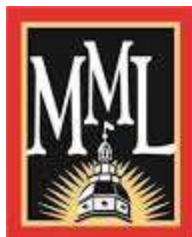


# SUSTAINABILITY AND RESILIENCE IN SALISBURY

UTILIZING THE CITY RESILIENCE FRAMEWORK



Prepared by Michael Dunmyer, UMD School of Public Policy



THE MARYLAND MUNICIPAL LEAGUE

*The Association of Cities and Towns*

# Table of Contents

## What is the City Resilience Framework?

*An overview of resilience and sustainability*

## Sustainability and Resilience Goals for the City

*Dimension One: Health and Wellbeing*

*Dimension Two: Economy and Society*

*Dimension Three: Infrastructure and Environment*

*Dimension Four: Leadership and Strategy*

## Assessment of Departmental Actions and Needs

*Business Development Department*

*Field Operations Department*

*Finance and Procurement Departments*

*Fire Department*

*Housing and Community Development Department*

*Information Services Department*

*Infrastructure and Development Department*

*Police Department*

*Water Works Department*

# What is the City Resilience Framework?

Originally drafted by Arup International Development in coordination with The Rockefeller Foundation in 2014, the City Resilience Framework (CRF) synthesizes years of systemic risk analysis literature, thorough piloting and revision, and extensive international fieldwork into twelve concise and crucial qualities that define a resilient city. These twelve goals are further grouped into four focus areas to help conceptualize the multiple facets of resilience. The CRF serves as an invaluable tool for resilience planning under the 100 Resilient Cities initiative.



## Sustainability and Resilience are Distinct, yet Overlapping.



In addition to providing comprehensive resilience standards, the CRF concurrently aligns with the key aspects of each dimension of John Elkington's Triple Bottom Line of accounting for sustainability. While more traditional definitions of resilience typically limit their scope to systemic responses to acute impacts, the CRF addresses chronic stressors that contribute to systemic

risk. These stressors cleverly touch upon each of the three aspects of sustainability, understanding that cities rely on a consistent revenue base, stable civil order, and a wide variety of ecosystem services in order to effectively respond to different crises.

## The City Resilience Framework is a Good Fit for Salisbury.

Under a progressive, forward-thinking administration in the midst of strong economic growth, the City of Salisbury is in an ideal position to take bold yet lasting actions against current and future threats. An established sustainability plan can provide goals that influence city management and development across successive administrations. Given its holistic consideration of both resilience and sustainability characteristics, the CRF is best-equipped to assess the City of Salisbury's current systemic risks and guide sensible, proactive risk mitigation. Accordingly, this municipal sustainability plan will present its departmental recommendations in the context of the twelve sub-categorical goals outlined by the CRF.

# Dimension 1: Health and Wellbeing

The CRF briefly defines this broader goal as “everyone living and working in the city has access to what they need to survive and thrive”. The three goals within this category focus on the availability of necessities such as food, water, and energy in both normal and emergency situations, as well as adequate medical care. Additionally, these goals emphasize human dignity by focusing on the promotion of safe, clean living spaces and financial independence.

## Goal 1.1: Salisbury Meets the Basic Needs of the Community

*Particularly in times of crisis, ensure that people have access to the basic resources necessary to survive – food, water and sanitation, energy, and shelter.*



### **1.1.1: Safe and Affordable Housing**

Adequate shelter provides for the most fundamental and essential needs of health and safety – particularly in times of crisis. And regardless of one's identity or income, all Salisbury residents should be safe within the walls of their home.

However, housing also determines the sustainability of a community. The societal costs of homelessness often far outweigh the price of intervention, and a diverse array of housing options can attract the young talent, growing families, and flourishing seniors that sustain Salisbury's thriving economy.

### **1.1.2: Reliable Utilities**

Potable water, sanitation, electricity, and fuels all underlie basic household functions such as food preparation, temperature control, and hygiene. A lack of these necessities not only contributes to a child's underperformance in school, but also deprives individuals of their safety and dignity. These associated risks can worsen in times of prolonged sheltering during disasters.

### **1.1.3: Equitable Access to Food**

In addition to the systemic burdens that food deserts impose on communities such as child underdevelopment and chronic illness, lack of access to food hinders a household's ability to properly stock in preparation for disasters.

Inclusive economic development can indirectly improve food access by growing job markets and wages, which in turn allow earners to purchase healthier and more nutritious meals for themselves or their families.

## Goal 1.2: Salisbury Supports Livelihoods and Employment

*Assist individuals to access diverse livelihood and employment opportunities, including access to business investment and social welfare. This includes skills and training, fair labor policy, and development and innovation.*



### 1.2.1: Valued and Protected Workforce

By being receptive to the changing needs of regional and global economies while promoting investment in education and skills training accordingly, Salisbury can continue to serve as an economic hub for the region and help disenfranchised populations escape barriers of generational poverty.

Investments in human capital often provide multiple co-benefits for the community, such as reductions in property crime, improved physical and mental health outcomes, and localized wealth circulation.

### 1.2.2: Robust Financial Resources

Salisbury can bolster its economic resilience by embracing a diverse market with a culture of robust business planning, providing financial flexibility in the event of a disruption. Mitigating the cascading effects of an economic recession crucially protects revenues that preserve critical services.

## Goal 1.3: Salisbury Ensures Public Health Services

*Provide access to effective public healthcare and emergency services to safeguard physical and mental health. This includes medical practitioners and plans, as well as clinics and ambulances.*

### 1.3.1: Robust Emergency Response System

Effective emergency response planning often serves as the poster child for resiliency, and for good reason - during acute crises, preserving life and minimizing lasting damage are paramount.

As the economic and geographic center of the region, Salisbury is in a unique position to facilitate effective coordination between neighboring jurisdictions, providing timely and quality responses across the Lower Shore. This can be assured by promoting exceptional service capacity for our first responders and fully-utilizing the benefits of housing a comprehensive medical center.



### 1.3.2: Effective Epidemic Resistance

Epidemics pose a unique threat to communities in that they can impact lives with the severity of an acute crisis while straining the economy and public resources with the longevity of a chronic stressor. A robust and integrated community health network can aid in preventing outbreaks from worsening or even occurring with sufficient resources and outreach.

Always striving to serve as an example for the rest of the Eastern Shore, Salisbury can demonstrate an effective response to the Opioid Epidemic that emphasizes smart policing, community collaboration, and patient recovery.



### 1.3.3: Access to Quality Healthcare

Individuals that prioritize their physical and mental health are better-equipped to engage their communities, maintain financial stability, and take care of their loved ones. When Salisbury promotes the well-being of its citizens by improving outreach and accessibility, the subsequent benefits of healthcare can surpass the costs through fewer calls for emergency medical assistance and more days of economic productivity.

## Dimension 2: Economy and Society

The CRF defines this category as “the social and financial systems that enable urban populations to live peacefully and act collectively”. The three goals within this category focus on strengthening community ties that underpin effective disaster resilience, such as diverse populations with shared cultural identities and a stable sense of law and order. Additionally, these goals emphasize the importance of a diverse economy and revenue stream to maintain critical services following a shock.



## Goal 2.1: Salisbury Promotes Cohesive and Engaged Communities

*Create a sense of collective identity and mutual support. This includes building a sense of local identity, social networks, and safe space; promoting features of an inclusive local cultural heritage; and encouraging cultural diversity while promoting tolerance and a willingness to accept other cultures.*



### 2.1.1: Strong Community Support Networks

On a Tuesday afternoon in June, a car was accidentally driven into the Wicomico River. Fortunately, a group of nearby nursing home staff were willing to work together to save the driver's life. This highlights a key aspect of a resilient city: emergency services will not be able to respond to every call with perfect timing. In those crucial seconds before their arrival, communities must be able to rely on each other for support.

A resilient Salisbury normalizes a culture of service. When City employees take pride in serving their community, the desire to serve is contagious. Public recognition of service and charity from both individuals and organizations sets a standard for others to follow. Most importantly, residents know the names of their neighbors and coworkers, assisting our most vulnerable populations when public services might fail to reach them.

### 2.1.2: Youth Protection and Engagement

Children are quite literally the future of Salisbury; any investments in their well-being and success contribute to the next generation of talented human capital that sustain economic growth and ensure strong public leadership.

Salisbury's children have a right to safety - both within their homes and out in their communities. No child should have to worry about hunger during summers without school lunches, and working-age youth should have access to myriad opportunities for personal growth through positive work experiences or participation in community organizations.



### 2.1.3: Cultural Vitality and a Shared Identity

As a notably diverse population hub for the Eastern Shore, Salisbury should serve as a place where individuals take pride in their heritage, appreciate the cultures of others, and embrace a collective identity as members of the Salisbury Community.

Cross-cultural distrust and violence upend the aforementioned strength that community support networks bring to crisis situations, while a strong sense of belonging inspires service and charity. Further, a vibrant cultural scene and attractive branding can draw young talent, families, and retirees alike.

## Goal 2.2: Salisbury Ensures Social Stability, Security, and Justice

*Ensure a comprehensive and inclusive approach to law enforcement and justice that fosters a stable, secure, and just society. This includes fair and transparent policing and deterrents to crime – specifically in times of crisis, as well as enforcement of laws such as codes and regulations.*

### 2.2.1: Peace and Stability in the Community

Beyond standard metrics for public safety such as Part I crime incidence, peace and stability play a critical role in sustaining economic growth for any city. Investors and potential residents will naturally gravitate to safer areas, with inclusive economic prosperity in turn alleviating some of the underlying motivations for property crime.

Law enforcement entities also contribute to Salisbury's resilience by instilling a sense of law and order in the community. During times of crisis, effective deterrents to crime mitigate complications caused by opportunistic crime.

### 2.2.2: Holistic and Restorative Criminal Justice

Public trust in the justice system serves as an equally-important aspect of instilling law and order in Salisbury. Holistic approaches to criminal justice emphasize positive engagement and collaboration with members of the community, both proactively and following the incidence of a crime.

Trust in law and order also involves constructive reintegration of offenders. Minimal post-incarceration outreach inevitably encourages recidivism and imposes an unsustainable drain on public safety resources.

## Goal 2.3: Salisbury Fosters Economic Prosperity

*Ensure the availability of funding and a vibrant economy as a result of diverse revenue streams, the ability to attract business investment, and contingency plans. This involves good governance, integration with the regional and global economy and measures to attract investment.*



### 2.3.1: Vibrant and Sustainable Economy

A resilient Salisbury is best served by a diverse economic base, concurrently maximizing local market stimuli with a thriving small business economy while drawing upon the robust and independent resources of larger companies and institutions. City governments attract both of these crucial players with rapid permitting processes and policies that encourage budding entrepreneurship.

In addition to hosting local, regional, and global exchanges alike, Salisbury's economy can protect itself from market shocks by diversifying the industries represented by its business environment. No one industry can be expected to uphold the prosperity of a region.

### 2.3.2: Fiscal Discipline and Flexible Resources

While ambitious investment in economic development is a necessary component of assuring sustained prosperity, resilient cities are equally wary of an uncertain future. Dependable access to robust financial resources – be it in reserves or reliable borrowing capacity – underlies the provision of critical services during crises and recovery efforts in their aftermath.

# Dimension 3: Infrastructure & Environment

This category, as explained by the CRF, encapsulates “the man-made and natural systems that provide critical services, protect, and connect urban assets enabling the flow of goods, services, and knowledge”. The three goals within this category address the resilience of both the natural and built environment. Resilient infrastructure reliably facilitates the provision of critical services in times of crisis through redundancy and strategic allocation of resources.

## Goal 3.1: Salisbury Enhances Natural and Constructed Assets

*Maintain protective natural and man-made assets that reduce the physical vulnerability of city systems. This includes natural systems like wetlands, mangroves and sand dunes or built infrastructure like sea walls or levees.*

### 3.1.1: Comprehensive Exposure Analysis and Building Codes

Fragility is never an afterthought in a resilient Salisbury. Detailed mapping of current and predicted hazards such as sea level rise and flooding informs regulations for new structures with a foresight spanning decades. Recognizing the cascading financial and emotional burdens of unexpected loss, this information can be used to initiate and encourage ambitious retrofitting of structures and infrastructure in high-risk areas.



### 3.1.2: Integration of Natural and Constructed Infrastructure

In its most basic form, adequate protective infrastructure provides robust and redundant capacity for public safety during acute events such as hurricanes and heatwaves. Resilient cities such as Salisbury take creative approaches to risk reduction, considering any city surface or development project as an opportunity for hazard mitigation improvements.



Be they City-implemented or community-driven, these projects also incorporate natural mechanisms for hazard reduction with a success record spanning millennia. Green infrastructure is recognized for the crucial ecosystem services it provides, be it water retention during a heavy storm, relieving shade on a hot summer day, or accessible recreation in green, open-space areas of otherwise flood-prone development.



## Goal 3.2: Salisbury Ensures the Continuity of Critical Services

*Actively manage and enhance natural and man-made resources. This includes designing physical infrastructure such as roads and bridges to withstand floods so that people can evacuate, as well as ecosystem management for flood risk management.*



### 3.2.1: Sustainable Critical Service Capacity

In line with fundamental concepts of sustainability such as the Seventh Generation Principle of the Iroquois, Salisbury's current and future populations are best served by forethought in service provision. As one of the fastest-growing cities in Maryland, the City must assure that the population is not burdened by resource scarcity – be it chronically or during acute periods of peak demand.

In addition to traditional capacity improvements such as providing an excess supply of resources, sustainable cities can expand their capacity even further through conservative, data-informed management of our resources – even during times of apparent surplus.

### 3.2.2: Redundant and Flexible Service Provision

Beyond establishing a robust supply of and effectively managing demand for critical services, assuring the delivery of these services in spite of myriad potential disruptions proves equally important for Salisbury. Redundancy, flexibility, and durability underlie a resilient critical service system. These characteristics are upheld through diligent maintenance of facilitating infrastructure, diverse sources and means of delivery, and comprehensive contingency planning with readily-available corrective resources.

### 3.2.3: Restorative Relationship with Natural Systems

Outside of the more direct benefits of protective ecosystem services, a resilient Salisbury recognizes the systemic need to balance human needs with the prevention of ecological collapse. Serving as an example for other localities to follow, the City should diligently monitor its air and water quality, local habitats, and greenhouse gas emissions to inform policies that mitigate further impacts and encourage remedies to existing damage.

Aforementioned demand reduction measures can generate spillover benefits for local and global natural systems as well by mitigating the emissions, water pollutants, and waste associated with our critical services.



## Goal 3.3: Salisbury Provides Reliable Communication and Mobility

*Provide a free flow of people, information, and goods. This includes information and communication networks as well as physical movement through a multimodal transport system.*

### 3.3.1: Dependable and Accessible Transport System

Population mobility serves as a crucial component of both resilience and sustainability for Salisbury. During times of sheltering or evacuation, residents and visitors must be able to relocate quickly with multiple options of transport available in the event of a disruption for one. Such a system would be diverse and robust – enough so to facilitate both large relocation events and day-to-day travel needs for the metro area.

When Salisbury's residents aren't limited to transport in a personal vehicle, the City experiences subsidiary benefits in enhanced sustainability: food deserts are alleviated through access to distant grocery stores; public health is improved by promoting physical activity and expanding access to health services; job opportunities are no longer limited by how far one has to walk.

### 3.3.2: Secure Information and Communication

In a digital age, access to the internet for research and communication plays a significant role in one's ability to succeed; assuring equitable connectivity provides for economic sustainability. Further, reliable and secure technology facilitates resilience through flexible means of communication during crises and protection of City functions from the ever-growing threat of cyberattacks.

## Dimension 4: Leadership and Strategy

The last of the four dimensions of resilience encompasses “the processes that promote effective leadership, inclusive decision-making, empowered stakeholders, and integrated planning”. The goals herein promote good governance and capable public administration, seeking to improve the quality and frequency of public interactions with government and assure that the multiple entities responsible for the community’s well-being operate in harmony. This dimension also places a strong emphasis on codified decision-making processes to best serve the long-term interests of the people.



## Goal 4.1: Salisbury Promotes Leadership and Effective Management

*Encourage capable leadership and effective urban management within government and civil society, particularly during an emergency. This involves strong leadership, cross-sector communication, and evidenced-based decision-making.*

### 4.1.1: Informed and Transparent Decision Making

Leadership in resilient cities does not stem from a single mind, but rather the contributions of multiple experts from within their governments. Effective decision making is built on trust, making full use of up-to-date information and forming confident relationships among city officials. Decisions made by Salisbury's leadership should be fully defensible, as they will be open to and held accountable by the general public.



### 4.1.2: Competent Multi-Stakeholder Collaboration

Salisbury's exemplary leadership should then extend to its regional partners within the multiple levels of public administration, as well as its private and nonprofit stakeholders that offer crucial information and perspectives.

Standardized means of including these voices bolster decision making without impeding agility - this is crucial for responding to crises that often necessitate collaboration from multiple jurisdictions.

## Goal 4.2: Salisbury Empowers a Broad Range of Stakeholders

*Ensure everybody is well informed, capable, and involved in their city. This includes access to information and education, communication between the government and public, knowledge transfer, and timely and appropriate monitoring.*



### 4.2.1: Equitably-Informed Stakeholders

Public information, even if transparent, serves little for the public if it does not reach the city's most vulnerable communities. Government outreach is most effective when it occurs across a variety of mediums. This is especially true and most important in times of impending or ongoing crises such as storm events and public health hazards.

### 4.2.2: Facilitated Bilateral Communication

In addition to providing and distributing important information to the public, resilient cities enable and encourage community input. Salisbury's citizens can both seek and provide information across a variety of accessible mediums, improving the quality of public services and community planning.

## Goal 4.3: Salisbury Fosters Long-Term and Integrated Planning

*Align sectoral plans and individual projects with the city's vision to be coordinated and appropriate to address the city's needs. This includes city strategies and plans.*

### 4.3.1: Data-Driven Planning to Minimize Vulnerability

Resilient cities are built upon informed and intentional planning frameworks. Comprehensive mapping of pertinent hazards, revenue-outlay ratios for serviced properties, and projected future conditions drives decision-making for zoning changes, capital improvements, and city planning initiatives. Informed planning addresses risks from both external threats and internal failures of judgement.



### 4.3.2: Inclusive and Robust Planning and Zoning Processes

Data-integrated planning is only effective so far as the judgement and perspective of decision-makers allows. Resilient and sustainable cities codify thorough criteria for planning and zoning approvals that align municipal initiatives with the current and future needs of the community. Salisbury can assure planning decisions are both prudent and just by standardizing cross-sectoral stakeholder and expert input throughout the process.

# Summary of Goals

## *Dimension One: Health and Wellbeing*

### Goal 1.1: Salisbury Meets the Basic Needs of the Community

- ♻ 1.1.1: Safe and Affordable Housing

- ♻ 1.1.2: Reliable Utilities

- ♻ 1.1.3: Equitable Access to Food

### Goal 1.2: Salisbury Supports Livelihoods and Employment

- ♻ 1.2.1: Valued and Protected Workforce

- ♻ 1.2.2: Robust Financial Resources

### Goal 1.3: Salisbury Ensures Public Health Services

- ♻ 1.3.1: Robust Emergency Response System

- ♻ 1.3.2: Effective Epidemic Resistance

- ♻ 1.3.3: Access to Quality Healthcare

## *Dimension Two: Economy and Society*

### Goal 2.1: Salisbury Promotes Cohesive and Engaged Communities

- ♻️ 2.1.1: Strong Community Support Networks

- ♻️ 2.1.2: Youth Protection and Engagement

- ♻️ 2.1.3: Cultural Vitality and a Shared Identity

### Goal 2.2: Salisbury Ensures Social Stability, Security, and Justice

- ♻️ 2.2.1: Peace and Stability in the Community

- ♻️ 2.2.2: Holistic and Restorative Criminal Justice

### Goal 2.3: Salisbury Fosters Economic Prosperity

- ♻️ 2.3.1: Vibrant and Sustainable Economy

- ♻️ 2.3.2: Fiscal Discipline and Flexible Resources

## *Dimension Three: Infrastructure and Environment*

### Goal 3.1: Salisbury Enhances Natural and Constructed Assets

- ♻️ 3.1.1: Comprehensive Exposure Analysis and Building Codes
- ♻️ 3.1.2: Integration of Natural and Constructed Infrastructure

### Goal 3.2: Salisbury Ensures the Continuity of Critical Services

- ♻️ 3.2.1: Sustainable Critical Service Capacity
- ♻️ 3.2.2: Redundant and Flexible Service Provision
- ♻️ 3.2.3: Restorative Relationship with Natural Systems

### Goal 3.3: Salisbury Provides Reliable Communication and Mobility

- ♻️ 3.3.1: Dependable and Accessible Transport System
- ♻️ 3.3.2: Secure Information and Communication

## *Dimension Four: Leadership and Strategy*

### Goal 4.1: Salisbury Promotes Leadership and Effective Management

- ♻️ 4.1.1: Informed and Transparent Decision Making

- ♻️ 4.1.2: Competent Multi-Stakeholder Collaboration

### Goal 4.2: Salisbury Empowers a Broad Range of Stakeholders

- ♻️ 4.2.1: Equitably-Informed Stakeholders

- ♻️ 4.2.2: Facilitated Bilateral Communication

### Goal 4.3: Salisbury Fosters Long-Term and Integrated Planning

- ♻️ 4.3.1: Data-Driven Planning to Minimize Vulnerability

- ♻️ 4.3.2: Inclusive and Robust Planning and Zoning Processes

# Business Development

*Ambitious upstarts and thriving local classics form the core of the City's revitalization, contributing to an attractive environment for investors and residents while solidifying the Salisbury brand. Business support services offered by the City enhance the social and economic sustainability of the community, and could do more.*

Efforts on behalf of the City to beautify and plan events for Downtown Salisbury have reinforced the reality that **businesses are community assets** that contribute beyond the products and services that they sell. The Revolving Loan Program in particular has demonstrated that business owners often share their communities' goals, needing only basic financial assistance to manifest that vision. **Expanding the Revolving Loan Program's** eligibilities and fund to include **startup costs for businesses that satisfy a need in the community** (such as a local food hub in a food desert) could simultaneously invigorate the economy while contributing to Salisbury's sustainability and resilience goals.

## CHECKLIST

Gold = 12pt  
Silver = 10 pts  
Bronze = 8 pts

Use this checklist to determine whether or not your business meets the criteria for Green Business Certification! If you're ready to apply, head over to:

[www.salisbury.md/green-business-certification](http://www.salisbury.md/green-business-certification)

### 1 Point Each

- ☐ Use non-plastic straws/go strawless
- ☐ Use paper/reusable cups
- ☐ Use paper/compostable bags
- ☐ Use compostable/reusable utensils
- ☐ Use biodegradable to-go containers
- ☐ Use recycled paper towels
- ☐ Use recycled toilet paper
- ☐ Use recycled plastic/paper trash bags
- ☐ Shred and Recycle used paper

### Sub-Total

### 2 Points Each

- ☐ Use efficient lightbulbs
- ☐ Have 10% native plants in landscaping
- ☐ Recycle
- ☐ Donate leftover food to shelters
- ☐ Purchase at least 10% local foods
- ☐ Have bicycle rack
- ☐ Donate to an environmental organization or non-profit

### Sub-Total

### 3 Points Each

- ☐ Sustainable Practices during Events
- ☐ Water efficient kitchen
- ☐ Water efficient bathroom
- ☐ Energy efficient kitchen
- ☐ Use clean energy (solar or wind)
- ☐ Designate a 'Green Advocate'
- ☐ Stormwater Management

### Sub-Total

Total



# Field Operations

*The expansive Field Ops Department touches on multiple facets of City functions, contributing to both sustainability and resilience in myriad ways. Park maintenance, sanitation, and street sweeping all play a crucial role in reinforcing a positive image for Salisbury, attracting new residents and encouraging community ownership of shared spaces. The positive impact of rapid, effective responses from the Utilities Division on the City's resilience cannot be understated.*



Fields Ops has developed a strong capacity for emergency response due in part to the reactive nature of **chronic understaffing**. Regular maintenance of parks and equipment are tabled due to a frequent backlog of compulsory maintenance and requests. Even with a city-wide pay increase, **employee morale cannot be sustained** if lasting positive results do not manifest. **Additional staffing** is absolutely necessary for addressing a **growing workload** with **expansion of public spaces**.

# Finance and Procurement

*Due in no small part to ambitious revitalization efforts and the private sector's willingness to invest in Salisbury, the City has experienced a period of strong, optimistic economic growth. Given an enabling environment, such growth can be sustained as more talent moves into the City, all the while bolstering our preparedness for a potential loss.*

Although best practices for procurement assert unbiased decision making to promote fairness and competitive pricing, Salisbury could greatly benefit from more nuanced purchasing. **Preferential criteria for local vendors** that circulate wealth back into disenfranchised communities could provide more economic benefit than the additional cost.

Excessive taxation of City residents poses the foremost threat to sustained economic prosperity in Salisbury. Securing a **tax differential from Wicomico County** for Salisbury residents will assure that taxes are only paid for services received. Without a differential, taxpayers are incentivized to live beyond City limits, **feeding detrimental sprawl development**. The City often still incurs costs on behalf of these residents, having to repair commuter-utilized infrastructure more frequently and provide undercompensated emergency services. A fair tax differential would **condense population growth within City limits**, providing a sustained boost to revenues that can assist in the pursuit of Salisbury's sustainability and resilience goals or **replenish emergency funds**.



# Salisbury Fire Department

*The City of Salisbury is fortunate to be served by a comprehensive, Class 2 department of dedicated emergency response personnel in an area of relatively low fire risk. With improved municipal, regional, and nonprofit support, Salisbury Fire Department can continue to provide quality emergency services in spite of potential systemic disruptions.*

Salisbury's Fire Department serves as the cornerstone of a crucial regional network of emergency services, often providing and receiving assistance for responses throughout the Lower Eastern Shore. To further strengthen this relationship, the City officials can spearhead a **regional effort to fund a modern, standardized communication system** for emergency services in the region – ultimately facilitating improved coordination and faster response times in both emergency and disaster scenarios.



Future negotiations with Wicomico County partners for emergency response coordination should emphasize a co-beneficial relationship that sufficiently compensates City emergency services for responding to crises outside of **municipal boundaries**. Increased fees or other forms of revenue can help **offset the costs of such services** and **sustain capacity growth** for the department's ever-expanding range of clientele.

To ensure reliable provision of services into the future, the City of Salisbury must support capacity building to meet growing demand while addressing chronic stressors on service provision.



Although the Fire Department is well-equipped with a roster of well-rounded officers, its ability to effectively respond to emergencies is hindered with each successive call. Funding for **additional staffing and equipment** provides a capacity buffer for acute crises in which **multiple calls for service need responses**. An excess capacity can also bolster the Fire Department's ability to **respond to calls from Salisbury's regional partners**, in turn strengthening those key relationships.

Full funding of scheduled maintenance ultimately serves the financial interests of the City by **reducing the risk of equipment failure**, which often costs more in retroactive repairs and new purchases. Combined with **regular equipment upgrades**, such investments can self-justify in damage prevention and saved lives.

Lastly, Salisbury can indirectly expand emergency response capacity by **increasing elevated water storage** and improving **community access to non-emergency healthcare services**.

# Housing and Community Development



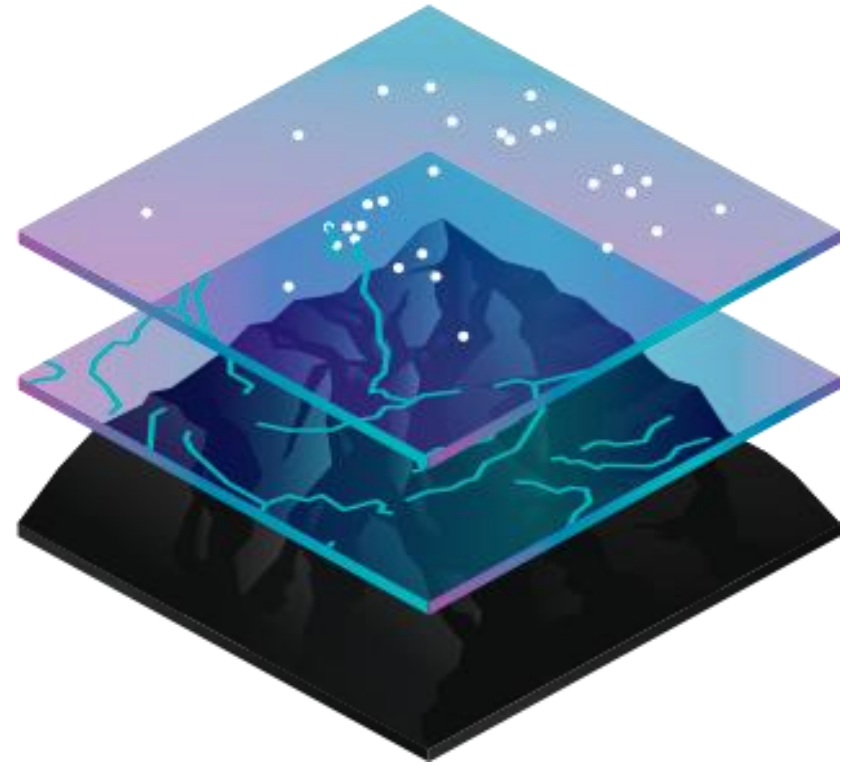
*Strong community networks fill the occasional gaps in public service. This is particularly crucial during times of crisis, when the mobility-impaired senior might have been overlooked during evacuations had it not been for the friendship with his neighbor. The Housing and Community Development Department fosters these bonds by providing our most vulnerable populations with basic needs, upholding safe and beautiful living spaces that instill pride in communities, and engaging those communities with thoughtful outreach.*

Salisbury's commitment to serving and permanently housing those facing chronic homelessness contributes immensely to **improving the sustainability of our communities and economy**, all while **diminishing lingering stressors on our emergency response capacity**. Should the City seek to expand Housing First and related services, which would only magnify existing benefits, a **reliable revenue source** should be dedicated to its funding. Given the **fragile nature of homelessness** and rehabilitation, **progress is difficult to attain and easily lost**. Without certainty, the quality and quantity of both new and existing housing is subject to budgetary discretion, in turn jeopardizing the myriad benefits derived from Housing First and related programs.

# Information Services

*Though their interactions with the public are limited when compared to other departments, the staff at Information Services provides crucial support for both informed decision-making and day-to-day operations. Without, a modern city government cannot function.*

The Geographic Information Systems Division plays a pivotal role in pursuing Salisbury's sustainability and resilience goals. Needs assessments for communities based on factors such as distance from grocery stores and pharmacies should be conducted to guide planning and zoning decisions. Improvements to the City's stormwater infrastructure should focus on areas of insufficient capacity, highlighted by comprehensive mapping of stormwater inflows and outflows that can be updated to reflect changes in pervious surface cover or infrastructure.



At their current capacity, the Information Services staff can respond quickly to cyber attacks and prevent most damage. Ultimately, cyber resilience relies on employee education: a diligent staff is the City's best defense against network attacks.

# Infrastructure and Development



*As its multiple dedicated sections within the sustainability and resilience goals suggest, the Department of Infrastructure and Development wields considerable resources and influence in addressing structural vulnerabilities and chronic stressors. Given more robust information, the City can align its planning and spending decisions with the community's needs.*

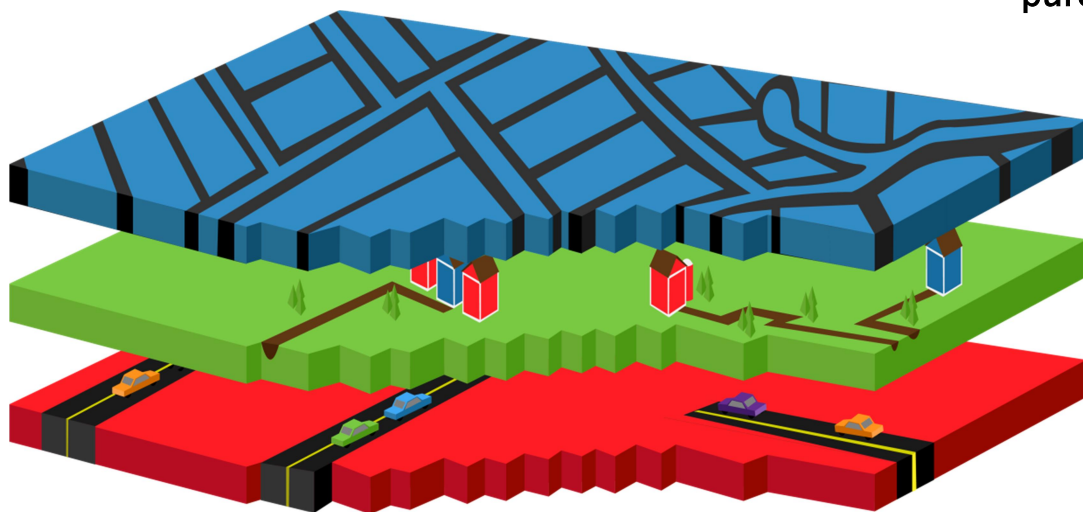
As Salisbury continues to invest in its revitalization, the City must consider new development projects with greater scrutiny. Similar to what many localities face, aging infrastructure has placed a growing strain on the City's resources over time. Planning and zoning for redevelopment in areas of existing service will lessen the burden of infrastructure costs by maximizing the assessed value of the serviced area.



## The Capital Improvement Plan is the City's most valuable tool for implementing resiliency.

Needs assessments and stormwater capacity maps generated by Information Services should influence the nature and priority of projects in the Capital Improvement Plan. **Projects that service a sustainability or resilience need** (improved pedestrian access to critical services, redundancy for water utilities, etc.) should be emphasized, while any improvements to existing **infrastructure with identified vulnerabilities must include an appropriate remedy** to minimize any repeated groundbreakings for a single area.

Critical as stormwater management may be for City resilience, such efforts are limited by baseline conditions such as sea level and tides. Assuming insufficient action is taken to reduce global greenhouse gas emissions by 2030, it is likely that **sea levels will rise to a point in which stormwater infrastructure cannot protect** properties from storm surges or tidal flooding. While new codes do provide more diligent guidelines for flood resistance, existing **properties may inevitably need to be purchased by the City** to prevent cyclical losses.



However, this does present a low-risk opportunity to **expand green open space for the public to enjoy**. Such a conversion of coastal properties could enhance nearby property values while **mitigating runoff and soil erosion**. If action must be taken, then a benefit should come of it.

# Salisbury Police Department

*Maintaining a sense of law and order during times of crisis is critical for both social and economic resilience. Further, law enforcement and crime prevention exist in a crucial feedback loop with economic development: if Salisbury is a safe place to live, then the City can attract residents and businesses that sustain the provision of critical services.*

Leadership from within the Salisbury Police Department has already taken initiative on addressing one of the key chronic stressors that impede law enforcement and crime prevention: **community trust**. In addition to hindering day-to-day activities, **weak police-community relationships can continue during crisis situations.**



Current efforts such as recognizing **community policing activities** in performance evaluations as well as the many programs run through the **Community Affairs Unit** are notable and should continue. Coupled with concerted **employment advertising across demographics**, cultural shifts encourage positive community interactions.

Outside of paradigm shifts in policing and community engagement, the greatest stressors for law enforcement in Salisbury are talent retention and the Opioid Epidemic.

As a nationally-accredited agency, the Salisbury Police Department holds its officers and administration to high standards. While training officers for Maryland Certification can better-equip the department to meet standards and improve quality of service, the competitive nature of a state-wide certification draws talented officers to higher-paying agencies elsewhere.

Offering higher salaries to officers that further-increase along the career ladder is crucial to maintaining a robust and capable force. **Competitive salaries** could also expand the department's applicant pool, possibly resulting in a **more diverse police force** that is screened more stringently for **desired communication skillsets**.

Substance abuse and Part I crimes that stem from substance abuse break down community networks, hindering communication and mutual aid during times of crisis. Further, addiction does not cease during disaster events.

While over-prescription of opioids is addressed on state and national levels, Salisbury Police Department has already taken noteworthy steps in mitigating the epidemic by **training officers how to correctly respond to overdose incidents and individuals with mental illnesses**. City officials can support mitigation efforts by financially supporting county-level addiction treatment services and connecting individuals to those services with outreach bottlenecks such as Housing and Community Development programs.



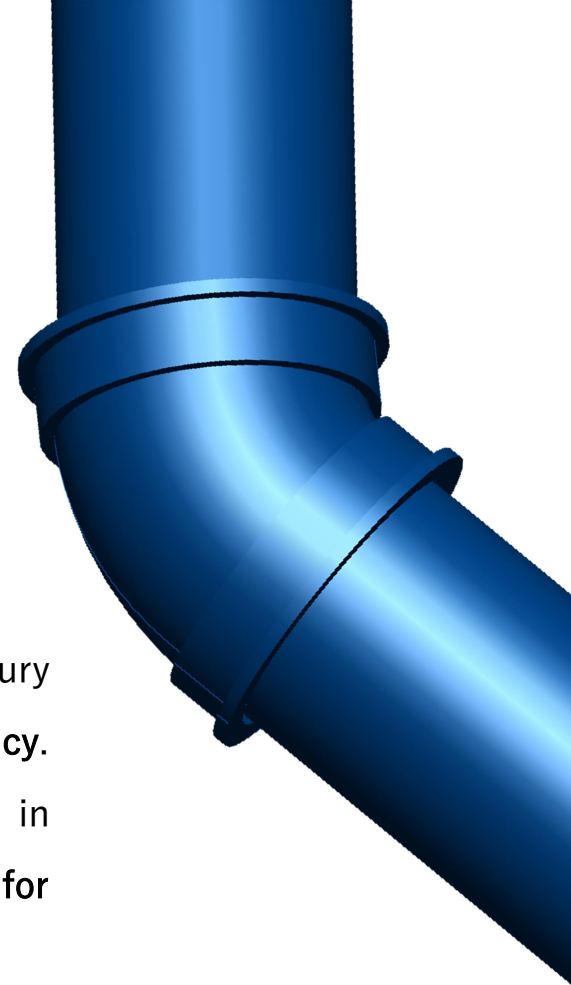
# Department of Water Works

*Salisbury takes full advantage of its location and resources to deliver water of remarkable quality to the population. With some necessary improvements to its already impressive resilience, Water Works can assure that the City's needs are met well into the future without vulnerabilities to disruption.*






In order to optimize the City's resilience against water service disruptions, Salisbury must provide additional funding for **adequate staffing** and **infrastructural redundancy**. Hiring a dedicated maintenance professional would ultimately save money in **preventative maintenance benefits** and avoided contractor costs, and **increasing pay for employees with competitive certifications** could help prevent loss of skilled operators.



In spite of its comparatively lower capacity and water quality, the **Park Plant should remain in operation** for as long as it is financially feasible to do so. The resilience benefit of **drawing upon two separate aquifers is both unique and valuable**. The Park Plant is also well-equipped to provide water to southern portions of the City; should the plant be removed, additional lift stations would be needed to pump water from the Paleo Plant across Salisbury.



# Priority Action Items

-  Secure a Tax Differential for the City
-  Expand Emergency Response Staffing for SPD, SFD, and Information Services
-  Establish Robust Funding and Staffing for Maintenance in SFD and Water Works
-  Expand the Housing First Program with Proportional Funding and Staffing
-  Create a Deterministic Hydrological Model for the City that Incorporates Sea Level Rise



*Sustainability and resilience planning is only strengthened by various perspectives. Feedback is welcome and appreciated.*