City of Salisbury, MD Adopted Budget FY 2024

'Painting the future of Salisbury'



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, 2022. 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, 2022

Christopher P. Morrill

Executive Director

Navigating this Document

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

Table of Contents

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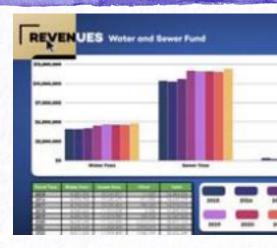


External Links

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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 (District 1)
Council President



Michele Gregory (District 4)
Councilwoman



John 'Jack' Heath Mayor



Angela Blake (District 5)
Council Vice President



D'Shawn Doughty (District 2)
Councilman



Andy KitzrowCity Administrator



Megan Outten (District 3)
Councilwoman



John TullDeputy City Administrator

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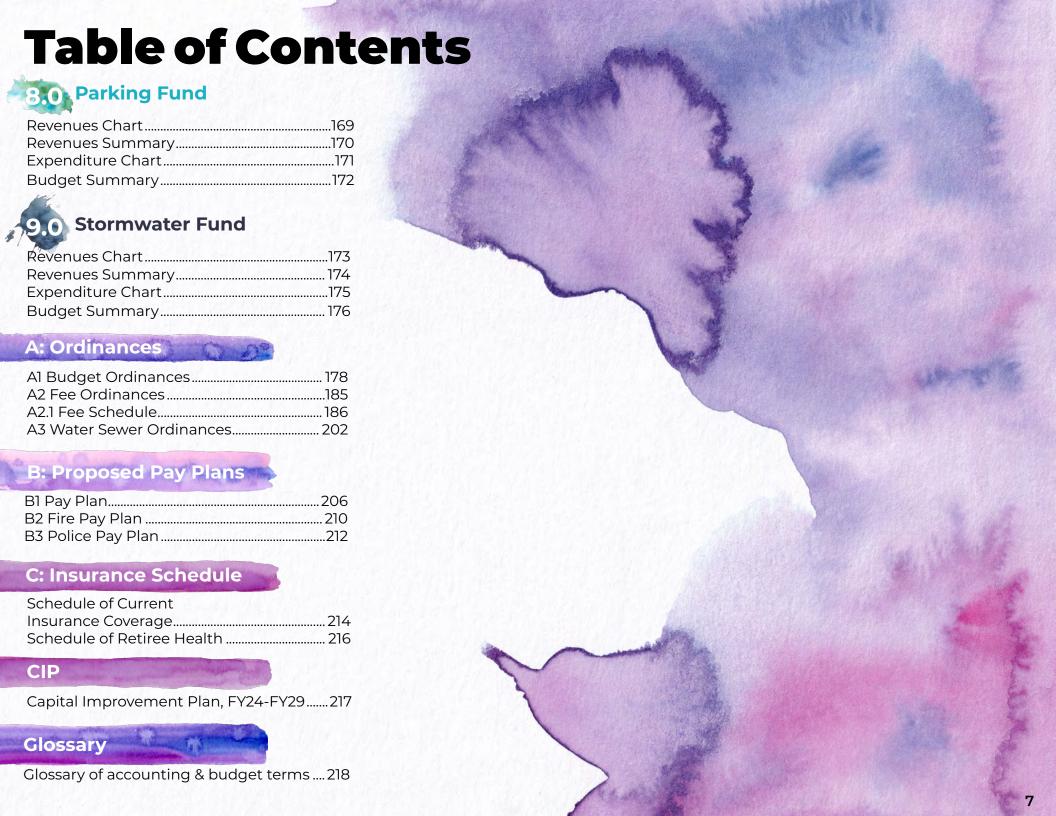
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Mayor's Budget Message

Friends, Residents, and valued members of the City Council:

We are a strong and resilient organization that is standing tall after multiple years of uncertanty and change. We have become an example to our neighbors by embracing flexibilty and being open to new and innovative ideas throughout our community. Salisbury is not just surviving - it is thriving and our momentum for positive change is sure and steady. More simply put, we have taken the lessons we learned from the past and applied them to our current and future projects, which is a skill that makes any organization great but makes a municipality stand out above the rest.

The proposed Municipal Budget for FY 2024 has been designed to make our limited resources the most impactful they can be. Making a budget for an organization as large as ours requires both coordination and cooperation with multiple departments and parts of government, making the process both an enormous feat and a point of pride when completed. With extra challenges like inflation and a competition for staffing, we are proud of our budget and the decisions that are reflected. We have made adjustments that will keep our salaries competitive and continue our Pay Predictability Plan with a 2-step increase of approximately 4% for most employees.

As we look forward, we hold our heads up high and embrace the year ahead. We celebrate the challenges that we overcame with our teamwork and determination while we continue moving forward and we bring a unified organization to serve the City of Salisbury. We proudly present our budget for Fiscal Year 2024.

Yours in Service,

Mayor John "Jack" Heath





Strategic Goals & Priorities

Since becoming Mayor for the City of Salisbury, Jack Heath has participated in all internal steps in the budget process to gain a full understanding of all the moving pieces. Bringing his knowledge from his time as City Council President, Mayor Heath has led the City in decision making that puts the residents' needs first and foremost. He has upheld the previous pillars and goals set by residents and leaders of the City, which has fueled the path forward for the organization and continued the strong leadership that we have come to know.

Every year during the budget process, departmental goals and priorities are reviewed and updated with the Administration and departmental leaders. This helps City staff and leaders to make sure these standards are realistic and attainable and will help residents understand the direction the City is heading and specifically the focus of growth for each department.

These priorities and 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 master plans that help with detailed short and long term strategies are referenced and critical for decision making.



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



Strategic Goals

Vibrant Neighborhoods

- Continue to provide support to neighborhoods with Neighbor hood 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 Communities

- Continue to reduce chronic homelessness through Salisbury's Housing First program with Anne St. Village
- 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
- Work with State officials to secure continued State funding for infrastructure projects

Safe & 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





Strategic Goals



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

Youth Success

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

Arts, Culture, & 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 at least once 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 net work to meet ADA standards



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, and an amphitheater. We look forward to hosting the first Maryland Folk Festival and seeing it's positive impact on the center of the city.

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-oftheir-kind facilities in the city, providing young minds a safe and inviting space to learn, play, and grow.

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 and we have continued to offer that as an option for the residents to attend council meetings remotely. 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.

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.

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 it's 6th 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.

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.



Environment

In Salisbury, we take pride in our beautiful environment and pristine waterways. 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 Maryland Sustainable Community, 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. We continue taking steps towards a more sustainable way of life by enacting a Plastic Bag Ban, limiting the use of single use plastic bags in the City.

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. 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. While we continue to implement Vision Zero intiiatives to make our roads safer for pedestrians, 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.

Constituent Service

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

Introductory Section Community Profile

We are Salisbury, Maryland, and our town was born from the headwaters of the Wicomico River. This special place, nestled squarely between the beaches and the bay, has been attracting people to its stunning location for almost 300 years. Now one of the largest cities on the peninsula. Salisbury serves as the Capital of the Eastern Shore, combining vibrant economic opportunity, quality public education, world-class healthcare, reinvigorated environmental stewardship, globally known corporations, and an energetic and inspiring team of community leaders, to chart its own course, and craft a sound plan for its future. We are Salisbury, and we are a river town. The Wicomico River starts here. Water runs through our downtown and our city park. Bridges crisscross the water standing as a physical reminder of the importance on connections. The active port and marina districts remind us that the water continues to work for us, and the new Riverwalk reinforces that it is also ours to enjoy. We are Salisbury, and we are a college town. As the home of Salisbury University, we welcome students around the globe to come for a top-notch education. Around every corner, you can meet a former SU student who has fallen in love with our town, 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.

We are Salisbury, Maryland.





Long-Range Operating Financial Plan

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

Essential Strategic Goals

- 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 Strategic Goals

- 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.
- 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 a 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	FY24	FY25	FY26	FY27	FY28	FY29
Taxes	34,314,204	35,171,846	36,096,903	37,048,113	38,026,236	39,032,056
Licenses and Permits	1,935,520	1,974,230	2,013,715	2,053,989	2,095,069	2,136,970
Intergovernmental	5,255,285	5,460,391	5,569,599	5,680,990	5,794,610	5,910,502
Charges for Services	7,326,221	7,472,745	7,622,200	7,774,644	7,930,137	8,088,740
Other Revenues	902,073	902,073	902,073	902,073	902,073	902,073
Other Sources	265,000	265,000	265,000	265,000	265,000	265,000
Total Revenues	\$49,998,303	\$51,246,286	\$52,469,490	\$53,724,810	\$55,013,126	\$56,335,342
Transfers Out	(400,097)	(480,116)	(576,140)	(691,368)	(829,641)	(995,569)
Use of Fund Balance	2,219,812	2,981,398	3,091,690	2,917,475	2,994,224	3,025,884
Total Financial Resources	\$51,818,018	\$53,747,568	\$54,985,040	\$55,950,917	\$57,177,709	\$58,365,656

EXPENDATURES	FY24	FY25	FY26	FY27	FY28	FY29
General Goverment	4,583,706	4,675,380	4,768,888	4,864,265	4,961,551	5,060,782
Public Safety	28,673,796	29,247,272	29,832,217	30,428,862	31,037,439	31,658,188
Public Works	7,730,136	7,884,739	8,042,433	8,203,282	8,367,348	8,534,695
Economic Development	778,492	794,062	809,943	826,142	842,665	859,518
Housing & Community Development	1,492,957	1,522,816	1,553,272	1,584,338	1,616,025	1,648,345
Recereation and Culture	2,722,848	2,777,305	2,832,851	2,889,508	2,947,298	3,006,244
Insurance And Misc	1,501,300	1,531,326	1,561,953	1,593,192	1,625,055	1,657,557
Debt Service	4,334,783	5,314,668	5,583,482	5,561,328	5,780,328	5,940,328
Total Expendatures	\$51,818,018	\$53,747,568	\$54,985,040	\$55,950,917	\$57,177,709	\$58,365,656

Introductory Section Long-Rance

Long-Range Operating Financial Plan: 5-Year

REVENUES	
Taxes	General Fund Taxes are assumed to increase by 3% based on the current trend for assessments
Licenses and Permits	General Fund Licenses and Permits are assumed to increase by 2% based on historic data.
Charges for Services	General Fund Charges for Services are assumed to increase by 2% based on historic data.
Intergovernmental	The American Recovery Funds budgeted in prior years have been removed. FY25 includes a \$100,000 increase due to changes to the Fire Service agreement. Other future years are assumed to increase by 2%.
Other Revenues / Sources	No change is assumed for Other Revenues or Other Sources.
EXPENDATURES	
Predictable Pay Plan	The step increase in accordance with the city's predictable pay plan 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.
Transfers Out	Transfers Out are assumed to increase by 20% to cover increasing Capital Improvements which require funding from General Revenues.



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 Salibury's future as a safe, vibrant and healthy community.

Introductory Section Core Values

Accountability

Continuous Improvement

Diversity

Environment

Ethics

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.

Respect

Integrity

Safety

Teamwork



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

EXPANDING ECONOMIC BASE

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

FINANCIAL STRENGTH

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

FAVORABLE DEBT PROFILE

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

PROACTIVE GOVERNANCE

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

ECONOMIC STRENGTHS

Regional Center for Economic Activity

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

Institutional Presence

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

Community Investment & Reinvestment

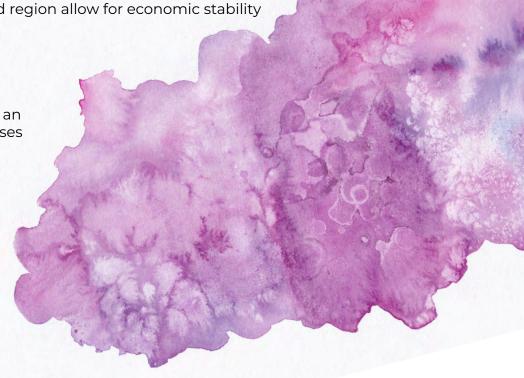
Strong investments in public safety, place-making initiatives, youth and economic development create an environment where people want to live and businesses want to locate.

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

· Salisbury Population: 32,930

· Wicomico Population: 103,980

· 30 mi. Radius Population: 409,979





Demographic & Statistical Profile



ECONOMIC STRENGTHS

Salisbury Annual Growth Rates (Population)

1980 – 1990: 2.1%

• 1990 **– 2000: 1.5**%

• 2000 **–** 2010: 2.8%

· 2010-2020: 9.8%

Retail Sales

• Retail Forecast: \$341,273,970

Retail sales (actual): \$1,400,876,701

• Surplus : \$1,059,602,731

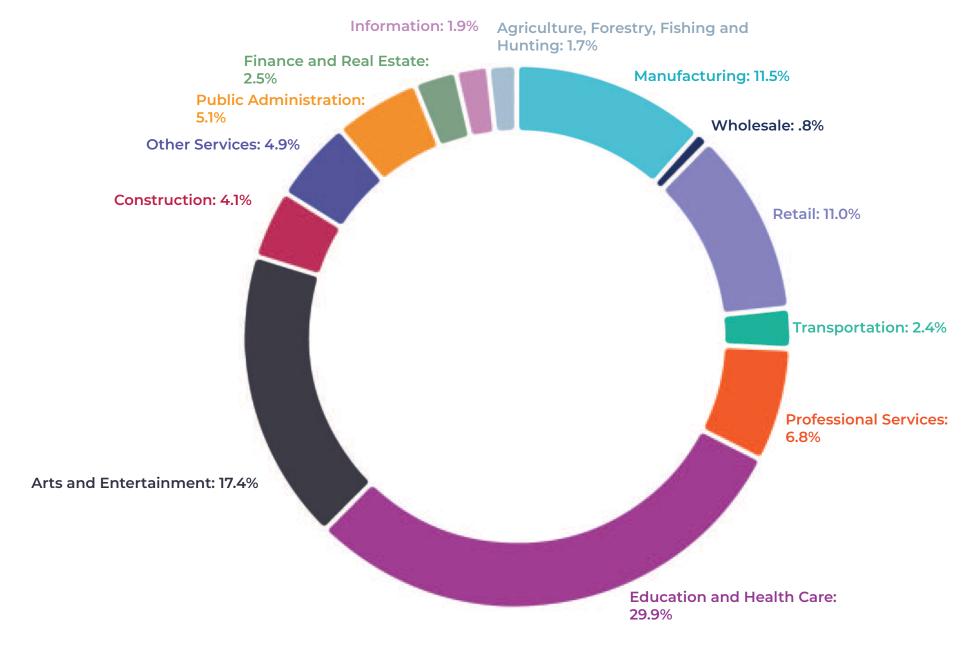
Transportation Network

- Home to Maryland's second largest Port; \$200+
 million product annually
- Rail Service by Norfolk-Southern
- Maryland's 2nd Largest Airport
- Passenger Service via America Airlines: 120,000+ passengers annually
- Two intersecting highways in Salisbury = strong distribution sector (UPS, Fed-Ex, Pepsi, Coca-Cola)

Introductory Section Demogral

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 second Monday, our department heads gather to present and discuss legislative, budgetary and emergency items, but most importantly — to report progress toward their goals.

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 metrics and how they are tracked.



• 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
 Application Classification Control (Application)
- 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

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

Goals & Metrics

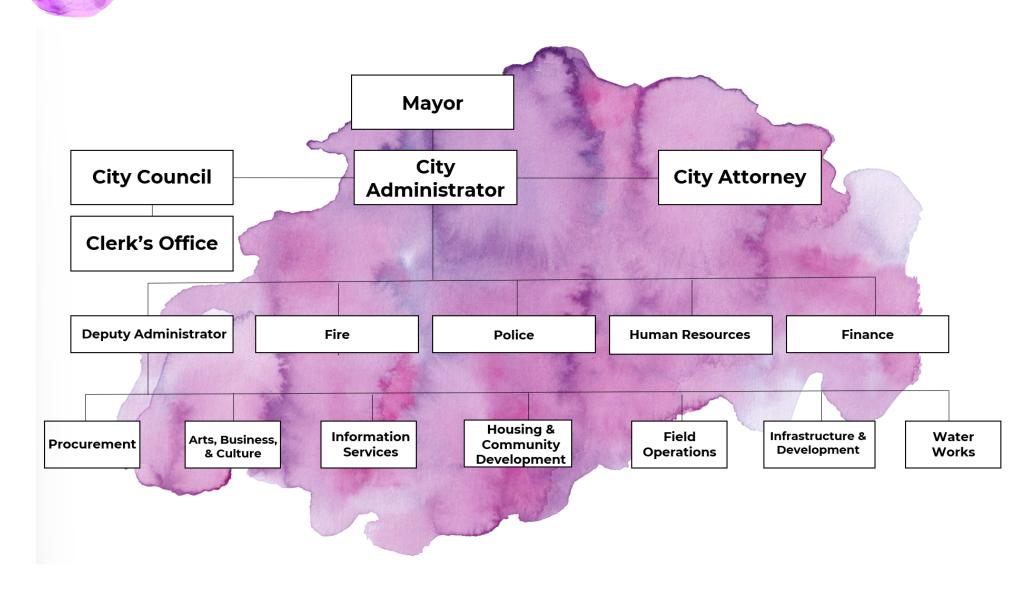
Pillars

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



Introductory Section City-Wide

City-Wide Organization Chart





List of Council Changes to Mayor's Proposed Budget

	Increase (Decrease)
General Fund – Revenues	
Speed Camera Revenue	130,000
Real Property Taxes	(246,570)
EMS Reimbursement St of MD	250,000
EMS Lifequest	200,000
Fire and Life Safety Fee	(5,752,000)
County Fire Service	1,964,000
General Fund Expenditures	
Personnel Adjustments:	
Police Communications	56,667
Field Operations	5,004
Police	1,416
Zoo	14,925
Finance	3,791
Fire	45,478
Housing and Community Develop- ment	73,000
Benefit Credits	(300,000)
Master Electrician	(82,152)
Step in Pay (Various Departments)	(720,000)
Police CID On – Call Stipend	(20,800)
Police K9 Care & Maintenance Sti- pend	(24,059)
Police Tactical Team Stipend	(40,000)

	Increase (Decrease)
Operating Expenditures:	
Transfer Homeless Fund	(50,000)
Energy Consultant	3,000
Code Compliance Demolition	(8,000)
Police Vehicle Maintenance	(45,000)
Employee Recognition	(10,000)
Fire Portable Radios	(145,000)
Government Office Building and Waterproofing	(50,000)
Water Sewer Fund Revenues	
Water Services	(74,522)
Sewer Services	(183,782)
Water Sewer Fund Expenditures	
Personnel Adjustments:	
Salaries and Benefits - One Step Decrease	(116,182)
Computer Replacement	(42,000)

Introductory Section Authorize

Authorized Position Summary

Department	Division	FY20	FY21	FY22	FY23	FY24
City Clerk		2	2	2	2	2
Mayor's Office		4	4	5	5	4
	Public Information Office	2	2	2	2	2
Human Resources		3	3	5	5	5
Arts, Business & Culture	Business Development	2	2	3	4	5
	Zoo	14	15	15	15	16
	Parks Rec	0	0	0	2	3
Finance	Accounting	10	10	11	11	12
	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	6	7	7
	GIS	2	2	2	2	3
Police	Sworn	103	103	103	103	103
	Non-Sworn	16	16	17	17	16
	Public Safety Communications	13	13	13	13	13
	Animal Control	2	2	2	2	2
Fire	Sworn	73	73	85	85	86
	Non-Sworn	3	3	3	4	4
	Volunteer	1	1	1	1	0
Housing & Community Development		13	13	13	13	13

Introductory Section Authorize

Authorized Position Summary

Department	Division	FY20	FY21	FY22	FY23	FY24
Infrastructure & Development	Transportation	0	0	0	0	2
	Engineering	23	23	23	24	25
	Planning & Development	1	1	1	1	1
	Plan Review/Inspections	4	4	4	4	4
Field Operations	Field Ops Administration	6	6	5	5	4
	Streets	10	10	10	10	10
	Traffic	6	6	6	6	4
	Parking	4	4	4	4	2
	Street Cleaning	3	3	3	3	3
	Waste Collection/Disposal	10	10	10	10	10
	Recycling	2	2	2	2	2
	Fleet Management	6	6	6	6	6
	Carpenter	2	2	2	2	3
	Parks Rec	8	8	8	8	8
Water Works	Water Administration	2	2	2	2	2
	Water Treatment	13	13	14	14	14
	Water Utilities	12	12	11	11	12
	Wastewater Treatment	31	31	31	31	31
	Sewer Utilities	12	12	12	12	12
	Pretreatment Monitoring	3	3	3	3	3
Totals		435	436	455	461	464

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
City Clerk 11100	11100	11100						
City Clerk	11100	11100	М6	1	1	1	1	1
Assistant City Clerk	11100	11100	6	1	1	1	1	1
Total City Clerk	11100	11100		2	2	2	2	2
Arts, Business & Culture 11600	ABC	11600						
Arts, Business and Culture Director (ABC Director)	ABC	11600	M10	0	0	1	1	1
Director of Business Development	ABC	11600	M4	1	1	1	1	1
Culture & Events Manager	ABC	11600	М3	0	0	0	1	1
Event Coordinator	ABC	11600	5	0	0	0	0	1
Administrative Assistant I/II/III/SR	ABC	11600	2/3/4/5	0	1	1	1	1
Office Associate II	ABC	11600	-	1	0	0	0	0
Total Arts, Business & Culture	ABC	11600		2	2	3	4	5

Introductory Section Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Mayor's Office 12000	12000	12000						
City Administrator	12000	12000	M16	1	1	1	1	1
Deputy City Administrator	12000	12000	M13	1	1	1	1	1
Communications Director	12000	12000	M4	0	0	0	0	1
Communications Coordinator/Media Specialist/ Public Information Officer	12000	12000	-	2	2	2	2	0
Media Specialist I/II/III/SR	12000	12000	5/6/7/8	0	0	0	0	1
Special Assistant for Intergov Affairs	12000	12000	-	0	0	1	1	0
Executive Admin Office Manager I/II/III/SR	12000	12000	7/8/9/10	1	1	1	1	1
Executive Administrative Assistant I/II/III/SR	12000	12000	5/6/7/8	0	0	1	1	1
Administrative Assistant I/II/III	12000	12000	-	1	1	0	0	0
Total Mayor's Office	12000	12000		6	6	7	7	6

Introductory Section Authorize

Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Department of Finance 15000	15000	15000						
Asst Director of Finance - Operations	15000	15000	M10	1	1	1	1	1
Asst Director of Finance - Accounting	15000	15000	M10	1	1	1	1	1
Grants Manager	15000	15000	M8	1	1	1	1	1
Payroll Accountant I/II	15000	15000	6/7	1	1	1	1	1
Grants - Coordinator/Specialist/Administrator	15000	15000	-	1	1	1	1	1
Accounts Payable Clerk I/II/III	15000	15000	5/6/7	1	1	1	1	1
Revenue Supervisor	15000	15000	M3	0	0	1	1	1
Tax Revenue Specialist	15000	15000	7	1	1	1	1	1
Revenue Clerk I/II/III - Collections	15000	15000	3/4/5	1	1	1	1	1
Revenue Clerk I/II/III - Parking	15000	15000	3/4/5	1	1	1	1	1
Cashier I/II/III	15000	15000	1/2/3	1	1	1	1	2
Total Finance	15000	15000		10	10	11	11	12
Department of Procurement 16000	16000	16000						
Director of Procurement	16000	16000	M10	1	1	1	1	1
Contract Specialist I/II/III	16000	16000	10/11/12	0	0	1	1	1
Senior Buyer I/II	16000	16000	-	1	1	0	0	0
Buyer I/II/III	16000	16000	8/9/10	1	1	1	1	1
Administrative Assistant I/II/III/SR	16000	16000	2/3/4/5	1	1	1	1	1
Total Procurement	16000	16000		4	4	4	4	4

Introductory Section Authorize

Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Department of Information Services 18000	18000	18000						
Information Services Director	18000	18000	M13	1	1	1	1	1
IS Assistant Director - GIS	18000	18000	М9	1	1	1	1	1
IS Assistant Director - IS	18000	18000	М9	1	1	1	1	1
Data Analyst -Crime I/II/III/SR	18000	18000	11/12/13/14	0	0	0	0	1
GIS Analyst I/II/III/IV/SR	18000	18000	11/12/13/14	1	1	1	1	1
GIS Technician I/II/III/SR	18000	18000	7/8/9/10	0	0	0	1	1
Network Admin I/II/III/IV/SR	18000	18000	7/8/9/10	1	1	1	1	1
System Administrator I/II/III/SR	18000	18000	6/7/8/9	0	0	1	1	1
Computer Technician I/II/III/SR	18000	18000	2/3/4/5	1	1	2	2	2
Total Department of Information Services	18000	18000		6	6	8	9	10
Human Resources 18500	18500	18500						
Human Resources Director	18500	18500	M11	1	1	1	1	1
Risk Manager I/II/III/SR	18500	18500	9/10/11/12	0	0	1	1	1
Human Resource - Assistant/Associate/ Sr Specialist	18500	18500	-	1	1	0	0	0
Human Resource Specialist I/II/III/SR	18500	18500	8/9/10/11	0	0	2	2	2
Administrative Office Associate	18500	18500	-	1	0	0	0	0
Administrative Assistant I/II/III/SR	18500	18500	2/3/4/5	0	1	1	1	1
Total Human Resources	18500	18500		3	3	5	5	5

Introductory Section Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Planning and Zoning 19000	I&D	19000						
City Planner	I&D	19000	М9	1	1	1	1	1
Total Diaming and Zaning	l o D	10000		٦.	7	7	7	-

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Salisbury Police Department 21021	21021	21021						
Chief of Police	21021	21021	PS13	1	1	1	1	1
Assistant Chief / Colonel	21021	21021	PS12	1	1	1	1	1
Major	21021	21021	PS11	1	1	0	0	0
Captain	21021	21021	PS10	2	2	2	2	2
Lieutenant	21021	21021	PS9	6	6	6	6	5
Sergeant	21021	21021	PS8	7	7	8	8	8
Corporal/Senior Corporal	21021	21021	PS6/7	7	7	9	9	9
Police Office - Police Officer First Class*/Sr/Master	21021	21021	PS2-5	78	78	76	76	76
*10 Police Officers are frozen (not funded) for FY24								
Subtotal - Sworn Positions	21021	21021		103	103	103	103	102

Introductory Section Authorize

Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Salisbury Police Department 21021	21021	21021						
Logistics Manager	21021	21021	M5	0	0	1	1	1
Quartermaster	21021	21021	M2	1	1	1	1	1
Resource Manager I/II/III	21021	21021	5/6/7	1	1	1	1	1
Crime Data Analyst	21021	21021	-	1	1	1	1	0
Intelligence Analyst I/II/III	21021	21021	5/6/7	2	2	2	2	2
Administrative Assistant I/II/III/SR	21021	21021	2/3/4/5	1	1	1	1	1
Records Management Technician Supervisor	21021	21021	M1	1	1	1	1	1
Chief Administrative Records Clerk	21021	21021	3/4/5	1	1	1	1	1
Victim Witness Coordinator	21021	21021	5	1	1	1	1	1
Evidence & Property Control Specialist I/II/III	21021	21021	5/6/7	2	2	2	2	2
Records Management Technician	21021	21021	1	3	3	3	3	3
Groundskeeper Custodian I/II/III	21021	21021	1/2/3	2	2	2	2	2
Subtotal - Civilian Positions	21021	21021		16	16	17	17	16
Total Police	21021	21021		119	119	120	120	119
Police Communications 21025	21025	21025						
Police Communications Officer I / II / III	21025	21025	6/7/8	13	13	13	13	13
Total Police Communications	21025	21025		13	13	13	13	13
Animal Control 21029	21029	21029						
Animal Control Officer I/II/III	21029	21029	2/3/4	2	2	2	2	2
Total Animal Control	21029	21029		2	2	2	2	2

Introductory Section Authorize

Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Salisbury Fire Department 24035	24035	24035						
Fire Chief	24035	24035	PS9	1	1	1	1	1
Deputy Fire Chief	24035	24035	PS8	2	2	2	2	2
EMS Officer	24035	24035	PS5-PS7	0	0	0	1	1
Maintenance and Supply Officer	24035	24035	PS5-PS7	0	0	0	1	1
Training Officer	24035	24035	PS5-PS7	0	0	0	1	1
Deputy Fire Marshall	24035	24035	PS5-PS6	0	0	0	1	1
Assistant Fire Chief	24035	24035	PS7	5	5	6	5	5
Captain	24035	24035	PS6	7	7	6	4	4
Lieutenant	24035	24035	PS5	4	4	8	8	8
Sergeant EMT/PM	24035	24035	PS4/4P	8	8	8	13	13
Probationary/FF-PM/Driver-PM	24035	24035	PS1P-3P	22	22	24	19	19
Probationary/FF-EMT/Driver-EMT	24035	24035	PS1-3	24	24	30	30	30
Fire Inspector I/II/III	24035	24035	7/8/9	1	1	1	1	1
Program Specialist I/II/III	24035	24035	5/6/7	0	0	0	0	1
Office Manager I/II/III/SR	24035	24035	3/4/5/6	1	1	1	1	1
Administrative Assistant I/II/III/SR	24035	24035	2/3/4/5	1	1	1	1	1
Total Salisbury Fire Department	24035	24035		76	76	88	89	90

Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Salisbury Fire Volunteer 24040	24040	24040						
Volunteer Recruitment Coordinator	24040	24040	-	1	1	1	1	0
Total Salisbury Fire Volunteer	24040	24040		1	1	1	1	0
Building, Permitting and Inspections 25100								
BPI Manager	I & D	25100	М9	1	1	1	1	1
Building Inspector I/II/III/SR	I & D	25100	7/8/9/10	1	1	1	1	1
Plumbing Inspector I/II/III/SR	I&D	25100	7/8/9/10	1	1	1	1	1
Planning and Permits Coordinator	I&D	25100	-	1	1	0	0	0
Office Manager I/II/III/SR	I & D	25100	3/4/5/6	0	0	1	1	1
Total Building, Permitting and Inspections	I & D	25100		4	4	4	4	4

Introductory Section

Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Housing and Community Development 25200	25200	25200						
HCDD Director	25200	25200	M10	1	1	1	1	1
Assistant Director Comm Dev	25200	25200	М6	0	0	0	0	1
Code Compliance Manager	25200	25200	-	1	1	1	1	0
Housing and Homelessness Manager	25200	25200	М3	1	1	1	1	1
Code Compliance Officer I/II/III/SR	25200	25200	5/6/7/8	5	5	5	5	5
Office Manager I/II/III/SR	25200	25200	3/4/5/6	1	1	1	1	1
Administrative Records Clerk	25200	25200	-	1	0	0	0	0
Administrative Assistant I/II/III/SR	25200	25200	2/3/4/5	0	1	1	1	1
Neighborhood Relations Manager	25200	25200	-	1	1	0	0	0
Community Relations Manager	25200	25200	M3	0	0	1	1	1
Code Compliance Technician I/II/III/SR	25200	25200	5/6/7/8	1	1	1	1	1
Community Program Coordinator I/II/III	25200	25200	4/5/6	0	0	1	1	1
Youth Development Specialist	25200	25200	-	1	1	0	0	0
Total Housing and Community Development	25200	25200		13	13	13	13	13
Transportation 22000	FO	22000						
Deputy Director	FO	22000	М8	1	٦	1	1	1
Traffic Systems Manager	FO	22000	-	1	1	1	1	0
Traffic Supervisor	FO	22000	-	1	1	0	0	0
Signal & Lighting Technician I/II/III/IV	FO	22000	-	1	1	2	2	0
Field Operations Crew Leader Streets	FO	22000	6	0	0	0	0	1
Field Operations Technician I/II/III/SR	FO	22000	2/3/4/5	2	2	2	2	2
Total Transportation	FO	22000		6	6	6	6	4

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Transportation 22100								
Signal & Lighting Technician I/II/III/IV	DID	22100	-	0	0	0	0	1
Construction Inspector I/II/III/SR	DID	22100	5/6/7/8	0	0	0	0	1
Transportation Project Manager I/II	DID	22100	9/10	0	0	0	0	1
Total Transportation	DID	21000		0	0	0	0	2
Field Operations Administration 30000								
Director of Field Operations	FO	30000	M11	1	1	1	1	1
Deputy Director	FO	30000	-	1	1	0	0	0
Safety Manager	FO	30000	-	1	1	0	0	0
Asset and Facility Manager	FO	30000	М6	0	0	1	1	1
Materials Manager	FO	30000	-	1	1	0	0	0
Office Manager I/II/III/SR	FO	30000	3/4/5/6	1	1	1	1	1
Logistics Coordinator I/II/III	FO	30000	4/5/6	0	0	1	1	1
Administrative Assistant I/II/III	FO	30000	-	1	1	1	1	0
Total Field Operations Administration	FO	30000		6	6	5	5	4

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Infrastructure and Development 31000								
Director of Infrastructure & Development	1 & D	31000	M15	1	1	1	1	1
Deputy Director	1 & D	31000	M12	0	0	0	1	1
Supervisor Civil Engineer	1 & D	31000	-	1	1	1	1	0
Engineer Co-Op	1 & D	31000	New	0	0	0	0	1
Surveyor I/II	1 & D	31000	M7	1	1	1	1	1
Transportation Manager	1 & D	31000	M7	0	0	0	0	1
Project Engineer I/II/III/IV	1 & D	31000	14/15/16/17	4	4	4	4	5
Associate Planner II/III	1 & D	31000	-	2	2	0	0	0
Transportation Project - Coordinator / Specialist / Officer	I&D	31000	-	1	1	1	1	0
Construction Inspector Supervisor	I&D	31000	-	1	0	0	0	0
Sustainability Specialist	I&D	31000	-	0	0	1	0	0
Construction Inspector I/II/III/SR	I&D	31000	5/6/7/8	3	4	4	4	4
Associate Planner I	I & D	31000	-	1	1	0	0	0
Drafting Supervisor	I&D	31000	M1	1	1	1	1	1
CAD Drafter	I & D	31000	3	2	2	2	2	2
Planning Technician / Associate Planner I/II/III/SR	I & D	31000	7/8/9/10	1	1	4	4	4
Administrative Assistant I/II/III	I&D	31000	2/3/4/5	1	1	1	1	1
Survey Technician I/II/III/IV	I&D	31000	2	2	2	2	2	2
Sustainability - Coordinator / Specialist / Officer	I&D	31000	5	1	1	0	1	1
Total Infrastructure and Development	I&D	31000		23	23	23	24	25

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Streets 31150	FO	31150						
Street Supervisor	FO	31150	-	1	1	1	1	0
Streets Manager	FO	31150	M4	0	0	0	0	1
Field Ops Tech - Crew Leader (Streets)	FO	31150	6	1	1	1	1	1
Field Operations Technician I/II/III/SR	FO	31150	2/3/4/5	8	8	8	8	8
Total Streets	FO	31150		10	10	10	10	10
Collection/Disposal 32061	FO	32061						
Sanitation Manager	FO	32061	M4	1	1	1	1	1
Sanitation Supervisor	FO	32061	-	1	1	1	0	0
Field Ops Tech - Crew Leader (Sanitation)	FO	32061	6	0	0	0	1	1
Field Operations Technician I/II/III/SR	FO	32061	2/3/4/5	8	8	8	8	8
Total Collection/Disposal	FO	32061		10	10	10	10	10
Recycling 32062	FO	32062						
Field Operations Technician I/II/III/SR	FO	32062	2/3/4/5	2	2	2	2	2
Total Recycling	FO	32062		2	2	2	2	2

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Fleet Maintenance 34064	FO	34064						
Garage Supervisor	FO	34064	M2	1	1	1	1	1
Automotive Mechanic I/II/III/SR	FO	34064	3/4/5/6	4	4	4	4	4
Administrative Office Associate II/III	FO	34064	-	1	0	0	0	0
Administrative Assistant I/II/III/SR	FO	34064	2/3/4/5	0	1	1	1	1
Total Fleet Maintenance	FO	34064		6	6	6	6	6
Carpenter Shop 35000	FO	35000						
Carpenter Supervisor	FO	35000	-	1	1	0	0	0
General Services Supervisor	FO	35000	M2	0	0	0	0	1
Electrician	FO	35000	7	0	0	0	0	1
Special Projects Supervisor	FO	35000	-	0	0	1	1	0
Painter	FO	35000	-	1	0	0	0	0
Carpenter I/II/III	FO	35000	3/4/5	0	1	1	1	1
Total Carpenter Shop	FO	35000		2	2	2	2	3

Introductory Section Authorize

Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Salisbury Zoo 40000	ABC	40000						
Zoo Director	ABC	40000	M7	1	1	1	1	1
Zoo Veterinarian	ABC	40000	13	0	1	1	1	1
Marketing/Development	ABC	40000	-	1	1	1	0	0
Marketing and Outreach Manager	ABC	40000	M3	0	0	0	1	1
Education Curator	ABC	40000	M1	1	1	1	1	1
Animal Health Coordinator	ABC	40000	-	1	0	0	0	0
Veterinary Technician/Keeper	ABC	40000	6	0	1	1	1	1
Collections Operations Manager	ABC	40000	M2	0	1	1	1	1
Lead Zoo Keeper	ABC	40000	-	1	0	0	0	0
Collection Registrar	ABC	40000	5	1	1	1	1	1
Chief Accounts Clerk	ABC	40000	-	1	0	0	0	0
Administrative Assistant I/II/III/SR	ABC	40000	-	0	1	1	1	0
Office Manager I/II/III/SR	ABC	40000	3/4/5/6	0	0	0	0	1
Education Technician I/II/III	ABC	40000	2/3/4	1	1	1	1	1
Zookeeper I/II/III/IV/SR	ABC	40000	3/4/5/6	5	5	5	5	5
General Maintenance Technician	ABC	40000	2	0	0	0	0	1
Groundskeeper I/II/III	ABC	40000	1/2/3	1	1	1	1	1
Total Salisbury Zoo	ABC	40000		14	15	15	15	16

Introductory Section

Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Parks 45000	ABC	45000						
Parks Manager	ABC	45000	M4	0	0	0	1	1
Parks Supervisor	ABC	45000	-	1	1	1	0	0
Horticulturist	ABC	45000	-	1	1	0	0	0
Field Operations Technician - Crew Leader	ABC	45000	6	0	0	1	1	1
Field Operations Technician - I/II/III/SR	ABC	45000	2/3/4/5	1	1	6	6	6
Parks Maintenance Worker I/II/III	ABC	45000	-	5	5	0	0	0
Total Parks	ABC	45000		8	8	8	8	8
Parks Rec 45001								
Events Technical Manager	ABC	45001	-	0	0	0	1	0
Assistant Director ABC	ABC	45001	М6	0	0	0	0	1
Events Technical Specialist	ABC	45001	5	0	0	0	1	1
General Maintenance Technician	ABC	45001	2	0	0	0	0	1
Total Parks Rec	ABC	45001		0	0	0	2	3
Parking Authority 31154								
Parking Supervisor	PK/FO	31154	-	1	1	1	1	0
Parking Specialist	PK/FO	31154	5	0	0	0	0	1
Parking Revenue Clerk I/II/III	PK/FO	31154	-	1	1	1	1	0
Parking Maintenance Worker I/II/III	PK/FO	31154	-	1	1	1	1	0
Parking Enforcement Officer	PK/HCDD	31154	1	1	1	1	1	1
General Maintenance Technician	PK/FO	31154	2	0	0	0	0	1
Total Parking Authority	PK/FO	31154		4	4	4	4	2

SBY|FY2024

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Street Sweeping 60820	FO	60820						
Field Operations Technician I/II/III/SR	FO	60820	2/3/4/5	3	3	3	3	3
Total Street Sweeping	FO	60820		3	3	3	3	3
Water Fund Billing 81570	WW	81570						
Utility Billing Supervisor	ww	81570	M2	1	1	1	1	1
Cashier I/II/III	ww	81570	1/2/3	1	1	1	1	1
Total Water Fund Billing	ww	81570		2	2	2	2	2
Water Plant 82075	ww	82075						
Superintendent Water Treatment Plant	ww	82075	M12	1	1	1	1	1
Asst Water Treatment Plant Supt	ww	82075	M7	1	1	1	1	1
Water Plant Maint Operator I/II/III/SR	ww	82075	7/8/9/10	1	1	2	2	2
Water Treatment Plant Operator I/II/III/SR	ww	82075	5/6/7/8	8	8	8	8	8
Quality Control/Sample Technician I/II/III/SR	ww	82075	2/3/4/5	1	1	1	1	1
Administrative Office Associate	ww	82075	-	1	0	0	0	0
Administrative Assistant I/II/III/SR	ww	82075	2/3/4/5	0	1	1	1	1
Total Water Plant	ww	82075		13	13	14	14	14

Introductory Section Authorize

Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Utilities Water 82076	WW	82076						
Superintendent Utilities	ww	82076	М9	1	1	1	1	1
Utility Section Chief	ww	82076	M3	2	2	2	2	2
Administrative Assistant I/II/III/SR	ww	82076	2/3/4/5	1	1	0	0	1
Utility Technician I/II/III/SR	ww	82076	3/4/5/6	5	5	5	5	5
Utility Locator I/II/III/SR	ww	82076	3/4/5/6	1	1	1	1	1
Meter Technician I/II/III	ww	82076	2/3/4	1	1	2	2	2
Meter Reader I/II	ww	82076	-	1	1	0	0	0
Total Utilities Water	ww	82076		12	12	11	11	12
Water Administration 83000								
Director Water Works	ww	83000	M15	1	1	1	1	1
Water Works Program Specialist I/II/III	ww	83000	5/6/7	1	1	1	1	1
Total Water Administration	ww	83000		2	2	2	2	2
Sewer Billing 85070	ww	85070						
Finance Director	ww	85070	M14	1	1	1	1	1
Accountant I/II/III	ww	85070	10/11/12	1	1	1	1	1
Utility Billing Clerk I/II/III	ww	85070	2/3/4	2	2	2	2	2
Total Sewer Billing	ww	85070		4	4	4	4	4

Introductory Section Authorize

Authorized Position Detail

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Wastewater Treatment 86083	ww	86083						
Superintendent WWTP	ww	86083	M12	1	1	1	1	1
WWTP Operations Chief	ww	86083	M7	1	1	1	1	1
Laboratory Supervisor	ww	86083	M3	1	1	1	1	1
WWTP Maintenance Chief	ww	86083	M7	1	1	1	1	1
Biosolids Manager	ww	86083	M3	1	1	1	1	1
Materials Supervisor	ww	86083	M1	1	1	1	1	1
Electrician Supervisor	ww	86083	M1	1	1	1	1	1
Biosolids Operator I/II/III	ww	86083	3/4/5	3	3	3	3	3
CMMS Tech I/II/III	ww	86083	1/2/3	1	1	1	1	1
Instrumentation Tech	ww	86083	-	1	1	0	0	0
WWTP Operator I/II/III/SR	ww	86083	5/6/7/8	9	9	9	9	9
Plant Mechanic I/II	ww	86083	-	5	5	0	0	0
Administrative Assistant I/II/III/SR	ww	86083	2/3/4/5	1	1	1	1	1
Lab Technician I/II/III	ww	86083	3/4/5	2	2	2	2	2
Assistant Plant Mechanic / Plant Mechanic I/II/III	ww	86083	2/3/4	1	1	7	7	7
Groundskeeper I/II/III	ww	86083	1/2/3	1	1	1	1	1
Total Wastewater Treatment	ww	86083		31	31	31	31	31

Position Title	Division	Org	FY24 Grade	FY20	FY21	FY22	FY23	FY24
Utilities Sewer 86085	ww	86085						
Assistant Utilities Superintendent	ww	86085	М9	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	2/3/4	1	1	2	2	2
Water Meter Reader I/II	ww	86085	3/6	1	1	0	0	0
Total Utilities Sewer	ww	86085		12	12	12	12	12
Pretreatment Monitoring 86086	ww	86086						
Pretreatment Coordinator	ww	86086	9	1	1	1	1	1
Pretreatment Technician I/II/III/SR	ww	86086	2/3/4/5	2	2	2	2	2
Total Pretreatment Monitoring	ww	86086		3	3	3	3	3
Grand Totals				435	436	455	461	464

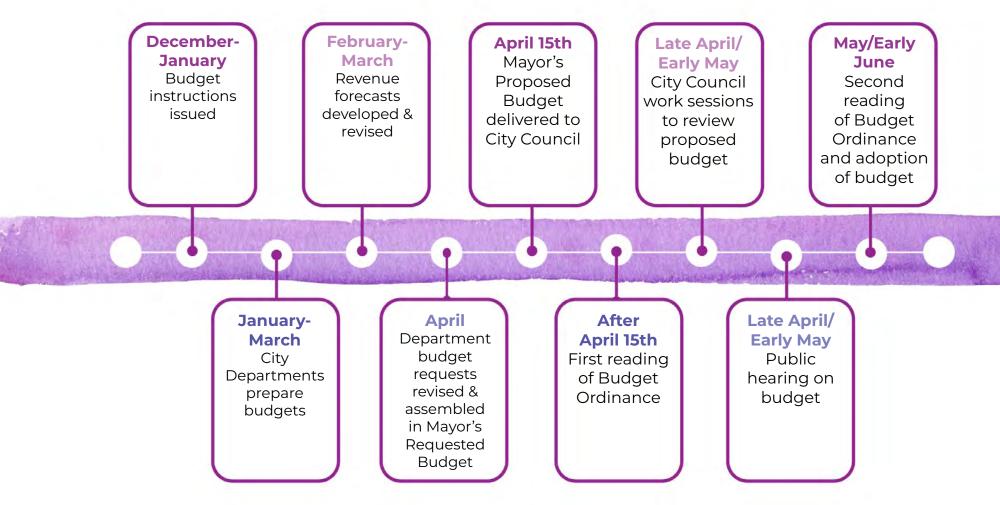
Budget Preparation

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 June 15th.

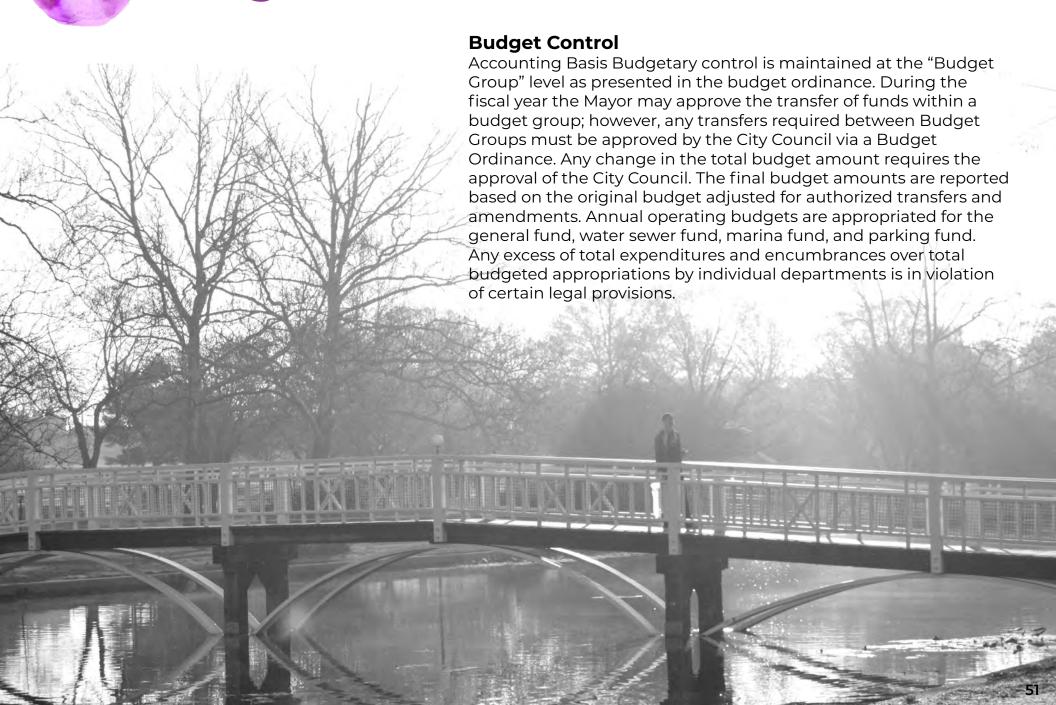
Introductory Section Budget Ti

Budget Timeline





Budget Policies & 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'sbudget 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

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.

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.

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.

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.

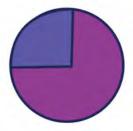


The financial activity of the City of Salisbury takes place in accounting entities called funds. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance, revenues, and expenditures. The General Fund is the City's 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.

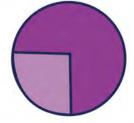
Special Revenue Funds

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.



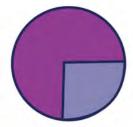
Capital Project Funds

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



Enterprise Funds

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.





Introductory Section

Council & Clerk	11000	Council	The City Council is the legislative government authority of the City.
	11100	Clerk	Responsible for facilitating and recording Council legislative and meeting activity.
	13000	Elections	
Arts, Business & Culture	11600	Development Services	Efforts to enhance downtown and the local economy.
	40000	Zoo	Operation of a public Zoo.
	45001	Parks	Management of events and activities.
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.
	16000	Procurement	Responsible for the contracting and acquisition of the goods and services required to sustain City operations.
	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.
	19500	Municipal Buildings	Manages the building operations and maintenance activities for the City's Governmental facilities.



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.
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	
		I	



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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.				
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.				
	22100	Traffic	Maintenance and oversight of transportation, pedestrian crossing and traffic signals.				



Field Operations	22000	Traffic Control & Highway Lighting	Maintenance and oversight of traffic signage and streetlights.				
	30000	ResourceManagement	Oversight of manpower and mechanical distribution.				
	31150	Streets	Maintenance of City's road infrastructure.				
	45000	Parks	Maintenance of City parks and playgrounds.				
	32061	Sanitation Waste Collection	Collection and disposal of citizen household, yard and miscellaneous waste.				
	32032	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	General Services	Handles maintenance and construction in any needed capacity.				
Water Works	82075	Water Treatment	Raw water wells, Treatment Plants and finished water towers.				
	82076	Water Branch	Maintenance and repair of water distribution system.				
	83000	Water Administration	Oversight of all water and distribution.				
	86083	Waste Water Treatment Plant	Wastewater collection at all Lift stations and pump stations, wastewater treatment plant and Biosolids.				
	86085	Sewer Branch	Maintenance and repair of sewer collection system.				
	86086	Pre-Treatment	Ensures industrial compliance for wastewater discharge.				
	87000	Sewer Admin	Oversight of all wastewater and collection systems.				

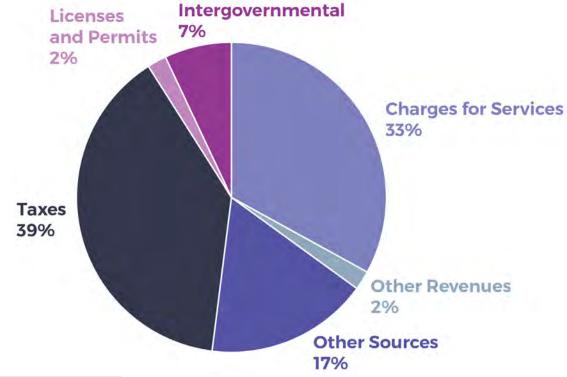


Schedules & Summaries Budget Overview

REVENUES	General Fund	Capital Improvement Plan	Special Revenue Funds	EnterpriseFunds	Total Budget
Taxes	34,314,204				34,314,204
Licenses and Permits	1,935,520				1,935,520
Intergovernmental	5,255,285	1,742,771	19,704,161		26,702,217
Charges for Services	7,326,221			21,375,449	28,701,670
Other Revenues	902,073			3,500	905,573
Other Sources	265,000	7,247,493			7,512,493
Total Revenues	49,998,303	8,990,264	19,704,161	21,378,949	100,071,677
Transfers In	-	1,092,000	389,097		1,481,097
Transfers Out	(400,097)			(1,081,000)	(1,481,097)
Use of Fund Balance	2,219,812			2,059,632	4,279,444
Total Financial Resources	\$ 51,818,018	\$ 10,082,264	\$ 20,093,258	\$ 22,357,581	\$ 104,351,121
-VP-VPI-VP-C	0 15 1	0 5 11	0 110 5 1		I
EXPENDITURES	General Fund	Capital Improvement Plan	Special Revenue Funds	Enterprise Funds	Total Budget
General Government	4,583,706		63,000		4,646,706
Public Safety: Police	46.762.222		2.052.250		10.016.472
Fire	16,763,222	1 501 000	3,053,250		19,816,472
Public Works:	11,910,574	1,581,000	97,000		13,588,574
Field Operations	F 606 031	35,000			F 621 021
Infrastructure & Development	5,606,921 2,123,215	25,000 2,525,000	14,399,087		5,631,921 19,047,302
Water Sewer Operations	2,123,213	4,853,493	650,000	20,862,332	26,365,825
Parking Operations		4,033,433	030,000	634,638	634,638
Other Operations				860,611	860,611
Economic Development	778,492			000,011	778,492
Housing & Community Development	1,492,957		1,426,921		2,919,878
Recreation and Culture:	1,132,337		1, 120,321		2,313,070
Salisbury Zoo	1,699,787				1,699,787
Parks	1,023,061	1,097,771	404,000		2,524,832
Insurance and Misc	1,501,300	1,037,771	707,000		1,501,300
Debt Service	4,334,783				4,334,783
Total Expenditures	\$ 51,818,018	\$ 10,082,264	\$ 20,093,258	\$ 22,357,581	\$ 104,351,121

2.0 Revenue Summary

The budgeted revenue in FY 2024 is \$ 100,071,677 which represents a 10.8% increase from FY 2023. This is primarily due to revenue associated with increases of \$15,495,221 in the Special Revenue Funds and \$1,906,204 in the General Project Fund.



FUND	FY24 ADOPTED	FY23 ADOPTED	% Change	FY22 ACTUAL
General Fund	49,998,303	48,092,099	4%	46,963,701
Parking Fund	738,550	661,448	12%	677,242
Water Sewer Fund	19,603,899	19,614,554	-0%	20,829,448
Marina Fund	56,500	54,000	5%	79,666
Storm Water Fund	980,000	950,232	3%	852,234
Special Revenue Funds*	19,704,161	4,208,940	368%	3,847,642
Capital Project Fund*	8,990,264	16,707,500	-46%	6,232,995
Total	\$100,071,677	\$ 90,288,773	11%	\$ 79,482,928

2.0 Expenditures Summary

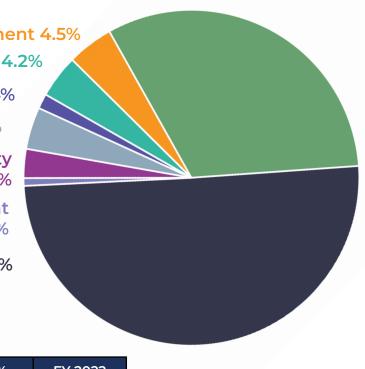
Public Safety 32%

The budgeted expenditures net of transfers in FY 2024 is \$104,351,121. There was a \$19,892,640 or 23.66% increase from FY 2023. This is primarily due to expenditures associated with the Special Revenue Fund which increased \$ 12.2 million and expenditures associated with the General Fund which increased \$ 6.6 million.

General Government 4.5% **Debt Service 4.2%** Insurance & Misc. 1.4% Recreation & Culture 4.0% **Housing & Community** 2.8%

Economic Development 0.7%

Public Works 50.3%



FY	24
----	----

Fund	Per Ordinance	Transfers	Net of Transfers	FY 2023 Adopted	% Change	FY 2022 Actual**
	52,218,115	400,097	51,818,018	45,202,014	13%	44,767,888
	634,637		634,637	845,843	-33%	641,408
	21,643,333	781,000	20,862,333	17,363,046	17%	12,761,834
	100,571		100,571	86,851	14%	89,335
	1,060,040	300,000	760,040	1,053,107	-39%	372,627
	20,093,258		20,093,258	7,850,244	61%	3,775,215
	10,082,264		10,082,264	12,057,376	-20%	3,953,095
TOTAL	\$105,832,218	\$1,481,097	\$104,351,121	\$84,458,481	\$19%	\$66,361,402

^{*}Multi Year Fund

^{**} Excluding Depreciation

Statement of Revenues, Expenses & Changes in Fund Balance: All Governmental Funds

		BUI	BUDGET			
Revenues	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Taxes	28,160,477	29,551,379	30,361,776	\$31,965,432	31,019,130	34,314,204
Other revenue	5,055,687	4,187,018	4,160,587	5,312,319	595,500	902,073
Intergovernmental revenues	4,849,957	5,945,700	8,812,301	6,545,159	12,930,899	26,702,217
Service charges	4,604,140	5,073,701	4,806,642	5,721,052	7,971,978	9,261,741
Total Revenues	\$ 42,670,261	\$ 44,757,798	\$ 48,141,306	\$ 49,543,962	\$ 52,517,507	\$ 71,180,235
Expenditures						
General government	4,493,064	4,514,594	5,248,086	4,981,765	7,299,404	8,345,076
Public safety	23,380,521	25,438,101	26,026,502	27,155,093	29,648,239	31,824,046
Public works	4,973,391	4,476,005	4,425,579	5,729,619	8,746,170	22,779,223
Recreation and culture	1,980,652	2,152,670	2,642,768	2,809,439	2,697,949	3,126,848
Nondepartmental	1,055,539	894,434	1,039,769	1,027,197	1,205,700	1,501,300
Capital outlay	4,899,165	9,223,493	5,076,933	3,762,061	6,362,500	5,228,771
Debt service						
Principal	2,973,887	3,153,441	1,039,082	1,152,134	3,239,534	3,025,393
Interest	798,416	1,048,075	3,686,563	3,491,788	900,649	1,309,390
Total Expenditures	\$44,554,635	\$50,900,813	\$49,185,282	\$50,109,096	\$60,100,145	\$77,140,047
Excess of revenues over (under) expenditures	(\$1,884,374)	(\$6,143,015)	(\$1,043,976)	(\$565,134)	(\$7,582,638)	(\$5,959,812)
Other financing sources (uses)						
Proceeds from sale of capital assets	30,905	58,876	95,127	57,405		
Operating transfers in (out)	160,000	120,000	153,550	440,000	300,000	300,000
Proceeds from extended term financing		12,651,103	352,896	11,314,845	5,441,032	3,440,000
Payment to refunding agent				(3,871,874)		
Proceeds from issuance of Debt	38,178					
Total other financing sources (uses)	229,083	12,829,979	601,573	7,940,376	5,741,032	3,740,000
Net Change in fund balances	(\$1,655,291)	\$6,686,964	(\$442,403)	\$7,375,242	(\$1,841,606)	(\$2,219,812)
Fund Balances, beginning of year	\$ 19,808,310	\$ 18,153,019	\$ 24,839,983	\$ 24,397,580		
Fund Balances, end of year	\$ 18,153,019	\$ 24,839,983	\$ 24,397,580	\$ \$31,772,822		

FY 2023	FY 2024
31,019,130	34,314,204
595,500	902,073
12,930,899	26,702,217
7,971,978	9,261,741
\$ 52,517,507	\$ 71,180,235
7,299,404	8,345,076
29,648,239	31,824,046
8,746,170	22,779,223
2,697,949	3,126,848
1,205,700	1,501,300
6,362,500	5,228,771
3,239,534	3,025,393
900,649	1,309,390
900,649 \$60,100,145	1,309,390 \$77,140,047
\$60,100,145	\$77,140,047
\$60,100,145	\$77,140,047
\$60,100,145	\$77,140,047
\$60,100,145 (\$7,582,638)	\$77,140,047 (\$5,959,812)
\$60,100,145 (\$7,582,638) 300,000	\$77,140,047 (\$5,959,812) 300,000
\$60,100,145 (\$7,582,638) 300,000	\$77,140,047 (\$5,959,812) 300,000
\$60,100,145 (\$7,582,638) 300,000	\$77,140,047 (\$5,959,812) 300,000
\$60,100,145 (\$7,582,638) 300,000 5,441,032	\$77,140,047 (\$5,959,812) 300,000 3,440,000
\$60,100,145 (\$7,582,638) 300,000 5,441,032	\$77,140,047 (\$5,959,812) 300,000 3,440,000



2.0

Statement of Revenues, Expenses & Changes in Fund Balance: General Fund

		ACTU	BU	BUDGET		
Revenues	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY2024
Taxes	28,160,477	29,551,379	30,361,776	31,965,432	31,019,130	34,314,204
Other revenue	4,456,462	3,941,081	4,091,504	4,923,810	595,500	902,073
Intergovernmental revenues	3,203,934	2,981,412	6,284,412	3,310,167	7,736,959	5,255,285
Service charges	4,604,140	5,073,701	4,791,812	5,500,387	7,971,978	9,261,741
Total Revenues	\$40,425,013	\$ 41,547,573	\$ 45,529,504	\$ 45,699,796	\$ 47,323,567	\$49,733,303
Expenditures						
General government	3,744,655	4,057,856	4,121,549	4,373,715	6,286,707	6,855,155
Public safety	22,593,472	23,677,757	24,452,125	25,677,132	27,334,299	28,673,796
Public works	4,817,399	4,461,287	4,302,605	4,607,175	7,538,170	7,730,136
Recreation and culture	1,876,312	2,075,796	2,158,032	2,304,095	2,697,949	2,722,848
Nondepartmental	1,055,539	894,434	1,039,769	1,027,197	1,205,700	1,501,300
Capital outlay	674,292	1,927,194	657,247	2,226,932		
Debt service						
Principal	2,973,887	3,153,441	1,039,082	1,059,854	3,239,534	3,025,393
Interest	798,416	1,048,075	3,686,563	3,491,788	900,649	1,309,390
Total Expenditures	\$ 38,533,972	\$ 41,295,840	\$ 41,456,972	\$ 44,767,888	\$ 49,203,008	\$ 51,818,018
Excess of revenues over (under) expenditures	\$ 1,891,041	\$ 251,733	\$ 4,072,532	\$931,908	(1,879,441)	(2,084,715)
Other financing sources (uses)						
Proceeds from sale of capital assets	30,905	58,876	95,127	39,986		
Operating transfers in (out)	(509,270)	(580,702)	(1,326,022)	(2,647,177)	(730,697)	(400,097)
Proceeds from extended term financing					768,532	265,000
Proceeds from Issuance of Debt	38,178	1,151,167	352,896	5,095,793		
Payment to refunding agent				(3,871,874)		
Total other financing sources (uses)	(440,187)	629,341	(877,999)	(1,383,272)	37,835	(135,097)
Net Change in fund balances	1,450,854	881,074	3,194,533	(451,364)	(1,841,606)	(2,219,812)
Fund Balances, beginning of year	11,479,300	12,930,154	13,811,228	17,005,761		
Fund Balances, end of year	12,930,154	13,811,228	17,005,761	16,554,397		

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.

The General Fund's Net Change in Fund Balances for fiscal years 2019-2022 was an increase of \$5,075,088 or an average of \$1,268,722 per year. The FY 2024 budget reflects a Net Change in Fund Balances of (\$2,219,812) since budgeted revenues are under expenditures by the same amount. The City forecasts minimal change in fund balance due to expected favorable expenditure variances.

Statement of Revenues, Expenses & Changes in Fund Balance: Enterprise Fund

FY24 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 Mitchell Landing Fund an annual budget.

Total expenditures for enterprise funds shown increased by \$1,251,246 or 5.9%.

Water and Sewer rates were increased by 10% in the FY24 budget.

	Water Sewer Fund	Parking Fund	Marina Fund	Stormwater Fund
Revenues				
Charges for services	19,600,399	738,550	56,500	980,000
Other revenue	3,500			
Total Revenues	19,603,899	738,550	56,500	980,000
Expendatures				
Operating	16,013,625	511,611	100,571	760,040
Capital outlay				
Debt service	4,848,707	123,027		
Total Expenditures	20,862,332	634,638	100,571	760,040
Excess of revenues over (under) expenditures	(1,258,433)	103,912	(44,071)	219,960
Other Financing Sources (uses)				
Operating transfers in (out)	(781,000)			(300,000)
Total other financing sources (uses)	(781,000)			(300,000)
Net Change in fund balances FY24 Adopted Budget	(2,039,433)	103,912	(44,071)	(80,040)
Net Change in fund balances FY23 Adopted Budget	(1,841,543)	(226,982)	(37,576)	
Fund Balances, 6/30/22	75,958,421	1,277,640	1,345,363	413,312
Fund Balances, end of year 6/30/24 (projected)	\$72,077,445	\$1,154,570	\$1,263,716	\$333,272



20 Summary of FY24 Debt Service: **All Funds**

Debt Limit

The City's Charter provides that total bonded or other indebtedness of the City payable from its general tax revenues shall at no time exceed the total of two percent of the assessed valuation of all real property and five percent of the assessed valuation of all personal and corporate property subject to taxation by the City.

The legal debt limit permitted at June 30, 2022 totaled \$59,046,354. After considering general obligations including mortgages and notes outstanding of \$29,343,445, the available additional debt margin was \$ 29,702.910.

Debt Budgeted to be Issued in FY24

The City's FY24 Budget includes \$3,175,000 in General Capital Projects and \$4,072,493 in Water Sewer Projects to be funded from issuance of bonds.

The City's FY24 budget also includes \$311,000 in capital projects that will be funded with funds on hand. Reimbursement of these funds is planned from bonds to be issued in FY25.

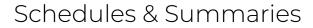
Bond Rating

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 credit worthiness.

2.0 Summary of FY24 Debt Service: **General Fund**

The following schedule lists the principle and interest payment budgeted for payment in the General Fund for FY2024

	FY 24 Budget Debt Service		
Issue	Principal	Interest	Total
2014 MD Water Quality	4,809	379	5,188
2016 General Obligation Bonds	392,508	21,955	414,463
2017 General Obligation Bonds	865,365	137,565	1,002,930
2018 General Obligation Bonds	356,911	89,213	446,124
2020 General Obligation Bonds	565,800	313,690	879,490
2022 General Obligation Bonds	840,000	242,475	1,082,475
2023 General Obligation Bonds		419,113	419,113
Bond Issuance Cost		85,000	85,000
TOTAL	\$ 3,025,393	\$ 1,309,390	\$ 4,334,783



Summary of FY24 Debt Service: Enterprise Fund

The following schedule lists the principle and interest payment budgeted for payment in each Enterprise Fund for FY2024

	FY 24 Budget Debt Service		
Issue	Principal	Interest	Total
Water Fund	1,188,487	291,998	1,480,485
Sewer Fund	2,922,151	446,071	3,368,222
Total Water Sewer Fund	4,110,638	738,069	4,848,707
Parking Fund	87,711	35,316	123,027
Marina Fund	-	-	-
Storm Water Fund	-	-	-
TOTAL	\$ 4,198,349	\$ 773,385	\$ 4,971,734

20 Summary of Position Changes

Step Increases

- A two-step increase was awarded for all personnel with the exception of the police department and fire department sworn positions that received a three-step increase.

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 was made to be more consistent among departments.
- Various title changes in several departments.

Schedules & Summaries

20 Summary of Position Changes

Department	Merit Pay Awarded	Reclassifications	Career Ladders	Positions Added	Positions Deleted	Other
	Revenue Supervisor					Grant Specialist position frozen
Finance	Accounts Payable Clerk					Revenue Clerk moved from Parking
	Grants Manager Utility Billing Clerk					
Arts Business		Events Technical Manager to Assistant ABC Director		Event Coordinator		General Maintenance Technician moved from
Culture		Admin Assistant to Office Manager		General Maintenance Technician		Parking
Mayor		Public Information Officer to Communication Director			Special Assistant for Intergov Affairs	Added additional career ladder to Media Specialist
Parking		Parking Supervisor to General Maintenance Technician				
Information Services						Crime Data Analyst moved from Police
Field Operations		Street Supervisor to Street Manager		Master		
		Signal and Lighting Technician to Construction Inspector		Electrician (frozen)		

Schedules & Summaries

20 Summary of Position Changes

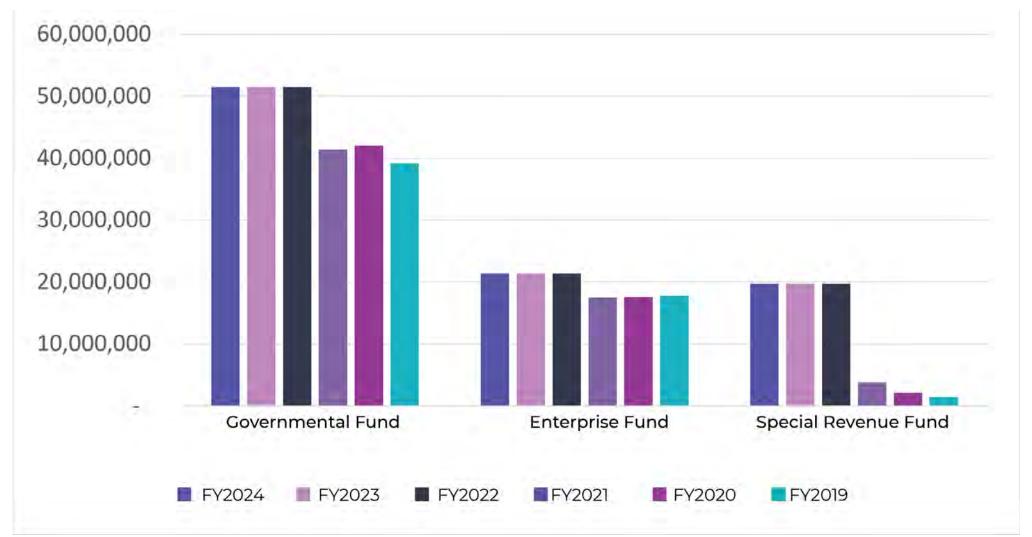
HCDD	Code Compliance Manager to Assistant Director Community Development			Parking Enforcement Officer reports to HCDD
DID	Supervisor Civil Engineer to Project Engineer Transportation Project Specialist to Transportation Manager	Engineer Co-Op		New DID transportation and moved Transportation Project Manager and Construction Inspector
Fire	Volunteer Recruitment Coordinator to Program Specialist	EMS Officer Maintenance and Supply Officer Training Officer Deputy Fire Marshall	Assistant Fire Chief 2 Captains	
Police				Freeze 2 additional police officer positions for a total of 10
Water Works				Administrative Assistant moved from Field Operations

Revenue Overview

Total revenue budgeted for FY 2024 is \$100.1 million, which includes \$92.6 million in operating revenue and \$7.5 million in revenue from other sources. FY 2024 operating revenues are estimated to increase 27.1% from the prior year. This increase is primarily due to an increase in Intergovernmental Revenues, Taxes, and Charges for Services throughout the City.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	2024 vs. 2023
Operating Revenue:						
Governmental Funds						
Taxes	28,637,436	29,563,189	30,517,243	31,019,130	34,314,204	10.6%
Licenses and Permits	1,715,200	1,888,450	1,865,360	1,960,270	1,935,520	-1.3%
Intergovernmental	4,752,685	3,210,316	3,004,888	7,736,959	6,998,056	-9.6%
Charges for Services	5,842,956	5,776,682	5,729,683	6,011,708	7,326,221	21.9%
Other Revenue	1,035,143	938,904	1,888,287	595,500	902,073	51.5%
Enterprise Funds						
Charges for Services	17,556,950	17,493,250	18,183,599	21,276,734	21,375,449	0.5%
Other Revenue		7,500	728,500	3,500	3,500	0%
Special Revenue Funds						
Intergovernmental	2,090,823	3,772,684	7,361,080	4,208,940	19,704,161	368.2%
Total Operating Revenue	\$61,631,193	\$62,650,975	\$69,278,640	\$ 72,812,741	\$ 92,559,184	27.1 %
Other financing sources:						
Bond Proceeds	3,398,190	4,925,000	7,620,876	15,722,500	7,247,493	-53.9%
Grants			2,409,797	985,000		-100%
Cap Lease	822,463	1,442,900	534,000	768,532	265,000	-65.5%
Total other financing sources	\$ 4,220,653	\$ 6,367,900	\$ 10,564,673	\$ 17,476,032	\$ 7,512,493	-57%
Total Revenue	\$ 65,851,846	\$ 69,018,875	\$ 79,843,313	\$ 90,288,773	\$ 100,071,677	10.8%

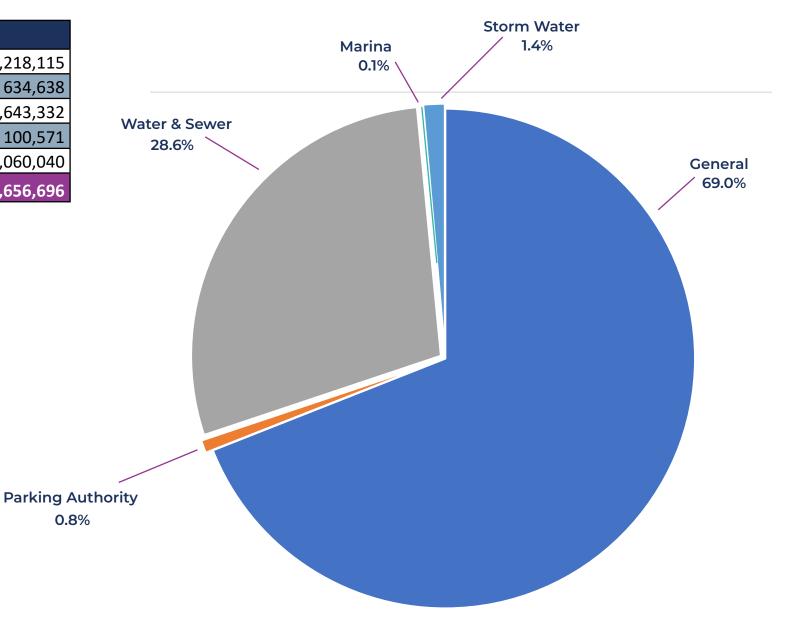
Operating Revenue by Fund Type





3.0 Revenue Summary: All Funds

Fund	
General	52,218,115
Parking	634,638
Water & Sewer	21,643,332
Marina	100,571
Storm Water	1,060,040
TOTAL	\$75,656,696





3.0 General Fund Revenue: Taxes

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.

		Asse	essments		Tax	Rate	
Fiscal Year	Real	Personal	Corporations	Total	Personal Property	Real Property	Tax Levy
2009	2,015,985,078	2,966,990	281,162,310	2,300,114,378	2.04	0.819	19,880,167
2010	2,219,277,746	2,697,220	279,352,590	2,501,327,556	2.04	0.819	21,148,255
2011	2,050,805,168	2,058,140	277,866,040	2,330,729,348	2.04	0.819	21,004,804
2012	1,988,451,318	2,513,100	263,974,200	2,254,938,618	2.04	0.819	20,417,152
2013	1,963,683,547	2,029,930	262,591,170	2,228,304,647	2.04	0.819	19,659,327
2014	1,775,307,203	2,397,520	268,737,410	2,046,442,133	2.21	0.884	22,274,445
2015	1,748,436,713	2,467,580	265,493,170	2,016,397,463	2.21	0.937	21,289,136
2016	1,787,044,569	3,017,040	279,087,700	2,069,149,309	2.21	0.937	21,838,233
2017	1,793,459,946	2,866,060	283,109,800	2,079,435,806	2.21	0.9432	22,017,568
2018	1,852,099,222	3,105,050	296,391,770	2,151,596,042	2.40 PP 2.81 RR	0.9832	24,127,199
2019	1,930,891,071	3,058,170	294,411,710	2,228,360,951	2.40 PP 2.81 RR	0.9832	25,059,823
2020	2,009,236,346	3,247,210	300,143,030	2,312,626,586	2.40 PP 3.51 RR	0.9832	26,436,227
2021	2,113,819,337	2,561,790	292,700,120	2,409,081,247	2.40 PP 3.51 RR	0.9832	27,245,705
2022	2,178,664,239	1,972,620	307,488,760	2,488,125,619	2.40 PP 3.51 RR	0.9832	28,319,858
2023 (EST)	2,185,756,858	1,958,333	243,589,744	2,431,304,935	2.40 PP 3.51 RR	0.9832	28,020,025
2024 (EST)	2,356,860,072	1,750,000	253,454,416	2,612,064,488	2.40 PP 3.51 RR	1.0332	30,830,078



General Fund Revenue: Intergovernmental

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
2024	1,799,618	1,111,797	230,000	2,113,870	5,255,285

Intergovernmental revenue is derived from various funding agreements and grants from other governmental agencies.

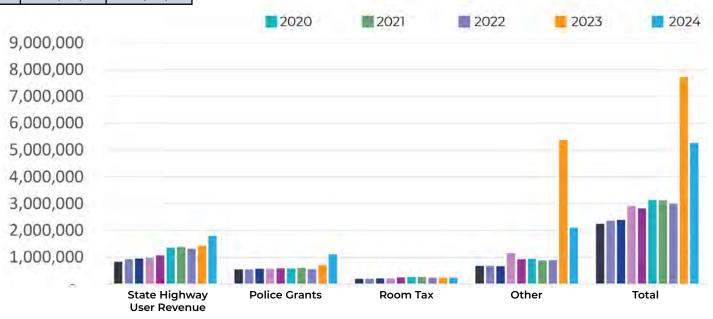
Grants vary from year to year based on availability. State Highway has increased each year since 2015 until FY24.

FY23 Other includes funds from the American Recovery Program.

2018

2019

2017



2016

2015



Water & Sewer Fund Revenue

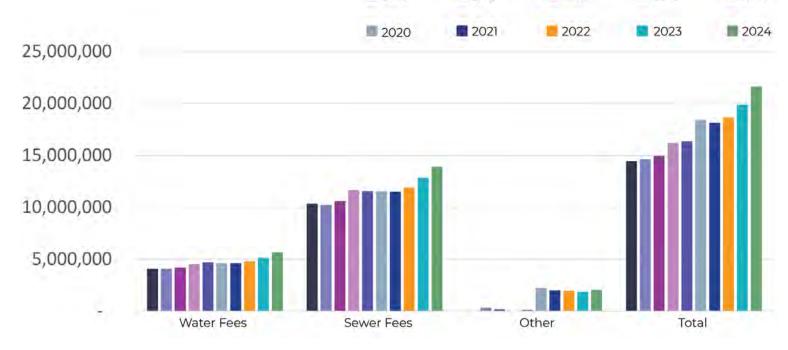
Fiscal Year	Water Fees	Sewer Fees	Other	Total
2015	4,083,785	10,349,871	11,000	14,444,656
2016	4,078,700	10,245,679	311,000	14,635,379
2017	4,194,350	10,590,425	189,500	14,974,275
2018	4,524,225	11,676,238	9,500	16,209,963
2019	4,690,950	11,575,987	100,926	16,367,863
2020	4,630,250	11,566,000	2,216,912	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
2024	5,673,813	13,926,586	2,042,933	21,643,332

The Water & Sewer Fund's revenue consists 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 services to customers. Customers are billed on a quarterly basis based on actual usage.

Budget projections are determined based on a trend from previous years' revenue and projected growth for new customers.

The FY24 Adopted Budget includes a 10% Water Sewer rate increase.

2017



2015

2016

2018

2019

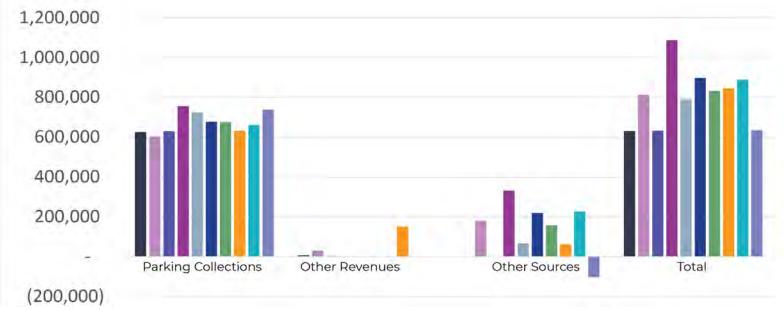


3.0 Parking Fund Revenue

Fiscal Year	Parking Collections	Other Revenues	Other Sources	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
2024	738,550		(103,912)	634,638

The Parking Fund's revenue source consists 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.

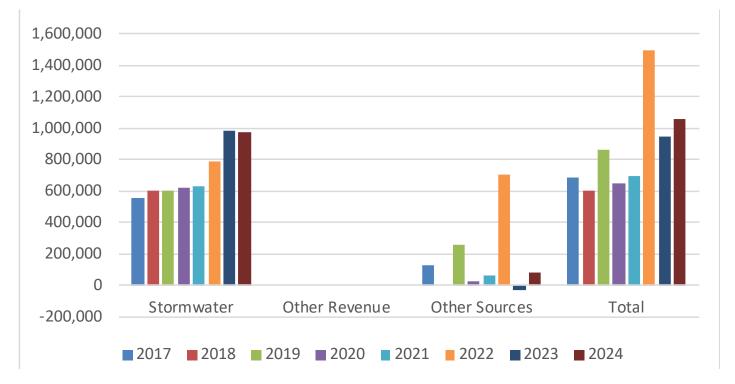




Stormwater Fund Revenue

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 years' activity and estimated service area.

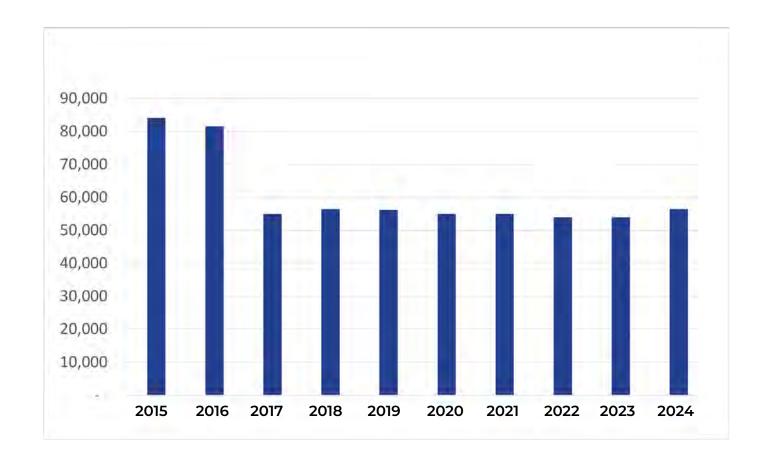
Fiscal Year	Stormwater	Other Revenues	Other Sources	Total
2015	-	-	-	-
2016	-	1	•	-
2017	560,000	1	129,000	689,000
2018	600,000	1	•	600,000
2019	600,000	1	261,899	861,899
2020	620,000	1	27,165	647,165
2021	630,000	1	65,354	695,354
2022	790,939	-	702,168	1,493,107
2023	984,000		(33,768)	950,232
2024	980,000		80,040	1,060,040



Revenue Marina Fund Revenue

The Marina Fund's revenue is generated through slip rental and operational fees that pertain to boat docking in the City of Salisbury. Revenues are projected based on previous years' 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
2024	56,500





Capital Improvements

Capital Improvements





Capital Improvements

CIP: 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 24-28 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 2024 – 2028.

	General Revenues	Grants & Donations	Lease	Bond	Revolving Funds on Hand	Total
General Fund	13,775,963	14,837,771	13,183,150	35,126,000		76,922,884
Water Sewer Fund	10,330,700	3,150,000	80,000	11,810,880	1,060,493	26,432,073
Marina Fund	150,000					150,000
Storm Water Fund						
Parking Fund				40,120,001		40,120,001
Total	\$25,600,900	\$6,956,150	\$7,543,000	\$27,060,700		\$143,624,958

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 2024 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 Projects included in the Adopted Budget were in the City's Capital Improvement Plan.

CIP Totals for projects included in the FY 2024 Adopted Budget

The schedule below presents totals by funding source for projects funded in each of the City's major funds for the 2024 Adopted Budget.

	General Revenues	Grants & Donations	Bond	Reallocate prior Bonds Proceeds	Water Sewer Revolving / Impact Funds	Total
General Capital Projects	311,000	1,742,771	3,175,000			5,228,771
Water Sewer Capital Projects	781,000		4,072,493	225,000		5,078,493
Storm Water Fund						
Parking Fund Capital Projects						
Total	\$1,092,000	\$1,742,771	\$7,247,493	\$225,000		\$10,307,264

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



Capital Improvements

Effect on Future Operating Budgets

Project Description	Project Amount	Maintenance Cost	Operational Cost	Description
Fire Operations:				
Marine Electronics Upgrades	25,000	None	None	Replacement Equipment
Apparatus Replacement - Rescue 16	1,625,000	None	None	Replacement Vehicle
ABC Department				
Exterior: Siding Repair and Painting Phase II	55,000	None	None	Maintenance project
Exterior: Siding Repair and Painting Phase III	100,000	None	None	Maintenance project
Eagle Exhibit Expansion	41,000			
Field Operations				
Schumaker Pond	25,000	None	None	Maintenance project
Woodcock Park Playground Equipment	165,201	Increase	None	New equipment requires maintenance
Doverdale Park Playground Equipment	236,570	Inccrease	None	New equipment requires maintenance
Infrastructure & Development:				
Impervious Surface Reduction	200,000	None	None	
Beaglin Park Dam Improvements	75,000	None	None	
City Park Master Plan Improvements	100,000	None	None	
North Prong Park Improvements	200,000	None	None	
Impervious Surface Reduction	100,000	None	None	
Rail Trail Master Plan Implementation	500,000	Increase	Increase	Additional trails will require significant maintenance
Stream Restoration along Beaverdam Creek	300,000	None	None	
Johnson Pond Dam Improvements	1,550,000	Decrease	None	

4.0

Capital Improvements

General Capital Projects (1 of 2)

		Schedule B: General Capital Projects								neral Fund	- Capital O	utlay
				Fundin	g Source				Acc	ount	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
Marine Electronics Upgrades	25,000		25,000	11,000			14,000					
Apparatus Replacement - Staff Vehicle	85,000		85,000						24035	577025		85,000
Apparatus Replacement - Engine	2,020,000	(2,020,000)							24035	577025		
Portable Radio Replacement (Qty 25)	173,000	(145,000)	28,000						24035	577030	28,000	
Apparatus Replacement - Rescue 16	1,600,000	25,000	1,625,000					1,625,000				
Self Contained Breathing		(69,000)	(69,000)				(69,000)					
Computer Replacement	130,000	(65,000)	65,000						Various	577035	65,000	
Exterior: Siding Repair and Painting Phase II	55,000		55,000				55,000					
Exterior: Siding Repair and Painting Phase III	100,000		100,000			100,000						
Animal Service Building	150,000	(150,000)										
Eagle Exhibit Expansion	41,000		41,000			41,000						
Schumaker Pond	25,000		25,000		25,000							
Woodcock Park Playground Equipment	165,201		165,201			165,201						
Doverdale Park Playground Equipment	236,570		236,570			236,570						
Streets - Vehicle Replacement - F250		45,000	45,000						31150	577025		45,000
Parks - Vehicle Replacement - F250		50,000	50,000						45000	577025		50,000
Streets and Sanitation Grapple Truck	250,000	(250,000)										
Sanitation Side Loader (Funded 2 in FY23)	1,050,000	(1,050,000)										
Ford F350 1-Ton Dump Truck - 2 Door	85,000		85,000						45000	577025		85,000
Vision Zero- Crosswalk Program	25,000	(25,000)										
City Park Master Plan Improvements	40,000	(40,000)										
Wayfinding and Signage	40,000	(40,000)										
Concrete Program (Curb, Gutter and Sidewalk)	50,000		50,000						31000	534307	50,000	
Mill Street Bridge Rehabilitation	60,000	(60,000)										
North Prong Park Improvements	75,000	(75,000)										
Comprehensive Plan	100,000	(100,000)										

4.0

Capital Improvements

General Capital Projects (2 of 2)

	Schedule B: General Capital Projects								Ger	neral Fund	- Capital O	utlay
		Funding Source					Acc	ount	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
Surface Maintenance (Crack Sealing, Microsurfacing)	100,000		100,000						31000	534318	100,000	
Street Reconstuction (Milling and Paving)	718,000		718,000						31000	534318	718,000	
Impervious Surface Reduction	200,000		200,000		200,000							
Beaglin Park Dam Improvements	75,000		75,000		75,000							
Riverwalk Street Light Replacement	510,000	(510,000)										
City Park Master Plan Improvements	100,000		100,000			100,000						
North Prong Park Improvements	200,000		200,000			200,000						
Impervious Surface Reduction	100,000		100,000			100,000						
Street Reconstuction (Milling and Paving)	45,000	(45,000)										
Rail Trail Master Plan Implementation	500,000		500,000			500,000						
Mill Street Bridge Rehabilitation	240,000	(240,000)										
Stream Restoration along Beaverdam Creek	300,000		300,000			300,000						
GOB Ceiling and Lighting Replacement	178,500	(178,500)										
Amphitheater Pedestrian Bridge	125,000	(125,000)										
Bicycle Master Plan Improvements	330,000	(330,000)										
Urban Greenway Improvements	1,000,000	(1,000,000)										
Northwood and Brewington Branch Culvert	500,000	(500,000)										
Rail Trail Master Plan Implementation	1,300,000	(1,300,000)										
Vision Zero - ADA Upgrades	125,000	(125,000)										
North Mill Street Reconstruction	200,000	(200,000)										
Johnson Pond Dam Improvements	1,550,000		1,550,000					1,550,000				
Stream Restoration along Beaverdam Creek	675,000	(675,000)										
Community Relations Vehicle Replacement	30,000	(30,000)										
General Fund & Capital Projects	\$15,707,271	(\$9,252,500)	\$6,454,771	\$ 11,000	\$300,000	\$1,742,771		\$3,175,000			\$961,000	\$265,000



Capital Improvements

Water/Sewer, Parking, Stormwater

					Ca	apital Projects -	Funding S	ource			Enterprise Fur Capital Outla	
Water Sewer Fund Project	CIP Amount	Mayor Adj	Approved Amount	PayGO	Grants	Reallocation	Impact Funds	Revolving Funds	Bond	Acct	Enterprise Revenue	Lease Proceeds
Impervious Surface Reduction	100,000	(100,000)										
Restore Park Well Field	175,000		175,000						175,000			
Restore Paleo Well Field	217,000		217,000						217,000			
Paleo Equalization Basin Liner	120,000		120,000	120,000								
Decommision Edgemore Water Tower	110,000	(110,000)										
Elevated Water Tank Maintenance	115,000		115,000	115,000								
Pump Station Improvements	110,000		110,000	110,000								
UV Bulbs for WWTP Disinfection	75,000		75,000	75,000								
Filter (FUNDED IN FY23)	150,000	(150,000)										
Boom Lift Replacement	106,000		106,000	106,000								
Replace Distribution Piping & Valves	100,000	(100,000)										
Automated Metering Infrastructure	300,000	(300,000)										
Sanitary Sewer Lining	75,000		75,000	75,000								
UB Meters DID		100,000	100,000	100,000								
WWTP Electric Upgrades	1,060,493		1,060,493						1,060,493			
F350 Utility Body Truck	80,000		80,000	80,000								
Park Well Field Raw Water Main & Valve Rplc	1,100,000		1,100,000			225,000			875,000			
Glen Avenue Lift Station	750,000		750,000						750,000			
WWTP Outfall Inspection and Repairs	500,000		500,000						500,000			
Southside Pump Station Force Main	495,000		495,000						495,000			
Water Sewer Fund Total >>	\$5,738,493	(\$660,000)	\$5,078,493	\$781,000		\$225,000			\$4,072,493			



Capital Improvements

Water/Sewer, Parking, Stormwater

					Capital Projects - Funding Source					Enterprise Fund - Capital Outlay			
Storm Water Fund Project	CIP Amount	Mayor Adj	Approved Amount	PayGO	Grants	Reallocation	Impact Funds	Revolving Funds	Bond	Acct	Enterprise Revenue	Lease Proceeds	
Mini Sweeper	100,000		100,000							60820- 558700	100,000		
Storm Water Fund Total >>	\$100,000		\$100,000								\$100,000	-	

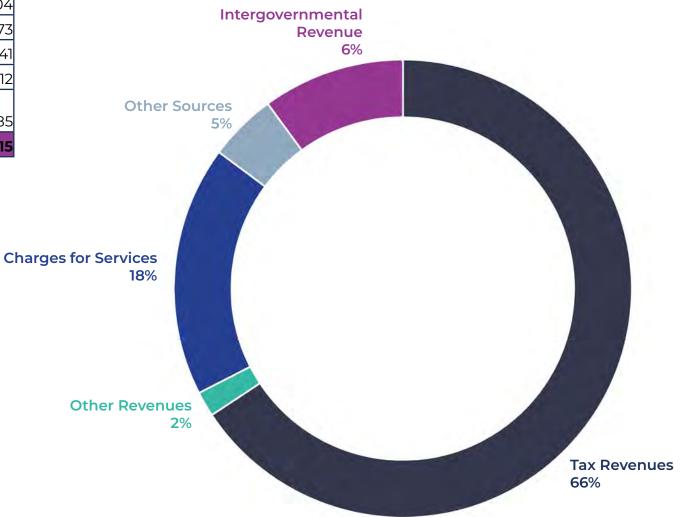
				Capital Projects - Funding Source					Enterprise Fund - Capital Outlay			
Parking Fund Project	CIP Amount	Mayor Adj	Approved Amount	PayGO	Grants	Reallocation	Impact Funds	Revolving Funds	Bond	Acct	Enterprise Revenue	Lease Proceeds
Parking Infrastructure & Software	120,000	(120,000)										
Parking Garage Lot 1	10,000,000	(10,000,000)										
Parking Fund Total >>	\$10,120,000	(\$10,120,000)										





General Fund Revenue Chart

General Fund Revenues								
Tax Revenues	34,314,204							
Other Revenues	902,073							
Charges For Services	9,261,741							
Other Sources	2,484,812							
Intergovernmental Revenues	5,255,285							
Total	\$52,218,115							



	General Fund Revenue Detail	FY22 ACTUAL	FY23 ADJUSTED	FY24 ADOPTED
403100	Real Property	20,382,876	21,273,025	23,788,078
403201	Local Personal Property - Curr	57,394	47,000	42,000
403301	OBC - Current Year	5,126,612	4,000,000	4,100,000
403302	Railroad/Utilities	2,752,977	2,700,000	2,900,000
403360	Aydelotte Fee	6,750	6,750	3,500
403510	Local Income Taxes	2,706,142	2,200,000	2,700,000
403605	Admission Amusement Taxes	163,621	120,000	120,000
403610	Water and Sewer Utility	217,248	219,552	219,189
403611	PILOT- Housing Authority		2,000	2,000
403612	PILOT Univ Village	177,660	177,801	177,942
403613	PILOT Parking Authority	111,162	113,002	101,495
403910	Interest-Delinquent Taxes	269,742	160,000	160,000
413101	Amusement Licenses	2,830	3,000	3,000
413102	Trader's Licenses	147,906	130,000	130,000
413104	Towing Companies	5,040	5,000	5,000
413105	Billboard Licenses	23,006	69,000	21,000
413106	Cable TV Franchise Fee	374,954	380,000	380,000
413109	Restaurant Licenses	18,308	17,000	17,000
413110	Natural Gas Franchise	5,000	5,000	5,000
413112	Multi-Family Dwelling Fee	761,557	730,500	750,000
413113	Multifamily Landlord License	127,399	116,250	121,000
413118	Hotel License	800	800	800
413119	Fortune Telling License	550		
413201	Building Permits	603,851	430,000	430,000

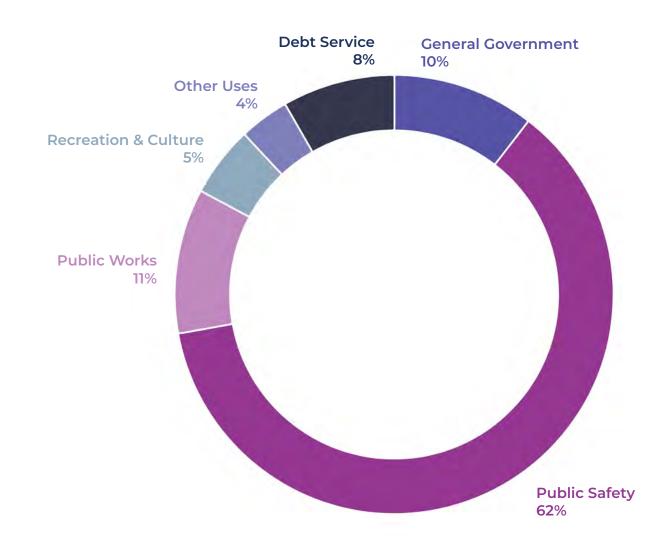
	General Fund Revenue Detail	FY22 ACTUAL	FY23 ADJUSTED	FY24 ADOPTED
413202	Grading Permits	1,100	400	400
413203	Peddlers License	650	500	500
413207	Plumbing Permits	69,370	45,000	45,000
413208	Other Misc Permits	11,530	-	-
413210	Sign Permits	19,339	20,000	20,000
413211	Well Permits	500	400	400
413212	Zoning/Variances	2,000	2,500	2,500
413216	Temporary Sign Permits	175	500	500
413217	Demolition Permits	900	1,000	1,000
413218	Pool Permits	1,660	500	500
413219	Tent Permits	200	300	300
413224	Mechanical Permit	4,350	-	-
413225	Crit Area Prm Cert of Complnce	4,000	1,000	-
413227	Small Wireless Fac Permits	8,802	1,620	1,620
424101	Police Regular Grant	279,416	281,018	588,101
424102	Supplement	76,550	82,543	172,742
424103	Municipal	165,610	342,700	350,954
424201	Highway User	1,475,689	1,425,798	1,799,618
424202	MDOT Reimbursements	145,881	41,570	41,570
456450	Federal Recovery Funds	-	4,464,738	-
425400	Enterprise Zone	101,212	84,000	90,000
427100	Bank Shares Tax	18,302	18,300	18,300
427301	WiCHD Reimbursements	12,500	10,000	-

	General Fund Revenue Detail	FY22 ACTUAL	FY23 ADJUSTED	FY24 ADOPTED
427403	EMS from County	754,438	766,292	1,964,000
427600	Zoo-Hotel Room Tax	280,569	230,000	230,000
433101	Filing Fees	-	100	100
433102	Advertising Fees	45	100	100
433103	Plan Review Fees	49,180	40,000	40,000
433104	Administrative Fees	645,424	674,817	726,663
433106	Zoning-Advertising	1,027	-	-
433108	Housing Application Fee	1,700	792	800
433209	False Fire Alarms	180	200	200
433210	False Alarms	33,416	27,000	27,000
433219	EMS Medicaid Gap Reimbursemend	-	-	915,439
433228	Lifequest Revenue	2,435,344	2,000,000	2,400,000
433230	Fire Prevention - Plan Review	237,090	185,000	185,000
433231	Fire Prevention - Permits Fees	30,223	25,325	28,000
433232	Fire Inspections	38,989	20,274	40,000
433233	Fire Marshal Citations/Fines	950	-	2,500
433234	Hazmat Special Op Revenue	14,404	10,000	10,000
433235	Fire Report Fees	-	-	32,000
433250	Weed Cleaning/Removal	54,975	55,000	51,000
433251	Clean It/Lien It Fees	8,544	14,500	14,500
433260	Inspection Fees	1,750	1,000	1,000
433261	Reinspection Fees	4,005	5,000	10,000
433270	Reports	17,169	19,000	16,000
433272	Adm Fees-Towing	-	100	-

	General Fund Revenue Detail	FY22 ACTUAL	FY23 ADJUSTED	FY24 ADOPTED
434505	Delmarva/Salisbury Scrp Recycl	4,272	5,000	5,000
434610	Trash Fees	2,230,845	2,228,000	2,265,419
434613	Bulk Trash Pickup	4,079	3,000	3,000
434717	City Merchandise	2,697	2,000	2,000
445130	Municipal Infractions	76,670	50,000	75,000
445134	Vacant Building Registration	20,174	45,000	75,000
445135	Foreclosed Property	225	500	500
445140	School Zone Camera	460,668	600,000	400,000
445141	Red Light Camera Revenue	-	-	239,000
445300	Trolley Rentals	1,125	1,000	1,000
456110	Investment Interest	8,631	2,500	5,000
456120	Other Interest	35,058	10,000	10,000
456124	Sponsorships	7,500	-	-
456130	Trash Disposal Fee	23,269	11,000	11,000
456300	Rent Earnings	145,133	135,000	135,000
456301	Rent Earnings - Park Events	17,058	50,000	10,000
456302	Rent Fees Newton St Comm Ctr	705	-	1,000
456303	Rent Fees Truitt St Comm Ctr	5,030	-	3,000
456305	Perdue Dock Lease SalKap	19,500	-	-
456306	Special Event Earnings	-	-	50,000
456400	Donations	50,000	50,000	-
456415	Donations-Other	24,666	5,600	
456851	Zoo Admission (Gate)	64,280	70,000	70,000
456852	Zoo Events	25,499	27,700	27,000

	General Fund Revenue Detail	FY22 ACTUAL	FY23 ADJUSTED	FY24 ADOPTED
456853	Zoo Memberships	19,563	10,000	10,000
456854	Zoo Programs	7,587	20,300	20,000
456855	Zoo Vending	-	2,500	2,000
456856	Zoo Concessions	50,354	33,000	33,000
456857	Zoo Merchandise	96,221	90,000	90,000
456858	Zoo Miscellaneous	6,625	11,200	26,773
456909	POWER SAVINGS PROGRAM	5,690	-	-
456911	Other Misc. Receipts	123,705	70,000	90,000
456912	Cash Over/Short	(2,246)	-	-
456913	Returned Check Fee	320	300	300
456914	Bad Debt Collections	853	1,000	1,000
456918	Zoo Commission Full time	90,499	-	67,000
456919	Zoo Commission PT	18,415	-	-
456926	Compensated Allowance Adj.	1,355	-	-
456935	Insurance Proceeds	43,027	14,150	-
469193	Transfer In - Drain Impv Fund	75,952	-	-
469200	Sale of Fixed Assets	39,986	17,205	-
469311	Capital Lease Proceeds	1,501,796	768,532	265,000
469312	Debt Proceeds	3,593,998	-	-
469810	Current Surplus Available	-	2,692,410	1,102,812
469811	Capital Surplus	-	1,173,532	1,117,000
	Total General Fund	\$ 49,953,327	\$ 52,004,996	\$ 52,218,115

General Fund Expenditure				
General Government	5,466,698			
Public Safety	32,220,548			
Public Works	5,571,841			
Recreation & Culture	2,722,848			
Other Uses	1,901,397			
Debt Service	4,334,783			
Total	\$ 52,218,115			



General Fund General Fund Expenditure Comparison

DEPARTMENT/DIVISION	FY23 Original Budget	FY23 Revised Budget	FY24 Adopted Budget	Adopted VS FY 23 Revised
City Council	89,868	86,459	90,272	3,813
City Clerk	178,063	181,472	187,074	5,603
Development Services	781,077	781,181	778,492	(2,689)
Mayor's Office	773,322	773,322	724,138	(49,184)
Elections	-	-	97,550	97,550
Internal Services - Finance	851,712	860,529	949,349	88,820
Internal Services - Procurement	321,403	323,115	355,410	32,295
City Attorney	345,000	345,000	355,000	10,000
Information Services	696,032	702,364	809,498	107,134
Human Resources	606,174	609,474	598,258	(11,216)
Planning & Zoning	99,534	99,534	104,499	4,965
Municipal Buildings	241,982	500,544	360,702	(139,842)
Poplar Hill Mansion	56,216	56,216	56,455	239
Police Services	14,970,689	15,356,960	15,340,776	(16,184)
Police Communications	1,043,131	1,031,564	1,154,048	122,484
Police Animal Control	248,051	262,476	268,398	5,922
Traffic Control	1,730,463	1,739,455	1,679,666	(59,789)
Fire Fighting	10,627,120	11,206,598	11,529,292	322,694
Fire Volunteer	445,308	425,924	381,282	(44,642)
Building, Permits & Inspection	387,791	387,791	374,129	(13,662)
HCDD	1,345,859	1,345,979	1,492,957	146,977
Resource Management	435,627	563,971	452,668	(111,303)
Engineering	1,515,905	1,566,180	1,644,587	78,407

General Fund General Fund Expenditure Comparison

DEPARTMENT/DIVISION	FY23 Original Budget	FY23 Revised Budget	FY24 Adopted Budget	Adopted VS FY 23 Revised
Streets	1,083,881	1,110,131	1,028,609	(81,522)
Waste Collection/Disposal	1,496,211	2,638,396	1,576,808	(1,061,588)
Recycling	177,729	177,729	166,689	(11,040)
Fleet Management	453,725	512,725	535,174	22,449
Carpenter Shop	157,303	157,303	167,306	10,003
Municipal Zoo	1,615,388	1,622,536	1,699,787	77,251
Parks	1,082,561	1,060,351	1,023,061	(37,291)
Debt Service	4,140,183	4,140,183	4,334,783	194,600
Insurance	953,200	953,200	997,400	44,200
Miscellaneous	252,500	495,160	503,900	8,740
Operating Transfers	730,697	1,355,753	400,097	(955,656)
General Fund Total	\$49,933,705	\$53,429,576	\$52,218,115	(\$1,211,461)



53 General Government





General Government

City Council

Goals

- 1. Establish and amend all necessary laws to achieve the stated goals of the City.
- 2. Maintain open communication between City Council, Administration and citizens.
- 3. Invest necessary resources to achieve all stated City goals.
- 4. Revitalize neighborhoods and communities of interest.
- 5. Support and enhance public safety.
- 6. Protect and preserve the environment, focusing on resiliency in infrastructure projects.

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 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Personal Services	73,169	73,609	74,024	74,013
Operating Expenses	8,184	16,259	16,259	16,259
TOTAL Legislative (City Council)	\$81,353	\$89,868	\$ 90,283	\$ 90,272





5.3 City Clerk





General Government

City Clerk

Goals

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

Priorities

- 1. Provide efficient and professional services to the public, elected officials, City departments and community organizations.
- 2. Provide updates to City's website, maintain transparency and encourage citizen participation in City government.
- 3. Prudently administer the budgets of the Council and Clerk's Office to be good stewards of the public's monies.
- 4. Accurately record and carefully preserve and safeguard the legislative history of the City.

11100 - City Clerk	FY 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Personal Services	164,925	165,717	177,662	174,728
Operating Expenses	12,086	12,346	12,346	12,346
TOTAL City Clerk	\$177,011	\$178,063	\$190,008	\$ 187,074



General Government

53 Elections

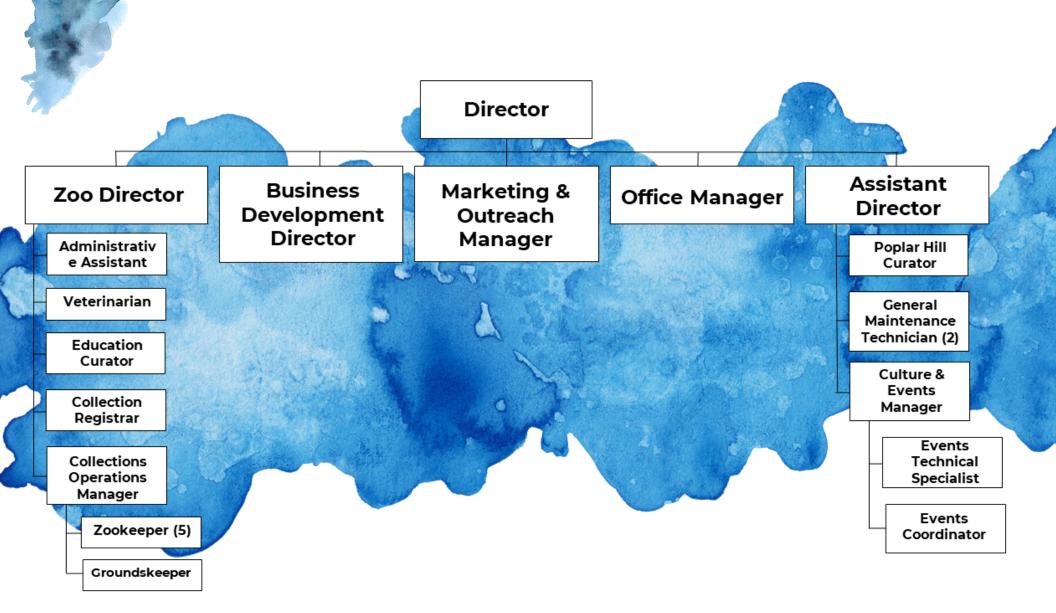
Goals

- 1. Update the Charter & City Code as it pertains to elections.
- 2. Continue to maintain an accurate database of voter registration.

13000 - Elections	FY 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Operating Expenses	-	97,550	97,550	97,550
TOTAL Elections	-	\$97,550	\$97,550	\$97,550

5.3

537 Arts, Business, & Culture Department



General Government Arts. Busin

Arts, Business, & Culture Department

Business Development:

- 1. Respond to new business inquires with 48 hours. 1. Increase donation boxes
- 2. Recognize all downtown businesses' longevity milestones.
 - a. Attend all Ribbon Cuttings.
 - b. Welcome Ceremony with Mayor within 2 weeks of opening if no Ribbon Cutting.
 - c. Phone Call 1 week
 - d. In-person Visit 1 month
 - e. In-person Visit 3 months
 - f. In-person Visit 6 months
 - g. In-Person Celebratory Recognition with Mayor 1 year, 5, 10, etc.
- 3. Engage businesses in fun, interactive social media campaigns. At least 1 per month.
- 4. Highlight a business through storytelling social media campaign. At least 1 per month.
- 5. Manage and disperse community event funds associated with MIP Grant. \$25,000.
- 6. Rent trolley for at least 4 private events per year. Not to include internal events.
- 7. Increase total number of restaurants, retail establishments and craft manufacturers in downtown Salisbury by 5% in FY24.

Salisbury Zoo:

- Increase donation boxes throughout the Zoo in prime areas. At least 4 more.
- 2. Provide incentive options for volunteer recruitment.
- 3. Increase docent volunteer base by 20%.
- 4. Increase gross revenue sales in Ocelot by 15% from FY23.
- 5. Increase gross revenue sales in Beastro by 10% from FY23.

SBY Events & Maryland Folk Festival:

- 1. Increase Hops on the River gross revenue by 25%.
- 2. Solicit \$425,000 in sponsorship for all SBY events.
- 3. Achieve all revenue goals projected for the Maryland Folk Festival including beverage sales, vendor sales, merchandise sales and donations.
- 4. Increase event rental revenue by 10% from FY23.
- 5. Attract 1 new large-scale event. 2,000 plus attendees. Must be revenue generating.





Arts, Business, & Culture Department

PRIORITIES

Business Development:

- 1. Complete and maintain Welcome Packet.
- 2. Reengage with SU trolley, Survival at Arrival, set-up at SU events, etc.
- 3. Site visits when new spaces become available. Better communication with realtors.
- 4. Routine one-on-one meetings with partners. SWED, Chamber, etc. Also, attend all meetings.
- 5. Attend development meetings with DID.
- 6. Explore GIS mapping opportunities and improve wayfinding for businesses.
- 7. Increase outreach to minority-owned businesses.
- 8. Implement Rental Assistance Program.
- 9. Maintain TAG and MIP Grants.
- 10. Continue to manage events out of the Visitor's Center during largescale downtown events.
- 11. Explore new programming opportunities at HQ.
- 12. Maintain Arts & Entertainment designation and associated funding

Salisbury Zoo:

- 1. Implement new interactive map throughout the zoo.
- 2. Implement 5-year exhibit development plan to achieve AZA accreditation. Prioritize projects and standardize funding.
- 3. Launch and manage Bear Necessities Campaign.
- 4. Continue to increase partnership opportunities for programming and interactive displays. SU, Ward, WCPS, etc.
- 5. Implement and maintain kindergarten watershed program in partnership with the WARD.
- 6. Implement more safety trainings and drills (shooter and gun safety).
- 7. Implement Active system to transition designated revenue funds to City accounts.

SBY Events & Maryland Folk Festival:

- Establish and disperse workloads for all internal events including those previously managed by Salisbury A&E. Execute accordingly.
- 2. Maintain annual calendar of events.
- 3. Continue to improve working relation with Wicomico County.
- 4. Create and implement marketing strategies for greater regional reach.
- 5. Develop and manage efficient system to utilize volunteers during events and programs.
- 6. Continue to streamline the event application process.
- 7. Continue partnership with downtown events including, but not limited to, Haitian Flag Day, Juneteenth, Pride and others.
- 8. Implement and manage the Active Network software.

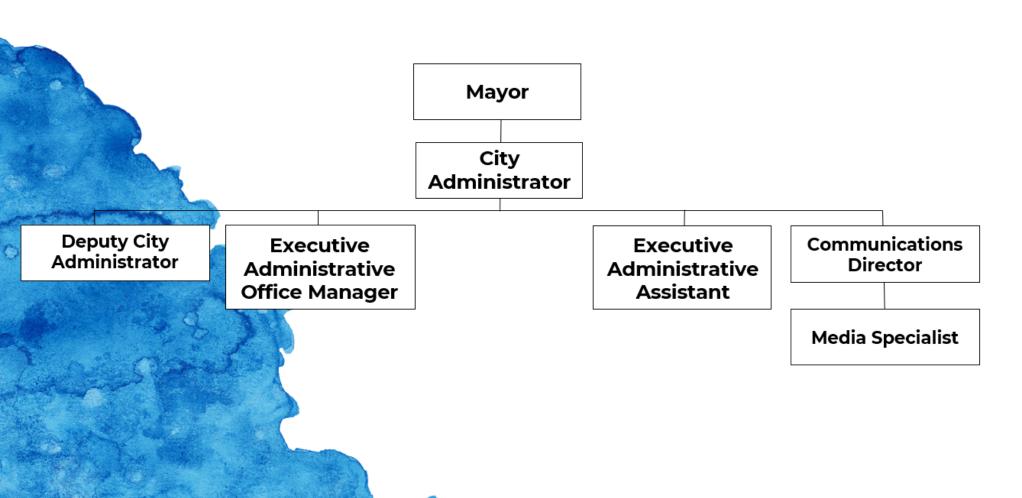




53 Arts, Business, & Culture Department

11600 - Development Services	FY 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Personal Services	149,941	244,514	346,226	341,749
Operating Expenses	507,271	533,400	424,293	424,293
Capital Outlay	12,191	3,163	12,450	12,450
TOTAL Development Services	\$669,403	\$781,077	\$ 782,969	\$ 778,492
40000 - Zoo				
Personal Services	927,775	1,067,501	1,173,896	1,170,597
Operating Expenses	468,264	547,887	529,190	529,190
Capital Outlay	70,938	-	-	-
TOTAL Zoo	\$1,466,977	\$1,615,388	\$ 1,703,086	\$ 1,699,787







Mayor's Office

Goals

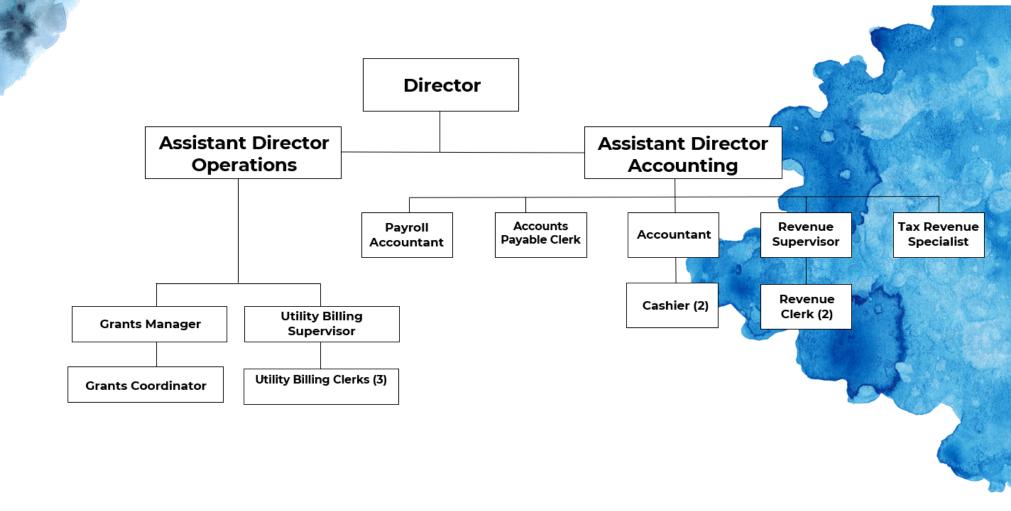
- 1. Respond to all constituent inquiries within 48 hours.
- 2. Host twice-monthly Mayor's Open Office Hours in partnership with local coffee shops.

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.

12000 - Executive (Mayor)	FY 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Personal Services	614,956	697,315	656,736	647,651
Operating Expenses	101,204	76,007	76,487	76,487
Capital Outlay	3,876	-	-	-
TOTAL Executive (Mayor)	\$720,037	\$773,322	\$ 733,223	\$ 724,138







Finance

GOALS

- 1. Reduce the amount of Personal Property Delinquent 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 the number of online payments and IVR payments by 10%.

- 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. Set up scanning of utility account full payments.

15000 - Finance	FY 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Personal Services	644,984	652,442	750,040	745,079
Operating Expenses	122,666	199,270	195,270	195,270
Capital Outlay	7,097	1	9,000	9,000
TOTAL Internal Services - Finance	\$774,747	\$851,712	\$ 954,310	\$ 949,349



Procurement

GOALS

- 1. Achieve an annual savings of 10% on informal competitive solicitations (< \$50,000) and an annual savings of 20% of formal competitive solicitations (\$50,000+).
- 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.

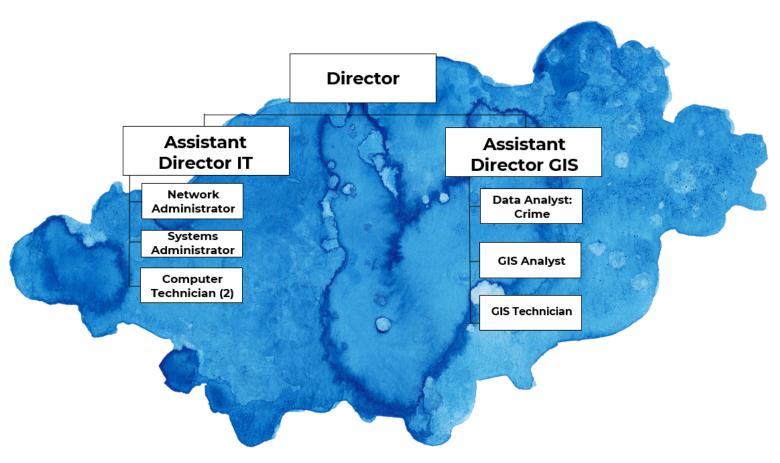
- 1. Promote effective, economic and efficient acquisition of goods and services while being responsible stewards of public funds.
- 2. Act and conduct business with honesty and integrity, upholding ethical procurement standards and full legal compliance.
- 3. Treat suppliers equitably and be open, fair, 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.

16000 - Procurement	FY 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Personal Services	249,671	274,468	306,981	301,560
Operating Expenses	39,408	46,935	47,850	50,850
Capital Outlay	4,345	-	3,000	3,000
TOTAL -Procurement	\$293,424	\$321,403	\$ 357,831	\$ 355,410





533 Information Services





Information Services

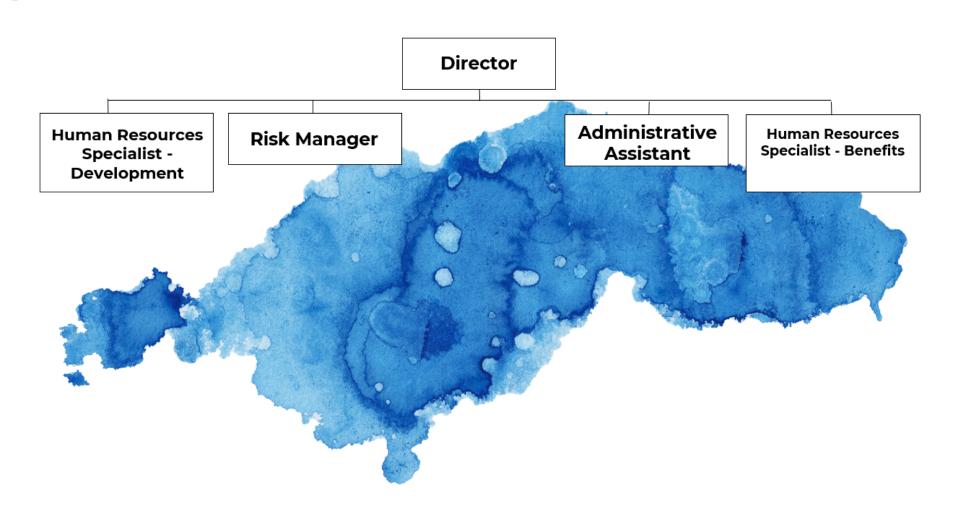
GOALS

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

- 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 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Personal Services	483,437	548,347	664,590	654,856
Operating Expenses	106,762	132,685	154,642	154,642
Capital Outlay	57,154	15,000	-	-
TOTAL Information Technology	\$647,354	\$696,032	\$ 819,232	\$ 809,498

533 Human Resources





Human Resources

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.

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. Achieve 80% participation with SBY Cares Onboarding program for employees.
- 3. Attend at least 5 job fairs per year.
- 4. Send monthly communication to all employees concerning the City's fringe benefits like Keys for Home, Employee Assistance Program and more.
- 5. Improve the City-wide employee recognition program with new incentives like recognizing employees on social media, host a "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, 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.

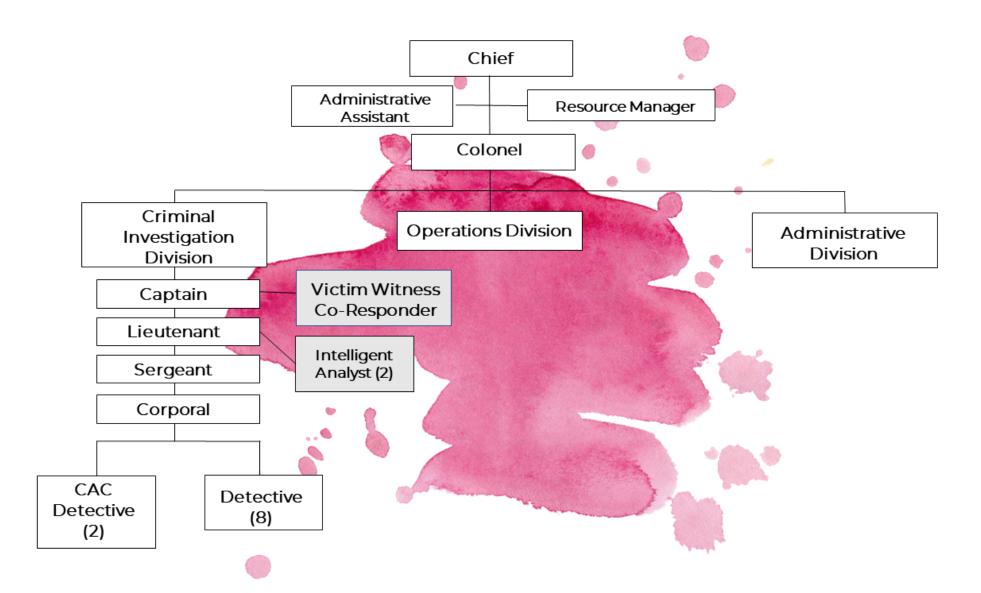
18500 - Human Resources	FY 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Personal Services	368,148	549,578	527,729	520,162
Operating Expenses	63,921	56,596	88,096	78,096
TOTAL Human Resources	\$432,069	\$606,174	\$ 615,825	\$ 598,258

533 Municipal Buildings

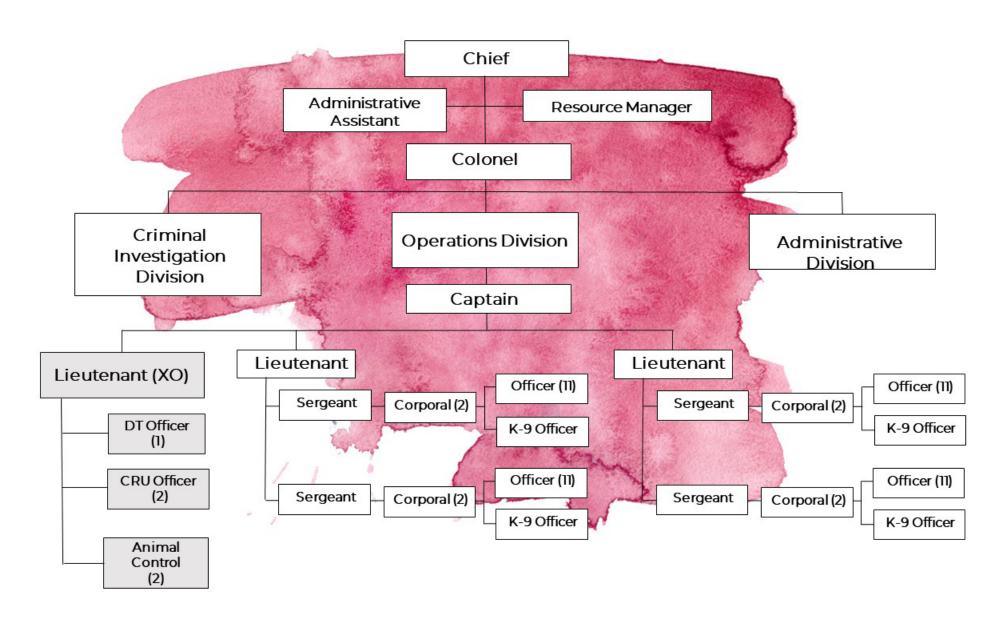
19500 - Municipal Buildings	FY 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Operating Expenses	165,799	241,982	360,702	360,702
Capital Outlay	50,250	-	-	-
TOTAL Municipal Buildings	\$216,049	\$241,982	\$ 360,702	\$ 360,702
19600 - Poplar Hill Mansion				
Personal Services	29,573	31,940	33,846	33,759
Operating Expenses	12,967	24,276	22,696	22,696
TOTAL Poplar Hill Mansion	\$42,540	\$56,216	\$ 56,542	\$ 56,455



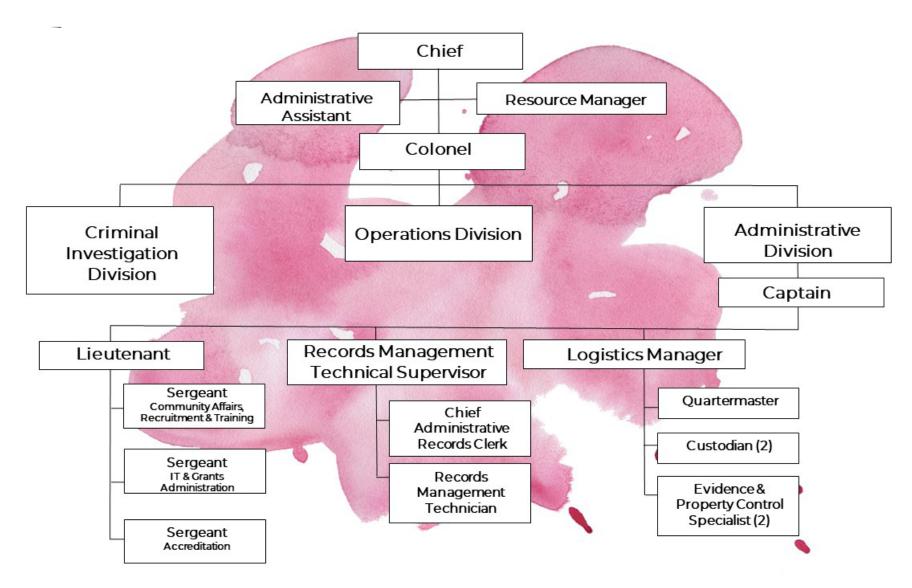








Public Safety Police





GOALS

- 1. Continue work on reducing crimes formerly known as Part 1 crimes under the former UCR system to less than 1700 per year.
- 2. Continue to work to meet a 6-minute response times to major calls for service.
- 3. Reduce thefts in all categories (bicycles, shoplifting and from motor vehicles) by 8%.
- 4. Reduce burglaries by 5%.
- 5. Reduce robberies by 10%.
- 6. Conduct four (4) joint Maryland Criminal Intelligence Network law enforcement operations directed towards narcotics enforcement, reduction of prostitution and gangs.
- 7. Conduct two (2) community policing programs to promote positive interaction between citizens and police, i.e. Citizen Police Academy, Doverdale Youth Program, and the Explores Program PUBLIC SAFETY Salisbury Police Department.
- 8. Reduce gang activity and violent criminal incidents by 2% through participation in the Maryland Criminal Intelligence Network.
- 9. 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.
- 10. Have updated crime statistics online every month and calls for service online daily.
- 11. Participate in and use the LEAD program to divert qualifying individuals from the criminal justice system.
- 12. Reduce outstanding criminal warrants, criminal summonses, bench warrants, orders of protection and show cause orders by 10%.
- 13. Establish the Co-Responder project and collect data for consideration in establishing a full time program to address mental and behavioral health calls for service.



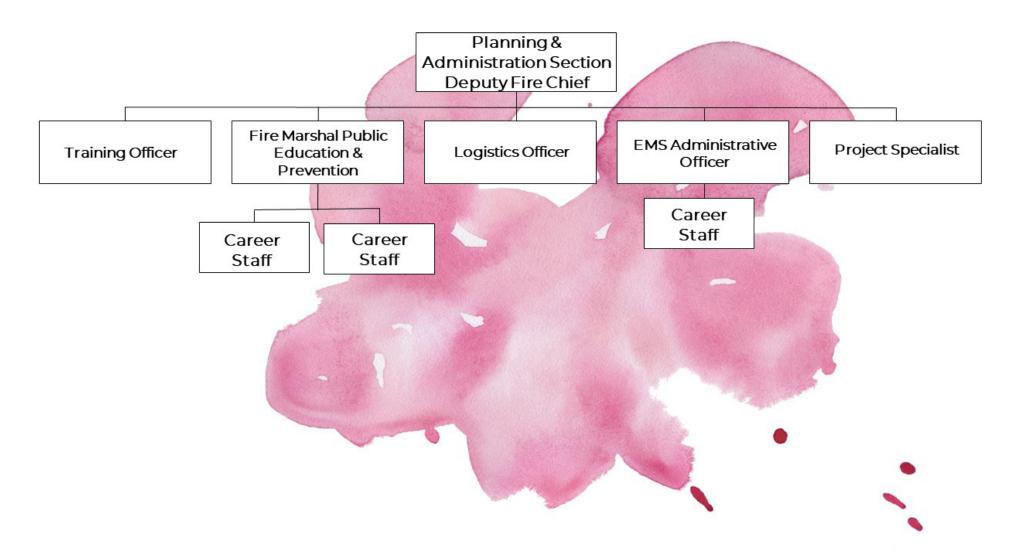
- 1. Continue to improve the Quality of Life in the neighborhoods while serving as ambassadors of the City.
- 2. Promote and support legislation directed at the reduction of crime and improvement of quality of life livability within our neighborhoods.
- 3. Secure opportunities for professional development and institutional training for all levels of supervision.
- 4. ontinue 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 to reduce crime and fear of crime.
- 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. Continue to 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 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 and SB71).
- 21. Work on recruitment and retention of law enforcement personnel with a continued focus on attracting a more diverse candidate pool.



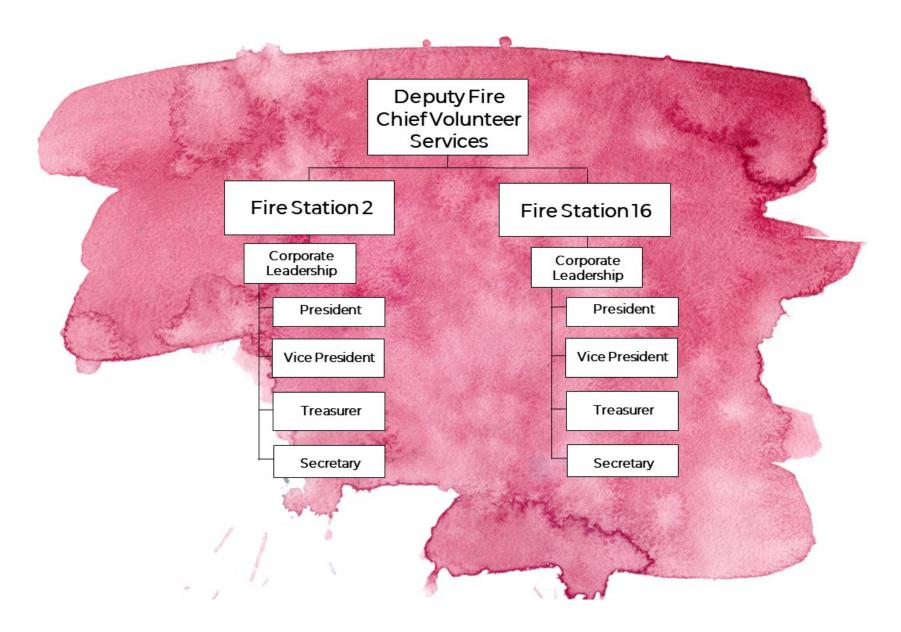
21021 - Police Services	FY 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Personal Services	11,189,691	13,089,274	14,114,035	13,560,780
Operating Expenses	1,750,314	1,581,415	1,809,996	1,764,996
Capital Outlay	415,823	300,000	15,000	15,000
TOTAL Police Services	\$13,355,827	\$14,970,689	\$ 15,939,031	\$ 15,340,776
21025 - Police Communications				
Personal Services	736,248	891,364	952,133	999,138
Operating Expenses	132,919	151,767	154,910	154,910
TOTAL Police Communications	\$869,166	\$1,043,131	\$ 1,107,043	\$ 1,154,048
21029 - Police Animal Control				
Personal Services	102,162	115,308	132,363	130,138
Operating Expenses	120,214	132,743	138,260	138,260
TOTAL Police Animal Control	\$222,376	\$248,051	\$ 270,623	\$ 268,398



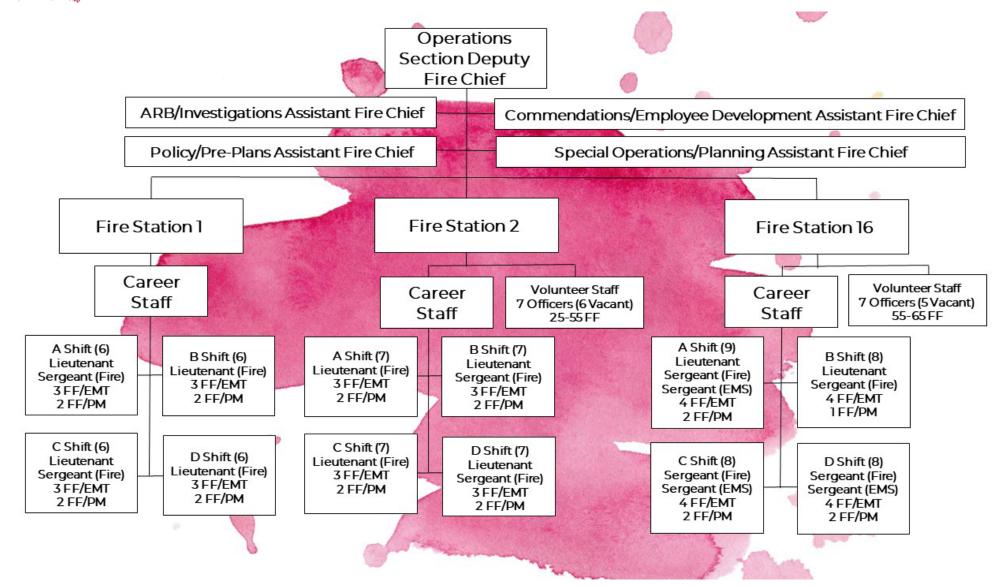




Public Safety Fire



Public Safety Fire



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 turnout time for Fire responses, measured from time of dispatch to time of enroute, of 80 seconds or less 90% of the time.
- 3. Complete travel time to the scene of priority emergency incidents for the first arriving engine/truck, measured from time of enroute to arrival on the scene, within 4 minutes 90% of the time.
- 4. To deliver an effective response force to all structure fires within 10 minutes of dispatch 90% of the time to allow for the initiation of essential tasks to adequately control developing fires.
- 5. Complete turnout time for EMS responses, measured from time of dispatch to the time of enroute, of 60 seconds or less 90% of the time.
- 6. Arrive to all priority medical calls within 4 minutes for BLS, 90% of the time.
- 7. Arrive to all priority medical calls within 8 minutes for ALS, 90% of the time.
- 8. 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.
- 9. Reduce incidences of overdose deaths to 1 per 20.
- 10. Enroll at least 40 patients per year as part of the SWIFT program.
- 11. Reduce the total number of transports for SWIFT patients by 30% in FY24.
- 12. Respond to all requests for public education and outreach and make contact with 45% or more of the population served by the department.
- 13. Limit firefighter and EMS first responder reportable injuries to less than 0.05 per 100 calls for service.



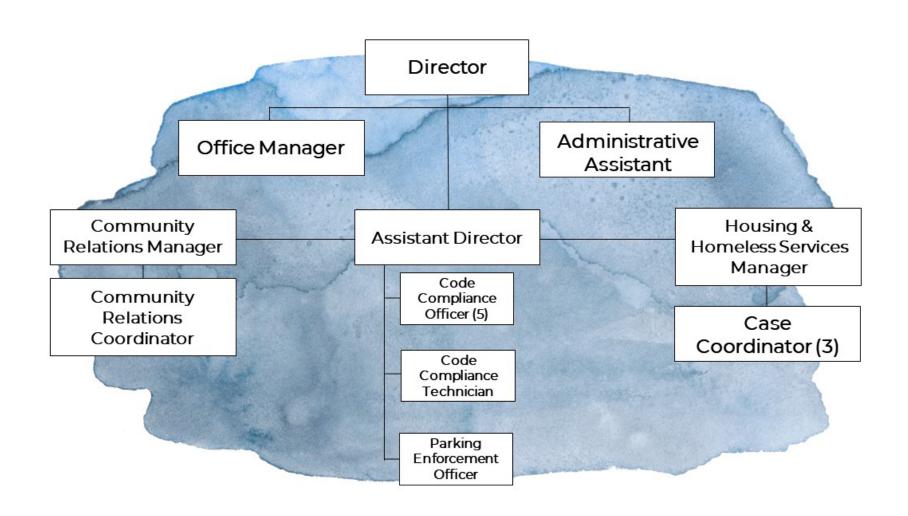
- 1. Maintain a highly responsive and effective fire suppression force, helping to ensure that all Salisbury citizens are safe and receive the best in class emergency response.
- 2. Maintain a highly responsive and effective emergency medical services force helping to ensure that all Salisbury citizens are safe and receive the best 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 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Personal Services	7,382,570	9,001,329	10,192,629	9,856,182
Operating Expenses	1,548,403	1,502,259	1,544,610	1,544,610
Capital Outlay	1,248,685	123,532	273,500	128,500
TOTAL Fire Fighting	\$10,179,657	\$10,627,120	\$ 12,010,738	\$ 11,529,292
24040 - Fire Volunteer				
Personal Services	317,790	348,954	255,410	255,410
Operating Expenses	71,259	96,354	125,872	125,872
TOTAL Fire Volunteer	\$389,049	\$445,308	\$ 381,282	\$ 381,282





Housing & Community Development HCDD



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.

- 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 completion.

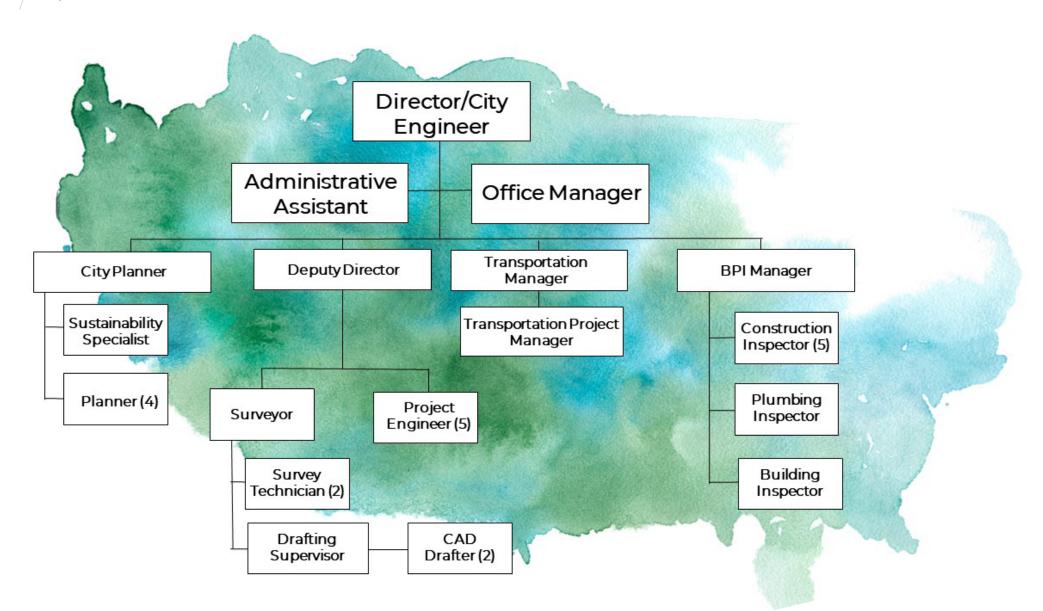
Housing & Community Development HCDD

25200 - Neighborhood Serv.& Code Compl	FY 2022 ACTUAL	FY 2023 ORIGINAL	FY 2024 PROPOSED	FY 2024 ADOPTED
Personal Services	904,367	1,059,822	1,131,762	1,186,938
Operating Expenses	247,442	285,437	296,219	288,219
Capital Outlay	212,615	600	17,800	17,800
TOTAL Neighborhood Serv.& Code Compl	\$1,364,424	\$1,345,859	\$ 1,445,781	\$ 1,492,957





Infrastructure & Development



55.9

9 Infrastructure & Development

GOALS

- 1. Development Plan submittals will be reviewed within 30 days of submission (90% goal).
- 2. Building Permit Plan submittals will be reviewed within 7 days of submission (90% goal).
- 3. 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.

- 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.

Public Works

Infrastructure & Development

	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
19000 - Planning & Zoning	86,179	89,534	96,364	94,499
Personal Services	61,255	10,000	10,000	10,000
Operating Expenses				
TOTAL Planning & Zoning	\$147,434	\$99,534	\$106,364	\$104,499
25100 - Building Permits & Inspection				
Personal Services	321,169	360,091	353,984	346,429
Operating Expenses	13,703	27,700	27,700	27,700
TOTAL Building Permits & Inspection	\$334,871	\$387,791	\$381,684	\$374,129
31000 - Engineering				
Personal Services	721,431	681,255	721,431	709,960
Operating Expenses	934,627	884,926	934,627	934,627
Capital Outlay		-	-	-
TOTAL Engineering	\$1,656,058	\$1,566,180	\$1,656,058	\$1,644,587
84080 - Sewer Engineering				
Personal Services	535,807	681,934	778,343	767,148
Operating Expenses	933,528	127,971	148,612	148,612
Capital Outlay	12,866	51,066	10,750	10,750
TOTAL Sewer Engineering	\$1,482,201	\$860,971	\$937,705	\$926,510

Public Works

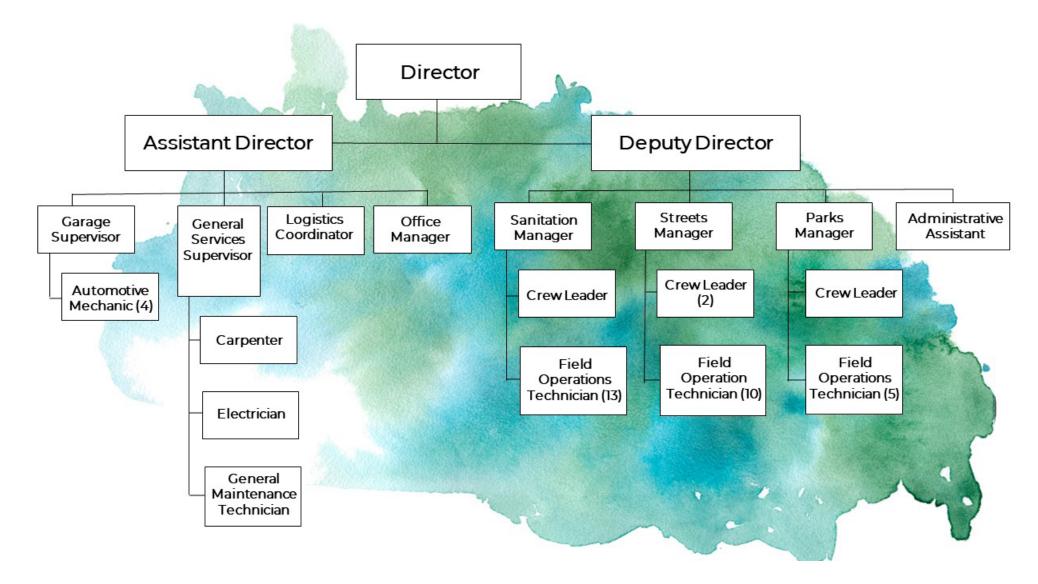
Infrastructure & Development

	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
81080 - Water Engineering				
Personal Services	555,586	719,114	802,356	791,161
Operating Expenses	155,295	172,318	167,320	167,320
Capital Outlay	10,026	26,125	8,250	8,250
TOTAL Water Engineering	\$720,907	\$917,557	\$977,926	\$966,731
60850 - Storm Wtr - Storm Drains				
Operating Expenses	130,007	447,393	282,500	282,500
TOTAL Storm Wtr - Storm Drains	\$130,007	\$447,393	\$282,500	\$282,500





Public Works Field Operations



GOALS

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

PRIORITIES

- 1. Develop and expand standard operating procedures for each division.
- 2. Develop a replacement schedule for pavement markings and signage.
- 3. Fully implement fleet replacement program by December 31, 2023.
- 4. Partner with Sustainability Specialist to continue promoting the benefits of recycling and work to expand citizen participation.
- 5. Develop workforce through fully implementing cross-training program, promoting career ladders and professional development, and providing funding for learning opportunities.
- 6. Review utilization and required intervals of preventative maintenance to ensure that vehicles and equipment are on the proper maintenance schedule.
- 7. Continue working to improve public perception of Downtown parking regimen.

Public Works Field Operations

	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
22000 - Traffic Ctrol & Highway Lighti				
Personal Services	335,173	282,424	240,136	236,732
Operating Expenses	1,135,712	1,245,220	1,213,319	1,213,319
Capital Outlay	421	2,799	-	-
TOTAL Traffic Ctrol & Highway Lighti	\$1,471,306	\$1,530,443	\$1,453,455	\$1,450,051
30000 - Resource Management				
Personal Services	379,291	451,549	363,244	362,325
Operating Expenses	60,387	112,422	81,343	81,343
Capital Outlay	37,814	-	9,000	9,000
TOTAL Resource Management	\$477,493	\$563,971	\$453,587	\$452,668
31150 - Streets				
Personal Services	493,115	654,363	680,307	670,386
Operating Expenses	303,914	308,118	303,223	303,223
Capital Outlay	-	147,650	55,000	55,000
TOTAL Streets	\$797,030	\$1,110,131	\$1,038,530	\$1,028,609

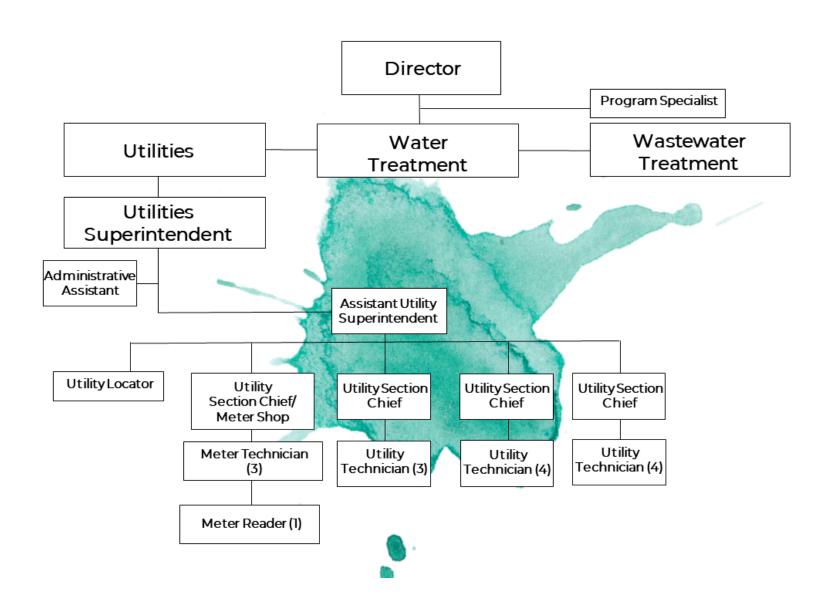
Public Works Field Operations

	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
32061 - San-Waste Collection/Disposal				
Personal Services	510,016	603,400	683,224	671,322
Operating Expenses	973,412	995,611	905,486	905,486
Capital Outlay	-	1,039,385	-	-
TOTAL San-Waste Collection/Disposal	\$1,483,428	\$2,638,396	\$1,588,710	\$1,576,808
32062 - San-Recycling				
Personal Services	115,450	130,195	136,476	134,036
Operating Expenses	43,690	47,534	32,653	32,653
TOTAL San-Recycling	\$159,140	\$177,729	\$169,129	\$166,689
35000 - Carpenter Shop				
Personal Services	110,801	132,256	224,153	139,366
Operating Expenses	21,177	25,047	27,940	27,940
TOTAL Carpenter Shop	\$131,978	\$157,303	\$252,093	\$167,306



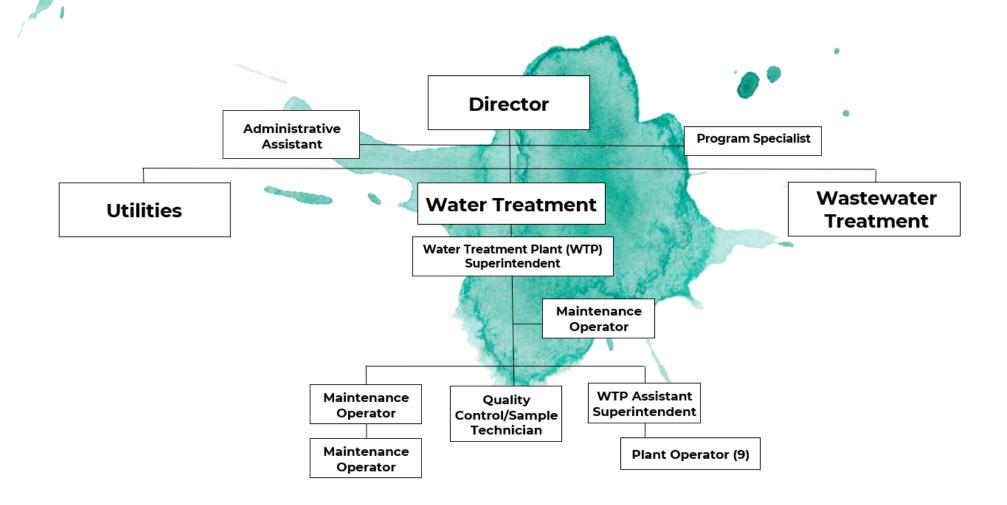


59 Water Works

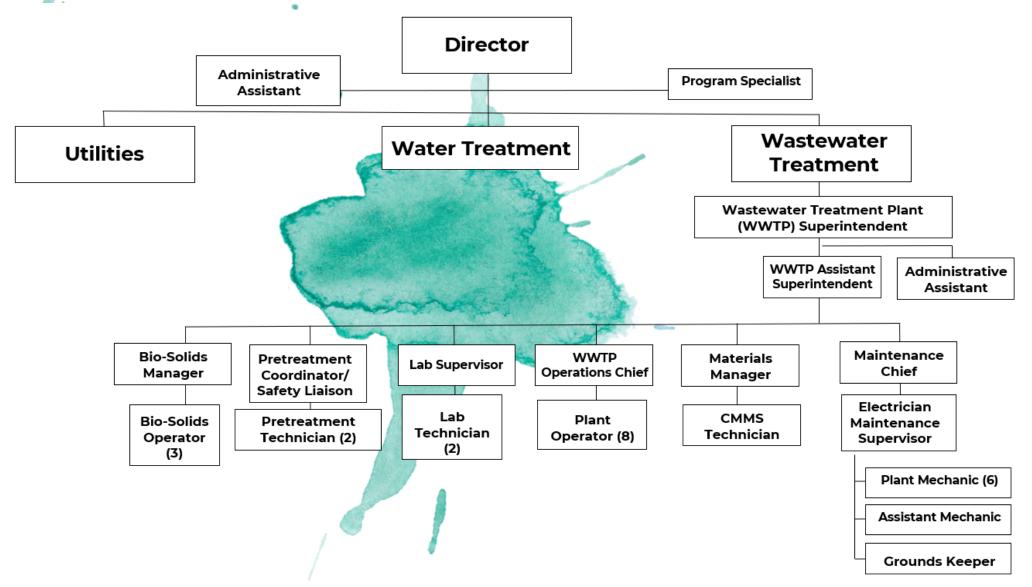


Public Works

59 Water Works



Public Works Water Works



Public Works

Water Works

GOALS

- 1. Produce drinking water to meet/exceed Federal drinking water standards 100% of the time.
- 2. Reduce unaccounted water use to under 10% of annual production.
- 3. Operate WWTP in compliance with NPDES Permit Standards 100% of the time.
- 4. Respond to water and wastewater emergencies within one hour, 100% of the time.
- 5. Maintain the quality of the WWTP sludge at a level that allows its use and disposal in compliance with applicable state regulations.
- 6. Prevent the introduction of pollutants into the municipal wastewater treatment works which may result in physical, biological or monetary damage to the works.
- 7. Improve drinking water access by installing public bottle filling stations.
- 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)

PRIORITIES

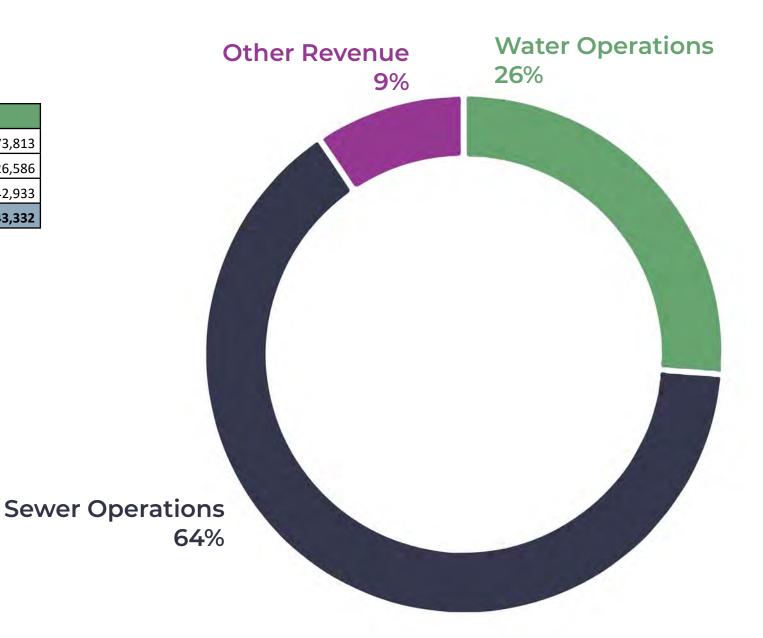
- 1. Openly and regularly communicate with citizens of the City by distributing annual Water Quality Report.
- 2. Improve communication with the public through a more robust online presence.
- 3. Provide water conservation outreach and education at City festivals, fairs and Earth Day.
- 4. Respond to 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.

6.0

Water Sewer Fund

Revenue Chart

REVENUES	
Water Operations	5,673,813
Sewer Operations	13,926,586
Other Revenue	2,042,933
Total	\$21,643,332





Revenues Summary

	Water Sewer Fund	FY22 ACTUAL	FY23 ADJUSTED	FY24 ADOPTED
425800	Maryland Dept. of Environment	439,966	ABSOSTEB	ADOLIED
433260	Inspection Fees	37,080	20,000	20,000
434310	Water Sales	4,623,457	4,898,896	5,340,713
434315	Penalties	28,764	22,500	22,500
434316	Administrative Fees	144,985	96,000	96,000
434340	Fire Flow Tests		3,000	100
434341	Fire Service	21,507	30,000	22,000
434342	Meter Tests		250	
434350	Special Meter Readings	25,675	20,000	20,000
434356	Sale of Water Meters DID			100,000
434360	Sundry	34,335	40,000	40,000
434370	Turn On Charges	13,200	12,500	12,500
434410	Sewer Sales	11,449,126	12,112,408	13,171,086
434415	Penalties	76,399	50,000	50,000
434440	Pretreatment Monitoring	234,368	200,000	200,000
434450	Urban Services	326,335	505,000	505,000
434460	Sundry	1,935	500	500
456110	Investment Interest	11,371		
456120	Other Interest	192		
456450	Federal Recovery Funds	1,324,705		



Revenues Summary

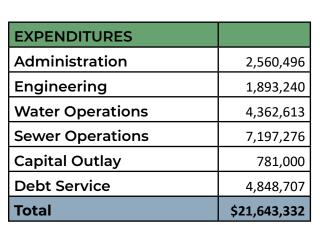
	Water Sewer Fund	FY22 ACTUAL	FY23 ADJUSTED	FY24 ADOPTED
456911	Other Misc. Receipts	2,573	2,000	2,000
456913	Returned Check Fee	1,840	1,500	1,500
456926	Compensated Allowance Adj.	(18)		
456935	Insurance Proceeds	5,427		
469162	Transfers from WS Revolving	549,203		
469200	Sale of Fixed Assets	(19,111)		
469810	Current Surplus Available		2,708,343	2,039,433
	Total W S Fund	\$19,333,314	\$20,722,897	\$21,643,332

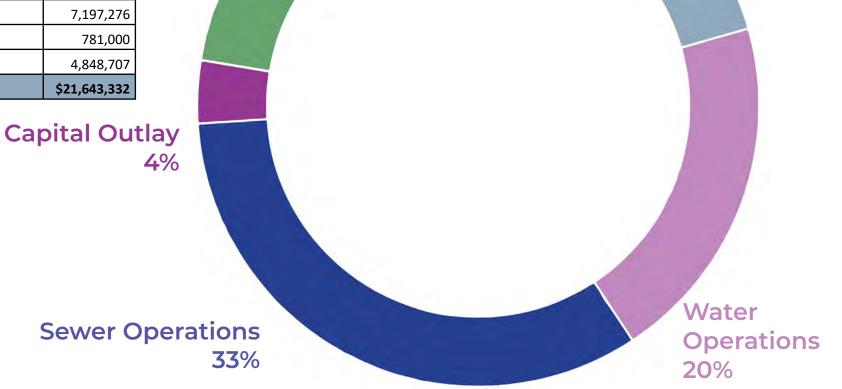




Debt Service

22%





Administration

Engineering

9%

12%



	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
70102 - Debt Ser-Water				
Debt Service	42,097	388,185	1,480,485	1,480,485
TOTAL Debt Ser-Water	\$42,097	\$388,185	\$1,480,485	\$1,480,485
70107 - Debt Ser-Sewer				
Debt Service	434,175	4,305,016	3,368,222	3,368,222
TOTAL Debt Ser-Sewer	\$434,175	\$4,305,016	\$3,368,222	\$3,368,222



	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
81080 - Water Engineering				
Personal Services	555,586	719,114	802,356	791,161
Operating Expenses	155,295	172,318	167,320	167,320
Capital Outlay	10,026	26,125	8,250	8,250
TOTAL Water Engineering	\$720,907	\$917,557	\$977,926	\$966,731
81570 - Water Billing				
Personal Services	193,140	211,814	230,287	226,461
Operating Expenses	114,042	231,410	187,870	187,870
Capital Outlay	10,439	1,460		
TOTAL Water Billing	\$317,620	\$444,684	\$418,157	\$414,331
82075 - Water Treatment				
Personal Services	888,769	1,074,783	1,223,946	1,206,652
Operating Expenses	1,037,619	1,529,958	1,593,891	1,593,891
Capital Outlay		91,258		
TOTAL Water Treatment	\$1,926,388	\$2,696,000	\$2,817,837	\$2,800,543



	FY22	FY23	FY24	FY24
	ACTUAL	ORIGINAL	PROPOSED	ADOPTED
82076 - Water Branch				
Personal Services	675,017	757,298	918,555	906,376
Operating Expenses	191,088	650,717	655,694	655,694
TOTAL Water Branch	\$866,104	\$1,408,016	\$1,574,250	\$1,562,071
83000 - Water Administration				
Personal Services	123,682	240,176	188,234	185,285
Operating Expenses	1,180,121	448,023	479,654	479,654
Capital Outlay			45,000	25,000
TOTAL Water Administration	\$1,303,803	\$688,199	\$712,888	\$689,939
84080 - Sewer Engineering				
Personal Services	537,737	681,934	778,343	767,148
Operating Expenses	111,091	127,971	148,612	148,612
Capital Outlay	12,222	51,066	10,750	10,750
TOTAL Sewer Engineering	\$661,050	\$860,971	\$937,705	\$926,510

6.0

Water Sewer Fund

	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
85070 - Sewer Billing				
Personal Services	296,429	333,239	354,069	348,173
Operating Expenses	78,213	87,538	132,538	132,538
TOTAL Sewer Billing	\$374,641	\$420,777	\$486,607	\$480,711
86083 - Wastewater Treatment Plant				
Personal Services	1,850,485	2,259,131	2,376,755	2,342,989
Operating Expenses	3,260,719	4,304,428	3,489,436	3,489,436
Capital Outlay		68,544		
TOTAL Wastewater Treatment Plant	\$5,111,204	\$6,632,102	\$5,866,191	\$5,832,425
86085 - Sewer Branch				
Personal Services	582,157	803,024	841,422	829,954
Operating Expenses	177,976	309,984	304,433	304,433
Capital Outlay		53,000		
TOTAL Sewer Branch	\$760,132	\$1,166,008	\$1,145,855	\$1,134,387
86086 - Pretreatment Monitoring				
Personal Services	156,174	188,017	200,764	197,337
Operating Expenses	27,442	32,876	33,126	33,126
TOTAL Pretreatment Monitoring	\$183,616	\$220,893	\$233,890	\$230,463



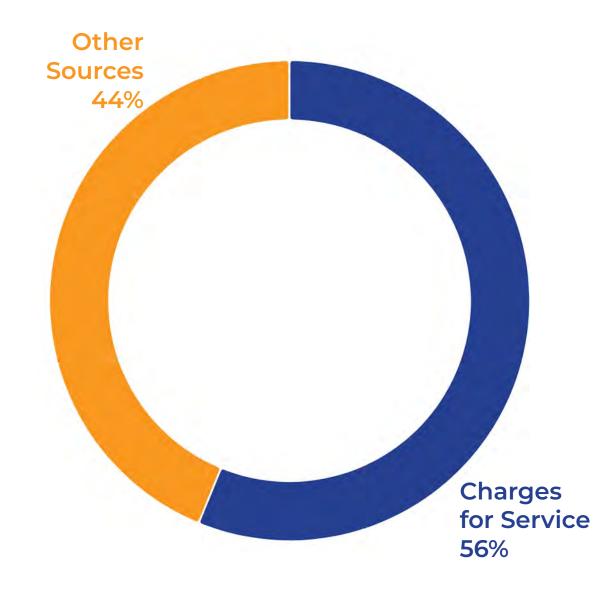
	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
87000 - Sewer Administration				
Personal Services	127,237	169,507	179,727	176,739
Operating Expenses	4,864,032	706,534	765,777	765,777
Capital Outlay			55,000	33,000
TOTAL Sewer Administration	\$4,991,269	\$876,041	\$1,000,504	\$975,516
91002 - Operating Transfers-W&S				
Other		1,175,000	781,000	781,000
TOTAL Operating Transfers-W&S		\$1,175,000	\$781,000	\$781,000
TOTAL Water Sewer Fund	\$17,693,007	\$22,199,449	\$21,801,515	\$21,643,331.90

7.0

Marina Fund

7.0 Revenue Chart

REVENUES	
Charges for Services	56,500
Transfer from General Fund	
Other Sources	44,071
TOTAL	\$100,571





Marina Fund

Revenue Summary

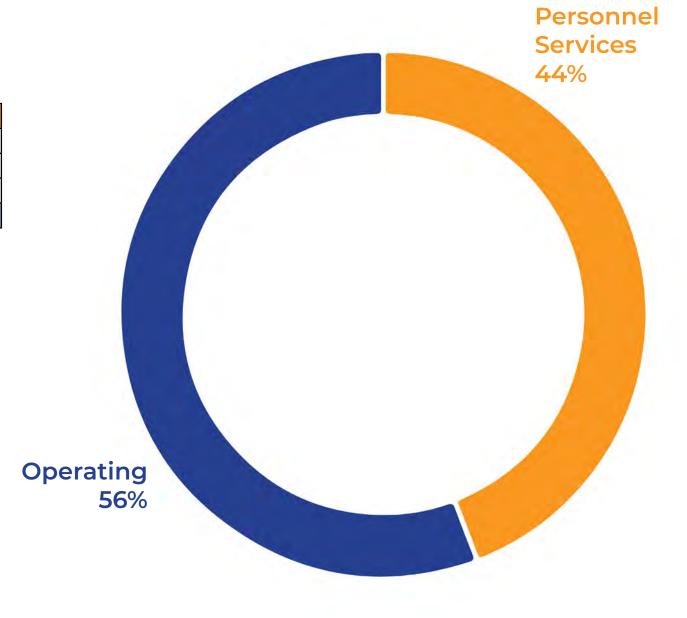
Marina Fu	ınd	FY22 ACTUAL	FY23 ADJUSTED	FY24 ADOPTED
434710	Slip Rental	46,026	33,000	35,000
434711	Boat Gasoline Sales	19,747	15,000	15,000
434712	Boat Diesel Sales	6,123	2,000	2,000
456927	Electric Fees	5,721	4,000	4,500
456921	Laundry Income	736		
456110	Investment Interest	3		
456911	Other Misc. Receipts	1,311		
469810	Current Surplus Available		57,576	44,071
Total		\$ 79,667	\$ 111,576	\$ 100,571

7.0

Marina Fund

Expenditure Chart

EXPENDITURES	
Personnel Services	44,441
Operating	56,130
Capital Outlay	0
TOTAL	\$100,571



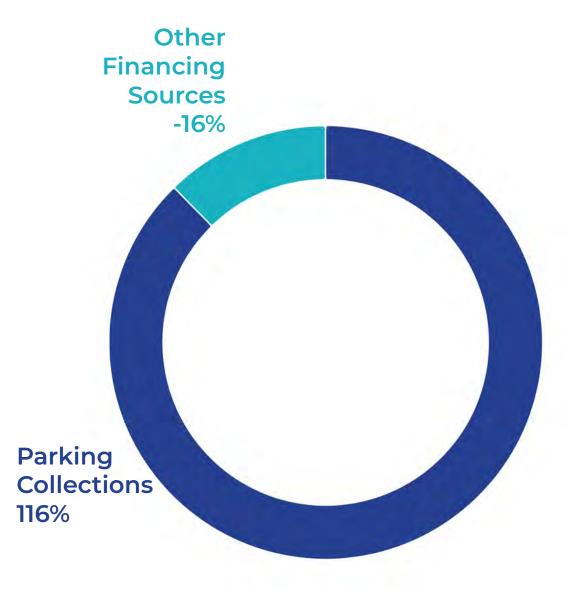


Marina Fund

	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
47000 - Marina				
Personal Services	41,167	44,273	44,441	44,441
Operating Expenses	70,432	67,303	56,130	56,130
TOTAL Marina	\$111,599	\$111,576	\$100,571	\$100,571
				_
TOTAL City Marina	\$111,599	\$111,576	\$100,571	\$100,571.00



REVENUES	
Parking Collections	738,550
Other Revenue	1
Other Financing Sources	(103,912)
Total	\$634,638



Parking Fund Revenue Summary

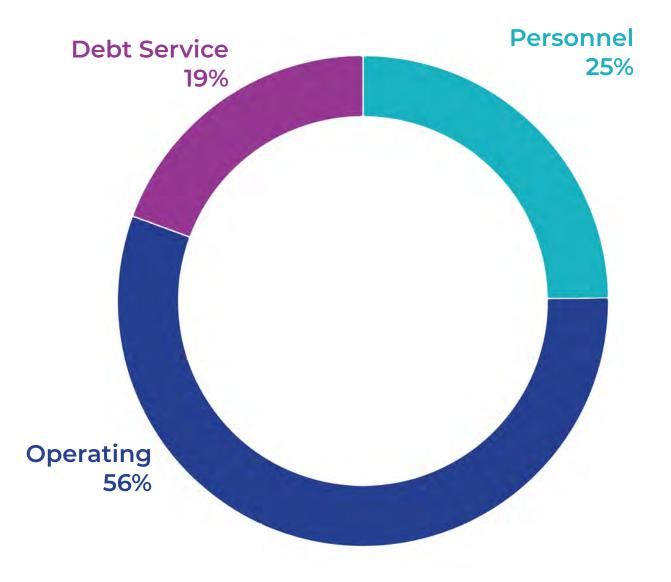
	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
Parking				
413204	Park Permit Lots	287,938	202,328	146,610
413205	Parking Meters/Coin	36,287	60,000	60,000
413206	Park Permit Garage	299,468	339,120	481,940
433272	Adm Fees-Towing	35		
445110	Parking Citations	51,776	60,000	50,000
456110	Investment Interest	1,738		
469810	Current Surplus Available		226,983	(103,912)
Parking Au	ithority Fund	\$677,242	\$ 888,430	\$ 634,638



Parking Fund

Expenditure Chart

EXPENDITURES	
Personnel	157,411
Operating	354,200
Capital Outlay	-
Debt Service	123,027
TOTAL	\$634,638





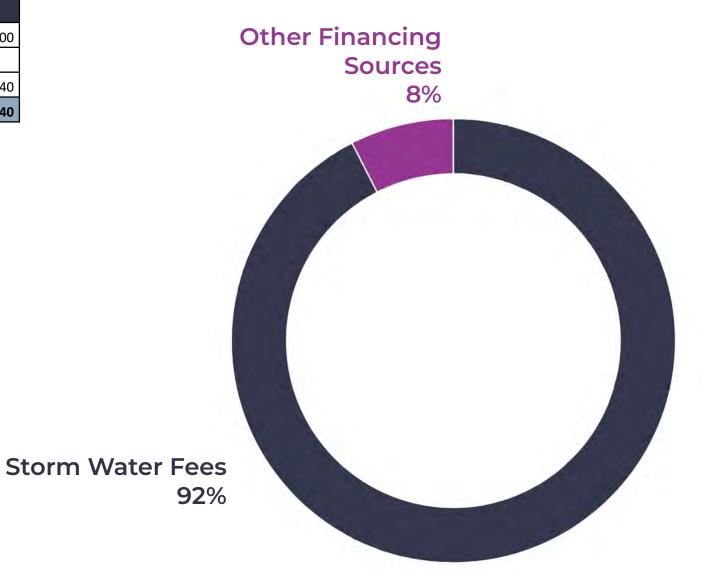
	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
31154 - Parking Authority				
Personal Services	294,975	301,530	141,830	157,411
Operating Expenses	421,717	357,435	354,199	354,199
Capital Outlay	-	44,450	-	-
TOTAL Parking Authority	\$716,692	\$703,415	\$496,029	\$511,610
70154 - Debt Ser-Parking Authority				
Debt Service	36,586	185,015	123,027	123,027
TOTAL Debt Ser-Parking Authority	\$36,586	\$185,015	\$123,027	\$123,027
TOTAL Parking Authority	\$753,278	\$888,430	\$619,056	\$634,637.48



Stormwater Fund

Revenue Chart

REVENUES	
Storm Water Fees	980,000
Other Revenue	
Other Financing Sources	80,040
TOTAL	\$ 1,060,040





Stormwater Fund

9.0 Revenue Summary

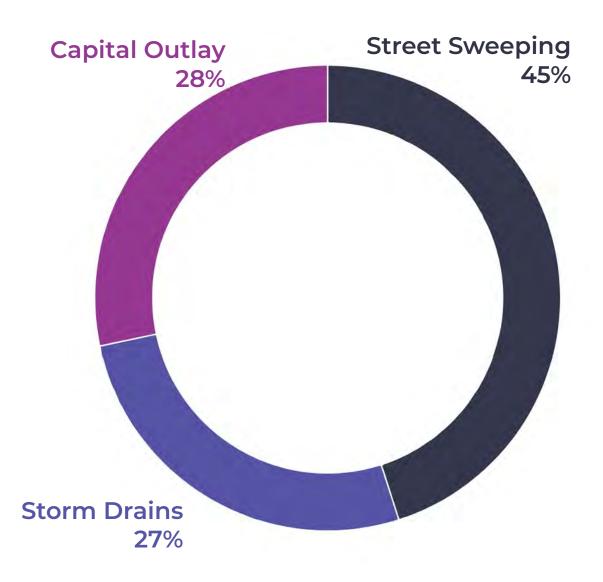
Strom Water Fund		FY22 ACTUAL	FY23 ADJUSTED	FY24 ADOPTED	
434588	Storm Water Fees	813,195	984,000	980,000	
469311	Capital Lease Proceeds	-	-	-	
469312	Debt Proceeds	-	-	-	
469700	Revenue - Capital Contribution	-	-	-	
469200	Sale of Fixed Assets	39,039	-	-	
469810	Current Surplus Available	-	(33,768)	80,040	
Total Stori	m Water Fund	\$ 852,234	\$ 950,232	\$ 1,060,040	





9.0 Expenditure Chart

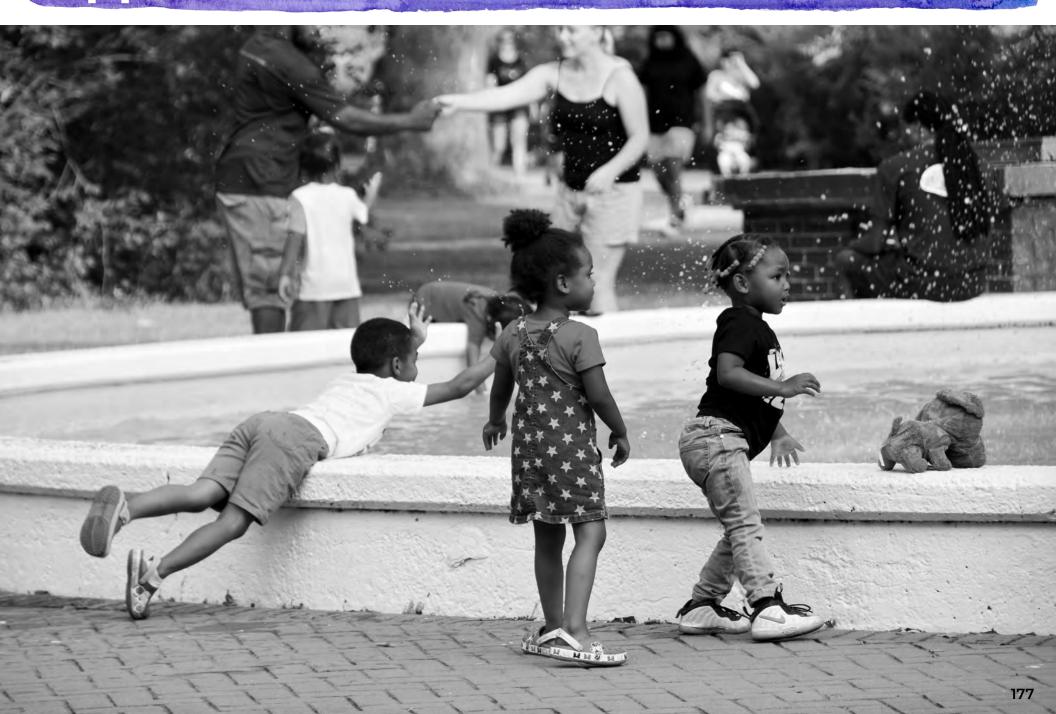
EXPENDITURES	
Street Sweeping	477,540
Storm Drains	282,500
Debt	-
Capital Outlay	300,000
TOTAL	\$1,060,040



Stormwater Fund

	FY22 ACTUAL	FY23 ORIGINAL	FY24 PROPOSED	FY24 ADOPTED
60820 - Storm Wtr - Street Sweeping				
Personal Services	145,475	161,586	159,683	159,683
Operating Expenses	192,914	206,146	217,857	217,857
Capital Outlay	-	8,232	100,000	100,000
TOTAL Storm Wtr - Street Sweeping	\$338,390	\$375,964	\$477,540	\$477,540
60850 - Storm Wtr - Storm Drains				
Operating Expenses	130,007	447,393	282,500	282,500
TOTAL Storm Wtr - Storm Drains	\$130,007	\$447,393	\$282,500	\$282,500
60890 - Storm Wtr - Transfers				
Other	440,000	300,000	300,000	300,000
TOTAL Storm Wtr - Transfers	\$440,000	\$300,000	\$300,000	\$300,000
TOTAL Storm Water Utility	\$908,397	\$1,123,358	\$1,060,040	\$1,060,040.05

Ordinances Appendices



Ordinances

A.1 Budget Ordinance

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, 2023 TO JUNE 30, 2024, 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, 2023 and ending June 30, 2024 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 \$1.0332 per \$100 of assessed valuation for all "commercial" (properties assigned by SDAT Land Use codes: CR, CC, C, CA I, A) real property, at \$.9832 per \$100 of assessed valuation of all other 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, 2023 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 _______, 2023 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.

Ordinances

A.1 Budget Ordinance

	e substance of t	t a Meeting of the Mayor and Council of he Ordinance having been published as r, 2023.		
ATTEST:				
Kimberly R. Nichols, City Clerk		Muir Boda, City Council President	_	
Approved by me, thisday of	·	, 2023.		

A.1 Budget Ordinance

Schedule A - Operating Budget Appropriations

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

City Council / City Clerk	280,291	277,346
Mayor's Office/ Development Services	1,446,598	1,419,946
Finance	954,310	949,349
Procurement / Municipal Buildings	775,075	772,567
City Attorney	355,000	355,000
Information Technology	819,232	809,498
Police	17,316,698	16,763,222
Fire	12,392,020	11,910,574
Housing and Community Development	1,445,781	1,492,957
Infrastructure and Development	2,144,106	2,123,215
Field Operations	6,758,499	6,629,982
Arts, Business, and Culture Development	2,486,055	2,478,279
Debt Service & Other Uses	6,336,180	6,236,180
Total	53,509,845	52,218,115

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

Total	-	619,056	634.637
1 10141		013,030	00.,00,

Water Sewer Fund - for operations of the water and sewer departments

Total		21,801,515	21,643,332
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2) Marina Fund – for the operations of the enterprise known as the City Marina

Total	100,571	100,571

Storm Water Fund – for the operations of the enterprise known as the Storm Water Fund

	Total		1 ,060,040	1,060,040
		•		
İ	Curred Takel		ć 77 004 027	76 656 605

A.1 Budget Ordinance

Schedule B – Capital Project Appropriations (1 of 2) General Capital Projects

	Schedule B: General Capital Projects								
Ţ	Funding Source								
Project Description	Approved Amount	PayGO Gen Fund	PayGO Storm Water	Grants	Reallocation	Bond			
Marine Electronics Upgrades	25,000	11,000			14,000				
Apparatus Replacement - Rescue 16	1,625,000					1,625,000			
Self Contained Breathing	(69,000)				(69,000)				
Exterior: Siding Repair and Painting Phase II	55,000				55,000				
Exterior: Siding Repair and Painting Phase III	100,000			100,000					
Eagle Exhibit Expansion	41,000			41,000					
Schumaker Pond	25,000		25,000						
Woodcock Park Playground Equipment	165,201			165,201					
Doverdale Park Playground Equipment	236,570			236,570					
Impervious Surface Reduction	200,000		200,000						
Beaglin Park Dam Improvements	75,000		75,000						
City Park Master Plan Improvements	100,000			100,000					
North Prong Park Improvements	200,000			200,000					
Impervious Surface Reduction	100,000			100,000					
Rail Trail Master Plan Implementation	500,000			500,000					
Stream Restoration along Beaverdam Creek	300,000			300,000					
Johnson Pond Dam Improvements	1,550,000					1,550,000			
General Fund & Capital Projects	5,228,771	11,000	300,000	1,742,771	-	3,175,000			

A.1 Budget Ordinance

Schedule B – Capital Project Appropriations (2 of 2)

		Capital Projects - Funding Source					
Project	Approved Amount	PayGO	Grants	Reallocation	Impact Funds	Revolving Funds	Bond
Water Sewer Fund							
Restore Park Well Field	175,000						175,000
Restore Paleo Well Field	217,000						217,000
Paleo Equalization Basin Liner	120,000	120,000					
Elevated Water Tank Maintenance	115,000	115,000					
Pump Station Improvements	110,000	110,000					
UV Bulbs for WWTP Disinfection	75,000	75,000					
Boom Lift Replacement	106,000	106,000					
Sanitary Sewer Lining	75,000	75,000					
UB Meters DID	100,000	100,000					
WWTP Electric Upgrades	1,060,493						1,060,493
F350 Utility Body Truck	80,000	80,000					
Park Well Field Raw Water Main &	1,100,000			225,000			875,000
Glen Avenue Lift Station	750,000						750,000
WWTP Outfall Inspection and Repa	500,000						500,000
Southside Pump Station Force Mair	495,000						495,000
Water Sewer Fund Total >>	5,078,493	781,000	(225,000	0	0	4,072,493

A.1 Budget Ordinance

			Appropriation			Grant Dates		Funding	
Grant Name		Funding by Gran	t	Funding by	y Grant Match				
	Total	Prior Yrs	FY 2024	Amount	Account	Start Date	End Date	Source	Dept/Agency
Comcast - Public, Educational & Governmental (PEG) Fees	75121	111011110	112021	7	710000111		Ziiu Date	554.62	D C P () T (S C III)
FY24 - PEG Fees from Comcast	63,000		63,000	N/A	N/A	7/1/2023	6/30/2024	Private	Comcast
1121 123 123 1311 3311 331	33,000		53,555		,	1,2,2020	0,00,2021	1111010	Comease
Housing & Community Development									
FY23 - Homeless Solutions Program - State Funds	55,000		55,000	N/A	N/A	7/1/2023	6/30/2024	State	DHCD
FY23 - Projects for Assistance in Transition from Homelessness (PATH)	30,000		30,000	N/A	N/A	7/1/2023	6/30/2024	Federal	SAMHSA
FY24 - Critical Time Intervention (CTI)	45,224		45,224	N/A	N/A	7/1/2023	6/30/2024	Federal	SAMHSA
PY22 - Community Development Block Grant (CDBG)	390,000		390,000	N/A	N/A	7/1/2023	N/A	Federal	HUD
FY24 - POS - Resurfacing of Existing Tennis Courts (DNR - Wic. Co.)	99,000		99,000	11,000	91001-599120	7/1/2023	6/30/2024	State	DNR
FY23- POS- North Prong Park Lake St Acquisition (DNR-Wic Co.)	230,000		230,000	73,000	91001-599120	7/1/2023	6/30/2024	State	DNR
FY24 CP&P - Playground Equip. Elizabeth W Woodcock Park/Playground	170,000		170,000	10,000	91001-599120	7/1/2023	6/30/2024	State	DNR
FY24 CP7P - Playground Equip. Replacement at Doverdale Park (DNR)	240,000		240,000	15,000	91001-599120	7/1/2023	6/30/2024	State	DNR
Arts, Business & Culture Department									
Grant for Operations	200,000		200,000	N/A	N/A	7/1/2023	6/30/2024	State	MSAC
Creativity Grant	4,000		4,000	N/A	N/A	7/1/2023	6/30/2024	State	MSAC
Historic Preservation Capital Grant	100,000		100,000	N/A	N/A	7/1/2023	7/1/2025	State	MHT
Technical Assistance Grant	50,000		50,000	N/A	N/A	7/1/2023	6/30/2024	State	DHCD
Main Street Improvement Grant	50,000		50,000	N/A	N/A	7/1/2023	6/30/2024	State	DHCD
Infrastructure & Development Department									
FY22 - MD Dept. of Transportation - State Aid Funds	44,000		44,000	N/A	N/A	7/1/2023	6/30/2023	State	MDOT
FY22 - MD Critical Area Commission - Grant-in-Aid Funds	4,000		4,000	N/A	N/A	7/1/2023	6/30/2023	State	MCAC
FY23 US EPA Brownfields - 317/325 Lake St	2,000,000		2,000,000	N/A	N/A	7/1/2023	6/30/2027	Federal	EPA
FY23 - Highway Safety Improvement (HSIP)	225,000		225,000	22,500	91001-599131	7/1/2023	6/30/2027	Federal	MDOT/ FHW/
FY23 - Highway Safety Improvement (HSIP) - High Friction Surface	100,000		100,000	10,000	91001-599131	7/1/2023	6/30/2027	Federal	MDOT/ FHW/
FY24 - Bikeways Program	200,000		200,000	40,000	91001-599131	7/1/2023	6/30/2027	State	MDOT
Safe Streets for All (SS4A) Vision Zero Program	11,753,587		11,753,587		91001-599131	7/1/2023	6/30/2028	Federal	US DOT
Water Works Department									
FY22 - ENR O&M Grant - MDE Bay Restoration Fund (BRF)	650,000		650,000	N/A	N/A	7/1/2023	6/30/2024	State	MDE / BRF
Salisbury Fire Department								-	
FY23 Assistance to Firefighters Grant (AFG)	40,000		40.000	4.000	91001-599124	7/1/2023	6/30/2025	Federal	DHS / FEMA
FY24 Center for Waterway Impr. & Infrastructure Waterway Impr. Fund	12,000		12,000	6,000		7/1/2023	6/30/2023	State	DNR DNR
FY20- Staffing - Adequate Fire & Emergency Response (SAFER)	2,716,236	2,716,236	12,000	35,000	91001-599124	7/1/2023	6/30/2024	Federal	DHS/FEMA
rizo- Stairing - Adequate rire & Emergency Response (SAFER)	2,/10,236	2,/10,236	-	33,000	31001-393124	//1/2022	0/30/2024	rederal	DH3/FEIVIA

A.1 Budget Ordinance

Schedule C City Fiscal Year 2024 Appropriations for Grant-Funded Expenditures (page 2 of 2)

			Appropriation			Grant Dates		Funding	
Grant Name		Funding by Gran	t	Funding b	y Grant Match				
Grant Name	Total	Prior Yrs	FY 2024	Amount	Account	Start Date	End Date	Source	Dept/Agency
Salisbury Police Department									
FY23 - Bulletproof Vest Grant (GOCCP / DOJ-OJP)	9,000		9,000	N/A	N/A	7/1/2023	9/30/2024	Federal	OJP
FY24 - MD Criminal Intelligence Network (MCIN)	400,000		400,000	33,000	N/A	7/1/2023	6/30/2024	State	GOCCP
FY24 - Community Program Grant	10,000		10,000	N/A	N/A	7/1/2023	6/30/2024	State	GOCCP
FY24- Local Warrant Apprenhension and Absconding Grant	100,000		100,000	49,000	N/A	7/1/2023	6/30/2024	State	GOCCP
FFY22 - Edward Byrne Memorial JAG	25,559		25,559	N/A	N/A	7/1/2023	9/30/2024	Federal	Justice
FFY23 - Edward Byrne Memorial JAG	25,150		25,150	N/A	N/A	7/1/2023	9/30/2024	Federal	Justice
FFY24 - MD Highway Safety Office - Impaired Driver (DUI)	4,000		4,000	2,500	91001-599121	7/1/2023	9/30/2024	Federal	MHSO
FFY24 - MD Highway Safety Office - Speed Enforcement	3,000		3,000	2,200	91001-599121	7/1/2023	9/30/2024	Federal	MHSO
FFY23 - MD Highway Safety Office - Distracted Driver	3,000		3,000	2,200	91001-599121	7/1/2023	9/30/2024	Federal	MHSO
FY24 - Expanded Development Predictive Policing w/ Machine Learning	100,000		100,000	N/A	N/A	7/1/2023	9/30/2024	Federal	GOCCP / BJAG
FY24- Police Accountability, Community and Transparency Grant (PACT)	100,000		100,000	N/A	N/A	7/1/2023	6/30/2024	State	GOCCP
FY24 - Maryland Victims of Crimes	75,000		75,000	N/A	N/A	7/1/2023	6/30/2024	State	GOCCP
Solicitation	105,158		105,158	N/A	N/A	7/1/2023	8/31/2023	Federal	COPS
FY21 - Collaborative Crisis Response Training Program (BJA)	100,000		100,000	N/A	N/A	7/1/2023	9/30/2024	Federal	OJP
FY24 - Police Recruitment & Retention Grant (PRAR / GOCCP)	20,000		20,000	5,000	91001-599121	7/1/2023	6/30/2024	State	GOCCP
FY23 - State Aid Police Protection Fund	1,103,483		1,103,483	N/A	N/A	7/1/2023	6/30/2024	State	GOCCP
FY24 - State Aid Police Protection Fund	750,000		750,000	N/A	N/A	7/1/2023	6/30/2024	State	GOCCP
FY24- Drug Court - Home Visits	9,000		9,000	6,000	91001-599121	7/1/2023	6/30/2024	Local	Circuit Court
FFY24 - U.S. Marshals Program	7,000		7,000	4,000	91001-599121	7/1/2023	9/30/2024	Federal	US Marshals
Total >>	\$22,420,397	\$2,716,236	\$ 19,704,161	\$330,400					

The City's Housing First / Homeless Program will require a transfer from the General Fund in FY24 in the amount of \$58,697, which will be transferred from account number 91001-599200

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.

A.2 Fee Ordinance

ORDINANCE NO.

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO SET FEES FOR FY 2024 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 2024 Budget of the City of Salisbury; and

WHEREAS, the fee amounts set forth in the "FY 2024 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 2024, in accordance with the adoption of the Fiscal Year 2024 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 2023 may have been inadvertently omitted from the FY 2023 Fee Schedule attached hereto and incorporated herein as Exhibit 1, and any fee amount not listed in the said FY 2023 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 2024 Fee Schedule (the "FY24 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 FY24 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, 2023.

THIS ORDINANCE was introduced and read at a Meeting of the Mayor and Council of the City of Salisbury held on the	_day of _	, 2023 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	f June, 2023.

ATTEST:	
Kimberly R. Nichols, City Clerk	Muir W. Boda, President
	Salisbury City Council
APPROVED BY ME THIS <u>day of</u> , 2023.	

Licenses		
Alarm Company	80	Per year, Per Code 8.040.30
Amusement		Per Code 5.24.020
1-5 Machines	500	Per year
6-10 machines	665	Per year
11-15 machines	830	Per Year
Greater than 15 machines	1,500	Per Year
Billboard License	0.55	Per Year, per square foot
Transient Merchants and Mobile Vendors		Per Code 5.32.070
New application	100	
Renewal	50	Per year
Hotel License	50	Per Code 5.68.060
Fortune Telling License	100	
Door to Door Solicitors	100	Plus \$40 background check performed, Per year, Per Code 5.34.070
Pool Table		Per Code 5.48.020
1	10	Each
Additional tables over 1	5	Each
Restaurant	80	Per year, Per Code 5.52.060
Theatre	75	Per year, Per Code 5.60.040
Towing Company		
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	
MPIA Request Fees (by All Departments)		
First two hours processing request	<u>Waived</u>	
Work exceeding two hours, Departments will charge attorney hourly fee (if applicable) and hourly fee for department staff	*	Varies by Department
Misc. Fees (by City Clerk)		
Sale of Code Book		Each, Set by Resolution, Per Code 1.04.080
Financial Disclosure Statement Late Fee	20	Per day for 5 days, then \$10 per day up to max of \$250; Per Code 1.12.060
Circus or Horsemanship Event Fee	75	Per day, Per Code 5.44.010
Other Exhibitions	5	Per day, Per Code 5.44.010
Commercial Sound Truck Operation Fee	1	Per Code 8.20.080
Filing Fee (Mayoral Candidates)	25	SC-8
Filing Fee (City Council Candidates)	15	SC-8
Bankrupt, Fire and Close-out sales	5	Per month, Renewal – \$50/ month, Per code 5.16.010
Landlord Licenses and Other Misc. fees (by the HCDD Department)		
Landlord License Fee 1st Year		Per Code 15.26.050
If paid within 60 days	120	
If paid by between 61-150 days	185	
If paid after 150 days	315	

	Per Code 15.26.040
120	
185	
315	
	Per Code 15.26.060
75	
140	
270	
	Per Code 15.026.060
75	per unit
140	For first unit plus \$88 for each additional unit
270	For first unit plus \$96 for each additional unit
100	
1,000	One-time fee, Per Code 15.21.040
100	On each citation, Per Code 15.27.030
200	Per appeal, plus advertising costs if required
200	Per appeal, plus advertising costs if required
<u>250</u>	Per appeal, plus advertising costs if required
250	Per appeal, plus advertising costs if required
	185 315 75 140 270 75 140 270 100 1,000 100 200 200

Title - 15.27 Chronic Nuisance Property 250			
Title - 15.24.325 Plan for Rehabilitation Title - 15.24.325 Plan for Rehabilitation Title - 15.24.350 Failure to Comply with Demolition Order Title - 15.24.950 Occupancy Title - 15.24.1640 Order to Reduce Occupancy Title - 17 All requests for variances, special exceptions and other zoning appeals All other appeals/applications to the Board of Appeals Residential Vacant Building Annual Inspection Fee Residential Vacant Building Annual Inspection Fee Residential Vacant Building Annual Inspection Fee Residential Vacant Building Annual Fee 1year 250 Per appeal, plus advertising costs if required Per appeal/application, plus advertising costs if required Per appeal, plus advertising costs if required Per appeal/application, plus advertising costs if required Per appeal/application, plus advertising costs if required Per appeal, plus	Title - 15.27 Chronic Nuisance Property	250	advertising costs if
Title - 15.24.350 Failure to Comply with Demolition Order Title - 15.24.950 Occupancy Title - 15.24.950 Occupancy Title - 15.24.1640 Order to Reduce Occupancy Title - 17 All requests for variances, special exceptions and other zoning appeals All other appeals/applications to the Board of Appeals Residential Vacant Building Annual Inspection Fee Residential Vacant Building Annual Inspection Fee Number of Years Vacant Annual Fee Per appeal, plus advertising costs if required Per appeal/application, plus advertising costs if required	Title - 15.24.280 Condemnation	250	advertising costs if
Demolition Order Title - 15.24.950 Occupancy 250 Per appeal, plus advertising costs if required Title - 15.24.1640 Order to Reduce Occupancy Title - 17 All requests for variances, special exceptions and other zoning appeals All other appeals/applications to the Board of Appeals Residential Vacant Building Annual Inspection Fee Residential Vacant Building Annual Inspection Fee Residential Vacant Building Annual Fee Number of Years Vacant Annual Fee 150 Per appeal/application, plus advertising costs if required Per appeal/application, plus advertising costs if required Per year, Per Code 15.22.040 Per year, after first fiscal year - Per Code 15.22.040	<u>Title - 15.24.325 Plan for Rehabilitation</u>	250	advertising costs if
advertising costs if required Title - 15.24.1640 Order to Reduce Occupancy 250 Per appeal, plus advertising costs if required Title - 17 All requests for variances, special exceptions and other zoning appeals All other appeals/applications to the Board of Appeals Residential Vacant Building Registration Residential Vacant Building Annual Inspection Fee Residential Vacant Building Annual Inspection Fee Number of Years Vacant Annual Fee 1 year 250 Per appeal, plus advertising costs if required Per appeal/application, plus advertising costs if required Per year, Per Code Inspection Fee Annual Fee 1 year 200 Per year, Per Code Inspection Fee Annual Fee 1 year 200		<u>250</u>	advertising costs if
Description	<u>Title - 15.24.950 Occupancy</u>	250	advertising costs if
special exceptions and other zoning appeals All other appeals/applications to the Board of Appeals Residential Vacant Building Registration Residential Vacant Building Annual Inspection Fee Residential Vacant Building Annual Per year, after first fiscal year – Per Code 15.22.040 Residential Vacant Building Annual Inspection Fee Number of Years Vacant Annual Fee 1 year Per appeal/application, plus advertising costs if required Per year, Per Code 15.22.040 Per year, after first fiscal year – Per Code 15.22.040 Annual Fee 1 year		250	advertising costs if
Residential Vacant Building Registration Residential Vacant Building Annual Inspection Fee Residential Vacant Building Annual Fee Number of Years Vacant Annual Fee 1 year	special exceptions and other zoning	150	plus advertising costs if
Registration 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 11 year 200		<u>150</u>	plus advertising costs if
Registration 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 11 year 200			
Inspection Fee year – Per Code 15.22.040 Residential Vacant Building Annual Fee Chart below Number of Years Vacant Annual Fee 1 year 200	1	200	, , ,
Fee chart below Number of Years Vacant Annual Fee 1 year 200	1	100	, , ,
1 year 200	_		
	Number of Years Vacant	Annual Fee	
2 years 500	1 year	200	
	2 years	500	

3-4 years	750	
5-9 years	1,000	
10 years	1,500	
More than 10 years	2,000 + \$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	35	Per hour
Truitt Community Center – Multi- purpose Field	10	Per hour
Newton Community Center – Community Room	20	Per hour
Newton Community Center – Kitchen	20	Per hour
Newton Community Center – Resource Office	15	Per hour
Community Center – Supplies, per Item	Vary	Each
Community Center – Equipment, per Item	Vary	Each

Misc. Fees (by Field Operations)		
Outdoor Rental Space – Small Family Functions, up to 20 people		
Park Pavilion	25	Per day 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 or <u>Riverwalk Games</u> <u>Park</u>	160 175	Per day
Amphitheater Hourly Rental <u>or</u> <u>Riverwalk Games Park</u>	25	Per hour weekend (max 2-hour block), as is
Amphitheater Hourly Rental <u>or</u> <u>Riverwalk Games Park</u>	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 1st Per 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	25	Per hour
Maintenance Labor	25	Per hour
Security/Police/EMS/FIRE (per person)	60	Per hour. 3 hours minimum or \$180
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
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	67 69	Per quarter, Per Code 8.16.090
Bulk Trash Pick up	30	For three items, additional amounts for specific items, Per Code 8.16.060
Trash Cans	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
Water and Sewer Services		See Water Sewer Rate Ordinance, Quarterly, Per Code 13.08.130-13.12.090
WWTP Pretreatment Program Fees (by Water Works)		
Significant Industrial Users: (Per Code 13.12.110)		
IA discharges flow ³ 5% of WWTP flow	8,700	30 units
IB discharges flow ³ 50,000 gpd	7,250	25 units
IC categorical user which discharges	5,800	20 units
ID discharges flow ³ 25,000 gpd	4,350	15 units
IE categorical user which does not discharge	2,900	10 units
Minor Industrial Users: (Per Code 13.12.110)		
IIA-1 discharges flow ³ 5,000 gpd or hospitals, campus	2,030	7 units
IIA-2 discharges flow ³ 5,000 gpd or light industry, hotels	1,450	5 units
IIB discharges flow ³ 1,000 gpd or fast food, large restaurants, large garages	580	2 units
IIC discharges flow 500 - 1,000 gpd or small restaurants, small garages	435	1.5 units

IID discharges flow ³ 500 gpd or restaurants that are carry out only no fryer	290	1 unit
IIE photographic 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)		
Disabled Vehicle Tow	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	75	Per hour
Winching (Does not include pulling vehicle onto rollback type truck) - Billed in 15 minute increments	110	Per hour
Storage – Beginning at 12:01 am following the tow	50	Per calendar day or portion thereof, Per Code 5.64.120
Administrative Fee – Impounds Only	50	
Snow Emergency Plan in Effect (in addition to other applicable towing fees)	50	
Release Fee (After hours only, at tower's discretion) – Normal business hours defined as M-F, 9am-6pm	55	
Building Fees (by the Department of Infrastructure and Development)		
Building Plan Review Fees (Per Code 15.04.030)		Residential, Commercial, Accessory
Fees based on cost of construction:		
Up to \$ 3,000	50	

\$3,001 to \$100,000	90	
\$100,001 to \$500,000	250	
\$500,001 to \$1,000,000	300	
\$1,000,001 and Up	375	
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 * Cost of Construction)
\$100,001 to \$500,000	1,300	Plus (\$10 for each \$1,000 over \$100,000)
\$500,001 to \$1,000,000	4,900	Plus (\$9 for each \$1,000 over \$500,000)
\$1,000,001 and Up	8,500	Plus (\$7 6 for each \$1,000 over \$1,000,000)
Outdoor Advertising Structure Fee (Per Code 17.216.240)	0.5	Per SF foot of sign surface per year
Other Building Fees:		
Historic District Commission Application	50 150	
Board of Zoning Appeals	- 50 150	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	Per Code 15.20.050
Maryland Home Builders Fund	50	Per new SFD
Mechanical	50	Per Code 15.04.030
Occupancy Inspection	75	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	50	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	0.5	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 \$500	Plus \$15 per acre and advertising cost
Text Amendment	200 \$500	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

Site Plans/Certificate of Design/ Comprehensive Development Plan	100	In addition to standard fee
Resubdivision	100	In addition to standard fee
Fee-In-Lieu (Per Code 12.20.540)	1.5	\$1.50 per square foot of mitigation area
License to Encumber Program		
Application – Installation of Service Line	75	\$25 per additional service line in project area, defined as ½ mile radius from primary address
Application – Large Boring Project	125	Includes up to 500 linear feet. \$50 for additional 250 linear feet above the initial
Application – Large Open/Cut	250	Includes up to 500 linear feet. \$100 for additional 250 linear feet above the initial
Application – Micro-Trenching Project	125	Includes up to 500 linear feet. \$50 for additional 250 linear feet above the initial
Application – Installation of New Utility Pole (excluding Small Cell facilities)	500	
Application – Underground utility project replacing overhead utilities and removing utility poles	Waived	
License to Encumber Program - Small Wireless Facilities		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	30	Per year per Equivalent Residential Unit
Stormwater Utility Credit Application (2306)		
Fee to apply for credit to Stormwater Utility	150	Per application
Street Break Permit (Per Code 12.12.020)		
Permit for breaking City public streets and way	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	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)		
Development plans may consist of but not limited to the following: Stormwater Management, Grading, Landscaping, Lighting, Site Layout, Traffic Control, and Utilities.		
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.

Fee for review of development plans exempt from stormwater management under 13.28.040.B.3 of the code 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 *	Per request Per Circuit Court Fee Schedule
For 10 pages or more	115 *	Per request Per Circuit Court Fee Schedule
Stormwater Management As-Built recording fee (Per County Court)		

Recording fee for Stormwater Management As-Builts.	10*	Per request Per Circuit Court Fee Schedule
Subdivision review fee (1536)		
Fee for Subdivision review	200	
Resubdivision review fee (1536)		
Fee for Resubdivision reviews	200	
Administrative Fee for Connection Fee payment Plans (R 2029)		
Administrative Fee for Connection Fee payment Plans	25	
Maps and Copying Fees		
City Street Map	5	Ea
Street Map Index	1	Ea
Property Maps	3	Ea
Sanitary Sewer Utility Maps (400 Scale)	3	Ea
Storm Water Utility Maps (400 Scale)	3	Ea
Water Main Utility Maps (400 Scale)	3	Ea
Sanitary Sewer Contract Drawings	1	Ea
Storm Water Contract Drawings	1	Ea
Water Main Contract Drawings	1	Ea
Black and White Photocopying (Small Format)	0.25	Sq. ft
Black and White Photocopying (Large Format)	0.5	Sq. ft
Color Photocopying (Small Format) \$1/sq.ft.	1	Sq. ft
Color Photocopying (Large Format) \$2/sq.ft.	2	Sq. ft
Port of Salisbury Marina Fees (by Field Operations)		
Transient		
Slip Fees based on size of vessel	1.05	Per foot per day
Electric 30-amp service	6	Per day
Electric 50-amp service	12	Per day

Slip Rental – Monthly		
Fees based on size of vessel		
October through April	4.75	Per foot + electric
May through September	6.5	Per foot + electric
Slip Rental – Annual*		*Annual rates are to be paid in full up front, electric can be billed monthly
Boats up to and including 30 feet long	1450	+ electric
Boats 31 feet and longer	56	Per foot + electric
Fuel	0.5	Per gallon more than the cost per gallon purchase price by the City
Electric Service		
Fees per meter		
Electric 30-amp service	36	Per month
Electric 50-amp service	60	Per month
EMS Services		
	Resident	Non-Resident
BLS Base Rate	950	1,050
ALS1 Emergency Rate	1,100	1,200
ALS2 Emergency Rate	1,300	1,400
Mileage (per mile)	19	19
Oxygen	Bundle	Bundle
Spinal immobilization	Bundle	Bundle
BLS On-scene Care	250	300
ALS On –scene Care	550	650
Water Works		
Temporary connection to fire hydrant (Per Code 13.08.120)		
Providing temporary meter on a fire hydrant for use of City water	64.5	Per linear foot based on the area of the property and is the square root of the lot area, in square feet

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

	1	1
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 <u>and</u> Setting Fee (Per Code 13.02.070)		
Water meter setting fee for installation of water meter when tap is done by a contractor. Water meter fee is the cost of the meter.		
Meter Setting Fees - In City:		
3/4 Water Meter	125 400	Per Connection
1" Water Meter	125 525	Per Connection

1 ½" Water Meter T-10 Meter	150 785	Per Connection
2" Water Meter - T-10 Meter	150 905	Per Connection
Larger than 2" Water Meter - Tru Flo	1,000 2,030	Per Connection
Meter Setting Fees - Out of City		
3/4 Water Meter	175 495	Per Connection
1" Water Meter	175 655	Per Connection
1 ½" Water Meter T-10 Meter	200 980	Per Connection
2" Water Meter - T-10 Meter	200 1,130	Per Connection
Larger than 2" Water Meter - Tru Flo	1,250 2,535	Per Connection
Meter Fees		
3/4 Water Meter	400	
<u>1" Water Meter</u>	<u>500</u>	
1½" Water Meter	* -	Determined by current market price of the meter
2" Water Meter	<u>1,200</u>	
Larger than 2"	* _	Determined by current market price of the meter
Parking Violations, False Alarms, Infractions, Scofflaw, MPIA Fees (by the Police & Fire Departments)		
Animal Control	50-100	
MPIA Request Fees		
First two hours processing request	Waived	
Work exceeding two hours, SPD will charge attorney hourly fee and hourly fee for Records Tech	75	Attorney hourly fee
	30	Records Tech hourly fee

Black and white copy of paper document and photographs	0.25	Per copy
DVD production	15	Per DVD produced
False Police Alarms (Per Code 8.040.050)		
based on number of incidents in calendar year		
First 2 incidents	0	
3rd incident	50	
4th incident	90	
Greater than 4 each incident	130	
False Fire Alarms (Per Code 8.040.050)		
based on number of incidents in calendar year		
First 2 incidents	0	
3rd incident	45	
4th incident	90	
Greater than 4 each incident	135	
Scofflaw		
Tow	135	
Storage	50	
Administrative Fee	35	
Business Administrative Fee	30	
Parking Permits and Fees		
Parking Permits (Per Code 10.04.010)	иом	1-Jul-23 Rate
Lot #1 - lower lot by library	Monthly	50.00 55.00
Lot #4 - behind City Center	Monthly	50.00 55.00
Lot #5 - Market St. & Rt. 13	Monthly	45.00 50.00
Lot #7 & 13 - off Garrettson Pl.	Monthly	20.00 25.00
Lot #9 - behind GOB	Monthly	50.00 55.00
Lot #10 - near State bldg/SAO	Monthly	50.00 55.00

Lot #11 - behind library	Monthly	45.00 50.00
Lot #12 - beside Market St. Inn	Monthly	45.00 50.00
Lot #15 - across from Feldman's NAI Coastal	Monthly	50.00 55.00
Lot #16 - by Avery Hall	Monthly	50.00 55.00
Lot #20 – Daily Times	Monthly	50.00 55.00
Lot #30 - by drawbridge	Monthly	25.00 30.00
Lot #33 - east of Brew River	Monthly	25.00 30.00
Lot #35 - west of Brew River	Monthly	25.00 30.00
Lot SPS - St. Peters St.	Monthly	50.00 55.00
E. Church St.	Monthly	50.00 55.00
W. Church St.	Monthly	50.00 55.00
Parking Garage	Monthly	60.00 70.00
Student Housing Bulk Permits (30 or more)		35
Transient Parking Options		
Parking Lot #1 (first 2-hrs of parking are FREE)	Hourly-	2
Parking Garage	Hourly	2
Parking Meters	Hourly	2
Pay Stations		
For hours 1-2	Hourly	2
For hour 3 with a 3 hour Maximum Parking Limit	Hourly	3
Miscellaneous Charges (Per Code 10.04.010)		
Replacement Parking Permit Hang Tags	Per Hang Tag	5
Parking Permit Late Payment Fee (+15 days)	Per Occurrence	5
New Parking Garage Access Card	Per Card	10
Replacement Parking Garage Access Card	Per Card	10

Fire Prevention Fees (by the Fire Department)		
Plan review and Use & Occupancy Inspection		
Basic Fee – For all multi-family residential, commercial, industrial, and institutional occupancies. Including, but not limited to, new construction, tenant fitout, remodeling, change in use and occupancy, and/or any other activity deemed appropriate by the City of Salisbury Department of Infrastructure and Development.		60% of the building permit fee;
		\$75 minimum (Not included – plan review and related inspection of specialized fire protection equipment as listed in the following sections)
Expedited Fees – If the requesting party wants the plan review and inspection to be expedited, to be done within three business days		20% of the basic fee; \$500 minimum (This is in addition to the basic fee)
After – Hours Inspection Fees. If the requesting party wants an after-city-business-hours inspection.	100	Per hour/per inspector; 2 hours minimum
Site/Development Plan Review Fee		
The review of site plans for all new commercial and industrial projects or new commercial, residential, or industrial developments. To ensure compliance with the Fire Prevention Code.	100	Per submittal
Fire Protection Permit Fees		
Fire Alarm & Detection Systems – Includes plan review and inspection of wiring, controls, alarm and detection equipment and related appurtenances needed to provide a complete system and the witnessing of one final acceptance test per system of the completed installation.		

· Fire Alarm System	100	Per system
· Fire Alarm Control Panel	75	Per panel
· Alarm Initiating Device	1.5	Per device
· Alarm Notification Device	1.5	Per device
· Fire Alarm Counter Permit	75	For additions and alterations to existing systems involving 4 or less notification/initiating devices.
Sprinkler, Water Spray and Combined Sprinkler & Standpipe Systems – Includes review of shop drawings, system inspection and witnessing of one hydrostatic test, and one final acceptance test per floor or system.		
· NFPA 13 & 13R	1.5	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, 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. 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 and water storage tanks for NFPA 13D systems are exempt. Fire Protection Water Tank Per 100 linear feet of piping or portion thereof; \$100 minimum			
- 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 O.5 - Per gpm or rated pump capacity; \$125 minimum	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	50	piping or portion thereof;
capacity; \$125 minimum	- 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		
· Fire Protection Water Tank 75 Per tank	· Fire Pumps	0.5	
	· 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	Per pound of extinguishing agent; \$100 125 minimum; or
		\$150 per wet chemical extinguishing system
· Gaseous and Chemical Extinguishing System Counter Permit	75	To relocate system discharge heads
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.	0.01	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
Permit Reinspection and Retest Fees		
· 1st Reinspection and Retest Fees	100 75	
· 2nd Reinspection and Retest Fees	250 150	
· 3rd and Subsequent Reinspection and Retest Fees	500 200	
Fire Pump or Hydrant Flow Test - to perform any hydrant or fire pump flow test utilizing City water.		

In-City Fee	<u>125</u>	
Out-of-City Fee	160	
Fire Service Water Mains and their Appurtenances – The fee includes the plan review and witnessing one hydrostatic test and one flush of private fire service mains and their appurtenance installed in accordance with NFPA 24: Standard for the Installation of Private Fire Service Mains and Their Appurtenances	100	per 100 linear feet or portion thereof; plus \$50 per hydrant; \$150 minimum
Consultation Fees – Fees for consultation technical assistance.	75	Per hour
Fire-safety Inspections. The following fees are not intended to be applied to inspections conducted in response to a specific complaint of an alleged Fire Code violation by an individual or governmental agency		
Assembly Occupancies (including outdoor festivals):		
· Class A (>1000 persons)	300	
· Class B (301 – 1000 persons)	200	
· Class C (51 – 300 persons)	100	
· Fairgrounds (<= 9 buildings)	200	
· Fairgrounds (>= 10 buildings)	400	
· Recalculation of Occupant Load	75	
· Replacement or duplicate Certificate	25	
Education Occupancies:		
· Elementary School (includes kindergarten and Pre-K)	100	
· Middle, Junior, and Senior High Schools	150	
· Family and Group Day-Care Homes	75	
· Nursery or Day-Care Centers	100	
Health Care Occupancies:		

· Ambulatory Health Care Centers	150	Per 3,000 sq.ft. or portion thereof
Hospitals, Nursing Homes, Limited-Care Facilities, Domiciliary Care Homes	100	Per building; plus \$2.00/ patient bed
Detention and Correctional Occupancies	100	Per building; plus \$2.00/ bed
Residential:		
· Hotels and Motels	75	Per building; plus \$2.00/ guest room
· Dormitories	2	Per bed; \$75 minimum
· Apartments	2	Per apartment; \$75 minimum
· Lodging or Rooming House	75	Plus \$2.00/bed
· Board and Care Home	100	Per building; plus \$2.00/ bed
Mercantile Occupancies:		
· Class A (> 30,000 sq.ft.)	200	
· Class B (3,000 sq.ft. – 30,000 sq.ft.)	100	
· Class C (< 3,000 sq.ft.)	75	
Business Occupancies	75	Per 3,000 sq.ft. or portion thereof
Industrial or Storage Occupancies:		
· Low or Ordinary Hazard	75	Per 5,000 square feet or portion thereof
· High-Hazard	100	Per 5,000 square feet or portion thereof
Common Areas of Multitenant Occupancies (i.e., shopping centers, high-rises, etc.)	45	Per 10,000 sq.ft. or portion thereof
Outside Storage of Combustible Materials (scrap tires, tree stumps, lumber, etc.)	100	Per acre or portion thereof

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 Fire Safety Reinspection: If more than one reinspection is required to assure that a previously identified Fire Code violation is corrected 250 - 2nd Reinspection 250 - 4th and Subsequent 500 Fire Protection Water Supply Fees Witness Underground Water Main Hydrostatic Tests Fire-Protection-Flow Test (in-City) 125 Fire-Protection-Flow Test (out-of-City) 160 Display Fireworks Permit Firework Display - Include plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of goods other than consumer fireworks Fire Report Fees 125	Outside Storage of Flammable or Combustible Liquids (drums, tanks, etc.)	100	Per 5,000 sq.ft. or portion thereof
inspections outside of the City of Salisbury Sidewalk Café 35	Marinas and Piers	100	Per facility; plus \$1.00/slip
Unclassified Inspection 75 Per hour or portion thereof Fire Safety Reinspection: If more than one reinspection is required to assure that a previously identified Fire Code violation is corrected 2nd Reinspection 100 3rd Reinspection 250 4th and Subsequent 500 Fire Protection Water Supply Fees Witnessing Fire Main Flush 75 Witness Underground Water Main Hydrostatic Tests Fire Protection Flow Test (in-City) 125 Fire-Protection Flow Test (out-of-City) 160 Display Fireworks Permit 15 Firework Display - Includes plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of goods other than consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks	Mobile Vendor	35	inspections outside of the
Fire Safety Reinspection: If more than one reinspection is required to assure that a previously identified Fire Code violation is corrected - 2nd Reinspection 100 - 3rd Reinspection 250 - 4th and Subsequent 500 Fire Protection Water Supply Fees Witnessing Fire Main Flush 75 Witness Underground Water Main Hydrostatic Tests Fire Protection Flow Test (in-City) 125 Fire Protection Flow Test (out-of-City) 160 Display Fireworks Permit 500 Firework Display - Includes plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of goods other than consumer fireworks	Sidewalk Café	35	
one reinspection is required to assure that a previously identified Fire Code violation is corrected 2nd Reinspection 100 3rd Reinspection 250 4th and Subsequent 500 Fire Protection Water Supply Fees Witnessing Fire Main Flush 75 Witness Underground Water Main Hydrostatic Tests Fire Protection Flow Test (in-City) 125 Fire Protection Flow Test (out-of-City) 160 Display Fireworks Permit Firework Display - Includes plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of goods other than consumer fireworks 125 125 126 127 128 129 129 120 120 121 125	Unclassified Inspection	75	•
. 3rd Reinspection . 4th and Subsequent 500 Fire Protection Water Supply Fees Witnessing Fire Main Flush 75 Witness Underground Water Main Hydrostatic Tests Fire Protection Flow Test (in-City) 125 Fire Protection Flow Test (out-of-City) Display Fireworks Permit Firework Display - Includes plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks	one reinspection is required to assure that a previously identified Fire Code		
Fire Protection Water Supply Fees Witnessing Fire Main Flush Witness Underground Water Main Hydrostatic Tests Fire Protection Flow Test (in-City) Fire Protection Flow Test (out-of-City) Display Fireworks Permit Firework Display - Includes plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks	· 2nd Reinspection	100	
Fire Protection Water Supply Fees Witnessing Fire Main Flush Witness Underground Water Main Hydrostatic Tests Fire Protection Flow Test (in-City) Fire Protection Flow Test (out-of-City) Display Fireworks Permit Firework Display - Includes plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks	· 3rd Reinspection	250	
Supply Fees Witnessing Fire Main Flush Witness Underground Water Main Hydrostatic Tests Fire Protection Flow Test (in-City) Fire Protection Flow Test (out-of-City) Display Fireworks Permit Firework Display - Includes plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks	· 4th and Subsequent	500	
Witness Underground Water Main Hydrostatic Tests Fire Protection Flow Test (in-City) Fire Protection Flow Test (out-of-City) Display Fireworks Permit Firework Display - Includes plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks			
Hydrostatic Tests Fire Protection Flow Test (in-City) 125 Fire Protection Flow Test (out-of-City) 160 Display Fireworks Permit Firework Display - Includes plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks	Witnessing Fire Main Flush	75	
Fire Protection Flow Test (out-of-City) Display Fireworks Permit Firework Display - Includes plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks	1	75	
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Firework Display - Includes plan review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks	Fire Protection Flow Test (out-of-City)	160	
review and associated inspections for any firework display. Sale of Consumer Fireworks Stand-alone tent, stand or other commercial space predominately utilized for the sale of consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks	Display Fireworks Permit		
Stand-alone tent, stand or other commercial space predominately utilized for the sale of consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks	review and associated inspections for	250	
commercial space predominately utilized for the sale of consumer fireworks Other commercial space predominately utilized for the sale of goods other than consumer fireworks	Sale of Consumer Fireworks		
predominately utilized for the sale of goods other than consumer fireworks	commercial space predominately utilized for the sale of consumer	250	
Fire Report Fees	predominately utilized for the sale of	125	
	Fire Report Fees		

1st Page – Operational Fire Report	20 25	To provide hard or electronic copies of fire reports
· Each Additional Page	5	
Third Party Fire Protection Report Processing Fee	25	Per submittal – Collected by the third-party data collection agency/ company

A.2 Water/Sewer Rates

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF SALISBURY, MARYLAND TO AMEND WATER AND SEWER RATES TO INCREASE RATES BY 12% 10% AND MAKING SAID CHANGES EFFECTIVE FOR ALL BILLS DATED OCTOBER 1, 2023 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 2024 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 \$28.79-\$28.27/ quarter

Commodity Charge \$4.30-\$4.22/ thousand gallon

Commercial

Customer Charge \$538.62 \$529.00/ quarter

Commodity Charge \$2.49 \$2.45/ thousand gallons

Large Commercial/Industrial

Customer Charge \$832.42 **\$817.55**/ **quarter**

Commodity Charge \$1.99-\$1.96/ thousand gallons

Schedule II Metered Water Charges – Outside City Rates

Residential and Small Commercial

Minimum Charge -\$57.57-\$56.54/ quarter

Commodity Charge \$8.59 \$8.44/ thousand gallons

Commercial

Customer Charge \$1,077.24-\$1,058.01/ quarter

Commodity Charge \$5.00-\$4.91/thousand gallons

Large Commercial/Industrial

Customer Charge \$1,664.85-\$1,635.12/ quarter

Commodity Charge \$4.03 \$3.96 /thousand gallons

A.2 Water/Sewer Rates

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

Residential and Small Commercial

Minimum Charge \$43.16 \$42.39/ quarter

Commodity Charge \$6.45-\$6.34/ thousand gallons

Commercial

Customer Charge \$807.94 \$793.51/ **quarter**

Commodity Charge \$3.75-\$3.68/ thousand gallons

Large Commercial/Industrial

Customer Charge \$1,248.63 \$1,226.33/ quarter

Commodity Charge \$3.01 \$2.96/ thousand gallons

Schedule IV Sewer Charges – In City Rates

Residential and Small Commercial

Minimum Charge \$71.09-\$69.82/ quarter

Commodity Charge \$10.66-\$10.47/ thousand gallons

Commercial

Customer Charge \$1,342.97-\$1,318.99/ quarter

Commodity Charge \$6.20 \$6.09/ thousand gallons

Large Commercial/Industrial

Customer Charge \$2,071.60 \$2,034.60/ quarter

Commodity Charge \$4.96-\$4.87/ thousand gallons

Schedule V Sewer Charges – Outside City Rates

Residential and Small Commercial

Minimum Charge \$142.20-\$139.66/ quarter

Commodity Charge \$21.33-\$20.95 /thousand gallon

Commercial

Customer Charge \$2,685.93-\$2,637.97/ quarter

Commodity Charge \$12.37-\$12.15/ thousand gallons

Large Commercial/Industrial

Customer Charge \$4,143.21 \$4,069.22/ quarter

Commodity Charge \$9.95-\$9.77/ thousand gallons

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

Residential and Small Commercial

Minimum Charge \$106.66 \$104.75/ quarter

Commodity Charge \$16.00 \$15.72/ thousand gallons

Commercial

Customer Charge \$2,014.45 \$1,978.48/ quarter

Commodity Charge \$9.27-\$9.10/ thousand gallons

SBYIFY2024

A.2 Water/Sewer Rates

Large Commercial/Industrial

Customer Charge \$3,107.39 \$3,051.90/ quarter

Commodity Charge \$7.47-\$7.34/ thousand gallons

Schedule VII Sewer Charges – Sewer Only Customers

		Quarterly	Quarterly	Quarterly
		In	Outside	Urban
		City	City	Service
Rate	Number of fixtures	Rate	Rate	District Rate
1	One to two fixture \$5	90.93 \$89.31	\$181.86 \$178.	61 -\$136.40 \$133.97
2	Three to five fixtures			
	\$13	36.40- \$133.9′	7 \$272.81 \$26 ′	7.94 \$204.60 \$200.95
3	Six to twenty fixtures	S-		

Six to twenty fixtures-\$196.05-\$192.54-\$392.08\$385.07 -\$294.05-\$288.80

For every five fixtures over twenty

\$80.84\$**79.40**-\$161.67\$**158.79**-\$121.25-\$**119.09**

Schedule VIIICommercial and Industrial Activities

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

B. Definitions:

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

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

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

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

C. Calculation of Bills:

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

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

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.

John "Jack" R Heath, Acting Mayor

A.2 Water/Sewer Rates

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, 2023 and after.

, 2023 and thereafter, a statement of	ead at a Meeting of the Mayor and Council of the City of Salisbury held on the of the substance of the Ordinance having been published as required by law, in the resbury on the day of, 2023.	•
ATTEST:		
Kimberly R. Nichols, City Clerk	Muir Boda, City Council President	
Approved by me, thisday of	, 2023.	
		

	Operations														
Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	33,529	34,200	34,884	35,582	36,293	37,019	37,760	38,515	39,285	40,071	40,872	41,690	42,523	43,374	44,241
2	35,541	36,252	36,977	37,717	38,471	39,240	40,025	40,826	41,642	42,475	43,324	44,191	45,075	45,976	46,896
3	37,674	38,427	39,196	39,980	40,779	41,595	42,427	43,275	44,141	45,023	45,924	46,842	47,779	48,735	49,710
4	39,934	40,733	41,547	42,378	43,226	44,090	44,972	45,872	46,789	47,725	48,679	49,653	50,646	51,659	52,692
5	42,330	43,177	44,040	44,921	45,819	46,736	47,671	48,624	49,596	50,588	51,600	52,632	53,685	54,759	55,854
6	44,870	45,767	46,683	47,616	48,569	49,540	50,531	51,541	52,572	53,624	54,696	55,790	56,906	58,044	59,205
7	47,562	48,513	49,484	50,473	51,483	52,512	53,563	54,634	55,727	56,841	57,978	59,138	60,320	61,527	62,757
8	50,416	51,424	52,453	53,502	54,572	55,663	56,776	57,912	59,070	60,252	61,457	62,686	63,939	65,218	66,523
9	53,441	54,510	55,600	56,712	57,846	59,003	60,183	61,387	62,614	63,867	65,144	66,447	67,776	69,131	70,514
10	56,647	57,780	58,936	60,114	61,317	62,543	63,794	65,070	66,371	67,699	69,053	70,434	71,842	73,279	74,745
11	60,046	61,247	62,472	63,721	64,996	66,296	67,622	68,974	70,354	71,761	73,196	74,660	76,153	77,676	79,230
12	63,649	64,922	66,220	67,545	68,896	70,273	71,679	73,113	74,575	76,066	77,588	79,139	80,722	82,337	83,983
13	67,468	68,817	70,193	71,597	73,029	74,490	75,980	77,499	79,049	80,630	82,243	83,888	85,565	87,277	89,022
14	71,516	72,946	74,405	75,893	77,411	78,959	80,538	82,149	83,792	85,468	87,177	88,921	90,699	92,513	94,364
15	75,807	77,323	78,869	80,447	82,056	83,697	85,371	87,078	88,820	90,596	92,408	94,256	96,141	98,064	100,025
16	80,355	81,962	83,602	85,274	86,979	88,719	90,493	92,303	94,149	96,032	97,953	99,912	101,910	103,948	106,027
17	85,176	86,880	88,618	90,390	92,198	94,042	95,923	97,841	99,798	101,794	103,830	105,906	108,024	110,185	112,389

	Operations														
	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
1	45,126	46,029	46,949	47,888	48,846	49,823	50,819	51,836	52,873	53,930	55,009	56,109	57,231	58,376	59,543
2	47,834	48,790	49,766	50,762	51,777	52,812	53,869	54,946	56,045	57,166	58,309	59,475	60,665	61,878	63,116
3	50,704	51,718	52,752	53,807	54,883	55,981	57,101	58,243	59,408	60,596	61,808	63,044	64,305	65,591	66,903
4	53,746	54,821	55,917	57,036	58,176	59,340	60,527	61,737	62,972	64,231	65,516	66,826	68,163	69,526	70,917
5	56,971	58,110	59,272	60,458	61,667	62,900	64,158	65,441	66,750	68,085	69,447	70,836	72,253	73,698	75,172
6	60,389	61,597	62,829	64,085	65,367	66,674	68,008	69,368	70,755	72,170	73,614	75,086	76,588	78,120	79,682
7	64,012	65,293	66,598	67,930	69,289	70,675	72,088	73,530	75,001	76,501	78,031	79,591	81,183	82,807	84,463
8	67,853	69,210	70,594	72,006	73,446	74,915	76,414	77,942	79,501	81,091	82,713	84,367	86,054	87,775	89,531
9	71,924	73,363	74,830	76,327	77,853	79,410	80,998	82,618	84,271	85,956	87,675	89,429	91,217	93,042	94,903
10	76,240	77,765	79,320	80,906	82,524	84,175	85,858	87,575	89,327	91,114	92,936	94,795	96,690	98,624	100,597
11	80,814	82,430	84,079	85,761	87,476	89,225	91,010	92,830	94,687	96,580	98,512	100,482	102,492	104,542	106,632
12	85,663	87,376	89,124	90,906	92,724	94,579	96,470	98,400	100,368	102,375	104,423	106,511	108,641	110,814	113,030
13	90,803	92,619	94,471	96,361	98,288	100,254	102,259	104,304	106,390	108,518	110,688	112,902	115,160	117,463	119,812
14	96,251	98,176	100,139	102,142	104,185	106,269	108,394	110,562	112,773	115,029	117,329	119,676	122,069	124,511	127,001
15	102,026	104,066	106,148	108,271	110,436	112,645	114,898	117,196	119,540	121,930	124,369	126,856	129,394	131,981	134,621
16	108,148	110,310	112,517	114,767	117,062	119,404	121,792	124,227	126,712	129,246	131,831	134,468	137,157	139,900	142,698
17	114,636	116,929	119,268	121,653	124,086	126,568	129,099	131,681	134,315	137,001	139,741	142,536	145,387	148,294	151,260

	Management														
Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
M1	50,294	51,300	52,326	53,373	54,440	55,529	56,639	57,772	58,928	60,106	61,308	62,534	63,785	65,061	66,362
M2	53,312	54,378	55,466	56,575	57,706	58,860	60,038	61,238	62,463	63,712	64,987	66,286	67,612	68,964	70,344
М3	56,510	57,641	58,793	59,969	61,169	62,392	63,640	64,913	66,211	67,535	68,886	70,264	71,669	73,102	74,564
М4	59,901	61,099	62,321	63,568	64,839	66,136	67,458	68,808	70,184	71,587	73,019	74,479	75,969	77,488	79,038
M5	63,495	64,765	66,060	67,382	68,729	70,104	71,506	72,936	74,395	75,883	77,400	78,948	80,527	82,138	83,781
М6	67,305	68,651	70,024	71,424	72,853	74,310	75,796	77,312	78,858	80,436	82,044	83,685	85,359	87,066	88,807
M7	71,343	72,770	74,225	75,710	77,224	78,769	80,344	81,951	83,590	85,262	86,967	88,706	90,480	92,290	94,136
М8	75,624	77,136	78,679	80,253	81,858	83,495	85,165	86,868	88,605	90,377	92,185	94,029	95,909	97,827	99,784
М9	80,161	81,764	83,400	85,068	86,769	88,504	90,275	92,080	93,922	95,800	97,716	99,670	101,664	103,697	105,771
M10	84,971	86,670	88,404	90,172	91,975	93,815	95,691	97,605	99,557	101,548	103,579	105,651	107,764	109,919	112,117
M11	90,069	91,870	93,708	95,582	97,494	99,444	101,432	103,461	105,530	107,641	109,794	111,990	114,229	116,514	118,844
M12	95,473	97,383	99,330	101,317	103,343	105,410	107,518	109,669	111,862	114,099	116,381	118,709	121,083	123,505	125,975
M13	101,202	103,226	105,290	107,396	109,544	111,735	113,969	116,249	118,574	120,945	123,364	125,832	128,348	130,915	133,533
M14	107,274	109,419	111,608	113,840	116,117	118,439	120,808	123,224	125,688	128,202	130,766	133,381	136,049	138,770	141,545
M15	113,710	115,984	118,304	120,670	123,084	125,545	128,056	130,617	133,230	135,894	138,612	141,384	144,212	147,096	150,038
M16	120,533	122,943	125,402	127,910	130,469	133,078	135,739	138,454	141,223	144,048	146,929	149,867	152,865	155,922	159,040

	Management														
	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
M1	67,689	69,043	70,424	71,832	73,269	74,734	76,229	77,754	79,309	80,895	82,513	84,163	85,846	87,563	89,315
M2	71,751	73,186	74,649	76,142	77,665	79,218	80,803	82,419	84,067	85,749	87,464	89,213	90,997	92,817	94,673
М3	76,056	77,577	79,128	80,711	82,325	83,972	85,651	87,364	89,111	90,894	92,711	94,566	96,457	98,386	100,354
М4	80,619	82,231	83,876	85,554	87,265	89,010	90,790	92,606	94,458	96,347	98,274	100,240	102,244	104,289	106,375
M5	85,456	87,165	88,909	90,687	92,500	94,350	96,237	98,162	100,125	102,128	104,171	106,254	108,379	110,547	112,758
М6	90,583	92,395	94,243	96,128	98,050	100,012	102,012	104,052	106,133	108,256	110,421	112,629	114,882	117,179	119,523
M7	96,019	97,939	99,898	101,896	103,934	106,012	108,132	110,295	112,501	114,751	117,046	119,387	121,775	124,210	126,694
М8	101,780	103,815	105,892	108,009	110,170	112,373	114,620	116,913	119,251	121,636	124,069	126,550	129,081	131,663	134,296
М9	107,886	110,044	112,245	114,490	116,780	119,115	121,498	123,928	126,406	128,934	131,513	134,143	136,826	139,563	142,354
M10	114,360	116,647	118,980	121,359	123,786	126,262	128,787	131,363	133,990	136,670	139,404	142,192	145,036	147,936	150,895
M11	121,221	123,646	126,118	128,641	131,214	133,838	136,515	139,245	142,030	144,871	147,768	150,723	153,738	156,812	159,949
M12	128,494	131,064	133,686	136,359	139,086	141,868	144,706	147,600	150,552	153,563	156,634	159,767	162,962	166,221	169,546
M13	136,204	138,928	141,707	144,541	147,432	150,380	153,388	156,456	159,585	162,776	166,032	169,353	172,740	176,195	179,718
M14	144,376	147,264	150,209	153,213	156,278	159,403	162,591	165,843	169,160	172,543	175,994	179,514	183,104	186,766	190,502
M15	153,039	156,100	159,222	162,406	165,654	168,967	172,347	175,794	179,309	182,896	186,554	190,285	194,090	197,972	201,932
M16	162,221	165,466	168,775	172,150	175,594	179,105	182,687	186,341	190,068	193,869	197,747	201,702	205,736	209,850	214,047

B.2 Fire Pay Plans

	Fire															
	Grade	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Probationary FF/EMT	1	40,591														
Probationary FF/PM	1P	46,436														
FF/EMT1	2	42,621	43,473	44,342	45,229	46,134	47,057	47,998	48,958	49,937	50,936	51,954	52,993	54,053	55,134	56,237
FF/PM 1	2P	48,758	49,733	50,728	51,742	52,777	53,833	54,909	56,007	57,128	58,270	59,435	60,624	61,837	63,073	64,335
Driver/EMT	3	43,899	44,777	45,673	46,586	47,518	48,468	49,438	50,426	51,435	52,464	53,513	54,583	55,675	56,788	57,924
Driver/PM	3P	50,221	51,225	52,249	53,294	54,360	55,448	56,556	57,688	58,841	60,018	61,219	62,443	63,692	64,966	66,265
Sergeant	4	46,094	47,016	47,956	48,915	49,894	50,892	51,909	52,948	54,007	55,087	56,188	57,312	58,458	59,628	60,820
Sergeant	4P	52,732	53,786	54,862	55,959	57,078	58,220	59,384	60,572	61,783	63,019	64,279	65,565	66,876	68,214	69,578
Lieutenant	5	55,895	57,013	58,154	59,317	60,503	61,713	62,947	64,206	65,490	66,800	68,136	69,499	70,889	72,307	73,753
Captain	6	59,361	60,548	61,759	62,994	64,254	65,539	66,850	68,187	69,551	70,942	72,361	73,808	75,284	76,790	78,326
Assistant Chief	7	62,923	64,181	65,465	66,774	68,109	69,472	70,861	72,278	73,724	75,198	76,702	78,236	79,801	81,397	83,025
Deputy Chief	8	66,698	68,032	69,393	70,780	72,196	73,640	75,113	76,615	78,147	79,710	81,304	82,931	84,589	86,281	88,007
Chief	9	70,700	72,114	73,556	75,027	76,528	78,058	79,620	81,212	82,836	84,493	86,183	87,906	89,665	91,458	93,287

B.2 Fire Pay Plans

								Fire								
	Grade	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Probationary FF/EMT	1															
Probationary FF/PM	1P															
FF/EMT1	2	57,362	58,509	59,679	60,873	62,090	63,332	64,599	65,891	67,208	68,552	69,924	71,322	72,748	74,203	75,687
FF/PM 1	2P	65,622	66,934	68,273	69,638	71,031	72,452	73,901	75,379	76,886	78,424	79,992	81,592	83,224	84,889	86,586
Driver/EMT	3	59,082	60,264	61,469	62,699	63,953	65,232	66,536	67,867	69,225	70,609	72,021	73,462	74,931	76,430	77,958
Driver/PM	3P	67,590	68,942	70,321	71,727	73,162	74,625	76,118	77,640	79,193	80,777	82,392	84,040	85,721	87,435	89,184
Sergeant	4	62,037	63,277	64,543	65,834	67,150	68,493	69,863	71,261	72,686	74,140	75,622	77,135	78,677	80,251	81,856
Sergeant	4P	70,970	72,389	73,837	75,314	76,820	78,356	79,923	81,522	83,152	84,815	86,512	88,242	90,007	91,807	93,643
Lieutenant	5	75,228	76,732	78,267	79,832	81,429	83,058	84,719	86,413	88,142	89,904	91,702	93,536	95,407	97,315	99,262
Captain	6	79,892	81,490	83,120	84,782	86,478	88,207	89,971	91,771	93,606	95,478	97,388	99,336	101,322	103,349	105,416
Assistant Chief	7	84,686	86,379	88,107	89,869	91,666	93,500	95,370	97,277	99,223	101,207	103,231	105,296	107,402	109,550	111,741
Deputy Chief	8	89,767	91,562	93,393	95,261	97,166	99,110	101,092	103,114	105,176	107,280	109,425	111,614	113,846	116,123	118,445
Chief	9	95,153	97,056	98,997	100,977	102,996	105,056	107,157	109,301	111,487	113,716	115,991	118,310	120,677	123,090	125,552

B.3 Police Pay Plan

Gr	FY22 SPD Pay Scale	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
1	Police Officer Trainee	55,000												
2	Police Officer	55,000	55,000	55,000	55,000	55,000	56,150	57,413	58,705	60,026	61,376	62,757	64,169	65,613
3	Police Officer 1st Class (PFC)	55,033	56,268	57,534	58,829	60,153	61,506	62,890	64,304	65,752	67,231	68,744	70,290	71,872
4	Senior Police Officer (SPO)	56,622	57,925	59,259	60,592	61,956	63,350	64,775	66,232	67,723	69,246	70,804	72,398	74,027
5	Master Police Officer (MPO)	58,262	59,603	60,975	62,378	63,814	65,250	66,718	68,219	69,754	71,323	72,928	74,569	76,247
6	Corporal (Secondary Squad Supervisor)	65,520	67,028	68,536	70,078	71,655	73,267	74,915	76,601	78,324	80,087	81,890	83,731	85,616
7	Senior Corporal (Secondary Squad Supervisor)	67,486	69,039	70,592	72,180	73,805	75,464	77,163	78,900	80,674	82,490	84,346	86,243	88,185
8	Sergeant (Squad Supervisor)	69,510	71,111	73,845	75,507	77,205	78,942	80,719	82,535	84,392	86,291	88,233	90,218	92,248
9	Lieutenant (Squad Commander)	75,905	77,653	79,440	81,227	83,097	84,967	86,878	88,834	90,832	92,876	94,966	97,102	99,287
10	Captain (Division Commander)	84,256	86,240	88,224	90,255	92,333	94,411	96,535	98,707	100,928	103,199	105,520	107,895	110,322
11	Major (Division Commander)	91,883	94,046	96,210	98,426	100,640	102,905	105,220	107,587	110,008	112,483	115,015	117,602	120,248
12	Colonel (Assistant Chief of Police)	99,803	102,152	104,503	106,909	109,313	111,773	114,289	116,860	119,489	122,177	124,927	127,737	130,612
13	Chief of Police (Department Head)	105,918	108,300	110,850	113,403	115,954	118,563	121,231	123,959	126,748	129,600	132,516	135,497	138,546

B.3 Police Pay Plan

	FY22 SPD Pay							Step		Step	Step	Step	Step	
Gr	Scale	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	20	Step 21	22	23	24	25	
1	Police Officer Trainee													
2	Police Officer	67,089	68,598	70,143	71,720	73,335	74,984	76,671	78,396	80,160	81,964	83,808	85,694	
3	Police Officer 1st Class (PFC)	73,490	75,142	76,833	78,562	80,330	82,137	83,985	85,875	87,807	89,783	91,803	93,869	
4	Senior Police Officer (SPO)	75,692	77,395	79,137	80,917	82,738	84,600	86,503	88,450	90,439	92,474	94,555	96,682	
5	Master Police Officer (MPO)	77,963	79,716	81,510	83,344	85,220	87,136	89,097	91,102	93,152	95,248	97,391	99,582	
6	Corporal (Secondary Squad Supervisor)	87,542	89,512	91,525	93,585	95,690	97,843	100,045	102,296	104,598	106,951	109,358	111,818	
7	Senior Corporal (Secondary Squad Supervisor)	90,168	92,197	94,272	96,392	98,562	100,779	103,046	105,366	107,736	110,160	112,638	115,173	
8	Sergeant (Squad Supervisor)	94,323	96,445	98,616	100,834	103,104	105,423	107,795	110,220	112,701	115,236	117,829	120,480	
9	Lieutenant (Squad Commander)	101,521	103,806	106,140	108,529	110,971	113,467	116,020	118,631	121,300	124,030	126,820	129,674	
10	Captain (Division Commander)	112,805	115,343	117,938	120,592	123,306	126,079	128,916	131,817	134,783	137,816	140,916	144,087	
11	Major (Division Commander)	122,954	125,720	128,549	131,441	134,398	137,422	140,514	143,676	146,908	150,214	153,594	157,049	
12	Colonel (Assistant Chief of Police)	133,551	136,555	139,627	142,769	145,982	149,266	152,624	156,058	159,570	163,161	166,832	170,585	
13	Chief of Police (Department Head)	141,663	144,850	148,110	151,442	154,850	158,334	161,896	165,539	169,263	173,072	176,966		

C.1 Schedule of Current Insurance Coverage

POLICIES	POLICY#	DATE	COST	COVERAGE				
AVERY HALL								
Accident Policies	42SR344016	9/16/22-23	\$340	Auxiliary Police, PD, SPARC				
	40SR344024	1/22/23-24	\$432	Zoo Volunteers				
	42SR344022	11/13/22-23	\$340	Ladies Auxiliary				
	42SR344015	10/23/22-23	\$340	Fire Dept Cadets				
	42BSR102185	9/1/22-23	\$1,785	All Registered Volunteers of Policyholder				
Watercraft Policies	ZOH14R7729620ND	6/10/22-23	\$36,419.00	Hull and P&I for Fire Boat				
	ZOX14R7731520ND	6/10/22-23	\$7.09	Excess Liability				
Pollution	G46796287003	7/27/22-23	\$390.00	Marina Fuel Tank (+\$150 Company Fee)				
Fire Department Policies	VFNUTR000754601	3/27/22-23	\$6,562.00	Liability, Crime & Umbrella				
	CVT302270	5/1/22-23	\$8,241.72	Life Insurance for Vol Firefighters				
Workers Compensation	2108403	7/1/22-23	\$1,417,200.00	All City Employees				
Salisbury Zoo Commission	6608938H583	3/7/23-24	\$4,015.00	Liability, Crime & Property				
Friends of Poplar Hill Mansion	6608178H203	1/27/23-24	\$1,011.00	Commercial General Liability				
NFF Event - General Liability & Weather	V3336D220101	8/22/22-9/1/22	\$32,793.00	FY22 was the first time the City purchased the weather insurance; however, it netted a \$75,000.00 return				

C.1 Schedule of Current Insurance Coverage

LOCAL GOVERNMENT INSURANCE TRUST									
Scheduled Coverages	PLP-502500-2023/2024- 07	7/1/23-6/30/24	\$723,553.00	Covers structure & content, vehicles, mobile equipment, watercraft, cyber, unmanned aircraft (drone pilots), unmanned aircraft (drones, animal (K9), fine arts, brokered policies, etc.					
UNITED STATES INSURANCE SERVICES (brokered by LGIT)									
Pollution	NY22ESPOBN1ZWIC	7/1/22-7/1/25	\$54,017.00	Pollution Liability - Insured sites & offsite activities					
Crime	BDQ1849488	7/1/22- 7/1/25	\$10,455.00	Employee theft, forgery, alteration, computer & funds transfer fraud, coutnerfeit money, inside robbery, burglary					
Employee Bond - Keith Cordrey	105855463	10/1/23 - 9/30/23	\$158.00	Public official bond \$50K limit					
Employee Bond - Volha Butar	106836269	10/2/22-10/3/23	\$175.00	Public official bond \$50K limit					
Employee Bond - Sandy Green	106522383	5/10/22-5/10/23	\$175.00	Public official bond \$50K limit					

C.2 Summary of Retiree Health

Plan Type	Contract	Contract	Retiree Share	Retiree Share	City Maximum
rian type	Month	Year	Year	Monthly	Current
EPO					
Individual	611.17	7,334.04	3,667.02	305.59	3,700
Parent/Child	1,137.00	13,644.00	6,822.00	568.50	7,000
Employee/Spouse	1,602.54	19,230.48	9,615.24	801.27	9,700
Family	1,737.67	20,852.04	10,426.02	868.84	10,500
				-	
<u>PPO</u>				-	
Individual	720.67	8,648.04	4,324.02	360.34	4,400
Parent/Child	1,343.33	16,119.96	8,059.98	671.67	8,100
Employee/Spouse	1,893.66	22,723.92	11,361.96	946.83	11,400
Family	2,049.67	24,596.04	12,298.02	1,024.84	12,300
			-	-	
Medicare Supplement (65 & Older)					
Retiree 65	313.00	3,756.00	1,878.00	156.50	3,900
Retiree 65 w Spouse/65	626.00	7,512.00	3,756.00	313.00	7,800

Capital Improvement Plan

FY 2024-2028



Framing a future for Salisbury...



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City Government



John R. "Jack"

Heath

President

(District 3)



Muir Boda Vice President (District 2)



April
Jackson
Councilwoman
(District 1)



Angela Blake Councilwoman (District 5)



Michele Gregory Councilwoman (District 4)



Jacob R. Day Mayor



Julia Glanz City Administrator



Andy Kitzrow
Deputy City
Administrator





Mayor's Message



It is my utmost pleasure to present to you Salisbury's Capital Improvement Plan for the years 2024-2028. Year after year, we see city projects evolve from an idea, to a line in the CIP, to a real, tangible piece of Salisbury. We have proven that we are committed to Salisbury's evolution, a process that requires iteration, collaboration, and communication at every stage. This document and the projects within, one of our proudest examples of accessibility and transparency, is just one part of our efforts to make Salisbury a more just, beautiful, and rewarding place to live.

This Capital Improvement Plan is my last as Mayor of Salisbury. For the last nine years, these planning documents have been the map of our City's past, present and future, with projects guided and championed by an unbreakable team of experts. This document is greater than the sum of its parts–infrastructure improvements, equipment upgrades, or public safety measures –it is the complete picture of our City's values, priorities, and goals.

In my first-ever CIP Mayor's Message in 2015, I wrote, "We are in one of the best positions in our City's history to elevate our beauty, our economy and our pride." I can say, unequivocally, that we have done so.

We have elevated the beauty of our streets, parks, and Wicomico River. We have overhauled the ailing Riverwalk and installed a new pedestrian bridge, with another to come. We have completed all phases of the Salisbury Skatepark, enjoyed by countless skaters in our community as well as our region as a destination park. We began work on the first section of Salisbury's Rail Trail, which will include over five miles of trails for cycling, walking, and running through our City. We created beautiful new signage to help visitors and residents alike explore Salisbury in new ways.

We have elevated our economy through our completed Downtown Master Plan, which draws more business than we've seen in decades to small businesses and shops, Supported upgrades at the Zoo and Poplar Hill, -tourism/ economy

We have elevated our pride by bringing events like the National Folk Festival and Salisbury Marathon to our City, drawing hundreds of thousands of attendees and millions of dollars to our City. We have replaced old benches, street lights, and streetscaping to make for a City that all residents can be proud of.

In the name of public safety, infrastructure, community development, water production, and sustainability, we will do more. And in the name of our citizens and our community, we must do more.

It is our duty to look toward the future of Salisbury, to paint a clear and thoughtful picture of the landscape ahead. The progress does not and will not end with me. We have developed strong teams that are steadfast in their belief of this Capital Improvement Plan, and I have full confidence in my hometown and its leaders to ensure Salisbury remains in faithful alignment with all that we have made it our mission to accomplish.





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):

- 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

- 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

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

Programs	FY24	FY25	FY26	FY27	FY28	Total
General Government						
Procurement - Government Office Bldg.	178,500		10,000			188,500
Housing and Community Development	30,000	30,000				60,000
Information Services						
GIS		50,000	50,000			100,000
IT	130,000	130,000	180,000	130,000	120,000	690,000
Public Safety						
Police		1,920,463	1,990,000	1,635,000	1,645,000	7,190,463
Fire	3,903,000	1,080,100	2,747,200	325,350	3,640,000	11,695,650
Field Operations						
General Projects			100,000	750,000		850,000
Parks	401,771	125,000				526,771
Vehicles	1,385,000	625,000	240,000		200,000	2,450,000
Energy Upgrades				59,000	243,500	302,500
Equipment			100,000			100,000
Traffic Control						
Zoo	191,000	1,125,000	145,000	165,000	150,000	1,776,000
Poplar Hill Mansion	155,000	50,000	50,000	50,000	75,000	380,000
Amphitheater		175,000				175,000
Storm Water	25,000	25,000	25,000			75,000



Summary by Program

Programs	FY24	FY25	FY26	FY27	FY28	Total				
Infrastructure & Development										
General Projects	2,565,000	1,115,000	1,615,000	3,695,000	815,000	9,805,000				
Transportation	3,418,000	4,377,000	4,452,000	3,456,000	8,675,000	24,378,000				
Bridge Maintenance	425,000	3,500,000			3,000,000	6,925,000				
New Streets			700,000	410,000	3,030,000	4,140,000				
Stormwater	2,900,000	1,275,000	300,000	300,000	340,000	5,115,000				
General Capital Projects	\$15,707,271	\$15,602,563	\$12,704,200	\$10,975,350	\$21,933,500	\$76,922,884				
Parking Authority Fund	\$10,120,000				\$30,000,000	\$40,120,000				
Marina Fund	\$75,000	\$75,000				\$150,000				
Stormwater										
Water & Sewer Fund										
Water Production Mnt.	5,552,880	1,160,000	662,700	3,625,000	1,155,000	12,155,580				
Water Distribution Mnt.	550,000	400,000	2,175,000	850,000	850,000	4,825,000				
Wastewater Collection Mnt.	175,000	175,000	175,000	175,000	175,000	875,000				
Treat Wastewater	3,326,493	3,830,000	330,000		520,000	8,006,493				
DID Storm Water	100,000	100,000	135,000	135,000	100,000	570,00				
Water & Sewer Fund Total	9,704,373	5,665,000	3,477,700	4,785,00	2,800,000	26,432,073				
Grand Total	\$35,606,644	\$21,342,563	\$16,181,900	\$15,760,350	\$54,733,500	\$143,624,957				



Detail Project List by Funding Source

Project	FY24	FY25	FY26	FY27	FY28	Total
General Revenues						
Station #1 Parking Lot		55,000				55,000
Ballistic Vest			85,000			85,000
Marine Electronics Upgrades	25,000					25,000
Computer Rpl.	130,000	130,000	180,000	130,000	120,000	690,000
Housing Survey			50,000			50,000
Drone Program Exp.		50,000				50,000
City Park Master Plan Imp.	40,000					40,000
Urban Greenway Imp.			150,000			150,000
Wayfinding & Signage	40,000	25,000				65,000
North Prong Park Imp.	75,000	100,000				175,000
Lemmon Hill Standpipe Lights				90,000		90,000
Street Light Additions & Rpm.		65,000	105,000	65,000	65,000	300,000
River Place Riverwalk Rpm.		95,000				95,000
Tennis Complex on Beaverdam Dr.		75,000	275,000			350,000
Riverwalk Street Light Rmp.						
City Parks Masterplan		75,000.00				75,000
Comprehensive Plan	100,000	50,000				150,000
Street Reconstuction (Milling & Paving)	718,000	962,000	972,000	736,000	670,000	4,058,000
Surface Maintenance (Crack Sealing & Microsurfacing)	100,000	220,000	155,000	200,000	185,000	860,000
Concrete Program (Curb, Gutter and Sidewalk)	50,000	75,000	75,000	75,000	75,000	350,000
Georgia Ave. Utilities & Street				80,000		80,000
Vision Zero- Slow Zone Prg.						
Vision Zero- Crosswalk Prg.	25,000	25,000	25,000	25,000	25,000	125,000
Vision Zero- Pedestrian Signal Program	25,000	50,000	50,000	50,000	50,000	225,000
Naylor Mill Rd. Corridor Study				100,000		100,000
Mill St. Bridge Rehabilitation	60,000				600,000	660,000
Amphitheater Pedestrian Br.						
Schumaker Pond						
Woodcock Park Playground Eqp.						



Detail Project List by Funding Source

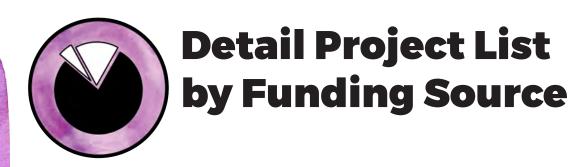
Project	FY24	FY25	FY26	FY27	FY28	Total
General Revenues						
Doverdale Park Playground Eqp.						
City Park Bandstand Bathrooms						
City Park Pedestrian Bridge Rpr.						
Rpl. of Park Assets						
New Holiday Tree			100,000			100,000
Retroreflectometer for Line Striping						
Low Boy Trailer			100,000			100,000
Rpm. of Signs and Pavement Markings						
Energy Upgrades Fire St. 1						
Energy Upgrades Fire St. 2						
Energy Upgrades Fire St. 16				59,000	145,000	204,000
Energy Upgrades Zoo					98,500	98,500
Energy Upgrades Service Ctr.						
Electrical Transformers						
Eagle Exhibit Expansion		50,000				50,000
Animal Service Building						
Lynx Exhibit - Phase II						
North American Ducks						
Sloth Expansion				65,000		65,000
Monkey Building Repairs				85,000		85,000
Pool Upgrades					80,000	80,000
Upgrade Alligator Exhibit					60,000	60,000
Pathway Paving		25,000	25,000	15,000	10,000	75,000
Grounds Beautification					75,000	75,000
Front Brick Retaining Wall & Brick Patio			50,000			50,000



Project	FY24	FY25	FY26	FY27	FY28	Total
General Revenues						
Exterior: Siding Repair and Painting Phase II	55,000					55,000
Shutter Installation		50,000				50,000
Attic HVAC				50,000		50,000
Amphitheater Upgrades		75,000				75,000
Amphitheater Sails		100,000				100,000
Asphalt Parking Lot & Burton St.				250,000		250,000
Fencing SPD Overflow Parking Lot				150,000		150,000
SPD Garage 2nd Floor Add.			275,000			275,000
Pole Building			200,000			200,000
Supervisors Office Upgrade/ Refurbishment		200,000				200,000
Squad Room/Processing Room/Detention Area		200,000				200,000
First Floor Hallways/Hallway Office					150,000	150,000
Records Office					300,000	300,000
Armored Rescue Vehicle						
Radios		40,000	40,000	40,000		120,000
Rpm. of Headquarter Roofing & Guttering			80,000			80,000
Salisbury Police Range Roof- ing			100,000			100,000
Salisbury Police Range Stairwells			100,000.00			100,000
Property Room Management System		185,463				185,463
Security Camera Installation						



Project	FY24	FY25	FY26	FY27	FY28	Total			
Stormwater Fund PayGO									
Impervious Surface Reduction	200,000	200,000	200,000	200,000	200,000	1,000,000			
Beaglin Park Dam Imp.	75,000				40,000	115,000			
Schumaker Pond	25,000	25,000	25,000			75,000			
Impervious Surface Reduction									
Waste Shark									
Johnson Pond Dam Imp.									
Impervious Surface Reduction									
Stream Restoration along Beaverdam Creek									
Schumaker Pond									
Storm Drain Main Lining									
Grant									
Woodcock Park Playground Equipment	165,201					165,201			
Doverdale Park Playground Equipment	236,570					236,570			
Exterior: Siding Repair and Painting Phase II	100,000					100,000			
City Park Bandstand Bath- rooms		75,000				75,000			
City Park Pedestrian Bridge Rpr.		50,000				50,000			
City Park Master Plan Imp.	100,000					100,000			
Tennis Complex on Beaverdam Dr.			275,000			275,000			
North Prong Park Imp.	200,000	100,000	200,000	200,000	200,000	900,000			
Impervious Surface Reduction	100,000	100,000	100,000	100,000	100,000	500,000			
Street Reconstuction (Milling & 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			



Project	FY24	FY25	FY26	FY27	FY28	Total
Grant						
Eastern Shore Dr. Promenade				1,000,000		1,000,000
Naylor Mill Road Bridge Rpl.		2,800,000				2,800,000
Mill Street Bridge Rehab.	240,000				2,400,000	2,640,000
Stream Restoration along Beaverdam Creek	300,000	300,000				600,000
Eagle Exhibit Expansion	41,000					41,000
Naylor Mill Road Bridge Rpl.		2,800,000				2,800,000
Mill Street Bridge Rehab.	240,000				2,400,000	2,640,000.00
Stream Restoration along Beaverdam Creek	300,000	300,000				600,000
Eagle Exhibit Expansion	41,000					41,000
Bonded Debt						
Bear and Otter Exhibit		1,000,000				1,000,000
Riverwalk Street Light Rpl.	510,000					510,000
GOB Wellness Room			10,000			10,000
GOB Ceiling and Lighting Rpl.	178,500					178,500
Animal Service Building	150,000					150,000
Fire Station - North Side		400,000			3,500,000	3,900,000
Apparatus Rep Rescue 16	1,600,000					1,600,000
Radio Paging System Rep.		137,500				137,500
Security Camera Installation		100,000				100,000
Amphitheater Pedestrian Br.	125,000					125,000
City Park Master Plan Imp.		310,000	260,000	90,000		660,000
Bicycle Master Plan Imp.	330,000	400,000	500,000	500,000	500,000	2,230,000
Urban Greenway Imp.	1,000,000			500,000		1,500,000
North Prong Park Imp.			350,000	550,000	550,000	1,450,000
Beaverdam Creek Bulkhead Rpl.		220,000		2,200,000		2,420,000
Northwood and Brewington Branch Culvert	500,000					\$500,000



Project	FY24	FY25	FY26	FY27	FY28	Total
Bonded Debt						
Rail Trail Master Plan Implementation	1,300,000	200,000	1,100,000	200,000	1,100,000	3,900,000
Downtown Street Scaping		775,000	905,000			1,680,000
Vision Zero - ADA Upgrades	125,000	125,000	125,000	125,000	125,000	625,000
Eastern Shore Dr. Promenade				400,000	5,400,000	5,800,000
North Mill St. Reconstruction	200,000	1,500,000				1,700,000
Naylor Mill Road Bridge Rpl.		700,000				700,000
Georgia Ave. Utilities & Street					600,000	600,000
Field Operations Facility Plan - Phase 4						
Field Operations Facility Plan - Phase 5						
Field Operations Facility Plan - Phase 6				750,000		750,000
Johnson Pond Dam Imp.	1,550,000					1,550,000
Impervious Surface Reduction						
Beaglin Park Dam Imp.						
Stream Restoration along Beaverdam Creek	675,000	675,000				1,350,000
Contributions						
Lynx Exhibit - Phase II			50,000			50,000
North American Ducks			70,000			70,000
Electrical Transformers		50,000				50,000
Jasmine Dr.			700,000			700,000
Jasmine Dr. to Rt. 13 Connector Rd.				110,000	730,000	840,000
Culver Rd.				220,000	1,700,000	1,920,000



Project	FY24	FY25	FY26	FY27	FY28	Total
Lease Purchase						
Code Enforcement Vehicle Rpl.		30,000				30,000
Community Relations Vehicle Rpl.	30,000					30,000
Apparatus Replacement - Staff Vehicle	85,000		85,000			170,000
Apparatus Replacement - Engine	2,020,000					2,020,000
Portable Radio Replacement	173,000	207,600	249,200	215,350		845,150
Apparatus Replacement				110,000		110,000
Incident Command Vehicle		110,000				110,000
Swift Mobile Clinic		170,000				170,000
Apparatus Replacement - EMS Units			2,328,000			2,328,000
Fire Marshal Vehicles Rpl.					140,000	140,000
Streets and Sanitation Grapple Truck	250,000					250,000
Sanitation Side Loader	1,050,000	350,000				1,400,000
F250		200,000			200,000	400,000
Ford F350 1-Ton Dump Truck - 2 Door	85,000					85,000
3-Ton Dump Truck			240,000			240,000
Semi-tractor		75,000				75,000
Street Sweeper						
Patrol Vehicle		1,125,000	1,125,000	1,125,000	1,125,000	4,500,000
CID Vehicles		70,000	70,000	70,000	70,000	280,000
General Fund & Capital Projects	\$15,707,271	\$15,602,563	\$12,704,200	\$10,975,350	\$21,933,500	\$76,922,884



Recap:						
General Fund Revenue	1,443,000	2,977,463	3,192,000	2,265,000	2,708,500	12,000,500
Storm Water PayGO	300,000	225,000	225,000	200,000	240,000	1,190,000.00
Grants	2,027,771	3,470,000	1,120,000	1,345,000	3,245,000	11,207,771
Bond	8,243,500	6,542,500	3,250,000	5,315,000	11,775,000	35,126,000
Contributions, Inkind		50,000	820,000	330,000	2,430,000	3,630,000
Lease	3,693,000	2,337,600	4,097,200	1,520,350	1,535,000	13,183,150

Project	FY24	FY25	FY26	FY27	FY28	Total
Marina Fund						
General Fund Revenue						
Bulkhead Repairs	75,000	75,000				150,000
Lease/Purchase						
Bonded Debt						
Marina Fund Projects	\$75,000	\$75,000				\$150,000



Project	FY24	FY25	FY26	FY27	FY28	Total
Parking Authority Fund						
General Fund Revenue						
Parking Software						
Lease/Purchase						
Parking Garage Security Cameras						
Bonded Debt						
Circle Ave. Parking Garage Structural Repairs						
Circle Ave. Parking Garage Replacement					30,000,000	30,000,000
Parking Garage Lot 10	10,000,000					10,000,000
Parking Infrastructure & Software	120,000					120,000
Parking Authority Fund Projects	\$10,120,000				\$30,000,000	\$40,120,000
Water Sewer Fund						
Enterprise Fund Revenue						
Impervious Surface Reduction	100,000	100,000	100,000	100,000	100,000	500,000
Stream Restoration along Beaverdam Creek				35,000	35,000	70,000
Restore Park Well Field	175,000	175,000	175,000	175,000	175,000	875,000
Restore Paleo Well Field	217,000				230,000	447,000
Tank and Reservoir Mixing System		95,000				95,000
West Side Water Tower		300,000				300,000
Park Reseroir Discharge Pipe Replacement			40,000	320,000		360,000
Perdue Booster Station			50,000	300,000		350,000
Nitrate Monitoring & Study			117,700			117,700
Paleo Equalization Basin Liner	120,000					120,000



Project	FY24	FY25	FY26	FY27	FY28	Total
Water Sewer Fund						
Enterprise Fund Revenue						
Decommision Edgemore Water Tower		110,000				110,000
Elevated Water Tank Maintenance	115,000					115,000
Paleo WTP Caustic Tank Replacement						250,000
Paleo WTP Motor Drive Upgrade					350,000	350,000
Paleo Water Meters					150,000	150,000
WWTP Outfall Inspection & Repairs						
Dump Truck		220,000				220,000
Pump Station Improvements	110,000	110,000	110,000			330,000
Internal Recycle Pump Repl.			220,000		220,000	440,000
Structural Study		200,000				200,000
UV Bulbs for WWTP Disinfection	75,000				150,000	225,000
Filter	150,000				150,000	300,000
Boom Lift Replacement	106,000					106,000
Energy Upgrades WWTP						
Energy Upgrades Paleo						
Energy Upgrades Park						
Energy Upgrades Utilities						
Replace Distribution Piping & Valves	100,000	100,000	100,000	100,000	100,000	500,000
Automated Metering Infrastructure	300,000	300,000	575,000	750,000	750000	2,675,000
Sanitary Sewer Lining	75,000	75,000	75,000	75,000	75000	375,000



Project	FY24	FY25	FY26	FY27	FY28	Total
Water Sewer Fund						
Grant						
West Side Water Tower				3,150,000		3,150,000
Revolving						
WWTP Electric Upgrades	1,060,493					1,060,493
Lease/Purchase						
F350 Utility Body Truck	80,000					80,000
Bonded Debt						
Park Well Field Raw Water Main & Valve Rplc	1,100,000	550,000				1,650,000
Glen Avenue Lift Station	750,000					750,000
WWTP Outfall Inspection & Repairs	500,000					500,000
Southside Pump Station Force Main	495,000	3,300,000				3,795,000
Filter Replacement Project	3,465,880					
Field Operations Master Plan Phase IV	150,000		1,500,000			
Water Sewer Fund Total	\$9,704,373	\$5,665,000	\$3,477,700	\$4,785,000	\$2,800,000	\$26,432,073
Water Sewer Fund Recap						
Enterprise Revenue	2,103,000	1,815,000	1,977,700	1,635,000	2,800,000	10,330,700
Grant				3,150,000		3,150,000
Lease Purchase	80,000					80,000
Bond	6,460,880	3,850,000	1,500,000			11,810,880
Revolving/Capacity	1,060,493					1,060,493



Government Office Building

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond	178,500		10,000			188,500
Lease						
Contribution						
Total Revenue	\$178,500		\$10,000			\$188,500
Engineering			2,500			2,500
Construction	178,500		7,500			186,000
Vehicle/ Equip						
Total Expense	\$178,500		\$10,000			\$188,500





Government Office Building



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.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond			10,000			10,000
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



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.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond	178,500					178,500
Lease						
Contribution						
Total Revenue	\$178,500					\$178,500
Engineering						
Construction	178,500					178,500
Vehicle/ Equip.						
Other						
Total Expense	\$178,500					\$178,500



Information Services



IS-IT-24-01 Computer Replacement

This project would replace all computers as they reach the 6 year mark. The existing computer replacement program has been cut over the previous several years, resulting in many computers still in service between 6-10 years of age, and many running outdated and insecure versions of Windows. This would allow the IS Department to handle the entire project out of our budget instead of requesting departments budget a certain amount each fiscal year and hoping they do, and that the amount was funded. It also allows IT to manage all inventory in-house, allowing a tighter control over hardware and allowing savings from being able to deploy computers not being used to another department or location where they are needed without having to order a new computer due to what department owns the hardware. This is especially true for frozen slots.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	130,000	130,000	180,000	130,000	120,000	690,000
Water & Sewer						
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$130,000	\$130,000	\$180,000	\$130,000	\$120,000	\$690,000
Engineering						
Construction						
Vehicle/ Equip.	130,000	130,000	180,000	130,000	120,000	690,000
Other						
Total Expense	\$130,000.00	\$130,000	\$180,000	\$130,000	\$120,000	\$690,000



Information ServicesGIS



IS-GIS-24-01 Housing Survey

The housing quality survey would by conducted by ESRGC during the summer/fall of 2023. This survey would enable the City to identify blighted and at risk properties and the data could then be compared to the previous housing study. This would allow the City to measure blight/at risk areas of growth or decline.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General			50,000			50,000
Water & Sewer						
Grant						
Bond						
Lease						
Contribution						
Total Revenue			\$50,000			\$50,000
Engineering						
Construction						
Vehicle/ Equip.						
Other			50,000			50,000
Total Expense			\$50,000			\$50,000



IS-GIS-24-02 Drone Program Expansion

We will use the funds to purchase an enterprise drone with surveying and mapping capabilities. This platform will allow us to integrate additional payloads i.e. thermal, night vision, LIDAR, etc. This project will also provide funding for the training and licensing of five (5) additional drone operators within the City.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		50,000				50,000
Water & Sewer						
Grant						
Bond						
Lease						
Contribution						
Total Revenue		\$50,000				\$50,000
Engineering						
Construction						
Vehicle/ Equip.						
Other		50,000				50,000
Total Expense		\$50,000				\$50,000



Housing & Community Development



HCDD-VE-21-02 Code Enforcement Vehicle Replacement

Due to the age of the vehicles paired with relatively high milage and consistent repair work needed the Code Enforcement Division continues to be negatively impacted by decreased efficency in completing tasks in the field. HCDD-14 is a 2008 Ford Ranger with 67,656 miles, we are requesting replacement in FY25 estimated at a cost of \$30,000 with rising cost.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease		30,000				30,000
Contribution						
Total Revenue		\$30,000				\$30,000
Engineering						
Construction						
Vehicle/ Equip.		30,000				30,000
Other						
Total Expense		\$30,000				\$30,000



HCDD-VE-23-01 Community Relations Vehicle Replacement

The Community Relations Division currently has one aging and high milage Ford Ranger requiring immediate replacement. With the addition of a second community center and direct program involvement, we are requesting replacement in FY24 estimated at a cost of \$30,000 with rising cost.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease	30,000					30,000
Contribution						
Total Revenue	\$30,000					\$30,000
Engineering						
Construction						
Vehicle/ Equip.	30,000					30,000
Other						
Total Expense	\$30,000					\$30,000



	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		625,463	795,000	440,000	450,000	2,310,463
Grant						
Bond		100,000				100,000
Lease		1,195,000	\$1,195,000	\$1,195,000	\$1,195,000	4,780,000
Contribution						
Total Revenue		\$1,920,463	\$1,990,000	\$1,635,000	\$1,645,000	\$7,190,463
Engineering						
Construction		400,000	755,000	400,000	450,000	2,005,000
Vehicle/ Equipment		1,335,000	1,235,000	1,235,000	1,195,000	5,000,000
Other		185,463				185,463
Total Expense		\$1,920,463	\$1,990,000	\$1,635,000	\$1,645,000	\$7,190,463







PD-20-01 Patrol Vehicles

SPD has 42 marked patrol vehicles assigned to our Operations Division. 33/42 are take home vehicles. We are requesting 15 SUVs including emergency lights, sirens, computers, computer stands, arbitrator in-car camera, security petetion, etc in FY 25 and 15 thereafter. The cost for each SUV including equipment is approximately \$75,000.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease		1,125,000	1,125,000	1,125,000	1,125,000	4,500,000
Contribution						
Total Revenue		\$1,125,000	\$1,125,000	\$1,125,000	\$1,125,000	\$4,500,000
Engineering						
Construction						
Vehicle/ Equip.		1,125,000	1,125,000	1,125,000	1,125,000	4,500,000
Other						
Total Expense		\$1,125,000	\$1,125,000	\$1,125,000	\$1,125,000	\$4,500,000



PD-20-02 CID Vehicle

SPD is requesting 2 smaller SUVs to continue to replace an aging Criminal Investigation Division fleet. Each SUV with equipment is approixmately \$35,000. Equipment includes emergency lights, sirens, etc.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease		70,000	70,000	70,000	70,000	280,000
Contribution						
Total Revenue		\$70,000	\$70,000	\$70,000	\$70,000	\$280,000
Engineering						
Construction						
Vehicle/ Equip.		70,000	70,000	70,000	70,000	280,000
Other						
Total Expense		\$70,000	\$70,000	\$70,000	\$70,000	\$280,000





PD-20-05 Asphalt Parking Lot and Burton Street

Refurbish & install 8,500 sf. 1 1/2 in. 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 adjacant to Delaware Ave & Burton St. Stripe lot and install a total of 370 tons of asphalt & mitigate groundwater drain-off.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General				250,000		250,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue				\$250,000		\$250,000
Engineering						
Construction				250,000		250,000
Vehicle/ Equip.						
Other						
Total Expense				\$250,000		\$250,000



PD-21-01 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.

	FY 24	FY 25	FY 26	FY 27	FY 28	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





PD-24-01 SPD Garage - 2nd floor Addition

There is need for additional storage space. SPD requests to add a usable storage space above the existing garage bays at the rear of SPD. The space will be approximately 1200 sq ft. SPD would use this space for equipment and supplies. Our current property is at capacity and the quartermaster nearing capacity.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General			275,000			275,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue			\$275,000			\$275,000
Engineering						
Construction			275,000			275,000
Vehicle/ Equip.						
Other						
Total Expense			\$275,000			\$275,000



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 \$200,000.

	FY 24	FY 25	FY 26	FY 27	FY 28	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





PD-23-02 Supervisor's Office Upgrade/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 sqaud's arrest paperwork, reports, ACRS, etc. The approx. cost for this project is \$200,000.

	FY 24	FY 25	FY 26	FY 27	FY 28	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



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

The office furniture within the offices is extemly worn out and some of the cabinets have dents, the locking mechanisms are broken, 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.

	FY 24	FY 25	FY 26	FY 27	FY 28	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





PD-23-04 First Floor Hallways/Hallway Office

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 to be repainted. The tile floor is worn and in some areas is missing tiles. The office needs new work station, cabinets and the walls need to be repainted.

	FY 24	FY 25	FY 26	FY 27	FY 28	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



PD-23-05 Records Office Refurbishment

The Salisbury Police Department was constructed in 1996 and is in constant need of upgraded management system and reburishment. 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 \$300,000.

	FY 24	FY 25	FY 26	FY 27	FY 28	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





PD-24-02 Radios

SPD is in need of 15 portable radios to have enough to completely outfit all vacant sworn officer positions. They are also equipped with a duress button capability for officer safety as well as GPS capability. The cost of each portable radio is approximately \$8,000 for a total of \$120,000.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		40,000	40,000	40,000		120,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue		\$40,000	\$40,000	\$40,000		\$120,000
Engineering						
Construction						
Vehicle/ Equip.		40,000	40,000	40,000		120,000
Other						
Total Expense		\$40,000	\$40,000	\$40,000		\$120,000



PD-24-03 Replacement of Headquarters Roofing & Guttering

SPD Headquarters is in need of the lower pitch roofs to be replaced and the proper roofing material on these roofs due to the leaks. The cost of this replacment is approximately \$80,000.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General			80,000			80,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue			\$80,000			\$80,000
Engineering						
Construction			80,000			80,000
Vehicle/ Equip.						
Other						
Total Expense			\$80,000			\$80,000





PD-24-04 Salisbury Police Range Roofing

The SPD range is in need of having the roof replaced on all buildings. Shingles are missing and the roof is starting to have small leaks. The approximate cost is \$100,000.

	FY 24	FY 25	FY 26	FY 27	FY 28	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-24-05 Salisbury Police Range Stairwells

The SPD range is in need of repalcing the 4 stairwells to the second and third floor. The current stairwells have started to rot and are very slippery. The cost is approximately \$100,000.

	FY 24	FY 25	FY 26	FY 27	FY 28	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-24-06 Property Room Management System

The SPD property room is in need of an updated storage area to keep up with the storage of items. The total cost for this system is \$185,463. The Drug and Gun section can be broken out seperately at \$50,000. The Gun & Drug section is reaching full capacity.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		185,463				185,463
Grant						
Bond						
Lease						
Contribution						
Total Revenue		\$185,463				\$185,463
Engineering						
Construction						
Vehicle/ Equip.						
Other		185,463				185,463
Total Expense		\$185,463				\$185,463



PD-24-07 Securty Camera Installation

Security camera installation, up-fitment, and refurbishment is needed at several city sites. New cameras are needed in the parking garage, Circle Ave. and S. Division St., Unity Square location. Cameras that need refurbishment are Fairground Dr., Delaware Ave., W.Main St., Waverly Dr., Railroad Ave. and Elizabeth St.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond		100,000				100,000
Lease						
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

	FY 24	FY 25	FY26	FY27	FY28	Total
General	25,000	55,000	85,000			165,000
Grant						
Bond	1,600,000	537,500			3,500,000	5,637,500
Lease	2,278,000	487,600	2,662,200	325,350	140,000	5,893,150
Contribution						
Total Revenue	\$3,903,000	\$1,080,100	\$2,747,200	\$325,350	\$3,640,000	\$11,695,650
Engineering		400,000				400,000
Construction		55,000			3,500,000	3,555,000
Vehicle/ Equip	3,903,000	625,100	2,662,200	325,350	140,000	7,655,650
Other			85,000			85,000
Total Expense	\$3,903,000	\$1,080,100	\$2,747,200	\$325,350	\$3,640,000	\$11,695,650





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. This funding will cover the design and engineering phase of the project. Construction proposed in FY2028.

	FY 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond		400,000			3,500,000	3,900,000
Lease						
Contribution						
Total Revenue		\$400,000			\$3,500,000	\$3,900,000
Engineering		400,000				400,000
Construction					3,500,000	3,500,000
Vehicle/ Equip.						
Other						
Total Expense		\$400,000			\$3,500,000	\$3,900,000



FD-13-01 Apparatus Replacement-Rescue 16

A systematic vehicle replacement program has been developed based on historical data including mileage and condition, repair expenses, and available value after service life has found that the current condition of this unit is listed as "Poor" and it is becoming increasingly difficult to make repairs due to lack of available parts.

	FY 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond	1,600,000					1,600,000
Lease						
Contribution						
Total Revenue	\$1,600,000					\$1,600,000
Engineering						
Construction						
Vehicle/ Equip.	1,600,000					1,600,000
Other						
Total Expense	\$1,600,000					\$1,600,000



Salisbury Fire Department



FD-19-03 Apparatus Replacement - Deputy Chief Vehicles

This project is to replace two (2) staff vehicles. The vehicles included in this project are a 2007 Ford Crown Victoria and a 2009 Ford Crown Victoria. These vehicles have received a "Poor" rating in the overall scoring criteria.

	FY 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond						
Lease	85,000		85,000			170,000
Contribution						
Total Revenue	\$85,000		\$85,000			\$170,000
Engineering						
Construction						
Vehicle/ Equip.	\$85,000.		\$85,000.			\$170,000.00
Other						
Total Expense	\$85,000.00		\$85,000.00			\$170,000.00



FD-20-03 Radio Paging System Replacement

This project is to replace an outdated analog paging system used to activate fire dept tones/pagers. Wicomico County has recently switched to a digital radio system and the dept's analog system is unable to work properly. This project would include the necessary equipment, implementation, civil work, project management and engineering cost.

	FY 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond		137,500				137,500
Lease						
Contribution						
Total Revenue		\$137,500				\$137,500
Engineering						
Construction						
Vehicle/ Equip.		137,500				137,500
Other						
Total Expense		\$137,500				\$137,500





FD-22-01 Apparatus Replacement - Engines (2)

This project is to replace two (2) 2009 fire engines. The annual FD apparatus evaluation has found that the current condition of these engines is "Fair". However, these units are approaching five years over their ten year replacement schedule. In addition, their maintanance costs are continuing to rise, and their value continuing to fall.

	FY 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond						
Lease	2,020,000					2,020,000
Contribution						
Total Revenue	\$2,020,000					\$2,020,000
Engineering						
Construction						
Vehicle/ Equip.	2,020,000					2,020,000
Other						
Total Expense	\$2,020,000					\$2,020,000



FD-23-01 Portable Radio Replacement

Currently, the Department's portable radios are 10 years old and are certified intrinsically safe for operating in an IDLH atmosphere. 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 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond						
Lease	173,000	207,600	249,200	215,350		845,150
Contribution						
Total Revenue	\$173,000	\$207,600	\$249,200	\$215,350		\$845,150
Engineering						
Construction						
Vehicle/ Equip.	173,000	207,600	249,200	215,350		845,150
Other						
Total Expense	\$173,000	\$207,600	\$249,200	\$215,350		\$845,150





FD-23-03 Station #1 Parking Lot

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 24	FY 25	FY26	FY27	FY28	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



FD-23-04 Ballistic Vest

NFPA 1500 and NFPA 3000 requires fire departments to provide appropriately sized body armor to personnel who respond and are exposed to risks during civil unrest, active shooter incidents, or similar events. Body armor provided shall be at a minimum a Level IIIA ballistic vest as defined by the National Institute of Justice (NIJ) Standard 0101.06, Ballistic Resistance of Body Armor.

	FY 24	FY 25	FY26	FY27	FY28	Total
General			85,000.00			85,000.00
Grant						
Bond						
Lease						
Contribution						
Total Revenue			\$85,000			\$85,000
Engineering						
Construction						
Vehicle/ Equip.						
Other			85,000			85,000
Total Expense			\$85,000			\$85,000





FD-24-01 Marine Electronics-Upgrades

Current electronics do not have a depth finder, with navigation and operator screens not working independantly of each other. They are incompatible with viewing towable side scan sonar, and it does not allow a simultaneous view of FLIR (Forward Looking Infra-Red) for both boat operator and navigator in poor visibilty.

	FY 24	FY 25	FY26	FY27	FY28	Total
General	25,000					25,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$25,000					\$25,000
Engineering						
Construction						
Vehicle/ Equip.	25,000					25,000
Other						
Total Expense	\$25,000					\$25,000



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 annual FD apparatus evaluation has found that the current condition of this vehicle is listed as "Fair" condition.

	FY 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond						
Lease				110,000		110,000
Contribution						
Total Revenue				\$110,000		\$110,000
Engineering						
Construction						
Vehicle/ Equip.				110,000		110,000
Other						
Total Expense				\$110,000		\$110,000





FD-25-02 Incident Command Vehicle

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 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond						
Lease		110,000				110,000
Contribution						
Total Revenue		\$110,000				\$110,000
Engineering						
Construction						
Vehicle/ Equip.		110,000				110,000
Other						
Total Expense		\$110,000				\$110,000



FD-25-03 SWIFT Mobile Clinic

MIH's (Mobile Intergrated Health) focus is on bringing the medicine to the patient and addressing their needs on the scene rather than transporting to a medical facility. This project would allow the Salisbury Fire Department to specifically address the MIH needs with a literal mobile doctor's office, complete with supplies and appropriate equipment.

	FY 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond						
Lease		170,000				\$170,000
Contribution						
Total Revenue		\$170,000				\$170,000
Engineering						
Construction						
Vehicle/ Equip.		170,000				170,000
Other						
Total Expense		\$170,000				\$170,000





FD-26-01 Apparatus Replacement - EMS Units

This project is to purchase (4) 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.

	FY 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond						
Lease			2,328,000			2,328,000
Contribution						
Total Revenue			\$2,328,000			\$2,328,000
Engineering						
Construction						
Vehicle/ Equip.			2,328,000			\$2,328,000
Other						
Total Expense			\$2,328,000			\$2,328,000



Fire Marshal Vehicles Replacement (2)

This project is for the replacement of the two (2) 2008 Ford F-250 pick-up trucks that are used by the Fire Marshal's office. These vehicles are used by the FM's office for construction site tests and inspections, investigations, and responses after normal business hours. The FD apparatus evaluation found the current condition of one vehicle to be "Fair" and one is "Good".

	FY 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond						
Lease					140,000	140,000
Contribution						
Total Revenue						\$140,000
Engineering						
Construction						
Vehicle/ Equip.					140,000	140,000
Other						
Total Expense						\$140,000



General Projects

	FY 24	FY 25	FY26	FY27	FY28	Total
General			100,000			100,000
Grant						
Bond				750,000		750,000
Lease						
Contribution						
Total Revenue			\$100,000	\$750,000		\$850,000
Engineering						
Construction				750,000		750,000
Vehicle/ Equipment			100,000			100,000
Other						
Total Expense			\$100,000	\$750,000		\$850,000





General Projects



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

Construct new sanitation & streets division building, complete and furnish Phases I-III, and repair existing facilities.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease						
Contribution						
Total Revenue						
Engineering						
Construction						
Vehicle/ Equip.						
Other						
Total Expense						



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

Construct new salt barn Phase VI includes the design and construction of a new salt shed. This may include a new brine dispensing area of 2500sf.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond				750,000		750,000
Lease						
Contribution						
Total Revenue				\$750,000		\$750,000
Engineering						
Construction				750,000		750,000
Vehicle/ Equip.						
Other						
Total Expense				750,000		750,000



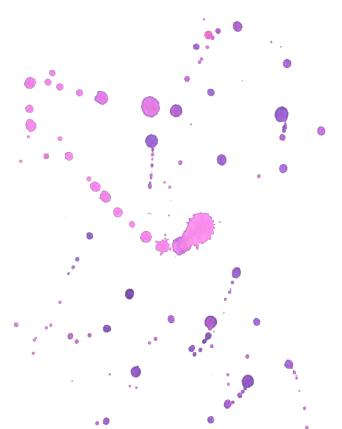
General Projects



FO-GP-23-02 New Holiday Tree

When the current tree was purchased from the Town of Ocean City, it was already reaching its end of useful life. Following disassembly in Jan 2020, it was discovered that the tree would likely need repair or replacement in the future. Since we anticipate the total restoration cost to be significant, a full replacement is recommended. Costs range from \$33,000 (30' tree) to \$100,000 (50' tree).

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General			100,000			100,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue			\$100,000			\$100,000
Engineering						
Construction						
Vehicle/ Equip.			100,000			100,000
Other						
Total Expense			\$100,000			\$100,000





	FY 24	FY 25	FY26	FY27	FY28	Total
Grant	401,771	125,000				526,771
Bond						
Lease						
Contribution						
Total Revenue	\$401,771	\$125,000				\$526,771
Engineering						
Construction	401,771	125,000				526,771
Vehicle/ Equipment						
Other						
Total Expense	\$401,771	\$125,000				\$526,771





Parks



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

Playground equipment around the City has been identified as nearing it's end of life. This equipment is 25+ years old and will need to be replaced and modernized to meet current safety standards. Equipment will be upgraded in modules (sections).

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant	165,201					165,201
Bond						
Lease						
Contribution						
Total Revenue	\$165,201					\$165,201
Engineering						
Construction	165,201					165,201
Vehicle/ Equip.						
Other						
Total Expense	\$165,201					\$165,201



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

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.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant	236,570					236,570
Bond						
Lease						
Contribution						
Total Revenue	\$236,570					\$236,570
Engineering						
Construction	236,570					236,570
Vehicle/ Equip.						
Other						
Total Expense	\$236,570					\$236,570



Field Operations Parks



FO-Parks-24-01 City Park Bandstand Bathrooms

Demo the existing 2 restrooms within the bandstand then romel with 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. Previous project number FO-GP-22-05.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant		75,000				75,000
Bond						
Lease						
Contribution						
Total Revenue		\$75,000				\$75,000
Engineering						
Construction		75,000				75,000
Vehicle/ Equip.						
Other						
Total Expense		\$75,000				\$75,000



ID-Parks-24-02 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. Previous project number ID-BM-23-04.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease						
Contribution						
Total Revenue						
Engineering						
Construction						
Vehicle/ Equip.						
Other						
Total Expense						



Parks



FO-Parks-24-03 City Park Pedestrian Bridge Repair

Initially scoped and bid with the bandstand painting and rehabilitation project, but due to insufficient funding in CFES endowment project was delayed. Project includes: Power Washing, Sanding, scraping, patching, caulking, Replacing top rail, angle approaches, 2 x 4 supports, Replace full width 6" x 6" posts, Replace deteriorated wood spaces, and Paint and Prime.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant		50,000				50,000
Bond						
Lease						
Contribution						
Total Revenue		\$50,000				\$50,000
Engineering						
Construction		50,000				50,000
Vehicle/ Equip.						
Other						
Total Expense		\$50,000				\$50,000



FO-Parks-24-04 Replacement of Park Assets

In FY 22 a broken swing bay was discovered at Boundless and in FY 23 a swing set was destroyed in Waterside Park during a storm and a Lake Street slide was identified as needing to be replaced as well. Swing sets alone can run over \$15K, climbing wall \$6K, Chairs \$300-\$600 for equipment only. Quote for Boundless \$15K (FY 21), Waterside 9K (FY 23) and Lake Street 7K (FY 23).

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease						
Contribution						
Total Revenue						
Engineering						
Construction						
Vehicle/ Equip.						
Other						
Total Expense						



New Vehicles



FO-VE-24-01 Streets and Sanitation Grapple Truck

A grapple truck is a specially designed vehicle that features a retractable and often articulated arm with a grappling hook or jaw at one end for use in construction and sanitation purposes. Grapple trucks are made to provide powerful and effective waste removal services. They can also be used to clear waste like bulky trash items, construction messes, and more.

	FY 24	FY 25	FY 26	FY 27	FY 28	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



	FY 24	FY 25	FY26	FY27	FY28	Total
General						
Grant						
Bond						
Lease	1,135,000	625,000	240,000		200,000	2,200,000
Contribution						
Total Revenue	\$1,135,000	\$625,000	\$240,000		\$200,000	\$2,200,000
Engineering						
Construction						
Vehicle/ Equipment	1,135,000	625,000	240,000		200,000	2,200,000
Other						
Total Expense	\$1,135,000	\$625,000	\$240,000		\$200,000	\$2,200,000



Field OperationsReplacement 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. The dump trucks would allow for easier and safer maintenance in our parks and playgrounds. (Parks). Funding for replacement of one truck was provided in FY23.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease	85,000					85,000
Contribution						
Total Revenue	\$85,000					\$85,000
Engineering						
Construction						
Vehicle/ Equip.	85,000					85,000
Other						
Total Expense	\$85,000					\$85,000



FO-VE-24-01 Sanitation Side Loader

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. With the addition of this rear load we have will have 2 rear loaders (2017 and this one).

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease	1,050,000	350,000				1,400,000
Contribution						
Total Revenue	\$1,050,000	\$350,000				\$1,400,000
Engineering						
Construction						
Vehicle/ Equip.	1,050,000	350,000				1,400,000
Other						
Total Expense	\$1,050,000	\$350,000				\$1,400,000



Field OperationsReplacement Vehicles



FO-VE-24-03 F250

Three-ton dump trucks are used in both the Streets, Parks and Sanitation Divisions to s hauling material and plowing and salting streets. The fleet is monitored annually for suggested replacements. Several trucks are over 10 years old. S-5 is a 2004 model. Consider adding 15K to replace bed for S-18.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease		200,000			200,000	400,000
Contribution						
Total Revenue		\$200,000			\$200,000	\$400,000
Engineering						
Construction						
Vehicle/ Equip.		200,000			200,000	400,000
Other						
Total Expense		\$200,000			\$200,000	\$400,000



FO-VE-24-04 3-Ton Dump Truck 4 Door

Replace San-3, F800 flatbed truck (1997)

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease			240,000			240,000
Contribution						
Total Revenue			\$240,000			\$240,000
Engineering						
Construction						
Vehicle/ Equip.			240,000			240,000
Other						
Total Expense			\$240,000			\$240,000



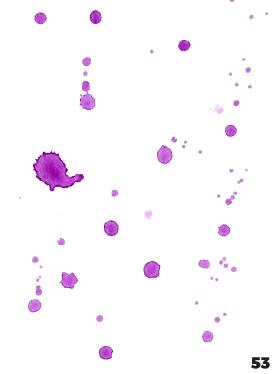
Field OperationsReplacement Vehicles



Semi-tractor

Needed to replace S-31 1993 International Tractor Truck.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease		75,000				75,000
Contribution						
Total Revenue		\$75,000				\$75,000
Engineering						
Construction						
Vehicle/ Equip.		75,000				75,000
Other						
Total Expense		\$75,000				\$75,000





	FY 24	FY 25	FY26	FY27	FY28	Total
General				59,000	243,500	302,500
Grant						
Bond						
Lease						
Contribution						
Total Revenue				\$59,000	\$243,500	\$302,500
Engineering						
Construction						
Vehicle/ Equipment				59,000	243,500	302,500
Other						
Total Expense				\$59,000	\$243,500	\$302,500





Energy



FO-Energy-Fire Sta 16 Energy Upgrades

Recommendations of the 2022 Energy Management Plan for compliance with state law requiring 60% reduction (2006 baseline) of greenhouse gas emissions by 2031. FY 24-O&M, FY 25-Lighting, FY 26-HVAC and Lighting, FY 27-Lighting, and FY 28-HVAC.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General				59,000	145,000	204,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue				\$59,000	\$145,000	\$204,000
Engineering						
Construction						
Vehicle/ Equip.				59,000	145,000	204,000
Other						
Total Expense				\$59,000	\$145,000	\$204,000



FO-Energy-Zoo Energy Upgrades

Recommendations of the 2022 Energy Management Plan for compliance with state law requiring 60% reduction (2006 baseline) of greenhouse gas emissions by 2031. FY 24-O&M, FY 25-Lighting, FY 26-HVAC and Lighting, FY 27-Lighting, and FY 28-HVAC.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General					98,500	98,500
Grant						
Bond						
Lease						
Contribution						
Total Revenue					\$98,500	\$98,500
Engineering						
Construction						
Vehicle/ Equip.					98,500	98,500
Other						
Total Expense					\$98,500	\$98,500

Field Operations Equipment

	FY 24	FY 25	FY26	FY27	FY28	Total
General			100,000			100,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue			\$100,000			\$100,000
Engineering						
Construction						
Vehicle/ Equipment			100,000			100,000
Other						
Total Expense			\$100,000			\$100,000





Equipment



Retroreflectometer for Line Striping

This final rule establishes minimum maintained retroreflectivity levels for longitudinal pavement markings on all roads open to public travel with speed limits of 35 mph or greater. The City does not have the equipment needed to test the retroreflectivity of pavement markings. ALL pavement markings must be retroreflective per MUTCD.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease						
Contribution						
Total Revenue						
Engineering						
Construction						
Vehicle/ Equip.						
Other						
Total Expense						



Low boy trailer

Existing lowboy is nearing the end of its useful life. This equipment is used to transport the excavator and other large pieces of machinery.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General			100,000			100,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue			\$100,000			\$100,000
Engineering						
Construction						
Vehicle/ Equip.			100,000			100,000
Other						
Total Expense			\$100,000			\$100,000



Stormwater



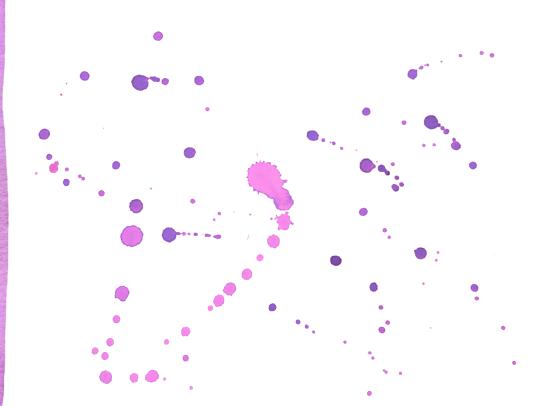
Schumaker Pond

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 10 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. This is a pilot program.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
SW Paygo	25,000	25,000	25,000			75,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$25,000	\$25,000	\$25,000			\$75,000
Engineering						
Construction	25,000	25,000	25,000			75,000
Vehicle/ Equip.						
Other						
Total Expense	\$25,000	\$25,000	\$25,000			\$75,000

Field Operations Parking

	FY 24	FY 25	FY26	FY27	FY28	Total
Grant						
Bond	10,120,000				30,000,000	40,120,000
Lease						
Contribution						
Total Revenue	\$10,120,000				\$30,000,000	\$40,120,000
Engineering						
Construction	10,000,000				30,000,000	40,000,000
Vehicle/ Equipment						
Other	120,000					120,000
Total Expense	\$10,120,000				\$30,000,000	\$40,120,000





Parking



FO-PK-21-36 Parking Software

Upgrade parking software to provide a consistent format for all parking patrons (garage and on street). This software also allows for ticket production, illegal parking detection, permit to tag identification and the removal of toll booths and operators.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond	120,000					120,000
Lease						
Contribution						
Total Revenue	\$120,000					\$120,000
Engineering						
Construction						
Vehicle/ Equip.						
Other	120,000					120,000
Total Expense	\$120,000					\$120,000



FO-PK-24-01 Circle Ave Parking Garage Replacement

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond					\$30,000,000.00	\$30,000,000.00
Lease						
Contribution						
Total Revenue					\$30,000,000.00	\$30,000,000.00
Engineering						
Construction					\$30,000,000.00	\$30,000,000.00
Vehicle/ Equip.						
Other						
Total Expense					\$30,000,000.00	\$30,000,000.00



Parking



FO-PK-24-02 Parking Garage Lot 10

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond	10,000,000					10,000,000
Lease						
Contribution						
Total Revenue	\$10,000,000					\$10,000,000
Engineering						
Construction	10,000,000					10,000,000
Vehicle/ Equip.						
Other						
Total Expense	\$10,000,000					\$10,000,000



Marina



Bulkhead Repair

Surface water is penetraing the filter fabric and bulkhead in several areas causing washouts. The cost to replace/patch the existing bulkhead would be approximately \$100.00 per foot. If needed, the removal/replacement of existing electrical and water pedestals at an additional cost

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	75,000	75,000				150,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$75,000	\$75,000				\$150,000
Engineering						
Construction	75,000	75,000				150,000
Vehicle/ Equip.						
Other						
Total Expense	\$75,000	\$75,000				\$150,000





Arts, Business, Culture Amphitheater

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		175,000				175,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue		\$175,000				\$175,000
Engineering		20,000				20,000
Construction		155,000				155,000
Vehicle/ Equipment						
Other						
Total Expense		\$175,000				\$175,000





Arts, Business, Culture Amphitheater



AB-DT-22-16 Amphitheater Upgrades

Install food truck pad and run upgraded electric to the pad. Add 2 water fill station.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		75,000				75,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue		\$75,000				\$75,000
Engineering		10,000				10,000
Construction		65,000				65,000
Vehicle/ Equip.						
Other						
Total Expense		\$75,000				\$75,000



AB-DT-22-17 Amphitheater Sails

With the increase in summer events and concerts happening at the amphitheater, the need for proper shading is a necessity. These sails will offer cooling for both participants and performers.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		100,000				100,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue		\$100,000				\$100,000
Engineering		10,000				\$10,000
Construction		90,000				\$90,000
Vehicle/ Equip.						
Other						
Total Expense		\$100,000				\$100,000



	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	55,000	50,000	50,000	50,000	75,000	280,000
Grant	100,000					100,000
Bond						
Lease						
Contribution						
Total Revenue	\$155,000	\$50,000	\$50,000	\$50,000	\$75,000	\$380,000
Engineering			5,000	5,000	15,000	25,000
Construction	155,000	50,000	45,000	45,000	60,000	355,000
Vehicle/ Equipment						
Other						
Total Expense	\$155,000	\$50,000	\$50,000	\$50,000	\$75,000	\$380,000



Poplar Hill



AB-PH-17-11 Exterior: Siding Repair & Painting Phase II

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 24	FY 25	FY 26	FY 27	FY 28	Total
General	55,000					55,000
Grant	100,000					100,000
Bond						
Lease						
Contribution						
Total Revenue	\$155,000					\$155,000
Engineering						
Construction	155,000					155,000
Vehicle/ Equip.						
Other						
Total Expense	\$155,000					\$155,000



AB-PH-15-12 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 24	FY 25	FY 26	FY 27	FY 28	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



Poplar Hill



AB-PH-15-13 Front Brick Retaining Wall & Brick Patio

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. Brick work is also needed in the rear patio area near the handicapped lift.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General			50,000			50,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue			\$50,000			\$50,000
Engineering			5,000			5,000
Construction			45,000			45,000
Vehicle/ Equip.						
Other						
Total Expense			\$50,000			\$50,000



AB-PH-15-14 Attic HVAC

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.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General				50,000		50,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue				\$50,000		\$50,000
Engineering				5,000		5,000
Construction				45,000		45,000
Vehicle/ Equip.						
Other						
Total Expense				\$50,000		\$50,000



Poplar Hill



AB-PH-22-15 Grounds Beautification

There is heavy overgrowth at the 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). New fencing should also be installed along the east property line. The irrigation system needs to be repaired or replaced. Once that is completed, it is recommended that sod be installed on the property.

installed on the property.						
	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General					75,000	75,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue					\$75,000	\$75,000
Engineering					15,000	15,000
Construction					60,000	60,000
Vehicle/ Equip.						
Other						
Total Expense					\$75,000	\$75,000



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	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		75,000	25,000	165,000	150,000	415,000
Grant	41,000					41,000
Bond	150,000	1,000,000				1,150,000
Lease						
Contribution		50,000	120,000			170,000
Total Revenue	\$191,000	\$1,125,000	\$145,000	\$165,000	\$150,000	\$1,776,000
Engineering	31,000		9,000	30,000	10,000	80,000
Construction	160,000	1,075,000	136,000	135,000	140,000	1,646,000
Vehicle/ Equipment		50,000				50,000
Other						
Total Expense	191,000	1,125,000	145,000	165,000	150,000	1,776,000







AB-SZ-18-01 Electrical Transformers

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. 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 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease						
Contribution		50,000				50,000
Total Revenue		\$50,000				\$50,000
Engineering						
Construction						
Vehicle/ Equip.		50,000				50,000
Other						
Total Expense		\$50,000				\$50,000



AB-SZ-22-02 Eagle Exhibit Expansion

The current enclosure was meant to be temporary until the expansion was complete. In order to properly accommodate the eagles, the enclosure will need a pool, larger ground space and new climbing structures and ramps. The improvement will offer better viewing opportunities and a proper environment for the eagles.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		50,000				50,000
Grant	41,000					41,000
Bond						
Lease						
Contribution						
Total Revenue	\$41,000	\$50,000				\$91,000
Engineering	6,000					6,000
Construction	35,000	50,000				85,000
Vehicle/ Equip.						
Other						
Total Expense	\$41,000	\$50,000				\$91,000





AB-SZ-22-18 Andean Bear & Otter Renovations - Phase II

A capital campaign for the renovation of the bear and otter exhibits is in progress. Funding has been designated for the engineering and construciton will soon follow. The initial plan is to demolish the current Andean Bear Exhibit and rebuild from ground up.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond		1,000,000				1,000,000
Lease						
Contribution						
Total Revenue		\$1,000,000				\$1,000,000
Engineering						
Construction		1,000,000				1,000,000
Vehicle/ Equip.						
Other						
Total Expense		\$1,000,000				\$1,000,000



AB-SZ-22-03 Animal Service Building Repairs & Upgrades

The Animal Service Building is in need of significant repairs in order to operate at a high standard required by the USDA and keep up with the demand of animal care. These improvements include repairing cracks in concrete block and walls, waterproofing and roofing, new HVAC, new refrigeration/freezers, electrical upgrades and covered parking for Zoo vehicles.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond	150,000					150,000
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





AB-SZ-23-04 Lynx Exhibit - Phase II

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 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease						
Contribution			50,000			50,000
Total Revenue			\$50,000			\$50,000
Engineering			3,000			3,000
Construction			47,000			47,000
Vehicle/ Equip.						
Other						
Total Expense			\$50,000			\$50,000



N AB-SZ-18-05 N. Am. 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.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease						
Contribution			70,000			70,000
Total Revenue			\$70,000			\$70,000
Engineering			6,000			6,000
Construction			64,000			64,000
Vehicle/ Equip.						
Other						
Total Expense			\$ 70,000			\$70,000



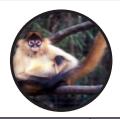
Arts, Business, Culture Zoo



AB-SZ-22-06 Sloth Expansion

As one of the more difficult animals to view, expanding the exhibit will give more opportunities for the public to interact with our sloth while improving her natural enrichment environment. Improvements would include adding a holding space so proper care can be given out of sight, create an indoor exhibit space with viewing windows and improving the outdoor space to better suit her needs and increase visability.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General				65,000		65,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue				\$65,000		\$65,000
Engineering				15,000		15,000
Construction				50,000		50,000
Vehicle/ Equip.						
Other						
Total Expense				\$65,000		\$65,000



AB-SZ-22-07 Monkey Building Repairs

As one of the most attractive and fun exhibits, the monkey's exhibit needs some significant repairs to stay functional. Repairs include replacing roof and skylights, extend keeper area for better enrichment, upgrade HVAC, insulation, exterior repairs and a public viewing area.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General				85,000		85,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue				\$85,000		\$85,000
Engineering				15,000		15,000
Construction				70,000		70,000
Vehicle/ Equip.						
Other						
Total Expense				\$85,000		\$85,000



Arts, Business, Culture Zoo



AB-SZ-22-08 Pool Upgrades

Pools converted to be filtered water pools. This will create a safer environment for all animals by decreasing the amount of bacteria in their exhibits. Improvements include adding new filtration systems to all larger pools and adding UV disinfection systems to all pools. This will also decrease the amount of time required to maintain water quality allowing for more efficient care of the animals.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General					80,000	
Grant						
Bond						
Lease						
Contribution						
Total Revenue					\$80,000	\$80,000
Engineering						
Construction					80,000	
Vehicle/ Equip.						
Other						
Total Expense					\$80,000	\$80,000



AB-SZ-22-09 Upgrade Alligator Exhibit

As the former alligator exhibit, the time will be right to make upgrades to prepare for the next permanent animal. Improvements include upgrades to the building and viewing windows, new HVAC and insulation, and appropriate keeper space for care.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General					60,000	
Grant						
Bond						
Lease						
Contribution						
Total Revenue					\$60,000	\$60,000
Engineering					10,000	
Construction					50,000	
Vehicle/ Equip.						
Other						
Total Expense					\$60,000	\$60,000



Arts, Business, Culture Zoo



AB-SZ-18-10 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. The program replaces all major pathways and themed trails. Removal of bamboo which is causing significant damage to pavement will need to occur as well.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		25,000	25,000	15,000	10,000	75,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue		\$25,000	\$25,000	\$15,000	\$10,000	\$75,000
Engineering						
Construction		25,000	25,000	15,000	10,000	75,000
Vehicle/ Equip.						
Other						
Total Expense		\$25,000	\$25,000	\$15,000	\$10,000	\$75,000





	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	255,000	485,000	530,000	155,000	65,000	1,490,000
Grant	300,000	100,000	475,000	200,000	200,000	1,275,000
Bond	2,010,000	530,000	610,000	3,340,000	550,000	7,040,000
Lease						
Contribution						
Total Revenue	\$2,565,000	\$1,115,000	\$1,615,000	\$3,695,000	\$815,000	\$9,805,000
Engineering	230,000	520,000	200,000	50,000	50,000	1,050,000
Construction	2,135,000	495,000	1,415,000	3,645,000	765,000	8,455,000
Vehicle/ Equipment						
Other	200,000	100,000				300,000
Total Expense	\$2,565,000	\$1,115,000	\$1,615,000	\$3,695,000	\$815,000	\$9,805,000



General Projects



ID-GP-20-04 Lemmon Hill Standpipe Lights

Construction of uplights attached to the standpipe structure. Includes Delmarva Power service, electrical pedestal, structural steel mounting brackets, and 12 lights. Lights will be mounted fifty feet above grade and are accessible with the City's bucket truck.

	FY24	FY25	FY26	FY27	FY28	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



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

FY24 is for resurfacing the existing tennis courts and replacement of the Kiwanis Pavilion and improvements to parking and stormwater management. FY25 is for an ADA ramp to the Urban Greenway at Sheffield Ave. FY26 is for improvements on Picnic Island and an ADA ramp from parking to the bandstand. FY267is for improvements to the existing Dog Park.

	FY24	FY25	FY26	FY27	FY28	Total
General	40,000					40,000
Grant	100,000					100,000
Bond		310,000	260,000	90,000		660,000
Lease						
Contribution						
Total Revenue	\$140,000	\$310,000	\$260,000	\$90,000		\$800,000
Engineering	35,000					35,000
Construction	105,000	310,000	260,000	90,000		765,000
Vehicle/ Equip.						
Other		·				
Total Expense	\$140,000	\$310,000	\$260,000	\$90,000		\$800,000



General Projects



ID-GP-18-06 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. FY24 is for design of the East Main Street and City Park sections with implementation in FY26. FY27 is for design of Pemberton Drive and Zoo to Ward sections.

	FY24	FY25	FY26	FY27	FY28	Total
General			150,000			150,000
Grant						
Bond	1,000,000			500,000		1,500,000
Lease						
Contribution						
Total Revenue	\$1,000,000		\$150,000	\$500,000		\$1,650,000
Engineering			150,000			150,000
Construction	1,000,000			500,000		1,500,000
Vehicle/ Equip.						
Other						
Total Expense	\$1,000,000		\$150,000	\$500,000		\$1,650,000



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.

	FY24	FY25	FY26	FY27	FY28	Total
General	40,000	25,000				65,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$40,000	\$25,000				\$65,000
Engineering	20,000					20,000
Construction	20,000	25,000				45,000
Vehicle/ Equip.						
Other						
Total Expense	\$40,000	\$25,000				\$65,000



General Projects



ID-GP-19-09 Beaverdam Creek Bulkhead Replacement

Deterioration of 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 existing bulkhead, tiebacks, and concrete cap.

	FY24	FY25	FY26	FY27	FY28	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

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 FY24. Design is programmed for FY24.

	FY24	FY25	FY26	FY27	FY28	Total
General	75,000	100,000				175,000
Grant	200,000	100,000	200,000	200,000	200,000	900,000
Bond			\$350,000.00	550,000	550,000	1,450,000
Lease						
Contribution						
Total Revenue	\$275,000	\$200,000	\$550,000	\$750,000	\$750,000	\$2,525,000
Engineering	75,000	100,000	50,000	50,000	50,000	325,000
Construction			500,000	700,000	700,000	1,900,000
Vehicle/ Equip.						
Other : Land	200,000	100,000				300,000
Total Expense	\$275,000	\$200,000	\$550,000	\$750,000	\$750,000	\$2,525,000



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. FY24 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.

	FY24	FY25	FY26	FY27	FY28	Total
General		65,000	105,000	65,000	65,000	300,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue		\$65,000	\$105,000	\$65,000	\$65,000	\$300,000
Engineering						
Construction		65,000	105,000	65,000	65,000	300,000
Vehicle/ Equip.						
Other						
Total Expense		\$65,000	\$105,000	\$65,000	\$65,000	\$300,000



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.

	FY24	FY25	FY26	FY27	FY28	Total
General		95,000				95,000
Grant						
Bond	510,000					510,000
Lease						
Contribution						
Total Revenue	\$510,000	\$95,000				\$605,000
Engineering						
Construction	510,000	95,000				605,000
Vehicle/ Equip.						
Other						
Total Expense	\$510,000	\$95,000				\$605,000



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 project will include the necessary stormwater management due to the increase in impervious surface. The costs also include lighting and fencing.

	FY24	FY25	FY26	FY27	FY28	Total
General		75,000	275,000			350,000
Grant			275,000			275,000
Bond						
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.

	FY24	FY25	FY26	FY27	FY28	Total
General						
Grant						
Bond						
Lease						
Contribution						
Total Revenue						
Engineering						
Construction						
Vehicle/ Equip.						
Other						
Total Expense						





ID-GP-22-20 City Parks Masterplan

Perform a Masterplan of all City Parks to include programing for recreational use and to evaluate pedestrian accessibility, parking, stormwater management, sustainability, living shorelines and vegetative buffers, access to drinking water and restroom facilities, biodiversity and native plant landscaping, invasive species management, lighting and signage.

	FY24	FY 25	FY26	FY27	FY28	Total
General		75,000				75,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue		\$75,000				\$75,000
Engineering		75,000				75,000
Construction						
Vehicle/ Equip.						
Other						
Total Expense		\$75,000				\$75,000



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.

	FY24	FY25	FY26	FY27	FY28	Total
General	100,000	50,000				150,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$100,000	\$50,000				\$150,000
Engineering	100,000	50,000				150,000
Construction						
Vehicle/ Equip.						
Other						
Total Expense	\$100,000	\$50,000				\$150,000



General Projects



ID-GP-24-01 Northwood and Brewington Branch Culvert

The embankment, road and utilities at the crossing of Brewington Branch at Northwood Drive is unstable and subject to failure due to undersized culverts and need for additional upstream inlets on Northwood Drive.

	FY24	FY25	FY26	FY27	FY28	Total
General						
Grant						
Bond	500,000					500,000
Lease						
Contribution						
Total Revenue	\$500,000					\$500,000
Engineering						
Construction	500,000					500,000
Vehicle/ Equip.						
Other						
Total Expense	\$500,000.00					\$500,000



	FY24	FY25	FY26	FY27	FY28	Total
General	918,000	1,332,000	1,277,000	1,186,000	1,005,000	5,718,000
Grant	545,000	45,000	545,000	1,045,000	545,000	2,725,000
Bond	1,955,000	3,000,000	2,630,000	1,225,000	7,125,000	15,935,000
Lease						
Contribution						
Total Revenue	\$3,418,000	\$4,377,000	\$4,452,000	\$3,456,000	\$8,675,000	\$24,378,000
Engineering	485,000	465,000	200,000	800,000	200,000	2,150,000
Construction	3,708,000	4,042,000	3,347,000	2,656,000	8,475,000	22,228,000
Vehicle/ Equipment						
Other						
Total Expense	\$4,193,000	\$4,507,000	\$3,547,000	\$3,456,000	\$8,675,000	\$24,378,000





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.

	FY24	FY25	FY26	FY27	FY28	Total
General	718,000	962,000	972,000	736,000	670,000	4,058,000
Grant	45,000	45,000	45,000	45,000	45,000	225,000
Bond						
Lease						
Contribution						
Total Revenue	\$763,000	\$1,007,000	\$1,017,000	\$781,000	\$715,000	\$4,283,000
Engineering						
Construction	763,000	1,007,000	1,017,000	781,000	715,000	4,283,000
Vehicle/ Equip.						
Other						
Total Expense	\$763,000	\$1,007,000	\$1,017,000	\$781,000	\$715,000	\$4,283,000



ID-TR-20-02 Surface Maintenance

The City maintains an annual surface maintenance contract which utilizes 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 attached detail.

	FY24	FY25	FY26	FY27	FY28	Total
General	100,000	220,000	155,000	200,000	185,000	860,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$100,000	\$220,000	\$155,000	\$200,000	\$185,000	\$860,000
Engineering						
Construction	100,000	220,000	155,000	200,000	185,000	860,000
Vehicle/ Equip.						
Other						
Total Expense	\$100,000	\$220,000	\$155,000	\$200,000	\$185,000	\$860,000





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.

	FY24	FY25	FY26	FY27	FY28	Total
General	50,000	75,000	75,000	75,000	75,000	350,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$50,000	\$75,000	\$75,000	\$75,000	\$75,000	\$350,000
Engineering						
Construction	50,000	75,000	75,000	75,000	75,000	350,000
Vehicle/ Equip.						
Other						
Total Expense	\$50,000	\$75,000	\$75,000	\$75,000	\$75,000	\$350,000



ID-TR-18-04 Bicycle Master Plan Improvements

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.

	FY24	FY25	FY26	FY27	FY28	Total
General						
Grant						
Bond	330,000	400,000	500,000	500,000	500,000	2,230,000
Lease						
Contribution						
Total Revenue	\$330,000	\$400,000	\$500,000	\$500,000	\$500,000	\$2,230,000
Engineering	50,000	50,000	100,000	100,000	100,000	400,000
Construction	280,000	350,000	400,000	400,000	400,000	1,830,000
Vehicle/ Equip.						
Other						
Total Expense	\$330,000	\$400,000	\$500,000	\$500,000	\$500,000	\$2,230,000





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.

	FY24	FY25	FY26	FY27	FY28	Total
General						
Grant	500,000		500,000		500,000	1,500,000
Bond	1,300,000	200,000	1,100,000	200,000	1,100,000	3,900,000
Lease						
Contribution						
Total Revenue	\$ 1,800,000	\$200,000	\$1,600,000	\$200,000	\$1,600,000	\$5,400,000
Engineering	100,000	200,000	100,000	200,000	100,000	700,000
Construction	1,700,000		1,500,000		1,500,000	4,700,000
Vehicle/ Equip.						
Other						
Total Expense	\$ 1,800,000	\$200,000	\$1,600,000	\$200,000	\$1,600,000	\$5,400,000



ID-TR-18-06 Downtown Street Scaping

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.

	FY24	FY25	FY26	FY27	FY28	Total
General						
Grant						
Bond		775,000	905,000			1,680,000
Lease						
Contribution						
Total Revenue		\$775,000	\$905,000			\$1,680,000
Engineering		135,000	215,000			350,000
Construction		640,000	690,000			1,330,000
Vehicle/ Equip.						
Other						
Total Expense		\$775,000	\$905,000			\$1,680,000





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.

	FY24	FY25	FY26	FY27	FY28	Total
General						
Grant						
Bond						
Lease						
Contribution						
Total Revenue						
Engineering						
Construction						
Vehicle/ Equip.						
Other						
Total Expense						



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.

	FY24	FY25	FY26	FY27	FY28	Total
General	25,000	25,000	25,000	25,000	25,000	125,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Engineering						
Construction	25,000	25,000	25,000	25,000	25,000	125,000
Vehicle/ Equip.						
Other						
Total Expense	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000





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

Project will 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 and are comparatively inexpensive.

	FY24	FY25	FY26	FY27	FY28	Total
General	25,000	50,000	50,000	50,000	50,000	225,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$225,000
Engineering						
Construction	25,000	50,000	50,000	50,000	50,000	225,000
Vehicle/ Equip.						
Other						
Total Expense	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$225,000



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.

	FY24	FY25	FY26	FY27	FY28	Total
General						
Grant						
Bond	125,000	125,000	125,000	125,000	125,000	625,000
Lease						
Contribution						
Total Revenue	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Engineering						
Construction	125,000	125,000	125,000	125,000	125,000	625,000
Vehicle/ Equip.						
Other						
Total Expense	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000



Transportation



ID-TR-22-12 Eastern Shore Drive Promenade

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.

	FY24	FY25	FY26	FY27	FY28	Total
General						
Grant				1,000,000		1,000,000
Bond				400,000	5,400,000	5,800,000
Lease						
Contribution						
Total Revenue				\$1,400,000	\$5,400,000	\$6,800,000
Engineering				400,000.00		400,000
Construction				1,000,000.00	5,400,000	6,400,000
Vehicle/ Equip.						
Other						
Total Expense				\$1,400,000	\$5,400,000	\$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.

	FY24	FY25	FY26	FY27	FY28	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

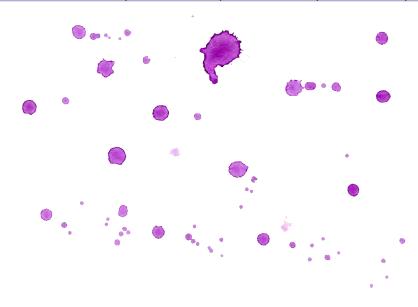




Naylor Mill Road Corridor Study

Naylor Mill Road is a busy corridor with a mix of commercial and residential uses. New and planned developments are straining the existing infrastructure. This study will analyze the corridor to determine where roundabouts or traffic signals may be warranted and to determine a path for an expansion of the NE Collector Hike and Bike Trail. The study will extend from Northwood Drive to Zion Road.

	FY24	FY25	FY26	FY27	FY28	Total
General				100,000		100,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue				\$100,000		\$100,000
Engineering				100,000		100,000
Construction						
Vehicle/ Equip.						
Other						
Total Expense				\$100,000		\$100,000





	FY24	FY25	FY26	FY27	FY28	Total
General	60,000				600,000	660,000
Grant	240,000	2,800,000			2,400,000	5,440,000
Bond	125,000	700,000				825,000
Lease						
Contribution						
Total Revenue	\$425,000	\$3,500,000			\$3,000,000	\$6,925,000
Engineering	300,000				3,000,000	3,300,000
Construction	125,000	3,500,000				3,625,000
Vehicle/ Equipment						
Other						
Total Expense	\$425,000	\$3,500,000			\$3,000,000	\$6,925,000





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.

	FY24	FY25	FY26	FY27	FY28	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.

	FY24	FY25	FY26	Fy27	FY28	Total
General	60,000				600,000	660,000
Grant	240,000				2,400,000	2,640,000
Bond						
Lease						
Contribution						
Total Revenue	\$300,000				\$3,000,000	\$3,300,000
Engineering	300,000				3,000,000	3,300,000
Construction						
Vehicle/ Equip.						
Other						
Total Expense	\$300,000				\$3,000,000	\$3,300,000



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.

	FY24	FY25	FY26	FY27	FY28	Total
General						
Grant						
Bond	125,000					125,000
Lease						
Contribution						
Total Revenue	\$125,000					\$125,000
Engineering						
Construction	125,000					125,000
Vehicle/ Equip.						
Other						
Total Expense	\$125,000					\$125,000



	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General				80,000		80,000
Grant						
Bond					600,000	600,000
Lease						
Contribution			700,000	330,000	2,430,000	3,460,000
Total Revenue			\$700,000	\$410,000	\$3,030,000	\$4,140,000
Engineering			80,000	410,000		490,000
Construction			620,000		3,030,000	3,650,000
Vehicle/ Equipment						
Other						
Total Expense			\$700,000	\$410,000	\$3,030,000	\$4,140,000



New Streets



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.

	FY24	FY25	FY26	FY27	FY28	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



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.

	FY24	FY25	FY26	FY27	FY28	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



New Streets



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 construction costs include installing a 24-foot roadway with curb, gutter and storm drains.

	FY24	FY25	FY26	FY27	FY28	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



Georgia Avenue Utilities and Street

Utility and street improvements to Georgia Avenue (between Riverside Road and Oak Hill Avenue), which is currently a dirt road and does not have any utilities. By paving the road, there would likely be development interest from the lots that front that road, so we recommend installing utilities when it is paved.

	FY24	FY25	FY26	FY27	FY28	Total
General				80,000		80,000
Grant						
Bond					600,000	600,000
Lease						
Contribution						
Total Revenue				\$80,000	\$600,000	\$680,000
Engineering				80,000		80,000
Construction					600,000	600,000
Vehicle/ Equip.						
Other: Land						
Total Expense				\$80,000	\$600,000	\$680,000



	FY24	FY25	FY26	FY27	FY28	Total
Enterprise Fund	100,000	100,000	135,000	135,000	100,000	570,000
Grant	400,000	400,000	100,000	100,000	100,000	1,100,000
Bond	2,500,000	875,000	200,000	200,000	240,000	4,015,000
Lease						
Contribution						
Total Revenue	\$3,000,000	\$1,375,000.00	\$435,000	\$435,000	\$440,000	\$5,685,000
Engineering	275,000	175,000	135,000	135,000	100,000	820,000
Construction	2,725,000	1,200,000	300,000	300,000	340,000	4,865,000
Vehicle/ Equipment						
Other						
Total Expense	3,000,000	1,375,000	\$435,000	\$435,000	\$440,000	\$5,685,000



Stormwater Management



Johnson Pond Dam Improvements

Construction will 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.

	FY24	FY25	FY26	FY27	FY28	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



Impervious Surface Reduction

The City 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.

	FY24	FY25	FY26	FY27	FY28	Total
Enterprise Fund	100,000	100,000	100,000	100,000	100,000	500,000
Grant	100,000	100,000	100,000	100,000	100,000	500,000
Bond	200,000	200,000	200,000	200,000	200,000	1,000,000
Lease						
Contribution						
Total Revenue	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
Engineering	100,000	100,000	100,000	100,000	100,000	500,000
Construction	300,000	300,000	300,000	300,000	300,000	1,500,000
Vehicle/ Equip.						
Other						
Total Expense	\$400,000	\$400,000	\$400,000.00	\$400,000.00	\$400,000.00	\$2,000,000



Stormwater Management



Beaglin Park Dam Improvements

The Beaglin Park Dam has woody vegetation growing on the upstream and downstream sides. Woody vegetation creates holes in the dam causing erosion which results in costly repairs and is not compliant with Maryland Dam Safety regulations.

	FY24	FY25	FY26	FY27	FY28	Total
General						
Grant						
Bond	75,000				40,000	115,000
Lease						
Contribution						
Total Revenue	\$75,000				\$40,000	\$115,000
Engineering						
Construction	75,000				40,000	115,000
Vehicle/ Equip.						
Other						
Total Expense	\$75,000				\$40,000	\$115,000



Stream Restoration along Beaverdam Creek

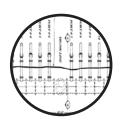
The project helps achieve the requirements of the City's MS4 permit. A study was completed in FY21 to identify the stream branches. Schematic design was funded in FY22. Final design is budgeted in FY23. Future years includes funding for required USACE monitoring.

	FY24	FY25	FY26	FY27	FY28	Total
Enterprise Fund			35,000	35,000		70,000
Grant	300,000	300,000				600,000
Bond	675,000	675,000				1,350,000
Lease						
Contribution						
Total Revenue	\$975,000	\$975,000	\$35,000	\$35,000		\$2,020,000
Engineering	75,000	75,000	35,000	35,000		220,000
Construction	900,000	900,000				1,800,000
Vehicle/ Equip.						
Other						
Total Expense	\$975,000	\$975,000	\$35,000	\$35,000		\$2,020,000



	FY24	FY25	FY26	FY27	FY28	Total
General	1,501,493	530,000	330,000		520,000	2,881,493
Grant						
Bond	1,745,000	3,300,000				5,045,000
Lease	80,000					80,000
Contribution						
Total Revenue	\$3,326,493	\$3,830,000	\$330,000		\$520,000	\$8,006,493
Engineering	815,000	300,000				1,115,000
Construction	2,325,493	3,310,000	330,000		520,000	6,485,493
Vehicle/ Equipment	186,000	220,000				406,000
Other						
Total Expenses	\$3,326,493	\$3,830,000	\$330,000		\$520,000	\$8,006,493





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. 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 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond	500,000					500,000
Lease						
Contribution						
Total Revenue	\$500,000					\$500,000
Engineering						
Construction	500,000					500,000
Vehicle/ Equip.						
Other						
Total Expense	\$500,000					\$500,000



WW-WT-21 Dump Truck

A 15 ton tri axle dump truck specifically for biosolids would replace the failing 2005 dump truck. These vehicles are a critical part of the biosolids delivery to the landfill and must be operational at all times.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		220,000				220,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue		220,000				\$220,000
Engineering						
Construction						
Vehicle/ Equip.		220,000				220,000
Other						
Total Expense		220,000				220,000





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

This project is to construct a redundant force main, the current one is 60+ years old and failure could be catastrophic. 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.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond	495,000	3,300,000				3,795,000
Lease						
Contribution						
Total Revenue	\$495,000	\$3,300,000				\$3,795,000
Engineering	495,000	300,000				795,000
Construction		3,000,000				3,000,000
Vehicle/ Equip.						
Other						
Total Expense	\$495,000	\$3,300,000				\$3,795,000



WW-WT-18-05 Pump Station Improvements

Project consists of the engineering design and construction for multiple pump stations that are in need of similar improvements. Energy efficiency of pumps, Metal Wet Wells, Bypass Pumping or Backup Power, and Traffic Control Plans are all ways that the pumps will be improved.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	110,000	110,000	110,000			330,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$110,000	\$110,000	\$110,000			\$330,000
Engineering	10,000	10,000	10,000			30,000
Construction	100,000	100,000	100,000			300,000
Vehicle/ Equip.						
Other						
Total Expense	\$110,000	\$110,000	\$110,000			\$330,000





WW-WT-20-06 Internal Recycle Pump Replacement

Replace existing WWTP Internal Recycle Pumps, one per year. Currently two of four existing pumps are out of service and need to be sent offsite for diagnosis 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 24	FY 25	FY 26	FY 27	FY 28	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. Buildings in study include: Internal Recycle Pump Station, UV Building, Pump House 3 and Pump House 4. Engineering study in FY20, construction to begin in FY23. Repair bldg gaps in FY25.

	FY 24	FY 25	FY 26	FY 27	FY 28	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





WW-WT-23-01 WWTP Electric Upgrades

Recomendations for testing, maintenance, modification, and replacement of aging equipment are provided in order to enhance the reliability of the WWTP. The evaluation study was completed and these are the recomendations from the FY22 electrical/engineering study. They include the power distribution equipment that was installed prior to the 2015 BNR/ENR upgrade project.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	1,060,493					1,060,493
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$1,060,493					\$1,060,493
Engineering	270,000					270,000
Construction	790,493					790,493
Vehicle/ Equip.						
Other						
Total Expense	\$1,060,493					\$1,060,493



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 facilitiate the installation of a crane for pump removal. This is not a safe method to access or operate the controls. The project will also provide an emergency backup generator and an updated electrical/SCADA system, design completed in FY21.

	FY 24	FY 25	FY 26	FY 27	FY 28	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





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. Replacement is required every 5 years. Bulbs were replaced in FY23, sleeves and wipers need to be replaced in FY24.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	75,000				150,000	225,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$75,000				\$150,000	\$225,000
Engineering						
Construction	75,000				150,000	225,000
Vehicle/ Equip.						
Other						
Total Expense	\$75,000				\$150,000	\$225,000



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. Replacement is recomended every 5 years for proper plant efficiency.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	150,000				150,000	300,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$150,000				\$150,000	\$300,000
Engineering						
Construction	150,000				150,000	300,000
Vehicle/ Equip.						
Other						
Total Expense	\$150,000				\$150,000	\$300,000





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 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond						
Lease	80,000					80,000
Contribution						
Total Revenue	\$80,000					\$80,000
Engineering						
Construction						
Vehicle/ Equip.	80,000					80,000
Other						
Total Expense	\$80,000					\$80,000



WW-WT-24-01 Boom Lift Replacement

Replacement lift equivalent to a GenieZ/45/25 boom lift. The existing lift is at the end of its useful life. Lift is used to maintain and repair WWTP equipment which cannot be safely reached with a ladder. The old lift could be repurposed in another department for lesser tasks.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	106,000					106,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$106,000					\$106,000
Engineering						
Construction						
Vehicle/ Equip.	106,000					106,000
Other						
Total Expense	\$106,000					\$106,000



Water WorksWater Production Maintenance

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	987,000	610,000	662,700	475,000	1,155,000	3,889,700
Grant				3,150,000		3,150,000
Bond	4,565,880	550,000				5,115,880
Lease						
Contribution						
Total Revenue	\$5,552,880	\$1,160,000	\$662,700	\$3,625,000	\$1,155,000	\$12,155,580
Engineering	614,294	425,000	105,000	35,000	83,000	1,262,294
Construction	4,938,586	735,000	557,700	3,590,000	1,072,000	10,893,286
Vehicle/ Equipment						
Other						
Total Expenses	\$5,552,880	\$1,160,000	\$662,700	\$3,625,000	\$1,155,000	\$12,155,580







WW-WM-20-01 Restore Park Well Field

This project includes the redevelopment of 8 wells 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. Construction costs assume the replacement of the pumps, pump column, motor, cable, and check valve.

	FY 24	FY 25	FY 26	FY 27	FY 28	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. When their 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.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	217,000				230,000	447,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$217,000				\$230,000	\$447,000
Engineering	48,000				48,000	96,000
Construction	169,000				182,000	351,000
Vehicle/ Equip.						
Other						
Total Expense	\$217,000				\$230,000	\$447,000





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

Install water mixing systems in the Paleo Reservoir, and the Park Reservoir. 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.

	FY 24	FY 25	FY 26	FY 27	FY 28	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

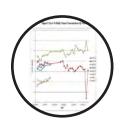


WW-WM-14-05 Park Well Field Raw Water Main & Valve Replacement

Project replaces the well field raw water main and valves installed 1925-1957 in three phases, FY23/FY24/FY25. Portion of main closest to plant replaced in 2006 due to failure.

	FY 24	FY 25	FY 26	FY 27	FY 28	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





WW-WM-17-08

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. Continous monitoring would determine if the nitrate levels are increasing and whether treatment is required.

	FY 24	FY 25	FY 26	FY 27	FY 28	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 Salisbury University Elevated Storage Tanks in accordance with AWWA Standards. The inspection includes checking welds, gaskets, coatings, etc. to determine if repairs are required. Internal and external cleaning of Salisbury University Tower.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	115,000					115,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$115,000					\$115,000
Engineering						
Construction	115,000					115,000
Vehicle/ Equip.						
Other						
Total Expense	\$115,000					\$115,000





WW-WM-20-11 Paleo Equalization Basin Liner

Basin liner was installed in 2003 and is showing signs of wear and tear in a few spots. Proposing to replace with a new liner and 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.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	120,000					120,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$120,000					\$120,000
Engineering	8,000					8,000
Construction	112,000					112,000
Vehicle/ Equip.						
Other						
Total Expense	\$120,000					\$120,000



WW-WM-20-12 Decommision 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. 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 24	FY 25	FY 26	FY 27	FY 28	Total
General	110,000					110,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$110,000					\$110,000
Engineering						
Construction	110,000					110,000
Vehicle/ Equip.						
Other						
Total Expense	\$110,000					\$110,000



Water Works

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. Maryland Department of the Environment recommends a system have one-day supply of water for emergency storage volume. The City of Salisbury currently has 3 MG in the air for storage, half of one days supply of water.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General		300,000				300,000
Grant				3,150,000		3,150,000
Bond						
Lease						
Contribution						
Total Revenue		\$300,000		\$3,150,000		\$3,450,000
Engineering		300,000				300,000
Construction				3,150,000		3,150,000
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.

	FY 24	FY 25	FY 26	FY 27	FY 28	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





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 24	FY 25	FY 26	FY 27	FY 28	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



WW-WM-24-01 Paleo WTP Caustic Tank Replacement

The Paleo Caustic Feed Storage and day tanks will be at the end of their useful life and need replacement. The tanks are constantly full of a highly corrosive liquid which produces much wear and tear on the tanks and fittings attached to the tank. Tanks were installed in 2010 and recommend replacing every 15 years.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General					250,000	250,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue					\$250,000	\$250,000
Engineering						
Construction					250,000	250,000
Vehicle/ Equip.						
Other						
Total Expense					\$250,000	\$250,000





WW-WM-24-02 Paleo WTP Motor Drive Upgrade

The current VFD's that control the Paleo Plant motors were installed in 2010. The average lifespan for a VFD is 12-15 years. All associated wiring, contacts, relays, fuses, fans, and filters need to be replaced.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General					350,000	350,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue					\$350,000	\$350,000
Engineering						
Construction					350,000	350,000
Vehicle/ Equip.						
Other						
Total Expense					\$350,000	\$350,000



WW-WM-24-03 Paleo Water Meters

The Influent and Effluent venturi meters to the plant are required by MDE to measure water use from the well field and into the distribution system, per the City's MDE permit. The current venturi meters have been in service for 50 years. These meters are out dated and inaccurate. Both meters need to be replaced and upgraded.

	FY 24	FY 25	FY 26	FY 27	FY 28	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





WW-WM-19-03 Filter Replacement Project

The existing Paleo filters were installed in 1976 and are at the end of their useful life. The filters were re-bedded in 2012, the inspection at that time predicted possibly 10 more years of life for the filters. The filters also contain an asbestos pipe on the interior. Eng Design FY23.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Enterprise Fund						
Grant						
Bond	3,465,880					3,465,880
Lease						
Contribution						
Total Revenue	\$3,465,880					\$3,465,880
Engineering	173,294					173,294
Construction	3,292,586					3,292,586
Vehicle/ Equip.						
Other						
Total Expense	\$3,465,880					\$3,465,880



Structural Assessment of Critical Pressure Pipes

This project is intended to utilize advanced electromagnetic technology to determine the structural integrity and associated remaining life of The Paleo WTP 30" discharge PCCP water main, the Southside sewer forcemain, and the WWTP outfall which are very critical to our infrastructure.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
Enterprise Fund	250,000					250,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$250,000					\$250,000
Engineering	250,000					250,000
Construction						
Vehicle/ Equip.						
Other						
Total Expense	\$250,000					\$250,000



	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	400,000	400,000	675,000	850,000	850,000	3,175,000
Grant						
Bond	150,000		1,500,000			1,650,000
Lease						
Contribution						
Total Revenue	\$550,000	\$400,000	\$2,175,000	\$850,000	\$850,000	\$4,825,000
Engineering	150,000					150,000
Construction	400,000	400,000	2,175,000	850,000	850,000	4,675,000
Vehicle/ Equipment						
Other						
Total Expenses	\$550,000	\$400,000	\$2,175,000	\$850,000	\$850,000	\$4,825,000



Water WorksWater Distribution



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

This project includes replacement of 2" and smaller galvanized water mains throughout the system. It is estimated that there is approx. 14,000 feet of 2" and smaller water mains. The purpose of the project is to increase pressures, reduce lead connections, and reduce unscheduled water repairs.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	100,000	100,000	100,000	100,000	100,000	500,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Engineering						
Construction	100,000	100,000	100,000	100,000	100,000	500,000
Vehicle/ Equip.						
Other						
Total Expense	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000



FO-WD-21-32 Automated Metering Infrastructure

Current water meters have exceeded their useful life span. Reliable metering is essential for accurate water and sewer invoicing. AMI technology will improve the efficiency of data collection, identify leaks more quickly and vastly improve the customer experience.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General	300,000	300,000	575,000	750,000	750,000	2,675,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$300,000	\$300,000	\$575,000	\$750,000	\$750,000	\$2,675,000
Engineering						
Construction	300,000	300,000	575,000	750,000	750,000	2,675,000
Vehicle/ Equip.						
Other						
Total Expense	\$300,000	\$300,000	\$575,000	\$750,000	\$750,000	\$2,675,000



Water WorksWater Distribution



Field Operations Master Plan - Phase IV

New Utilities Division Maintenance Facility Construct 10,000 sq. ft. Utility Division maintenance building. Replaces 80+ year old 5,300 sq. ft. structure. Intended uses are vehicle and equipment storage and supporting administrative functions. Includes demolition of existing structure built in 1938.

	FY 24	FY 25	FY 26	FY 27	FY 28	Total
General						
Grant						
Bond	150,000		1,500,000			1,650,000
Lease						
Contribution						
Total Revenue	\$150,000		\$1,500,000			\$1,650,000
Engineering	150,000					150,000
Construction			1,500,000			1,500,000
Vehicle/ Equip.						
Other						
Total Expense	\$150,000		\$1,500,000			\$1,650,000



Water WorksSewer Maintenance

	FY 24	FY 25	FY 26	FY 27	FY 28	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						
Construction	175,000	175,000	175,000	175,000	175,000	875,000
Vehicle/ Equipment						
Other						
Total Expenses	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000



Water WorksSewer Maintenance



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 24	FY 25	FY 26	FY 27	FY 28	Total
General	100,000	100,000	100,000	100,000	100,000	500,000
Grant						
Bond						
Lease						
Contribution						
Total Revenue	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Engineering						
Construction	100,000	100,000	100,000	100,000	100,000	500,000
Vehicle/ Equip.						
Other						
Total Expense	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000



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 24	FY 25	FY 26	FY 27	FY 28	Total
General	75,000	75,000	75,000	75,000	75,000	375,000
Grant						
Bond						
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

Glossary: Acronyms

ACO Animal Control Officer

ALS Advanced Life Support

BLS Basic Life Support

BPI Building Permits and Inspections

CAD Computer Aided Drafting HR Human Resources

CAFR Comprehensive Annual Financial Report

CDBG Community Development Block Grant

CID Criminal Investigation Department

CIP Capital Improvement Plan

CMMS Computer Maintenance Management System

CPT Captain K9 Canine Dog

DID Department of Infrastructure and Development

EMS Emergency Medical Services LT Lieutenant

EPO Exclusive Provider Network MD Maryland

EST Estimate MEO Motor Equipment Operator

FAA Federal Aviation Administration

FO Field Operations

FT Full Time

FY Fiscal Year

GF General Fund

GAAP Generally Accepted Accounting Principles

GFOA Government Finance Officers Association

GIS Geographic Information System

GOB Government Obligation Bond

GVW Gross Vehicle Weight

HAZMAT Hazardous Material

HCDD Housing and Community Development Department

ICMA International City Management Association

ID Infrastructure and Development

IDD Infrastructure and Development Department

IS Information Systems

ISO International Organization for Standardization

LGIT Local Government Insurance Trust

MPO Master Police Officer

NCIC National Crime Information Center

NFF National Folk Festival

NFPA National Fire Protection Association

NPDES National Pollutant Discharge Elimination System

OBC Ordinary Business Corporations

OC Ocean City

PAC Public Access Channel

PFC Police Officer First Class

PILOT Payments in Lieu of Taxes

PM Paramedic

PPO Preferred Provider Network

PS Public Safety

PT Part Time

RFP Request for Proposal

ROA Return of Assets

ROI Return of Investments

SC Standard Charter

SPD Salisbury Police Department

SPO Senior Police Officer

SU Salisbury University

SW Storm Water

TMDL Total Maximum Daily Load

UB Utility Billing

UPS United Postal Service

WAN Wide Area Network

W&S Water and Sewer

WW Water Works

WWTP Waste Water Treatment Plant

Glossary: Definitions

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

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

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

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

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

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

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

BONDS ISSUED – Bonds sold.

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

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

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

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

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

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.

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Glossary: Definitions

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.

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.

Glossary: Definitions

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)-

This organization was established as an arm of the Financial Accounting Foundation in April 1984 to promulgate standards of financial accounting and reporting with respect to activities and transactions of state and local governmental entities.

GOVERNMENTAL FUNDS - Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

GRANTS – A transfer of county, state or federal monies to the City, usually for specific programs or activities

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

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

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

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

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

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

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

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.

Glossary: Definitions

other post employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Other post-employment benefits that a retiree can be compensated for include healthcare premiums and deferred-compensation arrangements.

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

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

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

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

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

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

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

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

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

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

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, MD Adopted Budget FY 2024

'Painting the future of Salisbury'

