

CITY OF SALISBURY
BUDGET WORK SESSION
APRIL 23, 2024

Public Officials Present

Council President D’Shawn M. Doughty
Council Vice-President Angela M. Blake
Councilmember Michele Gregory

Mayor Randolph J. Taylor
Councilmember April R. Jackson
Councilmember Sharon C. Dashiell

In Attendance

City Administrator Andy Kitzrow, Finance Director Keith Cordrey, Deputy City Administrator John Tull, Assistant City Clerk Julie English, City Staff and Department Heads

The City Council convened in Budget Work Session at 8:42 a.m. on April 23, 2024 in Room 306 of the Government Office Building to review the City’s Financial Health and the FY25 Mayor’s Proposed Budget.

Financial Health Report (attached to these minutes)

Finance Director Keith Cordrey presented the Financial Health Report for the City. During the presentation, the following questions were asked and discussed.

During the review of capital assets, Mayor Taylor asked why depreciation was used. Mr. Cordrey responded that there were two statements provided. One statement was at the fund level showing cash in, cash out. The second statement showed capitalized assets and their depreciation, and debt. Mayor Taylor then asked what depreciation schedule was used. Mr. Cordrey explained that there was a Capital Asset Policy and each asset class had a different schedule.

While discussing the General Fund - Unassigned Fund Balance Analysis, President Doughty asked if Mr. Cordrey could see a time when they would need to change the target of four months. Mr. Cordrey stated that if the City continued to have a sustainable budget, there would be no reason to change it.

In the Mayor’s FY25 Budget, the ten frozen police officer positions remained. Ms. Jackson expressed her concern since there had been a shortage of officers for some time. Mr. Kitzrow explained that he and Chief Meienschein felt it was inappropriate to unfreeze positions while active positions remained vacant. Ms. Jackson asked how many positions the police department had. Mr. Kitzrow stated there were 103 sworn positions with ten frozen. Mayor Taylor added that they were looking into the possibility of having auxiliary police. Ms. Jackson stated that due to the City’s demographics and growth, she did not agree with freezing the positions.

In referencing the FY25 General Fund Capital Outlay, President Doughty asked which vehicles would be replaced and added. He also wanted to know the hierarchy in determining which locations in the City would benefit from the surface maintenance and street reconstruction funds. Mr. Kitzrow stated that streets were placed on a list in priority order to determine where capital funding would be used. Similarly, there was a fleet depreciation schedule for City vehicles which also had a scale to note their condition and priority level.

Ms. Blake questioned why Schumaker Pond was funded at \$5,000 less than what was requested. Mr. Kitzrow shared that the Field Operations Director, Mike Dryden, recommended not going in and ripping out the vegetation due to a concern that it would destroy the ecosystem of the plant life. Mr. Dryden believed that spraying first would be a better option. Ms. Blake then asked about the option to do a study to see what pollutant(s) were going into the pond. The top three suspects she named were failing water and sewer septic systems, waste from animals, or runoff chemicals from homes. Mayor Taylor and Mr. Kitzrow believed the County had funds set aside to assist with that process. Mr. Kitzrow acknowledged that spraying was a temporary fix and agreed that the study would give them answers as to what was going on.

Ms. Jackson asked Mr. Kitzrow how this problem was handled in the past. He answered that the City would pay for the chemicals and the County would go out in a boat and spray. However, due to the silting and increased vegetation, they were not able to reach certain parts of the pond and that process was abandoned.

Ms. Gregory asked about the Andean Bear exhibit. Mr. Kitzrow responded that, ideally, they would like to see the City and State each fund a quarter of the total cost, and receive private funding for it. The City did not receive State funding for it this year. He added that it would take about a year for a capital campaign. Five million dollars was needed and it would take some time.

Ms. Blake had two topics she wanted to discuss that were listed as City Weaknesses. She expressed her frustration with regard to the Fire Service Agreements and asked what Mayor Taylor's vision was for it. Mayor Taylor stated that the City could make a strong case to the County with the increased call volume. Mr. Kitzrow explained that the City was currently in a one year agreement that would begin July 1, 2024. That agreement would mean the County would treat the City's three unincorporated areas the same as any other County district. Council questioned if the agreement would give the City enough money based on the cost of running their calls. Mayor Taylor believed there needed to be a very serious conversation with the County to include consequences if they refuse to pay what we were owed.

Ms. Blake also expressed her concern with the Tax Differential. Mr. Kitzrow stated that the State would have to make a change in legislation.

Police Department

Chief Meienschein highlighted several areas in the Police Services budget where they requested increases for various reasons. Some of those areas included salaries, uniforms, and vehicle maintenance. There was a discussion about the higher caliber rifles the officers were seeing out on the streets. The level 3 vests, around \$3,000 each, would be needed to stop those bullets. Chief Meienschein mentioned they were down about 5 dispatchers in their Communications Division. They requested increases in salaries and equipment. The Animal Control budget was primarily made up of operating costs for the Humane Society. The SPD pays about 1/5 of their operating costs and this year there was an increase of \$31,000.

Ms. Jackson asked how they felt about the freezing of 10 positions in their department. Chief Meienschein responded that those positions would allow them to do more community policing. He would not ask to unfreeze positions until the other positions are filled. Along with unfreezing a position, there would also be additional costs that came with that.

Fire Department

Chief Frampton stated that the Fire Department submitted five Essential Items. They explained the need for three Fire Fighter/Paramedic positions. It was explained that a study had been done in 2001 which determined more fire fighters/paramedics were needed. Currently they are getting double the number of calls and they remained understaffed. Chief Frampton pointed out that the increase in the overtime budget was related to this shortfall. The additional positions would also provide coverage when employees were off.

It was clarified that the 12 SAFER grant positions were approved at the Mayor's level to become City positions after the grant expires in March 2025. The requested fire fighter/paramedic positions would be in addition to the 12 SAFER positions. Ms. Gregory requested numbers showing how many employees are out, on average, in a given time. Chief Frampton would get those numbers to Council.

There was a discussion on the Fire Service Agreement and Mr. Kitzrow summarized that the agreement the County Executive and the City Administration came to was in the hands of the County Council. Ms. Gregory shared her frustration regarding the City not being compensated for the work they are doing for the County.

Mr. Kitzrow pointed out that after the Mayor's Proposed Budget was completed, there were additional adjustments that had to be made to offset the salary increases agreed to through the Collective Bargaining Unit.

Infrastructure & Development

Mr. Kitzrow began by referencing the reorganization that Council had approved. Deputy City Administrator John Tull then presented Council with the Infrastructure & Development budget. He stated that the individuals who played a part in the FY25 Budget were no longer there. The budget was flatlined and there were no essential items to present.

Mr. Kitzrow explained that within the reorganization there were two positions cut and a Deputy position added. President Doughty then asked how the department would function with the changes. Mr. Tull confirmed that the department would be using consultants to keep projects moving along and filling vacant positions within the department. Mr. Kitzrow added that the City had struggled with hiring seasoned, 10 year engineers. They were beginning to look at the individuals just coming out of school rather than the seasoned individuals. Mr. Kitzrow also shared how costly engineers had become.

City Clerk's Office

Assistant City Clerk Julie English presented the budget for the Clerk's Office. A few changes were made in preparation for City Clerk Kim Nichols' retirement. The new office phones provided a savings for the department so the savings was distributed between the printing, travel and training accounts.

Mr. Kitzrow also shared with Council that a reclass was put into the budget for Ms. English at the Administrative level for the additional responsibilities she had taken on.

City Council

Ms. English noted that the only change to the Council budget was moving \$50 from community promotions to meals. President Doughty inquired about having an account for discretionary funding. Ms. Jackson shared her frustration with having to use her own credit card for travel arrangements. President Doughty questioned why the Mayor had a City card but Council was told they cannot have one. It was determined that the Clerk's Office would get a purchase card.

President Doughty requested that the Clerk's Office track the City laptops to assist with planning ahead for their replacement.

Ms. Blake requested the Mayor and Council salaries be reviewed and increased. There was discussion on possibly changing the positions from part-time to fulltime as well as reviewing the qualifications for the candidates.

Water Works

Water Works Director Cori Cameron reviewed some of the department's essential items. She talked about the CDL drivers and the bonuses she would like to continue offering them. Mr. Kitzrow explained that with having the unions, when you offer something to one group of people in a department, it would then have to be offered to everyone in that group for all departments.

Water Plant Superintendent Ron Clapper explained the request for funding to switch the current Verizon lines to fiber lines, which run to the well houses. The Verizon lines had gotten expensive and switching to the fiber lines would save about \$20,000 per year.

Utilities Superintendent Trey Klaverweiden explained that equipment and chemicals had gone up significantly so there was a request for more funding in the Utilities equipment account.

There was a discussion on what vehicles were requested for Water Works. Mr. Kitzrow also explained that some vehicles for other departments were requested through the use of the Water & Sewer funds. Not all of the vehicles that were listed under Water Works were for their department.

Wastewater Treatment Plant Superintendent Connie Luffman spoke about the request for an additional mechanic. She explained that the City was growing so there is more to take care of and maintain. The mechanics in the department were stretched thin and not able to keep up on things.

Ms. Cameron and Ms. Luffman explained several of the projects that were requested in the FY25 budget but would be moved to FY24 to save money.

Ms. Luffman explained a new process that her department was using that involved dewatering dumpsters. This method saved the department money by only having to take in the dry solids to the landfill rather than having it mixed with water.

Mr. Kitzrow explained that with the changes needing to happen in relation to the PFAS situation, it would be a long and costly process. He added that there would likely be grant funding received to assist with the cost.

Field Operations

Field Operations Director Mike Dryden began by sharing the positions they asked for in the FY25 budget. Those positions included increased staff for the Parks, Sanitation and Fleet Divisions, as well as an Electrician position to keep up with the increased work load.

Mr. Kitzrow explained that merit increases and career ladder increases were not cut from the Mayor's budget.

Mr. Dryden stated that the positions he would prefer filling most were the Electrician and two Parks positions. A brief explanation of the process used for vehicle replacements was given. There are several factors used.

Mr. Dryden explained to Ms. Blake, with regard to Schumaker Pond, that the City was doing their part. He added that the residents who lived around the pond also needed to do their part. There was discussion on what the best course of action would be and what the possible causes could be. Ms. Blake would like the City to work with Salisbury University to look further into the problems in the pond.

Mr. Cordrey asked Mr. Kitzrow to review the General Capital projects that Administration wanted to move from FY25 to FY24. These included the Beaver Park Dam improvements, GOB exterior waterproofing, Zoo facility improvements, North Prong Park land acquisition, Jefferson Avenue street light additions and the Amphitheater pedestrian bridge. These were high priority projects. Ms. Blake added her concern for street lighting in Spring Chase.

Mr. Kitzrow clarified that the current discussions for Schumaker Pond included a treatment of the growths in the Pond rather than the removal of it.

Housing & Community Development

Housing & Community Development Director Muir Boda provided an update on Anne Street Village (ASV) daily expenditures. He shared that the \$18,000 approved at the Mayor's level would cover daily operations such as electricity, utilities, snacks for residents and pest control services. Mr. Boda mentioned the funds for the Housing First Program, which was requested but not funded. Mr. Kitzrow noted that the goal this year was to take care of those currently in the program rather than expanding the current program. Mr. Boda explained the changes that were made in reference to the budgeting of the grants and employees associated with the program. He made it clear that HCDD was not asking to expand the Housing First Program but wanted the funds necessary to maintain the housing they already had. The final request was for a merit increase for the Community Relations Manager.

Mr. Boda added that the department was in need of replacement vehicles. He communicated that receiving two new vehicles would allow them to shuffle their vehicles around and better accommodate the staff based on their responsibilities.

Ms. Dashiell asked for the status on Anne Street Village. Mr. Boda responded that his staff were currently running it and would continue as needed. The RFP was in process. Ms. Dashiell's biggest concern was that it was never full.

Mr. Boda responded to a question from Ms. Jackson and stated that there were 25 units at ASV with one serving as an office, another as a community kitchen, and about 14 to 15 filled with residents. Ms. Jackson did not understand why there were vacancies in the homes. Mr. Boda responded that the staffing he had was two people and their days were already full with the residents who lived there, so they could not take on any additional residents.

Volunteer Fire Department

Lee Smith, Volunteer Deputy Chief for the Salisbury Fire Department, addressed Council regarding the FY25 Volunteer Fire Budget. He gave a summary of how the FY24 funds were used. Among those expenditures were: a new "jaws of life", the initiation of a cancer reduction program, new protective masks for each member, replacement fire hoses and gym equipment.

They asked for funds to purchase additional thermal imaging cameras, upgrades for the hydraulics, replacement supply line, and new high-rise packs. Mr. Smith shared that the calls for service continued to increase. Additionally, he mentioned several things the volunteers were in support of. Some of those included the purchase of new fire engines, making the twelve SWIFT members full-time employees and replacing some of the radios.

Mr. Smith shared that the Firefighter EMT program was coming back to the CTE program at Parkside High School. Fifteen students would go through the two-year program.


City Attorney

Mr. Kitzrow began by stating that \$30,000 had been added to one of the line items for the City Attorneys budget for the purpose of paying for special council in potential arbitrations and discussions with the unions. City Attorney Ashley Bosché responded that she would like to be a part of any arbitration that may come up, at no cost to the City, to gain the experience and be able to take over the arbitrations at some point. Ms. Bosché felt that Cockey, Brennan & Maloney (CBM) would be able to take over some of the work involving the unions. That would benefit the City since it cost more for special council.


Mr. Kitzrow also explained that the “other attorney” line item would include all attorneys used by the City except for CBM.

After discussion, it was determined that the additional \$30,000 was not needed since there was the ability to transfer between the two accounts and there were sufficient funds in the “city attorney” account.

The Budget Work Session adjourned at 4:30 p.m.



City Clerk



Council President



City of
Salisbury

Financial Health

Presented April 2024



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□ **Benchmark Ratios**

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- Parking Authority
- Summary

□ **FY 25 Budget**

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- General Fund Expenditures by Category
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Benchmarks



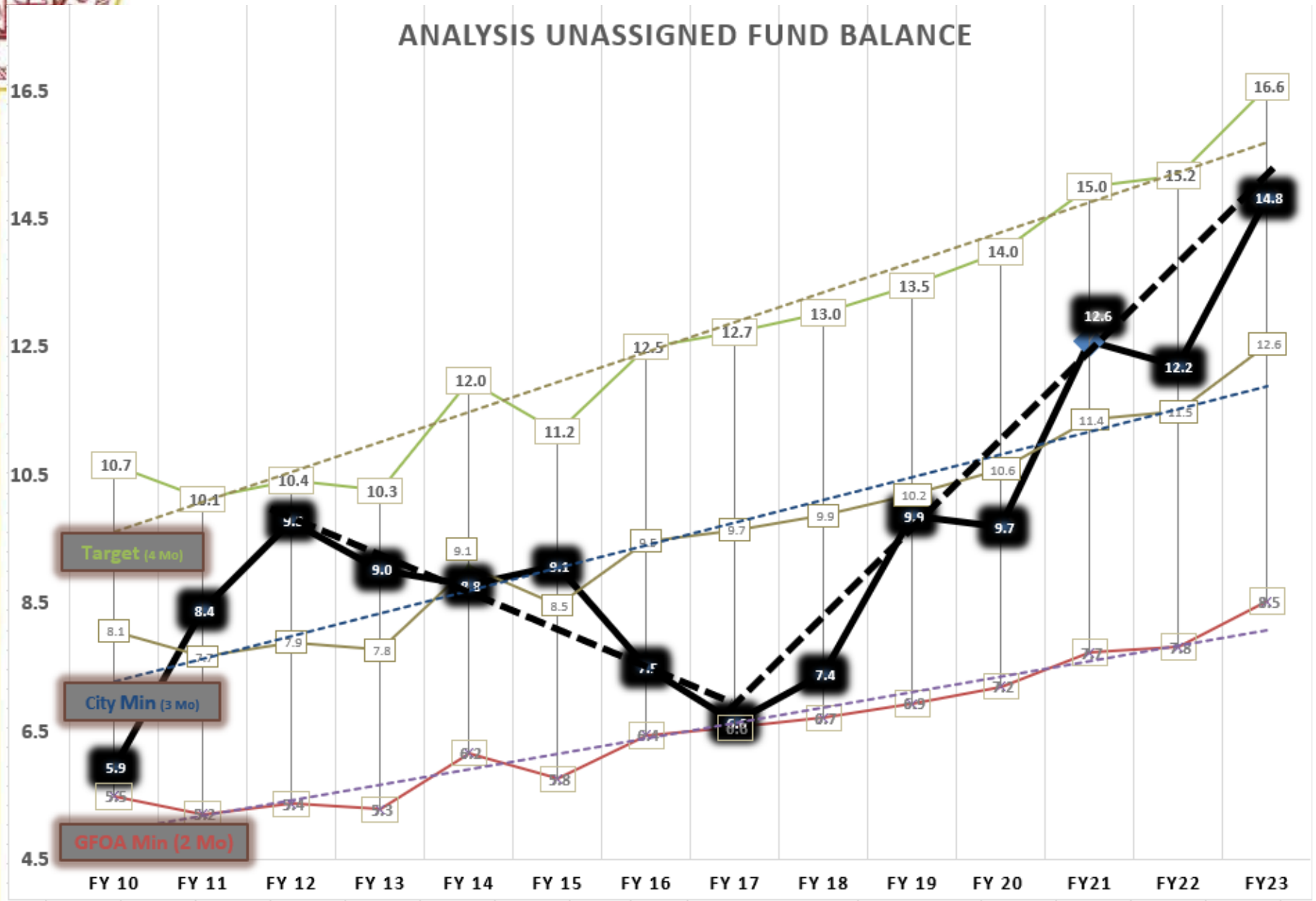
General Fund - Total Fund Balance

	FY 2022	FY 2023	FY 2024	FY 2025
Total Fund Balance	\$13,811,228 as of June 30, 2020	\$17,005,761 as of June 30, 2021	\$16,554,397 as of June 30, 2022	\$20,998,550 as of June 30, 2023
Budgeted Expenditures	42,386,053 2020	45,462,945 2021	45,988,678 2022	49,499,674 2023
Ratio	32.6% (Strong)	37.4% (Strong)	36.0% (Strong)	42.4% (Strong)

Strong	> 25 %
Adequate	10-25 %
Weak	< 10 %



General Fund - Unassigned Fund Balance





Debt to Market Value

	June 30, 2020	June 30, 2021	June 30, 2022	June 30, 2023
General Obligation Debt	\$ 99,605,678	\$ 92,453,779	\$ 89,118,883	\$ 81,538,551
Market Value of Property	\$ 2,312,626,586	\$ 2,409,081,247	\$ 2,488,125,619	\$ 2,624,686,019
Ratio	4.31% (Adequate)	3.84 (Adequate)	3.58 (Adequate)	3.11 (Adequate)
		Strong	< 3 %	
		Adequate	3 – 6 %	
		Weak	> 6 %	



Debt Per Capita

	June 30, 2020	June 30, 2021	June 30, 2022	June 30, 2023
Citywide General Obligation Debt	\$ 99,605,678	\$ 92,453,779	\$ 89,118,883	\$ 81,538,551
Population	33,000	33,050	33,050	33,050
Debt Per Capita	\$ 3,018 (Needs Improvement)	\$ 2,797 (Needs Improvement)	\$ 2,696 (Needs Improvement)	\$ 2,467 (Adequate)

Strong	< \$1,000
Adequate	\$ 1,000 - \$2,500
Weak	> \$2,500



Annual Debt Service - General Fund

	FY 2022	FY 2023	FY 2024	FY 2025
Budget Debt Service	\$ 4,337,283	\$ 4,140,183	\$ 4,334,783	\$ 4,409,556
General Fund + Capital Project Budget	\$ 51,464,722	\$ 55,796,796	\$ 58,738,616	\$ 58,476,350
Ratio	8.43% (Adequate)	7.42% (Adequate)	7.38% (Adequate)	7.54% (Adequate)

Adequate <= 10%



Water and Sewer Unrestricted Balance

	FY 21	FY 22	FY 23	FY 24	FY 25
Unrestricted Fund Balance	\$ 893,767 as of June 30, 2019	\$ 748,706 as of June 30, 2020	\$ (1,844,472) as of June 30, 2021	\$ 512,578 as of June 30, 2022	\$ (1,043,964) as of June 30, 2023
Water Sewer Operating Revenue	\$ 16,140,750 (FY21 Budget)	\$ 16,909,350 (FY22 Budget)	\$ 20,303,088 (FY23 Budget)	\$ 19,862,204 (FY24 Budget)	\$ 22,008,911 (FY25 Budget)
Ratio	5.5% (Needs Improvement)	4.43% (Needs Improvement)	-10% (Needs Improvement)	2.58% (Needs Improvement)	-4.74% (Needs Improvement)

Strong > 25%

Adequate 17 – 25%

Weak < 17%



Parking Authority Unrestricted Net Position

	FY 2022	FY 2023	FY 2024	FY 2025
Unrestricted Net Position	\$ (173,401) as of June 30, 2020	\$ (443,042) as of June 30, 2021	\$ (593,992) as of June 30, 2022	\$ (509,217) as of June 30, 2023
Revenue	\$782,810	\$661,447	\$619,056	\$594,394
Ratio	-22% Needs Improvement	--67% Needs Improvement	--96% Needs Improvement	--86% Needs Improvement

Strong	> 25%
Adequate	17 – 25%
Weak	< 17%



Benchmark Summary

	FY 2022	FY 2023	FY 2024	FY 2025
General Fund Balance	Strong	Strong	Strong	Strong
Unassigned Fund Balance	Adequate	Adequate	Adequate	Adequate
Debt to Market Value	Adequate	Adequate	Adequate	Adequate
Annual Debt Service	Adequate	Adequate	Adequate	Adequate
Overall Debt per Capita	Needs Improvement	Needs Improvement	Needs Improvement	Adequate
Unrestricted Net Position Water/Sewer	Needs Improvement	Needs Improvement	Needs Improvement	Needs Improvement
Unrestricted Net Position Parking Fund	Needs Improvement	Needs Improvement	Needs Improvement	Needs Improvement



FY25 Budget Highlights



FY 25 Budget Highlights - Revenue

□ General Fund - Rates and Fees

- Trash Service – increased from \$69 to \$71 per Qtr.
- Tax Rates – no change
- EMS Service Fee – no change
- Outdoor Rental Space – Park Pavilion – increase from \$75 to \$100;
- Traffic Control Devices Fees – increase from \$50 to \$100;
- Development Plan Review Fees – Increase from \$1,000 to \$3,000;
- Planning Commission – Comprehensive Development Plan Fees – increase from \$250 to \$500;
- Short Term Rental Unit Registration and License Fee – New Fee in FY25. Structure is similar to Landlord License fees;
- Fire Prevention Fees – Plan Review basic fee – increase from \$75 to \$125;
- Fire Prevention Fees – Plan Review expedited fee – decrease from \$500 to \$300;
- Fire Prevention Fees – Plan Review after hours inspection – increase from \$100 to \$125;
- Fire Prevention Fees – Plan Review Site review fee – increase from \$100 to \$275;
- Fire Protection Permit Fee – NFPA 13D – increase from \$100 to \$125;
- Fire Protection Permit Fee - Gaseous and Chemical Extinguishing Systems – increase from \$125 to \$150;
- Fire Protection Permit Fee – Emergency generators – increase from \$100 to \$150;
- Fire Safety Inspections – Assembly Occupancies – increases vary from \$25 to \$50 per type;
- Fire Safety Inspections – Health Care Occupancies – increases vary from \$25 to \$50 per type;
- Fire Safety Inspections – Residential – increases vary from \$25 to \$50 per type;
- Fire Safety Inspections – Mercantile Occupancies – increases vary from \$25 to \$50 per type;
- Fire Safety Inspections – Business or Industrial Occupancies – increases vary from \$10 to \$75 per type;
- Fireworks Permit – Display – increase from \$250 to \$450;

See the Fee Ordinance for a complete list of fee changes.



FY 25 Budget Highlights - Revenue

Water Sewer Rates

- Water Sewer Rates – increase 9%
- Water Sewer Urban Services – remains 1.5x

Parking Fund Rates

- Permit parking rates – Lots 5, 7/13, 11,12, & Garage increased by \$5

Storm Water Rates

- Storm Water Fee – no change



FY 25 Tax Assessments

Fiscal Year	Assessments				Tax Rate		Tax Levy
	Real	Personal	Corporations	Total	Personal Property	Real Property	
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	2,309,912,479	1,869,780	312,903,760	2,624,686,019	2.40 PP 3.51 RR	0.9832	29,326,253
2024 (EST)	2,299,353,344	1,750,000	253,454,416	2,554,557,760	2.40 PP 3.51 RR	1.0332	28,020,025
2025 (EST)	2,550,308,052	1,250,000	257,621,083	2,809,179,135	2.40 PP 3.51 RR	1.0332	32,606,652



FY 25 General Fund Revenues

	24 Revised	MAYOR	Increase (Decrease)	%
<u>Top Increases</u>				
Real Property	23,788,078	25,476,652	1,688,574	7.1%
Highway User	1,799,618	2,096,182	296,564	16.5%
School Zone Camera	400,000	575,000	175,000	43.8%
Local Income Taxes	2,700,000	2,850,000	150,000	5.6%
Trash Fees	2,265,419	2,388,539	123,120	5.4%
OBC - Current Year	4,100,000	4,200,000	100,000	2.4%
Zoo-Hotel Room Tax	230,000	325,000	95,000	41.3%
Fire Prevention - Plan Review	185,000	265,000	80,000	43.2%
Fire Service Contribution SU	-	75,000	75,000	
Short Term Rental Tax HCDD	-	75,000	75,000	

<u>Top Decreases</u>				
EMS Medicaid Gap Reimburseme	915,439	811,733	(103,706)	-11.3%
Cable TV Franchise Fee	380,000	320,000	(60,000)	-15.8%
Municipal Infractions	75,000	25,000	(50,000)	-66.7%
Vacant Building Registration	75,000	45,000	(30,000)	-40.0%
Special Event Earnings	50,000	20,000	(30,000)	-60.0%
PILOT Parking Authority	101,495	76,015	(25,480)	-25.1%
Hazmat Special Op Revenue	34,806	10,000	(24,806)	-71.3%



FY 25 Budget Highlights – Personnel

- The Mayor's Proposed Budget includes an increase of one step.
- As a result of union negotiations, an additional step increase will take effect July 1 with an additional step increase to take effect January 1. The adjustment for the union increases will be required at the Council Level.
- The above has been agreed by general government and police unions, but not the fire union
- Career Ladder Updates
- Merit increases
- Reclassification and standardization of all administrative positions, see following slides
- Health insurance increased by 6%



FY 25 Budget Highlights – Personnel

Department	Position
New Positions	
Fire	Twelve new Fire Fighter positions - SAFER
Eliminated Positions	
DID	Eliminate 1 of 5 Construction Inspectors
DID	Eliminate Drafting Supervisor position
Parks Rec	Downtown Ambassador (made part time)
Frozen Positions	
Police	Ten Police Officer positions



FY 25 Budget Highlights – Personnel

Department	Position	Notes
Reclassifications		
ABC	Office Administrator	Changed from Admin Assistant
ABC	Economic Development Manager	Changed from Director of Business Development
ABC	General Maintenance Technician	Moved from Parks 45000
Mayor	Executive Office Administrator	Changed from Executive Admin Office Manager
Mayor	Executive Office Administrator	Changed from Executive Admin Assistant
Procurement	Office Administrator	Changed from Admin Assistant
IS	Network Technician	Changed from Computer Technician
HR	Office Administrator	Changed from Admin Assistant
Police	Office Administrator	Changed from Resource Manager
Police	Office Administrator	Changed from Admin Assistant
Police	Chief Office Administrator	Changed from Chief Administrative Records Clerk
Fire	Office Administrator	Changed from Program Specialist
Fire	Office Administrator	Changed from Admin Assistant
Fire	Chief Office Administrator	Changed from Office Manager
BPI	Office Administrator	Changed from Office Manager
HCDD	Office Administrator	Changed from Office Manager
HCDD	Office Administrator	Changed from Admin Assistant
FO	Chief Office Administrator	Changed from Office Manager
DID	Deputy Director	Changed from Associate Planner
DID	Project Engineer	Changed from Project Manager
DID	Associate Planner	Changed from Sustainability Coordinator
DID	CAD Technician	Two positions, changed from CAD Drafter
DID	Office Administrator	Changed from Admin Assistant
DID	Engineering Manager	Changed from Project Engineer
Fleet Maint	Office Administrator	Changed from Admin Assistant
Carpenter Shop	General Maintenance Technician	Changed from Carpenter
Carpenter Shop	General Maintenance Technician	Moved from Parking 31154
Zoo	Development Supervisor	Changed from Office Manager
Parking	Parking Supervisor	Changed from Parking Enforcement Officer
Parking	Parking Revenue Clerk	Moved from Finance 15000
WW	Office Administrator	Three positions, changed from Admin Assistant



FY 25 Budget Highlights –Transfers & Grant Match

Transfer - General Capital Projects	70,000
Transfer – Special Revenue Fund NFF	0
Transfer – Anne Street	18,000
Grants Match Police	88,000
Grants Match Community Development	
Grants Match Field Operations	36,000
Grants Match Fire	300,000
TOTAL Org 91001 >>	\$ 512,000



FY 25 Budget Highlights –Transfers & Grant Match

The Grant Team has proposed adjustments for Grant Match at the Council Level as follows:

1. Housing First \$58,697

2. DID \$ \$284,173.80 (as detailed below)

Infrastructure & Development Department				
FY25 - MD Dept. of Transportation - State Aid Funds	41,570		41,570	N/A
FY25 - Highway Safety Improvement (HSIP)	250,500		250,500	25,050
FY25 - Highway Safety Improvement (HSIP) - High Friction Surface	172,728		172,728	17,273
FY24 - Bikeways Program	720,000		720,000	24,000
FY25 - Bikeways Program	200,000		200,000	40,000
Safe Streets for All (SS4A) Vision Zero Program	11,753,587	11,753,587	-	177,851
FY25 - Chesapeake Bay Trust Carroll St Stormwater	175,000		175,000	-



FY25 General Fund Capital Outlay

			General Fund - Capital Outlay			
			Account		Funding Source	
Dept	Project Description	Approved Amount	Org	Acct	General Revenues	Lease Proceeds
Field Ops	Schumaker Pond	20,000				
Field Ops	City Park Pedestrian Bridge Repair Reallocati	50,000				
Field Ops	Rear Loading Trash Truck	-				
Field Ops	3-Ton Dump Truck 2 Door	360,000	32061	577025	360,000	
Police	Police Vehicles	-				
Fire	Portable Radio Replacement	187,771	24035	577030	187,771	
Fire	Apparatus Replacement - Engine	1,344,121				
Various	Governmental Fleet Vehicles	550,000	Various	577025	550,000	
DID	Concrete Program (Curb, Gutter and Sidewalk	75,000	31000	534307	75,000	
DID	Surface Maintenance (Crack Sealing, Microsu	150,000	31000	534318	150,000	
DID	Street Reconstuction (Milling and Paving)	700,000	31000	534318	700,000	
DID	Northwood and Brewington Branch Culvert	-				
DID	Naylor Mill Road Bridge Replacement	-				
GOB	GOB Energy Efficiency Improvements	-				
Zoo	Zoo Andean Bear Exhibit					
General Fund & Capital Projects		3,436,892			2,022,771	-



FY25 General Capital Projects

Schedule B: General Capital Projects					
Project Description	Funding Source				FY26 Bond DOOI
	Approved Amount	PayGO Gen Fund	PayGO Storm Water	Grants	
Schumaker Pond	20,000	20,000			
City Park Pedestrian Bridge Repair Reallocation	50,000	50,000			
3-Ton Dump Truck 2 Door	360,000				
Portable Radio Replacement	187,771				
Apparatus Replacement - Engine	1,344,121				1,344,121
Governmental Fleet Vehicles	550,000				
Concrete Program (Curb, Gutter and Sidewalk)	75,000				
Surface Maintenance (Crack Sealing, Microsurfacing)	150,000				
Street Reconstruction (Milling and Paving)	700,000				
General Fund & Capital Projects	3,436,892	70,000	-	-	1,344,121



FY25 Water Sewer Capital Projects

Project	Approved Amount	Capital Projects - Funding Source			Enterprise Fund - Capital Outlay	
		PayGO	Reallocation	Bond	Account	Lease Proceeds
Water Sewer Fund:						
Water Sewer study Naylor Mill	-	-				
Communication Network Redundancy	15,000	15,000				
Sanitary Sewer Lining	75,000	75,000				
Vacall Sewer Truck	600,000				86085-577025	600,000
Replace Distribution Piping & Valves	100,000	100,000				
Automated Metering Infrastructure	250,000	250,000				
Dump Truck	92,000	92,000				
Elevated Water Tank Maintenance	200,000	200,000				
Restore Park Well Field	175,000			175,000		
Restore Paleo Well Field	230,000			230,000		
Decommision Edgemore Water Tower	-	-				
Prk Reseroir Discharge Pipe Replace	40,000	40,000				
PFAS Study and Treatment Park Plant	60,000	60,000				
Pump Station Improvements	110,000	110,000				
Dump Truck	230,000				82076-577025	230,000
Effluent Filter Pump	130,000			130,000		
Ford F350 Utility Body Dually	90,000				86083-577025	90,000
John Deere Zero Turn Mower	-	-				
Pale WTP 30" PCCP Discharge Line Rep	585,000		585,000			
Filter Replacement Project	12,000,000			12,000,000		
Water Sewer Fund Total >>	14,982,000	942,000	585,000	12,535,000		920,000

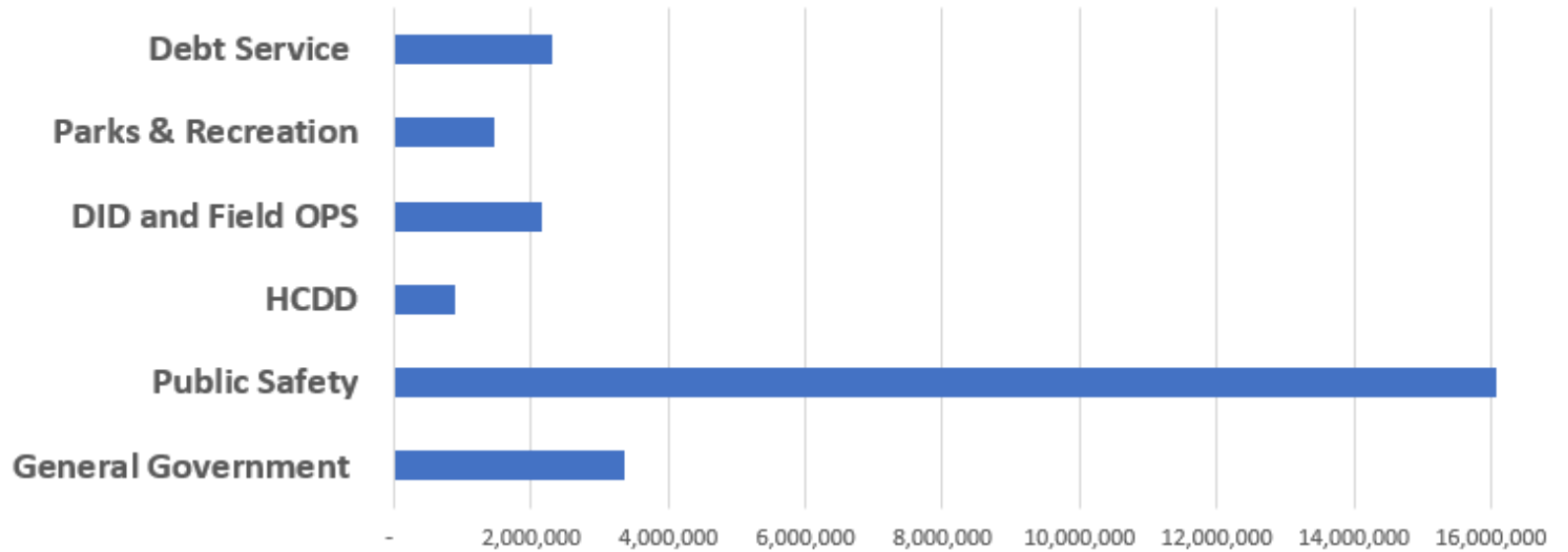


FY23 General Fund Debt Service

			23 Actual	24 Approved	25 Mayor	Increase (Decrease)
Principal						
70101	588114	Principal - 2011	221,176	-	-	
70101	588122	Principal - 2016	384,127	392,508	401,064	
70101	588123	Principal - 2017	903,114	865,365	747,468	
70101	588124	Principal - 2018	348,163	356,911	365,870	
70101	588131	Principal - Waverly WQ	4,761	4,809	4,857	
70101	588140	Principal - 2019	538,200	565,800	598,000	
70101	588141	Principal - 2022	805,000	840,000	875,000	
		Total Principal	3,204,541	3,025,393	2,992,259	(33,134)
Interest			-	-	-	
70101	588214	Interest - 2011	6,053	-	-	
70101	588222	Interest - 2016	30,420	21,955	13,305	
70101	588223	Interest - 2017	183,499	137,565	94,297	
70101	588224	Interest - 2018	97,950	89,213	80,255	
70101	588231	Interest - Waverly WQ	427	379	331	
70101	588239	Interest - 2019	-	313,690	284,595	
70101	588240	Interest - 2020	340,515	-	-	
70101	588241	Interest - 2022	258,575	242,475	208,875	
70101	588243	Interest - 2023	-	419,113	-	
70101	588244	Interest - 2024	-	-	614,747	
70101	588245	Interest - 2026	-	-	120,892	
70101	588900	Bond Issuance Cost	-	85,000	-	
		Total Interest	917,440	1,309,390	1,417,297	107,907
		Total Debt Service	4,121,980	4,334,783	4,409,556	74,773

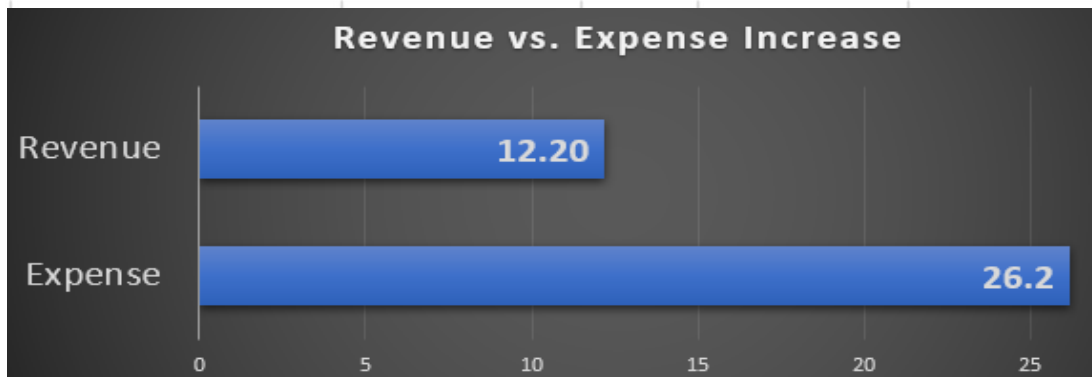


Increase FY25 vs. Fy12 by Function



	Increase		FY12	FY25
General Government	3,348,793	137%	2,437,121	5,785,914
Public Safety	16,081,039	90%	17,914,856	33,995,895
HCDD	875,757	141%	622,568	1,498,325
DID and Field OPS	2,164,727	54%	4,037,212	6,201,939
Parks and Recreation	1,469,729	102%	1,436,425	2,906,154
Debt Service	2,310,940	110%	2,098,616	4,409,556
	26,250,985			

The Tax Levy in FY12 was \$ 20.4M vs. \$ 32.6M in FY25 or an increase of **\$ 12.2M**. This tax revenue increase pales in comparison to the **\$ 26M** increase of major departments and debt service costs during that period. Public Safety alone has increased by **\$ 16M** and that does not include the cost of 12 Fire Safer grant employees.

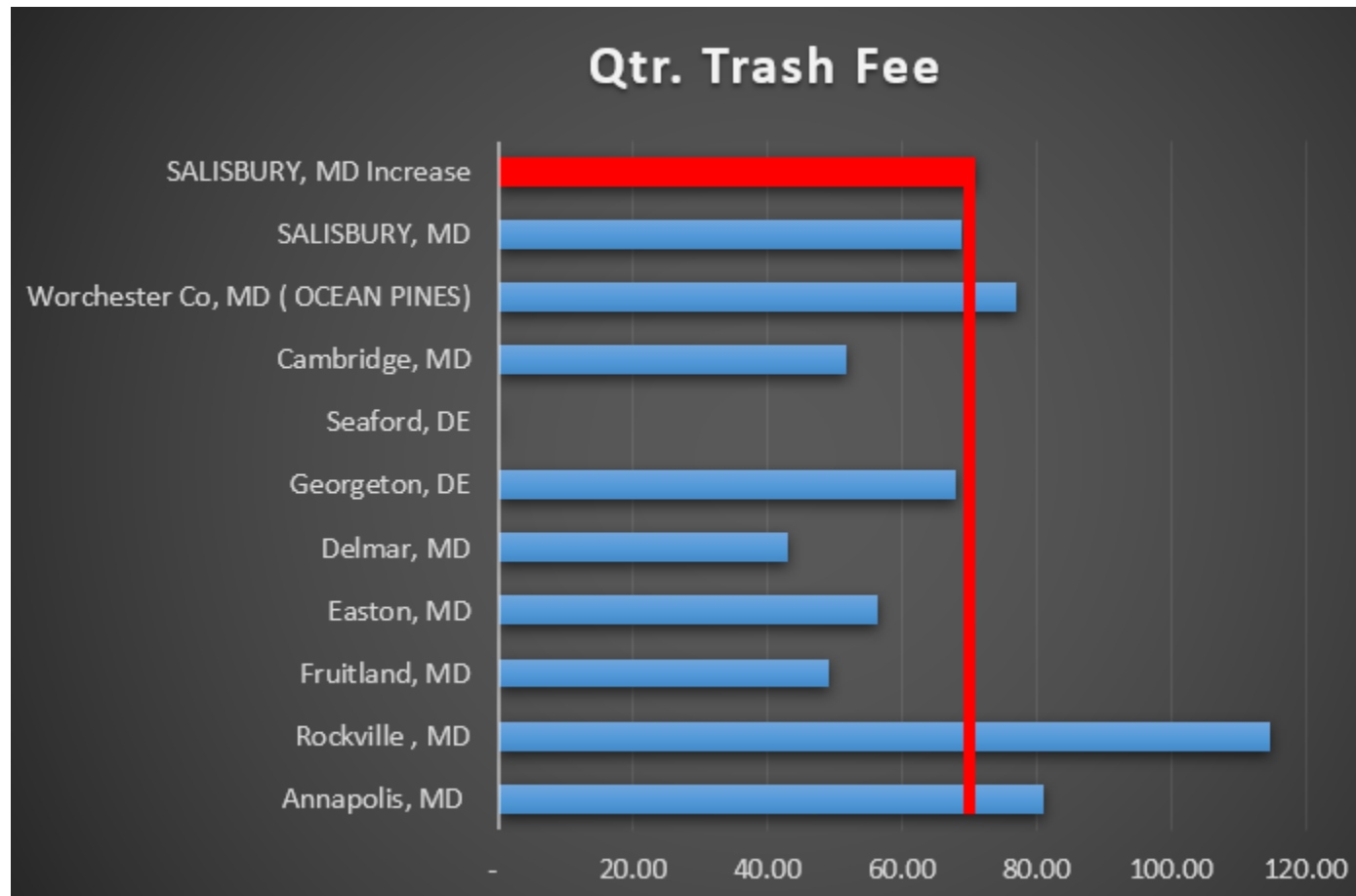




Trash Fee

The FY25 Proposed Budget includes a 3% increase. The survey for other towns in from last year.

FY24: \$67 to \$69
FY25: \$69 to \$71





FY25 Water Sewer Impact and Revolving Funds

	Water Sewer Impact and Revolving Funds				Operating W S
	Total Capital	Revolving Maintenance	Impact Water Capacity	Impact Sewer Capacity	
			60200	10800	
Proposed Min Balances					
Maintenance	1,500,000	1,500,000			
Capacity Expansion	1,000,000		500,000	500,000	
Operating Funds (3 Mo Op Exp)	-				2,700,000
Total Min Balances	2,500,000	1,500,000	500,000	500,000	2,700,000
Balance 03 10 2023	3,272,001	1,056,202	1,279,894	935,905	
Increase	395,668	193,530	108,051	94,087	
Balance 04/18/2024	3,667,669	1,249,732	1,387,945	1,029,992	
Transfer Projects	-	-	-	-	0
Available Balances	3,667,669	1,249,732	1,387,945	1,029,992	(168,364)
					<i>see Note 1</i>
Over (Under) Min	1,167,669	(250,268)	887,945	529,992	(2,868,364)

Note 1: Best Practices calls for funds on hand dedicated for operations, exclusive of the funds assigned to projects, to be 3 months of operating expenses or \$2.7m for the City. The Water Sewer fund had a deficit of \$168,364 dedicated to operations as of 6/30/23 for a variance from the target of \$2,868,364.

Note 2: It is recommended that the City update the sources of funds for capital projects in the Final FY25 budget to fund 400k from Impact and Revolving funds and reduce the those funded from bond proceeds.

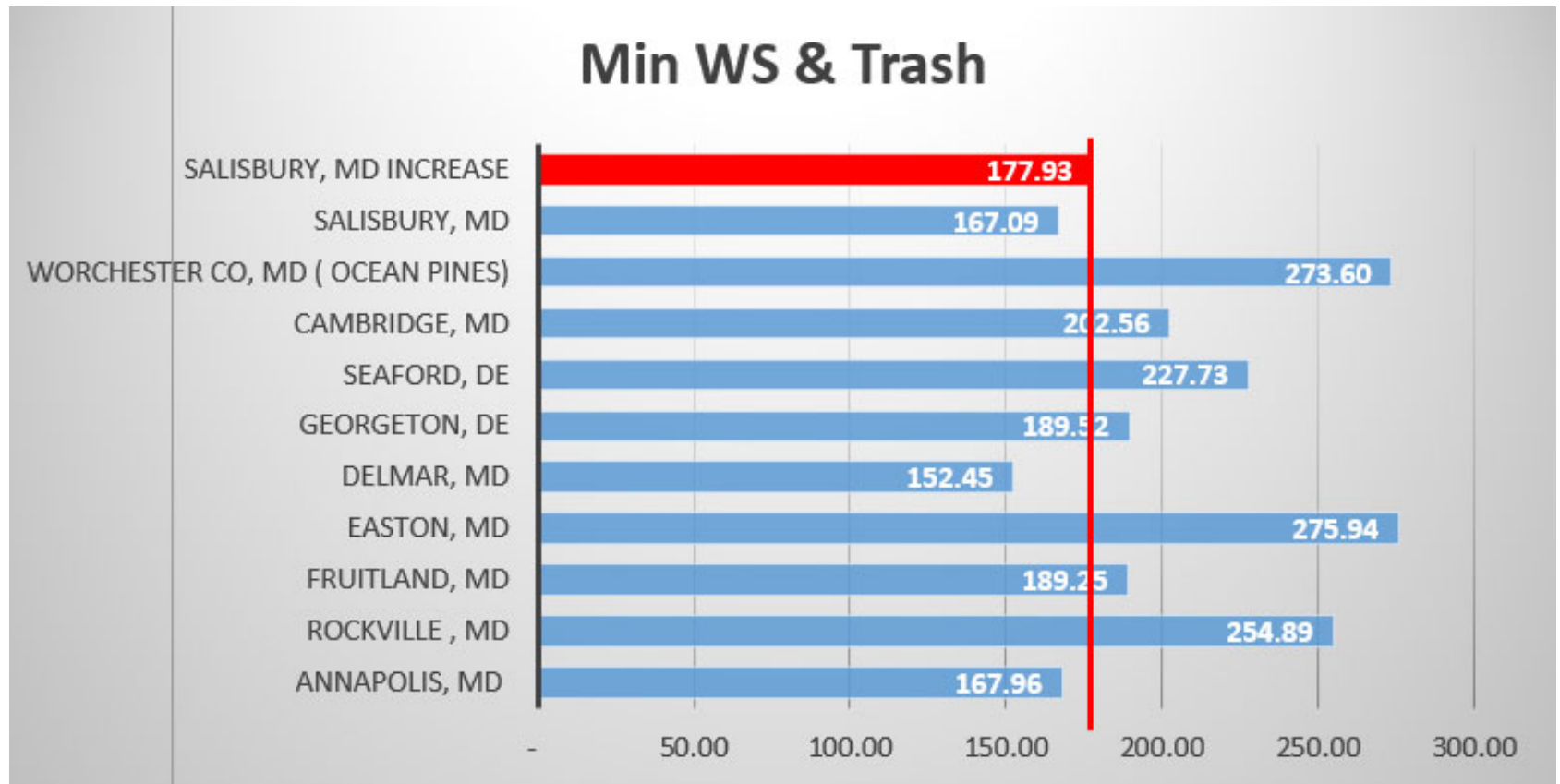


FY25 Water Sewer Rates

Min W & S up 9% from \$98.09 to \$106.93 or \$8.84

Trash up 3% from \$69 to \$71 or \$2

Total Min WS + Trash up from \$169.09 to \$177.93 or \$10.84



* The rates for other towns above are from a survey taken for FY24.



FY25 Water Sewer Debt Service

- The City negotiated new terms with MDE for the 2015 Water Quality Bond. The below table shows the change to Water Sewer debt service beginning in fiscal year 2025.

Year	2015		2008a	Total
	Original	Current		
2025	150,000	150,000	2,287,761	2,437,761
2026	150,000	150,000	2,287,761	2,437,761
2027	2,778,750	150,000	2,287,761	2,437,761
2028	2,778,750	150,000	1,999,645	2,149,645
2029	2,778,750	3,634,367		3,634,367
2030	2,778,750	3,634,367		3,634,367
2031	2,778,750	3,634,367		3,634,367
2032	2,778,750	3,634,367		3,634,367
2033	2,778,750	3,634,367		3,634,367
2034	2,778,750	3,634,367		3,634,367
2035	2,778,750	3,634,367		3,634,367
2036	2,778,750	3,634,367		3,634,367
2037	2,593,053	3,634,367		3,634,367
Total	30,680,553	33,309,303	8,862,928	42,172,231



Takeaways...Strengths

- **Financial Position**

Presently the City enjoys a strong Financial Position. This status is based on the financial data as of the FY23 Audit.

- **Unassigned Fund Balance**

The General Fund's Unassigned Fund Balance is strong as of 6/30/23.

- **Water / Sewer Project Status**

Many Water and Sewer Projects have either been recently completed or funded. Few have been deferred, which if they were, would have resulted in infrastructure liabilities.



Takeaways... Weaknesses

- **General Fund CIP**

The inability to fund many of the improvements mapped for in our recent Capital Improvement plans could be seen as small crack in our financial framework. It has been getting harder to fit CIP into the General Fund budgets. Should CIP pile up they are the equivalent of unfunded liabilities.

- **General Fund Revenues**

We can count on rising expenses. Medical cost are expected by many to rise 6-8% per year. The predictable pay plan represents a significant increase per year in the General Fund. Finding revenues to match these rising cost is expected to become increasingly difficult.

- **Fire Services**

The County's contributions for fire services do not represent their true share. A new framework, to recover the true cost of fire services, is essential.

- **Tax Differential**

The citizen's of Salisbury deserve Tax Differential as recommended by past studies.

- **Parking Fund**

The Parking Fund needs to increase the Unrestricted Net Position.



Questions

