

CITY OF SALISBURY

MUNICIPAL BUDGET FY 2022





APRIL JACKSON
District 1



JOHN R. (JACK)
HEATH
*COUNCIL
PRESIDENT
District 3*



MICHELE GREGORY
District 4



MUIR BODA
*COUNCIL VICE
PRESIDENT
District 2*



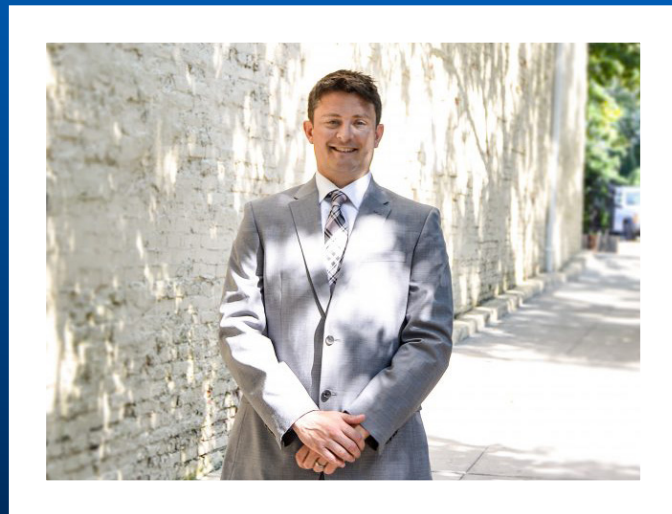
ANGELA BLAKE
District 5



JACOB R. DAY
Mayor



JULIA GLANZ
City Administrator



ANDY KITZROW
*Deputy City
Administrator*



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MAYOR'S BUDGET MESSAGE



Friends,

It goes without saying that the past year has been one of the most trying and uniquely change-affecting times in memory. In this city, just as in so many others across America, day-to-day life at the one-year mark still looks and feels different than before. The longer days and warmer temperatures of the past weeks have brought a renewed hope for some return to “normal,” with more and more Americans getting vaccinated, and the gradual easing of some of the protective measures enacted within the first weeks of the pandemic. Still, as we look forward to a future free of masks and distancing, and while we all yearn to simply go about our lives free of the scourge of COVID, we know that there will be long-term effects which outlive the virus itself. Societally. Economically. That’s not to say that we shouldn’t be optimistic – just smart and cautious.

Both nationally, and right here at home, our economy has proven itself to be resilient in the face of staggering losses across a number of different

sectors, but that’s a small consolation to many who are still struggling. The closures of restaurants, entertainment venues, movie theaters, convention and shopping centers, as well as a near-complete halt in travel were all contributors to the greatest increase in joblessness in our nation’s history. Since the mid-to-late summer, however, we have been experiencing a slow, steady rebound in jobs numbers – another cause for optimism. The municipal government of the City of Salisbury has been able to weather the pandemic without a single layoff or furlough.

Still, like so many cities, towns and municipalities across the country, Salisbury is facing a different economic reality than we anticipated at the beginning of 2020. Our pandemic response included a number of measures intended to provide economic relief to our citizens. Parking fees, utilities fees, and code enforcement fines were all suspended. Water bills were allowed to accrue with no late fees, and no interest or penalties assessed. Higher than expected expenditures occurred in overtime accounts and tipping fees with more people utilizing our

residential trash service. The revenue lost from these measures, compounded by an almost total loss of our typical hotel and amusement tax revenues, along with increased costs, total in the millions of dollars. With a budget that averages around \$55 million, that’s a considerable hit. Thankfully, Salisbury received an assist from the federal government through the American Rescue Act.

In addition to providing immediate aid and assistance to citizens and small business owners, the funds may be spent to cover lost revenues, and/or invest in critical infrastructure projects. This infusion of federal tax money was key to us being able to put forth a budget which does all of the things we need to keep Salisbury on-track, and keep us poised to prosper in the post-COVID world.

On the flip side of things, we have to realize that these funds are a one-time gift, and that they will go away. To maintain the services we provide, to maintain the quality of life we all enjoy, and to continue build the capital projects which have helped us turn this city’s fortune around, we must make tough choices.

MAYOR'S BUDGET MESSAGE



Fee increases are often viewed as anathema – not only by those who must pay them, but by small governments that try to avoid implementing them for as long as possible. Our current situation is different than any we've faced in the history of our city, and modest fee increases in the areas of water and sewer, stormwater, trash, and landlord licensing will allow us to keep the ship on-course as we head into calmer waters.

Salisbury remains one of the best small cities in America, and we will come out of this stronger than before. To ensure our success, we must maintain our focus on all of those elements which make us a desirable place to live, work, and play. We have to strive to be safer, more attractive, friendlier, and, most importantly, more equitable. To meet those ends, highlights of the 2021 budget include:

- The reorganization of our Information Services Department, with a stronger focus on cybersecurity, to meet the recent rise in computer attacks against government institutions
- The addition of a Logistics Manager within the Salisbury Police Department, who will focus on property control and have oversight

of our evidence and property workstreams

- The addition of a grant-funded Homelessness Case Coordinator who will help us to better focus on our vulnerable populations
- Relief funds used to provide our vulnerable populations with mental health resources, social services, and other key resources to which they do not currently have access
- The addition of a mechanic at our Water Plant, to help provide round-the-clock coverage and ensure less down-time in the event of mechanical issues
- \$200,000 allocated to provide citizens with assistance as they catch up on their water and sewer bills
- Critical funding to open the Newton Street Community Center, as well as funding to expand the Truitt Street Community Center
- The return of the National Folk Festival to Downtown Salisbury
- Improvements to our beloved Zoo
- Continuation of employee step increases, and fully-established career ladders for all city positions. (These efforts will also include the removal of the lowest steps on the pay scale in

order to comply with Maryland's new minimum wage requirements.)

- Funding of 12 firefighter/EMT positions from Feb 2022 through the end of the fiscal year once the SAFER grant concludes. These 12 positions will come on to the City payroll officially to continue providing impeccable fire and EMS response to our community

The priorities outlined here represent our continued commitment to improving the lives of our citizens while setting and maintaining the strictest standards for fiscal responsibility. We will emerge from the pandemic – weathered, but soundly and strongly positioned to take Salisbury to ever greater heights.

**Yours in Service,
Julia Glanz
City Administrator**

INTRODUCTORY SECTION

Salisbury's 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 2020 alone, with only \$341 million in retail buying power in the City, Salisbury retailers did \$1.4 billion exchanged through retail spending. Manufacturing employment reached 11% 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 hosting the 80th and 3rd year of the National Folk Festival and its \$90 million economic impact to the center of the city.



2. BRAIN DRAIN

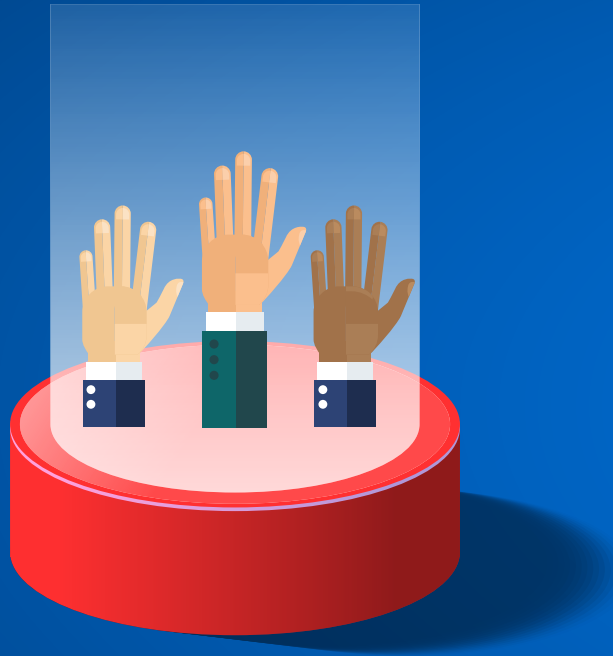
To continue as a leader at the vanguard of innovative concepts and technologies we are always looking for ways to beautify and better our City. We recently re-branded Salisbury in order to become more marketable as we encourage citizens and business to become involved in our community and take pride in being Salisburians. As a result, we are now known as Maryland's Coastal College Town. We have created an Entrepreneur Pipeline with Salisbury University, partnering with the Perdue 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 2020 this landmark building opened the Entrepreneur Center which will continue to connect bright minds to the City's heart and soul. The City of Salisbury offers intensive internship experiences to students help them understand the importance of local government. We have had strong success in retaining these young

people in the City. In support of the young people who grow up in Salisbury, we continue to host a Youth Civics Council and Youth Development Advisory Committee. Truitt Street Community Center is poised for an addition in FY22, and the Newton Community Center will open its doors for the first time becoming a beacon of hope to many young people in our City.

INTRODUCTORY SECTION

Salisbury's Nine Pillars



3. TRANSPARENCY

Throughout Mayor Day's administration there is an ongoing endeavor to hold our government accountable to you, the citizens of Salisbury, as we foster an environment of responsive government and promote open lines of communication between City Government and citizenry. Due to COVID-19 our City Council meetings went remote. This enabled anyone to participate in local government anytime. As we move forward away from COVID we will ensure that access

for all remains and will allow for in person and remote participation. We have also begun to translate all of our public facing documents into Spanish and Haitian Creole. We understand how important it is to be accessible to all residents of Salisbury.



4. NEIGHBORHOODS & HOUSING

The City of Salisbury has a dedicated team of support staff and code compliance 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 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.

INTRODUCTORY SECTION

Salisbury's Nine Pillars



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 FY20, we had \$880,000 returned to surplus. Due to our strong and transparent budgeting practices the City received its 4th consecutive GFOA's Distinguished Budget Presentation Award. 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 and bravest, the women and men 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 35

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 one of only 5 fire departments in the state of Maryland with an ISO rating of 2, the Salisbury Fire Department is a premiere agency providing excellent public service through a well documented performance of standard measures. We will accomplish our goals through a fresh and effective organizational structure that reflects the modern array of services and programs needed in our City.



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. Salisbury is proud to fund a Sustainability Specialist position leading our efforts. The City is proud to be known as a Bee, Bird and Tree City, host the largest conservation easement (92 acres) inside any municipality in the State of Maryland, and offer a Green Business Program.

INTRODUCTORY SECTION

Salisbury's Nine Pillars



8. TRANSPORTATION & INFRASTRUCTURE

We are devoted to making commuting to and through Salisbury easier and safer than ever by keeping our roads, bridges, and sidewalks accessible to all. A City can only be as strong as the foundation upon which it is built; with this in mind we take pride in our transportation systems and are always looking for ways to improve Salisbury's infrastructure. We recently completed work on our new and accessible Main Street and Riverside Circle. 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. Our Bike Master Plan, Route 13 Corridor Plan, Urban Greenway Plan, Downtown Master Plan and Zoo Master Plan have all been funded over previous budgets and we continue to make strong headway towards our goals in all these areas.



9. CONSTITUENT SERVICE

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.

INTRODUCTORY SECTION 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.

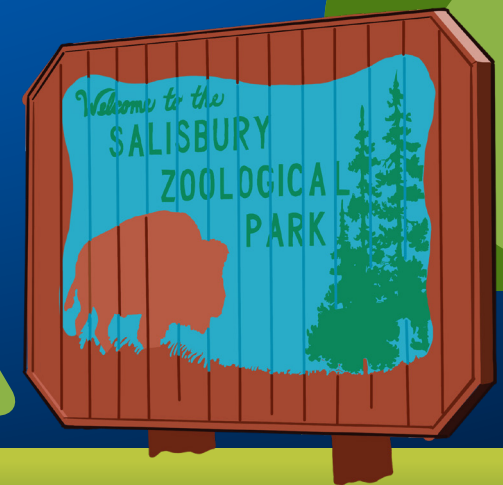
Now one of the largest cities on the peninsula, Salisbury serves as the Capital of the Eastern Shore, combining vibrant economic opportunity, quality public education, world-class healthcare, reinvigorated environmental stewardship, globally known corporations, and an energetic and inspiring team of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

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

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

We are Salisbury, 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.



INTRODUCTORY SECTION 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

INTRODUCTORY SECTION Strategic Goals

Arts, Culture and Recreation

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

Strong Economy

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

Youth Success

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

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,

INTRODUCTORY SECTION

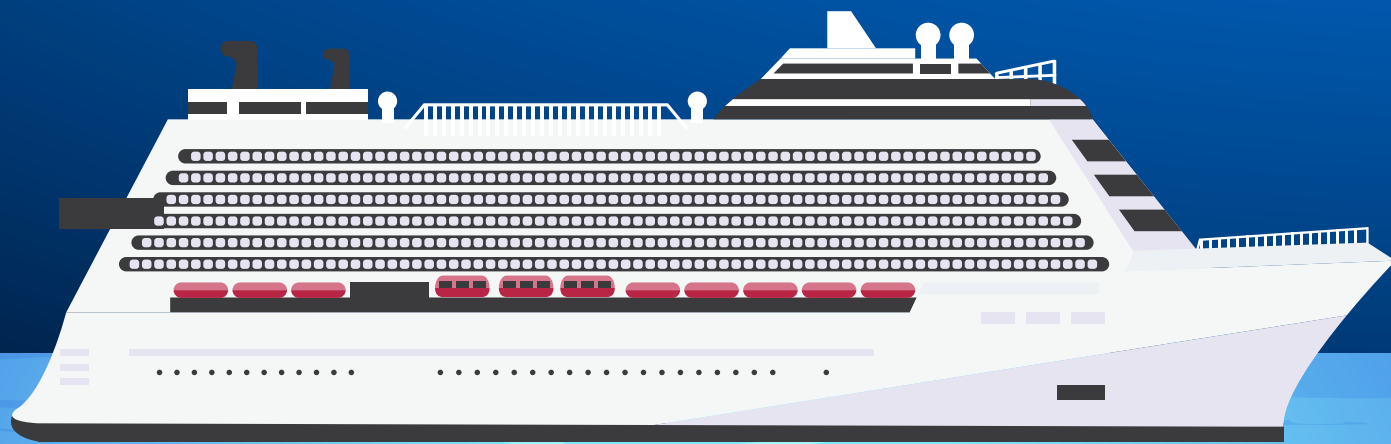
Mission and Vision

Mission Statement:

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

Vision Statement:

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



INTRODUCTORY SECTION

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.

INTRODUCTORY SECTION

Demographic and Statistical Profile

EXPANDING ECONOMIC BASE

- Regional hub for commerce, transportation, health- care, employment and much more
- Diverse industrial and commercial base
- Higher education and health care provide a strong foundation and prospects for growth
- Solid base in agriculture and poultry

FINANCIAL STRENGTH

- Fund balance reserves are strong
- Excellent long-range planning practices, including multi-year capital forecasting
- Demonstrated conservatism in budgeting practices, with consistently positive revenue and expenditure variances
- Untapped sources of revenue available

FAVORABLE DEBT PROFILE

- Moderate debt burden in relation to assessable base
- Extremely rapid tax-supported payout ratio
- Conservative charter provisions provide prudent limitations on tax-supported debt
- Significant pay-as-you-go capital funding across all funds

PROACTIVE GOVERNANCE

- Well-established financial and debt policies
- Excellent management team with experienced elected leadership focused on downtown revitalization

INTRODUCTORY SECTION Demographic and Statistical Profile

Economic Strengths:

Regional Center for Economic Activity

With its strategic location along the east coast and situated at the crossroads of Maryland's eastern shore, Salisbury serves as a hub for transportation, commerce,

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

INTRODUCTORY SECTION Demographic and Statistical Profile

Economic Strengths:

Salisbury Annual Growth Rates (Population)

- 1980 – 1990: 2.1%
- 1990 – 2000: 1.5%
- 2000 – 2010: 2.8%

Traffic Counts

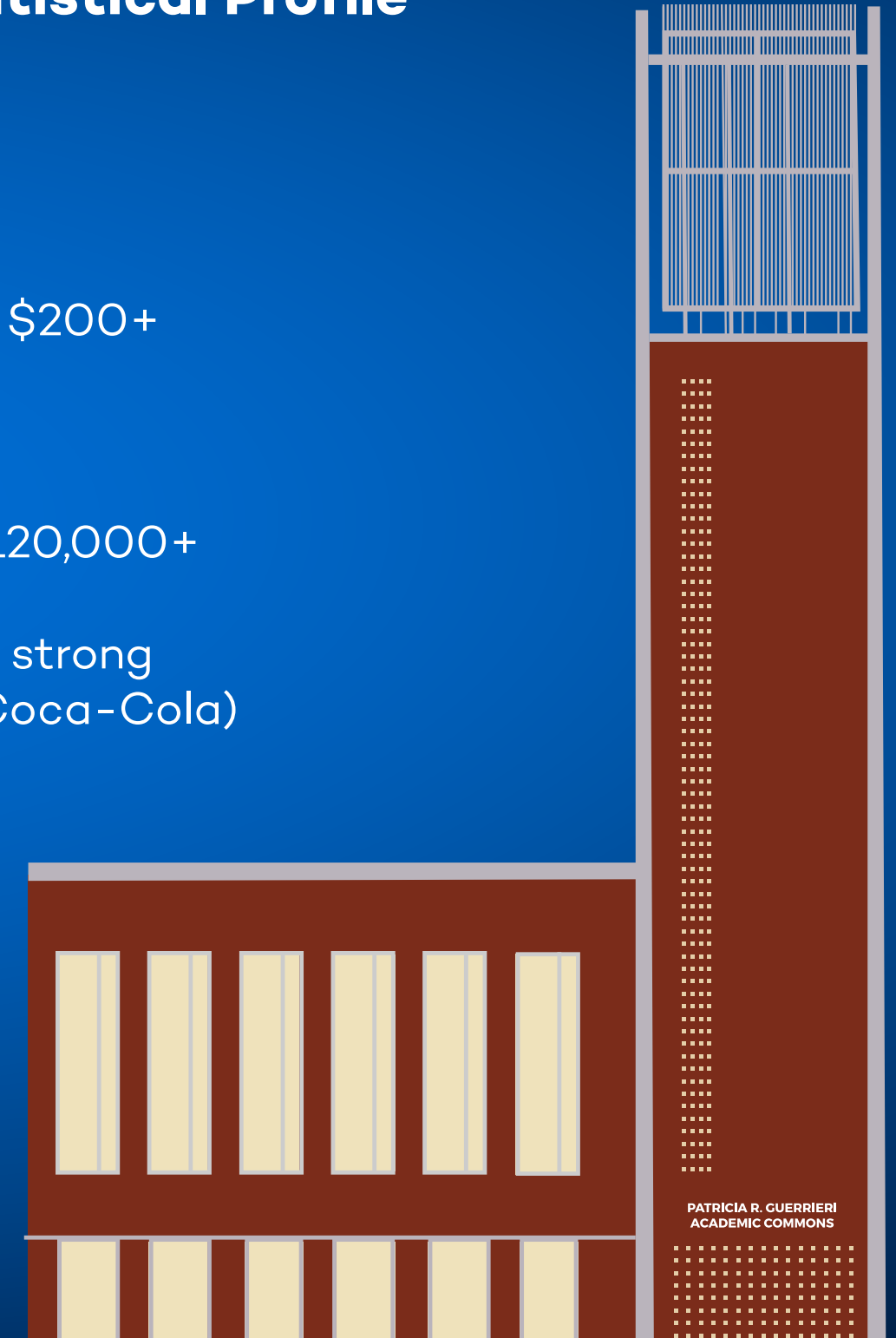
- U.S. Rt. 13 average 32,881 daily
- Bypass average 37,741 daily

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 America Airlines: 120,000+ passengers annually
- Two intersecting highways in Salisbury = strong distribution sector (UPS, Fed-Ex, Pepsi, Coca-Cola)

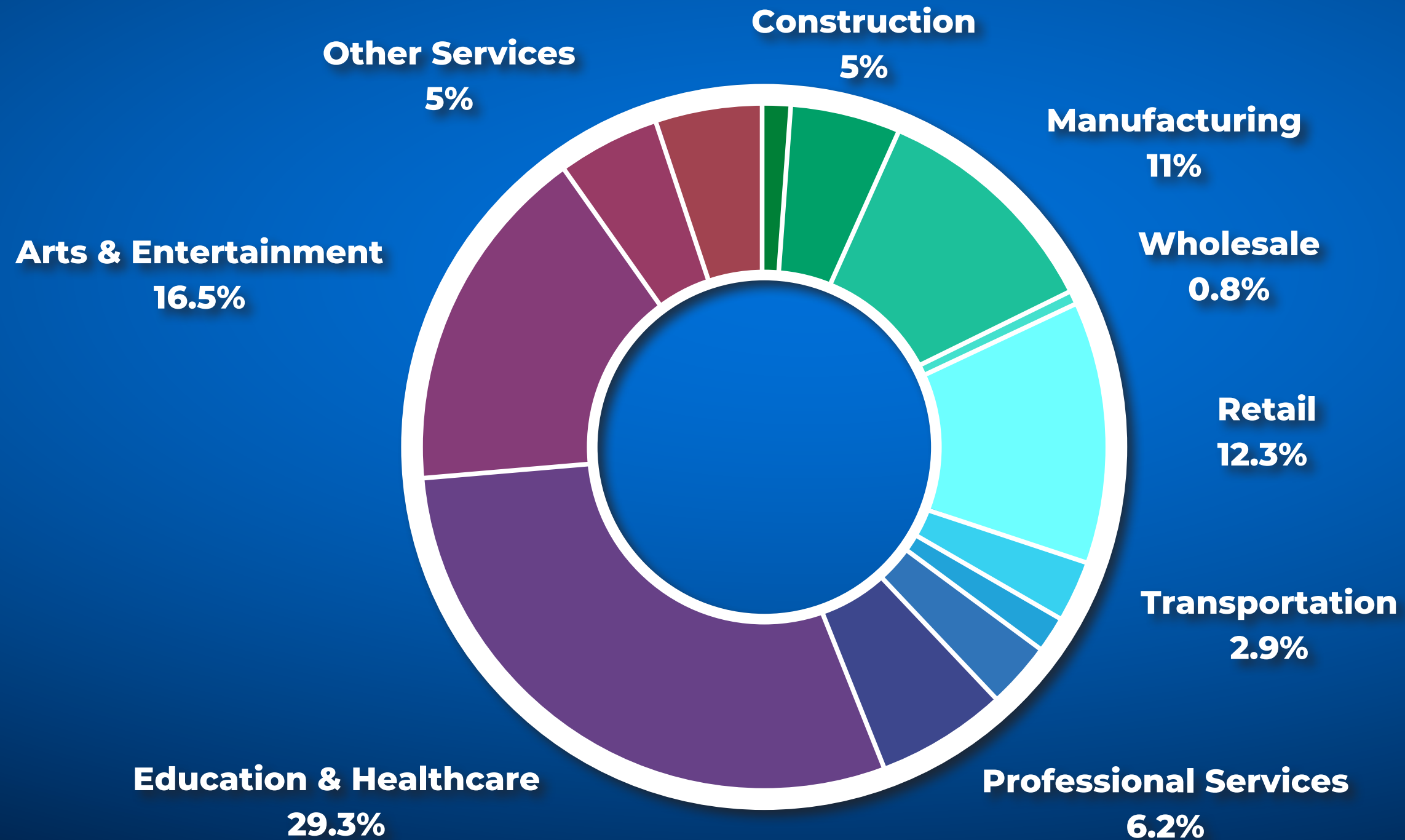
Retail Sales

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



INTRODUCTORY SECTION

Demographic and Statistical Profile



INTRODUCTORY SECTION 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.

resultSBY

- **Mayor’s Team Progress Update Brief**
- **Frequency:** 2nd, 4th Monday 10am
 - **Purpose:** Update Mayor on Critical Metrics, Identify any Legislative/ Budget Needs, Emergency Issues, Items for Synchronization, Decisions
- **Structure:**
 - Department Head Briefings: Metrics, Legislative, Budget, Emergency
 - Assistant City Administrator: Grants/Awards, Boards/Commissions
 - City Administrator: Synchronization, Task Forces
 - Mayor: Decisions
- **Department Head One-on-One Meetings (1-on-1)**
 - **Frequency:** Once Monthly
 - **Purpose:** Discuss project and program plans, staffing issues, detail

resultSBY

Governing Documents

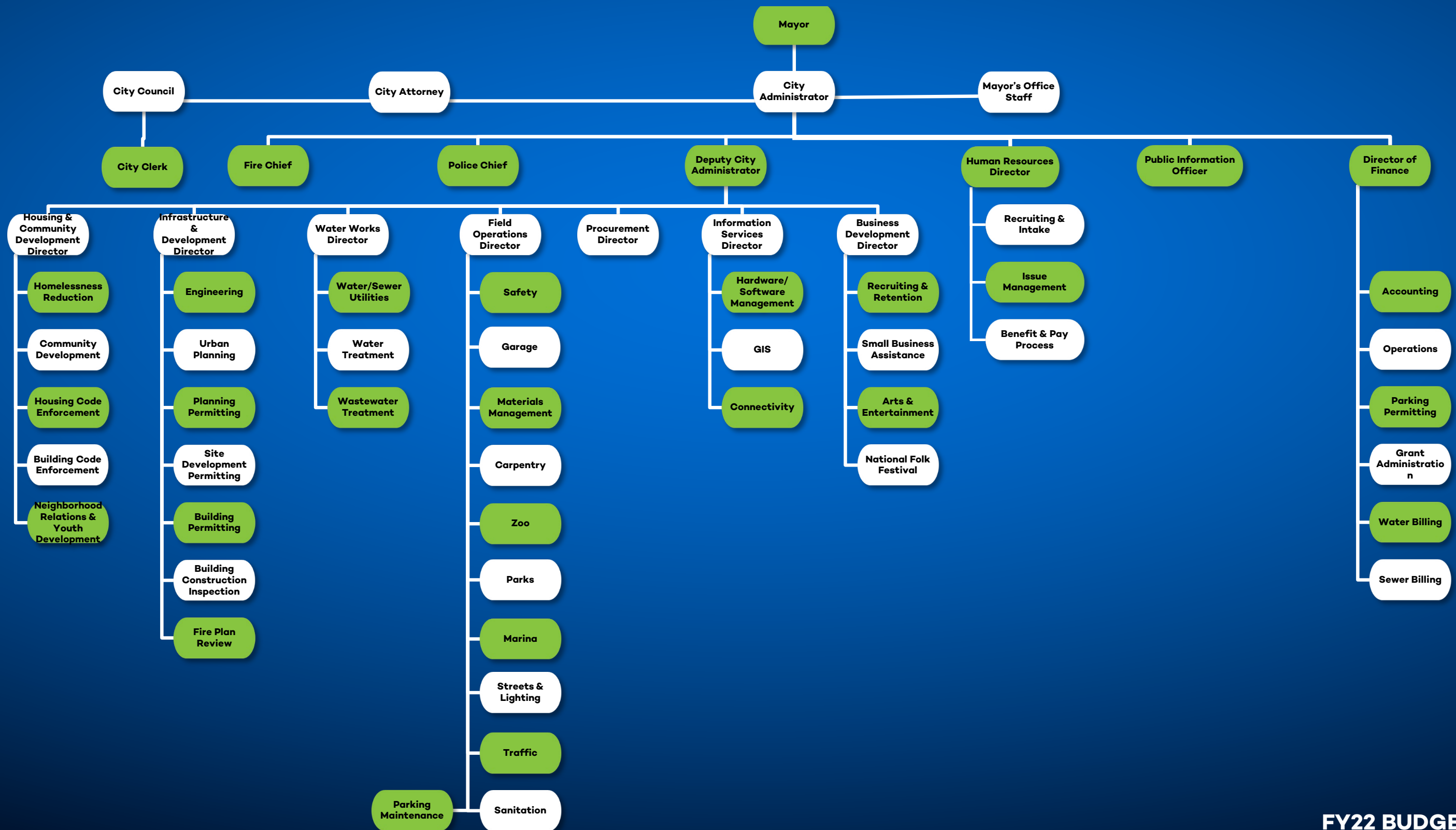
- **resultSBY Goals & Metrics Paper**
 - **Purpose:** Articulate goals, strategies, metrics and shared vision/values
- **Program & Project Plans**
 - **Purpose:** Articulate plans and resources for achieving identified goals
- **Mayor’s Team PUB Reports**
 - **Purpose:** Communicate monthly progress to Mayor for decisions, and public and Council for information
- **Quarterly Reports**
 - **Purpose:** Communicate to public and Council quarterly progress on Critical Metrics
- **State of the City Presentation**
 - **Purpose:** Communicate to public and Council annual achievements and progress on Critical Metrics

resultSBY

Goals & Metrics

- **Pillars**
 - **Purpose:** Categories most important for achieving our vision for Salisbury
- **Goals**
 - **Purpose:** Specific desired result toward Salisbury’s vision
- **Strategies**
 - **Purpose:** Techniques and unique methods we will use to achieve our goals
- **Metrics**
 - **Purpose:** Critical data that will be collected to determine success toward our goals
- **Projects & Programs**
 - **Purpose:** Tactics, capital projects and operations that will be utilized to execute our strategies

INTRODUCTORY SECTION City-Wide Organizational Chart



INTRODUCTORY SECTION

Authorized Position Summary

Department	Division	FY18	FY19	FY20	FY21	FY22
City Clerk		2	2	2	2	2
Mayor's Office		5	5	5	5	5
	Public Information Office	1	1	1	1	1
Human Resources		3	3	3	3	3
Business Development		2	2	2	2	2
Finance	Accounting	7	9	10	10	11
	Water Billing	2	2	2	2	2
	Sewer Billing	4	4	4	4	4
Procurement		4	4	4	4	4
Information Services	Information Technology	4	4	4	4	6
	GIS	2	2	2	2	2
Police	Sworn	102	102	103	103	103
	Non-Sworn	18	18	16	16	17
	Public Safety Communications	14	14	13	13	13
	Animal Control	2	2	2	2	2
Fire	Sworn	73	73	73	73	73
	Non-Sworn	4	3	3	3	3
	Volunteer	0	0	1	1	1
Housing & Community Development		13	13	13	13	13
Infrastructure & Development	Engineering	20	20	23	23	23
	Water Engineering	1	1	0	0	0
	Sewer Engineering	1	1	0	0	0
	Planning & Development	1	1	1	1	1
	Plan Review/Inspections	4	4	4	4	4

INTRODUCTORY SECTION

Authorized Position Summary

Department	Division	FY18	FY19	FY20	FY21	FY22
Field Operations	Field Ops Administration	6	6	6	6	6
	Streets	10	10	10	10	10
	Traffic	6	6	6	6	6
	Parking	4	4	4	4	4
	Street Cleaning	3	3	3	3	3
	Waste Collection/Disposal	10	11	10	10	10
	Recycling	2	2	2	2	2
	Fleet Management	6	6	6	6	6
	Zoo	14	14	14	15	15
	Carpenter	2	2	2	2	2
	Parks	7	8	8	8	8
Water Works	Water Administration	2	2	2	2	2
	Water Utilities	12	12	12	12	12
	Water Treatment	13	13	13	13	14
	Wastewater Treatment	31	31	31	31	31
	Sewer Utilities	11	12	12	12	12
	Pretreatment Monitoring	3	3	3	3	3
Totals		431	435	435	436	441

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
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	11100	11100		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	1	1	1	0	0
Administrative Assistant I/II/III	11600	11600	5	0	0	0	0	1	1
Total Business Development	11600	11600		1	2	2	2	2	2
Mayor's Office 12000	12000	12000							
City Administrator	12000	12000	18	1	1	1	1	1	1
Deputy City Administrator	12000	12000	17	0	2	2	1	1	1
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	1	1	1
Administrative Office Associate	12000	12000	4	1	1	1	0	0	0
Administrative Assistant I/II/III	12000	12000	5/6	0	0	0	1	1	1
Total Mayor's Office	12000	12000		5	6	6	6	6	6

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
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 Specialist	15000	15000	12	0	0	1	1	1	1
Payroll Accountant I/II	15000	15000	8/10	1	1	1	1	1	1
Grants Coordinator	15000	15000	7	0	0	1	1	1	1
Accounts Payable Clerk I/II/III	15000	15000	5/7/8	1	1	1	1	1	1
Revenue Supervisor	15000	15000	9	0	0	0	0	0	1
Tax Senior Revenue Specialist	15000	15000	8	1	1	1	1	1	1
Revenue Clerk I/II/III - Collections	15000	15000	4/5/6	1	1	1	1	1	1
Revenue Clerk I/II/III - Parking	15000	15000	4/5/6	1	1	1	1	1	1
Cashier I/II/III	15000	15000	3/4/5	0	0	0	1	1	1
Total Finance	15000	15000		7	7	9	10	10	11
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	0	0	0
Administrative Assistant I/II/III	16000	16000	5	0	0	0	1	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	1	1	1	1	1

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Department of Information Services 18000	18000	18000							
IS Assistant Director - IT	18000	18000	13	0	0	1	1	1	1
GIS Analyst	18000	18000	10	0	1	1	1	1	1
Network Admin	18000	18000	9	1	1	1	1	1	1
System Administrator	18000	18000	8	1	1	0	0	0	1
Computer Technician Public Safety	18000	18000	5	0	0	0	0	0	1
Computer Technician	18000	18000	5	1	1	1	1	1	1
Total Department of Information Services	18000	18000		4	6	6	6	6	8
Human Resources 18500	18500	18500							
Human Resources Director	18500	18500	14	1	1	1	1	1	1
Human Resource Associate	18500	18500	9	1	1	0	0	0	0
Human Resource Specialist	18500	18500	10	0	0	1	1	1	1
Administrative Office Associate	18500	18500	4	0	0	1	1	0	0
Administrative Assistant I/II/III	18500	18500	5	0	0	0	0	1	1
Office Associate II/III	18500	18500	2/3	1	1	0	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	1	1	1	1	1
Total Planning and Zoning	I & D	19000		0	1	1	1	1	1
Salisbury Police Department 21021	21021	21021							
Chief of Police	21021	21021	PS13	1	1	1	1	1	1

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Salisbury Police Department 21021	21021	21021							
Colonel	21021	21021	PS12	1	1	1	1	1	1
Major	21021	21021	PS11	1	1	1	1	1	0
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	8
Corporal/Senior Corporal	21021	21021	PS6/7	7	7	7	7	7	9
Police Office - Police Officer First Class*/Sr/Master	21021	21021	PS2-5	77	77	77	78	78	76
*7 Police Officers are frozen (not funded) for FY22									
Subtotal - Sworn Positions	21021	21021		102	102	102	103	103	103
Cadets	21021	21021	PS1	0	2	2	0	0	0
Logistics Manager	21021	21021	12	0	0	0	0	0	1
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	1	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 Supervisor	21021	21021	6	1	1	1	1	1	1
Chief Administrative Records Clerk	21021	21021	6	2	1	1	1	1	1
Victim Witness Coordinator	21021	21021	5	1	1	1	1	1	1
Evidence & Property Control Specialist	21021	21021	4	0	2	2	2	2	2
Property Custodian I	21021	21021	3	2	0	0	0	0	0
Records Management Technician	21021	21021	3	2	3	3	3	3	3

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Salisbury Police Department 21021	21021	21021							
Groundskeeper Custodian	21021	21021	3	0	2	2	2	2	2
Custodian	21021	21021	1	2	0	0	0	0	0
Subtotal - Civilian Positions	21021	21021		17	18	18	16	16	17
Total Police	21021	21021		119	120	120	119	119	120
Police Communications 21025	21025	21025							
Police Communications Director	21025	21025	15	0	0	1	0	0	0
Police Communication Supervisor I	21025	21025	10	4	4	1	0	0	0
Police Communications Officer I / II / III	21025	21025	5/7/9	10	10	12	13	13	13
Total Police Communications	21025	21025		14	14	14	13	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	2	2	2	2	2	2
Assistant Fire Chief	24035	24035	PS7	4	5	5	5	5	5
Captain	24035	24035	PS6	3	6	6	7	7	7
Lieutenant	24035	24035	PS5	6	5	5	4	4	4
Sergeant EMT/PM	24035	24035	PS4/4P	26	26	26	8	8	8
Probationary/FF-PM/Driver-PM	24035	24035	PS1P-3P	26	28	28	22	22	22
Probationary/FF-EMT/Driver-EMT	24035	24035	PS1-3	0	0	0	24	24	24
Emergency Vehicle Technician III (EVT)	24035	24035	11	0	1	0	0	0	0

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Salisbury Fire Department 24035	24035	24035							
Fire Inspector I	24035	24035	7	0	1	1	1	1	1
Office Manager I/II/III	24035	24035	6	1	1	1	1	1	1
Office Associate III	24035	24035	3	1	1	1	1	0	0
Administrative Assistant I/II/III	24035	24035	5	0	0	0	0	1	1
Total 24035 Salisbury Fire Department	24035	24035		70	77	76	76	76	76
Salisbury Fire Volunteer 24040	24040	24040							
Volunteer Recruitment Coordinator	24040	24040	9	0	0	0	1	1	1
Total 24040 Salisbury Fire Volunteer	24040	24040		0	0	0	1	1	1
Building, Permitting and Inspections 25100									
BPI Manager	I & D	25100	14	1	1	1	1	1	1
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	0	1	1	1	1	0
Office Manager	I & D	25100	6	0	0	0	0	0	1
Total 25100 Building, Permitting and Inspection	I & D	25100		6	4	4	4	4	4
Housing and Community Development 25200	25200	25200							
HCDD Director	25200	25200	14	1	1	1	1	1	1
Assistant Director Comm Dev	25200	25200	12	1	1	0	0	0	0
Code Compliance Manager	25200	25200	10	0	0	0	1	1	1
Senior Code Enforcement Officer	25200	25200	9	1	1	1	0	0	0

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Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Housing and Community Development 25200	25200	25200							
Housing and Homelessness Manager	25200	25200	9	1	1	1	1	1	1
Code Compliance Officer	25200	25200	7	4	6	5	5	5	5
Office Manager I/II/III	25200	25200	6	1	1	1	1	1	1
Administrative Support Specialist	25200	25200	6	1	1	0	0	0	0
Administrative Records Clerk	25200	25200	5	1	1	1	1	0	0
Administrative Assistant I/II/III	25200	25200	5	0	0	0	0	1	1
Nuisance Officer Grant Funded	25200	25200	2	1	0	0	0	0	0
Neighborhood Relations Manager	25200	25200	9	0	0	1	1	1	1
Code Compliance Specialist - Clean/Lien	25200	25200	7	0	0	1	1	1	1
Community Program Coordinator	25200	25200	6	0	0	0	0	0	1
Youth Development Specialist	25200	25200	5	0	0	1	1	1	0
Total Housing and Community Development	25200	25200		12	13	13	13	13	13
Field Operations Transportation 22000									
Deputy Director Operations	FO	22000	13	0	0	0	1	1	1
Transportation Superintendent	FO	22000	12	1	1	1	0	0	0
Traffic Systems Manager	FO	22000	10	0	1	1	1	1	1
Traffic Manager	FO	22000	10	1	0	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	1	2	2	2	2	2
Total Transportation	FO	22000		5	6	6	6	6	6

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Field Operations Administration 30000									
Director of Field Operations	FO	30000	16	1	1	1	1	1	1
Director Public Works	FO	30000	17	1	0	0	0	0	0
Deputy Director Services	FO	30000	13	1	0	0	1	1	1
Safety Manager	FO	30000	11	0	1	1	1	1	0
Risk Manager	FO	30000	11	0	0	0	0	0	1
Operations and Maintenance Superintendent	FO	30000	10	1	1	1	0	0	0
Resource Manager	FO	30000	8	1	0	0	0	0	0
Asset Management and Facilities Specialist	FO	30000	7	0	0	0	0	0	1
Materials Manager	FO	30000	3	1	0	0	1	1	0
Office Manager I/II/III	FO	30000	6	0	1	1	1	1	1
Logistics Coordinator	FO	30000	5	0	0	0	0	0	1
Administrative Assistant I/II/III	FO	30000	5	2	0	0	1	1	0
Administrative Office Associate	FO	30000	5	1	1	1	0	0	0
Supply/Records Clerk	FO	30000	2	1	1	1	0	0	0
Total Field Operations Administration	FO	30000		10	6	6	6	6	6
Infrastructure and Development 31000									
Director of Infrastructure & Development	I & D	31000	16	0	1	1	1	1	1
Deputy Director Engineering	I & D	31000	15	1	0	0	0	0	0
Supervisor Civil Engineer	I & D	31000	13	1	1	1	1	1	1
Construction Manager	I & D	31000	11	1	0	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	3	3	4	4	4
Associate Planner II/III	I & D	31000	10	1	2	2	2	2	2

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Infrastructure and Development 31000									
Transportation Project Specialist	I & D	31000	10	0	0	1	1	1	1
Construction Inspector Supervisor	I & D	31000	9	1	1	1	1	0	0
Sustainability Specialist	I & D	31000	8	0	0	0	0	0	1
Construction Inspector	I & D	31000	8	2	2	2	3	4	4
Associate Planner I	I & D	31000	8	2	2	1	1	1	2
Drafting Supervisor	I & D	31000	8	1	1	1	1	1	1
CAD Drafter	I & D	31000	6	2	2	2	2	2	2
Planning Technician	I & D	31000	5	1	1	1	1	1	0
Administrative Assistant I/II/III	I & D	31000	5	0	1	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	1	1	0
Total Infrastructure and Development	I & D	31000		18	20	20	23	23	23
Streets 31150	FO	31150							
Street Supervisor	FO	31150	8	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	7	1	1	1	1	1	1
Asst Sanitation Supervisor	FO	32061	5	1	0	0	0	0	0

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Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Collection/Disposal 32061	FO	32061							
Motor Equipment Operator I / II/ III	FO	32061	3/4/5	7	8	8	8	8	8
Americorp Volunteer	FO	32061		0	0	1	0	0	0
Total Collection/Disposal	FO	32061		10	10	11	10	10	10
Recycling 32062	FO	32062							
Recycling Supervisor	FO	32062	6	1	0	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	2	2	2	2	2
Fleet Maintenance 34064	FO	34064							
Vehicle Maintenance Supervisor	FO	34064	8	1	1	1	1	1	1
Automotive Mechanic II / III	FO	34064	4/5	4	4	4	4	4	4
Administrative Office Associate II/III	FO	34064	3/4	1	1	1	1	0	0
Administrative Assistant I/II/III	FO	34064	5	0	0	0	0	1	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	0
Special Projects Supervisor	FO	35000	7	0	0	0	0	0	1
Painter	FO	35000	2	1	1	1	1	0	0
Carpenter I	FO	35000	4	0	0	0	0	1	1
Total Carpenter Shop	FO	35000		2	2	2	2	2	2

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
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	1	1
Marketing/Development	FO	40000	10	1	1	1	1	1	1
Education Curator	FO	40000	9	1	1	1	1	1	1
Animal Health Coordinator	FO	40000	8	1	1	1	1	0	0
Veterinary Technician/Keeper	FO	40000	8	0	0	0	0	1	1
Collections Operations Supervisor	FO	40000	10	0	0	0	0	1	1
Lead Zoo Keeper	FO	40000	8	0	1	1	1	0	0
Collection Registrar	FO	40000	8	1	1	1	1	1	1
Chief Accounts Clerk	FO	40000	6	1	1	1	1	0	0
Administrative Assistant I/II/III	FO	40000	5	0	0	0	0	1	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	5	5	5	5	5
Groundskeeper	FO	40000	3	1	1	1	1	1	1
Total Salisbury Zoo	FO	40000		14	14	14	14	15	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	4/5/6	1	1	1	1	1	1
Parks Maintenance Worker I/II/III	FO	45000	4	3	4	5	5	5	5
Total Parks	FO	45000		6	7	8	8	8	8

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Parking Authority 31154									
Parking Supervisor I/II	PK/FO	31154	7/9	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	3/4	1	1	1	1	1	1
Parking Enforcement Officer	PK/FO	31154	4	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	3	3	3	3	3	3
Total Street Sweeping	FO	60820		3	3	3	3	3	3
Water Engineering 81080									
Project Engineer	I & D	81080	11/12	1	1	1	0	0	0
GIS Technician	I & D	81080	8	1	0	0	0	0	0
Total Water Engineering	I & D	81080		2	1	1	0	0	0
Water Fund Billing 81570	WW	81570							
Utility Billing Supervisor	WW	81570	8	1	1	1	1	1	1
Cashier I/II/III	WW	81570	3/4/5	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

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Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Water Plant 82075	WW	82075							
Water Plant Maint Operator I/II	WW	82075	8/9	1	1	1	1	1	2
Water Treatment Plant Operator I/II/III/IV	WW	82075	6/7/8/9	7	8	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 Office Associate	WW	82075	4	1	1	1	1	0	0
Administrative Assistant I/II/III	WW	82075	5	0	0	0	0	1	1
Total Water Plant	WW	82075		12	13	13	13	13	14
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	0	0	0	0
Administrative Assistant I/II/III	FO	82076	5	1	1	1	1	1	1
Utility Technician I / II / III	FO	82076	5/6/7	4	4	5	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
Water Administration 83000									
Director Water Works	WW	83000	16	1	1	1	1	1	1
Water Works Program Specialist	WW	83000	8	1	1	1	1	1	1
Total Water Administration	WW	83000		2	2	2	2	2	2

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Sewer Engineering 84080									
Construction Inspector	I & D	84080	8	1	1	1	0	0	0
Total Sewer Engineering	I & D	84080		1	1	1	0	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	1	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		4	4	4	4	4	4
Wastewater Treatment 86083	WW	86083							
Superintendent WWTP	WW	86083	13	1	1	1	1	1	1
Asst WWTP Superintendent	WW	86083	11	1	1	0	0	0	0
WWTP Chief Operator	WW	86083	10	1	1	1	1	1	1
Laboratory Supervisor	WW	86083	9	0	0	1	1	1	1
Maintenance Cheif	WW	86083	10	1	1	1	1	1	1
Biosolids Manager	WW	86083	9	1	1	1	1	1	1
WWTP Shift Supervisor	WW	86083	9	3	3	0	0	0	0
Materials Supervisor	WW	86083	8	0	1	1	1	1	1
Chemist	WW	86083	8	1	1	0	0	0	0
Electrician Supervisor	WW	86083	9	1	1	1	1	1	1
Biosolids Operator I/II/III	WW	86083	6/7/8	0	0	1	3	3	3
CMMS Tech	WW	86083	6	0	1	1	1	1	1
Instrumentation Tech	WW	86083	6	0	1	1	1	1	0

INTRODUCTORY SECTION

Authorized Position Detail

Position Title	Division	Org	FY22 Grade	FY17	FY18	FY19	FY20	FY21	FY22
Wastewater Treatment 86083	WW	86083							
WWTP Operator I / II / III / IV	WW	86083	6/7/8/9	8	8	11	9	9	9
Plant Mechanic I/II	WW	86083	6/7	5	5	5	5	5	6
Administrative Assistant I/II/III	WW	86083	5	1	1	1	1	1	1
Lab Technician I/II/III	WW	86083	6/7/8	2	2	2	2	2	2
Assistant Plant Mechanic	WW	86083	5	1	1	1	1	1	1
Groundskeeper	WW	86083	3	1	1	1	1	1	1
Total Wastewater Treatment	WW	86083		28	31	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	2	2	2	2
Utility Tech I / II / III	FO	86085	5/6/7	6	7	7	7	7	7
Utility Tech II Assistant Locator	FO	86085	5	1	0	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	12	12	12	12
Pretreatment Monitoring 86086	WW	86086							
Pretreatment Coordinator	WW	86086	9	1	1	1	1	1	1
Pretreatment Technician I/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				416	431	435	435	436	441

INTRODUCTORY SECTION

Budget Policies and Procedures

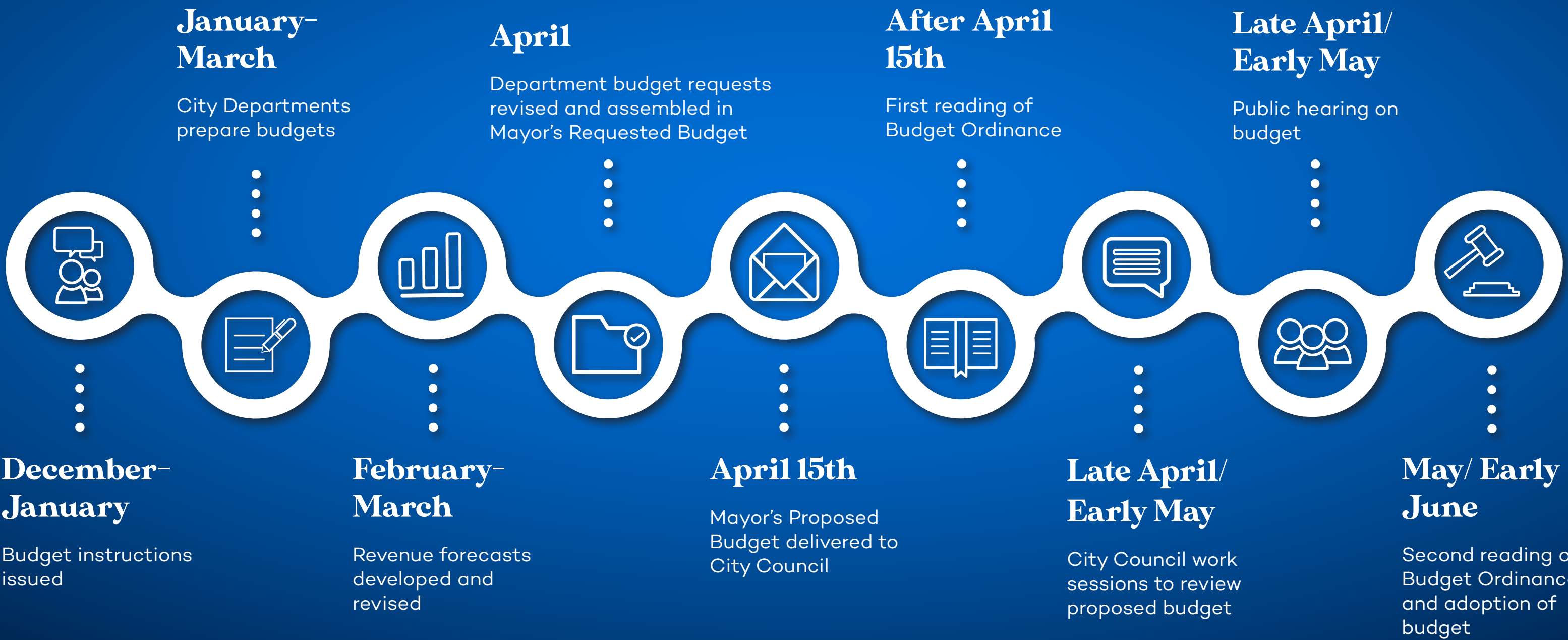
Budget Preparation

The City of Salisbury operates under a fiscal year that begins on July 1st and ends June 30th. The major steps in the process are outlined below:

- Departments submit their requested operating budgets in January for the fiscal year commencing the following July.
- The Capital Improvement Plan is finalized by the Mayor in January.
- All budget requests are compiled by the Finance Department and presented to the Mayor for review. The basis for budgeting is consistent with the basis of financial reporting as described in these policies.
- On or before April 15, the Mayor formally presents the balanced budget and budget message to the City Council at a public meeting. The budget is “balanced” when operating revenues are equal to operating expenses.
- Taxpayer comments are requested.
- A series of Budget Work sessions and public meetings are held before making any final changes to the Mayor Proposed budget.
- The annual budget is formally adopted by City Council before July 1st.



INTRODUCTORY SECTION Budget Calendar



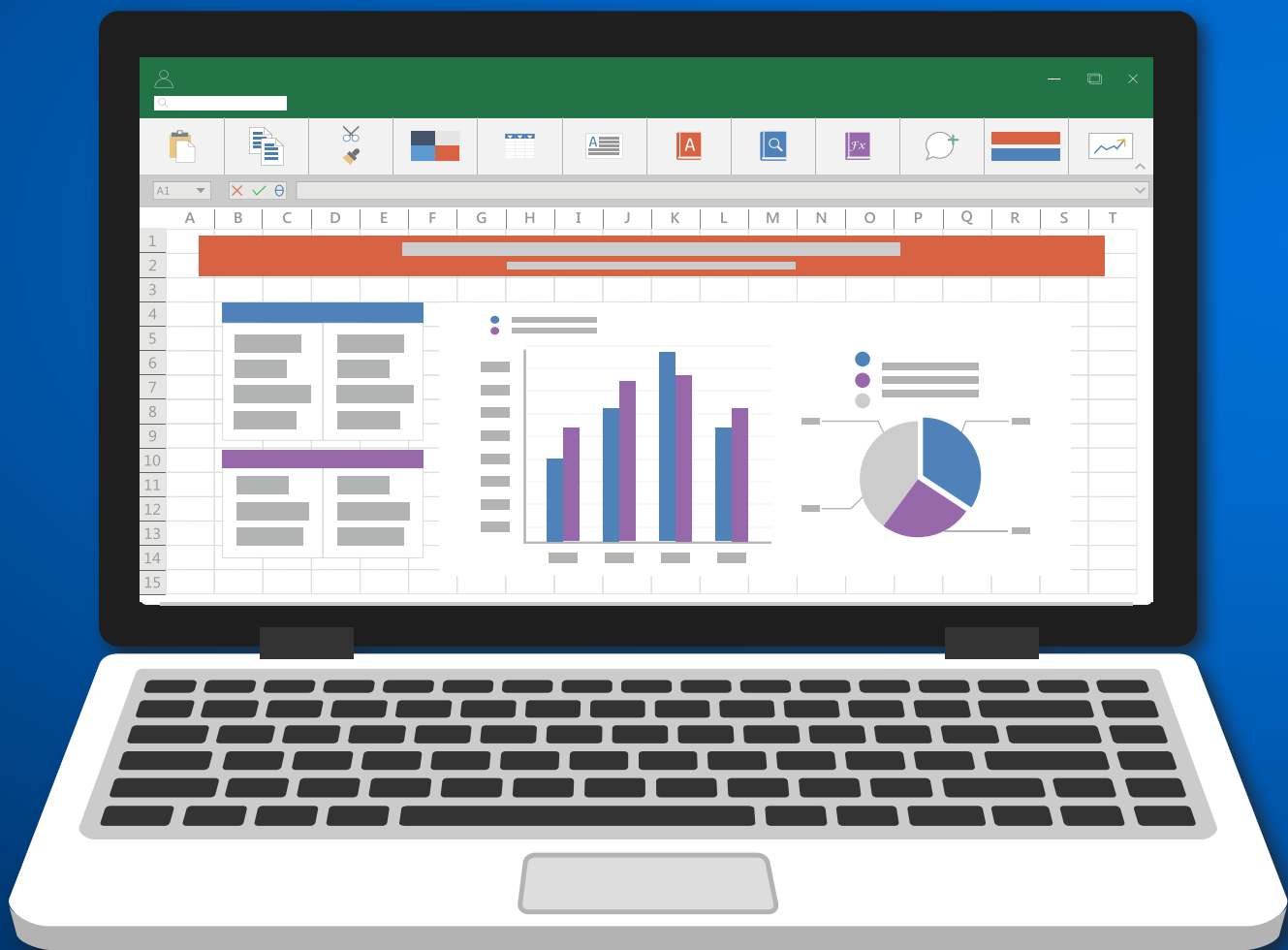
INTRODUCTORY SECTION

Budget Policies and Procedures

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.



INTRODUCTORY SECTION Budget Policies and Procedures

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.

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.

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.

INTRODUCTORY SECTION

Budget Policies and Procedures

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.

INTRODUCTORY SECTION Budget Policies and 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.

INTRODUCTORY SECTION

Budget Policies and Procedures

Accounting Basis

The governmental funds are accounted for on the modified accrual basis of accounting. Under this basis, revenues are recognized when they are susceptible to accrual, when they become measurable and available. Likewise, expenditures are recorded as the liabilities are incurred, if measurable. However, principal and interest on general long-term debt are recorded as fund liabilities when due. Revenues susceptible to accrual are property taxes, licenses, interest revenues and charges for service. Fines are not susceptible to accrual generally since they are not measurable until received in cash.

The City considers property taxes as available in the period for which they were levied if they are collected within 60 days after year-end. The accrual basis of accounting is utilized by proprietary fund types, pension trust funds and non-expendable trust funds. Under this method, revenues are recorded when earned and expenses are recorded at the time the liabilities are incurred. Estimated uncollectible accounts receivable are reserved at year-end.

Budgetary Basis

All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP); except that depreciation is not considered. The General, Special Revenue, and Capital Project funds are developed on a modified accrual basis. Enterprise fund budgets are developed on the accrual basis. All annual appropriations lapse at the fiscal year end.

The basis for budgeting is consistent with the basis for accounting with the difference being encumbrances. Encumbrances represent commitments related to unperformed contracts for goods or services.

Encumbrance accounting, under which purchase orders, contracts and other commitments for expenditures of resources are recorded to reserve that portion of the applicable appropriation, is utilized in governmental funds. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures because the commitments will be carried forward to subsequent years' budget appropriations.

INTRODUCTORY SECTION **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.

INTRODUCTORY SECTION **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.

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.

INTRODUCTORY SECTION **Financial Policies**



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. 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.

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.

INTRODUCTORY SECTION

Financial Policies

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.

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.

INTRODUCTORY SECTION 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.

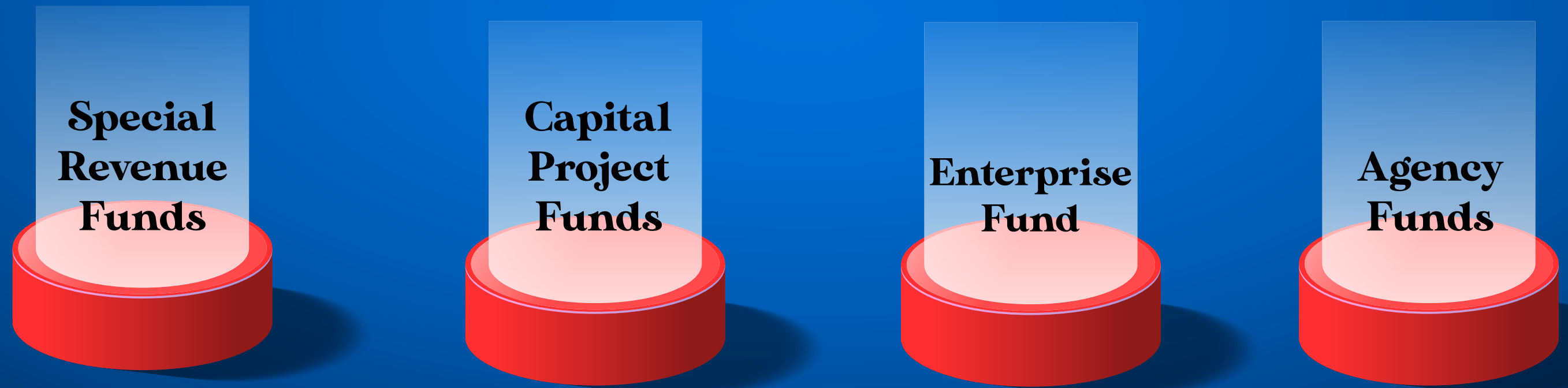
INTRODUCTORY SECTION Debt Policies

Additional Policy Information Cont'd:

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.

INTRODUCTORY SECTION 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.



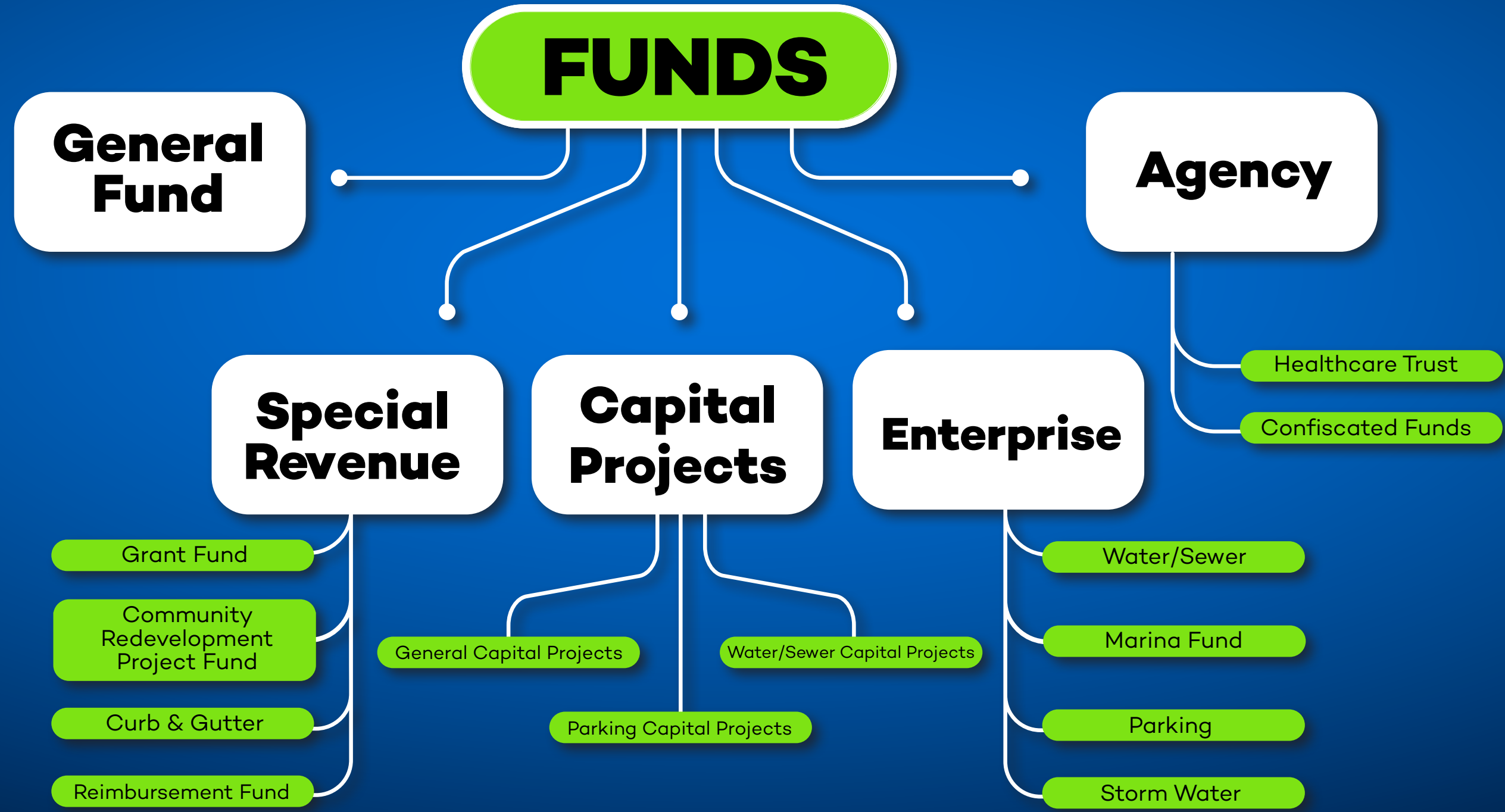
Used to account for revenues derived from specific taxes, grants, or other restricted revenue sources. The use & limitation of special revenue funds are specified by City ordinance or federal or state statutes.

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

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

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

INTRODUCTORY SECTION Fund Chart



INTRODUCTORY SECTION

Summary of Departments by Function

Council & Clerk	11000	Council	The City Council is the legislative government authority of the City.
	11000	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.

INTRODUCTORY SECTION

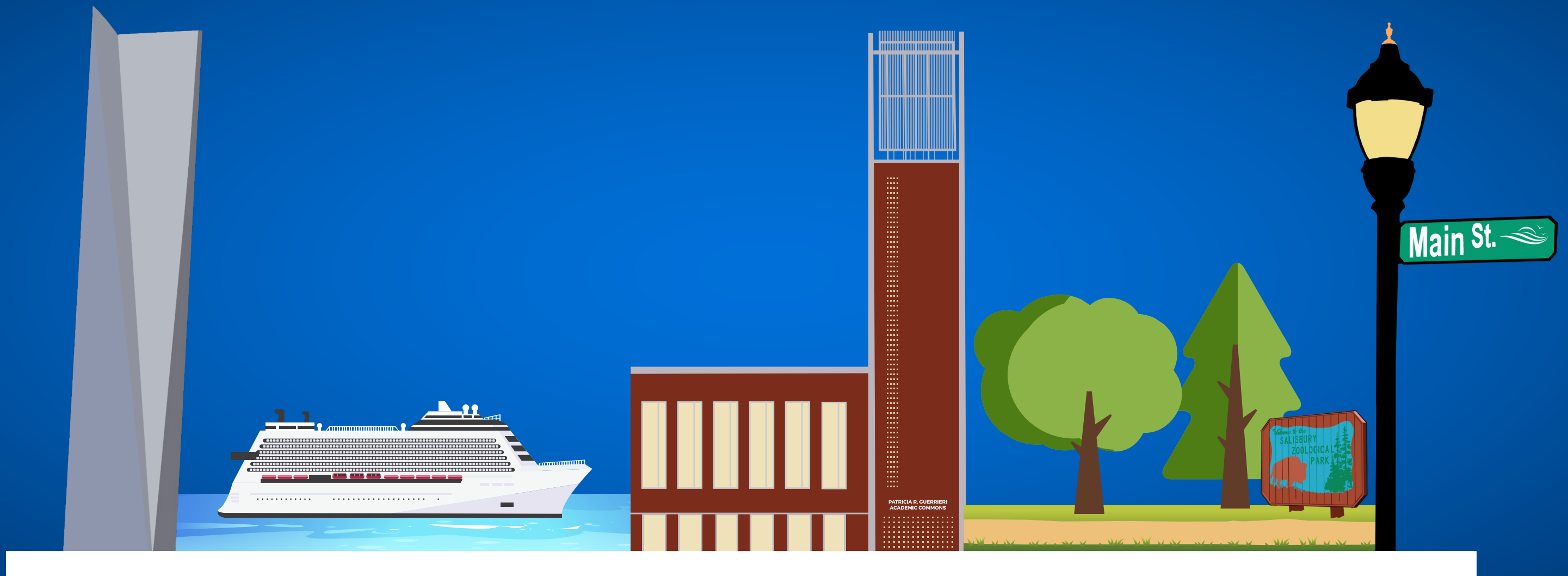
Summary of Departments by Function

Police	21021	Police Services	Strives to provide the highest quality of Police services while maintaining and improving the quality of life for citizens, businesses, and the motoring public.
	21025	Police Communications	Deliver dispatching and communications as required to deliver police services.
	21029	Animal Control	Responsible for enforcement of animal regulations.
Fire	24035	Firefighting	Serve the citizens of Salisbury by providing fast, efficient safety and rescue resources during emergencies.
	24040	Volunteer Firefighting	Assist the Fire Department on a volunteer basis, supplying manpower during emergencies.
Misc.	70101	Debt Service	
	90500	Other	
Other Financing Uses	91001	Operating Transfers	
Storm Water	60820	Street Sweeping	Sweep 25% of City lane miles each week.
	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.

INTRODUCTORY SECTION

Summary of Departments by Function

Infrastructure and 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 and Culture	40000	Zoo	
	45000	Parks	Maintenance of City parks and playgrounds.
Water Works	82075	Water Treatment	Part of water plant, ensures Salisbury continues to have MD's best tasting drinking water.
	82076	Water Branch	Street-level maintenance of water delivery systems.
	83000	Water Administration	Oversees all water and water removal departments.
	86083	Waste Water Treatment Plant	Purifies the City's wastewater and returns it to the Wicomico River.



2.0 REVENUES

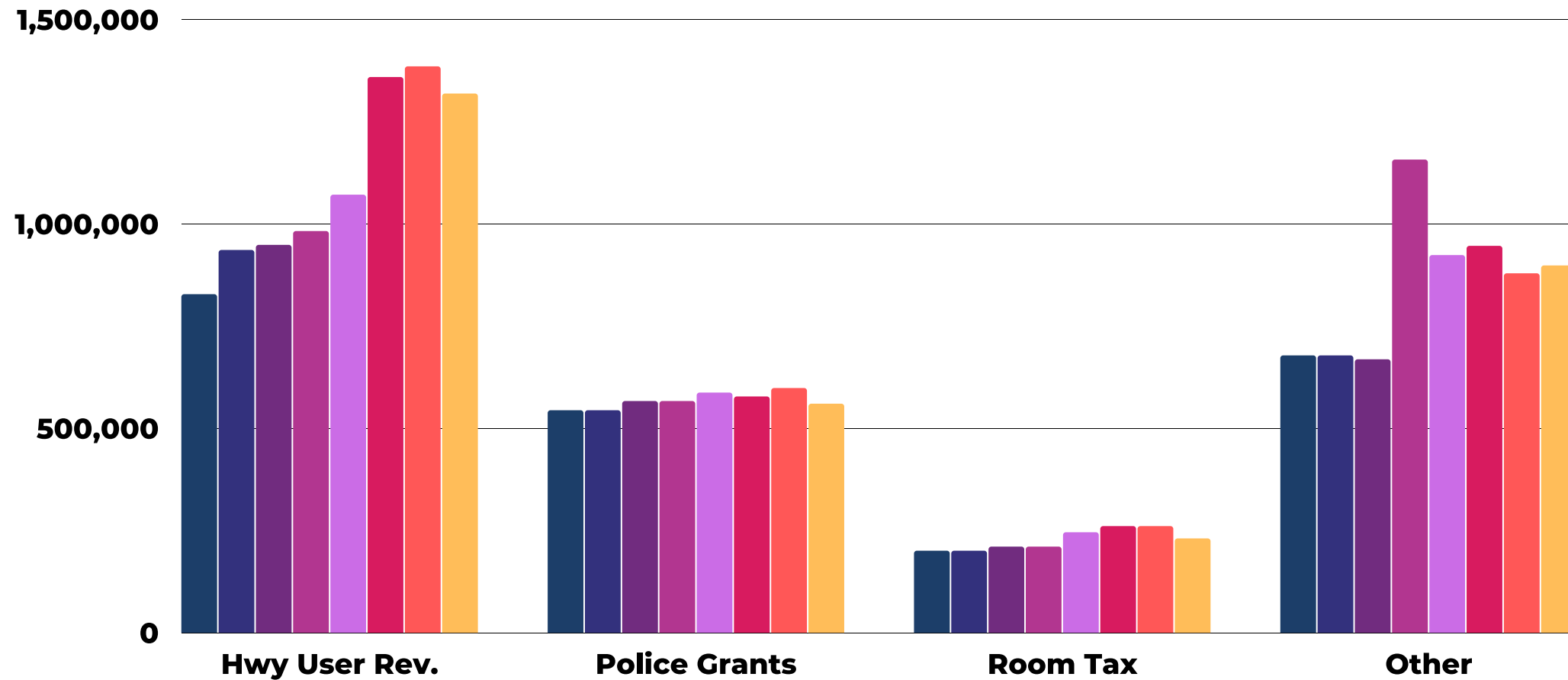
REVENUES

General Fund Revenues: Taxes

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	0.943	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	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	2,009,236,346	3,247,210	300,143,030	2,312,626,586	2.40 PP 3.51 RR	0.9832	26,436,227
2021 (EST)	2,006,602,922	3,250,000	243,034,188	2,252,887,110	2.40 PP 3.51 RR	0.9832	26,612,423
2022 (EST)	2,129,946,313	2,541,667	245,324,074	2,377,812,054	2.40 PP 3.51 RR	0.9832	27,737,423

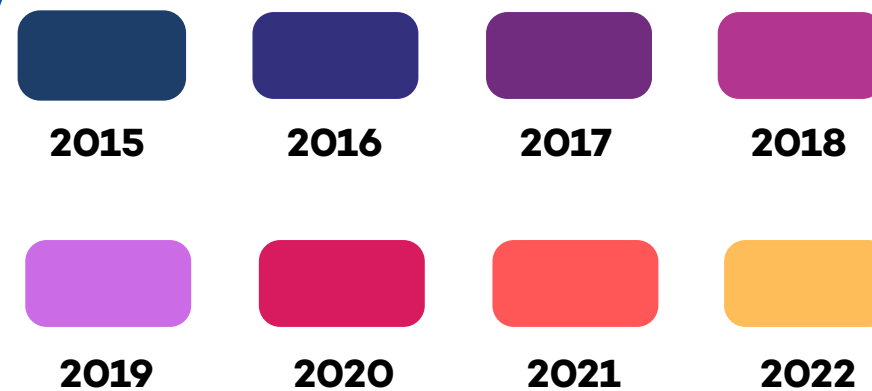
REVENUES

General Fund Revenues: Intergovernmental



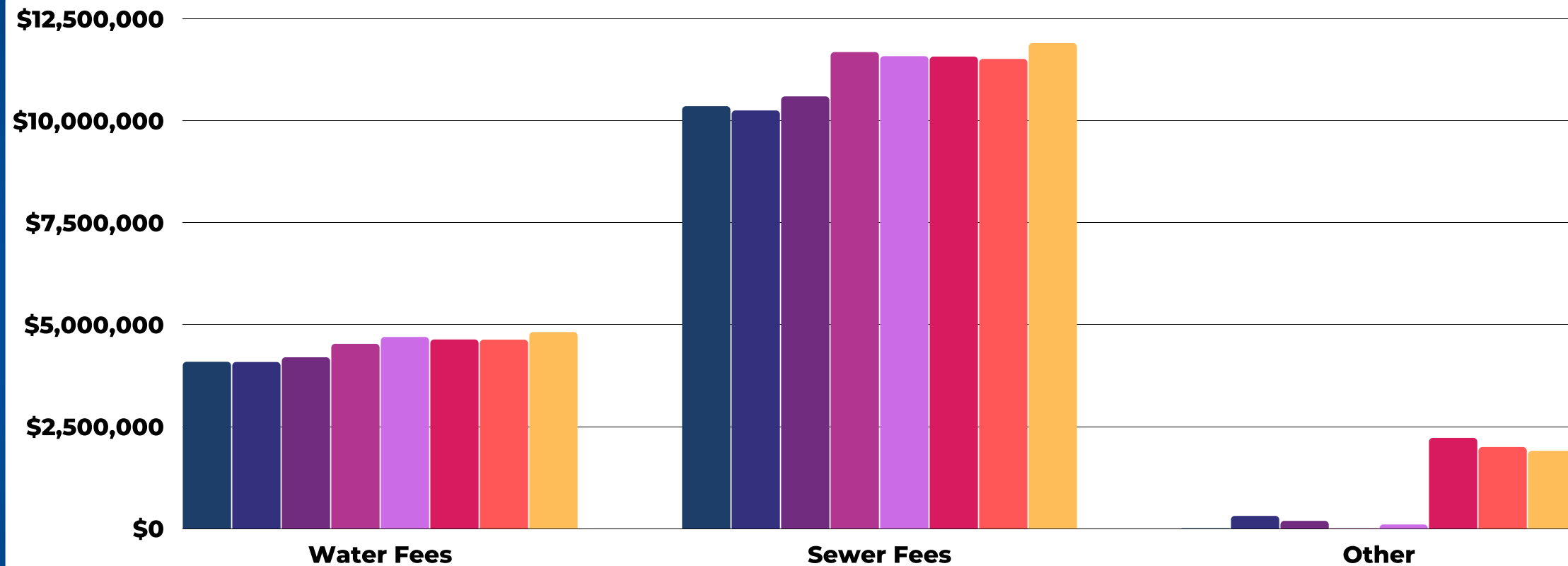
Intergovernmental Revenue is derived from various funding agreements and grants from other governmental agencies. Grants vary from year to year based on their availability. State Highway User Revenue had increased each year since 2015 until FY22, in which there will be a slight decrease.

Fiscal Year	State Highway User Revenue	Police Grants	Room Tax	Other	Total
2015	827,495	543,397	200,00	677,802	2,248,694
2016	935,561	543,397	200,00	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
2022	1,317,857	559,405	230,000	897,626	3,004,888

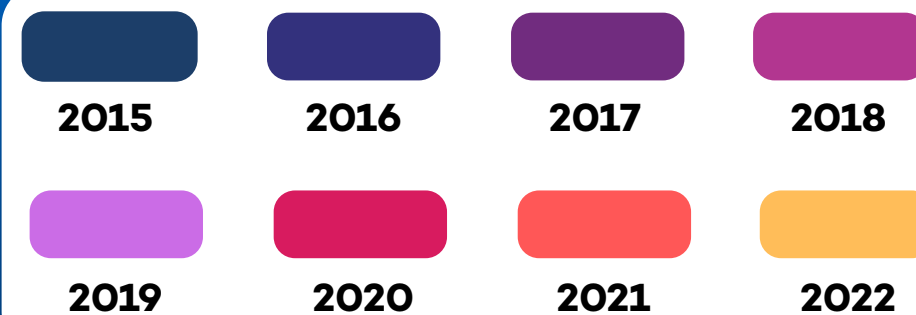


REVENUES

General Fund Revenues: Water and Sewer Fund



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
2022	4,811,450	11,894,400	1,900,369	18,606,219



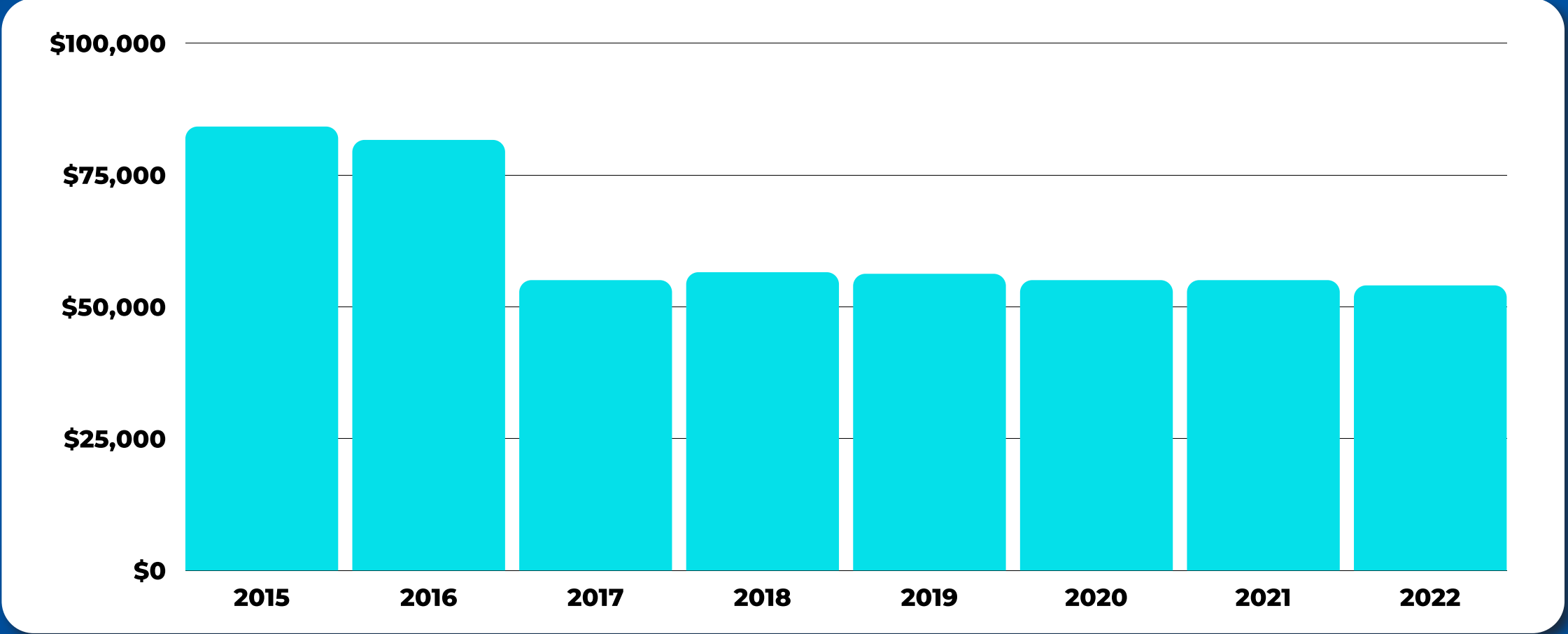
The Water & Sewer Fund's revenue consist of fees which include usage, water and sewer connections, special meter readings, and other miscellaneous charges, Rates are set annually by the Mayor and City Council to maintain all water and sewer servcies to customers. Customers are billed on a quarterly basis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

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

The FY22 Proposed Budget include a 6% Water Sewer rate increase.

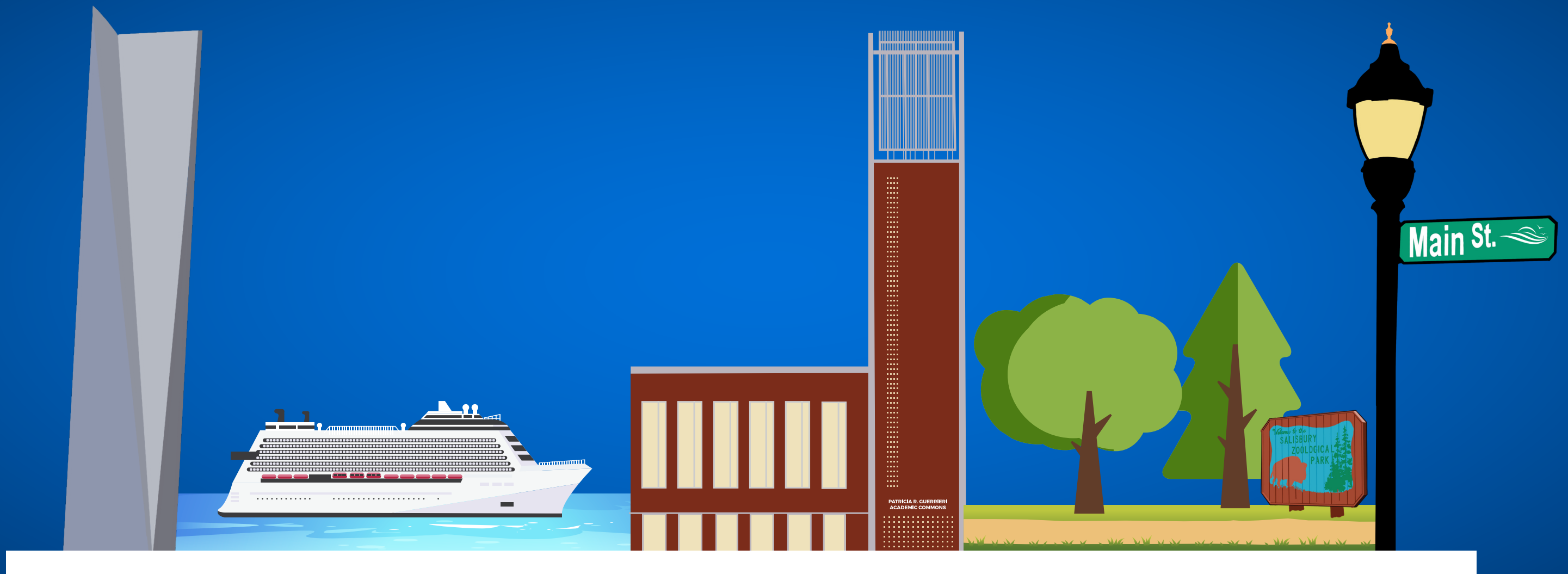
REVENUES

Marina Fund Revenues: Charges for Service



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
2022	54,000



3.0 CAPITAL PROJECTS

CAPITAL PROJECTS

General Capital Projects

		Schedule B: General Capital Projects								General Fund - Capital Outlay			
		Funding Source								Account		Funding Source	
Dept	Project Description	CIP Amount	Adj	Approved Amount	PayGO Gen Fund	PayGO Storm Water	Grants	Reallocation	FY 22 Bond	Org	Acct	General Revenues	Lease Proceeds
GOB	GOB Air Handler Replacement	178,750		178,750					178,750				
GOB	GOB Security Enhancements		10,000	10,000	10,000								
Police	Patrol Vehicles	368,000	(138,000)	230,000						21021	577025		230,000
Police	CID Vehicles	48,000	(24,000)	24,000	-					21021	577025		24,000
Fire	Radio Paging System Replacement	100,000	(100,000)	-									
Flre	Fire Station - North Side	395,000	(395,000)	-									
Fire	Apparatus Replacement - Aerial Ladder	1,400,000	-	1,400,000					1,400,000	24035	577025		
IT	High Availability Virtual Environment	57,900	-	57,900						18000	577030	57,900	
HCDD	EnerGov Software & Implementation	60,000	(60,000)	-						25200	577036		
HCDD	Housing First Vehicle Replacement	25,000		25,000						25200	577025	25,000	
Field Op	Pathway Paving - Zoo	20,000	(20,000)	-	-								
Field Op	Exterior: Siding Repair and Painting Phase I	50,000		50,000	50,000								
Field Op	City Park Bandstand Bathrooms	55,000	(55,000)	-									
Field Op	Dump Truck	170,000	(170,000)	-						31150	577025		-
Field Op	Multipurpose Mower w/attachments	63,000	-	63,000						45000	577030	63,000	-
Field Op	Front End Loader	185,000	(185,000)	-						31150	577030		-
Field Op	Rear Load Trash Truck	227,000	(227,000)	-						32061	577025		-
Field Op	Automated Side Load Trash Truck	280,000		280,000						32061	577025		280,000
Field Op	Special Events Pavilions	100,000	20,000	120,000			120,000						
Field Op	Field Operations Facility Plan - Phase 3 Garage	2,520,000	(630,000)	1,890,000					1,890,000				
I & D	Street Reconstuction (Milling and Paving)	625,000	(125,000)	500,000						31000	534318	500,000	
I & D	Surface Maintenance (Crack Sealing, Microsurfacing)	250,000	(125,000)	125,000						31000	534318	125,000	
I & D	Concrete Program (Curb, Gutter and Sidewalk)	50,000	(25,000)	25,000						31000	534307	25,000	
I & D	Street Light Additions and Replacement	50,000	(25,000)	25,000	25,000								
I & D	Tennis Complex on Beaverdam Drive	50,000	(50,000)	-	-								
I & D	Bridge Maintenance - South Division Street Bridge	100,000		100,000	100,000								
I & D	Vision Zero- Crosswalk Program	12,500		12,500	12,500								
I & D	Vision Zero- Pedestrian Signal Program	25,000		25,000	25,000								
I & D	Skatepark Phase 2b	134,000		134,000			134,000						

CAPITAL PROJECTS

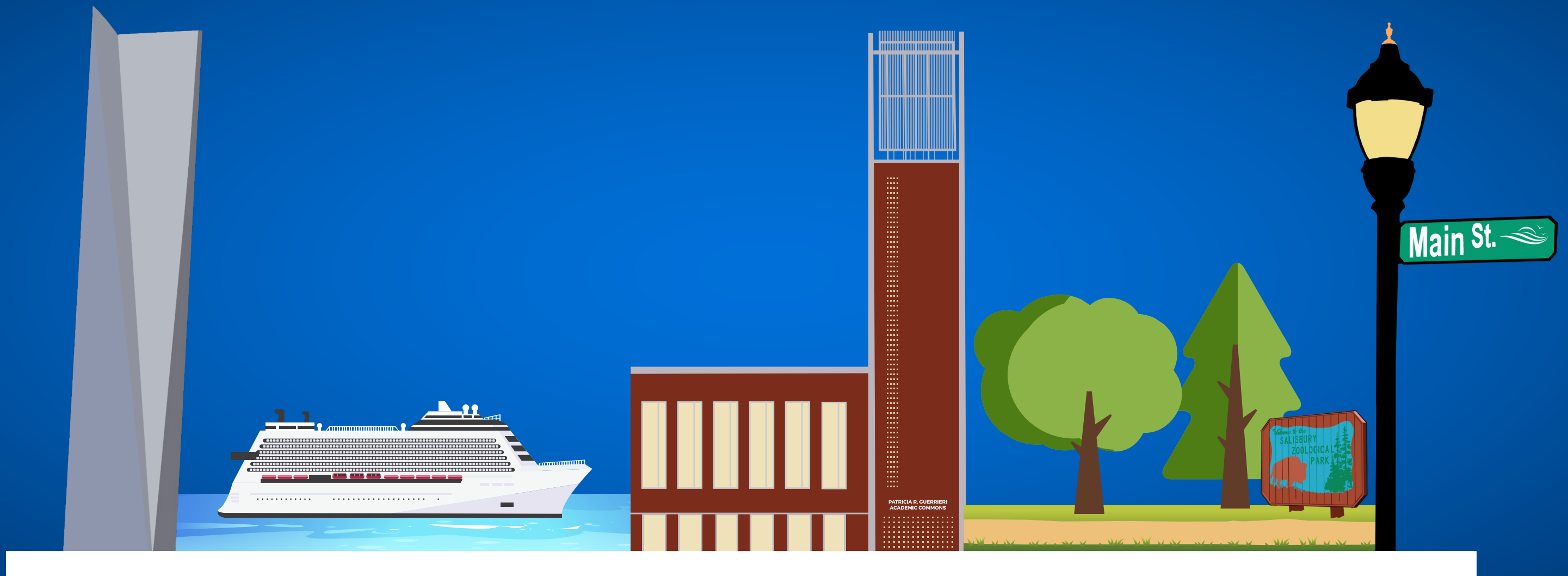
General Capital Projects

		Schedule B: General Capital Projects								General Fund - Capital Outlay			
		Funding Source								Account		Funding Source	
Dept	Project Description	CIP Amount	Adj	Approved Amount	PayGO Gen Fund	PayGO Storm Water	Grants	Reallocation	FY 22 Bond	Org	Acct	General Revenues	Lease Proceeds
I & D	Street Reconstuction (Milling and Paving)	45,000		45,000			45,000						
I & D	City Parks Masterplan	75,000	(75,000)	-			-						
I & D	City Park Master Plan Improvements	400,000		400,000				400,000					
I & D	Bicycle Master Plan Improvements	475,000		475,000				475,000					
I & D	Urban Greenway Improvements	450,000		450,000				450,000					
I & D	Rail Trail Master Plan Implementation	400,000	(100,000)	300,000				300,000					
I & D	Downtown Street Scaping	570,000	30,000	600,000				218,674	381,326				
I & D	Market Street Shoreline Improvements	330,000		330,000					330,000				
I & D	MainStreet Master Plan		(1,843,674)	(1,843,674)				1,843,674					
I & D	Eastern Shore Drive Promenade	375,000	(375,000)	-									
I & D	Vision Zero - ADA Upgrades	125,000	(75,000)	50,000	50,000								
I & D	Vision Zero- Speed Awareness and Safety Program	12,500		12,500	12,500								
I & D	Vision Zero- Slow Zone Program	12,500		12,500	12,500								
I & D-SW	Johnson Pond Dam Improvements	90,000		90,000		90,000							
I & D-SW	Impervious Surface Reduction	100,000		100,000		100,000							
I & D-SW	Stream Restoration along Beaverdam Creek	100,000		100,000		100,000							
I & D-SW	Northwood and Brewington Branch Culvert	600,000		600,000		150,000		160,000	290,000				
I & D	E MainStreet Drain at BU		(160,000)	(160,000)				(160,000)					
I & D-SW	Skid Steer Loader	125,000	(125,000)	-									-
	North Prong Strategic Acquisition		-	-									
Total General Fund & Capital Projects		11,884,150	(5,047,674)	6,836,476	297,500	440,000	299,000	-	4,470,076			795,900	534,000

CAPITAL PROJECTS

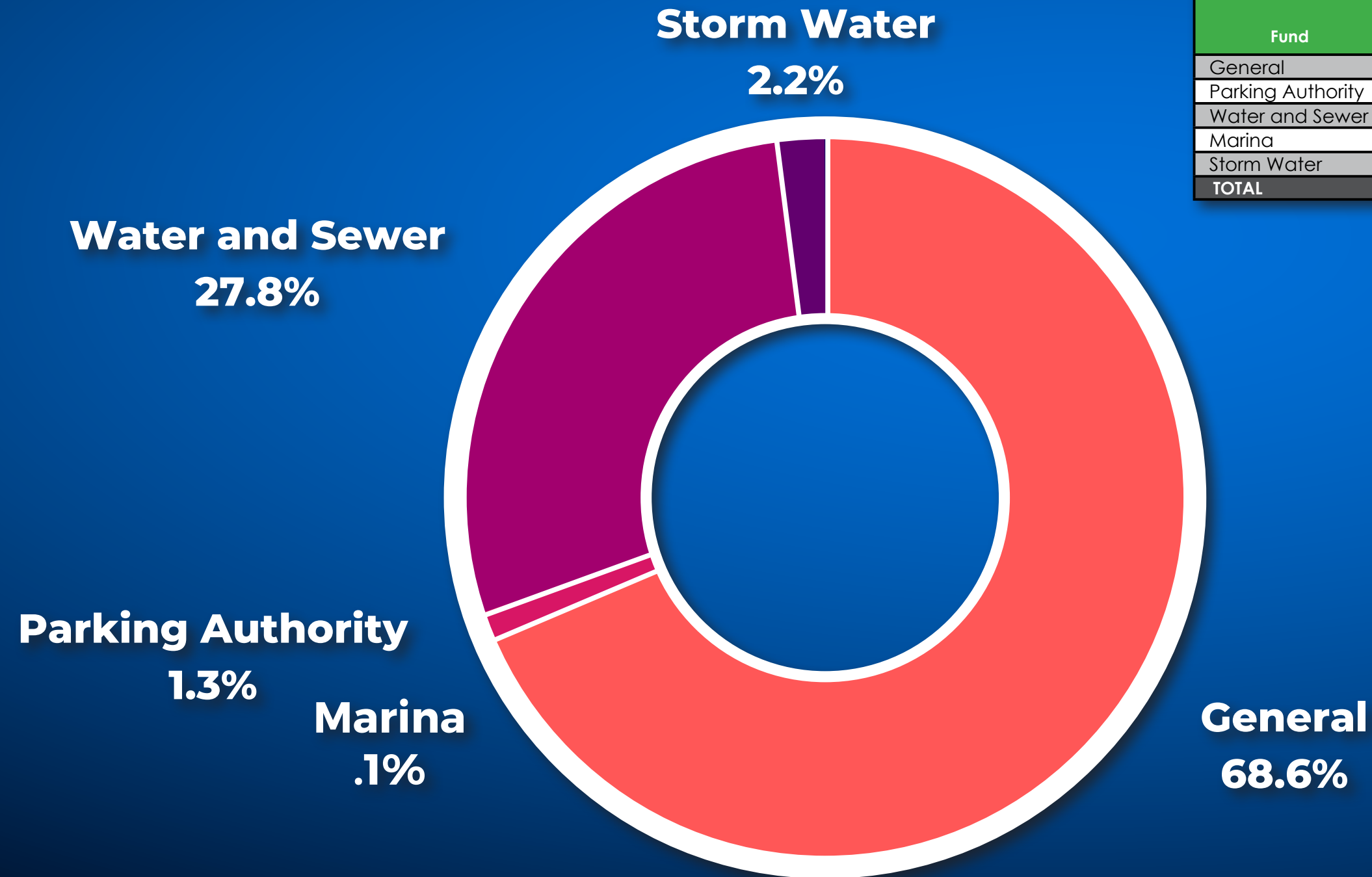
Water/Sewer, Parking, Stormwater

				Capital Projects - Funding Source						Enterprise Fund - Capital Outlay		
Project	CIP Amount	Mayor Adj	Approved Amount	Pay-GO	Fed Recovery Grant	FY23 Bond DOOI	Impact Funds	Revolving Funds	Bond	Account	Enterprise Revenue	Lease Proceeds
Water Sewer Capital Project Fund:												
Fiber Backbone Expansion	225,000		225,000		225,000							
EnerGov Software & Implementation	60,000	(60,000)	-		-							
Restore Park Well Field	175,000		175,000		175,000							
Paleo Ground Storage Tank Painting	70,000		70,000		70,000							
Dump Truck	185,000		185,000		185,000							
Structural Study	150,000		150,000		150,000							
Replace Distribution Piping & Valves	100,000		100,000		50,797			49,203				
Sewer Infiltration and Inflow Remediation	500,000		500,000					500,000				
Filter Replacement Project	3,150,800		3,150,800			3,150,800						
Mini Excavator w/Trailer	60,000		60,000		60,000							
Pipe Line Inspection Camera	65,000		65,000		65,000							
FO WS Share III Service Center - Garage 25%		630,000	630,000		630,000							
FO WS Share II Service Center - Admin 25%		500,000	500,000		500,000							
Transfer to Revolving Fund		740,000					740,000					
Water Sewer Fund Total	4,740,800	1,810,000	5,810,800	0	2,110,797	3,150,800	740,000	549,203	0			
Storm Water Fund												
Street Sweeper	250,000	-	250,000							60820-577025		250,000
Skid Steer Loader	125,000	-	125,000							60820-577025		125,000
Storm Water Fund Total	250,000	0	250,000	0	0			0	0			250,000



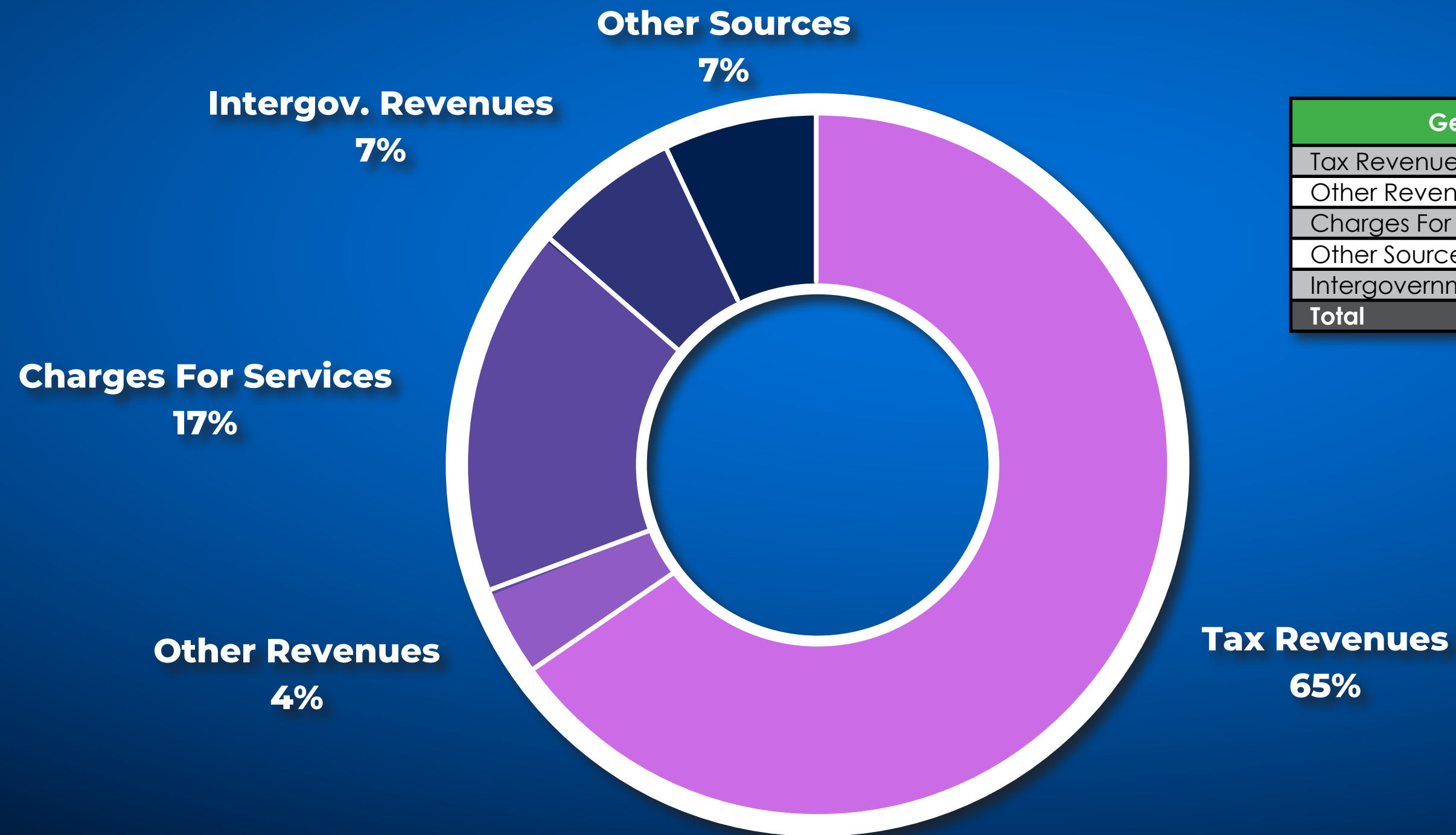
4.0 SCHEDULES & SUMMARIES

REVENUE SUMMARY All Funds



Fund	FY 21 Original Budget	FY 21 Revised Budget	FY22 Proposed Budget	%	FY 22 Proposed vs FY 21 Revised
General	45,021,154	46,015,666	45,958,146	68.62%	-57,520
Parking Authority	831,747	839,422	839,803	1.25%	381
Water and Sewer	18,126,081	18,921,855	18,606,219	27.78%	-315,636
Marina	111,542	111,542	86,851	0.13%	-24,691
Storm Water	695,354	844,269	1,488,107	2.22%	643,837
TOTAL	64,785,879	66,732,754	66,979,125	100%	246,371

GENERAL FUND Revenue Detail



General Fund Revenues	
Tax Revenues	30,517,243
Other Revenues	1,831,894
Charges For Services	7,595,043
Other Sources	3,009,078
Intergovernmental Revenues	3,004,888
Total	\$45,958,146

GENERAL FUND Revenue Detail

		20 Actual	21 Revised	22 Proposed
403100	Real Property	18,736,793	19,946,423	20,966,423
403201	Local Personal Property - Curr	83,904	78,000	61,000
403301	OBC - Current Year	5,226,827	4,200,000	4,110,000
403302	Railroad/Utilities	2,388,703	2,388,000	2,600,000
403360	Aydelotte Fee	0	0	6,750
403510	Local Income Taxes	2,260,354	2,050,000	2,100,000
403605	Admission & Amusement Taxes	214,053	300,000	50,000
403610	Water & Sewer Utility	214,009	215,493	217,248
403611	PILOT-Housing Auth.	2,151	2,000	2,000
403612	PILOT Univ Village	141,741	159,700	177,660
403613	PILOT Parking Authority	109,974	108,573	111,162
403910	Interest-Delinquent Taxes	172,871	115,000	115,000
413101	Amusement Licenses	0	3,000	3,000
413102	Trader's Licenses	81,867	140,000	120,000
413104	Towing Companies	3,600	4,200	4,500
413105	Billboard Licenses	19,050	19,000	21,000
413106	Cable TV Franchise Fee	391,278	385,000	390,000
413109	Restaurant Licenses	16,647	28,000	16,500
413110	Natural Gas Franchise	5,000	5,000	5,000
413112	Multi-Family Dwelling Fee	623,340	733,000	730,500
413113	Multifamily Landlord License	102,601	117,000	116,250
413118	Hotel License	450	800	800
413201	Building Permits	349,106	371,000	350,000
413202	Grading Permits	300	400	600
413203	Peddlers License	1,270	550	1,000
413205	Park Meters	0	0	1,335
413207	Plumbing Permits	47,800	50,000	45,000
413208	Other Misc Permits	4,443	0	0
413209	Street Breaking Permits	725	700	700
413210	Sign Permits	16,875	20,000	20,000

GENERAL FUND Revenue Detail

		20 Actual	21 Revised	22 Proposed
413211	Well Permits	450	600	600
413212	Zoning/Variances	4,353	2,500	2,500
413215	Fence Permits	0	0	3,500
413216	Temporary Sign Permits	525	500	500
413217	Demolition Permits	1,250	1,000	1,000
413218	Pool Permits	1,778	500	500
413219	Tent Permits	480	300	300
413224	Mechanical Permit	5,775	0	0
413225	Crit Area Prm Cert of Complnce	4,000	0	1,000
413226	Crit Area Prm FeelnLieu	0	0	20,000
413227	Small Wireless Fac Permits	500	5,400	9,275
424101	Police Regular Grant	301,222	328,406	299,932
424102	Supplement	77,315	82,023	82,023
424103	Municipal	165,436	187,200	177,450
424201	Highway User	1,252,672	1,384,293	1,317,857
424202	MDOT Reimbursements	101,179	41,570	44,000
424250	Developer Reimbursements	35,000	0	0
425400	Enterprise Zone	76,937	84,000	77,000
427100	Bank Shares Tax	18,302	18,300	18,300
427301	WiCHD Reimbursements	10,000	7,500	0
427403	EMS from County	752,814	734,524	758,326
427600	Zoo-Hotel Room Tax	225,536	260,000	230,000
433101	Filing Fees	115	100	100
433102	Advertising Fees	115	100	100
433103	Plan Review Fees	32,761	25,000	43,200
433104	Administrative Fees	562,156	642,145	645,424
433107	Housing Board Appeal Fee	0	400	0
433108	Housing Application Fee	525	0	792
433209	False Fire Alarms	180	500	200
433210	False Alarms	25,619	25,000	25,000

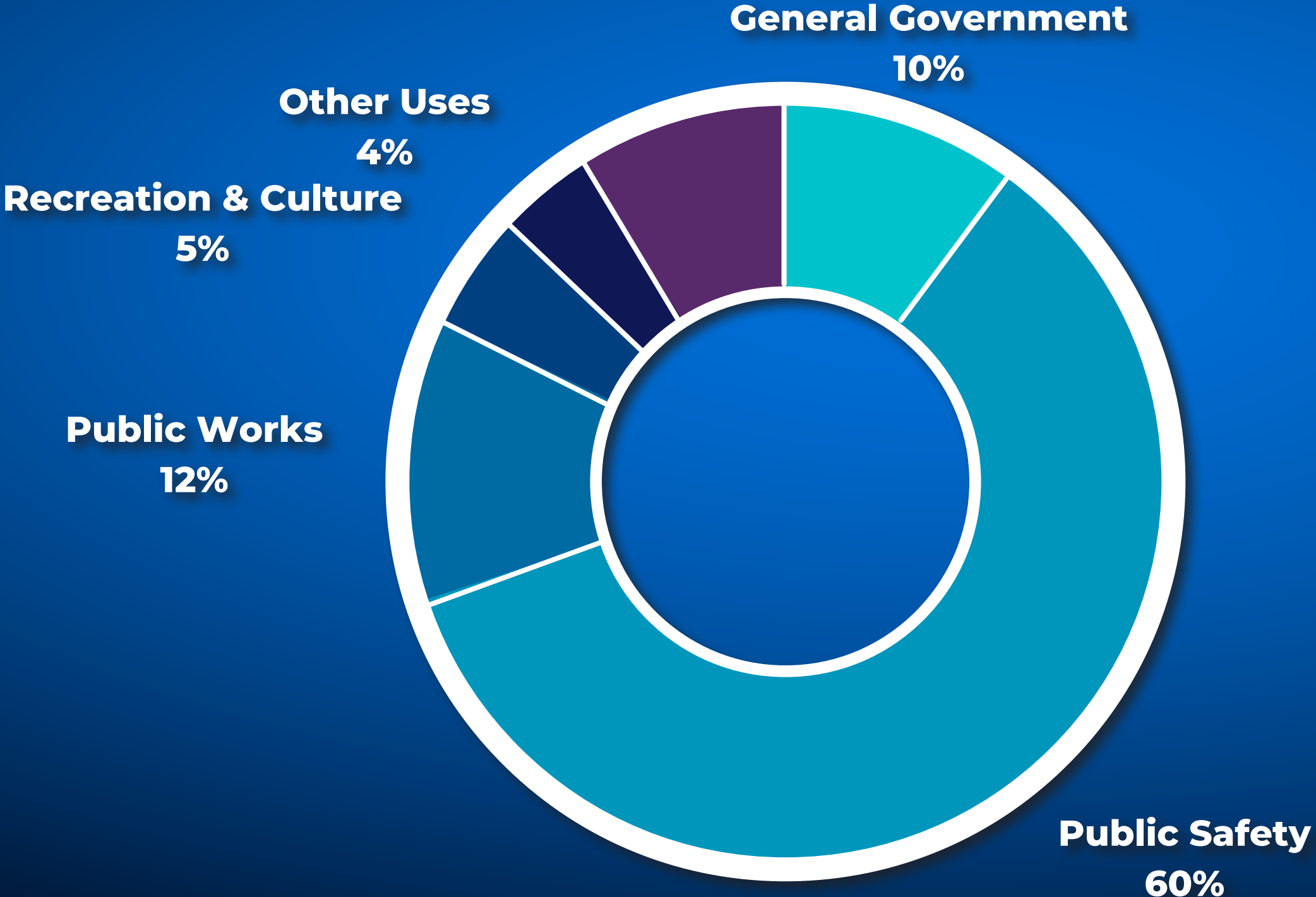
GENERAL FUND Revenue Detail

		20 Actual	21 Revised	22 Proposed
433225	Ambulance Claims Revenue	0	0	1,820,837
433228	Lifeguard Revenue	2,437,599	1,820,837	0
433230	Fire Prevention - Plan Review	125,864	125,000	125,000
433231	Fire Prevention - Permits&Fees	20,634	23,000	25,325
433232	Fire Inspections	30,663	15,000	20,274
433233	Fire Marshal Citations/Fines	500	0	0
433234	Hazmat Special Op Revenue	37,498	10,000	10,000
433235	Fire Report Fees	0	0	1,440
433250	Weed Cleaning/Removal	21,468	50,000	55,000
433251	Clean It/Lien It Fees	9,296	13,000	14,500
433260	Inspection Fees	1,050	600	1,000
433261	Reinspection Fees	-200	500	5,000
433270	Reports	19,615	19,000	19,000
433272	Adm Fees-Towing	90	500	100
434505	Delmarva/Salisbury Scrp Recycl	9,546	6,000	4,500
434610	Trash Fees	1,745,810	1,938,000	2,062,391
434613	Bulk Trash Pickup	2,868	3,000	3,000
434717	City Merchandise	1,238	2,000	2,000
445130	Municipal Infractions	29,704	36,000	5,000
445134	Vacant Building Registration	44,525	20,000	45,000
445135	Foreclosed Property	525	1,000	500
445140	School Zone Camera	808,565	1,000,000	750,000
445300	Trolley Rentals	450	400	1,000
445301	Ice Rink Rentals	150	0	0
456110	Investment Interest	151,264	2,500	2,500
456120	Other Interest	12,719	10,000	10,000
456130	Trash Disposal Fee	12,050	11,000	9,000
456300	Rent Earnings	135,185	110,000	135,000
456301	Rent Earnings - Park Events	7,801	36,000	30,000
456303	Rent Fees Truitt St Comm Ctr	5,305	0	0

GENERAL FUND Revenue Detail

		20 Actual	21 Revised	22 Proposed
456305	Perdue Dock Lease SalKap	0	0	18,000
456400	Donations	103,607	103,607	153,607
456410	Donation-Boundless Playground	0	0	0
456415	Donations-Other	28,167	24,667	24,667
456450	Federal Recovery Funds	0	0	1,058,203
456909	POWER SAVINGS PROGRAM	2,751	0	0
456911	Other Misc. Receipts	36,210	70,000	70,000
456912	Cash Over/Short	-164	0	0
456913	Returned Check Fee	400	200	300
456914	Bad Debt Collections	930	1,000	1,000
456916	Sale of Maps and Codes	90	200	50
456918	Zoo Commission FT	164,257	179,954	179,233
456919	Zoo Commission PT	78,149	109,376	63,382
456926	Compensated Allowance Adj.	-29,355	0	0
456935	Insurance Proceeds	28,451	13,898	0
456940	Bad Debt Collections-Claim Aid	647	0	0
469113	Transfers from Health Care	0	280,000	0
469167	Transfer from Anex Reinvest	135,000	0	0
469193	Transfer In - Drain Impv Fund	0	0	75,952
469200	Sale of Fixed Assets	58,876	0	0
469311	Capital Lease Proceeds	1,034,637	1,442,900	534,000
469312	Debt Proceeds	116,530	0	0
469810	Current Surplus Available	0	1,810,713	2,475,078
469811	Capital Surplus	0	480,000	0
Total		42,303,689	45,042,552	45,958,146

GENERAL FUND Expenditure Detail



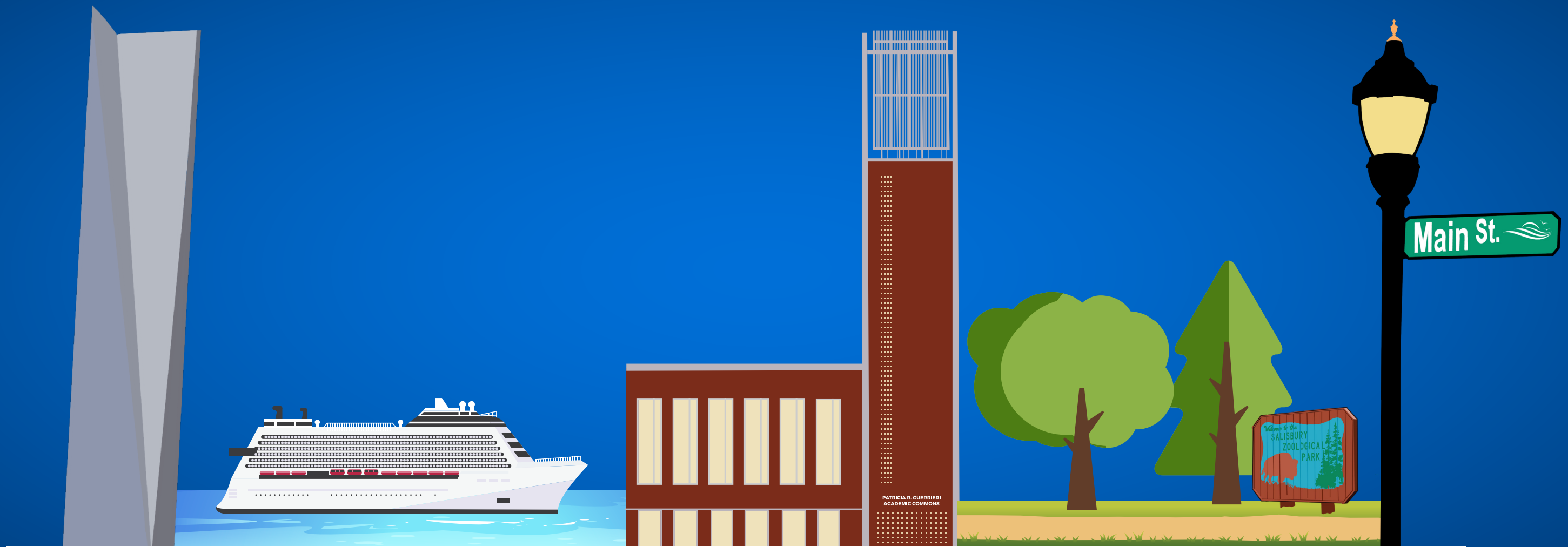
General Fund Expenditures	
General Government	4,749,124
Public Safety	27,614,546
Public Works	5,357,717
Recreation & Culture	2,274,692
Other Uses	1,624,784
Debt Service	4,337,283
Total	45,958,146

GENERAL FUND Expenditure Comparison

Department/Division	FY21 Original Budget	FY21 Revised Budget	FY22 Proposed Budget	FY22 Proposed vs FY21 Revised
City Council	89,567	89,567	89,841	274
City Clerk	167,237	167,237	171,391	4,154
Development Services	845,373	847,150	854,373	7,223
Mayor's Office	646,139	646,139	676,934	30,795
Internal Services - Finance	745,209	754,293	826,559	72,266
Internal Services - Procurement	284,642	289,540	298,503	8,963
City Attorney	355,000	355,000	360,000	5,000
Information Services	611,061	611,891	695,709	83,818
Human Resources	381,353	381,353	384,911	3,558
Planning & Zoning	225,226	257,161	105,221	-151,940
Municipal Buildings	226,524	440,182	229,832	-210,350
Poplar Hill Mansion	53,137	53,137	55,850	2,713
Police Services	12,989,970	13,253,482	13,631,565	378,083
Police Communications	963,654	987,049	972,134	-14,914
Police Animal Control	215,000	215,000	217,117	2,117
Traffic Control	1,622,479	1,641,958	1,682,143	40,185
Fire Fighting	9,790,491	9,812,516	8,924,961	-887,555
Fire Volunteer	389,571	389,715	401,733	12,018
Building, Permits & Inspection	337,976	337,976	351,059	13,083
HCDD	1,148,528	1,273,116	1,433,834	160,719
Resource Management	498,192	498,192	551,309	53,117
Engineering	1,024,638	1,291,312	1,287,609	-3,704
Streets	889,550	894,324	928,921	34,597
Waste Collection/Disposal	1,424,903	1,424,903	1,829,763	404,860
Recycling	162,906	162,906	165,566	2,660
Fleet Management	449,245	449,245	462,446	13,201

GENERAL FUND Expenditure Comparison

Department/Division	FY21 Original Budget	FY21 Revised Budget	FY22 Proposed Budget	FY22 Proposed vs FY21 Revised
Carpenter Shop	134,943	134,943	132,103	-2,840
Municipal Zoo	1,363,682	1,366,945	1,535,685	168,739
Parks	690,469	694,946	739,007	44,061
Debt Service	3,867,449	3,876,149	4,337,283	461,134
Insurance	817,420	808,720	817,620	8,900
Miscellaneous	251,000	251,000	247,000	-4,000
Operating Transfers	1,358,619	1,358,619	560,164	-798,455
General Fund Total	45,021,154	46,015,666	45,958,146	57,520



5.0 GENERAL GOVERNMENT

GENERAL GOVERNMENT

City Council

Goals

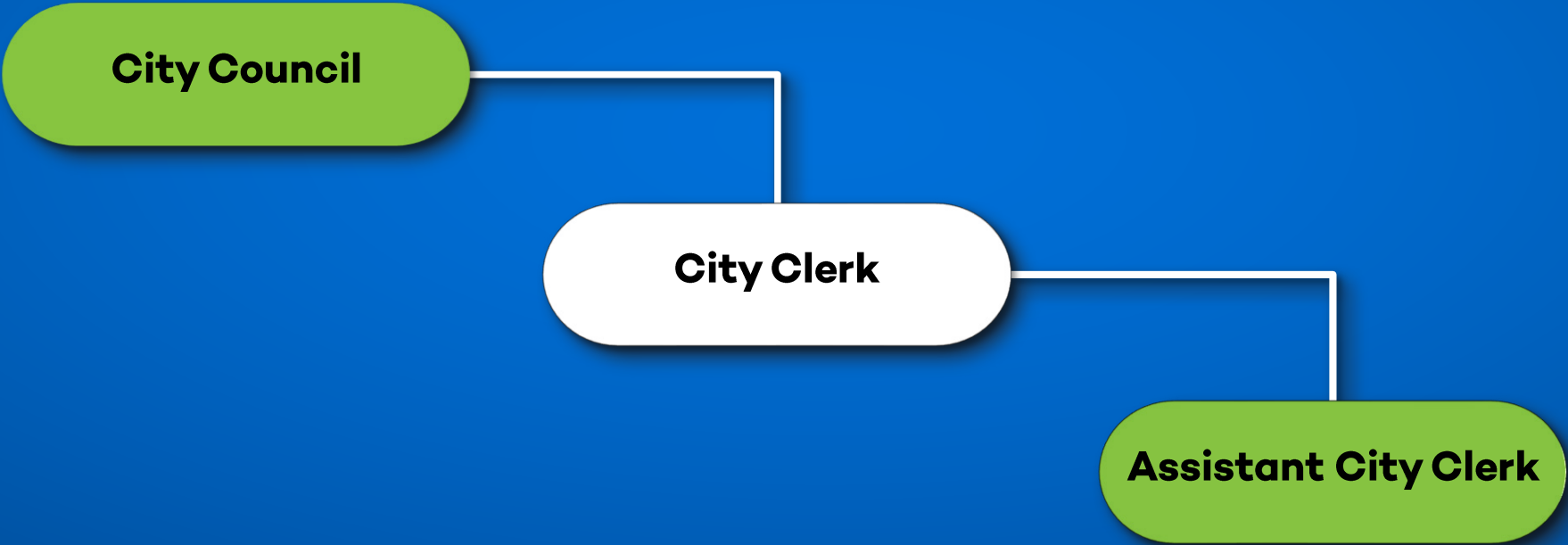
1. Establish and amend all necessary laws to achieve the stated goals of the City
2. Maintain open communication between City Council, Administration and citizens
3. Invest necessary resources to achieve all stated City goals
4. Revitalize downtown
5. Improve public safety
6. Enhance and preserve the 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

11000 - Legislative (City Council)	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	60,141	73,308	73,308	73,582
Operating Expenses	10,072	16,259	16,259	16,259
TOTAL Legislative (City Council)	70,213	89,567	89,567	89,841



GENERAL GOVERNMENT

City Clerk

Goals

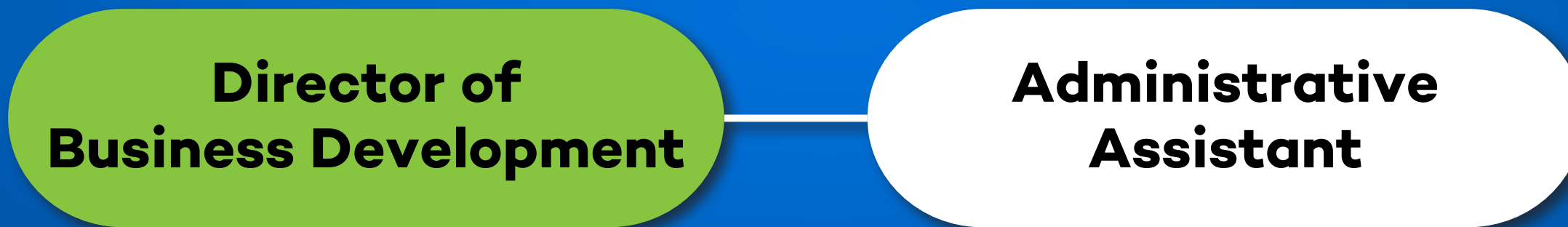
1. Manage the legislative process to provide the Council Packet to City Council at least 4 days prior to the Council meeting
2. Implement updates to the online Charter and Code on a quarterly basis
3. Work with departments to amend Record Retention Schedules to include electronic records
4. Maximize 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

11100 - City Clerk	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	150,028	152,346	152,346	156,500
Operating Expenses	10,203	14,891	14,891	14,891
Capital Outlay	319	-	-	-
TOTAL City Clerk	160,550	167,237	167,237	171,391



GENERAL GOVERNMENT

Business Development

Goals

1. Wicomico County will have a monthly average of 49,000 employed persons
2. Respond within 2 business days to all requests for information about starting a business in Salisbury
3. Increase the total number of restaurants, retail establishments and craft manufacturers in Downtown Salisbury by 5% in FY22

Priorities

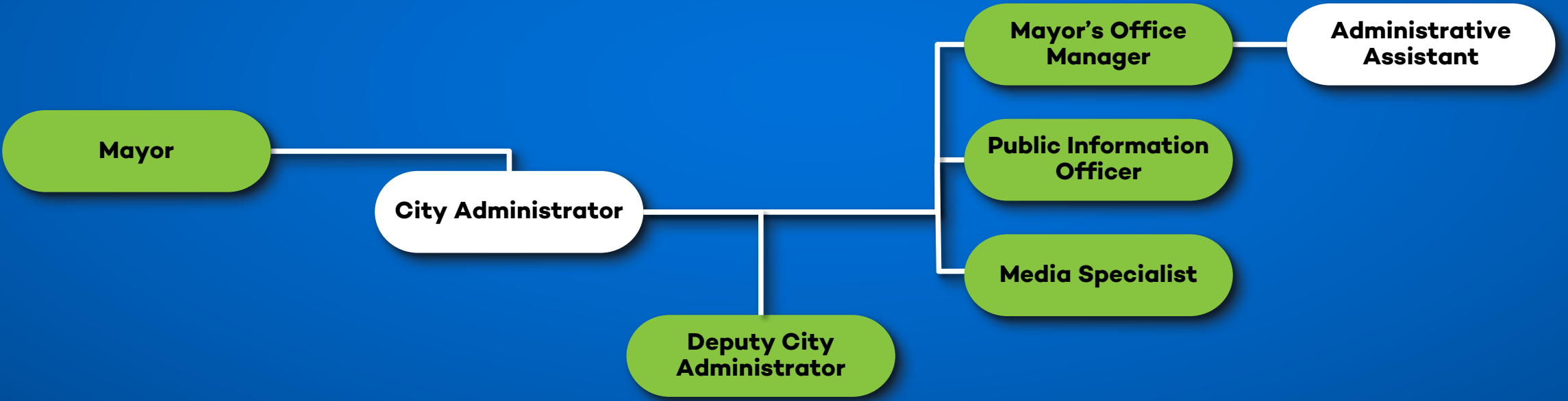
1. Transition CCDC into a 'Downtown Committee' with new responsibilities and roles in partnership with Downtown business community
2. Assist in advocating on behalf of Downtown development projects through City processes
3. Establish a Port of Salisbury governance and development program for a multi-user 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

11600 - Development Services	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	177,868	201,978	201,978	207,810
Operating Expenses	576,740	639,982	641,759	643,150
Capital Outlay	1,550	3,413	3,413	3,413
TOTAL Development Services	756,158	845,373	847,150	854,373

GENERAL GOVERNMENT

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

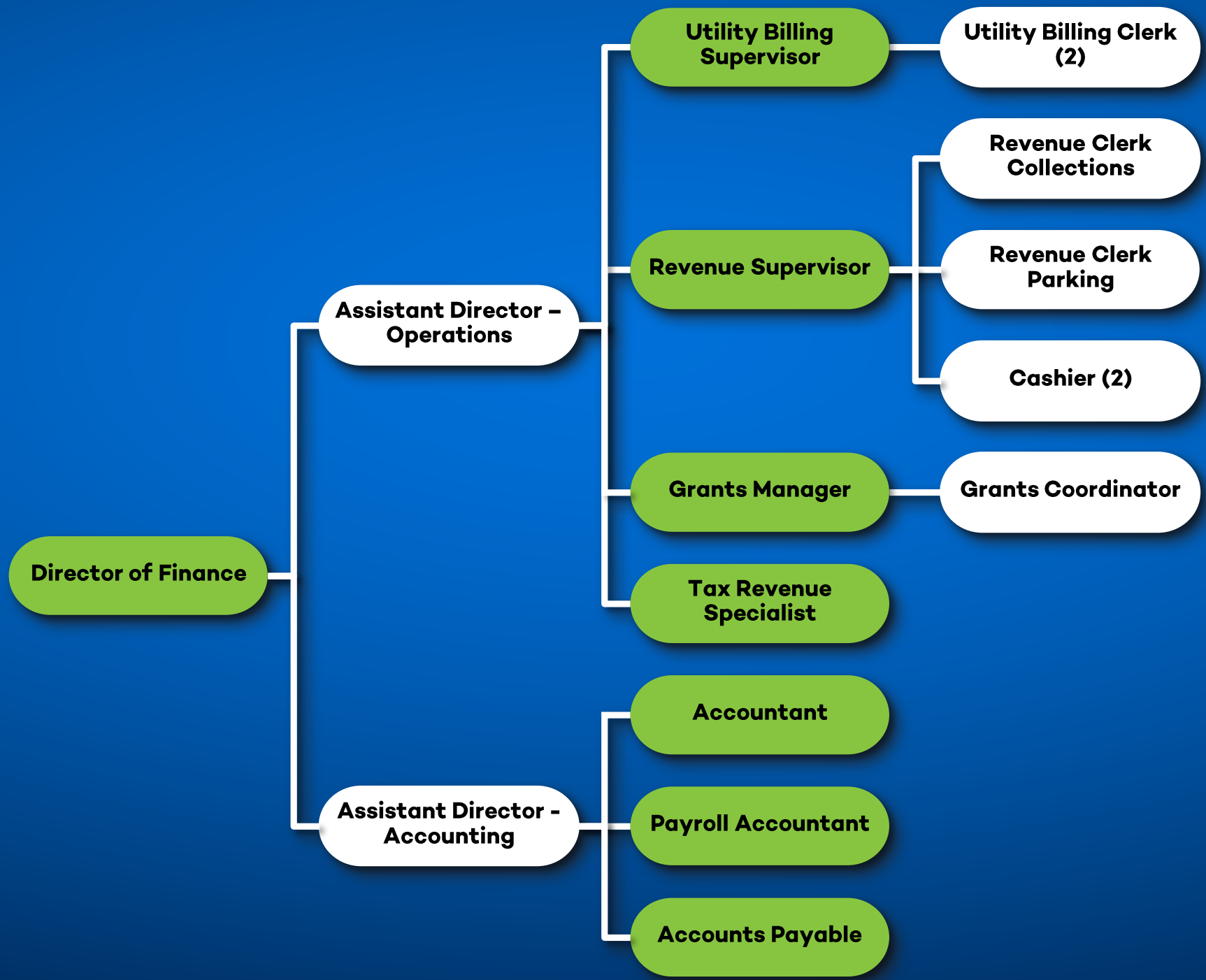
Priorities

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

Budget Detail

12000 - Executive (Mayor)	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	500,738	571,356	570,856	601,671
Operating Expenses	69,353	71,023	73,853	71,503
Capital Outlay	10,854	3,760	1,430	3,760
TOTAL Executive (Mayor)	580,945	646,139	646,139	676,934

GENERAL GOVERNMENT Finance



GENERAL GOVERNMENT 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. Develop hardship programs which recognize influences of COVID
4. Increase number of online payments by 10%

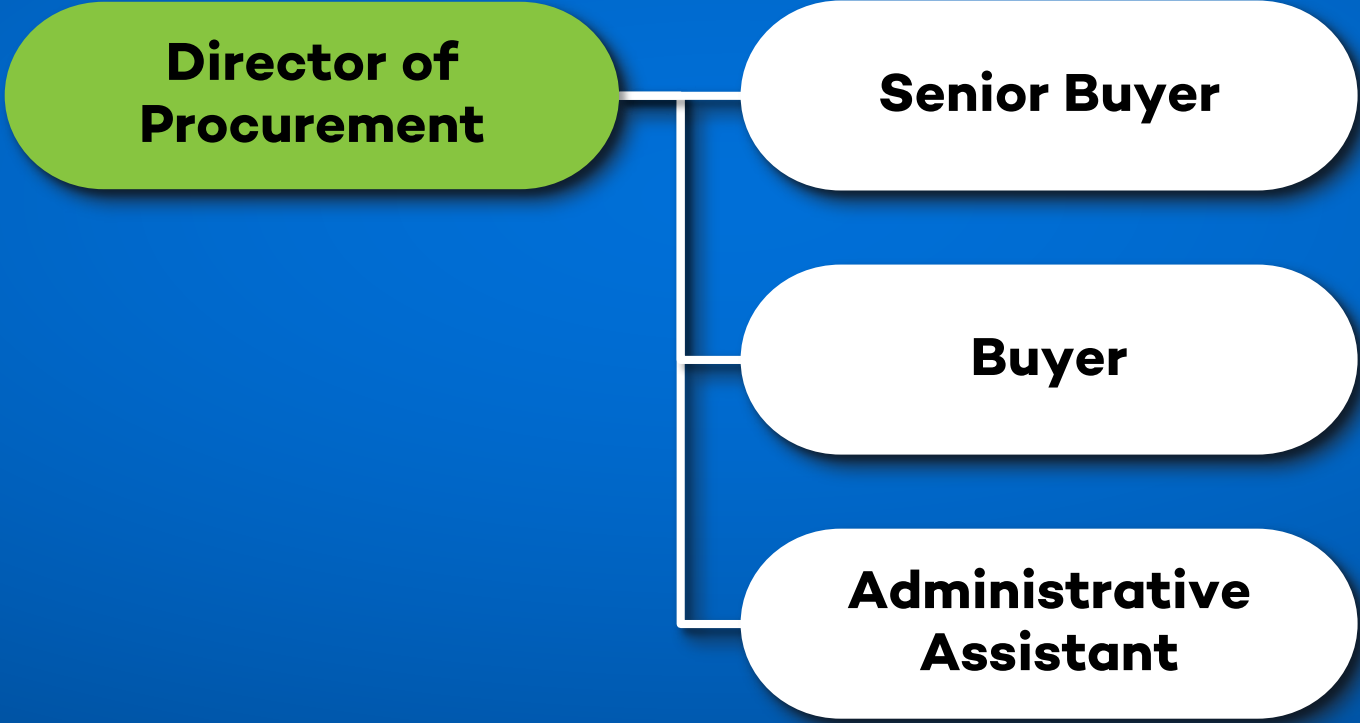
Priorities

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

15000 - Internal Services - Finance	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	574,346	599,879	597,679	681,229
Operating Expenses	89,481	143,770	148,314	143,770
Capital Outlay	4,072	1,560	8,300	1,560
TOTAL Internal Services - Finance	667,899	745,209	754,293	826,559

GENERAL GOVERNMENT Procurement



GENERAL GOVERNMENT 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

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

16000 - Procurement	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	222,814	241,257	241,257	247,198
Operating Expenses	37,778	41,825	43,282	46,985
Capital Outlay	58	1,560	5,002	4,320
TOTAL Procurement	260,651	284,642	289,540	298,503

GENERAL GOVERNMENT 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

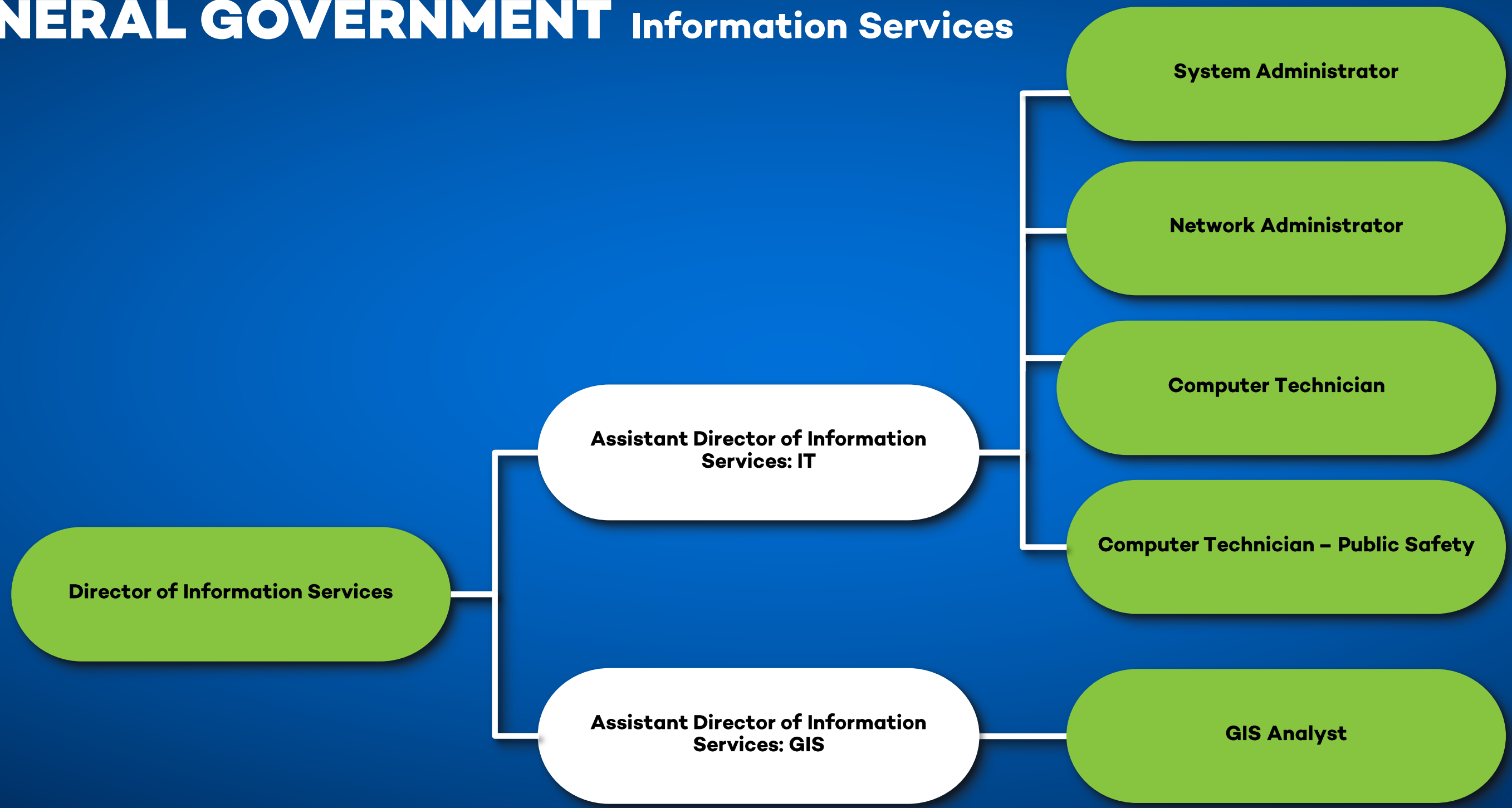
Priorities

- 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

17000 - City Attorney	20 Actual	21 Original	21 Revised	22 Proposed
Operating Expenses	361,424	355,000	355,000	360,000
TOTAL City Attorney	361,424	355,000	355,000	360,000

GENERAL GOVERNMENT Information Services



GENERAL GOVERNMENT Information Services

Goals

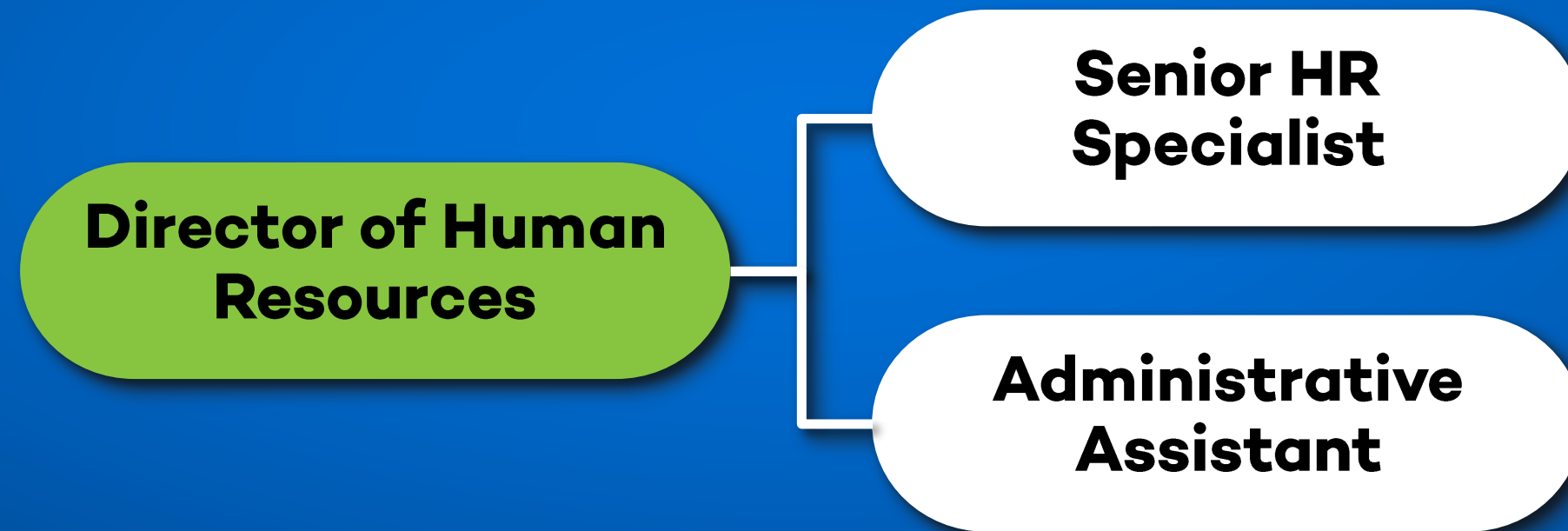
1. Ensure that application servers remain online and available 95% of the time
2. Ensure the WAN connecting remote office locations is online and operational no less than 95% of the time
3. Ensure that organizational helpdesk tickets are resolved the 1st time no less than 95% of the time
4. Ensure GIS 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

18000 - Information Technology	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	391,867	414,099	427,499	501,609
Operating Expenses	103,567	138,362	127,738	131,790
Capital Outlay	52,901	58,600	56,654	62,310
TOTAL Information Technology	548,335	611,061	611,891	695,709



GENERAL GOVERNMENT 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. Implement annual City-wide training program through Traliant platform
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

18500 - Human Resources	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	278,978	312,099	312,099	313,775
Operating Expenses	27,502	69,254	69,254	71,136
Capital Outlay	3,492	-	-	-
TOTAL Human Resources	309,971	381,353	381,353	384,911

GENERAL GOVERNMENT

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

19500 - Municipal Buildings	20 Actual	21 Original	21 Revised	22 Proposed
Operating Expenses	188,628	226,524	385,182	229,832
Capital Outlay	-	-	55,000	-
TOTAL Municipal Buildings	188,628	226,524	440,182	229,832

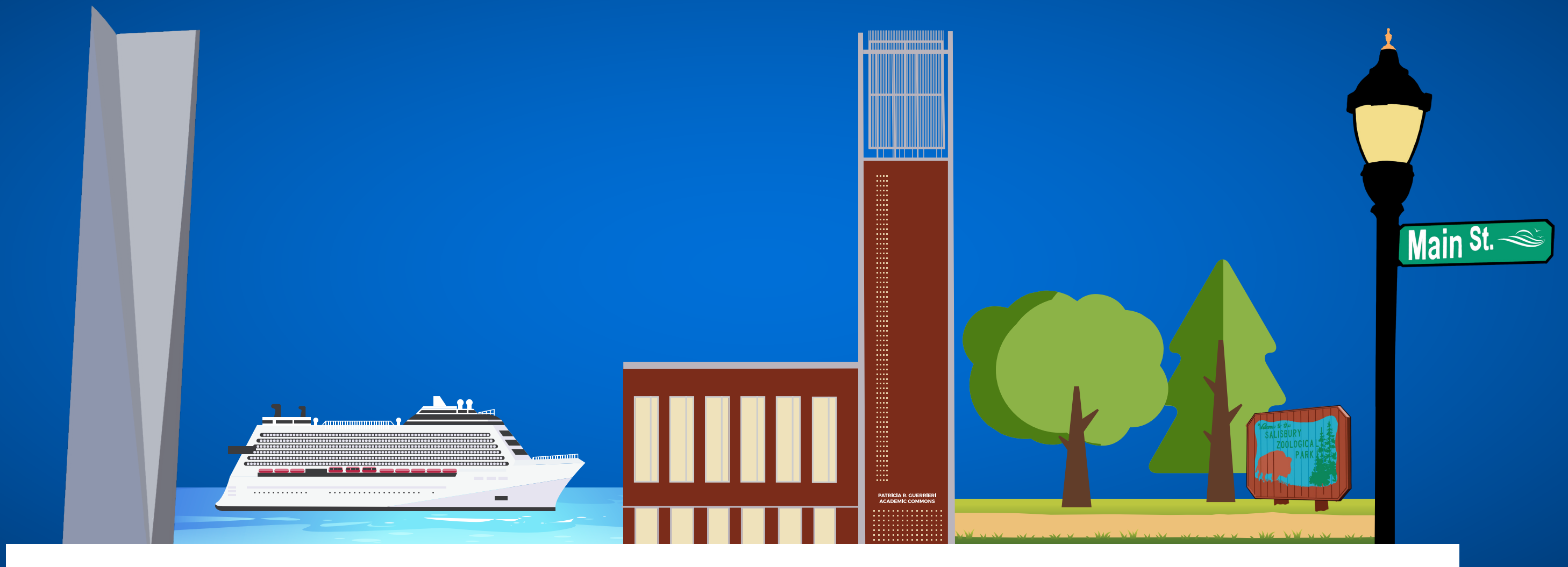
GENERAL GOVERNMENT Poplar Hill Mansion

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

19600 - Poplar Hill Mansion	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	28,062	29,611	29,611	31,874
Operating Expenses	12,425	23,526	23,526	23,976
TOTAL Poplar Hill Mansion	40,487	53,137	53,137	55,850



5.7 PUBLIC SAFETY

PUBLIC SAFETY Salisbury Police Department



Goals

1. Continue to build on the reduction of Part I crimes to less than 1700 in FY22
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 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. Continue Implementation of take home care program
7. Continue to utilize social media platforms which were established during FY13 to educate, advise and connect with our community
8. Evaluate and implement ways to support the Scholarship and Police Animals fund established through the Community Foundation of the Eastern Shore
9. Continue to update maps of our service area to insure we provide police services to newly annexed areas
10. Continue the liaison between the Animal Control Officers and the Wicomico County Humane Society with a focus on maximizing the services related to animal control and to improve the overall health and safety of animals and residents
11. Continue the use of analytic tools in policing to use intelligence and data to drive and support the deployment of police resources
12. Re-constitute the Neighborhood Policing, as manpower permits to provide rapid response and flexible approaches to neighborhood crime as identified by community members and squad commanders
13. Increase wellness awareness among agency members and work to improve employee welfare, health and morale
14. Continue to research online crime reporting software and programs for minor/quality of life crimes and crime tips in FY22
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 FY22
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. Work in partnership with Maryland State Police, in accordance with the developed plan to complete audit/inventory of the property room
23. Implement recommendations from the Maryland State Police in regards to property room audit and inventory

Budget Detail

21021 - Police Services	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	10,417,036	11,602,135	11,214,574	11,965,040
Operating Expenses	1,306,112	1,230,834	1,586,325	1,412,525
Capital Outlay	345,533	157,000	452,583	254,000
TOTAL Police Services	12,068,681	12,989,970	13,253,482	13,631,565

PUBLIC SAFETY 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

21025 - Police Communications	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	666,827	823,100	843,100	826,628
Operating Expenses	136,133	140,554	143,948	145,506
TOTAL Police Communications	802,960	963,654	987,049	972,134

PUBLIC SAFETY 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 FY22

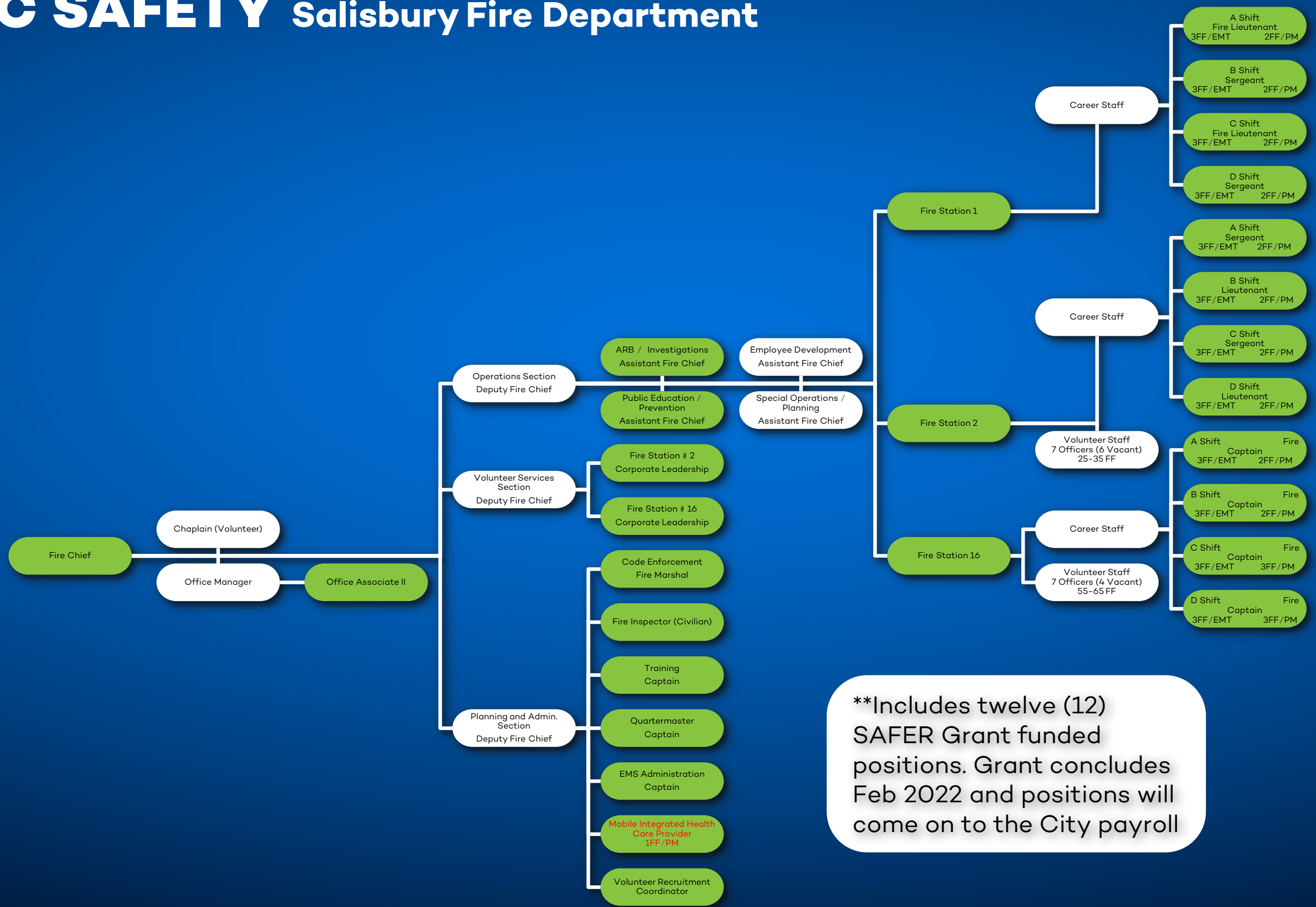
Priorities

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

21029 - Police Animal Control	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	75,025	94,635	94,635	96,752
Operating Expenses	112,556	120,365	120,365	120,365
TOTAL Police Animal Control	187,582	215,000	215,000	217,117

PUBLIC SAFETY Salisbury Fire Department



**Includes twelve (12) SAFER Grant funded positions. Grant concludes Feb 2022 and positions will come on to the City payroll

PUBLIC SAFETY 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

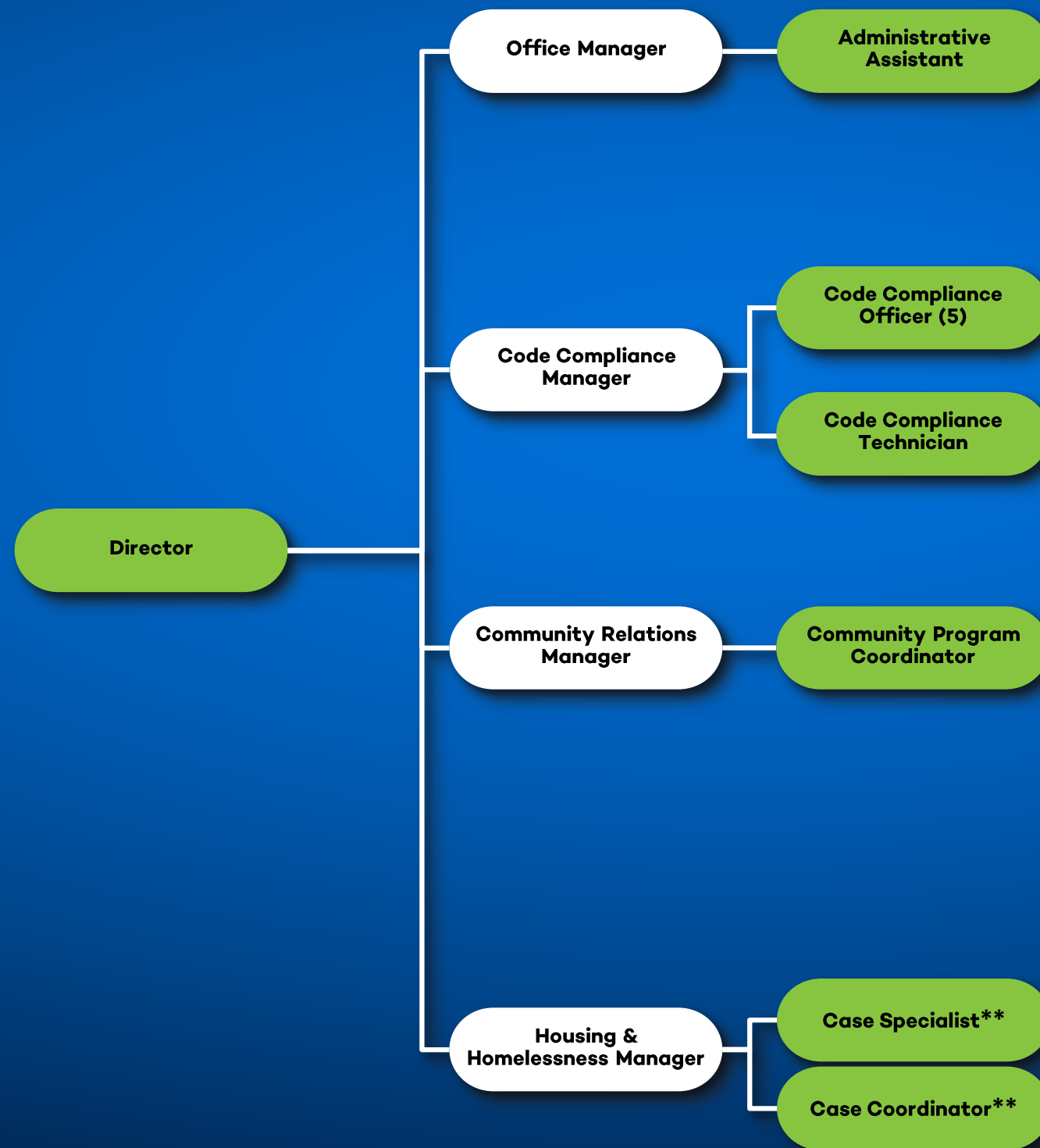
1. Maintain a highly responsive and effective fire suppression force helping to ensure that all Salisbury citizens are safe and receive the best in class emergency response
2. Maintain a highly responsive and effective emergency medical services force helping to ensure that all Salisbury citizens are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

Budget Detail

24035 - Fire Fighting	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	6,782,246	7,040,169	7,046,795	7,445,229
Operating Expenses	1,438,838	1,477,043	1,492,441	1,460,412
Capital Outlay	739,975	1,273,280	1,273,280	19,320
TOTAL Fire Fighting	8,961,059	9,790,491	9,812,516	8,924,961

24040 - Fire Volunteer	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	260,303	327,483	327,483	319,128
Operating Expenses	103,411	62,088	62,232	82,605
TOTAL Fire Volunteer	363,715	389,571	389,715	401,733

HOUSING AND COMMUNITY DEVELOPMENT



****Grant-Funded Position**

HOUSING AND COMMUNITY DEVELOPMENT

Goals

1. Complete (3) three owner occupied compliance projects
2. Complete (3) three compliance beautification projects
3. Identify and acquire (2) two properties in Salisbury for rehabilitation with community partners to serve as single family homes.
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
7. Conduct at least (4) four pop-up bus stops / school events
8. Conduct at least (8) eight neighborhood walks
9. Serve through community centers and youth athletic programs annually

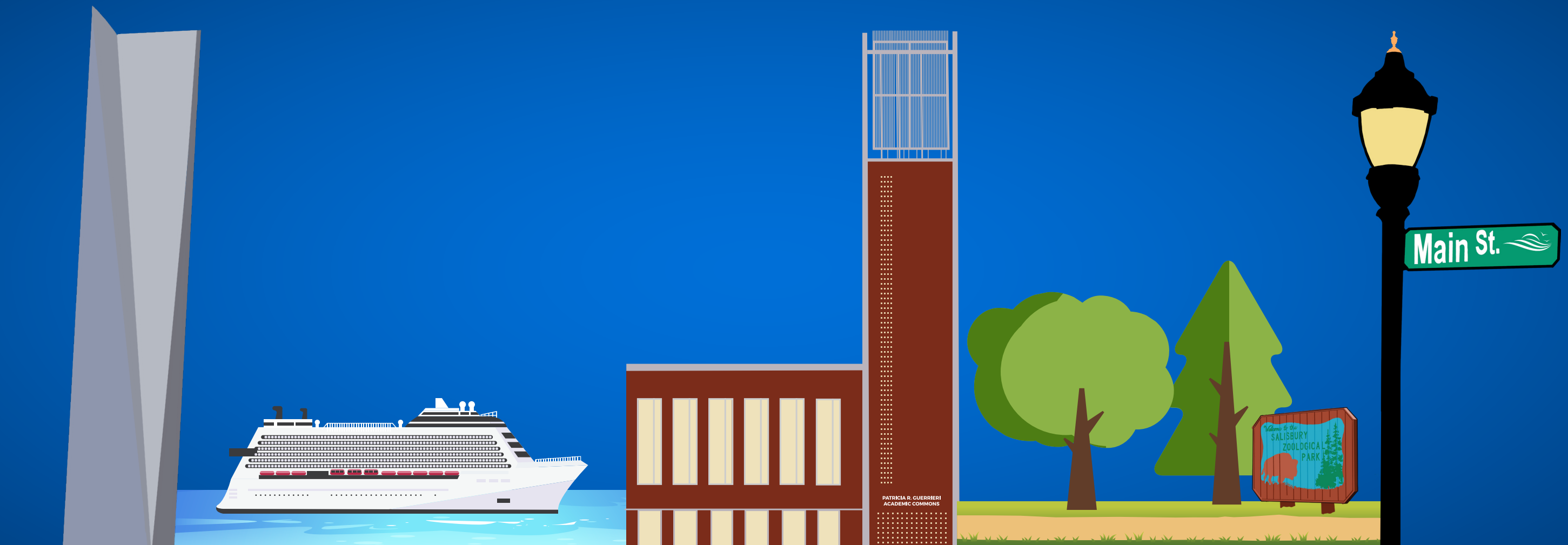
Priorities

1. Identify, support and effectively communicate programs to connect home owners and tenants experiencing financial hardships as a result of the COVID-19 pandemic.
2. Promote and support 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. Increase public awareness about code enforcement policies and procedures in Salisbury
5. Increase public awareness about homelessness and the programs in place to support those effected in Salisbury
6. Develop and implement ESOL and adult education programs with community educational partners at the Newton and Truitt Street Community Centers
7. Implement unified youth development programs
8. Develop and implement a full spectrum of community relations programs at the Newton and Truitt Community Centers with after-school, weekend and summer programming
9. Implement full spectrum of neighborhood relations programs

HOUSING AND COMMUNITY DEVELOPMENT

Budget Detail

25200 - Neighborhood Serv.& Code Compl	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	821,073	851,464	851,464	939,228
Operating Expenses	248,638	296,465	344,923	447,406
Capital Outlay	35,660	600	76,729	47,200
TOTAL Neighborhood Serv.& Code Compl	1,105,371	1,148,528	1,273,116	1,433,834



5.9 PUBLIC WORKS

PUBLIC WORKS Infrastructure and Development



PUBLIC WORKS 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 2021.
4. Target creation of \$50,000,000 of construction value in the City in FY22.
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.

PUBLIC WORKS Infrastructure and Development

Budget Detail

	20 Actual	21 Original	21 Revised	22 Proposed
19000 - Planning & Zoning				
Personal Services	94,776	97,226	97,226	95,221
Operating Expenses	51,665	128,000	159,936	10,000
TOTAL Planning & Zoning	146,440	225,226	257,161	105,221
31000 - Engineering				
Personal Services	530,375	559,060	559,060	572,031
Operating Expenses	895,651	465,578	732,252	715,578
TOTAL Engineering	1,426,026	1,024,638	1,291,312	1,287,609
25100 - Building Permits & Inspection				
Personal Services	304,158	309,876	309,876	323,359
Operating Expenses	19,375	28,100	28,100	27,700
TOTAL Building Permits & Inspection	323,533	337,976	337,976	351,059

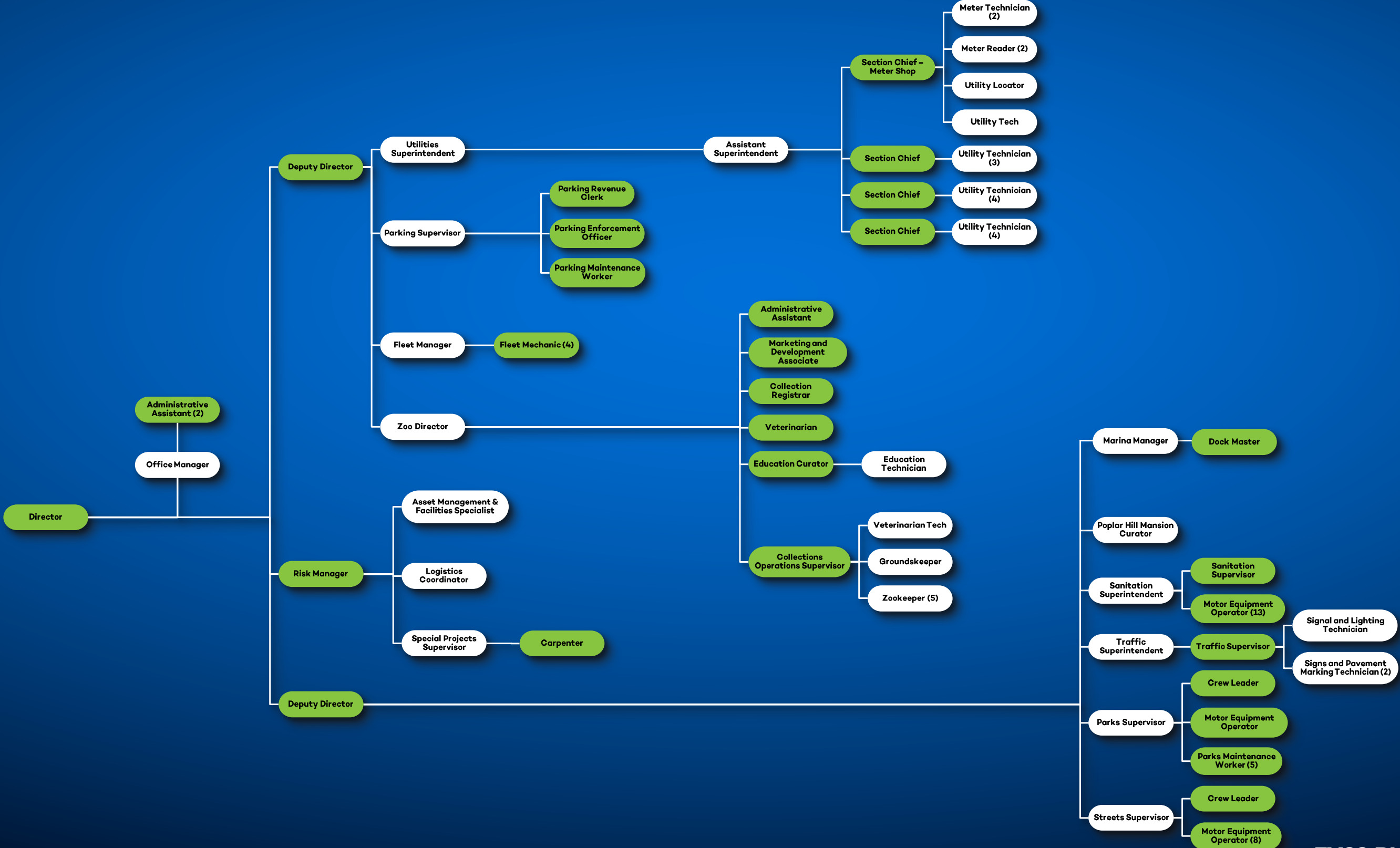
PUBLIC WORKS Infrastructure and Development

Budget Detail

	20 Actual	21 Original	21 Revised	22 Proposed
84080 - Sewer Engineering				
Personal Services	588,088	579,063	579,063	593,974
Operating Expenses	120,114	138,832	156,238	138,812
Capital Outlay	5,270	12,410	12,410	13,350
TOTAL Sewer Engineering	713,471	730,305	747,711	746,136
81080 - Water Engineering				
Personal Services	599,695	589,688	589,688	607,992
Operating Expenses	105,407	158,346	190,229	165,346
Capital Outlay	11,498	12,410	12,410	13,350
TOTAL Water Engineering	716,601	760,444	792,328	786,688
60850 - Storm Wtr - Storm Drains				
Operating Expenses	149,553	271,500	420,415	277,500
TOTAL Storm Wtr - Storm Drains	149,553	271,500	420,415	277,500

PUBLIC WORKS

Field Operations



Goals

1. Increase parking revenue collected by 10%
2. Perform maintenance of each park, playground, or similar asset (1X per week, 48 locations X 52 weeks = 2,496 visits)
3. Perform major park landscape pass 1 X per year X 34 park locations = 34 visits
4. Inspect all City playground equipment (1X per year at minimum, 15 assets)
5. Remove rubbish and other debris from the Wicomico River (3 X per week X 52 weeks = 156 visits)
6. Remove rubbish and other debris from US 13 debris curtain (1 X per week = 52 visits)
7. Temporarily patch, all reported potholes (within 2 business days of notification, 95% of the time)
8. Permanently repair, all reported potholes (within 30 days of notification, 85% of the time)
9. Repair all water/sewer breaks within 12 hours of notification 90% of the time
10. Replace 10% of all water meters (1,150 meters)
11. Inspect/clean each storm drain-inlet (quarterly, 4,747 inlets X 4 = 18,988 visits)
12. Clean 1/4 of all sanitary sewer mains (317,000 feet per year)
13. Repair all reported outages of City-owned street lights within 2 business days of notification, 95% of the time
14. Respond to all reported traffic signal malfunctions (within 2 hours of notification)
15. Service all City owned rubbish containers April - October, 2,656 (cans serviced) and March - November, 1,080 (cans serviced) Total 3,736
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. Perform basic landscape maintenance activities, 100% of Zoo grounds monthly

Priorities

1. Complete implementation of the MUNIS Materials Management and Work Order software
2. Partner with Sustainability Specialist to continue promoting the benefits of recycling and work to expand citizen participation
3. Attempt to relabel and Geo-Locate 20% of all “City” owned streetlights 1,470
4. Continue expanding our park rental/registration program
5. Continue developing our park and public space maintenance rhythm
6. Continue to enhance our safety and training programs
7. Further enhance Career Ladder advancement program and work toward creating Supervisor Career Ladders
8. Continue working to improve public perception of Downtown parking regimen
9. Implement plan for Zoo wayfinding, fencing, paving, building and grounds improvements.
10. Flush All Fire Hydrants (at minimum), once per year (1,577, total)
11. 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)
12. Develop cross-training plan with anticipated roll-out on or before 12/31/21
13. Full implementation of Adopt-a-Park Program
14. Work toward regaining AZA (or other) accreditation for the Zoo
15. Development maintenance rhythm for the Zoo
16. Work toward moving financial processes for the Zoo to an internal operation
17. Continue developing recruitment and retention opportunities

PUBLIC WORKS Field Operations

Budget Detail

	20 Actual	21 Original	21 Revised	22 Proposed
22000 - Traffic Control & Highway Lighting				
Personal Services	396,910	426,371	426,371	429,427
Operating Expenses	1,142,693	1,196,108	1,215,587	1,252,716
Capital Outlay	104,239	-	-	-
TOTAL Traffic Control & Highway Lighting	1,643,842	1,622,479	1,641,958	1,682,143
30000 - Resource Management				
Personal Services	423,589	447,467	447,467	451,096
Operating Expenses	43,605	50,725	50,725	62,093
Capital Outlay	5,490	-	-	38,120
TOTAL Resource Management	472,685	498,192	498,192	551,309
31150 - Streets				
Personal Services	532,168	590,267	592,867	632,537
Operating Expenses	303,307	299,284	301,457	296,384
Capital Outlay	327,693	-	-	-
TOTAL Streets	1,163,168	889,550	894,324	928,921

Budget Detail

	20 Actual	21 Original	21 Revised	22 Proposed
32061 - San-Waste Collection/Disposal				
Personal Services	491,643	604,914	588,066	608,098
Operating Expenses	873,079	819,989	836,837	941,665
Capital Outlay	279,864	-	-	280,000
TOTAL San-Waste Collection/Disposal	1,644,586	1,424,903	1,424,903	1,829,763
34064 - Fleet Management				
Personal Services	231,445	300,666	302,566	311,287
Operating Expenses	149,793	148,579	146,679	146,479
Capital Outlay	2,012	-	-	4,680
TOTAL Fleet Management	383,250	449,245	449,245	462,446
32062 - San-Recycling				
Personal Services	105,321	115,373	115,373	118,032
Operating Expenses	42,533	47,534	47,534	47,534
TOTAL San-Recycling	147,854	162,906	162,906	165,566

Budget Detail

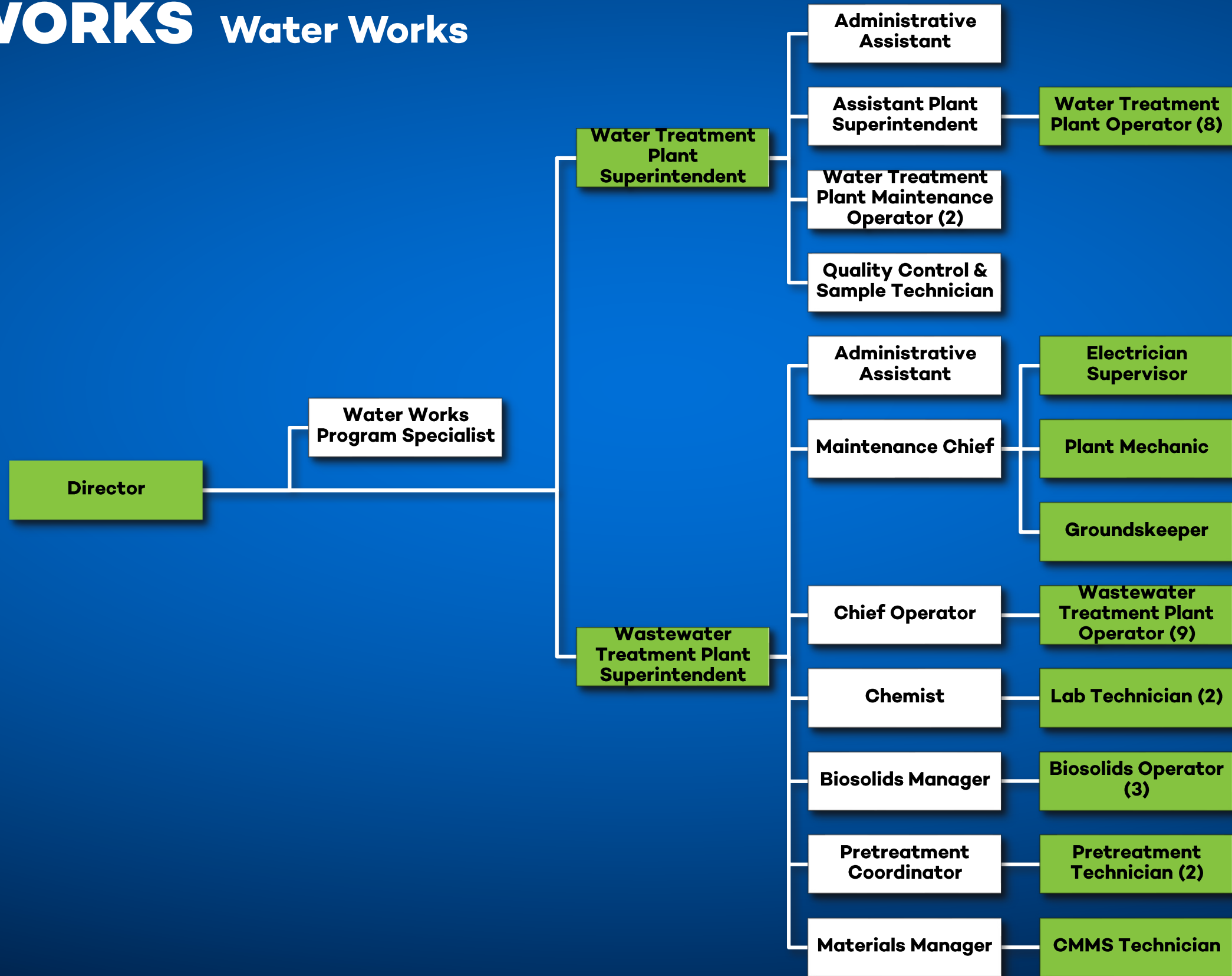
	20 Actual	21 Original	21 Revised	22 Proposed
35000 - Carpenter Shop				
Personal Services	86,158	110,465	110,725	107,695
Operating Expenses	24,211	24,478	24,218	24,408
TOTAL Carpenter Shop	110,368	134,943	134,943	132,103
40000 - Zoo				
Personal Services	804,024	1,049,559	1,037,259	1,050,142
Operating Expenses	301,790	311,003	326,566	371,303
Capital Outlay	3,546	3,120	3,120	114,240
TOTAL Zoo	1,109,361	1,363,682	1,366,945	1,535,685
45000 - Parks				
Personal Services	381,545	469,053	459,078	460,691
Operating Expenses	178,159	221,416	205,868	215,316
Capital Outlay	9,936	-	-	63,000
TOTAL Parks	569,640	690,469	664,946	739,007

PUBLIC WORKS Debt Service

			20 Actual	21 Approved	22 Mayor
Principal					
70101	588111	Principal FY 11 Bonds	345,945	327,822	338,804
70101	588114	Principal - 2011B 4828000	251,978	257,666	213,300
70101	588117	Principal FY13 PIB 3178000	198,000	204,000	210,000
70101	588122	Principal - 2016 GOB	360,062	367,917	375,938
70101	588123	Principal - 2017 GOB	865,386	900,734	945,535
70101	588124	Principal 2018	323,209	331,330	339,647
70101	588131	Principal - Waverly WQ Inlets	4,621	4,667	4,714
70101	588140	Principal 2019	-	487,600	515,200
		Total Principal	2,349,201	2,881,736	2,943,138
Interest					
70101	588211	Interest 2011	90,359	79,555	68,389
70101	588214	Interest 2011B 4828000	25,934	18,700	12,085
70101	588217	Interest 2013	64,326	58,376	52,248
70101	588222	Interest 2016 Bond	54,748	46,814	38,705
70101	588223	Interest 2017 GOB	318,284	275,033	229,222
70101	588224	Interest 2018 GOB	122,904	114,794	106,478
70101	588231	Interest - Waverly WQ Inlets	567	521	474
70101	588240	Interest 2020 GOB	160,521	391,920	366,850
70101	588241	Interest 2022 GOB	-	-	519,694
70101	588900	Bond Issuance Cost	160,859	-	-
		Total Interest	998,503	985,713	1,394,145
		Total Debt Service	3,347,705	3,867,449	4,337,283

PUBLIC WORKS

Water Works



Goals

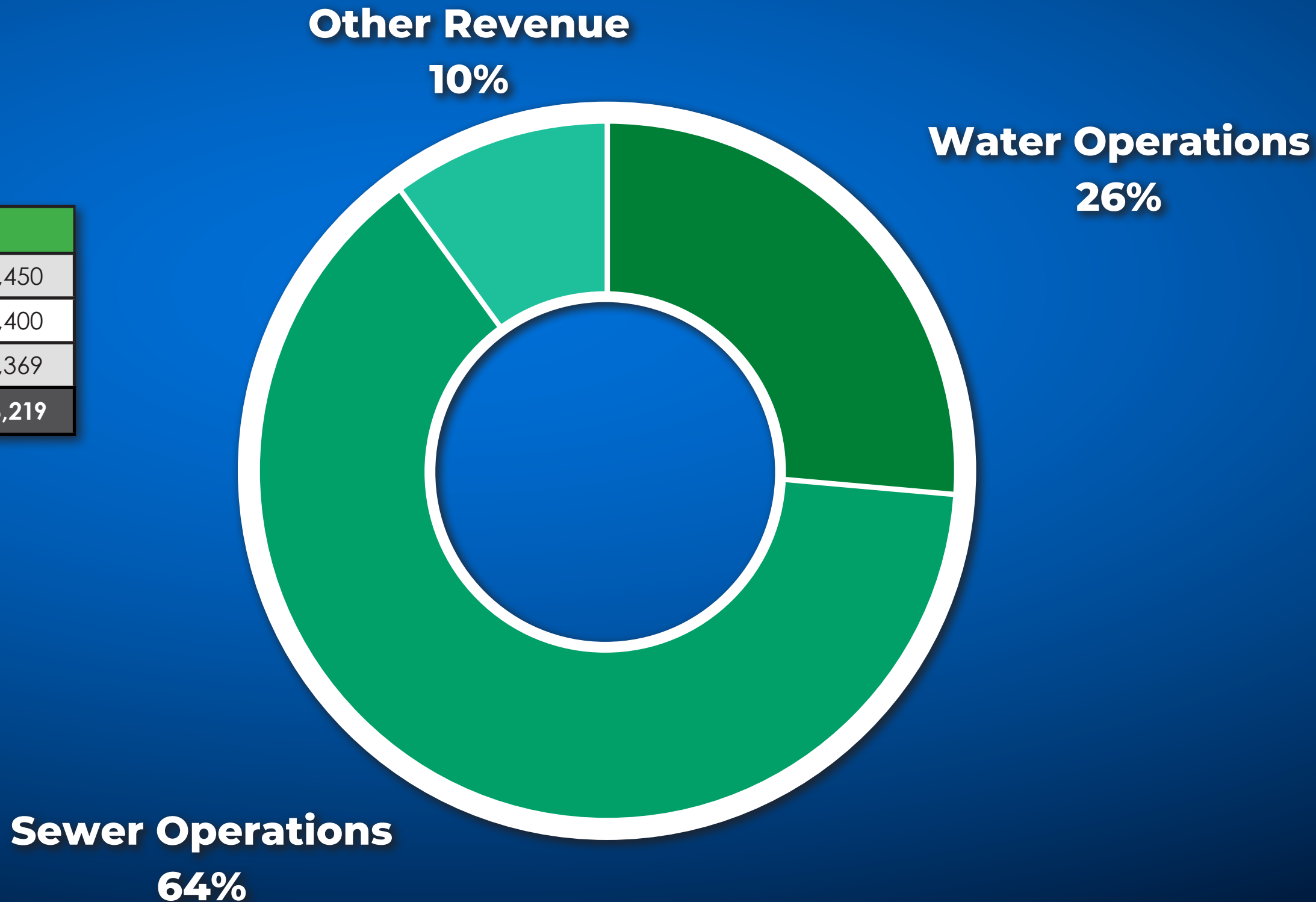
1. Produce drinking water to meet/exceed Federal drinking water standards 100% of the time.
2. Reduce unaccounted water use to under 10% of annual production.
3. Operate WWTP in compliance with NPDES Permit Standards 100% of the time.
4. Respond to water and wastewater emergencies within one hour, 100% 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.
7. Improve drinking water access by installing public bottle filling stations.

Priorities

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

WATER SEWER FUND Revenue Chart

Revenues	
Water Operations	4,811,450
Sewer Operations	11,894,400
Other Revenue	1,900,369
Total	18,606,219

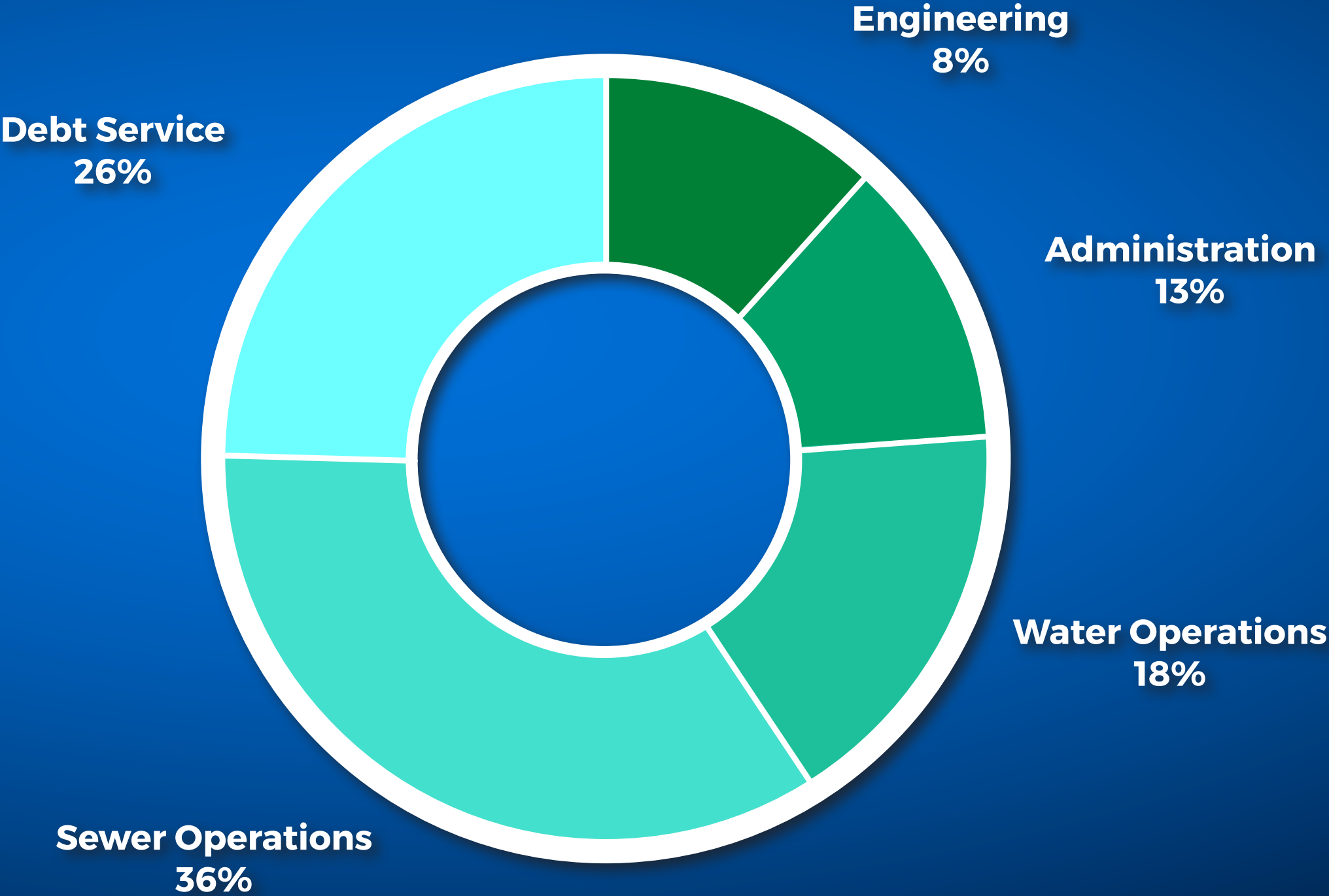


WATER SEWER FUND Revenue Summary

		20 Actual	21 Revised	22 Proposed
425800	Maryland Dept. of Environment	560,847	-	-
425805	MD Department of Transportation	-106,413	-	-
433260	Inspection Fees	5,202	40,000	30,000
434310	Water Sales	4,368,920	4,360,000	4,556,200
434315	Penalties	14,700	22,500	22,500
434316	Administrative Fees	76,841	96,000	77,000
434340	Fire Flow Tests	700	(7,500)	3,000
434341	Fire Service	20,888	21,500	30,000
434342	Meter Tests	330	250	250
434350	Special Meter Readings	21,225	20,000	20,000
434360	Sundry	65,360	60,000	60,000
434370	Turn On Charges	12,300	12,500	12,500
434410	Sewer Sales	10,778,672	10,880,000	11,265,100
434415	Penalties	34,080	50,000	50,000
434440	Pretreatment Monitoring	181,981	190,000	190,000
434450	Urban Services	394,114	389,000	389,000
434460	Sundry	180	(1,000)	300
456110	Investment Interest	316,304	-	-
456120	Other Interest	19	-	-
456450	Federal Recovery Funds	-	-	200,000
456911	Other Misc. Receipts	63	6,000	2,000
456913	Returned Check Fee	880	1,500	1,500
456926	Compensated Allowance Adj.	-32,386	-	-
456935	Insurance Proceeds	4,298	-	-
469161	Transfers from Water & Sewer	367,000	-	-
469162	Transfers from W&S Revolving	662,000	-	-
469810	Current Surplus Available	-	1,985,331	1,696,869
Total Water Sewer Fund		17,748,105	18,126,081	18,606,219

WATER SEWER FUND Expenditure Chart

EXPENDITURES	
Administration	2,371,465
Engineering	1,532,824
Water Operations	3,274,015
Sewer Operations	6,616,990
Capital Outlay	0
Debt Service	4,810,925
Total	18,606,219



WATER SEWER FUND Debt Service

70107 - Debt Ser-Sewer	20 Actual	21 Original	21 Revised	22 Proposed
	-	-	14,000	-
Debt Service	517,826	4,423,953	4,423,953	4,413,334
TOTAL Debt Ser-Sewer	517,826	4,423,953	4,437,953	4,413,334
70102 - Debt Ser-Water				
Debt Service	57,044	411,172	411,172	397,591
TOTAL Debt Ser-Water	57,044	411,172	411,172	397,591

WATER SEWER FUND Budget Summary

	20 Actual	21 Original	21 Revised	22 Proposed
81080 - Water Engineering				
Personal Services	599,695	589,688	589,688	607,992
Operating Expenses	105,407	158,346	190,229	165,346
Capital Outlay	11,498	12,410	12,410	13,350
TOTAL Water Engineering	716,601	760,444	792,328	786,688
81570 - Water Billing				
Personal Services	200,562	192,229	192,229	198,420
Operating Expenses	107,509	163,270	160,449	228,270
Capital Outlay	-	-	2,821	-
TOTAL Water Billing	308,071	355,499	355,499	426,690
82075 - Water Treatment				
Personal Services	847,794	921,540	921,540	1,022,690
Operating Expenses	934,458	1,177,360	1,207,774	1,177,360
Capital Outlay	7,681	-	29,546	-
TOTAL Water Treatment	1,789,933	2,098,900	2,158,860	2,200,050

WATER SEWER FUND Budget Summary

	20 Actual	21 Original	21 Revised	22 Proposed
82076 - Water Branch				
Personal Services	762,078	802,283	800,283	800,556
Operating Expenses	329,351	272,209	282,056	273,409
Capital Outlay	3,944	1,560	49,281	-
TOTAL Water Branch	1,095,373	1,076,051	1,131,619	1,073,964
83000 - Water Administration				
Personal Services	155,852	142,712	142,712	148,107
Operating Expenses	1,008,457	405,428	405,428	430,112
TOTAL Water Administration	1,164,308	548,140	548,140	578,219
84080 - Sewer Engineering				
Personal Services	588,088	579,063	579,063	593,974
Operating Expenses	120,114	138,832	156,238	138,812
Capital Outlay	5,270	12,410	12,410	13,350
TOTAL Sewer Engineering	713,471	730,305	747,711	746,136

WATER SEWER FUND Budget Summary

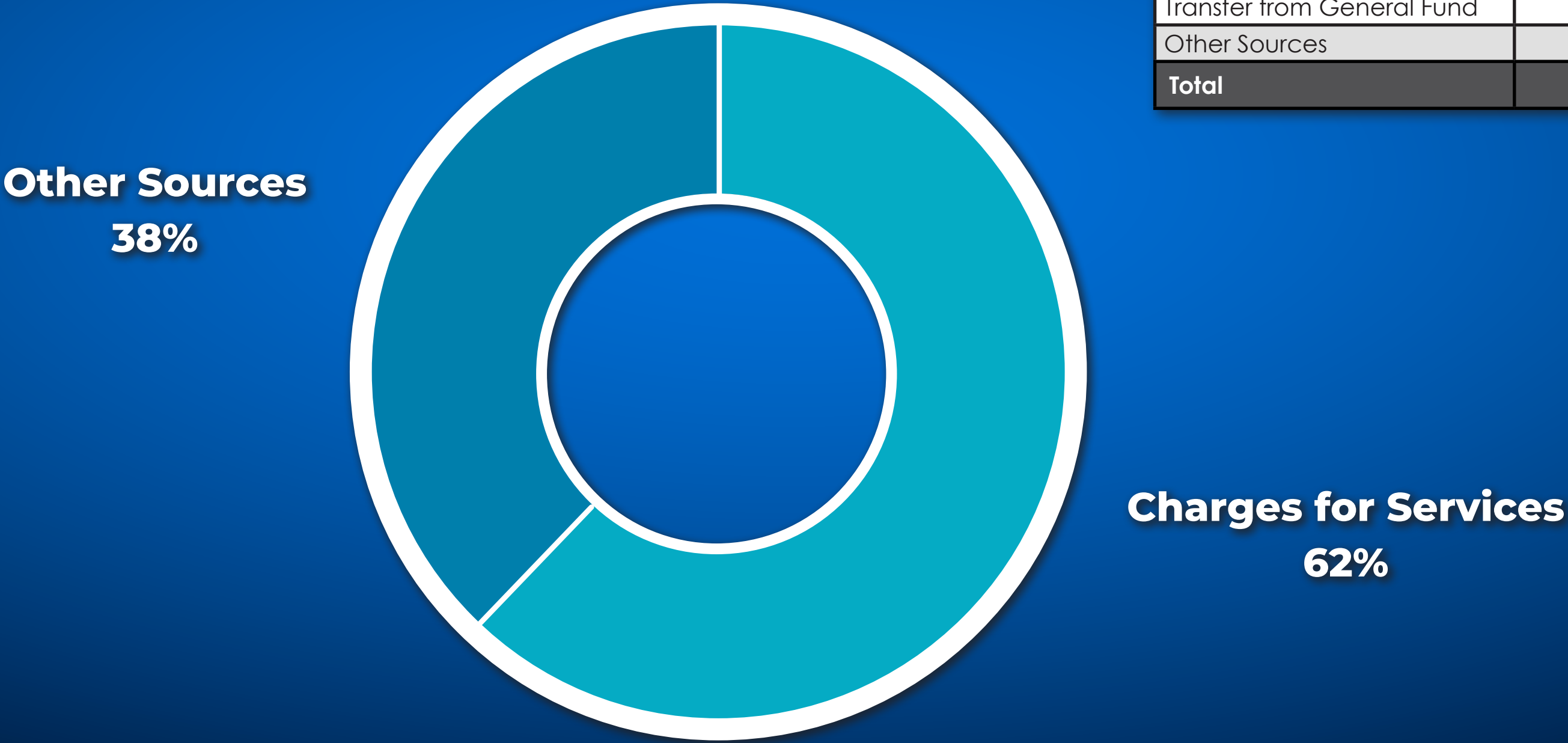
	20 Actual	21 Original	21 Revised	22 Proposed
85070 - Sewer Billing				
Personal Services	308,983	293,294	293,294	304,898
Operating Expenses	46,199	69,538	69,538	209,538
Capital Outlay	952	-	12,475	-
TOTAL Sewer Billing	356,133	362,832	375,307	514,436
86083 - Wastewater Treatment Plant				
Personal Services	1,912,662	2,094,236	2,094,236	2,115,998
Operating Expenses	2,784,877	3,220,276	3,463,788	3,190,276
Capital Outlay	29,164	-	207,160	-
TOTAL Wastewater Treatment Plant	4,726,702	5,314,512	5,765,184	5,306,274
86085 - Sewer Branch				
Personal Services	658,668	741,875	741,875	749,625
Operating Expenses	244,169	308,549	347,935	308,749
Capital Outlay	2,275	-	91,944	45,000
TOTAL Sewer Branch	905,112	1,050,424	1,181,754	1,103,374

WATER SEWER FUND Budget Summary

	20 Actual	21 Original	21 Revised	22 Proposed
86086 - Pretreatment Monitoring				
Personal Services	157,477	170,733	170,733	174,217
Operating Expenses	21,172	33,126	33,126	33,126
TOTAL Pretreatment Monitoring	178,649	203,859	203,859	207,343
87000 - Sewer Administration				
Personal Services	167,515	147,561	147,561	153,653
Operating Expenses	4,608,370	642,429	664,908	698,466
TOTAL Sewer Administration	4,775,885	789,990	812,469	852,119
91002 - Operating Transfers-W&S				
Other	367,000	-	-	-
TOTAL Operating Transfers-W&S	367,000	-	-	-
TOTAL Water & Sewer Fund	17,672,108	18,126,081	18,921,855	18,606,219

MARINA FUND

Revenue Chart



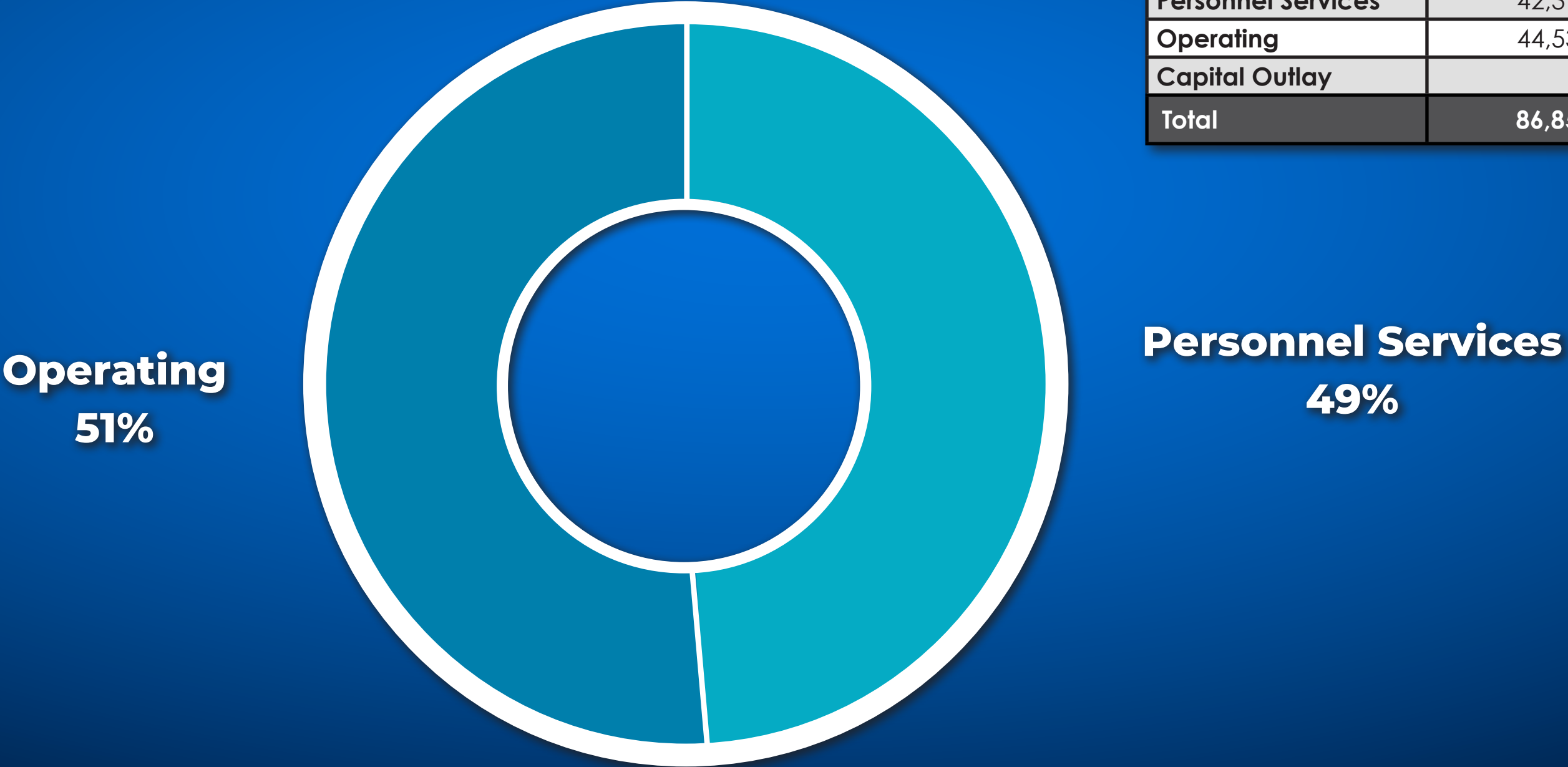
Revenues	
Charges for Services	54,000
Transfer from General Fund	0
Other Sources	32,851
Total	86,851

MARINA FUND Revenue Summary

		20 Actual	21 Revised	FY 21 Adopted
434710	Slip Rental	41,281	33,000	33,000
434711	Boat Gasoline Sales	18,723	16,000	15,000
434712	Boat Diesel Sales	1,658	2,000	2,000
434716	Sewage Pumpout Sales	163	-	-
456927	Electric Fees	4,240	4,000	4,000
456911	Other Misc. Receipts	1,296	-	-
469810	Current Surplus Available	-	56,542	32,851
TOTAL Marina Fund		67,360	111,542	86,851

MARINA FUND

Expenditure Chart

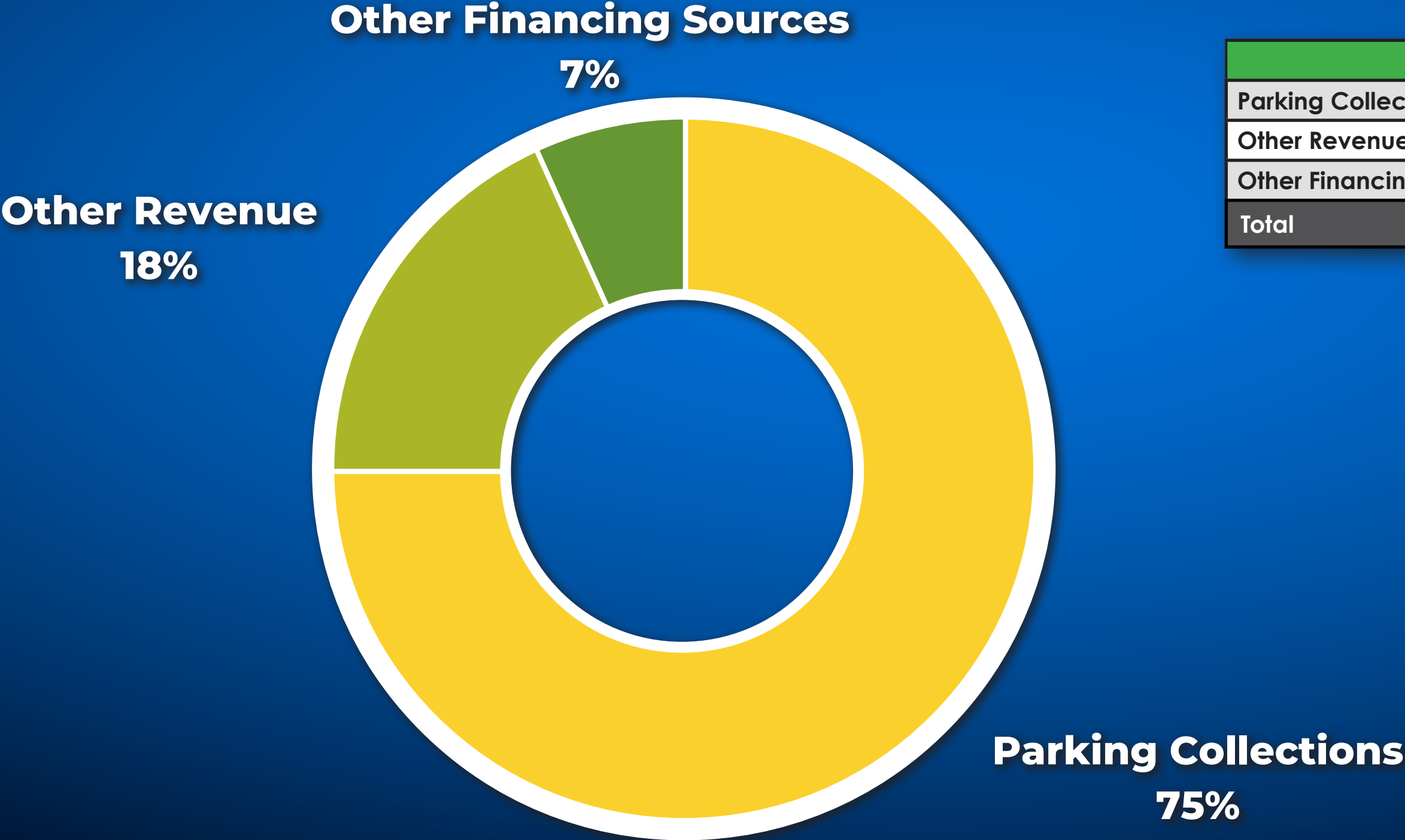


Expenditures	
Personnel Services	42,316
Operating	44,535
Capital Outlay	0
Total	86,851

MARINA FUND Budget Summary

47000 - Marina	20 Actual	21 Original	21 Revised	22 Proposed
Personal Services	38,514	42,107	42,107	42,316
Operating Expenses	63,687	44,435	44,435	44,535
Capital Outlay	-	25,000	25,000	-
TOTAL Marina	102,201	111,542	111,542	86,851

PARKING AUTHORITY Revenue Chart



Revenues	
Parking Collections	632,810
Other Revenue	150,000
Other Financing Sources	56,993
Total	839,803

PARKING AUTHORITY Revenue Summary

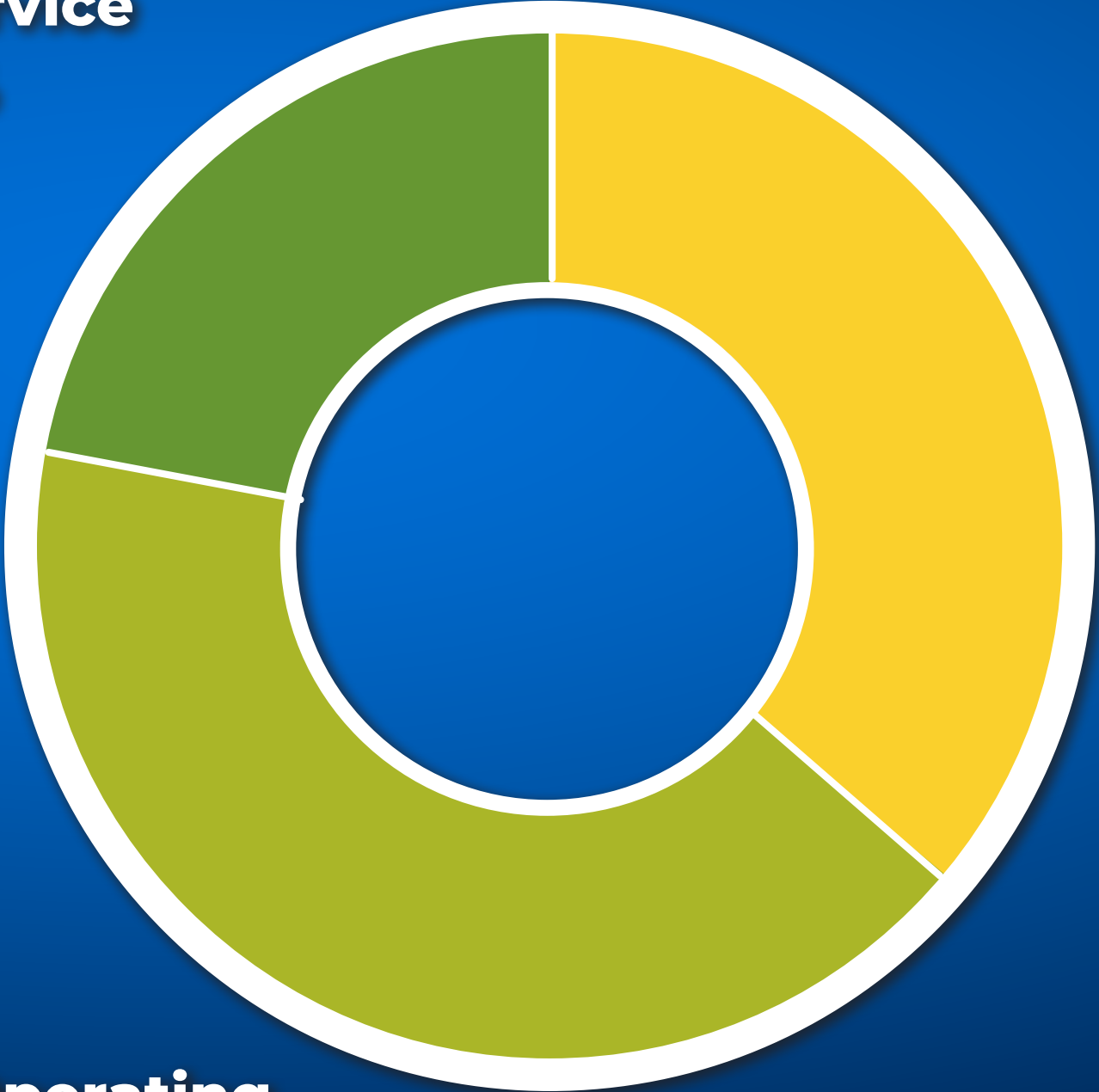
		20 Actual	21 Revised	22 Proposed
413204	Park Permit Lots	257,326	245,000	268,260
413205	Parking Meters/Coin	31,409	45,000	60,000
413206	Park Permit Garage	233,922	300,000	254,550
445110	Parking Citations	61,436	85,000	50,000
456110	Investment Interest	14,419	-	-
456300	Rent Earnings	100	-	-
456450	Federal Recovery Funds	-	-	150,000
469200	Sale of Fixed Assets	1,480	-	-
469810	Current Surplus Available	-	156,747	56,993
Total Parking Auth. Fund		600,092	831,747	839,803

PARKING AUTHORITY Expenditure Chart

Expenditures	
Personnel	301,904
Operating	349,308
Capital Outlay	-
Debt Service	188,591
Total	839,803

Debt Service
22%

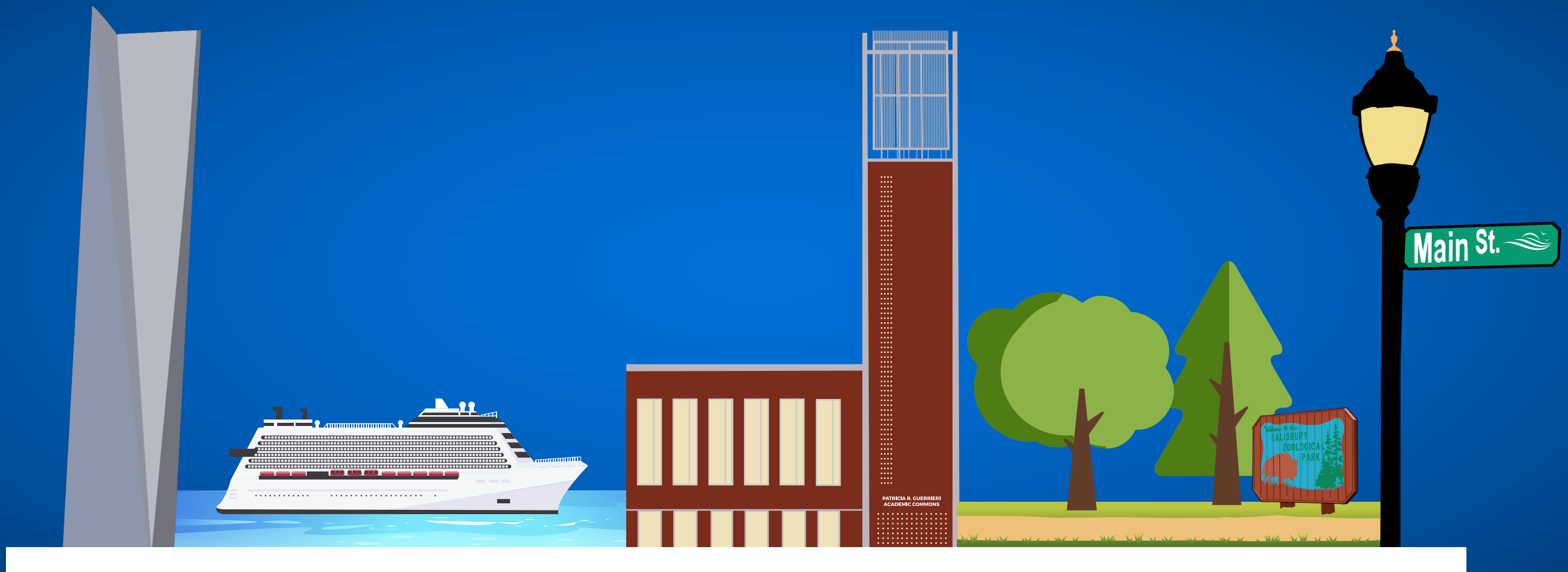
Operating
42%



Personnel
36%

PARKING AUTHORITY Budget Summary

	20 Actual	21 Original	21 Revised	22 Proposed
31154 - Parking Authority				
Personal Services	263,057	286,352	286,602	301,904
Operating Expenses	408,791	343,001	349,976	349,308
Capital Outlay	7,775	-	450	-
TOTAL Parking Authority	679,623	629,353	637,028	651,212
70154 - Debt Ser-Parking Authority				
	12,903	-	-	-
Debt Service	40,789	202,394	202,394	188,591
TOTAL Debt Ser-Parking Authority	53,692	202,394	202,394	188,591
TOTAL Parking Authority	733,315	831,747	839,422	839,803



9.0 STORMWATER FUND

STORMWATER FUND

Revenue Chart

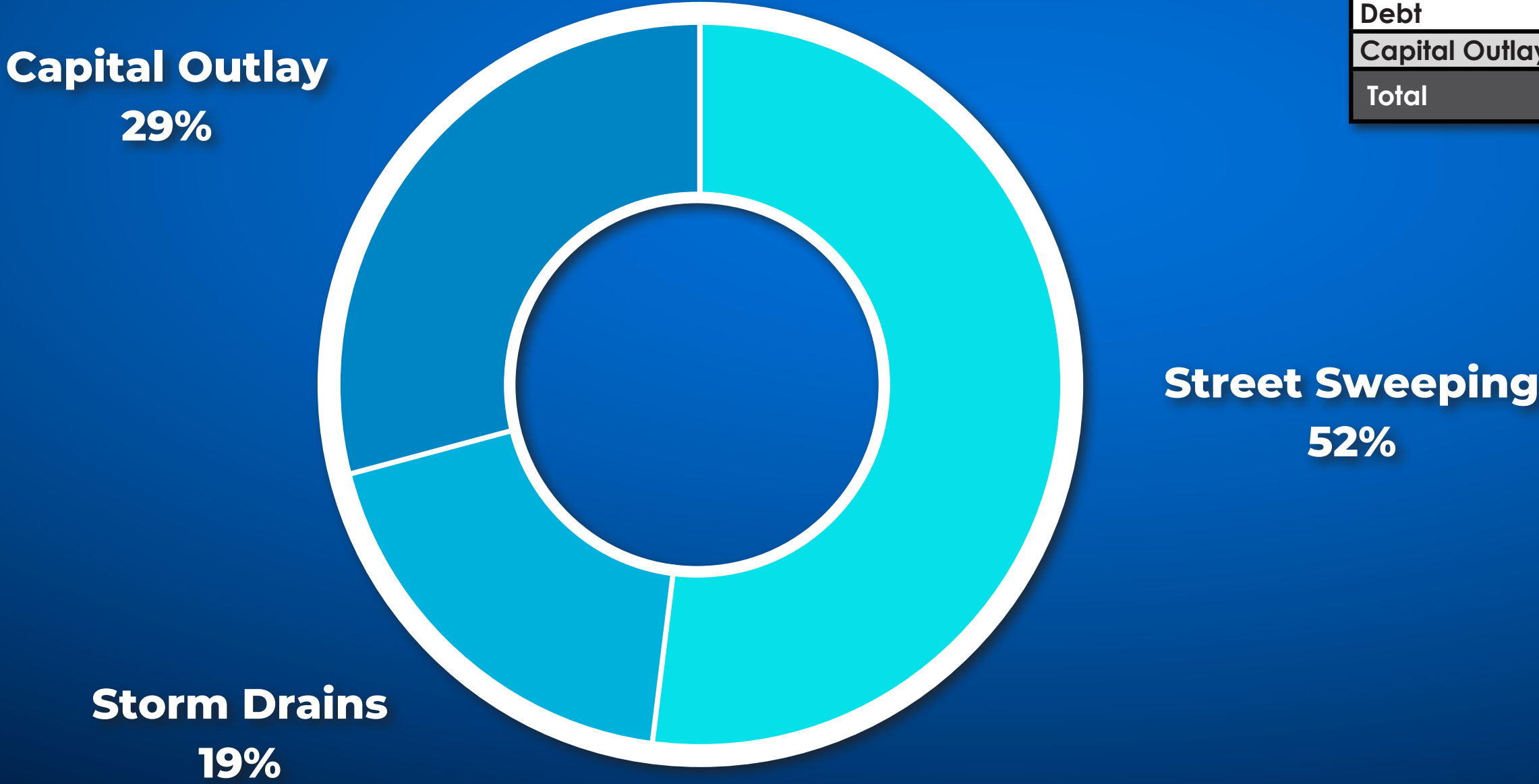
Other Financing Sources
47%

Revenues	
Storm Water Fees	790,939
Other Revenue	0
Other Financing Sources	697,168
Total	1,488,107



Storm Water Fees
53%

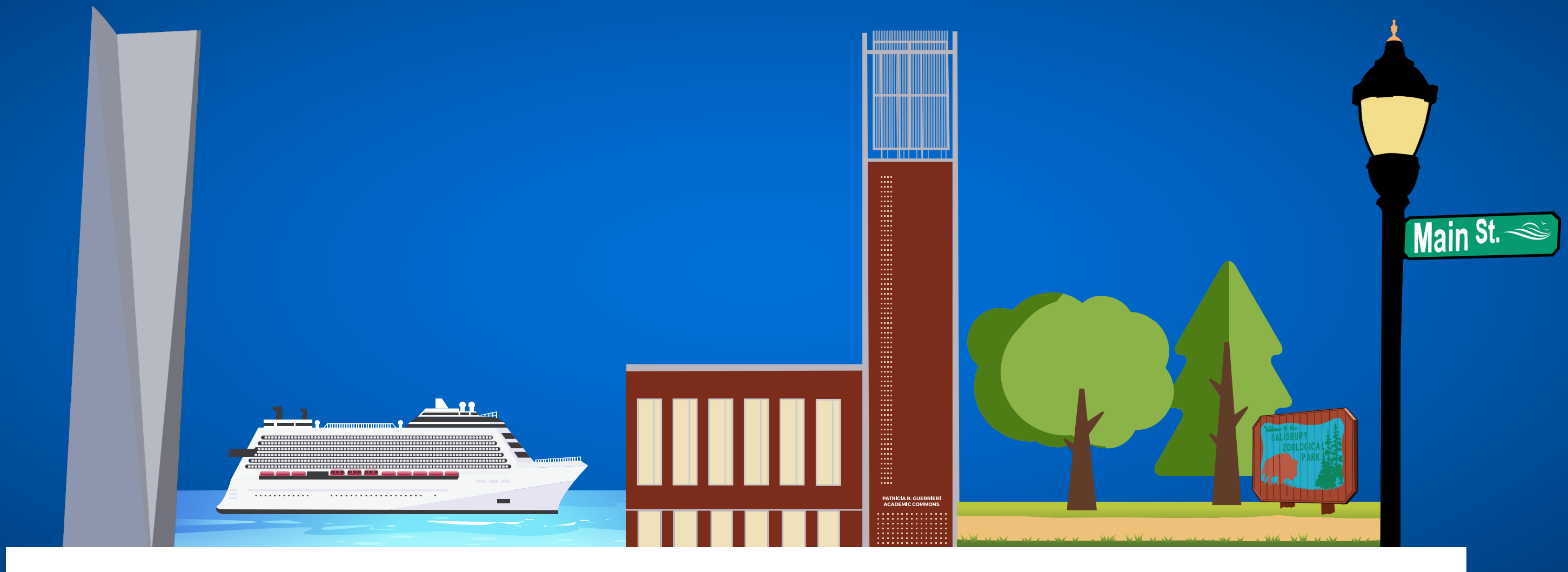
STORMWATER FUND Expenditure Chart



Expenditures	
Street Sweeping	770,607
Storm Drains	277,500
Debt	-
Capital Outlay	440,000
Total	1,488,107

STORMWATER FUND Budget Summary

	20 Actual	21 Original	21 Revised	22 Proposed
60820 - Storm Wtr - Street Sweeping				
Personal Services	122,903	160,201	160,201	154,514
Operating Expenses	124,160	108,103	108,103	241,093
Capital Outlay	-	-	-	375,000
TOTAL Storm Wtr - Street Sweeping	247,063	268,304	268,304	770,607
60850 - Storm Wtr - Storm Drains				
Operating Expenses	149,553	271,500	420,415	277,500
TOTAL Storm Wtr - Storm Drains	149,553	271,500	420,415	277,500
60890 - Storm Wtr - Transfers				
Other	120,000	155,550	155,550	440,000
TOTAL Storm Wtr - Transfers	120,000	155,550	155,550	440,000
TOTAL Storm Water Utility	516,617	695,354	844,269	1,488,107



APPENDICES

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, 2021 TO JUNE 30, 2022, 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, 2021 and ending June 30, 2022 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, 2021 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 _____, 2021 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 _____, 2021, and having been published as required by law, in the meantime, was finally passed by the Council on the _____ day of _____, 2021.

ATTEST:

_____	_____
Kimberly R. Nichols, City Clerk	John “Jack” R. Heath, President Salisbury City Council

APPROVED BY ME THIS ____ day of _____, 2021.

Jacob R. Day, Mayor

APPENDICES Budget Ordinance

Schedule A - Operating Budget Appropriations

1) General Fund – for the general municipal purposes of the City of Salisbury:	
City Council / City Clerk	261,232
Mayor’s Office/ Development Services	1,916,217
Finance	826,559
Procurement / Municipal Buildings	584,185
City Attorney	360,000
Information Technology	695,709
Police	14,820,816
Fire	9,326,694
Housing and Community Development	1,433,835
Infrastructure and Development	1,743,889
Field Operations	8,026,943
Debt Service & Other Uses	5,962,067
Total	45,958,146
2) Parking Authority Fund – for the special assessment district known as the Parking Authority	
Total	839,803
3) Water Sewer Fund - for operations of the water and sewer departments	
Total	18,606,219
4) Marina Fund – for the operations of the enterprise known as the City Marina	
Total	86,851
5) Storm Water Fund – for the operations of the enterprise known as the Storm Water Fund	
Total	1,488,107
Grand Total	\$ 66,979,126

APPENDICES Budget Ordinance

Project Description	Funding Source					
	Approved Amount	PayGO Gen Fund	PayGO Storm Water	Grants	Reallocation	FY 22 Bond
GOB Air Handler Replacement	178,750					178,750
GOB Security Enhancements	10,000	10,000				
Apparatus Replacement - Aerial Ladder	1,400,000					1,400,000
GOB Air Handler Replacement	178,750					178,750
GOB Security Enhancements	10,000	10,000				
Apparatus Replacement - Aerial Ladder	1,400,000					1,400,000
Exterior: Siding Repair and Painting Phase I	50,000	50,000				
Special Events Pavilions	120,000			120,000		
Field Operations Facility Plan - Phase 3 Garage	1,890,000					1,890,000
Street Light Additions and Replacement	25,000	25,000				
Bridge Maintenance - South Division Street Bridge	100,000	100,000				
Vision Zero- Crosswalk Program	12,500	12,500				
Vision Zero- Pedestrian Signal Program	25,000	25,000				
Skatepark Phase 2b	134,000			134,000		
Street Reconstuction (Milling and Paving)	45,000			45,000		
City Park Master Plan Improvements	400,000				400,000	
Bicycle Master Plan Improvements	475,000				475,000	
Urban Greenway Improvements	450,000				450,000	
Rail Trail Master Plan Implementation	300,000				300,000	
Downtown Street Scaping	600,000				218,674	381,326
Market Street Shoreline Improvements	330,000					330,000
MainStreet Master Plan	(1,843,674)				(1,843,674)	
Vision Zero - ADA Upgrades	50,000	50,000				
Vision Zero- Speed Awareness and Safety Program	12,500	12,500				
Vision Zero- Slow Zone Program	12,500	12,500				
Johnson Pond Dam Improvements	90,000		90,000			
Impervious Surface Reduction	100,000		100,000			
Stream Restoration along Beaverdam Creek	100,000		100,000			
Northwood and Brewington Branch Culvert	600,000		150,000		160,000	290,000
E MainStreet Drain at BU	(160,000)				(160,000)	
General Fund & Capital Projects	5,506,576	297,500	440,000	299,000	-	4,470,076

		Capital Projects - Funding Source					
			Fed Recovery Grant	FY23 Bond DOOI	Impact Funds	Revolving Funds	Bond
Project	Approved Amount	PayGO					
Water Sewer Capital Project Fund:							
Fiber Backbone Expansion	225,000		225,000				
EnerGov Software & Implementation	-		-				
Restore Park Well Field	175,000		175,000				
Paleo Ground Storage Tank Painting	70,000		70,000				
Dump Truck	185,000		185,000				
Structural Study	150,000		150,000				
Replace Distribution Piping & Valves	100,000		50,797			49,203	
Sewer Infiltration and Inflow Remediation	500,000					500,000	
Filter Replacement Project	3,150,800			3,150,800			
Mini Excavator w/Trailer	60,000		60,000				
Pipe Line Inspection Camera	65,000		65,000				
FO WS Share III Service Center - Garage 25%	630,000		630,000				
FO WS Share II Service Center - Admin 25%	500,000		500,000				
Transfer to Revolving Fund	740,000				740,000		
Water Sewer Capital Project Fund Total >>	6,550,800	0	2,110,797	3,150,800	740,000	549,203	0

APPENDICES

Budget Ordinance

Schedule C: City Fiscal Year 2022 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 2022	Amount	Account					
Comcast - Public, Educational & Governmental (PEG) Fees										
FY22 - PEG Fees from Comcast	68,000		68,000	N/A	N/A	7/1/2021	6/30/2022	Private	N/A	Comcast
Housing & Community Development Department										
FY22 - Homeless Solutions Program - Federal Funds (ESG)	20,000		20,000	N/A	N/A	7/1/2021	6/30/2022	Federal	14.231	DHCD
FY22 - Homeless Solutions Program - State Funds	25,000		25,000	N/A	N/A	7/1/2021	6/30/2022	State	N/A	DHCD
FY22 - Projects for Assistance in Transition from Homelessness (PATH)	30,000		30,000	N/A	N/A	7/1/2021	6/30/2022	Federal	93.150	SAMHSA
FY22 - State Revitalization Programs (SRP) - Community Legacy / Strategic Demolition	350,000		350,000	N/A	N/A	7/1/2021	6/30/2022	State	N/A	DHCD
FY21 - Community Development Block Grant (CDBG)	388,000		388,000	N/A	N/A	7/1/2021	N/A	Federal	14.218	HUD
FY19 - POS - Zoo Special Events Pavilion, Phase 1 / Bathroom Renovations (DNR - Wic. Co.)	90,000		90,000	10,000	91001-599120	7/1/2021	6/30/2022	State	N/A	DNR
FY22 - POS - Resurfacing of Existing Tennis Courts (DNR - Wic. Co.)	99,000		99,000	11,000	91001-599120	7/1/2021	6/30/2022	State	N/A	DNR
FY22 - POS - New Tennis Complex (DNR - Wic. Co.)	540,000		540,000	60,000	91001-599120	7/1/2021	6/30/2022	State	N/A	DNR
FY22 - CP&P - Salisbury Skatepark, Phase 2-B (Final)	170,200		170,200	6,000	91001-599120	7/1/2021	6/30/2022	State	N/A	DNR
FY22 - CP&P - Zoo Special Events Pavilion, Phase 2	172,357		172,357	N/A	N/A	7/1/2021	6/30/2022	State	N/A	DNR
				87,000						
Infrastructure & Development Department										
FY21 - MEA Maryland Smart Energy Communities (MSEC)	55,000		55,000	N/A	N/A	7/1/2021	6/30/2022	State	N/A	MEA /MSEC
FY22 - MD Dept. of Transportation - State Aid Funds	44,000		44,000	N/A	N/A	7/1/2021	6/30/2022	State	N/A	MDOT
FY22 - MD Critical Area Commission - Grant-In-Aid Funds	4,000		4,000	N/A	N/A	7/1/2021	6/30/2022	State	N/A	MCAC
FY22 - Chesapeake Bay Trust Green Streets, Green Jobs, Green Towns - Carroll Street	100,000		100,000	N/A	N/A	7/1/2021	6/30/2022	State	N/A	CBT
FY22 - MDOT Bikeways - Northwest Bikeways Phase 2	100,000		100,000	N/A	N/A	7/1/2021	6/30/2022	State	N/A	MDOT
FY22 - MDOT Bikeways - Eastern Shore Drive	322,000		322,000	64,400	31000-534318	7/1/2021	6/30/2022	State	N/A	MDOT
FY22 - MDOT Bikeways - Carroll Street	460,000		460,000	92,000	98119-513026-48048	7/1/2021	6/30/2022	State	N/A	MDOT
FY22 - MDOT Transportation Alternatives Program (TAP) - Rail Trail Phase 7B	722,523		722,523	180,631	98119-513026-48046	7/1/2021	6/30/2022	Federal	N/A	MDOT
Water Works Department										
FY21 - ENR O&M Grant - MDE Bay Restoration Fund (BRF)	255,000		255,000	N/A	N/A	7/1/2020	6/30/2022	State	N/A	MDE / BRF
Salisbury Fire Department										
FY20 - Staffing -Adequate Fire & Emergency Response (SAFER)	2,800,000		2,800,000	N/A	N/A	8/24/2021	8/24/2024	Federal	97.083	DHS / FEMA
Salisbury Police Department										
FY17, 18 & 19 - COPS Grant	250,000	250,000		N/A	N/A					
FY22 - Bulletproof Vest Partnership	25,000		25,000	N/A	N/A	10/1/2021	9/30/2023	Federal	16.607	Dept. of Justice
FY22 - MD Criminal Intelligence Network (MCIN)	300,000		300,000	30,000	91001-599121	7/1/2021	6/30/2022	State	N/A	GOCCP
FFY21 - Edward Byrne Memorial JAG	26,000		26,000	N/A	N/A	10/1/2021	9/30/2024	Federal	16.738	Dept. of Justice
FY22 - Gun Violence Reduction Initiative	30,000		30,000	3,500	91001-599121	7/1/2021	6/30/2022	State	N/A	GOCCP
FFY22 - MD Highway Safety Office - Impaired Driver (DUI)	6,000		6,000	5,084	91001-599121	10/1/2021	9/30/2022	Federal	20.616	US DOT / MHSO
FFY22 - MD Highway Safety Office - Aggressive Driver	4,000		4,000	3,398	91001-599121	10/1/2021	9/30/2022	Federal	20.600	US DOT / MHSO
FFY22 - MD Highway Safety Office - Distracted Driver	3,000		3,000	2,555	91001-599121	10/1/2021	9/30/2022	Federal	20.600	US DOT / MHSO
FY22 - Wicomico County Circuit Court - Drug Court	8,000		8,000	6,000	91001-599121	7/1/2021	6/30/2022	County	N/A	Circuit Court
FY22 - Exploring Predictive Policing w/ Machine Learning (BIAG / GOCCP)	100,000		100,000	N/A	N/A	7/1/2021	6/30/2022	State	N/A	GOCCP
FY22 - Police Recruitment & Retention Grant (PRAR / GOCCP)	24,000		24,000	N/A	N/A	7/1/2021	6/30/2022	State	N/A	GOCCP
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
FFY22 - U.S. Marshals Program	20,000		20,000	16,430	91001-599121	10/1/2021	9/30/2022	Federal	16.111	US Marshals
Total	\$ 8,054,549	\$ 693,469	\$ 7,361,080	\$ 577,998						
Some of the Community Development grants will require an FY22 match totaling \$87,000, which will be transferred from account number 91001-599120										
The City's Housing First / Homeless Program will require a transfer from the General Fund in the amount of \$108,697, which will be transferred from account number 91001-599200										
Some of the Police Dept. grants will require an FY22 match, totaling \$66,967, which will be transferred from account number 91001-599121.										
The Infrastructure & Development Dept. has applied for a FY21 - MEA Maryland Smart Energy Communities (MSEC) grant. The match for this grant of \$11,000 will be covered by Traffic (Org 22000) in kind labor.										
One of the Infrastructure & Development Dept. grants will require an FY22 match, totaling \$64,400, which will be transferred from account number 31000-534318.										
One of the Infrastructure & Development Dept. grants will require an FY22 match, totaling \$92,000, which will be transferred from account number 98119-513026-48048.										
One of the Infrastructure & Development Dept. grants will require a match, totaling \$180,631, which is currently available in account number 98119-513026-48046.										
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.										

APPENDICES

Fee Ordinance

ORDINANCE NO.

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO SET FEES FOR FY 2022 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 2022 Budget of the City of Salisbury; and

WHEREAS, the fees listed in the attached FY 2022 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 2022 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 2022 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 2022 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

ATTEST:

Kimberly R. Nichols, City Clerk John R. Heath, President
Salisbury City Council

APPROVED BY ME THIS _____ day of _____, 2021.

Jacob R. Day, Mayor

APPENDICES

Fee Schedule

Licenses			
Alarm Company	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	0.55	Per Year, per square foot	Finance
Transient Merchants and Mobile Vendors		Per Code 5.32.070	Bus Dev
New application	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	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	80		
License	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	
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 1st Year		Per Code 15.26.050	
If paid within 60 days	120		
If paid by between 61-150 days	185		
If paid after 150 days	315		
Landlord License Unit Registration 1st Year		Per Code 15.26.040	
If paid within 60 days	120		
If paid by between 61-150 days	185		
If paid after 150 days	315		

APPENDICES

Fee Schedule

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 1st Year, prorated			
If registered/paid:			
7/1-9/30	200		
10/1-12/31	150		
1/1-3/31	100		
4/1-6/30	50		
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 1st 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		

APPENDICES

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	59 63	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 ³ 5% of WWTP flow	8,700	30 units	
IB discharges flow ³ 50,000 gpd	7,250	25 units	
IC categorical user which discharges	5,800	20 units	
ID discharges flow ³ 25,000 gpd	4,350	15 units	
IE categorical user which does not discharge	2,900	10 units	
Minor Industrial Users: (Per Code 13.12.110)			
IIA-1 discharges flow ³ 5,000 gpd or hospitals, campus	2,030	7 units	
IIA-2 discharges flow ³ 5,000 gpd or light industry, hotels	1,450	5 units	
IIB discharges flow ³ 1,000 gpd or fast food, large restaurants, large garages	580	2 units	
IIC discharges flow 500 - 1,000 gpd or small restaurants, small garages	435	1.5 units	
IID discharges flow ³ 500 gpd or restaurants that are carry out only no fryer	290	1 unit	
IIE photographic processor which discharges silver rich wastewater	290	1 unit	
<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		

APPENDICES

Fee Schedule

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	50		
\$3,001 to \$100,000	90		
\$100,001 to \$500,000	210		
\$500,001 to \$1,000,000	260		
\$1,000,001 and Up	310		
Building Permit Fees (Per Code 15.04.030)		Residential, Commercial, Accessory, Fence	
<i>Fees based on cost of construction:</i>			
Up to \$ 3000	50		
\$3001 and Up	60	Plus (.0165 * Cost of Construction)	
\$100,001 to \$500,000	1,200	Plus (\$10 for each \$1,000 over \$100,000)	
\$500,001 to \$1,000,000	4,500	Plus (\$9 for each \$1,000 over \$500,000)	
\$1,000,001 and Up	8,100	Plus (\$6 for each \$1,000 over \$1,000,000)	
Fence Permit Fees: (Per Code 15.04.030)			

<i>Fees based on cost of construction:</i>			
Up to \$ 3,000	40		
\$3,000 to \$100,000	50		
Outdoor Advertising Structure Fee (Per Code 17.216.240)	0.5	Per SF foot of sign surface per year	
Other Building Fees:			
Historic District Commission Application	25 50		
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	0.5	Per sq ft of sign surface area, Per Code 17.216.240	

APPENDICES Fee Schedule

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		
Critical Area Program			
Certificate of Compliance (Per Code 12.20.110)		Ordinance No. 2578	
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)			
	1.5	\$1.50 per square foot of mitigation area	
License to Encumber Program			
Application – Installation of Service Line	75	\$25 per additional service line in project area, defined as ¼ mile radius from primary address	

Application – Large Boring Project	125	Includes up to 500 linear feet. \$50 for additional 250 linear feet above the initial	
Application – Large Open/Cut	250	Includes up to 500 linear feet. \$100 for additional 250 linear feet above the initial	
Application – Micro-Trenching Project	125	Includes up to 500 linear feet. \$50 for additional 250 linear feet above the initial	
Application – Installation of New Utility Pole (excluding Small Cell facilities)	500		
Application – Underground utility project replacing overhead utilities and removing utility poles	Waived		
License to Encumber Program - Small Wireless Facilities			
Application	500	Ordinance No. 2580	
Application – additional facilities	100	For up to five (5) small wireless facilities	
Access to the Right of Way fee	1,000	For each additional small wireless facility addressed in the application beyond five	
Annual fee for access to the Right of Way	270	Per each new small wireless facility pole	
		Per year per small wireless facility after year 1	
Storm Water Utility (2306)			
Fee to maintain City storm water facilities	20 25	Per year per Equivalent Residential Unit	
Stormwater Utility Credit Application (2306)			
Fee to apply for credit to Stormwater Utility	150	Per application	
Street Break Permit (Per Code 12.12.020)			
Permit for breaking City public streets and way	25 50	Per break location	

APPENDICES

Fee Schedule

Install new or replace existing sidewalk, residential	50		
Install new or replace existing sidewalk, commercial	100		
Install new driveway, residential	150		
Install new driveway, commercial	300		
Excavate street or sidewalk to conduct maintenance of underground facilities	150	\$50 per additional "break" in project area	
Excavate street or sidewalk to replace existing utility pole	250	\$100 per additional pole replaced in project area	
Excavate street or sidewalk to replace or remove utility pole permanently	Waived		
Obstruction Permit (Per Code 12.12.020)			
Permit for obstructing City public streets and ways.	40 50	Per location	
Dumpster – residential, obstruction permit	50	Renewal fee of \$25 after 30 days	
Dumpster – commercial, obstruction permit	100	Renewal fee of \$50 after 30 days	
Sidewalk closure	50	\$5 per day over 30 days	
Lane closure (including bike lane)	100	\$10 per day over 30 days	
Street closure	250	\$25 per day over 30 days	
Street closure for Block Party or Community Event	Waived	Fee under Outdoor Rental Space Public Events - Streets	
Water and Sewer Capacity Connection Fee (Per Code 13.02.070)			
Comprehensive Connection Charge of Capacity Connection fee for the Developer's share in the equity of the existing utility system cost of growth related infrastructure improvements.	3,710.00 3,533.00	Per Equivalent Dwelling Unit (water \$1,513 \$1,925, sewer \$2,020 \$1,785)	
Water and Sewer Infrastructure Reimbursement Facility Fee (Per Code 13.02.070)			

Comprehensive Connection Charge for Infrastructure Reimbursement Facility Fees is based on actual costs of water and sewer infrastructure installed by a Developer.	*	* Fee amount is project dependent. Facility Infrastructure Reimbursement 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.	
Infrastructure Reimbursement Administrative Fee (Per Code 13.02.090)			
Administrative fee assessed on Infrastructure Reimbursement Facility Fee for processing	*	0.1 percent of the Infrastructure Reimbursement 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	\$1,000 450	Plus \$50 per disturbed acre, \$500 minimum. Subsequent submittals, which generate additional comments, may be charged an additional \$500.	
Stormwater Management Waiver Reviews	400		
Water and Sewer Inspection Fee (R 1341)			

APPENDICES

Fee Schedule

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	Per request	
For 10 pages or more	115	Per request	
Stormwater Management As-Built recording fee (Per County Court)			
Recording fee for Stormwater Management As-Built.	10	Per sheet	
Subdivision review fee (1536)			
Fee for Subdivision review	200.00 25.00	Per subdivided acre, (\$25.00-minimum, \$200.00 maximum)	
Subdivision recording fee (Per County Court)			
Recording fee for Subdivision plans	10	Per page	
Resubdivision review fee (1536)			
Fee for Resubdivision reviews	200.00 25.00	Per subdivided acre, (\$25.00-minimum, \$200.00 maximum)	
Resubdivision recording fee (Per County Court)			
Recording fee for Resubdivision plans	10	Per page	
Administrative Fee for Connection Capacity-Fee payment Plans (R 2029)			
Administrative Fee for Connection Capacity Fee payment Plans	25		
Maps and Copying Fees			
City Street Map	5	Ea	

Street Map Index	1	Ea	
Property Maps	3	Ea	
Sanitary Sewer Utility Maps (400 Scale)	3	Ea	
Storm Water Utility Maps (400 Scale)	3	Ea	
Water Main Utility Maps (400 Scale)	3	Ea	
Sanitary Sewer Contract Drawings	1	Ea	
Storm Water Contract Drawings	1	Ea	
Water Main Contract Drawings	1	Ea	
Black and White Photocopying (Small Format)	0.25	Sq. ft	
Black and White Photocopying (Large Format)	0.5	Sq. ft	
Color Photocopying (Small Format) \$1/sq.ft.	1	Sq. ft	
Color Photocopying (Large Format) \$2/sq.ft.	2	Sq. ft	
Port of Salisbury Marina Fees (by Field Operations)			
Transient			
Slip Fees based on size of vessel	1	Per foot per day	
Electric 30-amp service	5	Per day	
Electric 50-amp service	10	Per day	
Slip Rental – Monthly			
Fees based on size of vessel			
October through April	3.85	Per foot + electric	
May through September	5.5	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	

APPENDICES

Fee Schedule

Fuel	0.4	Per gallon more than the cost per gallon purchase price by the City	
Electric Service	0.4	Per gallon more than the cost per gallon purchase price by the City	
Fees per meter			
Electric 30-amp service	30	Per month	
Electric 50-amp service	50	Per month	
EMS Services			
	Resident	Non-Resident	
BLS Base Rate	800.00 600.00	900.00 690.00	
ALS1 Emergency Rate	950.00 700.00	1,000.00 900.00	
ALS2 Emergency Rate	1,100.00 800.00	1,200.00 1,050.00	
Mileage (per mile)	18.00 14.00	18.00 16.20	
Oxygen	Bundle 65.00	Bundle 65.00	
Spinal immobilization	Bundle 124.00	Bundle 124.00	
BLS On-scene Care	250.00 200.00	300.00 200.00	
ALS On -scene Care	450	550	
Water Works			
Temporary connection to fire hydrant (Per Code 13.08.120)			
Providing temporary meter on a fire hydrant for use of City water	64.5	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	Plus charge for water used per current In City rate, \$10 minimum	

Out of City	50	Plus charge for water used per current Out of City rate, \$10 minimum	
Hydrant flow test (Per Code 13.08.030)			
To perform hydrant flow tests			
In City	125	Per request	
Out of City	160	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	Per request	
Out of City	160	Per request	
Meter tests (Per Code 13.08.030)			
To perform meter tests on ¾" and 1" meters.			
In City	40	Per request	
Out of City	50	Per request	
Water Meter/Tap Fee and Sewer Connection Fee (Per Code 13.02.070)			
Water Meter/Tap Fee and Sewer Connection Fee if water and sewer services are installed by City forces.	*	The tap and connection fee amount is the actual cost of SPW labor and materials or per this schedule.	
Water Tapping Fees - In City:			
3/4 Water Meter	3,850	Per Connection	
1" Water Meter	4,160	Per Connection	
1 ½" Water Meter T-10 Meter	5,810	Per Connection	
2" Water Meter - T-10 Meter	6,200	Per Connection	
2" Water Meter - Tru Flo	7,320	Per Connection	
Water Tapping Fees - Out of City			
3/4 Water Meter	4,810	Per Connection	
1" Water Meter	5,200	Per Connection	
1 ½" Water Meter T-10 Meter	7,265	Per Connection	

APPENDICES

Fee Schedule

2" Water Meter - T-10 Meter	7,750	Per Connection	
2" Water Meter - Tru Flo	9,155	Per Connection	
Sanitary Sewer Tapping Fees - In City:			
6" Sewer Tap	3,320	Per Connection	
8" Sewer Tap	3,380	Per Connection	
6" or 8" Location & Drawing Fee	45	Per Connection	
Sanitary Sewer Tapping Fees – Out of City			
6" Sewer Tap	4,150	Per Connection	
8" Sewer Tap	4,225	Per Connection	
6" or 8" Location & Drawing Fee	60	Per Connection	
Water Meter Setting Fee (Per Code 13.02.070)			
Water meter setting fee for installation of water meter when tap is done by a contractor.			
Meter Setting Fees - In City:			
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	2,030	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	1,130	Per Connection	
2" Water Meter - Tru Flo	2,535	Per Connection	
Parking Violations, False Alarms, Infractions, Scofflaw, MPIA Fees (by the Police & Fire Departments)			
Animal Control	50-100		Police Dept
MPIA Request Fees			Police Dept
First two hours processing request	Waived		

Work exceeding two hours, SPD will charge attorney hourly fee and hourly fee for Records Tech	75	Attorney hourly fee	
	30	Records Tech hourly fee	
Black and white copy of paper document and photographs	0.25	Per copy	
DVD production	15	Per DVD produced	
False Police Alarms (Per Code 8.040.050)			Police Dept
<i>based on number of incidents in calendar year</i>			
First 2 incidents	0		
3rd incident	50		
4th incident	90		
Greater than 4 each incident	130		
False Fire Alarms (Per Code 8.040.050)			Fire Dept
<i>based on number of incidents in calendar year</i>			
First 2 incidents	0		
3rd incident	45		
4th incident	90		
Greater than 4 each incident	135		
Scofflaw			Police Dept
Tow	135		
Storage	50		
Administrative Fee	35		
Business Administrative Fee	30		
Parking Permits and Fees			
	UOM	1-Jul-21 Rate	1-Jul-21 Non-Profit Rate
Parking Permits (Per Code 10.04.010)			

APPENDICES

Fee Schedule

Lot #1 - lower lot by library	Monthly	45.00 40.00	35.00 30.00
Top Lot #1 - upper lot by library	Monthly	40.00	30.00
Lot #4 - behind City Center	Monthly	45.00 40.00	35.00 30.00
Lot #5 - Market St. & Rt. 13	Monthly	40.00 35.00	31.25 26.25
Lot #7 & 13 - off Garrettson Pl.	Monthly	15.00 10.00	12.50 7.50
Lot #9 - behind GOB	Monthly	45.00 40.00	35.00 30.00
Lot #10 - near State bldg/SAO	Monthly	45.00 40.00	35.00 30.00
Lot #11 - behind library	Monthly	40.00 35.00	31.26 26.25
Lot #12 - beside Market St. Inn	Monthly	40.00 35.00	31.25 26.25
Lot #14 - by Holiday Inn	Monthly	25.00	18.75
Lot #15 - across from Feldman's	Monthly	45.00 40.00	35.00 30.00
Lot #16 - by Avery Hall	Monthly	45.00 40.00	35.00 30.00
Lot #20 - Daily Times	Monthly	45.00 40.00	35.00 35.00
Lot #30 - by drawbridge	Monthly	20.00 15.00	16.25 11.25
Lot #33 - east of Brew River	Monthly	20.00 15.00	16.25 11.25
Lot #35 - west of Brew River	Monthly	20.00 15.00	16.25 11.25
Lot SPS - St. Peters St.	Monthly	45.00 40.00	35.00 30.00
E. Church St.	Monthly	45.00 40.00	35.00 30.00
W. Church St.	Monthly	45.00 40.00	35.00 30.00
Parking Garage	Monthly	50.00 40.00	40.00 30.00
Transient Parking Options			
Parking Lot #1 (first 2-hrs of parking are FREE)	Hourly	1	
Parking Garage	Hourly	1	
Parking Meters	Hourly	2.00 1.00	

Pay Stations			
For hours 1-2	Hourly	1	
For hour 3 with a 3 hour Maximum Parking Limit	Hourly	3	
Miscellaneous Charges (Per Code 10.04.010)			
Replacement Parking Permit Hang Tags	Per Hang Tag	5	
Parking Permit Late Payment Fee (+15 days)	Per Occurrence	5	
New Parking Garage Access Card	Per Card	10	
Replacement Parking Garage Access Card	Per Card	10	
Fire Prevention Fees (by the Fire Department)			
Plan review and Use & Occupancy Inspection			
Basic Fee – For all multi-family residential, commercial, industrial, and institutional occupancies. Including, but not limited to, new construction, tenant fit-out, remodeling, change in use and occupancy, and/or any other activity deemed appropriate by the City of Salisbury Department of Infrastructure and Development.	60% of the building permit fee;		
	\$75 minimum (Not included – plan review and related inspection of specialized fire protection equipment as listed in the following sections)		
Expedited Fees – If the requesting party wants the plan review and inspection to be expedited, to be done within three business days	20% of the basic fee; \$500 minimum (This is in addition to the basic fee)		
After – Hours Inspection Fees. If the requesting party wants an after-city-business-hours inspection.	\$100	Per hour/per inspector; 2 hours minimum	
Fire Permit Fees			
Fire Alarm & Detection Systems – Includes plan review and inspection of wiring, controls, alarm and detection equipment and related appurtenances needed to provide a complete system and the witnessing of one final acceptance test per system of the completed installation.			
· Fire Alarm System	\$100	Per system	
· Fire Alarm Control Panel	\$75	Per panel	
· Alarm Initiating Device	\$1.50	Per device	
· Alarm Notification Device	\$1.50	Per device	

APPENDICES Fee Schedule

• Fire Alarm Counter Permit	\$75	For additions and alterations to existing systems involving 4 or less notification/initiating devices.	
Sprinkler, Water Spray and Combined Sprinkler & Standpipe Systems – Includes review of shop drawings, system inspection and witnessing of one hydrostatic test, and one final acceptance test per floor or system.			
• NFPA 13 & 13R	\$1.50	Per sprinkler head; \$125 150 minimum	
• NFPA 13D	\$100 75.00	Per Dwelling	
• Sprinkler Counter Permit	\$75	For additions and alterations to existing systems involving less than 20 heads.	
<u>Standpipe Systems</u> – The fee applies to separate standpipe and hose systems installed in accordance with NFPA 14 standard for the installation of standpipe and hose systems as incorporated by reference in the State Fire Prevention Code (combined sprinkler systems and standpipe systems are included in the fee schedule prescribed for sprinkler systems) and applies to all piping associated with the standpipe system, including connection to a water supply, piping risers, laterals, Fire Department connection(s), dry or draft fire hydrants or suction connections, hose connections, piping joints and connections, and other related piping and appurtenances; includes plan review and inspection of all piping, control valves, connections and other related equipment and appurtenances needed to provide a complete system and the witnessing of one hydrostatic test, and one final acceptance test of the completed system.			
	\$50	Per 100 linear feet of piping or portion thereof; \$100 minimum	
<u>Fire Pumps & Water Storage Tanks</u> – The fees include plan review and inspection of pump and all associated valves, piping, controllers, driver and other related equipment and appurtenances needed to provide a complete system and the witnessing of one pump acceptance test of the completed installation. Limited service pumps for residential sprinkler systems as permitted for NFPA 13D systems and water storage tanks for NFPA 13D systems are exempt.			
• Fire Pumps	\$0.50	Per gpm or rated pump capacity; \$125 minimum	

• Fire Protection Water Tank	\$75	Per tank	
<u>Gaseous and Chemical Extinguishing Systems</u> – Applies to halon, carbon dioxide, dry chemical, wet chemical and other types of fixed automatic fire suppression systems which use a gas or chemical compound as the primary extinguishing agent. The fee includes plan review and inspection of all piping, controls, equipment and other appurtenances needed to provide a complete system in accordance with referenced NFPA standards and the witnessing of one performance or acceptance test per system of the completed installation.		Per pound of extinguishing agent; \$100 125 minimum; or	
		\$150 per wet chemical extinguishing system	
• Gaseous and Chemical Extinguishing System Counter Permit	\$75	To relocate system discharge heads	
<u>Foam Systems</u> – The fee applies to fixed extinguishing systems which use a foaming agent to control or extinguish a fire in a flammable liquid installation, aircraft hangar and other recognized applications. The fee includes plan review and inspection of piping, controls, nozzles, equipment and other related appurtenances needed to provide a complete system and the witnessing of one hydrostatic test and one final acceptance test of the completed installation.	\$75	Per nozzle or local applicator; plus \$1.50/ sprinkler head for combined sprinkler/foam system; \$100 minimum	
<u>Smoke Control Systems</u> – The fee applies to smoke exhaust systems, stair pressurization systems, smoke control systems and other recognized air-handling systems which are specifically designed to exhaust or control smoke or create pressure zones to minimize the hazard of smoke spread due to fire. The fee includes plan review and inspection of system components and the witnessing of one performance acceptance test of the complete installation.		Per 30,000 cubic feet of volume or portion thereof of protected or controlled space;	
		\$200 minimum	

APPENDICES

Fee Schedule

Flammable and Combustible Liquid Storage Tanks – 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 .01	Per gallon of the maximum tank capacity; \$75 100 minimum	
Emergency Generators – 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			
• 1st Reinspection and Retest Fees	\$100		
• 2nd Reinspection and Retest Fees	\$250		
• 3rd and Subsequent Reinspection and Retest Fees	\$500		
Consultation Fees – Fees for consultation technical assistance.	\$75	Per hour	
Fire-safety Inspections. The following fees are not intended to be applied to inspections conducted in response to a specific complaint of an alleged Fire Code violation by an individual or governmental agency			
Assembly Occupancies (including outdoor festivals):			
• Class A (>1000 persons)	\$300		
• Class B (301 – 1000 persons)	\$200		
• Class C (51 – 300 persons)	\$100		
• Fairgrounds (<= 9 buildings)	\$200		
• Fairgrounds (>= 10 buildings)	\$400		
• Recalculation of Occupant Load	\$75		
• Replacement or duplicate Certificate	\$25		
Education Occupancies:			
• Elementary School (includes kindergarten and Pre-K)	\$100		

• Middle, Junior, and Senior High Schools	\$150		
• Family and Group Day-Care Homes	\$75		
• Nursery or Day-Care Centers	\$100		
Health Care Occupancies:			
• Ambulatory Health Care Centers	\$150	Per 3,000 sq.ft. or portion thereof	
• Hospitals, Nursing Homes, Limited-Care Facilities, Domiciliary Care Homes	\$100	Per building; plus \$2.00/ patient bed	
• Detention and Correctional Occupancies	\$100	Per building; plus \$2.00/bed	
Residential:			
• Hotels and Motels	\$75	Per building; plus \$2.00/guest room	
• Dormitories	\$2	Per bed; \$75 minimum	
• Apartments	\$2	Per apartment; \$75 minimum	
• Lodging or Rooming House	\$75	Plus \$2.00/bed	
• Board and Care Home	\$100	Per building; plus \$2.00/bed	
Mercantile Occupancies:			
• Class A (> 30,000 sq.ft.)	\$200		
• Class B (3,000 sq.ft. – 30,000 sq.ft.)	\$100		
• Class C (< 3,000 sq.ft.)	\$75		
Business Occupancies	\$75	Per 3,000 sq.ft. or portion thereof	
Industrial or Storage Occupancies:			
• Low or Ordinary Hazard	\$75	Per 5,000 square feet or portion thereof	
• High-Hazard	\$100	Per 5,000 square feet or portion thereof	
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	

APPENDICES Water/Sewer Ordinance

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO AMEND WATER AND SEWER RATES TO INCREASE RATES BY 6% AND MAKING SAID CHANGES EFFECTIVE FOR ALL BILLS DATED OCTOBER 1, 2021 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 2022 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 \$23.80/ quarter
	Commodity Charge	\$3.35 \$3.55/ thousand gallons
	Commercial	
	Customer Charge	\$420.08 \$445.29/ quarter
	Commodity Charge	\$1.95 \$2.06/ thousand gallons
	Large Commercial/Industrial	
	Customer Charge	\$649.22 \$688.17/ quarter
	Commodity Charge	\$1.55 \$1.65/ thousand gallons
Schedule II	Metered Water Charges – Outside City Rates	
	Residential and Small Commercial	
	Minimum Charge	\$44.90 \$47.60/ quarter
	Commodity Charge	\$6.70 \$7.10/ thousand gallons
	Commercial	
	Customer Charge	\$840.17 \$890.58/ quarter
	Commodity Charge	\$3.90 \$4.14 /thousand gallons
	Large Commercial/Industrial	
	Customer Charge	\$1,298.45 \$1,376.36/ quarter
	Commodity Charge	\$3.14 \$3.33 /thousand gallons

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

Residential and Small Commercial	
Minimum Charge	\$33.66 \$35.68/ quarter
Commodity Charge	\$5.03 \$5.33/ thousand gallons
Commercial	
Customer Charge	\$630.13 \$667.94/ quarter
Commodity Charge	\$2.92 \$3.10/ thousand gallons
Large Commercial/Industrial	
Customer Charge	\$973.84 \$1,032.27/ quarter
Commodity Charge	\$2.35 \$2.49/ thousand gallons

Schedule IV Sewer Charges – In City Rates

Residential and Small Commercial	
Minimum Charge	\$55.45 \$58.77/ quarter
Commodity Charge	\$8.31 \$8.81/ thousand gallons
Commercial	
Customer Charge	\$1,047.42 \$1,110.26/ quarter
Commodity Charge	\$4.84 \$5.13/ thousand gallons
Large Commercial/Industrial	
Customer Charge	\$1,615.69 \$1,712.63/ quarter
Commodity Charge	\$3.87 \$4.10/ thousand gallons

Schedule V Sewer Charges – Outside City Rates

Residential and Small Commercial	
Minimum Charge	\$110.91 \$117.56/ quarter
Commodity Charge	\$16.64/ thousand gallons
Commercial	
Customer Charge	\$2,094.82 \$2,220.51/ quarter
Commodity Charge	\$9.65 \$10.23/ thousand gallons
Large Commercial/Industrial	
Customer Charge	\$3,231.39 \$3,425.27/ quarter
Commodity Charge	\$7.76 \$8.23/ thousand gallons

APPENDICES

Water/Sewer Rates

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

Residential and Small Commercial

Minimum Charge	\$83.18 \$88.17/ quarter
Commodity Charge	\$12.48 \$13.23/ thousand gallons

Commercial

Customer Charge	\$1,571.12 \$1,665.39/ quarter
Commodity Charge	\$7.23 \$7.66/ thousand gallons

Large Commercial/Industrial

Customer Charge	\$2,423.53 \$2,568.94/ quarter
Commodity Charge	\$5.83 \$6.18/ thousand gallons

Schedule VII Sewer Charges – Sewer Only Customers

Rate	Number of fixtures		Quarterly In City Rate	Quarterly Outside City Rate	Quarterly Urban Service District Rate
	1	One to two fixtures	\$70.92 \$75.17	\$141.84 \$150.35	\$106.38 \$112.77
	2	Three to five fixtures	\$106.38 \$112.77	\$212.77 \$225.54	\$159.57 \$169.15
	3	Six to twenty fixtures	\$152.90 \$162.07	\$305.79 \$324.14	\$229.34 \$243.10
		For every five fixtures over twenty	\$63.05 \$66.84	\$126.09 \$133.66	\$94.57 \$100.24

Schedule VIII Commercial and Industrial Activities

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

B. Definitions:

Residential and Small Commercial Customers – These customers have average water utilization of less than 300,000 gallons in a quarter.

Commercial Customers – These customers have average water utilization of 300,000 gallons to 600,000 gallons per quarter.

Large Commercial/Industrial – These customers have average water utilization over 600,000 gallons per quarter.

Average Water Utilization Per Quarter – This will be based on annual consumption divided by 4 to get average quarterly water utilization.

C. Calculation of Bills:

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

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

AND BE IT FURTHER ORDAINED AND ENACTED that this Ordinance was introduced at a meeting of the City Council held on ____ the ____ day of _____, 2021 and duly passed at a meeting of the Council of the City of Salisbury, Maryland held on the ____ day of _____, 2021 and is to become effective with bills dated October 1, 2021 and after.

ATTEST:

Kimberly R. Nichols, City Clerk

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

APPROVED BY ME THIS ____ day of _____, 2021.

Jacob R. Day, Mayor

APPENDICES

Pay Plan: Min, Mid, Max

Grade	Min	Mid	Max
1	22,235	31,134	31,756
2	24,013	33,624	34,296
3	25,935	36,315	37,041
4	28,009	39,220	40,004
5	30,251	42,359	43,206
6	32,670	45,746	46,660
7	35,283	49,405	50,393
8	38,107	53,359	54,426
9	41,155	57,628	58,780
10	44,447	62,236	63,480
11	48,003	67,216	68,560
12	51,844	72,594	74,045
13	55,991	78,401	79,969
14	60,470	84,673	86,366
15	65,309	91,448	93,276
16	70,532	98,762	100,737
17	76,174	106,663	108,796
18	82,269	115,197	117,500

APPENDICES

Pay Plan: Salary Scale (steps 1-15)

	Team Member - Starting Salary Range					Supervisor - Starting Salary Range					Speciality Position or Supervisor w/ Exo permission*				
Grade	Minimum Step 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
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

APPENDICES

Pay Plan: Salary Scale (steps 16-35)

Grade	16	17	18	19	20	21	22	23	24	Maximum Step 25	26	27	28	29	30	31	32	33	34	35
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	40,275	41,080	41,902	42,740	43,595
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	43,496	44,366	45,253	46,158	47,081
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	46,977	47,916	48,875	49,852	50,849
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	50,735	51,749	52,784	53,840	54,917
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	54,796	55,892	57,009	58,150	59,313
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	59,178	60,361	61,568	62,800	64,056
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	63,911	65,189	66,493	67,823	69,179
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	69,026	70,406	71,815	73,251	74,716
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	74,547	76,038	77,559	79,110	80,693
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	80,509	82,120	83,762	85,437	87,146
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	86,951	88,690	90,464	92,273	94,119
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	93,907	95,785	97,701	99,655	101,648
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	101,420	103,448	105,517	107,628	109,780
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	109,533	111,723	113,958	116,237	118,562
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	118,298	120,664	123,077	125,538	128,049
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	127,760	130,315	132,921	135,580	138,291
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	137,980	140,739	143,554	146,425	149,354
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	149,019	152,000	155,040	158,141	161,303

APPENDICES

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

APPENDICES

Police Pay Plan: Salary Scale (steps 1-12)

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

APPENDICES

Police Pay Plan: Salary Scale (steps 12-24)

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

APPENDICES

Fire Pay Plan: Min, Mid, Max

	Grade	Min	Mid	Max
Probationary FF/EMT	1	37,500		
Probationary FF/PM	1P	42,900		
FF/EMT 1	2	39,375	40,163	40,966
FF/PM 1	2P	45,045	45,946	46,865
Driver/EMT	3	40,556	41,367	42,195
Driver/PM	3P	46,396	47,324	48,271
Sergeant	4	42,584	43,436	44,304
Sergeant	4P	48,716	49,690	50,684
LT	5	51,639	52,672	53,725
CPT	6	54,841	55,938	57,056
AC	7	58,131	59,294	60,480
DC	8	61,619	62,851	64,108
FC	9	65,316	66,623	67,955

APPENDICES

Fire Pay Plan: Salary Scale (steps 1-15)

	Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Probationary FF/EMT	1	37,500														
Probationary FF/PM	1P	42,900														
FF/EMT 1	2	39,375	40,163	40,966	41,785	42,621	43,473	44,343	45,229	46,134	47,057	47,998	48,958	49,937	50,936	51,954
FF/PM 1	2P	45,045	45,946	46,865	47,802	48,758	49,733	50,728	51,743	52,777	53,833	54,910	56,008	57,128	58,271	59,436
Driver/EMT	3	40,556	41,367	42,195	43,039	43,899	44,777	45,673	46,586	47,518	48,468	49,438	50,427	51,435	52,464	53,513
Driver/PM	3P	46,396	47,324	48,271	49,236	50,221	51,225	52,250	53,295	54,361	55,448	56,557	57,688	58,842	60,019	61,219
Sergeant	4	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
Sergeant	4P	48,716	49,690	50,684	51,698	52,732	53,787	54,862	55,960	57,079	58,220	59,385	60,572	61,784	63,020	64,280
LT	5	51,639	52,672	53,725	54,800	55,896	57,014	58,154	59,317	60,503	61,714	62,948	64,207	65,491	66,801	68,137
CPT	6	54,841	55,938	57,056	58,197	59,361	60,549	61,760	62,995	64,255	65,540	66,851	68,188	69,551	70,942	72,361
AC	7	58,131	59,294	60,480	61,689	62,923	64,182	65,465	66,774	68,110	69,472	70,862	72,279	73,724	75,199	76,703
DC	8	61,619	62,851	64,108	65,391	66,698	68,032	69,393	70,781	72,197	73,641	75,113	76,616	78,148	79,711	81,305
FC	9	65,316	66,623	67,955	69,314	70,700	72,114	73,557	75,028	76,528	78,059	79,620	81,213	82,837	84,494	86,183

APPENDICES

Fire Pay Plan: Salary Scale (steps 15-30)

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

APPENDICES

Schedule of Current Insurance

POLICIES	POLICY #	DATE	COST	COVERAGE
AVERY HALL				
Accident Policies				
	#42SR344016	9/16/20-21	\$340	Covers Auxiliary Police, PD, SPARC
	#40SR344024	1/22/21-22	\$432	Covers Zoo volunteers
	#42SR344022	11/13/21-22	\$340	Covers Ladies Auxiliary
	#42SR344015	10/23/20-21	\$340	Covers Fire Dept. Cadets
	Suspended due to COVID	8/1/20-21	\$1,753.50	City Volunteers & NFF. The reinstated policy cost may increase.
Boat Policies				
	ZOH14R7729620ND	6/10/20-21	\$33,147	Fire Boat liability & hull coverage
	ZOX14R7731520ND	6/10/20-21	\$5,280	Fire Boat/Excess Coverage
Pollution				
	G46796287003	7/27/20-21	\$359	Pollution for the marina tanks
Fire Department Package				
	VFNUTR000754601	3/27/21-22	\$6,541	Liability, Crime and Umbrella
Workers Compensation				
	2108403	7/1/20-21	\$1,165,858	
LOCAL GOVERNMENT INSURANCE TRUST				
Scheduled Coverages	PLP-502500-2020/21-07	7/1/20-21	\$535,351	The lump sum covers multiple ins. companies that LGIT brokers on the City's behalf.
	* LGIT estimates a 7.0 % increase for 7/1/21-22			

APPENDICES

Glossary of Accounting and Budget Terminology

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
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

APPENDICES

Glossary of Accounting and Budget Terminology

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

APPENDICES

Glossary of Accounting and Budget Terminology

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.

APPENDICES

Glossary of Accounting and Budget Terminology

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

CAPITAL PROJECTS – A specific activity or element of the Capital Improvements Program involving expenditures and funding for the creation of permanent facilities or other public assets having a relatively long useful life.

CIP – See Capital Improvements Program

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

CURRENT YEAR – The fiscal year that is prior to the budget year.

DEBT ISSUANCE – The sale or issuance of any type of debt instrument, such as bonds.

DEBT LIMIT – The statutory or constitutional maximum debt that an issuer can legally incur.

DEBT RATIOS – The ratios that provide measures of assessing debt load and ability to repay debt, which play a part in the determination of credit ratings. They also are used to evaluate the City's debt position over time against its own standards and policies.

DEBT SERVICE – The payment of principal and interest on borrowed funds such as bonds.

DEFICIT – The amount by which a government's budget outlays exceed its budget revenues for a given period, usually a fiscal year.

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.

APPENDICES

Glossary of Accounting and Budget Terminology

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

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

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

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

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

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

FUND – A fiscal and accounting entity with a self- balancing set of accounts recording cash and all other financial resources or assets, together with all related liabilities or outside claims to those assets; and the remaining unclaimed net worth or residual equity in those assets, which are segregated for the purpose of carrying on specific activities or attaining specific program objectives.

FUND BALANCE – The cumulative difference between expenditures and revenue accumulated over the life of a fund. A negative fund balance is usually referred to as a deficit.

FY – See Fiscal Year

GAAP – See Generally Accepted Accounting Principles.

GASB – See Governmental Accounting Standards Board.

GENERAL FUND – The major operating fund of the City used to account for all financial resources and activities, except those accounted for in one of the City’s other funds.

APPENDICES

Glossary of Accounting and Budget Terminology

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.

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).

APPENDICES

Glossary of Accounting and Budget Terminology

NET BONDED DEBT – Gross bonded debt less any cash or other assets available and earmarked for its retirement.

NON-DEPARTMENTAL OPERATING EXPENDITURES – Operating expenditures which are not charged directly to specific departments but are cost to the City as a whole, such as debt service payments and general liability insurance.

OBLIGATIONS – Amounts that a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

OPEB – See Other Post-Employment Benefits.

OPERATING BUDGET – The portion of the City’s budget that provides resources for the day-to-day operations of the City

ORDINANCE – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be enacted by ordinance and those which may be enacted by resolution.

OTHER POST EMPLOYMENT BENEFITS (OPEB) – Post employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Other post-employment benefits that a retiree can be compensated for include healthcare premiums and deferred-compensation arrangements.

PAYGO (PAY-AS-YOU-GO) – Capital expenditures which are funded from current revenues.

PERSONNEL (COSTS) – Expenditures that include salary costs for full-time, part-time, temporary and contract employees, overtime expenses and all associated fringe benefits.

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.

APPENDICES

Glossary of Accounting and Budget Terminology

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.

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.