



CITY OF SALISBURY, MARYLAND

MUNICIPAL BUDGET FY 2023

Distinguished Budget Presentation

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, Maryland, for its Annual Budget for the fiscal year beginning July 01, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Salisbury
Maryland**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill
Executive Director



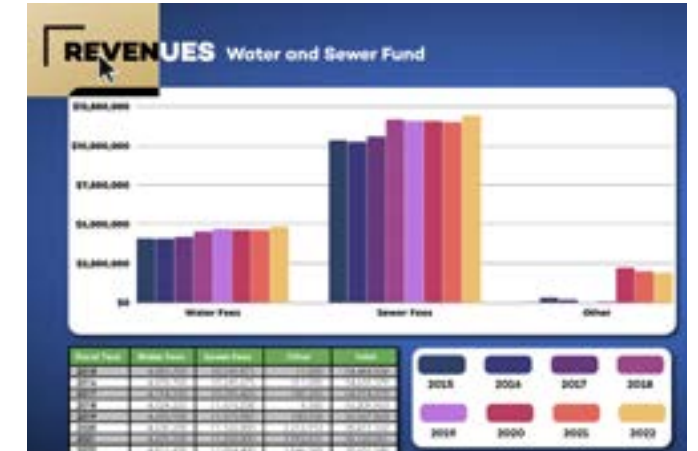
Navigating this Document

Salisbury's annual Municipal Budget document is optimized for easy navigation on any desktop or mobile/handheld device.



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Clicking on a section name or page number in the Table of Contents will take you directly to that page in the document.



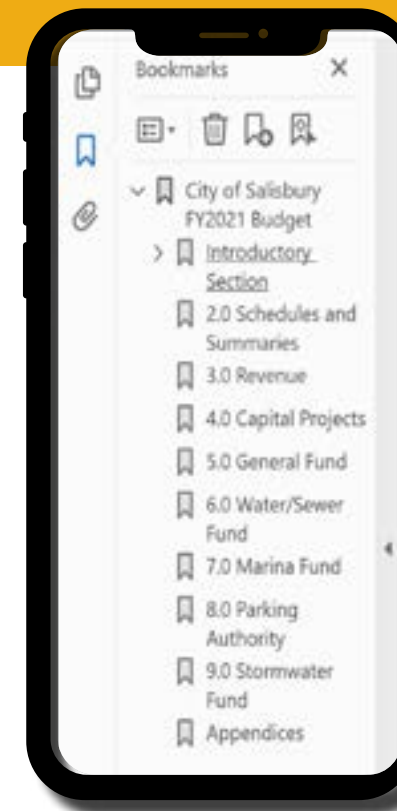
Going Back

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Explanatory Video

Not sure where to start? Click the video link above to watch a video in which Mayor Jake Day gives a section-by-section breakdown of the budget, and demonstrates how to navigate the document.



Bookmarks

Bookmarks allow you to jump directly between budget categories. In Adobe Acrobat Reader, open the bookmarks by expanding the navigation pane on the left side of the window.



External Links

Clicking on these icons will open your default web browser and take you to those links.

Your Municipal Government



Incorporated in 1854, the municipal government of the City of Salisbury, Maryland is a “strong-mayor” organization. In this form of government, Executive responsibility is vested in a popularly elected Mayor, and legislative responsibility resides within a unicameral, popularly elected city council. The Mayor is the chief executive officer and the head of the administrative branch of city government. In that role, he is responsible for overseeing the various departments in the city, ensuring that the ordinances of the city are executed; providing an annual report on the financial condition and accomplishments of the city; appointing the heads of all departments and members of committees and commissions; preparation of an annual budget; preparation of a 3-year capital improvement plan; and supervision of the City Administrator who manages day-to-day functions. The City Administrator is the supervisor of all department heads, except the City Clerk and City Attorney. The City Administrator may also perform all other tasks delegated by the Mayor. Legislative and oversight functions are the purview of the elected council. The five council members are elected to four-year terms from the city’s five districts. City elections are non-partisan. The council meets in regular session the second and fourth Monday of each month in Council Chambers. Council work sessions are held the first and third Monday of each month. The council also holds the ability to fill vacancies in the council or appoint an acting mayor when a vacancy occurs.

Your Municipal Government

Council



April Jackson (1)
Councilwoman



Michele Gregory (4)
Councilwoman



Muir Boda (2)
Council Vice President



Angela Blake (5)
Councilwoman



John R. "Jack" Heath (3)
Council President

Mayor's Office



Jacob R. Day
Mayor



Julia Glanz
City Administrator



Andy Kitzrow
Deputy City Administrator

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Mayor's Budget Message

Friends, Citizens, and esteemed members of the City Council:

If the past two years have taught us anything, it's that adaptability isn't just an attribute that sets a great organization apart from the rest. This, or any municipal government that wants to do more than simply stay afloat in the midst of calamity had better be prepared to adjust itself in any number of ways. Having entered the storm at full sail, Salisbury is fortunate to have maintained our momentum through proactivity and cooperation. We incentivized construction, buoyed our small business community, and kept our friends, families, neighbors and coworkers safe through a time when uncertainty seemed to be the only certainty.

The proposed Municipal Budget for FY 2023 has been built to allow us to make the most of limited resources in an economy that is unlike any in recent memory. Budgeting for a municipal government comes with a certain amount of prognostication, even at the best of times. That's a task made even more challenging this year as we factor for inflation, lingering supply chain issues, and a job market that seems completely upside down. With talent harder to come by than ever, it has never been more important for us to take care of the women and men who comprise Team Salisbury. To that end, this budget allows for a market rate adjustment that will keep our salaries competitive and continue our Pay Predictability Plan with a 2-step increase of approximately 6% for most employees.

Funding for key capital and infrastructure projects includes:

- \$900 thousand dollars for our new Town Square
- \$700 thousand dollars in City funds and \$500 thousand in State funding for our Rail Trail Master Plan
- \$750 thousand dollars for Downtown Streetscaping
- Field Operations Service Center next phase- this will enable us to build the Admin Building, Fleet Maintenance Building, and a new sanitation building
- Funding for new patrol vehicles for SPD
- Funds to replace aging radios for the Salisbury Fire Department
- Money to rehabilitate the Mill Street Bridge in partnership with SHA
- Stormwater Funds allocated for impervious surface reduction, stream restoration along Beaverdam Creek, and storm drain main lining
- North Prong Park construction

As we look forward to the coming year, we do so a little stronger, and a little smarter – having overcome myriad challenges by working together, as one team, with one common goal. I am honored to present this budget to you in the same spirit of collaboration and progress that has allowed us to realize unprecedented successes in uncertain times.

Yours in Service,



Mayor Jacob R. Day

Introductory Section **SBY // FY2023**



Strategic Planning

Strategic Goals & Priorities

After being elected in his first term in 2015, Mayor Jake Day gathered City staff, City Council members, stakeholder groups, and the public to gather input and set goals for the next 4 years and beyond. From that goal setting session a full guiding document was created that help City leaders make policy and financial decisions. Over the last 6 years many of those items have been marked complete.

Every other year the Mayor hosts a Leadership Retreat with all Department Directors to review and update this guiding document. All goals and priorities are created upon the foundation of the Salisbury's 9 Pillars, outlined in the following section.

Every year during the budget process, departmental goals are reviewed and updated with the Administration and Departmental leaders. This helps City staff and leaders to make sure the goals are realistic and attainable.

These goals are presented in this budget document under each department section, but holistically make up organization-wide goals and strategies.

Other specific departmental guiding documents and masterplans that help with detailed short and long term strategies are referenced and critical for decision making.



For a detailed review of the plans, click on the icon above, or visit:
www.salisbury.md/departments/infrastructure-development



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 & partnerships with community/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
- 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
- Support FD with keeping our SAFER employees on once the grant runs out
- Continue to integrate our police officers into the community to develop a strong foundation of community policing

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



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
- Strengthen relationships with allied agencies to enhance/amplify messaging
- Prioritize quality-of-life for residents, making the City attractive to businesses and their employees



Youth Success

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



Arts, Culture and Recreation

- Salisbury *WILL* become a destination for art
- Continue to have artists paint murals throughout the city
- 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



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 sidewalks and bikeways network to meet ADA standards

Salisbury's Nine Pillars



01. Economic Development

As the Capital of the Eastern Shore, the City of Salisbury is proud to facilitate a diverse, bustling economy with an ever-expanding range of economic opportunities. We are pleased to boast the 7th fastest-growing job market in the US, as we continue to cultivate entrepreneurship 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 exchanged \$1.4 billion 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 and entertainment organizations, recurring events, a Visitor Center, an amphitheater, and, perhaps most importantly, by hosting the National Folk Festival with its \$90 million economic impact to the center of the city.



02. Brain Drain

Moving up doesn't have to mean moving out. To retain the next generation of leaders coming up through our public schools, and to attract fresh talent and bright minds to take our city into the future, Salisbury continues to create opportunities for growth right here in our community.

In partnership with Salisbury University's Perdue School of Business, our "Entrepreneur Pipeline" focuses on small business development, and hosts annual upstart idea competitions. One winning business plan per year is the recipient of the Mayor's Prize, which includes targeted mentorship, maker space, and grant monies for the winner. Additionally, our "Buy a Home, Build a Business" program provides monetary incentives to headquarter a new business here in Salisbury.

The City also offers intensive internship experiences to help students understand the importance of local government. We have had strong success in retaining many of our interns within 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. Our Truitt Street Community Center and Newton Community Center are first-of-their-kind facilities in the City, providing young minds a safe and inviting space to learn, play, and grow.



03. Transparency

Knowing that the municipal government is accountable to you, the citizens of Salisbury, we continue to strive for transparency and accessibility in all of our operations, and to foster an environment of responsive government with open lines of communication between the city and its citizenry. With the onset of the pandemic, our City Council meetings were held remotely via Zoom. As we move into a post-COVID world, the City of Salisbury continues to ensure access for all by continuing to allow remote participation as we resume in-person meetings. 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.

Salisbury's Nine Pillars



04. 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.



05. 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 FY21, we had \$3,194,533 returned to surplus. Due to our strong and transparent budgeting practices the City received its 5th consecutive GFOA Distinguished Budget Presentation Award. Furthermore, as a direct result of our fiscal responsibility and discipline, our City currently benefits from our AA Bond rating.



06. 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 businesses, 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.

Salisbury's Nine Pillars



07. 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, fully 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.



08. 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 of these areas.



09. 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.

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.

Long-Range Operating Financial Plan

The City's long-range financial plan must support the achievement of the City's Essential Strategic Goals.

Essential Strategic Goals

1. Fund Capital Improvements adequately so as to avoid unfunded liabilities
2. Provide a Predictable Pay Plan for employees
3. Maintain Hardship Programs to allow those without financial means to have options
4. Promote Economic Development by maintaining a financial environment free of excessive taxes and fees
5. Promote Public Health, Safety, and Welfare
6. Maintain a balance in Unassign Surplus sufficient to fund 3 months of expenditure and not less than 2 months
7. The long-term plan should ensure compliance with the City's Financial Policies
8. The long-term plan must support the Comprehensive Plans include the revitalization of downtown.
9. Quality of Life for all Citizens should be supported and enhanced by the 5-year plan

How Our Financial Plan Supports Our Strategic Goals

1. Predictable Pay Plan: A 2% step increase is assumed for employees in each of the 5 years in order to support the City's goal of maintaining a predictable pay plan.
2. No Unfunded Liabilities: 100% of the approved CIP funded from bonds is assumed to be funded in the 5-year plan. The plan adequately funds infrastructure avoiding unfunded liabilities from creeping up.
3. Unassigned Surplus: The 5 year plan will continue the City's goal of maintaining an adequate unassign surplus.
4. Financial Policy Compliance: The plan ensures compliance with the City's financial policies by not exceeding debt service limits, and staying within the Debt Limit.
5. Quality of Life: Citizen quality of life is enhanced in this 5-year plan by things such as: New Trails, bikeways, community social events, and park improvements.

Long-Range Operating Financial Plan: 5-Year

REVENUES	FY23	FY24	FY25	FY26	FY27	FY28
Tax	31,146,236	32,039,228	32,958,590	33,905,105	34,879,578	
Intergovernmental	3,053,422	3,126,161	3,201,083	3,278,252	3,357,736	
Charges for Services	7,723,432	7,853,922	7,986,558	8,121,387	8,258,454	
Other Revenues	1,812,335	759,625	759,625	759,625	759,625	
Other Sources						
Total Revenue	43,735,424	43,778,936	44,905,856	46,064,369	47,255,394	
Transfers Out - CIP	(1,557,558)	(2,400,654)	(1,720,290)	(972,762)		
Use of Surplus	3,573,943	4,934,317	3,699,039	2,376,445	2,470,589	
Total Financial Resources	\$45,751,809	\$46,312,599	\$46,884,605	\$47,468,052	\$49,725,983	

EXPENDITURES	FY23	FY24	FY25	FY26	FY27	FY28
Prior Year Expenditures	\$45,202,014	\$45,751,809	\$46,312,599	\$46,884,605	\$47,468,052	
	3,053,422	3,126,161	3,201,083	3,278,252	3,357,736	
Increases (decreases):						
Operating Expenses	\$226,010	\$228,759	\$231,563	\$234,423	\$237,340	
Predictable Pay Plan	549,795	560,790	572,006	583,446	595,115	
Lease Payments:						
Change in Existing	(97,381)	(344,329)	(59,476)	(117,947)	(41,039)	
CIP	87,882	341,135	74,968	289,949	198,484	
Debt Service:						
Change in Existing	(90,724)	102,840	(571,898)	(9,496)		
CIP	345,680	236,242	203,935	482,580		
Total Increases	\$549,795	\$560,790	\$572,006	\$583,446		

Long-Range Operating Financial Plan: 5-Year

REVENUES	
American Recovery Plan	FY22 and FY23 include \$1,052,710 in ARP funds not include in the other FY.
Real Property Taxes	Real Property Taxes are assumed to increase by 3%
Trash Fees	Trash Fees are assumed to increase by 2%.
EXPENDITURES	
Step Increases	A step increase is assumed for each year.
Debt Service	The change in debt service is shown assuming all CIP funded from Bond is included in the budget.
Lease Payments	The change in lease payments is shown assuming all CIP funded from Bond is included in the budget.
Transfer – CIP	The transfers for Capital Improvements are funded at 60% of the amount shown in the Capital Improvement Plan.
Grant Match Fire	No provisions are included for Grant Match required to maintain Fire Safer Grant. However, approximately 4 months of salaries for the Safer Grant employees is included in the FY22 budget.

Mission and Vision

Our 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.

Our 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.

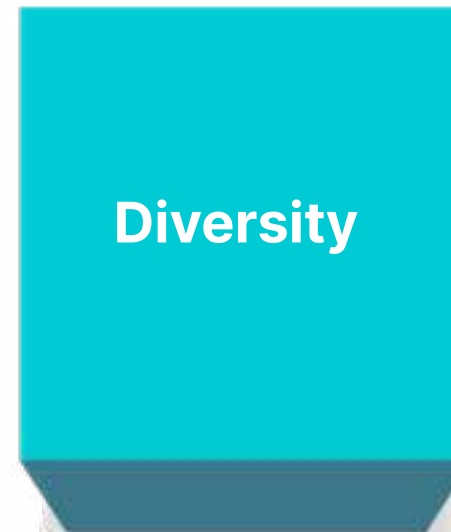




We accept responsibility for our personal and organizational decisions and actions.



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



We embrace differences and variety in our workforce and community.



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



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

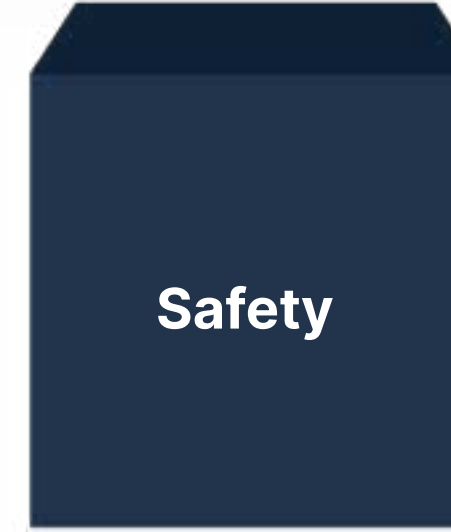
Core Values



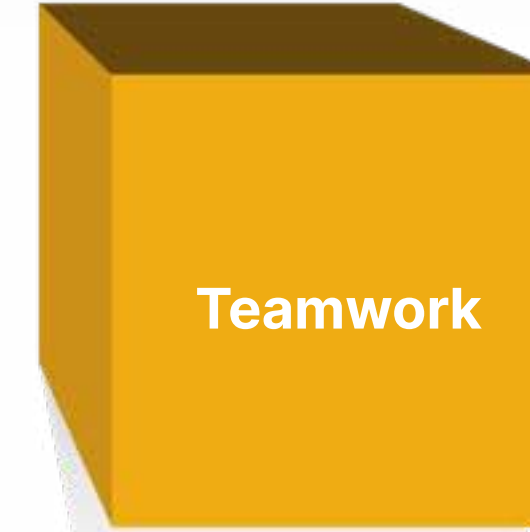
We treat our coworkers and the public with courtesy and dignity.



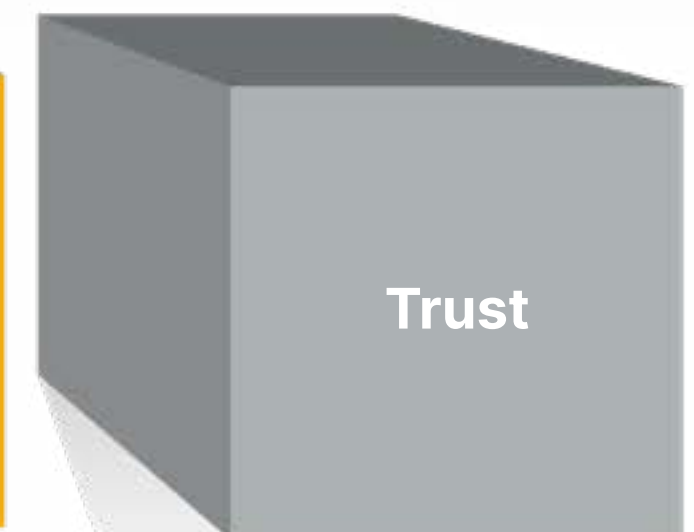
We are honest and transparent in our words and actions.



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.



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.



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

Demographic & Statistical Profile



01.

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



02.

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

Demographic & Statistical Profile



03.

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



04.

Proactive Governance

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

Demographic & Statistical Profile

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 and 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.

Community Investment & Reinvestment

Strong investments in public safety, place-making initiatives, and youth and economic development create an environment where people want to live and businesses want to locate.

Economic Strengths

Salisbury is the County Seat of Wicomico County, and is the Eastern Shore's largest city.

- Salisbury Population: 35,050
- Wicomico Population: 103,588
- 30 mi. Radius Population: 423,481

Institutional Presence

The presence of institutional entities in Salisbury and region allow for economic stability and growth throughout various economic cycles.



Demographic & Statistical Profile

Economic Strengths

Traffic Counts

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

Retail Sales

- Retail Forecast: \$341,904,190
- Retail sales (actual): \$1,420,375,724
- Surplus : \$1,078,471,534

Source: ESRI, Retail Marketplace Profile

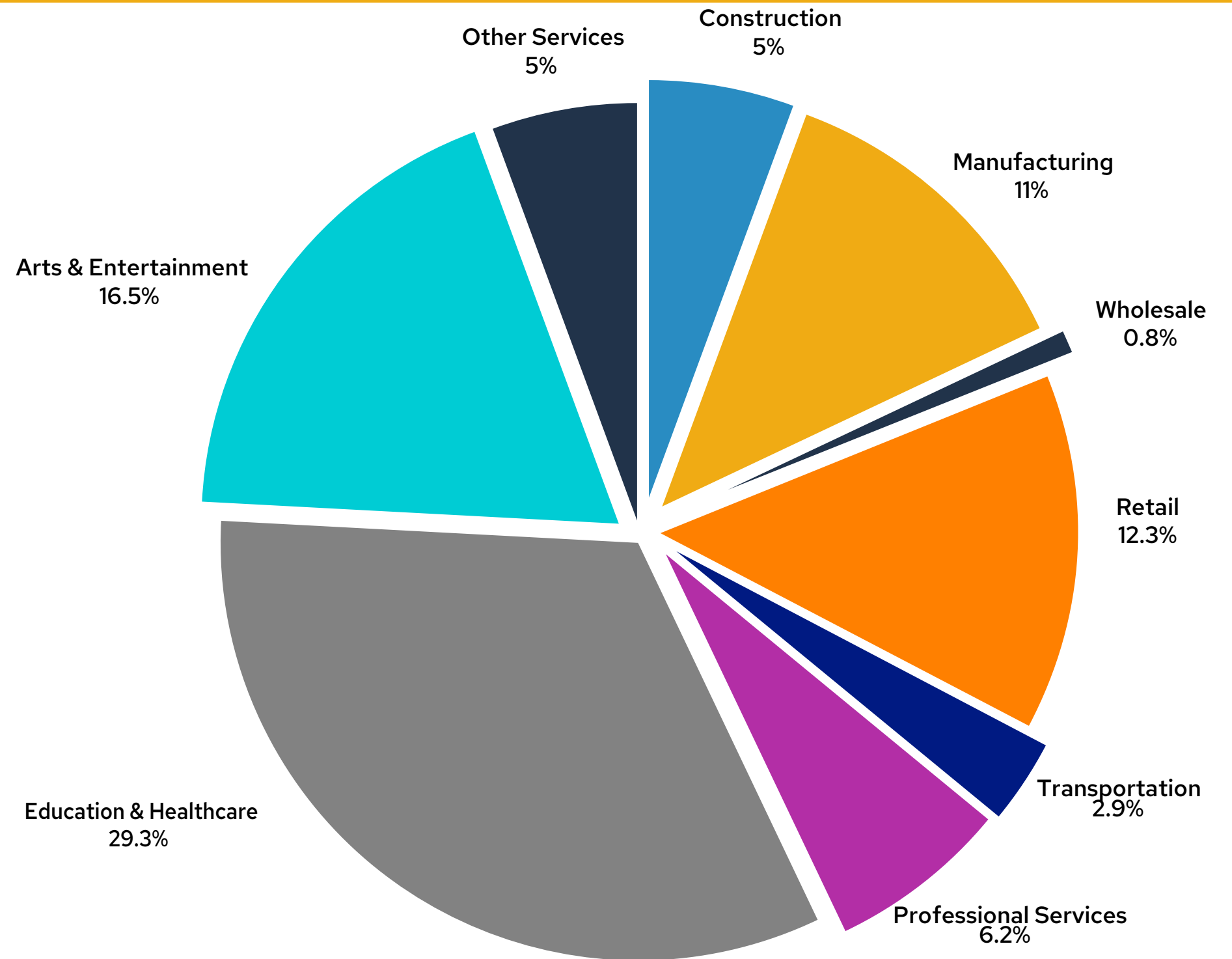
Transportation Network

- 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)

Population Growth

1980 – 1990: 2.1%
1990 – 2000: 1.5%
2000 – 2010: 2.8%
2010 – 2020: 9.8%

Demographic & Statistical Profile



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

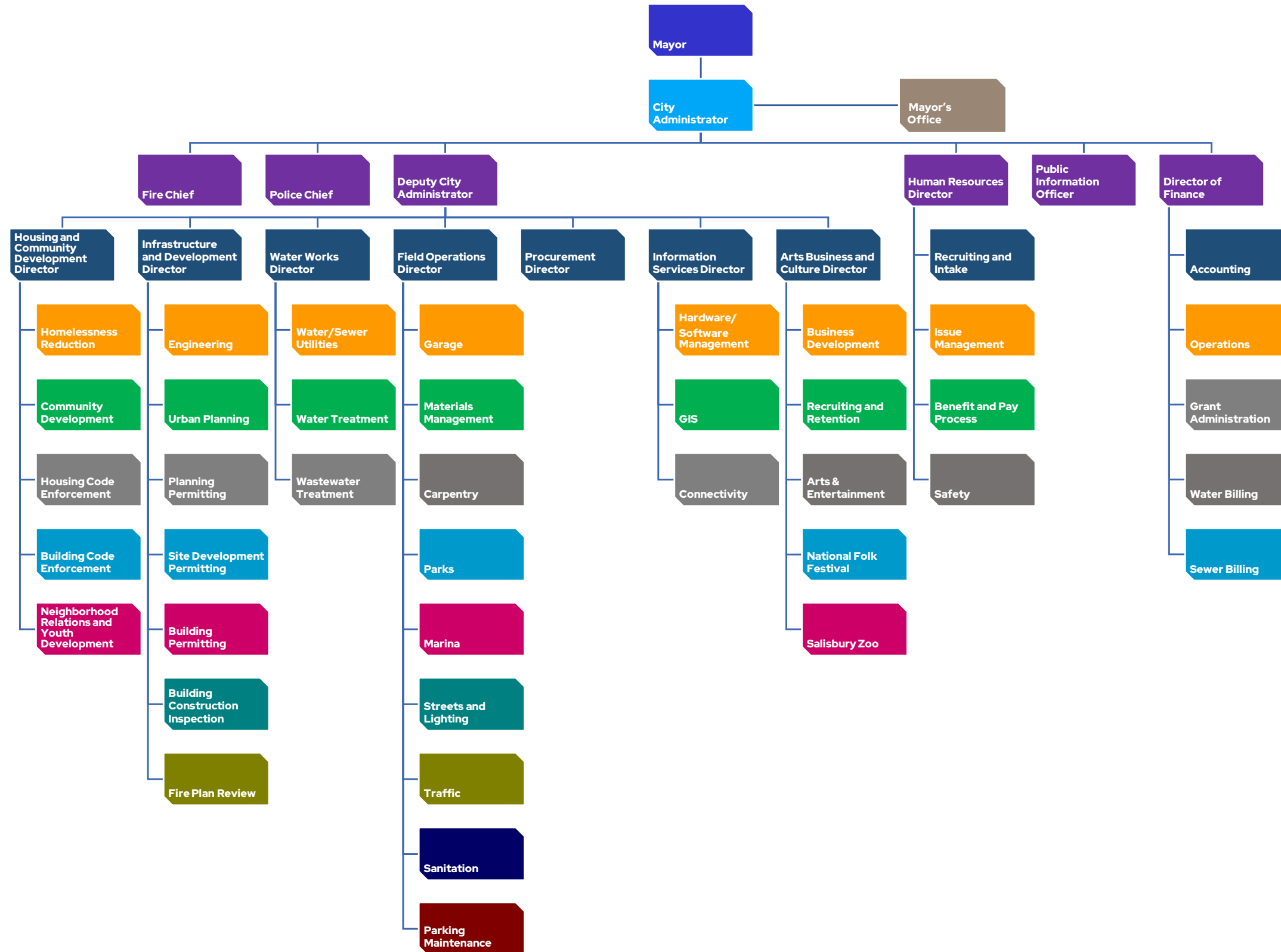
- **resultSBY Goals & Metrics Paper**
 - **Purpose:** Articulate goals, strategies, metrics and shared vision/values
- **Program & Project Plans**
 - **Purpose:** Articulate plans and resources for achieving identified goals
- **Mayor's Team PUB Reports**
 - **Purpose:** Communicate monthly progress 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

City-Wide Organization Chart



List of Council Changes to Mayor's Proposed Budget

	Increase (Decrease)
General Fund – Revenues	
American Recovery Act – decrease	(335,262)
Highway User Revenue – decrease	(30,636)
Pilot Revenue – increase	2,072
Lease Proceeds – increase	90,000
General Fund Expenditures	
Personnel Adjustments:	
Longevity Step (various departments) – increase	223,207
Finance Department – Grant Specialist Position freeze – decrease	(66,167)
Finance Department – Merit Adjustments – increase	12,025
Fire Department – EMS Sergeants – increase	29,618
Fire Department – Elimination of Step 1 – increase	24,000
Fire Department – Captain – increase	5,950
Fire Department – Life Insurance – increase	16,104
Field Operations – Carpenter – increase	6,000
HCDD – Code Enforcer – increase	3,617
Operating Expenditures:	
Human Resources – Employee Assistance – increase	5,000
Finance – Consulting – increase	30,000
Capital Expenditures & Lease Payments:	
Field Operations Parks F250 Truck – increase	52,223
Field Operations Streets F250 Truck – increase	52,223
Fire Incident Reporting Software – increase	20,000
Trash Truck Lease Payment – increase	33,912

List of Council Changes to Mayor's Proposed Budget

	Increase (Decrease)
General Fund Expenditures (Continued)	
Transfers – Grant Match:	
Community Development Grants – decrease	(42,000)
Police Grants – decrease	(50,000)
Housing First Grants – increase	8,697
Transfers – General Capital Projects	
Tiny Home Project – increase	17,500
DID Office Expansion Project – increase	40,000
Comprehensive Plan Project – increase	10,000
Water Sewer Fund Revenues	
Water Services	69,324
Sewer Services	171,402
Water Sewer Fund Expenditures	
Personnel Adjustments:	
Utility Tech Reclassification – increase	31,000
GIS Tech – increase	11,137
Utility Section Chief – increase	2,700
Lab Supervisor – increase	2,400
Longevity Steps – increase	63,059
Water Meters – increase	200,000

Authorized Position Summary

	Division	FY19	FY20	FY21	FY22	FY23
City Clerk		2	2	2	2	2
Mayor's Office		5	4	4	5	5
	Public Information Office	1	2	2	2	2
Human Resources		3	3	3	5	5
Arts, Business & Culture	Business Development	2	2	2	3	4
	Zoo	14	14	15	15	15
Finance	Accounting	9	10	10	11	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	6	7
	GIS	2	2	2	2	2
Police	Sworn	102	103	103	103	103
	Non-Sworn	18	16	16	17	17
	Public Safety Communications	14	13	13	13	13
	Animal Control	2	2	2	2	2
Fire	Sworn	73	73	73	85	85
	Non-Sworn	3	3	3	3	3
	Volunteer	0	1	1	1	1
Housing & Community Development		13	13	13	13	13
Infrastructure & Development						
	Engineering	20	23	23	23	24
	Water Engineering	1	0	0	0	0
	Sewer Engineering	1	0	0	0	0
	Planning & Development	1	1	1	1	1
	Plan Review/Inspections	4	4	4	4	4

Authorized Position Summary

	Division	FY19	FY20	FY21	FY22	FY23
Field Operations						
	Field Ops Administration	6	6	6	5	5
	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	11	10	10	10	10
	Recycling	2	2	2	2	2
	Fleet Management	6	6	6	6	6
	Carpenter	2	2	2	2	2
	Parks	8	8	8	8	10
Water Works						
	Water Administration	2	2	2	2	2
	Water Treatment	13	13	13	14	14
	Water Utilities	12	12	12	11	11
	Wastewater Treatment	31	31	31	31	31
	Sewer Utilities	12	12	12	12	12
	Pretreatment Monitoring	3	3	3	3	3
	Totals	435	435	436	455	460

Authorized Position Detail

Introductory Section SBY // FY2023

City Clerk 11100								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
City Clerk	11100	11100	12	1	1	1	1	1
Assistant City Clerk	11100	11100	8	1	1	1	1	1
Total City Clerk	11100	11100		2	2	2	2	2

Arts, Business and Culture 11600								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Arts, Business and Culture Director (ABC Director)	ABC	11600	14	0	0	0	1	1
Director of Business Development	ABC	11600	12	1	1	1	1	1
Culture & Events Manager	ABC	11600	10	0	0	0	0	1
Administrative Assistant I/II/III	ABC	11600	5	0	0	1	1	1
Office Associate II	ABC	11600	2	1	1	0	0	0
Total Arts, Business & Culture	ABC	11600		2	2	2	3	4

Mayor's Office 12000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
City Administrator	12000	12000	18	1	1	1	1	1
Deputy City Administrator	12000	12000	17	2	1	1	1	1
Communication Coordinator/Media Specialist/Public Information Officer	12000	12000	7/8/9	1	2	2	2	2
Special Assistant for Intergov Affairs	12000	12000	8	0	0	0	1	1
Executive Admin Office Manager I/II/III	12000	12000	7	1	1	1	1	1
Executive Administrative Assistant I/II/III	12000	12000	6	0	0	0	1	1
Administrative Office Associate	12000	12000	4	1	0	0	0	0
Administrative Assistant I/II/III	12000	12000	5	0	1	1	0	0
Total Mayor's Office	12000	12000		6	6	6	7	7

Authorized Position Detail

Introductory Section SBY // FY2023

Department of Finance 15000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Asst Director of Finance - Operations	15000	15000	14	1	1	1	1	1
Asst Director of Finance - Accounting	15000	15000	14	1	1	1	1	1
Grants Manager	15000	15000	12	1	1	1	1	1
Payroll Accountant I/II	15000	15000	8/10	1	1	1	1	1
Grants - Coordinator/Specialist/Administrator	15000	15000	6/7/9	1	1	1	1	1
Accounts Payable Clerk I/II/III	15000	15000	7/8	1	1	1	1	1
Revenue Supervisor	15000	15000	9	0	0	0	1	1
Tax Revenue Specialist	15000	15000	8	1	1	1	1	1
Revenue Clerk I/II/III - Collections	15000	15000	5	1	1	1	1	1
Revenue Clerk I/II/III - Parking	15000	15000	5	1	1	1	1	1
Cashier I/II/III	15000	15000	4	0	1	1	1	1
Total Finance	15000	15000		9	10	10	11	11

Department of Procurement 16000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Director of Procurement	16000	16000	14	1	1	1	1	1
Contract Specialist I/II/III	16000	16000	11/12	0	0	0	1	1
Senior Buyer I/II	16000	16000	8/9	1	1	1	0	0
Buyer I/II/III	16000	16000	8/9	1	1	1	1	1
Buyer Assistant	16000	16000	5	1	0	0	0	0
Administrative Assistant I/II/III	16000	16000	5	0	1	1	1	1
Total Procurement	16000	16000		4	4	4	4	4

Authorized Position Detail

Introductory Section SBY // FY2023

Department of Information Services 18000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Information Services Director	18000	18000	15	1	1	1	1	1
IS Assistant Director - GIS	18000	18000	13	1	1	1	1	1
IS Assistant Director - IT	18000	18000	13	1	1	1	1	1
GIS Analyst I/II/III/IV/SR	18000	18000	10	1	1	1	1	1
GIS Technician I/II/III/IV/SR	18000	18000	9	0	0	0	0	1
Network Admin I/II/III/IV/SR	18000	18000	9	1	1	1	1	1
System Administrator I/II/III/IV/SR	18000	18000	8	0	0	0	1	1
Computer Technician I/II/III/IV/SR	18000	18000	5	1	1	1	2	2
Total Department of Information Services	18000	18000		6	6	6	8	9

Human Resources 18500								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Human Resources Director	18500	18500	16	1	1	1	1	1
Risk Manager	18500	18500	11	0	0	0	1	1
Human Resource - Assistant/Associate/ Sr Specialist	18500	18500	5/9/10	1	1	1	0	0
Human Resource Coordinator/Specialist/Administrator	18500	18500	8/10/11	0	0	0	2	2
Administrative Office Associate	18500	18500	4	1	1	0	0	0
Administrative Assistant I/II/III	18500	18500	5	0	0	1	1	1
Office Associate II/III	18500	18500	2/3	0	0	0	0	0
Total Human Resources	18500	18500		3	3	3	5	5

Planning and Zoning 19000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
City Planner	I & D	19000	13	1	1	1	1	1
Total Planning and Zoning	I & D	19000		1	1	1	1	1

Authorized Position Detail

Salisbury Police Department 21021								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Chief of Police	21021	21021	PS 13	1	1	1	1	1
Assistant Chief / Colonel	21021	21021	PS 12	1	1	1	1	1
Major	21021	21021	PS 11	1	1	1	0	0
Captain	21021	21021	PS 10	2	2	2	2	2
Lieutenant	21021	21021	PS 9	6	6	6	6	6
Sergeant	21021	21021	PS 8	7	7	7	8	8
Corporal/Senior Corporal	21021	21021	PS 6/7	7	7	7	9	9
Police Office - Police Officer First Class*/Sr/Master	21021	21021	PS 2-5	77	78	78	76	76
*7 Police Officers are frozen (not funded) for FY22								
Subtotal - Sworn Positions	21021	21021		102	103	103	103	103
Cadets	21021	21021	PS 1	2	0	0	0	0
Logistics Manager	21021	21021	12	0	0	0	1	1
Quartermaster	21021	21021	10	1	1	1	1	1
Resource Manager	21021	21021	8	1	1	1	1	1
Crime Data Analyst	21021	21021	9	1	1	1	1	1
Intelligence Analyst	21021	21021	7	2	2	2	2	2
Admin I/II/III	21021	21021	5	1	1	1	1	1
Records Management Technician Supervisor	21021	21021	7	1	1	1	1	1
Chief Administrative Records Clerk	21021	21021	6	1	1	1	1	1
Victim Witness Coordinator/Specialist/Administrator	21021	21021	5/6/8	1	1	1	1	1
Evidence & Property Control Coordinator/Specialist/Administrator	21021	21021	7/8/9	2	2	2	2	2
Records Management Technician	21021	21021	5	3	3	3	3	3
Groundskeeper Custodian	21021	21021	4	2	2	2	2	2
Subtotal - Civilian Positions	21021	21021		18	16	16	17	17
Total Police	21021	21021		120	119	119	120	120

Authorized Position Detail

Police Communications 21025								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Police Communications Director	21025	20125	15	1	0	0	0	0
Police Communication Supervisor I	21025	21025	10	1	0	0	0	0
Police Communications Officer I / II / III	21025	21025	7	12	13	13	13	13
Total Police Communications	21025	21025		14	13	13	13	13

Police Communications 21029								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Animal Control Officer	21029	21029	5	2	2	2	2	2
Total 21029 Animal Control	21029	21029		2	2	2	2	2

Authorized Position Detail

Salisbury Fire Department 24035								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Fire Chief	24035	24035	PS 9	1	1	1	1	1
Deputy Fire Chief	24035	24035	PS 8	2	2	2	2	2
Assistant Fire Chief	24035	24035	PS 7	5	5	5	6	6
Captain	24035	24035	PS 6	6	7	7	6	6
Lieutenant	24035	24035	PS 5	5	4	4	8	8
Sergeant EMT/PM	24035	24035	PS 4/ 4 P	26	8	8	8	13
Probationary/FF-PM/Driver-PM	24035	24035	PS 1 P- 3 P	28	22	22	24	19
Probationary/FF-EMT/Driver-EMT	24035	24035	PS 1 - 3	0	24	24	30	30
Emergency Vehicle Technician III (EVT)	24035	24035	11	0	0	0	0	0
Fire Inspector I/II/SR	24035	24035	7/8	1	1	1	1	1
Office Manager I/II/III	24035	24035	6	1	1	1	1	1
Office Associate III	24035	24035	3	1	1	0	0	0
Administrative Assistant I/II/III	24035	24035	5	0	0	1	1	1
Total 24035 Salisbury Fire Department	24035	24035		76	76	76	88	88

Salisbury Fire Volunteer 24040								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Salisbury Fire Volunteer 24040	24040	24040						
Volunteer Recruitment Coordinator	24040	24040	9	0	1	1	1	1
Total 24040 Salisbury Fire Volunteer	24040	24040		0	1	1	1	1

Authorized Position Detail

<i>Building, Permitting and Inspections 25100</i>								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
BPI Manager	I & D	25100	14	1	1	1	1	1
Building Inspector	I & D	25100	8	1	1	1	1	1
Plumbing Inspector	I & D	25100	8	1	1	1	1	1
Planning and Permits Coordinator	I & D	25100	7	1	1	1	0	0
Office Manager	I & D	25100	6	0	0	0	1	1
Total 25100 Building, Permitting and Inspections	I & D	25100		4	4	4	4	4

<i>Housing and Community Development 25200</i>								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
HCDD Director	25200	25200	14	1	1	1	1	1
Assistant Director Comm Dev	25200	25200	12	0	0	0	0	0
Code Compliance Manager	25200	25200	10	0	1	1	1	1
Senior Code Enforcement Officer	25200	25200	9	1	0	0	0	0
Housing and Homelessness Manager	25200	25200	10	1	1	1	1	1
Code Compliance Officer I/II/III/SR	25200	25200	7/9	5	5	5	5	5
Office Manager I/II/III	25200	25200	6	1	1	1	1	1
Administrative Support Specialist	25200	25200	6	0	0	0	0	0
Administrative Records Clerk	25200	25200	5	1	1	0	0	0
Administrative Assistant I/II/III	25200	25200	5	0	0	1	1	1
Neighborhood Relations Manager	25200	25200	9	1	1	1	0	0
Community Relations Manager	25200	25200	10	0	0	0	1	1
Code Compliance Technician I/II/III/SR	25200	25200	7/9	1	1	1	1	1
Community Program Coordinator	25200	25200	7	0	0	0	1	1
Youth Development Specialist	25200	25200	5	1	1	1	0	0
Total Housing and Community Development	25200	25200		13	13	13	13	13

Authorized Position Detail

Transportation 22000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Deputy Director	FO	22000	14	0	1	1	1	1
Transportation Superintendent	FO	22000	12	1	0	0	0	0
Traffic Systems Manager	FO	22000	11	1	1	1	1	1
Traffic Supervisor	FO	22000	8	1	1	1	0	0
Signal & Lighting Technician I/II/III/IV	FO	22000	7/8	1	1	1	2	2
Field Operations Technician I/II/III/IV	FO	22000	4/5/6	2	2	2	2	2
Total Transportation	FO	22000		6	6	6	6	6

Field Operations Administration 30000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Director of Field Operations	FO	30000	16	1	1	1	1	1
Deputy Director	FO	30000	13	0	1	1	0	0
Safety Manager	FO	30000	11	1	1	1	0	0
Operations and Maintenance Superintendent	FO	30000	10	1	0	0	0	0
Asset and Facility Manager	FO	30000	11	0	0	0	1	1
Materials Manager	FO	30000	3	0	1	1	0	0
Office Manager I/II/III	FO	30000	6	1	1	1	1	1
Logistics Coordinator / Specialist / Administrator	FO	30000	5/6	0	0	0	1	1
Administrative Assistant I/II/III	FO	30000	5	0	1	1	1	1
Administrative Office Associate	FO	30000	5	1	0	0	0	0
Supply/Records Clerk	FO	30000	2	1	0	0	0	0
Total Field Operations Administration	FO	30000		6	6	6	5	5

Authorized Position Detail

Infrastructure and Development 31000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Director of Infrastructure & Development	I & D	31000	16	1	1	1	1	1
Deputy Director	I & D	31000	14	0	0	0	0	1
Supervisor Civil Engineer	I & D	31000	13	1	1	1	1	1
Surveyor I/II	I & D	31000	12	1	1	1	1	1
Project Engineer I/II/III/IV	I & D	31000	11	3	4	4	4	4
Associate Planner II/III	I & D	31000	10	2	2	2	0	0
Transportation Project - Coordinator / Specialist / Officer	I & D	31000	8/10/11	1	1	1	1	1
Construction Inspector Supervisor	I & D	31000	9	1	1	0	0	0
Sustainability Specialist	I & D	31000	8	0	0	0	1	0
Construction Inspector I/II/III/SR	I & D	31000	8/9	2	3	4	4	4
Associate Planner I	I & D	31000	8	1	1	1	0	0
Drafting Supervisor	I & D	31000	8	1	1	1	1	1
CAD Drafter	I & D	31000	6	2	2	2	2	2
Planning Technician / Associate Planner I/II/III/SR	I & D	31000	5/8/10	1	1	1	4	4
Administrative Assistant I/II/III	I & D	31000	5	1	1	1	1	1
Survey Technician I/II/III/IV	I & D	31000	2/5	2	2	2	2	2
Sustainability - Coordinator / Specialist / Officer	I & D	31000	7/8/10	0	1	1	0	1
Total Infrastructure and Development	I & D	31000		20	23	23	23	24

Authorized Position Detail

Streets 31150								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Street Supervisor	FO	31150	8	1	1	1	1	1
Field Ops Tech - Crew Leader (Streets)	FO	31150	7	1	1	1	1	1
Field Operations Technician I / II / III/ IV	FO	31150	4/5/6	8	8	8	8	8
Total 31150 Streets	FO	31150		10	10	10	10	10

Collection/Disposal 32061								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Sanitation Manager	FO	32061	10	1	1	1	1	1
Sanitation Supervisor	FO	32061	7	1	1	1	1	0
Field Ops Tech - Crew Leader (Sanitation)	FO	32061	7	0	0	0	0	1
Field Operations Technician I / II / III/ IV	FO	32061	4/5/6	8	8	8	8	8
Americorp Volunteer	FO	32061		1	0	0	0	0
Total Collection/Disposal	FO	32061		11	10	10	10	10

Recycling 32062								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Recycling 32062	FO	32062						
Field Operations Technician I / II / III/ IV	FO	32062	4/5/6	2	2	2	2	2
Total Recycling	FO	32062		2	2	2	2	2

Authorized Position Detail

Fleet Maintenance 34064								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Garage Supervisor	FO	34064	9	1	1	1	1	1
Automotive Mechanic I/ II / III / SR	FO	34064	6/7	4	4	4	4	4
Administrative Office Associate II/III	FO	34064	3/4	1	1	0	0	0
Administrative Assistant I/II/III	FO	34064	5	0	0	1	1	1
Total Fleet Maintenance	FO	34064		6	6	6	6	6

Carpenter Shop 35000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Carpenter Supervisor	FO	35000	6	1	1	1	0	0
Special Projects Supervisor	FO	35000	7	0	0	0	1	1
Painter	FO	35000	2	1	1	0	0	0
Carpenter I/II/III	FO	35000	4/5	0	0	1	1	1
Total Carpenter Shop	FO	35000		2	2	2	2	2

Salisbury Zoo 40000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Zoo Director	ABC	40000	13	1	1	1	1	1
Zoo Veterinarian	ABC	40000	12	0	0	1	1	1
Marketing/Development	ABC	40000	10	1	1	1	1	0
Marketing and Outreach Manager	ABC	40000	10	0	0	0	0	1
Education Curator	ABC	40000	9	1	1	1	1	1
Animal Health Coordinator	ABC	40000	8	1	1	0	0	0
Veterinary Technician/Keeper	ABC	40000	8	0	0	1	1	1
Collections Operations Manager	ABC	40000	10	0	0	1	1	1
Lead Zoo Keeper	ABC	40000	8	1	1	0	0	0
Collection Registrar	ABC	40000	8	1	1	1	1	1
Chief Accounts Clerk	ABC	40000	6	1	1	0	0	0
Administrative Assistant I/II/III	ABC	40000	5	0	0	1	1	1
Education Technician I/II/III	ABC	40000	5/7	1	1	1	1	1
Zookeeper I / II/ III / IV / SR	ABC	40000	4/5/7	5	5	5	5	5
Groundskeeper	ABC	40000	4	1	1	1	1	1
Total Salisbury Zoo	ABC	40000		14	14	15	15	15

Parks 45000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Parks Manager	FO	45000	10	0	0	0	0	1
Parks Supervisor	FO	45000	8	1	1	1	1	0
Horticulturist	FO	45000	6	1	1	1	0	0
Field Operations Technician - Crew Leader	FO	45000	7	0	0	0	1	1
Field Operations Technician - I/II/III/IV	FO	45000	4/5/6	1	1	1	6	6
Parks Maintenance Worker I/II/III	FO	45000	4	5	5	5	0	0
Total Parks	FO	45000		8	8	8	8	8

Authorized Position Detail

Parks Rec 45001								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Events Technical Manager	FO	45001	10	0	0	0	0	1
Events Technical Specialist	FO	45001	7	0	0	0	0	1
Total Parks Rec	FO	45001		0	0	0	0	2

Parking Authority 31154								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Parking Supervisor	PK/FO	31154	7	1	1	1	1	1
Parking Revenue Clerk I/II/III	PK/FO	31154	3	1	1	1	1	1
Parking Maintenance Worker I/II/III	PK/FO	31154	3/4	1	1	1	1	1
Parking Enforcement Officer I/II	PK/FO	31154	3	1	1	1	1	1
Total Parking Authority	PK/FO	31154		4	4	4	4	4

Street Sweeping 60820								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Field Operations Technician I/II/III/IV	FO	60820	4/5/6	3	3	3	3	3
Total Street Sweeping	FO	60820		3	3	3	3	3

Water Engineering 81080								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Project Engineer	I & D	81080	11/12	1	0	0	0	0
Total Water Engineering	I & D	81080		1	0	0	0	0

Water Fund Billing 81570								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Utility Billing Supervisor	WW	81570	8	1	1	1	1	1
Cashier I/II/III	WW	81570	4	1	1	1	1	1
Total Water Fund Billing	WW	81570		2	2	2	2	2

Water Plant 82075								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Superintendent Water Treatment Plant	WW	82075	13	1	1	1	1	1
Asst Water Treatment Plant Supt	WW	82075	10	1	1	1	1	1
Water Plant Maint Operator I/II	WW	82075	9	1	1	1	2	2
Water Treatment Plant Operator I/II/III/SR	WW	82075	7/8/9	8	8	8	8	8
Quality Control/Sample Technician I/II/III/SR	WW	82075	5/6/7	1	1	1	1	1
Administrative Office Associate	WW	82075	4	1	1	0	0	0
Administrative Assistant I/II/III	WW	82075	5	0	0	1	1	1
Total Water Plant	WW	82075		13	13	13	14	14

Utilities Water 82076								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Superintendent Utilities	WW	82076	12	1	1	1	1	1
Utility Section Chief	WW	82076	8	2	2	2	2	2
Utility Supervisor	WW	82076	7	0	0	0	0	0
Administrative Assistant I/II/III	WW	82076	5	1	1	1	0	0
Utility Technician I / II / III / SR (One position frozen)	WW	82076	5/6/7	5	5	5	5	5
Utility Locator I/ II/ III/ SR	WW	82076	5/6/7	1	1	1	1	1
Meter Technician I/II/III	WW	82076	3/4	1	1	1	2	2
Meter Reader I/II	WW	82076	3	1	1	1	0	0
Total Utilities Water	WW	82076		12	12	12	11	11

Authorized Position Detail

Water Administration 83000								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Director Water Works	WW	83000	16	1	1	1	1	1
Water Works Program – Coordinator / Specialist / Administrator	WW	83000	8	1	1	1	1	1
Total Water Administration	WW	83000		2	2	2	2	2

Sewer Engineering 84080								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Construction Inspector	I & D	84080	8	1	0	0	0	0
Total Sewer Engineering	I & D	84080		1	0	0	0	0

Sewer Billing 85070								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Finance Director	WW	85070	16	1	1	1	1	1
Accountant II/III	WW	85070	11/12	1	1	1	1	1
Utility Billing Clerk I/II/III	WW	85070	5	2	2	2	2	2
Total Sewer Billing	WW	85070		4	4	4	4	4

Authorized Position Detail

Wastewater Treatment 86083									
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23	
Superintendent WWTP	WW	86083	13	1	1	1	1	1	
Asst WWTP Superintendent	WW	86083	11	0	0	0	0	0	
WWTP Operations Chief	WW	86083	10	1	1	1	1	1	
Laboratory Supervisor	WW	86083	9	1	1	1	1	1	
WWTP Maintenance Chief	WW	86083	10	1	1	1	1	1	
Biosolids Manager	WW	86083	9	1	1	1	1	1	
WWTP Shift Supervisor	WW	86083	9	0	0	0	0	0	
Materials Supervisor	WW	86083	8	1	1	1	1	1	
Chemist	WW	86083	8	0	0	0	0	0	
Electrician Supervisor	WW	86083	9	1	1	1	1	1	
Biosolids Operator I/II/III	WW	86083	6/7	1	3	3	3	3	
CMMS Tech	WW	86083	5	1	1	1	1	1	
Instrumentation Tech	WW	86083	6	1	1	1	0	0	
WWTP Operator I / II / III / SR	WW	86083	7/8/9	11	9	9	9	9	
Plant Mechanic I/II	WW	86083	6/7	5	5	5	0	0	
Administrative Assistant I/II/III	WW	86083	5	1	1	1	1	1	
Lab Technician I/II/III	WW	86083	6/7	2	2	2	2	2	
Assistant Plant Mechanic / Plant Mechanic I/II/III	WW	86083	5/6/7	1	1	1	7	7	
Groundskeeper	WW	86083	4	1	1	1	1	1	
Total Wastewater Treatment	WW	86083		31	31	31	31	31	

Authorized Position Detail

Utilities Sewer 86085								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Assistant Utilities Superintendent	WW	86085	9	1	1	1	1	1
Utility Section Chief	WW	86085	8	2	2	2	2	2
Utility Tech I / II / III	WW	86085	5/6/7	7	7	7	7	7
Meter Tech I/II/III	WW	86085	3/4	1	1	1	2	2
Water Meter Reader I/II	WW	86085	3/6	1	1	1	0	0
Total Utilities Sewer	WW	86085		12	12	12	12	12

Pretreatment Monitoring 86086								
Position Title	Division	Org	FY23 Grade	FY19	FY20	FY21	FY22	FY23
Pretreatment Coordinator	WW	86086	9	1	1	1	1	1
Pretreatment Technician I/II/III/SR	WW	86086	5/6	2	2	2	2	2
Total Pretreatment Monitoring	WW	86086		3	3	3	3	3

Grand Totals				FY19	FY20	FY21	FY22	FY23
				435	435	436	455	460

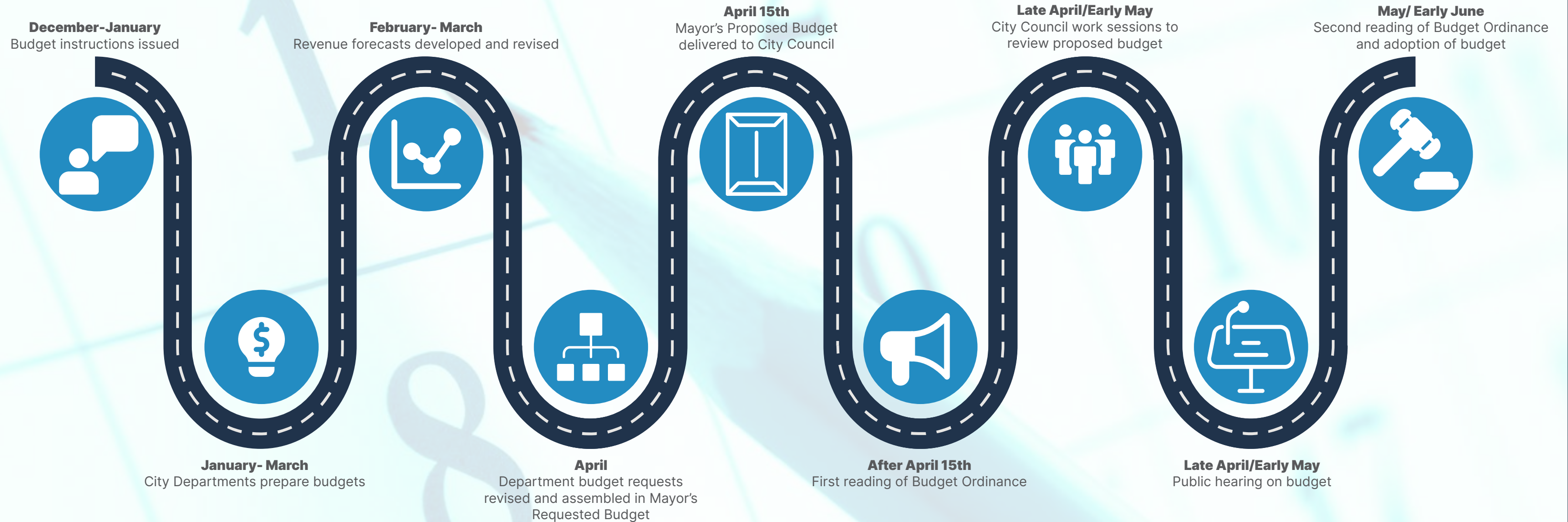
Budget Policies and Procedures

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’s Proposed Budget
- The annual budget is formally adopted by City Council before July 1st

Budget Timeline



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.

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.

Financial Structure

The financial transactions of the City are budgeted and recorded in individual funds. A fund is an independent financial and accounting entity. It is a set of interrelated accounts used to record revenues and expenditures associated with a specific purpose. Funds have a balancing set of accounts and records, cash and other financial resources in conjunction with all related liabilities and residual equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations or restrictions. Funds are classified into three basic types: governmental, proprietary or fiduciary.

Governmental Funds

Governmental funds are used to account for all or most of the government's general activities, including the collection and disbursement of earmarked monies, the acquisition or construction of general fixed assets and the servicing of general long-term debt. The following types of governmental funds are utilized by the City: The General Fund is the principal fund of the City of Salisbury and is used to account for all major activities of the government such as Administration, Police, Fire, and Public Works.

Special Revenue Funds are used to account for the proceeds of specific revenue sources legally restricted to expenditures of specific purpose. Examples of Special Revenue funds used by the City of Salisbury include: Curb/Gutter Fund, Sidewalk Fund, Community Development Project Fund, and the Grant Fund. Capital Project Funds are used to account for financial resources for the acquisition, renovation or construction of major capital facilities and improvements.

Budget Policies 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.

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.

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.

Budget Policies and Procedures

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.

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.

Budget Policies and Procedures

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.

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.

Debt Policies

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

General Debt Information

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

Additional Policy Information:

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

Funds

The financial activity of the City of Salisbury takes place in accounting entities called funds. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance, revenues, and expenditures. The General Fund is the City's primary operating fund and accounts for basic governmental services. It accounts for all the financial activity of the general government, except for those required to be accounted in another fund. Other fund types are: Special Revenue, Capital Project, Enterprise and Agency Funds. Funds where appropriations are set with annual budgets include the General Fund, Water Sewer Fund, Marina Fund, Parking Fund, and the Storm Water Fund.



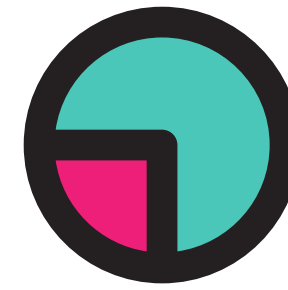
Special Revenue Funds

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



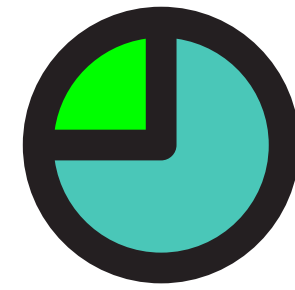
Capital Project Funds

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



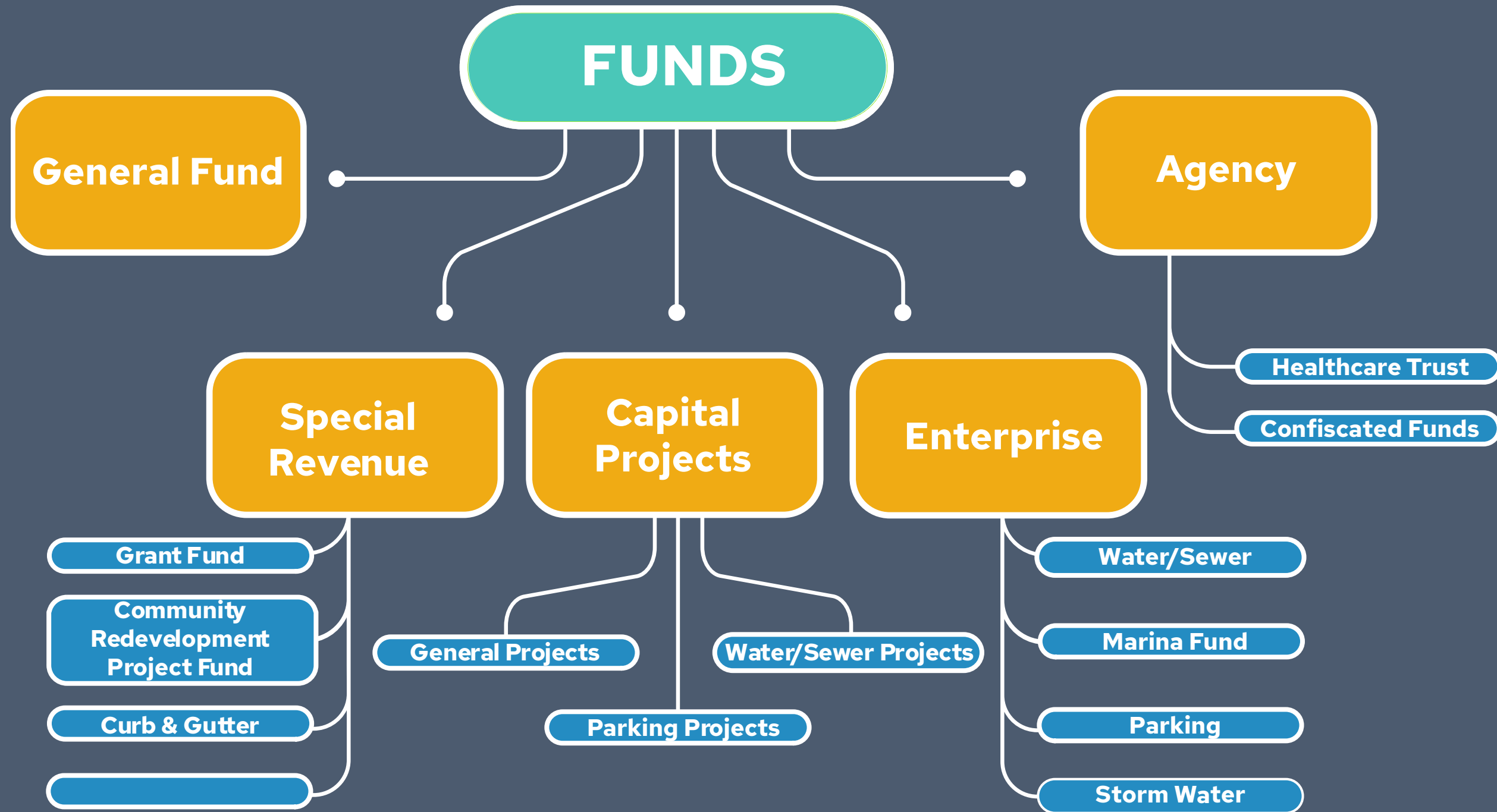
Enterprise Fund

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



Agency Funds

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



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.
Arts, Business & Culture	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 vision 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, risk management, 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.

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	
Stormwater	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.

Summary of Departments by Function

Infrastructure & Development	25100	Building Permits	Administration and enforcement of adopted building construction, plumbing, zoning and fire codes of the City of Salisbury.
	31000	Engineering	Development plan review and annexation, stormwater issues, sidewalk maintenance and traffic management. Accepts park reservations.
	81080	Water Engineering	Design/maintenance of water delivery infrastructure.
	84080	Sewer Engineering	Design and maintenance of the City's waste removal systems.
	19000	Planning	Using City law to guide current and future development to ensure it meets best interests of citizens.
Field Operations	22000	Traffic Control	Maintenance and oversight of all traffic control devices to include streetlights.
	30000	Resource Management	Oversight of manpower and mechanical distribution.
	31150	Streets	Maintenance of City's road infrastructure.
	32061	Sanitation Waste Collection	Collection and disposal of citizen household, yard and miscellaneous waste.
	32062	Sanitation Recycling	Curb-side collection and transport to recycling center of all recyclable waste.
	34064	Fleet Management	Maintenance of City's automobile and utility motorized vehicle fleet.
	35000	Carpentry Shop	Handles maintenance and construction in any needed capacity.
Recreation and Culture	40000	Zoo	
	45000	Parks	Maintenance of City parks and playgrounds.

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SBY // FY2023

SCHEDULES & SUMMARIES



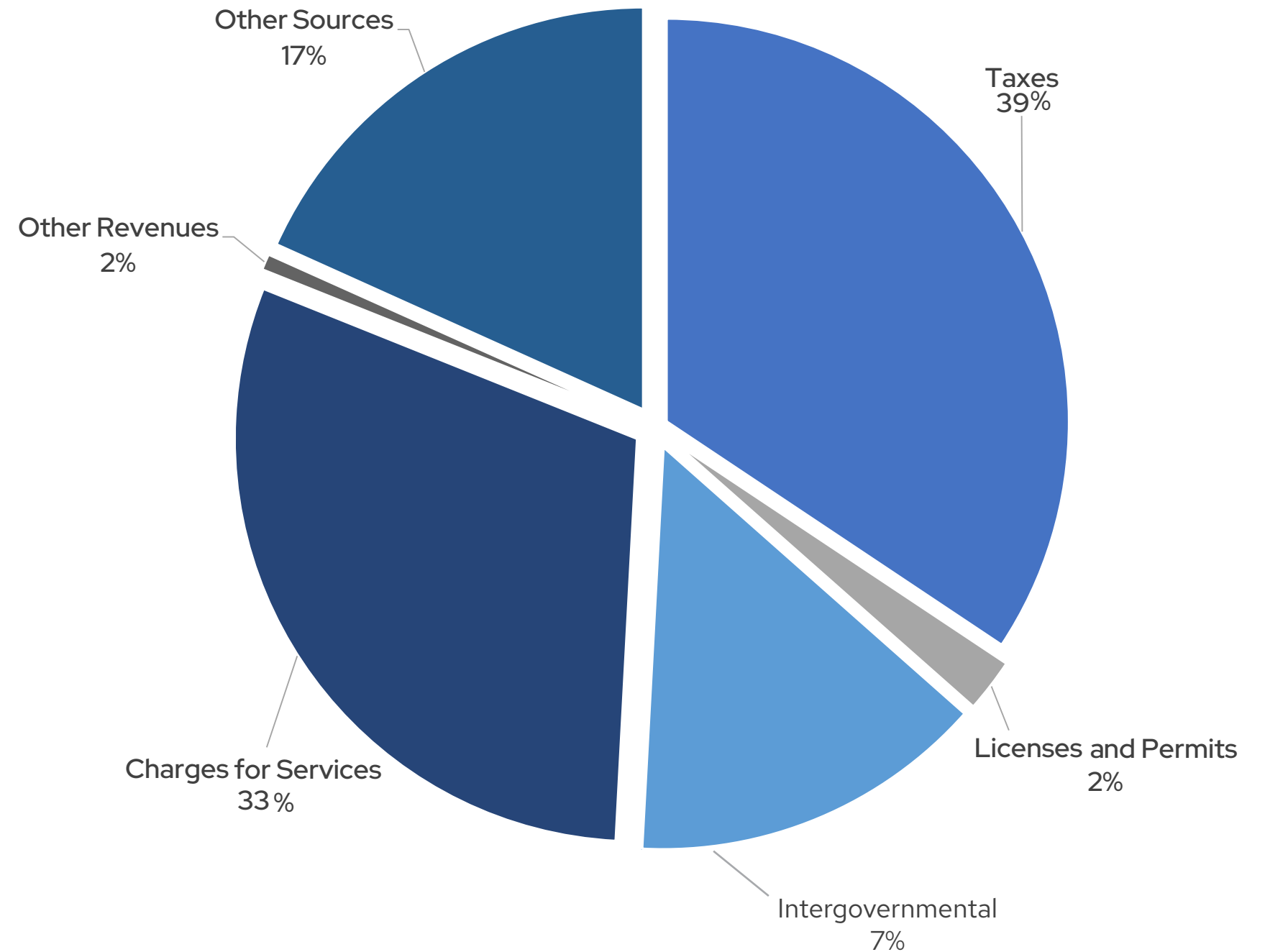
SCHEDULES & SUMMARIES

REVENUES	General Fund	Capital Improvement Plan	Special Revenue Funds	Enterprise Funds	Total Budget
Taxes	31,019,130	-	-	-	31,019,130
Licenses and Permits	1,960,270	-	-	-	1,960,270
Intergovernmental	7,736,959	985,000	4,208,940	-	12,930,899
Charges for Services	6,011,708	-	-	21,276,734	27,288,442
Other Revenues	595,500	-	-	3,500	599,000
Other Sources	768,532	15,722,500	-	-	16,491,032
Total Revenues	\$48,092,099	\$16,707,500	\$4,208,940	\$21,280,234	\$90,288,773
Transfers In	-	2,685,000	325,697	-	3,010,697
Transfers Out	(730,697)	-	-	(2,280,000)	(3,010,697)
Use of Fund Balance	1,841,606	-	-	2,106,101	3,947,707
Total Financial Resources	\$49,203,008	\$19,392,500	\$4,534,637	\$21,106,335	\$94,236,480
EXPENDITURES	General Fund	Capital Improvement Plan	Special Revenue Funds	Enterprise Funds	Total Budget
General Government	4,159,771	307,500	63,000	-	4,530,271
Public Safety					
Police	16,261,871	1,105,000	2,313,940	-	19,680,811
Fire	11,072,428	130,000	-	-	11,202,428
Public Works					
Field Operations	5,534,940	1,100,000	-	-	6,634,940
Infrastructure & Development	2,003,230	3,520,000	758,000	-	6,281,230
Water Sewer Operations		2,280,000	450,000	19,476,097	22,206,097
Parking Operations		10,750,000	-	888,430	11,638,430
Other Operations		-	-	741,808	741,808
Economic Development	781,077	-	-	-	781,077
Housing & Community Development	1,345,859	-	949,697	-	2,295,556
Recreation and Culture					
Salisbury Zoo	1,615,388	-	-	-	1,615,388
Parks	1,082,561	200,000	-	-	1,282,561
Insurance and Misc	1,205,700	-	-	-	1,205,700
Debt Service	4,140,183	-	-	-	4,140,183
Total Expenditures	\$49,203,008	\$19,392,500	\$4,534,637	\$21,106,335	\$94,236,480

SCHEDULES & SUMMARIES

The budgeted revenue in FY 2023 is \$90,288,773 which represents a 13.1% increase from FY 2022. This is primarily due to revenue associated with increases of \$4,552,638 in the General Fund and \$6,676,827 in the Capital Project Fund.

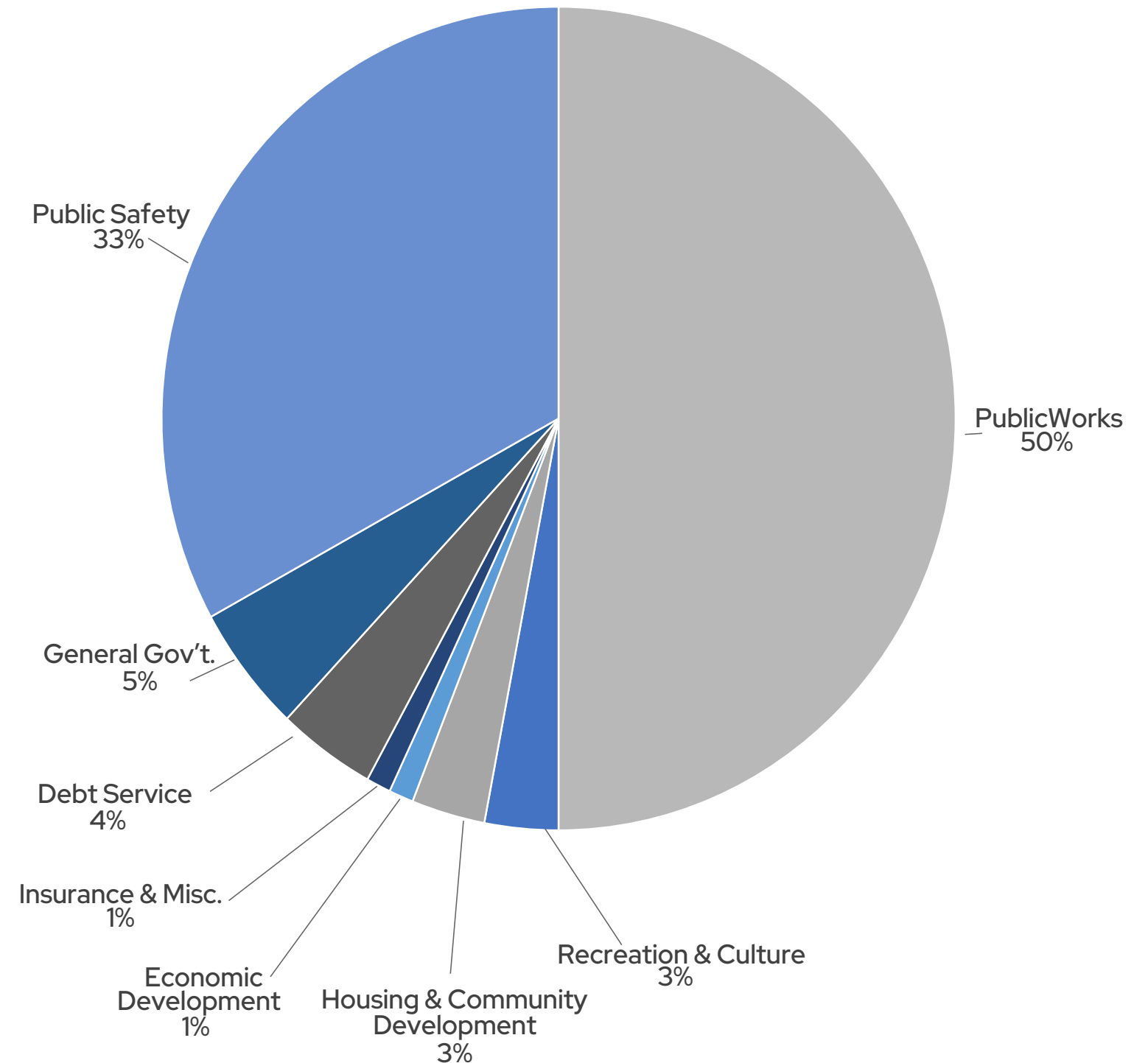
FUND	FY 23 ADOPTED	FY 22 ADOPTED	% CHANGE	FY 21 ACTUAL
General Fund	48,092,099	43,539,461	10%	45,977,527
Parking Fund	661,448	782,810	-16%	512,441
Water Sewer Fund	19,614,554	16,909,350	16%	16,553,887
Marina Fund	54,000	54,000	0%	70,419
Storm Water Fund	950,232	1,165,939	-19%	655,989
Special Revenue Funds	4,208,940	7,361,080	-43%	2,600,765
Capital Project Fund	16,707,500	10,030,673	67%	11,037
TOTAL	90,288,773	79,843,313	13%	66,382,065



SCHEDULES & SUMMARIES

The budgeted expenditures net of transfers in FY 2023 is \$97,247,177. There was a \$9,777,999 or 11.6% increase from FY 2022. This is primarily due to expenditures associated with the Capital Projects Fund which increased \$7,335,124 and expenditures associated with the General Fund which increased \$4,00,994.

FUND	PER ORDINANCE	TRANSFERS	NET OF TRANSFERS	FY 2022 ADOPTED	% CHANGE	FY 2021 ACTUAL**
General Fund	49,933,705	730,697	49,203,008	45,202,014	8%	41,456,972
Parking Fund	888,430		888,430	845,843	5%	647,411
Water Sewer Fund	21,456,097	1,980,000	19,476,097	17,363,046	11%	14,070,107
Marina Fund	91,576	-	91,576	86,851	5%	83,218
Storm Water Fund	950,232	300,000	650,232	1,053,107	-62%	520,519
Grant Fund & Special Revenue	4,534,637	-	4,534,637	7,850,244	-73%	3,775,215
Capital Projects Fund	19,392,500		19,392,500	12,057,376	38%	3,953,095
TOTAL	97,247,177	3,010,697	94,236,480	84,458,481	10%	64,506,537



Statement of Revenues, Expenses & Changes in Fund Balance: *ALL GOVERNMENTAL FUNDS*

	Actual				Budget	
Revenues	FY 2018	FY 2019	2020	2021	FY 2022	FY 2023
Taxes	26,799,572	28,160,477	29,551,379	30,361,776	30,517,243	31,019,130
Other revenue	4,943,355	5,055,687	4,187,018	4,160,587	1,888,287	595,500
Intergovernmental revenues	4,395,878	4,849,957	5,945,700	8,812,301	10,409,968	12,930,899
Service charges	3,791,599	4,604,140	5,073,701	4,806,642	7,595,043	7,971,978
Total Revenues	39,930,404	42,670,261	44,757,798	48,141,306	50,410,541	52,517,507
Expenditures						
General government	4,441,596	4,493,064	4,514,594	5,248,086	8,115,383	7,299,404
Public safety	22,602,253	23,380,521	25,438,101	26,026,502	27,517,104	29,648,239
Public works	4,746,139	4,973,391	4,476,005	4,425,579	9,361,249	8,746,170
Recreation and culture	2,028,685	1,980,652	2,152,670	2,642,768	2,401,916	2,697,949
Nondepartmental	1,195,661	1,055,539	894,434	1,039,769	1,064,620	1,205,700
Capital Outlay	5,958,774	4,899,165	9,223,493	5,076,933	5,506,279	6,362,500
Debt service						
Principal	2,785,353	2,973,887	3,153,441	1,039,082	2,943,138	3,239,534
Interest	868,627	798,416	1,048,075	3,686,563	1,394,145	900,649
Total Expenditures	44,627,088	44,554,635	50,900,813	49,185,282	58,303,834	60,100,145
Excess revenues over(under) expenditures	(4,696,684)	(1,884,374)	(6,143,015)	(1,043,976)	(7,893,293)	(7,582,638)
Other financing sources (uses)						
Proceeds from sale of capital assets	185,184	30,905	58,876	95,127	-	-
Operating transfers in (out)	156,948	160,000	120,000	153,550	440,000	300,000
Proceeds from extended term financing	-	-	12,651,103	352,896	5,004,076	5,441,032
Proceeds from Issuance of Debt	5,417,853	38,178	-	-	-	-
Total other financing sources (uses)	5,759,985	229,083	12,829,979	601,573	5,444,076	5,741,032
Net Change in fund balances	1,063,301	(1,655,291)	6,686,964	(442,403)	(2,449,217)	(1,841,606)
Fund Balances, beginning of year	18,004,642	19,808,310	18,153,019	24,839,983		
Fund Balances, end of year	19,067,943	18,153,019	24,839,983	24,397,580		

Statement of Revenues, Expenses & Changes in Fund Balance: *GENERAL FUND*

The General Fund's Net Change in Fund Balances for fiscal years 2018-2021 was an increase of \$3,818,821 or an average of \$954,705 per year. The FY 2023 budget reflects a Net Change in Fund Balances of (\$1,841,606) since budgeted revenues are under expenditures by the same amount.

The City forecasts minimal change in fund balance due to expected favorable expenditure variances.

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

Fund Balance is the excess dollars the City owns (assets) over what the City owes (liabilities). It is important for several reasons to maintain a healthy fund balance. Fund Balance is a critical factor in financial planning and budgeting, and it provides funds for unforeseen expenses or emergencies. It reduces the need for short-term borrowing for operations by assuring sufficient cash flows. Finally, Fund Balance demonstrates financial stability and enhances bond rating, thus lowering debt issuance cost.

	Actual				Budget	
Revenues	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Taxes	26,799,572	28,160,477	29,551,379	30,361,776	30,517,243	31,019,130
Other revenue	4,212,634	4,456,462	3,941,081	4,091,504	1,888,287	595,500
Intergovernmental revenues	2,925,831	3,203,934	2,981,412	6,284,412	3,004,888	7,736,959
Service charges	3,791,599	4,604,140	5,073,701	4,791,812	7,595,043	7,971,978
Total Revenues	37,729,636	40,425,013	41,547,573	45,529,504	43,005,461	47,323,567
Expenditures						
General government	3,649,691	3,744,655	4,057,856	4,121,549	5,740,629	6,286,707
Public safety	22,180,055	22,593,472	23,677,757	24,452,125	24,104,137	27,334,299
Public works	4,545,338	4,817,399	4,461,287	4,302,605	7,553,429	7,538,170
Recreation and culture	2,028,685	1,876,312	2,075,796	2,158,032	2,401,916	2,697,949
Nondepartmental	1,195,661	1,055,539	894,434	1,039,769	1,064,620	1,205,700
Capital Outlay	1,888,470	674,292	1,927,194	657,247		
Debt Service						
Principal	2,785,353	2,973,887	3,153,441	1,039,082	2,943,138	3,239,534
Interest	868,627	798,416	1,048,075	3,686,563	1,394,145	900,649
Total Expenditures	39,141,880	38,533,972	41,295,840	41,456,972	45,202,014	49,203,008
Excess of revenues over (under) expenditures:	(1,412,244)	1,891,041	251,733	4,072,532	(2,196,553)	(1,879,441)
Other financing sources (uses)						
Proceeds from sale of capital assets	178,213	30,905	58,876	95,127		
Operating transfers in (out)	(498,509)	(509,270)	(580,702)	(1,326,022)	(786,664)	(730,697)
Proceeds from extended term financing					534,000	768,532
Proceeds from Issuance of Debt	24,900	38,178	1,151,167	352,896		
Total other financing sources (uses)	(295,396)	(440,187)	629,341	(877,999)	(252,664)	37,835
Net Change in fund balances	(1,707,640)	1,450,854	881,074	3,194,533	(2,449,217)	(1,841,606)
Fund Balances, beginning of year	12,446,573	11,479,300	12,930,154	13,811,228		
Fund Balances, end of year	10,738,933	12,930,154	13,811,228	17,005,761		

Statement of Revenues, Expenses & Changes in Fund Balance: *ENTERPRISE FUNDS*

FY23 budgeted revenues, expenses, and change in fund balance are shown here for Enterprise Funds that are assigned annual appropriations. The City does not assign the Mitchel Landing Fund an annual budget.

Total expenditures for enterprise funds shown increased by \$1,757,488 or 9.0%. Water and Sewer rates were increased by 8% in the FY23 budget.

Revenues	Water Sewer Fund	Parking Fund	Marina Fund	Stormwater Fund
Charges for services	19,611,054	661,448	54,000	950,232
Other revenue	3,500	-		
Total Revenues	19,614,554	661,448	54,000	950,232
Expenditures				
Operating	15,171,081	703,415	91,576	650,232
Capital outlay		-		
Debt service	4,305,016	185,015	-	-
Total Expenditures	19,476,097	888,430	91,576	650,232
Excess of revenues over (under) expenditures	138,457	(226,982)	(37,576)	300,000
Other financing sources (uses)				
Operating transfers in (out)	(1,980,000)			(300,000)
Proceeds from extended term financing				-
Proceeds from Bond Issuance	-		-	
Total other financing sources (uses)	(1,980,000)	-	-	(300,000)
Net Change in fund balances FY23 Adopted Budget	(1,841,543)	(226,982)	(37,576)	-
Net Change in fund balances FY22 Adopted Budget	(1,742,899)	(63,033)	(32,851)	(327,168)
Fund Balances, 6/30/21	72,821,976	1,353,676	1,377,296	469,473
Fund Balances, end of year 6/30/23 (projected)	\$69,237,534	\$1,063,661	\$1,306,869	\$142,305

Debt Limit

The City's Charter provides that total bonded or other indebtedness of the City payable from its general tax revenues shall at no time exceed the total of two percent of the assessed valuation of all real property and five percent of the assessed valuation of all personal and corporate property subject to taxation by the City. The legal debt limit permitted at June 30, 2021 totaled \$58,336,380. After considering general obligations including mortgages and notes outstanding of \$ 26,854,660, the available additional debt margin was \$ 31,481,720.

Debt Budgeted to be Issued in FY23

The City's FY23 Budget includes \$10,750,000 in capital outlay for a new parking garage to be funded from issuance of bonds in FY23. The City's FY23 budget also includes \$4,410,000 in capital projects that will be funded with funds on hand. Reimbursement of these funds is planned from bonds to be issued in FY24.

Bond Rating

In 2021 the agency Standard and Poor's Global Ratings (S&P) has once again assigned Salisbury its 'AA' rating, with a stable outlook. AA is the second-highest rating category attainable by a public borrower, denoting a very high degree of creditworthiness.

SUMMARY OF FY23 DEBT SERVICE:

GENERAL FUND

The following schedule lists the principle and interest payment budgeted for payment in the General Fund for FY2023

Issue	FY 23 Budget Debt Service		
	Principal	Interest	Total
2011 General Obligation Bonds	221,176	6,138	227,314
2014 MD Water Quality	4,761	427	5,188
2016 General Obligation Bonds	384,133	30,421	414,554
2017 General Obligation Bonds	903,092	182,720	1,085,812
2018 General Obligation Bonds	348,172	97,953	446,125
2020 General Obligation Bonds	538,200	341,290	879,490
2022 General Obligation Bonds	840,000	241,700	1,081,700
TOTAL	3,239,534	900,649	4,140,183

SUMMARY OF FY23 DEBT SERVICE:

ENTERPRISE FUNDS

The following schedule lists the principle and interest payment budgeted for payment in each Enterprise Fund for FY2023

Issue	FY 23 Budget Debt Service		
	Principal	Interest	Total
Water Fund	343,144	45,041	388,185
Sewer Fund	3,904,223	400,793	4,305,016
Total Water Sewer Fund	4,247,367	445,834	4,693,201
Parking Fund	144,210	40,805	185,015
Marina Fund	-	-	-
Storm Water Fund	-	-	-
TOTAL	4,391,577	486,639	4,878,216

SCHEDULES & SUMMARIES

Step Increases

- A three step increase was awarded for all personnel with the exception of the police department sworn positions that received a one-step increase.
- An additional step was given to employees with 10 years of service and two additional steps for employees with 15 years or more of service.

Merit Pay, Career Ladder Updates, Reclassifications, Positions Added, Positions Deleted

- A schedule providing a Summary of Position Changes is provided on the following page.
- Market adjustments were made to various positions in all departments.
- Career ladder restructuring made to be more consistent among departments.
- Various title changes in several departments.
- Deleted step one on the fire department pay scale and added an additional step.

SUMMARY OF PERSONNEL & POSITION CHANGES

SCHEDULES & SUMMARIES

Department	Merit Pay Awarded	Reclassifications	Career Ladders	Positions Added	Positions Deleted	Other
Finance	Finance Director Assistant Directors		Revenue Clerk Utility Billing Clerk			Grant Specialist position frozen
Business Dev				ABC Director Culture and Events Manager		
Human Resources		Human Resource Director HR Specialist		Human Resource Specialist		Moved Risk Manager from FO to HR
Procurement		Contract Specialist Buyer I/II/III				
Information Services				GIS Technician		
Field Operations		Field Ops Tech – Crew Leader Garage Supervisor Automotive Mechanic I/II/III/SR Marketing and Outreach Manager Carpenter I/II/III Logistics Coordinator Zookeeper Traffic Systems Manager Asset and Facilities Manager Deputy Director Field Ops Sanitation Manager Parking Supervisor Parking Enforcement Officer Parking Maintenance Worker Field Ops Admin Assistant		Signal & Lighting Technician Events Technical Manager Events Technical Specialist	Traffic Supervisor Deputy Director Field Ops	Fields Ops Tech positon frozen Auto Mechanic position frozen
HCDD		Housing and Homeless Manager Community Relations Manager Community Programs Coordinator				
DID				Deputy Director		
Fire				4 Lieutenants 2 Paramedics 5 Sergeant EMT/PM Assistant Fire Chief	Captain 5 Probationary/FF-EMT/ Drive-EMT	
Mayor				Special Assistant for Intergov Affairs		
Water Works		Utility Tech I/II/III/SR Utility Locator I/II/III/SR				Utility Tech Position frozen

Total revenue budgeted for FY 2023 is \$90.3 million, which includes \$72.8 million in operating revenue and \$17.5 million in revenue from other sources. FY 2023 operating revenues are estimated to increase 5.6% from the prior year. This increase is primarily due to an increase in Intergovernmental Revenues and Charges for Services throughout the City.

Operating revenue:

Governmental Funds	FY 2020	FY 2021	FY 2022	FY 2023	2023 vs. 2022
Taxes	28,637,436	29,563,189	30,517,243	31,019,130	1.7%
Licenses and Permits	1,715,200	1,888,450	1,865,360	1,960,270	5.0%
Intergovernmental	4,752,685	3,210,316	3,004,888	7,736,959	147.4%
Charges for Services	5,842,956	5,776,682	5,729,683	6,011,708	4.9%
Other Revenue	1,035,143	938,904	1,888,287	595,500	-137.7%

Enterprise Funds

Charges for Services	17,556,950	17,493,250	18,183,599	21,276,734	17.7%
Other Revenue		7,500	728,500	3,500	-9666.7%

Special Revenue Funds

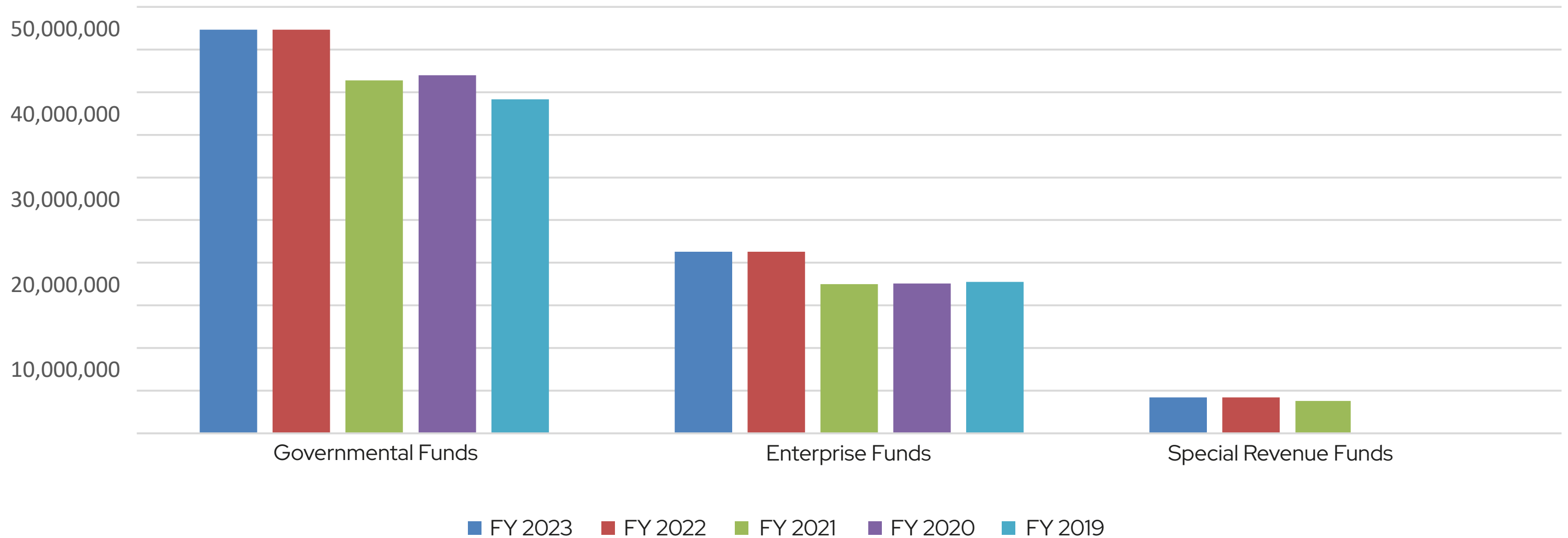
Intergovernmental	2,090,823	3,772,684	7,361,080	4,208,940	-83.6%
Total Operating Revenue	61,631,193	62,650,975	69,278,640	72,812,741	5.6%

Other financing sources:

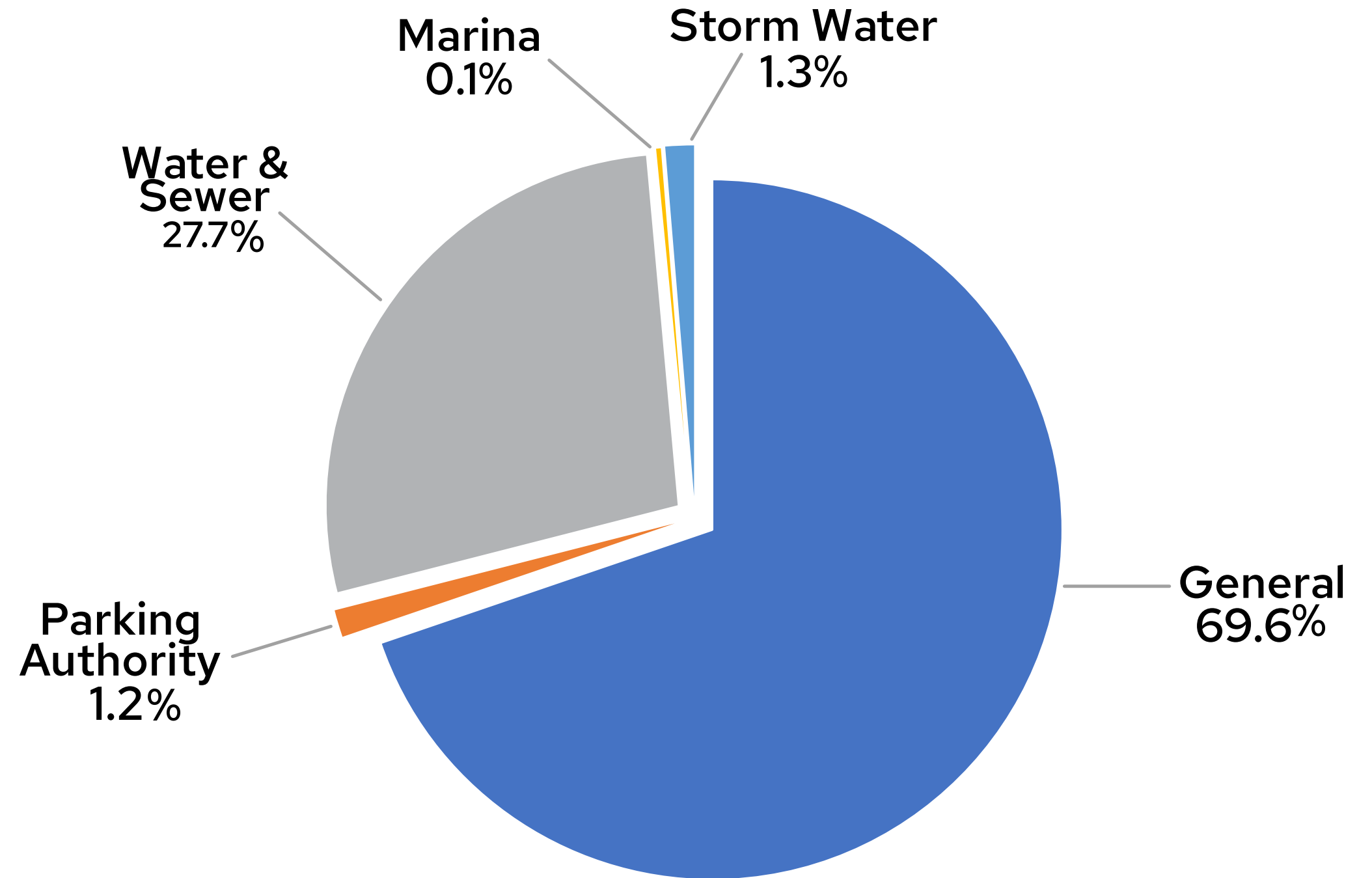
Bond Proceeds	3,398,190	4,925,000	7,620,876	15,722,500	164.5%
Grants			2,409,797	985,000	
Cap Lease	822,463	1,442,900	534,000	768,532	16.3%
Total other financing sources	4,220,653	6,367,900	10,564,673	17,476,032	108.5%

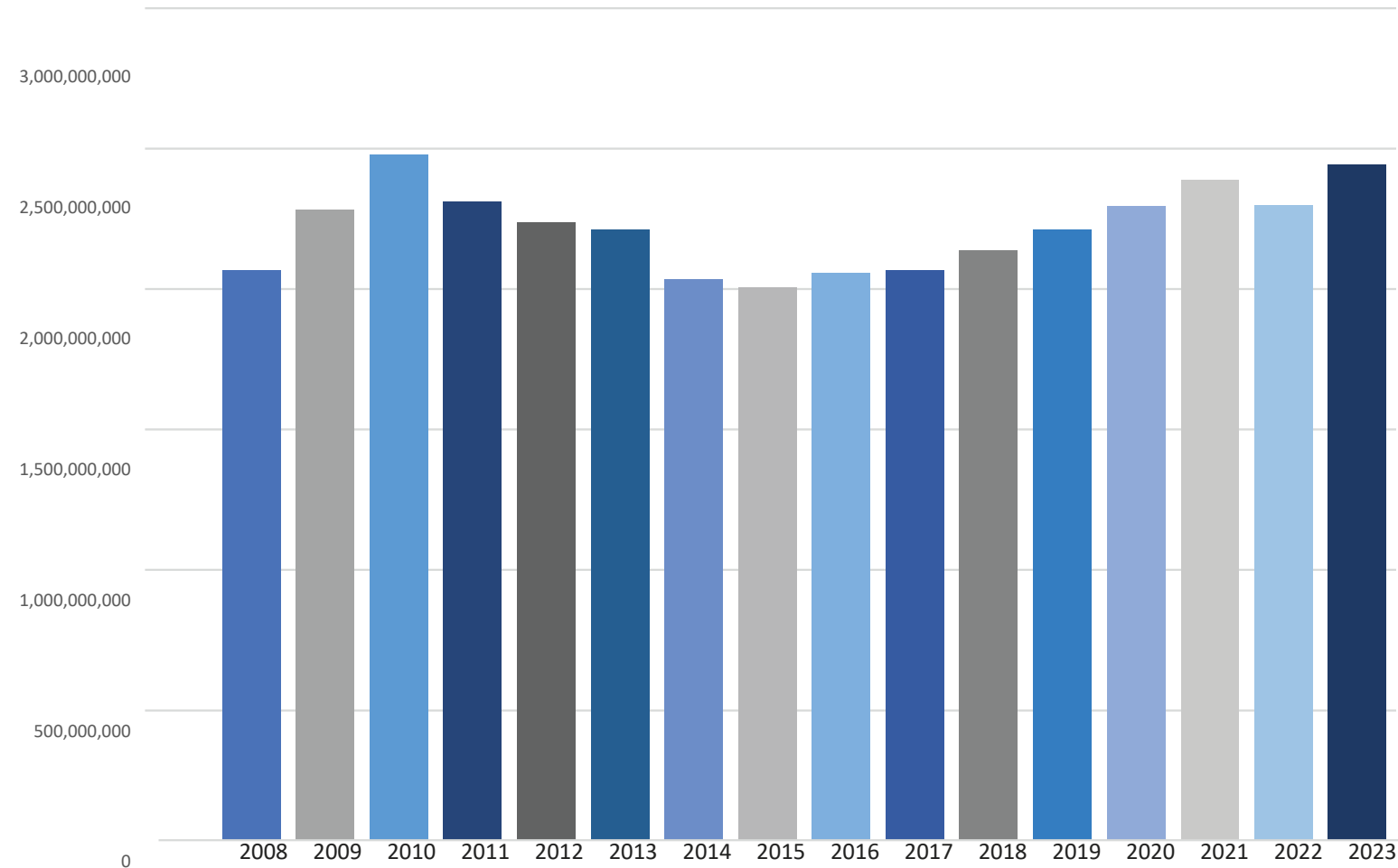
Total Revenue	65,851,846	69,018,875	79,843,313	90,288,773	15.1%
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Operating Revenue by Fund Type



Fund	
General	49,933,706
Parking Authority	888,430
Water and Sewer	19,856,097
Marina	91,576
Stormwater	950,2327
Total	71,720,041





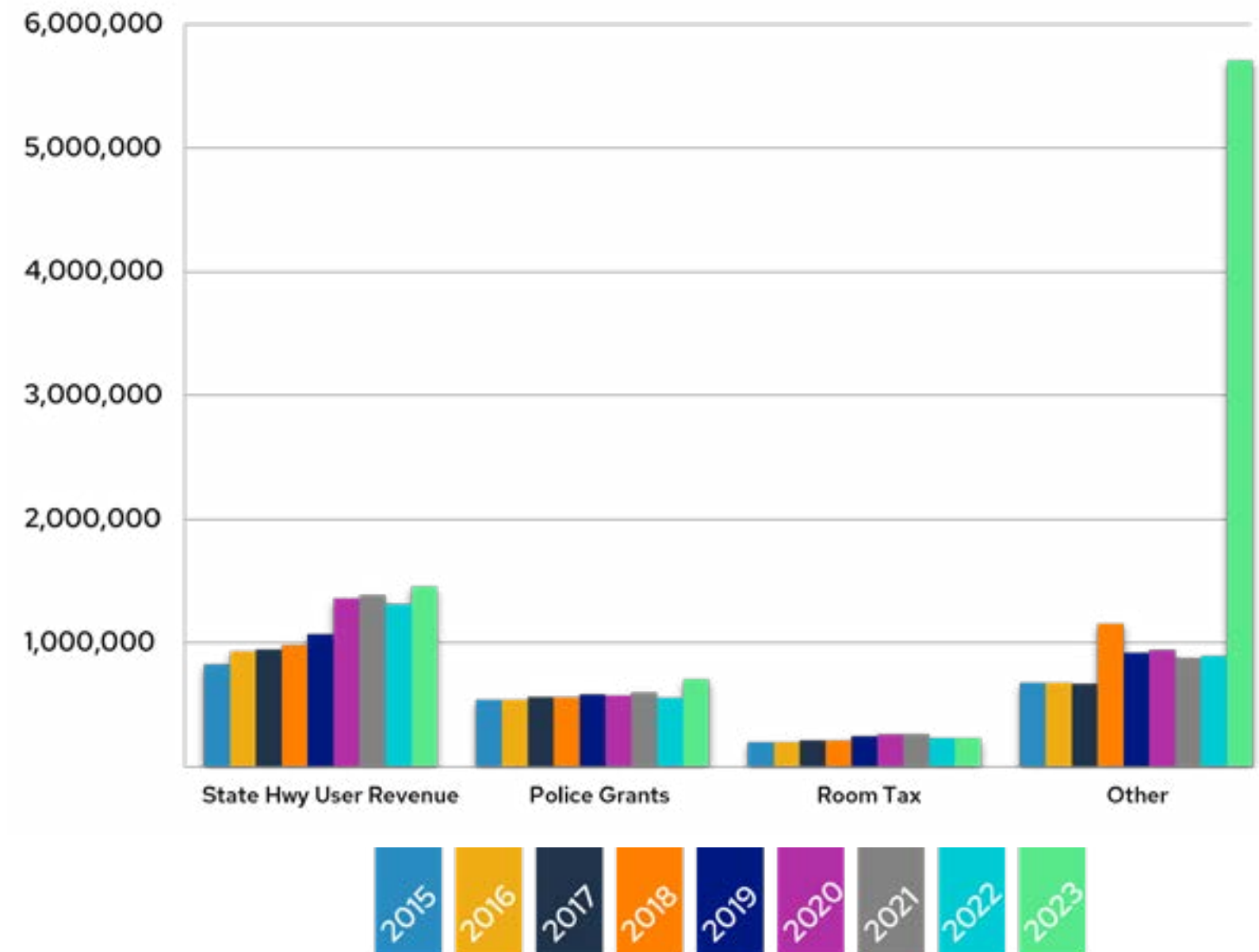
Fiscal Year	Assessments				Tax Rate		Tax Levy
	Real	Personal	Corporations	Total	Personal Property	Real Property	
2008	1,782,450,011	3,215,350	294,114,320	2,079,779,681	2.04	0.819	18,724,251
2009	2,015,985,078	2,966,990	281,162,310	2,300,114,378	2.04	0.819	19,880,167
2010	2,219,277,746	2,697,220	279,352,590	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	0.983	24,127,199
2019	1,930,891,071	3,058,170	294,411,710	2,228,360,951	2.40 PP 2.81 RR	0.983	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	2,113,819,337	2,561,790	292,700,120	2,409,081,247	2.40 PP 3.51 RR	0.983	27,245,705
2022 (EST)	2,070,388,160	2,541,667	245,324,074	2,318,235,901	2.40 PP 3.51 RR	0.983	27,737,423
2023 (EST)	2,220,913,883	1,958,333	243,589,744	2,466,461,960	2.40 PP 3.51 RR	0.983	28,020,025

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

General Fund Revenue: *INTERGOVERNMENTAL*

Intergovernmental revenue is derived from various funding agreements and grants from other governmental agencies. Grants vary from year to year based on availability. State Highway had increased each year since 2015 until FY22 there will be a slight decrease. FY23 Other includes funds from the American Recovery Program.

Fiscal Year	State Highway User Revenue	Police Grants	Room Tax	Other	Total
2015	827,495	543,397	200,000	677,802	2,248,694
2016	935,561	543,397	200,000	677,802	2,356,760
2017	948,000	565,885	210,000	668,302	2,392,187
2018	981,773	565,885	210,000	1,156,302	2,913,960
2019	1,070,682	586,509	245,000	922,968	2,825,159
2020	1,358,201	577,063	260,000	945,521	3,140,785
2021	1,384,293	597,629	260,000	878,394	3,120,316
2022	1,317,857	559,405	230,000	897,626	3,004,888
2023	1,425,798	706,261	230,000	5,374,900	7,736,959

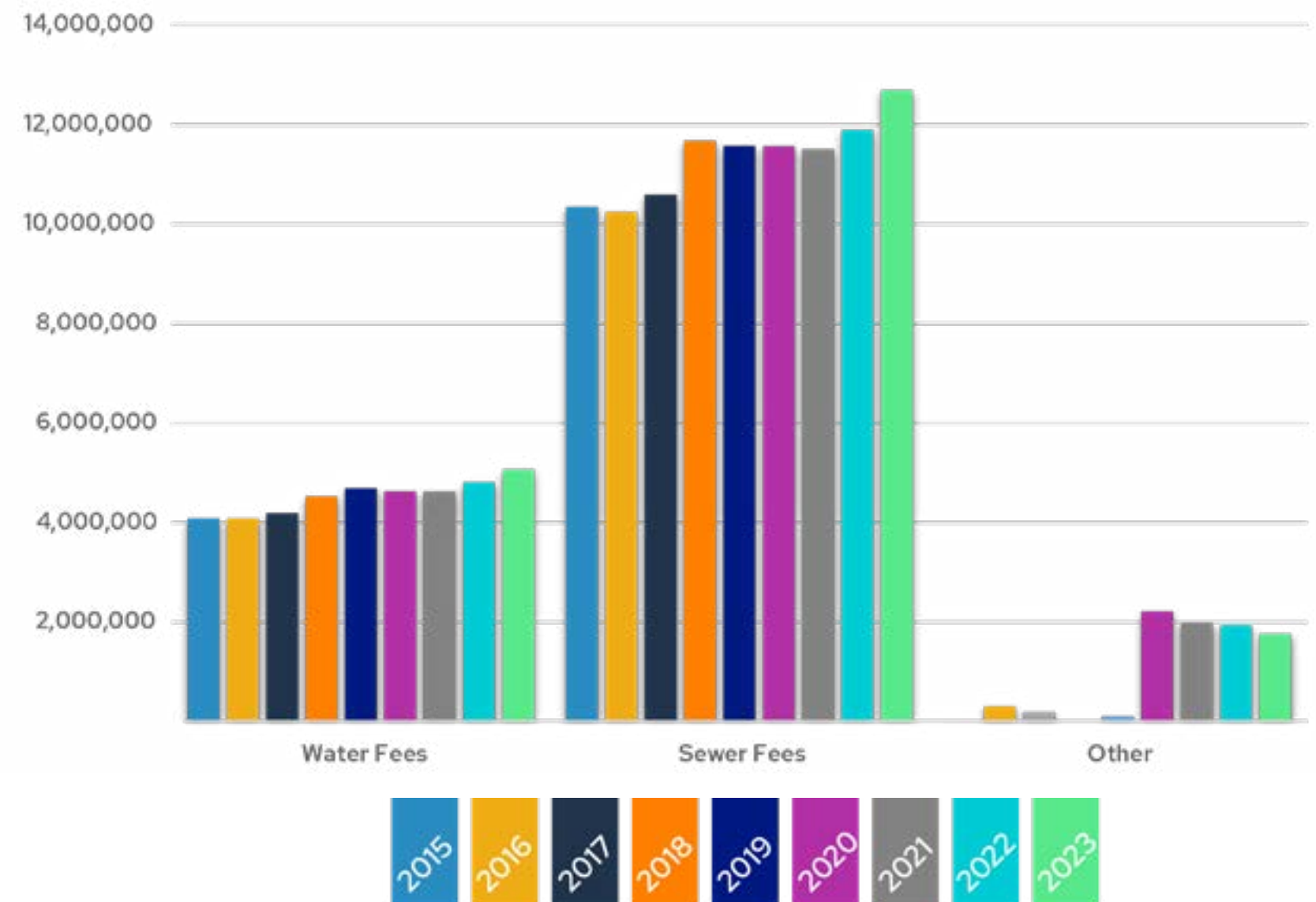


The Water & Sewer Fund's revenue consist of fees which include usage, water and sewer connections, special meter readings, and other miscellaneous charges, Rates are set annually by the Mayor and City Council to maintain all water and sewer servcies to customers. Customers are billed on a quarterly basis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

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

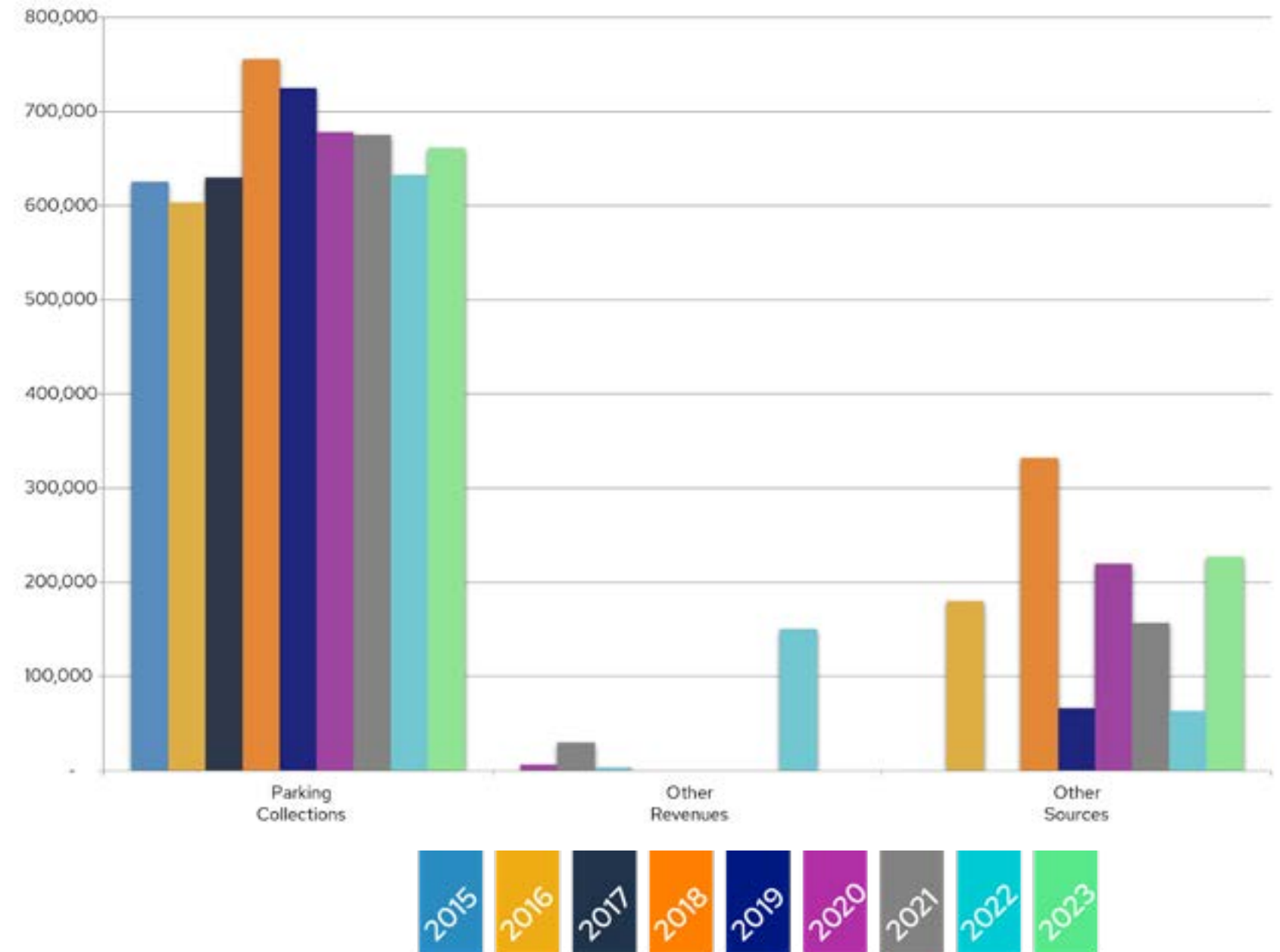
The FY23 Proposed Budget include an 8% Water Sewer rate increase.

Fiscal Year	Water Fees	Sewer Fees	Other	Total
2015	4,083,785	10,349,871	11,000	14,444,656
2016	4,078,700	10,245,679	311,000	14,635,379
2017	4,194,350	10,590,425	189,500	14,974,275
2018	4,524,225	11,676,238	9,500	16,209,963
2019	4,690,950	11,575,987	100,926	16,367,863
2020	4,630,250	11,566,000	2,216,912	18,413,162
2021	4,625,250	11,508,000	1,992,831	18,126,081
2022	4,811,450	11,894,400	1,946,399	18,652,249
2023	5,143,146	12,867,908	1,845,043	19,856,097



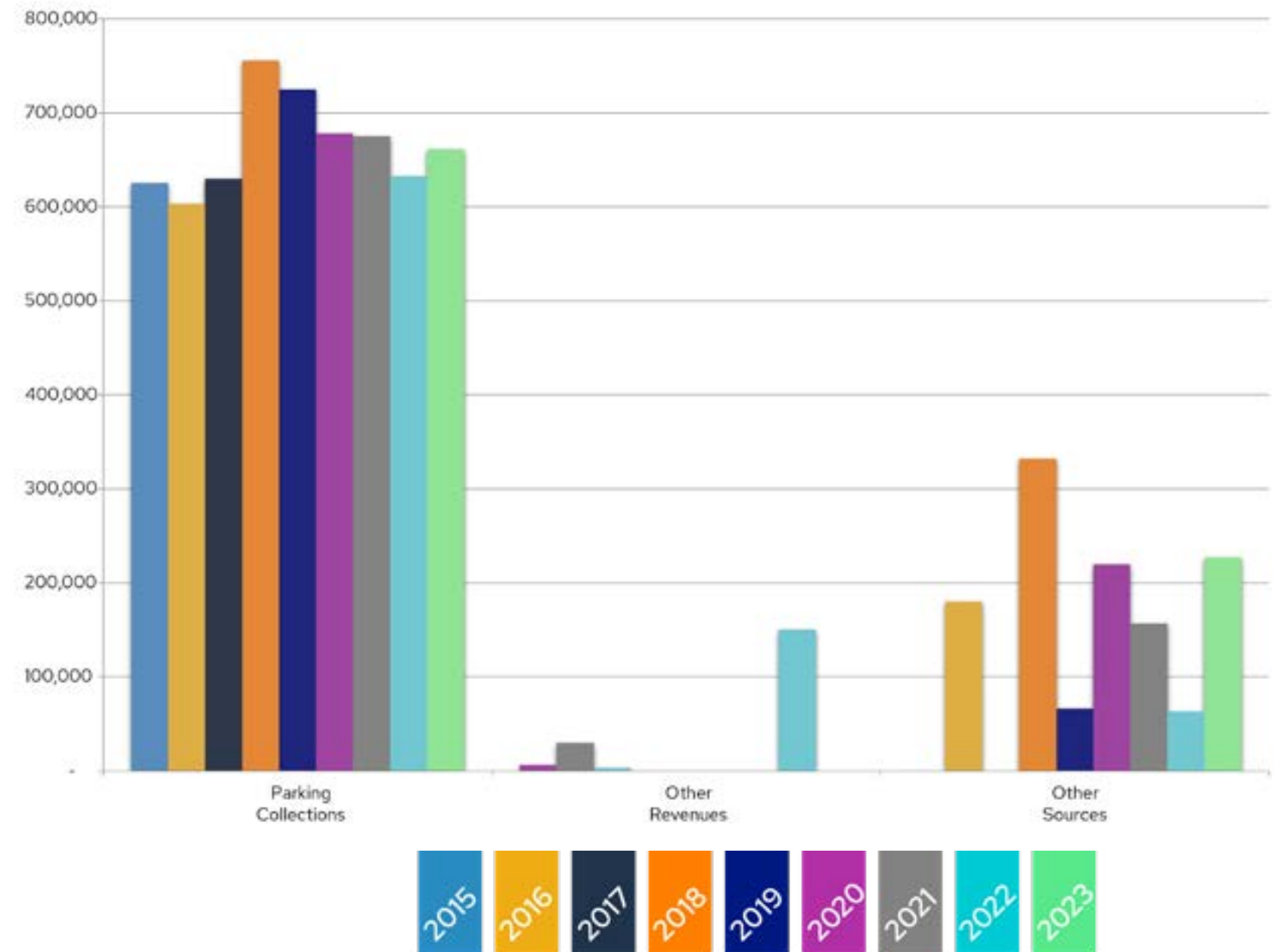
The Parking Fund's revenue source consist of customer fees for the City's parking meters, lots, and garage located in the surrounding and downtown areas of Salisbury. The rates are set by the Mayor and City Council. The budget is based on the previous year's revenue.

Fiscal Year	Parking Collections	Other Revenues	Other	Total
2015	625,500	6,330	-	631,830
2016	603,500	29,830	180,000	813,330
2017	630,000	3,000	-	633,000
2018	756,000	-	331,900	1,087,900
2019	725,000	-	66,131	791,131
2020	678,200	-	219,591	897,791
2021	675,000	-	156,747	831,747
2022	632,810	150,000	63,033	845,843
2023	661,447		226,983	888,430



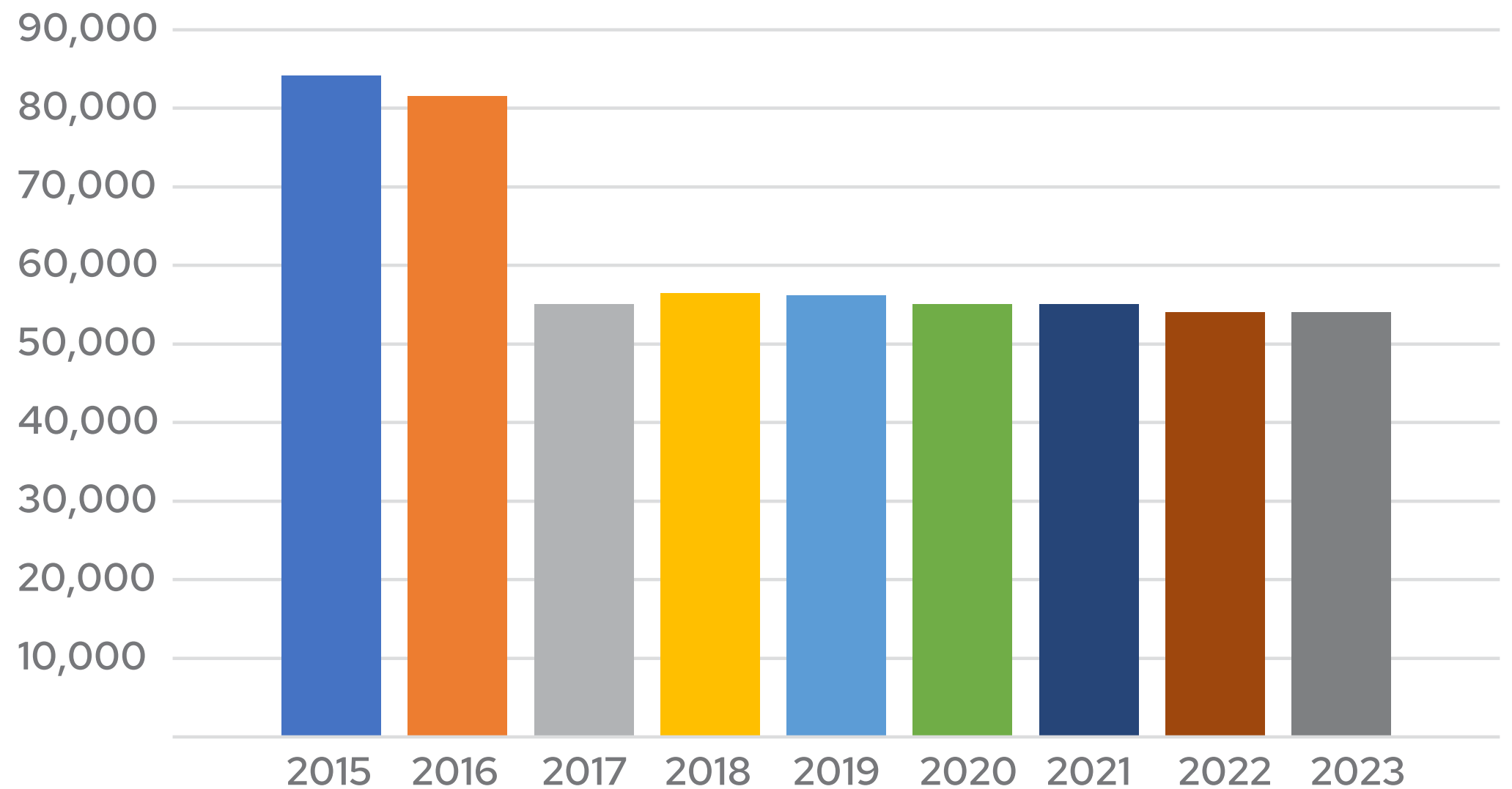
The City's Stormwater Fund is a dedicated enterprise fund used only to fund Stormwater management, storm drainages and water resource programs and services. Revenues are projected based on previous year activity and estimated service area.

Fiscal Year	Stormwater	Other Revenues	Other	Total
2015	-	-	-	-
2016	-	-	-	-
2017	560,000	-	129,000	689,000
2018	600,000	-	-	600,000
2019	600,000	-	261,899	861,899
2020	620,000	-	27,165	647,165
2021	630,000	-	65,354	695,354
2022	790,939	-	702,168	1,493,107
2023	984,000	-	(33,768)	950,232



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
2023	54,000



4.0

CAPITAL PROJECTS

SBY // FY2023



Capital Projects: 5-Year Overview

The City's Capital Improvements Program (CIP) is a multi-year plan for the City's capital investments. The Proposed CIP includes five years of projected capital needs. The current year of the program is adopted during the regular budget process and the remaining five years serve as a guideline for future planning.

FY 23-27 Capital Improvement Plan

The schedule below presents totals by funding source for projects funded in each of the City's major funds over the period FY 2023 – 2027.

	General Revenues	Grants & Donations	Lease	Bond	Revolving Funds on Hand	Total
General Fund	9,397,040	13,627,500	7,707,160	33,656,500	0-	64,388,200
Water Sewer Fund	7,832,250		60,000	9,455,493	600,000	17,947,743
Marina Fund	110,000					110,000
Storm Water Fund			380,000			380,000
Parking Fund				10,790,000		10,790,000
Total	25,600,900	6,956,150	7,543,000	27,060,700	-	93,615,943

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

The schedules found on the following pages present the Capital Projects included in the City's Adopted FY 2023 budget. Not all projects included in the Capital Improvement Plan are automatically approved to be included in the Adopted Budget, just as not all Capital Project included in the Adopted Budget were in the City's Capital Improvement Plan.

CIP Totals for projects included in the FY 2023 Adopted Budget

The schedule below presents totals by funding source for projects funded in each of the City's major funds for the 2023 Adopted Budget.

	General Revenues	Grants & Donations	Lease	Bond	Reallocate prior Bonds Proceeds	Water Sewer Revolving/Impact Funds	Total
General Capital Projects	705,000	985,000	768,532	4,410,000	262,500	-	7,131,032
Water Sewer Capital Projects	380,000				300,000	1,600,000	2,280,000
Storm Water Fund							
Parking Fund Capital Projects	40,000			10,750,000			10,790,000
Total	1,125,000	985,000	768,532	15,160,000	562,500	1,600,000	20,201,032

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

Capital Projects: Effect on Future Operating Budgets

Project Description				
Field Operations:	Project Amount	Maintenance Cost	Operational Cost	Description
Schumaker Pond	10,000	None	None	Maintenance project
Storm Drain Main Lining	25,000	None	None	Maintenance project
Field Operations Facility Plan - Phase IIIB	1,100,000	Decrease	Increase	New larger service center increased sf
Fire Operations:				
Station #16 HVAC Replacement	130,000	Decrease	Decrease	More efficient HVAC system
Portable Radio Replacement	103,532	None	None	Replacement
Government Office Building:				
GOB HVAC Return Air Fans	37,500	None	None	Replacement
Housing & Community Development				
Tiny Homes for the Homeless	70,000	Increase	Increase	New homes for homeless
Infrastructure & Development:				
Comprehensive Plan	160,000	None	None	
TownSquare	900,000	Increase	Increase	New building requires additional costs
Mill Street Bridge Rehabilitation	300,000	None	None	Maintenance project
Street Reconstuction (Milling and Paving)	45,000	None	None	Maintenance project
Rail Trail Master Plan Implementation	1,200,000	Increase	Increase	New infrastructure will increase costs
Downtown Street Scaping	775,000	Increase	Increase	New infrastructure will increase costs
Impervious Surface Reduction	145,000	None	None	Maintenance project
Stream Restoration along Beaverdam Creek	120,000	None	None	Maintenance project
North Prong Park Improvements	200,000	Increase	Increase	New infrastructure will increase costs
DID Office Expansion	40,000	None	None	Replacement
Information Technology:				
Computer Aided Dispatch (CAD) Replacement	1,105,000	Increase	Increase	New CAD facility has increased costs

			Schedule B: General Capital Projects						General Fund - Capital Outlay			
			Funding Source						Account		Funding Source	
Project Description	CIP Amount	Adj	Approved Amount	PayGO Gen Fund	PayGO Storm Water	Grants	Reallocation	FY 24 Bond	Org	Acct	General Revenues	Lease Proceeds
Wayfinding and Signage	40,000	(40,000)	-	-								
North Prong Park Improvements	100,000	(100,000)	-	-								
Street Light Additions and Replacement	85,000	(85,000)	-	-								
Tennis Complex on Beaverdam Drive	75,000	(75,000)	-	-								
Comprehensive Plan	150,000	10,000	160,000	10,000			150,000					
Street Reconstuction (Milling and Paving)	750,000	(750,000)	-	-								
Surface Maintenance (Crack Sealing, Microsurfacing)	150,000	(150,000)	-	-								
Concrete Program (Curb, Gutter and Sidewalk)	65,000	(65,000)	-	-								
Woodcock Park - Playground Equipment	40,000	(40,000)	-	-								
Doverdale Park - Playground Equipment & Improvements	90,000	(90,000)	-	-								
DID Office Expansion		40,000	40,000	40,000								
Gateway Signage	50,000	(50,000)	-	-								
TownSquare	300,000	600,000	900,000					900,000				
Vision Zero- Slow Zone Program	12,500	(12,500)	-	-								
Vision Zero- Crosswalk Program	25,000	(25,000)	-	-								
Vision Zero- Pedestrian Signal Program	50,000	(50,000)	-	-								
Mill Street Bridge Rehabilitation	60,000		60,000	-			60,000					
City Park Bandstand Bathrooms	50,000	(50,000)	-	-								
Replacement of Signs and Pavement Markings	20,000	(20,000)	-	-								
Electrical Transformers	100,000	(100,000)	-	-								
Pathway Paving	50,000	(50,000)	-	-								
Bear Exhibit Renovations - Planning Phase	150,000	(150,000)	-	-								
Exterior: Siding Repair and Painting Phase II	55,000	(55,000)	-	-								
Shutter Installation	34,000	(34,000)	-	-								
Pole Building	125,000	(125,000)	-	-								

			Schedule B: General Capital Projects						General Fund - Capital Outlay			
			Funding Source						Account		Funding Source	
Project Description	CIP Amount	Adj	Approved Amount	PayGO Gen Fund	PayGO Storm Water	Grants	Reallocation	FY 24 Bond	Org	Acct	General Revenues	Lease Proceeds
Impervious Surface Reduction	145,000		145,000		145,000							
Stream Restoration along Beaverdam Creek	120,000		120,000		120,000							
Schumaker Pond	10,000		10,000		10,000							
Storm Drain Main Lining	25,000		25,000		25,000							
Tennis Complex on Beaverdam Drive			-			-						
North Prong Park Improvements	200,000		200,000			200,000						
Street Reconstuction (Milling and Paving)	45,000		45,000			45,000						
Rail Trail Master Plan Implementation	500,000		500,000			500,000						
Mill Street Bridge Rehabilitation	240,000		240,000			240,000						
Computer Aided Dispatch (CAD) Replacement	1,105,000		1,105,000	300,000				805,000				
GOB HVAC Return Air Fans	37,500		37,500	37,500								
GOB Repair to West Wall	30,000	(30,000)	-									
GOB Ceiling and Lighting Replacement	30,000	(30,000)	-									
Apparatus Replacement - Rescue 16	1,500,000	(1,500,000)	-					-				
Radio Paging System Replacement	125,000	(125,000)	-					-				
Station #16 HVAC Replacement	130,000		130,000					130,000				
Bicycle Master Plan Improvements	330,000	(330,000)	-					-				
Rail Trail Master Plan Implementation	1,300,000	(600,000)	700,000					700,000				
Downtown Street Scaping	775,000		775,000					775,000				
Vision Zero - ADA Upgrades	75,000	(75,000)	-	-								
North Mill Street Reconstruction	200,000	(200,000)	-					-				
City Park Master Plan Improvements	200,000	(200,000)	-					-				
Field Operations Facility Plan - Phase IIIB	1,700,000	(600,000)	1,100,000					1,100,000				
Johnson Pond Dam Improvements	1,550,000	(1,550,000)	-					-				

			Schedule B: General Capital Projects						General Fund - Capital Outlay			
			Funding Source						Account		Funding Source	
Project Description	CIP Amount	Adj	Approved Amount	PayGO Gen Fund	PayGO Storm Water	Grants	Reallocation	FY 24 Bond	Org	Acct	General Revenues	Lease Proceeds
Tennis Complex on Beaverdam Drive			-			-						
North Prong Park Improvements	200,000		200,000			200,000						
Street Reconstuction (Milling and Paving)	45,000		45,000			45,000						
Rail Trail Master Plan Implementation	500,000		500,000			500000						
Mill Street Bridge Rehabilitation	240,000		240,000			240000						
Computer Aided Dispatch (CAD) Replacement	1,105,000		1,105,000	300,000				805,000				
GOB HVAC Return Air Fans	37,500		37,500	37,500								
GOB Repair to West Wall	30,000	(30,000)	-									
GOB Ceiling and Lighting Replacement	30,000	(30,000)	-									
Apparatus Replacement - Rescue 16	1,500,000	(1,500,000)	-					-				
Radio Paging System Replacement	125,000	(125,000)	-					-				
Station #16 HVAC Replacement	130,000		130,000					130,000				
Bicycle Master Plan Improvements	330,000	(330,000)	-					-				
Rail Trail Master Plan Implementation	1,300,000	(600,000)	700,000					700,000				
Downtown Street Scaping	775,000		775,000					775,000				
Vision Zero - ADA Upgrades	75,000	(75,000)	-	-								
North Mill Street Reconstruction	200,000	(200,000)	-					-				
City Park Master Plan Improvements	200,000	(200,000)	-					-				
Field Operations Facility Plan - Phase IIIB	1,700,000	(600,000)	1,100,000					1,100,000				
Johnson Pond Dam Improvements	1,550,000	(1,550,000)	-					-				
Lynx Exhibit - Phase I	27,500	(27,500)	-									
3-Ton Dump Truck	200,000		200,000						45000	577025		200,000
Code Enforcement Vehicle Replacement	29,000	(29,000)	-									
Tiny Homes for the Homeless		70,000	70,000	17,500			52,500					
Portable Radio Replacement	103,532		103,532						24035	577030		103,532

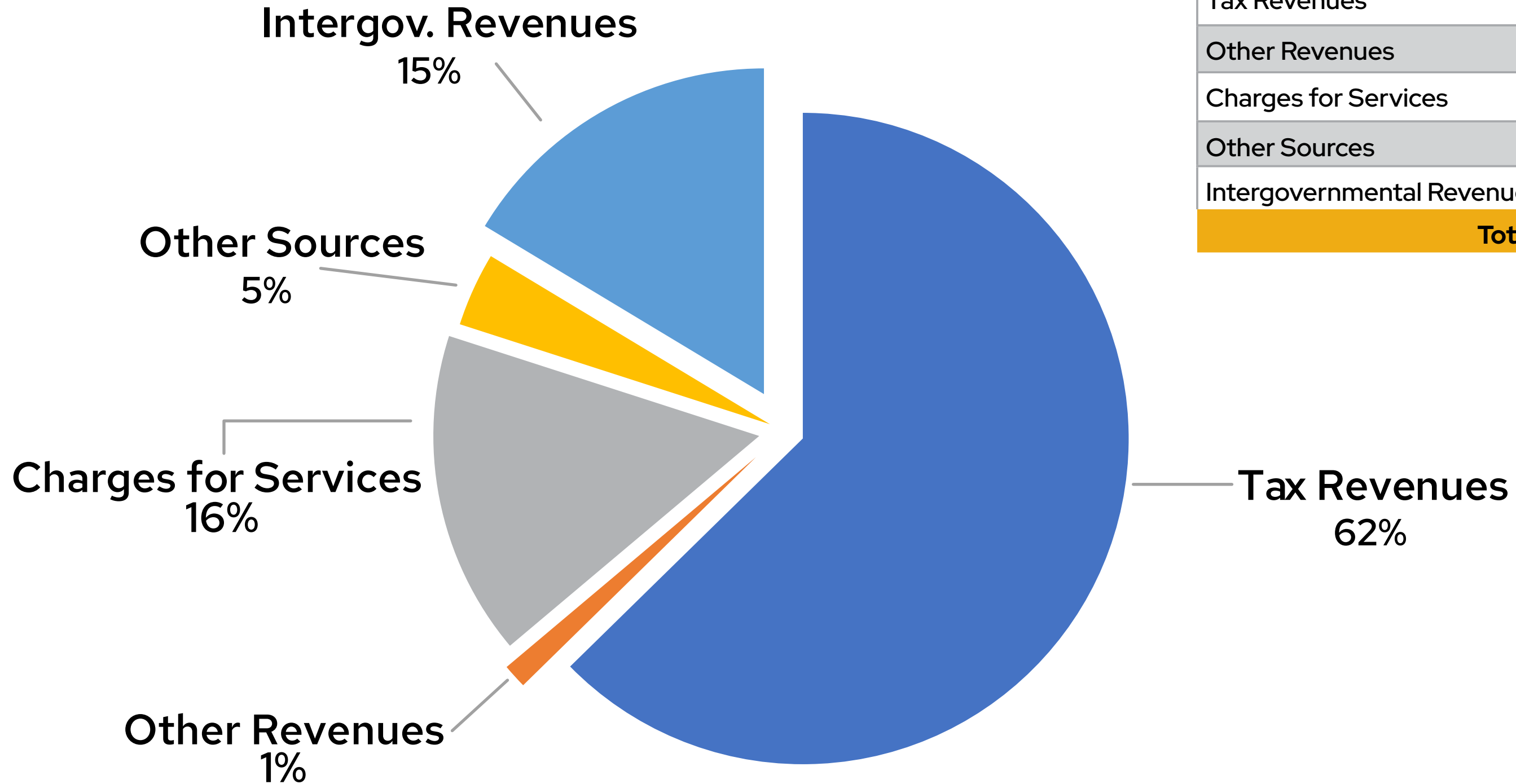
			Schedule B: General Capital Projects						General Fund - Capital Outlay			
			Funding Source						Account		Funding Source	
Project Description	CIP Amount	Adj	Approved Amount	PayGO Gen Fund	PayGO Storm Water	Grants	Reallocation	FY 24 Bond	Org	Acct	General Revenues	Lease Proceeds
Fiber Backbone Expansion	225,000	(225,000)	-									
F250 Truck		45,000	45,000						45000	577025		45,000
FyY250 Truck		45,000	45,000						45000	577025		45,000
Ford F350 1-Ton Dump Truck - 2 Door	75,000		75,000									75,000
Patrol Vehicle	450,000	(150,000)	300,000						31150	577025		300,000
CID Vehicles	35,000	(35,000)	-						21021	557025		
General Fund & Capital Projects	14,144,032		7,131,032	405,000	300,000	985,000	262,500	4,410,000				768,532

Water Sewer Capital Project Fund				Capital Projects - Funding Source						Enterprise Fund - Capital Outlay		
Project	CIP Amount	Adj	Approved Amount	PayGO	Grants	Reallocation	Impact Funds	Revolving Funds	Bond	Account	Enterprise Revenue	Lease Proceeds
Fiber Backbone Expansion	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)										
Sewer Infiltration & Inflow Remediation	500,000	(500,000)										
Filter Replacement Project	3,150,800	(3,150,800)										
Mini Excavator w/Trailer	60,000	(60,000)										
Raw Water Line at Naylor Mill Road		1,000,000	1,000,000	195,000		300,000		505,000				
Pipe Line Inspection Camera	65,000	(65,000)										
Transfer From Sewer Impact		700,000	700,000				700,000					
Water Sewer Fund Total	4,740,800	(2,460,800)	2,280,000	380,000	0	300,000	700,000	900,000	0			

<i>Storm Water Fund</i>				Capital Projects - Funding Source						Enterprise Fund - Capital Outlay		
Project	CIP Amount	Mayor Adj	Approved Amount	PayGO	Grants	Reallocation	Impact Funds	Revolving Funds	Bond	Account	Enterprise Revenue	Lease Proceeds
Mini Sweeper	100,000	(100,000)										
Storm Water Fund Total	100,000	(100,000)	0	0	0			0	0		0	0

<i>Parking Fund</i>				Capital Projects - Funding Source						Enterprise Fund - Capital Outlay		
Project	CIP Amount	Mayor Adj	Approved Amount	PayGO	Grants	Reallocation	Impact Funds	Revolving Funds	Bond	Account	Enterprise Revenue	Lease Proceeds
Parking Software	30,000	10,000	40,000								40,000	
Parking Garage Lot 1	-	10,750,000	10,750,000						10,750,000			
Parking Fund Total	30,000	10,760,000	10,790,000	0	0	0	0	0	10,750,000		40,000	0





General Fund Revenues	
Tax Revenues	31,019,130
Other Revenues	595,500
Charges for Services	7,971,978
Other Sources	2,610,138
Intergovernmental Revenues	7,736,959
Total	49,933,705

		21 Actual	22 Revised	2023 Adopted
403100	Real Property	19,829,710	20,966,423	21,273,025
403201	Local Personal Property - Curr	49,023	61,000	47,000
403301	OBC - Current Year	4,721,404	4,110,000	4,000,000
403302	Railroad/Utilities	2,645,567	2,600,000	2,700,000
403360	Aydelotte Fee	13,500	6,750	6,750
403510	Local Income Taxes	2,334,601	2,100,000	2,200,000
403605	Admission Amusement Taxes	38,132	50,000	120,000
403610	Water and Sewer Utility	215,494	217,248	219,552
403611	PILOT-Housing Auth.	-	2,000	2,000
403612	PILOT Univ Village	159,700	177,660	177,801
403613	PILOT Parking Authority	108,573	111,162	113,002
403910	Interest-Delinquent Taxes	259,572	115,000	160,000
413101	Amusement Licenses	5,675	3,000	3,000
413102	Trader's Licenses	167,900	120,000	130,000
413104	Towing Companies	5,115	4,500	5,000
413105	Billboard Licenses	23,066	21,000	69,000
413106	Cable TV Franchise Fee	385,958	390,000	380,000
413109	Restaurant Licenses	16,956	16,500	17,000
413110	Natural Gas Franchise	5,000	5,000	5,000
413112	Multi-Family Dwelling Fee	626,393	730,500	730,500
413113	Multifamily Landlord License	77,291	116,250	116,250
413118	Hotel License	350	800	800
413201	Building Permits	414,895	350,000	430,000
413202	Grading Permits	500	600	400
413203	Peddlers License	750	1,000	500
413205	Park Meters	-	1,335	-

		21 Actual	22 Revised	2023 Adopted
413207	Plumbing Permits	37,085	45,000	45,000
413208	Other Misc Permits	4,715	-	-
413209	Street Breaking Permits	-	700	-
413210	Sign Permits	25,277	20,000	20,000
413211	Well Permits	450	600	400
413212	Zoning/Variances	3,882	2,500	2,500
413215	Fence Permits	-	3,500	-
413216	Temporary Sign Permits	-	500	500
413217	Demolition Permits	550	1,000	1,000
413218	Pool Permits	1,874	500	500
413219	Tent Permits	80	300	300
413224	Mechanical Permit	3,450	-	-
413225	Crit Area Prm Cert of Complnce	50	1,000	1,000
413226	Crit Area Prm FeelnLieu	-	20,000	-
413227	Small Wireless Fac Permits	1,000	9,275	1,620
424101	Police Regular Grant	298,741	299,932	281,018
424102	Supplement	74,614	82,023	82,543
424103	Municipal	170,290	177,450	342,700
424201	Highway User	1,380,044	1,317,857	1,425,798
424202	MDOT Reimbursements	31,788	148,311	41,570
456450	Federal Recovery Funds	3,269,465	1,052,710	4,464,738
425400	Enterprise Zone	93,381	77,000	84,000
427100	Bank Shares Tax	18,302	18,300	18,300
427301	WiCHD Reimbursements	7,501	10,000	-
427403	EMS from County	734,524	758,326	766,292
427600	Zoo-Hotel Room Tax	205,762	230,000	230,000

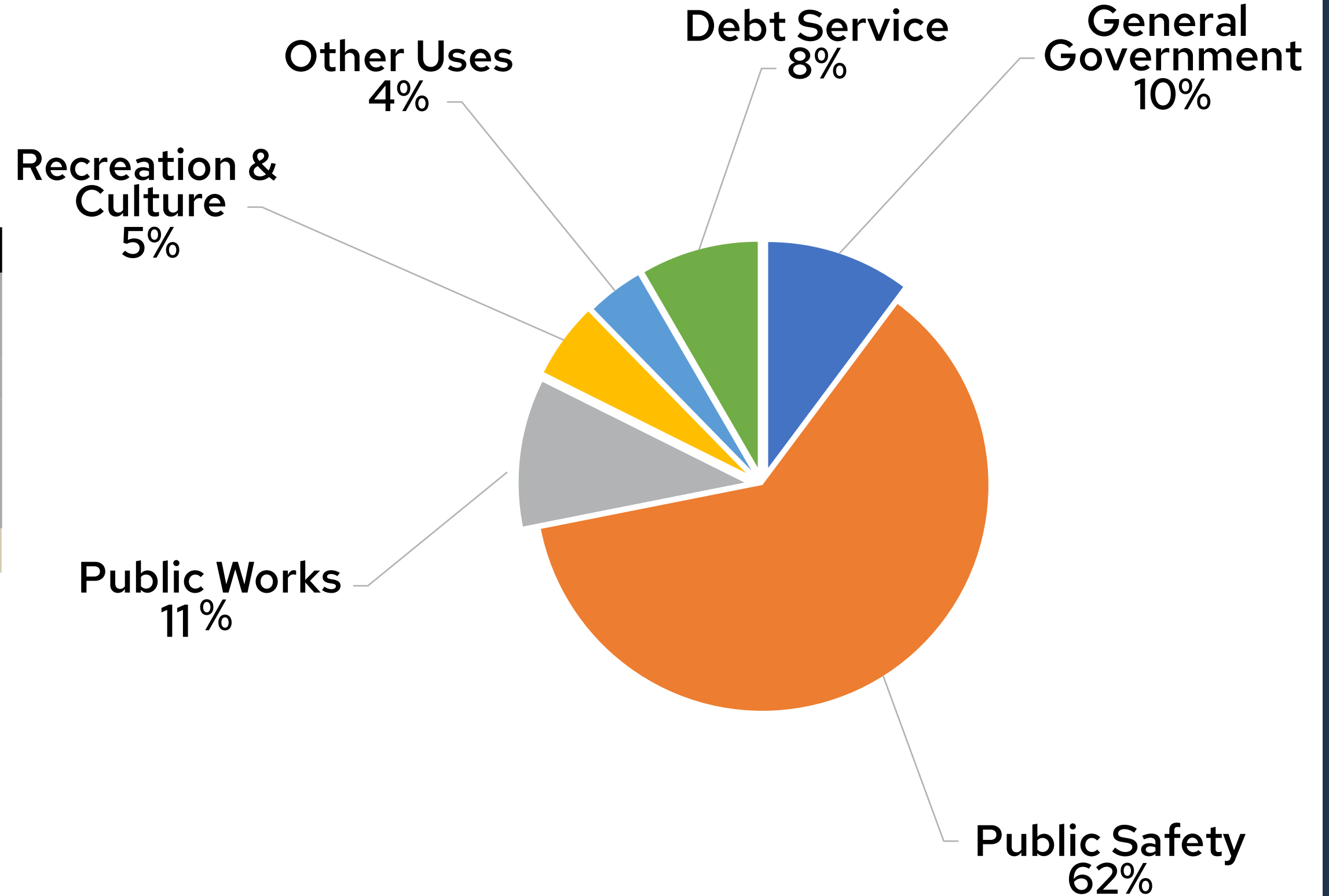
		21 Actual	22 Revised	2023 Proposed
433101	Filing Fees	-	100	100
433102	Advertising Fees	25	100	100
433103	Plan Review Fees	44,692	43,200	40,000
433104	Administrative Fees	563,904	645,424	674,817
433106	Zoning-Advertising	721	-	-
433107	Housing Board Appeal Fee	100	-	-
433108	Housing Application Fee	575	792	792
433209	False Fire Alarms	180	200	200
433210	False Alarms	35,740	25,000	27,000
433228	Liferequest Revenue	1,697,026	1,820,837	2,000,000
433230	Fire Prevention - Plan Review	174,705	125,000	185,000
433231	Fire Prevention - Permits Fees	25,474	25,325	25,325
433232	Fire Inspections	35,886	20,274	20,274
433233	Fire Marshal Citations/Fines	(500)	-	-
433234	Hazmat Special Op Revenue	9,601	10,000	10,000
433235	Fire Report Fees	-	1,440	-
433246	Re-Inspection Fee - NSCC	(209)	-	-
433250	Weed Cleaning/Removal	39,196	55,000	55,000
433251	Clean It/Lien It Fees	7,992	14,500	14,500
433260	Inspection Fees	1,800	1,000	1,000
433261	Reinspection Fees	400	5,000	5,000
433270	Reports	18,540	19,000	19,000
433272	Adm Fees-Towing	-	100	100
434505	Delmarva/Salisbury Scrp Recycl	2,604	4,500	5,000
434610	Trash Fees	2,134,906	2,062,391	2,228,000
434613	Bulk Trash Pickup	1,634	3,000	3,000

		21 Actual	22 Revised	2023 Adopted
434717	City Merchandise	706	2,000	2,000
445130	Municipal Infractions	87,471	50,000	50,000
445134	Vacant Building Registration	24,001	45,000	45,000
445135	Foreclosed Property	125	500	500
445140	School Zone Camera	595,767	750,000	600,000
445300	Trolley Rentals	1,163	1,000	1,000
456110	Investment Interest	8,939	2,500	2,500
456120	Other Interest	11,541	10,000	10,000
456130	Trash Disposal Fee	7,356	9,000	11,000
456300	Rent Earnings	141,123	135,000	135,000
456301	Rent Earnings - Park Events	11,026	30,000	50,000
456303	Rent Fees Truitt St Comm Ctr	1,650	-	-
456305	Perdue Dock Lease Salkap	17,990	18,000	-
456400	Donations	40,000	100,000	50,000
456415	Donations-Other	24,667	24,667	-
456851	Zoo Admission (Gate)	-	70,000	70,000
456852	Zoo Events	-	27,700	27,700
456853	Zoo Memberships	-	10,000	10,000
456854	Zoo Programs	-	20,300	20,300
456855	Zoo Vending	-	2,500	2,500
456856	Zoo Concessions	-	33,000	33,000
456857	Zoo Merchandise	-	90,000	90,000
456858	Zoo Miscellaneous	-	11,200	11,200
456909	POWER SAVINGS PROGRAM	20,162	-	-
456911	Other Misc. Receipts	95,776	70,000	70,000
456912	Cash Over/Short	(4,270)	-	-

		21 Actual	22 Revised	2023 Adopted
456913	Returned Check Fee	560	300	300
456914	Bad Debt Collections	1,426	1,000	1,000
456916	Sale of Maps and Codes	-	50	-
456918	Zoo Commission FT	147,112	93,408	-
456919	Zoo Commission PT	32,414	-	-
456926	Compensated Allowance Adj.	(4,817)	-	-
456935	Insurance Proceeds	81,437	-	-
456940	Bad Debt Collections-Claim Aid	233	-	-
469113	Transfers from Health Care	280,000	-	-
469193	Transfer In - Drain Impv Fund	-	75,952	-
469200	Sale of Fixed Assets	95,127	-	-
469311	Capital Lease Proceeds	352,896	534,000	768,532
469312	Debt Proceeds	-	3,586,387	-
469810	Current Surplus Available	-	3,568,062	668,074
469811	Capital Surplus	-	1,093,400	1,173,532
	Total	45,334,521	51,901,620	49,933,705

General Fund: Expenditure Detail

General Fund Expenditures	
General Government	5,040,382
Public Safety	30,798,413
Public Works	5,320,381
Recreation & Culture	2,697,949
Other Uses	1,936,397
Debt Service	4,140,183
Total	49,933,705



General Fund: Expenditure Comparison

Department/Division	FY22 Original Budget	FY22 Revised Budget	FY23 Adopted Budget	FY 23 Proposed vs. FY 22 Revised
City Council	89,841	89,841	89,868	27
City Clerk	171,391	171,392	178,063	6,670
Development Services	627,873	744,979	781,077	36,098
Mayor's Office	676,680	685,542	773,322	87,780
Internal Services - Finance	828,998	850,915	851,712	796
Internal Services - Procurement	299,472	304,452	321,403	16,951
City Attorney	360,000	360,000	345,000	-15,000
Information Services	700,535	702,388	696,032	-6,356
Human Resources	391,796	449,492	606,174	156,682
Planning & Zoning	105,221	156,704	99,534	-57,170
Municipal Buildings	229,832	537,620	241,982	-295,638
Poplar Hill Mansion	55,850	55,850	56,216	366
Police Services	13,611,911	13,941,586	14,970,689	1,029,103
Police Communications	978,841	940,567	1,043,131	102,564
Police Animal Control	222,151	229,448	248,051	18,603
Traffic Control	1,704,961	1,695,624	1,730,463	34,840
Fire Fighting	8,889,501	10,232,070	10,627,120	395,051
Fire Volunteer	401,733	399,976	445,308	45,332
Building, Permits & Inspection	351,628	351,628	387,791	36,163
HCDD	1,308,361	1,440,852	1,345,859	-94,994
Resource Management	552,394	522,394	435,627	-86,767
Engineering	1,289,944	1,665,871	1,515,905	-149,966
Streets	935,444	914,244	1,083,881	169,637
Waste Collection/Disposal	1,845,941	1,894,951	1,496,211	-398,740
Recycling	165,566	165,566	177,729	12,163
Fleet Management	470,227	456,227	453,725	-2,502
Carpenter Shop	132,103	132,103	157,303	25,200
Municipal Zoo	1,573,521	1,607,006	1,615,388	8,382
Parks	828,395	804,638	1,082,561	277,923
Debt Service	4,337,283	7,923,670	4,140,183	-3,783,487
Insurance	817,620	817,620	953,200	135,580
Miscellaneous	247,000	250,330	252,500	2,170
Operating Transfers	786,664	2,797,120	730,697	-2,066,423
General Fund Total	45,988,678	54,292,668	49,933,705	(4,358,963)



Department 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

Department 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

11000 - Legislative (City Council)	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	73,132	73,582	73,609	73,609
Operating Expenses	4,178	16,259	16,259	16,259
TOTAL Legislative (City Council)	77,311	89,841	89,868	89,868

City Clerk

Deputy City
Clerk

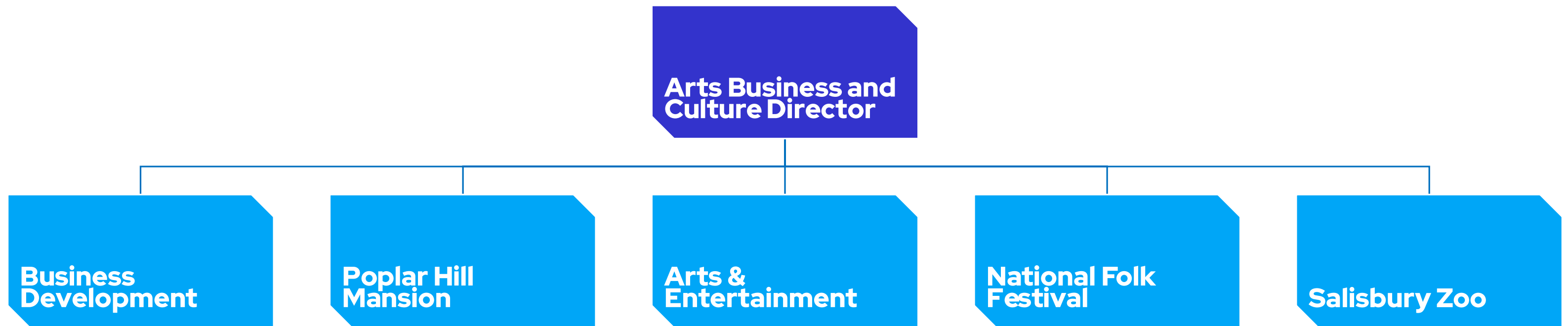
Department Goals

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

Department 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

11100 - City Clerk	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	159,623	156,500	164,023	165,717
Operating Expenses	5,622	14,891	12,346	12,346
Capital Outlay	-	-	-	-
TOTAL City Clerk	165,244	171,391	176,369	178,063





Department Goals

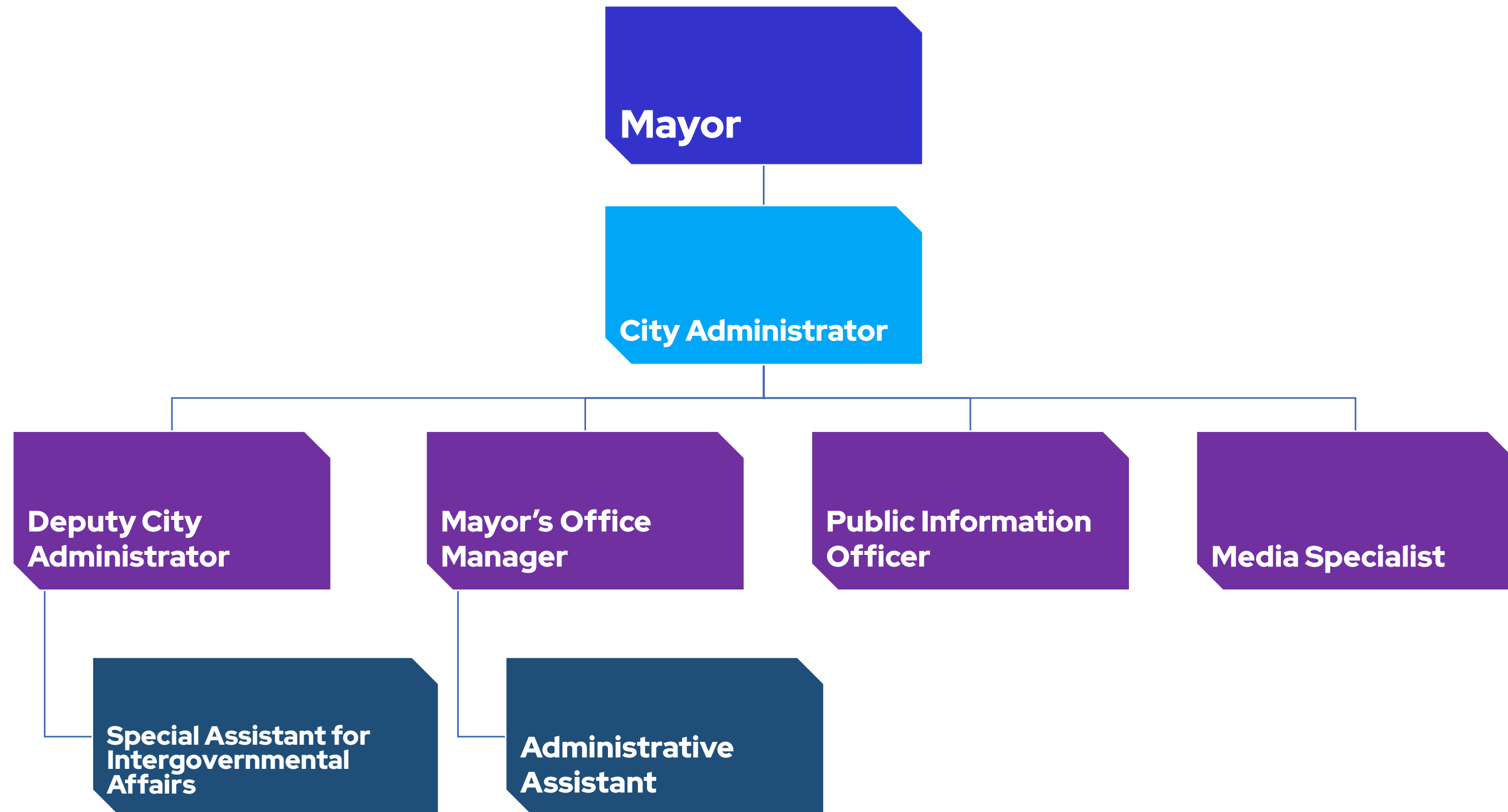
1. Respond within 2 business days to all requests for information about starting a business in Salisbury
2. Increase total number of restaurants, retail establishments & craft manufacturers in Downtown Salisbury by 5% in FY23
3. Increase visitors to the Downtown Visitor Center by 10%
4. Increase attendance to the 2022 NFF by 10%
5. Increase yearly attendance to the Zoo by 10%
6. Increase visitors to Poplar Hill by 10% annually

Department Priorities

1. Create a marketing program for Arts, Business and Culture Department
2. Continue "business spotlight" program
3. Finalize and begin to implement Public Arts Master Plan
4. Standup Downtown Volunteer Corps
5. Begin planning and transition to the Maryland Folk Festival
6. Install Special Events Pavillion at the Salisbury Zoo

11600 - Development Services	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	182,439	141,310	244,514	244,514
Operating Expenses	551,788	483,150	533,400	533,400
Capital Outlay	3,208	3,413	3,163	3,163
TOTAL Development Services	737,435	627,873	781,077	781,077

40000 - Zoo	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	833,496	1,019,508	1,063,843	1,067,501
Operating Expenses	338,921	507,773	547,887	547,887
Capital Outlay	3,120	46,240	-	-
TOTAL Zoo	1,175,538	1,573,521	1,611,729	1,615,388





Department Goals

1. Respond to all constituent inquiries within 48 hours
2. Host once-monthly Mayor's Open Office Hours in partnership with local coffee shops

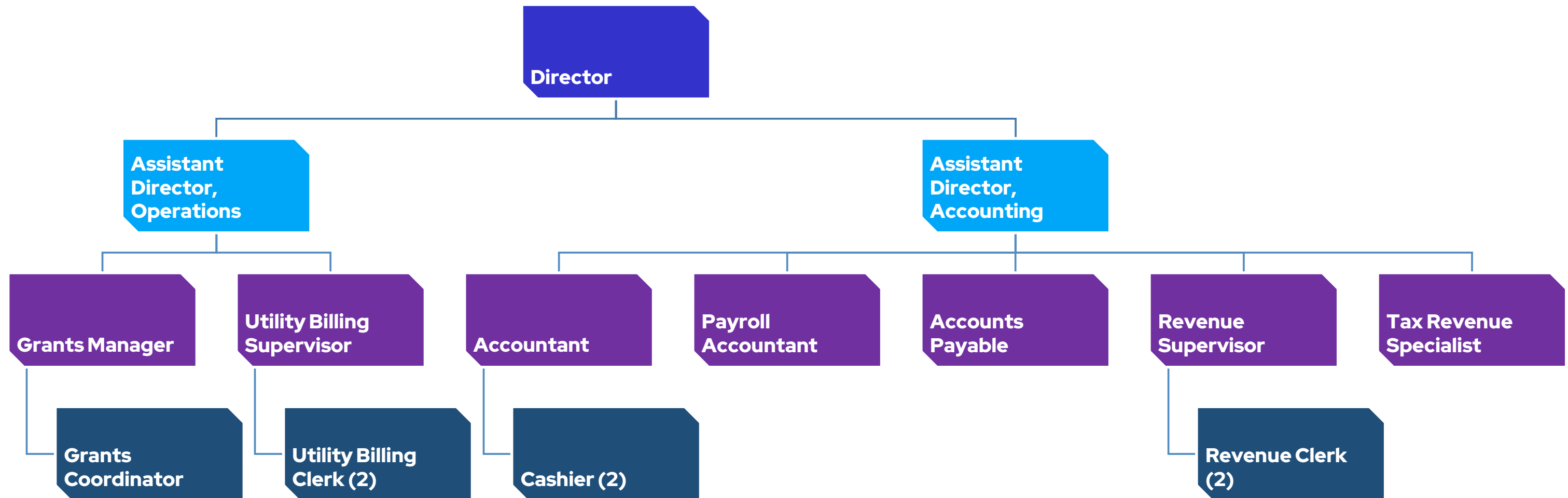
Department Priorities

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



GENERAL GOVERNMENT

12000 - Executive (Mayor)	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	510,650	601,417	697,315	697,315
Operating Expenses	112,439	71,503	76,007	76,007
Capital Outlay	3,683	3,760	-	-
TOTAL Executive (Mayor)	626,772	676,680	773,322	773,322



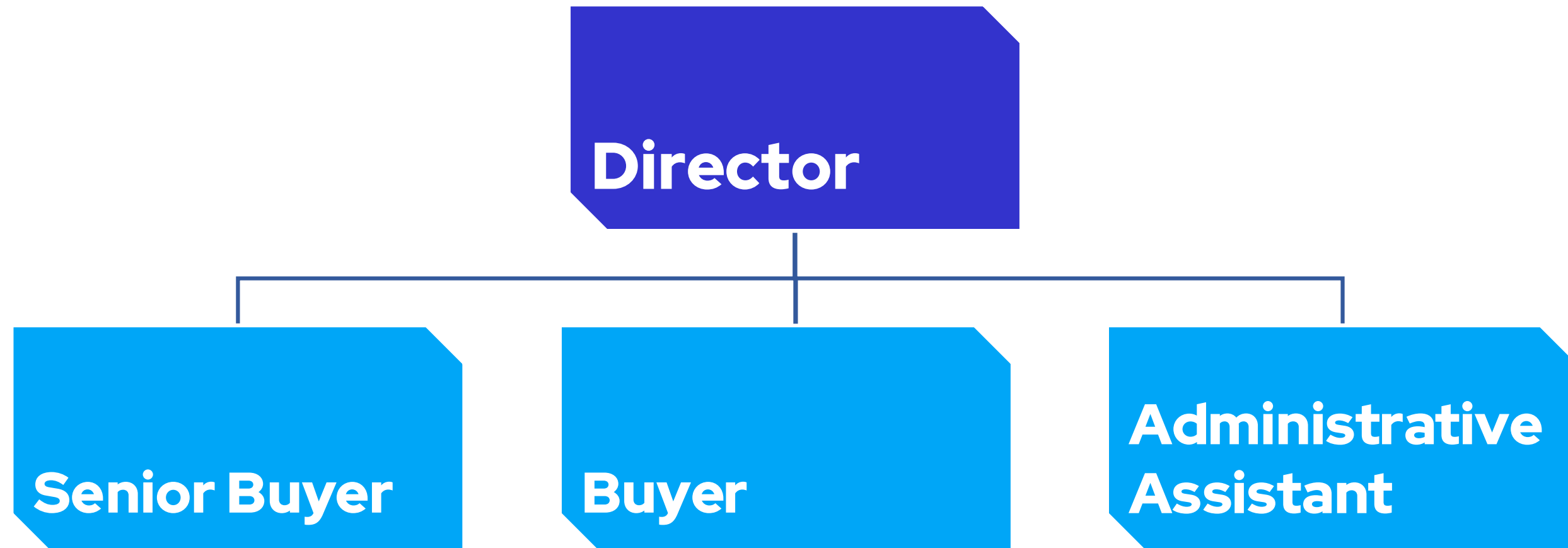
Department Goals

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. Market and maintain hardship programs which provide relief to disadvantaged
4. Increase number of online and IVR payments by 10%

Department Priorities

1. Enhance online payment capabilities provided by Paymentus Software
2. Centralize Receipt Processing
3. Enhance the City Budget document by following GFOA best practices
4. Research options to improve funding of Fire Services
5. Set up Financial Reporting Software after upgrade

15000 - Internal Services - Finance	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	573,120	679,668	702,464	652,442
Operating Expenses	92,121	147,770	169,270	199,270
Capital Outlay	2,047	1,560	-	-
TOTAL Internal Services - Finance	667,288	828,998	871,734	851,712



Department 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

Department 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 ongoing 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

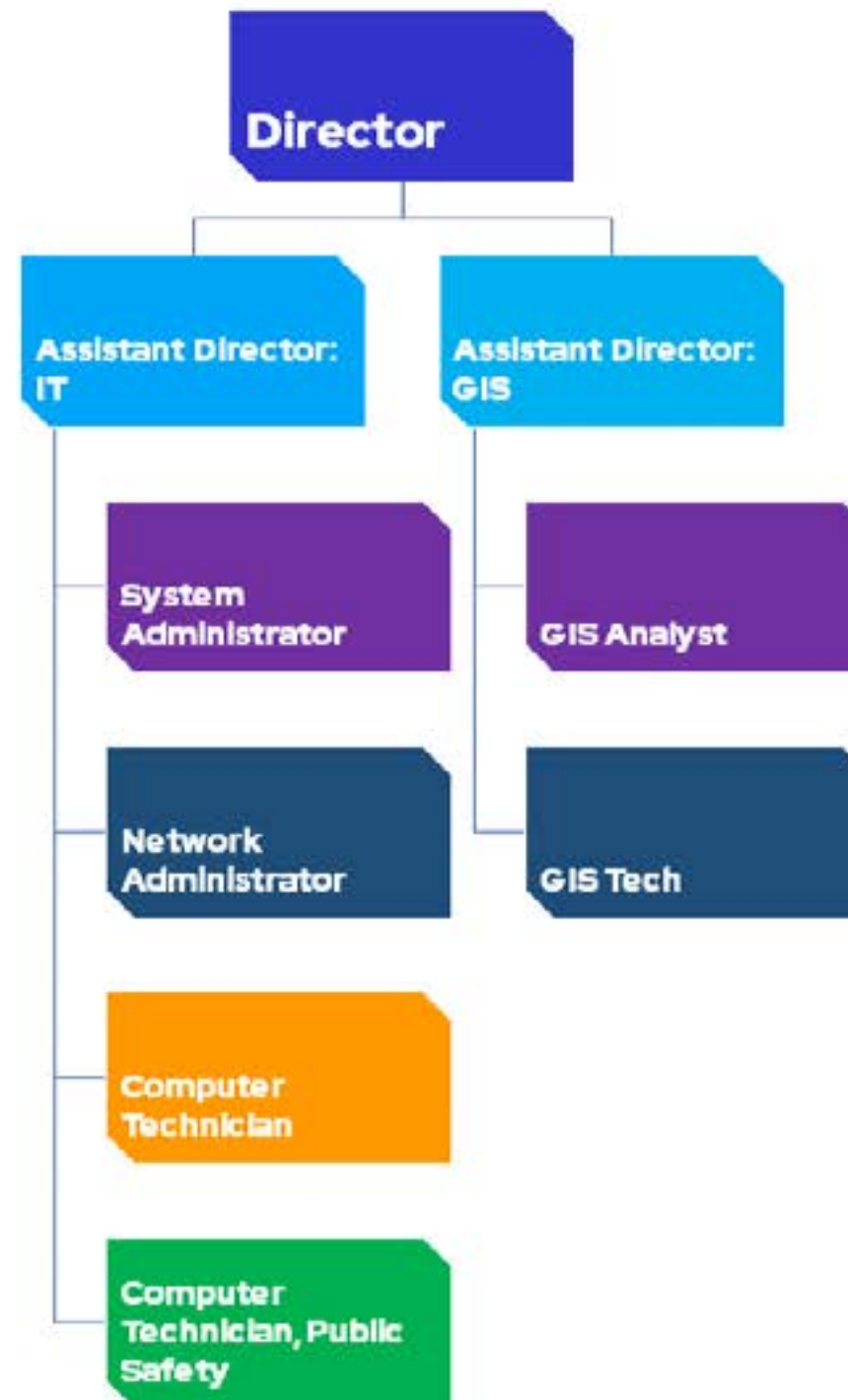


Procurement

SBY // FY2023

GENERAL GOVERNMENT

16000 - Internal Services - Procurement	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	238,278	248,167	274,468	274,468
Operating Expenses	30,402	46,985	46,935	46,935
Capital Outlay	6,495	4,320	-	-
TOTAL Internal Services -Procurement	275,174	299,472	321,403	321,403





Department 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

Department 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



18000 - Information Technology	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	417,915	506,435	546,037	548,347
Operating Expenses	100,440	131,790	132,685	132,685
Capital Outlay	55,478	62,310	15,000	15,000
TOTAL Information Technology	573,834	700,535	693,722	696,032



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graph TD; Director[Director] --- AA[Administrative Assistant]; Director --- HRT[HR Specialist: Training]; Director --- HRB[HR Specialist: Benefits]; Director --- RM[Risk Manager];
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Director

**Administrative
Assistant**

**HR Specialist:
Training**

**HR Specialist:
Benefits**

Risk Manager



GENERAL GOVERNMENT

Department Goals

1. Increase enrollment in the City's 457(b) program by 15%
2. Increase employee utilization of a Primary Care Physician to 80%
3. Reduce annual turnover rate to below 5%
4. Reduce annual average days to fill vacant positions to below 60 days

Department 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 on-boarding process for new employees and identify opportunities for improvement
3. Send monthly communication to all employees concerning the City's fringe benefits like Keys for Home, Employee Assistance Program and more
4. Increase the number of Employee Assistance Plan Providers, so that employees do not have to wait to be seen
5. Improve the City-wide employee recognition program with new incentives like recognizing employees on social media, host an annual "Buddy Program" luncheon twice a year, hold employee appreciation events and offer free tickets to events
6. Support the employee wellness program by promoting Sharecare, Inc. and CareFirst Blue 365, which offer help, tips, and discounts for a well-balanced lifestyle
7. Educate employees on the best way to utilize their health insurance properly to keep health costs down
8. Assist CareFirst members in improving health status through a variety of means such as education, literature, and increased awareness of Patient-Centered Home Health Programs via their primary care practitioner



18500 - Human Resources	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	286,988	323,775	541,006	549,578
Operating Expenses	32,850	68,021	56,596	56,596
TOTAL Human Resources	319,838	391,796	597,602	606,174

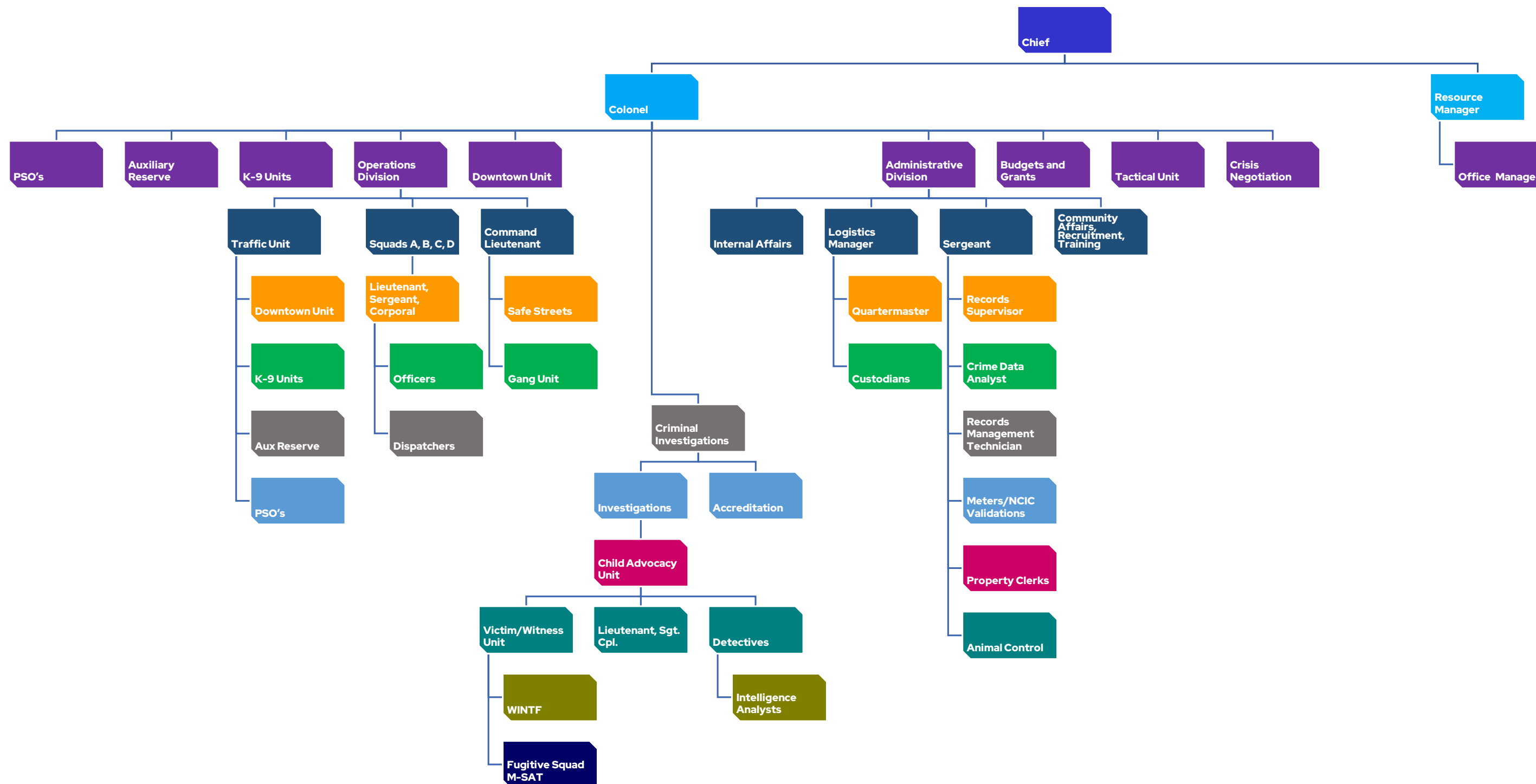


19500 - Municipal Buildings	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Operating Expenses	132,226	229,832	241,982	241,982
Capital Outlay	-	-	-	-
TOTAL Municipal Buildings	132,226	229,832	241,982	241,982



19600 - Poplar Hill Mansion	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	29,595	31,874	31,940	31,940
Operating Expenses	12,311	23,976	24,276	24,276
TOTAL Poplar Hill Mansion	41,906	55,850	56,216	56,216





Department Goals

1. Complete the transition from Uniform Crime Reporting (UCR) to the National Incident Based Reporting System (NIBRS) in accordance with the guidelines established by the Federal Bureau of Investigation
2. Continue work on reducing crimes formerly known as Part 1 crimes under the former UCR system to less than 1700 per year
3. Continue to work to meet a 6-minute response time to major calls for service
4. Reduce thefts in all categories (bicycles, shoplifting and from motor vehicles) by 8%
5. Reduce burglaries by 5%
6. Reduce robberies by 10%
7. Conduct four (4) joint Maryland Criminal Intelligence Network law enforcement operations directed towards narcotics enforcement, reduction of prostitution and gangs
8. 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 PUBLIC SAFETY Salisbury Police Department
9. Reduce Gang activity and violent criminal incidents by 2% through participation in the Maryland Criminal Intelligence Network
10. 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
11. Have updated crime statistics online every month and calls for service online daily
12. Participate in and use the LEAD program to divert qualifying individuals from the criminal justice system
13. Reduce outstanding criminal warrants, criminal summonses, bench warrants, orders of protection and show cause orders by 10%



PUBLIC SAFETY

Department Priorities

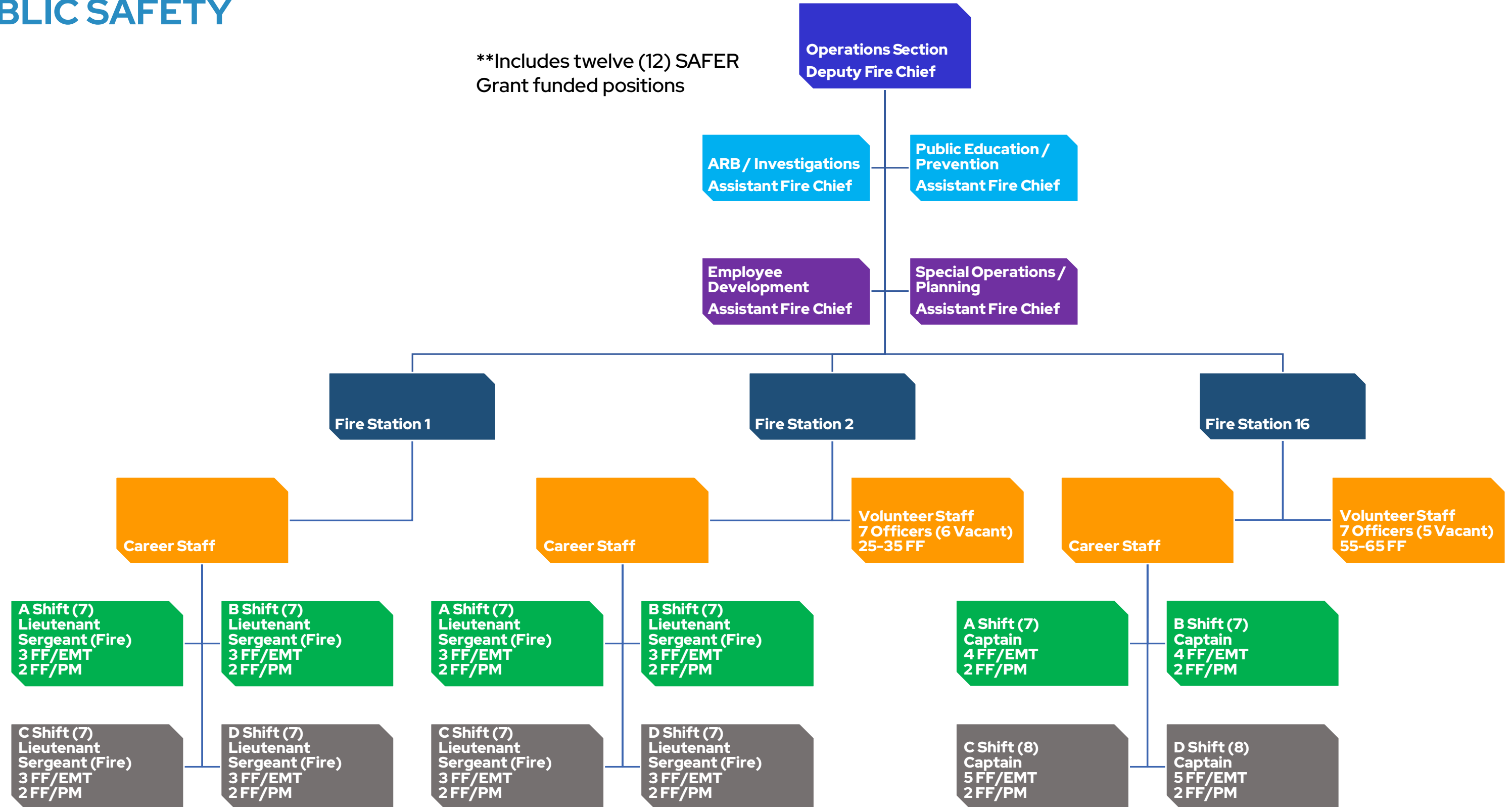
1. Continue to improve the Quality of Life in the neighborhoods while serving as ambassadors of the City
2. Promote and support legislation directed at the reduction of crime and improvement of quality of life livability within our neighborhoods
3. Secure opportunities for professional development/ training 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 review and 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 law enforcement related analytic tools to support data driven deployment of policing resources
12. Continue Neighborhood Policing through COPP model in order to connect with residents and work in partnership to identify and reduce crime problems
13. Update officer resiliency and wellness programs and continue to improve employee welfare, health and morale
14. Continue to refine online and telephone crime reporting programs related to minor/quality of life crimes and crime tips
15. Reduce and streamline the number of programs Patrol officers must access while in their patrol vehicle by adopting programs that support functionality of multiple operating programs
16. Adopt robust intelligence collection, management and sharing system that empowers officers and detectives to solve and close cases
17. Continue to work to reduce number of overdoses in City to under 90
18. Continue to train Officers in Peer to Peer Support and grow our internal program
19. Work towards obtaining a zero-finding inventory report during our first annual audit of the property room
20. Work to update policies and procedures consistent with the legal requirements of Police Accountability legislation of 2021 (HB670)
21. Work on recruitment and retention of law enforcement personnel with a continued focus on attracting a more diverse candidate pool

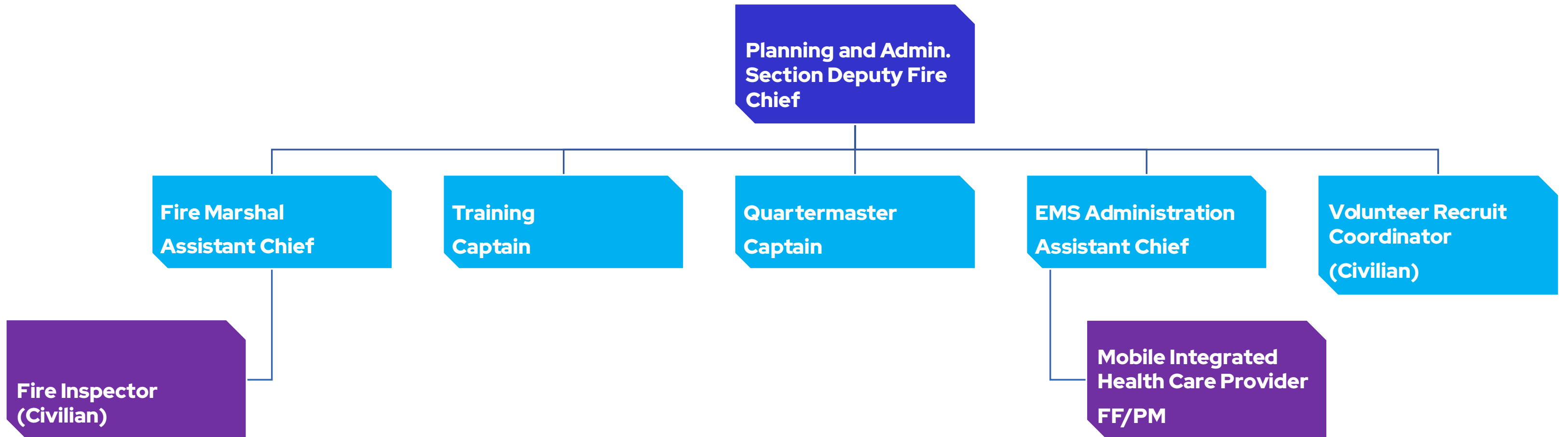
21021 - Police Services	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	10,585,240	11,945,216	13,082,218	13,089,274
Operating Expenses	1,524,849	1,412,695	1,581,415	1,581,415
Capital Outlay	422,833	254,000	300,000	300,000
TOTAL Police Services	12,532,923	13,611,911	14,963,632	14,970,689

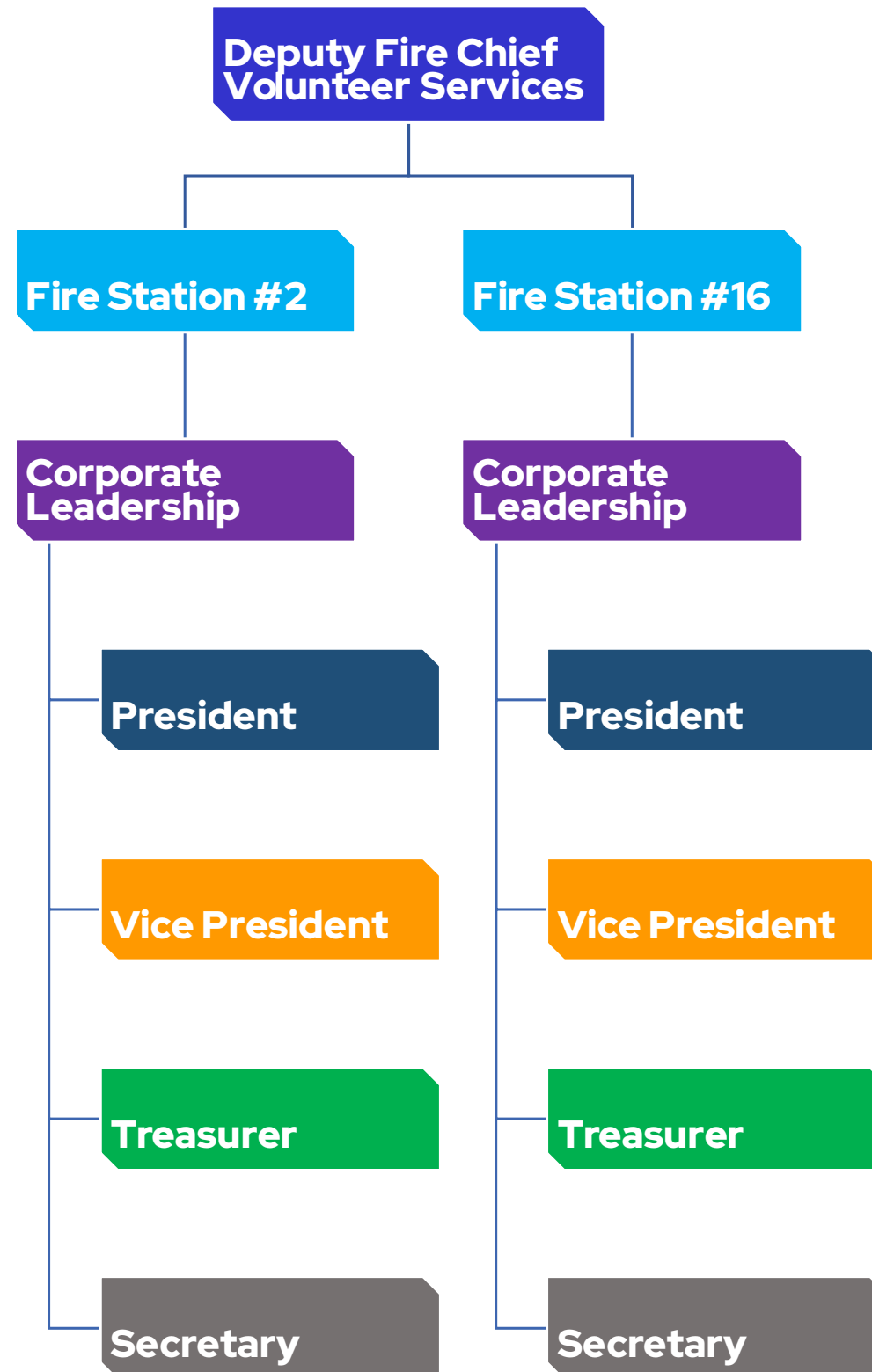
21025 - Police Communications	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	786,601	833,335	889,987	891,364
Operating Expenses	122,958	145,506	151,767	151,767
TOTAL Police Communications	909,558	978,841	1,041,754	1,043,131

21029 - Police Animal Control	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	95,539	101,786	115,308	115,308
Operating Expenses	116,677	120,365	132,743	132,743
TOTAL Police Animal Control	212,216	222,151	248,051	248,051

**Includes twelve (12) SAFER
Grant funded positions







Department Goals

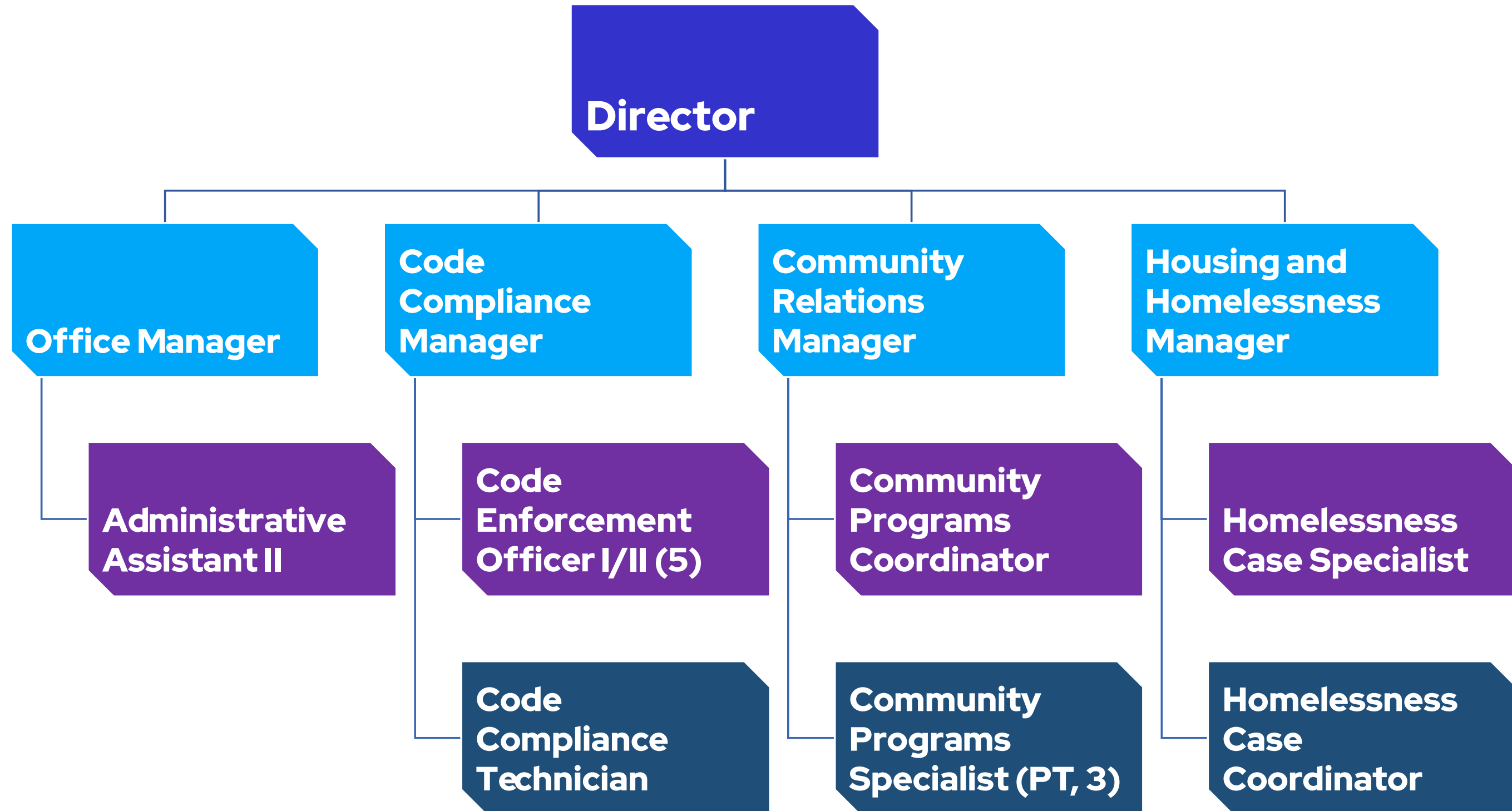
1. To confine structure fires to the room of origin 50% of the time. The International City County Management Association (ICMA) reports that the national average is 40%.
2. Complete travel time to the scene of emergency incidents, measured from time of enroute to arrival on the scene, within 4 minutes 90% of the time for both Fire & EMS events
3. 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 FY23
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

Department 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 Fire District
5. Train Staff and their Families in Peer Support and Self-Care

24035 - Fire Fighting	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	6,951,725	7,409,479	8,802,439	9,001,329
Operating Expenses	1,510,418	1,460,702	1,502,259	1,502,259
Capital Outlay	37,437	19,320	103,532	123,532
TOTAL Fire Fighting	8,499,581	8,889,501	10,408,230	10,627,120
24040 - Fire Volunteer	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	313,351	319,128	332,850	348,954
Operating Expenses	49,575	82,605	96,354	96,354
TOTAL Fire Volunteer	362,926	401,733	429,204	445,308

HOUSING & COMMUNITY DEVELOPMENT





HOUSING & COMMUNITY DEVELOPMENT

Department Goals

1. To complete three (3) owner occupied compliance projects
2. To complete three (3) compliance beautification projects
3. To house five (5) additional and maintain twenty (20) currently housed chronically homeless individuals under the Housing First Program
4. To conduct at least six (6) pop-up bus stop/school events
5. To conduct at least eight (8) neighborhood walk events
6. To serve youth in our community through at least 7,500 individual visits to community centers and youth athletic programming annually
7. To respond to all citizen code compliance and health/safety concerns within 24 hours or the next business day for non-business day reports

Department Priorities

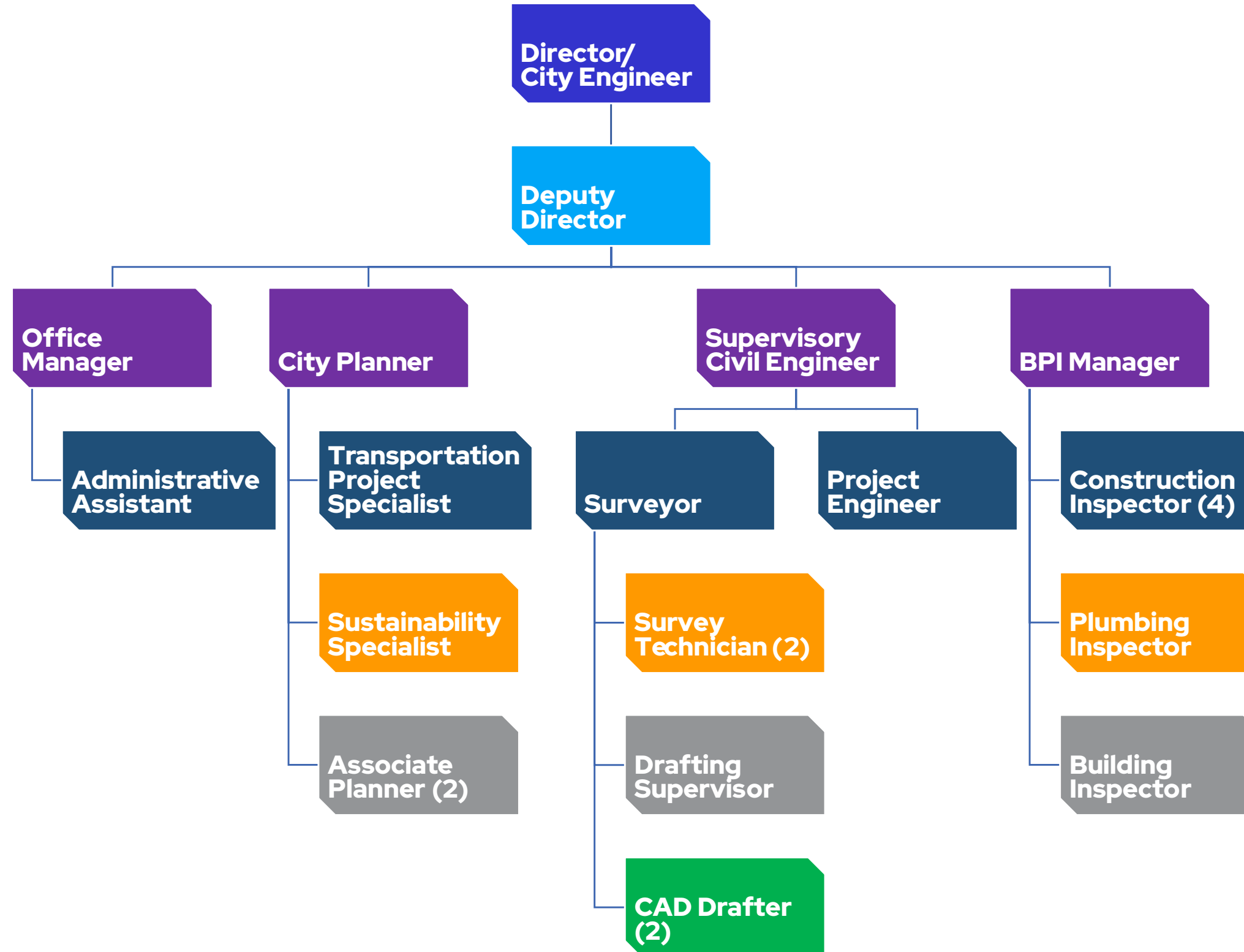
1. To promote and support community partners and residents with programs that assist single family home ownership
2. To improve the effectiveness and efficiency of processes regarding vacant building registrations, rental registrations and renewals, new unit inspections, random rental inspections, and landlord licensing
3. To increase public awareness about code enforcement policies and procedures in Salisbury
4. To increase public awareness about homelessness and the programs in place to support those effected in Salisbury
5. To support and promote the partnership with Boys and Girls Club of America at the Truitt Community Center
6. To maintain code compliance case work load so that there are minimal cases showing overdue
7. To focus energy and effort in the successful implementation and operation of the Anne Street Village Community
8. To build upon the existing programing at Newton Community Center to better meet the needs of residents
9. To focus attention on the completion of the Truitt Community Center expansion project and see it to completeion



HOUSING & COMMUNITY DEVELOPMENT

25200 - Neighborhood Serv. & Code Compliance	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	841,985	963,012	1,045,045	1,059,822
Operating Expenses	225,294	298,149	285,437	285,437
Capital Outlay	122,100	47,200	600	600
TOTAL Neighborhood Serv. & Code Compliance	1,189,380	1,308,361	1,331,082	1,345,859





Department Goals

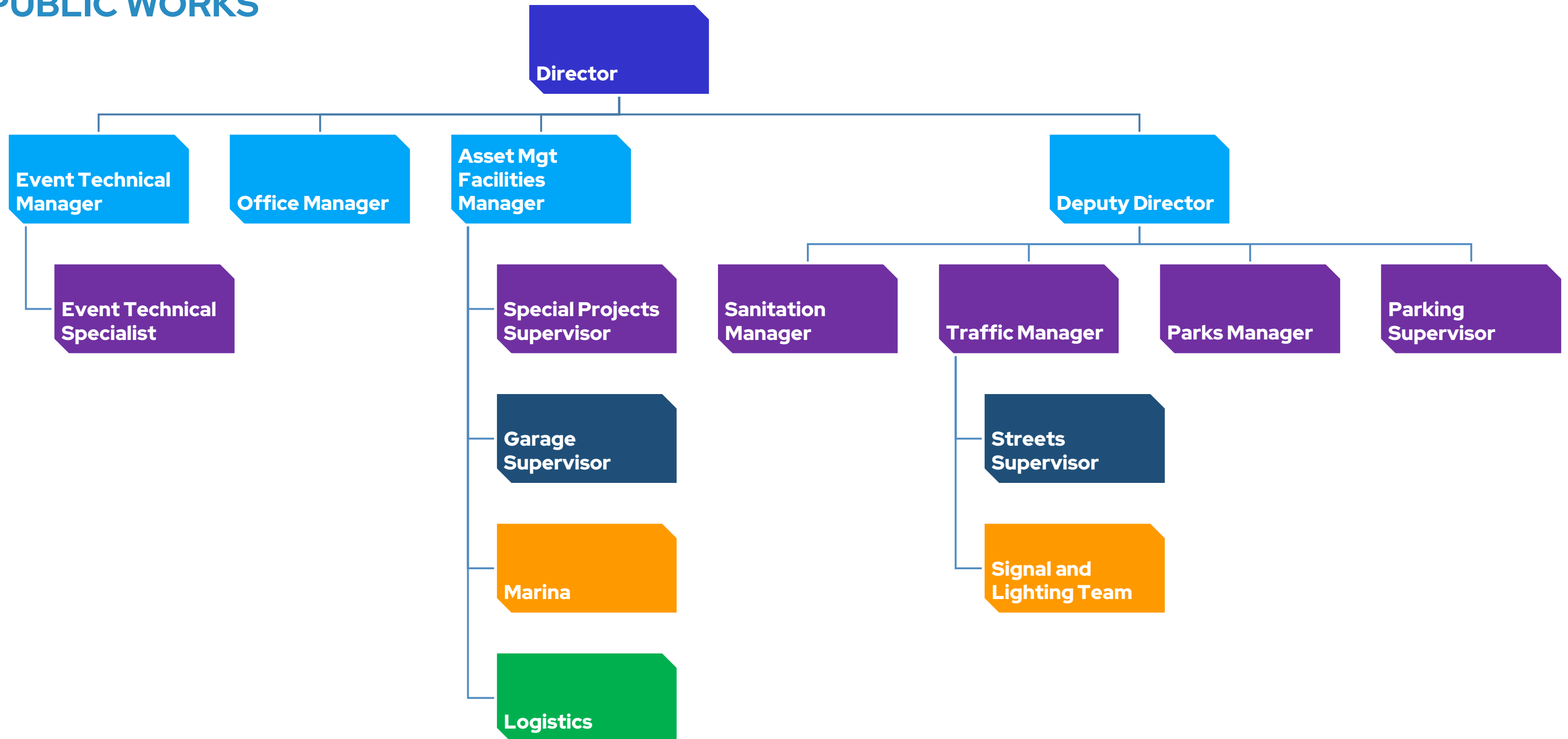
1. Development Plan submittals will be reviewed within 30 days of submission (90% goal)
2. Building Permit Plan submittals will be reviewed within 7 days of submission (90% goal)
3. Infrastructure project change order will be less than 5% of the total contract price
4. Perform annual inspection of 20% of all stormwater outfalls
5. Perform triennial inspection of one third of all public and private BMPs
6. Facilitate the "Here is Home" housing incentive program by reviewing and approving site plans and building permits for over 2,000 new residential units by February 28, 2023.

Department 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. Apply for funding and administer all grants and loans for municipal infrastructure projects
6. Monitor construction in floodplain areas and ensure compliance with new floodplain standards to reduce loss to flooding
7. Implement the City Park Master Plan, Rail Trail Master Plan, Urban Greenway Plan, Bicycle Master Plan, Vision Zero Action Plan and Environmental Policy Task Force Report
8. Facilitate the implementation of the "Here is Home" housing incentive program

19000 - Planning & Zoning	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	90,027	95,221	89,534	89,534
Operating Expenses	108,260	10,000	10,000	10,000
TOTAL Planning & Zoning	198,287	105,221	99,534	99,534
25100 - Building Permits & Inspection	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	309,822	323,928	355,368	360,091
Operating Expenses	11,665	27,700	27,700	27,700
Capital Outlay	-	-	-	-
TOTAL Building Permits & Inspection	321,487	351,628	383,068	387,791
31000 - Engineering	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	497,463	574,366	666,967	685,328
Operating Expenses	484,680	715,578	830,578	830,578
Capital Outlay	-	-	-	-
TOTAL Engineering	982,143	1,289,944	1,497,545	1,515,905

84080 - Sewer Engineering	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	560,395	596,240	663,409	668,978
Operating Expenses	121,706	138,812	138,795	138,795
Capital Outlay	12,218	13,350	8,750	8,750
TOTAL Sewer Engineering	694,319	748,402	810,954	816,523
81080 - Water Engineering	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	574,628	610,258	700,589	706,158
Operating Expenses	104,269	165,346	165,320	165,320
Capital Outlay	12,181	13,350	14,500	14,500
TOTAL Water Engineering	691,077	788,954	880,409	885,978
60850 - Storm Wtr - Storm Drains	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Operating Expenses	332,379	282,500	262,500	282,500
TOTAL Storm Wtr - Storm Drains	332,379	282,500	262,500	282,500



Department Goals

1. Repair all reported outages of City-owned street lights within 2 business days of notification
2. Respond to all reported traffic signal malfunctions within 2 hours of notification
3. Relabel and geo-locate 20% of all City-owned streetlights 1,470
4. Temporarily patch all reported potholes within 2 business days of notification
5. Permanently repair all reported potholes within 30 days of notification (March thru September)
6. Inspect/clean each storm drain-inlet quarterly (4,747 inlets X 4 = 18,988 visits)
7. Sweep 25% of 210 City lane miles every week (52.5 lane miles per week)
8. Increase the amount of debris swept from City streets by 10% (measure in tonnage) over FY21 total of 754 tons.
9. Perform maintenance of each park, playground, or similar asset (1X per week, 48 locations X 52 weeks = 2,496 visits)
10. Perform major park landscape pass 1 X per year X 34 park locations = 34 visits
11. Inspect all City playground equipment (1X per year at minimum, 15 assets)
12. Remove rubbish and other debris from the Wicomico River (3 X per week X 52 weeks = 156 visits)
13. Remove rubbish and other debris from US 13 debris curtain (1 X per week = 52 visits)
14. Service all City owned rubbish containers April -October, 2,658 (cans serviced) and March - November, 1,082 (cans serviced) Total 3,736
15. Increase the amount of cardboard collected by 10% over FY 21 of 100
16. Increase the amount of recycling to 200 tons
17. Reduce the amount of residential refuse collected 5% below FY 21 tonnage of 10,370
18. Service 95% of vehicles within 10% of the due date/miles or hours
19. Increase parking revenue collected by 10%
20. Track all citizen requests, provide response within 1 business day. For work that will take longer than 1 week to complete, continue to track the complaint and provide regular updates with anticipated completion date

Department Priorities

1. Complete implementation of the MUNIS Materials Management and Work Order software
2. Develop and expand standard operating procedures for each division
3. Identify and replace all regulatory signs which fail to meet MdMUTCD standards
4. Develop a replacement schedule for pavement markings and signage
5. Fully implement fleet replacement program by December 31, 2022
6. Partner with Sustainability Specialist to continue promoting the benefits of recycling and work to expand citizen participation
7. Develop workforce through fully implementing cross-training program, promoting career ladders and professional development, and providing funding for learning opportunities
8. Review utilization and required intervals of preventative maintenance to ensure that vehicles and equipment are on the proper maintenance schedule
9. Continue working to improve public perception of Downtown parking regimen

22000 - Traffic Ctrol & Highway Lighting	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	402,043	452,245	435,949	435,949
Operating Expenses	1,183,848	1,252,716	1,294,514	1,294,514
Capital Outlay	-	-	-	-
TOTAL Traffic Ctrol & Highway Lighting	1,585,891	1,704,961	1,730,463	1,730,463

30000 - Resource Management	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	457,535	451,096	354,149	354,149
Operating Expenses	41,555	63,178	81,478	81,478
Capital Outlay	-	38,120	-	-
TOTAL Resource Management	499,090	552,394	435,627	435,627

31150 - Streets	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	586,296	639,060	651,610	660,613
Operating Expenses	328,772	296,384	296,046	303,268
Capital Outlay	-	-	75,000	120,000
TOTAL Streets	915,069	935,444	1,022,656	1,083,881

32061 - San-Waste Collection/Disposal	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	556,838	624,276	609,114	614,514
Operating Expenses	892,763	941,665	847,785	881,697
Capital Outlay	-	280,000	-	-
TOTAL San-Waste Collection/Disposal	1,449,601	1,845,941	1,456,898	1,496,211
34064 - Fleet Management	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	273,572	319,068	309,646	309,646
Operating Expenses	160,035	146,479	134,079	134,079
Capital Outlay	-	4,680	10,000	10,000
TOTAL Fleet Management	433,608	470,227	453,725	453,725
32062 - San-Recycling	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	112,832	118,032	126,159	130,195
Operating Expenses	39,455	47,534	47,534	47,534
TOTAL San-Recycling	152,287	165,566	173,693	177,729

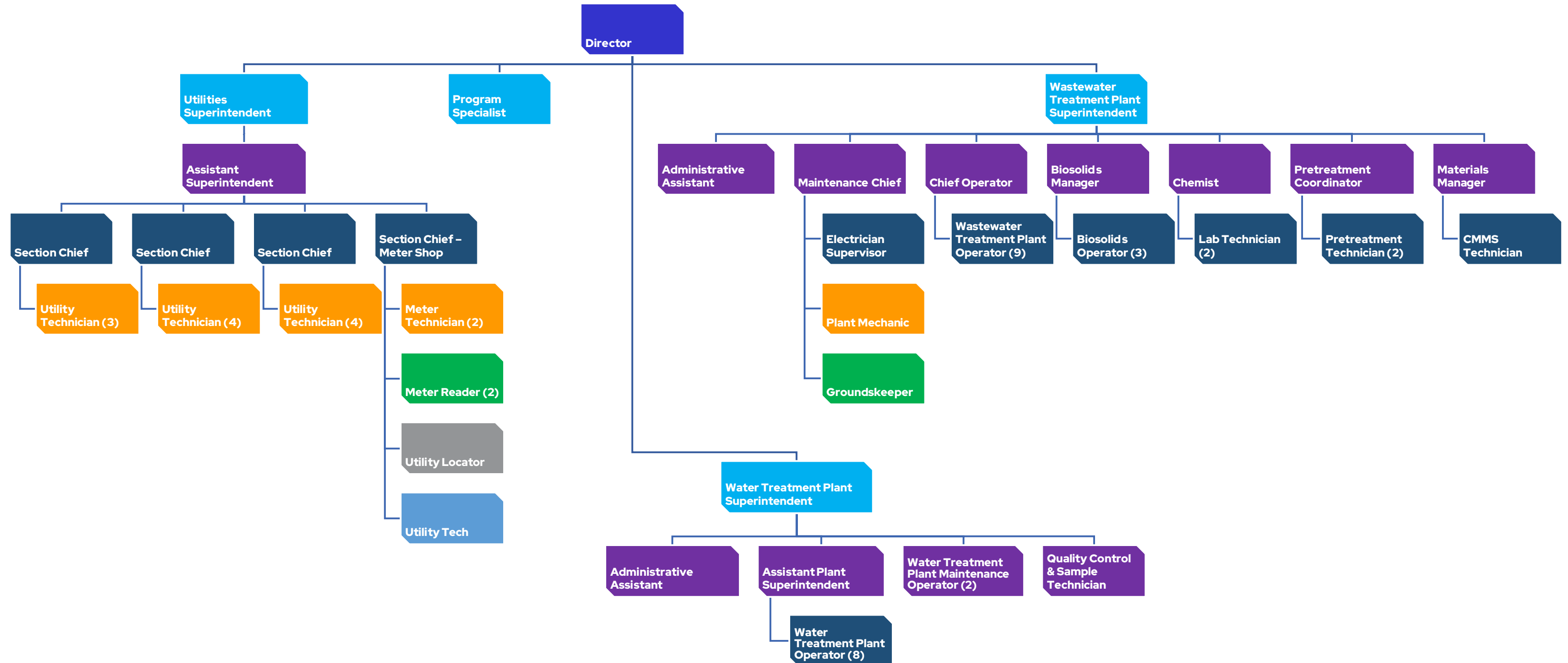
35000 - Carpenter Shop	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	82,635	107,695	123,760	132,256
Operating Expenses	22,466	24,408	25,047	25,047
TOTAL Carpenter Shop	105,101	132,103	148,807	157,303

45000 - Parks	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
45000 - Parks				
Personal Services	391,733	481,294	596,411	601,332
Operating Expenses	145,092	216,101	229,006	236,228
Capital Outlay	844	131,000	200,000	245,000
TOTAL Parks	544,669	828,395	1,025,417	1,082,561

Principal			21 Actual	22 Approved	23 Mayor
70101	588111	Principal - FY 11	327,822	338,804	-
70101	588114	Principal - 2011B	257,666	213,300	221,176
70101	588117	Principal - FY13	204,000	210,000	-
70101	588122	Principal - 2016	367,911	375,938	384,133
70101	588123	Principal - 2017	900,756	945,535	903,092
70101	588124	Principal - 2018	331,322	339,647	348,172
70101	588131	Principal - Waverly WQ Inlets	4,667	4,714	4,761
70101	588140	Principal - 2019	487,600	515,200	538,200
70101	588141	Principal - 2022			840,000
Total Principal			2,881,744	2,943,138	3,239,534

Interest			21 Actual	22 Approved	23 Mayor
70101	588211	Interest 2011	79,555	68,389	
70101	588214	Interest 2011B	19,005	12,085	6,138
70101	588217	Interest 2013	58,544	52,248	-
70101	588222	Interest 2016	46,813	38,705	30,421
70101	588223	Interest 2017	275,065	229,222	182,720
70101	588224	Interest 2018	114,791	106,478	97,953
70101	588231	Interest Waverly WQ Inlets	521	474	427
70101	588240	Interest 2020	391,920	366,850	341,290
70101	588241	Interest 2022	-	519,694	241,700
70101	588900	Bond Issuance Cost	8,700	-	-
Total Interest			994,914	1,394,145	900,649
Total Debt Service			3,876,658	4,337,283	4,140,183

PUBLIC WORKS



Department Goals

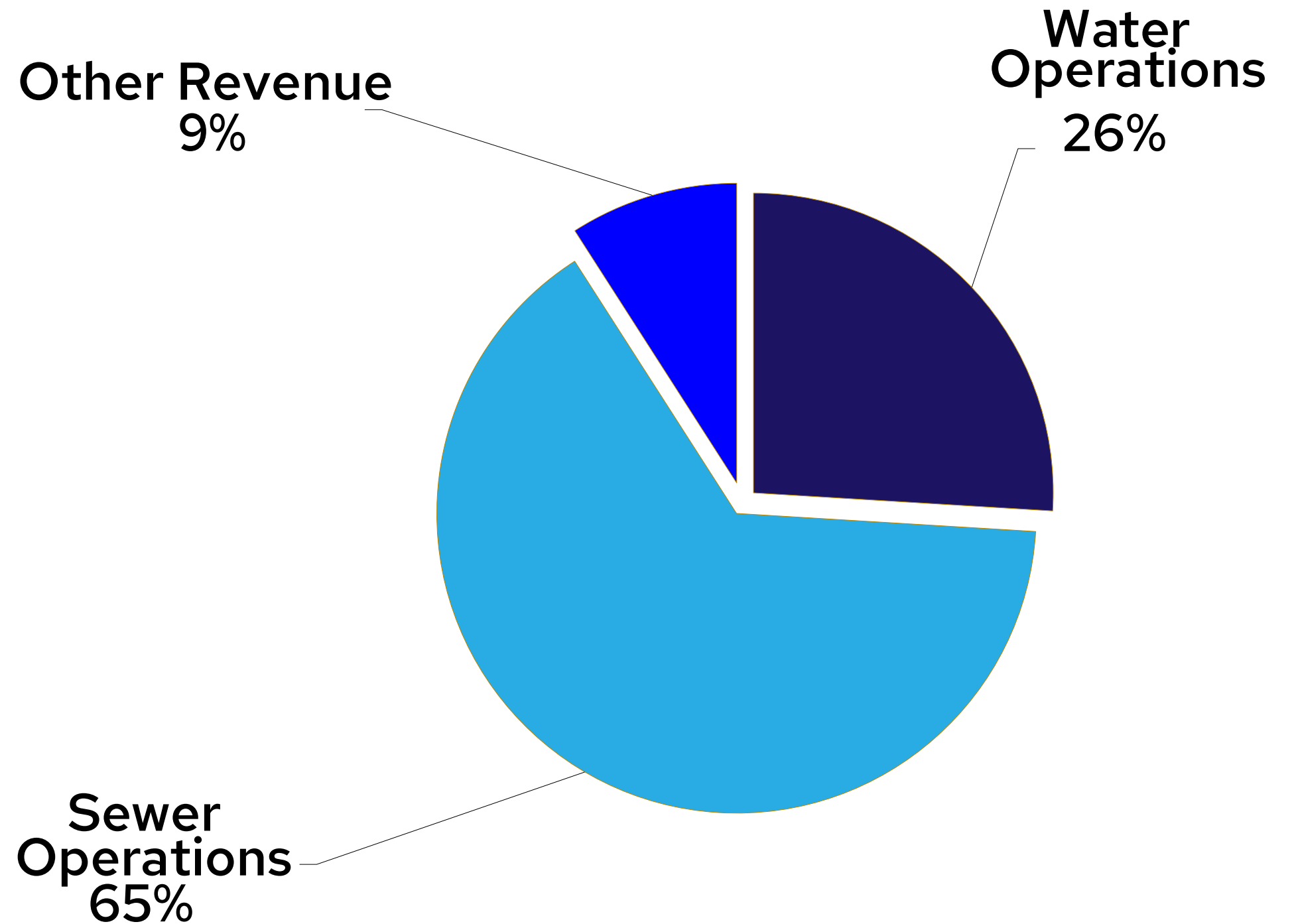
1. Produce drinking water to meet/exceed Federal drinking water standards 100% of the time
2. Reduce unaccounted water use to under 10% of annual production
3. Operate WWTP in compliance with NPDES Permit Standards 100% of the time
4. Respond to water and wastewater emergencies within one hour, 100% 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
8. Repair all water/sewer breaks within 12 hours of notification 90% of the time
9. Replace 10% of all water meters (1,300 meters)
10. Clean 1/4 of all sanitary sewer mains (317,000 feet per year)

Department 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
10. Flush all Fire Hydrants (at minimum) once per year

WATER SEWER FUND

REVENUES	
Water Operations	5,143,146
Sewer Operations	12,867,908
Other Revenue	1,845,043
Total	19,856,097

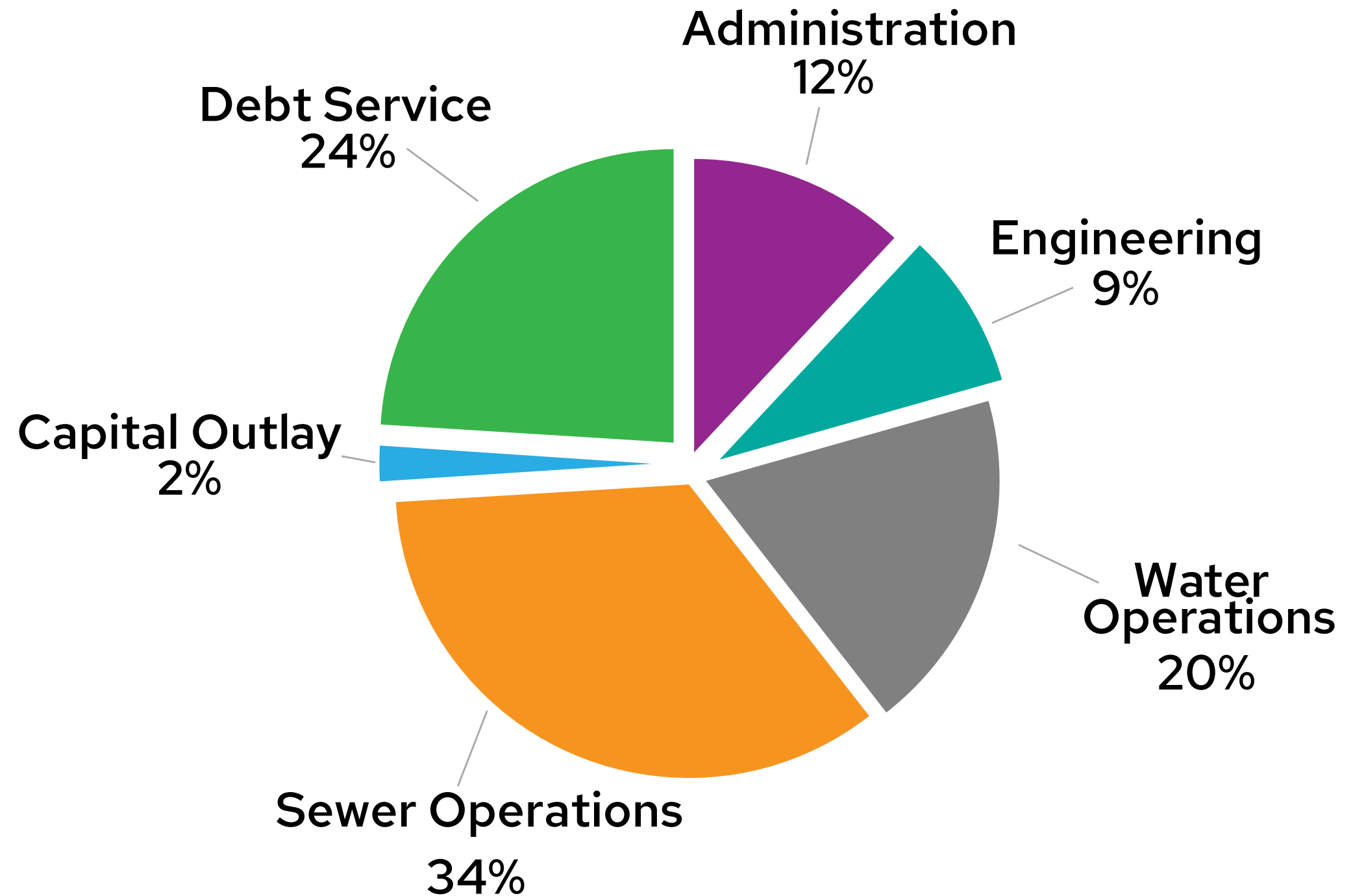


WATER SEWER FUND

		21 Actual	22 Adjusted	23 Adopted
425800	Maryland Dept. of Environment	274,539	439,966	-
425805	MD Department of Transportation	137,174	-	-
433260	Inspection Fees	17,237	30,000	20,000
434310	Water Sales	4,276,795	4,556,200	4,898,896
434315	Penalties	9,480	22,500	22,500
434316	Administrative Fees	-	77,000	96,000
434340	Fire Flow Tests	(500)	3,000	3,000
434341	Fire Service	76,693	30,000	30,000
434342	Meter Tests	200	250	250
434350	Special Meter Readings	28,800	20,000	20,000
434360	Sundry	49,160	60,000	40,000
434370	Turn On Charges	7,560	12,500	12,500
434410	Sewer Sales	10,441,871	11,265,100	12,112,408
434415	Penalties	26,004	50,000	50,000
434440	Pretreatment Monitoring	257,996	190,000	200,000
434450	Urban Services	382,643	389,000	505,000
434460	Sundry	675	300	500
456110	Investment Interest	18,542	-	-
456120	Other Interest	40	-	-
456450	Federal Recovery Funds	-	200,000	-
456911	Other Misc. Receipts	580	2,000	2,000
456913	Returned Check Fee	800	1,500	1,500
456926	Compensated Allowance Adj.	(34,884)	-	-
469128	Transfers from Water Impact	1,231,000	-	-
469200	Sale of Fixed Assets	58,423	-	-
469810	Current Surplus Available	-	1,942,899	1,845,043
Water & Sewer Fund Total		17,260,827	19,292,215	19,856,097

WATER SEWER FUND

EXPENDITURES	
Administration	2,350,252
Engineering	1,702,501
Water Operations	3,918,501
Sewer Operations	6,811,642
Capital Outlay	380,000
Debt Service	4,693,201
Total	19,856,097



WATER SEWER FUND

70102 - Debt Ser-Water	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Debt Service	47,473	397,591	388,185	388,185
TOTAL Debt Ser-Water	47,473	397,591	388,185	388,185

70107 - Debt Ser-Sewer	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
	14,000	-	-	-
Debt Service	453,249	4,413,334	4,305,016	4,305,016
TOTAL Debt Ser-Sewer	467,249	4,413,334	4,305,016	4,305,016

WATER SEWER FUND

81080 - Water Engineering	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	574,628	610,258	700,589	706,158
Operating Expenses	104,269	165,346	165,320	165,320
Capital Outlay	12,181	13,350	14,500	14,500
TOTAL Water Engineering	691,077	788,954	880,409	885,978

81570 - Water Billing	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	211,702	198,113	211,814	211,814
Operating Expenses	110,310	228,270	232,870	232,870
Capital Outlay	2,818	-	-	-
TOTAL Water Billing	324,830	426,383	444,684	444,684

82075 - Water Treatment	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	924,917	1,031,221	1,101,840	1,111,783
Operating Expenses	1,070,411	1,177,625	1,597,725	1,597,725
Capital Outlay	2,424	-	-	-
TOTAL Water Treatment	1,997,752	2,208,846	2,699,565	2,709,508

WATER SEWER FUND

82076 - Water Branch	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	782,339	808,169	735,525	757,298
Operating Expenses	782,519	273,409	251,694	451,694
Capital Outlay	3,433	-	-	-
TOTAL Water Branch	1,568,291	1,081,577	987,219	1,208,993

83000 - Water Administration	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	157,638	148,107	157,249	162,980
Operating Expenses	1,072,928	430,112	445,609	446,849
TOTAL Water Administration	1,230,566	578,219	602,858	609,829

84080 - Sewer Engineering	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	560,395	596,240	663,409	668,978
Operating Expenses	121,706	138,812	138,795	138,795
Capital Outlay	12,218	13,350	8,750	8,750
TOTAL Sewer Engineering	694,319	748,402	810,954	816,523

WATER SEWER FUND

85070 - Sewer Billing	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	324,072	304,351	326,254	333,239
Operating Expenses	45,214	209,538	87,538	87,538
Capital Outlay	-	-	-	-
TOTAL Sewer Billing	369,286	513,889	413,792	420,777

86083 - Wastewater Treatment Plant	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	2,048,653	2,133,090	2,270,365	2,293,465
Operating Expenses	2,643,718	3,191,151	3,191,731	3,191,731
Capital Outlay	-	-	-	-
TOTAL Wastewater Treatment Plant	4,692,371	5,324,241	5,462,096	5,485,196

86085 - Sewer Branch	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	681,123	755,059	787,689	819,314
Operating Expenses	177,432	308,814	286,238	286,238
Capital Outlay	806,847	45,000	-	-
TOTAL Sewer Branch	1,665,402	1,108,873	1,073,927	1,105,552

WATER SEWER FUND

86086 - Pretreatment Monitoring	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	169,452	176,694	187,767	187,767
Operating Expenses	17,245	33,126	33,126	33,126
TOTAL Pretreatment Monitoring	186,696	209,820	220,893	220,893

87000 - Sewer Administration	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	161,979	153,653	163,717	163,717
Operating Expenses	4,753,067	698,466	711,333	711,245
TOTAL Sewer Administration	4,915,045	852,119	875,050	874,962

91002 - Operating Transfers-W&S	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Other	-	-	380,000	380,000
TOTAL Operating Transfers-W&S	-	-	380,000	380,000
TOTAL Water & Sewer Fund	18,850,356	18,652,249	19,544,650	19,856,097

Revenues	
Charges for Services	54,000
Transfer from General Fund	-
Other Sources	37,576
Total	\$91,576

Other Sources

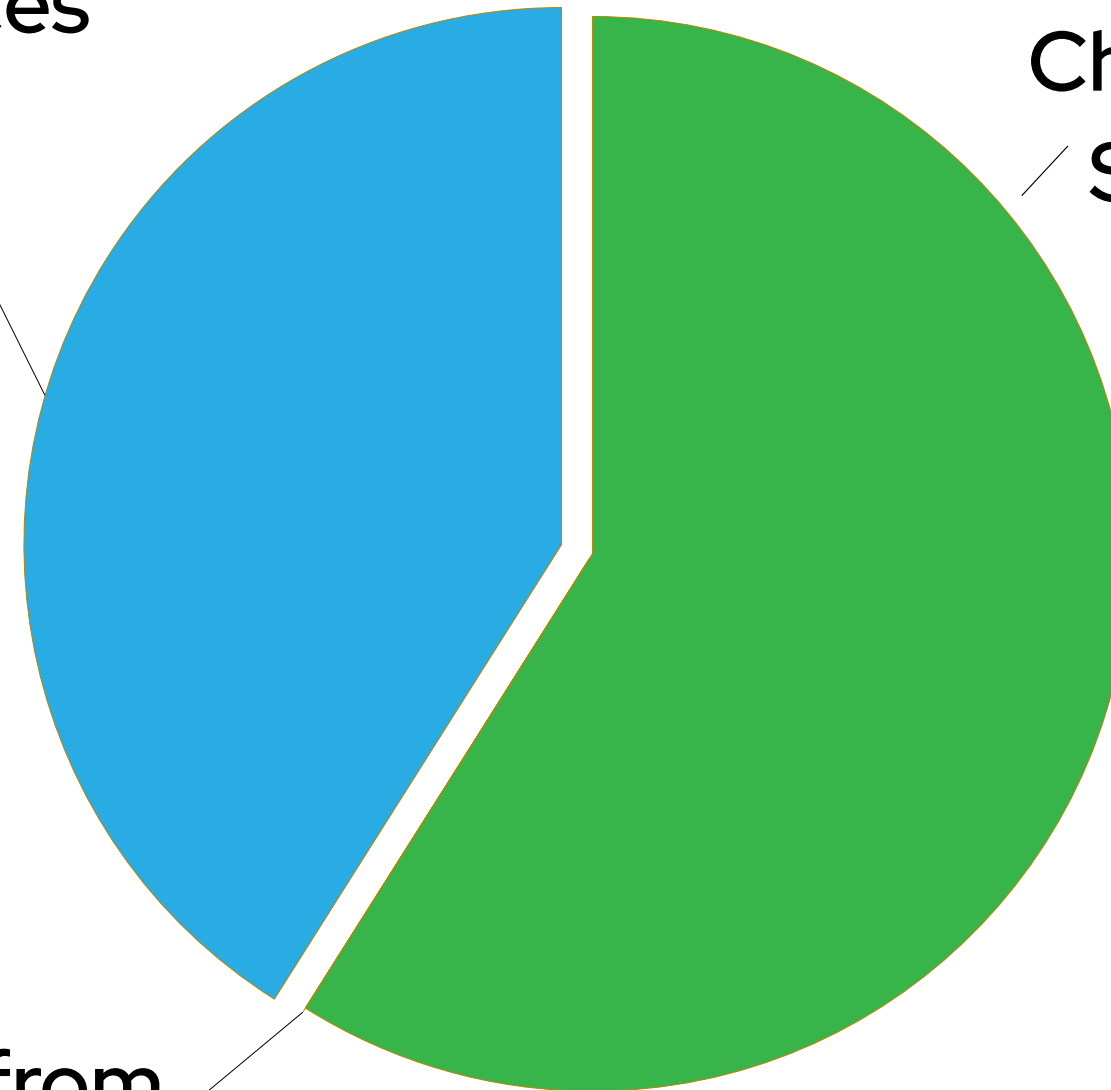
41%

Charges for
Services

59%

Transfer from
General Fund

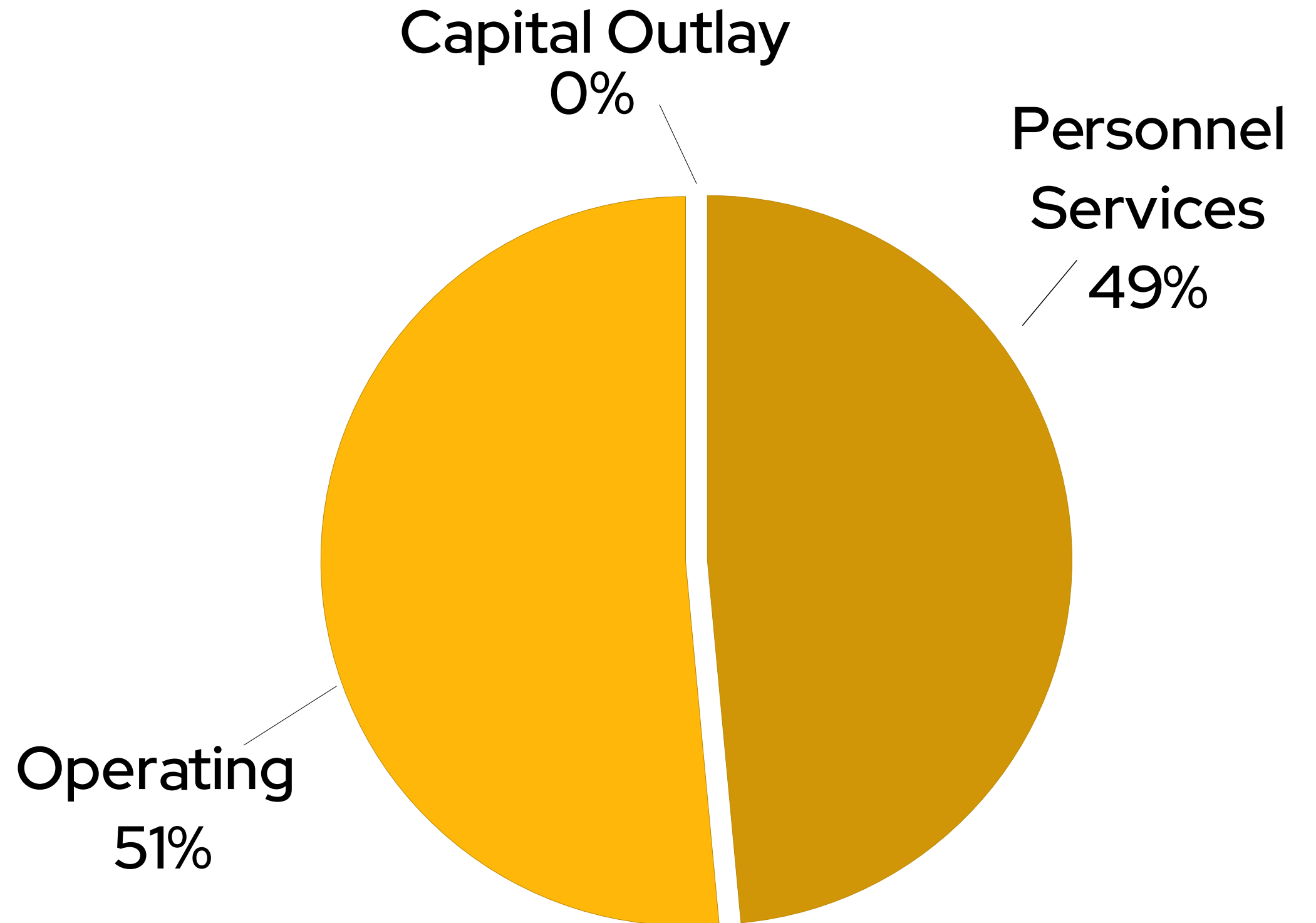
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Revenue Summary

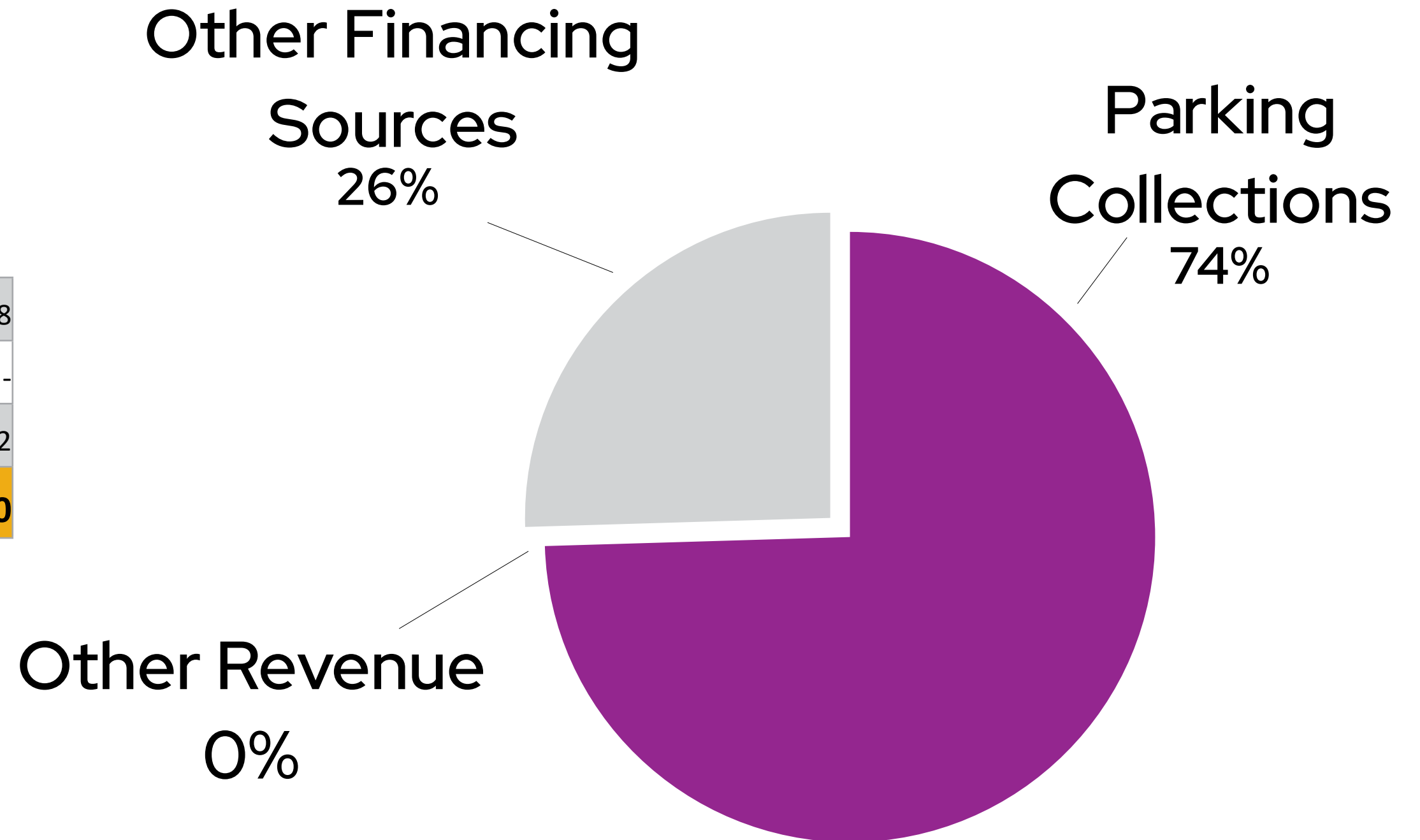
Marina Fund	FY 2021 Actual	FY 2022 Original	FY 2022 Adjusted	FY 2023 Adopted
434710	Slip Rental	46,341	33,000	33,000
434711	Boat Gasoline Sales	14,865	15,000	15,000
434712	Boat Diesel Sales	2,916	2,000	2,000
456110	Investment Interest	2	-	-
456911	Other Misc. Receipts	1,424	-	-
456927	Electric Fees	4,870	4,000	4,000
469810	Current Surplus Available	-	32,851	37,576
Marina Fund		70,419	86,851	91,576

Expenditures	
Personnel Services	\$44,441
Operating	\$47,135
Capital Outlay	\$0
Total	\$91,576



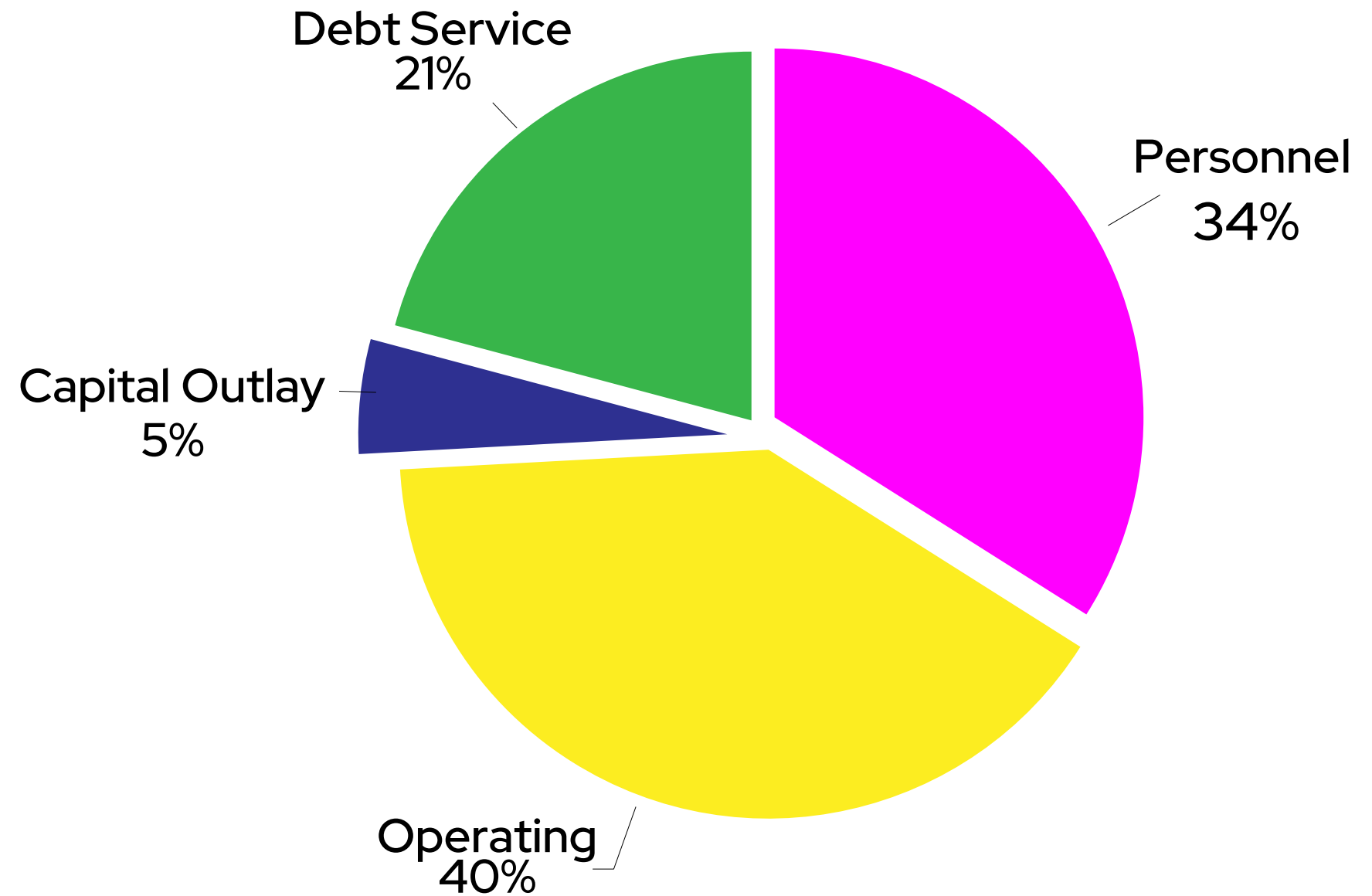
47000 - Marina	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	39,625	42,316	44,441	44,441
Operating Expenses	62,900	44,535	47,135	47,135
Capital Outlay	-	-	-	-
TOTAL Marina	102,525	86,851	91,576	91,576

Revenues	
Parking Collections	661,448
Other Revenue	-
Other Financing Sources	226,982
Total	888,430



Parking Authority Fund	FY 2021 Actual	FY 2022 Original	FY 2022 Adjusted	FY 2023 Adopted
413204	Park Permit Lots	230,964	268,260	202,328
413205	Parking Meters/Coin	18,833	60,000	60,000
413206	Park Permit Garage	233,072	254,550	339,120
445110	Parking Citations	26,351	50,000	60,000
456110	Investment Interest	2,122	-	-
456450	Federal Recovery Funds	-	150,000	-
469200	Sale of Fixed Assets	1,100	-	-
469810	Current Surplus Available	-	63,033	226,983
Parking Auth. Fund		512,442	845,843	888,430

Expenditures	
Personnel	301,530
Operating	357,435
Capital Outlay	44,450
Debt Service	185,015
Total	888,430



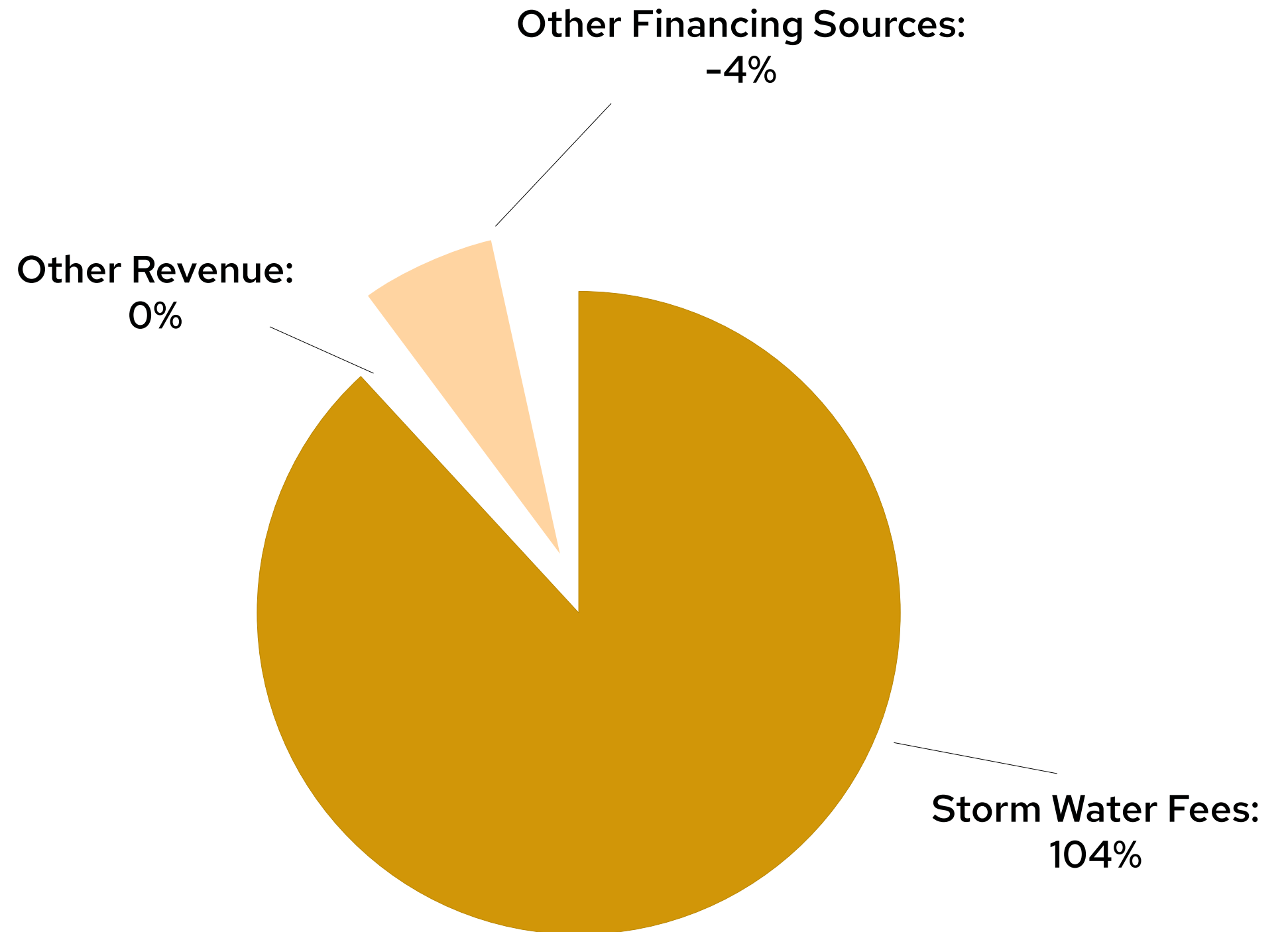
31154 - Parking Authority	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	287,544	307,084	301,530	301,530
Operating Expenses	429,812	350,168	356,515	357,435
Capital Outlay	450	-	44,450	44,450
TOTAL Parking Authority	717,805	657,252	702,495	703,415

70154 - Debt Ser-Parking Authority	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Debt Service	41,903	188,591	185,015	185,015
TOTAL Debt Ser-Parking Authority	41,903	188,591	185,015	185,015

TOTAL Parking Authority	759,708	845,843	887,510	888,430
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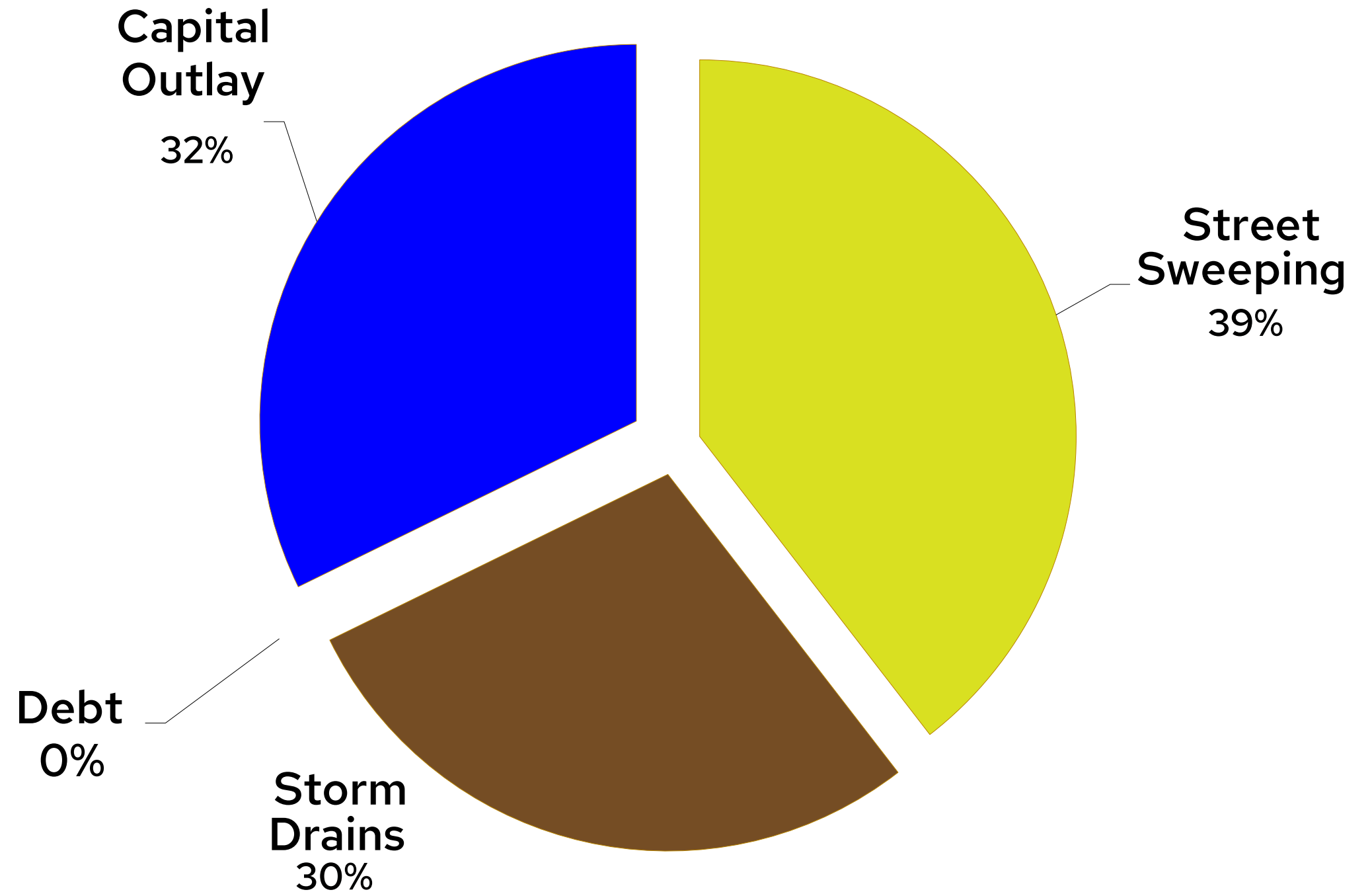
STORMWATER FUND

Revenues	
Storm Water Fees	984,000
Other Financing Sources	(33,768)
Total	950,232



STORMWATER FUND

Expenditures	
Street Sweeping	367,732
Storm Drains	282,500
Debt	-
Capital Outlay	300,000
Total	950,232



STORMWATER FUND

60820 - Storm Wtr - Street Sweeping	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Personal Services	105,254	154,514	161,786	161,786
Operating Expenses	175,381	241,093	205,946	205,946
Capital Outlay	-	375,000	-	-
TOTAL Storm Wtr - Street Sweeping	280,635	770,607	367,732	367,732

60850 - Storm Wtr - Storm Drains	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Operating Expenses	332,379	282,500	262,500	282,500
TOTAL Storm Wtr - Storm Drains	332,379	282,500	262,500	282,500

60890 - Storm Wtr - Transfers	FY 2021 Actual	FY 2022 Original	FY 2023 Proposed	FY 2023 Adopted
Other	155,550	440,000	300,000	300,000
TOTAL Storm Wtr - Transfers	155,550	440,000	300,000	300,000

TOTAL Storm Water Utility	768,564	1,493,107	930,232	950,232
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APPENDICES



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, 2022 TO JUNE 30, 2023, 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, 2022 and ending June 30, 2023 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, 2022 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 _____, 2022 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 Meeting of the Mayor and Council of the City of Salisbury held on the ____ day of _____, 2022 and thereafter, a statement of the substance of the Ordinance having been published as required by law, in the meantime, was finally passed by the Council of the City of Salisbury on the ____ day of _____, 2022.

ATTEST:

Kimberly R. Nichols, City Clerk

John R. Heath, City Council President

APPROVED BY ME THIS ____ day of _____, 2022

Jacob R. Day, Mayor

Schedule A - Operating Budget Appropriations		
1) General Fund – for the general municipal purposes of the City of Salisbury:		
City Council / City Clerk	266,237	267,931
Mayor’s Office/ Development Services	1,370,924	1,379,496
Finance	871,734	851,712
Procurement / Municipal Buildings	619,601	619,601
City Attorney	345,000	345,000
Information Technology	693,722	696,032
Police	16,253,437	16,261,871
Fire	10,837,434	11,072,428
Housing and Community Development	1,331,082	1,345,859
Infrastructure and Development	1,980,147	2,003,230
Field Operations	6,447,289	6,617,501
Arts, Business, and Culture Development	2,392,806	2,396,465
Debt Service & Other Uses	6,092,383	6,076,580
Total	49,501,796	49,933,706
2) Parking Authority Fund – for the special assessment district known as the Parking Authority		
Total	887,510	888,430
3) Water Sewer Fund – for operations of the water and sewer departments		
Total	19,544,650	19,856,097
4) Marina Fund – for the operations of the enterprise known as the City Marina		
Total	91,576	91,576
5) Storm Water Fund – for the operations of the enterprise known as the Storm Water Fund		
Total	930,232	950,232
Grand Total	\$ 70,955,764	71,720,041

Schedule B: General Capital Projects						
Project Description	Funding Source					FY 24 Bond
	Approved Amount	PayGO Gen Fund	PayGO Storm Water	Grants	Reallocation	
Mill Street Bridge Rehabilitation	60,000	-			60,000	
Impervious Surface Reduction	145,000		145,000			
Stream Restoration along Beaverdam Creek	120,000		120,000			
Schumaker Pond	10,000		10,000			
Storm Drain Main Lining	25,000		25,000			
North Prong Park Improvements	200,000			200,000		
Street Reconstuction (Milling and Paving)	45,000			45,000		
Rail Trail Master Plan Implementation	500,000			500,000		
Mill Street Bridge Rehabilitation	240,000			240,000		
Computer Aided Dispatch (CAD) Replacemer	1,105,000	300,000				805,000
GOB HVAC Return Air Fans	37,500	37,500				
Station #16 HVAC Replacement	130,000					130,000
Rail Trail Master Plan Implementation	700,000					700,000
Downtown Street Scaping	775,000					775,000
Field Operations Facility Plan - Phase IIIB	1,100,000					1,100,000
Tiney Homes for the Homeless	70,000	17,500			52,500	
General Fund & Capital Projects	6,362,500	405,000	300,000	985,000	262,500	4,410,000

		Capital Projects - Funding Source					
Project	Approved Amount	PayGO	Grants	Reallocation	Impact Funds	Revolving Funds	Bond
<u>Water Sewer Fund</u>							
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	
Raw Water Line at Naylor Mill Road	1,000,000	195,000		300,000		505,000	
Transfer From Sewer Impact	700,000				700,000		
Water Sewer Fund Total >>	2,280,000	380,000	0	300,000	700,000	900,000	0
<u>Parking Fund</u>							
Parking Garage Lot 1	10,750,000						10,750,000
Parking Fund Total >>	10,750,000	0	0	0	0	0	10,750,000

Budget Ordinance

Schedule C: City Fiscal Year 2023 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 2023	Amount	Account					
Comcast - Public, Educational & Governmental (PEG) Fees										
FY23 - PEG Fees from Comcast	63,000		63,000	N/A	N/A	7/1/2022	6/30/2023	Private	N/A	Comcast
Housing & Community Development										
FY23 - Homeless Solutions Program - Federal Funds (ESG)	20,000		20,000	N/A	N/A	7/1/2022	6/30/2023	Federal	14.231	DHCD
FY23 - Homeless Solutions Program - State Funds	25,000		25,000	N/A	N/A	7/1/2022	6/30/2023	State	N/A	DHCD
FY23 - Projects for Assistance in Transition from Homelessness (PATH)	30,000		30,000	N/A	N/A	7/1/2022	6/30/2023	Federal	93.150	SAMHSA
FY23 - DHCD SRP - Strategic Demolition Fund (SDF) - Sby N-hood Intervention Program	50,000		50,000	N/A	N/A	7/1/2022	6/30/2023	State	N/A	DHCD
FY22 - Community Development Block Grant (CDBG)	410,000		410,000	N/A	N/A	7/1/2022	N/A	Federal	14.218	HUD
FY23 - POS - Resurfacing of Existing Tennis Courts (DNR - Wic. Co.)	99,000		99,000	11,000	91001-599120	7/1/2022	6/30/2023	State	N/A	DNR
FY22 - POS - Zoo Special Events Pavilion, Phase 2 (DNR - Wic. Co.)	99,000	99,000		71,000	91001-599120	7/1/2022	6/30/2023	State	N/A	DNR
Infrastructure & Development Department										
FY22 - MEA Maryland Smart Energy Communities (MSEC)	35,000		35,000	N/A	N/A	7/1/2022	6/30/2023	State	N/A	MEA / MSEC
FY22 - MD Dept. of Transportation - State Aid Funds	44,000		44,000	N/A	N/A	7/1/2022	6/30/2023	State	N/A	MDOT
FY22 - MD Critical Area Commission - Grant-in-Aid Funds	4,000		4,000	N/A	N/A	7/1/2022	6/30/2023	State	N/A	MCAC
FY22 - Chesapeake & Coastal Services - North Prong Park	675,000		675,000	N/A	N/A	7/1/2022	6/30/2024	State	N/A	DNR
Water Works Department										
FY22 - ENR O&M Grant - MDE Bay Restoration Fund (BRF)	450,000		450,000	N/A	N/A	7/1/2021	6/30/2023	State	N/A	MDE / BRF
Salisbury Fire Department										
FY20 - Staffing - Adequate Fire & Emergency Response (SAFER)	2,716,236	2,716,236		N/A	N/A	8/31/2021	6/26/2025	Federal	97.083	DHS / FEMA
Salisbury Police Department										
FY23 - Bulletproof Vest Partnership (DOJ)	25,000		25,000	N/A	N/A	10/1/2022	9/30/2024	Federal	16.607	Dept. of Justice
FY23 - Bulletproof Vest Grant (GOCCP / DOJ-OJP)	9,000		9,000	N/A	N/A	10/1/2022	9/30/2024	Federal	16.607	OJP
FY22 - MCIN Coalition - Wicomico County	296,650		296,650	Unknown	Unknown	7/1/2022	6/30/2023	State	N/A	GOCCP
FY23 - MD Criminal Intelligence Network (MCIN)	350,000		350,000	N/A	N/A	7/1/2022	6/30/2023	State	N/A	GOCCP
FFY20 - Edward Byrne Memorial JAG	21,096		21,096	N/A	N/A	10/1/2019	9/30/2022	Federal	16.738	Dept. of Justice
FFY21 - Edward Byrne Memorial JAG	24,726		24,726	N/A	N/A	10/1/2020	9/30/2022	Federal	16.738	Dept. of Justice

Budget Ordinance

APPENDICES

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 2023	Amount	Account					
FFY22 - Edward Byrne Memorial JAG	24,000		24,000	N/A	N/A	10/1/2022	9/30/2024	Federal	16.738	Dept. of Justice
FFY23 - MD Highway Safety Office - Impaired Driver (DUI)	4,000		4,000	4,000	91001-599121	10/1/2022	9/30/2023	Federal	20.616	US DOT / MHSO
FFY23 - MD Highway Safety Office - Speed Enforcement	3,000		3,000	3,000	91001-599121	10/1/2022	9/30/2023	Federal	20.600	US DOT / MHSO
FFY23 - MD Highway Safety Office - Distracted Driver	3,000		3,000	3,000	91001-599121	10/1/2022	9/30/2023	Federal	20.600	US DOT / MHSO
FY22-23 - Expanded Development of Predictive Policing w/ Machine Learning (BIAG / GOCCP)	100,000		100,000	N/A	N/A	10/1/2022	9/30/2023	Federal	16.738	GOCCP / BIAG
FY 20 - Coronavirus Emergency Supplemental Funding Program (BJA)	78,445		78,445	N/A	N/A	1/20/2020	1/31/2023	Federal	16.034	OJP
FY21 - Community Policing Development (CPD) - De-Escalation Training Solicitation	105,158		105,158	N/A	N/A	9/1/2021	8/31/2023	Federal	16.710	COPS
FY21 - Collaborative Crisis Response Training Program (BJA)	100,000		100,000	N/A	N/A	10/1/2021	9/30/2024	Federal	16.745	OJP
FY23 - Police Recruitment & Retention Grant (PRAR / GOCCP)	20,000		20,000	N/A	N/A	7/1/2022	6/30/2023	State	N/A	GOCCP
FY23 - Police Recruitment & Retention Grant (PRAR / GOCCP)	24,000		24,000	N/A	N/A	7/1/2022	6/30/2023	State	N/A	GOCCP
2022 - State Aid For Police Protection Fund	558,865		558,865	N/A	N/A	7/1/2021	6/30/2022	State	N/A	GOCCP
2023 - State Aid For Police Protection Fund	550,000		550,000	N/A	N/A	7/1/2022	6/30/2023	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
FFY23 - U.S. Marshals Program	7,000		7,000	N/A	N/A	10/1/2022	9/30/2023	Federal	16.111	US Marshals
Total	\$ 7,467,645	\$3,258,705	\$ 4,208,940	\$ 92,000						

Some of the Community Development grants will require an FY23 match totaling \$82,000, 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 FY23 in the amount of \$108,697, which will be transferred from account number 91001-599200

Some of the Police Dept. grants will require an FY23 match, totaling \$10,000, which will be transferred from account number 91001-599121.

The Infrastructure & Development Dept. has applied for a FY22 - MFA Maryland Smart Energy Communities (MSEC) grant. The match for this grant of \$5,050 will be covered by Traffic (Org 22000) in kind labor.

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.

ORDINANCE NO.

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO SET FEES FOR FY 2023 AND THEREAFTER UNLESS AND UNTIL SUBSEQUENTLY REVISED OR CHANGED.

RECITALS

WHEREAS, the fees charges by the City are reviewed and then revised in accordance with the adoption of the Fiscal Year 2023 Budget of the City of Salisbury; and

WHEREAS, the fee amounts set forth in the “FY 2023 Fee Schedule” attached hereto and incorporated herein as Exhibit 1, identify and list all fee amounts to be charged and otherwise assessed by the City of Salisbury for the period of the Fiscal Year 2023, in accordance with the adoption of the Fiscal Year 2023 Budget of the City of Salisbury; and

WHEREAS, some fee amounts to be charged and otherwise assessed by the City of Salisbury in Fiscal Year 2022 may have been inadvertently omitted from the FY 2022 Fee Schedule attached hereto and incorporated herein as Exhibit 1, and any fee amount not listed in the said FY 2022 Fee Schedule shall be and remain the fee amount set forth in the City of Salisbury Municipal Code.

NOW, THEREFORE, BE IT ORDAINED AND ENACTED BY THE COUNCIL OF THE CITY OF SALISBURY as follows:

Section 1. The fee amounts set forth in the FY 2023 Fee Schedule (the “**FY23 Fee Schedule**”) attached hereto as Exhibit 1 and incorporated herein, as if fully set forth in this Section 1, are hereby adopted by the Council of the City of Salisbury; and, furthermore, the fee amounts set forth in the FY23 Fee Schedule shall supersede the corresponding fee amounts set forth in the City of Salisbury Municipal Code until one or more of such fee amounts are subsequently amended.

BE IT FURTHER ENACTED AND ORDAINED BY THE COUNCIL OF THE CITY OF SALISBURY, as follows:

Section 2. It is the intention of the Mayor and Council of the City of Salisbury that each provision of this Ordinance shall be deemed independent of all other provisions herein.

Section 3. It is further the intention of the Mayor and Council of the City of Salisbury that if any section, paragraph, subsection, clause or provision of this Ordinance shall be adjudged invalid, unconstitutional or otherwise unenforceable under applicable Maryland or federal law, such adjudication shall apply only to the section, paragraph, subsection, clause or provision so adjudged and all other provisions of this Ordinance shall remain and shall be deemed valid and enforceable.

Section 4. The recitals set forth hereinabove are incorporated into this section of the Ordinance as if such recitals were specifically set forth at length in this Section 4.

Section 5. This Ordinance shall become effective as of July 1, 2022.

Section 6. A public hearing on the proposed ordinance will be held at ____ PM on _____, 2022 via Zoom Video Conference.

THIS ORDINANCE was introduced and read at a Meeting of the Mayor and Council of the City of Salisbury held on the ____ day of _____, 2022 and thereafter, a statement of the substance of the Ordinance having been published as required by law, in the meantime, was finally passed by the Council of the City of Salisbury on the ____ day of June, 2022.

ATTEST:

Kimberly R. Nichols, City Clerk

John R. Heath, President
Salisbury City Council

APPROVED BY ME THIS ____ day of _____, 2022.

Jacob R. Day, Mayor

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	0.55-1.65	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	50 100	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 1 st Year		Per Code 15.26.050
If paid within 60 days		
If paid by between 61-150 days		
If paid after 150 days		
Landlord License Unit Registration 1 st Year		Per Code 15.26.040
If paid within 60 days		
If paid by between 61-150 days		
If paid after 150 days		
Landlord License Fee Renewal		Per Code 15.26.060
if paid by March 1st		
if paid 3/2 - 7/1		
if paid > 7/1		
Landlord License Unit Registration Renewal		Per Code 15.026.060
if paid by March 1st		per unit
if paid 3/2 - 7/1		For first unit plus \$88 for each additional unit
if paid > 7/1		For first unit plus \$96 for each additional unit
Administrative Fee for Fines		
Foreclosed Property Registration		One time fee, Per Code 15.21.040
Re-inspection Fee		On each citation, Per Code 15.27.030
If registered/paid:		

7/1-9/30		
10/1-12/31		
1/1-3/31		
4/1-6/30		
Residential Vacant Building Registration	\$200	Per year, Per Code 15.22.040
Residential Vacant Building Annual Inspection Fee	\$100	Per year, after first fiscal year – Per Code 15.22.040
Residential Vacant Building Annual Fee	Variable, see chart below	
Number of Years Vacant	Annual Fee	
1 year	200	
2 years:	500	
3-4 years:	750	
5-9 years:	1,000	
10 years:	1,500	
More than 10 years vacant:	2,000, plus \$500 for every year the property remains vacant	
Nonresidential Vacant Building and Non-residential Vacant Lot Registration	\$500	
Nonresidential Vacant Building Annual Inspection Fee	\$150	Per year, after first fiscal year – Per Code 15.22.040
Nonresidential Vacant Building Annual Fee	Variable, See Chart Below	Per year, Per Code 15.22.040
Assessed Value between	Annual Fee	
\$0 - \$500,000	\$500	
\$500,001- \$5,000,000	\$2,000	
\$5,000,001 and over	\$5,000	
Nonresidential Vacant Lot Annual Fee	\$0.10 per sqft, or \$500, whichever is greater	
Community Center Rental Fee		
Truitt Community Center – Gymnasium	Per hour	
Truitt Community Center – Multi-purpose Field	Per hour	
Newton Community Center – Community Room	Per hour	
Newton Community Center – Kitchen	Per hour	
Newton Community Center – Resource Office	Per hour	
Community Center – Supplies, per Item	Each	
Community Center – Equipment, per Item	Each	

Misc. Fees (by Field Operations)		
Outdoor Rental Space – Small Family Functions, up to 20 people		
Park Pavilion	25	Per day w/o RR
Outdoor Rental Space – Large Private Function or Public Events		
Park Pavilion (with restrooms)	75	Per Day W RR
Rotary/Bandstand, Doverdale, Lake Street	100	Per Day W RR
Amphitheater	160	Per day
Amphitheater Hourly Rental	25	Per hour weekend (max 2 hour block), as is
Amphitheater Hourly Rental	10	Per hour weekday (max 2 hour block), as is
Park Pavilion (no restrooms): Jeanette P. Chipman Boundless, Kiwanis, Marina Riverwalk, Market Street, Newton-Camden Tot Lot, Waterside	50	Per day
Streets /Parking Lots	100 1 st St and 50 each add	Per day
5K Race	150	Per day
City park, designated park area or amenity not listed	50	Per day
Ball field/ Basketball Court / Tennis Court	10 and 40 w/lights	Per hour
Personnel		
Site Supervisor Suggest \$25.00/ Site Coordinator	15 20	Per hour
Maintenance Labor	15 20	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	
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



APPENDICES

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
Ceremonial Street Renaming		
Ceremonial Street Renaming – Materials & Labor Fee	250	

Waste Disposal Fees (by Field Operations)		
Trash Service	63 67	Per quarter, Per Code 8.16.090
		For three items, additional amounts for specific items, Per Code
Bulk Trash Pick up	25 30	8.16.060
Trash Cans	75 80	Per can (plus \$4.80 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
		See Water Sewer Rate Ordinance, Quarterly, Per Code 13.08.130-13.12.090
Water and Sewer Services		

WWTP Pretreatment Program Fees (by Water Works)		
Significant Industrial Users: (Per Code 13.12.110)		
IA discharges flow ≥ 5% of WWTP flow	8,700	30 units
IB discharges flow ≥ 50,000 gpd	7,250	25 units
IC categorical user which discharges	5,800	20 units
ID discharges flow ≥ 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 processer which discharges silver rich wastewater	290	1 unit
Pretreatment fees are an annual fee, invoices are sent each January to cover the calendar year.		

Towing Fees		
Maximum Towing and Storage Fees (vehicles up to 10,000 GVW)		
Accident Vehicle Tow	200 300	
Disabled Vehicle Tow	80-100	
Emergency Relocation Tow (up to 2 Miles)	80	Per Code 5.64.100
Impound Vehicle Tow	135	
Standby/Waiting Time - Billed in 15 minute increments only after 16 minute wait	65-75	Per hour
Winching (Does not include pulling vehicle onto rollback type truck) - Billed in 15 minute increments	110	Per hour
		Per calendar day or portion there-of, Per Code 5.64.120
Storage – Beginning at 12:01 am following the tow	30-50	
Administrative Fee – Accidents and Impounds Only	30 50	
Snow Emergency Plan in Effect (in addition to other applicable towing fees)	30 50	
Release Fee (After hours only, at tower’s discretion) – Normal business hours defined as M-F, 9am-6pm	55	
Non-reusable cleanup materials (single-use materials, not to include self-adhesive film wrap, used to clean up the scene of an accident and remove accident related materials.	20	5.64.105
Additional labor (not to include standby or winching time) – Billed in 15 minute increments after 16 minutes of additional labor is required.	80	Per hour 5.64.105
Self-adhesive film wrap	25	5.64.100
Accident cleanup	25	

Building Fees (by the Department of Infrastructure and Development)		
Building Plan Review Fees (Per Code 15.04.030)		Residential, Commercial, Accessory
Fees based on cost of construction:		
Up to \$ 3,000	50	
\$3,001 to \$100,000	90	
\$100,001 to \$500,000	250 240	
\$500,001 to \$1,000,000	300 260	
\$1,000,001 and Up	375 340	
Building Permit Fees (Per Code 15.04.030)		Residential, Commercial, Accessory, Fence
Fees based on cost of construction:		
Up to \$ 3000	50	
\$3001 and Up	60	Plus (.0175 .0165 * Cost of Construction)
\$100,001 to \$500,000	1,300 1,200	Plus (\$10 for each \$1,000 over \$100,000)
\$500,001 to \$1,000,000	4,900 4,500	Plus (\$9 for each \$1,000 over \$500,000)
\$1,000,001 and Up	8,500 8,100	Plus (\$7 6 for each \$1,000 over \$1,000,000)
Outdoor Advertising Structure Fee (Per Code 17.216.240)	.50	Per SF foot of sign surface per year



APPENDICES

Other Building Fees:		
Historic District Commission Application	50	
Board of Zoning Appeals	50	County Fee \$100, Per Code 17.12.110 Plus advertising costs
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	200 100	Per Code 15.20.050
Maryland Home Builders Fund	50	Per new SFD
Mechanical	50	Per Code 15.04.030
Occupancy Inspection	75 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	<u>50</u>	Set by ordinance 2106, Per Code 12.36.020
Sign	50	Plus (\$1.50 per Sq Ft), Per Code 17.216.238
Temp Sign	25	Per month, Per Code 17.216.238
Temp Trailer	25	Per month, Per Code 15.36.030b
Tent	40	Per Code 15.04.030
Well	50	Per Code 13.20.020
Zoning Authorization Letter	50	Per Code 17.12.040
Re-inspection Fee	50	More than 2 insp of any required insp, Per Code 15.04.030
Adult Entertainment Permit Application Fee	100	Per Code 17.166.020
Outdoor Advertising Structure Fee	.50	Per sq ft of sign surface area, Per Code 17.216.240
Notice of Appeal Fee; Sidewalk Sign Standards Violation	100	Per Code 12.40.040
Reconnection Fee; Public Water Connection; Refusal of Inspection	25	Per Code 13.08.100
Administrative Fee – renew temporary certificate of occupancy	100	
Annexation Fees:		
Up to five (5) acres	2,000	
Five (5) acres or more but less than ten (10) acres	10,000	
Ten (10) acres or more but less than twenty five (25) acres	25,000	
Twenty five (25) acres or more but less than fifty (50) acres	35,000	
Fifty (50) acres or more	50,000	

Planning Commission		
Comprehensive Development Plan Review – Non-Residential	\$250	Plus \$10 per 1,000 sq. ft. Subsequent submittals, which generate additional comments, may be charged an additional \$250.
Comprehensive Development Plan Review – Residential	\$250	Plus \$10 per unit. Subsequent submittals, which generate additional comments, may be charged an additional \$250.
Certificate of Design/Site Plan Review	\$250	Plus \$10 unit/acre. Subsequent submittals, which generate additional comments, may be charged an additional \$250.
Paleochannel/Wellhead Protection Site Plan Review	\$100	
Rezoning	\$200	Plus \$15 per acre and advertising cost
Text Amendment	\$200	Plus advertising cost
Critical Area Program		Ordinance No. 2578
Certificate of Compliance (Per Code 12.20.110)		
Building Permits	75	Activities per code 12.20.110.F. are exempt
Major Subdivision: Preliminary	200 100	In addition to standard fee
Major Subdivision: Final	100	Plus (\$25 per lot)
Minor Subdivisions	50	
Plan approval/special projects	50	
Site Plans/Certificate of Design/Comprehensive Development Plan	100 50	In addition to standard fee
Sketch Plat	50	
Resubdivision	100 50	In addition to standard fee
Buffer Management Plan	50	
Fee-In-Lieu (Per Code 12.20.540)	1.50	\$1.50 per square foot of mitigation area
License to Encumber Program		
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	



Fee Schedule

SBY // FY2023

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License to Encumber Program - Small Wireless Facilities		Ordinance No. 2580
Application	500	For up to five (5) small wireless facilities
Application – additional facilities	100	For each additional small wireless facility addressed in the application beyond five
Access to the Right of Way fee	1,000	Per each new small wireless facility pole
Annual fee for access to the Right of Way	270	Per year per small wireless facility after year 1
Storm Water Utility (2306)		
Fee to maintain City storm water facilities	25	Per year per Equivalent Residential Unit
Stormwater Utility Credit Application (2306)		
Fee to apply for credit to Stormwater Utility	150.00	Per application
Street Break Permit (Per Code 12.12.020)		
Permit for breaking City public streets and way	50	Per break location
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	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 Connection Fee (Per Code 13.02.070)		

Comprehensive Connection Charge of Connection fee for the Developer’s share in the equity of the existing utility system:	3,710.00	Per Equivalent Dwelling Unit (water \$1,925, sewer \$1,785)
Water and Sewer Infrastructure Reimbursement Fee (Per Code 13.02.070)		
Comprehensive Connection Charge for Infrastructure Reimbursement Fees is based on actual costs of water and sewer infrastructure installed by a Developer.	*	* Fee amount is project dependent. 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 Fee for processing	*	0.1 percent of the Infrastructure Reimbursement Fee
Development Plan Review Fee (1536)		
Fee for review of development plans and traffic control plans	\$1,000	Plus \$50 per disturbed acre. Subsequent submittals, which generate additional comments, may be charged an additional \$500.
Stormwater Management Waiver Reviews	400	
Water and Sewer Inspection Fee (R 1341)		
Fee for inspection of public water and sewer improvements		7.5 % of the approved cost estimate for construction of proposed public water and sewer improvements
Public Works Agreement recording fee (Per County Court)		
Recording fee for Public Works Agreements		
For 9 pages or less	60.00	Per request
For 10 pages or more	115.00	Per request
Stormwater Management As-Built recording fee (Per County Court)		
Recording fee for Stormwater Management As-Built.	10.00	Per sheet
Subdivision review fee (1536)		
Fee for Subdivision review	200.00	
Subdivision recording fee (Per County Court)	-	-
Recording fee for Subdivision plans	10.00	Per page
Resubdivision review fee (1536)		
Fee for Resubdivision reviews	200.00	



APPENDICES

Resubdivision recording fee (Per County Court)		
Recording fee for Resubdivision plans	10.00	Per page
Administrative Fee for Connection Fee payment Plans (R 2029)		
Administrative Fee for Connection Fee payment Plans	25.00	
Maps and Copying Fees		
City Street Map	5.00	Ea
Street Map Index	1.00	Ea
Property Maps	3.00	Ea
Sanitary Sewer Utility Maps (400 Scale)	3.00	Ea
Storm Water Utility Maps (400 Scale)	3.00	Ea
Water Main Utility Maps (400 Scale)	3.00	Ea
Sanitary Sewer Contract Drawings	1.00	Ea
Storm Water Contract Drawings	1.00	Ea
Water Main Contract Drawings	1	Ea
Black and White Photocopying (Small Format)	.25	Sq. ft
Black and White Photocopying (Large Format)	.50	Sq. ft
Color Photocopying (Small Format) \$1/sq.ft.	1	Sq. ft
Color Photocopying (Large Format) \$2/sq.ft.	2	Sq. ft

Port of Salisbury Marina Fees (by Field Operations)		
Transient		
<i>Slip Fees based on size of vessel</i>	1.00 1.05	Per foot per day
Electric 30-amp service	5.00 6.00	Per day
Electric 50-amp service	10.00 12.00	Per day
Slip Rental – Monthly		
<i>Fees based on size of vessel</i>		
October through April	3.85 4.75	Per foot + electric
May through September	5.50 6.50	Per foot + electric
Slip Rental – Annual*		*Annual rates are to be paid in full up front, electric can be billed monthly
Boats up to and including 30 feet long	1,150 1,450	+ electric
Boats 31 feet and longer	49 56	Per foot + electric
Fuel		Per gallon more than the cost per gallon purchase price by the City
	.49 .50	

Electric Service		
<i>Fees per meter</i>		
Electric 30-amp service	30 36	Per month
Electric 50-amp service	50 60	Per month

EMS Services			
	Resident	Non-Resident	
BLS Base Rate	950.00 800.00	1,050.00 900.00	
ALS1 Emergency Rate	1,100.00 950.00	1,200.00 1,000.00	
ALS2 Emergency Rate	1,300.00 1,100.00	1,400.00 1,200.00	
Mileage (per mile)	19.00 18.00	19.00 18.00	
Oxygen	Bundle	Bundle	
Spinal immobilization	Bundle	Bundle	
BLS On-scene Care	250.00	300.00	
ALS On –scene Care	550.00 450.00	650.00 550.00	

Water Works		
Temporary connection to fire hydrant (Per Code 13.08.120)		
Providing temporary meter on a fire hydrant for use of City water	64.50	Per linear foot based on the area of the property and is the square root of the lot area, in square feet
In City	40.00	Plus charge for water used per current In City rate, \$10 minimum
Out of City	50.00	Plus charge for water used per current Out of City rate, \$10 minimum
Hydrant flow test (Per Code 13.08.030)		
To perform hydrant flow tests		
In City	125.00	Per request
Out of City	160.00	Per request
Fire flush and Fire pump test (Per Code 13.08.030)		
To perform hydrant flow tests To perform meter tests on ¾” and 1” meters.		
In City	125.00	Per request
Out of City	160.00	Per request
Meter tests (Per Code 13.08.030)		
To perform meter tests on ¾” and 1” meters.		
In City	40.00	Per request
Out of City	50.00	Per request



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Water Meter/Tap Fee and Sewer Connection Fee (Per Code 13.02.070)		
Water Meter/Tap Fee and Sewer Connection Fee if water and sewer services are installed by City forces.	*	The tap and connection fee amount is the actual cost of SPW labor and materials or per this schedule.
Water Tapping Fees - In City:		
3/4 Water Meter	3,850	Per Connection
1” Water Meter	4,160	Per Connection
1 ½” Water Meter T-10 Meter	5,810	Per Connection
2” Water Meter - T-10 Meter	6,200	Per Connection
2” Water Meter - Tru Flo	7,320	Per Connection
Water Tapping Fees - Out of City		
3/4 Water Meter	4,810	Per Connection
1” Water Meter	5,200	Per Connection
1 ½” Water Meter T-10 Meter	7,265	Per Connection
2” Water Meter - T-10 Meter	7,750	Per Connection
2” Water Meter - Tru Flo	9,155	Per Connection
Sanitary Sewer Tapping Fees - In City:		
6” Sewer Tap	3,320	Per Connection
8” Sewer Tap	3,380	Per Connection
6” or 8” Location & Drawing Fee	45	Per Connection
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 Department
MPIA Request Fees			Police Department
First two hours processing request	Waived		
Work exceeding two hours, SPD will charge attorney hourly fee and hourly fee for Records Tech	75 30	Attorney hourly fee Records Tech hourly fee	
Black and white copy of paper document and photo-graphs	0.25	Per copy	
DVD production	15.00	Per DVD produced	
False Police Alarms (Per Code 8.040.050)			Police Department
based on number of incidents in calendar year			
First 2 incidents	0		
3 rd incident	50		
4 th incident	90		
Greater than 4 each incident	130		
False Fire Alarms (Per Code 8.040.050)			Fire Department
based on number of incidents in calendar year			
First 2 incidents	0		
3 rd incident	45		
4 th incident	90		
Greater than 4 each incident	135		
Scofflaw			Police Department
Tow	135		
Storage	50		
Administrative Fee	35		
Business Administrative Fee	30		

Parking Permits and Fees			
	UOM	1-Jul-22 Rate	1-Jul-22 Non-Profit Rate
Parking Permits (Per Code 10.04.010)			
Lot #1 - lower lot by library	Monthly	50.00 45.00	40.00 35.00
Lot #4 - behind City Center	Monthly	50.00 45.00	40.00 35.00
Lot #5 - Market St. & Rt. 13	Monthly	45.00 40.00	36.25 31.25
Lot #7 & 13 - off Garrettson Pl.	Monthly	20.00 15.00	17.50 12.50
Lot #9 - behind GOB	Monthly	50.00 45.00	40.00 35.00
Lot #10 - near State bldg/SAO	Monthly	50.00 45.00	40.00 35.00
Lot #11 - behind library	Monthly	45.00 40.00	36.25 31.25
Lot #12 - beside Market St. Inn	Monthly	45.00 40.00	36.25 31.25
Lot #15 - across from Feldman's	Monthly	50.00 45.00	40.00 35.00
Lot #16 - by Avery Hall	Monthly	50.00 45.00	40.00 35.00
Lot #20 – Daily Times	Monthly	50.00 45.00	40.00 35.00
Lot #30 - by drawbridge	Monthly	25.00 20.00	21.25 16.25
Lot #33 - east of Brew River	Monthly	25.00 20.00	21.25 16.25
Lot #35 - west of Brew River	Monthly	25.00 20.00	21.25 16.25
Lot SPS - St. Peters St.	Monthly	50.00 45.00	40.00 35.00
E. Church St.	Monthly	50.00 45.00	40.00 35.00
W. Church St.	Monthly	50.00 45.00	40.00 35.00
Parking Garage	Monthly	60.00 50.00	50.00 40.00
Transient Parking Options			
Parking Lot #1 (first 2-hrs of parking are FREE)	Hourly	1.00	
Parking Garage	Hourly	1.00	
Parking Meters	Hourly	2.00	
Pay Stations			
For hours 1-2	Hourly	1.00	
For hour 3 with a 3 hour Maximum Parking Limit	Hourly	3.00	
Miscellaneous Charges (Per Code 10.04.010)			
Replacement Parking Permit Hang Tags	Per Hang Tag	5.00	
Parking Permit Late Payment Fee (+15 days)	Per Occurrence	5.00	

New Parking Garage Access Card	Per Card	10.00	
Replacement Parking Garage Access Card	Per Card	10.00	
Fire Prevention Fees (by the Fire Department)			
Plan review and Use & Occupancy Inspection			
<u>Basic Fee</u> – For all multi-family residential, commercial, industrial, and institutional occupancies. Including, but not limited to, new construction, tenant fit-out, remodeling, change in use and occupancy, and/or any other activity deemed appropriate by the City of Salisbury Department of Infrastructure and Development.		60% of the building permit fee; \$75 minimum (Not included – plan review and related inspection of specialized fire protection equipment as listed in the following sections)	
<u>Expedited Fees</u> – If the requesting party wants the plan review and inspection to be expedited, to be done within three business days		20% of the basic fee; \$500 minimum (This is in addition to the basic fee)	
<u>After</u> – Hours Inspection Fees. If the requesting party wants an after-city-business-hours inspection.	\$100	Per hour/per inspector; 2 hours minimum	
Fire Permit Fees			
<u>Fire Alarm & Detection Systems</u> – Includes plan review and inspection of wiring, controls, alarm and detection equipment and related appurtenances needed to provide a complete system and the witnessing of one final acceptance test per system of the completed installation.			
• Fire Alarm System	\$100	Per system	
• Fire Alarm Control Panel	\$75	Per panel	
• Alarm Initiating Device	\$1.50	Per device	
• Alarm Notification Device	\$1.50	Per device	
• Fire Alarm Counter Permit	\$75	For additions and alterations to existing systems involving 4 or less notification/initiating devices.	
<u>Sprinkler, Water Spray and Combined Sprinkler & Standpipe Systems</u> – Includes review of shop drawings, system inspection and witnessing of one hydrostatic test, and one final acceptance test per floor or system.			
• NFPA 13 & 13R	\$1.50	Per sprinkler head; 150 minimum	
• NFPA 13D	100	Per Dwelling	
• Sprinkler Counter Permit	\$75	For additions and alterations to existing systems involving less than 20 heads.	

Standpipe Systems – The fee applies to separate standpipe and hose systems installed in accordance with NFPA 14 standard for the installation of standpipe and hose systems as incorporated by reference in the State Fire Prevention Code (combined sprinkler systems and standpipe systems are included in the fee schedule prescribed for sprinkler systems) and applies to all piping associated with the standpipe system, including connection to a water supply, piping risers, laterals, Fire Department connection(s), dry or draft fire hydrants or suction connections, hose connections, piping joints and connections, and other related piping and appurtenances; includes plan review and inspection of all piping, control valves, connections and other related equipment and appurtenances needed to provide a complete system and the witnessing of one hydrostatic test, and one final acceptance test of the completed system.	\$50	Per 100 linear feet of piping or portion thereof; \$100 minimum
Fire Pumps & Water Storage Tanks – The fees include plan review and inspection of pump and all associated valves, piping, controllers, driver and other related equipment and appurtenances needed to provide a complete system and the witnessing of one pump acceptance test of the completed installation. Limited service pumps for residential sprinkler systems as permitted for NFPA 13D systems and water storage tanks for NFPA 13D systems are exempt.		
• Fire Pumps	\$.50	Per gpm or rated pump capacity; \$125 minimum
• Fire Protection Water Tank	\$75	Per tank
Gaseous and Chemical Extinguishing Systems – Applies to halon, carbon dioxide, dry chemical, wet chemical and other types of fixed automatic fire suppression systems which use a gas or chemical compound as the primary extinguishing agent. The fee includes plan review and inspection of all piping, controls, equipment and other appurtenances needed to provide a complete system in accordance with referenced NFPA standards and the witnessing of one performance or acceptance test per system of the completed installation.	\$1.00	Per pound of extinguishing agent; \$400 125 minimum; or \$150 per wet chemical extinguishing system
• Gaseous and Chemical Extinguishing System Counter Permit	\$75	To relocate system discharge heads

Foam Systems – The fee applies to fixed extinguishing systems which use a foaming agent to control or extinguish a fire in a flammable liquid installation, aircraft hangar and other recognized applications. The fee includes plan review and inspection of piping, controls, nozzles, equipment and other related appurtenances needed to provide a complete system and the witnessing of one hydrostatic test and one final acceptance test of the completed installation.	\$75	Per nozzle or local applicator; plus \$1.50/ sprinkler head for combined sprinkler/foam system; \$100 minimum
Smoke Control Systems – The fee applies to smoke exhaust systems, stair pressurization systems, smoke control systems and other recognized air-handling systems which are specifically designed to exhaust or control smoke or create pressure zones to minimize the hazard of smoke spread due to fire. The fee includes plan review and inspection of system components and the witnessing of one performance acceptance test of the complete installation.	\$100	Per 30,000 cubic feet of volume or portion thereof of protected or controlled space; \$200 minimum
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.	\$.01	Per gallon of the maximum tank capacity; 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		
• 1 st Reinspection and Retest Fees	\$100	
• 2 nd Reinspection and Retest Fees	\$250	
• 3 rd 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	

<div><div></div><div>Fairgrounds (<= 9 buildings)</div></div>	\$200	
<div><div></div><div>Fairgrounds (>= 10 buildings)</div></div>	\$400	
<div><div></div><div>Recalculation of Occupant Load</div></div>	\$75	
<div><div></div><div>Replacement or duplicate Certificate</div></div>	\$25	
Education Occupancies:		
<div><div></div><div>Elementary School (includes kindergarten and Pre-K)</div></div>	\$100	
<div><div></div><div>Middle, Junior, and Senior High Schools</div></div>	\$150	
<div><div></div><div>Family and Group Day-Care Homes</div></div>	\$75	
<div><div></div><div>Nursery or Day-Care Centers</div></div>	\$100	
Health Care Occupancies:		
<div><div></div><div>Ambulatory Health Care Centers</div></div>	\$150	Per 3,000 sq.ft. or portion thereof
<div><div></div><div>Hospitals, Nursing Homes, Limited-Care Facilities, Domiciliary Care Homes</div></div>	\$100	Per building; plus \$2.00/patient bed
<div><div></div><div>Detention and Correctional Occupancies</div></div>	\$100	Per building; plus \$2.00/bed
Residential:		
<div><div></div><div>Hotels and Motels</div></div>	\$75	Per building; plus \$2.00/guest room
<div><div></div><div>Dormitories</div></div>	\$2	Per bed; \$75 minimum
<div><div></div><div>Apartments</div></div>	\$2	Per apartment; \$75 minimum
<div><div></div><div>Lodging or Rooming House</div></div>	\$75	Plus \$2.00/bed
<div><div></div><div>Board and Care Home</div></div>	\$100	Per building; plus \$2.00/bed
Mercantile Occupancies:		
<div><div></div><div>Class A (> 30,000 sq.ft.)</div></div>	\$200	
<div><div></div><div>Class B (3,000 sq.ft. – 30,000 sq.ft.)</div></div>	\$100	
<div><div></div><div>Class C (< 3,000 sq.ft.)</div></div>	\$75	
Business Occupancies	\$75	Per 3,000 sq.ft. or portion thereof
Industrial or Storage Occupancies:		
<div><div></div><div>Low or Ordinary Hazard</div></div>	\$75	Per 5,000 square feet or portion thereof
<div><div></div><div>High-Hazard</div></div>	\$100	Per 5,000 square feet or portion thereof
Common Areas of Multitenant Occupancies (i.e., shopping centers, high-rises, etc.)	\$45	Per 10,000 sq.ft. or portion thereof
Outside Storage of Combustible Materials (scrap tires, tree stumps, lumber, etc.)	\$100	Per acre or portion thereof
Outside Storage of Flammable or Combustible Liquids (drums, tanks, etc.)	\$100	Per 5,000 sq.ft. or portion thereof
Marinas and Piers	\$100	Per facility; plus \$1.00/slip

Mobile Vendor	\$35	Plus \$.56/mile for inspections outside of the City of Salisbury
Sidewalk Café	\$35	If not part of an occupancy inspection
Unclassified Inspection	\$75	Per hour or portion thereof
Reinspection: If more than one reinspection is required to assure that a previously identified Fire Code violation is corrected		
<div><div></div><div>2nd Reinspection</div></div>	\$100	
<div><div></div><div>3rd Reinspection</div></div>	\$250	
<div><div></div><div>4th and Subsequent</div></div>	\$500	
Fire Protection Water Supply Fees		
Witnessing Fire Main Flush	\$75	
Witness Underground Water Main Hydrostatic Tests	\$75	
Fire Protection Flow Test (in-City)	\$125	
Fire Protection Flow Test (out-of-City)	\$160	
Display Firework Permit		
Firework Display - Includes plan review and associated inspections for any firework display.	\$250	
Sale of Consumer Fireworks		
Stand-alone tent, stand or other commercial space predominately utilized for the sale of consumer fireworks	\$250	
Other commercial space predominately utilized for the sale of goods other than consumer fireworks	\$125	
Fire Report Fees		
1 st Page – Operational Fire Report	\$20	To provide hard or electronic copies of fire reports
<div><div></div><div>Each Additional Page</div></div>	\$5	
Third Party Fire Protection Report Processing Fee	\$25	Per submittal – Collected by the third-party data collection agency/company

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO AMEND WATER AND SEWER RATES TO INCREASE RATES BY 8% AND MAKING SAID CHANGES EFFECTIVE FOR ALL BILLS DATED OCTOBER 1, 2022 AND THEREAFTER UNLESS AND UNTIL SUBSEQUENTLY REVISED OR CHANGED.

RECITALS

WHEREAS, the water and sewer rates must be revised in accordance with the proposed Fiscal Year 2023 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 water and sewer rate schedule set forth herein shall be adopted as follows:

Section 1.

A. Water and Sewer Rate Schedules:

Schedule I Metered Water Changes – In City Rates

Residential and Small Commercial	
Minimum Charge	\$23.80 \$25.70 / quarter
Commodity Charge	\$3.55 \$3.84 / thousand gallons
Commercial	
Customer Charge	\$445.29 \$480.91 / quarter
Commodity Charge	\$2.06 \$2.23 / thousand gallons
Large Commercial/Industrial	
Customer Charge	\$688.17 \$743.23 / quarter
Commodity Charge	\$1.65 \$1.78 / thousand gallons

Schedule II Metered Water Charges – Outside City Rates

Residential and Small Commercial	
Minimum Charge	\$47.60 \$51.40 / quarter
Commodity Charge	\$7.10 \$7.67 / thousand gallons
Commercial	
Customer Charge	\$890.58 \$961.82 / quarter
Commodity Charge	\$4.14 \$4.47 /thousand gallons
Large Commercial/Industrial	

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Schedule III	Metered Water Charges – Wor-Wic Community College and Urban Service District Rates	
	Customer Charge	\$1,376.36 \$1,486.47/ quarter
	Commodity Charge	\$3.33 \$3.60 /thousand gallons
	Residential and Small Commercial	
	Minimum Charge	\$35.68 \$38.54/ quarter
	Commodity Charge	\$5.33 \$5.76/ thousand gallons
	Commercial	
	Customer Charge	\$667.94 \$721.37/ quarter
	Commodity Charge	\$3.10 \$3.35/ thousand gallons
	Large Commercial/Industrial	
	Customer Charge	\$1,032.27 \$1,114.85/ quarter
	Commodity Charge	\$2.49 \$2.69/ thousand gallons
Schedule IV	Sewer Charges – In City Rates	
	Residential and Small Commercial	
	Minimum Charge	\$58.77 \$63.48/ quarter
	Commercial	
	Customer Charge	\$1,110.26 \$1,199.08/ quarter
	Commodity Charge	\$5.13 \$5.54/ thousand gallons
	Large Commercial/Industrial	
	Customer Charge	\$1,712.63 \$1,849.64/ quarter
	Commodity Charge	\$4.10 \$4.43/ thousand gallons
Schedule V	Sewer Charges – Outside City Rates	
	Residential and Small Commercial	
	Minimum Charge	\$117.56 \$126.97/ quarter
	Commercial	
	Customer Charge	\$2,220.51 \$2,398.15/ quarter
	Commodity Charge	\$10.23 \$11.05/ thousand gallons

Schedule VI	Sewer Charges – Wor-Wic Community College and Urban Service District Rates	
	Large Commercial/Industrial	
	Customer Charge	\$3,425.27 \$3,699.29/ quarter
	Residential and Small Commercial	
	Minimum Charge	\$88.17 \$95.23/ quarter
	Commodity Charge	\$13.23 \$14.29/ thousand gallons
	Commercial	
	Customer Charge	\$1,665.39 \$1,798.62/ quarter
	Commodity Charge	\$7.66 \$8.28/ thousand gallons
	Large Commercial/Industrial	
	Customer Charge	\$2,568.94 \$2,774.45/ quarter
	Commodity Charge	\$6.18 \$6.67/ thousand gallons
Schedule VII	Sewer Charges – Sewer Only Customers	
		Quarterly In City Quarterly Outside City Quarterly Urban Service
	Rate Number of fixtures	Rate Rate District Rate
	1 One to two fixtures	\$75.17 \$81.19 \$150.35 \$162.38 \$112.77 \$121.79
	2 Three to five fixtures	\$112.77 \$121.79 \$225.54 \$243.58 \$169.15 \$182.68
	3 Six to twenty fixtures	\$162.07 \$175.04 \$324.14 \$350.07 \$243.10 \$262.55
	For every five fixtures over twenty	
		\$66.84 \$72.18 \$133.66 \$144.35 \$100.24 \$108.26
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



Water/Sewer Rates

APPENDICES

- 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.

BE IT FURTHER ENACTED AND ORDAINED BY THE COUNCIL OF THE CITY OF SALISBURY, as follows:

Section 2. It is the intention of the Mayor and Council of the City of Salisbury that each provision of this Ordinance shall be deemed independent of all other provisions herein.

Section 3. It is further the intention of the Mayor and Council of the City of Salisbury that if any section, paragraph, subsection, clause or provision of this Ordinance shall be adjudged invalid, unconstitutional or otherwise unenforceable under applicable Maryland or federal law, such adjudication shall apply only to the section, paragraph, subsection, clause or provision so adjudged and all other provisions of this Ordinance shall remain and shall be deemed valid and enforceable.

Section 4. The recitals set forth hereinabove are incorporated into this section of the Ordinance as if such recitals were specifically set forth at length in this Section 4.

Section 5. This Ordinance shall become effective with the bills dated October 1, 2022 and after.

THIS ORDINANCE was introduced and read at a Meeting of the Mayor and Council of the City of Salisbury held on the _____ day of _____, 2022 and thereafter, a statement of the substance of the Ordinance having been published as required by law, in the meantime, was finally passed by the Council of the City of Salisbury on the _____ day of _____, 2022.

ATTEST:

Kimberly R. Nichols, City Clerk

John R. Heath, City Council President

Approved by me, this _____ day of _____, 2022.

Jacob R. Day, Mayor

Pay Plan: Salary Scale (steps 1-15)

Grade	Team Memeber - Starting Salary Range					Supervisor - Starting Salary Range						Specialty Position or Supervisor with Exo Permission			
	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	44,547	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	48,110	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	51,961	53,000	54,060	55,141	56,244	57,369	58,516	59,686	60,880	62,098	63,339
12	51,844	52,881	53,938	55,017	56,117	57,240	58,384	59,552	60,743	61,958	63,197	64,461	65,750	67,065	68,407
13	55,991	57,111	58,253	59,418	60,606	61,819	63,055	64,316	65,602	66,914	68,253	69,618	71,010	72,430	73,879
14	60,470	61,679	62,913	64,171	65,455	66,764	68,099	69,461	70,850	72,267	73,713	75,187	76,691	78,224	79,789
15	65,309	66,615	67,947	69,306	70,692	72,106	73,548	75,019	76,519	78,050	79,611	81,203	82,827	84,484	86,173
16	70,532	71,943	73,382	74,849	76,346	77,873	79,431	81,019	82,640	84,293	85,978	87,698	89,452	91,241	93,066
17	76,174	77,698	79,252	80,837	82,454	84,103	85,785	87,500	89,250	91,035	92,856	94,713	96,608	98,540	100,510
18	82,269	83,914	85,593	87,305	89,051	90,832	92,648	94,501	96,391	98,319	100,286	102,291	104,337	106,424	108,552

Grade	16	17	18	19	20	21	22	23	24	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

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	Police Officer Trainee	45,960											
2	Police Officer	45,960	48,051	49,133	50,237	51,367	52,524	53,705	54,914	56,150	57,413	58,705	60,026
3	Police Officer 1st Class (PFC)	51,400	52,584	53,794	55,033	56,268	57,534	58,829	60,153	61,506	62,890	64,304	65,752
4	Senior Police Officer (SPO)	52,886	54,103	55,349	56,622	57,925	59,259	60,592	61,956	63,350	64,775	66,232	67,723
5	Master Police Officer (MPO)	54,417	55,670	56,951	58,262	59,603	60,975	62,378	63,814	65,250	66,718	68,219	69,754
6	Corporal (Secondary Squad Supervisor)	61,196	62,605	64,045	65,520	67,028	68,536	70,078	71,655	73,267	74,915	76,601	78,324
7	Senior Corporal (Secondary Squad Supervisor)	63,031	64,482	65,966	67,486	69,039	70,592	72,180	73,805	75,464	77,163	78,900	80,674
8	Sergeant (Squad Supervisor)	64,922	66,416	67,945	69,510	71,111	73,845	75,507	77,205	78,942	80,719	82,535	84,392
9	Lieutenant (Squad Commander)	70,897	72,528	74,198	75,905	77,653	79,440	81,227	83,097	84,967	86,878	88,834	90,832
10	Captain (Division Commander)	78,736	80,548	82,402	84,256	86,240	88,224	90,255	92,333	94,411	96,535	98,707	100,928
11	Major (Division Commander)	85,863	87,839	89,861	91,883	94,046	96,210	98,426	100,640	102,905	105,220	107,587	110,008
12	Colonel (Assistant Chief of Police)	93,264	95,411	97,607	99,803	102,152	104,503	106,909	109,313	111,773	114,289	116,860	119,489
13	Chief of Police (Department Head)	98,928	101,206	103,535	105,918	108,300	110,850	113,403	115,954	118,563	121,231	123,959	126,748

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	Police Officer Trainee	61,376	62,757	64,169	65,613	67,089	68,598	70,143	71,720	73,335	74,984	76,671	78,396	80,160
2	Police Officer	67,231	68,744	70,290	71,872	73,490	75,142	76,833	78,562	80,330	82,137	83,985	85,875	87,807
3	Police Officer 1st Class (PFC)	69,246	70,804	72,398	74,027	75,692	77,395	79,137	80,917	82,738	84,600	86,503	88,450	90,439
4	Senior Police Officer (SPO)	71,323	72,928	74,569	76,247	77,963	79,716	81,510	83,344	85,220	87,136	89,097	91,102	93,152
5	Master Police Officer (MPO)	80,087	81,890	83,731	85,616	87,542	89,512	91,525	93,585	95,690	97,843	100,045	102,296	104,598
6	Corporal (Secondary Squad Supervisor)	82,490	84,346	86,243	88,185	90,168	92,197	94,272	96,392	98,562	100,779	103,046	105,366	107,736
7	Senior Corporal (Secondary Squad Supervisor)	86,291	88,233	90,218	92,248	94,323	96,445	98,616	100,834	103,104	105,423	107,795	110,220	112,701
8	Sergeant (Squad Supervisor)	92,876	94,966	97,102	99,287	101,521	103,806	106,140	108,529	110,971	113,467	116,020	118,631	121,300
9	Lieutenant (Squad Commander)	103,199	105,520	107,895	110,322	112,805	115,343	117,938	120,592	123,306	126,079	128,916	131,817	134,783
10	Captain (Division Commander)	112,483	115,015	117,602	120,248	122,954	125,720	128,549	131,441	134,398	137,422	140,514	143,676	146,908
11	Major (Division Commander)	122,177	124,927	127,737	130,612	133,551	136,555	139,627	142,769	145,982	149,266	152,624	156,058	159,570
12	Colonel (Assistant Chief of Police)	129,600	132,516	135,497	138,546	141,663	144,850	148,110	151,442	154,850	158,334	161,896	165,539	169,263
13	Chief of Police (Department Head)	124,615	127,419	130,286	133,217	136,214	139,279	142,413	145,617	148,894	152,244	155,669	159,172	162,753

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

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	Step 13	Step 14	Step 15
1	Probationary FF/EMT	38,250	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1P	Probationary FF/PM	43,758	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	FF/EMT 1	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	52,994
2P	FF/PM 1	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	60,625
3	Driver/EMT	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	54,583
3P	Driver/PM	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	62,443
4	Sergeant	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	57,313
4P	Sergeant	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	65,566
5	LT	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	69,499
6	CPT	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	73,808
7	AC	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	78,237
8	DC	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	82,931
9	FC	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	87,907

Fire Pay Plan: Salary Scale (steps 16-30)

Grade	Job Title	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	Step 22	Step 23	Step 24	Step 25	Step 26	Step 27	Step 28	Step 29	Step 30
1	Probationary FF/EMT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1P	Probationary FF/PM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	FF/EMT 1	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	71,322
2P	FF/PM 1	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	81,593
3	Driver/EMT	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	73,462
3P	Driver/PM	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	84,041
4	Sergeant	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	77,135
4P	Sergeant	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	88,243
5	LT	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	93,537
6	CPT	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	99,336
7	AC	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	105,297
8	DC	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	111,614
9	FC	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	118,311

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.

CAPITAL IMPROVEMENT **PLAN**

2023-2027



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City Government

City Council



John R. "Jack"
(3) President



Muir Boda
(2) Vice President



April Jackson
(1) Councilwoman



Angela Blake
(5) Councilwoman



Michele Gregory
(2) Councilwoman

City Administration



Jacob R. Day
Mayor



Julia Glanz
City Administrator



Andy Kitzrow
Deputy City Administrator

Mayor's Message



Friends, Citizens, and Distinguished Councilmembers:

It is my pleasure to present to you Salisbury's Capital Improvement Plan for the years 2023 – 2027. As we enter the third year of life with COVID-19, our commitment to Salisbury's continued growth and prosperity remains steadfast. This document represents our very best efforts to plan smart, to maximize the value of the dollars we spend, and build upon our previous successes in a way that is sustainable well into the future.

The past few years have seen the completion of some of the most important infrastructure projects in Salisbury's history. In the coming years, we will see the continuation of some of our longer-term projects aimed at expanding mobility, fostering alternative modes of transportation, reducing carbon emissions, enhancing pedestrian safety, and improving quality of life for our citizens through the maintenance and construction of park spaces.

Highlights of the CIP for the years 2023 – 2027 include:

- North Prong park-** The long-neglected North Prong of the Wicomico River will soon become a beautiful public space, within walking distance for residents of Salisbury's West Side, Downtown and Newtown. Riverbank restoration and the creation of permeable surfaces along the North Prong will help improve the health of the river.
- Stream Restoration along Beaverdam Creek** – Putting stormwater dollars to good use, this project will also help to restore the health of the river.
- Bike Master Plan** – This CIP document includes funding for continued installation and expansion of bike lanes throughout the city – a key component in our efforts to make Salisbury a safer place to cycle.
- Rail/Trail** – Money is allocated for construction of the rail/trail through the heart of Salisbury. This project will ultimately connect all of Salisbury, from Naylor Mill Park to Fruitland, with a pedestrian and cycle-friendly path.
- Vision Zero** – Our commitment to reducing the number of pedestrian injuries/fatalities is reflected in funding for new "Slow Zone" signage, new thermoplastic crosswalks, and pedestrian crossing signals for intersections that don't have them at present.
- Zoo Improvement and Expansion** – Funding to repave the Zoo's walkways, enhance existing exhibits, and build a new lynx exhibit

Mayor's Message

•**Playground Improvements** – Central to our efforts to support and provide opportunities for the youth of our community, the repair and improvement of Woodcock and Doverdale parks will make the spaces safer and more inviting

•**Bandstand Improvements** – Salisbury's iconic bandstand will benefit from upgraded, ADA compliant bathroom facilities, and an ADA ramp.

•**Public Safety** – A new computer-aided dispatch system will enable more rapid response in emergencies. A new rescue truck will replace one that is aging out of service.

•**Street Light Replacement** – Funding for our continued efforts to replace all existing street lights with brighter, more energy-efficient LED lights.

•**Continued Street Reconstruction and Surface Maintenance** – Paving and associated maintenance will continue based upon the schedule we've established – paving from "worst-to-best."

We have done our best to deliver to you a document that is more streamlined, easier to navigate, and easier to understand than ever before. I am proud of the work of the City team, and I look forward to a bright and prosperous future for Salisbury.

Yours in Service,



About the CIP



Salisbury's capital assets are the physical foundation of our service delivery. The City owns and maintains a variety of facilities, ranging from recreational assets like the city parks to public buildings like the Government Office Building. The City owns and maintains an expansive network of infrastructure, including many miles of streets, a growing storm water system, water system, water storage tanks, and miles of sewer lines. The City owns a fleet of vehicles and inventory of equipment ranging from a police communication system to mowers and tractors for maintaining Salisbury's rights-of-way. Like many other cities, Salisbury is faced with the challenge of providing an ever-increasing number of services and facilities, while being sensitive to the reality of limited financial resources. The improvement of streets, recreation facilities, public safety facilities and services must not only keep pace with the growing population, but should also match the level of quality that Salisbury's citizens have come to expect and appreciate. It is essential that the city has a comprehensive approach, not only in planning for future assets, but also for maintaining and replacing its current inventory. A long-range plan for funding these expenditures is vital, as decisions about investments in these assets affect the availability and quality of most government services.

Capital Planning

The Capital Improvement Program (CIP) is the tool that allows Salisbury's decision makers to plan how, when and where future improvements should be made. The document itself is a snapshot into the next five years of existing and anticipated capital needs and the funding needed to make them a reality.

Salisbury's Capital Improvement Policy

A CIP covering a five-year period is developed, reviewed and updated annually. To be considered in the CIP, a project should have an estimated cost of at least \$25,000. Projects are not combined to meet the minimum standard unless they are dependent upon each other. Items that are operating expenses, such as maintenance agreements and personal computer software upgrades, are not considered within the CIP. The City identifies the estimated costs and potential funding sources for each capital project prior to inclusion in the CIP. The operating costs to maintain capital projects are considered prior to the decision to undertake the projects. Each project is scored and ranked according to specific criteria.

About the CIP



Capital projects and capital asset purchases will receive a higher priority based on conformance with the following criteria (in no particular order):

- It is a mandatory project
- It is a maintenance project based on approved replacement schedules
- It will improve efficiency
- It is mandated by policy
- It lengthens the expected useful life of a current asset
- It has a positive effect on operation and maintenance costs
- There are grant funds available
- It will eliminate hazards and improve public safety
- There are prior commitments
- It replaces an asset lost to disaster or damage
- Project implementation is feasible
- It is not harmful to the environment
- It conforms to and/or advances the City's goals and plans
- It assists with the implementation of departmental goals and policies
- It provides cultural, aesthetic and/or recreational value

The CIP is presented annually to the City Council for approval. As the CIP is a financial and resource planning tool, it does not represent final budgets for any projects or indicate there is a commitment to proceed with the project. When the City is ready to undertake a project, it will be incorporated into the annual budget.

Development of the CIP

Many projects are the recommendation of citizens, Council Members and staff. Others are developed as part of a larger planning effort such as the City's Downtown Master Plan. Department heads review their projects and rank the projects in order to prioritize them.

Revenue available for capital improvements are not sufficient to fund all improvement opportunities. In order for the Capital Improvement Plan to be realistic, the following framework is used as a guide to determine the level of funding by year:

General Fund Revenues

Based on current operating budgets, the City has set \$1,600,000 as an annual target for the use of General Fund Revenues as a funding source in this Capital Improvement Plan.

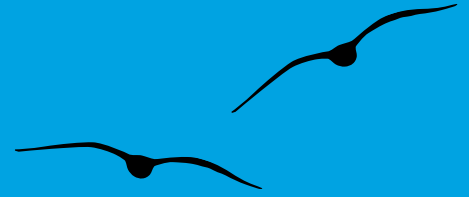
Bond Debt

The funding level by year for projects from Bond Debt is influenced by the debt service guidelines included in the City's Financial Policy.

Leases

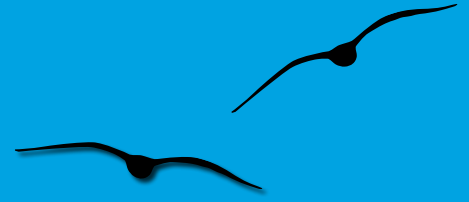
No set threshold amount for leases is incorporated. Leases are often appropriate as a funding source where a department has sufficient fall off of existing payments resulting in no additional increase of operating expense.

Summary by Program



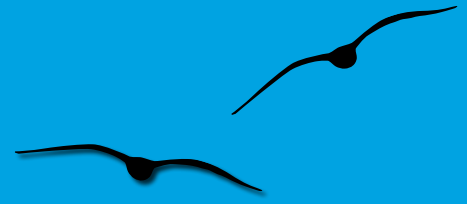
Program	Fiscal Year					Total
	FY 23	FY 24	FY 25	FY 26	FY 27	
General Government						
Procurement - G.O.B.	97,500	37,000	30,000	32,000	-	196,500
Housing and Community Development	29,000	25,500	30,000	-	-	84,500
Information Services						
GIS	1,105,000	-	-	-	-	1,105,000
Connectivity	225,000	-	250,000	-	-	475,000
Storm Water	-	-	-	-	-	-
Public Safety						
Police	610,000	485,000	485,000	807,000	960,000	3,347,000
Fire	1,858,532	1,893,532	643,532	1,568,532	188,532	6,152,660
Field Operations						
General Projects	1,750,000	-	200,000	1,000,000	1,750,000	4,700,000
Parks	130,000	-	-	-	-	130,000
Vehicles	275,000	250,000	75,000	-	-	600,000
Equipment	-	-	185,000	-	-	185,000
Traffic Control	20,000	56,450	57,590	70,000	270,000	474,040
Zoo	327,500	-	91,000	25,000	-	443,500
Poplar Hill Mansion	89,000	-	-	42,000	26,500	157,500
Storm Water	35,000	35,000	25,000	25,000	25,000	145,000
Infrastructure & Development						
General Projects	1,200,000	880,000	2,050,000	1,650,000	3,150,000	8,930,000
Transportation	4,277,500	4,680,000	3,020,000	4,670,000	5,370,000	22,017,500
Bridge Maintenance	300,000	3,500,000	350,000		3,000,000	7,150,000
New Streets	-	-	700,000	330,000	2,430,000	3,460,000
Storm Water	1,815,000	1,375,000	1,375,000	35,000	35,000	4,635,000
General Capital Projects	14,144,032	13,217,482	9,567,122	10,254,532	17,205,032	64,388,200
Parking Authority Fund	10,790,000	-	-	-	-	10,790,000
Marina Fund	55,000	55,000	-	-	-	110,000
Stormwater Fund	-	-	-	-	280,000	280,000

Summary by Program



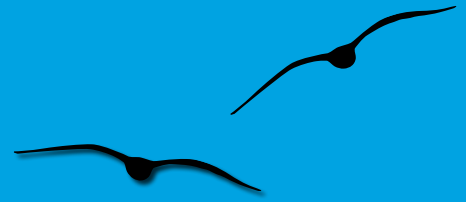
Program	Fiscal Year					Total
	FY 23	FY 24	FY 25	FY 26	FY 27	
Water & Sewer Fund						
Water Production Maintenance	1,639,550	942,000	632,700	545,000	3,625,000	7,384,250
Water Distribution Maintenance	400,000	400,000	400,000	675,000	850,000	2,725,000
Wastewater Collection Maintenance	575,000	75,000	75,000	75,000	75,000	875,000
Treat Wastewater	2,500,493	3,728,000	515,000	-	220,000	6,963,493
GIS	-	-	-	-	-	-
Connectivity	-	-	-	-	-	-
HCDD	-	-	-	-	-	-
Water & Sewer Fund Total	5,115,043	5,145,000	1,622,700	1,295,000	4,770,000	17,947,743
Grand Total	30,204,075	18,417,482	11,189,822	11,549,532	22,255,032	93,615,943

Detail Project List by Funding Source



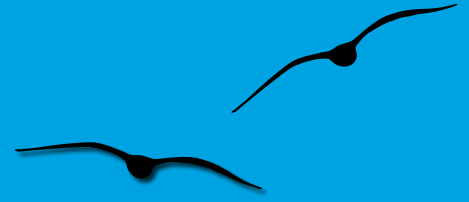
Project Description	FY23	FY24	FY25	FY26	FY27	Total
General Revenues	-	-	-	-	-	-
GOB Wellness Room	-	-		10,000	-	10,000
Station #1 Parking Lot	-	-	40,000	-	-	40,000
Ballistic Vest	-	-	-	-		-
Apparatus Replacement	-	-	-	-	20,000	20,000
High Availability Virtual Environment	-	-	-	-	-	-
Fiber Backbone Expansion	-	-	-	-	-	-
City Park Master Plan Improvements	-	-	-	-	-	-
Urban Greenway Improvements	-	-	150,000	-	150,000	300,000
Wayfinding and Signage	40,000	40,000	-	-	-	80,000
North Prong Park Improvements	100,000	125,000	-	-	-	225,000
Lemmon Hill Standpipe Lights	-	-	-	-	-	-
Street Light Additions and Replacement	85,000	50,000	50,000	50,000	50,000	285,000
River Place Riverwalk Replacement	-	95,000	-	-	-	95,000
Tennis Complex on Beaverdam Drive	75,000	-	-	-	-	75,000
Riverwalk Street Light Replacement	-	-	-	-	-	-
City Parks Masterplan	-	-	-	-	-	-
Comprehensive Plan	150,000	-	-	-	-	150,000
Street Reconstuction (Milling and Paving)	750,000	750,000	750,000	600,000	600,000	3,450,000
Surface Maintenance (Crack Sealing, Microsurfacing)	150,000	150,000	150,000	150,000	150,000	750,000
Concrete Program (Curb, Gutter and Sidewalk)	65,000	75,000	75,000	75,000	75,000	365,000
Woodcock Park - Playground Equipment	40,000	-	-	-	-	40,000
Doverdale Park - Playground Equipment & Improvements	90,000	-	-	-	-	90,000
Gateway Signage	50,000	-	-	-	-	50,000
TownSquare	300,000	-	-	-	-	300,000
Georgia Avenue Utilities and Street		-	-	-	-	-
Vision Zero- Slow Zone Program	12,500	-	-	-	-	12,500
Vision Zero- Crosswalk Program	25,000	-	25,000	25,000	25,000	100,000
Vision Zero- Pedestrian Signal Program	50,000	-	50,000	50,000	50,000	200,000
Naylor Mill Road Corridor Study	-	-	-	-	-	-
Mill Street Bridge Rehabilitation	60,000	-	-	-	-	60,000
Amphitheater Pedestrian Bridge	-	-	-	-	-	-
Schumaker Pond	-	-	-	-	-	-
City Park Bandstand Bathrooms	50,000	-	-	-	-	50,000
Field Operations Admin/Sanitation Build	-	-	-	-	-	-

Detail Project List by Funding Source



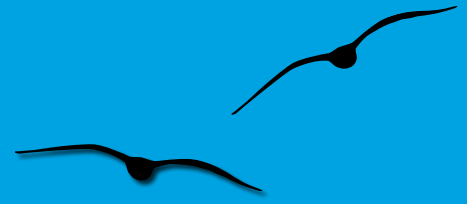
Project Description	FY23	FY24	FY25	FY26	FY27	Total
General Revenues						
New Holiday Tree	-	-	-	-	-	-
Kubota RTV	-	-	-	-	-	-
Snow Hill/Vine/S. Schumaker	-	36,450	-	-	-	36,450
Eastern Shore Dr./East Vine St.	-	-	37,590	-	-	37,590
Camden Ave/South Blvd Upgrade	-	-	-	50,000	250,000	300,000
LIDAR Street Sign Inventory	-	-	-	-	-	-
Replacement of Signs and Pavement Markings	20,000	20,000	20,000	20,000	20,000	100,000
Electrical Transformers	100,000	-	-	-	-	100,000
North American Ducks - Exhibit Improvements	-	-	66,000	-	-	66,000
Pathway Paving	50,000	-	25,000	25,000	-	100,000
Lynx Exhibit - Phase I	-	-	-	-	-	-
Bear Exhibit Renovations - Planning Phase	150,000	-	-	-	-	150,000
Front Brick Retaining Wall & Landscape	-	-	-	42,000	-	42,000
Exterior: Siding Repair and Painting Phase II	55,000	-	-	-	-	55,000
Shutter Installation	34,000	-	-	-	-	34,000
Attic HVAC	-	-	-	-	26,500	26,500
Storm Drain Main Lining	-	-	-	-	-	-
Asphalt Parking Lot and Burton Street	-	-	-	100,000	-	100,000
Fencing SPD Overflow Parking Lot	-	-	-	47,000	-	47,000
Pole Building	125,000	-	-	-	-	125,000
Supervisors Office Upgrade/Refurbishment	-	-	-	-	85,000	85,000
Squad Room/Processing Room/Detention Area	-	-	-	75,000	-	75,000
First Floor Hallways/Hallway Office	-	-	-	100,000	-	100,000
Records Office	-	-	-	-	75,000	75,000
Armored Rescue Vehicle	-	-	-	-	315,000	315,000
Storm Water Fund PayGO						
Impervious Surface Reduction	145,000	100,000	100,000	-	-	345,000
Waste Shark	-	-	-	-	-	-
Johnson Pond Dam Improvements	-	-	-	-	-	-
Impervious Surface Reduction	-	-	-	-	-	-
Stream Restoration along Beaverdam Creek	120,000	-	-	35,000	35,000	190,000
Schumaker Pond	10,000	10,000	-	-	-	20,000
Storm Drain Main Lining	25,000	25,000	25,000	25,000	25,000	125,000

Detail Project List by Funding Source



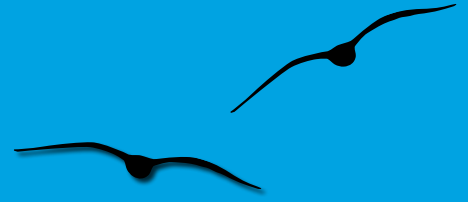
Project Description	FY23	FY24	FY25	FY26	FY27	Total
Grant						
Tennis Complex on Beaverdam Drive	-	-	275,000	-	-	275,000
North Prong Park Improvements	200,000	100,000	200,000	200,000	200,000	900,000
Street Reconstuction (Milling and Paving)	45,000	45,000	45,000	45,000	45,000	225,000
Rail Trail Master Plan Implementation	500,000	-	500,000	-	500,000	1,500,000
Eastern Shore Drive Promenade	-	-	500,000	500,000	-	1,000,000
Naylor Mill Road Bridge Replacement	-	2,800,000	-	-	-	2,800,000
Mill Street Bridge Rehabilitation	240,000	-	-	-	2,400,000	2,640,000
Impervious Surface Reduction	-	100,000	100,000	-	-	200,000
Stream Restoration along Beaverdam Creek	-	300,000	300,000	-	-	600,000
Bonded Debt						
Computer Aided Dispatch (CAD) Replacement	1,105,000	-	-	-	-	1,105,000
GOB HVAC Return Air Fans	37,500	-	-	-	-	37,500
GOB Repair to West Wall	30,000	-	-	-	-	30,000
GOB Ceiling and Lighting Replacement	30,000	37,000	30,000	22,000	-	119,000
Fire Station - North Side	-	-	400,000	-	-	400,000
Apparatus Replacement - Rescue 16	1,500,000	-	-	-	-	1,500,000
Radio Paging System Replacement	125,000	-	-	-	-	125,000
Station #16 HVAC Replacement	130,000	-	-	-	-	130,000
Bicycle Master Plan Improvements	330,000	250,000	250,000	250,000	250,000	1,330,000
Urban Greenway Improvements	-	-	-	800,000	-	800,000
North Prong Park Improvements	-	-	350,000	550,000	550,000	1,450,000
Beaverdam Creek Bulkhead Replacement	-	-	220,000	-	2,200,000	2,420,000
Rail Trail Master Plan Implementation	1,300,000	1,300,000	200,000	1,100,000	-	3,900,000
Downtown Street Scaping	775,000	535,000	-	-	-	1,310,000
Vision Zero - ADA Upgrades	75,000	75,000	75,000	75,000	75,000	375,000
Eastern Shore Drive Promenade	-	-	400,000	1,800,000	3,600,000	5,800,000
North Mill Street Reconstruction	200,000	1,500,000	-	-	-	1,700,000
Naylor Mill Road Bridge Replacement	-	700,000	-	-	-	700,000
Georgia Avenue Utilities and Street	-	-	-	-	600,000	600,000
Amphitheater Pedestrian Bridge	-	-	350,000	-	-	350,000

Detail Project List by Funding Source



Project Description	FY23	FY24	FY25	FY26	FY27	Total
Bonded Debt						
City Park Master Plan Improvements	200,000	220,000	270,000	50,000	-	740,000
Tennis Complex on Beaverdam Drive	-	-	275,000	-	-	275,000
Riverwalk Street Light Replacement	-	250,000	260,000	-	-	510,000
Field Operations Facility Plan - Phase IIIB	1,700,000	-	-	-	-	1,700,000
Field Operations Facility Plan - Phase 4	-	-	100,000	1,000,000		1,100,000
Field Operations Facility Plan - Phase 5	-	-	100,000	-	1,000,000	1,100,000
Field Operations Facility Plan - Phase 6	-	-	-	-	750,000	750,000
Johnson Pond Dam Improvements	1,550,000	-	-	-	-	1,550,000
Impervious Surface Reduction	-	200,000	200,000	-	-	400,000
Stream Restoration along Beaverdam Creek	-	675,000	675,000	-	-	1,350,000
Northwood and Brewington Branch Culvert	-	-	-	-	-	-
Contributions						
Jasmine Drive	-	-	700,000	-	-	700,000
Jasmine Drive to Rt. 13 Connector Road	-	-		110,000	730,000	840,000
Culver Road	-	-	-	220,000	1,700,000	1,920,000
Lynx Exhibit Phase 1	27,500	-	-	-	-	275,000
Lease Purchase						
3-Ton Dump Truck	200,000	-	-	-	-	200,000
Housing First Vehicle Replacement	-	25,500	-	-	-	25,500
Code Enforcement Vehicle Replacement	29,000	-	30,000	-	-	59,000
Community Relations Vehicle Replacement	-	-	-	-	-	-
Apparatus Replacement - Staff Vehicle		40,000		40,000		80,000
Apparatus Replacement - Engine	-	1,750,000	-	-	-	1,750,000
Portable Radio Replacement	103,532	103,532	103,532	103,532	103,532	517,660
Apparatus Replacement	-	-	-	-	65,000	65,000
Incident Command Vehicle	-	-	100,000	-	-	100,000
Apparatus Replacement - EMS Units	-	-	-	1,425,000		1,425,000
Fiber Backbone Expansion	225,000	-	250,000	-	-	
Front End Loader	-	-	185,000	-	-	185,000
Rear Load Trash Truck	-	250,000	-	-	-	250,000
Ford F350 1-Ton Dump Truck - 2 Door	75,000	-	75,000	-	-	150,000
Patrol Vehicle	450,000	450,000	450,000	450,000	450,000	2,250,000
CID Vehicles	35,000	35,000	35,000	35,000	35,000	175,000
General Fund & Capital Projects	14,144,032	13,217,482	9,567,122	10,254,532	17,205,032	64,388,200

Detail Project List by Funding Source



Project Description	FY23	FY24	FY25	FY26	FY27	Total
Recap:						
General Fund Revenue	2,626,500	1,341,450	1,438,590	1,419,000	1,891,500	8,717,040
Storm Water PayGO	300,000	135,000	125,000	60,000	60,000	680,000
Grants	985,000	3,345,000	1,920,000	745,000	3,145,000	10,140,000
Bond	9,087,500	5,742,000	4,155,000	5,647,000	9,025,000	33,656,500
Contributions, Inkind	27,500	-	700,000	330,000	2,430,000	3,487,500
Lease	1,117,532	2,654,032	1,228,532	2,053,532	653,532	7,707,160
proof	-	-	-	-	-	-
Additional Debt Service - General Fund	744,807	470,611	340,542	462,825	739,684	2,758,468
Additional Debt Service - Prior year in this CIP		744,807	1,215,418	1,555,959	2,018,784	
Scheduled Debt Service - as of 6/30	4,589,631	4,694,580	4,127,291	4,115,773	3,636,233	-

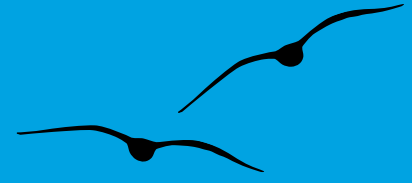
Government Office Building



Program Total: General Projects

	FY23	FY24	FY25	FY26	FY27	Total
General	-	-	-	10,000	-	10,000
Grant	-	-	-	-	-	-
Bond	97,500	37,000	30,000	22,000	-	186,500
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	97,500	37,000	30,000	32,000	-	196,500
Engineering	-	-	-	2,500	-	2,500
Construction	97,500	37,000	30,000	29,500	-	194,000
Vehicle/ Equipment	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	97,500	37,000	30,000	32,000	-	196,500

Government Office Building



GB-GP-23-01 GOB HVAC Return Air Fans

The HVAC return air fans are original to the GOB and therefore are near the end of service life. Failure of the air fans would result in the loss of HVAC service to the building. NOTE: cost indicated is 1/2 of total cost, as the full cost is split evenly between the City and the County.

	FY23	FY24	FY25	FY26	FY27	Total
General	-	-	-	-	-	0
Grant	-	-	-	-	-	0
Bond	37,500	-	-	-	-	37,500
Lease	-	-	-	-	-	0
Contribution	-	-	-	-	-	0
Total Revenue	37,500	0	0	0	0	37,500
Engineering	-	-	-	-	-	0
Construction	37,500	-	-	-	-	37,500
Vehicle/ Equip.	-	-	-	-	-	0
Other	-	-	-	-	-	0
Total Expense	37,500	0	0	0	0	37,500

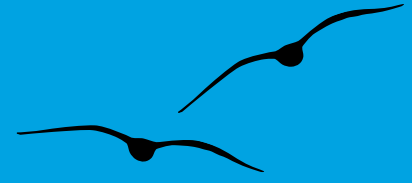


GB-GP-23-02 GOB Repair to West Wall

To identify and repair source of water infiltration on the westerly wall of the Government Office Building. NOTE: cost indicated is 1/2 of total cost, as the full cost is split evenly between the City and the County.

	FY23	FY24	FY25	FY26	FY27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	30,000	-	-	-	-	30,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	30,000	-	-	-	-	30,000
Engineering	-	-	-	-	-	-
Construction	30,000	-	-	-	-	30,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	30,000	-	-	-	-	30,000

Government Office Building



GB-GP-23-03 GOB Wellness Room

To provide a private wellness space for use by City and County employees for purposes such as meditation, reflection, prayer and breastfeeding. NOTE: cost indicated is 1/2 of total cost, as the full cost is split evenly between the City and the County.

	FY23	FY24	FY25	FY26	FY27	Total
General				10,000		10,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	10,000	-	10,000
Engineering	-	-	-	2,500	-	2,500
Construction	-	-	-	7,500	-	7,500
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	10,000	-	10,000



GB-GP-23-04 Ceiling and Lighting Replacement

Replacement of ceiling tiles and fluorescent lighting within City offices at the GOB. Work to include demolition and potential repair of HVAC/electrical issues as discovered. Potential for DPL cost incentives and/or rebates; however, the availability of DPL incentives is not guaranteed. NOTE: cost indicated is the full cost, as this is only applicable to City offices within the GOB.

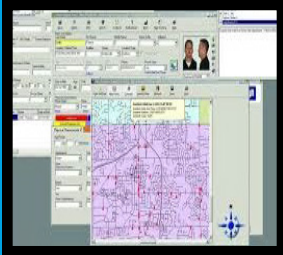
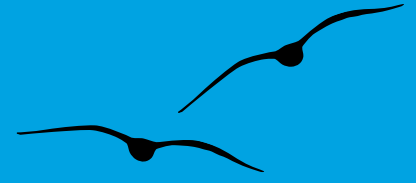
	FY23	FY24	FY25	FY26	FY27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	30,000	37,000	30,000	22,000	-	119,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	30,000	37,000	30,000	22,000	-	119,000
Engineering	-	-	-	-	-	-
Construction	30,000	37,000	30,000	22,000	-	119,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	30,000	37,000	30,000	22,000	-	119,000

Information Services: GIS

Program Total: GIS

	FY23	FY24	FY25	FY26	FY27	Total
General	-	-	-	-	-	-
Water & Sewer	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	1,105,000	-	-	-	-	1,105,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,105,000	-	-	-	-	1,105,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equipment	-	-	-	-	-	-
Other	1,105,000	-	-	-	-	1,105,000
Total Expense	1,105,000	-	-	-	-	1,105,000

Information Services: GIS



IS-GS-21-03 Computer Aided Dispatch (CAD) Replacement

Create a modern high availability, high resiliency server environment which will support the virtualization of multiple servers enhancing the security maintenance schedule and reducing the need to purchase physical servers while allowing for comprehensive backups of all server states and data.

	FY23	FY24	FY25	FY26	FY27	Total
General	-	-	-	-	-	-
Water & Sewer	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	1,105,000	-	-	-	-	1,105,000
Lease	-	-	-	-	-	250,000
Contribution	-	-	-	-	-	-
Total Revenue	1,105,000	-	-	-	-	1,105,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equipment	-	-	-	-	-	-
Other	1,105,000	-	-	-	-	1,105,000
Total Expense	1,105,000	-	-	-	-	1,105,000

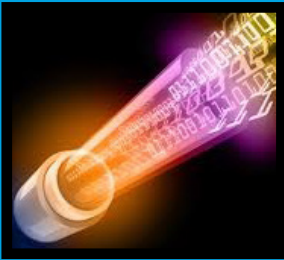
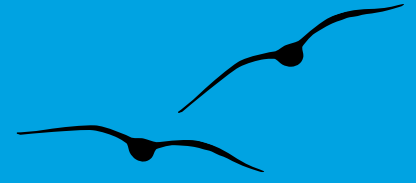
Information Services: Connectivity



Program Total: Connectivity

	FY23	FY24	FY25	FY26	FY27	Total
General	-	-	-	-	-	-
Water Sewer Rev	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	225,000		250,000			475,000
Contribution	-	-	-	-	-	-
Total Revenue	225,000	-	250,000	-	-	475,000
Engineering	-	-	-	-	-	-
Construction	225,000		250,000			475,000
Vehicle/ Equip	-	-	-	-	-	-
Total Expense	225,000		250,000			475,000

Information Services: Connectivity



IS-CN-20-01 Fiber Backbone Expansion

Expansion of fiber-optic backbone between city facilities. This project will connect the Wastewater Treatment, Paleo and Park Plants, and the City Zoo to the main City fiber-optic network. This will allow for higher speed, more reliable communications between facilities, also allowing for off-site backups to occur.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Water Sewer Rev	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	225,000	-	250,000	-	-	475,000
Contribution	-	-	-	-	-	-
Total Revenue	225,000	-	250,000	-	-	475,000
Engineering	-	-	-	-	-	-
Construction	225,000	-	250,000	-	-	475,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	225,000	-	250,000	-	-	475,000

Housing & Community Development

Program Total: HCDD

	FY23	FY24	FY25	FY26	FY27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	29,000	25,500	30,000	-	-	84,500
Contribution	-	-	-	-	-	-
Total Revenue	29,000	25,500	30,000	-	-	84,500
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equipment	29,000	25,500	30,000	-	-	84,500
Other	-	-	-	-	-	-
Total Expenses	29,000	25,500	30,000	-	-	84,500

Housing & Community Development



HCDD-VE-21-01 Housing First Vehicle Replacement

The Housing & Homelessness Division currently has two Jeep Liberty vehicles in use requiring expedient replacement. Due to the age of the vehicles paired with high mileage and consistent repair work, the Division continues to be negatively impacted by decreased efficiency in completing task in the field and concerns for safety while operating. HCDD-6 is a 2003 Jeep Liberty Sport with 108,500 miles and HCDD-13 is a 2006 Jeep Liberty Sport with 85,000 miles. With a 3rd grant funded employee set to begin in FY22, the need for two additional replacement vehicles remains for the Housing First. We are requesting two new SUV's to replace these vehicles which is estimated to cost \$25,000 per vehicle, one in FY23 & one in FY24. The current Jeep Liberty vehicles would be added to surplus with each replacement.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	25,500	-	-	-	25,500
Contribution	-	-	-	-	-	-
Total Revenue	-	25,500	-	-	-	25,500
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equipment	-	25,500	-	-	-	25,500
Other	-	-	-	-	-	-
Total Expenses	-	25,500	-	-	-	25,500



HCDD-VE-21-02 Code Enforcement Vehicle Replacement

The Code Enforcement Division currently has two aging and high mileage Ford Rangers requiring replacement in the near future. Due to the age of the vehicles paired with relatively high mileage and consistent repair work needed the Code Enforcement division continues to be negatively impacted by decreased efficiency in completing task in the field. HCDD-12 is a 2006 Ford Ranger with 113,000 miles, we are requesting replacement in FY23 estimated at \$29,000. HCDD-14 is a 2008 Ford Ranger with 64,000 miles, we are requesting replacement in FY25 estimated at a cost of \$30,000 with rising cost. The current Ford Ranger vehicles would be added to surplus with each replacement.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	29,000	-	30,000	-	-	59,000
Contribution	-	-	-	-	-	-
Total Revenue	29,000	-	30,000	-	-	59,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equipment	29,000	-	30,000	-	-	59,000
Other	-	-	-	-	-	-
Total Expenses	29,000	-	30,000	-	-	59,000

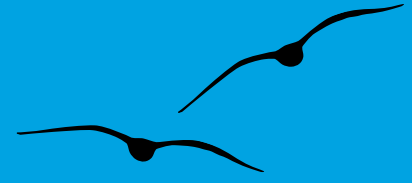
Salisbury Police Department



Program Total: Salisbury Police Department

	FY23	FY24	FY25	FY26	FY27	Total
General	125,000	-	-	322,000	475,000	922,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	485,000	485,000	485,000	485,000	485,000	2,425,000
Contribution	-	-	-	-	-	-
Total Revenue	610,000	485,000	485,000	807,000	960,000	3,347,000
Engineering	-	-	-	-	-	-
Construction	125,000	-	-	322,000	160,000	607,000
Vehicle/ Equipment	485,000	485,000	485,000	485,000	800,000	2,740,000
Other	-	-	-	-	-	-
Total Expense	610,000	485,000	485,000	807,000	960,000	3,347,000

Salisbury Police Department

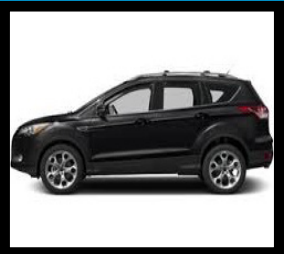


PD-20-01

Patrol Vehicles

SPD has 42 marked patrol vehicles assigned to our Operations Division. Thirty-two (32) of the 42 are take home vehicles. As vehicles age and miles increase costly repairs mount. We are requesting 12 SUV's including emergency lights, sirens, computers, computer stands, arbitrator in-car camera, security partition, etc. The cost for each SUV including equipment is approximately \$75,000.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	450,000	450,000	450,000	450,000	450,000	2,250,000
Contribution	-	-	-	-	-	-
Total Revenue	450,000	450,000	450,000	450,000	450,000	2,250,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	450,000	450,000	450,000	450,000	450,000	2,250,000
Other	-	-	-	-	-	-
Total Expense	450,000	450,000	450,000	450,000	450,000	2,250,000



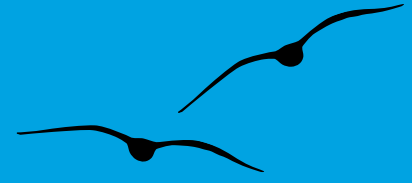
PD-20-02

CID Vehicle

SPD is requesting 1 smaller SUV to continue to replace an aging Criminal Investigation Division fleet. Each sedan with equipment is approximately \$35,000.00. Equipment includes emergency lights, sirens, etc.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	35,000	35,000	35,000	35,000	35,000	175,000
Contribution	-	-	-	-	-	-
Total Revenue	35,000	35,000	35,000	35,000	35,000	175,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	35,000	35,000	35,000	35,000	35,000	175,000
Other	-	-	-	-	-	-
Total Expense	35,000	35,000	35,000	35,000	35,000	175,000

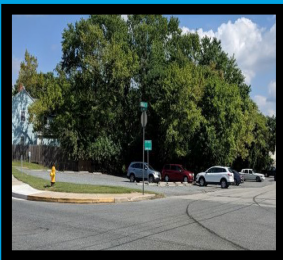
Salisbury Police Department



PD-22-06 Armored Rescue Vehicle

This vehicle is needed to provide a protected to officers, civilians, and suspects while negotiations and deescalation or rescue operations are being conducted. The vehicle provides the agency with time and options when dealing with armed suspects and allows for continued dialogue in situations where police come under fire. In an off road variant the vehicle also allows access to flooded streets and high water areas that are inaccessible by any other police vehicle. The approx. cost is \$315,000 with an additional option to purchase a non-road refurbished older model for \$169,000.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	315,000	315,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	-	315,000	315,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	-	-	-	315,000	315,000
Other	-	-	-	-	-	-
Total Expense	-	-	-	-	315,000	315,000

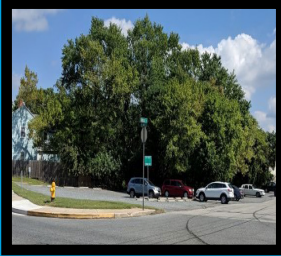
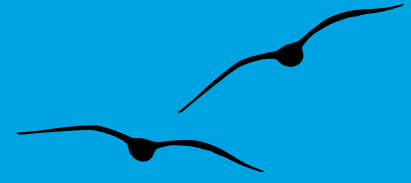


PD-20-05 Asphalt Parking Lot & Burton Street

Refurbish & install 8,500 sf. 1 1/2 compacted surface asphalt on Burton St. along north-side of SPD as well as installing 13,000 sf of 2 in. surface asphalt on SPD overflowing parking lot adjacent to Delaware Ave & Burton St. Stripe lot and install a total of 370 tons of asphalt & mitigate groundwater drain-off. Rezone section of Burton St. adjacent to SPD to become a private drive & incorporate maintenance of private drive into SPD annual operating budget.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	100,000	-	100,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	100,000	-	100,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	100,000	-	100,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	100,000	-	100,000

Salisbury Police Department



PD-20-06 Fencing Overflow Parking Lot

Install perimeter fence along SPD overflow parking lot & an electronic gate system across Burton St to control vehicular and pedestrian traffic flow in parking lots of SPD used for employee personal vehicles and SPD owned property. The fence will be a 7ft., 3 rail, black metal industrial grade construction design and approx. 447 ft in circumference. The goal of SPD is to provide protection for city resources and to match the fence already installed in the main parking lot.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	47,000	-	47,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	47,000	-	47,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	47,000	-	47,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	47,000	-	47,000

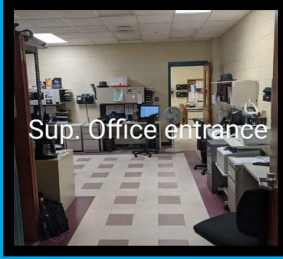
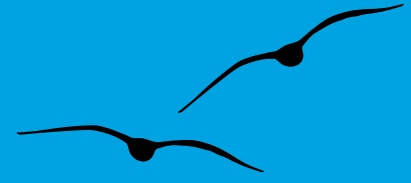


PD-23-01 Pole Building

The Salisbury Police Department is in need of a Pole Building . This building will be used for storage as well as defensive tactics training. The approx. cost is \$100,000.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	125,000	-	-	-	-	125,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	125,000	-	-	-	-	125,000
Engineering	-	-	-	-	-	-
Construction	125,000	-	-	-	-	125,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	125,000	-	-	-	-	125,000

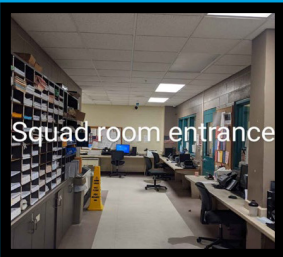
Salisbury Police Department



PD-23-02 Supervisors Office Refurbishment

The Salisbury Police Headquarters was constructed in 1996 and is in constant need of upgrades and refurbishment. The supervisors office is in need of new work stations, cabinets, chairs, floors and the walls need to be painted. This office is used everyday by supervisors to check their squads arrest paperwork, reports, ACRS, etc. The approx. cost for this project is \$85,000.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	85,000	85,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	-	85,000	85,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	85,000	85,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	-	85,000	85,000

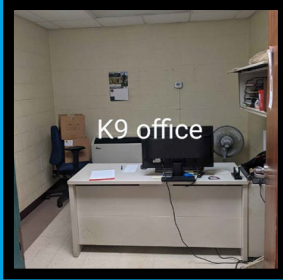
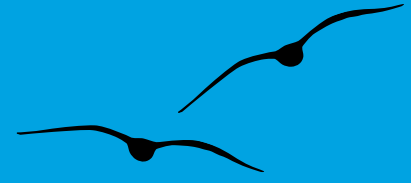


PD-23-03 Squad Room/Processing Room/Detention Area

The Salisbury Police Headquarters was constructed in 1996 and is in constant need of upgrades and refurbishment. The office furniture within the offices are extremely worn out and some of the cabinets have dents, the locking mechanisms are broke, etc. The squad room, processing area as well as the detention areas are in need of new work stations, cabinets, chairs, floors and the walls need to be repainted. The approx. cost for this project is \$75,000

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	75,000	-	75,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	75,000	-	75,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	75,000	-	75,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	75,000	-	75,000

Salisbury Police Department



PD-23-04 First Floor Hallway and Office

The Salisbury Police Headquarters was constructed in 1996 and is in constant need of upgrades and refurbishment. The first floor hallways and hallway office is in need of a new floor, cracks in the walls need to be repaired and the walls need the to be repainted. The tile floor is worn and in some areas are missing tiles. The office needs new work station, cabinets and the walls need to be repainted. The approx. cost of this project is \$100,000.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	100,000	-	100,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	100,000	-	100,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	100,000	-	100,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	100,000	-	100,000



PD-23-05 Records Office

The Records office is in need of new carpet, new cabinets, work stations and chairs. The walls also need to be repainted. The approx. cost of this project is \$75,000.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	75,000	75,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	-	75,000	75,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	75,000	75,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	-	75,000	75,000

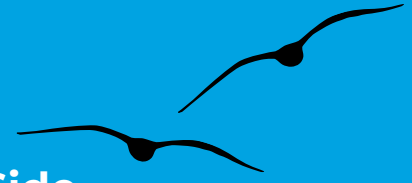
Salisbury Fire Department



Program Total: Salisbury Fire Department

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	40,000	-	20,000	60,000
Grant	-	-	-	-	-	-
Bond	1,755,000	-	400,000	-	-	2,155,000
Lease	103,532	1,893,532	203,532	1,568,532	168,532	3,937,660
Contribution	-	-	-	-	-	-
Total Revenue	1,858,532	1,893,532	643,532	1,568,532	188,532	6,152,660
Engineering	-	-	400,000	-	-	400,000
Construction	130,000	-	40,000	-	-	170,000
Vehicle/ Equip.	1,603,532	1,893,532	203,532	1,568,532	188,532	5,457,660
Other	125,000	-	-	-	-	125,000
Total Expense	1,858,532	1,893,532	643,532	1,568,532	188,532	6,152,660

Salisbury Fire Department



FD-09-02 Fire Station - North Side

The increased residential population and commercial development on the City's north end indicates the need for an additional public safety facility to provide effective and efficient service delivery. The new facility will be designed to house an EMS unit and one other capital unit (engine or ladder) to supplement the Department's current operational profile. This facility will improve response times and increase service delivery efficiency. This funding will cover the design and engineering phase of the project.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	400,000	-	-	400,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	400,000	-	-	400,000
Engineering	-	-	400,000	-	-	400,000
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	400,000	-	-	400,000

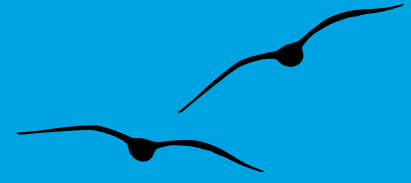


FD-13-01 Apparatus Replacement– Rescue 16

The Department currently operates a 2001 American LaFrance Metropolitan as its primary apparatus to deliver technical rescue services throughout the Fire District and other areas when requested. A systematic vehicle replacement program has been developed based on historical data including mileage and condition, repair expenses, and available value after service life. Although the annual FD apparatus evaluation has found that the current condition of this unit is listed as "Fair", it is becoming increasingly difficult to make repairs due to lack of available parts.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	1,500,000	-	-	-	-	1,500,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,500,000	-	-	-	-	1,500,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	1,500,000	-	-	-	-	1,500,000
Other	-	-	-	-	-	-
Total Expense	1,500,000	-	-	-	-	1,500,000

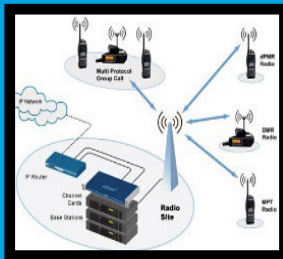
Salisbury Fire Department



FD-19-03 Apparatus Replacement - Staff Vehicle

This project is to replace two (2) current staff vehicles. The Department has developed a systematic vehicle replacement program based on historical data including mileage and condition, repair expenses, and available value after service life. The age, mileage and increased maintenance required on the current vehicle indicates that it has exceeded their life expectancy. The vehicles included in this project are a 2006 Ford Crown Victoria and a 2007 Ford Crown Victoria. These vehicles have received a "Poor" rating in the overall scoring criteria.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	40,000	-	40,000	-	80,000
Contribution	-	-	-	-	-	-
Total Revenue	-	40,000	-	40,000	-	80,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	40,000	-	40,000	-	80,000
Other	-	-	-	-	-	-
Total Expense	-	40,000	-	40,000	-	80,000



FD-20-03 Radio Paging System Replacement

This project is to replace an outdated analog paging system used to activate fire department tones and pagers. Wicomico County has recently switched to a state of the art digital radio system and because of this, the department's analog system is unable to work properly. This project would include the necessary equipment, implementation, civil work, project management and engineering cost. A new paging antenna would be placed on the County's new radio antenna to improve radio coverage area. This project would enhance our interoperability among the system.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	125,000	-	-	-	-	125,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	125,000	-	-	-	-	125,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	-	-	-	-	-
Other	125,000	-	-	-	-	125,000
Total Expense	125,000	-	-	-	-	125,000

Salisbury Fire Department



FD-22-01 Apparatus Replacement - Engine

This project is to replace two (2) 2009 fire engines. The Department has developed a systematic vehicle replacement program based on historical data including mileage and condition, repair expenses, and available value after service life. The annual FD apparatus evaluation has found that the current condition of these engines is such that it will allow the department to postpone replacement of these vehicles past the ten (10) years. Continued evaluations will be conducted to identify the best time to replace this unit.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	1,750,000	-	-	-	1,750,000
Contribution	-	-	-	-	-	-
Total Revenue	-	1,750,000	-	-	-	1,750,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	1,750,000	-	-	-	1,750,000
Other	-	-	-	-	-	-
Total Expense	-	1,750,000	-	-	-	1,750,000

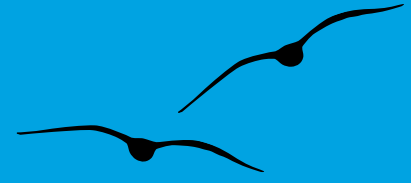


FD-23-01 Portable Radio Replacement

This project is to replace the Department's 108 Motorola P25 Digital portable radios. Currently, the Department's portable radios are 10 years old and are certified intrinsically safe for operating in an IDLH atmosphere. Intrinsically safe radios prevent combustion in hazardous environments by eliminating the amount of spark or heat they produce. They are designed in a way that prevents materials in your work environment from becoming combustible. Due to the age, our radios can no longer be repaired and maintain the intrinsically safe certification.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	103,532	103,532	103,532	103,532	103,532	517,660
Contribution	-	-	-	-	-	-
Total Revenue	103,532	103,532	103,532	103,532	103,532	517,660
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	103,532	103,532	103,532	103,532	103,532	517,660
Other	-	-	-	-	-	-
Total Expense	103,532	103,532	103,532	103,532	103,532	517,660

Salisbury Fire Department



FD-23-02 Station 16 HVAC Replacement

This project is the total replacement of the HVAC system and controller system at Fire Station 16. The system was originally installed in 2008 and over the last year, we have experienced significant mechanical issues and costly repairs. This system is the same system that experienced a catastrophic failure on the Administrative side of the building in the spring of 2021. The new units installed will provide a more energy efficient system that reduces energy consumption and overall operating cost per year.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	130,000	-	-	-	-	130,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	130,000	-	-	-	-	130,000
Engineering	-	-	-	-	-	-
Construction	130,000	-	-	-	-	130,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	130,000	-	-	-	-	130,000

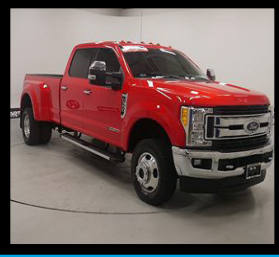
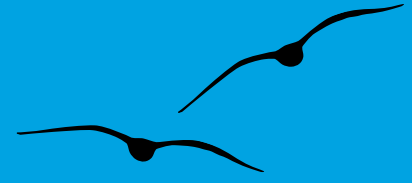


FD-23-03 Station 1 Parking Lot

This project is to repave the rear parking lot for Fire Station #1. When remodeling and renovations were completed in 2006, areas of the parking lot were cut out and patched. Over time several depressions have appeared and the asphalt and base have begun to fail. The weight of our heavy equipment has caused the asphalt to "gator" and crumble. The scope of this project is to mill, repave and restripe the entire parking lot.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	40,000	-	-	40,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	40,000	-	-	40,000
Engineering	-	-	-	-	-	-
Construction	-	-	40,000	-	-	40,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	40,000	-	-	40,000

Salisbury Fire Department



FD-25-01 Apparatus Replacement

This project is to replace a 2000 Ford F-450 XL Super Duty Utility vehicle. This vehicle is the main towing vehicle used to deliver the Department's numerous emergency response trailers to the scene. The Department has developed a systematic vehicle replacement program based on historical data including mileage and condition, repair expenses, and available value after service life. The annual FD apparatus evaluation has found that the current condition of this vehicle is listed as "Fair" condition.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	20,000	20,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	65,000	65,000
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	-	85,000	85,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	-	-	-	85,000	85,000
Other	-	-	-	-	-	-
Total Expense	-	-	-	-	85,000	85,000

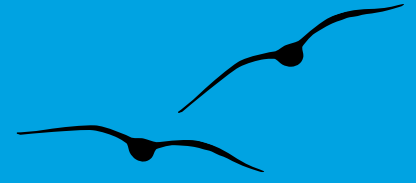


FD-25-02 Incident Command Vehicle

This project is to replace a 2015 Chevy Tahoe SUV. This vehicle serves as the primary incident command vehicle (AC1) for the City. This vehicle serves as the primary command post for all working incidents and provides the Incident Commander with the necessary resources to effectively and efficiently manage complex events. The scope of work includes vehicle, lighting package, MDTs, and rear command module.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	100,000	-	-	100,000
Contribution	-	-	-	-	-	-
Total Revenue	-	-	100,000	-	-	100,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	-	100,000	-	-	100,000
Other	-	-	-	-	-	-
Total Expense	-	-	100,000	-	-	100,000

Salisbury Fire Department



FD-26-01 Apparatus Replacement - EMS Units

This project is to purchase (3) vehicles to take advantage of cost and to keep the vehicle standardization for front line EMS units intact for efficiency of service delivery. The Department maintains six (6) advanced life support (ALS) equipped transport ambulances. The Department has developed a systematic vehicle replacement program based on historical data including mileage and condition, repair expenses, and available value after service life.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General						-
Grant						-
Bond						-
Lease				1,425,000		1,425,000
Contribution						-
Total Revenue	-	-	-	1,425,000	-	1,425,000
Engineering						-
Construction						-
Vehicle/ Equip.				1,425,000		1,425,000
Other						-
Total Expense	-	-	-	1,425,000	-	1,425,000

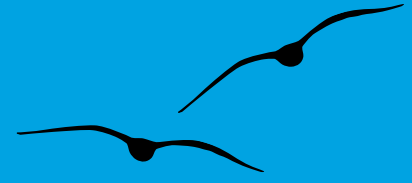
Field Operations

General Projects

Program Total: Field Operations (General Projects)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	50,000	-	-	-	-	50,000
Grant	-	-	-	-	-	-
Bond	1,700,000	-	200,000	1,000,000	1,750,000	4,650,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,750,000	-	200,000	1,000,000	1,750,000	4,700,000
Engineering	-	-	200,000	-	200,000	400,000
Construction	1,750,000	-	-	1,000,000	1,550,000	4,300,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	1,750,000	-	200,000	1,000,000	1,750,000	4,700,000

Field Operations: General Projects



FO-GP-18-01 Field Operations Master Plan - Phase 3b
New Vehicle Maintenance Facility - Phase IIIB includes acquisition of land, construction of new FO parking area, and shortfall in funding for the maintenance facility due to rising costs of construction.

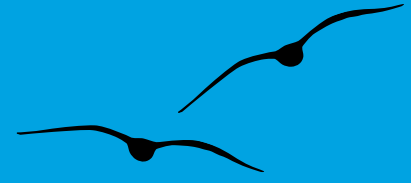
	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	1,700,000	-	-	-	-	1,700,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,700,000	-	-	-	-	1,700,000
Engineering	-	-	-	-	-	-
Construction	1,700,000	-	-	-	-	1,700,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	1,700,000	-	-	-	-	1,700,000



FO-GP-20-02 Field Operations Master Plan - Phase 4
New Utilities Division Maintenance Facility - Construct 10,000 sq. ft. Utility Division maintenance building. Replaces 80+ year old 5,300 sq. ft. structure. Intended uses are vehicle and equipment storage and supporting administrative functions. Includes demolition of existing structure built in 1938.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	100,000	1,000,000	-	1,100,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	100,000	1,000,000	-	1,100,000
Engineering	-	-	100,000	-	-	100,000
Construction	-	-	-	1,000,000	-	1,000,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	100,000	1,000,000	-	1,100,000

Field Operations: General Projects



FO-GP-20-03 Field Operations Master Plan - Phase 5

Construct New Sanitation & Streets Division Building - Demolish the existing 13,200 sq. ft. steel frame structure, which currently houses both the Sanitation and Streets divisions. The new administrative building will replace the forfeited administrative, training and break room spaces. Replacement includes a new modernized 15,000 sq. ft. steel frame clear span structure. The majority of this space will house vehicles, equipment and items used for day to day operations.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	100,000	-	1,000,000	1,100,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	100,000	-	1,000,000	1,100,000
Engineering	-	-	100,000	-	-	100,000
Construction	-	-	-	-	1,000,000	1,000,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	100,000	-	1,000,000	1,100,000

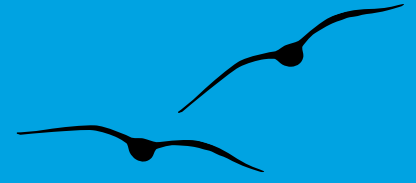


FO-GP-20-04 Field Operations Master Plan - Phase 6

Construct New Salt Barn - Phase VI includes the design and construction of a new salt shed. This may include a new brine dispensing area.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	750,000	750,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	-	750,000	750,000
Engineering	-	-	-	-	200,000	200,000
Construction	-	-	-	-	550,000	550,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	-	750,000	750,000

Field Operations: General Projects



FO-GP-22-05 City Park Bandstand Bathrooms

Demo the existing 2 restrooms within the bandstand which includes new paint, water closet, lavatory, spigots, polished stainless mirror, electric hand dryer, surface mounted ceiling light fixture and ADA hardware. Will expand the 2nd restroom to meet ADA guidelines. A new water heater will be fed to both restrooms.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	50,000	-	-	-	-	50,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	50,000	-	-	-	-	50,000
Engineering	-	-	-	-	-	-
Construction	50,000	-	-	-	-	50,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	50,000	-	-	-	-	50,000

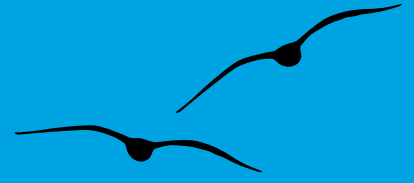
Field Operations

Parks

Program Total: Field Operations (Parks)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	130,000	-	-	-	-	130,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	130,000	-	-	-	-	130,000
Engineering	-	-	-	-	-	-
Construction	130,000	-	-	-	-	130,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	130,000	-	-	-	-	130,000

Field Operations: Parks



FO-Parks-23-02 Woodcock Park - Playground Equipment

A number of playground equipment around the City has been identified as nearing their end of life. This equipment is 25+ years old and will need to be replaced and modernized to meet current safety standards. The City will create community engagement opportunities to hear from the surrounding neighborhoods and to gather what types of equipment the neighborhood residents desire. Equipment will be upgraded in modules (sections).

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	40,000	-	-	-	-	40,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	40,000	-	-	-	-	40,000
Engineering	-	-	-	-	-	-
Construction	40,000	-	-	-	-	40,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	40,000	-	-	-	-	40,000



FO-Parks-23-03 Doverdale Park - Playground Equipment

A number of playground equipment around the City has been identified as nearing their end of life. This equipment is 25+ years old and will need to be replaced and modernized to meet current safety standards. The City will create community engagement opportunities to hear from the surrounding neighborhoods and to gather what types of equipment the neighborhood residents desire. Equipment will be upgraded in modules (sections).

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	90,000	-	-	-	-	90,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	90,000	-	-	-	-	90,000
Engineering	-	-	-	-	-	-
Construction	90,000	-	-	-	-	90,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	90,000	-	-	-	-	90,000

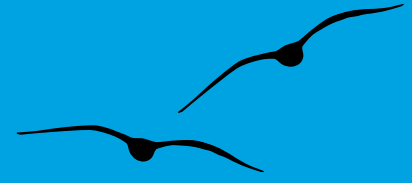
Field Operations Vehicles



Program Total: Field Operations (Vehicles)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	275,000	250,000	75,000	-	-	600,000
Contribution	-	-	-	-	-	-
Total Revenue	275,000	250,000	75,000	-	-	600,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	275,000	250,000	75,000	-	-	600,000
Other	-	-	-	-	-	-
Total Expense	275,000	250,000	75,000	-	-	600,000

Field Operations: Vehicles



FO-VE-21- 06 3-Ton Dump Truck

Three-ton dump trucks are used in both the Street and Parks Division. They serve multiple functions; such as hauling material and plowing and salting streets. These trucks require specialized equipment and/or attachments. The fleet is monitored annually for suggested replacements. Several trucks are over 10 years old. S-5 is a 2004 model. This truck can be purchased under a government contract. Consider adding 15K to replace bed for S-18.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	200,000	-	-	-	-	200,000
Contribution	-	-	-	-	-	-
Total Revenue	200,000	-	-	-	-	200,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	200,000	-	-	-	-	200,000
Other	-	-	-	-	-	-
Total Expense	200,000	-	-	-	-	200,000

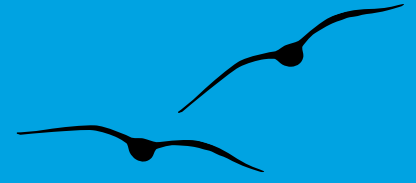


FO-VE-18-07 Heil PT 1000 Rear Load Trash Truck

The Sanitation Division is in need of a rear packer trash truck. With this type of equipment and use, mileage is not a good indicator of the need for replacement. This truck has the ability to dump the 90 gallon residential cans and can double as a cardboard collection unit. The truck and body can be purchased under a government contract. (Sanitation)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	250,000	-	-	-	250,000
Contribution	-	-	-	-	-	-
Total Revenue	-	250,000	-	-	-	250,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	250,000	-	-	-	250,000
Other	-	-	-	-	-	-
Total Expense	-	250,000	-	-	-	250,000

Field Operations: Vehicles



FO-VE-23-01 Ford F350 1-Ton Dump Truck- 2 Door

Two dump trucks would replace PM-2 a 2005 Chevy Silverado 3500 with 123,398 miles and PM-16 2004 GMC Sienna 3500 with 101,829 miles. As vehicles age and miles increase costly repairs mount. The dump trucks would allow for easier and safer maintenance in our parks and playgrounds. (Parks)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	75,000	-	75,000	-	-	150,000
Contribution	-	-	-	-	-	-
Total Revenue	75,000	-	75,000	-	-	150,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	75,000	-	75,000	-	-	150,000
Other	-	-	-	-	-	-
Total Expense	75,000	-	75,000	-	-	150,000

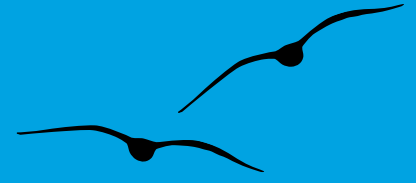
Field Operations Equipment



Program Total: Field Operations (Equipment)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	185,000	-	-	185,000
Contribution	-	-	-	-	-	-
Total Revenue	-	-	185,000	-	-	185,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	-	185,000	-	-	185,000
Other	-	-	-	-	-	-
Total Expense	-	-	185,000	-	-	185,000

Field Operations: Equipment



FO-EQ-22- 12 Front End Loader

For everyday use, cement barrier placement and unforeseen emergencies. Machine has the capability to utilize our current attachments, bucket forks, JIB unit (cement barriers). With the increasing request for cement barriers at events, a larger machine is needed to effectively and safely help in this process. We are currently using a loader with forks and it is breaking the bottoms of the barriers. In bad weather like a tornado or hurricane this type of equipment will be imperative to clear the roads for first responders, utility services, etc. The purchase of airless tires will also be essential when clearing debris (boards, nails, screws, pipe, cable) off the roadways.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	185,000	-	-	185,000
Contribution	-	-	-	-	-	-
Total Revenue	-	-	185,000	-	-	185,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	-	185,000	-	-	185,000
Other	-	-	-	-	-	-
Total Expense	-	-	185,000	-	-	185,000

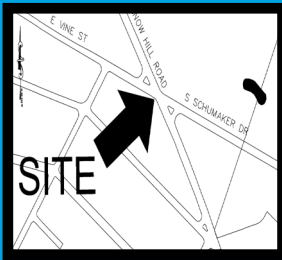
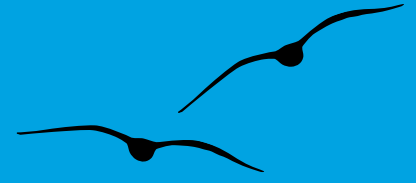
Field Operations Traffic



Program Total: Field Operations (Traffic)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	20,000	56,450	57,590	70,000	270,000	474,040
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	20,000	56,450	57,590	70,000	270,000	474,040
Engineering	-	-	-	50,000	-	50,000
Construction	20,000	56,450	57,590	20,000	270,000	424,040
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	20,000	56,450	57,590	70,000	270,000	474,040

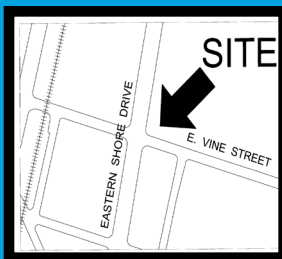
Field Operations: Traffic



FO-TC-18- 16 Snow Hill Rd./Vine St./S. Schumaker

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

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	36,450	-	-	-	36,450
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	36,450	-	-	-	36,450
Engineering	-	-	-	-	-	-
Construction	-	36,450	-	-	-	36,450
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	36,450	-	-	-	36,450

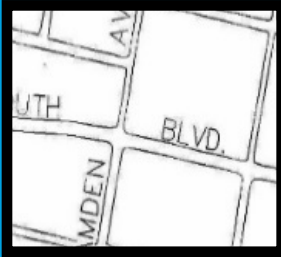
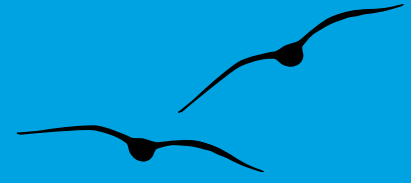


FO-TC-18- 17 Eastern Shore Dr./East Vine St.

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

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	37,590	-	-	37,590
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	37,590	-	-	37,590
Engineering	-	-	-	-	-	-
Construction	-	-	37,590	-	-	37,590
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	37,590	-	-	37,590

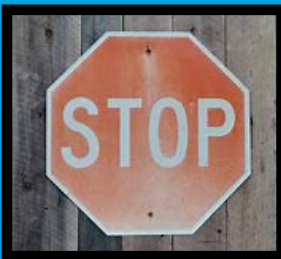
Field Operations: Traffic



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

The signal is being upgraded from the existing span mount to a mast arm design. The upgrade will remove the aging poles and provide more clearance. Construction cost includes changing to video detection. Stripe Camden Ave. north to South Blvd. to indicate the street narrowing. ROW acquisition will be necessary.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	50,000	250,000	300,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	50,000	250,000	300,000
Engineering	-	-	-	50,000		50,000
Construction	-	-	-	-	250,000	250,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	50,000	250,000	300,000



FO-TC-23-01 Replacement of Signs and Pavement

FHWA mandates that signs and pavement markings which no longer meet standards (retro-reflectivity, message, etc) must be replaced. The City of Salisbury has had no program for addressing non-compliant signs and pavement markings. With sustained funding, FO will be able to begin a comprehensive maintenance program for both. This project is consistent with Vision Zero goals.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	20,000	20,000	20,000	20,000	20,000	100,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	20,000	20,000	20,000	20,000	20,000	100,000
Engineering	-	-	-	-	-	-
Construction	20,000	20,000	20,000	20,000	20,000	100,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	20,000	20,000	20,000	20,000	20,000	100,000

Field Operations

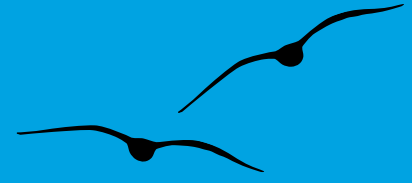
Zoo



Program Total: Field Operations (Zoo)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	300,000	-	91,000	25,000	-	416,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	27,500	-	-	-	-	27,500
Total Revenue	327,500	-	91,000	25,000	-	443,500
Engineering	25,000	-	6,000	-	-	31,000
Construction	302,500	-	85,000	25,000	-	412,500
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	327,500	-	91,000	25,000	-	443,500

Field Operations: Zoo



FO-SZ-18-16 Electrical Transformers

Electrical service for the Zoo is provided through two primary service points. The oldest service on the SE corner includes pole mounted transformers adjacent to the bear exhibit that feed underground cables servicing two interior distribution transformers. The exact route of the cables is unknown and believed to be 40+ years old. This service also supports a waste water pumping station located on Zoo grounds. It is recommended that the transformers be moved to pad mounted transformers positioned outside of the Zoo perimeter.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	100,000					100,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	100,000	-	-	-	-	100,000
Engineering	-	-	-	-	-	-
Construction	100,000	-	-	-	-	100,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	100,000	-	-	-	-	100,000

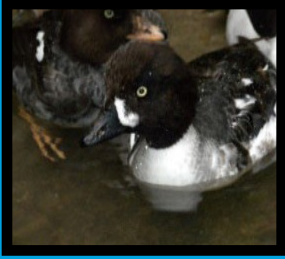
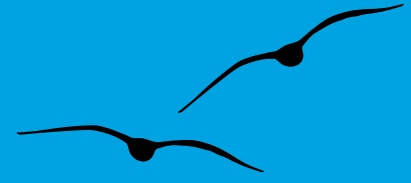


FO-SZ-23-01 Lynx Exhibit - Phase I

Previously listed at FO-SZ-18-18 Jaguar Exhibit. The current exhibit for the lynx does not match current industry standards. We request to renovate the current pool to incorporate a running water feature, add climbing structures, as well as remodel structural beams as fabricated trees. The improvements will provide needed upgrades to meet accreditation standards and will support husbandry options to manage a breeding program.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	27,500	-	-	-	-	27,500
Total Revenue	27,500	-	-	-	-	27,500
Engineering	-	-	-	-	-	-
Construction	27,500	-	-	-	-	27,500
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	27,500	-	-	-	-	27,500

Field Operations: Zoo



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

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

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	66,000	-	-	66,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	66,000	-	-	66,000
Engineering	-	-	6,000	-	-	6,000
Construction	-	-	60,000	-	-	60,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	66,000	-	-	66,000

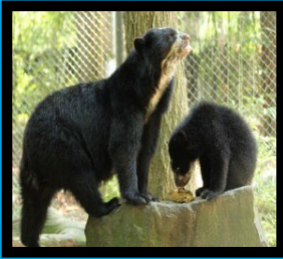
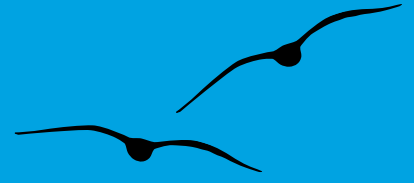


FO-SZ-18-22 Pathway Paving

Major public pathways within the Zoo are worn and heavily patched. This causes uneven walking surfaces, low spots that harbor significant amounts of water, and an unbecoming appearance not beneficial to the Zoo. A multi-phase paving program has been developed that minimizes disruptive impact by spreading the replacement of Zoo pathways over several years & replaces all major pathways and themed trails. Removal of bamboo which is causing significant damage to pavement will need to occur as well.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	50,000	-	25,000	25,000	-	100,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	50,000	-	25,000	25,000	-	100,000
Engineering	-	-	-	-	-	-
Construction	50,000	-	25,000	25,000	-	100,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	50,000	-	25,000	25,000	-	100,000

Field Operations: Zoo



FO-SZ-23-01 Bear Exhibit Renovations-Planning Phase

A capital campaign for the renovation of the bear and otter exhibits is in the development phase. In order to determine the amount of funding needed, preliminary plans and cost estimates need to be developed.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	150,000	-	-	-	-	150,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	150,000	-	-	-	-	150,000
Engineering	25,000	-	-	-	-	25,000
Construction	125,000	-	-	-	-	125,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	150,000	-	-	-	-	150,000

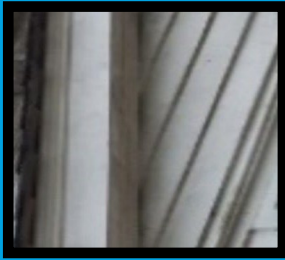
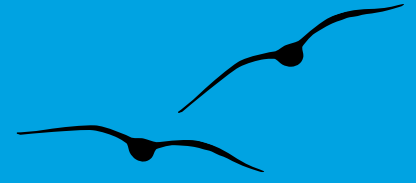
Field Operations

Poplar Hill Mansion

Program Total: Field Operations (Poplar Hill Mansion)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	89,000	-	-	42,000	26,500	157,500
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	89,000	-	-	42,000	26,500	157,500
Engineering	-	-	-	-	-	-
Construction	89,000	-	-	42,000	26,500	157,500
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	89,000	-	-	42,000	26,500	157,500

Field Operations: Poplar Hill Mansion



FO-PH-17-26 Exterior: Siding Repair & Painting Phase 2

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

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	55,000	-	-	-	-	55,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	55,000	-	-	-	-	55,000
Engineering	-	-	-	-	-	-
Construction	55,000	-	-	-	-	55,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	55,000	-	-	-	-	55,000

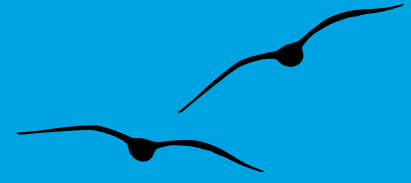


FO-PH-15-27 Shutter Installation

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

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	34,000	-	-	-	-	34,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	34,000	-	-	-	-	34,000
Engineering	-	-	-	-	-	-
Construction	34,000	-	-	-	-	34,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	34,000	-	-	-	-	34,000

Field Operations: Poplar Hill Mansion



FO-PH-15-28 Attic HVAC

The attic space in the Mansion lacks proper HVAC and air ventilation. The attic is used to store antique furnishings that are used in rotation in museum exhibits. The attic space is planned for the location for a new exhibit featuring the lives and stories of the enslaved people. Currently, conditions are not ideal from a conservation standpoint for an exhibit space or proper storage. The attic needs to be fitted with positive ventilation to allow for better air flow and a dehumidifier.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	26,500	26,500
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	-	26,500	26,500
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	26,500	26,500
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	-	26,500	26,500



FO-PH-15-29 Front Brick Retaining Wall & Landscape

The brick retaining wall is in need of repair/repointing, as well as realignment. The current wall leans forward at an angle. Many of the bricks within the wall are also deteriorating. There is also heavy overgrowth at the Southwest corner of the property and along the West property line. It is recommended that landscaping work be done along the west property line, including the removal of several trees and overgrowth and installation of new property boundary demarcation (fencing with landscaping).

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	42,000	-	42,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	42,000	-	42,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	42,000	-	42,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	42,000	-	42,000

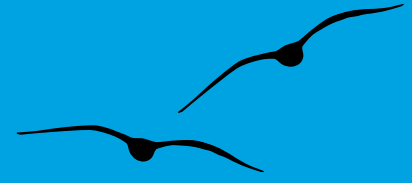
Field Operations

Stormwater

Program Total: Field Operations (Stormwater)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	35,000	35,000	25,000	25,000	25,000	145,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	35,000	35,000	25,000	25,000	25,000	145,000
Engineering	-	-	-	-	-	-
Construction	35,000	35,000	25,000	25,000	25,000	145,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	35,000	35,000	25,000	25,000	25,000	145,000

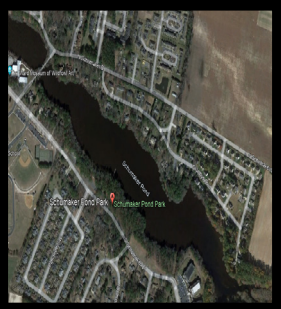
Field Operations: Stormwater



FO-SW-23-01 Storm Drain Main Lining

Through inspections of the storm drain network, cracked pipes have been documented. In order to maintain the integrity of the pipe and reduce the potential for sinkhole development, funding for pipe lining is needed.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	25,000	25,000	25,000	25,000	25,000	125,000
Revolving Fund	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	25,000	25,000	25,000	25,000	25,000	125,000
Engineering	-	-	-	-	-	-
Construction	25,000	25,000	25,000	25,000	25,000	125,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	25,000	25,000	25,000	25,000	25,000	125,000



FO-SW-23-02 Schumaker Pond

Annual contract to provide treatment of Schumaker Pond. Contract will cover aquatic weed control, algae control, trash removal, shoreline weed control, mosquito control services, and 5 days of raking. Cost sharing with the County for treatment of 35 acre pond is being discussed as is cost-share with lake front property owners. Airboat is an option at 30K.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	10,000	10,000	-	-	-	20,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	10,000	10,000	-	-	-	20,000
Engineering	-	-	-	-	-	-
Construction	10,000	10,000	-	-	-	20,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	10,000	10,000	-	-	-	20,000

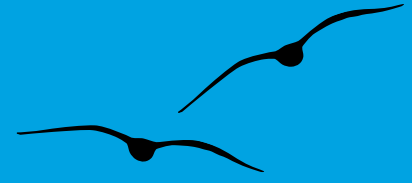
Field Operations

Water Distribution

Program Total: Field Operations (Water Distribution)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	300,000	400,000	400,000	675,000	850,000	2,625,000
Grant	100,000	-	-	-	-	100,000
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	400,000	400,000	400,000	675,000	850,000	2,725,000
Engineering	-	-	-	275,000	-	275,000
Construction	400,000	400,000	400,000	400,000	850,000	2,450,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	400,000	400,000	400,000	675,000	850,000	2,725,000

Field Operations: Water Distribution



FO-WD-09- 31 Replace Distribution Piping & Valves

Project includes replacement of 2" and smaller galvanized water mains throughout the system. It is estimated that there is approx. 14,000 feet of 2" and smaller water mains. Purpose of the project is to increase pressures, reduce lead connections, and reduce unscheduled water repairs. This project will replace water valves that are inoperable. The work will either be completed by the Utilities Division or subcontracted to a Utilities Contractor.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General		100,000	100,000	100,000	100,000	400,000
Revolving Fund	100,000	-	-	-	-	100,000
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	100,000	100,000	100,000	100,000	100,000	500,000
Engineering	-	-	-	-	-	-
Construction	100,000	100,000	100,000	100,000	100,000	500,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	100,000	100,000	100,000	100,000	100,000	500,000



FO-WD-21-32 Automated Metering Infrastructure

There are approximately 11,500 water meters throughout the City's water distribution system. Aside from those that have already been replaced (approx. 2,000) the balance currently deployed (9,500) have exceeded their 10-year lifespan. Currently, meters are failing at a rate of 80-100/month. Reliable metering is essential for accurate water and sewer invoicing, lost water control and most importantly customer satisfaction. A study conducted in 2016 recommends transitioning from Automated Meter Reading (AMR) to Automated Metering Infrastructure (AMI). AMI technology will improve the efficiency of data collection, identify leaks more quickly and vastly improve customer experience. AMI technology coupled with Neptune 360 (a cloud based mobile app) can put customers directly in touch with their account by accessing their mobile device.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	300,000	300,000	300,000	575,000	750,000	2,225,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	300,000	300,000	300,000	575,000	750,000	2,225,000
Engineering	-	-	-	275,000	-	275,000
Construction	300,000	300,000	300,000	300,000	750,000	1,950,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	300,000	300,000	300,000	575,000	750,000	2,225,000

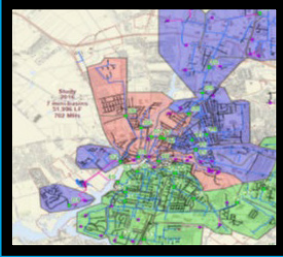
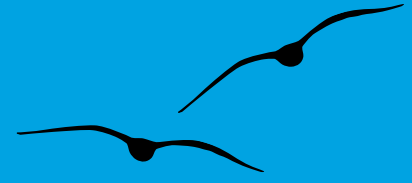
Field Operations

Wastewater Collection

Program Total: Field Operations (Wastewater Collection)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	75,000	75,000	75,000	75,000	75,000	375,000
Grant	500,000	-	-	-	-	500,000
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	575,000	75,000	75,000	75,000	75,000	875,000
Engineering	-	-	-	-	-	-
Construction	575,000	75,000	75,000	75,000	75,000	875,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	575,000	75,000	75,000	75,000	75,000	875,000

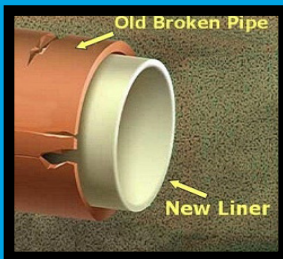
Field Operations: Wastewater Collection



FO-SD-10-34 Sewer Infiltration & Inflow Remediation

A study was done in 2015 which divided the sewer into 34 small basins then evaluated them. Funds are requested for additional study and flow monitoring. Construction funds are requested for rehabilitation of manholes and sewer mains per the study recommendations. Phase 1 of the study was conducted in 2016.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Revolving Fund	500,000	-	-	-	-	500,000
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	500,000	-	-	-	-	500,000
Engineering	-	-	-	-	-	-
Construction	500,000	-	-	-	-	500,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	500,000	-	-	-	-	500,000



FO-SD-23-01 Sanitary Sewer Lining

Through inspections of the sanitary sewer collection network, cracked pipes have been documented. In order to maintain the integrity of the pipe, lining is necessary. Pipe lining is a minimally invasive process which allows for the rehabilitation of existing pipe without having to tear it out and replace it conventionally.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	75,000	75,000	75,000	75,000	75,000	75,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	75,000	75,000	75,000	75,000	-	75,000
Engineering	-	-	-	-	-	-
Construction	75,000	75,000	75,000	75,000	75,000	375,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	75,000	75,000	75,000	75,000	75,000	375,000

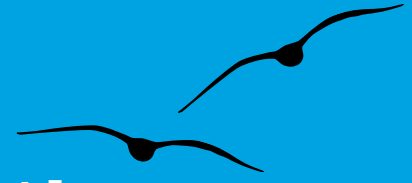
Field Operations

Parking

Program Total: Field Operations (Parking)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	40,000	-	-	-	-	40,000
Grant	-	-	-	-	-	-
Bond	10,750,000	-	-	-	-	10,750,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	10,790,000	-	-	-	-	10,790,000
Engineering	-	-	-	-	-	-
Construction	10,790,000	-	-	-	-	10,790,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	10,790,000	-	-	-	-	10,790,000

Field Operations: Parking



FO-PK-20-16 Parking Garage Lot 1

Additional parking is drastically needed with the continued redevelopment of Downtown, and with hundreds of new residential units coming online over the next few years. Approximately 450 parking spaces will be built, over 4 floors. The garage will be completely automated to serve both permit and public parking. This garage will be built prior to any buildings being developed on Lot 1 or 11 and then will be wrapped by residential and commercial units by a private developer. This project will be paid out of the parking enterprise fund, and will be revenue generating.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	10,750,000	-	-	-	-	10,750,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	10,750,000	-	-	-	-	10,750,000
Engineering	-	-	-	-	-	-
Construction	10,750,000	-	-	-	-	10,750,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	10,750,000	-	-	-	-	10,750,000



FO-PK-21-36 Parking Software

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

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	40,000	-	-	-	-	40,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	40,000	-	-	-	-	40,000
Engineering	-	-	-	-	-	-
Construction	40,000	-	-	-	-	40,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	40,000	-	-	-	-	40,000

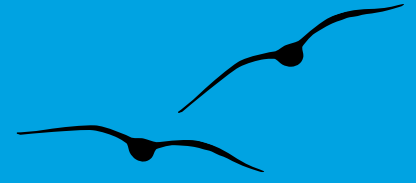
Field Operations

Marina

Program Total: Field Operations (Marina)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	55,000	55,000	-	-	-	110,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	55,000	55,000	-	-	-	110,000
Engineering	-	-	-	-	-	-
Construction	55,000	55,000	-	-	-	110,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	55,000	55,000	-	-	-	110,000

Field Operations: Marina



FO-Marina-23-01 Bulkhead Repair

The Port of Salisbury Marina's bulkhead is compromised in several areas. Surface water is penetrating the filter fabric and bulkhead in several areas causing washouts. The cost to replace/patch the existing bulkhead would be approximately \$732.00 per foot. If needed, the removal/replacement of existing electrical and water pedestals at an additional cost.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	55,000	55,000	-	-	-	110,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	55,000	55,000	-	-	-	110,000
Engineering	-	-	-	-	-	-
Construction	55,000	55,000	-	-	-	110,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	55,000	55,000	-	-	-	110,000

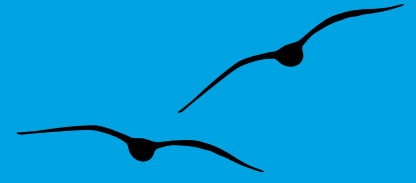
Field Operations

Stormwater Fund

Program Total: Field Operations (Stormwater Fund)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
Enterprise Fund	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	280,000	280,000
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	-	280,000	280,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	-	-	-	280,000	280,000
Other	-	-	-	-	-	-
Total Expense	-	-	-	-	280,000	280,000

Field Operations: Stormwater Fund



FO-SW-23- 03 Street Sweeper



In order to maintain the streets free of debris an active street sweeping program is needed. Field Operations currently has two street sweepers in operation. By adding a third, this would allow for an additional unit to be deployed in areas that are visited less frequently. Also, it will permit maintenance on existing vehicles to occur without disruption. With Field Operations cross-training program, technicians from streets, parks and traffic would be able to be deployed in this equipment to ensure that our roadways, inlets, and eventually waterways are kept clear of debris. (Stormwater Utility Fund)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
Enterprise Fund	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	280,000	280,000
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	-	280,000	280,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	-	-	-	280,000	280,000
Other	-	-	-	-	-	-
Total Expense	-	-	-	-	280,000	280,000

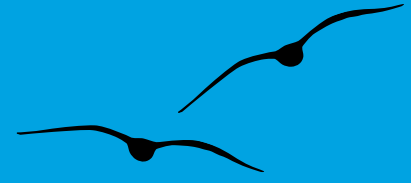
Infrastructure & Development

General Projects

Program Total: Infrastructure & Development (General Projects)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	800,000	310,000	200,000	50,000	200,000	1,560,000
Grant	200,000	100,000	475,000	200,000	200,000	1,175,000
Bond	200,000	470,000	1,375,000	1,400,000	2,750,000	6,195,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,200,000	880,000	2,050,000	1,650,000	3,150,000	8,930,000
Engineering	355,000	145,000	440,000	50,000	200,000	1,190,000
Construction	645,000	635,000	1,610,000	1,600,000	2,950,000	7,440,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	200,000	100,000	-	-	-	300,000
Total Expense	1,200,000	880,000	2,050,000	1,650,000	3,150,000	8,930,000

Infrastructure and Development: General Projects



ID-GP-23-01 Gateway Signage

Construction of gateway signs at the north, south, east and west major entry points into the City Limits of Salisbury.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	50,000	-	-	-	-	50,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	50,000	-	-	-	-	50,000
Engineering	-	-	-	-	-	-
Construction	50,000	-	-	-	-	50,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	50,000	-	-	-	-	50,000

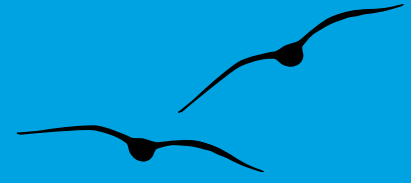


ID-GP-18-06 City Park Master Plan Improvements

Implementation of the September 2017 City Park Master Plan. FY23 is for resurfacing the existing tennis courts and replacement of the Kiwanis Pavilion and improvements to parking and stormwater management. FY24 is for an ADA ramp to the Urban Greenway at Sheffield Ave. FY25 is for improvements on Picnic Island and an ADA ramp from parking to the bandstand. FY26 is for improvements to the existing Dog Park.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	200,000	220,000	270,000	50,000	-	740,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	200,000	220,000	270,000	50,000	-	740,000
Engineering	30,000	20,000	20,000	-	-	70,000
Construction	170,000	200,000	250,000	50,000	-	670,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	200,000	220,000	270,000	50,000	-	740,000

Infrastructure and Development: General Projects



ID-GP-18-07 Urban Greenway Improvements

Implementation of the November 2016 Urban Greenway Master Plan to provide a continuous non-vehicular east-west route through the City eventually linking Pemberton Park with the Schumaker Pond Park. The plan identifies 11 Phases of projects, which total \$15.2 Million. FY23 is for design of the East Main Street and City Park sections with implementation in FY24. FY25 is for design of Pemberton Drive and Zoo to Ward sections.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	150,000	-	150,000	300,000
Grant	-	-	-	-	-	-
Bond	-	-	-	800,000	-	800,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	150,000	800,000	150,000	1,100,000
Engineering	-	-	150,000	-	150,000	300,000
Construction	-	-	-	800,000	-	800,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	150,000	800,000	150,000	1,100,000

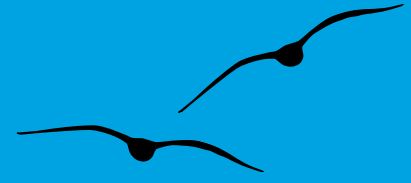


ID-GP-19-08 Wayfinding and Signage

Implementation of wayfinding and signage throughout the City to emphasize key destinations, bicycle routes and the Urban Greenway. Signage to comply with new City Branding Manual. Kiosks will be placed around the City for wayfinding. Wayfinding signs include Downtown and Riverwalk. New signs at all City Parks and Playgrounds are included.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	40,000	40,000	-	-	-	80,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	40,000	40,000	-	-	-	80,000
Engineering	-	-	-	-	-	-
Construction	40,000	40,000	-	-	-	80,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	40,000	40,000	-	-	-	80,000

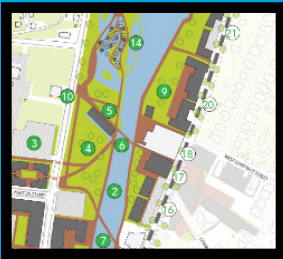
Infrastructure and Development: General Projects



ID-GP-19-09 Beaverdam Creek Bulkhead Replacement

Replacement of approximately 1,270 linear feet of bulkhead on the north and south sides of the Beaverdam Creek in the City Park upstream of the new tidal dam. Deterioration of the existing bulkhead wall, wale, and tieback structures became evident in the recent Beaverdam Creek Tidal Dam and Spillway Reconstruction which was completed in Fall 2016. Replacement would consist of the removal and subsequent replacement of the existing bulkhead, tiebacks, and concrete cap.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	220,000	-	2,200,000	2,420,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	220,000	-	2,200,000	2,420,000
Engineering	-	-	220,000	-	-	220,000
Construction	-	-	-	-	2,200,000	2,200,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	220,000	-	2,200,000	2,420,000

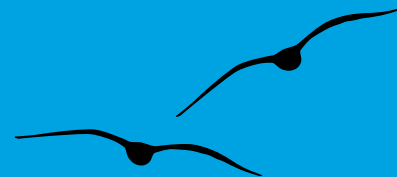


ID-GP-18-11 North Prong Park Improvements

Development of a park along the North Prong. A concept for the North Prong Park was presented in the Envision Salisbury 20 Year Plan dated March 2016 and refined in a student competition in 2019. Funding for Master Plan development and grants for land acquisition are programmed in FY23. Design is programmed for FY24. Construction will occur over multiple phases and grants will be sought to assist with construction costs and land acquisition.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	100,000	125,000				225,000
Grant	200,000	100,000	200,000	200,000	200,000	900,000
Bond	-	-	350,000	550,000	550,000	1,450,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	300,000	225,000	550,000	750,000	750,000	2,575,000
Engineering	100,000	125,000	50,000	50,000	50,000	375,000
Construction	-	-	500,000	700,000	700,000	1,900,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	200,000	100,000	-	-	-	300,000
Total Expense	300,000	225,000	550,000	750,000	750,000	2,575,000

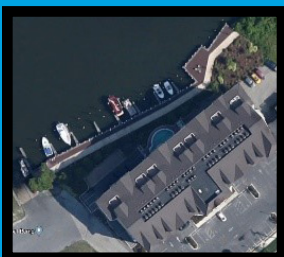
Infrastructure and Development: General Projects



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

Installing new street lights in areas where there are no street lights or replacing old street lights with the new City Standard Ornamental Pole. FY23 budget is for installing street lights on Jefferson Avenue (400-500 Blocks) where there are no street lights. Cost includes electric service, conduit and lights. Generally upgrades will be done Citywide starting with the Downtown Area.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	85,000	50,000	50,000	50,000	50,000	285,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	85,000	50,000	50,000	50,000	50,000	285,000
Engineering	-	-	-	-	-	-
Construction	85,000	50,000	50,000	50,000	50,000	285,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	85,000	50,000	50,000	50,000	50,000	285,000

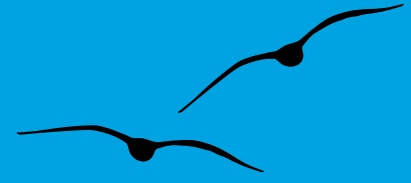


ID-GP-21-15 River Place Riverwalk Replacement

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

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	95,000	-	-	-	95,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	95,000	-	-	-	95,000
Engineering	-	-	-	-	-	-
Construction	-	95,000	-	-	-	95,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	95,000	-	-	-	95,000

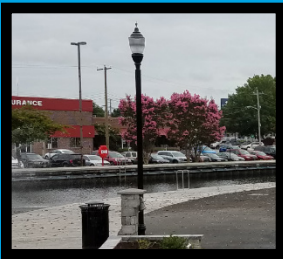
Infrastructure and Development: General Projects



ID-GP-22-16 Tennis Complex on Beaverdam Drive

Design and construction of a new tennis complex on Beaverdam Drive at the location of the softball field across from Ben's Red Swings. The complex could hold as many as 5 tennis courts. An evaluation will be made to determine if pickle ball courts should be included. The project will include necessary stormwater management due to the increase in impervious surface. The costs also include lighting/fencing. Refurbishment of the existing tennis courts is included in the City Park Masterplan CIP.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	75,000	-	-	-	-	75,000
Grant	-	-	275,000	-	-	275,000
Bond	-	-	275,000	-	-	275,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	75,000	-	550,000	-	-	625,000
Engineering	75,000	-	-	-	-	75,000
Construction	-	-	550,000	-	-	550,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	75,000	-	550,000	-	-	625,000

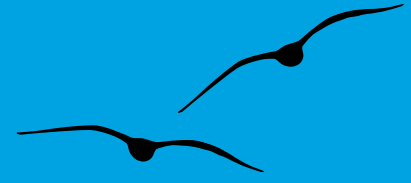


ID-GP-22-18 Riverwalk Street Light Replacement

Removal of the existing old style street lights along the Riverwalk and replacement with 44 new street lights that meet the new City standard. Work includes installing conduit and wiring. Design was completed in FY20. Budget includes adding string lights to the South Division Street bridge and Amphitheater Pedestrian Bridge.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	250,000	260,000	-	-	510,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	250,000	260,000	-	-	510,000
Engineering	-	-	-	-	-	-
Construction	-	250,000	260,000	-	-	510,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	250,000	260,000	-	-	510,000

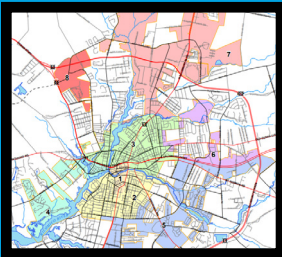
Infrastructure and Development: General Projects



ID-GP-23-02 Town Square

Construction of Phase 2 of the Town Square which is bordered by Division Street, Circle Avenue and Camden Street. Town Square consists of an open flex lawn area, outdoor seating, a fountain and a play area. The space will be utilized daily for outdoor activities as well as for large events. The project includes improvements to the adjacent roads and intersections.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	300,000	-	-	-	-	300,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	300,000	-	-	-	-	300,000
Engineering	-	-	-	-	-	-
Construction	300,000	-	-	-	-	300,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	300,000	-	-	-	-	300,000



ID-GP-23-21 Comprehensive Plan

Write the update to the 2010 Salisbury Comprehensive Plan. The new plan will include updating demographics with 2020 Census Data, adding language related to new form base zoning code and land use changes, and incorporating recent planning efforts and other applicable state requirements. Funding also includes working with the Maryland Department of Planning, public outreach and presentations to the Planning Commission, Mayor, Administration and City Council prior to Comprehensive Plan adoption.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	150,000	-	-	-	-	150,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	150,000	-	-	-	-	150,000
Engineering	150,000	-	-	-	-	150,000
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	150,000	-	-	-	-	150,000

Infrastructure & Development

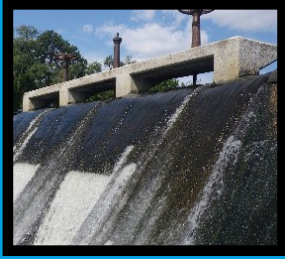
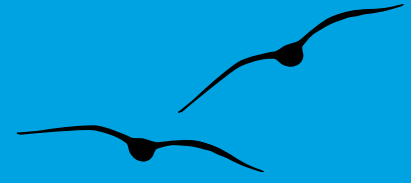
Stormwater



Program Total: Infrastructure & Development (Stormwater)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	265,000	100,000	100,000	35,000	35,000	535,000
Grant	-	400,000	400,000	-	-	800,000
Bond	1,550,000	875,000	875,000	-	-	3,300,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,815,000	1,375,000	1,375,000	35,000	35,000	4,635,000
Engineering	245,000	175,000	175,000	35,000	35,000	665,000
Construction	1,570,000	1,200,000	1,200,000	-	-	3,970,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	1,815,000	1,375,000	1,375,000	35,000	35,000	4,635,000

Infrastructure and Development: Stormwater



ID-SW-16-03 Johnson Pond Dam Improvements

Design to repair the Level 1 (slowly developing) seepage at the toe of the dam is underway. Construction is anticipated for FY23. Construction will also include resurfacing the dam spillway and repairs to the wingwalls. Additional design funds are requested for analysis of modifications necessary to manage the 1/2 PMF storm and impacts to downstream infrastructure as directed by Maryland Department of the Environment Office of Dam Safety.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	1,550,000	-	-	-	-	1,550,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,550,000	-	-	-	-	1,550,000
Engineering	100,000	-	-	-	-	100,000
Construction	1,450,000	-	-	-	-	1,450,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	1,550,000	-	-	-	-	1,550,000

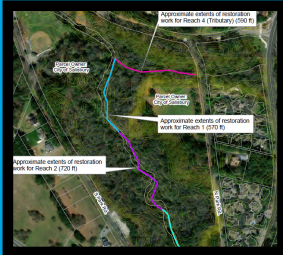
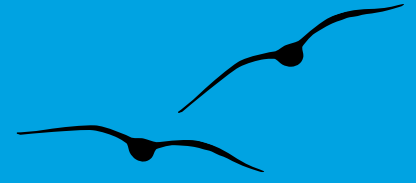


ID-SW-21-04 Impervious Surface Reduction

The City's has a Municipal Separate Storm Sewer System (MS4) permit through the State of Maryland that requires a 20% reduction in the City's untreated impervious surfaces by 2025. An Impervious Surface Restoration Work Plan has been developed and specific projects are under design. Construction funding in FY23 is for construction of ESD practices for the Mt. Hermon Road stormwater retrofit project. It is anticipated that grants will supplement funding in future years.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
Enterprise Fund	145,000	100,000	100,000	-	-	345,000
Grant	-	100,000	100,000	-	-	200,000
Bond	-	200,000	200,000	-	-	400,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	145,000	400,000	400,000	-	-	945,000
Engineering	25,000	100,000	100,000	-	-	225,000
Construction	120,000	300,000	300,000	-	-	720,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	145,000	400,000	400,000	-	-	945,000

Infrastructure and Development: Stormwater



ID-SW-22-05 Stream Restoration Along Beaverdam

Restoration of 2,370 linear feet of stream downstream of Beaglin Park Drive. The project will remove nutrients from the Beaverdam Creek and Wicomico River. The project helps achieve the requirements of the City's MS4 permit. A study was completed in FY21 to identify the stream branches. Schematic design was funded in FY22. Final design is budgeted in FY23. Future years includes funding for required USACE monitoring. The City will pursue grant opportunities to fund a portion of construction.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
Enterprise Fund	120,000	-	-	35,000	35,000	190,000
Grant	-	300,000	300,000	-	-	600,000
Bond	-	675,000	675,000	-	-	1,350,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	120,000	975,000	975,000	35,000	35,000	2,140,000
Engineering	120,000	75,000	75,000	35,000	35,000	340,000
Construction	-	900,000	900,000	-	-	1,800,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	120,000	975,000	975,000	35,000	35,000	2,140,000

Infrastructure & Development

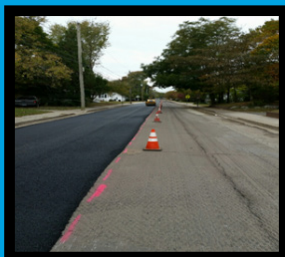
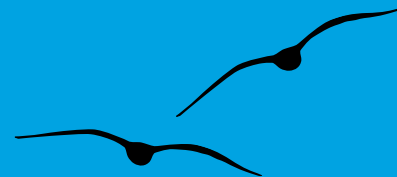
Transportation



Program Total: Infrastructure & Development (Transportation)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	1,052,500	975,000	1,050,000	900,000	900,000	4,877,500
Grant	545,000	45,000	1,045,000	545,000	545,000	2,725,000
Bond	2,680,000	3,660,000	925,000	3,225,000	3,925,000	14,415,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	4,277,500	4,680,000	3,020,000	4,670,000	5,370,000	22,017,500
Engineering	485,000	265,000	600,000	100,000	200,000	1,650,000
Construction	3,792,500	4,415,000	2,420,000	4,570,000	5,170,000	20,367,500
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	4,277,500	4,680,000	3,020,000	4,670,000	5,370,000	22,017,500

Infrastructure and Development: Transportation



ID-TR-20-01 Street Reconstruction (Milling and Paving)

The Citywide Street program includes full reconstruction of streets including milling and paving. The streets are prioritized based on age and condition. The cost for the ADA upgrades have been added to the streets, including sidewalk modifications and handicap ramps, etc. The streets included in the CIP are listed in the next section of this document.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	750,000	750,000	750,000	600,000	600,000	3,450,000
Grant	45,000	45,000	45,000	45,000	45,000	225,000
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	795,000	795,000	795,000	645,000	645,000	3,675,000
Engineering	-	-	-	-	-	-
Construction	795,000	795,000	795,000	645,000	645,000	3,675,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	795,000	795,000	795,000	645,000	645,000	3,675,000

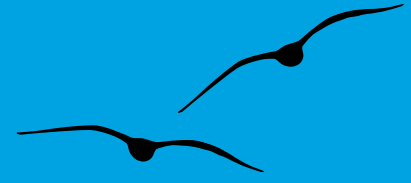


ID-TR-20-02 Surface Maintenance

The City maintains an annual surface maintenance contract which utilizing techniques such as crack sealing, microsurfacing, slurry coats and chip seals. The maintenance program extends the life and usability for City Streets. The streets included in the CIP are listed in the next section of this document.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	150,000	150,000	150,000	150,000	150,000	750,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	150,000	150,000	150,000	150,000	150,000	750,000
Engineering	-	-	-	-	-	-
Construction	150,000	150,000	150,000	150,000	150,000	750,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	150,000	150,000	150,000	150,000	150,000	750,000

Infrastructure and Development: Transportation



ID-TR-20-03 Concrete Program

The Citywide Concrete Program funds the City's curb, gutter, and sidewalk replacement policy. This fund includes repair/ replacement of selected curb, gutter, sidewalk, and miscellaneous concrete work throughout the City due to condition and utility excavations. Work under this program is coordinated with the Street Reconstruction Program, as well as the Field Operations Utility Division work.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	65,000	75,000	75,000	75,000	75,000	365,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	65,000	75,000	75,000	75,000	75,000	365,000
Engineering	-	-	-	-	-	-
Construction	65,000	75,000	75,000	75,000	75,000	365,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	65,000	75,000	75,000	75,000	75,000	365,000

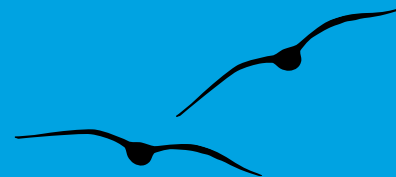


ID-TR-18-04 Bicycle Master Plan Improvements

Implementation of the Bicycle Master Plan to construct new bike lanes and multi-use pathways throughout the City. It is anticipated that future grants will be able to provide additional project revenue. The planned Bike Network will provide a safe, equitable transportation option to City residents. Ultimately this network will provide for a bike facility of some type within ¼ mile of all residents. FY23 funding is for College Avenue Bikeway Improvements. FY24 is for the Northwest Corridor Phase 2 implementation.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	330,000	250,000	250,000	250,000	250,000	1,330,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	330,000	250,000	250,000	250,000	250,000	1,330,000
Engineering	50,000	50,000	100,000	100,000	100,000	400,000
Construction	280,000	200,000	150,000	150,000	150,000	930,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	330,000	250,000	250,000	250,000	250,000	1,330,000

Infrastructure and Development: Transportation



ID-TR-21-05 Rail Trail Master Plan Implementation

The overall Rail Trail Master Plan and 35% design drawings were developed in 2018. Funding is requested to perform full design and construction of the eight segments of the Rail Trail. The Rail Trail is intended to be the major north-south backbone of the City's Bike network. Grants will be sought to supplement construction funding.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	500,000	-	500,000	-	500,000	1,500,000
Bond	1,300,000	1,300,000	200,000	1,100,000		3,900,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,800,000	1,300,000	700,000	1,100,000	500,000	5,400,000
Engineering	100,000	-	100,000	-	100,000	300,000
Construction	1,700,000	1,300,000	600,000	1,100,000	400,000	5,100,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	1,800,000	1,300,000	700,000	1,100,000	500,000	5,400,000

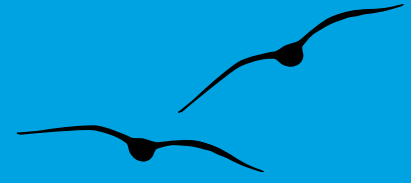


ID-TR-18-06 Downtown Streetscaping

Streetscaping improvements are being proposed for the following streets: East Market Street FY23, West Market Street and Parsons Road FY24. Streetscaping improvements include adding new street lights, landscaping, crosswalks, benches, trash cans and bike racks. In addition to top side improvements, utility improvements are included in FY23 for East Market Street and FY24 for West Market Street.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	775,000	535,000	-	-	-	1,310,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	775,000	535,000	-	-	-	1,310,000
Engineering	135,000	215,000	-	-	-	350,000
Construction	640,000	320,000	-	-	-	960,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	775,000	535,000	-	-	-	1,310,000

Infrastructure and Development: Transportation



ID-TR-22-08 Vision Zero - Slow Zone Program

Purchase and implementation of new speed limit signage and unique “Neighborhood Slow Zone” signage in neighborhood designated as slow zones. City staff will determine the Slow Zone using the NACTO “City Limit” Manual. This is a continuation of funding received in FY22.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	12,500					12,500
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	12,500	-	-	-	-	12,500
Engineering	-	-	-	-	-	-
Construction	12,500	-	-	-	-	12,500
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	12,500	-	-	-	-	12,500

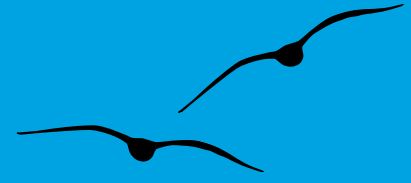


ID-TR-22-09 Vision Zero - Crosswalk Program

This project will implement crosswalks throughout the City over a series of years. Crosswalks are “implied” at every corner under Maryland Law, however marking crossing provides an effective and relatively cheap tool for decreasing the chance of crashes and increasing pedestrian safety. Crosswalks will be thermoplastic and will be installed using the Citywide striping contract.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	25,000	-	25,000	25,000	25,000	100,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	25,000	-	25,000	25,000	25,000	100,000
Engineering	-	-	-	-	-	-
Construction	25,000	-	25,000	25,000	25,000	100,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	25,000	-	25,000	25,000	25,000	100,000

Infrastructure and Development: Transportation



ID-TR-22-10 Vision Zero - Pedestrian Signal Program

Install pedestrian crossing signals and all existing traffic signals that do not currently have them. Signals within ½ mile of schools will be prioritized. Will also install Rectangular Rapid Flashing Beacons (RRFB's) at non-controlled crossings. RRFB's have been proven to increase yield rates from automobiles by over 90% vs. conventional flashing beacons & are comparatively inexpensive. They are coupled with crosswalks to increase pedestrian safety.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	50,000		50,000	50,000	50,000	200,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	50,000	-	50,000	50,000	50,000	200,000
Engineering	-	-	-	-	-	-
Construction	50,000		50,000	50,000	50,000	200,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	50,000	-	50,000	50,000	50,000	200,000

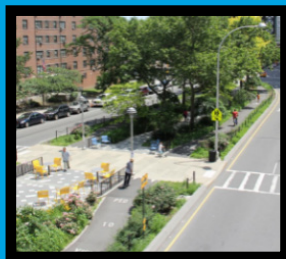
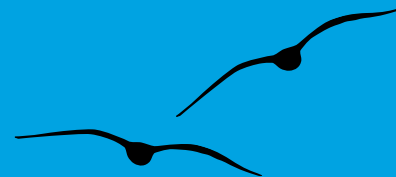


ID-TR-22-11 Vision Zero - ADA Upgrades

Multi-year project intended to install ADA compliant ramps on all City sidewalks and trails. Currently, new construction or street reconstruction is when the majority of ADA updates occur. This project will accelerate the timeline with an intent of updating every ramp in the City to current standards within the next decade.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	75,000	75,000	75,000	75,000	75,000	375,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	75,000	75,000	75,000	75,000	75,000	375,000
Engineering	-	-	-	-	-	-
Construction	75,000	75,000	75,000	75,000	75,000	375,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	75,000	75,000	75,000	75,000	75,000	375,000

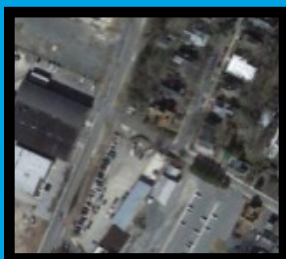
Infrastructure and Development: Transportation



ID-TR-22-12 Eastern Shore Drive Promenade

Eastern Shore Drive is a potential high injury corridor due to excessive width, high speeds, poor bike facilities and uncontrolled access. A feasibility study was performed in FY19 to revamp the corridor into a safe, mixed-use corridor. This project will design and build the new facility over a multi-year span and include upgraded intersections at Carroll Street and College Avenue occurring before the main project. The project will also include green infrastructure such as street trees and stormwater facilities that will help meet MS4 permit compliance.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	500,000	500,000	-	1,000,000
Bond	-	-	400,000	1,800,000	3,600,000	5,800,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	900,000	2,300,000	3,600,000	6,800,000
Engineering	-	-	400,000	-	-	400,000
Construction	-	-	500,000	2,300,000	3,600,000	6,400,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	900,000	2,300,000	3,600,000	6,800,000



ID-TR-22-13 North Mill Street Reconstruction

A multi-year project to design and reconstruct the Mill Street corridor, between US 50 and Isabella Street. The various improvements will include new underground utilities (water, sewer, stormwater) and new pavement, curb, gutter and sidewalk. The pavement is in significant disrepair and in need of a full depth reconstruction.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	200,000	1,500,000	-	-	-	1,700,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	200,000	1,500,000	-	-	-	1,700,000
Engineering	200,000	-	-	-	-	200,000
Construction	-	1,500,000	-	-	-	1,500,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	200,000	1,500,000	-	-	-	1,700,000

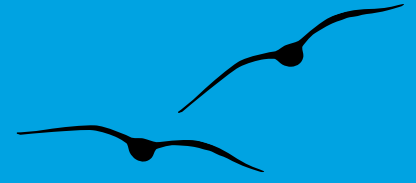
Infrastructure & Development

Streets

Proposed FY 23 CIP

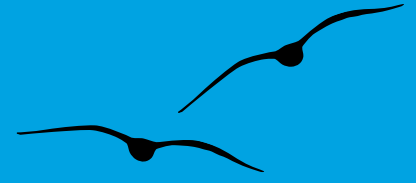
Proposed Road	Parameters	Condition Code	Work Type	Total Cost
Church St. (Phase 1)	East Railroad Ave to Truitt St.	4	1.5" Mill/Overlay	\$250,135.00
Delaware Ave.	Rt. 50 to City Limit	5	1.5" Mill/Overlay	\$250,793.00
Marvel Rd.	Scenic Dr. to Darwin Dr.	5	1.5" Mill/Overlay	\$162,650.00
Winder St	Riverside Dr to Beauchamp	5	1.5" Mill/Overlay	\$52,566.00
W. Main St.	Fitzwater St to 1st St	6	1.5" Mill/Overlay	\$87,560.00
Hill St	Delaware Ave to Fitzwater St	5	1.5" Mill/Overlay	\$61,193.00
2nd St	Delaware Ave to Fitzwater St	5	1.5" Mill/Overlay	\$63,880.00
Subtotal Resurfacing				\$928,777.00
N Schumaker Dr.	Beaglin Park Dr to City Limit	3	Microsurfacing & Patching	\$84,532.90
Industrial Parkway	Marvel Rd. to Beam St.	5	Microsurfacing & Patching	\$47,420.00
Armstrong Parkway	Naylor Mill Rd. to Marvel Rd.	5	Microsurfacing & Patching	\$46,532.00
Goddard Parkway	Naylor Mill Rd. to Marvel Rd.	5	Microsurfacing & Patching	\$46,532.00
Foggy Bottom Dr	Shumaker Lane to End	3	Slurry	\$11,442.50
Cottontail Dr	Foggy Bottom Dr to End	3	Slurry	\$13,555.00
Terrapin Ln	Foggy Bottom Dr to End	3	Slurry	\$16,720.00
E Naylor Mill Rd	Rt 13 to Zion Rd	3	Microsurfacing & Patching	\$127,200.00
Trinity Ln	Lake St to end	3	Cape Seal	\$12,798.00
Crack Sealing	N/A	N/A		\$100,000.00
Subtotal Surface Maintenance				\$506,732.40

Infrastructure and Development: Streets



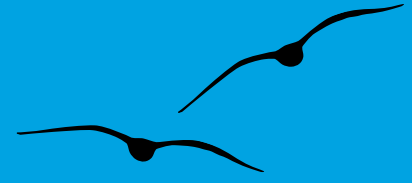
Proposed FY 24 CIP				
Proposed Road	Parameters	Condition Code	Work Type	Total Cost
Church St. (Phase 2)	Truitt St. to Old Ocean City Rd.	4	1.5" Mill/Overlay	\$171,340.00
1st St	Delaware Ave to Fitzwater St	5	1.5" Mill/Overlay	\$63,880.00
Pearl St	Delaware Ave to Fitzwater St	5	1.5" Mill/Overlay	\$63,910.00
E. Main St.	US 13 to Mt. Hermon RD.	5 to 6	1.5" Mill/Overlay with Road Diet	\$316,640.00
Lincoln Ave	Railroad Track to City Limit	5	1.5" Mill/Overlay	\$280,863.00
E. William St.	Davis St. to E. Main St.	5	1.5" Mill/Overlay	\$77,220.00
Subtotal Resurfacing				\$973,853.00
North Park Drive	Hillside Dr to Memorial Plaza	5	Microsurfacing & Patching	\$32,040.00
Milford St.	Rt 13 to S. Division St.	3	Microsurfacing & Patching	\$64,888.00
Mitchell Rd	Parson Rd to W Main St	4	Microsurfacing	\$21,403.20
W. Main St	Fitzwater St to 1st St	4	Cape Seal	\$44,796.00
Handy's Meadow	Harbor Pointe Dr to Cul-de-Sac	4	Cape Seal	\$48,330.00
Bell Island Trail	Harbor Pointe Dr to Cul-de-Sac	4	Cape Seal	\$46,928.00
E. Vine St.	Rt 13 to Snow Hill Rd.	4	Microsurfacing & Patching	\$79,820.00
Crack Sealing	N/A	N/A	N/A	\$100,000.00
Subtotal Surface Maintenance				\$438,205.20

Infrastructure and Development: Streets



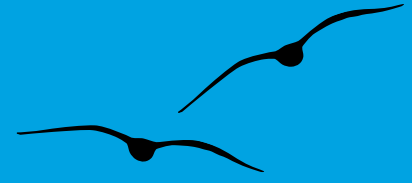
Proposed FY 25 CIP				
Proposed Road	Parameters	Condition Code	Work Type	Total Cost
W. Chestnut	N. Division to Mill St.	5	1.5" Mill/Overlay	\$34,423.00
E. Chestnut	N. Division to Poplar Hill Ave.	5	1.5" Mill/Overlay	\$32,596.00
Winder St.	Riverside Dr. to Beauchamp St.	5	1.5" Mill/Overlay	\$62,726.00
Oakdale Dr.	N. Division St to Park Ave	6	1.5" Mill/Overlay	\$69,560.00
W. Railroad Ave.	Elizabeth St to E. Church St.	5	1.5" Mill/Overlay	\$58,650.00
Market St. (Phase 1)	Rt 13 to S. Division St.	4	1.5" Mill/Overlay	\$126,890.00
Market St. (Phase 2)	S. Division St to W. Main St	5	1.5" Mill/Overlay	\$146,530.00
Arlington Rd.	Northwood Dr. to Rt. 13	5	1.5" Mill/Overlay	\$76,775.00
Alexander Rd.	Northwood Dr. to Rt. 13	5	1.5" Mill/Overlay	\$92,706.00
S Haven St	Vincent St to Spring Ave	5	1.5" Mill/Overlay	\$103,636.00
Van Buren St.	S. Division St. to Roger St.	5	1.5" Mill/Overlay	\$76,566.00
Subtotal Resurfacing				\$881,058.00
Schumaker Woods Rd	N Schumaker to Briarcliff Rd	3	Microsurfacing	\$16,380.00
Granby's Run	Schumaker Woods Rd to Long Wharf Rd	3	Microsurfacing	\$10,500.00
Briarcliff Rd	N Schumaker Rd to Granby's Run	2	Microsurfacing	\$3,750.00
Shelburne Way	N Schumaker Rd to Granby's Run	2	Microsurfacing	\$3,750.00
Long Wharf Rd	New Bedford Way to end	2	Microsurfacing	\$5,812.50
New Bedford Rd	Long Wharf Rd to end	2	Slurry	\$8,250.00
Emerson Ave	Union Ave to City Limit	2	Slurry	\$36,000.00
N. Division St	Rt 50 to End	2	Microsurfacing	\$47,887.50
Edgewater Dr. (includes James Ct.)	N. Schumaker Dr. to Bayshore Dr.	4	Microsurfacing	\$63,732.00
Heron Ct	Edgewater Dr to Edgewater Dr.	3	Microsurfacing	\$4,644.00
Bayshore Ct	Edgewater Dr to Edgewater Dr.	3	Microsurfacing	\$3,377.00
Crack Sealing	N/A	N/A	Microsurfacing	\$100,000.00
Subtotal Surface Maintenance				\$304,083.00

Infrastructure and Development: Streets



Proposed FY 26 CIP				
Proposed Road	Parameters	Condition Code	Work Type	Total Cost
Waverly Street	Hazel Ave to Newton St	5	1.5" Mill/Overlay	\$91,406.00
Vine Street	Eastern Shore Dr. to City Limit	5	1.5" Mill/Overlay	\$148,296.00
Calloway St	Brown St to End	4	1.5" Mill/Overlay	\$69,560.00
Fillmore St	Calloway St to Truitt St.	5	1.5" Mill/Overlay	\$27,880.00
Johnson St	Calloway St to Truitt St.	5	1.5" Mill/Overlay	\$26,460.00
Middle Neck Dr	Hammond Ave to City Limit	4	1.5" Mill/Overlay	\$116,190.00
Dagsboro Road	US 13 to End	4	1.5" Mill/Overlay	\$39,673.00
W North Pointe Dr	US 13 to End	4	1.5" Mill/Overlay	\$97,806.00
Shiloh St	E Lincoln Ave to Hemlock St	5	1.5" Mill/Overlay	\$101,530.00
Hemlock St	Spring Ave to E Lincoln Ave	4	1.5" Mill/Overlay	\$61,530.00
Subtotal Resurfacing				\$780,331.00
Tamarac Drive	Beaglin Park Drive to Sumac Circle	5	Slurry	\$14,444.00
Baccharis Dr	Sumac Circle to Johnson Rd	5	Slurry	\$19,932.00
Larch Way	Sumac Circle to End	5	Slurry	\$10,220.00
Sumac Circle	Baccharis Dr. to Cul-de-Sac	5	Slurry	\$24,952.00
West Rd	Delaware Ave to Queen Ave	3	Microsurfacing & Patching	\$143,976.00
Queen Ave	West Rd to Sassafras Dr	2	Microsurfacing	\$24,332.00
Victoria Park Dr	Marquis Ave to Cul-de-Sac	2	Slurry	\$5,665.00
Ocean Shore Ln	Marquis Ave to Cul-de-Sac	2	Slurry	\$9,220.00
Sassafras Dr	Queen Ave to Marquis Ave	2	Slurry	\$21,665.00
Marquis Ave	Sassafras Dr to end	2	Slurry	\$25,220.00
Crack Sealing	N/A	N/A		\$100,000.00
Subtotal Surface Maintenance				\$399,626.00

Infrastructure and Development: Streets



Proposed FY 27 CIP				
Proposed Road	Parameters	Condition Code	Work Type	Total Cost
Riverside Rd.	Riverside Dr. to Wilkins St.	4	1.5" Mill/Overlay	\$92,073.00
Wicomico St.	Camden Ave to River Oak Ct.	5 to 6	1.5" Mill/Overlay	\$112,636.00
Short St.	Barclay St. to Elizabeth St.	4	1.5" Mill/Overlay	\$25,223.00
Benny St.	Naylor St to Truitt St.	4	Taper Mill/ Overlay & install curb where necessary	\$60,323.00
Princeton Ave	S. Division St to End	5	1.5" Mill/Overlay	\$160,463.00
Olive St.	Rt 13 to N. Division St.	4	1.5" Mill/Overlay	\$21,118.00
Park Ave.	W. Chestnut to Oakdale Rd.	3	1.5" Mill/Overlay	\$40,216.00
Elizabeth St.	E Railroad Ave to E Church St.	5	1.5" Mill/Overlay	\$24,001.00
Isabella St	Mill St to Tilghman St	5	1.5" Mill/Overlay	\$176,220.00
Subtotal Resurfacing				\$712,273.00
Sleepy Hollow Drive	Pemberton Dr to Clock Tower Circle	2	Slurry	\$11,277.50
Cross Creek Dr	Sumac Circle to Johnson Rd	2	Slurry	\$14,707.50
Clocktower Circle	Circle	2	Slurry	\$11,277.50
Fire Fly Dr	Tarrytown Rd to end	2	Slurry	\$18,665.00
Bell Creek Dr	Tarrytown Rd to end	2	Slurry	\$22,887.50
Fuller Ln	Bell Creek Dr to end	2	Slurry	\$8,637.50
Tarry Town Rd	Cross Creek Dr to Cross Creek Dr	2	Slurry	\$29,220.00
Van Tassel Way	Clocktower Cir to end	2	Slurry	\$13,915.00
Hessian Way	Tappan Ln to end	2	Slurry	\$8,637.50
Tappan Ln	Baccharis Dr. to Cul-de-Sac	2	Slurry	\$19,720.00
Spring Ave	Eastern Shore Dr. to City Limit	3	Microsurfacing & Patching	\$61,544.00
Ridge Rd	Riverside Dr to Riverside Dr	3	Microsurfacing & Patching	\$39,108.00
Crestview Ln	Riverside Dr to Ridge RD	3	Microsurfacing & Patching	\$10,664.00
Crack Sealing	N/A	N/A		\$100,000.00
Subtotal Surface Maintenance				\$370,261.00

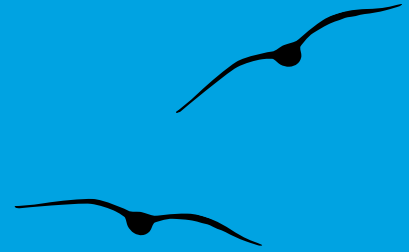
Infrastructure & Development

Bridge Maintenance

Program Total: Infrastructure & Development (Bridge Maintenance)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	60,000	-	-	-	-	60,000
Grant	240,000	2,800,000	-	-	2,400,000	5,440,000
Bond	-	700,000	350,000	-	600,000	1,650,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	300,000	3,500,000	350,000	-	3,000,000	7,150,000
Engineering	300,000	-	50,000	-	2,400,000	2,750,000
Construction	-	3,500,000	300,000	-	600,000	4,400,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	300,000	3,500,000	350,000	-	3,000,000	7,150,000

Infrastructure and Development: Bridge Maintenance



ID-BM-20-02 Naylor Mill Road Bridge Replacement

Naylor Mill Bridge (WIS-10) has surpassed its design life and is in need of replacement. Funding is available through the SHA Bridge Replacement Fund. The fund has an 80/20 split, where the City will be responsible for 20% of the cost. Design funding was provided in FY20 and design is underway.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	2,800,000	-	-	-	2,800,000
Bond	-	700,000	-	-	-	700,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	3,500,000	-	-	-	3,500,000
Engineering	-	-	-	-	-	-
Construction	-	3,500,000	-	-	-	3,500,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	3,500,000	-	-	-	3,500,000

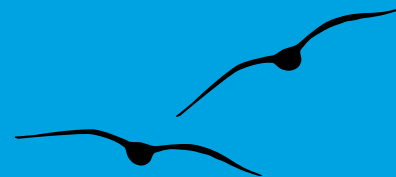


ID-BM-20-03 Mill Street Bridge Rehabilitation

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

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	60,000	-	-	-	-	60,000
Grant	240,000	-	-	-	2,400,000	2,640,000
Bond	-	-	-	-	600,000	600,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	300,000	-	-	-	3,000,000	3,300,000
Engineering	300,000	-	-	-	2,400,000	2,700,000
Construction	-	-	-	-	600,000	600,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	300,000	-	-	-	3,000,000	3,300,000

Infrastructure and Development: Bridge Maintenance



ID-BM-23-04 Amphitheater Pedestrian Bridge

Design and construction of repairs to the superstructure and bridge deck of the Pedestrian Bridge over the Wicomico River near the Amphitheater. Design includes a Structural Engineering assessment with underwater inspection of steel pilings. Anticipated repairs include replacement of wood bridge deck and timber joists, steel cross braces and gusset plates, encapsulation/replacement of steel pilings, and corrosion protection of steel super and railing.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	350,000	-	-	350,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	350,000	-	-	350,000
Engineering	-	-	50,000			50,000
Construction	-	-	300,000	-	-	300,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	350,000	-	-	350,000

Infrastructure & Development

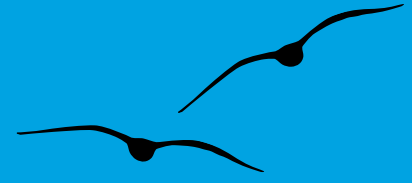
New Streets



Program Total: Infrastructure & Development (New Streets)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	700,000	330,000	2,430,000	3,460,000
Total Revenue	-	-	700,000	330,000	2,430,000	3,460,000
Engineering	-	-	80,000	330,000	-	410,000
Construction	-	-	620,000	-	2,430,000	3,050,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	700,000	330,000	2,430,000	3,460,000

Infrastructure and Development: New Streets



ID-NS-12-01 Jasmine Drive

Jasmine Drive will be built to support new development in that area. The project will be funded by cost sharing with developers. If the City builds the road in advance of new development, then the City will seek reimbursements from future developments for the construction cost of the road.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	700,000	-	-	700,000
Total Revenue	-	-	700,000	-	-	700,000
Engineering	-	-	80,000	-	-	80,000
Construction	-	-	620,000	-	-	620,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	700,000	-	-	700,000

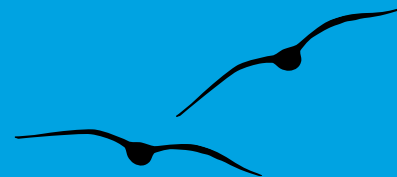


ID-NS-19-02 Jasmine Drive to Rt. 13 Connector Road

The Connector Road between Jasmine Drive and Route 13 will be built to support new development in that area. The project will be funded by cost sharing with developers. If the City builds the road in advance of new development, then the City will seek reimbursements from future developments for the construction cost of the road.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	110,000	730,000	840,000
Total Revenue	-	-	-	110,000	730,000	840,000
Engineering	-	-	-	110,000	-	110,000
Construction	-	-	-	-	730,000	730,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	110,000	730,000	840,000

Infrastructure and Development: New Streets



ID-NS-12-03 Culver Road

Culver Road is an existing unstabilized City street that connects Nanticoke Road to Pemberton Drive. Build out of proposed developments along Pemberton Drive will cause the amount of vehicular traffic use to increase on Culver Road. The proposed project will serve to upgrade the street to City standards and will be funded through Developers. The construction costs include installing a 24-foot roadway with curb, gutter and storm drains.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	220,000	1,700,000	1,920,000
Total Revenue	-	-	-	220,000	1,700,000	1,920,000
Engineering	-	-	-	220,000		220,000
Construction	-	-	-	-	1,700,000	1,700,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	220,000	1,700,000	1,920,000

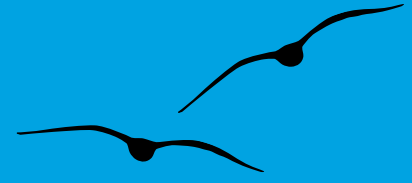
Water Works

Water Production Maintenance

Program Total: Waterworks (Water Production Maintenance)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	539,550	392,000	632,700	545,000	475,000	2,584,250
Grant	-	-	-	-	-	-
Bond	1,100,000	550,000	-	-	3,150,000	4,800,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,639,550	942,000	632,700	545,000	3,625,000	7,384,250
Engineering	143,000	133,000	375,000	105,000	185,000	941,000
Construction	1,496,550	809,000	257,700	440,000	3,440,000	6,443,250
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	1,639,550	942,000	632,700	545,000	3,625,000	7,384,250

Waterworks: Water Production Maintenance



WW-WM-20-01 Restore Park Well Field

The Park Plant Well Field runs from the Main Street Water Plant to Beaglin Park Drive and includes eight active wells. This project includes the redevelopment of each well over a five year period. In order to ensure that well production is maximized, the redevelopment program will continue so that 1-2 wells are scheduled to be redeveloped each year. Redevelopment clears the well screen of encrusted minerals and ensures maximum water production. Construction costs assume the replacement of the pumps, pump column, motor, cable, and check valve. Keeping these wells on a regular maintenance schedule reduces equipment failure, reduces electricity costs and improves water production.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	175,000	175,000	175,000	175,000	175,000	875,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	175,000	175,000	175,000	175,000	175,000	875,000
Engineering	35,000	35,000	35,000	35,000	35,000	175,000
Construction	140,000	140,000	140,000	140,000	140,000	700,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	175,000	175,000	175,000	175,000	175,000	875,000

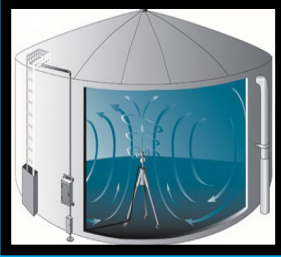
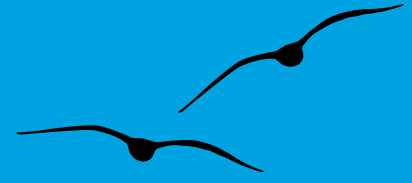


WW-WM-20-02 Restore Paleo Well Field

There are two wells which serve the Paleo Water Treatment Plant. Well 2 redevelopment was funded in FY17. As the well screens become encrusted due to minerals in the aquifer, the efficiency of the well decreases. When the well is redeveloped, the well screen and the gravel pack are cleaned by impulse generation and other mechanical means. Additionally, the pumps, pump column, motor, cable, and check valve are replaced if needed. Should either of these wells go out of service, the City becomes reliant on the one remaining Paleo well and the ability of the City to meet the water supply demands becomes jeopardized. Redevelopment will be budgeted for every five years. Well 2 is targeted for FY24 and Well 1 for FY29.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	217,000	-	-	-	217,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	217,000	-	-	-	217,000
Engineering	-	48,000	-	-	-	48,000
Construction	-	169,000	-	-	-	169,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	217,000	-	-	-	217,000

Waterworks: Water Production Maintenance



WW-WM-13-04 Tank and Reservoir Mixing System

Install water mixing systems in the Paleo Ground Storage Tank, Paleo Reservoir, the Park Reservoir and the Salisbury University Tower. The mixing systems will ensure the stability of the chlorine residual in the distribution system; thereby improving water quality and reducing disinfection by-products, per recent regulatory requirements. It is anticipated that the mixing system will be phased in based on the schedule below: FY 23 Park Reservoir and Salisbury University Tower.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	90,350	-	-	-	-	90,350
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	90,350	-	-	-	-	90,350
Engineering	-	-	-	-	-	-
Construction	90,350	-	-	-	-	90,350
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	90,350	-	-	-	-	90,350

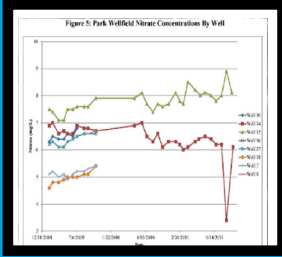
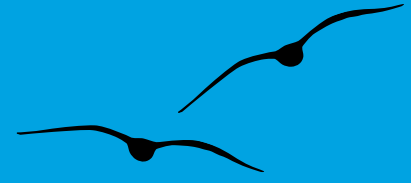


WW-WM-14-05 Park Well Field Raw Water Main & Valve Replacement

The raw water main which brings water from the well field to the plant is in need of replacement. A portion of the main closest to the plant was replaced in 2006 due to failure. This project would replace the main, piping and valves to the active wells. The main from the plant to Well 15 is the oldest and believed to be most in need of replacement. The age of the main ranges from 1925-1957. the water master plan (FY14) evaluated the condition of all the pipes and options for replacement or for installation of a parallel main. Engineering design will be completed in FY21.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	1,100,000	550,000	-	-	-	1,650,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	1,100,000	550,000	-	-	-	1,650,000
Engineering	100,000	50,000	-	-	-	150,000
Construction	1,000,000	500,000	-	-	-	1,500,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	1,100,000	550,000	-	-	-	1,650,000

Waterworks: Water Production Maintenance



WW-WM-17-08 Monitoring Equipment

The nitrate concentrations in the Park wells exceed 50% of the Maximum Contaminant Levels (MCL) more than 10% of the time. Several point and non-point sources of nitrates exist in the well field. Continuous monitoring would determine if the nitrate levels are increasing and whether treatment is required. The monitoring equipment would be purchased and installed by supplier at both water plants (Park and Paleo).

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	117,700	-	-	117,700
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	117,700	-	-	117,700
Engineering	-	-	-	-	-	-
Construction	-	-	117,700	-	-	117,700
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	117,700	-	-	117,700

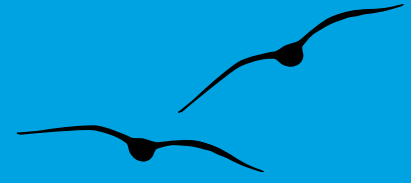


WW-WM-13-09 Elevated Water Tank Maintenance

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

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	106,200					106,200
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	106,200	-	-	-	-	106,200
Engineering	-	-	-	-	-	-
Construction	106,200	-	-	-	-	106,200
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	106,200	-	-	-	-	106,200

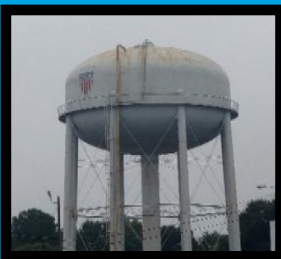
Waterworks: Water Production Maintenance



WW-WM-20-11 Paleo Equalization Basin Liner

Basin liner was installed in 2003 and is showing signs of wear and tearing in a few spots. Proposing to replace with a new liner with a strainer for the drain to keep sludge from building up at the discharge pipe. During the engineering process we will explore the costs of a new liner vs replacing the liner with concrete and possibly digging the basin deeper for future backwash demands of the plant. Basin is a holding tank for the filter backwash which feeds in at 1200 gpm and is stored and released at a rate not to exceed the capacity of the sewer.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	68,000	-	-	-	-	68,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	68,000	-	-	-	-	68,000
Engineering	8,000	-	-	-	-	8,000
Construction	60,000	-	-	-	-	60,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	68,000	-	-	-	-	68,000

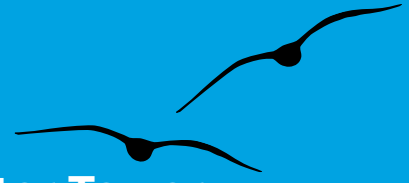


WW-WM-20-12 Decommission Edgemore Water Tower

The head pressure from the new Salisbury University Water Tower and the Paleo Water Plant overcome the Edgemore Water Tower and keep the tower from normal operations. An altitude valve was installed on the tower to keep it from constantly overflowing. Water is forced out of the tower with a pump in the evening for turnover. A new paint job on the tower will be costly due to old lead paint on the bottom coat. Proposing to remove this water tower from service and city could re-purpose the property.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	100,000	-	-	-	-	100,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	100,000	-	-	-	-	100,000
Engineering	-	-	-	-	-	-
Construction	100,000	-	-	-	-	100,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	100,000	-	-	-	-	100,000

Waterworks: Water Production Maintenance



WW-WM-22-01 West Side Water Tower

A new one million gallon water tower is needed on the west side of town to increase water pressure and system storage. System storage requirements are a function of equalization of existing and future demands, fire flow storage and emergency storage requirements. Maryland Department of the Environment recommends a system have one days supply of water for emergency storage volume (volume stored to provide water in case of an emergency situation that compromises the water systems ability to produce and deliver water to the system). The City of Salisbury currently has 3 MG in the air for storage, half of one days supply of water. Design in FY25 and construction in FY27. An additional one million gallon tank will be needed on the East side of town within the following three to five years.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	300,000	-	-	300,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	3,150,000	3,150,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	300,000	-	3,150,000	3,450,000
Engineering	-	-	300,000	-	150,000	450,000
Construction	-	-	-	-	3,000,000	3,000,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	300,000	-	3,150,000	3,450,000

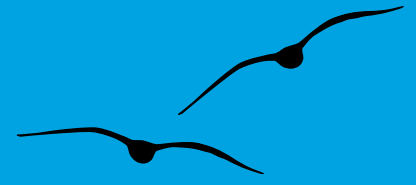


WW-WM-22-02 Park Reservoir Discharge Pipe Replacement

Replacement of existing cast iron suction main with ductile iron main and necessary fittings to offset around existing chemical building and chemical area fencing. The original main runs underneath of the chlorine building and is severely corroded. Replacing under the building would be difficult and costly, new pipe will route around building.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	40,000	320,000	-	360,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	40,000	320,000	-	360,000
Engineering	-	-	40,000	20,000	-	60,000
Construction	-	-	-	300,000	-	300,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	40,000	320,000	-	360,000

Waterworks: Water Production Maintenance



WW-WM-22-03 Perdue Booster Station

The Perdue Water Booster Station, which boosts flow to the Eastern Service Area, Wor Wic Tower and Airport was installed in 2005. The station will require an upgrade in safe capacity as flows increase and exceed the max day demand of 1.2 MGD. In addition, electrical equipment upgrades will be needed.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	50,000	300,000	350,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	-	50,000	300,000	350,000
Engineering	-	-	-	50,000	-	50,000
Construction	-	-	-	-	300,000	300,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	-	50,000	300,000	350,000

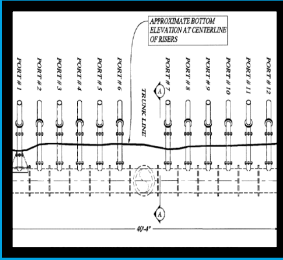
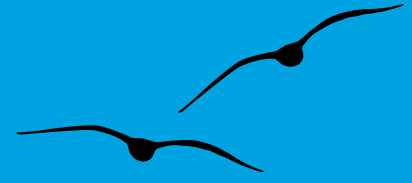
Water Works

Wastewater Treatment

Program Total: Waterworks (Wastewater Treatment)

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	785,000	728,000	515,000	-	220,000	2,248,000
Grant	-	-	-	-	-	-
Bond	1,655,493	3,000,000	-	-	-	4,655,493
Lease	60,000	-	-	-	-	60,000
Contribution	-	-	-	-	-	-
Total Revenue	2,500,493	3,728,000	515,000	-	220,000	6,963,493
Engineering	465,000	10,000	10,000	-	-	485,000
Construction	1,840,493	3,600,000	320,000	-	220,000	5,980,493
Vehicle/ Equip.	195,000	118,000	185,000	-	-	498,000
Other	-	-	-	-	-	-
Total Expense	2,500,493	3,728,000	515,000	-	220,000	6,963,493

Waterworks: Wastewater Treatment



WW-WT-17-02 WWTP Outfall Inspection and Repairs

The project will entail inspection of the outfall pipe, manifolds and effluent diffusers from the Wastewater Treatment Plant outfall into the Wicomico River. The diffusers were last inspected and maintained in 2000. this work is scheduled to begin following the WWTP Upgrade project Engineering design and inspection was budgeted in FY21 and will be completed in FY22/23 with construction in Fy24.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	500,000	-	-	-	500,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	500,000	-	-	-	500,000
Engineering	-	-	-	-	-	-
Construction	-	500,000	-	-	-	500,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	500,000	-	-	-	500,000

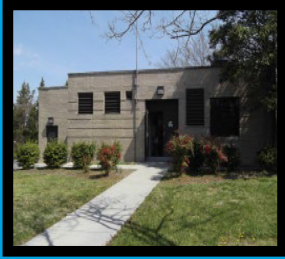
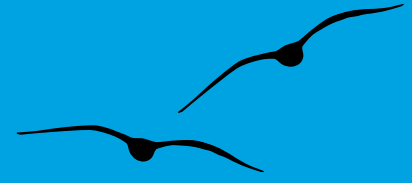


WW-WT-21 Dump Truck

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

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	185,000	-	-	185,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	185,000	-	-	185,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	-	185,000	-	-	185,000
Other	-	-	-	-	-	-
Total Expense	-	-	185,000	-	-	185,000

Waterworks: Wastewater Treatment



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

The Southside Pump Station serves approximately 1/3 of the City. The 16 inch diameter force main transmits flow from the Southside Pump Station on Ridge Road, under the River to Marine Road. If the force main were to be damaged or need repair, there is no other way to transmit flow to the WWTP. The force main is >60 years old. This project is to design a redundant force main that would also run under the River. Design and permitting is programmed for FY22.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	300,000	-	-	-	-	300,000
Grant	-	-	-	-	-	-
Bond	-	3,000,000	-	-	-	3,000,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	3,000,000	-	-	-	3,300,000
Engineering	300,000	-	-	-	-	300,000
Construction	-	3,000,000	-	-	-	3,000,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	3,000,000	-	-	-	3,300,000

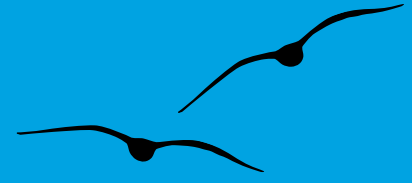


WW-WT-18-05 Pump Station Improvements

Project consists of the engineering design and construction for multiple pump station that are in need of similar improvements. 1. Energy efficiency of pumps: Five pump stations need new pumps to increase energy efficiency. 2. Metal Wet Wells: Twelve of the City's pump stations have metal wet wells which are showing signs of rusting and deterioration. The metal wet wells have exceeded their design life and should be programmed for replacement. 3. Bypass Pumping or Backup Power: thirty three pump stations do not have a bypass pumping connection. Twenty three pump stations do not have backup power. The project will implement bypass pumping connections, where feasible and cost effective. 4. Traffic Control Plans: Develop plans for access to eleven pump stations that can be used by WWTP staff during routine maintenance and emergencies.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	110,000	110,000	-	-	220,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	110,000	110,000	-	-	220,000
Engineering	-	10,000	10,000	-	-	20,000
Construction	-	100,000	100,000	-	-	200,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	110,000	110,000	-	-	220,000

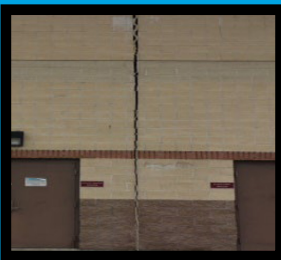
Waterworks: Water Production Maintenance



WW-WT-20-06 Internal Recycle Pump Replacement

Replace existing WWTP Internal Recycle Pumps, one per year. Currently two of four existing pumps are out of service and need to be sent offsite for diagnostic and repair. All four have had previous repairs and need to be on a replacement program. Lead time for delivery of pump is twenty seven weeks.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	220,000	-	220,000	440,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	-	220,000	-	220,000	440,000
Engineering	-	-	-	-	-	-
Construction	-	-	220,000	-	220,000	440,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	-	-	220,000	-	220,000	440,000

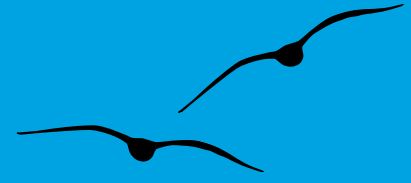


WW-WT-20-07 Structural Study

Structural Engineering study for wall gaps/building separation of existing WWTP buildings. These gaps are allowing weather into rooms containing electrical panels and controls. Building in study include: Internal Recycle Pump Station, UV Building, Pump House 3 and Pump House 4. Engineering study in fy 20, construction to begin in FY21.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	200,000	-	-	-	-	200,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	200,000	-	-	-	-	200,000
Engineering	-	-	-	-	-	-
Construction	200,000	-	-	-	-	200,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	200,000	-	-	-	-	200,000

Waterworks: Water Production Maintenance



WW-WT-23-01 WWTP Electric Upgrades

An evaluation study of the existing WWTP electrical power distribution system was completed in FY22. Recommendations for testing, maintenance, modification, and replacement of aging equipment are provided in order to enhance the reliability of the WWTP. The evaluation and recommendations include the power distribution equipment that were installed prior to the 2015 BNR/ ENR upgrade project.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	905,493	-	-	-	-	905,493
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	905,493	-	-	-	-	905,493
Engineering	115,000	-	-	-	-	115,000
Construction	790,493	-	-	-	-	790,493
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	905,493	-	-	-	-	905,493

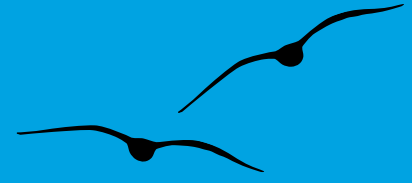


WW-WT-23-02 Glen Avenue Lift Station

The Glen Avenue Pump Station needs an upgrade to relocate the station out of the road bed to allow safe access for maintenance personnel and facilitate the installation of a crane for pump removal. The project will also provide an emergency backup generator and an updated electrical/SCADA system. The electrical controls for this pump station are located on a pole and can only be accessed via a ladder. This is not a safe method to access or operate the controls. Design was completed in FY21.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	-	-	-	-	-
Grant	-	-	-	-	-	-
Bond	750,000	-	-	-	-	750,000
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	750,000	-	-	-	-	750,000
Engineering	50,000	-	-	-	-	50,000
Construction	700,000	-	-	-	-	700,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	750,000	-	-	-	-	750,000

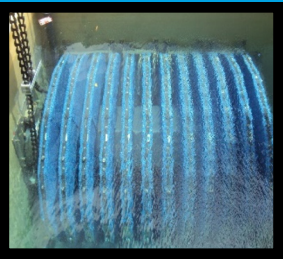
Waterworks: Water Production Maintenance



WW-WT-23-03 UV Bulbs for WWTP Disinfection

Replacement UV lamps, sleeves and wipers for the UV disinfection system. The existing UV bulb components are nearing end of life and require replacement in order to keep the UV process working. The UV system provides disinfection prior to discharge to the Wicomico River. Replacement is required every 5 years.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	-	118,000	-	-	-	118,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	-	118,000	-	-	-	118,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	-	118,000	-	-	-	118,000
Other	-	-	-	-	-	-
Total Expense	-	118,000	-	-	-	118,000

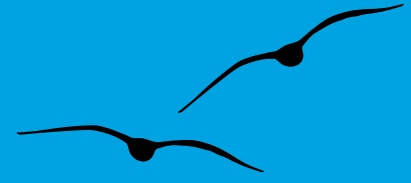


WW-WT-23-04 Filter

Replacement filter cloth socks are needed for the tertiary filter disks. The existing cloth socks are nearing the end of their useful life and require replacement in order to keep the filter online. Filters run all the time and are all wearing at the same rate. this will replace 360 filter socks. The tertiary filter is used to ensure adequate water clarity before UV treatment. Replacement is recommended every 5 years for proper plant efficiency.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	135,000	-	-	-	-	135,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	135,000	-	-	-	-	135,000
Engineering	-	-	-	-	-	-
Construction	-	-	-	-	-	-
Vehicle/ Equip.	135,000	-	-	-	-	135,000
Other	-	-	-	-	-	-
Total Expense	135,000	-	-	-	-	135,000

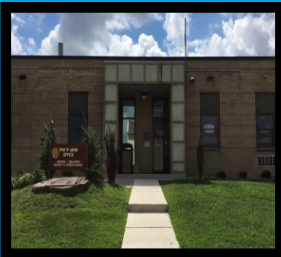
Waterworks: Water Production Maintenance



WW-WT-22-01 F350 Utility Body Truck

New vehicle equivalent to a Ford F350 utility body dually with lift gate and crane. This vehicle will be used by maintenance staff to pull pumps and motors up to 2,700lbs out of lift stations for replacement and repair. This will be a new vehicle in the WWTP fleet.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General						-
Grant						-
Bond						-
Lease	60,000					60,000
Contribution						-
Total Revenue	60,000	-	-	-	-	60,000
Engineering						-
Construction						-
Vehicle/ Equip.	60,000					60,000
Other						-
Total Expense	60,000	-	-	-	-	60,000



WW-WT-23-05 Control Building HVAC Replacement

Design includes removal of two old failing and crumbling HVAC system and replaced with a new energy efficient HVAC system. Design completed in Sept. 2020, bid in sept 2021 project came in overbid, need additional funding to complete project in fy23.

	FY 23	FY 24	FY 25	FY 26	FY 27	Total
General	150,000	-	-	-	-	150,000
Grant	-	-	-	-	-	-
Bond	-	-	-	-	-	-
Lease	-	-	-	-	-	-
Contribution	-	-	-	-	-	-
Total Revenue	150,000	-	-	-	-	150,000
Engineering	-	-	-	-	-	-
Construction	150,000	-	-	-	-	150,000
Vehicle/ Equip.	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Expense	150,000	-	-	-	-	150,000

ACO	Animal Control Officer	GOB	Government Obligation Bond
ALS	Advanced Life Support	GVW	Gross Vehicle Weight
BLS	Basic Life Support	HAZMAT	Hazardous Material
BPI	Building Permits and Inspections	HCDD	Housing and Community Development Department
CAD	Computer Aided Drafting	HR	Human Resources
CAFR	Comprehensive Annual Financial Report	ICMA	International City Management Association
CDBG	Community Development Block Grant	ID	Infrastructure and Development
CID	Criminal Investigation Department	IDD	Infrastructure and Development Department
CIP	Capital Improvement Plan	IS	Information Systems
CMMS	Computer Maintenance Management System	ISO	International Organization for Standardization
CPT	Captain	K9	Canine Dog
DID	Department of Infrastructure and Development	LGIT	Local Government Insurance Trust
EMS	Emergency Medical Services	LT	Lieutenant
EPO	Exclusive Provider Network	MD	Maryland
EST	Estimate	MEO	Motor Equipment Operator
FAA	Federal Aviation Administration	MPO	Master Police Officer
FO	Field Operations	NFPA	National Fire Protection Association
FT	Full Time	NCIC	National Crime Information Center
FY	Fiscal Year	NFF	National Folk Festival
GF	General Fund	NPDES	National Pollutant Discharge Elimination System
GAAP	Generally Accepted Accounting Principles	OBC	Ordinary Business Corporations
GFOA	Government Finance Officers Association	OC	Ocean City
GIS	Geographic Information System	PAC	Public Access Channel

Glossary of Accounting and Budget Terminology: Common Acronyms

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PFC	Police Officer First Class
PILOT	Payments in Lieu of Taxes
PM	Paramedic
PPO	Preferred Provider Network
PS	Public Safety
PT	Part Time
RFP	Request for Proposal
ROA	Return of Assets
ROI	Return of Investments
SC	Standard Charter
SPD	Salisbury Police Department
SPO	Senior Police Officer
SU	Salisbury University
SW	Storm Water
TMDL	Total Maximum Daily Load
UB	Utility Billing
UPS	United Postal Service
WAN	Wide Area Network
W&S	Water and Sewer
WW	Water Works
WWTP	Waste Water Treatment Plant

Glossary of Accounting and Budget Terminology: Definitions

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ACCOUNTING SYSTEM – The total structure of records and procedures that identify, record, classify, summarize, and report information on the financial position and results of operations of a government.

ACCRUAL BASIS OF ACCOUNTING – The method of accounting in which transactions are recognized when they occur, regardless of the timing of related cash flows.

ANNEXATION – The incorporation of additional territory within the domain of the City.

APPROPRIATIONS – The legal authorizations made by the Mayor and City Council to the departments, of the City which approves their budgets and allows them to make expenditures and incur obligations for purposes with the accounts approved.

ASSESSABLE BASE – The total value of all real and personal property in the City which is used as a basis for levying taxes. Tax exempt property is excluded from the assessable base.

BALANCED BUDGET – A budget that has operating revenues equal to operating expenditures.

BOND – A written promise to pay a specified amount of money, called the principal amount, at specific dates in the future called maturity dates along with interest at a specific rate.

BONDS ISSUED – Bonds sold.

BOND RATING – A rating, issued by a rating agency, which indicates the probability of timely repayment of principal and interest on bonds issued.

BUDGET – A financial plan containing estimated revenues and expenses for an organization. The plans are prepared by the individual departments and reviewed and submitted by the Mayor to the City Council for their review and approval.

BUDGET YEAR – The fiscal year for which the budget is being considered. (See also FISCAL YEAR.)

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

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

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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.

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.

APPENDICES

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.

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.

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INFRASTRUCTURE – The physical assets of a city (streets, water, sewer, public buildings, and/or parks) upon which the continuance and growth of a community depend.

INTERFUND TRANSFERS – Payments made from one operating fund to another as a contribution to defray a portion of the recipient's fund's costs.

INTERGOVERNMENTAL REVENUES – The revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

LEVY – (Verb) To Impose taxes or special assessments for the support of governmental activities. (Noun) The total amount of taxes or special assessments imposed by a government.

LIABILITIES – Debts or other legal obligations arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

LONG-TERM DEBT – Debt or obligations of the City with a final maturity or payment date of greater than one year.

MODIFIED ACCURAL BASIS OF ACCOUNTING – The accrual basis of accounting adapted to the governmental fund type. It is a modified version of the full accrual basis of accounting in that it, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

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

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

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

OPEB – See Other Post-Employment Benefits.

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

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.

APPENDICES

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

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

PRIOR YEAR(S) – The fiscal year(s) proceeding the current year.

PROJECTIONS – The estimate of budget authority, outlays, receipts, or other amounts extending several years into the future. Projections generally are intended to indicate the budgetary implications of existing or proposed programs.

PROPOSED BUDGET – Reflects the budget or line-item amount recommended by the Mayor to the City Council for their review and consideration. It reflects either his assessment of what is needed to accomplish the department's objectives, or the limited resources available to accomplish the intended objectives.

RESOLUTION – A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.

RESULTSSBY – Measurable metrics based on each departments goals and priorities.

REVENUE – Income received by the City to support its program of services to the community. It includes sources such as property taxes, admission fees, service charges, and Federal and State grants, to name just a few.

RFP – Request for Proposals. Federal mandate to request proposals from potential contractors for outsourced government services.

SHORT-TERM DEBT – Debt or obligations of the City due within one year or less.

SPIN BIKE SHARE SYSTEM – A bicycle-sharing system in which bicycles are made available for shared use to individuals on a very short term basis.

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

TAX RATE – The amount levied for every \$100 of assessed property value, as determined by the Maryland State Assessment Department on both real and personal property within The City of Salisbury limits.

UNDESIGNATED FUND BALANCE – Funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

UNASSIGNED FUND BALANCE – That portion of a fund balance for which no binding commitments have been made.



CITY OF SALISBURY, MARYLAND

MUNICIPAL BUDGET FY 2023