

CITY OF SALISBURY ADOPTED MUNICIPAL BUDGET FY 2021





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Salisbury
Maryland**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) has presented the City of Salisbury with its Distinguished Budget Presentation Award for the annual budget for the fiscal year beginning July 1, 2019.

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



April Jackson
District 1



Muir Boda
Council Vice President
District 2



John R. "Jack" Heath
Council President
District 3



Michele Gregory
District 4



Angela Blake
District 5

CITY ADMINISTRATION



Jacob R. Day
Mayor



Julia Glanz
City Administrator



Andy Kitzrow
Deputy City Administrator

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MAYOR'S BUDGET MESSAGE

Friends, Citizens, members of the City Council,

No moment has better illuminated nor more urgently warranted the strength of our City's unity. For 7 years as an elected official representing you as the leader of our City Council and now as your Mayor – I have fought alongside you as we worked tirelessly to unite our City. That unity is not some abstract metaphorical concept. Rather, we gathered together more and more often – in larger and larger numbers, embracing in the very heart of our City.

And now, we must insist on separating, being apart, distancing. What I see in this moment, however, is just how strong our bonds of unity are. What we have built, let no virus put asunder. Our City's festivals, construction, small business community and manufacturing have reached heights unlike any other time in history – and even as we had to shift into quarantine mode, our engine was humming. In March 2020 alone, \$23.9 million in new construction was permitted in the City, representing 113 new projects across our community. Another 131 homes and 2 new commercial developments were forwarded to the Planning Commission. A total of \$260 million in construction makes the last 4 years our best 4-year period on record.

Our community's ambitious trajectory of transforming this place into one of the Great Small Cities in America will be undeterred by our current challenge. 2019 was a year in which opioid overdoses again declined. Crime again declined 6.9% to a new record low – 24% below the 10-year average. Over 1,000 runners joined together in 2019 to run the second annual Salisbury Marathon. More than 153,000 visitors came to the 79th National Folk Festival. As Maryland's fastest growing city, we have continued to watch our median age decline as more and more young citizens arrive in our City.

Over the past year assessments again climbed, we saw record construction in our City and our median age continued to drop as we remained Maryland's fastest growing City. Our quality of life improvements: the National Folk Festival, the Salisbury Marathon, Downtown's arts and entertainment, our City Park Master Plan, Urban Greenway and Bicycle Master Plan, our Rail Trail, dropping crime rates and more, I believe, are the reason for our continued growth.

However, I want to highlight that one year ago, in this very document, I pointed out that our rapid growth was not accompanied by an unlimited stream of revenue for government growth. And now, even our impressive growth seems so distant. A review of budget documents and plans in the wake of the Great Recession of 2008-2009 provides some insight on the pains that might await us. I believe we may benefit from this not being a recession driven by disruption of the real estate market. However, I don't believe any sector of our economy will proceed without some disruption and pain.



MAYOR'S BUDGET MESSAGE (CONT'D)

Certainly, our government and this budget are not immune from that pain or disruption. Rather than plan for resolving our potential revenue shortfalls by seeking new revenue, we recognize that there are too many burdens on the backs of our taxpayers and we will not contribute to increasing that load. And so, this budget proposes no tax increase and no water/sewer rate increase. The latter is challenging, knowing that we are detailed planners who adopt plans we are confident in. This decision runs counter to the 'slow and steady' rate increase plan we adopted in 2018 following a roller coaster of rate changes. We know that Fiscal Year 2021 could be a year in which our revenues decline – and that more could follow – but we also know that there is so very much we do not know. This budget, attempts to continue the delivery of excellent services,

We built the City government you have today for such a moment as this: nimble, decisive leadership; competent, innovative departmental leaders; empowered, tireless workers; 3 years worth of Government Finance Officers' Association Budget Presentation Awards; a AA bond rating from Standard & Poor's; 3 years of a 100% clean audit – with not a single management comment, and our healthiest Unrestricted Reserve position in 8 years. As Major Timothy Cushatt, a former commander of mine, always reminds me and each of his Soldiers: hope is not a course of action. I trust that help will come. I trust that our economy will recover because of its underlying strength. But I know that we are prepared for the challenge ahead.

I hope that our trajectory to this point is a clear reminder of what waits us on the other side of this battle, and a beacon of hope as we fight our way through it. In the meantime, let us find ways to prepare for our eventual emergence – feet in the starting blocks. Let us give back what we can and ask how others are doing as our first instinct. I am seeing it on a daily basis, and I pray this: that that instinct persists in our DNA long beyond the end of our quarantine.

Our spirit will get us through this crisis. Our selflessness will make us better beyond it. As our friend Chris Eccleston, founder of one of our fastest-growing small businesses Delmarva Veteran Builders, has reminded us that, like the buffalo, we must know that the fastest way through the storm is to turn into it, to be fearless, honest with ourselves about the challenges ahead and to run through it. Run with me through this storm. Be the buffalo.

Yours in Service,



Mayor Jake Day



THE NINE 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. National Folk Festival and its \$90 million economic impact to the center of the City.

2

BRAIN DRAIN

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.

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.



THE NINE PILLARS (CONT'D)



4

NEIGHBORHOODS & HOUSING

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.

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.



THE NINE PILLARS (CONT'D)

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.

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

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



COMMUNITY PROFILE

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

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

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

We are Salisbury, and we are a 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!



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
- Community Outreach Addictions Team to help citizens struggling with substance abuse issues
- 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

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

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

STRATEGIC GOALS

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

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 & 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.

DEMOGRAPHIC & 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



DEMOGRAPHIC & STATISTICAL PROFILE

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 & 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.

Salisbury is the County Seat of Wicomico County, and is Maryland's 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

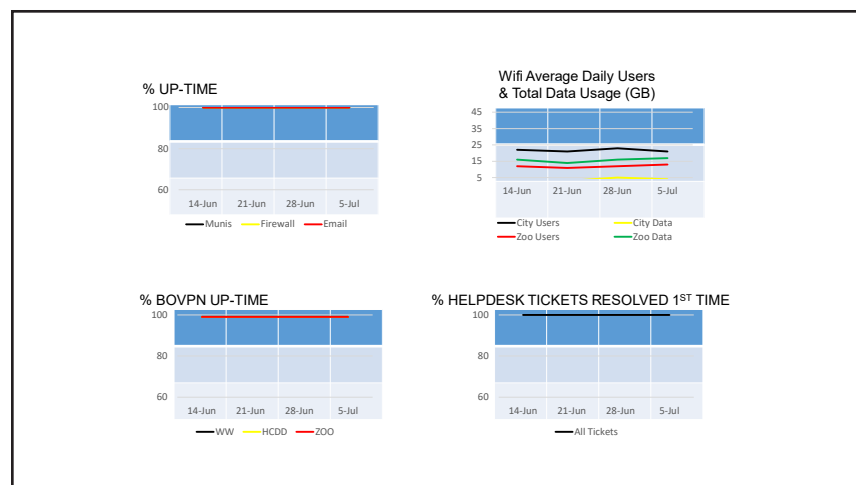
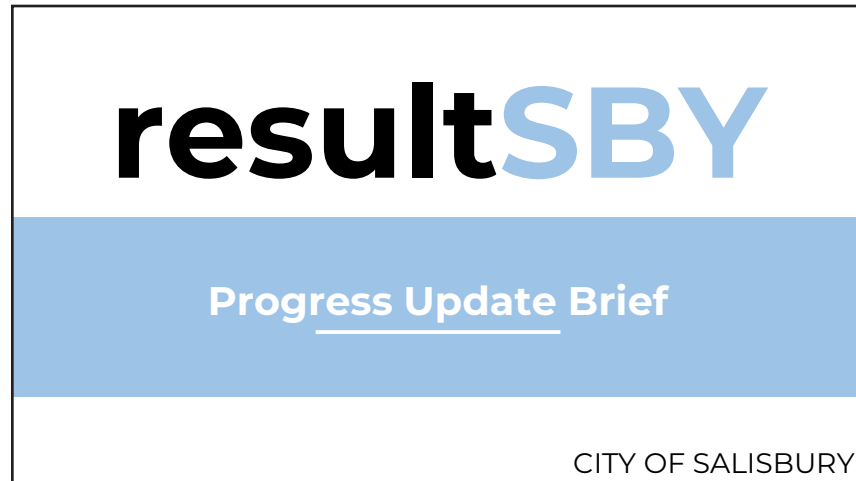
- Retail Forecast: \$341,273,970
- Retail sales (actual): \$1,400,876,701
- Surplus : \$1,059,602,731

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)

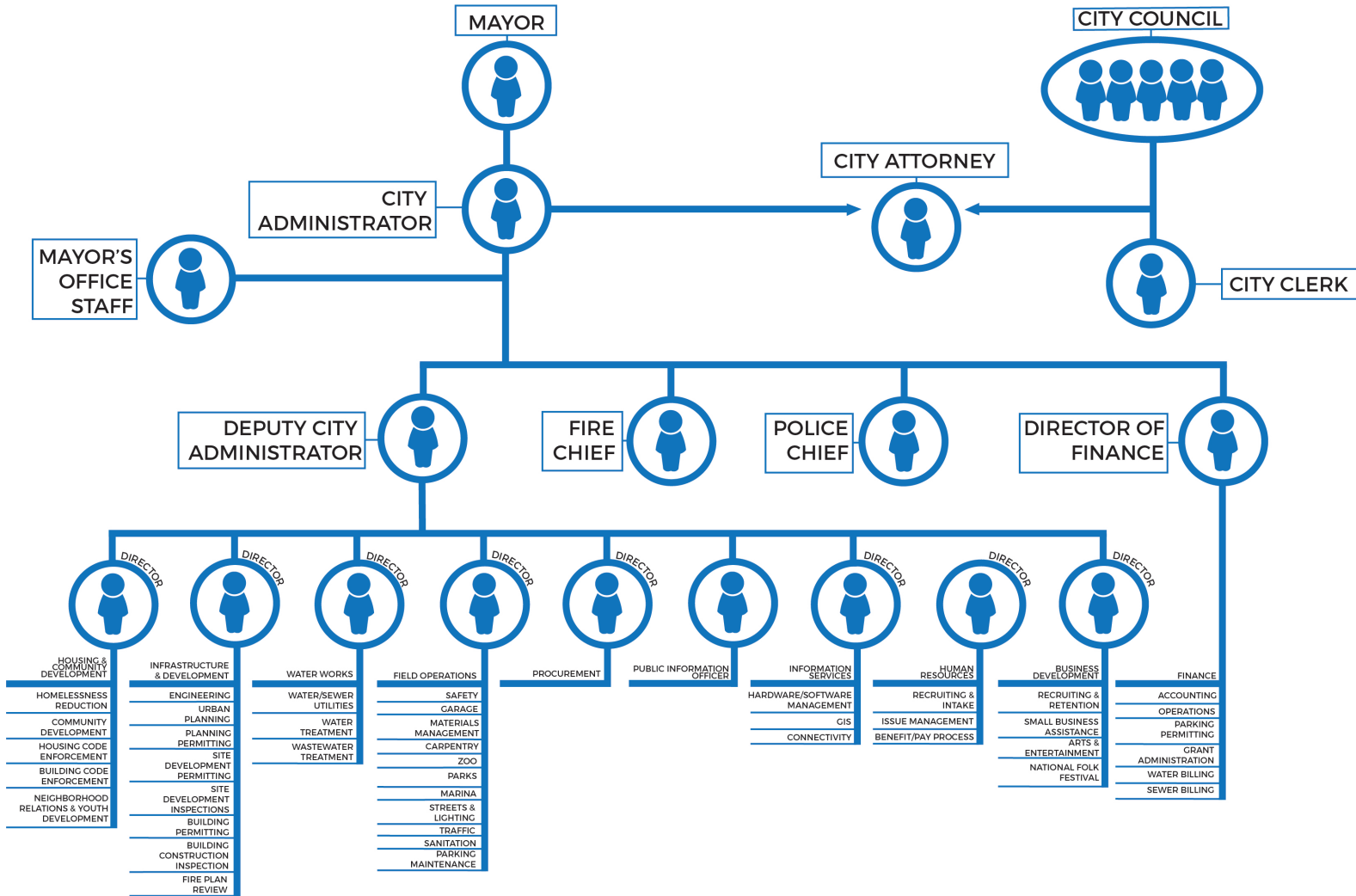
PERFORMANCE MEASURES

The City of Salisbury’s management rhythm and accountability mechanisms rely upon the collection and analysis of data which are measured against our goals and performance metrics. Every other Monday, our department heads gather to present and discuss legislative, budgetary and emergency items, but most importantly – to report progress toward their goals as measured by specific data that we track. Those metrics and the process comprise our ResultSBY management tool. These meetings inform the City’s near-term, and long-term goal setting, while providing the benchmark by which we measure performance in all aspects of our government. Below are some examples of the metrics and how they are tracked.



An example of a ResultSBY metric slide

CITY-WIDE ORG CHART



LIST OF COUNCIL CHANGES TO MAYOR'S PROPOSED BUDGET

	Increase (Decrease)
General Fund – Revenues	
Decrease Real Property Taxes for 1st Responder Credit Program	-20,000
General Fund Expenditures	
Procurement – Increase funding Computer Hardware	580
Council – Decrease funding Advertising	-1,000
Mayor's Office – Increase funding for Salaries	5,000
Mayor's Office – Decrease funding for Dues	-39,612
Field Op. – Increase funding for Part Time Salaries	16,848
Grant Match – Increase funding EDA Port Feasibility Study	33,500
Grant Match – Decrease funding FY20 Port Security Grant	-25,000
Grant Match – Decrease funding Assistant Firefighters Grant	10,000
Transfers – Increase funding Homeless Manager Salary and Benefits	11,397

AUTHORIZED POSITION SUMMARY

DEPARTMENT	DIVISION	FY16	FY17	FY18	FY19	FY20	FY21 Adopted
City Clerk		2	2	2	2	2	2
Mayor's Office		4	4	5	5	5	5
	Public Information Office	1	1	1	1	1	1
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	3	4	4	4	4	4
	GIS	1	1	2	2	2	2
Police	Sworn	102	102	102	102	103	103
	Non-Sworn	17	17	18	18	16	16
	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
	Volunteer	0	0	0	0	1	1
Housing & Community Development		0	12	13	13	13	13
Infrastructure & Development							
	Engineering	18	18	20	20	23	23
	Water Engineering	1	1	1	1	0	0
	Sewer Engineering	1	1	1	1	0	0
	Planning & Development	0	0	1	1	1	1
	Plan Review/ Inspections	6	6	4	4	4	4

AUTHORIZED POSITION SUMMARY

DEPARTMENT	DIVISION	FY16	FY17	FY18	FY19	FY20	FY21 PROPOSED
Field Operations							
	Field Ops Administration	9	10	6	6	6	6
	Streets	10	10	10	10	10	10
	Traffic	6	5	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
	Zoo	13	14	14	14	14	15
	Carpenter	2	2	2	2	2	2
	Parks	6	6	7	8	8	8
Community Development		2	-	-	-	-	-
NSCC		10	-	-	-	-	-
Water Works	Water Administration	0	2	2	2	2	2
	Water Utilities	12	12	12	12	12	12
	Water Treatment	12	12	13	13	13	13
	Wastewater Treatment	29	28	31	31	31	31
	Sewer Utilities	11	11	11	12	12	12
	Pretreatment Monitoring	3	3	3	3	3	3
TOTAL		412	417	431	435	435	436

AUTHORIZED POSITION DETAIL

Position Title	Division	Org	FY21 Grade	FY16	FY17	FY18	FY19	FY20	FY21 Mayor
City Clerk 11100	11100	11100							
City Clerk	11100	11100	12	1	1	1	1	1	1
Records Admin/Asst. Clerk	11100	11100	8	1	1	1	1	1	1
Total City Clerk				2	2	2	2	2	2
Business Development 11600	11600	11600							
Director of Business Development	11600	11600	12	1	1	1	1	1	1
Office Associate II	11600	11600	2	0	0	1	1	1	0
Administrative Assistant I/II/III	11600	11600	5	0	0	0	0	0	1
Total Business Development	11600	11600		1	1	2	2	2	2
Mayor's Office 12000									
City Administrator	12000	12000	18	1	1	1	1	1	1
Deputy City Administrator	12000	12000	17	0	0	2	2	1	1
Assistant City Administrator	12000	12000	12	1	1	0	0	0	0
Public Information Officer	12000	12000	9	1	1	1	1	1	1
Executive Admin Office Manager	12000	12000	7	1	1	1	1	1	1
Media Specialist	12000	12000	6	0	0	0	0	1	1
Administrative Office Associate	12000	12000	4	1	1	1	1	0	0
Administrative Assistant I/II/III	12000	12000	5	0	0	0	0	1	1
Total Mayor's Office				5	5	6	6	6	6
Department of Finance 15000	15000	15000							
Asst Director of Finance - Operations	15000	15000	14	1	1	1	1	1	1
Asst Director of Finance - Accounting	15000	15000	14	1	1	1	1	1	1
Grants Manager	15000	15000	12	0	0	0	1	1	1
Payroll Accountant I/II	15000	15000	8/10	1	1	1	1	1	1
Grants Coordinator	15000	15000	7	0	0	0	1	1	1
Accounts Payable Clerk I/II/III	15000	15000	3/7/8	1	1	1	1	1	1
Revenue Supervisor	15000	15000	7	1	1	1	1	1	1
Revenue Clerk I/II/III - Collections	15000	15000	3/5/6	1	1	1	1	1	1
Revenue Clerk I/II/III - Parking	15000	15000	3/4/5	1	1	1	1	1	1
Cashier I/II/III	15000	15000	2/3/4	0	0	0	0	1	1
Total Finance	15000	15000		7	7	7	9	10	10

AUTHORIZED POSITION DETAIL

Position Title	Division	Org	FY21 Grade	FY16	FY17	FY18	FY19	FY20	FY21 Mayor
Department of Procurement 16000	16000	16000							
Director Procurement	16000	16000	14	1	1	1	1	1	1
Senior Buyer I/II	16000	16000	8/9	1	1	1	1	1	1
Buyer I/II	16000	16000	6/7	1	1	1	1	1	1
Buyer Assistant	16000	16000	5	1	1	1	1	0	0
Administrative Assistant I/II/III	16000	16000	5	0	0	0	0	1	1
Total Procurement	16000	16000		4	4	4	4	4	4
Department of Information Services 18000	18000	18000							
Information Services Director	18000	18000	15	1	1	1	1	1	1
IS Assistant Director - GIS	18000	18000	13	0	0	1	1	1	1
IS Assistant Director - IT	18000	18000	13	0	0	0	1	1	1
GIS Analyst	18000	18000	10	0	0	1	1	1	1
Crime Analyst	18000	18000	9	0	0	0	0	0	0
Network Admin	18000	18000	9	1	1	1	1	1	1
Network Technician	18000	18000	8	1	0	0	0	0	0
System Administrator	18000	18000	8	0	1	1	0	0	0
Computer Technician Public Safety	18000	18000	5	0	1	1	1	1	1
Total Department of Information Services	18000	18000		3	4	6	6	6	6
Human Resources 18500	18500	18500							
Human Resources Director	18500	18500	14	0	1	1	1	1	1
Human Resources Manager	18500	18500	12	1	0	0	0	0	0
Human Resource Associate	18500	18500	9	1	1	1	0	0	0
Human Resource Specialist	18500	18500	10	0	0	0	1	1	1
Administrative Office Associate	18500	18500	4	0	0	0	1	1	0
Administrative Assistant I/II/III	18500	18500	5	0	0	0	0	0	1
Office Associate II/III	18500	18500	2/3	1	1	1	0	0	0
Total Human Resources	18500	18500		3	3	3	3	3	3
Planning and Zoning 19000	I & D	19000							
City Planner	I & D	19000	13	0	0	1	1	1	1

AUTHORIZED POSITION DETAIL

Total Planning and Zoning	I & D	19000		0	0	1	1	1	1
Position Title	Division	Org	FY21 Grade	FY16	FY17	FY18	FY19	FY20	FY21 Mayor
Salisbury Police Department 21021	21021	21021							
Chief of Police	21021	21021	PS13	1	1	1	1	1	1
Colonel	21021	21021	PS12	1	1	1	1	1	1
Major	21021	21021	PS11	1	1	1	1	1	1
Captain	21021	21021	PS10	2	2	2	2	2	2
Lieutenant	21021	21021	PS9	6	6	6	6	6	6
Sergeant	21021	21021	PS8	7	7	7	7	7	7
Corporal/Senior Corporal	21021	21021	PS6/7	7	7	7	7	7	7
Police Office - Police Officer First Class */Sr/Master	21021	21021	PS2-5	77	77	77	77	78	78
* 7 Police Officers are frozen (not funded) for FY21									
Subtotal - Sworn Positions	21021	21021		102	102	102	102	103	103
Cadets	21021	21021	PS1	0	0	2	2	0	0
Quartermaster	21021	21021	10	1	1	1	1	1	1
Resource Manager	21021	21021	8	1	1	1	1	1	1
Crime Data Analyst	21021	21021	9	2	2	1	1	1	1
Intelligence Analyst	21021	21021	7	2	2	2	2	2	2
Office Manager I/II/III	21021	21021	6	1	1	1	1	1	1
Records Management Technician Su- pervisor	21021	21021	6	0	1	1	1	1	1
Chief Administrative Records Clerk	21021	21021	6	2	2	1	1	1	1
Victim Witness Coordinator	21021	21021	5	0	1	1	1	1	1
Evidence & Property Control Specialist	21021	21021	4	0	0	2	2	2	2
Property Custodian I	21021	21021	3	2	2	0	0	0	0
Record Clerks/ Secretary	21021	21021	3	0	0	0	0	0	0
Records Management Technician	21021	21021	3	2	2	3	3	3	3
Groundskeeper Custodian	21021	21021	3	0	0	2	2	2	2
Public Service Officer	21021	21021	1	2	0	0	0	0	0
Custodian	21021	21021	1	2	2	0	0	0	0

AUTHORIZED POSITION DETAIL

Subtotal - Civilian Positions	21021	21021		17	17	18	18	16	16
Total Police	21021	21021		119	119	120	120	119	119
Position Title	Division	Org	FY21 Grade	FY16	FY17	FY18	FY19	FY20	FY21 Mayor
Police Communications 21025	21025	21025							
Police Communications Director	21025	20125	15	0	0	0	1	0	0
Police Communication Supervisor I	21025	21025	10	4	4	4	1	0	0
Police Communications Officer I / II / III	21025	21025	5/7/9	10	10	10	12	13	13
Total Police Communications	21025	21025		14	14	14	14	13	13
Animal Control 21029	21029	21029							
Animal Control Officer	21029	21029	5	2	2	2	2	2	2
Total 21029 Animal Control	21029	21029		2	2	2	2	2	2
Salisbury Fire Department 24035	24035	24035							
Fire Chief	24035	24035	PS9	1	1	1	1	1	1
Deputy Fire Chief	24035	24035	PS8	1	2	2	2	2	2
Assistant Fire Chief	24035	24035	PS7	5	4	5	5	5	5
Captain	24035	24035	PS6	3	3	6	6	7	7
Lieutenant	24035	24035	PS5	6	6	5	5	4	4
Sergeant EMT/PM	24035	24035	PS4/4P	26	26	26	26	8	8
Probationary/FF-PM/Driver-PM	24035	24035	PS1P-3P	26	26	28	28	22	22
Probationary/FF-EMT/Driver-EMT	24035	24035	PS1-3	0	0	0	0	24	24
Emergency Vehicle Technician III (EVT)	24035	24035	11	0	0	1	0	0	0
Fire Inspector I	24035	24035	7	0	0	1	1	1	1
Office Manager I/II/III	24035	24035	6	1	1	1	1	1	1
Administrative Assistant I/II/III	24035	24035	5	0	0	0	0	0	1
Office Associate III	24035	24035	3	1	1	1	1	1	0
Total 24035 Salisbury Fire Department	24035	24035		70	70	77	76	76	76
Salisbury Fire Volunteer 24040	24040	24040							
Volunteer Recruitment Coordinator	24040	24040	9	0	0	0	0	1	1
Total 24040 Salisbury Fire Volunteer	24040	24040		0	0	0	0	1	1

AUTHORIZED POSITION DETAIL

Position Title	Division	Org	FY21 Grade	FY16	FY17	FY18	FY19	FY20	FY21 Mayor
Building, Permitting and Inspections 25100									
BPI Manager	I & D	25100	14	1	1	1	1	1	1
Zoning Administrator	I & D	25100	11	1	1	0	0	0	0
Plans Examiner	I & D	25100	9	1	1	0	0	0	0
Building Inspector	I & D	25100	8	1	1	1	1	1	1
Plumbing Inspector	I & D	25100	8	1	1	1	1	1	1
Planning and Permits Coordinantor	I & D	25100	7	1	0	1	1	1	1
Administrative Support Technician	I & D	25100	5	0	1	0	0	0	0
Total 25100 Building, Permitting and Inspections	I & D	25100		6	6	4	4	4	4
Housing and Community Develop- ment 25200	25200	25200							
HCDD Director	25200	25200	14	1	1	1	1	1	1
Assistant Director Comm Dev	25200	25200	12	1	1	1	0	0	0
Housing Supervisor	25200	25200	10	1	0	0	0	0	0
Code Compliance Manager	25200	25200	10	0	0	0	0	1	1
Grants Specialist	25200	25200	7	1	0	0	0	0	0
Senior Code Enforcement Officer	25200	25200	9	0	1	1	1	0	0
Housing and Homelessness Manager	25200	25200	9	0	1	1	1	1	1
Code Compliance Manager	25200	25200	7	4	4	6	5	5	5
Office Manager I/II/III	25200	25200	6	1	1	1	1	1	1
Administrative Support Technician	25200	25200	6	1	0	0	0	0	0
Administrative Support Specialist	25200	25200	6	0	1	1	0	0	0
Administrative Records Clerk	25200	25200	5	1	1	1	1	1	0
Administrative Assistant I/II/III	25200	25200	5	0	0	0	0	0	1
Nuisance Officer Grant Funded	25200	25200	2	1	1	0	0	0	0
Neighborhood Relations Manager	25200	25200	9	0	0	0	1	1	1
Code Compliance Specialist - Clean/ Lien	25200	25200	7	0	0	0	1	1	1
Youth Development Specialist	25200	25200	5	0	0	0	1	1	1
Total HCDD	25200	25200		12	12	13	13	13	13

AUTHORIZED POSITION DETAIL

Position Title	Division	Org	FY21 Grade	FY16	FY17	FY18	FY19	FY20	FY21 Mayor
Transportation 22000	FO	22000							
Deputy Director Operations	FO	22000	13	0	0	0	0	1	1
Transportation Superintendent	FO	22000	12	0	1	1	1	0	0
Traffic Systems Manager	FO	22000	10	1	0	1	1	1	1
Traffic Manager	FO	22000	10	1	1	0	0	0	0
Traffic Supervisor	FO	22000	8	1	1	1	1	1	1
Electrician	FO	22000	7	1	1	1	1	1	1
Signs/Pavement Marking Tech I / II	FO	22000	2 / 4	2	1	2	2	2	2
Total Transportation	FO	22000		6	5	6	6	6	6
Field Operations Administration 30000									
Director of Field Operations	FO	30000	16	0	1	1	1	1	1
Director Public Works	FO	30000	17	1	1	0	0	0	0
Water Division Chief	FO	30000	14	0	0	0	0	0	0
Deputy Director Services	FO	30000	13	1	1	0	0	1	1
Safety Manager	FO	30000	11	0	0	1	1	1	1
Operations and Maintenance Superintendent	FO	30000	10	1	1	1	1	0	0
Resource Manager	FO	30000	8	1	1	0	0	0	0
Materials Manager	FO	30000	3	1	1	0	0	1	1
Office Manager I/II/III	FO	30000	6	0	0	1	1	1	1
Administrative Assistant I/II/III	FO	30000	5	2	2	0	0	1	1
Administrative Office Associate	FO	30000	5	1	1	1	1	0	0
Supply/Records Clerk	FO	30000	2	1	1	1	1	0	0
Total Field Ops Administration	FO	30000		9	10	6	6	6	6
Infrastructure & Development 31000									
Director of Infrastructure & Development	I & D	31000	16	0	0	1	1	1	1
Deputy Director Engineering	I & D	31000	15	1	1	0	0	0	0
Supervisor Civil Engineer	I & D	31000	13	1	1	1	1	1	1
Construction Manager	I & D	31000	11	1	1	0	0	0	0
Surveyor I/II	I & D	31000	12	1	1	1	1	1	1
Project Engineer I/II/III/IV	I & D	31000	11	2	2	3	3	4	4

AUTHORIZED POSITION DETAIL

Position Title	Division	Org	FY21 Grade	FY16	FY17	FY18	FY19	FY20	FY21 Mayor
Associate Planner II/III	I & D	31000	10	1	1	2	2	2	2
Transportation Project Specialist	I & D	31000	10	0	0	0	1	1	1
Construction Inspector Supervisor	I & D	31000	9	1	1	1	1	1	0
Construction Inspector	I & D	31000	8	2	2	2	2	3	4
Associate Planner I	I & D	31000	8	2	2	2	1	1	1
Drafting Supervisor	I & D	31000	8	1	1	1	1	1	1
CAD Drafter	I & D	31000	6	2	2	2	2	2	2
Engineering Associate	I & D	31000	5	1	0	0	0	0	0
Planning Technician	I & D	31000	5	0	1	1	1	1	1
Administrative Assistant I/II/III	I & D	31000	5	0	0	1	1	1	1
Survey Technician I/II/III/IV	I & D	31000	2/5	2	2	2	2	2	2
Sustainability Coordinator	I & D	31000	5	0	0	0	0	1	1
Total Infrastructure and Development	I & D	31000		18	18	20	20	23	23
Streets 31150	FO	31150							
Street Supervisor	FO	31150	7	1	1	1	1	1	1
Street Crew Leader	FO	31150	5	1	1	1	1	1	1
Motor Equipment Oper I, II, III, IV, V	FO	31150	3,4,5,6,7	8	8	8	8	8	8
Total 31150 Streets	FO	31150		10	10	10	10	10	10
Collection/Disposal 32061	FO	32061							
Sanitation Superintendent	FO	32061	10	1	1	1	1	1	1
Sanitation Supervisor	FO	32061	6	1	1	1	1	1	1
Asst Sanitation Supervisor	FO	32061	5	1	1	0	0	0	0
Motor Equipment Operator I / II/ III	FO	32061	3/4/5	7	7	8	8	8	8
Americorp Volunteer	FO	32061		0	0	0	1	0	0
Total Collection/Disposal	FO	32061		10	10	10	11	10	10
Recycling 32062	FO	32062							
Recycling Supervisor	FO	32062	6	1	1	0	0	0	0
Motor Equipment Operator I/II/III	FO	32062	3/4/5	2	2	2	2	2	2
Total Recycling	FO	32062		3	3	2	2	2	2

AUTHORIZED POSITION DETAIL

Position Title	Division	Org	FY21 Grade	FY16	FY17	FY18	FY19	FY20	FY21 Mayor
Fleet Maintenance 34064	FO	34064							
Vehicle Maintenance Supervisor	FO	34064	8	1	1	1	1	1	1
Diesel Mechanic	FO	34064	7	0	0	0	0	0	0
Automotive Mechanic II / III	FO	34064	3/5	4	4	4	4	4	4
Administrative Office Associate II/III	FO	34064	3/4	1	1	1	1	1	0
Administrative Assistant I/II/III	FO	34064	5	0	0	0	0	0	1
Total Fleet Maintenance	FO	34064		6	6	6	6	6	6
Carpenter Shop 35000	FO	35000							
Carpenter Supervisor	FO	35000	6	1	1	1	1	1	1
Painter	FO	35000	2	1	1	1	1	1	0
Carpenter I	FO	35000	4	0	0	0	0	0	1
Total Carpenter Shop	FO	35000		2	2	2	2	2	2
Salisbury Zoo 40000	FO	40000							
Zoo Director	FO	40000	13	1	1	1	1	1	1
Zoo Veterinarian	FO	40000	12	0	0	0	0	0	1
Marketing/Development	FO	40000	10	1	1	1	1	1	1
Education Curator	FO	40000	9	1	1	1	1	1	1
Veterinary Technician/Keeper	FO	40000	8	0	0	0	0	0	1
Animal Health Coordinator	FO	40000	8	1	1	1	1	1	0
Lead Zoo Keeper	FO	40000	8	0	0	1	1	1	0
Collections Operations Manager	FO	40000	10	0	0	0	0	0	1
Chief Accounts Clerk	FO	40000	6	1	1	1	1	1	0
Collection Registrar	FO	40000	8	0	1	1	1	1	1
Administrative Assistant I/II/III	FO	40000	5	0	0	0	0	0	1
Education Technician I/II	FO	40000	3/5	1	1	1	1	1	1
Zookeeper I / II/ III / IV	FO	40000	3/5/6/7	6	6	5	5	5	5
Groundskeeper	FO	40000	3	1	1	1	1	1	1
Total Salisbury Zoo	FO	40000		13	14	14	14	14	15
Parks 45000	FO	45000							
Parks Supervisor	FO	45000	8	1	1	1	1	1	1
Horticulturist	FO	45000	6	1	1	1	1	1	1
Motor Equipment Operator I/II/III	FO	45000	3/4/5	1	1	1	1	1	1
Parks Maintenance Worker I/II/III	FO	45000	3	3	3	4	5	5	5
Total Parks	FO	45000		6	6	7	8	8	8

AUTHORIZED POSITION DETAIL

Position Title	Division	Org	FY21 Grade	FY16	FY17	FY18	FY19	FY20	FY21 Mayor
Parking Authority 31154									
Parking Supervisor I/II	PK/FO	31154	6/9	1	1	1	1	1	1
Revenue Clerk I/II/III - Parking	PK/FO	31154	3/4/6	1	1	1	1	1	1
Parking Maintenance Worker I/II/III	PK/FO	31154	3	1	1	1	1	1	1
Parking Enforcement Officer	PK/FO	31154	2	1	1	1	1	1	1
Total Parking Authority	PK/FO	31154		4	4	4	4	4	4
Street Sweeping 60820	FO	60820							
Motor Equipment Operator I/II/III	FO	60820	3/4/5	2	3	3	3	3	3
Total Street Sweeping	FO	60820		2	3	3	3	3	3
Water Engineering 81080									
Project Engineer	I & D	81080	11/12	1	1	1	1	0	0
GIS Technician	I & D	81080	8	1	1	0	0	0	0
Total Water Engineering	I & D	81080		2	2	1	1	0	0
Water Fund Billing 81570	WW	81570							
Utility Billing Supervisor	WW	81570	7	1	1	1	1	1	1
Cashier I/II/III	WW	81570	2/3/4	1	1	1	1	1	1
Total Water Fund Billing	WW	81570		2	2	2	2	2	2
Water Plant 82075	WW	82075							
Superintendent Water Treatment Plant	WW	82075	13	1	1	1	1	1	1
Asst Water Treatment Plant Supt	WW	82075	10	1	1	1	1	1	1
Water Plant Maint Operator I/II	WW	82075	8/9	1	1	1	1	1	1
Water Treatment Plant Operator I/II/ III/IV	WW	82075	6/7/8/9	7	7	8	8	8	8
Quality Control/Sample Technician I/ II/III/IV	WW	82075	5/6/7/8	1	1	1	1	1	1
Administrative Assistant I/II/III	WW	82075	5	0	0	0	0	0	1
Administrative Office Associate	WW	82075	4	1	1	1	1	1	0
Total Water Plant	WW	82075		12	12	13	13	13	13

AUTHORIZED POSITION DETAIL

Position Title	Division	Org	FY21 Grade	FY16	FY17	FY18	FY19	FY20	FY21 Mayor
Utilities Water 82076	FO	82076							
Superintendent Utilities	FO	82076	12	1	1	1	1	1	1
Utility Section Chief	FO	82076	8	2	2	2	2	2	2
Utility Supervisor	FO	82076	7	1	1	1	0	0	0
Administrative Assistant I/II/III	FO	82076	5	1	1	1	1	1	1
Utility Technician I / II / III	FO	82076	4/5/6	4	4	4	5	5	5
Utility Locator	FO	82076	4	1	1	1	1	1	1
Meter Technician II	FO	82076	4	1	1	1	1	1	1
Meter Reader I	FO	82076	3	1	1	1	1	1	1
Total Utilities Water	FO	82076		12	12	12	12	12	12
83000 Water Administration									
Director Water Works	WW	83000	16	0	1	1	1	1	1
Water Works Program Specialist	WW	83000	8	0	1	1	1	1	1
Total Water Administration	WW	83000		0	2	2	2	2	2
Sewer Engineering 84080									
Construction Inspector	I & D	84080	8	1	1	1	1	0	0
Total Sewer Engineering	I & D	84080		1	1	1	1	0	0
Sewer Billing 85070	WW	85070							
Finance Director	WW	85070	16	1	1	1	1	1	1
Accountant II/III	WW	85070	11/12	0	1	1	1	1	1
Utility Billing Clerk I/II/III	WW	85070	3/5/6	2	2	2	2	2	2
Total Sewer Billing	WW	85070		3	4	4	4	4	4
Wastewater Treatment 86083	WW	86063							
Superintendent WWTP	WW	86063	13	1	1	1	1	1	1
Asst WWTP Superintendent	WW	86063	11	1	1	1	0	0	0
WWTP Chief Operator	WW	86063	10	1	1	1	1	1	1
Laboratory Supervisor	WW	86063	9	0	0	0	1	1	1
Maintenance Supervisor	WW	86063	10	1	1	1	1	1	1

AUTHORIZED POSITION DETAIL

Position Title	Division	Org	FY21 Grade	FY16	FY17	FY18	FY19	FY20	FY21 Mayor
Biosolids Manager	WW	86063	9	1	1	1	1	1	1
WWTP Shift Supervisor	WW	86063	9	3	3	3	0	0	0
Materials Supervisor	WW	86063	8	1	0	1	1	1	1
Chemist	WW	86063	8	1	1	1	0	0	0
Electrician Supervisor	WW	86063	9	1	1	1	1	1	1
Biosolids Operator I/II/III	WW	86063	6/7/8	0	0	0	1	3	3
CMMS Tech	WW	86063	6	0	0	1	1	1	1
Instrumentation Tech	WW	86063	6	0	0	1	1	1	1
WWTP Operator I / II / III / IV	WW	86063	6/7/8/9	8	8	8	11	9	9
Plant Mechanic I/II	WW	86063	6/7	5	5	5	5	5	5
Administrative Assistant I/II/III	WW	86063	5	0	1	1	1	1	1
Lab Technician I/II/III	WW	86063	6/7/8	2	2	2	2	2	2
Assistant Plant Mechanic	WW	86063	5	1	1	1	1	1	1
Administrative Office Associate	WW	86063	4	1	0	0	0	0	0
Groundskeeper	WW	86063	3	1	1	1	1	1	1
Total Wastewater Treatment	WW	86063		29	28	31	31	31	31
Utilities Sewer 86085	FO	86085							
Assistant Utilities Superintendent	FO	86085	9	1	1	1	1	1	1
Utility Section Chief	FO	86085	8	1	1	1	2	2	2
Utility Tech I / II / III	FO	86085	4/5/6	6	6	7	7	7	7
Utility Tech II Assistant Locator	FO	86085	5	1	1	0	0	0	0
Meter Tech I	FO	86085	3	1	1	1	1	1	1
Water Meter Reader I/II	FO	86085	3/6	1	1	1	1	1	1
Total Utilities Sewer	FO	86085		11	11	11	12	12	12
Pretreatment Monitoring 86086	WW	86086							
Pretreatment Coordinator	WW	86086	9	1	1	1	1	1	1
Pretreatment Technician II/III/IV	WW	86086	5/6/7/8	2	2	2	2	2	2
Total Pretreatment Monitoring	WW	86086		3	3	3	3	3	3
Grand Totals				412	417	431	435	435	436

BUDGET POLICIES & 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.

BUDGET POLICIES & PROCEDURES

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.

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.

BUDGET POLICIES & PROCEDURES

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

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.

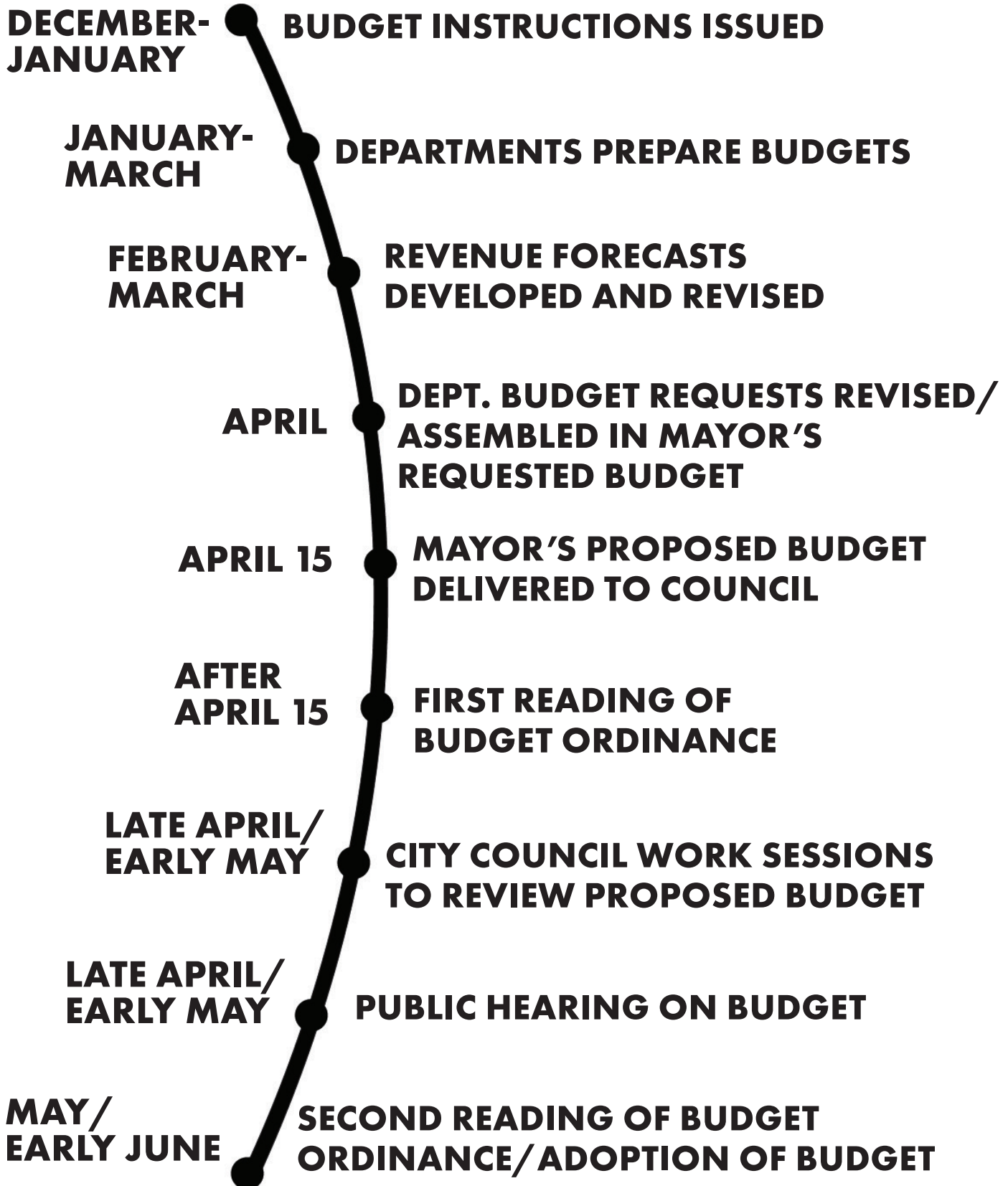
BUDGET POLICIES & PROCEDURES

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 will benefit the citizens
- 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 POLICIES

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

General Debt Information

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

Additional policy Information:

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

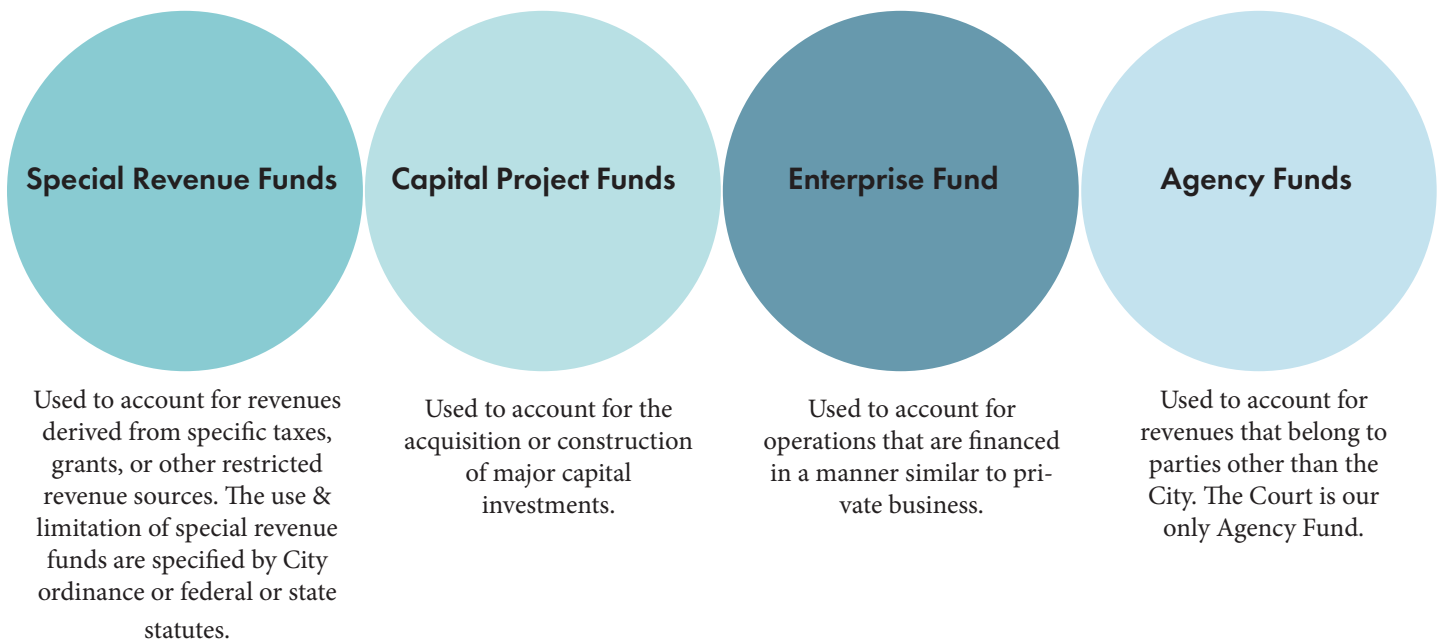
FUNDS

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.

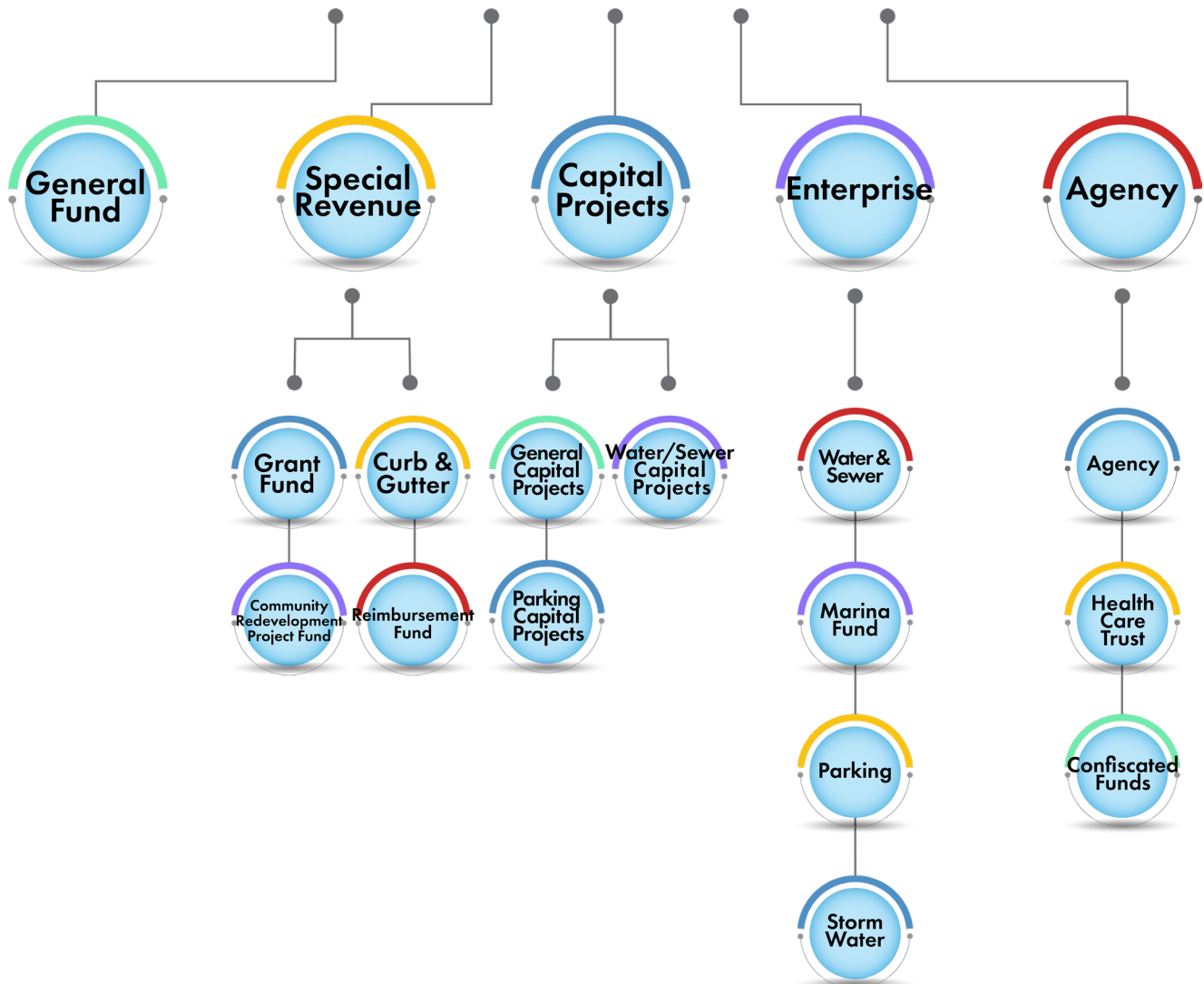
Other fund types are: Special Revenue, Capital Project, Enterprise and Agency Funds.

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



FUND CHART

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.
Finance	15000	Finance Department	Responsible for accounting and financial reporting of all City operations.
	81570	Water Billing	Collects water payments with in-office payment desk, and online/phone methods.
	85070	Sewer Billing	Handles billing for waste/sewer portion of water/sewer bills.
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.

SUMMARY OF DEPARTMENTS BY FUNCTION

Misc.	70101	Debt Service	
	90500	Other	
Other Financing Uses	91001	Operating Transfers	
Storm	60820	Street Sweeping	Clean every street in the City twice per month with the City's street sweeping machinery.
Water	60850	Storm Drains	Oversees all drainage entry points to ensure clear flow of water, removal of debris.
Facilities	60300	Marina Fund	Moneys collected through slip/dock fees, other means.
	31154	Parking Fund	Moneys collected through parking fees, other means.
Infrastructure & Development	25100	Building Permits	Administration and enforcement of adopted building construction, plumbing, zoning and fire codes of the City of Salisbury.
	31000	Engineering	Development plan review and annexation, stormwater issues, sidewalk maintenance and traffic management. Accepts park reservations.
	81080	Water Engineering	Design/maintenance of water delivery infrastructure.
	84080	Sewer Engineering	Design and maintenance of the City's waste removal systems.
	19000	Planning	Using City law to guide current and future development to ensure it meets best interests of citizens.
Field Operations	22000	Traffic Control	Maintenance and oversight of all traffic control devices to include streetlights.
	30000	Resource Management	Oversight of manpower and mechanical distribution.
	31150	Streets	Maintenance of City's road infrastructure.
	32061	Sanitation Waste Collection	Collection and disposal of citizen household, yard and miscellaneous waste.
	32062	Sanitation- Recycling	Curb-side collection and transport to recycling center of all recyclable waste.
	34064	Fleet Management	Maintenance of City's automobile and utility motorized vehicle fleet.
	35000	Carpentry Shop	Handles maintenance and construction in any needed capacity.
Recreation & Culture	40000	Zoo	
	45000	Parks	
Water	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.
Water	83000	Water Administration	Oversees all water and water removal departments.
Works	86083	Waste Water Treatment Plant	Purifies the City's wastewater and returns it to the Wicomico River.

2.0 | SCHEDULES AND SUMMARIES

BUDGET OVERVIEW

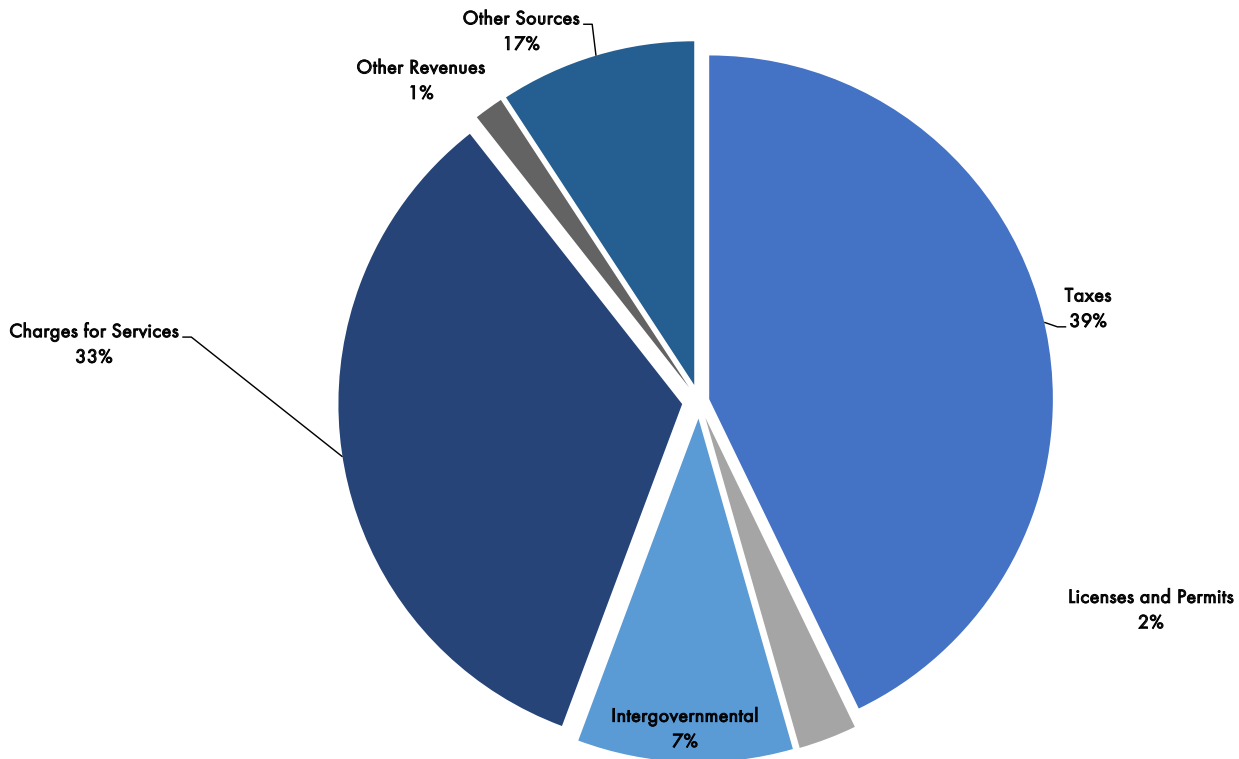
This table summarizes the revenues and expenditures of the City's Adopted 2021 Budget.

	General Fund	Capital Improve- ment Program	Special Revenue Funds	Enterprise Funds	Total Budget
Revenues:					
Taxes	29,563,189	-	-		29,563,189
Licenses and Permits	1,888,450	-	-		1,888,450
Intergovernmental	3,120,316	90,000	3,772,684	-	6,983,000
Charges for Services	5,776,682	-	-	17,493,250	23,269,932
Other Revenues	938,904	-	-	7,500	946,404
Other Sources	1,442,900	4,925,000	-	-	6,367,900
Total Revenues	\$42,730,441	\$5,015,000	\$3,772,684	\$17,500,750	\$69,018,875
Transfers In	-	155,550	1,358,619	-	1,514,169
Transfers Out	-1,358,619	-	-	-155,550	(1,514,169)
Use of Fund Balance	2,290,713	-	-	2,263,975	4,554,688
Total Financial Resources	\$43,662,535	\$5,170,550	\$5,131,303	\$19,609,175	\$73,573,563
Expenditures:					
General Government	3,559,869	175,000	80,000	-	3,814,869
Public Safety:		-	-	-	-
Police	14,168,624	50,000	558,274	-	14,776,898
Fire	10,180,062	-	1,308,995	-	11,489,057
Public Works:		-	-	-	-
Field Operations	5,182,219	2,270,550	-	-	7,452,769
Infrastructure & Development	1,587,840	1,139,000	1,390,514	-	4,117,354
Water Sewer Operations		1,406,000	-	18,126,081	19,532,081
Parking Operations		-	-	831,747	831,747
Other Operations		-	-	651,347	651,347
Economic Development	845,373	-	-	-	845,373
Housing & Community Development	1,148,528	-	1,793,520	-	2,942,048
Recreation and Culture:		-	-	-	-
Salisbury Zoo	1,363,682	-	-	-	1,363,682
Parks	690,469	130,000	-	-	820,469
Insurance and Misc.	1,068,420	-	-	-	1,068,420
Debt Service	3,867,449	-	-	-	3,867,449
Total Expenditures	\$43,662,535	\$5,170,550	\$5,131,303	\$19,609,175	\$73,573,563

REVENUE SUMMARY

The budgeted revenue in FY 2021 is \$ 69,018,875 which represents a 5% increase from FY 2020. This is primarily due to revenue associated with increases of \$2,208,598 in the General Fund and \$1,681,861 in Special Revenue Funds.

Revenues by Type - All Funds

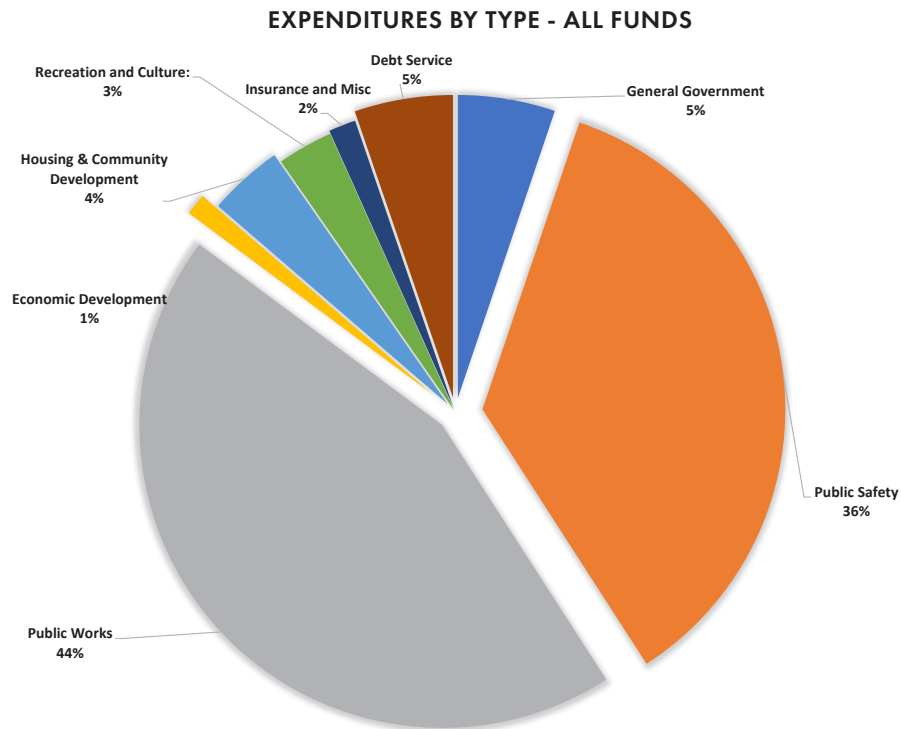


	FY 2021 Adopted	FY2020 Adopted	% Change	FY2019 Actual
General Fund	42,730,441	40,521,843	5%	40,494,096
Parking Fund	675,000	793,200	-16%	640,305
Water Sewer Fund	16,140,750	16,350,890	-1%	17,929,084
Marina Fund	55,000	55,000	0%	51,695
Storm Water Fund	630,000	620,000	2%	595,516
Special Revenue Funds*	3,772,684	2,090,823	57%	2,078,745
Capital Project Fund*	5,015,000	5,420,090	-7%	186,503
Total	69,018,875	65,851,846	5%	61,975,944

**Multi-Year Fund*

EXPENDITURES SUMMARY

The budgeted expenditures net of transfers in FY 2021 is \$73,573,563. There was a \$ 3,407,248 or 5% increase from FY 2020. This is primarily due to expenditures associated with the General Fund which increased \$ 1,941,384 and expenditures associated with Special Revenue Funds which increased \$2,467,079..



	FY 20201 Adopted			FY20 Adopted	% Change	FY2019 Actual * *
	Per Ordinance	Transfers	Net of Transfers			
General Fund	45,021,154	1,358,619	43,662,535	41,721,151	4.7%	38,533,972
Parking Fund	831,747		831,747	952,791	-12.7%	594,654
Water Sewer Fund	18,126,081	-	18,126,081	18,136,162	-0.1%	12,443,635
Marina Fund	111,542	-	111,542	86,232	29.4%	73,449
Storm Water Fund	695,355	155,550	539,805	527,165	2.4%	360,129
Grant Fund & Special Revenue	5,131,303	-	5,131,303	2,664,224	92.6%	2,052,607
Com Develop Cap Project Fund	-	-	-	-	0%	24,783
Capital Projects Fund*	5,170,550		5,170,550	6,078,590	-14.9%	3,943,273
Total	75,087,732	1,514,169	73,573,563	70,166,315	5%	58,026,502

***Multi-Year Fund**

****Excluding Depreciation**

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

All Governmental Funds

FY2021 budgeted revenues, expenses, and change in fund balance are shown below for Governmental Funds.
(Including Special Revenue and Capital Project funds)

	Actual				Adopted Budget	
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Revenues						
Taxes	\$24,506,195	\$24,801,665	\$26,799,572	\$28,160,477	\$28,637,436	\$29,563,189
Other revenue	4,582,208	4,630,361	4,943,355	5,055,687	1,035,143	938,904
Intergovernmental revenues	4,640,082	3,643,335	4,395,878	4,849,957	6,843,508	6,983,000
Service charges	3,158,061	3,041,011	3,791,599	4,604,140	7,558,156	7,665,132
Total Revenues	36,886,546	36,116,372	39,930,404	42,670,261	44,074,243	45,150,225
Expenditures						
General government	3,780,459	3,970,388	4,441,596	4,493,064	4,563,421	7,427,290
Public safety	20,035,532	20,885,690	22,602,253	23,380,521	25,002,635	26,215,955
Public works	4,970,684	4,910,018	4,746,139	4,973,391	7,866,111	8,160,573
Recreation and culture	1,910,125	1,930,038	2,028,685	1,980,652	1,896,561	2,054,151
Nondepartmental	1,006,594	931,423	1,195,661	1,055,539	1,047,740	1,068,420
Capital outlay	8,952,848	6,677,531	5,958,774	4,899,165	3,643,400	3,764,550
Debt service						
Principal	2,152,098	2,300,773	2,785,353	2,973,887	2,349,195	2,881,736
Interest	674,248	885,103	868,627	798,416	1,659,712	985,713
Total Expenditures	43,482,588	42,490,964	44,627,088	44,554,635	48,028,775	52,558,388
Excess of revenues over (under) expenditures	(6,596,042)	(6,374,592)	(4,696,684)	(1,884,374)	(3,954,532)	(7,408,163)
Other financing sources (uses)						
Proceeds from sale of capital assets	13,683	467,942	185,184	30,905	-	-
Operating transfers in (out)	154,320	75,355	156,948	160,000	120,000	155,550
Proceeds from extended term financing	1,697,575	-	-	-	560,323	-
Payment to refunding agent		(9,466,692)				-
Proceeds from issuance of Debt	4,135,138	12,751,624	5,417,853	38,178	3,398,190	6,367,900
Total other financing sources (uses)	6,000,716	3,828,229	5,759,985	229,083	4,078,513	6,523,450
Net Change in fund balances	(595,326)	(2,546,363)	1,063,301	(1,655,291)	123,981	(884,713)
Fund Balances, beginning of year	21,146,331	20,551,005	18,004,642	19,808,310		

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

General Fund

The General Fund's Net Change in Fund Balances for FY16-FY19 was an increase of \$ 636,302 or an average of \$159,076 per year. The FY 2021 budgt reflects a Net Change in Fund Balances of (\$ 2,290,713) since budgeted revenues are under expenditures by the same amount. The City forecast minimal change in fund balance due to expected favorable expenditure variances based on prior years.

	Actual				Budget	
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Revenues						
Taxes	\$24,506,195			\$28,160,477	\$28,637,436	\$29,563,189
Other revenue	4,563,763	4,250,105	4,212,634	4,456,462	625,143	938,904
Intergovernmental revenues	2,312,521	2,428,600	2,925,831	3,203,934	3,140,785	3,120,316
Service charges	3,035,614	2,979,689	3,791,599	4,604,140	7,558,156	7,665,132
Lawsuit proceeds						
Miscellaneous						
Total Revenues	34,418,093	34,460,059	37,729,636	40,425,013	39,961,520	41,287,541
Expenditures						
General government	2,950,118	3,278,547	3,649,691	3,744,655	4,483,421	5,553,770
Public safety	19,611,828	20,435,138	22,180,055	22,593,472	23,399,234	24,348,686
Public works	4,933,359	4,855,183	4,545,338	4,817,399	6,885,288	6,770,059
Recreation and culture	1,910,125	1,930,038	2,028,685	1,876,312	1,896,561	2,054,151
Nondepartmental	1,006,594	931,423	1,195,661	1,055,539	1,047,740	1,068,420
Capital outlay	1,661,702	1,778,500	1,888,470	674,292		
Debt service						
Principal	2,152,098	2,300,773	2,785,353	2,973,887	2,349,195	2,881,736
Interest	674,248	786,680	868,627	798,416	1,659,712	985,713
Total Expenditures	34,900,072	36,296,282	39,141,880	38,533,972	41,721,151	43,662,535
Excess of revenues over (under) expenditures	(481,979)	(1,836,223)	(1,412,244)	1,891,041	(1,759,631)	(2,374,994)
Other financing sources (uses)						
Proceeds from sale of capital assets	13,683	467,942	178,213	30,905	560,323	
Operating transfers in (out)	(950,897)	(785,416)	(498,509)	(509,270)	(447,792)	(1,358,619)
Proceeds from extended term financing	1,697,575					
Proceeds from Issuance of Debt	-	2,028,036	24,900	38,178		1,442,900
Total other financing sources (uses)	760,361	1,710,562	(295,396)	(440,187)	112,531	84,281
Net Change in fund balances	278,382	(125,661)	(1,707,640)	1,450,854	(1,647,100)	(2,290,713)
Fund Balances, beginning of year	12,293,852	12,572,234	12,446,573	11,479,300		
Fund Balances, end of year	\$12,572,234			\$12,930,154		

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.

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND BALANCE

Enterprise Funds

Text for Budget Book: FY21 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 decreased by \$93,175 or .5%. Water and Sewer rates were unchanged in the FY21 budget.

	Water Sewer Fund	Parking Fund	Marina Fund	Stormwater Fund
Revenues				
Charges for services	\$16,133,250	\$675,000	\$55,000	\$630,000
Other revenue	7,500	-		
Total Revenues	16,140,750	675,000	55,000	630,000
Expenditures				
Operating	13,264,576	629,353	111,542	539,805
Capital outlay	26,380			-
Debt service	4,835,125	202,394	-	-
Total Expenditures	18,126,081	831,747	111,542	539,805
Excess of revenues over (under) expenditures	-1,985,331	-156,747	-56,542	90,195
Other financing sources (uses)				
Operating transfers in (out)	-			-155,550
Proceeds from extended term financing				-
Proceeds from Bond Issuance	-		-	
Total other financing sources (uses)	-	-	-	-155,550
Net Change in fund balances FY21 Adopted Budget	-1,985,331	-156,747	-56,542	-65,355
Net Change in fund balances FY20 Adopted Budget	-2,062,272	-159,591	-31,232	-27,165
Fund Balances, 6/30/19	75,082,363	1,734,166	1,444,243	465,733
Fund Balances, end of year (projected)	\$71,034,760	\$1,417,828	\$1,356,469	\$373,213

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, 2020 totaled \$55,354,239. After considering general obligations including mortgages and notes outstanding of \$29,742,373, the available additional debt margin was \$25,611,866.

Debt Budgeted to be issued in FY21

The City's budget includes \$2,154,000 in projects to be funded from a bond to be issued in FY22. There are no bonds in the budget to be issued in FY21.

SUMMARY OF FY21 DEBT SERVICE

GENERAL FUND

General Fund Debt Service

The following schedule lists the principle and interest payments budgeted for payment in the General Fund for FY2021.

Issue	FY 21 Budget Debt Service		
	Principal	Interest	Total
2011 General Obligation Bonds	327,822	79,555	407,377
2011 General Obligation Bonds	257,666	18,700	276,366
2013 General Obligation Bonds	204,000	58,376	262,376
2014 MD Water Quality	4,667	521	5,188
2016 General Obligation Bonds	367,917	46,814	414,731
2017 General Obligation Bonds	900,734	275,033	1,175,767
2018 General Obligation Bonds	331,330	114,794	446,124
2020 General Obligation Bonds	487,600	391,920	879,520
	2,881,736	985,713	3,867,449

SUMMARY OF FY21 DEBT SERVICE ENTERPRISE FUNDS

Enterprise Fund Debt Service

The following schedule lists the principle and interest payments budgeted for payment in each Enterprise Fund for FY2021.

Issue	FY 21 Budget Debt Service		
	Principal	Interest	Total
Water Fund	343,198	67,974	411,172
Sewer Fund	3,870,036	553,917	4,423,953
Total Water Sewer Fund	4,213,234	621,891	4,835,125
Parking Fund	150,863	51,531	202,394
Marina Fund	-	-	-
Storm Water Fund	-	-	-
	4,364,097	673,422	5,037,519

SUMMARY OF PERSONNEL AND POSITION CHANGES

Step Increases

- A one step increase was awarded for all personnel, contingent upon satisfactory performance review

Merit Pay, Career Ladder Updates, Positions Added, Positions Removed

- Market adjustments were made to various positions in Field Operations and Water Works
- A global adjustment was made to Administrative Assistants.
- See chart below for a summary of position changes:

Department	Merit Pay Awarded	Reclassifications	Career Ladder Positions Added	Positions Added	Positions Removed	Other
Finance			Cashier III			
Business Development		Office Associate to Administrative Assistant				
Human Resources		Office Associate to Administrative Assistant	Administrative Assistant career ladders added			
Procurement			Administrative Assistant career ladders added			
Information Services	Assistant Director		Administrative Assistant career ladders added			
Field Operations		Office Associate to Administrative Assistant; Lead Zoo Keeper to Collections Operation Manager	Administrative Assistant and Office Manager career ladders added	Zoo Veteranarian		Market adjustments made for various positions
HCDD	Administrative Assistant Housing and Homeless Manager	Administrative Records Clerk to Administrative Assistant	Administrative Assistant and Office Manager career ladders added			
DID			Administrative Assistant career ladders added			
Fire	Assistant Fire Chief Driver FF/EMT	Office Associate to Administrative Assistant	Administrative Assistant and Office Manager career ladders added			
Mayor			Administrative Assistant and Executive Administrative Office Manager career ladders added			
Police			Office Manager career ladders added			
Water Works		Office Associate to Administrative Assistant WTP Superintendent Assistant WTP Superintendent WWTP Electrician Supervisor Lab Technicians	Administrative Assistant career ladders added			Market adjustments made for various positions

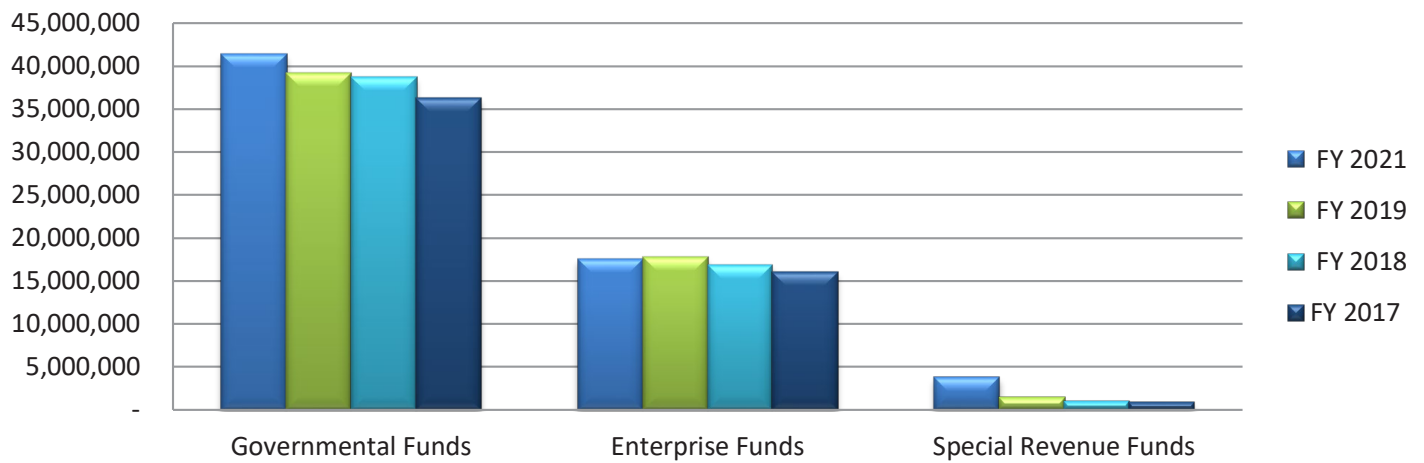
REVENUE OVERVIEW

Total revenue for FY 2021 is \$69.0 million, which includes \$62.6 million in operating revenue and \$6.4 million in revenue from other sources. FY 2021 operating revenues are estimated to increase 7.4% from the prior year. This increase is primarily due to an increase in property tax assessments and grants throughout the City.

	FY 2018	FY 2019	FY 2020	FY 2021	2021 vs. 2020
Operating revenue:					
<i>Governmental Funds</i>					
Taxes	26,607,694	27,556,597	28,637,436	29,563,189	7.01%
Licenses and Permits	1,674,519	1,613,650	1,715,200	1,888,450	16.02%
Intergovernmental	4,229,099	3,245,309	4,752,685	3,210,316	-0.74
Charges for Services	5,099,644	5,733,691	5,842,956	5,776,682	0.74%
Other Revenue	1,130,207	1,018,148	1,035,143	938,904	-7.66%
<i>Enterprise Funds</i>					
Charges for Services	16,818,432	17,648,137	17,556,950	17,493,250	-0.88%
Other Revenue	-	100,926		7,500	
<i>Special Revenue Funds</i>					
Intergovernmental	981,000	1,405,758	2,090,823	3,772,684	113.21%
Total Operating Revenue	56,540,595	58,322,216	61,631,193	62,650,975	7.02%
Other financing sources:					
Bond Proceeds	6,997,605	11,148,200	3,398,190	4,925,000	-183.13%
Cap Lease	37,499	969,000	822,463	1,442,900	57.62%
Total other financing sources	7,035,104	12,117,200	4,220,653	6,367,900	-136.22%
Total Revenue	63,575,699	70,439,416	65,851,846	69,018,875	-2.16%

REVENUE OVERVIEW

Operating Revenue by Fund Type



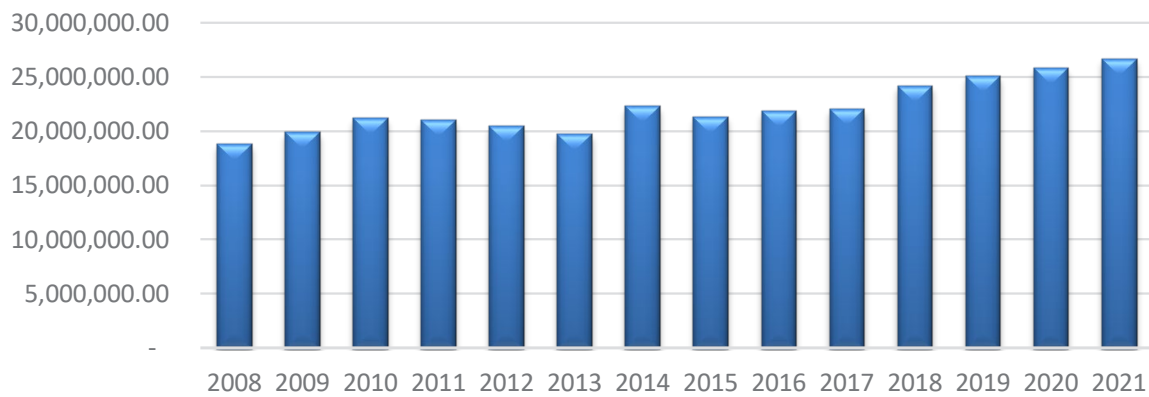
GENERAL FUND REVENUE: TAXES

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

Fiscal Year	Assessments				Tax 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)	1,930,891,071	3,058,170	294,411,710	2,228,360,951	2.40 PP 2.81 RR	0.9832	25,059,823
2020 (EST)	1,938,872,013	3,000,000	258,219,373	2,200,091,386	2.40 PP 3.51 RR	0.9832	25,802,712
2021 (EST)	2,065,525,292	3,250,000	243,034,188	2,311,809,480	2.40 PP 3.51 RR	0.9832	26,612,423

GENERAL FUND REVENUE: TAXES

Taxes - 13 Year Trend

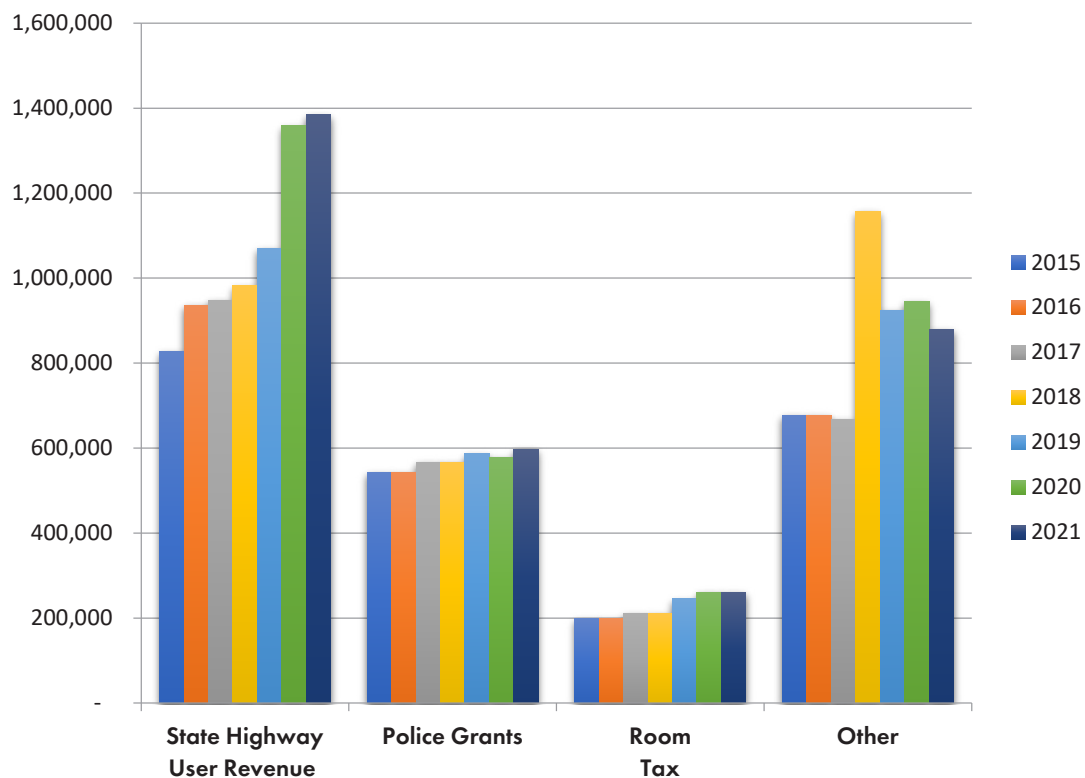


GENERAL FUND REVENUE: INTERGOVERNMENTAL

Intergovernmental revenue is derived from various funding agreements and grants from other governmental agencies. Grants vary from year to year based on availability. State Highway has increased each year since 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
2021	1,384,293	597,629	260,000	878,394	3,120,316

Intergovernmental Revenue - 7 Yr Trend



WATER/SEWER REVENUE

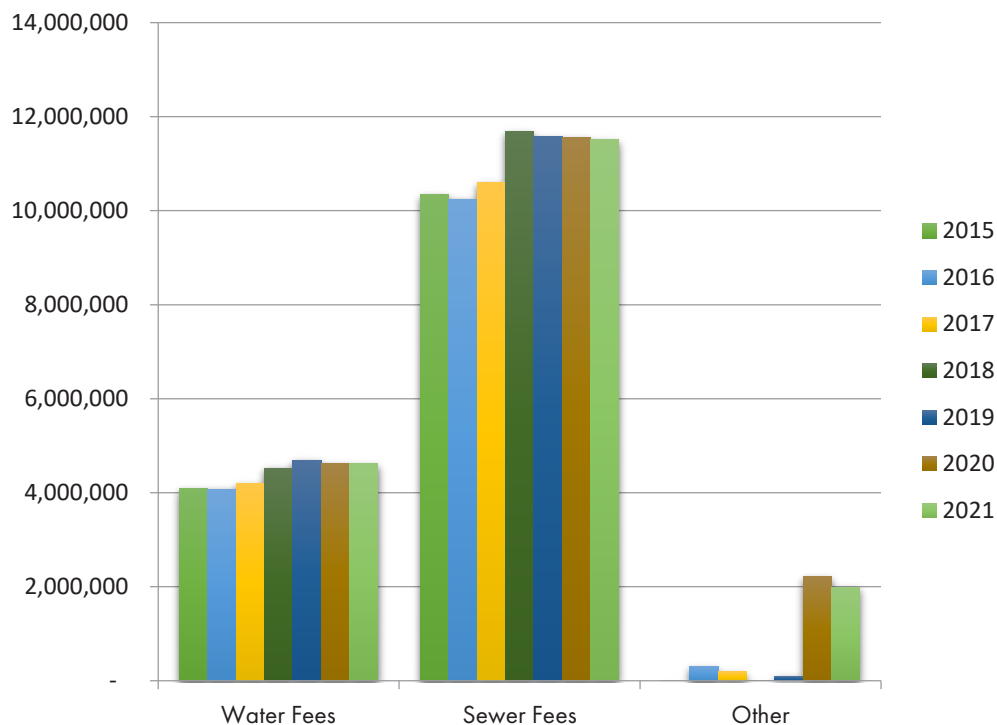
The Water & Sewer Fund's revenue consist of fees which include usage, water and sewer connections, special meter readings, and other miscellaneous charges, Rates are set annually by the Mayor and City Council to maintain all water and sewer servcies to customers. Customers are billed on a quarterly basis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

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

The FY21 Proposed Budget does not include a Water Sewer rate increase.

Fiscal Year	Water Fees	Sewer Fees	Other	Total
2015	4,083,785	10,349,871	11,000	14,444,656
2016	4,078,700	10,245,679	311,000	14,635,379
2017	4,194,350	10,590,425	189,500	14,974,275
2018	4,524,225	11,676,238	9,500	16,209,963
2019	4,690,950	11,575,987	100,926	16,367,863
2020	4,630,250	11,566,000	2,216,912	18,413,162
2021	4,625,250	11,508,000	1,992,831	18,126,081

Water Sewer Revenue - 7 Yr Trend

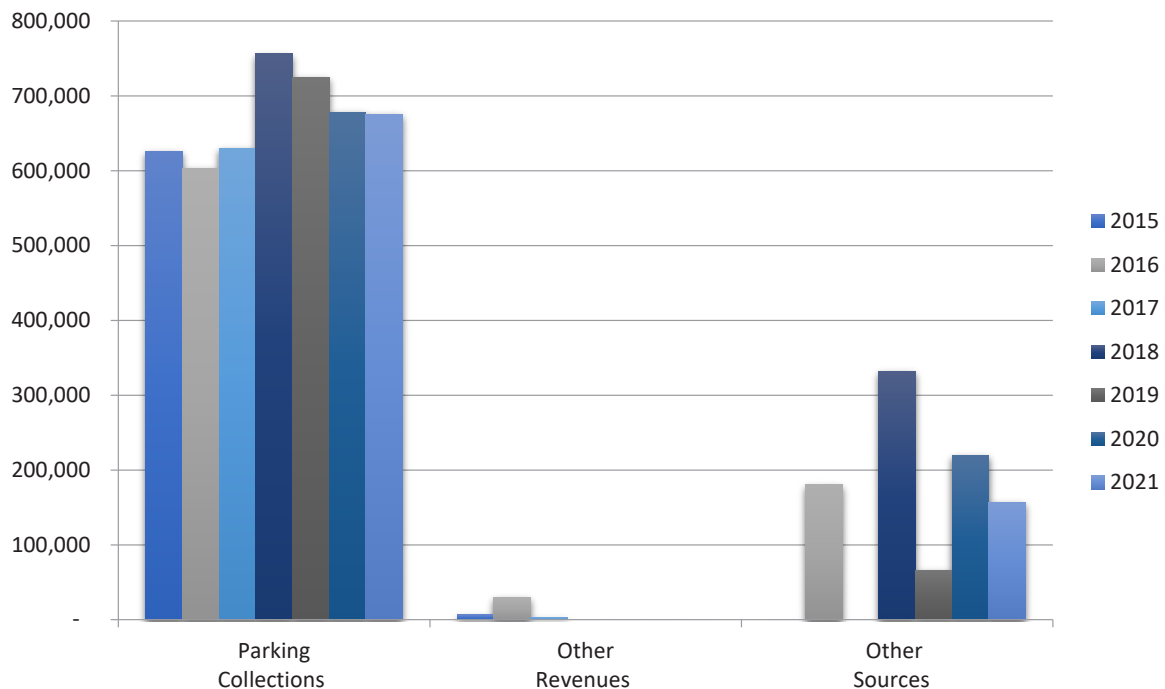


PARKING FUND REVENUE

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 Revenue	Other	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	-	219,591	897,791
2021	675,000	-	156,747	831,747

Parking Fund Revenue - 7 Yr Trend

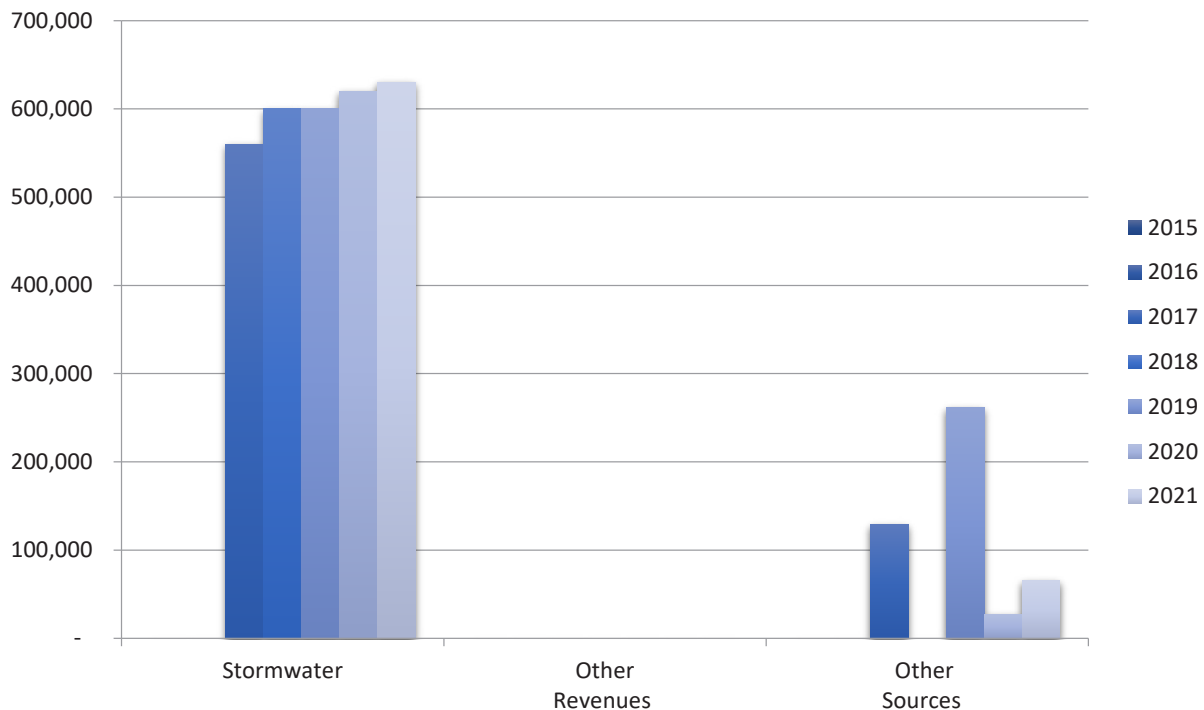


STORMWATER FUND REVENUE

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	Stormwater	Other Revenue	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
2021	630,000	-	65,354	695,354

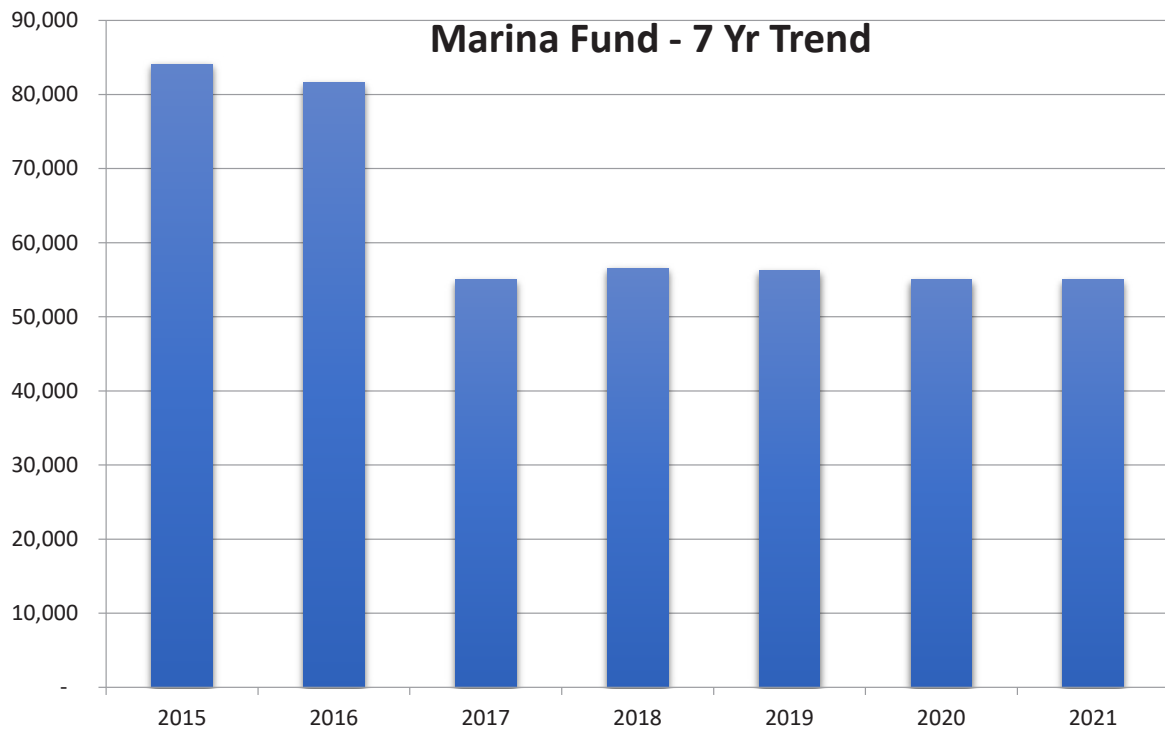
Stormwater Fund Revenue - 7 Yr Trend



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
2021	55,000



4.0 | CAPITAL PROJECTS

CAPITAL IMPROVEMENT PLAN: 5-YEAR OVERVIEW

The City's Capital Improvement Plan (C.I.P.) is a multi-year plan for the City's capital investments. The proposed CIP includes 5 years of projected capital needs. The current year of the program is adopted during the regular budget process, and the remaining 5 years serve as a guideline for future planning.

FY 21-25 Capital Improvement Plan

The schedule below represents the totals by funding source for projects funded in each of the City's major funds over the period from FY 2021 - FY 2025.

	General Revenues	Grants & Donations	Lease	Bond	Revolving Fund Funds on Hand	Total
General Fund	7,909,062	11,554,000	7,104,500	16,382,900	0 -	42,950,462
Water Sewer Fund	7,113,920		-	7,936,000	0	15,049,920
Parking Fund	150,000		0	0		150,000
Total	15,172,982	11,554,000	7,104,500	24,318,900	-	58,150,382

**The full Capital Improvement plan can be found in the appendix to this budget document, under the title, "CIP: Salisbury's Capital Improvement Plan for FY 20201 - 2024."*

FY21 BUDGET CAPITAL PROJECTS

The schedules on the following pages present the Capital Projects included in the City's proposed FY 21 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 Projects included in the Proposed Budget were in the City's Capital Improvement Plan.

CIP totals for projects included in the FY 2021 Budget

The schedule below represents the totals by funding source for projects funded in each of the City's major funds for the 2021 Adopted Budget.

	General Revenues	Grants & Donations	Lease	Bond	Reallocate Prior Bond Proceeds	Water-Sewer Impact Funds	Total
General Fund	155,000	90,000	0	2,154,000	1,365,000	0	3,764,000
Water Sewer Fund	0				175,000	1,231,000	1,406,000
Parking Fund	0		0	0			0
Total	155,000	90,000	0	2,154,000	1,540,000	1,231,000	5,170,000

**The full Capital Improvement plan can be found in the appendix to this budget document, under the title, "CIP: Salisbury's Capital Improvement Plan for FY 20201 - 2024."*

CIP EFFECT ON FUTURE OPERATING BUDGETS

The schedule below provides comments for significant projects included in the FY21 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	Project Amount	Maintenance	Operational Impact	
			Operational	Description
Public Safety				
City Park Master Plan Improvements	175,000	None	Decrease Operations	Installation of new LED lights for potential electricity savings.
Wayfinding and Signage	50,000	None	None	
Field Operations				
Church St Storm Water Pipe Rehabilitation Lining	130,550	Decrease Maintenance	None	Lining an older stormwater main will decrease service calls and maintenance costs.
Special Events Pavilions	90,000	Increase Maintenance	Increase Operations	Management and staffing of new event pavilion.
ADA: Ramp and Bathroom Conversion	40,000	None	None	
Field Operations Facility Plan - Phase 2	2,000,000	Increase Maintenance	Increase Operations	New Admin building to replace offices in trailers.
2 One Ton Dump Trucks (Sanitation & Parks)	140,000	None	None	
Infrastructure & Development				
Port Exchange Riverwalk Replacement	114,000	None	None	
Street Scaping (Town Square)	750,000	Increase Maintenance	Increase Operations	Installation of pavers, seating, trees and public art. Fountain would increase operations, if included.
Rail Trail Master Plan Implementation	250,000	Increase Maintenance	Increase Operations	Installation of additional bike trails
Waste Shark	25,000	Decrease Maintenance	None	Evaluation with Field Ops to see impact on operations

GENERAL CAPITAL PROJECTS

			Schedule B: General Capital Projects						General Fund - Capital Outlay				
			Funding Source						Account			Funding Source	
Dept	Project	Approved Amount	Pay- GO Gen Fund	PayGO Storm Water	Grant	Contrib.	Prior Yr Bond	FY22 Bond	Org	Obj	Descrip- tion	Gen- eral Reve- nues	Lease Proceeds
Public Safety													
Police	Shooting Range (SPD)	-											
Police	Patrol Vehicle	115,000							21021	577025	Vehicles		115,000
Police	CID Vehicles	42,000							21021	577025	Vehicles		42,000
Fire	Knox E-Lock System	37,000							24035	577035	Equipment	37,000	
Fire	Apparatus Replacement - EMS Units	1,230,000							24035	577025	Vehicles		1,230,000
General Government													
GOB	GOB Roof and Air Handler Replacement	175,000					175,000						
IT	EnerGov Software Implementation	-											
IT	SPD Vehicle Cradlepoint Refit	-											
IT	High Availability Virtual Environment	55,900							18000	577035	Computer		55,900
IT	Computer Aided Dispatch (CAD) Replacement	50,000					50,000						
Field Operations													
Field Op	Modular - Admin Office Space	-											
Field Op	Church St Storm Water Pipe Rehabilitation Lining	130,550		130,550									
Field Op	Special Events Pavilions	90,000			90,000								
Field Op	ADA: Ramp and Bathroom Conversion	40,000						40,000					
Field Op	Field Operations Facility Plan - Phase 2	2,000,000						2,000,000					
Field Op	Multipurpose Mower with attachments	-											-

GENERAL CAPITAL PROJECTS

			Schedule B: General Capital Projects						General Fund - Capital Outlay				
			Funding Source						Account			Funding Source	
Dept	Project	Approved Amount	PayGO Gen Fund	PayGO Storm Water	Grant	Contrib.	Prior Yr Bond	FY22 Bond	Org	Obj	Description	General Revenues	Lease Proceeds
Infrastructure & Development													
I & D	Zoning Code Revisions	43,000							19000		Consulting	43,000	
I & D	Wayfinding and Signage	-										-	
I & D	Street Light Addition & Replacement	-											
I & D	Citywide Street Reconstruction	375,000					-	-	31000		Street Repairs		
I & D	Citywide Concrete Program	25,000							31000		Curbs	25,000	
I & D	Bridge Maintenance South Division Street Bridge	-											-
I & D	Citywide Street Reconstruction	-											
I & D	City Park Master Plan Improvements	-											
I & D	Bicycle Master Plan Improvements	-											
I & D	Port Exchange Riverwalk Replacement	114,000					-	114,000					
I & D	Street Scaping (Town Square)	750,000					750,000						
I & D	Rail Trail Master Plan Implementation	250,000					250,000						
I & D	Urban Greenway Improvements												
I & D-SW	Impervious Surface Reduction	-											
I & D-SW	Waste Shark	25,000		25,000									
I & D-SW	Johnson Pond Dam Improvements	-					-	-					
	Total	5,687,450	-	155,550	90,000	-	1,365,000	2,154,000					1,442,900

CAPITAL PROJECTS

WATER/SEWER, PARKING, STORMWATER

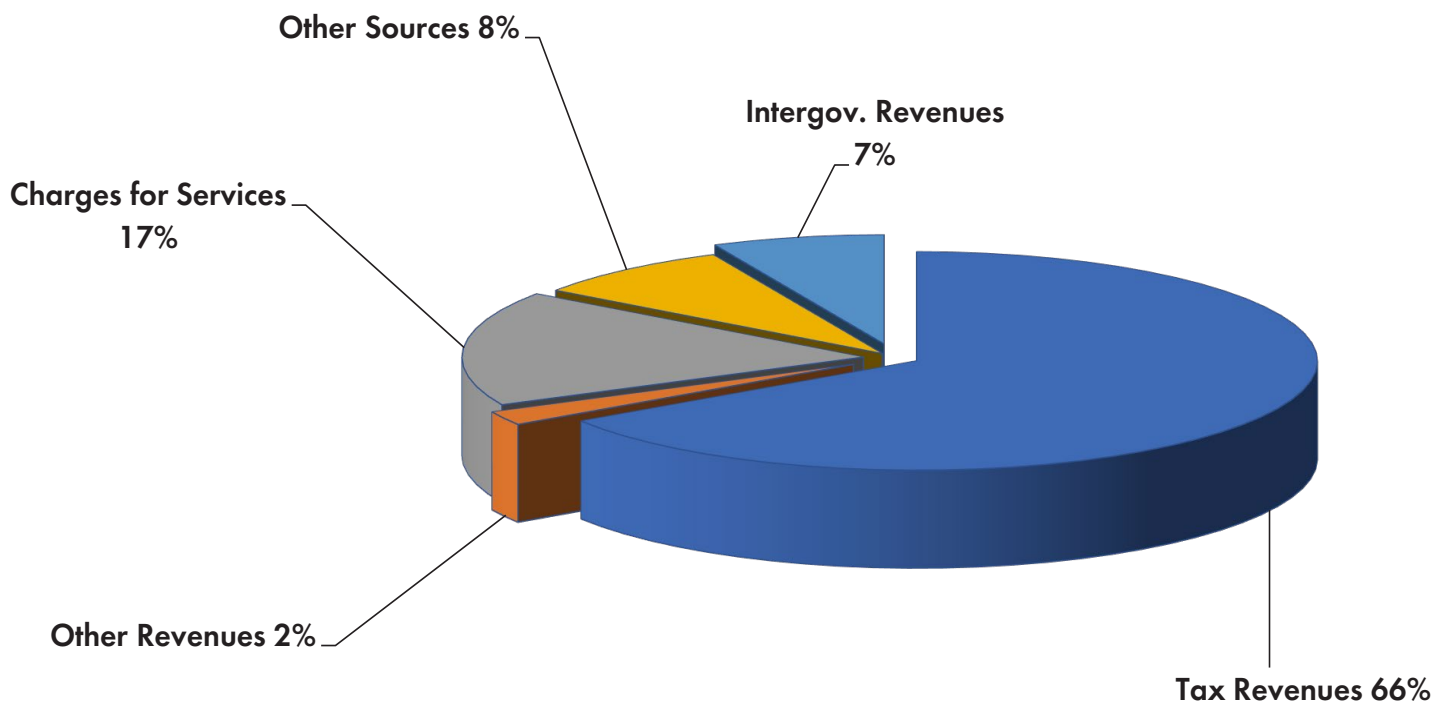
			Funding Source						
Project	CIP Amount	Adj	Transfer PayGO	Impact Funds	Lawsuit Proceeds	Reallocate Prior Year Bonds	Account	Enterprise Revenue	Lease Proceeds
Water Sewer Capital Project Fund									
EnerGov Software & Implementation	20,000	-20,000							
Fiber Backbone Expansion	190,000	-190,000							
Park Plant Sewer Installation	50,000	-50,000							
Structural Study	75,000					75,000			
Main Building HVAC	40,000	-40,000							
WWTP Water Meter Installations	60,000	-60,000							
Sewer Infiltration and Inflow Remediation	550,000	-550,000							
Dump Truck	207,000	-207,000							
Restore Park Well Field	175,000				175,000				
Filter Replacement Project	306,000				306,000				
Replace Distribution Piping & Valves	100,000				100,000				
Park Plant Flow Meter Replacement	250,000				250,000				
Sewer Trunk Line Rehabilitation Lining	150,000				150,000				
Pump Stations Improvements	2,601,000	-2,351,000			250,000				
Paleo Well 3	0			1,231,000	(1,231,000)				
Park Water Treatment Plant Interior Improvements	100,000					100,000			
Water Sewer Fund Total	4,874,000	-3,468,000	0	0	1,231,000	175,000			
Parking Fund:									
Parking Software	30,000	-30,000							0
Parking Authority Fund Total	30,000	-30,000	0	0	0	0			

Total	8,699,450	(2,473,000)	-	155,550	90,000	-			
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5.0 | GENERAL FUND

GENERAL FUND: REVENUE DETAIL

General Fund Revenues	
Tax Revenues	29,563,189
Other Revenues	938,904
Charges For Services	7,665,132
Other Sources	3,733,613
Intergovernmental Revenues	3,120,316
Total	\$45,021,154



GENERAL FUND: REVENUE DETAIL

		19 Actual	20 Revised	21 Adopted
403100	Real Property	18,463,626	18,794,712	19,946,423
403201	Local Personal Property - Curr	61,377	72,000	78,000
403301	OBC - Current Year	4,626,755	4,600,000	4,200,000
403302	Railroad/Utilities	1,908,065	2,336,000	2,388,000
403510	Local Income Taxes	2,148,438	1,900,000	2,050,000
403605	Admission & Amusement Taxes	339,418	350,000	300,000
403610	Water & Sewer Utility	211,228	214,009	215,493
403611	PILOT-Housing Auth.	8,576	4,000	2,000
403612	PILOT Univ Village	123,781	141,741	159,700
403613	PILOT Parking Authority	100,453	109,974	108,573
403910	Interest-Delinquent Taxes	168,760	115,000	115,000
413101	Amusement Licenses	4,345	3,000	3,000
413102	Trader's Licenses	143,367	140,000	140,000
413103	Prof & Occupational	75	-	-
413104	Towing Companies	4,125	4,200	4,200
413105	Billboard Licenses	19,050	19,000	19,000
413106	Cable TV Franchise Fee	420,537	385,000	385,000
413109	Restaurant Licenses	16,275	15,000	28,000
413110	Natural Gas Franchise	5,000	5,000	5,000
413112	Multi-Family Dwelling Fee	574,033	560,000	733,000
413113	Multifamily Landlord License	109,526	90,000	117,000
413118	Hotel License	-	-	800
413201	Building Permits	575,519	400,000	371,000
413202	Grading Permits	500	400	400
413203	Peddlers License	1,520	300	550
413207	Plumbing Permits	96,365	70,000	50,000
413208	Other Misc Permits	8,547	-	-
413209	Street Breaking Permits	700	700	700
413210	Sign Permits	16,797	20,000	20,000
413211	Well Permits	450	600	600
413212	Zoning/Variations	5,183	2,000	2,500
413215	Temporary Sign Permits	300	500	500
413216	Demolition Permits	800	600	1,000
413217	Pool Permits	1,358	100	500
413218	Tent Permits	280	300	300
413219	Mechanical Permit	600	-	-

GENERAL FUND: REVENUE DETAIL

		19 Actual	20 Revised	21 Adopted
413227	Small Wireless Fac Permits	-	-	5,400
424101	Police Regular Grant	289,122	319,545	328,406
424102	Supplement	82,785	82,018	82,023
424103	Municipal	184,568	175,500	187,200
424201	Highway User	1,079,116	1,358,201	1,384,293
424202	MDOT Reimbursements	391,231	191,586	41,570
424250	Developer Reimbursements	-	62,200	-
425400	Enterprise Zone	76,834	84,000	84,000
427100	Bank Shares Tax	18,302	18,300	18,300
427301	WiCHD Reimbursements	-	10,000	-
427403	EMS from County	820,668	752,814	734,524
427600	Zoo-Hotel Room Tax	261,309	260,000	260,000
433101	Filing Fees	100	100	100
433102	Advertising Fees	140	100	100
433103	Plan Review Fees	32,293	24,000	25,000
433104	Administrative Fees	536,948	562,156	642,145
433106	Zoning-Advertising	446	-	-
433107	Housing Board Appeal Fee	-	-	400
433108	Housing Application Fee	900	-	-
433209	False Fire Alarms	315	1,500	500
433210	False Alarms	23,344	25,000	25,000
433228	Lifequest Revenue	2,088,739	1,920,000	1,820,837
433230	Fire Prevention - Plan Review	244,858	150,000	125,000
433231	Fire Prevention - Permits&Fees	29,598	23,000	23,000
433232	Fire Inspections	3,956	1,500	15,000
433233	Fire Marshal Citations/Fines	500	-	-
433234	Hazmat Special Op Revenue	-	-	10,000
433250	Weed Cleaning/Removal	49,913	50,000	50,000
433251	Clean It/Lien It Fees	16,924	13,000	13,000
433253	Abandoned Vehicle Removal	235	-	-
433260	Inspection Fees	3,447	600	600
433261	Reinspection Fees	(350)	9,500	500
433270	Reports	21,065	19,000	19,000
433272	Adm Fees-Towing	545	500	500
434505	Delmarva/Salisbury Scrp Recycl	3,660	7,619	6,000
434610	Trash Fees	1,543,908	1,780,000	1,938,000

GENERAL FUND: REVENUE DETAIL

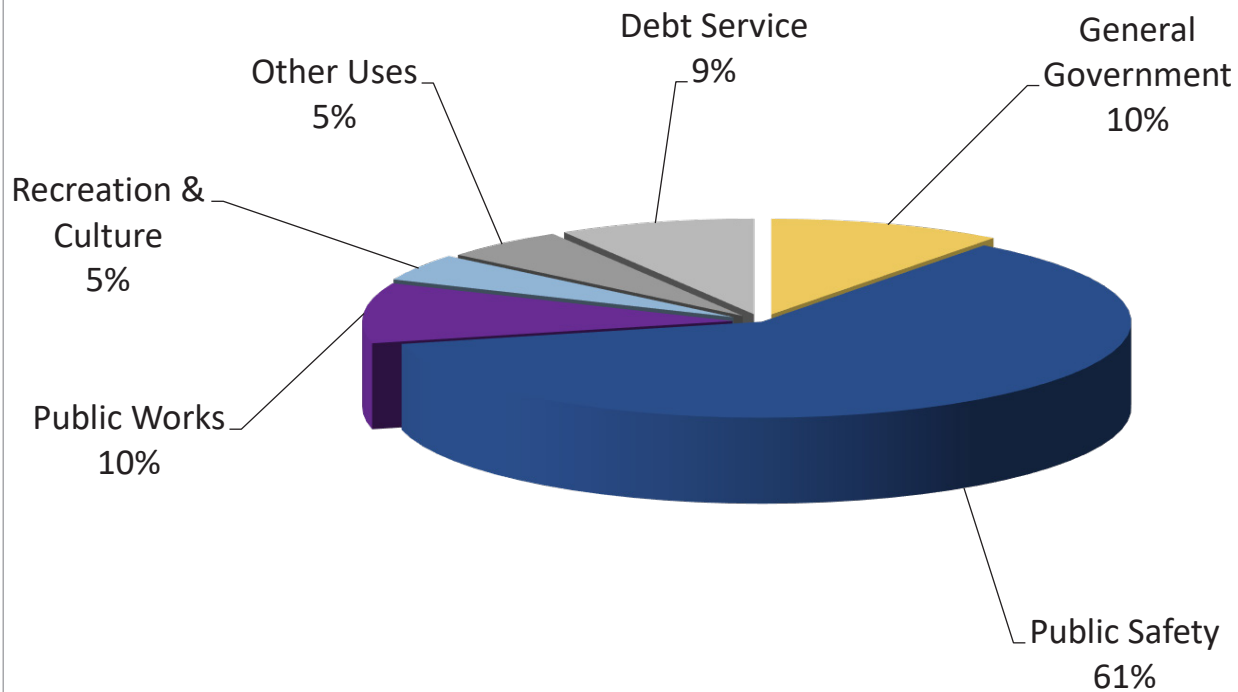
		19 Actual	20 Revised	21 Adopted
434613	Bulk Trash Pickup	7,214	3,000	3,000
434717	City Merchandise	2,425	3,000	2,000
445110	Parking	(13,540)	-	-
445130	Municipal Infractions	30,445	30,000	36,000
445134	Vacant Building Registration	27,625	20,000	20,000
445135	Foreclosed Property	750	1,000	1,000
445140	School Zone Camera	1,033,659	1,200,000	1,000,000
445300	Trolley Rentals	3	-	400
456110	Investment Interest	228,637	2,500	2,500
456120	Other Interest	9,144	7,000	10,000
456130	Trash Disposal Fee	15,067	9,000	11,000
456300	Rent Earnings	110,191	100,000	110,000
456301	Rent Earnings - Park Events	7,405	35,000	36,000
456303	Rent Fees Truitt St Comm Ctr	4,655	-	-
456400	Donations	103,607	103,607	103,607
456415	Donations-Other	150	3,500	24,667
456902	Eireann Mhor Development	23,858	-	-
456909	POWER SAVINGS PROGRAM	24,237	-	-
456911	Other Misc. Receipts	70,672	89,959	70,000
456912	Cash Over/Short	28	-	-
456913	Returned Check Fee	160	200	200
456914	Bad Debt Collections	1,207	1,000	1,000
456916	Sale of Maps and Codes	130	200	200
456917	Bid Documents	-	-	179,954
456918	Zoo Commission FT	158,555	183,671	109,376
456919	Zoo Commission PT	64,941	108,966	-
456926	Compensated Allowance Adj.	(7,506)	-	-
456935	Insurance Proceeds	64,385	4,828	-
456940	Bad Debt Collections-Claim Aid	582	-	-
469113	Transfers from Health Care	-	-	280,000
469167	Transfer from Anex Reinvest	-	135,000	-
469192	Transfers from Forfeited Polic	-	71,109	-
469200	Sale of Fixed Assets	30,901	5,226	-
469311	Capital Lease Proceeds	38,178	560,323	1,442,900

GENERAL FUND: REVENUE DETAIL

		19 Actual	20 Revised	21 Adopted
469810	Current Surplus Available	-	1,141,659	1,810,713
469811	Capital Surplus	-	1,421,328	480,000
469814	Surplus Available-Speed Cam	-	225,772	-
Total		40,008,910	43,722,721	45,021,154

GENERAL FUND: EXPENDITURE DETAIL

General Fund Expenditures	
General Government	4,630,468
Public Safety	27,457,669
Public Works	4,584,378
Recreation & Culture	2,054,151
Other Uses	2,427,039
Debt Service	3,867,449
Total	45,021,154



GENERAL FUND: EXPENDITURE COMPARISON

DEPARTMENT/DIVISION	FY20 Original Budget	FY20 Revised Budget	FY21 Adopted Budget	FY21 Adopted vs FY21 Proposed
City Council	78,519	78,519	89,567	11,048
City Clerk	163,795	163,810	167,237	3,427
Development Services	825,411	826,220	845,373	19,152
Mayor's Office	591,185	591,194	646,139	54,945
Elections	51,500	51,500	-	-51,500
Internal Services - Finance	733,238	741,905	745,209	3,304
Internal Services - Procurement	271,174	272,025	284,642	12,617
City Attorney	354,800	354,800	355,000	200
Information Services	556,653	556,658	611,061	54,403
Human Resources	340,165	343,170	381,353	38,183
Planning & Zoning	179,314	179,314	225,226	45,912
Municipal Buildings	285,352	380,215	226,524	-153,691
Poplar Hill Mansion	52,316	52,316	53,137	821
Police Services	12,573,864	12,840,938	12,989,970	149,032
Police Communications	793,809	852,031	963,654	111,623
Police Animal Control	223,754	223,754	215,000	-8,754
Traffic Control	1,664,616	1,699,616	1,622,479	-77,137
Fire Fighting	8,197,812	9,054,732	9,790,491	735,759
Fire Volunteer	389,177	379,177	389,571	10,393
Building, Permits & Inspection	331,140	331,145	337,976	6,831
HCDD	1,220,820	1,260,674	1,148,528	-112,145
Resource Management	516,795	517,145	498,192	-18,953
Engineering	1,157,664	1,727,131	1,024,638	-702,493
Streets	1,029,265	1,187,266	889,550	-297,715
Waste Collection/Disposal	1,443,000	1,723,472	1,424,903	-298,569
Recycling	153,669	153,892	162,906	9,015
Fleet Management	443,441	443,542	449,245	5,703
Carpenter Shop	145,697	145,887	134,943	-10,944
Municipal Zoo	1,243,838	1,214,367	1,363,682	149,315
Parks	652,723	692,055	690,469	-1,586
Debt Service	4,008,907	4,033,907	3,867,449	-166,458
Insurance	767,740	767,740	817,420	49,680
Miscellaneous	280,000	280,000	251,000	-29,000
Operating Transfers	664,901	814,901	1,358,619	543,718
General Fund Total	42,386,052	44,935,018	45,021,154	86,136

5.0 | GENERAL GOVERNMENT

CITY COUNCIL

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

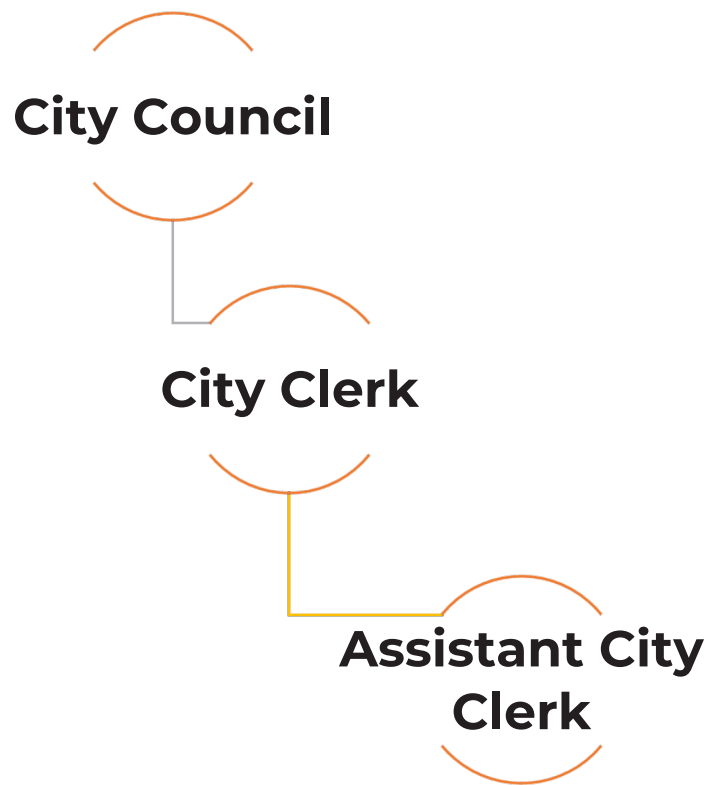
Priorities

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

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
11000 - Legislative (City Council)				
Personal Services	59,935	61,260	73,308	73,308
Operating Expenses	6,695	17,259	17,259	16,259
TOTAL Legislative (City Council)	66,629	78,519	90,567	89,567

CITY CLERK



CITY CLERK

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 amend Record Retention Schedules to include electronic records
4. Maximize public access to local government

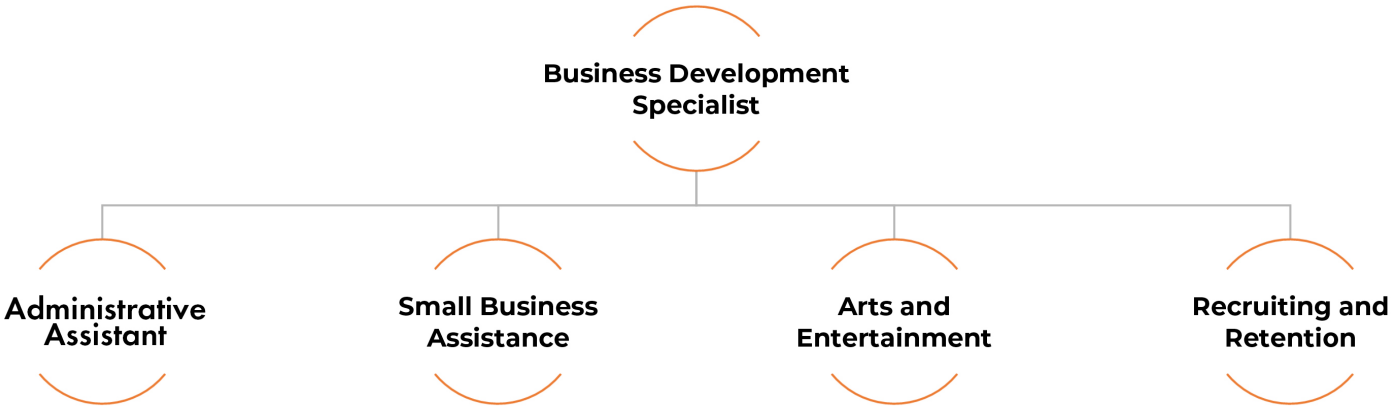
Priorities

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

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
11100 - City Clerk				
Personal Services	144,460	147,359	152,346	152,346
Operating Expenses	8,473	16,076	14,891	14,891
Capital Outlay	-	360	-	-
TOTAL City Clerk	152,934	163,795	167,237	167,237

BUSINESS DEVELOPMENT



BUSINESS DEVELOPMENT

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 Visitor Center traffic will increase by 250
4. Respond within 2 business days to all requests for information about starting a business in Salisbury
5. Increase the total number of restaurants, retail establishments and craft manufacturers in Downtown Salisbury by 5% in FY21

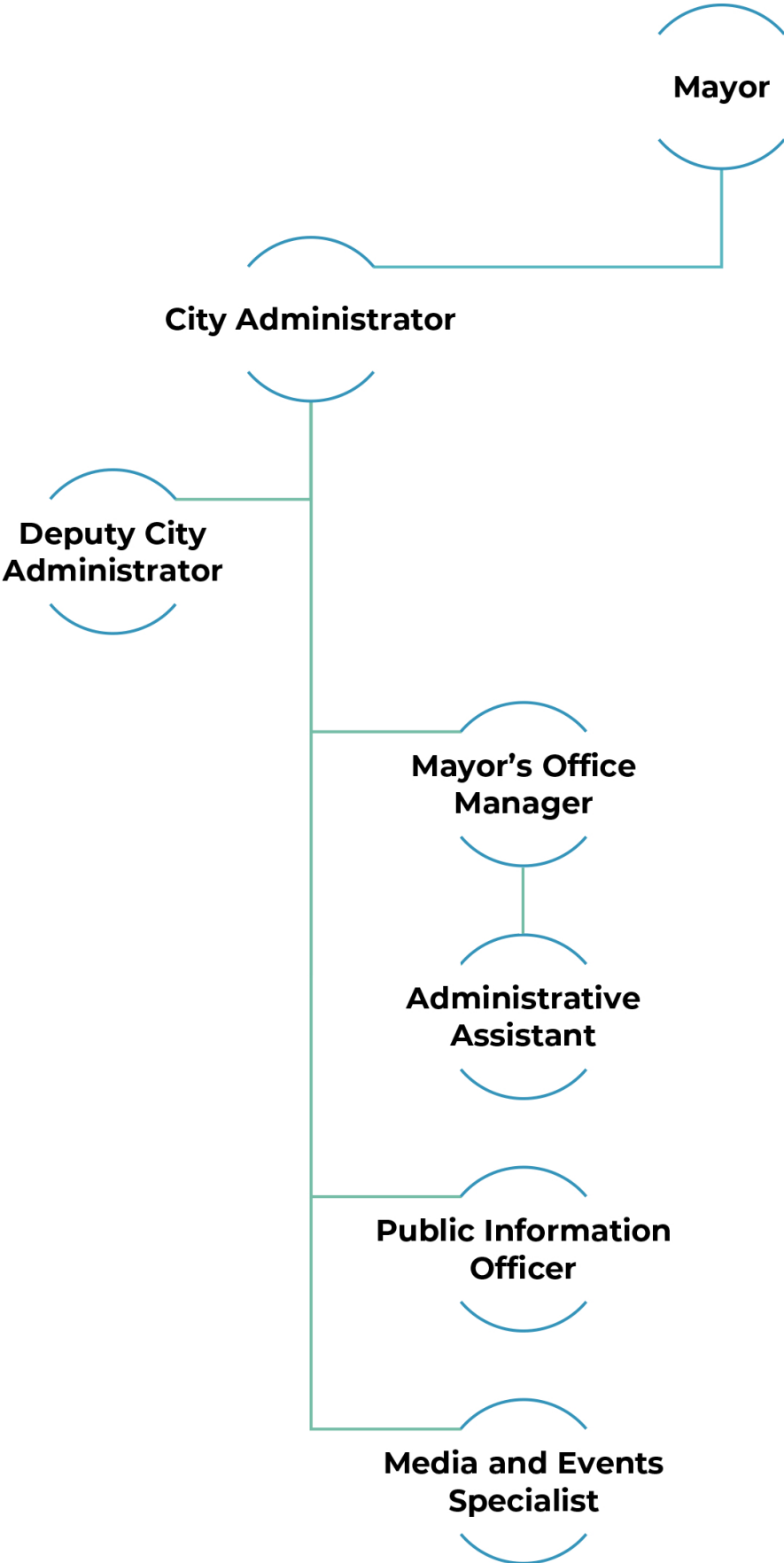
Priorities

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

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
11600 - Development Services				
Personal Services	166,237	164,436	201,978	201,978
Operating Expenses	572,894	655,702	639,982	639,982
Capital Outlay	1,812	5,273	3,413	3,413
TOTAL Development Services	740,942	825,411	845,373	845,373

MAYOR'S OFFICE



MAYOR'S OFFICE

Goals

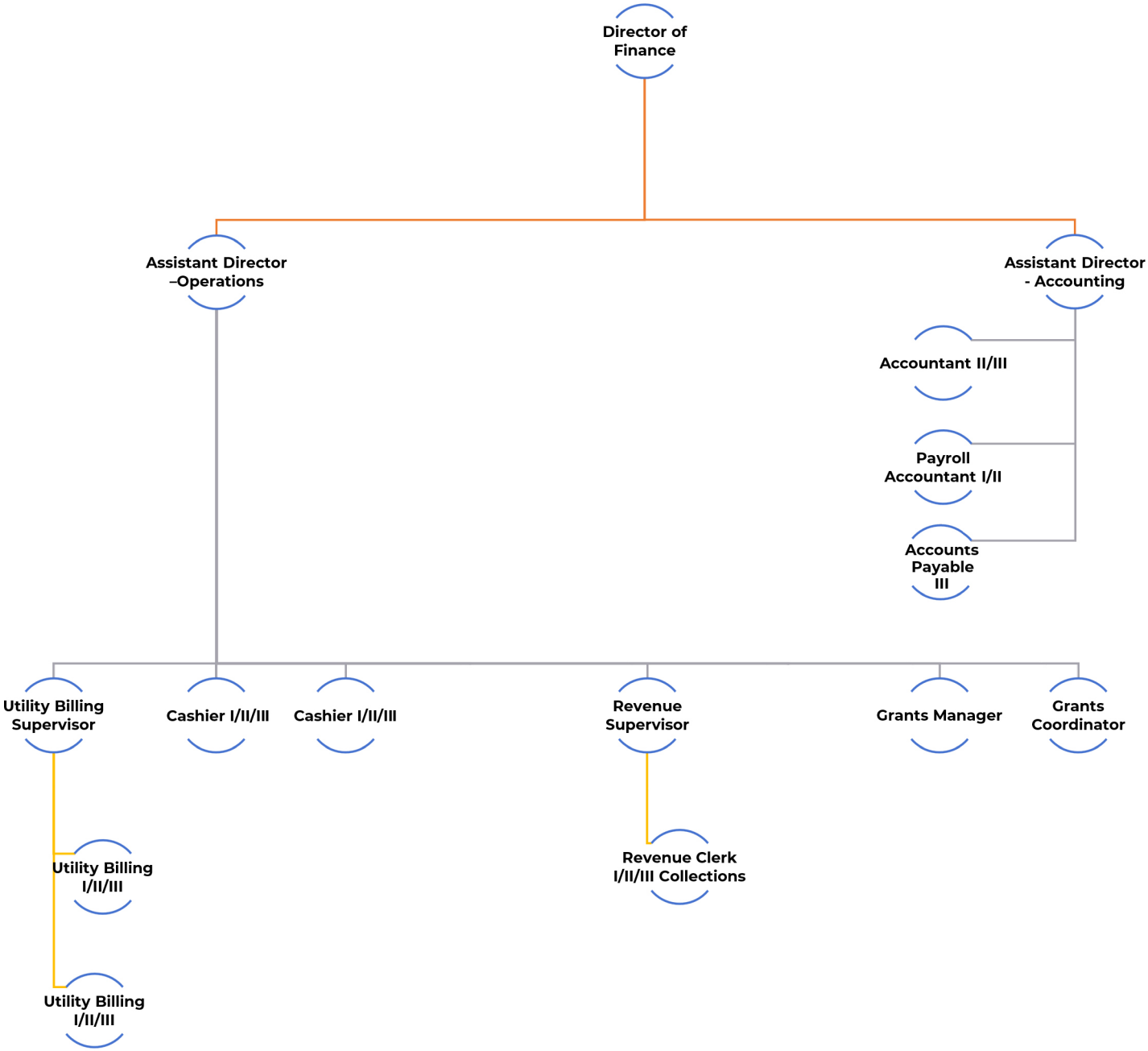
1. Respond to all constituent inquiries within 48 hours
2. Host twice monthly Mayor's Open Office Hours in partnership with local coffee shops
3. Survey all employees every other year and evaluate results to implement improvements

Priorities

1. Provide frequent updates to the public on the COVID-19 Pandemic
2. Foster economic development throughout the City through both short-term and long-term projects
3. Combat brain drain by developing programs and initiatives for Salisbury's brightest minds
4. Enhance transparency between City government and the community through events and improved technology
5. Provide opportunities for local neighborhoods and housing not only to meet all City codes and regulations, but also thrive
6. Track and encourage fiscal discipline in all City departments
7. Prioritize public safety through community events, cross-departmental collaboration, and consistent evaluation
8. Maintain constant care and assessment of our local environment
9. Encourage development of improved transportation & infrastructure inside City limits
10. Raise morale among constituents and employees; improve customer service and management skills for City employees

	19 Actual	20 Original	21 Proposed	21 Adopted
12000 - Executive (Mayor)				
Personal Services	449,713	511,199	566,356	571,356
Operating Expenses	82,843	72,445	110,635	71,023
Capital Outlay	6,620	7,540	3,760	3,760
TOTAL Executive (Mayor)	539,176	591,185	680,752	646,139

FINANCE



FINANCE

Goals

1. Reduce the amount of Personal Property Receivables over 120 days old by 5%
2. Reduce the amount of Miscellaneous Receivables over 120 days old by 5%
3. Reallocate Bonded Debt Proceeds no longer required as projects in a bond pool are complete

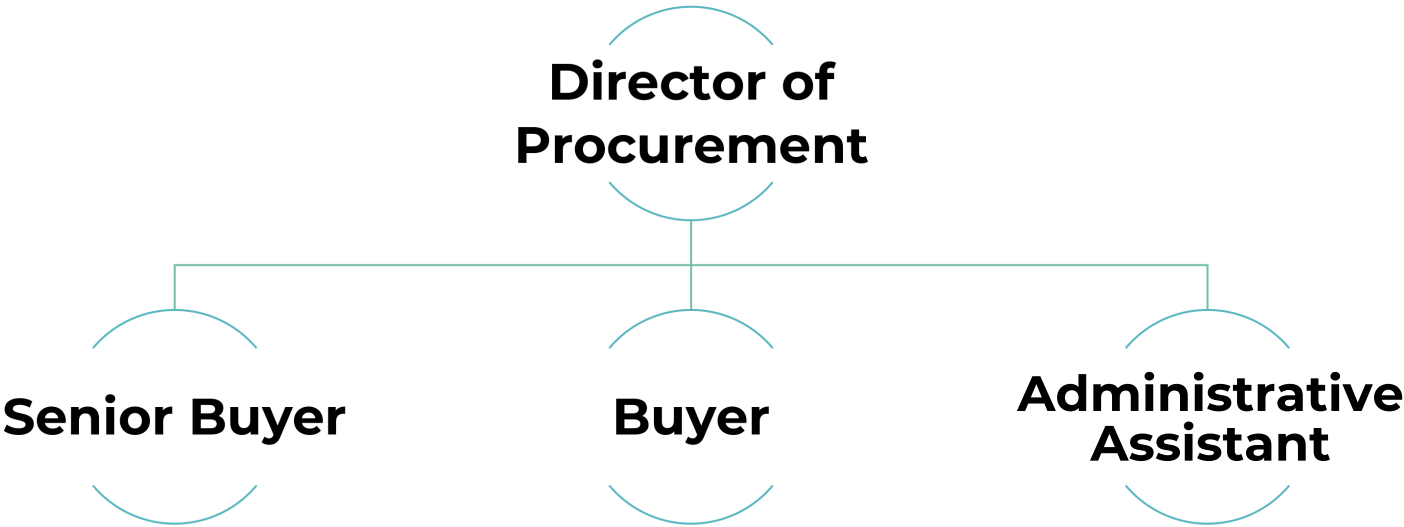
Priorities

1. Implement online payment capabilities provided by Paymentus Software
2. Centralize Receipt Processing
3. Enhance the City Budget document by following GFOA best practices
4. Work with the Parking Committee to improve the financial health of the Parking Fund
5. Research options to improve funding of Fire Services

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
15000 - Internal Services - Finance				
Personal Services	526,885	594,160	599,879	599,879
Operating Expenses	71,795	139,078	143,770	143,770
Capital Outlay	12,538	-	1,560	1,560
TOTAL Internal Services - Finance	611,217	733,238	745,209	745,209

PROCUREMENT



PROCUREMENT

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
4. Manage the procurement process by developing a Policy and Procedure Manual to provide consistency across departments and identify strategies to reduce redundancy

Priorities

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

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
16000 - Internal Services: Procurement				
Personal Services	208,471	231,014	241,257	241,257
Operating Expenses	35,000	40,160	41,825	41,825
Capital Outlay	-	-	980	1,560
TOTAL Internal Services: Procurement	243,471	271,174	284,062	284,642

CITY ATTORNEY

Goals

1. Respond to all Mayor's Office inquiries within 24 hours on business days, and within 48 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

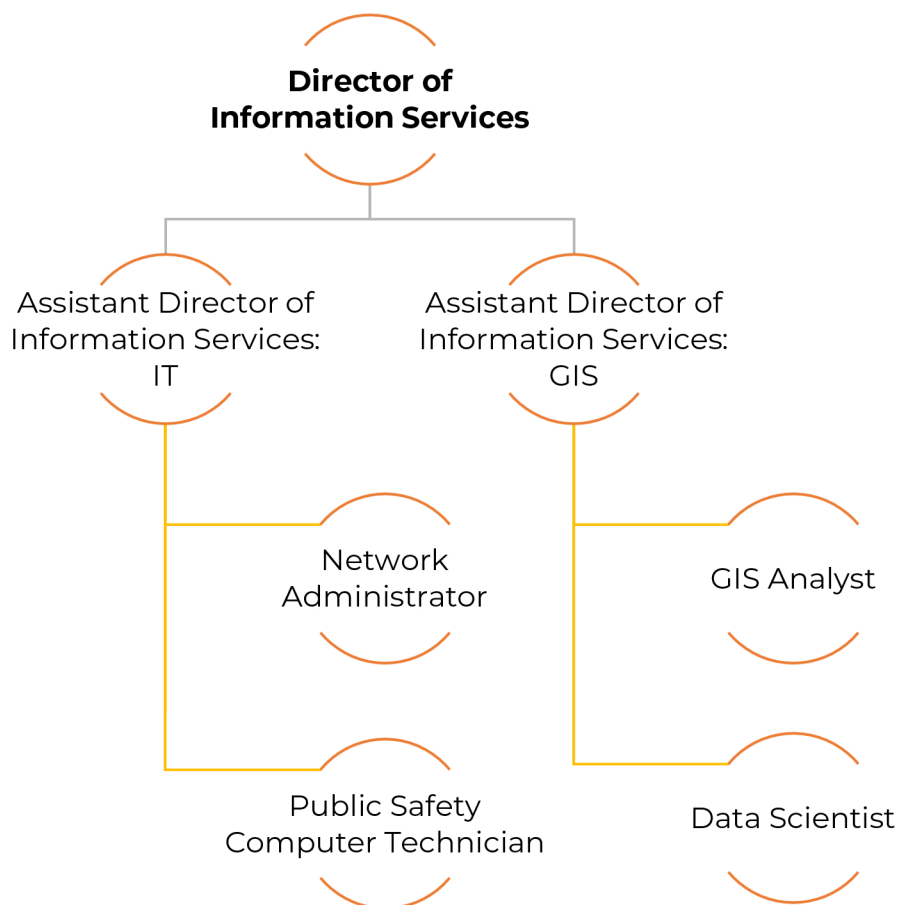
Priorities

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

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
17000 - City Attorney				
Operating Expenses	364,677	354,800	355,000	355,000
TOTAL City Attorney	364,677	354,800	355,000	355,000

INFORMATION SERVICES



INFORMATION SERVICES

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. Implement vision/plan for improved Citywide connectivity solutions
5. Continue Implementing cyber security best practices

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
18000 - Information Technology				
Personal Services	356,732	366,275	414,099	414,099
Operating Expenses	102,580	131,778	138,362	138,362
Capital Outlay	442	58,600	58,600	58,600
TOTAL Information Technology	459,755	556,653	611,061	611,061

HUMAN RESOURCES



HUMAN RESOURCES

Goals

1. Increase enrollment in the City's 457 (b) Program by 20%
2. Reduce Average Clinical Risk Profile to below 2%
3. Reduce annual turnover rate to below 3%
4. Reduce annual average days to fill vacant positions to below 40 days

Priorities

1. Ensure 100% of newly hired employees attend mandatory on-boarding process, including defensive driving training within 6 months of hire for those operating a City vehicle
2. Monitor mandatory on-boarding process for new employees and identify opportunities for improvement
3. Develop a new internal mentorship program
4. Continue internal customer service improvement processes
5. Continue to improve the City-wide employee recognition program with new incentives
6. Continue the support of an employee wellness program by assisting with programming
7. Continue to improve the City holiday employee appreciation events
8. Assist CareFirst members in improving health status through a variety of means such as education, literature, increased awareness of Patient Centered Home Health Programs via their primary care practitioner

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
18500 - Human Resources				
Personal Services	254,452	300,829	312,099	312,099
Operating Expenses	43,185	36,236	69,254	69,254
Capital Outlay	1,660	3,100	-	-
TOTAL Human Resources	299,296	340,165	381,353	381,353

MUNICIPAL BUILDINGS

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

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
19500 - Municipal Buildings				
Operating Expenses	157,656	285,352	226,524	226,524
Capital Outlay	252,475	-	-	-
TOTAL Municipal Buildings	410,131	285,352	226,524	226,524

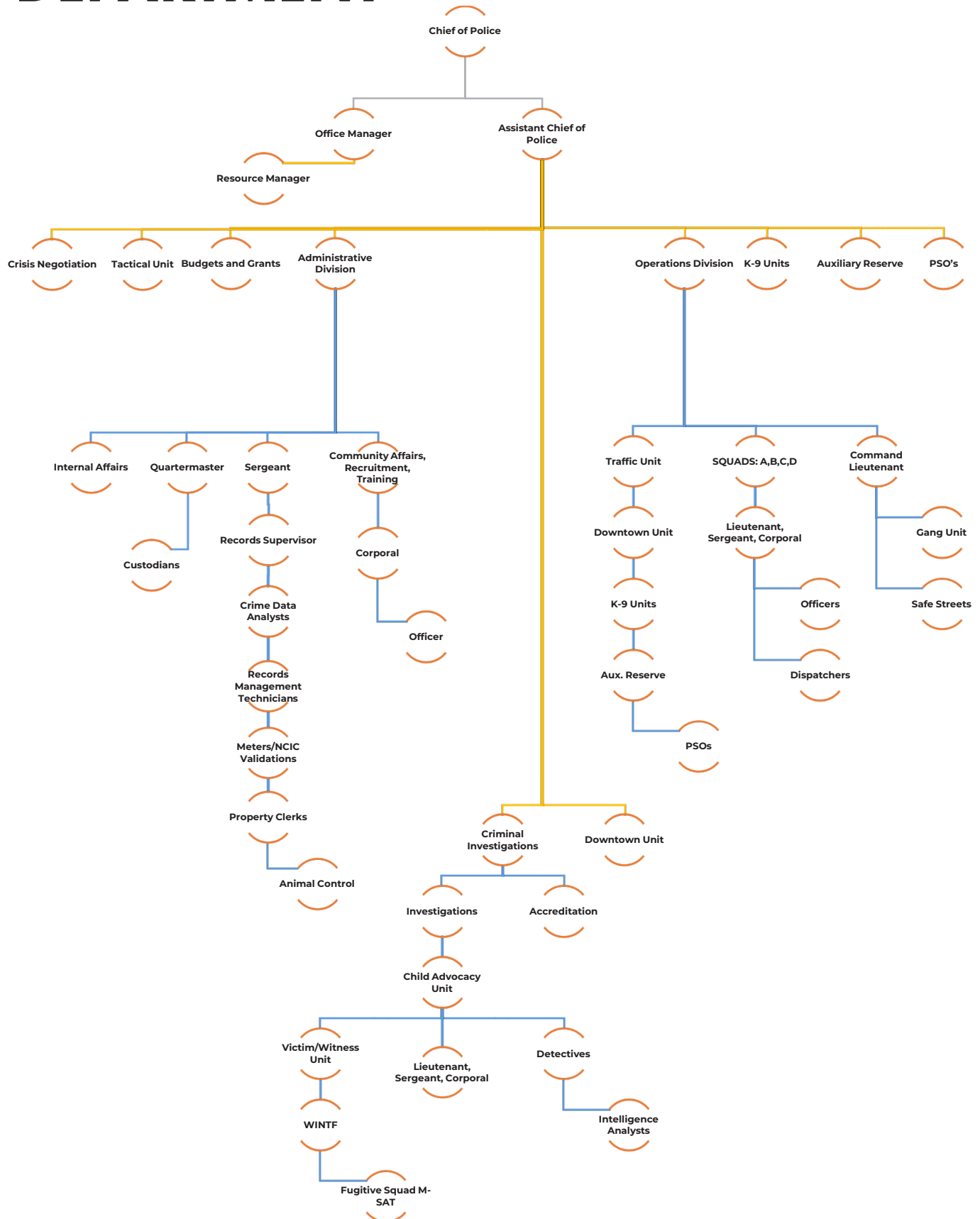
POPLAR HILL MANSION

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
19600 - Poplar Hill Mansion				
Personal Services	27,784	27,940	29,611	29,611
Operating Expenses	26,236	24,376	23,526	23,526
TOTAL Poplar Hill Mansion	54,019	52,316	53,137	53,137

5.7 | PUBLIC SAFETY

SALISBURY POLICE DEPARTMENT



SALISBURY POLICE DEPARTMENT

Goals

1. Continue to build on the reduction of Part I crimes to less than 1700 in FY21
2. Meet a response time 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
9. Have updated crime statistics online every month and calls for service online daily
10. Charge suspects in 60% of Part 1 crime cases within 90 days
11. Close 75% of violent Part 1 crime cases through conviction within 6 months
12. Close 50% of non-violent Part 1 crimes through conviction within 6 months

Priorities

1. Continue to improve the Quality of Life in the neighborhoods while serving as ambassadors of the City
2. Promote and support legislation directed at the reduction of crime and improvement of quality of life and livability within our neighborhoods
3. Secure opportunities for professional development/ training for all levels of supervision
4. Continue to analyze allocated positions to best meet needs of the department in order to provide optimum service to our public
5. Continue to evaluate and purchase fuel efficient vehicles for use on routine patrol
6. Based upon the number of vehicles approved for purchase in the approved budget, we will continue to implement our take home car program. Currently our FY21 budget allows for the purchase of two vehicles
7. Continue to utilize social media platforms which were established during FY13 to educate, advise and connect with our community
8. Evaluate and implement ways to support the Scholarship and Police Animals fund established through the Community Foundation of the Eastern Shore
9. Continue to update maps of our service area to insure we provide police services to newly annexed areas

Continued on the next page

SALISBURY POLICE DEPARTMENT

Priorities, Cont.

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. Continue to research online crime reporting software and programs for minor/quality of life crimes and crime tips in FY21
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 FY21
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 arrests by 2%
21. Continue to train Officers in Peer to Peer Support and grow our internal program
22. Hire property/evidence room auditor / inventory specialists for property room
23. Work in partnership with Maryland State Police, in accordance with the developed plan to complete audit/inventory of the property room

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
21021 - Police Services				
Personal Services	10,123,164	11,107,591	11,602,135	11,602,135
Operating Expenses	1,217,219	1,236,508	1,230,834	1,230,834
Capital Outlay	271,674	229,765	157,000	157,000
TOTAL Police Services	11,612,057	12,573,864	12,989,970	12,989,970

SALISBURY POLICE

DEPARTMENT: COMMUNICATIONS

Goals

1. Reduce call-to-dispatch time under 60 seconds (85% of the time)

Priorities

1. Continue to update maps of our service area ensuring operating areas within SPD & allied agencies are kept current
2. Continue working on the 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
3. Establish and promote uniformity of standards for professional standardized performance
4. Integrate geographic tracking of all units from within Public Safety Communications room

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
21025 - Police Communications				
Personal Services	524,230	711,892	823,100	823,100
Operating Expenses	33,285	81,917	140,554	140,554
TOTAL Police Communications	557,516	793,809	963,654	963,654

SALISBURY POLICE

DEPARTMENT: ANIMAL CONTROL

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 FY21

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. Continue to 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

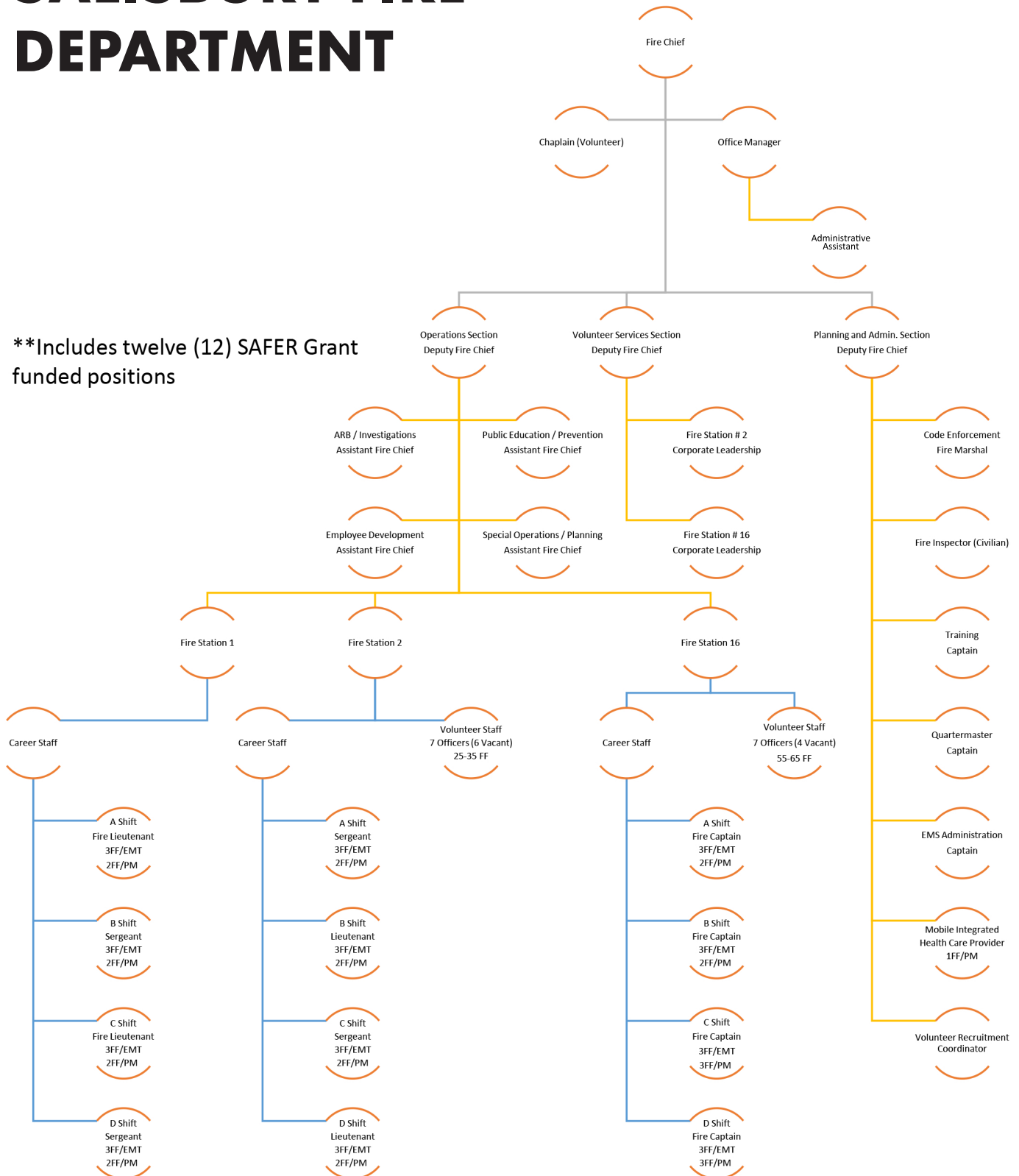
Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
21029 - Police Animal Control				
Personal Services	24,378	108,224	94,635	94,635
Operating Expenses	107,476	115,530	120,365	120,365
TOTAL Police Animal Control	131,854	223,754	215,000	215,000

FIRE

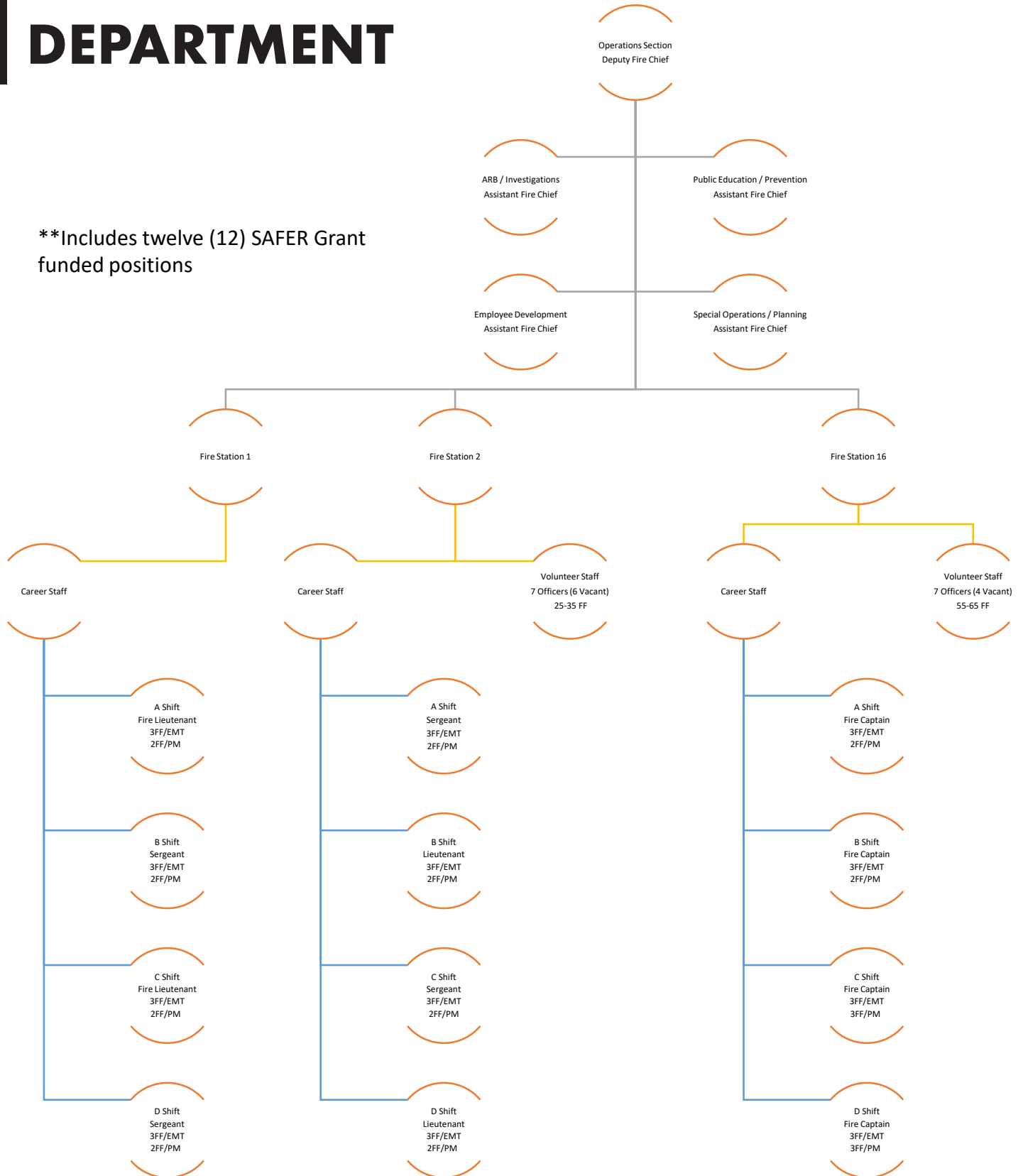
SALISBURY FIRE DEPARTMENT

**Includes twelve (12) SAFER Grant funded positions

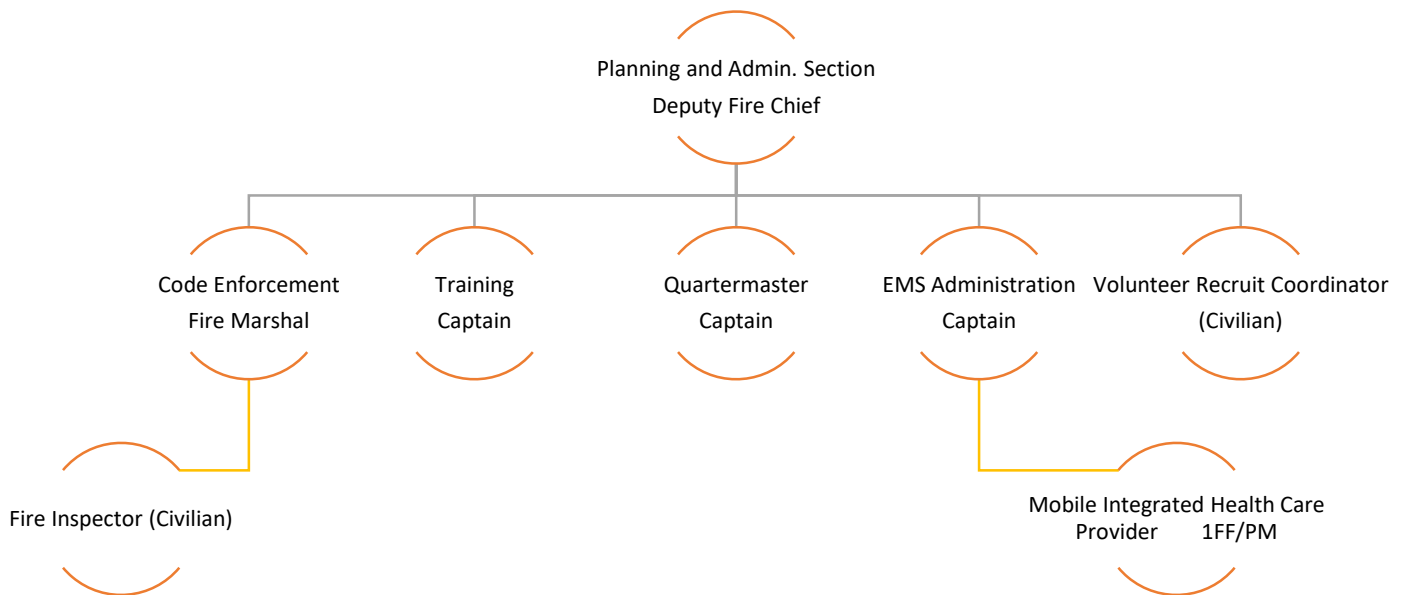


SALISBURY FIRE DEPARTMENT

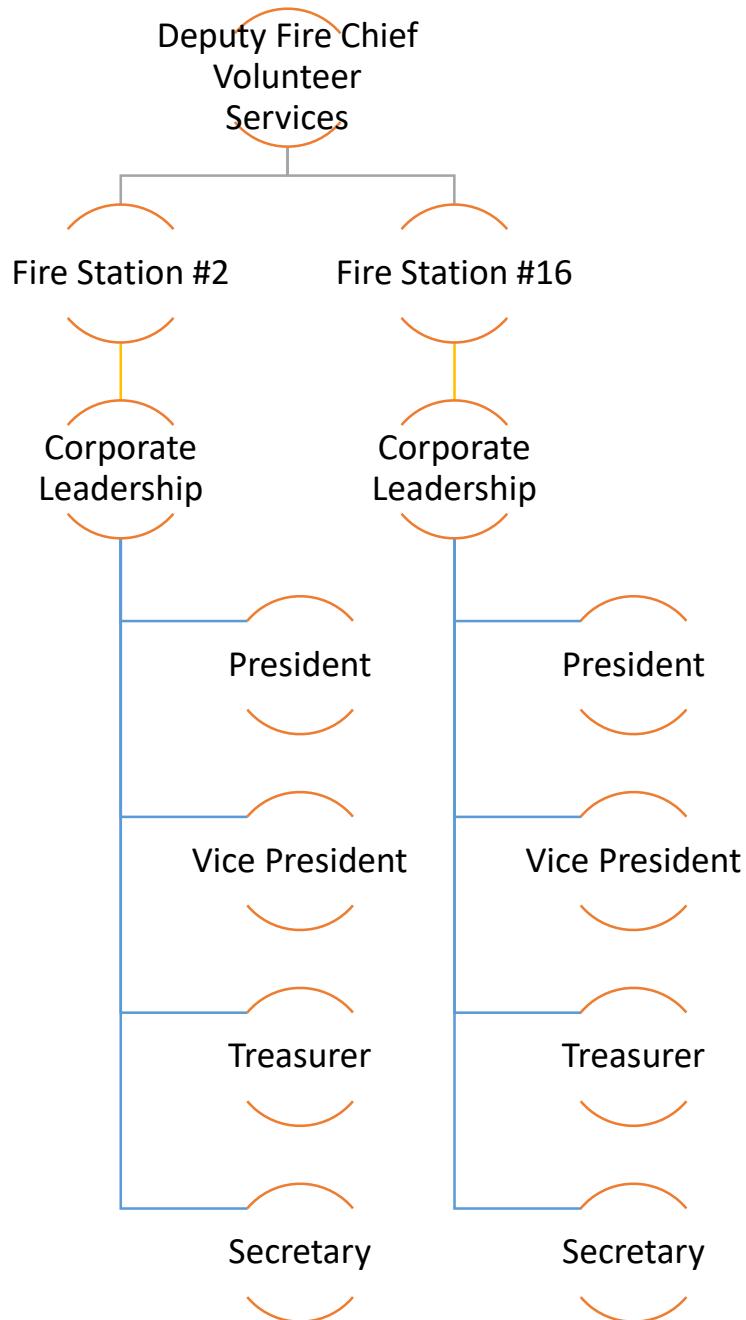
**Includes twelve (12) SAFER Grant funded positions



SALISBURY FIRE DEPARTMENT



SALISBURY FIRE DEPARTMENT



SALISBURY FIRE DEPARTMENT

Goals

1. To confine structure fires to the room of origin 50% of the time. The International City County Management Association (ICMA) reports that the national average is 40%
2. Complete travel time to the scene of emergency incidents, measured from time of enroute to arrival on the scene, within 4 minutes 90% of the time for both Fire & EMS events
3. To deliver an effective response force to all structure fires within 9 minutes of dispatch 90% of the time to allow for the initiation of essential tasks to adequately control developing fires
4. Respond to all priority medical calls within 4 minutes for BLS, 90% of the time
5. Respond to all priority medical calls within 8 minutes for ALS, 90% of the time
6. For patients suffering from cardiac arrest in the field, deliver them to a definitive care facility with a pulse and respirations 20% of the time
7. Reduce incidence of overdose deaths to 1 per 20
8. 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 FY21
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

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 businesses and homes 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

SALISBURY FIRE DEPARTMENT

Budget Detail

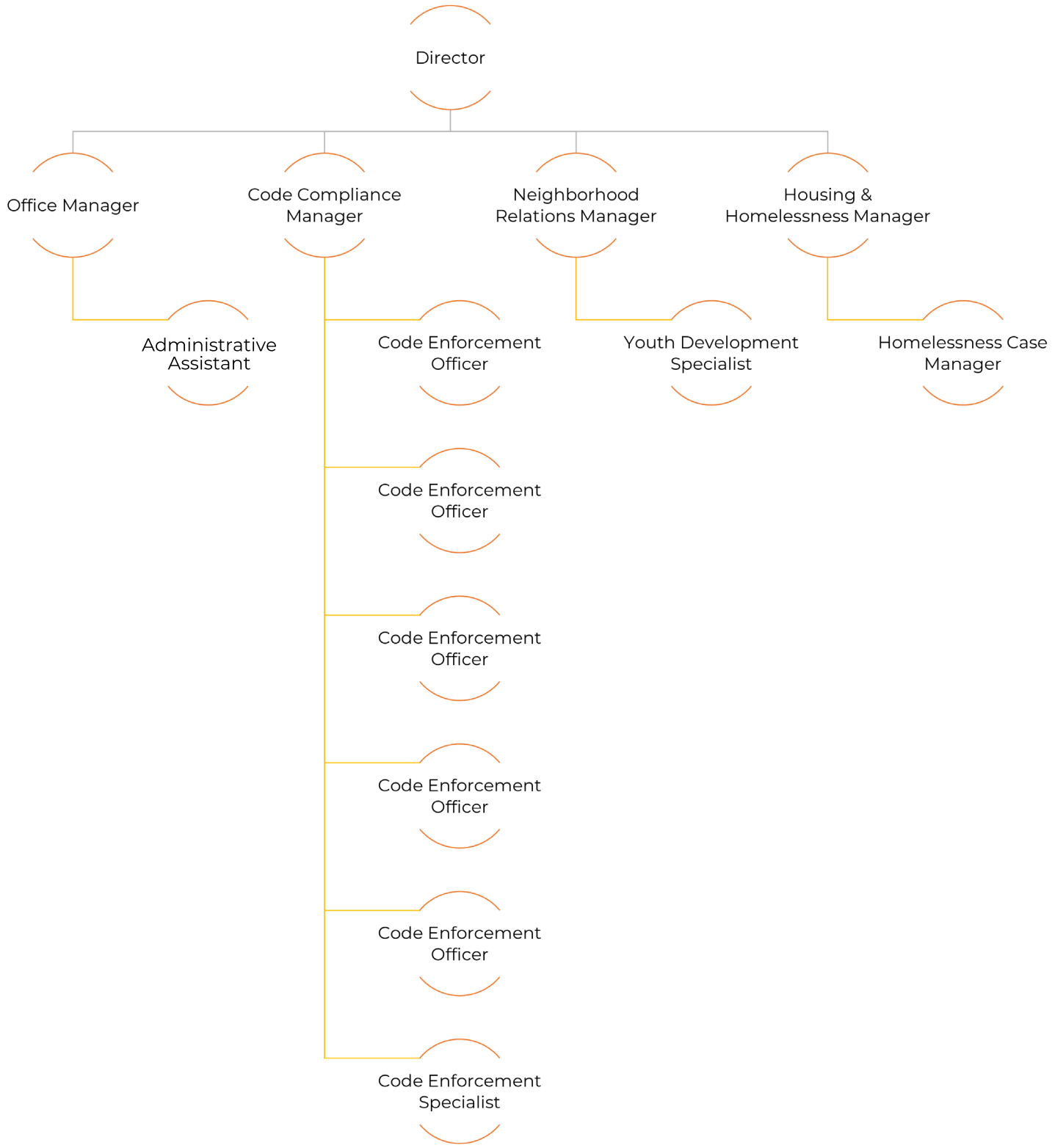
	19 Actual	20 Original	21 Proposed	21 Adopted
24035 - Fire Fighting				
Personal Services	6,463,277	6,775,090	7,040,169	7,040,169
Operating Expenses	1,399,717	1,422,722	1,477,043	1,477,043
Capital Outlay	63,101	-	1,273,280	1,273,280
TOTAL Fire Fighting	7,926,094	8,197,812	9,790,491	9,790,491

	19 Actual	20 Original	21 Proposed	21 Adopted
24040 - Fire Volunteer				
Personal Services	245,214	263,305	327,483	327,483
Operating Expenses	113,967	125,872	62,088	62,088
TOTAL Fire Volunteer	359,181	389,177	389,571	389,571



HOUSING AND COMMUNITY DEVELOPMENT

HOUSING AND COMMUNITY DEVELOPMENT



HOUSING AND COMMUNITY DEVELOPMENT

Goals

1. Complete (4) four owner occupied compliance projects
2. Complete (4) four compliance beautification projects
3. Compliance metric (timeline/percentage within corrective action period)
4. Promote increased percentage of Homeownership in the City
5. House (5) five additional chronically homeless individuals and maintain the (20) twenty currently housed, under the Housing First Program
6. Locate and acquire additional funding sources to support the City Housing First Program and the pan-handling-to-work program
7. Conduct at least (4) four bus stop pop-up bus stops / school events
8. Conduct at least (8) eight neighborhood walks
9. Serve 18,000 young people through community centers and youth athletic programs annually

Priorities

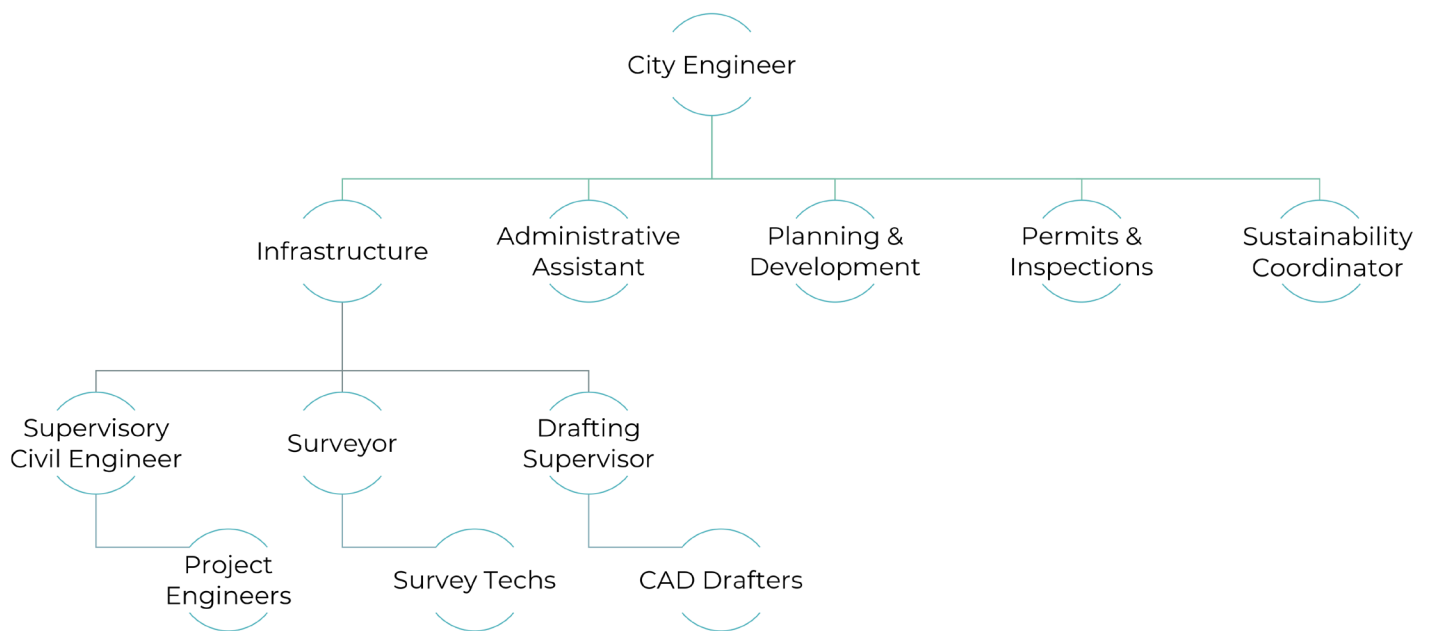
1. Develop and improve processes to connect home owners experiencing financial burdens, to resources which assist them with becoming code compliant
2. Promote programs that support and assist single family home ownership
3. Improve the effectiveness and efficiency of processes regarding vacant building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

Budget Detail

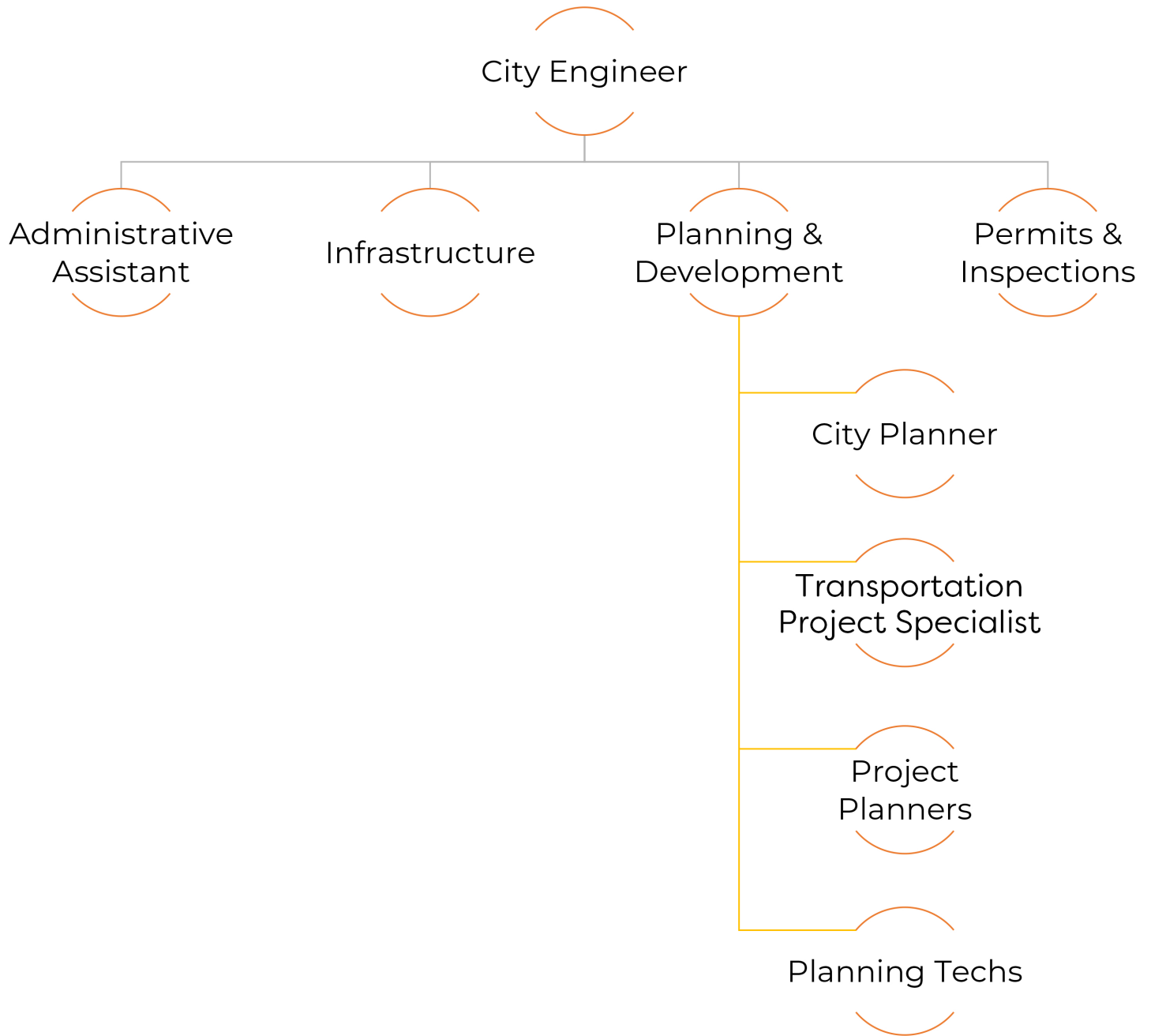
	19 Actual	20 Original	21 Proposed	21 Adopted
25200 - Neighborhood Serv.				
Personal Services	753,161	835,446	851,464	851,464
Operating Expenses	251,500	342,661	296,465	296,465
Capital Outlay	23,416	42,713	600	600
TOTAL Neighborhood Serv.	1,028,078	1,220,820	1,148,528	1,148,528

5.9 | PUBLIC WORKS

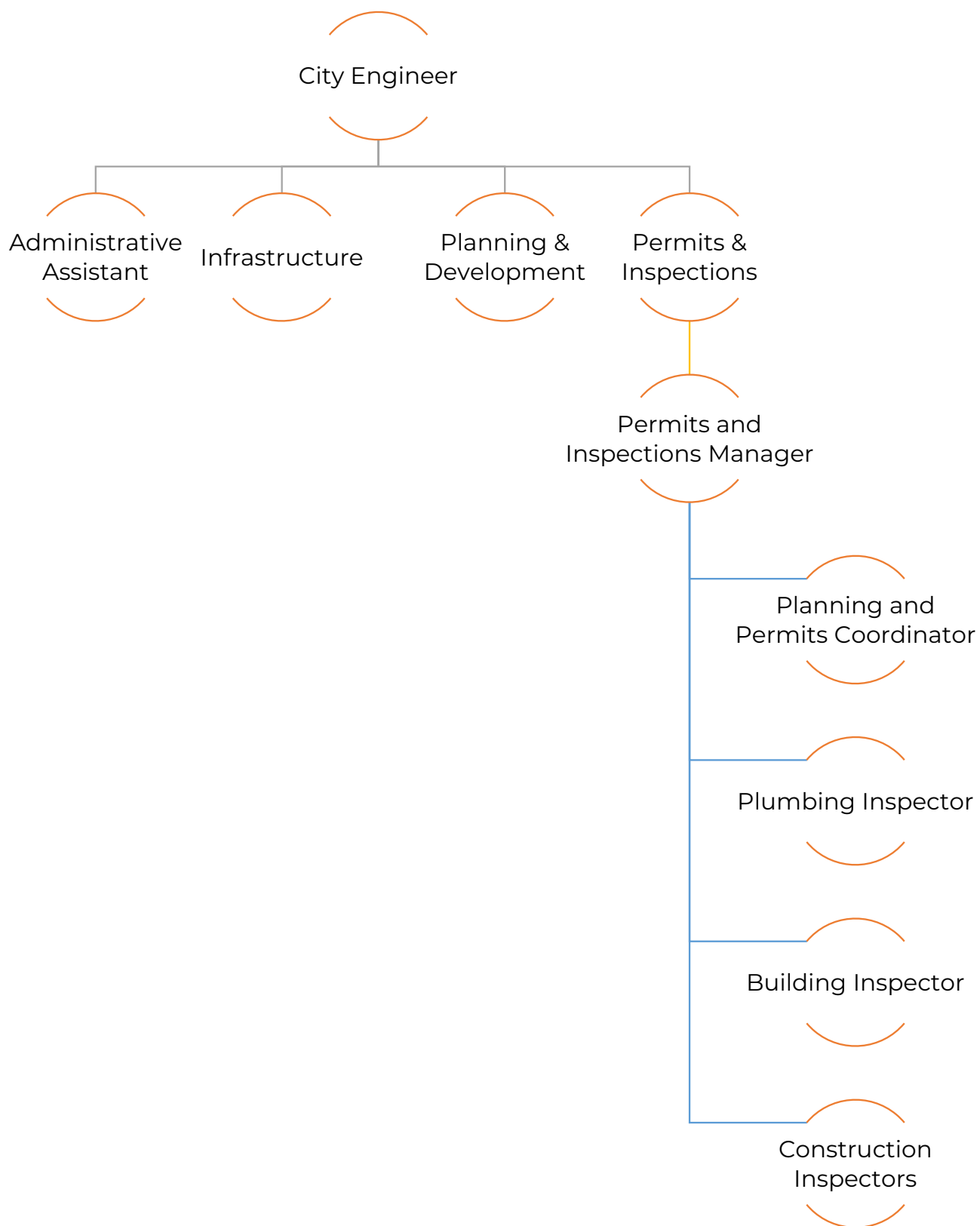
INFRASTRUCTURE AND DEVELOPMENT



INFRASTRUCTURE AND DEVELOPMENT



INFRASTRUCTURE AND DEVELOPMENT



INFRASTRUCTURE AND DEVELOPMENT

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 250 building permits in 2020
4. Target creation of \$50,000,000 of construction value in the City in FY21
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. Provide one stop for Developers entering the City to have projects reviewed through all phases including Planning, Engineering, Traffic Control, Building Permits, Fire Marshall and Construction Inspection
2. Ensure that construction projects meet building, fire, mechanical, and sanitary standards to ensure the health and safety of the general public
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. Perform triennial inspections of all Private Stormwater Management Facilities with Maintenance and Inspection Agreements
6. Apply for funding and administer all grants and loans for municipal infrastructure projects
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

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
25100 - Building Permits & Inspection				
Personal Services	292,629	300,168	309,876	309,876
Operating Expenses	14,006	30,972	28,100	28,100
Capital Outlay	-	-	-	-
TOTAL Building Permits & Inspection	306,635	331,140	337,976	337,976

INFRASTRUCTURE AND DEVELOPMENT

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
31000 - Engineering				
Personal Services	581,903	541,366	559,060	559,060
Operating Expenses	1,132,150	616,298	465,578	465,578
Capital Outlay	23,509	-	-	-
TOTAL Engineering	1,737,562	1,157,664	1,024,638	1,024,638

	19 Actual	20 Original	21 Proposed	21 Adopted
19000 - Planning & Zoning				
Personal Services	92,043	94,167	97,226	97,226
Operating Expenses	2,964	85,147	128,000	128,000
TOTAL Planning & Zoning	95,007	179,314	225,226	225,226

INFRASTRUCTURE AND DEVELOPMENT

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
60850 - Storm Wtr - Storm Drains				
Operating Expenses	210,330	271,500	271,500	271,500
TOTAL Storm Wtr - Storm Drains	210,330	271,500	271,500	271,500

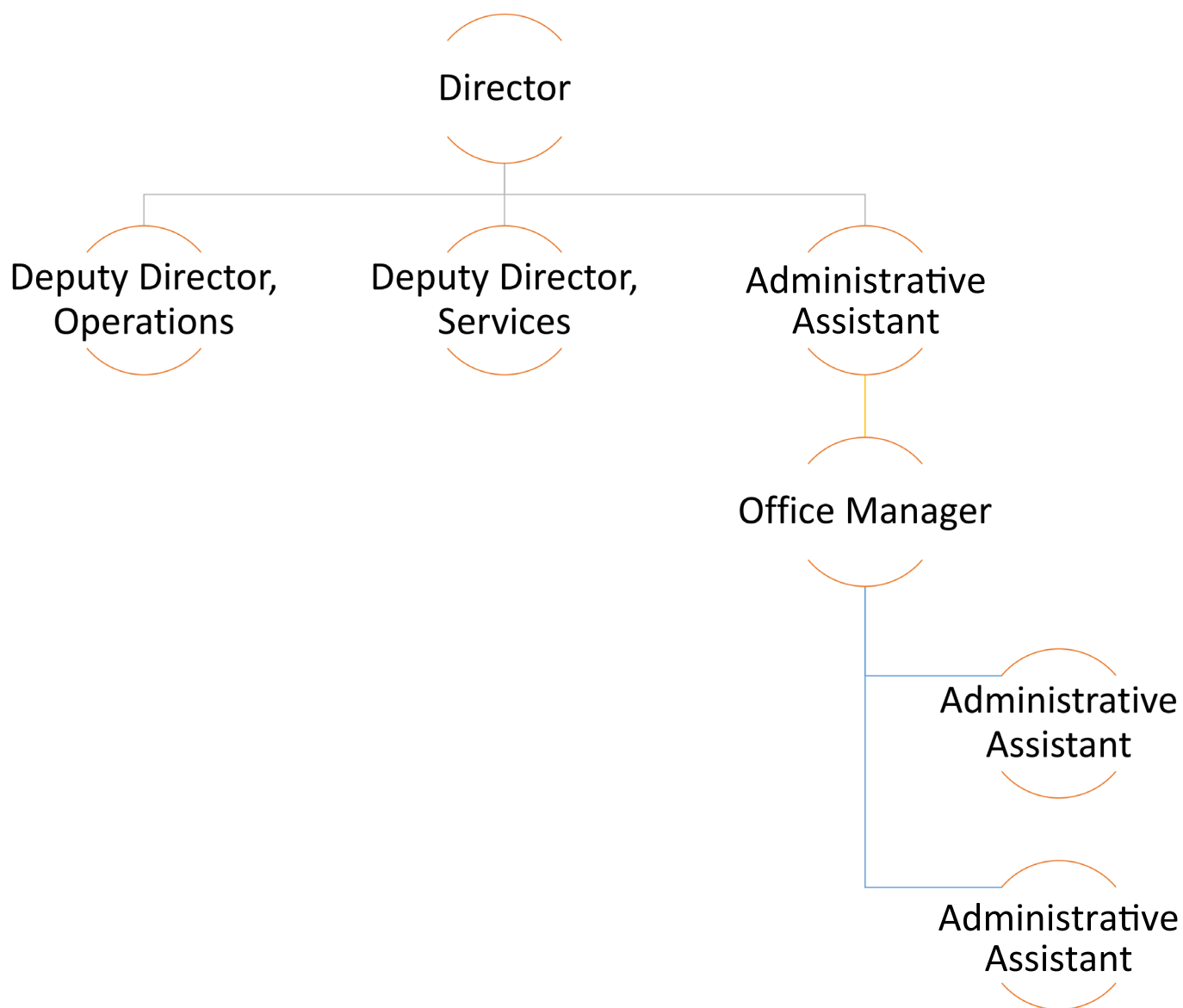
	19 Actual	20 Original	21 Proposed	21 Adopted
81080 - Water Engineering				
Personal Services	497,777	570,957	589,688	589,688
Operating Expenses	96,856	165,486	158,346	158,346
Capital Outlay	8,198	5,750	12,410	12,410
TOTAL Water Engineering	602,832	742,193	760,444	760,444

	19 Actual	20 Original	21 Proposed	21 Adopted
84080 - Sewer Engineering				
Personal Services	497,087	560,645	579,063	579,063
Operating Expenses	162,252	146,470	138,832	138,832
Capital Outlay	5,117	29,750	12,410	12,410
TOTAL Sewer Engineering	664,456	736,866	730,305	730,305

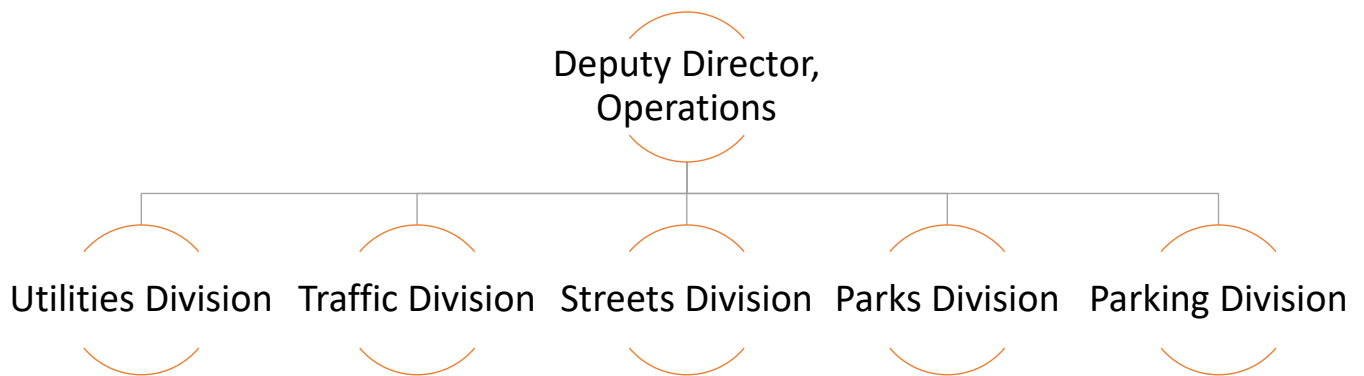


FIELD OPERATIONS

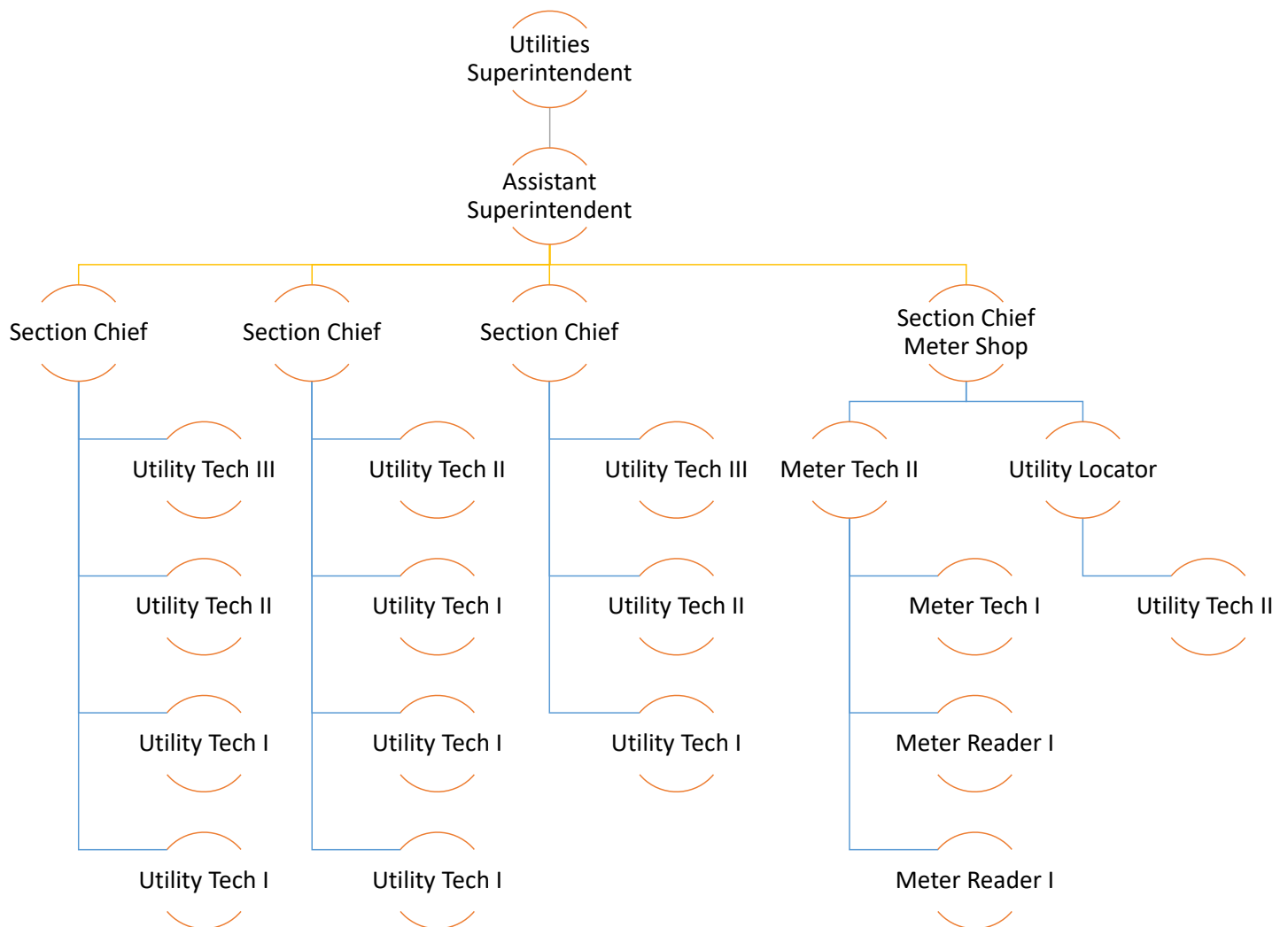
FIELD OPERATIONS: RESOURCE MANAGEMENT



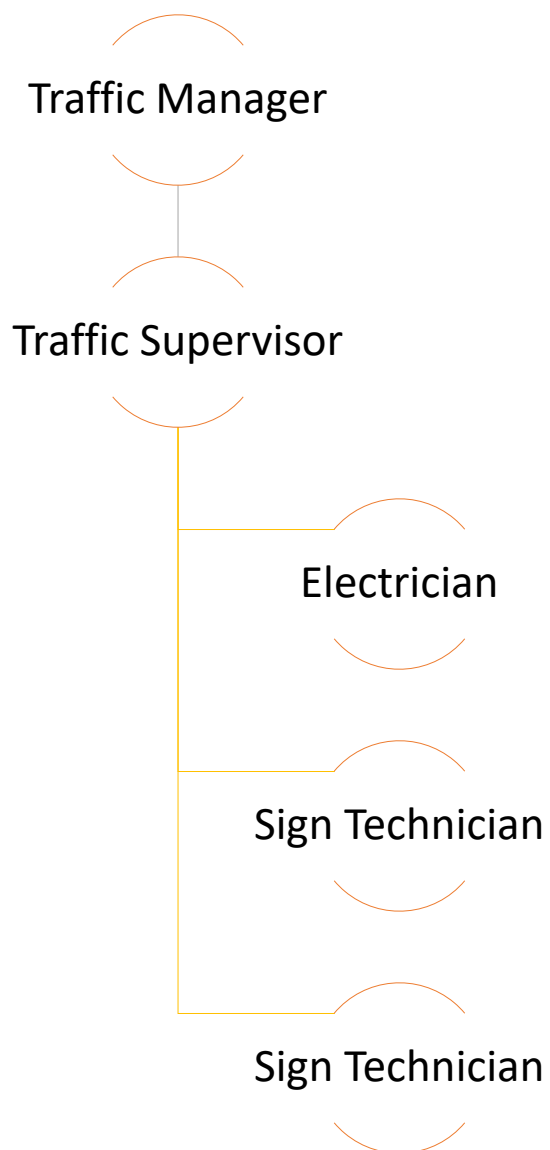
FIELD OPERATIONS: OPERATIONS SECTION



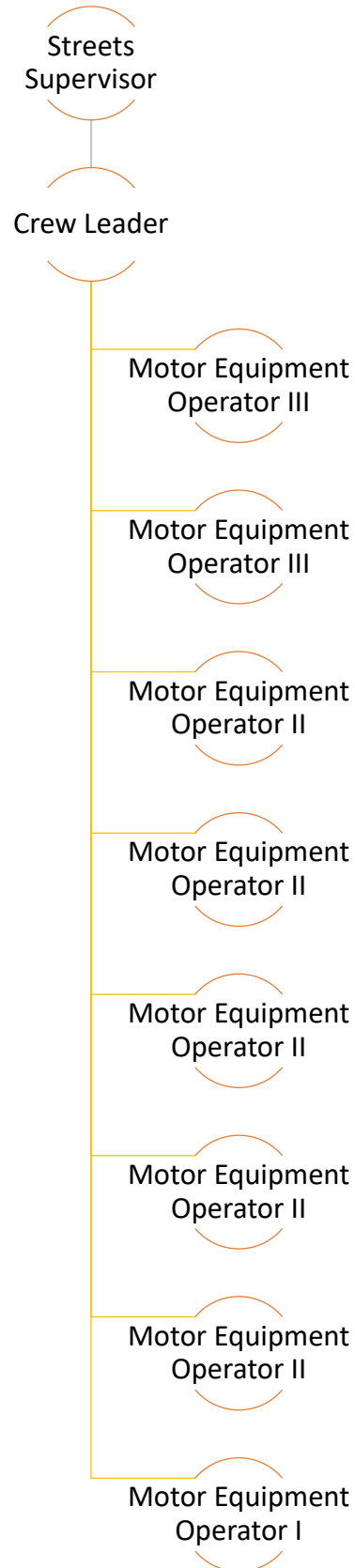
FIELD OPERATIONS: UTILITIES BRANCH



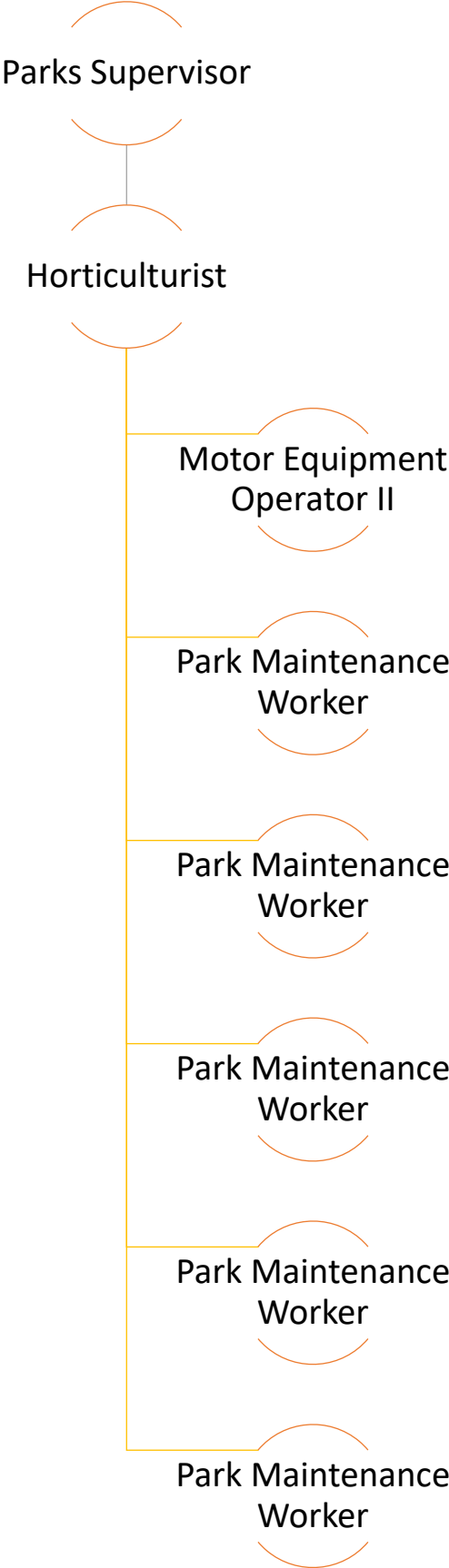
FIELD OPERATIONS: TRAFFIC DIVISION



FIELD OPERATIONS: STREETS DIVISION



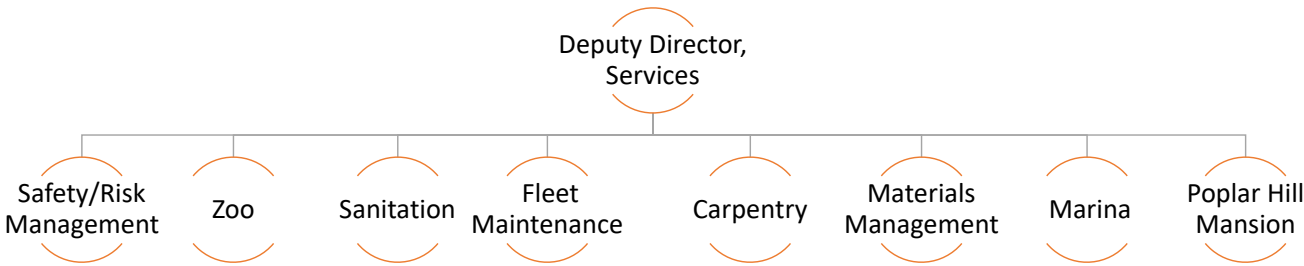
FIELD OPERATIONS: PARKS DIVISION



FIELD OPERATIONS: PARKING DIVISION



FIELD OPERATIONS: SERVICES SECTION





FIELD OPERATIONS: RISK MANAGEMENT DIVISION



Safety Manager



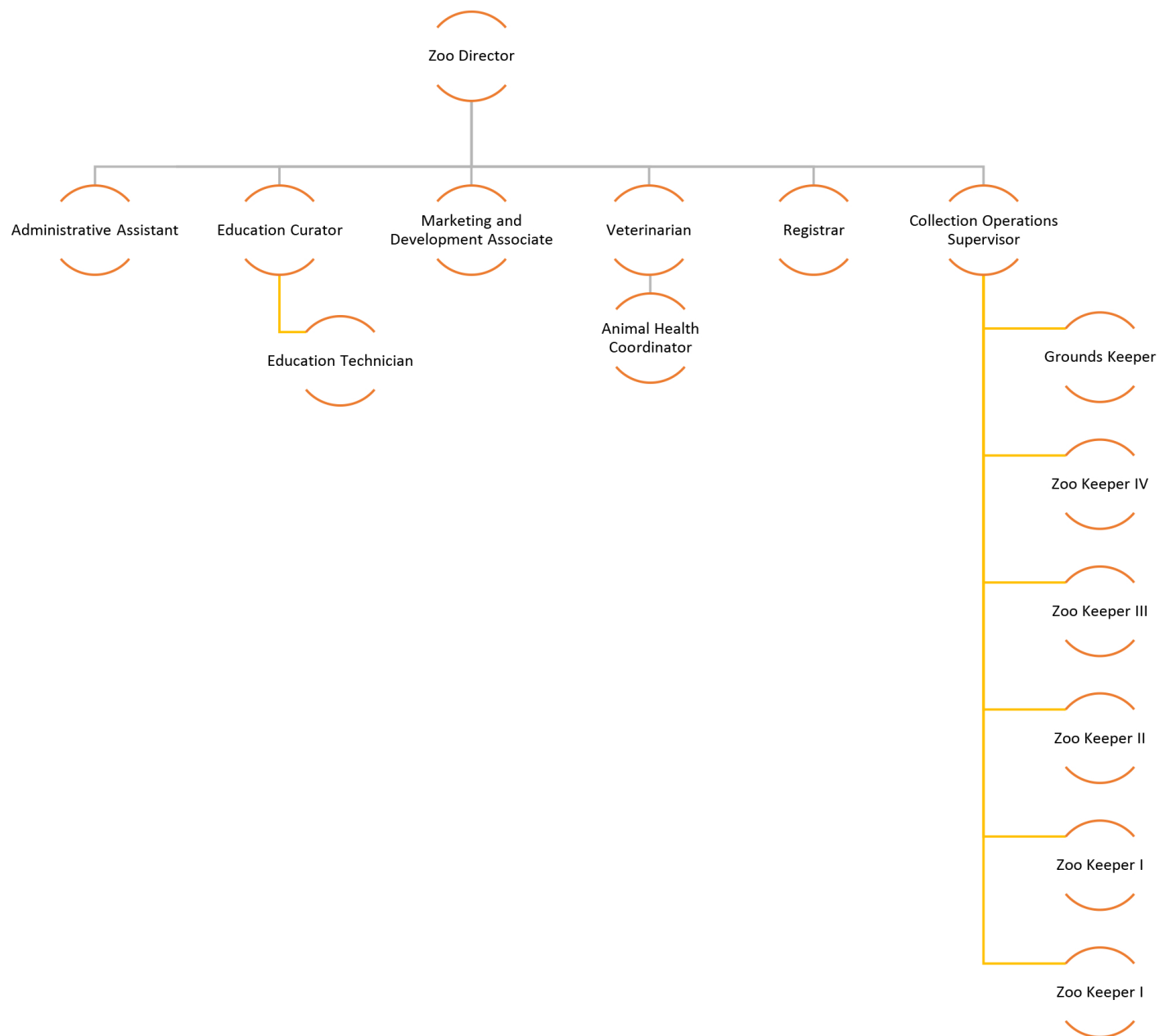
FIELD OPERATIONS: MATERIALS MANAGEMENT DIVISION



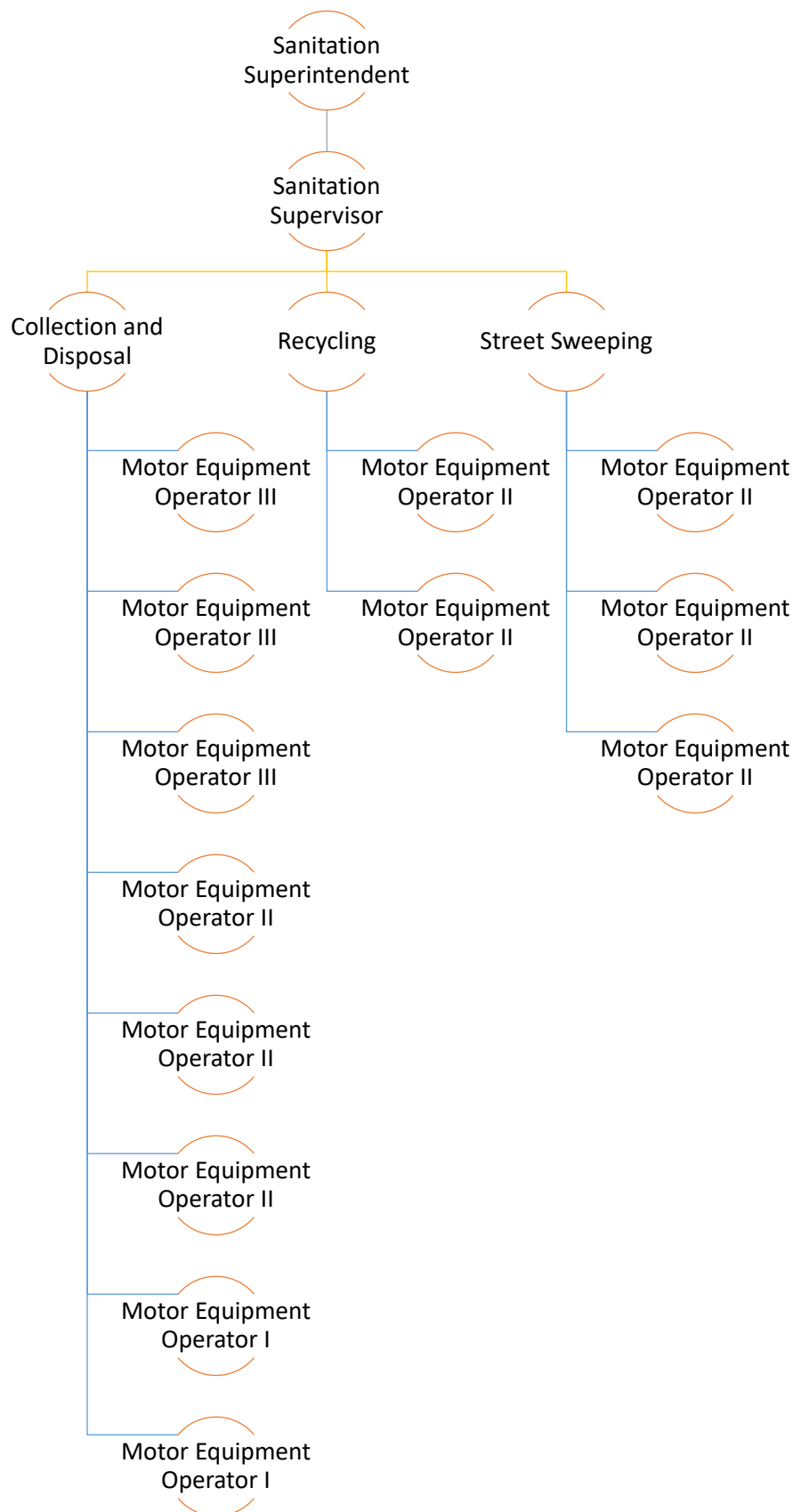
Materials
Manager



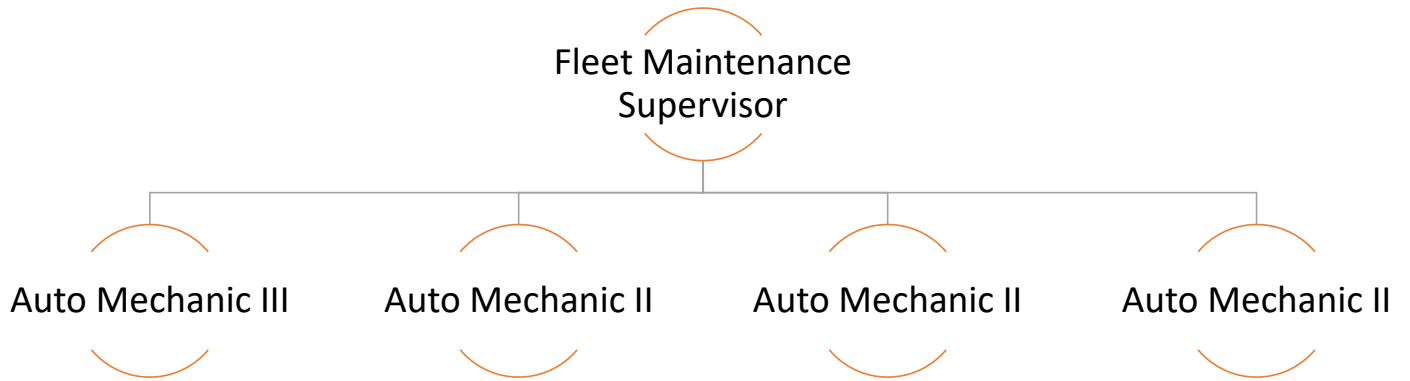
FIELD OPERATIONS: ZOO BRANCH



FIELD OPERATIONS: SANITATION BRANCH

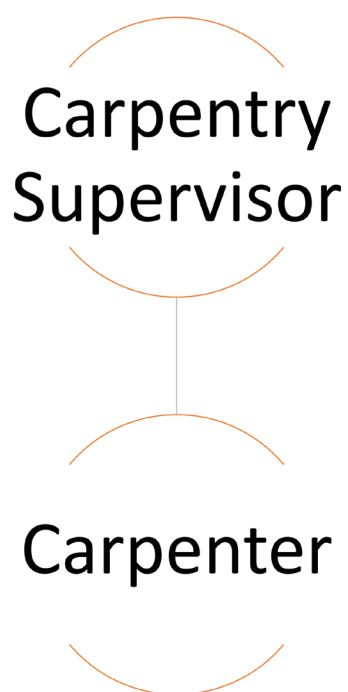


FIELD OPERATIONS: FLEET MAINTENANCE DIVISION



FIELD OPERATIONS:

CARPENTRY DIVISION



FIELD OPERATIONS: MARINA



Marina Manager

Dock Master

FIELD OPERATIONS:

POPLAR HILL MANSION



Curator

FIELD OPERATIONS

Goals

1. Maintenance each park, playground, or similar asset (1X per week, 48 locations X 52 weeks = 2,496 visits)
2. Perform major park landscape pass 1 X per year X 34 park locations = 34 visits
3. Remove rubbish and other debris from the Wicomico River (3 X per week X 52 weeks = 156 visits)
4. Remove rubbish and other debris from Rt. 13 debris curtain (1 X per week = 52 visits)
5. Temporarily patch, all "reported" potholes (within 2 business days of notification, 95% of the time)
6. Permanently repair, all "reported" potholes (within 30 days of notification, 85% of the time)
7. Repair all water/sewer breaks within 12 hours of notification 90% of the time
8. Replace 10% of all water meters (1,300 meters)
9. Inspect/clean each storm drain-inlet (quarterly, 3,731 inlets X 4 = 14,924 visits)
10. Clean 1/4 of all sanitary sewer mains (317,000 feet per year)
11. (City owned) Streetlight maintenance, repair all "reported" outages (within 2 business days of notification, 95% of the time)
12. Repair all reported traffic signal malfunctions (within 2 hours of notification)
13. Service all City owned rubbish containers April - October, 2,952 (cans serviced) and March - November, 1,040 (cans serviced) Total 3,632
14. Reduce the amount of solid waste going into landfill by 5%
15. Increase the amount of recycled material retrieved by 10%
16. Increase the amount of cardboard collected by 10%
17. Sweep 25% of City lane miles every week, 210 lane miles = 52.5/lane miles per week, (track tonnage)
18. Increase the amount of debris swept from City streets by 10% (measure in tonnage)
19. Increase Zoo attendance by 10%
20. Perform basic landscape maintenance activities, 100% of Zoo grounds monthly

FIELD OPERATIONS

Priorities

1. Partner with Sustainability Coordinator to continue promoting the benefits of recycling and work to expand citizen participation
2. Attempt to relabel and Geo-Locate 20% of all "City" owned streetlights 1,470
3. Continue expanding our park rental/registration program
4. Continue developing our park and public space maintenance rhythm
5. Continue working toward increasing community awareness of Port of Salisbury Marina and kayak launch
6. Continue increasing awareness and use of the Poplar Hill Mansion
7. Continue to enhance our safety and training programs
8. Further enhance Career Ladder advancement program and work toward creating Supervisor Career Ladders
9. Continue working to improve public perception of street maintenance activities
10. Continue working to improve public perception of Downtown parking regimen
11. Develop updated plan for Zoo wayfinding, fencing, paving, physical improvements
12. Flush All Fire Hydrants (at minimum), once per year (1,577, total)
13. Work to create opportunities to relocate 4 signs disrupting freedom of movement on sidewalks to the back of curb or back of sidewalk (as appropriate) per week
14. Develop cross-training plan with anticipated roll-out on or before 12/31/20
15. Full implementation of Adopt-a-Park Program
16. Further develop vehicle and equipment surplus and replacement procedures
17. Work toward regaining AZA (or other) accreditation for the Zoo
18. Development maintenance rhythm for the Zoo
19. Work toward moving financial processes for the Zoo to an internal operation
20. Strive to improve resource management activities
21. Continue developing recruitment and retention opportunities

FIELD OPERATIONS

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
22000 - Traffic Ctrol & Highway Lighting				
Personal Services	390,100	412,860	426,371	426,371
Operating Expenses	1,130,916	1,153,756	1,196,108	1,196,108
Capital Outlay	-	98,000	-	-
TOTAL Traffic Control & Highway Lighting	1,521,016	1,664,616	1,622,479	1,622,479

	19 Actual	20 Original	21 Proposed	21 Adopted
30000 - Resource Management				
Personal Services	400,989	456,990	447,467	447,467
Operating Expenses	50,370	51,205	50,725	50,725
Capital Outlay	-	8,600	-	-
TOTAL Resource Management	451,359	516,795	498,192	498,192

FIELD OPERATIONS

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
31150 - Streets				
Personal Services	492,458	535,149	590,267	590,267
Operating Expenses	274,324	319,116	299,284	299,284
Capital Outlay	-	175,000	-	-
TOTAL Streets	766,782	1,029,265	889,550	889,550

	19 Actual	20 Original	21 Proposed	21 Adopted
32061 - San-Waste Collection/ Disposal				
Personal Services	527,732	582,991	588,066	604,914
Operating Expenses	890,014	858,449	819,989	819,989
Capital Outlay	-	1,560	-	-
TOTAL San-Waste Collection/ Disposal	1,417,745	1,443,000	1,408,055	1,424,903

FIELD OPERATIONS

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
32062 - San-Recycling				
Personal Services	100,441	106,385	115,373	115,373
Operating Expenses	45,601	47,284	47,534	47,534
TOTAL San-Recycling	146,043	153,669	162,906	162,906

	19 Actual	20 Original	21 Proposed	21 Adopted
34064 - Fleet Management				
Personal Services	246,860	289,592	300,666	300,666
Operating Expenses	184,043	150,729	148,579	148,579
Capital Outlay	-	3,120	-	-
TOTAL Fleet Management	430,903	443,441	449,245	449,245

FIELD OPERATIONS

Budget Detail

	19 Actual	20 Original	21 Proposed	21 Adopted
35000 - Carpenter Shop				
Personal Services	111,973	117,413	110,465	110,465
Operating Expenses	23,684	26,725	24,478	24,478
Capital Outlay	-	1,560	-	-
TOTAL Carpenter Shop	135,657	145,697	134,943	134,943

	19 Actual	20 Original	21 Proposed	21 Adopted
40000 - Zoo				
Personal Services	775,446	914,565	1,049,559	1,049,559
Operating Expenses	276,038	326,153	311,003	311,003
Capital Outlay	-	3,120	3,120	3,120
TOTAL Zoo	1,051,484	1,243,838	1,363,682	1,363,682

FIELD OPERATIONS

Budget Detail

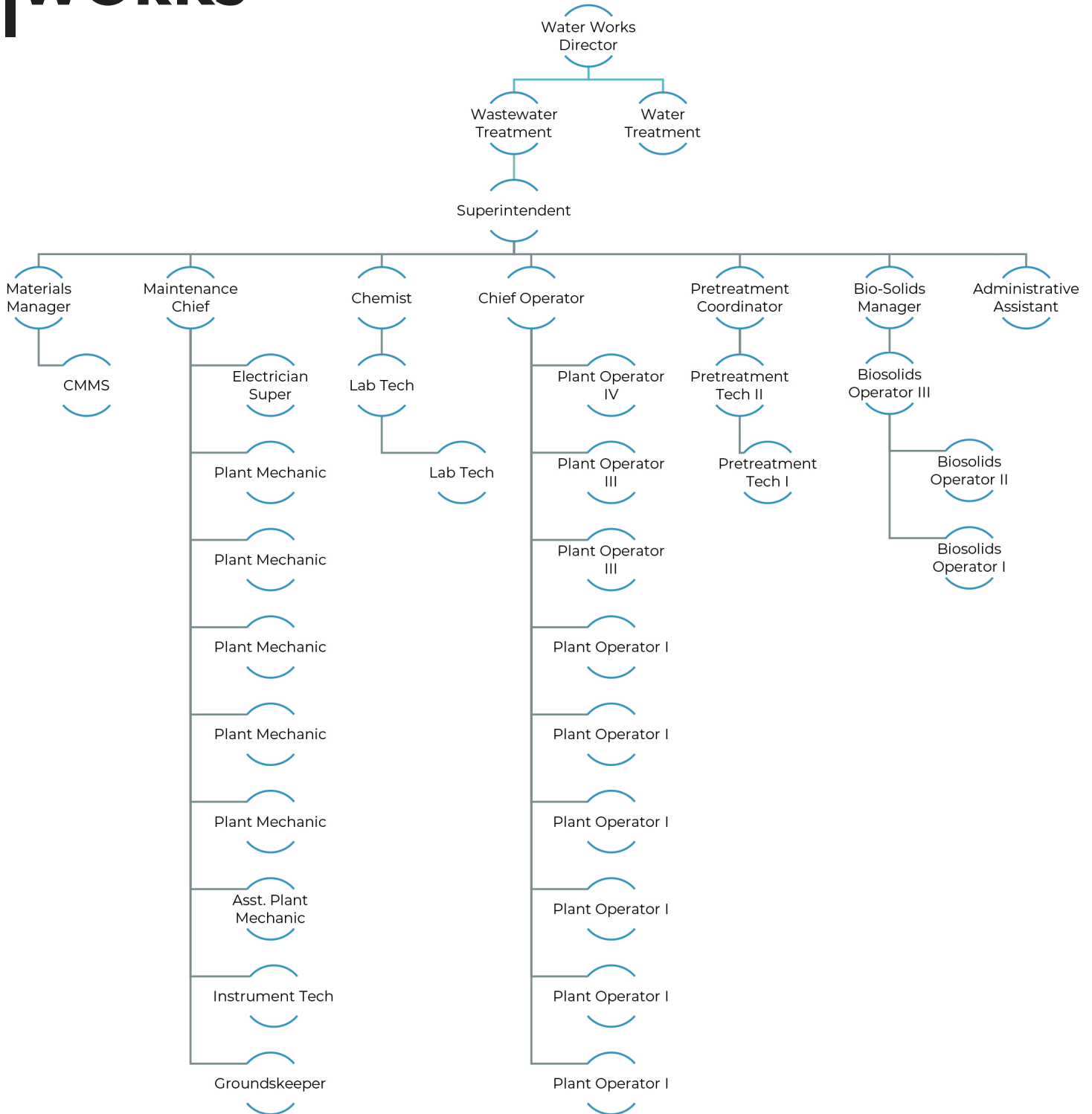
	19 Actual	20 Original	21 Proposed	21 Adopted
45000 - Parks				
Personal Services	361,807	463,072	469,053	469,053
Operating Expenses	182,287	188,091	221,416	221,416
Capital Outlay	17,045	1,560	-	-
TOTAL Parks	561,139	652,723	690,469	690,469

DEBT SERVICE

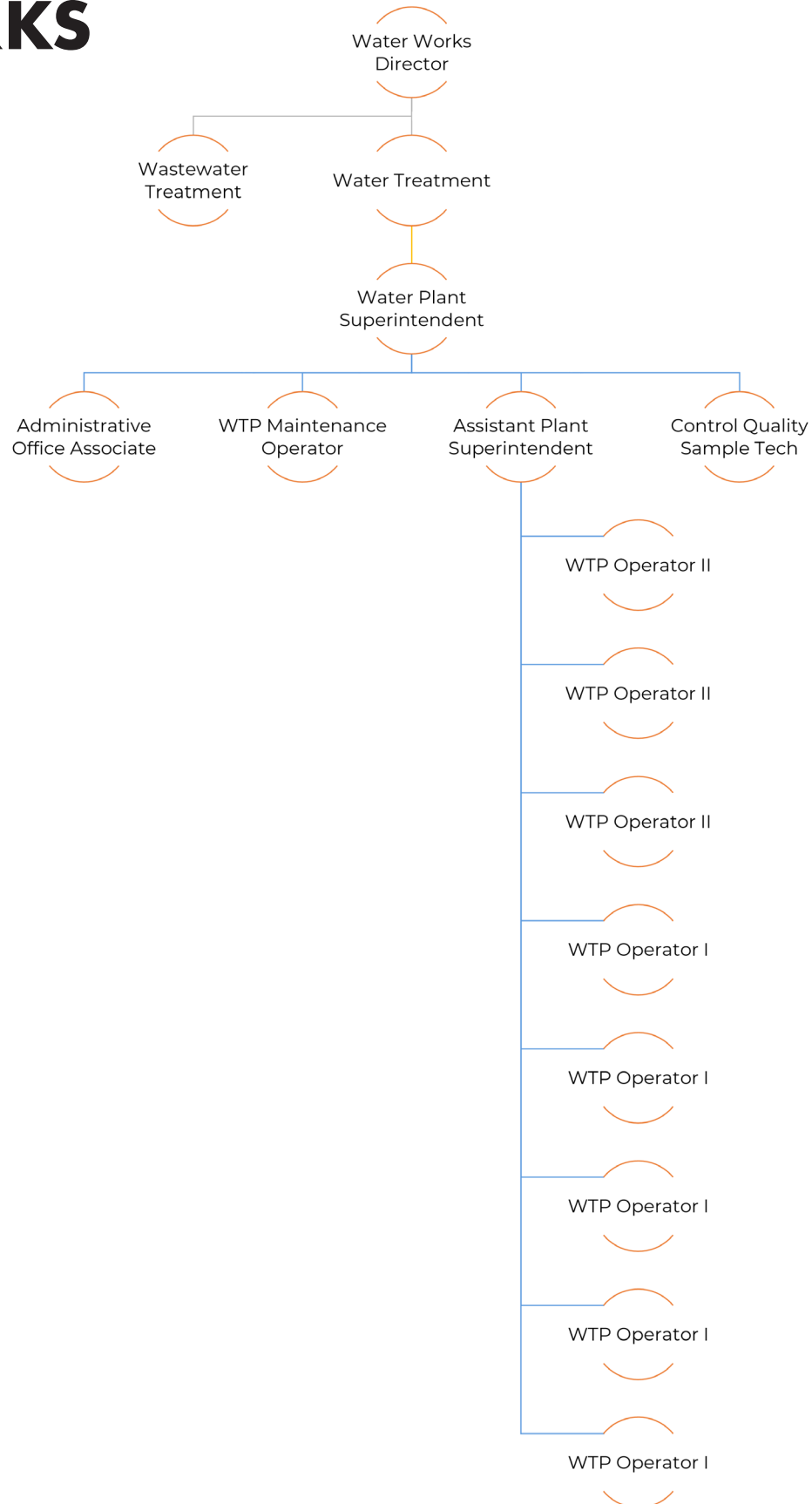
Org	Account	Bond Issue	19 Actual	20 Ap- proved	21 Mayor	Increase (Decrease)
Principal						
70101	588111	FY 2011GOB	335,664	345,945	327,822	
70101	588114	FY 2011B GOB	246,859	251,978	257,666	
70101	588117	FY 2013 GOB	192,000	198,000	204,000	
70101	588122	FY 2016 GOB	352,380	360,068	367,917	
70101	588123	FY 2017 GOB	815,868	865,365	900,734	
70101	588124	FY 2018 GOB	315,295	323,218	331,330	
70101	588131	Waverly Water Quality	4,575	4,621	4,667	
70101	588140	FY 2020 GOB	-	-	487,600	
		Total Principal	2,262,641	2,349,195	2,881,736	532,541
Interest						
70101	588211	FY 2011GOB	100,813	90,359	79,555	
70101	588214	FY 2011B GOB	32,723	26,367	18,700	
70101	588217	FY 2013 GOB	70,115	64,326	58,376	
70101	588222	FY 2016 GOB	62,513	54,749	46,814	
70101	588223	FY 2017 GOB	359,103	317,527	275,033	
70101	588224	FY 2018 GOB	130,818	122,907	114,794	
70101	588231	Waverly Water Quality	612	567	521	
70101	588239	FY 2019 GOB	-	905,247	-	
70101	588240	FY 2020 GOB	-	77,663	391,920	
		Total Interest	756,697	1,659,712	985,713	(673,999)
		Total Debt Service	3,019,338	4,008,907	3,867,449	(141,458)



WATER WORKS



WATER WORKS



WATER WORKS

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, 100% 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

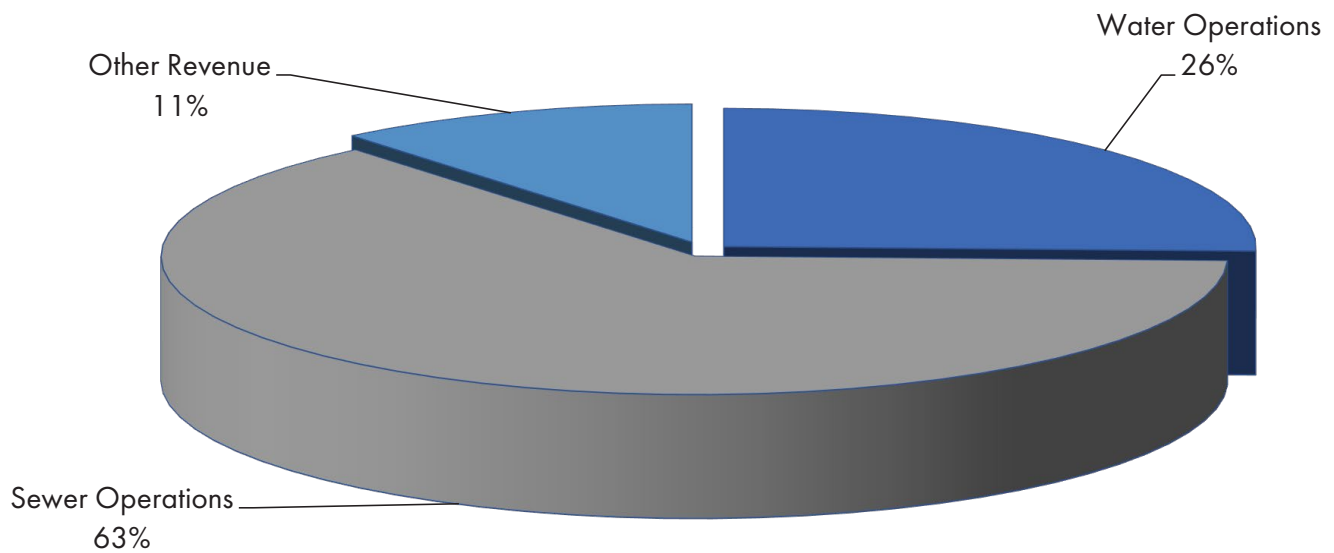
Priorities

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 pre-treatment requirements and procedures while preventing the introduction of pollutants into the city wastewater system

WATER/SEWER FUND

WATER/SEWER FUND: REVENUES

REVENUES:	
Water Operations	4,625,250
Sewer Operations	11,508,000
Other Revenue	1,992,831
Total	18,126,081

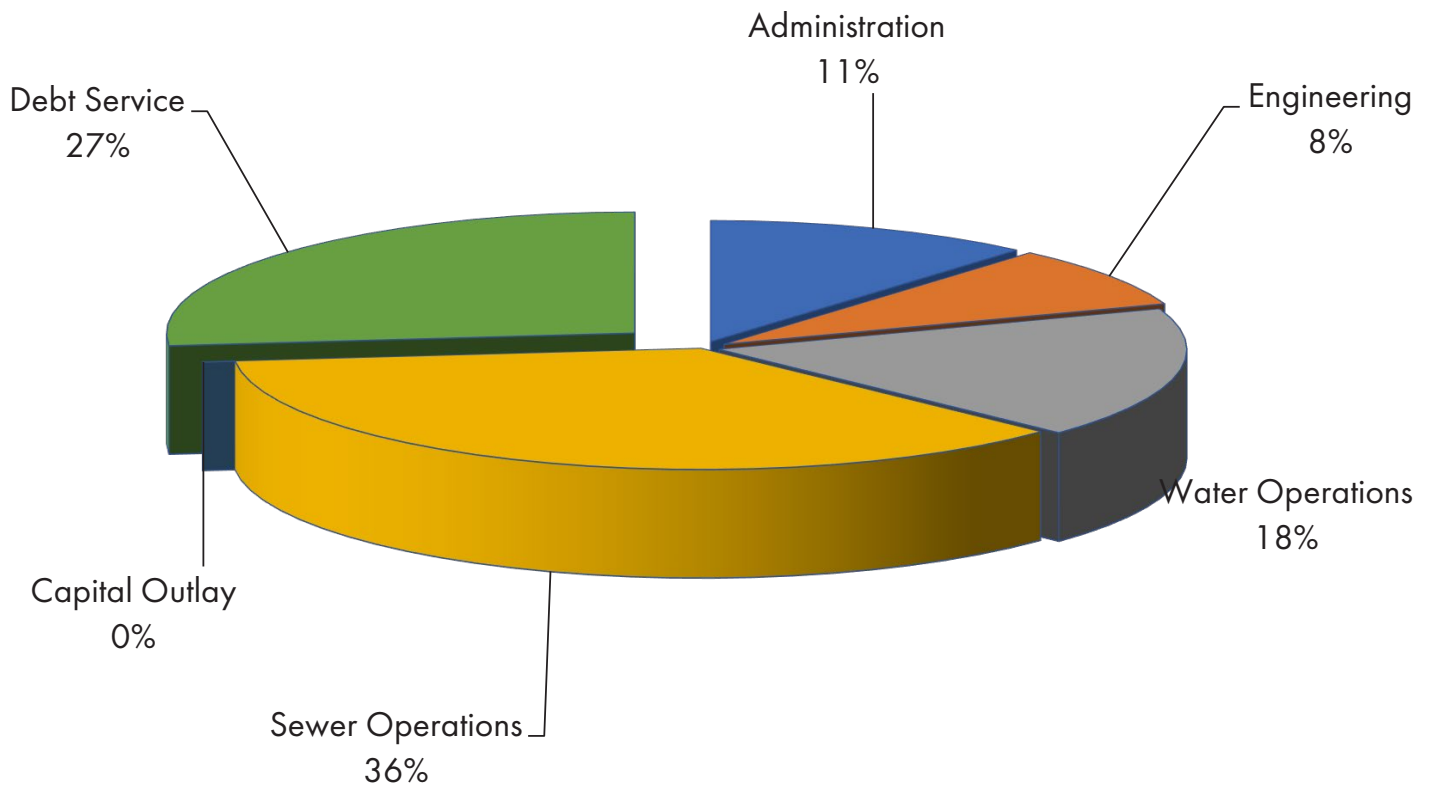


WATER/SEWER FUND: REVENUE SUMMARY

		FY19 Actual	FY19 Adjusted	FY20 Proposed
433260	Inspection Fees	72,192	40,000	40,000
434310	Water Sales	4,441,182	4,360,000	4,360,000
434315	Penalties	21,872	22,500	22,500
434316	Administrative Fees	83,360	96,000	96,000
434340	Fire Flow Tests	4,375	7,500	(7,500)
434341	Fire Service	21,634	21,500	21,500
434342	Meter Tests	340	250	250
434350	Special Meter Readings	20,399	20,000	20,000
434360	Sundry	81,469	50,000	60,000
434370	Turn On Charges	14,325	12,500	12,500
434410	Sewer Sales	10,905,543	10,930,000	10,880,000
434415	Penalties	53,902	56,000	50,000
434440	Pretreatment Monitoring	180,295	190,000	190,000
434450	Urban Services	430,110	389,000	389,000
434460	Sundry	3,306	1,000	(1,000)
456110	Investment Interest	376,208	-	-
456120	Other Interest	2	-	-
456911	Other Misc. Receipts	4,976	6,000	6,000
456913	Returned Check Fee	1,520	1,500	1,500
456926	Compensated Allowance Adj.	(23,689)	-	-
469162	Transfers from W&S Revolving	265,200	-	-
469311	Capital Lease Proceeds	-	147,140	-
469810	Current Surplus Available	-	2,062,272	1,985,331
425800	Maryland Dept. of Environment	(84,694)	-	-
425805	MD Department of Transportation	343,926	-	-
Water & Sewer Fund TOTAL		17,217,753	18,413,162	18,126,081

WATER/SEWER FUND: EXPENDITURES

EXPENDITURES	
Administration	2,056,461
Engineering	1,490,749
Water Operations	3,174,951
Sewer Operations	6,568,795
Capital Outlay	0
Debt Service	4,835,125
Total	18,126,081



DEBT SERVICE: WATER/SEWER

	FY 2019 Actual	FY2020 Revised	FY2021 Proposed	FY2021 Adopted
70102 - Debt Ser-Water				
Debt Service	66,524	412,160	411,172	411,172
TOTAL Debt Ser-Water	66,524	412,160	411,172	411,172
70107 - Debt Ser-Sewer				
Debt Service	579,496	4,432,586	4,423,953	4,423,953
TOTAL Debt Ser-Sewer	579,496	4,432,586	4,423,953	4,423,953

WATER/SEWER FUND: BUDGET SUMMARY

	FY 2019 Actual	FY2020 Revised	FY2021 Proposed	FY2021 Adopted
81080 - Water Engineering				
Personal Services	497,777	571,757	589,688	589,688
Operating Expenses	96,856	175,186	158,346	158,346
Capital Outlay	8,198	35,750	12,410	12,410
TOTAL Water Engineering	602,832	782,693	760,444	760,444
81570 - Water Billing				
Personal Services	188,101	183,468	192,229	192,229
Operating Expenses	110,109	163,275	163,270	163,270
TOTAL Water Billing	298,210	346,743	355,499	355,499
82075 - Water Treatment				
Personal Services	769,361	850,220	921,540	921,540
Operating Expenses	1,166,774	1,358,645	1,177,360	1,177,360
Capital Outlay	-	59,252	-	-
TOTAL Water Treatment	1,936,135	2,268,117	2,098,900	2,098,900
82076 - Water Branch				
Personal Services	761,675	807,515	802,283	802,283
Operating Expenses	407,712	286,051	272,209	272,209
Capital Outlay	-	79,700	1,560	1,560
TOTAL Water Branch	1,169,387	1,173,266	1,076,051	1,076,051
83000 - Water Administration				
Personal Services	118,170	132,603	142,712	142,712
Operating Expenses	973,492	405,428	405,428	405,428
TOTAL Water Administration	1,091,662	538,031	548,140	548,140

WATER/SEWER FUND: BUDGET SUMMARY

	FY 2019 Actual	FY2020 Revised	FY2021 Proposed	FY2021 Adopted
84080 - Sewer Engineering				
Personal Services	497,087	561,445	579,063	579,063
Operating Expenses	162,252	153,850	138,832	138,832
Capital Outlay	5,117	29,270	12,410	12,410
TOTAL Sewer Engineering	664,456	744,566	730,305	730,305
85070 - Sewer Billing				
Personal Services	299,573	280,859	293,294	293,294
Operating Expenses	48,296	68,655	69,538	69,538
Capital Outlay	13,165	17,475	-	-
TOTAL Sewer Billing	361,033	366,989	362,832	362,832
86083 - Wastewater Treatment Plant				
Personal Services	1,821,670	1,984,175	2,094,236	2,094,236
Operating Expenses	2,682,018	3,765,939	3,220,276	3,220,276
Capital Outlay	4,210	29,164	-	-
TOTAL Wastewater Treatment Plant	4,507,899	5,779,277	5,314,512	5,314,512
86085 - Sewer Branch				
Personal Services	621,549	711,694	741,875	741,875
Operating Expenses	261,297	317,275	308,549	308,549
Capital Outlay	-	3,920	-	-
TOTAL Sewer Branch	882,846	1,032,889	1,050,424	1,050,424
86086 - Pretreatment Monitoring				
Personal Services	141,666	157,145	170,733	170,733
Operating Expenses	24,075	33,191	33,126	33,126
TOTAL Pretreatment Monitoring	165,741	190,336	203,859	203,859

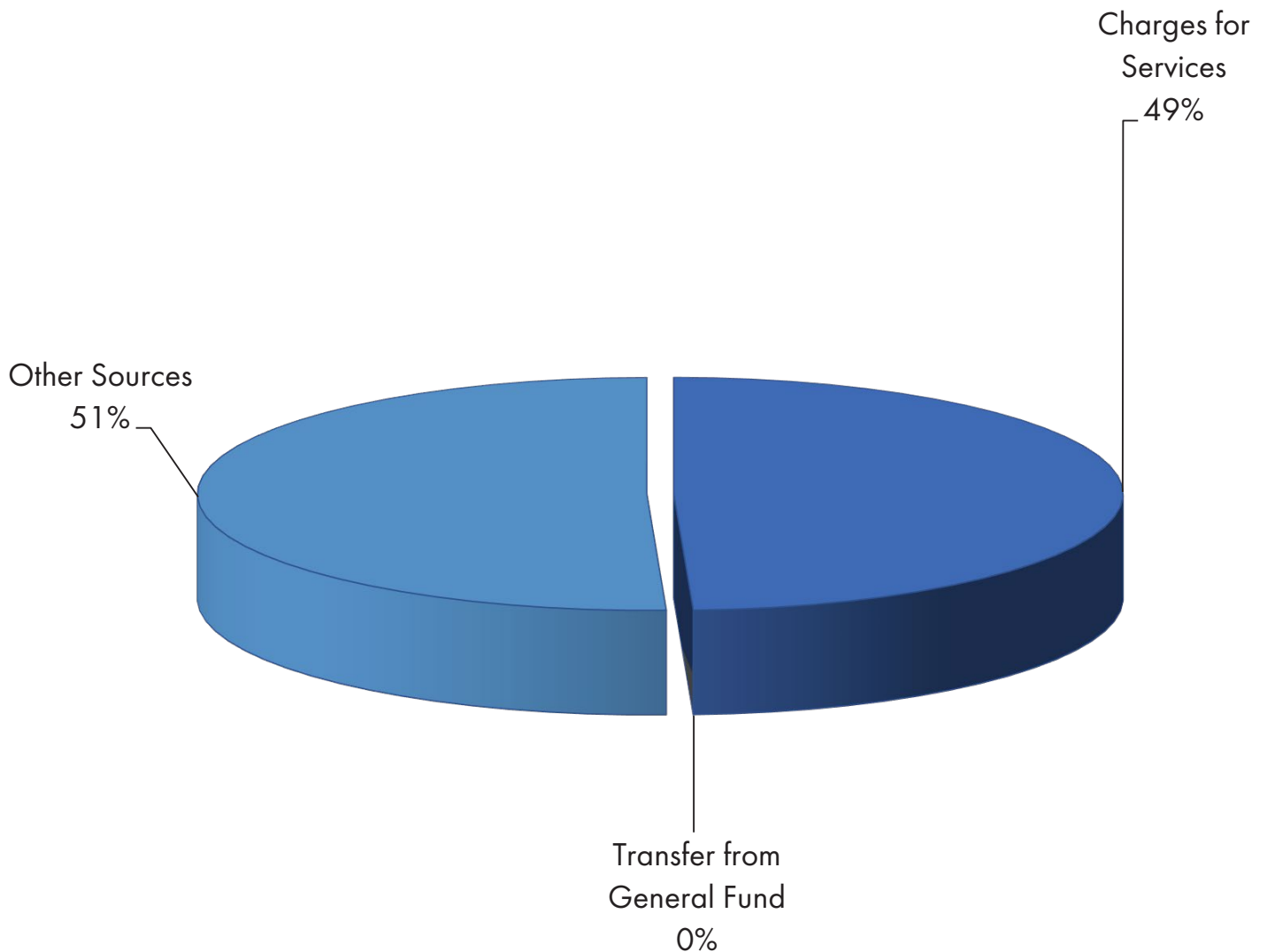
WATER/SEWER FUND: BUDGET SUMMARY

	FY 2019 Actual	FY2020 Revised	FY2021 Proposed	FY2021 Adopted
87000 - Sewer Administration				
Personal Services	136,552	137,900	147,561	147,561
Operating Expenses	4,568,078	666,003	642,429	642,429
TOTAL Sewer Administration	4,704,630	803,902	789,990	789,990
91002 - Operating Transfers-W&S				
Other	-	277,000	-	-
TOTAL Operating Transfers-W&S	-	277,000	-	-
TOTAL Water & Sewer Fund	17,030,850	19,148,555	18,126,081	18,126,081

7.0 | MARINA FUND

MARINA FUND: REVENUES

Revenues	
Charges for Services	55,000
Transfer from General Fund	-
Other Sources	56,542
TOTAL	111,542

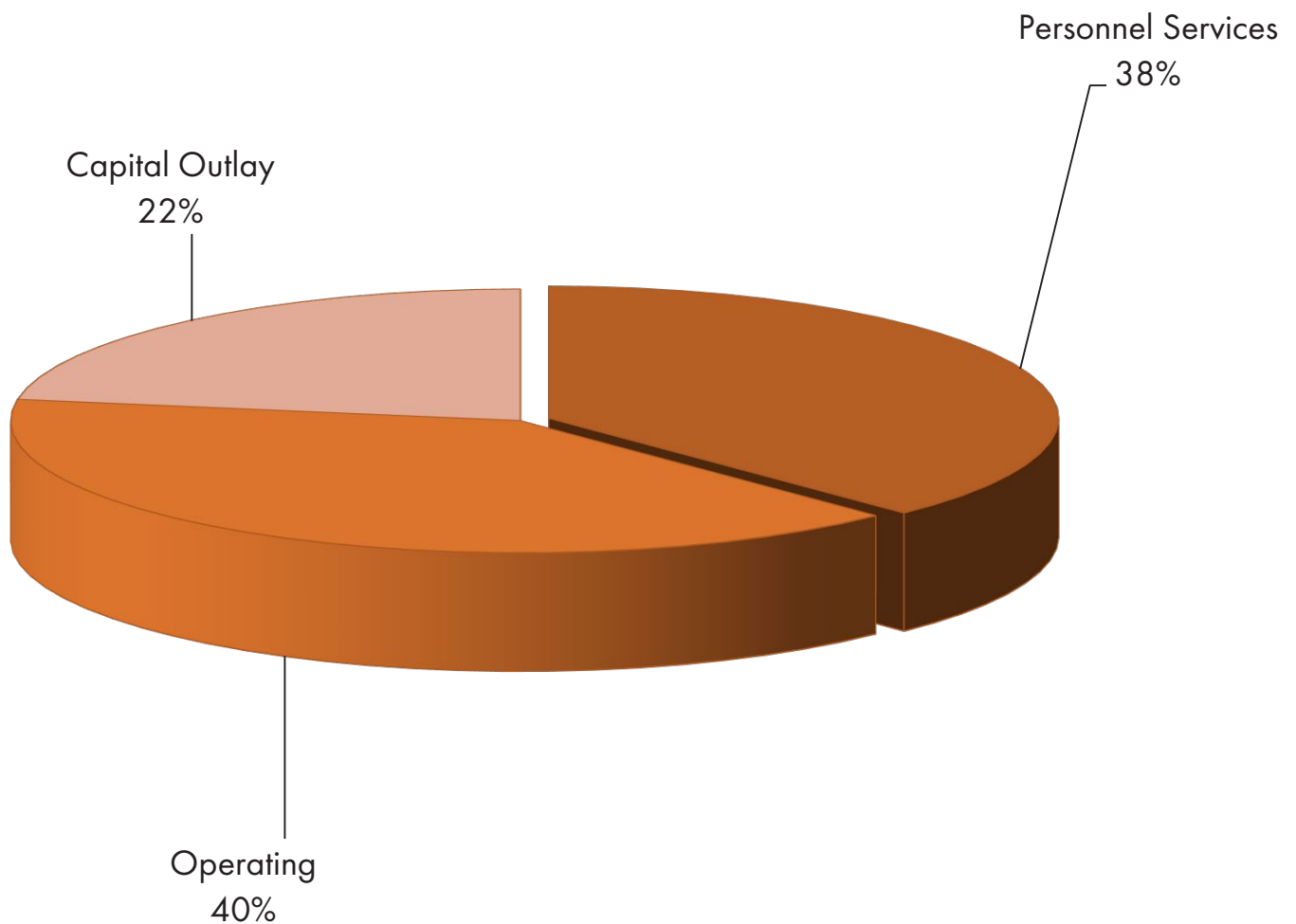


MARINA FUND: REVENUE SUMMARY

		FY19 Actual	FY21 Proposed	FY21 Adopted
434710	Slip Rental	31,752	33,000	33,000
434711	Boat Gasoline Sales	11,359	16,000	16,000
434712	Boat Diesel Sales	4,172	2,000	2,000
434716	Sewage Pumpout Sales	170	-	-
456927	Electric Fees	4,243	4,000	4,000
456939	Lawsuit Settlement Proceeds	-	-	-
469110	Transfers from General	-	-	-
469201	Gain on Sale of Fixed Assets	-	-	-
469309	G.O.B. Debt Proceeds	-	-	-
469810	Current Surplus Available	-	56,542	56,542
Marina Fund TOTAL		51,695	111,542	111,542

MARINA FUND: EXPENDITURES

Marina Fund Expenditures	
Personnel Services	\$42,107
Operating	\$44,435
Capital Outlay	\$25,000
TOTAL	\$111,542



MARINA FUND

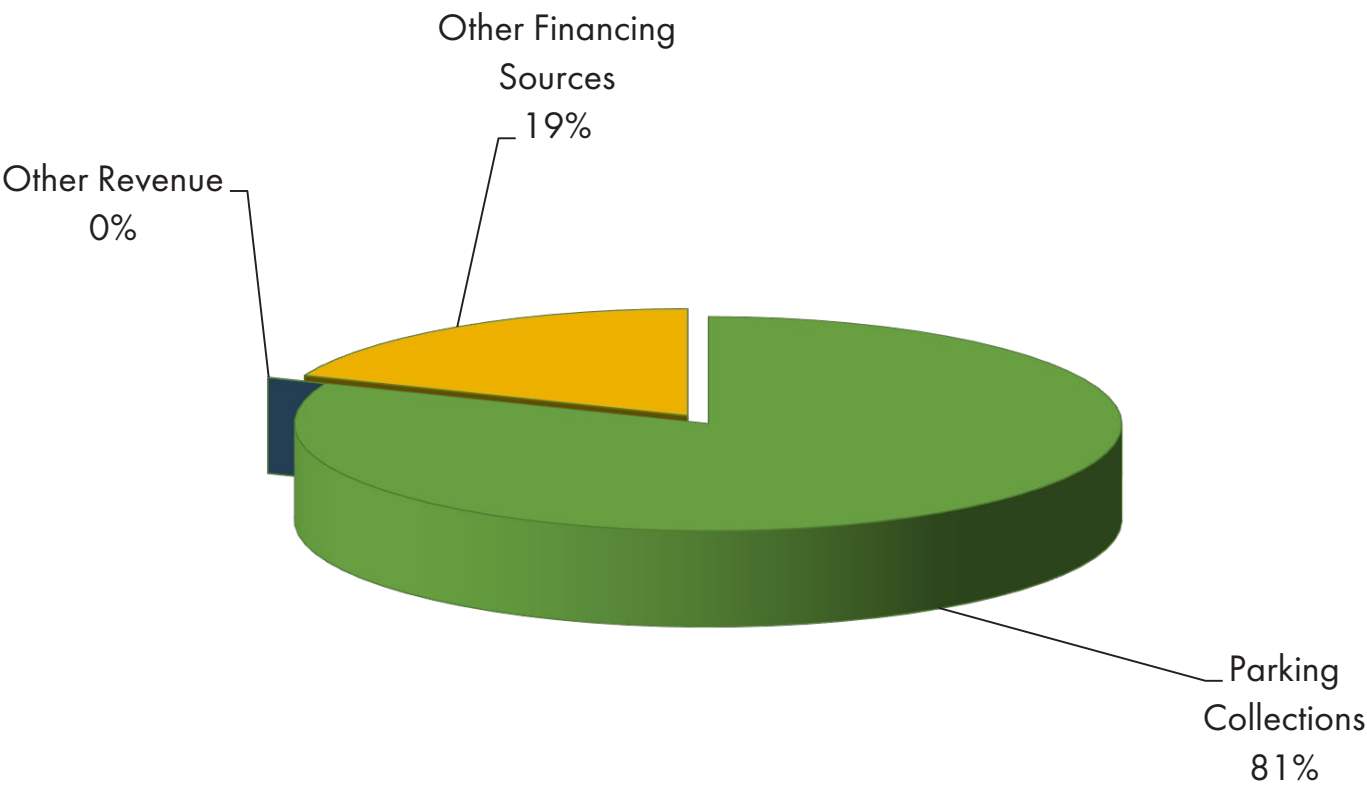
Budget Detail

	19 Actual	20 Revised	21 Proposed	21 Adopted
47000 - Marina				
Personal Services	34,982	40,957	42,107	42,107
Operating Expenses	57,774	45,370	44,435	44,435
Capital Outlay	-	-	25,000	25,000
TOTAL Marina	92,756	86,327	111,542	111,542

8.0 | PARKING AUTHORITY

PARKING AUTHORITY: REVENUES

Revenues	
Parking Collections	675,000
Other Revenue	
Other Financing Sources	156,747
Total	831,747

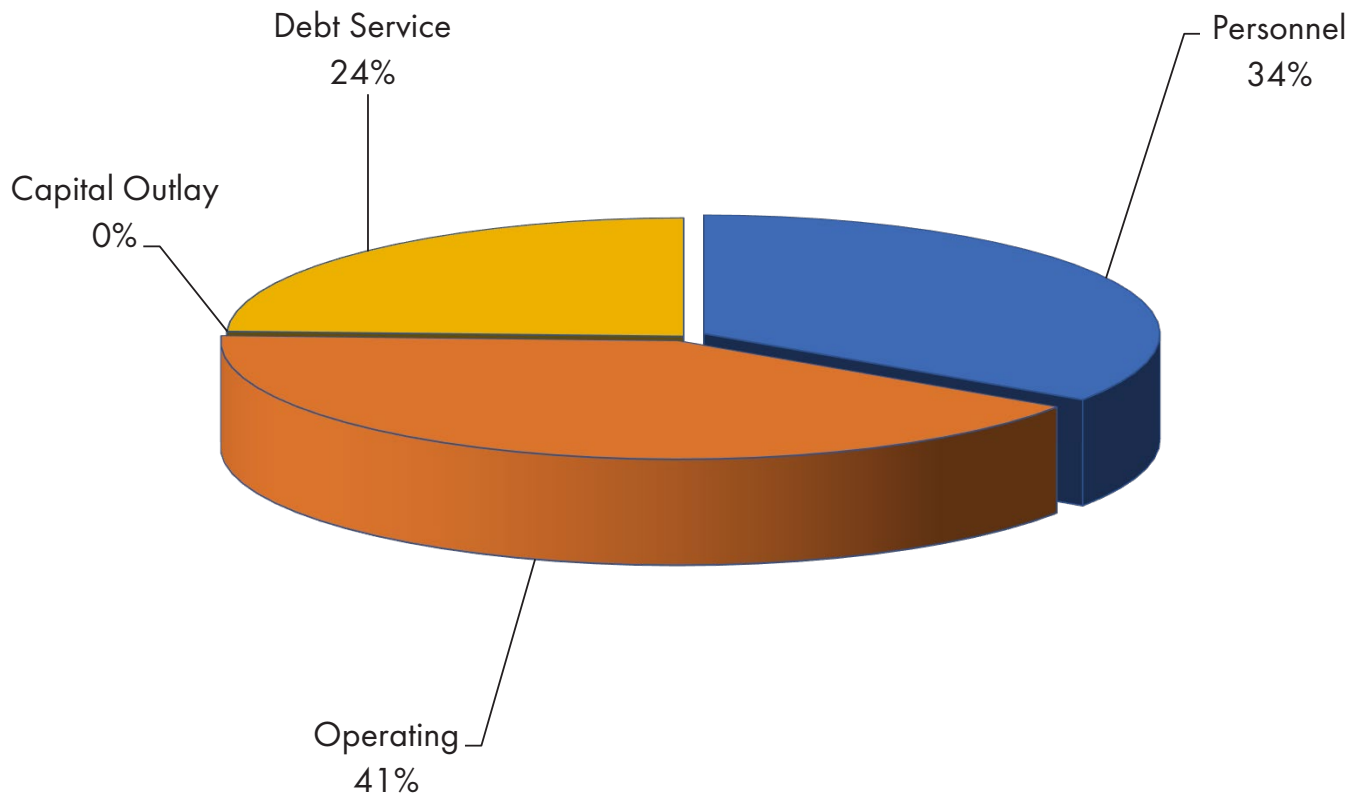


PARKING AUTHORITY: REVENUE SUMMARY

		FY19 Actual	FY21 Proposed	FY21 Adopted
413204	Park Permit Lots	122,953	245,000	245,000
413205	Parking Meters/Coin	58,813	45,000	45,000
413206	Park Permit Garage	389,209	300,000	300,000
445110	Parking Citations	54,659	85,000	85,000
456110	Investment Interest	14,631	-	-
456914	Bad Debt Collections	40	-	-
469311	Capital Lease Proceeds	-	-	-
469810	Current Surplus Available	-	156,747	156,747
Parking Auth. Fund TOTAL		640,305	831,747	831,747

PARKING AUTHORITY

Expenditures	
Personnel	286,352
Operating	343,001
Capital Outlay	-
Debt Service	202,394
Total	831,747



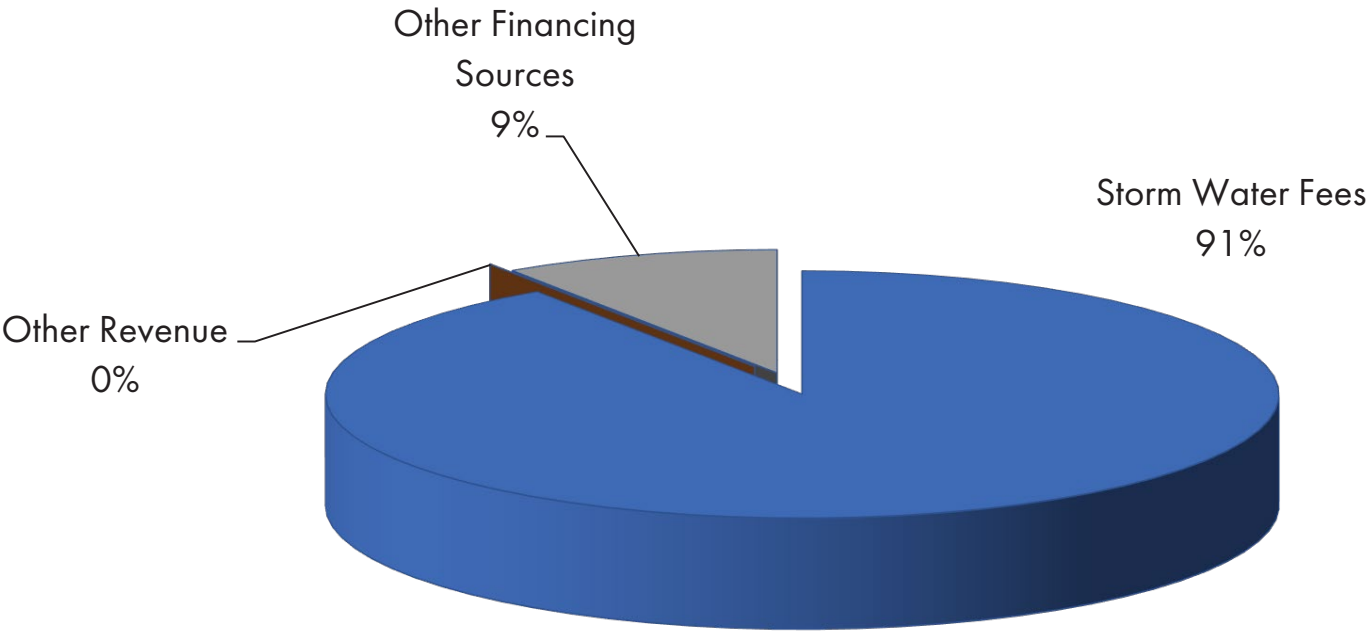
PARKING AUTHORITY: BUDGET SUMMARY

	FY 2019 Actual	FY2020 Revised	FY2021 Proposed	FY2021 Adopted
31154 - Parking Authority				
Personal Services	310,029	275,801	286,352	286,352
Operating Expenses	321,137	377,161	343,001	343,001
Capital Outlay	36,286	81,220	-	-
TOTAL Parking Authority	667,452	734,181	629,353	629,353
70154 - Debt Ser-Parking Authority				
Debt Service	21,943	212,738	202,394	202,394
TOTAL Debt Ser-Parking Authority	21,943	212,738	202,394	202,394
TOTAL Parking Authority	689,394.57	946,919.05	831,747.20	831,747.20

9.0 | STORMWATER FUND

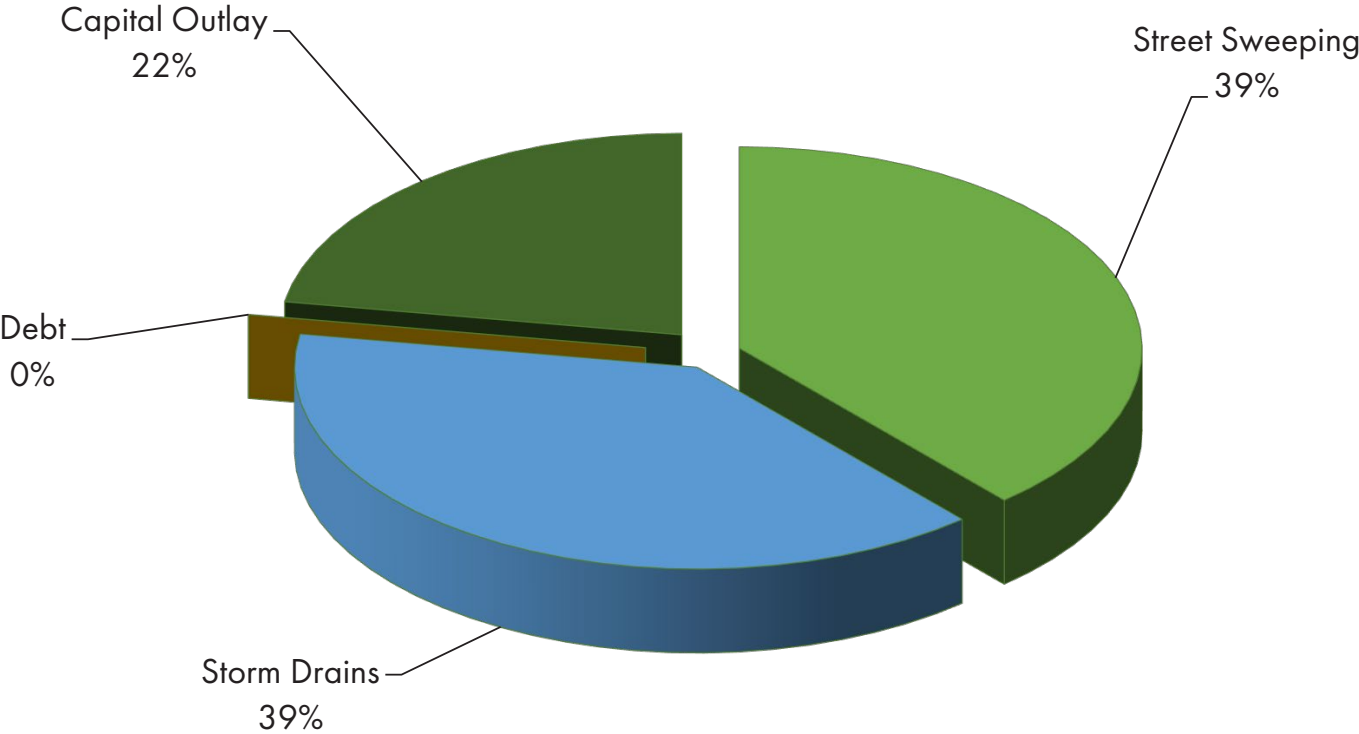
STORMWATER FUND: REVENUES

Revenues	
Storm Water Fees	630,000
Other Revenue	
Other Financing Sources	65,354
Total	695,354



STORMWATER FUND: EXPENDITURES

Expenditures	
Street Sweeping	268,304
Storm Drains	271,500
Debt	-
Capital Outlay	155,550
Total	695,354



STORMWATER FUND: EXPENDITURES

	FY 2019 Actual	FY2020 Revised	FY2021 Proposed	FY2021 Adopted
60820 - Storm Wtr - Street Sweeping				
Personal Services	112,162	149,247	160,201	160,201
Operating Expenses	112,938	106,806	108,103	108,103
TOTAL Storm Wtr - Street Sweeping	225,101	256,053	268,304	268,304
60850 - Storm Wtr - Storm Drains				
Operating Expenses	210,330	346,419	271,500	271,500
TOTAL Storm Wtr - Storm Drains	210,330	346,419	271,500	271,500
60890 - Storm Wtr - Transfers				
Other	160,000	120,000	155,550	155,550
TOTAL Storm Wtr - Transfers	160,000	120,000	155,550	155,550
TOTAL Storm Water Utility	595,430	722,473	695,354	695,354

APPENDICES

BUDGET ORDINANCE

ORDINANCE NO.

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, 2020 TO JUNE 30, 2021, 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, 2020 and ending June 30, 2021 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, 2020 and shall be due and payable as specified in Title 14 of the Tax Property article of the Annotated Code of Maryland, as amended;

AND BE IT FURTHER ORDAINED by the Salisbury City Council that a public hearing on the proposed budget ordinance will be held at ____ PM on _____, 2020 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 _____, 2020, and having been published as required by law, in the meantime, was finally passed by the Council on the ____ day of _____, 2019.

ATTEST:

Kimberly R. Nichols, City Clerk

John “Jack” R. Heath, President

Salisbury City Council

APPROVED BY ME THIS ____ day of _____, 2020.

Jacob R. Day, Mayor

BUDGET ORDINANCE

Schedule A - Operating Budget Appropriations

1) General Fund – for the general municipal purposes of the City of Salisbury:

City Council / City Clerk	257,804	256,804
Mayor's Office/ Development Services	1,907,478	1,872,865
Finance	745,209	745,209
Procurement / Municipal Buildings	563,723	564,303
City Attorney	355,000	355,000
Information Technology	611,061	611,061
Police	14,168,624	14,168,624
Fire	10,180,062	10,180,062
Housing and Community Development	1,148,528	1,148,528
Infrastructure and Development	1,587,840	1,587,840
Field Operations	7,219,521	7,236,370
Debt Service & Other Uses	6,264,591	6,294,488
Total	45,009,441	45,021,154

2) Parking Authority Fund – for the special assessment district known as the Parking Authority

Total	- 831,747	831,747
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3) Water Sewer Fund - for operations of the water and sewer departments

Total	18,126,081	18,126,081
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4) Marina Fund – for the operations of the enterprise known as the City Marina

Total	111,542	111,542
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5) Storm Water Fund – for the operations of the enterprise known as the Storm Water Fund

Total	695,355	695,355
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Grand Total	64,774,166	\$ 64,785,879
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BUDGET ORDINANCE

Schedule B – Capital Project Appropriations (1 of 2)

General Capital Projects

			Funding Source					
			PayGO Gen Fund	PayGO Storm Water	Grant	Contrib.	Prior Yr Bond	FY22 Bond
Dept	Project	Amount						
	General Government							
GOB	GOB Roof and Air Handler Replacement	175,000					175,000	
IT	Computer Aided Dispatch (CAD) Replacement	50,000					50,000	
	Field Operations	-						
Field Op	Church St Storm Water Pipe Rehabilitation Lining	130,550		130,550				
Field Op	Special Events Pavilions	90,000			90,000			
Field Op	ADA: Ramp and Bathroom Conversion	40,000						40,000
Field Op	Field Operations Facility Plan - Phase 2	2,000,000						2,000,000
Field Op	2 One Ton Dump Trucks (Sanitation & Parks)	140,000					140,000	
	Infrastructure & Development	-						
I & D	Port Exchange Riverwalk Replacement	114,000					-	114,000
I & D	Street Scaping (Town Square)	750,000					750,000	
I & D	Rail Trail Master Plan Implementation	250,000					250,000	
I & D-SW	Waste Shark	25,000		25,000				
	Total	3,764,550	-	155,550	90,000	-	1,365,000	2,154,000

Schedule B – Capital Project Appropriations (1 of 2)

Project		Funding Source					
		Transfer PayGO	Lawsuit Proceeds	Grant	Impact Funds	Lawsuit Proceeds	Reallocate Bonds
Water Sewer Capital Project Fund:							
Structural Study	75,000						75,000
Restore Park Well Field	175,000					175,000	
Filter Replacement Project	306,000					306,000	
Replace Distribution Piping & Valves	100,000					100,000	
Park Plant Flow Meter Replacement	250,000					250,000	
Sewer Trunk Line Rehabilitation Lining	150,000					150,000	
Pump Stations Improvements	250,000					250,000	
Paleo Well 3	0				1,231,000	-1,231,000	
Park Water Treatment Plant Interior Improvements	100,000						100,000
Total >>	1,406,000	0		0	1,231,000	0	175,000

Notes:

(1) The above schedule authorizes changing the source of funding of \$1,231,000 for Paleo Well 3 from lawsuit proceeds to Impact Funds since this project will enhance capacity. The \$1,231,000 in lawsuit proceeds, made available by this change, will then be used to fund the projects with amounts in the Lawsuit Proceeds column.

BUDGET ORDINANCE

Schedule C City Fiscal Year 2021 Appropriations for Grant-Funded Expenditures

Schedule C: City Fiscal Year 2021 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 2021	Amount	Account					
Comcast - Public, Educational & Governmental (PEG) Fees										
FY21 - PEG Fees from Comcast	80,000		80,000	N/A	N/A	7/1/2020	6/30/2021	Private	N/A	Comcast
Housing & Community Development Department										
FY21 - Homeless Solutions Program - Federal Funds (ESG)	25,000		25,000	N/A	N/A	7/1/2020	6/30/2021	Federal	14.231	DHCD
FY21 - Homeless Solutions Program - State Funds	30,000		30,000	N/A	N/A	7/1/2020	6/30/2021	State	N/A	DHCD
FY21 - Projects for Assistance Transition-Homelessness (PATH)	35,000		35,000	N/A	N/A	7/1/2020	6/30/2021	Federal	93.150	SAMHSA
FY21 - Community Legacy	200,000		200,000	N/A	N/A	7/1/2020	6/30/2022	State	N/A	DHCD
FY20 - Community Development Block Grant (CDBG)	387,418		387,418	N/A	N/A	7/1/2020	N/A	Federal	14.218	HUD
FY20 - Community Development Block Grant - COVID-19 (CDBG-CV)	227,905		227,905	N/A	N/A	4/1/2020	9/30/2022	Federal	14.218	HUD
FY21 - Maryland Heritage Area Authority (MHAA)	50,000		50,000	15,000	91001-599120	7/1/2020	6/30/2022	State	N/A	MHAA / MDP
FY19 - POS - Zoo Special Events Pavilion, Phase 1 (DNR - Wic. Co.)	100,000		100,000	11,000	91001-599120			State	N/A	DNR
FY19 - EDA - Port Feasibility Study *	37,500	37,500		33,500	91001-599120	12/12/2018	12/12/2020	Federal	11.307	USDOC / EDA
Infrastructure & Development Department										
FY21 - MD - Governor's Capital Projects Grant (DGS) (Salisbury Revitalization)	1,000,000		1,000,000	N/A	N/A	7/1/2020	6/30/2027	State	N/A	MD / DGS
FY21 - ENR O&M Grant - MDE Bay Restoration Fund (BRF)	255,000		255,000	N/A	N/A	7/1/2020	6/30/2021	State	N/A	MDE / BRF
FY20 - MEA Maryland Smart Energy Communities (MSEC)	50,000		50,000	N/A	N/A	7/1/2020	6/30/2021	State	N/A	MEA / MSEC
FY20 - FEMA - HMGP-4374-DR-MD-005 - Acqui-Demo - 106 Middle Neck Lane	85,514		85,514	N/A	N/A	5/11/2020	6/25/2022	Federal	97.039	FEMA / MEMA
Salisbury Fire Department										
FY17 - Staffing - Adequate Fire & Emergency Response (SAFER)	1,527,738	1,527,738		536,772	91001-599124	9/11/2018	9/30/2022	Federal	97.083	DHS / FEMA
FY21 - Salisbury Wicomico Firstcare Team (SWIFT)	150,000		150,000	N/A	N/A	7/1/2020	6/30/2021	Private	N/A	WICHD / CareFirst
FY19 - Assistance to Firefighters Grant (AFG)	113,000		113,000	11,300	91001-599124	11/12/2019	11/11/2020	Federal	97.044	DHS / FEMA
FY20 - Port Security Grant (PSG - 1 project)	25,000		25,000	N/A	N/A	9/1/2020	8/31/2023	Federal	97.056	DHS / FEMA
FY20 - CARES Act Provider Relief Fund - HHS	87,423		87,423	N/A	N/A	1/31/2020	1/31/2021	Federal	None	HHS / Stimulus
FY20 - Maryland Community Health Resources Commission (MCHRC)	270,000		270,000	N/A	N/A	5/1/2020	4/30/2022	State	N/A	MCHRC
FY20 - Community Foundation of the Eastern Shore (CFES) - PPE Grants (2 @ 2,000 ea.)	4,000		4,000	N/A	N/A	4/21/2020	4/21/2021	Private	N/A	CFES
FY20 - Community Foundation of the Eastern Shore (CFES) - SWIFT Transportation	1,500		1,500	N/A	N/A	5/12/2020	5/12/2021	Private	N/A	CFES
FY20 - Assistance to Firefighters Grant-Supplemental (AFG-S) - COVID-19 - PPE	100,000		100,000	10,000	91001-599124	5/30/2020	5/29/2021	Federal	97.044	DHS / FEMA
Salisbury Police Department										
FY17, 18 & 19 - COPS Grant	250,000	250,000		N/A	N/A					
FY21 - Bulletproof Vest Partnership	25,000		25,000	N/A	N/A	10/1/2020	9/30/2022	Federal	16.607	Dept. of Justice
FY21 - MD Criminal Intelligence Network (MCIN)	369,924		369,924	30,000	91001-599121	7/1/2020	6/30/2021	State	N/A	GOCCP
FFY20 - Edward Byrne Memorial JAG	26,000		26,000	N/A	N/A	10/1/2020	9/30/2023	Federal	16.738	Dept. of Justice
FY21 - Gun Violence Reduction Initiative	30,000		30,000	3,500	91001-599121	7/1/2020	6/30/2021	State	N/A	GOCCP
FFY21 - MD Highway Safety Office - Impaired Driver (DUI)	6,000		6,000	5,084	91001-599121	10/1/2020	9/30/2021	Federal	20.616	US DOT / MHHSO
FFY21 - MD Highway Safety Office - Aggressive Driver	4,000		4,000	3,398	91001-599121	10/1/2020	9/30/2021	Federal	20.600	US DOT / MHHSO
FFY21 - MD Highway Safety Office - Distracted Driver	3,000		3,000	2,555	91001-599121	10/1/2020	9/30/2021	Federal	20.600	US DOT / MHHSO
FY21 - Wicomico County Circuit Court - Drug Court	12,000		12,000	5,800	91001-599121	7/1/2020	6/30/2021	County	N/A	Circuit Court
FY18 - Wicomico County Adult Drug Treatment Court	443,469	443,469		N/A	N/A	1/1/2020	12/31/2022	Federal	16.585	Dept. of Justice
FFY21 - U.S. Marshals Program	20,000		20,000	12,013	91001-599121	10/1/2020	9/30/2021	Federal	16.111	US Marshals
Total	\$ 6,031,391	\$ 2,258,707	\$ 3,772,684	\$ 679,922						

Some of the Community Development grants will require an FY21 match totaling \$59,500, which will be transferred from account number 91001-599120

Some of the Police Dept. grants will require an FY21 match, totaling \$62,350, which will be transferred from account number 91001-599121.

Some of the Fire Dept. grants will require an FY21 match, totaling \$558,072 which will be transferred from account number 91001-599124.

The Infrastructure & Development Dept. has applied for a FY21 Governor's Capital Projects grant. The match for this grant will be covered by Bond funds, Water & Sewer funds and other grant funds previously awarded.

The Infrastructure & Development Dept. has applied for a FY20 - MEA Maryland Smart Energy Communities (MSEC) grant. The match for this grant of \$10,000 will be covered by Traffic (Org 22000) in kind labor.

DID has been awarded a FY20 FEMA HMGP grant for an acquisition-demolition project at 106 Middle Neck Lane. The match for this grant of \$28,505 will be covered by Field Ops (Org 31150) in kind labor (demolition).

* Revenue for the EDA grant was accepted previously via Ord. 2530. Matching funds in the amount of \$33,500 will come from the GF, and an additional \$4,000 in donations has been received from local businesses, for a total match of \$37,500

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 ORDINANCE

ORDINANCE NO. 2595

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO SET FEES FOR FY 2021 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 2021 Budget of the City of Salisbury; and

WHEREAS, the fees listed in the attached FY 2021 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 2021 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 2021 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 2021 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 ____ day of _____, 2020 and duly passed at a meeting of the Council of the City of Salisbury, Maryland held on the ____ day of _____, 2020 and is to become effective as of July 1, 2020.

ATTEST:

Kimberly R. Nichols, City Clerk

John R. Heath, President
Salisbury City Council

APPROVED BY ME THIS _____ day of _____, 2020.

Jacob R. Day, Mayor

FEE SCHEDULE

Licenses			
Alarm Company	75-80	Per year, Per Code 8.040.30	Police Dept
Amusement		Per Code 5.24.020	Finance
1-5 Machines	500	Per year	
6-10 machines	665	Per year	
11-15 machines	830	Per Year	
Greater than 15 machines	1,500	Per Year	
Billboard License	0.5-0.55	Per Year, per square foot	Finance
Transient Merchants and Mobile Vendors		Per Code 5.32.070	Bus Dev
New application	50-100		
Renewal	50	Per year	
Hotel License	50	Per Code 5.68.060	Bus Dev
Door to Door Solicitors	50	Plus \$40 background check performed, Per year, Per Code 5.34.070	City Clerk
Pool Table		Per Code 5.48.020	Finance
1	10	Each	
Additional tables over 1	5	Each	
Restaurant	75-80	Per year, Per Code 5.52.060	Finance
Theatre	75	Per year, Per Code 5.60.040	Police Dept
Towing Company			Police Dept
Application Fee	75-80		
License	75-80	Per Code 5.64.030	

Misc. Fees (by Business Development)			
Food Truck Pad Rental	50	Per month	
Trolley Rental Fee			
Hourly rate	150	Per hour, private event or for-profit business	
Hourly rate	125	Per hour, non-profit or government entity	

FEE SCHEDULE

Misc. Fees (by Finance)		
Return Check Fee	40	
Misc. Fees (by City Clerk)		
Sale of Code Book		Each, Set by Resolution, Per Code 1.04.080
Financial Disclosure Statement Late Fee	20	Per day for 5 days, then \$10 per day up to max of \$250; Per Code 1.12.060
Circus or Horsemanship Event Fee	75	Per day, Per Code 5.44.010
Other Exhibitions	5	Per day, Per Code 5.44.010
Commercial Sound Truck Operation Fee	1	Per Code 8.20.080
Filing Fee (Mayoral Candidates)	25	SC-8
Filing Fee (City Council Candidates)	15	SC-8
Bankrupt, Fire and Close-out sales	5	Per month, Renewal – \$50/month, Per code 5.16.010
Landlord Licenses and Other Misc. fees (by the HCDD Department)		
Landlord License Fee 1 st Year	135 120	Per Code 15.26.050
Landlord License Unit Registration 1 st Year	135 120	Per Code 15.26.040
Landlord License Fee Renewal		Per Code 15.26.060
if paid by March 1st	75 60	
if paid 3/2 - 7/1	140 125	
if paid > 7/1	270 255	
Landlord License Unit Registration Renewal		Per Code 15.026.060
if paid by March 1st	75 60	per unit
if paid 3/2 - 7/1	140 125	For first unit plus \$88 for each additional unit
if paid > 7/1	270 255	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 1 st 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	

FEE SCHEDULE

Historic Application Fee	25	
Change in Occupancy Fee	50	
Change in Use Fee	200	
Community Center Rental Fee		
Truitt Community Center – Gymnasium	35	Per hour
Truitt Community Center – Multi-purpose Field	10	Per hour
Newton Community Center – Community Room	20	Per hour
Newton Community Center – Kitchen	20	Per hour
Newton Community Center – Resource Office	15	Per hour
Community Center – Supplies, per Item	Vary	Each
Community Center – Equipment, per Item	Vary	Each

Misc. Fees (by Field Operations)		
Outdoor Rental Space – Small Family Functions, up to 20 people		
Park Pavilion	25	Per day
Outdoor Rental Space – Large Private Function or Public Events		
Park Pavilion (with restrooms)	75	Per Day W/O RR
Rotary/Bandstand, Doverdale, Lake Street	100	Per Day W RR
Amphitheater	160	Per day
Park Pavilion (no restrooms): Jeanette P. Chipman Boundless, Kiwanis, Marina Riverwalk, Market Street, Newton-Camden Tot Lot, Waterside	50	Per day
Streets /Parking Lots	100 1 st St and 50 each add	Per day
5K Race	150	Per day
City park, designated park area or amenity not listed	50	Per day
Ball field/ Basketball Court / Tennis Court	10 and 40 w/lights	Per hour
Personnel		
Site Supervisor Suggest \$25.00/ Site Coordinator	15	Per hour
Maintenance Labor	15	Per hour
Security/Police/EMS/FIRE (per person)	55	Per hour. 3 hours minimum or \$165
Supplies & Equipment		
Maintenance Supplies (as required)	Vary	
Sports Equipment	Vary	

FEE SCHEDULE

Additional Trash Cans - Events with over 200 people require additional trashcans, recycle or compost bin and a recycling plan.	5	Per Container
Barrier Fence (Snow Fence)	1	Per Linear Foot
Traffic Control Devices		
Hard Stop Dump truck/other	50	Per day
Digital Msg. Board	50	Per day
Street Barricades	10	Each per day
Cones	1	Each per day
Traffic Control Sign	10	Each per day
Jersey Barrier	600	Minimum 4, delivery, set-up and remove

Waste Disposal Fees (by Field Operations)

Trash Service	56 59	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)	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

FEE SCHEDULE

IIB discharges flow ³ 1,000 gpd or fast food, large restaurants, large garages	580	2 units
IIC discharges flow 500 - 1,000 gpd or small restaurants, small garages	435	1.5 units
IID discharges flow ³ 500 gpd or restaurants that are carry out only no fryer	290	1 unit
IIE photographic processor which discharges silver rich wastewater	290	1 unit
<i>Pretreatment fees are an annual fee, invoices are sent each January to cover the calendar year.</i>		

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	45 50	
\$3,001 to \$100,000	80 90	
\$100,001 to \$500,000	200 210	
\$500,001 to \$1,000,000	250 260	
\$1,000,001 and Up	300 310	
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 60	Plus (.0165 * Cost of Construction)
\$100,001 to \$500,000	1,100 1,200	Plus (\$10 for each \$1,000 over \$100,000)
\$500,001 to \$1,000,000	4,400 4,500	Plus (\$9 for each \$1,000 over \$500,000)
\$1,000,001 and Up	8,000 8,100	Plus (\$6 for each \$1,000 over \$1,000,000)
Fence Permit Fees: (Per Code 15.04.030)		

FEE SCHEDULE

<i>Fees based on cost of construction:</i>		
Up to \$ 3,000	40	
\$3,001 to \$100,000	50	Plus (.015 * Cost of Construction)
Outdoor Advertising Structure Fee (Per Code 17.216.240)	.50	Per SF foot of sign surface per year
Other Building Fees:		
Board of Zoning Appeals	50	County Fee \$100, Per Code 17.12.110
Demo - Residential	125	Per Code 15.04.030
Demo - Commercial	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	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	100	
Annexation Fees:		
Up to five (5) acres	2,000	
Five (5) acres or more but less than ten (10) acres	10,000	
Ten (10) acres or more but less than twenty five (25) acres	25,000	
Twenty five (25) acres or more but less than fifty (50) acres	35,000	
Fifty (50) acres or more	50,000	

FEE SCHEDULE

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Port of Salisbury Marina Fees (by Field Operations)		
Transient		
<i>Slip Fees based on size of vessel</i>	1.00	Per foot per day
Electric 30-amp service	5.00	Per day
Electric 50-amp service	10.00	Per day
Slip Rental – Monthly		
<i>Fees based on size of vessel</i>		
October through April	3.85	Per foot + electric
May through September	5.50	Per foot + electric
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	600.00	690.00	
ALS1 Emergency Rate	700.00	900.00	
ALS2 Emergency Rate	800.00	1,050.00	
Mileage (per mile)	14.00	16.20	
Oxygen	65.00	65.00	
Spinal immobilization	140.00	140.00	

FEE SCHEDULE

BLS On-scene Care	200.00	200.00	
ALS On –scene Care	450.00	550.00	

Department of Infrastructure and Development			
Critical Area Program		Ordinance No. 2578	
Certificate of Compliance (Per Code 12.20.110)			
Building Permits	75		
Major Subdivision: Preliminary	100		
Major Subdivision: Final	100	Plus (\$25 per lot)	
Minor Subdivisions	50		
Plan approval/special projects	50		
Site Plans	50		
Sketch Plat	50		
Resubdivision	50		
Buffer Management Plan	50		
Fee-In-Lieu (Per Code 12.20.540)	1.50	\$1.50 per square foot of mitigation area	
License to Encumber Program		Ordinance No. 2580	
Small Wireless Facilities			
Application	500	For up to five (5) small wireless facilities	
Application – additional facilities	100	For each additional small wireless facility addressed in the application beyond five	
Access to the Right of Way fee	1,000	Per each new small wireless facility pole	
Annual fee for access to the Right of Way	270	Per year per small wireless facility after year 1	
Storm Water Utility (2306)			
Fee to maintain City storm water facilities per Ordinance 2306	20.00	Per year per Equivalent Residential Unit per Ordinance 2315	
Stormwater Utility Credit Application (2306)			
Fee to apply for credit to Stormwater Utility	150.00	Per application	
Street Break Permit (Per Code 12.12.020)			
Permit for breaking City public streets and way	25.00	Per break location	
Obstruction Permit (Per Code 12.12.020)			
Permit for obstructing City public streets and ways.	10.00	Per location	

FEE SCHEDULE

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 13.020.070)		
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.
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 SCHEDULE

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

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

FEE SCHEDULE

Hydrant flow test (Per Code 13.08.030)		
To perform hydrant flow tests		
In City	125.00	Per request
Out of City	160.00	Per request
Fire flush and Fire pump test (Per Code 13.08.030)		
To perform hydrant flow tests To perform meter tests on ¾" and 1" meters.		
In City	125.00	Per request
Out of City	160.00	Per request
Meter tests (Per Code 13.08.030)		
To perform meter tests on ¾" and 1" meters.		
In City	40.00	Per request
Out of City	50.00	Per request
Water Meter/Tap Fee and Sewer Connection Fee (Per Code 13.02.070)		
Water Meter/Tap Fee and Sewer Connection Fee if water and sewer services are installed by City forces.	*	The tap and connection fee amount is the actual cost of SPW labor and materials or per this schedule.
Water Tapping Fees - In City:		
¾ Water Meter	3,850	Per Connection
1" Water Meter	4,160	Per Connection
1 ½" Water Meter T-10 Meter	5,810	Per Connection
2" Water Meter - T-10 Meter	6,200	Per Connection
2" Water Meter - Tru Flo	7,320	Per Connection
Water Tapping Fees - Out of City		
¾ Water Meter	4,810	Per Connection
1" Water Meter	5,200	Per Connection
1 ½" Water Meter T-10 Meter	7,265	Per Connection
2" Water Meter - T-10 Meter	7,750	Per Connection
2" Water Meter - Tru Flo	9,155	Per Connection
Sanitary Sewer Tapping Fees - In City:		
6" Sewer Tap	3,320	Per Connection
8" Sewer Tap	3,380	Per Connection
6" or 8" Location & Drawing Fee	45	Per Connection
Sanitary Sewer Tapping Fees – Out of City		
6" Sewer Tap	4,150	Per Connection
8" Sewer Tap	4,225	Per Connection
6" or 8" Location & Drawing Fee	60	Per Connection

FEE SCHEDULE

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

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	50		
4 th incident	90		
Greater than 4 each incident	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		
Greater than 4 each incident	135		

FEE SCHEDULE

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

Parking Permits and Fees			
	UOM	1-Jul-20 Rate	1-Jul-20 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	40.00	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	15.00	11.25
Lot #33 - east of Brew River	Monthly	15.00	11.25
Lot #35 - west of Brew River	Monthly	15.00	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			
Parking Lot #1 (first 2-hrs of parking are 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 a 3 hour Maximum Parking Limit	Hourly	3.00	

FEE SCHEDULE

Miscellaneous 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	

Fire Prevention Fees (by the Fire Department)		
Plan review and Use & Occupancy Inspection		
<u>Basic Fee</u> – 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)
<u>Expedited Fees</u> – 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)
<u>After</u> – 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-Permit		
<u>Fire Alarm & Detection Systems</u> – 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.
<u>Sprinkler, Water Spray and Combined Sprinkler & Standpipe Systems</u> – 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.

FEE SCHEDULE

<p>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.</p>	\$50	Per 100 linear feet of piping or portion thereof; \$100 minimum
<p>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.</p>		
<ul style="list-style-type: none"> Fire Pumps 	\$50	Per gpm or rated pump capacity; \$125 minimum
<ul style="list-style-type: none"> Fire Protection Water Tank 	\$75	Per tank
<ul style="list-style-type: none"> Witnessing Underground Water Main Hydro Tests 	\$75	
<ul style="list-style-type: none"> Witnessing Fire Main Flush 	\$75	
<p>Gaseous and Chemical Extinguishing Systems – Applies to halon, carbon dioxide, dry chemical, wet chemical and other types of fixed automatic fire suppression systems which use a gas or chemical compound as the primary extinguishing agent. The fee includes plan review and inspection of all piping, controls, equipment and other appurtenances needed to provide a complete system in accordance with referenced NFPA standards and the witnessing of one performance or acceptance test per system of the completed installation.</p>	\$1.00	Per pound of extinguishing agent; \$100 minimum; or \$150 per wet chemical extinguishing system
<ul style="list-style-type: none"> Gaseous and Chemical Extinguishing System Counter Permit 	\$75	To relocate system discharge heads
<p>Foam Systems – 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.</p>	\$75	Per nozzle or local applicator; plus \$1.50/ sprinkler head for combined sprinkler/foam system; \$100 minimum

FEE SCHEDULE

<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	
<u>Consultation Fees</u> – 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

FEE SCHEDULE

• 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
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	
Fire Protection Flow Test (in-City)	\$125	
Fire Protection Flow Test (out-of-City)	\$160	

WATER/SEWER ORDINANCE

ORDINANCE NO. _____

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, 2020 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 2021 Budget of the City of Salisbury and the appropriations thereby made and established for purposes of the Water and Sewer Departments.

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

A. Water and Sewer Rate Schedules:

Schedule I Metered Water Changes – In City Rates

Residential and Small Commercial

Minimum Charge	\$22.45/ 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

WATER/SEWER RATES

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

WATER/SEWER RATES

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

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

WATER/SEWER RATES

Schedule VII Sewer Charges – Sewer Only Customers

		Quarterly In City	Quarterly Outside City	Quarterly Urban Service
<u>Rate</u>	<u>Number of fixtures</u>	<u>Rate</u>	<u>Rate</u>	<u>District Rate</u>
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 <u>Rate</u>	Annual Outside-City <u>Rate</u>
1) For each fire service	\$373	\$746
2) For each standby operational service	\$373	\$746

WATER/SEWER RATES

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.. Calculation of Bills:

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

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

AND BE IT FURTHER ORDAINED AND ENACTED that this Ordinance was introduced at a meeting of the City Council held on _____ the ____ day of _____, 2020 and duly passed at a meeting of the Council of the City of Salisbury, Maryland held on the ____ day of _____, 2020 and is to become effective with bills dated October 1, 2020 and after.

ATTEST:

Kimberly R. Nichols, City Clerk

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

APPROVED BY ME THIS _____ day of _____, 2020.

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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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

Grade	16	17	18	19	20	21	22	23	24	25	26	27	28	29	Max 30
1	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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: MIN/MID/MAX

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: SALARY SCALE

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

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	44,192												
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: MIN/MID/MAX

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

FIRE PAY PLAN: SALARY SCALE

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	Lieutenant	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	Captain	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	Assistant Chief	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	Deputy Chief	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	Fire Chief	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

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
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	Lieutenant	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	Captain	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	Assistant Chief	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	Deputy Chief	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	Fire Chief	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	Provider	Policy Number	Premium	Info
Auto Liability	\$1,000,000 each accident	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	LGIT	PLP-502500-2013/14-07	\$60,533	\$1,000 Deductible
Boiler & Machinery	\$200,000,000 – Annual Aggregate, \$1,000,000 – Each Occurrence	LGIT (Federal Insurance Co.)	78362248	\$11,525	\$10,000 Deductible
Commercial General Liability	\$3,000,000 – Annual Aggregate \$1,000,000 – Each Occurrence	LGIT	PLP-502500-2013/14-07	\$42,941	\$0 Deductible
Excess Liability	\$3,000,000 – Annual Aggregate \$1,000,000 – Each Occurrence	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	LGIT	PLP-502500-2013/14-07	\$69,360	\$1,000 Deductible – Each wrongful act
Property	\$162,137,098.59 Limit;	LGIT	PLP-502500-2013/14-07	\$74,201	\$10,000 Deductible (includes: Fine Arts; Historical Property; Mobile Equipment; Valuable Papers & Records)
	Per Occurrence amounts vary per item				
Public Officials	\$3,000,000 – Annual	LGIT	PLP-502500-2013/14-07	\$71,667	\$1,000 Deductible –
Legal Liability (Errors and Omissions)	Aggregate \$1,000,000 – Each Wrongful Act				Each wrongful act
Pollution Legal Insurance	\$2,000,000 Each Occurrence and Aggregate	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	LGIT (Travelers)	105955729	\$3,242 (Annual Installment Payment)	Includes: Employee Theft, Forgery or Alteration Theft, Disappearance and Destruction; and Computer Fraud coverage

SCHEDULE OF CURRENT INSURANCE

Plan	Amount of Coverage	Provider	Policy Number	Premium	Info
Public Official Bond	\$50,000	US Ins. SVCS (Travelers)	106056063	\$175	
Public Official Bond	\$50,000	US Ins. SVCS (Travelers)	106056087	\$175	Patricia Summers
Public Official Bond	\$50,000	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	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	Avery Hall Insurance (Hartford)	42-SR-344024	\$432	Zoo Volunteer -medical care coverage if injured
Zoo Commission General Liability & Property	\$1,000,000	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	LGIT	PLP-502500-2013/14-07	\$69,360	\$1,000 Deductible – Each wrongful act
Salisbury Fire Department Divers Insurance	\$1,000,000 per Incident \$2,000,000 Annual Aggregate Total	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	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	Avery Hall Insurance (Travelers)	Fire Department –Cadets; medical care coverage if injured; \$0 Deductible		
Excess Marine Liability	\$4,000,000	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	LGIT	MTP0042807		



The City of Salisbury **Capital Improvement Plan** **2021-2025**

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City Council



April Jackson
District 1



Muir Boda
Council Vice President
District 2



John R. "Jack" Heath
Council President
District 3



Michele Gregory
District 4



Angela Blake
District 5

City Administration



Jacob R. Day
Mayor



Julia Glanz
City Administrator



Andy Kitrow
Assistant City Administrator

Mayor's Message

Friends,

This year's CIP document is the leanest, and I believe the most mindfully and carefully crafted capital planning document in this city's history. That's not to say that we are planning or dreaming any smaller this year than we ever have before -- quite the contrary. By focusing on the most sustainable, affordable, and ultimately beneficial plans for Salisbury citizens, we are maximizing the impact of the dollars we spend. Put another way, we're working smarter.

Some of the highlights of the CIP for fiscal years 2021 - 2025 include:

- **EnerGov** - An innovative server technology which will improve the way our internal data talk to each other, enabling us to see connections between neighborhood quality, code enforcement, crime, and other factors
- **Zoning Code Revisions** - This is a comprehensive shift from the 1983 code to a form-based code which will make it easier for us to build thriving, vibrant neighborhoods
- **City Park Master Plan** - Continuing into year 3 of improvements to our City Park
- **North Prong Park** - A major new city park which will transform the riverfront along the North Prong from Chipman Elementary to Route 50
- **Street Light Upgrades** - Updating City street lights to make them more energy efficient, and more attractive
- **Port Exchange Riverwalk Upgrade** - Bringing the failing riverwalk west of Mill street up to our beautiful new standard
- **Bridge Replacement** - Bringing long-needed attention to the Mill Street, South Division Street and Naylor Mill Road bridges with total overhauls of the structures
- **Bicycle Master plan** - Continuing the implementation of the 2015 master plan on streets citywide, with a focus on connecting the network, which will make the pieces function best
- **Urban Greenway** - Continuing year 3 of the plan, which will ultimately connect Pemberton Park to Schumaker Park, completely off-street
- **Field Operations Center** - Replacing 100-year-old buildings on Field Operations property with modern, adequate facilities
- **Ambulance Replacement** - Ensuring the replacement of our fleet of ambulances on schedule. Salisbury continues to see a significant rise in calls for service, meaning that these vehicles are reaching the end of their service life sooner.
- **Rail Trail Master Plan** - Prioritizing the continuing funding of the rail trail, bringing to life Salisbury's first off-street connection from Fruitland to Delmar

The past few years in Salisbury have been a time of transformation unlike any we've seen before. As we near completion on several of our most important infrastructure projects in decades, I am excited to look ahead, to envision the projects which will help us define the next era in our beautiful city.

Yours in Service,



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 of existing and anticipated capital needs and the funding needed to make them a reality.

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 into 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.

Revenue 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 payments resulting in no additional increase of operating expense.

Summary by Program

Program	Fiscal Year					Total
	FY 21	FY 22	FY 23	FY 24	FY 25	
General Government						
Procurement - Government Office Building	175,000	150,000				325,000
Housing&Community Development		50,000	52,000			102,000
Information Services						
Information Technology	55,900	55,900				111,800
GIS	210,000	32,752	500,000	510,680		1,253,432
Connectivity			100,000	190,000	100,000	390,000
						-
Public Safety						
Police	573,000	523,000	348,200	347,830	408,500	2,200,530
Fire	1,230,000	1,960,000	1,042,000	1,050,000	580,000	5,862,000
Field Operations						
General Projects	2,000,000	2,600,000	600,000		500,000	5,700,000
Vehicles	385,000					385,000
Equipment	61,000	165,000				226,000
Traffic Control				71,900	156,100	272,250
Zoo	145,000	45,000	795,000	870,000	110,000	1,965,000
Poplar Hill Mansion	40,000	45,500	32,000	-	45,000	162,500
Storm Water	130,550					130,550
Infrastructure & Development						
General Projects	1,569,000	1,530,400	980,000	865,000	1,020,000	5,964,400
Street Reconstruction	1,495,000	1,170,000	1,245,000	1,395,000	1,345,000	6,650,000
Bridge Maintenance	85,000	3,500,000	2,250,000			5,835,000
New Streets			790,000	930,000	1,600,000	3,320,000
Storm Water	545,000	300,000	300,000	650,000	300,000	2,095,000
General Capital Projects	8,699,450	12,127,552	9,078,450	6,880,410	6,164,600	42,950,462
Parking Authority Fund	30,000	30,000	30,000	30,000	30,000	150,000
Water/Sewer Fund						
Water Production Maintenance	881,000	3,528,920	448,000	392,000	175,000	5,424,920
Water Distribution Maintenance	160,000	100,000	100,000	100,000	350,000	810,000
Wastewater Collection Maintenance	700,000	500,000	500,000			1,700,000
Treat Wastewater	2,923,000	330,000	1,707,000	1,555,000	300,000	6,815,000
GIS	20,000	30,000		60,000		110,000
Connectivity	190,000					190,000
Water/Sewer Fund Total	4,874,000	4,488,920	2,755,000	2,107,000	825,000	15,049,920
Grand Total	13,603,450	16,646,472	11,863,450	9,017,410	7,019,600	58,150,382

Detail Project List by Funding Source

Program	Fiscal Year					Total
	FY 21	FY 22	FY 23	FY 24	FY 25	
General Fund						
General Revenues						
GOB Roof Replacement	12,500					12,500
Apparatus Replacement - Dive Trailer				75,000		75,000
Apparatus Replacement - Staff Vehicle		25,000				25,000
Knox E-lock Access System	37,000					37,000
Apparatus Replacement					20,000	20,000
High Availability Virtual Environment	55,900	55,900				111,800
EnerGov Software & Implementation	60,000					60,000
Mobile LIDAR and Imagery - Street Level	-	9,752				9,752
Aerial LIDAR and Imagery	-			10,680		10,680
Pavement Condition Index		23,000				23,000
Fiber Backbone Expansion				190,000		190,000
Municipal Broadband			100,000			100,000
Traffic System Modernization			-	-	100,000	100,000
Zoning Code Revisions	125,000	-				125,000
Lemmon Hill Standpipe Lights		60,000				60,000
Wayfinding and Signage	25,000	25,000	25,000	25,000	25,000	125,000
Waterside Playground			30,000	15,000		45,000
North Prong Park Improvements		100,000	50,000			150,000
Street Light Additions and Replacement	50,000	50,000	50,000	50,000	50,000	250,000
Port Exchange Rivewalk Replacement	-					-
River Place Riverwalk Replacement	-					-
Citywide Street Reconstruction	625,000	700,000	700,000	800,000	750,000	3,575,000
Citywide Concrete Program	75,000	75,000	75,000	100,000	100,000	425,000
Bridge Maintenance - South Division Street Bridge	85,000					85,000
Georgia Avenue Utilities and Street			75,000			75,000
Brush Chipper	-	40,000				40,000
East Main/Snow Hill/Ward	-		44,250			44,250
Snow Hill/Vine/S. Schumaker				35,400		35,400
Eastern Shore Dr./East Vine St.				36,500		36,500
Camden Ave/South Blvd Upgrade					156,100	156,100
Electrical Transformers					50,000	50,000

Detail Project List by Funding Source

Program	Fiscal Year					Total
	FY 21	FY 22	FY 23	FY 24	FY 25	
Modular - Admin Office Space	45,000					45,000
North American Ducks - Exhibit Improvements					60,000	60,000
Pathway Paving		45,000	45,000	45,000		135,000
Red Wolf Building Improvements				75,000		75,000
Exterior: Siding Repair and Painting	-	45,500				45,500
ADA: Ramp and Bathroom Conversion	40,000	-				40,000
Gazebo and Landscaping					40,000	40,000
Shutter Installation			32,000			32,000
SPD Range - Lead Mining	-					-
Shooting Range (SPD)	50,000					50,000
Tire Disposal	-					-
Asphalt Parking Lot and Burton Street			39,700			39,700
Fencing SPD Overflow Parking Lot	-			39,330		39,330
SPD On-Site Garages				-	100,000	100,000
Storm Water Fund PayGO						-
Impervious Surface Reduction	200,000	200,000	200,000	200,000	200,000	1,000,000
Waste Shark	25,000					25,000
Church St Storm Water Pipe Rehabilitation Lining	130,550					130,550
Grant						
Special Events Pavilions	100,000					100,000
City Park Master Plan - Parking Lighting Upgrade		250,000				250,000
Skatepark Phase 2b		134,000				134,000
Riverwalk Amphitheater Phase 2		-				-
Waterside Playground						-
Citywide Street Reconstruction	45,000	45,000	45,000	45,000	45,000	225,000
Naylor Mill Road Bridge Replacement		2,800,000				2,800,000
Mill Street Bridge Rehabilitation			1,800,000			1,800,000
Impervious Surface Reduction		100,000	100,000	100,000	100,000	400,000
Bonded Debt	-	-	-			-
Port Exchange Rivewalk Replacement	114,000					114,000
River Place Riverwalk Replacement	-	86,400				86,400
Street Scaping	750,000	350,000	425,000	450,000	450,000	2,425,000
Computer Aided Dispatch (CAD) Replacement	50,000		500,000	500,000		1,050,000
GOB Roof Replacement		150,000				150,000
GOB Air Handler Replacement	162,500					162,500
Fire Station - North Side			150,000			150,000
Radio Paging System Replacement	-	100,000				100,000

Detail Project List by Funding Source

Program	Fiscal Year					Total
	FY 21	FY 22	FY 23	FY 24	FY 25	
City Park Master Plan Improvements	380,000	100,000	100,000	50,000		630,000
Bicycle Master Plan Improvements	125,000	125,000	125,000	125,000	125,000	625,000
Urban Greenway Improvements	450,000	300,000	300,000	300,000	300,000	1,650,000
Beaverdam Creek Bulkhead Replacement					220,000	220,000
Rail Trail Master Plan Implementation	300,000	300,000	300,000	300,000	300,000	1,500,000
Naylor Mill Road Bridge Replacement		700,000				700,000
Mill Street Bridge Rehabilitation			450,000			450,000
Beaglin Park Dam Improvements				350,000		350,000
Johnson Pond Dam Improvements	320,000					320,000
Georgia Avenue Utilities and Street		-				-
Field Operations Facility Plan - Phase 2	2,000,000					2,000,000
Field Operations Facility Plan - Phase 3	-	2,600,000				2,600,000
Field Operations Facility Plan - Phase 4	-	-	300,000			300,000
Field Operations Facility Plan - Phase 5			300,000	-		300,000
Field Operations Facility Plan - Phase 6					500,000	500,000
Northwood Dr/Naylor Mill Rd		-				-
Contributions						-
Jaguar Exhibit - Phase I			750,000	750,000		1,500,000
Gazebo and Landscaping					5,000	5,000
Fire Station - North Side		395,000				395,000
Apparatus Replacement - Rescue 16				200,000		200,000
Apparatus Replacement - Tanker					500,000	500,000
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
Lease Purchase						-
Dump Truck	165,000					165,000
Housing First Vehicle Replacement		50,000				50,000
Code Enforcement Vehicle Replacement			52,000			52,000
Apparatus Replacement - Rescue 16				775,000		775,000
Apparatus Replacement - Staff Vehicle		40,000				40,000
Apparatus Replacement - EMS Units	1,230,000					1,230,000
Apparatus Replacement - Engine			855,000			855,000
Apparatus Replacement - Aerial Ladder		1,400,000				1,400,000
Apparatus Replacement					60,000	60,000
Multipurpose Mower w/attachments	61,000					61,000
Compact Track Loader w/attachments	-	125,000				125,000

Detail Project List by Funding Source

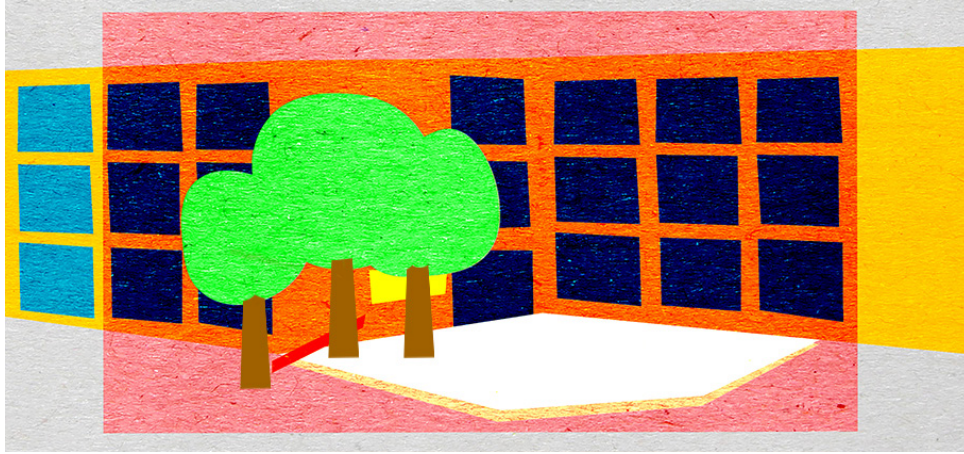
Program	Fiscal Year					Total
	FY 21	FY 22	FY 23	FY 24	FY 25	
Rear Load Trash Truck	220,000					220,000
SPD Vehicle Cradlepoint Refit	100,000					100,000
Patrol Vehicle	460,000	460,000	287,500	287,500	287,500	1,782,500
CID Vehicles	63,000	63,000	21,000	21,000	21,000	189,000
General Fund & Capital Projects	8,699,450	12,127,552	9,078,450	6,880,410	6,164,600	42,950,462
Recap:						
General Fund Revenue	1,248,400	1,254,152	1,302,950	1,496,910	1,451,100	6,753,512
Storm Water PayGO	355,550	200,000	200,000	200,000	200,000	1,155,550
Grants	145,000	3,329,000	1,945,000	145,000	145,000	5,709,000
Bond	4,651,500	4,811,400	2,950,000	2,075,000	1,895,000	16,382,900
Contributions, Inkind	-	395,000	1,465,000	1,880,000	2,105,000	5,845,000
Lease	2,299,000	2,138,000	1,215,500	1,083,500	368,500	7,104,500

Program	Fiscal Year					Total
	FY 21	FY 22	FY 23	FY 24	FY 25	
<i>Parking Authority Fund</i>						
Parking Software	30,000	30,000	30,000	30,000	30,000	150,000
Parking Authority Fund Total	30,000	30,000	30,000	30,000	30,000	150,000

Detail Project List by Funding Source

Program	Fiscal Year					Total
	FY 21	FY 22	FY 23	FY 24	FY 25	
Water/Sewer Fund						
EnerGov Software & Implementation	20,000					20,000
Mobile LIDAR and Imagery - Street Level	-	30,000				30,000
Aerial LIDAR and Imagery	-			60,000		60,000
Fiber Backbone Expansion	190,000					190,000
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
Park Well Field Raw Water Main & Valve Rplc			100,000			100,000
Park Water Plant Interior Improvements	100,000					100,000
Nitrate Monitoring and Study			107,000			107,000
Paleo Equalization Basin Liner			66,000			66,000
Decommision Edgemore Water Tower		100,000				100,000
Elevated Water Tank Maintenance		106,200				106,200
Park Plant Flow Meter Replacement	250,000					250,000
Park Plant Sewer Installation	50,000					50,000
WWTP Outfall Inspection and Repairs			500,000			500,000
Pump Station Improvements				100,000	100,000	200,000
Structural Study	75,000	150,000			200,000	425,000
Internal Recycle Pump Replacement		180,000		180,000		360,000
Main Building HVAC	40,000					40,000
Replace Distribution Piping & Valves	100,000	100,000	100,000	100,000	100,000	500,000
Automated Metering Infrastructure					250,000	250,000
WWTP Water Meter Installations	60,000					60,000
Sewer Infiltration and Inflow Remediation	550,000	500,000	500,000			1,550,000
Sewer Trunk Line Rehabilitation Lining	150,000					150,000
Dump Truck	207,000		207,000			414,000
Dump Truck	-					-
Glen Avenue Lift Station				1,275,000		1,275,000
Automated Metering Infrastructure						-
Southside Pump Station Force Main	-		1,000,000			1,000,000
Pump Stations Improvements	2,601,000					2,601,000
Filter Replacement Project		3,060,000				3,060,000
Water Sewer Fund Total	4,874,000	4,488,920	2,755,000	2,107,000	825,000	15,049,920

Government Office Building



Program Total: General Projects

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	12,500	-	-	-	-	12,500
Grant	-	-	-	-	-	-
Bond	162,500	150,000	-	-	-	312,500
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	175,000	150,000	-	-	-	325,000
Engineering	12,500	-	-	-	-	12,500
Construction	162,500	150,000	-	-	-	312,500
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	175,000	150,000	-	-	-	325,000

Government Office Building



GB-GP-21-01 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. Costs noted are City's share, or 1/2 of actual estimated cost.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	12,500	-	-	-	-	12,500
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	150,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	175,000	150,000	-	-	-	162,500
Engineering	12,500	-	-	-	-	12,500
Construction	-	150,000	-	-	-	150,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	175,000	150,000	-	-	-	162,500



GB-GP-21-02 GOB Air Handler Replacement

The GOB utilizes 2 air handlers as the primary equipment that circulates conditioned air throughout the building. Located in the basement's boiler room, they operate by inducing a temperature change as air is passed through the unit. The existing units are original to the building. The service life of new air handlers is 25 to 30 years old.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond	162,500					162,500
Lease						-
Contribution						-
Total Revenue	162,500	-	-	-	-	162,500
Engineering						-
Construction	162,500					162,500
Vehicle/ Equip						-
Other						-
Total Expense	162,500	-	-	-	-	162,500

Information Services



Program Total: Information Services

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	55,900	55,900				111,800
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	55,900	55,900	-	-	-	111,800
Engineering						-
Construction						-
Vehicle/ Equip						-
Other	55,900	55,900				111,800
Total Expense	55,900	55,900	-	-	-	111,800

Information Services



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	55,900	55,900				111,800
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	55,900	55,900	-	-	-	111,800
Engineering						-
Construction						-
Vehicle/ Equip						-
Other	55,900	55,900				111,800
Total Expense	55,900	55,900	-	-	-	111,800

Program Total: GIS

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	60,000	32,752	-	10,680	-	103,432
Water & Sewer	20,000	30,000	-	60,000	-	110,000
Grant	-	-	-	-	-	-
Bond	50,000	-	500,000	500,000	-	1,050,000
Lease	100,000	-	-	-	-	100,000
Contribution	-	-	-	-	-	-
Total Revenue	230,000	62,752	500,000	570,680	-	1,363,432
Engineering	-	23,000	-	60,000	-	83,000
Construction	-	-	-	-	-	-
Vehicle/ Equip	100,000	-	-	-	-	100,000
Other	130,000	39,752	500,000	510,680	-	1,180,432
Total Expense	230,000	62,752	500,000	570,680	-	1,363,432



IS-GS-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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	60,000					60,000
Water & Sewer	20,000					20,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	80,000	-	-	-	-	80,000
Engineering						-
Construction						-
Vehicle/ Equip						-
Other	80,000					80,000
Total Expense	80,000	-	-	-	-	80,000



IS-GS-20-02 Mobile LIDAR and Imagery - Street Level

These services will provide the City with a street level high density point cloud and imagery for 3D modeling and mapping capabilities. We will also be able to identify and map streetlights, hydrants, curb and gutter, buildings and many other features in a very accurate and detailed spatial environment. The city is currently working with 3 year old imagery (2016) and 8 year old LIDAR (2011). This program is critical for the proper analysis and planning of our infrastructure maintenance and growth.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General		9,752				9,752
Water & Sewer		30,000				30,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	39,752	-	-	-	39,752
Engineering						-
Construction						-
Vehicle/ Equip						-
Other		39,752				39,752
Total Expense	-	39,752	-	-	-	39,752



IIS-GS-20-03 Aerial LIDAR and Imagery

These services will provide the City with aerial imagery and a high density point cloud for 3D modeling and mapping capabilities. Used with the Mobile LIDAR and Imagery it will allow us to better identify and map the city's infrastructure and conduct surface water flow and terrain analysis. This will allow for accurate planning and design by our city engineers and planners. The city is currently working with 3 year old imagery (2016) and 8 year old LIDAR (2011). This program is critical for the proper analysis and planning of our infrastructure maintenance and growth.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General				10,680		10,680
Water & Sewer				60,000		60,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	-	70,680	-	70,680
Engineering				60,000		60,000
Construction						-
Vehicle/ Equip						-
Other				10,680		10,680
Total Expense	-	-	-	70,680	-	70,680



IS-GS-20-04 Pavement Condition Index

These services would provide the City with a current and accurate pavement condition index. It will capture and classify pavement conditions on all roadways within the city. This assesment will allow the city to move to a proactive approach to the city's paving plan rather than a reactive one. The city is currently working with paving data collected in 2013. This program is critical for the proper analysis and planning of our infrastructure maintenance and growth. This service is post processing of data collected from the Mobile LIDAR and Imagery project. This project cannot occur without the Mobile LIDAR and Imagery project being performed.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General		23,000				23,000
Water & Sewer						-
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	23,000	-	-	-	23,000
Engineering		23,000				23,000
Construction						-
Vehicle/ Equip						-
Other						-
Total Expense	-	23,000	-	-	-	23,000



IS-GS-20-05 Street Sign Inventory

These services would provide the City complete street sign inventory from data captured during the Mobile LIDAR and Imagery project. GPI will provide sign asset collection for all roads/streets within the municipal limits of the City of Salisbury (approximately 200 miles) from Mobile LiDAR data collected under a separate contract by GPI. Each sign will be extracted, attributed, and incorporated into an ESRI geodatabase using mobile LiDAR data and imagery. This has been a known issue since 2013 and has not been resolved. This project cannot occur without the Mobile LIDAR and Imagery project being performed.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Water & Sewer						-
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue						
Engineering						-
Construction						-
Vehicle/ Equip						-
Other						-
Total Expense						



IS-GS-20-06 Computer Aided Dispatch (CAD) Replacement

These funds would be used to procure and implement a new computer aided dispatching (CAD) system for the Police Department. This system would be compliant with NG 911 requirements and be capable of interfacing with State and regional law enforcement and emergency services. This system would allow Salisbury to act as a secondary or fail over PSAT for the Wicomico County CAD system. This system would allow the City to implement technological improvements, improve the flow of data and information, and improve public safety.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Water & Sewer						-
Grant						-
Bond	50,000		500,000	500,000		1,050,000
Lease						-
Contribution						-
Total Revenue	50,000	-	500,000	500,000	-	1,050,000
Engineering						-
Construction						-
Vehicle/ Equip						-
Other	50000		500,000	500,000		1,050,000
Total Expense	50,000	-	500,000	500,000	-	1,050,000



IS-GS-20-07 SPD Vehicle Cradlepoint Refit

These cradlepoints are necessary for refitting the older SPD vehicles to enable automatic vehicle location services (AVL). Battery storage and charging system upgrades are necessary in these older vehicles to support the installation of these cradlepoints. Cost are calculated at: \$1,500.00 per cradlepoint and \$2,500.00 per vehicle upgrade. Cradlepoints will not only allow for the tracking and dispatching of vehicles based on location, these will also allow for a faster and larger data flow between the CAD system and officers in the field. As SPD vehicles are retired these cradlepoints could then be transferred to FO vehicles for applications like citywide snowplowing.

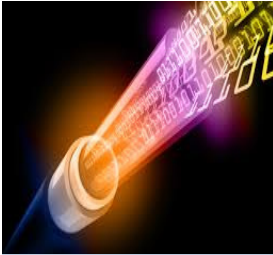
	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Water & Sewer						
Grant						-
Bond						-
Lease	100,000					100,000
Contribution						-
Total Revenue	100,000	-	-	-	-	100,000
Engineering						-
Construction						-
Vehicle/ Equip	100,000					100,000
Other						-
Total Expense	100,000	-	-	-	-	100,000

CONNECTIVITY

Program Total: Connectivity

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-	-	100,000	190,000	100,000	390,000
Grant	190,000	-	-	-	-	190,000
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	190,000	-	100,000	190,000	100,000	580,000
Engineering	-	-	-	-	-	-
Construction	190,000	-	-	190,000	-	380,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	100,000	-	100,000	200,000
Total Expense	190,000	-	100,000	190,000	100,000	580,000

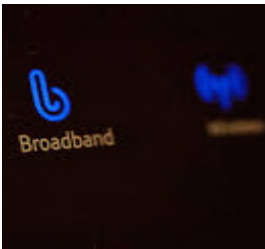
CONNECTIVITY



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-	-	-	190,000	-	190,000
Grant	190,000	-	-	-	-	190,000
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	190,000	-	-	190,000	-	380,000
Engineering	-	-	-	-	-	-
Construction	190,000	-	-	190,000	-	380,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	190,000	-	-	190,000	-	380,000



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General			100,000			100,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	100,000	-	-	100,000
Engineering						-
Construction						-
Vehicle/ Equip						-
Other			100,000			100,000
Total Expense	-	-	100,000	-	-	100,000

CONNECTIVITY



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-	-	-	-	100,000	100,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	-	100,000	100,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	100,000	100,000
Total Expense	-	-	-	-	100,000	100,000



Program Total: HCDD

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	50,000	52,000	-	-	102,000
Contribution	-	-	-	-	-	-
Total Revenue	-	50,000	52,000		-	102,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip	-	50,000	52,000	-	-	102,000
Other	-	-	-	-	-	-
Total Expense	-	50,000	52,000		-	102,000



HC-VE-19-01 Housing First Vehicle Replacement.

Housing First currently has two Jeep Liberties which are in need of replacement. As vehicles age and miles increase costly repairs mount and affect work efficiency during down times. We are requesting two small SUV's to replace these vehicles estimating \$25K each

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease		50,000				50,000
Contribution						-
Total Revenue	-	50,000	-		-	50,000
Engineering						-
Construction						-
Vehicle/ Equip		50,000				50,000
Other						-
Total Expense	-	50,000	-		-	50,000



HC-VE-19-02 Code Enforcement Vehicle Replacement.

Replacement of two high mileage Ford Rangers used for a multitude of code enforcement and compliance activities. As vehicles age and miles increase costly repairs mount and affect work efficiency during down times. We are requesting two pick-ups to replace these vehicles estimating \$26K each

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease			52,000			52,000
Contribution						-
Total Revenue	-	-	52,000		-	52,000
Engineering						-
Construction						-
Vehicle/ Equip			52,000			52,000
Other						-
Total Expense	-	-	52,000		-	52,000

Salisbury Police Department



Program Total: SPD

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	50,000	-	39,700	39,330	100,000	229,030
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	523,000	523,000	308,500	308,500	308,500	1,971,500
Contribution	-	-	-	-	-	-
Total Revenue	573,000	523,000	348,200	347,830	408,500	2,200,530
Engineering	-	-	-	-	100,000	100,000
Construction	50,000	-	39,700	39,330	-	129,030
Vehicle/ Equip	523,000	523,000	308,500	308,500	308,500	1,971,500
Other	-	-	-	-	-	-
Total Expense	573,000	523,000	348,200	347,830	408,500	2,200,530

Salisbury Police Department



PD-20-01 Patrol Vehicle

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 canera, security petition, etc.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease	460,000	460,000	287,500	287,500	287,500	1,782,500
Contribution						-
Total Revenue	460,000	460,000	287,500	287,500	287,500	1,782,500
Engineering						-
Construction						-
Vehicle/ Equip	460,000	460,000	287,500	287,500	287,500	1,782,500
Other						-
Total Expense	460,000	460,000	287,500	287,500	287,500	1,782,500

PD-20-02 CID Vehicles



SPD is requesting 3 smaller sedans to continue to to replace an aging Criminal Investigation Division fleet. Each sedan with equipment is approximately \$21,000.00. Equipment includes emergency lights, sirerns, etc.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease	63,000	63,000	21,000	21,000	21,000	189,000
Contribution						-
Total Revenue	63,000	63,000	21,000	21,000	21,000	189,000
Engineering						-
Construction						-
Vehicle/ Equip	63,000	63,000	21,000	21,000	21,000	189,000
Other						-
Total Expense	63,000	63,000	21,000	21,000	21,000	189,000

Salisbury Police Department



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General				39,330		39,330
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	-	39,330	-	39,330
Engineering						-
Construction				39,330		39,330
Vehicle/ Equip						-
Other						-
Total Expense	-	-	-	39,330	-	39,330

Salisbury Police Department



PD-21-02 SPD On-Site Garages

The Salisbury Police Department's on-site garages were constructed in 1996. There is need for additional storage space. SPD requests to add a usable storage space above the existing garage bays at the rear of SPD. The space will be approximately 1200 sq ft. SPD would use this space for equipment and supplies. Our current property is at capacity and the quartermaster nearing capacity. This additional space will be roughed in for future electrical and HVAC.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General					100,000	100,000
Water Sewer Rev						-
Bond						
Lease						-
Contribution						-
Total Revenue	-	-	-	-	100,000	100,000
Engineering					100,000	100,000
Construction						-
Vehicle/ Equip						-
Other						-
Total Expense	-	-	-	-	100,000	100,000

Salisbury Fire Department



Program Total: SFD

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-	25,000	37,000	75,000	20,000	157,000
Grant	-	-	-	-	-	-
Bond	-	100,000	150,000	-	-	250,000
Lease	1,230,000	1,440,000	855,000	775,000	60,000	4,360,000
Contribution	-	395,000	-	200,000	500,000	1,095,000
Total Revenue	1,230,000	1,960,000	1,042,000	1,050,000	580,000	5,862,000
Engineering	-	-	150,000	-	-	150,000
Construction	-	-	-	-	-	-
Vehicle/ Equip	1,230,000	1,465,000	892,000	1,050,000	580,000	5,217,000
Other	-	495,000	-	-	-	495,000
Total Expense	1,230,000	1,960,000	1,042,000	1,050,000	580,000	5,862,000

Salisbury Fire Department



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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 Trailer

The Department currently maintains a 1992 International 4900 specialized dive response unit. This request is to purchase a specialized response trailer designed to meet the needs of our dive team. The trailer will be equipped with custom cabinets, generators, exterior/interior scene lights and GFI receptacles. An HVAC system will be installed and an area within the trailer will be enclosed to allow divers to prepare in a climate controlled environment. The request will offer additional cost savings and a reduction of the Department's

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General				75,000		75,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	-	75,000		75,000
Engineering						-
Construction						-
Vehicle/ Equip				75,000		75,000
Other						-
Total Expense	-	-	-	75,000		75,000

Salisbury Fire Department

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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease						-
Contribution					500,000	500,000
Total Revenue	-	-	-	-	500,000	500,000
Engineering						-
Construction						-
Vehicle/ Equip					500,000	500,000
Other						-
Total Expense	-	-	-	-	500,000	500,000

Salisbury Fire Department



FD-19-03 Apparatus Replacement - Staff Vehicle

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 vehicle indicates that it has exceeded their life expectancy. The vehicle included in this project is a 2006 Ford Crown Victoria. This vehicle has received a "Poor" rating in the overall scoring criteria.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General		25,000				25,000
Grant						-
Bond						-
Lease		40,000				40,000
Contribution						-
Total Revenue	-	65,000	-	-	-	65,000
Engineering						-
Construction						-
Vehicle/ Equip		65,000				65,000
Other						-
Total Expense	-	65,000	-	-	-	65,000

FD-20-03 Radio Paging System Replacement



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
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

Salisbury Fire Department



FD-21-01

Apparatus Replacement - EMS Units

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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease	1,230,000					1,230,000
Contribution						-
Total Revenue	1,230,000	-	-	-	-	1,230,000
Engineering						-
Construction						-
Vehicle/ Equip	1,230,000					1,230,000
Other						-
Total Expense	1,230,000	-	-	-	-	1,230,000



FD-21-02

Knox E-lock Access System

This project is to replace the Department's outdated and obsolete Knox-box Sentralok system. City Code requires all specific businesses to be equipped with a key box system that provides Fire Department personnel with access into structures. The new system is designed for maximum security and offers a cloud-based operating system that creates reports, collects and stores information on key usage and box openings and includes a deactivation feature for lost/damaged keys. System utilizes individualized PIN codes that create an audit trail of use.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	37,000					37,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	37,000	-	-	-	-	37,000
Engineering						-
Construction						-
Vehicle/ Equip	37,000					37,000
Other						-
Total Expense	37,000	-	-	-	-	37,000

Salisbury Fire Department

FD-22-01

Apparatus Replacement - Engine



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease			855,000			855,000
Contribution						-
Total Revenue	-	-	855,000	-		855,000
Engineering						-
Construction						-
Vehicle/ Equip			855,000			855,000
Other						-
Total Expense	-	-	855,000	-		855,000

FD-23-01

Apparatus Replacement - Aerial Ladder



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
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						-
Total Expense	-	1,400,000	-	-		1,400,000

Salisbury Fire Department

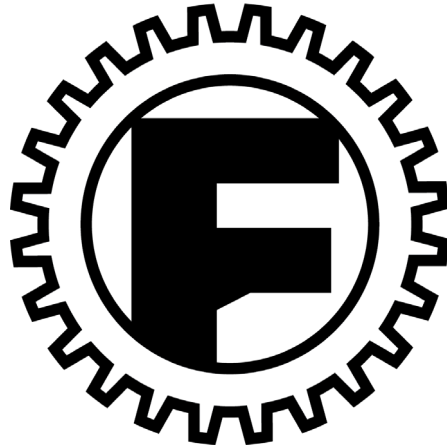
FD-25-01 Apparatus Replacement



This project is to replace a 2000 Ford F-450 XL Super Duty Utility vehicle. This vehicle is the main towing vehicle used to deliver the Department's numerous emergency response trailers to the scene. 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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General					20,000	20,000
Grant						-
Bond						-
Lease					60,000	60,000
Contribution						-
Total Revenue	-	-	-	-	80,000	80,000
Engineering						-
Construction						-
Vehicle/ Equip					80,000	80,000
Other						-
Total Expense	-	-	-	-	80,000	80,000

FIELD OPS: General Projects



Program Total: General Projects

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	2,000,000	2,600,000	600,000	-	500,000	5,700,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	2,000,000	2,600,000	600,000	-	500,000	5,700,000
Engineering	-	-	-	-	-	-
Construction	2,000,000	2,600,000	600,000	-	500,000	5,700,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	2,000,000	2,600,000	600,000	-	500,000	5,700,000

FIELD OPS: General Projects



FO-GP-18-01 Field Operations Master Plan - Phase II New Administrative Building

Construct 10,000 sq. ft. Office Building to integrate administrative staff, provide rooms for training, meetings, and other emergency operations. Included are a lunchroom, showers, lockers, storage and other miscellaneous areas, such as copier rooms, etc. The training and meeting rooms can double as a respite area during long term stays for activities like snow removal.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond	2,000,000					2,000,000
Lease						-
Contribution						-
Total Revenue	2,000,000	-	-	-	-	2,000,000
Engineering	-					-
Construction	2,000,000					2,000,000
Vehicle/ Equip						-
Other						-
Total Expense	2,000,000	-	-	-	-	2,000,000



FO-GP-18-02 Field Operations Master Plan - Phase III New Vehicle Maintenance Facility

Construct 14,000 sq.ft. Vehicle Maintenance Facility. The existing structure has long served it's useful purpose. This presents logistical and safety challenges. The building will provide more vehicle service space, to include specialized bays for today's larger and more complex vehicles and equipment. An enlarged parts storage area will affect faster turn-arounds. Also planned are offices, a break room and incidental supplementary spaces.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond		2,600,000				2,600,000
Lease						-
Contribution						-
Total Revenue	-	2,600,000	-	-	-	2,600,000
Engineering	-					-
Construction		2,600,000				2,600,000
Vehicle/ Equip						-
Other						-
Total Expense	-	2,600,000	-	-	-	2,600,000

FIELD OPS: General Projects



FO-GP-20-03 Field Operations Master Plan - Phase IV New Utilities Division Maintenance Facility

Construct 10,000 sq. ft. Utility Division maintenance building. Replaces 80+ year old 5,300 sq. ft. structure. Intended uses are vehicle and equipment storage and supporting administrative functions. Also being considered is a new "shared use" parking lot on an adjacent parcel (509 Mack Ave.) That property is owned and operated by the St. James United Methodist Church.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond			300,000			300,000
Lease						-
Contribution						-
Total Revenue	-	-	300,000	-		300,000
Engineering		-				-
Construction	-		300,000			300,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	300,000	-		300,000



FO-GP-20-04 Field Operations Master Plan - Phase V Construct New Sanitation & Streets Division Building

Demolish the existing dilapidated 13,200 sq. ft. steel frame structure, which currently houses both the Sanitation and Streets divisions. The new administrative building (Proposed in Phase II, above) will replace the forfeited administrative, training and break room spaces. Replacement includes a new modernized 15,000 sq. ft. steel frame clear span structure. The majority of this space will house vehicles, equipment and items used for day to day operations.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond			300,000	-		300,000
Lease						-
Contribution						-
Total Revenue	-	-	300,000	-	-	300,000
Engineering			-			-
Construction			300,000	-		300,000
Vehicle/ Equip						
Other						
Total Expense		-	300,000	-		300,000

FIELD OPS: General Projects

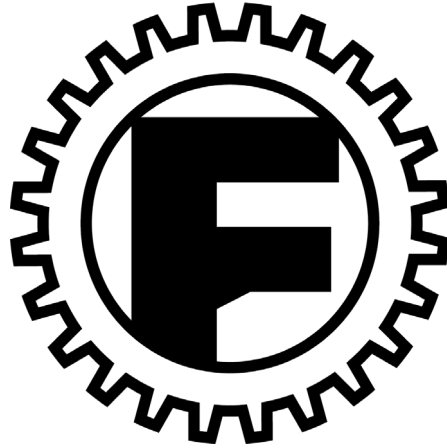


FO-GP-20-05 Field Operations Master Plan - Phase VI Construct New Salt Barn

Phase VI includes the design and construction of a new salt shed.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond					500,000	500,000
Lease						-
Contribution						-
Total Revenue	-	-	-	-	500,000	500,000
Engineering	-	-	-		-	-
Construction	-	-	-		500,000	500,000
Vehicle/ Equip	-	-	-	-		
Other	-	-	-	-		
Total Expense	-	-	-	-	500,000	500,000

FIELD OPS: Fleet Management



Program Total: Fleet Management

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	385,000	-	-	-	-	385,000
Contribution	-	-	-	-	-	-
Total Revenue	385,000	-	-	-	-	385,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip	385,000	-	-	-	-	385,000
Other	-	-	-	-	-	-
Total Expense	385,000	-	-	-	-	385,000

FIELD OPS: Fleet Management



FO-VE-21-06 Dump Truck

Three-ton dump trucks are used in the Street and Parks Divisions 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-5 is a 2004 model. This truck can be purchased under a government contract.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease	165,000					165,000
Contribution						-
Total Revenue	165,000	-	-	-	-	165,000
Engineering						-
Construction						-
Vehicle/ Equip	165,000					165,000
Other						-
Total Expense	165,000	-	-	-	-	165,000

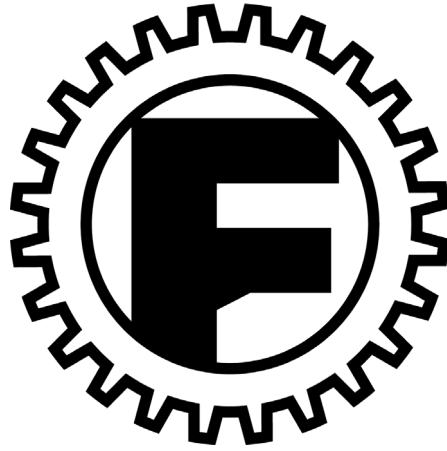


FO-VE-18-07 Rear Load Trash Truck

Collection & Disposal in the Sanitation Division 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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease	220,000					220,000
Contribution						-
Total Revenue	220,000	-	-	-	-	220,000
Engineering						-
Construction						-
Vehicle/ Equip	220,000					220,000
Other						-
Total Expense	220,000	-	-	-	-	220,000

FIELD OPS: Equipment



Program Total: Equipment

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-	40,000	-	-	-	40,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	61,000	125,000	-	-	-	186,000
Contribution	-	-	-	-	-	-
Total Revenue	61,000	165,000	-	-	-	226,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip	61,000	165,000	-	-	-	226,000
Other	-	-	-	-	-	-
Total Expense	61,000	165,000	-	-	-	226,000

FIELD OPS: Equipment



FO-EQ-18-08 Brush Chipper

Park Maintenance is requesting funds for a brush chipper. The brush chipper will replace the 1995 model and would have a larger limb capacity. The equipment has been inspected by the Fleet Maintenance Division through an equipment inspection form and has been recommended for replacement. This type of equipment is vital when we have storms, during maintenance of our right of ways and beautification of the parks.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General		40,000				40,000
Grant						-
Bond						-
Lease	-					-
Contribution						-
Total Revenue	-	40,000	-	-	-	40,000
Engineering						-
Construction						-
Vehicle/ Equip		40,000				40,000
Other						-
Total Expense	-	40,000	-	-	-	40,000



FO-EQ-18-09 Multipurpose Mower w/attachments

Park Maintenance is requesting funds for a lawn mower with attachments. During the summer months it can be utilized as a mower and in the winter months it can function as a snow removal machine utilizing attachments such as a plow, salt spreader, and power broom.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease	61,000					61,000
Contribution						-
Total Revenue	61,000	-	-	-	-	61,000
Engineering						-
Construction						-
Vehicle/ Equip	61,000					61,000
Other						-
Total Expense	61,000	-	-	-	-	61,000

FIELD OPS: Equipment

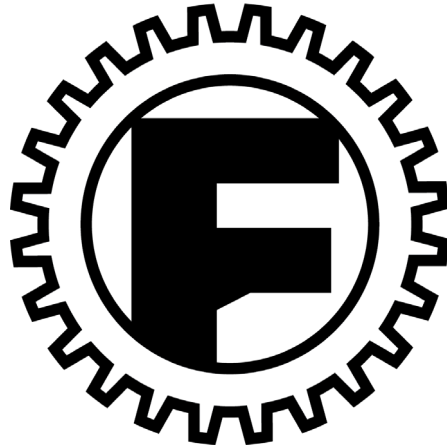


FO-EQ-19-10 Compact Track Loader w/attachments

Field Operations is requesting funds for a compact track loader with attachments. It would include several attachments to assist with snow removal, asphalt repairs, beautification of the parks, cleaning of City owned right-of-ways, and Riverwalk cleaning. The requested price includes the following attachments: a fork, power broom, brush cutter (bush hog), concrete breaker, and a cold planer (to be used on asphalt cutouts).

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease		125,000				125,000
Contribution						-
Total Revenue	-	125,000	-	-	-	125,000
Engineering						-
Construction						-
Vehicle/ Equip		125,000				125,000
Other						-
Total Expense	-	125,000	-	-	-	125,000

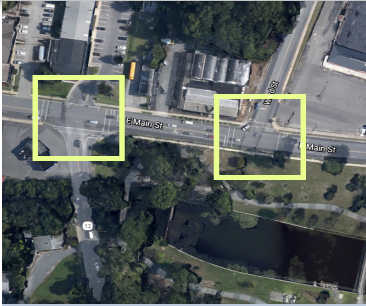
FIELD OPS: Traffic Control



Program Total: Traffic Control

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-	-	44,250	71,900	156,100	272,250
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	44,250	71,900	156,100	272,250
Engineering	-	-	-	-	-	-
Construction	-	-	44,250	71,900	156,100	272,250
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	44,250	71,900	156,100	272,250

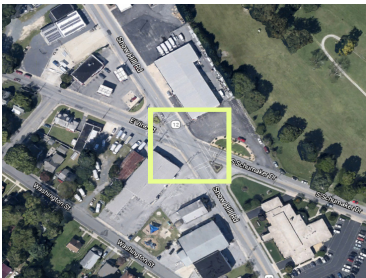
FIELD OPS: Traffic Control



FO-TC-18-11 East Main St./Snow Hill Rd./Ward Rd.

To upgrade the intersection to video detection East Main St., 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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General			44,250			44,250
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-18-12 Snow Hill Rd./Vine St./S. Schumaker Dr.

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

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General		-		35,400		35,400
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

FIELD OPS: Traffic Control



FO-TC-18-13 Eastern Shore Dr./East Vine St.

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

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General		-		36,500		36,500
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

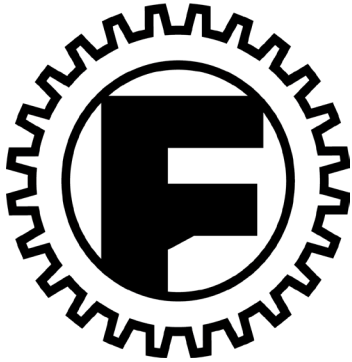


FO-TC-18-14 Camden Ave./South Blvd. Upgrade

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 the street narrowing.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General					156,100	156,100
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	-	-	156,100	156,100
Engineering						-
Construction					156,100	156,100
Vehicle/ Equip						-
Other						-
Total Expense	-	-	-	-	156,100	156,100

FIELD OPS: ZOO



Program Total: Zoo

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	45,000	45,000	45,000	120,000	110,000	365,000
Grant	100,000	-	-	-	-	100,000
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	750,000	750,000	-	1,500,000
Total Revenue	145,000	45,000	795,000	870,000	110,000	1,965,000
Engineering	-	-	-	-	-	-
Construction	145,000	45,000	795,000	870,000	110,000	1,965,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	145,000	45,000	795,000	870,000	110,000	1,965,000

FIELD OPS: ZOO



FO-SZ-18-16 Electrical Transformers

Electrical service for the Zoo is provided through two primary service points. The oldest service on the SE corner includes pole mounted transformers 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. It is recommended that the transformers be moved to pad mounted transformers positioned outside of the Zoo perimeter.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-				50,000	50,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	-	-	50,000	50,000
Engineering						-
Construction	-				50,000	50,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	-	-	50,000	50,000

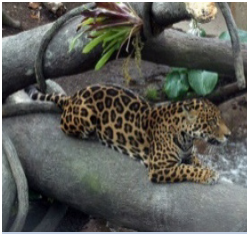


FO-SZ-18-17 Modular - Admin Office Space

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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	45,000					45,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	45,000	-	-	-	-	45,000
Engineering						-
Construction	45,000					45,000
Vehicle/ Equip						-
Other						-
Total Expense	45,000	-	-	-	-	45,000

FIELD OPS: ZOO

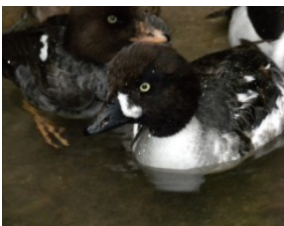


FO-SZ-18-18 Jaguar Exhibit - Phase I

The current exhibit for the jaguar does not match current industry standards. We request a series of phased improvements to expand 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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond						-
Lease						-
Contribution			750,000	750,000		1,500,000
Total Revenue	-	-	750,000	750,000		1,500,000
Engineering	-					-
Construction			750,000	750,000		1,500,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	750,000	750,000		1,500,000

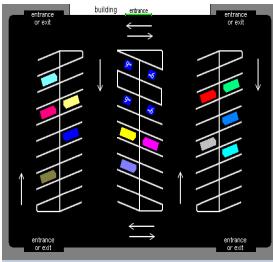
FO-SZ-18-19 North American Ducks - Exhibit Improvements



This exhibit occupies a prominent place along the Zoo's main path and was originally supported through the Ward Museum and Foundation. The current facility is suffering from some structural deterioration and is in need of improvements to support improved animal husbandry and health maintenance. The improvement would create better viewing opportunities as well as better options for exhibit cleaning and disinfection.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General			-	-	60,000	60,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	-	-	60,000	60,000
Engineering						-
Construction			-	-	60,000	60,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	-	-	60,000	60,000

FIELD OPS: ZOO



FO-SZ-18-20 East Parking Lot Redesign

The East Entrance Gate has traditionally been identified as the main Zoo entrance. The current lot is readily overwhelmed during the Zoo's busy attendance dates and during special events. The goal would be to increase the net available parking spots, ensure compliance with handicap parking requirements, improve the entrancing experience, and support parking associated with general park usage.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-	-	-			-
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	-	-	-	-
Engineering	-	-				-
Construction		-	-			-
Vehicle/ Equip						-
Other						-
Total Expense	-	-	-	-	-	-



FO-SZ-18-21 Special Events Pavilions

The construction of pavilions along the Wicomico River would support special events. Improvement would include water and electric service upgrades. Two new structures covering 2,000 sq. ft. would support events up to 125 guests. Structures would be linked by dedicated walkways, landscape and night lighting, and existing washrooms would need to be renovated.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-					-
Grant	100,000					100,000
Bond		-				-
Lease						-
Contribution						-
Total Revenue	100,000	-	-	-	-	100,000
Engineering						-
Construction	100,000					100,000
Vehicle/ Equip						-
Other						-
Total Expense	100,000	-	-	-	-	100,000

FIELD OPS: ZOO



FO-SZ-18-22 Pathway Paving

Major public pathways within the Zoo are worn and heavily patched. This causes uneven walking surfaces, low spots that harbor significant amounts of water, and an unbecoming appearance not beneficial to the Zoo. A multi-phase paving program has been developed that minimizes disruptive impact by spreading the replacement of Zoo pathways over a 5 year period. The program replaces all major pathways and themed trails.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General		45,000	45,000	45,000		135,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	45,000	45,000	45,000		135,000
Engineering						-
Construction		45,000	45,000	45,000		135,000
Vehicle/ Equip						-
Other						-
Total Expense	-	45,000	45,000	45,000		135,000

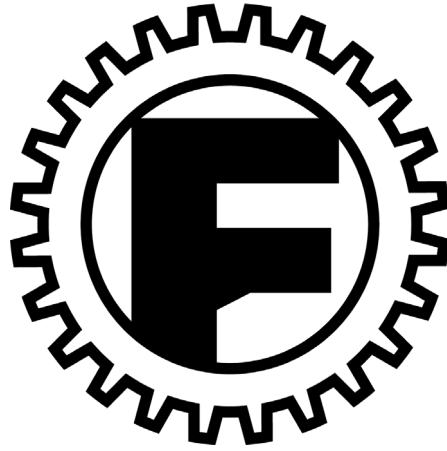


FO-SZ-18-23 Red Wolf Building Improvements

The sheltered viewing area that supports both the wolves and the deer has 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 reptile - the Diamond Back Terrapin.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General				75,000	-	75,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	-	75,000	-	75,000
Engineering						-
Construction				75,000	-	75,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	-	75,000	-	75,000

FIELD OPS: Poplar Hill



Program Total: Poplar Hill Mansion

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	40,000	45,500	32,000	-	40,000	157,500
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	5,000	5,000
Total Revenue	40,000	45,500	32,000	-	45,000	162,500
Engineering	15,000	-	-	-	-	15,000
Construction	25,000	45,500	32,000	-	45,000	147,500
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	40,000	45,500	32,000	-	45,000	162,500

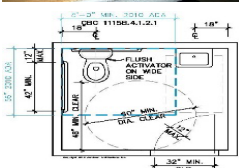
FIELD OPS: Poplar Hill



FO-PH-17-24 Exterior: Siding Repair & Painting

The Mansion's wood exterior is in need of some board replacements (siding) due to deterioration. After completion, it will need to be prepared and painted with several coats of paint.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General		45,500				45,500
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	45,500	-	-	-	45,500
Engineering						-
Construction		45,500				45,500
Vehicle/ Equip						-
Other						-
Total Expense	-	45,500	-	-	-	45,500



FO-PH-20-25 ADA: Ramp & Bathroom Conversion

In order to comply with ADA regulations, an accessibility ramp must be constructed and both restrooms must be converted to meet ADA standards. Without ADA accessibility, the Mansion cannot receive accreditation and may be prohibited from receiving certain grants and other Federal benefits.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	40,000	-				40,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	40,000	-	-	-	-	40,000
Engineering	15,000	-				15,000
Construction	25,000	-				25,000
Vehicle/ Equip						-
Other						-
Total Expense	40,000	-	-	-	-	40,000

FIELD OPS: Poplar Hill



FO-PH-19-26 Gazebo & Landscaping

The installation/construction of a gazebo with seating. Enhancements will need to be made to provide access through the driveway, patio, and walkway.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General				-	40,000	40,000
Grant						-
Bond						-
Lease						-
Contribution				-	5,000	5,000
Total Revenue	-	-	-	-	45,000	45,000
Engineering						-
Construction				-	45,000	45,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	-	-	45,000	45,000

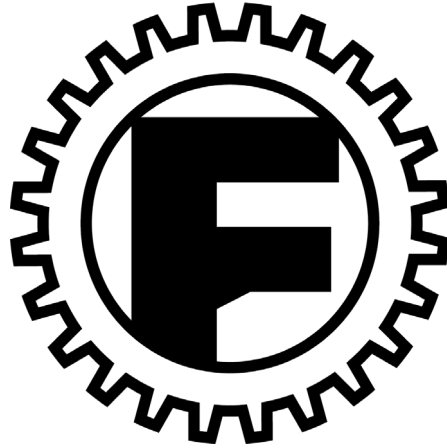


FO-PH-15-27 Shutter Installation

The front of the Mansion is in need of new shutters in an effort to maintain the historic design. According to MHT's 2019 inspection, the shutters must be replaced.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General			32,000	-	-	32,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	32,000	-	-	32,000
Engineering						-
Construction			32,000	-	-	32,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	32,000	-	-	32,000

FIELD OPS: Water



Program Total: Water

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	160,000	100,000	100,000	100,000	350,000	810,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	160,000	100,000	100,000	100,000	350,000	810,000
Engineering	-	-	-	-	250,000	250,000
Construction	160,000	100,000	100,000	100,000	100,000	560,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	160,000	100,000	100,000	100,000	350,000	810,000

FIELD OPS: Water



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 Division or subcontracted to a Utilities Contractor.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General					250,000	250,000
Grant						-
Bond		-	-			-
Lease						-
Contribution						-
Total Revenue	-	-	-	-	250,000	250,000
Engineering					250,000	250,000
Construction					-	-
Vehicle/ Equip						-
Other						-
Total Expense	-	-	-	-	250,000	250,000

FIELD OPS: Water



FO-WD-21-30 WWTP Water Meter Installations

A PRODUCT SHEET OF NEPTUNE TECHNOLOGY GROUP

TRU/FLO® Compound Meter

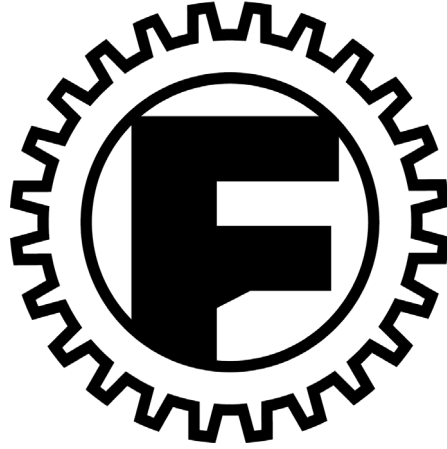
SIZES: 2"X3", 3", 4", 6", 8", AND 9"X8"



The installation of two 8" water meters to monitor water usage of the WWTP. There are currently no meters in place to track consumption. This is needed to comply with the new MDE requirements to account for water usage. In order to comply, funding is requested to cover the cost of the meters, valves, and two traffic bearing structures.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	60,000	-	-	-	-	60,000
Grant						-
Bond		-	-			-
Lease						-
Contribution						-
Total Revenue	60,000	-	-	-	-	60,000
Engineering	-	-				-
Construction	60,000	-	-	-	-	60,000
Vehicle/ Equip						-
Other						-
Total Expense	60,000	-	-	-	-	60,000

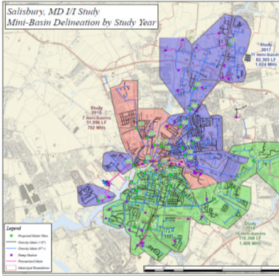
FIELD OPS: Sewer



Program Total: Sewer

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	700,000	500,000	500,000	-	-	1,700,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	700,000	500,000	500,000	-	-	1,700,000
Engineering	150,000	-	-	-	-	150,000
Construction	550,000	500,000	500,000	-	-	1,550,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	700,000	500,000	500,000	-	-	1,700,000

FIELD OPS: Sewer



FO-SD-10-31 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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	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

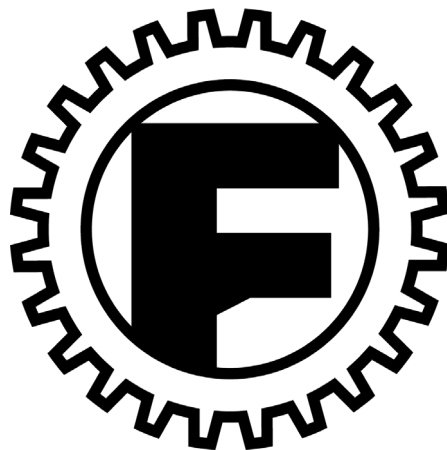


FO-SD-21-32 Sewer Trunk Line Rehabilitation Lining

The 15" main trunk line running from Mill St. lift station to Isabella St. is in need of rehabilitation. Numerous root and soil intrusions occur at multiple locations. The sewer is approx. 12 ft. in depth. The rehabilitation of this line will remove the points of infiltration of these soils and roots. The attached photo shows one of numerous root masses that significantly restricts water flow. This rehabilitation lining process will preserve the existing main trunk line from collapsing and will extend the life of the line an additional 20 years.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	150,000	-	-			150,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	150,000	-	-	-	-	150,000
Engineering	-					-
Construction	150,000	-	-			150,000
Vehicle/ Equip						-
Other						-
Total Expense	150,000	-	-	-	-	150,000

FIELD OPS: Stormwater



Program Total: Stormwater

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	130,550	-	-	-	-	130,550
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	130,550	-	-	-	-	130,550
Engineering	-	-	-	-	-	-
Construction	130,550	-	-	-	-	130,550
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	130,550	-	-	-	-	130,550

FIELD OPS: Stormwater

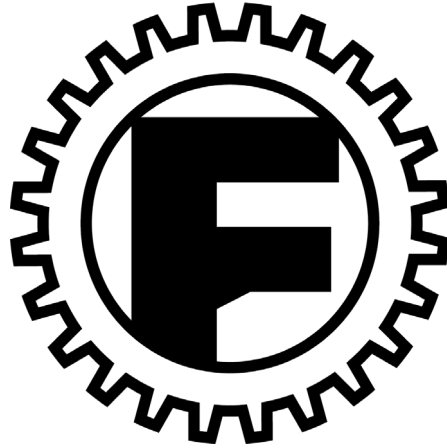


FO-SW-21-33 Church St. Storm Water Pipe Rehabilitation Lining

The 12" and 15" main trunk lines running from Naylor St. to Isabella St. is in need of rehabilitation. Numerous cracks, roots and soil intrusions occur at multiple locations. The rehabilitation of this storm water trunk line will remove the points of infiltration of these soils and roots. The attached photo shows one of numerous root masses that significantly restricts water flow. This rehabilitation process will preserve the existing main trunk line from collapsing and will extend the life of the line an additional 20 years.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	130,550	-	-			130,550
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	130,550	-	-	-	-	130,550
Engineering	-					-
Construction	130,550	-	-			130,550
Vehicle/ Equip						-
Other						-
Total Expense	130,550	-	-	-	-	130,550

FIELD OPS: Parking



Program Total: Parking

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	30,000	30,000	30,000	30,000	30,000	150,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	30,000	30,000	30,000	30,000	30,000	150,000
Engineering						-
Construction						-
Vehicle/ Equip						-
Other						-
Total Expense	30,000	30,000	30,000	30,000	30,000	150,000

FIELD OPS: Parking



FO-PK-21-34 Parking Software

Initiate new software to work closely with the City's Munis program. This software also allows for ticket production, illegal parking detection, permit to tag identification and the removal of toll booths and operators.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	30,000	30,000	30,000	30,000	30,000	150,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	30,000	30,000	30,000	30,000	30,000	150,000
Engineering						-
Construction						-
Vehicle/ Equip	30,000	30,000	30,000	30,000	30,000	150,000
Other						-
Total Expense	30,000	30,000	30,000	30,000	30,000	150,000

Infrastructure & Development: General Projects

Department of Infrastructure & Development

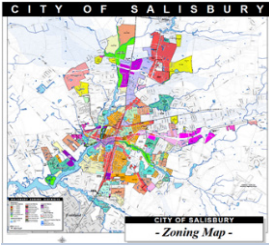


One-Stop Shop

Program Total: General Projects

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General		235,000	155,000	90,000	75,000	755,000
Grant	-	384,000	-	-	-	384,000
Bond	1,369,000	911,400	825,000	775,000	945,000	4,825,400
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,569,000	1,530,400	980,000	865,000	1,020,000	5,964,400
Engineering	325,000	250,000	200,000	215,000	370,000	1,360,000
Construction	1,244,000	1,270,400	780,000	650,000	650,000	4,594,400
Vehicle/ Equip	-	-	-	-	-	-
Other	-	10,000	-	-	-	10,000
Total Expense	1,569,000	1,530,400	980,000	865,000	1,020,000	5,964,400

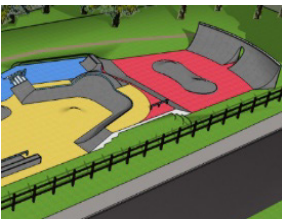
Infrastructure & Development: General Projects



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. A portion of the project was funded in FY20. The request is for the remaining implementation.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	125,000					125,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	125,000	-	-	-	-	125,000
Engineering	125,000					125,000
Construction						-
Vehicle/ Equip						-
Other						-
Total Expense	125,000	-	-	-	-	125,000



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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

Infrastructure & Development: General Projects



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General		60,000				60,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	60,000	-	-	-	60,000
Engineering						-
Construction		60,000				60,000
Vehicle/ Equip						-
Other						-
Total Expense	-	60,000	-	-	-	60,000



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, Rail Trail Master Plan, Streetscaping and Street Reconstruction/Complete Streets projects. It is anticipated that future grants will be able to provide additional project revenue.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond	125,000	125,000	125,000	125,000	125,000	625,000
Lease						-
Contribution						-
Total Revenue	125,000	125,000	125,000	125,000	125,000	625,000
Engineering	50,000	50,000	50,000	50,000	50,000	250,000
Construction	75,000	75,000	75,000	75,000	75,000	375,000
Vehicle/ Equip						-
Other						-
Total Expense	125,000	125,000	125,000	125,000	125,000	625,000

Infrastructure & Development: General Projects



ID-GP-18-06 City Park Master Plan Improvements



Implementation of the City Park Master Plan. FY21 funds are for replacing all of the lighting with new LED City Standard lights and replacing the tennis courts. FY22 is for an ADA ramp to the Urban Greenway at Sheffield Ave. FY23 is for improvements on Picnic Island, renovating the bathrooms in the Bandstand, and an ADA ramp from parking to the bandstand. FY24 is for improvements to the Dog Park.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant		250,000				250,000
Bond	380,000	100,000	100,000	50,000		630,000
Lease						-
Contribution						-
Total Revenue	380,000	350,000	100,000	50,000		880,000
Engineering	50,000	50,000	50,000	50,000		200,000
Construction	330,000	300,000	50,000			680,000
Vehicle/ Equip						-
Other						-
Total Expense	380,000	350,000	100,000	50,000		880,000



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond	450,000	300,000	300,000	300,000	300,000	1,650,000
Lease						-
Contribution						-
Total Revenue	450,000	300,000	300,000	300,000	300,000	1,650,000
Engineering	50,000	50,000	50,000	50,000	50,000	250,000
Construction	400,000	250,000	250,000	250,000	250,000	1,400,000
Vehicle/ Equip						-
Other						-
Total Expense	450,000	300,000	300,000	300,000	300,000	1,650,000

Infrastructure & Development: General Projects



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	25,000	25,000	25,000	25,000	25,000	125,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	25,000	25,000	25,000	25,000	25,000	125,000
Engineering						-
Construction	25,000	25,000	25,000	25,000	25,000	125,000
Vehicle/ Equip						-
Other						-
Total Expense	25,000	25,000	25,000	25,000	25,000	125,000

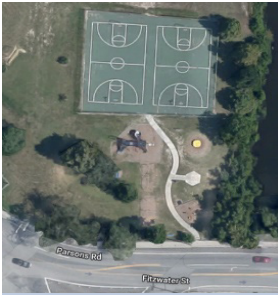


ID-GP-19-09 Beaverdam Creek Bulkhead Replacement

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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond					220,000	220,000
Lease						-
Contribution						-
Total Revenue	-	-	-	-	220,000	220,000
Engineering					220,000	220,000
Construction						-
Vehicle/ Equip						-
Other						-
Total Expense	-	-	-	-	220,000	220,000

Infrastructure & Development: General Projects



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. A fishing pier is planned in FY23. The next phase (FY24) 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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General			30,000	15,000		45,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	30,000	15,000		45,000
Engineering				15,000		15,000
Construction			30,000			30,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	30,000	15,000		45,000



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 and refined in a student competition in 2019. Environmental investigation is needed prior to design and is programmed for FY21.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General		100,000	50,000			150,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	100,000	50,000	-	-	150,000
Engineering		50,000				50,000
Construction		40,000	50,000			90,000
Vehicle/ Equip						-
Other		10,000				10,000
Total Expense	-	100,000	50,000	-	-	150,000

Infrastructure & Development: General Projects



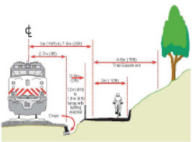
ID-GP-20-12 Street Light Additions and Replacement

Installing new street lights in areas where there are no street lights or replacing old street lights with the new City Standard Ornamental Pole. FY21 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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	50,000	50,000	50,000	50,000	50,000	250,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	50,000	50,000	50,000	50,000	50,000	250,000
Engineering						-
Construction	50,000	50,000	50,000	50,000	50,000	250,000
Vehicle/ Equip						-
Other						-
Total Expense	50,000	50,000	50,000	50,000	50,000	250,000



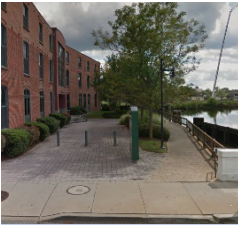
ID-GP-21-13 Rail Trail Master Plan Implementation



The overall Rail Trail Master Plan and 35% design drawings were developed in 2018. Funding is requested to perform full design and construction of the eight segments of the Rail Trail. Priority sections for implementation are Tower Drive, Segment 7b - Scenic Drive to Naylor Mill Park and Segment 6 - East Church Street to Naylor Street

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond	300,000	300,000	300,000	300,000	300,000	1,500,000
Lease						-
Contribution						-
Total Revenue	300,000	300,000	300,000	300,000	300,000	1,500,000
Engineering	50,000	50,000	50,000	50,000	50,000	250,000
Construction	250,000	250,000	250,000	250,000	250,000	1,250,000
Vehicle/ Equip						-
Other						-
Total Expense	300,000	300,000	300,000	300,000	300,000	1,500,000

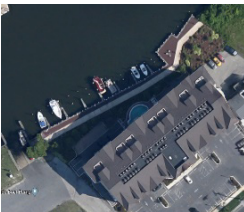
Infrastructure & Development: General Projects



ID-GP-21-14 Port Exchange Riverwalk Replacement

A Replacement of the City owned Riverwalk adjacent to the Port Exchange building including six (6) new street lights. Area is approximately 3,000 sq ft. Cost for removal and replacement of new stamped concrete surface is \$24/sq ft.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond	114,000					114,000
Lease						-
Contribution						-
Total Revenue	114,000	-	-	-	-	114,000
Engineering						-
Construction	114,000					114,000
Vehicle/ Equip						-
Other						-
Total Expense	114,000	-	-	-	-	114,000



ID-GP-21-15 River Place Riverwalk Replacement

Replacement of the City owned Riverwalk adjacent to the River Place Condominiums. Area is approximately 3,600 sq ft. Cost for removal and replacement of new stamped concrete surface is \$24/sq ft.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond		86,400				86,400
Lease						-
Contribution						-
Total Revenue	-	86,400	-	-	-	86,400
Engineering						-
Construction		86,400				86,400
Vehicle/ Equip						-
Other						-
Total Expense	-	86,400	-	-	-	86,400

Infrastructure & Development: Stormwater Management

Department of Infrastructure & Development



One-Stop Shop

Program Total: Stormwater Management

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	225,000	200,000	200,000	200,000	200,000	1,025,000
Grant	-	100,000	100,000	100,000	100,000	400,000
Bond	320,000	-	-	350,000	-	670,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	545,000	300,000	300,000	650,000	300,000	2,095,000
Engineering	100,000	100,000	100,000	100,000	100,000	500,000
Construction	445,000	200,000	200,000	550,000	200,000	1,595,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	545,000	300,000	300,000	650,000	300,000	2,095,000

Infrastructure & Development: Stormwater Management

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 construction of a safe access to the spillway sluice gate for this purpose. Design was funded in FY20.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund						-
Grant						-
Bond				350,000		350,000
Lease						-
Contribution						-
Total Revenue	-	-	-	350,000	-	350,000
Engineering						-
Construction				350,000		350,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	-	350,000	-	350,000

Johnson Pond Dam Improvements

Construction funding was initially provided for this project in FY18. Bids exceeded the available budget of \$240,000. The lowest bid was \$498,000. Additional funds are requested to proceed with the project which included resurfacing the existing dam face and constructing a floating dock to access the three existing sluice gates. Currently the gates are only accessible only by boat. Climbing from the boat to the existing small concrete deck to operate the valves can be treacherous and is rarely done.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund						-
Grant						-
Bond	320,000					320,000
Lease						-
Contribution						-
Total Revenue	320,000	-	-	-	-	320,000
Engineering						-
Construction	320,000					320,000
Vehicle/ Equip						-
Other						-
Total Expense	320,000	-	-	-	-	320,000

Infrastructure & Development: Stormwater Management

Impervious Surface Reduction

The City's has a Municipal Separate Storm Sewer System (MS4) permit through the State of Maryland that requires a 20% reduction in the City's untreated impervious surfaces by 2025. An Impervious Surface Restoration Work Plan will be developed to identify cost effective projects to meet the goal. Future costs for implementation will be refined as specific engineering and construction projects are identified. Meeting the MS4 requirements will satisfy the MD Watershed Implementation Plan (WIP) goals.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund	200,000	200,000	200,000	200,000	200,000	1,000,000
Grant		100,000	100,000	100,000	100,000	400,000
Bond						-
Lease						-
Contribution						-
Total Revenue	200,000	300,000	300,000	300,000	300,000	1,400,000
Engineering	100,000	100,000	100,000	100,000	100,000	500,000
Construction	100,000	200,000	200,000	200,000	200,000	900,000
Vehicle/ Equip						-
Other						-
Total Expense	200,000	300,000	300,000	300,000	300,000	1,400,000

Waste Shark

Purchase a manual waste shark trash collecting drone for use in the River. Trash collecting drone will be operated by staff on the banks of the River. Included a docking station.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund	25,000					25,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	25,000	-	-	-	-	25,000
Engineering						-
Construction	25,000					25,000
Vehicle/ Equip						-
Other						-
Total Expense	25,000	-	-	-	-	25,000

Infrastructure & Development: Street Reconstruction

Department of Infrastructure & Development

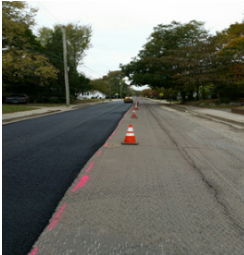


One-Stop Shop

Program Total: Street Reconstruction

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	700,000	775,000	775,000	900,000	850,000	4,000,000
Grant	45,000	45,000	45,000	45,000	45,000	225,000
Bond	750,000	350,000	425,000	450,000	450,000	2,425,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,495,000	1,170,000	1,245,000	1,395,000	1,345,000	6,650,000
Engineering	150,000	135,000	215,000	-	-	500,000
Construction	1,345,000	1,035,000	1,030,000	1,395,000	1,345,000	6,150,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	1,495,000	1,170,000	1,245,000	1,395,000	1,345,000	6,650,000

Infrastructure & Development: Street Reconstruction



ID-SR-20-01 Citywide Street Reconstruction, Paving & Repairs

The Citywide Street program includes full reconstruction (milling and paving), repairs or patches, microsurfacing and slurry. The streets are prioritized based on age and condition. 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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	625,000	700,000	700,000	800,000	750,000	3,575,000
Grant	45,000	45,000	45,000	45,000	45,000	225,000
Bond						-
Lease						-
Contribution						-
Total Revenue	670,000	745,000	745,000	845,000	795,000	3,800,000
Engineering						-
Construction	670,000	745,000	745,000	845,000	795,000	3,800,000
Vehicle/ Equip						-
Other						-
Total Expense	670,000	745,000	745,000	845,000	795,000	3,800,000



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	75,000	75,000	75,000	100,000	100,000	425,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	75,000	75,000	75,000	100,000	100,000	425,000
Engineering						-
Construction	75,000	75,000	75,000	100,000	100,000	425,000
Vehicle/ Equip						-
Other						-
Total Expense	75,000	75,000	75,000	100,000	100,000	425,000

Infrastructure & Development: Street Reconstruction



ID-SR-18-04 Street Scaping

Streetscaping improvements are being proposed for the following streets: Mill Street and Fitzwater Street FY21, South Division Street and East Market Street FY22, West Market Street and Parsons Road FY23. Streetscaping improvements include adding new street lights, landscaping, crosswalks, benches, trash cans and bike racks. Additionally, utility improvements are included in FY21 for South Division Street/ Town Square, FY22 for East Market Street, and FY23 for West Market Street in conjunction with the top side improvements.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant						-
Bond	750,000	350,000	425,000	450,000	450,000	2,425,000
Lease						-
Contribution						-
Total Revenue	750,000	350,000	425,000	450,000	450,000	2,425,000
Engineering	150,000	135,000	215,000			500,000
Construction	600,000	215,000	210,000	450,000	450,000	1,925,000
Vehicle/ Equip						-
Other						-
Total Expense	750,000	350,000	425,000	450,000	450,000	2,425,000

Infrastructure & Development: Bridge Maintenance

Department of Infrastructure & Development



One-Stop Shop

Program Total: Bridge Maintenance

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	85,000	-	-	-	-	85,000
Grant	-	2,800,000	1,800,000	-	-	4,600,000
Bond	-	700,000	450,000	-	-	1,150,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	85,000	3,500,000	2,250,000	-	-	5,835,000
Engineering	10,000	-	2,250,000	-	-	2,260,000
Construction	75,000	3,500,000	-	-	-	3,575,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	85,000	3,500,000	2,250,000	-	-	5,835,000

Infrastructure & Development: Bridge Maintenance



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. FY21 funds are for continuing repairs to bridges not listed as full replacements or rehabilitations.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	85,000					85,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	85,000	-	-	-	-	85,000
Engineering	10,000					10,000
Construction	75,000					75,000
Vehicle/ Equip						-
Other						-
Total Expense	85,000	-	-	-	-	85,000

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. Design funding was provided in FY20. The bridge design includes preparing a cost estimate for construction, environmental assessments and biddable documents. Construction funding is estimated for FY22.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant		2,800,000				2,800,000
Bond		700,000				700,000
Lease						-
Contribution						-
Total Revenue	-	3,500,000	-	-	-	3,500,000
Engineering						-
Construction		3,500,000				3,500,000
Vehicle/ Equip						-
Other						-
Total Expense	-	3,500,000	-	-	-	3,500,000

Infrastructure & Development: Bridge Maintenance

ID-BM-20-03 Mill Street Bridge Rehabilitation

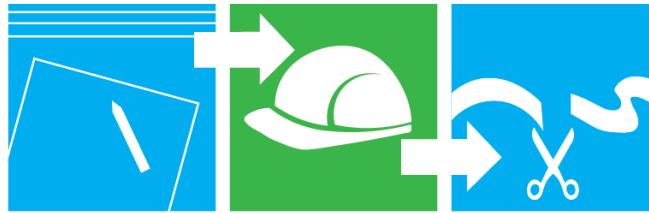


The element rating for Mill St Bridge deck and super structure place it on the SHA list to fund deck replacement using the Bridge Rehabilitation or Replacement Fund through the SHA. The fund uses an 80/20 split, where the City will be responsible for 20% of the cost. Design funding was provided in FY20. The design includes preparation of a cost estimate for construction, environmental assessments and biddable documents. Construction funding is estimated for FY23.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General						-
Grant			1,800,000			1,800,000
Bond			450,000			450,000
Lease						-
Contribution						-
Total Revenue	-	-	2,250,000	-	-	2,250,000
Engineering			2,250,000			2,250,000
Construction						-
Vehicle/ Equip						-
Other						-
Total Expense	-	-	2,250,000	-	-	2,250,000

Infrastructure & Development: New Streets

Department of Infrastructure & Development



One-Stop Shop

Program Total: New Streets

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General	-	-	75,000	-	-	75,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	715,000	930,000	1,600,000	3,245,000
Total Revenue	-	-	790,000	930,000	1,600,000	3,320,000
Engineering	-	-	180,000	215,000	-	395,000
Construction	-	-	610,000	715,000	1,600,000	2,925,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	790,000	930,000	1,600,000	3,320,000

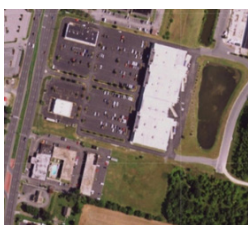
Infrastructure & Development: New Streets



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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



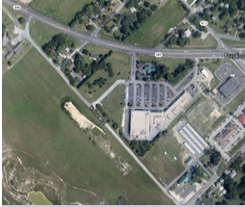
ID-NS-19-02 Jasmine Drive to Rt. 13 Connector Road

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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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

Infrastructure & Development: New Streets

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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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

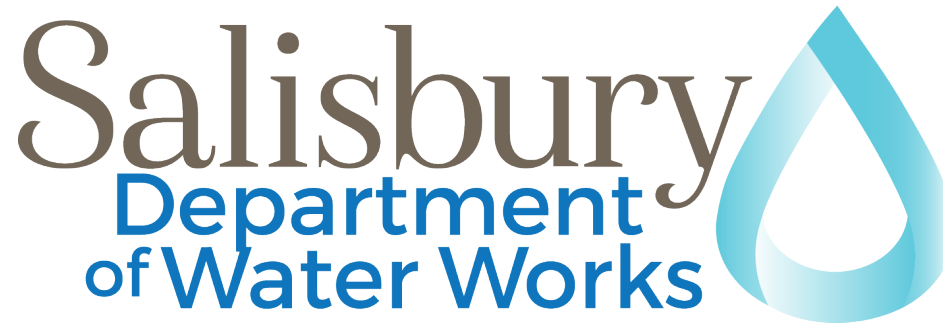
ID-NS-21-04 Georgia Avenue Utilities and Street



Utility and street improvements to Georgia Avenue (between Riverside Road and Oak Hill Avenue), which is currently a dirt road and does not have any utilities. By paving the road, there would likely be development interest from the lots that front that road, so we recommend installing utilities when it is paved. The estimate include street lights, water, sewer, storm drain, curb, gutter, sidewalk and paving. The estimate for paving and concrete is \$100,000. The estimate for water/sewer is \$475,000.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
General			75,000			75,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	75,000	-	-	75,000
Engineering			75,000			75,000
Construction						-
Vehicle/ Equip						-
Other						-
Total Expense	-	-	75,000	-	-	75,000

Water Works



Program Total: Water Production Maintenance

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund	881,000	468,920	448,000	392,000	175,000	2,364,920
Grant	-	-	-	-	-	-
Bond	-	3,060,000	-	-	-	3,060,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	881,000	3,528,920	448,000	392,000	175,000	5,424,920
Engineering	391,000	35,000	42,000	83,000	35,000	586,000
Construction	490,000	3,493,920	406,000	309,000	140,000	4,838,920
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	881,000	3,528,920	448,000	392,000	175,000	5,424,920

Water Works



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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

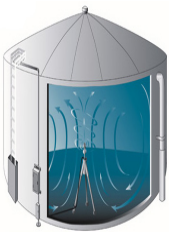
Water Works



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 the existing filters can be taken out of service and the filter room used for future expansion needs.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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						-
Total Expense	306,000	3,060,000	-	-	-	3,366,000



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 21 Park Reservoir and Salisbury University Tower

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund		87,720				87,720
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue		87,720	-	-	-	87,720
Engineering						-
Construction		87,720				87,720
Vehicle/ Equip						-
Other						-
Total Expense	-	87,720	-	-	-	87,720

Water Works



WW-WM-14-05 Park Well Field Raw Water Main & Valve Replacement

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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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						-
Total Expense	-	-	100,000	-		100,000

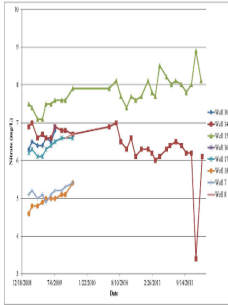


WW-WM-21-01 Park Water Treatment Plant Interior Improvements

The leaking pump station roof has caused considerable damage to the interior rooms in the building. The bathroom and office ceilings need replacing. Director and Admin offices need to be torn down and rebuilt after roof and window repairs. Interior building needs painting after roof repairs. Temporary trailer rental for offices.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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						-
Total Expense	100,000	-	-	-		100,000

Water Works



WW-WM-17-08 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. Continuous 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).

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund	-	-	107,000	-	-	107,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	107,000	-	-	107,000
Engineering	-	-	-	-	-	-
Construction	-	-	107,000	-	-	107,000
Vehicle/ Equip	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	107,000	-	-	107,000



WW-WM-13-09 Elevated Water Tank Maintenance

Provide Inspection and Cleaning of the Wor Wic and Salisbury University Elevated Storage Tanks in accordance with AWWA Standards. The inspection includes checking welds, gaskets, coatings, etc. to determine if repairs are required. Items outside of normal maintenance, such as tank painting, are noted separately. Based on the September 2014 tank inspection, painting 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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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

Water Works



WW-WM-21-02 Park Plant Flow Meter Replacement

Insertion valve needed to stop flow of water for project and installation of high service pump. Insertion valve installed in 2020. Meter pit and valves need to be installed and work site must be well-pointed to stop the flow of water during construction. Project will include meter pit, flow meter for MDE flow data and valves.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund	250,000					250,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	250,000	-	-	-	-	250,000
Engineering						-
Construction	250,000					250,000
Vehicle/ Equip						-
Other						-
Total Expense	250,000	-	-	-	-	250,000



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund			66,000			66,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	-	66,000	-	-	66,000
Engineering			7,000			7,000
Construction			59,000			59,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	66,000	-	-	66,000

Water Works



WW-WM-20-12 Decommission 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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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						-
Total Expense	-	100,000	-	-	-	100,000

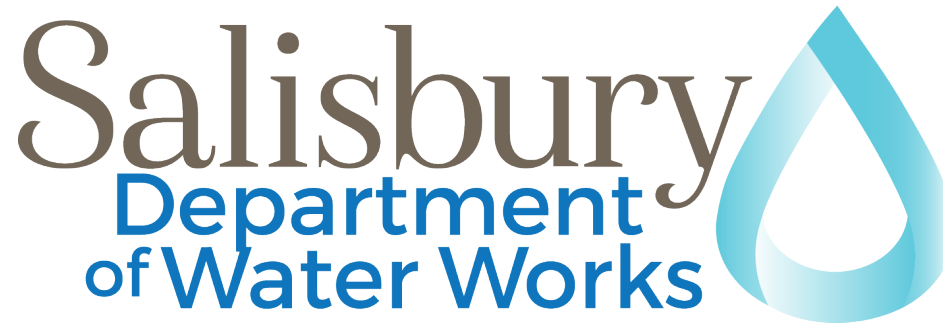


WW-WM-21-03 Park Plant Sewer Installation

Park Plant buildings were built in 1926 and early 1950's. All building drains, except for bathroom, go to the storm sewer. Lines need to be re-routed to the sanitary sewer lift station in the front of the building. Sewer lines need to be run from each of the three buildings and join in the front of the pump station and continue to the sanitary sewer lift station.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
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

Water Works



Program Total: Wastewater

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund	322,000	330,000	707,000	280,000	300,000	1,939,000
Grant	-	-	-	-	-	-
Bond	2,601,000	-	1,000,000	1,275,000	-	4,876,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	2,923,000	330,000	1,707,000	1,555,000	300,000	6,815,000
Engineering	153,000	-	-	-	-	153,000
Construction	2,563,000	330,000	1,500,000	1,555,000	300,000	6,248,000
Vehicle/ Equip	207,000	-	207,000	-	-	414,000
Other	-	-	-	-	-	-
Total Expense	2,923,000	330,000	1,707,000	1,555,000	300,000	6,815,000

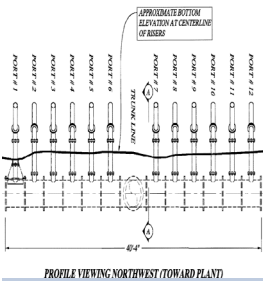
Water Works



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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund						-
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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund			500,000			500,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue		-	500,000	-		500,000
Engineering						-
Construction			500,000			500,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	500,000	-		500,000

Water Works



WW-WT-21-01 Dump Truck

Biosolids dump truck replacement of STP 16 a failing 2005 dump truck. Replace with a 15 ton tri axle dump truck. Old WWTP dump trucks are failing with numerous repairs. These vehicles are a critical part of the biosolids delivery to the landfill and must be operational at all times. Due to the site conditions at the landfill, which includes driving on inclines in reverse, automatic transmission is required.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund	207,000		207,000			414,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	207,000	-	207,000	-	-	414,000
Engineering						-
Construction						-
Vehicle/ Equip	207,000		207,000	-		414,000
Other						-
Total Expense	207,000	-	207,000	-	-	414,000



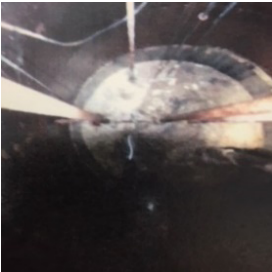
WW-WT-18-04 Southside Pump Station Force Main

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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund						-
Grant						-
Bond			1,000,000			1,000,000
Lease						-
Contribution						-
Total Revenue	-	-	1,000,000	-	-	1,000,000
Engineering						-
Construction			1,000,000			1,000,000
Vehicle/ Equip						-
Other						-
Total Expense	-	-	1,000,000	-	-	1,000,000

Water Works

WW-WT-18-05 Pump Station Improvements



Project consists of engineering ,design & construction of multiple pump stations in need of similar improvements. 1) Energy efficiency of pumps: 5 pump stations need new pumps to increase energy efficiency. 2) Metal Wet Wells: 12 of the City's pump stations have metal wet wells which are showing signs of rusting and deterioration. The metal wet wells have exceeded their design life and should be programmed for replacement. 3) Bypass Pumping or Backup Power: 33 pump stations have no bypass pumping connection. 23 pump stations have no backup power. The project will implement bypass pumping connections, where feasible and cost effective. 4) Traffic Control Plans: Develop plans for access to 11 pump stations that can be used by WWTP staff during routine maintenance and emergencies.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund				100,000	100,000	200,000
Grant						-
Bond	2,601,000					2,601,000
Lease						-
Contribution						-
Total Revenue	2,601,000	-	-	100,000	100,000	2,801,000
Engineering	153,000					153,000
Construction	2,448,000			100,000	100,000	2,648,000
Vehicle/ Equip						-
Other						-
Total Expense	2,601,000	-	-	100,000	100,000	2,801,000

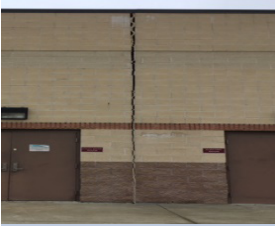


WW-WT-20-06 Internal Recycle Pump Replacement

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.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund		180,000		180,000		360,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	-	180,000	-	180,000	-	360,000
Engineering						-
Construction		180,000		180,000		360,000
Vehicle/ Equip						-
Other						-
Total Expense	-	180,000	-	180,000	-	360,000

Water Works



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. Engineering study in fy 20, construction to begin in FY21.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund	75,000	150,000			200,000	425,000
Grant						-
Bond						-
Lease						-
Contribution						-
Total Revenue	75,000	150,000	-	-	200,000	425,000
Engineering						-
Construction	75,000	150,000			200,000	425,000
Vehicle/ Equip						-
Other						-
Total Expense	75,000	150,000	-	-	200,000	425,000



WW-WT-21-02 Main Building HVAC

The Main operations building for the WWTP currently has two different failing HVAC systems. Need to replace with one energy efficient central system throughout.

	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Enterprise Fund	40,000					40,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	40,000	-	-	-	-	40,000
Engineering						
Construction	40,000					40,000
Vehicle/ Equip						-
Other						-
Total Expense	40,000	-	-	-	-	40,000



The City of Salisbury **Capital Improvement Plan** **2021-2025**

GLOSSARY OF ACCOUNTING AND BUDGET TERMINOLOGY

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 ACCOUNTING AND BUDGET TERMINOLOGY

Acronyms

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

GLOSSARY OF ACCOUNTING AND BUDGET TERMINOLOGY

Definitions

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.)

CAPITAL IMPROVEMENTS PROGRAM (CIP) – The annual updated 5-year plan or schedule of projected expenditures for buildings, public facilities, and other improvements which are of significant value and have a useful life of several years. The City's program includes estimated project costs, sources of funding, and timing of work for each project. The Capital Improvements Program is the basis for the annual CIP appropriations and any new bond issues.

CAPITAL EXPENSES (OUTLAY) – Departmental expenditures which generally result in the acquisition of furniture, equipment, and/or computers, which have a value of less than \$5,000 and have an estimated useful life in excess of three years. Capital expenses are reflected in the budget document in each department requesting the items.

GLOSSARY OF ACCOUNTING AND BUDGET TERMINOLOGY

Definitions

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
COUNCILMAN/C – 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.

DEPARTMENT – The major organizational divisions in the City with overall responsibility for one or more activities or functions of the City.

DEPRECIATION – An allocation made for the decrease in value of physical assets through wear, deterioration, or obsolescence.

ENCUMBRANCE – A firm commitment to pay for future goods and services formally documented with a contract or agreement that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within a department's appropriation.

ENTERPRISE FUND – A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, in which the costs of providing goods or services to the general public are financed or recovered primarily through user charges.

EXPENDITURE – An actual payment made by check, inter-fund transfer, or by recordation of an amount due for goods received or services rendered.

FIDUCIARY FUND – The trust and agency funds used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units, and/or other funds.

GLOSSARY OF ACCOUNTING AND BUDGET TERMINOLOGY

Definitions

FISCAL POLICIES – The City’s financial management policies relating to operating budgets, accounting, Capital Improvements Program, General Fund balance levels, debt, and investments.

FISCAL YEAR – An organization’s accounting or financial year. The City’s fiscal year starts July 1 and ends June 30.

FIXED ASSET – Assets of a long-term character which are intended to continue to be held and used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.

FUND – A fiscal and accounting entity with a self- balancing set of accounts recording cash and all other financial resources or assets, together with all related liabilities or outside claims to those assets; and the remaining un-claimed 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 ACCOUNTING AND BUDGET TERMINOLOGY

Definitions

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).

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.

GLOSSARY OF ACCOUNTING AND BUDGET TERMINOLOGY

Definitions

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.

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.

TAX BASE – All forms of wealth under the City's jurisdiction that are taxable.

GLOSSARY OF ACCOUNTING AND BUDGET TERMINOLOGY

Definitions

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 ADOPTED MUNICIPAL BUDGET FY 2021

