

CITY OF SALISBURY, MARYLAND



MAYOR'S ADOPTED BUDGET AND EXPLANATORY MATERIALS FOR FY2019

City Council



Councilwoman
April R. Jackson D.1



Vice President
Muir Boda D.2



President
John 'Jack' R. Heath
D.3



Councilman
James P. Ireton D.4



Councilman
R. Hardy Rudasill D.5

City Administration



Mayor
Jacob R. Day



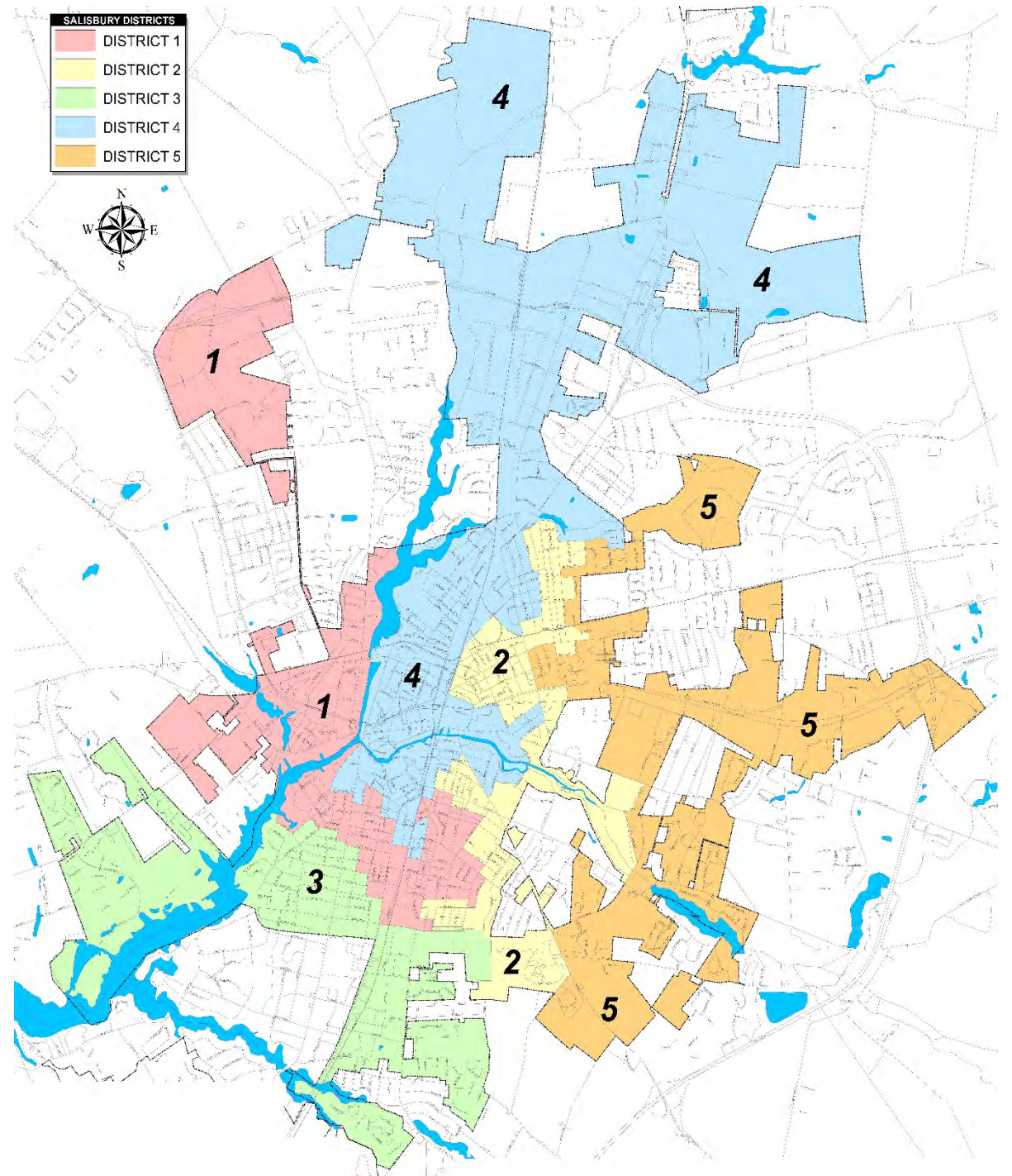
City Administrator
Julia Glanz



Deputy City Administrator
Andy Kitzrow

Councilmanic Districts

- District 1: April R. Jackson
- District 2: Muir Boda
- District 3: John R. "Jack" Heath
- District 4: James Ireton, Jr.
- District 5: R. Hardy Rudasill





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Salisbury
Maryland**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) has presented the City of Salisbury with its Distinguished Budget Presentation Award for the annual budget for the fiscal year beginning July 1, 2017.

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

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

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- Summary of Elected and Appointed Officials
- Map of Councilmanic Districts
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Mayor's Budget Message



Friends, Citizens, members of the City Council,

The renaissance of Salisbury is an unfolding story and the climax is still ahead of us. Together, we as a community, have written a clear outline with a setting in a beautiful Delmarva landscape, and a narrative arcing toward a place of comfort, a community of peace and opportunity, and a city of listening and service.

Over the past 5 years, Salisbury has been in a transition, engaging more people in positive, cooperative progress as we seek to become known as one of the great small cities of America. In the last 2 years we have worked to transform our city government in response to these community changes. We have reorganized completely, funded new priorities, increased our commitment to our employees, and done it all while growing our economy and becoming ever more customer-service oriented.

We have rebranded our City, adopted the ResultSBY metrics system, authored and adopted the Downtown Master Plan, Zoo Master Plan, Urban Greenway Master Plan, Route 13 Corridor Plan and the City Park Master Plan. We have begun implementation of every major initiative your leadership team promised.

Mayor's Budget Message

While undertaking this important work, we have, in the words of Standard & Poor's become a fantastic place to invest in based on our "strong economy, good financial policies, very strong budgetary flexibility, and strong liquidity." That investment has resulted in both population and economic growth.

The 2017 US Census Bureau Population Estimate shows that between 2010 and 2016, we added 3,778 people to the City of Salisbury. That represents 12% growth from 2010, while the remainder of Wicomico County and the other 7 counties of the Eastern Shore collectively lost 404 people. Salisbury has become the fastest growing city in Maryland (2 years in a row) and our median age continues to decline to 27.8. Our metro area growth is more than double that of Maryland or Delaware as a whole. Most of the population growth in our city is domestic migration under 18 and persons between 34-45 (in other words, families with children).

With more than 91% of all business revenue in Wicomico County received in the City of Salisbury (Bureau of Economic Analysis, 2017) and 83% of all employment in Wicomico County within the City of Salisbury (Bureau of Labor Statistics, OWIP, 2017), our job market continues to shine. As America's 7th fastest growing job market (US Conference of Mayors Metro Economies Index, 2017), employment opportunities are improving and unemployment has dropped to 5.4% in the Salisbury metro area. Meanwhile, per capita income growth in the City of Salisbury has outpaced both Wicomico County and the Salisbury Metro Area. Growth of families making more than \$50,000 per year have outpaced the rest of the Delmarva Peninsula. Most importantly, our diversified economy is more resilient than a single-industry economy and in 2017, Salisbury was ranked as having the #1 highest growth in the number of new small businesses in America (WalletHub, 2017).

Mayor's Budget Message

In response to that growth, construction activity has increased again through 2017. We have over \$51,573,000 in construction permitted in the last 9 months – our best stretch since 2007 and second best since 2000. We are up more than 150% since this time last year. Property value assessments are climbing and more projects are walking into our One-Stop Shop daily.

This good economic news – while of course not permanent – foretells a bright future, one founded upon the decisions and progress we have made in recent years. In other words, we are on the right track.

Continuing our trek toward making this City one of the best in America is a mission that I am committed to and must be the primary focus of each of our decisions about government priorities, policy adoption and infrastructure investment. As such, this budget continues our focus on priorities including:

Reducing Chronic Homelessness

The FY19 budget continues to invest in no less than 30 households for housing chronically homeless individuals and families. It also provides for 2 staffers solely focused on housing and providing wraparound case management services for the homeless in and around our community.



Mayor's Budget Message



Creating Opportunity for Youth

This budget expands our investment in young people by providing support for a Youth Development Specialist, operational funding for 2 Youth Development Centers (Truitt and Newton) and

Strengthening our Neighborhoods

The FY19 budget supports our neighborhood associations by expanding the Neighborhood Walks program, our On the Table and Clean Sweeps programs, and supporting the expansion of this and more in our neighborhoods through the creation of a Neighborhood Relations Manager position that will orient services from all departments as a liaison to each City neighborhood.

Cleaning our Streets and our River

While we have grown our street sweeping program, reducing both pollutant and floatable introduction to the Wicomico River, I believe we can and should continue to expand the work we do to protect the Chesapeake Bay and Wicomico River. Moreover, that work can contribute to enhancing the quality of our neighborhoods. This budget adds a Neighborhood Rubbish cleaning position to the budget for the first time, bringing some of the rubbish abatement work the City performs through contractors in house, reducing the cost to citizens who find themselves with a rubbish citation and providing far more control over the pace and effectiveness of rubbish cleanup efforts on private property. Furthermore, our stormwater management program will expand into the River, as we venture into the City's first automatic floatable trash collection system – an enhancement over the manpower-intensive 4-days per week boat-based trash collection that happens today.

Mayor's Budget Message

Providing High Quality Parks for All

In addition to these new efforts, the City will add a Parks Maintenance worker who will help to clean and maintain our more than 25 City parks. This year we will also continue investing significant resources in the City Park to respond to decades or under-funded maintenance and capital improvements. The Salisbury Zoo will see improvements to existing assets (pathway paving, fencing, North American Ducks, Bobcat and Red Wolf exhibits) and will see the addition of a new rentable events venue. Lastly, we will move forward with plans to improve Waterside Park, providing the west-side with a much-needed improved and walkable park asset.



Providing Safe Alternative Transportation

With the booming launch of the SPIN bikeshare system through entirely private funding, a fully-adopted Bike Master Plan, and a series of designed and funded bikeways that will begin construction in Summer 2018, we will fast rise beyond a Bike Friendly City and become a City that Bikes! Design and engineering progress is being made on the Urban Greenway, the Spine Rail-with-Trail and bikeways around the City. Each of these inter-related and connected pieces of infrastructure will help make alternative (and more affordable) transportation easier and safer for residents and commuters alike.

Mayor's Budget Message

Growing Our Economy

Our booming economy must be reminded that we aren't letting off the gas anytime soon. This year the final 2 phases of the Main Street Masterplan will be funded, as will the final phase of the Riverwalk Amphitheater. We will continue to grow our investment in wayfinding, signage and streetscaping, while making significant structural repairs to our increasingly full and increasingly important Downtown Parking Garage. Our Business Development Department continues to take on new work and will supervise the contracts for the Salisbury Running Festival and the National Folk Festival – two crown jewels in our economy.

The seeds are planted for a brighter future than many in this area could have anticipated for Salisbury. I believe that this budget feeds and waters those seeds adequately for continued healthy growth. As we observe and prune appropriately, we will pick the fruits of our labor and have more and more resources to work with in the future. And I am confident we will continue to rise as one of America's great small cities.

Yours in Service,

A handwritten signature in blue ink, appearing to read 'J. R. Day', with a stylized flourish at the end.

Jacob R. Day, Mayor

Mayor's Budget Message: Strategic Plan - Focus Areas

Focus Area 1:

Economic Development

Continue to grow the City's economic base by recruiting diverse enterprises. Partner with Salisbury University, Wor-Wic Community College, and University of Maryland Eastern Shore to reduce "brain drain". This will lead to an increase in economic activity and raise the City's taxable base. Salisbury is the fastest growing city in Maryland.

Focus Area 2:

Infrastructure

Fund infrastructure projects that will push Salisbury to be one of the most desirable cities in Maryland to live.

Focus Area 3:

Planning for the Future

Continue to develop our Master Plans (Downtown, Zoo, Urban Greenway, City Park, etc.) into reality. These plans will ensure Salisbury has a high quality of life for our residents.

Focus Area 4:

Organizational Effectiveness

Promote an organizational culture which encourages idea generation, project development efficiency, bold risks, and teamwork to hold us accountable to the community we serve.

Focus Area 5:

Quality of Life

Focus on the most vulnerable in our community, to include our youth and homeless. We will continue to develop Salisbury into a city eager to become a powerhouse.

Mayor's Budget Message: short-Term Goals



National Folk Festival in Salisbury, Maryland

Salisbury beat out 43 other cities from across the country to host this 78-year-running, itinerant, annual celebration of the folk arts. With an estimated \$15 million-\$30 million coming into the community in just the first year through hotels, restaurants, merchandise and more, the economic impact of this event will be tremendous.

Physical appearance: In the run up to the festival, preparation of the physical footprint and the surrounding areas will be of utmost importance, with a keen focus on branding and rehabilitation/revitalization of existing assets.

Public Safety: Partnerships with every major law enforcement agency on the peninsula, and an abundance of first responders on site. Multiple tabletop drills have been conducted to rehearse contingency plans.

Measure the Impact: Salisbury Wicomico Economic Development and BEACON (the Business Economic and Community Outreach Network at Salisbury University) will track the economic impact of the festival from year-to-year, giving us data which we can use to help us maximize the potential of the event.

Mayor's Budget Message: Priorities

Paving and Maintenance of City Streets:

Using maintenance priority list, continue to mill and pave streets which are in the most need of repair first, working our way forward on a constant cycle.

Main St. Master Plan

Maintain forward progress on Main St. overhaul. Identify potential issues before they arise to minimize down-time.



Focus on Community Spaces and After School Programs:

Bring Waterside Park to completion, and bring Newton St. Community Center online.

SBY Marathon
Expand upon the 1,200 registered runners we saw in the inaugural race. Widen the opportunity for business participation by engaging more partners. Sharpen focus on how we can bring more money to town through the event by making it even more appealing to elite runners.



Mayor's Budget Message: 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 Coastal 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.



Mayor's Budget Message: 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.

Mayor's Budget Message: 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.

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Mayor's Budget Message: 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.

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 crisscross 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





Demographic and Statistical Profile

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
- 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

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

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

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

- Salisbury Population: 32,338
- Wicomico Population: 102,923
- 30 mi. Radius Population: 405,853

- **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)

Section 1.3 Introductory Section



Centre at Salisbury Mall

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

U.S. Census 2010 - 2014

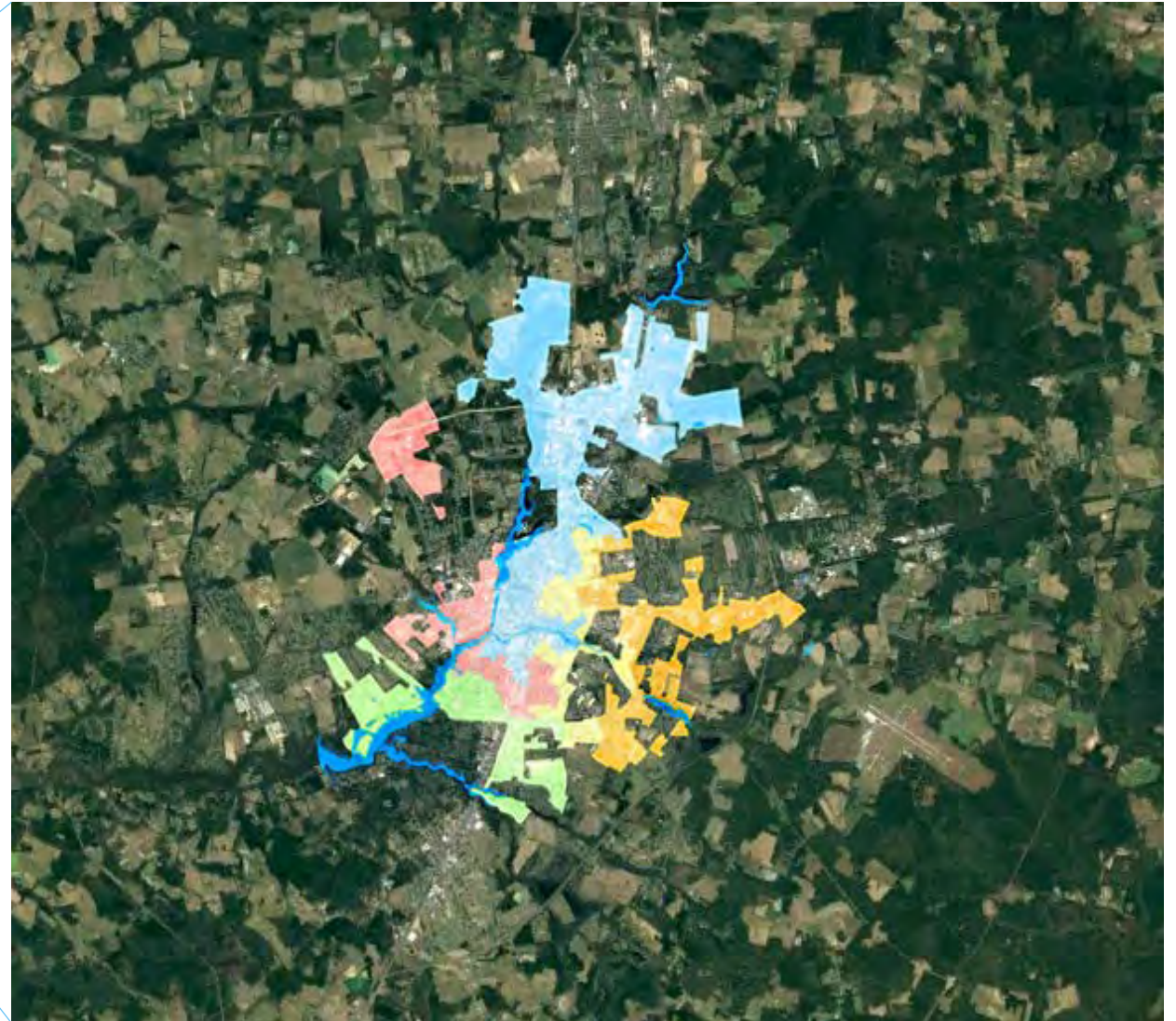
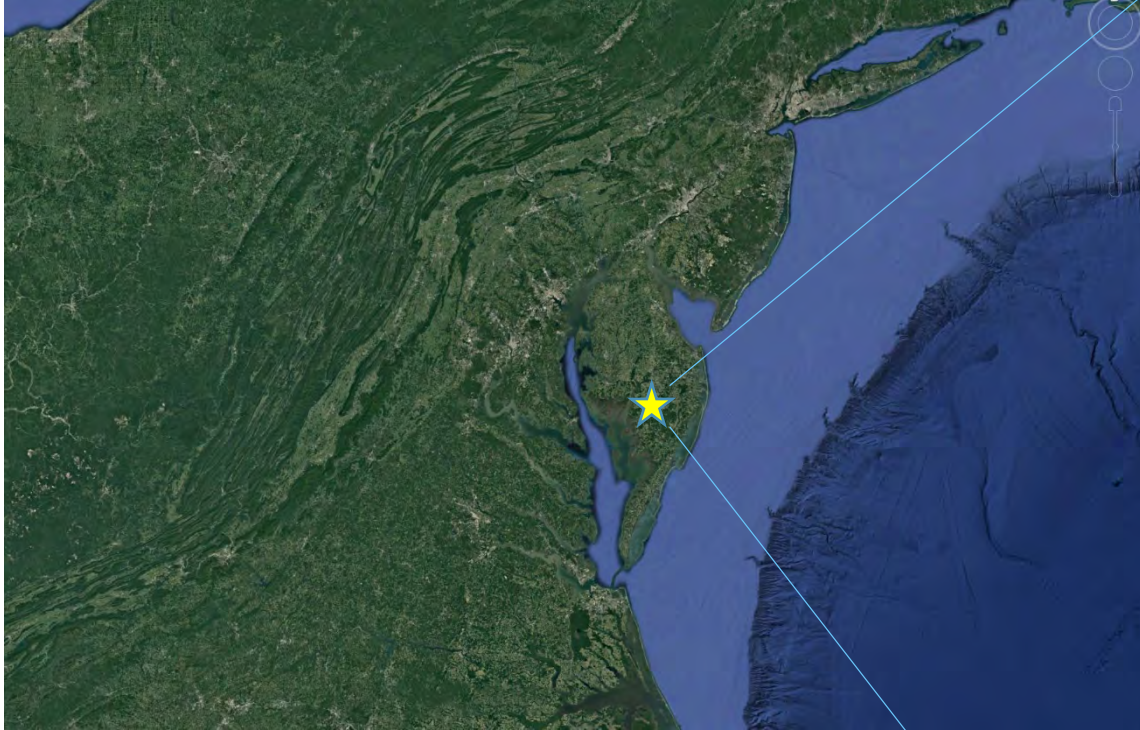
Demographic and Statistical Profile

Economic Trend Data

Data Series	Mar 2018	Apr 2018	May 2018	June 2018	July 2018
Labor Force Data					
Civilian Labor Force	186.5	187.4	189.6	197.0	199.7
Employment	175.2	178.0	181.3	187.7	190.7
Unemployment	11.3	9.5	8.3	9.3	9.1
Unemployment Rate	6.1	5.0	4.4	4.7	4.5
Total Nonfarm	152.8	157.1	162.4	167.4	169.6
12-month % change	0.6	0.6	0.3	-2.3	-2.1
Government	25.1	24.9	25.3	24.2	23.5
12-month % change	0.4	-0.4	0.8	0.0	-3.7

Source: U.S. Bureau of Labor Statistics

Demographic and Statistical Profile



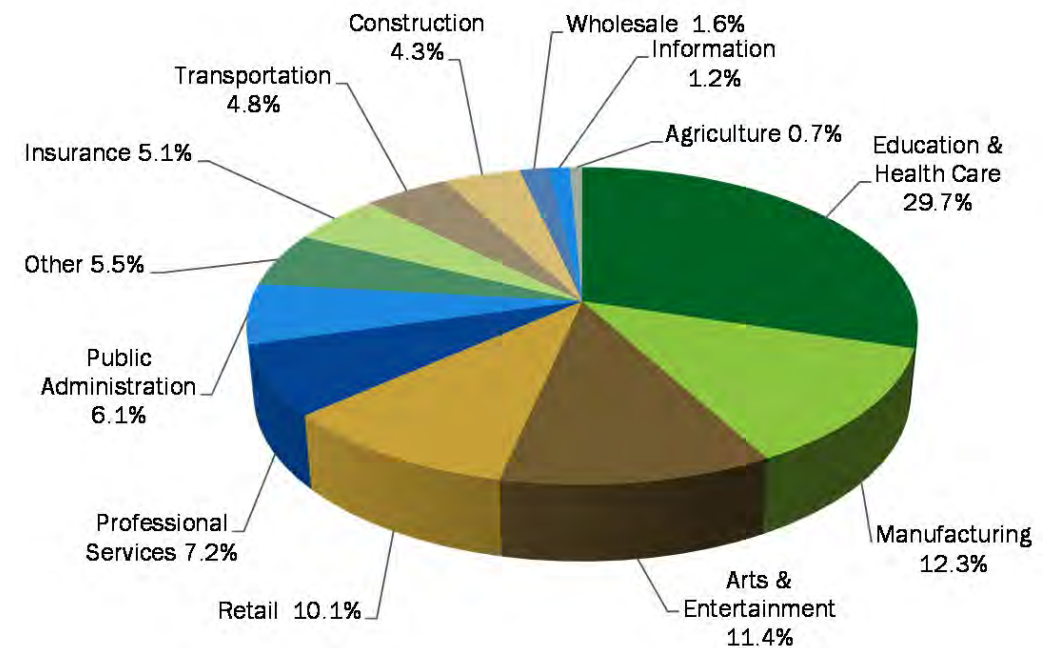
Demographic and Statistical Profile

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

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

Salisbury University Expansion

- \$111 million new Academic Commons building open
- \$19 million new football/lacrosse stadium open
- 9,000 students; 8,700 applications for 1,200 freshman positions
- 2,250 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

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

Perdue Farms

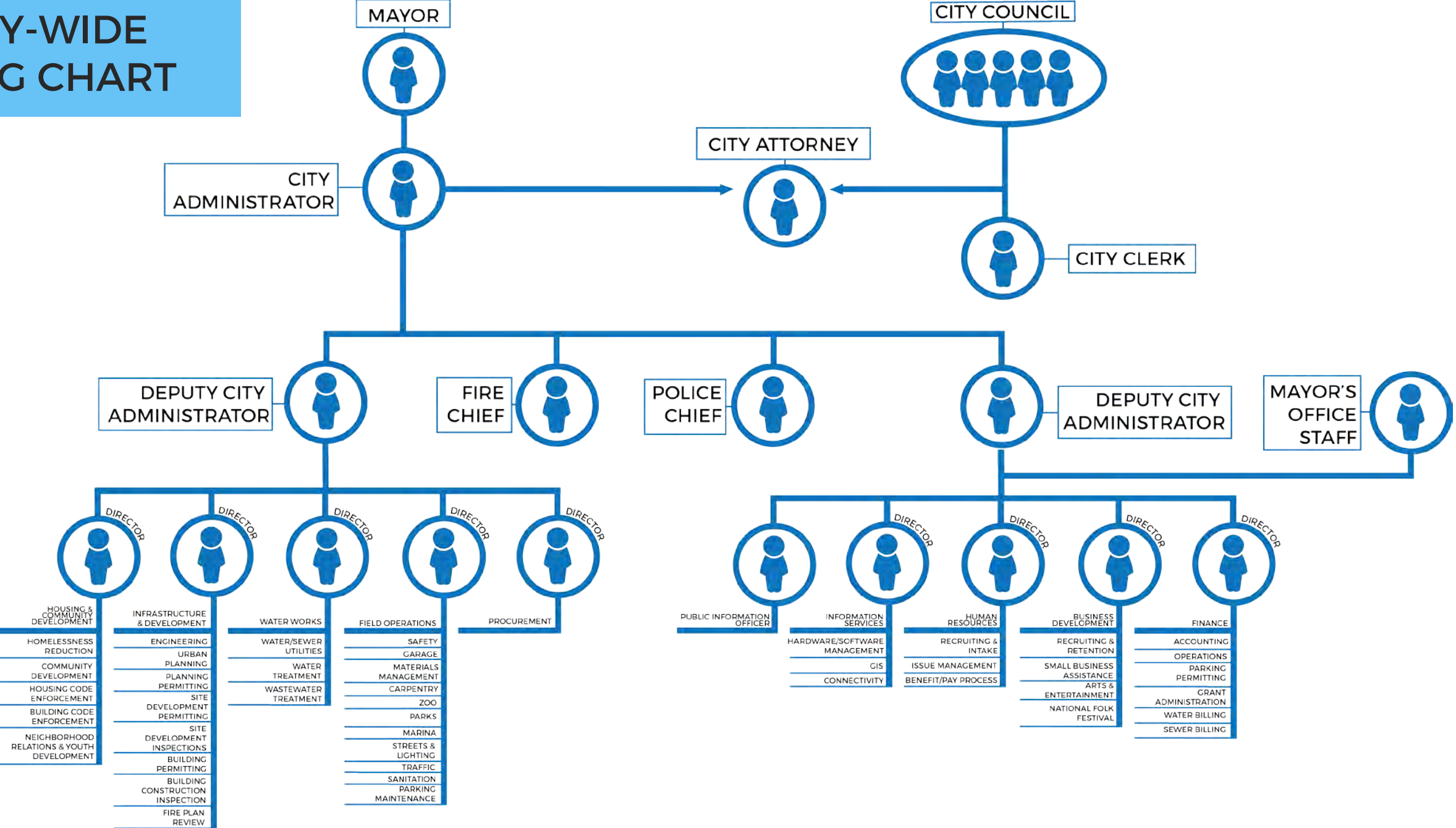
Salisbury is home to:

- 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.



CITY-WIDE ORG CHART



Authorized Position Summary



Authorized Positions								
DEPARTMENT	DIVISION	FY14	FY15	FY16	FY17	FY18	FY19 MAYOR APPROVED	FY19 ADOPTED
City Clerk		2	2	2	2	2	2	2
Mayor's Office		4	4	4	4	5	5	5
	Public Information Office	-	1	1	1	1	1	1
Human Resources		2	3	3	3	3	3	3
Business Development		1	1	1	1	2	2	2
Finance	Accounting	7	7	7	7	7	9	9
	Water Billing	2	2	2	2	2	2	2
	Sewer Billing	3	3	3	4	4	4	4
Procurement		4	4	4	4	4	4	4
Information Services	Information Technology	3	3	4	4	4	4	4
	GIS					2	3	3
Police	Sworn	92	102	102	102	102	102	102
	Non-Sworn	17	17	17	17	18	17	17
	Public Safety Communications	10	14	14	14	14	14	14
	Animal Control	2	2	2	2	2	2	2
Fire	Sworn	64	68	68	68	73	73	73
	Non-Sworn	2	2	2	2	4	3	3
Housing & Community Development		-	-	-	12	13	12	13

Authorized Position Summary



Authorized Positions									
DEPARTMENT	DIVISION		FY14	FY15	FY16	FY17	FY18	FY19 MAYOR APPROVED	FY19 ADOPTED
Infrastructure & Development			-	-	-	-	-		
	Engineering		22	17	18	18	20	20	20
	Water Engineering		1	2	2	2	1	1	1
	Sewer Engineering		1	1	1	1	1	1	1
	Planning & Development		-	-	-	-	1	1	1
	Plan Review/ Inspections		6	6	6	4	4	4	4
Field Operations									
	Field Ops Administration		10	9	9	10	6	6	6
	Streets		10	10	10	10	10	10	10
	Traffic		5	5	5	6	6	6	6
	Parking		4	4	4	4	4	4	4
	Street Cleaning		3	2	2	3	3	3	3
	Waste Collection/Disposal		10	9	10	10	10	11	11
	Recycling		3	3	3	3	2	2	2
	Fleet Management		7	6	6	6	6	6	6
	Materials Management		-	-	-	-	-		
	Zoo		13	13	13	14	14	14	14
	Carpenter		3	2	2	2	2	2	2
	Parks		6	6	6	7	7	8	8

Authorized Position Summary



Authorized Positions								
DEPARTMENT	DIVISION	FY14	FY15	FY16	FY17	FY18	FY19 MAYOR APPROVED	FY19 ADOPTED
Community Development		2	2	2	-	-		
Neighborhood Services and Code Compliance		9	9	10	-	-	-	
Water Works	Water Administration	-	-	-	2	2	2	2
	Water Utilities	13	12	12	12	12	11	11
	Water Treatment	12	12	12	12	13	13	13
	Wastewater Treatment	27	27	29	28	31	31	31
	Sewer Utilities	11	11	11	11	11	13	13
	Pretreatment Monitoring	3	3	3	3	3	3	3
TOTAL		396	406	412	417	431	434	435

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor	FY19 Adopted
City Clerk 11100								
City Clerk	12	1	1	1	1	1	1	1
Records Admin/Asst. Clerk	8	1	1	1	1	1	1	1
Total City Clerk		2	2	2	2	2	2	2
Business Development 11600								
Director of Business Development	12	1	1	1	1	1	1	1
Office Associate II	2	0	0	0	0	1	1	1
Total Business Development		1	1	1	1	2	2	2
Mayor's Office 12000								
City Administrator	18	1	1	1	1	1	1	1
Deputy City Administrator	17	0	0	0	0	2	2	2
Assistant City Administrator	12	1	1	1	1	0	0	0
Public Information Officer	9	0	1	1	1	1	1	1
Executive Admin Office Manager	7	1	1	1	1	1	1	1
Administrative Office Associate	5	1	1	1	1	1	1	1
Total Mayor's Office		4	5	5	5	6	6	6
Department of Finance 15000								
Asst Director of Finance - Operations	14	1	1	1	1	1	1	1
Asst Director of Finance - Accounting	14	1	1	1	1	1	1	1
Grants Manager	12	0	0	0	0	0	1	1
Payroll Accountant I/II	8/10	1	1	1	1	1	1	1
Grant Coordinator	7	0	0	0	0	0	1	1
Accounts Payable Clerk I/II	3/7	1	1	1	1	1	1	1
Revenue Supervisor	3/7	1	1	1	1	1	1	1
Revenue Clerk I/II/III - Collections	3/5/6	1	1	1	1	1	1	1
Revenue Clerk I/II/III - Parking	3/4/5	1	1	1	1	1	1	1
Total Finance		7	7	7	7	7	9	9

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor	FY 19 Adopted
Department of Procurement 16000								
Director Procurement	14	1	1	1	1	1	1	1
Senior Buyer I/II	8/9	1	1	1	1	1	1	1
Buyer I/II	6/7	1	1	1	1	1	1	1
Buyer Assistant I/II	5/6	1	1	1	1	1	1	1
Total Procurement		4	4	4	4	4	4	4
Department of Information Services 18000								
Information Services Director	15	1	1	1	1	1	1	1
IS Assistant Director - GIS	13	0	0	0	0	1	1	1
IS Assistant Director - IT	13	0	0	0	0	0	1	1
GIS Analyst	10	0	0	0	0	1	1	1
Crime Analyst	9	0	0	0	0	0	1	0
Network Admin	9	1	1	1	1	1	1	1
Network Technician	8	1	1	1	0	0	0	0
System Administrator	8	0	0	0	1	1	0	0
Computer Technician	5	0	0	0	1	1	1	1
Total Department of Information Services		3	3	3	4	6	7	6
Human Resources 18500								
Human Resources Director	13	0	0	0	1	1	1	1
Human Resources Manager	12	1	1	1	0	0	0	0
Human Resource Associate I/II	9	1	1	1	1	1	0	0
Office Associate II/III	2/3	0	1	1	1	1	0	0
Administrative Office Associate	4	0	0	0	0	0	1	1
Human Resources Specialist	10	0	0	0	0	0	1	1
Total Human Resources		2	3	3	3	3	3	3

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor	FY19 Adopted
Planning and Zoning 19000								
City Planner	13	0	0	0	0	1	1	1
Total Planning and Zoning		0	0	0	0	1	1	1
Salisbury Police Department 21021								
Chief of Police	PS13	1	1	1	1	1	1	1
Colonel	PS12	1	1	1	1	1	1	1
Major	PS11	1	1	1	1	1	1	1
Captain	PS10	2	2	2	2	2	2	2
Lieutenant	PS9	6	6	6	6	6	6	6
Sergeant	PS8	7	7	7	7	7	7	7
Corporal/Master Corporal	PS6/7	7	7	7	7	7	7	7
Police Office - Police Officer First Class, Senior Police Officer, Master Police Officer*	PS2-5	67	77	77	77	77	77	77
<i>*5 Police Officers are frozen (not funded) for FY18</i>								
Subtotal - Sworn Positions		92	102	102	102	102	102	102
Safe Streets Coordinator ***Grant Funded***		1	0	0	0	0	0	0
Cadets	2	0	0	0	0	2	2	2
Quartermaster	10	0	1	1	1	1	1	1
Resource Manager	8	0	1	1	1	1	1	1
Crime Data Analyst	9	2	2	2	2	1	0	1
Intelligence Analyst	7	2	2	2	2	2	2	2
Office Manager	6	1	1	1	1	1	1	1
Records Management Technician Supervisor	6	0	0	0	1	1	1	1
Chief Administrative Records Clerk	6	2	2	2	2	1	1	1
Victim Witness Coordinator	5	0	0	0	1	1	1	1
Evidence & Property Control Specialist	4	0	0	0	0	2	2	2
Property Custodian I	3	2	2	2	2	0	0	0
Record Clerks/Secretary	3	1	0	0	0	0	0	0
Records Management Technician	3	2	2	2	2	3	3	3
Groundskeeper Custodian	3	0	0	0	0	2	2	2
Public Service Officer	1	2	2	2	0	0	0	0
Custodian	1	2	2	2	2	0	0	0
Subtotal - Civilian Positions		17	17	17	17	18	17	18
Total Police		109	119	119	119	120	119	120

Section 1.5.2 Introductory Section

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor Approved	FY19 Adopted
Police Communications 21025								
Police Communications Director	15	0	0	0	0	0	1	1
Police Communication Supervisor I	10	0	4	4	4	4	1	1
Police Communications Officer I / II / III	5/7/9	10	10	10	10	10	12	12
Total Police Communications		10	14	14	14	14	14	14
Animal Control 21029								
Animal Control Officer	5	2	2	2	2	2	2	2
Total 21029 Animal Control		2	2	2	2	2	2	2
Salisbury Fire Department 24035								
Fire Chief	15	1	1	1	1	1	1	1
Deputy Fire Chief	PS8	1	1	1	2	2	2	2
Assistant Fire Chief	PS7	5	5	5	4	5	5	5
Captain	PS6	3	3	3	3	6	6	6
Lieutenant	PS5	6	6	6	6	5	5	5
Firefighter/Paramedic	PS4	26	26	26	26	26	26	26
Firefighter/EMTB	PS2	22	26	26	26	28	28	28
Emergency Vehicle Technician III (EVT)	11	0	0	0	0	1	0	0
Fire Inspector I	7	0	0	0	0	1	1	1
Office Manager	6	1	1	1	1	1	1	1
Office Associate II/III	2/3	1	1	1	1	1	1	1
Total 24035 Salisbury Fire Department		66	70	70	70	77	76	76
Building, Permitting and Inspections 25100								
BPI Manager	14	1	1	1	1	1	1	1
Zoning Administrator	11	1	1	1	1	0	0	0
Plans Examiner	9	1	1	1	1	0	0	0
Building Inspector	8	1	1	1	1	1	1	1
Plumbing Inspector	8	1	1	1	1	1	1	1
Planning and Permits Coordinator	7	0	0	1	0	1	1	1
Administrative Support Technician	5	1	1	0	1	0	0	0
Total 25100 Building, Permitting and Inspections		6	6	6	6	4	4	4

Section 1.5.2 Introductory Section

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor Approved	FY19 Adopted
Housing and Community Development 25200								
HCDD Director	14	1	1	1	1	1	1	1
Assistant Dir. HCDD	12	1	1	1	1	1	0	0
Housing Supervisor	10	1	1	1	0	0	0	0
Senior Code Enforcement Officer	9	0	0	0	1	1	1	1
Grant Specialist	9	0	0	1	0	0	0	0
Housing and Homelessness Manager	9	0	0	0	1	1	1	1
Code Enforcement Officer	7	4	4	4	4	6	5	5
Office Manager	6	1	1	1	1	1	1	1
Administrative Support Technician	6	0	1	1	0	0	0	0
Administrative Support Specialist	6	1	0	0	1	1	0	0
Administrative Records Clerk	5	1	1	1	1	1	1	1
Youth Development Specialist	5	0	0	0	0	0	0	1
Nuisance Officer Grant Funded	2	1	1	1	1	0	0	0
Neighborhood Relations Manager		0	0	0	0	0	1	1
Clean/Lien Specialist		0	0	0	0	0	1	1
Total Housing and Community Development		10	10	10	11	12	12	13
Transportation 22000								
Transportation Superintendent	12	0	0	0	1	1	1	1
Traffic Systems Manager	10	1	1	1	0	1	1	1
Traffic Manager	10	0	0	1	1	0	0	0
Traffic Supervisor	8	1	1	1	1	1	1	1
Electrician	7	1	1	1	1	1	1	1
Signs/Pavement Marking Tech I / II	2 / 4	2	2	2	1	2	2	2
Total Transportation		5	5	6	5	6	6	6

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor	FY19 Adopted
Field Operations Administration								
Director of Field Operations	15	0	0	0	1	1	1	1
Director Public Works	17	1	1	1	1	0	0	0
Water Division Chief	14	1	0	0	0	0	0	0
Deputy Director Operations	12	1	1	1	1	0	0	0
Safety Manager	11	0	0	0	0	1	1	1
Operations and Maintenance Superintendent	10	1	1	1	1	1	1	1
Resource Manager	8	1	1	1	1	0	0	0
Materials Manager	6	1	1	1	1	0	0	0
Office Manager/Admin.	6	0	0	0	0	1	1	1
Administrative Assistant	5	2	2	2	2	0	0	0
Administrative Office Associate	5	1	1	1	1	1	1	1
Supply/Records Clerk	2	1	1	1	1	1	1	1
Total Field Operations Administration		10	9	9	10	6	6	6
Infrastructure and Development 31000								
Director of Infrastructure & Development	16	0	0	0	0	1	1	1
Deputy Director Engineering	15	1	1	1	1	0	0	0
Supervisor Civil Engineer	13	1	1	1	1	1	1	1
Construction Manager	11	1	1	1	1	0	0	0
Surveyor	11	1	1	1	1	1	1	1
Project Engineer	11	4	2	2	2	3	3	3
Project Manager Engineering	10	2	2	1	1	2	2	2
Transportation Project Specialist	10	0	0	0	0	0	0	1
Construction Inspector Supervisor	9	1	1	1	1	1	1	1
Construction Inspector	8	2	1	2	2	2	2	2
Engineering Technician	8	3	1	2	2	2	2	1
Drafting Supervisor	8	1	1	1	1	1	1	1
CAD Drafter	6	2	2	2	2	2	2	2
Engineering Associate	5	1	1	1	0	0	0	0
Engineering Technician III	5	0	0	0	1	1	1	1
Administrative Assistant	5	0	0	0	0	1	1	1
Survey Technician I / II	2/5	2	2	2	2	2	2	2
Total Infrastructure and Development		22	17	18	18	20	20	20

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor	FY19 Adopted
Streets 31150								
Street Supervisor	7	1	1	1	1	1	1	1
Street Crew Leader	5	1	1	1	1	1	1	1
Motor Equipment Oper I / II / III/ IV / V	3/4/5/6/7	8	8	8	8	8	8	8
Total 31150 Streets		10	10	10	10	10	10	10
Collection/Disposal 32061								
Sanitation Superintendent	10	1	1	1	1	1	1	1
Sanitation Supervisor	6	1	1	1	1	1	1	1
Asst Sanitation Supervisor	5	1	1	1	1	0	0	0
Motor Equipment Operator I / II/ II	3/4/5	7	6	7	7	8	8	8
AmeriCorps Volunteer		0	0	0	0	0	1	1
Total Collection/Disposal		10	9	10	10	10	11	11
Recycling 32062								
Recycling Supervisor	6	1	1	1	1	0	0	0
Motor Equipment Operator II	4	2	2	2	2	2	2	2
Total Recycling		3	3	3	3	2	2	2
Fleet Maintenance 34064								
Vehicle Maintenance Supervisor	8	1	1	1	1	1	1	1
Diesel Mechanic	7	1	0	0	0	0	0	0
Automotive Mechanic II / III	3/5	4	4	4	4	4	4	4
Office Associate II/III	3/4	1	1	1	1	1	1	1
Total Fleet Maintenance		7	6	6	6	6	6	6
Carpenter Shop 35000								
Carpenter Supervisor	6	1	1	1	1	1	1	1
Carpenter Assistant	2	1	0	0	0	0	0	0
Painter	2	1	1	1	1	1	1	1
Total Carpenter Shop		3	2	2	2	2	2	2

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor	FY19 Adopted
Salisbury Zoo 40000								
Zoo Director	13	1	1	1	1	1	1	1
Marketing/Development	10	1	1	1	1	1	1	1
Education Curator	9	1	1	1	1	1	1	1
Animal Health Coordinator	8	1	1	1	1	1	1	1
Lead Zookeeper	8	0	0	0	0	1	1	1
Collection Registrar	8	0	0	0	1	1	1	1
Chief Accounts Clerk	6	1	1	1	1	1	1	1
Education Technician I/II	3/5	1	1	1	1	1	1	1
Zookeeper I / II/ III / IV	3/5/6/7	6	6	6	6	5	5	5
Groundskeeper	3	1	1	1	1	1	1	1
Total Salisbury Zoo		13	13	13	14	14	14	14
Parks 45000								
Parks Supervisor	8	1	1	1	1	1	1	1
Horticulturist	6	1	1	1	1	1	1	1
Motor Equipment Operator II	4	1	1	1	1	1	1	1
Parks Maintenance Worker	3	3	3	3	3	4	5	5
Total Parks		6	6	6	6	7	8	8
Parking Authority 31154								
Parking Supervisor II	9	1	1	1	1	1	1	1
Revenue Clerk I/II/III - Parking	3/4/6	1	1	1	1	1	1	1
Parking Maintenance Worker	3	1	1	1	1	1	1	1
Parking Enforcement Officer	2	1	1	1	1	1	1	1
Total Parking Authority		4	4	4	4	4	4	4

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor	FY19 Adopted
Street Sweeping 60820								
Motor Equipment Operator II	4	3	2	2	3	3	3	3
Total Street Sweeping		3	2	2	3	3	3	3
Water Engineering 81080								
Project Engineer	11/12	0	1	1	1	1	1	1
GIS Technician	8	1	1	1	1	0	0	0
Total Water Engineering		1	2	2	2	1	1	1
Water Fund Billing 81570								
Utility Billing Supervisor	7	1	1	1	1	1	1	1
Cashier I/II	2/3	1	1	1	1	1	1	1
Total Water Fund Billing		2	2	2	2	2	2	2
Water Plant 82075								
Superintendent Water Treatment Plant	12	1	1	1	1	1	1	1
Asst Water Treatment Plant Supt	9	1	1	1	1	1	1	1
Water Plant Maint Operator	8	1	1	1	1	1	1	1
Water Treatment Plant Operator I / II	6/7	7	7	7	7	8	8	8
Quality Control/Sample Technician	5	1	1	1	1	1	1	1
Administrative Office Associate	4	1	1	1	1	1	1	1
Total Water Plant		12	12	12	12	13	13	13
Utilities Water 82076								
Superintendent Utilities	12	1	1	1	1	1	1	1
Utility Section Chief	8	2	2	2	2	2	2	2
Utility Supervisor	7	1	1	1	1	1	0	0
Administrative Assistant	5	1	1	1	1	1	1	1
Utility Technician I / II / III	4/5/6	5	4	4	4	4	4	4
Utility Locator	4	1	1	1	1	1	1	1
Meter Technician II	4	1	1	1	1	1	1	1
Meter Reader I	3	1	1	1	1	1	1	1
Total Utilities Water		13	12	12	12	12	11	11

Section 1.5.2 Introductory Section

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor	FY19 Adopted
83000 Water Administration								
Director Water Works	16	0	0	0	1	1	1	1
Office Manager	6	0	0	0	1	1	1	1
Total Water Administration		0	0	0	2	2	2	2
Sewer Engineering 84080								
Construction Inspector	8	1	1	1	1	1	1	1
Total Sewer Engineering		1	1	1	1	1	1	1
Sewer Billing 85070								
Finance Director	16	1	1	1	1	1	1	1
Accountant II	11	0	0	0	1	1	1	1
Utility Billing Clerk I/II/III	3/5/6	2	2	2	2	2	2	2
Total Sewer Billing		3	3	3	4	4	4	4
Wastewater Treatment 86083								
Superintendent WWTP	13	1	1	1	1	1	1	1
Asst WWTP Superintendent	11	1	1	1	1	1	1	0
WWTP Chief Operator	10	1	1	1	1	1	1	1
Laboratory Supervisor	9	0	0	0	0	0	0	1
Maintenance Supervisor	9	1	1	1	1	1	1	1
Biosolids Manager	9	1	1	1	1	1	1	1

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor	FY19 Adopted
WWTP Shift Supervisor	9	3	3	3	3	3	0	0
Materials Supervisor	8	1	1	1	0	1	1	1
Chemist	8	1	1	1	1	1	0	0
Electrician Supervisor	8	1	1	1	1	1	1	1
Biosolids Operator II	7	0	0	0	0	0	1	1
CMMS Tech	6	0	0	0	0	0	1	1
Instrumentation Tech	6	0	0	0	0	0	1	1

Authorized Position Detail



Position Title	FY19 Pay Grade	FY14	FY15	FY16	FY17	FY18	FY19 Mayor	FY19 Adopted
WWTP Operator I / II / III / IV	6/7/8/9	7	7	8	8	8	8	8
Plant Mechanic	6	4	4	5	5	5	5	5
Administrative Assistant	5	0	0	0	1	1	1	1
Lab Technician I/II	4/5	2	2	2	2	2	2	2
Assistant Plant Mechanic	4	1	1	1	1	1	1	1
Administrative Office Associate	4	1	1	1	0	0	0	0
Groundskeeper	3	1	1	1	1	1	1	1
Total Wastewater Treatment		27	27	29	28	31	31	31
Utilities Sewer 86085								
Assistant Utilities Superintendent	9	1	1	1	1	1	1	1
Utility Section Chief	8	1	1	1	1	1	2	2
Utility Tech I / II / III	4/5/6	6	6	6	6	7	8	8
Utility Tech II Assistant Locator	5	1	1	1	1	0	0	0
Meter Tech I	3	1	1	1	1	1	1	1
Water Meter Reader I/II	3/6	1	1	1	1	1	1	1
Total Utilities Sewer		11	11	11	11	11	13	13
Pretreatment Monitoring 86086								
Pretreatment Coordinator	9	1	1	1	1	1	1	1
Pretreatment Technician II	5	1	1	1	1	1	1	1
Pretreatment Technician I	3	1	1	1	1	1	1	1
Total Pretreatment Monitoring		3	3	3	3	3	3	3
Grand Totals		396	406	412	417	431	434	435



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 Policies and Procedures



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

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.

Budget Calendar



December – January	Budget instructions issued to department heads by Finance Dept.
January – March	Departments prepare budgets
February – March	Revenue forecasts are developed and revised
March – April	Department budget requests are revised and assembled in Mayor’s Budget
April 15 th	Mayor’s Proposed Budget due to Council
Late April/May	<ul style="list-style-type: none">• First reading of Budget Ordinance• City Council work sessions to review and revise Mayor’s Proposed Budget• Public Hearing on Budget
Late May/Early June	<ul style="list-style-type: none">• City Council work sessions to review and revise Mayor’s Proposed Budget• Public Hearing on Budget• Second reading of budget ordinance and adoption by Council

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.

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 mayor 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.

Financial Policies



General Fund Budgeting Continued

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.

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.

Financial Policies



Fund Balances/Reserves Continued

- 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

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.

Financial Policies



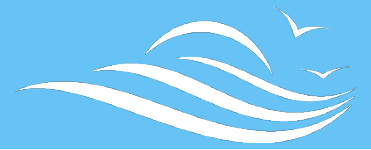
Investments

- 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.

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.

Debt Policy



Additional policy Information Continued:

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.

Debt Policy



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

Used to account for revenues derived from specific taxes, grants, or other restricted revenue sources. The use & limitation of special revenue funds are specified by City ordinance or federal or state statutes.

Capital Project Funds

Used to account for the acquisition or construction of major capital investments.

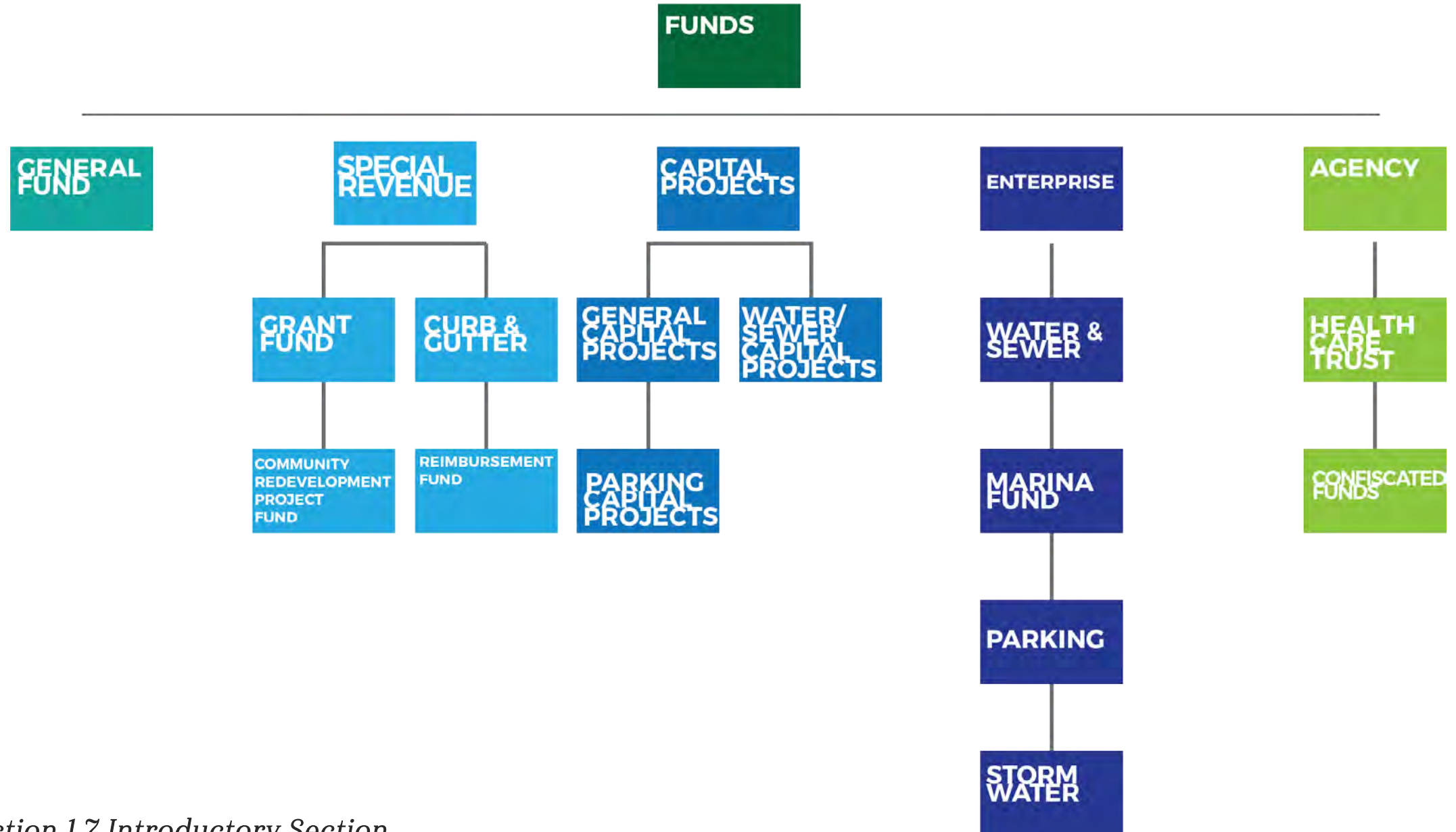
Enterprise Fund

Used to account for operations that are financed in a manner similar to private business.

Agency Funds

Used to account for revenues that belong to parties other than the City. The Court is our only Agency Fund

Funds



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 providing management of the day to day operations, providing visions and leadership to the organization, and carrying out the Council's legislative decisions.
	13000	Elections	
	17000	City Attorney	Responsible for managing the City's legal affairs and overseeing all legal matters
	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	Provides support for recruiting, hiring, onboarding, professional development, and benefits to all staff.
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 firefighting	Assist the Fire Department on a volunteer basis, supplying manpower during emergencies
HCDD	25200	Housing & Community Development	Code enforcement, neighborhood improvement, homelessness reduction and youth development
Misc.	90001	Insurance	
	70101	Debt Service	
	90500	Other	
Other Financing Uses	91001	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



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
	81080	Water Engineering	Design/maintenance of water delivery infrastructure
	84080	Sewer Engineering	Design and maintenance of the City's waste removal systems
	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
Recreation & Culture	40000	Zoo	
	45000	Parks	
Water Works	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
	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	



Consolidated Schedules

Budget Overview



This table summarizes the revenues and expenditures of the City's Adopted 2019 Budget.

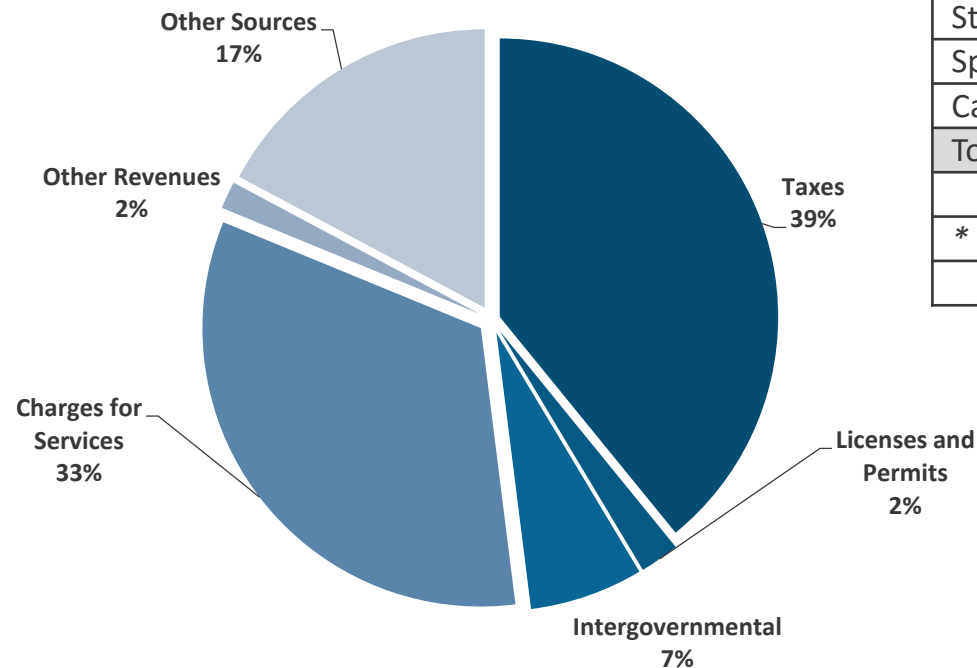
	General Fund	Capital Improvement Program	Special Revenue Funds	Enterprise Funds	Total Budget
Revenues:					
Taxes	27,556,597	-	-		27,556,597
Licenses and Permits	1,613,650	-	-		1,613,650
Intergovernmental	2,825,159	420,150	1,405,758	-	4,651,067
Charges for Services	5,733,691	-	-	17,648,137	23,381,828
Other Revenues	548,148	470,000	-	100,926	1,119,074
Other Sources	719,000	11,148,200	-	250,000	12,117,200
Total Revenues	\$ 38,996,245	\$ 12,038,350	\$ 1,405,758	\$ 17,999,063	\$ 70,439,416
Transfers In	-	638,000	187,626	-	825,626
Transfers Out	(304,626)	-	-	(521,000)	(825,626)
Use of Fund Balance	1,782,844	-	-	2,138,646	3,921,490
Total Financial Resources	\$ 40,474,463	\$ 12,676,350	\$ 1,593,384	\$ 19,616,709	\$ 74,360,906
Expenditures:			-		
General Government	3,133,218	-	-	-	3,133,218
Public Safety:		-	600	-	600
Police	13,290,575	300,000	949,606	-	14,540,181
Fire	8,556,502	102,000	-	-	8,658,502
Public Works:		-	-	-	-
Field Operations	5,336,218	-	-	-	5,336,218
Infrastructure & Development	1,702,887	8,998,000	-	-	10,700,887
Water Sewer Operations		2,176,200	-	18,035,532	20,211,732
Parking Operations`		400,000	-	791,131	1,191,131
Other Operations		-	-	790,046	790,046
Economic Development	777,851	-	-	-	777,851
Housing & Community Development	1,092,795	-	643,178	-	1,735,973
Recreation and Culture:		-	-	-	-
Salisbury Zoo	1,151,804	380,000	-	-	1,531,804
Parks	636,540	320,150	-	-	956,690
Insurance and Misc.	1,013,751	-	-	-	1,013,751
Debt Service	3,782,322	-	-	-	3,782,322
Total Expenditures	\$ 40,474,463	\$ 12,676,350	\$ 1,593,384	\$ 19,616,709	\$ 74,360,906

Revenue Summary



The budgeted revenue in FY 2019 is \$70,439,416; an 11% increase from FY 2018. This is primarily due to revenue associated with the Capital Improvements Program, which increased \$3,122,043, and the General Fund which increased \$2,145,983.

Revenues by Type - All Funds



	FY 2019 Adopted	FY2018 Adopted	% Change	FY 2017 Actual
General Fund	38,996,245	36,850,462	6%	36,956,037
Parking Fund	750,000	756,000	-1%	681,751
Water Sewer Fund	16,367,863	15,415,432	6%	23,984,774
Marina Fund	56,200	56,500	-1%	73,126
Storm Water Fund	825,000	600,000	38%	578,075
Special Revenue Funds*	1,405,758	981,000	43%	1,291,981
Capital Project Fund*	12,038,350	8,916,305	35%	1,768,509
Total	70,439,416	63,575,699	11%	65,334,253
<i>* Multi Year Fund</i>				

Expenditures Summary



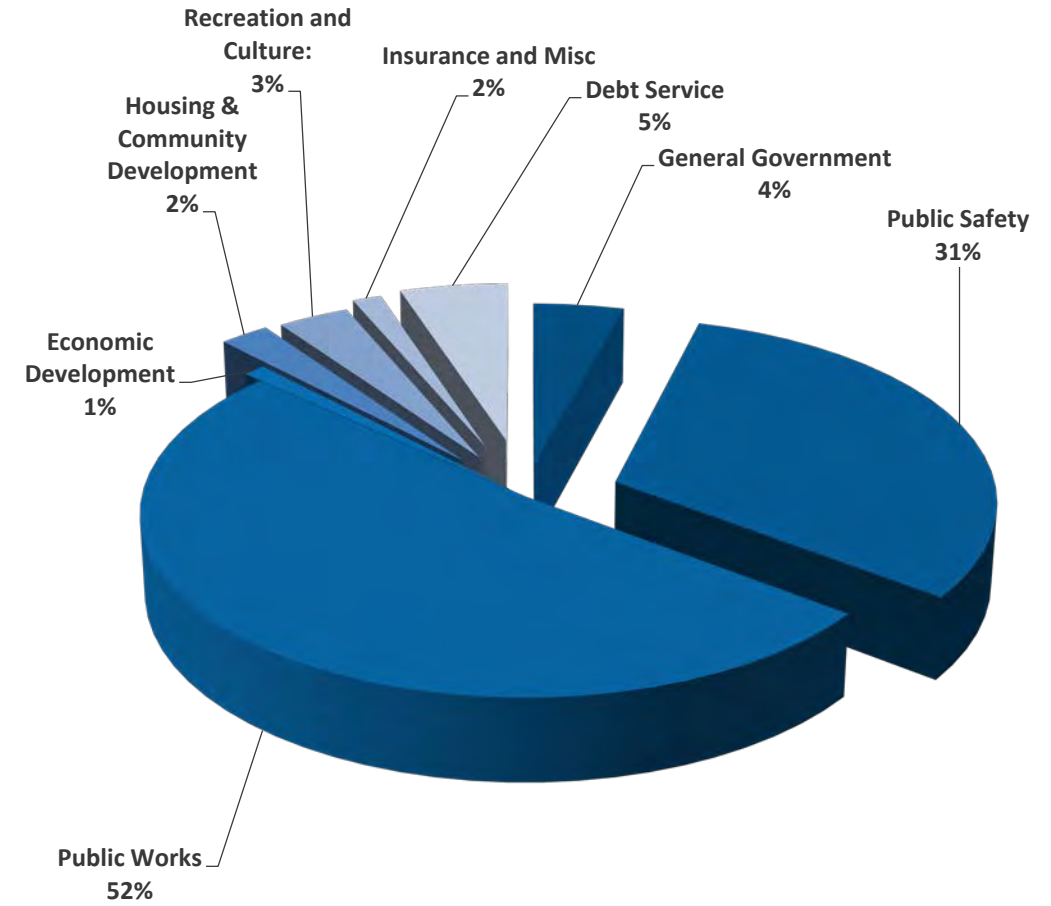
The budgeted expenditures in FY 2019 is \$75,186,532; a 12% increase from FY 2018. This is primarily due to expenditures associated with the Capital Improvements Program, which increased \$5,297,797.

Fund	FY19 Adopted			FY18 Adopted	% Change	FY 2017 Actual**
	Per Ordinance	Transfers	Net of Transfers			
General Fund	40,779,089	304,626	40,474,463	38,546,908	5%	36,296,282
Parking Fund	791,131		791,131	799,054	-1%	555,367
Water Sewer Fund	18,396,532	361,000	18,035,532	18,175,138	-1%	11,871,020
Marina Fund	88,147	-	88,147	88,147	0%	109,077
Storm Water Fund	861,899	160,000	701,899	443,052	37%	364,813
Grant Fund*	1,593,384		1,593,384	981,000	38%	1,303,826
Com Develop Cap Project Fund	-	-	-	-	0%	48,012
Capital Projects Fund*	12,676,350		12,676,350	7,378,553	42%	4,788,009
	75,186,532	825,626	74,360,906	66,411,852	11%	55,336,406

* Multi Year Fund

** Excluding Depreciation

Expenditures by Type - All Funds



Statement of Revenues, Expenses and Changes in Fund Balance



All Governmental Funds

FY19 budgeted revenues, expenses and change in fund balance are shown here for Governmental Funds (including Special Revenue and Capital Project funds.)

	Actual				Adopted Budget	
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Revenues						
Taxes	\$ 23,588,107	\$ 23,789,800	\$ 24,506,195	\$ 24,801,665	\$ 26,607,694	\$ 27,556,597
Other revenue	4,002,693	3,749,143	4,582,208	4,630,361	1,130,207	1,018,148
Intergovernmental revenues	4,625,390	3,707,275	4,640,082	3,643,335	5,210,099	4,651,067
Service charges	2,887,318	3,314,757	3,158,061	3,041,011	6,774,163	7,347,341
Total Revenues	35,103,508	34,560,975	36,886,546	36,116,372	39,722,163	40,573,153
Expenditures						
General government	3,149,202	3,359,794	3,780,459	3,970,388	3,723,637	3,911,069
Public safety	18,546,719	19,464,654	20,035,532	20,885,690	23,757,231	24,533,256
Public works	5,713,445	5,430,741	4,970,684	4,910,018	6,304,773	7,039,105
Recreation and culture	2,267,820	1,766,395	1,910,125	1,930,038	1,734,577	1,788,344
Nondepartmental	563,713	617,711	1,006,594	931,423	1,032,967	1,013,751
Capital outlay	3,564,738	2,326,058	8,952,848	6,677,531	9,000,153	12,676,350
Debt service						
Principal	2,416,299	4,630,439	2,152,098	2,300,773	1,786,570	2,262,636
Interest	625,180	666,267	674,248	885,103	1,188,153	1,519,686
Total Expenditures	36,847,116	38,262,059	43,482,588	42,490,964	48,528,061	54,744,197
Excess of revenues over (under) expenditures	(1,743,608)	(3,701,084)	(6,596,042)	(6,374,592)	(8,805,898)	(14,171,044)
Other financing sources (uses)						
Proceeds from sale of capital assets	126,804	2,028	13,683	467,942	-	-
Operating transfers in (out)	(43,466)	(22,914)	154,320	75,355	(411,652)	521,000
Proceeds from extended term financing			1,697,575	-	27,999	719,000
Payment to refunding agent				(9,466,692)		
Proceeds from Bond Issuance	3,266,313	6,763,365	4,135,138	12,751,624	6,997,605	11,148,200
Total other financing sources (uses)	3,349,651	6,742,479	6,000,716	3,828,229	6,613,952	12,388,200
Net Change in fund balances	1,606,043	3,041,395	(595,326)	(2,546,363)	(2,191,946)	(1,782,844)
Fund Balances, beginning of year	17,060,003	18,666,046	21,146,331	20,551,005		
Fund Balances, end of year	\$ 18,666,046	\$ 21,707,441	\$ 20,551,005	\$ 18,004,642		

Statement of Revenues, Expenses and Changes in Fund Balance



General Fund

The net amount and fund balance for FY14-FY17 totaled \$465,689, or an average of \$116,422 per year. The FY 2019 Budget reflects a Net Change in fund balances of \$ 1,782,844 since budgeted revenues are under expenditures by the same amount. The City forecast no or minimal change in fund balance due to expected favorable expenditure variances based on prior 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.

	Actual				Budget	
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Revenues						
Taxes	\$ 23,588,107	\$23,789,800	\$24,506,195	\$24,801,665	\$26,607,694	\$27,556,597
Other revenue	3,400,894	3,745,962	4,563,763	4,250,105	541,507	548,148
Intergovernmental revenues	2,195,070	2,234,549	2,312,521	2,428,600	2,899,099	2,825,159
Service charges	2,875,024	3,305,577	3,035,614	2,979,689	6,774,163	7,347,341
Total Revenues	32,059,095	33,075,888	34,418,093	34,460,059	36,822,463	38,277,245
Expenditures						
General government	2,633,985	2,834,524	2,950,118	3,278,547	3,723,637	3,911,069
Public safety	17,442,749	18,661,055	19,611,828	20,435,138	22,776,231	22,939,872
Public works	5,519,857	5,356,958	4,933,359	4,855,183	6,304,773	7,039,105
Recreation and culture	2,267,820	1,766,395	1,910,125	1,930,038	1,734,577	1,788,344
Nondepartmental	563,713	617,711	1,006,594	931,423	1,032,967	1,013,751
Capital outlay	739,194	797,378	1,661,702	1,778,500		
Debt service						
Principal	2,416,299	4,630,439	2,152,098	2,300,773	1,786,570	2,262,636
Interest	625,180	666,267	674,248	786,680	1,188,153	1,519,686
Total Expenditures	32,208,797	35,330,727	34,900,072	36,296,282	38,546,908	40,474,463
Excess of revenues over (under) expenditures	(149,702)	(2,254,839)	(481,979)	(1,836,223)	(1,724,445)	(2,197,218)
Other financing sources (uses)						
Proceeds from sale of capital assets	126,804	2,028	13,683	467,942	-	-
Operating transfers in (out)	(156,604)	(97,397)	(950,897)	(785,416)	(495,500)	(304,626)
Proceeds from extended term financing	88,313		1,697,575		27,999	719,000
Proceeds from Bond Issuance	-	2,754,365	-	2,028,036	-	-
Total other financing sources (uses)	58,513	2,658,996	760,361	1,710,562	(467,501)	414,374
Net Change in fund balances	(91,189)	404,157	278,382	(125,661)	(2,191,946)	(1,782,844)
Fund Balances, beginning of year	11,980,884	11,889,695	12,293,852	12,572,234		
Fund Balances, end of year	\$ 11,889,695	\$12,293,852	\$12,572,234	\$12,446,573		

Statement of Revenues, Expenses and Changes in Fund Balance



Enterprise Funds

FY19 budgeted revenues, expenses, and change in fund balance are shown here for Enterprise Funds that are assigned annual appropriations. The City does not assign the Mitchel Landing Fund an annual budget. A 5% increase in water/sewer rates was budgeted to cover a portion of repairs experienced in recent years, and based on a recently-completed water/sewer rate study.

	Water Sewer Fund	Parking Fund	Marina Fund	Stormwater Fund
Revenues				
Charges for services	\$ 16,266,937	\$ 725,000	\$ 56,200	\$ 600,000
Other revenue	7,500			
Total Revenues	16,274,437	725,000	56,200	600,000
Expenditures				
Operating	13,093,152	570,745	88,147	476,899
Capital outlay	108,066	61,250		225,000
Debt service	4,834,314	159,136		
Total Expenditures	18,035,532	791,131	88,147	701,899
Excess of revenues over (under) expenditures	(1,761,095)	(66,131)	(31,947)	(101,899)
Other financing sources (uses)				
Operating transfers in (out)	(361,000)			(160,000)
Proceeds from extended term financing	93,426	25,000		225,000
Proceeds from Bond Issuance	-		-	
Total other financing sources (uses)	(267,574)	25,000	-	65,000
Net Change in fund balances FY19 Adopted Budget	(2,028,669)	(41,131)	(31,947)	(36,899)
Net Change in fund balances FY18 Adopted Budget	(2,779,706)	(43,054)	(31,647)	-
Fund Balances, 6/30/17	64,733,567	1,880,087	1,543,995	358,621
Fund Balances, end of year (projected)	\$ 59,925,192	\$ 1,795,902	\$ 1,480,401	\$ 321,722

Summary of FY19 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 \$50,167,992. After considering general obligations including mortgages and notes outstanding of \$20,595,778, the available additional debt margin was \$29,572,214.

Debt Budgeted to be issued in FY19

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

Fund	Issue Amount
General Fund	8,885,000
Parking Fund	400,000
Storm Water Fund	
Total	\$9,285,000

Summary of FY19 Debt Service



General Fund Debt Service

The following schedule lists the principal and interest payments budgeted for payment in the General Fund for FY2019.

	FY19 Budget Debt Service		
ISSUE	Principal	Interest	Total
2011 General Obligation Bonds	335,664	100,813	436,477
2011 General Obligation Bonds	246,859	28,439	275,298
2013 General Obligation Bonds	192,000	70,099	262,099
2014 MD Water Quality	4,575	612	5,187
2016 General Obligation Bonds	352,386	62,514	414,900
2017 General Obligation Bonds	815,848	358,319	1,174,167
2018 General Obligation Bonds	315,304	130,821	446,125
2019 General Obligation Bonds		768,069	768,069
	2,262,636	1,519,686	3,782,322

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 \$3,782,322 in debt service included in the FY 19 Proposed Budget represents 75% of the limit set in the City's Debt Policy.

Summary of FY19 Debt Service



Enterprise Funds Debt Service

The following schedule lists the principal and interest payments budgeted for payment in each Enterprise Fund for FY2019.

	FY19 Budget Debt Service		
ISSUE	Principal	Interest	Total
Water Fund	326,241	84,758	410,999
Sewer Fund	3,744,054	679,261	4,423,315
Total Water Sewer Fund	4,070,295	764,019	4,834,314
Parking Fund	102,883	56,253	159,136
Marina Fund	-	-	-
Storm Water Fund	-	-	-
	4,173,178	820,272	4,993,450

Summary of Position Changes



Step Increases

A One-Step increase was awarded for all personnel.

Pay Plan

The Fire Pay Plan was overhauled.

Merit Pay, Career Ladder Updates, Reclassifications, Positions Added, Positions Deleted

A schedule providing a Summary of Position Changes is provided on the following page.

Summary of Position Changes



Department	Merit Pay Awarded	Reclassifications	Career ladder Positions Added	Positions Added	Positions Deleted	Other
Finance		Assist. Dir. Oper. G14 Assist. Dir. Acct. G14 UB Supervisor G7	Utility Billing III Revenue Clerk Collection III Revenue Clerk Parking II/III Payroll Accountant II			Transferred from HCDD: Grant Manager Grant Coordinator
Human Resources			HR Specialist Admin Office Associate			
Zoo			Zoo Keeper			
Field Operations	Adm. Office Assoc. \$ 3,271 O & M Super \$3,810			Park Maintenance Worker G3 Americorp Volunteer \$8,600		
HCDD				Neighbor. Relations Mgr. \$ 41,020 Clean/Lien Specialist Youth Specialist \$30,251	Code Enforcement 43,871	
DID				Transportation Specialist \$ 49,295	Engineering Tech \$39,647	
Information Systems	Director IS \$ 1,592	IS Assist. Dir. – IT G13 Crime Analyst G9				
Fire	Clerical \$ 1,699	Clerical \$2,473			Fire Mechanic \$48,003	
Mayor		Admin Office Assoc. G5				
Water Works			Operator I, II, III, IV	Utility Tech I G4		Various changes to positions at Water Works were authorized resulting in a salary reduction of \$40,134. Please see below for details.

Summary of Position Changes



Water Works Reorganization:

Existing Position	FY18 Funding	Proposed Position	FY19 Funding
(11/14) Asst. Superintendent	62,098	Position Eliminated	--
(9/5) Shift Supervisor	44,548	(6/1) Operator I	32,670
(9/5) Shift Supervisor	44,548	(6/1) Operator I	32,670
(9/5) Shift Supervisor	44,548	(9/5) Operator IV	44,548
(8/1) Chemist	38,107	(9/1) Laboratory Supervisor	44,548
(2/1) Asst. Plant Mechanic	24,013	(4/1) Asst. Plant Mechanic	28,009
		(7/1) Biosolids Operator II	35,283
TOTAL	257,862	TOTAL	217,728
		CHANGE	-40,134

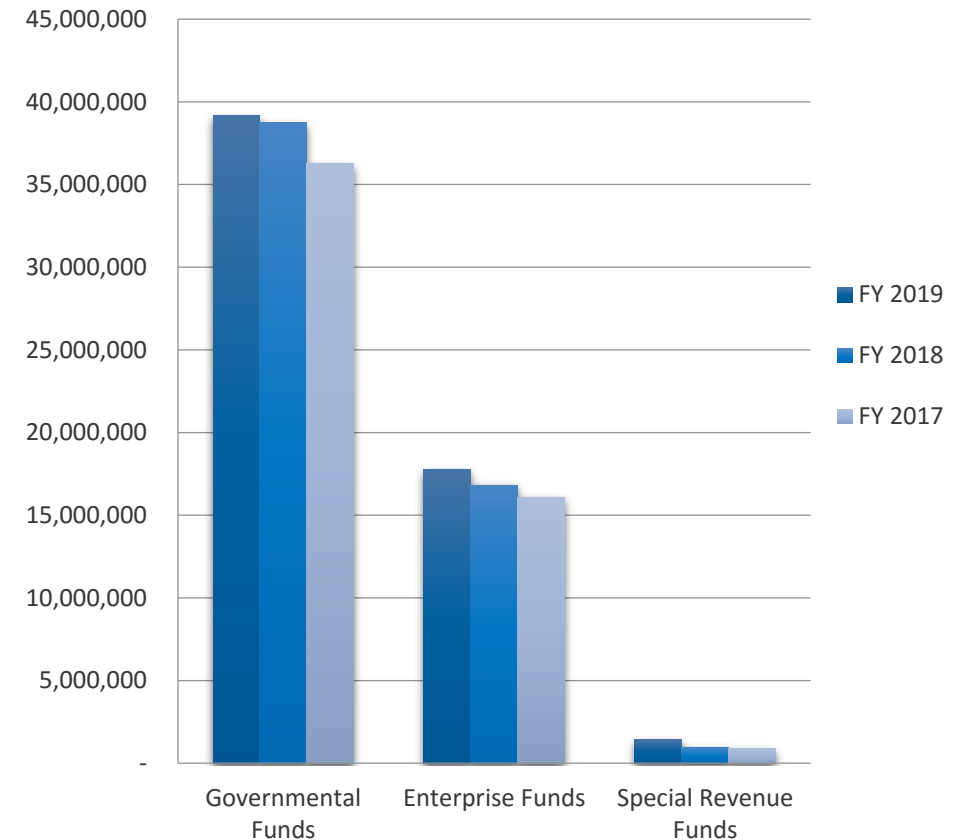
Revenue Overview



Total revenue for FY 2019 is \$70.4 million, which includes \$58.3 million in operating revenue and \$12.1 million in revenue from other sources. FY 2019 operating revenues are estimated to increase 3.1% from the prior year. This increase is primarily due to an increase in property tax assessments and fees throughout the City.

	FY 2017	FY 2018	FY 2019	2019 vs. 2018
Operating revenue:				
<u>Governmental Funds</u>				
Taxes	25,253,523	26,607,694	27,556,597	3.57%
Licenses and Permits	1,674,519	1,674,519	1,613,650	-3.64%
Intergovernmental	3,037,885	4,229,099	3,245,309	-23.26%
Charges for Services	4,674,431	5,099,644	5,733,691	12.43%
Other Revenue	1,601,574	1,130,207	1,018,148	-9.91%
<u>Enterprise Funds</u>				
Charges for Services	16,029,775	16,818,432	17,648,137	4.93%
Other Revenue	12,500	-	100,926	
<u>Special Revenue Funds</u>				
Intergovernmental	859,647	981,000	1,405,758	43.30%
Total Operating Revenue	53,143,854	56,540,595	58,322,216	3.15%
Other financing sources:				
Bond Proceeds	5,001,500	6,997,605	11,148,200	59.31%
Cap Lease	1,972,650	37,499	969,000	2484.07%
Total other financing sources	6,974,150	7,035,104	12,117,200	
Total Revenue	60,118,004	63,575,699	70,439,416	10.80%

Operating Revenue by Fund Type



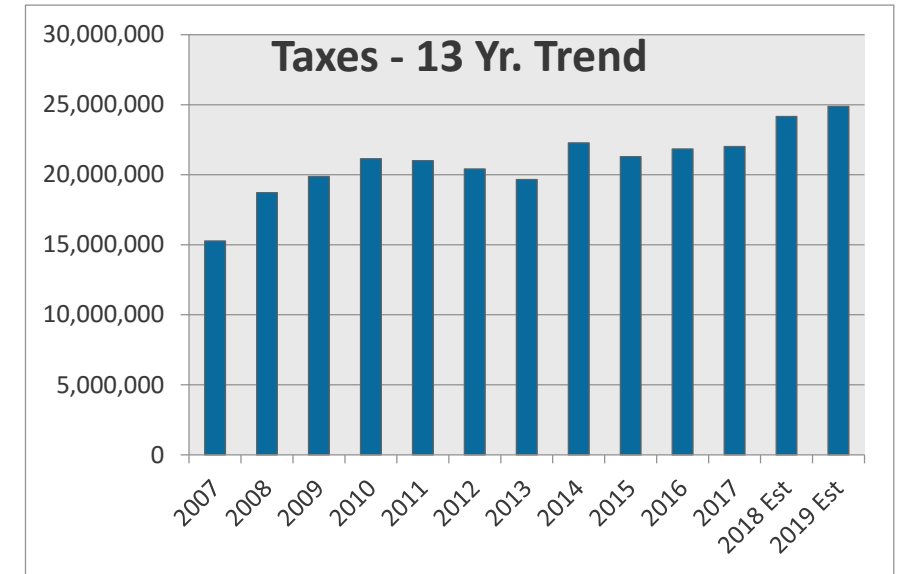
General Fund Revenue: Taxes



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	Assessments							Tax Levy
	Real Property	Personal Property	Corporations		Pers Prop RR	Pers Property	Real Property	
2007	1,558,315,846	3,719,000	270,458,220	1,832,493,066	1.82	1.82	0.729	15,275,387
2008	1,782,450,011	3,215,350	294,114,320	2,079,779,681	2.04	2.04	0.819	18,724,251
2009	2,015,985,078	2,966,990	281,162,310	2,300,114,378	2.04	2.04	0.819	19,880,167
2010	2,219,277,746	2,697,220	279,352,590	2,501,327,556	2.04	2.04	0.819	21,148,255
2011	2,050,805,168	2,058,140	277,866,040	2,330,729,348	2.04	2.04	0.819	21,004,804
2012	1,988,451,318	2,513,100	263,974,200	2,254,938,618	2.04	2.04	0.819	20,417,152
2013	1,963,683,547	2,029,930	262,591,170	2,228,304,647	2.04	2.04	0.819	19,659,327
2014	1,775,307,203	2,397,520	268,737,410	2,046,442,133	5.525	2.21	0.884	22,274,445
2015	1,748,436,713	2,467,580	265,493,170	2,016,397,463	2.21	2.21	0.937	21,289,136
2016	1,787,044,569	3,017,040	279,087,700	2,069,149,309	2.21	2.21	0.937	21,838,233
2017	1,793,459,946	2,866,060	283,109,800	2,079,435,806	2.21	2.21	0.9432	22,017,568
2018 Est	1,799,231,727	2,681,757	275,117,397	2,077,030,881	2.81	2.4	0.9832	24,161,406
2019 Est	1,868,330,520	3,000,000	273,659,549	2,144,990,069	2.81	2.4	0.9832	24,885,135



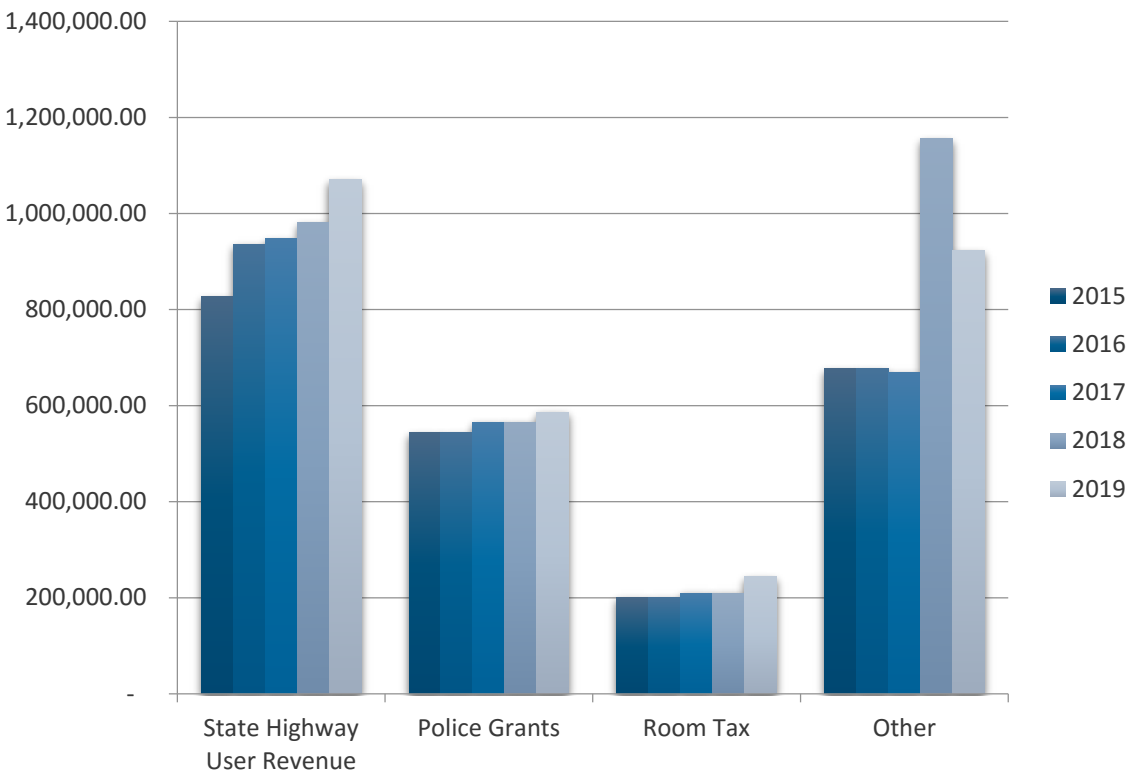
General Fund Revenue: Intergovernmental



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	543,397.	200,000	677,802	2,248,694
2016	935,561	543,397	200,000	677,802	2,356,760
2017	948,000	565,885	210,000	668,302	2,392,187
2018	981,773	565,885	210,000	1,156,302	2,913,960
2019	1,070,682	586,509	245,000	922,968	2,825,159

Intergovernmental Revenue - 5 Yr Trend



Water & Sewer Fund Revenue

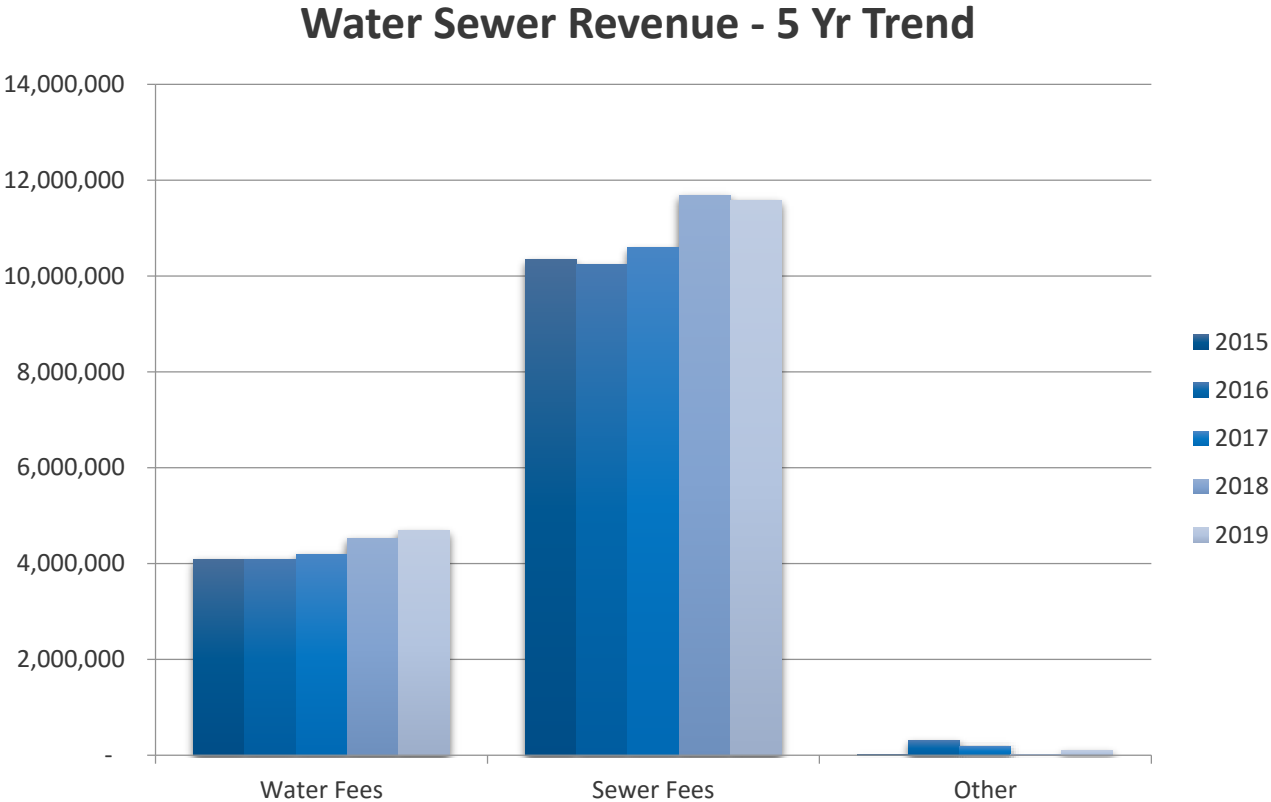


The Water & Sewer Fund's revenue consist of fees which include usage, water and sewer connections, special meter readings, and other miscellaneous charges, Rates are set annually by the Mayor and City Council to maintain all water and sewer services to customers. Customers are billed on a quarterly basis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

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

The FY19 Adopted Budget includes a 5% rate increase.

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
2019	4,690,950	11,575,987	100,926	16,367,863

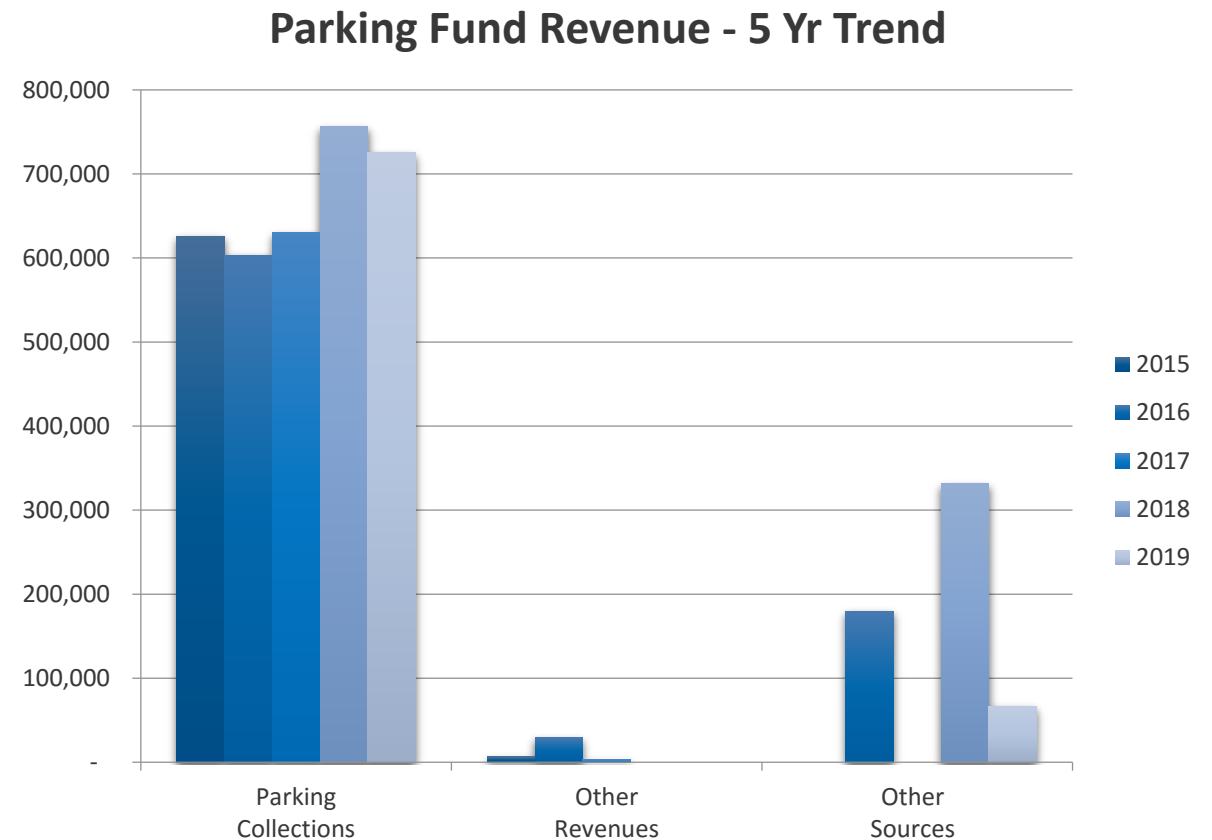


Parking Fund Revenue



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

Fiscal Year	Parking Collections	Other Revenues	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
2019	725,000	-	66,131	791,131

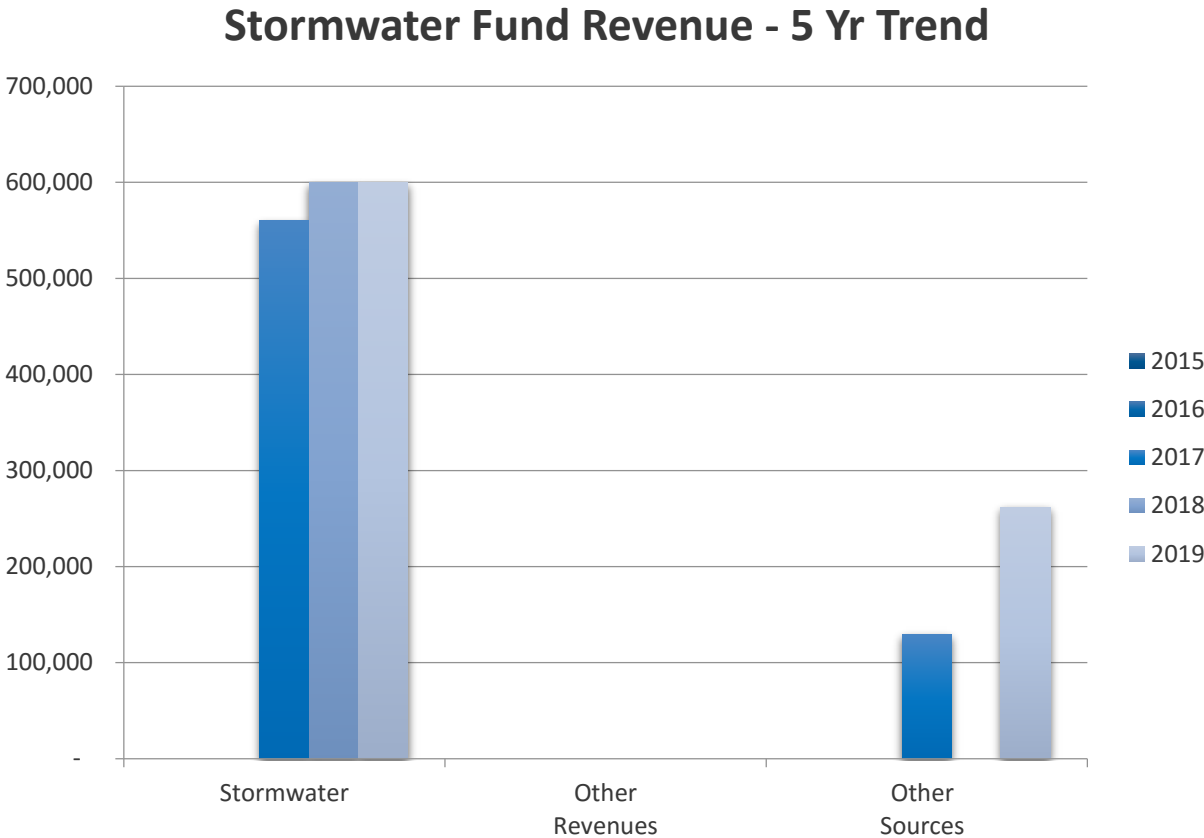


Stormwater Fund Revenue



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 Revenues	Other Sources	Total
2015	-	-	-	-
2016	-	-	-	-
2017	560,000	-	129,000	689,000
2018	600,000	-	-	600,000
2019	600,000	-	261,899	861,899

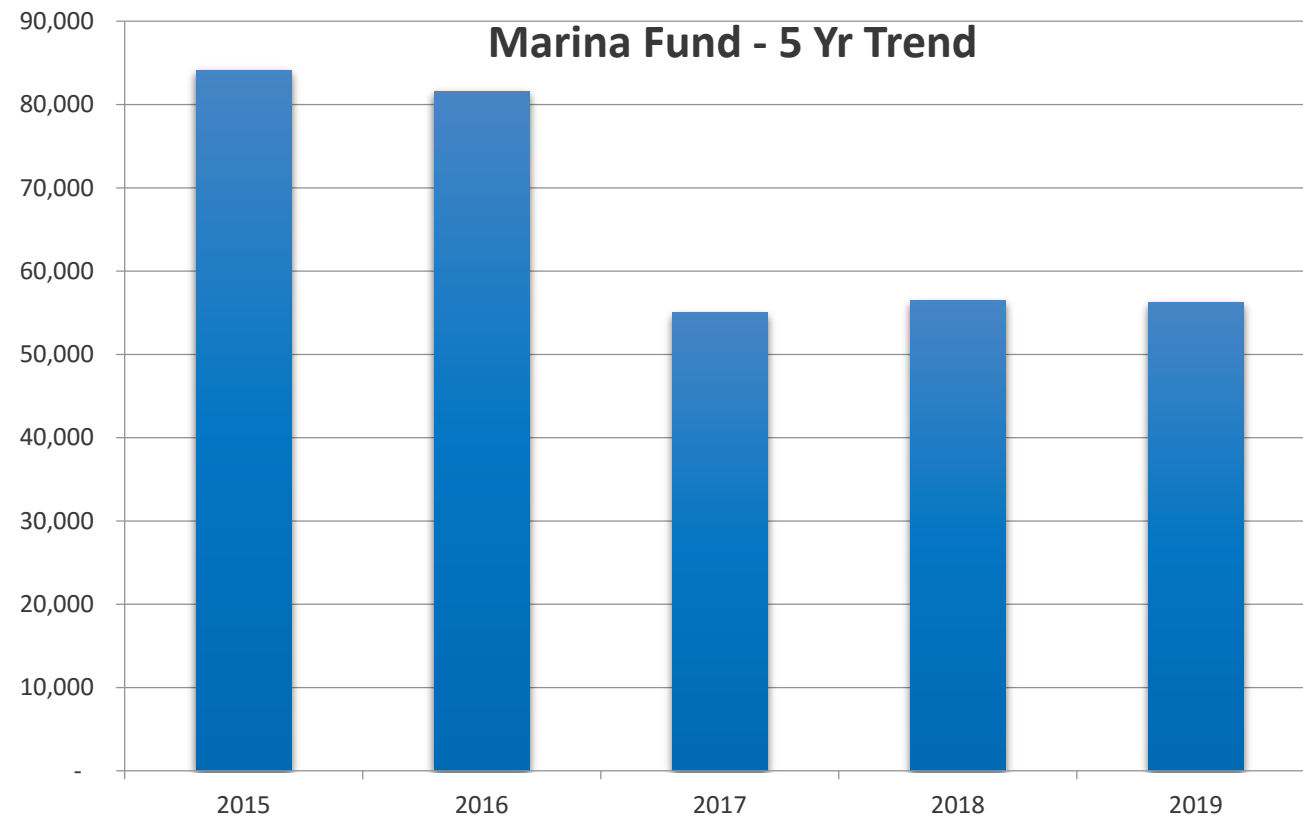


Marina Fund Revenue - Charges for Services



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
2019	56,200



Capital Improvements



Capital Improvement Plan: 5-Year Overview



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 19-23 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 2019 - 2023.

	General Revenues	Grant Donations	Lease	Bond	Revolving Fund Funds on Hand	Total
General Fund	8,390,000	5,956,150	7,458,000	25,895,700	-	47,699,850
Water Sewer Fund	15,963,900	-	-	1,000,000	-	16,963,900
Parking Fund	65,000		85,000			150,000
Stormwater	1,182,000	1000000		165000		2,347,000
Total	25,600,900	6,956,150	7,543,000	27,060,700	-	67,160,750

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

FY19 Capital Projects



The schedules found on the following pages present the Capital Projects included in the City's Proposed FY 19 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 2019 Proposed Budget

The schedule below presents totals by funding source for projects funded in each of the City's major funds for the 2019 Adopted Budget.

	General Revenues	Grant Donations	Lease	Bond	Reallocate prior Bonds Proceeds	Water Sewer Revolving Funds	Total
General Capital Projects	117,000	890,150	0	8,885,000	48,000		9,940,150
Water Sewer Capital Projects	361,000	0	0		1,550,000	265,200	2,176,200
Parking Fund Capital Projects	0	0	0	400,000	0	0	400,000
Stormwater Capital Projects	160,000	0	0	0	0	0	160,000
Total	638,000	890,150	0	9,285,000	1,598,000	265,200	15,123,350

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

CIP Effect on Current & Future Operating Budgets



The schedule below provides comments for significant projects included in the FY19 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:

	Project Amount	Operational Impact Maintenance Cost	Operational Impact Operation Cost
Public Safety			
Roof Replacement Fire Station 1	102,000	None	None
Water Chiller & Heating and Air Police Station	300,000	Reduction in repairs	Reduced energy cost
Zoo			
Special Events Pavilion	200,000	Increase Maintenance	None
Fencing	10,000	None	None
Bob Cat Exhibit	60,000	None	None
North American Duck Exhibit	60,000	None	None
Red Wolf Building Improvements	50,000	None	None
Infrastructure & Development			
Main Street Master Plan	6,740,000	Increase Maintenance	None
Bicycle Master Plan Implementation	550,000	Increase Maintenance	None
Urban Greenway Implementation	775,000	Increase Maintenance	None
Wayfinding and Signage	50,000	Increase Maintenance	None
City Park Master Plan Implementation			Increase Maintenance
Main Street Master Plan	100,000	Increase Maintenance	None
Waterside Park Improvements	320,150	Increase Maintenance	None
Bridge Maintenance and Replacement	162,000	None	None
Street-scaping	206,000	Increase Maintenance	None
Riverwalk Amphitheater	100,000	Increase Maintenance	None

General Capital Projects



				Funding Source								CIP GL Account	
				General Capital Projects Fund					General Fund				
Dept	Project	CIP Amount	Adj	PayGO	Contribution Inkind	Grants	Reallocate	Bond	General Revenues	Contrib.	Lease	Code	Desc.
	Public Safety												
Fire	Roof Replacement Fire Station 1	102,000						102,000					
Fire	Personal Protective Equipment Body Armor	70,000								70,000		24035-577030	Equipment
Fire	New Public Safety Fire/Police/Comm Co	395,000	(395,000)		-								
Fire	Automated External Defibrillator (AED)	27,000	(6,000)						21,000			24035-577030	Equipment
Fire	Telephone System Upgrade at Station #	30,000	(30,000)						-			24035-577030	Equipment
Fire	Utility Vehicle (UTV) Medical Transport	40,000	(40,000)						-			24035-577025	Vehicles
Fire	Staff Vehicle Replacement	180,000	(135,000)								45,000	24035-577025	Vehicles
Police	Water Chiller & Heating and Air Conditioning	300,000						300,000					
Police	CID Evidence Vehicle	45,000	(45,000)						-			21021-577025	Vehicles
Police	CID Vehicles	63,000	(63,000)								-	21021-577025	Vehicles
Police	Patrol Vehicles	690,000	(456,000)								234,000	21021-577025	Vehicles
	General Government												
Procurement	Energy Savings Investments - Honeywell	1,200,000	(1,200,000)					0					
Procurement	GOB Upgrades & Improvements	10,000							10,000			19500-534301	
	Field Operations												
FO San	Automated Refuse Truck	275,000									275,000	32061-577025	Vehicles
FO Street	Dump Truck	165,000									165,000	31150-577025	Vehicles
FO Street	Excavator Mid Size	108,000	(108,000)								-	31150-577030	Equipment
FO Zoo	Special Events Pavilion	200,000			200,000								
FO Zoo	Pathway Paving	30,000	(30,000)	-									
FO Zoo	Fencing	40,000	(30,000)	10,000									
FO Zoo	Bobcat Exhibit	60,000		-	60,000								
FO Zoo	North American Duck Exhibit	60,000		-	60,000								
FO Zoo	Red Wolf Building Improvements	50,000		-	50,000								

General Capital Projects



				Funding Source								CIP GL Account	
				General Capital Projects Fund					General Fund				
Dept	Project	CIP Amount	Adj	PayGO	Contribution Inkind	Grants	Reallocate	Bond	General Revenues	Contrib.	Lease	Code	Desc.
	Infrastructure & Development												
ID Gen	Main Street Master Plan	6,740,000						6,740,000					
ID Gen	Bicycle Master Plan Implementation	550,000						550,000					
ID Gen	Urban Greenway Implementation	775,000						775,000					
ID Gen	Waterside Park Improvements	30,000	(30,000)	-									
ID Gen	Wayfinding and Signage	35,000	15,000					50,000					
ID Gen	Zoning Code Revisions	80,000	(80,000)	-									
ID Gen	City Park Master Plan Implementation	275,000	(120,000)	107,000			48,000						
ID Gen	Main Street Master Plan	1,100,000	(1,000,000)			100,000							
ID Gen	Waterside Park Improvements	320,150				320,150							
ID Street	Bridge Maintenance and Replacement	162,000						162,000					
ID Street	Street Scaping	206,000						206,000					
ID Street	Riverwalk Amphitheater		100,000		100,000								
ID Street	Citywide Concrete Program	100,000	(50,000)						50,000			31000-534307	Curbs
ID Street	Citywide Street Repairs	100,000	(50,000)						50,000			31000-534318	St Repair
ID Street	Citywide Street Reconstruction	850,000	(250,000)						600,000			31000-534318	Streets
		15,463,150	(4,003,000)	117,000	470,000	420,150	48,000	8,885,000	1,202,000	70,000	719,000		

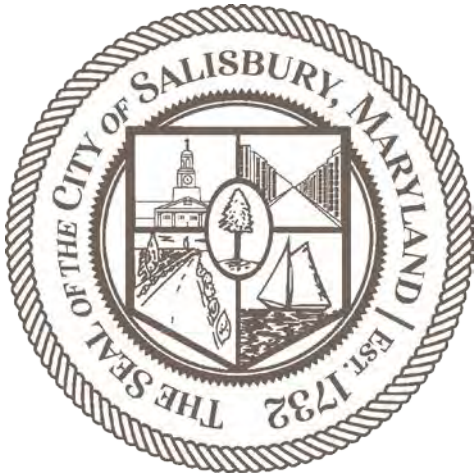
Capital Projects: Water/Sewer, Parking, Stormwater



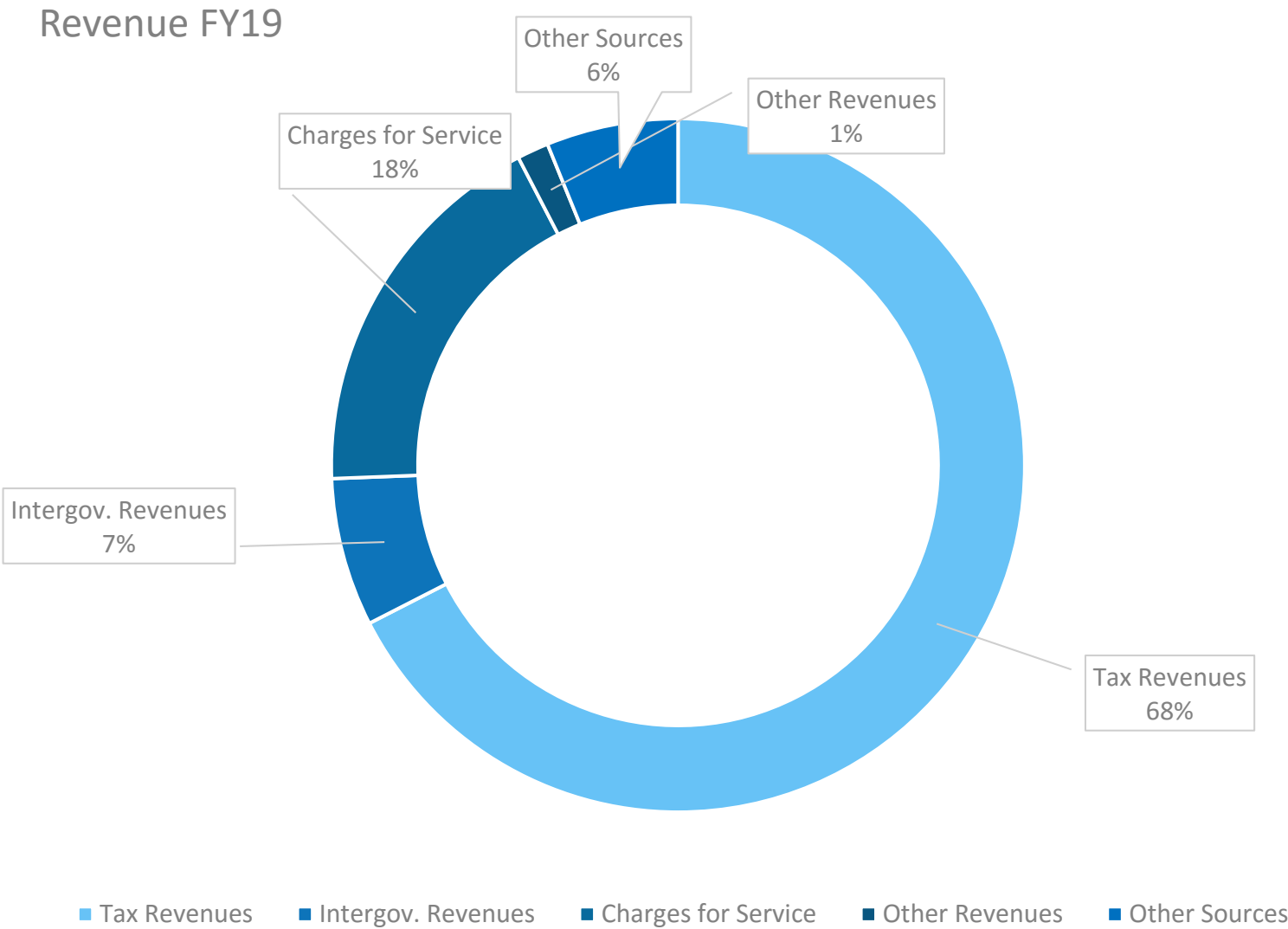
			Funding Source								CIP GL Account	
			Water Sewer Capital Projects Fund						Water Sewer Fund			
Project	CIP Amount	Mayor Adj	PayGO	Revolving Funds	Contribution	Grants	Reallocate	Bond	General Revenues	Lease	Code	Desc.
Storm Water Fund:												
Street Sweeper	225,000									225,000	60820	577025
East Main Street Storm Drains at Burnett	160,000		160,000									
TMDL Projects	200,000	(200,000.00)							-			
Total Storm Water Fund	585,000	(200,000.00)	160,000		-	-		-	-	225,000		
Water Sewer Fund:												
New 3/4 ton truck to replace cargo van		37,000.00								37,000	82075	577025
Skid Steer Loader		56,426.00								56,426	86083	577030
WWTP Local Limits Study	25,000		25,000									
Park Water Treatment Plant Roof Improvements	28,000		28,000									
Park Well Field Raw Water Main & Valve Rplc	67,000		67,000									
Park Plant Flow Meter Replacement	70,000		70,000									
Replace Distribution Piping and Valves	100,000						100,000					
Restore Park Well Field	171,000		171,000									
WWTP Materials Warehouse and Security Building	200,000						200,000					
Pump Station Improvements	230,000						230,000					
Park Water Treatment Plant Electrical Gear Replacement	245,000		-				245,000					
Elevated Water Tank Maintenance	265,200	-		265,200								
Pump Station Building Improvements	325,000						325,000					
Sewer Infiltration & Inflow Remediation	450,000						450,000					
Total Water Sewer	2,176,200	93,426.00	361,000	265,200	-	-	1,550,000	-	-	93,426		
Parking Fund:												
Resurface Parking Lot 7/13	35,000	-							35,000		31154	577020
Parking Division Vehicle	25,000	-								25,000	31154	577030
Garage (bearing pad replacement-)	-	400,000.00						400,000				
Total Parking	60,000	400,000	-	-	-	-	-	400,000	35,000	25,000		

Section 4.41 Capital Improvements

General Fund



General Fund: Revenue Chart



FY 19 Proposed	
SOURCE	
Tax Revenues	27,556,597
Intergov. Revenues	2,825,159
Charges for Service	7,347,341
Other Revenues	548,148
Other Sources	2,501,844
TOTAL	40,779,089



General Fund: Revenue Detail

		17 Actual	18 Revised	19 Adopted
403100	Real Property	16,423,128	17,239,136	17,991,135
403201	Local Personal Property - Curr	65,873	64,362	72,000
403301	OBC - Current Year	4,128,000	5,109,605	5,080,000
403302	Railroad/Utilities	1,400,567	1,748,303	1,742,000
403450	Assessment - Harbor Pointe	4,651	-	-
403510	Local Income Taxes	1,950,036	1,550,000	1,750,000
403605	Admission & Amusement Taxes	320,782	345,000	350,000
403610	Water & Sewer Utility	197,819	202,635	211,228
403611	PILOT-Housing Auth.	1,797	3,200	1,000
403612	PILOT Univ Village	113,781	110,000	123,781
403613	PILOT Parking Authority	99,350	100,453	100,453
403910	Interest-Delinquent Taxes	95,880	135,000	135,000
413101	Amusement Licenses	2,385	3,500	3,500
413102	Trader's Licenses	149,540	140,000	140,000
413103	Prof & Occupational	50	-	-
413104	Towing Companies	3,600	3,500	4,000
413105	Billboard Licenses	20,151	21,000	21,000
413106	Cable TV Franchise Fee	438,341	503,142	425,000



General Fund: Revenue Detail

		17 Actual	18 Revised	19 Adopted
413109	Restaurant Licenses	10,458	16,000	14,000
413110	Natural Gas Franchise	5,000	5,000	5,000
413111	Franchise Fee-Paddle Boat	-	600	-
413112	Multi-Family Dwelling Fee	524,321	538,500	550,000
413113	Multifamily Landlord License	130,476	94,000	94,000
413201	Building Permits	216,139	275,000	290,000
413202	Grading Permits	525	900	500
413203	Peddlers License	775	300	300
413207	Plumbing Permits	42,959	45,000	42,000
413208	Other Misc Permits	1,675	-	-
413209	Street Breaking Permits	1,325	1,750	1,750
413210	Sign Permits	20,769	20,000	20,000
413211	Well Permits	600	1,175	600
413212	Zoning/Variances	2,200	2,000	2,000
413215	Fence Permits	40	3,500	500
413216	Temporary Sign Permits	300	200	500
413217	Demolition Permits	1,425	1,500	1,500
413218	Pool Permits	112	1,000	100
413219	Tent Permits	200	350	300
413221	Temporary Trailer Permits	50	300	100
424101	Police Regular Grant	276,861	286,316	318,474



General Fund: Revenue Detail

		17 Actual	18 Revised	19 Adopted
424102	Supplement	81,408	81,408	82,785
424103	Municipal	183,300	183,300	185,250
424201	Highway User	945,713	981,773	1,070,682
425400	Enterprise Zone	84,900	60,000	84,000
427100	Bank Shares Tax	18,302	18,302	18,300
427300	Fire Protection Special	125,000	-	-
427403	EMS from County	465,000	1,060,000	820,668
427405	HAZ MAT Revenue	-	18,000	-
427600	Zoo-Hotel Room Tax	248,116	210,000	245,000
433101	Filing Fees	-	200	100
433102	Advertising Fees	140	100	100
433103	Plan Review Fees	24,746	20,000	23,000
433104	Administrative Fees	420,731	523,247	536,948
433105	Zoning Appeal Fee	-	100	100
433107	Housing Board Appeal Fee	-	500	500
433108	Housing Application Fee	-	1,000	-
433116	Annexation Services	3,698	-	-
433209	False Fire Alarms	2,070	5,000	5,000
433210	False Alarms	8,832	35,000	25,000
433225	Ambulance Claims Revenue	-	1,750,000	1,875,000
433228	Lifquest Revenue	1,928,114	-	-
433230	Fire Prevention - Plan Review	-	177,000	125,000



General Fund: Revenue Detail

		17 Actual	18 Revised	19 Adopted
433231	Fire Prevention - Permits&Fees	-	23,000	23,000
433232	Fire Inspections	-	-	1,500
433250	Weed Cleaning/Removal	(125,409)	65,000	72,000
433251	Clean It/Lien It Fees	39,875	25,000	27,000
433253	Abandoned Vehicle Removal	(1,615)	-	-
433260	Inspection Fees	1,100	4,100	100
433261	Reinspection Fees	20,357	9,500	9,500
433270	Reports	18,500	16,000	16,000
433272	Adm Fees-Towing	765	700	700
434505	Delmarva/Salisbury Scrp Recycl	3,663	4,500	4,500
434610	Trash Fees	660,199	1,258,000	1,482,643
434611	Demolition Tipping Fees	(22,733)	-	-
434613	Bulk Trash Pickup	4,019	3,000	3,000
434717	City Merchandise	1,741	925	-
445110	Parking	(397,120)	-	-
445130	Municipal Infractions	40,525	40,000	145,000
445134	Vacant Building Registration	4,750	34,000	4,000
445135	Foreclosed Property	1,150	1,000	1,000
445140	School Zone Camera	1,177,300	1,100,000	1,350,000
445300	Shore Transit Tickets	20	-	-



General Fund: Revenue Detail

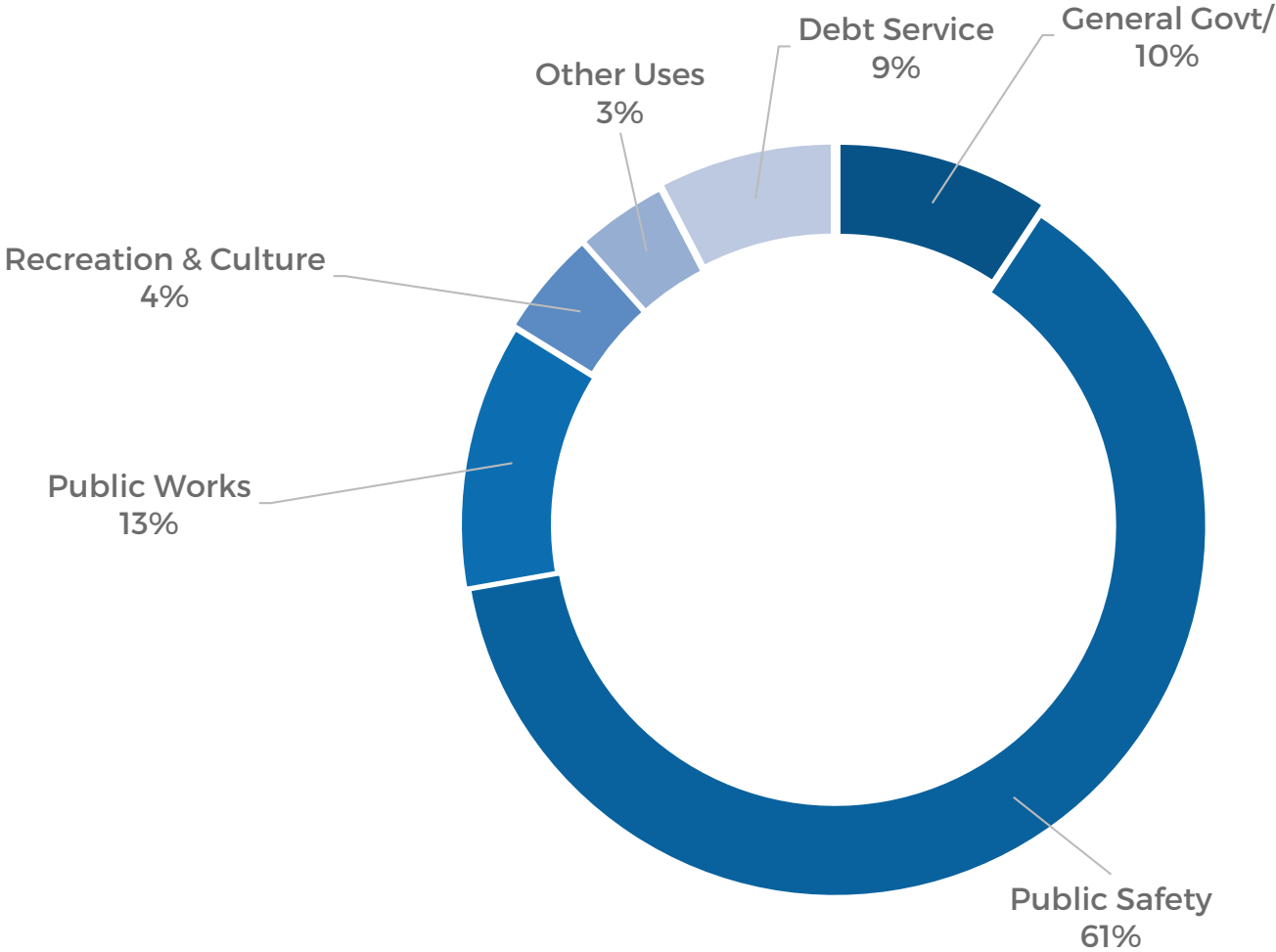
		17 Actual	18 Revised	19 Adopted
456110	Investment Interest	40,914	2,500	2,500
456120	Other Interest	15,179	10,000	10,000
456130	Trash Disposal Fee	6,640	7,000	7,000
456300	Rent Earnings	133,623	70,000	140,000
456301	Rent Earnings - Park Events	-	-	6,500
456400	Donations	577,951	123,607	50,000
456909	POWER SAVINGS PROGRAM	31,886	-	-
456911	Other Misc. Receipts	229,906	85,000	75,000
456912	Cash Over/Short	(10,296)	-	-
456913	Returned Check Fee	200	299	300
456914	Bad Debt Collections	585	2,000	2,000
456915	Damages To City Property	2,934	-	-
456916	Sale of Maps and Codes	293	800	800
456917	Bid Documents	(90)	300	300
456918	Zoo Commission FT	162,898	178,000	182,062
456919	Zoo Commission PT	40,416	67,000	71,686
456926	Compensated Allowance Adj.	(12,517)	-	-
456935	Insurance Proceeds	55,662	10,650	-
456940	Bad Debt Collections-Claim Aid	4,931	5,000	-



General Fund: Revenue Detail

		17 Actual	18 Revised	19 Adopted
469200	Sale of Fixed Assets	467,943	-	-
469311	Capital Lease Proceeds	1,876,402	28,000	719,000
469312	Debt Proceeds	9,471,045	-	-
469810	Current Surplus Available	-	870,825	463,844
469811	Capital Surplus	-	1,299,362	1,319,000
469812	Operating Reserve	-	-	-
469814	Surplus Available-Speed Cam	-	44,329	-
469820	Current Budget Savings	-	-	-
469830	Prior Year Encum. Surplus	-	-	-
		45,715,603	39,086,554	40,779,089
General Fund		45,715,603	39,086,554	40,779,089

General Fund: Expenditure Chart



SOURCE	FY 19 Proposed
General Gov't.	3,911,069
Public Safety	24,676,362
Public Works	5,302,615
Recreation/Culture	1,788,344
Other	1,318,377
Debt	3,782,322
TOTAL	40,779,089

General Fund: Expenditure Comparison



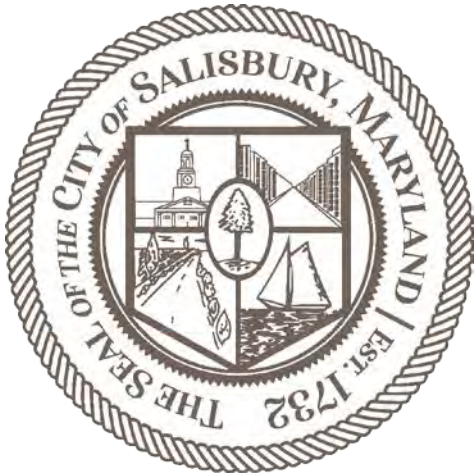
DEPARTMENT/DIVISION		FY 18 APPROVED BUDGET	FY 18 ADJUSTED BUDGET	FY 19 PROPOSED BUDGET	FY 19 ADOPTED
General Fund					
	City Council	76,605	76,605	78,203	78,203
	City Clerk	159,306	159,306	162,589	161,889
	Development Services	631,577	693,830	779,251	777,851
	Mayor's Office	602,467	602,467	599,130	598,430
	Community Promotions				
	Internal Services - Finance	548,318	567,163	539,469	621,450
	Internal Services - Procurement	274,431	274,936	262,777	261,377
	City Attorney	284,800	284,800	284,800	284,800
	Information Services	447,550	457,395	530,918	460,922
	Human Resources	289,770	294,989	308,244	308,244
	Planning & Zoning	111,584	127,571	102,280	102,280
	Municipal Buildings	237,601	387,202	197,600	197,600
	Poplar Hill Mansion	59,628	62,598	58,023	58,023
	Police Services	12,069,747	12,347,034	12,203,877	12,222,423
	Police Communications	882,813	809,713	859,812	853,212
	Police Animal Control	218,662	216,452	215,640	214,940
	Traffic Control	1,428,385	1,501,214	1,412,663	1,411,963
	Fire Fighting	8,038,306	9,449,795	8,170,245	8,146,445
	Fire Volunteer	406,174	391,798	410,057	410,057
	Building, Permits & Inspection	331,293	331,986	325,927	324,527
	HCDD	1,160,530	1,224,965	1,136,275	1,092,795
	Resource Management	258,401	258,401	522,774	521,374
	Engineering	1,284,114	2,162,027	1,393,160	1,378,360
	Streets	806,791	811,438	962,339	960,939

General Fund: Expenditure Comparison



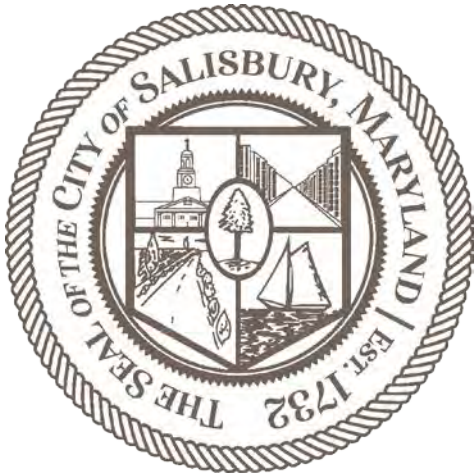
DEPARTMENT/DIVISION		FY 18 APPROVED BUDGET	FY 18 ADJUSTED BUDGET	FY 19 PROPOSED BUDGET	FY 19 ADOPTED
	Street Lighting	-	1,934	-	
	Street Cleaning				
	Waste Collection/Disposal	1,381,130	1,383,130	1,705,481	1,703,281
	Recycling	149,750	316,215	152,346	151,646
	Fleet Management	527,433	528,738	448,449	448,449
	Carpenter Shop	137,474	137,474	138,566	138,566
	Municipal Zoo	1,139,021	1,142,093	1,158,404	1,151,804
	Parks	595,556	655,643	637,239	636,540
	Debt Service	2,974,723	2,990,070	3,782,322	3,782,322
	Insurance	745,017	729,670	717,000	717,000
	Miscellaneous	287,950	287,950	296,750	296,751
	Operating Transfers	495,500	495,500	287,900	304,626
General Fund Total		39,042,408	42,162,100	40,840,513	40,779,089

General Government



City Council

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.



City Council

Budget Detail

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. Revitalize downtown
5. Improve public safety
6. Enhance and preserve the environment

Priorities

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



City Council

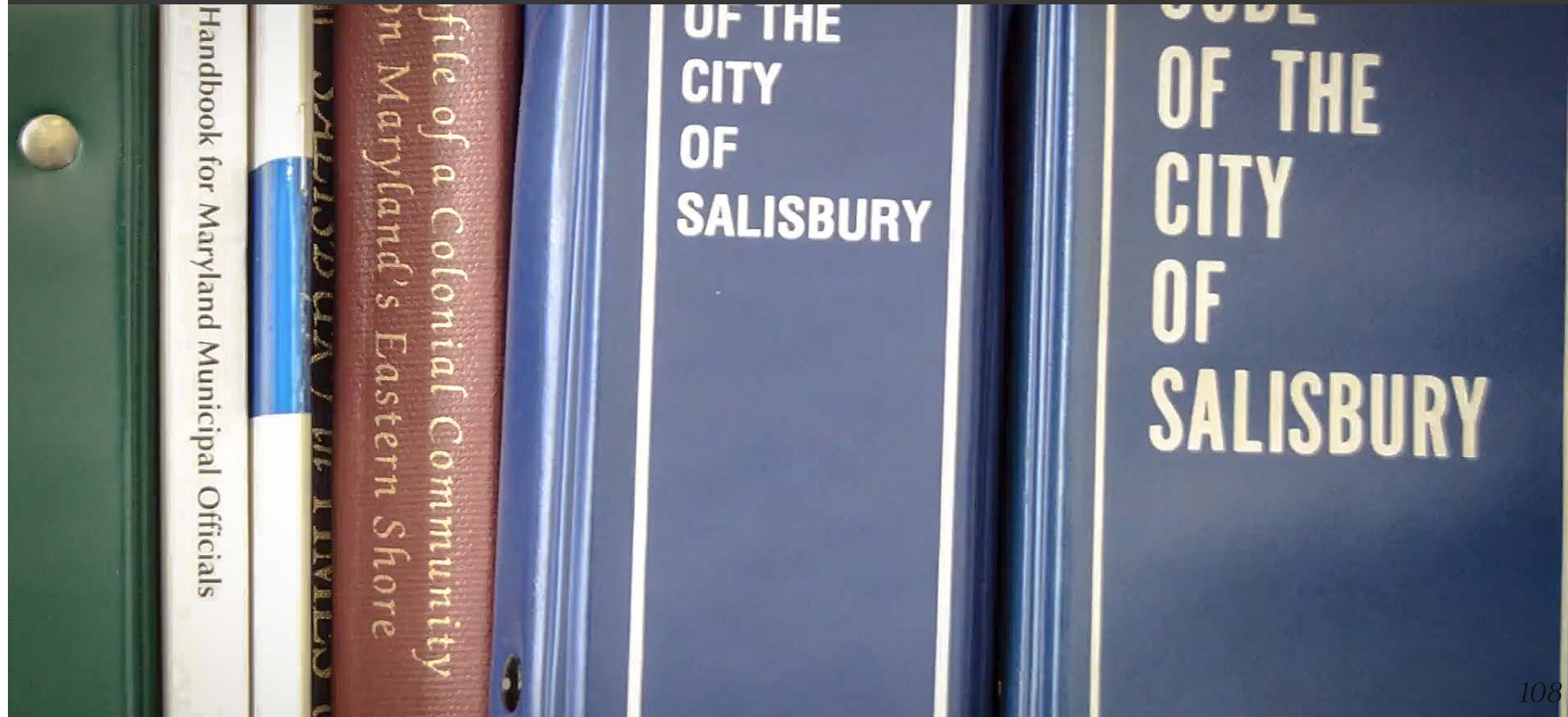
Budget Detail



11000 - Legislative (City Council)	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	59,490	60,814	60,714	60,944	60,944
Operating Expenses	9,101	15,791	15,891	17,259	17,259
TOTAL Legislative (City Council)	68,590	76,605	76,605	78,203	78,203

City Clerk

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City Clerk

Budget Detail



Goals

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

Priorities

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

City Clerk

Org Chart



City Clerk

Budget Detail



11100 - City Clerk	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	139,314	142,233	142,233	146,152	145,452
Operating Expenses	14,405	17,073	17,073	16,437	16,437
TOTAL City Clerk	153,719	159,306	159,306	162,589	161,889



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.



Business Development



Budget Detail

Goals

1. Wicomico County will have 51,000 employed in FY18
2. Downtown Trolley ridership will exceed 3000
3. Downtown Visitor Center traffic will grow to over 2000
4. Respond within 2 business days to all requests for information about starting a business in Salisbury
5. Market the Downtown Revolving Loan program and loan funds to at least two (2) opening or expanding business
6. Market the City's Enterprise Zone and have at least two (2) business entities approved to receive the Property tax credit and/or Income Tax Credit
7. Help open at least 4 new businesses in Downtown Salisbury
8. Expand the event portfolio of the City to include no fewer than 24 events (2 per month)

Business Development



Budget Detail

Priorities

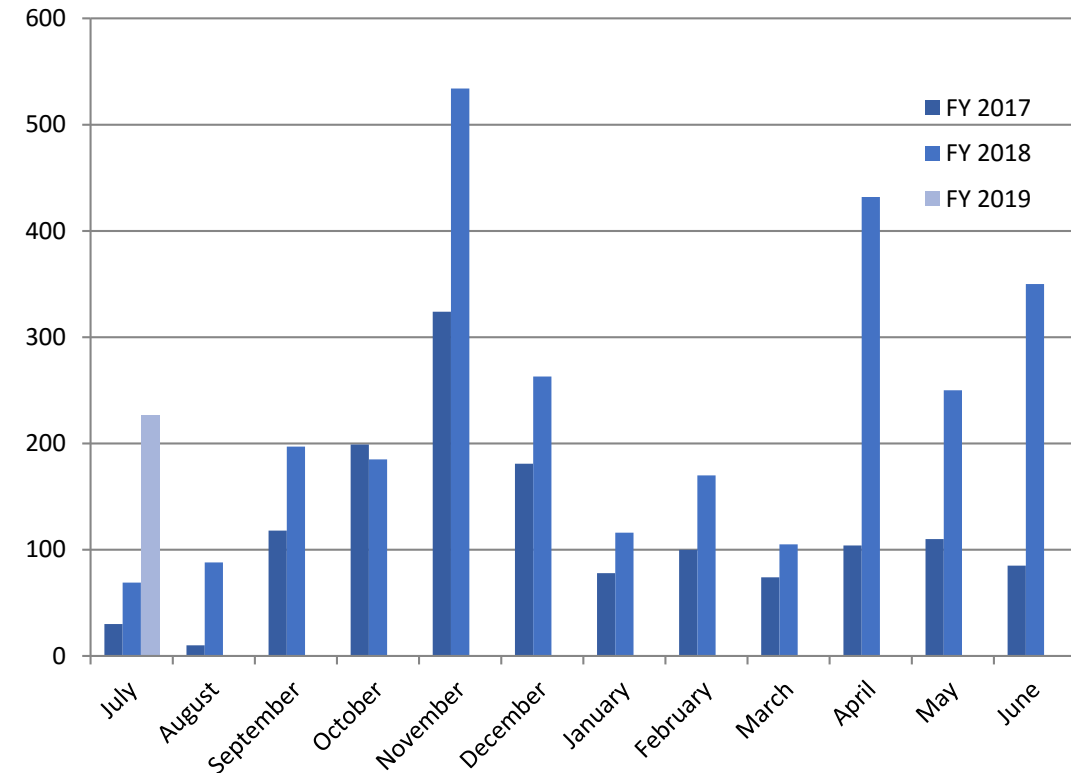
1. Provide assistance to people trying to open a business in Salisbury to help them through the licensing and permitting process
2. Manage the Main Street Program for Downtown Salisbury
3. Participate in business recruitment fairs and economic development & revitalization related events
4. Advertise the City and State's incentives to open a business
5. Support the development of at least one Downtown lot beginning construction in FY19
6. Ensure a successful National Folk Festival, Marathon and events/arts program in FY19
7. Develop new products and relationships for business recruitment, tourism marketing, and visitor engagement

Business Development

Performance Measures



Visitor Center Traffic			
Month	FY 2017	FY 2018	FY 2019
July	30	69	226
August	10	88	
September	118	197	
October	199	185	
November	324	534	
December	181	263	
January	78	116	
February	100	170	
March	74	105	
April	104	432	
May	110	250	
June	85	350	
	1413	2759	226

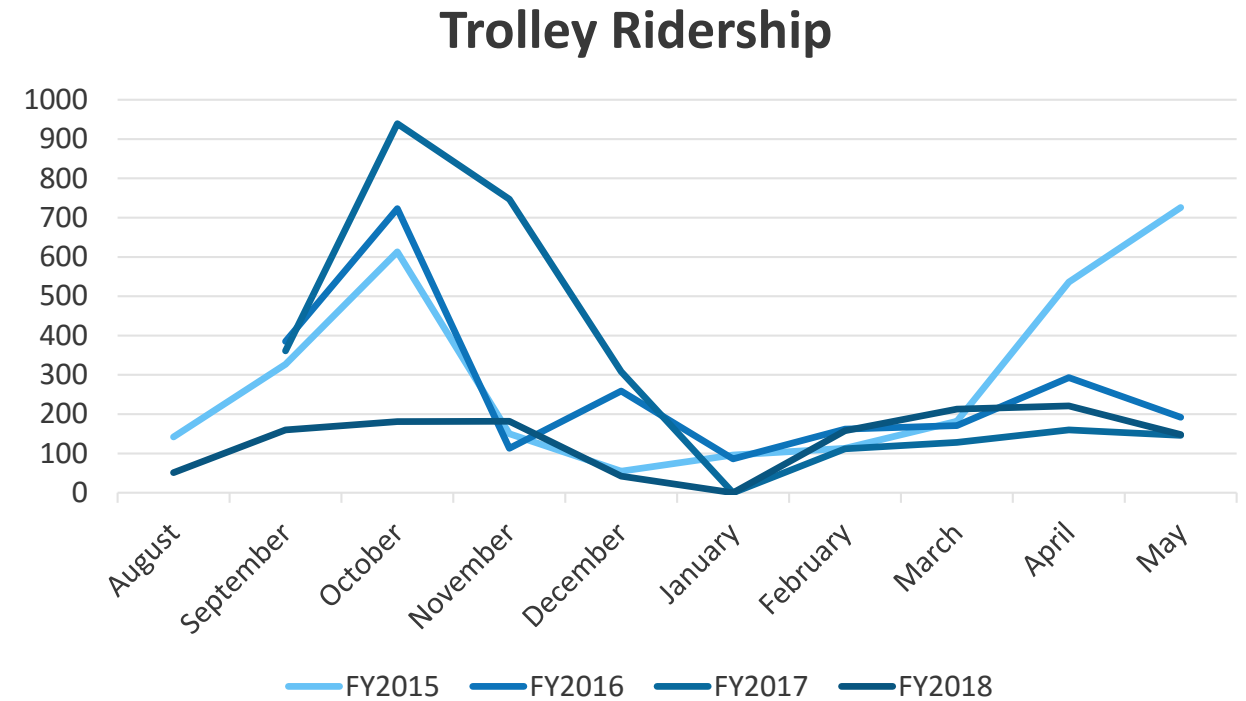


Business Development

Performance Measures



Trolley Ridership				
	FY2015	FY2016	FY2017	FY2018
August	142			51
September	327	385	361	160
October	613	723	939	181
November	150	113	747	182
December	55	259	308	42
January	96	86	0	0
February	113	162	112	158
March	182	171	128	213
April	536	293	160	221
May	726	192	146	148
YTD	2940	2384	2901	1356

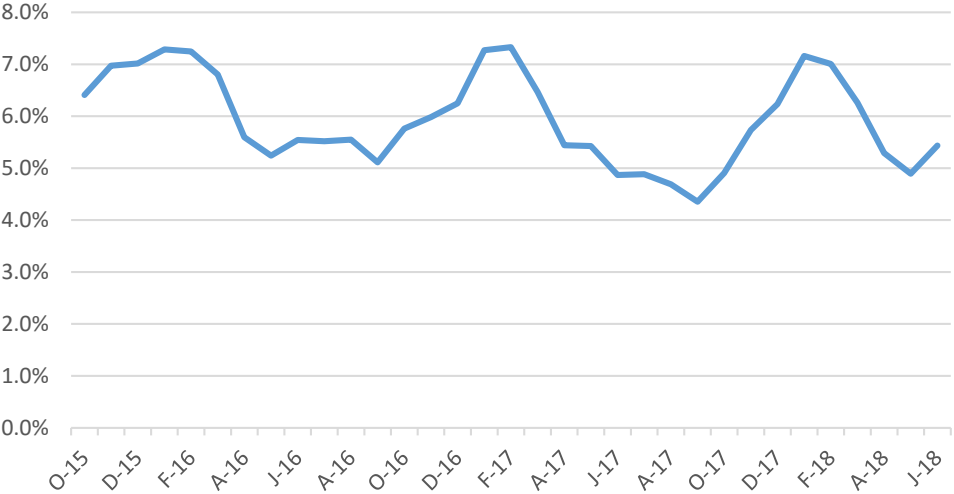


Business Development

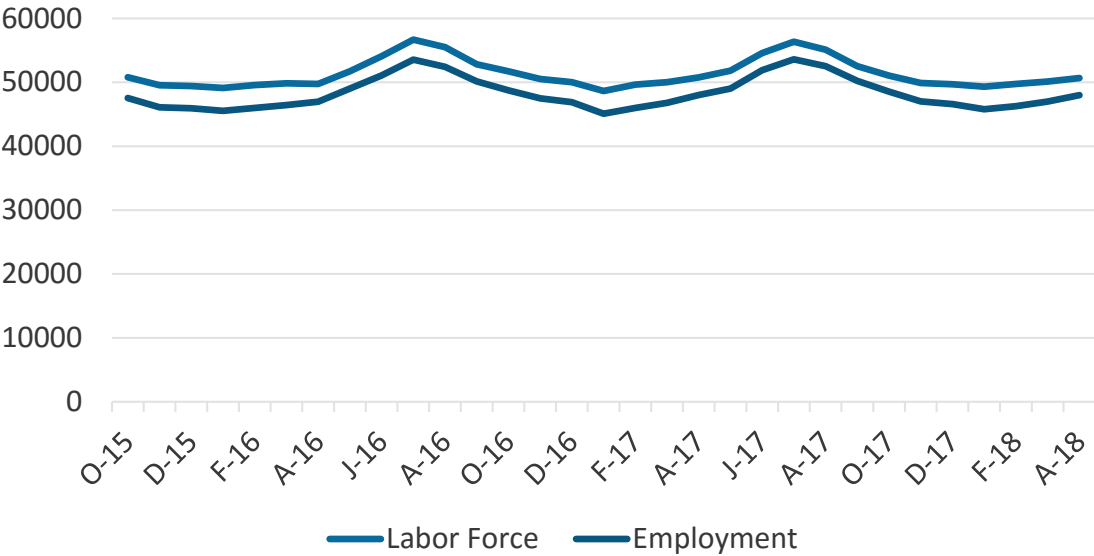
Performance Measures



Unemployment



Wicomico County



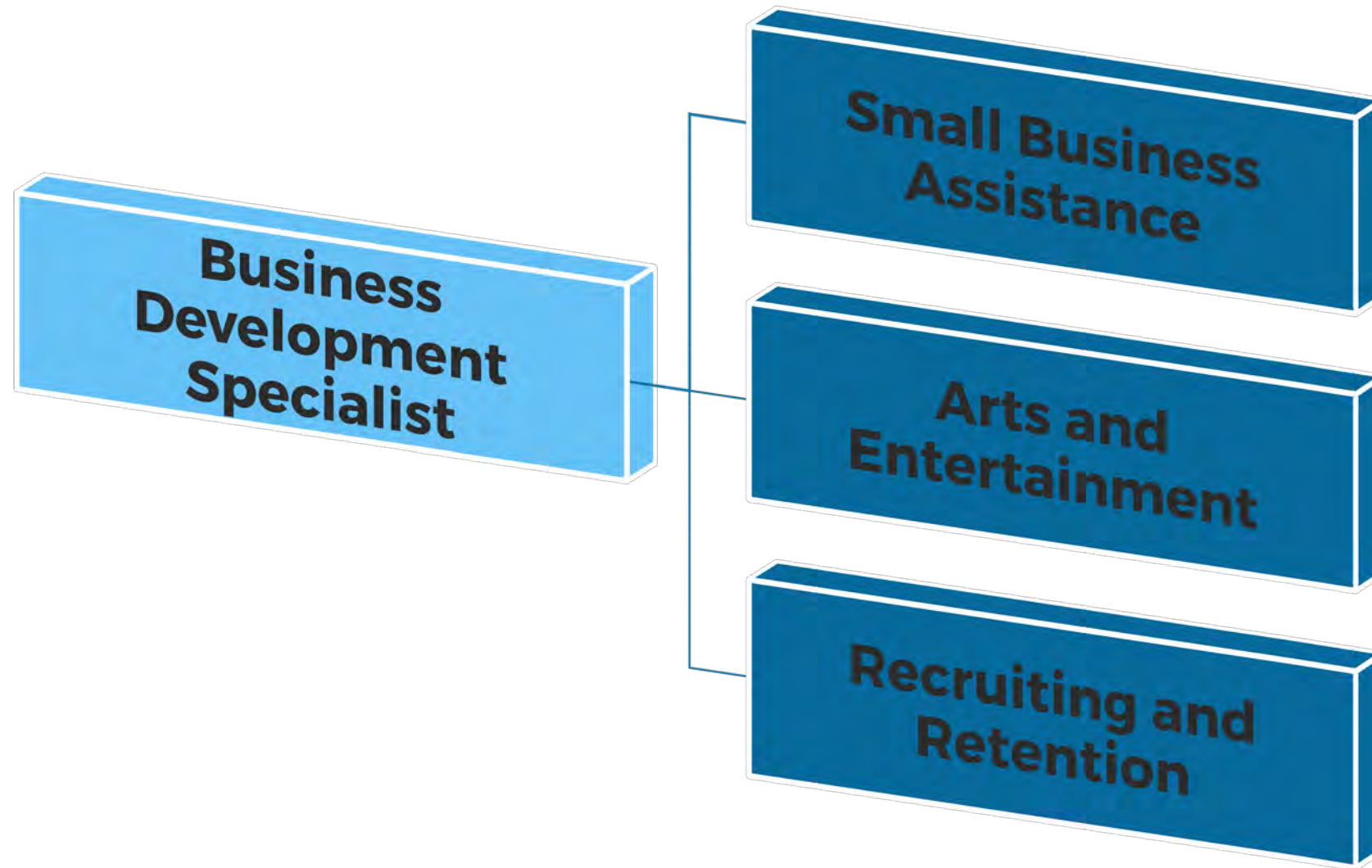
Business Development

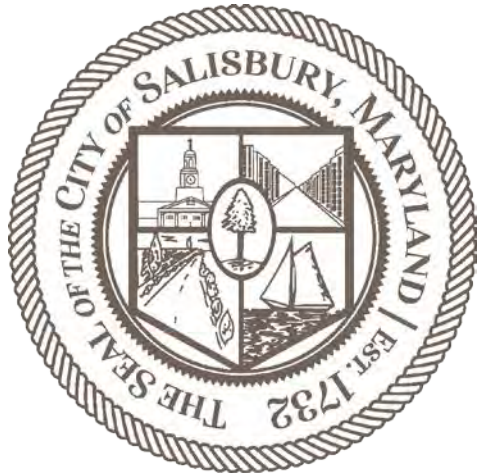
Budget Detail



11600 - Development Services	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	61,223	110,692	171,820	163,892	162,492
Operating Expenses	341,026	515,885	517,993	611,946	611,946
Capital Outlay	7,099	5,000	4,017	3,413	3,413
TOTAL Development Services	409,348	631,577	693,830	779,251	777,851

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.



Mayor's Office

Budget Detail



Goals

1. Respond to all constituent inquiries within 48 hours
2. Host twice monthly Mayor's Open Office Hours in partnership with local coffee shops
3. All events will be approved within 5 days
4. Survey all employees once a year and evaluate results to implement improvements

Mayor's Office

Budget Detail



Priorities

1. Foster economic development throughout the City through both short-term and long-term projects
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 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

Mayor's Office: Communications

Budget Detail



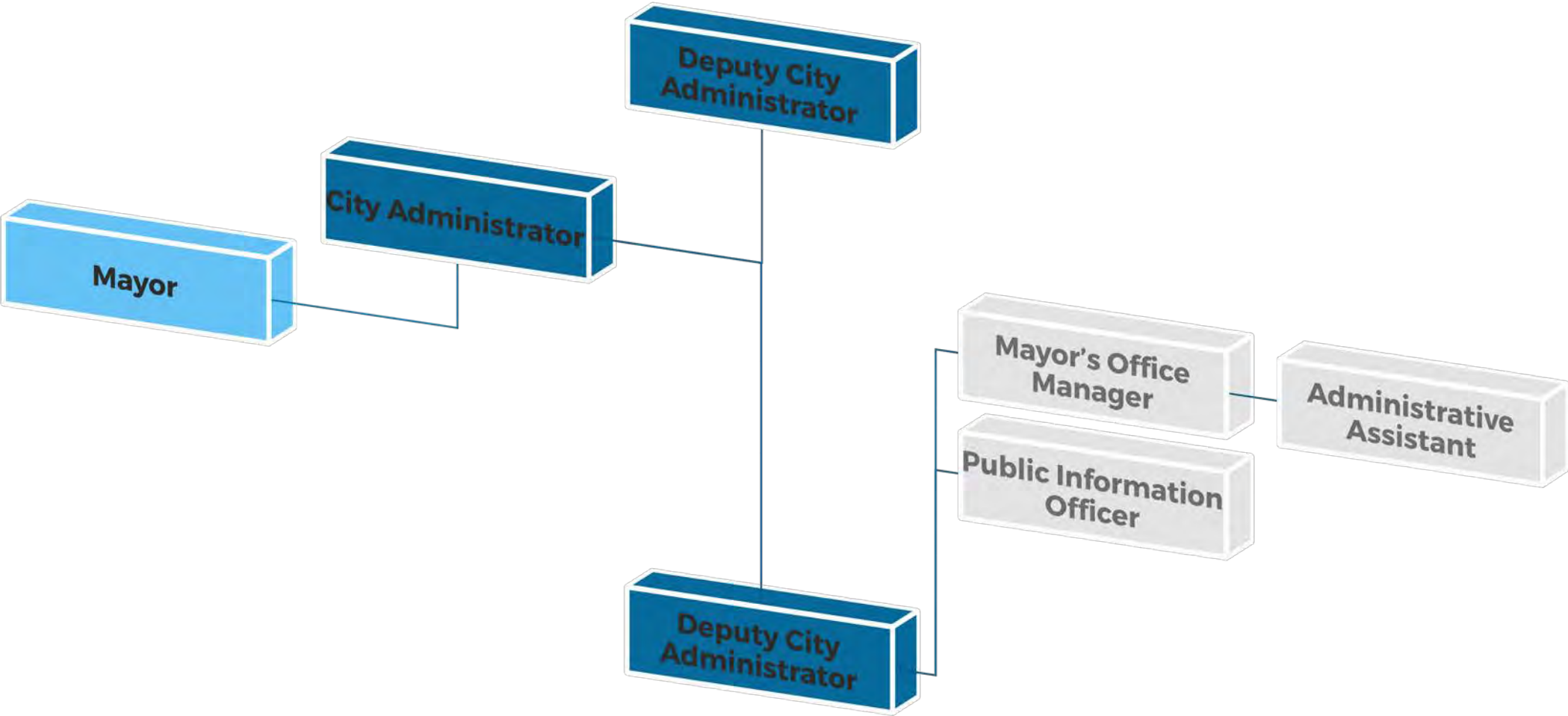
Goals

1. Respond to Public Information Act requests within 15 days
2. Release at least 12 video products annually to share City programs with citizens
3. Post original content on social media, seeking response/engagement including at least one daily on Facebook, 2 daily on Twitter and 1 daily on Instagram
4. Achieve 50,000 Facebook engagements in FY19
5. Grow City of Salisbury Facebook page likes to 5,500 in FY19
6. Grow Downtown Salisbury Facebook page likes to 7,000 in FY19
7. Send at least 50 emails to email list in FY19

Priorities

1. Adopt a text-alert program
2. Build focused email groups
3. Train and empower representatives of at least 5 departments to City Twitter and Facebook accounts

Mayor's Office Org Chart



Mayor's Office

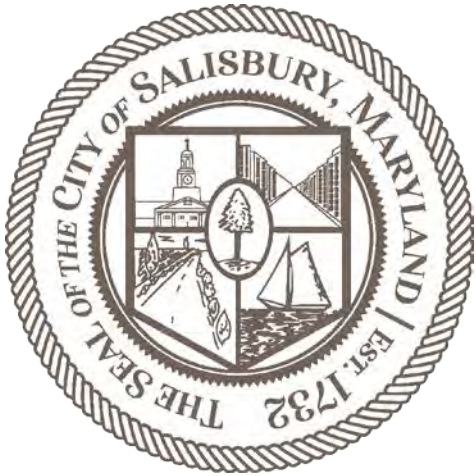
Budget Detail



12000 - Executive (Mayor)	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	352,992	529,743	529,753	524,006	523,306
Operating Expenses	76,921	72,724	71,842	72,445	72,445
Capital Outlay	9,013	-	872	2,679	2,679
TOTAL Executive (Mayor)	438,926	602,467	602,467	599,130	598,430

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.



Finance



Budget Detail

Goals

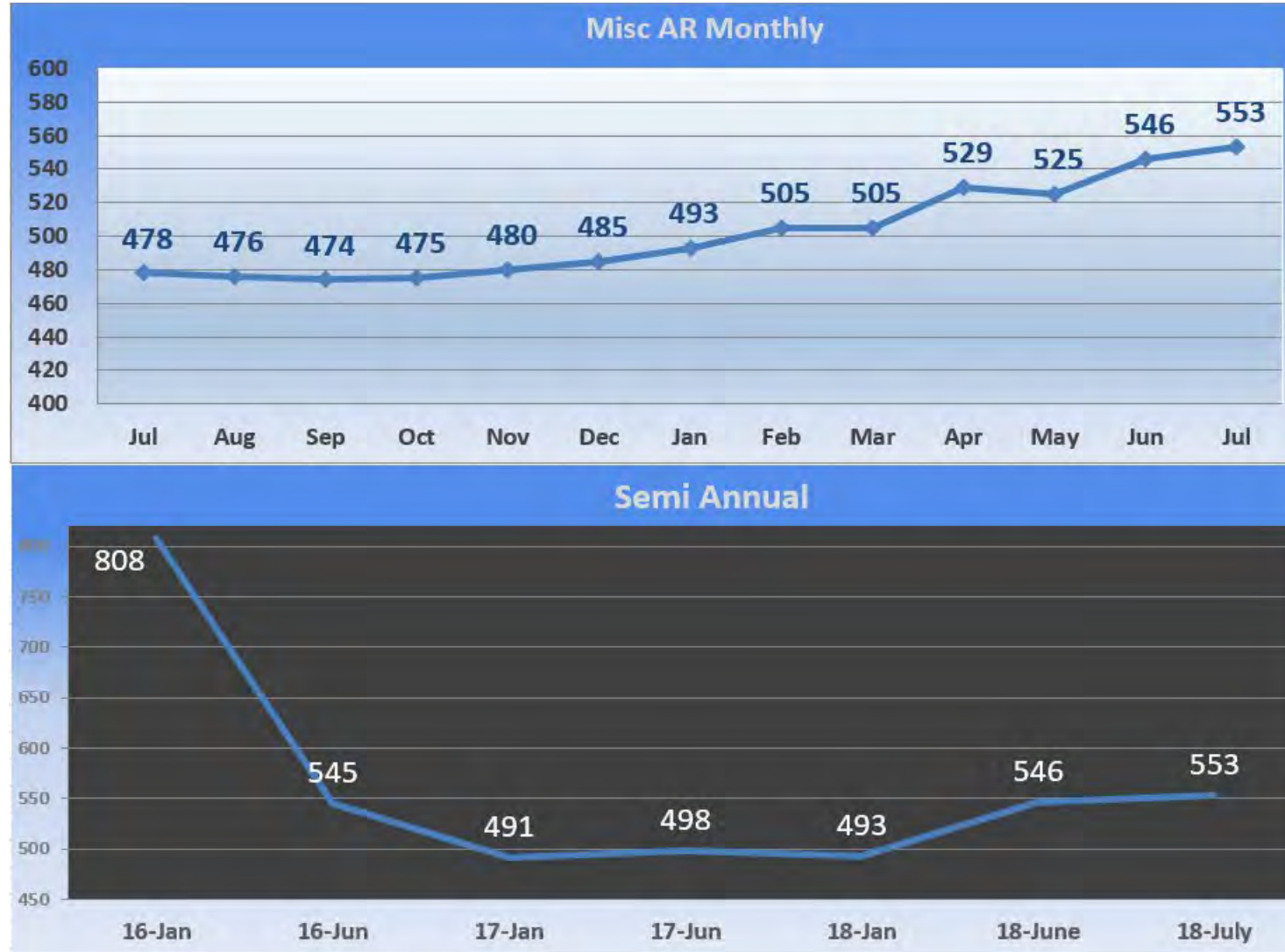
1. Reduce the amount of Personal Property Receivables over 120 days old to below an average of \$1,300,000
2. Reduce the amount of Miscellaneous Receivables over 120 days old to below an average of \$550,000
3. Work with department heads and administrations to set appropriate fees based on costs.

Priorities

1. Conduct analysis of City's Fiscal Structure to ensure the City maintains the appropriate revenue sources
2. Implement additional collection resources for delinquent accounts
3. Implement enhanced online and e-payments options for customers
4. Coordinate with Project Administrators to optimize timing for reallocation of Bonded Debt proceeds as projects are complete.
5. Guide the budget team to develop a budget document that qualifies for the GFOA Budget Award.

Finance

Performance Measures



Finance

Performance Measures





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Salisbury

Maryland

For the Fiscal Year Beginning

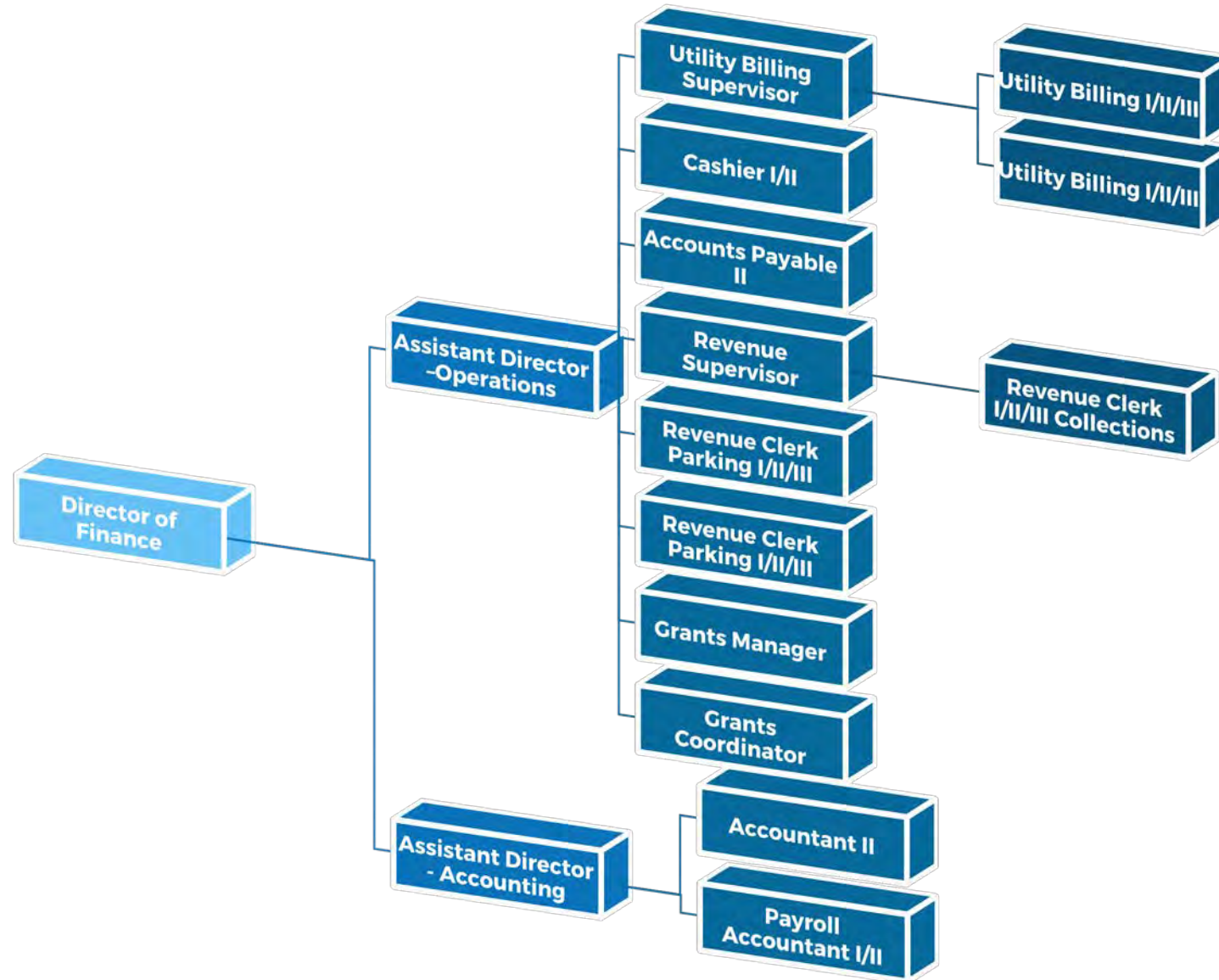
July 1, 2017

Christopher P. Morill

Executive Director

Finance

Org Chart



Finance

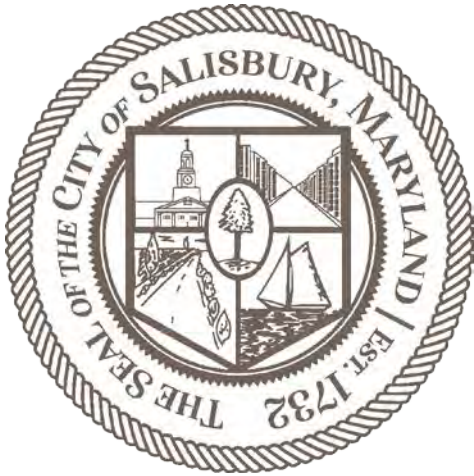
Budget Detail



15000 - Internal Services - Finance	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	403,699	412,413	412,413	440,090	522,071
Operating Expenses	97,892	135,905	125,958	99,379	99,379
Capital Outlay	15,104	-	28,792	-	-
TOTAL Internal Services - Finance	516,696	548,318	567,163	539,469	621,450

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.



**Department of
Procurement**

Procurement

Budget Detail



Goals

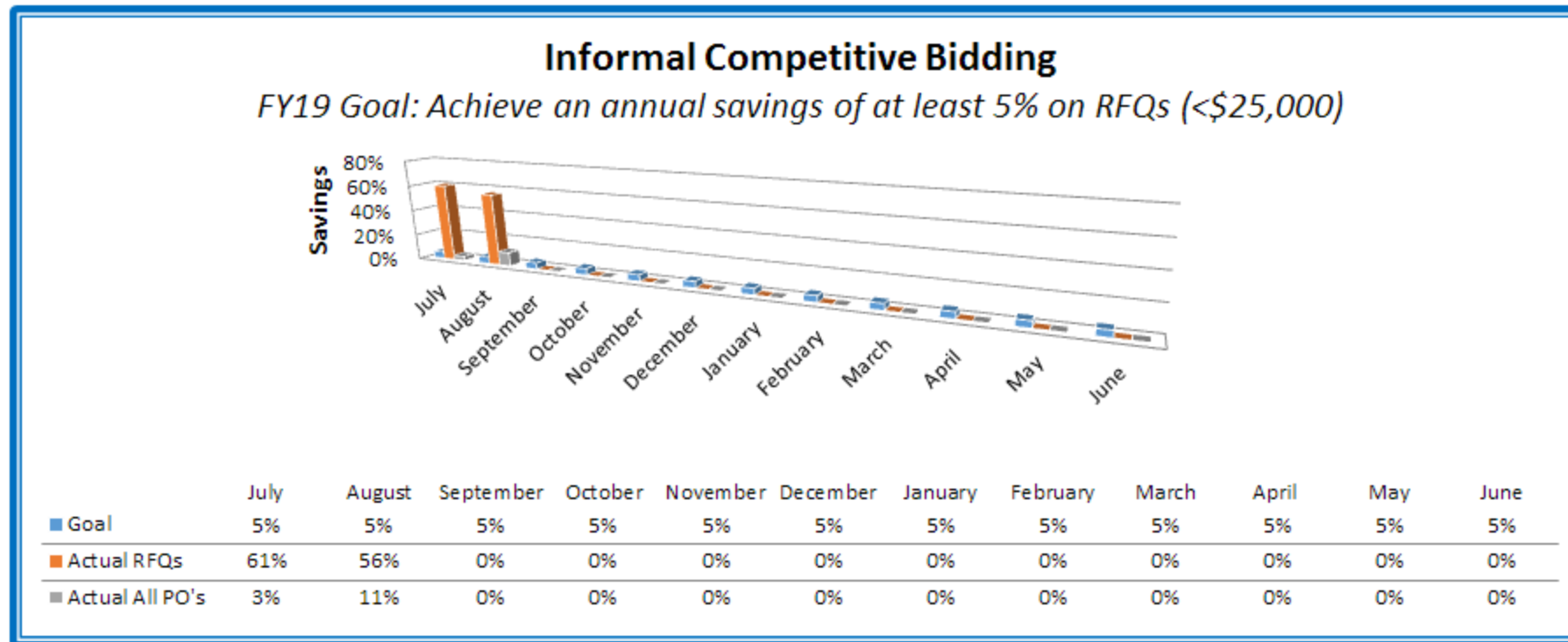
1. Achieve an annual savings of at least 10% on competitive solicitations over \$25,000
2. Implement a Guaranteed Savings Energy Performance Contract to cover debt obligation and 15-year ROI goal.
3. Achieve an annual savings of at least 5% on competitively solicited purchase orders over \$1,000
4. Reduce time from project scope handoff to contract award signing to 90 days, 75% of the time

Priorities

1. Implement online bidding via the City's Procurement Portal.
2. Continue to work with the City's Energy Consultant to identify efficient energy use practices and disseminate information to City Administration and Department Heads.
3. Investigate cost reduction ideas for the City and identify vendors who meet internal customer needs at reasonable prices
4. Manage the procurement process by developing a Policy and Procedure Manual to provide consistency across departments and identify strategies to reduce redundancy
5. Maintain ethical procurement standards and full legal compliance
6. Implement City Energy Savings Contract to cover debt obligation

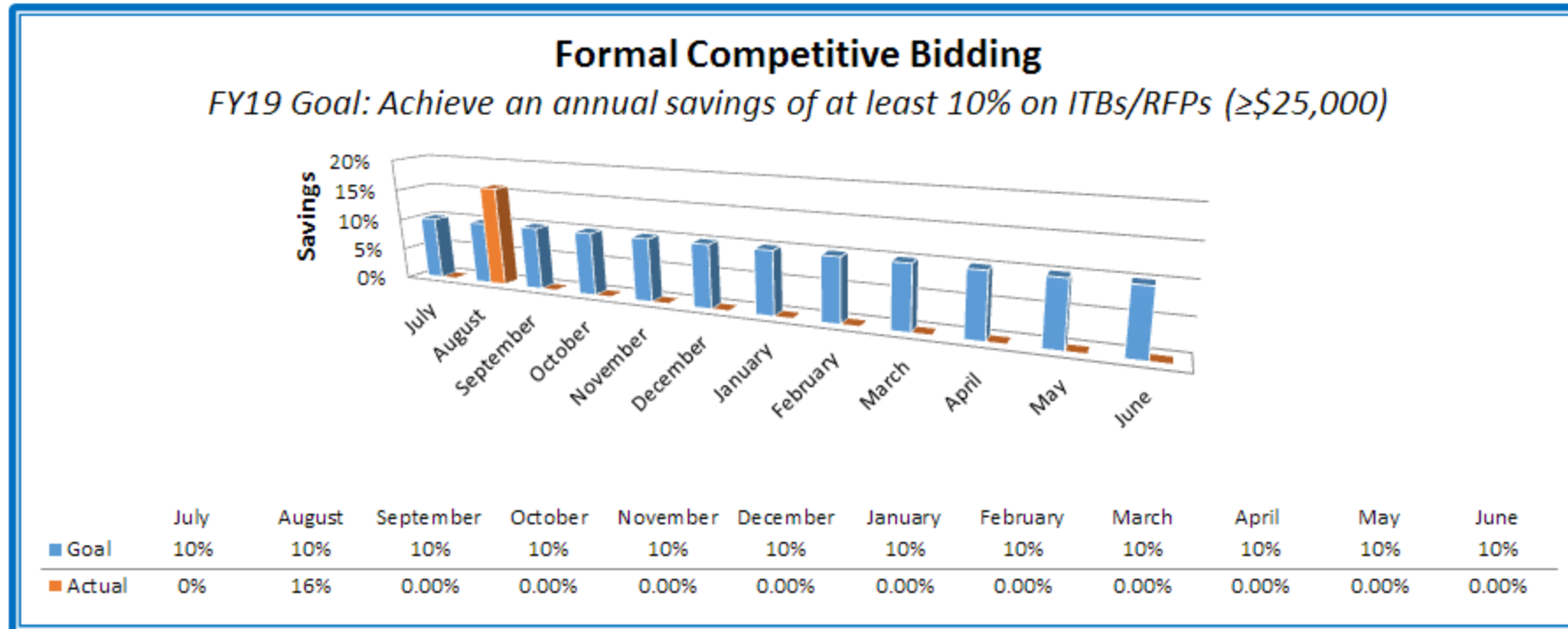
Procurement

Performance Measures



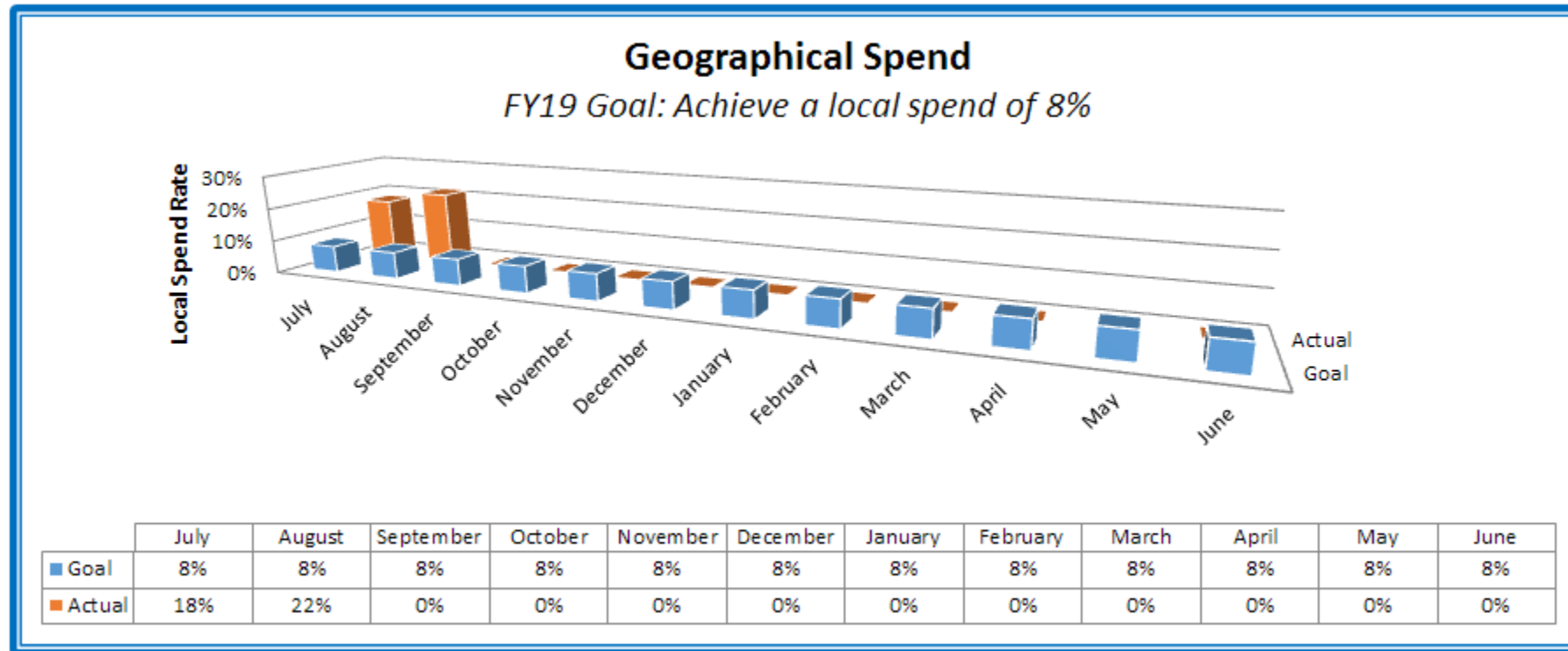
Procurement

Performance Measures



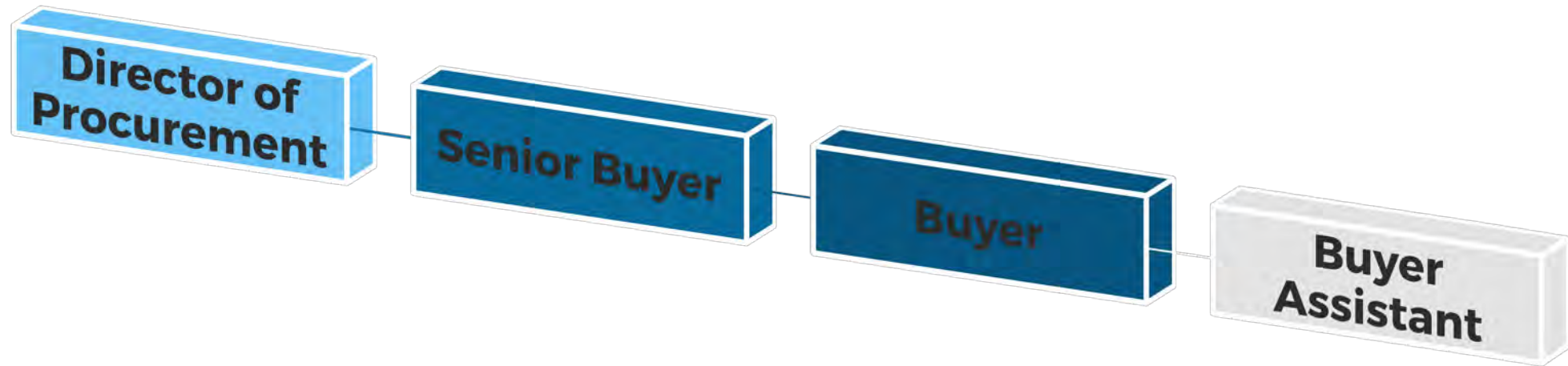
Procurement

Performance Measures



Procurement

Org Chart



Procurement

Budget Detail



16000 - Internal Services -Procurement	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	179,002	231,646	231,646	223,765	222,365
Operating Expenses	31,805	41,535	41,919	39,013	39,013
Capital Outlay	994	1,250	1,371	-	-
TOTAL Internal Services -Procurement	211,800	274,431	274,936	262,777	261,377

City Attorney

Budget Detail



Goals

1. Respond to all Mayor's Office inquiries within 24 hours
2. Respond to all other staff requests within 7 days, 90% of the time
3. Complete all research projects within 14 days, 90% of the time
4. Complete all ordinance/resolution draft projects within 30 days, 90% of the time
5. Complete all contract reviews in 21 days, 90% of the time
6. Achieve favorable outcome in 95% of litigation involving City

Priorities

1. Assist all departments by preparing ordinances and resolutions as needed
2. Review and respond to all litigation filed against the City
3. Provide legal advice and assistance to the Mayor, City Council and Staff
4. Review contracts, agreements, deeds and other legal documents
5. Provide all services in a cost-efficient manner

City Attorney

Budget Detail

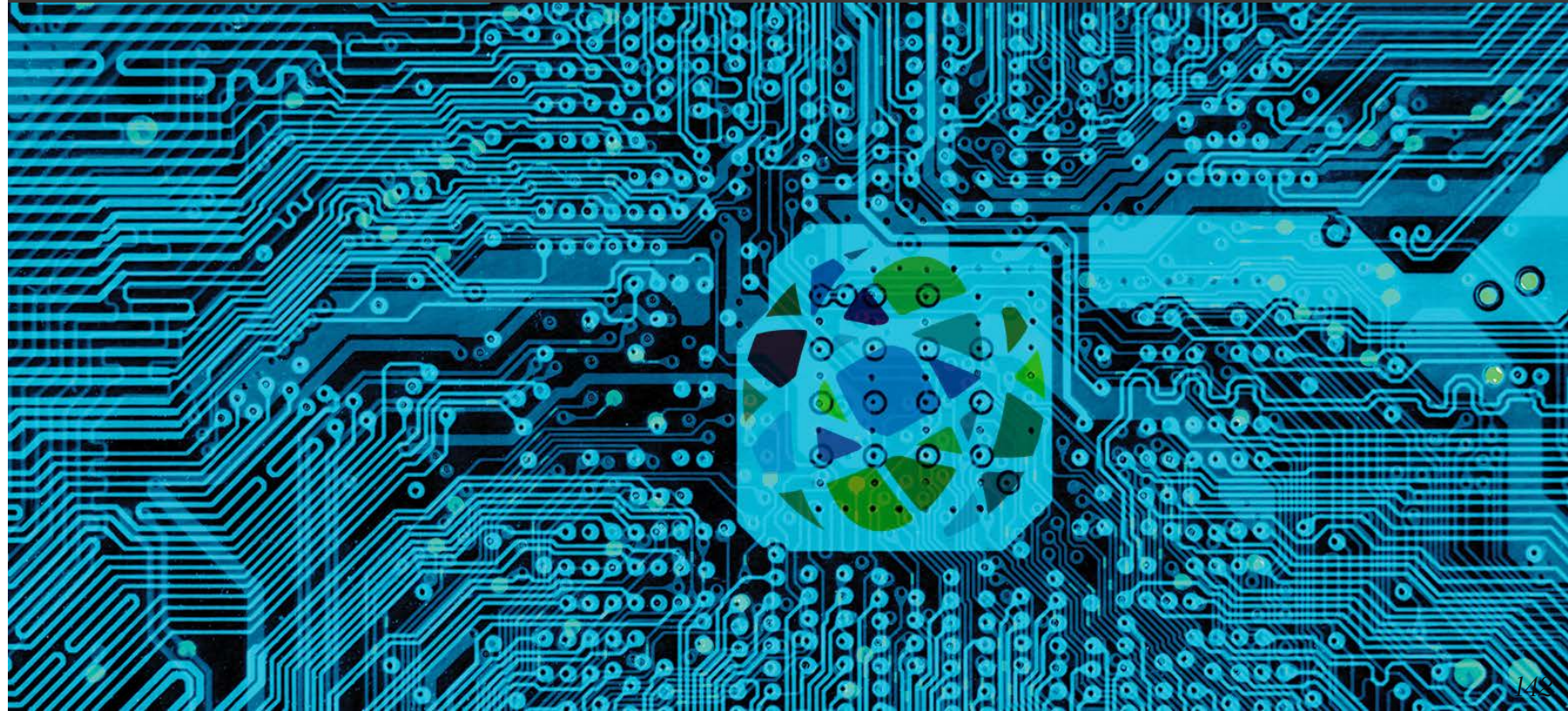


17000 - City Attorney	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Operating Expenses	306,505	284,800	284,800	284,800	284,800
TOTAL City Attorney	306,505	284,800	284,800	284,800	284,800



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

Budget Detail



Goals

1. Ensure that application servers remain online and available 95% of the time
2. Ensure the WAN connecting remote offices to the GOB is online and operational no less than 95% of the time
3. Ensure that departmental helpdesk tickets are resolved the first time no less than 95% of the time
4. Coordinate the expansion of at least 15 new web-based Citizen Services and Mapping Products in FY19

Priorities

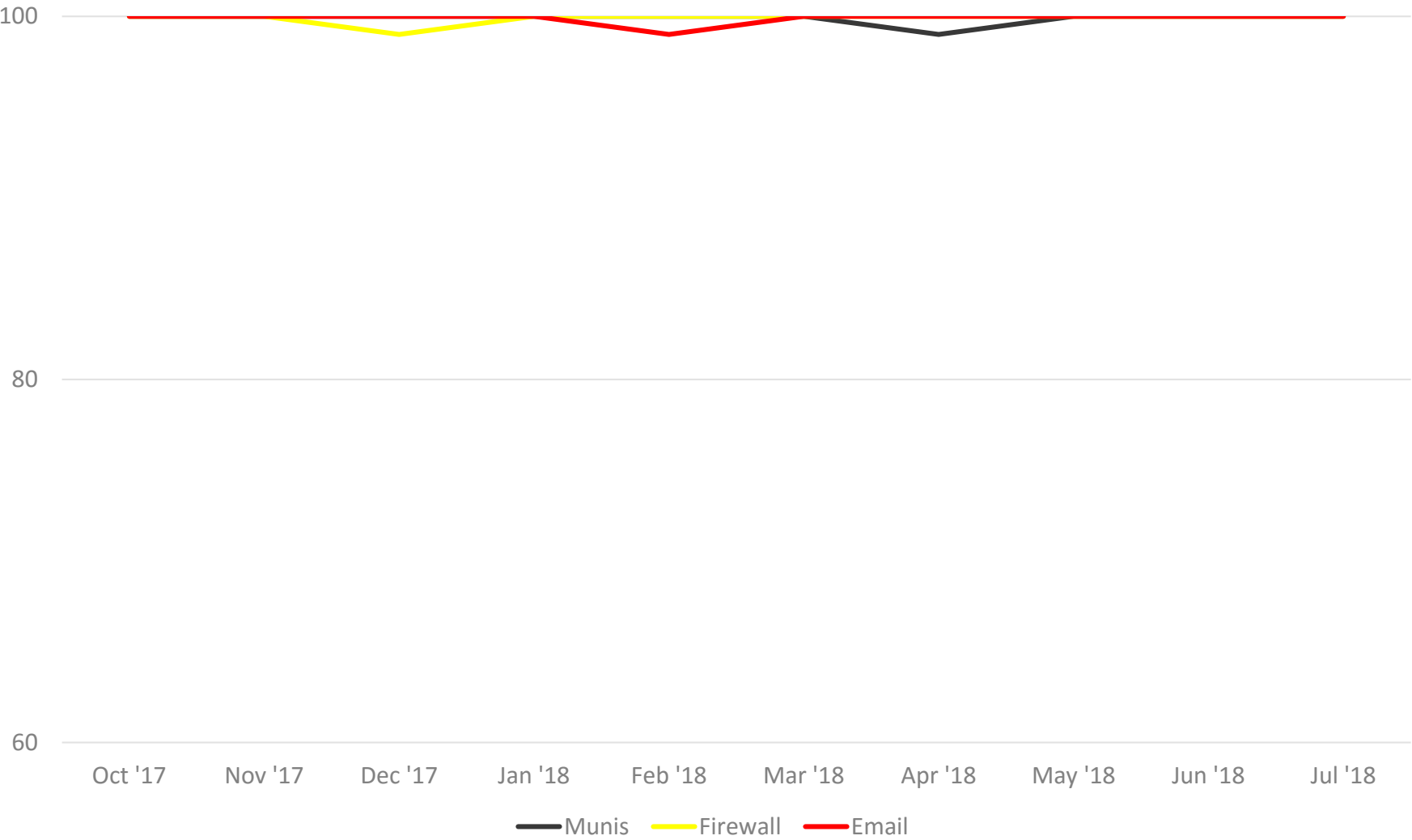
1. Ensure operation and availability of all City systems and electronic services
2. Provide IS services to city departments in an efficient and reliable fashion
3. Establish new GIS division within Department of Information Services
4. Conduct city-wide departmental needs analysis for new GIS division
5. Ensure current level of GIS support for existing internal and external customers while scope is expanded city-wide
6. Develop a dashboard for all ResultSBY goals with uniform graphics and methods of comparison/data representation
7. Empower City leadership and departments with GIS mapping in decision making
8. Continue exploration of municipal broadband to provide connectivity in support of business development and low-income access to affordable internet services
9. Continue to implement strategies for the City to reduce its use of paper

Information Services

Performance Measures

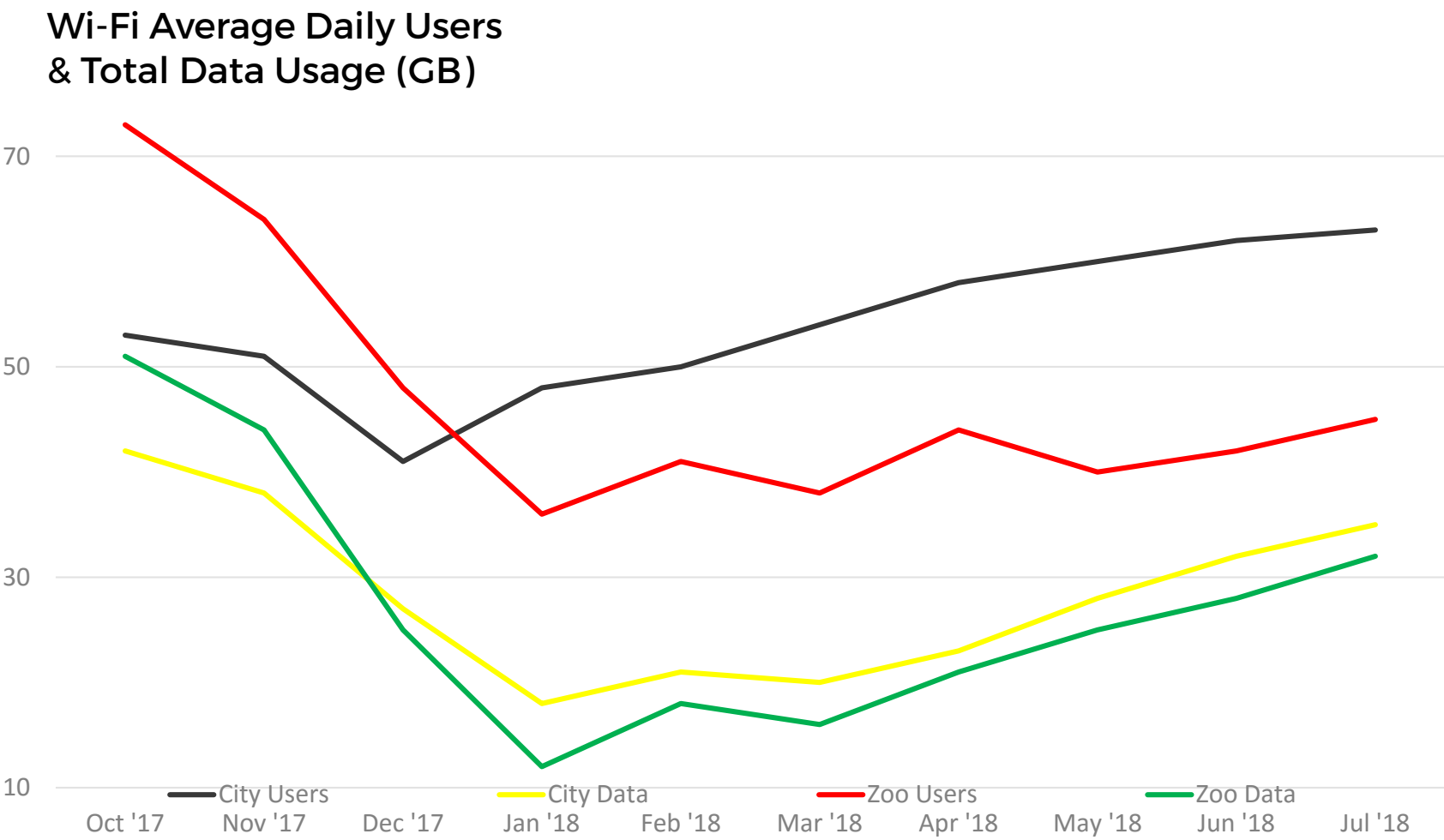


% UP-TIME



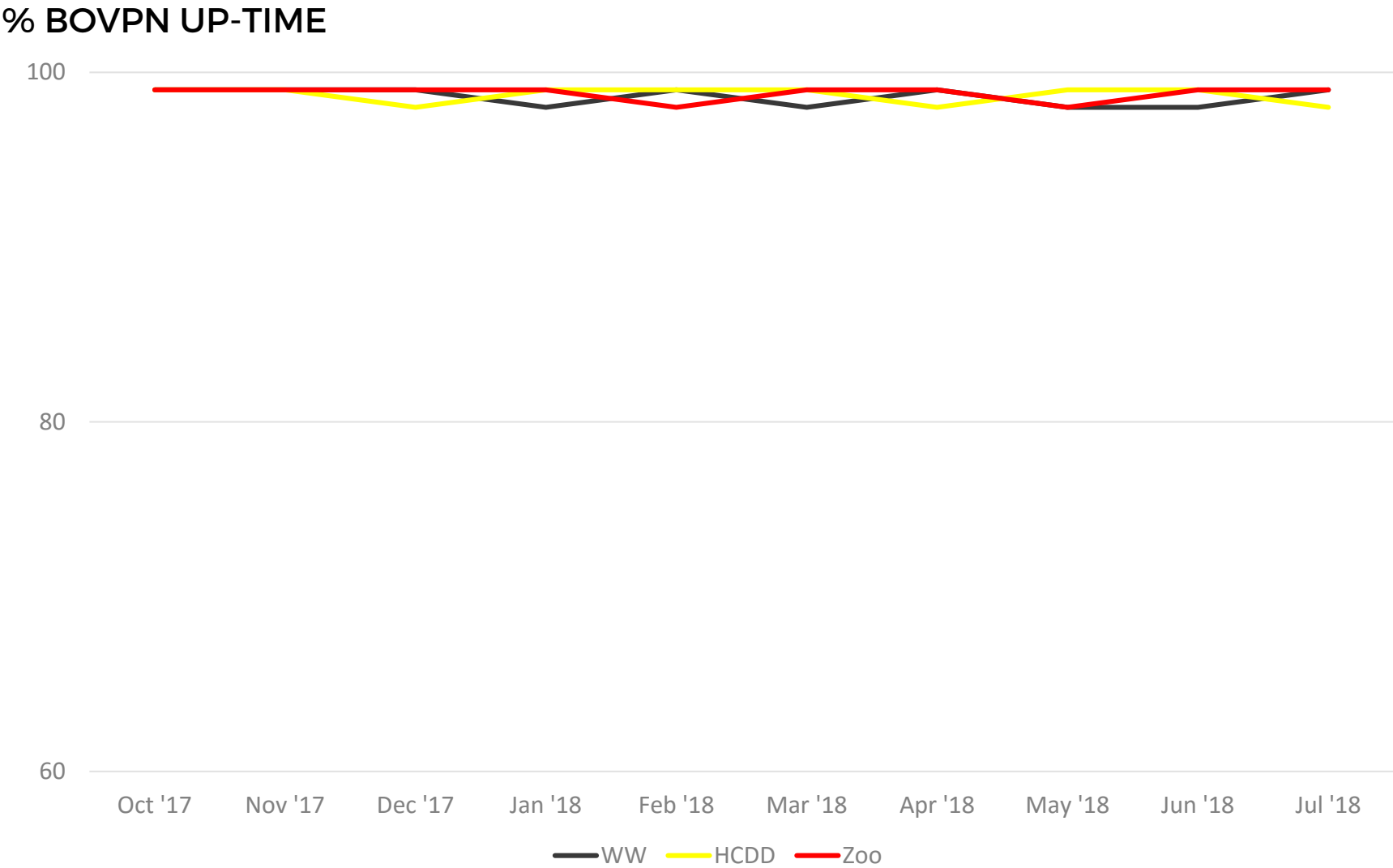
Information Services

Performance Measures



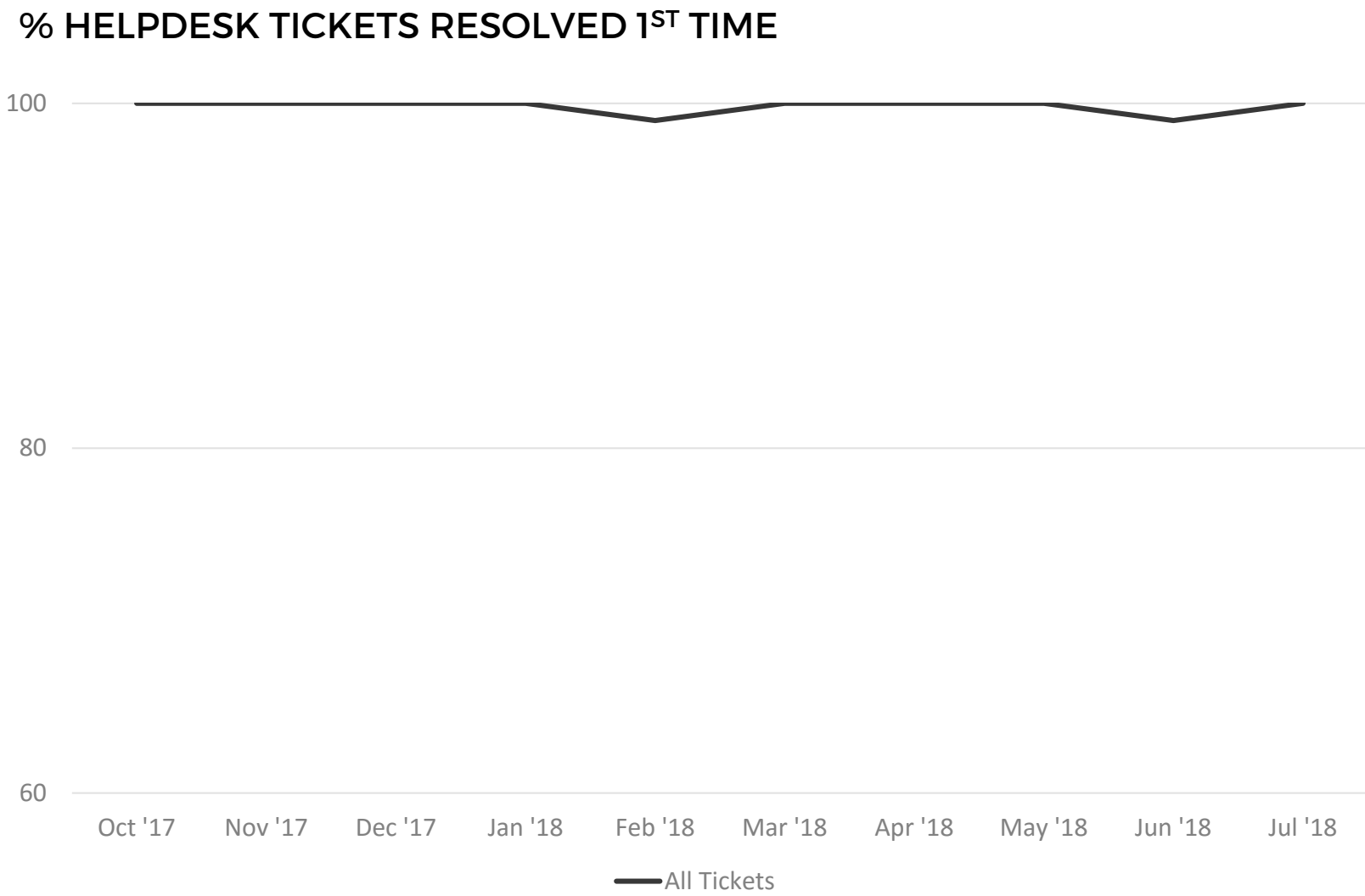
Information Services

Performance Measures



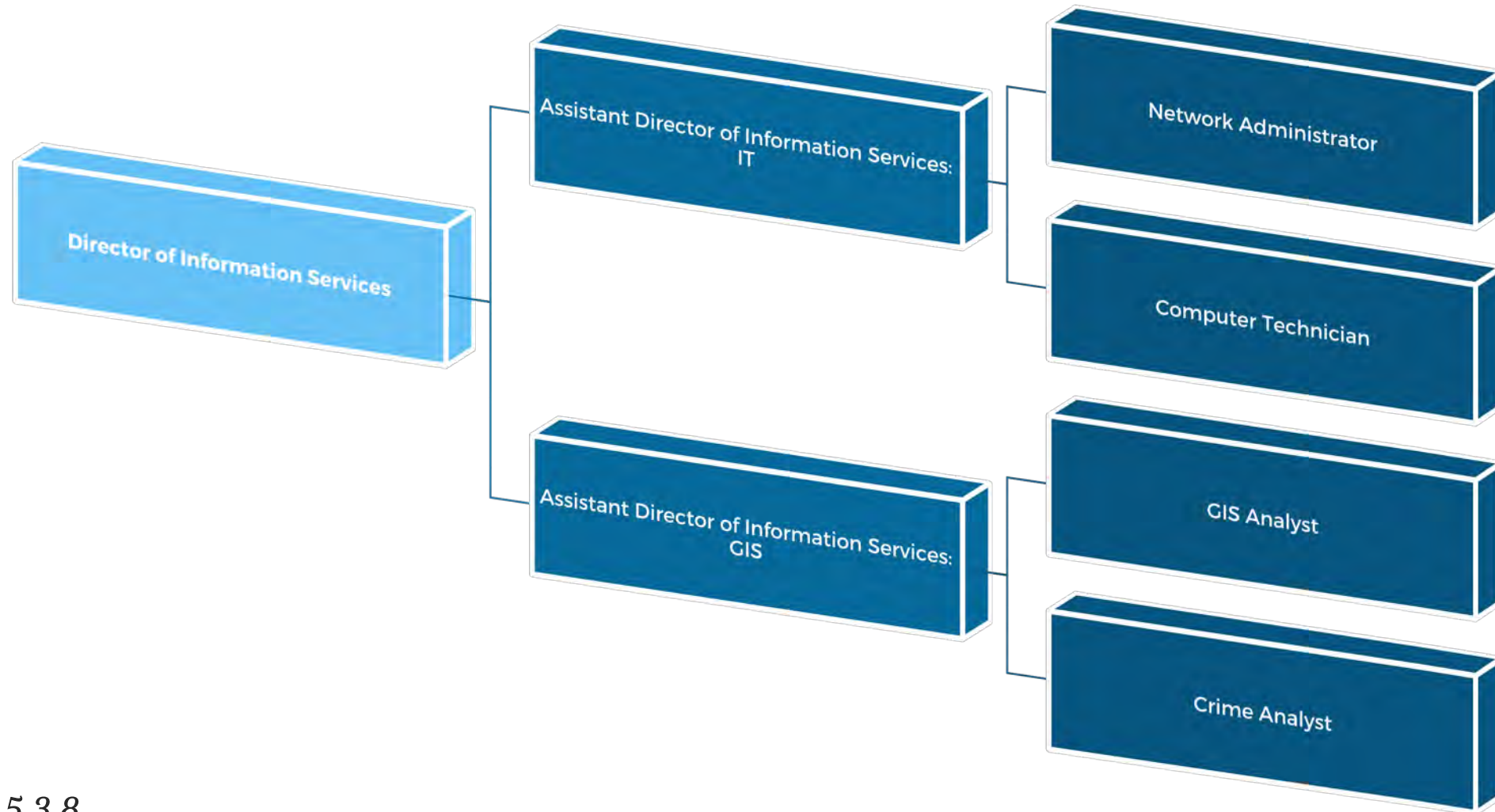
Information Services

Performance Measures



Information Services

Org Chart

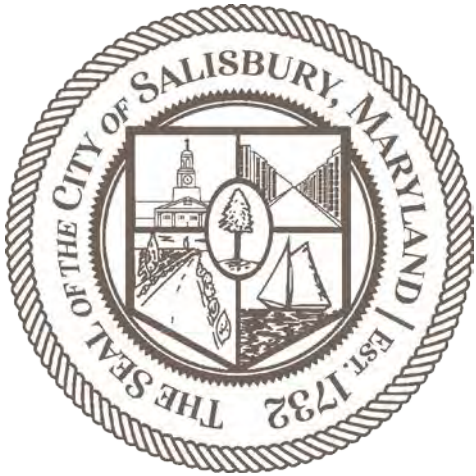


Information Services

Budget Detail

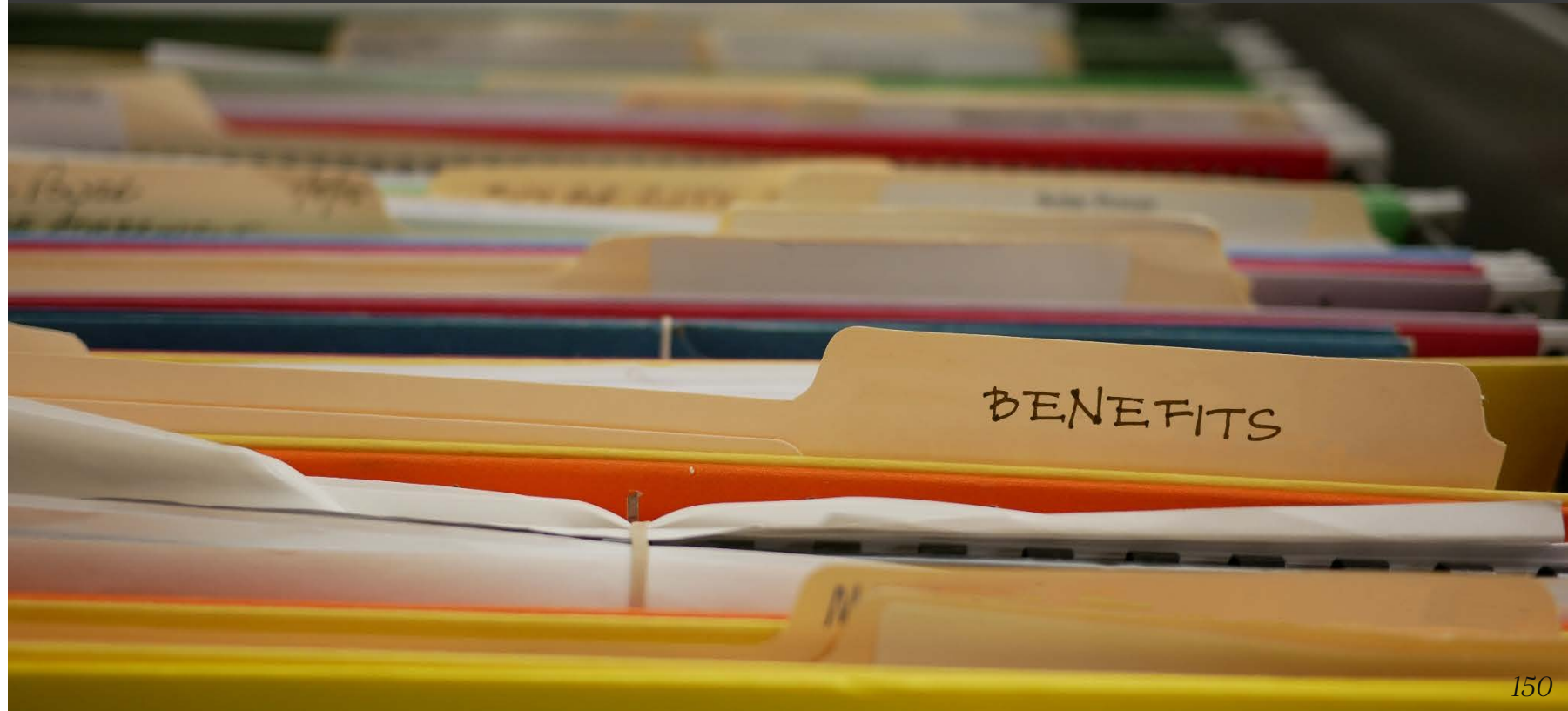


18000 - Information Technology	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	250,364	327,298	327,298	423,422	353,426
Operating Expenses	97,800	113,252	109,806	104,740	104,740
Capital Outlay	-	7,000	20,291	2,756	2,756
TOTAL Information Technology	348,164	447,550	457,395	530,918	460,922



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.



Human Resources



Budget Detail

Goals

1. All newly hired employees who drive a City vehicle should attend a mandatory on-boarding process, including defensive driving training within 6 months of hire
2. Increase enrollment in the City's ICMA 457 Program to 40% participation of staff
3. Reduce the top two bands of our "Clinical Risk Profile – Illness Burden Triangle", regarding our healthcare costs, by 3%
4. Reduce annual turnover rate to below 3%
5. Reduce annual average days to fill vacant positions to below 40 days

Priorities

1. Develop mandatory on-boarding process for new employees
2. Adopt a new internal mentorship program
3. Adopt a new internal customer service improvement program
4. Continue to improve the City-wide employee recognition program with new incentives
5. Continue the support of an employee wellness program by assisting with programming
6. Continue to improve the City holiday and summer employee appreciation events
7. Provide opportunities to assist CareFirst members to improve health status through a variety of means such as education, literature, increased awareness of Patient Centered Home Health Programs via their primary care practitioner
8. Share educational materials and opportunities for staff to meet with ICMA Reps, regarding our ICMA 457 Program

Human Resources

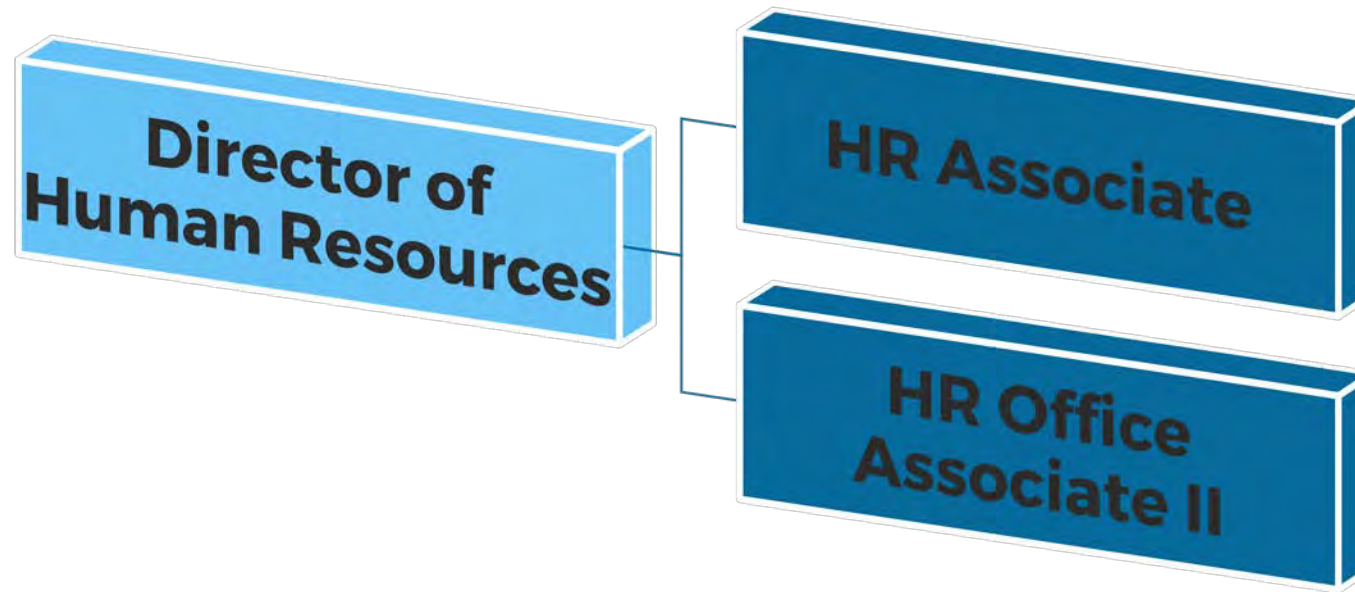
Performance Measures



						2018									
HR Metrics	2015	2016	2017			Oct	Nov	Dec	Jan	Feb	March	April	May	June	July
Annual Turnover	4%	3%	2.23%												
Monthly T/O						1.9	.23	1.6	1.16	.69	2.09	1.4	2.09	.9	1.6
Annual Av To Fill Positions	37.8	48	48.4												
Quarters FY19															
Monthly Avg# Days						52.7	69.25	68	37	27.33	34.11	66.25	25	30	43.4

Human Resources

Org Chart



Human Resources

Budget Detail



18500 - Human Resources	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
18500 - Human Resources	233,548	263,615	263,615	270,477	270,477
Personal Services	28,496	26,155	31,252	35,117	35,117
Operating Expenses	6,667	-	121	2,650	2,650
Capital Outlay					
TOTAL Human Resources	268,711	289,770	294,989	308,244	308,244

Municipal Buildings

Budget Detail



Goals

1. Increase operational effectiveness & efficiency of the Government Office Building through a comprehensive maintenance program
2. Provide proper physical security measures for Government Office Building employees while maintaining a business-friendly environment for use by citizens
3. Monitor energy usage and seek continual improvement through creative conservation efforts
4. Seek cost savings through an effective procurement plan of goods and services for the Government Office Building
5. Work with Administration and the Department of Infrastructure and Development to begin development of an affordable, new city hall solution to assemble all Information Services, Housing & Community Development, Mayor's Office, Finance, Procurement, Human Resources, Communications, City Clerk, City Council and Infrastructure & Development functions into one building by 2020

Municipal Buildings

Budget Detail



19500 – Municipal Buildings	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Operating Expenses	98,902	237,601	387,202	197,600	197,600
TOTAL Municipal Buildings	98,902	237,601	387,202	197,600	197,600

Poplar Hill Mansion

Budget Detail



19600 – Poplar Hill Mansion	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	27,088	26,913	26,913	27,848	27,848
Operating Expenses	13,259	32,715	35,685	30,176	30,176
TOTAL Poplar Hill Mansion	40,347	59,628	62,598	58,023	58,023



Salisbury Police Department

The Salisbury Police Department strives 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.



Police



Goals

1. Continue to build on the reduction of Part I crimes to less than 1900 in FY19
2. Meet a response time of 6 minutes for major calls
3. Reduce thefts in all categories (from motor vehicles, bicycle and shoplifting) by 8%
4. Reduce burglaries by 5%
5. Reduce robberies by 10%
6. Conduct four (4) joint Safe Streets law enforcement operations directed towards narcotics enforcement, reduction of prostitution and gangs
7. Conduct two (2) community policing programs to promote positive interaction between citizens and police, i.e.: Citizen Police Academy, Doverdale Youth Program, and the Explorers Program
8. 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
9. Have updated crime statistics online every month and calls for service online daily
10. Charge suspects in 60% of Part I crime cases within 90 days
11. Close 75% of violent Part I crime cases through conviction within 12 months
12. Close 50% of non-violent Part I crime cases through conviction within 6 months



Police



Priorities

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

Police



Priorities

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
15. Implement online crime reporting for minor/quality of life crimes and crime tips in FY19
16. Reduce number of programs Patrol officers must access while in-car by adopting programs that provide functionality of multiple programs
17. Adopt robust intelligence collection, management and sharing system that empowers officers and detectives to solve and close cases
18. Reduce number of overdoses in City to under 90 in FY19

Police



Priorities

- 19. Reduce Response times by 2.5% (Average now is 6 min. & 45 Secs)
- 20. Increase Narcotics arrests by 2%.
- 21. Increase Gang/serious violent criminal incidents by 2%.
- 22. Reduce the number of all Assaults Simple & Aggravated by 2%.

Police

Performance Measures

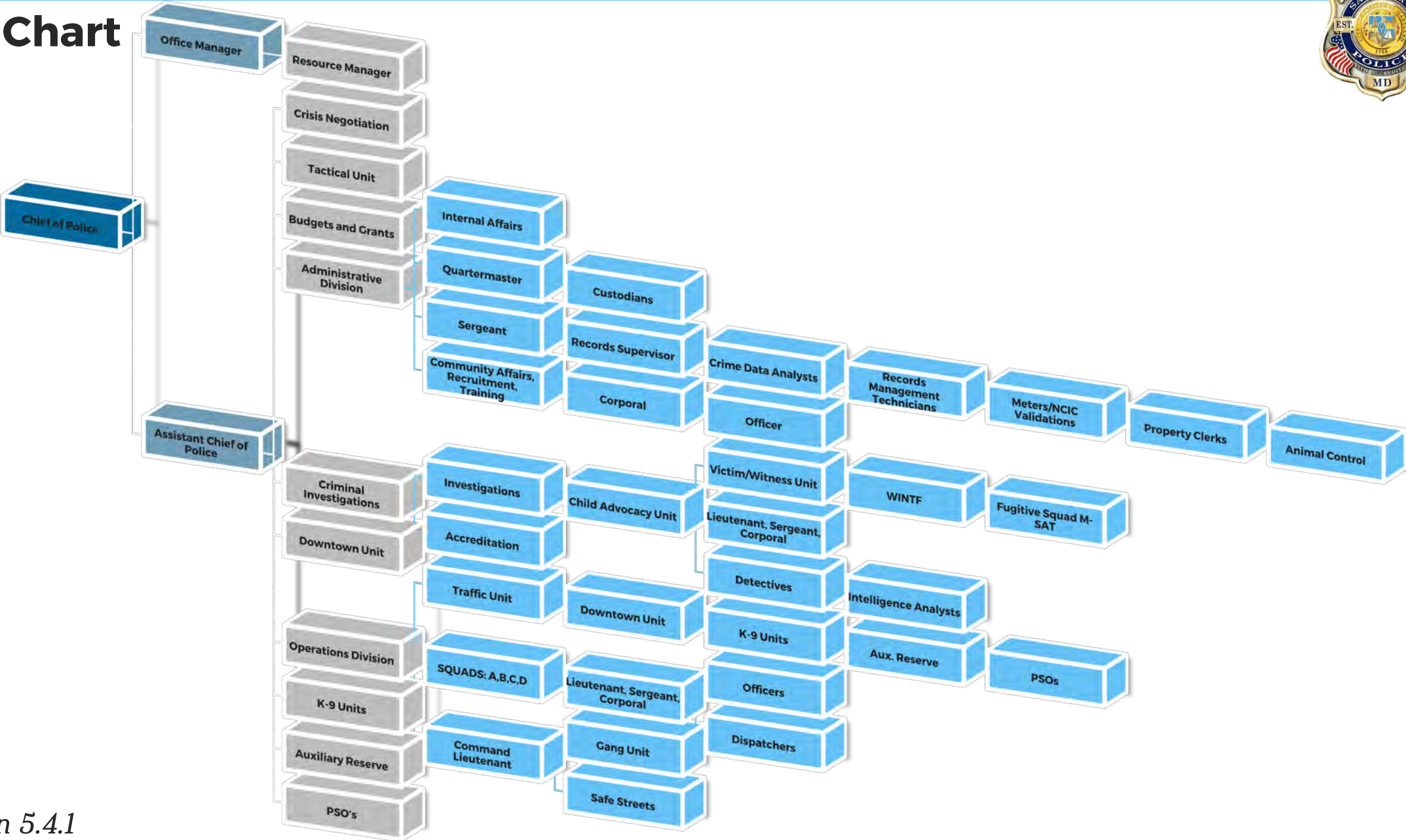


2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Homicide	0	0	1	1	0	1	0						3
Rape	2	2	0	2	3	3	0						12
Robbery	14	7	5	3	4	5	9						47
Aggravated Assault	11	17	7	11	14	15	17						92
Burglary	21	13	11	15	18	9	22						109
Theft	92	94	89	99	110	123	119						726
Vehicle Theft	2	0	2	2	3	3	5						17
Human Trafficking	0	0	0	0	0	0	0						0
Arson	1	0	1	1	0	1	0						4
Total Part One	143	133	116	134	152	160	172						1,010
Calls for Service	4,750	4,826	4,923	4,984	5,371	4,796	5,221						34,871
Part One/ CFS	3.01%	2.76%	2.36%	2.69%	2.83%	3.34%	3.29%						2.98%
Juvenile Arrests	19	17	16	21	30	23	27						153
Adult Arrests	161	166	179	159	178	165	187						1,195

2017	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Homicide	0	0	0	0	0	2	3	2	0	0	0	0	7
Rape	1	3	1	2	4	2	1	0	3	2	1	1	21
Robbery	7	4	5	10	11	4	7	8	9	9	7	13	94
Aggravated Assault	14	11	15	17	14	13	20	13	15	17	12	11	172
Burglary	13	12	15	30	14	18	23	32	28	33	31	24	273
Theft	101	102	101	94	102	89	142	141	148	160	142	120	1,442
Vehicle Theft	3	5	2	2	5	5	2	12	9	8	11	6	70
Human Trafficking	0	0	0	0	0	0	0	0	0	0	1	0	1
Arson	0	0	1	2	0	2	0	0	1	2	1	0	9
Total Part One	139	137	140	157	150	135	198	208	213	231	206	175	2,089
Calls for Service	4,335	4,416	4,850	4,852	5,142	4,834	5,037	4,848	4,696	5,135	4,832	4,753	57,730
Part One/ CFS	3.21%	3.10%	2.89%	3.24%	2.92%	2.79%	3.93%	4.29%	4.54%	4.50%	4.26%	3.68%	3.62%
Juvenile Arrests	20	22	25	16	20	31	23	26	39	29	34	20	305
Adult Arrests	125	137	173	170	196	179	162	188	211	169	187	152	2,049

2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Homicide	0	0	0	0	1	0	0	0	0	0	0	1	2
Rape	2	1	1	0	1	0	1	1	1	2	1	1	12
Robbery	10	2	8	5	9	7	8	10	7	11	8	18	103
Aggravated Assault	22	16	8	16	9	16	13	12	14	14	11	10	161
Burglary	16	12	17	11	37	27	16	29	20	16	21	12	234
Theft	111	81	106	104	109	93	161	153	135	124	119	109	1,405
Vehicle Theft	4	6	1	3	4	1	6	6	5	9	4	3	52
Human Trafficking	1	0	0	0	0	0	0	0	0	0	0	0	1
Arson	1	2	0	1	2	1	0	0	0	1	0	1	9
Total Part One	167	120	141	140	172	145	205	211	182	177	164	155	1,979
Calls for Service	5,066	5,402	5,353	5,154	5,537	5,414	5,652	4,858	4,754	4,983	4,966	4,722	61,861
Part One/ CFS	3.30%	2.22%	2.63%	2.72%	3.11%	2.68%	3.63%	4.34%	3.83%	3.55%	3.30%	3.28%	3.20%
Juvenile Arrests	20	31	34	33	31	22	31	14	27	34	23	14	314
Adult Arrests	145	189	171	187	147	147	176	182	169	132	127	174	1,946

Police Org Chart



Police

Budget Detail



21021 - Police Services	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	9,333,618	10,508,568	10,481,700	10,838,840	10,857,386
Operating Expenses	1,267,711	1,176,178	1,409,926	1,131,037	1,131,037
Capital Outlay	391,957	385,000	455,408	234,000	234,000
TOTAL Police Services	10,993,285	12,069,747	12,347,034	12,203,877	12,222,423

Police: Communications

Budget Detail



Goals

1. Reduce total number of phone calls coming through dispatch by 25% (exclusive of calls for service)
2. Reduce call-to-dispatch time to under 60 seconds (85% of the time)

Priorities

1. Integrate Fire and EMS dispatch into Public Safety Communications
2. Update maps of our service area ensuring operating areas within SPD & allied agencies are kept current
3. Create a unit culture that recognizes the importance of officer safety and customer service including focusing on CIT and working through calls involving personality disability
4. Establish and promote uniformity of standards for professional standardized performance
5. Integrate geographic tracking of all units from within Public Safety Communications room

Police: Communications

Budget Detail



21025 - Police Communications	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
	540,245	796,163	736,163	776,895	770,295
Personal Services	44,850	86,650	73,550	82,917	82,917
Operating Expenses					
TOTAL Police Communications	585,095	882,813	809,713	859,812	853,212

Police: Animal Control

Budget Detail



Goals

1. Animal Control Officers will be available to handle calls for service within twenty (20) minutes and violations in an expeditious manner
2. Reduce animal bites/injuries by 25% in FY19

Priorities

1. 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
2. Work closely with Housing & Community Development to address animal issues in problem areas.
3. 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
4. Advance legislation that reduces animal abuse and risk of human/animal injury related to animals

Police: Animal Control

Budget Detail



21029 - Police Animal Control	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 FINANCE REQUESTED	FY 2019 MAYOR'S BUDGET
Personal Services	83,338	119,786	119,786	108,588	107,888
Operating Expenses	85,925	98,876	96,666	98,876	107,052
TOTAL Police Animal Control	169,262	218,662	216,452	207,464	214,940



Salisbury Fire Department

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.





Goals

1. To confine structure fires to the room of origin 50% of the time. The International City County Management Association (ICMA) reports that the national average is 40%.
2. Complete travel time to the scene of emergency incidents, measured from time of enroute to arrival on the scene, within 4 minutes 90% of the time for both Fire & EMS events.
3. 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.
4. Respond to all priority medical calls within 4 minutes for BLS, 90% of the time.
5. Respond to all priority medical calls within 8 minutes for ALS, 90% of the time.
6. For patients suffering from cardiac arrest in the field, deliver them to a definitive care facility with a pulse and respirations 20% of the time.
7. Reduce incidence of overdose deaths to 1 per 20.
8. Reduce total number of transports for SWIFT patients by 30% in FY19.
9. Respond to all requests for public education and outreach and make contact with 45% or more of the population served by the department.
10. Limit firefighter and EMS first responder reportable injuries to less than 0.05 per 100 calls for service.



Priorities

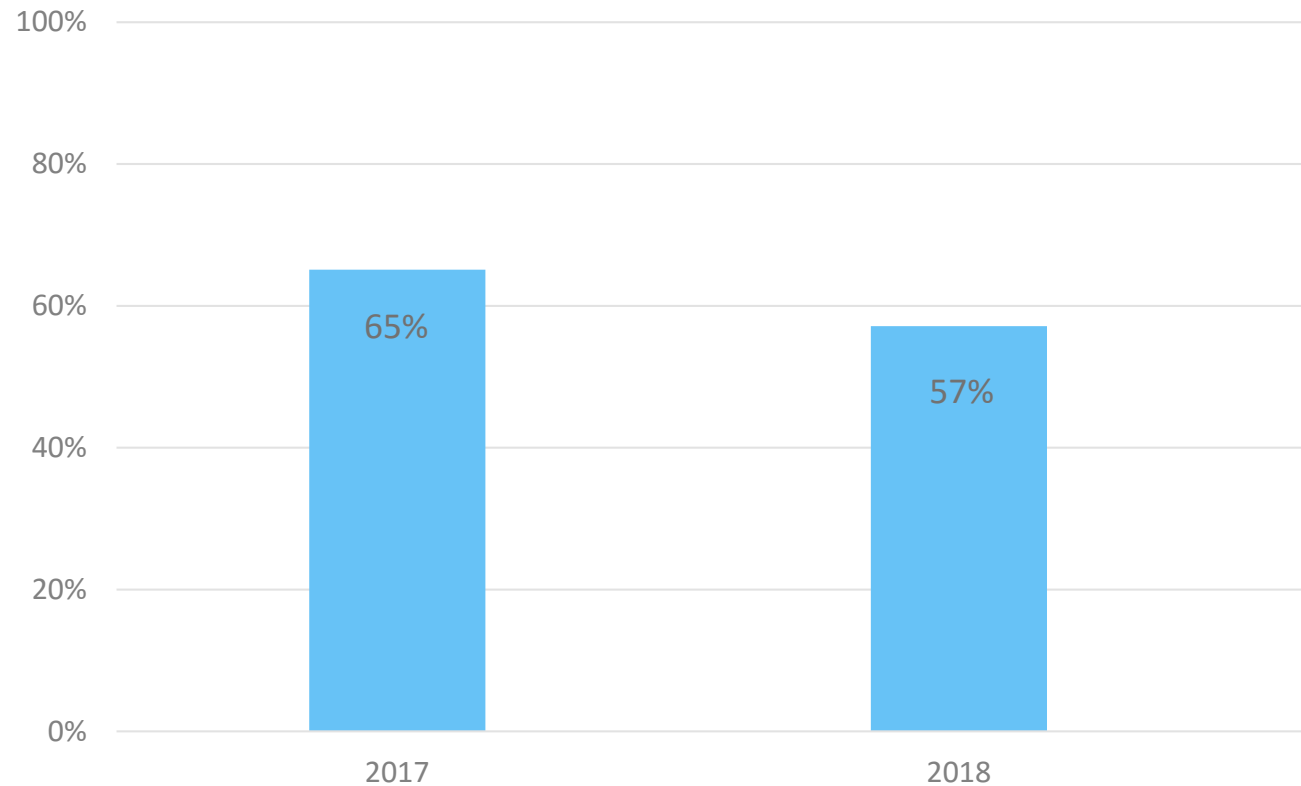
1. Maintain a highly responsive and effective fire suppression force helping to ensure that all Salisbury citizens are safe and receive the best in class emergency response
2. Maintain a highly responsive and effective emergency medical services force helping to ensure that all Salisbury citizens are safe and receive the best in pre-hospital care
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
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
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

Fire

Performance Measures



Objective 1.1: 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%.

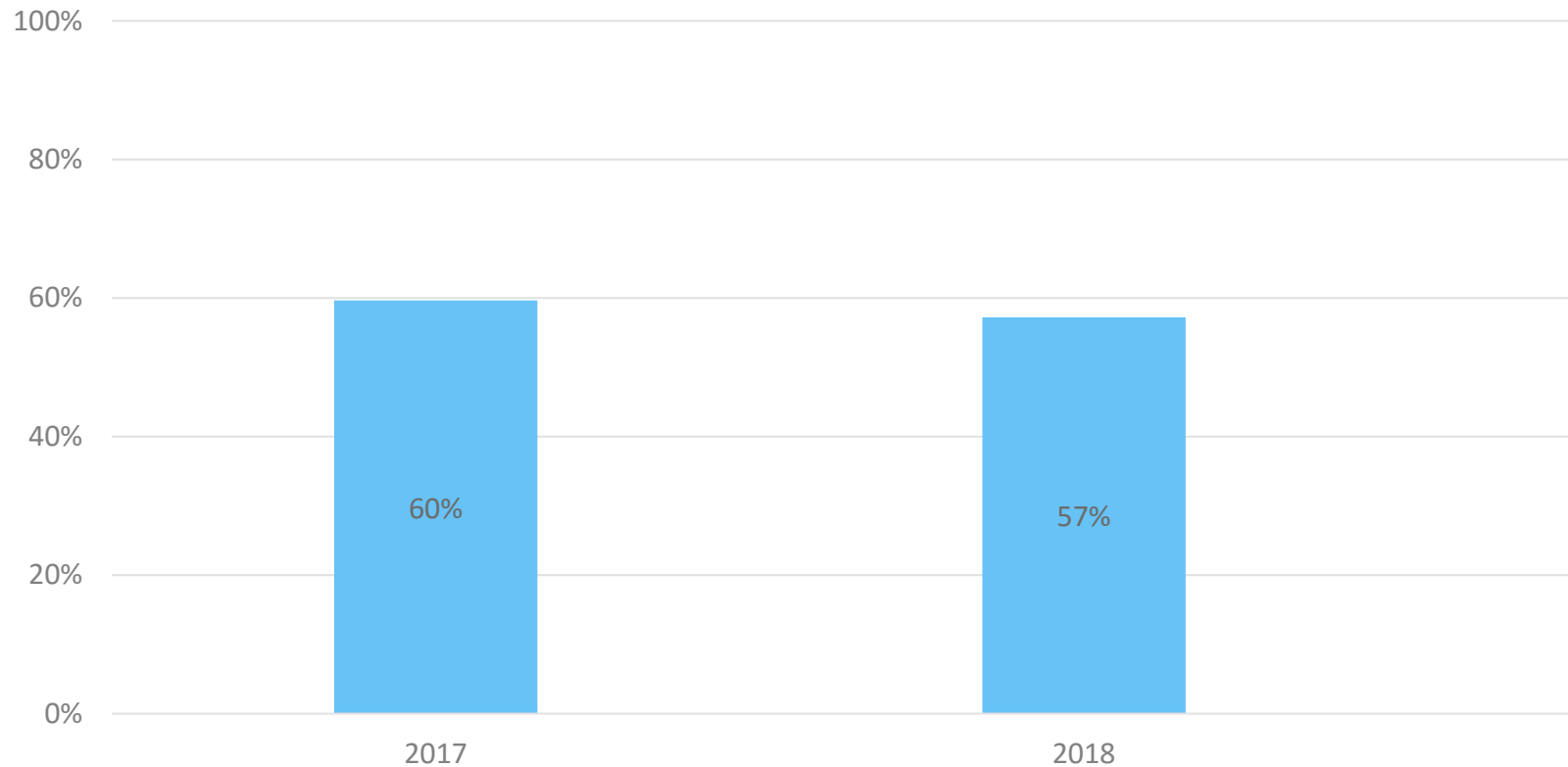


Fire

Performance Measures



Objective 1.3: Complete travel time to the scene of fire suppression incidents, measured from time of en route to arrival on the scene, within 4 minutes 90% of the time.

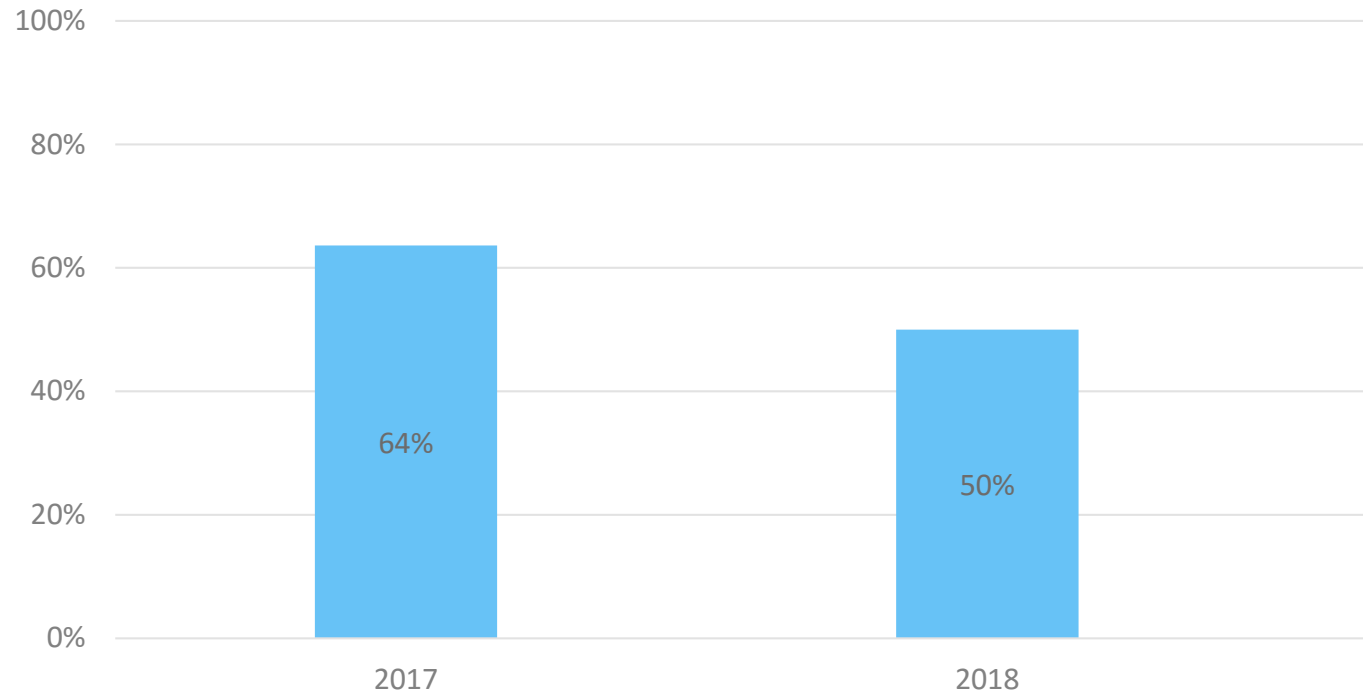


Fire

Performance Measures

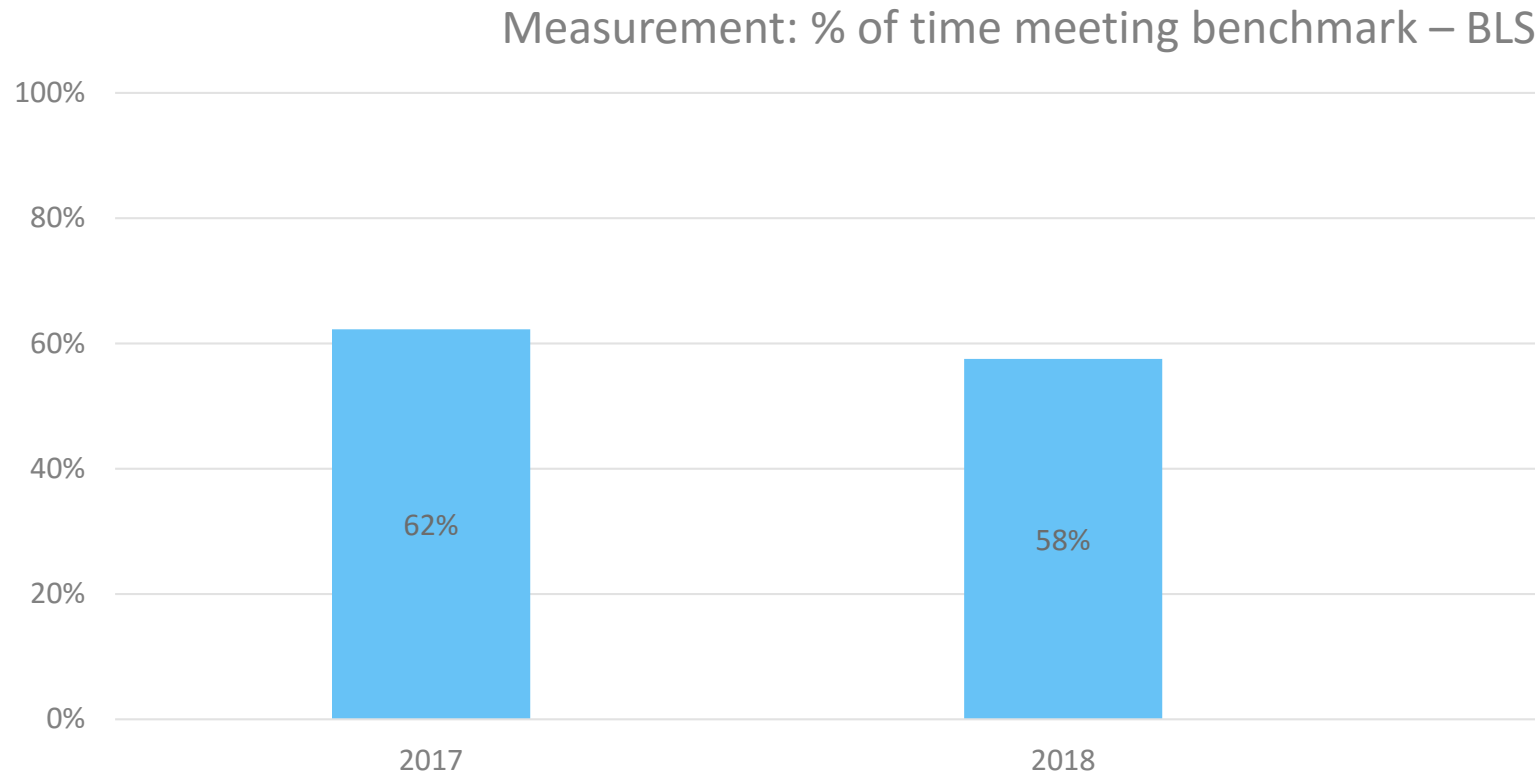


Objective 1.4: To assemble an effective response force to all structure fires within 9 minutes, measured from time of dispatch to arrival on the scene, 90% of the time to allow for the initiation of essential tasks to adequately control developing fires.





Objective 2.1: Respond to all priority medical calls, including cardiac arrest calls within 4 minutes for basic life support (EMT with AED). Measured from time of en route to arrival on the scene.

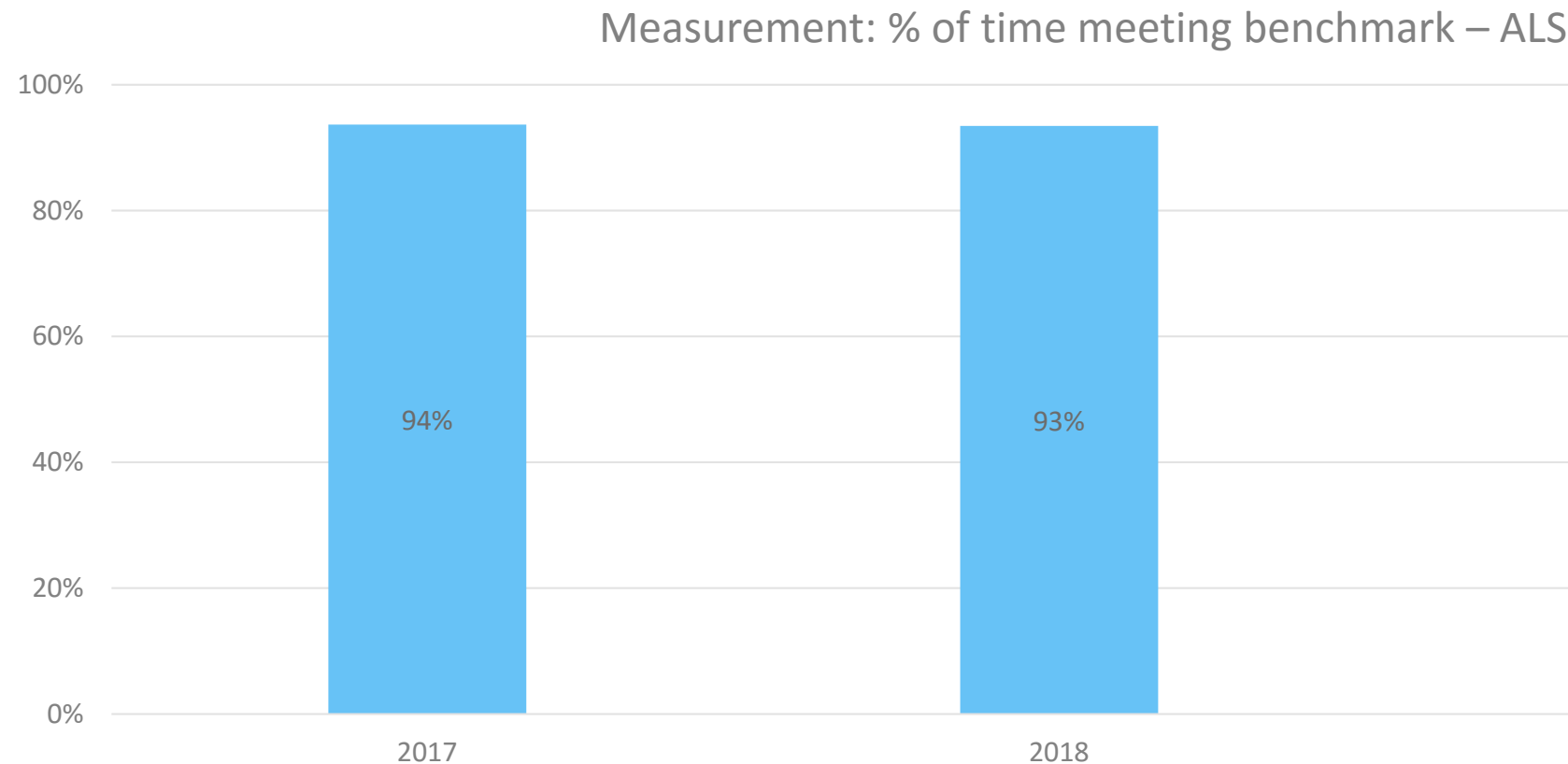


Fire

Performance Measures



Objective 2.1.1: Respond to all priority medical calls, including cardiac arrest calls within 8 minutes for advanced life support (Paramedics). Measured from time of en route to arrival on the scene.

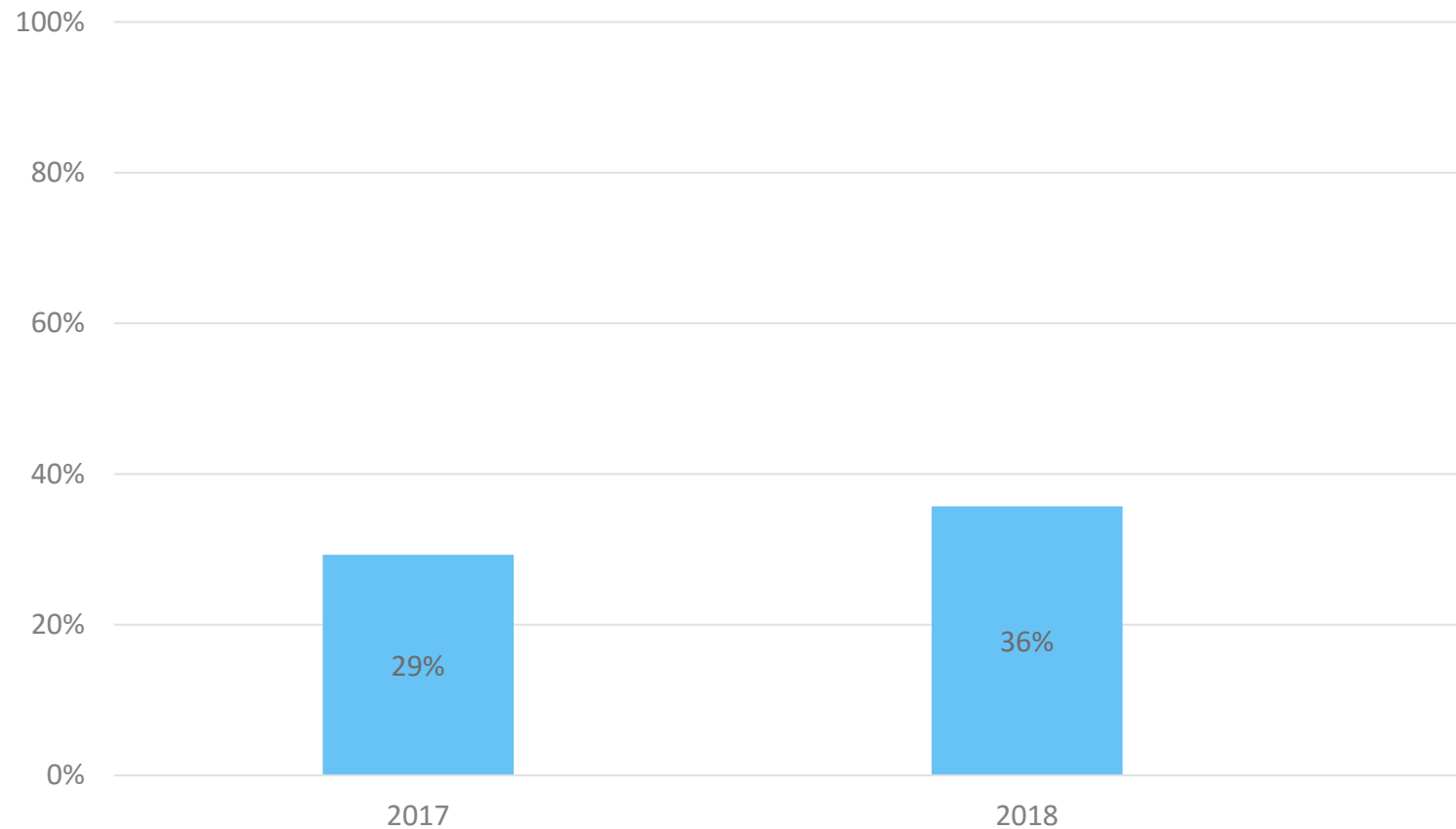


Fire

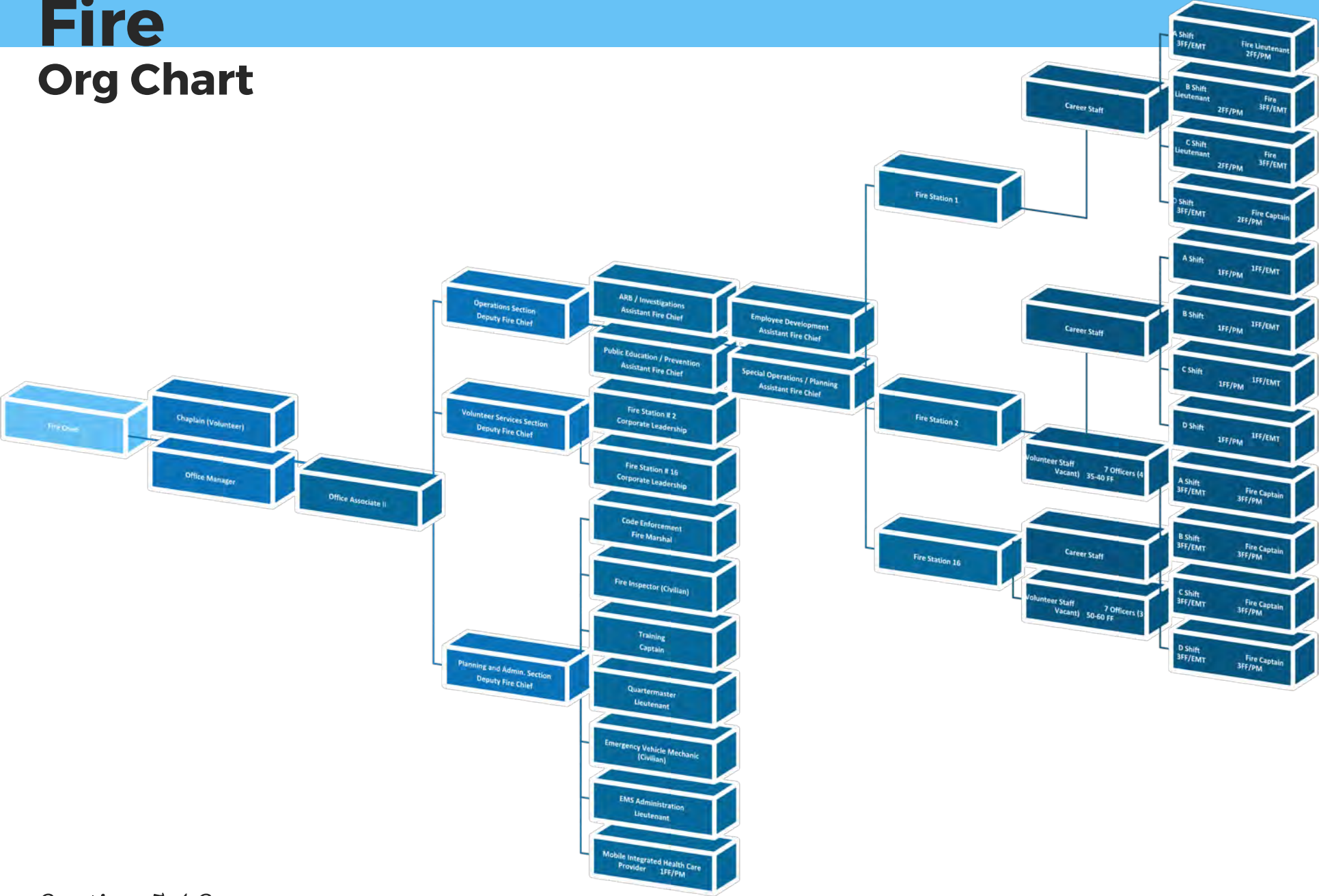
Performance Measures



Objective 2.2: For patients suffering from cardiac arrest in the field, deliver them to a definitive care facility with a pulse and respirations 10% of the time.

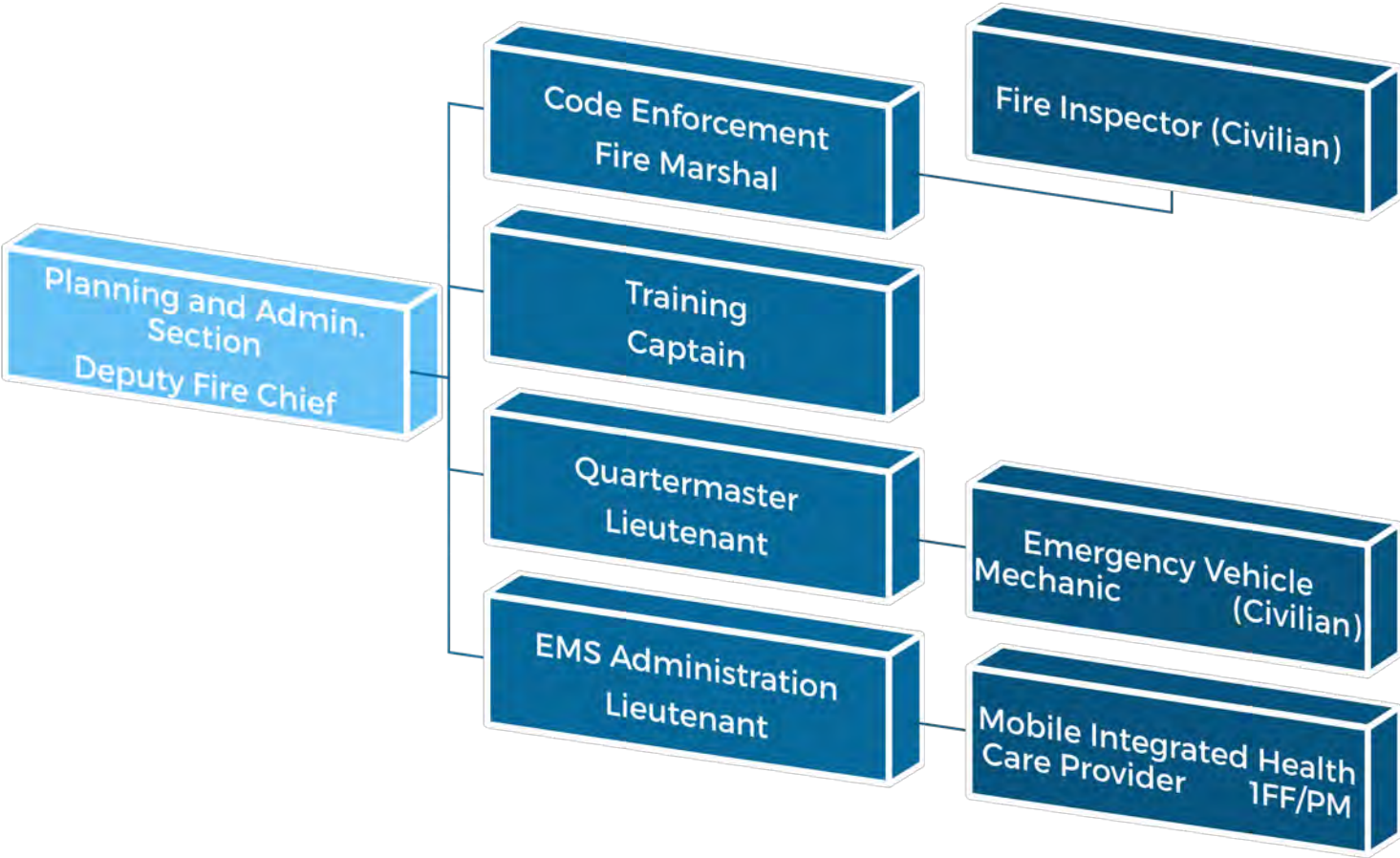


Fire Org Chart

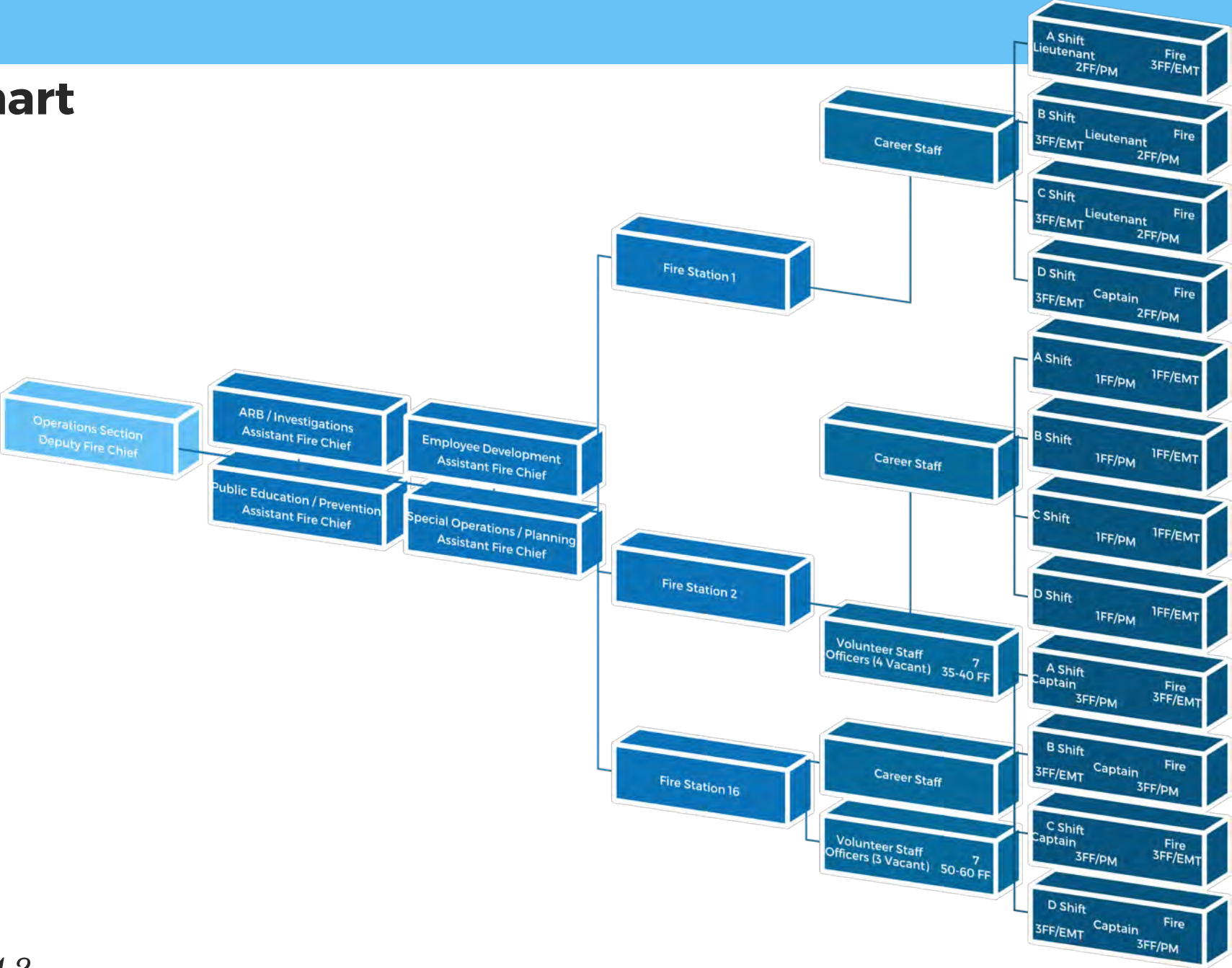


Fire

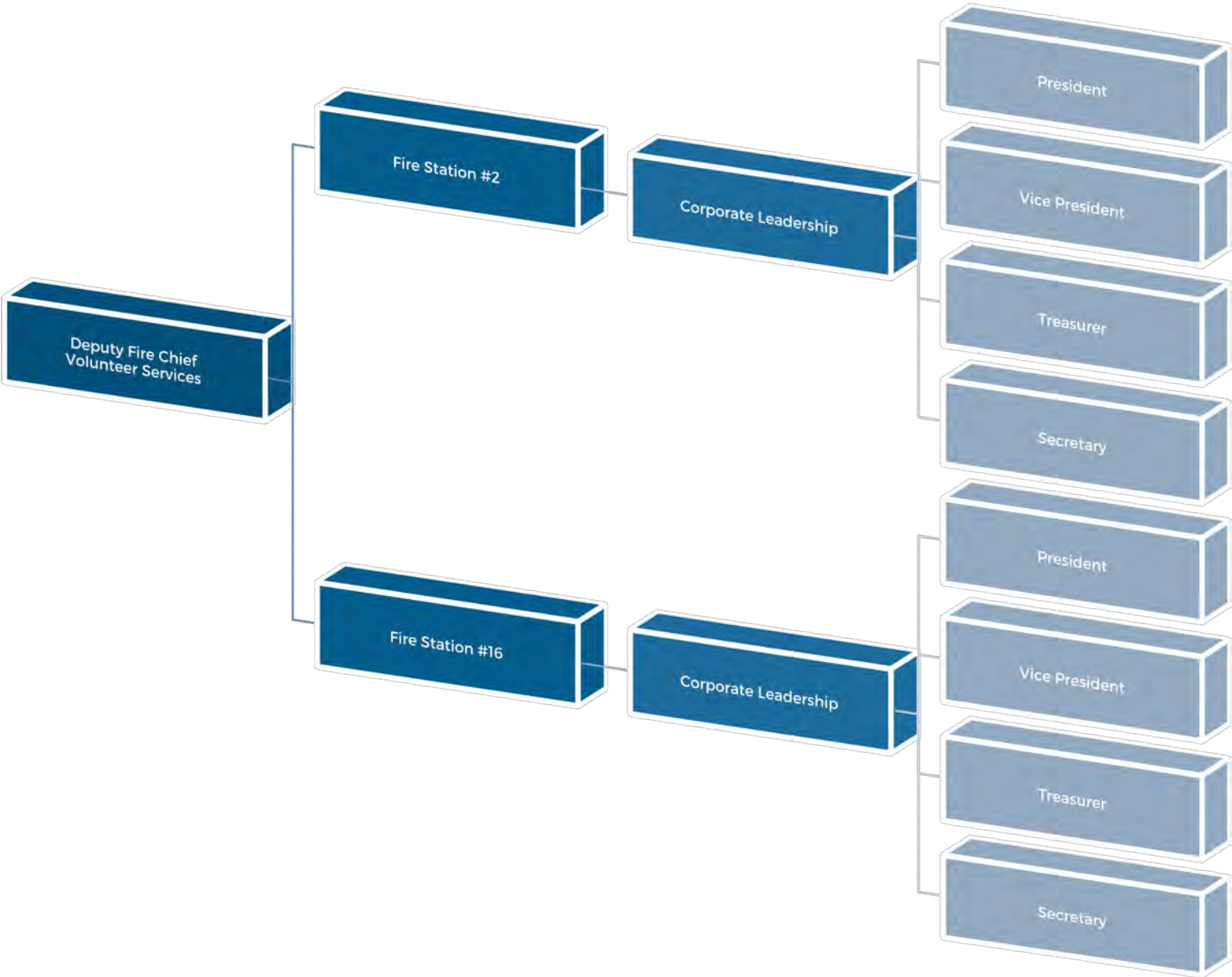
Org Chart



Fire Org Chart

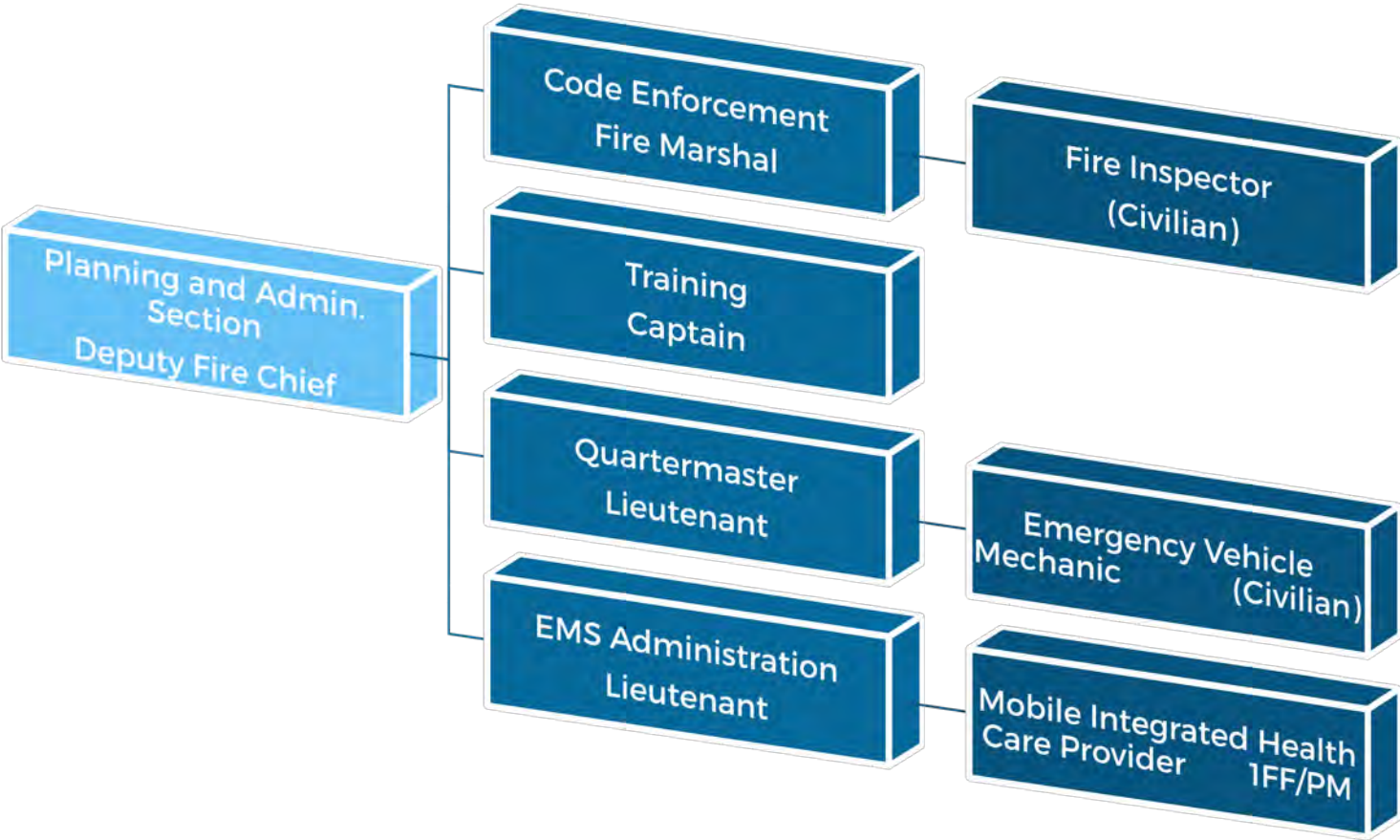


Fire Org Chart

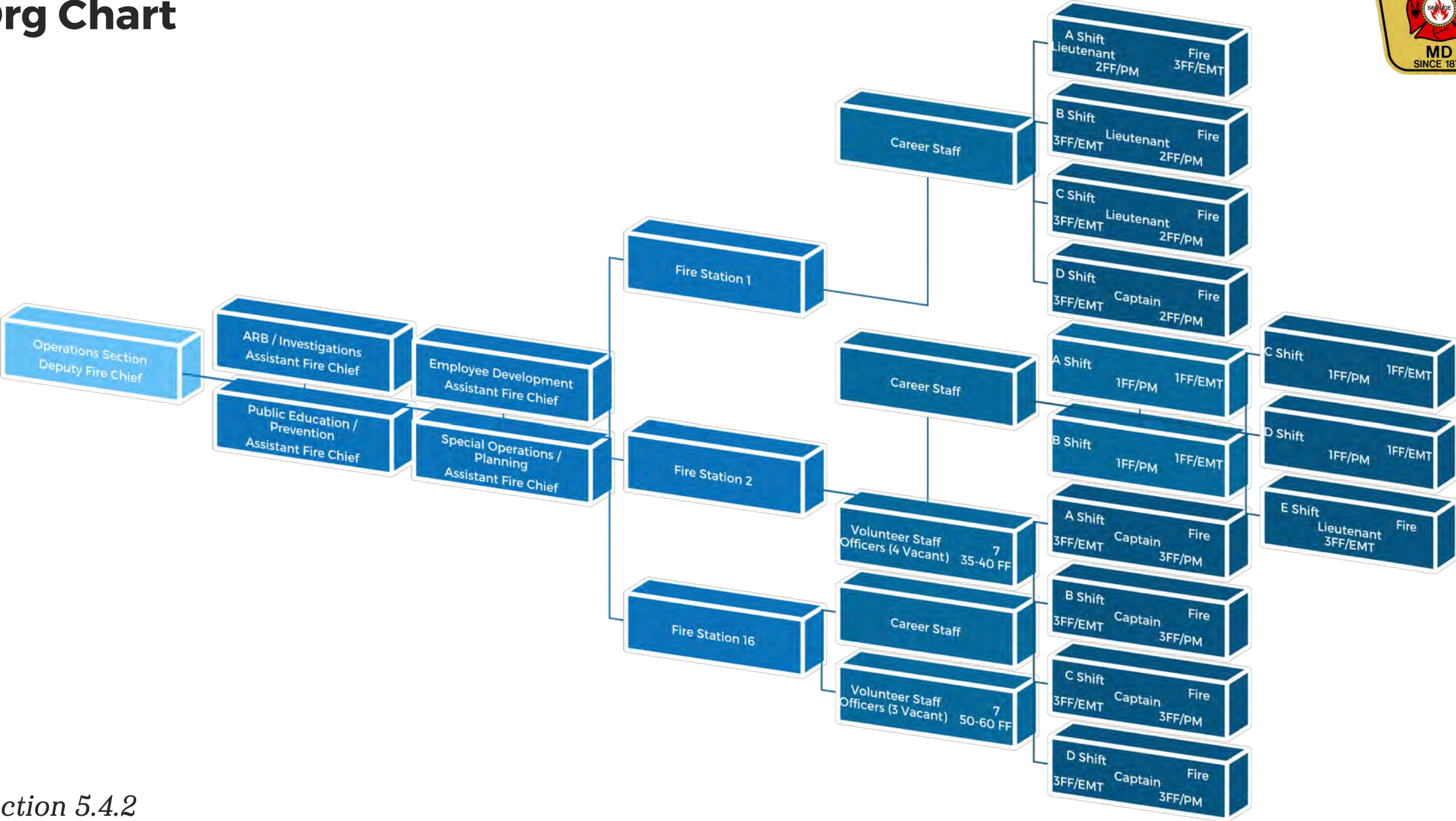


Fire

Org Chart



Fire Org Chart



Fire

Budget Detail



24035 - Fire Fighting	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	5,837,956	6,270,822	6,257,000	6,576,223	6,556,423
Operating Expenses	1,766,707	1,747,483	1,802,629	1,456,597	1,452,597
Capital Outlay	175,071	20,000	1,390,166	137,425	137,425
TOTAL Fire Fighting	7,779,734	8,038,306	9,449,795	8,170,245	8,146,445

Fire

Budget Detail



24040 - Fire Volunteer	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	198,699	257,374	235,189	284,185	284,185
Operating Expenses	36,879	148,800	156,608	125,872	125,872
TOTAL Fire Volunteer	235,579	406,174	391,798	410,057	410,057



**Housing and
Community
Development
Department**

Housing and Community Development



Housing and Community Development



Goals

1. Homeowner occupancy in single family homes will increase by 3% in FY19
2. Code violations will be brought into compliance 92% of the time
3. One thousand two hundred (1,200) properties will be selected for random comprehensive inspections in FY19
4. Ninety (92%) percent of rental properties will be registered in FY19
5. House nine (9) new chronically homeless individuals, and maintain the twenty-one (21) currently housed, under the Housing First Program
6. Grow grant revenue for operations by 10% in FY19
7. Conduct at least 4 neighborhood block parties in FY19

Housing and Community Development



Priorities

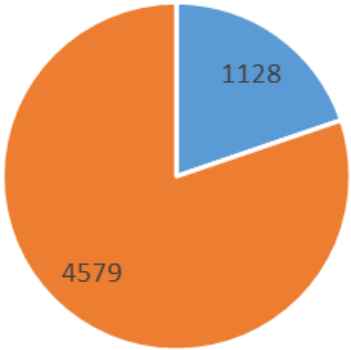
1. Execute the Neighborhood Revitalization Plan, using the Urban Renewal tools afforded and the Community Development Initiative, to begin revitalization in the 3 target neighborhoods
2. Reduce the time individuals experience homelessness in Salisbury with the addition of new programs that reduce homelessness. Achieve at least 80% housing retention of the participants in the City's Housing First program through their first full year of stable housing.
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
6. Redesign code violation notification letters
7. Create educational material for homeowners and renters to reduce code violations.

Housing and Community Development

Performance Measures

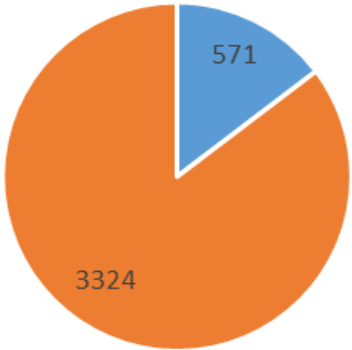


Code Enforcement - YTD 2018
5707 Violations



■ Open ■ Closed

Code Enforcement - YTD 2018
3895 Cases



■ Open ■ Closed

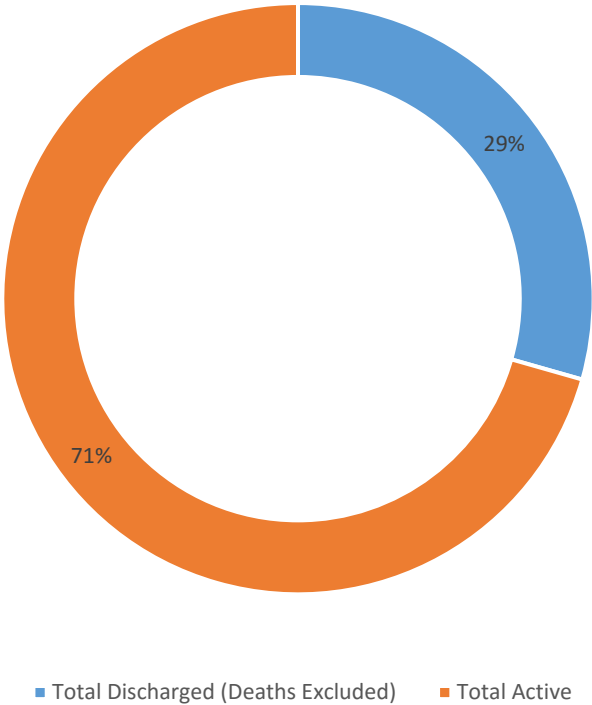
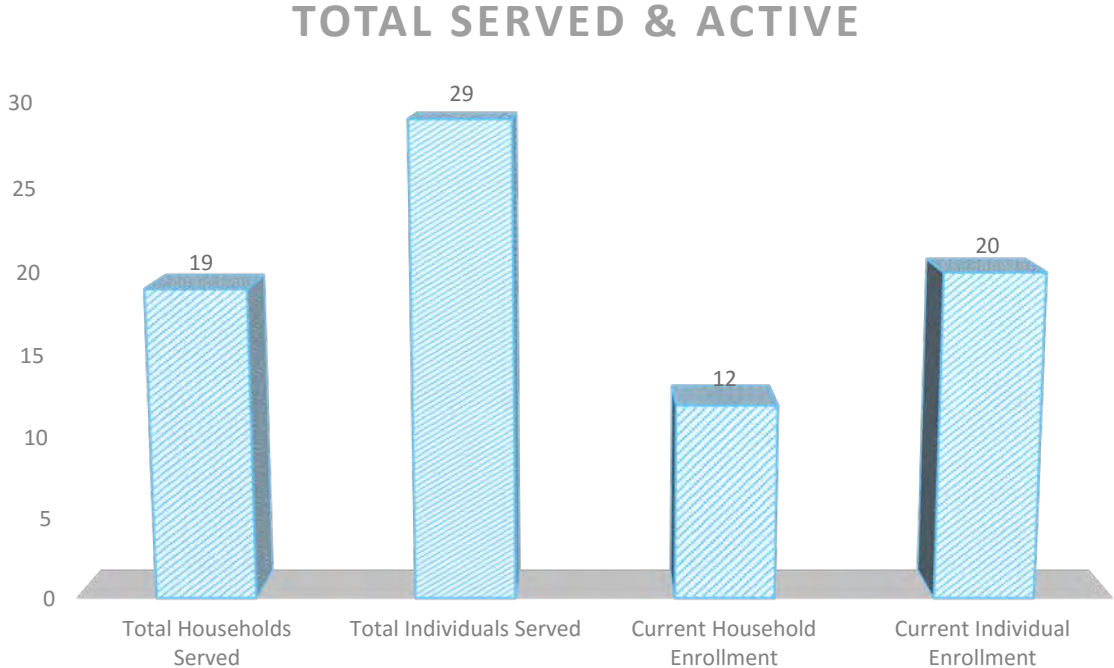
Housing and Community Development

Performance Measures

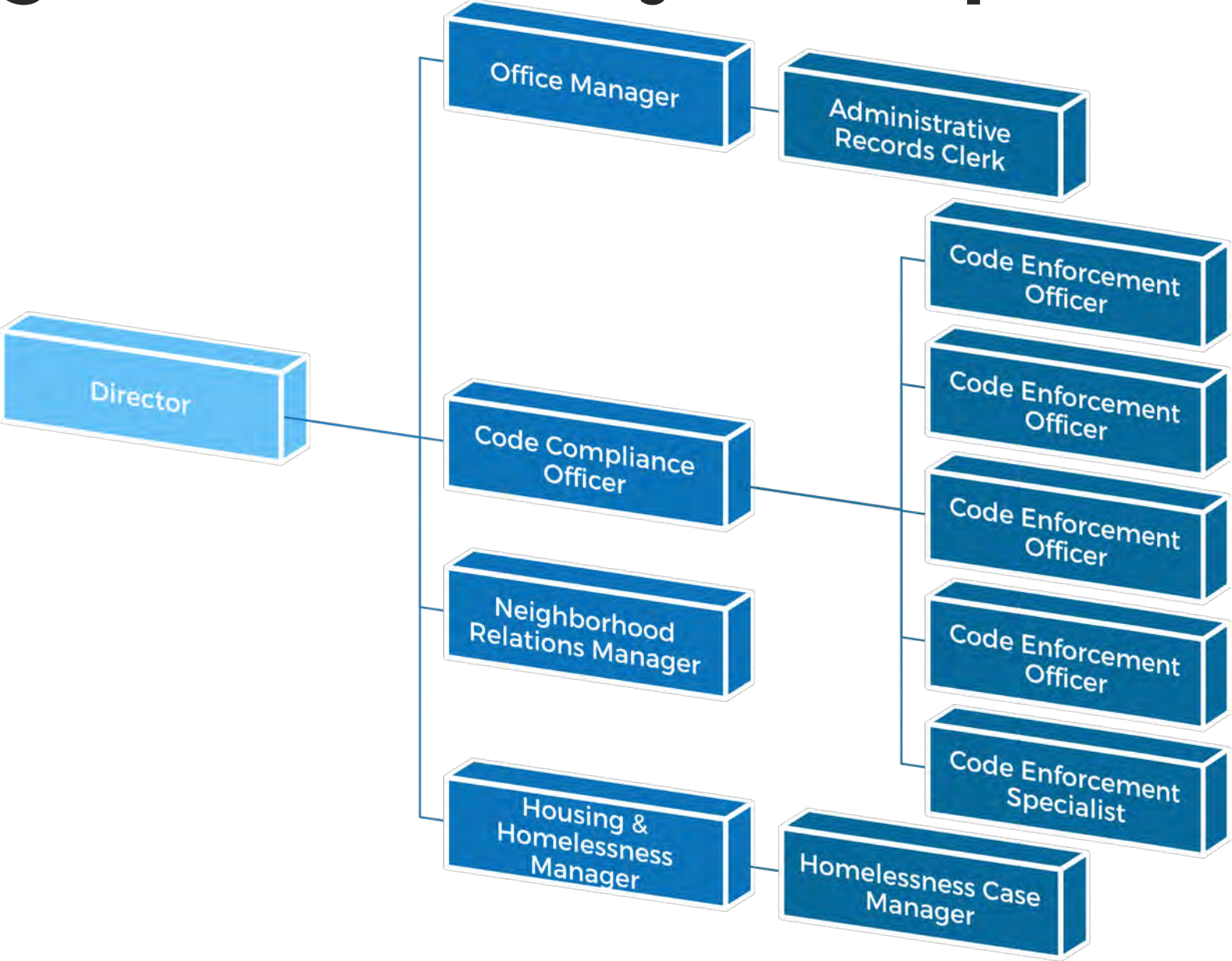


Salisbury is the first small city in the nation to budget for, and adopt a “Housing First” program.

Current Housing Retention Rate by Household



Housing and Community Development Org Chart



Housing and Community Development

Budget Detail



25200 - Neighborhood Serv.	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	511,692	800,416	852,526	855,407	818,426
Operating Expenses	232,961	331,514	344,318	279,169	272,669
Capital Outlay	19,055	28,600	28,121	1,700	1,700
TOTAL Neighborhood Serv.	763,709	1,160,530	1,224,965	1,136,275	1,092,795

Department of Infrastructure & Development



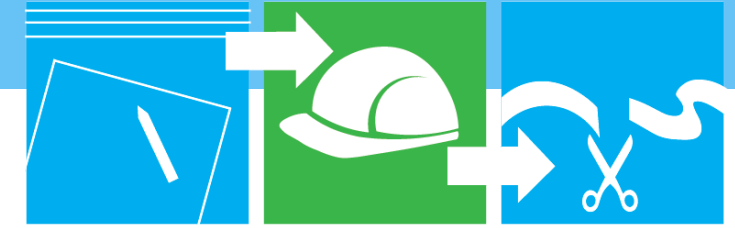
One-Stop Shop

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.



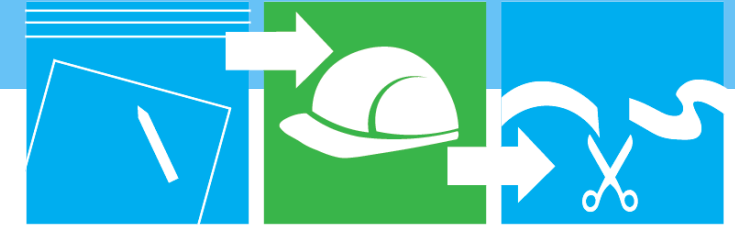
Infrastructure & Development



Goals

1. Development plan submittals will be reviewed within 30 days of submission 90% of the time
2. Building permit plan submittals will be reviewed within 7 days of submission 90% of the time
3. 1,300 building permits will be issued in FY18
4. \$30,000,000 of construction value will be created in the City in FY18
5. 80% of development projects will occur as renovation or revitalization; or as infill, bounded on three sides by development
6. Infrastructure project change orders 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
9. Support the development of at least 20 new single family homes in the City in FY19
10. 30,000 square yards of City streets will be reconstructed and paved

Infrastructure & Development

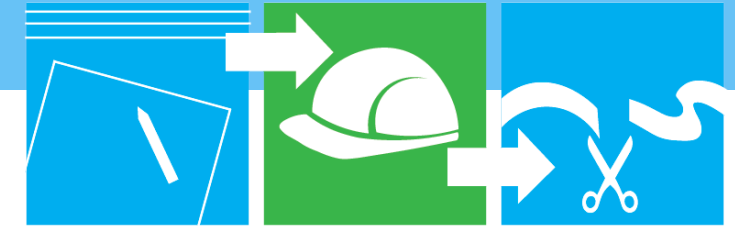


Priorities

1. Provide one stop for Developers entering the City to have projects reviewed through all phases including Planning, Engineering, Traffic Control, Building Permits, Fire Marshal 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, Bicycle Master Plan, City Park Master Plan, Downtown Master Plan, Route 13 Corridor Plan and Zoo Master Plan

Infrastructure & Development

Performance Measures



Plan Review

Description	Goal	Progress	# Reviews completed
Development plan review within 30 days	90%	94% 63 of 67 in 2018	9 plan reviews in August
Building Permit plan review within 7 days	90%	95% 138 of 147 in 2018	30 plan reviews in August

Infrastructure Project Change Orders

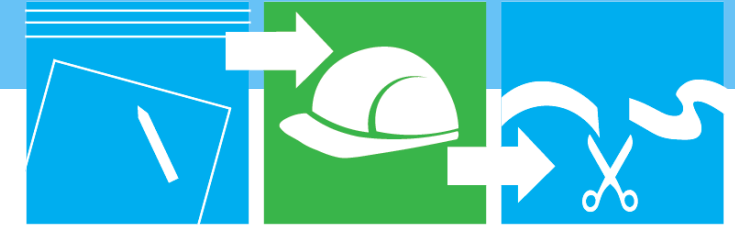
Goal <5%	Construction Value	Change Orders	% CO
5 Active Projects	\$55,075,290.79	\$1,899,227.79	3.57%

Number of Permits Issued and Construction Value of Permits Issued

	# Permits	Change	Month	Change	Year to Date	Change
June 2018	145	101%	\$9,320,142	388%	\$67,667,124	158%
June 2017	72		\$1,909,800		\$26,167,400	

Infrastructure & Development

Performance Measures



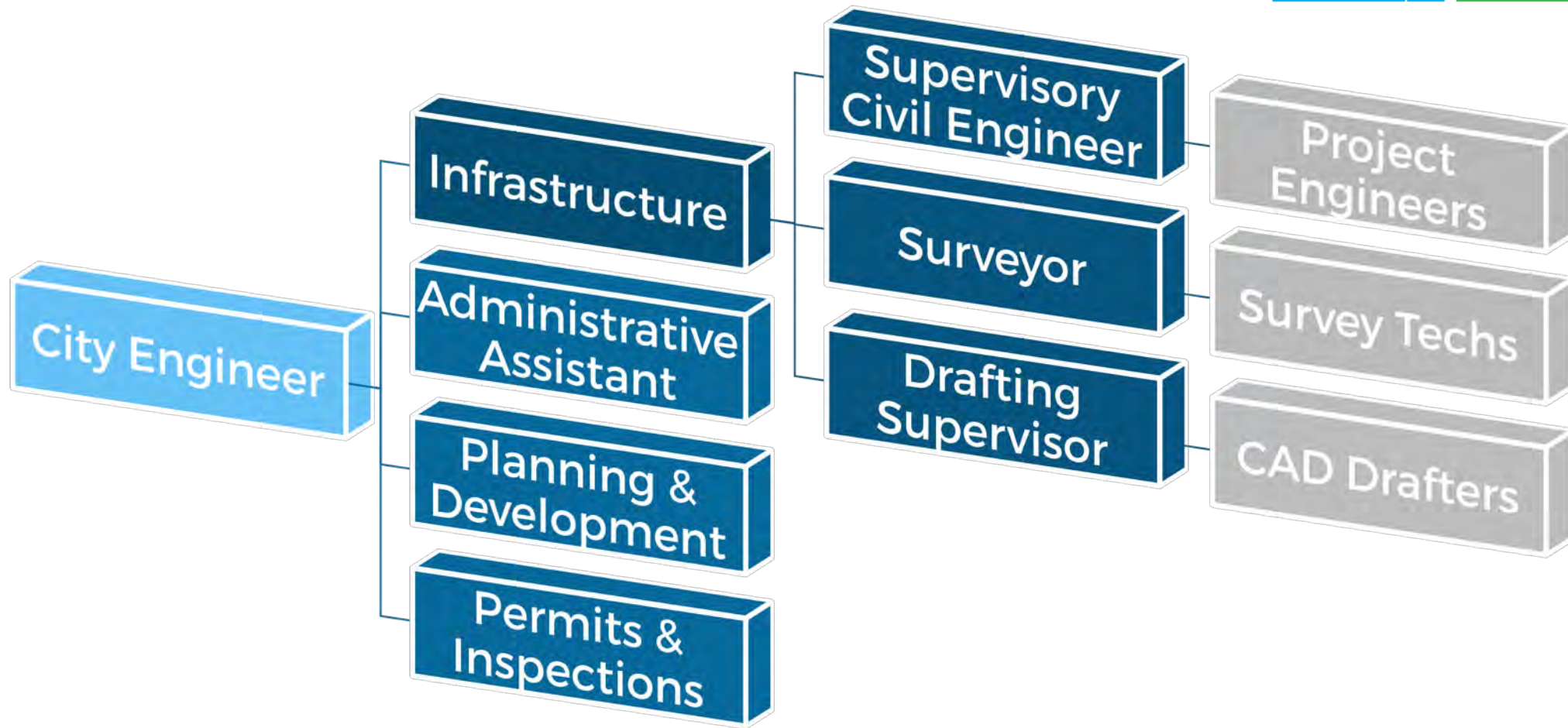
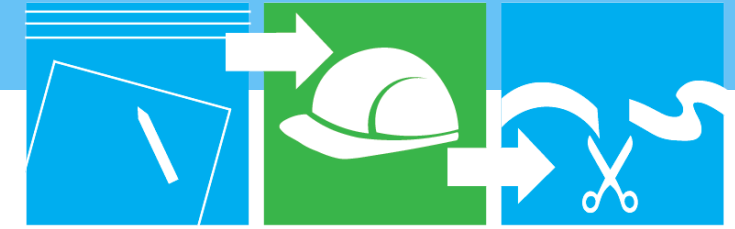
Moratorium Permit Fee Waivers per Resolution Nos. 2734 and 2808

Date	Permit #	Address	In Fill/Development	Plan Review	Building	Plumbing	Gas	Mechanical	Capacity Fees	Central System Line Fee
1/8/2018	17-1001	521 Rose St	In Fill	\$150.00	\$1,380.00			\$25.00		N/A
2/13/2018	18-091	912 Marquis Ave	Development	\$150.00	\$1,860.00	\$250.00		\$25.00		
3/16/2018	18-181	936 Marquis Ave	In Fill	\$150.00	\$2,080.00	\$230.00		\$25.00		
3/16/2018	18-182	908 Marquis Ave	In Fill	\$150.00	\$2,080.00	\$230.00		\$25.00		
6/19/2018	18-513	435 Twin Creeks Dr.	Development	\$150.00	\$2,090.00			\$25.00		
6/19/2018	18-513	435 Twin Creeks Dr.	Development	\$150.00	\$2,090.00			\$25.00		
6/20/2018	18-514	419 Twin Creeks Dr.	Development	\$150.00	\$2,090.00			\$25.00		
6/21/2018	18-515	411 Twin Creeks Dr.	Development	\$150.00	\$3,370.00			\$25.00		
6/21/2018	18-517	418 Twin Creeks Dr.	Development	\$150.00	\$2,000.00			\$25.00		
Total				\$3,150.00	\$43,332.88	\$3,577.00	\$168.00	\$500.00	\$38,863.00	\$6,522.00

Note: Only showing properties in 2018. Total fees is since resolution passed.

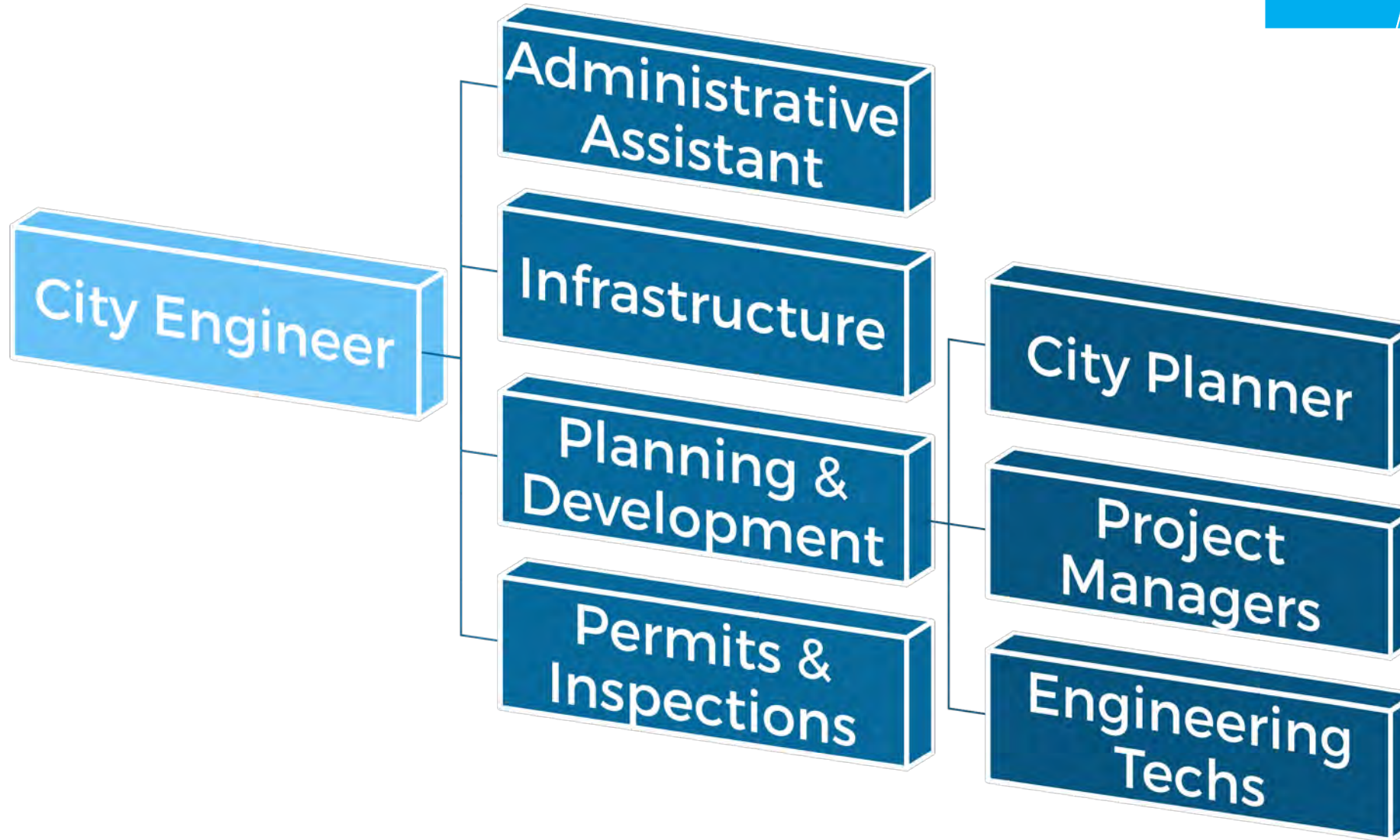
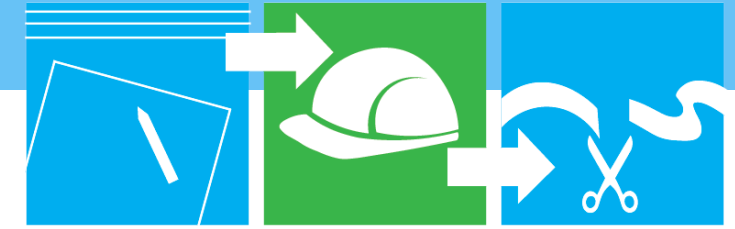
Total fees waived: \$96,112.88

Infrastructure & Development Org Chart



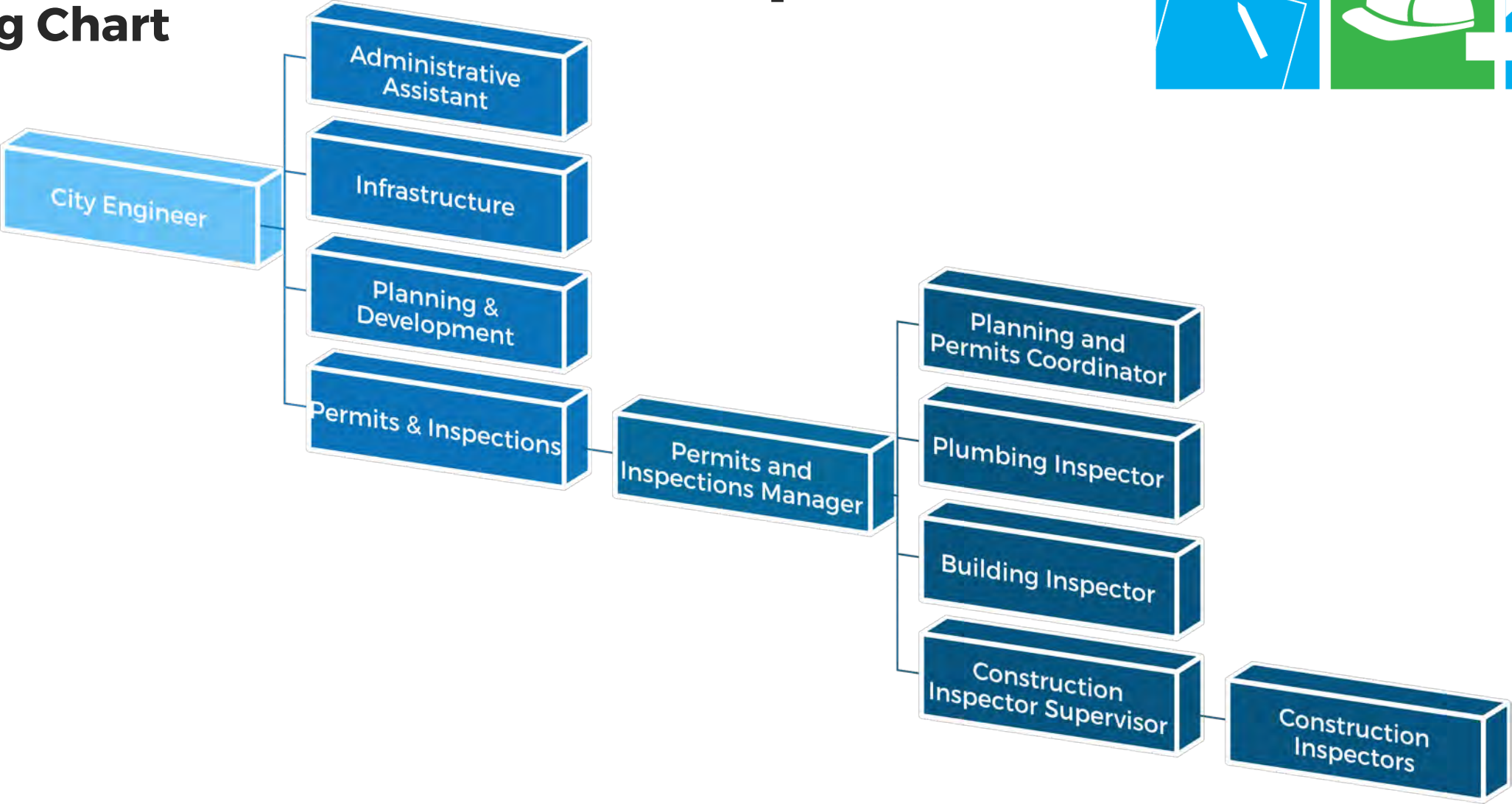
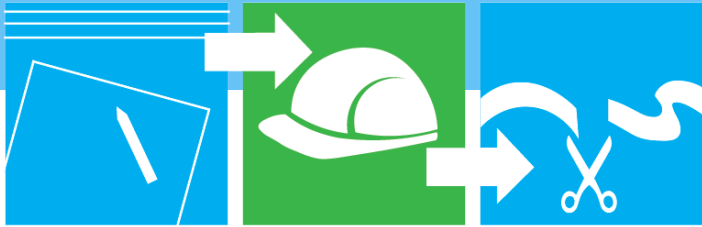
Infrastructure & Development

Org Chart



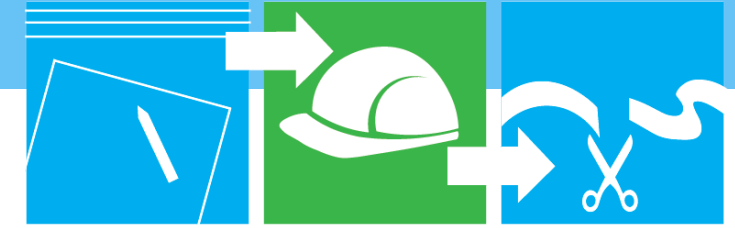
Infrastructure & Development

Org Chart



Infrastructure & Development

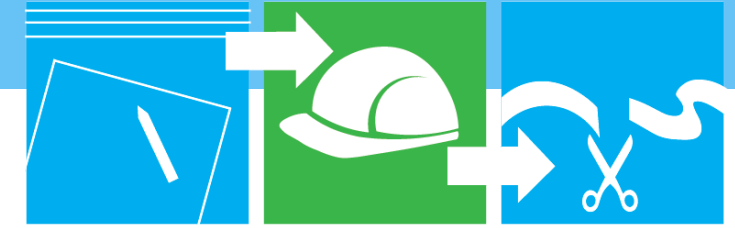
Budget Detail



25100 - Building Permits & Inspection	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	366,133	303,021	303,247	294,955	293,555
Operating Expenses	13,326	28,272	28,739	30,972	30,972
Capital Outlay	1,935	-	-	-	-
TOTAL Building Permits & Inspection	381,393	331,293	331,986	325,927	324,527

Engineering

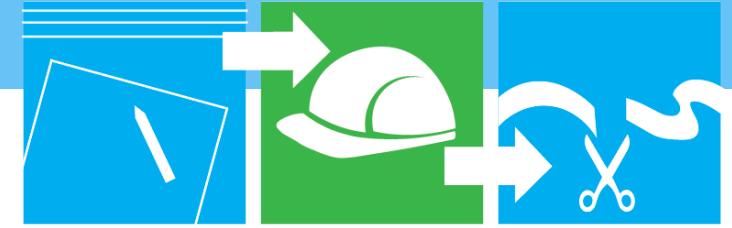
Budget Detail



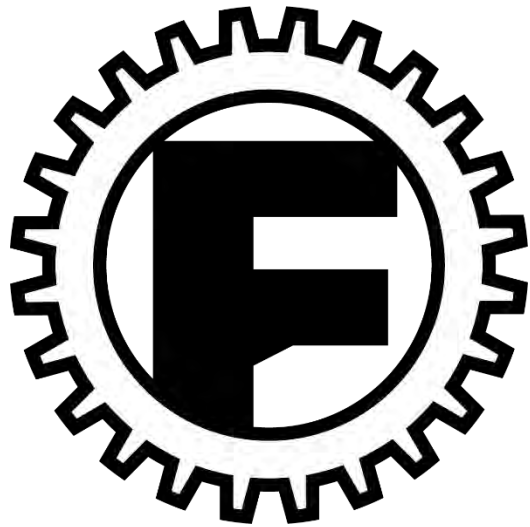
31000 - Engineering	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	501,225	602,112	602,112	621,062	606,262
Operating Expenses	703,859	679,502	1,557,414	772,098	772,098
Capital Outlay	-	2,500	2,500	-	-
TOTAL Engineering	1,205,084	1,284,114	2,162,027	1,393,160	1,378,360

Planning & Zoning

Budget Detail



19000 - Planning & Zoning	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	-	100,789	100,789	92,133	92,133
Operating Expenses	294,530	10,795	26,781	10,147	10,147
TOTAL Planning & Zoning	294,530	111,584	127,571	102,280	102,280



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.



Field Operations



Goals

1. 7,920 cumulative miles of City streets will be swept based on an average goal of 2 times per month
2. 3,731 catch basins inlets will be cleaned based on an average goal of 8 times per inlet per year
3. 315,000 persons will visit the zoo based on a 5% increase in attendance
4. Reduce solid waste to the landfill by 10% in FY19
5. Increase recycling volume by 10% in FY19
6. Execute at least 20 Transformational Thursday projects annually
7. Collect river trash 3 days/week and maintenance the Rt. 13 debris curtain 1 day/week
8. Zoo will receive landscape maintenance for at least a quarter of the grounds once/week
9. All city parks will receive full litter inspection at least once/week
10. All parks will receive 3 major landscaping passes in FY19
11. Collect trash from all City parks' trash cans and recycling bins 5/week and on Sunday April 1-Oct 31
12. Temporarily fill potholes within two business days of notice 95% of the time, and permanently patch within 120 days, 95% of the time
13. Respond to and repair all broken City street lights within two business days of notice, 95% of the time
14. Plow 100% of all streets within 30 hours of any snow storm with more than 4" accumulation on street once the snow has stopped falling.
15. Plow and salt 100% of all Snow Emergency Routes of any snow storm to maximum achievable width within 18 hours from start of snow storm and maintain until clear
16. Inspect 100% of City playground equipment 2/year

Field Operations



Priorities

1. Work with the county to develop an organic waste composting program
2. Consistently review storm event procedures for ways to improve them
3. Review options to continue to upgrade to energy-efficient lighting
4. Provide support to the City Park committee, including assisting in the development of a City Park Master Plan
5. Increase community awareness of City Marina
6. Maintain City parking lots and the City garage
7. Implement annual City facility safety inspection program
8. Provide event support for all Arts & Entertainment District and City Park & Zoo events, including the National Folk Festival and Salisbury Marathon
9. Implement streetsweeping program that increases frequency on high-trash streets

Field Operations

Performance Measures



PARK MAINTENANCE

Description	Measure	Goal	Progress
Full Litter Inspection	45 Assets, 1 x per week	2,340 Visits	315 Visits 13.47% 9.53% increase

PARK LANDSCAPING PASSES

Description	Measure	Goal	Progress
Major Landscaping Passes in All Parks	32 Assets 3 Passes in FY19	100% Goal	0.00% YTD

RIVER TRASH COLLECTION

Description	Measure	Goal	Progress
Collect River Trash	Collections	156 Collections in FY19 (3 x per week)	10 Collections 6.41% 2.56% increase

STORM DRAIN MAINTENANCE

Description	Measure	Goal	Progress
Maintenance of Catch Basins to Remove Trash and Silt	3,731 Catch Basins	Clean 8 x Per Year Target <u>26,968</u>	1,298 basins 4.82% 0.34% increase

Field Operations

Performance Measures



Description	Measure	Goal	Progress
Maintenance of the Rt. 13 Debris Curtain	Maintenances	52 Weeks 1 x Per Week	7 Maintenances 7.7% 0.0% increase

Description	Measure	Goal	Progress
<ul style="list-style-type: none"> Collect Trash and Recycling from all City Parks . 	5 x Week April - Oct. (Sunday's)	291 Collections in FY19 5 x per wk + 31 Sunday's	42 Collections 14.44% 4.13% increase

Field Operations

Performance Measures



STREET MAINTENANCE/TEMPORAY POTHOLE

Description	Measure	Goal	Progress
Temp. Fill Potholes w/in 2 Business Days	55 Potholes	95% of the Time	62 YTD 100.00%

STREET MAINTENANCE/PERMENANT POTHOLE

Description	Measure	Goal	Progress
Permanently Fill Potholes w/in 120 Days	___ Potholes	95% of the Time	0.00%

STREET REPAIR/RECONSTRUCTION

Description	Measure	Goal	Progress
Paving & Reconstruction Projects	Square Yards	50,000 sq. yd./year	923.7 yds. to date 1.85% .72% increase

TRAFFIC

Description	Measure	Goal	Progress
Repair all "City" owned Street Lights	Within 2 Business Days of Report 3 Reports	95%	3 YTD 100.00%

Field Operations

Performance Measures



SOLID WASTE DISPOSAL

Description	Measure	Goal	Progress
Solid Waste to Landfill	Tonnage	Reduce by 10% From FY18: 8,967 Tons To FY19: 8,071	884.60 Tons 10.96% 4.47% increase

STREET SWEEPING

Description	Measure	Goal	Progress
Sweep City Streets to Reduce Runoff & Improve Neighborhood Aesthetics	Lane Miles	7,920 Miles	1,976 miles 24.95% 5.43% increase

RECYCLING

Description	Measure	Goal	Progress
Recyclable Material Recovered	Tonnage	Increase by 10% From FY18: 522 Tons To FY19: 574 Tons	40.21 Tons 7.01% 4.61% increase

CARDBOARD PROGRESS

Description	Measure	Goal	Progress
Cardboard Recycled	Tonnage	Establish Baseline	To Date: 9.40 Tons

Field Operations

Performance Measures



SEWER LINE CLEANING

Description	Measure	Goal	Progress
All sanitary sewer lines will be cleaned on a rotational basis 1/3 annually	Total Sewer Footage	412,000 FT	6,144 FT YTD 1.49%

WATER SYSTEM FLUSHING

Description	Measure	Goal	Progress
Conduct annual flushing of all hydrants	Number of hydrants	1,577	57 hydrants 3.62%

WATER MAIN AND SEWER RESPONSE TIME

Description	Measure	Goal	Progress
Respond to water main and sanitary sewer emergencies. Time to call to onsite.	1 hr. normal business hrs. 2 hrs. nonbusiness hrs.	90%	148 Calls 100.00%

Field Operations

Performance Measures



Description	Measure	Goal	Progress
Track Annual Attendance	Number of Guests	Target <u>315,000</u>	50,535 Guests 16.05% 4.24% increase

Description	Measure	Goal	Progress
Landscape Maintenance	Maintenance	$\frac{1}{4}$ of the Zoo Grounds 1x Per Week 52 per Year	0 Maintenances 0.00% 0.00% increase

Field Operations

Performance Measures



Description	Measure	Goal	Progress
Inspect All City Playgrounds Dog & Skate Parks	15 Playgrounds	30 Inspections Annually	2 Inspections 6.67% .0% increase

Project Name(s)	Measure	Goal	Progress
S. & N. Park Dr. Tree Trimming	Projects Completed	20 projects per year	2 project 10.0% 5.0% increase

Field Operations

Organizational Changes



Chart 1 has the effect of:

- Shows Senior Leadership changes This hierarchy better aligns with the current roles and responsibilities
- Should be Office Manager (Previously shown as Administrative Assistant)
- Moves Admin position from Garage to Resource Management

Chart 2 has the effect of:

- Adding a “missing” Park Maintenance Worker position (Approved FY18 but not shown)

Chart 3 has effect of:

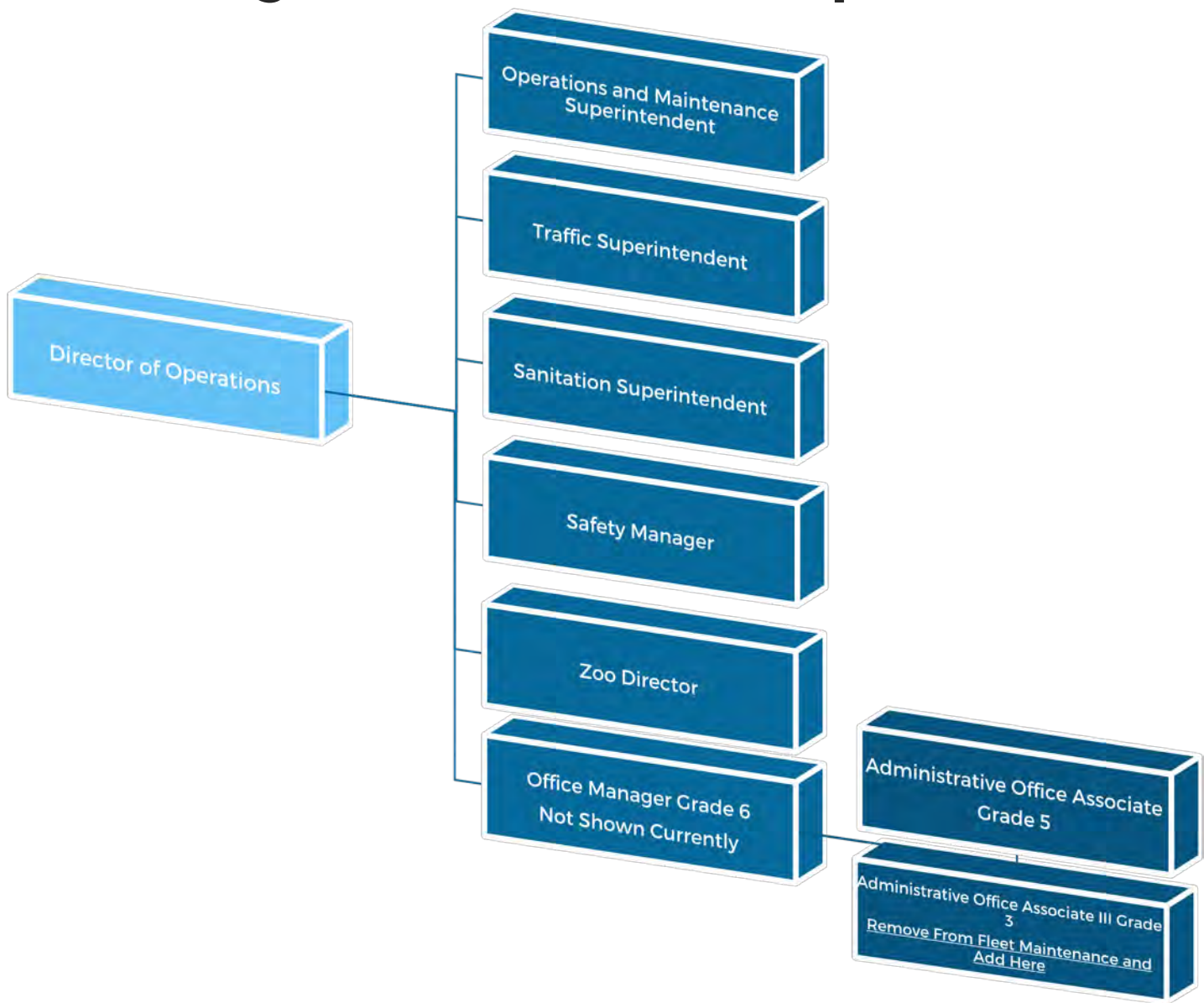
- Adding a “missing” MEO II position (Approved FY18 but not shown)

Chart 4 has effect of:

- Better identifying the current position count as approved in the FY18 budget

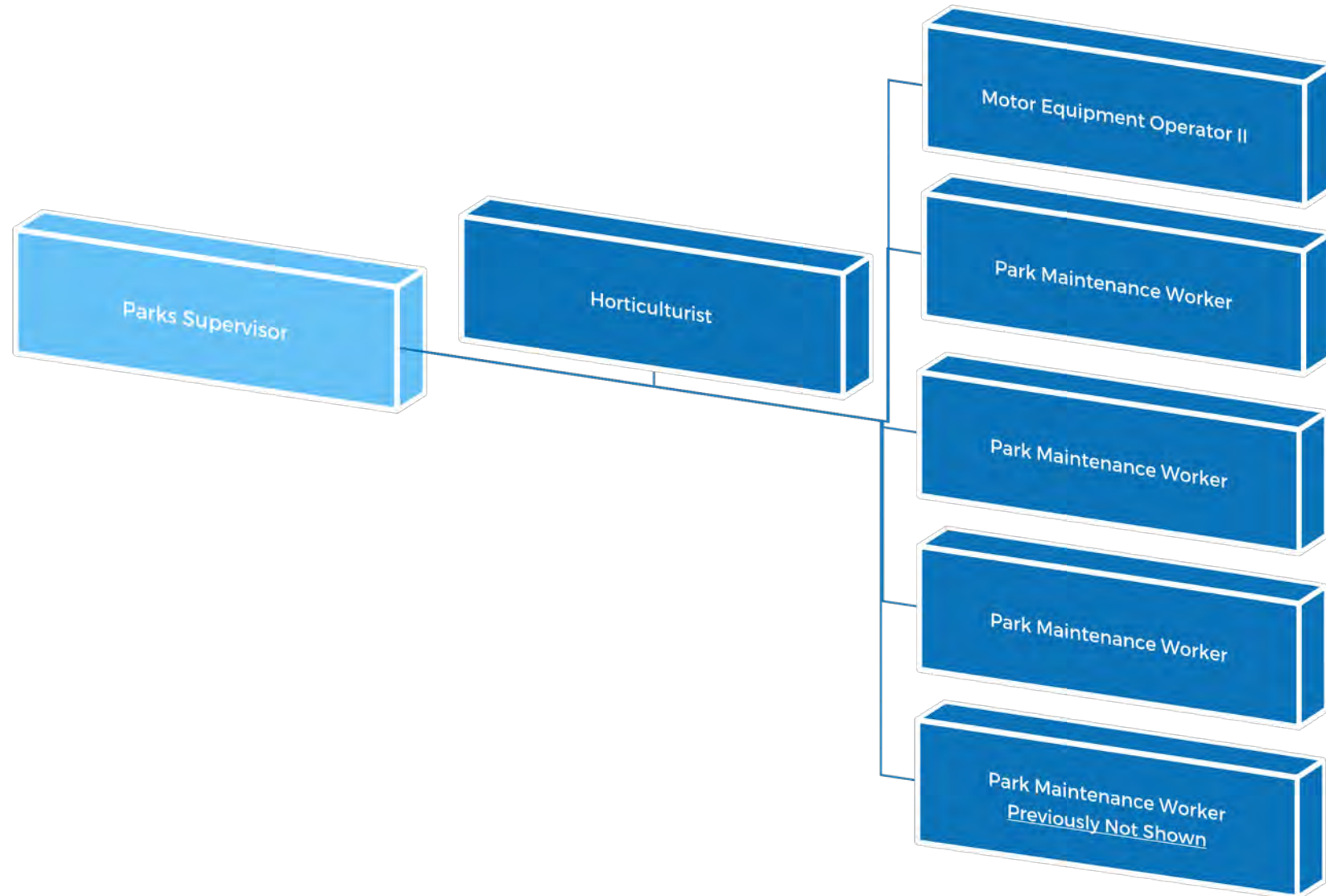
Field Operations

Organizational Changes: Senior Leadership



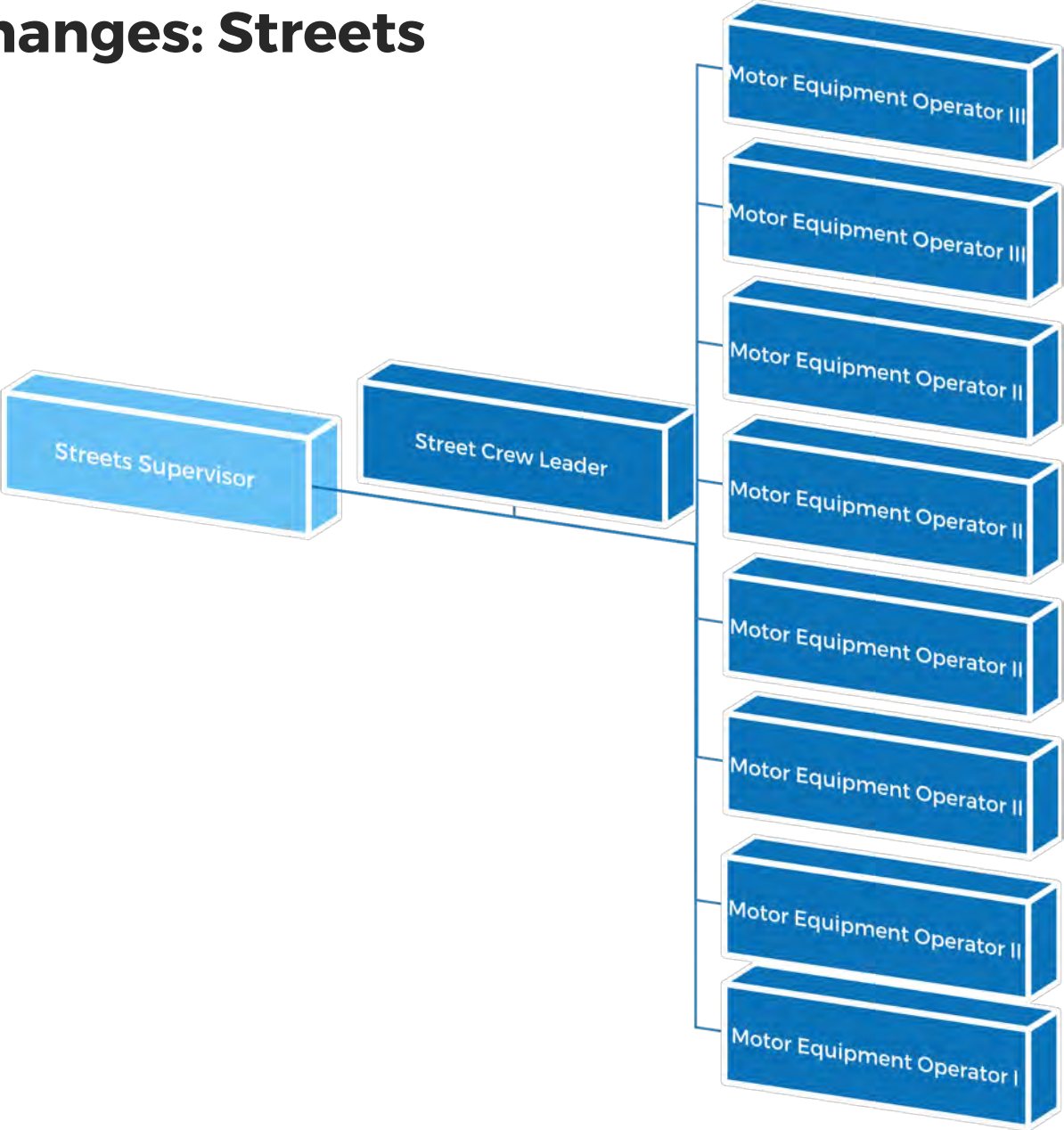
Field Operations

Organizational Changes: Parks



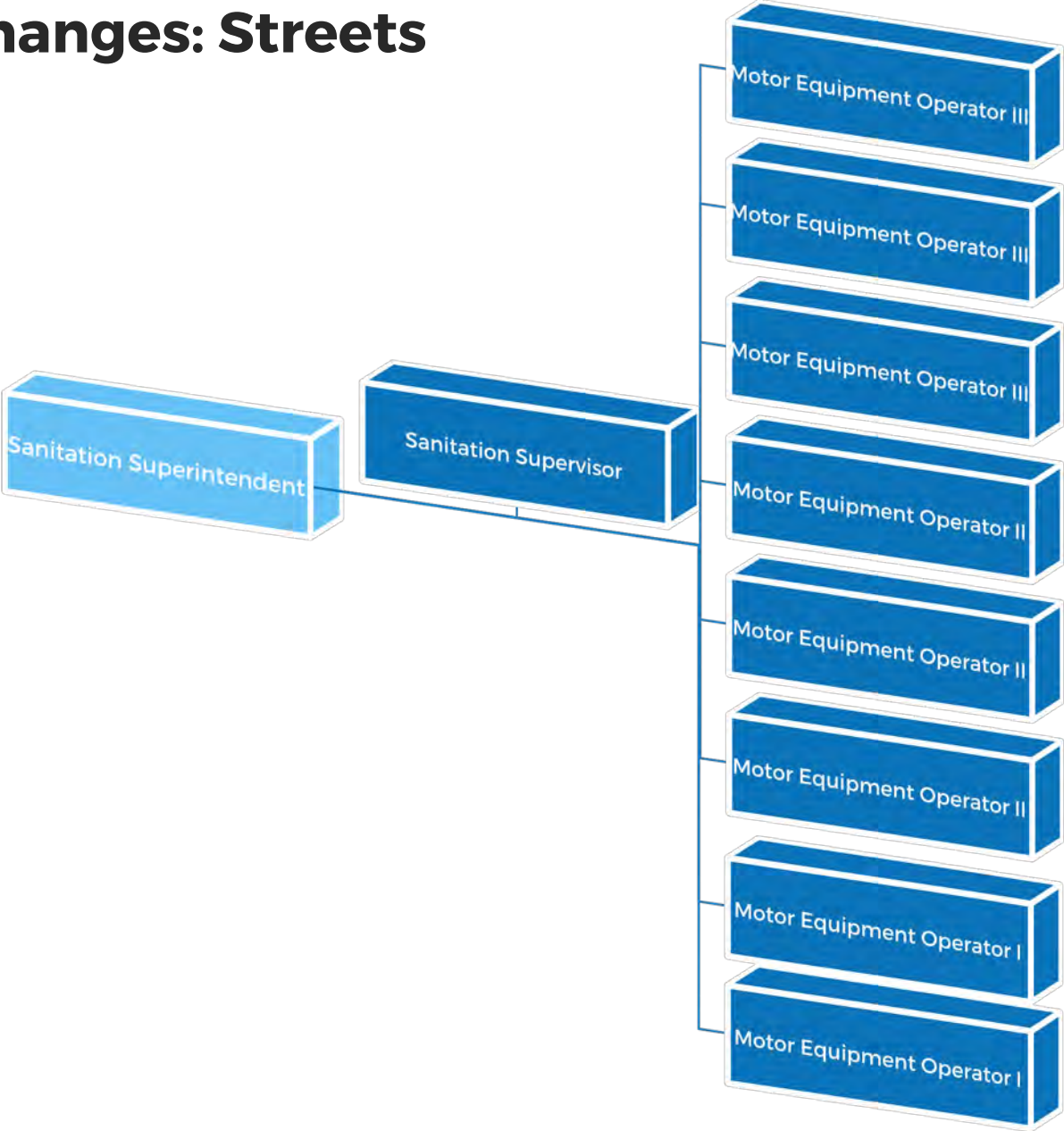
Field Operations

Organizational Changes: Streets



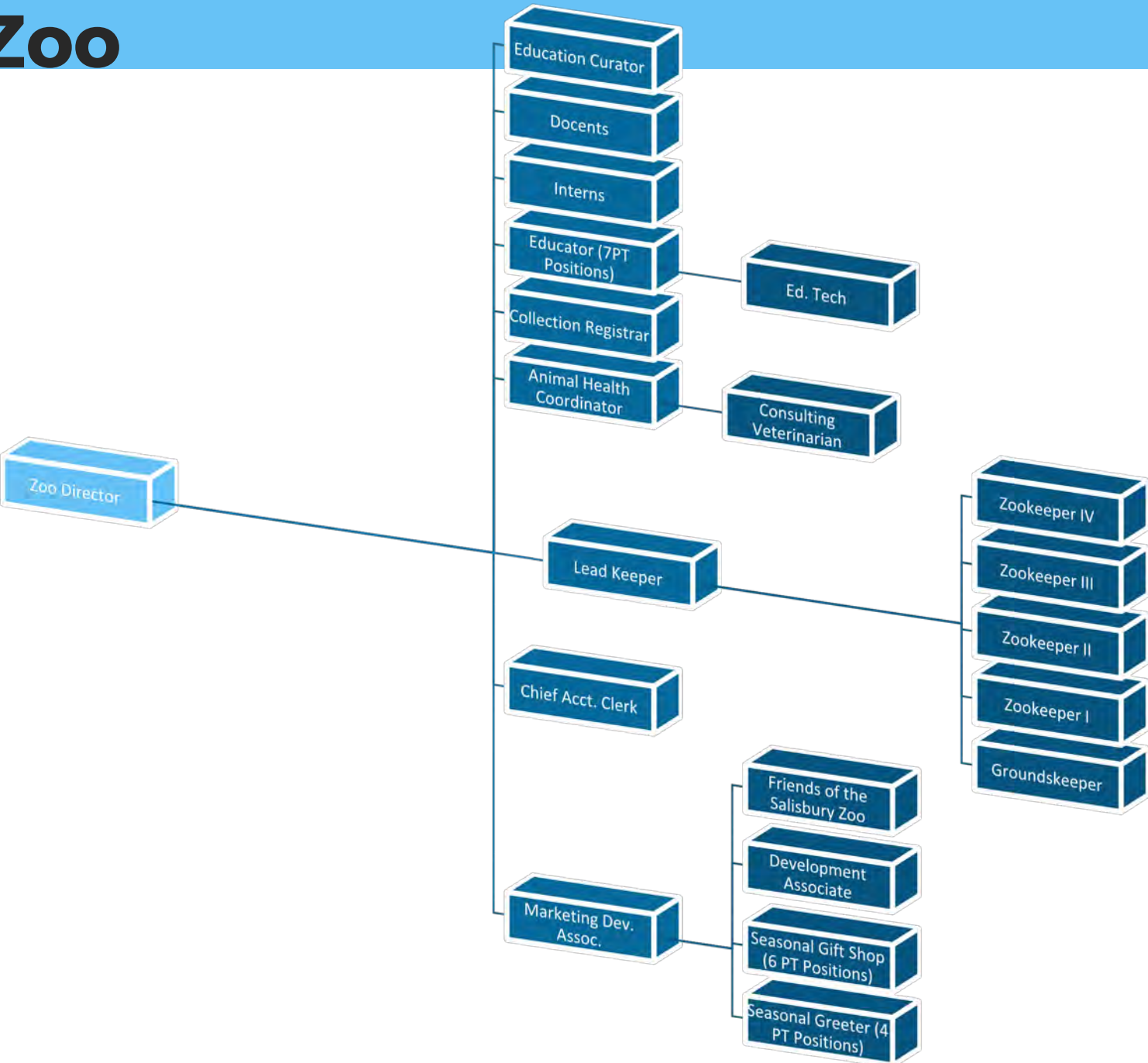
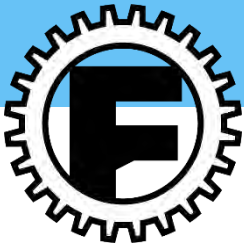
Field Operations

Organizational Changes: Streets



Salisbury Zoo

Org Chart



Traffic Control

Budget Detail



22000 - Traffic Control & Highway Lighting	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	389,191	422,580	426,277	406,502	405,802
Operating Expenses	123,202	1,005,805	1,010,406	1,006,160	1,006,160
Capital Outlay	219,877	-	64,531	-	-
TOTAL Traffic Control & Highway Lighting	732,270	1,428,385	1,501,214	1,412,663	1,411,963

Resource Management

Budget Detail



30000 - Resource Management	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	318,662	245,892	246,092	470,869	469,469
Operating Expenses	7,049	12,509	12,309	51,905	51,905
TOTAL Resource Management	325,711	258,401	258,401	522,774	521,374

Streets

Budget Detail



31150 - Streets	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	499,247	510,018	510,018	512,120	510,720
Operating Expenses	245,596	296,773	301,420	285,219	285,219
Capital Outlay	346,786	-	-	165,000	165,000
TOTAL Streets	1,091,629	806,791	811,438	962,339	960,939

Street Lighting

Budget Detail



31152 - Street Lighting	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Operating Expenses	874,790	-	1,934	-	-
TOTAL Street Lighting	874,790	-	1,934	-	-

Sanitary/Waste Collection & Disposal

Budget Detail



32061 - San-Waste Collection/Disposal	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	488,741	555,778	556,278	569,651	567,451
Operating Expenses	825,767	825,352	826,852	860,830	860,830
Capital Outlay	442,478	-	-	275,000	275,000
TOTAL San-Waste Collection/Disposal	1,756,986	1,381,130	1,383,130	1,705,481	1,703,281

Recycling

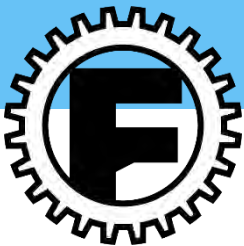
Budget Detail



32062 - San-Recycling	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	152,728	102,724	102,724	105,062	104,362
Operating Expenses	44,713	47,026	47,023	47,284	47,284
Capital Outlay	136,757	-	166,467	-	-
TOTAL San-Recycling	334,198	149,750	316,215	152,346	151,646

Fleet Management

Budget Detail



34064 - Fleet Management	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	265,154	337,616	337,616	292,595	292,595
Operating Expenses	175,342	189,817	191,122	155,854	155,854
TOTAL Fleet Management	440,496	527,433	528,738	448,449	448,449

Carpenter Shop

Budget Detail



35000 - Carpenter Shop	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	106,746	111,701	112,051	113,342	113,342
Operating Expenses	23,190	25,773	25,423	25,225	25,225
TOTAL Carpenter Shop	129,936	137,474	137,474	138,566	138,566

Salisbury Zoo

Budget Detail



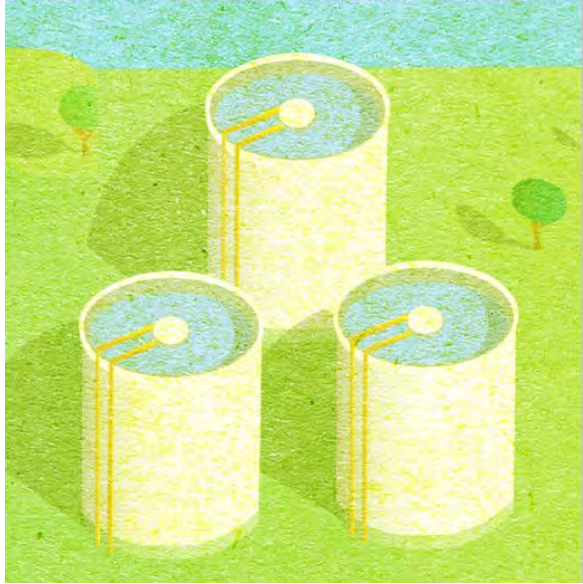
40000 - Zoo	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	815,243	862,750	861,450	878,351	871,751
Operating Expenses	246,469	276,271	280,643	280,053	280,053
Capital Outlay	-	-	-	-	-
TOTAL Zoo	1,067,018	1,139,021	1,142,093	1,158,404	1,151,804

Parks

Budget Detail



45000 - Parks	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	300,945	416,959	416,837	457,993	457,293
Operating Expenses	161,229	178,597	238,685	179,246	179,246
Capital Outlay	-	-	121	-	-
TOTAL Parks	462,174	595,556	655,643	637,239	636,539



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.



Water Works



Goals

1. Operate WWTP in compliance with NPDES Standards 95% of the time
2. Respond to water and wastewater emergencies within 1 hour during business hours and 2 hours during nonbusiness hours, 95% of the time
3. Produce drinking water to meet/exceed Federal safe drinking water standards 98% of the time
4. Reduce annual unaccounted for water use to under 10% of annual production
5. Flush all 1,577 hydrants in FY19
6. Inspect 1/3 of all sanitary sewer lines in FY19 (rotational basis every 3 years of all lines)

Priorities

1. Respond to all water quality questions
2. Educate 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

Water Works

Performance Measures



WASTEWATER P.S. RESPONSE TIME

Description	Measure	Goal	Progress
Respond to pump station emergencies Time of call to onsite	1 hr. normal business hrs. 2 hrs. nonbusiness hours	90%	7 Calls 100%

WTP SAFE DRINKING WATER COMPLIANCE

Description	Measure	Goal	Progress
Produce drinking water to meet/exceed Federal safe drinking water standards	Reporting Parameters; E. Coli. Monthly, Organics, metals Quarterly	98%	100% 62/372 Updated monthly

REDUCE UNACCOUNTED FOR WATER

Description	Measure	Goal	Progress
Reduce annual unaccounted (unmetered, leakage, hydrant use etc.) for water use	Tracking of water loss reduction efforts estimating water reduction, annual water audit	<10%	17.80% 223,485,573 Based on 2017 Water Audit Report

Water Works

Performance Measures



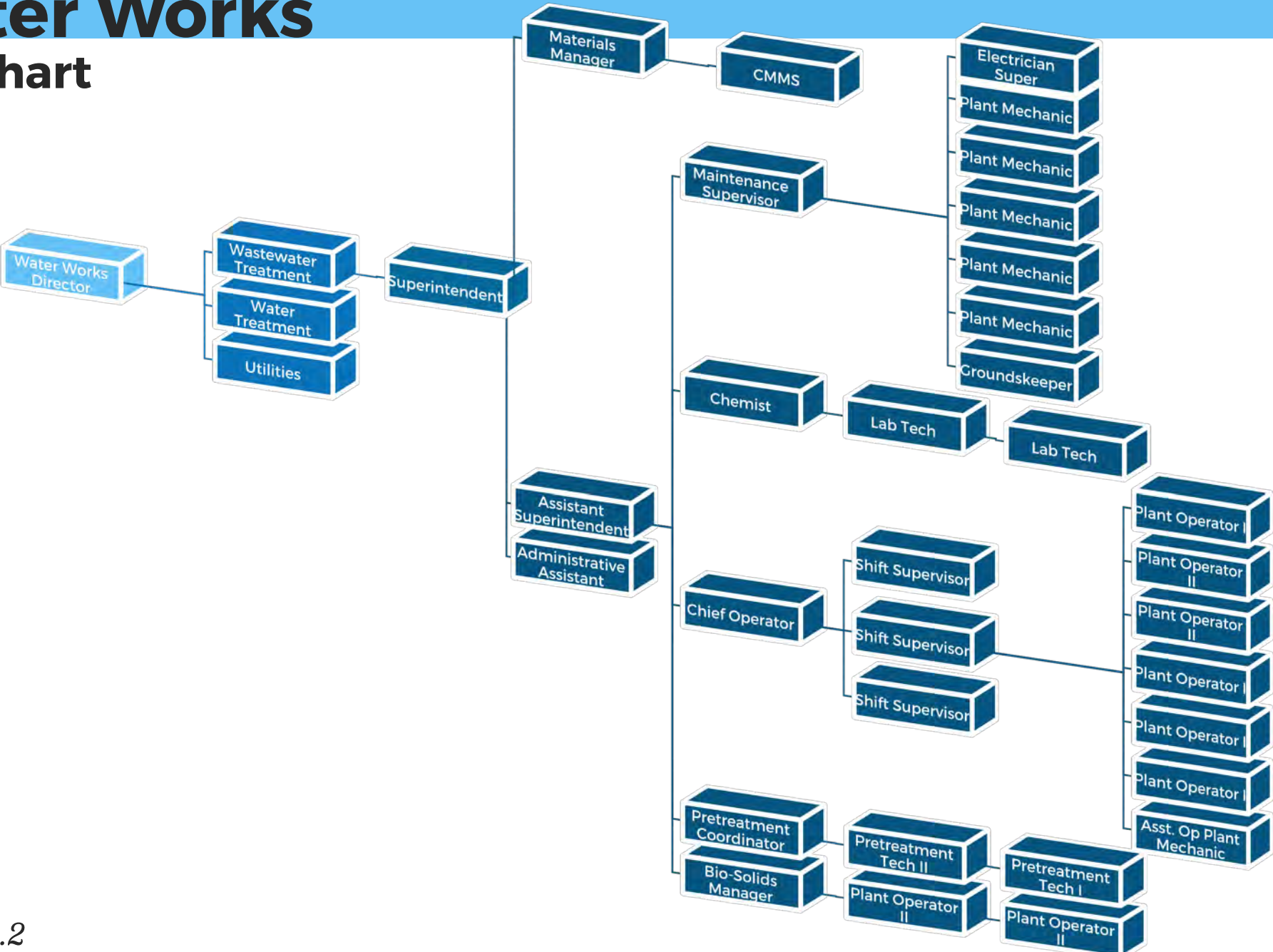
MONTHLY AVERAGE CONCENTRATIONS

Total Nitrogen (TN)
Permit limit 4 mg/L, goal 3 mg/L

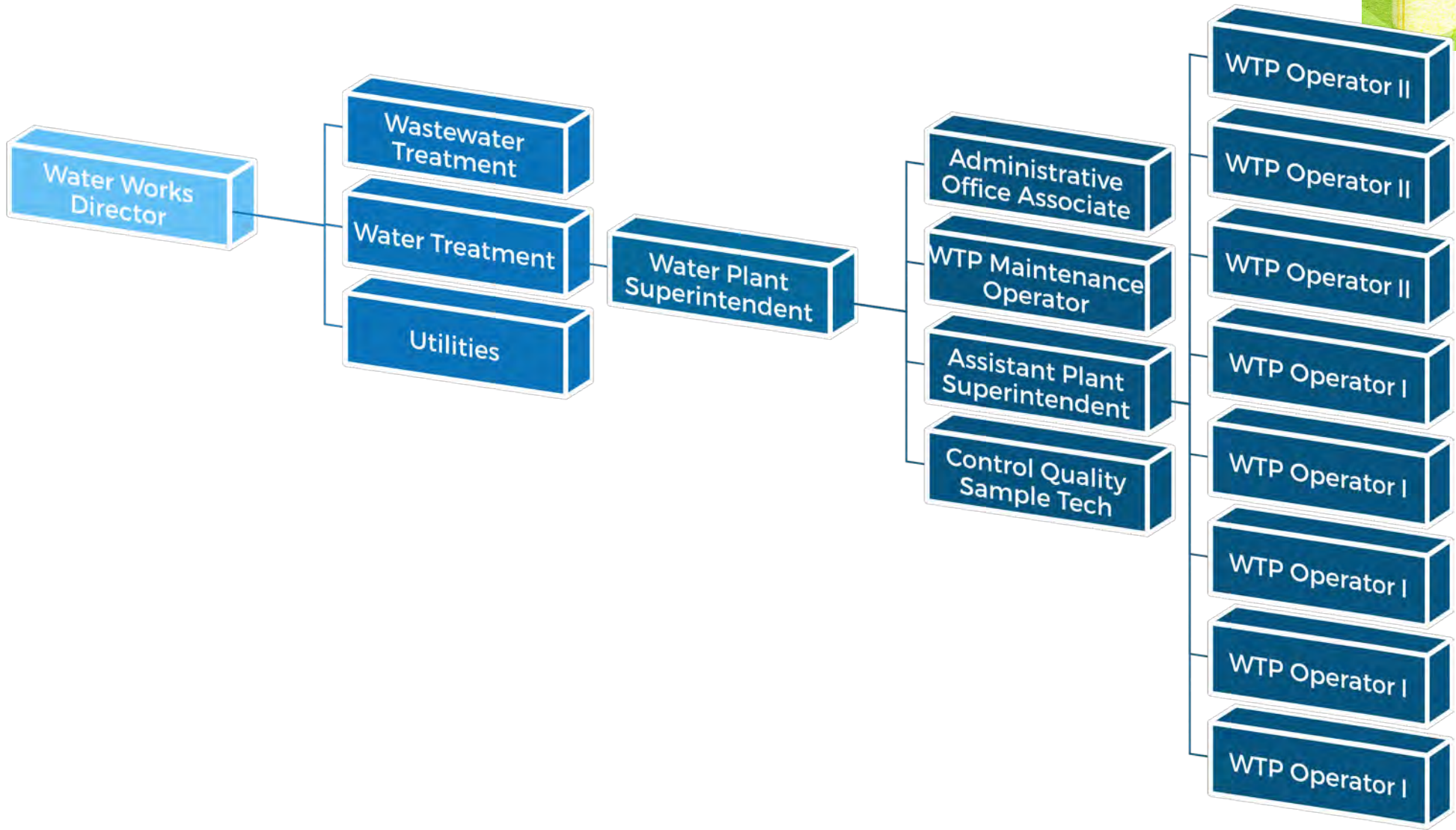
Total Phosphorus (TP)
Permit limit 0.3 mg/L

January - November 2017	26.77 mg/L	0.57 mg/L
December 2017	3.97 mg/L	0.08 mg/L
January 2018	2.92 mg/L	0.13 mg/L
February 2018	3.57 mg/L	0.17 mg/L
March 2018	2.25 mg/L	0.14 mg/L
April 2018	2.42 mg/L	0.09 mg/L
May 2018	3.59 mg/L	0.13 mg/L

Water Works Org Chart

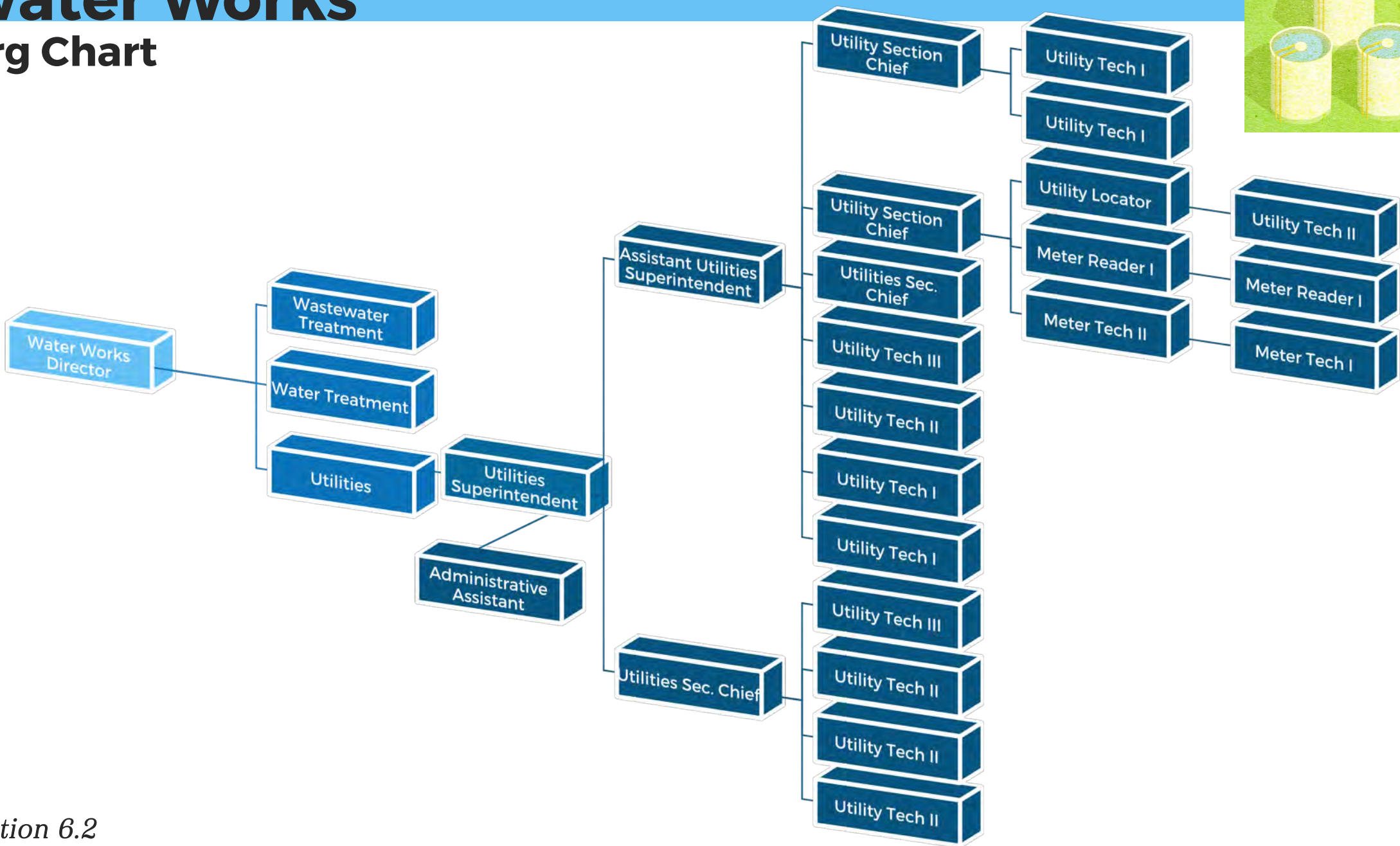


Water Works Org Chart

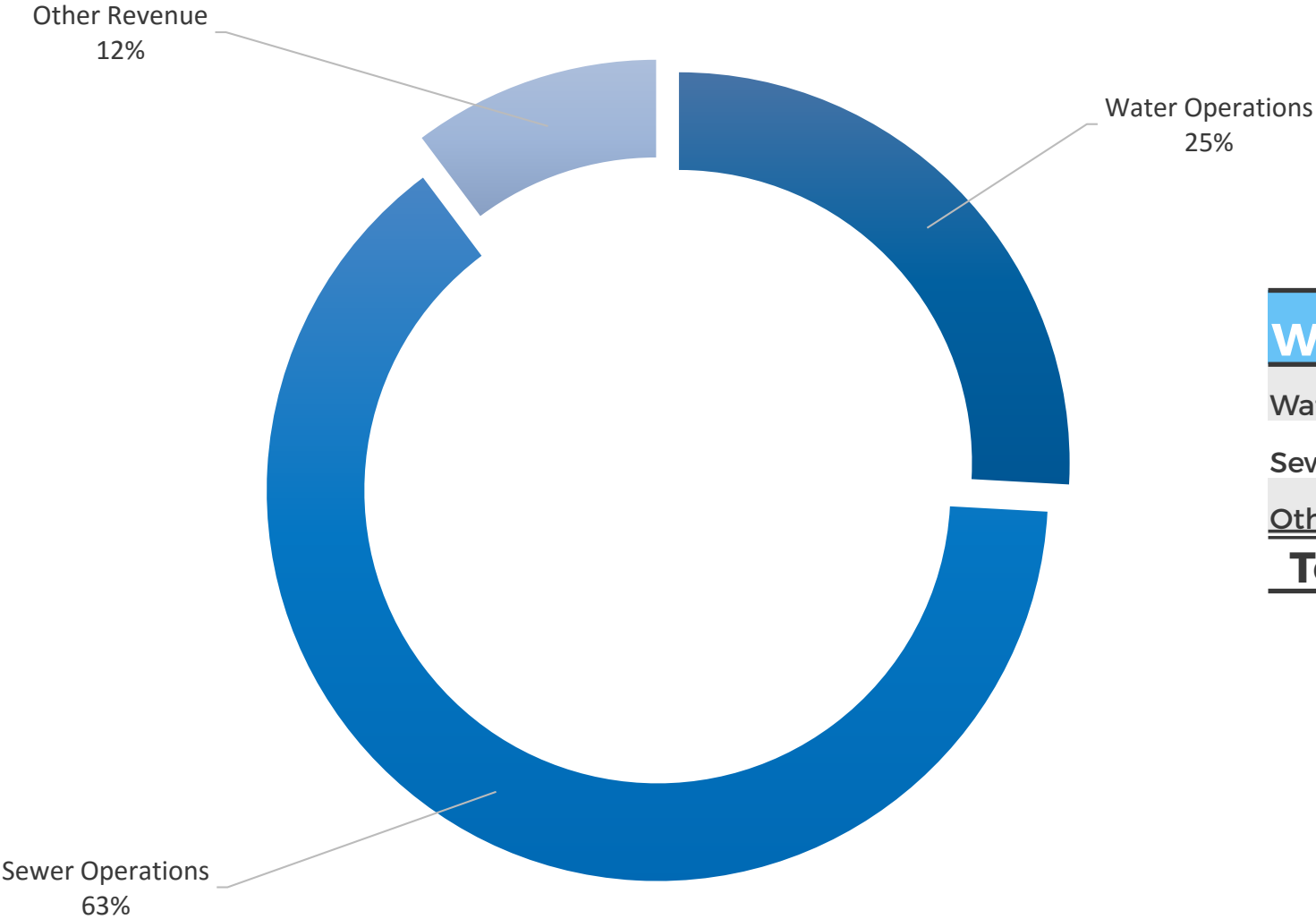


Water Works

Org Chart



Water/Sewer Fund Revenue Chart



Water/Sewer Revenues	
Water Operations	4,690,950
Sewer Operations	11,575,987
Other Revenue	2,129,595
Total	18,396,532

Water/Sewer Fund

Revenue Detail



		FY17 ACTUAL	FY19 PROPOSED	FY19 ADOPTED
425800	Maryland Dept. of Environment	3,651,836	-	-
425805	MD Department of Transportation	5,306,303	-	-
433260	Inspection Fees	93,859	40,000	40,000
434310	Water Sales	3,946,207	4,549,520	4,452,950
434313	Water Sales - 5 Cent Tier	-	-	-
434315	Penalties	24,381	22,500	22,500
434316	Administrative Fees	79,680	80,000	80,000
434320	Tapping Charges	-	-	-
434330	Front Foot Assessments	-	-	-
434331	Service Area Assmt-Water	-	-	-
434340	Fire Flow Tests	9,285	11,500	11,500
434341	Fire Service	24,255	21,500	21,500
434342	Meter Tests	240	500	500
434350	Special Meter Readings	22,449	20,000	20,000
434355	Sale of Fire Serv Meters	-	-	-
434360	Sundry	31,615	34,000	34,000
434370	Turn On Charges	8,270	8,000	8,000
434410	Sewer Sales	9,666,423	11,183,000	10,945,625

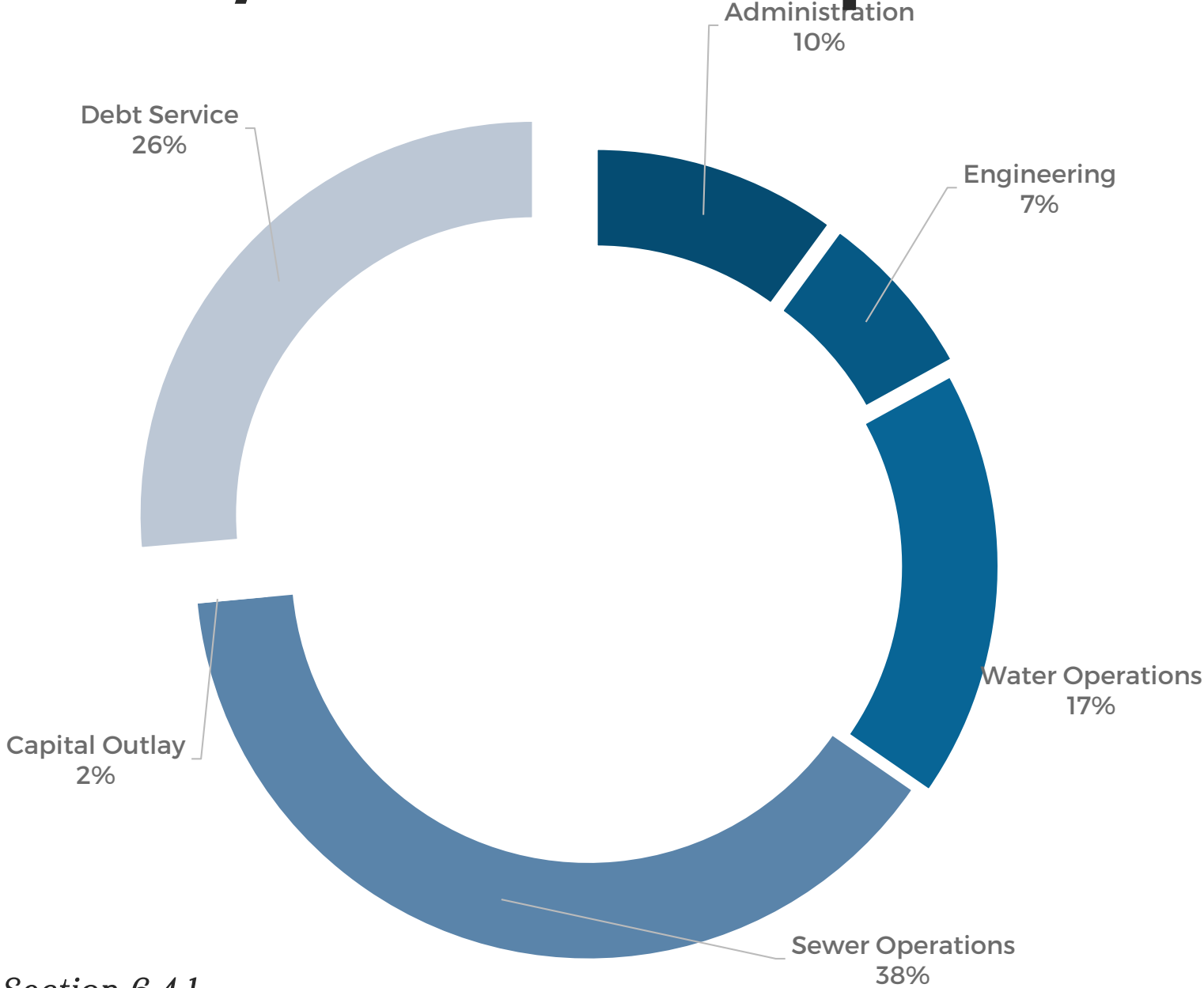
Water/Sewer Fund

Revenue Detail



		FY17 ACTUAL	FY19 PROPOSED	FY19 ADOPTED
434415	Penalties	48,093	56,000	56,000
434440	Pretreatment Monitoring	180,925	185,000	185,000
434450	Urban Services	367,808	397,500	389,062
434451	Lift Station Maintenance	-	-	-
434460	Sundry	270	300	300
434505	Delmarva Recy/Salis Scrap	1,474	-	-
456110	Investment Interest	108,807	-	-
456120	Other Interest	117	-	-
456911	Other Misc. Receipts	5,580	6,000	6,000
456912	Cash Over/Short	-	-	-
456913	Returned Check Fee	1,760	1,500	1,500
456926	Compensated Allowance Adj.	(7,903)	-	-
469311	Capital Lease Proceeds	-	93,426	93,426
469810	Current Surplus Available	-	1,793,938	2,028,669
		23,571,734	18,504,184	18,396,532
Water & Sewer Fund		23,571,734	18,504,184	18,396,532

Water/Sewer Fund Expenditure Chart



Water/Sewer Expenditures	
Administration	1,861,586
Engineering	1,238,500
Water Operations	3,085,865
Sewer Operations	7,015,267
Capital Outlay	361,000
Debt Service	4,834,314
Total	18,396,532

Water/Sewer Fund: Expenditure Comparison



DEPARTMENT/DIVISION		FY 18 APPROVED BUDGET	FY 18 ADJUSTED BUDGET	FY 19 PROPOSED BUDGET	FY 19 ADOPTED
Water and Sewer Fund					
	Debt Service-Sewer	3,220,762	4,345,486	4,444,878	4,423,315
	Debt Service-Water	1,576,860	452,136	470,838	410,998
	Water Service Engineering	626,020	695,277	634,413	632,913
	Water Billing	273,061	275,452	313,724	313,199
	Water Treatment	2,143,648	2,432,367	1,998,949	1,996,024
	Water Administration	508,921	515,588	505,006	504,293
	Sewer Service Engineering	626,971	792,096	607,013	605,588
	Sewer Billing	301,795	301,795	322,562	321,662
	Waste Water Treatment Plant	5,875,244	6,220,720	5,836,630	5,824,180
	Sewer Division	997,029	1,018,216	1,021,646	1,019,433
	Pretreatment Monitoring	176,734	176,734	172,366	171,654
	Sewer Administration	797,270	849,972	723,144	722,432
	Transfers - Capital Projects	20,000	20,000	361,000	361,000
Water and Sewer Fund Total		18,195,138	19,148,682	18,504,184	18,396,532

Debt Service Water/Sewer Fund

Budget Summary



	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
70102 - Debt Ser-Water	241,265	1,576,860	452,136	470,838	410,999
70107 - Debt Ser-Sewer	576,062	3,220,762	4,345,486	4,444,878	4,423,315
TOTAL DEBT SERVICE - Water Sewer	813,327	4,797,622	4,797,626	4,915,716	4,834,314

Water/Sewer Fund

Budget Summary



	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
81080 - Water Engineering					
Personal Services	396,342	490,051	490,051	485,878	484,378
Operating Expenses	98,300	135,969	175,226	142,965	142,965
Capital Outlay	-	-	30,000	5,570	5,570
	494,642	626,020	695,277	634,413	632,913
TOTAL Water Engineering					
81570 - Water Billing					
Personal Services	145,709	167,541	167,541	180,204	179,679
Operating Expenses	81,700	105,520	103,999	133,520	133,520
Capital Outlay	8,456	-	3,913	-	-
TOTAL Water Billing	235,864	273,061	275,452	313,724	313,199

Water/Sewer Fund

Budget Summary



	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
82075 - Water Treatment					
Personal Services	765,033	846,658	846,658	807,121	804,196
Operating Expenses	1,030,065	1,296,990	1,585,709	1,154,828	1,154,828
Capital Outlay	-	-	-	37,000	37,000
TOTAL Water Treatment	1,795,098	2,143,648	2,432,367	1,998,949	1,996,024
82076 - Water Branch					
Personal Services	779,289	792,706	792,706	833,898	831,723
Operating Expenses	334,063	258,118	260,138	258,118	258,118
TOTAL Water Branch	1,113,352	1,050,824	1,052,845	1,092,016	1,089,841
83000 - Water Administration					
Personal Services	170,702	210,596	210,596	111,937	111,224
Operating Expenses	860,409	298,325	304,992	393,069	393,069
TOTAL Water Administration	1,031,111	508,921	515,588	505,006	504,293

Water/Sewer Fund

Budget Summary



	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
84080 - Sewer Engineering					
Personal Services	500,785	474,440	474,440	484,817	483,392
Operating Expenses	240,236	152,531	314,644	116,626	116,626
Capital Outlay	17,933	-	3,011	5,570	5,570
TOTAL Sewer Engineering	758,954	626,971	792,096	607,013	605,588
85070 - Sewer Billing					
Personal Services	247,252	257,660	257,660	265,427	264,527
Operating Expenses	28,363	40,635	40,635	53,635	53,635
Capital Outlay	-	3,500	3,500	3,500	3,500
TOTAL Sewer Billing	275,615	301,795	301,795	322,562	321,662

Water/Sewer Fund

Budget Summary



	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
86083 - Wastewater Treatment Plant					
Personal Services	1,770,046	1,986,553	1,986,553	1,909,151	1,896,701
Operating Expenses	2,495,801	3,837,391	4,181,747	3,871,053	3,871,053
Capital Outlay	-	51,300	52,420	56,426	56,426
TOTAL Wastewater Treatment Plant	4,265,846	5,875,244	6,220,720	5,836,630	5,824,180
86085 - Sewer Branch					
Personal Services	562,991	642,934	643,534	666,953	664,740
Operating Expenses	214,736	354,095	374,682	354,693	354,693
TOTAL Sewer Branch	777,727	997,029	1,018,216	1,021,646	1,019,433
86086 - Pretreatment Monitoring					
Personal Services	139,638	143,548	143,548	139,180	138,468
Operating Expenses	26,310	33,186	33,186	33,186	33,186
TOTAL Pretreatment Monitoring	165,948	176,734	176,734	172,366	171,654

Water/Sewer Fund

Budget Summary



	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
87000 - Sewer Administration					
Personal Services	204,685	236,447	236,447	118,445	117,733
Operating Expenses	2,140,228	560,823	613,403	604,699	604,699
Capital Outlay	-	-	121	-	-
TOTAL Sewer Administration	2,344,913	797,270	849,972	723,144	722,432
91002 - Operating Transfers-W&S					
Other	-	20,000	20,000	361,000	361,000
TOTAL Operating Transfers-W&S	-	20,000	20,000	361,000	361,000
TOTAL Water & Sewer Fund	14,117,770	18,195,138	19,148,682	18,504,184	18,396,532



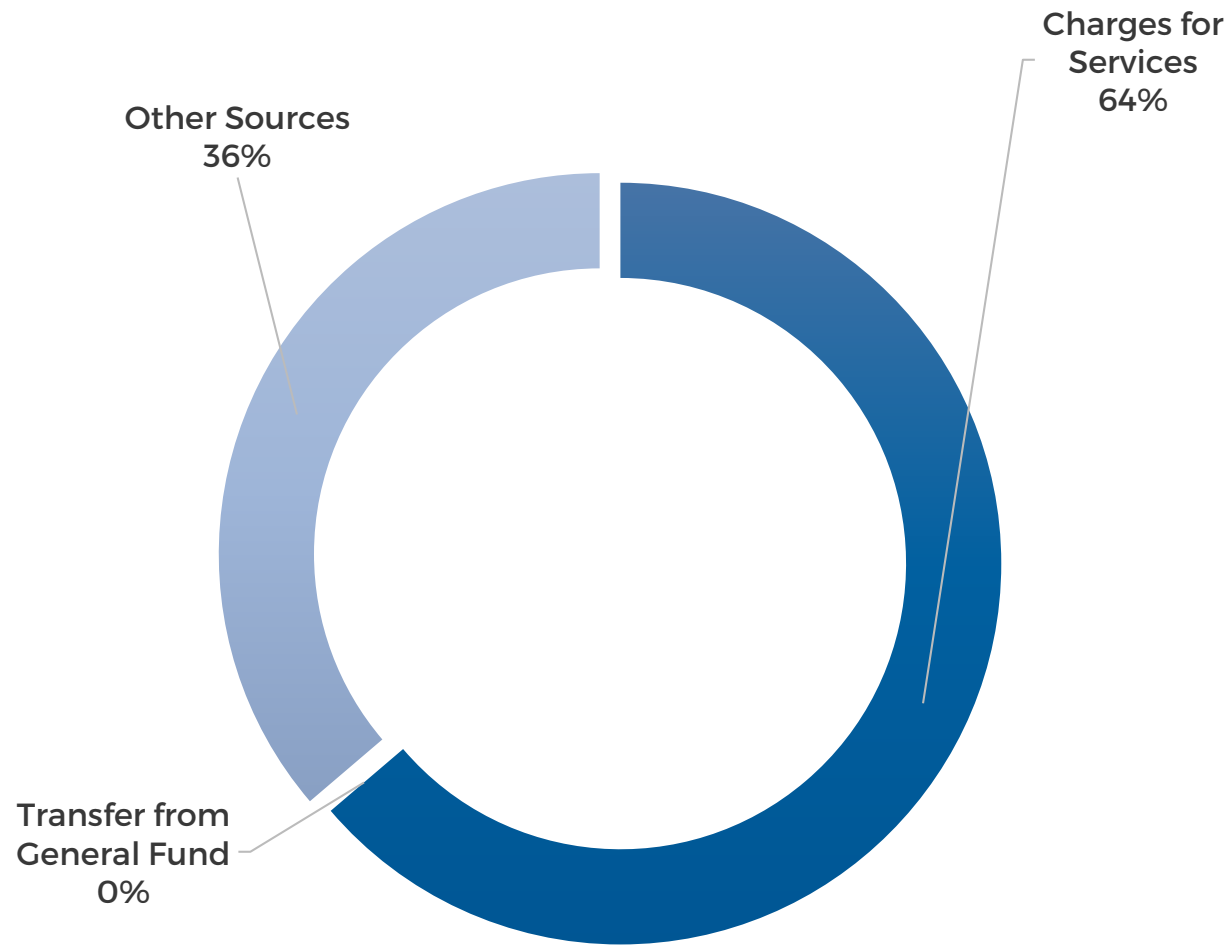
Marina Fund



Marina Fund Revenue Chart



Marina Fund Revenues - FY 19



Marina Fund Revenues	
Charges for Services	56,200
Transfer from General Fund	-
Other Sources	31,947
Total	88,147

■ Charges for Services ■ Transfer from General Fund ■ Other Sources

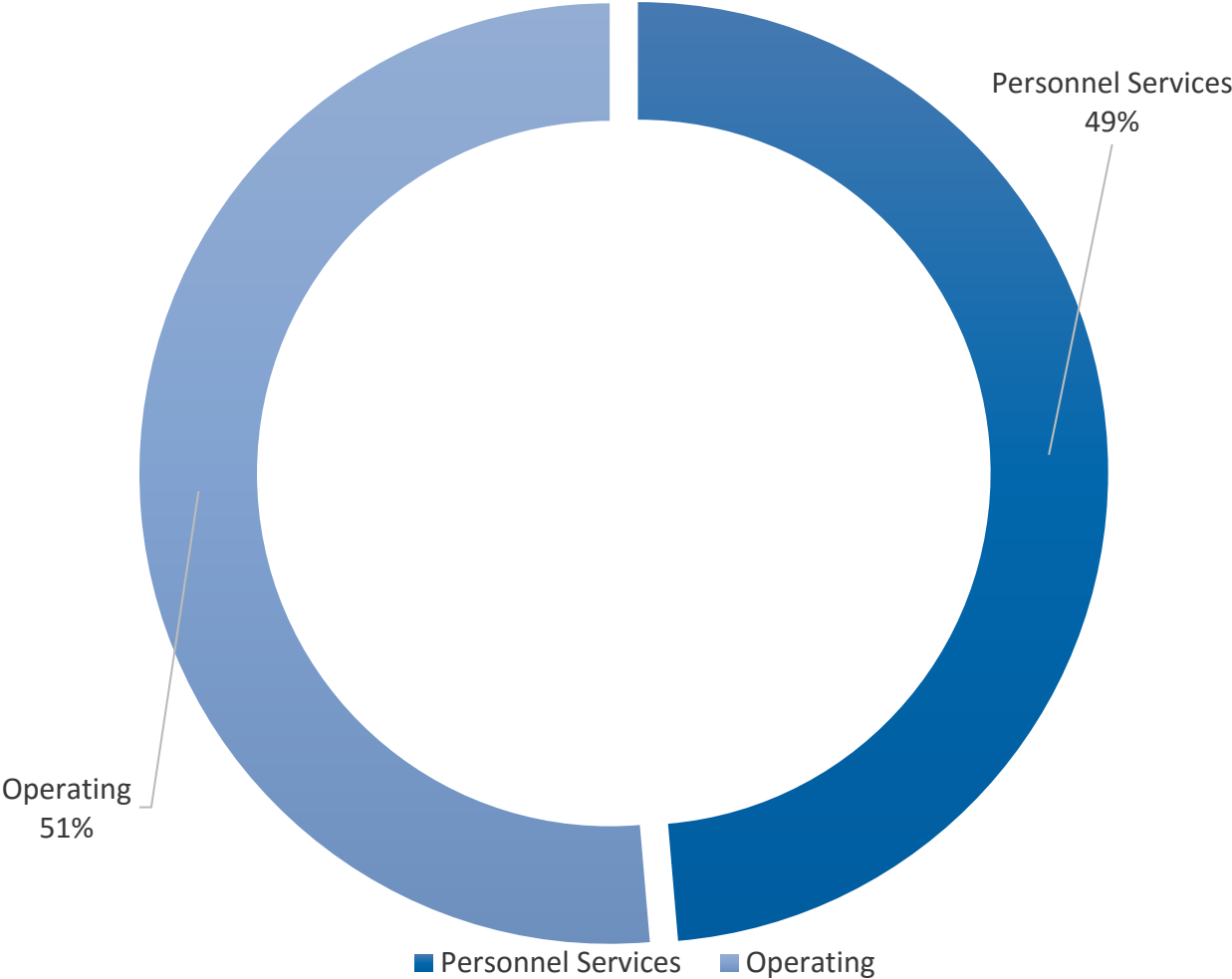
Marina Fund

Revenue Summary



		17 Actual	18 Revised	19 Proposed
Marina	Dept Nat. Resources	14,685	-	-
434710	Slip Rental	33,227	32,000	32,000
434711	Boat Gasoline Sales	17,776	15,500	16,500
434712	Boat Diesel Sales	2,174	4,000	3,000
434716	Sewage Pumpout Sales	135	-	-
456110	Investment Interest	3	-	-
456927	Electric Fees	5,126	5,000	4,700
469810	Current Surplus Available	-	31,647	31,947
City Marina		73,126	88,147	88,147

Marina Fund Expenditure Chart



Marina Fund Expenditures	
Personnel	42,872
Other Revenue	-
Operating	45,275
Total	88,147

Marina Fund

Budget Summary



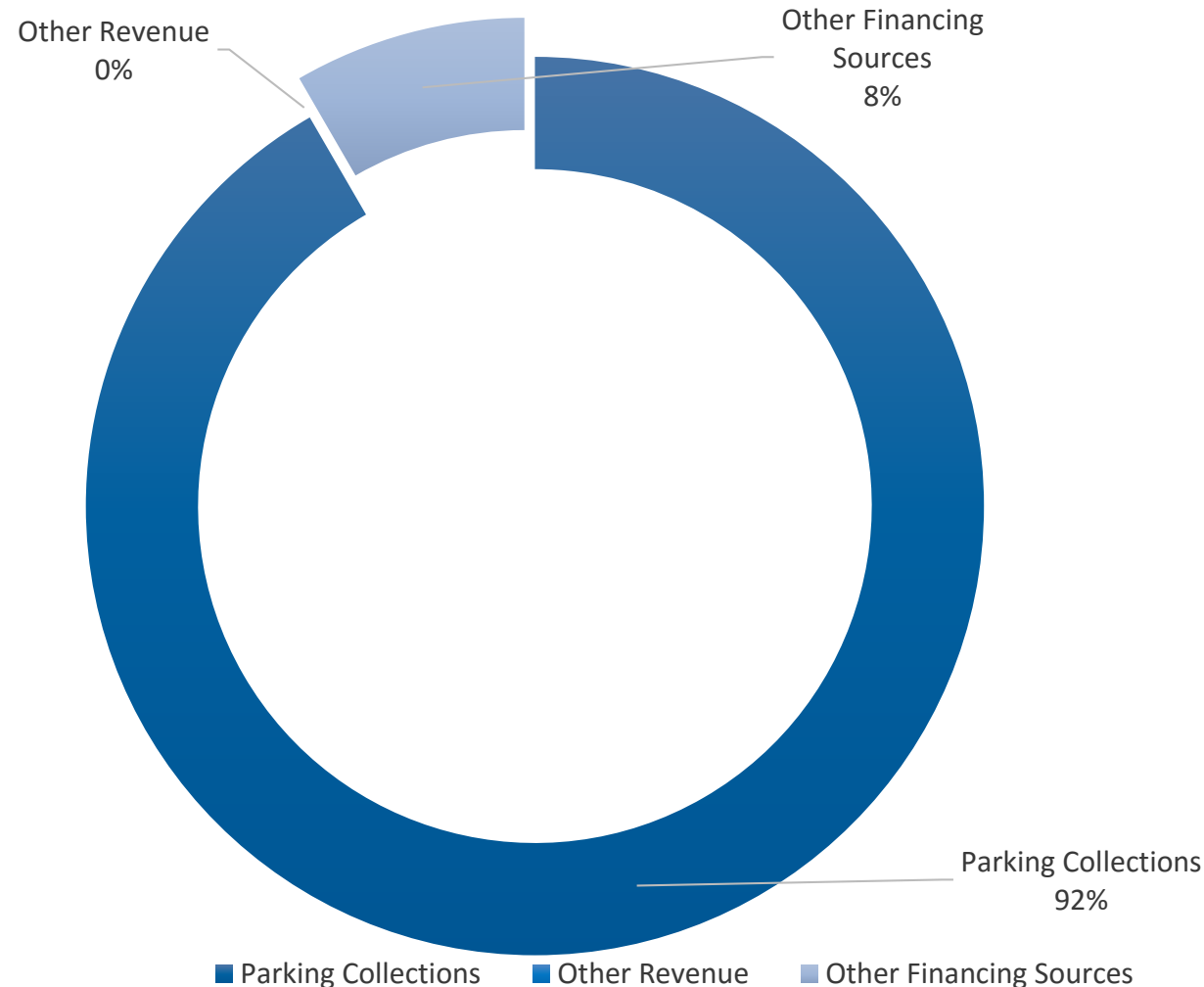
	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
Personal Services	43,475	42,872	42,872	42,872	42,872
Operating Expenses	79,909	45,275	74,249	45,275	45,275
Capital Outlay	5,000	-	-	-	-
TOTAL City Marina	128,384	88,147	117,121	88,147	88,147



Parking Authority



Parking Authority Revenue Chart



Parking Revenue	
Parking Collections	725,000
Other Revenue	-
Other Financing Sources	66,131
Total	79,131

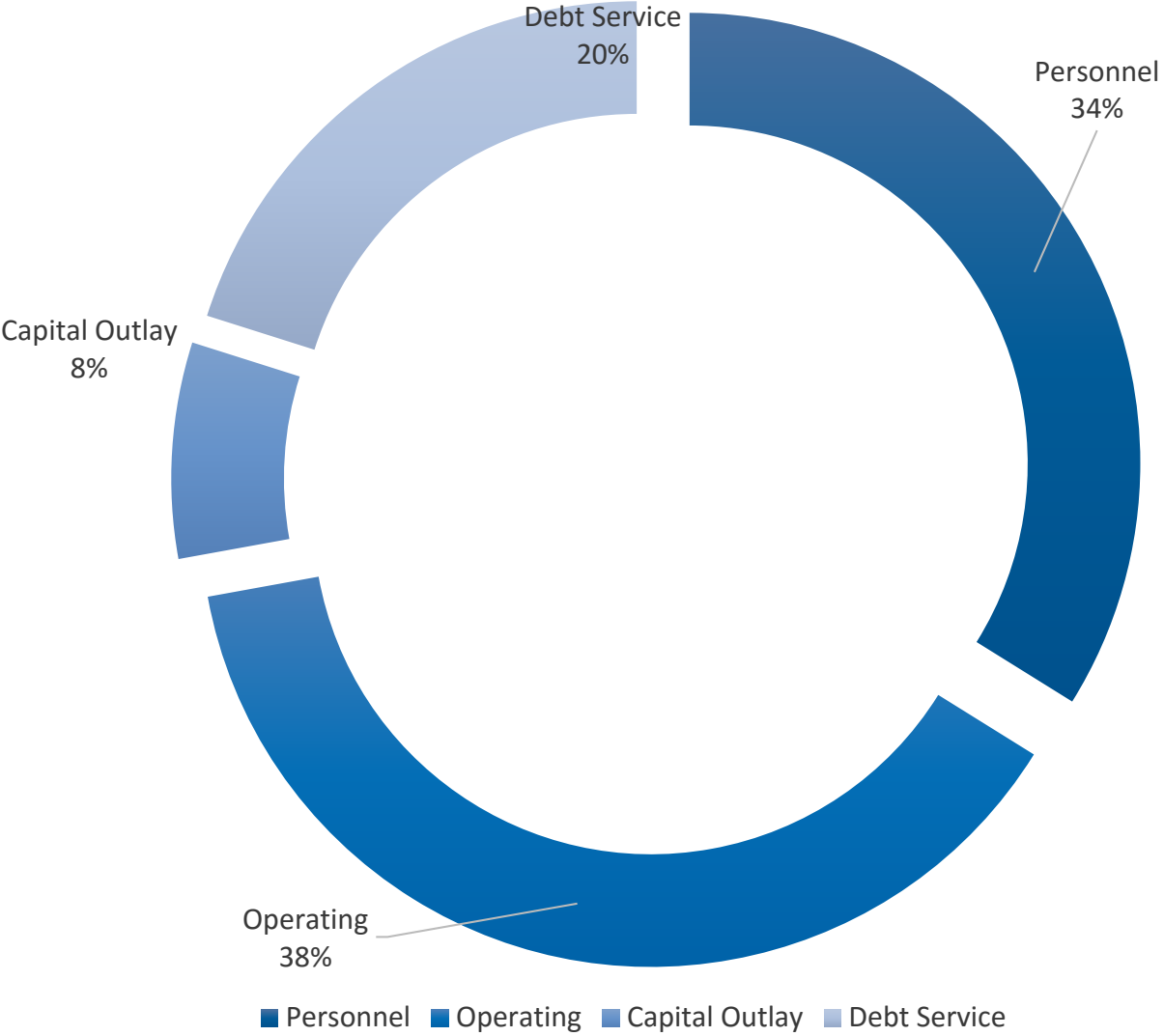
Parking Authority

Revenue Summary



		17 Actual	18 Revised	19 Adopted
413204	Park Permit Lots	112,815	184,400	162,000
413205	Parking Meters/Coin	91,811	120,000	95,000
413206	Park Permit Garage	328,233	230,850	287,850
413304	Park Hourly - Lots	-	38,600	38,000
413306	Park Hourly Garage	-	42,150	42,150
445110	Parking Citations	124,383	140,000	100,000
456110	Investment Interest	1,977	-	-
456300	Rent Earnings	2,523	-	-
456911	Other Misc. Receipts	20,000	-	-
456912	Cash Over/Short	9	-	-
469311	Capital Lease Proceeds	-	-	25,000
469810	Current Surplus Available	-	43,054	41,131
Parking Auth. Fund		681,752	799,054	791,131

Parking Authority Expenditure Chart



Expenditures	
Personnel	267,907
Operating	302,838
Capital Outlay	61,250
Debt Service	159,136
Total	791,131

Parking Authority

Budget Summary



	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
31154 - Parking Authority					
Personal Services	216,124	235,781	235,781	267,907	267,907
Operating Expenses	377,827	333,430	373,707	302,838	302,838
Capital Outlay	32,095	1,250	111,250	61,250	61,250
Other	-	80,000	80,000	-	-
Debt Service	22,052	148,593	148,593	159,136	159,136
TOTAL Parking Authority	648,099	799,054	949,331	791,131	791,131

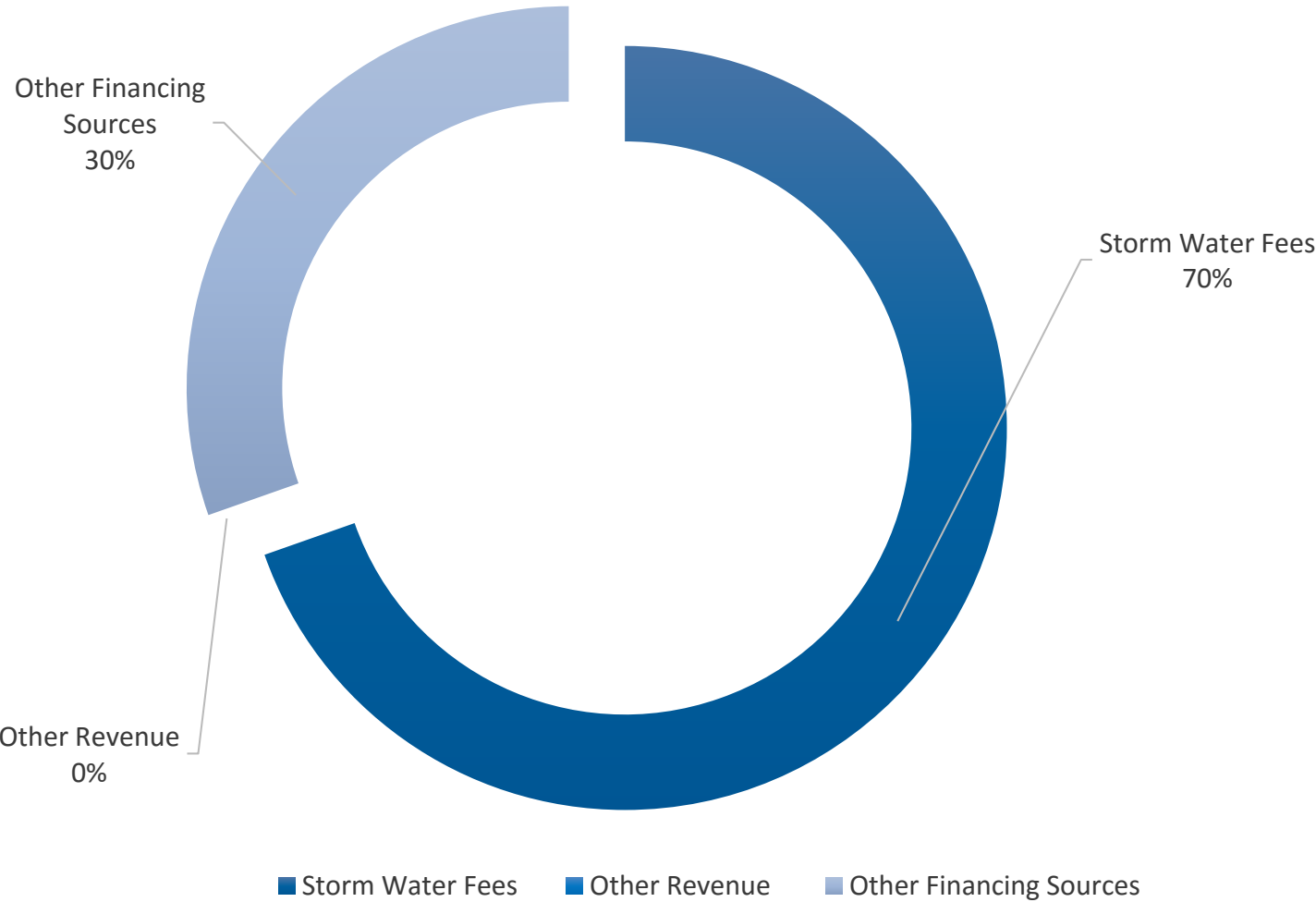


Stormwater Fund

Section 9.0



Stormwater Fund Revenue Chart

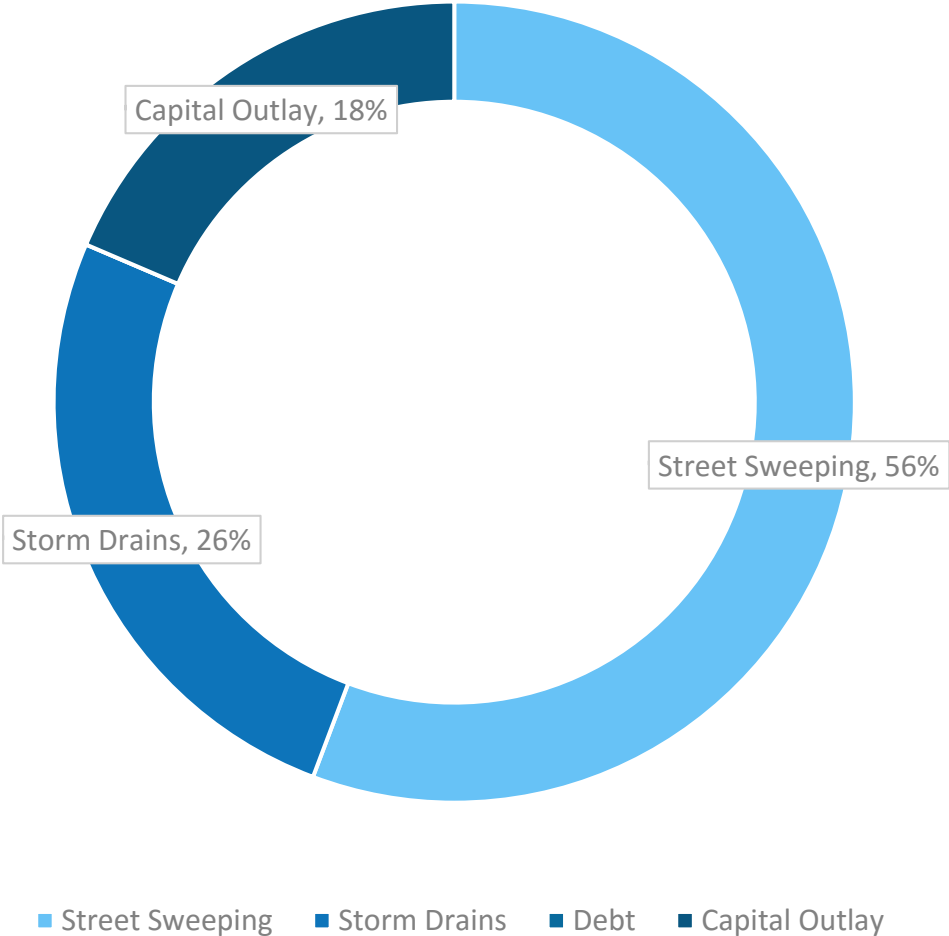


Stormwater Revenues	
Storm Water Fees	600,000
Other Revenue	-
Other Financing Sources	261,899
Total	861,899

Stormwater Fund Expenditure Chart



Expenditures FY19



Storm Water Fund – FY19	
Street Sweeping	480,399
Storm Drains	221,500
Debt	
Capital Outlay	160,000
Total	861,899

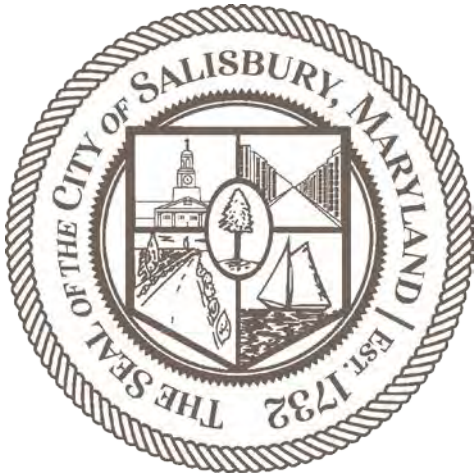
Stormwater Fund

Budget Summary



	FY 2017 ACTUAL	FY 2018 APPROVED BUDGET	FY 2018 ADJUSTED BUDGET	FY 2019 MAYOR'S BUDGET	FY 2019 ADOPTED
60820 – Storm Wtr - Street Sweeping					
Personal Services	147,721	147,978	149,478	146,998	146,998
Operating Expenses	110,624	73,574	72,074	108,401	108,401
Capital Outlay	-	-	-	225,000	225,000
TOTAL Storm Wtr - Street Sweeping	258,384	221,552	221,552	480,399	480,399
60850 - Storm Wtr - Storm Drains					
Operating Expenses	169,145	211,000	329,884	221,500	221,500
Capital Outlay	10,500	10,500	87,205	-	-
	179,645	221,500	417,089	221,500	221,500
TOTAL Storm Wtr - Storm Drains					
60890 - Storm Wtr - Transfers					
Other	75,355	156,948	156,948	160,000	160,000
	75,355	156,948	156,948	160,000	160,000
TOTAL Storm Wtr - Transfers					
TOTAL Storm Water Utility	513,345	600,000	795,589	861,899	861,899

Appendices





Budget Ordinance

The legal ordinance by which the Council adopts the budget for the Fiscal Year beginning 7/1/2018

Budget Ordinance



AS AMENDED ON MAY 29, 2018
ORDINANCE NO. 2482

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, 2018 TO JUNE 30, 2019, 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, 2018 and ending June 30, 2019 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:

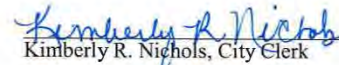
- 1) The tax levy be, and the same be hereby set, at \$.9832 per \$100 of assessed valuation of all real property, at \$2.81 per \$100 of assessed valuation for all personal property categorized as rail roads and utilities, and at \$2.40 per \$100 of assessed valuation for all other personal property 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, 2018 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 4:30 PM on May 7, 2018 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 23rd day of April, 2018, and having been published as required by law, in the meantime, was finally passed by the Council on the 29th day of May, 2018.

ATTEST:


Kimberly R. Nichols, City Clerk


John R. Heath, President
Salisbury City Council

APPROVED BY ME THIS 30th day of MAY, 2018.


Jacob R. Day, Mayor

Budget Ordinance



Schedule A - Operating Budget Appropriations

1)	General Fund – for the general municipal purposes of the City of Salisbury:	
	City Council / City Clerk	240,792
	Development Services	779,251
	Mayor's Office/Community Promotions	965,397
	Finance	539,469
	Procurement	262,777
	City Attorney	284,800
	Information Technology	530,918
	Planning & Zoning	102,280
	Municipal Buildings	197,600
	Police	13,279,329
	Fire	8,580,302
	Building Permits	325,927
	Housing and Community Development	1,136,275
	Public Works	
	Resource Management	522,774
	Engineering	1,393,160
	Traffic Control	1,412,663
	Streets and Lighting	962,339
	Sanitation	1,857,830
	Fleet Management	448,449
	Carpenter Shop	138,566
	Recreation and Culture	1,795,643
	Debt Service & Other Uses	<u>5,083,972</u>
	Total	40,840,513
2)	Parking Authority Fund – for the special assessment district known as the Parking Authority	
	Total	791,131
3)	Water Fund - for operations of the water department (including \$ 520,984 for redemption of bonds and payment of interest)	
	Total	5,350,946
4)	Sewer Fund - for the operations of the sewer department (including \$ 4,020,265 for redemption of bonds and payment of interest)	
	Total	13,153,238
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	861,899
	Grand Total	\$ 61,085,874

Budget Ordinance



Schedule B – Capital Project Appropriations (1 of 2)

Project	Amount	Schedule B - General		
		PayGO	Contribution Inkind	Gra
Public Safety				
Roof Replacement Fire Station 1	102,000			
Water Chiller & Heating and Air Condition	300,000			
Special Events Pavillion	200,000		200,000	
Fencing	10,000	10,000		
BobCate Exhibit	60,000	-	60,000	
North American Duck Exhibit	60,000	-	60,000	
Red Wolf Building Improvements	50,000	-	50,000	
Infrastructure & Development				
Main Street Master Plan	6,740,000			
Bicycle Master Plan Implementation	550,000			
Urban Greenway Implementation	775,000			
Wayfinding and Signage	50,000			
City Park Master Plan Implementation	155,000	107,000		
Main Street Master Plan	100,000			10
Waterside Park Improvemnts	320,150			32
Bridge Maintenance and Replacement	162,000			
Street Scaping	206,000			
Riverwalk Amphitheater	100,000		100,000	
Total General Fund	9,940,150	117,000	470,000	42

Schedule B – Capital Project Appropriations (2 of2)

Project	Project Amount	Funding		
		Transfer PayGO	Revolving Funds	Con
<u>Storm Water Capital Projects Fund:</u>				
East Main Street Storm Drains at Burnett	160,000.00	160,000		
TMDL Projects	-			
Total Storm Water Fund	160,000.00	160,000	-	
	-			
<u>Water Sewer Capital Project Fund:</u>	-			
WWTP Local Limits Study	25,000.00	25,000		
Park Water Treatment Plant Roof Improvements	28,000.00	28,000		
Park Well Field Raw Water Main & Valve Rplc	67,000.00	67,000		
Park Plant Flow Meter Replacement	70,000.00	70,000		
Replace Distribution Piping and Valves	100,000.00			
Restore Park Well Field	171,000.00	171,000		
WWTP Materials Warehouse and Security Building	200,000.00			
Pump Station Improvements	230,000.00			
Park Water Treatment Plant Electrical Gear Replacement	245,000.00	-		
Elevated Water Tank Maintenance	265,200.00		265,200	
Pump Station Building Improvements	325,000.00			
Sewer Infiltration & Inflow Remediation	450,000.00			
Total Water Sewer	2,176,200.00	361,000	265,200	
	-			
<u>Parking Capital Projects Fund:</u>	-			
Garage (bearing pad replacement-)	400,000.00			
Total Parking	400,000.00	-	-	

Budget Ordinance



Schedule C City Fiscal Year 2019 Appropriations for Grant-Funded Expenditures

Exhibit C: Anticipated Expenditures from Grant Funding					
Grant Name	Appropriation	Start Date	End Date	Funding Source	Funding Dept./Agency
Housing & Community Development Dept.					
FY19 Homeless Solutions Program	\$ 40,000	7/1/2018	6/30/2019	State	DHCD
FY19 Resource Navigation	\$ 40,000	7/1/2018	6/30/2019	Local	LMB
FY18 Community Legacy	\$ 100,000	1/1/2018	6/30/2020	State	DHCD
PY18 CDBG*	\$ 360,000	7/1/2018	N/A	Federal	HUD
Salisbury Police Department					
FY19 Bulletproof Vest Partnership	\$ 25,000	10/1/2018	9/30/2020	Federal	Dept. of Justice
FY19 Body Armor for Local Law Enforcement	\$ 9,200	7/1/2018	6/30/2019	State	GOCCP
FFY19 Circuit Court Drug Court†	\$ 12,000	10/1/2018	9/30/2019	County	Circuit Court
FFY18 Edward Byrne Memorial JAG	\$ 40,000	10/1/2018	9/30/2021	Federal	Dept. of Justice
FY18 Gun Violence Reduction Initiative†	\$ 51,000	7/1/2018	6/30/2019	State	GOCCP
FFY18 MD Highway Safety	\$ 24,000	10/1/2017	9/30/2018	State	MVA
FY18 Maryland Criminal Intelligence Network	\$ 208,000	7/1/2017	6/30/2018	State	GOCCP
FFY18 U.S. Marshals' Program†	\$ 30,000	10/1/2017	9/30/2018	Federal	US Marshals
Total	\$ 939,200				

* The precise amount of funding for Program Year 2018 CDBG funds is currently unknown, but based on passed years' awards and the increase for CDBG in the federal budget recently passed, we do not expect the award to exceed this amount.

† These awards require a match, totaling \$7,700, to be transferred from account number 91001-599121

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.

Budget Ordinance



Schedule D: Health Care Rates

Employee Health Care Rates, 9/1/18 – 8/31/19

OPTIONS	Total Contract	Dependent Contract	City Share*	Employee Share	Total Contract	City Share	Employee Share
	Month	Month	Month	Month	Year	Year	Year
EPO							
Individual	509.73	-	458.76	50.97	6,116.76	5,505.08	611.68
Parent & 1 Child (P+1)	946.07	436.34	777.29	168.78	11,352.84	9,327.42	2,025.42
Employee & Spouse (ES)	1,332.37	822.64	1,059.28	273.09	15,988.44	12,711.41	3,277.03
Family (Fam)	1,444.53	934.80	1,141.16	303.37	17,334.36	13,693.93	3,640.43
PPO							
Individual	600.61	-	458.76	141.85	7,207.32	5,505.08	1,702.24
Parent & 1 Child (P+1)	1,117.20	436.34	777.29	339.91	13,406.40	9,327.42	4,078.98
Employee & Spouse (ES)	1,573.95	822.64	1,059.28	514.67	18,887.40	12,711.41	6,175.99
Family (Fam)	1,703.68	934.80	1,141.16	562.52	20,444.16	13,693.93	6,750.23

Notes

*City Share of Coverage

The City Share for coverage is calculated as follows:

Individual Coverage : 90% * Total Contract Amount. The City Share for Individual Coverage for PPO is limited to the City Share for the EPO.

Other Coverage Plans (i.e. P+1, ES, FAM): City Share for Individual Coverage + (73% * Dependent Contract). The Dependent Contract amount for PPO plans is limited to the Dependent Contract Amount for the corresponding EPO Plan.

Retiree Health Care Rates, 9/1/18 – 8/31/19

Plan Type	Contract	Contract	Retiree Share	Retiree Share	City Maximum
	Month	Year	Year	Monthly	Current
EPO					
Individual	509.73	6,116.76	3,058.38	254.87	3,500
Parent/Child	946.07	11,352.84	5,676.42	473.04	7,000
Employee/Spouse	1,332.37	15,988.44	7,994.22	666.19	9,000
Family	1,444.53	17,334.36	8,667.18	722.27	9,700
PPO					
Individual	600.61	7,207.32	3,603.66	300.31	3,700
Parent/Child	1,117.20	13,406.40	6,703.20	558.60	7,000
Employee/Spouse	1,573.95	18,887.40	9,443.70	786.98	9,500
Family	1,703.68	20,444.16	10,222.08	851.84	10,300
Medicare Supplement (65 & Older)					
Retiree 65	550.62	6,607.44	3,303.72	275.31	3,500
Retiree 65 w Spouse/65	1,101.24	13,214.88	6,607.44	550.62	7,000

Medicare Supplemental Insurance includes Medical, Dental Prescription, and Vision coverage.



Fee Schedule

The legal ordinance and schedule of fees for the Fiscal Year beginning 7/1/2018

Fee Schedule: Ordinance



ORDINANCE NO. 2484

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO SET FEES FOR FY 2019 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 2019 Budget of the City of Salisbury; and

WHEREAS, the fees listed in the attached FY 2019 Fee Schedule, Exhibit 1, are an attempt to identify and list all fees, some of which are revised in accordance with the adoption of the Fiscal Year 2019 Budget of the City of Salisbury; and

WHEREAS, some of the fees may have been inadvertently omitted from the schedule, any existing fees not listed in the attached FY 2019 Fee Schedule shall remain as currently set forth in the Salisbury Municipal Code.

NOW, THEREFORE, BE IT ORDAINED AND ENACTED BY THE COUNCIL OF THE CITY OF SALISBURY THAT the fee amounts included in the attached Exhibit 1 – FY 2019 Fee Schedule - shall be adopted by the City of Salisbury and the amounts set forth therein shall supersede the corresponding fee amounts prescribed in the Salisbury Municipal Code until one or more of the said fees are subsequently amended.

AND BE IT FURTHER ORDAINED AND ENACTED that this Ordinance was introduced at a meeting of the City Council held on the 23rd day of April, 2018 and duly passed at a meeting of the Council of the City of Salisbury, Maryland held on the 29th day of May, 2018 and is to become effective as of July 1, 2018.

ATTEST:


Kimberly R. Nichols, City Clerk


John R. Heath, President
Salisbury City Council

APPROVED BY ME THIS 30th day of MAY, 2018.


Jacob R. Day, Mayor

Fee Schedule



FY 2019 Fee Schedule

Licenses			
Alarm Company	75	Per year, Per Code 8.040.30	Police Dept
Amusement		Per Code 5.24.020	Finance
1-5 Machines	500	Per year	
6-10 machines	665	Per year	
11-15 machines	830	Per Year	
Greater than 15 machines	1,500	Per Year	
Transient Merchants and Mobile Vendors	50	Plus \$40 background check performed, Per year, Per Code 5.32.070	Bus Dev
Door to Door Solicitors	50	Plus \$40 background check performed, Per year, Per Code 5.34.070	City Clerk
Pool Table		Per Code 5.48.020	Finance
1	10	Each	
Additional tables over 1	5	Each	
Restaurant	75	Per year, Per Code 5.52.060	Finance
Theatre	75	Per year, Per Code 5.60.040	Police
Towing Company			Police Dept
Application Fee	75		
License	75	Per Code 5.64.030	

Misc. Fees (by Finance)			
Return Check Fee	40		
Misc. Fees (by City Clerk)			
Sale of Code Book		Each, Set by Resolution, Per Code 1.04.080	
Financial Disclosure Statement Late Fee	20	Per day for 5 days, then \$10 per day up to max of \$250; Per Code 1.12.060	
Circus or Horsemanship Event Fee	75	Per day, Per Code 5.44.010	
Other Exhibitions	5	Per day, Per Code 5.44.010	
Commercial Sound Truck Operation Fee	1	Per Code 8.20.080	
Filing Fee (Mayoral Candidates)	25	SC-8	
Filing Fee (City Council Candidates)	15	SC-8	
Bankrupt, Fire and Close-out sales	5	Per month, Renewal – \$50/month, Per code 5.16.010	

Landlord Licenses and Other Misc. fees (by the HCDD Department)			
Landlord License Fee 1 st Year	120	Per Code 15.26.050	
Landlord License Unit Registration 1 st Year	120	Per Code 15.26.040	
Landlord License Fee Renewal		Per Code 15.26.040	
if paid by March 1st	60		
if paid 3/2 - 7/1	125		
if paid > 7/1	255		
Landlord License Unit Registration Renewal		Per Code 15.026.050	
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, Per Code 15.21.040	
Re-inspection Fee	100	On each citation, Per Code 15.27.030	

FY 2019 Fee Schedule

Vacant Building Registration	200	Per year, Per Code 15.22.040
Historic Application Fee	25	
Change in Occupancy Fee	50	Per Code 17.12.030
Change in Use Fee	200	Per Code 17.12.030

Waste Disposal Fees (by Field Operations)		
Trash Service	46	Per quarter, Per Code 8.16.090
Bulk Trash Pick up	25	For three items, additional amounts for specific items, Per Code 8.16.060
Trash Cans	74	Per can (plus \$4.44 tax), Per Code 8.16.060

Water/Sewer Misc. Fees (by Water Works)		
Water & Sewer Admin Fee (Late Charge)	40	Per occurrence, Per Code 13.08.040
Water Turn On Fee	80	For after hours, Per Code 13.08.040
Water Meter Reading Fee	25	Per request, Per Code 13.08.030
Water Turn On Fee	20	Per request, Per Code 13.08.040
Fire Service	745	Annually per property, Per Code 13.08.050
Meter Test		
In City Limits	40	Per request, Per Code 13.08.030
Out of City Limits	50	Per request, Per Code 13.08.030
Water and Sewer Services		See Water Sewer Rate Ordinance, Quarterly, Per Code 13.08.130-13.12.090

WWTP Pretreatment Program Fees (by Water Works)		
Significant Industrial Users: (Per Code 13.12.110)		
IA discharges flow ≥ 5% of WWTP flow	8,700	30 units
IB discharges flow ≥ 50,000 gpd	7,250	25 units
IC categorical user which discharges	5,800	20 units
ID discharges flow ≥ 25,000 gpd	4,350	15 units
IE categorical user which does not discharge	2,900	10 units
Minor Industrial Users: (Per Code 13.12.110)		
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 processor 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	200	
Disabled Vehicle Tow	80	
Emergency Relocation Tow	80	Per Code 5.64.100
Impound Vehicle Tow	135	
Standby/Waiting Time - Billed in 15 minute increments only after 16 minute wait	65	Per hour
Winching (Does not include pulling vehicle onto rollback type truck) - Billed in 15 minute increments	110	Per hour
Storage - Beginning at 12:01 am following the tow	50	Per calendar day or portion

Fee Schedule



FY 2019 Fee Schedule

		thereof, Per Code 5.64.120
Administrative Fee – Accidents and Impounds Only		30
Snow Emergency Plan in Effect (in addition to other applicable towing fees)		30
Release Fee (After hours only, at tower's discretion) – Normal business hours defined as M-F, 9am-6pm		55

Building Fees (by the Department of Infrastructure and Development)

Building Plan Review Fees (Per Code 15.04.030)			Residential, Commercial, Accessory
<i>Fees based on cost of construction:</i>			
Up to \$ 3,000	30		
\$3,001 to \$100,000	65		
\$100,001 to \$500,000	150		
\$500,001 to \$1,000,000	200		
\$1,000,001 and Up	250		
Building Permit Fees (Per Code 15.04.030)			Residential, Commercial, Accessory
<i>Fees based on cost of construction:</i>			
Up to \$ 3000	40		
\$3001 and Up	50	plus (.015 * Cost of Construction)	
\$100,001 to \$500,000	1,100	plus (\$10 for each \$1,000 over \$100,000)	
\$500,001 to \$1,000,000	4,400	plus (\$ 9 for each \$1,000 over \$500,000)	
\$1,000,001 and Up	8,000	plus (\$ 4 for each \$1,000 over \$1,000,000)	
Fence Permit Fees: (Per Code 15.04.030)			
<i>Fees based on cost of construction:</i>			
Up to \$ 3,000	40		
\$3,001 to \$100,000	50	plus (.015 * Cost of Construction)	
Outdoor Advertising Structure Fee (Per Code 17.216.240)			.50 Per SF foot of sign surface per year
Other Building Fees:			
Board of Zoning Appeals	50	County Fee \$100, Per Code 17.12.110	
Demo - Residential	75	Per Code 15.04.030	
Demo - Commercial	125	Per Code 15.04.030	
Gas	30	plus \$10 per fixture, Per Code 15.04.030b	
Grading	100	Per Code 15.20.050	
Maryland Home Builders Fund	50	per new SFD	
Mechanical	25	Per Code 15.04.030	
Occupancy Inspection	50	Per Code 15.04.030	
Plumbing	30	\$10 per fixture (may vary), Per Code 15.04.030b	
Sidewalk Sign		Set by resolution, Per Code 12.40.020	
Sidewalk Café Fee		Set by ordinance, Per Code 12.36.020	
Sign	50	plus (\$1.50 per Sq Ft), Per Code 17.216.238	
Temp Sign	25	per month, Per Code 17.216.238	
Temp Trailer	25	per month, Per Code 15.36.030b	
Tent	40	Per Code 15.04.030	
Well	50	Per Code 13.20.020	
Zoning Authorization Letter	50	Per Code 17.12.040	
Re-inspection Fee	50	More than 2 insp of any required insp, Per Code 15.04.030	
Adult Entertainment Permit Application Fee	100	Per Code 17.166.020	
Outdoor Advertising Structure Fee	.50	Per sq ft of sign surface area, Per Code 17.216.240	
Notice of Appeal Fee: Sidewalk Sign Standards Violation	100	Per Code 12.40.040	

FY 2019 Fee Schedule

Reconnection Fee; Public Water Connection; Refusal of Inspection	25	Per Code 13.08.100
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Port of Salisbury Marina Fees (by Field Operations)

Transient		
<i>Slip Fees based on size of vessel</i>	1.00	Per foot per day
Electric 30-amp service	5.00	Per day
Electric 50-amp service	10.00	Per day
Slip Rental – Monthly		
<i>Fees based on size of vessel</i>		
October through April	3.85	Per foot + electric
May through September	5.50	Per foot + electric
*Annual rates are to be paid in full up front, electric can be billed monthly		
Slip Rental – Annual*		
Boats up to and including 30 feet long	1,150	+ electric
Boats 31 feet and longer	49	Per foot + electric
Fuel		
	.40	Per gallon more than the cost per gallon purchase price by the City
Electric Service		
<i>Fees per meter</i>		
Electric 30-amp service	30.00	Per month
Electric 50-amp service	50.00	Per month

EMS Services

	Resident	Non Resident
BLS Base Rate	500.00	575.00
ALS1 Emergency Rate	650.00	750.00
ALS2 Emergency Rate	775.00	875.00
Mileage (per mile)	11.80	60.00
Oxygen	60.00	60.00
Spinal immobilization	120.00	120.00
BLS On-scene Care	175.00	175.00
ALS On-scene Care	450.00	550.00

Department of Infrastructure and Development

Storm Water Utility (2306)		
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 (2306)		
Fee to apply for credit to Stormwater Utility	150.00	Per application
Street Break Permit (Per Code 12.12.020)		
Permit for breaking City public streets and way	25.00	Per break location
Obstruction Permit (Per Code 12.12.020)		
Permit for obstructing City public streets and ways.	10.00	Per location

Fee Schedule



FY 2019 Fee Schedule

Recording fee for Resubdivision plans	10.00	Per page
Administrative Fee for Capacity Fee payment Plans (R 2029)		
Administrative Fee for Capacity Fee payment Plans	25.00	
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
Storm Water Contract Drawings	1.00	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 Works

Temporary connection to fire hydrant (Per Code 13.08.120)		
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
Hydrant flow test (Per Code 13.08.030)		
To perform hydrant flow tests		
In City	125.00	Per request
Out of City	160.00	Per request
Fire flush and Fire pump test (Per Code 13.08.030)		
To perform hydrant flow tests To perform meter tests on ¾" and 1" meters.		
In City	125.00	Per request
Out of City	160.00	Per request
Meter tests (Per Code 13.08.030)		
To perform meter tests on ¾" and 1" meters.		
In City	40.00	Per request
Out of City	50.00	Per request
Water Meter/Tap Fee and Sewer Connection Fee (Per Code 13.02.070)		
Water Meter/Tap Fee and Sewer Connection Fee if water and sewer services are installed by City forces.	*	The tap and connection fee amount is the actual cost of SPW labor and materials or per this schedule.
Water Tapping Fees - In City:		
¾" Water Meter	3,850	Per Connection
1" Water Meter	4,160	Per Connection

FY 2019 Fee Schedule

1 ½" Water Meter T-10 Meter	5,810	Per Connection
2" Water Meter - T-10 Meter	6,200	Per Connection
2" Water Meter - Tru Flo	7,320	Per Connection
Water Tapping Fees - Out of City		
¾" Water Meter	4,810	Per Connection
1" Water Meter	5,200	Per Connection
1 ½" Water Meter T-10 Meter	7,265	Per Connection
2" Water Meter - T-10 Meter	7,750	Per Connection
2" Water Meter - Tru Flo	9,155	Per Connection
Sanitary Sewer Tapping Fees - In City:		
6" Sewer Tap	3,320	Per Connection
8" Sewer Tap	3,380	Per Connection
6" or 8" Location & Drawing Fee	45	Per Connection
Sanitary Sewer Tapping Fees - Out of City		
6" Sewer Tap	4,150	Per Connection
8" Sewer Tap	4,225	Per Connection
6" or 8" Location & Drawing Fee	60	Per Connection
Water Meter Setting Fee (Per Code 13.02.070)		
Water meter setting fee for installation of water meter when tap is done by a contractor.		
Meter Setting Fees - In City:		
¾" Water Meter	400	Per Connection
1" Water Meter	525	Per Connection
1 ½" Water Meter T-10 Meter	785	Per Connection
2" Water Meter - T-10 Meter	905	Per Connection
2" Water Meter - Tru Flo	2030	Per Connection
Meter Setting Fees - Out of City		
¾" Water Meter	495	Per Connection
1" Water Meter	655	Per Connection
1 ½" Water Meter T-10 Meter	980	Per Connection
2" Water Meter - T-10 Meter	1130	Per Connection
2" Water Meter - Tru Flo	2535	Per Connection

Parking Violations, False Alarms, Infractions, Scofflaw (by the Police & Fire Departments)

Animal Control	50-100	Police Department
False Police Alarms (Per Code 8.040.050)		
<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 (Per Code 8.040.050)		
<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	

Fee Schedule



FY 2019 Fee Schedule

Scofflaw			Police Department
Tow	135		
Storage	50		
Administrative Fee	35		
Business Administrative Fee	30		

Parking Permits and Fees			
	UOM	1-Jul-17	1-Jan-18
Parking Permits (Per Code 10.04.010)			
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 (Per Code 10.04.010)			
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

Fee Schedule

FY 2019 Fee Schedule

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*

FY 2019 Fee Schedule

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.*
 - 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**

Fee Schedule



FY 2019 Fee Schedule

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
l. Consultation Fees. <i>Fees for consultation and technical assistance</i>	\$75/hour
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

FY 2019 Fee Schedule

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

FY 2019 Fee Schedule

City of Salisbury Fire Department Fire Prevention Fee Schedule

n. Reinspection. <i>If more than one reinspection is required to assure that a previously identified Fire Code violation is corrected</i>	thereof 2nd - \$100 3rd - \$250 4th and subsequent - \$500
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Water/Sewer Rates

The legal ordinance which contains water rates for the Fiscal Year beginning 7/1/2018

Water/Sewer Rates



AS AMENDED ON APRIL 23, 2018 AND MAY 29, 2018

ORDINANCE NO. 2483

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO AMEND WATER AND SEWER RATES TO INCREASE RATES BY ~~8%~~ **5%** AND MAKING SAID CHANGES EFFECTIVE FOR ALL BILLS DATED OCTOBER 1, 2018 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 2019 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 Charges – In City Rates

Residential and Small Commercial Minimum Charge	\$23.09 \$22.45/ quarter
Commodity Charge	\$3.45 \$3.35/ thousand gallons
Commercial Customer Charge	\$432.09 \$420.08/ quarter
Commodity Charge	\$2.00 \$1.95/ thousand gallons
Large Commercial/Industrial Customer Charge	\$667.77 \$649.22/ quarter
Commodity Charge	\$1.60 \$1.55/ thousand gallons

Schedule II Metered Water Charges – Outside City Rates

Residential and Small Commercial Minimum Charge	\$46.18 \$44.90/ quarter
Commodity Charge	\$6.89 \$6.70/ thousand gallons
Commercial Customer Charge	\$864.17 \$840.17/ quarter
Commodity Charge	\$4.01 / \$3.90 thousand gallons
Large Commercial/Industrial Customer Charge	\$1,335.55 \$1,298.45/ quarter
Commodity Charge	\$3.23 / \$3.14 thousand gallons

Schedule III Metered Water Charges – Wor-Wic Community College and Urban Service District Rates

Residential and Small Commercial Minimum Charge	\$34.63 \$33.66/ quarter
Commodity Charge	\$5.18 \$5.03/ thousand gallons

Commercial Customer Charge	\$648.14 \$630.13/ quarter
Commodity Charge	\$3.04 \$2.92/ thousand gallons

Large Commercial/Industrial Customer Charge	\$1,001.66 \$973.84/ quarter
Commodity Charge	\$2.42 \$2.35/ thousand gallons

Schedule IV Sewer Charges – In City Rates

Residential and Small Commercial Minimum Charge	\$57.03 \$55.45/ quarter
Commodity Charge	\$8.55 \$8.31/ thousand gallons

Commercial Customer Charge	\$1,077.34 \$1,047.42/ quarter
Commodity Charge	\$4.97 \$4.84/ thousand gallons

Large Commercial/Industrial Customer Charge	\$1,661.85 \$1,615.69/ quarter
Commodity Charge	\$3.98 \$3.87/ thousand gallons

Schedule V Sewer Charges – Outside City Rates

Residential and Small Commercial Minimum Charge	\$114.08 \$110.91/ quarter
Commodity Charge	\$17.11 \$16.64/ thousand gallons

Commercial Customer Charge	\$2,154.68 \$2,094.82/ quarter
Commodity Charge	\$9.92 \$9.65/ thousand gallons

Large Commercial/Industrial Customer Charge	\$3,323.71 \$3,231.39/ quarter
Commodity Charge	\$7.98 \$7.76/ thousand gallons

Schedule VI Sewer Charges – Wor-Wic Community College and Urban Service District Rates

Residential and Small Commercial Minimum Charge	\$85.56 \$83.18/ quarter
Commodity Charge	\$12.84 \$12.48/ thousand gallons

Commercial Customer Charge	\$1,616.01 \$1,571.12/ quarter
Commodity Charge	\$7.44 \$7.23/ thousand gallons

Large Commercial/Industrial Customer Charge	\$2,492.77 \$2,423.53/ quarter
Commodity Charge	\$5.99 \$5.83/ thousand gallons

Water/Sewer Rates



Schedule VII Sewer Charges – Sewer Only Customers

Rate	Number of fixtures	Quarterly In City Rate	Quarterly Outside City Rate	Quarterly Urban Service District Rate
1	One to two fixtures	\$72.94 \$70.92	\$145.88 \$141.84	\$109.42 \$106.38
2	Three to five fixtures	\$109.42 \$106.38	\$218.85 \$212.77	\$164.12 \$159.57
3	Six to twenty fixtures	\$157.26 \$152.90	\$314.52 \$305.79	\$235.89 \$229.34
	For every five fixtures over twenty	\$64.85 \$63.05	\$129.69 \$126.09	\$ 97.26 \$94.57

Schedule VIII Commercial and Industrial Activities

	Annual In City Rate	Annual Outside City Rate
1) For each fire service	\$373	\$746
2) 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:

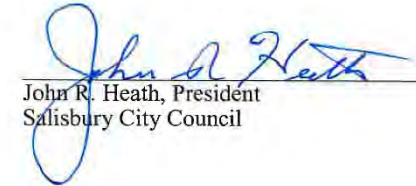
For Residential and Small Commercial Customers – The minimum charge for both water and sewer will apply if water service is turned on at the water meter and usage is 0-6,000 gallons per quarter. Only the City can turn a meter on and off. For usage of 7,000 gallons and above, the commodity charge will 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.

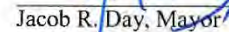
AND BE IT FURTHER ORDAINED AND ENACTED that this Ordinance was introduced at a meeting of the City Council held on the 23rd day of April, 2018 and duly passed at a meeting of the Council of the City of Salisbury, Maryland held on the 29th day of May, 2018 and is to become effective with bills dated October 1, 2018 and after.

ATTEST:


Kimberly R. Nichols, City Clerk


John R. Heath, President
Salisbury City Council

APPROVED BY ME THIS 30th day of MAY, 2018.


Jacob R. Day, Mayor

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

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

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	52,022	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	78,103	79,901	81,699	83,537	85,417	87,338
10	Captain (Division Commander)	75,708	77,450	79,233	81,015	82,923	84,831	86,784	88,782	90,780	92,822	94,911	97,046
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	95,964	98,223	100,484	102,797	105,109	107,474	109,893	112,365	114,893
13	Chief of Police (Department Head)	95,123	97,313	99,553	101,844	104,135	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	Step 25
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	93,367	95,468	97,616	99,813	102,058	104,355	106,703	109,103	111,558	114,068	116,635
10	Captain (Division Commander)	99,230	101,462	103,745	106,079	108,466	110,901	113,402	115,954	118,563	121,230	123,958	126,747	129,599
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

Fire Pay Plan



FIRE DEPT	Grade	Minimum Step 1	Mid Step13	MaxStep 30
Probationary FF/EMT	1	37,500		
Probationary FF/PM	1P	42,900		
FF/EMT 1	2	39,375	49,937	69,924
FF/PM 1	2P	45,045	57,128	79,993
Senior FF/EMT	3	40,556	51,435	72,022
Senior FF/PM	3P	46,396	58,842	82,393
Engineer	4	48,716	61,784	86,512
Lieutenant	5	51,639	65,491	91,703
Captain	6	54,841	69,551	97,389
Assistant Chief	7	58,131	73,724	103,232
Deputy Fire Chief	8	61,619	78,148	109,426
Fire Chief	9	65,316	82,837	115,991

Fire Pay Plan



FIRE DEPT	Grade	Minimum Step 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
FF/EMT 1	2	39,375	40,163	40,966	41,785	42,621	43,473	44,343	45,229	46,134	47,057	47,998	48,958	49,937	50,936	51,954
FF/PM 1	2P	45,045	45,946	46,865	47,802	48,758	49,733	50,728	51,743	52,777	53,833	54,910	56,008	57,128	58,271	59,436
Senior FF/EMT	3	40,556	41,367	42,195	43,039	43,899	44,777	45,673	46,586	47,518	48,468	49,438	50,427	51,435	52,464	53,513
Senior FF/PM	3P	46,396	47,324	48,271	49,236	50,221	51,225	52,250	53,295	54,361	55,448	56,557	57,688	58,842	60,019	61,219
Engineer	4	48,716	49,690	50,684	51,698	52,732	53,787	54,862	55,960	57,079	58,220	59,385	60,572	61,784	63,020	64,280
LT	5	51,639	52,672	53,725	54,800	55,896	57,014	58,154	59,317	60,503	61,714	62,948	64,207	65,491	66,801	68,137
CPT	6	54,841	55,938	57,056	58,197	59,361	60,549	61,760	62,995	64,255	65,540	66,851	68,188	69,551	70,942	72,361
AC	7	58,131	59,294	60,480	61,689	62,923	64,182	65,465	66,774	68,110	69,472	70,862	72,279	73,724	75,199	76,703
Deputy Fire Chief	8	61,619	62,851	64,108	65,391	66,698	68,032	69,393	70,781	72,197	73,641	75,113	76,616	78,148	79,711	81,305
Fire Chief	9	65,316	66,623	67,955	69,314	70,700	72,114	73,557	75,028	76,528	78,059	79,620	81,213	82,837	84,494	86,183

Fire Pay Plan



FIRE DEPT	Grade	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
FF/EMT 1	2	52,994	54,053	55,135	56,237	57,362	58,509	59,679	60,873	62,090	63,332	64,599	65,891	67,209	68,553	69,924
FF/PM 1	2P	60,625	61,837	63,074	64,335	65,622	66,935	68,273	69,639	71,031	72,452	73,901	75,379	76,887	78,424	79,993
Senior FF/EMT	3	54,583	55,675	56,789	57,924	59,083	60,264	61,470	62,699	63,953	65,232	66,537	67,868	69,225	70,609	72,022
Senior FF/PM	3P	62,443	63,692	64,966	66,265	67,591	68,943	70,321	71,728	73,162	74,626	76,118	77,640	79,193	80,777	82,393
Engineer	4	65,566	66,877	68,214	69,579	70,970	72,390	73,837	75,314	76,820	78,357	79,924	81,523	83,153	84,816	86,512
LT	5	69,499	70,889	72,307	73,753	75,228	76,733	78,268	79,833	81,430	83,058	84,719	86,414	88,142	89,905	91,703
CPT	6	73,808	75,285	76,790	78,326	79,893	81,490	83,120	84,783	86,478	88,208	89,972	91,772	93,607	95,479	97,389
AC	7	78,237	79,802	81,398	83,026	84,686	86,380	88,108	89,870	91,667	93,500	95,370	97,278	99,223	101,208	103,232
Deputy Fire Chief	8	82,931	84,590	86,282	88,007	89,767	91,563	93,394	95,262	97,167	99,110	101,093	103,114	105,177	107,280	109,426
Fire Chief	9	87,907	89,665	91,458	93,288	95,153	97,056	98,998	100,978	102,997	105,057	107,158	109,301	111,487	113,717	115,991

Schedule of Current Insurance



Auto Liability	\$1,000,000 each accident	07/01/17- 07/01/18	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	07/01/17 - 07/01/18	LGIT	PLP-502500-2013/14-07	\$60,533	\$1,000 Deductible
Boiler & Machinery	\$200,000,000 - Annual Aggregate \$1,000,000 - Each Occurrence	07/01/17 - 07/01/18	LGIT (Federal Insurance Co.)	78362248	\$11,525	\$10,000 Deductible
Commercial General Liability	\$3,000,000 - Annual Aggregate \$1,000,000 - Each Occurrence	07/01/17 - 07/01/18	LGIT	PLP-502500-2013/14-07	\$42,941	\$0 Deductible
Excess Liability	\$3,000,000 - Annual Aggregate \$1,000,000 - Each Occurrence	07/01/17 - 07/01/18	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	07/01/17 - 07/01/18	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	07/01/17 - 07/01/18	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 - 07/01/18	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 - 07/01/18	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	02/06/17-02/06/18	US Ins. SVCS (Travelers)	106056063	\$175	
Public Official Bond	\$50,000	02/06/17-02/06/18	US Ins. SVCS (Travelers)	106056087	\$175	Patricia Summers
Public Official Bond	\$50,000	10/01/17-10/01/18	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	01/27/17 -01/27/18	Avery Hall Insurance (Travelers Indemnity Co of CT)	I6608178H203	\$515	Friends of Poplar Hill Mansion Liability
Zoo Volunteer Accident	\$5,000 Death/Dismemberment; \$10,000 Medical	01/22/17 -01/22/18 01/22/17-01/22/18	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	03/12/17 -03/12/18	Avery Hall Insurance (Philadelphia Ins. Co)	PHSD814111	\$1,899	\$1,000 Deductible

Schedule of Current Insurance



Salisbury Police Dept. Aux Police/Volunteer Accident	\$5,000 Death/Dismemberment; \$10,000 Medical	09/16/17-09/16/18 09/16/17-09/16/18	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	11/13/17-11/13/18 11/13/17-11/13/18	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	10/23/17-10/24/18	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	06/14/17 -06/14/18	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	03/27/17 -03/27/18 03/27/17-03/27/18	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	\$1,000000 per Incident \$2,000000 Annual Aggregate Total	06/30/17-06/30/18 06/30/17-06/30/18	Vicencia & Buckley (Lexington Insurance Co)	025819195 Cert.# 201403753
Salisbury Fire Department Divers Instructor Liability	\$1,000000 per Incident \$2,000000 Annual Aggregate Total	06/30/17-06/30/18 06/30/17-06/30/18	Vicencia& Buckley (Lexington Insurance Co)	025819195 Cert.# 201403759
Watercraft Policy- Misc. Work Boat Coverage	\$1,000000 Liability Limit	06/10/17-06/10/18	Avery Hall Insurance (Travelers)	ZOH-14R77296-13-ND
Excess Marine Liability	\$4,000,000	06/10/17-06/10/18	Avery Hall Insurance (Travelers)	ZOH-14R77315-13-ND
Skatepark				\$3,500 ESTIMATE
Cyber Insurance	\$500,000 each Claim; \$5,000,000 Aggregate	01/01/17-01/01/18	LGIT	MTP0042807



Capital Improvement Plan

Fiscal Years 2019-2023

CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN

2019 - 2023



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City Council



Councilwoman
April R. Jackson D.1



Vice President
Muir Boda D.2



President
John 'Jack' R. Heath
D.3



Councilman
James P. Ireton D.4



Councilman
R. Hardy Rudasill D.5



City Administration



Mayor
Jacob R. Day



City Administrator
Julia Glanz



Assistant City Administrator
Alison Pulcher



Assistant City Administrator
Andy Kitzrow



Mayor's Message

Friends, Citizens and Distinguished Councilmembers:

Take a look around our City and you will see the changes that we envisioned over the last few years already taking shape: a state-of-the-art Wastewater Treatment Plant, an emerging new Main Street and Riverwalk Park, a budding series of new exhibits at our Zoo, and major improvements to our City Park.


We are in the midst of building our future. And there is so much more to do. I know that your passion and mine is what has enabled our City to get a running start toward the next generation of beloved assets. That said, sound planning and expert fiscal management is what will enable us to build these projects without burdening our coffers, our taxpayers and future generations. That is why, I am again proposing our leanest Capital Improvement Plan (CIP) yet.

The five-year Capital Improvement Plan for fiscal years 2019-2023 incorporates our Downtown Master Plan, Zoo Master Plan, City Park Master Plan, Urban Greenway Plan, Route 13 Corridor Plan and broad-reaching improvements to bridges, streets, sidewalks and more throughout the City. We will continue to replace important pieces of rolling stock including police vehicles, fire trucks, dump trucks and more.

As Salisbury continues to grow in population, economy and aspiration, our fine-tuned planning processes help us anticipate the most important investments to make that will cement our place as one of the great small cities in America.

Our City is on the threshold of changes unlike we have ever seen before. We are about to invite the world to celebrate traditional music, arts and culture right here in our City - and this is only the beginning of Salisbury's bright, diverse and beautiful future.

Yours in service,


Jacob R. Day



About the Capital Improvement Plan

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CAPITAL IMPROVEMENT PLAN 2019-2023

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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, 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.

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CAPITAL IMPROVEMENT PLAN 2019-2023

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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 2019-2023 CIP anticipates expenditures in the General Fund of \$47,699,850. Of this amount, \$ 25,895,700, would be funded from the sale of general obligation bonds. A total of \$ 8,390,000 is proposed to be funded through General Fund Revenues, \$ 7,458,000 is to be financed through lease-purchase, and \$5,956,150 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 \$ 16,963,900.



Capital Improvement Plan Summary

Summary by Program

Program	Fiscal Year					Program
	FY19	FY20	FY21	FY22	FY23	Total
General Fund						
Mayor's Office	0	0	0	0	0	0
Procurement	1,210,000	0	0	0	0	1,210,000
Public Safety						
Police	1,098,000	863,000	678,000	638,000	638,000	3,915,000
Fire	844,000	1,447,500	1,240,000	1,475,000	1,800,000	6,806,500
Field Operations						
Streets & Highways	273,000	0	0	0	0	273,000
Sanitation - Collection & Disposal	500,000	0	0	0	0	500,000
Resource Management	0	1,350,000	2,887,500	0	0	4,237,500
Parking						
Zoo	440,000	225,000	195,000	330,000	30,000	1,220,000
Poplar Hill Mansion	0	30,000	30,000	32,000	75,000	167,000
Infrastructure & Development						
General Projects	9,305,150	1,917,000	2,080,000	4,065,500	1,970,000	19,937,650
Street Reconstruction	1,256,000	1,363,000	1,165,200	1,277,000	900,000	5,961,200
Bridge Maintenance	162,000	68,000	56,000	0	0	286,000
New Streets	0	700,000	700,000	210,000	1,576,000	3,186,000
General Fund Total	15,688,150	7,963,500	9,031,700	8,027,500	6,989,000	47,699,850
Parking Authority	60,000	90,000	0	0	0	150,000
Marina Fund						
Stormwater Fund	560,000	422,000	568,000	400,000	400,000	2,347,000
Water Works						
Water Production Maintenance	906,000	1,175,000	691,000	3,400,000	189,000	6,361,000
Water Distribution Maintenance	365,200	100,000	350,000	1,706,200	1,600,000	4,121,400
Wastewater Collection Maintenance	680,000	650,000	3,050,000	500,000	0	4,880,000
Wastewater Collection Expansion	0	1,250,000	0	0	0	1,250,000
Treat Wastewater	225,000	50,000	76,500	0	0	351,500
Water & Sewer Fund Total	2,176,200	3,225,000	4,167,500	5,606,200	1,789,000	16,963,900

Detail Project List by Program

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Program	Fiscal Year					Program
	FY19	FY20	FY21	FY22	FY23	Total
General Fund						
Administration						
Procurement						
GOB Upgrades & Improvements	10,000	0	0	0	0	10,000
Public Safety	1,200,000	0	0	0	0	1,200,000
Police						
Water Chiller						
Patrol Vehicles	300,000	0	0	\$	\$	300,000
CID Vehicles	690,000	575,000	575,000	575,000	575,000	2,990,000
CID Evidence Vehicle	63,000	63,000	63,000	63,000	63,000	315,000
CAD-RMS Replacement	45,000	0	0	0	0	45,000
Lead Mining	0	225,000	\$	\$	\$	225,000
Fire	0	0	40,000	\$	\$	40,000
New Fire Station - North End						
Apparatus Replacement - Dive Unit	395,000	0	0	150,000	0	545,000
Apparatus Replacement - Rescue 16	0	0	0	350,000	0	350,000
Apparatus Replacement - Tanker 1	0	0	0	975,000	0	975,000
Hydrant Adapter - 5" Sexless Couplings	0	400,000	0	0	0	400,000
Bullet Proof Vests	0	172,500	0	0	0	172,500
Phone System Replacement	70,000	0	0	0	0	70,000
Automated External Defibrillators (AED)	30,000	0	0	0	0	30,000
Apparatus Replacement - Staff Vehicles	27,000	0	0	0	0	27,000
Roof Replacement - Fire Station #1	180,000	0	0	0	0	180,000
Side Scan Sonar	102,000	0	0	0	0	102,000
Utility Vehicle (UTV) Medical Transport Unit (2)	0	0	40,000	0	0	40,000
Self Contained Breathing Apparatus Replacement	40,000	0	0	0	0	40,000
Apparatus Replacement - EMS Units	0	875,000	0	0	0	875,000
New Fire Station - East End	0	0	1,200,000	0	0	1,200,000
Apparatus Replacement - Engine 1 & 2	0	0	0	0	0	0
Apparatus Replacement - Truck 1 & 2	0	0	0	0	1,800,000	1,800,000

Program	Fiscal Year					Program Total
	FY19	FY20	FY21	FY22	FY23	
<u>Field Operations</u>						
Streets and Highways						
Excavator - Mid Size	108,000	0	0	0	0	108,000
Dump Truck	165,000	0	0	0	0	165,000
Sanitation - Collection & Disposal						
Automated Refuse Truck	275,000	0	0	0	0	275,000
Street Sweeper	225,000	0	0	0	0	225,000
Resource Management						
Field Operations Facility Plan - Phase 2	0	1,350,000	0	0	0	1,350,000
Field Operations Facility Plan - Phase 3	0	0	2,887,500	0	0	2,887,500
Salisbury Zoo						
Electrical Transformers	0	0	50,000	50,000	0	100,000
New Admin Office Space - Modular	0	185,000	0	0	0	185,000
Bobcat Exhibit	60,000	0	0	0	0	60,000
Jaguar Exhibit - Phase I	0	0	15,000	250,000	0	265,000
North American Ducks - Exhibit Improvements	60,000	0	0	0	0	60,000
East Parking Lot Redesign	0	10,000	100,000	0	0	110,000
Special Events Pavilion	200,000	0	0	0	0	200,000
Pathway Paving	30,000	30,000	30,000	30,000	30,000	150,000
Red Wolf Building Improvements	50,000	0	0	0	0	50,000
Fencing	40,000	0	0	0	0	40,000
Poplar Hill Mansion						
Exterior Painting	0	30,000	0	0	0	30,000
Grounds Restoration	0	0	30,000	0	0	30,000
Shutter Replacement	0	0	0	32,000	0	32,000
Front Portico Reconstruction	0	0	0	0	50,000	50,000
Gazebo & Gardens Restorations	0	0	0	0	25,000	25,000

Program	Fiscal Year					Program Total
	FY19	FY20	FY21	FY22	FY23	
Parking Authority Fund						
Parking Garage Street Sweeper	0	60,000	0	0	0	60,000
Resurfacing of Parking Lot 7/13	35,000	30,000	0	0	0	65,000
Parking Division Vehicle	25,000	0	0	0	0	25,000
Parking Authority Fund Total	60,000	90,000	0	0	0	150,000
Marina Fund						
Marina Fund Projects						
Marina Fund Total	0	0	0	0	0	0
Stormwater Management						
Total Maximum Daily Load Compliance Schedule	400,000	400,000	400,000	400,000	400,000	2,000,000
Beaglin Park Dam Improvements	0	22,000	165,000	0	0	187,000
East Main Street Storm Drain at Burnett-White	160,000	0	0	0	0	160,000
Stormwater Management Total	560,000	422,000	565,000	400,000	400,000	2,347,000

Program	Fiscal Year					Program Total
	FY19	FY20	FY21	FY22	FY23	
<u>Infrastructure & Development</u>						
General Projects						0
Main Street Master Plan	7,840,000	0	0	0	0	7,840,000
Bicycle Master Plan Improvements	550,000	550,000	550,000	550,000	550,000	2,750,000
City Park Master Plan Improvements	275,000	275,000	275,000	275,000	275,000	1,375,000
Urban Greenway	775,000	885,000	885,000	1,110,000	1,110,000	4,765,000
Wayfinding and Signage	35,000	35,000	35,000	35,000	35,000	175,000
Skatepark	0	132,000	0	0	0	132,000
Waterside Playground	350,150	30,000	0	0	0	380,150
Beaverdam Creek Bulkhead Replacement	0	0	210,000	2,095,500	0	2,305,500
Zoning Code Revisions	80,000	0	0	0	0	80,000
River Trash Collectors	0	0	25,000	0	0	25,000
North Prong Improvements	0	10,000	100,000	0	0	110,000
Street Reconstruction						
Citywide Concrete	100,000	100,000	100,000	100,000	100,000	500,000
Citywide Street Repair	100,000	100,000	100,000	100,000	100,000	500,000
Citywide Street Reconstruction FY19 FY20 FY21 FY22 FY23	850,000	750,000	800,000	800,000	700,000	3,900,000
Street Scaping	206,000	413,000	165,200	227,000	0	1,011,200
Eastern Shore Drive Signal Warrant Analysis	0	0	0	50,000	0	50,000
Bridge Maintenance	162,000	68,000	56,000	0	0	286,000
New Streets						
Jasmine Drive	0	600,000	0	0	0	600,000
Jasmine Drive to Rt 13 Connector Road	0	100,000	700,000	0	0	800,000
Culver Road	0	0	0	210,000	1,576,000	1,786,000
General Fund Total	15,688,150	7,963,500	9,031,700	8,027,500	6,989,000	47,699,850

Program	Fiscal Year					Program Total
	FY19	FY20	FY21	FY22	FY23	
<u>Water Works</u>						
Water Production Maintenance						
Restore Park Well Field	171,000	175,000	180,000	183,000	189,000	898,000
Restore Paleo Well Field	0	0	211,000	217,000	0	428,000
Filter Replacement Project	0	0	300,000	3,000,000	0	3,300,000
Tank and Reservoir Mixing System	0	86,000	0	0	0	86,000
Park Well Field Raw Water Main & Valve Replacement	67,000	551,000	0	0	0	618,000
Park Water Treatment Plant Roof Improvements	28,000	178,000	0	0	0	206,000
Pump Station Building Improvements	325,000	0	0	0	0	325,000
Park Aerator Building Improvements	0	80,000	0	0	0	80,000
Park Water Treatment Plant Electrical Gear Replacement	245,000	0	0	0	0	245,000
Nitrate Monitoring and Study	0	105,000	0	0	0	105,000
Park Plant South Side Flow Meter and Meter Pit	70,000	0	0	0	0	70,000
Water Distribution Maintenance						
Replace Distribution Piping and Valves	100,000	100,000	100,000	100,000	100,000	500,000
Elevated Water Tank Maintenance	265,200	0	0	106,200	0	371,400
Automated Metering Infrastructure	0	0	250,000	1,500,000	1,500,000	3,250,000
Wastewater Collection Maintenance						
Sewer Infiltration & Inflow Remediation	450,000	550,000	500,000	500,000	0	2,000,000
Pump Station Improvements	230,000	0	2,550,000	0	0	2,780,000
Southside Pump Station Force Main	0	100,000	0	0	0	100,000
Wastewater Collection Expansion						
Glen Avenue Lift Station	0	1,250,000	0	0	0	1,250,000
Treat Wastewater						
WWTP Outfall Inspection and Repairs	0	0	76,500	0	0	76,500
WWTP Local Limits Study	25,000	50,000	0	0	0	75,000
WWTP Materials Warehouse & Security Building	200,000	0	0	0	0	200,000
Water Works Fund Total	2,176,200	3,225,000	4,167,500	5,606,200	1,789,000	16,963,900

Summary by Funding Source

Program	Fiscal Year					Program Total
	FY19	FY20	FY21	FY22	FY23	
General Fund						
General Revenues	1,709,000	1,848,000	1,796,000	1,722,000	1,315,000	8,390,000
Enterprise Fund Revenue	0	0	0	0	0	0
Grants Received	1,420,150	132,000	0	0	0	1,552,150
Bonded Debt	10,235,000	3,370,500	4,697,700	4,132,500	3,460,000	25,895,700
Contributions/Donations	618,000	1,100,000	700,000	410,000	1,576,000	4,404,000
Lease/Purchase	1,706,000	1,513,000	1,838,000	1,763,000	638,000	7,458,000
In Kind Services	0	0	0	0	0	0
General Fund Total	15,688,150	7,963,500	9,031,700	8,027,500	6,989,000	47,699,850
Parking Authority Fund						
Enterprise Fund Revenue	35,000	30,000	0	0	0	65,000
Lease/Purchase	25,000	60,000	0	0	0	85,000
Parking Authority Fund Total	60,000	90,000	0	0	0	150,000
Marina Fund						
General Revenues	0	0	0	0	0	0
Stormwater Fund						
Enterprise Fund Revenue	360,000	222,000	200,000	200,000	200,000	1,182,000
Grants	200,000	200,000	200,000	200,000	200,000	1,000,000
Bonded Debt	0	0	165,000	0	0	165,000
Lease/Purchase	0	0	0	0	0	0
Stormwater Fund Total	560,000	422,000	565,000	400,000	400,000	2,347,000
Water & Sewer Fund						
Enterprise Fund Revenue	1,851,200	2,881,000	4,167,500	1,106,200	1,789,000	11,794,900
Bonded Debt	325,000	258,000	0	4,500,000	0	5,083,000
Lease / Purchase	0	0	0	0	0	0
Water Impact Fund	0	86,000	0	0	0	86,000
Water & Sewer Fund Total	2,176,200	3,225,000	4,167,500	5,606,200	1,789,000	16,963,900

CAPITAL IMPROVEMENT PLAN 2019-2023

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Detail Project List by Funding Source

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Program	Fiscal Year					Program Total
	FY19	FY20	FY21	FY22	FY23	
Citywide Concrete Program	100,000	100,000	100,000	100,000	100,000	500,000
Citywide Street Repairs	100,000	100,000	100,000	100,000	100,000	500,000
Citywide Street Reconstruction	850,000	750,000	800,000	800,000	700,000	3,900,000
Eastern Shore Drive Signal Warrant Analysis				50,000		50,000
Bridge Maintenance		68,000	56,000			124,000
Enterprise Fund Revenue						
Waterside Park Improvements	0					0
Grant						
Main Street Master Plan	1,100,000					1,100,000
Skatepark		132,000				132,000
Waterside Park Improvemnts	320,150					320,150
Bonded Debt						
Apparatus Replacement Engine 1 & 2					1,800,000	1,800,000
Energy Savings Investments	1,200,000					1,200,000
Water Chiller & Heating and Air Conditioning	300,000					300,000
New Public Safety Fire/Police/Comm Complex				150,000		150,000
Hydrant Adapters 5" Sexless Couplings		172,500				172,500
Roof Replacement Fire Station 1	102,000					102,000
Field Operations Facility Plan Phase 2		1,350,000				1,350,000
Field Operations Facility Plan Phase 3			2,887,500			2,887,500
Special Events Pavillion	200,000					200,000
Main Street Master Plan	6,740,000					6,740,000
Bicycle Master Plan Implementation	550,000		550,000	550,000	550,000	2,750,000
Urban Greenway Implementation	775,000	885,000	885,000	1,110,000	1,110,000	4,765,000
Beaverdam Creek Bulkhead Replacement			210,000	2,095,500		2,305,500
Bridge Maintenance	162,000					162,000
Street Scaping	206,000	413,000	165,200	227,000		1,011,200

CAPITAL IMPROVEMENT PLAN 2019-2023

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Detail Project List by Funding Source

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Program	Fiscal Year					Program Total
	FY19	FY20	FY21	FY22	FY23	
<u>General Fund</u>						
General Revenues						
GOB Upgrades & Improvements	10,000					10,000
Telephone System Upgrade at Station #16	30,000					30,000
Automated External Defibrillator (AED)	27,000					27,000
Side Scan Sonar			40,000			40,000
Utility Vehicle (UTV) Medical Transport Unit	40,000					40,000
CID Evidence Vehicle	45,000					45,000
CAD-RMS Replacement		225,000				225,000
Lead Mining			40,000			40,000
Electrical Transformers			50,000	50,000		100,000
New Admin Office Space - Modular		185,000				185,000
Bobcat Exhibit	6,000					6,000
Jaguar Exhibit - Phase I			15,000	250,000		265,000
North American Ducks - Exhibit Improvements	6,000					6,000
East Parking Lot Redesign		10,000	100,000			110,000
Pathway Paving	30,000	30,000	30,000	30,000	30,000	150,000
Red Wolf Building Improvements	5,000					5,000
Fencing	40,000					40,000
Exterior Painting		30,000				30,000
Grounds Restoration			30,000			30,000
Shutter Replacement				32,000		32,000
Front Portico Restoration					50,000	50,000
Gazebo & Gardens Restorations					25,000	25,000
City Park Master Plan Implementation	275,000	275,000	275,000	275,000	275,000	1,375,000
Wayfinding and Signage	35,000	35,000	35,000	35,000	35,000	175,000
Waterside Park Improvements	30,000	30,000				60,000
Zoning Code Revisions	80,000					80,000
River Trash Collectors			25,000			25,000
North Prong Park Improvements		10,000	100,000			110,000

CAPITAL IMPROVEMENT PLAN 2019-2023

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Detail Project List by Funding Source

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Program	Fiscal Year					Program Total
	FY19	FY20	FY21	FY22	FY23	
Contributions						
Bobcat Exhibit	54,000					54,000
North American Ducks - Exhibit Improvements	54,000					54,000
Red Wolf Building Improvements	45,000					45,000
New Public Safety Fire/Police/Comm Complex	395,000					395,000
Apparatus Replacement Rescue 16				200,000		200,000
Apparatus Replacement Tanker 1		400,000				400,000
Personal Protective Equipment Body Armor	70,000					70,000
Jasmine Drive		600,000				600,000
Jasmine Drive to Rt 13 Connector Road		100,000	700,000			800,000
Culver Road				210,000	1,576,000	1,786,000
Lease Purchase						
Dump Truck	165,000					165,000
Patrol Vehicles	690,000	575,000	575,000	575,000	575,000	2,990,000
CID Vehicles	63,000	63,000	63,000	63,000	63,000	315,000
Apparatus Replacement Dive Unit				350,000		350,000
Apparatus Replacement - Rescue 16				775,000		775,000
Staff Vehicle Replacement	180,000					180,000
Replacement of Self Contained Breathing Apparatus		875,000				875,000
Apparatus Replacement EMS Units			1,200,000			1,200,000
Excavator Mid Size	108,000					108,000
Automated Refuse Truck	275,000					275,000
Street Sweeper	225,000					225,000
General Fund Total	15,688,150	7,963,500	9,031,700	8,027,500	6,989,000	47,699,850
Parking Authority Fund						
Enterprise Fund Revenue						
Resurfacing Parking Lot 7/13	35,000	30,000				65,000
Lease/Purchase						
Parking Garage Street Sweeper		60,000				60,000
Parking Division Vehicle	25,000					25,000
Parking Authority Fund Total	60,000	90,000	0	0	0	150,000

CAPITAL IMPROVEMENT PLAN 2019-2023

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Program	Fiscal Year					Program Total
	FY19	FY20	FY21	FY22	FY23	
General Revenues						
Marina Fund Total	0	0	0	0	0	0
Stormwater Fund						
Enterprise Fund Revenue						
Total Maximum Daily Load Compliance Schedule	200,000	200,000	200,000	200,000	200,000	1,000,000
Beaglin Park Dam Improvements		22,000				22,000
East Main Street Storm Drains at Burnett Wise	160,000					160,000
Grants						
Total Maximum Daily Load Compliance Schedule	200,000	200,000	200,000	200,000	200,000	1,000,000
Bonded Debt						
Beaglin Park Dam Improvements			165,000			165,000
Stormwater Fund Total	560,000	422,000	565,000	400,000	400,000	2,347,000
Water Works Fund						
Enterprise Fund Revenue						
Restore Park Well Field	171,000	175,000	180,000	183,000	189,000	898,000
Restore Paleo Well Field			211,000	217,000		428,000
Filter Replacement Project			300,000			300,000
Park Well Field Raw Water Main & Valve Rplc	67,000	551,000				618,000
Park Water Treatment Plant Roof Improvements	28,000					28,000
Park Water Treatment Plant Electrical Gear Replacement	245,000					245,000
Nitrate Monitoring and Study		105,000				105,000
Park Plant Flow Meter Replacement	70,000					70,000



Program	Fiscal Year					Program Total
	FY19	FY20	FY21	FY22	FY23	
Replace Distribution Piping and Valves	100,000	100,000	100,000	100,000	100,000	500,000
Elevated Water Tank Maintenance	265,200			106,200		371,400
Automated Metering Infrastructure			250,000		1,500,000	1,750,000
Sewer Infiltration & Inflow Remediation	450,000	550,000	500,000	500,000		2,000,000
Southside Pump Station Force Main		100,000				100,000
WWTP Outfall Inspection and Repairs			76,500			76,500
WWTP Local Limits Study	25,000	50,000				75,000
Bonded Debt						
Automated Metering Infrastructure				1,500,000		1,500,000
WWTP Materials Warehouse and Security Building	200,000					200,000
Pump Stations Improvements	230,000		2,550,000			2,780,000
Pump Station Building Improvements	325,000					325,000
Park Water Treatment Plant Roof Improvements		178,000				178,000
Glen Avenue Lift Station		1,250,000				1,250,000
Filter Replacement Project				3,000,000		3,000,000
Park Aerator Building Improvements		80,000				80,000
Water Impact Fund						
Tank and Reservoir Mixing System		86,000				86,000
Water Works Fund Total	2,176,200	3,225,000	4,167,500	5,606,200	1,789,000	16,963,900

Department: Mayor

Dept. Summary

Project	Fiscal Year					Project Total
	FY19	FY20	FY21	FY22	FY23	
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
	FY19	FY20	FY21	FY22	FY23	
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
Project	\$0	\$0	\$0	\$0	\$0	\$0
Fiscal Year Total	\$0	\$0	\$0	\$0	\$0	\$0



Procurement

Project	Fiscal Year					Project Total
	FY19	FY20	FY21	FY22	FY23	
GOB Upgrades & Improvements	10,000	0	0	0	0	10,000
Energy Savings Investments	1,200,000	0	0	0	0	1,200,000
Fiscal Year Total	\$1,210,000	\$0	\$0	\$0	\$0	\$1,210,000

Funding Sources	Fiscal Year					Source Total
	FY19	FY20	FY21	FY22	FY23	
General Revenues	\$10,000	0	0	0	0	10,000
Enterprise Fund	0	0	0	0	0	0
Grants	0	0	0	0	0	0
Bonded Debt	\$1,200,000	0	0	0	0	1,200,000
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	\$1,210,000	\$0	\$0	\$0	\$0	\$1,210,000

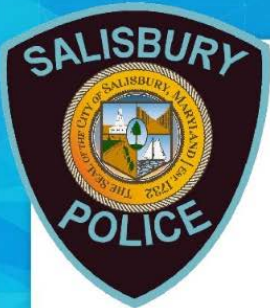
Department: Procurement

(FY19): Interior improvements to second floor level's flooring (\$7.5k). Structural and mechanical improvements to elevator (amount unknown by County at time of CIP submittal; inserting a \$10K placeholder in FY 19 but work could be considered for FY20 per County)
(FY20): Interior improvements to basement including painting of the walls and providing a new vinyl floor tile at the carpeting spaces in the Purchasing Department and mail room.

Note: Costs noted are one-half of total estimate (City/County split).



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	10,000					10,000
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	\$10,000					\$10,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	17,500	15,000				32,500
Purchase Vehicle/Equipment						
Total Expenses	\$17,500	\$15,000				\$32,500
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget						



Police



Department: Police

Dept. Summary

Project	Fiscal Year					Project Total
	FY19	FY20	FY21	FY22	FY23	
Water Chiller	300,000	0	0			300,000
Patrol Vehicles	690,000	575,000	575,000	575,000	575,000	2,990,000
CID Vehicles	63,000	63,000	63,000	63,000	63,000	315,000
CID Evidence Veh.	45,000	0	0	0	0	45,000
CAD-RMS Replacement	0	225,000				225,000
Lead Mining	0	0	40,000			40,000
Fiscal Year Total	\$1,098,000	\$863,000	\$678,000	\$638,000	\$638,000	\$3,915,000
Funding Sources	Fiscal Year					Source Total
	FY19	FY20	FY21	FY22	FY23	
General Revenues	45,000	225,000	40,000	0	0	310,000
Enterprise Fund	0	0	0	0	0	0
Grants	0	0	0	0	0	0
Bonded Debt	300,000	0	0	0	0	300,000
Bonded Debt/Capacity Fees	0	0	0	0	0	0
Lease Purchase	753,000	638,000	638,000	638,000	638,000	3,305,000
Capital Project Fund	0	0	0	0	0	0
Contributions/Donations	0	0	0	0	0	0
In-Kind Services	0	0	0	0	0	0
Fiscal Year Total	\$1,098,000	\$863,000	\$678,000	\$638,000	\$638,000	\$3,915,000

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Police

Program: Public Safety



Project #: SPD 19-01 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 approximately \$300,000.00.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt	300,000					300,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$300,000					\$300,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment	300,000					300,000
Total Expenses	\$300,000					\$300,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget						

Department: Police

Program: Public Safety



Project #: SPD 19-02 - Project Title: Replace Emergency Police Vehicles
Project Description and Location: SPD has 37 marked patrol vehicles assigned to our Operations Division. 16 of the 37 are assigned as take home. Quite a few of the take home cars are in fair to poor condition. As vehicles age and miles increase costly repairs mount. SPD did not purchase patrol vehicles in FY17. We requested twelve (12) in FY18 and were awarded eight (8). To provide maximum coverage for the City, twelve (12) new patrol vehicles are needed in FY19. SPD is requesting that all twelve of these vehicles be SUV Class 4x4 vehicles. SPD has found that the mid-sized SUV 4x4 allows for ample room for both height and width for fully equipped 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. We are requesting six (6) of these vehicles to be caged vehicles. SPD is evaluating all patrol vehicles to expand the number of take home vehicles. There are no vehicles listed for surplus in FY18. Each SUV with equipment is approximately \$65,000.00 (\$60,000.00 w/ security partition). Equipment includes emergency lights, sirens, computer, computer stand, arbitrator in-car camera system, security partition, etc. The total cost for (12) SUV is approximately \$690,000.00. Going forward we will be requesting ten (10) each year.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase	690,000	575,000	575,000	575,000	575,000	2,990,000
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues						
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment						
Total Expenses	\$ 690,000	\$ 575,000	\$ 575,000	\$ 575,000	\$ 575,000	\$ 2,990,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget						

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Police

Program: Public Safety



Project #: SPD 19-03 - Project Title: Replace Emergency Police Vehicles
Project Description and Location: SPD requests 3 (3) smaller sedans to continue to replace an aging Criminal Investigations Division fleet. Each sedan with equipment is approximately \$21,000.00. Equipment includes emergency lights, sirens, etc. Department requested 420,000. 315,000 was funded.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase	63,000	63,000	63,000	63,000	63,000	315,000
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues						
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment						
Total Expenses	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$315,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

Department: Police

Program: Public Safety

Project #: SPD 20-01 Project Title: CAD/RMS Replacement
Project Description and Location: The current version of the CAD/RMS (Computer Assisted Dispatch / Records Management System) used by the Salisbury Police Department is 15 years old and in need of being replaced. As technology has advanced, newer CAD/RMS software has been improved and offers additional features and functions that the current CAD/RMS software does not offer. The estimated cost to replace the current CAD/RMS software is as follows: The initial start-up cost is estimated at approximately \$225,000 and the Annual Maintenance Costs for the subsequent years is estimated at approximately \$65,000.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue		225,000				225,000
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		\$225,000				\$225,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment		225,000				225,000
Total Expenses		\$225,000				\$225,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

Department: Police

Program: Public Safety



Project #: SPD 19-04 - Project Title: CRIMINAL INVESTIGATIONS DIVISION EVIDENCE PROCESSING SPECIAL PURPOSE VEHICLE:
Project Description and Location: SPD is in need of a Special Purpose Vehicle that would meet the needs of a Crime Scene Investigator. This Special Purpose Vehicle would be designed to store, in an organized fashion, the extensive amount of equipment needed specifically for crime scene processing. Some of these items include but are not limited to: lighting stations, generator, expandable barricades, photograph equipment, total station processing equipment, computers, GPS devices, etc. Currently SPD does not have a vehicle suitable for this purpose and is in need of a vehicle that can efficiently store evidence processing equipment and quickly respond to crime scenes with all equipment centrally located. The cost for this Vehicle is estimated at \$45,000.00.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	45,000					45,000
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	\$45,000					\$45,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment	45,000					45,000
Total Expenses	\$45,000					\$45,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

Department: Police

Program: Public Safety



Project #: SPD 21-01 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	FY 19	FY20	FY21	FY22	FY23	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	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering			40,000			40,000
Construction						
Purchase Vehicle/Equipment						
Total Expenses			\$40,000			\$40,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-



Fire

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Department: Fire

Dept. Summary

Funding Sources	Fiscal Year					Source Total
	FY19	FY20	FY21	FY22	FY23	
General Revenues	97,000	0	40,000	0	0	137,000
Enterprise Fund	0	0	0	0	0	0
Grants	0	0	0	0	0	0
Bonded Debt	102,000	172,500	0	150,000	1,800,000	2,224,500
Bonded Debt/Impact Fees	0	0	0	0	0	0
Lease/Purchase	180,000	875,000	1,200,000	1,125,000	0	3,380,000
Capital Project Fund	0	0	0	0	0	0
Contribution/Donations	465,000	400,000	0	200,000	0	1,065,000
In-Kind Services	0	0	0	0	0	0
Fiscal Year Total	\$844,000	\$1,447,500	\$1,240,000	\$1,475,000	\$1,800,000	\$6,806,500

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Department: Fire

Program: Public Safety

Project #: FD-08-02 Project Title: New Public Safety Fire Station – North Side
Project Description and Location: REVISED 01/17/18

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. Land acquisition for this project would require approximately 2.5 acres. Construction phase pushed at the Mayoral level beyond the current five (5) year CIP program.



Revenues	FY 19	FY20	FY21	FY22	FY23	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	395,000					395,000
Capacity Fees						
In-Kind Services						
Total Revenues	\$395,000			\$150,000		\$ 545,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate	395,000					395,000
Engineering				150,000		150,000
Construction						
Purchase Vehicle/Equipment						
Total Expenses	\$395,000			\$150,000		\$545,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Fire

Project #: FD-11-02 Project Title: Apparatus Replacement-- Dive Unit
Project Description and Location: REVISED 01/17/2018

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. A newer unit will be specifically designed to ensure adequate storage of tools and equipment. The annual FD apparatus evaluation has found that the current condition of this vehicle 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.

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase				350,000		350,000
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues				\$350,000		\$350,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment				350,000		350,000
Total Expenses				\$350,000		\$350,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Fire

Project #: FD-17-01 Project Title: Apparatus Replacement-- Tanker 1
Project Description and Location: REVISED 01/17/2018

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 improve 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 will provide substantial financial contributions to purchase both the apparatus and the tools and equipment for the project.

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation		400,000				400,000
Capacity Fees						
In-Kind Services						
Total Revenues		\$400,000				\$400,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment		400,000				400,000
Total Expenses		\$400,000				\$400,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Fire

Project #: FD-13-01 Project Title: Apparatus Replacement- Rescue 16
Project Description and Location: REVISED 01/17/2018

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.

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase				775,000		775,000
Capital Project Fund						
Contribution/Donation				200,000		200,000
Capacity Fees						
In-Kind Services						
Total Revenues				\$975,000		\$975,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment				775,000		775,000
Total Expenses				\$200,000		\$200,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Fire

Project #: FD-18-02 Project Title: Hydrant Adapters -5" Sexless Couplings
Project Description and Location: Revised 01/17/2018

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.

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt		172,500				172,500
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues		\$172,500				\$172,500
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment		172,500				172,500
Total Expenses		\$172,500				\$172,500
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Fire

Project #: FD-18-03 Project Title: Personal Protective Equipment - Body Armor
Project Description and Location: Revised 01/17/2018

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. City's contribution of \$50,000 removed at the Mayoral level.

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation	70,000					70,000
Capacity Fees						
In-Kind Services						
Total Revenues	\$70,000					\$ 70,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment	70,000					70,000
Total Expenses	\$70,000					\$ 70,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

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Department: Fire

Project #: FD-19-02 Project Title: Automated External Defibrillator (AED)
Project Description and Location: Created 09/01/17

The City of Salisbury Fire Department has the need to replace 22 existing Automated External Defibrillators (AED) that have reached its end of serviceable life in accordance with manufacture's recommendations of five (5) to eight (8) years. The current model AED has a sealed battery that can not be changed and a software system that is not upgradeable. The National Fire Protection Association (NFPA) Standard 1901 - Standard for Automotive Fire Apparatus requires that all fire apparatus be equipped with "one automatic external defibrillator".

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	27,000					27,000
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	\$27,000					\$27,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment	27,000					27,000
Total Expenses	\$27,000					\$27,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Fire

Project #: FD-19-01 Project Title: Telephone System Upgrade at Station #16
Project Description and Location: Created 09/01/17

This project is to replace the current Inacom phone system at Fire Headquarters and Fire Station #16 with a new phone system that is compatible with the rest of the City. The current Inacom system server and phone components are approaching eight (8) years of age and have surpassed the manufacture's warranty. The purchase of replacement phones, service calls and repair work have the potential of becoming costly in the future. The department currently uses a Telewire phone system at our other facilities and have recently entered into a "Partner Protection Plan" service contract with Telewire.

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	30,000					30,000
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	\$30,000					\$30,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment	30,000					30,000
Total Expenses	\$30,000	\$ -	\$ -	\$ -	\$ -	\$30,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Fire

Project #: FD-19-03 Project Title: Staff Vehicle Replacement
Project Description and Location: Created 09/01/17

As a part of its fleet, the City of Salisbury Fire Department operates numerous staff and operational light duty vehicles. These vehicles are generally used five (5) years as a front-line service vehicle and then five (5) years as a pool vehicle. 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 age, mileage and increased maintenance required on the current vehicles indicates that they have exceeded their life expectancy. The vehicles included in this project a 1997 Ford Crown Victoria, 2005 Chevrolet Suburban, a 2006 Ford Crown Victoria and a 2007 Ford Crown Victoria.

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase	180,000					180,000
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$180,000					\$ 180,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment	180,000					180,000
Total Expenses	\$180,000	\$ -	\$ -	\$ -	\$ -	\$180,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Fire

Project #: FD-19-04 Project Title: Roof Replacement - Fire Station #1
Project Description and Location: Created 09/01/17

This project is to replace the existing roof at fire station #1 with a concealed fastener standing seam metal roof. The existing roof covering has started to deteriorate causing several costly repairs due to severe leaks in multiple areas throughout the roof structure and a weakening plywood system. The scope of work will consist of removing the existing shingles and felt underlayment, repairing the deteriorated structure, installing sidewall flashing and covering the entire structure with high temperature icewater shield. The life expectancy of a concealed fastener standing seam metal roof is considered to be 50 years or more.

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt	102,000					102,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$102,000					\$102,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	102,000					102,000
Purchase Vehicle/Equipment						
Total Expenses	\$ 102,000					\$102,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Fire

Project #: FD-19-06 Project Title: Utility Vehicle (UTV) Medical Transport Unit
Project Description and Location: Revised 09/01/2017

This project is to purchase two (2) utility vehicles equipped with a medical transport sled unit capable of transporting an EMS crew and a patient strapped to a backboard or loaded in a stretcher Stokes basket. This configuration allows the attendant to be with the patient at all times. These vehicles will allow emergency personnel to travel through large crowds (City Festival, National Folk Festival, 3rd Friday, and countless other public events) providing the basics for on scene care and transportation to a wider area of coverage.

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	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	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment	40,000					40,000
Total Expenses	\$40,000					\$40,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

51

Department: Fire

Project #: FD-19-05 Project Title: Side Scan Sonar
Project Description and Location: Created 01/17/2018

The Department operates a very active dive team and would utilize this equipment to enhance our public safety capabilities in sub surface operations. The unit requested is a towable version, which will allow the unit to be utilized by all SFD marine units. It increases the probability of locating a missing person in the water in a timely manner by allowing members to "view" a large area without having to put divers blindly into the water. This unit will increase diver safety by allowing the area to be scanned prior to diver entry to check for underwater obstructions such as trees, debris etc. The nearest available units for the team to use are currently owned by Maryland Department of Natural Resources and are located on the Western Shore of Maryland. This unit had previously been in the contract to come with Fire Boat 1, however was cut from the budget.

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	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	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment			40,000			40,000
Total Expenses			\$40,000			\$40,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

50

Department: Fire

Project #: FD-20-01 Project Title: Replacement of Self Contained Breathing Apparatus (SCBA)
Project Description and Location: Revised 09/01/17

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 Association (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 point. The department has attempted to secure funds through the Assistance to Firefighters (AFG) grant on numerous occasions without success. A final attempt to secure these funds through the AFG will be made during the next cycle of grants. However, if not awarded a grant, the City must be prepared to purchase this equipment before it reaches end of life.

Program: Public Safety



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase		875,000				875,000
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues		\$875,000				\$875,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment		875,000				875,000
Total Expenses		\$875,000				\$875,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

52

Department: Fire

Project #: FD-21-01 Project Title: Apparatus Replacement– EMS Units
Project Description and Location: Revised: 08/01/2017

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 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase			1,200,000			1,200,000
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues			\$1,200,000			\$1,200,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment			1,200,000			1,200,000
Total Expenses			\$1,200,000			\$1,200,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

53

Program: Public Safety



Department: Fire

Project #: FD-21-02 Project Title: New Public Safety Fire Station – East Side
Project Description and Location: Revised 01/17/18

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. Item pushed at the Mayoral level beyond the current five (5) year C.I.P. program.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment						
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

54

Department: Fire

Project #: FD-22-01 Project Title: Apparatus Replacement– Engine 1 & 2
Project Description and Location: Created 01/17/18

The Department currently operates two (2) 2009 Pierce Velocity Fire Engines as its primary capital apparatus to deliver engine company services throughout the Salisbury Fire District and other areas when requested. These vehicles are fully equipped with specialized tools and equipment required to deliver engine company services including water supply, applying water to extinguish fires, and many other support operations as needed. A replacement vehicle is expected to cost approximately \$800,000 each (excluding equipment) with an expected service life of ten (10) or more years. 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 these engines is such that it will allow the department to postpone replacement of these vehicles past the ten (10) years. Continued evaluations will be conducted to identify the best time to replace this unit.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt					1,800,000	1,800,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues					\$1,800,000	\$1,800,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment					1,800,000	1,800,000
Total Expenses					\$1,800,000	\$1,800,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

55

Program: Public Safety



Department: Fire

Project #: FD-23-01 Project Title: Apparatus Replacement– Truck 1 & 2
Project Description and Location: Created 01/17/18

The Department currently operates two 2009 Pierce Velocity Aerial Devices (Quints) as its primary capital apparatus to deliver truck company services throughout the Salisbury Fire District and other areas when requested. These vehicles are fully equipped with specialized tools and equipment required to deliver truck company services including a 75' aerial ladder, multiple size ground ladders, applying water capabilities, and many other support operation functions. A replacement vehicle is expected to cost approximately \$950,000 each (excluding equipment) with an expected service life of fourteen (14) or more years. 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. Item pushed at the Mayoral level beyond the current five (5) year C.I.P. program.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment						
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Program: Public Safety





Field Operations

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Department: Field Operations

Dept. Summary

Department: Field Operations

Dept. Summary

Project	Fiscal Year					Project Total
	FY19	FY20	FY21	FY22	FY23	
Streets & Highways	273,000	0	0	0	0	273,000
Sanitation - Collection & Disposal	500,000	0	0	0	0	500,000
Resource Management	0	1,350,000	2,887,500	0	0	4,237,500
Parking	60,000	90,000	0	0	0	150,000
Zoo	440,000	225,000	195,000	330,000	30,000	1,220,000
Poplar Hill Mansion	0	30,000	30,000	32,000	75,000	167,000
Fiscal Year Total	\$1,273,000	\$1,695,000	\$3,112,500	\$362,000	\$105,000	\$6,547,500

Project	Fiscal Year					Project Total
	FY19	FY20	FY21	FY22	FY23	
General Revenues	87,000	255,000	225,000	362,000	105,000	1,034,000
Enterprise Fund Revenues	35,000	30,000	-	-	-	65,000
Grants	-	-	-	-	-	0
Bonded Debt	200,000	1,350,000	2,887,500	-	-	4,437,500
Bonded Debt/Capacity Fees Paying P&I	-	-	-	-	-	0
Lease / Purchase	798,000	60,000	-	-	-	858,000
Capital Projects	-	-	-	-	-	0
Contributions/Donations	153,000	-	-	-	-	153,000
Capacity Fee	-	-	-	-	-	0
In-Kind Services	-	-	-	-	-	0
Fiscal Year Total	\$1,273,000	\$1,695,000	\$3,112,500	\$362,000	\$105,000	\$6,547,500

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Department: Field Operations
Roads and Streets

Project # FOSH-18-01

Project Title: Excavator- Mid Size

Project Description and Location: John Deere 85G w/Thumb and Blade

The excavator will be an additional asset for cleaning ditch banks, swales, repairing small asphalt projects, and can be used for other unforeseen needs. This is a rubber-tracked vehicle which can be operated on asphalt resulting in minimal damage to surface treatments. The excavator can be purchased under a NJPA Government Contract

Equipment Program



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						-
Enterprise Fund Revenue						-
Grant						-
Bonded Debt						-
Bonded Debt/Capacity Fee Paying						-
Lease/Purchase	108,000					108,000
Capital Project Fund						-
Contribution/Donation						-
Capacity Fees						-
In-Kind Services						-
Total Revenues	\$108,000					\$108,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction						-
Purchase Vehicle/Equipment	108,000					108,000
Total Expenses	\$108,000					\$108,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Roads and Streets

Project # FOCD-18-02

Project Title: Automated Refuse Truck

Project Description and Location: 2019 Peterbilt w/ Heil 220U Yard Body w/ Rapid Roll Automated Arms

This purchase will replace SAN-8, a 2011 Peterbilt with 48,000 miles and 7841 hours. With this type of equipment and its use, mileage is not a good indicator of the need for replacement. The truck operates on a designated route 5 days a week and carries a minimum of 7 tons of trash daily. The truck and body can be purchased under a NJPA Government Contract

Equipment Program



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						-
Enterprise Fund Revenue						-
Grant						-
Bonded Debt						-
Bonded Debt/Capacity Fee Paying						-
Lease/Purchase	275,000					275,000
Capital Project Fund						-
Contribution/Donation						-
Capacity Fees						-
In-Kind Services						-
Total Revenues	\$275,000					\$275,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction						-
Purchase Vehicle/Equipment	275,000					275,000
Total Expenses	\$275,000					\$275,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Roads and Streets

Project # FOSH-18-04

Project Title: Dump Truck

Project Description and Location: 4x2, 3 Ton Dump Truck

Three-ton dump trucks are used in the Street and Parks department for multiple uses to include hauling of material, plowing and salting City streets. These trucks require specialized equipment and attachments to allow for additional functions. The fleet is monitored for recommended replacements. Several trucks are over 10 years old. S-2 is a 1997 model and has 64,540 miles.

Equipment Program



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						-
Enterprise Fund Revenue						-
Grant						-
Bonded Debt						-
Bonded Debt/Capacity Fee Paying						-
Lease/Purchase	165,000					165,000
Capital Project Fund						-
Contribution/Donation						-
Capacity Fees						-
In-Kind Services						-
Total Revenues	\$165,000					\$165,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction						-
Purchase Vehicle/Equipment	165,000					165,000
Total Expenses	\$165,000					\$165,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Roads and Streets

Project # FOCD-18-03

Project Title: Street Sweeper

Project Description and Location: 2019 International w/Tymco Sweeper Body

The sweeper will replace SS-5, which is a 2007 model with 21,423 miles and 4,438 engine hours on the truck and 2,780 hours on the rear engine. As a general policy, the body of a street sweeper has a life expectancy of 7 to 10 years depending on the manufacturer. The rear engine that operates the sweeping unit has a life expectancy of 6,000 to 8,000 hours. The life of the engines is shorter than some of the other applications due to the dusty and dirty environments. This vehicle operates on a designated route 5 days a week and is a vital part of our MS-4 Permit. The truck and body can be purchased under a NJPA Government Contract. SS-2 will be monitored for replacement in FY 21

Equipment Program



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						-
Enterprise Fund Revenue						-
Grant						-
Bonded Debt						-
Bonded Debt/Capacity Fee Paying						-
Lease/Purchase	225,000					225,000
Capital Project Fund						-
Contribution/Donation						-
Capacity Fees						-
In-Kind Services						-
Total Revenues	\$225,000					\$225,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction						-
Purchase Vehicle/Equipment	225,000					225,000
Total Expenses	\$225,000					\$225,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget						-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Resource Management

Project #: FORM-18-05A Project Title: Field Operations Facility Plan

Project Description and Location: Field Operations Facility Plan - Phase 2

Phase 2 Renovations include construction of a 10,000 sq.ft office building on the grounds of the Field Operations Complex. This facility will centralize staff and provide meeting, training, emergency operations and dayroom accommodations. Design will be performed in FY18 with construction planned for FY19.



Table with 7 columns: Revenues, FY 19, FY20, FY21, FY22, FY23, Total. Rows include General Revenue, 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, Expenses, Procure Real Estate, Engineering, Construction, Purchase Vehicle/Equipment, Total Expenses, Operating Budget Impact, Personnel, Operating Expenses, and Total Operating Budget.

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Resource Management

Project #: FORM-18-05 Project Title: Field Operations Facility Plan

Project Description and Location: Field Operations Facility Plan - Phase 3

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 facility will allow for the service of more vehicles and will include specialized bays for performing work on larger vehicles. The new building will also provide a larger area for parts storage and office space.



Table with 7 columns: Revenues, FY 19, FY20, FY21, FY22, FY23, Total. Rows include General Revenue, 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, Expenses, Procure Real Estate, Engineering, Construction, Purchase Vehicle/Equipment, Total Expenses, Operating Budget Impact, Personnel, Operating Expenses, and Total Operating Budget.

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Parking Division

Project # FOPD-18-06 Project Title: Parking Garage Street Sweeper

Project Description and Location: Tennant S20 Compact Mid-sized Ride-on Sweeper

The Parking Division currently owns a 2007 Exterra Mini Street Sweeper. This sweeper is used to maintain the parking garage (both interior and immediate vicinity) and the Downtown Plaza. Maximum trade-in value is 11 yrs of service which is in FY19. This sweeper provides a 50" sweeping path with an 11 cubic foot hopper capacity. It is extremely nimble and is available in a battery, gas, liquid propane, or diesel format.



Table with 7 columns: Revenues, FY 19, FY20, FY21, FY22, FY23, Total. Rows include General Revenue, 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, Expenses, Procure Real Estate, Engineering, Construction, Purchase Vehicle/Equipment, Total Expenses, Operating Budget Impact, Personnel, Operating Expenses, and Total Operating Budget.

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Parking Division

Project # FOPD-18-07 Project Title: Resurfacing Parking Lot 7 & 13

Project Description and Location: Parking Lot Resurfacing - Lot #7 & 13

Some City-owned surface parking lots require sealing (crack and surface), striping, and concrete bumpers and curbing. This work includes Lot 7 & 13 in FY19 and Lots 4, 5, 9, and 12 in FY20. Future lots to consider are Lot 14, 16, 33 and 35.



Table with 7 columns: Revenues, FY 19, FY20, FY21, FY22, FY23, Total. Rows include General Revenue, 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, Expenses, Procure Real Estate, Engineering, Construction, Purchase Vehicle/Equipment, Total Expenses, Operating Budget Impact, Personnel, Operating Expenses, and Total Operating Budget.

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Parking Division

Project # FOPD-18-08 Project Title: Parking Division Vehicle

Project Description and Location: 2018 Ford Fusion Hybrid

Hybrid vehicles provide substantially higher efficiency yields than traditional gasoline burning engines. Acquiring this technology aligns with the City's commitment to reduce our environmental footprint. The current vehicle is a 2003 Ford Focus ZX 5 2.0L with 41,860 miles, as of this writing. Considering the stops, slow, and idling cycles, hybrid technology is ideal for deployment in the downtown area.

Parking Enforcement Program



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						-
Enterprise Fund Revenue						-
Grant						-
Bonded Debt						-
Bonded Debt/Capacity Fee Paying						-
Lease/Purchase	25,000					25,000
Capital Project Fund						-
Contribution/Donation						-
Capacity Fees						-
In-Kind Services						-
Total Revenues	\$25,000	-	-	-	-	\$25,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction						-
Purchase Vehicle/Equipment	25,000					25,000
Total Expenses	\$25,000	-	-	-	-	\$25,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Zoo

Project # FOZD-18-09 Project Title: Electrical Transformers

Project Description and Location: Electrical Transformers
Electrical service for the Zoo is provided through two primary service points. The oldest service on the southeast corner includes pole mounted transformers immediately adjacent to the Andean bear exhibit that then feed underground cables servicing two interior distribution transformers. The exact route of the cables is unknown and the cables are believed to be 40+ years old. This service also supports a waste water pumping station located on Zoo grounds. The utility desires to relocate the primary transformer to a more accessible point outside the Zoo's perimeter and along South Park Drive. The upgrade would require new underground service lines to be installed within the Zoo.

Zoo Program



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue			50,000	50,000		100,000
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	-	-	\$50,000	\$50,000	-	\$100,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction			50,000	50,000		100,000
Purchase Vehicle/Equipment						-
Total Expenses	-	-	\$50,000	\$50,000	-	\$100,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Zoo

Project # FOZD-18-10 Project Title: New Admin Office Space - Modular

Currently Zoo administrative office space is provided by a double-wide modular office trailer. The current facility is significantly degraded with structural problems associated with its flooring, with the alignment of the two modular elements, and with general wear. The unit provides office support for approximately ten staff, houses emergency response supplies including dangerous animal escapes, houses record storage for essential animal records, provides meeting space for staff and other interactions, and provides data processing equipment for multiple staff positions. A cost effective option would be to acquire a similar modular office element and to house (consistent with the Master Site Plan) the office in the same general area. The establishment of the new office space will require the relocation of fiber optic and digital data processing cables and equipment.

Zoo Program



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue		185,000				185,000
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	-	\$185,000	-	-	-	\$185,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction		185,000				185,000
Purchase Vehicle/Equipment						-
Total Expenses	-	\$185,000	-	-	-	\$185,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Zoo

Project # FOZD-18-11 Project Title: Bobcat Exhibit

Project Description and Location: Bobcat Exhibit
The Salisbury Zoo has traditionally exhibited the North American bobcat as part of its collection. The bobcat exhibit has been converted, consistent with the Master Site Plan, to an aviary space to support the Discover Australia exhibit. Bobcats remain a popular animal that is well suited to inclusion in the Zoo's Delmarva Trail. It is proposed to replace the prior exhibit with a new facility within the Delmarva Trail region.

Zoo Program



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	6,000					6,000
Enterprise Fund Revenue						-
Grant						-
Bonded Debt						-
Bonded Debt/Capacity Fee Paying						-
Lease/Purchase						-
Capital Project Fund						-
Contribution/Donation	54,000					54,000
Capacity Fees						-
In-Kind Services						-
Total Revenues	\$60,000	-	-	-	-	\$60,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction	60,000					60,000
Purchase Vehicle/Equipment						-
Total Expenses	\$60,000	-	-	-	-	\$60,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations

Zoo

Project # FOZD-18-12

Project Title: Jaguar Exhibit, Phase 1

Project Description and Location: Jaguar Exhibit, Phase 1

Large cats such as lions and tigers are a consistent expectation among Zoo visitors. The Salisbury Zoo responds to this guest preference by presenting the South American large cat-the jaguar. While the Zoo has a good record in the health and husbandry of these animals its current exhibit is undersized, does not present consistent opportunities for staff to provide behavioral enrichment for the cat, and does not provide consistent good quality viewing opportunities for guests. The space provided does not match current industry standards. It is proposed to design a series of phased improvements that would expand the current space by adding integrated "wings" to the current exhibit area. This will allow the improvement to be phased, will support continued exhibition during renovation work, and will support husbandry options to manage multiple specimens within a breeding program.



Zoo Program

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue			15,000	250,000		265,000
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			\$15,000	\$250,000		\$265,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering			15,000			15,000
Construction				250,000		250,000
Purchase Vehicle/Equipment						
Total Expenses			\$15,000	\$250,000		\$265,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

70a

Department: Field Operations

Zoo

Project # FOZD-18-14

Project Title: East Parking Lot Redesign

Project Description and Location: East Parking Lot Redesign

The East Entrance Gate has traditionally been identified as the main Zoo entrance and is the only parking lot that is designated to serve principally the Zoo. The current lot is readily overwhelmed during the Zoo's busy attendance dates and during special events. Informal observations indicated that the Zoo does turn away potential visitors because of difficulty in finding parking. The current layout contains a confusing configuration for bus traffic and does not seem to make efficient use of the available space. The relationship to overflow parking area is unclear and would benefit from enhanced wayfinding support. The goal would be to increase the net available parking spots, insure compliance with handicap parking requirements, improve the entrancing experience and support parking associated with general park usage.



Zoo Program

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue		10,000	100,000			110,000
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	-	\$10,000	\$100,000	-	-	\$110,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						10,000
Engineering		10,000				10,000
Construction			100,000			100,000
Purchase Vehicle/Equipment						-
Total Expenses		\$10,000	\$100,000	-	-	\$110,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations

Zoo

Project # FOZD-18-13

Project Title: N. American Ducks Exhibit Improvements

The North American Duck exhibit occupies a prominent place along the Zoo's main path. It represents a cultural component of importance for this region and originally was supported through the Ward Museum and Foundation. The current facility is suffering from some structural deterioration and is in need of improvements that will support improved animal husbandry and health maintenance. The improvement would create improved viewing opportunities as well better options for exhibit cleaning and disinfection.



Zoo Program

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	6,000					\$6,000
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation	54,000					\$54,000
Capacity Fees						
In-Kind Services						
Total Revenues	\$60,000					\$60,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction	60,000					\$60,000
Purchase Vehicle/Equipment						-
Total Expenses	\$60,000					\$60,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

70b

Department: Field Operations

Zoo

Project # FOZD-18-15

Project Title: Special Events Pavilion

Project Description and Location: Special Events Pavilion

Consistent with the approved Master Site Plan construct pavilions along the Wicomico River to support the offering of special event services such as weddings and corporate receptions. Improvement would include water & electric service upgrades. At least two structures with a total covered space of about 2,000 sq. ft. to provide service flexibility for events up to 125 guests. Structures linked by dedicated walkways. Landscape and night lighting to be included. Improvement would also include renovations to existing Zoo washroom areas to provide appropriate event amenities. The facilities would also be configured to support non-revenue Zoo programs such as school group presentations and StoryTime. A more detailed business plan has been developed.



Zoo Program

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						-
Enterprise Fund Revenue						-
Grant						-
Bonded Debt	200,000					200,000
Bonded Debt/Capacity Fee Paying						-
Lease/Purchase						-
Capital Project Fund						-
Contribution/Donation						-
Capacity Fees						-
In-Kind Services						-
Total Revenues	\$200,000			-	-	\$200,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						10,000
Engineering	10,000					10,000
Construction	190,000					190,000
Purchase Vehicle/Equipment						-
Total Expenses	\$200,000			-	-	\$200,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations

Zoo

Project # FOZD-18-16 Project Title: Pathway Paving

Project Description and Location: Pathway Paving

Major public pathways within the Zoo are worn and heavily patched. This produces an uneven walking surface, low spots that harbor significant amounts of water following rains, and an appearance that does not benefit the Zoo. A multi-phase paving program has been developed that minimizes disruptive impact by spreading the replacement of Zoo pathways over a 5 year period. The program replaces all major pathways and supports the themed trail approach identified in the site Master Plan.



Zoo Program

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	30,000	30,000	30,000	30,000	30,000	150,000
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	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction	30,000	30,000	30,000	30,000	30,000	150,000
Purchase Vehicle/Equipment						-
Total Expenses	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations

Zoo

Project # FOZD-18-17 Project Title: Red Wolf Building Improvements

Project Description and Location: Red Wolf Building Improvements

The American red wolf exhibit is an iconic component of the Zoo's Delmarva Trail. It presents a unique story about the natural history of this region and is a significant conservation element of the Zoo's programs. The sheltered viewing area that supports both the wolves and the deer will have aged sufficiently to need repairs to sustain its functionality. Additionally modest improvements can allow the space to support a broader range of Zoo activities and more Delmarva Trail appropriate exhibits. A previous modification added viewing of a honey bee hive. Additional improvements could include things such as the State animal-the diamond back terrapin.



Zoo Program

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	5,000					5,000
Enterprise Fund Revenue						-
Grant						-
Bonded Debt						-
Bonded Debt/Capacity Fee Paying						-
Lease/Purchase						-
Capital Project Fund						-
Contribution/Donation	45,000					45,000
Capacity Fees						-
In-Kind Services						-
Total Revenues	\$50,000					\$50,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction	50,000					50,000
Purchase Vehicle/Equipment						-
Total Expenses	\$50,000					\$50,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations

Poplar Hill

Project # FOPH-18-18 Title: Exterior Painting

The Mansion's exterior is in need of new paint. This is especially apparent on the sides of the Mansion and the rear. When the Mansion was painted in 2010, not enough coats of paint were added to give the coverage needed to prevent fading. A house painter may need to be hired, but some of this work may be performed by the City's Field Operations engineering staff.

Poplar Hill Mansion



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue		30,000				30,000
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	-	\$30,000	-	-	-	\$30,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction		30,000				30,000
Purchase Vehicle/Equipment						-
Total Expenses	-	\$30,000	-	-	-	\$30,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations

Poplar Hill

Project # FOPH-18-19 Title: Grounds Restoration

The Mansion's brick retaining wall, rear walkway, rear patio, and driveway are deteriorating and require repairs for primarily safety issues, including leveling, tamping, and refurbishment. This work will require removing existing surfaces, grading, and reusing existing materials where practical, and replacing them where necessary. Some of this work may be performed by the City's Department Field Operations staff.

Poplar Hill Mansion



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue			30,000			30,000
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	-	-	\$30,000	-	-	\$30,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction			30,000			30,000
Purchase Vehicle/Equipment						-
Total Expenses	-	-	\$30,000	-	-	\$30,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Field Operations
Poplar Hill

Project #FOPH-18-20 Title: Shutter Replacement

After the Friends received and accepted a Facade Grant during the Spring and Summer of 2010, it was decided that the condition of the shutters is such that only the front (south side) of the Mansion would have shutters until the historically correct design could be acquired. The remaining shutters were rotted and in disrepair after years of no maintenance. The Friends will continue to search for grant funding. Currently most CIP monies have been removed from State & Historical budgets.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue				\$ 32,000.00		\$ -
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			\$ -	\$ 32,000.00		\$ -
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction				\$ 32,000.00		\$ -
Purchase Vehicle/Equipment						\$ -
Total Expenses			\$ -	\$ 32,000.00		\$ -
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

76a

Department: Field Operations
Poplar Hill

Project #FOPH-18-21 Title: Front Portico Reconstruction

The Mansion's front porch is in need of replacement. There is currently rot on the posts of the wood and the steps are in need of constant replacement. Originally the house had a covered front portico, which was removed sometime in the 1940s. The front portico should be rebuilt in the manner consistent with the original portico and steps as to maintain the historic integrity of the Mansion. An architect will have to be hired to ensure that the portico is built with today's standards in mind, while maintaining the historic integrity. Professional carpenters will have to be hired and may work with the Department of Field Operations to complete this project.



Revenues	FY 19	FY20	FY21	FY22	FY23	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						\$ -
Capacity Fees						\$ -
In-Kind Services						\$ -
Total Revenues			\$ -		50,000	50,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						\$ -
Engineering						\$ -
Construction					50,000	50,000
Purchase Vehicle/Equipment						\$ -
Total Expenses			\$ -	\$ -	50,000	50,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

76b

Department: Field Operations
Poplar Hill

Project #FOPH-18-22 Title: Gazebo and Gardens Restoration

The Friends would like to see the installation of a Gazebo in the northwest corner of the property. Seating could also be installed, such as benches. The addition of garden space, whether with flowers or grass would make the space usable and attractive for private events. This would help in fundraising endeavors for the Mansion. The Friends will search for grant funding and volunteers to assist in construction. Some of this work may be performed by the City's Field Operations engineering staff.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue					25,000	25,000
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	-	-	-	-	\$25,000	\$25,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering						-
Construction					25,000	25,000
Purchase Vehicle/Equipment						-
Total Expenses	-	-	-	-	\$25,000	\$25,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						-
Operating Expenses						-
Total Operating Budget	-	-	-	-	-	-

CAPITAL IMPROVEMENT PLAN 2019-2023

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Infrastructure
and Development

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Department: Infrastructure & Development Dept. Summary

Program	Fiscal Year					Project Total
	FY 19	FY20	FY21	FY22	FY23	
General Projects	9,905,150	1,917,000	2,080,000	4,065,500	1,970,000	19,937,650
Stormwater Management	560,000	422,000	565,000	400,000	400,000	2,347,000
Street Reconstruction	1,256,000	1,363,000	1,165,200	1,277,000	900,000	5,961,200
Bridge Maintenance	162,000	68,000	56,000	0	0	286,000
New Streets	0	700,000	700,000	210,000	1,576,000	3,186,000
Fiscal Year Total	\$11,883,150	\$4,470,000	\$4,566,200	\$5,952,500	\$4,846,000	\$31,717,850
Funding Sources	Fiscal Year					Source Total
	FY 19	FY20	FY21	FY22	FY23	
General Revenues	1,470,000	1,368,000	1,491,000	1,360,000	1,210,000	6,899,000
Enterprise Fund Revenues	360,000	222,000	\$200,000	200,000	200,000	1,182,000
Grant	1,620,150	332,000	\$200,000	200,000	200,000	2,552,150
Bonded Debt	8,433,000	1,848,000	1,975,200	3,982,500	1,660,000	17,898,700
Bonded Debt/Capacity Fees Paying P&I	-	-	-	-	-	0
Lease / Purchase	-	-	-	-	-	0
Capital Project Fund	-	-	-	-	-	0
Contributions/Donations	-	700,000	700,000	210,000	1,576,000	3,186,000
Capacity Fees	-	-	-	-	-	0
In-Kind Services	-	-	-	-	-	0
Fiscal Year Total	\$11,883,150	\$4,470,000	\$4,566,200	\$5,952,500	\$4,846,000	\$31,717,850

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Infrastructure & Development

Project Title: Main Street Master Plan (West Main and North Division Street)

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 budget for FY19 is for the intersection of Main Street and Division Street, West Main Street (the Plaza) and North Division Street. Construction includes all utility upgrades (water, sewer, stormwater), installation of broadband conduit, and installation of a new traffic signal. All previous CIP projects are included in this one request. Engineering is included for Construction Services and full time Inspection. A \$1M grant was obtained from the State of Maryland. The City has received \$100,000 in grants from Community Legacy for street lights. These two grants are reflected below.

General Projects



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant	1,100,000					1,100,000
Bonded Debt	6,740,000					6,740,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$7,840,000					\$7,840,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering	500,000					500,000
Construction	7,340,000					7,340,000
Purchase Vehicle/Equipment						
Total Expenses	\$7,840,000					\$7,840,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Infrastructure & Development

Project Title: : Bicycle Master Plan Implementation

Implementation of the Bicycle Master Plan to construct new bike lanes and multi-use pathways throughout the City. The total plan implementation was \$4.25 Million. The projects will be coordinated with the development of the Urban Greenway, City Park Master Plan, Streetscaping 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.

Implementation of the Rails Trails segment of the Master Plan was initiated in FY18 and is projected to be a high priority construction goal in FY19.

General Projects



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt	550,000	550,000	550,000	550,000	550,000	2,750,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering	50,000	50,000	50,000	50,000	50,000	250,000
Construction	500,000	500,000	500,000	500,000	500,000	2,500,000
Purchase Vehicle/Equipment						
Total Expenses	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Infrastructure & Development

General Projects

Project Title: City Park Master Plan Implementation
Implementation of the City Park Master Plan, which includes over \$5 Million of overall improvements phased over multiple fiscal years. FY18 funds were provided for signage, benches, and trash receptacles. Future phases include the installation of improved lighting, security cameras, landscaping, new trails, restrooms adjacent to the tennis courts, new parking lots, and an ADA ramp from parking to the bandstand. Many proposed improvements in the City Park will need Maryland Historic Trust approval due to the Historic Easement. Each year, projects will be identified for grant applications, including Community Parks & Playground funds. The prioritization of the implementation plan is in progress with the Parks and Recreation Committee.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	275,000	275,000	275,000	275,000	275,000	1,375,000
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	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,375,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering	25,000	25,000	25,000	25,000	25,000	125,000
Construction	250,000	250,000	250,000	250,000	250,000	1,250,000
Purchase Vehicle/Equipment						
Total Expenses	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$1,375,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

General Projects

Project Title: Wayfinding and Signage
Implementation of wayfinding and signage throughout the City to emphasize key destinations, bicycle routes and the Urban Greenway. Signage to comply with new City Branding Manual. Kiosks will be placed around the City for wayfinding. New signs at all City Parks and Playgrounds are included.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	35,000	35,000	35,000	35,000	35,000	175,000
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	35,000	35,000	35,000	35,000	35,000	\$175,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	35,000	35,000	35,000	35,000	35,000	175,000
Purchase Vehicle/Equipment						
Total Expenses	35,000	35,000	35,000	35,000	35,000	\$175,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

General Projects

Project Title: Urban Greenway Implementation
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 Schumaker Pond Park. The plan identifies 11 Phases of projects, which total \$15.2 Million. FY19 is budgeted for the construction of the South Connection (Phase 2), which includes the Carroll Street cycle track, Camden Pedestrian Bridge, and the Mill Street Bridge Aesthetic Improvements. Future phases in the CIP include design and construction of improvements to the Riverwalk, East Main Street, Marina, Safe Routes to School/Ellegood Street, City Park and Zoo Sections.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt	775,000	885,000	885,000	1,110,000	1,110,000	4,765,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$775,000	\$885,000	\$885,000	\$1,110,000	\$1,110,000	\$4,765,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering	75,000	85,000	85,000	110,000	110,000	465,000
Construction	700,000	800,000	800,000	1,000,000	1,000,000	4,300,000
Purchase Vehicle/Equipment						
Total Expenses	\$775,000	\$885,000	\$885,000	\$1,110,000	\$1,110,000	\$4,765,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

General Projects

Project Title: Salisbury Skatepark - Phase 3
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.
Phase 1 has been constructed. Phase 2 funds were allocated in FY18.
The City will apply for grant funds from the Community Parks and Playgrounds (CP&P) program for Phase 3, which includes the final remaining 3,000 sq. ft. of skating surface.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant		132,000				132,000
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues		\$132,000				\$132,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction		132,000				132,000
Purchase Vehicle/Equipment						
Total Expenses		\$132,000				\$132,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

General Projects

Project Title: Waterside Park Improvements
Two applications for Community Parks & Playgrounds grants for FY19 were submitted in August 2017. The first application included funding for a new parking lot, multi-use playing field and stormwater management. The total grant request was \$120,500. The City would provide a match of \$15,000 for engineering design. The second application included funding for restrooms with a maintenance building and a pavilion. The total grant request was \$199,650. The City would provide a match of \$15,000 for labor and materials to provide water and sewer services to the property. FY20 budget is for waterfront access improvements such as a fishing pier.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	30,000	30,000				60,000
Enterprise Fund Revenue						
Grant	320,150					320,150
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$350,150	\$30,000				\$380,150
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering	15,000					15,000
Construction	335,150	30,000				365,150
Purchase Vehicle/Equipment						
Total Expenses	\$350,150	\$30,000				\$380,150
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

General Projects

Project Title: Beaverdam Creek Bulkhead Replacement
Replacement of approximately 1,270 linear feet of bulkhead on the north and south sides of the Beaverdam Creek in the City Park upstream of the new tidal dam and in the vicinity of the historic pedestrian bridge. Deterioration of the existing bulkhead wall, wale, and tieback structures became evident in the recent Beaverdam Creek Tidal Dam and Spillway Reconstruction which was completed in Fall 2016. Washouts of land behind the bulkhead walls have become more frequent during flooding events within the Beaverdam Creek. Prior to replacement, engineering design, permitting, and Maryland Historical Trust approval will have to take place in order to design the new structure. Replacement would consist of the removal and subsequent replacement of the existing bulkhead, tiebacks, and concrete cap.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt			210,000	2,095,500		2,305,500
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues			\$210,000	\$2,095,500		\$2,305,500
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering			210,000			210,000
Construction				2,095,500		2,095,500
Purchase Vehicle/Equipment						
Total Expenses			\$210,000	\$2,095,500		\$2,305,500
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

General Projects

Project Title: Zoning Code Revisions
Comprehensive review and revisions to the City's Zoning Code, and Zoning Map. Revisions will include evaluation and inclusion of recommendations for the Paleochannel District protection per the City's Source Water Protection Report dated August 2013. A goal of the revisions is to transition the zoning code from a focus on use to a focus on form. Funding request of \$125,000 reduced at Mayor's level to \$80,000.



Revenues	FY 19	FY20	FY21	FY22	FY23	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	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering	80,000					\$80,000
Construction						
Purchase Vehicle/Equipment						
Total Expenses	\$80,000					\$80,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

General Projects

Project Title: River Trash Collectors
Seabin marine waste collectors are floating bins designed to catch floating debris and liquids by sucking water from the surface and letting it flow out through the bottom of the structure. The bin traps waste in a catch bag that can be regularly emptied. The funding request is to purchase six (6) Seabin devices in FY19 and to purchase three (3) additional units per year for the next two years. Their effectiveness will be evaluated prior to purchasing additional units. Note funding reduced to \$25,000 at Mayor's level to fund three (3) units.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue			25,000			25,000
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			\$25,000			\$25,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction						
Purchase Vehicle/Equipment			25,000			25,000
Total Expenses			\$25,000			\$25,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

General Projects

Project Title: North Prong Park Improvements
Development of a park along the North Prong. Work includes design, land acquisition and construction.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue		10,000	100,000			\$110,000
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		\$ 10,000	\$100,000			\$110,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate		10,000				10,000
Engineering			25,000			25,000
Construction			75,000			75,000
Purchase Vehicle/Equipment						
Total Expenses		\$10,000	\$100,000			\$110,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

Stormwater Program

Project Title: Total Maximum Daily Load (TMDL) Compliance
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. Through the Stormwater Utility, the City has implemented a citywide GIS based Storm Water infrastructure assessment and management tool to capture and account for existing Best Management Practices (BMP's), identify and evaluate potential improvements, and retrofits. Future costs for implementation will be refined as specific engineering and construction projects are identified.



Revenues	FY 19	FY20	FY21	FY22	FY23	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	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						-
Engineering	75,000	75,000	75,000	75,000	75,000	375,000
Construction	325,000	325,000	325,000	325,000	325,000	1,625,000
Purchase Vehicle/Equipment						-
Total Expenses	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

Stormwater Program

Project Title: Beaglin Park Dam Improvements
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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue		22,000				22,000
Grant			165,000			165,000
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues		\$22,000	\$165,000			\$187,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering		22,000				22,000
Construction			165,000			165,000
Purchase Vehicle/Equipment						
Total Expenses		\$22,000	\$ 165,000			\$187,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

Stormwater Program

Project Title: East Main Street Storm Drains at Burnett White

Install 36" reinforced concrete pipe storm drain system to include necessary inlets and manholes to provide runoff relief at low point on East Main Street at Burnett White. The proposed storm drain system will be from the low point on East Main Street to Snow Hill Road. In addition, this project will provide runoff relief to the Go-Getters property and provide a means of outfall across East Main Street to inlets off of 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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue	160,000					60,000
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$160,000					\$160,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	160,000					160,000
Purchase Vehicle/Equipment						
Total Expenses	\$160,000					\$160,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Infrastructure & Development

Street Reconstruction

Project Title: Citywide Concrete Program

The Citywide Concrete 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. Work under this program is coordinated with the Street Reconstruction Program, as well as the Utility Division work.



Revenues	FY 19	FY20	FY21	FY22	FY23	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	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	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	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Infrastructure & Development

Street Reconstruction

Project Title: Citywide Street Reconstruction

The City mills and paves streets each year based on age and condition. Resurfacing of a 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 hand/cap ramps, etc. Streetscaping is included in each fiscal year to account for Complete Street initiatives including lighting improvements, bike routes, landscaping, or signage, as appropriate. The streets for FY19 thru FY23 are shown on the attached sheets. The condition code for each street is also listed and ranges from 1 (minimal maintenance) to 6 (high maintenance needed).



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	850,000	750,000	800,000	800,000	700,000	3,900,000
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	\$850,000	\$750,000	\$800,000	\$800,000	\$700,000	\$3,900,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	850,000	750,000	800,000	800,000	700,000	3,900,000
Purchase Vehicle/Equipment						
Total Expenses	\$850,000	\$750,000	\$800,000	\$800,000	\$700,000	\$3,900,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Infrastructure & Development

Street Reconstruction

Project Title: Citywide Street Repairs

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



Revenues	FY 19	FY20	FY21	FY22	FY23	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	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	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	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Infrastructure & Development

Street Reconstruction

Project Title: Citywide Street Reconstruction FY19 Streets

The condition code ranges from 1 (minimal maintenance) to 6 (high maintenance needed).

Proposed Road	Paving Limits	Condition Code	Total Estimated Cost
Northwood Drive (Phase 1)	S00R S of Riley Dr to W Gentry Road	5	\$151,100
Meridian Street	Camden Avenue to Waverly Drive	5	\$22,850
Urbale New Drive (Phase 1)	Delmar Drive to Lockwood Circle	5	\$60,360
Harbor Pointe Drive (includes portion of Bell Island Trail)	Pemberton to End	5	\$86,350
College Avenue	Riverside Drive to Rt. 13	5	\$75,150
Riverdale Drive	South Blvd. to City Limit (South)	5	\$101,800
Middle Neck Drive (Phase 2)	Lockwood Circle to Hammond Drive	6	\$55,060
South Park Drive (Phase 2) Includes Portions of Beaverdam Drive	Memorial Plaza to Reuben Lane Drive	5	\$114,450
South Blvd	Hamover Street to Riverside Road	5	\$70,080
Federal Street (End to South Blvd.)	Pennsylvania Avenue to Monticello Avenue	2	\$20,980
Logan Street (End to South Blvd.)	South Blvd. to Monticello Avenue	5	\$17,260
Streetscaping 15%			\$891,745

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue	850,000					\$850,000
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	\$850,000					\$850,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	850,000					850,000
Purchase Vehicle/Equipment						
Total Expenses	\$850,000					\$ 850,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Infrastructure & Development Street Reconstruction

Project Title: Citywide Street Reconstruction FY20Streets

The condition code ranges from 1 (minimal maintenance) to 6 (high maintenance needed).

Proposed Road	Paving Limits	Condition Code	Total Estimated Cost
Arlington Road	Northwood Drive to St. 13	5	\$49,900
Alexander Road	Northwood Drive to Rt. 13	5	\$67,500
Center Street	Newton Street to S. Division Street	6	\$23,800
Deerbar Avenue	Johnson Street to N. Division Street	4	\$55,170
E. Railroad Avenue	E. Church Street to Barclay Street	5	\$54,300
Henry's Meadow	Harbor Pointe Dr to Cul-de-Sac	4	\$75,000
Presbyterian Drive (Phase 1)	Corner Road to Riverchase Drive (West End)	5	\$68,190
Panbenton Drive (Phase 2)	City Intersection Between Dixonnorthbank Drive & Dixonnorthbank Dr	5	\$22,550
Panbenton Drive (Phase 3)	Shawnee Hollow Dr to 1.75 east of Strawberry Ln	5	\$47,570
Engler Street	Lincoln Avenue to College Avenue	5	\$126,710
Van Buren Street	S. Division Street to Roger Street	5	\$21,400
Wayne Street/Prison Street Streetscaping	Milford St around corner to S. Div St	5	\$45,600
		N/A	\$750,000

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue		750,000				750,000
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		\$750,000				\$750,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction		750,000				750,000
Purchase Vehicle/Equipment						
Total Expenses		\$750,000				\$750,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Infrastructure & Development Street Reconstruction

Project Title: Citywide Street Reconstruction FY22 Streets

The condition code ranges from 1 (minimal maintenance) to 6 (high maintenance needed).

Proposed Road	Paving Limits	Condition Code	Total Estimated Cost
Church Street (Phase 1)	Rt. 15 to Truitt Street	4	\$122,740
Armstrong Parkway	Naylor Mill Road to Marvel Road	5	\$96,670
Buena Vista Avenue	Quincy Street to Park Heights Avenue	5	\$58,650
Church Street (Phase 2)	Truitt Street to Old Ocean City Road	4	\$90,330
Edgewater Drive	N. Schumaker Drive to Bayshore Drive	4	\$45,510
Lincoln Avenue	Eastern Shore Drive to City Limit	5	\$107,150
Riverside Road	Riverside Drive to Wilkins Street	4	\$66,740
Short Street	Barclay Street to Elizabeth Street	4	\$24,800
Industrial Parkway	Marvel Road to Beam Street	5	\$85,730
Streetscaping		N/A	\$47,500
			\$800,000

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue				800,000		800,000
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				\$800,000		\$800,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction				800,000		800,000
Purchase Vehicle/Equipment						
Total Expenses				\$800,000		\$800,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Infrastructure & Development Street Reconstruction

Project Title: Citywide Street Reconstruction FY21 Streets

The condition code ranges from 1 (minimal maintenance) to 6 (high maintenance needed).

Proposed Road	Paving Limits	Condition Code	Total Estimated Cost
Anne Street	E Railroad Ave to E Church Street	5	\$45,980
Staker Street	E Railroad Ave to Naylor Street	5	\$40,710
Barclay Street	E Railroad Avenue to Church Street	5	\$35,000
Boney Street	Naylor St to Truitt Street	4	\$52,660
Northwood Drive (Phase 2)	W. Cordy Rd to Arlington Road	4	\$155,500
Lake Street	Isabella Street to Booth Street	5	\$80,900
Clare Street	Rt 13 to N. Division Street	4	\$74,410
N. Chestnut	N. Division to Mill Street	5	\$19,930
E. Chestnut	N. Division to Poplar Hill Avenue	5	\$21,230
Riverside Drive	South Blvd. to Carroll Street	5	\$96,110
South Park Drive (Phase 3) Includes Parking Area	Seaviewdam Drive to Snow Hill Road	3 to 4	\$176,380
Streetscaping		N/A	\$63,510
			\$800,000

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue			800,000			800,000
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			\$800,000			\$800,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction			800,000			800,000
Purchase Vehicle/Equipment						
Total Expenses			\$800,000			\$800,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Infrastructure & Development Street Reconstruction

Project Title: Citywide Street Reconstruction FY23 Streets

The condition code ranges from 1 (minimal maintenance) to 6 (high maintenance needed).

Proposed Road	Paving Limits	Condition Code	Total Estimated Cost
Sumac Circle	Bachmans Drive to Cul-de-Sac	5	\$46,570
North Park Drive (incl. portions of Seaviewdam Dr on south side of road)	E. Main Street to Seaviewdam Drive	5	\$51,140
North Park Drive (includes portions of Memorial Plaza)	Hillside Dr to Memorial Plaza	5	\$41,600
Delaware Avenue	Rt. 50 to City Limit (Excluding recently paved portions)	5	\$139,160
Prince Street (includes short area east of Spring Avenue)	Eastern Shore Drive to Roger Street	3 to 6	\$82,240
Marvel Road	Scenic Drive to Darwin Drive	5	\$115,550
Park Avenue	W. Chestnut to Oakdale Road	3	\$42,500
Milford Street	Rt 13 to S. Division Street	5	\$75,870
Streetscaping		N/A	\$87,320
			\$700,000

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue					700,000	700,000
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					\$700,000	\$700,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction					700,000	700,000
Purchase Vehicle/Equipment						
Total Expenses					\$700,000	\$700,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

102

Department: Infrastructure & Development

Street Reconstruction

Project Title: Street Scaping
Streetscaping improvements are being proposed for the following streets phased over a four year period: Carroll Street FY19, Mill Street and Fitzwater Street FY20, South Division Street and East Market Street FY21, West Market Street and Parsons Road FY22. Streetscaping improvements include adding new street lights, landscaping, crosswalks, benches, trash cans and bike racks.



Revenues	FY 19	FY 20	FY 21	FY 22	FY 23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt	206,000	413,000	165,200	227,000		1,011,200
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$206,000	\$413,000	\$165,200	\$227,000		\$1,011,200
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering	51,500	103,000	41,200	62,000		257,700
Construction	154,500	310,000	124,000	165,000		753,500
Purchase Vehicle/Equipment						
Total Expenses	\$206,000	\$413,000	\$165,200	\$227,000		\$1,011,200
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

103

Department: Infrastructure & Development

Bridge Maintenance

Project Title: Bridge Maintenance
Bridge Inspections reports for the City's six bridges are obtained on a 2-year cycle. Inspections are performed on the bridges at Mill Street, Circle Avenue, South Division Street, Naylor Mill Road, Memorial Plaza Drive and Beaglin Park Drive. The 2016/2017 bridge inspections reports identified necessary repairs to each bridge. The FY19 repairs include urgent/high priority items, SHA compliance items, pile protection and cleaning/painting. Urgent items include repair spalling concrete. Similar repairs on multiple bridges are grouped together in fiscal years so that one Vendor can be hired to perform similar work at multiple sites. Funds requested are for repairs and construction only.



Revenues	FY 19	FY 20	FY 21	FY 22	FY 23	Total
General Revenue		68,000	56,000			124,000
Enterprise Fund Revenue						
Grant						
Bonded Debt	162,000					162,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$162,000	\$68,000	\$56,000			\$286,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	162,000	68,000	56,000			286,000
Purchase Vehicle/Equipment						
Total Expenses	\$162,000	\$68,000	\$56,000			\$286,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

105

Department: Infrastructure & Development

Street Reconstruction

Project Title: Eastern Shore Drive Signal Warrant Analysis

In FY16, the Salisbury/Wicomico Metropolitan Planning Organization (MPO) contracted a Corridor Study along Eastern Shore Drive between Milford Street and Carroll Street. A recommendation of the study was to improve the intersection of Eastern Shore Drive and Carroll Street with a traffic signal. Prior to installing a signal, a signal warrant analysis is needed. The analysis needed to evaluate the need and feasibility of a traffic signal is proposed for FY22.



Revenues	FY 19	FY 20	FY 21	FY 22	FY 23	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						
Capacity Fees						
In-Kind Services						
Total Revenues				\$50,000		\$50,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering				50,000		50,000
Construction						
Purchase Vehicle/Equipment						
Total Expenses				\$50,000		\$50,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

104

Department: Infrastructure & Development

New Streets

Project Title: Jasmine Drive
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. Design was budgeted in FY18 using developer contributions received to date.



Revenues	FY 19	FY 20	FY 21	FY 22	FY 23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation		600,000				600,000
Capacity Fees						
In-Kind Services						
Total Revenues		\$600,000				\$600,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction		600,000				600,000
Purchase Vehicle/Equipment						
Total Expenses		\$600,000				\$600,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

106

Department: Infrastructure & Development

New Streets



Project Title: Jasmine Drive to Rt. 13 Connector Road

The Connector Road between Jasmine Drive and Route 13 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. The estimated donation of \$272,000 is based on the cost share for a proposed development which is located on the connector road.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation		100,000	700,000			\$800,000
Capacity Fees						
In-Kind Services						
Total Revenues		\$100,000	\$700,000			\$800,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering		100,000				100,000
Construction			700,000			700,000
Purchase Vehicle/Equipment						
Total Expenses		\$100,000	\$700,000			\$800,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

Department: Infrastructure & Development

New Streets



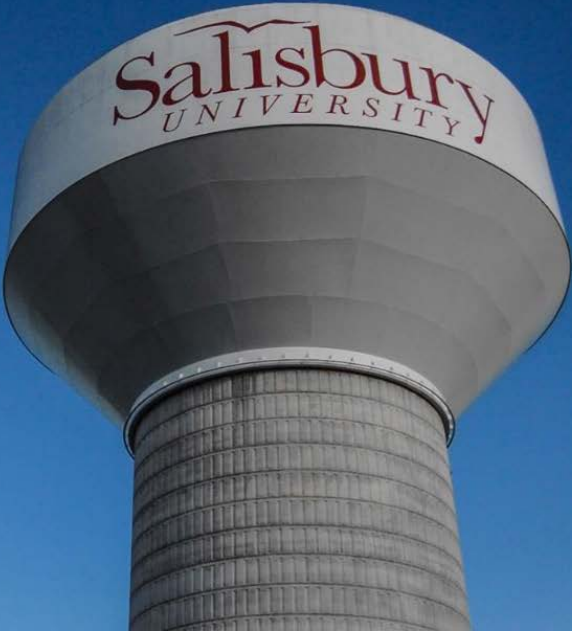
Project Title: Culver Road

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 FY22 and construction following in FY23.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation				210,000	1,576,000	1,786,000
Capacity Fees						
In-Kind Services						
Total Revenues				\$210,000	\$1,576,000	\$1,786,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering				210,000		210,000
Construction					1,576,000	1,576,000
Purchase Vehicle/Equipment						
Total Expenses				\$210,000	\$1,576,000	\$1,786,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

Water Works



Department: Water Works

Dept. Summary

Program	Fiscal Year					Project Total
	FY 19	FY20	FY21	FY22	FY23	
Water Distribution Maintenance	365,200	100,000	350,000	1,706,200	1,600,000	4,121,400
Water Distribution Expansion	0	0	0	0	0	0
Wastewater Collection Maintenance	680,000	650,000	3,050,000	500,000	0	4,880,000
Wastewater Collection Expansion	0	1,250,000	0	0	0	1,250,000
Treat Wastewater	225,000	50,000	76,500	0	0	351,500
Fleet Management - Water and Sewer	0	0	0	0	0	0
Fiscal Year Total	\$2,176,200	\$3,225,000	\$4,167,500	\$5,606,200	\$1,789,000	\$16,963,900

Funding Sources	Fiscal Year					Source Total
	FY 19	FY20	FY21	FY22	FY23	
General Revenues	-	-	-	-	-	0
Enterprise Fund Revenues - Water & Sewer	1,851,200	2,881,000	4,167,500	1,106,200	1,789,000	11,794,900
Grants	-	-	-	-	-	0
Bonded Debt	325,000	258,000	-	4,500,000	-	5,083,000
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
Water Impact Fund	-	\$86,000	-	-	-	86,000
Fiscal Year Total	\$2,176,200	\$3,225,000	\$4,167,500	\$5,606,200	\$1,789,000	\$16,963,900

CAPITAL IMPROVEMENT PLAN 2019-2023

111

Department: Water Works

Water Production Maintenance

Project #: WP0025

Project Title: Restore Paleo Well Field

Project Description and Location:

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. Well 2 is targeted for FY21 and Well 1 for FY22.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue			211,000	217,000		428,000
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues			\$ 211,000	\$217,000		\$428,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering			47,000	48,000		95,000
Construction			164,000	169,000		333,000
Purchase Vehicle/Equipment						
Total Expenses			\$211,000	\$217,000		\$428,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

113

Department: Water Works

Water Production Maintenance

Project #: WP0012

Project Title: Restore Park Well Field

Project Description and Location:

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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue	\$171,000	\$175,000	\$180,000	\$183,000	\$189,000	\$898,000
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$171,000	\$175,000	\$180,000	\$183,000	\$189,000	\$898,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering	35,000	35,000	36,000	36,000	36,000	178,000
Construction	136,000	140,000	144,000	147,000	153,000	720,000
Purchase Vehicle/Equipment						
Total Expenses	\$171,000	\$175,000	\$180,000	\$183,000	\$189,000	\$ 898,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

112

Department: Water Works

Water Production Maintenance

Project #: WP0037

Project Title: Filter Replacement Project

Project Description and Location:

The existing Paleo filters were installed in 1976 and are at the end of their useful life. The filters were re-bedded in 2012. Inspection at that time predicted possibly 10 more years of life for the filters. The filters also contain an asbestos pipe on the interior. The pipe was believed to be in good condition in 2012 but MDE may see that differently in the future. Pressure filters typically have a useful life of 30 years, but due to the relatively low pressures through those filters, they have exceeded the typical life expectancy. Because of structural and piping constraints within the plant, it is not cost effective to replace the filters in the current building. Instead a new wing of 8 filters is proposed once the tie in is complete three existing filters can be taken out of service and the filter room can be used for future expansion needs of the plant.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						300,000
Grant						
Bonded Debt				3,000,000		3,000,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues			\$300,000	\$3,000,000		\$3,300,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering			300,000			300,000
Construction				3,000,000		3,000,000
Purchase Vehicle/Equipment						
Total Expenses			\$300,000	\$3,000,000		\$3,300,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

114

Department: Water Works

Water Production Maintenance

Project #: WP0043

Project Title: Tank and Reservoir Mixing System



Project Description and Location:
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 based on the schedule below:
FY20: Park Reservoir and Paleo Reservoir.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
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		\$ 86,000				\$ 86,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction		86,000				86,000
Purchase Vehicle/Equipment						
Total Expenses		\$86,000				\$86,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

115

Department: Water Works

Water Production Maintenance

Project #: WP0044

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



Project Description and Location:
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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue	67,000	551,000				618,000
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$67,000	\$551,000				\$618,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering	67,000					67,000
Construction		551,000				551,000
Purchase Vehicle/Equipment						
Total Expenses	\$67,000	\$551,000				\$618,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

116

Department: Water Works

Water Production Maintenance

Project #: WP0046

Project Title: Park Water Treatment Plant Roof Improvements



Project Description and Location:
Park Pump Station and Aerator Building roofs are both 88 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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						-
Enterprise Fund Revenue	28,000					28,000
Grant						
Bonded Debt		178,000				178,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$ 28,000	\$178,000				\$206,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering	28,000					28,000
Construction		178,000				178,000
Purchase Vehicle/Equipment						
Total Expenses	\$28,000	\$178,000				\$206,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

117

Department: Water Works

Water Production Maintenance

Project #: WP0047

Project Title: Pump Station Building Improvements



Project Description and Location:
Park Pump Station Building is 88 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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt	325,000					325,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$325,000					\$325,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	325,000					325,000
Purchase Vehicle/Equipment						
Total Expenses	\$325,000					\$325,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

118

Department: Water Works

Water Production Maintenance

Project #: WP0048

Project Title: Aerator Building Improvements



Project Description and Location:
The Aerator building was constructed in 1926. This building is listed on the Maryland Inventory of Historical Properties as WH-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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt		80,000				80,000
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 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering		11,000				11,000
Construction		69,000				69,000
Purchase Vehicle/Equipment						
Total Expenses		\$80,000				\$80,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

119

Department: Water Works

Water Production Maintenance

Project #: WP0052

Project Title: Nitrate Monitoring and Study



Project Description and Location:
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	FY 19	FY20	FY21	FY22	FY23	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	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction		105,000				105,000
Purchase Vehicle/Equipment						
Total Expenses		\$105,000				\$105,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

121

Department: Water Works

Water Production Maintenance

Project #: WP0051

Project Title: Park Water Treatment Plant Electrical Gear



Project Description and Location:
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. Funding for design was included in the FY18 budget.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue	245,000					245,000
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$245,000					\$245,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	245,000					245,000
Purchase Vehicle/Equipment						
Total Expenses	\$245,000					\$245,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

120

Department: Water Works

Water Distribution Maintenance

Project #: WP0054

Project Title: Park Plant Flow Meter Replacement



Project Description and Location:
Installation of a new electromagnetic flow meter and precast concrete flow meter vault on the effluent south side of the plant. The current 20" Venturi flow meter is not able to be accurately calibrated. It is not in a meter pit and sits under water in the ground. It is thought to be an original Venturi meter from the 1920's. MDE specifies that all finished water must be metered per our Water Appropriation and Use Permit. A new magmeter could be tied into the plants SCADA system and a meter pit would help to gain easy access for calibration and service. The improved accuracy will also help better track of losses.

Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue	70,000					70,000
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$ 70,000					\$ 70,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	70,000					70,000
Purchase Vehicle/Equipment						
Total Expenses	\$70,000					\$70,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

1

Department: Water Works

Water Distribution Maintenance

Project #: WM0010 Project Title: Replace Distribution Piping and Valves

Project Description and Location:
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	FY 19	FY20	FY21	FY22	FY23	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	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	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	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

122

Department: Water Works

Water Distribution Maintenance

Project #: WM0021 Project Title: Elevated Water Tank Maintenance

Project Description and Location:
Provide inspection and cleaning of the Wor Wic 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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue	265,200			106,200		371,400
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$265,200			\$106,200		\$371,400
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	265,200			106,200		\$ 371,400
Purchase Vehicle/Equipment						-
Total Expenses	\$265,200			\$ 106,200		\$371,400
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

123

Department: Water Works

Water Distribution Maintenance

Project #: WM0022 Project Title: Automated Metering Infrastructure

Project Description and Location:
The City has been studying the replacement of the 10,500 City water meters which have reached the end of their life expectancy. Aging water meters result in more inaccurate water use and higher maintenance. The study also looked at new technology to provide Automated Meter Reading (AMR) and Automated Metering Infrastructure (AMI) to improve the efficiency of collection of data, identify leaks quickly and improve customer service. These systems utilize either a mobile of fixed network of antennas to collect data transmitted by the water meters other than relying on mobile collection of data on a fixed billing schedule. The project proposes design and installation of a pilot network to evaluate the infrastructure due to the significant investment needed. Pending the successful outcome of the pilot program, the meter replacement and network installation would be phased in over a 3 year period. There is an opportunity to apply for State Revolving Funds for green water efficiency to fund the AMI portion of the project.



Revenues	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue			250,000		1,500,000	1,750,000
Grant						
Bonded Debt				1,500,000		1,500,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues			\$250,000	\$1,500,000	\$1,500,000	\$3,250,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering			250,000			250,000
Construction				1,500,000	1,500,000	3,000,000
Purchase Vehicle/Equipment						
Total Expenses			\$250,000	\$1,500,000	\$1,500,000	\$3,250,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						\$ -
Operating Expenses						\$ -
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

124

Department: Water Works

Water Collection Expansion

Project #: SL0052 Project Title: Glen Ave. Lift Station

Project Description and Location:
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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt		1,250,000				1,250,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues		\$1,250,000				\$1,250,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction		1,250,000				1,250,000
Purchase Vehicle/Equipment						
Total Expenses		\$1,250,000				\$1,250,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

125

Department: Water Works

Wastewater Collection Maintenance

Project #: SM0021
Project Title: Sewer Infiltration & Inflow Remediation
Project Description and Location:
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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue	450,000	550,000	500,000	500,000		2,000,000
Grant						
Bonded Debt						
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$450,000	\$550,000	\$500,000	\$500,000		\$2,000,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering	150,000	150,000				300,000
Construction	300,000	400,000	500,000	500,000		1,700,000
Purchase Vehicle/Equipment						
Total Expenses	\$ 450,000	\$550,000	\$500,000	\$500,000		\$2,000,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

126

Department: Water Works

Wastewater Collection Maintenance

Project #: SM0037
Project Title: Pump Station Improvements
Project Description and Location:
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 need 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 Control 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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt	230,000		2,550,000			2,780,000
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	FY 19	FY 20	FY 21	FY 22	FY 23	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	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

127

Department: Water Works

Wastewater Collection Maintenance

Project #: SM0038
Project Title: Southside Pump Station Force Main
Project Description and Location:
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	FY 19	FY20	FY21	FY22	FY23	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	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering		100,000				100,000
Construction						
Purchase Vehicle/Equipment						
Total Expenses		\$100,000				\$100,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

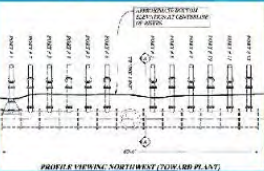
CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Water Works

Treat Wastewater

Project #: SP0044
Project Title: WWTP Outfall Inspection and Repairs
Project Description and Location:
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	FY 19	FY20	FY21	FY22	FY23	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	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering			76,500			76,500
Construction						
Purchase Vehicle/Equipment						
Total Expenses			\$76,500			\$76,500
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

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Department: Water Works

Treat Wastewater



Project #: SP0045

Project Title: WWTP Local Limits Study

Project Description and Location:

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	FY 19	FY20	FY21	FY22	FY23	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	FY 19	FY 20	FY 21	FY 22	FY 23	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	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

130

Department: Water Works

Treat Wastewater



Project #: SP0046

Project Title: WWTP Materials Warehouse and Security Building

Project Description and Location:

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 seepage 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	FY 19	FY20	FY21	FY22	FY23	Total
General Revenue						
Enterprise Fund Revenue						
Grant						
Bonded Debt	200,000					200,000
Bonded Debt/Capacity Fee Paying						
Lease/Purchase						
Capital Project Fund						
Contribution/Donation						
Capacity Fees						
In-Kind Services						
Total Revenues	\$ 200,000					\$200,000
Expenses	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Procure Real Estate						
Engineering						
Construction	200,000					200,000
Purchase Vehicle/Equipment						
Total Expenses	\$200,000					\$200,000
Operating Budget Impact	FY 19	FY 20	FY 21	FY 22	FY 23	Total
Personnel						
Operating Expenses						
Total Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN 2019-2023

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CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN

2019 - 2023



Appendix CIP

CAPITAL IMPROVEMENT PLAN 2019-2023



Glossary of Accounting & Budget Terms

Glossary of Terms



Acronyms

ACO	Animal Control Officer
ALS	Advanced Life Support
BLS	Basic Life Support
BPI	Building Permits and Inspections
CAD	Computer Aided Drafting
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant
CID	Criminal Investigation Department
CIP	Capital Improvement Plan
CMMS	Computer Maintenance Management System
CPT	Captain
DID	Department of Infrastructure and Development
EMS	Emergency Medical Services
EPO	Exclusive Provider Network
EST	Estimate
FAA	Federal Aviation Administration
FO	Field Operations
FT	Full Time

FY	Fiscal Year
GF	General Fund
GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GOB	Government Obligation Bond
GVW	Gross Vehicle Weight
HAZMAT	Hazardous Material
HCDD	Housing and Community Development Department
HR	Human Resources
ICMA	International City Management Association
ID	Infrastructure and Development
IDD	Infrastructure and Development Department
IS	Information Systems
ISO	International Organization for Standardization
K9	Canine Dog

Glossary of Terms



LGIT	Local Government Insurance Trust	RFP	Request for Proposal
LT	Lieutenant	ROA	Return of Assets
MD	Maryland	ROI	Return of Investments
MEO	Motor Equipment Operator	SC	Standard Charter
MPO	Master Police Officer	SPD	Salisbury Police Department
NFPA	National Fire Protection Association	SPO	Senior Police Officer
NCIC	National Crime Information Center	SU	Salisbury University
NFF	National Folk Festival	SW	Storm Water
NPDES	National Pollutant Discharge Elimination System	TMDL	Total Maximum Daily Load
OBC	Ordinary Business Corporations	UB	Utility Billing
OC	Ocean City	UPS	United Postal Service
PAC	Public Access Channel	WAN	Wide Area Network
PFC	Police Officer First Class	W&S	Water and Sewer
PILOT	Payments in Lieu of Taxes	WW	Water Works
PM	Paramedic	WWTP	Waste Water Treatment Plant
PPO	Preferred Provider Network		
PS	Public Safety		
PT	Part Time		

Glossary of 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.

ANNEXATION – The incorporation of additional territory within the domain of the City.

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.

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.)

Glossary of Terms



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.

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

COUNCILMANIC – Of or pertaining to a councilman or councilwoman, particularly to the district they represent.

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 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.

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.

Glossary of Terms



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.

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 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 recipient’s fund’s costs.

INTERGOVERNMENTAL REVENUES – The revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

LEVY – (Verb) To Impose taxes or special assessments for the support of governmental activities. (Noun) The total amount of taxes or special assessments imposed by a government.

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 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.

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.

Glossary of Terms



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.

RESULTSSBY – Measurable metrics based on each departments goals and priorities.

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.

SPIN BIKE SHARE SYSTEM - A bicycle-sharing system in which bicycles are made available for shared use to individuals on a very short term basis.

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.

CITY OF SALISBURY, MARYLAND

