

CITY OF SALISBURY
BUDGET WORK SESSION
APRIL 18, 2023

Public Officials Present

Council President Muir W. Boda
Council Vice-President April Jackson
Councilmember Michele Gregory

Mayor John R. "Jack" Heath
Councilmember Angela M. Blake
Councilmember Megan Outten

In Attendance

City Administrator Andy Kitzrow, Acting Assistant City Administrator Tom Stevenson, Finance Director Keith Cordrey, City Clerk Kimberly Nichols, City Staff and Department Heads, and members from the public

The City Council convened in a hybrid Budget Session at 8:30 a.m. via Zoom and in Conference Room #306 to begin the FY24 Budget Review. The following is a synopsis of the discussions.

Salisbury Police Department (SPD) Personnel Committee

Cpl. Nicholas Amendolagine and Cpl. Dave Underwood joined Council to represent the SPD Personnel Committee. They requested the Take Home Car Program be continued to enhance recruitment and retention and shared they were still down on officers. Full staff would entail having 103 officers; there were 7 frozen, and they were down 12. Two were rumored to be leaving soon, and four would soon be retiring, bringing their number down to 78. They also shared the following:

- Take home cars- The young officers wanted take home cars. (4) cars in the budget this year was definitely helpful. They needed to consistently keep getting cars. SPD was the only municipality in the county that did not have a full take home car program. They were a strong selling point.
- Starting pay was not competitive right now. The Mayor's Proposed Budget was very close to what they had in mind.

Ms. Jackson asked for their top two requests, which were pay and take-home cars. Starting pay was not competitive. Council discussed take home cars and the fact that normally vehicles last longer because they are taken care of better and not used constantly.

President Boda asked them to share Council's appreciation for all they did for the community.

Salisbury Fire Department (SFD) Personnel Committee

Salisbury Career Fire Fighters Local #4246 President Sgt. Brandon Records and Vice-President Daniel Hill joined Council. Sgt. Records said they normally came in these meetings to argue a point, but they were going to express appreciation for the pay scale because they had been behind for quite some time. He did not know more details and asked for budgetary information.

Mr. Kitzrow informed them that the majority of everything requested by Chief Tull was funded including the new pay scale, trainings and schools, computer services, consulting fees, medical, uniform allowances, maintenance, two more vehicles, hazmat supplies, turnout gear, etc. He reminded them this was all contingent on the revenue projections.

Sgt. Records asked about funding to clean the HVAC vents in the Fire Department and Mayor Heath thought that should be covered in the maintenance agreement.

Volunteer Fire Department

Deputy Chief Lee Smith presented the request for \$80,000. The volunteer coordinator resigned and it was decided to not fill the position. He requested Council consider ballistic vests for all fire fighters and EMS, as more violent incidences were happening. Many times fire personnel were on the same scenes as Police. They were supposed to be funded in FY25, but he thought a year was a long time. Ms. Jackson asked how much the vests were, and he answered \$100 to \$145 per vest, and the total amount would be about \$44,000. Mayor Heath noted that when he volunteered, the fire fighters were placed on hold when there was a dangerous situation until the site was cleared. Mr. Smith said that was still in effect.

Deputy Chief Smith also requested the support of the replacement of Rescue 1, funding to replace two engines which were 14 years old, and \$5,000 for volunteer training.

Mr. Kitzrow asked Deputy Chief Smith to explain funding for the volunteers from the County. Chief Smith said that up until six years ago they received funding from the County. Prior County Executive Bob Culver ended the \$125,000 County appropriation and matching fund of \$25,000. Over the last five years it was still placed in the budget but County Council voted against it each year. They still received their 508 money of about \$28,000 each year. This year, they purchased \$33,000 in hydraulic tools, a second Nomex hood for all firefighters to reduce the risk of cancer for \$8,100, five fire hoses were replaced for \$17,000 and fire nozzles for \$22,000, and updated gym equipment for \$35,000. They would be able to do more projects if they were funded by the County again, and did not know why the County Council was against them because they funded the other twelve fire companies. The previous Acting County Administrator included Salisbury in the budget every year, but was deducted by the County Council. He said Salisbury ran 80% of the calls in the County and thought they should be recognized for that.

Council took a break at 9:22 a.m. and returned at 9:35 a.m.

City Clerks Office (11100)

City Clerk Kim Nichols reporting there was nothing extra requested from last year. The copier payment was reduced and telephone was increased per Procurement's estimation.

Elections (13000)

Ms. Nichols reported on the Elections budget. The budget had increased from four years ago. The total Elections budget for 2019 was about \$68,000 while the requested budget for this year for the November 2023 Election was \$98,000. She reported on the five locations being used for polling. She discussed the polling locations.

City Council (11000)

Ms. Nichols reported on the Council's budget and discussed the importance of travel and training accounts.

Additional Information

Mr. Kitzrow reported the City was going to move the 40 hours per week employees to 35 hours per week. The employees in Police and Fire who worked 12-hour shifts would not be impacted.

Field Operations and Water Works would be shifting to 35 hours. They had to add some additional funding for a part time Zoo Keeper because of the feeding schedule of the animals.

The City did not spend a lot of money this year on Field Ops' or Water Works' vehicle fleet . There were numerous vehicles at the end of their life cycle, and there would be unique ways to fund them next year.

General Government Personnel Committee

IS Computer Tech Will Schmager reported for the General Government Personnel Committee. A request would have been for some sort of increase, but Council had already approved increases, and he thanked Council. Several departments requested positions, and it appeared they were funded, and he also thanked Council. Education reimbursement for employees would now be at the beginning of programs rather than at the end of their classes. Mr. Schmager said the Zoo requested repairs to or funds to purchase a new dump truck. Mr. Kitzrow said the new dump truck was not funded in the budget this year, and would be addressed this Fall.

Mayor's Office (12000)

Mr. Kitzrow discussed the vacant Internal Governmental Liason position in the Mayor's Office, which was frozen. The new administration would not need the position this year. Otherwise, he reported it was a flat budget with some funding moved around. He noted the funding for the new HQ offices would be in the GOB presentation by Procurement Director Jennifer Miller.

Mr. Kitzrow also discussed the new pay grade scale which would eliminate compression.

Salisbury Police Department (SPD- 21021)

Colonel Dave Meienschein and Captain Howard Drewer joined Council to discuss the Police Department's budget. He discussed the Vehicle Maintenance Account which always seemed to need additional funds, as they had an aging fleet. He discussed the take home and shared vehicle programs. Everything was going up in price and it was important to get ahead of maintenance issue and extra funding in the Vehicle Maintenance Account was needed.

Another item was incentives to the special units. The Tactical Unit worked in the City and the County because the County did not have a fully operational Tactical Unit due to their staffing shortages. Even though the SPD staffing was down, they had a highly trained, motivated and fully equipped Tactical Unit, which came with overtime. SPD wanted to create a stipend incentive to encourage being accepted and remaining on the Unit. Another incentive was the K-9 Program. The officers had to be compensated. Traditionally, they found the money in other budget lines and did not budget those amounts. They also wanted to compensate CID. Vehicle purchases were also important to help retain and recruit officers.

Colonel Meienschein discussed the tough competition, how busy the City Police were compared to other jurisdictions, and the subsequent burnout. He stressed how crucial it was to be competitive in pay, vehicles, equipment and uniforms.

Ms. Jackson asked if more training was needed in dealing with youth violence. Colonel Meienschein said that based on recent events, they were meeting everyday with their allied agencies. They had to make it painful to leave employment with the City by offering cars, more pay, benefits, etc.

President Boda asked how often SPD went outside of the City to perform tactical duties, and Captain Drewer answered that over the last couple of months their counterparts had an increase in injuries and were struggling. SPD had an MOU with them and they trained together. They had done more over the past three months in the County. The number fluctuated, but an estimate would be at least three times per month. Some of the people the County investigated were also being investigated by CID.

Police Communications (PCC) (21025)

Colonel Meienschein appreciated the mid-year incentives offered to Dispatch and it helped retain a few people who were looking elsewhere. This was a key component in conjunction with the feet on the ground. Mr. Kitzrow said the PCC Officer was the only position on General Government not shifting to a 35-hour work week because they worked a 12-hour shift.

Animal Control (21029)

The driving budget item was their work with the Humane Society. They paid 1/5 of the Humane Society's budget and were looking to conduct a review.

Council recessed at 10:35 a.m. and reconvened at 10:46 a.m.

Human Resources (HR) (18500)

HR Director Meg Caton reported the biggest change in the budget was the tuition reimbursement. They were providing the funding up front rather than as a reimbursement. She explained the contract the employees would need to sign with the City. More money was funded for travel due to the increased job fairs, etc. and conferences. Incentives and employee recognition funds were for swag, movie tickets, etc.

Financial Overview

Finance Director Keith Cordrey presented the following:

- Balance Sheet-Governmental Funds
 - Cash FY22 VS. FY21: \$14.6 million V.S. \$14.4 million
 - FY22 Unassigned Fund Balance: \$12.2 million (\$12.6 million in the prior year)
- Financial Results
 - Revenues of \$45.7 million, Expenses of \$44.8 million
 - Total change in fund balance was \$451,000
 - Budgeted \$2.4 million in Surplus, carried forward encumbrances of \$2.4 million, and passed ordinances to use \$2.2 in Surplus
 - Final budget we would have used \$7.1 of Surplus if we spent every dollar that we budgeted, but during the year the City had revenue variances where the total revenue variance was \$3.3 million, meaning we received \$3.3 million more than what was budgeted. Mr. Cordrey summarized the major components- taxes came in at \$1.4 million more than what was budgeted and charges for services came in \$94,000 over.
 - Favorable expenditure variances where some of the departments did not expend all of the budget was \$3.3 million.
- Water Sewer Fund Statement of Net Position
 - \$300,000 increase in Cash;
 - Restricted Cash declined by \$2.2 million, construction in process declined by \$6.4 million. This was because some completed projects were moved into Fixed Assets.
 - Water & Sewer Funds current liabilities declined by \$3.3 million, Total liabilities declined by \$11 million; Unrestricted net position increased by \$2.4 million (from \$-1.8 million to \$512,000)
 - Changes of Net Position – charges of services for FY22 increased by \$1.3 million, Total Operating Revenues increased by \$1.6 million, and Total Operating Expenses were reduced by \$2.3 million.

- Had an improvement in Net Operating Income of \$2.7 million, and our Change in Net Assets improved by \$5.4 million.
- Governmental Statement of Net Position Total, both governmental and business-
Cash increased by \$3.5 million; OPEB liability last year was \$25 million, this year increased to \$28 million; Pension liability increased from \$34 to \$40 million
- Governmental Statement of Net Position (Full Accrual Statements)
 - In FY22 Capital Assets increased by \$6.5 million, Total Assets increased by \$9.6 million
- Statement of Net Position that includes Enterprise Funds (Water Sewer, Marina, Parking and all Funds)
 - Under Non-current Liabilities , post employment health benefits and the pension liability are recorded. Currently, the health benefits were at \$16.8 million and net pension liability was at \$29.2 million.

President Boda asked Mr. Cordrey to explain the above and why the City did that. Mr. Cordrey reported that when City employees retired they received a subsidy for health benefits. An actuary determined what the estimated future cost would be over time. The pension liability was another benefit offered to City employees and an actuary determined the proper amount to record for the City's future pension costs.

- Unrestricted Net Position improved by \$3 million. It went from -\$35.5 million to -\$34.2 million.

Financial Health

Benchmarks

General Fund- Total Fund Balance

- The Total Fund Balance was \$16.5 million and budget expenditures was \$45.9 million (36% ratio- considered a strong fund balance)
- Unassigned Fund Balance- (uncommitted net assets)- The City was above the three-month line. The City was at \$12.6 million last year and \$12.2 million this year. The City was steady at this time with the Unassigned Fund Balance.
- Debt to Market value- Total Debt was \$89.1 million, Market Value of Property was \$2.4 billion. This was considered adequate at 3.58%
- Debt per capital - \$2696 (needs improvement)
- Annual Debt Service increased by \$200,000 to \$4.3 million
- Ratio of 7.38% as it related to the General Fund + Capital Project Budget (\$58.7 million) Considered adequate because it was less than 10%.
- Water and Sewer Unrestricted Balance improved from -\$1.8 million to \$512,000
- Water and Sewer Operating Revenue was \$19.8 million with ratio of 2.58 (needs improvement) The City needed to build their assets in the Water Sewer Fund.
- Parking Authority Unrestricted Net Position- -593,000 (needs improvement)

Mr. Cordrey said the Benchmark Summary showed none of ratios changed last year to this year.

Mayor Heath asked Mr. Cordrey to comment on the impact of the ARP funds over the two years. Ms. Cordrey explained one of the top decreases of the General Fund Revenues was that last year they budgeted \$4.5 million of Federal Recovery Funds, and this year they budgeted none in the budget. Some of the top increases in revenues were Fire-EMS Fee (\$5.7 million), Real Property Tax

(\$2.7 million), EMS Medicare Reimbursement (\$665,000), Local Income Tax increases (\$500,000), Highway User Fees (\$373,000), Police Regular Grant (\$307,000), Red Light Camera Revenue (\$239,000), Railroad Utility Personal Property Taxes (\$200,000), EMS Services from Life Quest (\$200,000), Personal Property OBC (\$100,000).

Some decreases included School Zone Camera income, donations, Billboard Licenses declined. The Federal Recovery Funds was the largest decline.

FY24 Budget Highlights

Revenues

- Small increase to trash service (\$67 to \$69 per quarter)
- Tax rates- No change to Residential, Commercial increased by 15 cents per hundred
- Water Sewer Rates- increased by 12%
- Urban Services – hoping to maintain 2X City rates

President Boda reported the Water Sewer Rates increase was caused by the drastic reduction in rates over ten years ago. When an action was taken, it did not always impact the current time, but it could impact years down the road.

Council recessed for lunch at 11:17 a.m. and reconvened at 11:56 a.m.

Department of Infrastructure & Development (DID)

Mike Zimmerman, Supervisory Civil Engineer, joined Council to present the DID requested budget. Points of his discussion included the following:

- DID was happy with the proposed budget and was pleased to see what was being funded.
- Allen Myers purchased Chesapeake Paving and honored the City rates for a year, but they were expected to increase by 40% next year.
- Johnsons Pond and dam repairs

Planning & Zoning (19000)

- Clerical salaries

Building Permits (25100)

- The funding was flat minus the adjustments for salary increases

Engineering (31000)

- Mr. Kitzrow informed Council that the Engineering teams' salaries were split up between Water & Sewer. The City had a significantly difficult time recruiting talent to fill positions in this department. They were highly sought-after positions locally, and even at our highest compensation rates right now we were not getting anyone interested. The starting salary for the Engineering Position was adjusted up by \$15,000 in the proposed budget, but the salaries would still remain below the market average. There was a very strong private market locally and with the ability to telework, the competition was not only local.
- President Boda asked if the City could offer teleworking and Mr. Kitzrow answered they had done so in the past, and he thought it was still a consideration. Mr. Zimmerman said that they could probably work it out but not all positions would be able to telework, such as inspectors.

- Mr. Kitzrow discussed the budget was focused on people and projects such as Johnson's Pond. Many of the Master Plan projects such as Bikeways, Urban Greenway, Rail Trail, etc. would not have significant funding this year, other than being grant funded.

Water Engineering (81080) and Sewer Engineering (84080)

- Adjustments only related to salaries and related accounts

Stormwater and Stormwater Utility Fund (60850)

- The Enterprise Fund fee was not recommended to be increased. This funding allowed the City to fund various storm water related projects. Mr. Zimmerman discussed the importance of reducing the City's impervious surfaces. As part of the City's MS4 Permit, the state tasked the City to reduce impervious surfaces by 20% before 2025, and have added another 10% reduction by 2030.

Water Works

Director Cori Cameron was joined by Waste Water (WW) Superintendent Connie Luffman, Water Plant (WP) Superintendent Ron Clapper, and Program Specialist Megan Culstipak. Ms. Cameron said that the department had been operating on a zero-dollar budget increase for several years, and they were doing what they could. She had never seen it so tight and this was probably the hardest year ever with cost increases, supply chain issues, and vacant positions for years. Her focus was on getting qualified people to fill the positions to run the plants. The budget needed to fund maintenance of the plants and infrastructure projects. She reported that just for the Wastewater Treatment Plant (WWTP), there was a \$397,000 increase in chemicals.

Ms. Cameron discussed the Essential Items which included the following:

- A large increase in telephones for the entire department
- An internet increase because fiber was installed this year at the WP
- Postage increased at the WP due to having to mail samples via overnight
- Gas for Water & Sewer (W & S) Utilities increased by \$10,000
- Janitorial services at Water Treatment Plant (WTP) increased \$1,760 (three-year contract)
- Skilled Services at WP and Utilities
- Chemical increase of \$397,000 at WWTP
- \$16,000 to continue program begun last year to pay sign on bonus for CDL drivers. There was in house training available.
- Merit increase for two employees as the career ladders were beginning to butt up against the supervisors
- Reclassification of meter techs of one step
- Advocating for a W & S increase due to regulation change and PFAS. There would be some grants available related to PFAS.

She also reported that about \$500,000 was paid in landfill fees this year because the City's sludge had to be transported to Midshore Fill and to Virginia due to the County not taking the City's sludge. Mr. Kitzrow explained why the County restricted the City's daily loads to one load per day from three loads per day.

Field Operations (Field Ops)

Field Ops Director Mike Dryden, Office Manager Sandy Carter, and Deputy Directors Sam Ireland and Jake Pavolik joined Council. Mr. Dryden thanked Administration for the 6% proposed increase in the Mayor's budget and added that the switch from 40 hour to 35-hour work week was positive. He did not think there would be an issue with Sanitation- that they could work out coverage for the City.

Mr. Kitzrow reviewed the essential items as listed below:

- Adding an electrician position
- Equipment and maintenance
- Computer software
- CDL bonus similar to Water Works

Mr. Kitzrow discussed the following items:

- 1-ton dump truck funded at \$85,000 in the CIP
- Marina- two employees not working there now
- Parking Fund rate increases- finally cash flow positive
- Yet to come would be the Lot 1 parking garage. As it moved forward, there would be
- a separate bond ordinance brought to Council.

Ms. Jackson asked if the parking lots were being used by businesses the way the City thought they should be. Mr. Kitzrow said that the City had parking lots, parking garages, and permitted lots. The permitted lots were what they typically saw a lot of. The City had capacity in some of their lots, and there were some open vacancies in the big lots. Strategically, they wanted to develop their parking lots, including Town Square that would be taking over the free Lot 1 parking lot. The City would then start to get squeezed on parking that was available until the garage was built. For several months they have thought about adding on street parking. Ms. Jackson said there was a business that was almost on a City parking lot and it was being utilized by hundreds of people, but they weren't paying for parking. Mr. Kitzrow said that some of the lots downtown were privately owned, such as Avery Hall. They were losing revenue because some of these places were not being monitored. Ms. Gregory addressed having ample handicapped parking in the new infrastructure.

Council recessed at 1:05 p.m. and reconvened at 1:27 p.m.

Housing and Community Development Department (HCDD)

HCDD Director Ron Strickler and Housing Manager Brett Sanders joined Council and remarked that the staff were excited about the opportunity for growth with the City. He said when they ran their revenue figures they projected to bring in about \$1.4 million in revenue from the various programs including rental and landlord registrations (which increased in number each year). The additional revenue items they created were through clean/lien services, citations, Community Center rentals, etc.

Mr. Strickler reported there were not many changes in the HCDD budget, but funding was increased in the Community Centers and related events. Advertising was also increased due to the increased need to inform the public about events. Training was increased slightly, and still considered very important.

Ms. Outten asked for more details on general events. Mr. Strickler said they included all community events such as Neighborhood Walks, Santa's Workshop, Pop Up Bus Stops, etc.

Some essential items would be covered out of the Sponsorship Campaign which included electricity, propane, and operational services. Anne Street Village has added a 23-person facility 24/7, 365 days per

year to their workload. Essential items funded were the annual maintenance cost for Ennergov and the Code Compliance demolition funding.

Fire Department (24030)

Fire Chief John Tull, Deputy Chief Darren Scott, Deputy Chief Chris O'Barsky and Assistant Chief Rob Frampton joined the Council to discuss the Fire Department Budget. Chief Tull said this was a very unusual budget presentation for the Fire Department, as they normally presented information to try to defend requests. He thanked Council for the funding and the group reported on some of the initiatives below:

- Pay increases and sliding the pay scale several steps helped them move forward and be competitive with other agencies. Placing people in their proper steps would help with retention.
- Increasing training and schools
- HAZMAT supplies
- Consulting fees
- Medical physicals including cancer screening cardiac
- Maintenance contracts- New HVAC System & contract
- Equipment & Supplies
- Plugs going into EV

They discussed how to use the heat seeking cameras which were funded. Ballistic vests for all Fire and EMS were discussed. Chief Tull said they had researched them for some time. President Boda asked if there were any grants for the vests, and Chief Tull said there was funding for vests for Police but did not think for Fire. He would research applying for them through the Police Department but did not know. Mr. Boda thought to prioritize the vests according to who would be the first to go into an unsafe situation, but Chief Tull said it would be impossible to determine as they all rotated riding assignment and positions and they were designed for each individual person. He thought they should either all have vests or none at all.

President Boda asked to revisit the ballistic vests as a Critical Item. Mr. Kitzrow said it was very costly to provide the level of care the department provided.

Chief Tull reviewed the history of the Fire Service Agreement. Volunteerism decreased by 70% since 2017 and call volume increased 21% since 2016. They were down 13 employees during 2022. He reviewed the starting pay for other municipalities in the area, which were higher and they ran far less calls per day.

Mayor Heath presented the Fire Fee proposed in the budget. There was no fee for land only. Apartment units would be \$50 each, and commercial, residential, industrial, townhouses and condos would be \$300 each. He thanked the Council for their support. Mr. Kitzrow added that 1/3 of the 16,000 calls per year were outside the municipal boundary.

Council recessed at 2:43 p.m. and reconvened at 2:55 p.m.

Financial Health

Mr. Cordrey reported on the tax assessments and tax levy, personnel changes, reclassifications and transfers. The tax rate for commercial was increased by 15 cents per hundred dollars. Estimated taxes, based on that total assessment, increased from \$28 million to \$31 million. A majority of personnel would receive a proposed 6% increase in pay while Police Officers and Fire/EMS would receive a

minimum of 8%. Additionally, there were some market rate adjustments, merit increases, and career ladder updates. Health insurance increased by 2% this year.

Ms. Outten asked how the City compared to other municipalities, and Mr. Kitzrow said that pay was more competitive but there was still the strain of the call volume. The 6% and 8% were what the City could afford to do, and was a step in the right direction. Ms. Blake asked about the HCDD new Homelessness position.

Mr. Cordrey discussed Capital Outlay in the General Fund, with \$1.1 million coming from General Revenues, and \$265,000 from Lease proceeds. It was a large amount the City was able to fund from Cash.

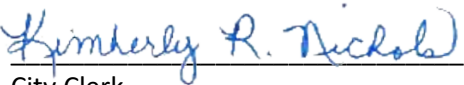
In Capital projects, \$3.1 million was coming from new bond proceeds. In Water Sewer Capital Projects, there was a \$225,000 reallocation and \$4 million from a new bond. There was a very insignificant change in Debt Service, going from \$4.1 million last year to \$4.3 million. The City's Debt Service Policy used when doing the CIP was that the City's debt service should not exceed 10% of their expenditures. Since FY12, the City's taxes increased by \$10 million, some of its major functions increased by \$24 million, and Public Safety increased by \$15 million.

The City examines the Revolving and Impact Funds on hand, and a few years ago established a goal of keeping \$1.5 million on hand for the possibility of maintenance in the Water Sewer Fund and \$1 million for Impact. In March, the City had \$3.2 million, which was \$772,000 over the minimum established for maintenance and capacity. If the City wished to have three months Operating Expense as a goal, we should have \$2.7 million on hand. There was actually negative cash on hand at that time. The City's minimum Water Sewer fee added to the Trash was still very competitive in the marketplace.

Mr. Cordrey reviewed the original WWTP loan (the plant that failed) and the new loan for the new WWTP. The City's budget was not trained to cover both of them concurrently, and was going to result in \$8 million cost over the three-year period. The City unsuccessfully tried to plan and build \$8 million in cash to help work through the period. MDE was then contacted and the City was able to rework the amortization of the loan and continue to pay the lesser amount of \$150,000 and amortize it once that original loan was paid. This allowed the City to avoid an \$8 million crisis. Mr. Kitzrow said the City would be looking at a very different Water Sewer budget this year if this had not happened.

The City has a strong Financial Position and its Unassigned Fund balance was also strong. Most of the Water Sewer projects were funded. The City was unable to fund everything in the CIP and continued to feel the stress of increased costs. Also, the Predictable Pay Plan was a significant amount each year in the General Fund. The City made a significant step this year in funding its Fire Services and still want to work with the County to optimize Fire Services, as well as bringing Tax Differential to the City. The Parking Fund Unrestricted Net Position was also being improved.

The Budget Work Session adjourned at 3:09 p.m. Council will re-convene at 8:30 a.m. on April 21, 2023.



City Clerk



Council President