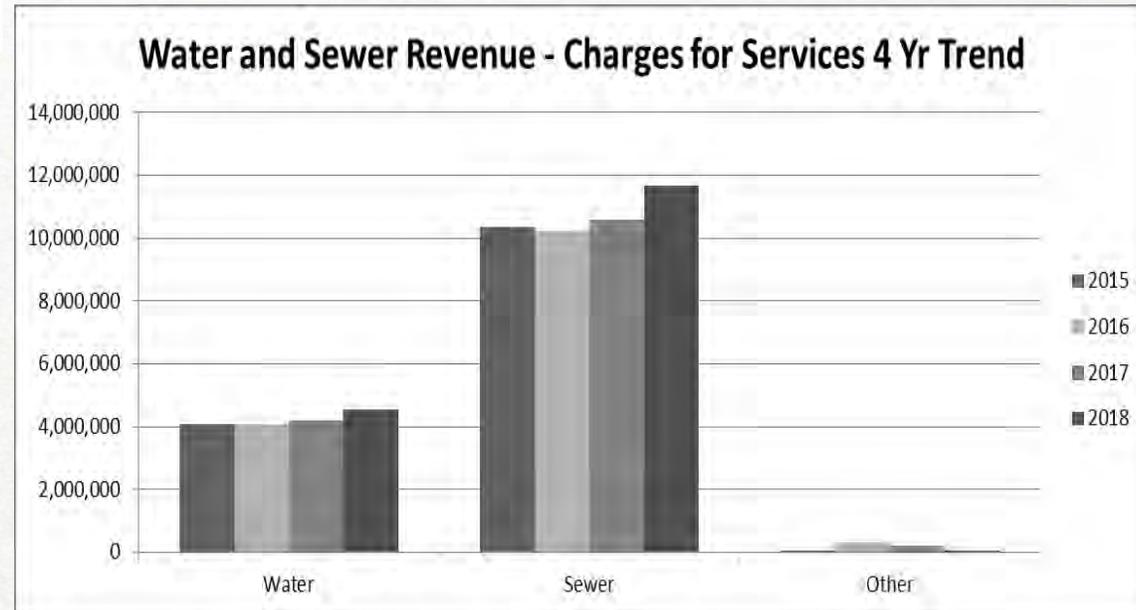
Water & Sewer Fund Revenue – Charges for Services

The Water & Sewer Fund's revenue consist of fees which include usage, water and sewer connections, special meter readings, and other miscellaneous charges. Rates are set annually by the Mayor and City Council to maintain all water and sewer services to customers. Customers are billed on a quarterly basis based on actual usage.

Budget projections are determined based on a trend from previous year's revenue and projected growth for new customers.

The Mayor and City Council approved a 7.5% rate increase effective October 1, 2017.

Fiscal Year	Water Fees	Sewer Fees	Other	Total
2015	4,083,785	10,349,871	11,000	14,444,656
2016	4,078,700	10,245,679	311,000	14,635,379
2017	4,194,350	10,590,425	189,500	14,974,275
2018	4,524,225	11,676,238	9,500	16,209,963



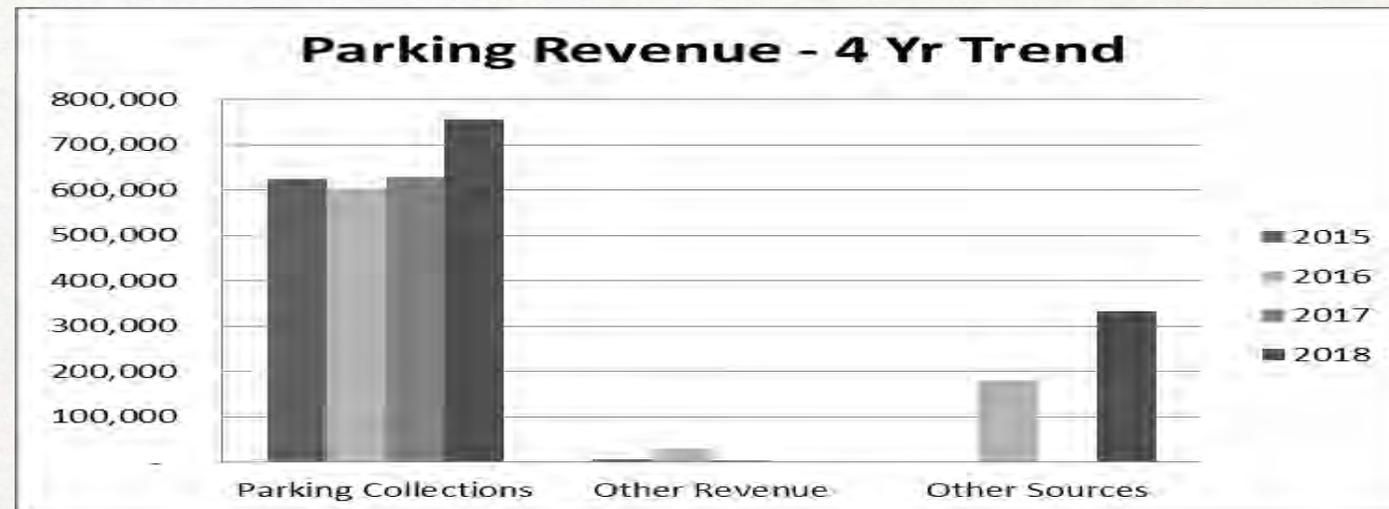
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Parking Fund Revenue - Charges for Services

The Parking Fund's revenue source consist of customer fees for the City's parking meters, lots and garage located in the surrounding and downtown areas of Salisbury. The rates are set by the Mayor and City Council. The budget projections are based on previous year's revenue.

The rates will increase in FY 2018 for varies parking permits.

Budgeted Revenue				
Fiscal Year	Parking Collections	Other Revenue	Other Sources	Total
2015	625,500	6,330	-	631,830
2016	603,500	29,830	180,000	813,330
2017	630,000	3,000	-	633,000
2018	756,000	-	331,900	1,087,900



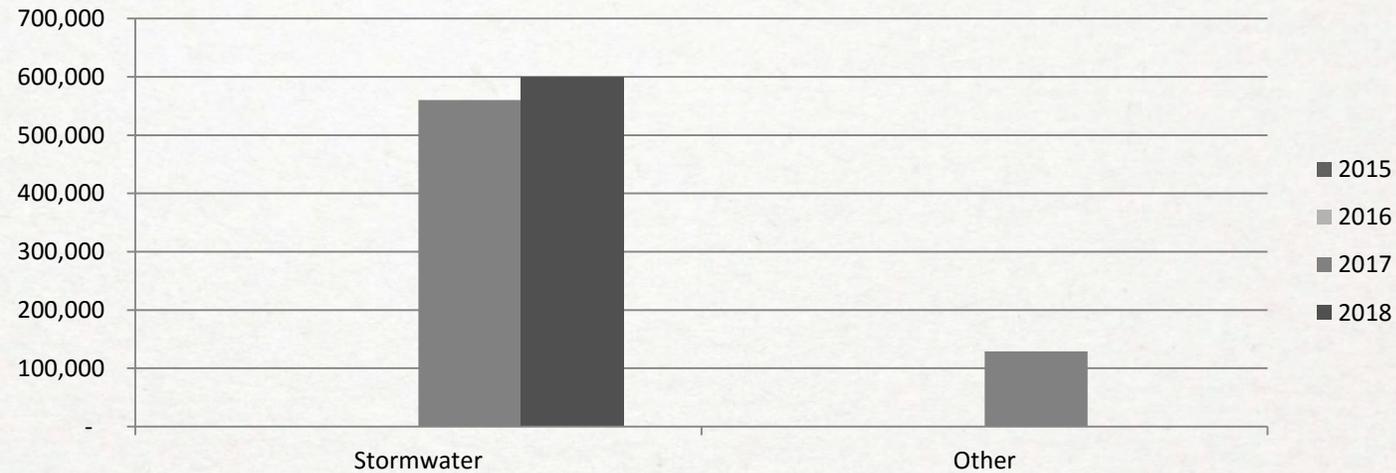
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Stormwater Fund Revenue – Charges for Service

The City's Stormwater Fund is a dedicated enterprise fund used only to fund Stormwater management, storm drainages and water resource programs and services. Revenues are projected based on previous year activity and estimated service area.

Fiscal Year	Stormwater	Other Sources	Total
2015	-	-	-
2016	-	-	-
2017	560,000	129,000	689,000
2018	600,000	-	600,000

Stormwater Fund- 4 Yr Trend

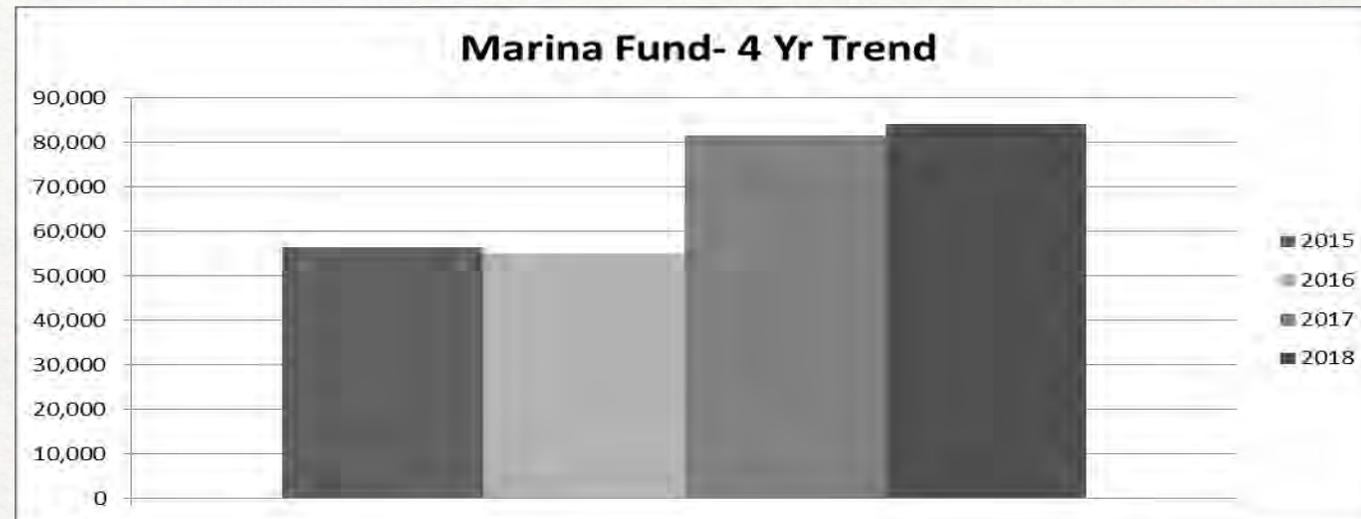


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Marina Fund Revenue – Charges for Services

The Marina Fund's revenue is generated through slip rental and operational fees that pertain to boat docking in the City of Salisbury. Revenues are projected based on previous year activity and estimated future use.

Fiscal Year	Revenue
2015	84,114
2016	81,582
2017	55,000
2018	56,500



SBY

3.0

CAPITAL IMPROVEMENTS

CAPITAL IMPROVEMENTS

3.0 Capital Improvement Plan (CIP)

The City's Capital Improvements Program (CIP) is a multi-year plan for the City's capital investments. The Proposed CIP includes five years of projected capital needs. The current year of the program is adopted during the regular budget process and the remaining five years serve as a guideline for future planning.

FY 18-22 Capital Improvement Plan

The schedule below presents totals by funding source for projects funded in each of the City's major funds over the FY 2018 - 2022.

	General Revenues	Grant Donations	Lease	Bond	Revolving Fund Funds on Hand	Total
General Fund	10,030,594	2,916,890	1,573,200	23,818,264		38,338,948
Water Sewer Fund	6,785,250			5,580,800	141,500	12,507,550
Parking Fund	237,500		145,000	371,000		753,500
Stormwater	1,150,100	1,000,000	241,200	1,870,700		4,262,000
	18,203,444	3,916,890	1,959,400	31,640,764	141,500	55,861,998

Details about capital improvement projects can be found in the Appendix.

The logo for SBY, consisting of the letters 'S', 'B', and 'Y' in a large, bold, light green font, set against a red, textured background that resembles a carpet or mat.

CAPITAL IMPROVEMENTS

3.2 FY18 Budget Capital Outlay and Capital Projects

The schedules found on the following pages present the Capital Projects and Capital Outlay included in the City's Proposed FY 18 budget. Not all projects included in the Capital Improvement Plan are automatically approved to be included in the Proposed budget just as not all Capital Project included in the Proposed Budget were in the City's Capital Improvement Plan.

CIP Totals for projects included in the FY 2018 Proposed Budget

The schedule below presents totals by funding source for projects funded in each of the City's major funds over the FY 2018 - 2022.

	General Revenues	Grant Donations	Lease	Bond	Reallocate prior Bonds Proceeds	Total
General Fund	351,900	1,858,700		5,119,700		7,330,300
Water Sewer Fund	20,000				1,189,700	1,209,700
Parking Fund	80,000			331,900		411,900
Stormwater	156,948			83,052		240,000
	608,848	1,858,700	0	5,534,652	1,189,700	9,191,900



CAPITAL IMPROVEMENTS

CIP effect on current and future operating budgets

The schedule below provides comments for significant projects included in the FY18 Proposed Budget that have the potential to increase or reduce operating costs. The operational impact has not been quantified; however the following projects will have an operational impact:

Increased Cost

Radio System (Police) – Additional maintenance cost estimate of \$ 30,000 starting in FY19

Skatepark – *Additional maintenance costs. Not anticipated to increase personnel or utility costs.*

City Park Phase 1 improvements – *Additional maintenance costs. Not anticipated to increase personnel costs.*

Riverwalk Amphitheater – *Additional maintenance and utility costs. Not anticipated to increase personnel costs.*

Service Center Facility – *Additional maintenance and utility costs. Not anticipated to increase personnel costs.*

Urban Greenway Riverwalk – *Additional maintenance costs. Not anticipated to increase personnel or utility costs.*

Bicycle Master Plan Paths – *Additional maintenance costs. Not anticipated to increase personnel or utility costs.*

Decrease Cost

Sewer Infiltration and Inflow Remediation – *Reduced maintenance and utility costs.*

Replace Distribution Piping and Valves – *Reduced maintenance and utility costs.*

Restore Park Well Field – *Reduced maintenance and utility costs.*

The logo for SBY, consisting of the letters 'S', 'B', and 'Y' in a large, bold, light blue font, set against a red background that is part of a larger graphic element on the right side of the page.

General Capital Projects

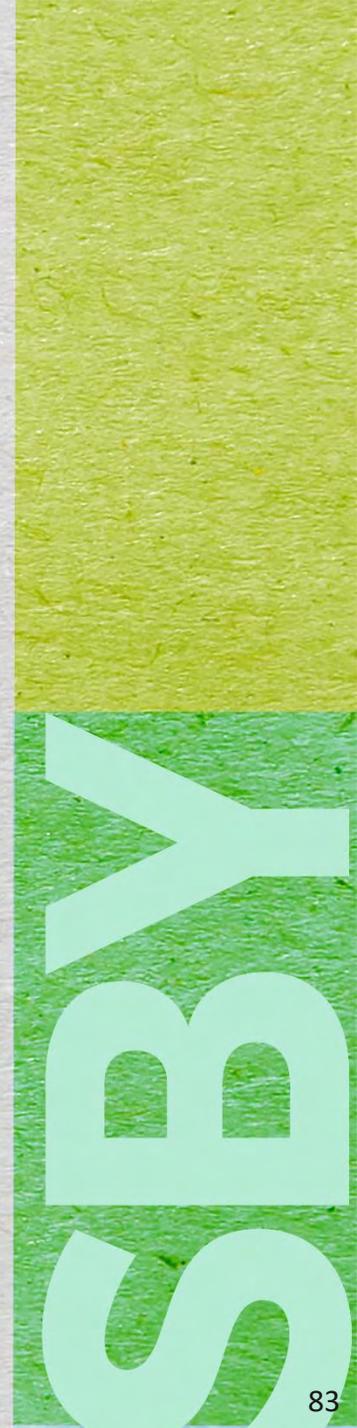
	CIP Amount	Schedule B - General Capital Projects				
		Adj	Pay GO	Grant	Conrib.	Bond
Public Safety						
Emergency Vehicles - Police	571,000	(186,000)				
Bullet Proof Vests - Fire	20,000					
MDT Upgrades / Replacements	150,000					150,000
Station 16 Rear Driveway Paving	40,000	-				40,000
Radio System		700,000				700,000
General Government						
GOB Upgrades and Improvements	40,000	(40,000)				-
EPC Phase II & III		34,400	34,400			
Parks and Recreation						
Skatepark	202,700			180,000	22,700	
Streets						
Street Reconstruction	772,462	(290,000)				
Curb, Cutter, and Sidewalk Program	100,000	(50,000)				
Street Repair	100,000	(50,000)				
Public Works						
Gateway Signage	80,000		80,000			
North Prong Park	75,000		75,000			
Riverwalk Amphitheater	400,000				400,000	
City Park Phase I - Sign, Trash Cans, Furniture, Other Impr.	147,500		147,500			
Jasmine Drive	51,000				51,000	
Zoo Master Plan - Administration Building	15,000				15,000	
Fencing - Zoo	40,000				40,000	
North Prong Park	150,000			150,000		
Riverside Circle	1,326,000					1,326,000
Waterside Park Parking Lot	15,000		15,000			
Service Center Facility - Phase 1	550,000					550,000
Service Center Facility - Phase 2	200,000	-				200,000
Main Street Master Plan	5,100,000	(4,100,000)		1,000,000		-
East Main and Division St Upgrade	235,000	(235,000)				-
Urban Greenway - Phase 1 - Riverwalk Section	307,200					307,200
Urban Greenway - Phase 2 - Carroll Street Section	541,000	(441,000)				100,000
Bicycle Master Plan Paths Including 1st half of Rail Trail	761,500					761,500
Street Scaping Plan - Carroll Street	200,000	(200,000)				-
Maintenance Dump Trucks	160,000	-				160,000
Recycle Trucks	150,000	(75,000)				75,000
Street Scaping: Division, Circle, and Camden		750,000				750,000
Totals FY 18	12,500,362	(4,182,600)	351,900	1,330,000	528,700	5,119,700

Water, Sewer, Parking & Stormwater Capital Projects

Project Description	CIP Amount	Mayor Adj	Project	Funding Source					
				Transfer/ Pay GO	In Kind	Grant	Donations	Bond Reallocate	Bond
Sewer Infiltration and Inflow Remediation	450,000		450,000					450,000	
Replace Distribution Piping and Valves	100,000		100,000					100,000	
Restore Park Well Field	165,700		165,700					165,700	
Tank and Reservoir Mixing System	84,000		84,000					84,000	
Paleo Water Treatment Plant Roof Improvements	46,000		46,000					46,000	
Pump Station Building Improvements	55,000		55,000					55,000	
Park Water Treatment Electrical Gear Replacement	61,500		61,500					61,500	
Glen Avenue Lift Station	127,500		127,500					127,500	
Sewer Extension, Mt. Hermon Rd.	100,000		100,000					100,000	
WWTP Materials Warehouse and Security Bldg	20,000		20,000	20,000					
Replace West Main St. Water Mains	380,000	(380,000)	-						
Replace Sewer in West Main Street	305,000	(305,000)	-						
Total Water Sewer Capital Projects	1,894,700	(685,000)	1,209,700	20,000	-	-	-	1,189,700	-
Parking Garage Roof Waterproof Membrane	97,500	-	97,500						97,500
Parking Study for City of Salisbury	80,000	-	80,000	80,000					
New Parking Meters for DOWNDOWN	179,400	-	179,400						179,400
Parking Garage Upgraded Security Cameras	55,000	-	55,000						55,000
Total Parking Capital Projects	411,900	-	411,900	80,000	-	-	-	-	331,900
Total Maximum Daily Load Compliance Schedule	200,000	(200,000)	-						
Total Maximum Daily Load Compliance Schedule	200,000	(200,000)	-						
West Main Street Storm Drain	1,470,000	(1,470,000)	-						
Johnson Lake Dam Improvements	240,000			156,948					83,052
Total Storm Water Fund Capital Projects	2,110,000	(1,870,000)	-	156,948	-	-	-	-	83,052

Capital Outlay

Item	Department		Account		Mayor Amount	Funding Source		
	No	Description	No	Description		PayGO	Contributions	Lease
	11600	Development Services	577015	Buildings	4,000	4,000		
Computers	16000	Building Permits	577035	Computer Hardware	1,250	1,250		
Computers	18000	Information Technology	577035	Computer Hardware	7,000	7,000		
Police Vehicles	21021	Police	577025	Vehicles	385,000	385,000		
Bullet Proof Vest	24035	Fire	577030	Equipment	20,000		20,000	
Furniture	25200	Health & Community Development Dept.	577040	Furniture & Fixtures	600	600		
Vehicle	25200	Health & Community Development Dept.	577025	Vehicles	28,000	28,000		
Furniture	31000	Engineering	577040	Furniture & Fixtures	2,500	2,500		
Street Reconstruction	31000	Engineering	534318	Street Maintenance	482,462	482,462		
Street Repair Curb, Gutter, and Sidewalk	31000	Engineering	534318	Street Maintenance	50,000	50,000		
	31000	Engineering	534307	Curb, Gutter, and Sidewalk	50,000	50,000		
		Total General Fund			1,030,812	1,010,812	20,000	-
Computers	31154	Parking	577035	Computer Hardware	1,250	1,250		
		Total Parking Fund			1,250	1,250	-	-
Inlet Nets	60850	Storm Drains	577030	Equipment	10,500	10,500		
Life Truck	86083	Waste Water Treatment Plant	577025	Vehicles	51,300	51,300		
		Total Water Sewer Fund			61,800	61,800	-	-



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SCHEDULES & SUMMARIES

Consolidated Budget Summary

The following table summarizes the revenues and expenditures the City's FY 2018 Proposed Budget:

	General Fund	Enterprise Funds	Special Revenue Funds	Capital Improvements Program	Total Budget
Revenues:					
Taxes	26,384,196				26,384,196
Licenses and Permits	1,678,217				1,678,217
Intergovernmental	2,913,960		981,000	1,330,000	5,224,960
Charges for Services	5,095,946	17,612,963	-	-	22,708,907
Other Revenues	541,506	9,500	30,000	528,700	1,109,706
Other Sources	28,000	-	-	6,724,352	6,752,352
Total Revenues	\$ 36,641,825	\$ 17,622,463	\$ 1,011,000	\$ 8,583,052	\$ 63,858,340
Transfers In	-		163,000	608,848	771,848
Transfers Out	(514,900)	(256,948)	-		(771,848)
Use of Fund Balance	2,165,733	2,049,112	-		4,214,845
Total Financial Resources	\$ 38,292,658	\$ 19,414,627	\$ 1,174,000	\$ 9,191,900	\$ 68,073,185
Expenditures:					
General Government	2,981,761			34,400	3,016,161
Public Safety:					
Police	14,618,835		540,000	700,000	15,858,835
Fire	8,364,642		-	190,000	8,554,642
Public Works:					
Field Operations	3,528,083		-	-	3,528,083
Infrastructure & Development	1,282,340		-	6,443,200	7,725,540
Water Sewer Operations		13,374,752	-	1,209,700	14,584,452
Parking Operations		562,461	-	411,900	974,361
Other Operations		531,199	-	-	531,199
Economic Development	631,174		-	-	631,174
Housing & Community Development	1,116,565		634,000	-	1,750,565
Recreation and Culture:					
Salisbury Zoo	1,190,829		-	-	1,190,829
Parks	595,776		-	202,700	798,476
Insurance and Misc	1,024,550		-	-	1,024,550
Debt Service	2,958,103	4,946,215	-	-	7,904,318
Total Expenditures	\$ 38,292,658	\$ 19,414,627	\$ 1,174,000	\$ 9,191,900	\$ 68,073,185

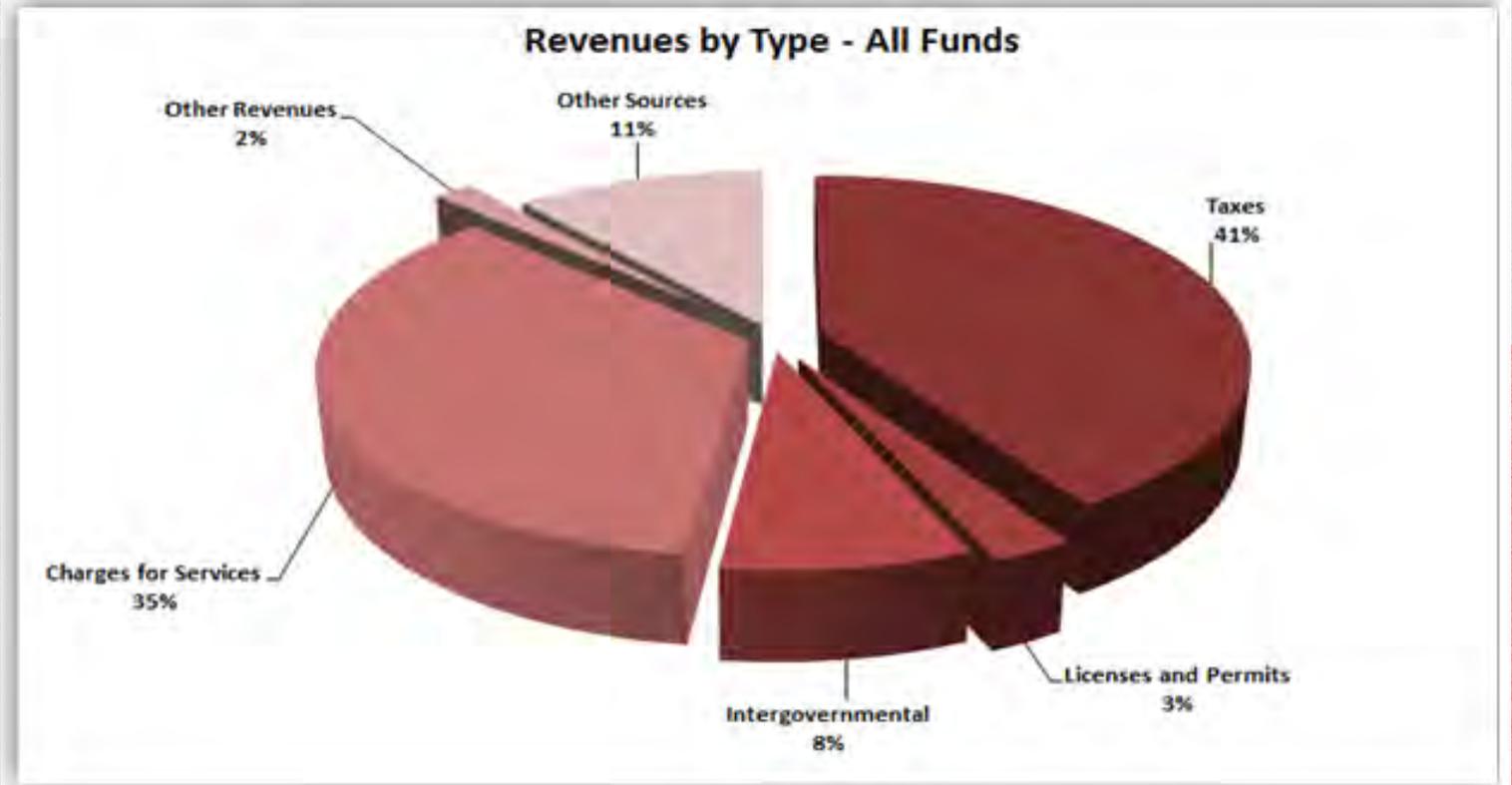
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Revenue Summary

The budgeted revenue in FY 2018 is \$63,858,340, a 6% increase from FY 2017. This is primarily due to revenue associated with the Capital Improvements Program which increased \$1,638,272 and the Water Sewer fund which increased \$1,235,688.

Fund	FY 2018 Proposed	FY 2017 Adopted	% Change	FY 2016 Actual
General Fund	36,641,826	35,884,803	2%	36,129,350
Parking Fund	756,000	633,000	16%	732,778
Water Sewer Fund	16,209,963	14,974,275	8%	24,311,161
Marina Fund	56,500	55,000	3%	55,155
Storm Water Fund	600,000	560,001	7%	758,371
Grant Fund*	1,011,000	859,647	15%	2,327,561
Capital Projects Fund*	8,583,052	6,944,780	19%	4,153,517
Total	63,858,340	59,911,506	6%	68,467,893

* Multi Year Fund



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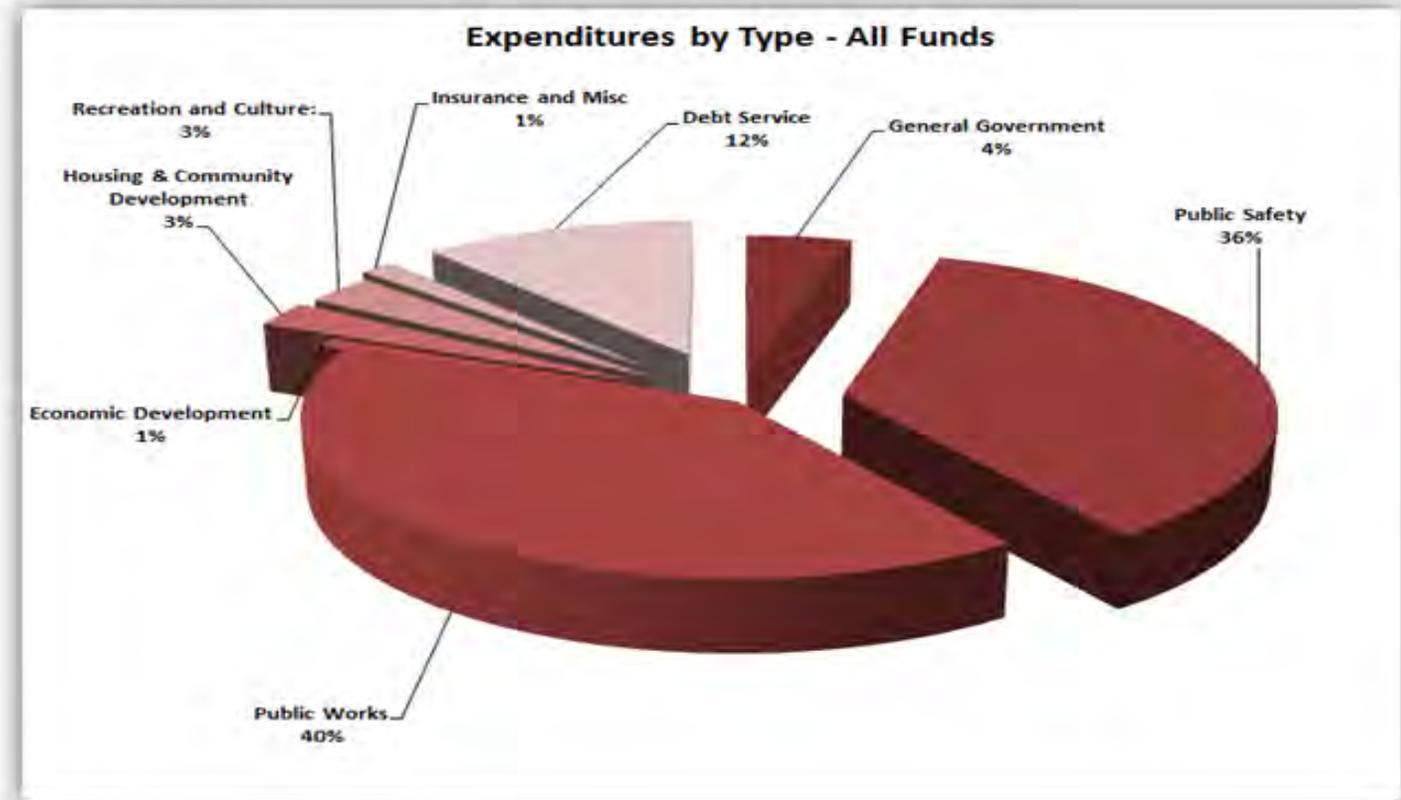
Expenditures Summary

The budgeted expenditures in FY 2018 is \$68,073,185 a 6% increase from FY 2017. This is primarily due to revenue associated with the Capital Improvements Program which increased \$2,037,965 and the water sewer fund which increased \$1,629,695.

Fund	FY 2018 Proposed	FY 2017 Adopted	\$ Change	% Change	FY 2016 Actual**
General Fund	38,292,658	38,465,000	(172,342)	0%	34,900,072
Parking Fund	791,054	742,695	48,359	7%	624,509
Water Sewer Fund	17,935,426	16,305,731	1,629,695	10%	12,792,886
Marina Fund	88,147	114,316	(26,169)	-23%	111,126
Storm Water Fund	600,000	613,646	(13,646)	-2%	179,438
Grant Fund*	1,152,000	859,647	292,353	34%	2,316,815
Com Develop Cap Project Fund*	22,000	-	22,000	0%	184,998
Capital Projects Fund*	9,191,900	7,153,935	2,037,965	28%	6,058,198
	68,073,185	64,254,970	3,818,215	6%	57,168,042

* Multi Year Fund

** Excluding Depreciation



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DETAILS
COMPARISON

DEPARTMENT/DIVISION		FY 17 APPROVED BUDGET	FY 17 ADJUSTED BUDGET	FY 18 PROPOSED BUDGET	FY 18 PROPOSED VS FY 17 ADJUSTED
General Fund					
	City Council	85,315	85,315	79,605	-5,710
	City Clerk	159,610	159,610	158,923	-687
	Business Development	415,886	416,641	631,174	214,533
	Mayor's Office	484,806	488,496	501,564	13,068
	Community Promotions	236,742	236,742	-	-236,742
	Elections	-	-	-	0
	Finance	568,739	572,098	538,050	-34,048
	Procurement	225,472	229,924	273,943	44,019
	City Attorney	275,000	275,000	284,800	9,800
	Information Services	367,027	379,577	446,502	66,925
	Human Resources	283,492	293,146	289,246	-3,900
	Planning & Zoning	174,832	321,203	111,900	-209,303
	Municipal Buildings	219,935	249,143	237,601	-11,542
	Poplar Hill Mansion (Field Operations)	58,747	59,396	59,628	232
	Police Services	10,952,068	11,148,542	12,120,227	971,685
	Police Communications	812,070	724,852	860,732	135,880
	Police Animal Control	205,440	180,440	218,550	38,110
	Traffic Control (Field Operations)	629,365	835,557	1,419,326	583,769
	Fire Fighting	8,839,324	8,900,951	7,958,239	-942,712
	Fire Volunteer	302,756	304,582	406,404	101,822
	Building, Permits & Inspection (Infrastructure & Development)	394,046	394,748	318,352	-76,396
	Housing & Community Development	907,398	917,025	1,116,563	199,538
	Resource Management (Field Operations)	359,995	339,995	258,834	-81,161
	Engineering (Infrastructure & Development)	1,402,525	2,095,297	1,282,340	-812,957
	Streets (Field Operations)	1,175,075	1,186,438	754,624	-431,814

DEPARTMENT/DIVISION		FY 17 APPROVED BUDGET	FY 17 ADJUSTED BUDGET	FY 18 Proposed BUDGET	FY 18 PROPOSED VS FY 17 ADJUSTED
	Street Lighting	833,075	833,075	-	-833,075
	Street Cleaning			-	0
	Waste Collection/Disposal (Field Operations)	1,592,741	1,854,978	1,381,396	-473,582
	Recycling (Field Operations)	388,261	388,261	149,731	-238,530
	Fleet Management (Field Operations)	535,809	535,809	527,586	-8,223
	Carpenter Shop (Field Operations)	134,944	134,944	137,560	2,616
	Municipal Zoo (Field Operations)	1,157,639	1,159,991	1,190,829	30,838
	Parks (Field Operations)	554,987	572,982	595,776	22,794
	Debt Service	2,535,647	11,879,601	2,958,103	-8,921,498
	Insurance	675,532	658,932	736,600	77,668
	Miscellaneous	520,700	520,700	287,950	-232,750
	Operating Transfers	152,000	1,601,438	514,900	-1,086,538
	General Fund Total	38,617,000	50,935,429	38,807,558	-12,127,871
	Parking Fund				
	Parking Authority	617,805	741,174	642,461	233,187
	Debt Service - Parking Authority	124,890	124,890	148,593	23,703
	Parking Fund Total	742,695	866,064	791,054	256,890
	Water and Sewer Fund				
	Debt Service-Water	520,984	1,461,007	1,576,860	115,853
	Debt Service-Sewer	4,020,265	11,808,179	3,220,762	-8,587,417
	Water Service Engineering	575,361	637,118	627,778	-9,341
	Water Billing	270,895	273,568	270,595	-2,973
	Water Treatment	1,693,537	2,026,068	2,151,133	125,064
	Water Branch	1,095,177	1,162,826	1,058,016	-104,809

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DETAILS
COMPARISON

SBY

DEPARTMENT/DIVISION	FUND	FY 17 APPROVED BUDGET	FY 17 ADJUSTED BUDGET	FY 18 Proposed BUDGET	FY 18 PROPOSED VS FY 17 ADJUSTED
	Water Administration	443,671	453,671	488,383	34,712
	Sewer Service Engineering	703,374	815,289	632,700	-182,589
	Sewer Billing	276,688	276,688	297,727	21,040
	Waste Water Treatment Plant	4,767,210	5,212,643	5,892,164	679,521
	Sewer Division	1,047,662	1,234,817	1,004,075	-230,742
	Pretreatment Monitoring	190,749	190,749	178,988	-11,761
	Sewer Administration	700,159	756,671	773,193	16,522
	Transfers - Capital Projects	838,800	838,800	20,000	-818,800
Water and Sewer Fund Total		17,144,531	27,148,094	18,192,374	-8,955,721
Marina Fund Total		114,316	146,750	88,147	-58,603
Storm Water Fund		689,000	777,250	600,000	-177,250

DETAILS COMPARISON

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND BALANCE

All Governmental Funds

FY 18 budgeted revenues, expenses, and change in fund balance are shown below for Governmental Funds (including Special Revenue and Capital Project funds).

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
Revenues					
Taxes	\$ 23,588,107	\$ 23,789,800	\$ 24,506,195	\$ 24,571,221	\$ 26,384,196
Other revenue	4,002,693	3,749,143	4,582,208	1,601,574	1,100,206
Intergovernmental revenues	4,625,390	3,707,275	4,640,082	4,165,834	5,224,960
Service charges	2,887,318	3,314,757	3,158,061	6,348,950	6,774,163
Total Revenues	35,103,508	34,560,975	36,886,546	36,687,579	39,483,525
Expenditures					
General government	3,149,202	3,359,794	3,780,459	4,066,050	5,363,500
Public safety	18,546,719	19,464,654	20,035,532	23,493,668	23,523,477
Public works	5,713,445	5,430,741	4,970,684	6,422,425	4,810,423
Recreation and culture	2,267,820	1,766,395	1,910,125	1,712,627	1,786,605
Nondepartmental	563,713	617,711	1,006,594	1,196,230	1,024,550
Capital outlay	3,564,738	2,326,058	8,952,848	7,153,935	9,191,900
Debt service					
Principal	2,416,299	4,630,439	2,152,098	1,891,547	2,088,855
Interest	625,180	666,267	674,248	644,100	869,253
Total Expenditures	36,847,116	38,262,059	43,482,588	46,580,582	48,658,563
Excess of revenues over (under) expenditures	(1,743,608)	(3,701,084)	(6,596,042)	(9,893,003)	(9,175,038)
Other financing sources (uses)					
Proceeds from sale of capital assets	126,804	2,028	13,683	-	-
Operating transfers in (out)	(43,466)	(22,914)	154,320	914,155	256,948
Proceeds from extended term financing			1,697,575	1,972,650	
Proceeds from Bond Issuance	3,266,313	6,763,365	4,135,138	4,442,500	6,752,352
Total other financing sources (uses)	3,349,651	6,742,479	6,000,716	7,329,305	7,009,300
Net Change in fund balances	1,606,043	3,041,395	(595,326)	(2,563,698)	(2,165,738)
Fund Balances, beginning of year	17,060,003	18,666,046	21,146,331	20,551,005	17,987,307
Fund Balances, end of year	\$ 18,666,046	\$ 21,707,441	\$ 20,551,005	\$ 17,987,307	\$ 15,821,569

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND BALANCE

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted Budget	FY 2018 Proposed Budget
Revenues					
Taxes	\$ 23,588,107	\$ 23,789,800	\$ 24,506,195	\$ 24,571,221	\$ 26,384,196
Other revenue	3,400,894	3,745,962	4,563,763	599,794	541,506
Intergovernmental revenues	2,195,070	2,234,549	2,312,521	2,392,187	2,913,960
Service charges	2,875,024	3,305,577	3,035,614	6,348,950	6,774,163
Total Revenues	32,059,095	33,075,888	34,418,093	33,912,152	36,613,825
Expenditures					
General government	2,633,985	2,834,524	2,950,118	3,535,603	4,688,650
Public safety	17,442,749	18,661,055	19,611,828	22,342,468	22,578,477
Public works	5,519,857	5,356,958	4,933,359	4,870,950	4,225,461
Recreation and culture	2,267,820	1,766,395	1,910,125	1,712,627	1,786,605
Nondepartmental	563,713	617,711	1,006,594	1,196,230	1,024,550
Capital outlay	739,194	797,378	1,661,702	2,271,475	1,030,812
Debt service					
Principal	2,416,299	4,630,439	2,152,098	1,891,547	2,088,855
Interest	625,180	666,267	674,248	644,100	869,253
Total Expenditures	32,208,797	35,330,727	34,900,072	38,465,000	38,292,663
Excess of revenues over (under) expenditures	(149,702)	(2,254,839)	(481,979)	(4,552,848)	(1,678,838)
Other financing sources (uses)					
Proceeds from sale of capital assets	126,804	2,028	13,683	-	-
Operating transfers in (out)	(156,604)	(97,397)	(950,897)	(152,000)	(514,900)
Proceeds from extended term financing	88,313		1,697,575	1,972,650	28,000
Proceeds from Bond Issuance	-	2,754,365	-	168,500	-
Total other financing sources (uses)	58,513	2,658,996	760,361	1,989,150	(486,900)
Net Change in fund balances	(91,189)	404,157	278,382	(2,563,698)	(2,165,738)
Fund Balances, beginning of year	11,980,884	11,889,695	12,293,852	12,572,234	10,008,536
Fund Balances, end of year	\$ 11,889,695	\$ 12,293,852	\$ 12,572,234	\$ 10,008,536	\$ 7,842,798

General Fund

While the General Fund budget includes use of surplus over \$2 million in both FY 2017 and 2018, the projected use is projected to be less than \$1M over the two year period. A significant number of important capital projects are funded in each of these years.

FUND BALANCE: WHAT IS IT AND WHY IS IT IMPORTANT?

Fund balance is the excess dollars of what the city owns (assets) over what the City owes (liabilities). It is important for several reasons to maintain a healthy fund balance. Fund Balance is a critical factor in financial planning and budgeting and provides funds for unforeseen expenses or emergencies. Fund balance reduces the need for short term borrowing for operations by assuring sufficient cash flows. Finally, fund balance demonstrates financial stability, when enhances bond rating, and thus lowers debt issuance cost.

Statement of Revenues, Expenses, and Changes in Fund Balance

Enterprise Funds

FY 18 budgeted revenues, expenses, and change in fund balance are shown below for Enterprise Funds that are assigned annual appropriations. The City does not assign the Mitchel Landing Fund an annual budget. An increase in chemicals and electricity cost contributed to increased costs in the Water Sewer Fund for FY18. A 7.5% increase was budgeted to cover a portion this increase. A water sewer rate study is underway in FY 18 to determine if additional rate changes are warranted going forward to avoid additional uses of surplus.

	Water Sewer Fund	Parking Fund	Marina Fund	Stormwater Fund
Revenues				
Charges for services	\$ 16,200,463	\$ 756,000	\$ 56,500	\$ 600,000
Other revenue	9,500			
Total Revenues	16,209,963	756,000	56,500	600,000
Expenditures				
Operating	13,374,752	641,211	88,147	443,052
Capital outlay	20,000	1,250		156,948
Debt service	4,797,622	148,593		
Total Expenditures	18,192,374	791,054	88,147	600,000
Excess of revenues over (under) expenditures	(1,982,411)	(35,054)	(31,647)	-
Other financing sources (uses)				
Operating transfers in (out)				
Proceeds from extended term financing				
Proceeds from Bond Issuance	-		-	
Total other financing sources (uses)	-	-	-	-
Net Change in fund balances	(1,982,411)	(35,054)	(31,647)	-
Fund Balances, beginning of year	11,980,884	1,846,435	1,599,253	293,891
Fund Balances, end of year (projected)	\$ 9,998,473	\$ 1,811,381	\$ 1,567,606	\$ 293,891

Summary of Personnel Changes

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1. Step Increase – One step increase was awarded for all personnel
2. Reclassifications – Various reclassifications are included (see following page for details)
3. Reorganization - changes in organization resulted in updated allocations
4. Police Pay Plan – the pay plan was overhauled
5. Fire Department
 - Promotions \$47k
 - Merit Increases \$12k
 - New Civilian Position \$56k
 - Fire Marshal Position Reclass (Estimated \$10k)

Summary of Personnel Changes

SBY

Reclassifications, Merit, Pay Plan Updates, Reorg				
PW	Promotion	Auto Mechanic III	34064-501002	5,062.08
HCDD	Merit	Housing & Homeless Mgr	25200-501001	2,012.43
PW	Reclass	Marketing Dev Assoc	40000-501010	7,180.84
Purch	Reclass	Director of Purchasing	16000-501000	10,017.23
HCDD	Merit	Director of HCDD	25200-501002	5,555.54
Purch	Reclass	Buyer Assistant	16000-501001	5,236.96
Purch	Reclass	Buyer	16000-501001	5,767.53
Purch	Reclass	Sr Buyer	16000-501001	6,863.66
BusDev	Reclass	Business Dev Specialist	11600-501001	6,662.01
SFD	Merit	Deputy Fire Chiefs (2)	24035-501002	11,742.00
SPD	Pay Plan	New Pay Plan	21021-501002	319,462.31
SPD	Merit	Civilian Resource Manager	21021-501001	961.98
SPD	Reclass	Crime Analyst	21021-501002	5,753.54
SPD	Reclass	Custodian (Qty 2)	21021-501001	10,865.72
SPD	Reclass	Property Custodians (2)	21021-501001	6,910.31
SPD	Reclass	Property Custodians (2)	21021-501001	7,938.81
IT	Reclass	GIS Manager	84080 / 81080	12,145.11
Mayor	Reclass	Exec Adm Assistant	12000-501001	3,365.47
Parking	Reclass	Parking Maint Worker	31540-501002	4,315.74
Procure	Reclass	Director of Procurement	16000-501001	14,474.00
I&D	Reclass	Director of Infrastructure and Dev.	31000-501001	13,853.00
WS	Reclass	Utility Supervisor	86085-501002	5,484.13
WS	Reclass	Materials Manager WWTP	86083-501002	6,829.42
WS	Reclass	Utility Supervisor	82076-501002	3,708.20

Summary of Personnel Changes

SBY

New Positions & Unfreeze Positions				
SFD	New Position	4 new FF added FY17	24035-501002	274,145.54
PW	New Position	GIS Analyst/Programer	18000-501001	65,416.95
PW	New Position	Engineer	31000-501001	77,887.22
PW	New Position	Project Mgr. Engineering	31000-501001	66,102.36
PW	New Position	Parks Maintenance	45000-501002	46,164.25
Dev Serv	New Position	Office Associate	11600-501001	41,588.86
HCDD	New Position	Code Enforcement Officer	25200-501002	63,498.43
WS	New Position	CMMS Tech	86083-501002	54,624.09
WS	New Position	Instrumentation Tech	86083-501002	54,624.09
WS	New Position	Plant Operator I	82075-501002	54,624.09
SPD	Freeze	Freeze 4 Police Officers	21021-501002	(315,612.00)
OT/Part Time / and Other				
SPD	New Position	Cadet Program - 2 new Cadet Positions		72,028.00
SPD	Less (1) PO	Eliminate 1 Police Officer Position		(72,028.00)
SPD	Stipend	K-9 Stipend		21,111.23
PW	40 vs 35	1 step for increase in hours worked		7,715.87
Positions Eliminated				
		Streets Superintendent		(52,706.00)
		Recycle Supervisor		(42,484.00)
		Material Record Clerk		(49,778.00)
		County PZ Budget		(163,587.00)
Transfers				
		PW Director and Resource Manager to Water Sewer		
		GIS Superintendent to Information Services		
		Admin Office Associate from Engineering to Infra. and Dev.		
		Zoning Administrator to HCDD		
		Construction Manager to Safety Officer in Field Operations		

Summary of FY 2018 Debt Service: All Funds



Debt Limit

The City's Charter provides that total bonded or other indebtedness of the City payable from its general tax revenues shall at no time exceed the total of two percent of the assessed valuation of all real property and five percent of the assessed valuation of all personal and corporate property subject to taxation by the City. The legal debt limit permitted at June 30, 2016 totaled \$49,846,128. After considering general obligations including mortgages and notes outstanding of \$21,963,437, the available additional debt margin was \$27,882,691.

Debt Budgeted to be issued in FY18

The amount of bonds budgeted for issue in the FY 18 Proposed Budget is as follows:

Fund	Issue Amount
General Fund	5,119,700
Parking Fund	331,900
Storm Water Fund	83,052
Total	\$5,534,652

Summary of FY 2018 Debt Service: All Funds



General Fund Debt Service

The following schedule list principal and interest payments budgeted for payment in the General Fund for FY 2018.

Issue	FY 18 Budget Debt Service		
	Principal	Interest	Total
2011 General Obligation Bonds	325,715	110,928	436,643
2011 General Obligation Bonds	240,602	34,190	274,792
2013 General Obligation Bonds	187,000	75,709	262,709
2014 MD Water Quality	4,530	723	5,253
2016 General Obligation Bonds	344,868	70,114	414,982
2017 General Obligation Bonds	673,854	386,798	1,060,652
2018 GOB Budgeted		503,072	503,072
	1,776,569	1,181,534	2,958,103

The City has a Financial Policy that sets the limit for General Obligation Debt payments for the General Fund to not exceed 10% of General Fund operating expenditures. The \$2,958,103 in debt service included in the FY 18 Proposed Budget represents 76% of the limit set in the City's Debt Policy.

Summary of FY 2018 Debt Service: All Funds



Enterprise Funds Debt Service

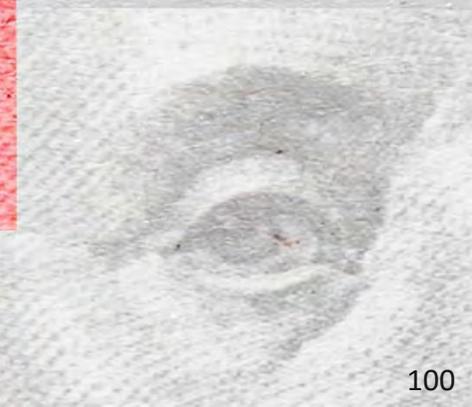
The following schedule list principal and interest payments budgeted in FY 2018 Proposed Budget for each Enterprise Fund.

Issue	FY 18 Budget Debt Service		
	Principal	Interest	Total
Water Fund	1,036,954	539,906	1,576,860
Sewer Fund	2,872,343	348,419	3,220,762
Total Water Sewer Fund	3,909,297	888,325	4,797,622
Parking Fund	91,413	57,180	148,593
Marina Fund	-	-	-
Storm Water Fund	-	-	-
	4,000,710	945,505	4,946,215

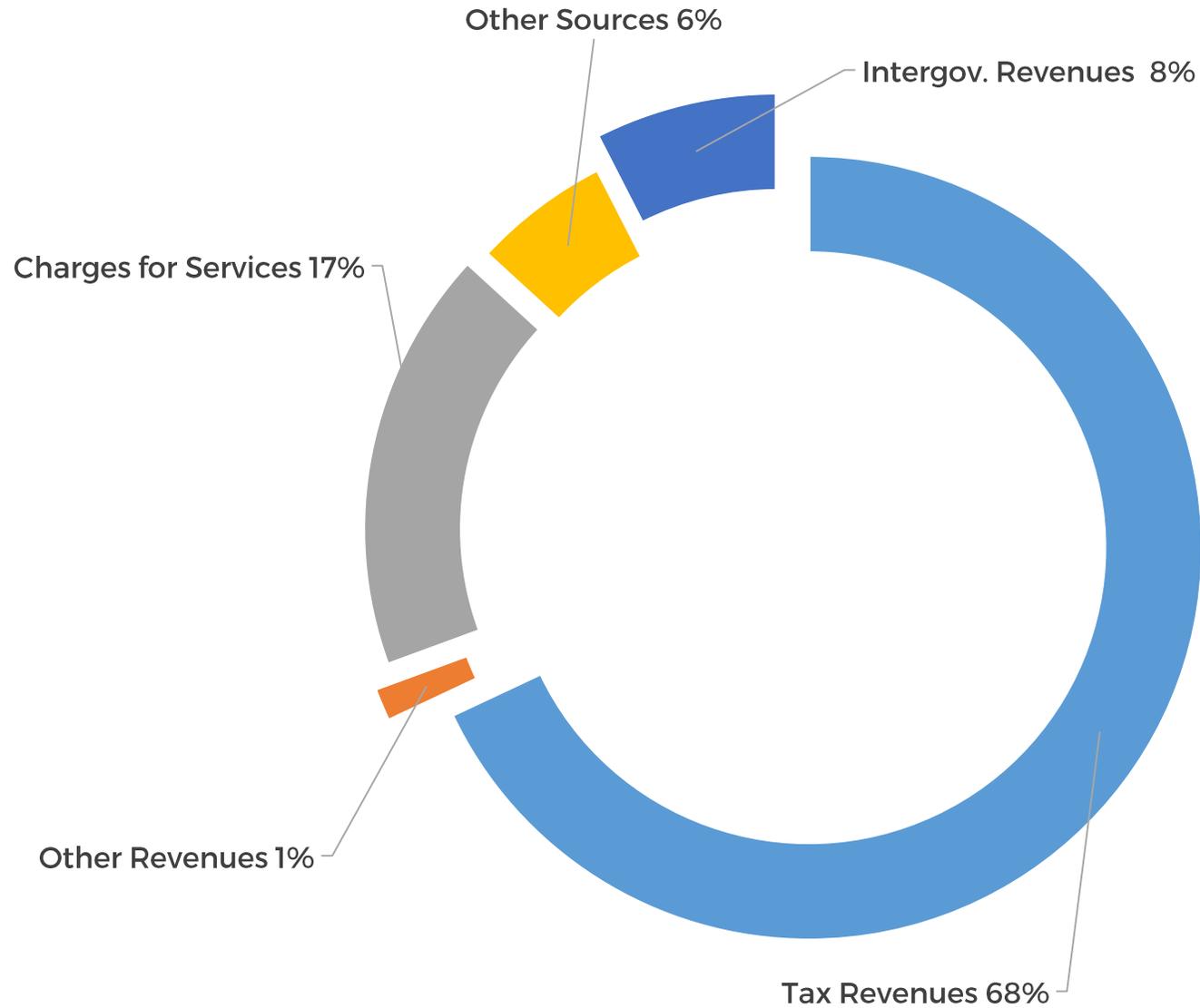


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GENERAL FUND



General Fund Revenues - FY 18



SOURCE	FY 18 Proposed
Tax Revenues	26,384,196
Intergov. Revenues	2,913,960
Charges for Service	6,774,163
Other Revenues	541,506
Other Sources	2,193,733
TOTAL	38,807,558

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General Fund

Revenue Summary

FUND	FY16 ACTUAL	FY17 ADJUSTED	FY18 PROPOSED
Tax Revenue	24,506,195	24,571,221	26,384,196
Intergovernmental	2,312,521	2,392,187	2,913,960
Charges for Services	3,035,614	6,348,950	6,774,163
Other Revenues	4,563,763	658,296	541,506
Other Sources	1,711,257	14,976,894	2,193,733
TOTAL	36,159,934	48,947,548	38,807,558

The logo for SBY, consisting of the letters 'S', 'B', and 'Y' in a bold, light blue font, set against a red, textured background that resembles a flag or banner.

GENERAL FUND

REVENUE DETAIL

		FY16 ACTUAL	FY17 ADJUSTED	FY18 PROPOSED
403100	Real Property	16,098,115	16,105,643	18,158,546
403201	Local Personal Property - Curr	65,354	52,166	64,362
403301	OBC - Current Year	4,309,326	4,700,000	4,270,000
403302	Railroad/Utilities	1,365,438	1,325,000	1,445,000
403450	Assessment - Harbor Pointe	4,722	-	-
403510	Local Income Taxes	1,878,152	1,450,000	1,550,000
403605	Admission & Amusement Taxes	345,510	364,000	345,000
403610	Water & Sewer Utility	148,364	197,820	202,635
403611	PILOT-Housing Auth.	-	4,200	3,200
403612	PILOT Univ Village	110,603	110,000	110,000
403613	PILOT Parking Authority	76,794	102,392	100,453
403910	Interest-Delinquent Taxes	103,816	160,000	135,000
413101	Amusement Licenses	4,530	4,000	3,500
413102	Trader's Licenses	145,906	142,000	140,000
413103	Prof & Occupational	50	-	-
413104	Towing Companies	3,525	3,500	3,500
413105	Billboard Licenses	20,970	21,000	21,000
413106	Cable TV Franchise Fee	419,368	497,444	503,142
413109	Restaurant Licenses	10,400	11,500	16,000
413110	Natural Gas Franchise	5,000	5,000	5,000
413111	Franchise Fee-Paddle Boat	600	600	600
413112	Multi-Family Dwelling Fee	357,560	538,500	538,500
413113	Multifamily Landlord License	64,441	94,000	94,000
413201	Building Permits	333,147	275,000	275,000
413202	Grading Permits	600	900	900
413203	Peddlers License	425	300	300
413207	Plumbing Permits	40,190	50,000	45,000
413208	Other Misc Permits	1,510	-	-
413209	Street Breaking Permits	-	1,750	1,750
413210	Sign Permits	16,201	20,000	20,000
413211	Well Permits	1,025	1,175	1,175
413212	Zoning/Variances	2,400	2,000	2,000
413215	Fence Permits	3,988	2,500	3,500
413216	Temporary Sign Permits	500	200	200
413217	Demolition Permits	425	1,500	1,500
413218	Pool Permits	40	1,000	1,000
413219	Tent Permits	400	350	350
413221	Temporary Trailer Permits	600	300	300
423102	Victim Assistance Grant	125	-	-

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GENERAL FUND REVENUE DETAIL

		FY16 ACTUAL	FY17 ADJUSTED	FY18 PROPOSED
424101	Police Regular Grant	57,549	301,177	301,177
424102	Supplement	125,203	81,408	81,408
424103	Municipal	255,582	183,300	183,300
424201	Highway User	950,428	948,000	981,773
425400	Enterprise Zone	58,449	60,000	60,000
427100	Bank Shares Tax	18,302	18,302	18,302
427300	Fire Protection Special	125,000	125,000	-
427403	EMS from County	465,000	465,000	1,060,000
427405	HAZ MAT Revenue	-	-	18,000
427600	Zoo-Hotel Room Tax	256,884	210,000	210,000
433101	Filing Fees	230	200	200
433102	Advertising Fees	180	100	100
433103	Plan Review Fees	21,621	20,000	20,000
433104	Administrative Fees	313,192	420,731	523,247
433105	Zoning Appeal Fee	50	100	100
433107	Housing Board Appeal Fee	-	500	500
433108	Housing Application Fee	-	-	1,000
433116	Annexation Services	1,226	-	-
433209	False Fire Alarms	2,295	5,000	5,000
433210	False Police Alarms	26,725	35,000	35,000
433225	Ambulance Claims Revenue	257	1,750,000	1,750,000
433228	Liferequest Revenue	1,866,833	-	-
433230	Fire Prevention - Plan Review	-	-	177,000
433231	Fire Prevention - Inspect Fee	-	-	23,000
433246	Re-Inspection Fee - NSCC	(100)	-	-
433250	Weed Cleaning/Removal	78,146	65,000	65,000
433251	Clean It/Lien It Fees	26,697	25,000	25,000
433253	Abandoned Vehicle Removal	-	-	-
433260	Inspection Fees	-	100	4,100
433261	Reinspection Fees	8,005	10,500	9,500
433270	Reports	16,270	16,000	16,000
433272	Adm Fees-Towing	665	700	700
434505	Delmarva Recy/Salis Scrap	1,420	6,500	4,500
434610	Trash Fees	670,920	920,000	1,258,000
434613	Bulk Trash Pickup	3,627	3,000	3,000
434717	City Merchandise	-	-	-
445110	Parking	17,060	-	-
445130	Municipal Infractions	24,450	40,000	40,000

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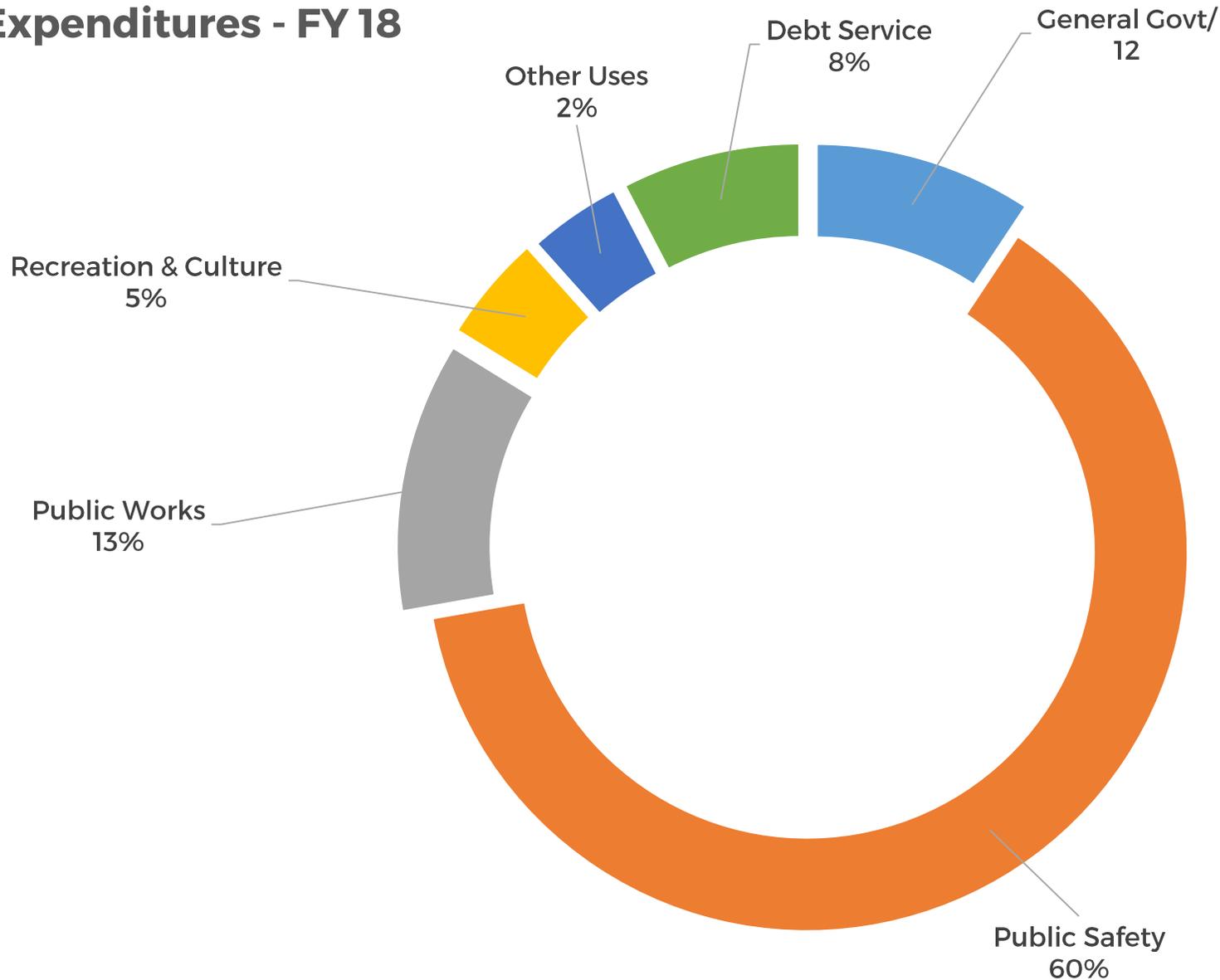
GENERAL FUND

REVENUE DETAIL

		FY16 ACTUAL	FY17 ADJUSTED	FY18 PROPOSED
445134	Vacant Building Registration	1,100	5,000	34,000
445135	Foreclosed Property	1,075	1,000	1,000
445140	School Zone Fines	1,349,971	1,350,000	1,100,000
445300	Shore Transit Tickets	-	-	-
456110	Investment Interest	12,647	2,500	2,500
456120	Other Interest	17,756	10,000	10,000
456130	Trash Disposal Fee	6,479	7,000	7,000
456300	Rent Earnings	69,797	70,000	70,000
456400	Donations	284,300	220,494	123,607
456415	Donations-Other	7,500	-	-
456901	Clairmont Village Lighting	1,260	-	-
456909	POWER SAVINGS PROGRAM	47,740	-	-
456910	Misc A/R - Deferred Revenue	(15,918)	-	-
456911	Other Misc. Receipts	49,463	82,392	75,000
456912	Cash Over/Short	(42)	-	-
456913	Returned Check Fee	120	300	299
456914	Bad Debt Collections	465	2,500	2,000
456916	Sale of Maps and Codes	891	1,500	800
456917	Bid Documents	270	500	300
456918	Zoo Commission Full time	160,664	168,000	178,000
456919	Zoo Commission Part Time Emplo	39,395	67,000	67,000
456926	Compensated Allowance Adj.	(10,383)	-	-
456935	Insurance Proceeds	146,316	26,110	-
456938	BHZ Repairs	125	-	-
456940	Bad Debt Collections-Claim Aid	5,227	-	5,000
469115	Transfer In - Grant Fund	1	-	-
469141	Transfers from General Cap Pro	30,583	-	-
469200	Sale of Fixed Assets	13,683	-	-
469311	Capital Lease Proceeds	1,697,575	1,972,650	28,000
469312	Debt Proceeds	-	9,506,954	-
469810	Current Surplus Available	-	2,510,613	802,042
469811	Capital Surplus	-	880,325	1,319,362
469814	Surplus Available-Speed Cam	-	106,353	44,329
	Health Insurance Rebate	574,906		
	Zoo Commission	334,184		
		36,159,934		38,807,558

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General Fund Expenditures - FY 18



SOURCE	FY 18 Proposed
General Gov't.	4,729,500
Public Safety	22,983,477
Public Works	4,810,423
Recreation/Culture	1,786,605
Other	1,024,550
Debt	2,958,103
Subtotal	38,292,658
Transfers Out	514,900
TOTAL	38,807,558

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GENERAL GOVERNMENT

City Council

Objectives

1. Establish and amend all necessary laws to achieve the stated goals of the City
2. Maintain open communication between City Council, administration and citizens
3. Invest necessary resources to achieve all stated City goals
4. Revitalize downtown
5. Improve public safety
6. Enhance and preserve the environment

Goals

1. Establish and amend all necessary laws to achieve the stated goals of the City
2. Maintain open communication between City Council, Administration and Citizens
3. Invest necessary resources to achieve all stated City goals
4. Host quarterly Coffee With Your Council in varying Council Districts

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City Council BUDGET DETAIL

11000 - Legislative (City Council)	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	60,870	60,493	60,493	60,493	60,606	60,814
Operating Expenses	9,185	24,222	24,222	24,222	19,542	18,791
Capital Outlay	-	600	600	600	-	-
TOTAL Legislative (City Council)	70,056	85,315	85,315	85,315	80,148	79,605



City Clerk

The City Clerk's Office serves as the professional link between Salisbury citizens, City administration, and other levels of government. As the custodian of the City Seal and legal records, the City Clerk is the information center for our local government, both recording and maintaining all ordinances and resolutions enacted by the City Council.



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City Clerk

Objectives

1. Manage the legislative process to provide the Council Packet to City Council at least 4 days prior to the Council meeting
2. Implement updates to the online Charter and Code on a quarterly basis
3. Work with Departments to facilitate disposal of records at least once a year

Goals

1. Provide efficient and professional services to the public, elected officials, City departments and community organizations
2. Provide updates to City's website to maintain transparency and encourage citizen participation in City government
3. Prudently administer the budgets of the Council and Clerk's Office to be good stewards of the public's monies

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**City Clerk
Org Chart**





City Clerk BUDGET DETAIL

11100 - City Clerk	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	136,984	139,400	139,400	139,400	141,850	141,850
Operating Expenses	14,683	20,210	20,210	20,210	17,785	17,073
TOTAL City Clerk	151,667	159,610	159,610	159,610	159,635	158,923

Business Development

Pursuant to Mayor Day's 9 Pillars, the Business Development Office was established to foster the economic development of our community. Housed in the Downtown Visitor Center, the Business Development Office works to help new businesses find their footing in Salisbury and to partner with existing businesses to ensure their success.



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Business Development

Goals

1. Wicomico County will have 48,000 employed in FY 18
2. Per capita income will rise to \$22,000
3. Downtown Trolley ridership will increase by 250
4. Downtown Visitor Center Traffic will increase by 250
5. Respond within 2 business days to all requests for information about starting a business in Salisbury
6. Market the Downtown Revolving Loan program and loan funds to at least one opening or expanding business
7. Market the City's Enterprise Zone and have one business entity approved to receive the Property tax credit and/or Income Tax Credit

Priorities

1. Provide assistance to people trying to open a business in Salisbury to help them through the licensing and permitting process.
2. Manage the Main Street Program for Downtown Salisbury
3. Participate in business recruitment fairs and economic development & revitalization related events
4. Advertise the City and State's incentives to open a business



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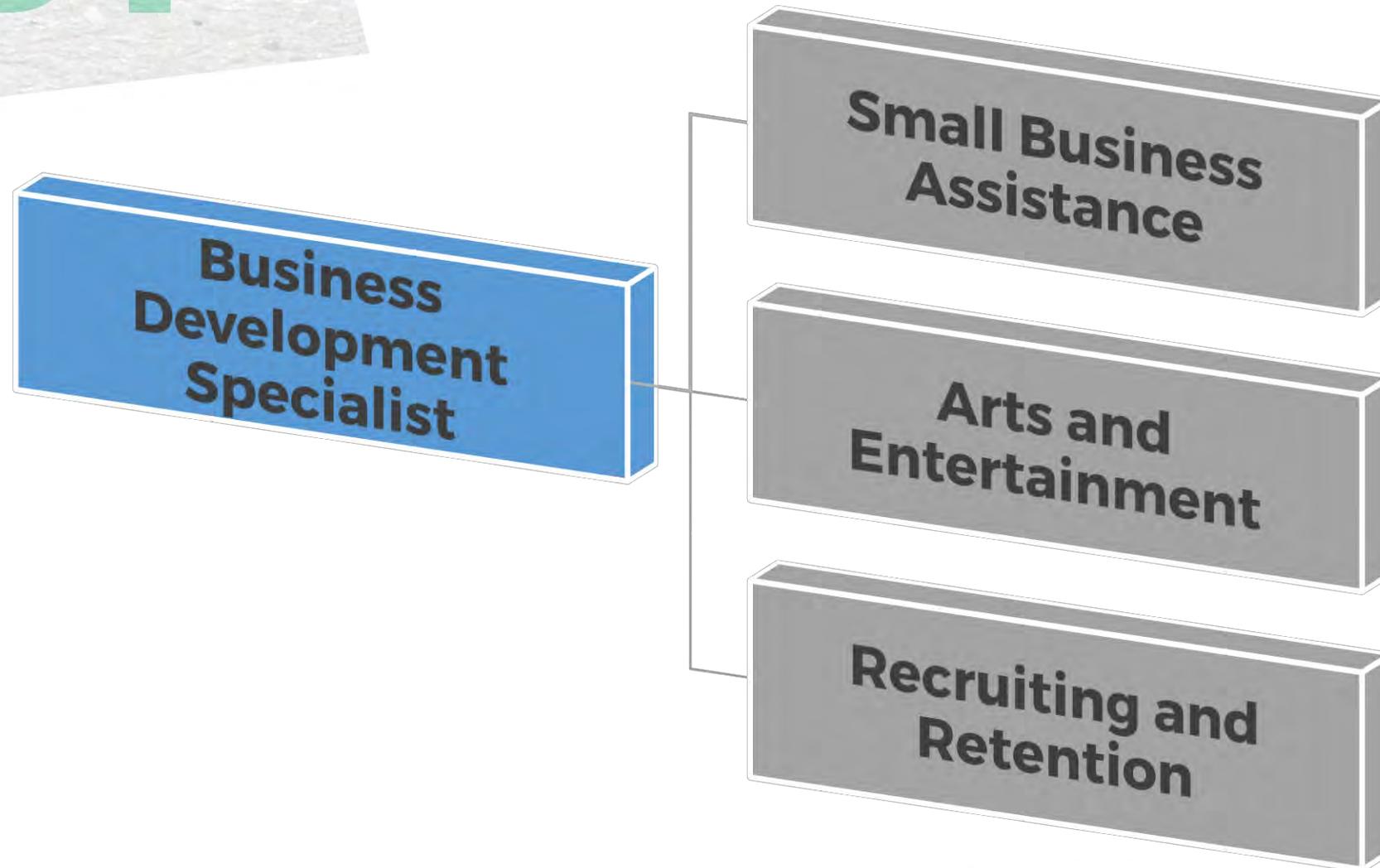


Business Development BUDGET DETAIL

11600 - Development Services	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	59,961	66,559	60,923	60,923	62,038	110,289
Operating Expenses	19,177	343,327	348,619	347,864	349,963	515,885
Capital Outlay	-	6,000	7,099	7,099	5,000	5,000
TOTAL Development Services	79,139	415,886	416,641	415,886	417,001	631,174

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Business Development ORG CHART



Mayor's Office

The Mayor's Office serves as a liaison between the Salisbury community and City administration, as well as provides administrative support to the Mayor, City Administrator, and Deputy City Administrators. Mayor's Office staff oversee the planning process for events located on City property and the appointment process for all City boards and commissions. The Mayor, as the head of the executive branch, speaks on behalf of the City government and represents the Salisbury community on State- and Nation-wide forums.



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Mayor's Office

Objectives

1. Return all constituent inquiries within 48 hours
2. Respond to Public Information Act requests within 15 days
3. Host twice monthly Mayor's Open Office Hours
4. Events will be approved within 5 days
5. Survey all employees once a year and evaluate results to implement improvements

Goals

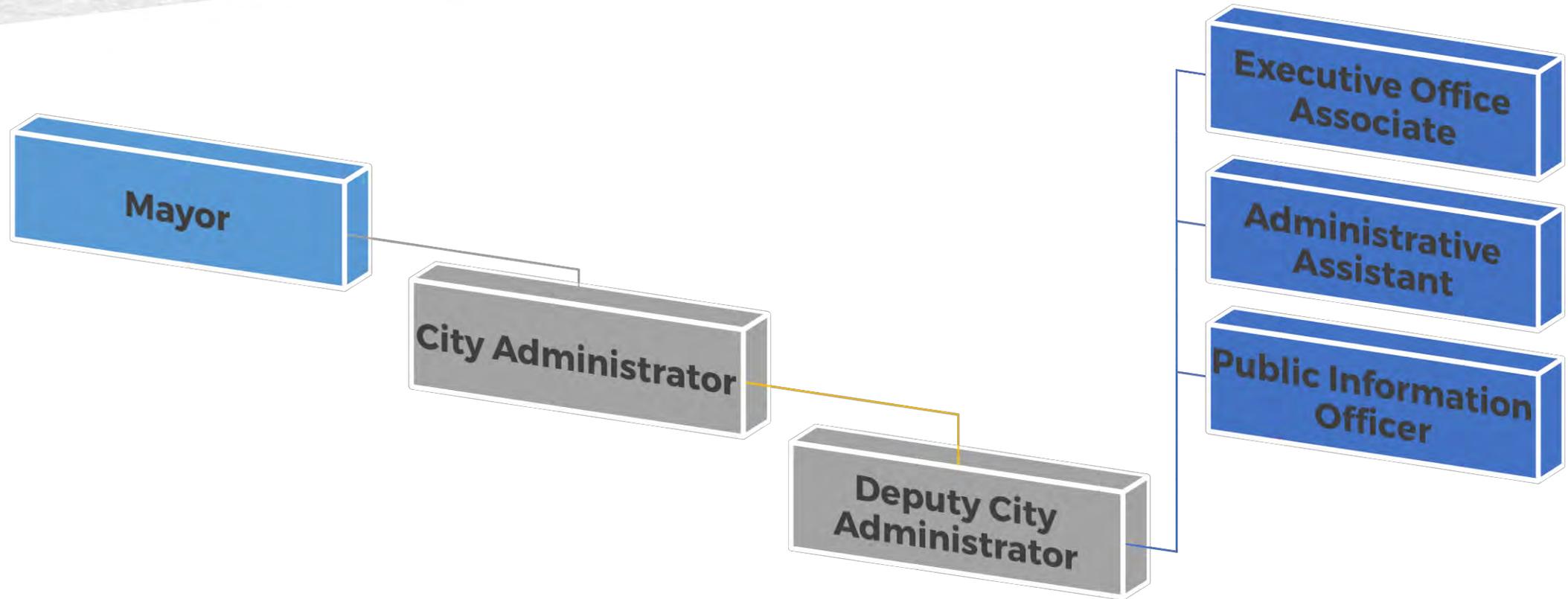
1. Foster economic development throughout the City through both short-term and long-term project
2. Combat brain drain by developing programs and initiatives for Salisbury's brightest minds
3. Enhance transparency between City government and the community through events and improved technology
4. Provide opportunities for local neighborhoods and housing not only to meet all City codes and regulations, but also to thrive
5. Track and encourage fiscal discipline in all City departments
6. Prioritize public safety through community events, cross-departmental collaboration, and consistent evaluation
7. Maintain constant care and assessment of our local environment
8. Encourage development of improved transportation & infrastructure inside City limits
9. Raise morale among constituents and employees; improve customer service and management skills for City employees



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Mayor's Office ORG CHART





Mayor's Office BUDGET DETAIL

12000 - Executive (Mayor)	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	397,478	413,219	402,268	412,676	425,974	428,840
Operating Expenses	86,388	71,587	81,920	71,587	71,587	72,724
Capital Outlay	3,095	-	4,307	4,307	-	-
TOTAL Executive (Mayor)	486,961	484,806	488,496	488,571	497,561	501,564



Community Promotions BUDGET DETAIL

12500 - Community Promotions	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Operating Expenses	304,032	236,742	236,742	236,742	177,580	-
TOTAL Community Promotions	304,032	236,742	236,742	236,742	177,580	-



Elections BUDGET DETAIL

13000 - Elections	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Operating Expenses	48,183	-	-	-	-	-
TOTAL Elections	48,183	-	-	-	-	-

Finance

The Finance Department works to both establish and implement City financial policies. Functions of the finance department include the investment of City funds, the handling of bill payments for City utilities and fines, and the payments of city monies.



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Finance

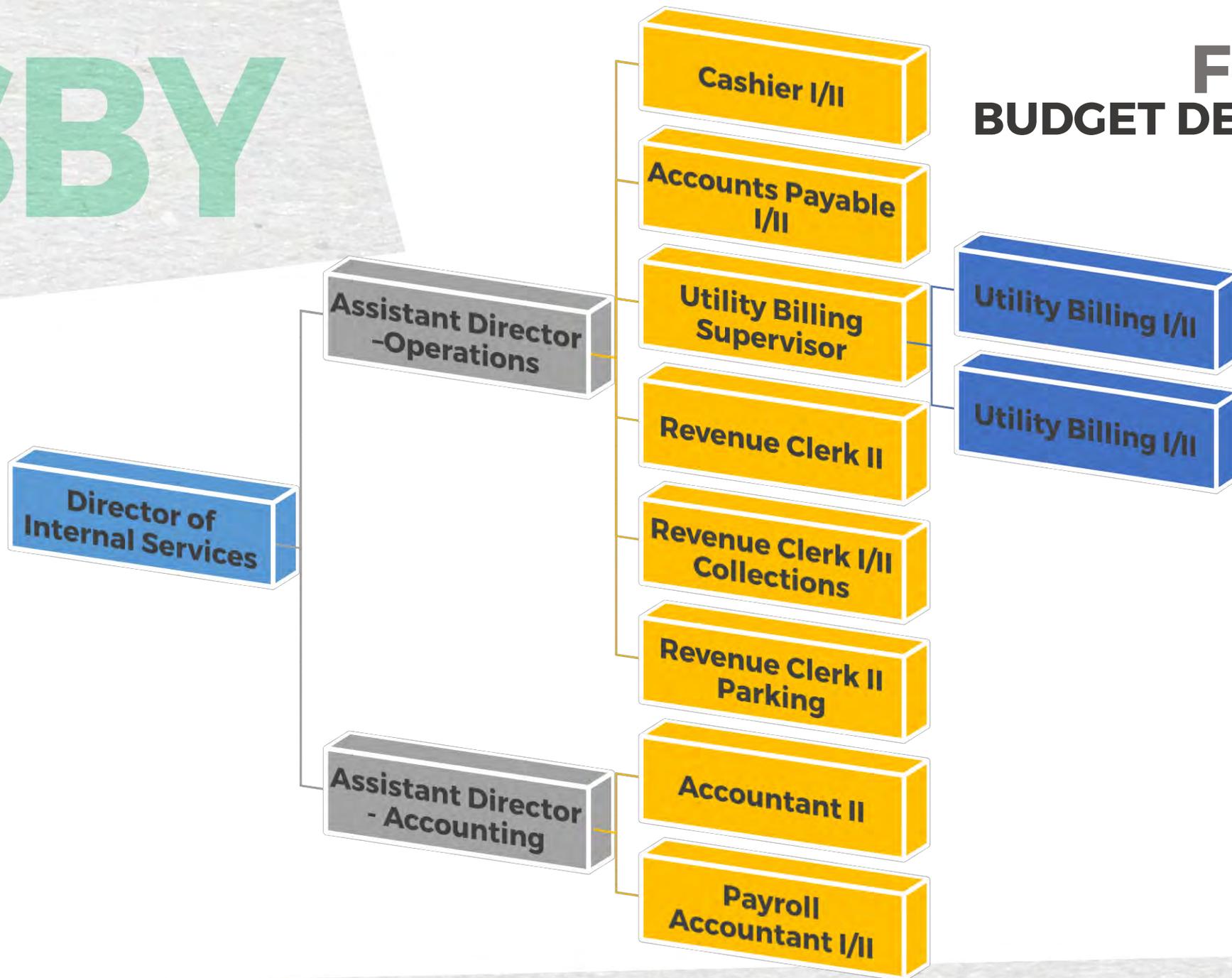
Goals

1. Reduce the amount of Personal Property Receivables over 120 days old by 5%.
2. Reduce the amount of Miscellaneous Receivables over 120 days old by 5%.
3. Reallocate Bonded Debt proceeds as soon as projects in a bond pool are complete.
4. Enhance the City Budget Document by following GFOA best practices

Priorities

1. Conduct analysis of City's Fiscal Structure to ensure we are maximizing existing revenue sources.
2. Implement additional collection resources for delinquent accounts.
3. Evaluate options for enhanced online and e-payments.

Finance BUDGET DETAIL





Finance BUDGET DETAIL

15000 - Internal Services - Finance	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	386,088	412,013	412,013	258,480	411,645	411,145
Operating Expenses	101,168	130,526	132,266	82,465	130,526	126,905
Capital Outlay	5,457	26,200	27,819	5,829	-	-
TOTAL Internal Services - Finance	492,712	568,739	572,098	346,774	542,171	538,050

Procurement

The City's Procurement Department is charged with the financial stewardship of our taxpayer dollars. To ensure financial responsibility on all fronts, Procurement is responsible for assisting City departments in the acquisition of goods and services. In accordance with our City Charter, the Procurement Department executes all formal bidding procedures, as well as issues contracts and purchase orders for all necessary services.



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Procurement

Objectives

1. Maintain an average savings of 5% on competitive solicitations over \$25,000.
2. Track local spending and achieve a 2% rate of local spending.
3. Maintain an average savings of 5% on competitively solicited purchase orders over \$1,000.

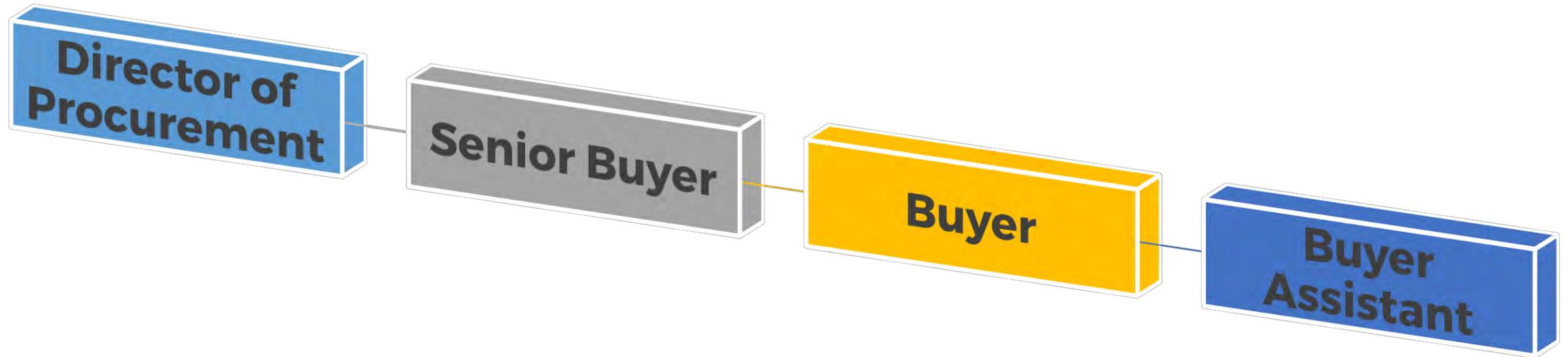
Goals

1. Research and implement a Purchasing Card system for better accountability and ease of small department-level purchases.
2. Purchase and implement a Contract Management system to effectively monitor annual contracts.
3. Continue to work with City's Energy Consultant to identify efficient energy use practices and disseminate information to all City employees.
4. Investigate cost reduction ideas for the City and identify vendors who meet internal customer needs at reasonable prices.
5. Manage the procurement process by developing a Policy and Procedure Manual to provide consistency across departments and identify strategies to reduce redundancy.
6. Support departmental goals, objectives, and operational requirements by processing documents timely and accurately so as to award cost-effective contracts to qualified contractors, suppliers, and service providers.
7. Maintain ethical procurement standards and full legal compliance.

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Procurement ORG CHART





Procurement BUDGET DETAIL

16000 - Internal Services - Procurement	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	172,984	180,057	180,057	180,057	182,363	231,158
Operating Expenses	30,370	43,165	47,617	47,542	43,165	41,535
Capital Outlay	3,541	2,250	2,250	2,250	1,250	1,250
TOTAL Internal Services - Procurement	206,895	225,472	229,924	229,849	226,778	273,943

City Attorney

Goals

1. Assist all departments by preparing ordinances and resolutions as needed
2. Respond to requests from staff within 10 days, unless otherwise discussed
3. Review and respond to all litigation filed against the City
4. Provide legal advice and assistance to the Mayor, City Council and Staff
5. Review contracts, agreements, deeds and other legal documents
6. Provide all services in a cost efficient manner

SBY



City Attorney BUDGET DETAIL

17000 - City Attorney	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Operating Expenses	285,176	275,000	275,000	275,000	275,000	284,800
TOTAL City Attorney	285,176	275,000	275,000	275,000	275,000	284,800



Information Services

The Information Services Department is the hub of the City's information technology services. Each department within the City team works closely with Information Services in order to provide efficient, cost-effective services to Salisbury citizens. The City website, GIS, and internal, municipal technology fall under Information Services' purview, and the I.S. team dedicates their efforts to being good stewards of public resources in order to enhance the quality of life in the City of Salisbury.



Information Services

Objectives

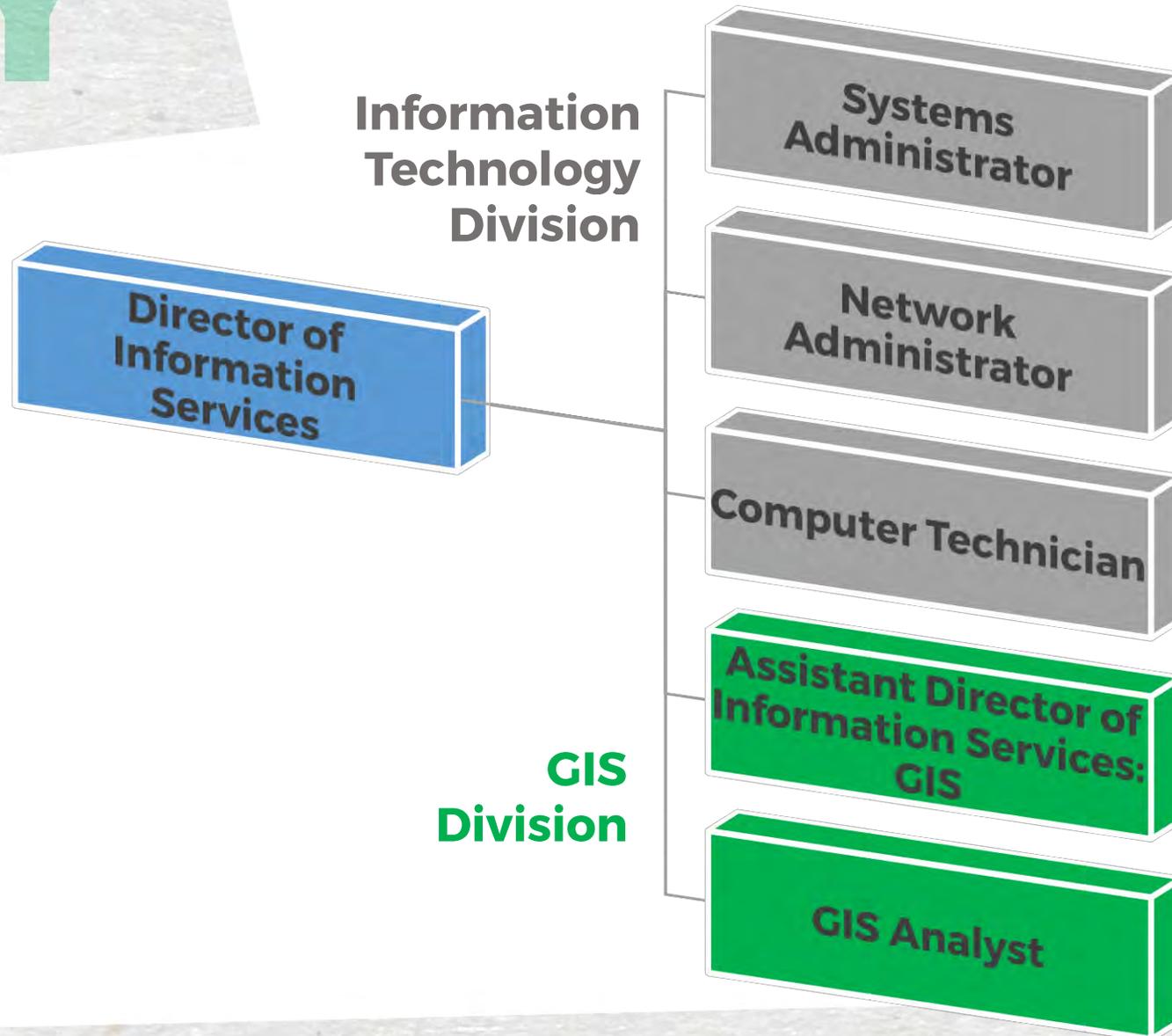
1. Ensure that application servers remain online and available 95% of the time
2. Ensure the WAN connecting remote offices to the G.O.B. is online and operational no less than 95% of the time
3. Ensure that departmental helpdesk tickets are resolved the 1st time no less than 95% of the time
4. Ensure GIS services are reliably distributed to internal and external customers no less than 95% of the time

Goals

1. Ensure operation and availability of all City systems and electronic services
2. Provide IS services to city departments in an efficient and reliable fashion
3. Establish new GIS division within Department of Information Services
4. Conduct city-wide departmental needs analysis for new GIS division
5. Ensure current level of GIS support for existing internal and external customers while scope is expanded city-wide

SBY

Information Services ORG CHART





Information Services

BUDGET DETAIL

18000 - Information Technology	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	202,524	267,035	267,035	267,035	260,833	326,250
Operating Expenses	54,849	99,992	112,542	112,542	100,575	113,252
Capital Outlay	-	-	-	-	-	7,000
TOTAL Information Technology	257,374	367,027	379,577	379,577	361,408	446,502



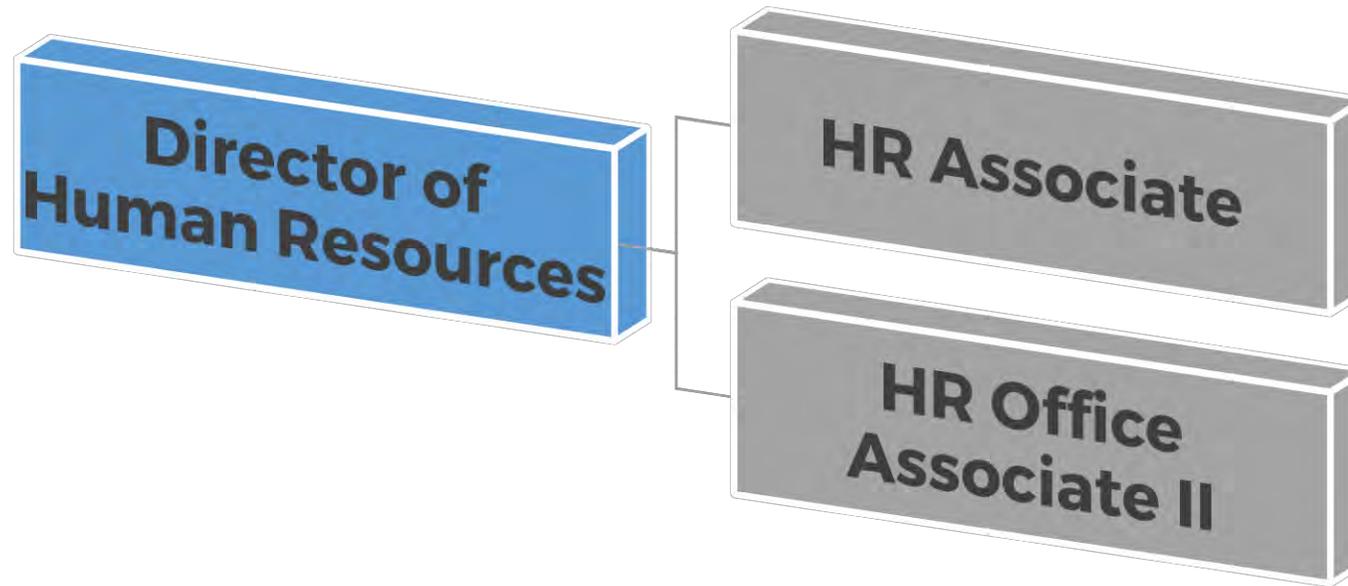
Human Resources

The Human Resources Department provides City staff with the support and services necessary to succeed as they grow with the City team. Through the administration of employee benefits, personnel policies and procedures, retirement plans, and other services, our HR staff works make the City of Salisbury a safe and fulfilling place to work. In addition to personnel services, City HR works in talent acquisition and compensation analysis to ensure that the City maintains a staff of trained and driven individuals.



SBY

Human Resources ORG CHART





Human Resources BUDGET DETAIL

18500 - Human Resources	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
18500 - Human Resources						
Personal Services	195,990	255,247	251,482	251,482	255,591	263,091
Operating Expenses	28,645	27,245	30,512	30,512	27,245	26,155
Capital Outlay	-	1,000	11,151	11,151	-	-
TOTAL Human Resources	224,635	283,492	293,146	293,146	282,836	289,246



Planning & Zoning

BUDGET DETAIL

19000 - Planning & Zoning	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	-	-	-	-	-	101,105
Operating Expenses	184,200	174,832	321,203	321,203	174,832	10,795
TOTAL Planning & Zoning	184,200	174,832	321,203	321,203	174,832	111,900



Municipal Buildings

Goals

1. Fund the operation of the Government Office Building in cooperation with Wicomico County.
2. Increase operational effectiveness & efficiency of the Government Office Building through a comprehensive maintenance program.
3. Provide proper physical security measures for Government Office Building employees while maintain a business-friendly environment for use by citizens.
4. Monitor energy usage and seek continual improvement through creative conservation efforts.
5. Seek cost savings through an effective procurement plan of goods and services for the Government Office Building.
6. Identify a location/building where all civilian employees can work in the same space by 2020.



Municipal Buildings

BUDGET DETAIL

19500 - Municipal Buildings	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
19500 - Municipal Buildings						
Operating Expenses	143,714	219,935	249,143	249,143	267,813	237,601
TOTAL Municipal Buildings	143,714	219,935	249,143	249,143	267,813	237,601



Poplar Hill Mansion

BUDGET DETAIL

19600 - Poplar Hill Mansion	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	6,758	27,013	27,034	27,013	26,913	26,913
Operating Expenses	20,711	31,734	32,362	32,383	33,333	32,715
Capital Outlay	10,578	-	-	-	-	-
TOTAL Poplar Hill Mansion	38,046	58,747	59,396	59,396	60,246	59,628

SBY

5.7

POLICE

SPD

Police

The Salisbury Police Department works to provide the highest quality of police services to the Salisbury community through a strong partnership with its citizens. SPD serves with the goal of improving the quality of life within the City of Salisbury, while at the same time maintaining respect for individual rights and human dignity.



SBY

Police

Objectives

1. Continue to build on the reduction of Part I crimes to less than 2000 in the Safe Streets Area in FY18
2. Conduct four (4) joint Safe Streets law enforcement operations directed towards narcotics enforcement, reduction of prostitution and gangs.
3. Conduct two (2) community policing programs to promote positive interaction between citizens and police i.e.: Citizens Police Academy or similar event
4. Maintain the availability of the Animal Control Officers to handle calls for service within a twenty (20) minute response time window to better serve our community, conduct investigations, and handle violations in an expeditious manner.

SBY

Police

Goals

1. Continue to improve the Quality of Life in the neighborhoods while serving as ambassadors of the City.
2. Promote and support legislation directed at the reduction of crime and improvement of quality of life and livability within our neighborhoods.
3. Secure opportunities for professional development / training for all levels of supervision.
4. Continue to analyze allocated positions to best meet needs of the department in order to provide optimum service to our public.
5. Continue to evaluate and purchase fuel efficient vehicles for use on routine patrol.
6. Begin to implement a take home car program.
7. Continue to utilize social media platforms which were established during FY13 to educate, advise and connect with our community.
8. Evaluate and implement ways to support the Scholarship and Police Animals fund established through the Community Foundation of the Eastern Shore.
9. Evaluate the establishment of the Mounted Patrol program
10. Continue to update maps of our service area to insure we provide police services to newly annexed areas.
11. Continue the liaison between the Animal Control Officers and the Wicomico County Humane Society with a focus on maximizing the services related to animal control and to improve the overall health and safety of animals and residents.
12. Continue the use of analytic tools in policing to use intelligence and data to drive and support the deployment of police resources.
13. Re-constitute the Safe Streets Unit, as manpower permits to provide rapid response and flexible approaches to neighborhood crime as identified by community members and squad commanders.
14. Increase wellness awareness among agency members and work to improve employee welfare, health and morale.

The logo for SBY (Shoreline Business Year) is displayed in large, light green, bold letters. The letters are set against a background of a pink and orange textured paper. The 'S' and 'B' are partially cut off by the left edge of the frame, while the 'Y' is fully visible. The entire logo is contained within a blue-bordered rectangular area.

Police ORG CHART

Chief of Police





Police BUDGET DETAIL

21021 - Police Services	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	9,270,999	9,899,943	9,410,796	9,865,963	10,562,556	10,506,548
Operating Expenses	1,280,567	989,125	1,409,110	1,333,444	1,078,955	1,228,678
Capital Outlay	348,526	63,000	328,636	328,636	571,000	385,000
TOTAL Police Services	10,900,092	10,952,068	11,148,542	11,528,042	12,212,511	12,120,227

Police Communications

Objectives

1. Update maps of our service area ensuring operating areas within SPD & allied agencies are kept current.
2. Create a unit culture that recognizes the importance of officer safety and customer service including focus on CIT and working through calls involving personality disability.
3. Establish and promote uniformity of standards for professional standardized performance.

SBY



Police Communications

BUDGET DETAIL

21025 - Police Communications	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	521,841	738,908	648,908	738,908	794,582	794,082
Operating Expenses	62,300	73,162	75,944	75,944	73,162	66,650
TOTAL Police Communications	584,140	812,070	724,852	814,852	867,744	860,732

Police Animal Control

Objectives

1. Animal Control Officers will be available to handle calls for service within twenty (20) minutes and violations in an expeditious manner.
2. Maintain liaison with the Wicomico County Humane Society to maximize services related to animal control and improve the health and safety of animals and residents.
3. Work closely with Neighborhood Services and Code Compliance to address animal issues in problem areas. Attend and participate on the Neighborhood Services Task Force.
4. Animal Control Officers will attend and participate in squad level community meetings with the direction of supervisors. ACO's answer questions and educate the public regarding animal issues as it pertains to city code & refer public to other resources when necessary.

SBY



Police Animal Control

BUDGET DETAIL

21029 - Police Animal Control	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	108,752	112,179	87,179	112,179	121,674	119,674
Operating Expenses	91,123	93,261	93,261	93,261	99,761	98,876
TOTAL Police Animal Control	199,874	205,440	180,440	205,440	221,435	218,550

SBY

FIRE

SFD

Fire

The Salisbury Fire Department exists to ensure the health, safety, and well-being of our community by providing fire prevention and the mitigation of fire and life safety hazards in an effective and efficient manner. With an ever-growing team and a recent ISO upgrade to a rating of 2, our Fire Department is more capable of protecting the community than ever before.



SBY

Fire

Objectives

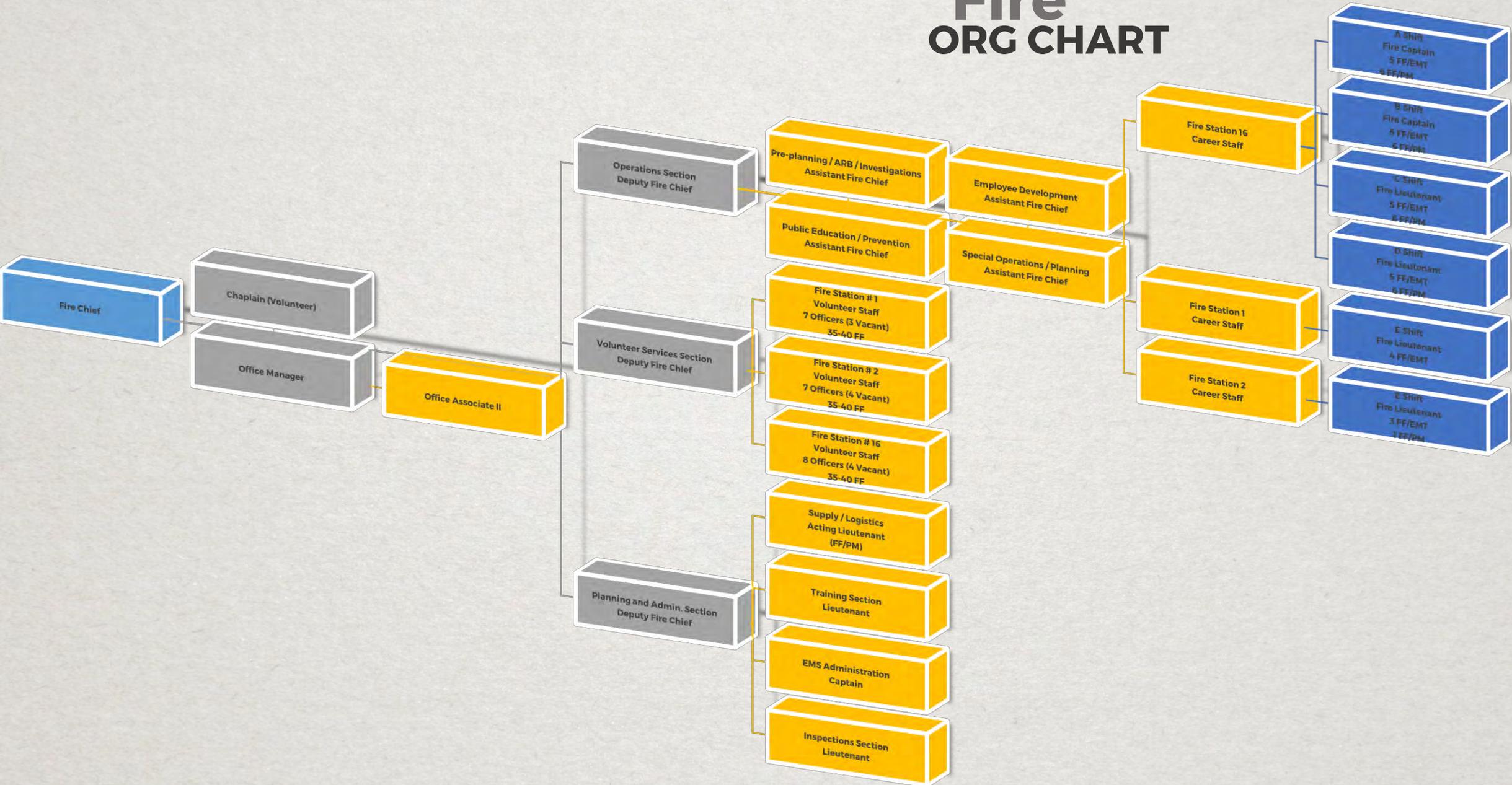
1. To confine structure fires to the room of origin 45% of the time. The International City County Management Association (ICMA) reports that the national average is 40%.
2. Turnout for all calls within 90 seconds of dispatch calls for Career and within 4 minutes for Volunteer 90% of the time.
3. Complete travel time to the scene of emergency incidents, measured from time of enroute to arrival on scene, within 4 minutes 90% of the time for both Fire and EMS events.
4. To deliver an effective response force to all structure fires within 9 minutes of dispatch 90% of the time to allow for the initiation of essential tasks to adequately control developing fires.
5. Respond to all requests for public education and outreach and make contact with 45% or more of the population served by the department.
6. Limit firefighter and EMS first responder injuries to less than 0.05 per 100 calls for service.

Fire

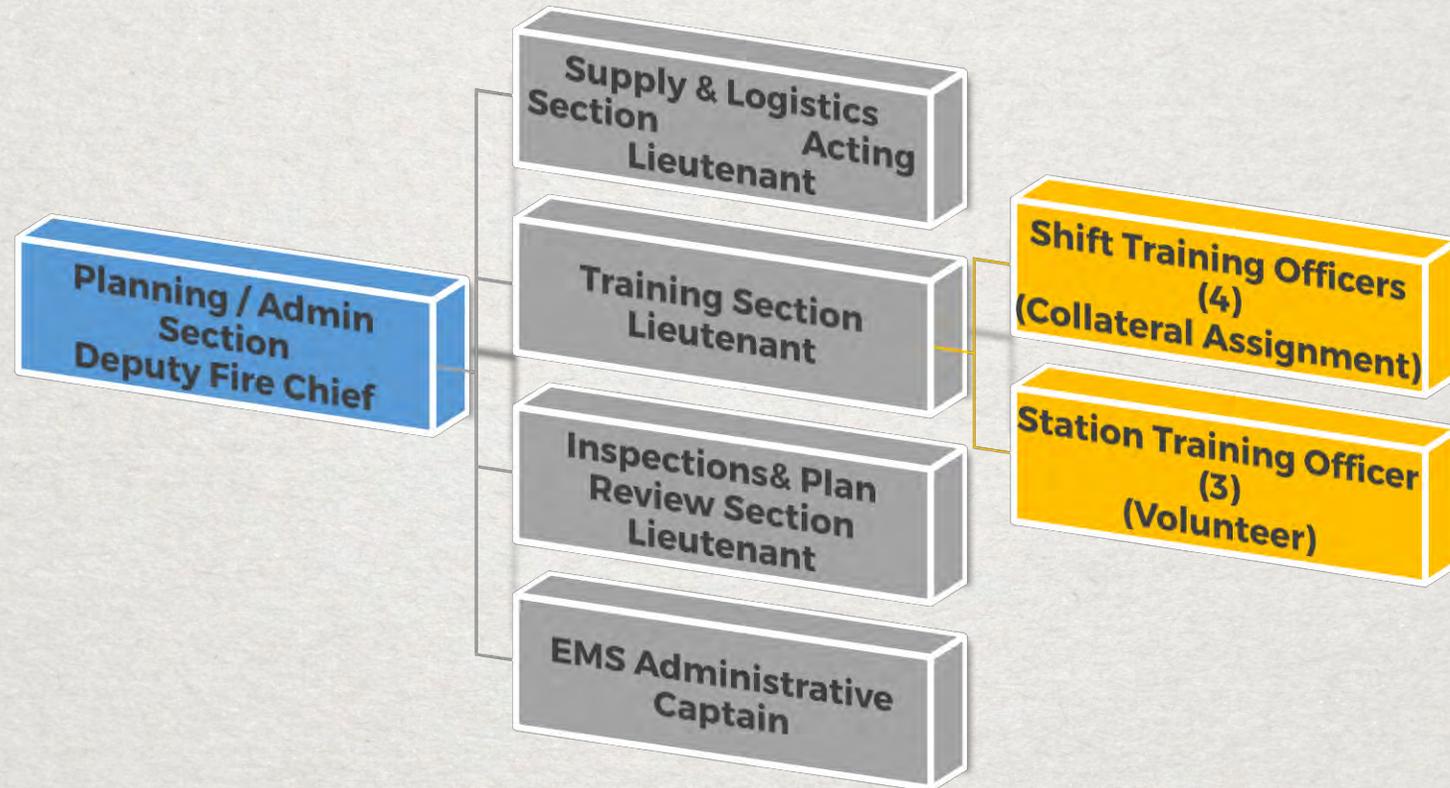
Goals

1. Maintain a highly responsive and effective fire suppression force helping to ensure that all Salisbury citizens are safe and receive the best in class emergency response. (Objectives 1.1 – 1.4)
2. Maintain a highly responsive and effective emergency medical services force helping to ensure that all Salisbury citizens are safe and receive the best in pre-hospital care. (Objectives 2.1 – 2.2)
3. Maintain a highly responsive and effective fire prevention and inspections force to ensure that our business and home remain compliant with all fire and life safety codes designed to ensure that all Salisbury citizens are safe. (Objectives 3.1 – 3.2)
4. Maintain a highly responsive and effective public education force to ensure that our citizens are prepared for all natural and manmade disasters through community outreach and education opportunities that increase awareness and personal response to help keep all Salisbury citizens safe. (Objective 4.1)
5. Maintain a high level of safety for all emergency first responders that create positive outcomes for the reduction of line of duty injuries and minimize the risk for loss of life. (Objective 5.1)

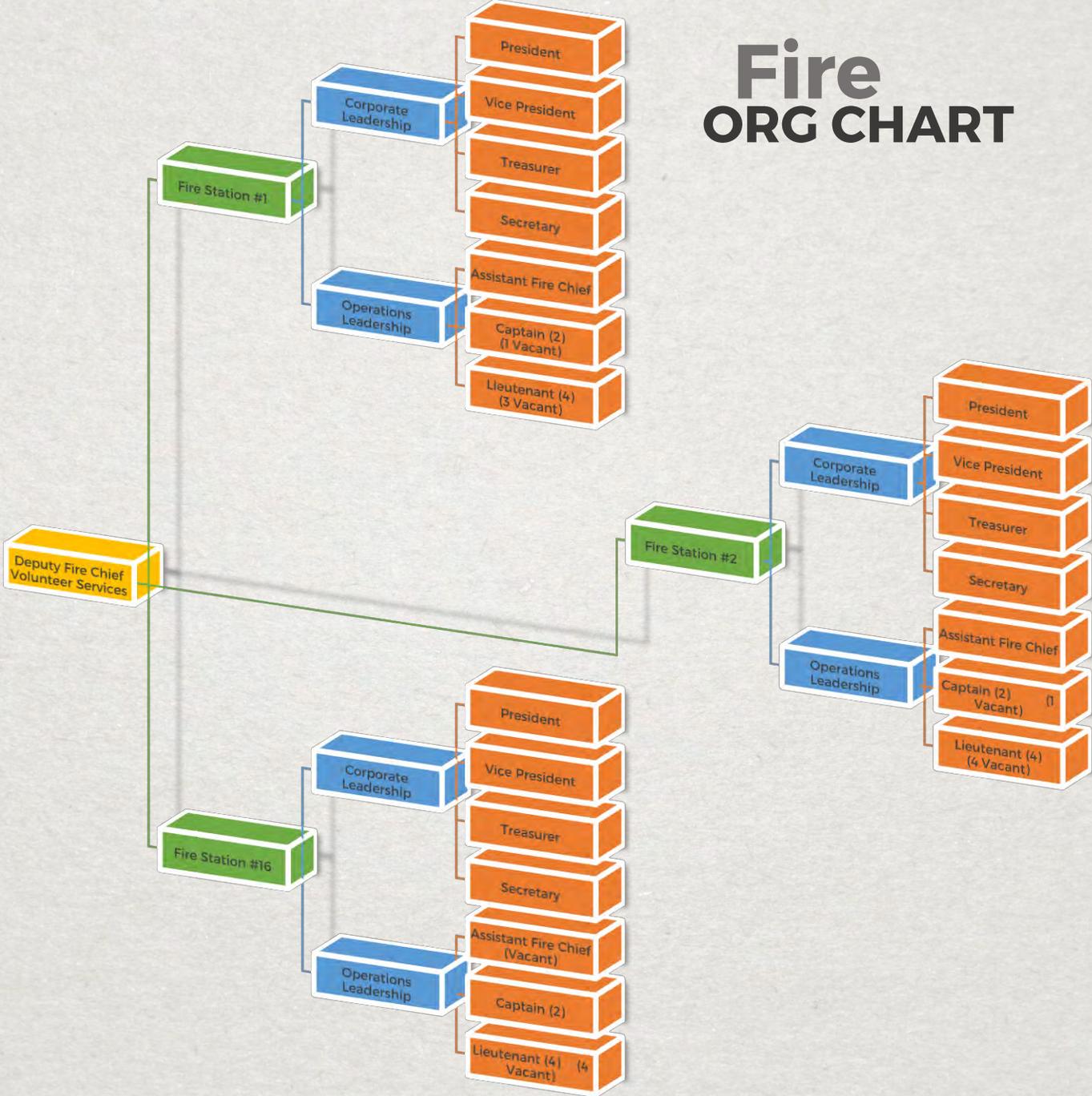
Fire ORG CHART



Fire ORG CHART

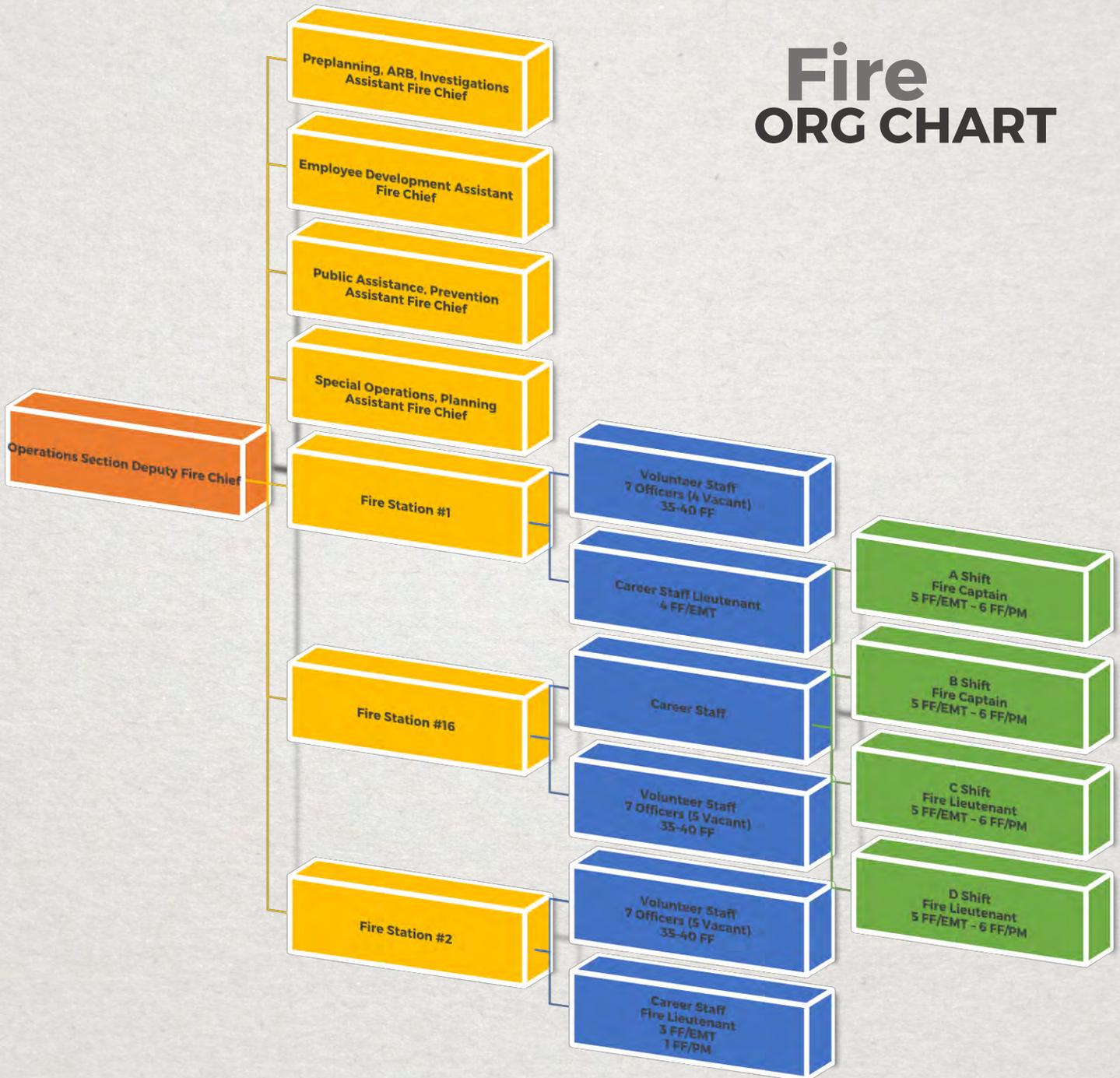


Fire ORG CHART



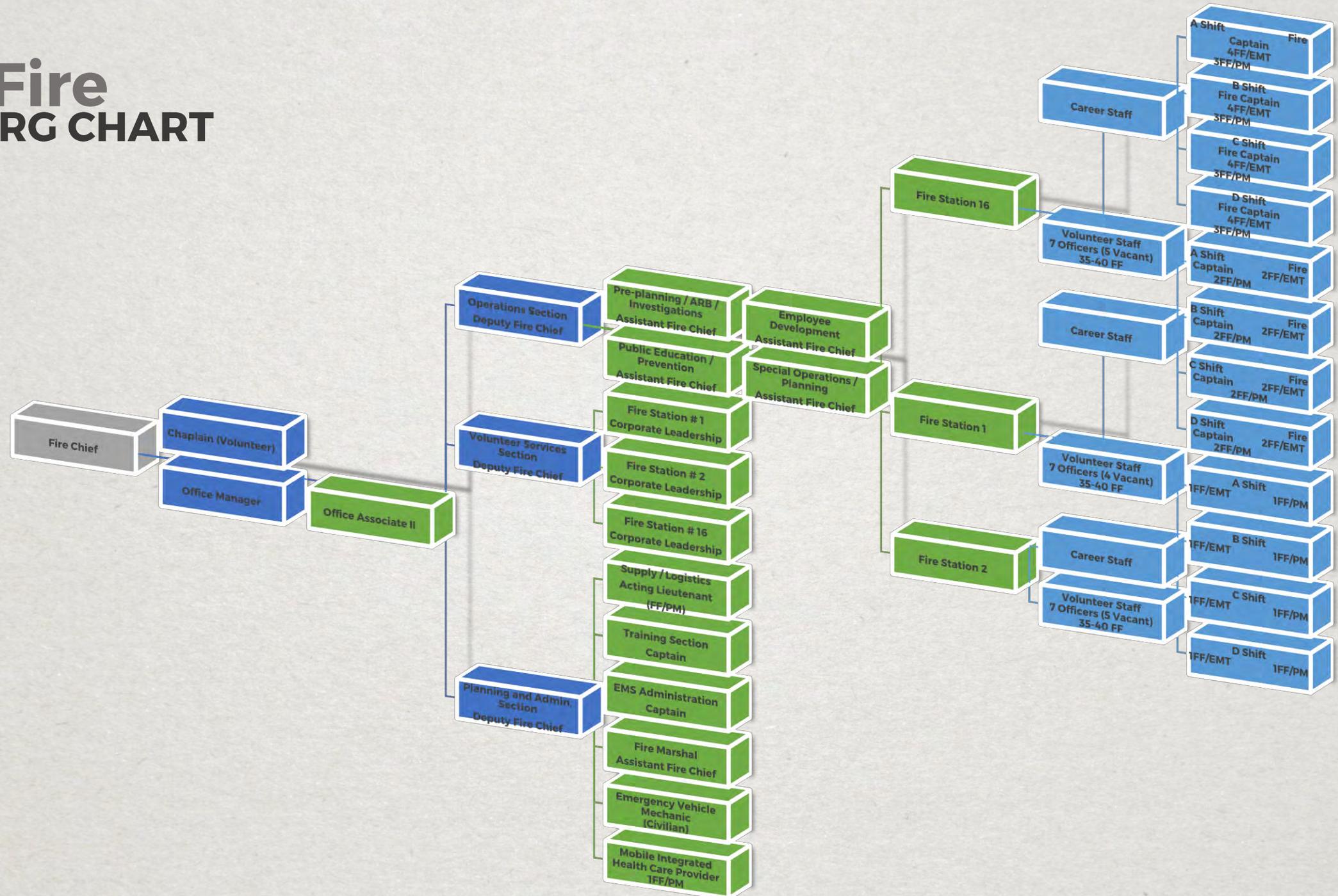
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Fire ORG CHART

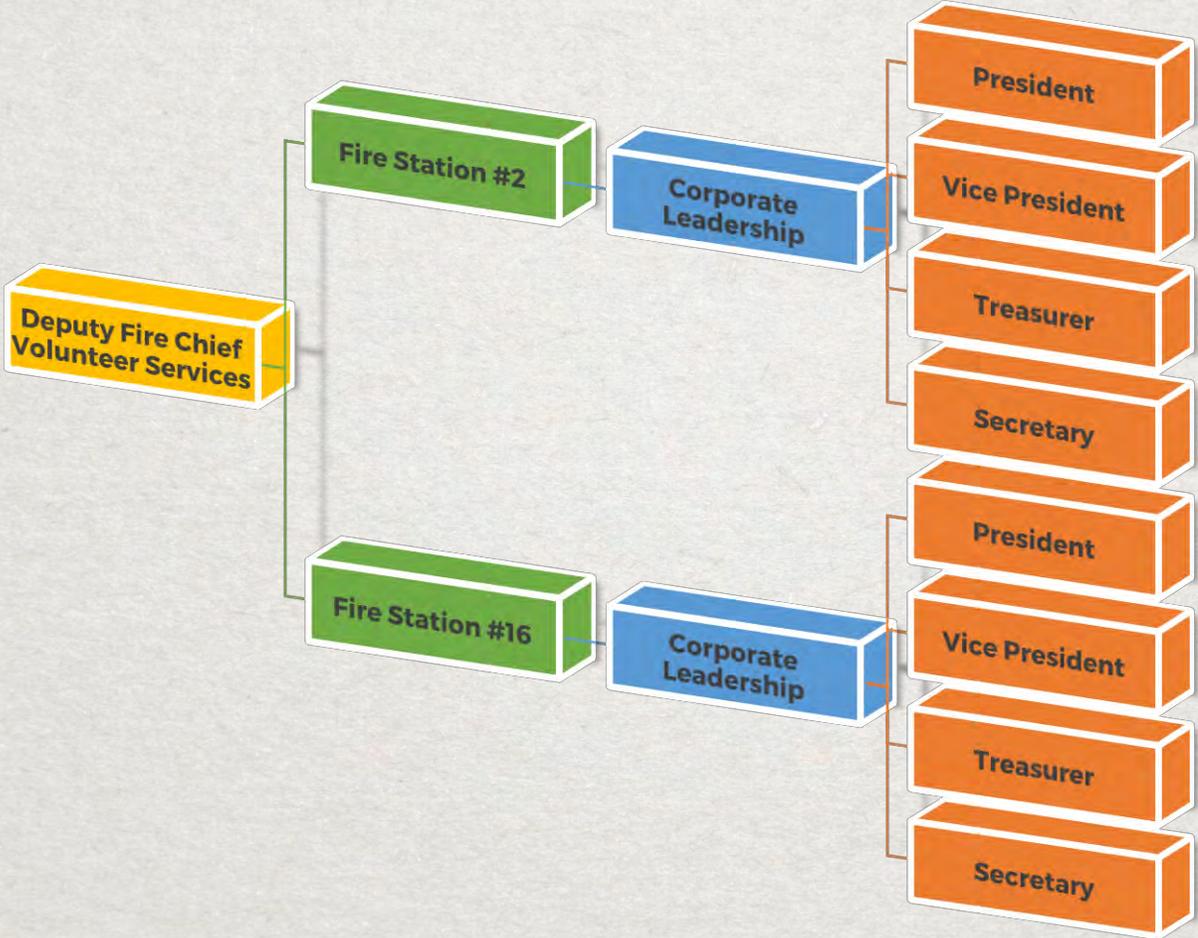


Fire ORG CHART

PROPOSED



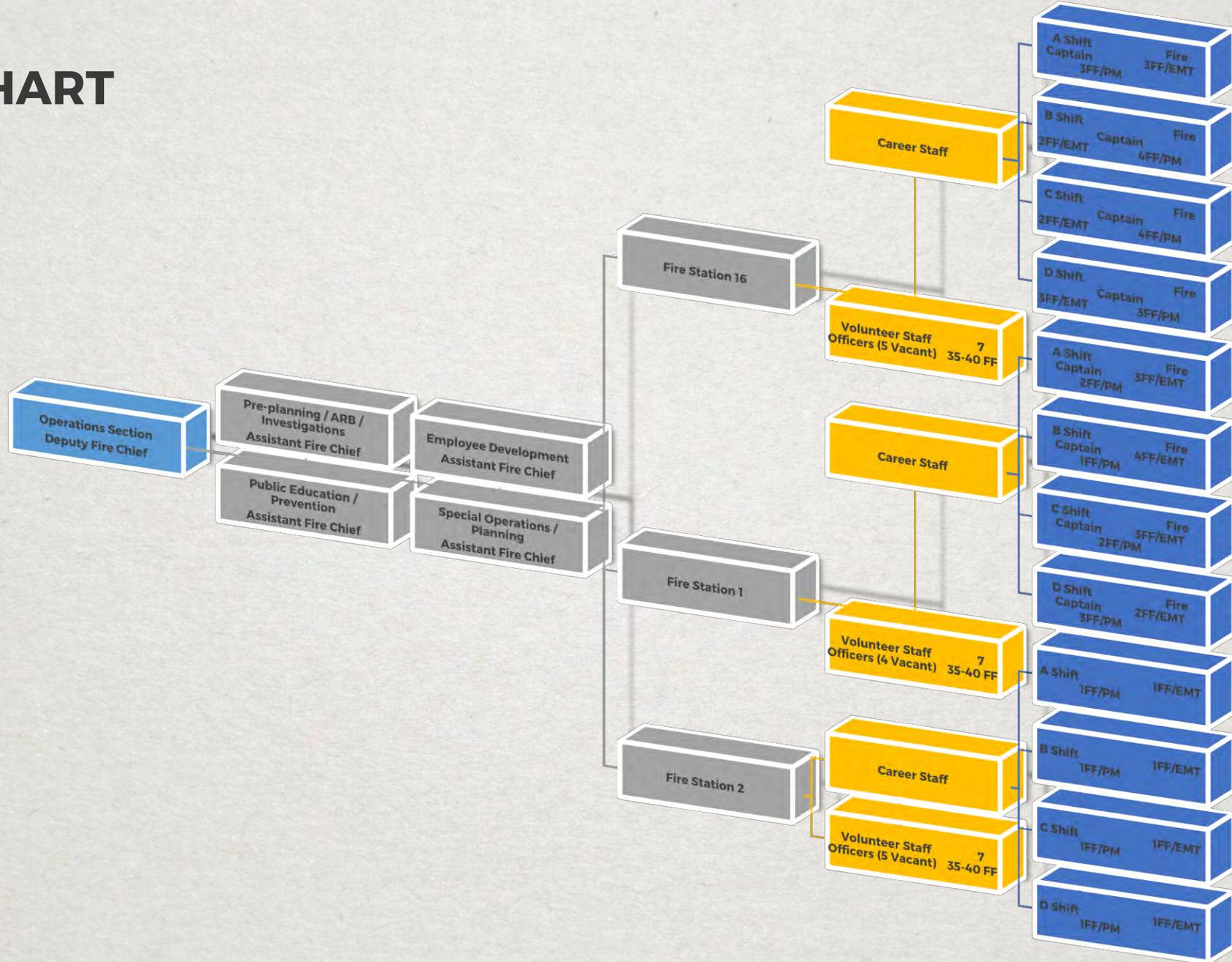
Fire ORG CHART



PROPOSED

Fire ORG CHART

PROPOSED





Fire BUDGET DETAIL

24035 - Fire Fighting	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	5,613,103	5,756,210	5,770,636	5,773,463	5,984,819	6,291,596
Operating Expenses	1,426,697	1,660,614	1,707,814	1,680,705	1,652,581	1,646,643
Capital Outlay	1,160,112	1,422,500	1,422,500	1,422,500	20,000	20,000
TOTAL Fire Fighting	8,199,912	8,839,324	8,900,951	8,876,667	7,657,401	7,958,239



Fire BUDGET DETAIL

24040 - Fire Volunteer	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	199,931	251,894	254,720	251,894	236,604	257,604
Operating Expenses	39,661	50,862	49,862	50,862	71,862	148,800
TOTAL Fire Volunteer	239,593	302,756	304,582	302,756	308,466	406,404

SBY

HCCDD

HOUSING & COMMUNITY
DEVELOPMENT

Housing & Community Development

Objectives

1. Homeowner occupancy in single family homes will increase by 3% in FY18.
2. Code violations will be brought into compliance 92 % of the time.
3. One thousand (1,200) properties will be selected for random comprehensive inspections in FY18.
4. Ninety (92%) percent of rental properties will be registered in FY18.
5. House seven (7) new chronically homeless individuals, and maintain the thirteen (13) currently housed, under the Housing First Program.
6. Assist in the elimination of Veteran Homelessness.
7. Achieve (2) new grants in FY 18.

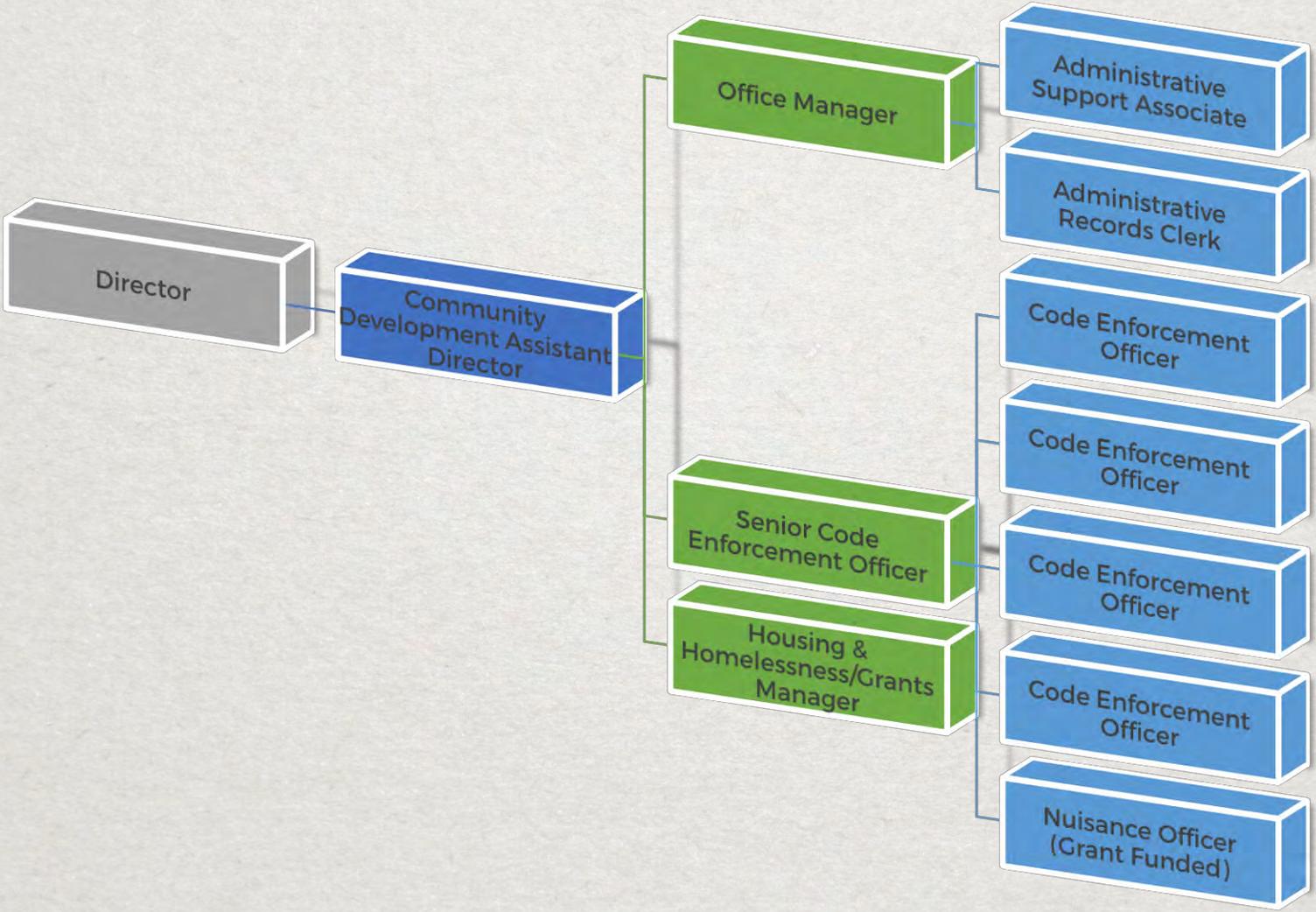
SBY

Housing & Community Development

Goals

1. Reorganize the Community Development Initiative, following the current code for Urban Renewal. Plan, and strategically organize neighborhood improvement through grants administration, code enforcement and incentive based programs in three (3) major areas of the City.
2. Reduce the time individuals experience homelessness in Salisbury with the addition of a Homeless Services Case Manager. Achieve 80-90% housing retention of the participants in the City's Housing First program through their first full year of stable housing. Dependent on grant funding, stably house an additional five to seven chronically homeless individuals.
3. Assist in the elimination of veteran homelessness.
4. Advance legislation to the legislative body creating a more robust rental inspection program to require landlords to allow mandatory random comprehensive inspections of all registered rental units within a three (3) year period. Landlords will be penalized with municipal infractions if they do not allow the inspections to take place.
5. Research new grant funding for neighborhood revitalization, using new aggressive strategies for researching these grants not yet used in the past.

Housing & Community Development ORG Chart





Housing & Community Development

BUDGET DETAIL

25200 - Neighborhood Serv.	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	507,695	640,396	640,396	518,595	658,325	800,851
Operating Expenses	162,751	246,452	246,452	248,960	246,451	287,114
Capital Outlay	33,462	20,010	20,010	20,227	-	28,600
TOTAL Neighborhood Serv.	703,908	907,397	907,397	787,782	904,776	1,116,565

SBY



ID

INFRASTRUCTURE
& DEVELOPMENT

Infrastructure and Development

Objectives

1. Development Plan submittals will be reviewed within 30 days of submission (90% goal)
2. Building Permit Plan submittals will be reviewed within 7 days of submission
3. 1,200 building permits will be issued in FY18
4. \$24,000,000 of construction value will be created in the City in FY18
5. 80% percent of development projects will occur as renovation or revitalization; or as infill, bounded on three sides by development
6. Infrastructure project change order will be less than 5% of the total contract price
7. Perform triennial inspections of all Private Stormwater Management Facilities with Maintenance and Inspection Agreements
8. Perform annual inspection of 20% of all stormwater outfalls

ID

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Infrastructure and Development

The Department of Infrastructure & Development is the one-stop shop for developers within the City, housing the City Planner, Engineering division, traffic control, building permits, the Fire Marshall, and construction inspection. The D.I.D both administers and oversees all infrastructure and development projects in City limits to insure the safety of our Salisbury community.



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Infrastructure and Development

Goals

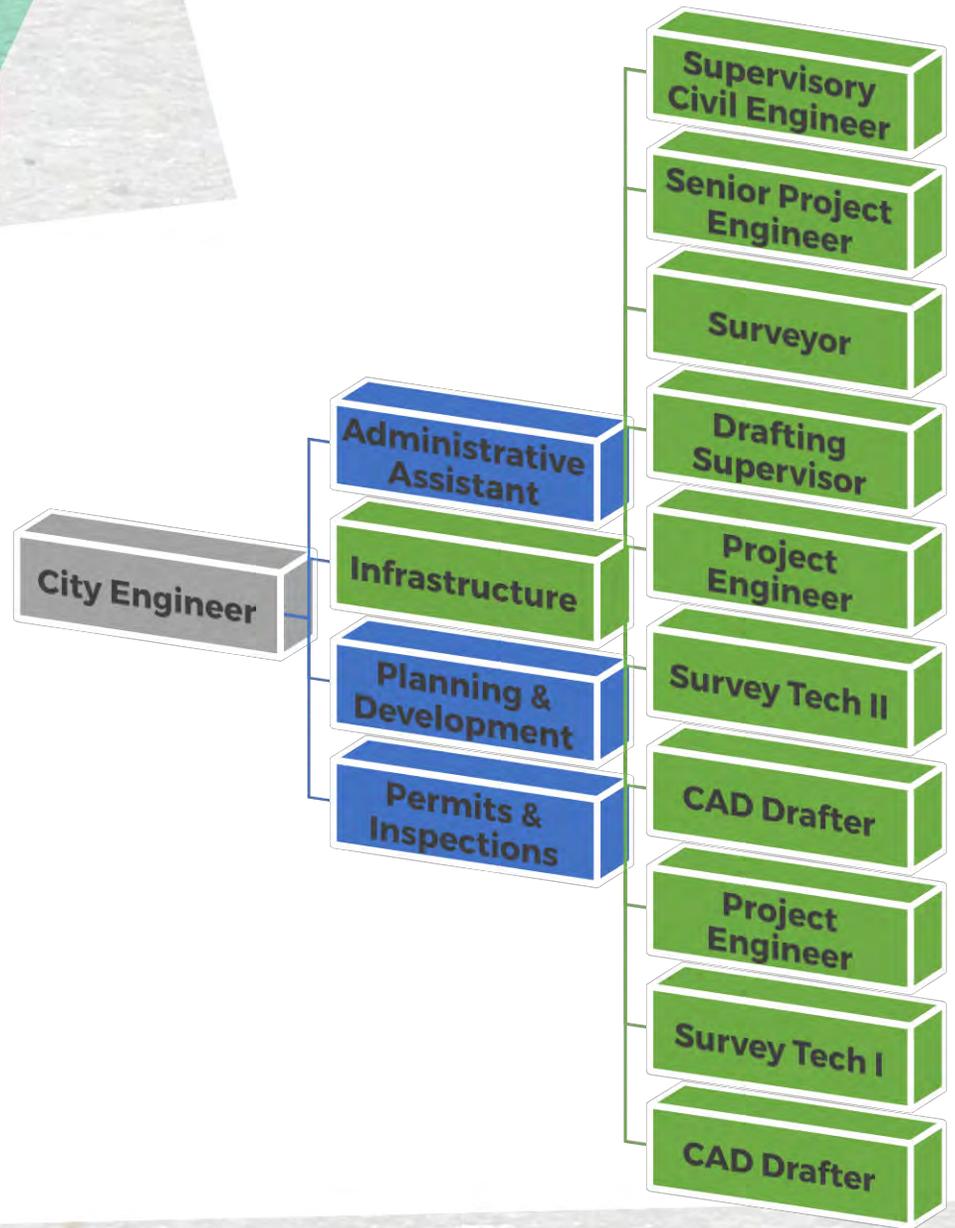
1. Provide one stop for Developers entering the City to have projects reviewed through all phases including Planning, Engineering, Traffic Control, Building Permits, Fire Marshall and Construction Inspection
2. Provide plan review and construction administration for all City funded construction projects
3. Administer the Stormwater Utility and achieve permit compliance with the Municipal Separate Stormwater System Phase II Permit
4. Apply for funding and administer all grants and loans for municipal infrastructure projects
5. Ensure that construction projects meet building, fire, mechanical, and sanitary standards to ensure the health and safety of the general public
6. Monitor construction in floodplain areas and ensure compliance with new floodplain standards to reduce loss to flooding.
7. Implement the Urban Greenway Plan and Bicycle Master Plan

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Infrastructure and Development ORG CHART

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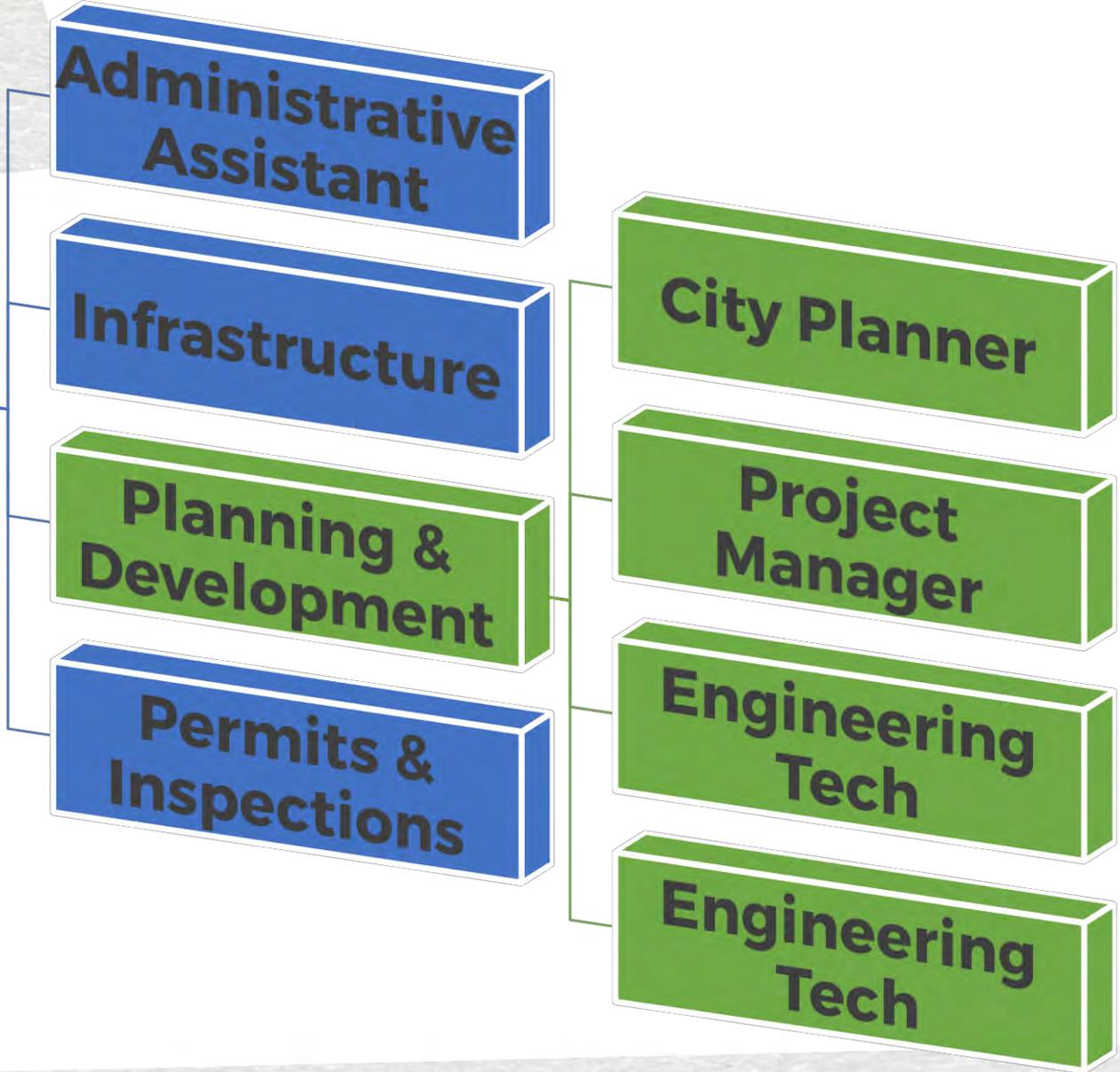


ID

Infrastructure and Development ORG CHART

SBY

City Engineer



ID

Infrastructure and Development ORG CHART

SBY

City Engineer

Administrative Assistant

Infrastructure

Planning & Development

Permits & Inspections

Building Inspector

Administrative Assistant

Zoning Administrator

Construction Inspector Supervisor

Construction Inspector

Construction Inspector

Construction Inspector

Construction Inspector

ID



Building Permitting & Inspections BUDGET DETAIL

25100 - Building Permits & Inspection	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	355,961	366,229	366,694	366,229	379,833	290,080
Operating Expenses	16,230	25,417	26,119	26,119	25,210	28,272
Capital Outlay	-	2,400	1,935	2,400	-	-
TOTAL Building Permits & Inspection	372,191	394,046	394,748	394,748	405,043	318,352



SBY

Engineering BUDGET DETAIL

31000 - Engineering	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	489,012	508,090	508,090	508,090	524,096	602,878
Operating Expenses	648,847	894,435	1,587,207	1,565,454	1,063,087	676,962
Capital Outlay	28,994	-	-	-	-	2,500
TOTAL Engineering	1,166,854	1,402,525	2,095,297	2,073,544	1,587,183	1,282,340

ID



Planning BUDGET DETAIL

19000 - Planning	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	-	-	-	-	-	101,105
Operating Expenses	184,200	174,832	321,203	321,203	174,832	10,795
TOTAL Planning	184,200	174,832	321,203	321,203	174,832	111,900

SBY

FO

FIELD OPERATIONS



FIELD OPERATIONS

The Field Operations Department is dedicated to the upkeep of the City Zoo, the Port of Salisbury Marina, and each of our City parks. The department's purview extends to both sanitation and street and sidewalk maintenance, and the Field Operations team works to ensure the safety of our citizens, the health of our environment, and the aesthetics of our City.



FO



SBY

FIELD OPERATIONS

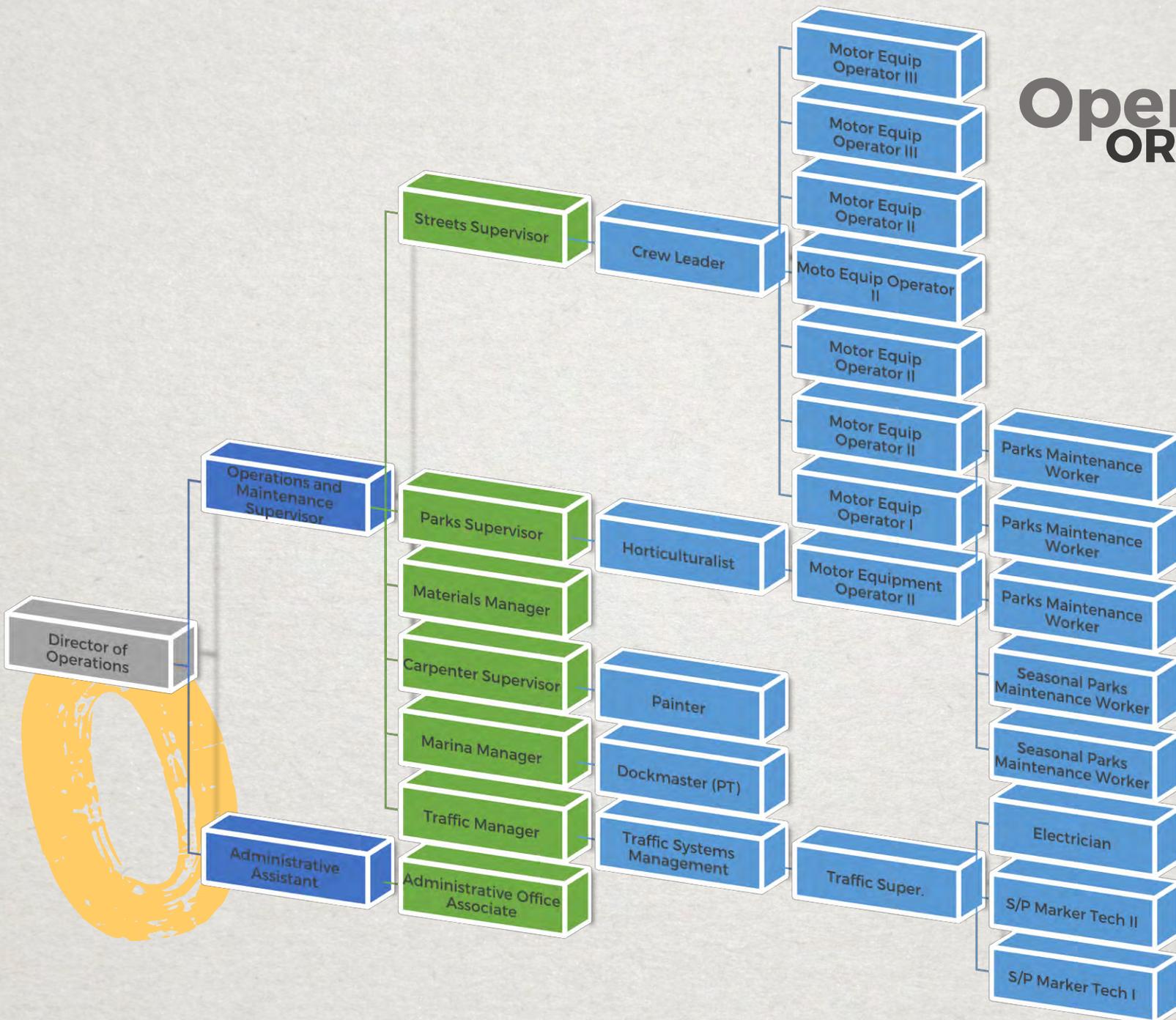
Objectives

1. 7,920 cumulative miles of City streets will be swept based on an average goal of 2 times per month
2. 14,400 catch basins inlets will be cleaned based on an average goal of 8 times per inlet per year
3. 50,000 square yards of City streets will be reconstructed and paved
4. 300,000 persons will visit the zoo based on a 5% increase in attendance
5. Increase Marina slip rental usage to 25% of capacity
6. Provide event support as needed

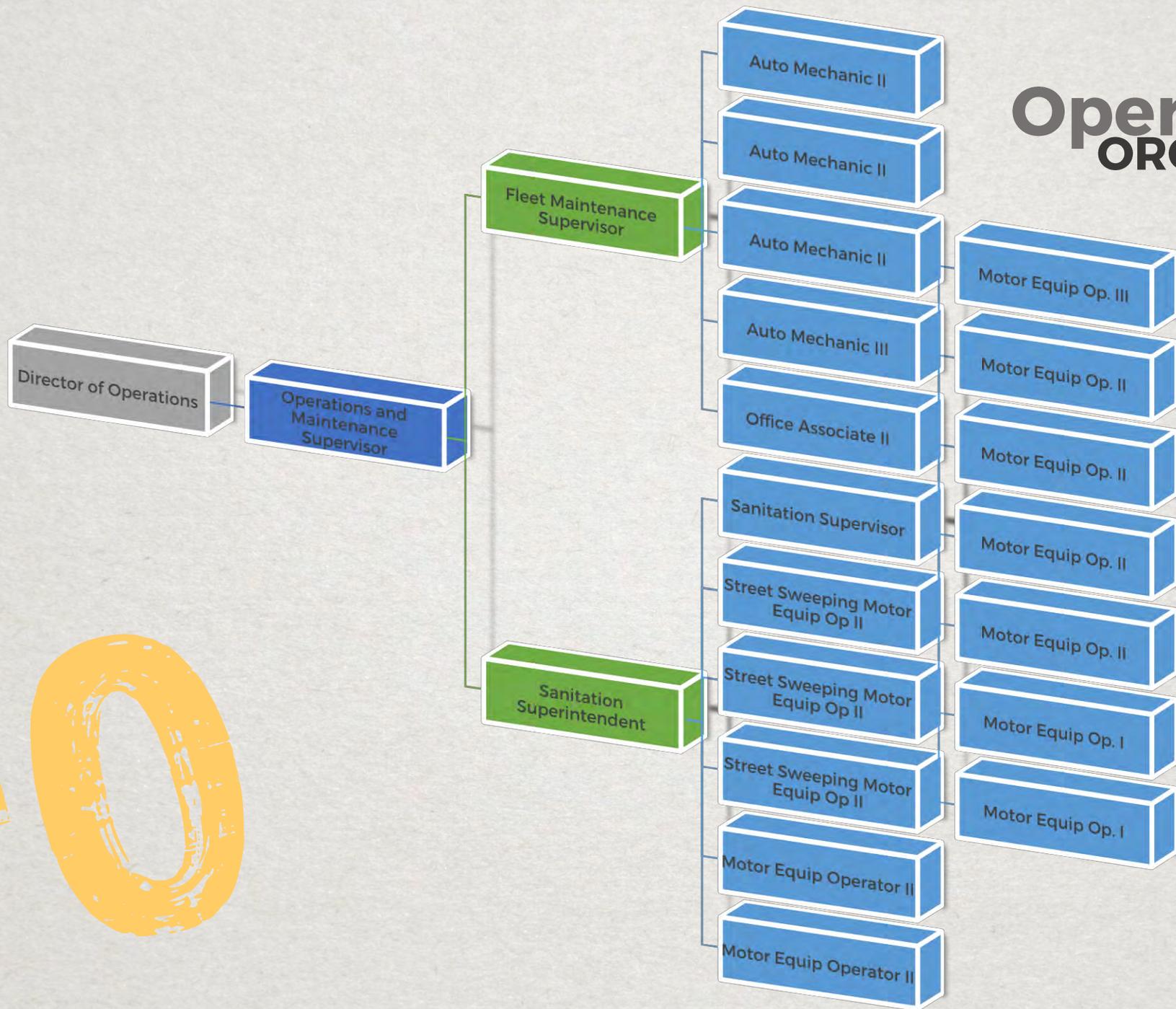
Goals

1. Develop a graduated bikeways expansion program
2. Work with the county to develop an organic waste composting program
3. Consistently review storm event procedures for ways to improve them
4. Review options to continue to upgrade to energy-efficient lighting
5. Provide support to the City Park committee, including assisting in the development of a City Park Master Plan
6. Increase community awareness of City Marina
7. Maintain City parking lots and the City garage

Field Operations ORG Chart



Field Operations ORG Chart



22000 - Traffic Control & Highway Lighting	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	391,563	421,468	421,468	421,468	419,062	413,521
Operating Expenses	125,449	137,897	144,197	144,197	1,011,472	1,005,805
Capital Outlay	-	70,000	269,892	269,892	-	-
TOTAL Traffic Control & Highway Lighting	517,012	629,365	835,557	835,557	1,430,534	1,419,326

SBY

Resource Management BUDGET DETAIL

30000 - Resource Management						
Personal Services	291,985	303,415	303,415	303,415	369,125	246,325
Operating Expenses	7,246	26,580	26,580	26,580	13,030	12,509
Capital Outlay	-	30,000	10,000	40,000	-	-
TOTAL Resource Management	299,231	359,995	339,995	369,995	382,155	258,834

FO

Streets BUDGET DETAIL

31150 - Streets	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	464,155	518,815	518,815	518,815	531,103	457,851
Operating Expenses	275,859	307,610	305,803	313,261	305,419	296,773
Capital Outlay	-	348,650	361,820	492,862	-	-
TOTAL Streets	740,013	1,175,075	1,186,438	1,324,938	836,523	754,624

SBY

Street Lighting BUDGET DETAIL

31152 - Street Lighting	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Operating Expenses	829,126	833,075	833,075	833,075	-	-
TOTAL Street Lighting	829,126	833,075	833,075	833,075	-	-
31152 - Street Lighting						

FO

SBY

Sanitary/ Waste Collection & Disposal BUDGET DETAIL

32061 - San-Waste Collection/Disposal	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	481,225	551,850	551,850	551,850	566,943	556,043
Operating Expenses	783,312	856,991	856,991	856,991	855,400	825,352
Capital Outlay	38,234	183,900	446,137	446,137	-	-
TOTAL San-Waste Collection/Disposal	1,302,772	1,592,741	1,854,978	1,854,978	1,422,344	1,381,396

FO

Recycling BUDGET DETAIL

32062 - San-Recycling	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	145,731	154,182	154,182	154,182	159,466	102,705
Operating Expenses	22,240	55,479	55,479	55,479	48,120	47,026
Capital Outlay	-	178,600	178,600	178,600	-	-
TOTAL San-Recycling	167,971	388,261	388,261	388,261	207,586	149,731



Fleet Management BUDGET DETAIL

34064 - Fleet Management	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	293,218	325,158	325,158	325,158	338,807	337,769
Operating Expenses	190,166	210,651	210,651	210,651	196,830	189,817
TOTAL Fleet Management	483,384	535,809	535,809	535,809	535,637	527,586



SBY

Carpenter Shop BUDGET DETAIL

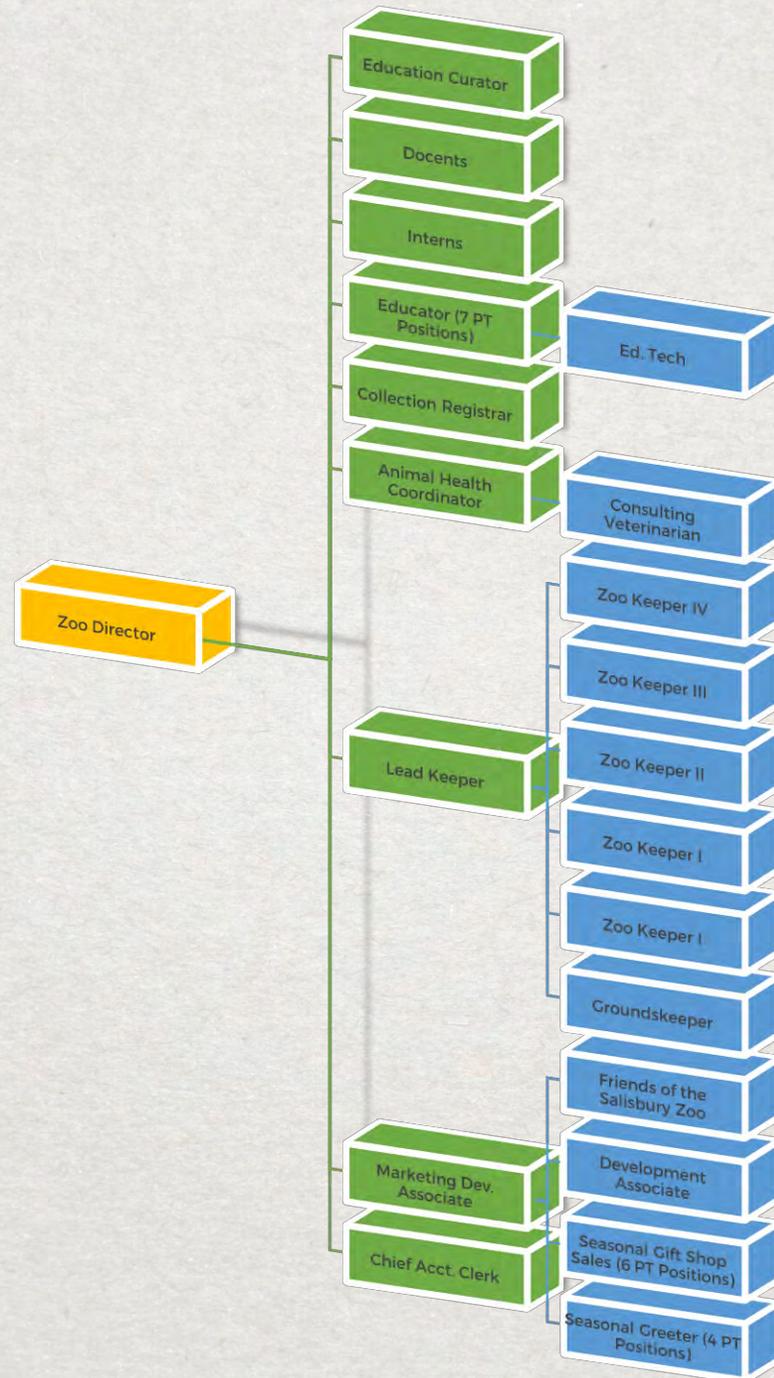
35000 - Carpenter Shop	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	106,634	109,951	109,951	109,951	113,887	111,787
Operating Expenses	24,076	24,993	24,993	24,993	25,493	25,773
TOTAL Carpenter Shop	130,710	134,944	134,944	134,944	139,380	137,560

FO

Zoo BUDGET DETAIL

40000 - Zoo	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	799,530	859,940	859,440	859,940	866,677	862,558
Operating Expenses	259,532	257,699	260,273	259,773	274,249	328,271
Capital Outlay	29,703	40,000	40,278	40,278	-	-
TOTAL Zoo	1,088,766	1,157,639	1,159,991	1,159,991	1,140,926	1,190,829

Zoo ORG CHART





Parks BUDGET DETAIL

45000 - Parks	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
Personal Services	310,466	319,824	362,884	319,824	334,614	417,179
Operating Expenses	142,807	235,163	210,097	253,157	236,122	178,597
TOTAL Parks	453,274	554,987	572,982	572,982	570,736	595,776

Operating Transfers Summary

SBY

			16 Actual	17 Approved	17 Adjusted	18 Mayor	
91001	599104	Transfer to City Marina	41,948.83	-	-		
91001	599109	Transfer to General Capital Projects	549,266.95	50,000.00	1,499,438.13	351,900.00	
91001	599110	Transfer to Parking Authority	26,500.00	-	-		
91001	599114	Transfer to Community Development	158,764.71	-	-		
91001	599120	Transfer-Com Develop Projects	200,000.00	-	-	22,000.00	
91001	599121	Grant Match-Police	5,000.00	27,000.00	27,000.00	65,000.00	
91001	599200	Transfer - Housing First	-	75,000.00	75,000.00	76,000.00	
		Total Operating Transfers	981,480.49	152,000.00	1,601,438.13	514,900.00	

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WATER WORKS



Water Works

The Waterworks Department serves to oversee the safety and sanitation of all City water and sewer systems, including the water and wastewater treatment plants. With internal quality control and biweekly metric reports, the City's Waterworks Department to the maintenance and improvement of our water services.



SBY

Water Works

Objectives

1. Respond to emergency response calls within one (1) hour during normal business hours and within two (2) hours during non-business hours 90% of the time
2. Provide increased reliability of water and sewer infrastructure by upgrading facilities and providing redundancy
3. Evaluate a plan for long term (30+ years) water production needs
4. Develop a water system valve exercise and replacement plan
5. Reduce unallocated potable water use by providing additional metering.
6. Continue toward completion of the upgraded Wastewater Treatment Plant to meet compliance with our consent order and NPDES permit

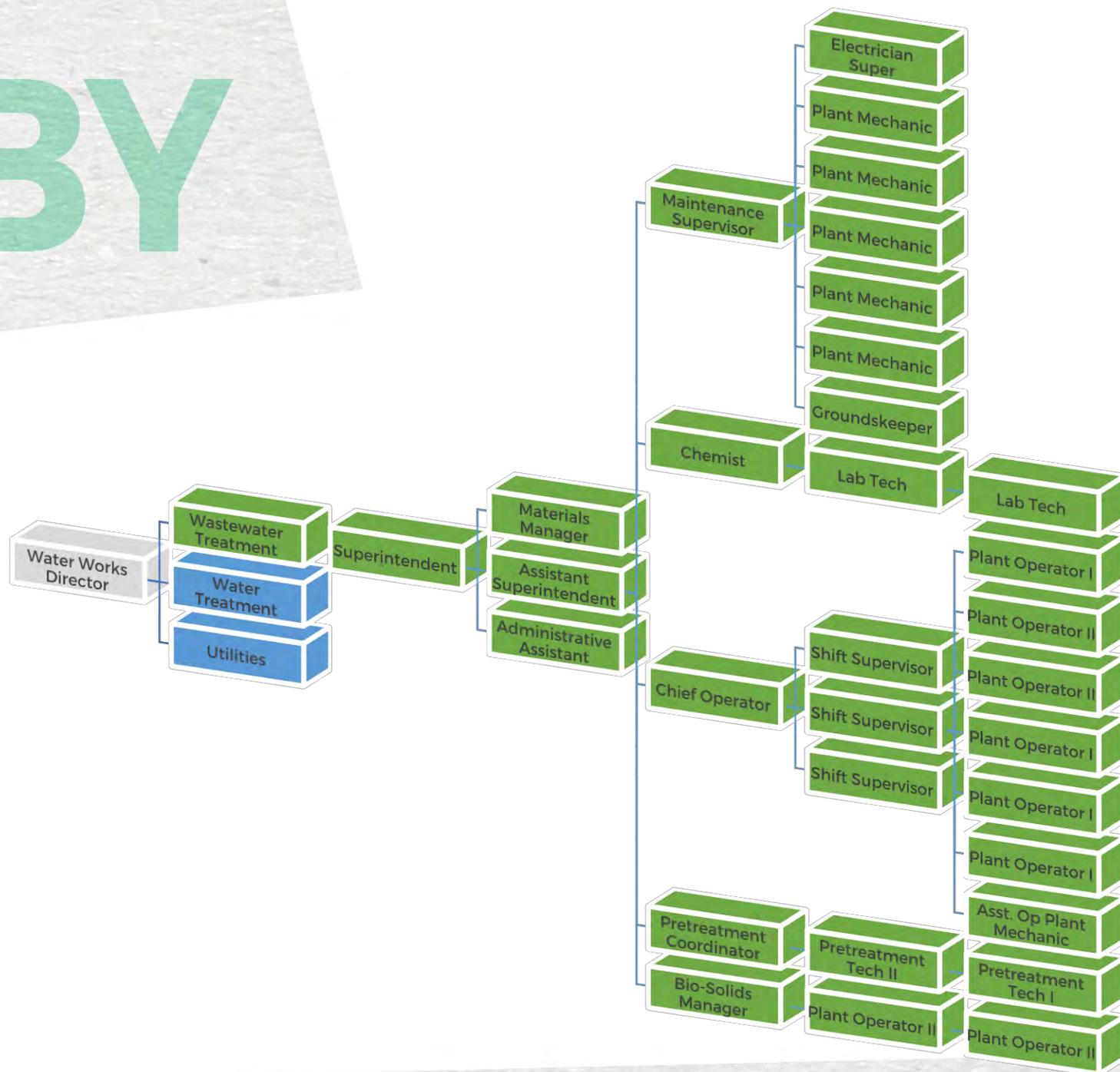
Goals

1. Respond to all water quality questions
2. Educate the citizens on water usage and quality
3. Optimize reliability & use of existing facilities
4. Provide safety training and professional development opportunities to staff
5. Continue best management practices for wastewater pumping stations
6. Continue to monitor use for cost & effectiveness
7. Prevent introduction of pollutants into municipal wastewater treatment works

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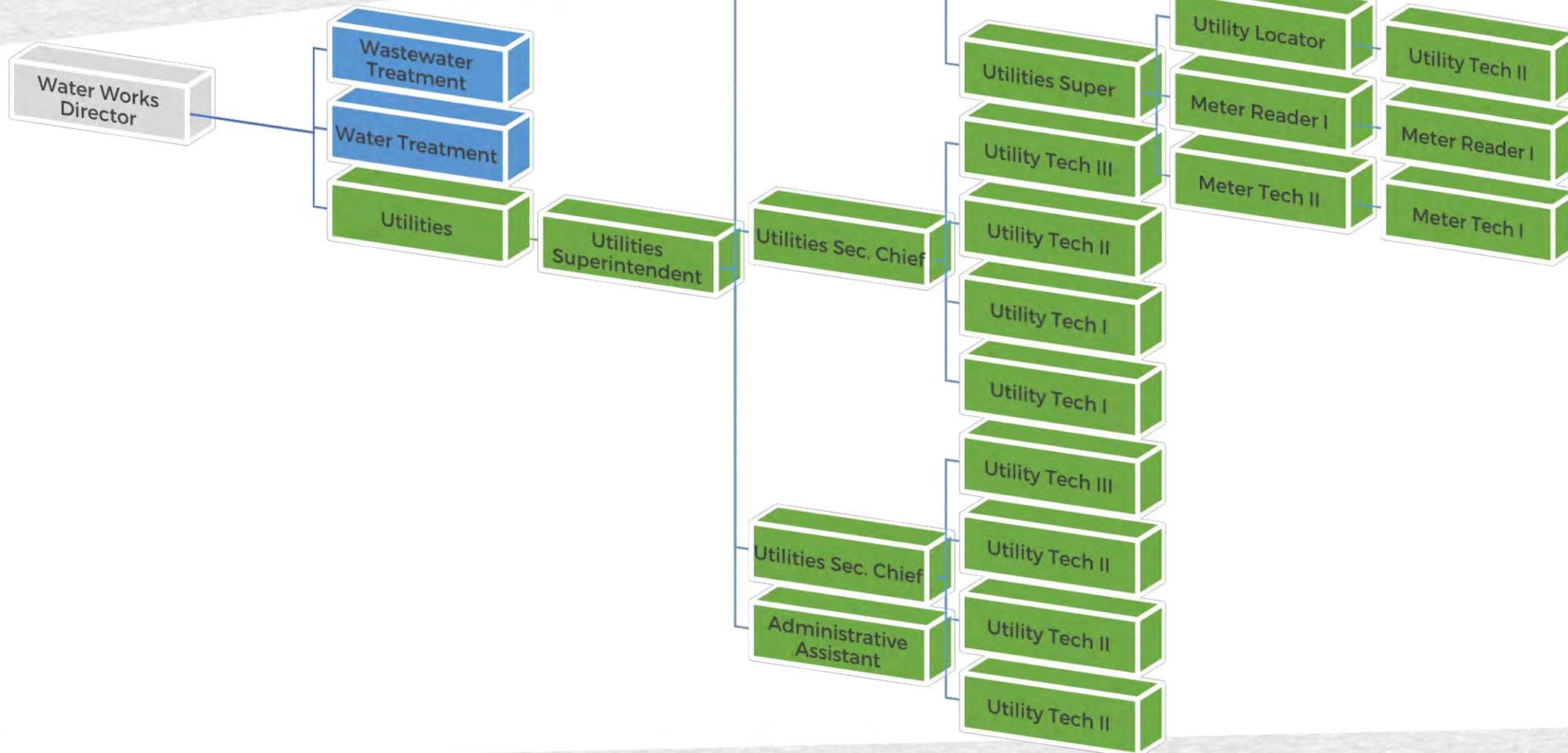
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Water Works ORG CHART



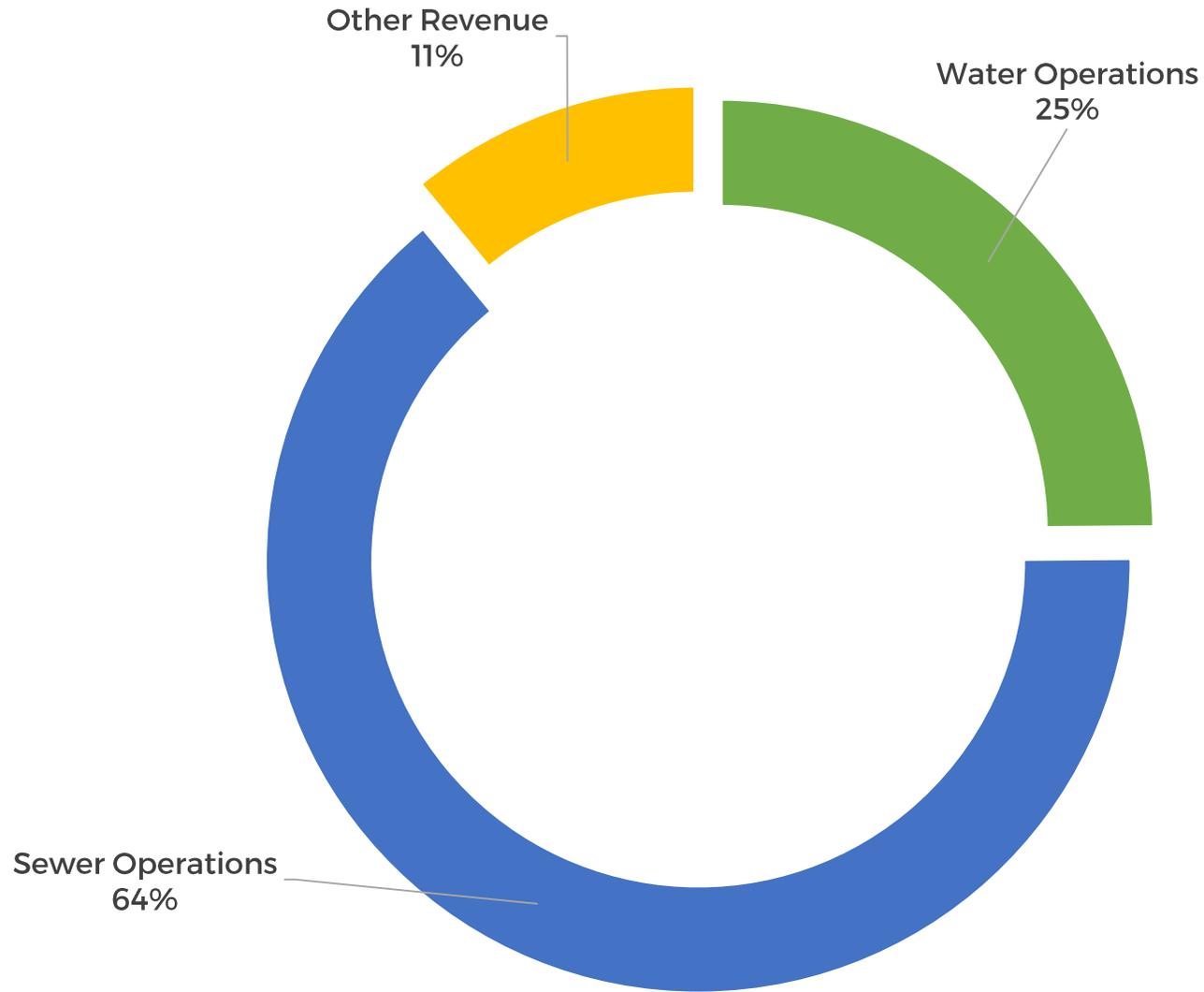
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Water Works ORG CHART



Water/Sewer Fund

Revenues - FY 18

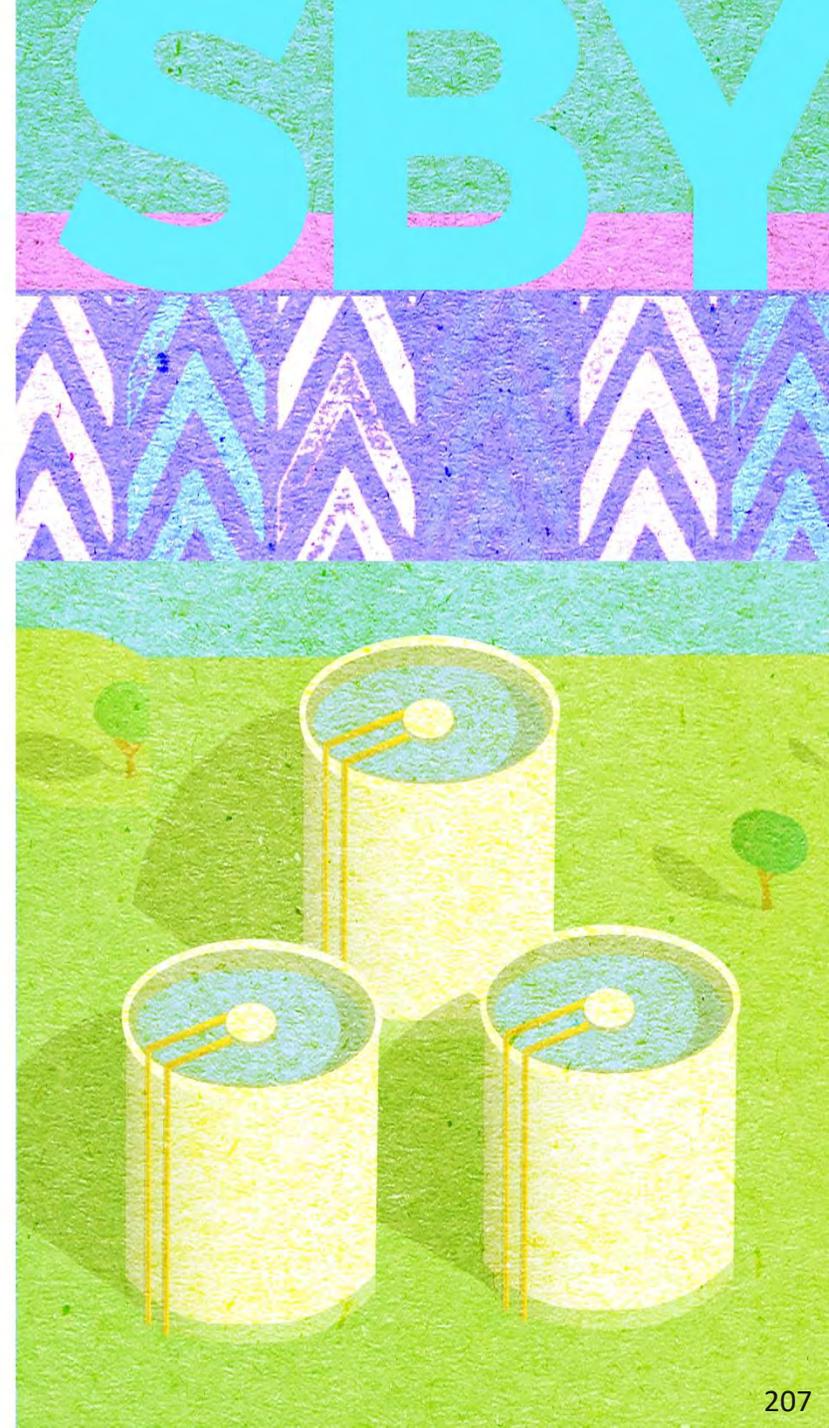


Revenues	
Water Operations	4,524,225
Sewer Operations	11,676,238
Other Revenue	1,991,911
Total	18,192,374

Water/Sewer Fund

Revenue Summary

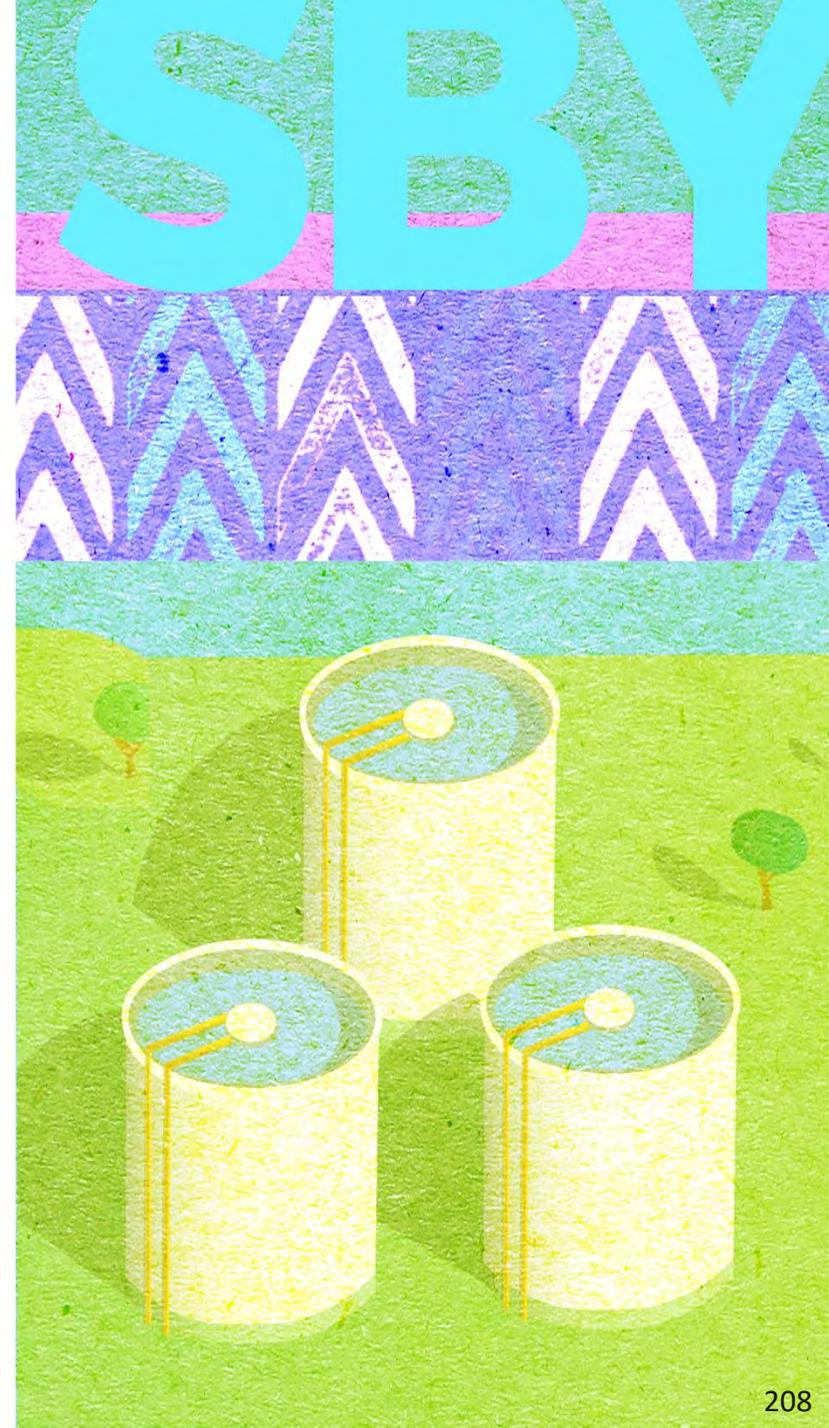
		FY16 ACTUAL	FY17 ADJUSTED	FY18 PROPOSED
425800	Maryland Dept. of Environment	3,879,160	-	-
425805	MD Department of Transportatio	5,676,251	-	-
433260	Inspection Fees	52,895	35,000	40,000
434310	Water Sales	3,777,329	3,957,750	4,283,125
434315	Penalties	19,968	22,500	22,500
434316	Administrative Fees	80,110	92,000	86,000
434340	Fire Flow Tests	13,250	11,500	11,500
434341	Fire Service	19,396	20,000	21,500
434342	Meter Tests	450	500	500
434350	Special Meter Readings	21,725	17,500	17,500
434360	Sundry	61,521	30,000	34,000
434370	Turn On Charges	6,825	7,600	7,600
434410	Sewer Sales	9,287,911	9,995,125	11,013,750
434415	Penalties	52,583	60,000	60,000
434440	Pretreatment Monitoring	180,940	185,000	185,000
434450	Urban Services	369,633	350,000	417,188
434460	Sundry	315	300	300
434505	Delmarva Recy/Salis Scrap	178	-	-



Water/Sewer Fund

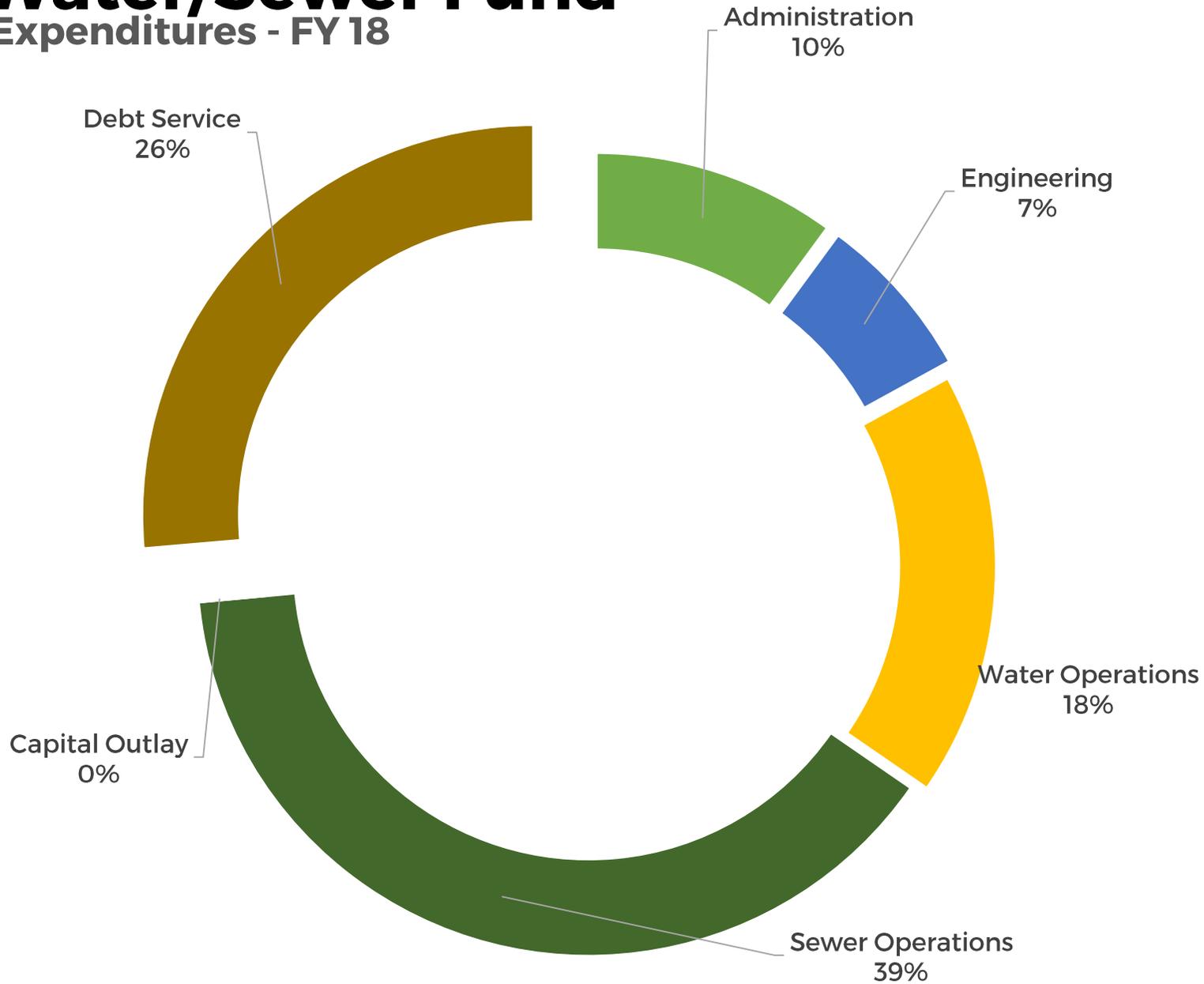
Revenue Summary

		FY16 ACTUAL	FY17 ADJUSTED	FY18 PROPOSED
456110	Investment Interest	36,857	-	-
456120	Other Interest	842	-	-
456911	Other Misc. Receipts	7,236	8,000	8,000
456913	Returned Check Fee	2,080	1,500	1,500
456926	Compensated Allowance Adj.	1,926	-	-
469128	Transfers from Water Impact	1,166,230	-	-
469129	Transfers from Sewer Impact	178,890	-	-
469162	Transfers from W&S Revolving	2,697,590	-	-
469201	Gain on Sale of Fixed Assets	1,000	-	-
469312	Debt Proceeds	108,774	8,907,937	-
469314	PayGO - Previous Years	457,681	-	-
469810	Current Surplus Available	-	2,170,256	1,982,411
		28,159,545	25,872,468	18,192,374
	Water Operations	4,053,469	4,194,350	4,524,225
	Sewer Operations	9,891,559	10,590,425	11,676,238
	Other Revenue	14,214,517	11,087,693	1,991,911
	Total Water Sewer	28,159,545		18,192,374



Water/Sewer Fund

Expenditures - FY 18



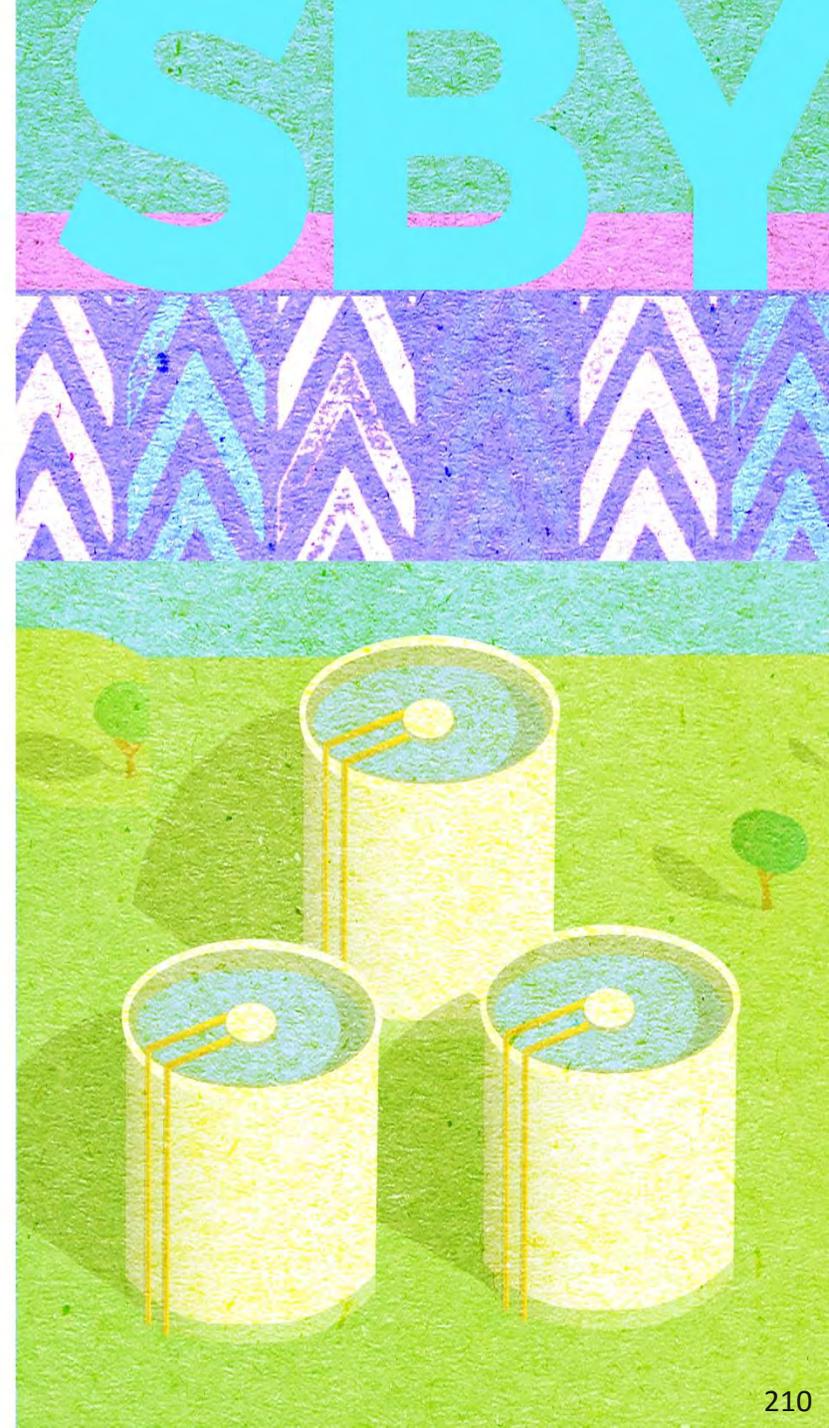
EXPENDITURES

Administration	1,829,898
Engineering	1,260,477
Water Operations	3,209,150
Sewer Operations	7,075,227
Capital Outlay	20,000
Debt Service	4,797,622
Total	18,192,374

Debt Service Water/Sewer Fund

Budget Summary

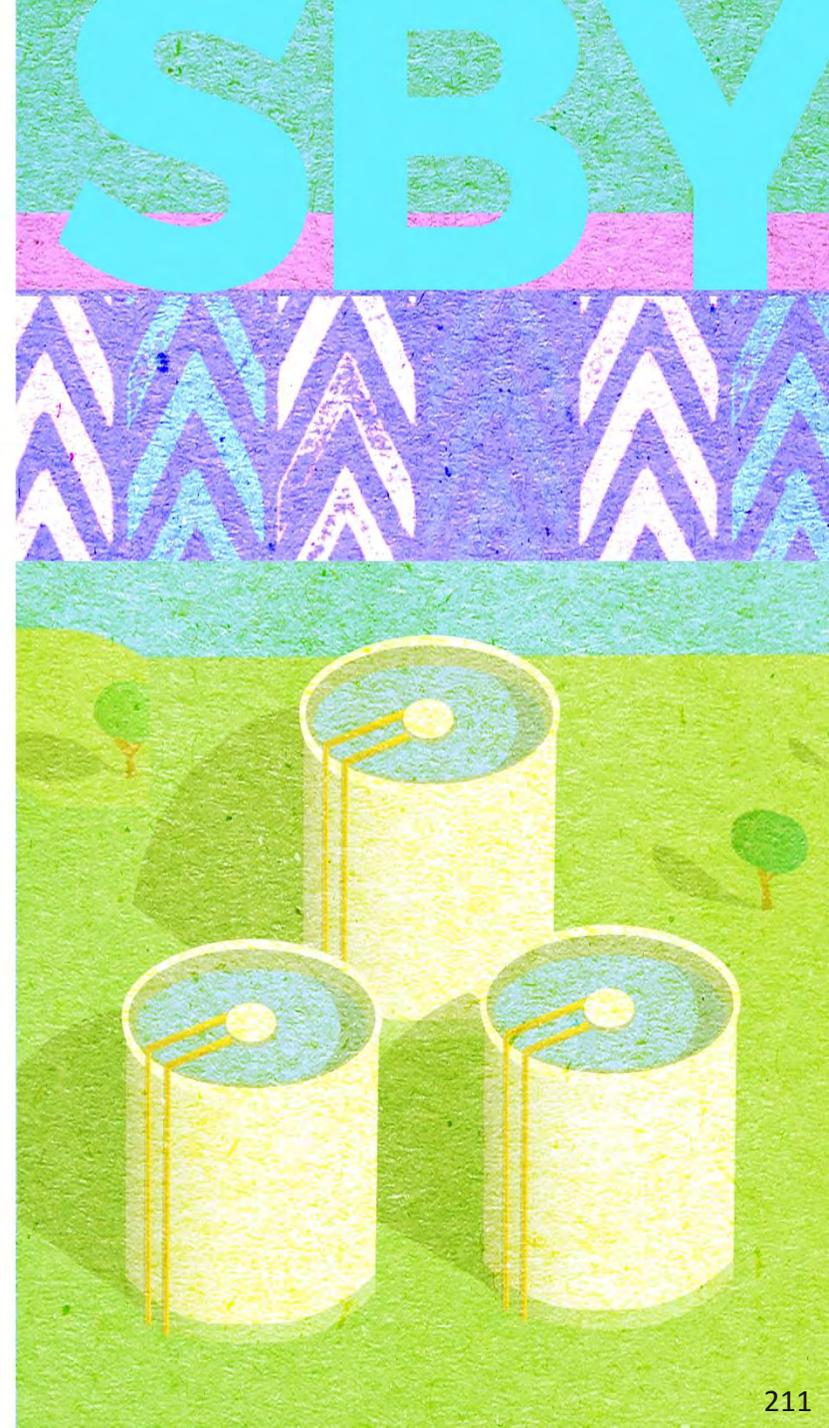
	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
0601 - Water & Sewer Fund						
70102 - Debt Ser-Water						
Debt Service	-	-	3,281	-	-	-
TOTAL Debt Ser-Water	125,032	520,984	1,457,726	520,984	1,576,860	1,576,860
70107 - Debt Ser-Sewer						
Debt Service	-	40,000	81,373	40,000	-	-
TOTAL Debt Ser-Sewer	581,696	3,980,265	11,726,806	3,980,265	3,220,762	3,220,762
TOTAL Debt Ser-Water	125,032	520,984	1,461,007	520,984	1,576,860	1,576,860
TOTAL Debt Ser-Sewer	581,696	4,020,265	11,808,179	4,020,265	3,220,762	3,220,762



Water/Sewer Fund

Budget Summary

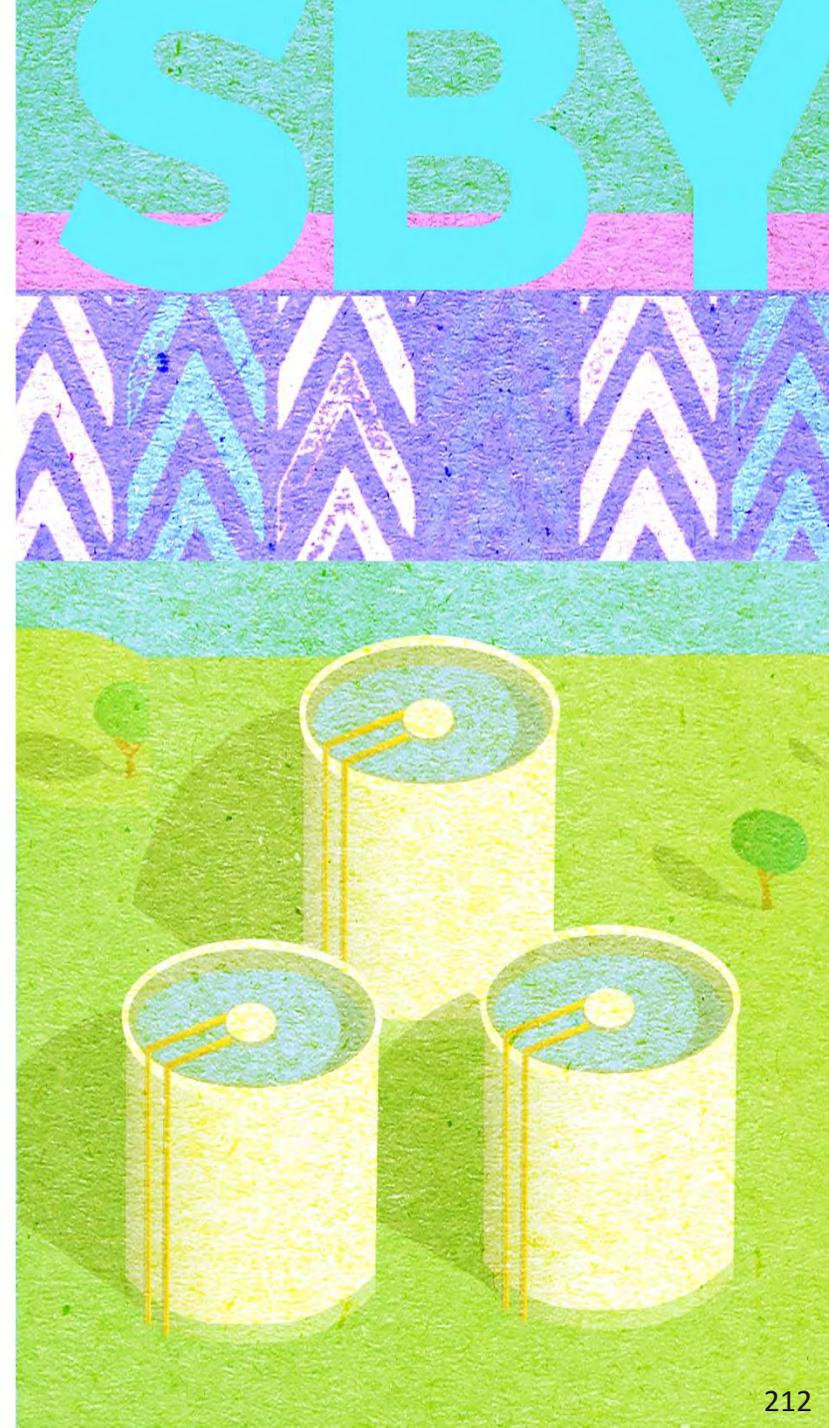
	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
81080 - Water Engineering						
Personal Services	611,558	457,292	457,292	457,292	474,802	516,809
Operating Expenses	88,962	118,069	149,826	149,826	115,869	110,969
Capital Outlay	-	-	30,000	30,000	-	-
TOTAL Water Engineering	700,520	575,361	637,118	637,118	590,671	627,778
81570 - Water Billing						
Personal Services	169,408	147,587	147,587	147,587	167,167	167,075
Operating Expenses	80,326	109,245	111,270	111,270	103,520	103,520
Capital Outlay	2,106	14,063	14,711	14,711	-	-
TOTAL Water Billing	251,840	270,895	273,568	273,568	270,687	270,595



Water/Sewer Fund

Budget Summary

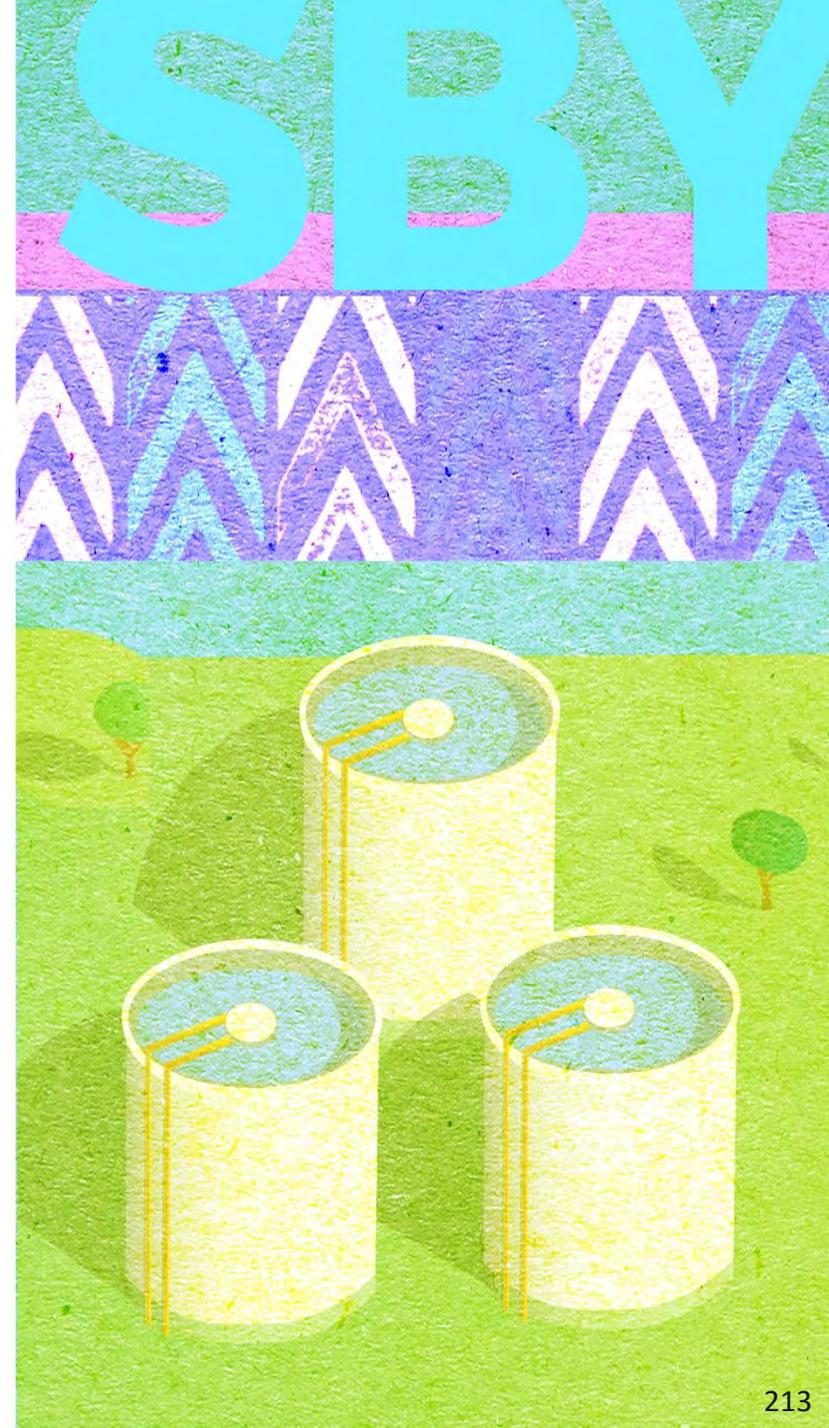
	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
82075 - Water Treatment						
Personal Services	1,025,456	760,385	760,385	760,385	809,674	854,143
Operating Expenses	924,530	933,152	1,265,684	1,265,684	1,274,080	1,296,990
TOTAL Water Treatment	1,949,986	1,693,537	2,026,068	2,026,068	2,083,754	2,151,133
82076 - Water Branch						
Personal Services	1,000,496	763,626	763,626	763,626	805,414	799,898
Operating Expenses	169,082	241,551	254,988	254,988	263,268	258,118
Capital Outlay	-	90,000	144,212	234,212	-	-
TOTAL Water Branch	1,169,578	1,095,177	1,162,826	1,252,826	1,068,682	1,058,016
83000 - Water Administration						
Personal Services	196,405	147,953	147,953	147,953	188,567	190,059
Operating Expenses	1,775,985	295,718	295,718	295,718	304,363	298,325
Capital Outlay	-	-	10,000	10,000	-	-
TOTAL Water Administration	1,972,390	443,671	453,671	453,671	492,930	488,383
84080 - Sewer Engineering						
Personal Services	631,323	478,083	478,083	478,083	500,668	505,169
Operating Expenses	219,356	204,291	316,206	316,206	132,391	127,531
Capital Outlay	-	21,000	21,000	21,000	-	-
TOTAL Sewer Engineering	850,679	703,374	815,289	815,289	633,059	632,700



Water/Sewer Fund

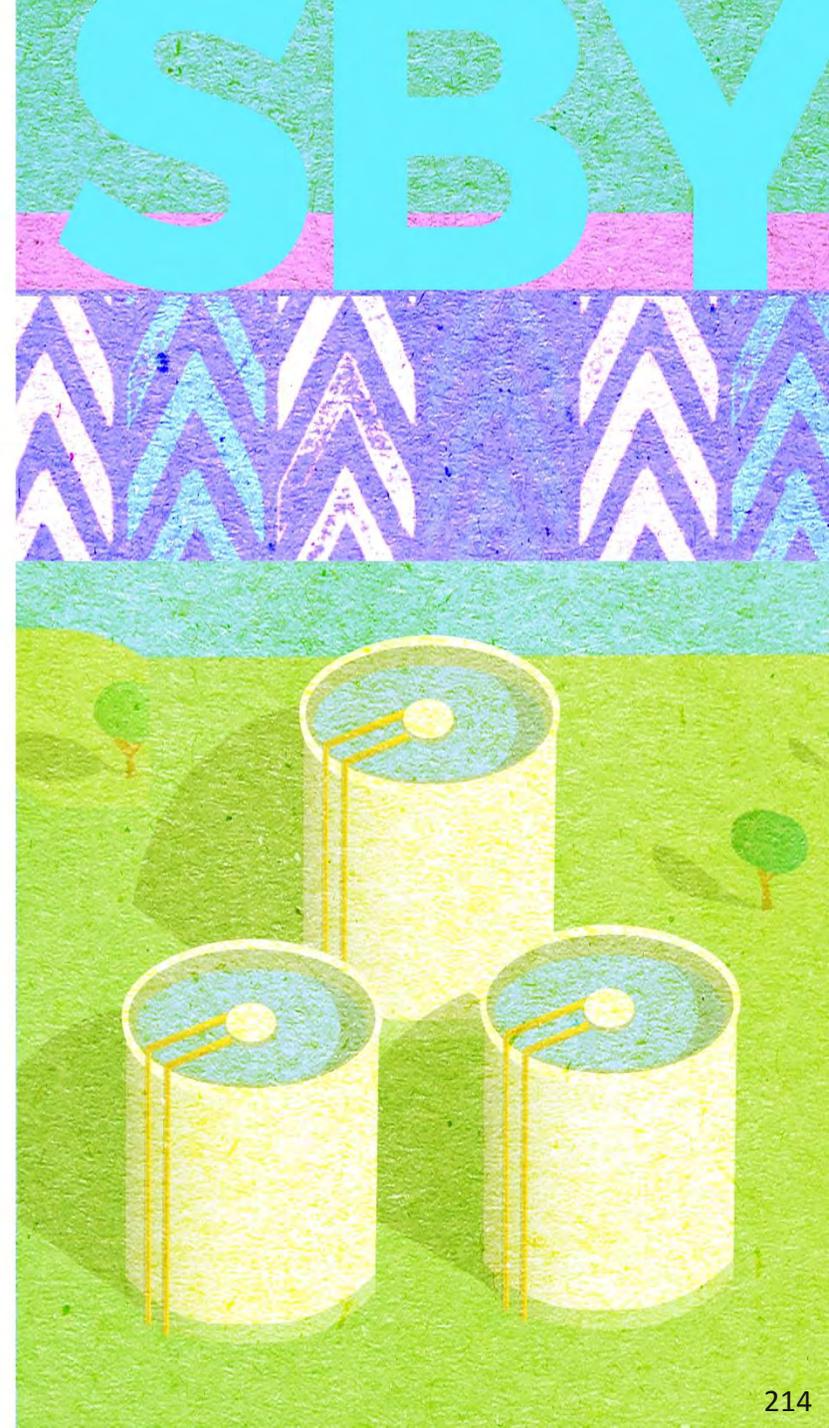
Budget Summary

	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
85070 - Sewer Billing						
Personal Services	305,487	235,953	235,953	235,953	256,992	256,992
Operating Expenses	31,378	37,235	37,235	37,235	37,235	37,235
Capital Outlay	-	3,500	3,500	3,500	3,500	3,500
TOTAL Sewer Billing	336,865	276,688	276,688	276,688	297,727	297,727
86083 - Wastewater Treatment Plant						
Personal Services	2,370,393	1,918,354	1,918,354	1,918,354	1,911,271	2,003,473
Operating Expenses	2,180,454	2,758,856	3,294,289	3,294,289	3,946,591	3,837,391
Capital Outlay	-	90,000	-	90,000	-	51,300
TOTAL Wastewater Treatment Plant	4,550,847	4,767,210	5,212,643	5,302,643	5,857,862	5,892,164
86085 - Sewer Branch						
Personal Services	821,977	687,266	687,266	687,266	648,496	649,980
Operating Expenses	200,048	360,396	397,621	397,621	358,395	354,095
Capital Outlay	-	-	149,931	149,931	-	-
TOTAL Sewer Branch	1,022,025	1,047,662	1,234,817	1,234,817	1,006,891	1,004,075



Water/Sewer Fund

Budget Summary



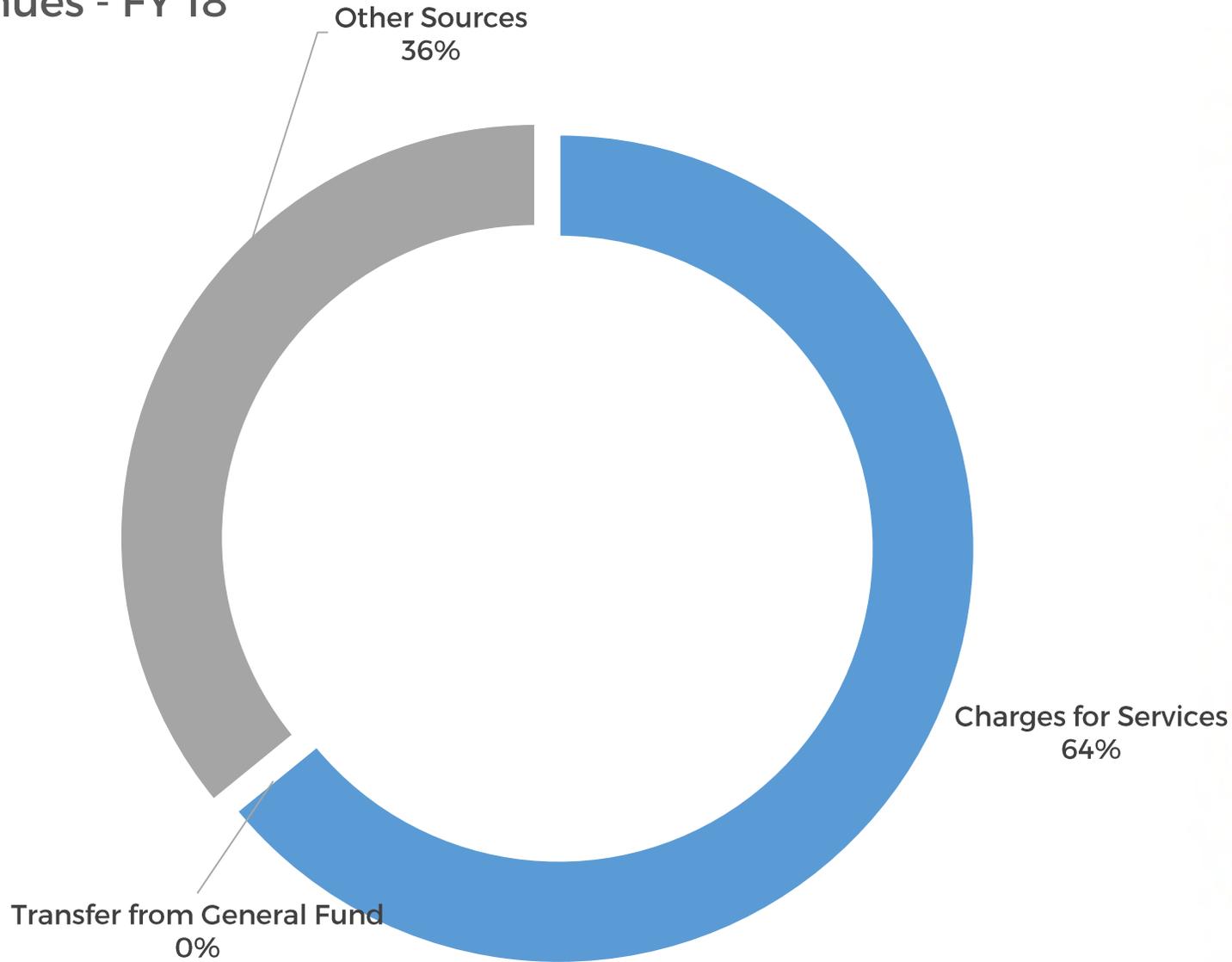
	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
86086 - Pretreatment Monitoring						
Personal Services	176,420	156,963	156,963	156,963	145,802	145,802
Operating Expenses	15,386	33,786	33,786	33,786	33,786	33,186
TOTAL Pretreatment Monitoring	191,806	190,749	190,749	190,749	179,588	178,988
87000 - Sewer Administration						
Personal Services	232,328	198,381	198,381	198,381	227,696	212,370
Operating Expenses	1,010,474	501,777	552,934	552,934	551,670	560,823
Capital Outlay	-	-	5,356	5,356	-	-
TOTAL Sewer Administration	1,242,802	700,159	756,671	756,671	779,366	773,193
91002 - Operating Transfers-W&S						
Other	557,681	838,800	838,800	838,800	1,209,700	20,000
TOTAL Operating Transfers-W&S	557,681	838,800	838,800	838,800	1,209,700	20,000
TOTAL Water & Sewer Fund	15,503,746	17,144,531	27,148,094	18,600,158	19,268,538	18,192,374

SBY

MARINA FUND

Marina Fund

Revenues - FY 18



Marina Fund Revenues

Charges for Services	56,500
Transfer from General Fund	-
Other Sources	31,647
Total	88,147

SBY

Marina Fund

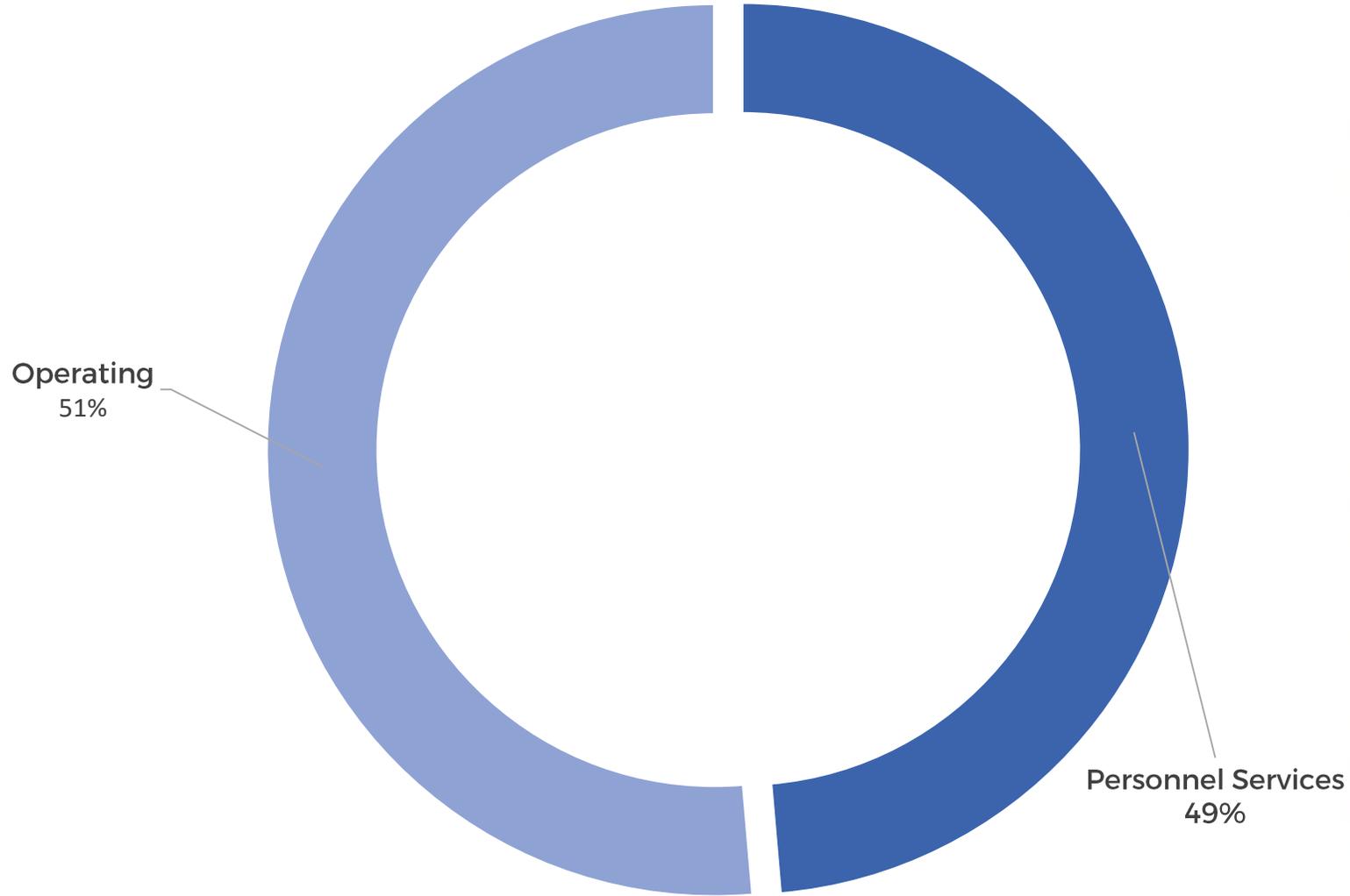
Budget Summary

	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
47000 - Marina						
Personal Services	35,778	42,041	42,041	42,041	42,872	42,872
Operating Expenses	53,007	72,275	99,709	94,709	45,275	45,275
Capital Outlay	41,646	-	5,000	-	-	-
TOTAL Marina	130,431	114,316	146,750	136,750	88,147	88,147



Marina Fund

Expenditures - FY 18



Marina Fund Expenditures FY 18

Personnel Services	\$42,872
Operating	\$45,275
	\$88,147

SBY

Marina Fund

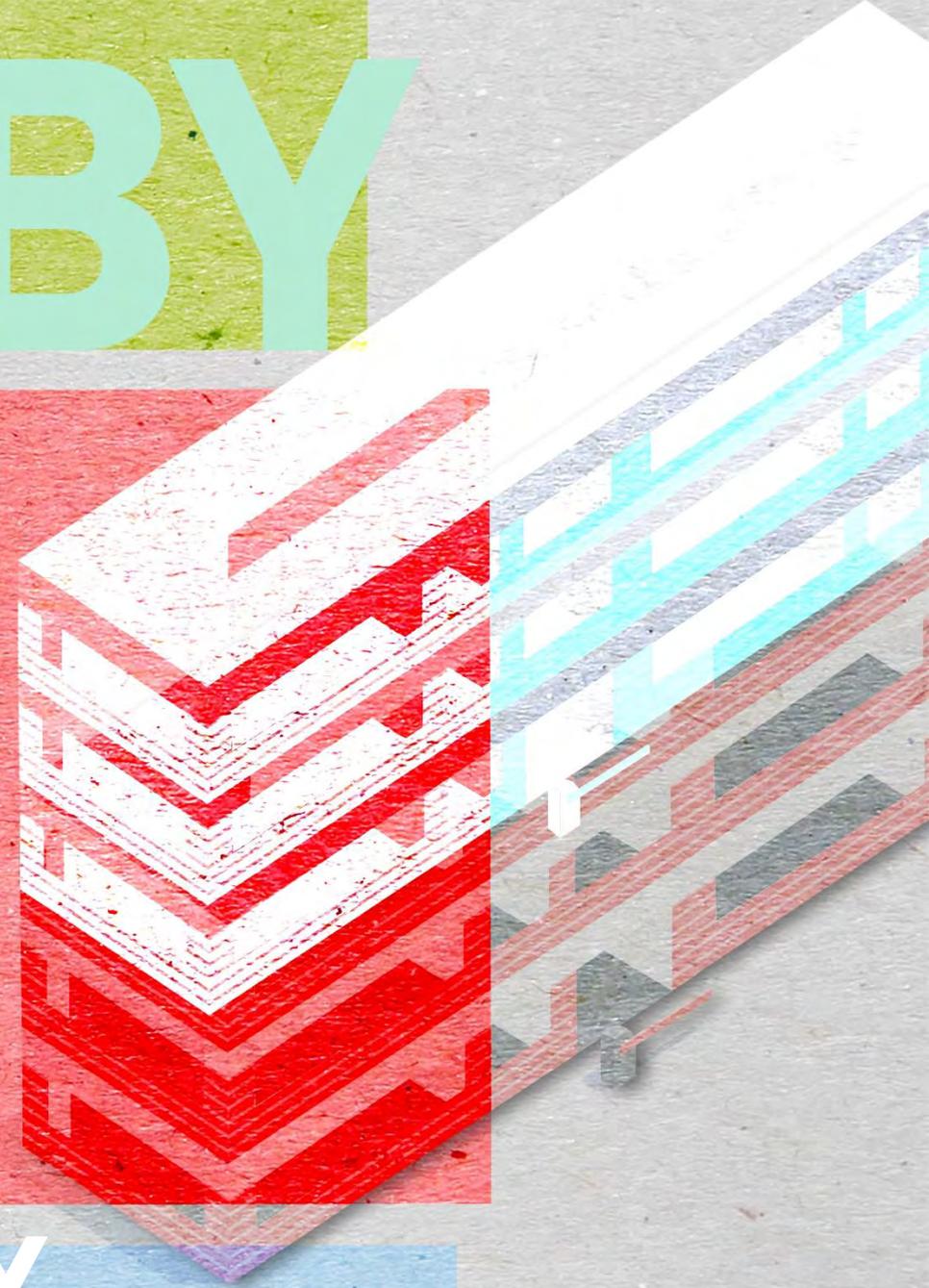
Revenue Summary

		FY16 ACTUAL	FY17 ADJUSTED	FY18 PROPOSED
425122	Dept Nat. Resources	-	5,000	-
434710	Slip Rental	32,730	30,000	32,000
434711	Boat Gasoline Sales	14,794	15,000	15,500
434712	Boat Diesel Sales	2,524	5,000	4,000
434716	Sewage Pumpout Sales	108	-	-
456110	Investment Interest	4	-	-
456911	Other Misc. Receipts	1	-	-
456927	Electric Fees	4,994	5,000	5,000
469110	Transfers from General	41,949	-	-
469810	Current Surplus Available	-	59,316	31,647
		97,104	119,316	88,147



SBY

PARKING
AUTHORITY

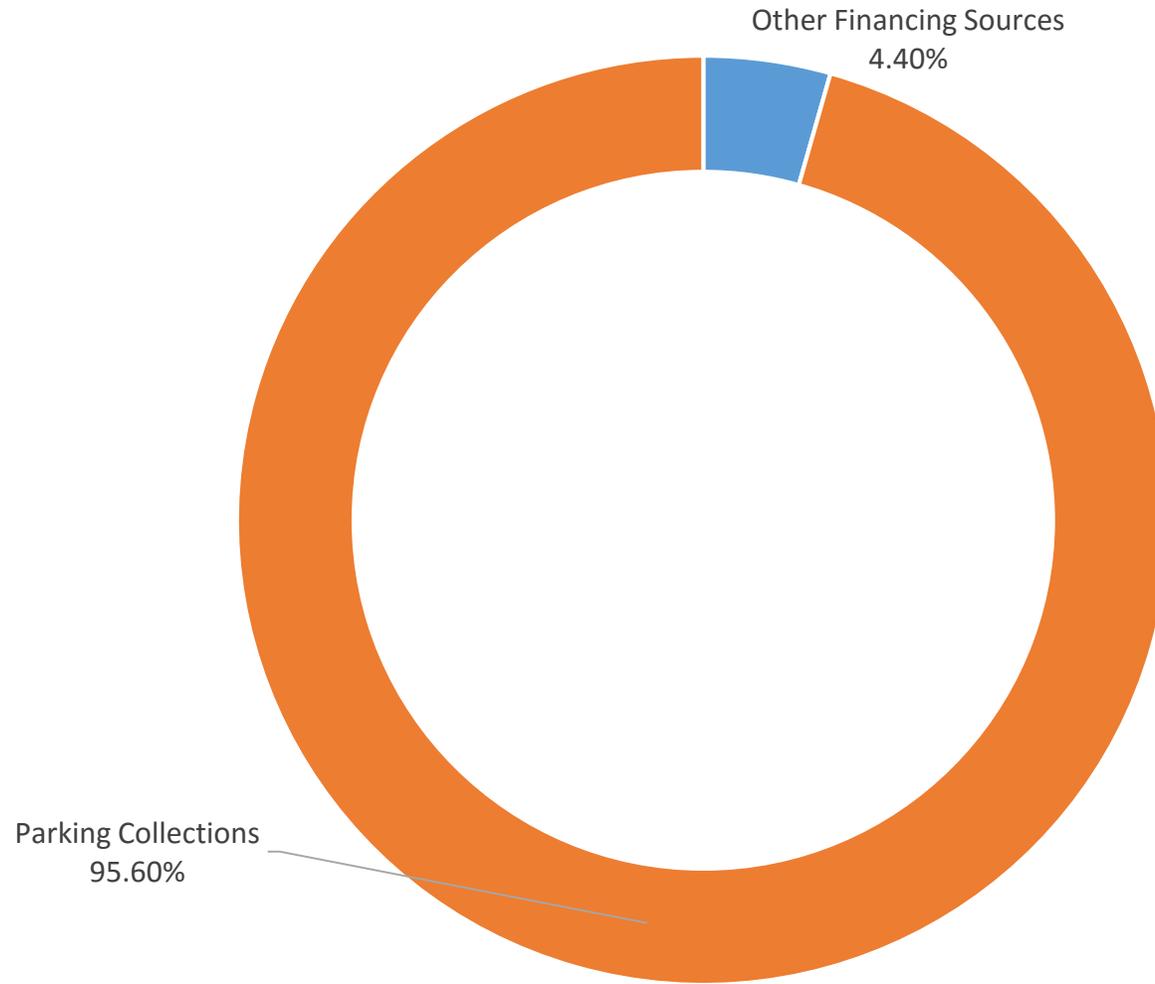


Parking Authority Revenues - FY18

Parking Collections	756,000
Other Revenue	
Other Financing Sources	35,054
Total	791,054

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Parking Authority



Parking Authority

Revenue Summary

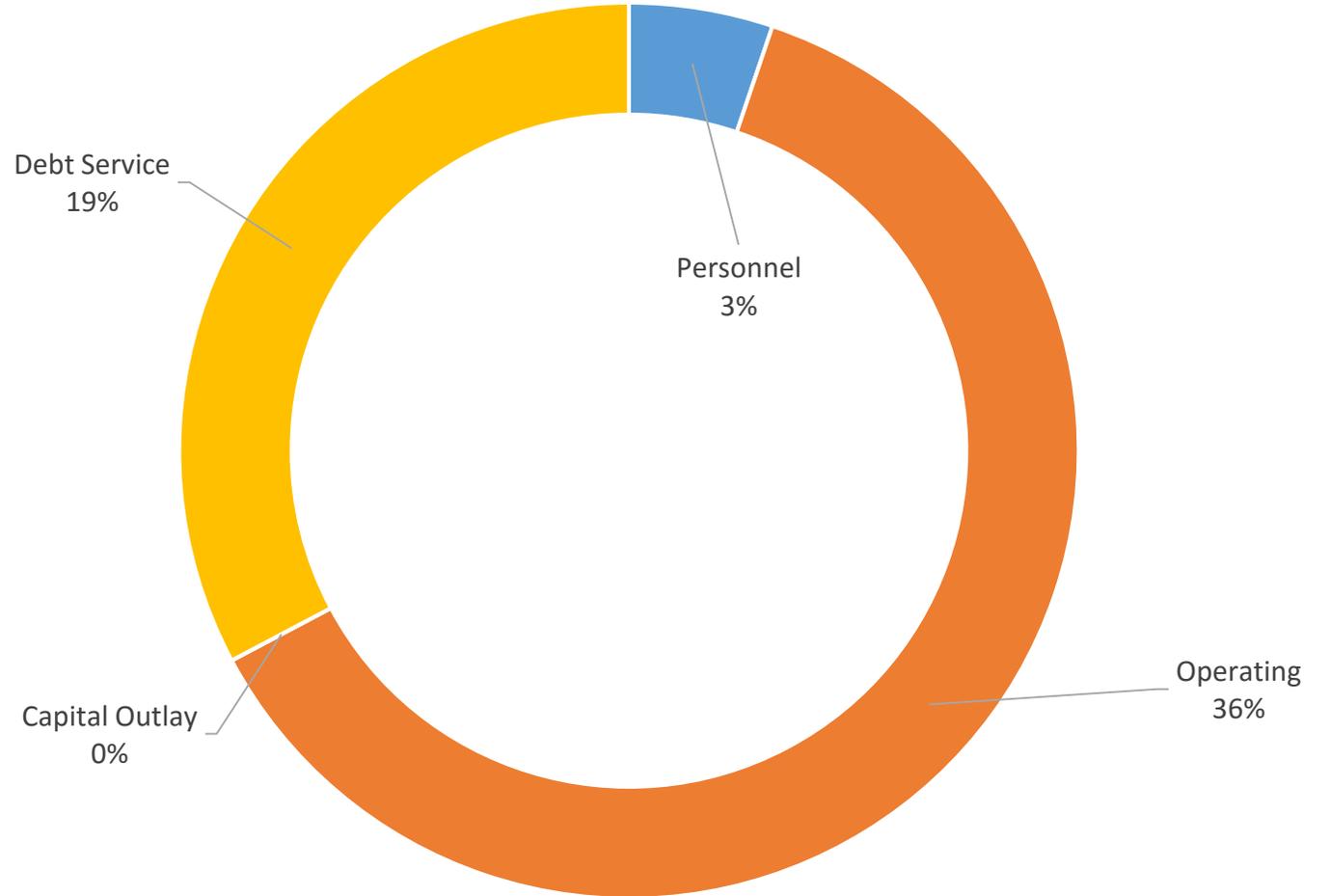
		FY16 ACTUAL	FY17 ADJUSTED	FY18 PROPOSED
413204	Park Permit Lots	172,995	130,000	184,400
413205	Parking Meters/Coin	95,638	80,000	120,000
413206	Park Permit Garage	330,063	320,000	230,850
413304	Park Hourly - Lots	-	-	38,600
413306	Park Hourly Garage	-	-	42,150
445110	Parking	127,808	100,000	140,000
456110	Investment Interest	290	-	-
456300	Rent Earnings	6,004	3,000	-
456911	Other Misc. Receipts	(25)	-	-
456912	Cash Over/Short	6	-	-
	SUBTOTAL	732,778	633,000	756,000
469110	Transfers from General	26,500	-	-
469810	Current Surplus Available		106,695	35,054
	TOTAL PARKING	759,278	742,695	791,054

Parking Authority Fund - FY18

Personnel	235,781
Operating	405,430
Capital Outlay	1,250
Debt Service	148,593
Total	791,045

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Parking Authority Expenditures - FY 18



Parking Authority

Budget Summary

	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
0101 - Parking Authority					
31154 - Parking Authority					
Personal Services	302,761	242,068	242,388	259,542	235,781
Operating Expenses	351,489	373,236	381,536	405,430	405,430
Capital Outlay	54,063	2,500	117,250	1,250	1,250
SUBTOTAL	708,313	617,805	741,174	666,222	624,461
70154 - Debt Service	13,468	124,890	124,890	148,593	148,593
TOTAL Parking Authority	721,781	742,695	866,084	814,815	791,054

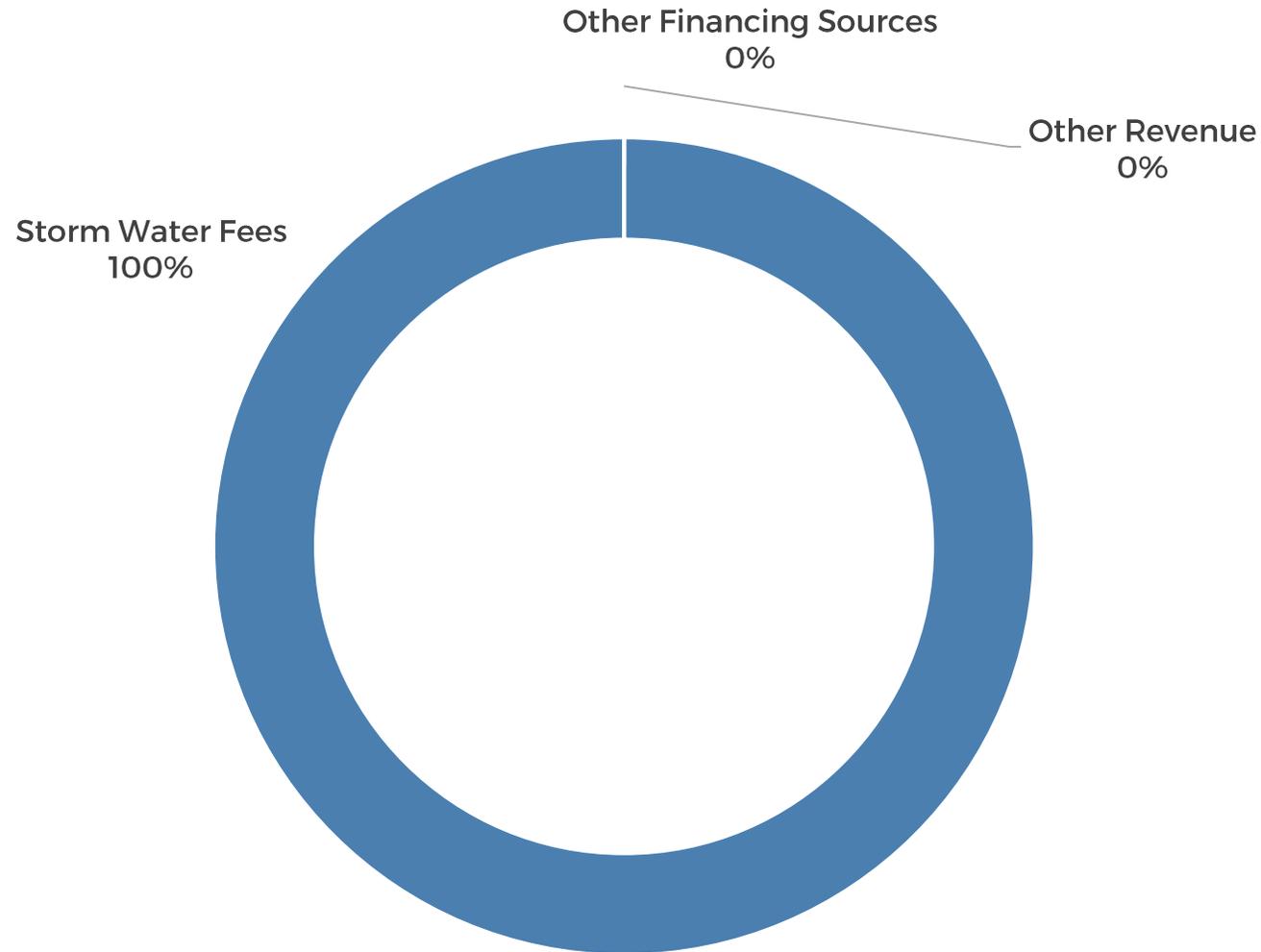


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**STORMWATER
FUND**

Stormwater Fund

Revenues - FY 18

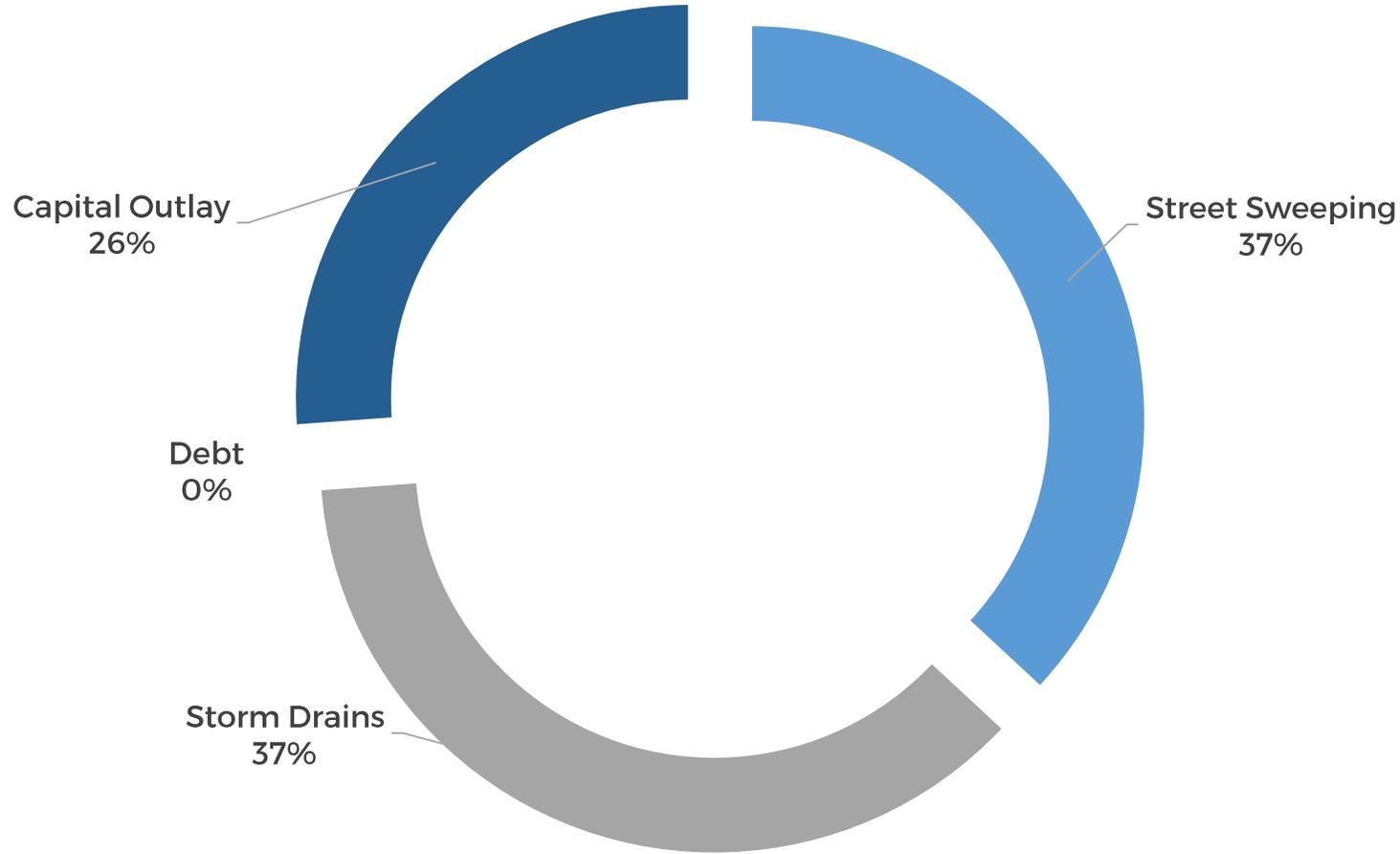


Stormwater Revenues

Storm Water Fees	600,000
Other Revenue	-
Other Financing Sources	-
Total	600,000

Stormwater Fund

Expenditures - FY 18



Storm Water Fund - FY18

Street Sweeping	221,552
Storm Drains	221,500
Debt	-
Capital Outlay	156,948
Total	600,000

Stormwater Fund

Budget Summary

	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
60820 - Storm Wtr - Street Sweeping						
Personal Services	128,781	145,698	146,198	145,698	147,978	147,978
Operating Expenses	75,619	92,422	91,922	92,422	73,574	73,574
Capital Outlay	-	10,000	10,000	10,000	-	-
TOTAL Storm Wtr - Street Sweeping	204,400	248,120	248,120	248,120	227,402	227,402



Stormwater Fund

Budget Summary

	FY 2016 ACTUAL	FY 2017 APPROVED BUDGET	FY 2017 ADJUSTED BUDGET	2017 PROJECTED	FY 2018 FINANCE REQUESTED	FY 2018 MAYOR'S BUDGET
60850 - Storm Wtr - Storm Drains						
Operating Expenses	16,137	222,800	300,587	311,050	211,000	211,000
Capital Outlay	-	139,500	149,963	139,500	10,500	10,500
TOTAL Storm Wtr - Storm Drains	16,137	362,300	450,550	450,550	221,500	221,500
60889 - Storm Water Debt Service						
Debt Service	12,400	-	-	-	-	-
Debt Service	-	3,225	3,225	3,225	-	-
TOTAL Storm Water Debt Service	12,400	3,225	3,225	3,225	-	-
60890 - Storm Wtr - Transfers						
Other	231,543	75,355	75,355	75,355	157,598	156,948
TOTAL Storm Wtr - Transfers	231,543	75,355	75,355	75,355	157,598	156,948
TOTAL Storm Water Utility	464,480	689,000	777,250	777,250	600,650	600,000



APPENDICES

SBY

BUDGET ORDINANCE

SBY

AN ORDINANCE APPROPRIATING THE NECESSARY FUNDS FOR THE OPERATION OF THE GOVERNMENT AND ADMINISTRATION OF THE CITY OF SALISBURY, MARYLAND FOR THE PERIOD JULY 1, 2017 TO JUNE 30, 2018, ESTABLISHING THE LEVY FOR THE GENERAL FUND FOR THE SAME FISCAL PERIOD AND ESTABLISHING THE APPROPRIATION FOR THE WATER AND SEWER, PARKING AUTHORITY, CITY MARINA, AND STORM WATER FUNDS.

BE IT ORDAINED, by the City of Salisbury, Maryland that the amounts listed in Schedule A – Operating Budget Appropriations are hereby appropriated for the Fiscal Year beginning July 1, 2017 and ending June 30, 2018 to fund operations of the City of Salisbury, Maryland.

BE IT FURTHER ORDAINED, by the City of Salisbury, Maryland that the amounts listed in Schedule B – Capital Project Appropriations are hereby appropriated for Capital Projects.

BE IT FURTHER ORDAINED, by the City of Salisbury, Maryland that the amounts listed in Schedule C – Anticipated Grant Expenditures are hereby appropriated for the grants listed, and the Mayor is authorized to enter into any necessary agreements or memoranda in order to receive and expend these funds.

BE IT FURTHER ORDAINED that:

- 1) The tax levy be, and the same be hereby set, at \$ 1.06 per \$100 of assessed valuation of all real property that is Non Home Owner Occupied, at \$.90 per \$100 of assessed valuation of all real property that is Home Owner Occupied, at \$2.33 per \$100 of assessed valuation for all personal property categorized as rail roads and utilities, and at \$2.00 per \$100 of assessed valuation for all other personal property subject to taxation by the City of Salisbury for General Fund purposes, including debt service purposes (exclusive of revenues derived from the Water and Sewer Fund for debt service purposes attributed to water and sewer activities); and
- 2) All taxes levied by this ordinance shall be liens from and after July 1, 2016 and shall be due and payable as specified in Title 14 of the Tax Property article of the Annotated Code of Maryland, as amended;

AND BE IT FURTHER ORDAINED by the Salisbury City Council that a public hearing on the proposed budget ordinance will be held at ____ PM on _____, 2016 in Room 301 of the City/County Government Office Building, 125 N. Division Street, Salisbury, Maryland.

AND BE IT FURTHER ORDAINED by the Salisbury City Council that this Ordinance shall take effect upon final passage.

THIS ORDINANCE was introduced and read at a special meeting of the Council of the City of Salisbury held on the _____, 2017, and having been published as required by law, in the meantime, was finally passed by the Council on the ____ day of _____, 2017.

ATTEST:

Kimberly R. Nichols, City Clerk

John "Jack" R. Heath, President
Salisbury City Council

APPROVED BY ME THIS ____ day of _____, 2017.

Jacob R. Day, Mayor

Schedule A - Operating Budget Appropriations

1)	General Fund – for the general municipal purposes of the City of Salisbury:	
	City Council / City Clerk	238,528
	Development Services	631,174
	Mayor's Office/Community Promotions	850,438
	Internal Services	811,993
	City Attorney	284,800
	Information Technology	446,502
	Planning & Zoning	111,900
	Municipal Buildings	237,601
	Police	13,199,509
	Fire	8,364,643
	Building Permits	318,352
	Housing and Community Development	1,116,563
	Public Works	
	Resource Management	258,834
	Engineering	1,282,340
	Traffic Control	1,419,326
	Streets and Lighting	754,624
	Sanitation	1,531,127
	Fleet Management	527,586
	Carpenter Shop	137,560
	Recreation and Culture	1,786,605
	Debt Service & Other Uses	<u>4,497,553</u>
	Total	38,807,558
2)	Parking Authority Fund – for the special assessment district known as the Parking Authority	
	Total	1,122,954
3)	Water Fund - for operations of the water department (including \$ 520,984 for redemption of bonds and payment of interest)	
	Total	6,172,765
4)	Sewer Fund - for the operations of the sewer department (including \$ 4,020,265 for redemption of bonds and payment of interest)	
	Total	12,019,609
5)	Marina Fund – for the operations of the enterprise known as the City Marina	
	Total	88,147
6)	Storm Water Fund – for the operations of the enterprise known as the Storm Water Fund	
	Total	600,000
	Grand Total	\$58,811,033

Schedule B – Capital Project Appropriations (1 of 2)

	Schedule B - General Capital Projects				
	CIP Amount	Pay GO	Grant	Conrib.	Bond
MDT Upgrades / Replacements	150,000				150,000
Station 16 Rear Driveway Paving	40,000				40,000
Radio System	700,000				700,000
EPC Phase II & III	34,400	34,400			
Skatepark	202,700		180,000	22,700	
Gateway Signage	80,000	80,000			
North Prong Park	75,000	75,000			
Riverwalk Amphitheater	400,000			400,000	
City Park Phase I - Sign, Trash Cans, Furniture, Other Impr.	147,500	147,500			
Jasmine Drive	51,000			51,000	
Zoo Master Plan - Administration Building	15,000			15,000	
Fencing - Zoo	40,000			40,000	
North Prong Park	150,000		150,000		
Riverside Circle	1,326,000				1,326,000
Waterside Park Parking Lot	15,000	15,000			
Service Center Facility - Phase 1	550,000				550,000
Service Center Facility - Phase 2	200,000				200,000
Main Street Master Plan	1,000,000		1,000,000		-
Urban Greenway - Phase 1 - Riverwalk Section	307,200				307,200
Urban Greenway - Phase 2 - Carroll Street Section	100,000				100,000
Bicycle Master Plan Paths Including 1st half of Rail Trail	761,500				761,500
Maintenance Dump Trucks	160,000				160,000
Recycle Trucks	75,000				75,000
Street Scaping: Division, Circle, and Camden	750,000				750,000
Totals FY 18 General Capital Projects	7,330,300	351,900	1,330,000	528,700	5,119,700

Schedule B – Capital Project Appropriations (2 of2)

Project Description	Project Amount	Funding Source					Bond	
		Transfer/ Pay GO	In Kind	Grant	Donations	Reallocate	Bond	
Sewer Infiltration and Inflow Remediation	450,000					450,000		
Replace Distribution Piping and Valves	100,000					100,000		
Restore Park Well Field	165,700					165,700		
Tank and Reservoir Mixing System	84,000					84,000		
Paleo Water Treatment Plant Roof Improvements	46,000					46,000		
Pump Station Building Improvements	55,000					55,000		
Park Water Treatment Electrical Gear Replacemen	61,500					61,500		
Glen Avenue Lift Station	127,500					127,500		
Sewer Extension in Mt. Herman Road	100,000					100,000		
WWTP Materials Warehouse and Security Buildin	20,000	20,000						
Total Water Sewer Capital Projects	1,209,700	20,000	-	-	-	1,189,700	-	
Parking Garage Roof Waterproof Membrane	97,500						97,500	
Parking Study for City of Salisbury	80,000	80,000						
New Parking Meters for Dardown	179,400						179,400	
Parking Garage Upgraded Security Cameras	55,000						55,000	
Total Parking Capital Projects	411,900	80,000	-	-	-	-	331,900	
Johnson Lake Dam Improvements	240,000	156,948					83,052	
Total Storm Water Fund Capital Projects	240,000	156,948	-	-	-	-	83,052	

Schedule C City Fiscal Year 2018 Appropriations for Grant-Funded Expenditures

Grant Name	Appropriation	Start Date	End Date	Funding Source	Funding Department or Agency
Housing & Community Development Dept.					
FFY17 Emergency Solutions Grant	145,000	10/1/2017	9/30/2018	State	Dept. of Housing and Community Development
PY17 Community Development Block Grant*	330,000	TBD	N/A	Federal	U.S. Dept. of Housing and Urban Development
Salisbury Police Department					
FFY18 Bulletproof Vest Partnership	25,000	10/1/2017	9/30/2020	Federal	Dept. of Justice
FY18 Body Armor for Local Law Enforcement	10,000	7/1/2017	6/30/2018	State	GOCCP
FFY18 Circuit Court Drug Court†	12,000	10/1/2017	9/30/2018	County	Wicomico Circuit Court Adult Drug Treatment Court
FY18 Eastern Shore Information Center	25,000	6/1/2017	5/31/2018	State	Maryland State Police
FFY17 Edward Byrne Memorial JAG	40,000	10/1/2017	9/30/2020	Federal	U.S. Department of Justice
FY18 Gun Violence Reduction Initiative†	40,000	7/1/2017	6/30/2018	State	Governor's Office of Crime Control & Prevention
FFY18 MD Highway Safety†	24,000	10/1/2017	9/30/2018	State	Maryland Highway Safety Office
FY18 Safe Streets Program†	300,000	7/1/2017	6/30/2018	State	Governor's Office of Crime Control & Prevention
FFY18 U.S. Marshals' Program†	30,000	10/1/2017	9/30/2018	Federal	U.S. Marshals Service
Total	981,000				

* The precise amount of funding for Program Year 2017 CDBG funds is currently unknown, Salisbury has not received more than \$330,000 in over a decade.

† These awards require a match, totaling \$15,000, to be transferred from account number ____ - ____

This schedule serves to appropriate funds up to the amount listed and authorize the Mayor to expend grant funds for these programs up to the appropriation. Accounts will only be budgeted up to the amount included in the award letter. Awards that exceed the appropriation will require further council action. This also serves to authorize the Mayor to enter into any necessary agreements, contracts, or memoranda.

PROPOSED FEE SCHEDULE

SBY

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO SET FEES FOR FY 2018 AND THEREAFTER UNLESS AND UNTIL SUBSEQUENTLY REVISED OR CHANGED.

WHEREAS, the fees charges by the City are reviewed and then revised in accordance with the adoption of the Fiscal Year 2018 Budget of the City of Salisbury.

NOW, THEREFORE, BE IT ORDAINED AND ENACTED BY THE COUNCIL OF THE CITY OF SALISBURY THAT the fees included in the attached Exhibit 1 – Fee Schedule shall be adopted by the City of Salisbury and shall supersede corresponding fee amounts in Chapters in the City Code.

AND BE IT FURTHER ORDAINED AND ENACTED that this Ordinance was introduced at a meeting of the City Council held on ____ the ____ day of _____, 2017 and duly passed at a meeting of the Council of the City of Salisbury, Maryland held on the ____ day of _____, 2017 and is to become effective with bills dated October 1, 2017 and after.

ATTEST:

Kimberly R. Nichols, City Clerk

John “Jack” R. Heath, President
Salisbury City Council

APPROVED BY ME THIS ____ day of _____, 2017.

Jacob R. Day, Mayor

Licenses			
Alarm Company	75	Per year	Police Dept
Amusement			Internal Services
1-5 Machines	500		
6-10 machines	665		
11-15 machines	830		
Greater than 15 machines	1,500		
Hawkers & Peddlers	50	Per year	City Clerk
Restaurant	75	Per year	Internal Services
Theatre	75	Per year	Police
Towing Company			Police Dept
Application Fee	75		
License	75		

Misc. Fees (by Finance)	
Return Check Fee	40

Landlord Licenses and Other Misc. fees (by the HCDD Department)		
Landlord License Fee 1st Year	120	
Landlord License Unit Registration 1st Year	120	
Landlord License Fee Renewal		
if paid by March 1st	60	
if paid 3/2 - 7/1	125	
if paid > 7/1	255	
Landlord License Unit Registration Renewal		
if paid by March 1st	60	per unit
if paid 3/2 - 7/1	125	For first unit plus \$88 for each additional unit
if paid > 7/1	255	For first unit plus \$96 for each additional unit
Administrative Fee for Fines	100	
Fore Closed Property Registration	25	Onetime fee
Re-inspection Fee	100	On each citation
Vacant Building Registration	200	Per year
Historic Application Fee	25	
Change in Occupancy Fee	50	
Change in Use Fee	200	

Municipal Infractions (by the HCDD Department)		
Tall Grass Violations	25	
Interior/Exterior/Rubbish Violations 1 st day	100	
Interior/Exterior/Rubbish Violations 2 nd day and each day thereafter the violation exists	200	
Any other violation 1 st day	500	
Any other violation 2 nd day and each day thereafter that the violation exist	1,000	

Waste Disposal and Water/Sewer Misc. Fees (by Public Works)		
Trash Service	36	Per quarter
Bulk Trash Pick up	25	For three items, additional amounts for specific items
Trash Cans	74	Per can (plus \$4.44 tax)
Water & Sewer Admin Fee (Late Charge)	40	
Water Turn On fee for Unpaid Bills	80	For after hours
Water Meter Reading Fee	25	
Water Turn On Fee	20	
Fire Service	746	Annually per property
Meter Test	40	
Water and Sewer Services		See Water Sewer Rate Ordinance

WWTP Pretreatment Program Fees (by Public Works)		
Significant Industrial Users:		
IA discharges flow \geq 5% of WWTP flow	8,700	30 units
IB discharges flow \geq 50,000 gpd	7,250	25 units
IC categorical user which discharges	5,800	20 units
ID discharges flow \geq 25,000 gpd	4,350	15 units
IE categorical user which does not discharge	2,900	10 units
Minor Industrial Users:		
IIA-1 discharges flow ³ 5,000 gpd or hospitals, campus	2,030	7 units
IIA-2 discharges flow ³ 5,000 gpd or light industry, hotels	1,450	5 units
IIB discharges flow ³ 1,000 gpd or fast food, large restaurants, large garages	580	2 units
IIC discharges flow 500 - 1,000 gpd or small restaurants, small garages	435	1.5 units
IID discharges flow ³ 500 gpd or restaurants that are carry out only no fryer	290	1 unit
IIE photographic processer which discharges silver rich wastewater	290	1 unit

Pretreatment fees are an annual fee, invoices are sent each January to cover the calendar year.

Towing Fees		
Maximum Towing and Storage Fees (vehicles up to 10,000 GVW)		
Accident Vehicle Tow	160	
Disabled Vehicle Tow	80	
Emergency Relocation Tow	80	
Impound Vehicle Tow	135	

2018 FEE SCHEDULE

Building Fees (by the Permits and Inspections Department)			Port of Salisbury Marina Fees		
Building Plan Review Fees		Residential, Commercial, Accessory	Transient		
<i>Fees based on cost of construction:</i>			<i>Slip Fees based on size of vessel</i>	1.00	Per foot per day
Up to \$ 3,000	30		Electric 30-amp service	5.00	Per day
\$3,001 to \$100,000	65		Electric 50-amp service	10.00	Per day
\$100,001 to \$500,000	150				
\$500,001 to \$1,000,000	200		Slip Rental – Monthly		
\$1,000,001 and Up	250		<i>Fees based on size of vessel</i>		
Building Permit Fees		Residential, Commercial, Accessory	October through April	3.85	Per foot + electric
<i>Fees based on cost of construction:</i>			May through September	5.50	Per foot + electric
Up to \$ 3000	40				
\$3001 and Up	50	plus (.015 * Cost of Construction)	Live Aboard – Monthly		
\$100,001 to \$500,000	1,100	plus (\$10 for each \$1,000 over \$100,000)	<i>Fees based on size of vessel</i>		
\$500,001 to \$1,000,000	4,400	plus (\$ 9 for each \$1,000 over \$500,000)	October through April	4.95	Per foot + electric
\$1,000,001 and Up	8,000	plus (\$ 4 for each \$1,000 over \$1,000,000)	May through September	6.60	Per foot + electric
Fence Permit Fees:			Slip Rental – Annual*		*Annual rates are to be paid in full up front, electric can be billed monthly
<i>Fees based on cost of construction:</i>			Boats up to and including 30 feet long	1,150	+ electric
Up to \$ 3,000	40		Boats 31 feet and longer	49	Per foot + electric
\$3,001 to \$100,000	50	plus (.015 * Cost of Construction)			
			Live Aboard – Annual		
Outdoor Advertising Structure Fee	.50	Per SF foot of sign surface per year	Boats up to and including 30 feet long	1,520.00	+ electric
			Boats 31 feet and longer	49.00	Per foot + \$360 + electric
Other Building Fees:					
Board of Zoning Appeals	50	County Fee \$100	Fuel	.40	Per gallon more than the cost per gallon purchase price by the City
Demo - Residential	75				
Demo - Commercial	125		Electric Service	.40	Per gallon more than the cost per gallon purchase price by the City
Gas	30	plus \$10 per fixture	<i>Fees per meter</i>		
Grading	100		Electric 30-amp service	30.00	Per month y
Maryland Home Builders Fund	50	per new SFD	Electric 50-amp service	50.00	Per month
Mechanical	25				
Occupancy Inspection	50				
Plumbing	30	\$10 per fixture (may vary)			
Sidewalk Sign			EMS Services		
Sign	50	plus (\$1.50 per Sq Ft)	BLS Base Rate	500.00	575.00
Temp Sign	25	per month	ALS1 Emergency Rate	650.00	750.00
Temp Trailer	25	per month	ALS2 Emergency Rate	775.00	875.00
Tent	40		Mileage (per mile)	11.80	60.00
Well	50		Oxygen	60.00	60.00
Zoning Authorization Letter	50		Spinal immobilization	120.00	120.00
			BLS On-scene Care	175.00	175.00
			ALS On –scene Care	450.00	550.00

Public Works Engineering Division		
Storm Water Utility		
Fee to maintain City storm water facilities per Ordinance 2306	20.00	per year per Equivalent Residential Unit per Ordinance 2315
Stormwater Utility Credit Application		
Fee to apply for credit to Stormwater Utility	150.00	
Street Break Permit		
Permit for breaking City public streets and way	25.00	Per break location
Obstruction Permit		
Permit for obstructing City public streets and ways. Per City Code 12.12.020	10.00	
Water and Sewer Capacity Fee		
Comprehensive Connection Charge of Capacity fee for the Developer's share in the cost of growth related infrastructure improvements. Per City Code 13.02.070	3,533.00	Per Equivalent Dwelling Unit (water \$1,513, sewer \$2,020)
Water and Sewer Facility Fee		
Comprehensive Connection Charge for Facility Fees is based on actual costs of water and sewer infrastructure installed by a Developer. Per City Code 13.02.070	*	* Fee amount is project dependent. Facility Fee is the prorated share of the cost of the water and sewer mains based on this project's percentage of the capacity of the proposed infrastructure project.
Reimbursement Administrative Fee		
Administrative fee assessed on Facility Fee for processing	*	0.1 percent of the Facility Fee
Water and Sewer Line Fee		
Comprehensive Connection Charge of Line fee is based on the actual costs of the public water and sewer. Per City Code 13.02.070	*	* Fee amount is project dependent
Central System Line Fee		
Comprehensive Connection Charge of Central System Line Fee for water and sewer services connecting directly to the City's Central System. Per City Code 13.02.070	64.50	per linear foot based on the area of the property and is the square root of the lot area, in square feet
Development Plan Review Fee		
Fee for review of development plans and traffic control plans	450	Plus \$50 per disturbed acre, \$500 minimum. Subsequent submittals, which generate additional comments, may be charged an additional \$500.
Water and Sewer Inspection Fee		
Fee for inspection of public water and sewer improvements		7.5 % of the approved cost estimate for construction of proposed public water and sewer improvements
Temporary connection to fire hydrant		
Providing temporary meter on a fire hydrant for use of City water	64.50	per linear foot based on the area of the property and is the square root of the lot area, in square feet
In City	40.00	Plus charge for water used per current In City rate, \$10 minimum
Out of City	50.00	Plus charge for water used per current Out of City rate, \$10 minimum

Public Works Engineering Division (continued)		
Hydrant flow test		
To perform hydrant flow tests		
In City	125.00	
Out of City	160.00	
Fire flush and Fire pump test		
To perform hydrant flow tests To perform meter tests on ¾" and 1" meters.		
In City	125.00	
Out of City	160.00	
Meter tests		
To perform meter tests on ¾" and 1" meters.		
In City	40.00	
Out of City	50.00	
Public Works Agreement recording fee		
Recording fee for Public Works Agreements		
For 9 pages or less	60.00	
For 10 pages or more	115.00	
Stormwater Management As-Built recording fee		
Recording fee for Stormwater Management As-Built.	10.00	Per sheet
Subdivision review fee		
Fee for Subdivision review	25.00	per subdivided acre, (\$25.00 minimum, \$200.00 maximum)
Subdivision recording fee		
Recording fee for Subdivision plans	10.00	Per page
Resubdivision review fee		
Fee for Resubdivision reviews	25.00	per subdivided acre, (\$25.00 minimum, \$200.00 maximum)
Resubdivision recording fee		
Recording fee for Resubdivision plans	10.00	Per page
Administrative Fee for Capacity Fee payment Plans		
Administrative Fee for Capacity Fee payment Plans	25.00	
Construction Standards and Construction Material Specifications Fees		
Fee to purchase the Construction Standards and Construction Material Specifications		\$15/ each for printed manuals or \$10 for CD with pdfs of both manuals. Either options has a\$3 postage and handling fee.
Maps and Copying Fees		
City Street Map	5.00	Ea
Street Map Index	1.00	Ea
Property Maps	3.00	Ea
Sanitary Sewer Utility Maps (400 Scale)	3.00	Ea
Storm Water Utility Maps (400 Scale)	3.00	Ea
Water Main Utility Maps (400 Scale)	3.00	Ea
Sanitary Sewer Contract Drawings	1.00	Ea

Public Works Engineering Division (continued)		
Maps and Copying Fees (continued)		Ea
Water Main Contract Drawings	1	Ea
Black and White Photocopying (Small Format)	.25	Sq. ft
Black and White Photocopying (Large Format)	.50	Sq. ft
Color Photocopying (Small Format) \$1/sq.ft.	1	Sq. ft
Color Photocopying (Large Format) \$2/sq.ft.	2	Sq. ft
Water Meter/Tap Fee and Sewer Connection Fee		
Water Meter/Tap Fee and Sewer Connection Fee if water and sewer services are installed by City forces. Per City Code 13.02.070	*	The tap and connection fee amount is the actual cost of SPW labor and materials or per this schedule.
Water Tapping Fees - In City:		
3/4 Water Meter	3,850	
1" Water Meter	4,160	
1 1/2" Water Meter T-10 Meter	5,810	
2" Water Meter - T-10 Meter	6,200	
2" Water Meter - Tru Flo	7,320	
Water Tapping Fees - Out of City		
3/4 Water Meter	4,810	
1" Water Meter	5,200	
1 1/2" Water Meter T-10 Meter	7,265	
2" Water Meter - T-10 Meter	7,750	
2" Water Meter - Tru Flo	9,155	
Sanitary Sewer Tapping Fees - In City:		
6" Sewer Tap	3,320	
8" Sewer Tap	3,380	
6" or 8" Location & Drawing Fee	45	
Sanitary Sewer Tapping Fees - Out of City		
6" Sewer Tap	4,150	
8" Sewer Tap	4,225	
6" or 8" Location & Drawing Fee	60	
Water Meter Setting Fee		
Water meter setting fee for installation of water meter when tap is done by a contractor.		
Meter Setting Fees - In City:		
3/4 Water Meter	400	
1" Water Meter	525	
1 1/2" Water Meter T-10 Meter	785	
2" Water Meter - T-10 Meter	905	
2" Water Meter - Tru Flo	2030	
Meter Setting Fees - Out of City		
3/4 Water Meter	495	
1" Water Meter	655	
1 1/2" Water Meter T-10 Meter	980	
2" Water Meter - T-10 Meter	1130	
2" Water Meter - Tru Flo	2535	

Parking Violations, False Alarms, Infractions, Scofflaw (by the Police & Fire Department)		
Animal Control	50-100	
False Police Alarms		
<i>based on number of incidents in calendar year</i>		
First 2 incidents	0	
3 rd incident	40	
4 th incident	80	
Greater than 4 each incident	120	
False Fire Alarms		
<i>based on number of incidents in calendar year</i>		
First 2 incidents	0	
3 rd incident	45	
4 th incident	90	
Greater than 4 each incident	135	
Scofflaw		
Tow	135	
Storage	50	
Administrative Fee	35	
Business Administrative Fee	30	
Parking Violations		
Meter Violation	15	
Restricted Permit Zone	35	
No Parking Zone	35	
Double Parking	35	
Improper Parking	35	
Blocking Driveway	35	
Park 20 Ft. of Inter.	35	
Park by Fireplug	35	
Viol. Of Time Restrict	35	
No Stop/Stand	35	
Bus, Camper or Commercial Veh. On Resident St.	35	
Snow Emergency Route	35	
Commercial Vehicle on Public St. Over 2 Hrs.	35	
Refrig. Truck Parked and in Operation Over 2 Hrs.	35	
Fire Lane	35	
Vehicle in Front Yard	35	
Other	35	
Handicap Area	50	
Late Payment Fee (If citation not paid within 30 days)	25	
MVA Administrative (Flag) Fee (fee set by MVA)	30	

Parking Permits and Fees			
	UOM	1-Jul-17	1-Jan-18
Parking Permits			
Lot #1 - lower lot by library	Monthly	35.00	40.00
Top Lot #1 - upper lot by library	Monthly	35.00	40.00
Lot #4 - behind City Center	Monthly	35.00	40.00
Lot #5 - Market St. & Rt. 13	Monthly	32.00	35.00
Lot #7 & 13 - off Garrettson Pl.	Monthly	9.00	10.00
Lot #9 - behind GOB	Monthly	35.00	40.00
Lot #10 - near State bldg/SAO	Monthly	28.00	35.00
Lot #11 - behind library	Monthly	30.00	35.00
Lot #12 - beside Market St. Inn	Monthly	30.00	35.00
Lot #14 - by Holiday Inn	Monthly	20.00	25.00
Lot #15 - across from Feldman's	Monthly	35.00	40.00
Lot #16 - by Avery Hall	Monthly	35.00	40.00
Lot #30 - by drawbridge	Monthly	9.00	10.00
Lot #33 - east of Brew River	Monthly	9.00	10.00
Lot #35 - west of Brew River	Monthly	9.00	10.00
Lot SPS - St. Peters St.	Monthly	35.00	40.00
E. Church St.	Monthly	35.00	40.00
W. Church St.	Monthly	35.00	40.00
Parking Garage	Monthly	35.00	40.00
Transient Parking Options			
Parking Lot #1 (first 2-hrs of parking are FREE)	Hourly	1.00	no change
Parking Garage	Hourly	1.00	no change
Parking Meters/Pay Stations	Hourly	1.00	no change
Miscellaneous Charges			
Replacement Parking Permit Hang Tags	Per Hang Tag	\$5.00	no change
Parking Permit Late Payment Fee (+15 days)	Per Occurrence	\$5.00	no change
New Parking Garage Access Card	Per Card	\$10.00	no change
Replacement Parking Garage Access Card	Per Card	\$10.00	no change

City of Salisbury Fire Department
Fire Prevention Fee Schedule

Fire Prevention Fees

- 1) **Plan review and Use & Occupancy Inspection:**
 - a. **Basic Fee.** *For all multi-family residential, commercial, industrial, and institutional occupancies. Including, but not limited to, new construction, tenant fit-out, remodeling, change in use and occupancy, and/or any other activity deemed appropriate by the City of Salisbury Department of Building, Permits and Inspections (BPI).* **60% of the building permit fee; \$75 minimum** (not included – plan review and related inspection of specialized fire protection equipment as listed in the following sections 2 a-j)
 - b. **Expedited Fees.** *If the requesting party wants the plan review and inspection to be expedited, to be done within three business days* **20% of the basic fee; \$500 minimum** (this is in addition to the basic fee)
 - c. **After-Hours Inspection Fees.** *If the requesting party wants an after-city-business-hours inspection.* **\$100/hour/inspector; 2 hour minimum**
- 2) **Fire Protection Plan Review and Inspection**
 - a. **Fire Alarm & Detection Systems.** *Includes plan review and inspection of wiring, controls, alarm and detection equipment and related appurtenances needed to provide a complete system and the witnessing of one final acceptance test per system of the completed installation.*
 - i. **Fire Alarm System** **\$100/system**
 - ii. **Fire Alarm Control Panel** **\$75/panel**
 - iii. **Alarm Initiating Device** **\$1.50/device**
 - iv. **Alarm Notification Device** **\$1.50/device**
 - b. **Sprinkler, Water Spray and Combined Sprinkler & Standpipe Systems.** *Includes review of shop drawings, system inspection and witnessing of one hydrostatic test, and one final acceptance test per floor or system.*
 - i. **NFPA 13 & 13R** **\$1.50/head; \$125 minimum**
 - ii. **NFPA 13D** **\$75/dwelling unit**
 - c. **Standpipe Systems.** *The fee applies to separate standpipe and hose systems installed in accordance with NFPA 14 standard for the installation of standpipe and hose systems as incorporated by reference in the State Fire Prevention Code (combined sprinkler systems and*

City of Salisbury Fire Department
Fire Prevention Fee Schedule

standpipe systems are included in the fee schedule prescribed for sprinkler systems) and applies to all piping associated with the standpipe system, including connection to a water supply, piping risers, laterals, Fire Department connection(s), dry or draft fire hydrants or suction connections, hose connections, piping joints and connections, and other related piping and appurtenances; includes plan review and inspection of all piping, control valves, connections and other related equipment and appurtenances needed to provide a complete system and the witnessing of one hydrostatic test, and one final acceptance test of the completed system.

- d. **Fire Pumps & Water Storage Tanks.** *The fees include plan review and inspection of pump and all associated valves, piping, controllers, driver and other related equipment and appurtenances needed to provide a complete system and the witnessing of one pump acceptance test of the completed installation. Limited service pumps for residential sprinkler systems as permitted for NFPA 13D systems and water storage tanks for NFPA 13D systems are exempt.*
 - i. **Fire Pumps** **\$0.50/gpm of rated pump capacity; \$125 minimum**
 - ii. **Fire Protection Water Tank** **\$75/tank**
 - iii. **Witnessing Underground Water Main Hydro Tests** **\$75**
 - iv. **Witnessing Fire Main Flush** **\$75**
- e. **Gaseous and Chemical Extinguishing Systems.** *Applies to halon, carbon dioxide, dry chemical, wet chemical and other types of fixed automatic fire suppression systems which use a gas or chemical compound as the primary extinguishing agent. The fee includes plan review and inspection of all piping, controls, equipment and other appurtenances needed to provide a complete system in accordance with referenced NFPA standards and the witnessing of one performance or acceptance test per system of the completed installation.* **\$1.00/pound of extinguishing agent; \$100 minimum; or \$150 per wet chemical extinguishing system**
- f. **Foam Systems** *The fee applies to fixed extinguishing systems which use a foaming agent to control or extinguish a fire in a flammable* **\$75/nozzle or local applicator; plus \$1.50/ sprinkler head for**

City of Salisbury Fire Department
Fire Prevention Fee Schedule

	<i>liquid installation, aircraft hangar and other recognized applications. The fee includes plan review and inspection of piping, controls, nozzles, equipment and other related appurtenances needed to provide a complete system and the witnessing of one hydrostatic test and one final acceptance test of the completed installation.</i>	combined sprinkler/foam system; \$100 minimum
g. Smoke Control Systems.	<i>The fee applies to smoke exhaust systems, stair pressurization systems, smoke control systems and other recognized air-handling systems which are specifically designed to exhaust or control smoke or create pressure zones to minimize the hazard of smoke spread due to fire. The fee includes plan review and inspection of system components and the witnessing of one performance acceptance test of the complete installation.</i>	\$100/ 30,000 cubic feet of volume or portion thereof of protected or controlled space; \$200 minimum
h. Flammable and Combustible Liquid Storage Tanks.	<i>This includes review and one inspection of the tank and associated hardware, including dispensing equipment. Tanks used to provide fuel or heat or other utility services to a building are exempt.</i>	\$0.005/gallon of the maximum tank capacity; \$75 minimum
i. Emergency Generators.	<i>Emergency generators that are a part of the fire/life safety system of a building or structure. Includes the review of the proposed use of the generator, fuel supply and witnessing one performance evaluation test.</i>	\$100
j. Marinas and Piers		\$25/linear feet of marina or pier; plus \$1.00 per slip; \$100 minimum
k. Reinspection and Retest Fees		1st - \$100 2nd - \$250 3rd and subsequent - \$500 \$75/hour
l. Consultation Fees.	<i>Fees for consultation and technical assistance</i>	
3) Fire-safety Inspections.	<i>The following fees are not intended to be applied to inspections conducted in response to a specific complaint of an alleged Fire Code violation by an individual or governmental agency.</i>	
a. Assembly Occupancies (including outdoor festivals):		
i. Class A (>1000 persons)		\$300
ii. Class B (301 – 1000 persons)		\$200
iii. Class C (51 – 300 persons)		\$100

City of Salisbury Fire Department
Fire Prevention Fee Schedule

iv. Fairgrounds (<= 9 buildings)	\$200
v. Fairgrounds (>= 10 buildings)	\$400
vi. Recalculation of Occupant Load	\$75
vii. Replacement or duplicate Certificate	\$25
b. Education Occupancies:	
i. Elementary School (includes kindergarten and Pre-K)	\$100
ii. Middle, Junior, and Senior High Schools	\$150
iii. Family and Group Day-Care Homes	\$75
iv. Nursery or Day-Care Centers	\$100
c. Health Care Occupancies:	
i. Ambulatory Health Care Centers	\$150/3,000 sq.ft. or portion thereof
ii. Hospitals, Nursing Homes, Limited-Care Facilities, Domiciliary Care Homes	\$100/building; plus \$2.00/patient bed
d. Detention and Correctional Occupancies	\$100/building; plus \$2.00/bed
e. Residential:	
i. Hotels and Motels	\$75/building; plus \$2.00/guest room
ii. Dormitories	\$2.00/bed; \$75 minimum
iii. Apartments	\$2.00/apartment; \$75 minimum
iv. Lodging or Rooming House	\$75; plus \$2.00/bed
v. Board and Care Home	\$100/building; plus \$2.00/bed
f. Mercantile Occupancies:	
i. Class A (> 30,000 sq.ft.)	\$200
ii. Class B (3,000 sq.ft. – 30,000 sq.ft.)	\$100
iii. Class C (< 3,000 sq.ft.)	\$75
g. Business Occupancies	\$75/3,000 sq.ft. or portion thereof
h. Industrial or Storage Occupancies. per 5,000 square feet or portion thereof:	
i. Low or Ordinary Hazard	\$75
ii. High-Hazard	\$100
i. Common Areas of Multitenant Occupancies (i.e., shopping centers, high-rises, etc.)	\$45/10,000 sq.ft. or portion thereof
j. Outside Storage of Combustible Materials (scrap tires, tree stumps, lumber, etc.):	\$100/acre or portion thereof
k. Outside Storage of Flammable or Combustible Liquids (drums, tanks, etc.):	\$100/5,000 sq.ft. or portion thereof
l. Marinas and Piers	\$100/facility; plus \$1.00/slip
m. Unclassified Inspection	\$75/hour or portion

City of Salisbury Fire Department
Fire Prevention Fee Schedule

- n. Reinspection.** *If more than one reinspection is required to assure that a previously identified Fire Code violation is corrected*
- | | |
|--|--|
| | thereof |
| | 2nd - \$100 |
| | 3rd - \$250 |
| | 4th and subsequent - \$500 |

PROPOSED WATER/SEWER RATES

SBY

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO AMEND WATER AND SEWER RATES TO INCREASE RATES BY 15% AND MAKING SAID CHANGES EFFECTIVE FOR ALL BILLS DATED OCTOBER 1, 2017 AND THEREAFTER UNLESS AND UNTIL SUBSEQUENTLY REVISED OR CHANGED.

WHEREAS, the water and sewer rates must be revised in accordance with the proposed Fiscal Year 2018 Budget of the City of Salisbury and the appropriations thereby made and established for purposes of the Water and Sewer Departments.

NOW, THEREFORE, BE IT ORDAINED AND ENACTED BY THE COUNCIL OF THE CITY OF SALISBURY THAT the following water and sewer rate schedule shall be adopted by the City of Salisbury:

A. Water and Sewer Rate Schedules:

Schedule I Metered Water Changes – In City Rates

Residential and Small Commercial	
Minimum Charge	\$22.87 / quarter
Commodity Charge	\$3.41 / thousand gallons
Commercial	
Customer Charge	\$427.99 / quarter
Commodity Charge	\$1.98 / thousand gallons
Large Commercial/Industrial	
Customer Charge	\$661.44 / quarter
Commodity Charge	\$1.58 / thousand gallons

Schedule II Metered Water Charges – Outside City Rates

Residential and Small Commercial	
Minimum Charge	\$45.75 / quarter
Commodity Charge	\$6.83 / thousand gallons
Commercial	
Customer Charge	\$855.99 / quarter
Commodity Charge	\$3.98 / thousand gallons
Large Commercial/Industrial	
Customer Charge	\$1,322.90 / quarter
Commodity Charge	\$3.20 / thousand gallons

Schedule III	Metered Water Charges – Wor-Wic Community College and Urban Service District Rates		
	Residential and Small Commercial		
	Minimum Charge	\$34.30 / quarter	
	Commodity Charge		\$5.13 / thousand gallons
	Commercial		
	Customer Charge	\$641.99 / quarter	
	Commodity Charge		\$2.98 / thousand gallons
	Large Commercial/Industrial		
	Customer Charge	\$992.17 / quarter	
	Commodity Charge		\$2.39 / thousand gallons
Schedule IV	Sewer Charges – In City Rates		
	Residential and Small Commercial		
	Minimum Charge	\$56.49 / quarter	
	Commodity Charge		\$8.47 / thousand gallons
	Commercial		
	Customer Charge	\$1,067.14 / quarter	
	Commodity Charge		\$4.93 / thousand gallons
	Large Commercial/Industrial		
	Customer Charge	\$1,646.11 / quarter	
	Commodity Charge		\$3.94 / thousand gallons
Schedule V	Sewer Charges – Outside City Rates		
	Residential and Small Commercial		
	Minimum Charge	\$113.00 / quarter	
	Commodity Charge		\$16.95 / thousand gallons
	Commercial		
	Customer Charge	\$2,134.26 / quarter	
	Commodity Charge		\$9.83 / thousand gallons
	Large Commercial/Industrial		
	Customer Charge	\$3,292.22 / quarter	
	Commodity Charge		\$7.91 / thousand gallons
Schedule VI	Sewer Charges – Wor-Wic Community College and Urban Service District Rates		
	Residential and Small Commercial		
	Minimum Charge	\$84.75 / quarter	
	Commodity Charge		\$12.72 / thousand gallons

Commercial

Customer Charge \$1,600.70 / quarter
 Commodity Charge \$7.37 / thousand gallons

Large Commercial/Industrial
 Customer Charge \$2,469.15 / quarter
 Commodity Charge \$5.94 / thousand gallons

Schedule VII Sewer Charges – Sewer Only Customers

Rate	Number of fixtures	Rate	Quarterly In City Rate	Quarterly Outside District Rate	Quarterly Urban City	Service
	1	One to two fixtures	\$72.25	\$144.51	\$108.39	
	2	Three to five fixtures	\$108.39	\$216.78	\$162.58	
	3	Six to twenty fixtures	\$155.78	\$311.55	\$233.66	
	For every five fixtures over twenty		\$64.24	\$128.47	\$ 96.35	

Schedule VIII Commercial and Industrial Activities

			Annual In City Rate	Annual Outside City Rate
1)	For each fire service	\$373	\$746	
1)	For each standby operational service	\$373	\$746	

B. Definitions:

Residential and Small Commercial Customers – These customers have average water utilization of less than 300,000 gallons in a quarter.

Commercial Customers – These customers have average water utilization of 300,000 gallons to 600,000 gallons per quarter.

Large Commercial/Industrial – These customers have average water utilization over 600,000 gallons per quarter.

Average Water Utilization Per Quarter – This will be based on annual consumption divided by 4 to get average quarterly water utilization.

C. Calculation of Bills:

For Residential and Small Commercial Customers – The minimum charge for both water and sewer will apply if water service is turned on at the water meter and usage is 0-6,000 gallons per quarter. Only the City can turn a meter on and off. For usage of 7,000 gallons and above, the commodity charge will be applied for each 1,000 gallons used and the minimum charge will not be applied.

For Commercial and Large Commercial/Industrial Customers – Every quarterly bill will receive a customer charge for both water and sewer. Then for each thousand gallons used the appropriate commodity charge will be applied.

AND BE IT FURTHER ORDAINED AND ENACTED that this Ordinance was introduced at a meeting of the City Council held on _____ the ____ day of _____, 2017 and duly passed at a meeting of the Council of the City of Salisbury, Maryland held on the ____ day of _____, 2017 and is to become effective with bills dated October 1, 2017 and after.

ATTEST:

Kimberly R. Nichols, City Clerk

John “Jack” R. Heath, President
Salisbury City Council

APPROVED BY ME THIS _____ day of _____, 2017.

Jacob R. Day, Mayor

Proposed Pay Plan

MIN/MID/MAX

Grade	Minimum	Mid	Max
1	22,235	29,338	39,485
2	24,013	31,685	42,643
3	25,935	34,220	46,056
4	28,009	36,958	49,740
5	30,251	39,916	53,721
6	32,670	43,108	58,017
7	35,283	46,555	62,658
8	38,107	50,281	67,672
9	41,155	54,304	73,086
10	44,447	58,647	78,931
11	48,003	63,339	85,246
12	51,844	68,407	92,066
13	55,991	73,879	99,431
14	60,470	79,789	107,385
15	65,309	86,173	115,978
16	70,532	93,066	125,255
17	76,174	100,510	135,274
18	82,269	108,552	146,097

KEYS

Proposed Pay Plan/Salary Scale

Grade	Minimum Step 1	2	3	4	5	6	7	8	9	10	11	12	13	14	Mid15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	Max 30
1	22,235	22,679	23,133	23,596	24,067	24,549	25,040	25,541	26,051	26,572	27,104	27,646	28,199	28,763	29,338	29,925	30,523	31,134	31,756	32,392	33,039	33,700	34,374	35,062	35,763	36,478	37,208	37,952	38,711	39,485
2	24,013	24,493	24,983	25,483	25,992	26,512	27,042	27,583	28,135	28,698	29,272	29,857	30,454	31,063	31,685	32,318	32,965	33,624	34,296	34,982	35,682	36,396	37,124	37,866	38,623	39,395	40,183	40,987	41,807	42,643
3	25,935	26,453	26,982	27,522	28,073	28,634	29,207	29,791	30,387	30,994	31,614	32,246	32,891	33,549	34,220	34,905	35,603	36,315	37,041	37,782	38,538	39,308	40,094	40,896	41,714	42,548	43,399	44,267	45,153	46,056
4	28,009	28,570	29,141	29,724	30,318	30,925	31,543	32,174	32,817	33,474	34,143	34,826	35,523	36,233	36,958	37,697	38,451	39,220	40,004	40,804	41,620	42,453	43,302	44,168	45,051	45,952	46,871	47,808	48,765	49,740
5	30,251	30,856	31,473	32,103	32,745	33,400	34,068	34,749	35,444	36,153	36,876	37,613	38,366	39,133	39,916	40,714	41,528	42,359	43,206	44,070	44,951	45,850	46,767	47,703	48,657	49,630	50,623	51,635	52,668	53,721
6	32,670	33,324	33,990	34,670	35,363	36,071	36,792	37,528	38,278	39,044	39,825	40,621	41,434	42,263	43,108	43,970	44,849	45,746	46,661	47,594	48,546	49,517	50,508	51,518	52,548	53,599	54,671	55,764	56,880	58,017
7	35,283	35,989	36,709	37,443	38,192	38,956	39,735	40,529	41,340	42,167	43,010	43,870	44,748	45,643	46,555	47,487	48,436	49,405	50,393	51,401	52,429	53,478	54,547	55,638	56,751	57,886	59,044	60,225	61,429	62,658
8	38,107	38,869	39,647	40,439	41,248	42,073	42,915	43,773	44,648	45,541	46,452	47,381	48,329	49,295	50,281	51,287	52,313	53,359	54,426	55,515	56,625	57,757	58,913	60,091	61,293	62,519	63,769	65,045	66,346	67,672
9	41,155	41,979	42,818	43,674	44,548	45,439	46,348	47,275	48,220	49,185	50,168	51,172	52,195	53,239	54,304	55,390	56,498	57,628	58,780	59,956	61,155	62,378	63,625	64,898	66,196	67,520	68,870	70,248	71,653	73,086
10	44,447	45,336	46,242	47,167	48,111	49,073	50,054	51,055	52,076	53,118	54,180	55,264	56,369	57,497	58,647	59,819	61,016	62,236	63,481	64,750	66,046	67,366	68,714	70,088	71,490	72,920	74,378	75,866	77,383	78,931
11	48,003	48,963	49,943	50,942	51,960	53,000	54,060	55,141	56,244	57,369	58,516	59,686	60,880	62,098	63,339	64,606	65,898	67,216	68,561	69,932	71,331	72,757	74,212	75,697	77,210	78,754	80,329	81,936	83,575	85,246
12	51,844	52,881	53,938	55,017	56,117	57,240	58,384	59,552	60,743	61,958	63,197	64,461	65,750	67,065	68,407	69,775	71,170	72,594	74,045	75,526	77,037	78,578	80,149	81,752	83,387	85,055	86,756	88,491	90,261	92,066
13	55,991	57,111	58,253	59,418	60,606	61,819	63,055	64,316	65,602	66,914	68,253	69,618	71,010	72,430	73,879	75,356	76,864	78,401	79,969	81,568	83,200	84,864	86,561	88,292	90,058	91,859	93,696	95,570	97,482	99,431
14	60,470	61,679	62,913	64,171	65,455	66,764	68,099	69,461	70,850	72,267	73,713	75,187	76,691	78,224	79,789	81,385	83,012	84,673	86,366	88,093	89,855	91,652	93,485	95,355	97,262	99,207	101,191	103,215	105,280	107,385
15	65,309	66,615	67,947	69,306	70,692	72,106	73,548	75,019	76,519	78,050	79,611	81,203	82,827	84,484	86,173	87,897	89,655	91,448	93,277	95,142	97,045	98,986	100,966	102,985	105,045	107,146	109,289	111,475	113,704	115,978
16	70,532	71,943	73,382	74,849	76,346	77,873	79,431	81,019	82,640	84,293	85,978	87,698	89,452	91,241	93,066	94,927	96,826	98,762	100,737	102,752	104,807	106,903	109,041	111,222	113,447	115,716	118,030	120,391	122,799	125,255
17	76,174	77,698	79,252	80,837	82,454	84,103	85,785	87,500	89,250	91,035	92,856	94,713	96,608	98,540	100,510	102,521	104,571	106,663	108,796	110,972	113,191	115,455	117,764	120,119	122,522	124,972	127,472	130,021	132,622	135,274
18	82,269	83,914	85,593	87,305	89,051	90,832	92,648	94,501	96,391	98,319	100,286	102,291	104,337	106,424	108,552	110,723	112,938	115,197	117,501	119,851	122,248	124,692	127,186	129,730	132,325	134,972	137,671	140,424	143,233	146,097



Police Pay Plan

Grade	Job Title	Min	Mid	Max
1	Cadet / Blue Shirt	39,026		
2	Police Officer	44,192	59,015	77,077
3	Police Officer 1st Class (PFC)	49,423	64,645	84,430
4	Senior Police Officer (SPO)	50,852	66,583	86,961
5	Master Police Officer (MPO)	52,324	68,580	89,569
6	Corporal (Secondary Squad Supervisor)	58,842	77,007	100,575
7	Senior Corporal (Secondary Squad Supervisor)	60,607	79,317	103,592
8	Sergeant (Squad Supervisor)	62,425	82,972	108,366
9	Lieutenant (Squad Commander)	68,170	89,304	116,636
10	Captain (Division Commander)	76,706	100,487	131,242
11	Major (Division Commander)	82,561	108,157	141,258
12	Colonel (Assistant Chief of Police)	89,677	117,478	153,433
13	Chief of Police (Department Head)	95,125	124,615	162,753

YES

Police Pay Plan

Grade	Job Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
1	Cadet / Blue Shirt	39,026	39,026	39,026	39,026	39,026	39,026	39,026	39,026	39,026	39,026	39,026	39,026
2	Police Officer	44,192	46,203	47,243	48,305	49,392	50,504	51,640	52,802	53,990	55,205	56,447	57,717
3	Police Officer 1st Class (PFC)	49,423	50,562	51,725	52,916	54,104	55,321	56,566	57,839	59,140	60,471	61,831	63,223
4	Senior Police Officer (SPO)	50,852	52,023	53,220	54,444	55,697	56,980	58,262	59,573	60,913	62,284	63,685	65,118
5	Master Police Officer (MPO)	52,324	53,529	54,761	56,021	57,311	58,630	59,979	61,360	62,740	64,152	65,595	67,071
6	Corporal (Secondary Squad Supervisor)	58,842	60,197	61,582	63,000	64,450	65,900	67,383	68,899	70,449	72,034	73,655	75,312
7	Senior Corporal (Secondary Squad Supervisor)	60,607	62,002	63,429	64,890	66,384	67,877	69,404	70,966	72,562	74,195	75,865	77,571
8	Sergeant (Squad Supervisor)	62,425	63,862	65,332	66,837	68,376	71,005	72,603	74,236	75,906	77,614	79,361	81,146
9	Lieutenant (Squad Commander)	68,170	69,738	71,344	72,986	74,666	76,385	78,143	79,901	81,699	83,537	85,417	87,339
10	Captain (Division Commander)	76,706	78,472	80,278	82,126	84,017	85,951	87,929	89,907	91,930	93,999	96,114	98,276
11	Major (Division Commander)	82,561	84,461	86,405	88,394	90,429	92,510	94,640	96,769	98,947	101,173	103,449	105,777
12	Colonel (Assistant Chief of Police)	89,677	91,741	93,853	96,013	98,223	100,484	102,797	105,109	107,474	109,893	112,365	114,893
13	Chief of Police (Department Head)	95,125	97,313	99,553	101,845	104,189	106,587	109,041	111,494	114,003	116,568	119,191	121,873



Police Pay Plan

Grade	Job Title	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	Step 22	Step 23	Step 24	FY
1	Cadet / Blue Shirt	39,026	39,026	39,026	39,026	39,026	39,026	39,026	39,028	39,026	39,026	39,026	39,026	39,026
2	Police Officer	59,015	60,343	61,701	63,089	64,509	65,960	67,445	68,962	70,514	72,100	73,722	75,381	77,077
3	Police Officer 1st Class (PFC)	64,645	66,100	67,587	69,108	70,663	72,252	73,878	75,540	77,240	78,978	80,755	82,572	84,430
4	Senior Police Officer (SPO)	66,583	68,081	69,613	71,180	72,781	74,419	76,093	77,805	79,556	81,346	83,176	85,048	86,961
5	Master Police Officer (MPO)	68,580	70,123	71,701	73,314	74,964	76,650	78,375	80,138	81,942	83,785	85,670	87,598	89,569
6	Corporal (Secondary Squad Supervisor)	77,007	78,740	80,511	82,323	84,175	86,069	88,005	89,986	92,010	94,080	96,197	98,362	100,575
7	Senior Corporal (Secondary Squad Supervisor)	79,317	81,102	82,926	84,793	86,700	88,651	90,646	92,685	94,771	96,903	99,083	101,313	103,592
8	Sergeant (Squad Supervisor)	82,972	84,839	86,748	88,700	90,695	92,736	94,823	96,956	99,138	101,368	103,649	105,981	108,366
9	Lieutenant (Squad Commander)	89,304	91,313	93,368	95,469	97,617	99,813	102,059	104,355	106,703	109,104	111,559	114,069	116,636
10	Captain (Division Commander)	100,487	102,748	105,060	107,424	109,841	112,313	114,840	117,424	120,066	122,767	125,529	128,354	131,242
11	Major (Division Commander)	108,157	110,591	113,079	115,623	118,225	120,885	123,605	126,386	129,229	132,137	135,110	138,150	141,258
12	Colonel (Assistant Chief of Police)	117,478	120,122	122,824	125,588	128,414	131,303	134,257	137,278	140,367	143,525	146,754	150,056	153,433
13	Chief of Police (Department Head)	124,615	127,419	130,286	133,217	136,214	139,279	142,413	145,617	148,894	152,244	155,669	159,172	162,753

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Fire Pay Plan

FIRE DEPT	Grade	Minimum Step 1	Mid Step13	MaxStep 30
EMT	1	\$35,441	\$44,947	\$ 62,659
Firefighter/EMT	2	\$37,178	\$47,151	\$ 65,728
Paramedic	3	\$39,147	\$49,648	\$ 69,180
Firefighter/Paramedic	4	\$42,275	\$53,614	\$ 74,679
Fire Lieutenant	5	\$46,328	\$58,755	\$ 81,840
Fire Captain	6	\$51,655	\$65,511	\$ 91,303
Assistant Fire Chief	7	\$57,911	\$73,445	\$ 102,300
Deputy Fire Chief	8	\$65,091	\$82,552	\$ 114,960

Fire Pay Plan

FIRE DEPT	Grade	Minimum Step 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
EMT	1	\$35,441	\$36,149	\$36,872	\$37,610	\$38,362	\$39,129	\$39,912	\$40,710	\$41,524	\$42,355	\$43,202	\$44,066	FD	\$45,846	\$46,763
Firefighter/EMT	2	\$37,178	\$37,922	\$38,680	\$39,454	\$40,243	\$41,048	\$41,869	\$42,706	\$43,560	\$44,431	\$45,320	\$46,226	\$47,151	\$48,094	\$49,056
Paramedic	3	\$39,147	\$39,930	\$40,729	\$41,543	\$42,374	\$43,221	\$44,086	\$44,968	\$45,867	\$46,784	\$47,720	\$48,674	\$49,648	\$50,641	\$51,654
Firefighter/Paramedic	4	\$42,275	\$43,120	\$43,983	\$44,862	\$45,759	\$46,675	\$47,608	\$48,560	\$49,531	\$50,522	\$51,533	\$52,563	\$53,614	\$54,687	\$55,780
Fire Lieutenant	5	\$46,328	\$47,254	\$48,199	\$49,163	\$50,147	\$51,150	\$52,173	\$53,216	\$54,280	\$55,366	\$56,473	\$57,603	\$58,755	\$59,930	\$61,129
Fire Captain	6	\$51,655	\$52,688	\$53,742	\$54,817	\$55,913	\$57,032	\$58,172	\$59,336	\$60,522	\$61,733	\$62,968	\$64,227	\$65,511	\$66,822	\$68,158
Assistant Fire Chief	7	\$57,911	\$59,069	\$60,250	\$61,455	\$62,684	\$63,938	\$65,217	\$66,521	\$67,851	\$69,208	\$70,593	\$72,004	\$73,445	\$74,913	\$76,412
Deputy Fire Chief	8	\$65,091	\$66,393	\$67,721	\$69,075	\$70,457	\$71,866	\$73,303	\$74,769	\$76,265	\$77,790	\$79,346	\$80,933	\$82,552	\$84,203	\$85,887



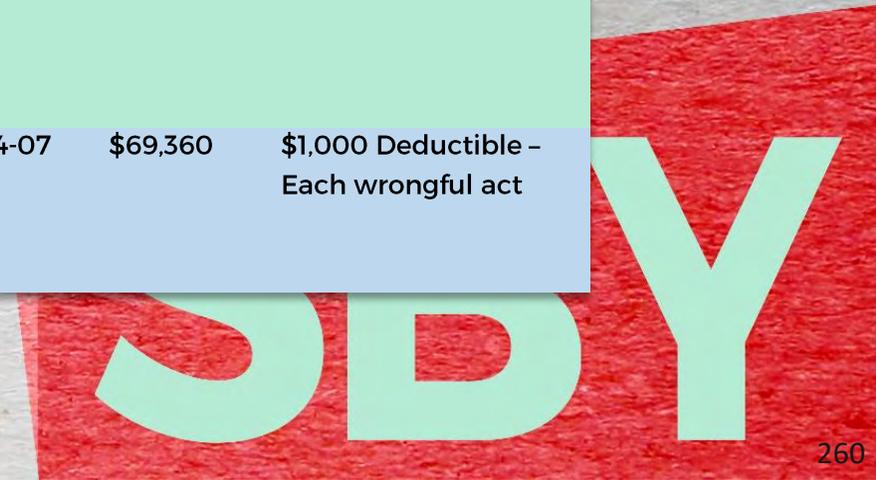
Fire Pay Plan

FIRE DEPT	Grade	16	17	18	19	20	21	22	23	24	Step 25	Step 26	Step 27	Step 28	Step 29	Step 30
EMT	1	\$47,698	\$48,652	\$49,625	\$50,618	\$51,630	\$52,663	\$53,479	\$54,548	\$55,639	\$56,752	\$57,887	\$59,045	\$60,226	\$61,430	\$62,659
Firefighter/EMT	2	\$50,037	\$51,038	\$52,058	\$53,100	\$54,162	\$55,245	\$56,098	\$57,220	\$58,364	\$59,532	\$60,722	\$61,937	\$63,175	\$64,439	\$65,728
Paramedic	3	\$52,687	\$53,740	\$54,815	\$55,912	\$57,030	\$58,170	\$59,045	\$60,226	\$61,430	\$62,659	\$63,912	\$65,190	\$66,494	\$67,824	\$69,180
Firefighter/Paramedic	4	\$56,896	\$58,034	\$59,195	\$60,379	\$61,586	\$62,818	\$63,738	\$65,013	\$66,313	\$67,639	\$68,992	\$70,372	\$71,779	\$73,215	\$74,679
Fire Lieutenant	5	\$62,351	\$63,598	\$64,870	\$66,167	\$67,491	\$68,841	\$69,850	\$71,247	\$72,672	\$74,125	\$75,607	\$77,120	\$78,662	\$80,235	\$81,840
Fire Captain	6	\$69,521	\$70,912	\$72,330	\$73,777	\$75,252	\$76,757	\$77,926	\$79,484	\$81,074	\$82,696	\$84,350	\$86,037	\$87,757	\$89,512	\$91,303
Assistant Fire Chief	7	\$77,940	\$79,499	\$81,089	\$82,711	\$84,365	\$86,052	\$87,312	\$89,058	\$90,839	\$92,656	\$94,509	\$96,400	\$98,327	\$100,294	\$102,300
Deputy Fire Chief	8	\$87,604	\$89,356	\$91,144	\$92,966	\$94,826	\$96,722	\$98,117	\$100,079	\$102,081	\$104,122	\$106,205	\$108,329	\$110,496	\$112,705	\$114,960



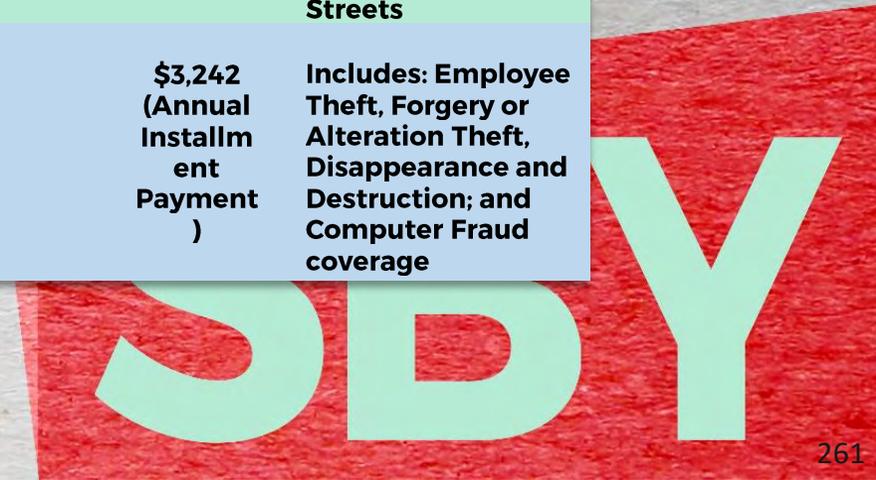
Schedule of Current Insurance

Auto Liability	\$1,000,000 each accident	07/01/16- 07/01/17	LGIT	PLP-502500-2013/14-07	\$57,719	\$1,000 Deductible (Includes Garagekeeper's Liability)
Auto Physical Damage	Actual Cash Value or Cost of Repairs, whichever is less	07/01/16 - 07/01/17	LGIT	PLP-502500-2013/14-07	\$60,533	\$1,000 Deductible
Boiler & Machinery	\$200,000,000 - Annual Aggregate \$1,000,000 - Each Occurrence	07/01/16 - 07/01/17	LGIT (Federal Insurance Co.)	78362248	\$11,525	\$10,000 Deductible
Commercial General Liability	\$3,000,000 - Annual Aggregate \$1,000,000 - Each Occurrence	07/01/16 - 07/01/17	LGIT	PLP-502500-2013/14-07	\$42,941	\$0 Deductible
Excess Liability	\$3,000,000 - Annual Aggregate \$1,000,000 - Each Occurrence	07/01/16 - 07/01/17	LGIT	PLP-502500-2013/14-07	\$11,860	
Law Enforcement Legal Liability (Wrongful Acts)	\$3,000,000 - Annual Aggregate \$1,000,000 - Each wrongful act	07/01/16 - 07/01/17	LGIT	PLP-502500-2013/14-07	\$69,360	\$1,000 Deductible - Each wrongful act



Schedule of Current Insurance

Property	\$162,137,098.59 Limit; Per Occurrence amounts vary per item	07/01/16 - 07/01/17	LGIT	PLP-502500-2013/14-07	\$74,201	\$10,000 Deductible (includes: Fine Arts; Historical Property; Mobile Equipment; Valuable Papers & Records)
Public Officials	\$3,000,000 – Annual	07/01/14 -	LGIT	PLP-502500-2013/14-07	\$71,667	\$1,000 Deductible –
Legal Liability (Errors and Omissions)	Aggregate \$1,000,000 – Each Wrongful Act	07/01/15				Each wrongful act
Pollution Legal Insurance	\$2,000,000 Each Occurrence and Aggregate	07/01/13 - 07/01/17	AIG (Chartis Specialty Insurance Co)	PLS 2672478	\$51,786 (Three Year Premium)	\$25,000 Deductible Covers WTP, WWTP, Salt Storage, Zoo, Marina, 407-411 Anne & Short Streets
Commercial Crime	\$5,000 - \$100,000, depending on Insuring Agreement	07/01/13 - 07/01/17	LGIT (Travelers)	105955729	\$3,242 (Annual Installment Payment)	Includes: Employee Theft, Forgery or Alteration Theft, Disappearance and Destruction; and Computer Fraud coverage



Schedule of Current Insurance

Public Official Bond	\$50,000	02/06/16-02/06/17	US Ins. SVCS (Travelers)	106056063	\$175	ShawandaGarrison
Public Official Bond	\$50,000	02/06/16-02/06/17	US Ins. SVCS (Travelers)	106056087	\$175	Patricia Summers
Public Official Bond	\$50,000	10/01/16-10/01/17	US Ins. SVCS (Travelers)	105855463	\$158	Keith Cordrey
Friends of Poplar Hill Mansion - Commercial General Liability	\$1,000,000/ Each Occurrence \$2,000,000 General Aggregate	01/27/16 -01/27/17	Avery Hall Insurance (Travelers Indemnity Co of CT)	16608178H203	\$515	Friends of Poplar Hill Mansion Liability
Zoo Volunteer Accident	\$5,000 Death/Dismemberment; \$10,000 Medical	01/22/16 -01/22/17 01/22/16-01/22/17	Avery Hall Insurance (Hartford)	42-SR-344024	\$432 \$441 EST	Zoo Volunteer - medical care coverage if injured
Zoo Commission General Liability & Property	\$1,000,000	03/12/16 -03/12/17	Avery Hall Insurance (Philadelphia Ins. Co)	PHSD814111	\$1,899	\$1,000 Deductible

SBY

Schedule of Current Insurance

Salisbury Police Dept. Aux Police/Volunteer Accident	\$5,000 Death/Dismemberment; \$10,000 Medical	09/16/16-09/16/17 09/16/16-09/16/17	Avery Hall Insurance (Hartford)	42-SR-34016	\$310 \$316 EST	Police Auxiliary; SPARC Unit, Et-al; medical coverage if injured
Salisbury Fire Dept. Ladies Auxiliary Accident	\$5,000 Death/Dismemberment; \$10,000 Medical	11/13/16-11/13/17 11/13/16-11/13/17	Avery Hall Insurance (Hartford)	42-SR-344022	\$310 \$316 EST	Fire Department - Ladies Auxiliary; medical care coverage if injured
Salisbury Fire Dept. Cadet Program	\$5,000 Death/Dismemberment; \$10,000 Medical	10/23/16-10/24/17	Avery Hall Insurance (Hartford)	42-SR-344015	\$340	Fire Department - Cadets; medical care coverage if injured; \$0 Deductible
Storage Tank Liability Policy	\$1,000,000 per Incident \$2,000,000 Aggregate	06/14/16 -06/14/17	Avery Hall Insurance (ACE American Insurance Company)	G24682559	\$491	\$5,000 Deductible; Covers fuel storage tanks at Marina
Salisbury Fire Department General, Mgmt & Umbrella Liability & Employee Dishonesty	\$1,000,000	03/27/16 -03/27/17 03/27/16-03/27/17	Avery Hall Insurance (American Alternative Ins. Group)	VFISTR205493106	\$7,096 \$7,806 EST	Commercial Package & Umbrella Policies for Volunteer Fire Departments #1, #2, #16



Schedule of Current Insurance

Salisbury Fire Department Divers Insurance	\$1,000,000 per Incident \$2,000,000 Annual Aggregate Total	06/30/16-06/30/17 06/30/16-06/30/17	Vicencia & Buckley (Lexington Insurance Co)	025819195 Cert.# 201403753
Salisbury Fire Department Divers Instructor Liability	\$1,000,000 per Incident \$2,000,000 Annual Aggregate Total	06/30/16-06/30/17 06/30/16-06/30/17	Vicencia & Buckley (Lexington Insurance Co)	025819195 Cert.# 201403759
Watercraft Policy-Misc. Work Boat Coverage	\$1,000,000 Liability Limit	06/10/16-06/10/17	Avery Hall Insurance (Travelers)	ZOH-14R77296-13-ND
Excess Marine Liability	\$4,000,000	06/10/16-06/10/17	Avery Hall Insurance (Travelers)	ZOH-14R77315-13-ND
Skatepark			(construction complete approx. Fall 2014)	\$3,500 ESTIMATE
Cyber Insurance	\$500,000 each Claim; \$5,000,000 Aggregate	01/01/16-01/01/17	LGIT	MTP0042807



CIP 2018-2022

SBY



City of Salisbury

Capital Improvement Plan 2018-2022



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Capital Improvement Plan FY 2018 to FY 2022

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CITY OF SALISBURY, MARYLAND

FY 2018- 2022

Proposed

Capital Improvement Plan

CITY COUNCIL

John “Jack” R. Heath
Council President

April Jackson
Councilwoman

Muir Boda
Council Vice President

James Ireton, Jr.
Councilman

R.Hardy Rudasill
Councilman

CITY ADMINISTRATION

Jacob R. Day
Mayor

Julia Glanz
Acting City Administrator



Mayor's Message

Friends, Citizens and Distinguished Councilmembers:

A transformation in our community's trajectory is underway. At no moment before in our City's history have we been prepared to execute on so many exciting visions.

You and I share a passion for this place, but also a vision of it as one of the most thriving, successful small cities in America. Our quality of life is and will be the determining factor in ensuring that we arrive at and advance beyond that vision. How we improve that quality of life is a path that has been successfully accomplished in other thriving cities, and it must begin with our recreation, transportation and park infrastructure.

And so, it is my distinct pleasure to advance the five-year Capital Improvement Plan (CIP) for fiscal years 2018 – 2022. The CIP is not simply a list of projects and funding mechanisms; it is the community's blueprint for how we will assemble the future we all believe in. Building on the changes we made to last year's CIP which began the integration of our long-range Downtown, Park, Zoo and other plans, this year's plan fully integrates all of our planning processes. It leaves no vision on the cutting room floor. Some projects are unfunded, but only because they look beyond our 5-year planning window. The projects that are 6, 7, 10, 12 years out are still in the planning pipeline.

The 2018-2022 CIP again acknowledges that by investing in cultural amenities and recreational spaces, we anticipate significant and lasting economic benefits that our City has long desired.

This plan now fully integrates the Downtown Master Plan (EnvisionSBY), the Zoo Master Plan, the City Park Master Plan, the Urban Greenway Plan, and the Bicycle Network Master Plan.

It is your responsibility and mine to ensure that our plans are achievable, implementable and affordable. This plan is all of those things. Never before have we sought to accomplish so much, and never before have we had the resources to do it. Today, we do and we will.

Yours in service,

Jacob R. Day

Mayor

Capital Improvement Plan, FY18-22

Salisbury's capital assets are the physical foundation of our service delivery. The City owns and maintains a variety of facilities, ranging from recreational assets like the city parks to public buildings like the Government Office Building. The City owns and maintains an expansive network of infrastructure, including many miles of streets, a growing storm water system, and a water system, water storage tanks, and miles of sewer lines. The City owns a fleet of vehicles and inventory of equipment ranging from a police communication system to mowers and tractors for maintaining Salisbury's rights-of-way. Like many other cities, Salisbury is faced with the challenge of providing an ever-increasing number of services and facilities, while being sensitive to the reality of limited financial resources. The improvement of streets, recreation facilities, public safety facilities and services must not only keep pace with the growing population, but should also match the level of quality that Salisbury's citizens have come to expect and appreciate. It is essential that the City has a comprehensive approach not only in planning for future assets, but also for maintaining and replacing its current inventory. A long-range plan for funding these expenditures is vital, as decisions about investments in these assets affect the availability and quality of most government services.

Capital Planning

The Capital Improvement Program (CIP) is the tool that allows Salisbury's decision makers to plan how, when, and where future improvements should be made. The document itself is a snapshot into the next five years – existing and anticipated capital needs and the funding needed to make them a reality.

Projects were ranked in order to determine which would be funded first. Those that would not fit within the financial framework are currently unfunded. The CIP promotes financial stability through long term planning of resources and needs. The impact of capital funding on the operating budget is clearly visible and can be forecasted.

Salisbury's Capital Improvement Policy

A CIP covering a five-year period, is developed, reviewed and updated annually. To be considered in the CIP, a project should have an estimated cost of at least \$25,000. Projects are not combined to meet the minimum standard unless they are dependent upon each other. Items that are operating expenses, such as maintenance agreements and personal computer software upgrades, are not considered within the CIP. The City identifies the estimated costs and potential funding sources for each capital project prior to inclusion in the CIP. The operating costs to maintain capital projects are considered prior to the decision to undertake the projects. Each project is scored and ranked according to specific criteria. Capital projects and capital asset purchases will receive a higher priority based on conformance with the following criteria (in no particular order):

- It is a mandatory project.
- It is a maintenance project based on approved replacement schedules.
- It will improve efficiency.
- It is mandated by policy.
- It lengthens the expected useful life of a current asset.
- It has a positive effect on operation and maintenance costs.
- There are grant funds available.
- It will eliminate hazards and improve public safety.
- There are prior commitments.
- It replaces an asset lost to disaster or damage.
- Project implementation is feasible.
- It is not harmful to the environment.
- It conforms to and/or advances the City's goals and plans.
- It assists with the implementation of departmental goals and policies.
- It provides cultural, aesthetic, and/or recreational value.

The CIP is presented annually to the City Council for approval. As the CIP is a financial and resource planning tool, it does not represent final budgets for any projects or indicate there is a commitment to proceed with the project. When the City is ready to undertake a project, it will be incorporated in the Annual Budget.

Development of the CIP

Many projects are the recommendation of citizens, Council Members, and staff. Others are developed as part of a larger planning effort such as the City's Downtown Master Plan. Department heads review their projects and rank the projects in order to prioritize them.

Revenues available for capital improvements are not sufficient to fund all improvement opportunities. In order for the Capital Improvement Plan to be realistic, the following framework is used as a guide to determine the level of funding by year.

General Fund Revenues - Based on current operating budgets, the City has set \$1,600,000 as an annual target for the use of General Fund Revenues as a funding source in this Capital Improvement Plan.

Bond Debt - The funding level by year for projects from Bond Debt is influenced by the debt service guidelines included in the City's Financial Policy.

Leases - no set threshold amount for leases is incorporated. Leases are often appropriate as a funding source where a department has sufficient fall off of existing lease payments resulting in no additional increase of operating expense.

Program Highlights

General Fund - The 2018-2022 CIP anticipates expenditures in the General Fund of \$38,318,948. Of this amount, \$ 23,818,264. would be funded from the sale of general obligation bonds. A total of \$ 10,030,594 is proposed to be funded through General Fund Revenues, \$ 1,573,200 is to be financed through lease-purchase, and \$2,916,890 is proposed to be funded through grants, donations, and in kind services.

Water and Sewer Fund - In total, the 2018-2022 CIP anticipates expenditures in the Water Sewer Fund of \$ 12,507,550.



General Fund

FY 18-22 CIP Funding Worksheet

Dept	Project	FY 18	FY 19	FY 20	FY 21	FY 22	Total Funded	Unfunded
General Revenues							-	
GOB	GOB Upgrades and Improvements	40,000	-				40,000	54,000
Fire	Bullet Proof Vests	-					-	50,000
Police	Emergency Vehicles - Police	571,000	424,000	424,000	424,000	424,000	2,267,000	530,000
Police	Lead Mining		40,000				40,000	
Police	Heat & Air Conditioning - Police		300,000				300,000	
Police	Voice Recorder						-	
Fire	Apparatus Replacement - Tanker 1			100,000			100,000	
PW	Lemmon Hill Standpipe						-	
PW	Gateway Signage	80,000					80,000	
PW	Riverwalk Extension						-	1,138,400
PW	Street Reconstruction	772,462	731,906	762,278	776,814	867,284	3,910,744	
PW	Curb, Gutter, and Sidewalk Program	100,000	100,000	100,000	100,000	100,000	500,000	
PW	Street Repair	100,000	100,000	100,000	100,000	100,000	500,000	80,000
PW	Camden Street Pedestrian Bridge							83,000
PW	Camden Ave/South Blvd Upgrade			156,100			156,100	
PW	Northwood Dr/Naylor Mill Rd			-	104,100		104,100	-
PW	East Main/Snow Hill/Ward (video signal)	-		-		44,250	44,250	
PW	Snow Hill/Vine/Schumaker (signal)				35,400		35,400	
PW	Eastern Shore Dr/East Vine St					36,500	36,500	
PW	Jasmine Drive						-	357,310
PW	Riverside Circle						-	-
PW	Asset Management/ Cityworks Program				75,500	88,500	164,000	
PW	North Prong Park	75,000					75,000	-
PW	Riverwalk Amphitheater	400,000					400,000	-
PW	<u>City Park Master Plan</u>							
PW	Phase 1 - Sign, Trash Cans, Furniture, and Other Improvements	147,500					147,500	
PW	Phase 2 - Security Camera, Band Stand, and Other Improvements		275,000				275,000	-
PW	Phase 3 - Security Camera, Lighting, Pump House			310,000			310,000	-
PW	Phase 4 - Lighting, Tennis Court Bathrooms and Other				300,000		300,000	-
PW	Phase 5 - Lighting, Pavilion and Other					245,000	245,000	-
PW	Phase 6 - Close Damm Road, Memorial Plaza, & Parking						-	350,000
	Total General Revenues	2,286,962	1,970,906	1,952,378	1,915,814	1,906,534	10,030,594	3,042,710

Dept	Project	FY 18	FY 19	FY 20	FY 21	FY 22	Total Funded	Unfunded
Grants							-	
HCD	Skate Park	180,000	132,000				312,000	267,000
PW	North Prong Park	150,000					150,000	
	Riverwalk Bulkhead Extension					1,072,500	1,072,500	
	Total Grants	330,000	132,000	-	-	1,072,500	1,534,500	267,000

Dept	Project	FY 18	FY 19	FY 20	FY 21	FY 22	Total Funded	Unfunded
Bonded Debt								
GOB	GOB Upgrades and Improvements		180,000				180,000	
Fire	Hydrant Adapters 5" Sexless Couplings							160,000
Fire	MDT Upgrades / Replacements	150,000					150,000	
Fire	New Public Safety Fire Station - North end					150,000	150,000	4,100,000
Fire	New Public Safety Fire Station - East side							4,150,000
Fire	Dive Unit - Apparatus Replacement			350,000			350,000	
Fire	Rescue 16 - Apparatus Replacement			775,000			775,000	
Fire	Station 16 Rear Driveway Paving	40,000					40,000	
Fire	Self-Contained Breathing Apparatus Replacement			856,114			856,114	
PW	Riverside Circle	1,326,000					1,326,000	
PW	Northwood Drive/ Naylor Mill Rd					624,250	624,250	
PW	Waterside Park Parking Lot	15,000	90,000				105,000	
PW	N Prong Park Future Phases							755,000
PW	Loblolly Park							255,000
PW	Waverly/Carroll Pedestrian Bridge							400,000
Service Center Facility								
PW	Phase 1	550,000					550,000	
PW	Phase 2	300,000	2,000,000				2,200,000	
PW	Phase 3		250,000	2,500,000			2,750,000	
Master Street Master Plan								
PW	Main Street Master Plan	5,100,000	655,000				5,755,000	
PW	East Main and Division St Upgrade	235,000					235,000	
Urban Greenway								
PW	Phase 1 - Riverwalk Section	307,200	630,600				937,800	
PW	Phase 2 - Carroll Street Section	341,000					341,000	
PW	Phase 3 - East Main Street Section		37,500	395,000			432,500	
PW	Phase 4 - Marina Section			55,000	433,700		488,700	
PW	Phase 5 - Marine/Ellagood Street Section					169,000	169,000	1,563,700
PW	Phase 6 - Pemberton Drive Section							2,086,600
PW	Phase 7 - Pemberton Hall Section							
PW	Phase 8 - City Park Section			137,000	1,007,000		1,144,000	
PW	Phase 9 - Zoie Section				177,800	1,200,700	1,378,500	
PW	Phase 10 - Schumaker Drive Section							177,700
PW	Phase 11 - N Park Drive Section							1,586,400

Dept	Project	FY 18	FY 19	FY 20	FY 21	FY 22	Total Funded	Unfunded
	Bicycle Master Plan							
PW	Priority 1 - Multi Use Paths - Including 1st half of Rail Trail	761,500					761,500	
PW	Priority 2 - Multi Use Paths and Bike Boulevards		425,000				425,000	
PW	Priority 3 - Multi Use Paths - Including 2nd half of Rail Trail			212,500			212,500	
PW	Priority 4 - Multi Use Paths and Bike Boulevards				129,500		129,500	
PW	Priority 5 - Multi Use Paths and Bike Boulevards					170,000	170,000	
PW	Priority 6 - Multi Use Paths - Improvements to Existing						-	257,500
	Street Scaping Plan							
PW	Camell Street	200,000					200,000	
PW	Mill Street and Bridge		200,000				200,000	
PW	Fitzwater Street		200,000				200,000	
PW	South Division Street			60,000			60,000	
PW	East Market Street			100,000			100,000	
PW	West Market Street				120,000		120,000	
PW	Parsons Road				100,000		100,000	
PW	Riverside Drive						-	800,000
PW	Camden Ave.						-	800,000
	Total Bonded Debt	9,425,700	4,669,100	5,441,514	1,968,000	2,313,950	23,818,264	17,074,900
	Contributions							
Fire	Bullet Proof Vests						-	75,000
Fire	Apparatus Replacement - Rescue 16			200,000			200,000	
Fire	Apparatus Replacement - Engine 16 & 16-1						-	
Fire	Apparatus Replacement - Tanker 1		300,000				300,000	
PW	Culver Road						-	1,734,000
PW	Jasmin Drive	51,000	3,690				54,690	
HCD	Skatepark	5,000					5,000	24,080

Dept	Project	FY 18	FY 19	FY 20	FY 21	FY 22	Total Funded	Unfunded
PW	Regional Exhibits		35,700	107,100	112,200		255,000	
PW	Zoo Master Plan							
PW	Administration Building	15,000	210,000				225,000	-
PW	Paving Improvements		40,000				40,000	-
PW	Special Events Pavilion		25,000	200,000			225,000	
PW	Fencing	40,000					40,000	
	Total Contributions	111,000	614,390	507,100	112,200	-	1,344,690	1,893,090
Lease Purchase								
Fire	Apparatus Replacement - EMS Units				1,100,000		1,100,000	
PW	Maintenance Dump Trucks	160,000	163,200				323,200	
PW	Recycle Trucks	150,000					150,000	
PW	Sanitation Vehicles						-	
PW	Excavator						-	
	Total Lease Purchase	310,000	163,200	-	1,100,000	-	1,573,200	-
In-Kind Services								
Com ID	Skatepark	17,700					17,700	-
	General Fund Total	12,480,362	7,549,596	7,900,992	5,096,014	5,291,984	38,318,948	22,217,690
	<i>Proof</i>	-	-	-	-	-	-	-



Water Sewer Fund

FY 18-22 CIP Funding Worksheet

Project	Proposed						Total
	FY18	FY19	FY20	FY21	FY22		
Enterprise Fund Revenue							
Main Street Storm Drain		128,600					128,600
Citywide Inlet Nets							-
Total Maximum Daily Load Compliance Schedule	200,000	200,000	200,000	200,000	200,000		1,000,000
Beaglin Park Dam Improvements		21,500					21,500
General Storm Drain Repair							-
Total Enterprise Revenue	200,000	350,100	200,000	200,000	200,000		1,150,100
Grants							
Germania Circle Regional Storm Drain							
Total Maximum Daily Load Compliance Schedule	200,000	200,000	200,000	200,000	200,000		1,000,000
Total Grants	200,000	200,000	200,000	200,000	200,000		1,000,000
Bonded Debt							
West Main Street Storm Drain	1,470,000						1,470,000
Germania Circle Regional Storm Drain							0
Johnson Lake Dam Improvements	240,000						240,000
Beaglin Park Dam Improvements			160,700				160,700
Total Bonded Debt	1,710,000	0	160,700	0	0		1,870,700
Lease/Purchase							
Street Sweeper Equipment				241,200			241,200
Total Lease / Purchase	0	0	0	241,200	0		241,200
Total Stormwater Fund	2,110,000	550,100	560,700	641,200	400,000		4,262,000
Debt Service - Bond	140,663		13,219				



Parking & Marina

Project			FY18	FY19	FY20	FY21	FY22	Total
Parking Fund								
Enterprise Fund Revenue								
Parking Garage Condition Survey								-
Resurfacing Parking Lot 7/13				60,000				60,000
Parking Garage Roof Waterproof Membrane			97,500					97,500
Parking Study for City of Salisbury			80,000					80,000
Total Enterprise Revenue			177,500	60,000	0	0	0	237,500
General Fund Transfer								
								-
Total General Fund Transfer			0	0	0	0	0	0
Bonded Debt								
New Parking Meters for Main Street Masterplan			81,000	26,000				107,000
New Parking Meters for DOWNDOWN			98,400	65,600				164,000
Garage Façade				100,000				100,000
								0
Total Bonded Debt			179,400	191,600	0	0	0	371,000
Lease/Purchase								
Parking Authority Vehicle				35,000				35,000
Parking Garage Street Sweeper				55,000				55,000
Parking Garage Upgraded Security Cameras			55,000					55,000
Total Lease / Purchase			55,000	90,000	0	0	0	145,000
Total Parking Fund			411,900	341,600	0	0	0	753,500
								264,000
Parking Fund Recap by Funding Source								
Enterprise Revenue			177,500	60,000	-	-	-	237,500
Bond			179,400	191,600	-	-	-	371,000
General Fund			-	-	-	-	-	-
Lease/Purchase			55,000	90,000	-	-	-	145,000
Marina								
Enterprise Fund Revenue								
Pedestal Replacement						0	0	0
Total Enterprise Revenue			0	0	0	0	0	0



Requested Summary



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Program

Program	Fiscal Year					Program Total
	FY18	FY19	FY20	FY21	FY22	
General Fund						
Mayor's Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Poplar Hill	0	0	0	0	0	\$ -
Procurement	94,000	180,000	0	0	0	\$ 274,000
Grant Funded Projects	493,780	132,000	0	0	0	\$ 625,780
Public Safety						
Police	677,000	870,000	530,000	530,000	530,000	\$ 3,137,000
Fire	625,000	4,500,000	2,181,115	1,250,000	4,000,000	\$ 12,556,115
Public Works						
General Projects	\$5,930,000	\$3,043,400	\$3,500,000	\$0	\$0	\$ 12,473,400
Transportation System	\$1,385,712	\$3,134,406	\$1,847,028	\$2,526,814	\$1,087,284	\$ 9,981,243
Salisbury Zoo	\$0	\$35,700	\$107,100	\$112,200	\$0	\$ 255,000
Fleet Maintenance Program	\$310,000	\$163,200	\$0	\$0	\$0	\$ 473,200
Asset Management	\$0	\$0	\$0	\$75,500	\$88,500	\$ 164,000
Public Works	7,625,712	6,376,706	5,454,128	2,714,514	1,175,784	\$ 23,346,843
General Fund Total	\$ 9,515,492	\$ 12,058,706	\$ 8,165,243	\$ 4,494,514	\$ 5,705,784	\$ 39,939,738
Parking Authority	\$ 383,500	\$ 106,000	\$ -	\$ -	\$ -	\$ 489,500
Marina Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater Fund	\$ 2,110,000	\$ 550,100	\$ 560,700	\$ 641,200	\$ 400,000	\$ 4,262,000
Water & Sewer Fund						
Produce Water -Maintenance	\$ 439,700	\$ 1,073,600	\$ 890,700	\$ 390,100	\$ 398,700	\$ 3,192,800
Produce Water -Expansion	0	0	0	0	0	\$ -
Distribute Water -Maintenance	480,000	365,200	202,000	100,000	206,200	\$ 1,353,400
Distribute Water -Expansion	0	0	0	0	0	\$ -
Collect WW -Maintenance	755,000	725,700	696,600	3,050,000	500,000	\$ 5,727,300
Collect WW -Expansion	20,000	0	1,250,000	0	0	\$ 1,270,000
Treat Wastewater Program	0	150,000	50,000	76,500	0	\$ 276,500
Fleet Mgmt. -W & S Fund	227,500	0	0	0	0	\$ 227,500
Asset Management		274,000		186,050		\$ 460,050
Water & Sewer Fund Total	\$ 1,922,200	\$ 2,588,500	\$ 3,089,300	\$ 3,802,650	\$ 1,104,900	\$ 12,507,550



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Program

Program	Fiscal Year					Program Total
	FY18	FY19	FY20	FY21	FY22	
General Fund						
Administration						
Mayor's Office						
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Poplar Hill						
	-	-	-	-	-	\$ -
	-	-	-	-	-	\$ -
	-	-	-	-	-	\$ -
	-	-	-	-	-	\$ -
Procurement						
GOB Updates	94,000	180,000	-	-	-	\$ 274,000
Grant Funded Projects						
Skate Park	493,780	132,000	-	-	-	\$ 625,780
Public Safety						
Police						
Replacement Communications Systems	677,000	530,000	530,000	530,000	530,000	\$ 2,797,000
Replace Emergency Vehicles	-	300,000	-	-	-	\$ 300,000
Replace Heating & Air Conditioning	-	40,000	\$ -	\$ -	\$ -	\$ 40,000
	-	-	-	-	-	\$ -
Fire						
New Fire Station - North End	150,000	4,100,000	-	-	-	\$ 4,250,000
Apparatus Replacement - Dive Unit	-	-	350,000	-	-	\$ 350,000
Apparatus Replacement - Rescue 16	-	-	975,000	-	-	\$ 975,000
Repaving Project for Fire Station 16	40,000	-	-	-	-	\$ 40,000
Apparatus Replacement - Tanker 1	-	400,000	-	-	-	\$ 400,000
MDT Upgrades / Replacements	150,000	-	-	-	-	\$ 150,000
Hydrant Adapter - 5" Sexless Couplings	160,000	-	-	-	-	\$ 160,000
Bullet Proof Vests	125,000	-	-	-	-	\$ 125,000
Self Contained Breathing Apparatus Replacement	-	-	856,115	-	-	\$ 856,115
Apparatus Replacement - EMS Unit	-	-	-	1,100,000	-	\$ 1,100,000
New Fire Station - East Side	-	-	-	150,000	4,000,000	\$ 4,150,000



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Program

Program	Fiscal Year					Program Total
	FY18	FY19	FY20	FY21	FY22	
Public Works						
General Projects						
Service Center Facility Plan - Phase 1	550,000	-	-	-	-	\$ 550,000
Service Center Facility Plan - Phase 2	200,000	2,000,000	-	-	-	\$ 2,200,000
Service Center Facility Plan - Phase 3	-	250,000	2,500,000	-	-	\$ 2,750,000
Main Street Master Plan	5,100,000	655,000	-	-	-	\$ 5,755,000
Gateway Signage	80,000	-	-	-	-	\$ 80,000
Riverwalk Bulkhead Extension	-	138,400	1,000,000	-	-	\$ 1,138,400
Street Reconstruction						
Curb, Gutter, and Sidewalk Program	100,000	100,000	100,000	100,000	100,000	\$ 500,000
Street Reconstruction	772,462	731,906	762,278	776,814	867,284	\$ 3,910,743
Street Repair	100,000	120,000	120,000	120,000	120,000	\$ 580,000
Traffic Control devices						
East Main St./Division St. Upgrade	235,000	-	-	-	-	\$ 235,000
Camden Ave / South Blvd Upgrade	-	156,100	-	-	-	\$ 156,100
Northwood Dr/Naylor Mill Rd.	-	104,000	624,250	-	-	\$ 728,250
East Main St./Snow Hill/Ward	44,250	-	-	-	-	\$ 44,250
Snow Hill/Vine/S. Schumaker	-	35,400	-	-	-	\$ 35,400
Eastern Shore Dr/East Vine	-	-	36,500	-	-	\$ 36,500
New Streets						
Culver Road	-	-	204,000	1,530,000	-	\$ 1,734,000
Jasmine Drive	51,000	561,000	-	-	-	\$ 612,000
Riverside Circle	-	1,326,000	-	-	-	\$ 1,326,000
Salisbury Zoo						
Regional Exhibits	-	35,700	107,100	112,200	-	\$ 255,000
Fleet Maintenance Program						
Dump Trucks	160,000	163,200	-	-	-	\$ 323,200
Recycle Trucks	150,000	-	-	-	-	\$ 150,000
Asset Management						
Asset Management Cityworks Program	-	-	-	75,500	88,500	\$ 164,000
GIS Management and Development	-	-	-	-	-	\$ -
Bridge Maintenance	83,000	-	-	-	-	\$ 83,000
Public Works	7,625,712	6,376,706	5,454,128	2,714,514	1,175,784	\$ 23,346,843
General Fund Total	\$ 9,515,492	\$ 12,058,706	\$ 8,165,243	\$ 4,494,514	\$ 5,705,784	\$ 39,939,738



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Program

Program	Fiscal Year					Program Total
	FY18	FY19	FY20	FY21	FY22	
Parking Authority Fund						
New Parking Meters for Main St Masterplan	81,000	26,000	0	0	0	\$ 107,000
Parking Garage Condition Survey	97,500	0	0	0	0	\$ 97,500
Parking Authority Vehicle	0	55,000	0	0	0	\$ 55,000
Parking Garage Double Tee Joint Waterproof Mbrn	35,000	25,000	0	0	0	\$ 60,000
Parking Garage Street Sweeper	80,000	0	0	0	0	\$ 80,000
Parking Study for City of Salisbury	35,000	0	0	0	0	\$ 35,000
Garage Façade	55,000	0	0	0	0	\$ 55,000
Parking Authority Fund Total	\$ 383,500	\$ 106,000	\$ -	\$ -	\$ -	\$ 489,500
Marina Fund						
Marina Fund Projects	0	0	0	0	0	\$ -
Marina Fund Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater Management						
West Main St Storm Drain	\$ 1,470,000	\$ -	\$ -	\$ -	\$ -	\$ 1,470,000
Main Street Storm Drain Burnett-White	\$ -	\$ 128,600	\$ -	\$ -	\$ -	\$ 128,600
Total Maximum Daily Load Compliance Schedule	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
Johnson Lake Dam Improvements	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ 240,000
Beaglin Park Dam Improvements	\$ -	\$ 21,500	\$ 160,700	\$ -	\$ -	\$ 182,200
Sweeper Equipment	\$ -	\$ -	\$ -	\$ 241,200	\$ -	\$ 241,200
Stormwater Management Total	\$ 2,110,000	\$ 550,100	\$ 560,700	\$ 641,200	\$ 400,000	\$ 4,262,000



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Program

Program	Fiscal Year					Program Total
	FY18	FY19	FY20	FY21	FY22	
Water & Sewer Fund						
Produce Water -Maintenance						
Restore Park Well Field	165,700	170,100	174,800	179,100	182,700	\$ 872,400
Restore Paleo Well Field	-	-	-	211,000	216,000	\$ 427,000
Tank & Reservoir Mixing System	84,000	-	85,600	-	-	\$ 169,600
Park Well Field Raw Water Main & Valve Replc	-	66,500	550,800	-	-	\$ 617,300
Park Water Treatment Plant Roof Improvements	27,500	172,000	-	-	-	\$ 199,500
Pump Station Building Improvements	55,000	315,000	-	-	-	\$ 370,000
Park Aerator Building Improvements	-	-	79,500	-	-	\$ 79,500
Park Water Treatment Plant Electrical Gear Replacement	61,500	245,000	-	-	-	\$ 306,500
Park Water Treatment Plant Nitrate Monitoring and Study	-	105,000	-	-	-	\$ 105,000
Paleo Water Treatment Plant Roof Improvements	46,000	-	-	-	-	\$ 46,000
Distribute Water -Maintenance						
Replace Distribution Piping and Valves	100,000	100,000	100,000	100,000	100,000	\$ 500,000
Replace W. Main St. Water Mains	380,000	-	-	-	-	\$ 380,000
Elevated Water Tank Maintenance	-	265,200	102,000	-	106,200	\$ 473,400
Collect WW -Maintenance						
Omnisite for Lift Stations	-	45,700	46,600	-	-	\$ 92,300
Replace Sewer in E. Main St.	305,000	-	-	-	-	\$ 305,000
Pump Station Improvements	450,000	450,000	550,000	500,000	500,000	\$ 2,450,000
Asset Management / MUNIS Program	-	230,000	-	2,550,000	-	\$ 2,780,000
GIS Maintenance and Development	-	-	100,000	-	-	\$ 100,000
Collect WW -Expansion						
Glen Avenue Lift Station	127,500	-	1,250,000	-	-	\$ 1,377,500
Sewer Extension in Mt. Hermon Road	100,000	-	-	-	-	\$ 100,000
WWTP -Maintenance						
WWTP Outfall Inspection and Repairs	-	-	-	76,500	-	\$ 76,500
WWTP Local Limits Study	-	25,000	50,000	-	-	\$ 75,000
WWTP Materials Warehouse & Security Building	20,000	125,000	-	-	-	\$ 145,000
Fleet Mgmt. -W & S Fund						
-	-	-	-	-	-	\$ -
Asset Mgmt. -W & S Fund						
-	-	-	-	-	-	\$ -
GIS Management and Development		133,500		146,850		\$ 280,350
Asset Management / Cityworks Program		140,500		39,200		\$ 179,700
Water & Sewer Fund Total	\$ 1,922,200	\$ 2,588,500	\$ 3,089,300	\$ 3,802,650	\$ 1,104,900	\$ 12,507,550



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Funding Source

Source	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Fund						
General Revenues	\$ 2,000,712	\$ 4,239,116	\$ 2,548,778	\$ 1,602,314	\$ 1,705,784	\$ 12,096,703
Grants Received	447,000	132,000	0	0	0	\$ 579,000
Bonded Debt	6,585,000	7,185,000	5,105,365	150,000	4,000,000	\$ 23,025,365
Contributions/Donations	155,080	339,390	511,100	1,642,200	0	\$ 2,647,770
Lease/Purchase	310,000	163,200	0	1,100,000	0	\$ 1,573,200
In Kind Services	17,700	0	0	0	0	\$ 17,700
General Fund Total	\$ 9,515,492	\$ 12,058,706	\$ 8,165,243	\$ 4,494,514	\$ 5,705,784	\$ 39,939,738
Parking Authority Fund						
Enterprise Fund Revenue	212,500	25,000	0	0	0	\$ 237,500
Bonded Debt	81,000	26,000	0	0	0	\$ 107,000
Lease/Purchase	90,000	55,000	0	0	0	\$ 145,000
Parking Authority Fund Total	\$ 383,500	\$ 106,000	\$ -	\$ -	\$ -	\$ 489,500
Marina Fund						
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater Fund						
Enterprise Fund Revenue	200,000	350,100	200,000	200,000	200,000	1,150,100
Grants	200,000	200,000	200,000	200,000	200,000	1,000,000
Bonded Debt	1,710,000	-	160,700	-	-	1,870,700
Lease/Purchase	-	-	-	241,200	-	241,200
Stormwater Fund Total	\$ 2,110,000	\$ 550,100	\$ 560,700	\$ 641,200	\$ 400,000	\$ 4,262,000
Water & Sewer Fund						
Enterprise Fund Revenue	1,922,200	2,588,500	3,089,300	3,802,650	1,104,900	\$ 12,507,550
Bonded Debt	0	0	0	0	0	\$ -
Lease / Purchase	0	0	0	0	0	\$ -
Water & Sewer Fund Total	\$ 1,922,200	\$ 2,588,500	\$ 3,089,300	\$ 3,802,650	\$ 1,104,900	\$ 12,507,550



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Funding Source

Project	Fiscal Year					Program
	FY18	FY19	FY20	FY21	FY22	Total
General Fund						
General Revenues						
GOB Upgrades and Improvements	\$ 94,000					\$ 94,000
Bullet Proof Vests	\$ 50,000					\$ 50,000
Emergency Vehicles - Police	677,000	530,000	530,000	530,000	530,000	\$ 2,797,000
Lead Mining		40,000				\$ 40,000
Heat & Air Conditioning - Police		300,000				\$ 300,000
Apparatus Replacement - Tanker 1		100,000				\$ 100,000
Gateway Signage	80,000					\$ 80,000
Riverwalk Bulkhead Extension		138,400	1,000,000			\$ 1,138,400
Street Reconstruction	772,462	731,906	762,278	776,814	867,284	\$ 3,910,744
Curb, Gutter, and Sidewalk Program	100,000	100,000	100,000	100,000	100,000	\$ 500,000
Street Repair	100,000	120,000	120,000	120,000	120,000	\$ 580,000
Camden Street Pedestrian Bridge	83,000					\$ 83,000
Camden Ave/South Blvd Upgrade		156,100				\$ 156,100
Northwood Dr/Naylor Mill Rd		104,000				\$ 104,000
East Main/Snow Hill/Ward	44,250					\$ 44,250
Snow Hill/Vine/S Schumaker		35,400				\$ 35,400
Eastern Shore Dr/East Vine St			36,500			\$ 36,500
Jasmine Drive		557,310				\$ 557,310
Riverside Circle		1,326,000				\$ 1,326,000
Asset Management / Cityworks Program				75,500	88,500	\$ 164,000



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Funding Source

Project	Fiscal Year					Program
	FY18	FY19	FY20	FY21	FY22	Total
Grants						
Skate Park	447,000	132,000				\$ 579,000
Bonded Debt						
GOB Upgrades and Improvements		180,000				\$ 180,000
Hydrant Adapters 5" Sexless Couplings	160,000					\$ 160,000
MDT Upgrades / Replacements	150,000					\$ 150,000
New Public Safety Fire Station - North end	150,000	4,100,000				\$ 4,250,000
New Public Safety Fire Station - East side				150,000	4,000,000	\$ 4,150,000
Apparatus Replacement -Dive Unit			350,000			\$ 350,000
Apparatus Replacement -Rescue 16			775,000			\$ 775,000
Repaving project for Station 16 Rear Driveway	40,000					\$ 40,000
Replacement of Self-Contained Breathing Apparatus			856,114			\$ 856,114
Service Center Facility Plan Phase 1	550,000					\$ 550,000
Service Center Facility Plan Phase 2	200,000	2,000,000				\$ 2,200,000
Service Center Facility Plan Phase 3		250,000	2,500,000			\$ 2,750,000
Main Street Master Plan	5,100,000	655,000				\$ 5,755,000
East Main and Division St Upgrade	235,000					\$ 235,000
Northwood Drive / Naylor Mill Rd			624,250			\$ 624,250
Contributions						
Bullet Proof Vests	75,000					\$ 75,000
Apparatus Replacement - Rescue 16			200,000			\$ 200,000
Apparatus Replacement - Tanker 1		300,000				\$ 300,000
Culver Road			204,000	1,530,000		\$ 1,734,000
Jasmine Drive	51,000	3,690				\$ 54,690
Skatepark	29,080					\$ 29,080
Regional Exhibits		35,700	107,100	112,200		\$ 255,000



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Funding Source

Project	Fiscal Year					Program
	FY18	FY19	FY20	FY21	FY22	Total
Lease Purchase						
Apparatus Replacement - EMS Units				1,100,000		\$ 1,100,000
Maintenance Dump Trucks	160,000	163,200				\$ 323,200
Recycle Trucks	150,000					\$ 150,000
Sanitation Vehicles						\$ -
Excavator						\$ -
In-Kind Services						
Skatepark	17,700					\$ 17,700
General Fund Total	\$ 9,515,492	\$ 12,058,706	\$ 8,165,242	\$ 4,494,514	\$ 5,705,784	\$ 39,939,738
Parking Authority Fund						
Enterprise Fund Revenue						
Resurfacing Parking Lot 7/13	35,000	25,000				\$ 60,000
Parking Garage Roof Waterproof Membrane	97,500					\$ 97,500
Parking Study for City of Salisbury	80,000					\$ 80,000
Bonded Debt						
New Parking Meters for Main Street Masterplan	81,000	26,000				\$ 107,000
Garage Façade						\$ -
Lease/Purchase						
Parking Authority Vehicle	35,000					\$ 35,000
Parking Garage Street Sweeper		55,000				\$ 55,000
Parking Garage Upgraded Security Cameras	55,000					\$ 55,000
Parking Authority Fund Total	\$ 383,500	\$ 106,000	\$ -	\$ -	\$ -	\$ 489,500



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Funding Source

Project	Fiscal Year					Program Total
	FY18	FY19	FY20	FY21	FY22	
Marina Fund						
General Revenues						
Pedestal Replacement						\$ -
Marina Fund Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater Fund						
Enterprise Fund Revenue						
Main Street Storm Drain		\$ 128,600				\$ 128,600
Total Maximum Daily Load Compliance Schedule	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Beaglin Park Dam Improvements		\$ 21,500				\$ 21,500
General Storm Drain Repair						\$ -
Grants						
Total Maximum Daily Load Compliance Schedule	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Bonded Debt						
West Main Street Storm Drain	\$ 1,470,000					\$ 1,470,000
Johnson Lake Dam Improvements	\$ 240,000					\$ 240,000
Beaglin Park Dam Improvements			\$ 160,700			\$ 160,700
Lease/Purchase						
Street Sweeper Equipment				\$ 241,200		\$ 241,200
Stormwater Fund Total	\$ 2,110,000	\$ 550,100	\$ 560,700	\$ 641,200	\$ 400,000	\$ 4,262,000



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Funding Source

Project	Fiscal Year					Program
	FY18	FY19	FY20	FY21	FY22	Total
Water & Sewer Fund						
Enterprise Fund Revenue						
Sewer Infiltration and Inflow Remediation	450,000	450,000	550,000	500,000	500,000	\$ 2,450,000
Replace West Main St. Water Mains	380,000					\$ 380,000
Pump Station Improvements		230,000		2,550,000		\$ 2,780,000
Southside Pump Station Force Main			100,000			\$ 100,000
Replace Distribution Piping and Valves	100,000	100,000	100,000	100,000	100,000	\$ 500,000
Elevated Water Tank Maintenance		265,200	102,000		106,200	\$ 473,400
Restore Park Well Field	165,700	170,100	174,800	179,100	182,700	\$ 872,400
Restore Paleo Well Field				211,000	216,000	\$ 427,000
Omnisite for Lift Stations		45,700	46,600			\$ 92,300
Replace Sewer in West Main Street	305,000					\$ 305,000
Tank and Reservoir Mixing System	84,000		85,600			\$ 169,600
Park Well Field Raw Water Main & Valve Rplc		66,500	550,800			\$ 617,300
Park WTP Roof Improvements	27,500	172,000				\$ 199,500
Paleo Water Treatment Plant Roof Improvements	46,000					\$ 46,000
Pump Station Building Improvements	55,000	315,000				\$ 370,000
Park Aerator Building Improvements			79,500			\$ 79,500
Park Water Treatment Electrical Gear Replacement	61,500	245,000				\$ 306,500
Nitrate Monitoring and Study		105,000				\$ 105,000
Glen Avenue Lift Station	127,500		1,250,000			\$ 1,377,500
Sewer Extension in Mt. Hermon Road	100,000					\$ 100,000
WWTP Outfall Inspection and Repairs				76,500		\$ 76,500
WWTP Local Limits Study		25,000	50,000			\$ 75,000
WWTP Materials Warehouse and Security Building	20,000	125,000				\$ 145,000
Asset Management / MUNIS Program		140,500		39,200		\$ 179,700
GIS Maintenance and Development		133,500		146,850		\$ 280,350



City of Salisbury
 Capital Improvement Plan FY18 - 22
 Detail Project Listing by Funding Source

Project	Fiscal Year					Program
	FY18	FY19	FY20	FY21	FY22	Total
Bonded Debt						\$ -
						\$ -
						\$ -
						\$ -
Lease/Purchase						\$ -
						\$ -
						\$ -
Water & Sewer Fund Total	\$ 1,922,200	\$ 2,588,500	\$ 3,089,300	\$ 3,802,650	\$ 1,104,900	\$ 12,507,550



City of Salisbury
 Capital Improvement Plan
 Departmental Summary

Department:
 Police

Program:
 Public Safety

Project	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
Communications Center	\$677,000	\$530,000	\$530,000	\$530,000	\$530,000	\$2,797,000
Patrol Vehicles	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Heat & Air Conditioning	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Lead Mining	\$0	\$0	\$0	\$0	\$0	\$0
						\$0
Fiscal Year Total	\$677,000	\$870,000	\$530,000	\$530,000	\$530,000	\$3,137,000

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$677,000	\$870,000	\$530,000	\$530,000	\$530,000	\$3,137,000
Enterprise Fund	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt/Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
Lease Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contributions/Donations	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services						\$0
Fiscal Year Total	\$677,000	\$870,000	\$530,000	\$530,000	\$530,000	\$3,137,000



**City of Salisbury
Capital Improvement Plan
Departmental Summary**

**Department:
Fire**

**Program:
Public Safety**

Project	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
New Fire Station - North End	\$150,000	\$4,100,000	\$0	\$0	\$0	\$4,250,000
Apparatus Replacement - Dive Unit	\$0	\$0	\$350,000	\$0	\$0	\$350,000
Apparatus Replacement - Rescue 16	\$0	\$0	\$975,000	\$0	\$0	\$975,000
Repaving Project for Fire Station 16	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Apparatus Replacement - Tanker 1	\$0	\$400,000	\$0	\$0	\$0	\$400,000
MDT Upgrades / Replacements	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Hydrant Adapter - 5" Sexless Couplings	\$160,000	\$0	\$0	\$0	\$0	\$160,000
Bullet Proof Vests	\$125,000	\$0	\$0	\$0	\$0	\$125,000
Self Contained Breathing Apparatus Replacement	\$0	\$0	\$856,115	\$0	\$0	\$856,115
Apparatus Replacement - EMS Unit	\$0	\$0	\$0	\$1,100,000	\$0	\$1,100,000
New Fire Station - East Side	\$0	\$0	\$0	\$150,000	\$4,000,000	\$4,150,000
Fiscal Year Total	\$625,000	\$4,500,000	\$2,181,115	\$1,250,000	\$4,000,000	\$12,556,115

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$50,000	\$100,000	\$0	\$0	\$0	\$150,000
Enterprise Fund	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$500,000	\$4,100,000	\$1,981,115	\$150,000	\$4,000,000	\$10,731,115
Bonded Debt/Impact Fees	\$0	\$0	\$0	\$0	\$0	\$0
Lease/Purchase	\$0	\$0	\$0	\$1,100,000	\$0	\$1,100,000
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contribution/Donations	\$75,000	\$300,000	\$200,000	\$0	\$0	\$575,000
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$625,000	\$4,500,000	\$2,181,115	\$1,250,000	\$4,000,000	\$12,556,115



**City of Salisbury
Capital Improvement Plan
Departmental Summary**

**Department:
Mayor's Office**

**Program:
General Administration**

Project	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
City Hall Space Study	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Enterprise Fund						\$0
Grants						\$0
Bonded Debt						\$0
Bonded Debt/Capacity Fees						\$0
Lease Purchase						\$0
Capital Project Fund						\$0
Contribution/Donations						\$0
In-Kind Services						\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0

G-MAY



**City of Salisbury
Capital Improvement Plan
Departmental Summary**

**Department:
Poplar Hill Mansion**

Program:

Project	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
House Painting	\$0	\$0	\$0	\$0	\$0	\$0
Parking	\$0	\$0	\$0	\$0	\$0	\$0
Grounds Restoration	\$0	\$0	\$0	\$0	\$0	\$0
Shutter Replacement	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0
						\$0
Funding Sources	Fiscal Year					
	FY18	FY19	FY20	FY21	FY22	
General Revenues	-	-	-	-	-	\$0
Enterprise Fund						\$0
Grants						\$0
Bonded Debt						\$0
Bonded Debt/Capacity Fees						\$0
Lease Purchase						\$0
Capital Project Fund						\$0
Contribution/Donations						\$0
In-Kind Services						\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0



**City of Salisbury
Capital Improvement Plan
Departmental Summary**

**Department:
Procurement**

**Program:
General Administration**

Project	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
GOB Updates	\$94,000	\$180,000	\$0	\$0	\$0	\$274,000
Fiscal Year Total	\$94,000	\$180,000	\$0	\$0	\$0	\$274,000

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$94,000	\$0	\$0	\$0	\$0	\$94,000
Enterprise Fund	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$0	\$180,000	\$0	\$0	\$0	\$180,000
Bonded Debt/Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
Lease Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contribution/Donations	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$94,000	\$180,000	\$0	\$0	\$0	\$274,000



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

3.0 - Stormwater Management

Program	Fiscal Year					Project Total
	18	19	20	21	22	
West Main St Storm Drain PW0020	\$ 1,470,000	\$ -	\$ -	\$ -	\$ -	\$ 1,470,000
Main Street Storm Drain Burnett-White PW0035	\$ -	\$ 128,600	\$ -	\$ -	\$ -	\$ 128,600
Total Maximum Daily Load Compliance Schedule PW0051	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
Johnson Lake Dam Improvements PW0052	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ 240,000
Beaglin Park Dam Improvements PW0054	\$ -	\$ 21,500	\$ 160,700	\$ -	\$ -	\$ 182,200
Sweeper Equipment VEH0015	\$ -	\$ -	\$ -	\$ 241,200	\$ -	\$ 241,200
Fiscal Year Total	\$ 2,110,000	\$ 550,100	\$ 560,700	\$ 641,200	\$ 400,000	\$ 4,262,000

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues - Stormwater Utility	\$ 200,000	\$ 350,100	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,150,100
Grants	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Bonded Debt	\$ 1,710,000	\$ -	\$ 160,700	\$ -	\$ -	\$ 1,870,700
Bonded Debt/Capacity Fee Paying	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ 241,200	\$ -	\$ 241,200
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 2,110,000	\$ 550,100	\$ 560,700	\$ 641,200	\$ 400,000	\$ 4,262,000



**City of Salisbury
Capital Improvement Plan
Departmental Summary**

**Department:
Parking**

**Program:
General Administration**

Project	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
PARK-1: Paystations for Main St Masterplan	\$81,000	\$26,000	\$0	\$0	\$0	\$107,000
PARK-2: Parking Garage Roof Waterproof Membrane	\$97,500	\$0	\$0	\$0	\$0	\$97,500
PARK-3: Parking Garage Street Sweeper	\$0	\$55,000	\$0	\$0	\$0	\$55,000
PARK-4: Parking Lot Reconditioning	\$35,000	\$25,000	\$0	\$0	\$0	\$60,000
PARK-5: Parking Study for City of Salisbury	\$80,000	\$0	\$0	\$0	\$0	\$80,000
PARK-6: Garage Façade	\$0	\$0	\$0	\$0	\$0	\$0
PARK-7: Parking Division Vehicle	\$35,000	\$0	\$0	\$0	\$0	\$35,000
PARK-8: Parking Garage Security Cameras	\$55,000	\$0	\$0	\$0	\$0	\$55,000
Fiscal Year Total	\$383,500	\$106,000	\$0	\$0	\$0	\$489,500

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Enterprise Fund	\$212,500	\$25,000	\$0	\$0	\$0	\$237,500
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$81,000	\$26,000	\$0	\$0	\$0	\$107,000
Bonded Debt/Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
Lease Purchase	\$90,000	\$55,000	\$0	\$0	\$0	\$145,000
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contribution/Donations	\$0	\$0	\$0	\$0	\$0	\$0
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0

Fiscal Year Total \$383,500 \$106,000 \$0 \$0 \$0 \$489,500

PARK



**City of Salisbury
Capital Improvement Plan
Departmental Summary**

**Department:
Grant Funded Projects**

Program:

Project	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
Skatepark	\$493,780	\$132,000	\$0	\$0	\$0	\$625,780
						\$0
						\$0
Fiscal Year Total	\$493,780	\$132,000	\$0	\$0	\$0	\$625,780
						\$0
Funding Sources	Fiscal Year					
	FY18	FY19	FY20	FY21	FY22	
General Revenues						\$0
Enterprise Fund						\$0
Grants	\$447,000	\$132,000	\$0	\$0	\$0	\$579,000
Bonded Debt						\$0
Bonded Debt/Capacity Fees						\$0
Lease Purchase						\$0
Capital Project Fund						\$0
Contribution/Donations	\$29,080	\$0	\$0	\$0	\$0	\$29,080
In-Kind Services	\$17,700	\$0	\$0	\$0	\$0	\$17,700
Fiscal Year Total	\$493,780	\$132,000	\$0	\$0	\$0	\$625,780



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

7.0 - Marina

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
Pedestal Replacement M0002	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Enterprise Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Grant	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt/Capacity Fee	\$0	\$0	\$0	\$0	\$0	\$0
Lease / Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contributions/Donations	\$0	\$0	\$0	\$0	\$0	\$0
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

**Program:
Summary**

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
1.0 - General Projects	\$5,930,000	\$3,043,400	\$3,500,000	\$0	\$0	\$12,473,400
4.0 - Transportation Systems Management	\$1,385,712	\$3,134,406	\$1,847,028	\$2,526,814	\$1,087,284	\$9,981,243
5.0 - Salisbury Zoo	\$0	\$35,700	\$107,100	\$112,200	\$0	\$255,000
6.0 - Fleet Management General fund	\$310,000	\$163,200	\$0	\$0	\$0	\$473,200
8.0 - Asset Management General fund	\$0	\$0	\$0	\$75,500	\$88,500	\$164,000
- General Fund Program Sub-Totals	\$7,625,712	\$6,376,706	\$5,454,128	\$2,714,514	\$1,175,784	\$23,346,843
7.0 - Public Utilities - Water & Sewer	\$1,922,200	\$2,314,500	\$3,089,300	\$3,616,600	\$1,104,900	\$12,047,500
8.0 - Asset Management - Water & Sewer	\$0	\$274,000	\$0	\$186,050	\$0	\$460,050
Fiscal Year Total	\$9,547,912	\$8,965,206	\$8,543,428	\$6,517,164	\$2,280,684	\$35,854,393

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$ 1,179,712	\$ 3,269,116	\$ 2,018,778	\$ 1,072,314	\$ 1,175,784	\$8,715,703
Enterprise Fund Revenues - Water & Sewer	\$ 1,922,200	\$ 2,588,500	\$ 3,089,300	\$ 3,802,650	\$ 1,104,900	\$12,507,550
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt	\$ 6,085,000	\$ 2,905,000	\$ 3,124,250	\$ -	\$ -	\$12,114,250
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase	\$ 310,000	\$ 163,200	\$ -	\$ -	\$ -	\$473,200
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations	\$ 51,000	\$ 39,390	\$ 311,100	\$ 1,642,200	\$ -	\$2,043,690
Capacity Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total	\$9,547,912	\$8,965,206	\$8,543,428	\$6,517,164	\$2,280,684	\$35,854,393



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:
Utility Summary

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
9.0 Produce Water	\$439,700	\$1,073,600	\$890,700	\$390,100	\$398,700	\$3,192,800
9.1 Water Production Maintenance	\$439,700	\$1,073,600	\$890,700	\$390,100	\$398,700	\$3,192,800
9.2 Water Production Expansion	\$0	\$0	\$0	\$0	\$0	\$0
10.0 Distribute Water	\$480,000	\$365,200	\$202,000	\$100,000	\$206,200	\$1,353,400
10.1 Water Distribution Maintenance	\$480,000	\$365,200	\$202,000	\$100,000	\$206,200	\$1,353,400
10.2 Water Distribution Expansion	\$0	\$0	\$0	\$0	\$0	\$0
11.0 Collect Wastewater	\$775,000	\$725,700	\$1,946,600	\$3,050,000	\$500,000	\$6,997,300
11.1 Wastewater Collection Maintenance	\$755,000	\$725,700	\$696,600	\$3,050,000	\$500,000	\$5,727,300
11.2 Wastewater Collection Expansion	\$20,000	\$0	\$1,250,000	\$0	\$0	\$1,270,000
12.0 Treat Wastewater Program	\$0	\$150,000	\$50,000	\$76,500	\$0	\$276,500
13.0 Fleet Management Water/Sewer	\$227,500	\$0	\$0	\$0	\$0	\$227,500
Fiscal Year Total	\$1,922,200	\$2,314,500	\$3,089,300	\$3,616,600	\$1,104,900	\$12,047,500

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Enterprise Fund Revenues - Water & Sewer	\$ 1,922,200	\$ 2,314,500	\$ 3,089,300	\$ 3,616,600	\$ 1,104,900	\$12,047,500
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total	\$1,922,200	\$2,314,500	\$3,089,300	\$3,616,600	\$1,104,900	\$12,047,500



General Administration



**City of Salisbury
Capital Improvement Plan
Departmental Summary**

**Department:
Procurement**

**Program:
General Administration**

Project	FY 18	FY 19	FY 20	FY 21	FY 22	Project Total
GOB Upgrades & Improvements	\$94,000	\$180,000	\$0	\$0	\$0	\$274,000
Fiscal Year Total	\$94,000	\$180,000	\$0	\$0	\$0	\$274,000

Funding Sources	FY 18	FY 19	FY 20	FY 21	FY 22	Source Total
General Revenues	\$94,000	\$0	\$0	\$0	\$0	\$94,000
Enterprise Fund	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$0	\$180,000	\$0	\$0	\$0	\$180,000
Bonded Debt/Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
Lease Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contribution/Donations	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$94,000	\$180,000	\$0	\$0	\$0	\$274,000



City of Salisbury FY 18-22 Capital Improvement Plan

Department: Internal Services - Procurement Improvement: GOB Upgrades/Improvements for FY18-22

Project # (FY18): \$5.0K Ceiling replacement and duct work reconfigure (2nd floor hallways); \$55.0K Bathroom remodel; \$5.0K Outdoor/indoor signage; \$15.0K Accent lighting (hallways); \$7.5K Elevator refurbish; \$6.5K ADA Hardware/Glass doors. **(FY19):** \$5.0K Ceiling replacement and duct work reconfigure (3rd floor hallways); \$25.0K Accent panels for branding/identity of GOB; \$150.0K Roof replacement.

Note: Costs noted are one-half of total estimate (City/County split). The above is from previous year; County estimates will be available December 2016.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue	94,000					\$ 94,000
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt		180,000				\$ 180,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 94,000	\$ 180,000	\$ -	\$ -	\$ -	\$ 274,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	94,000	180,000				\$ 274,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 94,000	\$ 180,000	\$ -	\$ -	\$ -	\$ 274,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Police



City of Salisbury
 Capital Improvement Plan
 Departmental Summary

Department:
 Police

Program:
 Public Safety

Project	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
Patrol Vehicles	\$677,000	\$530,000	\$530,000	\$530,000	\$530,000	\$2,797,000
Water Chiller	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Lead Mining		\$40,000	\$	\$	\$	\$40,000
						\$0
Fiscal Year Total	\$677,000	\$870,000	\$530,000	\$530,000	\$530,000	\$3,137,000

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$677,000	\$870,000	\$530,000	\$530,000	\$530,000	\$3,137,000
Enterprise Fund						\$0
Grants						\$0
Bonded Debt						\$0
Bonded Debt/Capacity Fees						\$0
Lease Purchase						\$0
Capital Project Fund						\$0
Contributions/Donations						\$0
In-Kind Services						\$0
Fiscal Year Total	\$677,000	\$870,000	\$530,000	\$530,000	\$530,000	\$3,137,000



City of Salisbury FY18 Capital Improvement Plan

Police Department - Public Safety Program

Date: September 23, 2016

Project #: SPD 18-01 - **Project Title:** Replace Emergency Police Vehicles

Project Description and Location: SPD has 35 marked patrol vehicles assigned to our Operations Division. 11 of the 35 are assigned as take home. Quite a few of the take home cars are in fair to poor condition. About 1/3 of the patrol vehicles have under 100,000, 1/3 over 100,000 miles, and 1/3 over 200,000. As vehicles age and miles increase costly repairs mount. SPD did not purchase patrol vehicles in FY17. To provide maximum coverage for the City, ten, (10) new patrol vehicles are needed in FY18. SPD is requesting that all ten of these vehicles be SUV Class 4x4 vehicles. SPD has found that the mid-sized SUV 4x4 allows for ample room for both high and wide for fully equiped police officers and all associated equipment. The 4x4 also provides for inclement weather conditions and sits a bit higher on the roadway to provide the officers a tactical advantage. Additionally, our goal moving forward is to slightly increase our request for new vehicles each year while increasing the number of take home vehicles. SPD also needs to surplus quite a few of the 11 take home vehicle currently in use due to extremely poor cosmetic and mechanical condition. Lastly, SPD request seven (7) smaller sedans to continue to replace an aging Criminal Investigations Division fleet. Each SUV with equipment is \$53,000. Each Sedan with equipment is \$21,000. Equipment includes emergency lights, sirens, computer, computer stand, arbitrator, in-car camera system and security partition. The Sedans for CID will not be equipped with computers or in-car cameras.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue	\$ 677,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 2,797,000
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$ 677,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 2,797,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$
Engineering						\$
Construction						\$
Purchase Vehicle/Equipment	\$ 677,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 2,797,000
Total Expenses						
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$
Operating Expenses						\$
Total Operating Budget	\$	\$	\$	\$		\$



City of Salisbury FY18 Capital Improvement Plan

Police Department - Public Safety Program

Date: September 23, 2016

Project #: SPD 19-01 Project Title: SPD Range - Lead Mining

Project Description and Location: The berm at the Police Firing Range was last excavated for lead in 2008. The berm needs to have the lead removed again to prevent soil contamination. Over contamination could lead to safety concerns and environmental damage. A selected contractor will excavate six feet from the face of the berm, screen the lead shot from the excavated soil, recycle the lead and restore the berm to its original condition. The total estimated cost is \$40,000.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue		\$40,000				\$40,000
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues		\$40,000	\$	\$	\$	\$40,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						
Engineering		\$40,000				\$40,000
Construction						
Purchase Vehicle/Equipment						\$
Total Expenses		\$40,000	\$	\$	\$	\$40,000
Operating Budget Impact	FY18	FY19	FY20	FY22	FY22	Total
Personnel						\$
Operating Expenses						\$
Total Operating Budget	\$	\$	\$	\$	\$	\$



City of Salisbury FY18 Capital Improvement Plan

Police Department - Public Safety Program

Date: September 23, 2016

Project #: SPD 19-02 **Project Title:** Water Chiller & Heating and Air Conditioning Systems - Headquarters

Project Description and Location: The Salisbury Police Department's current water chiller and heating and air conditioning systems are eighteen years old and past it's life expectancy. We have been informed by Service Today that the chiller may be non-repairable if a major component goes up. The cost to replace these systems with up dated energy efficient units will be is approximately \$300,000.00.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue		\$300,000				\$300,000
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues		\$300,000		\$	\$	\$300,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment		\$300,000				\$300,000
Total Expenses		\$300,000		\$	\$	\$300,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$	\$	\$	\$	\$	\$



Fire



Capital Improvements Program - Fire Department
 Program - Public Safety
 FY18 - FY22
 MASTER DOCUMENT - September 2016

Project	Project	FY18	FY19	FY20	FY21	FY22	Total
FD-09-02	New Fire Station - North End	150,000	4,100,000				4,250,000
FD-11-02	Apparatus Replacement - Dive Unit			350,000			350,000
FD-13-01	Apparatus Replacement - Rescue 16			975,000			975,000
FD-16-03	Repaving Project for Fire Station 16 Rear Driveway	40,000					40,000
FD-17-01	Apparatus Replacement - Tanker 1-1		400,000				400,000
FD-18-01	MDT Upgrades / Replacements	150,000					150,000
FD-18-02	Hydrant Adapter - 5" Sexless Couplings	160,000					160,000
FD-18-03	Bullet Proof Vests	125,000					125,000
FD-21-01	Self Contained Breathing Apparatus Replacement			856,115			856,115
FD-21-02	Apparatus Replacement - EMS Units				1,100,000		1,100,000
FD-21-03	New Fire Station - East Side				150,000	4,000,000	4,150,000
	Sub-Totals	625,000	4,500,000	2,181,115	1,250,000	4,000,000	12,556,115

Funding Sources	FY18	FY19	FY20	FY21	FY22	Total
General Revenue	50,000	100,000				150,000
Enterprise Fund						
Grants						
Bonded Debt	500,000	4,100,000	1,981,115	150,000	4,000,000	10,631,115
Bonded Debt/Impact Fees						
Lease Purchase				1,100,000		1,100,000
Capital Project Fund						
Contributions / Donations	75,000	300,000	200,000			575,000
In-Kind Services						
Total	625,000	4,500,000	2,181,115	1,250,000	4,000,000	12,556,115

Submitted By: Rick Hoppes



City of Salisbury FY 18 Capital Improvement Plan

Fire Department Public Safety Program

Date: September 2016

Project #: FD-09-02 Project Title: New Public Safety Fire / Police / Communications Complex– North
Project Description and Location: REVISED 09/01/16

The City of Salisbury Fire Department provides fire, rescue, and emergency medical services to approximately 57,000 residents within the department's 90+/- square mile service district. The Department's service demand continues to increase approximately 6-8% annually. The increased residential population and commercial development on the City's north end indicates the need for an additional public safety facility to provide continued effective and efficient service delivery. The new facility will be designed to house an EMS unit and one other capital unit (engine or ladder company) to supplement the Department's current operational profile and to ensure adequate resources to meet the demand for service to the citizens within this area of the fire district. This facility will improve response times and increase service delivery efficiency. **It is proposed that there be space within the building to house a police presence and create a new City Emergency Dispatch Center. However, this request is only for the FD portion of the project.**



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	150,000	4,100,000				\$ 4,250,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 150,000	\$ 4,100,000	\$ -	\$ -	\$ -	\$ 4,250,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate		100,000				\$ 100,000
Engineering	150,000	200,000				\$ 350,000
Construction		3,550,000				\$ 3,550,000
Purchase Vehicle/Equipment		250,000				\$ 250,000
Total Expenses	\$ 150,000	\$ 4,100,000	\$ -	\$ -	\$ -	\$ 4,250,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel			731,235	731,235	731,235	\$ 2,193,706
Operating Expenses			75,000	75,000	75,000	\$ 225,000
Total Operating Budget	\$ -	\$ -	\$ 806,235	\$ 806,235	\$ 806,235	\$ 2,418,706



City of Salisbury FY 18 Capital Improvement Plan

Fire Department Public Safety Program

Date: September 2016

Project #: FD-11-02 Project Title: Apparatus Replacement– Dive Unit
Project Description and Location: REVISED 09/01/16

The City of Salisbury Fire Department provides Special Operations services including surface and sub-surface marine operations on the natural water-ways and other natural and manmade land-locked bodies of water within the Salisbury Fire District and to all areas of Wicomico County outside of the Fire District and to other areas of the Eastern Shore when requested. The Department currently maintains a 1992 International 4900 specialized dive response unit equipped with personal protective equipment and other tools and equipment that permits personnel to safely and effectively perform these operations. The current vehicle will reach its maximum service life at the projected date. A newer unit will be specifically designed to ensure adequate storage of tools and equipment.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt			350,000			\$ 350,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment			350,000			\$ 350,000
Total Expenses	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Fire Department Public Safety Program

Date: September 2016

Project #: FD-13-01 **Project Title:** Apparatus Replacement– Rescue 16
Project Description and Location: REVISED 09/01/2016

The Department currently operates a 2001 American LaFrance Metropolitan as its primary apparatus to deliver technical rescue services throughout the Salisbury Fire District and other areas when requested. This vehicle is fully equipped with specialized tools and equipment required to deliver various special rescue services including vehicle extrication, confined space entry and rescue, support services for marine surface and subsurface rescue operations, and trench rescue operations. A replacement vehicle is expected to cost approximately \$975,000 (including equipment) with an expected service life of fifteen (15) years. The volunteer corporation (SFD, Inc. – Station #16) will provide substantial financial contributions to purchase the tools and equipment for the project. The Department has developed a systematic vehicle replacement program based on historical data including mileage and condition, repair expenses, and available value after service life. **The annual FD apparatus evaluation has found that the current condition of our rescue truck is such that it will allow the department to postpone replacement of this vehicle. Continued evaluations will be conducted to identify the best time to replace this unit.**



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt			775,000			\$ 775,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation			200,000			\$ 200,000
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ 975,000	\$ -	\$ -	\$ 975,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle			775,000			\$ 775,000
Purchase Vehicle/Equipment			200,000			\$ 200,000
Total Expenses	\$ -	\$ -	\$ 975,000	\$ -	\$ -	\$ 975,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Fire Department Public Safety Program

Date: September 2016



Project #: FD-16-03 Project Title: Repaving Project for Fire Station 16 Rear Driveway
Project Description and Location: Revised: 09/01/2016

This project is to repave or re-surface the rear driveway for Fire Station # 16. When constructed in 2007 the decision was made to use asphalt and improved base materials that were designed to be able to withstand the rigors of having very heavy equipment drive on it every day. However, over time several depressions have appeared on the right side of the drive coming onto the property which is an indication that the severe weight of vehicles turning into the drive are causing the premature failure of the asphalt and base. This project is to rebuild the base and change the surface to concrete, which is believed to have a greater ability to withstand the rigors for such use. The size of the driveway is 25' X 210' (5,040 sqft.).

Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	40,000					\$ 40,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	40,000					\$ 40,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Fire Department Public Safety Program

Date: September 2016

Project #: FD-17-01 Project Title: Apparatus Replacement– Tanker 1

Project Description and Location: REVISED 09/01/2016

The Salisbury Fire Protection District includes a large area that is in the county and does not have access to municipal water supplies for the purpose of fighting fires when they occur. The department currently operates a 1997 Fire Engine/Tanker that serves primarily as an engine but has a larger water tank (2000 gals.) on it, whereby serving as our only mobile rural water supply whose primary duty is to deliver water to incidents throughout the Salisbury Fire District and other areas when requested. In an effort to decrease the ISO rating in the county portion of our fire district, the department must have the ability to provide adequate water to an incident of fire in a timely manner and maintain that water supply for a prolonged period of time. To do this the department has the need to acquire a tanker truck that has the sole and specific function of providing that water supply to those areas we protect. It is proposed that this project be funded utilizing volunteer corporate funds and the revenue generated from the sale of the current Engine 1-1. The volunteer corporation (SFD Company # 1, Inc. – Station #1) will provide substantial financial contributions to purchase both the apparatus and the tools and equipment for the project.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue		100,000				\$ 100,000
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation		300,000				\$ 300,000
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment		400,000				\$ 400,000
Total Expenses	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Fire Department Public Safety Program

Date: September 2016

Project #: FD-18-01 Project Title: Mobile Data Terminal Upgrades / Replacements

Project Description and Location: Created 09/01/16

The Fire Department has the need to add, upgrade, and replace our Mobile Data Terminals in its fleet vehicles/apparatus. The current units are beginning to fail as they reach end of service and technology life. Effective communications is essential to ensure effective and efficient delivery of public safety services. This project significantly enhances service delivery by allowing responding apparatus to access real time data and G.I.S. information via the County C.A.D. system to identify locations for the actual address and the closest fire hydrants to the incident. The most significant enhancement will be to firefighter safety as this equipment will reduce non-essential radio transmissions that could interfere with urgent messages from firefighters working on the scene of an emergency incident.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	150,000					\$ 150,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment	150,000					\$ 150,000
Total Expenses	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Fire Department Public Safety Program

Date: September 2016

Project #: FD-18-02 Project Title: Hydrant Adapters - 5" Sexless Couplings

Project Description and Location: Created 09/01/16

The project is to purchase 1500 hydrant adapters to change the current 4.5" threaded connection on a fire hydrant to a 5" sexless coupling. The new adapters will be permanently attached to the +/-1500 fire hydrants owned and maintained by the City of Salisbury whose primary use is by the FD for fire suppression. The FD's primary source of water utilized during fire suppression activities comes from large diameter hose (LDH) being connected via an adapter to the 4 1/2" large opening on the front of the City's fire hydrants. The new adapters will ensure that all FDs that come to assist the SFD will be able to connect to our hydrants because of this standardization. Currently municipalities in the county use different size threaded hydrants which require a time consuming adaptation or completely prohibit connections by assisting FDs.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	160,000					\$ 160,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment	160,000					\$ 160,000
Total Expenses	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Fire Department Public Safety Program

Date: September 2016

Project #: FD-18-03 **Project Title:** Personal Protective Equipment - Body Armor

Project Description and Location: Created 09/01/16

To purchase 75 bullet-proof vests (herein listed as "vests") to be distributed/stowed on Salisbury Fire Department (SFD) apparatus for use by members responding to incidents where a responder's safety may be placed in serious jeopardy due to hostile or unknown circumstances, such as where a firearm, edged weapon, or spiked weapon may be involved. Recent incidents involving First Responders in other fire/EMS districts being wounded or killed by civilians, increasing violent crime rates, and an increasing heroin epidemic continue to create environments whereby SFD personnel may be placed more and more in harm's way. It is desirable to provide SFD personnel with every possible opportunity to improve their safety and to ensure a positive outcome at a given incident.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue	50,000					\$ 50,000
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation	75,000					\$ 75,000
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment	125,000					\$ 125,000
Total Expenses	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Fire Department Public Safety Program

Date: September 2016

Project #: FD-21-01 Project Title: Replacement of Self Contained Breathing Apparatus (SCBA)

Project Description and Location: Revised 09/01/16

The Fire Department has the need to replace existing self-contained breathing apparatus that has reached its end of serviceable life in accordance with the National Fire Protection Agency (NFPA) 1981 - Standard on Open-Circuit Self-Contained Breathing Apparatus and OSHA 42 CFR Part 84. The units currently in service are will be fifteen (15) years old in 2021 and cannot be used past this replacement point. The department will aggressively seek grant funding for this project. However, if not awarded a grant, the City must be prepared to purchase this equipment before it reaches end of life.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt			856,115			\$ 856,115
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ 856,115	\$ -	\$ -	\$ 856,115
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment			856,115			\$ 856,115
Total Expenses	\$ -	\$ -	\$ 856,115	\$ -	\$ -	\$ 856,115
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Fire Department Public Safety Program

Date: September 2016

Project #: FD-21-02 Project Title: Apparatus Replacement– EMS Units

Project Description and Location: Revised: 09/01/2016

The City of Salisbury Fire Department provides emergency medical services (EMS) to approximately 57,000 residents who reside within the Department's 90+/- square mile service district. The Department maintains six (6) advanced life support (ALS) equipped transport ambulances. The Department has developed a systematic vehicle replacement program based on historical data including mileage and condition, repair expenses, and available value after service life. This analysis indicates that a maximum service life for these units is five (5) years as a front line service vehicle and an additional five (5) year reserve life expectancy. This project is to purchase (3) vehicles to take advantage of economy of scale and to keep the vehicle standardization for front line EMS units intact for efficiency of service delivery.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase				1,100,000		\$ 1,100,000
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ -	\$ 1,100,000	\$ -	\$ 1,100,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment				1,100,000		\$ 1,100,000
Total Expenses	\$ -	\$ -	\$ -	\$ 1,100,000	\$ -	\$ 1,100,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Fire Department Public Safety Program

Date: September 2016

Project #: FD-21-03 **Project Title:** New Public Safety Fire Station – East Side

Project Description and Location: Revised 09/01/16

The City of Salisbury Fire Department provides fire, rescue, and emergency medical services to approximately 57,000 residents within the department's 90+/- square mile service district. The Department's service demand continues to increase approximately 6-8% annually. The increased residential population and commercial development on the City's eastside projects a need for an additional public safety facility to provide continued effective and efficient service delivery. The new facility will be designed to house an EMS unit and one other capital unit (engine or ladder company) to supplement the Department's current operational profile and to ensure adequate resources to meet the demand for service to the citizens within this area of the fire district. This facility will improve response times and increase service delivery efficiency.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt				150,000	4,000,000	\$ 4,150,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ -	\$ 150,000	\$ 4,000,000	\$ 4,150,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate					100,000	\$ 100,000
Engineering				150,000	150,000	\$ 300,000
Construction					3,600,000	\$ 3,600,000
Purchase Vehicle/Equipment					150,000	\$ 150,000
Total Expenses	\$ -	\$ -	\$ -	\$ 150,000	\$ 4,000,000	\$ 4,150,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel					2,307,736	\$ 2,307,736
Operating Expenses					75,000	\$ 75,000
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ 2,382,736	\$ 2,382,736



Salisbury Fire Department

Fleet Replacement Cycles

Type of Vehicle	Expected Length of Service
Staff / Pool Vehicles	10 years (5 years front line service + 5 years pool vehicle service)
EMS units (Amb)	10 years (5 years front line service + 5 years reserve vehicle service)
Command Vehicles	10 years (5 years front line service + 5 years reserve vehicle service)
Engine apparatus (E)	10 years
Tanker	20 years
Rescue	15 years
Quint (Q)	14 years
Ladder Truck (Trk)	15 years
Special Ops	20 years
Air Light	15 years



Salisbury Fire Department

Fleet Replacement Schedule - September 2016

Vehicle & Year Purchased	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	Nxt Rep Date	
Chief1 (2013)						X										X					2043	
DC1 (2012)					X										X							2042
DC2 (2009)		X										X										2039
Pool Vehicle 1 (2007)	X										X											2037
Pool Vehicle 2 (2006)	X										X											2037
Pool Vehicle 3 (1997)	X										X											2037
AC1 (2016)									X											X		2045
AC2 (2013)						X										X						2043
Amb A1 (2016)									X											X		2046
Amb A2 (2016)									X											X		2046
Amb A16 (2016)									X											X		2046
Amb B-1 (2012)				X											X							2041
Amb B-2 (2011)				X											X							2041
Amb B-16 (2011)				X											X							2041
Engine1 (2009)		X										X										2039
Engine 2 (2009)		X										X										2039
Engine16 (2006)										X												2037
Engine161 (2006)										X												2037
Tanker 16(*Engine11)(1997)		X																				2040
Truck 1 (Q) (2009)						X																2037
Truck 2 (Q) (2009)						X																2037
Tower 16 (Trk) (2009)							X															2039
Rescue 16 (2001)			X															X				2050
HazMat Trk (2009)												X										2049
Dive 1 (1991)			X																			2040
AL1 (2012)										X												2042

Note: * Annual evaluations of all apparatus are conducted to validate the fleet replacement schedule. The apparatus are evaluated to determine current conditions for mileage, engine hours, body, and power train. An evaluation for annual maintenance and repair costs over the previous three (3) years is conducted as well.



Fire Department Apparatus Mileage & Condition Schedule - September 2016

Unit	Year	Mileage	Hours	Cab	Body	Drive Train	Suspension	Pump	Foam System	Electrical	Mileage/ Hours	Age	Appearance	Overall Score	Condition
Car 1	2006	95706	N/A	3	3	3	3	N/A	N/A	6	32	8	6	64	F
Car 16	1999	155899	N/A	3	3	5	4	N/A	N/A	8	40	12	8	83	P
Chief 1	2013	52492	N/A	1	1	1	1	N/A	N/A	2	24	4	2	36	VG
DC 1	2007	81796	N/A	3	3	3	3	N/A	N/A	6	32	8	6	64	F
DC 2	2009	34789	N/A	2	2	2	2	N/A	N/A	4	16	8	4	40	VG
DC 16	2012	44992	N/A	1	2	1	1	N/A	N/A	2	16	4	2	29	VG
AC 1	2015			1	1	1	1	N/A	N/A	2	6	4	2	18	E
AC 2	2013	15534	N/A	2	2	1	1	N/A	N/A	2	8	4	4	24	VG
A 1	2016	5777		1	1	1	1	N/A	N/A	2	6	4	2	18	E
A 2	2016	5662	511	1	1	1	1	N/A	N/A	2	6	4	2	18	E
A 16	2016	5862	571	1	1	1	1	N/A	N/A	2	6	4	2	18	E
B 1	2012	72718	5977	3	3	3	3	N/A	N/A	6	30	4	6	58	G
B 2	2012	60508	5057	2	2	2	2	N/A	N/A	4	30	4	4	50	G
B 16	2012	61967	5942	3	3	3	3	N/A	N/A	6	30	4	6	58	G
Eng 1	2009	30465	2744	3	2	2	2	1	2	4	30	8	4	58	G
Eng 2	2009	27152	2524	2	2	2	2	1	1	4	30	8	4	56	G
Eng 16	2006	73029	6587	3	3	3	3	1	4	6	30	8	6	67	F
Eng 161	2006	61596	19.8*	3	4	3	3	1	3	6	30	8	6	67	F
E/T 1-1	1997	39778	N/A	3	3	2	2	1	3	6	12	16	3	51	G
Rescue 16	2001	14509	2231	2	3	2	2	N/A	N/A	6	24	12	6	57	G
Trk 1	2009	42287	4103	3	3	3	2	1	N/A	4	30	8	6	60	G
Trk 2	2009	41626	4276	2	2	2	2	1	N/A	4	30	8	4	55	G
Twr 16	2009	9691	1603	2	2	2	2	1	N/A	4	18	8	4	43	G
Dwe 1	1991	19262	2597	3	5	3	3	N/A	N/A	8	30	20	8	80	F
Foam 1	2012	N/A	N/A	N/A	1	N/A	1	N/A	N/A	2	N/A	4	2	10	E
HM 1	2010	4491	305	1	2	1	1	N/A	N/A	2	6	4	4	21	VG
Trench 1	2006	N/A	N/A	N/A	3	N/A	3	N/A	N/A	6	N/A	8	6	26	VG
BR 1	2012	1939	N/A	1	1	1	1	N/A	N/A	2	8	4	2	20	E
BR 16	1992	11951	N/A	3	4	2	2	N/A	N/A	6	6	20	6	49	G
A/U 1	2012	3936	206	1	1	1	1	N/A	N/A	2	6	4	2	18	E
U 1	2008	32696	1530	2	2	2	2	N/A	N/A	4	16	8	4	40	VG
U 2	2007	45622	N/A	1	1	1	1	N/A	N/A	2	16	8	2	32	VG
U 16	2008	52168	N/A	3	3	3	3	N/A	N/A	4	16	8	4	44	G
U 161	2000	46590	N/A	3	4	2	3	N/A	N/A	6	24	12	8	62	F
Logistics 1	2005	117525	N/A	3	3	3	3	N/A	N/A	6	40	8	6	72	F

Fire Department Apparatus Condition Codes



Excellent Condition (EC) (1-20 points)

1. Fewer than five years old.
2. Fewer than 800 engine hours.
3. Fewer than 25,000 miles if not used in stationary applications.
4. No known mechanical defects.
5. Very short downtime and very little operating expense.
6. Excellent parts availability.
7. Very good resale value.
8. Meets all present NFPA 1911 safety standards.

Very Good Condition (21-40 points)

1. More than five but fewer than 10 years old.
2. More than 800 but fewer than 1,600 engine hours.
3. More than 25,000 but fewer than 50,000 miles if not used in stationary applications.
4. No known mechanical or suspension defects present.
5. Short downtime and above average operating costs.
6. Good parts availability.
7. Good resale value.
8. Meets NFPA 1911 safety standards.

Good Condition (41-60 points)

1. More than 10 years but less than 15 years old.
2. Some rust or damage to the body or cab.
3. More than 1,600 but fewer than 2,400 engine hours.
4. More than 50,000 but fewer than 75,000 miles if not used in stationary applications.
5. Some existing mechanical or suspension repairs necessary.
6. Downtime and operational costs are beginning to increase but not terribly above the average.
7. Parts are still available but getting difficult to find.
8. Resale value decreasing.
9. Meets all NFPA 1911 safety standards.

Fair Condition (61-80 points)

1. More than 15 but fewer than 20 years old.
2. Rust, corrosion, or body damage apparent on body or cab.
3. More than 2,400 engine hours.
4. More than 75,000 but fewer than 100,000 miles if not used in stationary applications.
5. Existing mechanical or suspension repairs necessary.
6. Downtime is increasing, and operational costs are above the historical average.
7. Parts are becoming harder to find and/or obsolete.
8. Very little resale value.
9. Does not meet all NFPA 1911 safety standards.

Poor Condition (81-100 points)

1. More than 20 years old.
2. Rust, corrosion, or damage to the body of cab impacting apparatus use.
3. More than 2,400 engine hours or 100,000 miles.
4. Existing mechanical or suspension problems affecting the apparatus operation.
5. Downtime is exceeding in service availability.
6. Operational costs are exceeding the resale value of the apparatus.
7. Parts are obsolete.
8. Does not meet all NFPA 1911 safety standards.



Grant Projects



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Grant Funded Projects

Date: September 21, 2016

Project # BR0010

Project Title: Salisbury Skatepark

Project Description:

The Skatepark is located at 921 South Park Drive on the edge of the City Park. The specific layout of the park was determined during the design phase of the project, which included input from the local skateboarders. The project is being constructed in three (3) phases. The City was awarded \$262,000 in grant funds from the Community Parks and Playgrounds (CP&P) program and another \$5,000 from the Tony Hawk Foundation for Phase 1 of this project, which encompassed the first 6,000 sq.ft.

The City submitted an application to DNR in August 2016 for \$180,000 in CP&P grant funds for Phase 2 of the Skatepark, which will construct another 4,200 sq. ft. of skating surface. The Salisbury Skatepark Committee has pledged to raise an additional \$5,000 for Phase 2, for a total Phase 2 budget of \$185,000.

CP&P funding will be requested from DNR in FY 2019 to construct the remaining 3,000 sq. ft. of skating surface in Phase 3 (approx. \$132,000).



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant	\$ 180,000	\$ 132,000				\$ 312,000
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation	\$ 5,000					\$ 5,000
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 185,000	\$ 132,000	\$ -	\$ -	\$ -	\$ 317,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 185,000	132,000				\$ 317,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 185,000	\$ 132,000	\$ -	\$ -	\$ -	\$ 317,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses	10,000	10,000	10,000	10,000	10,000	\$ 50,000
Total Operating Budget	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000



Public Works



Public Works

Program:

Summary

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
1.0 - General Projects	\$5,930,000	\$3,043,400	\$3,500,000	\$0	\$0	\$12,473,400
4.0 - Transportation Systems Management	\$1,385,712	\$3,134,406	\$1,847,028	\$2,526,814	\$1,087,284	\$9,981,243
5.0 - Salisbury Zoo	\$0	\$35,700	\$107,100	\$112,200	\$0	\$255,000
6.0 - Fleet Management General fund	\$310,000	\$163,200	\$0	\$0	\$0	\$473,200
8.0 - Asset Management General fund	\$0	\$0	\$0	\$75,500	\$88,500	\$164,000
- General Fund Program Sub-Totals	\$7,625,712	\$6,376,706	\$5,454,128	\$2,714,514	\$1,175,784	\$23,346,843
7.0 - Public Utilities - Water & Sewer	\$1,922,200	\$2,314,500	\$3,089,300	\$3,616,600	\$1,104,900	\$12,047,500
8.0 - Asset Management - Water & Sewer	\$0	\$274,000	\$0	\$186,050	\$0	\$460,050
Fiscal Year Total	\$9,547,912	\$8,965,206	\$8,543,428	\$6,517,164	\$2,280,684	\$35,854,393

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$ 1,179,712	\$ 3,269,116	\$ 2,018,778	\$ 1,072,314	\$ 1,175,784	\$8,715,703
Enterprise Fund Revenues - Water & Sewer	\$ 1,922,200	\$ 2,588,500	\$ 3,089,300	\$ 3,802,650	\$ 1,104,900	\$12,507,550
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt	\$ 6,085,000	\$ 2,905,000	\$ 3,124,250	\$ -	\$ -	\$12,114,250
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase	\$ 310,000	\$ 163,200	\$ -	\$ -	\$ -	\$473,200
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations	\$ 51,000	\$ 39,390	\$ 311,100	\$ 1,642,200	\$ -	\$2,043,690
Capacity Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total	\$9,547,912	\$8,965,206	\$8,543,428	\$6,517,164	\$2,280,684	\$35,854,393



Public Works

Program:

Transportation Systems Management

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
4.1 - Street Reconstruction Program	\$972,462	\$951,906	\$982,278	\$996,814	\$1,087,284	\$4,990,743
4.2 - Bridge Maintenance Program	\$83,000	\$0	\$0	\$0	\$0	\$83,000
4.3 - Traffic Control Devices	\$279,250	\$295,500	\$660,750	\$0	\$0	\$1,235,500
4.4 - New Streets Program	\$51,000	\$1,887,000	\$204,000	\$1,530,000	\$0	\$3,672,000
						\$0
						\$0
						\$0
						\$0
						\$0
Fiscal Year Total	\$1,385,712	\$3,134,406	\$1,847,028	\$2,526,814	\$1,087,284	\$9,981,243

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$1,099,712	\$3,130,716	\$1,018,778	\$996,814	\$1,087,284	\$7,333,303
Enterprise Fund Revenues - Water & Sewer	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$235,000	\$0	\$624,250	\$0	\$0	\$859,250
Bonded Debt/Capacity Fee Paying	\$0	\$0	\$0	\$0	\$0	\$0
Lease / Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contributions/Donations	\$51,000	\$3,690	\$204,000	\$1,530,000	\$0	\$1,788,690
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$1,385,712	\$3,134,406	\$1,847,028	\$2,526,814	\$1,087,284	\$9,981,243



Public Works

Program:
Utility Summary

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
9.0 Produce Water	\$439,700	\$1,073,600	\$890,700	\$390,100	\$398,700	\$3,192,800
9.1 Water Production Maintenance	\$439,700	\$1,073,600	\$890,700	\$390,100	\$398,700	\$3,192,800
9.2 Water Production Expansion	\$0	\$0	\$0	\$0	\$0	\$0
10.0 Distribute Water	\$480,000	\$365,200	\$202,000	\$100,000	\$206,200	\$1,353,400
10.1 Water Distribution Maintenance	\$480,000	\$365,200	\$202,000	\$100,000	\$206,200	\$1,353,400
10.2 Water Distribution Expansion	\$0	\$0	\$0	\$0	\$0	\$0
11.0 Collect Wastewater	\$775,000	\$725,700	\$1,946,600	\$3,050,000	\$500,000	\$6,997,300
11.1 Wastewater Collection Maintenance	\$755,000	\$725,700	\$696,600	\$3,050,000	\$500,000	\$5,727,300
11.2 Wastewater Collection Expansion	\$20,000	\$0	\$1,250,000	\$0	\$0	\$1,270,000
12.0 Treat Wastewater Program	\$0	\$150,000	\$50,000	\$76,500	\$0	\$276,500
13.0 Fleet Management Water/Sewer	\$227,500	\$0	\$0	\$0	\$0	\$227,500
Fiscal Year Total	\$1,922,200	\$2,314,500	\$3,089,300	\$3,616,600	\$1,104,900	\$12,047,500

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Enterprise Fund Revenues - Water & Sewer	\$ 1,922,200	\$ 2,314,500	\$ 3,089,300	\$ 3,616,600	\$ 1,104,900	\$12,047,500
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total	\$1,922,200	\$2,314,500	\$3,089,300	\$3,616,600	\$1,104,900	\$12,047,500



Public Works

Program:
Summary

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
1.0 - General Projects	\$5,930,000	\$3,043,400	\$3,500,000	\$0	\$0	\$12,473,400
4.0 - Transportation Systems Management	\$1,385,712	\$3,134,406	\$1,847,028	\$2,526,814	\$1,087,284	\$9,981,243
5.0 - Salisbury Zoo	\$0	\$35,700	\$107,100	\$112,200	\$0	\$255,000
6.0 - Fleet Management General fund	\$310,000	\$163,200	\$0	\$0	\$0	\$473,200
8.0 - Asset Management General fund	\$0	\$0	\$0	\$75,500	\$88,500	\$164,000
- General Fund Program Sub-Totals	\$7,625,712	\$6,376,706	\$5,454,128	\$2,714,514	\$1,175,784	\$23,346,843
7.0 - Public Utilities - Water & Sewer	\$1,922,200	\$2,314,500	\$3,089,300	\$3,616,600	\$1,104,900	\$12,047,500
8.0 - Asset Management - Water & Sewer	\$0	\$274,000	\$0	\$186,050	\$0	\$460,050
Fiscal Year Total	\$9,547,912	\$8,965,206	\$8,543,428	\$6,517,164	\$2,280,684	\$35,854,393

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$ 1,179,712	\$ 3,269,116	\$ 2,018,778	\$ 1,072,314	\$ 1,175,784	\$8,715,703
Enterprise Fund Revenues - Water & Sewer	\$ 1,922,200	\$ 2,588,500	\$ 3,089,300	\$ 3,802,650	\$ 1,104,900	\$12,507,550
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt	\$ 6,085,000	\$ 2,905,000	\$ 3,124,250	\$ -	\$ -	\$12,114,250
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase	\$ 310,000	\$ 163,200	\$ -	\$ -	\$ -	\$473,200
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations	\$ 51,000	\$ 39,390	\$ 311,100	\$ 1,642,200	\$ -	\$2,043,690
Capacity Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total	\$9,547,912	\$8,965,206	\$8,543,428	\$6,517,164	\$2,280,684	\$35,854,393



Public Works

1.0 General Projects

Program	Fiscal Year					Project Total
	18	19	20	21	22	
Service Center Facility Plan - Phase 1 PW0002.1	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Service Center Facility Plan - Phase 2 PW0002.2	\$ 200,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,200,000
Service Center Facility Plan - Phase 3 PW0002.3	\$ -	\$ 250,000	\$ 2,500,000	\$ -	\$ -	\$ 2,750,000
Main Street Master Plan PW0008	\$ 5,100,000	\$ 655,000	\$ -	\$ -	\$ -	\$ 5,755,000
Gateway Signage PW0040	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Riverwalk Bulkhead Extension PW0043	\$ -	\$ -	\$ -	\$ -	\$ 1,072,500	\$ 1,072,500
Amphitheater PW0056	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
North Prong Park PW0057	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Urban Greenway PW0058	\$ 848,200	\$ 668,100	\$ 587,900	\$ 1,618,500	\$ 1,369,700	\$ 5,092,400
City Park Master Plan Improvements PW0059	\$ 147,500	\$ 275,000	\$ 310,000	\$ 300,000	\$ 245,000	\$ 1,277,500
Bicycle Master Plan Improvements PW0060	\$ 781,500	\$ 426,000	\$ 212,500	\$ 129,500	\$ 170,000	\$ 1,699,500
Public Works Radio System Replacement PW0061	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Fiscal Year Total	\$ 8,837,200	\$ 4,274,100	\$ 3,610,400	\$ 2,048,000	\$ 2,857,200	\$ 21,626,900

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ 627,500	\$ 275,000	\$ 310,000	\$ 300,000	\$ 245,000	\$ 1,757,500
Enterprise Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant	\$ 150,000	\$ -	\$ -	\$ -	\$ 1,072,500	\$ 1,222,500
Bonded Debt	\$ 8,059,700	\$ 3,999,100	\$ 3,300,400	\$ 1,748,000	\$ 1,539,700	\$ 18,646,900
Bonded Debt/Capacity Fee Paying	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 8,837,200	\$ 4,274,100	\$ 3,610,400	\$ 2,048,000	\$ 2,857,200	\$ 21,626,900



Public Works

Program:

Transportation Systems Management

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
4.1 - Street Reconstruction Program	\$972,462	\$951,906	\$982,278	\$996,814	\$1,087,284	\$4,990,743
4.2 - Bridge Maintenance Program	\$83,000	\$0	\$0	\$0	\$0	\$83,000
4.3 - Traffic Control Devices	\$279,250	\$295,500	\$660,750	\$0	\$0	\$1,235,500
4.4 - New Streets Program	\$51,000	\$1,887,000	\$204,000	\$1,530,000	\$0	\$3,672,000
						\$0
						\$0
						\$0
						\$0
Fiscal Year Total	\$1,385,712	\$3,134,406	\$1,847,028	\$2,526,814	\$1,087,284	\$9,981,243

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$1,099,712	\$3,130,716	\$1,018,778	\$996,814	\$1,087,284	\$7,333,303
Enterprise Fund Revenues - Water & Sewer	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$235,000	\$0	\$624,250	\$0	\$0	\$859,250
Bonded Debt/Capacity Fee Paying	\$0	\$0	\$0	\$0	\$0	\$0
Lease / Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contributions/Donations	\$51,000	\$3,690	\$204,000	\$1,530,000	\$0	\$1,788,690
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$1,385,712	\$3,134,406	\$1,847,028	\$2,526,814	\$1,087,284	\$9,981,243



Public Works

4.1 - Street Reconstruction

Program	Fiscal Year	Fiscal Year					Project Total
		FY18	FY19	FY20	FY21	FY22	
Curb, Gutter, and Sidewalk Program	RP0001	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Street Reconstruction	RP0004	\$772,462	\$731,906	\$762,278	\$776,814	\$867,284	\$3,910,743
Street Repair	RP0022	\$100,000	\$120,000	\$120,000	\$120,000	\$120,000	\$580,000
Fiscal Year Total		\$972,462	\$951,906	\$982,278	\$996,814	\$1,087,284	\$4,990,743

Funding Sources	Fiscal Year	Fiscal Year					Source Total
		FY18	FY19	FY20	FY21	FY22	
General Revenues		\$972,462	\$951,906	\$982,278	\$996,814	\$1,087,284	\$4,990,743
Enterprise Fund Revenues - Water & Sewer		\$0	\$0	\$0	\$0	\$0	\$0
Grants		\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt		\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt/Capacity Fee Paying		\$0	\$0	\$0	\$0	\$0	\$0
Lease / Purchase		\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund		\$0	\$0	\$0	\$0	\$0	\$0
Contributions/Donations		\$0	\$0	\$0	\$0	\$0	\$0
Capacity Fee		\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services		\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total		\$972,462	\$951,906	\$982,278	\$996,814	\$1,087,284	\$4,990,743



Public Works

4.1 - Street Reconstruction

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
Camden Street Pedestrian Bridge BR0010	\$83,000	\$0	\$0	\$0	\$0	\$83,000
						\$0
						\$0
Fiscal Year Total	\$83,000	\$0	\$0	\$0	\$0	\$83,000

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$83,000	\$0	\$0	\$0	\$0	\$83,000
Enterprise Fund Revenues - Water & Sewer	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$0	\$0	\$0	\$0	\$0	\$0
Lease / Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contributions/Donations	\$0	\$0	\$0	\$0	\$0	\$0
Capacity Fee	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$83,000	\$0	\$0	\$0	\$0	\$83,000



Public Works

4.3 - Traffic Control Devices

Program		Fiscal Year					Project Total
		FY18	FY19	FY20	FY21	FY22	
East Main St./Division St. Upgrade	TC002	\$235,000	\$0	\$0	\$0	\$0	\$235,000
Camden Ave / South Blvd Upgrade	TC007	\$0	\$156,100	\$0	\$0	\$0	\$156,100
Northwood Dr/Naylor Mill Rd.	TC0011	\$0	\$104,000	\$624,250	\$0	\$0	\$728,250
East Main St./Snow Hill/Ward	TC0013	\$44,250	\$0	\$0	\$0	\$0	\$44,250
Snow Hill/Vine/S. Schumaker	TC0014	\$0	\$35,400	\$0	\$0	\$0	\$35,400
Eastern Shore/East Vine	TC0015	\$0	\$0	\$36,500	\$0	\$0	\$36,500
Fiscal Year Total		\$279,250	\$295,500	\$660,750	\$0	\$0	\$1,235,500

Funding Sources	Fiscal Year					Source Total	
	FY18	FY19	FY20	FY21	FY22		
General Revenues	\$ 44,250	\$ 295,500	\$ 36,500	\$ -	\$ -	\$376,250	
Enterprise Fund Revenues - Water & Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Bonded Debt	\$ 235,000	\$ -	\$ 624,250	\$ -	\$ -	\$859,250	
Bonded Debt/Capacity Fee Paying	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Capacity Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
In-Kind services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Fiscal Year Total		\$279,250	\$295,500	\$660,750	\$0	\$0	\$1,235,500



Public Works

4.4 - New Streets

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
Culver Road ST0003	\$ -	\$ -	\$ 204,000	\$ 1,530,000	\$ -	\$1,734,000
Jasmine Drive ST0005	\$ 51,000	\$ 561,000	\$ -	\$ -	\$ -	\$612,000
Riverside Circle ST0006	\$ -	\$ 1,326,000	\$ -	\$ -	\$ -	\$1,326,000
Fiscal Year Total	\$51,000	\$1,887,000	\$204,000	\$1,530,000	\$0	\$3,672,000

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$ -	\$ 1,883,310	\$ -	\$ -	\$ -	\$1,883,310
Enterprise Fund Revenues - Water & Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt/Capacity Fee Paying	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations	\$ 51,000	\$ 3,690	\$ 204,000	\$ 1,530,000	\$ -	\$1,788,690
Capacity Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total	\$51,000	\$1,887,000	\$204,000	\$1,530,000	\$0	\$3,672,000



Public Works

5.0 - Zoo

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
Regional Exhibits ZF0006	\$0	\$35,700	\$107,100	\$112,200	\$0	\$255,000
Fiscal Year Total	\$0	\$35,700	\$107,100	\$112,200	\$0	\$255,000

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Enterprise Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Grant	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt/Capacity Fee Paying	\$0	\$0	\$0	\$0	\$0	\$0
Lease / Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contributions/Donations	\$0	\$35,700	\$107,100	\$112,200	\$0	\$255,000
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$0	\$35,700	\$107,100	\$112,200	\$0	\$255,000



Public Works

6.0 - Fleet Management General Fund

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
Dump Trucks - S-2, S-4 VEH0016	\$160,000	\$163,200	\$0	\$0	\$0	\$323,200
Recycle Trucks - RC1, RC3 VEH0017	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Fiscal Year Total	\$310,000	\$163,200	\$0	\$0	\$0	\$473,200

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Enterprise Fund Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt/Capacity Fee Paying	\$0	\$0	\$0	\$0	\$0	\$0
Lease / Purchase	\$310,000	\$163,200	\$0	\$0	\$0	\$473,200
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contributions/Donations	\$0	\$0	\$0	\$0	\$0	\$0
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$310,000	\$163,200	\$0	\$0	\$0	\$473,200



Public Works

8.0 Asset Management

Program		Fiscal Year				Project Total	
		FY18	FY19	FY20	FY21		FY22
Asset Management / Cityworks Program	GIS0001	\$0	\$140,500	\$0	\$114,700	\$88,500	\$343,700
GIS Management and Development	GIS0003	\$0	\$133,500	\$0	\$146,850	\$0	\$280,350
Fiscal Year Total		\$0	\$274,000	\$0	\$261,550	\$88,500	\$624,050

Funding Sources	Fiscal Year				Source Total		
	FY18	FY19	FY20	FY21		FY22	
General Revenues	\$ -	\$ -	\$ -	\$ 75,500	\$ 88,500	\$164,000	
Enterprise Fund Revenues	\$ -	\$ 274,000	\$ -	\$ 186,050	\$ -	\$460,050	
Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Bonded Debt/Capacity Fee Paying	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0	
Fiscal Year Total		\$0	\$274,000	\$0	\$261,550	\$88,500	\$624,050



Public Works

Program:

Utility Summary

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
9.0 Produce Water	\$439,700	\$1,073,600	\$890,700	\$390,100	\$398,700	\$3,192,800
9.1 Water Production Maintenance	\$439,700	\$1,073,600	\$890,700	\$390,100	\$398,700	\$3,192,800
9.2 Water Production Expansion	\$0	\$0	\$0	\$0	\$0	\$0
10.0 Distribute Water	\$480,000	\$365,200	\$202,000	\$100,000	\$206,200	\$1,353,400
10.1 Water Distribution Maintenance	\$480,000	\$365,200	\$202,000	\$100,000	\$206,200	\$1,353,400
10.2 Water Distribution Expansion	\$0	\$0	\$0	\$0	\$0	\$0
11.0 Collect Wastewater	\$982,500	\$725,700	\$1,946,600	\$3,050,000	\$500,000	\$7,204,800
11.1 Wastewater Collection Maintenance	\$755,000	\$725,700	\$696,600	\$3,050,000	\$500,000	\$5,727,300
11.2 Wastewater Collection Expansion	\$227,500	\$0	\$1,250,000	\$0	\$0	\$1,477,500
12.0 Treat Wastewater Program	\$20,000	\$150,000	\$50,000	\$76,500	\$0	\$296,500
13.0 Fleet Management Water/Sewer	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$1,922,200	\$2,314,500	\$3,089,300	\$3,616,600	\$1,104,900	\$12,047,500

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Enterprise Fund Revenues - Water & Sewer	\$ 1,922,200	\$ 2,314,500	\$ 3,089,300	\$ 3,616,600	\$ 1,104,900	\$12,047,500
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total	\$1,922,200	\$2,314,500	\$3,089,300	\$3,616,600	\$1,104,900	\$12,047,500



Public Works

9.1 - Water Production Maintenance

Program		Fiscal Year					Project
		FY18	FY19	FY20	FY21	FY22	Total
Restore Park Well Field	WP0012	\$ 165,700	\$ 170,100	\$ 174,800	\$ 179,100	\$ 182,700	\$872,400
Restore Paleo Well Field	WP0025	\$ -	\$ -	\$ -	\$ 211,000	\$ 216,000	\$427,000
Tank and Reservoir Mixing System	WP0043	\$ 84,000	\$ -	\$ 85,600	\$ -	\$ -	\$169,600
Park Well Field Raw Water Main & Valve Replacement	WP0044	\$ -	\$ 66,500	\$ 550,800	\$ -	\$ -	\$617,300
Park Water Treatment Plant Roof Improvements	WP0046	\$ 27,500	\$ 172,000	\$ -	\$ -	\$ -	\$199,500
Pump Station Building Improvements	WP0047	\$ 55,000	\$ 315,000	\$ -	\$ -	\$ -	\$370,000
Park Aerator Building Improvements	WP0048	\$ -	\$ -	\$ 79,500	\$ -	\$ -	\$79,500
Park Water Treatment Plant Electrical Gear Replacement	WP0051	\$ 61,500	\$ 245,000	\$ -	\$ -	\$ -	\$306,500
Park Water Treatment Plant Nitrate Monitoring and Study	WP0052	\$ -	\$ 105,000	\$ -	\$ -	\$ -	\$105,000
Paleo Water Treatment Plant Roof Improvements	WP0053	\$ 46,000	\$ -	\$ -	\$ -	\$ -	\$46,000
Fiscal Year Total		\$439,700	\$1,073,600	\$890,700	\$390,100	\$398,700	\$3,192,800
Funding Sources		Fiscal Year					Source
		FY18	FY19	FY20	FY21	FY22	Total
General Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Enterprise Fund Revenues - Water & Sewer		\$ 439,700	\$ 1,073,600	\$ 890,700	\$ 390,100	\$ 398,700	\$3,192,800
Grants		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt/Capacity Fees Paying P&I		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capital Project Fund		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capacity Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind Services		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total		\$439,700	\$1,073,600	\$890,700	\$390,100	\$398,700	\$3,192,800



Public Works

9.2 - Water Production Expansion

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Enterprise Fund Revenues - Water & Sewer	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt/Capacity Fees Paying P&I	\$0	\$0	\$0	\$0	\$0	\$0
Lease / Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contributions/Donations	\$0	\$0	\$0	\$0	\$0	\$0
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
In Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0



Public Works

10.1 - Water Distribution Maintenance

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
Replace Distribution Piping and Valves WM0010	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Replace West Main Street Water Mains WM0020	\$380,000	\$0	\$0	\$0	\$0	\$380,000
Elevated Water Tank Maintenance WM0021	\$0	\$265,200	\$102,000	\$0	\$106,200	\$473,400
Fiscal Year Total	\$480,000	\$365,200	\$202,000	\$100,000	\$206,200	\$1,353,400

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues						\$0
Enterprise Fund Revenues - Water & Sewer	\$ 480,000	\$ 365,200	\$ 202,000	\$ 100,000	\$ 206,200	\$1,353,400
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total	\$480,000	\$365,200	\$202,000	\$100,000	\$ 206,200	\$1,353,400



Public Works

10.2 - Water Distribution Expansion

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
						\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Enterprise Fund Revenues - Water & Sewer	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt/Capacity Fees Paying P&I	\$0	\$0	\$0	\$0	\$0	\$0
Lease / Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contributions/Donations	\$0	\$0	\$0	\$0	\$0	\$0
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0



Public Works

11.1 - Wastewater Collection Maintenance

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
OmniSite for Lift Stations SL0003	\$0	\$45,700	\$46,600	\$0	\$0	\$92,300
Replace Sewer in E. Main St. SM0020	\$305,000	\$0	\$0	\$0	\$0	\$305,000
Sewer Infiltration & Inflow Remediation SM0021	\$450,000	\$450,000	\$550,000	\$500,000	\$500,000	\$2,450,000
Pump Station Improvements SM0037	\$0	\$230,000	\$0	\$2,550,000	\$0	\$2,780,000
Southside Pump Station Force Main SM0038	\$0	\$0	\$100,000	\$0	\$0	\$100,000
Fiscal Year Total	\$755,000	\$725,700	\$696,600	\$3,050,000	\$500,000	\$5,727,300

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Enterprise Fund Revenues - Water & Sewer	\$755,000	\$725,700	\$696,600	\$3,050,000	\$500,000	\$5,727,300
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt/Capacity Fees Paying P&I	\$0	\$0	\$0	\$0	\$0	\$0
Lease / Purchase	\$0	\$0	\$0	\$0	\$0	\$0
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
Contributions/Donations	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$0	\$0
Fiscal Year Total	\$755,000	\$725,700	\$696,600	\$3,050,000	\$500,000	\$5,727,300



Public Works

11.2 - Wastewater Collection Expansion

Program	Fiscal Year	Fiscal Year				Project Total
		FY18	FY19	FY20	FY21	
Glen Avenue Lift Station SL0052	\$127,500	\$0	\$1,250,000	\$0	\$0	\$1,377,500
Sewer Extension in Mt. Hermon Road SM0039	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Fiscal Year Total	\$227,500	\$0	\$1,250,000	\$0	\$0	\$1,477,500

Funding Sources	Fiscal Year	Fiscal Year				Source Total
		FY18	FY19	FY20	FY21	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Enterprise Fund Revenues - Water & Sewer	\$ 227,500	\$ -	\$ 1,250,000	\$ -	\$ -	\$1,477,500
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total	\$227,500	\$0	\$1,250,000	\$0	\$0	\$1,477,500



Public Works

12.0 - Treat Wastewater

Program	Fiscal Year	FY18	FY19	FY20	FY21	FY22	Project Total
WWTP Outfall Inspection and Repairs	SP0044	\$ -	\$ -	\$ -	\$ 76,500	\$ -	\$76,500
WWTP Local Limits Study	SP0045	\$ -	\$ 25,000	\$ 50,000	\$ -	\$ -	\$75,000
WWTP Materials Warehouse & Security Building	SP0046	\$ 20,000	\$ 125,000	\$ -	\$ -	\$ -	\$145,000
Fiscal Year Total		\$20,000	\$150,000	\$50,000	\$76,500	\$0	\$296,500

Funding Sources	Fiscal Year	FY18	FY19	FY20	FY21	FY22	Source Total
General Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Enterprise Fund Revenues - Water & Sewer		\$ 20,000	\$ 150,000	\$ 50,000	\$ 76,500	\$ -	\$296,500
Grants		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt/Capacity Fees Paying P&I		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capital Project Fund		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capacity Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind Services		\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total		\$20,000	\$150,000	\$50,000	\$76,500	\$0	\$296,500



Public Works

13.0 - Fleet Management Water & Sewer Fund

Program	Fiscal Year					Project Total
	FY18	FY19	FY20	FY21	FY22	
Dump Truck W-16 W0016	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Fiscal Year					Source Total
	FY18	FY19	FY20	FY21	FY22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Enterprise Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0



City of Salisbury
Capital Improvement Plan
Department of Public Works Summary

Program:
Summary

Program	Fiscal Year					Project Total
	18	19	20	21	22	
1.0 - General Projects	\$ 5,930,000	\$ 3,043,400	\$ 3,500,000	\$ -	\$ -	\$ 12,473,400
3.0 - Stormwater Management	\$ 2,110,000	\$ 550,100	\$ 560,700	\$ 641,200	\$ 400,000	\$ 4,262,000
4.1 - Street Reconstruction	\$ 972,462	\$ 951,906	\$ 982,278	\$ 996,814	\$ 1,087,284	\$ 4,990,743
4.2 - Bridge Maintenance	\$ 83,000	\$ -	\$ -	\$ -	\$ -	\$ 83,000
4.3 - Traffic Control Devices	\$ 279,250	\$ 295,500	\$ 660,750	\$ -	\$ -	\$ 1,235,500
4.4 - New Streets	\$ 51,000	\$ 1,887,000	\$ 204,000	\$ 1,530,000	\$ -	\$ 3,672,000
5.0 - Salisbury Zoo	\$ -	\$ 35,700	\$ 107,100	\$ 112,200	\$ -	\$ 255,000
6.0 - Fleet Maintenance	\$ 310,000	\$ 163,200	\$ -	\$ -	\$ -	\$ 473,200
7.0 - Salisbury Marina	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8.0 - Asset Management	\$ -	\$ 274,000	\$ -	\$ 261,550	\$ 88,500	\$ 624,050
General Fund Program Sub-Totals	\$ 9,735,712	\$ 7,200,806	\$ 6,014,828	\$ 3,541,764	\$ 1,575,784	\$ 28,068,893
9.1 - Water Production Maintenance	\$ 439,700	\$ 1,073,600	\$ 890,700	\$ 390,100	\$ 398,700	\$ 3,192,800
9.2 - Water Production Expansion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10.1 - Water Distribution Maintenance	\$ 480,000	\$ 365,200	\$ 202,000	\$ 100,000	\$ 206,200	\$ 1,353,400
10.2 - Water Distribution Expansion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11.1 - Wastewater Collection Maintenance	\$ 755,000	\$ 725,700	\$ 696,600	\$ 3,050,000	\$ 500,000	\$ 5,727,300
11.2 - Wastewater Collection Expansion	\$ 227,500	\$ -	\$ 1,250,000	\$ -	\$ -	\$ 1,477,500
12.0 - Treat Wastewater	\$ 20,000	\$ 150,000	\$ 50,000	\$ 76,500	\$ -	\$ 296,500
13.0 - Fleet Management - Water and Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Water and Sewer Fund Program Sub-Totals	\$ 1,922,200	\$ 2,314,500	\$ 3,089,300	\$ 3,616,600	\$ 1,104,900	\$ 12,047,500
Fiscal Year Total	\$ 11,657,912	\$ 9,515,306	\$ 9,104,128	\$ 7,158,364	\$ 2,680,684	\$ 40,116,393

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ 1,179,712	\$ 3,269,116	\$ 2,018,778	\$ 1,072,314	\$ 1,175,784	\$ 8,715,703
Enterprise Fund Revenues	\$ 2,122,200	\$ 2,938,600	\$ 3,289,300	\$ 4,002,650	\$ 1,304,900	\$ 13,657,650
Grant	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Bonded Debt	\$ 7,795,000	\$ 2,905,000	\$ 3,284,950	\$ -	\$ -	\$ 13,984,950
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ 310,000	\$ 163,200	\$ -	\$ 241,200	\$ -	\$ 714,400
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ 51,000	\$ 39,390	\$ 311,100	\$ 1,642,200	\$ -	\$ 2,043,690
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 11,657,912	\$ 9,515,306	\$ 9,104,128	\$ 7,158,364	\$ 2,680,684	\$ 40,116,393



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

1.0 General Projects

Program	Fiscal Year					Project Total
	18	19	20	21	22	
Service Center Facility Plan - Phase 1 PW0002.1	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Service Center Facility Plan - Phase 2 PW0002.2	\$ 200,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,200,000
Service Center Facility Plan - Phase 3 PW0002.3	\$ -	\$ 250,000	\$ 2,500,000	\$ -	\$ -	\$ 2,750,000
Main Street Master Plan PW0008	\$ 5,100,000	\$ 655,000	\$ -	\$ -	\$ -	\$ 5,755,000
Gateway Signage PW0040	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Riverwalk Bulkhead Extension PW0043	\$ -	\$ 138,400	\$ 1,000,000	\$ -	\$ -	\$ 1,138,400
Fiscal Year Total	\$ 5,930,000	\$ 3,043,400	\$ 3,500,000	\$ -	\$ -	\$ 12,473,400

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ 80,000	\$ 138,400	\$ 1,000,000	\$ -	\$ -	\$ 1,218,400
Enterprise Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ 5,850,000	\$ 2,905,000	\$ 2,500,000	\$ -	\$ -	\$ 11,255,000
Bonded Debt/Capacity Fee Paying	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 5,930,000	\$ 3,043,400	\$ 3,500,000	\$ -	\$ -	\$ 12,473,400



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: September 21, 2016

Project #: PW0002.1

Project Title: Service Center Facility Plan – Phase 1

Project Description and Location:

1.0

The Department's Service Center facilities replacement project has been in the CIP since an FY09 needs analysis was completed. Due to safety concerns, the deteriorated recycling storage building is being demolished in FY17. For FY 18 the Department has now prioritized construction of a replacement 20,000 sq.ft. pole building on the storage building footprint to replace the 1920's era warehouse. Costs include installation of a modular office building to house the parks and streets offices until a new office building is constructed in Phase 2.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 550,000					\$ 550,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 550,000					\$ 550,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: September 21, 2016

Project #: PW0002.2

Project Title: Service Center Facility Plan – Phase 2

Project Description and Location:

1.0

Phase 2 of the renovation of the Service Center consists of construction of a new 10000 SF office building on the former site of the Warehouse. The office building will centralize the office staff working out of the Service Center and Warehouse and will have a bunk area for staff to sleep during emergency operations and training facilities. Design will be performed in FY18 with construction in FY19.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 200,000	\$ 2,000,000				\$ 2,200,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 200,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,200,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 200,000					\$ 200,000
Construction		\$ 2,000,000				\$ 2,000,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 200,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,200,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: September 21, 2016

Project #: PW0002.3

Project Title: Service Center Facility Plan – Phase 3

Project Description and Location:

1.0

Phase 3 will include the construction of a new 14,000 sq.ft. vehicle maintenance facility to replace the existing 6,400 sq.ft. building. The new maintenance facility will include the ability to service more vehicles and include specialized bays for performing lubrication, diagnostics, tire changes, engine repair and vehicle equipment service for larger service vehicles as well as a parts storage area and office.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt		\$ 250,000	\$ 2,500,000			\$ 2,750,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 250,000	\$ 2,500,000	\$ -	\$ -	\$ 2,750,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering		\$ 250,000				\$ 250,000
Construction			\$ 2,500,000			\$ 2,500,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 250,000	\$ 2,500,000	\$ -	\$ -	\$ 2,750,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: September 21, 2016

Project #: PW0008

Project Title: Main Street Master Plan

Project Description and Location:

1.0

The goal of this phased project is to return vibrancy and vitality to downtown and strengthen downtown as a destination for investment and re-investment. The first phase was funded in FY16 and will be constructed in FY17. The budget for FY18 is for the intersection of Main Street and Division Street, West Main Street (the Plaza) and North Division Street. The budget for FY19 is for the new pedestrian plaza area in front of the Government Office Building. Construction is proposed in conjunction with the associated utility upgrades (VM0020, SM0020, PW0020). The intersection is being done in conjunction with the Traffic Signal improvements (TC0002). Engineering is included for Construction Services and Inspection. The cost has been updated per the most recent construction cost estimate by AMT in August 2016.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 5,100,000	\$ 655,000				\$ 5,755,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 5,100,000	\$ 655,000	\$ -	\$ -	\$ -	\$ 5,755,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 500,000	\$ 85,000				\$ 585,000
Construction	\$ 4,600,000	\$ 570,000				\$ 5,170,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 5,100,000	\$ 655,000	\$ -	\$ -	\$ -	\$ 5,755,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: September 21, 2016

Project #: PW0040

Project Title: Gateway Signage

Project Description and Location:

1.0

The City has established a new brand. As a result of the branding, the four gateway signs into the City should be replaced. Signs are located on Route 13 on the north and south sides of the City and on Route 50 on the east and west City Limits. Each sign is estimated to cost \$40,000 installed. Two signs were funded in FY17.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue	\$ 80,000					\$ 80,000
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 80,000					\$ 80,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: January 5, 2017

Project #: PW0043

Project Title: Riverwalk Bulkhead Extension

Project Description and Location:

1.0

Extension of approximately 420 feet of bulkhead and extension of the Riverwalk between Circle Avenue and the Mill Street bridge along the East prong of the River. Construction is budgeted for FY22.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant					\$ 1,072,500	\$ 1,072,500
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 1,072,500	\$ 1,072,500
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering					\$ 150,000	\$ 150,000
Construction					\$ 922,500	\$ 922,500
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ 1,072,500	\$ 1,072,500
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: January 5, 2017

Project #: PW0056

Project Title: Riverwalk Amphitheater

Project Description and Location:

1.0

Beatification of the Riverwalk is proposed to include development of a amphitheater seating up to 300 people for small events and gatherings. The site would be located in the River walk park along the East Prong adjacent to the LaQuinta Hotel.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue	\$ 400,000					\$ 400,000
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 400,000					\$ 400,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: January 5, 2017

Project #: PW0057

Project Title: North Prong Park

Project Description and Location:

1.0

Development of a park along the North Prong. Work includes design and land acquisition.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant	\$ 150,000					\$ 150,000
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate	\$ 50,000					\$ 50,000
Engineering	\$ 25,000					\$ 25,000
Construction	\$ 75,000					\$ 75,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: January 5, 2017

Project #: PW0058

Project Title: Urban Greenway

Project Description and Location:

1.0

Implementation of the Urban Greenway Master Plan to provide a continuous non-vehicular east-west route through the City eventually linking Pemberton Park with the Downtown, City Park Zoo Ward Museum and Schumaker Pond Park. Projects are phased and in the 5 year plan, work is proposed for the Riverwalk, Carroll Street, East Main Street, Marina, Ellegood Street, City Park and Zoo Sections.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 848,200	\$ 668,100	\$ 587,900	\$ 1,618,500	\$ 1,369,700	\$ 5,092,400
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 848,200	\$ 668,100	\$ 587,900	\$ 1,618,500	\$ 1,369,700	\$ 5,092,400
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 170,000	\$ 130,000	\$ 118,000	\$ 325,000	\$ 275,000	\$ 1,018,000
Construction	\$ 678,200	\$ 538,100	\$ 469,900	\$ 1,293,500	\$ 1,094,700	\$ 4,074,400
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 848,200	\$ 668,100	\$ 587,900	\$ 1,618,500	\$ 1,369,700	\$ 5,092,400
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: January 5, 2017

Project #: PW0059

Project Title: City Park Master Plan Improvements

Project Description and Location:

1.0

Implementation of the City Park Master Plan which is planned to be completed in FY17. Initial implementation includes site amenities including signage, benches, trash receptacles etc in FY18. Later phases include the installation of improved lighting, security cameras, improved landscaping around the bandstand and restrooms adjacent to the tennis courts.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue	\$ 147,500	\$ 275,000	\$ 310,000	\$ 300,000	\$ 245,000	\$ 1,277,500
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 147,500	\$ 275,000	\$ 310,000	\$ 300,000	\$ 245,000	\$ 1,277,500
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 100,000
Construction	\$ 147,500	\$ 250,000	\$ 285,000	\$ 275,000	\$ 220,000	\$ 1,177,500
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 147,500	\$ 275,000	\$ 310,000	\$ 300,000	\$ 245,000	\$ 1,277,500
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: January 5, 2017

Project #: PW0060

Project Title: Bicycle Master Plan Implementation

Project Description and Location:

1.0

Implementation of the Bicycle Master Plan to construct new bike lanes and multi use pathways throughout the City. The proposed funding is intended to address critical bikeways that will need to be coordinated with the development of the Urban Greenway, City Park Master Plan, Street Scaping and Street Reconstruction Complete Streets projects to provide continuity and efficient route development. It is anticipated that future grants will be able to provide additional project revenue to meet the goals of the Master Plan.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 761,500	\$ 426,000	\$ 212,500	\$ 129,500	\$ 170,000	\$ 1,699,500
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 761,500	\$ 426,000	\$ 212,500	\$ 129,500	\$ 170,000	\$ 1,699,500
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 150,000	\$ 85,000	\$ 42,500	\$ 26,000	\$ 34,000	\$ 337,500
Construction	\$ 611,500	\$ 341,000	\$ 170,000	\$ 103,500	\$ 136,000	\$ 1,362,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 761,500	\$ 426,000	\$ 212,500	\$ 129,500	\$ 170,000	\$ 1,699,500
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

General Projects Program

Date: January 5, 2017

Project #: PW0061

Project Title: Public Works Radio System Replacement

Project Description and Location:

1.0



As a result of the conversion of the County and City radio network to an 800 Mhz system, the Department will need to replace its existing inventory of radios to be able to reliably and effectively utilize the advantages of the new system and communicate with other agencies in the event of an emergency or disaster. Advantages include the use of talk groups and data transmission over the network to provide GPS location and future data transmission. The City Public Works Department has 111 vehicle radios, 37 handheld units and 7 base sets in its inventory.

Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 650,000					\$ 650,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ 650,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						
Construction						
Purchase Vehicle/Equipment	\$ 650,000					\$ 650,000
Total Expenses	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ 650,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -

City of Salisbury FY 18 Capital Improvement Plan



Public Works Department

General Projects Program

Date: January 5, 2017

Project #: PW0062

Project Title: Waterside Park Parking Lot

Project Description and Location:

1.0

With the improvements to the Waterside Park, the development of a community garden, multi use planning field and planned street scaping on Fitzwater Street, there is a need for additional parking to reflect more utilization of the Park and loss of on street parking. A proposed 40 space pervious parking lot would be constructed with required stormwater management. Work would include developing a new access point to eliminate the current access across the adjacent Church property.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 15,000	\$ 90,000				\$ 105,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 15,000	\$ 90,000	\$ -	\$ -	\$ -	\$ 105,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 15,000					\$ 15,000
Construction		\$ 90,000				\$ 90,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 15,000	\$ 90,000	\$ -	\$ -	\$ -	\$ 105,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

3.0 - Stormwater Management

Program	Fiscal Year					Project Total
	18	19	20	21	22	
West Main St Storm Drain PW0020	\$ 1,470,000	\$ -	\$ -	\$ -	\$ -	\$ 1,470,000
Main Street Storm Drain Burnett-White PW0035	\$ -	\$ 128,600	\$ -	\$ -	\$ -	\$ 128,600
Total Maximum Daily Load Compliance Schedule PW0051	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
Johnson Lake Dam Improvements PW0052	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ 240,000
Beaglin Park Dam Improvements PW0054	\$ -	\$ 21,500	\$ 160,700	\$ -	\$ -	\$ 182,200
Sweeper Equipment VEH0015	\$ -	\$ -	\$ -	\$ 241,200	\$ -	\$ 241,200
Fiscal Year Total	\$ 2,110,000	\$ 550,100	\$ 560,700	\$ 641,200	\$ 400,000	\$ 4,262,000

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues - Stormwater Utility	\$ 200,000	\$ 350,100	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,150,100
Grants	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Bonded Debt	\$ 1,710,000	\$ -	\$ 160,700	\$ -	\$ -	\$ 1,870,700
Bonded Debt/Capacity Fee Paying	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ 241,200	\$ -	\$ 241,200
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 2,110,000	\$ 550,100	\$ 560,700	\$ 641,200	\$ 400,000	\$ 4,262,000



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Stormwater Management Program

Date: September 21, 2016

Project #: PW0020

Project Title: West Main St Storm Drain

Project Description and Location:

3.0

As part of the Main Street Masterplan, the project will replace the 80-year-old storm drains in West Main Street from Division Street to Mill Street. The project should be undertaken in conjunction with Main Street Water, Sanitary Sewer (WM0020 & SM0020) and **Main Street Master Plan** improvements to avoid duplicate road repaving efforts and minimize the impact to traffic and surrounding businesses. The cost has been updated per the most recent construction cost estimate by AMT in August 2016.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 1,470,000					\$ 1,470,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 1,470,000	\$ -	\$ -	\$ -	\$ -	\$ 1,470,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 1,470,000					\$ 1,470,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 1,470,000	\$ -	\$ -	\$ -	\$ -	\$ 1,470,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Stormwater Management Program

Date: September 21, 2016

Project #: PW0035

Project Title: Main Street Storm Drain-Burnett White

Project Description and Location:

3.0

Install 30" storm drain system to include necessary inlets and manholes to provide runoff relief at low point on East Main Street at Burnett White tire dealership. The proposed storm drain system will be from the low point on East Main Street to the intersection with Snow Hill Road, continue along Snow Hill Road and discharge into Wicomico River East Branch. The area is prone to flooding during rain events. Funding for design was provided in FY17.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue		\$ 128,600				\$ 128,600
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 128,600	\$ -	\$ -	\$ -	\$ 128,600
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction		\$ 128,600		\$ -		\$ 128,600
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 128,600	\$ -	\$ -	\$ -	\$ 128,600
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Stormwater Management Program

Date: September 21, 2016

Project #: PW0051

Project Title: Total Maximum Daily Load (TMDL) Compliance Schedule

Project Description and Location:

3.0

The Watershed Implementation Plan (WIP) developed by Wicomico County as mandated by the State of Maryland in response to Executive Order 13508 outlines the City's responsibilities for compliance with EPA's Chesapeake Bay TMDL. The WIP estimates the cost to comply with the nutrient load reduction will be \$227 million by 2025 for planning, engineering, property acquisition, construction and maintenance. City of Salisbury will implement a citywide GIS based Storm Water infrastructure assessment and management tool to capture and account for existing Best Management Practices (BMP's), and identify and evaluate potential improvements and retrofits. Future costs for implementation will be refined as specific engineering and construction projects are identified.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Grant	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Construction	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Stormwater Management Program

Date: September 21, 2016

Project #: PW0052

Project Title: : Johnson Lake Dam Improvements

Project Description and Location:

3.0

The three existing sluice gates that drain Johnson's Lake are accessible only by boat. Climbing from a boat to the small concrete deck to operate the valves can be treacherous and is rarely done. As a result, the existing sluice gates are not regularly exercised and are difficult to operate. The concrete resurfacing that was done on the downstream dam face in 2000 has badly deteriorated and the exposed concrete dam, which is 300 feet long and 11 feet high, is once again in need of resurfacing. Maryland Dam Safety inspection, December 2015, rated observations of a small crack and visible water at joints in the dam face as medium. Maryland Dam Safety expects these issues to be addressed concurrent with resurfacing. The engineering for this project contracted in FY14 encompasses spillway restoration and design of a safe access to the spillway sluice gates.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 240,000					\$ 240,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ 240,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 240,000					\$ 240,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ 240,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Stormwater Management Program

Date: September 21, 2016

Project #: PW0054

Project Title: : Beaglin Park Dam Improvements

Project Description and Location:

3.0

The Beaglin Park Dam spillway sluice gate is only accessible by boat. Valve operation can be treacherous and therefore is rarely done. As a result, the existing gate is not regularly exercised as needed and can be very difficult to operate. If the sluice gate was more readily accessible, it could be exercised as needed and its usable lifespan extended. This project includes design and construction of a safe access to the spillway sluice gate for this purpose.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue		\$ 21,500				\$ 21,500
Grant						\$ -
Bonded Debt			\$ 160,700			\$ 160,700
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 21,500	\$ 160,700	\$ -	\$ -	\$ 182,200
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering		\$ 21,000				\$ 21,000
Construction			\$ 157,600			\$ 157,600
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 21,000	\$ 157,600	\$ -	\$ -	\$ 178,600
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Stormwater Management Program

Date: September 21, 2016

Project #: VEH0015

Project Title: Street Sweeper Equipment

Project Description and Location: SS-5, SS-2 3.0

As a general policy, the body of a street sweeper has a life expectancy of 7-10 years, depending on the manufacture. The rear engine that operates the sweeping unit has a life expectancy of 6,000 to 8,000 hours. The life of the engines are shorter than some other applications due to being in a dusty and dirt filled environment. Public Works currently has three operational street sweepers. SS-2 and SS-5 will be monitored for replacement in FY21.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase				\$ 241,200		\$ 241,200
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ -	\$ 241,200	\$ -	\$ 241,200
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment				\$ 241,200		\$ 241,200
Total Expenses	\$ -	\$ -	\$ -	\$ 241,200	\$ -	\$ 241,200
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

4.1 - Street Reconstruction

Program		Fiscal Year					Project Total
		18	19	20	21	22	
Curb, Gutter, and Sidewalk Program	RP0001	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Street Reconstruction	RP0004	\$ 772,462	\$ 731,906	\$ 762,278	\$ 776,814	\$ 867,284	\$ 3,910,743
Street Repair	RP0022	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Street Scaping	RP0023	\$ 200,000	\$ 400,000	\$ 160,000	\$ 220,000	\$ -	\$ 980,000
Fiscal Year Total		\$ 1,172,462	\$ 1,331,906	\$ 1,122,278	\$ 1,196,814	\$ 1,067,284	\$ 5,890,743

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ 972,462	\$ 931,906	\$ 962,278	\$ 976,814	\$ 1,067,284	\$ 4,910,743
Enterprise Fund Revenues - Water & Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants Pending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ 200,000	\$ 400,000	\$ 160,000	\$ 220,000	\$ -	\$ 980,000
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 1,172,462	\$ 1,331,906	\$ 1,122,278	\$ 1,196,814	\$ 1,067,284	\$ 5,890,743



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Street Reconstruction Program

Date: September 21, 2016

Project #: RP0001

Project Title: Citywide Curb, Gutter, and Sidewalk Program

Project Description and Location:

4.1

The Citywide Curb, Gutter & Sidewalk Program funds the City's curb, gutter, and sidewalk replacement policy. This fund includes repair/replacement of selected curb, gutter, sidewalk, and miscellaneous concrete work throughout the City due to condition and utility excavations, and replacement of handicap ramps that do not meet current ADA requirements.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 100,000	\$ 500,000				
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 100,000	\$ 500,000				
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -					



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Street Reconstruction Program

Date: September 21, 2016

Project #: RP0004

Project Title: Street Reconstruction

Project Description and Location:

4.1

The City mills and paves streets each year based on age and condition. Resurfacing of roadway is considered a modification to the roadway, thus fall under ADA Accessibility Guidelines. The cost for the ADA upgrades have been added to the streets, including sidewalk modifications and handicap ramps, etc. Streetscaping is included in each fiscal year to account for Complete Street initiatives including lighting improvements, bike routes, landscaping, or signage, etc. The streets for FY18 thru FY22 are shown on the attached sheets. The condition code for each street is also listed. IMS Ranking from 100 (minimal maintenance) to 0 (high maintenance needed). City Code from 1 (minimal maintenance) to 6 (high maintenance needed).



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue	\$ 772,462	\$ 731,906	\$ 762,278	\$ 776,814	\$ 867,284	\$ 3,910,743
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 772,462	\$ 731,906	\$ 762,278	\$ 776,814	\$ 867,284	\$ 3,910,743
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 772,462	\$ 731,906	\$ 762,278	\$ 776,814	\$ 867,284	\$ 3,910,743
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 772,462	\$ 731,906	\$ 762,278	\$ 776,814	\$ 867,284	\$ 3,910,743
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -					



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Street Reconstruction Program

Date: September 21, 2016

Project #: RP0004

Project Title: Street Reconstruction

Project Description and Location:

4.1

IMS Ranking from 100 (minimal maintenance) to 0 (high maintenance needed). City Code from 1 (minimal maintenance) to 6 (high maintenance needed).

Proposed Road	Parameters	IMS Ranking	City GIS Condition Code	Total Estimated Cost
Parsons Rd. - FULL reconstruction	Delaware Ave to Marine Rd.	47	5	\$ 400,000
Middle Neck Dr. (Phase 1)	Deborah Dr. to Lochwood Cir.	31-63	5 to 6	\$ 60,260
Newton St.	Camden Ave to Waverly Dr.	48-72	3 to 5	\$ 22,850
North Park Drive	E. Main St to Hillside Dr.	54	5	\$ 70,130
Prince St.	Eastern Shore Dr. to Roger St.	37-72	3 to 6	\$ 82,240
South Park Dr. (Phase 1)	Beaglin Park Dr. to Memorial Plaza	53	5	\$ 88,400
Streetscaping 15% (exception of Parsons Road)		N/A	N/A	\$ 48,582



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue	\$ 772,462					\$ 772,462
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$ 772,462	\$ -	\$ -	\$ -	\$ -	\$ 772,462
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 772,462	\$ -	\$ -	\$ -	\$ -	\$ 772,462
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 772,462	\$ -	\$ -	\$ -	\$ -	\$ 772,462
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 19 Capital Improvement Plan

Public Works Department

Street Reconstruction Program

Date: September 21, 2016

Project #: RP0004

Project Title: Street Reconstruction

Project Description and Location:

4.1

IMS Ranking from 100 (minimal maintenance) to 0 (high maintenance needed). City Code from 1 (minimal maintenance) to 6 (high maintenance needed).

Proposed Road	Parameters	IMS Ranking	City GIS Condition Code	Total Estimated Cost
College Ave.	Riverside Dr. to Rt 13	59	5	\$ 73,150
Handy's Meadow	Harbor Pointe Dr. to Cul-de-Sac	62	4	\$ 68,200
Marvel Rd	Scenic Dr. to Darwin Dr.	55	5	\$ 120,410
Middle Neck Dr. (Phase 2)	Lochwood Circle to Hammond Dr.	35-61	5 to 6	\$ 55,060
Northwood Dr. (Phase 2)	W. Gordy Rd. to Arlington Rd.	61	4	\$ 109,510
Pemberton Dr. (Phase 1)	Culver Rd. to Riverhouse Dr.	53	5	\$ 69,190
Pemberton Dr. (Phase 2)	City Portion between Diamondback Dr. & Strawberry Ln.	53	5	\$ 18,140
Riverside Dr.	South Blvd. to City Limit (South)	53	5	\$ 101,380
Van Buren St.	S. Division St. to Roger St.	48	5	\$ 21,400
Streetscaping 15%		N/A	N/A	\$ 95,466



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue		\$ 731,906				\$ 731,906
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 731,906	\$ -	\$ -	\$ -	\$ 731,906
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ -	\$ 731,906	\$ -	\$ -	\$ -	\$ 731,906
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 731,906	\$ -	\$ -	\$ -	\$ 731,906
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 20 Capital Improvement Plan

Public Works Department

Street Reconstruction Program

Date: September 21, 2016

Project #: RP0004

Project Title: Street Reconstruction

Project Description and Location:

4.1

IMS Ranking from 100 (minimal maintenance) to 0 (high maintenance needed). City Code from 1 (minimal maintenance) to 6 (high maintenance needed).

Proposed Road	Parameters	IMS Ranking	City GIS Condition Code	Total Estimated Cost
Alexander Rd.	Northwood Dr. to Rt. 13	47	5	\$ 67,540
Arlington Rd	Northwood Dr. to Rt. 13	59	5	\$ 49,900
Center St.	Newton St. to S. Division St.	29	6	\$ 23,880
Decatur Ave	Johnson St. to N. Division St.	65	4	\$ 56,170
E. Railroad Ave	E. Church St to Barclay St	49	5	\$ 54,340
Pemberton Dr. (Phase 3)	Sleepy Hollow Dr. to 175 East of Strawberry Ln.	53	5	\$ 67,570
Riverside Dr.	South Blvd. to Carroll St.	53	5	\$ 96,110
Roger St.	Lincoln Ave. to College Ave.	57	5	\$ 120,710
South Park Dr. (Phase 2)	Memorial Plaza to Beaverdam Dr.	69-71	3 to 4	\$ 64,020
Wayne St/Power St	Milford St. corner S. Division St.	64	5	\$ 62,610
Streetscaping 15%	N/A	N/A	N/A	\$ 99,428



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue			\$ 762,278			\$ 762,278
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Lease/Purchase						
Capital Project Fund						
Contributor/Donation						
Capacity Fees						
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ 762,278	\$ -	\$ -	\$ 762,278
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ -	\$ -	\$ 762,278	\$ -	\$ -	\$ 762,278
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ -	\$ 762,278	\$ -	\$ -	\$ 762,278
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 21 Capital Improvement Plan

Public Works Department

Street Reconstruction Program

Date: September 21, 2016

Project #: RP0004

Project Title: Street Reconstruction

Project Description and Location:

4.1

IMS Ranking from 100 (minimal maintenance) to 0 (high maintenance needed). City Code from 1 (minimal maintenance) to 6 (high maintenance needed).

Proposed Road	Parameters	IMS Ranking	City GIS Condition Code	Total Estimated Cost
Anne St.	E. Railroad Ave to E. Church St.	50	5	\$ 33,380
Armstrong Parkway	Naylor Mill Rd. to Marvel Rd.	44	5	\$ 96,670
Baker St.	E. Railroad Ave. to Naylor St.	59	5	\$ 40,710
Barclay St.	E. Railroad Ave to E. Church St.	64	5	\$ 35,000
Church St (Phase 1)	Rt. 13 to Truitt St.	69	4	\$ 122,740
Industrial Parkway	Marvel Rd. to Beam St.	44	5	\$ 89,730
Lake St.	Isabella St. to Booth St.	59	5	\$ 80,900
Olive St	Rt. 13 to N. Division St.	64	4	\$ 23,410
South Park Dr. (Phase 3)	Beaverdam Dr. to Snow Hill Rd.	62-73	3 to 4	\$ 106,380
Sumac Circle	Baccharis Dr. to Cul-de-Sac	59	5	\$ 46,570
Streetscaping 15%	N/A	N/A	N/A	\$ 101,324



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue				\$ 776,814		\$ 776,814
Enterprise Fund Revenue						\$ -
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ -	\$ 776,814	\$ -	\$ 776,814
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ -	\$ -	\$ -	\$ 776,814	\$ -	\$ 776,814
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ -	\$ -	\$ 776,814	\$ -	\$ 776,814
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 22 Capital Improvement Plan

Public Works Department

Street Reconstruction Program

Date: September 21, 2016

Project #: RP0004

Project Title: Street Reconstruction

Project Description and Location:

4.1

IMS Ranking from 100 (minimal maintenance) to 0 (high maintenance needed). City Code from 1 (minimal maintenance) to 6 (high maintenance needed).

Proposed Road	Parameters	IMS Ranking	City GIS Condition Code	Total Estimated Cost
Benny St.	Naylor St. to Truitt St.	73	4	\$ 52,640
Buena Vista Ave.	Quincy St. to Park Heights Ave.	56	5	\$ 68,650
W. Chestnut	N. Division to Mill St.	59	5	\$ 19,430
E. Chestnut	N. Division to Poplar Hill Ave.	59	5	\$ 21,230
Church St. (Phase 2)	Truitt St. to Old Ocean City Rd.	69	4	\$ 90,340
Delaware Ave.	Rt. 50 to City Limit	59	5	\$ 139,160
Edgewater Dr.	N. Schumaker Dr. to Bayshore Dr.	62	4	\$ 45,510
Lincoln Ave.	Eastern Shore Dr. to City Limit	53	5	\$ 107,150
Millford St.	Rt. 13 to S. Division St.	71	3	\$ 75,870
Park Ave.	W. Chestnut to Oakdale Rd.	76	3	\$ 42,550
Riverside Rd.	Riverside Dr. to Wilkins St.	62	4	\$ 66,740
Short St.	Barclay St. to Elizabeth St.	71	4	\$ 24,890
Streetscaping 15%	N/A	N/A	N/A	\$ 113,124



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue					\$ 867,284	\$ 867,284
Enterprise Fund Revenue						\$ -
Grant						
Bonded Debt						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						\$ -
Total Revenues	\$ 772,462	\$ 731,906	\$ 762,278	\$ 776,814	\$ 867,284	\$ 867,284
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ -	\$ -	\$ -	\$ -	\$ 867,284	\$ 867,284
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ 867,284	\$ 867,284
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Street Reconstruction Program

Date: September 21, 2016

Project #: RP0022

Project Title: Street Repair

Project Description and Location:

4.1

Street Repair includes hot mix asphalt street patching, cutting out and repairing street sections, pothole repair, water/sewer repairs, crack sealing, and microsurfacing. The objective of the Street Repair program is to extend the life of existing roadways and provide a safer, more uniform driving surface.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 100,000	\$ 500,000				
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 100,000	\$ 500,000				
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -					



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Street Reconstruction Program

Date: January 5, 2017

Project #: RP0023

Project Title: Street Scaping Plan

Project Description and Location:

4.1

Street Scaping improvements are being proposed for the following streets phased over a four year period: Carroll Street FY18, Mill Street and Fitzwater Street FY19, South Division Street and East Market Street FY20, West Market Street and Parsons Road FY21.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 200,000	\$ 400,000	\$ 160,000	\$ 220,000		\$ 980,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 200,000	\$ 400,000	\$ 160,000	\$ 220,000	\$ -	\$ 980,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 50,000	\$ 100,000	\$ 40,000	\$ 60,000		\$ 250,000
Construction	\$ 150,000	\$ 300,000	\$ 120,000	\$ 160,000		\$ 730,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 200,000	\$ 400,000	\$ 160,000	\$ 220,000	\$ -	\$ 980,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury
Capital Improvement Plan
Department of Public Works

Program:

4.2 - Bridge Maintenance

Program	Fiscal Year					Project Total
	18	19	20	21	22	
Camden Street Pedestrian Bridge BR0010	\$ 83,000	\$ -	\$ -	\$ -	\$ -	\$ 83,000
Fiscal Year Total	\$ 83,000	\$ -	\$ -	\$ -	\$ -	\$ 83,000

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ 83,000	\$ -	\$ -	\$ -	\$ -	\$ 83,000
Enterprise Fund Revenues - Water & Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants Pending	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 83,000	\$ -	\$ -	\$ -	\$ -	\$ 83,000



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Bridge Maintenance

Date: September 21, 2016

Project # BR0010

Project Title: Camden Street Pedestrian Bridge

Project Description and Location:

4.2

The project will install a pedestrian bridge over the East Branch of the Wicomico River. The bridge will extend from the end of Camden Street to the shore line near the intersection of Mill Street and Carroll Street. The bridge appearance will be coordinated with the proposed pedestrian bridge replacement near Route 13. Design is proposed in FY18 and construction in subsequent years.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue	\$ 83,000					\$ 83,000
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 83,000	\$ -	\$ -	\$ -	\$ -	\$ 83,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 83,000					\$ 83,000
Construction						\$ -
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 83,000	\$ -	\$ -	\$ -	\$ -	\$ 83,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

4.3 - Traffic Control Devices

Program	Fiscal Year					Project Total
	18	19	20	21	22	
East Main St./Division St. Upgrade TC0002	\$ 235,000	\$ -	\$ -	\$ -	\$ -	\$ 235,000
Camden Ave / South Blvd Upgrade TC0007	\$ -	\$ 156,100	\$ -	\$ -	\$ -	\$ 156,100
Northwood Dr./Naylor Mill Rd. TC0011	\$ -	\$ 104,000	\$ 624,250	\$ -	\$ -	\$ 728,250
East Main St./Snow Hill/Ward TC0013	\$ 44,250	\$ -	\$ -	\$ -	\$ -	\$ 44,250
Snow Hill/Vine/S. Schumaker TC0014	\$ -	\$ 35,400	\$ -	\$ -	\$ -	\$ 35,400
Eastern Shore/East Vine TC0015	\$ -	\$ -	\$ 36,500	\$ -	\$ -	\$ 36,500
Fiscal Year Total	\$ 279,250	\$ 295,500	\$ 660,750	\$ -	\$ -	\$ 1,235,500

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ 44,250	\$ 295,500	\$ 36,500	\$ -	\$ -	\$ 376,250
Enterprise Fund Revenues - Water & Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ 235,000	\$ -	\$ 624,250	\$ -	\$ -	\$ 859,250
Bonded Debt/Capacity Fee Paying	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 279,250	\$ 295,500	\$ 660,750	\$ -	\$ -	\$ 1,235,500



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Traffic Control Devices

Date: September 21, 2016

Project # TC0002

Project Title: East Main and Division St Upgrade

Project Description and Location:

4.3

As part of the Main Street Masterplan project, upgrade existing traffic signal to mast arm mount, make fully actuated, and provide exclusive pedestrian phasing. Public Works is proposing video detection rather than street loop detection to save the cost of additional wear and tear on City roadways. The intersection improvements are scheduled for FY18 in conjunction with the West Main Street (Downtown Plaza) and North Division Street modifications. The cost has been updated per the most recent construction cost estimate by AMT in August 2016.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 235,000					\$ 235,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 235,000	\$ -	\$ -	\$ -	\$ -	\$ 235,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 235,000					\$ 235,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 235,000	\$ -	\$ -	\$ -	\$ -	\$ 235,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Traffic Control Devices

Date: September 21, 2016

Project # TC0007

Project Title: Camden Ave/South Blvd Upgrade

Project Description and Location:

4.3

The signal is being upgraded from the existing span mount to a mast arm design. The upgrade will remove the aging poles and provide more clearance. Construction cost includes changing to video detection. Stripe Camden Ave. north of South Blvd. to indicate the street narrowing.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue		\$ 156,100				\$ 156,100
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 156,100	\$ -	\$ -	\$ -	\$ 156,100
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction		156,100				\$ 156,100
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 156,100	\$ -	\$ -	\$ -	\$ 156,100
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Traffic Control Devices

Date: September 21, 2016

Project # TC0011

Project Title: Northwood Dr./Naylor Mill Rd.



Project Description and Location:

4.3



Install new traffic signal at Naylor Mill Road and Northwood Drive. The proposed signal location meets Manual on Uniform Traffic Control Devices (MUTCD) signal warrants per a warrant analysis which was completed in 2007. The City has received complaints related to the delays in making turning movements and other operational concerns. Minor widening is proposed. FY 19 funding will include engineering design, property appraisals and an updated warrant analysis. Land acquisition and construction will occur in FY20.

Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue		\$ 104,000				\$ 104,000
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt			\$ 624,250			\$ 624,250
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 104,000	\$ 624,250	\$ -	\$ -	\$ 728,250
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate			\$ 104,000			\$ 104,000
Engineering		\$ 104,000				\$ 104,000
Construction			\$ 520,250			\$ 520,250
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 104,000	\$ 624,250	\$ -	\$ -	\$ 728,250
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Traffic Control Devices

Date: September 21, 2016

Project # TC0013

Project Title: East Main/Snow Hill/Ward

Project Description and Location:

4.3

To upgrade the intersection to video detection East Main Street, Snow Hill Rd. and Ward Rd. Convert all loops to video detection. Replace TS1 cabinet with new NEMA standard TS2 cabinet. This intersection is the top priority for video detection improvements.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue	\$ 44,250					\$ 44,250
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 44,250	\$ -	\$ -	\$ -	\$ -	\$ 44,250
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 44,250					\$ 44,250
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 44,250	\$ -	\$ -	\$ -	\$ -	\$ 44,250
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Traffic Control Devices

Date: September 21, 2016

Project # TC0014

Project Title: Snow Hill/Vine/S. Schumaker

Project Description and Location:

4.3

To upgrade the intersection Snow Hill/Vine/S. Schumaker Dr. to video detection instead of loop system. Install new video detection for all approaches.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue		\$ 35,400				\$ 35,400
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 35,400	\$ -	\$ -	\$ -	\$ 35,400
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction		\$ 35,400				\$ 35,400
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 35,400	\$ -	\$ -	\$ -	\$ 35,400
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Traffic Control Devices

Date: September 21, 2016

Project # TC0015

Project Title: Eastern Shore Dr./East Vine St.

Project Description and Location:

4.3

To upgrade the intersections Eastern Shore Dr. and Vine St. to video detection instead of loop system. Install new video detection for all approaches.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue			\$ 36,500			\$ 36,500
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ 36,500	\$ -	\$ -	\$ 36,500
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction			\$ 36,500			\$ 36,500
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ -	\$ 36,500	\$ -	\$ -	\$ 36,500
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:
4.4 - New Streets

Program	Fiscal Year					Project Total
	18	19	20	21	22	
Culver Road ST0003	\$ -	\$ -			\$ -	\$ -
Jasmine Drive ST0005	\$ 51,000	\$ -	\$ -	\$ -	\$ -	\$ 51,000
Riverside Circle ST0006	\$ 1,326,000	\$ -	\$ -	\$ -	\$ -	\$ 1,326,000
Fiscal Year Total	\$ 1,377,000	\$ -	\$ -	\$ -	\$ -	\$ 1,377,000

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues - Water & Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ 1,326,000	\$ -	\$ -	\$ -	\$ -	\$ 1,326,000
Bonded Debt/Capacity Fee Paying	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ 51,000	\$ -			\$ -	\$ 51,000
Capacity Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 1,377,000	\$ -	\$ -	\$ -	\$ -	\$ 1,377,000



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

New Streets Program

Date: September 21, 2016

Project #: ST0003

Project Title: Culver Road

Project Description and Location:

4.4

Culver Road is an existing unstabilized City street that connects Nanticoke Road to Pemberton Drive. Build out of proposed developments along Pemberton Drive will cause the amount of vehicular traffic use to increase on Culver Road. The proposed project will serve to upgrade the street to City standards and will be funded through Developers. The construction costs include installing a 24 foot roadway with curb, gutter and storm drains. Pending receipt of additional funds, design is proposed in FY20 and construction following in FY21.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation			\$ 204,000	\$ 1,530,000		\$ 1,734,000
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ 204,000	\$ 1,530,000	\$ -	\$ 1,734,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering			\$ 204,000			\$ 204,000
Construction				\$ 1,530,000		\$ 1,530,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ -	\$ 204,000	\$ 1,530,000	\$ -	\$ 1,734,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

New Streets Program

Date: January 5, 2017

Project #: ST0005

Project Title: Jasmine Drive

Project Description and Location:

4.4

Jasmine Drive will be built to support new development in that area. The project will be funded by cost sharing with developers. If the City builds the road in advance of new development, then the City will seek reimbursements from future developments for the construction cost of the road. As of August 2014, \$54,690 has been deposited in revenue account 01000 214000 33200 for Jasmine Drive. Those funds were received in FY12. Design is proposed in FY18 using the developer contributions received to date.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation	\$ 51,000					\$ 51,000
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 51,000	\$ -	\$ -	\$ -	\$ -	\$ 51,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 51,000					\$ 51,000
Construction						\$ -
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 51,000	\$ -	\$ -	\$ -	\$ -	\$ 51,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

New Streets Program

Date: January 5, 2017

Project #: ST0006

Project Title: Riverside Circle

Project Description and Location:

4.4

Riverside Circle is a proposed traffic circle or roundabout located at the intersection of Riverside Drive, Camden Avenue, Carroll Street and Mill Street. Design work shall include a traffic study to determine feasibility and geometry of the intersection. Design is funded in FY17 and construction is proposed in FY18.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	\$ 1,326,000					\$ 1,326,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 1,326,000	\$ -	\$ -	\$ -	\$ -	\$ 1,326,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 1,326,000					\$ 1,326,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 1,326,000	\$ -	\$ -	\$ -	\$ -	\$ 1,326,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ST0006



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

5.0 - Zoo

Program	Fiscal Year					Project Total
	18	19	20	21	22	
Regional Exhibits ZF0006	\$ -	\$ 35,700	\$ 107,100	\$ 112,200	\$ -	\$ 255,000
Zoo Master Plan Implementation ZF0007	\$ 55,000	\$ 275,000	\$ 200,000	\$ -	\$ -	\$ 530,000
Fiscal Year Total	\$ 55,000	\$ 310,700	\$ 307,100	\$ 112,200	\$ -	\$ 785,000

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt/Capacity Fee Paying	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ 55,000	\$ 310,700	\$ 307,100	\$ 112,200	\$ -	\$ 785,000
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 55,000	\$ 310,700	\$ 307,100	\$ 112,200	\$ -	\$ 785,000



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Salisbury Zoo Program

Date: September 21, 2016

Project # ZF0006

Project Title: Regional Exhibits

Project Description and Location:

5.0

A number of exhibits are potentially impacted directly and indirectly such as the Discover Australia and the Visitor Center improvements. Completion of those projects may require exhibit modification or the relocation of key specimens. Strategic planning and site development associated with planning those projects may identify additional improvement opportunities to expand the Zoo's capacity to respond to its mission and its community. Following the resolution of strategic site issues and the successful design and implementation of the Discover Australia and Visitor Center projects the Zoo proposes to continue to refresh the Salisbury Zoo and to improve its capacity to provide effective service to its community. Currently the Zoo projects that Architectural and Engineering work would begin in FY19 with construction taking place in FY20 and FY21.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation		\$ 35,700	\$ 107,100	\$ 112,200		\$ 255,000
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 35,700	\$ 107,100	\$ 112,200	\$ -	\$ 255,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering		\$ 35,700				\$ 35,700
Construction			\$ 107,100	\$ 112,200		\$ 219,300
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 35,700	\$ 107,100	\$ 112,200	\$ -	\$ 255,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ZF0006



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Salisbury Zoo Program

Date
January 5, 2017

Project # ZF0007

Project Title: Zoo Master Plan Implementation

Project Description and Location:

5.0

Project involves improvements to the Zoo including replacement of the Administration Building, repaving of the Zoo walking paths, fencing replacement and construction of a special events pavilion as recommended in the Zoo Master Plan.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation	\$ 55,000	\$ 275,000	\$ 200,000			\$ 530,000
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 55,000	\$ 275,000	\$ 200,000	\$ -	\$ -	\$ 530,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering		\$ 15,000				\$ 15,000
Construction		\$ 40,000	\$ 275,000	\$ 200,000		\$ 515,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 55,000	\$ 275,000	\$ 200,000	\$ -	\$ 530,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Parking



**City of Salisbury
Capital Improvement Plan
Departmental Summary**

Department: Parking

Program:

Project						Project Total
	FY18	FY19	FY20	FY21	FY 22	
PARK-1: Paystations for Main St Masterplan	\$81,000	\$26,000	\$0	\$0	\$0	\$107,000
PARK-2: Parking Garage Roof Waterproof Membrane	\$97,500	\$0	\$0	\$0	\$0	\$97,500
PARK-3: Parking Garage Street Sweeper	\$0	\$55,000	\$0	\$0	\$0	\$55,000
PARK-4: Parking Lot Reconditioning	\$35,000	\$25,000	\$0	\$0	\$0	\$60,000
PARK-5: Parking Study for City of Salisbury	\$80,000	\$0	\$0	\$0	\$0	\$80,000
PARK-6: Garage Façade	\$0	\$0	\$0	\$0	\$0	\$0
PARK-7: Parking Division Vehicle	\$35,000	\$0	\$0	\$0	\$0	\$35,000
PARK-8: Parking Garage Security Cameras	\$55,000	\$0	\$0	\$0	\$0	\$55,000
Fiscal Year Total	\$383,500	\$106,000	\$0	\$0	\$0	\$489,500

Funding Sources						Source Total
	FY18	FY19	FY20	FY21	FY 22	
General Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Enterprise Fund	\$212,500	\$25,000	\$0	\$0	\$0	\$237,500
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Bonded Debt	\$81,000	\$26,000	\$0	\$0	\$0	\$107,000
Bonded Debt/Impact Fees	\$0	\$0	\$0	\$0	\$0	\$0
Lease/Purchase	\$90,000	\$55,000	\$0	\$0	\$0	\$145,000
Capital Project Fund	\$0	\$0	\$0	\$0	\$0	\$0
Contribution/Donations	\$0	\$0	\$0	\$0	\$0	\$0
Capacity Fees	\$0	\$0	\$0	\$0	\$0	\$0
In-Kind Services	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$383,500	\$106,000	\$0	\$0	\$0	\$489,500



City of Salisbury FY 18-22 Capital Improvement Plan

Department: Parking

Improvement: New Parking Meters for Main Street Masterplan

Date: September 2016

Project Title: Parking Paystations for Main Street Masterplan

Project Description and Location:

New parking meters in the form of multi-space pay stations are necessary to enhance parking efficiency and maintain a clean visual streetscape in conjunction with the design for the Main Street Masterplan. While multi-space pay stations are a more expensive up front than single space meters, they provide cost savings with fewer installations, ease of enforcement, centralized cash collection and decreased maintenance costs (due to less equipment to maintain). It is estimated that 9 multi-space meters will be needed for Main Street from Division to Rt. 13 (FY 17), 6 for the Plaza (FY 18) and 2 for Division Street (FY 19), at a cost of \$13,000 each. An additional 3 single space meters (FY 18) are needed for E. Division as well (to replace existing meters) at a cost of \$1,000 each.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	81,000	26,000				107,000
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 81,000	\$ 26,000	\$ -	\$ -	\$ -	\$ 107,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment	81,000	26,000				107,000
Total Expenses	\$ 81,000	\$ 26,000	\$ -	\$ -	\$ -	\$ 107,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18-22 Capital Improvement Plan

Department: Parking

Improvement: Parking Garage Roof Waterproof Membrane

Date: September 2016

Project Title: Parking Garage Roof Waterproof Membrane

Project Description and Location:

The 2008 Parking Garage Condition Survey recommends applying a waterproof membrane to the exposed top floor of the Parking Garage. The current membrane was first applied in FY13 on one-half of the roof, and was completed in FY15 on the second half. The membrane is warranted for 5 years and should be reinspected in FY18 for worn and deteriorating areas. The roof can be recoated with an intermediate and top coat if the original membrane was properly cared for over the preceding years. The cost to recoat is approximately 1/2 of the original cost of a new application. The estimates below assume a recoat scenario beginning in FY18 but could occur as late as FY21-FY23.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue	97,500					\$ 97,500
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 97,500	\$ -	\$ -	\$ -	\$ -	\$ 97,500
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	97,500					\$ 97,500
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 97,500	\$ -	\$ -	\$ -	\$ -	\$ 97,500
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18-22 Capital Improvement Plan

Department: Parking

Improvement: Parking Garage Street Sweeper

Date: September 2016

Project Title: Parking Garage Street Sweeper

Project Description and Location:

The Parking Authority currently owns a 2007 Exterra Street Sweeper. This sweeper is used to maintain the parking garage (both interior and immediate vicinity) and the City's downtown Plaza. This vehicle will be at its maximum track in value (10 yrs of age) in FY18.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase		55,000				\$ 55,000
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ 55,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment		55,000				\$ 55,000
Total Expenses	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ 55,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18-22 Capital Improvement Plan

Department: Parking

Improvement: Parking Lot Reconditioning

Date: September 2016

Project Title: Resurfacing Parking Lot 7/13

Project Description and Location:

Several City-owned surface parking lots are in need of crack sealing, sealing, striping, new concrete bumpers and new concrete curbing. This work to include Lot 7/13 (FY18) and Lots 4, 5, 9, 12 (FY19). Future lots to consider for reconditioning include Lot 14, 16, 33 and 35.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue	35,000	25,000				\$ 60,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 35,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 60,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	35,000	25,000				\$ 60,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 35,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 60,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18-22 Capital Improvement Plan

Department: Parking

Improvement: Parking Study for City of Salisbury

Date: September 2016

Project Title: Parking Study for City of Salisbury

Project Description and Location:

The last Parking Study was done in 2007 for the City of Salisbury. As the City embarks on an aggressive plan for the transformation of downtown, commercial and residential redevelopment presents a new set of challenges for parking. To ensure that the City of Salisbury's parking initiatives proactively address new retail and residential land uses, the City should examine existing conditions and project for future needs by undertaking a new parking study. The study will address future space allocations, improvements to access and overall parking strategies to maximize the efficiency of downtown Salisbury's parking system.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue	80,000					\$ 80,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering	80,000					\$ 80,000
Construction						\$ -
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18-22 Capital Improvement Plan

Department: Parking

Improvement: Garage Facade

Date: September 2016

Project Title: Garage Facade-Upgrade landscaping, paint, metal, lighting, walkway

Project Description and Location: Several enhancements to the facade and surrounding grounds of the parking garage are proposed, including: a new pedestrian entrance; enhanced crosswalks on Division and Circle Ave; facade upgrades; decorative and functional lighting to exterior; banners; and improved signage to both the interior and exterior.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt	0					\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	0					\$ -
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18-22 Capital Improvement Plan

Department: Parking

Improvement: Parking Division Vehicle

Date: September 2016

Project Title: Parking Division Vehicle

Project Description and Location:

The current vehicle used for Parking Enforcement is a 2003 Ford Focus ZX 5 2.0L, with 31,500 miles. The Parking Authority would like to take advantage of the current trade in value (approx. \$2500) and "go green" with the purchase of a Ford Focus Electric Vehicle and charging station. This model has a 107 Kw Electric Motor and has a city fuel-efficiency rating of 110 MPGe, with a range of up to 76 miles on each charge. This car requires zero gas, zero oil changes and produces zero emissions. It also has flexible charging options - a standard 120-volt convenience charge cord or a 240-volt charging station, and as an added bonus, offers regenerative braking which recovers 90% of the



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase	35,000					\$ 35,000
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment	35,000					\$ 35,000
Total Expenses	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18-22 Capital Improvement Plan

Department: Parking

Improvement: Parking Garage Security Cameras

Date: September 2016

Project Title: Upgraded Security Cameras - Parking Garage

Project Description and Location:

For enhanced security, the Parking Garage is in need of an updated and expanded security camera system. Currently, there are approximately 16 cameras that point to entry points, but do not monitor activity in the parking spaces and drive aisles. To deter criminals and vandals, to clearly capture activity in both daytime and nighttime conditions, and to have the ability to monitor remotely, the existing cameras should be replaced with IP cameras with expanded range, HD quality, IR illuminators (if necessary). For more complete coverage, the camera system will need to be expanded to include additional cameras for viewing of travel and parking lanes.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase	55,000					\$ 55,000
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment	55,000					\$ 55,000
Total Expenses	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Fleet Management General Fund Program

Date: September 21, 2016

Project #: VEH0016

Project Title: Dump Trucks

Project Description and Location:

6.0

3-ton Dump trucks are used in the Street and Park Departments. These vehicles are also used to plow and salt City streets, so they require specialized equipment and attachments for additional functions. The fleet is monitored for recommended replacements since several trucks are over 10 years old. S-2 is a 1997 and has 61,673 miles. S-4 is a 1996 and has 69,523 miles.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase	\$ 160,000	\$ 163,200				\$ 323,200
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 160,000	\$ 163,200	\$ -	\$ -	\$ -	\$ 323,200
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment	\$ 160,000	\$ 163,200				\$ 323,200
Total Expenses	\$ 160,000	\$ 163,200	\$ -	\$ -	\$ -	\$ 323,200
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Fleet Management General Fund Program

Date: September 21, 2016

Project #: VEH0017

Project Title: Recycle Trucks

Project Description and Location:

6.0

The Recycle Truck (International 4700DT 4663) RC2 was purchased in 2001. RC-2 has 42,709 miles. RC 1 and RC 3 are used every day. RC 2 was purchased in 2005 and is used as a backup vehicle. It is due for replacement and then will be used every day.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue						\$ -
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase	\$ 150,000					\$ 150,000
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment	\$ 150,000					\$ 150,000
Total Expenses	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

7.0 - Marina

Program	Fiscal Year					Project Total
	18	19	20	21	22	
No Projects are proposed for this category	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt/Capacity Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:
8.0 Asset Management

Program	Fiscal Year					Project Total
	18	19	20	21	22	
Munis Asset Management GIS0001	\$ -	\$ 140,500	\$ -	\$ 114,700	\$ 88,500	\$ 343,700
GIS Management and Development GIS0003	\$ -	\$ 133,500	\$ -	\$ 146,850	\$ -	\$ 280,350
Fiscal Year Total	\$ -	\$ 274,000	\$ -	\$ 261,550	\$ 88,500	\$ 624,050

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ 75,500	\$ 88,500	\$ 164,000
Enterprise Fund Revenues	\$ -	\$ 274,000	\$ -	\$ 186,050	\$ -	\$ 460,050
Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt/Capacity Fee Paying	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ -	\$ 274,000	\$ -	\$ 261,550	\$ 88,500	\$ 624,050



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Asset Management Program

Date: September 21, 2016

Project #: GIS0001

Project Title: Munis Asset Management

Project Description and Location: 8.0

The MUNIS Work Order/Asset Management system will be expanded to Public Works Divisions that currently do not have a work order system in FY18 and beyond. MUNIS allows for greater access and response capability resulting in improved customer service for the citizens of Salisbury. Additional funding is necessary for consulting fees and to perform hardware upgrades, purchase and maintain software licenses, expand and maintain the databases, and migrate data so that the City fully realizes the system's potential.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue				\$ 75,500	\$ 88,500	\$ 164,000
Enterprise Fund Revenue		\$ 140,500		\$ 39,200		\$ 179,700
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 140,500	\$ -	\$ 114,700	\$ 88,500	\$ 343,700
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering		\$ 119,500		\$ 93,700	\$ 78,000	\$ 291,200
Construction						\$ -
Purchase Vehicle/Equipment		\$ 21,000		\$ 21,000	\$ 10,500	\$ 52,500
Total Expenses	\$ -	\$ 140,500	\$ -	\$ 114,700	\$ 88,500	\$ 343,700
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY 18 Capital Improvement Plan

Public Works Department

Asset Management Program

Date: September 21, 2016

Project #: GIS0003

Project Title: GIS Maintenance and Development

Project Description and Location:

8.0

The Geographic Information System (GIS) program is a constantly evolving program that allows for the collection, analysis and visualization of spatial and tabular data. This capability can allow for greater information flow, a quicker decision making loop and targeted responses to issues that result in improved customer service and public safety for the citizens of Salisbury. As we expand the capabilities of our GIS, consulting funds are necessary to offset our limited internal resources. These funds are used to improve and expand our infrastructure database, to support ongoing long term projects, for the collection and analysis of data, and to exploit our system to produce agile and capable web based information portals for both internal and public information. Equipment funds will be used to maintain our current hardware and the purchase of new technology.



Revenues	FY 18	FY 19	FY 20	FY 21	FY 22	Total
General Revenue						\$ -
Enterprise Fund Revenue		\$ 133,500		\$ 146,850		\$ 280,350
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 133,500	\$ -	\$ 146,850	\$ -	\$ 280,350
Expenses	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Procure Real Estate						\$ -
Engineering		\$ 100,500		\$ 110,550		\$ 211,050
Construction						\$ -
Purchase Vehicle/Equipment		\$ 33,000		\$ 36,300		\$ 69,300
Total Expenses	\$ -	\$ 133,500	\$ -	\$ 146,850	\$ -	\$ 280,350
Operating Budget Impact	FY 18	FY 19	FY 20	FY 21	FY 22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury
Capital Improvement Plan
Department of Public Works

Program:

9.1 - Water Production Maintenance

Program	Fiscal Year					Project Total
	18	19	20	21	22	
Restore Park Well Field WP0012	\$ 165,700	\$ 170,100	\$ 174,800	\$ 179,100	\$ 182,700	\$ 872,400
Restore Paleo Well Field WP0025	\$ -	\$ -	\$ -	\$ 211,000	\$ 216,000	\$ 427,000
Tank and Reservoir Mixing System WP0043	\$ 84,000	\$ -	\$ 85,600	\$ -	\$ -	\$ 169,600
Park Well Field Raw Water Main & Valve Replacement WP0044	\$ -	\$ 66,500	\$ 550,800	\$ -	\$ -	\$ 617,300
Park Water Treatment Plant Roof Improvements WP0046	\$ 27,500	\$ 172,000	\$ -	\$ -	\$ -	\$ 199,500
Pump Station Building Improvements WP0047	\$ 55,000	\$ 315,000	\$ -	\$ -	\$ -	\$ 370,000
Park Aerator Building Improvements WP0048	\$ -	\$ -	\$ 79,500	\$ -	\$ -	\$ 79,500
Park Water Treatment Plant Electrical Gear Replacement WP0051	\$ 61,500	\$ 245,000	\$ -	\$ -	\$ -	\$ 306,500
Nitrate Monitoring and Study WP0052	\$ -	\$ 105,000	\$ -	\$ -	\$ -	\$ 105,000
Paleo Water Treatment Plant Roof Improvements WP0053	\$ 46,000	\$ -	\$ -	\$ -	\$ -	\$ 46,000
Fiscal Year Total	\$ 439,700	\$ 1,073,600	\$ 890,700	\$ 390,100	\$ 398,700	\$ 3,192,800

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues - Water & Sewer	\$ 439,700	\$ 1,073,600	\$ 890,700	\$ 390,100	\$ 398,700	\$ 3,192,800
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 439,700	\$ 1,073,600	\$ 890,700	\$ 390,100	\$ 398,700	\$ 3,192,800



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Production Maintenance Program

Date: September 21, 2016

Project #: WP0012

Project Title: Restore Park Well Field

Project Description and Location:

9.1

The Park well field runs from the Main Street Water Plant to Beaglin Park Drive and includes eight active wells. This project includes the redevelopment of each well over a five year period. In order to ensure that well production is maximized, the redevelopment program will continue so that 1-2 wells are scheduled to be redeveloped each year. Redevelopment clears the well screen of encrusted minerals and ensures maximum water production. Construction costs assume the replacement of the pumps, pump column, motor, cable, and check valve. Keeping these wells on a regular maintenance schedule reduces equipment failure, reduces electricity costs and improves water production.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 165,700	\$ 170,100	\$ 174,800	\$ 179,100	\$ 182,700	\$ 872,400
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 165,700	\$ 170,100	\$ 174,800	\$ 179,100	\$ 182,700	\$ 872,400
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 33,100	\$ 34,000	\$ 35,000	\$ 35,800	\$ 36,500	\$ 174,400
Construction	\$ 132,600	\$ 136,100	\$ 139,800	\$ 143,300	\$ 146,200	\$ 698,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 165,700	\$ 170,100	\$ 174,800	\$ 179,100	\$ 182,700	\$ 872,400
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -					



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Production Maintenance Program

Date: September 21, 2016

Project #: WP0025

Project Title: Restore Paleo Well Field

Project Description and Location:

9.1

There are two wells which serve the Paleo Water Treatment Plant. Well 2 redevelopment was funded in FY16 and Well 1 redevelopment in FY17. As the well screens become encrusted due to minerals in the aquifer, the efficiency of the well decreases. When the well is redeveloped, the well screen and the gravel pack are cleaned by impulse generation and other mechanical means. Additionally, the pumps, pump column, motor, cable, and check valve are replaced if needed. Should either of these wells go out of service, the City becomes reliant on the one remaining Paleo well and the ability of the City to meet the water supply demands becomes jeopardized. Redevelopment will be budgeted for every five years, there for Well 2 is targeted for FY21 and Well 1 for FY22.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue				\$ 211,000	\$ 216,000	\$ 427,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ -	\$ 211,000	\$ 216,000	\$ 427,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering				\$ 47,000	\$ 48,000	\$ 95,000
Construction				\$ 164,000	\$ 168,000	\$ 332,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ -	\$ -	\$ 211,000	\$ 216,000	\$ 427,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Production Maintenance Program

Date: September 21, 2016

Project #: WP0043

Project Title: Tank and Reservoir Mixing System

Project Description and Location: 9.1

Install water mixing systems in the Paleo Ground Storage Tank, Paleo Reservoir, the Park Reservoir and the Salisbury University tower. The mixing systems will ensure the stability of the chlorine residual in the distribution system; thereby improving water quality and reducing disinfection by-products, per recent regulatory requirement. It is anticipated that the mixing system will be phased in two per year based on the schedule below:

FY18: Paleo Ground Storage Tank and Paleo Reservoir

FY20: Park Reservoir and Salisbury University Tank



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 84,000		\$ 85,600			\$ 169,600
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 84,000	\$ -	\$ 85,600	\$ -	\$ -	\$ 169,600
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 84,000		\$ 85,600			\$ 169,600
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 84,000	\$ -	\$ 85,600	\$ -	\$ -	\$ 169,600
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Production Maintenance Program

Date: September 21, 2016

Project #: WP0044

Project Title: Park Well Field Raw Water Main & Valve Replacement

Project Description and Location:

9.1

The raw water main which brings water from the well field to the plant is in need of replacement. A portion of the main closest to the plant was replaced in 2006 due to failure. This project would replace the main, piping and valves to the active wells. The main from the plant to Well 15 is the oldest and believed to be most in need of replacement. The age of the main ranges from 1925-1957. The water master plan (FY14) evaluated the condition of all the pipes and options for replacement or for installation of a parallel main.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue		\$ 66,500	\$ 550,800			\$ 617,300
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 66,500	\$ 550,800	\$ -	\$ -	\$ 617,300
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering		\$ 66,500				\$ 66,500
Construction			\$ 550,800			\$ 550,800
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 66,500	\$ 550,800	\$ -	\$ -	\$ 617,300
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Production Maintenance Program

Date: September 21, 2016

Project #: WP0046

Project Title: Park Water Treatment Plant Roof Improvements

Project Description and Location:

9.1



Park Pump Station and Aerator Building roofs are both 87 yrs old, have expended their full life span and should be replaced in total. Visible signs of failure include sizeable number of missing and cracked tile and noticeable weathering of the remaining tile in place. Tiles have been coming off in high winds. Daylight can be seen through the roof from inside the building. Replacement roofs will have to be true slate to meet Maryland Historical Trust guidelines. These buildings are listed on the Maryland Inventory of Historic Properties as WI-579. The existing gutter and downspout system, installed in 1926, should be replaced with the roof, with a new matching profile copper system meeting MHT guidelines. A 450 square foot lime room with flat roof was added to the Aerator building in 1956. The wood fascia bordering the flat roof is separating and rotted and needs replacing. The lime room flat roof is leaking and needs replacing with a high quality built-up or membrane roof.

Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 27,500	\$ 172,000				\$ 199,500
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 27,500	\$ 172,000	\$ -	\$ -	\$ -	\$ 199,500
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 27,500					\$ 27,500
Construction		\$ 172,000				\$ 172,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 27,500	\$ 172,000	\$ -	\$ -	\$ -	\$ 199,500
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Production Maintenance Program

Date: September 21, 2016

Project #: WP0047

Project Title: Pump Station Building Improvements

Project Description and Location:

9.1

Park Pump Station Building is 87 yrs old. The existing windows (6ft by 10ft) have far exceeded their expected lifespan of 50 years. The windows display a lot of cracked and missing glass panes, failing and missing putty glazing, substantial rust and flaking paint. They should be replaced with historically accurate reproduction thermal pane steel windows to match the appearance and design of the originals. Selection must come from manufacturers that specialize in the fabrication of historical reproduction. Replace the north and west entry doors with new thermally efficient reproduction copies in metal or wood. The existing units are not weather-stripped and airtight which result in periodic migration of wind driven rain into the interior of the building. One consequence of this has been rusting of the interior metal floor trench covers from pooling water on the floor.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 55,000	\$ 315,000				\$ 370,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 55,000	\$ 315,000	\$ -	\$ -	\$ -	\$ 370,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 55,000					\$ 55,000
Construction		\$ 315,000				\$ 315,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 55,000	\$ 315,000	\$ -	\$ -	\$ -	\$ 370,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Production Maintenance Program

Date: September 21, 2016

Project #: WP0048

Project Title: Park Aerator Building Improvements

Project Description and Location:

9.1

The Aerator building was constructed in 1926. This building is listed on the Maryland Inventory of Historical Properties as WI-579. The exterior walls have several large 5ft by 8ft sloped blade wood louvers for ventilation of the aeration process equipment contained within the building. The existence of original lead paint is a concern with repainting. Louvers need to be replaced with new low maintenance commercial grade aluminum units to simulate the appearance and design of the originals. Fixed screen is mounted on the inside of the louvers to combat bird/insect intrusion. Screen should be replaced with a new fine mesh screen. The three exterior doors are also budgeted to be replaced as part of this project.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue			\$ 79,500			\$ 79,500
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ 79,500	\$ -	\$ -	\$ 79,500
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering			\$ 11,000			\$ 11,000
Construction			\$ 68,500			\$ 68,500
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ -	\$ 79,500	\$ -	\$ -	\$ 79,500
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Production Maintenance Program

Date: September 21, 2016

Project #: WP0051

Project Title: Park Water Treatment Plant Electrical Gear Replacement

Project Description and Location:

9.1

This project consists of Park Water Treatment Plant Electrical Gear reliability improvements. The motor starters for finished water/high service pumps at the Park WTP are reaching the end of their useful life from the standpoint of spare parts availability and serviceability. These pumps are critical to maintaining reliable service and system operation regardless of Park Plant long term operation. The project will result in replacement of a limited number of existing starters (three of the five), and the creation of a limited spare parts inventory for the units that are not replaced.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 61,500	\$ 245,000				\$ 306,500
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 61,500	\$ 245,000	\$ -	\$ -	\$ -	\$ 306,500
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 61,500					\$ 61,500
Construction		\$ 245,000				\$ 245,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 61,500	\$ 245,000	\$ -	\$ -	\$ -	\$ 306,500
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Production Maintenance Program

Date: September 21, 2016

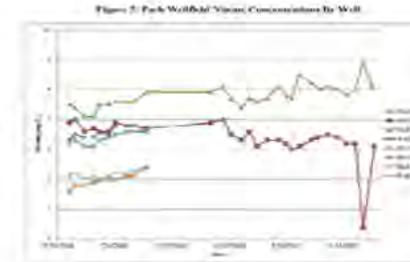
Project #: WP0052

Project Title: Nitrate Monitoring and Study

Project Description and Location:

9.1

The nitrate concentrations in the Park wells exceed 50% of the Maximum Contaminant Levels (MCL) more than 10% of the time. Several point and non-point sources of nitrates exist in the well field. Continuous monitoring would determine if the nitrate levels are increasing and whether treatment is required. The monitoring equipment would be purchased and installed by DPW staff at both water plants (Park and Paleo). Engineering costs are associated with analyzing the data and determining treatment options.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue		\$ 105,000				\$ 105,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 105,000	\$ -	\$ -	\$ -	\$ 105,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering		\$ 25,000				\$ 25,000
Construction						\$ -
Purchase Vehicle/Equipment		\$ 80,000				\$ 80,000
Total Expenses	\$ -	\$ 105,000	\$ -	\$ -	\$ -	\$ 105,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Production Maintenance Program

Date: September 21, 2016

Project #: WP0053

Project Title: Paleo Water Treatment Plant Roof Improvements



Project Description and Location:

9.1

Replace the roof on the Paleo Water Treatment Plant main building. The roof is over 40 years old and is starting to show signs of failure. The roof has been patched over the years to fix leaks. There are active leaks which leak into the Operators office and the chlorine room.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 46,000					\$ 46,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 46,000	\$ -	\$ -	\$ -	\$ -	\$ 46,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 46,000					\$ 46,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 46,000	\$ -	\$ -	\$ -	\$ -	\$ 46,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury
 Capital Improvement Plan
 Department of Public Works

Program:

9.2 - Water Production Expansion

Program	Fiscal Year					Project Total
	18	19	20	21	22	
No Projects are proposed for this category	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues - Water & Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

10.1 - Water Distribution Maintenance

Program	Fiscal Year					Project Total
	18	19	20	21	22	
Replace Distribution Piping and Valves WM0010	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Replace West Main Street Water Mains WM0020	\$ 380,000	\$ -	\$ -	\$ -	\$ -	\$ 380,000
Elevated Water Tank Maintenance WM0021	\$ -	\$ 265,200	\$ 102,000	\$ -	\$ 106,200	\$ 473,400
Fiscal Year Total	\$ 480,000	\$ 365,200	\$ 202,000	\$ 100,000	\$ 206,200	\$ 1,353,400

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues - Water & Sewer	\$ 480,000	\$ 365,200	\$ 202,000	\$ 100,000	\$ 206,200	\$ 1,353,400
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 480,000	\$ 365,200	\$ 202,000	\$ 100,000	\$ 206,200	\$ 1,353,400



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Distribution Maintenance

Date: September 21, 2016

Project #: WM0010

Project Title: Replace Distribution Piping and Valves

Project Description and Location: 10.1

This project includes replacement of 2-inch and smaller galvanized water mains throughout the system. It is estimated that there is approximately 14,000 feet of 2-inch and smaller water mains. The purpose of the project is to increase pressures, reduce lead connections, and reduce unscheduled water repairs. Additionally, this project will replace water valves that are inoperable. The work will either be completed in house by the Utilities Department or subcontracted to a Utilities Contractor.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 100,000	\$ 500,000				
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 100,000	\$ 500,000				
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -					



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Distribution Maintenance

Date: September 21, 2016

Project #: WM0020

Project Title: Replace West Main Street Water Mains

Project Description and Location:

10.1

As part of the Main Street Masterplan, the project will replace the 80-year-old 12" water main in West Main Street from Division Street to Mill Street. The project should be undertaken in conjunction with SM0020, replacing of the sewer main to avoid duplicate road repaving and minimize the impact to traffic and surrounding businesses. The project is part of the **Main Street Master Plan Project**. The cost has been updated per the most recent construction cost estimate by AMT in August 2016.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						-
Enterprise Fund Revenue	\$ 380,000					\$ 380,000
Grant						-
Bonded Debt						-
Bonded Debt/Capacity Fee Paying						-
Lease/Purchase						-
Capital Project Fund						-
Contribution/Donation						-
Capacity Fees						-
In-Kind Services						-
Total Revenues	\$ 380,000	\$ -	\$ -	\$ -	\$ -	\$ 380,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 380,000					\$ 380,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 380,000	\$ -	\$ -	\$ -	\$ -	\$ 380,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Water Distribution Maintenance

Date: September 21, 2016

Project #: WM0021

Project Title: Elevated Water Tank Maintenance

Project Description and Location:

10.1

Provide inspection and cleaning of the Wor Wic, Edgemore, and Salisbury University Elevated Storage Tanks in accordance with AWWA Standards. The inspection includes checking welds, gaskets, coatings, etc. to determine if repairs are required. Items outside of normal maintenance, such as tank painting, are noted separately. Based on the September 2014 tank inspection, painting of the inside and outside of the Wor-Wic tank will need to occur within the next two years. Painting has been budgeted for FY19 for Wor-Wic tank only.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue		\$ 265,200	\$ 102,000		\$ 106,200	\$ 473,400
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 265,200	\$ 102,000	\$ -	\$ 106,200	\$ 473,400
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction		\$ 265,200	\$ 102,000		\$ 106,200	\$ 473,400
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 265,200	\$ 102,000	\$ -	\$ 106,200	\$ 473,400
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

10.2 - Water Distribution Expansion

Program	Fiscal Year					Project Total
	18	19	20	21	22	
No Projects are proposed for this category	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues - Water & Sewer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Developer Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

11.1 - Wastewater Collection Maintenance

Program		Fiscal Year					Project Total
		18	19	20	21	22	
OmniSite for Lift Stations	SL0003	\$ -	\$ 45,700	\$ 46,600	\$ -	\$ -	\$ 92,300
Replace Sewer in West Main Street	SM0020	\$ 305,000	\$ -	\$ -	\$ -	\$ -	\$ 305,000
Sewer Infiltration & Inflow Remediation	SM0021	\$ 450,000	\$ 450,000	\$ 550,000	\$ 500,000	\$ 500,000	\$ 2,450,000
Pump Station Improvements	SM0037	\$ -	\$ 230,000	\$ -	\$ 2,550,000	\$ -	\$ 2,780,000
Southside Pump Station Force Main	SM0038	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
Fiscal Year Total		\$ 755,000	\$ 725,700	\$ 696,600	\$ 3,050,000	\$ 500,000	\$ 5,727,300

Funding Sources	Fiscal Year					Source Total	
	18	19	20	21	22		
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Enterprise Fund Revenues - Water & Sewer	\$ 755,000	\$ 725,700	\$ 696,600	\$ 3,050,000	\$ 500,000	\$ 5,727,300	
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Fiscal Year Total		\$ 755,000	\$ 725,700	\$ 696,600	\$ 3,050,000	\$ 500,000	\$ 5,727,300



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Wastewater Collection Maintenance Program

Date: September 21, 2016

Project #: SL0003

Project Title: OmniSite for Lift Stations

Project Description and Location:

11.1

On-going project to improve lift station communications with alarm communication devices best suited for the station location and data requirements. OmniSite is a cellular telemetry powered remote monitoring device which provides data logging and real-time monitoring. The goal is to remotely monitor pumping station alarms, equipment condition, and sewer system flows to minimize the risk of sanitary sewer overflows. The upgrades are being performed by WWTP staff as cost effectively as possible. Funding over two additional years will serve to upgrade eight pump stations, which will complete the project.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue		\$ 45,700	\$ 46,600			\$ 92,300
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 45,700	\$ 46,600	\$ -	\$ -	\$ 92,300
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction						\$ -
Purchase Vehicle/Equipment		\$ 45,700	\$ 46,600			\$ 92,300
Total Expenses	\$ -	\$ 45,700	\$ 46,600	\$ -	\$ -	\$ 92,300
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Wastewater Collection Maintenance Program

Date: September 21, 2016

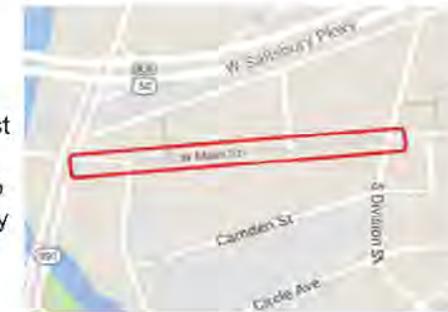
Project #: SM0020

Project Title: Replace Sewer in West Main St.

Project Description and Location:

11.1

As part of the **Main Street Masterplan** project, this project will replace the 80-year-old sewer main located in West Main Street from Division Street to Mill Street. These pipes should be replaced before the street is repaved. The project should be undertaken in conjunction with WWM0020, replacing of the water mains, to minimize the impact to traffic and surrounding businesses. The cost has been updated per the most recent construction cost estimate by AMT in August 2016.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 305,000					\$ 305,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 305,000	\$ -	\$ -	\$ -	\$ -	\$ 305,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction	\$ 305,000					\$ 305,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 305,000	\$ -	\$ -	\$ -	\$ -	\$ 305,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Wastewater Collection Maintenance Program

Date: September 21, 2016

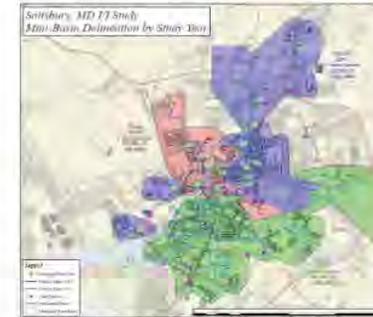
Project #: SM0021

Project Title: Sewer Infiltration & Inflow Remediation

Project Description and Location:

11.1

The City's sanitary sewer collection system is comprised of approximately 155 miles of sewer mains and 3,200 manholes. In 2015, SPW initiated an Infiltration and Inflow study to identify sources of rainwater and groundwater entering the sewer system. The study divided the sewer system into small mini-basins which are then evaluated through flow monitoring. The system is divided into thirty-four mini-basins. Phase 1 was conducted in 2016 and focused on seven high priority mini-basins consisting of 33 miles of sewer lines and 704 manholes. The areas investigated were in the Northside and central business district with documented high wet weather flows. Funds are requested for additional study and flow monitoring. Construction funds are requested for rehabilitation of manholes and sewer mains per the study recommendations.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 450,000	\$ 450,000	\$ 550,000	\$ 500,000	\$ 500,000	\$ 2,450,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 450,000	\$ 450,000	\$ 550,000	\$ 500,000	\$ 500,000	\$ 2,450,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 150,000	\$ 150,000	\$ 150,000			\$ 450,000
Construction	\$ 300,000	\$ 300,000	\$ 400,000	\$ 500,000	\$ 500,000	\$ 2,000,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 450,000	\$ 450,000	\$ 550,000	\$ 500,000	\$ 500,000	\$ 2,450,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -					



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Wastewater Collection Maintenance Program

Date: September 21, 2016

Project #: SM0037

Project Title: Pump Station Improvements

Project Description and Location: 11.1

In Sept 2014, the City completed a Pump Station Inventory and Assessment Study which prioritized capital improvements needed at the City's fifty (50) pump stations. This project consists of the engineering design and construction for multiple pump stations that are in need of similar improvements, grouped into the categories listed below:

1. Energy Efficiency of Pumps: Five (5) pump stations needs new pumps to increase energy efficiency.
2. Metal Wet Wells: Twelve (12) of the City's pump stations have metal wet wells which are showing signs of rusting and deterioration. The metal wet wells have exceeded their design life and should be programmed for replacement.
3. Bypass Pumping or Backup Power: Thirty-Three pump stations do not have a bypass pumping connection. Twenty-three pump stations do not have backup power. The project will implement bypass pumping connections and/or backup power connections, where feasible and cost effective.
4. Traffic Control Plans: Traffic Controls Plans are needed for access to eleven (11) pumping stations. Traffic Control Plans will be developed that can be used by WWTP staff during routine maintenance and emergencies at these pump stations.

Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue		\$ 230,000		\$ 2,550,000		\$ 2,780,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 230,000	\$ -	\$ 2,550,000	\$ -	\$ 2,780,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering		\$ 230,000		\$ 150,000		\$ 380,000
Construction				\$ 2,400,000		\$ 2,400,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 230,000	\$ -	\$ 2,550,000	\$ -	\$ 2,780,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Wastewater Collection Maintenance Program

Date: September 21, 2016

Project #: SM0038

Project Title: Southside Pump Station Force Main

Project Description and Location:

11.1

The Southside Pump Station serves approximately 1/3 of the City. The 16-inch diameter force main transmits flow from the Southside Pump Station on Ridge Road, under the River to Marine Road. If the force main were to be damaged or need repair, there is no other way to transmit flow to the WWTP. The force main is >60 years old. This project is to design a redundant force main that would also run under the River. Design and permitting is programmed for FY20.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue			\$ 100,000			\$ 100,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering			\$ 100,000			\$ 100,000
Construction						\$ -
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:
11.2 - Wastewater Collection Expansion

Program	Fiscal Year					Project Total
	18	19	20	21	22	
Glen Avenue Lift Station SL0052	\$ 127,500	\$ -	\$ 1,250,000	\$ -	\$ -	\$ 1,377,500
Sewer Extension in Mt. Hermon Road SM0039	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Fiscal Year Total	\$ 227,500	\$ -	\$ 1,250,000	\$ -	\$ -	\$ 1,477,500

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues - Water & Sewer	\$ 227,500	\$ -	\$ 1,250,000	\$ -	\$ -	\$ 1,477,500
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 227,500	\$ -	\$ 1,250,000	\$ -	\$ -	\$ 1,477,500



City of Salisbury FY18 Capital Improvement Program

Public Works Department

Wastewater Collection Expansion Program

Date: September 21, 2016

Project #: SL0052

Project Title: Glen Avenue Lift Station

Project Description and Location

11.2

The Glen Avenue Pump Station needs an upgrade to relocate the station out of the road bed to allow safe access for maintenance personnel and facilitate the installation of a crane for pump removal. The project will also provide an emergency backup generator and an updated electrical / SCADA system. The electrical controls for this pump station are located on a pole and can only be accessed via a ladder. This is not a safe method to access or operate the controls.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 127,500		\$ 1,250,000			\$ 1,377,500
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 127,500	\$ -	\$ 1,250,000	\$ -	\$ -	\$ 1,377,500
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 127,500					\$ 127,500
Construction			\$ 1,250,000			\$ 1,250,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 127,500	\$ -	\$ 1,250,000	\$ -	\$ -	\$ 1,377,500
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Program

Public Works Department

Wastewater Collection Expansion Program

Date: September 21, 2016

Project #: SM0039

Project Title: Sewer Extension in Mt. Hermon Road

Project Description and Location

11.2

There are two residences in the City Limits on Mt Hermon road that have private wells and septic systems. The residences are located near Viewfield Drive. The City maintains the septic systems for both properties. In the past year, there have been issues with the septic system which require the City to pump them out more frequently. Additionally, the drain fields are not functioning well. To serve the properties with sanitary sewer, two E-One grinder stations and low pressure force main would need to be installed outside of the State right of way within a 15-foot easement on the north side of Mt Hermon Road. The closest gravity sewer is located approximately 600 feet away at an existing manhole at Viewfield. The water main is not proposed to be extended at this time.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 100,000					\$ 100,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 15,000					\$ 15,000
Construction	\$ 85,000					\$ 85,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

12.0 - Treat Wastewater

Program	Fiscal Year					Project Total
	18	19	20	21	22	
WWTP Outfall Inspection and Repairs SP0044	\$ -	\$ -	\$ -	\$ 76,500	\$ -	\$ 76,500
WWTP Local Limits Study SP0045	\$ -	\$ 25,000	\$ 50,000	\$ -	\$ -	\$ 75,000
WWTP Materials Warehouse & Security Building SP0046	\$ 20,000	\$ 125,000	\$ -	\$ -	\$ -	\$ 145,000
Fiscal Year Total	\$ 20,000	\$ 150,000	\$ 50,000	\$ 76,500	\$ -	\$ 296,500

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues - Water & Sewer	\$ 20,000	\$ 150,000	\$ 50,000	\$ 76,500	\$ -	\$ 296,500
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ 20,000	\$ 150,000	\$ 50,000	\$ 76,500	\$ -	\$ 296,500



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Treat Wastewater Program

Date: September 21, 2016

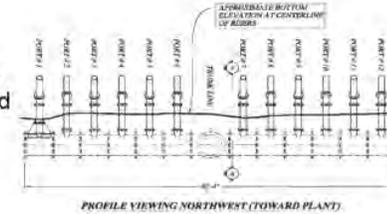
Project #: SP0044

Project Title: WWTP Outfall Inspection and Repairs

Project Description and Location:

12.0

The project will entail inspection of the outfall pipe, manifolds and effluent diffusers from the Wastewater Treatment Plant outfall into the Wicomico River. The diffusers were last inspected and maintained in 2000. This work is scheduled to begin following the WWTP Upgrade project. Engineering design and inspection is budgeted for FY21 and construction in subsequent years.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue				\$ 76,500		\$ 76,500
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ -	\$ -	\$ 76,500	\$ -	\$ 76,500
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering				\$ 76,500		\$ 76,500
Construction						\$ -
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ -	\$ -	\$ 76,500	\$ -	\$ 76,500
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Treat Wastewater Program

Date: September 21, 2016

Project #: SP0045

Project Title: WWTP Local Limits Study

Project Description and Location:

12.0

The EPA requires that WWTPs design their pretreatment local limits based on site-specific conditions. This enables WWTPs to protect its operations and to ensure that its discharges comply with State and Federal requirements. A new Local Limits Study will be required to be performed after the WWTP Upgrade. Data will be collected and evaluated for one year. Testing will occur the year after the evaluation, once a program is established. Since the WWTP upgrade will be completed by December 31, 2017, the study and planning is programmed for FY19. Testing is programmed for FY20.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue		\$ 25,000	\$ 50,000			\$ 75,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ -	\$ 25,000	\$ 50,000	\$ -	\$ -	\$ 75,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering		\$ 25,000	\$ 50,000			\$ 75,000
Construction						\$ -
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ -	\$ 25,000	\$ 50,000	\$ -	\$ -	\$ 75,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



City of Salisbury FY18 Capital Improvement Plan

Public Works Department

Treat Wastewater Program

Date: September 21, 2016

Project #: SP0046

Project Title: WWTP Materials Warehouse & Security Building

Project Description and Location:

12.0

Perform modifications to the existing materials warehouse, including, adding a bathroom, installing a window, removing old electric panels, and demolishing the old leaking tanks that were used for septage receiving. Additionally, provide a space for an office with a window so that WWTP staff can operate the security gate. This will eliminate the need for the outside security company, which will decrease operating expenses. The construction cost also includes gate modifications and repairs. Design is proposed in FY18 and construction in FY19.



Revenues	FY18	FY19	FY20	FY21	FY22	Total
General Revenue						\$ -
Enterprise Fund Revenue	\$ 20,000	\$ 125,000				\$ 145,000
Grant						\$ -
Bonded Debt						\$ -
Bonded Debt/Capacity Fee Paying						\$ -
Lease/Purchase						\$ -
Capital Project Fund						\$ -
Contribution/Donation						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues	\$ 20,000	\$ 125,000	\$ -	\$ -	\$ -	\$ 145,000
Expenses	FY18	FY19	FY20	FY21	FY22	Total
Procure Real Estate						\$ -
Engineering	\$ 20,000					\$ 20,000
Construction		\$ 125,000				\$ 125,000
Purchase Vehicle/Equipment						\$ -
Total Expenses	\$ 20,000	\$ 125,000	\$ -	\$ -	\$ -	\$ 145,000
Operating Budget Impact	FY18	FY19	FY20	FY21	FY22	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**City of Salisbury
Capital Improvement Plan
Department of Public Works**

Program:

13.0 - Fleet Management Water & Sewer Fund

Program	Fiscal Year					Project Total
	18	19	20	21	22	
No Projects are proposed for this category	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Funding Sources	Fiscal Year					Source Total
	18	19	20	21	22	
General Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonded Debt/Capacity Fees Paying P&I	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease / Purchase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Project Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions/Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capacity Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In-Kind Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Glossary of Accounting and Budget Terms

SEBY

Glossary of Accounting and Budget Terms

ACCOUNTING SYSTEM – The total structure of records and procedures that identify, record, classify, summarize, and report information on the financial position and results of operations of a government.

ACCRUAL BASIS OF ACCOUNTING – The method of accounting in which transactions are recognized when they occur, regardless of the timing of related cash flows.

APPROPRIATIONS – The legal authorizations made by the Mayor and City Council to the departments, of the City which approves their budgets and allows them to make expenditures and incur obligations for purposes with the accounts approved.

ASSESSABLE BASE – The total value of all real and personal property in the City which is used as a basis for levying taxes. Tax exempt property is excluded from the assessable base.

BALANCED BUDGET – A budget that has operating revenues equal to operating expenditures.

BOND – A written promise to pay a specified amount of money, called the principal amount, at specific dates in the future called maturity dates along with interest at a specific rate.

BONDS ISSUED – Bonds sold.

Glossary of Accounting and Budget Terms

BOND RATING – A rating, issued by a rating agency, which indicates the probability of timely repayment of principal and interest on bonds issued.

BUDGET – A financial plan containing estimated revenues and expenses for an organization. The plans are prepared by the individual departments and reviewed and submitted by the Mayor to the City Council for their review and approval.

BUDGET YEAR – The fiscal year for which the budget is being considered. (See also FISCAL YEAR.)

CAPITAL IMPROVEMENTS PROGRAM (CIP) – The annual updated 5-year plan or schedule of projected expenditures for buildings, public facilities, and other improvements which are of significant value and have a useful life of several years. The City's program includes estimated project costs, sources of funding, and timing of work for each project. The Capital Improvements Program is the basis for the annual CIP appropriations and any new bond issues.

CAPITAL EXPENSES (OUTLAY) – Departmental expenditures which generally result in the acquisition of furniture, equipment, and/or computers, which have a value of less than \$5,000 and have an estimated useful life in excess of three years. Capital expenses are reflected in the budget document in each department requesting the items.

Glossary of Accounting and Budget Terms

CAPITAL PROJECTS – A specific activity or element of the Capital Improvements Program involving expenditures and funding for the creation of permanent facilities or other public assets having a relatively long useful life.

CIP – See Capital Improvements Program

CURRENT YEAR – The fiscal year that is prior to the budget year.

DEBT ISSUANCE – The sale or issuance of any type of debt instrument, such as bonds.

DEBT LIMIT – The statutory or constitutional maximum debt that an issuer can legally incur.

DEBT RATIOS – The ratios that provide measures of assessing debt load and ability to repay debt, which play a part in the determination of credit ratings. They also are used to evaluate the City's debt position over time against its own standards and policies.

DEBT SERVICE – The payment of principal and interest on borrowed funds such as bonds.

DEFICIT – The amount by which a government's budget outlays exceed its budget revenues for a given period, usually a fiscal year.

Glossary of Accounting and Budget Terms

DEPARTMENT – The major organizational divisions in the City with overall responsibility for one or more activities or functions of the City.

DEPRECIATION – An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence.

ENCUMBRANCE – A firm commitment to pay for future goods and services formally documented with a contract or agreement that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within a department's appropriation.

ENTERPRISE FUND – A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, in which the costs of providing goods or services to the general public are financed or recovered primarily through user charges.

EXPENDITURE – An actual payment made by check, inter-fund transfer, or by recordation of an amount due for goods received or services rendered.

FIDUCIARY FUND – The trust and agency funds used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units, and/or other funds.

Glossary of Accounting and Budget Terms

FISCAL POLICIES – The City’s financial management policies relating to operating budgets, accounting, Capital Improvements Program, General Fund balance levels, debt, and investments.

FISCAL YEAR – An organization’s accounting or financial year. The City’s fiscal year starts July 1 and ends June 30.

FIXED ASSET – Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

FUND – A fiscal and accounting entity with a self-balancing set of accounts recording cash and all other financial resources or assets, together with all related liabilities or outside claims to those assets; and the remaining unclaimed net worth or residual equity in those assets, which are segregated for the purpose of carrying on specific activities or attaining specific program objectives.

FUND BALANCE – The cumulative difference between expenditures and revenue accumulated over the life of a fund. A negative fund balance is usually referred to as a deficit.

Glossary of Accounting and Budget Terms

FY – See Fiscal Year

GAAP – See Generally Accepted Accounting Principles.

GASB – See Governmental Accounting Standards Board.

GENERAL FUND – The major operating fund of the City used to account for all financial resources and activities, except those accounted for in one of the City's other funds.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, Financial Accounting Standards Board, or various other accounting standard setting bodies.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) – This organization was established as an arm of the Financial Accounting Foundation in April 1984 to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities.

GOVERNMENTAL FUNDS - Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Glossary of Accounting and Budget Terms

GRANTS – A transfer of county, state or federal monies to the City, usually for specific programs or activities.

INFRASTRUCTURE – The physical assets of a city (streets, water, sewer, public buildings, and/or parks) upon which the continuance and growth of a community depend.

INTERFUND TRANSFERS – Payments made from one operating fund to another as a contribution to defray a portion of the recipients fund's costs.

INTERGOVERNMENTAL REVENUES – The revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

LIABILITIES – Debts or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

LONG-TERM DEBT – Debt or obligations of the City with a final maturity or payment date of greater than one year.

MODIFIED ACCURAL BASIS OF ACCOUNTING – The accrual basis of accounting adapted to the governmental fund type. It is a modified version of the full accrual basis of accounting in that it, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

Glossary of Accounting and Budget Terms

NET BONDED DEBT – Gross bonded debt less any cash or other assets available and earmarked for its retirement.

NON-DEPARTMENTAL OPERATING EXPENDITURES – Operating expenditures which are not charged directly to specific departments but are cost to the City as a whole, such as debt service payments and general liability insurance.

OBLIGATIONS – Amounts that a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

OPEB – See Other Post Employment Benefits.

OPERATING BUDGET – The portion of the City's budget that provides resources for the day-to-day operations of the City.

ORDINANCE – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be enacted by ordinance and those which may be enacted by resolution.

Glossary of Accounting and Budget Terms

OTHER POST EMPLOYMENT BENEFITS (OPEB) – Post employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Other post-employment benefits that a retiree can be compensated for include healthcare premiums and deferred-compensation arrangements.

PAYGO (PAY-AS-YOU-GO) – Capital expenditures which are funded from current revenues.

PERSONNEL (COSTS) – Expenditures that include salary costs for full-time, part-time, temporary and contract employees, overtime expenses and all associated fringe benefits.

PRIOR YEAR(S) – The fiscal year(s) proceeding the current year.

PROJECTIONS – The estimate of budget authority, outlays, receipts, or other amounts extending several years into the future. Projections generally are intended to indicate the budgetary implications of existing or proposed programs.

PROPOSED BUDGET – Reflects the budget or line-item amount recommended by the Mayor to the City Council for their review and consideration. It reflects either his assessment of what is needed to accomplish the department's objectives, or the limited resources available to accomplish the intended objectives.

RESOLUTION – A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.

Glossary of Accounting and Budget Terms

REVENUE – Income received by the City to support its program of services to the community. It includes sources such as property taxes, admission fees, service charges, and Federal and State grants, to name just a few.

RFP – Request for Proposals. Federal mandate to request proposals from potential contractors for outsourced government services.

SHORT-TERM DEBT – Debt or obligations of the City due within one year or less.

TAX BASE – All forms of wealth under the City's jurisdiction that are taxable.

TAX RATE – The amount levied for every \$100 of assessed property value, as determined by the Maryland State Assessment Department on both real and personal property within The City of Salisbury limits.

UNDESIGNATED FUND BALANCE – Funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

UNASSIGNED FUND BALANCE – That portion of a fund balance for which no binding commitments have been made.