

CITY OF SALISBURY
WORK SESSION
AUGUST 19, 2019

Public Officials Present

Council President John “Jack” R. Heath
Council Vice-President Muir Boda
Councilwoman Angela M. Blake (left at 5:07 p.m.)

Mayor Jacob R. Day
Councilman James Ireton, Jr.
Councilwoman April Jackson (teleconferenced)

In Attendance

City Administrator Julia Glanz, Deputy Fire Chief James Gladwell, Building Official Bill Holland, Department of Infrastructure & Development (DID) Director Amanda Pollack, Sustainability Coordinator Alyssa Massey, City AmeriCorps Rep for Sustainability Lisa Howard, City Clerk Kim Nichols, City Attorney Mark Tilghman, and interested citizens.

On August 19, 2019 Salisbury City Council convened in Work Session at 4:30 p.m. in Council Chambers, Room 301 of the Government Office Building (Ms. Jackson teleconferenced in for the meeting). The following is a synopsis of the topics discussed:

Approving a MOU and Budget Amendment to appropriate funds received from the Wicomico County Health Department in the amount of \$10,000

Deputy Fire Chief James Gladwell joined Council at the table to discuss the MOU between the Salisbury Fire Department and Wicomico County Health Department regarding the Safe Stations budget amendment. The Safe Stations Program provides 24-hour services to those seeking treatment and recovery resources that helps remove barriers to treatment for those eager to recover from a substance use disorder. Once a person seeks treatment from the Recovery Resource Center located on Waverly Drive, the Health Department will call the non-emergent number and Central will dispatch an EMS Unit in a non-emergent manner to determine whether the individual needs to visit the Emergency Room (ER). If they need to go, they will be transported to the Emergency Room. If they do not need to go to the ER, they will move forward with the treatment program. The Fire Department will invoice the Health Department \$2,500 per quarter to offset funding for medical and equipment used.

Council reached unanimous consensus to advance the legislation to the next legislative agenda.

Sustainability Goals Presentation

DID Director Amanda Pollack and Michael Dunmyer, DID’s Sustainability Intern for the summer, joined Council at the table. The City hosted the MML Maryland School of Public Policy intern at no cost to the City. Mr. Dunmyer’s internship was 300 hours, and his goals were to research and develop sustainability and resilience goals for the City of Salisbury. He met with each department head and has developed specific goals for each department.

Mr. Dunmyer presented the summery on his internship project for the City, which is attached and included as part of the minutes. Comments from Council members included the following:

President Heath asked Mr. Dunmyer about his background. Mr. Dunmyer answered he was a graduate student at University of MD College Park studying Environmental Policy, and had a short background in Land Preservation at Eastern Shore Land Conservancy. President Heath said the things Mr. Dunmyer identified were very important, and one of the challenges of Council was that it was their responsibility to prioritize the dollars. The tax differential would help, but Council had to consider the practical side. He asked if Mr. Dunmyer had time to work with the County Emergency Services and Mr. Dunmyer said he had been provided a lot of the background information, particularly with the Hazard Mitigation Planning, but did not have the opportunity to coordinate with them. He recommended doing so if the City could obtain another intern, especially since the basic fundamental work was already done.

Mr. Ireton asked if there was an algorithm Mr. Dunmyer could recommend using if a local company was used. Mr. Dunmyer said there were many available, but unfortunately tailored to the case study of whatever city. He suggested hiring an Economics intern to look at specializing it for the City. Mr. Ireton said that until the State Senate Chair makes the City of Salisbury Mayor and Wicomico County Executive agree to a tax differential, they would spin wheels on the matter.

Mr. Boda asked what would be considered local, and Mayor Day said in 2014 the local procurement preference was created with legislation.

Ms. Pollack and Mayor Day thanked Mr. Dunmyer for his important hard work.

Presentation of Certificate of Recognition

Mayor Day presented Michael Dunmyer with a Certificate of Recognition for being the first MML Maryland School of Public Policy Intern on the Eastern Shore of Maryland. On behalf of the City, Mayor Day said he appreciated Mr. Dunmyer's extensive efforts in his research and development of broad City of Salisbury sustainability goals.

927 Johnson Road Annexation Agreement

Permits & Inspections Manager Bill Holland, joined by Annexation Petitioner Dirk Widdowson and Attorney Michael Sullivan discussed the petition to annex due to a failing cesspool and septic system. The property was approximately 1.7 acres and contiguous to City corporate lines. There were no plans to develop the property at this time, but Mr. Holland stated when and if they ever wished to they would have to go before the Planning Commission for a comprehensive plan review and approval to be rezoned to R8-A, multi-family. The property backed up to a multi-family City neighborhood. In the annexation agreement, once development takes place prior to any issuance to permits, the property owner would have to submit a check for about \$16,000 for reinvestment in existing neighborhoods for beautification, street lights, code enforcement, etc.

Mr. Ireton asked if there was ever a plan to develop the 1.7 acre property, how much could go in there. Mr. Holland did not have the answer, as it was a certain number of units per acre, but would provide the information to Council. Mr. Ireton also asked Mr. Widdowson if he planned to subdivide the property, as there were two dwellings and two addresses. Mr. Sullivan said there were two mailboxes on one parcel, and if he did any type of planning or even to improve the two existing dwellings, he would have to execute a Public Works agreement because he would have to

subdivide. Mr. Ireton asked if there was a plan for remediation. Mr. Widdowson reported he had an environmental assessment done on the property done through Atlantic Environment and discovered the larger of the two homes, located at 927 Johnson Road, had the failed system. The Health Department approved a replacement system for this property. The smaller home, located at 929 Johnson Road, had a working cesspool, but the Health Department said they no longer allowed cesspools and it would have to come out once the new system through the City was hooked up.

Council reached unanimous consensus to advance the annexation to the August 26, 2019 legislative session.

Atlantic Tractor Annexation Introduction

Mr. Holland, Attorney Sandy McAllister, Atlantic Tractor CEO Mel Goldsmith, and Atlantic Tractor CFO Craig Brock joined Council to discuss Atlantic Tractor's annexation petition. The parcel, approximately five acres, was used for the sales and repair of farm equipment. Next, Atlantic Tractor would be before the Planning Commission to have the property rezoned.

Atlantic Tractor's request for the City to waive "Inventory Tax" (Personal Property Tax)

Mr. McAllister said that Atlantic Tractor weighed the options to annex into the City and considered the amount of agricultural inventory that would be subject to the "Inventory Tax." Due to their concerns that Atlantic Tractor typically has an inventory worth millions of dollars, a letter was sent to Mayor Day requesting a tax waiver. He said that Atlantic Tractor leased the building the business was located in. This tax would be passed along to the local agricultural community, who would instead make their purchases at Laurel, Seaford, Snow Hill, Pocomoke, or Cambridge. The equipment would be subject to the property tax of .024% on 45% of the assessed value. The impact on the company would be huge, the reason why they asked for a tax waiver or gradual waiver scale.

Mayor Day reported the City's Personal Property tax revenue amounted to \$5 million including combined manufacturing, equipment, and inventory of other personal assets. Giving that revenue up would require retraining of the City's entire services rendered and entire budget. He asked if the City would be willing to let crime rise and cut police officers, or have fewer fire fighters, etc. He said he would like to eliminate the tax, as Wicomico County and every other County in Maryland had done, but could not without reducing services. The difference was the question of annexation based on need – where a water and sewer issue or septic system failure was one of legitimate urgency. The City would hear this many times over the next few years, and finding ways to address those problems where principal is valued on a case-by-case basis will be key. The question would be if they could not justify keeping their business there, or if they removed the inventory.

Mr. Ireton asked for the cost to fix the septic system, and Mr. McAllister had no specifics because it was thought to not be worth the engineering given the expansion area of the Comprehensive Plan suggested moving City services eastbound. Mr. Ireton said the tax credit requested was \$42,086; Mr. Holland did not know how much real estate taxes would be. Mr. Ireton wondered what the company's profit margins were and could possibly support a one-time waiver if they could create a formula. President Heath asked for the Mayor's opinion.

Mr. Widdowson said one piece of equipment cost about \$500,000. Total inventory at any one time would be approximately \$8,000,000 and Atlantic Tractor had to decide if they could continue to

compete. Atlantic Tractor does not pay taxes on their inventory now and if they could find a way to avoid the tax, they would pursue it. President Heath discussed public safety and associated costs.

Mr. Tilghman did not know that the City was authorized to waive taxes, but Mr. McAllister said that it could. Mr. Tilghman asked Mr. McAllister to share the information with him.

Mayor Day said it was not just about business recruitment, but about 37 jobs, a business in the community, and an environmental issue. The City would face more of these issues in the future. He suggested Administration and Council consider a policy to address the issue by giving staff time to pull together alternatives or compromise to consider, and to schedule further discussion after that.

Council reached consensus for Administration to work with Finance and DID to reach a solution.

Ordinance to modify Critical Area Commission code

Ms. Pollack reported the State of Maryland had the Chesapeake Bay Critical Bay Area legislation, adopted in 1984. CAC staff asked why the City did not administer CAC legislation themselves. Now that the City has a dedicated Planner and planning staff, they have begun the process of transitioning to take over the CAC responsibilities instead of Wicomico County Planning and Zoning doing that function anymore.

CAC staff worked with Legal to draft the enabling ordinance which gives the City the right to administer the regulations. The bulk of the changes was just changing the names of the department, updating COMAR referencing, and giving the City the right to charge fees, which would have to be set during the adoption of the budget. Since the City would be administering the program, we would have control over how to use the fees. When someone can't meet all of the CAC requirements on their property, they are allowed to pay a fee in lieu of. The City would be able to use the money for environmental projects. In meeting with CAC staff, Ms. Pollack said she asked if the money could be used for the Chesapeake Bay Trust Grant program, and they said it could.

Council reached unanimous consensus to advance the ordinance to legislative agenda.

Council Comments


Councilwoman Jackson reported that Josh Copeland was one of the two finalists on Sunday's Best!

Adjournment

With nothing further to discuss, the Work Session adjourned at 6:19 p.m.



City Clerk



Council President

SUSTAINABILITY AND RESILIENCE IN SALISBURY

Salisbury, MD City Council
19 August 2019 Work Session



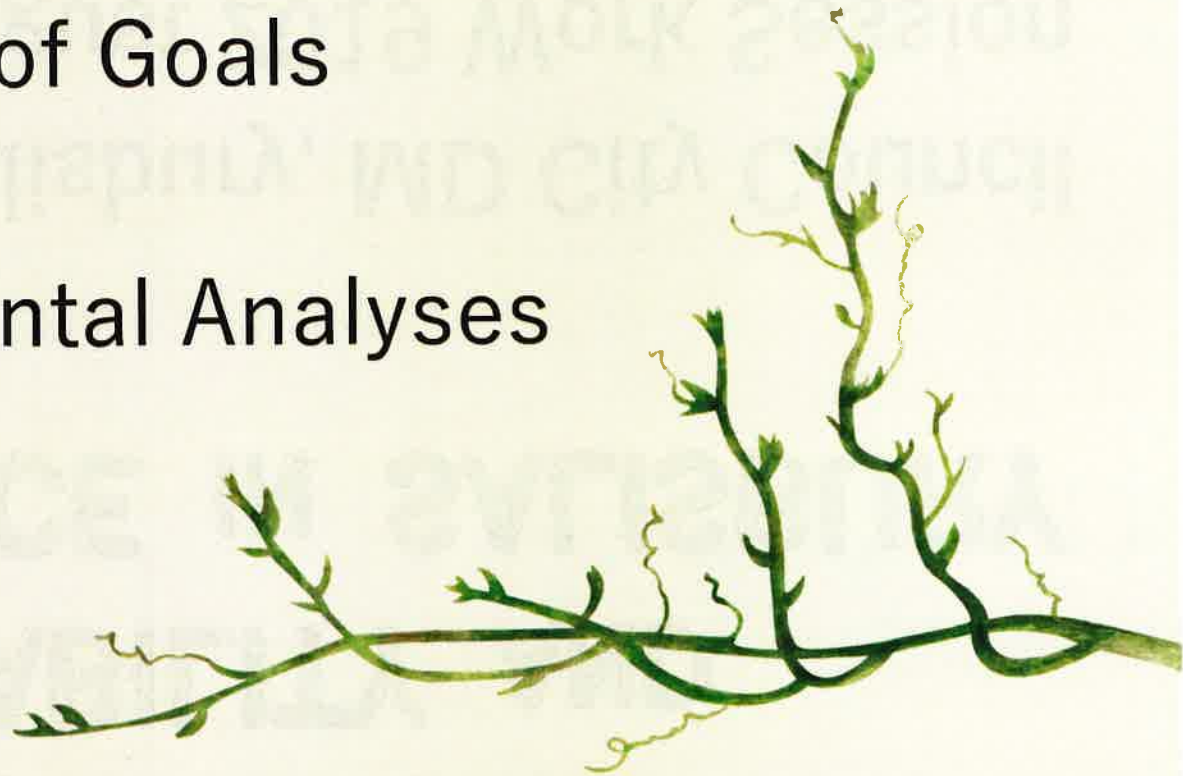
Michael Dunmyer, MML Summer Fellow
UMD School of Public Policy

RUNDOWN

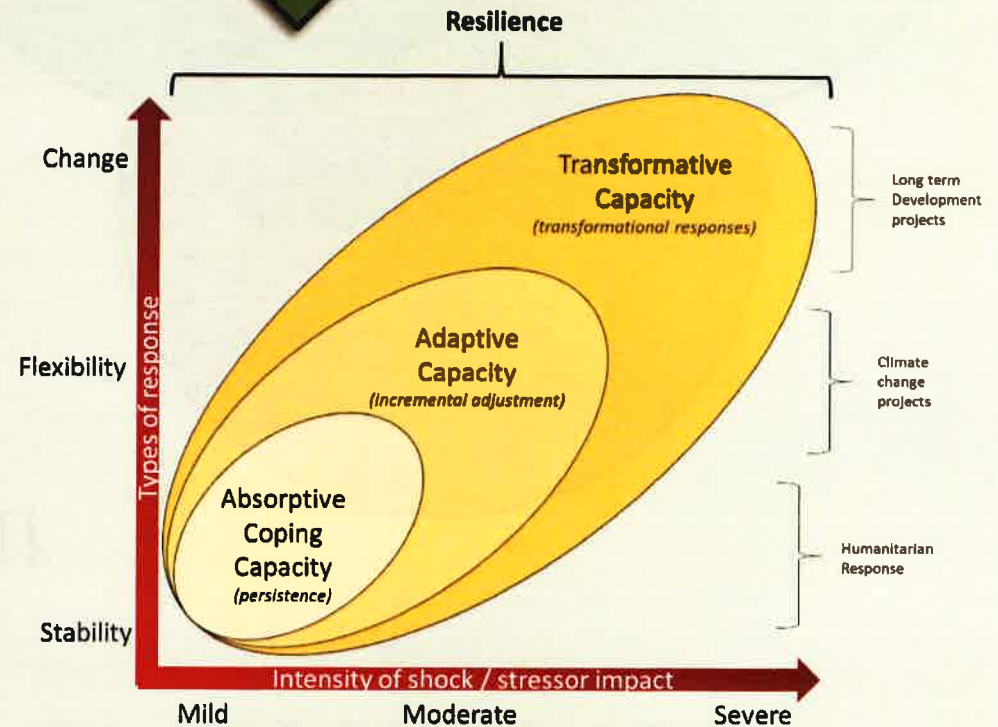
♻️ 1 Is it Sustainability or Resilience?

♻️ 2 Overview of Goals

♻️ 3 Departmental Analyses



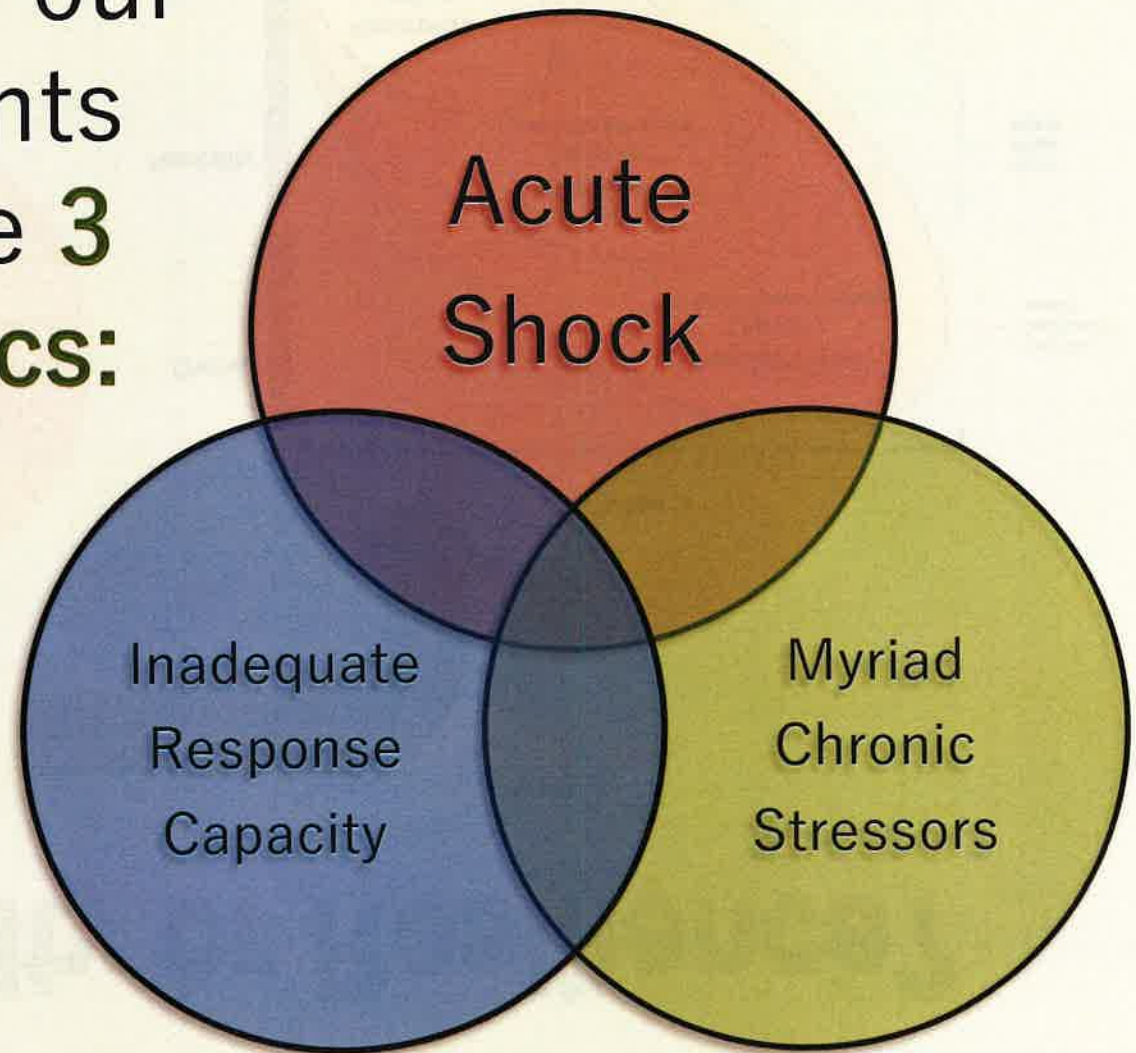
Sustainability or Resilience?



Misunderstandings: separate, interchangeable

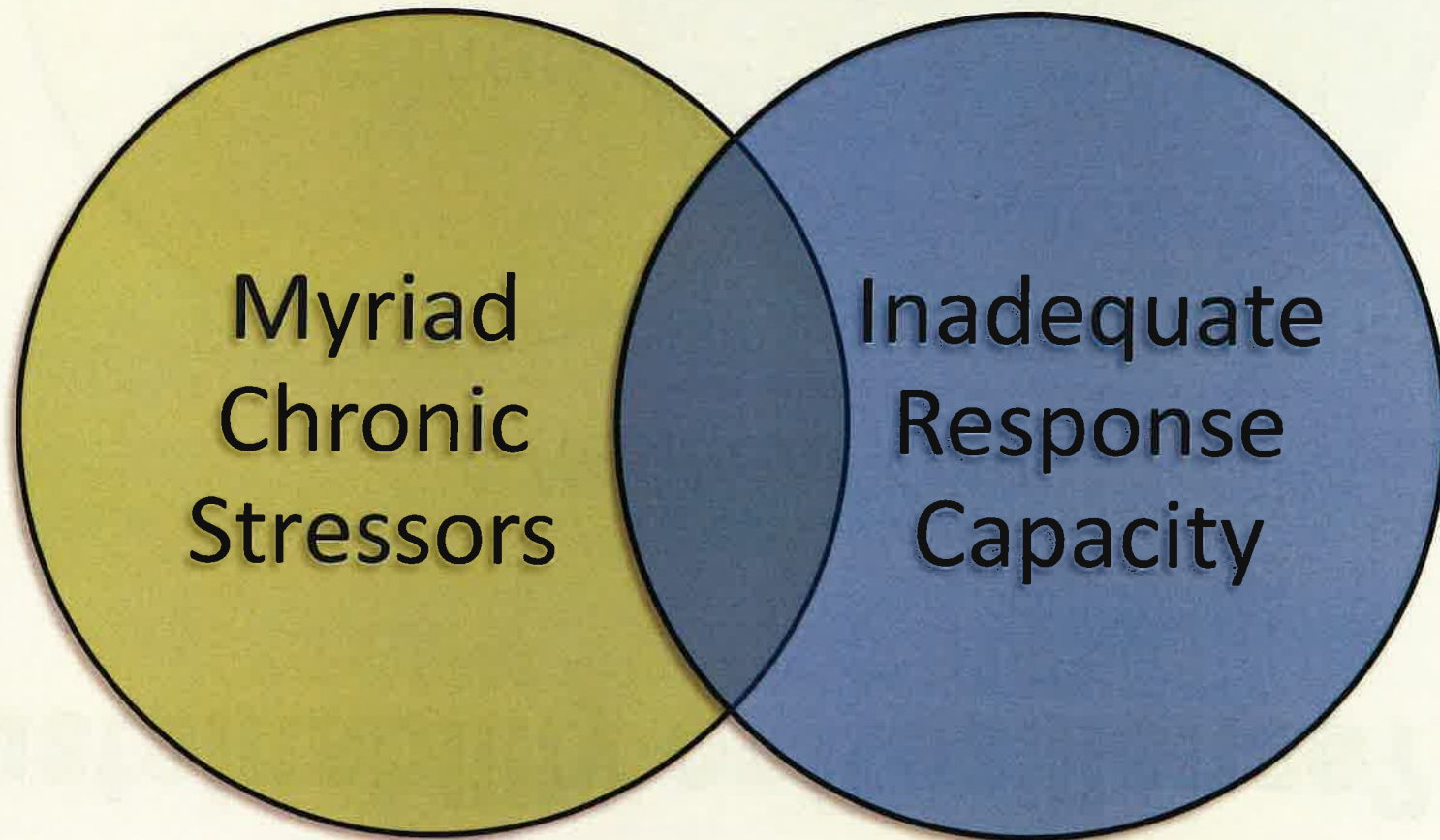
Sustainability or Resilience?

The worst of our disaster events involve these **3 characteristics**:



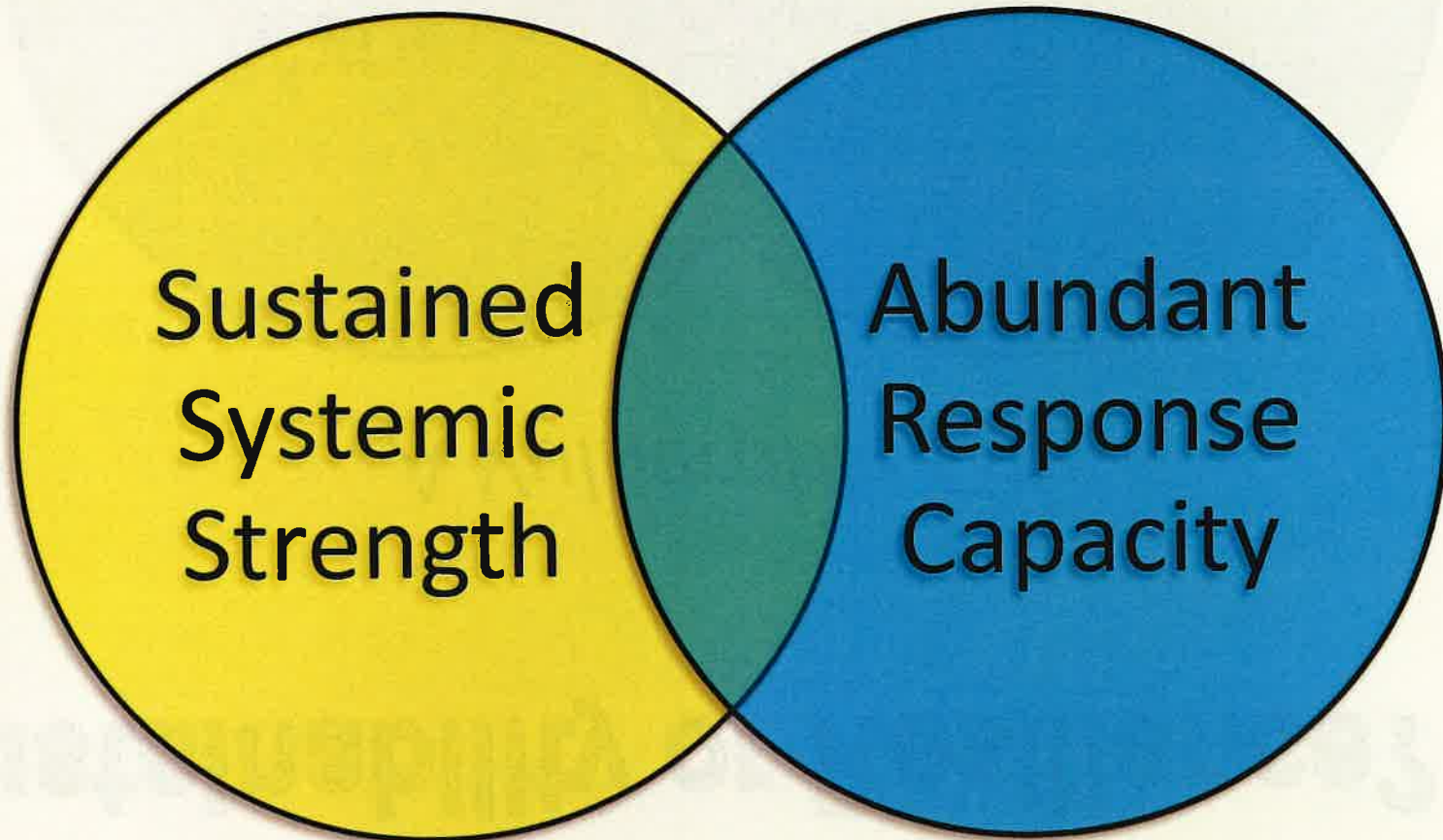
Sustainability or Resilience?

A Vulnerable City



Sustainability or Resilience?

A Resilient City






CITY RESILIENCE FRAMEWORK GOALS






Health and Wellbeing

A Resilient Salisbury...

-  Meets the Basic Needs of the Community
-  Supports Livelihoods and Employment
-  Ensures Public Health Services




Economy and Society

A Resilient Salisbury...

-  Promotes Cohesive and Engaged Communities
-  Ensures Social Stability, Security, and Justice
-  Fosters Economic Prosperity




Infrastructure and Environment

A Resilient Salisbury...

-  Enhances Natural and Constructed Assets
-  Ensures the Continuity of Critical Services
-  Provides Reliable Communication and Mobility

Leadership and Strategy

A Resilient Salisbury...

-  Promotes Leadership and Effective Management
-  Empowers a Broad Range of Stakeholders
-  Fosters Long-Term and Integrated Planning

DEPARTMENTAL ANALYSES



Fire Department

- 1 SFD services areas beyond the City, often with insufficient compensation
- 2 Multiple-call response capacity could be improved with more extensive staffing
- 3 Hiring should draw from volunteers already receiving benefits, equipment, training, etc.

Fire Department

- 4 Funding for scheduled maintenance saves money and prevents issues during calls
- 5 Improved access to non-emergency medical services reduces strain on SFD resources
- 6 Increased elevated water storage improves continuity of fire services
- 7 Region benefits from a modern, standardized communications system

Police Department

- 1 The Opioid Epidemic continues to erode communities and consume resources
- 2 Police-community trust underlies successful crisis response; the Community Affairs Unit and community policing recognition are invaluable parts of positive culture change
- 3 Talent acquisition and retention can be improved by competitive salaries and continued emphasis on officer wellbeing

Information Services

- 1 Underscores core resilience with SFD and SPD by maintaining critical City functions
- 2 Existing protections and response capacity are adequate, but could be improved with response staffing and detection software
- 3 GIS mapping can be utilized for risk exposure analyses and needs assessments

Infrastructure and Development

- ♻️ Aging infrastructure presents the greatest chronic stressor on financial flexibility
- ♻️ Must mitigate financial burdens through net revenue maximization; strategic planning and capital expenditures to raise property values while minimizing disruptions
- ♻️ Utilize GIS-integrated decision-making for infrastructure risks, community needs, etc.
- ♻️ Make creative use of high-risk properties

Water Works Department

- 1 Park Plant provides resilience benefits through redundancy, strategic location
- 2 Transmission infrastructure in great need of redundancy - particularly from Paleo Plant
- 3 Lack of dedicated maintenance staff results in reactive repairs at contractor rates
- 4 Water Works faces talent retention issues similar to those of SPD

Field Operations Department

- 1 Emergency response capacity is adequate for current conditions, could be revisited
- 2 Injuries and chronic understaffing have led to backlogs for routine maintenance of public spaces and sanitation activities
- 3 Consistent backlogs hinder staff morale; specialized roles obscure career ladders

Housing and Community Dev.

- 1 Housing First significantly reduces human vulnerability while alleviating chronic stressors on emergency services; further expansions should be supported through a dedicated fund to protect clients
- 2 Neighborhood Relations activities strengthen community networks, sustain public trust, and can help address the Opioid Epidemic
- 3 Modernized damage assessment tools can improve disaster responses and aid

Business Development

- ① Successful downtown revitalization is critical for maximizing net revenues from property values and mitigating sprawl development
- ② Expansion of loan programs provided by the City could support revitalization, paired with additional criteria for addressing community needs or resilience goals
- ③ Green Business Program leverages private sector action; criteria or incentives could be adjusted to emphasize resilience goals

Finance and Procurement

- 1 Preferential criteria for local vendors and vendors from disadvantaged communities generates stronger economic multipliers and encourages resilient business diversity
- 2 The greatest threat to sustained economic growth and financial stability is the lack of a tax differential from Wicomico County; status quo encourages sprawl development, straining revenues and the environment

Thank You.



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