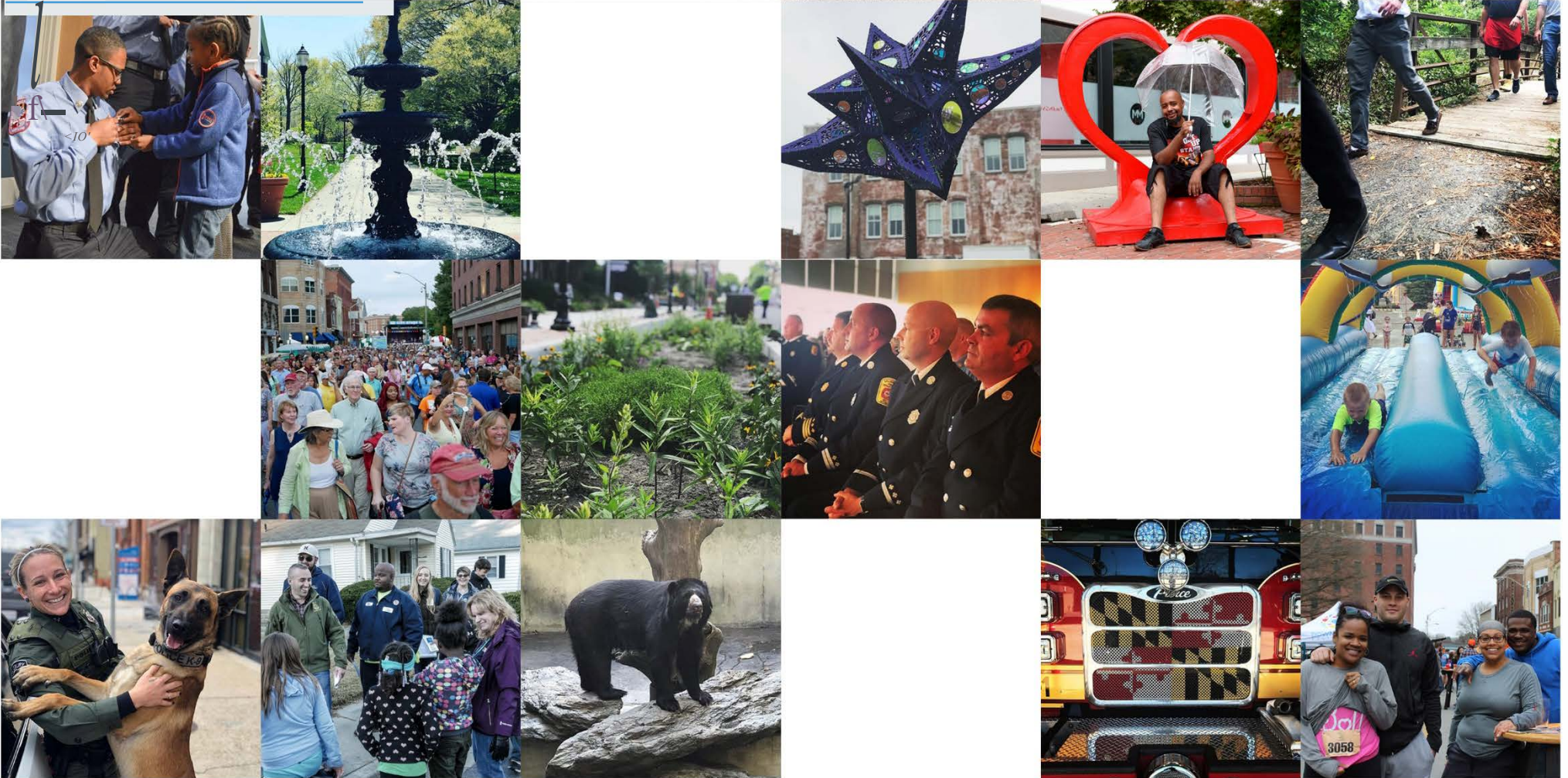


ADOPTED BUDGET AND EXPLANATORY MATERIALS FOR FY2020



This budget document contains a number of photographs which help us tell our story. These images – and the right to use them in any other application or medium – remain the sole possession of the photographers who have so graciously shared their talents with us.

Photographers: Julia Glanz, Nate Sansom, Chris Demone, SMDi Photography, Edwin Remsberg, Officer Brittney Sigmund (and her dashing partner, Axel), and Mayor Jake Day

www.salisbury.md

www.smdiphotography.com

www.remsberg.photoshelter.com

www.instagram.com/k9_bombdotcom





GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Salisbury
Maryland**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

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, 2018.

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.

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



Councilwoman
Angela Blake D.5

City Administration



Mayor
Jacob R. Day



City Administrator
Julia Glanz



Deputy City Administrator
Andy Kitzrow

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- Special Thanks
- GFOA Recognition
- Summary of Elected and Appointed Officials
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Mayor's Budget Message



Friends, Citizens, members of the City Council,

I believe that what makes us strong is that no matter our successes or challenges, our community remains united in purpose and united through kindness. Salisbury is likely one of a very few cities that has elevated one of her citizens to the vaunted position of 'Secretary of Kindness'. Our very own, Secretary Grace Murdock, would likely point out that it is not the numbers in our budget, but rather the priorities that receive our attention, that reflect what makes our community strong.

The City of Salisbury Fiscal Year 2020 budget acknowledges three central economic truths. First, our growth is unmistakable and undeniable. Demographic shifts mean that we are a rapidly growing, increasingly well-educated, increasingly better off and increasingly younger city. Second, we are clearly doing the right things to undergird that growth and to achieve the objectives we set forth over 6 years ago. Finally, our growth does not directly translate into unlimited resources and thus we must cautiously and conservatively grow the programs we know our citizens deserve.

Mayor's Budget Message



In 2018, Salisbury remained Maryland's fastest growing place. For those who chose Salisbury as their home, they found a younger, more diverse, better educated and better paid set of neighbors. Median wages rose 11% since 2016 in Salisbury and unemployment continued to decline. The fastest growing demographics in our City are 20-24 year olds and parents age 24-35 with children under 18. We are now a minority-majority City and our median age has dropped to 27.2 – less than half of the median age of our neighbors at beach communities. This bodes incredibly well for our future as a young median age is the best predictor of future economic growth.

In 2018, our City witnessed \$76 million in real estate development (more development than any point since 2000). The amount of construction per month in the City during the 2016-2018 period was \$4.3 million/month, 56% more than during the period 2007-2015. We witnessed a 30.9% increase in commercial real estate assessments, an 11% overall rise in real estate assessments and a 7.9% residential sale price increase in the City since 2016. That increase has come amidst the very first single family homes built in the City since 2007 – more than 100 have been permitted since the City adopted our Residential Permit Fee Moratorium. Right now we have more than 2,000 housing units permitted for construction in the City. Our One Stop Shop for development permitting has helped each of these indicators improve in 2018.



Evolution Craft Brewing Company and Peninsula Regional Medical Center with Downtown Salisbury in distance

Mayor's Budget Message



The growth we are experiencing, I believe, is a direct result of our quality of life improvements. In 2018, we hosted the 78th (our first) National Folk Festival – the oldest, longest-running free traditional arts and music celebration in the country. This event combined with our Salisbury Marathon have changed the landscape for major events in our region. The 2019 budget continues these critical events and our rhythm of Downtown arts and entertainment activities. This budget continues to support the spaces and places where our community gathers and relaxes. The City Park Master Plan, Urban Greenway and Bicycle Master Plan implementation continue to improve accessibility and recreational opportunities for neighbors in every part of town.

Crime Continues to fall as we became #22 of 506 places in Maryland (the safest 5% of communities in the state) in 2018. Total Part 1 Crimes fell to their lowest number since we began keeping records in 1981. I believe that part of this is our focus on predictive, proactive policing – and part of it is due to our focus on creating opportunity for youth. This budget is our first to fully fund the operations at the now-open Truitt Street Community Center and the soon-to-open Newton Street Community Center. Pop-Up Bus Stops, the Youth Civics Council, Youth Works Summer Jobs program, Explorers and Junior Fire Academy, and Salisbury Youth Athletics programs will each continue, contributing positive, uplifting, supportive programs for kids in our City

Mayor's Budget Message



One of the clearest displays of our values – and our kindness – is that we continue to be the only small city in America permanently housing the chronically homeless. The 2020 budget continues our Housing First program, our Housing & Homelessness program staff, and expands our work in this area. This year, we will unveil a program to assist in the transition from panhandling and vagrancy back to work, modeled after Albuquerque's A Better Way campaign.

Our agenda is ambitious and our transformation rapid, and all are part of our ascent as one of the Great Small Cities of America. Yet, I am perhaps most excited that we do all of this while maintaining our fiscal health. We are one of the few small US cities with a 100% clean audit without a single comment, an AA rating from Standard & Poor's, and the Government Finance Officers Association Budget Award.



Big things happening at Chesapeake Shipbuilding

Mayor's Budget Message



However, I want to illuminate the reality that our rapid growth is not accompanied by an unlimited stream of revenue. For that reason, this budget tightens our assumptions about savings over the course of the year. We might very well end up with a larger-than-usual surplus at the end of the year because of this shift, but our projections lead me to believe that we must begin to tighten our spending and revenue projections in the coming years. I also believe that we must have tough conversations about inequities with respect to the provision of and compensation for services beyond our borders, and the structural disadvantage in which we are placed by existing in the only Maryland county not to have an equitable tax structure.

Our economic and population growth is impressive; our projects are transformative; and our financial position is enviable; but make no mistake: there is no gold rush on Salisbury. Every facet of our transformation is a long-term play. We seek not temporary victories, but instead a lasting ascent for our City. And with these changes, we are not seeing a return to the good old days, rather our very best days. I thank every one of you for your role in getting us there.

Yours in Service,

Jacob R. Day, Mayor

1.1 Introductory Section



The National Folk Festival in Salisbury

The 9 Pillars



1. Economic Development

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

2. Brain Drain

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



The 9 Pillars



3. Transparency

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

4. Neighborhoods & Housing

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

5. Fiscal Discipline

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



The 9 Pillars



6. Public Safety

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

7. Environment

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



The 9 Pillars



8. Transportation & Infrastructure

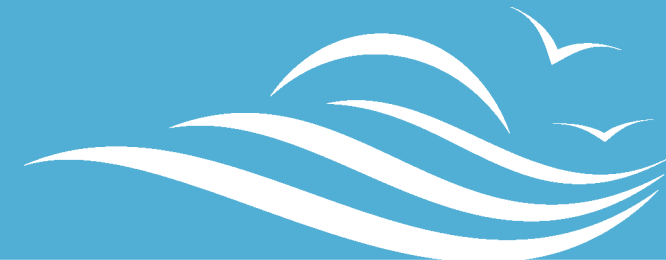
We are devoted to making commuting to and through Salisbury easier and safer than ever by keeping our roads, bridges, and sidewalks accessible to all. A City can only be as strong as the foundation upon which it is built; with this in mind we take pride in our transportation systems and are always looking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

9. Constituent Service & Management

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



Strategic Goals



Vibrant Neighborhoods

- Continue to provide support to neighborhoods with Neighborhood Relations position
- Host monthly Neighborhood Walks/BBQs
- Support neighborhoods that need revitalization using Data through Housing Studies
- Continue to grow our neighborhoods with infill development and new neighborhoods
- Develop a Strategic Plan to tackle blight in our neighborhoods

Inclusive Community

- Continue to reduce chronic homelessness through Salisbury's Housing First program
- Grow program through grants and partnerships with community and other local governments
- Develop incentives for landlords to improve living conditions for tenants
- Welcome all people into our community
- COAT Team
- Continue to train City staff in implicit bias training and Safe Spaces

Transparent Government

- City government will improve bond rating to AAA/Aaa by rating agencies
- Continue to train City staff to the highest standard of customer service
- Increase the amount in general surplus
- Develop a Fire Service fee as a way to more equitably fund fire services
- Work with State officials to secure continued State funding for infrastructure projects



Strategic Goals



Safe and Resilient Community

- Continue to keep Part 1 crimes under 2,000/year
- Continue to integrate our police officers into the community to develop a strong foundation of community policing.
- Support FD with keeping our SAFER employees on once the grant runs out

Flourishing Arts, Culture and Recreation

- SBY will become a destination for art
- Continue to have artists paint murals
- Continue with monthly festivals
- Carry on the NFF with the Maryland Folk Festival
- Continue to support recreation
 - Add resources to our parks
 - Support PALS, and other community driven sports groups

Strong Economy

- Continue to foster community buy-in on tourism-generating events
- Incentivize business ownership in the City/expand & improve support for current business owners
- Prioritize quality-of-life for residents, making the City attractive to businesses and their employees
- Strengthen relationships with allied agencies to enhance communication and amplify messaging

Youth Success

- Bring a 3rd Community Center online
- Provide daily programming for youth



Strategic Goals

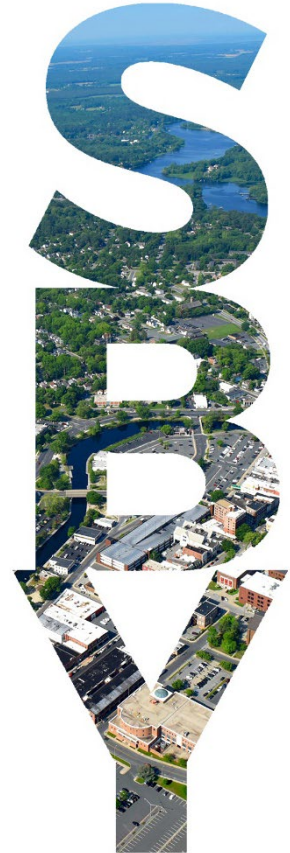


Environmental Stewardship

- Increase the City's tree canopy
 - New legislation is required
- Improve the health of the river
 - Continue our partnership with WET, County and SU to test the river throughout the year
- Continue to divert waste through recycling and other green efforts
- Develop a regional composting facility
- Continue to reduce stormwater runoff
- Implement resiliency planning into all infrastructure and capital improvements

Multimodal Transportation

- Downtown Trolley
 - Running 3 nights a week to serve the university community
- Municipal Bus System
 - Put 5 buses into rotation to support our community
- Improve and Grow our Last mile transportation
 - Scooters
 - E-Bikes
 - Bikes
- Reduce traffic accidents with our continued dedication to Vision Zero
- Continue to complete and update our sidewalks, and bikeways network, to meet ADA standards



Mission and Vision



Mission Statement: The City of Salisbury exists to ensure the highest quality of life for our citizens. In partnership with our citizens and employees, we will provide safe, livable and diverse neighborhoods. We will deliver efficient and effective municipal services at the highest level of customer satisfaction. We will ensure that our infrastructure and services support our residents and businesses. The City of Salisbury will emphasize protecting and enhancing the environment.

Vision Statement: The City of Salisbury will remain the medical, educational, cultural and economic center of the Eastern Shore. Our commitment to excellence, innovation and service, combined with sound fiscal management, will ensure Salisbury's future as a safe, vibrant and healthy community.



Core Values



Accountability – We accept responsibility for our personal and organizational decisions and actions.

Continuous Improvement – We provide the highest quality service with the resources available by promoting innovation and flexibility to meet the changing needs in the community.

Diversity – We embrace differences and variety in our workforce and community.

Environment – We are concerned about our natural, historic, economic and aesthetic resources and endeavor to enhance the sustainability for future generations.

Ethics – We set high standards for our personal, professional and organizational conduct and act with integrity as we strive to our mission.

Respect – We treat our coworkers and the public with courtesy and dignity.

Integrity – We are honest and transparent in our words and actions.

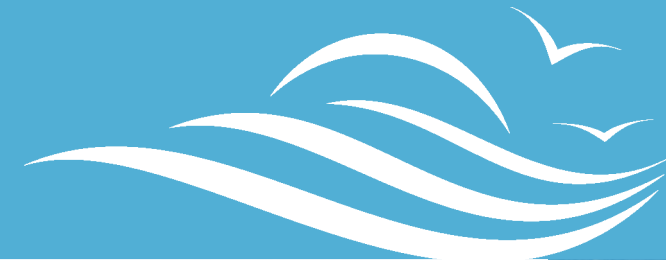
Safety – We use education, prevention and enforcement methods to protect life and property in our business and residential neighborhoods, and maintain our infrastructure and facilities to provide a safe environment in which to live, work, shop and play.

Teamwork – We work together to plan, develop recommendations, deliver services and openly communicate with the public and each other by soliciting feedback and sharing information to achieve our goals.

Trust – We realize the perception of our organization is dependent upon the public's confidence in our commitment in our core values and to meeting the goals set collectively by the Mayor and City Council.



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 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.

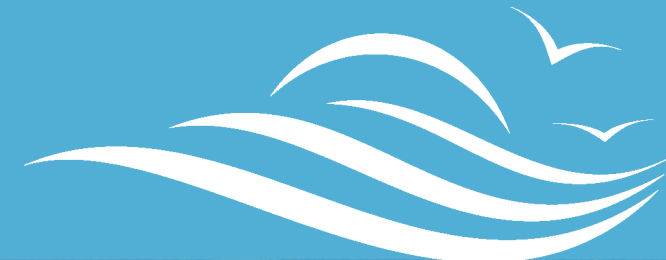
We are Salisbury, and we are a cultural town. From the art galleries and studios of our community's artists to the celebration of the arts each month at Third Fridays, and the flavors and traditions of our many cultures, Salisbury is bringing the community together and celebrating the best of what makes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

We are Salisbury, 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

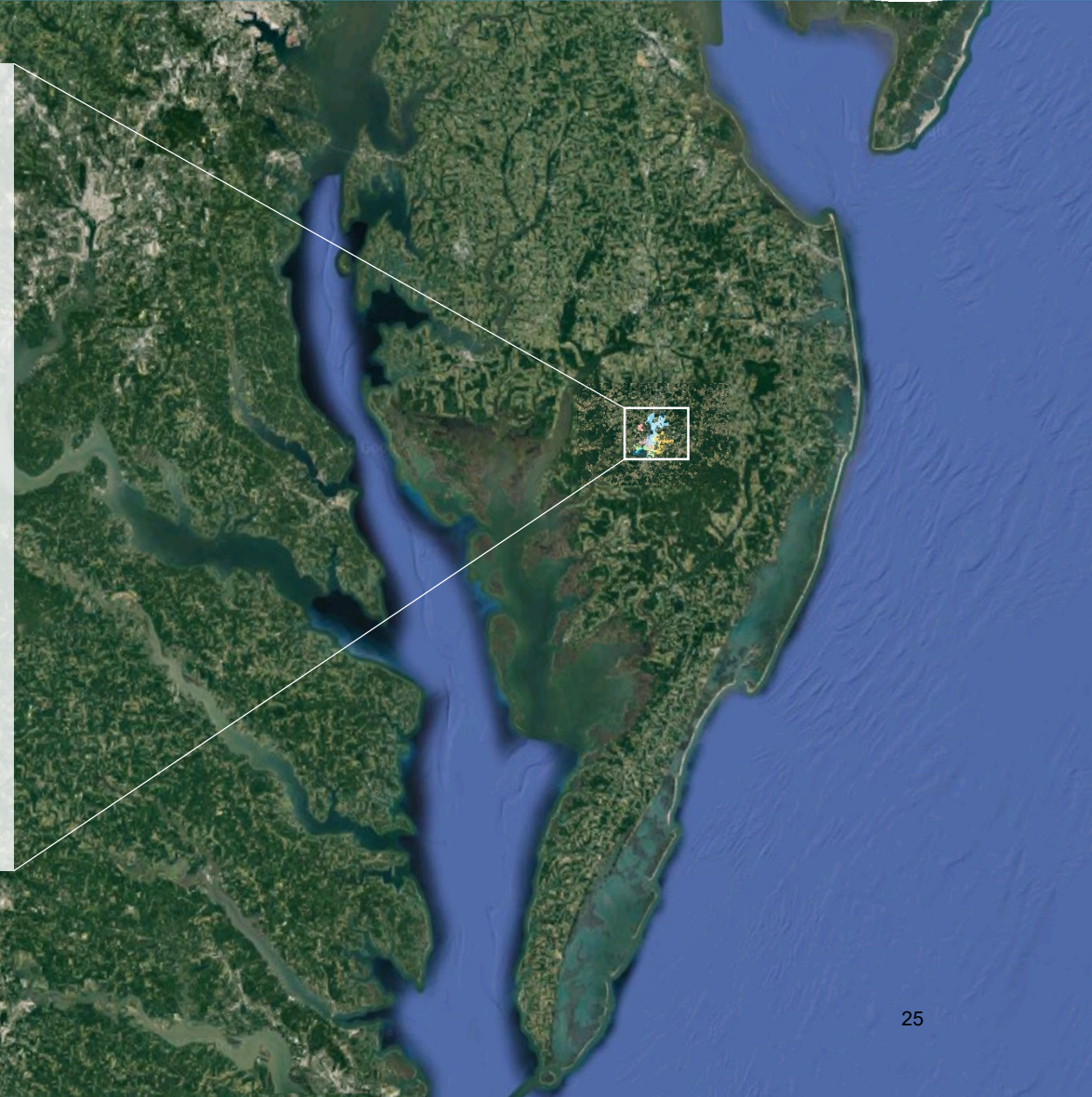
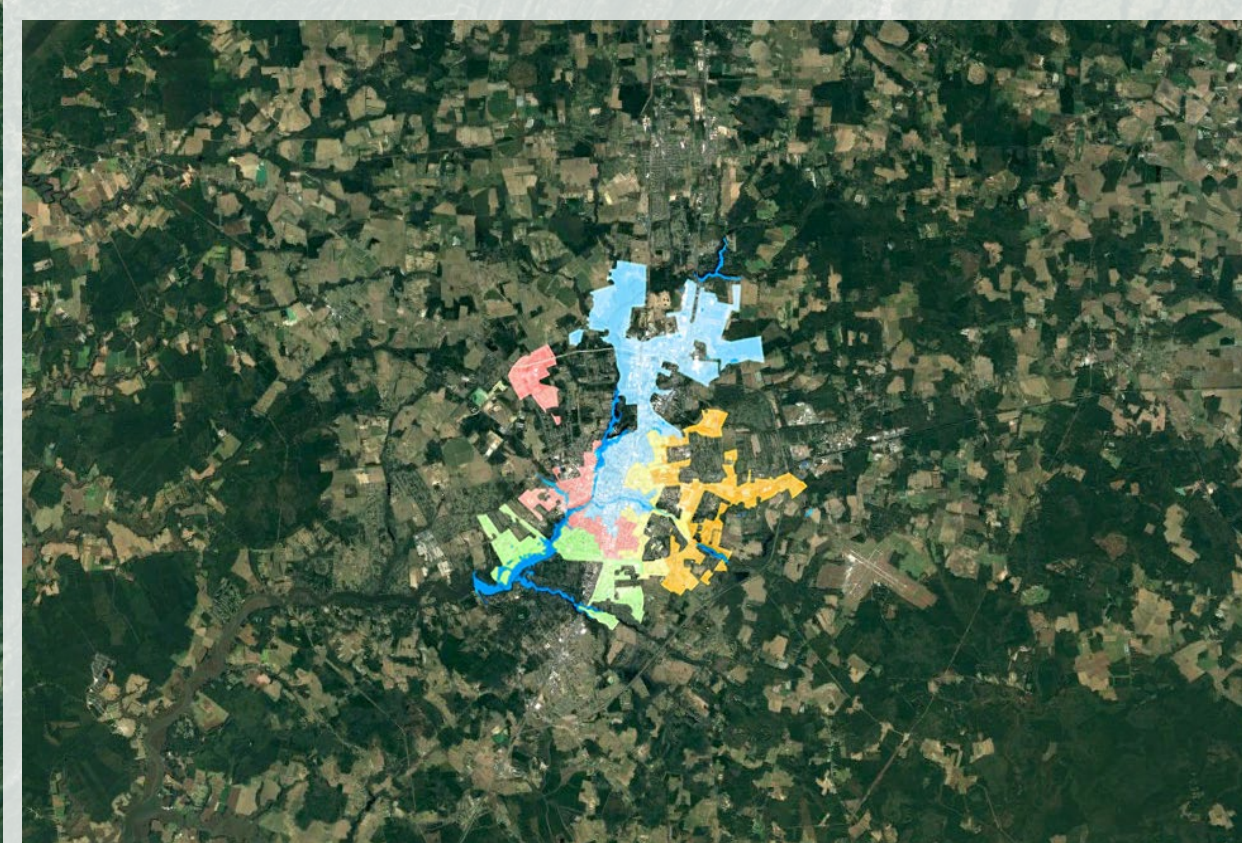
- Home to Maryland's second largest Port; \$200+ million product annually
- Rail Service by Norfolk-Southern
- Maryland's 2nd Largest Airport
- Passenger service via American Airlines
- 120,000+ passengers annually

*** Two intersecting highways in Salisbury = strong distribution sector (UPS, Fed-Ex, Pepsi, Coca-Cola)**



The tugboat Salisbury at her launch

Demographic and Statistical Profile



Demographic and Statistical Profile

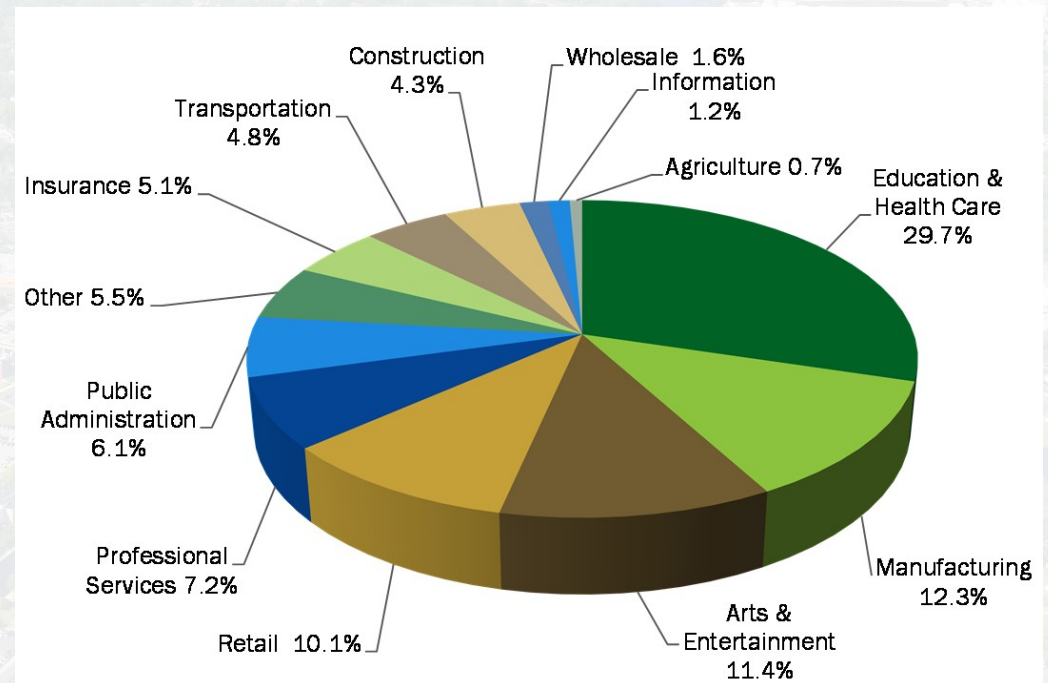


Selected Non-Governmental Employers

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

This page data source: Maryland Department of Labor Licensing and Regulation

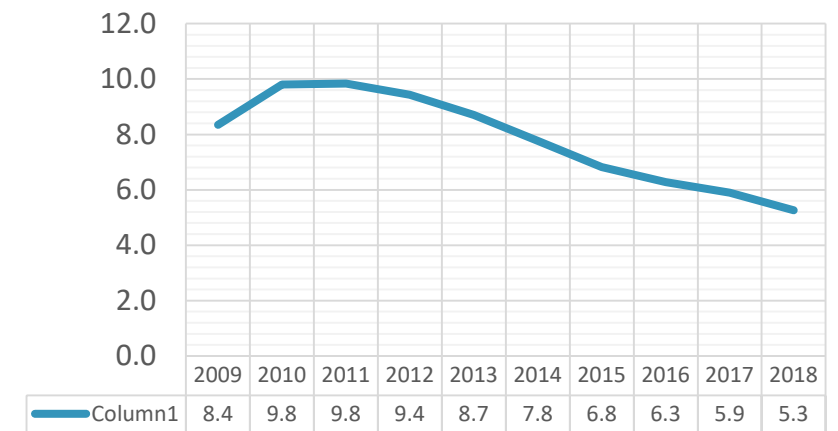


Salisbury Employment & Labor Force Trends

Year	Period	Labor Force	Employment	Unemployment	Unemployment Rate
2009	Annual	-1646	-7527	5881	3.2
2010	Annual	-6910(R)	-8134(R)	1224(R)	1.1(R)
2011	Annual	1781(R)	2270(R)	-489(R)	-0.4(R)
2012	Annual	613(R)	1465(R)	-852(R)	-0.5(R)
2013	Annual	-1435(R)	-407(R)	-1028(R)	-0.5(R)
2014	Annual	1691(R)	3454(R)	-1763(R)	-1.1(R)
2015	Annual	3432(R)	4918(R)	-1486(R)	-0.9(R)
2016	Annual	3087(R)	4032(R)	-945(R)	-0.6(R)
2017	Annual	2804(R)	3063(R)	-259(R)	-0.3(R)
2018	Annual	2490(R)	3638(R)	-1148(R)	-0.6(R)

R : Data were subject to revision on April 19, 2019.

Wicomico County Unemployment Rate

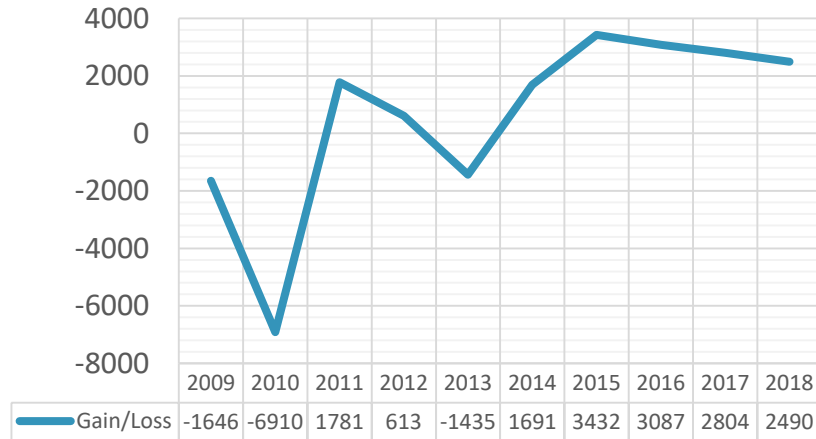


Demographic and Statistical Profile

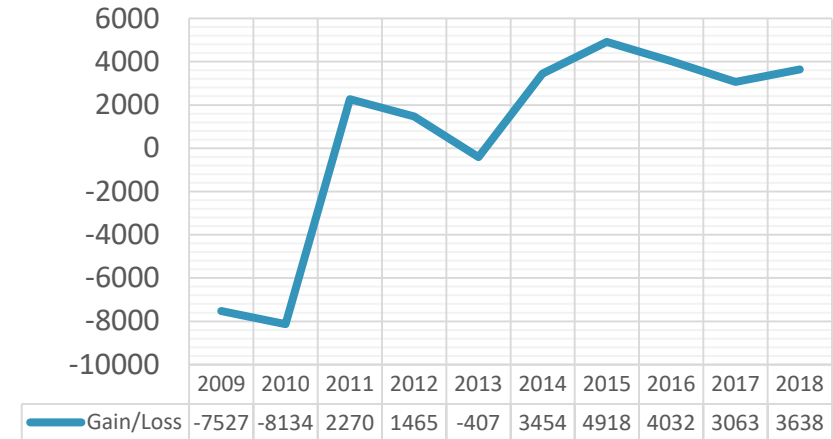
This page data source: United States Bureau of Labor and Statistics



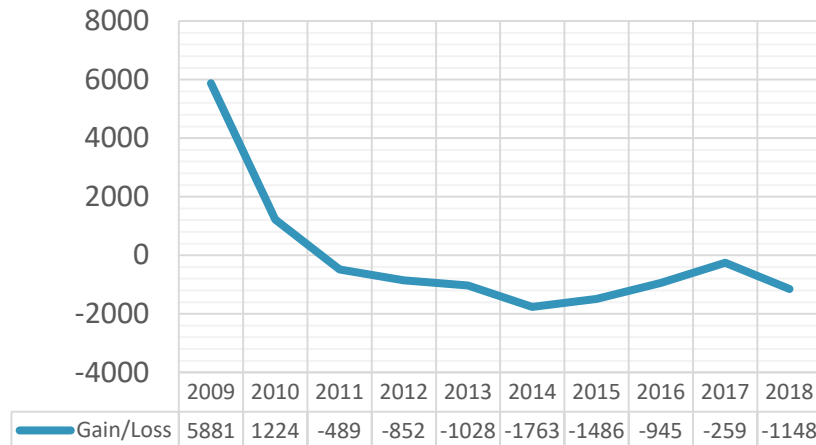
Labor Force



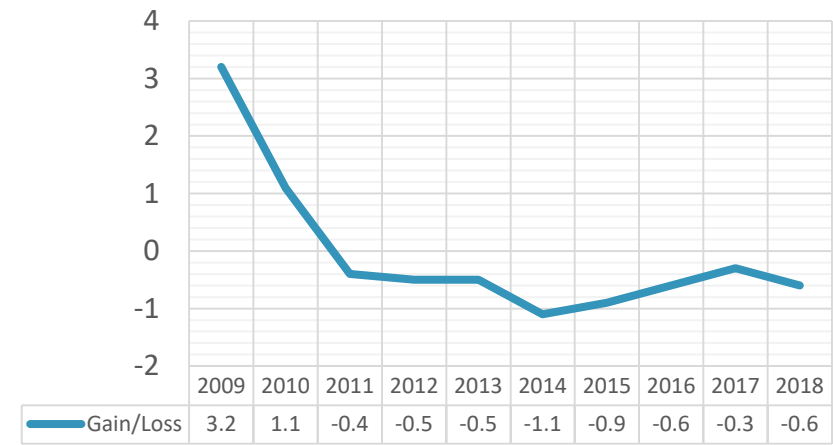
Employment



Unemployment

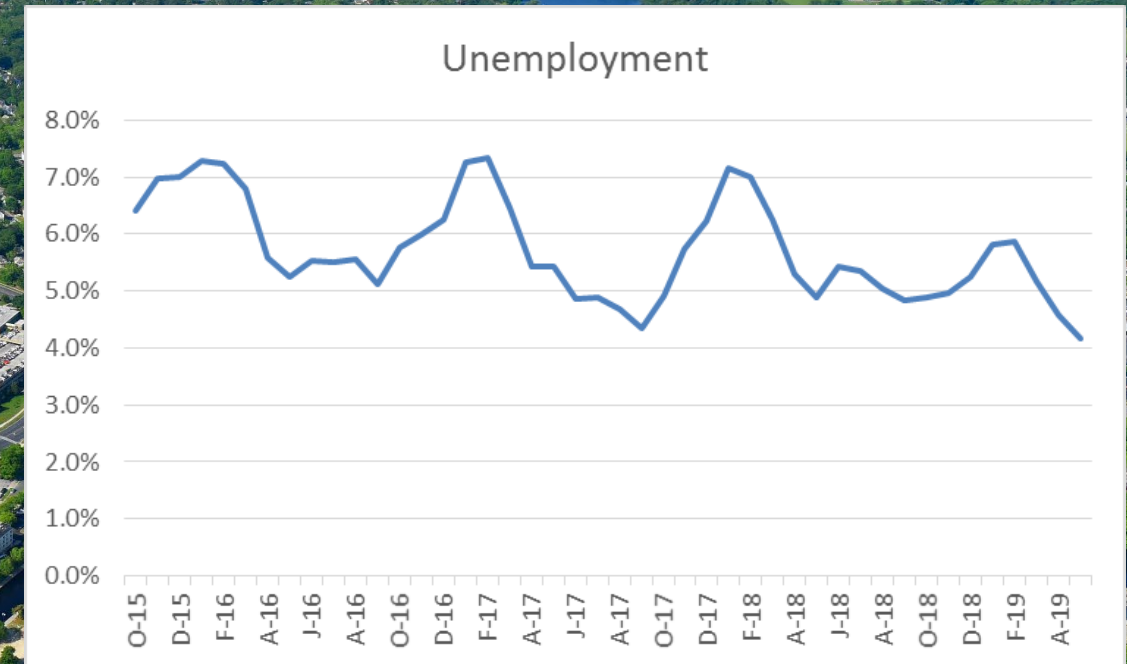
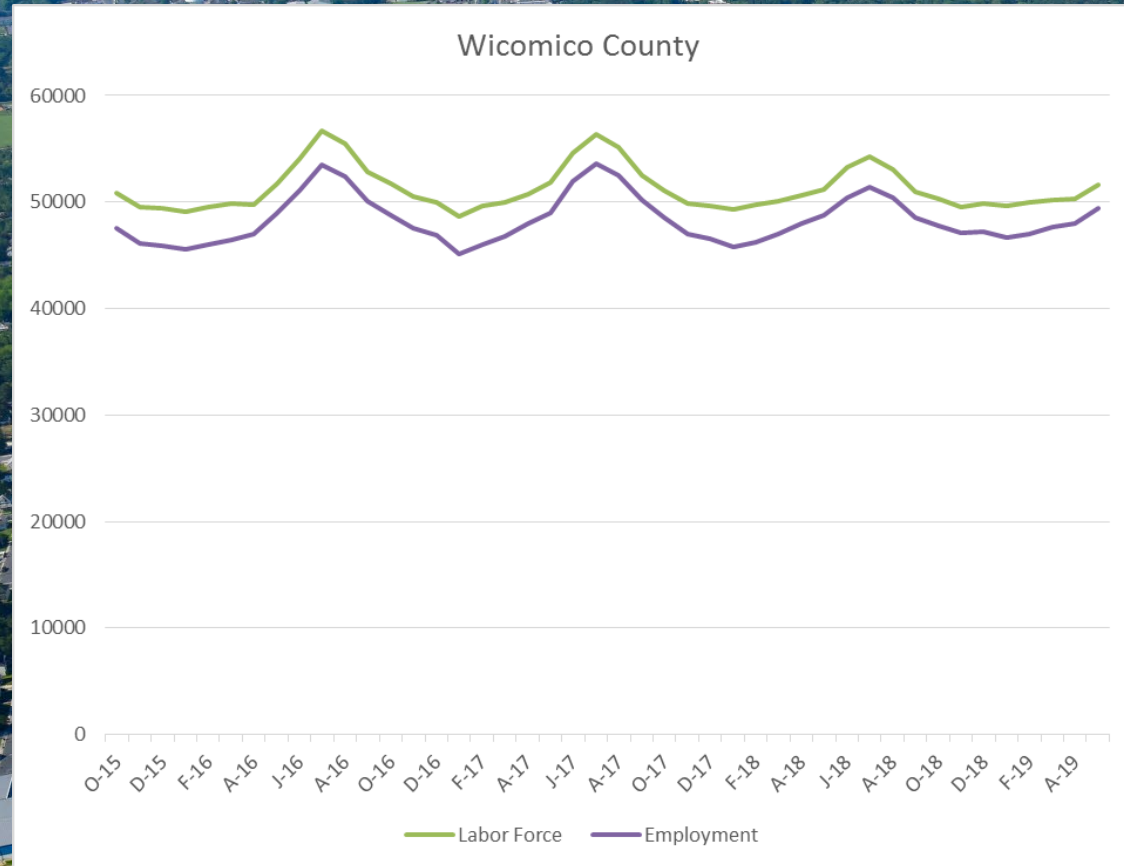


Unemployment Rate

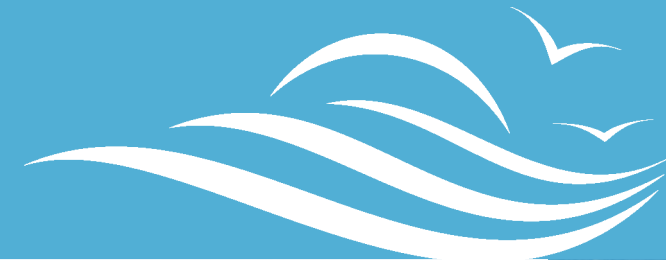


Demographic and Statistical Profile

Labor and Employment data source: United States Bureau of Labor and Statistics



Demographic and Statistical Profile



Salisbury University

- 9,000 students; 8,700 applications for 1,200 freshman positions
- 2,250 employees
- Expansion into metro core with Downtown Campus Building



Wor-Wic Community College

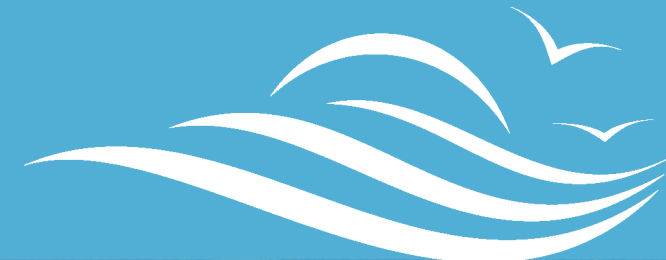
- Enrollment exceeds 10,000 students (credit, non-credit, continuing education)
- 700 employees



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.



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

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



Demographic and Statistical Profile

Perdue Farms

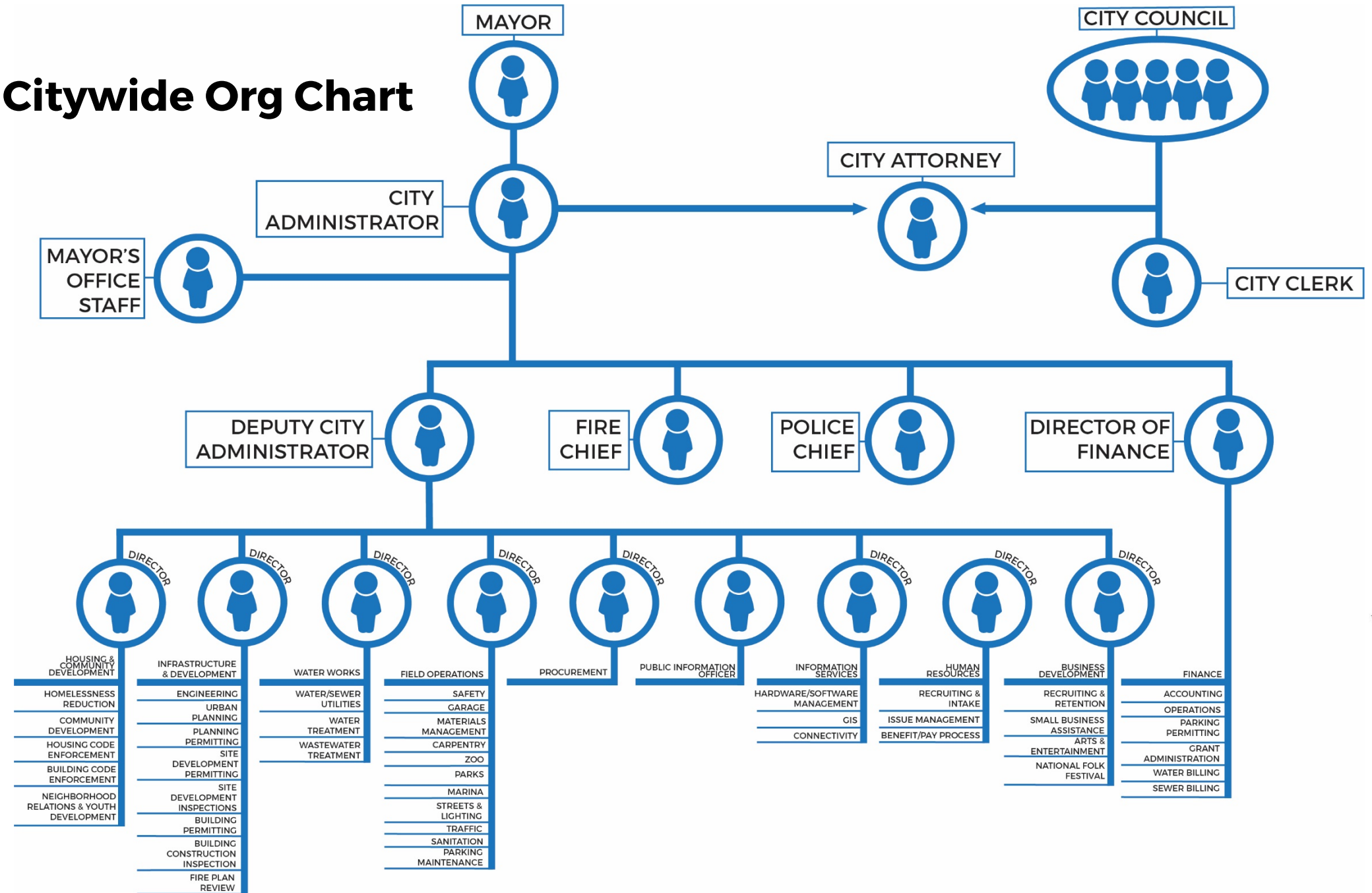
Salisbury is home to:

- 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.

Citywide Org Chart



List of Council Changes to Mayor's Proposed Budget



	Increase or Decrease
General Fund - Revenues	
Increase Lease Proceeds	135,503
Decrease Transfer In from Annexation Fund for reimbursement of Community Center Expense	-11,000
General Fund Expenditures	
Police - Delete two Cadet Positions - Add one Police Officer	0
HCDD - Increase funding Capital Outlay and New Lease Expense for Utility Truck	45,453
Field Op. - Increase funding Capital Outlay and New Lease Expense for Bucket Truck	113,271
Parks - Increase funding for Pest Control	3,000
Field Op. - Increase funding for reclass - two Deputy Director Field Operations	16,179
Fire - Increase funding for Americorps Position	6,000
Fire - Increase funding to Add 1 Lt. and Delete one Capt.	5,456
FY19 Personnel Changes not included in Mayor Proposed Budget updated in FY20 Budget	6,368
Water & Sewer Fund Expenditures	
Decrease funding for Water Debt Service (Reallocation of existing bond proceeds vs. New)	(56,103)
Decrease funding for Sewer Debt Service (Reallocation of existing bond proceeds vs. New)	(22,403)

Authorized Position Summary



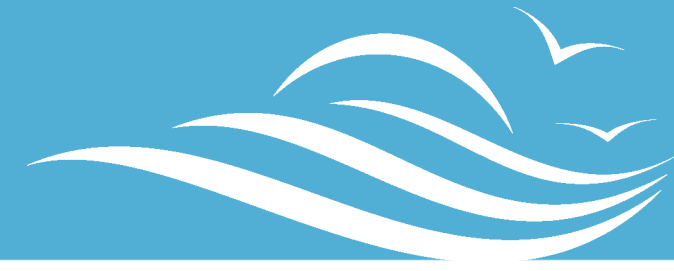
Authorized Positions							
DEPARTMENT	DIVISION	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
City Clerk		2	2	2	2	2	2
Mayor's Office		4	4	5	5	4	4
	Public Information Office	1	1	1	1	2	2
Human Resources		3	3	3	3	3	3
Business Development		1	1	2	2	2	2
Finance	Accounting	7	7	7	9	10	10
	Water Billing	2	2	2	2	2	2
	Sewer Billing	3	4	4	4	4	4
Procurement		4	4	4	4	4	4
Information Services	Information Technology	4	4	4	4	4	4
	GIS			2	3	3	3
Police	Sworn	102	102	102	102	102	103
	Non-Sworn	17	17	18	17	17	15
	Public Safety Communications	14	14	14	14	13	13
	Animal Control	2	2	2	2	2	2
Fire	Sworn	68	68	73	73	73	73
	Non-Sworn	2	2	4	3	3	3
Housing & Community Development		-	12	13	13	13	13

Authorized Position Summary



Authorized Positions							
DEPARTMENT	DIVISION	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Infrastructure & Development							
	Water Engineering	2	2	1	1	0	0
	Sewer Engineering	1	1	1	1	1	1
	Engineering	18	18	20	20	23	23
	Planning & Development	-	-	1	1	0	0
	Plan Review/ Inspections	6	4	4	4	4	4
Field Operations							
	Field Ops Administration	9	10	6	6	6	6
	Streets	10	10	10	10	10	10
	Traffic	5	6	6	6	6	6
	Parking	4	4	4	4	4	4
	Street Cleaning	2	3	3	3	3	3
	Waste Collection/Disposal	10	10	10	11	10	10
	Recycling	3	3	2	2	2	2
	Fleet Management	6	6	6	6	6	6
	Materials Management	-	-	-	-		
	Zoo	13	14	14	14	14	14
	Carpenter	2	2	2	2	2	2
	Parks	6	7	7	8	8	8

Authorized Position Summary



Authorized Positions							
DEPARTMENT	DIVISION	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Community Development		2	-	-	-	-	-
Neighborhood Services and Code Compliance		10	-	-	-	-	-
Water Works	Water Administration	-	2	2	2	2	2
	Water Branch	12	12	12	11	11	11
	Water Treatment	12	12	13	13	13	13
	Sewer Branch	11	11	11	13	13	13
	Pretreatment Monitoring	3	3	3	3	3	3
TOTAL		412	417	431	435	435	434

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
City Clerk 11100							
City Clerk	12	1	1	1	1	1	1
Records Admin/Asst. Clerk	8	1	1	1	1	1	1
Total City Clerk		2	2	2	2	2	2
Business Development 11600							
Director of Business Development	12	1	1	1	1	1	1
Office Associate II	2	0	0	1	1	1	1
Total Business Development		1	1	2	2	2	2
Mayor's Office 12000							
City Administrator	18	1	1	1	1	1	1
Deputy City Administrator	17	0	0	2	2	1	1
Assistant City Administrator	12	1	1	0	0	0	0
Public Information Officer	9	1	1	1	1	1	1
Executive Admin Office Manager	7	1	1	1	1	1	1
Media Specialist	6	0	0	0	0	1	1
Administrative Office Associate	5	1	1	1	1	1	1
Total Mayor's Office		5	5	6	6	6	6
Department of Finance 15000							
Asst Director of Finance – Operations	14	1	1	1	1	1	1
Asst Director of Finance – Accounting	14	1	1	1	1	1	1
Grants Manager	12	0	0	0	1	1	1
Payroll Accountant I/II	8/10	1	1	1	1	1	1
Grants Coordinator	7	0	0	0	1	1	1
Accounts Payable Clerk I/II/III	3/7/8	1	1	1	1	1	1
Revenue Supervisor	7	1	1	1	1	1	1

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Revenue Clerk I/II/III – Collections	3/5/6	1	1	1	1	1	1
Revenue Clerk I/II/III – Parking	3/4/5	1	1	1	1	1	1
Cashier I/II	2/3	0	0	0	0	1	1
Total Finance		7	7	7	9	10	10
Department of Procurement 16000							
Director Procurement	14	1	1	1	1	1	1
Senior Buyer I/II	8/9	1	1	1	1	1	1
Buyer I/II	6/7	1	1	1	1	1	1
Administrative Assistant	5	1	1	1	1	1	1
Total Procurement		4	4	4	4	4	4
Department of Information Services 18000							
Information Services Director	15	1	1	1	1	1	1
IS Assistant Director – GIS	13	0	0	1	1	1	1
IS Assistant Director – IT	13	0	0	0	1	1	1
GIS Analyst	10	0	0	1	1	1	1
Crime Analyst	9	0	0	0	0	0	0
Network Admin	9	1	1	1	1	1	1
Network Technician	8	1	0	0	0	0	0
System Administrator	8	0	1	1	0	0	0
Computer Technician	5	0	1	1	1	1	1
Total Department of Information Services		3	4	6	6	6	6
Human Resources 18500							
Human Resources Director	14	0	1	1	1	1	1
Human Resources Manager	12	1	0	0	0	0	0
Human Resource Associate	9	1	1	1	0	0	0

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Human Resource Specialist	10	0	0	0	1	1	1
Administrative Office Associate	4	0	0	0	1	1	1
Office Associate II/III	2/3	1	1	1	0	0	0
Total Human Resources		3	3	3	3	3	3
Planning and Zoning 19000							
City Planner	13	0	0	1	1	1	1
Total Planning and Zoning		0	0	1	1	1	1
Salisbury Police Department 21021							
Chief of Police	PS13	1	1	1	1	1	1
Colonel	PS12	1	1	1	1	1	1
Major	PS11	1	1	1	1	1	1
Captain	PS10	2	2	2	2	2	2
Lieutenant	PS9	6	6	6	6	6	6
Sergeant	PS8	7	7	7	7	7	7
Corporal/Senior Corporal	PS6/7	7	7	7	7	7	7
Police Office - Police Officer First Class*/Sr/Master	PS2-5	77	77	77	77	77	78
<i>*7 Police Officers are frozen (not funded) for FY20</i>							
Subtotal - Sworn Positions		102	102	102	102	102	103
Cadets	PS1	0	0	2	2	2	0
Quartermaster	10	1	1	1	1	1	1
Resource Manager	8	1	1	1	1	1	1
Crime Data Analyst	9	2	2	1	1	1	1
Intelligence Analyst	7	2	2	2	2	2	2
Office Manager	6	1	1	1	1	1	1
Records Management Technician Supervisor	6	0	1	1	1	1	1
Chief Administrative Records Clerk	6	2	2	1	1	1	1
Victim Witness Coordinator	5	0	1	1	1	1	40 1

1.5.2 Introductory Section

Authorized Position Detail



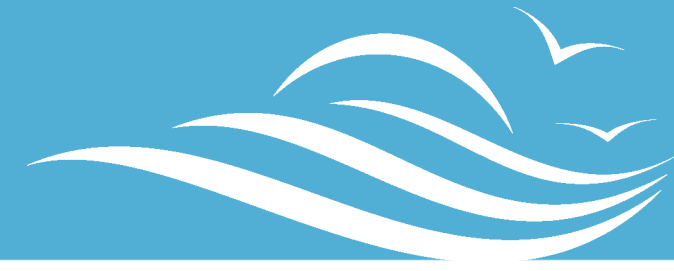
Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Evidence & Property Control Specialist	4	0	0	2	2	2	2
Property Custodian I	3	2	2	0	0	0	0
Record Clerks/Secretary	3	0	0	0	0	0	0
Records Management Technician	3	2	2	3	3	3	3
Groundskeeper Custodian	3	0	0	2	2	2	2
Public Service Officer	1	2	0	0	0	0	0
Custodian	1	2	2	0	0	0	0
Subtotal - Civilian Positions		17	17	18	18	18	18
Total Police		119	119	120	120	120	119
Police Communications 21025							
Police Communications Director	15	0	0	0	1	0	0
Police Communication Supervisor I	10	4	4	4	1	2	0
Police Communications Officer I / II / III	5/7/9	10	10	10	12	11	13
Total Police Communications		14	14	14	14	13	13
Animal Control 21029							
Animal Control Officer	5	2	2	2	2	2	2
Total 21029 Animal Control		2	2	2	2	2	2
Salisbury Fire Department 24035							
Fire Chief	PS9	1	1	1	1	1	1
Deputy Fire Chief	PS8	1	2	2	2	2	2
Assistant Fire Chief	PS7	5	4	5	5	5	5
Captain	PS6	3	3	6	6	6	7
Lieutenant	PS5	6	6	5	5	5	4
Sergeant EMT/PM	PS4/4P	0	0	0	0	8	8

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Probationary/FF-PM/Driver-PM	PS1P-3P	26	26	28	22	22	22
Probationary/FF-EMT/Driver-EMT	PS1-3	26	26	26	24	24	24
Emergency Vehicle Technician III (EVT)	11	0	0	1	0	0	0
Fire Inspector I	7	0	0	1	1	1	1
Office Manager	6	1	1	1	1	1	1
Office Associate II/III	2/3	1	1	1	1	1	1
Total 24035 Salisbury Fire Department		70	70	77	76	76	76
Building, Permitting and Inspections 25100							
BPI Manager	14	1	1	1	1	1	1
Zoning Administrator	11	1	1	0	0	0	0
Plans Examiner	9	1	1	0	0	0	0
Building Inspector	8	1	1	1	1	1	1
Plumbing Inspector	8	1	1	1	1	1	1
Planning and Permits Coordinator	7	1	0	1	1	1	1
Administrative Support Technician	5	0	1	0	0	0	0
Total 25100 Building, Permitting and Inspections		6	6	4	4	4	4
Housing and Community Development 25200							
HCDD Director	14	1	1	1	1	1	1
Assistant Director Comm Dev	12	1	1	1	0	0	0
Housing Supervisor	10	1	0	0	0	0	0
Code Compliance Manager	10	0	1	1	1	1	1
Grants Specialist	7	1	0	0	0	0	0
Housing and Homelessness Manager	9	0	1	1	1	1	1
Code Compliance Officer	7	4	4	6	5	5	5
Office Manager	6	1	1	1	1	1	1

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Administrative Support Technician	6	1	0	0	0	0	0
Administrative Support Specialist	6	0	1	1	0	0	0
Administrative Records Clerk	5	1	1	1	1	1	1
Nuisance Officer Grant Funded	2	1	1	0	0	0	0
Neighborhood Relations Manager	9	0	0	0	1	1	1
Code Compliance Specialist - Clean/Lien	7	0	0	0	1	1	1
Youth Development Specialist	5	0	0	0	1	1	1
Total Housing and Community Development		12	12	13	13	13	13
Transportation 22000							
Transportation Superintendent	12	0	1	1	1	1	0
Traffic Systems Manager	10	1	0	1	1	1	1
Traffic Manager	10	1	1	0	0	0	0
Traffic Supervisor	8	1	1	1	1	1	1
Electrician	7	1	1	1	1	1	1
Signs/Pavement Marking Tech I / II	2 / 4	2	1	2	2	2	2
Total Transportation		6	5	6	6	6	5
Field Operations Administration 30000							
Director of Field Operations	16	0	1	1	1	1	1
Director Public Works	17	1	1	0	0	0	0
Water Division Chief	14	0	0	0	0	0	0
Deputy Director Operations	12	1	1	0	0	0	2
Safety Manager	11	0	0	1	1	1	1
Operations and Maintenance Superintendent	10	1	1	1	1	1	0
Resource Manager	8	1	1	0	0	0	0
Materials Manager	3	1	1	0	0	1	1
Office Manager/Admin.	6	0	0	1	1	1	1
Administrative Assistant	5	2	2	0	0	1	1

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Administrative Office Associate	5	1	1	1	1	0	0
Supply/Records Clerk	2	1	1	1	1	0	0
Total Field Operations Administration		9	10	6	6	6	7
Infrastructure and Development 31000							
Director of Infrastructure & Development	16	0	0	1	1	1	1
Deputy Director Engineering	15	1	1	0	0	0	0
Supervisor Civil Engineer	13	1	1	1	1	1	1
Construction Manager	11	1	1	0	0	0	0
Surveyor	11	1	1	1	1	1	1
Project Engineer I/II/III/IV	11	2	2	3	3	4	4
Project Manager Planning	10	1	1	2	2	2	2
Transportation Project Specialist	10	0	0	0	1	1	1
Construction Inspector Supervisor	9	1	1	1	1	1	1
Construction Inspector	8	2	2	2	2	3	3
Engineering Technician	8	2	2	2	1	1	1
Drafting Supervisor	8	1	1	1	1	1	1
CAD Drafter	6	2	2	2	2	2	2
Engineering Associate	5	1	0	0	0	0	0
Engineering Technician III	5	0	1	1	1	1	1
Administrative Assistant	5	0	0	1	1	1	1
Survey Technician I/II/III/IV	2/5	2	2	2	2	2	2
Sustainability Coordinator	5	0	0	0	0	1	1
Total Infrastructure and Development		18	18	20	20	23	23
Streets 31150							
Street Supervisor	7	1	1	1	1	1	1
Street Crew Leader	5	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
Total 31150 Streets		10	10	10	10	10	10

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Collection/Disposal 32061							
Sanitation Superintendent	10	1	1	1	1	1	1
Sanitation Supervisor	6	1	1	1	1	1	1
Asst Sanitation Supervisor	5	1	1	0	0	0	0
Motor Equipment Operator I / II/ III	3/4/5	7	7	8	8	8	8
Americorps Volunteer		0	0	0	1	0	0
Total Collection/Disposal		10	10	10	11	10	10
Recycling 32062							
Recycling Supervisor	6	1	1	0	0	0	0
Motor Equipment Operator II	4	2	2	2	2	2	2
Total Recycling		3	3	2	2	2	2
Fleet Maintenance 34064							
Vehicle Maintenance Supervisor	8	1	1	1	1	1	1
Diesel Mechanic	7	0	0	0	0	0	0
Automotive Mechanic II / III	3/5	4	4	4	4	4	4
Administrative Office Associate II/III	3/4	1	1	1	1	1	1
Total Fleet Maintenance		6	6	6	6	6	6
Carpenter Shop 35000							
Carpenter Supervisor	6	1	1	1	1	1	1
Carpenter Assistant	2	0	0	0	0	0	0
Painter	2	1	1	1	1	1	1
Total Carpenter Shop		2	2	2	2	2	2

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Salisbury Zoo 40000							
Zoo Director	13	1	1	1	1	1	1
Marketing/Development	10	1	1	1	1	1	1
Education Curator	9	1	1	1	1	1	1
Animal Health Coordinator	8	1	1	1	1	1	1
Lead Zookeeper	8	0	0	1	1	1	1
Collection Registrar	8	0	1	1	1	1	1
Chief Accounts Clerk	6	1	1	1	1	1	1
Education Technician I/II	3/5	1	1	1	1	1	1
Zookeeper I / II/ III / IV	3/5/6/7	6	6	5	5	5	5
Groundskeeper	3	1	1	1	1	1	1
Total Salisbury Zoo		13	14	14	14	14	14
Parks 45000							
Parks Supervisor	8	1	1	1	1	1	1
Horticulturist	6	1	1	1	1	1	1
Motor Equipment Operator II	4	1	1	1	1	1	1
Parks Maintenance Worker	3	3	3	4	5	5	5
Total Parks		6	6	7	8	8	8
Parking Authority 31154							
Parking Supervisor II	9	1	1	1	1	1	1
Revenue Clerk I/II/III - Parking	3/4/6	1	1	1	1	1	1
Parking Maintenance Worker	3	1	1	1	1	1	1
Parking Enforcement Officer	2	1	1	1	1	1	1
Total Parking Authority		4	4	4	4	4	4

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Street Sweeping 60820							
Motor Equipment Operator II/III	4/5	2	3	3	3	3	3
Total Street Sweeping		2	3	3	3	3	3
Water Engineering 81080							
Project Engineer	11/12	1	1	1	1	0	0
GIS Technician	8	1	1	0	0	0	0
Total Water Engineering		2	2	1	1	0	0
Water Fund Billing 81570							
Utility Billing Supervisor	7	1	1	1	1	1	1
Cashier I/II	2/3	1	1	1	1	1	1
Total Water Fund Billing		2	2	2	2	2	2
Water Plant 82075							
Superintendent Water Treatment Plant	12	1	1	1	1	1	1
Asst Water Treatment Plant Supt	9	1	1	1	1	1	1
Water Plant Maint Operator I/II	8/9	1	1	1	1	1	1
Water Treatment Plant Operator I/II/III/IV	6/7/8/9	7	7	8	8	8	8
Quality Control/Sample Technician I/II/III/IV	5/6/7/8	1	1	1	1	1	1
Administrative Office Associate	4	1	1	1	1	1	1
Total Water Plant		12	12	13	13	13	13

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Utilities Water 82076							
Superintendent Utilities	12	1	1	1	1	1	1
Utility Section Chief	8	2	2	2	2	2	2
Utility Supervisor	7	1	1	1	0	0	0
Administrative Assistant	5	1	1	1	1	1	1
Utility Technician I / II / III	4/5/6	4	4	4	5	5	5
Utility Locator	4	1	1	1	1	1	1
Meter Technician II	4	1	1	1	1	1	1
Meter Reader I	3	1	1	1	1	1	1
Total Utilities Water		12	12	12	12	12	12
83000 Water Administration							
Director Water Works	16	0	1	1	1	1	1
Water Works Program Specialist	8	0	1	1	1	1	1
Total Water Administration		0	2	2	2	2	2
Sewer Engineering 84080							
Construction Inspector	8	1	1	1	1	0	0
Total Sewer Engineering		1	1	1	1	0	0
Sewer Billing 85070							
Finance Director	16	1	1	1	1	1	1
Accountant II/III	11/12	0	1	1	1	1	1
Utility Billing Clerk I/II/III	3/5/6	2	2	2	2	2	2
Total Sewer Billing		3	4	4	4	4	4

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Wastewater Treatment 86083							
Superintendent WWTP	13	1	1	1	1	1	1
Asst WWTP Superintendent	11	1	1	1	0	0	0
WWTP Chief Operator	10	1	1	1	1	1	1
Laboratory Supervisor	9	0	0	0	1	1	1
Maintenance Supervisor	9	1	1	1	1	1	1
Biosolids Manager	9	1	1	1	1	1	1
WWTP Shift Supervisor	9	3	3	3	0	0	0
Materials Supervisor	8	1	0	1	1	1	1
Chemist	8	1	1	1	0	0	0
Electrician Supervisor	8	1	1	1	1	1	1
Biosolids Operator I/II/III	6/7/8	0	0	0	1	3	3
CMMS Tech	6	0	0	1	1	1	1
Instrumentation Tech	6	0	0	1	1	1	1
WWTP Operator I / II / III / IV	6/7/8/9	8	8	8	11	9	9
Plant Mechanic I/II	6/7	5	5	5	5	5	5
Administrative Assistant	5	0	1	1	1	1	1
Lab Technician I/II/III	5/6/7	2	2	2	2	2	2
Assistant Plant Mechanic	5	1	1	1	1	1	1
Administrative Office Associate	4	1	0	0	0	0	0
Groundskeeper	3	1	1	1	1	1	1
Total Wastewater Treatment		29	28	31	31	31	31

Authorized Position Detail



Position Title	FY20 Pay Grade	FY16	FY17	FY18	FY19	FY20 Mayor	FY20 Adopted
Utilities Sewer 86085							
Assistant Utilities Superintendent	9	1	1	1	1	1	1
Utility Section Chief	8	1	1	1	2	2	2
Utility Tech I / II / III	4/5/6	6	6	7	7	7	7
Utility Tech II Assistant Locator	5	1	1	0	0	0	0
Meter Tech I	3	1	1	1	1	1	1
Water Meter Reader I/II	3/6	1	1	1	1	1	1
Total Utilities Sewer		11	11	11	12	12	12
Pretreatment Monitoring 86086							
Pretreatment Coordinator	9	1	1	1	1	1	1
Pretreatment Technician II/III/IV	5/6/7	1	1	1	1	1	1
Pretreatment Technician I	4	1	1	1	1	1	1
Total Pretreatment Monitoring		3	3	3	3	3	3
Grand Totals		412	417	431	435	435	434



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.

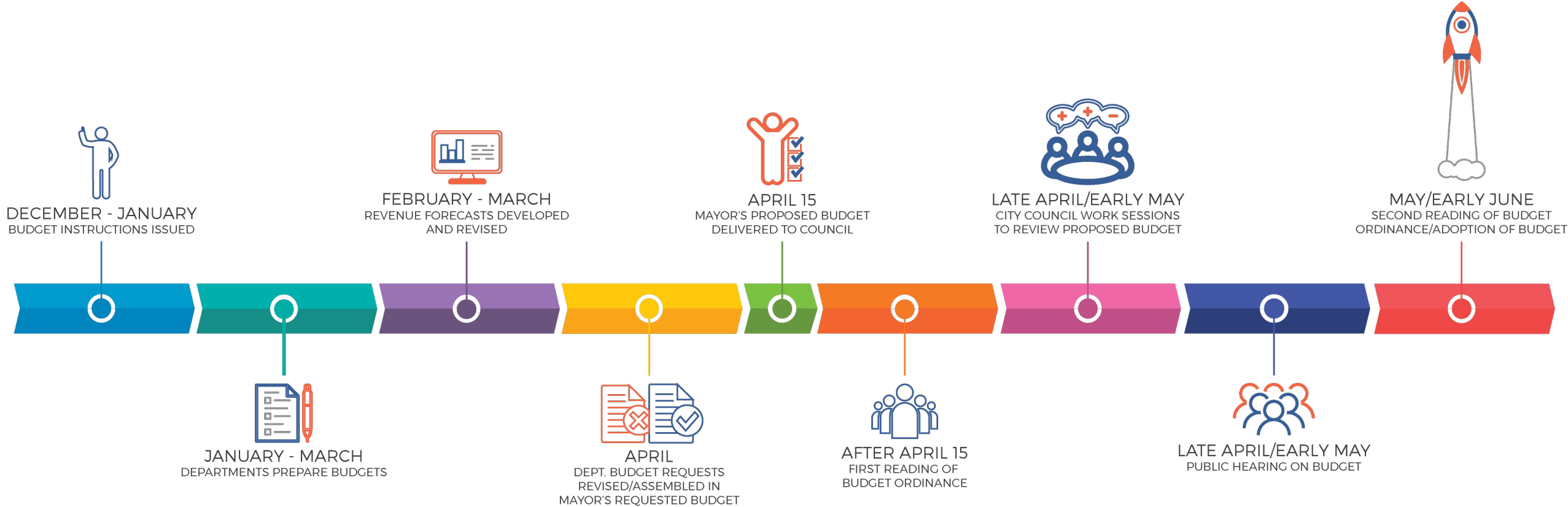
The accrual basis of accounting is utilized by proprietary fund types, pension trust funds and non-expendable trust funds. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred. Estimated uncollectible accounts receivable are reserved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



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 Finance 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 Finance 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.



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 Finance 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.

Funds



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.

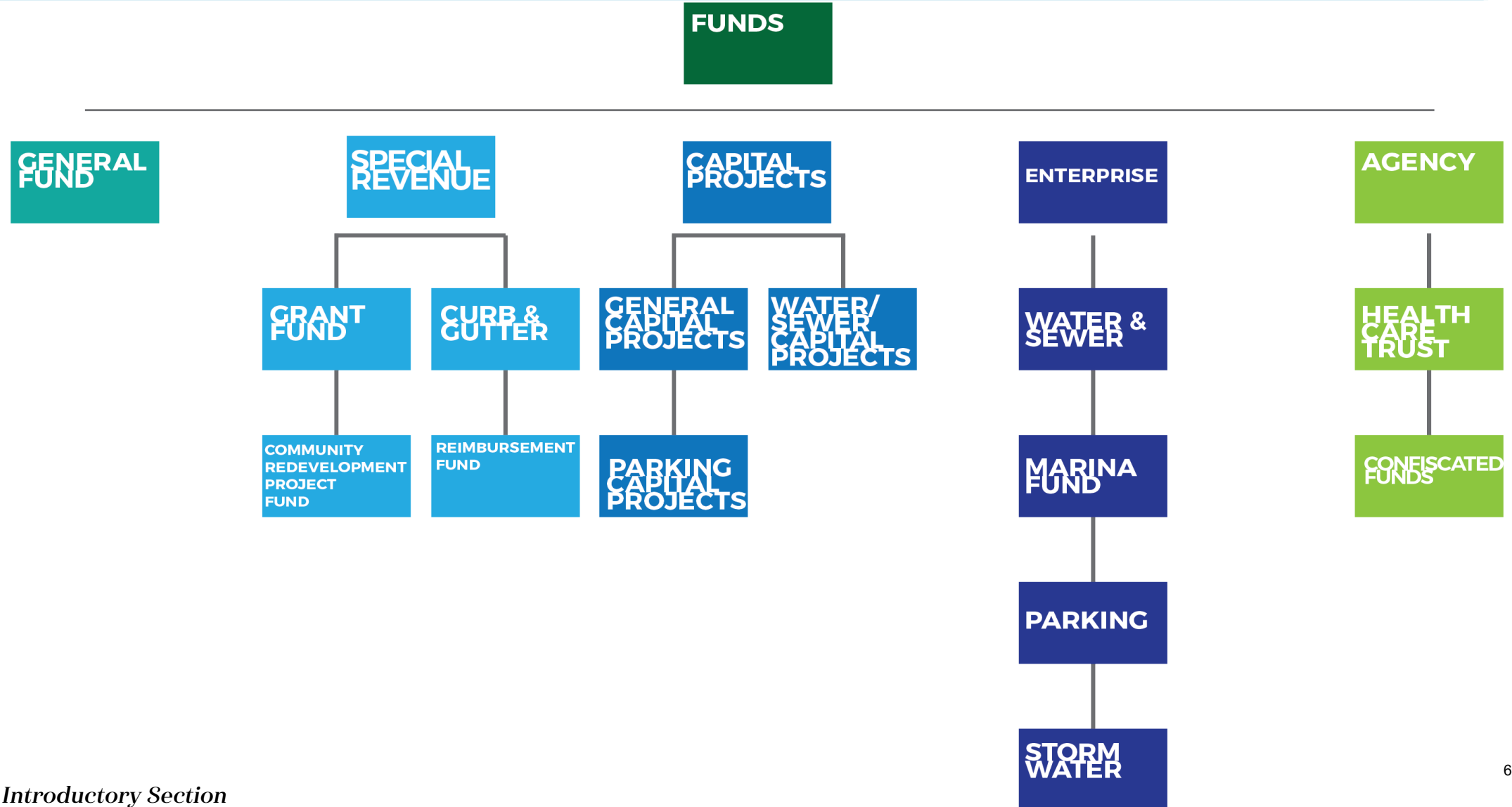
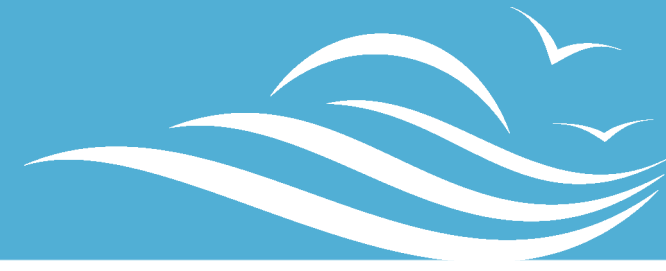
Enterprise Fund

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

Summary of Departments by Function



HCDD	25200	Housing & Community Development	Code enforcement, neighborhood improvement, homelessness reduction and youth development
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
Infrastructure & Development	25100	Building Permits	Administration and enforcement of adopted building construction, plumbing, zoning and fire codes of the City of Salisbury. Development plan review and annexation, stormwater issues, sidewalk maintenance and traffic management. Accepts park reservations
	31000	Engineering	Design/maintenance of water delivery infrastructure
	81080	Water Engineering	Design and maintenance of the City's waste removal systems
	84080	Sewer Engineering	Using City law to guide current and future development to ensure it meets best interests of citizens Oversight of manpower and mechanical distribution
	19000	Planning	
Field Operations	30000	Resource Management	
	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
Recreation & Culture	40000		
	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
		Waste Water Treatment Plant	Purifies the City's wastewater and returns it to the Wicomico River
	86083	Plant	Street-level maintenance of sewer/waste removal systems
	86085	Sewer Branch	Test /monitor incoming wastewater before treatment
	86086	Pretreatment Monitoring	Oversight of all sewer related operations
	87000	Sewer Administration	
	91002	Operating Transfers	

Executive Summary



Real Property Taxes

- The **real property tax rate** remained the same as FY 2019 or .9832 per \$100 of assessed valuation.
- Revenues budgeted for Real Property taxes increased by \$803,577 over the prior year due to increases in assessments.

Personal Property Taxes

- The **personal property tax rate** for all categories other than Utilities remained the same as FY 2019 or 2.40 per \$100 of assessed valuation.
- The personal property tax rate for Utilities increased by 25% or 3.51 per \$100 of assessed valuation.

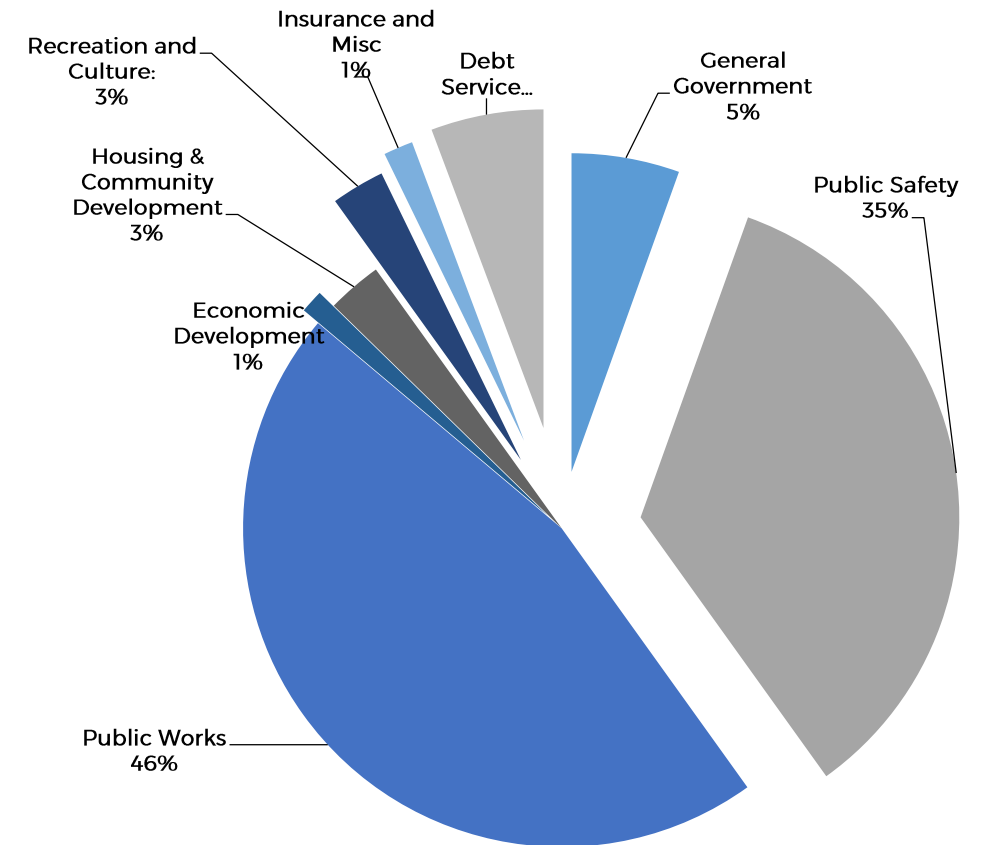
Personnel

- **Career Ladders** have been developed in recent years that reward employees for tenure and knowledge developed on the job. This year career ladder revisions were developed for the following positions:
 - Accounts Payable Clerk
 - Code Enforcement Officers
 - Survey Tech II
- **Merit pay or Reclassifications** are awarded for exemplary performance or when job descriptions change. The FY20 budget included revisions for reclassifications or merit pay for the following positions:
 - HR Director
 - SR CEO Supervisors (Housing and Community Development)
 - Survey (Infrastructure and Development)
 - GIS Analyst II (IT)
- The following **New Positions** were created in the FY 2020 budget:
 - Sustainability Coordinator
 - Homeless Manager (Grant Funded)
- The number of **Full time Authorized Positions** budgeted in FY 2020 was 435 compared to 434 in FY2019.

Rates and Fees

- Trash Service was increased to \$56.00 to better match the cost of the service.
- Water and Sewer service rates remained the same as the prior year.

Expenditures by Type - All Funds



Executive Summary



General Capital Projects

Significant investments in General Capital Projects included the following:

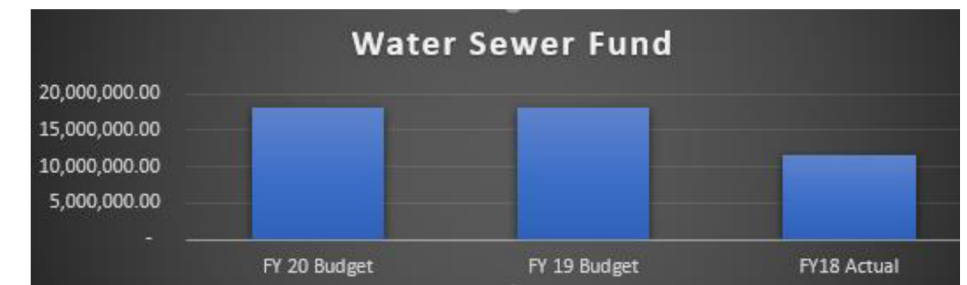
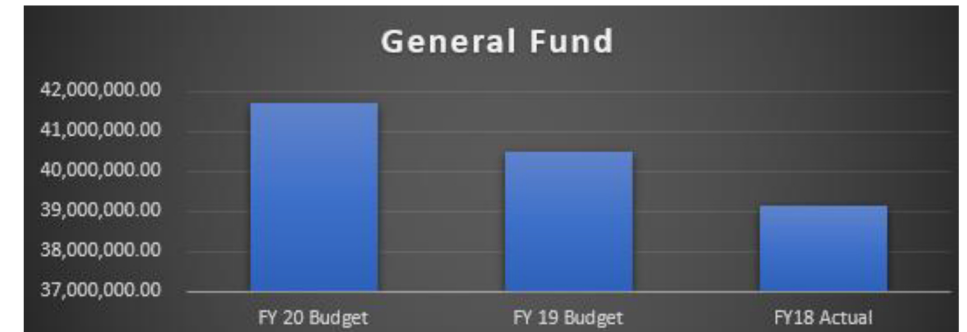
- Public Safety breathing apparatus replacements for the fire department
- Field Operations: Special Events Pavilion and Field Operations Facility
- Infrastructure and Development: Bicycle Master Plan Improvements, Urban Greenway Improvements, Naylor Mill Road Bridget Replacement, and Mill Street Bridge Rehabilitation

A total of \$3,643,400 was budgeted for General Capital Projects which were funded as follows:

Transfers - General Fund, Annexation Fund, & Stormwater Fund	381,500
Grants	1,611,900
Contributions	410,000
Bonded Debt	1,240,000

Use of Surplus

The FY 2020 budget included \$1,647,100 in revenue from surplus. However, the forecast for variances in expenditures and revenues results in expectations there will be no actual use of fund balance for the year.





Consolidated Schedules



Budget Overview

This table summarizes the revenues and expenditures of the City's Adopted 2020 budget



	General Fund	Capital Improvements Program	Special Revenue Funds	Enterprise Funds	Total Budget
Revenues:					
Taxes	28,637,436	-	-	-	28,637,436
Licenses and Permits	1,715,200	-	-	-	1,715,200
Intergovernmental	3,140,785	1,611,900	2,090,823	-	6,843,508
Charges for Services	5,842,956	-	-	17,556,950	23,399,906
Other Revenues	625,143	410,000	-	-	1,035,143
Other Sources	560,323	3,398,190	-	262,140	4,220,653
Total Revenues	\$ 40,521,843	\$ 5,420,090	\$ 2,090,823	\$ 17,819,090	\$ 65,851,846
Transfers In	217,109	658,500	573,401	-	1,449,010
Transfers Out	(664,901)	-	(387,109)	(397,000)	(1,449,010)
Use of Fund Balance	1,647,100	-	387,109	2,280,260	4,314,469
Total Financial Resources	\$ 41,721,151	\$ 6,078,590	\$ 2,664,224	\$ 19,702,350	\$ 70,166,315
Expenditures:					
General Government	3,658,010	102,900	80,000	-	3,840,910
Public Safety:					
Police	13,591,425	-	407,196	-	13,998,621
Fire	8,586,989	1,239,000	468,905	-	10,294,894
Public Works:					
Field Operations	5,396,484	572,500	-	-	5,968,984
Infrastructure & Development	1,488,804	1,729,000	980,823	-	4,198,627
Water Sewer Operations		1,843,190	-	18,136,162	19,979,352
Parking Operations		592,000	-	952,791	1,544,791
Other Operations		-	-	613,397	613,397
Economic Development	825,411	-	-	-	825,411
Housing & Community Development	1,220,820	-	727,300	-	1,948,120
Recreation and Culture:					
Salisbury Zoo	1,243,838	-	-	-	1,243,838
Parks	652,723	-	-	-	652,723
Insurance and Misc.	1,047,740	-	-	-	1,047,740
Debt Service	4,008,907	-	-	-	4,008,907
Total Expenditures	\$ 41,721,151	\$ 6,078,590	\$ 2,664,224	\$ 19,702,350	\$ 70,166,315

Revenue Summary

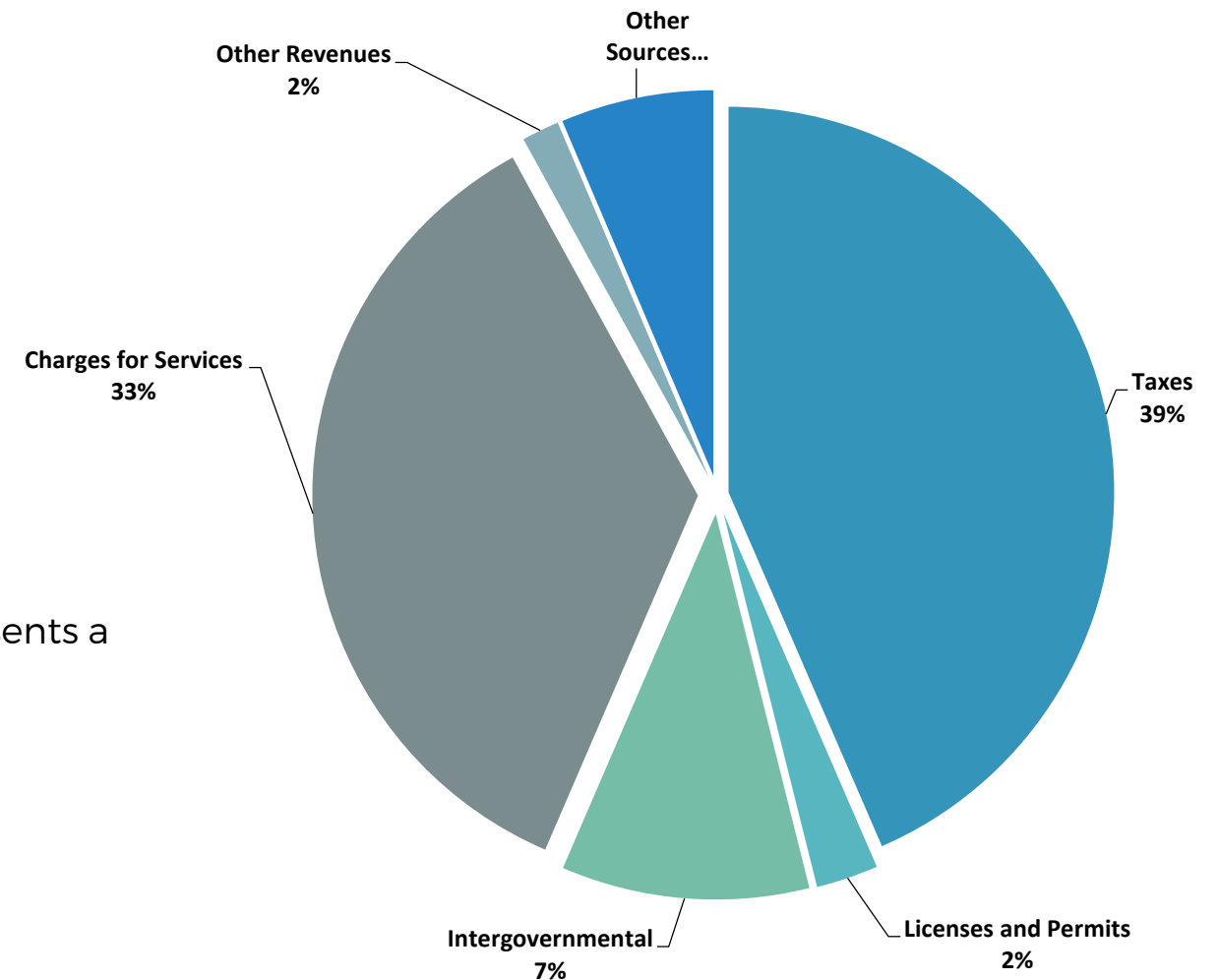


Fund	FY20 Adopted	FY19 Adopted	% Change	FY18 Actual
General Fund	40,521,843	38,996,245	4%	37,932,749
Parking Fund	793,200	750,000	6%	651,797
Water Sewer Fund	16,350,890	16,367,863	0%	22,725,528
Marina Fund	55,000	56,200	-2%	65,373
Storm Water Fund	620,000	825,000	-25%	638,505
Special Revenue Funds*	2,090,823	1,405,758	49%	1,691,151
Capital Project Fund*	5,420,090	12,038,350	-55%	5,909,541
Total	65,851,846	70,439,416	-7%	69,614,644

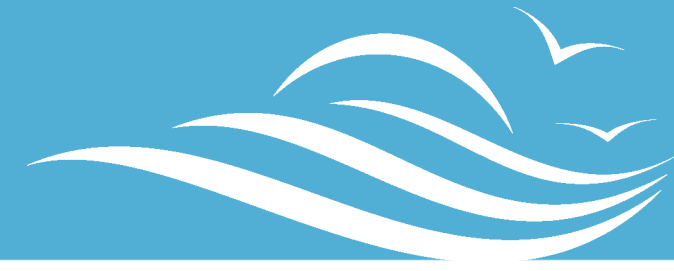
Revenue Summary

The budgeted revenue in FY202 is \$65,891,846, which represents a 7% decrease from FY2019. This is primarily due to revenue associated with the Capital Improvements Programs which decreased \$6,618,260.

Revenues by Type - All Funds



Expenditures Summary



	FY 2020 Adopted					
Fund	Per Ordinance	Transfers	Net of Transfers	FY 19 Adopted	% Change	FY 2018 Actual**
General Fund	42,386,052	664,901	41,721,151	40,474,463	5%	39,141,880
Parking Fund	952,791		952,791	791,131	-1%	655,897
Water Sewer Fund	18,413,162	277,000	18,136,162	18,035,532	-1%	11,563,559
Marina Fund	86,232	-	86,232	88,147	0%	104,757
Storm Water Fund	647,165	120,000	527,165	701,899	37%	306,599
Grant Fund & Special Revenue	3,051,333	387,109	2,664,224	1,593,384	38%	1,750,588
Com Develop Cap Project Fund	-	-	-	-	0%	27,226
Capital Projects Fund*	6,078,590		6,078,590	12,676,350	42%	3,668,252
TOTAL	71,615,325	1,449,010	70,166,315	74,360,906	-6%	57,218,758

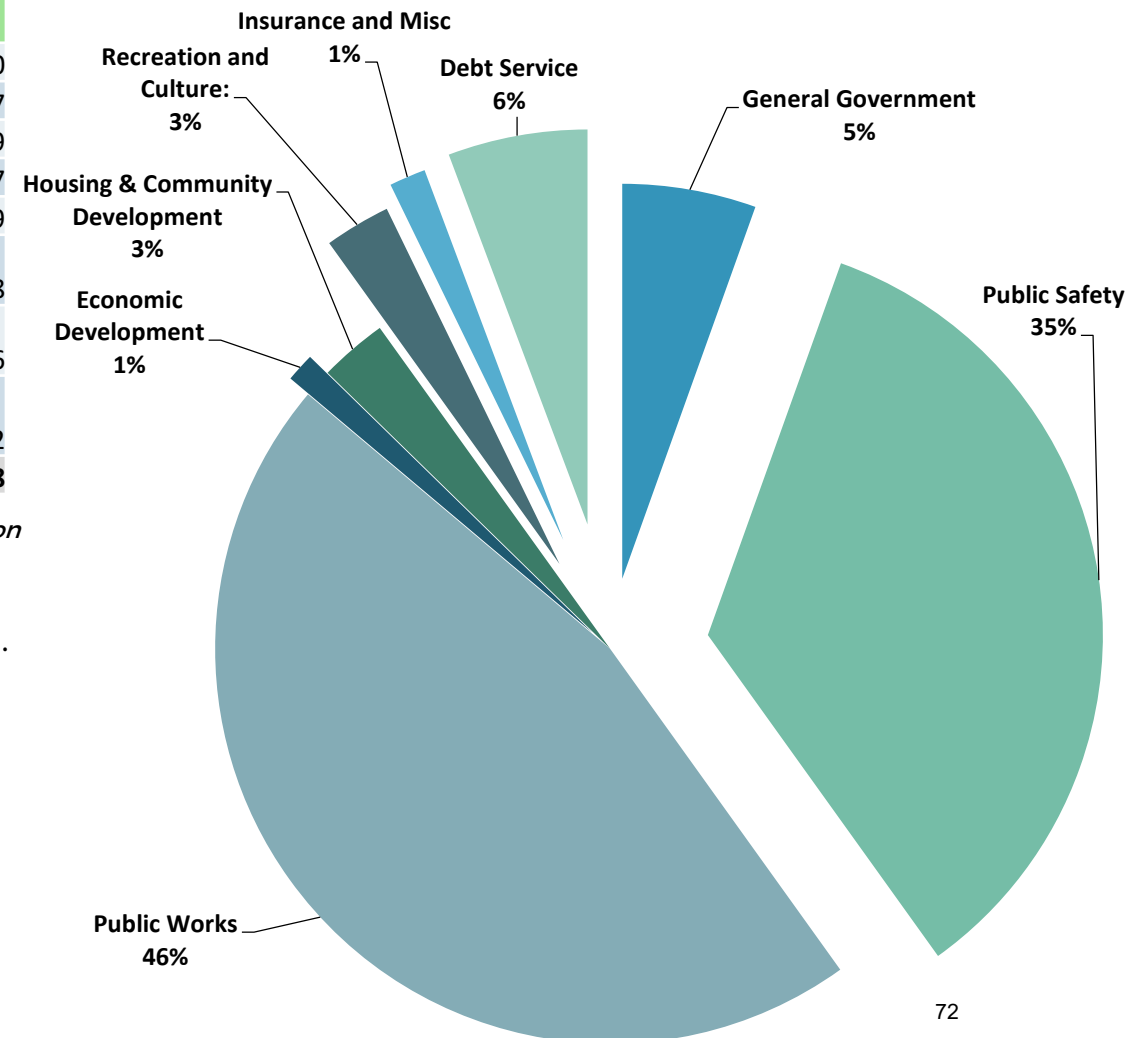
* Multi Year Fund

** Excluding Depreciation

Expenditures Summary

The budgeted expenditures net of transfers in FY 2020 is \$70,166,315. There was a \$ 4,194,591 or 6% decrease from FY 2019. This is primarily due to expenditures associated with the Capital Improvement Program which decreased \$ 6,597,760.

Expenditures by Type - All Funds



Statement of Revenues, Expenses and Changes in Fund Balance



All Governmental Funds

FY20 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Revenues						
Taxes	\$ 23,789,800	\$ 24,506,195	\$ 24,801,665	\$ 26,799,572	\$ 27,556,597	\$ 28,637,436
Other revenue	3,749,143	4,582,208	4,630,361	4,943,355	1,018,148	1,035,143
Intergovernmental revenues	3,707,275	4,640,082	3,643,335	4,395,878	4,651,067	6,843,508
Service charges	3,314,757	3,158,061	3,041,011	3,791,599	7,347,341	7,558,156
Total Revenues	34,560,975	36,886,546	36,116,372	39,930,404	40,573,153	44,074,243
Expenditures						
General government	3,359,794	3,780,459	3,970,388	4,441,596	3,911,069	4,563,421
Public safety	19,464,654	20,035,532	20,885,690	22,602,253	24,533,256	25,002,635
Public works	5,430,741	4,970,684	4,910,018	4,746,139	7,039,105	7,866,111
Recreation and culture	1,766,395	1,910,125	1,930,038	2,028,685	1,788,344	1,896,561
Nondepartmental	617,711	1,006,594	931,423	1,195,661	1,013,751	1,047,740
Capital outlay	2,326,058	8,952,848	6,677,531	5,958,774	12,676,350	3,643,400
Debt service						
Principal	4,630,439	2,152,098	2,300,773	2,785,353	2,262,636	2,349,195
Interest	666,267	674,248	885,103	868,627	1,519,686	1,659,712
Total Expenditures	38,262,059	43,482,588	42,490,964	44,627,088	54,744,197	48,028,775
Excess of revenues over (under) expenditures	(3,701,084)	(6,596,042)	(6,374,592)	(4,696,684)	(14,171,044)	(3,954,532)
Other financing sources (uses)						
Proceeds from sale of capital assets	2,028	13,683	467,942	185,184	-	-
Operating transfers in (out)	(22,914)	154,320	75,355	156,948	521,000	120,000
Proceeds from extended term financing		1,697,575	-	-	719,000	560,323
Payment to refunding agent			(9,466,692)			
Proceeds from Bond Issuance	6,763,365	4,135,138	12,751,624	5,417,853	11,148,200	3,398,190
Total other financing sources (uses)	6,742,479	6,000,716	3,828,229	5,759,985	12,388,200	4,078,513
Net Change in fund balances	3,041,395	(595,326)	(2,546,363)	1,063,301	(1,782,844)	123,981
Fund Balances, beginning of year	18,666,046	21,146,331	20,551,005	18,004,642		
Fund Balances, end of year	\$ 21,707,441	\$ 20,551,005	\$ 18,004,642	\$ 19,067,943		

Statement of Revenues, Expenses and Changes in Fund Balance



General Fund

The General Fund's Net Change in Fund Balances for FY15-FY18 totaled (\$ 1,150,762) or an average of (\$287,691) per year. The FY 2020 budget reflects a Net Change in Fund Balances of (\$ 1,647,100) since budgeted revenues are under expenditures by the same amount.

Fund Balance: What is it and why is it important?

Fund Balance is the excess dollars 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 it provides funds for unforeseen expenses or emergencies. It reduces the need for short-term borrowing for operations by assuring sufficient cash flows. Finally, Fund Balance demonstrates financial stability and enhances bond rating, thus lowering debt issuance cost.

	Actual				Adopted Budget	
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Revenues						
Taxes	\$23,789,800	\$24,506,195	\$24,801,665	\$ 26,799,572	\$27,556,597	\$28,637,436
Other revenue	3,745,962	4,563,763	4,250,105	4,212,634	548,148	625,143
Intergovernmental revenues	2,234,549	2,312,521	2,428,600	2,925,831	2,825,159	3,140,785
Service charges	3,305,577	3,035,614	2,979,689	3,791,599	7,347,341	7,558,156
Total Revenues	33,075,888	34,418,093	34,460,059	37,729,636	38,277,245	39,961,520
Expenditures						
General government	2,834,524	2,950,118	3,278,547	3,649,691	3,911,069	4,483,421
Public safety	18,661,055	19,611,828	20,435,138	22,180,055	22,939,872	23,399,234
Public works	5,356,958	4,933,359	4,855,183	4,545,338	7,039,105	6,885,288
Recreation and culture	1,766,395	1,910,125	1,930,038	2,028,685	1,788,344	1,896,561
Nondepartmental	617,711	1,006,594	931,423	1,195,661	1,013,751	1,047,740
Capital outlay	797,378	1,661,702	1,778,500	1,888,470		
Debt service						
Principal	4,630,439	2,152,098	2,300,773	2,785,353	2,262,636	2,349,195
Interest	666,267	674,248	786,680	868,627	1,519,686	1,659,712
Total Expenditures	35,330,727	34,900,072	36,296,282	39,141,880	40,474,463	41,721,151
Excess of revenues over (under) expenditures	(2,254,839)	(481,979)	(1,836,223)	(1,412,244)	(2,197,218)	(1,759,631)
Other financing sources (uses)						
Proceeds from sale of capital assets	2,028	13,683	467,942	178,213	-	560,323
Operating transfers in (out)	(97,397)	(950,897)	(785,416)	(498,509)	(304,626)	(447,792)
Proceeds from extended term financing		1,697,575			719,000	
Proceeds from Bond Issuance	2,754,365	-	2,028,036	24,900	-	
Total other financing sources (uses)	2,658,996	760,361	1,710,562	(295,396)	414,374	112,531
Net Change in fund balances	404,157	278,382	(125,661)	(1,707,640)	(1,782,844)	(1,647,100)
Fund Balances, beginning of year	11,889,695	12,293,852	12,572,234	12,446,573		
Fund Balances, end of year	\$12,293,852	\$12,572,234	\$12,446,573	\$ 10,738,933		

Statement of Revenues, Expenses and Changes in Fund Balance

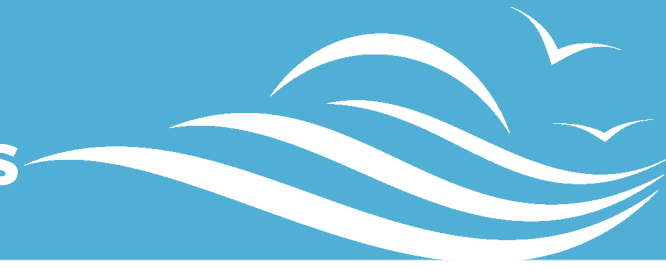


Enterprise Funds

FY20 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. Total expenditures for enterprise funds shown increased by \$85,647 or .4%. Water and Sewer rates were unchanged in the FY20 budget.

	Water Sewer Fund	Parking Fund	Marina Fund	Stormwater Fund
Revenues				
Charges for services	\$ 16,203,750	\$ 678,200	\$ 55,000	\$ 620,000
Other revenue	-	-		
Total Revenues	16,203,750	678,200	55,000	620,000
Expenditures				
Operating	13,110,856	625,053	86,232	527,165
Capital outlay	180,560	115,000		-
Debt service	4,844,746	212,738		
Total Expenditures	18,136,162	952,791	86,232	527,165
Excess of revenues over (under) expenditures	(1,932,412)	(274,591)	(31,232)	92,835
Other financing sources (uses)				
Operating transfers in (out)	(277,000)			(120,000)
Proceeds from extended term financing	147,140	115,000		-
Proceeds from Bond Issuance	-		-	
Total other financing sources (uses)	(129,860)	115,000	-	(120,000)
Net Change in fund balances FY20 Adopted Budget	(2,062,272)	(159,591)	(31,232)	(27,165)
Net Change in fund balances FY19 Adopted Budget	(2,028,669)	(41,131)	(31,947)	(36,899)
Fund Balances, 6/30/18	74,184,130	1,783,255	1,485,304	465,646
Fund Balances, end of year (projected)	\$ 70,093,189	\$ 1,582,533	\$ 1,422,125	\$ 401,582

Summary of FY20 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, 2018 totaled \$52,096,825. After considering general obligations including mortgages and notes outstanding of \$24,021,247, the available additional debt margin was \$27,995,578.

Debt Budgeted to be issued in FY20

The amount of bonds budgeted for issue in the FY 20 Adopted Budget is as follows:

Fund	Issue Amount
General Fund	1,240,000
Parking Fund	592,000
Storm Water Fund	
Total	\$1,832,000

Summary of FY20 Debt Service: All Funds



General Fund Debt Service

The following schedule lists the principal and interest payments budgeted for payment in the General Fund for FY2020.

Issue	Principal	Interest	Total
2011 General Obligation Bonds	345,945	90,359	436,304
2011 General Obligation Bonds	251,978	26,367	278,345
2013 General Obligation Bonds	198,000	64,326	262,326
2014 MD Water Quality	4,621	567	5,188
2016 General Obligation Bonds	360,068	54,749	414,817
2017 General Obligation Bonds	865,365	317,527	1,182,892
2018 General Obligation Bonds	323,218	122,907	446,125
2019 General Obligation Bonds		905,247	905,247
2020 General Obligation Bonds		77,663	77,663
Total	2,349,195	1,659,712	4,008,907

Summary of FY20 Debt Service: All Funds

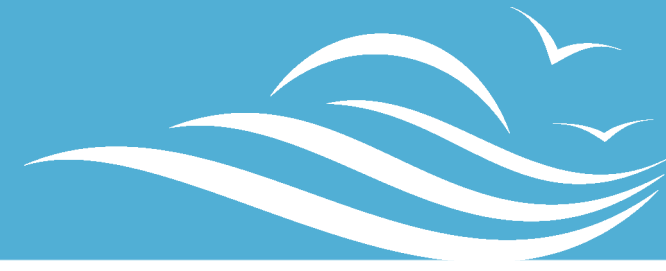


Enterprise Funds Debt Service

The following schedule lists the principal and interest payments budgeted for payment in each Enterprise Fund for FY2020.

Issue	Principal	Interest	Total
Water Fund	334,917	77,243	412,160
Sewer Fund	3,813,958	618,628	4,432,586
Total Water Sewer Fund	4,148,875	695,871	4,844,746
Parking Fund	105,723	107,015	212,738
Marina Fund	-	-	-
Storm Water Fund	-	-	-
Total	4,254,598	802,886	5,057,484

Summary of Position Changes



Step Increases

A One-Step increase was awarded for all personnel.

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			Accounts Payable III Accountant III	Cashier I/II		
Human Resources		Human Resources Director G14				
Procurement						Buyer Assistant changed to Administrative Assistant
Field Operations		Stock Clerk to Material Manager DFO, Operations DFO, Services				
HCDD		Senior CEO to CEO Supervisor				
DID		Surveyor G12	Survey Tech II Project Engineer I/II/III/IV	Sustainability Coordinator G5		Reallocate salary distribution for engineering staff
Information Systems	GIS Analyst \$2,887					
Fire						
Mayor				Media Specialist G5	Deputy City Administrator	
Police				Police Officer	2 Cadets	2 additional police officer positions frozen
Police Communications				Police Communications Officer	Police Communications Director Police Communications Supervisor	
Water Works		Water Works Program Specialist G8 Pretreatment Tech Assistant Plant Mechanic	Water Plant Operator Quality Control Sample Technician Maintenance Operator Water Treatment Plant Operator Bio Solids Operator Plant Mechanic			

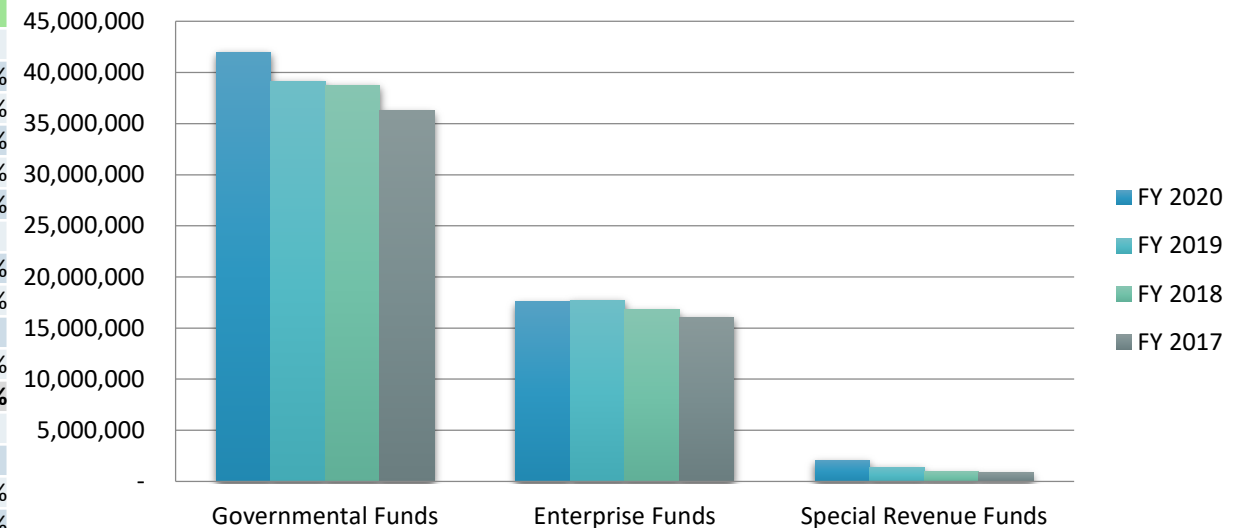
Revenue Overview



Total revenue for FY2020 is \$65.8, which includes \$61.6 million in operating revenue, and \$4.2 million in revenue from other sources. FY2019 operating revenues are estimated to increase 5.6% from the prior year. This increase is primarily due to an increase in property tax assessments and fees throughout the City.

Operating Revenue	FY 2017	FY 2018	FY 2019	FY 2020	2020 vs. 2019
Governmental Funds					
Taxes	25,253,523	26,607,694	27,556,597	28,637,436	3.92%
Licenses and Permits	1,674,519	1,674,519	1,613,650	1,715,200	6.29%
Intergovernmental	3,037,885	4,229,099	3,245,309	4,752,685	46.45%
Charges for Services	4,674,431	5,099,644	5,733,691	5,842,956	1.91%
Other Revenue	1,601,574	1,130,207	1,018,148	1,035,143	1.67%
Enterprise Funds					
Charges for Services	16,029,775	16,818,432	17,648,137	17,556,950	-0.52%
Other Revenue	12,500	-	100,926	-	-100.00%
Special Revenue Funds					
Intergovernmental	859,647	981,000	1,405,758	2,090,823	48.73%
Total Operating Revenue	53,143,854	56,540,595	58,322,216	61,631,193	5.67%
Other financing sources:					
Bond Proceeds	5,001,500	6,997,605	11,148,200	3,398,190	-69.52%
Cap Lease	1,972,650	37,499	969,000	822,463	-15.12%
Total other financing sources	6,974,150	7,035,104	12,117,200	4,220,653	-65.17%
Total Revenue	60,118,004	63,575,699	70,439,416	65,851,846	10.80%

Operating Revenue by Fund Type



General Fund Revenue: Taxes

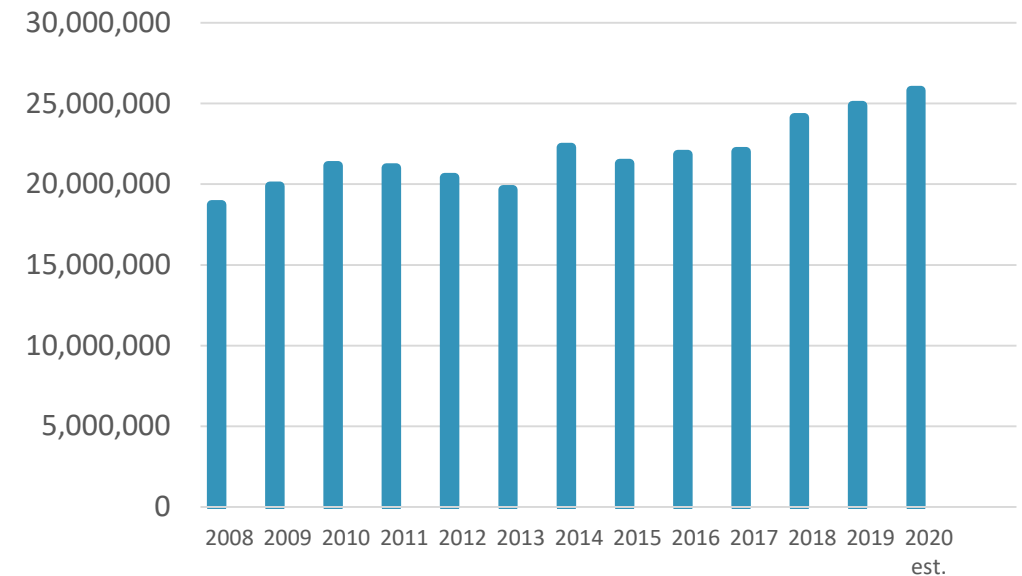


Taxes are generated on the estimated assessed value of real property, historical collections and distribution of personal income taxes. The tax rate is the amount charged per \$100 of assessed value as determined by the Maryland State Department of Assessments and Taxation. The Mayor and City Council 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 Rate		Tax Levy
	Real	Personal	Corporations	Total	Personal Property	Real Property	
2007	1,558,315,846	3,719,000	270,458,220	1,832,493,066	1.82	0.729	15,275,387
2008	1,782,450,011	3,215,350	294,114,320	2,079,779,681	2.04	0.819	18,724,251
2009	2,015,985,078	2,966,990	281,162,310	2,300,114,378	2.04	0.819	19,880,167
2010	2,219,277,746	2,697,220	279,352,590	2,501,327,556	2.04	0.819	21,148,255
2011	2,050,805,168	2,058,140	277,866,040	2,330,729,348	2.04	0.819	21,004,804
2012	1,988,451,318	2,513,100	263,974,200	2,254,938,618	2.04	0.819	20,417,152
2013	1,963,683,547	2,029,930	262,591,170	2,228,304,647	2.04	0.819	19,659,327
2014	1,775,307,203	2,397,520	268,737,410	2,046,442,133	2.21	0.884	22,274,445
2015	1,748,436,713	2,467,580	265,493,170	2,016,397,463	2.21	0.937	21,289,136
2016	1,787,044,569	3,017,040	279,087,700	2,069,149,309	2.21	0.937	21,838,233
2017	1,793,459,946	2,866,060	283,109,800	2,079,435,806	2.21	0.9432	22,017,568
2018	1,852,099,222	3,105,050	296,391,770	2,151,596,042	2.40 PP 2.81 RR	0.9832	24,127,199
2019 (EST)	1,876,009,227	3,000,000	273,659,549	2,152,668,776	2.40 PP 2.81 RR	0.9832	24,885,135
2020 (EST)	1,950,061,361	3,000,000	258,219,373	2,211,280,734	2.40 PP 3.51 RR	0.9832	25,802,712

Taxes: 13-year trend



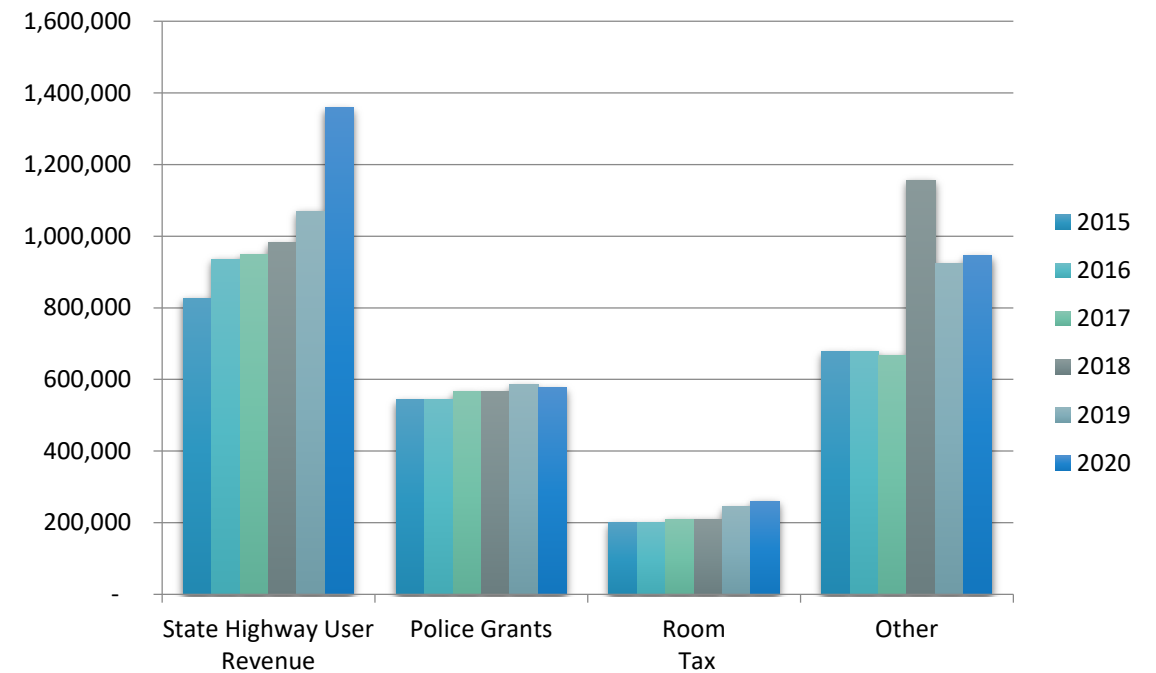
General Fund Revenue: Intergovernmental



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

Fiscal Year	State Highway User Revenue	Police Grants	Room Tax	Other	Total
2015	827,495	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
2020	1,358,201	577,063	260,000	945,521	3,140,785

Intergovernmental Revenue - 6 Yr Trend



Water & Sewer Fund Revenue



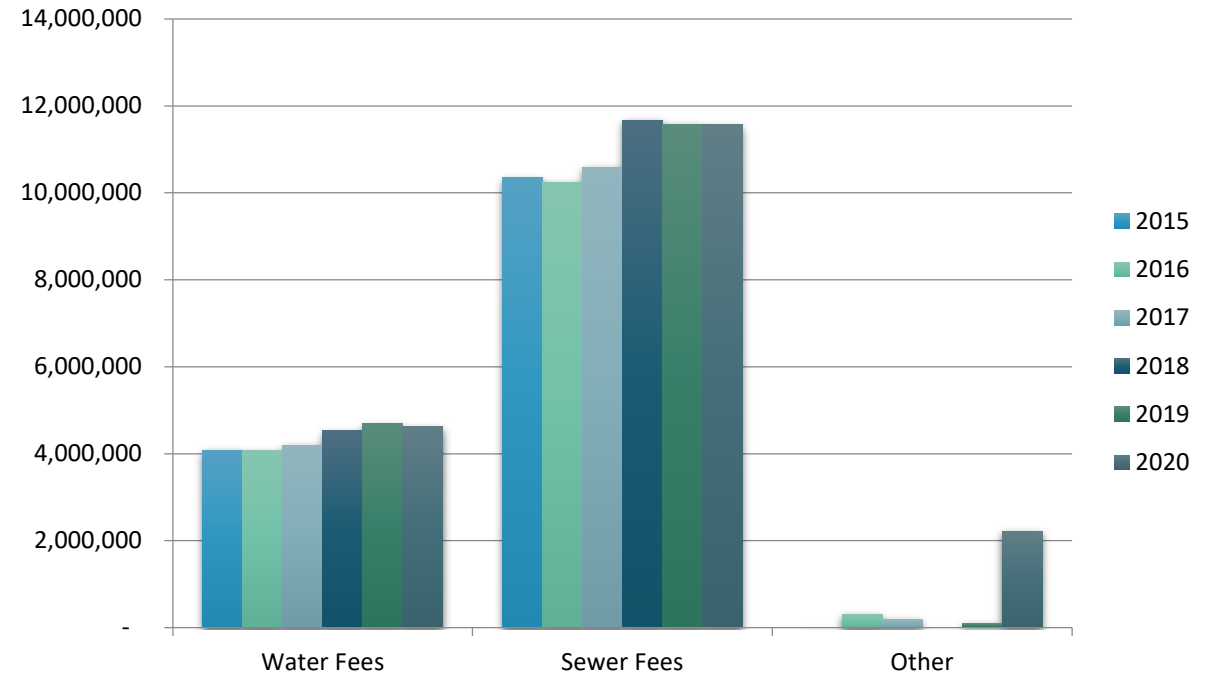
The Water & Sewer Fund's revenue consist of fees which include usage, water and sewer connections, special meter readings, and other miscellaneous charges. Rates are set annually by the Mayor and City Council to maintain all water and sewer services to customers. Customers are billed on a quarterly basis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

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

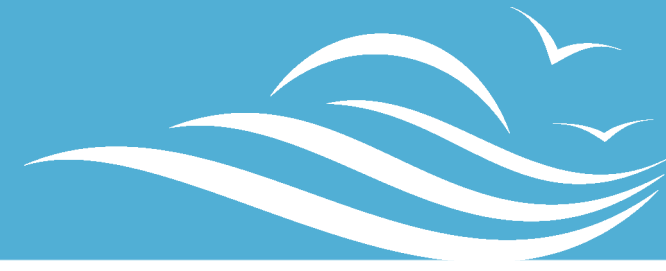
The FY20 proposed budget does include a Water Sewer rate increase.

Water Sewer Revenue - 6 Yr Trend

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
2020	4,630,250	11,566,000	2,216,912	18,413,162



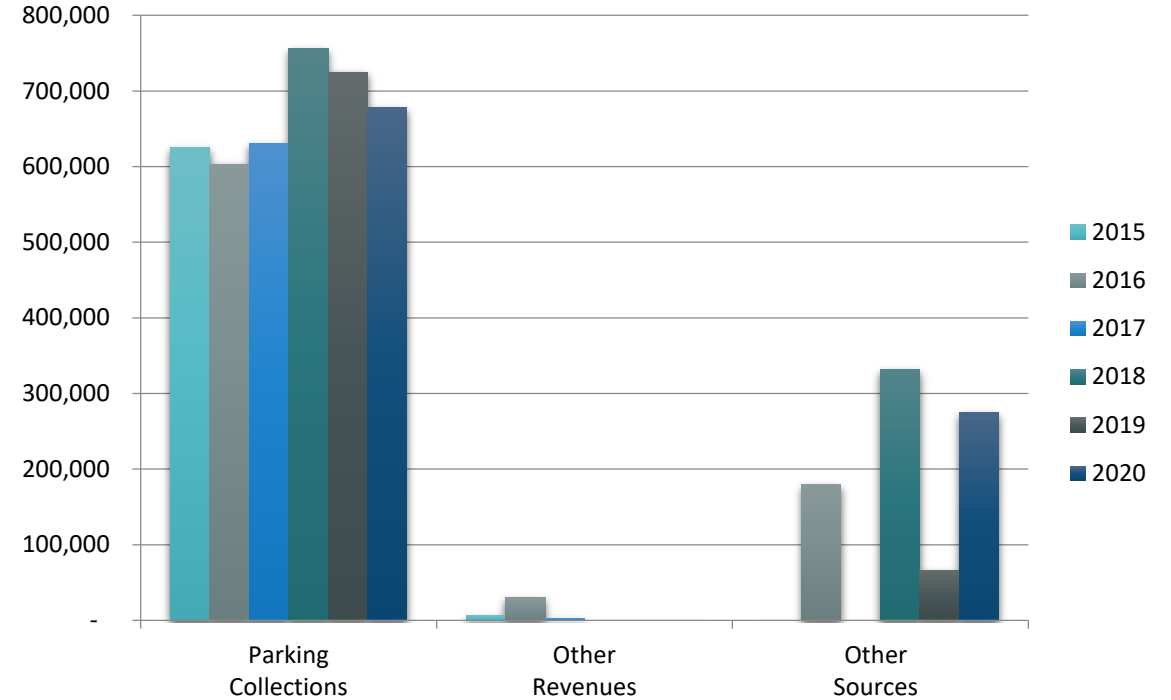
Parking Fund Revenue



The Parking Fund's revenue source consist of customer fees for the City's parking meters, lots, and garage located in the surrounding and downtown areas of Salisbury. The rates are set by the Mayor and City Council. The budget 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
2020	678,200	-	274,591	952,791

Parking Fund Revenue - 6 Yr Trend



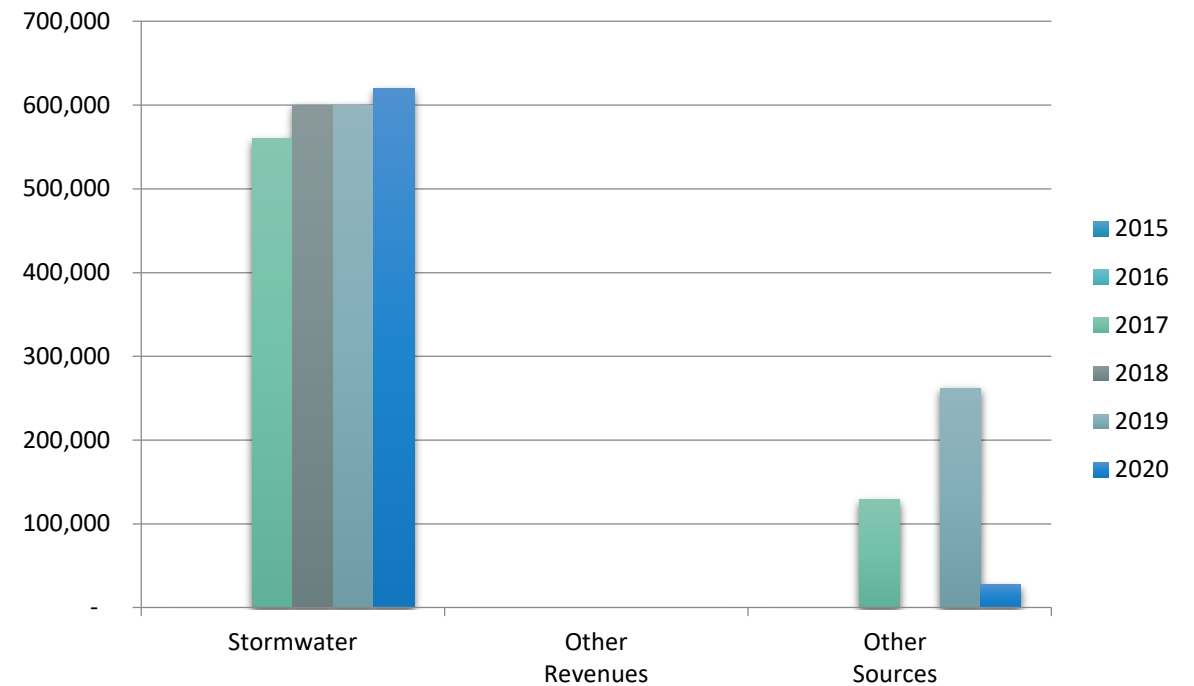
Stormwater Fund Revenue



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
2020	620,000	-	27,165	647,165

Stormwater Fund Revenue - 6 Yr Trend

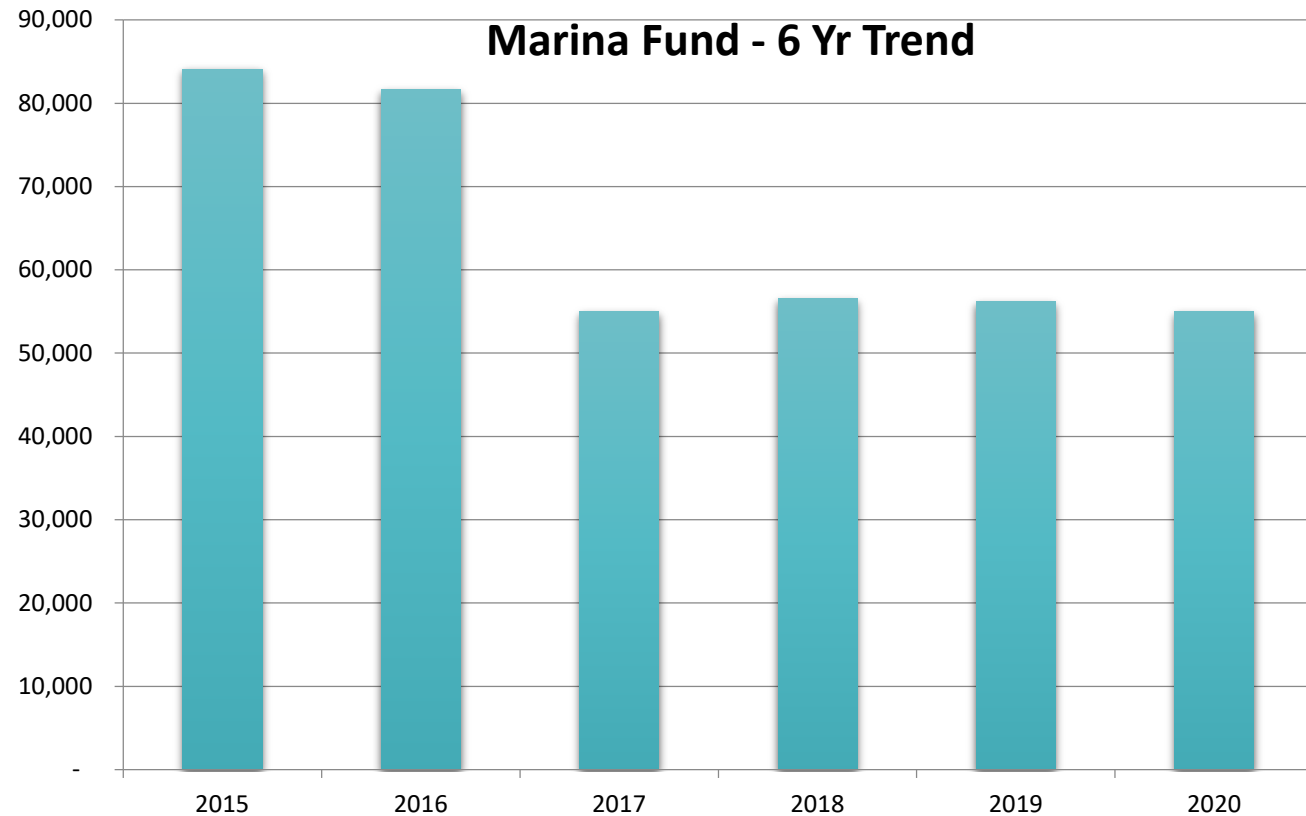


Marina Fund Revenue



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
2020	55,000





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 20-24 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 2020 - 2024.

	General Revenues	Grants & Donations	Lease	Bond	Revolving Fund Funds on Hand	Total
General Fund	9,925,330	6,606,900	8,355,000	18,166,750	0 -	43,053,980
Water Sewer Fund	9,136,110		-	8,436,000	1,662,000	19,234,110
Parking Fund	60,000		55,000	771,000		886,000
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.

FY20 Budget Capital Projects



The schedules found on the following pages present the Capital Projects included in the City's Proposed FY 20 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.

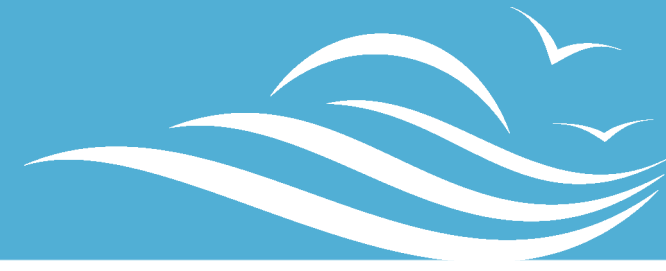
CIP Totals for projects included in the FY 2020 Proposed Budget

The schedule below presents totals by funding source for projects funded in each of the City's major funds for the 2020 Adopted Budget.

	General Revenues	Grants & Donations	Lease	Bond	Reallocate prior Bonds Proceeds	Water Sewer Revolving Funds	Total
General Capital Projects	1,925,750	1,446,900	1,228,000	3,812,500	0	0	8,413,150
Water Sewer Capital Projects	1,906,190					662,000	2,568,190
Parking Fund Capital Projects	60,000		55,000	592,000			707,000
Total	3,891,940	1,446,900	1,283,000	4,404,500		662,000	11,688,340

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

CIP Effect on 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 Cost
Public Safety			
Patrol Vehicle	172,500	None	None
Self-Contained Breathing Apparatus Replacement	844,000	None	None
Field Operations	-		
Special Events Pavilions	100,000	Increase Maintenance	Increase Operations
Zoo Admin Office Space	100,000	Increase Maintenance	None
Field Operations Facility Plan - Phase 2	200,000	None	None
Field Operations Facility Plan - Phase 3	125,000	None	None
Infrastructure & Development	-		
City Park Master Plan Improvements	50,000	Increase Maintenance	None
Wayfinding and Signage	10,000	Increase Maintenance	None
Citywide Street Reconstruction	450,000	Decrease Maintenance	None
Citywide Street Repairs	50,000	Decrease Maintenance	None
Citywide Concrete Program	50,000	Decrease Maintenance	None
Mill Street Bridge Rehabilitation	45,000	None	None
Skatepark Phase 2b	134,000	Increase Maintenance	None
Riverwalk Amphitheater Phase 2	100,000	Increase Maintenance	None
Naylor Mill Road Bridge Replacement	280,000	None	None
Mill Street Bridge Rehabilitation	180,000	None	None
Naylor Mill Road Bridge Replacement	70,000	None	None
Bicycle Master Plan Improvements	300,000	Increase Maintenance	None
Urban Greenway Improvements	300,000	Increase Maintenance	None
Street Scaping	200,000	Increase Maintenance	None

4.3 Capital Improvements

General Capital Projects



				Schedule B: General Capital Projects						General Fund - Capital Outlay				
				Funding Source						Account			Funding Source	
Dept	Project	CIP Amount	Adj	PayGO Gen Fund	PayGO Anex D	PayGO Storm Water	Grant	Contrib.	Bond	Org	Obj	Description	General Revenues	Lease Proceeds
	PUBLIC SAFETY													
Police	Water Barrier Repairs	28,850	(28,850)											
Police	Patrol Vehicle	575,000	(402,500)							21021	577025	Vehicles		172,500
Police	CID Vehicles	63,000	(41,580)							21021	577025	Vehicles		21,420
Fire	Telephone System Upgrade	30,000	(30,000)							24035	577030	Equipment	-	
Fire	Self-Contained Breathing Apparatus Replacement	775,000	69,000	69,000			775,000							
Fire	Radio Paging System Replacement	100,000	(100,000)						-					
Flre	Fire Station - North Side	395,000						395,000						
Fire	Apparatus Replacement - Staff Vehicle	40,000	(40,000)							24035	577025	Vehicles		-
	GENERAL GOVERNMENT													
GOB	Roof Replacement	12,500								19500	534301	Buildings	12,500	
GOB	Heat Circulation Pump Replacement	12,500								19500	534301	Buildings	12,500	
GOB	Women's Restroom Upgrades	8,500								19500	534301	Buildings	8,500	
GOB	3rd Floor ADA Compliant Unisex Restroom	40,000	(22,500)							19500	534301	Buildings	17,500	
IT	High Availability Virtual Environment	55,900								1800	577030	Equipment		55,900
IT	Stormwater Utility Network Mapping	60,000				60,000								
IT	Housing Survey / Blight Study	42,900					42,900							
IT	EnerGov Software & Implementation	80,000	(80,000)	-										
HCDD	Utility Truck		37,503							25200	577025	Vehicles		37,503

General Capital Projects



				Schedule B: General Capital Projects						General Fund - Capital Outlay				
				Funding Source						Account			Funding Source	
Dept	Project	CIP Amount	Adj	PayGO Gen Fund	PayGO Anex D	PayGO Storm Water	Grant	Contrib.	Bond	Org	Obj	Description	General Revenues	Lease Proceeds
	FIELD OPERATIONS													
Field Op	Pathway Paving	30,000	(10,000)		20,000									
Field Op	Exterior: Siding Repair & Painting	25,000	(12,500)	12,500										
Field Op	Special Events Pavilions	100,000					100,000							
Field Op	Zoo Admin Office Space	185,000	(85,000)						100,000					
Field Op	Field Ops Facility Plan - Phase 2	200,000							200,000					
Field Op	Field Ops Facility Plan - Phase 3	125,000							125,000					
Field Op	Field Ops Facility Plan - Phase 4	200,000	(200,000)						-					
Field Op	Jaguar Exhibit - Phase I	15,000						15,000						
Field Op	Dump Truck	165,000	(165,000)							31150	577030	Equipment		
Field Op	Mid-Size Excavator	175,000	-							31150	577030	Equipment		175,000
Field Op	Rear Load Trash Truck	210,000	(210,000)							32061	577025	Vehicle		-
Field Op	Lane Striper	-	-						-					
Field Op	Bucket Truck		98,000							2200	577025	Vehicle		98,000

General Capital Projects



				Schedule B: General Capital Projects						General Fund - Capital Outlay				
				Funding Source						Account			Funding Source	
Dept	Project	CIP Amount	Adj	PayGO Gen Fund	PayGO Anex D	PayGO Storm Water	Grant	Contrib.	Bond	Org	Obj	Description	General Revenues	Lease Proceeds
	INFRASTRUCTURE & DEVELOPMENT													
I & D	Zoning Code Revisions	150,000	(75,000)							1900	513400	Consulting	75,000	
I & D	City Park Master Plan Improvements	150,000	(100,000)	-	50,000									
I & D	Wayfinding and Signage	40,000	(30,000)	10,000										
I & D	Street Light Additions and Replacement	75,000	(75,000)											
I & D	Citywide Street Reconstruction	750,000	(300,000)							3100	534318	Streets	450,000	
I & D	Citywide Street Repairs	75,000	(25,000)							3100	534318	Street Repairs	50,000	
I & D	Citywide Concrete Program	75,000	(25,000)							3100	534307	Curbs	50,000	
I & D	Mill Street Bridge Rehabilitation	45,000							45,000					
I & D	Skatepark Phase 2b	134,000					134,000							
I & D	Riverwalk Amphitheater Phase 2	100,000					100,000							
I & D	Waterside Playground	200,000	(200,000)				-							
I & D	Naylor Mill Road Bridge Replacement	280,000					280,000							
I & D	Mill Street Bridge Rehabilitation	180,000					180,000							
I & D	Naylor Mill Road Bridge Replacement	70,000							70,000					
I & D	Riverwalk Amphitheater Phase 2	200,000	(200,000)						-					
I & D	Bicycle Master Plan Improvements	600,000	(300,000)						300,000					
I & D	Urban Greenway Improvements	890,000	(590,000)		100,000				200,000					
I & D	Street Scaping	425,000	(225,000)						200,000					
I & D-SW	Total Max.Daily Load Compliance Schedule	200,000	(165,000)			35,000								
I & D-SW	Beaglin Park Dam Improvements	25,000				25,000								
	Total	8,413,150	(3,533,427)	91,500	170,000	120,000	1,611,900	410,000	1,240,000				676,000	560,323

Capital Projects: Water/Sewer, Parking, Stormwater



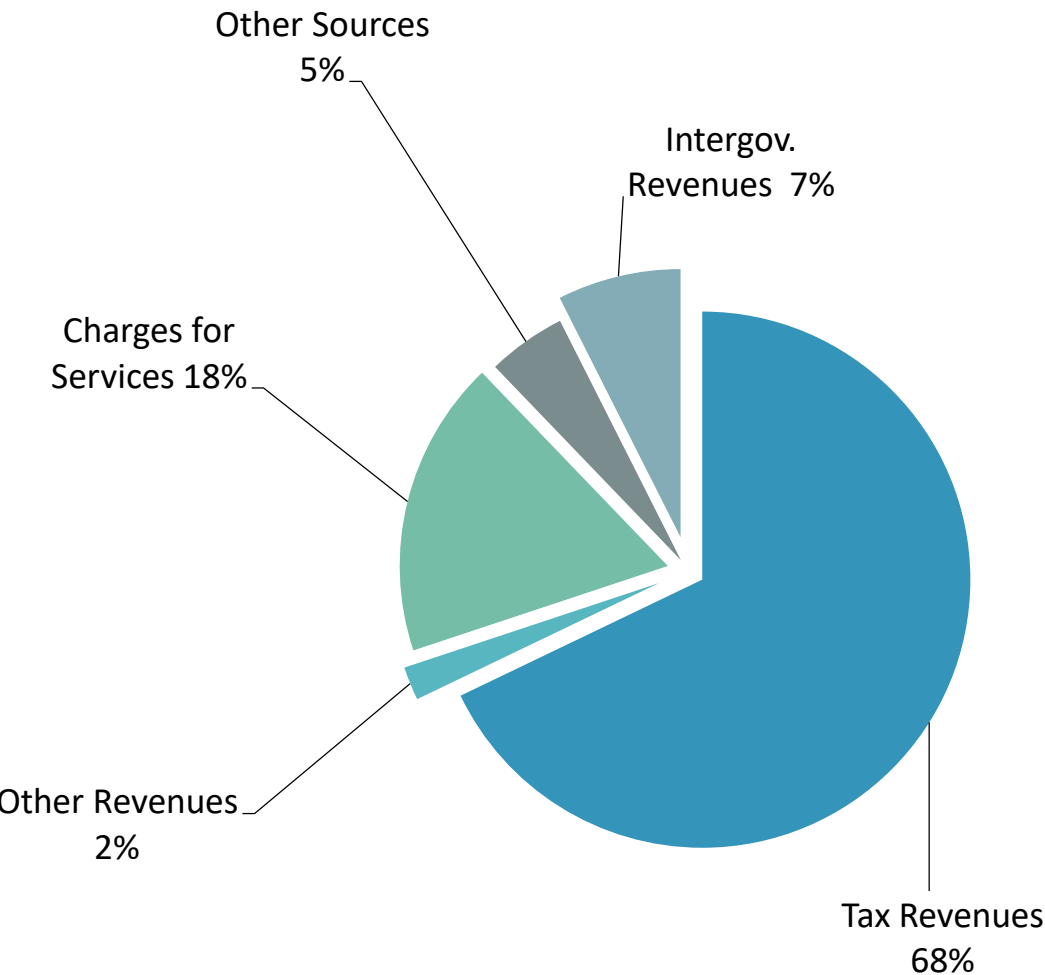
			Capital Projects - Funding Source				Enterprise Fund - Capital Outlay		
Project	CIP Amount	Mayor Adj	Transfer PayGO	Grant	Revolving Funds	Reallocate	Account	Enterprise Revenue	Lease Proceeds
WATER SEWER CAPITAL PROJECT FUND									
Fiber Backbone Expansion	175,000	-175,000	0						
Restore Park Well Field	175,000					175,000			
Paleo Fluoride Room Door and Tank Replacement	60,000					60,000			
Bathroom Addition	51,000		51,000			0			
Chemical Building HVAC	48,000					48,000			
WWTP Outfall Inspection and Repairs	78,030					78,030			
WWTP Local Limits Study	51,000		51,000			0			
Structural Study	50,000		50,000			0			
Internal Recycle Pump Replacement	180,000					180,000			
Replace Distribution Piping & Valves	100,000					100,000			
HV507 Dump Truck	125,000		125,000						
Sewer Infiltration and Inflow Remediation	550,000	-550,000	0						
Park Water Treatment Plant Roof Improvements	181,560		0			181,560			
Park Aerator Building Improvements	81,600					81,600			
Park Well Field Raw Water Main & Valve Rplc	562,000				562,000				
Southside Pump Station Force Main	100,000				100,000				
Water Sewer Fund Total	2,568,190	-725,000	277,000	0	662,000	904,190			
PARKING FUND									
Street Sweeper	60,000						31154-577025 Vehicles	0	60,000
Parking Garage Security Cameras	55,000						31154-577030 Equipment	0	55,000
Parking Garage Structural Repairs	592,000					592,000			
Parking Authority Fund Total	707,000	0	0	0	0	592,000			115,000



General Fund



General Fund: Revenue Detail



Source	FY 20 Proposed	FY20 Adopted
Tax Revenues	28,637,436	28,637,436
Intergov. Revenues	3,140,785	3,140,785
Charges for Service	7,558,156	7,558,156
Other Revenues	853,253	842,252
Other Sources	2,000,695	2,207,423
TOTAL	\$42,190,324	\$42,386,052

General Fund: Revenue Detail



		18 Actual	19 Revised	20 Proposed	20 Adopted
403100	Real Property	17,499,545	17,991,135	18,794,712	18,794,712
403201	Local Personal Property - Curr	75,152	72,000	72,000	72,000
403301	OBC - Current Year	4,806,481	5,080,000	4,600,000	4,600,000
403302	Railroad/Utilities	1,746,021	1,742,000	2,336,000	2,336,000
403450	Assessment - Harbor Pointe	45	-	-	-
403510	Local Income Taxes	1,813,627	1,750,000	1,900,000	1,900,000
403605	Admission & Amusement Taxes	303,618	350,000	350,000	350,000
403610	Water & Sewer Utility	202,635	211,228	214,009	214,009
403611	PILOT-Housing Auth.	-	1,000	4,000	4,000
403612	PILOT Univ Village	121,207	123,781	141,741	141,741
403613	PILOT Parking Authority	100,453	100,453	109,974	109,974
403910	Interest-Delinquent Taxes	130,788	135,000	115,000	115,000
413101	Amusement Licenses	5,035	3,500	3,000	3,000
413102	Trader's Licenses	149,402	140,000	140,000	140,000
413103	Prof & Occupational	75	-	-	-
413104	Towing Companies	4,350	4,000	4,200	4,200
413105	Billboard Licenses	20,970	21,000	19,000	19,000
413106	Cable TV Franchise Fee	411,897	425,000	385,000	385,000
413109	Restaurant Licenses	15,550	14,000	15,000	15,000
413110	Natural Gas Franchise	5,000	5,000	5,000	5,000
413112	Multi-Family Dwelling Fee	581,756	550,000	560,000	560,000
413113	Multifamily Landlord License	127,370	94,000	90,000	90,000
413201	Building Permits	275,289	290,000	400,000	400,000

General Fund: Revenue Detail



		18 Actual	19 Revised	20 Proposed	20 Adopted
413202	Grading Permits	500	500	400	400
413203	Peddlers License	1,095	300	300	300
413207	Plumbing Permits	33,575	42,000	70,000	70,000
413208	Other Misc Permits	3,095	-	-	-
413209	Street Breaking Permits	1,350	1,750	700	700
413210	Sign Permits	26,135	20,000	20,000	20,000
413211	Well Permits	800	600	600	600
413212	Zoning/Variances	2,100	2,000	2,000	2,000
413215	Fence Permits	-	500	-	-
413216	Temporary Sign Permits	825	500	500	500
413217	Demolition Permits	925	1,500	600	600
413218	Pool Permits	80	100	100	100
413219	Tent Permits	240	300	300	300
413221	Temporary Trailer Permits	-	100	-	-
424101	Police Regular Grant	272,429	318,474	319,545	319,545
424102	Supplement	82,248	82,785	82,018	82,018
424103	Municipal	187,200	185,250	175,500	175,500
424201	Highway User	981,825	1,070,682	1,358,201	1,358,201
424202	MDOT Reimbursements	-	-	90,407	90,407
425400	Enterprise Zone	169,011	84,000	84,000	84,000
427100	Bank Shares Tax	18,302	18,300	18,300	18,300
427403	EMS from County	950,000	820,668	752,814	752,814
427600	Zoo-Hotel Room Tax	264,816	245,000	260,000	260,000

General Fund: Revenue Detail



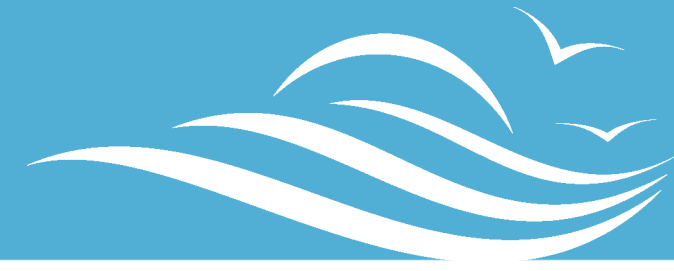
		18 Actual	19 Revised	20 Proposed	20 Adopted
433101	Filing Fees	-	100	100	100
433102	Advertising Fees	140	100	100	100
433103	Plan Review Fees	27,531	23,000	24,000	24,000
433104	Administrative Fees	523,247	536,948	562,156	562,156
433105	Zoning Appeal Fee	-	100	-	-
433107	Housing Board Appeal Fee	-	500	-	-
433108	Housing Application Fee	600	-	-	-
433116	Annexation Services	1,358	-	-	-
433209	False Fire Alarms	1,215	5,000	1,500	1,500
433210	False Alarms	32,991	25,000	25,000	25,000
433228	Lifequest Revenue	1,947,170	1,875,000	1,920,000	1,920,000
433230	Fire Prevention - Plan Review	50,225	125,000	150,000	150,000
433231	Fire Prevention - Permits&Fees	4,132	23,000	23,000	23,000
433232	Fire Inspections	825	1,500	1,500	1,500
433246	Re-Inspection Fee - NSCC	(550)	-	-	-
433250	Weed Cleaning/Removal	31,244	72,000	50,000	50,000
433251	Clean It/Lien It Fees	19,695	27,000	13,000	13,000
433253	Abandoned Vehicle Removal	1,410	-	-	-
433260	Inspection Fees	2,025	100	600	600
433261	Reinspection Fees	6,450	9,500	9,500	9,500
433270	Reports	19,249	16,000	19,000	19,000
433272	Adm Fees-Towing	450	700	500	500
434505	Delmarva/Salisbury Scrap Recycle	10,811	4,500	4,500	4,500

General Fund: Revenue Detail



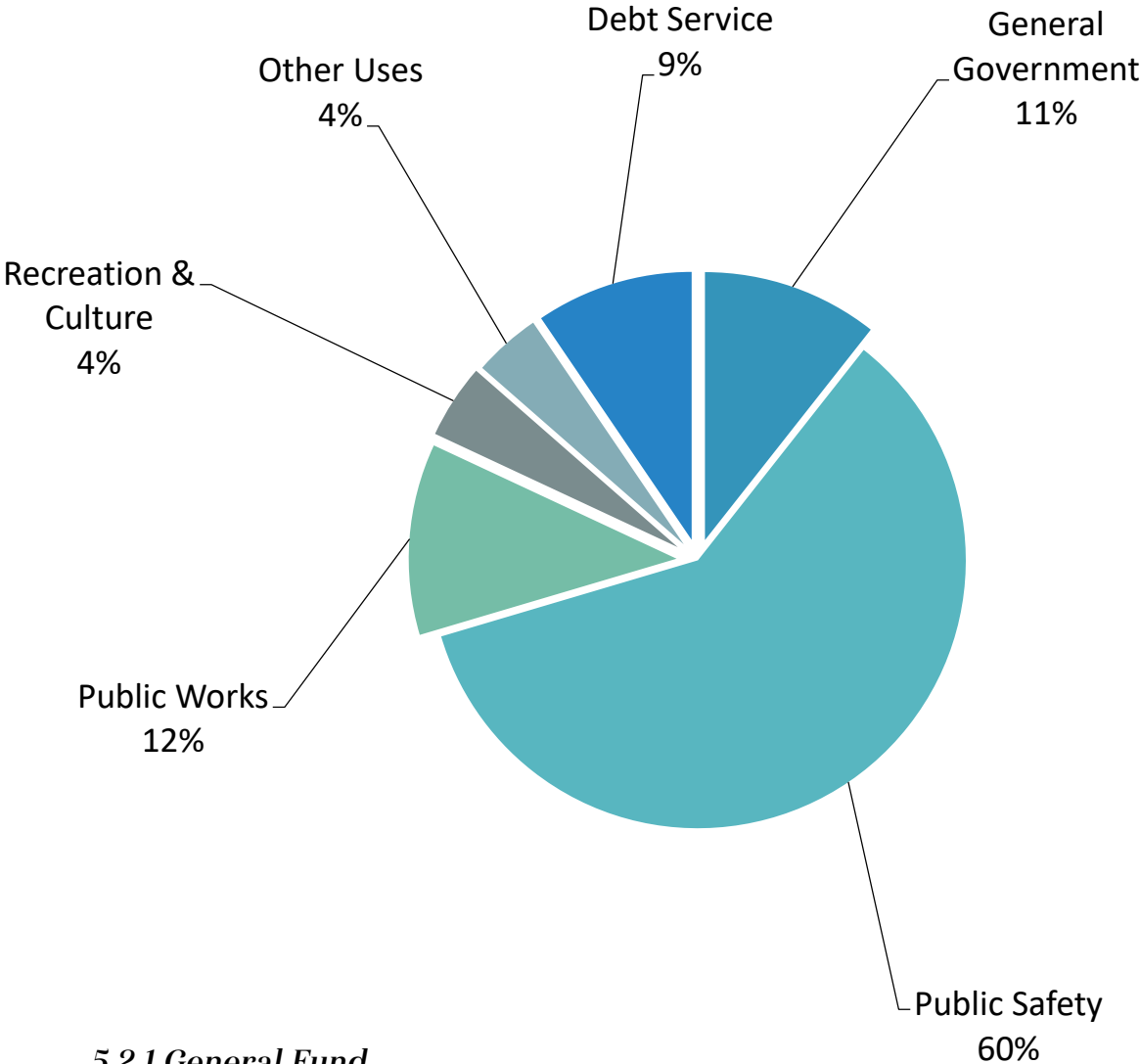
		18 Actual	19 Revised	20 Proposed	20 Adopted
434610	Trash Fees	1,123,264	1,482,643	1,780,000	1,780,000
434613	Bulk Trash Pickup	887	3,000	3,000	3,000
434717	City Merchandise	2,531	1,244	3,000	3,000
445110	Parking	13,388	-	-	-
445130	Municipal Infractions	25,508	145,000	30,000	30,000
445134	Vacant Building Registration	23,250	4,000	20,000	20,000
445135	Foreclosed Property	800	1,000	1,000	1,000
445140	School Zone Camera	1,325,771	1,350,000	1,200,000	1,200,000
456110	Investment Interest	102,765	2,500	2,500	2,500
456120	Other Interest	7,560	10,000	7,000	7,000
456130	Trash Disposal Fee	10,890	7,000	9,000	9,000
456300	Rent Earnings	100,709	140,000	100,000	100,000
456301	Rent Earnings - Park Events	-	6,500	35,000	35,000
456400	Donations	105,325	50,000	103,607	103,607
456909	POWER SAVINGS PROGRAM	10,125	-	-	-
456911	Other Misc. Receipts	168,048	75,000	85,000	85,000
456912	Cash Over/Short	(48)	-	-	-
456913	Returned Check Fee	240	300	200	200
456914	Bad Debt Collections	475	2,000	1,000	1,000
456915	Damages To City Property	(5,299)	-	-	-
456916	Sale of Maps and Codes	178	800	200	200
456917	Bid Documents	20	300	-	-
456918	Zoo Commission FT	170,446	182,062	183,671	183,671

General Fund: Revenue Detail



		18 Actual	19 Revised	20 Proposed	20 Adopted
456919	Zoo Commission PT	47,534	71,686	108,965	108,965
456926	Compensated Allowance Adj.	(20,568)	-	-	-
456935	Insurance Proceeds	16,436	34,261	-	-
456938	BHZ Repairs	500	-	-	-
456940	Bad Debt Collections-Claim Aid	3,347	-	-	-
469141	Transfers from General Cap Pro	(26,567)	-	-	-
469167	Transfer from Anex Reinvest	-	-	146,000	135,000
469192	Transfers from Forfeited Polic	-	-	71,109	71,109
469200	Sale of Fixed Assets	178,213	-	-	-
469311	Capital Lease Proceeds	24,900	719,000	424,820	560,323
469810	Current Surplus Available	-	818,370	1,575,875	-
469811	Capital Surplus	-	1,319,000	-	1,421,328
468920	Surplus Available – Speed Camera	-	-	-	225,772
	TOTAL General Fund	37,483,835	41,169,121	42,190,324	42,386,052

General Fund: Expenditure Detail



Source	FY 20 Proposed	FY20 Adopted
General Gov't.	4,482,607	4,483,420
Public Safety	25,224,811	25,394,991
Public Works	4,867,797	4,889,532
Recreation/Culture	1,893,561	1,896,561
Other	1,712,641	1,712,641
Debt	4,008,907	4,008,907
TOTAL	\$42,190,324	\$42,386,052

General Fund: Expenditure Comparison



Department / Division		FY 19 Approved	FY 19 Adjusted	FY 20 Proposed	FY 20 Proposed vs. FY 19 Approved
General Fund					
	City Council	78,203	78,203	78,519	316
	City Clerk	161,889	161,889	163,795	1,906
	Development Services	777,851	779,096	825,411	46,315
	Mayor's Office	598,430	598,430	591,185	-7,246
	Elections	-	-	51,500	51,500
	Internal Services - Finance	621,450	706,450	733,238	26,788
	Internal Services - Procurement	261,377	261,377	271,174	9,796
	City Attorney	284,800	284,800	354,800	70,000
	Information Services	460,922	460,922	556,653	95,731
	Human Resources	308,244	308,244	340,165	31,921
	Planning & Zoning	102,280	102,280	179,314	77,034
	Municipal Buildings	197,600	467,126	285,352	-181,775
	Poplar Hill Mansion	58,023	58,023	52,316	-5,708
	Police Services	12,222,423	12,238,684	12,573,863	335,179
	Police Communications	853,212	868,212	793,809	-74,403
	Police Animal Control	214,940	217,940	223,754	5,814
	Traffic Control	1,411,963	1,411,963	1,664,616	252,653
	Fire Fighting	8,146,445	8,183,445	8,197,812	14,367
	Fire Volunteer	410,057	373,057	389,177	16,120
	Building, Permits & Inspection	324,527	324,527	331,140	6,613
	HCDD	1,092,795	1,092,795	1,220,820	128,025
	Resource Management	521,374	521,374	516,796	-4,587
	Engineering	1,378,360	1,378,360	1,157,664	-220,696
	Streets	960,939	960,939	1,029,265	68,326

General Fund: Expenditure Comparison



Department / Division		FY 19 Approved	FY 19 Adjusted	FY 20 Proposed	FY 20 Proposed vs. FY 19 Approved
General Fund					
	Waste Collection/Disposal	1,703,281	1,703,281	1,443,000	-260,281
	Recycling	151,646	151,646	443,441	-5,008
	Fleet Management	448,449	448,449	437,886	-10,563
	Carpenter Shop	138,566	138,566	145,697	7,131
	Municipal Zoo	1,151,804	1,151,804	1,243,838	92,034
	Parks	636,539	636,539	652,723	16,184
	Debt Service	3,782,322	3,782,322	4,008,907	226,584
	Insurance	717,000	717,000	767,740	50,740
	Miscellaneous	296,750	296,750	280,000	-16,750
	Operating Transfers	304,626	304,626	664,901	360,275
	General Fund Total	40,779,089	41,169,121	42,386,052	1,216,931



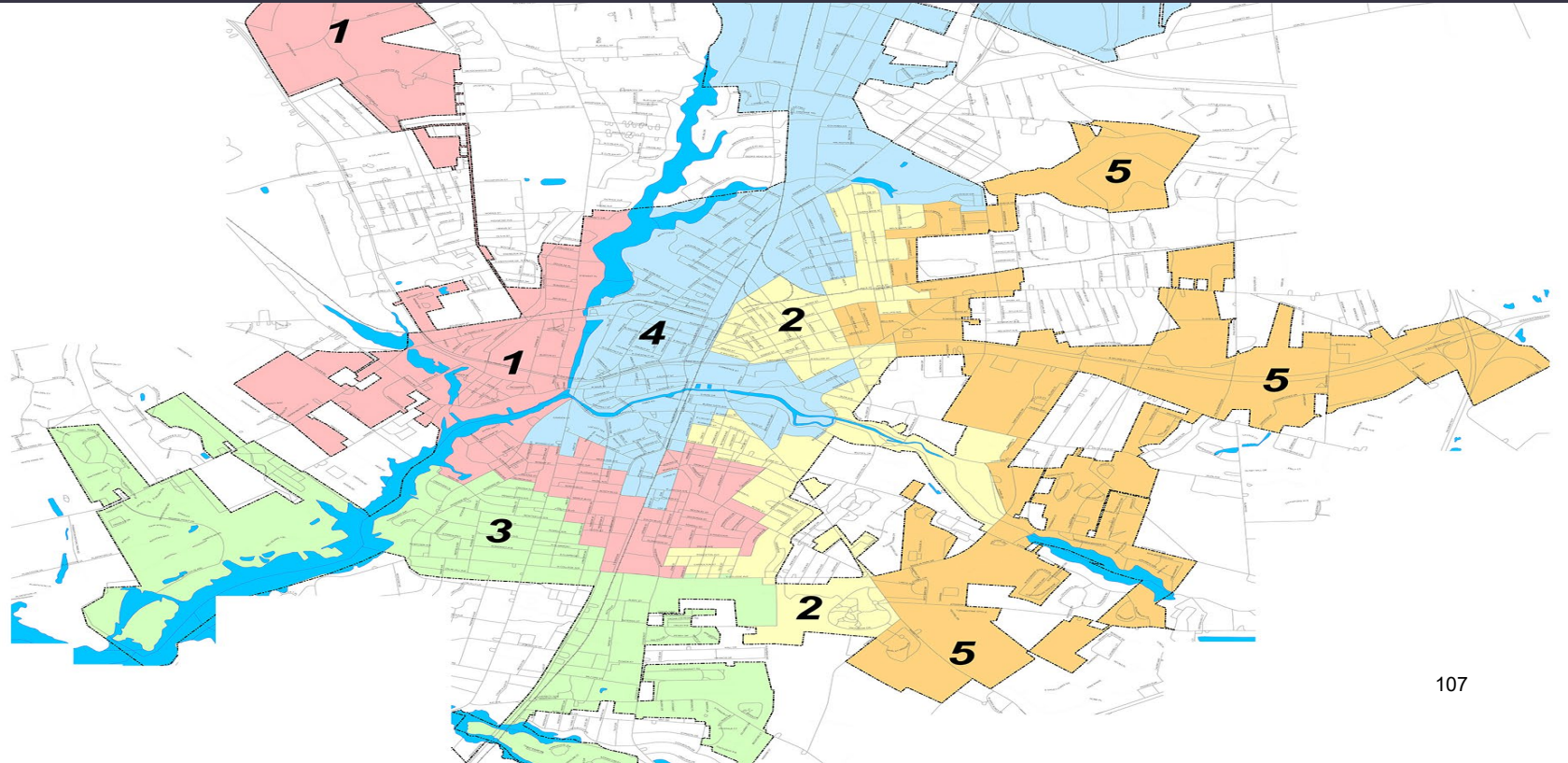
General Government





City Council

The City Council are the elected representatives of the citizens of Salisbury. There are 5 total Council members representing the City's 5 Councilmanic districts.



City Council

Goals and Priorities



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. Promote a healthy and inclusive community that provides opportunity for growth for residents, businesses and visitors
2. Prudently manage the City's resources to secure short and long term financial stability
3. Support the resources that allow the City's neighborhoods to be viable and appealing
4. Host quarterly Coffee With Your Council in varying Council Districts to hear from the citizens

City Council

Budget Detail

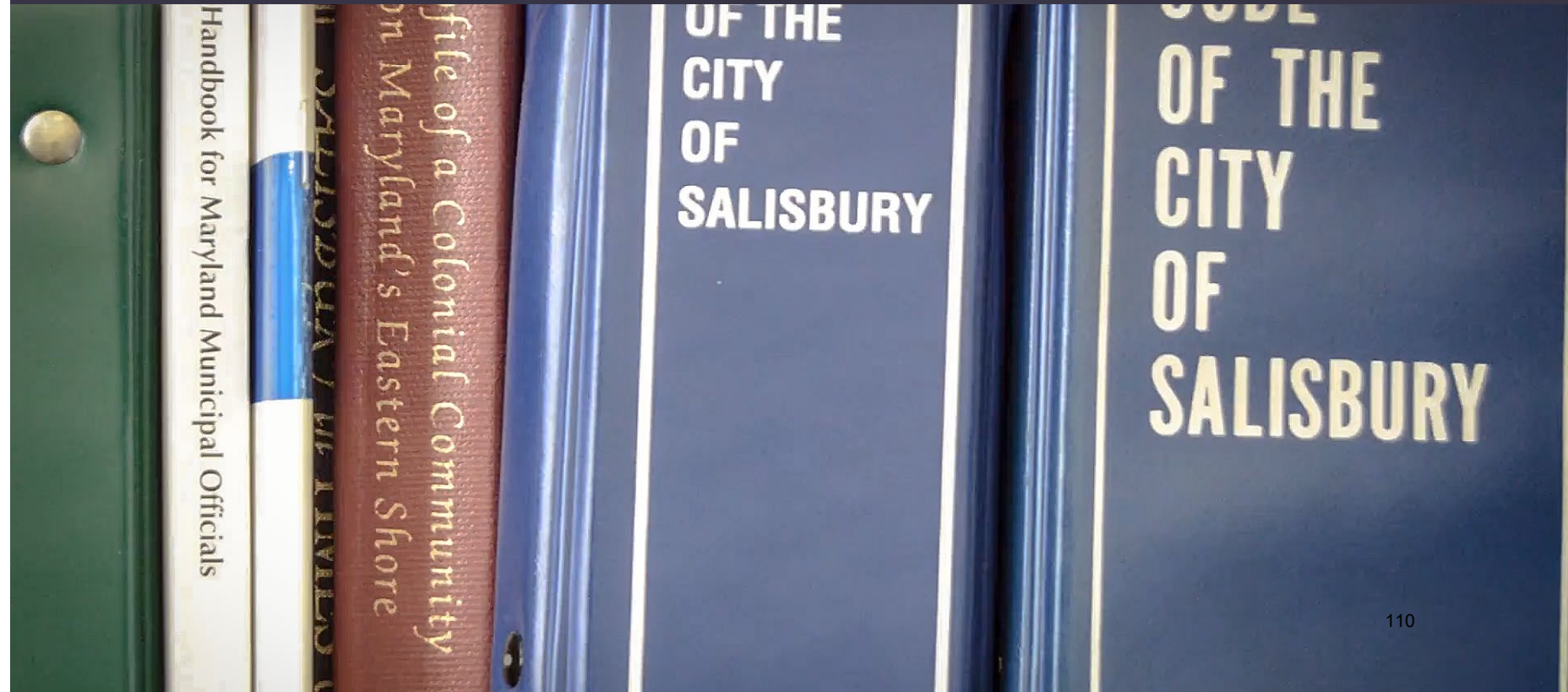


11000 - Legislative (City Council)	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	60,804	60,944	60,944	61,260	61,260
Operating Expenses	15,198	17,259	17,259	17,259	17,259
TOTAL City Council	76,002	78,203	78,203	78,519	78,519



City Clerk

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



City Clerk

Goals and Priorities



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
4. Maximize public access to local government

PRIORITIES

1. Provide efficient and professional services to the public, elected officials, City departments and community organizations
2. Provide updates to City's website, 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
4. Accurately record and carefully preserve and safeguard the legislative history of the City

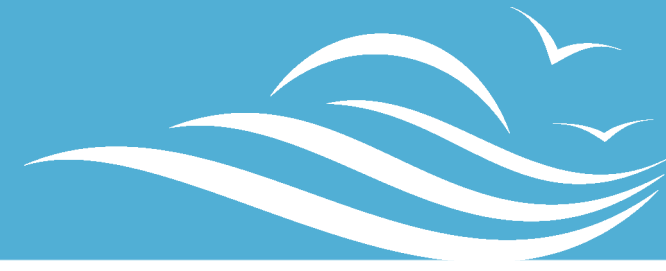
City Clerk

Org Chart



City Clerk

Budget Detail



11000 - City Clerk	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	142,162	145,452	145,452	148,270	147,359
Operating Expenses	16,119	16,437	16,437	16,076	16,076
Capital Outlay	-	-	-	360	360
TOTAL City Clerk	158,281	161,889	161,889	164,706	163,795



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

Departmental Goals and Priorities



GOALS

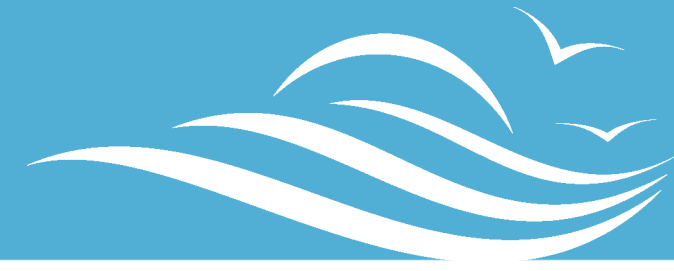
1. Wicomico County will have a monthly average of 49,000 employed persons
2. Per capita income will rise to \$22,000
3. Downtown Trolley ridership will increase by 250
4. Downtown Visitor Center traffic will increase by 250
5. Respond within 2 business days to all requests for information about starting a business in Salisbury
6. Increase the total number of restaurants, retail establishments and craft manufacturers in Downtown Salisbury by 5% in FY20.

PRIORITIES

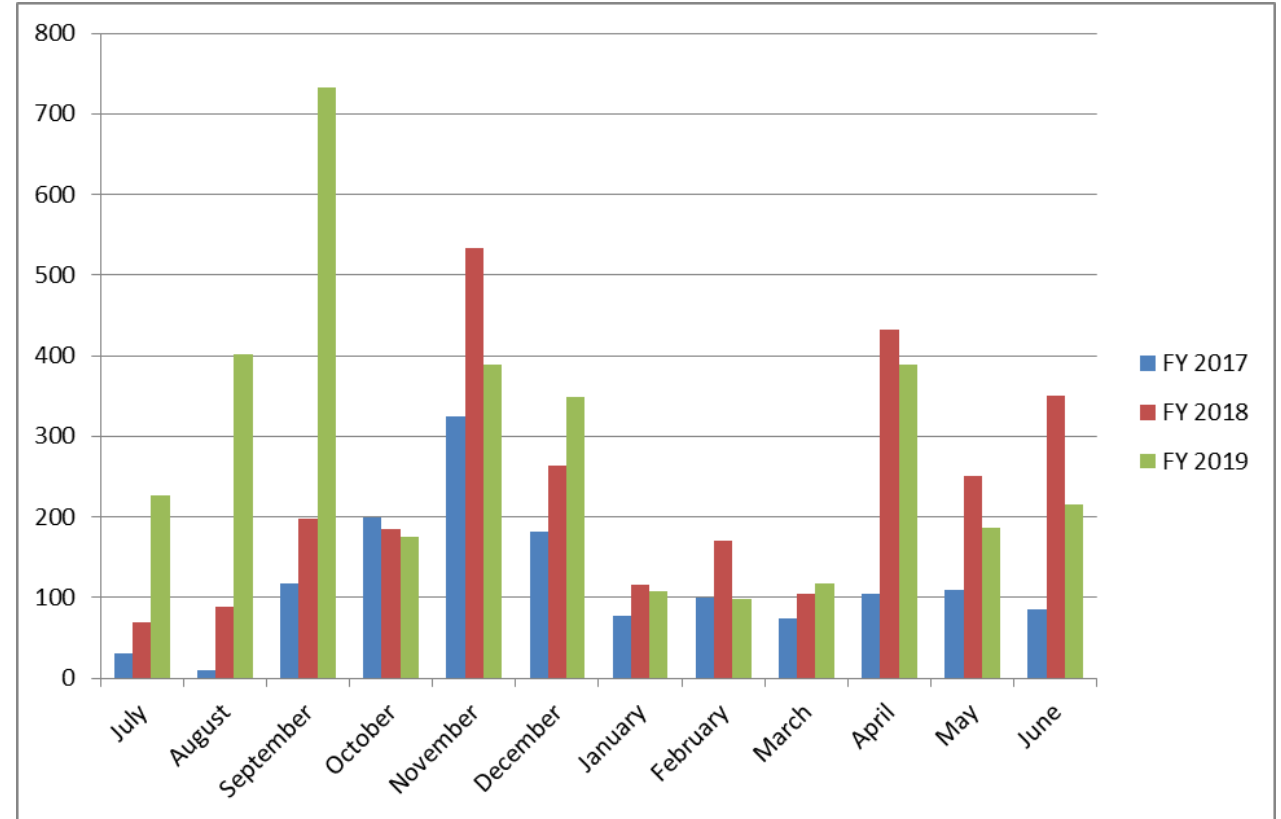
1. Transition CCDC into a 'Downtown Committee' with new responsibilities and roles in partnership with Downtown business community.
2. Establish the requisite committees/partnerships to support the Main Street Program in FY20
3. Assist in advocating on behalf of Downtown development projects through City processes
4. Establish a Port of Salisbury governance and development program for a multi-user terminal project
5. Improve perception about doing business in Salisbury
6. Provide assistance to people trying to open a business in Salisbury to help them through the licensing and permitting process
7. Manage the Main Street Program for Downtown Salisbury
8. Participate in business recruitment fairs and economic development and revitalization related events
9. Advertise the City and State's incentives to open a business

Business Development

Performance Measures



Visitor Center Traffic			
Month	FY 2017	FY 2018	FY 2019
July	30	69	226
August	10	88	402
September	118	197	732
October	199	185	176
November	324	534	389
December	181	263	349
January	78	116	107
February	100	170	98
March	74	105	118
April	104	432	389
May	110	250	186
June	85	350	215
YTD	1413	2759	3387

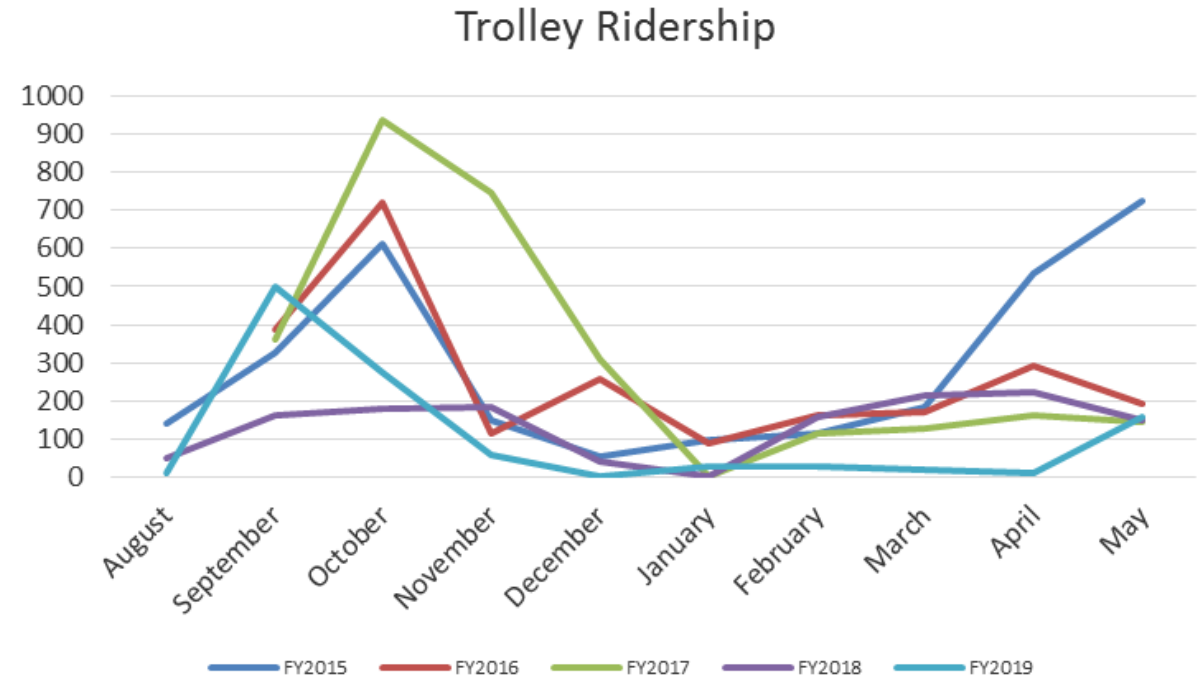


Business Development

Performance Measures

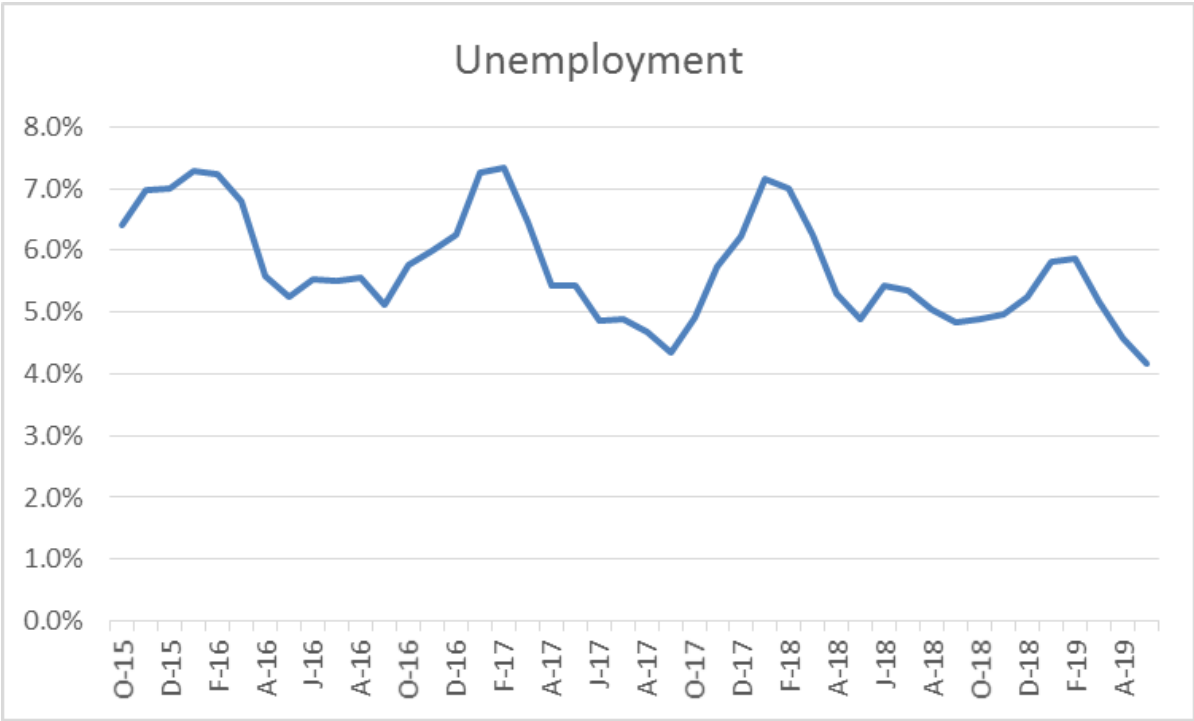
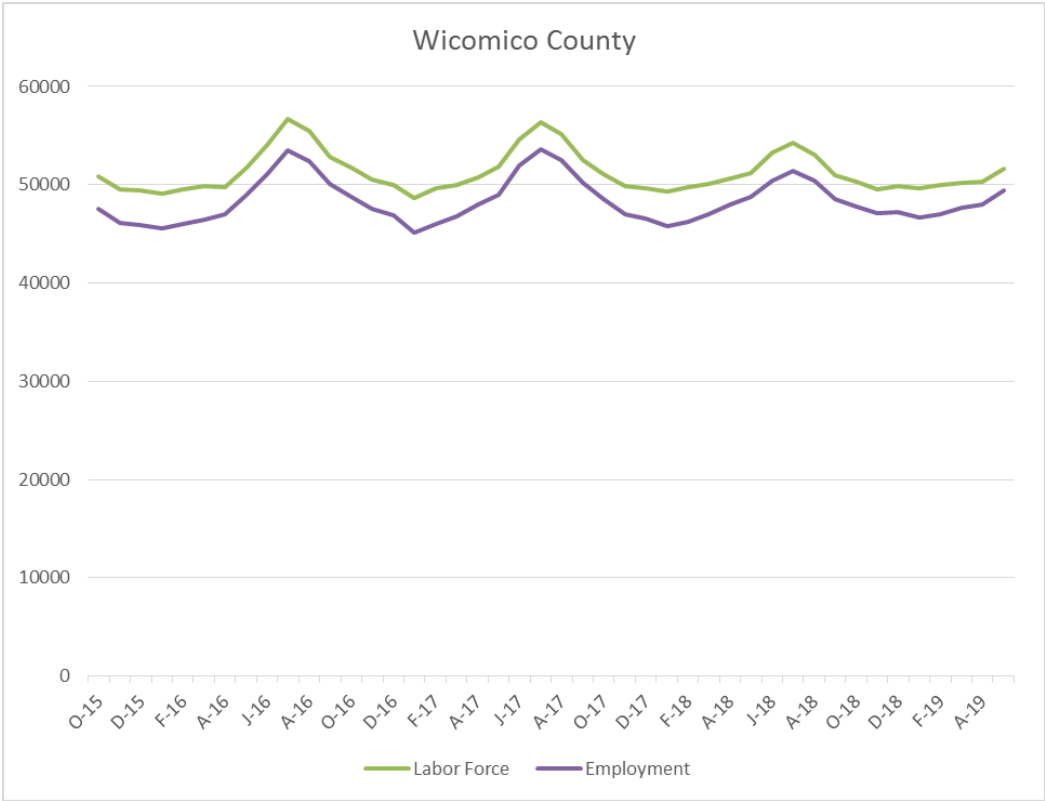


Trolley Ridership					
	FY2015	FY2016	FY2017	FY2018	FY2019
August	142			51	9
September	327	385	361	160	499
October	613	723	939	181	274
November	150	113	747	182	57
December	55	259	308	42	3
January	96	86	0	0	27
February	113	162	112	158	27
March	182	171	128	213	19
April	536	293	160	221	11
May	726	192	146	148	156
YTD	2940	2384	2901	1356	1082

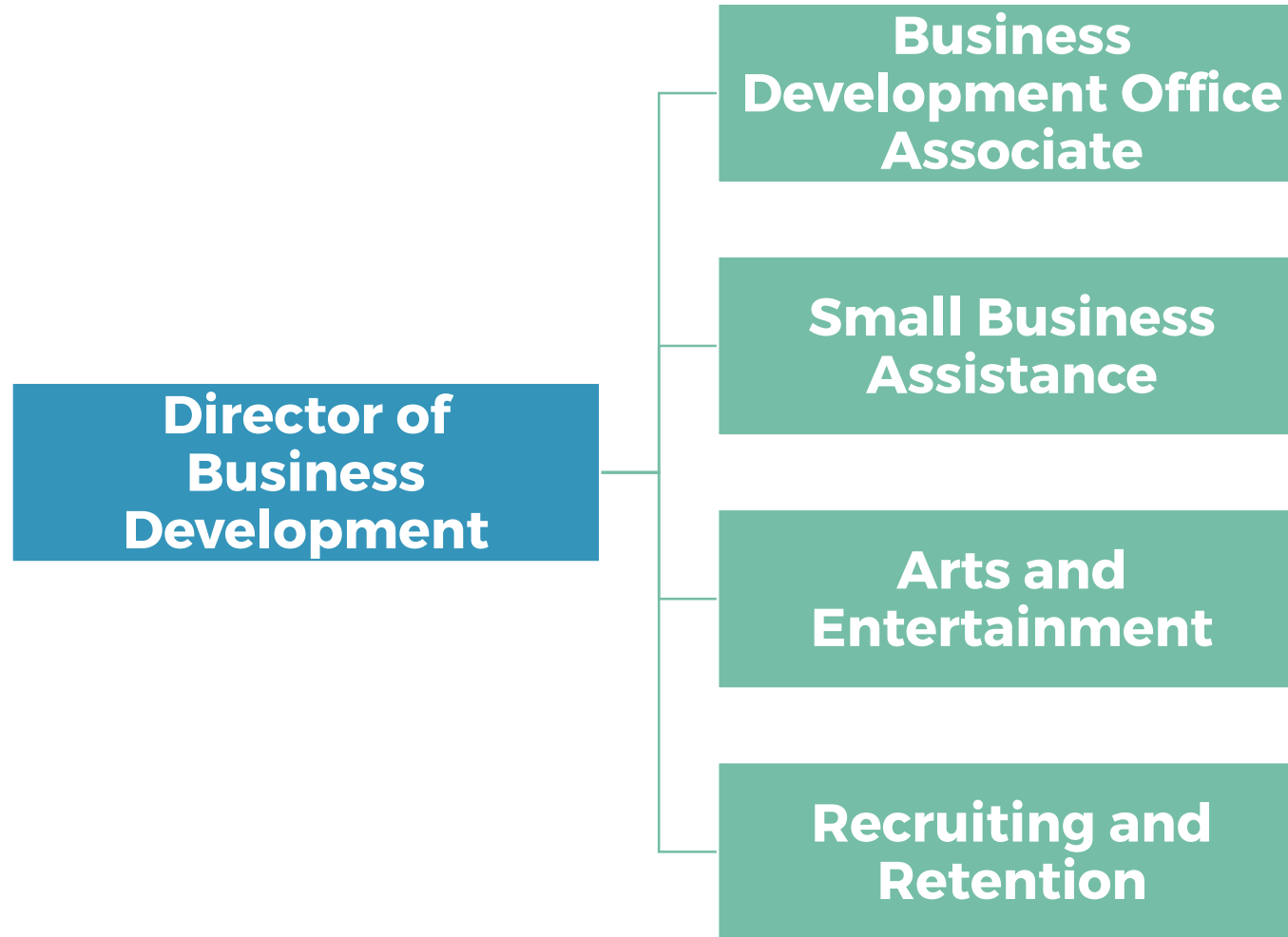


Business Development

Performance Measures



Business Development Org Chart



Business Development

Budget Detail



11600 - Development Services	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	143,220	162,492	165,444	164,436	164,436
Operating Expenses	489,505	611,946	610,603	655,702	655,702
Capital Outlay	5,952	3,413	3,428	5,273	5,273
TOTAL Development Services	638,676	777,851	779,476	825,411	825,411



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 every other year and evaluate results to implement improvements

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

Departmental Goals and Priorities



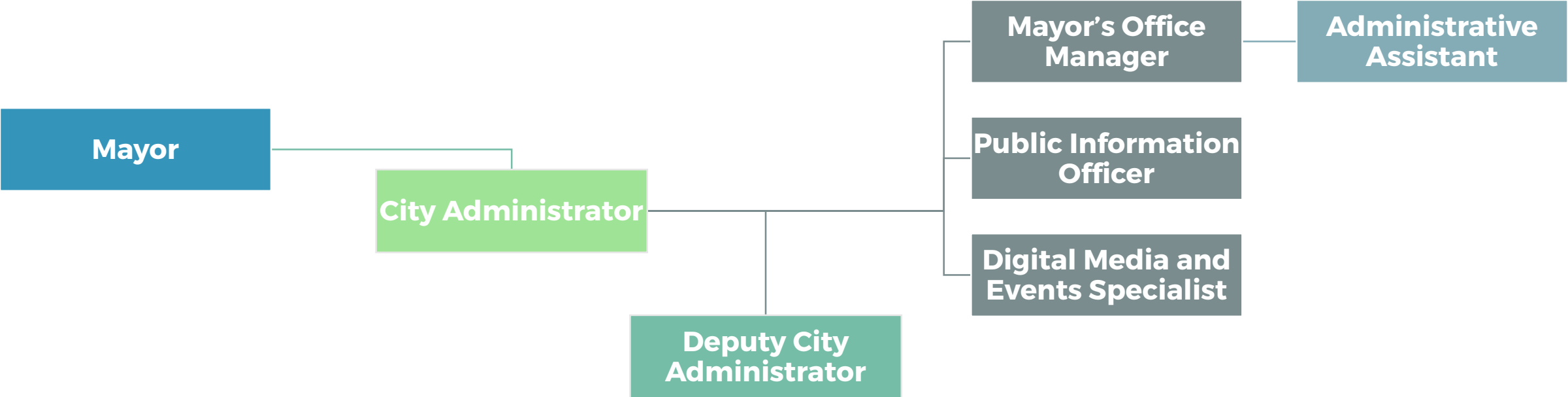
GOALS

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. Expand Instagram presence, including “stories” and video product
5. Train and empower representatives of at least 5 departments to take a more active role in updating and maintaining their departments’ pages on the City website
6. Grow City of Salisbury Facebook page likes to 10,000 in FY20
7. Send at least 50 emails to email list in FY20
8. Work with Finance Dept. to pursue GFOA award for Outstanding Budget Presentation by designing, paginating, and publishing the City’s annual budget in easily-navigable digital format

PRIORITIES

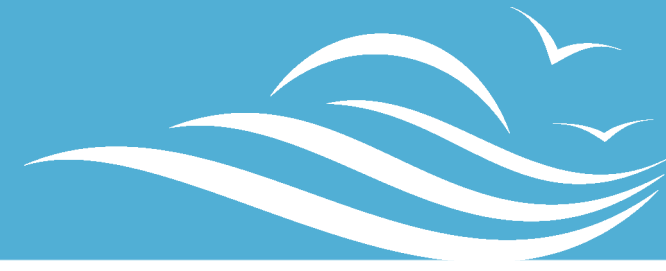
1. Adopt a text-alert program
2. Build focused email groups and send email newsletter at regular intervals
3. Train and empower representatives of at least 5 departments to participate in content creation for City Twitter and Facebook accounts

Mayor's Office Org Chart



Mayor's Office

Budget Detail



12000 - Executive (Mayor)	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	495,282	523,306	519,442	511,199	511,199
Operating Expenses	68,737	72,445	76,220	72,445	72,445
Capital Outlay	800	2,679	2,768	7,540	7,540
TOTAL Executive (Mayor)	564,819	598,430	598,430	591,185	591,185



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

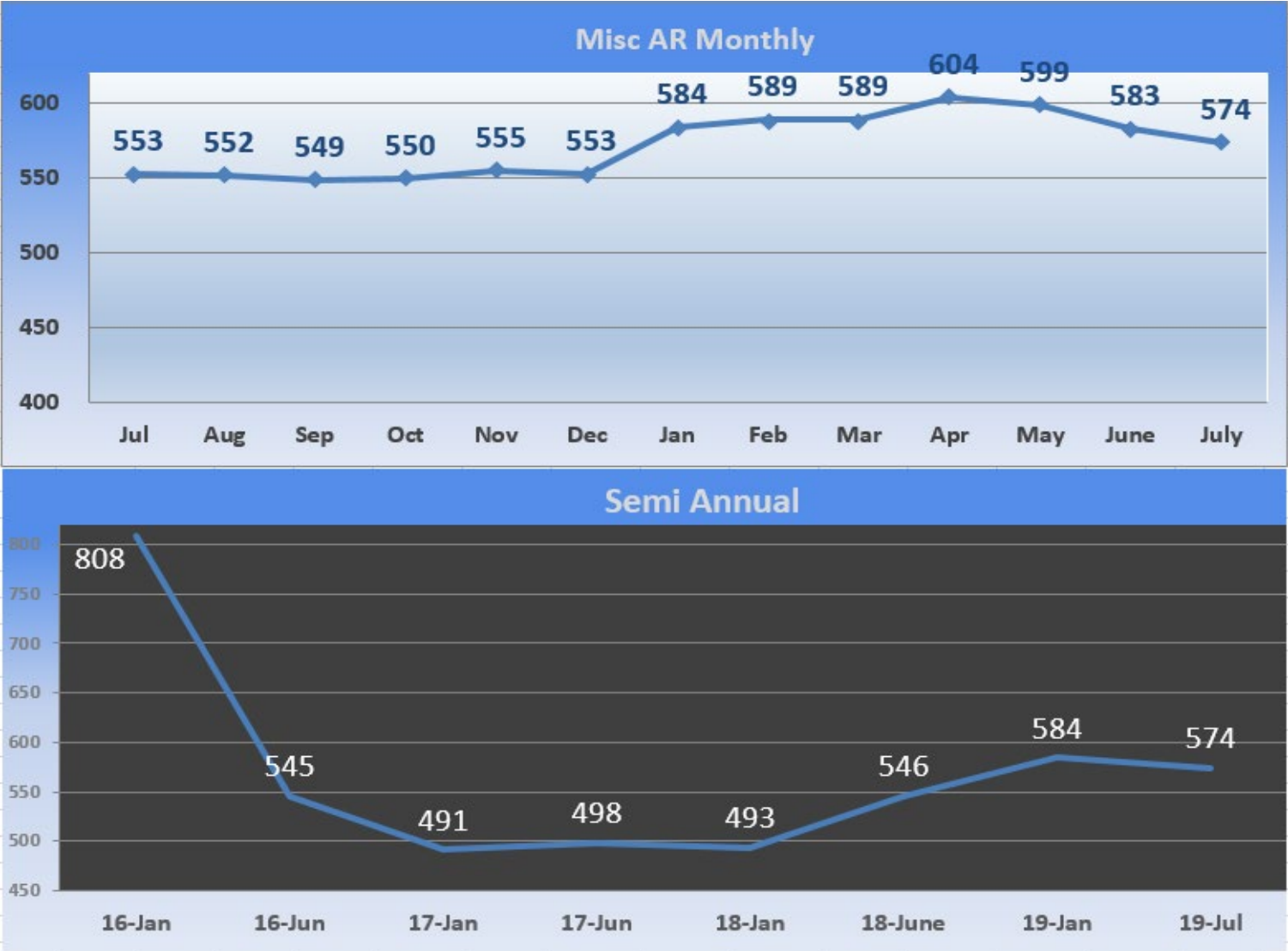
1. Reduce the amount of Personal Property Receivables over 120 days old by 5%
2. Reduce the amount of Miscellaneous Receivables over 120 days old by 5%
3. Reallocate Bonded Debt proceeds as soon as projects in a bond pool are complete

PRIORITIES

1. Conduct analysis of City's Fiscal Structure to ensure we are maximizing existing revenue sources.
2. Implement additional collection resources for delinquent accounts.
3. Evaluate options for enhanced online and e-payments.
4. Successful implementation of Real Estate Tax billing handed off from County.
5. Increase efficiency of payment processing by further centralizing and streamlining entry of payments.
6. Enhance the City Budget Document by following GFOA best practice

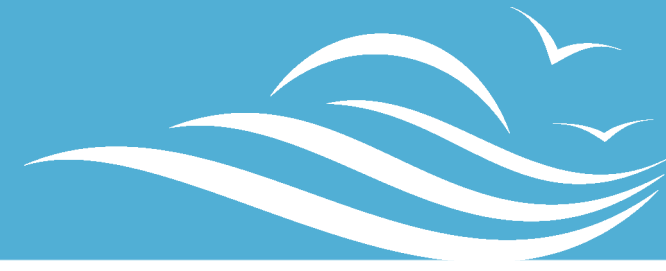
Finance

Performance Measures



Finance

Performance Measures





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Salisbury
Maryland**

For the Fiscal Year Beginning

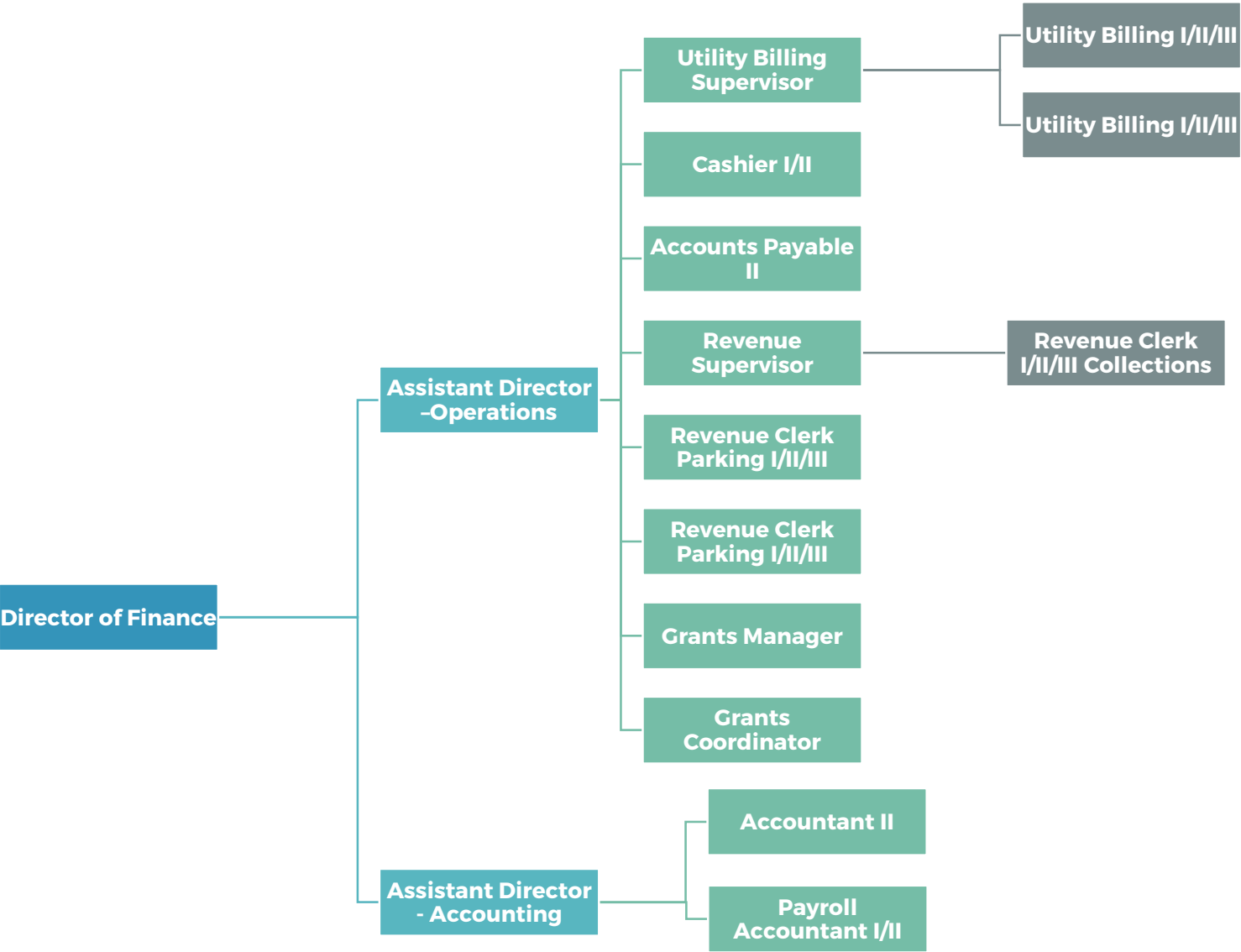
July 1, 2018

Christopher P. Morrell

Executive Director

Finance

Org Chart



Finance

Budget Detail



15000 - Internal Services - Finance	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	394,744	522,071	537,071	594,160	594,160
Operating Expenses	96,117	99,379	105,021	139,078	139,078
Capital Outlay	27,910	-	64,358	-	-
TOTAL Internal Services - Finance	518,771	621,450	706,450	733,238	733,238



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

Departmental Goals and Priorities



GOALS

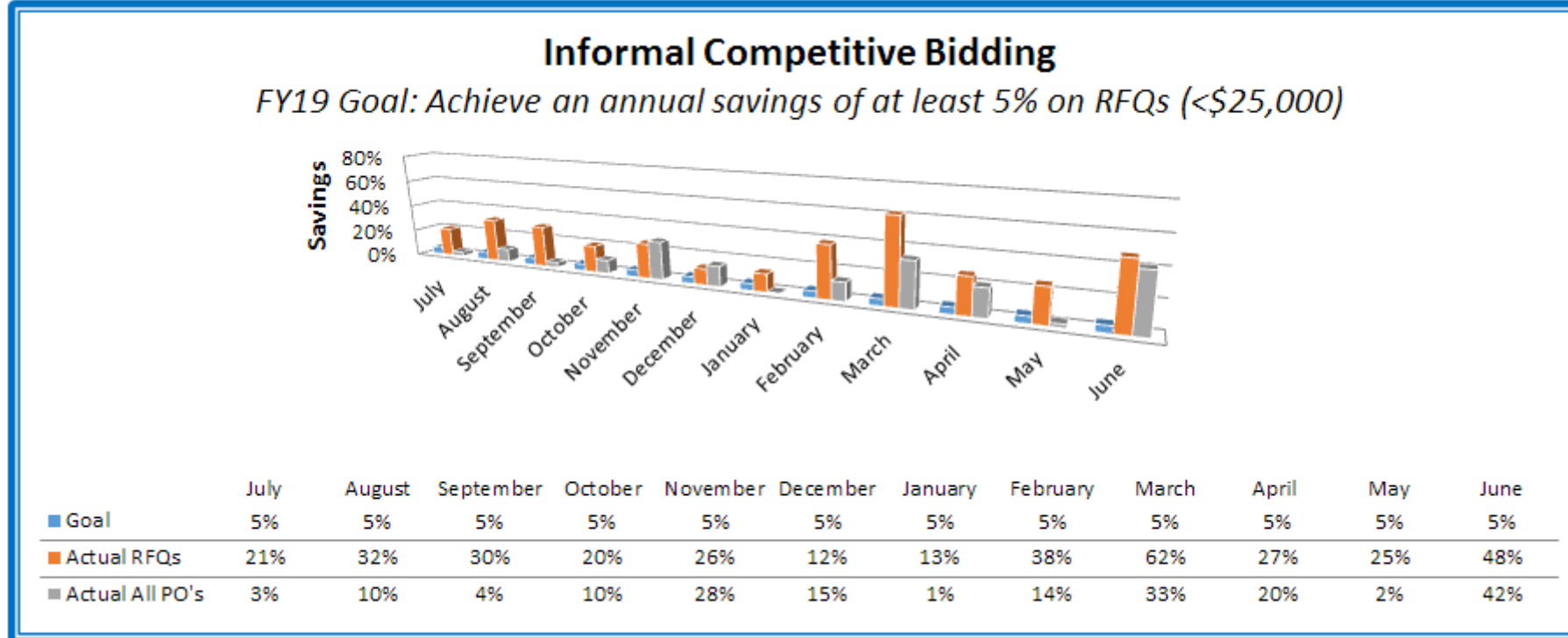
1. Achieve an annual savings of 10% on informal competitive solicitations (< \$25,000) and an annual savings of 20% of formal competitive solicitations (\$25,000+)
2. Track local spending and realize a local spend rate of 20%.
3. Achieve an ITB cycle time of 120 days; achieve an RFP cycle time of 150 days.

PRIORITIES (in concurrence with NIGP Guiding Principles)

1. Promote effective, economic and efficient acquisition of goods and services while being responsible stewards of public funds.
2. Act and conduct business with honesty and integrity, upholding ethical procurement standards and full legal compliance.
3. Treat suppliers equitably and be open, fair, impartial and non-discriminatory in the procurement processes.
4. Promote the highest professional standards and seek continuous improvement through on-going procurement training, education and skill enhancement.
5. Maintain a customer-focus while meeting the needs, and protecting the interests, of the City of Salisbury operations and the public.
6. Provide timely access to procurement policies, procedures, and records.
7. Research and develop alternative procurement methods to incentivize creativity and expedited project completion.
8. Design and implement Procurement planning cycle and scope of work cycle in coordination with department heads.
9. Implement online bidding utilizing the City's Procurement Portal.
10. Manage the procurement process by developing a Policy and Procedure Manual to provide consistency across departments and identify strategies to reduce redundancy.

Procurement

Performance Measures

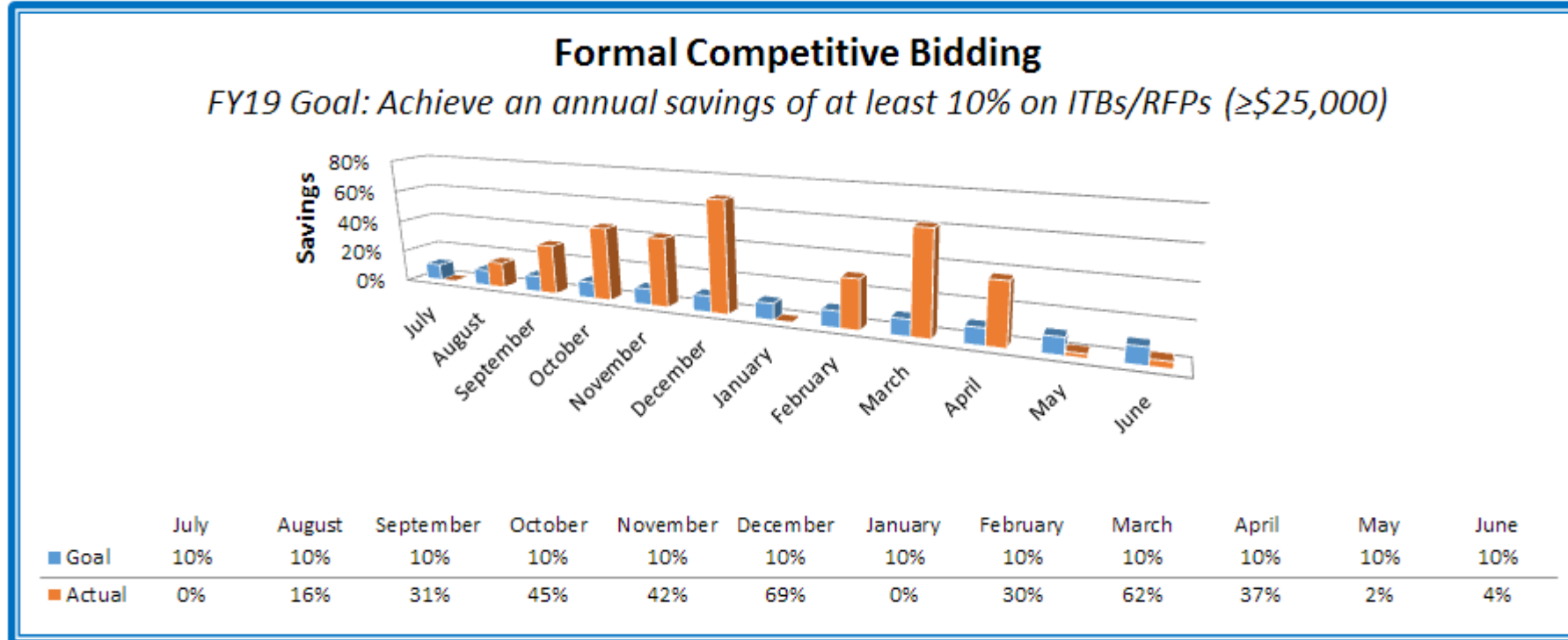


June '19 stats: 23 RFQs & 52 PO's issued

FY19 stats: 119 RFQs & 444 PO's issued

Procurement

Performance Measures

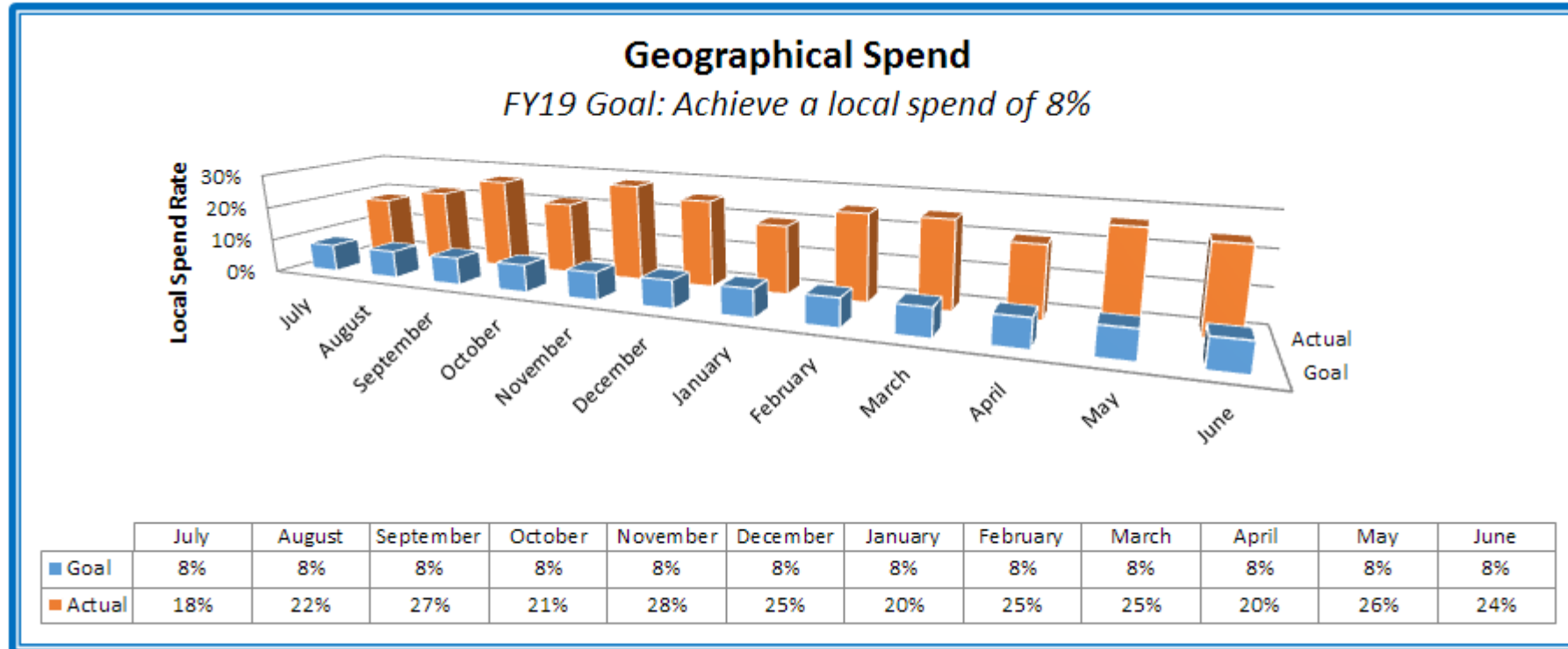


June '19 stats: 4 ITBs/RFPs awarded

FY19 stats: 27 ITBs/RFPs awarded, \$9.7M

Procurement

Performance Measures

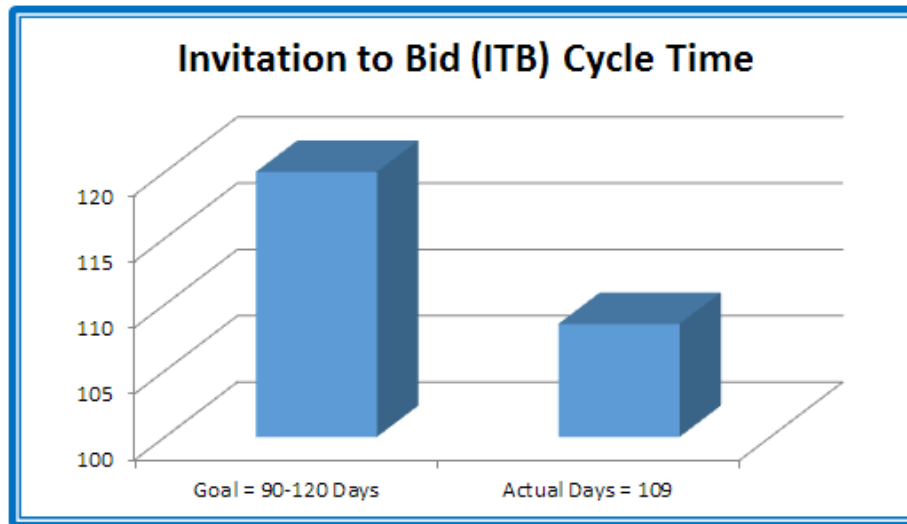


June '19 stats: \$763K in paid invoices; \$184K spent locally

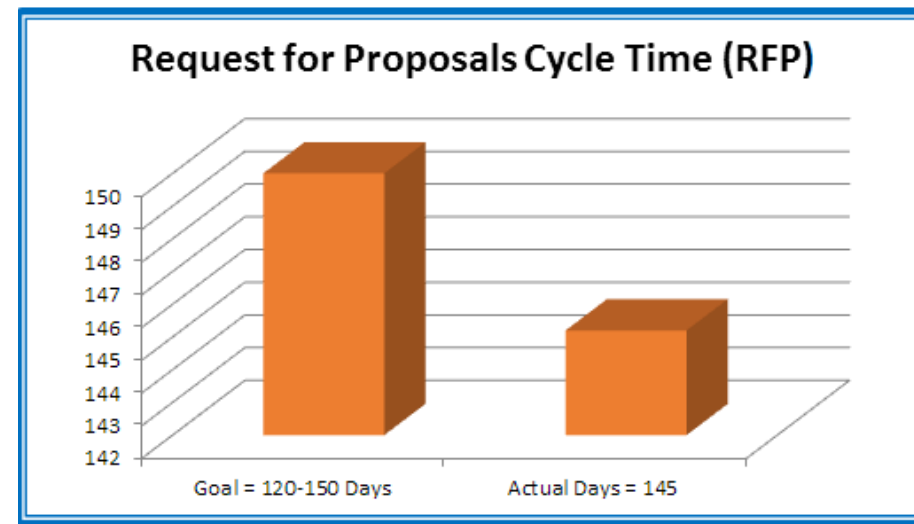
FY19 stats: \$16.6M in paid invoices; \$3.8MK (23%) spent locally

Procurement

Performance Measures

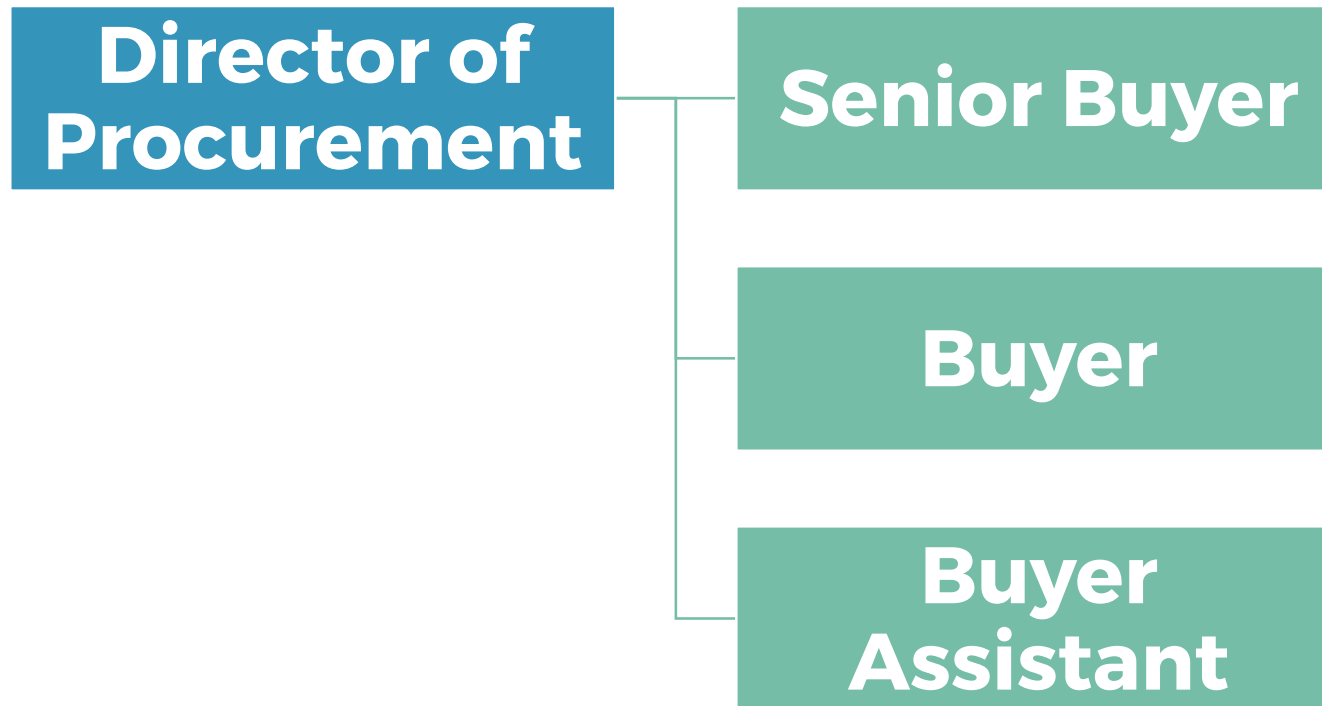


Current stats: 28 ITB contracts awarded



Current stats: 5 RFP contracts awarded

Procurement Org Chart



Procurement

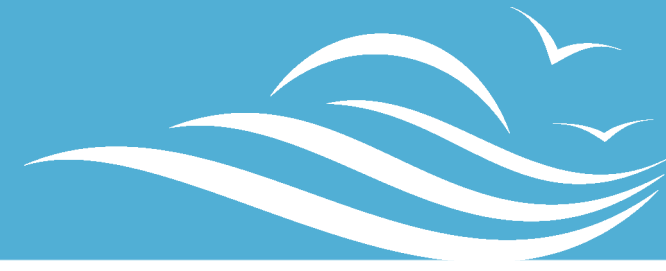
Budget Detail



16000 – Internal Services - Procurement	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	212,089	222,365	222,365	231,014	231,014
Operating Expenses	37,708	39,013	39,013	40,160	40,160
Capital Outlay	351	-	-	-	-
TOTAL Internal Services - Procurement	250,148	261,377	261,377	271,174	271,174

City Attorney

Departmental Goals and Priorities



GOALS

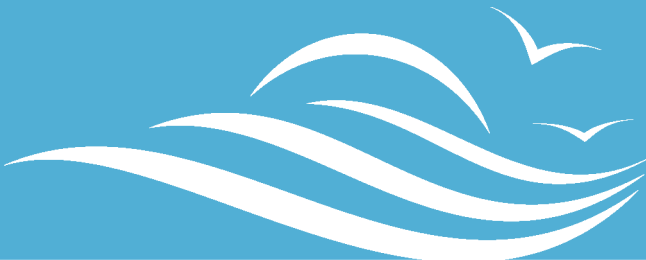
1. Respond to all Mayor's Office inquiries within 24 hours on business days, and within 24 hours of notice of the inquiry on non-business days
2. Respond to all other staff requests within 4 days, 100% of the time
3. Report on all research projects within 14 days, complete within an agreed upon deadline on a project-by-project basis 90% of the time
4. Complete all ordinance/resolution draft projects within 15 calendar days, 90% of the time
5. Complete all contract reviews in 21 calendar 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 requested
2. Review and respond to all litigation filed against the City, or send to LGIT as appropriate
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

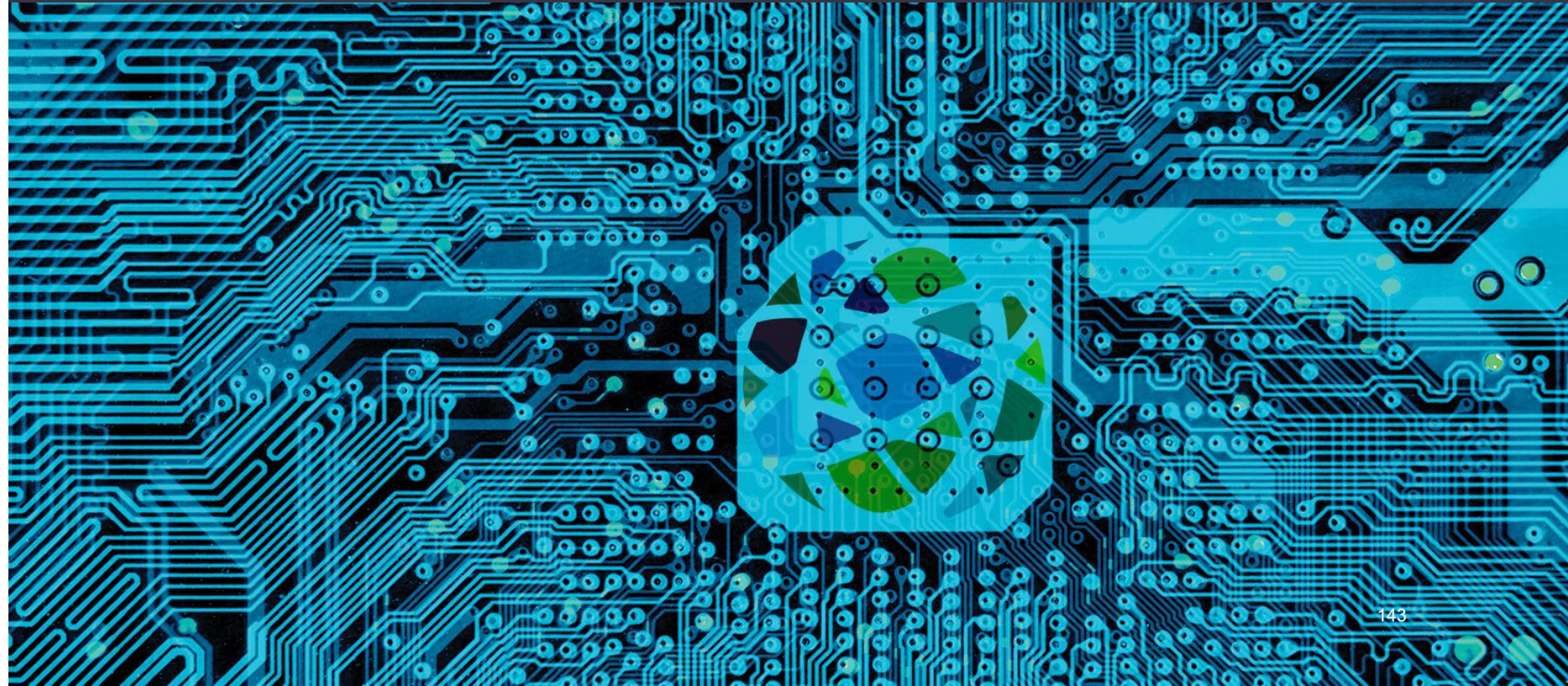


17000 - City Attorney	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Operating Expenses	343,291	284,800	284,800	354,800	354,800
TOTAL City Attorney	343,291	284,800	284,800	354,800	354,800



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 office locations is online and operational no less than 95% of the time
3. Ensure that organizational helpdesk tickets are resolved the 1st time no less than 95% of the time
4. Ensure GIS services are reliably distributed to internal and external customers no less than 95% of the time

PRIORITIES

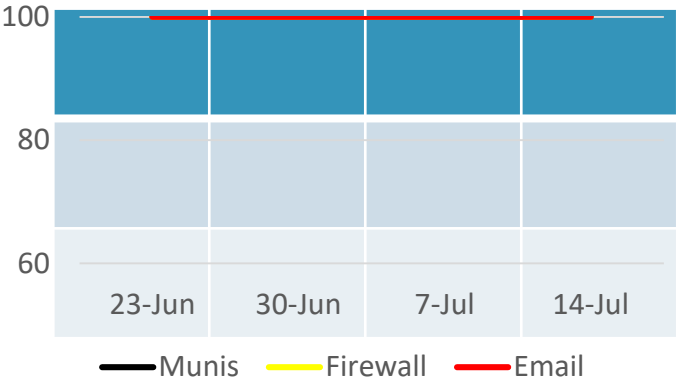
1. Ensure operation and availability of all City computerized systems and services
2. Provide IS services to city departments in an efficient and reliable fashion
3. Ensure current level of GIS support for existing internal and external customers while scope continues to increase
4. Develop vision/plan for improved Citywide connectivity solutions
5. Refine City cyber security practices

Information Services

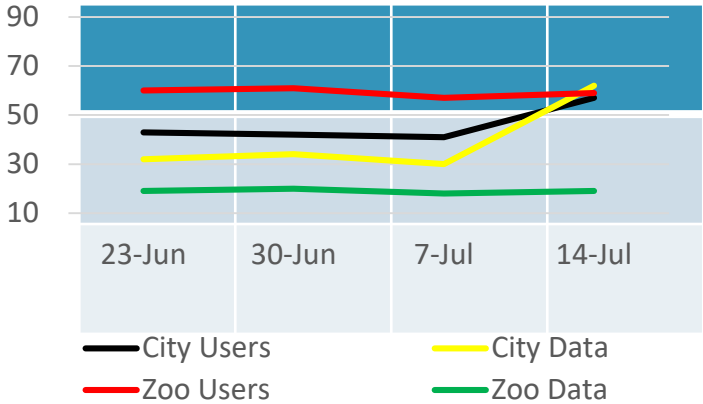
Performance Measures



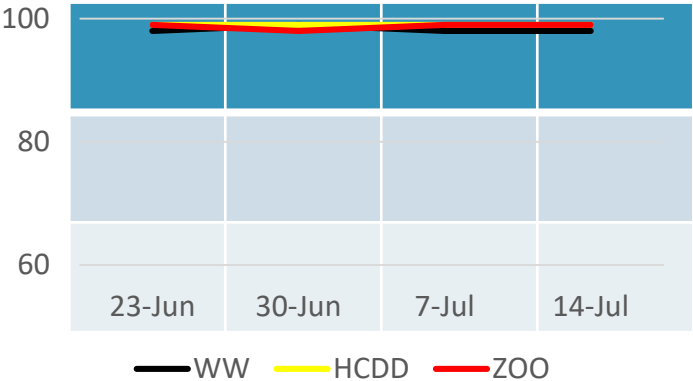
% UP-TIME



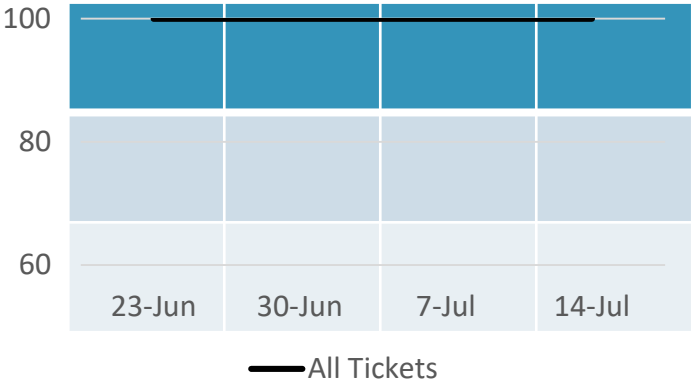
Wifi Average Daily Users
& Total Data Usage (GB)



% BOVPN UP-TIME

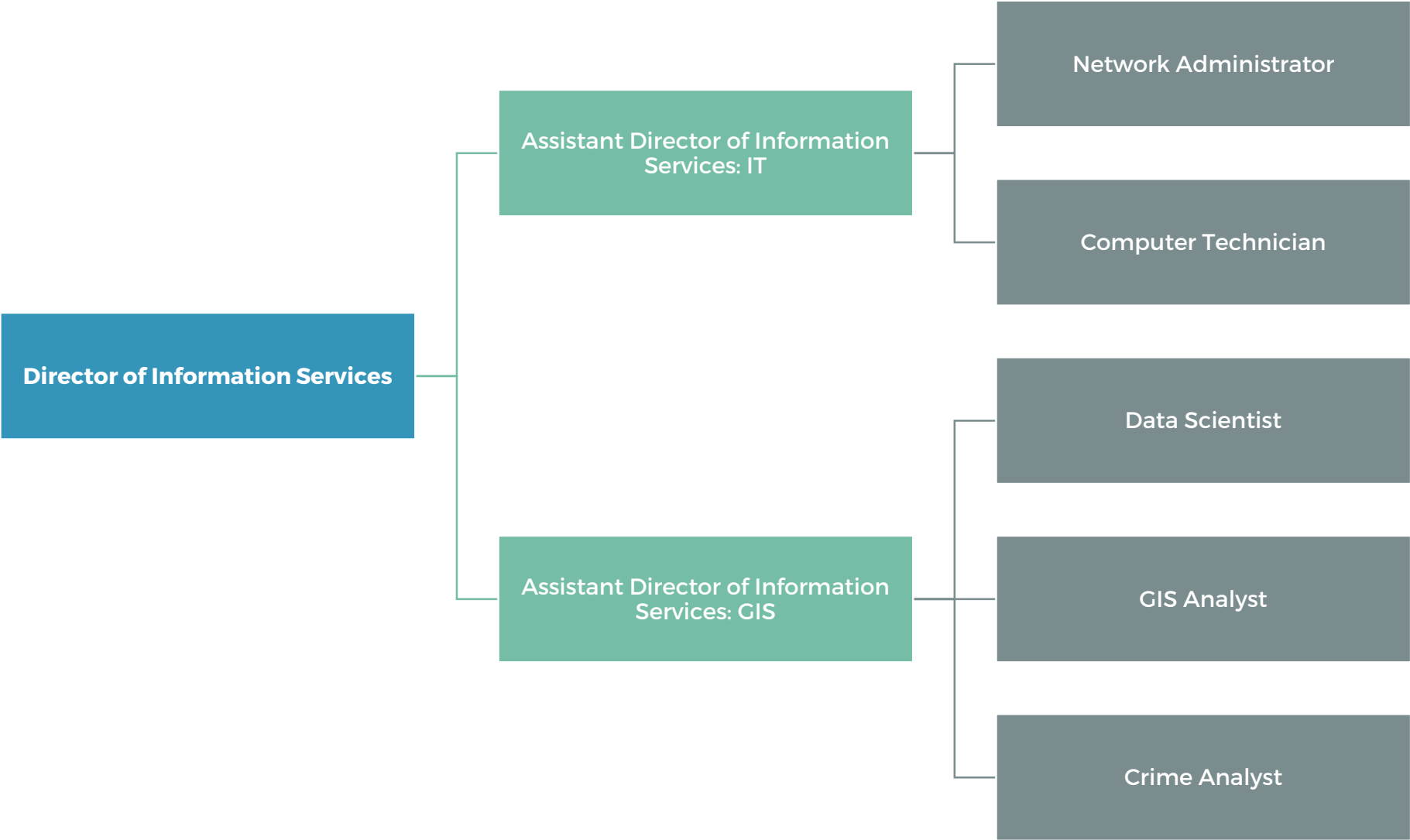


% HELPDESK TICKETS RESOLVED 1ST TIME



Information Services

Org Chart



Information Services

Budget Detail



18000 - Information Services	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	323,463	353,426	353,426	365,462	366,275
Operating Expenses	100,856	104,740	107,412	131,778	131,778
Capital Outlay	17,072	2,756	1,964	58,600	58,600
TOTAL Information Services	441,391	460,922	462,801	555,840	556,653



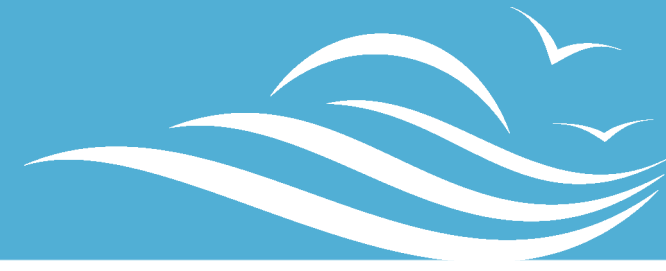
Human Resources

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. Monitor all newly hired employees to attend a mandatory on-boarding process, including defensive driving training within 6 months of hire for those operating a City vehicle
2. Increase enrollment in the City's 457 (b) Program by 20% participation
3. Continue promoting the Reduction of Average Clinical Risk Profile and try to maintain < 2%
4. Reduce annual turnover rate to below 3%
5. Reduce annual average days to fill vacant positions to below 40 days

PRIORITIES

1. Monitor mandatory on-boarding process for new employees and identify opportunities for improvement
2. Develop a new internal mentorship program
3. Develop 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 457 (b) Reps, regarding our 457 (b) Program

Human Resources

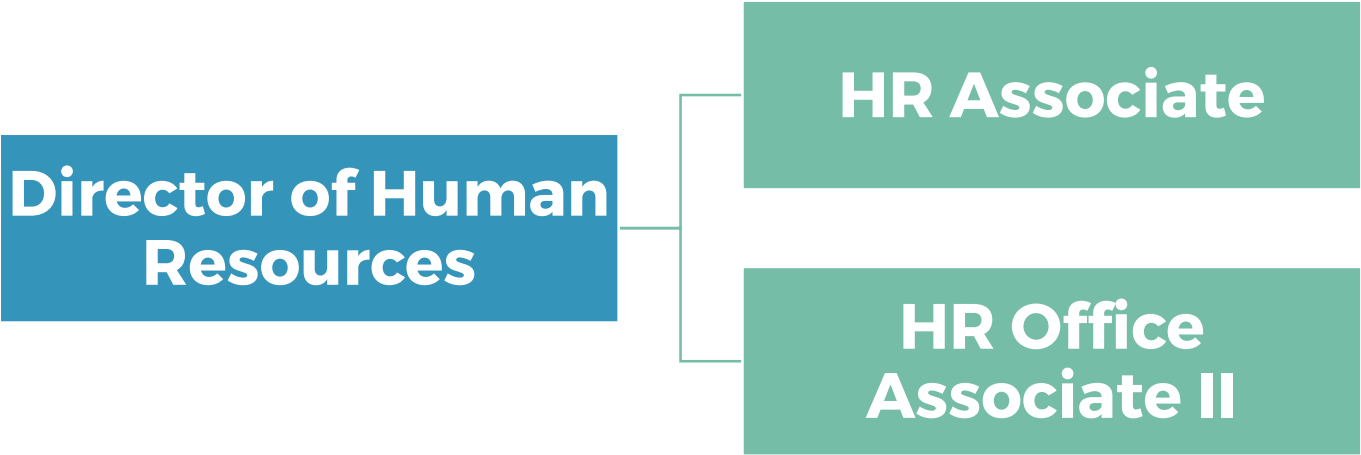
Performance Measures



HR METRICS	FY16	FY17	FY18	FY19		April	May	June
Annual Turnover	4%	3%	2.23%	9.4%				
Quarters FY19	5.2%	2.9%	2.29%	2.8				
Monthly T/O						.43%	.92%	1.6%
Annual Av To Fill Positions	37.8	48	48.4	56.6				
Quarters FY19	42.26	59.75	62.42	61.8				
Monthly Avg# Days						74.6	46.6	64.25

Human Resources

Org Chart



Human Resources

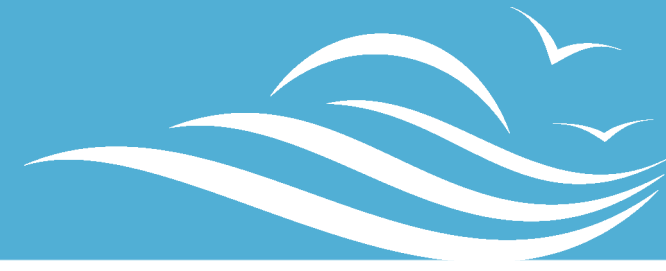
Budget Detail



18500 – Human Resources	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	241,457	270,477	262,477	300,829	300,829
Operating Expenses	23,340	35,117	44,107	36,236	36,236
Capital Outlay	121	2,650	1,660	3,100	3,100
TOTAL Human Resources	264,918	308,244	308,244	340,165	340,165

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 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Operating Expenses	282,589	197,600	244,966	285,352	285,352
Capital Outlay	-	-	269,526	-	-
TOTAL Municipal Buildings	282,589	197,600	514,493	285,352	285,352



Poplar Hill Mansion

Budget Detail



19600 – Poplar Hill Mansion	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	26,912	27,848	27,848	27,940	27,940
Operating Expenses	12,850	30,176	30,176	24,376	24,376
TOTAL Poplar Hill Mansion	39,762	58,023	58,023	52,316	52,316





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.



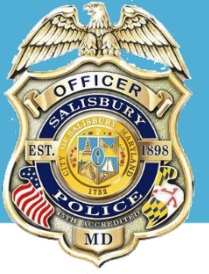
Editor's note: Officer Aaron "Bull" Hudson once told me that if we wanted to have a truly top-notch budget, the only sure way was to include a picture of him and his "million dollar smile." (That's a direct quote, by the way.)

So for our friend, our partner, our brother - let's have a top-notch budget, shall we?

We miss you every day, big guy. 142 Forever.

Police Department

Departmental Goals and Priorities



GOALS

1. Continue to build on the reduction of Part I crimes to less than 1800 in FY20
2. Meet a response time of 6 minutes for major calls
3. Reduce thefts in all categories (from motor vehicles, bicycles and shoplifting) by 8%
4. Reduce burglaries by 5%
5. Reduce robberies by 10%
6. Conduct four (4) joint Maryland Criminal Intelligence Network 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 Explores 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.

Police Department

Departmental Goals and Priorities



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. Explore sustainable take home car program models
6. Continue to utilize social media platforms to educate, advise and connect with our community.
7. Evaluate and implement ways to support the Scholarship and Police Animals fund established through the Community Foundation of the Eastern Shore.
8. Develop private funding for a Mounted Patrol program
9. Continue to update maps of our service area to insure we provide police services to newly annexed areas.
10. 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.
11. Continue the use of analytic tools in policing to use intelligence and data to drive and support the deployment of police resources.
12. Re-constitute the Neighborhood Policing, as manpower permits to provide rapid response and flexible approaches to neighborhood crime as identified by community members and squad commanders.
13. Increase wellness awareness among agency members and work to improve employee welfare, health and morale.
14. Implement online crime reporting for minor/quality of life crimes and crime tips in FY20
15. Reduce number of programs Patrol officers must access while in-car by adopting programs that provide functionality of multiple programs.
16. Adopt robust intelligence collection, management and sharing system that empowers officers and detectives to solve and close cases.
17. Reduce number of overdoses in City to under 90 in FY20
18. Reduce Response times by 2.5% (Average now is 6 min. & 45 Secs)
19. Increase Narcotics arrests by 2%.
20. Increase Gang/serious violent criminal incidents by 2%.
21. Train Officers, Dispatchers and their Families in Peer Support and Self-Care.

5.4.1 Police Department

Police Department

Performance Measures



Part One Crime	Week			28 Day			Year-to-date (Jan. 1- July 14)			2 Year	5 Year
	7/8/19- 7/14/19	7/8/18- 7/14/18	% Change	6/17/19- 7/14/19	6/17/18- 7/14/18	% Change	1/1/19- 7/14/19	1/1/18- 7/14/18	% Change	% Chg (2017)	% Chg (2014)
Murder	0	0	N/C	0	0	N/C	0	3	-100%	-100%	N/C
Rape	1	0	N/C	1	2	-50%	5	12	-58%	-64%	-29%
Robbery	0	2	-100%	3	7	-57%	29	41	-29%	-33%	-17%
Aggravated Assault	2	3	-33%	17	16	6%	96	83	16%	1%	4%
Burglary	7	4	75%	22	11	100%	127	94	35%	14%	-33%
Theft	26	28	-7%	105	110	-5%	582	659	-12%	-11%	-25%
M/V Theft	1	1	0%	5	6	-17%	22	15	47%	-4%	5%
Human Trafficking	0	0	N/C	0	0	N/C	0	0	N/C	N/C	N/C
Arson	2	0	N/C	2	1	100%	2	4	-50%	-60%	-75%
Total Part One:	39	38	2.6%	155	153	1.3%	863	911	-5.3%	-8.9%	-23.7%

Police Department

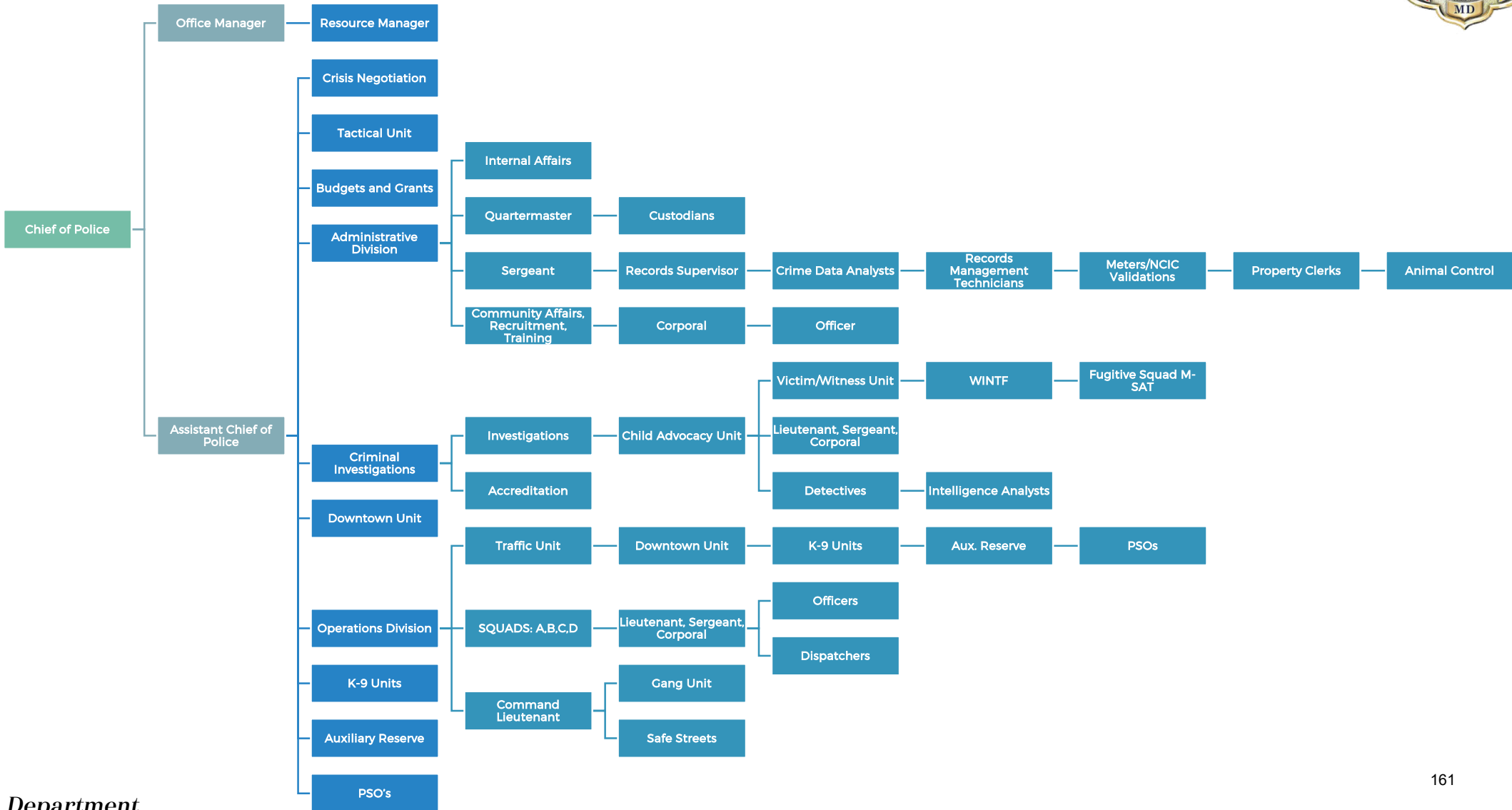
Performance Measures



6 Week Comparison	7/8/19- 7/14/19	7/1/19- 7/7/19	6/24/19- 6/30/19	6/17/19- 6/23/19	6/10/19- 6/16/19	6/3/19- 6/9/19	Six Week Average	2019 Avg/ Wk
Murder	0	0	0	0	0	0	0	0
Rape	1	0	0	0	0	1	0	0
Robbery	0	2	0	1	0	2	1	1
Aggravated Assault	2	3	7	7	6	3	5	4
Burglary	7	7	3	6	7	3	6	5
Theft	26	21	27	32	20	24	25	21
M/V Theft	1	1	2	0	0	1	1	1
Human Trafficking	0	0	0	0	0	0	0	0
Arson	2	0	0	0	0	0	0	0
Total Part One:	39	34	39	46	33	34	38	32

Police Department

Org Chart



Police Department

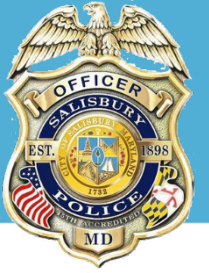
Budget Detail



21021 - Police Services	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	9,851,923	10,857,386	10,737,428	11,107,590	11,107,590
Operating Expenses	1,224,904	1,131,037	1,276,573	1,236,508	1,236,508
Capital Outlay	267,412	234,000	507,662	229,765	229,765
TOTAL Police Services	11,344,240	12,222,423	12,521,663	12,573,863	12,573,863

Police Department: Communications

Departmental Goals and Priorities



GOALS

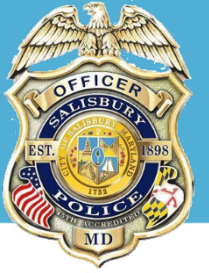
1. Reduce total number of phone calls coming through dispatch by 25% (exclusive of calls for service)
2. Reduce call-to-dispatch time to under 60 seconds (85% of the time)

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 Department: Communications

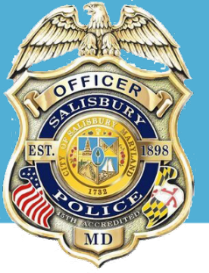
Budget Detail



21025 - Police Communications	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	523,626	770,295	785,295	711,892	711,892
Operating Expenses	61,068	82,917	84,367	81,917	81,917
TOTAL Police Communications	584,695	853,212	869,662	793,809	793,809

Police Department: Animal Control

Departmental Goals and Priorities



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 Department: Animal Control

Budget Detail



21029 - Police Animal Control	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	112,094	107,888	107,888	108,224	108,224
Operating Expenses	101,266	107,052	110,052	115,530	115,530
TOTAL Police Animal Control	213,360	214,940	217,940	223,754	223,754



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.



Fire Department

Departmental Goals and Priorities



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 en route 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. Enroll at least 50 patients per year as part of the SWIFT program.
9. Reduce total number of transports for SWIFT patients by 30% in FY20 .
10. Respond to all requests for public education and outreach and make contact with 45% or more of the population served by the department.
11. Limit firefighter and EMS first responder reportable injuries to less than 0.05 per 100 calls for service.

Fire Department

Departmental Goals and Priorities



PRIORITIES

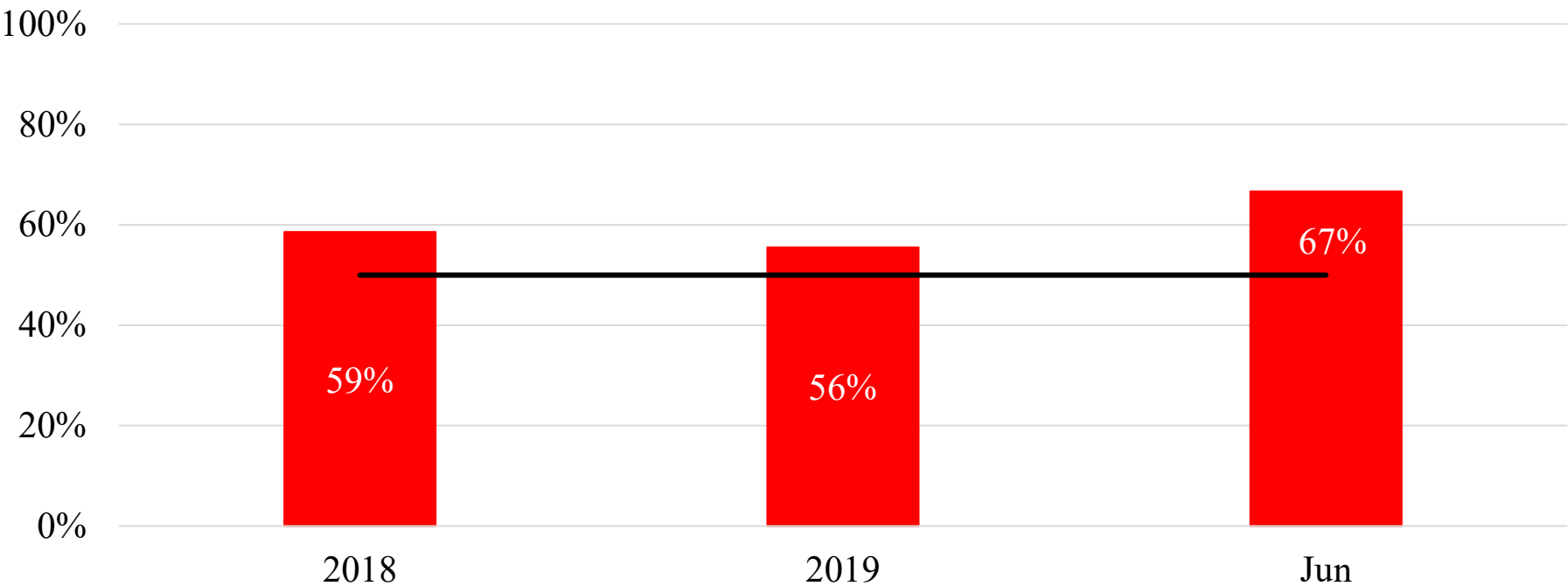
1. Maintain a highly responsive and effective fire suppression force helping to ensure that all Salisbury citizens are safe and receive the best in class emergency response
2. Maintain a highly responsive and effective emergency medical services force helping to ensure that all Salisbury citizens are 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. Devise new mechanisms for balancing revenues and expenses related to fire service in the Salisbury Fire District
5. Train Staff and their Families in Peer Support and Self-Care.

Fire Department

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%.

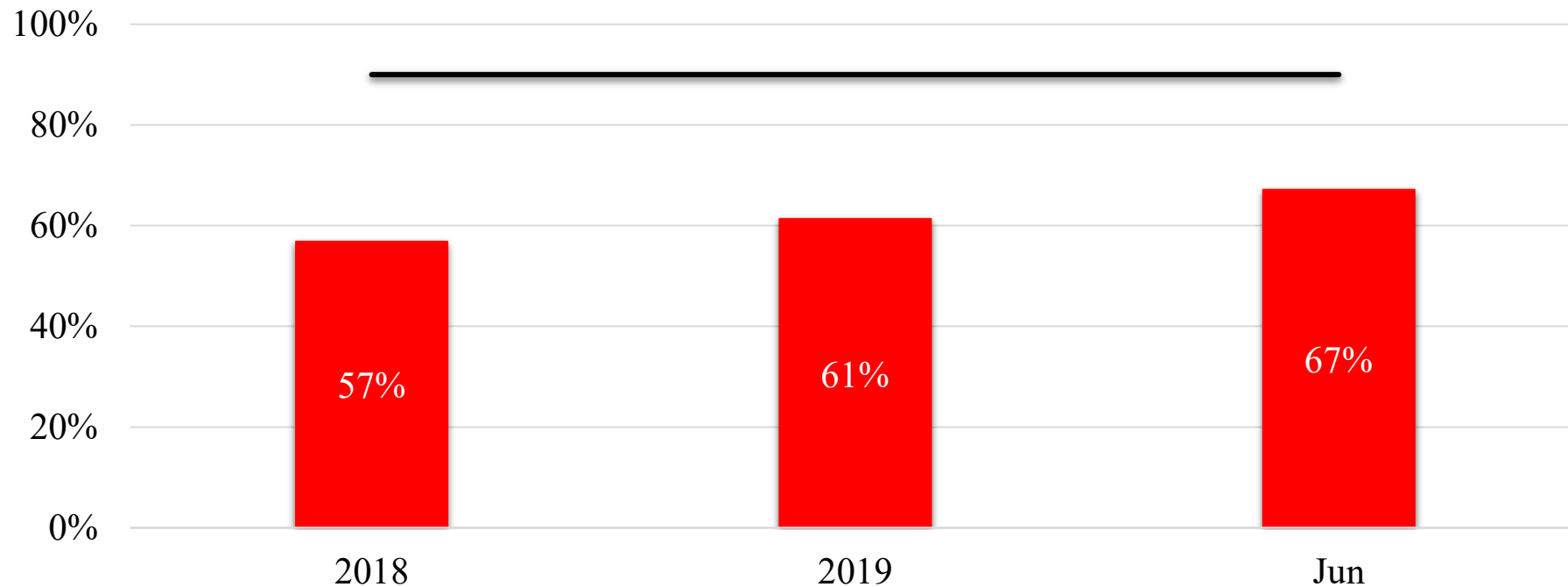


Fire Department

Performance Measures



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

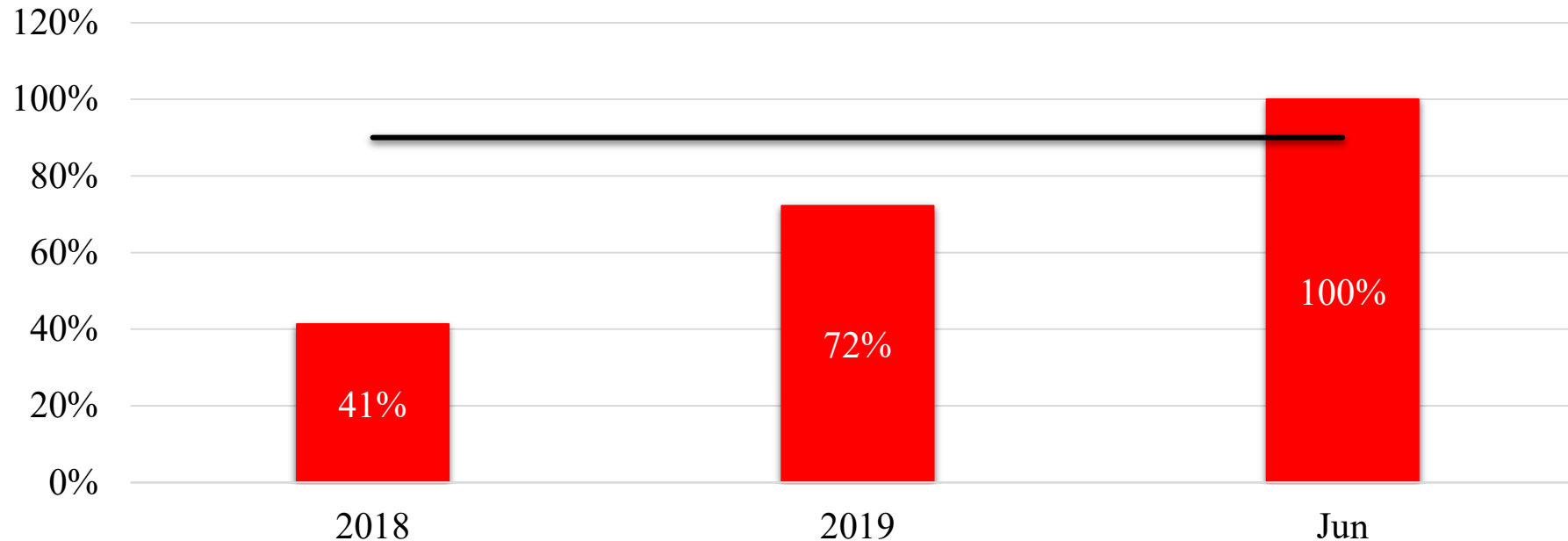


Fire Department

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.

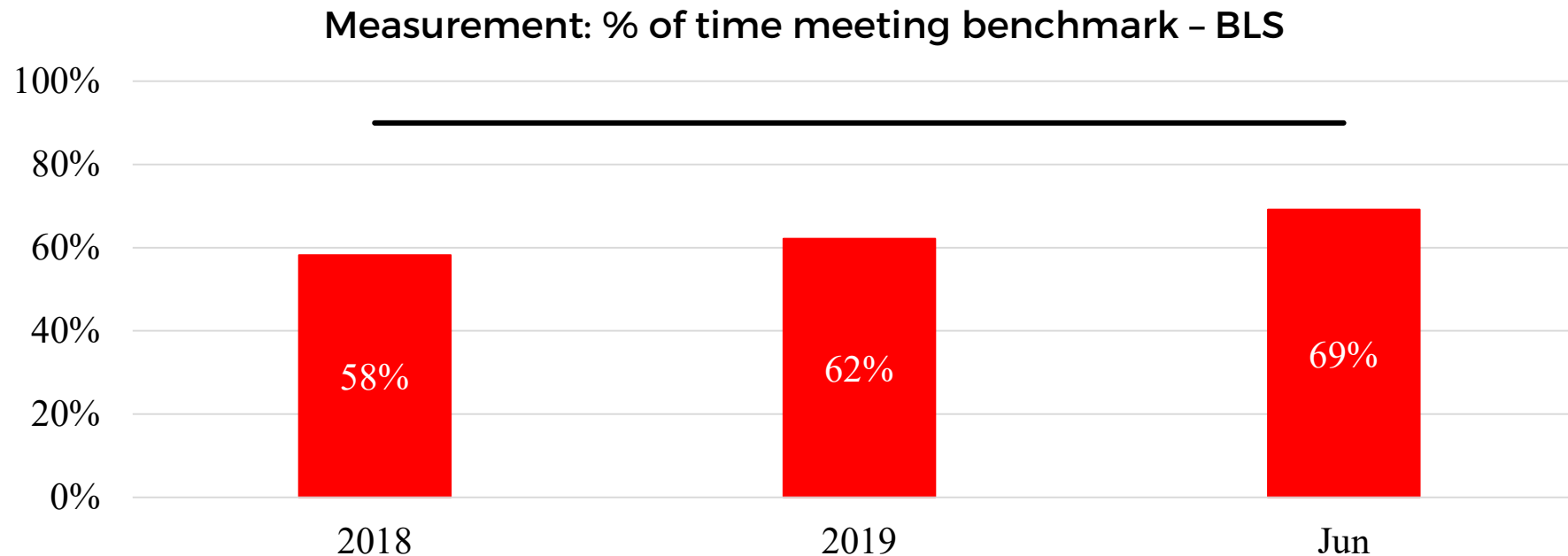


Fire Department

Performance Measures



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 enroute to arrival on the scene.

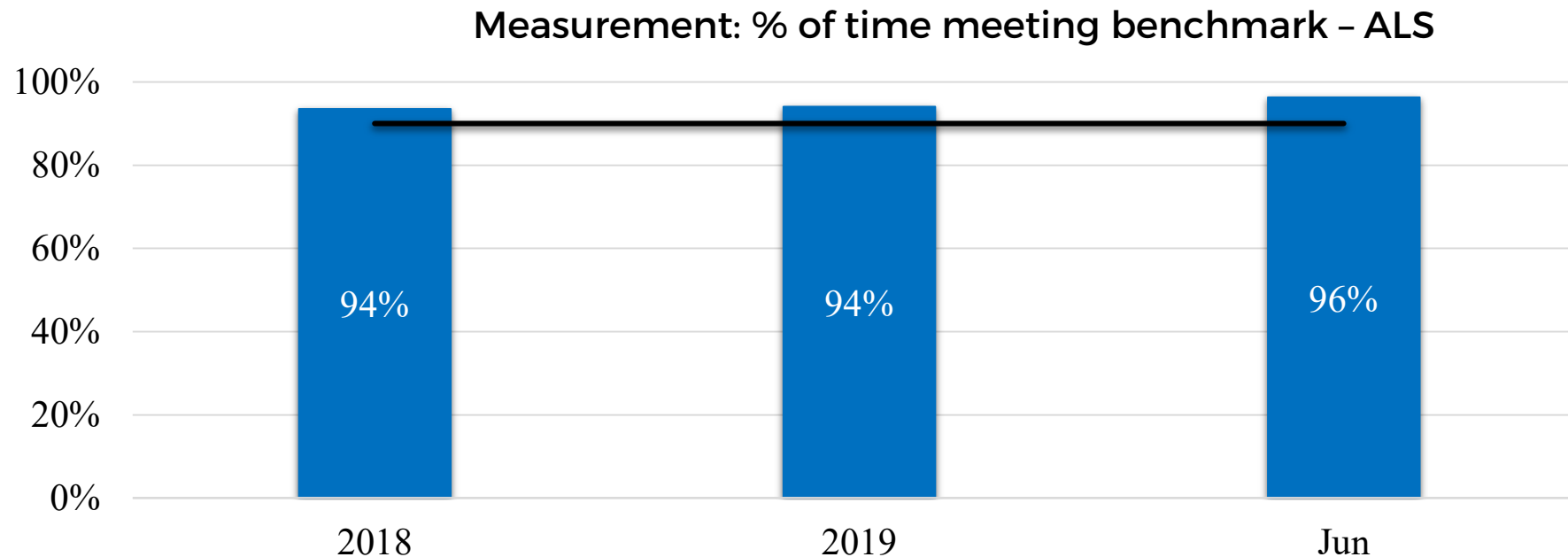


Fire Department

Performance Measures



Objective 2.1: 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.

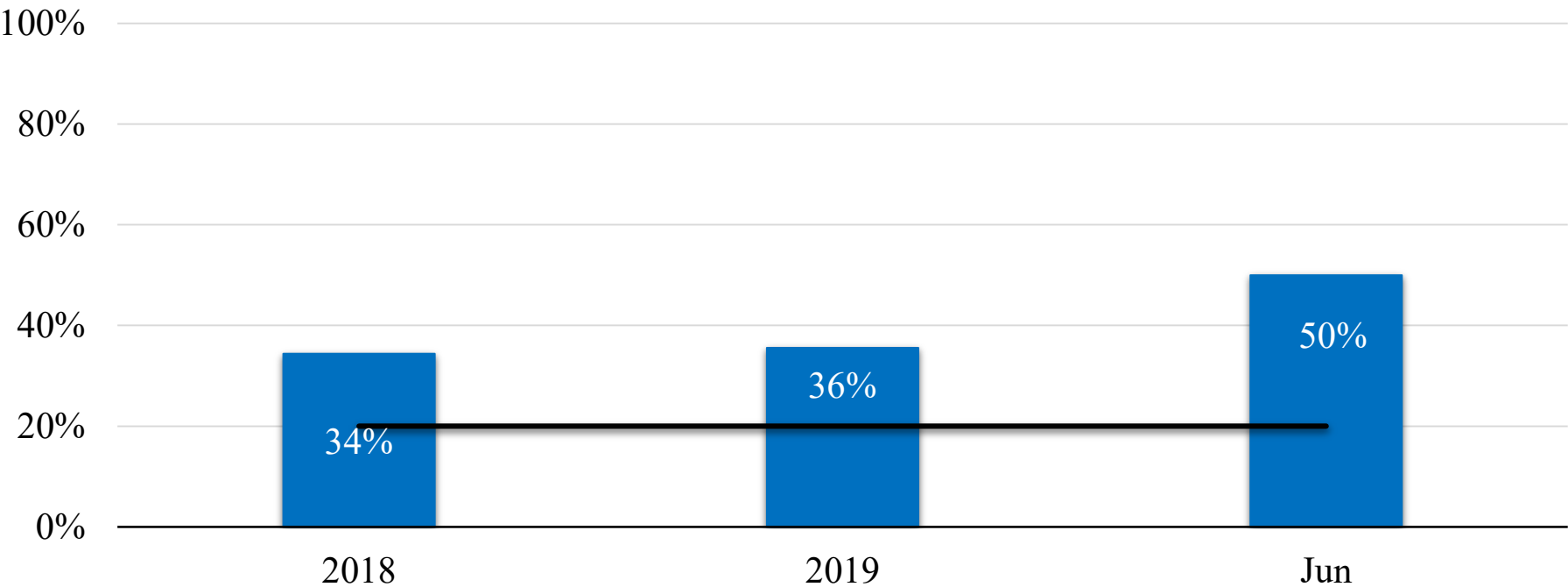


Fire Department

Performance Measures



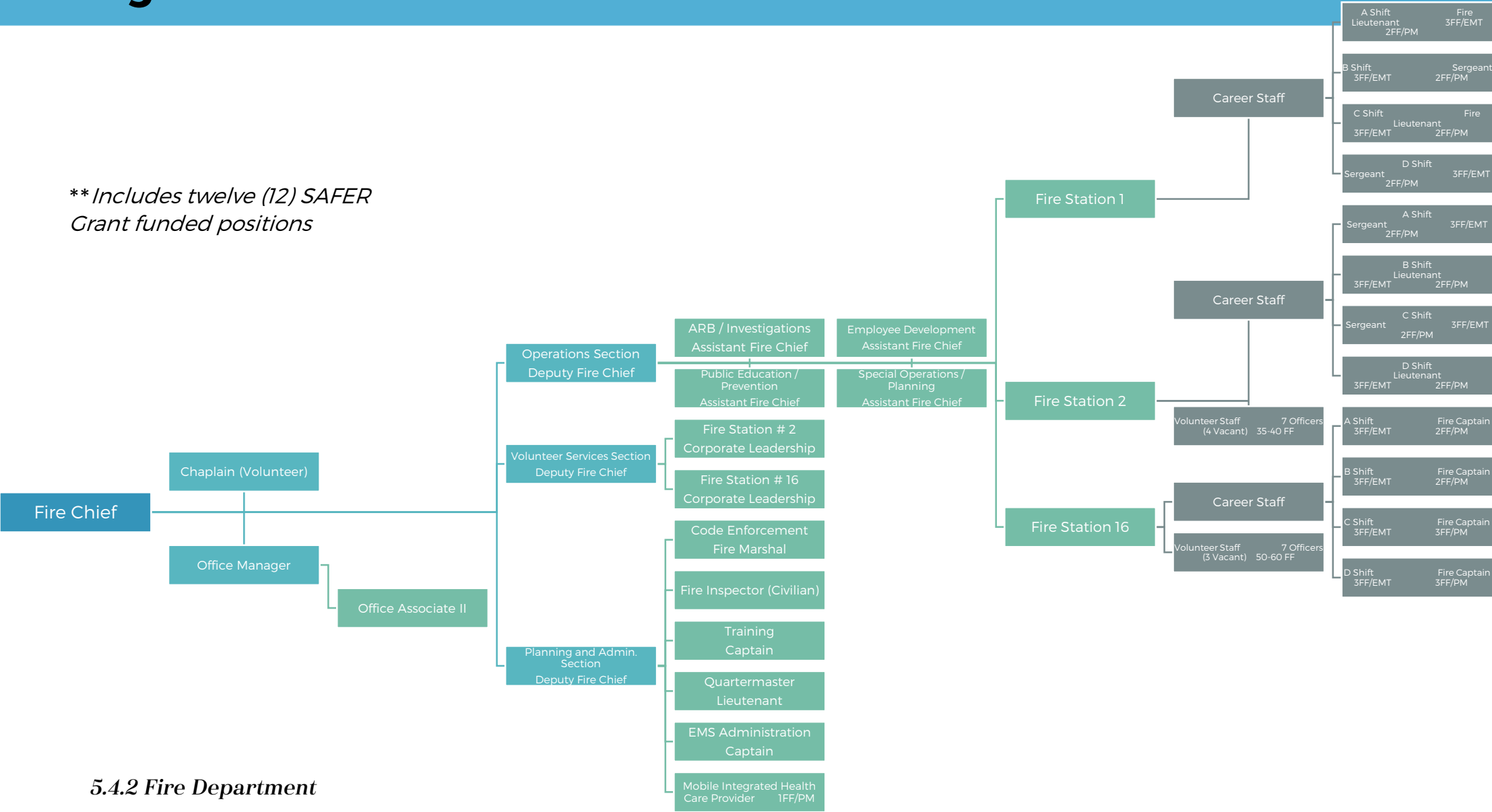
Objective 2.2: For patients suffering from cardiac arrest in the field, deliver them to a definitive care facility with a pulse and respirations 10% of the time.



Fire Department Org Chart



***Includes twelve (12) SAFER
Grant funded positions*

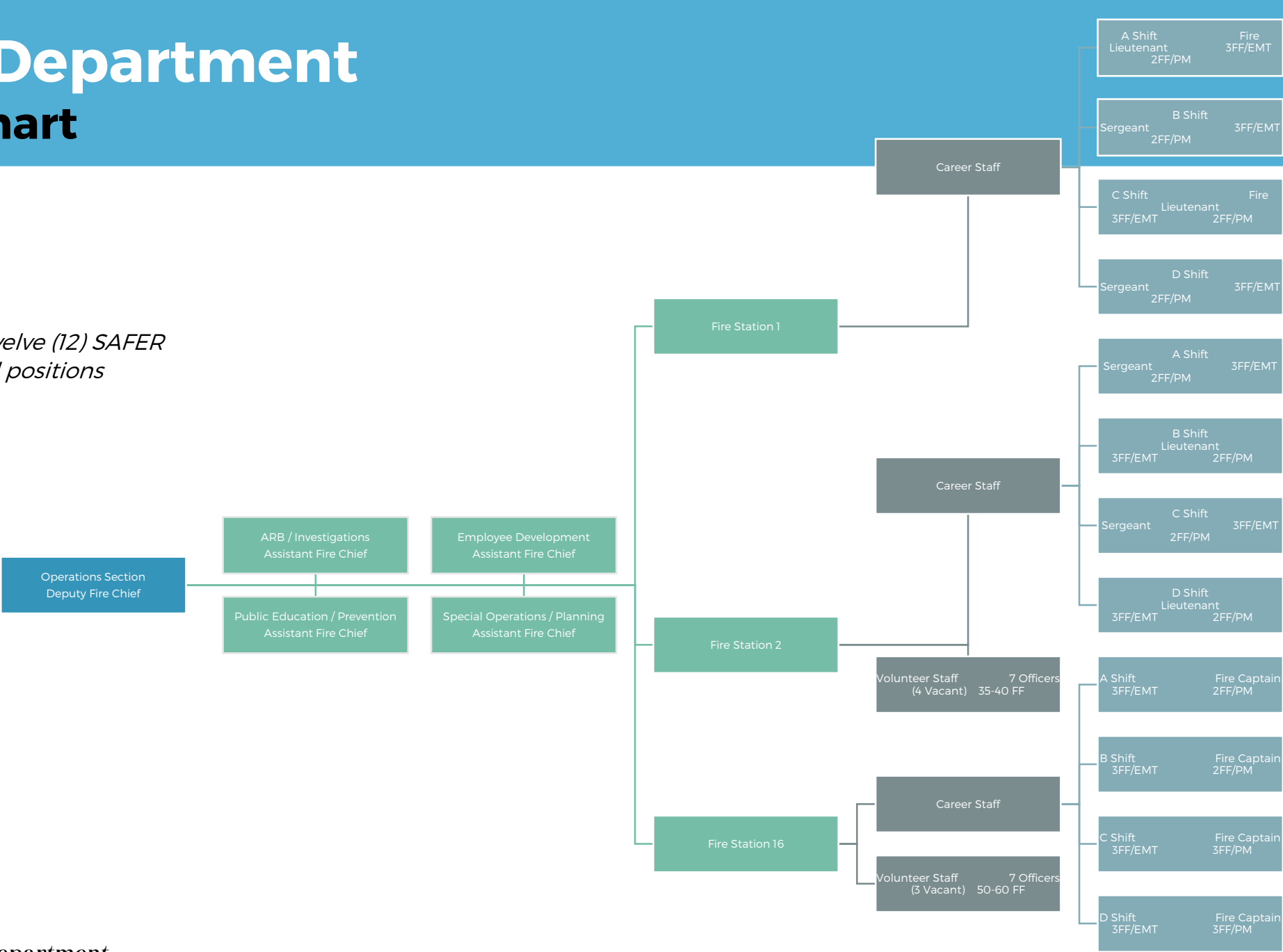


Fire Department

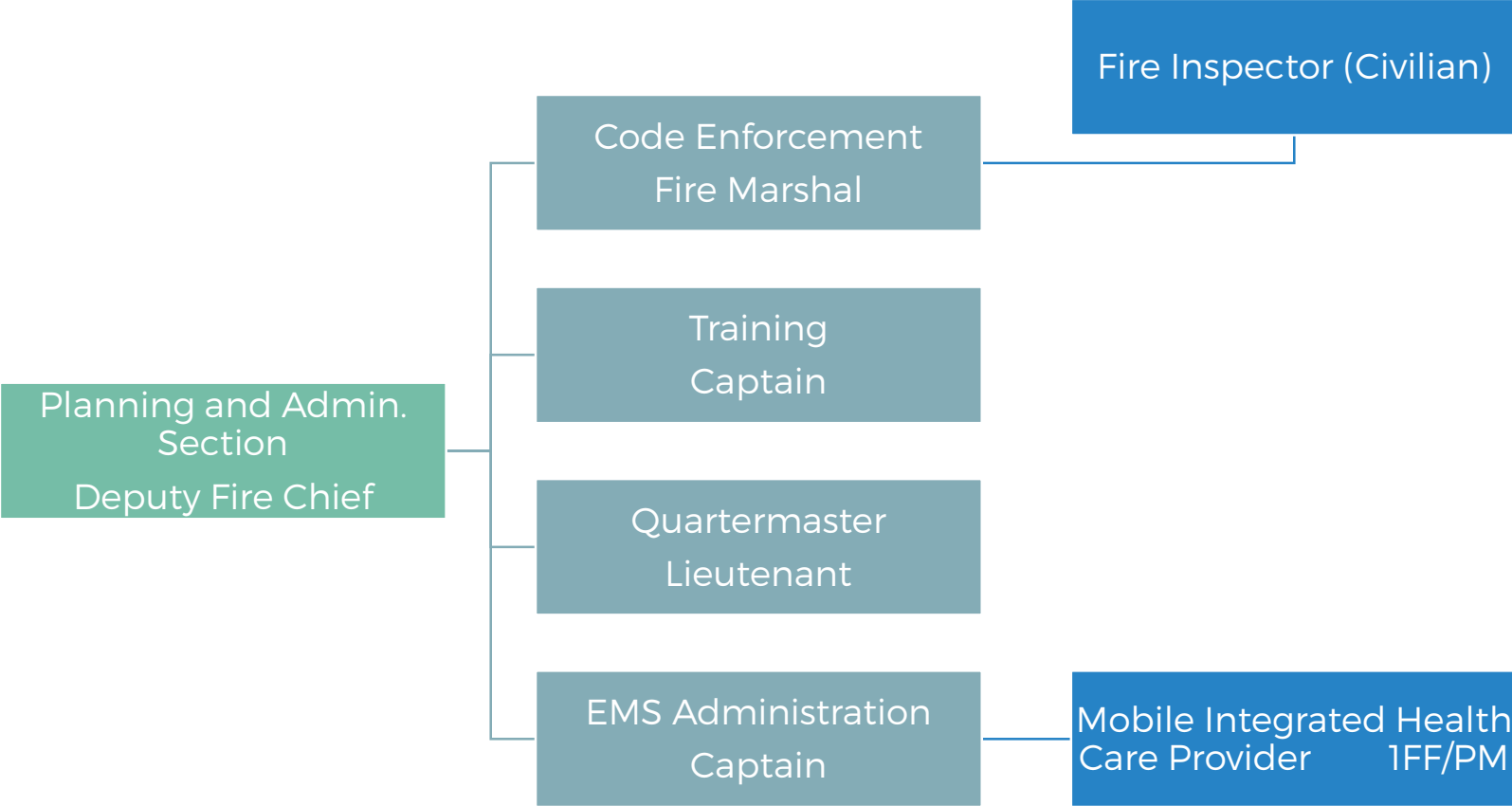
Org Chart



***Includes twelve (12) SAFER Grant funded positions*

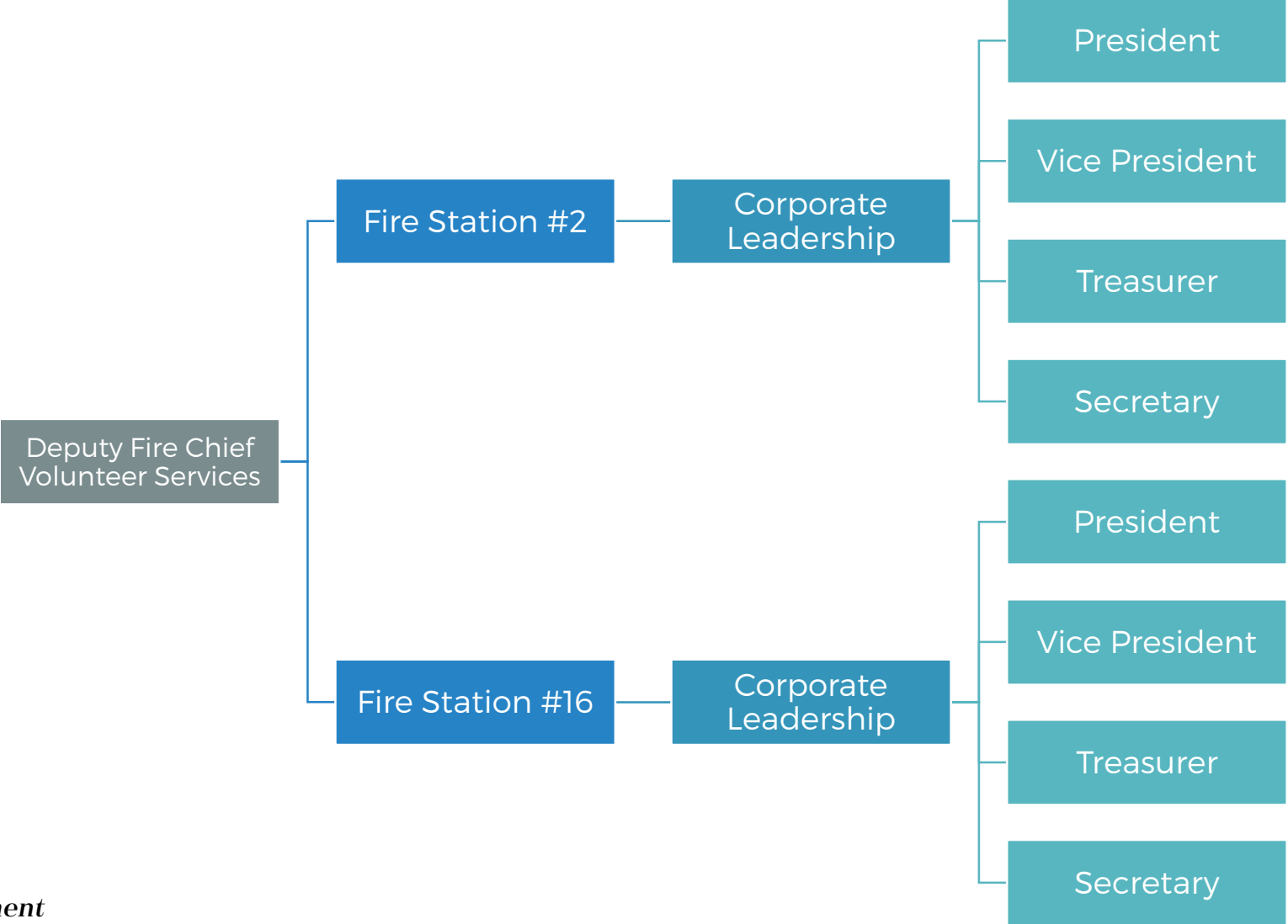


Fire Department Org Chart



Fire Department

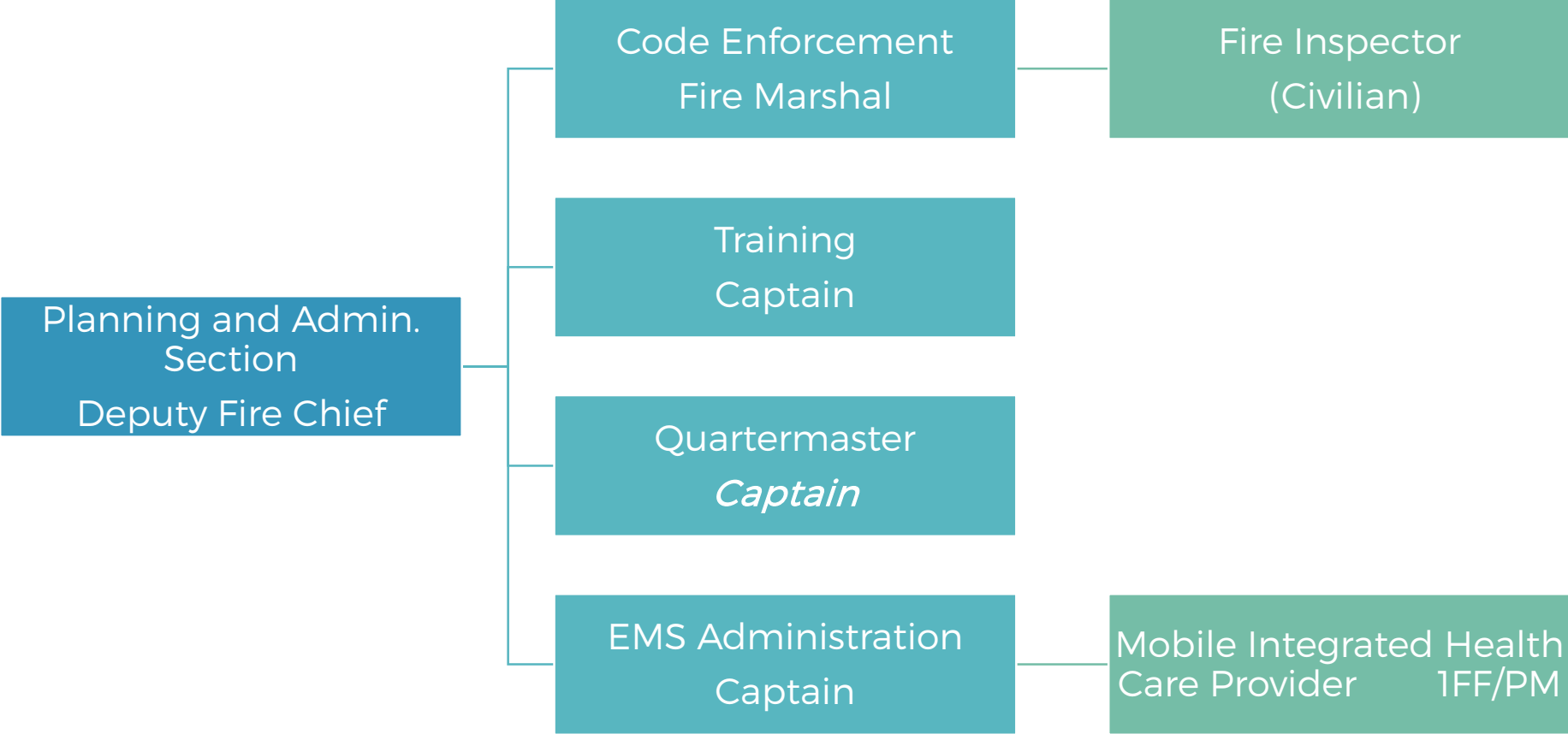
Org Chart



Fire Department Org Chart



Proposed Rank Reclassification



Fire Department

Budget Detail



24035 - Fire Fighting	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	6,052,566	6,556,423	6,583,440	6,769,634	6,775,090
Operating Expenses	1,588,165	1,452,597	1,476,100	1,416,722	1,422,722
Capital Outlay	1,404,616	137,425	139,925	-	-
TOTAL Fire Fighting	9,045,347	8,146,445	8,199,464	8,186,356	8,197,812

Fire Department

Budget Detail



24040 - Fire Volunteer	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	224,686	284,185	257,185	263,305	263,305
Operating Expenses	149,995	125,872	116,041	125,872	125,872
TOTAL Fire Volunteer	374,682	410,057	373,226	389,177	389,177



Housing and Community Development

The Housing and Community Development Department is comprised of three different departments: Code Enforcement, Neighborhood Relations, and Housing First. The mission of these entities is to improve life for Salisbury citizens by providing opportunity for youth, eliminating blight in our neighborhoods, and housing the homeless.



Housing and Community Development

Departmental Goals and Priorities



GOALS

1. Complete (4) four owner occupied compliance projects.
2. Complete (4) four compliance beautification projects.
3. House (9) nine additional chronically homeless individuals and maintain the (20) twenty currently housed, under the Housing First Program.
4. Conduct at least (4) four bus stop pop-up bus stops / school events.
5. Conduct at least (8) eight neighborhood walks.
6. Compliance metric (timeline/percentage within corrective action period)
7. Serve 18,000 young people through community centers and youth athletic programs annually
8. Reduce Point-in-Time homeless count for the Lower Shore to 220
9. Increase percentage of Homeownership in the City to 35%

PRIORITIES

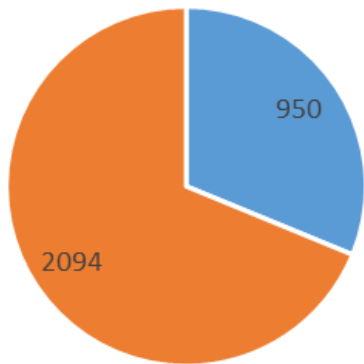
1. Develop and improve processes to connect home owners experiencing financial burdens, to resources which assist them with becoming code compliant.
2. Promote programs that support and assist single family home ownership.
3. Improve the effectiveness and efficiency of processes regarding vacant building registrations, rental registrations and renewals, new unit inspections, random rental inspections, and landlord licensing.
4. Improve public perceptions about homelessness in Salisbury
5. Implement unified youth development programs
6. Open both Newton and Truitt Community Centers with after-school, weekend and summer programming
7. Implement full spectrum of neighborhood relations programs
8. Implement panhandling-to-work program

Housing and Community Development

Performance Measures

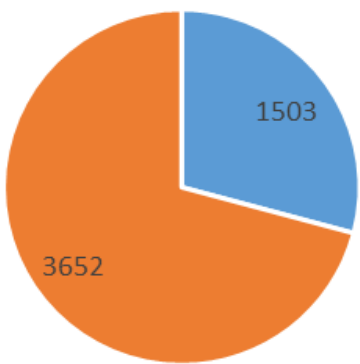


YTD 2019 - 3854 Cases
(YTD 2018 - 2970 Cases)



■ Open ■ Closed

YTD 2019 - 5155 Violations
(YTD 2018 - 4353 Violations)



■ Open ■ Closed

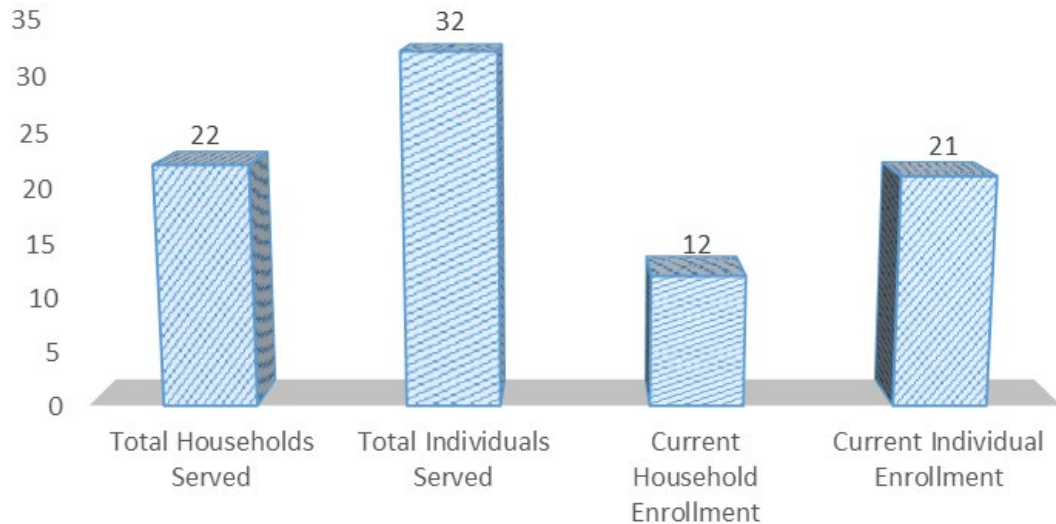
Housing and Community Development

Performance Measures

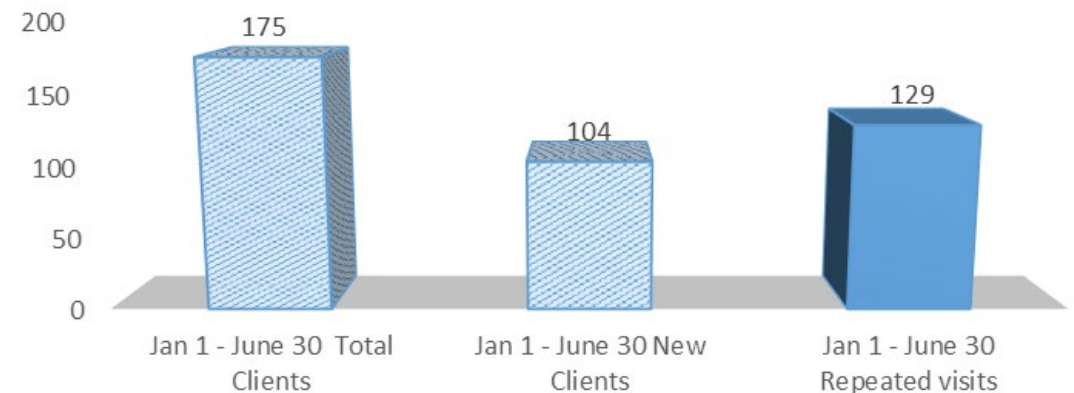


Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use

TOTAL SERVED & ACTIVE



STREET OUTREACH/RESOURCE NAVIGATION CLIENTS SERVED: TOTALS JAN 1- JUNE 30, 2019

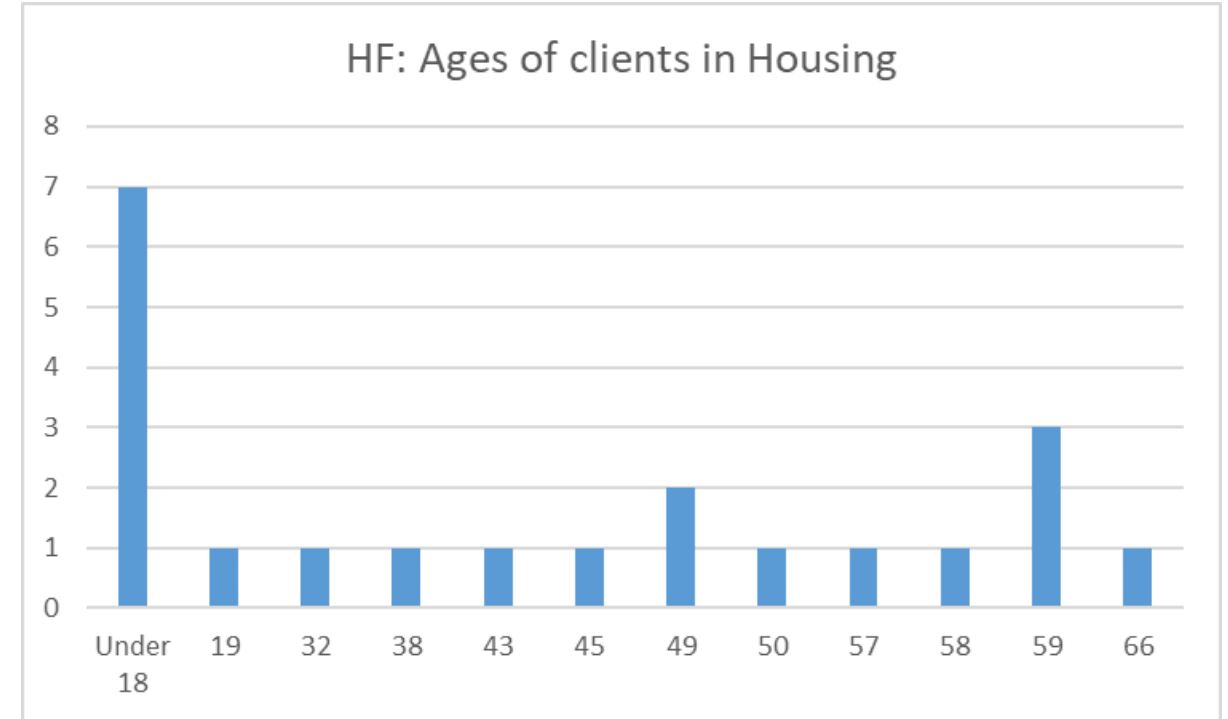
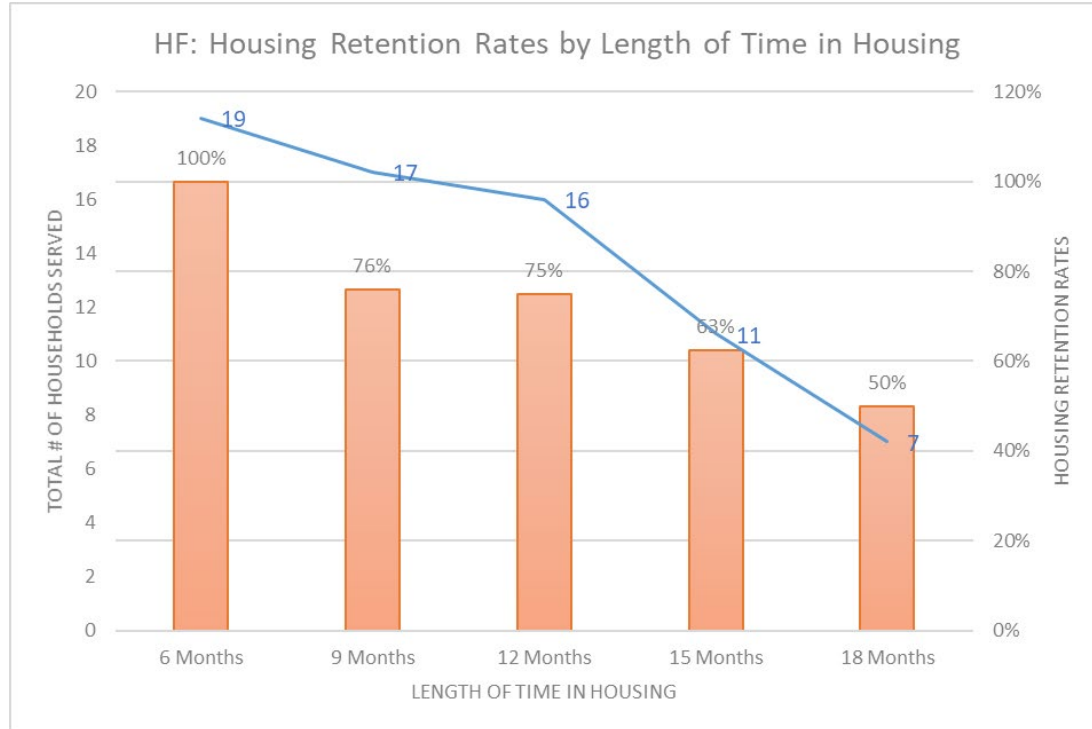


Housing and Community Development

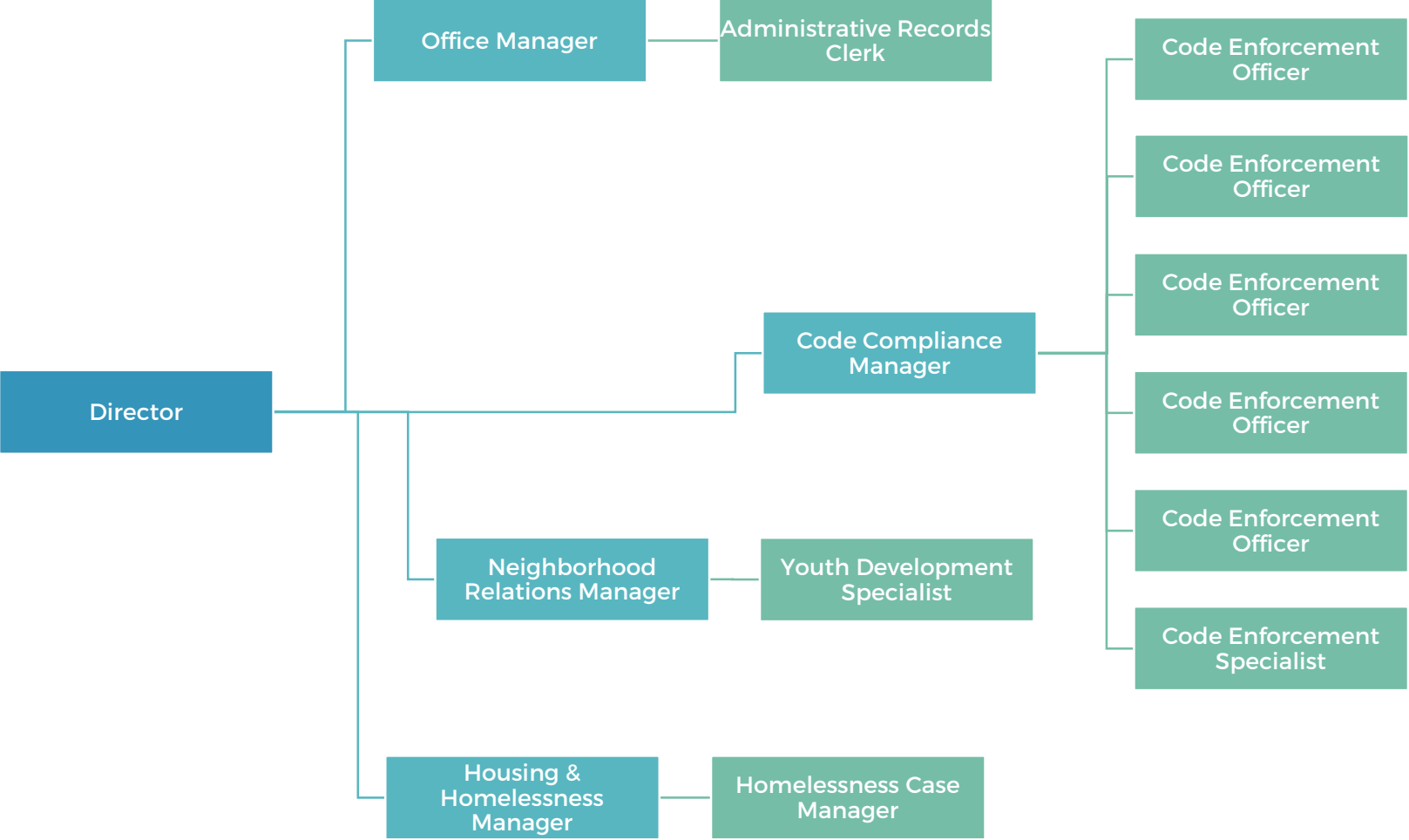
Performance Measures



The Housing First concept has been embraced by several large cities across the country, but Salisbury is the first city of its size (less than 250,000 residents) to adopt a comprehensive, permanent housing program to address homelessness.



Housing and Community Development Org Chart



Housing & Community Development

Budget Detail



25200 - Neighborhood Serv.	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	745,964	818,426	787,426	835,446	835,446
Operating Expenses	356,493	272,669	273,569	334,711	342,661
Capital Outlay	40,657	1,700	32,100	5,210	42,713
TOTAL Neighborhood Serv.	1,143,114	1,092,795	1,093,095	1,175,367	1,220,820



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 and Development

Departmental Goals and Priorities



GOALS

1. Development Plan submittals will be reviewed within 30 days of submission (90% goal)
2. Building Permit Plan submittals will be reviewed within 7 days of submission (90% goal).
3. Target issuance of 1,200 building permits in FY20.
4. Target creation of \$45,000,000 of construction value in the City in FY20.
5. Infrastructure project change order will be less than 5% of the total contract price.
6. Perform annual inspection of 20% of all stormwater outfalls.

PRIORITIES

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

Infrastructure & Development

Performance Measures



Plan Review

Description	Goal	Progress	# Reviews completed
Development plan review within 30 days	90%	98% 49 of 50 in 2019	5 plan reviews in June
Building Permit plan review within 7 days	90%	90% 100 of 111 in 2019	22 plan reviews in June

Infrastructure Project Change Orders

Goal <5%	Construction Value	Change Orders	% CO
5 Active Projects	\$54,699,280.99	\$2,064,459.05	3.77%

Number of Permits Issued and Construction Value of Permits Issued

	# Permits	Change	Month	Change	Year to Date	Change
June 2019	207	43%	\$1,922,961	-79%	\$69,042,836	2%
June 2018	145		\$9,320,142		\$67,667,124	

Infrastructure & Development

Performance Measures



Moratorium Permit Fee Waivers per Resolution Nos. 2734, 2808 and 2911

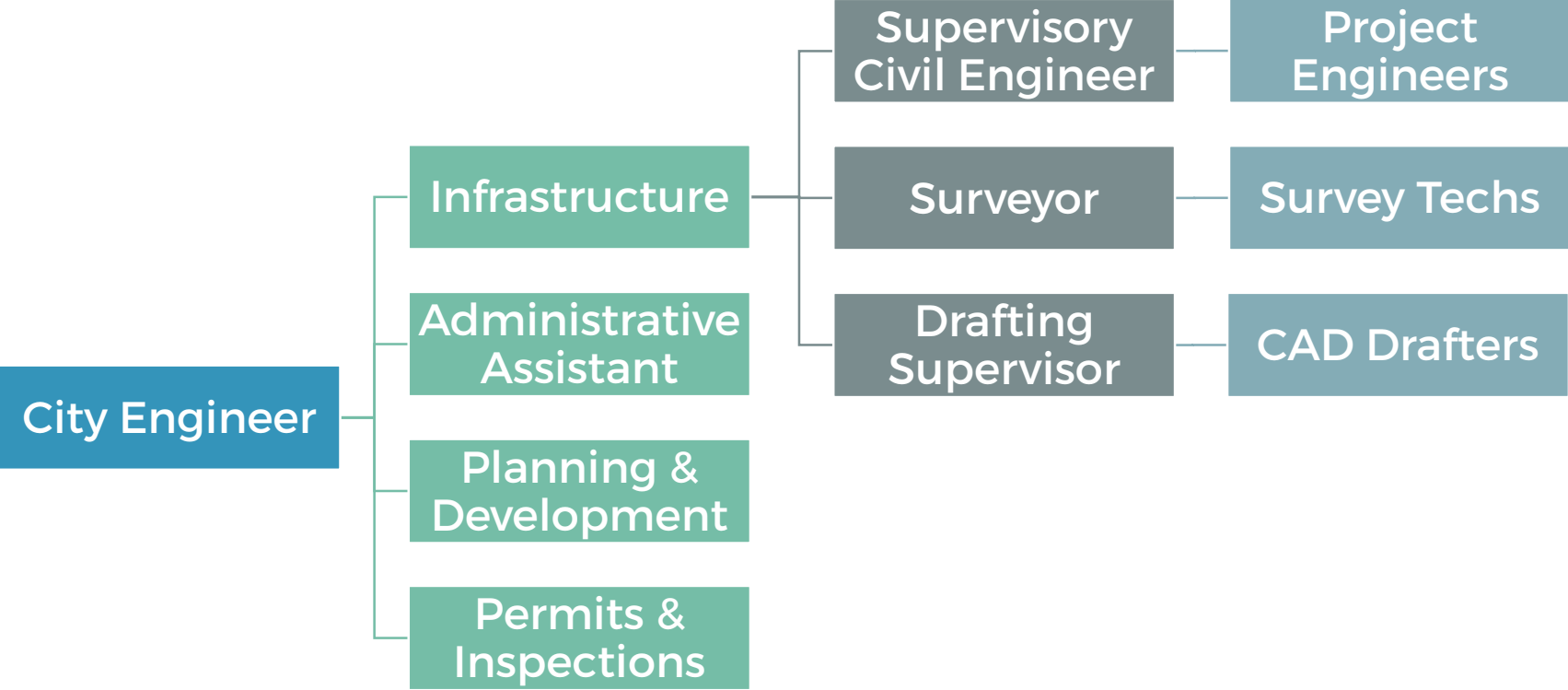
Date	Permit #	Address	In Fill/Development	Plan Review	Building	Plumbing	Gas	Mechanical	Capacity Fees	Central System Line Fee
3/29/2019	19-206	711 Grace St	In Fill	\$150.00	\$1,640.00			\$25.00	\$3,533.00	
5/1/2019	19-350	28064 Cross Creek Dr	In Fill	\$150.00	\$2,000.00			\$25.00	\$3,533.00	
5/13/2019	19-388	902 Marquis Ave	Development	\$150.00	\$1,770.00	\$280.00		\$25.00	\$3,533.00	
5/14/2019	19-389	1702 Shea Ln	Development	\$150.00	\$1,770.00	\$280.00		\$25.00	\$3,533.00	
6/25/2019	19-543	415 Forest Ln	In Fill	\$150.00	\$4,640.00			\$25.00		
Total				\$6,065.00	\$88,747.88	\$9,877.00	\$848.00	\$1,050.00	\$120,122.00	\$6,522.00

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

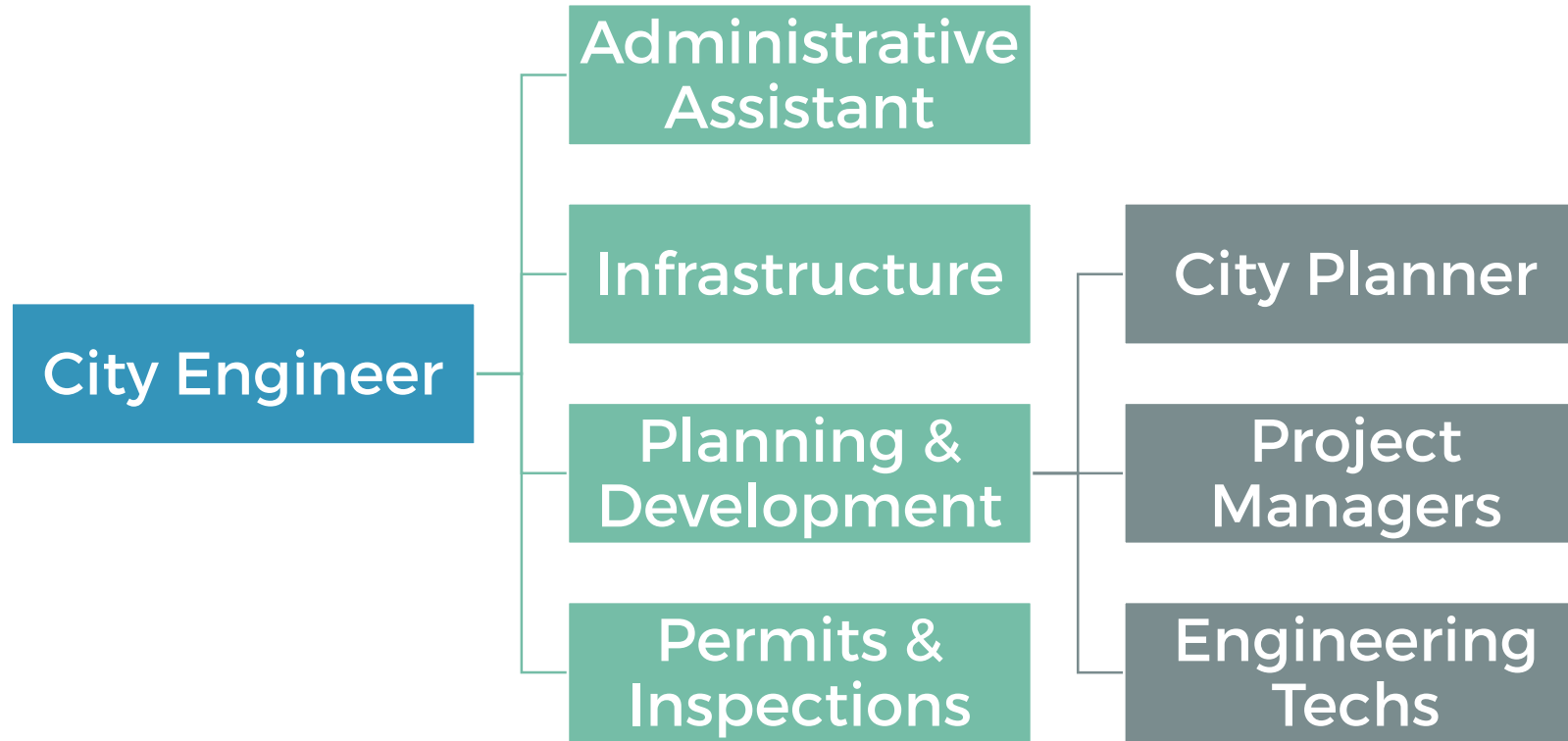
Expires February 28, 2021

Total fees waived: \$233,231.88

Infrastructure and Development Org Chart

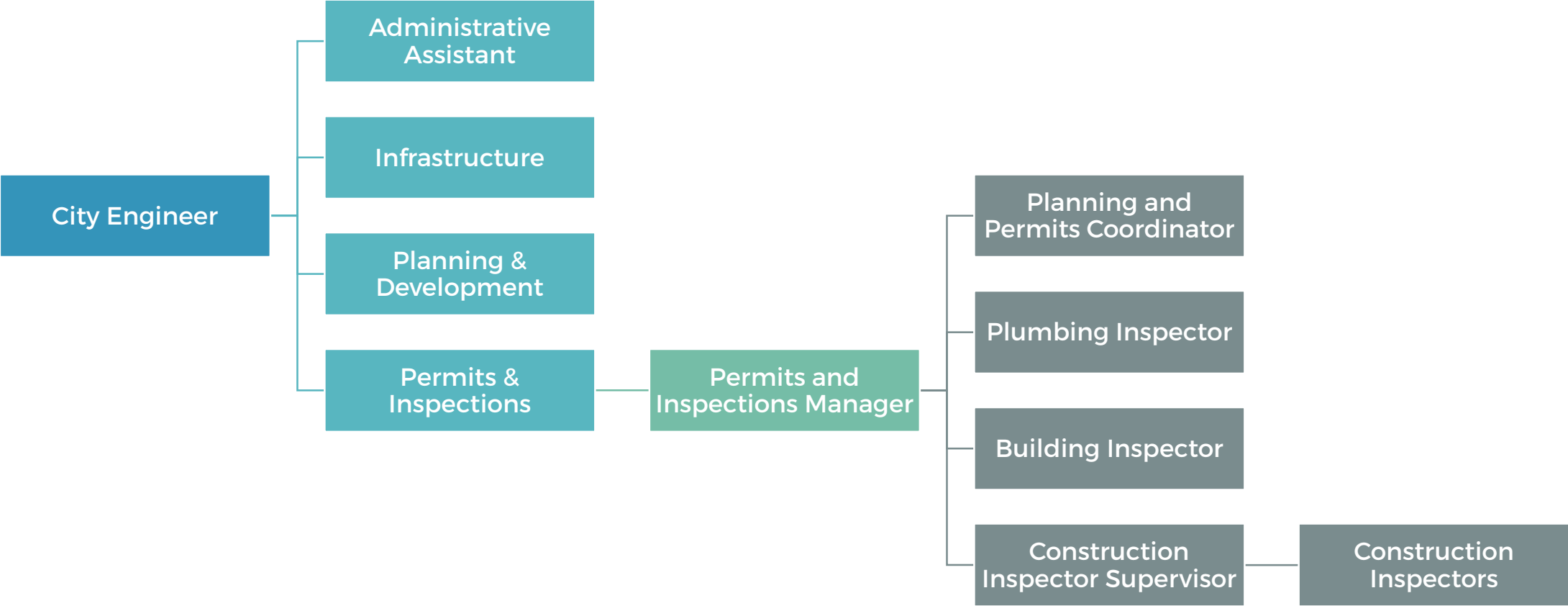


Infrastructure and Development Org Chart



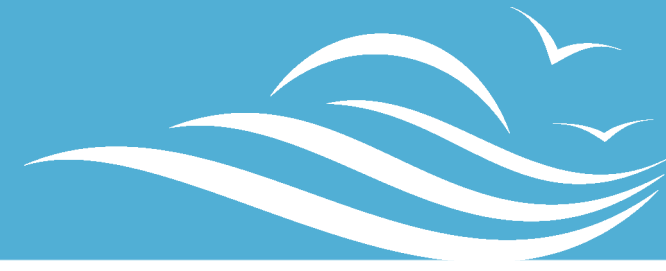
Infrastructure and Development

Org Chart



Infrastructure and Development

Budget Detail



25100 – Building Permits & Inspection	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	289,721	293,555	293,555	300,168	300,168
Operating Expenses	19,636	30,972	30,972	30,972	30,972
TOTAL Building Permits & Inspection	309,356	324,527	324,527	331,140	331,140

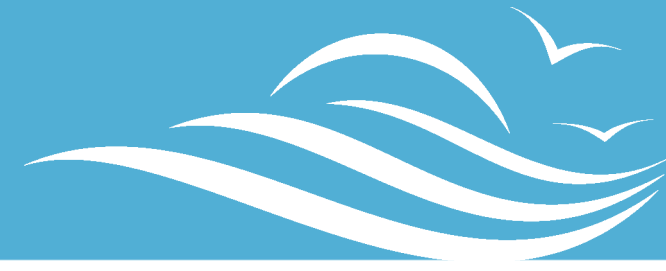
Engineering Budget Detail



31000 - Engineering	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	582,083	606,262	606,476	541,366	541,366
Operating Expenses	1,099,102	772,098	1,203,462	616,298	616,298
Capital Outlay	1,308	-	-	-	-
TOTAL Engineering	1,682,492	1,378,360	1,809,938	1,157,664	1,157,664

Planning & Zoning

Budget Detail



19000 - Planning & Zoning	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	92,763	92,133	92,133	94,167	94,167
Operating Expenses	30,485	10,147	10,147	85,147	85,147
TOTAL Planning & Zoning	123,248	102,280	102,280	179,314	179,314



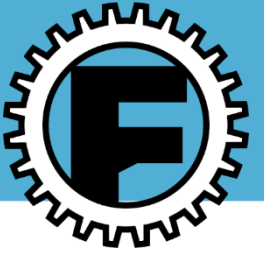
Field Operations

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

Departmental Goals and Priorities

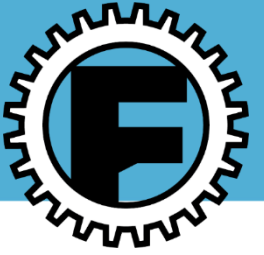


GOALS

1. Increase parking revenue collected by 10%
2. Maintenance Each Park, Playground, or Other Similar Asset (1X Per Week, 48 Locations X 52 Weeks = 2,496 Visits)
3. Perform Major Park Landscape Pass (3 X Per Year X 34 Park Locations = 102 Visits)
4. Inspect all City Playground Equipment (2 X Per Year at Minimum)
5. Remove Rubbish and Other Debris From the Wicomico River (3 X Per Week X 52 Weeks = 156 Visits)
6. Remove Rubbish and Other Debris From Rt. 13 Debris Curtin (1 X Per Week = 52 Visits)
7. Temporarily Patch, All "Reported" Potholes (Within 2 Business Days of Notice, 95% of the Time)
8. Permanently Repair, All "Reported" Potholes (Within 30 Days of Notice, 85% of the Time)
9. Repair all water/sewer breaks within 12 hours 90% of the time
10. Replace 10% of all water meters (1,300 meters)
11. Inspect/Clean Each Storm Drain-Inlet (6 X Per Year Minimum, 3,731 Inlets X 6 = 22,386 Visits)
12. Clean 1/4 of all Sanitary Sewer Mains (317,000 Feet Per Year)
13. (City Owned) Streetlight Maintenance, Repair All "Reported" Outages (Within 2 Business Days of Notice, 95% of the Time)
14. Repair All Reported Traffic Signal Malfunctions (Within 2 Hours of Notice)
15. Service All City Owned Rubbish Containers April - October, 2,952 (cans serviced) and March - November, 1,040 (cans serviced) Total 3,632
16. Reduce the Amount of Solid Waste Going Into Landfill by 10% *Final FY19 Tonnage Pending, Required to Establish Benchmark*
17. Increase the Amount of Recycled Material Retrieved by 10% *Final FY19 Tonnage Pending, Required to Establish Benchmark*
18. Increase the Amount of Cardboard Collected by 10% *Final FY19 Tonnage Pending, Required to Establish Benchmark*
19. Sweep 25% of City lane miles every week, 210 lane miles = 52.5/lane miles per week, (track tonnage)
20. Increase the Amount of Debris Swept From City Streets by 10% *Final FY19 Tonnage Pending, Required to Establish Benchmark*
21. Increase Zoo Attendance BY 10% *Final FY19 Attendance Pending, Required to Establish Benchmark*
22. Maintenance at least 25% of Zoo Grounds Weekly Paint 1 set of playground equipment per 2 months (6 per year)

Field Operations

Departmental Goals and Priorities



PRIORITIES

1. Move forward with implementation of the MUNIS Materials Management and Work Order software
2. Continue promoting the benefits of recycling and work to expand citizen participation
3. Relabel and Geo-Locate all “City” owned streetlights 1470
4. Expand our park rental/registration program
5. Further develop and implement our park and public space maintenance rhythm
6. Strive to increase community awareness of Port of Salisbury Marina and kayak launch
7. Foster increased awareness and use of the Poplar Hill Mansion
8. Continue to enhance our safety and training programs
9. Implement Career Ladder advancement program
10. Improve public perception of street maintenance
11. Improve public perception of Downtown parking regimen
12. Develop updated plan for Zoo wayfinding, fencing, paving, physical improvements
13. Flush All Fire Hydrants (At Minimum) Once Per Year (1577, Total)
14. Relocate 4 signs disrupting freedom of movement on sidewalks to the back of curb or back of sidewalk (as appropriate) per week

Field Operations

Performance Measures



*PARKING REVENUE

Description	Measure	Goal	Progress
Parking Revenue Collected	Funds	Increase by 10% from \$0 in FY19	\$0 % YTD
FY'19 Not reported			

*PARK LANDSCAPING

Description	Measure	Goal	Progress
Major Landscape Pass All "Parks"	34 Assets 3 Full Passes	102 Visits Per Fiscal Year	0 Visits 0% YTD
FY'19 EOY 0 Visits			

*PARK MAINTENANCE

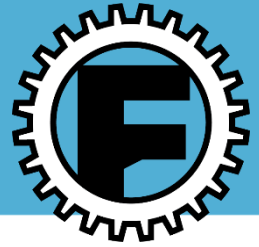
Description	Measure	Goal	Progress
Assessment and Clean Up of Parks and Playground	Visit and Maintenance 1 x per week (Minimum) 48 Locations	2,496 Visits Per Fiscal Year	90 Visits 4% YTD
FY'19 EOY 2,205 Visits/95%			

*PLAYGROUND INSPECTIONS

Description	Measure	Goal	Progress
Inspect All Playground Equipment	Twice Annually (15 Playgrounds)	30 Inspections	0 Inspections 0% YTD
FY'19 EOY 3 Inspections/10%			

Field Operations

Performance Measures



*RIVER MAINTENANCE

Description	Measure	Goal	Progress
Remove Trash and Other Debris from Wicomico River	3 Visits Per Week 156 Total Visits	156 Visits	6 Visits 4% YTD
FY'19 EOY 148 Visits/95%			

POTHOLE REPAIR (TEMPORARY/COLD PATCH)

Description	Measure	Goal	Progress
Temporarily Repair "Reported" Potholes	Within 2 Business Days of Notice	95% of the Time	10 Potholes 100%
FY'19 EOY 171 Repairs/100%			

*DEBRIS CURTAIN MAINTENANCE (ROUTE 13)

Description	Measure	Goal	Progress
Remove Trash and Other Debris	Inspect/Clean Once/Week	52 Visits	1 Visits 2 % YTD
FY'19 EOY 38 Visits/73%			

POTHOLE REPAIR (PERMANENT)

Description	Measure	Goal	Progress
Permanently Repair "Reported" Potholes	Within 30 Days of Notice	85% of the Time	3 Potholes 85%
FY'19 EOY 37 Repairs/91%			

Field Operations

Performance Measures



WATER/SEWER BREAKS

Description	Measure	Goal	Progress
Repair Water and Sewer Breaks	Within 12 Hours of Notice	90% of the Time	1 Break 100% YTD
FY'19 Not reported			

*STORM DRAIN MAINTENANCE

Description	Measure	Goal	Progress
Inspect/Clean All Storm Drain Inlets	3,731	Clean Each 6 x Per Year	1,442 Visits
FY'19 EOY 17,448 Visits/65%	Inlets City Wide	22,386 Visits	6% YTD

*WATER METER REPLACEMENT

Description	Measure	Goal	Progress
Replace Water Meters	10% of All Meters	1,300 Meters	57 Meters
FY'19 Not reported			4% YTD

*SANITARY SEWER CLEANING

Description	Measure	Goal	Progress
Clean Sanitary Sewer Lines	Linear Footage	317,000' per year	1,657 Ft.
FY'19 EOY 129,385'/32%	¼ Annually		0.5% YTD

Field Operations

Performance Measures



TRAFFIC (STREET LIGHTS)

Description	Measure	Goal	Progress
Repair “City Owned” Street Lights	Within 2 Business Days of Notice	95% of the Time	0 YTD
FY’19 EOY 103 Lights/91%			0% YTD

*RUBBISH CONTAINERS (CITY OWNED)

Description	Measure	Goal	Progress
Service City Owned Rubbish Containers	Apr. – Oct. – 2,952 Mar. – Nov. – 1,040	3,632 Containers	144 Containers
FY’19 Not Reported	Containers Serviced		4% YTD

TRAFFIC (SIGNAL MALFUNCTIONS)

Description	Measure	Goal	Progress
Repair Traffic Signal Malfunctions	Within 2 hours of Notice	100% of the Time	0 YTD
FY’19 Not Reported			0% YTD

*SOLID WASTE DISPOSAL

Description	Measure	Goal	Progress
Solid Waste Deposited Into Landfill	Tonnage	Reduce Tonnage By 10% From 9,134 Tons in FY19 To 8,220 Tons in FY20	363 Tons
FY’19 9,134 Tons/113%			4% YTD

Field Operations

Performance Measures



*RECYCLING

Description	Measure	Goal	Progress
Recyclable Material Recovered FY'19 EOY 422 Tons/74%	Tonnage	Increase by 10% From 422 Tons in FY19 To 464 Tons in FY20	16 Tons 4% YTD

*STREET SWEEPING (LANE MILES)

Description	Measure	Goal	Progress
Sweep Streets To Reduce Runoff and Improve Neighborhood Aesthetics FY19 9,897 Miles/125%	Miles	Increase by 10% From 9,897 Miles in FY19 To 10,886 Miles in FY20	354 Miles 3% YTD

*CARDBOARD PROGRESS

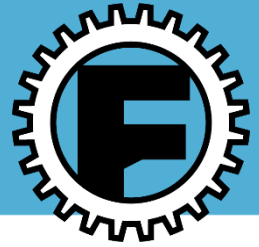
Description	Measure	Goal	Progress
Cardboard Recycled FY'19 107 Tons/1 st year reported	Tonnage	Increase by 10% From 107 Tons in FY19 To 118 Tons in FY20	5 Tons 4%

STREET SWEEPING (TONNAGE)

Description	Measure	Goal	Progress
Track Tonnage Collected When Street Sweeping FY'19 Not reported But Was Tracked	Tonnage	Increase by 10% From 1,292 Tons in FY19 To 1,421 Miles in FY20	54 Tons 4 % YTD

Field Operations

Performance Measures



ZOO ATTENDANCE

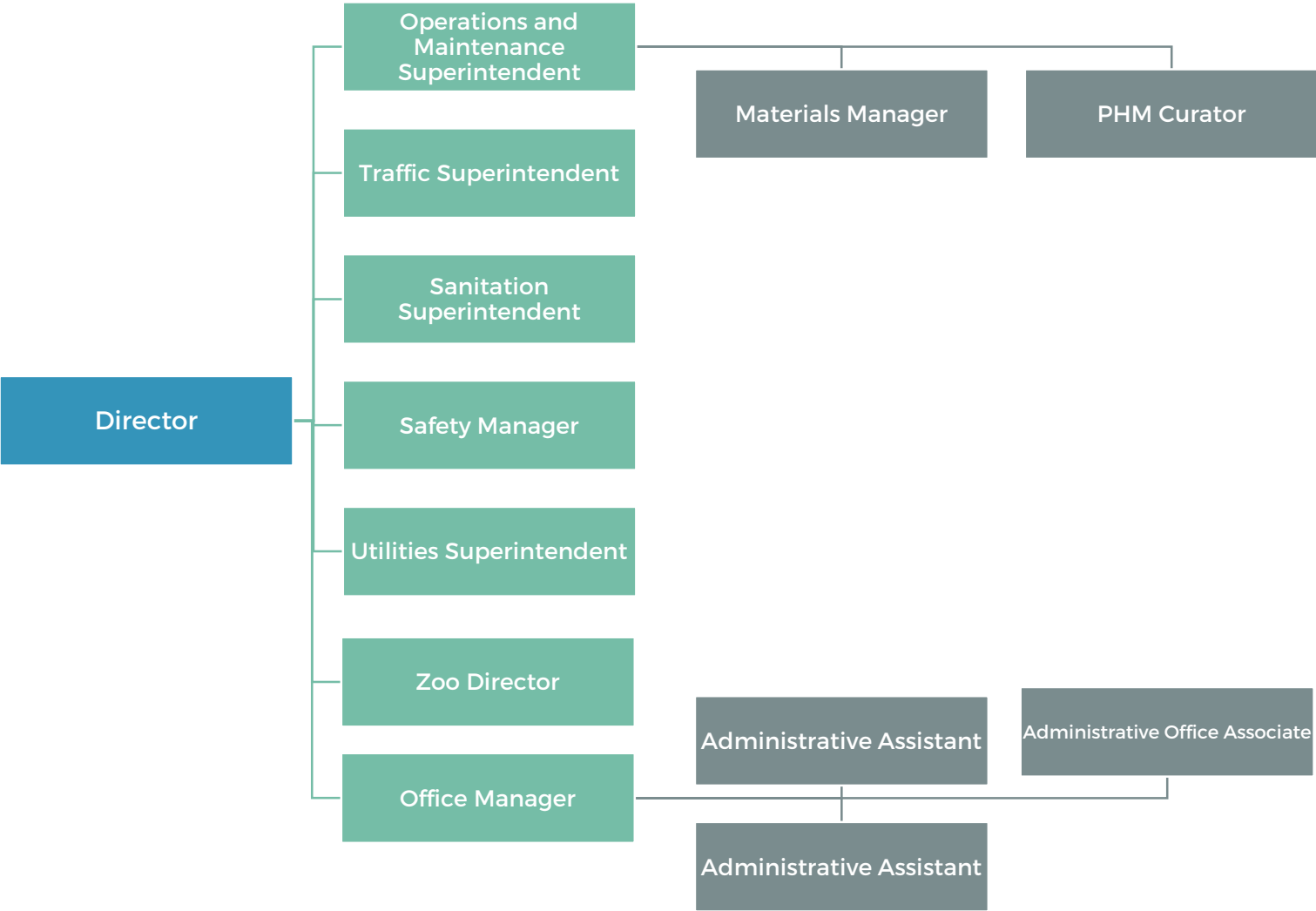
Description	Measure	Goal	Progress
Track Annual Attendance	Number of Guests	Target 283,514	14,933 Guests
FY'19 257,740 Guests/82%			5% YTD

*ZOO LANDSCAPING MAINTENANCE

Description	Measure	Goal	Progress
Landscape Maintenance	52 Passes	Maintenance 25% of Zoo Grounds per Week	0 Passes
FY'19 38 Passes/73%		Paint 1 set playground equip. every 2 months (6 per year)	0% YTD

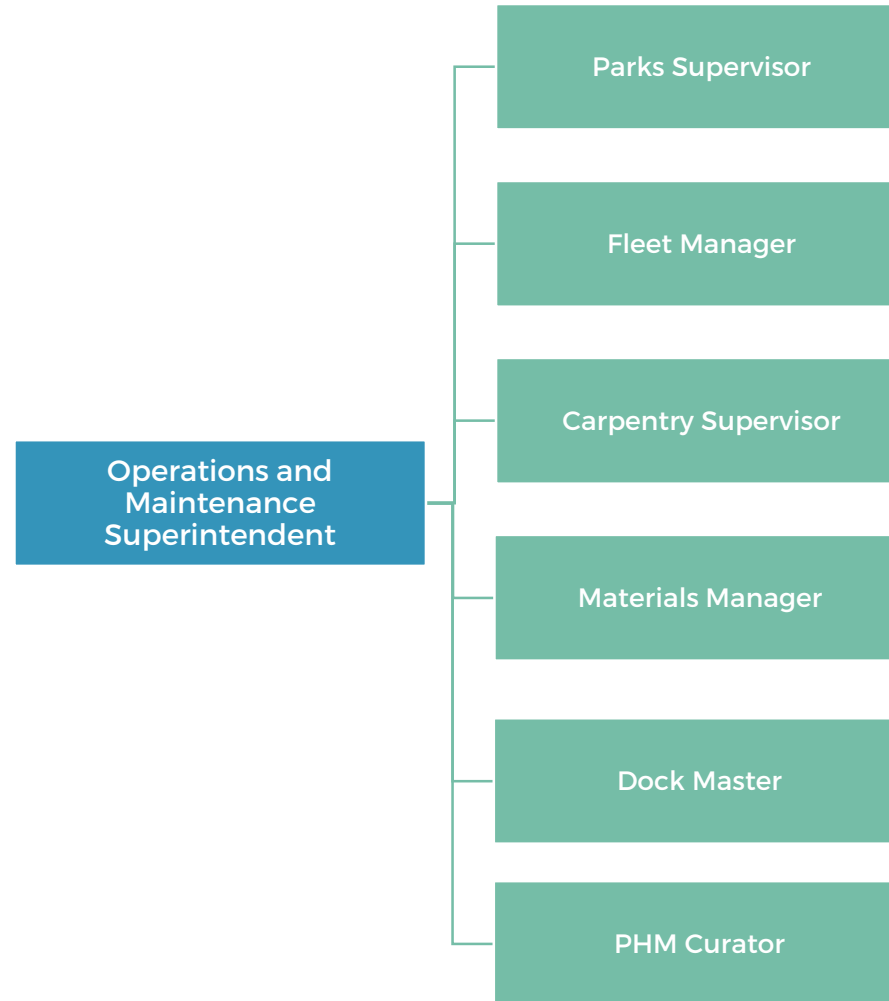
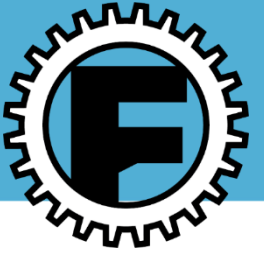
Field Operations

Org Chart: Resource Management



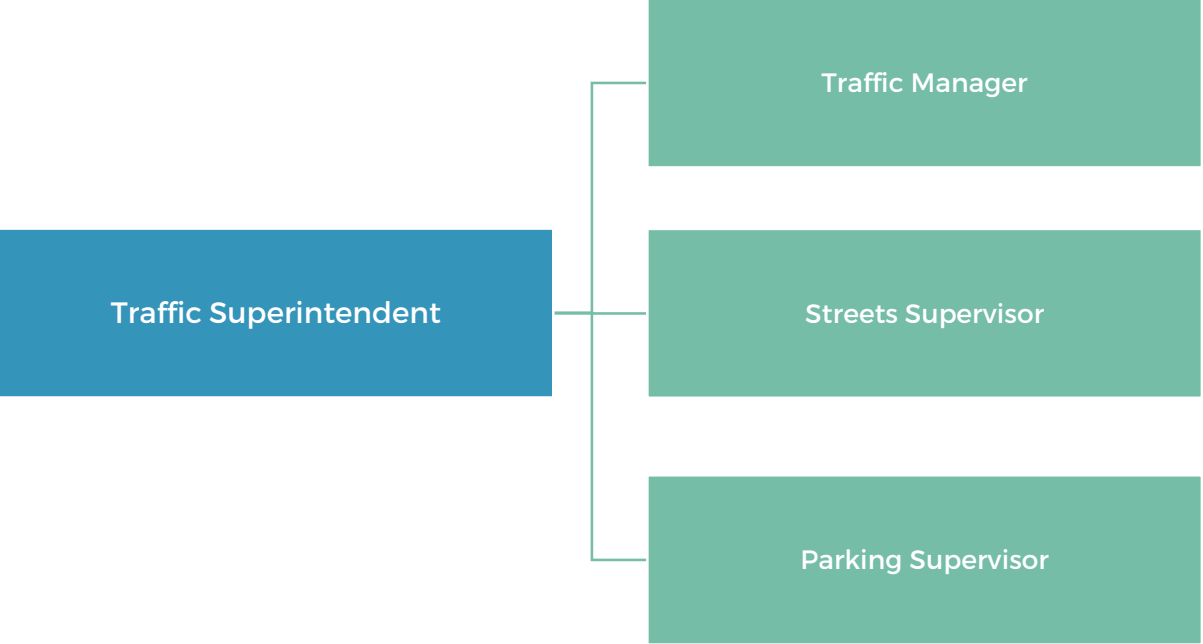
Field Operations

Org Chart: Operations and Maintenance Superintendent



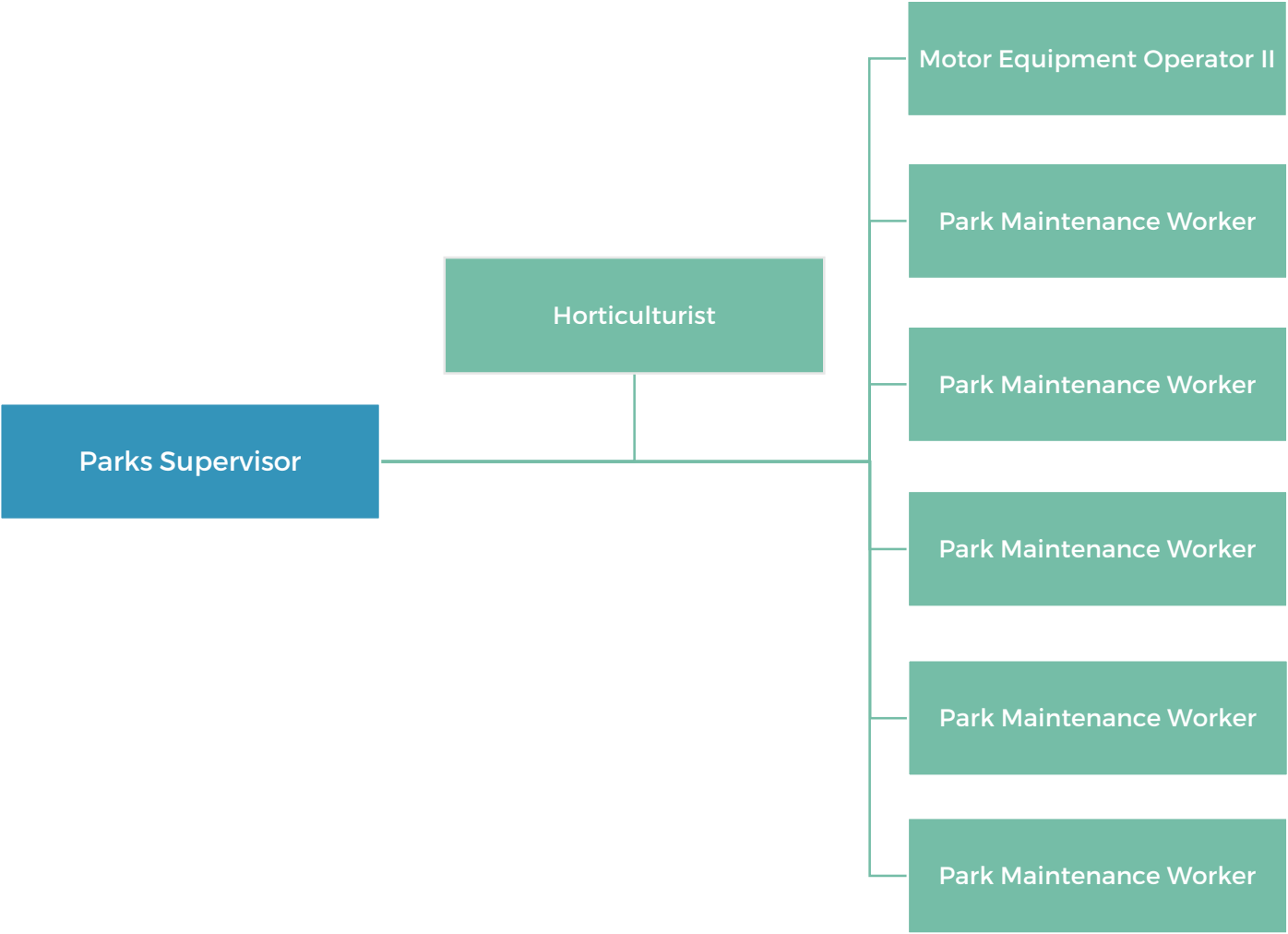
Field Operations

Org Chart: Traffic Superintendent



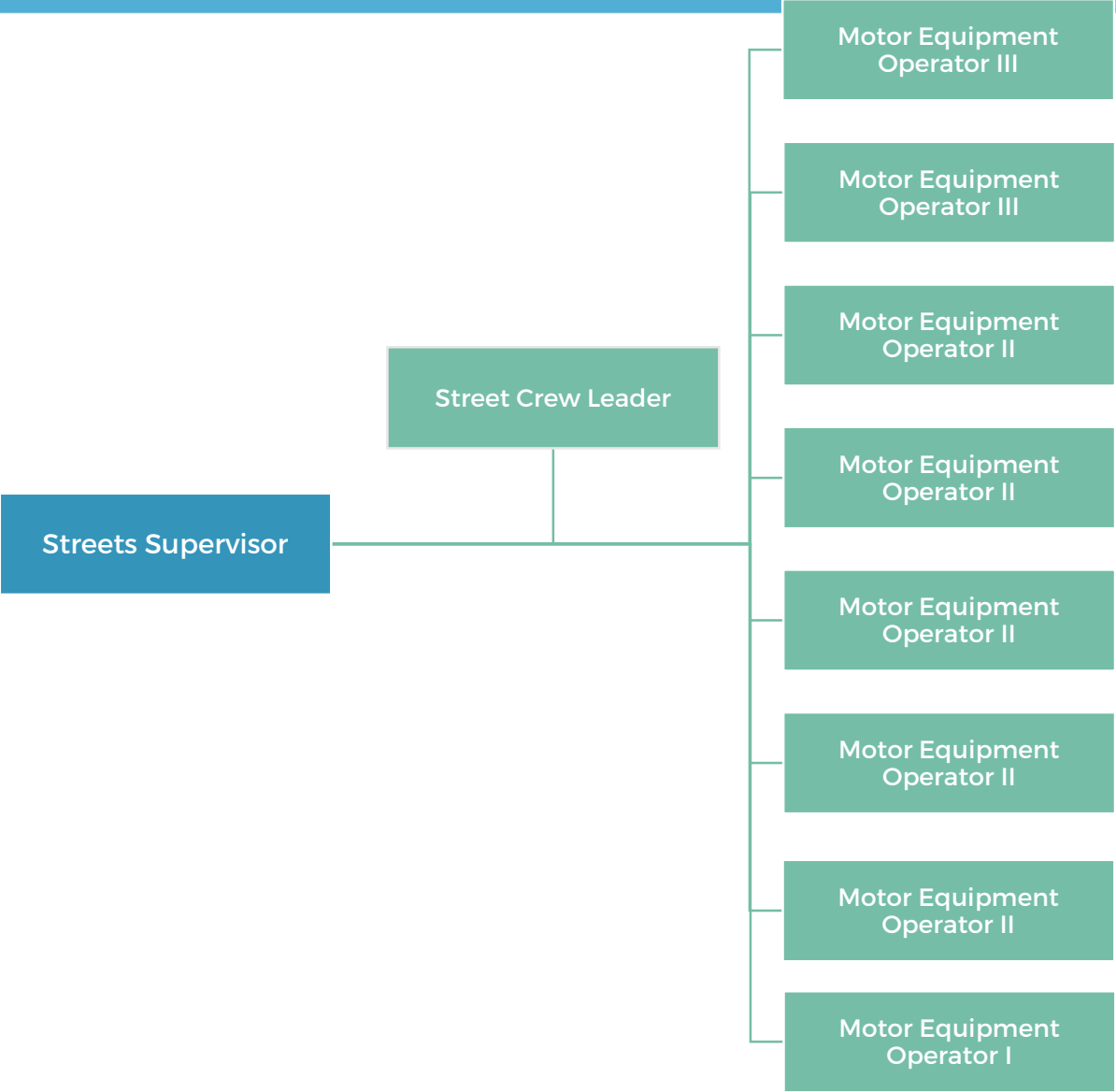
Field Operations

Org Chart: Parks



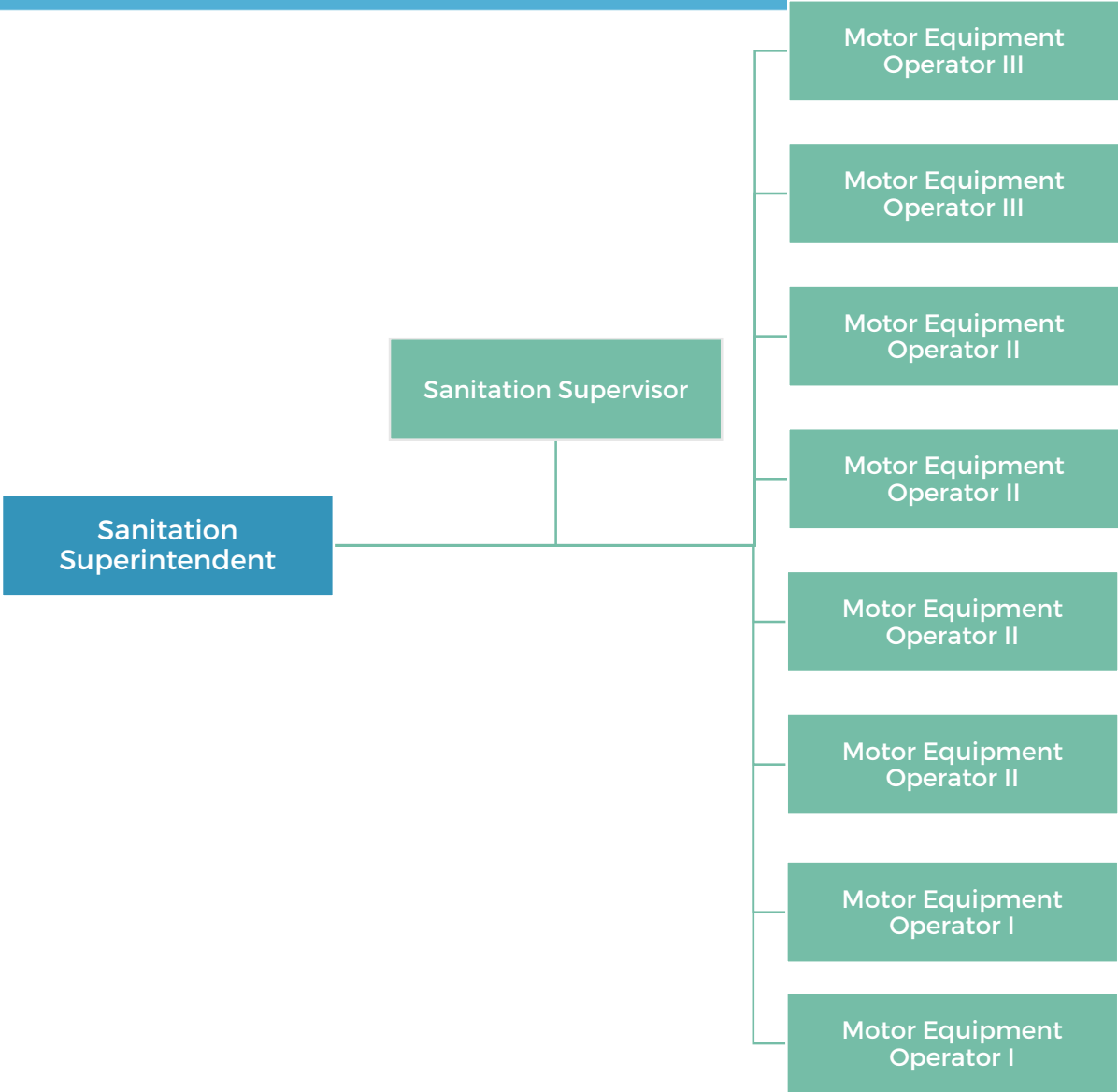
Field Operations

Org Chart: Streets



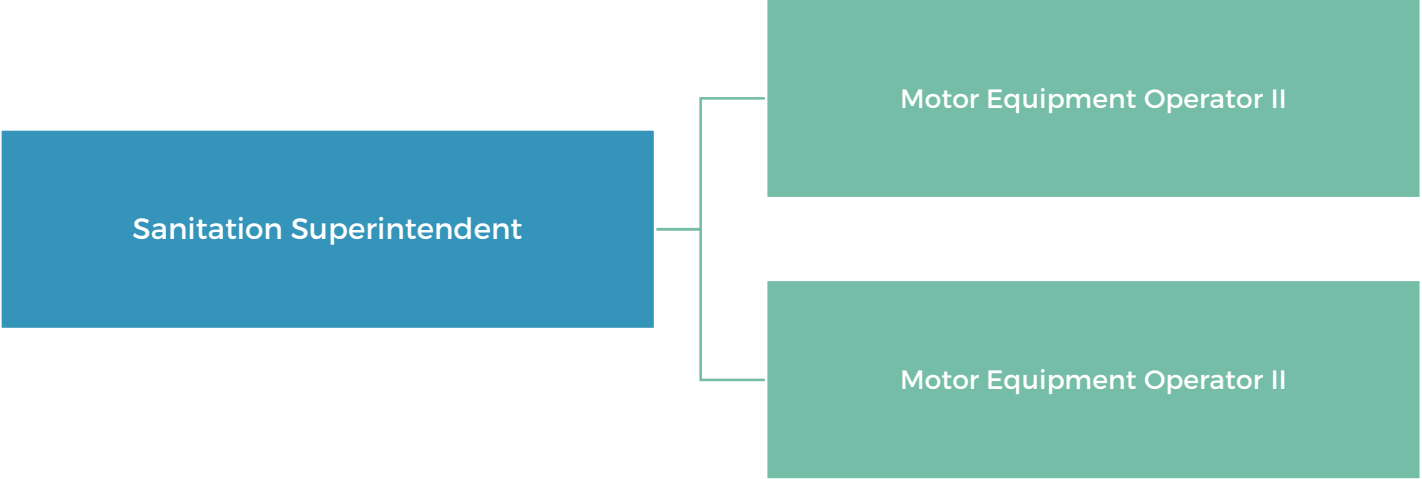
Field Operations

Org Chart: Sanitation/Collection & Disposal



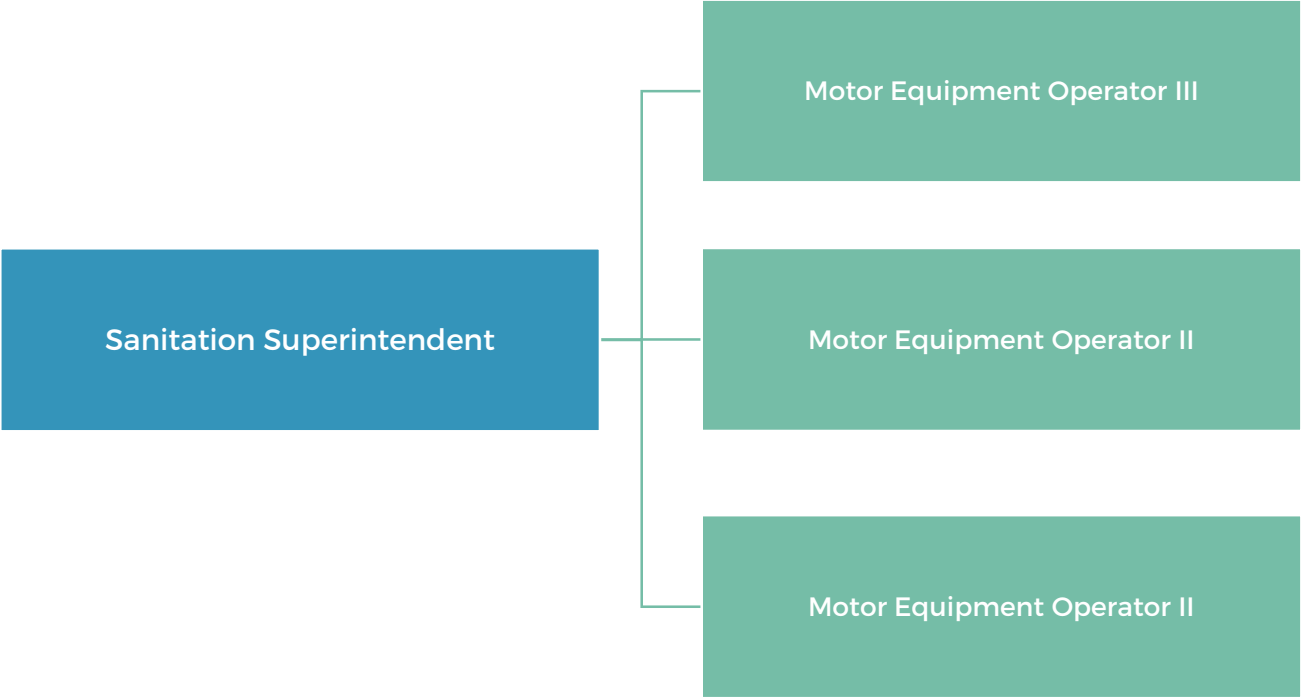
Field Operations

Org Chart: Sanitation/Recycling



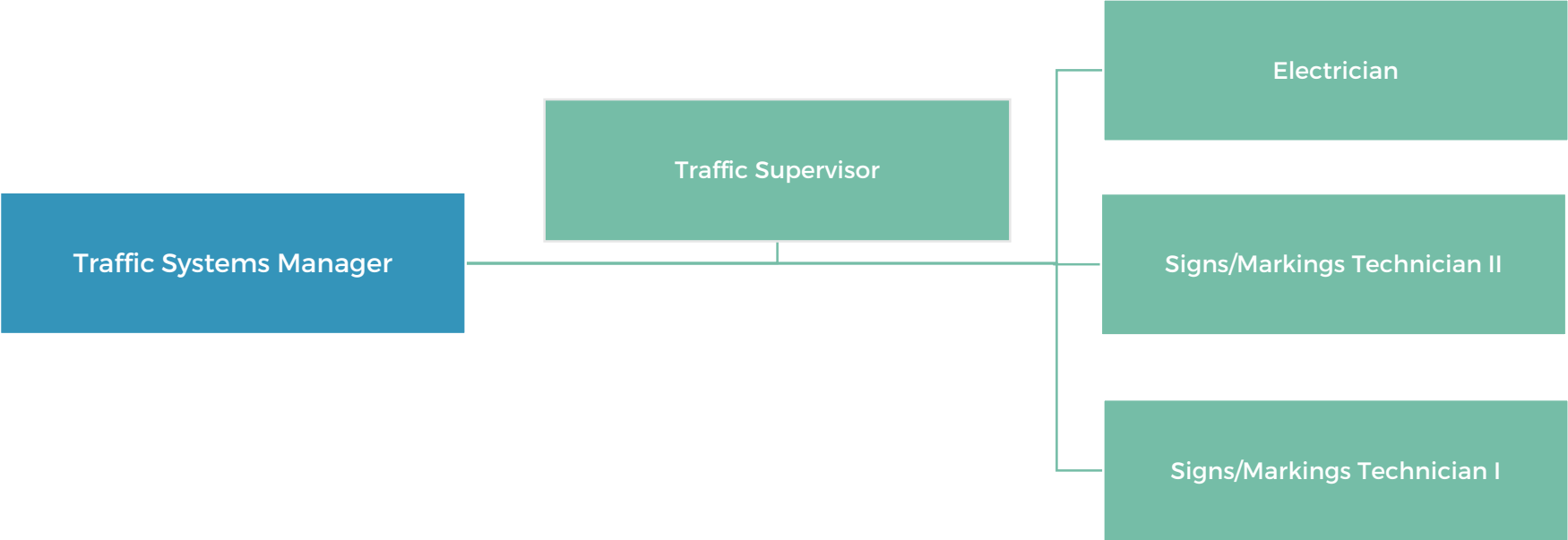
Field Operations

Org Chart: Sanitation/Street Sweeping



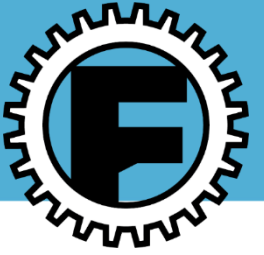
Field Operations

Org Chart: Traffic



Field Operations

Org Chart: Carpentry



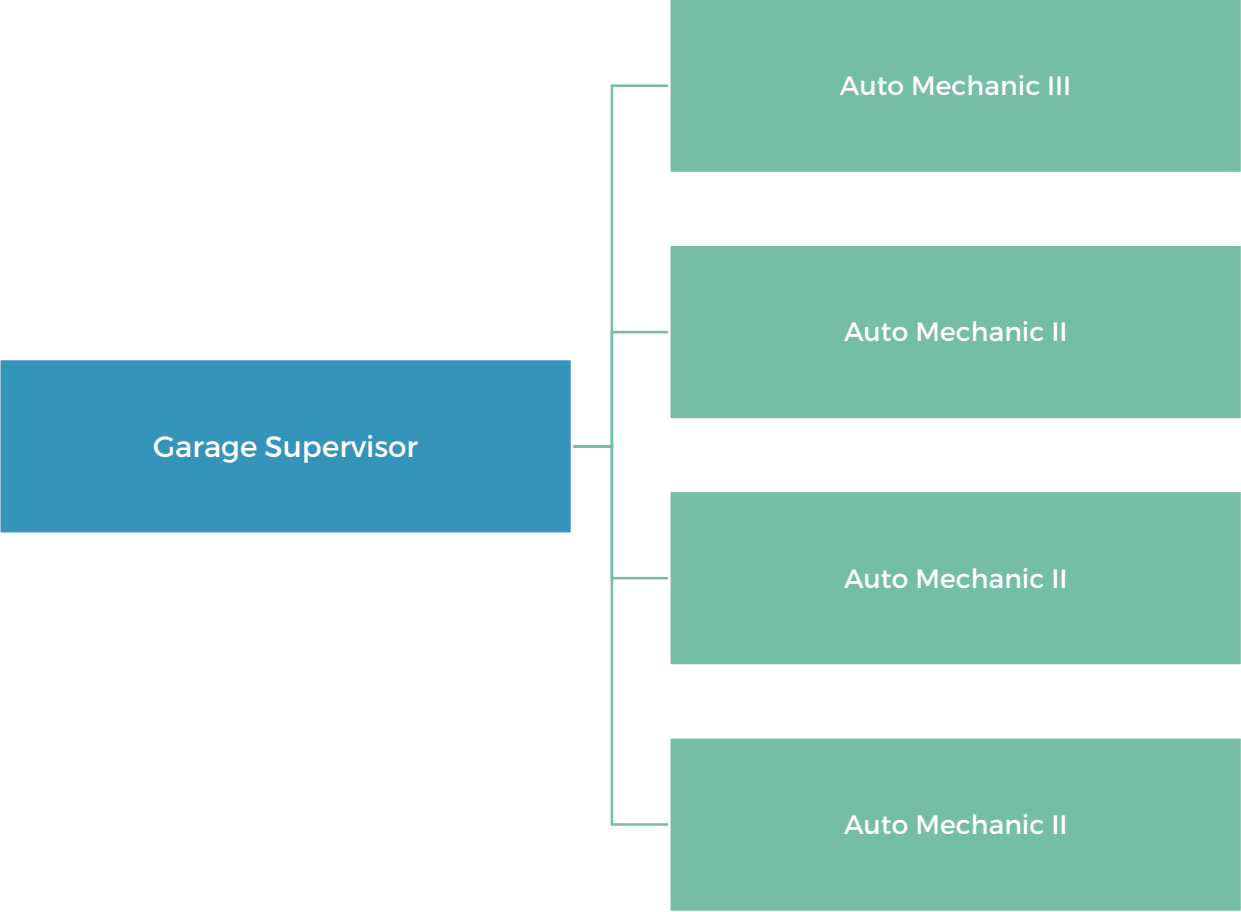
Field Operations

Org Chart: Port of Salisbury Marina



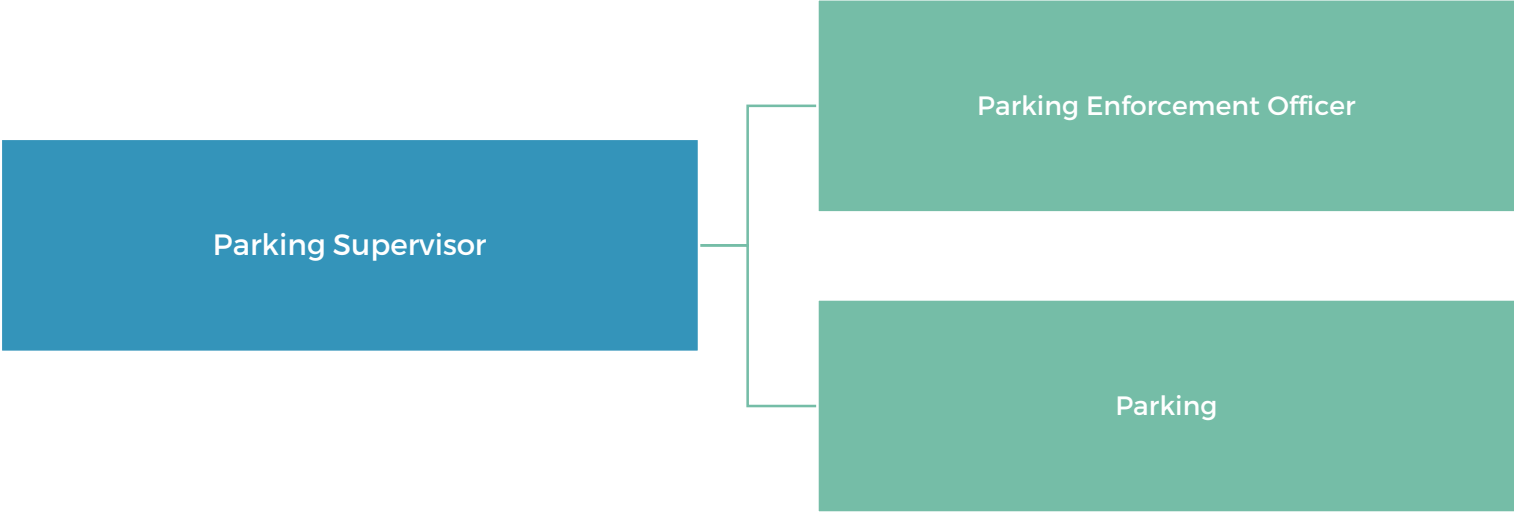
Field Operations

Org Chart: Fleet Maintenance



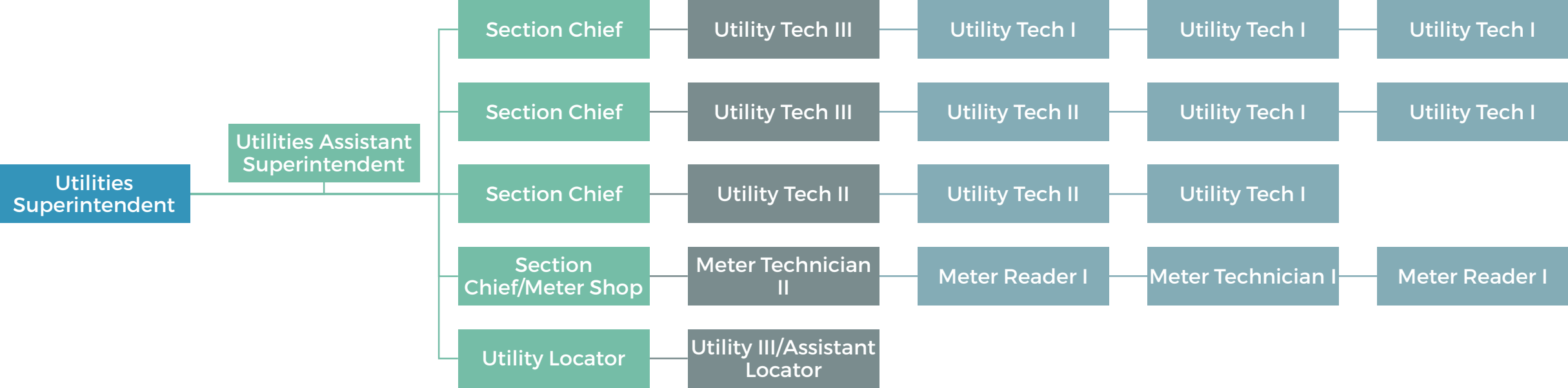
Field Operations

Org Chart: Parking



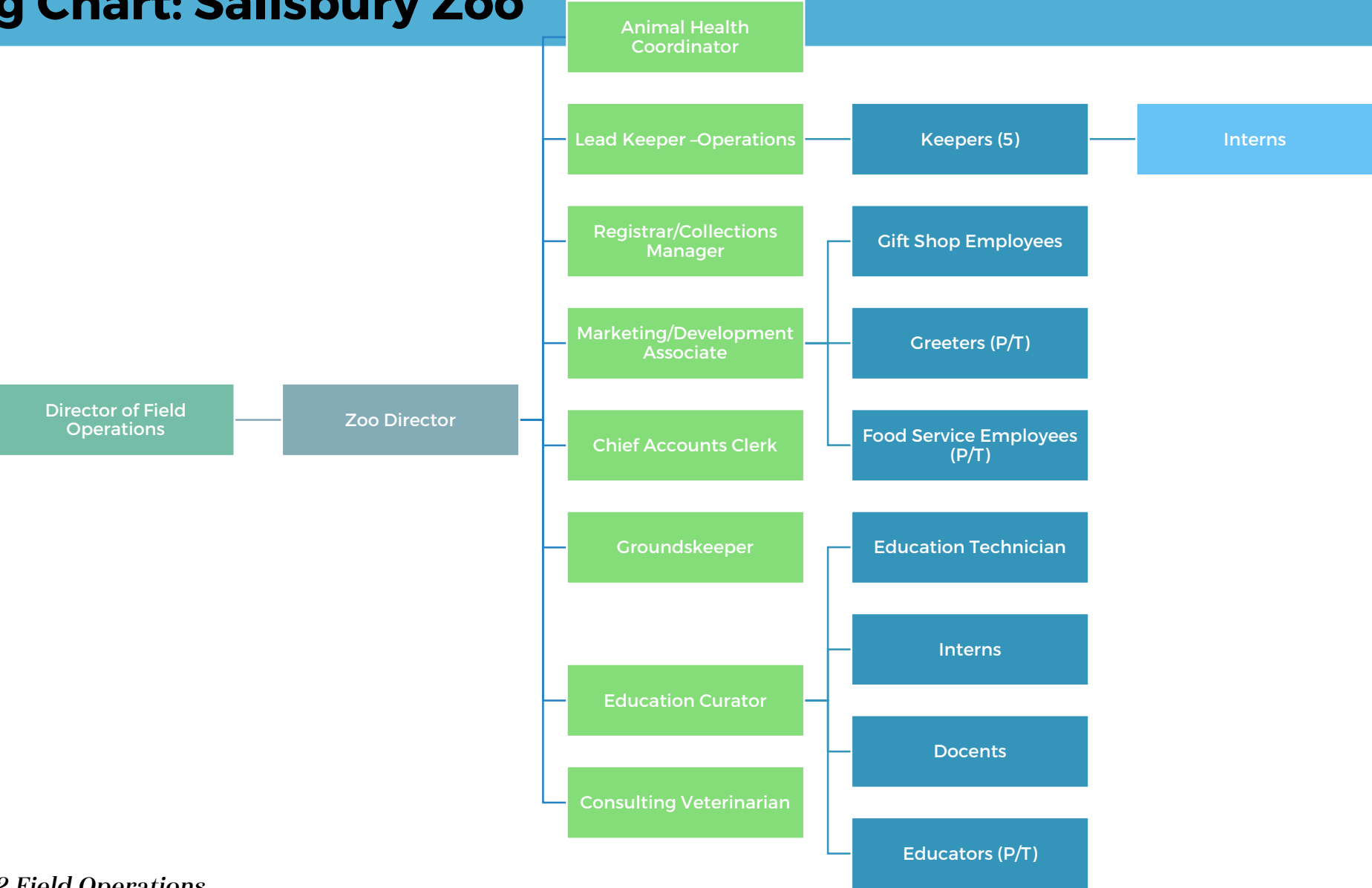
Field Operations

Org Chart: Utilities Division



Field Operations

Org Chart: Salisbury Zoo



Traffic Control

Budget Detail

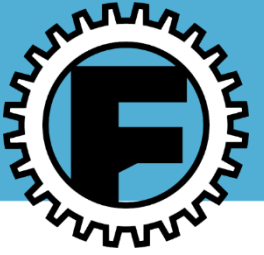


22000 – Traffic Control & Highway Lighting	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	427,982	405,802	406,792	412,860	412,860
Operating Expenses	1,131,942	1,006,160	1,021,018	1,138,485	1,153,756
Capital Outlay	64,531	-	-	-	98,000
TOTAL Traffic Control & Highway Lighting	1,624,455	1,411,963	1,427,810	1,551,345	1,664,616

FO

Resource Management

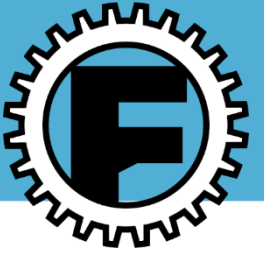
Budget Detail



30000 - Resource Management	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	243,393	469,469	470,969	440,811	456,990
Operating Expenses	8,955	51,905	50,405	51,205	51,205
Capital Outlay	-	-	-	8,600	8,600
TOTAL Resource Management	252,347	521,374	521,374	500,616	516,795

Streets

Budget Detail



31150 - Streets	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	243,393	469,469	470,969	440,811	535,149
Operating Expenses	8,955	51,905	50,405	51,205	319,116
Capital Outlay	-	-	-	8,600	175,000
TOTAL Streets	252,347	521,374	521,374	500,616	1,029,265

FO

Street Lighting

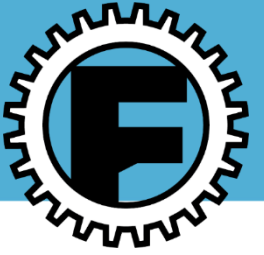
Budget Detail



31152 - Street Lighting	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Operating Expenses	1,934	-	-	-	-
TOTAL - Street Lighting	1,934	-	-	-	-

Sanitary / Waste Collection & Disposal

Budget Detail



32061 – San-Waste Collection/Disposal	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	471,798	567,451	567,451	582,991	582,991
Operating Expenses	833,432	860,830	858,930	858,449	858,449
Capital Outlay	-	275,000	280,000	1,560	1,560
TOTAL San-Waste Collection/Disposal	1,305,230	1,703,281	1,706,381	1,443,000	1,443,000

FO

Recycling

Budget Detail

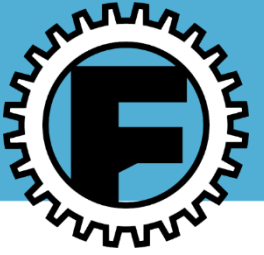


32062 - San-Recycling	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	100,080	104,362	104,362	106,385	106,385
Operating Expenses	44,654	47,284	47,284	47,284	47,284
Capital Outlay	29,710	-	-	-	-
TOTAL San-Recycling	174,444	151,646	151,646	153,669	153,669

FO

Fleet Management

Budget Detail

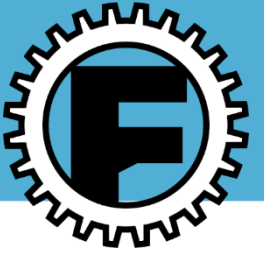


34064 - Fleet Management	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	275,177	292,595	292,795	284,037	289,592
Operating Expenses	163,622	155,854	173,077	150,729	150,729
Capital Outlay	-	-	-	3,120	3,120
TOTAL Fleet Management	438,799	448,449	465,872	437,886	443,441

FO

Carpenter Shop

Budget Detail



35000 – Carpenter Shop	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	109,303	113,342	113,342	117,413	117,413
Operating Expenses	23,767	25,225	25,225	26,725	26,725
Capital Outlay	-	-	-	1,560	1,560
TOTAL Carpenter Shop	133,070	138,566	138,566	145,697	145,697

Zoo

Budget Detail

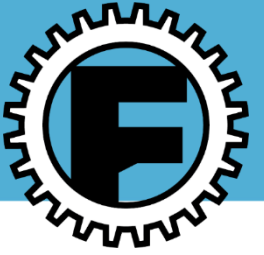


40000 - Zoo	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	791,040	871,751	871,651	914,565	914,565
Operating Expenses	269,649	280,053	280,977	326,153	326,153
Capital Outlay	-	-	-	3,120	3,120
TOTAL Zoo	1,060,689	1,151,804	1,152,628	1,243,838	1,243,838

FO

Parks

Budget Detail



45000 - Parks	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	364,373	457,293	460,793	463,072	463,072
Operating Expenses	158,279	179,246	200,650	185,091	188,091
Capital Outlay	28,021	-	-	1,560	1,560
TOTAL Parks	550,673	636,539	661,443	649,723	652,723



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 is dedicated to the maintenance and improvement of our water services.



Water Works

Departmental Goals and Priorities



GOALS

1. Produce drinking water to meet/exceed Federal drinking water standards 100% of the time.
2. Reduce unaccounted water use to under 10% of annual production.
3. Operate WWTP in compliance with NPDES Permit Standards 100% of the time.
4. Respond to water and wastewater emergencies within one hour, 95% of the time.
5. Maintain the quality of the WWTP sludge at a level that allows its use and disposal in compliance with applicable state regulations.
6. Prevent the introduction of pollutants into the municipal wastewater treatment works which may result in physical, biological or monetary damage to the works.

Water Works

Departmental Goals and Priorities



PRIORITIES

1. Openly and regularly communicate with citizens of the City by distributing annual Water Quality Report.
2. Provide water conservation outreach and education at City festivals, fairs and Earth Day.
3. Respond to all water quality complaints.
4. Provide for well field rehabilitation and expansion.
5. Ensure the quality of the WWTP effluent discharge entering the receiving waters of the Wicomico River meets National Pollutant Discharge Elimination System Permit requirements.
6. Facilitate ability of the WWTP to maintain compliance with State and Federal requirements.
7. Reduce the risk of storm related Sanitary Sewer Overflows through use of best management practices and improvements.
8. Promote a cooperative relationship between industrial users and the City through education in pretreatment requirements and procedures while preventing the introduction of pollutants into the city wastewater system.

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%	24 Calls 100%

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%	15.00% 319,079,56 90 Based on 2018 Water Audit Report

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% 384/384 Updated monthly

MONTHLY AVERAGE CONCENTRATIONS

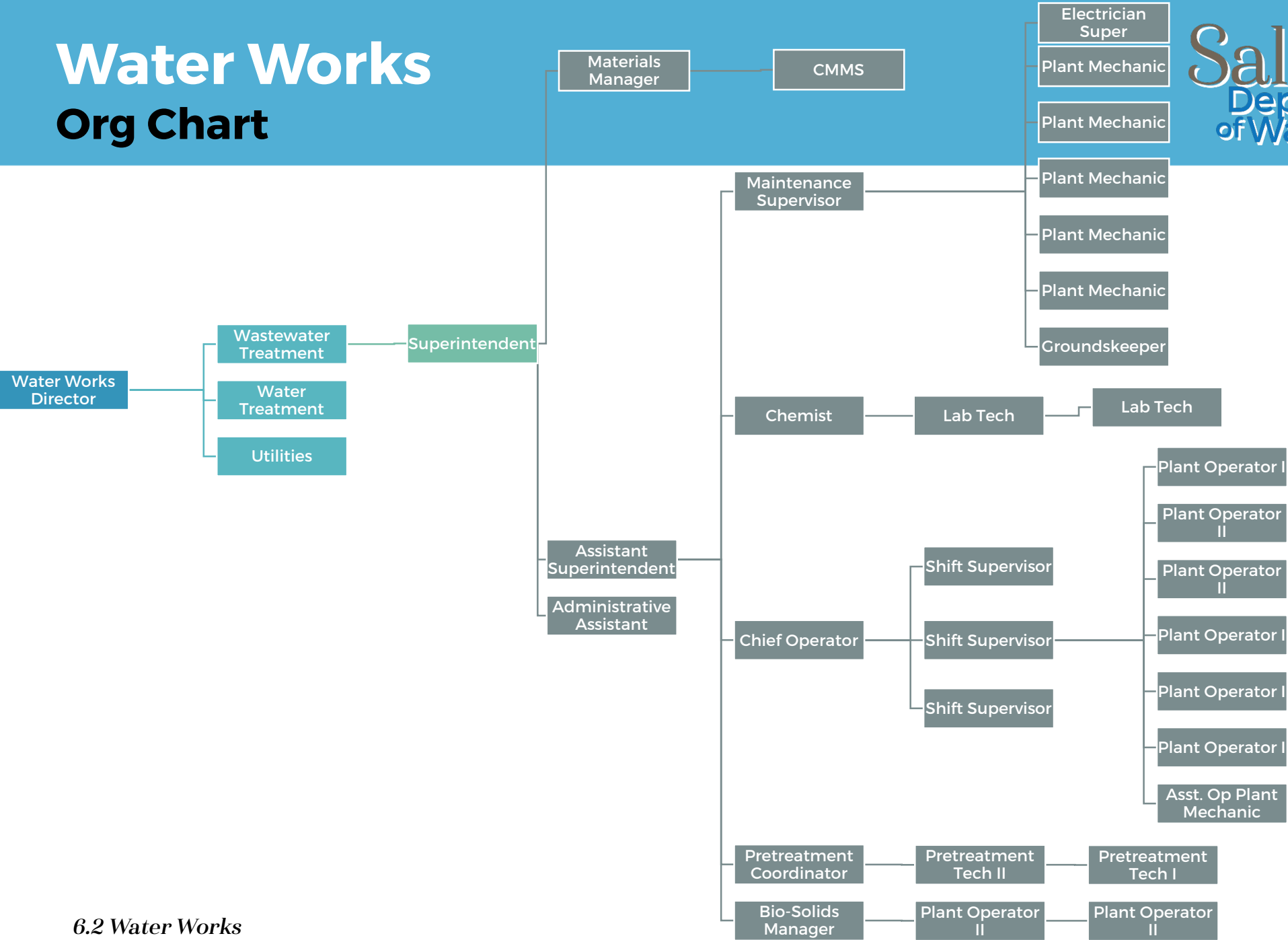
Total Nitrogen (TN)
Permit limit 4 mg/L, goal 3 mg/L

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

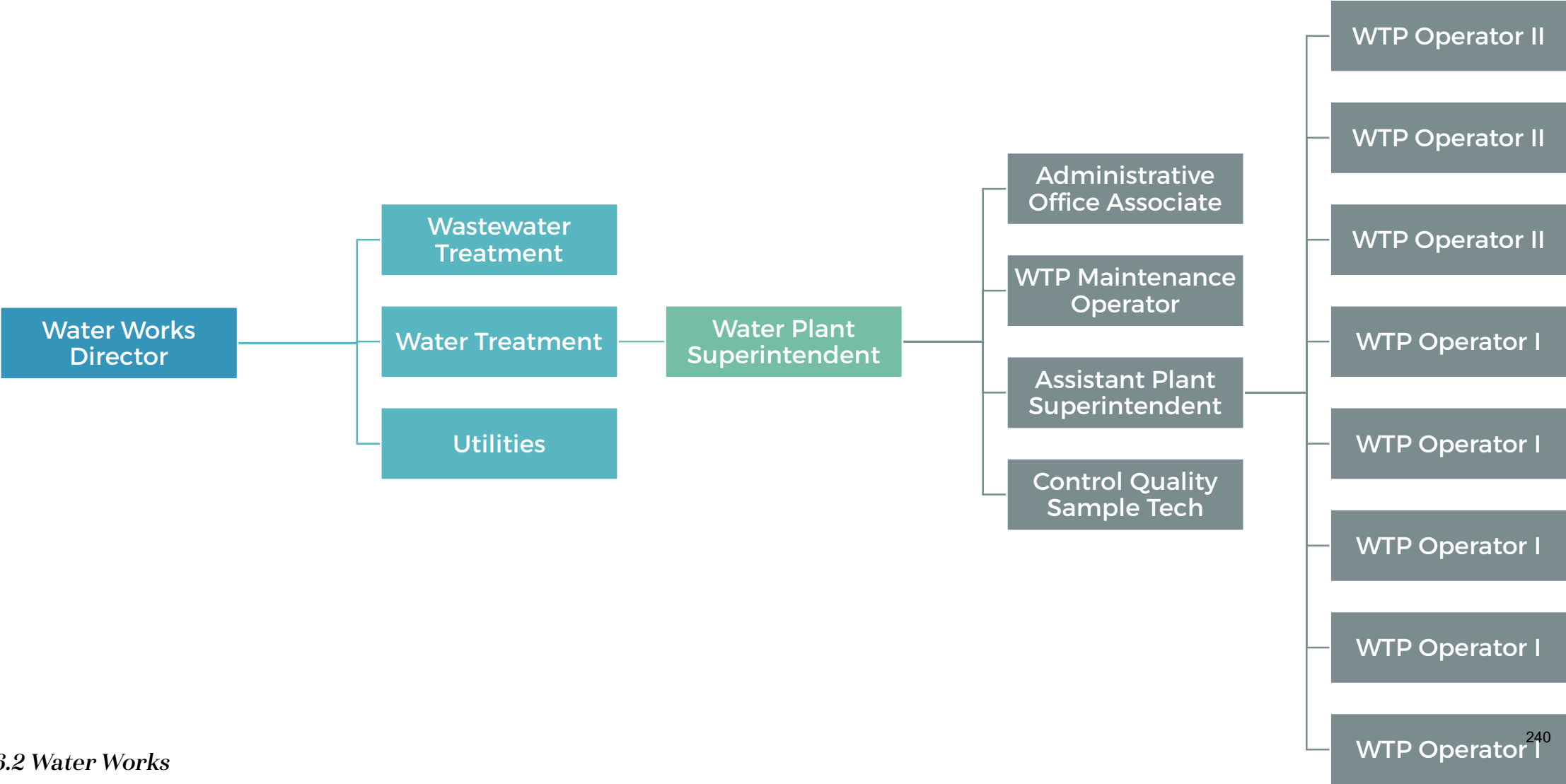
Water Works

Org Chart

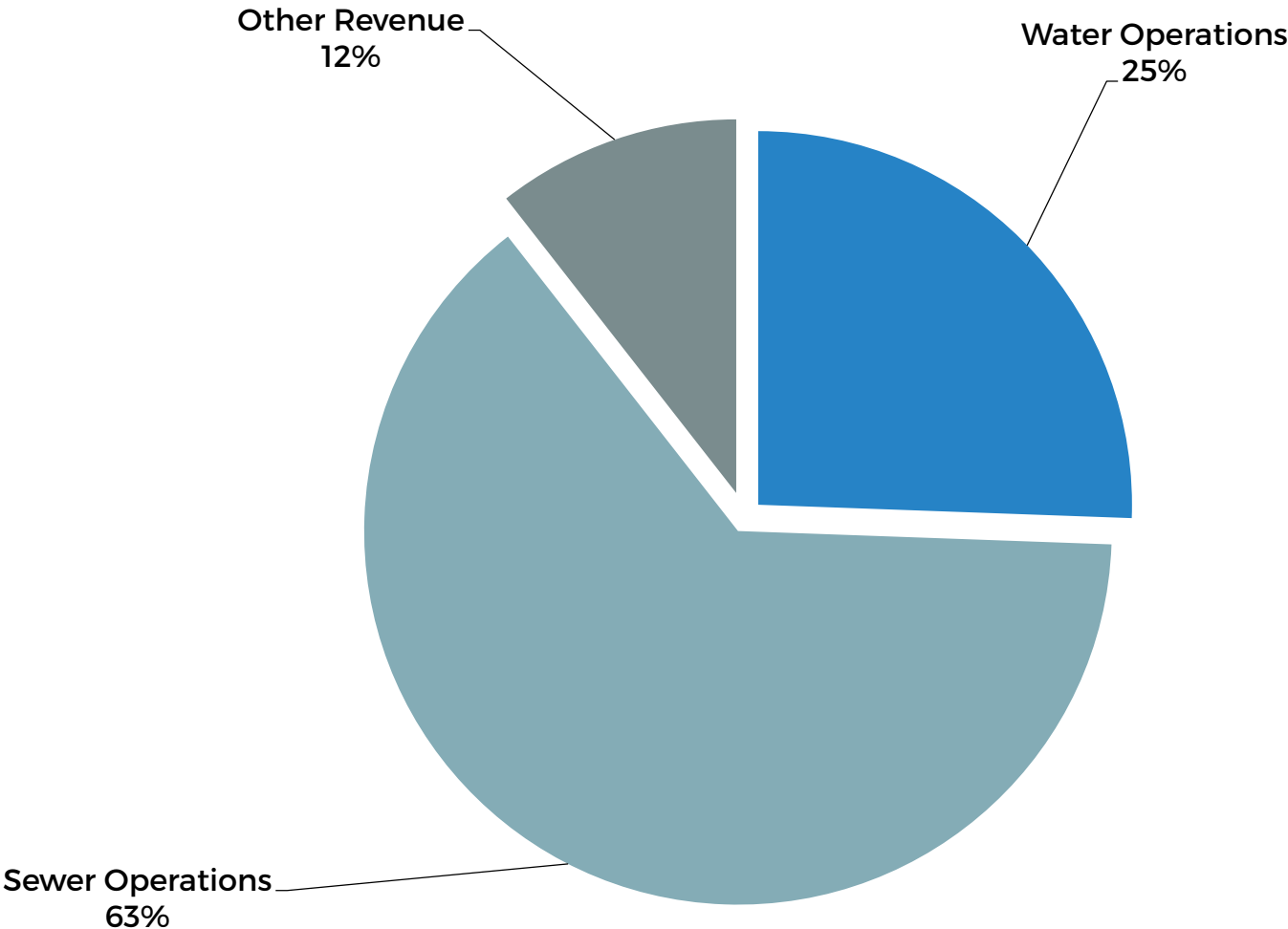


Water Works

Org Chart



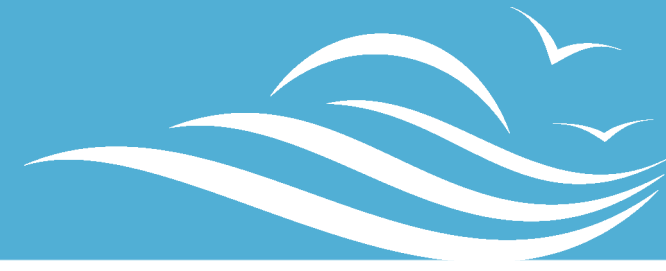
Water/Sewer Fund: Revenues



Water/Sewer Revenues	
Water Operations	4,630,250
Sewer Operations	11,566,000
Other Revenue	2,216,912
Total	18,413,162

Water/Sewer Fund

Revenue Summary



		FY18 Actual	FY20 Proposed	FY20 Adopted
425800	Maryland Dept. of Environment	3,411,052	-	-
425805	MD Department of Transportation	3,075,951	-	-
433260	Inspection Fees	7,619	40,000	40,000
434310	Water Sales	4,127,319	4,360,000	4,360,000
434315	Penalties	22,832	22,500	-
434316	Administrative Fees	85,503	96,000	22,500
434340	Fire Flow Tests	10,250	7,500	96,000
434341	Fire Service	21,627	21,500	7,500
434342	Meter Tests	250	250	21,500
434350	Special Meter Readings	20,024	20,000	250
434360	Sundry	63,554	50,000	20,000
434370	Turn On Charges	14,015	12,500	-
434410	Sewer Sales	10,241,470	10,930,000	50,000
434415	Penalties	59,568	56,000	12,500
434440	Pretreatment Monitoring	228,094	190,000	10,930,000
434450	Urban Services	386,170	389,000	-
434460	Sundry	900	1,000	56,000
434505	Delmarva Recy/Salis Scrap	2,202	-	-

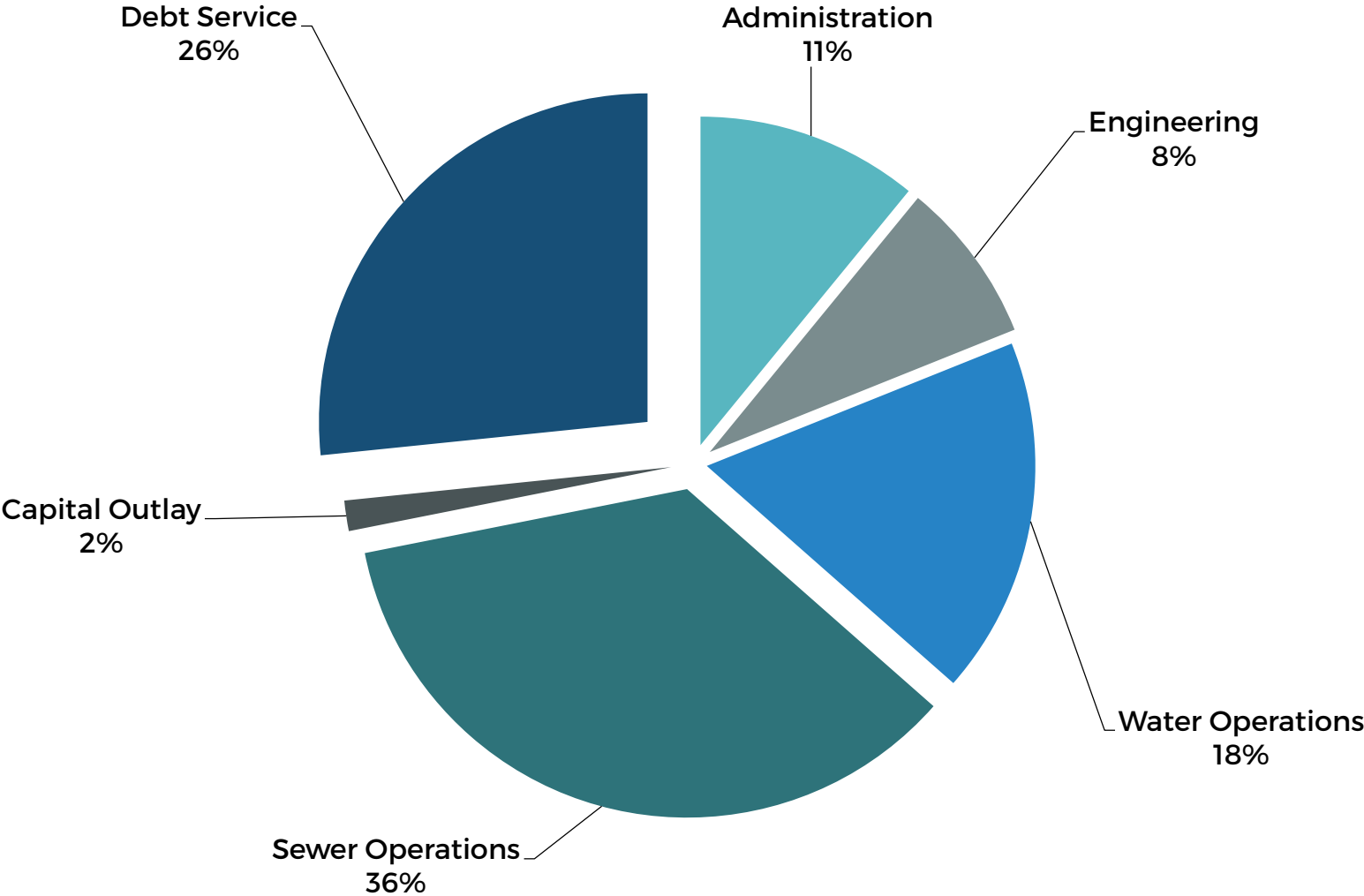
Water/Sewer Fund

Revenue Summary



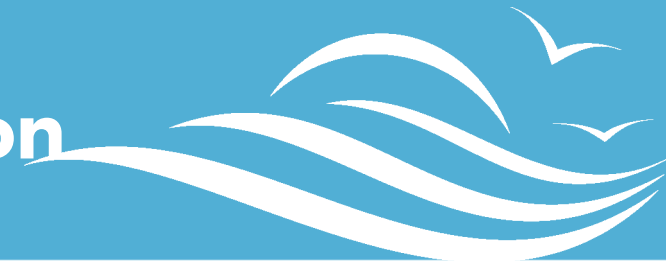
		FY18 Actual	FY20 Proposed	FY20 Adopted
456110	Investment Interest	233,287	-	-
456120	Other Interest	28	-	-
456400	Donations	35,000	-	-
456909	DELMARVA POWER SAVINGS PROGRAM	2,941	-	-
456911	Other Misc. Receipts	29,407	6,000	6,000
456913	Returned Check Fee	1,600	1,500	1,500
456926	Compensated Allowance Adj.	11,562	-	-
469142	Transfers from Water & Sewer C	1,600,000	-	-
469311	Capital Lease Proceeds	-	147,140	147,140
469810	Current Surplus Available	-	2,140,778	2,062,272
Water & Sewer Fund Total		23,692,223	18,491,668	18,413,162

Water/Sewer Fund: Expenditures



Water/Sewer Expenditures	
Administration	2,020,106
Engineering	1,479,059
Water Operations	3,248,973
Sewer Operations	6,543,278
Capital Outlay	277,000
Debt Service	4,844,746
Total	18,413,162

Water Sewer Fund: Expenditure Comparison



Department / Division		FY 19 Approved	FY 19 Adjusted	FY 20 Approved	FY 20 Approved vs. FY 19 Adjusted
Water/ Sewer Fund					
	Debt Service-Water	410,999	410,999	412,160	1,161
	Debt Service-Sewer	4,423,315	4,423,315	4,432,586	9,271
	Water Service Engineering	632,913	632,913	742,193	109,281
	Water Billing	313,199	313,199	346,738	33,539
	Water Treatment	1,996,024	1,996,024	2,084,545	88,522
	Water Branch	1,089,841	1,089,841	1,164,427	74,586
	Water Administration	504,293	504,293	538,031	33,738
	Sewer Service Engineering	605,588	605,588	736,866	131,278
	Sewer Billing	321,662	347,302	354,509	7,207
	Waste Water Treatment Plant	5,824,180	5,798,540	5,327,682	-470,857
	Sewer Division	1,019,433	1,019,433	1,025,265	5,831
	Pretreatment Monitoring	171,654	171,654	190,331	18,678
	Sewer Administration	722,432	722,432	780,828	58,397
	Transfers - Capital Projects	361,000	361,000	277,000	-84,000
	Water and Sewer Fund Total	18,396,532	18,396,532	18,413,162	16,630

Debt Service: Water/Sewer Fund

Budget Summary



	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
70102 - Debt Ser-Water	75,823	410,999	410,999	468,263	412,160
70107 - Debt Ser-Sewer	633,297	4,423,315	4,423,315	4,454,989	4,432,586
TOTAL Debt Service -Water/Sewer	633,297	4,423,315	4,423,315	4,454,989	4,432,586

Water/Sewer Fund

Budget Summary



	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
81080 - Water Engineering					
Personal Services	457,586	484,378	484,592	570,957	570,957
Operating Expenses	125,994	142,965	157,749	165,486	165,486
Capital Outlay	-	5,570	37,784	5,750	5,750
TOTAL Water Engineering	583,580	632,913	680,124	742,193	742,193
81570 - Water Billing					
Personal Services	163,026	179,679	179,679	183,468	183,468
Operating Expenses	93,870	133,520	133,520	163,270	163,270
Capital Outlay	2,000	-	1,913	-	-
TOTAL Water Billing	258,896	313,199	315,112	346,738	346,738

Water/Sewer Fund

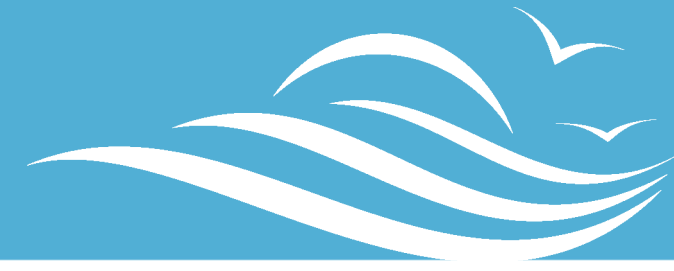
Budget Summary



	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
82075 – Water Treatment					
Personal Services	771,045	804,196	804,196	850,220	850,220
Operating Expenses	1,283,590	1,154,828	1,621,373	1,176,385	1,176,385
Capital Outlay	-	37,000	37,923	57,940	57,940
TOTAL Water Treatment	2,054,635	1,996,024	2,463,492	2,084,545	2,084,545
82076 – Water Branch					
Personal Services	729,804	831,723	831,723	807,515	807,515
Operating Expenses	386,933	258,118	258,118	277,212	277,212
Capital Outlay	-	-	-	79,700	79,700
TOTAL Water Branch	1,116,736	1,089,841	1,089,841	1,164,427	1,164,427

Water/Sewer Fund

Budget Summary



	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
83000 – Water Administration					
Personal Services	215,805	111,224	111,224	132,603	132,603
Operating Expenses	877,842	393,069	393,069	405,428	405,428
TOTAL Water Administration	1,093,647	504,293	504,293	538,031	538,031
84080 – Sewer Engineering					
Personal Services	438,534	483,392	483,605	560,645	560,645
Operating Expenses	212,314	116,626	200,749	146,470	146,470
Capital Outlay	3,011	5,570	5,570	29,750	29,750
TOTAL Sewer Engineering	653,859	605,588	689,924	736,866	736,866

Water/Sewer Fund

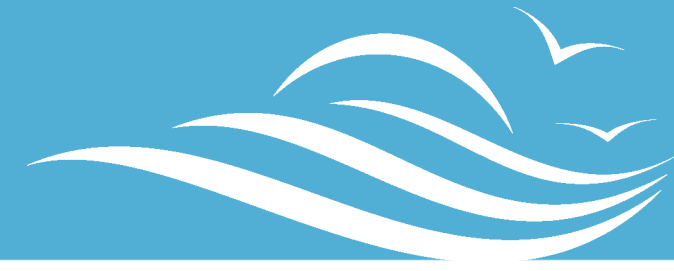
Budget Summary



	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
85070 – Sewer Billing					
Personal Services	242,346	264,527	264,527	280,859	280,859
Operating Expenses	30,463	53,635	53,635	70,150	70,150
Capital Outlay	2,000	3,500	29,140	3,500	3,500
TOTAL Sewer Billing	274,809	321,662	347,302	354,509	354,509
86083 – Wastewater Treatment Plant					
Personal Services	1,618,336	1,896,701	1,896,701	1,984,175	1,984,175
Operating Expenses	2,085,213	3,871,053	4,684,158	3,343,507	3,343,507
Capital Outlay	-	56,426	108,846	-	-
TOTAL Wastewater Treatment Plant	3,703,549	5,824,180	6,689,705	5,327,682	5,327,682

Water/Sewer Fund

Budget Summary



	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
86085 – Sewer Branch					
Personal Services	565,139	664,740	664,740	712,023	712,023
Operating Expenses	214,918	354,693	400,441	309,322	309,322
Capital Outlay	-	-	-	3,920	3,920
TOTAL Sewer Branch	780,056	1,019,433	1,065,182	1,025,265	1,025,265
86086 – Pretreatment Monitoring					
Personal Services	116,528	138,468	138,468	157,145	157,145
Operating Expenses	25,156	33,186	34,285	33,186	33,186
TOTAL Pretreatment Monitoring	141,684	171,654	172,752	190,331	190,331

Water/Sewer Fund

Budget Summary



	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
87000 – Sewer Administration					
Personal Services	232,316	117,733	117,733	137,900	137,900
Operating Expenses	2,402,113	604,699	635,264	642,929	642,929
Capital Outlay	121	-	-	-	-
TOTAL Sewer Administration	2,634,550	722,432	752,997	780,828	780,828
91002 - Operating Transfers-W&S					
Other	400,000	361,000	361,000	277,000	277,000
TOTAL Operating Transfers-W&S	400,000	361,000	361,000	277,000	277,000
TOTAL Water & Sewer Fund	14,405,120	18,396,532	19,966,038	18,491,668	18,413,162

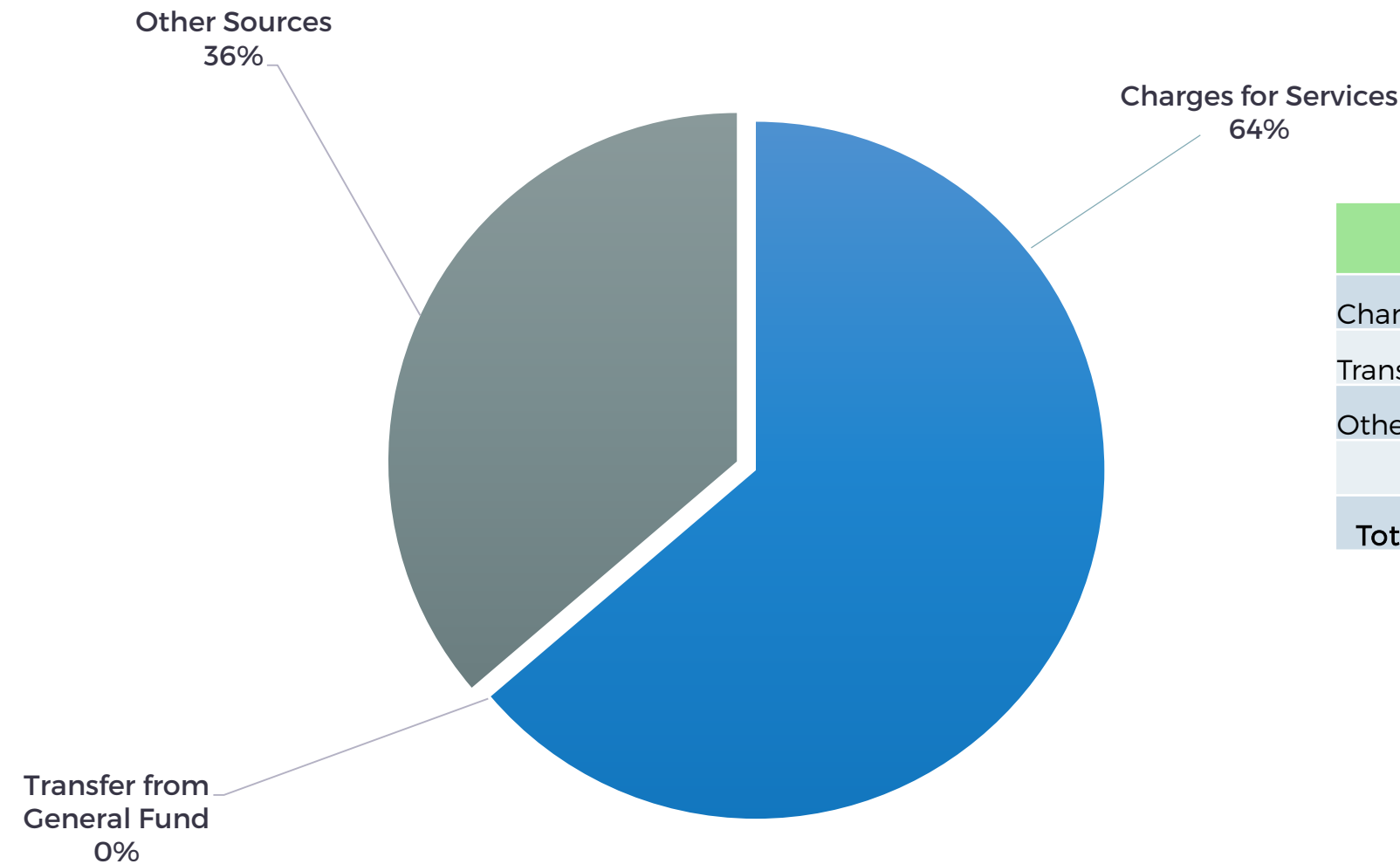


Marina Fund



Marina Fund

Revenues



Marina Fund Revenues	
Charges for Services	55,000
Transfer from General Fund	--
Other Sources	31,232
Total	86,232

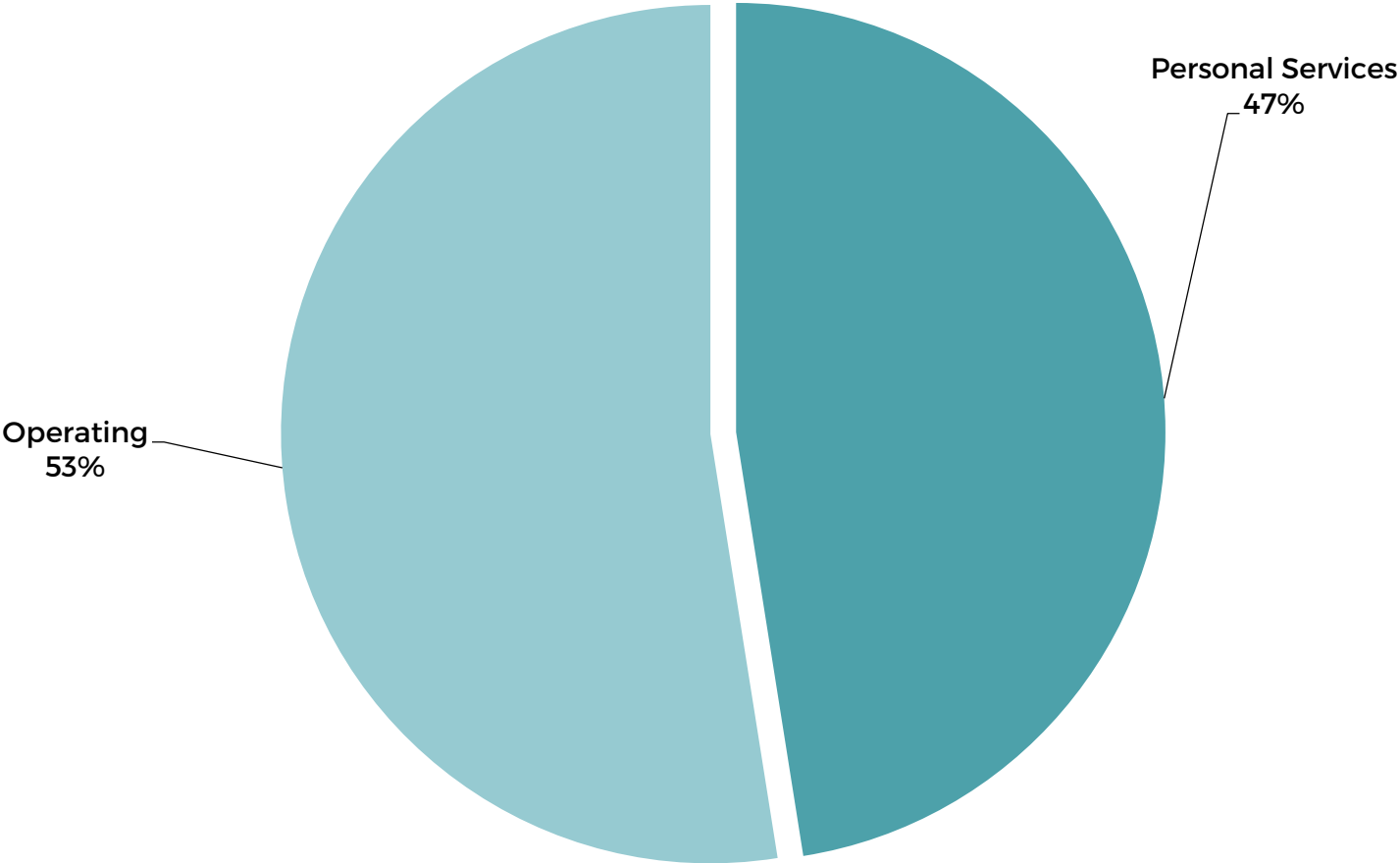
Marina Fund

Revenue Summary



	4700 - Marina	FY18 Actual	FY20 Proposed	FY20 Adopted
425122	Dept Nat. Resources	5,000	-	-
434710	Slip Rental	33,623	32,000	32,000
434711	Boat Gasoline Sales	17,763	16,500	14,500
434712	Boat Diesel Sales	3,969	3,000	4,000
434716	Sewage Pumpout Sales	155	-	-
456927	Electric Fees	4,863	4,700	4,500
Marina Fund Total		65,373	88,147	86,232

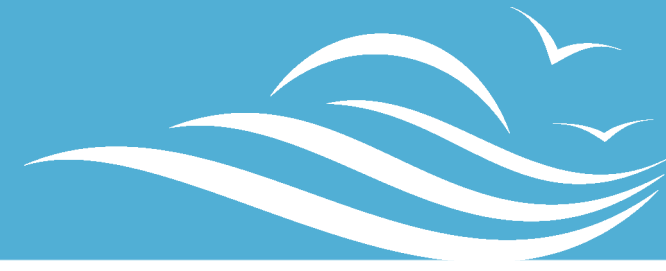
Marina Fund Expenditures



Marina Fund Expenditures	
Personal Services	40,957
Operating	45,275
Total	86,232

Marina Fund

Budget Summary



47000 – Marina	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	40,987	42,872	42,872	40,957	40,957
Operating Expenses	83,077	45,275	45,560	45,275	45,275
TOTAL Marina	124,064	88,147	88,432	86,232	86,232

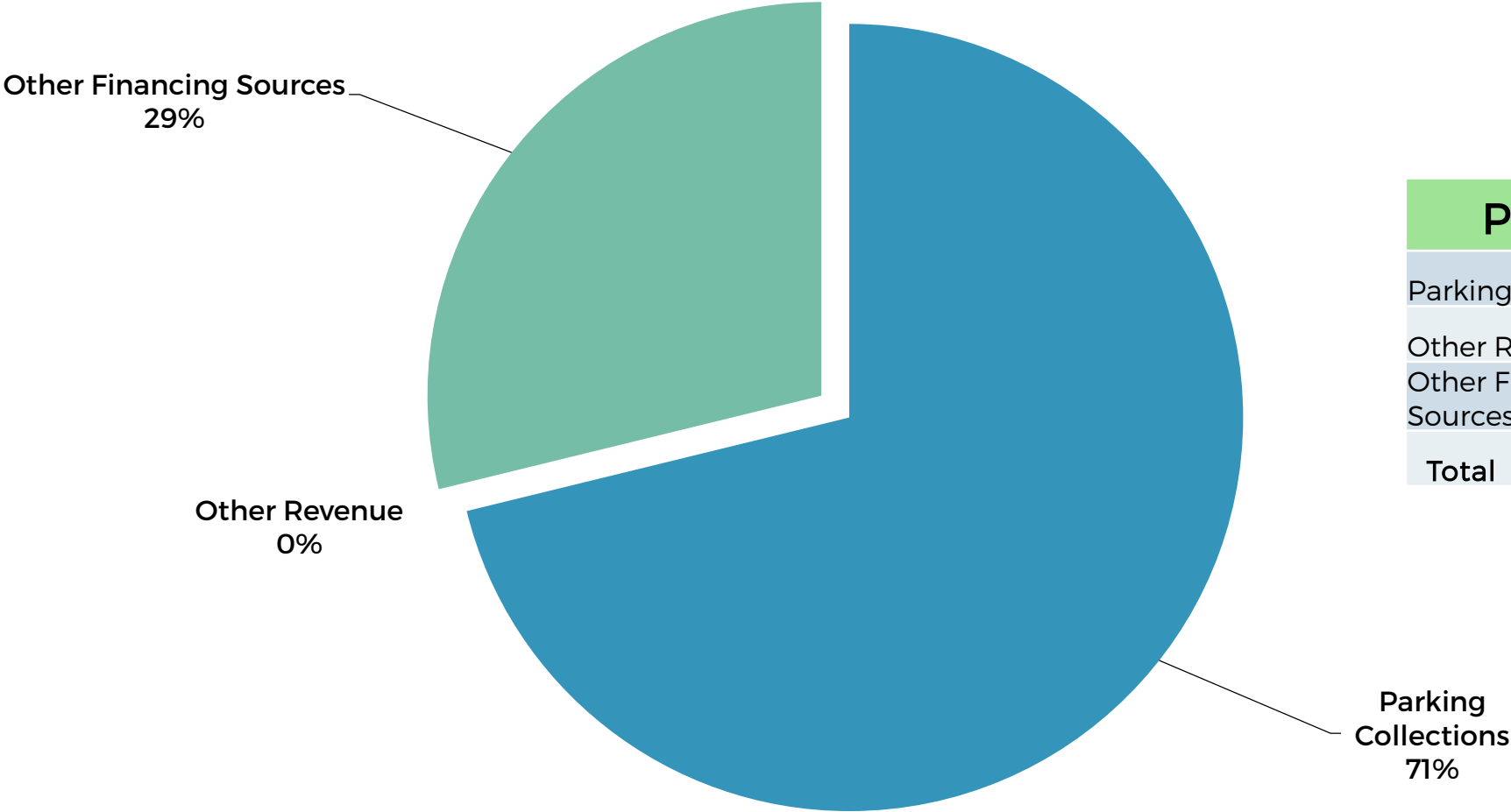


Parking Authority



Parking Authority

Revenues



Parking Revenue	
Parking Collections	\$678,200
Other Revenue	--
Other Financing Sources	274,591
Total	952,791

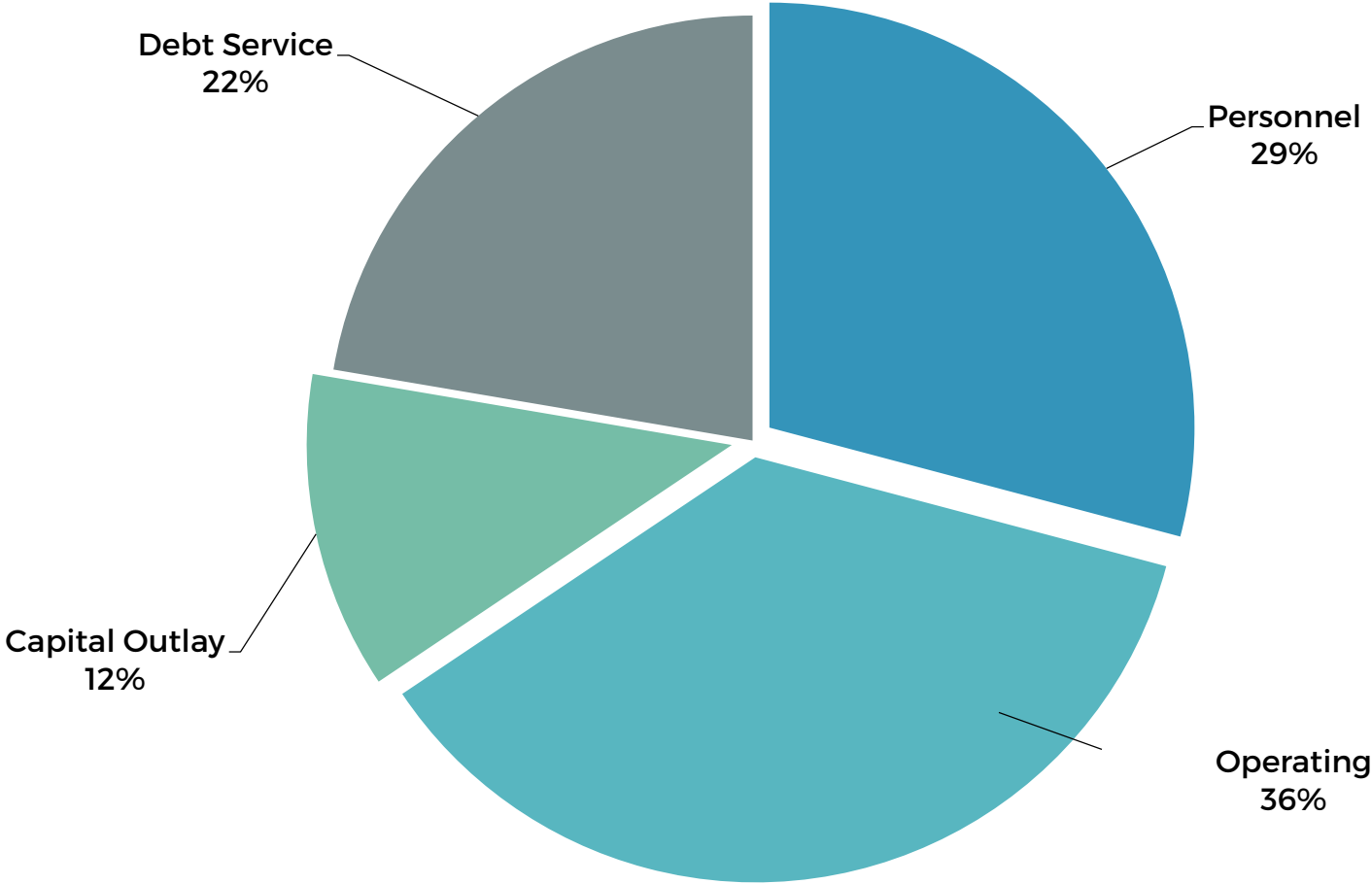
Parking Authority

Revenue Summary



		FY18 Actual	FY19 Adjusted	FY20 Proposed
413204	Park Permit Lots	149,723	162,000	162,200
413205	Parking Meters/Coin	66,281	95,000	60,000
413206	Park Permit Garage	350,496	287,850	392,000
413304	Park Hourly - Lots	-	38,000	-
413306	Park Hourly Garage	-	42,150	-
445110	Parking Citations	78,610	100,000	64,000
456110	Investment Interest	6,670	-	-
456300	Rent Earnings	12	-	-
456912	Cash Over/Short	5	-	-
469311	Capital Lease Proceeds	-	25,000	115,000
469810	Current Surplus Available	-	41,131	159,591
Parking Authority TOTAL		651,798	791,131	952,791

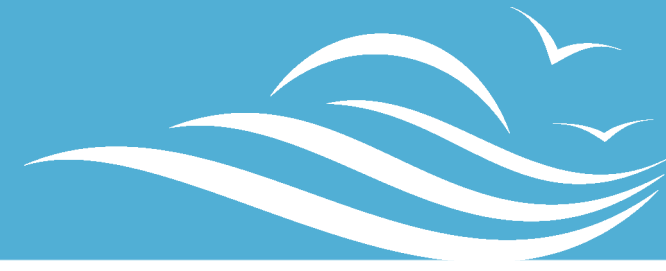
Parking Authority Expenditures



Parking Expenditures	
Personnel	277,520
Operating	347,533
Capital Outlay	115,000
Debt Service	212,738
Total	952,791

Parking Authority

Budget Summary



31154 - Parking Authority	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
Personal Services	222,493	267,907	267,907	277,520	277,520
Operating Expenses	379,544	302,838	328,037	347,533	347,533
Capital Outlay	124,696	61,250	76,137	115,000	115,000
TOTAL Parking Authority	726,733	631,995	672,082	740,053	740,053
70154 - Debt Ser Parking Authority					
Debt Service	21,897	159,136	159,136	212,738	212,738
TOTAL Debt Ser Parking Authority	21,897	159,136	159,136	212,738	212,738
TOTAL Parking Authority	748,630	791,131	831,218	952,791	952,791

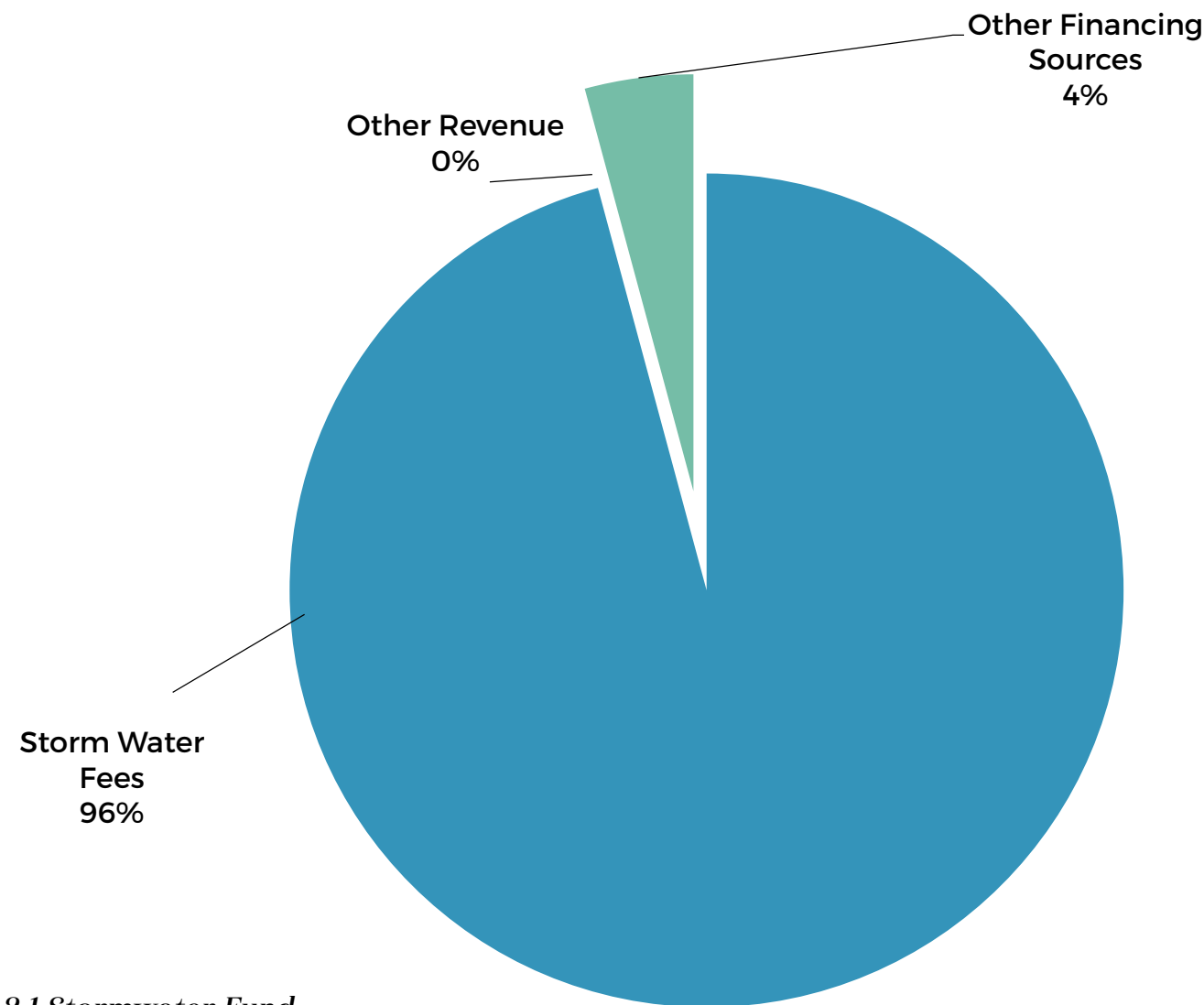


Stormwater Fund



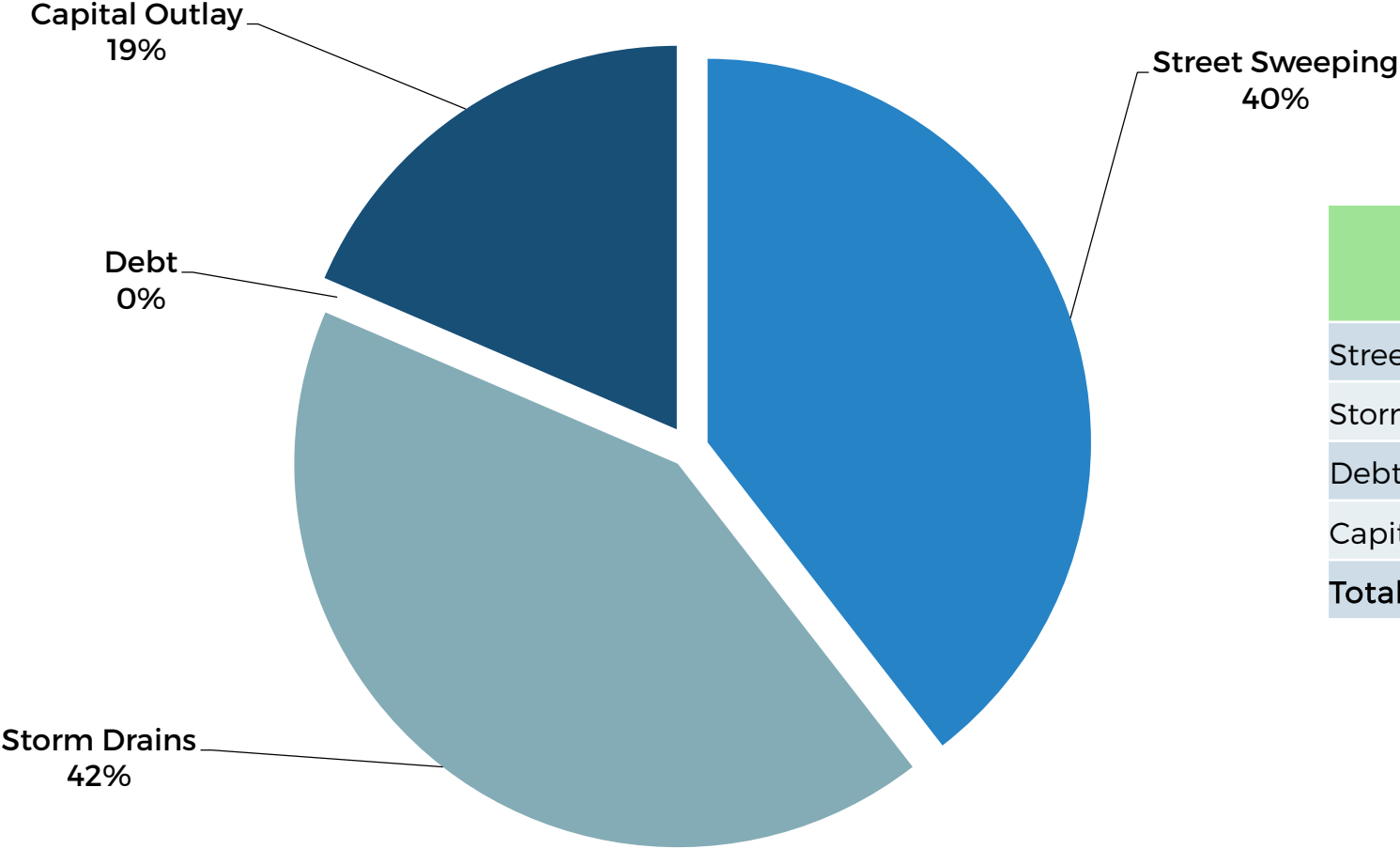
Stormwater Fund

Revenues



Stormwater Revenues	
Storm Water Fees	620,000
Other Revenue	-
Other Financing Sources	27,165
Total	647,165

Stormwater Fund Expenditures



Stormwater Expenditures	
Street Sweeping	255,665
Storm Drains	271,500
Debt	-
Capital Outlay	120,000
Total	647,165

Stormwater Fund

Budget Summary



	FY 2018 Actual	FY 2019 Approved	FY 2019 Adjusted	FY 2020 Mayor's Budget	FY 2020 Adopted
60800 - Street Sweeping					
Personal Services	894	-	-	-	-
TOTAL Street Sweeping	894	-	-	-	-
60820 - Storm Wtr - Street Sweeping					
Personal Services	129,667	146,998	148,998	148,047	148,047
Operating Expenses	109,388	108,401	106,401	107,618	107,618
Capital Outlay	-	225,000	249,250	-	-
TOTAL Storm Wtr - Street Sweeping	239,055	480,399	504,649	255,665	255,665
60850 - Storm Wtr - Storm Drains					
Operating Expenses	137,328	221,500	355,862	271,500	271,500
TOTAL Storm Wtr Drains	137,328	221,500	355,862	271,500	271,500
60890 - Storm Wtr - Transfers					
Other	156,948	160,000	160,000	120,000	120,000
TOTAL Storm Wtr Transfers	156,948	160,000	160,000	120,000	120,000
TOTAL Storm Water Utility	534,225	861,899	1,020,511	647,165	647,165



Appendices

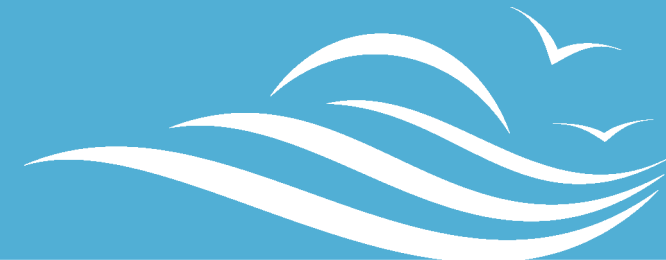




Budget Ordinance

The legal ordinance by which the Council adopts the budget for the Fiscal Year beginning 7/1/2019

Budget Ordinance



AS AMENDED ON JUNE 10, 2019
ORDINANCE NO. 2539

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, 2019 TO JUNE 30, 2020, 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, 2019 and ending June 30, 2020 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 \$3.51 per \$100 of assessed valuation for all personal property categorized as 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, 2019 and shall be due and payable as specified in Title 14 of the Tax Property article of the Annotated Code of Maryland, as amended;

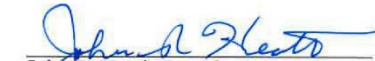
AND BE IT FURTHER ORDAINED by the Salisbury City Council that a public hearing on the proposed budget ordinance will be held at 6:00 PM on May 13, 2019 in Room 301 of the City/County Government Office Building, 125 N. Division Street, Salisbury, Maryland.

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 22nd day of April 2019, and having been published as required by law, in the meantime, was finally passed by the Council on the 10th day of June 2019.

ATTEST:


Kimberly R. Nichols, City Clerk


John R. Heath, President
Salisbury City Council

APPROVED BY ME THIS 11th day of JUNE 2019.


Jacob R. Day, Mayor

Budget Ordinance



1 Schedule A - Operating Budget Appropriations

2	1)	General Fund – for the general municipal purposes of the City of Salisbury:	
		City Council / City Clerk	242,314
		Development Services	825,411
		Mayor's Office/Community Promotions	1,035,165
		Finance	733,238
		Procurement	271,174
		City Attorney	354,800
		Information Technology	555,840
		Municipal Buildings	285,352
		Police	13,591,425
		Fire	8,575,533
		Housing and Community Development	1,175,367
		Infrastructure and Development:	
		Building Permits	331,140
		Engineering	1,157,664
		Planning & Zoning	179,314
		Field Operations:	
		Resource Management	500,616
		Traffic Control	1,551,345
		Streets and Lighting	1,029,265
		Sanitation	1,596,669
		Fleet Management	437,886
		Carpenter Shop	145,697
		Recreation and Culture	1,892,561
		Debt Service & Other Uses	5,721,548
		Total	42,490,324

3	2)	Parking Authority Fund – for the special assessment district known as the Parking Authority	
		Total	952,791
4	3)	Water Fund - for operations of the water department (including \$ 412,160 for redemption of bonds and payment of interest)	
5		Total	5,520,198
6	4)	Sewer Fund - for the operations of the sewer department (including \$ 4,432,586 for redemption of bonds and payment of interest)	
7		Total	12,971,470
8			
9	5)	Marina Fund – for the operations of the enterprise known as the City Marina	
		Total	86,232
10	6)	Storm Water Fund – for the operations of the enterprise known as the Storm Water Fund	
		Total	647,165
11		Grand Total	\$ 62,485,402

Budget Ordinance



Schedule B – Capital Project Appropriations (1 of 2)

Project	Amount	Funding Source					
		PayGO General Fund	PayGO Annexation	PayGO Storm Water	Grants	Contribution Inkind	Bond
Public Safety	-						
Self-Contained Breathing Apparatus Replace	844,000	69,000			775,000		
Fire Station - North Side	395,000					395,000	
General Government	-						
Stormwater Utility Network Mapping	60,000			60,000			
Housing Survey / Blight Study	42,900				42,900		
Field Operations	-						
Pathway Paving	20,000		20,000				
Exterior: Siding Repair and Painting	12,500	12,500					
Special Events Pavilions	100,000				100,000		
Zoo Admin Office Space	100,000						100,000
Field Operations Facility Plan - Phase 2	200,000						200,000
Field Operations Facility Plan - Phase 3	125,000						125,000
Jaguar Exhibit - Phase I	15,000					15,000	
I & D	-						
City Park Master Plan Improvements	50,000	-	50,000				
Wayfinding and Signage	10,000	10,000					
Mill Street Bridge Rehabilitation	45,000						45,000
Skatepark Phase 2b	134,000				134,000		
Riverwalk Amphitheater Phase 2	100,000				100,000		
Naylor Mill Road Bridge Replacement	280,000				280,000		
Mill Street Bridge Rehabilitation	180,000				180,000		
Naylor Mill Road Bridge Replacement	70,000						70,000
Bicycle Master Plan Improvements	300,000						300,000
Urban Greenway Improvements	300,000		100,000				200,000
Street Scaping	200,000						200,000
Total Max.Daily Load Compliance Schedule	35,000			35,000			
Beaglin Park Dam Improvements	25,000			25,000			
Total General Fund		91,500	170,000	120,000	1,611,900	410,000	1,240,000

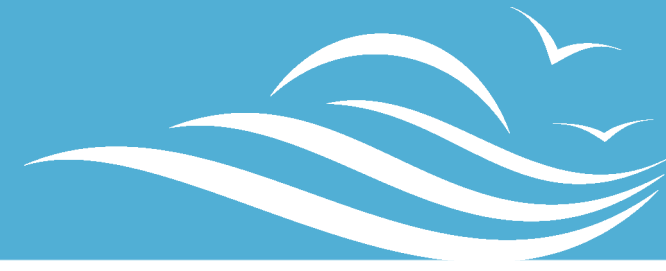
Schedule B – Capital Project Appropriations (2 of2)

Project	Project Amount	Funding Source			
		Transfer PayGO	Grant	Revolving Funds	Reallocate Bond
Water Sewer Capital Projects Fund					
Restore Park Well Field	175,000				175,000
Paleo Fluoride Room Door and Tank Replacement	60,000				60,000
Bathroom Addition	51,000	51,000			0
Chemical Building HVAC	48,000				48,000
WWTP Outfall Inspection and Repairs	78,030				78,030
WWTP Local Limits Study	51,000	51,000			0
Structural Study	50,000	50,000			0
Internal Recycle Pump Replacement	180,000				180,000
Replace Distribution Piping & Valves	100,000				100,000
HV507 Dump Truck	125,000	125,000			
Park Water Treatment Plant Roof Improvements	181,560				181,560
Park Aerator Building Improvements	81,600				81,600
Park Well Field Raw Water Main & Valve Rplc	562,000			562,000	
Southside Pump Station Force Main	100,000			100,000	
Water Sewer Fund Total >>	1,843,190	277,000	0	662,000	904,190
Parking Capital Projects Fund					
Parking Garage Structural Repairs	592,000				592,000
Parking Authority Fund Total	592,000	0	0	0	592,000

Budget Ordinance



Schedule C: City Fiscal Year 2020 Appropriations for Grant-Funded Expenditures										
Grant Name	Appropriation					Grant Dates		Funding		
	Funding by Grant			Funding by Grant Match		Start Date	End Date	Source	CFDA #	Dept/Agency
	Total	Prior Yrs	FY 2020	Amount	Account					
Comcast - Public, Educational & Governmental (PEG) Fees										
FY20 - PEG Fees from Comcast	80,000		80,000	N/A	N/A	7/1/2019	6/30/2020	Private	N/A	Comcast
Housing & Community Development Department										
FY20 - Homeless Solutions Program - Federal Funds (ESG)	20,000		20,000	N/A	N/A	7/1/2019	6/30/2020	Federal	14.231	DHCD
FY20 - Homeless Solutions Program - State Funds	25,000		25,000	N/A	N/A	7/1/2019	6/30/2020	State	N/A	DHCD
FY20 - Projects for Assistance Transition-Homelessness (PATH)	25,000		25,000	N/A	N/A	7/1/2019	6/30/2020	Federal	93.150	SAMHSA
FY20 - Community Legacy	150,000		150,000	N/A	N/A	7/1/2019	6/30/2021	State	N/A	DHCD
PY19 - Community Development Block Grant (CDBG)	350,000		350,000	N/A	N/A	7/1/2019	N/A	Federal	14.218	HUD
FY20 - Maryland Heritage Area Authority (MHAA)	50,000		50,000	N/A	N/A	7/1/2019	6/30/2020	State	N/A	MHAA / MDP
FY20 - Rural Maryland Prosperity Investment Fund	40,000		40,000	N/A	N/A	7/1/2019	6/30/2020	State	N/A	RMC
Infrastructure & Development Department										
FY19 - Transportation Alternatives (TA) - Rails with Trails	722,523		722,523	N/A	N/A	7/1/2019	6/30/2020	State	N/A	MDOT / SHA
FY20 - ENR O&M Grant - MDE Bay Restoration Fund (BRF)	255,000		255,000	N/A	N/A	7/1/2019	6/30/2020	State	N/A	MDE / BRF
2019 - National Assoc. of Realtors (NAR) Placemaking Grant	3,300		3,300	N/A	N/A	4/22/2019	4/22/2020	Private	N/A	NAR & CAR
Salisbury Fire Department										
FY17 - Staffing -Adequate Fire & Emergency Response (SAFER)	1,527,738	1,527,738		206,451	91001-599124	9/11/2018	9/30/2022	Federal	97.083	DHS / FEMA
FY20 - Salisbury Wicomico Firstcare Team (SWIFT)	75,000		75,000	N/A	N/A	7/1/2019	6/30/2020	Private	N/A	WiCHD / CareFirst
FY18 - Assistance to Firefighters Grant (AFG)	624,546	624,546		62,454	91001-599124	11/12/2018	11/11/2019	Federal	97.044	DHS / FEMA
FY19 - Port Security Grant (3 projects)	100,000		100,000	25,000	91001-599124	9/1/2019	8/31/2022	Federal	97.056	DHS / FEMA
Salisbury Police Department										
FY17, 18 & 19 - COPS Grant	250,000	250,000	-	128,096	91001-599121					
FY20 - Bulletproof Vest Partnership	25,000		25,000	N/A	N/A	10/1/2019	9/30/2021	Federal	16.607	Dept. of Justice
FY20 - MD Criminal Intelligence Network (MCIN)	600,406	550,406	50,000	30,000	91001-599121	7/1/2019	6/30/2020	State	N/A	GOCCP
FFY20 - Edward Byrne Memorial JAG	26,000		26,000	N/A	91001-599121	10/1/2019	9/30/2022	Federal	16.738	Dept. of Justice
FY20 - Gun Violence Reduction Initiative	39,000		39,000	5,500	91001-599121	7/1/2019	6/30/2020	State	N/A	GOCCP
FFY20 - MD Highway Safety Office - Impaired Driver (DUI)	6,000		6,000	2,000	91001-599121	10/1/2019	9/30/2019	Federal	20.616	US DOT / MHSO
FFY20 - MD Highway Safety Office - Aggressive Driver	4,000		4,000	1,300	91001-599121	10/1/2019	9/30/2019	Federal	20.600	US DOT / MHSO
FFY20 - MD Highway Safety Office - Distracted Driver	3,000		3,000	1,000	91001-599121	10/1/2019	9/30/2019	Federal	20.600	US DOT / MHSO
FY20 - Wicomico County Circuit Court - Drug Court	12,000		12,000	5,800	91001-599121	7/1/2019	6/30/2020	County	N/A	Circuit Court
FY18 - Wicomico County Adult Drug Treatment Court	443,469	443,469	-	24,000	91001-599121	1/1/2019	12/31/2022	Federal	16.585	Dept. of Justice
FFY20 - U.S. Marshals Program	30,000		30,000	14,500	91001-599121	10/1/2019	9/30/2019	Federal	16.111	US Marshals
Total	\$ 5,486,982	\$ 3,396,159	\$ 2,090,823	\$ 506,101						
Some of the Police Dept. grants will require an FY20 match, totaling \$212,196, which will be transferred from account number 91001-599121.										
Some of the Fire Dept. grants will require an FY20 match, totaling \$293,905 which will be transferred from account number 91001-599124.										
The Infrastructure & Development Dept. has a TA grant that will require a FY20 match of \$180,631. This match will be covered by Capital Improvement Bond funds (Bicycle Master Plan).										
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 amount. Accounts will only be budgeted up to the amount included in the award letter. Awards that exceed the appropriation amount will require further council action. This also serves to authorize the Mayor to enter into any necessary agreements, contracts, or memoranda.										



Fee Schedule

The legal ordinance and proposed schedule of fees for the Fiscal Year beginning 7/1/2019

Fee Schedule Ordinance



AS AMENDED ON APRIL 22, 2019 and JUNE 10, 2019
ORDINANCE NO. 2541

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO SET FEES FOR FY 2020 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 2020 Budget of the City of Salisbury; and

WHEREAS, the fees listed in the attached FY 2020 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 2020 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 2020 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 2020 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 22nd day of April 2019, and duly passed at a meeting of the Council of the City of Salisbury, Maryland held on the 10th day of June 2019, and is to become effective as of July 1, 2019.

ATTEST:


Kimberly R. Nichols, City Clerk


John R. Heath, President
Salisbury City Council

APPROVED BY ME THIS 11th day of JUNE 2019.


Jacob R. Day, Mayor

Fee Schedule



Licenses		
Alarm Company	75	Per year, Per Code 8.040.30
Amusement		Per Code 5.24.020
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
Door to Door Solicitors	50	Plus \$40 background check performed, Per year, Per Code 5.34.070
Pool Table		Per Code 5.48.020
1	10	Each
Additional tables over 1	5	Each
Restaurant	75	Per year, Per Code 5.52.060
Theatre	75	Per year, Per Code 5.60.040
Towing Company		
Application Fee	75	
License	75	Per Code 5.64.030
Licenses		
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

Fee Schedule



Landlord Licenses and Other Misc. fees (by the HCDD Department)		
Landlord License Fee 1st Year	120	Per Code 15.26.050
Landlord License Unit Registration 1st Year	120	Per Code 15.26.040
Landlord License Fee Renewal		Per Code 15.26.060
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 15.026.060
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	One time fee, Per Code 15.21.040
Re-inspection Fee	100	On each citation, Per Code 15.27.030
Vacant Building Registration	200	Per year, Per Code 15.22.040
Vacant Building Registration 1st Year, prorated		
If registered/paid:		
7/1-9/30	200	
10/1-12/31	150	
1/1-3/31	100	
4/1-6/30	50	
Historic Application Fee	25	
Change in Occupancy Fee	50	
Change in Use Fee	200	

Fee Schedule



Waste Disposal Fees (by Field Operations)		
Trash Service	46 56	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 50	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	746	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 \geq 5% of WWTP flow	8,700	30 units
IB discharges flow \geq 50,000 gpd	7,250	25 units
IC categorical user which discharges	5,800	20 units
ID discharges flow \geq 25,000 gpd	4,350	15 units
IE categorical user which does not discharge	2,900	10 units
Minor Industrial Users: (Per Code 13.12.110)		
IIA-1 discharges flow \geq 5,000 gpd or hospitals, campus	2,030	7 units
IIA-2 discharges flow \geq 5,000 gpd or light industry, hotels	1,450	5 units
IIB discharges flow \geq 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 \geq 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.		

Fee Schedule



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 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 45	
\$3,001 to \$100,000	65 80	
\$100,001 to \$500,000	150 200	
\$500,001 to \$1,000,000	200 250	
\$1,000,001 and Up	250 300	
Building Permit Fees (Per Code 15.04.030)		Residential, Commercial, Accessory
<i>Fees based on cost of construction:</i>		
Up to \$ 3000	40 50	
\$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 \$6 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

Fee Schedule



Continued: Building Fees (by the Department of Infrastructure and Development)		
Other Building Fees:		
Board of Zoning Appeals	50	County Fee \$100, Per Code 17.12.110
Demo - Residential	75 125	Per Code 15.04.030
Demo - Commercial	125 175	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 50	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
Reconnection Fee; Public Water Connection; Refusal of Inspection	25	Per Code 13.08.100
Administrative Fee – renew temporary certificate of occupancy	<u>100</u>	
Annexation Fees:		
Up to five (5) acres	<u>2,000</u>	
Five (5) acres or more but less than ten (10) acres	<u>10,000</u>	
Ten (10) acres or more but less than twenty five (25) acres	<u>25,000</u>	
Twenty five (25) acres or more but less than fifty (50) acres	<u>35,000</u>	
Fifty (50) acres or more	<u>50,000</u>	

Fee Schedule



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
Slip Rental – Annual*		*Annual rates are to be paid in full up front, electric can be billed monthly
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	.40	Per gallon more than the cost per gallon purchase price by the City
<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	500.00 600.00	575.00 690.00
ALS1 Emergency Rate	650.00 700.00	750.00 900.00
ALS2 Emergency Rate	775.00 800.00	875.00 1050.00
Mileage (per mile)	13.00 14.00	13.50 16.20
Oxygen	60.00 65.00	60.00 65.00
Spinal immobilization	120.00 140.00	120.00 140.00
BLS On-scene Care	175.00 200.00	175.00 200.00
ALS On –scene Care	450.00	550.00

Fee Schedule



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
Water and Sewer Capacity Fee (Per Code 13.02.070)		
Comprehensive Connection Charge of Capacity fee for the Developer's share in the cost of growth related infrastructure improvements.	3,533.00	Per Equivalent Dwelling Unit (water \$1,513, sewer \$2,020)
Water and Sewer Facility Fee (Per Code 13.02.070)		
Comprehensive Connection Charge for Facility Fees is based on actual costs of water and sewer infrastructure installed by a Developer.		* Fee amount is project dependent. Facility Fee is the prorated share of the cost of the water and sewer mains based on this project's percentage of the capacity of the proposed infrastructure project.
Reimbursement Administrative Fee (Per Code 13.02.090)		
Administrative fee assessed on Facility Fee for processing		* 0.1 percent of the Facility Fee
Water and Sewer Line Fee (Per Code 13.02.070)		
Comprehensive Connection Charge of Line fee is based on the actual costs of the public water and sewer.		* * Fee amount is project dependent
Central System Line Fee (Per Code 13.02.070)		
Comprehensive Connection Charge of Central System Line Fee for water and sewer services connecting directly to the City's Central System.	64.50	Per linear foot based on the area of the property and is the square root of the lot area, in square feet
Development Plan Review Fee (1536)		
Fee for review of development plans and traffic control plans	450	Plus \$50 per disturbed acre, \$500 minimum. Subsequent submittals, which generate additional comments, may be charged an additional \$500.

Fee Schedule



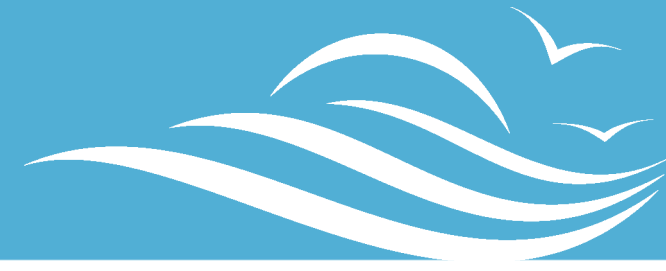
Department of Infrastructure and Development		
Water and Sewer Inspection Fee (R 1341)		
Fee for inspection of public water and sewer improvements		7.5 % of the approved cost estimate for construction of proposed public water and sewer improvements
Public Works Agreement recording fee (Per County Court)		
Recording fee for Public Works Agreements		
For 9 pages or less	60.00	Per request
For 10 pages or more	115.00	Per request
Stormwater Management As-Built recording fee (Per County Court)		
Recording fee for Stormwater Management As-Built.	10.00	Per sheet
Subdivision review fee (1536)		
Fee for Subdivision review	25.00	Per subdivided acre, (\$25.00 minimum, \$200.00 maximum)
Subdivision recording fee (Per County Court)		
Recording fee for Subdivision plans	10.00	Per page
Resubdivision review fee (1536)		
Fee for Resubdivision reviews	25.00	Per subdivided acre, (\$25.00 minimum, \$200.00 maximum)
Resubdivision recording fee (Per County Court)		
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

Fee Schedule



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:		
3/4 Water Meter	3,850	Per Connection
1" Water Meter	4,160	Per Connection
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		
3/4 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

Fee Schedule



Continued: Water Works		
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:		
3/4 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		
3/4 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

Fee Schedule



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)			Police Department
<i>based on number of incidents in calendar year</i>			
First 2 incidents	0		
3 rd incident	40 50		
4 th incident	80 90		
Greater than 4 each incident	120 130		
False Fire Alarms (Per Code 8.040.050)			Fire Department
<i>based on number of incidents in calendar year</i>			
First 2 incidents	0		
3 rd incident	45		
4 th incident	90		
Scofflaw			Police Department
Tow	135		
Storage	50		
Administrative Fee	35		
Business Administrative Fee	30		

Fee Schedule



Parking Permits and Fees			
	UOM	1-Jul-19 Rate	1-Jul-19 Non Profit Rate
Parking Permits (Per Code 10.04.010)			
Lot #1 - lower lot by library	Monthly	40.00	30.00
Top Lot #1 - upper lot by library	Monthly	40.00	30.00
Lot #4 - behind City Center	Monthly	40.00	30.00
Lot #5 - Market St. & Rt. 13	Monthly	35.00	26.25
Lot #7 & 13 - off Garrettson Pl.	Monthly	10.00	7.50
Lot #9 - behind GOB	Monthly	40.00	30.00
Lot #10 - near State bldg/SAO	Monthly	35.00 40.00	26.25 30.00
Lot #11 - behind library	Monthly	35.00	26.25
Lot #12 - beside Market St. Inn	Monthly	35.00	26.25
Lot #14 - by Holiday Inn	Monthly	25.00	18.75
Lot #15 - across from Feldman's	Monthly	40.00	30.00
Lot #16 - by Avery Hall	Monthly	40.00	30.00
Lot #30 - by drawbridge	Monthly	10.00 15.00	7.50 11.25
Lot #33 - east of Brew River	Monthly	10.00 15.00	7.50 11.25
Lot #35 - west of Brew River	Monthly	10.00 15.00	7.50 11.25
Lot SPS - St. Peters St.	Monthly	40.00	30.00
E. Church St.	Monthly	40.00	30.00
W. Church St.	Monthly	40.00	30.00
Parking Garage	Monthly	40.00	30.00
Transient Parking Options			30.00
Parking Lot #1 (first 2-hrs FREE)	Hourly	1.00	
Parking Garage	Hourly	1.00	
Parking Meters	Hourly	1.00	
Pay Stations			
For hours 1-2	Hourly	1.00	
For hour 3 with 3 hr Maximum Parking Limit	Hourly	3.00	
Misc. Charges (Per Code 10.04.010)			
Replacement Parking Permit Hang Tags	Per Hang Tag	5.00	
Parking Permit Late Payment Fee (+15 days)	Per Occurrence	5.00	
New Parking Garage Access Card	Per Card	10.00	
Replacement Parking Garage Access Card	Per Card	10.00	

Fee Schedule



Fire Prevention Fees (by the Fire Department)			
Plan review and Use & Occupancy Inspection			
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 Infrastructure and Development.		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)	
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)	
After – Hours Inspection Fees. If the requesting party wants an after-city-business-hours inspection.	\$100	Per hour/per inspector; 2 hours minimum	
Fire Protection Plan Review and Inspection			
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.			
• Fire Alarm System	\$100	Per system	
• Fire Alarm Control Panel	\$75	Per panel	
• Alarm Initiating Device	\$1.50	Per device	
• Alarm Notification Device	\$1.50	Per device	
• Fire Alarm Counter Permit	\$75	For additions and alterations to existing systems involving 4 or less notification/initiating devices.	
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.			
• NFPA 13 & 13R	\$1.50	Per sprinkler head; \$125 minimum	
• NFPA 13D	\$75	Per Dwelling	
• Sprinkler Counter Permit	\$75	For additions and alterations to existing systems involving less than 20 heads.	
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 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.		\$50	Per 100 linear feet of piping or portion thereof; \$100 minimum
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.			
▪ Fire Pumps	\$50	Per gpm or rated pump capacity; \$125 minimum	
▪ Fire Protection Water Tank	\$75	Per tank	
▪ Witnessing Underground Water Main Hydro Tests	\$75		
▪ Witnessing Fire Main Flush	\$75		

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Fee Schedule



<u>Gaseous and Chemical Extinguishing Systems</u> – Applies to halon, carbon dioxide, dry chemical, wet chemical and other types of fixed automatic fire suppression systems which use a gas or chemical compound as the primary extinguishing agent. The fee includes plan review and inspection of all piping, controls, equipment and other appurtenances needed to provide a complete system in accordance with referenced NFPA standards and the witnessing of one performance or acceptance test per system of the completed installation.	\$1.00	Per pound of extinguishing agent; \$100 minimum; or \$150 per wet chemical extinguishing system
• Gaseous and Chemical Extinguishing System Counter Permit	\$75	To relocate system discharge heads
<u>Foam Systems</u> – The fee applies to fixed extinguishing systems which use a foaming agent to control or extinguish a fire in a flammable 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.	\$75	Per nozzle or local applicator; plus \$1.50/ sprinkler head for combined sprinkler/foam system; \$100 minimum
<u>Smoke Control Systems</u> – 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.	\$100	Per 30,000 cubic feet of volume or portion thereof of protected or controlled space; \$200 minimum
<u>Flammable and Combustible Liquid Storage Tanks</u> – 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.	\$.005	Per gallon of the maximum tank capacity; \$75 minimum
<u>Emergency Generators</u> – 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.	\$100	
Marinas and Piers	\$25	Per linear feet of marina or pier; plus \$1.00 per slip; \$100 minimum
Reinspection and Retest Fees		
• 1 st Reinspection and Retest Fees	\$100	
• 2 nd Reinspection and Retest Fees	\$250	
• 3 rd and Subsequent Reinspection and Retest Fees	\$500	

Fee Schedule



Consultation Fees – Fees for consultation technical assistance.	\$75	Per hour
Fire-safety Inspections. 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		
Assembly Occupancies (including outdoor festivals):		
• Class A (>1000 persons)	\$300	
• Class B (301 – 1000 persons)	\$200	
• Class C (51 – 300 persons)	\$100	
• Fairgrounds (<= 9 buildings)	\$200	
• Fairgrounds (>= 10 buildings)	\$400	
• Recalculation of Occupant Load	\$75	
• Replacement or duplicate Certificate	\$25	
Education Occupancies:		
• Elementary School (includes kindergarten and Pre-K)	\$100	
• Middle, Junior, and Senior High Schools	\$150	
• Family and Group Day-Care Homes	\$75	
• Nursery or Day-Care Centers	\$100	
Health Care Occupancies:		
• Ambulatory Health Care Centers	\$150	Per 3,000 sq.ft. or portion thereof
• Hospitals, Nursing Homes, Limited-Care Facilities, Domiciliary Care Homes	\$100	Per building; plus \$2.00/patient bed
• Detention and Correctional Occupancies	\$100	Per building; plus \$2.00/bed
Residential:		
• Hotels and Motels	\$75	Per building; plus \$2.00/guest room
• Dormitories	\$2	Per bed; \$75 minimum
• Apartments	\$2	Per apartment; \$75 minimum
• Lodging or Rooming House	\$75	Plus \$2.00/bed
• Board and Care Home	\$100	Per building; plus \$2.00/bed
Mercantile Occupancies:		
• Class A (> 30,000 sq.ft.)	\$200	
• Class B (3,000 sq.ft. – 30,000 sq.ft.)	\$100	
• Class C (< 3,000 sq.ft.)	\$75	
Business Occupancies	\$75	Per 3,000 sq.ft. or portion thereof
Industrial or Storage Occupancies:		
• Low or Ordinary Hazard	\$75	Per 5,000 square feet or portion thereof
• High-Hazard	\$100	Per 5,000 square feet or portion thereof

Fee Schedule



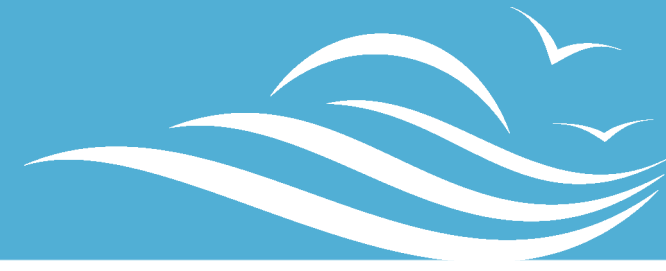
Consultation Fees – Fees for consultation technical assistance.	\$75	Per hour
Fire-safety Inspections. The following fees are not intended to be applied to inspections conducted in response to a specific complaint of an alleged Fire Code violation by an individual or governmental agency		
Assembly Occupancies (including outdoor festivals):		
• Class A (>1000 persons)	\$300	
• Class B (301 – 1000 persons)	\$200	
• Class C (51 – 300 persons)	\$100	
• Fairgrounds (<= 9 buildings)	\$200	
• Fairgrounds (>= 10 buildings)	\$400	
• Recalculation of Occupant Load	\$75	
• Replacement or duplicate Certificate	\$25	
Common Areas of Multitenant Occupancies (i.e., shopping centers, high-rises, etc.)	\$45	Per 10,000 sq.ft. or portion thereof
Outside Storage of Combustible Materials (scrap tires, tree stumps, lumber, etc.)	\$100	Per acre or portion thereof
Outside Storage of Flammable or Combustible Liquids (drums, tanks, etc.)	\$100	Per 5,000 sq.ft. or portion thereof
Marinas and Piers	\$100	Per facility; plus \$1.00/slip
Mobile Vendor	\$35	
Unclassified Inspection	\$75	Per hour or portion thereof
Reinspection: If more than one reinspection is required to assure that a previously identified Fire Code violation is corrected		
• 2 nd Reinspection	\$100	
• 3 rd Reinspection	\$250	
• 4 th and Subsequent	\$500	
Water Supply		
Witnessing Fire Main Flush	\$75	
Witness Fire Hydrant Protection Flow Test (in-City)	\$125	
Fire Protection Flow Test (out-of-City)	\$160	



Water/Sewer Rates

The legal ordinance which contains proposed water rates for the Fiscal Year beginning 7/1/2019

Water / Sewer Rates



ORDINANCE NO. 2540

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO ESTABLISH THAT THERE IS NO RATE CHANGE FOR WATER AND SEWER RATES. IT IS EFFECTIVE FOR ALL BILLS DATED OCTOBER 1, 2019 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 2020 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	\$22.45/ quarter
Commodity Charge	\$3.35/ thousand gallons
Commercial	
Customer Charge	\$420.08/ quarter
Commodity Charge	\$1.95/ thousand gallons
Large Commercial/Industrial	
Customer Charge	\$649.22/ quarter
Commodity Charge	\$1.55/ thousand gallons

Schedule II Metered Water Charges – Outside City Rates

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

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

Residential and Small Commercial	
Minimum Charge	\$33.66/ quarter
Commodity Charge	\$5.03/ thousand gallons
Commercial	
Customer Charge	\$630.13/ quarter
Commodity Charge	\$2.92/ thousand gallons
Large Commercial/Industrial	
Customer Charge	\$973.84/ quarter
Commodity Charge	\$2.35/ thousand gallons

Schedule IV Sewer Charges – In City Rates

Residential and Small Commercial	
Minimum Charge	\$55.45/ quarter
Commodity Charge	\$8.31/ thousand gallons
Commercial	
Customer Charge	\$1,047.42/ quarter
Commodity Charge	\$4.84/ thousand gallons
Large Commercial/Industrial	
Customer Charge	\$1,615.69/ quarter
Commodity Charge	\$3.87/ thousand gallons

Schedule V Sewer Charges – Outside City Rates

Residential and Small Commercial	
Minimum Charge	\$110.91/ quarter
Commodity Charge	\$16.64/ thousand gallons
Commercial	
Customer Charge	\$2,094.82/ quarter
Commodity Charge	\$9.65/ thousand gallons
Large Commercial/Industrial	
Customer Charge	\$3,231.39/ quarter
Commodity Charge	\$7.76/ thousand gallons

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

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

Water / Sewer Rates



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

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

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	\$70.92	\$141.84	\$106.38
2	Three to five fixtures	\$106.38	\$212.77	\$159.57
3	Six to twenty fixtures	\$152.90	\$305.79	\$229.34
	For every five fixtures over twenty	\$63.05	\$126.09	\$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 April 22, 2019 and duly passed at a meeting of the Council of the City of Salisbury, Maryland held on the 10th day of June 2019 and is to become effective with bills dated October 1, 2019 and after.

ATTEST:


Kimberly R. Nichols, City Clerk

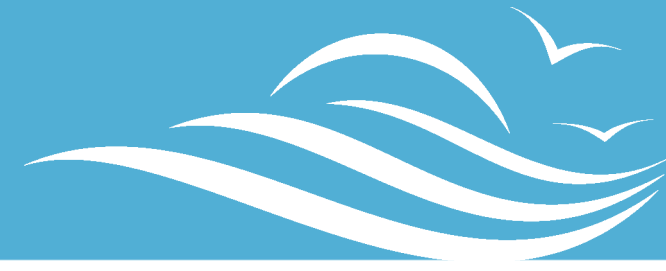

John R. Heath, President
Salisbury City Council

APPROVED BY ME THIS 11th day of JUNE, 2019.


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	44,192		
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



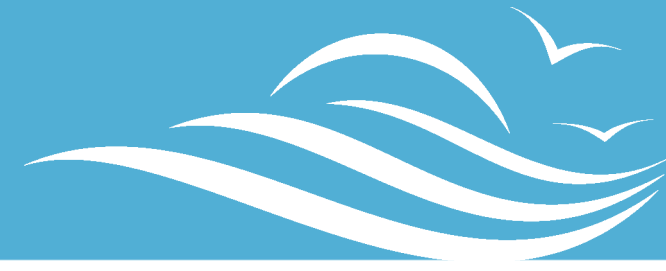
Grade	Job Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
1	Cadet / Blue Shirt	44,192											
2	Police Officer	44,192	46,203	47,243	48,305	49,392	50,504	51,640	52,802	53,990	55,205	56,447	57,717
3	Police Officer 1st Class (PFC)	49,423	50,562	51,725	52,916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

Police Pay Plan



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

Fire Pay Plan



Grade	Job Title	Min	Mid	Max
1	Probationary FF/EMT	37,500		
1P	Probationary FF/PM	42,900		
2	FF/EMT 1	39,375	51,954	69,924
2P	FF/PM 1	45,045	59,436	79,993
3	Driver/EMT	40,556	53,513	72,022
3P	Driver/PM	46,396	61,219	82,393
4	Sergeant	42,584	56,189	75,623
4P	Sergeant	48,716	64,280	86,512
5	LT	51,639	68,137	91,703
6	CPT	54,841	72,361	97,389
7	AC	58,131	76,703	103,232
8	DC	61,619	81,305	109,426
9	FC	65,316	86,183	115,991

Fire Pay Plan



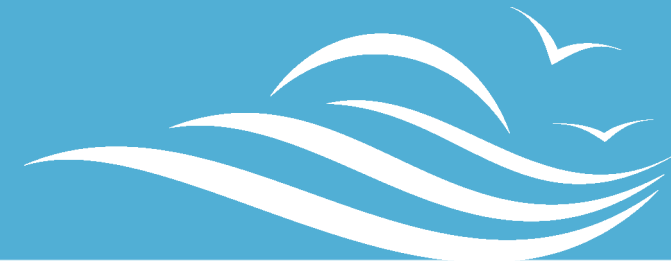
Grade	Job Title	Minimum Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
1	Probationary FF/EMT	37,500														
1P	Probationary FF/PM	42,900														
2	FF/EMT 1	39,375	40,163	40,966	41,785	42,621	43,473	44,343	45,229	46,134	47,057	47,998	48,958	49,937	50,936	51,954
2P	FF/PM 1	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
3	Driver/EMT	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
3P	Driver/PM	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
4	Sergeant	42,584	43,436	44,304	45,191	46,094	47,016	47,957	48,916	49,894	50,892	51,910	52,948	54,007	55,087	56,189
4P	Sergeant	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
5	LT	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
6	CPT	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
7	AC	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
8	DC	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
9	FC	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



Grade	Job Title	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	Step 22	Step 23	Step 24	Step 25	Step 26	Step 27	Step 28	Step 29	Step 30
1	Probationary FF/EMT															
1P	Probationary FF/PM															
2	FF/EMT 1	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
2P	FF/PM 1	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
3	Driver/EMT	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
3P	Driver/PM	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
4	Sergeant	57,313	58,459	59,628	60,821	62,037	63,278	64,543	65,834	67,151	68,494	69,864	71,261	72,686	74,140	75,623
4P	Sergeant	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
5	LT	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
6	CPT	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
7	AC	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
8	DC	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
9	FC	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



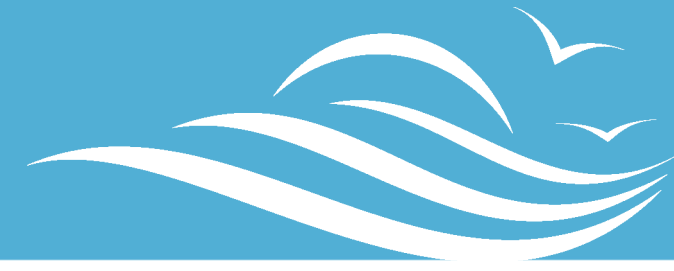
Plan	Amount of Coverage	Coverage Period	Provider	Policy Number	Premium	Info
Auto Liability	\$1,000,000 each accident	07/01/18- 07/01/19	LGIT	PLP-502500-2013/14-07	\$57,719	\$1,000 Deductible (Includes Garagekeeper's Liability)
Auto Physical Damage	Actual Cash Value or Cost of Repairs, whichever is less	07/01/18 - 07/01/19	LGIT	PLP-502500-2013/14-07	\$60,533	\$1,000 Deductible
Boiler & Machinery	\$200,000,000 - Annual Aggregate \$1,000,000 - Each Occurrence	07/01/18 - 07/01/19	LGIT (Federal Insurance Co.)	78362248	\$11,525	\$10,000 Deductible
Commercial General Liability	\$3,000,000 - Annual Aggregate \$1,000,000 - Each Occurrence	07/01/18 - 07/01/19	LGIT	PLP-502500-2013/14-07	\$42,941	\$0 Deductible
Excess Liability	\$3,000,000 - Annual Aggregate \$1,000,000 - Each Occurrence	07/01/18 - 07/01/19	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	07/01/18 - 07/01/19	LGIT	PLP-502500-2013/14-07	\$69,360	\$1,000 Deductible - Each wrongful act

Schedule of Current Insurance



Plan	Amount of Coverage	Coverage Period	Provider	Policy Number	Premium	Info
Property	\$162,137,098.59 Limit; Per Occurrence amounts vary per item	07/01/18 - 07/01/19	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 - 07/01/19	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 - 07/01/19	LGIT (Travelers)	105955729	\$3,242 (Annual Installmen t Payment)	Includes: Employee Theft, Forgery or Alteration Theft, Disappearance and Destruction; and Computer Fraud coverage

Schedule of Current Insurance



Plan	Amount of Coverage	Coverage Period	Provider	Policy Number	Premium	Info
Public Official Bond	\$50,000	02/06/18-02/06/19	US Ins. SVCS (Travelers)	106056063	\$175	
Public Official Bond	\$50,000	02/06/18-02/06/19	US Ins. SVCS (Travelers)	106056087	\$175	Patricia Summers
Public Official Bond	\$50,000	10/01/18-10/01/19	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	01/27/18 -01/27/19	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	01/22/19 -01/22/19 01/22/18-01/22/19	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	03/12/18 -03/12/19	Avery Hall Insurance (Philadelphia Ins. Co)	PHSD814111	\$1,899	\$1,000 Deductible
Law Enforcement Legal Liability (Wrongful Acts)	\$3,000,000 – Annual Aggregate \$1,000,000 – Each wrongful act	07/01/18 - 07/01/19	LGIT	PLP-502500-2013/14-07	\$69,360	\$1,000 Deductible – Each wrongful act

Schedule of Current Insurance



Plan	Amount of Coverage	Coverage Period	Provider	Info
Salisbury Fire Department Divers Insurance	\$1,000,000 per Incident \$2,000,000 Annual Aggregate Total	06/30/17-06/30/18 06/30/17-06/30/18	Vicencia & Buckley (Lexington Insurance Co)	Police Auxiliary; SPARC Unit, Et-al; medical coverage if injured
Salisbury Fire Department Divers Instructor Liability	\$1,000,000 per Incident \$2,000,000 Annual Aggregate Total	06/30/17-06/30/18 06/30/17-06/30/18	Vicencia & Buckley (Lexington Insurance Co)	Fire Department –Ladies Auxiliary; medical care coverage if injured
Watercraft Policy-Misc. Work Boat Coverage	\$1,000,000 Liability Limit	06/10/17-06/10/18	Avery Hall Insurance (Travelers)	Fire Department –Cadets; medical care coverage if injured; \$0 Deductible
Excess Marine Liability	\$4,000,000	06/10/17-06/10/18	Avery Hall Insurance (Travelers)	\$5,000 Deductible; Covers fuel storage tanks at Marina
Skatepark				Commercial Package & Umbrella Policies for Volunteer Fire Departments #1, #2, #16
Cyber Insurance	\$500,000 each Claim; \$5,000,000 Aggregate	01/01/17-01/01/18	LGIT	MTP0042807



Capital Improvement Plan

Fiscal Years 2020-2024

CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN

2020 - 2024



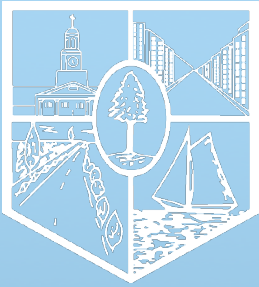


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City Council



Councilwoman
April R. Jackson D.1



Vice President
Muir Boda D.2



President
John 'Jack' R. Heath
D.3

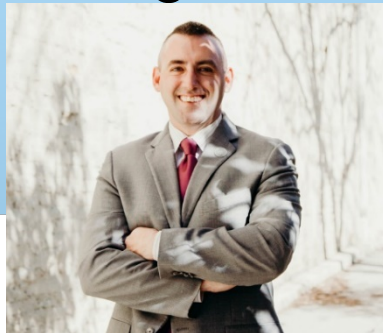


Councilman
James P. Ireton D.4



Councilman
R. Hardy Rudasill D.5

City Administration



Mayor
Jacob R. Day



City Administrator
Julia Glanz



Assistant City Administrator
Andy Kitzrow



Mayor's Message

Friends, Citizens and Distinguished Councilmembers:

Since last year's CIP document was published, Salisbury has seen an astounding amount of progress. Projects which for years had been stuck in the pages of our planning documents finally came to life. In 2018 we realized our dream of building a performance space on our Riverwalk, bringing a formerly dark and barely-used corner of our City to life with music and art. We completed the first two phases of our more beautiful and more functional Main Street. We opened the City's first-ever youth center—the Truitt Center—and we began work on a second youth center on Newton St. in North Camden. We paved streets across the City, brought new recycling initiatives to the curb of every citizen in Salisbury, and smiled as we watched wallabies romp in the new Australia exhibit at the Salisbury Zoo.

Projects were undertaken across the City to create a sense of place. New, attractive signs greet visitors and citizens at the entrances to our parks, trails, our Downtown and our Amphitheater. Our parking garage received a beautiful decorative wrap, turning it from an eyesore into an aesthetically interesting landmark. Thanks in large part to the tireless efforts of our Housing and Community Development Department and our Field Operations Department, we saw blight across Salisbury decline faster than at any point in our past. Problem properties were demolished, and long-neglected areas of our City received landscape improvements and regular attention in the form of litter removal and maintenance. These beautification efforts were collaborative in almost every instance, with a record high number of partnerships between City departments, church groups, civic organizations, and volunteers who just wanted to make our City look its best.

In the weeks leading up to our two new banner events, the excitement was palpable. 2018 was the year that we asked ourselves, "can we do this?" At every turn, the answer was a resounding yes. "Yes" from our employees, "yes" from proud citizens, "yes" from our City Council. Over 1,000 runners said "yes" and took on the inaugural SBY Marathon, bringing 2 million dollars in direct economic impact to what would have been an otherwise quiet April weekend. We hosted the Nation's oldest and most well-respected celebration of the folk arts, beating out 30 other cities for the honor. The National Folk Festival brought over 63,000 people to Downtown Salisbury over the course of three days, and put over \$18 million dollars into the local economy. We didn't need to step onto the national stage - we brought the national stage home to us.

We continue to dream big, and plan accordingly. To set realistic goals and meet them without placing undue burden on our taxpayers requires expert financial direction. Keith Cordrey, our Director of Finance, has steered us to back-to-back "no note" audits in 2017 and 2018, and the City's first ever GFOA (Government Finance Officers Association) award-winning budget last year. Under Keith's watchful eye, this year's CIP is leaner both in its content and in the way it is presented. Unnecessary pages have been eliminated in an effort to present the information as succinctly as possible. All of this is part of our efforts to make all City financial documents easy-to-read and understand as we strive to be the most transparent small city in America.



Mayor's Message

As for the contents of the five-year Capital Improvement Plan for fiscal years 2020-2024, you will notice that we again incorporate projects and assets in 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.

I find it tremendously satisfying to see our community come together the way it has over the past few years, and I feel a sense of pride of accomplishment for the things that we, as a team, have done to improve our beautiful City. And I am pleased now to present this Capital Improvement Plan for the years 2020-2024. This document is the result of hours and hours of careful thought and consideration—discussion and revision. It is our roadmap to the brightest future we've ever envisioned for ourselves.

Yours in service,

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

Jacob R. Day

CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN

2020 - 2024

About the CIP



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.

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.

Summary by Program

Program	Fiscal Year					Program
	FY20	FY21	FY22	FY23	FY24	Total
General Government						
Procurement - Government Office Building	73,500	150,000				223,500
Housing and Community Development		37,500				37,500
Information Services						
Information Technology	55,900	55,900	55,900	6,000		173,700
GIS	122,900					122,900
Connectivity		85,000	135,000	275,000	100,000	595,000
Stormwater	60,000					60,000
Public Safety						
Police	666,850	710,700	712,330	638,000	683,000	3,410,880
Fire	1,340,000	1,400,000	1,400,000	1,200,000	1,525,000	6,865,000
Field Operations						
General Projects	525,000	4,500,000	500,000		580,000	6,105,000
Fleet Management	550,000					550,000
Traffic Control		156,100	668,500	36,500	35,400	896,500
Zoo	330,000	490,000	190,000	140,000	130,000	1,280,000
Poplar Hill Mansion	25,000	33,000	40,000	95,000	32,000	225,000
Infrastructure & Development						
General Projects	2,539,000	1,810,000	2,270,000	2,000,000	1,940,000	10,559,000
Street Reconstruction	1,325,000	1,120,000	1,265,000	1,030,000	1,210,000	5,950,000
Bridge Maintenance	575,000	110,000	75,000			760,000
New Streets		105,000	1,540,000	1,600,000		3,245,000
Storm Water	225,000	570,000	400,000	400,000	400,000	1,995,000
General Capital Projects	8,413,150	11,333,200	9,251,730	7,420,500	6,635,400	43,053,980
Parking Authority Fund	707,000	179,000				886,000
Water & Sewer Fund						
Water Production Maintenance	1,159,160	705,720	3,441,200	241,000	392,000	5,939,080
Water Distribution Maintenance	225,000	350,000	1,600,000	1,600,000	1,600,000	5,375,000
Wastewater Collection Maintenance	550,000	500,000	500,000			1,550,000
Treat Wastewater	459,030	3,876,000	180,000	1,500,000	180,000	6,195,030
Connectivity	175,000					175,000
Water Sewer Total	2,568,190	5,431,720	5,721,200	3,341,000	2,172,000	19,234,110
Grand Total	11,688,340	16,943,920	14,972,930	10,761,500	8,807,400	63,174,090

Detail Project List by Funding Source Page 1 of 6

Program	Fiscal Year					Program Total
	FY20	FY21	FY22	FY23	FY24	
<u>General Fund</u>						
General Revenues						
GOB Roof Replacement	12,500					12,500
GOB Heat Circulation Pump Replacement	12,500					12,500
GOB Women's Restroom Upgrades	8,500					8,500
Telephone System Upgrade	30,000					30,000
Apparatus Replacement - Staff Vehicle		25,000				25,000
Self-Contained Breathing Apparatus Replacement	77,500					77,500
Code Compliance Specialist Utility Truck		37,500				37,500
High Availability Virtual Environment	55,900	55,900	55,900	6,000		173,700
Fiber Backbone Expansion	0	0		175,000		175,000
Municipal Broadband	0	85,000	35,000			120,000
Traffic System Modernization			100,000	100,000	100,000	300,000
Zoning Code Revisions	150,000					150,000
Lemmon Hill Standpipe Lights				60,000		60,000
City Park Master Plan Improvements	150,000	150,000	150,000	150,000	150,000	750,000
Wayfinding and Signage	40,000	40,000	40,000	40,000	40,000	200,000
Waterside Playground		30,000				30,000
North Prong Park Improvements		50,000	130,000			180,000
Street Light Additions and Replacement	75,000	50,000	50,000	50,000	50,000	275,000
Citywide Street Reconstruction	750,000	800,000	830,000	880,000	1,060,000	4,320,000
Citywide Street Repairs	75,000	75,000	75,000	75,000	75,000	375,000
Citywide Concrete Program	75,000	75,000	75,000	75,000	75,000	375,000
Bridge Maintenance - South Division Street Bridge	0	110,000	75,000			185,000
Mill Street Bridge Rehabilitation	45,000					45,000
East Main/Snow Hill/Ward			44,250			44,250

Detail Project List by Funding Source

Page 2 of
6

Program	Fiscal Year					Program Total
	FY20	FY21	FY22	FY23	FY24	
Snow Hill/Vine/S. Schumaker					35,400	35,400
Eastern Shore Dr./East Vine St.				36,500		36,500
Camden Ave/South Blvd Upgrade		156,100				156,100
Electrical Transformers				50,000	50,000	100,000
Pathway Paving	30,000	30,000	30,000	30,000	30,000	150,000
Exterior: Siding Repair and Painting	25,000	33,000				58,000
ADA: Ramp and Bathroom Conversion			40,000			40,000
Shutter Installation					32,000	32,000
Front Portico Replacement				50,000		50,000
SPD Range - Lead Mining			35,000			35,000
CID Evidence Processing Special Purposes Vehicle					45,000	45,000
Tire Disposal		33,000				33,000
Water Barrier Repairs	28,850					28,850
Asphalt Parking Lot and Burton Street		39,700				39,700
Fencing SPD Overflow Parking Lot			39,330			39,330
Storm Water Fund PayGO						
Total Maximum Daily Load Compliance Schedule	200,000	200,000	200,000	200,000	200,000	1,000,000
Beaglin Park Dam Improvements	25,000					25,000
Stormwater Utility Network Mapping	60,000					60,000
Grant						
Special Events Pavilions	100,000					100,000
Skatepark Phase 2b	134,000					134,000
Riverwalk Amphitheater Phase 2	100,000					100,000
Waterside Playground	200,000					200,000
Naylor Mill Road Bridge Replacement	280,000					280,000
Mill Street Bridge Rehabilitation	180,000					180,000
Housing Survey / Blight Study	42,900					42,900
Storm Water Total Max. Daily Load Compliance		200,000	200,000	200,000	200,000	800,000

Detail Project List by Funding Source Page 3 of 6

Program	Fiscal Year					Program Total
	FY20	FY21	FY22	FY23	FY24	
Bonded Debt						
EnerGov Software & Implementation	80,000					80,000
GOB Roof Replacement	0	150,000				150,000
GOB 3rd Floor ADA Compliant Unisex Restroom	40,000					40,000
Fire Station - North Side					150,000	150,000
Hydrant Adapters - 5" Sexless Couplings		175,000				175,000
Self-Contained Breathing Apparatus Replacement	697,500					697,500
Radio Paging System Replacement	100,000					100,000
Naylor Mill Road Bridge Replacement	70,000					70,000
Riverwalk Amphitheater Phase 2	200,000					200,000
Bicycle Master Plan Improvements	600,000	600,000	600,000	600,000	600,000	3,000,000
Urban Greenway Improvements	890,000	890,000	1,100,000	1,100,000	1,100,000	5,080,000
Beaverdam Creek Bulkhead Replacement			200,000			200,000
Street Scaping	425,000	170,000	235,000			830,000
Beaglin Park Dam Improvements		170,000				170,000
Zoo Admin Office Space	185,000					185,000
Field Operations Facility Plan - Phase 2	200,000	2,000,000				2,200,000
Field Operations Facility Plan - Phase 3	125,000	2,500,000				2,625,000
Field Operations Facility Plan - Phase 4	200,000		500,000			700,000
Field Operations Facility Plan - Phase 5					250,000	250,000
Northwood Dr/Naylor Mill Rd			624,250			624,250
Special Events Pavilions		200,000				200,000
East Parking Lot Redesign		10,000	100,000			110,000
Contributions						
Jaguar Exhibit - Phase I	15,000	250,000				265,000
Bobcat Exhibit			60,000			60,000
North American Ducks - Exhibit Improvements				60,000		60,000
Red Wolf Building Improvements					50,000	50,000
Fire Station - North Side	395,000					395,000

Detail Project List by Funding Source

Program	Fiscal Year 6					Program Total
	FY20	FY21	FY22	FY23	FY24	
Apparatus Replacement - Tanker					400,000	400,000
Jasmine Drive			610,000			610,000
Jasmine Drive to Rt. 13 Connector Road		105,000	715,000			820,000
Culver Road			215,000	1,600,000		1,815,000
Eastern Shore Drive Signal Warrant Analysis			50,000			50,000
Gazebo and Landscaping				45,000		45,000
Gazebo and Landscaping			0			0
Lease Purchase						
Apparatus Replacement - Dive Unit				350,000		350,000
Apparatus Replacement - Resue 16					775,000	775,000
Apparatus Replacement - Staff Vehicle	40,000					40,000
Apparatus Replacement - EMS Units		1,200,000				1,200,000
Apparatus Replacement - Engine				850,000		850,000
Apparatus Replacement - Aerial Ladder			1,400,000			1,400,000
Dump Truck	165,000					165,000
Mid-Size Excavator	175,000					175,000
Rear Load Trash Truck	210,000					210,000
Rear Load Trash Truck						0
Rear Load Trash Truck						0
Rear Load Trash Truck						0
Patrol Vehicle	575,000	575,000	575,000	575,000	575,000	2,875,000
CID Vehicles	63,000	63,000	63,000	63,000	63,000	315,000
General Fund & Capital Projects	8,413,150	11,333,200	9,251,730	7,420,500	6,635,400	43,053,980

Recap:						
General Fund Revenue	1,640,750	1,875,200	1,804,480	1,777,500	1,742,400	8,840,330
Storm Water PayGO	285,000	200,000	200,000	200,000	200,000	1,085,000
Grants	1,036,900	200,000	200,000	200,000	200,000	1,836,900
Bond	3,812,500	6,865,000	3,359,250	1,700,000	2,100,000	18,166,750
Contributions, Inkind	410,000	355,000	1,650,000	1,705,000	650,000	4,770,000
Lease	1,228,000	1,838,000	2,038,000	1,838,000	1,413,000	8,355,000

Detail Project List by Funding Source

Program	Fiscal Year					Program Total
	FY20	FY21	FY22	FY23	FY24	
Parking Authority Fund						
Enterprise Fund Revenue						
Street Sweeper	60,000					60,000
Lease/Purchase						0
Parking Garage Security Cameras	55,000					55,000
Bonded Debt						0
Parking Garage Structural Repairs	592,000	179,000				771,000
Parking Authority Fund Total	707,000	179,000	0	0	0	886,000

Detail Project List by Funding Source Page 6 of 6

Program	Fiscal Year					Program Total
	FY20	FY21	FY22	FY23	FY24	
Water Sewer Fund						
Enterprise Fund Revenue						
Fiber Backbone Expansion	175,000					175,000
Restore Park Well Field	175,000	175,000	175,000	175,000	175,000	875,000
Restore Paleo Well Field					217,000	217,000
Filter Replacement Project		306,000				306,000
Tank and Reservoir Mixing System		87,720				87,720
Paleo Fluoride Room Door and Tank Replacement	60,000	30,000				90,000
Nitrate Monitoring and Study		107,000				107,000
Paleo Equalization Basin Liner				66,000		66,000
Decommision Edgemoore Water Tower			100,000			100,000
Elevated Water Tank Maintenance			106,200			106,200
Bathroom Addition	51,000					51,000
Chemical Building HVAC	48,000					48,000
WWTP Outfall Inspection and Repairs	78,030			500,000		578,030
WWTP Local Limits Study	51,000					51,000
Structural Study	50,000					50,000
Internal Recycle Pump Replacement	180,000		180,000		180,000	540,000
Replace Distribution Piping & Valves	100,000	100,000	100,000	100,000	100,000	500,000
Automated Metering Infrastructure		250,000		1,500,000	1,500,000	3,250,000
HV507 Dump Truck	125,000					125,000
Sewer Infiltration and Inflow Remediation	550,000	500,000	500,000			1,550,000
Park Water Treatment Plant Roof Improvements	181,560					181,560
Park Aerator Building Improvements	81,600					81,600
Revolving Funds						
Park Well Field Raw Water Main & Valve Rplc	562,000					562,000
Southside Pump Station Force Main	100,000			1,000,000		1,100,000
Bonded Debt						
Glen Avenue Lift Station		1,275,000				1,275,000
Automated Metering Infrastructure			1,500,000			1,500,000
Field Operations Facility Plan - Phase 3						0
Pump Stations Improvements		2,601,000				2,601,000
Filter Replacement Project			3,060,000			3,060,000
Water Sewer Fund Total >>	2,568,190	5,431,720	5,721,200	3,341,000	2,172,000	19,234,110

Detail Project List by Funding Source

Program	Fiscal Year					Program Total
	FY20	FY21	FY22	FY23	FY24	
Water Sewer Fund						
Water Sewer Fund Recap						
Enterprise Revenue	1,906,190	1,555,720	1,161,200	2,341,000	2,172,000	9,136,110
Grant						
Bond	0	3,876,000	4,560,000	0	0	8,436,000
Contributions						
Lease Purchase						
Water Maintenance Fund	562,000	0	0	0	0	562,000
Sewer Maintenance Fund	100,000	0	0	1,000,000	0	1,100,000

CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN





2020 - 2024

Government Office Building



GOB

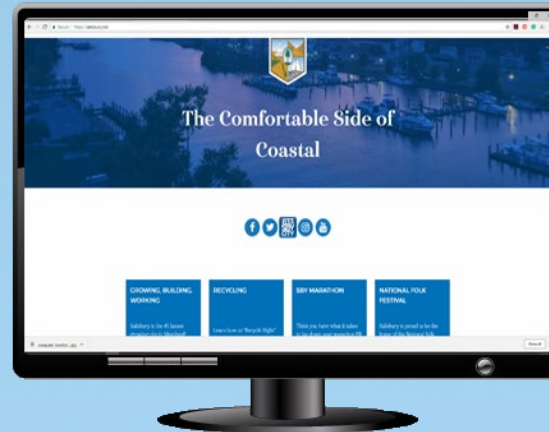
	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	33,500					33,500
Grant						
Bond	40,000	150,000				190,000
Lease						
Contribution						
Total Revenue	73,500	150,000				223,500
Engineering	12,500					12,500
Construction	48,500	150,000				198,500
Vehicle/ Equipment	12,500					12,500
Other						
Total Expense	73,500	150,000				223,500

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
GB-GP-20-01 	GOB Roof Replacement Remove the existing roof covering to the roof deck; install insulation as needed; install EDPM membrane covering, new flashings; new plumbing boots; properly install roof access hatch.	General	12,500					12,500
		Grant						
		Bond		150,000				150,000
		Lease						
		Contribution						
		Total Revenue	12,500	150,000				162,500
		Engineering	12,500					12,500
		Construction		150,000				150,000
		Vehicle/ Equip.						
		Other						
		Total Expense	12,500	150,000				162,500
GB-GP-20-02 	GOB Women's Restroom Upgrades Remove existing steel partitions that require continuous maintenance; install composite partitions and new hardware to eliminate maintenance.	General	8,500					8,500
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	8,500					8,500
		Engineering						
		Construction	8,500					8,500
		Vehicle/ Equip.						
		Other						
		Total Expense	8,500					8,500
GB-GP-20-03 	GOB Heat Circulation Pump Replacement Mechanical room – The existing pumps are original to the building. The normal service life for these units is 25 - 30 years. Again, this is a proactive replacement to prevent a heating system failure. Failure of one or both pumps during a severely cold period may result in building closure for several days at a minimum. These pumps circulate heated water throughout the building. There is no redundancy of this system. Costs noted are City's share, or 1/2 of actual estimated cost.	General	12,500					12,500
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	12,500					12,500
		Engineering						
		Construction						
		Vehicle/ Equip.	12,500					12,500
		Other						
		Total Expense	12,500					12,500
GB-GP-20-04 	GOB 3rd Floor ADA Compliant Unisex Restroom Presently, the only handicapped accessible restrooms are in the basement of the GOB. This presents a logistical issue for citizens attending meetings or other functions on the Administrative floor (3rd floor) of the facility. The County Council area presently contains 2 small restrooms, side by side, that are not fully utilized. By combining these spaces with the access hallway, an ADA compliant restroom can be realized on the 3rd floor of the building. Engineering and design services will be required along with construction costs. Costs noted are City's share, or 1/2 of actual estimated cost.	General						
		Grant						
		Bond	40,000					40,000
		Lease						
		Contribution						
		Total Revenue	40,000					40,000
		Engineering						
		Construction	40,000					40,000
		Vehicle/ Equip.						326
		Other						
		Total Expense	40,000					40,000

CITY OF SALISBURY


CAPITAL IMPROVEMENT PLAN 2020 - 2024

Information Services






Information Services

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	55,900	55,900	55,900	6,000		173,700
Grant						
Bond						
Lease						
Contribution						
Total Revenue	55,900	55,900	55,900	6,000		173,700
Engineering						
Construction						
Vehicle/ Equipment						
Other	55,900	55,900	55,900	6,000		173,700
Total Expense	55,900	55,900	55,900	6,000		173,700

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
	IS-IT-20-01 High Availability Virtual Environment Create a modern high availability, high resiliency server environment which will support the virtualization of multiple servers enhancing the security maintenance schedule and reducing the need to purchase physical servers while allowing for comprehensive backups of all server states and data.	General	55,900	55,900	55,900	6,000		173,700
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	55,900	55,900	55,900	6,000		173,700
		Engineering						
		Construction						
		Vehicle/ Equip.						
		Other	55,900	55,900	55,900	6,000		173,700
		Total Expense	55,900	55,900	55,900	6,000		173,700

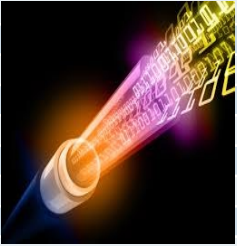


GIS

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	80,000					80,000
Grant	42,900					42,900
Bond	60,000					60,000
Lease						-
Contribution						-
Total Revenue	182,900					182,900
Engineering	42,900					42,900
Construction						-
Vehicle/ Equipment						-
Other	140,000					140,000
Total Expense	182,900					182,900

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
IS-GS-20-01 	Housing Survey / Blight Study Housing quality survey (blight study) would be conducted by ESRGC during summer/fall 2019. The survey would be conducted in the field using a weighted survey to identify the quality of each structure. Survey would enable the city to identify blighted/ risk properties to be properly quantified for the first time ever. Using the results of this survey, enforcement and/or services could then be targeted into these areas and the results of the enforcement/services could be accurately tracked and quantified.	General						
		Grant	42,900					42,900
		Bond						
		Lease						
		Contribution						
		Total Revenue	42,900					42,900
		Engineering	42,900					42,900
		Construction						
		Vehicle/ Equip.						
		Other						
		Total Expense	42,900					42,900
IS-GS-20-03 	EnerGov Software & Implementation Purchase of 25 user licenses for energov. The energov software platform is the recommended replacement for HCDD's current comcate system and would allow for HCDD's integration of their inspections and enforcement into our primary MUNIS modules (i.e. Finance Module for tracking and billing of citations). This platform would also be used in DID for its inspector group and the tracking and reporting of those inspectors within our MUNIS modules.	General	80,000					80,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	80,000					80,000
		Engineering						
		Construction						
		Vehicle/ Equip.						
		Other	80,000					
		Total Expense	80,000					80,000
IS-GS-20-04 	Stormwater Utility Network Mapping These funds would be used to begin the process of mapping our stormwater utility network with precision global positioning systems (GPS). The city has currently identified 130 miles of stormwater pipes with additional structure's being identified each month. While a general horizontal location is known the based on drawings the location and elevations of the majority of this network has not been verified. This verification is essential in creating a 3D model of our stormwater utility network for flood control and planning purposes.	General						
		Grant						
		Bond	60,000					60,000
		Lease						
		Contribution						
		Total Revenue	60,000					60,000
		Engineering						
		Construction						
		Vehicle/ Equip.						
		Other	60,000					60,000
		Total Expense	60,000					60,000

Connectivity

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General		85,000	135,000	275,000	100,000	595,000
Grant	175,000					175,000
Bond						
Lease						
Contribution						
Total Revenue	175,000	85,000	135,000	275,000	100,000	770,000
Engineering						
Construction	175,000			175,000		350,000
Vehicle/ Equipment						
Other		85,000	135,000	100,000	100,000	420,000
Total Expense	175,000	85,000	135,000	275,000	100,000	770,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
IS-CN-20-01 	Fiber Backbone Expansion Expansion of fiber-optic backbone between city facilities. This project will connect the Wastewater Treatment, Paleo and Park Plants, and the City Zoo to the main City fiber-optic network. This will allow for higher speed, more reliable communications between facilities, also allowing for off-site backups to occur.	General				175,000		175,000
		Grant	175,000					175,000
		Bond						
		Lease						
		Contribution						
		Total Revenue	175,000			175,000		350,000
		Engineering						
		Construction	175,000			175,000		350,000
		Vehicle/ Equip.						
		Other						
		Total Expense	175,000			175,000		350,000
IS-CN-20-02 	Municipal Broadband The City desires to offer low-cost municipal broadband Internet service to its citizens. This project consists of securing a feasibility study to see if the overall investment is worthwhile, and then using the selected vendor to assist in selecting the correct model and developing an RFP for continuance of the project.	General		85,000	35,000			120,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue		85,000	35,000			120,000
		Engineering						
		Construction						
		Vehicle/ Equip.						
		Other		85,000	35,000			120,000
		Total Expense		85,000	35,000			120,000
IS-CN-20-03 	Traffic System Modernization This project would modernize the City's 32 lighted traffic intersections. We would connect all traffic controllers and cameras to a wireless LAN, upgrading all existing cameras to HD. The cameras would double as traffic triggers and record video back to the secondary video recording server. Field Ops' Traffic division would be able to program all lights and operability from any city computer instead of sending a team out on-site as they do now, police would have live feeds & recordings of all our traffic intersections.	General			100,000	100,000	100,000	300,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue			100,000	100,000	100,000	300,000
		Engineering						
		Construction						
		Vehicle/ Equip.						
		Other			100,000	100,000	100,000	300,000
		Total Expense			100,000	100,000	100,000	300,000

CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN

2020 - 2024


HCDD



**Housing and
Community
Development
Department**

HCDD General Projects

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Enterprise Fund		37,500				37,500
Grant						
Bond						
Lease						
Contribution						
Total Revenue		37,500				37,500
Engineering						
Construction						
Vehicle/ Equipment		37,500				37,500
Other						
Total Expense		37,500				37,500

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
<div>HC-TR-18-01</div> 	Code Compliance Specialist Utility Truck For efficiency and effectiveness, the HCDD Code Compliance Specialist is in need of a full size 4 X 4 Pick-up with a utility body and towing package. The truck would be used to store power and hand tools in secured compartments for clean and lien jobs and call-outs. The truck would also be used to tow a trailer loaded with a mower and lawn care equipment. Available on a State contract, F250 4X4 with tow packet and utility body at listed price.	General		37,500				37,500
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue		37,500				37,500
		Engineering						
		Construction						
		Vehicle/ Equip.		37,500				37,500
		Other						
		Total Expense		37,500				37,500

CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN





2020 - 2024

SPD







Salisbury Police Department

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	28,850	72,700	74,330		45,000	220,880
Grant						
Bond						
Lease	638,000	638,000	638,000	638,000	638,000	3,190,000
Contribution						
Total Revenue	666,850	710,700	712,330	638,000	683,000	3,410,880
Engineering						
Construction	28,850	39,700	74,330			142,880
Vehicle/ Equipment	638,000	638,000	638,000	638,000	683,000	3,235,000
Other		33,000				33,000
Total Expense	666,850	710,700	712,330	638,000	683,000	3,410,880

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
PD-14-02 	SPD Range- Lead Mining	General			35,000			35,000
	The berm at the Police Firing Range was last excavated from 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.	Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue			35,000			35,000
		Engineering						
		Construction			35,000			35,000
		Vehicle/ Equip.						
		Other						
Total Expense			35,000			35,000		
PD -18-04 	CID Evidence Processing Special Purposes Vehicle	General					45,000	45,000
	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 not limited to: lighting stations, generator, expandable barricades, photograph equipment, etc.	Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue					45,000	45,000
		Engineering						
		Construction						
		Vehicle/ Equip.					45,000	45,000
		Other						
Total Expense					45,000	45,000		
PD-20-01 	Patrol Vehicle	General						
	SPD has 46 marked patrol vehicles assigned to our Operations Division. 19 of the 46 are assigned as take home. As vehicles age and miles increase costly repairs mount. We are requesting 10 SUV's including emergency lights, sirens, computer, computer stand, arbitrator in-car camera, security partition, etc.	Grant						
		Bond						
		Lease	575,000	575,000	575,000	575,000	575,000	2,875,000
		Contribution						
		Total Revenue	575,000	575,000	575,000	575,000	575,000	2,875,000
		Engineering						
		Construction						
		Vehicle/ Equip.	575,000	575,000	575,000	575,000	575,000	2,875,000
		Other						
Total Expense	575,000	575,000	575,000	575,000	575,000	2,875,000		
PD-20-02 	CID Vehicles	General						
	SPD is requesting 3 smaller sedans to continue to replace an aging Criminal Investigation Division fleet. Each sedan with equipment is approximately \$21,000.00. Equipment includes emergency lights, sirens, etc.	Grant						
		Bond						
		Lease	63,000	63,000	63,000	63,000	63,000	315,000
		Contribution						
		Total Revenue	63,000	63,000	63,000	63,000	63,000	315,000
		Engineering						
		Construction						
		Vehicle/ Equip.	63,000	63,000	63,000	63,000	63,000	339 315,000
		Other						
Total Expense	63,000	63,000	63,000	63,000	63,000	315,000		

Appendix CIP

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
PD-20-03 	Tire Disposal Over the past 30 years the police range has been the repository of automobile tires. A large number of these tires were brought to the range years ago for construction of a tire house which was used for live weapons firing and tactical training. Eventually, the tire house became unsafe and no longer met training standards. The remaining tires were deposited at the range by the city as tires became unserviceable. Currently there are approx. 4,850 tires at the range that require disposal.	General		33,000				33,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue		33,000				33,000
		Engineering						
		Construction						
		Vehicle/ Equip.						
		Other		33,000				33,000
		Total Expense		33,000				33,000
PD-20-04 	Water Barrier Repairs Approximately 5 years ago SPD experienced ground water seepage into the interior of the southeast portion of the building. It was discovered that the water barrier that was installed along the foundation is disintegrating. Repairs were made and there has been no further issue. Currently there are visible signs of water barrier disintegration along the west and southwest foundation. It is recommended that the issue be mitigated to prevent groundwater damage to the building foundation.	General	28,850					28,850
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	28,850					28,850
		Engineering						
		Construction	28,850					28,850
		Vehicle/ Equip.						
		Other						
		Total Expense	28,850					28,850
PD-20-05 	Asphalt Parking Lot and Burton St Refurbish & install 8,500 sf. 1 1/2 compacted surface asphalt on Burton St. along north-side of SPD as well as installing 13,000 sf of 2 in. surface asphalt on SPD overflowing parking lot adjacent to Delaware Ave & Burton St. Stripe lot and install a total of 370 tons of asphalt & mitigate groundwater drain-off. Rezone section of Burton St. adjacent to SPD to become a private drive & incorporate maintenance of private drive into SPD annual operating budget.	General		39,700				39,700
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue		39,700				39,700
		Engineering						
		Construction		39,700				39,700
		Vehicle/ Equip.						
		Other						
		Total Expense		39,700				39,700
PD-21-01 	Fencing SPD Overflow Parking Lot Install perimeter fence along SPD overflow parking lot & an electronic gate system across Burton St to control vehicular and pedestrian traffic flow in parking lots of SPD used for employee personal vehicles and SPD owned property. The fence will be a 7ft., 3 rail, black metal industrial grade construction design and approx. 447 ft. in circumference. The goal of SPD is to provide protection for city resources and to match the fence already installed in the main parking area.	General			39,330			39,700
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue			39,330			39,700
		Engineering						
		Construction			39,330			39,700
		Vehicle/ Equip.						340
		Other						
		Total Expense			39,330			39,700

CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN




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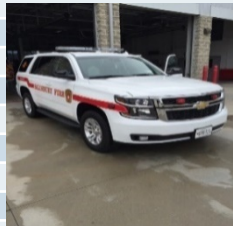
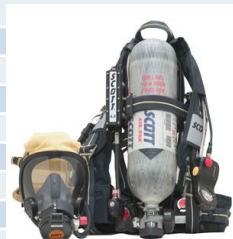
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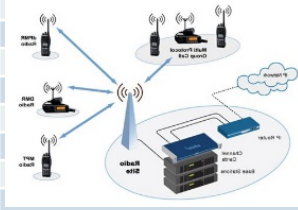



Salisbury Fire Department

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	107,500	25,000				132,500
Grant						
Bond	797,500	175,000			150,000	1,122,500
Lease	40,000	1,200,000	1,400,000	1,200,000	775,000	4,615,000
Contribution	395,000				600,000	995,000
Total Revenue	1,340,000	1,400,000	1,400,000	1,200,000	1,525,000	6,865,000
Engineering					150,000	150,000
Construction						
Vehicle/ Equipment	815,000	1,400,000	1,400,000	1,200,000	1,375,000	6,190,000
Other	525,000					525,000
Total Expense	1,340,000	1,400,000	1,400,000	1,200,000	1,525,000	6,865,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
FD-09-02	 Fire Station - North Side The increased residential population and commercial development on the City's north end indicates the need for an additional public safety facility to provide effective and efficient service delivery. The new facility will be designed to house an EMS unit and one other capital unit (engine or ladder) to supplement the Department's current operational profile. This facility will improve response times and increase service delivery efficiency. Land acquisition for this project would require approximately 2.5 acres. Construction would be pushed beyond the current C.I.P. program.	General						
		Grant						
		Bond					150,000	150,000
		Lease						
		Contribution	395,000					395,000
		Total Revenue	395,000				150,000	545,000
		Engineering					150,000	150,000
		Construction						
		Vehicle/ Equip.						
		Other	395,000					395,000
		Total Expense	395,000				150,000	545,000
FD-11-02	 Apparatus Replacement-- Dive Unit The Department currently maintains a 1992 International 4900 specialized dive response unit equipped with personal protective equipment and other tools and equipment that permits personnel to safely and effectively perform these operations.The 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.	General						
		Grant						
		Bond						
		Lease				350,000		350,000
		Contribution						
		Total Revenue				350,000		350,000
		Engineering						
		Construction						
		Vehicle/ Equip.				350,000		350,000
		Other						
		Total Expense				350,000		350,000
FD-13-01	 Apparatus Replacement-- Rescue 16 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. The volunteer corporation (SFD, Inc. – Station #16) will provide substantial financial contributions. 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.	General						
		Grant						
		Bond						
		Lease					775,000	775,000
		Contribution					200,000	200,000
		Total Revenue					975,000	975,000
		Engineering						
		Construction						
		Vehicle/ Equip.					975,000	975,000
		Other						
		Total Expense					975,000	975,000
FD-17-01	 Apparatus Replacement - Tanker This project is to replace a 1997 Engine/Tanker that serves primarily as an engine but has a larger water tank (2000 gals). 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. Funding will be provided by the volunteer corporation and the revenue generated from the sale of the current Engine/Tanker. 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.	General						
		Grant						
		Bond						
		Lease						
		Contribution					400,000	400,000
		Total Revenue					400,000	400,000
		Engineering						
		Construction						
		Vehicle/ Equip.					400,000	343 400,000
		Other						
		Total Expense					400,000	400,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
FD-18-02 	Hydrant Adapters - 5" Sexless Couplings	General						
	This 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 fire hydrants owned and maintained by the City of Salisbury. 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.	Grant						
		Bond		175,000				175,000
		Lease						
		Contribution						
		Total Revenue		175,000				175,000
		Engineering						
		Construction						
		Vehicle/ Equip.		175,000				175,000
		Other						
Total Expense		175,000					175,000	
FD-19-01 	Telephone System Upgrade	General	30,000					30,000
	This project is to replace the current phone system at Fire Headquarters with a new phone system that is compatible with the rest of the City. The current Inacom system server and phone components are over ten (10) years of age and have surpassed the manufacture's warranty. 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	Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	30,000					30,000
		Engineering						
		Construction						
		Vehicle/ Equip.						
		Other	30,000					30,000
Total Expense	30,000					30,000		
FD-19-03 	Apparatus Replacement - Staff Vehicle	General		25,000				25,000
	This project is to replace current staff vehicles. 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.	Grant						
		Bond						
		Lease	40,000					40,000
		Contribution						
		Total Revenue	40,000	25,000				65,000
		Engineering						
		Construction						
		Vehicle/ Equip.	40,000	25,000				65,000
		Other						
Total Expense	40,000	25,000				65,000		
FD-20-01 	Self-Contained Breathing Apparatus Replacement	General	77,500					77,500
	This project is 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 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.	Grant						
		Bond	697,500					697,500
		Lease						
		Contribution						
		Total Revenue	775,000					775,000
		Engineering						
		Construction						
		Vehicle/ Equip.	775,000					775,000
		Other						344
Total Expense	775,000					775,000		

Appendix CIP

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
FD-20-03	Radio Paging System Replacement	General						
	<p>This project is to replace an outdated analog paging system used to activate fire department tones/pagers. Wicomico County has recently switched to a state of the art digital radio system and because of this, the department's analog system is unable to work properly. This project would include the necessary equipment, implementation, civil work, project management and engineering cost. A new paging antenna would be placed on the County's new radio antenna to improve radio coverage area. This project would enhance our interoperability among the system.</p>	Grant						
		Bond	100,000					100,000
		Lease						
		Contribution						
		Total Revenue	100,000					100,000
		Engineering						
		Construction						
		Vehicle/ Equip.						
		Other	100,000					100,000
		Total Expense	100,000					100,000
FD-21-01	Apparatus Replacement - EMS Units	General						
	<p>This project is to purchase (3) vehicles to take advantage of cost and to keep the vehicle standardization for front line EMS units intact for efficiency of service delivery. 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.</p>	Grant						
		Bond						
		Lease		1,200,000				1,200,000
		Contribution						
		Total Revenue		1,200,000				1,200,000
		Engineering						
		Construction						
		Vehicle/ Equip.		1,200,000				1,200,000
		Other						
		Total Expense		1,200,000				1,200,000
FD-22-01	Apparatus Replacement - Engine	General						
	<p>This project is to replace a 2009 fire engine. 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.</p>	Grant						
		Bond						
		Lease			850,000			850,000
		Contribution						
		Total Revenue			850,000			850,000
		Engineering						
		Construction						
		Vehicle/ Equip.			850,000			850,000
		Other						
		Total Expense			850,000			850,000
FD-23-01	Apparatus Replacement - Aerial Ladder	General						
	<p>This project is to replace a 2009 aerial ladder that operates as the primary aerial device throughout the Salisbury Fire District. This vehicle is equipped with specialized tools, multiple size ground ladders, pumping capabilities & a 75' aerial ladder. 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 this aerial ladder is listed as "Fair" condition.</p>	Grant						
		Bond						
		Lease			1,400,000			1,400,000
		Contribution						
		Total Revenue			1,400,000			1,400,000
		Engineering						
		Construction						
		Vehicle/ Equip.			1,400,000			1,400,000
		Other						345
		Total Expense			1,400,000			1,400,000

CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN




2020 - 2024



Field Ops



General Projects




	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General						
Grant						
Bond	525,000	4,500,000	500,000		580,000	6,105,000
Lease						
Contribution						
Total Revenue	525,000	4,500,000	500,000		580,000	6,105,000
Engineering	325,000				280,000	605,000
Construction	200,000	4,500,000	500,000		300,000	5,500,000
Vehicle/ Equipment						
Other						
Total Expense	525,000	4,500,000	500,000		580,000	6,105,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
FO-GP-18-01 	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 was performed in FY18 with construction planned for FY19.	General						
		Grant						
		Bond	200,000	2,000,000				2,200,000
		Lease						
		Contribution						
		Total Revenue	200,000	2,000,000				2,200,000
		Engineering	200,000					200,000
		Construction		2,000,000				2,000,000
		Vehicle/ Equip.						
		Other						
		Total Expense	200,000	2,000,000				2,200,000
FO-GP-18-02 	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.	General						
		Grant						
		Bond	125,000	2,500,000				2,625,000
		Lease						
		Contribution						
		Total Revenue	125,000	2,500,000				2,625,000
		Engineering	125,000					125,000
		Construction		2,500,000				2,500,000
		Vehicle/ Equip.						
		Other						
		Total Expense	125,000	2,500,000				2,625,000
FO-GP-20-03 	Field Operations Facility Plan - Phase 4 Phase 4 includes the construction of a new parking area to be constructed on adjacent property owned by the First Baptist Church (northwest corner of Lake St. and Mack Ave.). The facility can be used by Field Operations during the week and by the church on weekends. Also included in Phase 4 is the design and construction of a 10,000 sq. ft. storage facility (pole building) to house the Utilities Division. The proposed building will replace a 5,300 sq. ft. structure which is currently at a satellite location. The current Utilities structure was built in 1938	General						
		Grant						
		Bond	200,000					700,000
		Lease						
		Contribution						
		Total Revenue	200,000		500,000			700,000
		Engineering						
		Construction	200,000		500,000			700,000
		Vehicle/ Equip.						
		Other						
		Total Expense	200,000		500,000			700,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
	Field Operations Facility Plan - Phase 5 Phase 5 includes demolition of an existing 12,600 sq. ft. steel frame structure that currently houses the Sanitation and Street Departments, the dayroom as well as some administrative space. The new administrative building (planned for FY20) will house all administrative functions and provide space for meals, training, etc. Total cost is estimated to be \$2,500,000 in construction and \$250,000 in engineering. Construction is not funded in this 5 year plan.	General						
		Grant						
		Bond					250,000	250,000
		Lease						
		Contribution						
		Total Revenue					250,000	250,000
		Engineering					250,000	250,000
		Construction						
		Vehicle/ Equip.						
		Other						
		Total Expense					250,000	250,000
	Field Operations Facility Plan - Phase 6 Phase 6 will include the design and construction of a new salt shed.	General						
		Grant						
		Bond					330,000	330,000
		Lease						
		Contribution						
		Total Revenue					330,000	330,000
		Engineering					30,000	30,000
		Construction					300,000	300,000
		Vehicle/ Equip.						
		Other						
		Total Expense					330,000	330,000



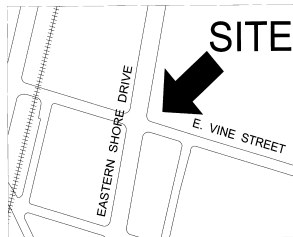

Fleet Management


	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General						
Grant						
Bond						
Lease	550,000					550,000
Contribution						
Total Revenue	550,000					550,000
Engineering						
Construction						
Vehicle/ Equipment	550,000					550,000
Other						
Total Expense	550,000					550,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
FO-FM-18-12 	Mid-Size Excavator The excavator will be an additional asset for cleaning ditch banks, swales, repairing small asphalt projects, and can be used for other unforeseen needs. Attachments include a tree/limb mulcher, hydraulic tamp, and multiple buckets. 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 government contract.	General						
		Grant						
		Bond						
		Lease	175,000					175,000
		Contribution						
		Total Revenue	175,000					175,000
		Engineering						
		Construction						
		Vehicle/ Equip.	175,000					175,000
		Other						
		Total Expense	175,000					175,000
FO-FM-20-13 	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. They require specialized equipment and attachments to all for additional functions. The fleet is monitored for recommended replacements. Several trucks are over 10 years old. S-4 is a 1996 model. This truck can be purchased under a government contract.	General	165,000					165,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	165,000					165,000
		Engineering						
		Construction						
		Vehicle/ Equip.	165,000					165,000
		Other						
		Total Expense	165,000					165,000
FO-FM-18-14 	Rear Load Trash Truck Collection & Disposal is in need of a rear packer trash truck. 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. This truck has the ability to dump the 90 gallon residential cans. The truck and body can be purchased under a Government Contract.	General						
		Grant						
		Bond						
		Lease	210,000					210,000
		Contribution						
		Total Revenue	210,000					210,000
		Engineering						
		Construction						
		Vehicle/ Equip.	210,000					210,000
		Other						
		Total Expense	210,000					210,000

Traffic Control




	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General		156,100	44,250	36,500	35,400	272,250
Grant						
Bond			624,250			624,250
Lease						
Contribution						
Total Revenue		156,100	668,500	36,500	35,400	896,500
Engineering						
Construction		156,100	564,500	36,500	35,400	792,500
Vehicle/ Equipment						
Other			104,000			104,000
Total Expense		156,100	668,500	36,500	35,400	896,500


Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
FO-TC-18-23	East Main/Snow Hill/Ward	General			44,250			44,250
	To upgrade the intersection to video detection East Main Street, Snow Hill Rd, and Ward Rd, convert all loops to video detection. Replace TS1 cabinet with new NEMA standard TS2 cabinet. This intersection is the top priority for video detection improvements.	Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue			44,250			44,250
		Engineering						
		Construction			44,250			44,250
		Vehicle/ Equip.						
		Other						
		Total Expense			44,250			44,250
FO-TC-18-24	Snow Hill/Vine/S. Schumaker	General					35,400	35,400
	To upgrade the intersection Snow Hill/Vine/S. Schumaker Dr. to video detection instead of loop system, install new video detection for all approaches.	Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue					35,400	35,400
		Engineering						
		Construction					35,400	35,400
		Vehicle/ Equip.						
		Other						
		Total Expense					35,400	35,400
FO-TC-18-25	Eastern Shore Dr./East Vine St.	General				36,500		36,500
	To upgrade the intersections Eastern Shore Drive and Vine Street to video detection instead of loop system, install new video detection for all approaches.	Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue				36,500		36,500
		Engineering						
		Construction				36,500		36,500
		Vehicle/ Equip.						
		Other						
		Total Expense					36,500	36,500
FO-TC-18-26	Camden Ave/South Blvd Upgrade	General		156,100				156,100
	The signal is being upgraded from the existing span mount to a mast arm design. The upgrade will remove the aging poles and provide more clearance. Construction cost includes changing to video detection. Stripe Camden Ave north to South Blvd to indicate teh street narrowing.	Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue		156,100				156,100
		Engineering						
		Construction		156,100				156,100
		Vehicle/ Equip.						
		Other						353
		Total Expense		156,100				156,100
Appendix CIP								

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
	FO-TC-18-27 Northwood Dr/Naylor Mill Rd Install new traffic signal at Naylor Mill Rd and Northwood Dr. The proposed signal location meets Manual on Uniform Traffic Control Devices (MUTCD) signal warrants per a warrant analysis which was completed in 2007. The City has received complaints related to the delays in making turning movements and other operational concerns. Minor widening is proposed. Land acquisition and construction will occur in FY22.	General						
		Grant						
		Bond			624,250			624,250
		Lease						
		Contribution						
		Total Revenue			624,250			624,250
		Engineering						
		Construction			520,250			520,250
		Vehicle/ Equip.						
		Real Estate			104,000			104,000
		Total Expense			624,250			624,250

Salisbury Zoo


	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	30,000	30,000	30,000	80,000	80,000	250,000
Grant	100,000					100,000
Bond	185,000	210,000	100,000			495,000
Lease						
Contribution	15,000	250,000	60,000	60,000	50,000	435,000
Total Revenue	330,000	490,000	190,000	140,000	130,000	1,280,000
Engineering	15,000	10,000				25,000
Construction	315,000	480,000	190,000	140,000	130,000	1,255,000
Vehicle/ Equipment						
Other						
Total Expense	330,000	490,000	190,000	140,000	130,000	1,280,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
FO-SZ-18-03	Electrical Transformers	General				50,000	50,000	100,000
	Electrical service for the Zoo is provided through two primary service points. The oldest service on the SE corner includes pole mounted transformers immediately adjacent to the bear exhibit that feed underground cables servicing two interior distribution transformers. The exact route of the cables is unknown and believed to be 40+ years old. This service also supports a waste water pumping station located on Zoo grounds.	Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue			50,000	50,000	100,000	
		Engineering						
		Construction			50,000	50,000	100,000	
		Vehicle/ Equip.						
		Other						
		Total Expense			50,000	50,000	100,000	
FO-SZ-18-04	Modular - Admin Office Space	General						
	The Zoo administrative offices are provided by a double-wide modular office trailer. The current facility is significantly degraded with structural problems associated with its flooring, alignment of the two modular elements, and with general wear. It supports 10 staff, emergency response supplies, record storage, meeting space, and data processing equipment for multiple staff positions. The establishment of new office space will require relocation of fiber optic and digital data.	Grant						
		Bond	185,000				185,000	
		Lease						
		Contribution						
		Total Revenue	185,000				185,000	
		Engineering						
		Construction	185,000				185,000	
		Vehicle/ Equip.						
		Other						
		Total Expense	185,000				185,000	
FO-SZ-18-05	Bobcat Exhibit	General						
	The Zoo has traditionally exhibited the N. American bobacat as part of its collection. The bobcat exhibit has been converted 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.	Grant						
		Bond						
		Lease						
		Contribution			60,000		60,000	
		Total Revenue			60,000		60,000	
		Engineering						
		Construction			60,000		60,000	
		Vehicle/ Equip.						
		Other						
		Total Expense			60,000		60,000	
FO-SZ-18-06	Jaguar Exhibit - Phase I	General						
	The current exhibit for the jaguar is undersized, does not allow for behavioral enrichment for the cat, or good quality viewing opportunities for guests. The space does not match current industry standards. We request a series of phased improvements to expant the current space by adding integrated 'wings.' The phased improvements will allow continued exhibition during renovations and will support husbandry options to manage a breeding program.	Grant						
		Bond						
		Lease						
		Contribution	15,000	250,000			265,000	
		Total Revenue	15,000	250,000			265,000	
		Engineering	15,000				15,000	
		Construction		250,000			250,000	
		Vehicle/ Equip.						
		Other					356	
		Total Expense	15,000	250,000			265,000	
Appendix CIP								

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
<div>FO-SZ-18-11</div> <div></div>	<div>Red Wolf Building Improvements</div> <div>The sheltered viewing area that supports both the wolves and the deer have aged significantly and needs repairs to sustain its functionality. Modest improvements can allow the space to support a broader range of Zoo activities and 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.</div>	General						
		Grant						
		Bond						
		Lease						
		Contribution					50,000	50,000
		Total Revenue					50,000	50,000
		Engineering						
		Construction					50,000	50,000
		Vehicle/ Equip.						
		Other						
		Total Expense					50,000	50,000




Poplar Hill

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	25,000	33,000	40,000	50,000	32,000	180,000
Grant						
Bond						
Lease						
Contribution				45,000		45,000
Total Revenue	25,000	33,000	40,000	95,000	32,000	225,000
Engineering			15,000	15,000		30,000
Construction	25,000	33,000	25,000	80,000	32,000	195,000
Vehicle/ Equipment						
Other						
Total Expense	25,000	33,000	40,000	95,000	32,000	225,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
FO-PH-20-22	Front Portico Replacement	General				50,000		50,000
	<p>The integrity of the front portico has deteriorated and needs to be rebuilt with the addition of the overhhead covering. This will need to be done while keeping the historical standards.</p>	Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue				50,000		50,000
		Engineering				15,000		15,000
		Construction				35,000		35,000
		Vehicle/ Equip.						
		Other						
		Total Expense				50,000		50,000




Parking Authority

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	60,000					60,000
Grant						
Bond	592,000	179,000				771,000
Lease	55,000					55,000
Contribution						
Total Revenue	707,000	179,000				886,000
Engineering	77,000	24,000				101,000
Construction	515,000	155,000				670,000
Vehicle/ Equipment	115,000					115,000
Other						
Total Expense	707,000	179,000				886,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
	FO-PA-15-15 Street Sweeper The Parking Authority has a 2007 street sweeper. It is currently used to maintain the parking garage, downtown plaza, and special events. It is past it's life expectancy and in need of replacement.	General	60,000					60,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	60,000					60,000
		Engineering						
		Construction						
		Vehicle/ Equip.	60,000					60,000
		Other						
		Total Expense	60,000					60,000
	FO-PA-20-16 Parking Garage Structural Repairs A conditional appraisal report for the Parking Garage was completed in May 2017. The report identified three pahses of repairs to the structural components of the garage, as well as lighting upgrades and mechanical system maintenance. The report recommends completion of all improvements within 5 years. Phase II repairs are budgeted for FY20 and include concrete slab repairs and waterproofing. Phase III repairs are budgeted for FY21 and include additional waterproofing and non-structural repairs.	General						
		Grant						
		Bond	592,000	179,000				771,000
		Lease						
		Contribution						
		Total Revenue	592,000	179,000				771,000
		Engineering	77,000	24,000				101,000
		Construction	515,000	155,000				670,000
		Vehicle/ Equip.						
		Other						
		Total Expense	592,000	179,000				771,000
	FO-PA-18-17 Parking Garage Security Cameras The Parking Garage is in need of an updated and expanded security camera system. There are currently 16 cameras for entry points but nothing to monitor activity in the parking spaces and drive aisles. The existing cameras should be replaced with IP cameras with expanded range, HD quality, IR illuminators (if necessary). For more complete coverage, the system should include additional cameras for viewing of travel and parking spaces.	General						
		Grant						
		Bond						
		Lease	55,000					55,000
		Contribution						
		Total Revenue	55,000					55,000
		Engineering						
		Construction						
		Vehicle/ Equip.	55,000					55,000
		Other						
		Total Expense	55,000					55,000

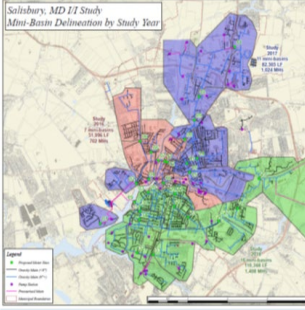
Water Distribution Maintenance

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Enterprise Fund	225,000	350,000	100,000	1,600,000	1,600,000	3,875,000
Grant						
Bond			1,500,000			1,500,000
Lease						
Contribution						
Total Revenue	225,000	350,000	1,600,000	1,600,000	1,600,000	5,375,000
Engineering		250,000				250,000
Construction	100,000	100,000	1,600,000	1,600,000	1,600,000	5,000,000
Vehicle/ Equipment	125,000					125,000
Other						
Total Expense	225,000	350,000	1,600,000	1,600,000	1,600,000	5,375,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
FO-WD-09-28 	Replace Distribution Piping & Valves This project includes replacement of 2" and smaller galvanized water mains throughout the system. It is estimated that there is approx. 14,000 feet of 2" and smaller water mains. The purpose of the project is to increase pressures, reduce lead connections, and reduce unscheduled water repairs. 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.	Enterprise Fund	100,000	100,000	100,000	100,000	100,000	500,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	100,000	100,000	100,000	100,000	100,000	500,000
		Engineering						
		Construction	100,000	100,000	100,000	100,000	100,000	500,000
		Vehicle/ Equip.						
		Other						
		Total Expense	100,000	100,000	100,000	100,000	100,000	500,000
FO-WD-21-29 	Automated Metering Infrastructure The 10,500 City water meters have reached the end of their life expectancy. A study looked at new technology, Automated Meter Reading (AMR) and Automated Metering Infrastructure (AMI), to improve the efficiency of collection of data, identify leaks quickly and improve customer service. Pending a successful pilot network program, the meter replacement and network installation would be phased in over a 3 year period.	Enterprise Fund		250,000		1,500,000	1,500,000	3,250,000
		Grant						
		Bond			1,500,000			1,500,000
		Lease						
		Contribution						
		Total Revenue			1,500,000			1,500,000
		Engineering		250,000				250,000
		Construction			1,500,000	1,500,000	1,500,000	4,500,000
		Vehicle/ Equip.						
		Other						
		Total Expense		250,000	1,500,000	1,500,000	1,500,000	4,750,000
FO-WD-16-31 	HV507 Dump Truck Construction and specialized pieces of equipment projected for procurement include a 3-ton dump truck, which is used by Water & Sewer. This vehicle is also used to plow and salt city streets, so it requires specialized equipment and attachments for additional functions. W-15 is a 1991 dump truck that is in need of replacement due to age and condition. Price includes snow plow.	Enterprise Fund	125,000					125,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	125,000					125,000
		Engineering						
		Construction						
		Vehicle/ Equip.	125,000					125,000
		Other						
		Total Expense	125,000					125,000

Wastewater Collection Maintenance

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Enterprise Fund	550,000	500,000	500,000			1,550,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	550,000	500,000	500,000			1,550,000
Engineering	150,000					150,000
Construction	400,000	500,000	500,000			1,400,000
Vehicle/ Equipment						
Other						
Total Expense	550,000	500,000	500,000			1,550,000

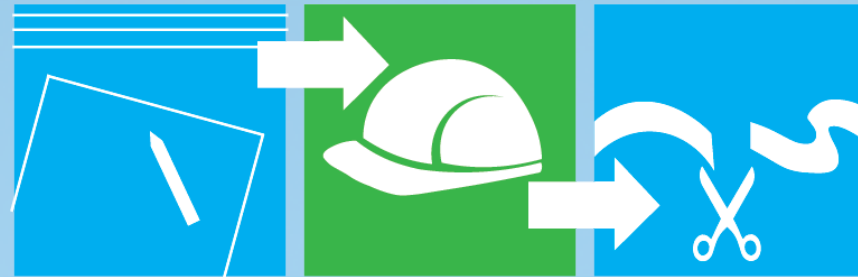
Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
	FO-SS-10-30 Sewer Infiltration & Inflow Remediation A study was done in 2015 which divided the sewer into 34 small basins then evaluated them. Funds are requested for additional study and flow monitoring. Construction funds are requested for rehabilitation of manholes and sewer mains per the study recommendations. Phase 1 of the study was conducted in 2016.	Enterprise Fund	550,000	500,000	500,000			1,550,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	550,000	500,000	500,000			1,550,000
		Engineering	150,000					150,000
		Construction	400,000	500,000	500,000			1,400,000
		Vehicle/ Equip.						
		Other						
		Total Expense	550,000	500,000	500,000			1,550,000

CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN

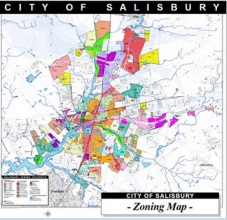



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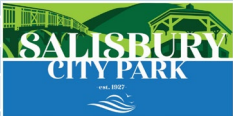


Infrastructure & Development



General Projects

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	415,000	320,000	370,000	300,000	240,000	1,645,000
Grant	434,000					434,000
Bond	1,690,000	1,490,000	1,900,000	1,700,000	1,700,000	8,480,000
Lease						
Contribution						
Total Revenue	2,539,000	1,810,000	2,270,000	2,000,000	1,940,000	10,559,000
Engineering	390,000	290,000	280,000	250,000	250,000	1,460,000
Construction	2,149,000	1,520,000	1,980,000	1,750,000	1,690,000	9,089,000
Vehicle/ Equipment						
Other			10,000			10,000
Total Expense	2,539,000	1,810,000	2,270,000	2,000,000	1,940,000	10,559,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
ID-GP-19-01 	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.	General	150,000					150,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	150,000					150,000
		Engineering	150,000					150,000
		Construction						
		Vehicle/ Equip.						
		Other						
		Total Expense	150,000					150,000
ID-GP-19-02 	Skatepark Phase 2b 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. Phases 1 and 2a have been construction. The City applied for grant funds from the Community Parks and Playgrounds (CP&P) program for Phase 2b, which includes the final remaining 3,000 sq. ft. of skating surface.	General						
		Grant	134,000					134,000
		Bond						
		Lease						
		Contribution						
		Total Revenue	134,000					134,000
		Engineering						
		Construction	134,000					134,000
		Vehicle/ Equip.						
		Other						
		Total Expense	134,000					134,000
ID-GP-20-03 	Riverwalk Amphitheater Phase 2 Improvements to the performance area including a weather-proof canopy and a stamped concrete performance surface. A grant application for Community Legacy funds has been submitted for FY20 in the amounts shown.	General						
		Grant	100,000					100,000
		Bond	200,000					200,000
		Lease						
		Contribution						
		Total Revenue	300,000					300,000
		Engineering						
		Construction	300,000					300,000
		Vehicle/ Equip.						
		Other						
		Total Expense	300,000					300,000
ID-GP-20-04 	Lemmon Hill Standpipe Lights Construction of uplights attached to the standpipe structure. Includes Delmarva Power service, electrical pedestal, structural steel mounting brackets, and 12 lights. Lights will be mounted fifty feet above grade and are accessible with the City's bucket truck.	General						
		Grant						
		Bond				60,000		60,000
		Lease						
		Contribution						
		Total Revenue				60,000		60,000
		Engineering						
		Construction				60,000		60,000
		Vehicle/ Equip.						
		Other						370
		Total Expense				60,000		60,000


Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
ID-GP-18-05  	Bicycle Master Plan Improvements Implementation of the Bicycle Master Plan to construct new bike lanes and multi-use pathways throughout the City. The projects will be coordinated with 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. 35% Design of the Rails Trail segments of the Master Plan was completed in FY18 and are a high priority for construction.	General						
		Grant						
		Bond	600,000	600,000	600,000	600,000	600,000	3,000,000
		Lease						
		Contribution						
		Total Revenue	600,000	600,000	600,000	600,000	600,000	3,000,000
		Engineering	100,000	100,000	100,000	100,000	100,000	500,000
		Construction	500,000	500,000	500,000	500,000	500,000	2,500,000
		Vehicle/ Equip.						
		Other						
		Total Expense	600,000	600,000	600,000	600,000	600,000	3,000,000
	City Park Master Plan Improvements Implementation of the City Park Master Plan, which includes over \$5 Million of overall improvements phased over multiple years. Future phases include the installation of improved lighting, security cameras, landscaping, new trails, restrooms adjacent to the tennis courts, parking lots, and an ADA ramp from parking to the bandstand. Projects will be identified for grant applications, including Community Parks & Playground funds. The prioritization of the plan is in conjunction with the Parks and Recreation Committee.	General	150,000	150,000	150,000	150,000	150,000	750,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	150,000	150,000	150,000	150,000	150,000	750,000
		Engineering	50,000	50,000	50,000	50,000	50,000	250,000
		Construction	100,000	100,000	100,000	100,000	100,000	500,000
		Vehicle/ Equip.						
		Other						
		Total Expense	150,000	150,000	150,000	150,000	150,000	750,000
ID-GP-18-07 	Urban Greenway Improvements 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. Future phases include design and construction of improvements to the Riverwalk, East Main Street, Marina, Safe Routes to School/Ellegood Street, City Park and Zoo Sections.	General						-
		Grant						-
		Bond	890,000	890,000	1,100,000	1,100,000	1,100,000	5,080,000
		Lease						-
		Contribution						-
		Total Revenue	890,000	890,000	1,100,000	1,100,000	1,100,000	5,080,000
		Engineering	90,000	90,000	100,000	100,000	100,000	480,000
		Construction	800,000	800,000	1,000,000	1,000,000	1,000,000	4,600,000
		Vehicle/ Equip.						-
		Other						-
		Total Expense	890,000	890,000	1,100,000	1,100,000	1,100,000	5,080,000
ID-GP-19-08 	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. Wayfinding signs include Downtown and Riverwalk. New signs at all City Parks and Playgrounds are included.	General	40,000	40,000	40,000	40,000	40,000	200,000
		Grant						-
		Bond						-
		Lease						-
		Contribution						-
		Total Revenue	40,000	40,000	40,000	40,000	40,000	200,000
		Engineering						-
		Construction	40,000	40,000	40,000	40,000	40,000	200,000
		Vehicle/ Equip.						-
		Other						-
		Total Expense	40,000	40,000	40,000	40,000	40,000	371 200,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
ID-GP-19-09	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. 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.Replacement would consist of the removal and subsequent replacement of the existing bulkhead, tiebacks, and concrete cap.	General						
		Grant						
		Bond			200,000			200,000
		Lease						
		Contribution						
		Total Revenue			200,000			200,000
		Engineering						
		Construction			200,000			200,000
		Vehicle/ Equip.						
		Other						
		Total Expense			200,000			200,000
ID-GP-19-10	Waterside Playground A Community Parks & Playground grant was received for phase 1 including the parking lot, multi-use playing field and stormwater management in FY19. The next phase (FY20) is for design and construction of a pavilion, maintenance building and restrooms. City match of \$15,000 will include proving water and sewer services to the property. Future phase (FY21) is for a fishing pier.	General		30,000				30,000
		Grant	200,000					200,000
		Bond						
		Lease						
		Contribution						
		Total Revenue	200,000	30,000				230,000
		Engineering						
		Construction	200,000	30,000				230,000
		Vehicle/ Equip.						
		Other						
		Total Expense	200,000	30,000				230,000
ID-GP-18-11	North Prong Park Improvements Development of a park along the North Prong. Work includes design, land acquisition and construction. A concept for the North Prong Park was presented in the Envision Salisbury 20 Year Plan dated March 2016. Environmental investigation is needed prior to design and is programmed for FY21.	General		50,000	130,000			180,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue		50,000	130,000			180,000
		Engineering		50,000	30,000			80,000
		Construction			90,000			90,000
		Vehicle/ Equip.						
		Other : Land			10,000			10,000
		Total Expense		50,000	130,000			180,000
ID-GP-20-12	Street Light Additions and Replacement Installing new street lights in areas where there are no street lights or replacing old street lights with the new City Standard Ornamental Pole. FY20 budget is for installing street lights on Jefferson Avenue (400-500 Blocks) where there are no street lights. Cost includes electric service, conduit and lights.	General	75,000	50,000	50,000	50,000	50,000	275,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	75,000	50,000	50,000	50,000	50,000	275,000
		Engineering						
		Construction	75,000	50,000	50,000	50,000	50,000	275,000
		Vehicle/ Equip.						
		Other						372
		Total Expense	75,000	50,000	50,000	50,000	50,000	275,000

Street Reconstruction




	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	900,000	950,000	980,000	1,030,000	1,210,000	5,070,000
Grant						
Bond	425,000	170,000	235,000			830,000
Lease						
Contribution			50,000			50,000
Total Revenue	1,325,000	1,120,000	1,265,000	1,030,000	1,210,000	5,950,000
Engineering	105,000	45,000	115,000			265,000
Construction	1,220,000	1,075,000	1,150,000	1,030,000	1,210,000	5,685,000
Vehicle/ Equipment						
Other						
Total Expense	1,325,000	1,120,000	1,265,000	1,030,000	1,210,000	5,950,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
ID-SR-20-01	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 handicap 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.	General	750,000	800,000	830,000	880,000	1,060,000	4,320,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	750,000	800,000	830,000	880,000	1,060,000	4,320,000
		Engineering						
		Construction	750,000	800,000	830,000	880,000	1,060,000	4,320,000
		Vehicle/ Equip.						
		Other						
		Total Expense	750,000	800,000	830,000	880,000	1,060,000	4,320,000
ID-SR-20-02	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.	General	75,000	75,000	75,000	75,000	75,000	375,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	75,000	75,000	75,000	75,000	75,000	375,000
		Engineering						
		Construction	75,000	75,000	75,000	75,000	75,000	375,000
		Vehicle/ Equip.						
		Other						
		Total Expense	75,000	75,000	75,000	75,000	75,000	375,000
ID-SR-20-03	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.	General	75,000	75,000	75,000	75,000	75,000	375,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	75,000	75,000	75,000	75,000	75,000	375,000
		Engineering						
		Construction	75,000	75,000	75,000	75,000	75,000	375,000
		Vehicle/ Equip.						
		Other						
		Total Expense	75,000	75,000	75,000	75,000	75,000	375,000
ID-SR-18-04	Street Scaping Streetscaping improvements are being proposed for the following streets phased over a three year period: 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.	General						
		Grant						
		Bond	425,000	170,000	235,000			830,000
		Lease						
		Contribution						
		Total Revenue	425,000	170,000	235,000			830,000
		Engineering	105,000	45,000	65,000			215,000
		Construction	320,000	125,000	170,000			615,000
		Vehicle/ Equip.						
		Other						374
		Total Expense	425,000	170,000	235,000			830,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
<div> <div>ID-SR-19-05</div>  </div>	<div> <div>Eastern Shore Drive Signal Warrant Analysis</div> <p>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 warranty analysis is needed. The analysis needed to evaluate the need and feasibility of a traffic signal is proposed for FY22.</p> </div>	General						
		Grant						
		Bond						
		Lease						
		Contribution			50,000			50,000
		Total Revenue			50,000			50,000
		Engineering			50,000			50,000
		Construction						
		Vehicle/ Equip.						
		Other						
		Total Expense			50,000			50,000


Bridge Maintenance

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	45,000	110,000	75,000			230,000
Grant	460,000					460,000
Bond	70,000					70,000
Lease						
Contribution						
Total Revenue	575,000	110,000	75,000			760,000
Engineering	575,000					575,000
Construction		110,000	75,000			185,000
Vehicle/ Equipment						
Other						
Total Expense	575,000	110,000	75,000			760,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
ID-BM-19-01 	Bridge Maintenance - South Division Street Bridge The 2017 Bridge inspection report list the coating on the substructure of S. Division St. Bridge as being in condition state 4, which is when the defect impacts the strength or serviceability of the element. Repair will consist of stripping and reapplying corrosion resistant coating to bridge. Funds are requested in FY20. FY21 funds are for continuing repairs to bridges not listed as full replacements or rehabilitations.	General		110,000	75,000			185,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue		110,000	75,000			185,000
		Engineering						
		Construction		110,000	75,000			185,000
		Vehicle/ Equip.						
		Other						
		Total Expense		110,000	75,000			185,000
ID-BM-20-02 	Naylor Mill Road Bridge Replacement Naylor Mill Bridge (WIS-10) has surpassed its design life and is in need of replacement. Funding is available through the SHA Bridge Replacement Fund. The fund has an 80/20 split, where the City will be responsible for 20% of the cost. The average cost of bridge design is \$350,000, with an estimated cost to the City of \$70,000. The bridge design includes preparing a cost estimate for construction, environmental assessments and biddable documents. Construction will be budgeted in future years.	General						
		Grant	280,000					280,000
		Bond	70,000					70,000
		Lease						-
		Contribution						
		Total Revenue	350,000					350,000
		Engineering	350,000					350,000
		Construction						
		Vehicle/ Equip.						
		Other						
		Total Expense	350,000					350,000
ID-BM-20-03 	Mill Street Bridge Rehabilitation The element rating for Mill St Bridge deck and super structure place it on the SHA list to fund deck replacement using the Bridge Rehabilitation or Replacement Fund through the SHA. The fund uses an 80/20 split, where the City will be responsible for 20% of the cost. The average cost of deck design is \$225,000, estimated cost to the City of \$45,000. The design includes preparation of a cost estimate for construction, environmental assessments and biddable documents. Construction budgeted in future years.	General	45,000					45,000
		Grant	180,000					180,000
		Bond						
		Lease						
		Contribution						
		Total Revenue	225,000					225,000
		Engineering	225,000					225,000
		Construction						
		Vehicle/ Equip.						
		Other						
		Total Expense	225,000					225,000


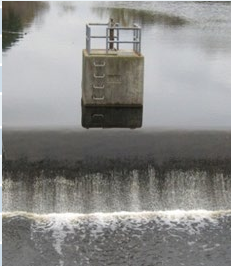
New Streets

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General						
Grant						
Bond						
Lease						
Contribution		105,000	1,540,000	1,600,000		3,245,000
Total Revenue		105,000	1,540,000	1,600,000		3,245,000
Engineering		105,000	215,000			320,000
Construction			1,325,000	1,600,000		2,925,000
Vehicle/ Equipment						
Other						
Total Expense		105,000	1,540,000	1,600,000		3,245,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
ID-NS-12-01 	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 but is on hold pending development in the area.	General						
		Grant						
		Bond						
		Lease						
		Contribution			610,000			610,000
		Total Revenue			610,000			610,000
		Engineering						
		Construction			610,000			610,000
		Vehicle/ Equip.						
		Other						
		Total Expense			610,000			610,000
ID-NS-19-02 	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.	General						
		Grant						
		Bond						
		Lease						
		Contribution		105,000	715,000			820,000
		Total Revenue		105,000	715,000			820,000
		Engineering		105,000				105,000
		Construction			715,000			715,000
		Vehicle/ Equip.						
		Other						
		Total Expense		105,000	715,000			820,000
IS-NS-12-03 	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.	General						
		Grant						
		Bond						
		Lease						
		Contribution			215,000	1,600,000		1,815,000
		Total Revenue			215,000	1,600,000		1,815,000
		Engineering			215,000			215,000
		Construction				1,600,000		1,600,000
		Vehicle/ Equip.						
		Other						
		Total Expense			215,000	1,600,000		1,815,000

Stormwater Management

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
General	225,000	200,000	200,000	200,000	200,000	1,025,000
Grant		200,000	200,000	200,000	200,000	800,000
Bond		170,000				170,000
Lease						
Contribution						
Total Revenue	225,000	570,000	400,000	400,000	400,000	1,995,000
Engineering	150,000	125,000	125,000	125,000	125,000	650,000
Construction	75,000	445,000	275,000	275,000	275,000	1,345,000
Vehicle/ Equipment						
Other						
Total Expense	225,000	570,000	400,000	400,000	400,000	1,995,000

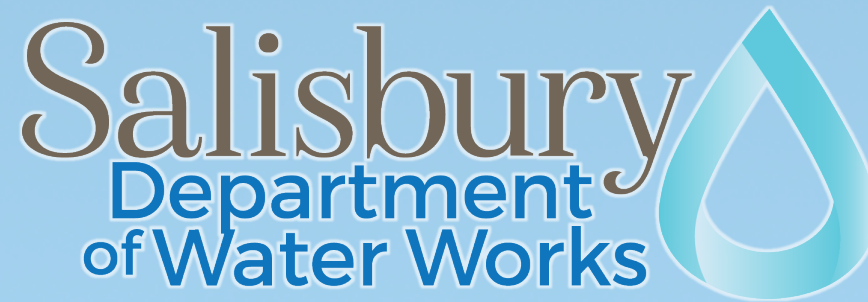
Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
	Total Maximum Daily Load Compliance The Watershed Implementation Plan (WIP) developed by Wicomico County as mandated by the State of Maryland in response to Executive Order 13508 outlines the City’s responsibilities for compliance with EPA’s Chesapeake 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. Future costs for implementation will be refined as specific engineering and construction projects are identified.	Enterprise Fund	200,000	200,000	200,000	200,000	200,000	1,000,000
		Grant		200,000	200,000	200,000	200,000	800,000
		Bond						
		Lease						
		Contribution						
		Total Revenue	200,000	400,000	400,000	400,000	400,000	1,800,000
		Engineering	125,000	125,000	125,000	125,000	125,000	625,000
		Construction	75,000	275,000	275,000	275,000	275,000	1,175,000
		Vehicle/ Equip.						
		Other						-
		Total Expense	200,000	400,000	400,000	400,000	400,000	1,800,000
	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.	Enterprise Fund	25,000					25,000
		Grant						
		Bond		170,000				170,000
		Lease						
		Contribution						
		Total Revenue	25,000	170,000				195,000
		Engineering	25,000					25,000
		Construction		170,000				170,000
		Vehicle/ Equip.						
		Other						
		Total Expense	25,000	170,000				195,000

CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN



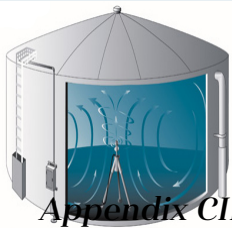
2020 - 2024


Water Works





Water Production Maintenance

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Enterprise Fund	597,160	705,720	381,200	241,000	392,000	2,317,080
Grant	562,000					562,000
Bond			3,060,000			3,060,000
Lease						
Contribution						
Total Revenue	1,159,160	705,720	3,441,200	241,000	392,000	5,939,080
Engineering	60,720	341,000	35,000	41,000	83,000	560,720
Construction	1,098,440	364,720	3,406,200	200,000	309,000	5,378,360
Vehicle/ Equipment						
Other						
Total Expense	1,159,160	705,720	3,441,200	241,000	392,000	5,939,080

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
WW-WM-20-01 	Restore Park Well Field The Park Plant 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.	Enterprise Fund	175,000	175,000	175,000	175,000	175,000	875,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	175,000	175,000	175,000	175,000	175,000	875,000
		Engineering	35,000	35,000	35,000	35,000	35,000	175,000
		Construction	140,000	140,000	140,000	140,000	140,000	700,000
		Vehicle/ Equip.						
		Other						
		Total Expense	175,000	175,000	175,000	175,000	175,000	875,000
-								
WW-WM-20-02 	Restore Paleo Well Field There are two wells which serve the Paleo Water Treatment Plant. Well 2 redevelopment was funded 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 FY24 and Well 1 for FY25.	Enterprise Fund					217,000	217,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue					217,000	217,000
		Engineering					48,000	48,000
		Construction					169,000	169,000
		Vehicle/ Equip.						
		Other						
		Total Expense					217,000	217,000
-								
WW-WM-19-03 	Filter Replacement Project 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 tie in is complete these existing filters can be taken out of service and the filter room can be used for future expansion needs of the plant.	Enterprise Fund		306,000				306,000
		Grant						
		Bond			3,060,000			3,060,000
		Lease						
		Contribution						
		Total Revenue		306,000	3,060,000			3,366,000
		Engineering		306,000				306,000
		Construction			3,060,000			3,060,000
		Vehicle/ Equip.						
		Other						
				306,000	3,060,000			3,366,000
		Total Expense		306,000				306,000
-								
WW-WM-13-04 	Tank and Reservoir Mixing System 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 requirements. It is anticipated that the mixing system will be phased in based on the schedule below: FY 20 Park Reservoir and Paleo Reservoir	Enterprise Fund		87,720				87,720
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue		87,720				87,720
		Engineering						
		Construction		87,720				87,720
		Vehicle/ Equip.						384
		Other						
		Total Expense		87,720				87,720

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
WW-WM-14-05	Park Well Field Raw Water Main & Valve Replacement	Enterprise Fund						
	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.	Grant	562,000					562,000
		Bond						
		Lease						
		Contribution						
		Total Revenue	562,000					562,000
		Engineering						
		Construction	562,000					562,000
		Vehicle/ Equip.						
		Other						
		Total Expense	562,000					562,000





WW-WM-15-06	Park Water Treatment Plant Roof Improvements	Enterprise Fund	181,560					181,560
	Park Pump Station & 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/cracked tile and noticeable weathering of remaining tile. Tiles coming off in high winds. Daylight can be seen through roof from inside building. Replacement roofs must be true slate to meet MHT guidelines. Existing gutter and downspout, installed in 1926, should be replaced with roof, with new matching profile copper system meeting MHT guidelines. 450 sq foot lime room with flat roof was added to Aerator building in 1956. 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.	Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	181,560				181,560	
		Engineering						
		Construction	181,560				181,560	
		Vehicle/ Equip.						
		Other						
		Total Expense	181,560					181,560



WW-WM-16-07	Park Aerator Building Improvements	Enterprise Fund	81,600					81,600
	The Aerator Building was constructed in 1926. this building is listed on the Maryland Inventory of Historical Properties as WI-579. the exterior walls have serveral 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.	Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	81,600				81,600	
		Engineering	11,220				11,220	
		Construction	70,380				70,380	
		Vehicle/ Equip.						
		Other						
		Total Expense	81,600				81,600	

Nitrate Monitoring and Study

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. Continous monitoring would determine if the nitrate levels are increasing and whether treatment is required. The monitoring equipment would be purchased and installed by supplier at both water plants (Park and Paleo).


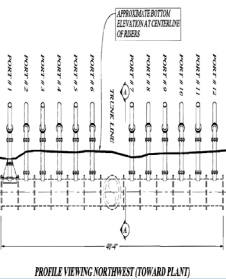
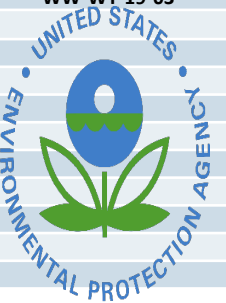

Enterprise Fund		107,000				107,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue		107,000				107,000
Engineering						
Construction		107,000				107,000
Vehicle/ Equip.						385
Other						
Total Expense		107,000				107,000



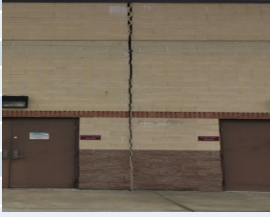
Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
WW-WM-13-09 	Elevated Water Tank Maintenance Provide Inspection and Cleaning of the Wor Wic and Salsibury Universtiy Elevated Storage Tanks in accordance with AWWA Standards. The inspection includes checking welds, gaskets, coatings, etc. to determine if repairs are required. Items outside of normal maintenance, such as tank painting, are noted separately. Based on the September 2014 tank inspection, painting on 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.	Enterprise Fund			106,200			106,200
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue			106,200			106,200
		Engineering						
		Construction			106,200			106,200
		Vehicle/ Equip.						
		Other						
		Total Expense			106,200			106,200
WW-WM-20-10 	Paleo Fluoride Room Door and Tank Replacement The fluoride tank has experienced numerous leaks. In order to remove and replace this tank the interior wall will need to be removed and the adjacent room caustic tank would need to be removed. We are proposing to add a roll up door on the back of the room where we can ventilate the chemical and load and unload equipment without removing the interior wall. After installation of the door, we can easily replace the current unsafe tank and corroded equipment. Installing the door on the building will be more cost effective and beneficial for future use. Add rolling door and new tank in FY 20 and new equipment FY21.	Enterprise Fund	60,000	30,000				90,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	60,000	30,000				90,000
		Engineering						
		Construction	60,000	30,000				90,000
		Vehicle/ Equip.						
		Other						
		Total Expense	60,000	30,000				90,000
WW-WM-20-11 	Paleo Equalization Basin Liner Basin liner was installed in 2003 and is showing signs of wear and tearing in a few spots. Proposing to replace with a new liner with a strainer for the drain to keep sludge from building up at the discharge pipe. During the engineering process we will explore the costs of a new liner vs replacing the liner with concrete and possibly digging the basin deeper for future backwash demands of the plant. Basin is a holding tank for the filter backwash which feeds in at 1200 gpm and is stored and released at a rate not to exceed the capacity of the sewer.	Enterprise Fund				66,000		66,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue						66,000
		Engineering				6,000		6,000
		Construction				60,000		60,000
		Vehicle/ Equip.						
		Other						
		Total Expense				66,000		66,000
WW-WM-20-12 	Decommision Edgemore Water Tower The head pressure from the new Salisbury University Water Tower and the Paleo Water Plant overcome the Edgemore Water Tower and keep the tower from normal operations. An altitude valve was installed on the tower to keep it from constantly overflowing. Water is forced out of the tower with a pump in the evening for turnover. A new paint job on the tower will be costly due to old lead paint on the bottom coat. Proposing to remove this water tower from service and city could re-purpose the property.	Enterprise Fund			100,000			100,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue			100,000			100,000
		Engineering						
		Construction			100,000			100,000
		Vehicle/ Equip.						
		Other						386
		Total Expense			100,000			100,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
WW-WM-20-13 	Bathroom Addition The Paleo Water Plant is in need of a full service bathroom for employees working in a safety sensitive position. The plant bathroom was originally designed for one working operator in 1976. Currently there are twelve employees, male and female, working staggered shifts 24/7. The new facilities would include two separate toilet and sink enclosures and a full shower for emergency use or extended shifts due to weather events. There is currently only a cold emergency wash shower in the plant. The bathroom will utilize the old caustic feed room that was replaced with the new chemical building in fy15. Engineering for new bath and shower completed in FY19.	Enterprise Fund	51,000					51,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	51,000					51,000
		Engineering	10,500					10,500
		Construction	40,500					40,500
		Vehicle/ Equip.						
		Other						
		Total Expense	51,000					51,000
WW-WM-20-14 	Chemical Building HVAC HVAC is needed in the Paleo Plant chemical building to keep chemicals from overheating and causing leaks. It was estimated that the temperature in the bulk fluoride room went over 100 degrees causing the chemical to to heat and create leaks. Our operators are working with dangerous acids and don't want to create any additional safety hazards. Working with these chemicals in the extreme heat cause extra vapors in the air that our operators are enduring while doing their duties. Engineering completed in FY19	Enterprise Fund	48,000					48,000
		Grant						
		Bond						
		Lease						
		Contribution						
		Total Revenue	48,000					48,000
		Engineering	4,000					4,000
		Construction	44,000					44,000
		Vehicle/ Equip.						
		Other						
		Total Expense	48,000					48,000

Treat Wastewater

	FY 20	FY 21	FY 22	FY 23	FY 24	Total
Enterprise Fund	359,030		180,000	500,000	180,000	1,219,030
Grant	100,000			1,000,000		1,100,000
Bond		3,876,000				3,876,000
Lease						
Contribution						
Total Revenue	459,030	3,876,000	180,000	1,500,000	180,000	6,195,030
Engineering	279,030	153,000				432,030
Construction	180,000	3,723,000	180,000	1,500,000	180,000	5,763,000
Vehicle/ Equipment						
Other						
Total Expense	459,030	3,876,000	180,000	1,500,000	180,000	6,195,030

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
WW-WT-17-01 	Glen Avenue Lift Station 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.	Enterprise						-
		Grant						-
		Bond		1,275,000				1,275,000
		Lease						-
		Contribution						-
		Total Revenue		1,275,000	-	-	-	1,275,000
		Engineering						-
		Construction		1,275,000				1,275,000
		Vehicle/ Equip.						-
		Other						-
		Total Expense	-	1,275,000	-	-	-	1,275,000
WW-WT-17-02 	WWTP Outfall Inspection and Repairs 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.	Enterprise Fund	78,030			500,000		578,030
		Grant						-
		Bond						-
		Lease						-
		Contribution						-
		Total Revenue	78,030	-	-	500,000	-	578,030
		Engineering	78,030					78,030
		Construction				500,000		500,000
		Vehicle/ Equip.						-
		Other						-
		Total Expense	78,030	-	-	500,000	-	578,030
WW-WT-19-03 	WWTP Local Limits Study 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. The study and planning is programmed for FY19. Testing is programmed for FY20..	Enterprise Fund	51,000					51,000
		Grant						-
		Bond						-
		Lease						-
		Contribution						-
		Total Revenue	51,000	-	-	-	-	51,000
		Engineering	51,000					51,000
		Construction						-
		Vehicle/ Equip.						-
		Other						-
		Total Expense	51,000	-	-	-	-	51,000
WW-WT-18-04 	Southside Pump Station Force Main 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.	Enterprise Fund						100,000
		Grant						
		Bond	100,000			1,000,000		
		Lease						
		Contribution						
		Total Revenue						
		Engineering	100,000					100,000
		Construction				1,000,000		1,000,000
		Vehicle/ Equip.						
		Other						389 -
		Total Expense	100,000	-	-	1,000,000	-	1,100,000

Project ID	Title		FY 20	FY 21	FY 22	FY 23	FY 24	Total
WW-WT-18-05 	Pump Station Improvements Project consists of the engineering design and construction for multiple pump station that are in need of similar improvements. 1. Energy efficiency of pumps: Five pump stations need new pumps to increase energy efficiency. 2. Metal Wet Wells: Twelve 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, where feasible and cost effective. 4. Traffic Control Plans: Develop plans for access to eleven pump stations that can be used by WWTP staff during routine maintenance and emergencies.	Enterprise Fund						-
		Grant						-
		Bond		2,601,000				2,601,000
		Lease						-
		Contribution						-
		Total Revenue	-	2,601,000	-	-	-	2,601,000
		Engineering		153,000				153,000
		Construction		2,448,000				2,448,000
		Vehicle/ Equip.						-
		Other						-
		Total Expense	-	2,601,000	-	-	-	2,601,000
WW-WT-20-06 	Internal Recycle Pump Replacement Replace existing WWTP Internal Recycle Pumps, one per year. Currently two of four existing pumps are out of service and need to be sent offsite for diagnostic and repair. All four have had previous repairs and need to be on a replacement program. Lead time for delivery of pump is twenty seven weeks.	Enterprise Fund	180,000		180,000		180,000	540,000
		Grant						-
		Bond						-
		Lease						-
		Contribution						-
		Total Revenue	180,000	-	180,000	-	180,000	540,000
		Engineering						-
		Construction	180,000		180,000		180,000	540,000
		Vehicle/ Equip.						-
		Other						-
		Total Expense	180,000	-	180,000	-	180,000	540,000
WW-WT-20-07 	Structural Study Structural Engineering study for wall gaps/ building separation of existing WWTP buildings. These gaps are allowing weather into rooms containing electrical panels and controls. Building in study include: Internal Recycle Pump Station, UV Building, Pump House 3 and Pump House 4.	Enterprise Fund	50,000					50,000
		Grant						-
		Bond						-
		Lease						-
		Contribution						-
		Total Revenue	50,000	-	-	-	-	50,000
		Engineering	50,000					50,000
		Construction						-
		Vehicle/ Equip.						-
		Other						-
		Total Expense	50,000	-	-	-	-	50,000

CITY OF SALISBURY

CAPITAL IMPROVEMENT PLAN

2020 - 2024





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



Acronyms

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

