



CITY OF SALISBURY COUNCIL MEETINGS

Welcome and thank you for attending this public meeting. We appreciate your interest in what is happening in your City. Please familiarize yourself with the meeting procedures below:

Presiding Officer

The Council President is responsible for conducting the meeting and managing any public comment period. When the Council President is not present, the Council Vice President conducts the meeting.

Public Participation in City Council Meetings

1. In accordance with the Maryland Open Meetings Act, the general public is entitled to attend and observe all meetings of the Mayor and Council except in appropriate circumstances when meetings of the public bodies may be closed under the Act.
2. To encourage community engagement, the Council allows public comment using the following guidelines:
 - a. Work Sessions – persons desiring to speak on matters specific to the topics on the agenda may do so for up to three (3) minutes after each topic has been presented.
 - b. Regular Meetings – persons desiring to speak on any matter may do so for up to four (4) minutes during the “Public Comments” portion of the meeting.
 - c. Please fill out a comment form from the table as you enter Council Chambers, and turn it in to the Clerk.
 - d. The Council President will call you up to the podium. For the record, please state your name, whether you are a resident within the corporate limits of Salisbury, and any organization affiliation you are representing.
 - e. Questions posed by the public during the public comment portion will be logged and tracked by the City Clerk. The City Clerk will forward the questions to the appropriate individual or body for a response.
3. Those in attendance shall be courteous to one another, the Council, and to the proceedings while the Council is in session. Side conversations within the Council Chambers should be kept to a minimum and should not be disruptive.
4. The public body may have an individual removed if it is determined that the behavior of the individual is disruptive. Engaging in verbal comments intended to insult or slander anyone may be cause for termination of speaking privileges and/or removal from Council Chambers.
5. Please approach the City Clerk if you have questions or materials for the Council.

Please silence your cellphone.



CITY OF SALISBURY CITY COUNCIL AGENDA

JULY 22, 2024

6:00 p.m.

Government Office Building, Room 301, Salisbury, Maryland and Zoom Video Conferencing

Times shown for agenda items are estimates only.

- 6:00 p.m. CALL TO ORDER
- 6:01 p.m. WELCOME/ANNOUNCEMENTS/PLEDGE
- 6:02 p.m. CITY INVOCATION- Pastor Greg Morris, Parkway Church of God
- 6:03 p.m. PROCLAMATION- Mayor Randy Taylor
- Disability Pride Month
- 6:08 p.m. PRESENTATION AND ADOPTION OF LEGISLATIVE AGENDA
- 6:09 p.m. CONSENT AGENDA- City Clerk Kim Nichols
- April 25, 2024 Budget Work Session Minutes
 - June 10, 2024 Council Meeting Minutes
 - June 17, 2024 Work Session Minutes
 - June 17, 2024 Special Meeting Minutes
 - July 1, 2024 Work Session Minutes
 - July 8, 2024 Council Meeting Minutes
 - **Resolution No. 3356**- approving the appointment of Jeremy Alexander to the Human Rights Advisory Committee for term ending July 2026
- 6:12 p.m. ORDINANCES- City Attorney Ashley Bosché
- **Ordinance No. 2878**- 2nd reading- amending Title 10, entitled "Health and Safety" of the Salisbury City Code, by adding a new Chapter 8.36 entitled "Abandoned Shopping Carts"
 - **Ordinance No. 2879**- 2nd reading- to approve a budget amendment of the FY24 General Fund Budget to appropriate funds received from the Blue Heron Agility Association of Delaware
 - **Ordinance No. 2880**- 2nd reading- amending Section 15.26 of the Salisbury City Code, entitled "Rental of Residential Premises", to require registration of short-term rental properties
 - **Ordinance No. 2881**- 1st reading- to authorize the operation of a cannabis dispensary at 733 South Salisbury Boulevard in the General Commercial District as required by Section 17.36.040 of the Salisbury Municipal Code

- 6:20 p.m. PUBLIC COMMENTS
- 6:30 p.m. ADMINISTRATION and COUNCIL COMMENTS
- 6:40 p.m. ADJOURNMENT/MOTION TO CONVENE IN CLOSED SESSION TO DISCUSS THE APPOINTMENT, EMPLOYMENT, ASSIGNMENT, PROMOTION, DISCIPLINE, DEMOTION, COMPENSATION, REMOVAL, RESIGNATION, OR PERFORMANCE EVALUATION OF APPOINTEES, EMPLOYEES, OR OFFICIALS OVER WHOM THIS PUBLIC BODY HAS JURISDICTION; OR ANY OTHER PERSONNEL MATTER THAT AFFECTS ONE OR MORE SPECIFIC INDIVIDUALS UNDER THE AUTHORITY OF THE MARYLAND OPEN MEETINGS LAW, ANNOTATED CODE OF MARYLAND GENERAL PROVISIONS ARTICLE § 3-305(b)(1). THE PURPOSE OF THE CLOSED SESSION WILL BE TO INTERVIEW THE CANDIDATE FOR DIRECTOR OF INFORMATION SERVICES.

Copies of the agenda items are available for review in the City Clerk's Office located on the second floor of the Salisbury Headquarters Building, 410-548-3140 or on the City's website www.salisbury.md. City Council Meetings are conducted in Open Session unless otherwise indicated. All or part of the Council's meetings can be held in Closed Session under the authority of the Maryland Open Meetings Law, Annotated Code of Maryland General Provisions Article § 3-305(b) by vote of the City Council.

NEXT COUNCIL MEETING – AUGUST 12, 2024

- **PUBLIC HEARING - Ordinance No. 2881**- 2nd reading- to authorize the operation of a cannabis dispensary at 733 South Salisbury Boulevard in the General Commercial District as required by Section 17.36.040 of the Salisbury Municipal Code
- **Resolution No.** - accepting donation of 307R Delaware Avenue

Join Zoom Meeting

<https://us02web.zoom.us/j/88163253286?pwd=K3RtZUhUMHNucDRPU2IHbnROQzZVUT09>

Meeting ID: 881 6325 3286

Passcode: 812389

Phone: 1.301.715.8592

CITY OF SALISBURY
BUDGET WORK SESSION
APRIL 25, 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 8:33 a.m. on April 25, 2024 in the Government Office Building Conference Room 306 to continue reviewing the FY25 Mayor’s Proposed Budget. The following is a synopsis of the discussions.

Mayor’s Office

Mr. Kitzrow began by sharing that the Executive Administrative Assistant position would change to an Executive Office Administrator as part of an Administrator city-wide restructure. The position would also receive a career ladder adjustment.

President Doughty asked for clarification on the vehicle and gasoline account. Mr. Kitzrow explained that the current administration utilized the vehicle more than previous administration. Ms. Blake asked if the vehicle was used outside the scope of what was permitted. Mr. Kitzrow responded that the city vehicles should be used for work only. President Doughty pointed out that the gasoline account seemed to be increasing.

Mr. Kitzrow acknowledged there should have been funding included in the telephone account. Mr. Cordrey made the necessary adjustments.

Ms. Dashiell questioned the cell phone account. Mr. Kitzrow responded that most of the employees in his department received stipends for using their personal cell phones for business purposes. Most, if not all, of the department heads received a stipend if they did not have a city issued cell phone.

After joining the meeting, the Mayor was asked about the telephone, vehicle maintenance and gasoline accounts. President Doughty asked for the amount of the cell phone stipend. Mr. Kitzrow explained that the stipend was \$20 per month. If a department head felt someone in their department should receive the stipend, he/she would submit the request to the Mayor’s Office for approval.

Ms. Blake requested to see the Vehicle Policy and the average use in mileage of the Mayor’s Office vehicle over the last two terms. She would like to ensure that the usage was kept within what was expected according to the policy. Ms. Jackson reiterated that it should be used strictly for business. Mr. Kitzrow provided the history of that vehicle and informed Council that any employee that is assigned a city vehicle agrees to a policy that states what can and cannot be done with the vehicle. At that point, Mr. Kitzrow deferred to the Human Resources department for further guidance on vehicle use and policies. Mr. Kitzrow further stated that there had been a change in things this year with elected officials

having things they have not had in the past. He wanted to make sure everyone was maintaining the same policies, rules and regulations.

Ms. Blake also mentioned that there was a line item for the Blood Bank with five dollars budgeted. Ms. Dashiell responded that she had seen the same line item in other department budgets. Mr. Cordrey explained that the Blood Bank program was discontinued years ago and there should not be any money budgeted in those accounts.

Mr. Kitzrow presented the GOB-2 (Salisbury Headquarters) budget. There was a significant increase to the rent for this year due to the fact that the first three months were free. The FY24 budget was estimated since it was unknown what the total costs would be. They moved a few things around after reviewing the costs from last year. Mr. Kitzrow shared that the City was locked in to the current rent cost for the next five years and then it would increase.

Ms. Blake stated she wanted to have a discussion soon about increasing the salaries for elected officials after the next election. She believed the Mayor and Council salaries should reflect full-time positions. She added that a Mayor's salary for a city our size was between \$90,000 and \$120,000 per year. Mr. Kitzrow referenced the salary study that was done years ago. They could look at having another study done. Assistant City Clerk Julie English stated that the Charter specified what the steps were to change salaries for elected officials. Those steps were then emailed to the Council.

There was a brief discussion about moving the Wellness Program account from the Human Resources (HR) budget to the Mayor's Office budget. President Doughty questioned why the Mayor's Office was managing the Thrive (Wellness) initiatives if the account belonged to HR. Mr. Kitzrow responded that he was not certain the HR department had the bandwidth to take it on. He added that the employee picnic and awards banquet was managed out of the Mayor's Office. Mr. Cordrey recommended leaving the Wellness Program account in the HR budget since it was a function of HR.

President Doughty raised the question of whether it was necessary for all employees to have a landline at their desks. It was determined that the question would be proposed during Procurement's presentation later in the day.

Human Resources

Human Resources Director Meg Caton shared that two of her staff members were eligible for career ladder increases, which was included in the budget. HR received a Munis upgrade that unlocked numerous features for the department to use, which added a yearly fee to their budget. Finally, she requested an additional landline for their new conference room.

President Doughty asked Ms. Caton to speak about the Thrive account. She explained that the only association her department had with that account was paying for the flu shots and even then she coordinated with an employee from the Mayor's Office. Mr. Kitzrow reiterated what Mr. Cordrey stated earlier, that the account should remain in the HR budget.

President Doughty asked if the "leftover" money from the Thrive and picnic accounts could be repurposed elsewhere. Mr. Kitzrow explained that the bigger events depend on how many people attended. He added that the events for FY25 were already planned.

Mr. Kitzrow expressed his concern about HR taking over the program. He did not know if anyone in the department would be able to take it on.

Ms. Blake asked if there was an account specifically geared toward employee training. President Doughty asked Ms. Caton to provide Council with a brief summary of what HR Specialist (Training & Development) Kacey Lingle had been doing for all city employees. Ms. Caton listed the following: Speech Workshop, Leadership Core Class and a Leadership Book Study. President Doughty expressed interest in setting money aside for Ms. Lingle to use toward the professional development and training classes she provided. He preferred to see the \$12,500 in the Thrive account used for all employees with professional development and training. He asked Mr. Kitzrow to share some of the uses of the money. Mr. Kitzrow listed: flu shots, food pantry, monthly activities. He recommended not trading the mental health for the professional development. He suggested doing both.

Ms. Jackson was upset that the City had to provide a food pantry for employees. She believed it said a lot about what employees were paid.

Council came to an agreement to add \$5,000 to the possibilities list for employee professional development and training.

After Ms. Dashiell asked about the Grants Manager position, there was a brief conversation explaining the process of grants through the departments and who was responsible for what. Mr. Kitzrow provided some history on the grants positions and how difficult it is to find people for that role.

Procurement

Director of Procurement Jennifer Miller introduced herself and Contract Specialist Michael Lowe. Ms. Miller shared three essential items that she included in the budget: career ladder advancements for 3 staff members, new Procurement software, subscription cost for the current software. The new software was not approved at the Mayor's Level. Mr. Lowe explained that he would like to have more engagement with vendors and the new, requested software would make the registration process easier for them as well as freeing up time for the Procurement staff to focus on other things. The item was moved to the possibilities list.

Ms. Miller was asked for her opinion on whether or not desk phones should be phased out. She explained that the City had just switched to new desk phones and that change would save at least \$4,000. She recommended waiting until everything was ironed out so she could get an accurate monthly cost for the new phones. President Doughty asked her to provide an update on this idea to Council in 3-4 months.

Ms. Blake complimented and thanked Ms. Miller for always coming prepared and for the way she handled the criticisms from the public earlier in the fiscal year. Ms. Blake asked Ms. Miller why she was not included with her staff for the increase in salary. Ms. Miller explained that Directors did not have a Career Ladder. Mr. Kitzrow shared that Ms. Miller would be compensated for taking on the Compliance Officer responsibilities.

Government Office Building (GOB)

Next, Ms. Miller presented the budget for the GOB. She explained that most of the expenses for the building were split 50/50 with the County. General Services oversees the maintenance and upkeep of the building. However, the maintenance of Lot 9 falls solely on the City.

Mr. Kitzrow explained that the GOB Energy Efficiency Improvements item in the Capital Improvements Plan (CIP) was for lighting improvements to the City portion of the building. The County had already

implemented the improvements in the common areas and in some of their offices. This line was not funded at the Mayor's Level. Ms. Miller added that GOB Waterproofing funds were requested to get two sides of the GOB sealed due to flooding that occurred during hard rains. Those funds would also go toward costs for engineering, which was related to the flooding issues.

Ms. Miller added that there was one last essential item that did not make it into the Mayor's proposed budget; funding for seal coating and striping for Lot 9.

Information Services (IS)

Information Services Director Bill Garrett presented the budgets for IT and GIS. He began by requesting funding at the Council level for two essential items. The first item was the Cybersecurity Improvement Plan. The State of Maryland implemented a cybersecurity footprint that all municipalities must comply with within the next one to two years to qualify for any grants relating to personal information and data sharing. Information Technology Deputy Director Steve Dickerson explained the footprint in more detail. The compliance would not only assist the City in obtaining grant funding, it would also assist with our insurance coverage as well.

Mr. Kitzrow shared that this request was originally funded in the Mayor's budget. However, when the collective bargaining agreements were finalized, they had to make cuts and this was one of them.

Ms. Blake expressed her frustration that Mayor Taylor had not attended all of the budget meetings and was not there currently to explain why that funding had been cut. Ms. Jackson asked Mr. Kitzrow if he could share the reasoning for the cut. He explained that as a result of the collective bargaining agreement raising the salary for employees, they had to go back and cut things rather than increasing taxes. Ms. Jackson felt this was one of the most important things requested and should have been funded. Ms. Gregory shared her biggest fear was not the loss of grant money but the loss of control over the water system and basic functions. She agreed with Ms. Jackson and also believed this should have been a priority.

After discussing the consulting and auditing sides of the request, it was acknowledged that both parts did not have to happen at the same time. This request was added to the possibilities list.

The last request Mr. Garrett had was for additional funding to allow for a larger percentage of city computers to be replaced in FY25. He added that switching from having the individual departments budget the money to IT receiving a large pool of money, saved the City around \$40,000.

Ms. Blake asked that every item not approved at the Mayor's Level be placed on the possibilities list.

Ms. English asked Council to keep in mind that IS was responsible for keeping the City's records safe and accessible. The City's permanent records were in their hands.

Mr. Kitzrow took the opportunity to inform Council of the aging CAD system at the Police Department. Mr. Dickerson provided more insight. Mr. Kitzrow wanted Council to be aware of the funding that would be needed for a new CAD system in the near future.

Finance

Finance Director Keith Cordrey presented the budget for his department. He mentioned the increase in postage costs. There was a brief conversation about the staffing at the front desk and accolades were

given to Bea, who took on additional work while a coworker was out for an extended period of time. Mr. Cordrey was happy to announce that his department was fully staffed.

President Doughty asked about the Hardship Program offered to citizens who did not have the means to pay their bills. Mr. Kitzrow briefly explained how it worked.

Mr. Cordrey provided Council with an explanation of what the City would be facing financially moving forward. Topics of discussion included health care expenses, salary increases and CIP expenses. Additionally, he advised there would be salary increases next year related to the union.

Arts, Business & Culture Department (ABCD)

Arts, Business & Culture Director Allen Swiger began by discussing the Business Development division of his department. There was a brief discussion regarding the contributions of the City each year to Red, White & Boom, SWED, Salisbury-Wicomico Arts Council and the SU Entrepreneur Competition. Mr. Swiger explained that there was a high-speed fiber grant that had been repurposed for public art. President Doughty questioned the increase in the gasoline and events accounts. Mr. Swiger replied that the gasoline account was budgeted for the trolley and the addition of three vehicles. Two employees who worked in Field Operations were transferred to ABCD and they both had vehicles. The budget needed to reflect the additional expenditure of gasoline for those vehicles.

Mr. Swiger explained that a portion of the funds in the events account were used each year to ensure a balanced budget with regard to the City hosted events where revenue was generated. No additional funds were requested for that account.

President Doughty prompted a discussion on possible changes to 3rd Fridays and ways it could generate revenue for the City.

President Doughty questioned the increase in the telephone account. Mr. Kitzrow responded that it was a course correction for the Headquarters building on who should pay for what based on needs. When the City switched from Telewire to Mitel, there was a review of which phones belonged to which departments. It was determined that ABCD needed to pay for phones they were not previously paying for.

Mr. Swiger spoke in favor of the Ambassador Program. Mr. Kitzrow explained that the Ambassadors were busiest during the day and with having to make cuts, this program was affected. Mr. Swiger added that the Ambassadors took care of keeping the downtown area clean. If the Program was not funded, the Parks Division would need to maintain the area.

Mr. Swiger then spoke about Project Restore, a revitalization grant through DHCD. The City could receive funds to activate vacant spaces. The application for the grant had been submitted so they were waiting for the decisions on funding.

Mr. Swiger discussed some of the essential items for the zoo. There were several increases related to contract renewals. Additional funding was also needed for the part-time employees due to the increase in minimum wage.

There was discussion on future plans for the zoo and the AZA accreditation. It was also acknowledged that the current collection of animals was aging. Zoo Director Chuck Eicholtz shared the value of some of the animals and the research happening with them.

President Doughty asked how they planned to meet the goals they set. Mr. Swiger explained that they were working on a strategic plan for the Zoo that would hopefully be completed in September. Mr. Kitzrow shared that the City was hoping to receive State funding to assist with the costs associated with the strategic plan. Mr. Swiger added that a lot of the grants available to the zoo required the accreditation. If the City invested in the zoo and assisted with obtaining its accreditation, it would allow the zoo to go after grant funding that they were not qualified for previously.

Mr. Swiger explained why two additional Zookeepers were requested. The Registrar often had to act as a Zookeeper, which kept her from primary responsibilities.

Mr. Swiger transitioned to the Poplar Hill Mansion budget. The only concern he had was that two sides of the mansion still needed to be brought up to code. There would be fines associated with that if progress was not made to correct it. It was determined that there should be more events happening at the mansion. One hurdle for the mansion was the capacity.

Mr. Swiger requested that the salary funding for two events staff members be moved from the Field Operations budget to the ABCD-Business Development budget. Mr. Cordrey asked that he send an email request and it would be taken care of in the FY25 budget.

Salisbury-Wicomico Economic Development (SWED)

SWED Director Dave Ryan shared what the organization's relationship had been with the City. He also shared what the plans were for the requested \$15,000 increase. Mr. Ryan expressed his appreciation to the City for their relationship.

Mr. Ryan explained that the biggest problem with providing more jobs in the area was the lack of open space to create facilities for new jobs. The requested increase would help create an industrial space. A site in Salisbury and a partner had already been identified. They also planned to market the facility.

SWED also helps employers and employees connect. They receive calls from businesses looking to find employees, and calls from individuals looking to find a job.

Ms. Jackson asked why Cadista Pharmaceuticals was closing. He verified it was finance related. He added that SWED would assist the employees in transitioning to another job.

As a response to a question from Ms. Jackson, Mr. Ryan spoke about the new aviation program at the airport. The program would bring people to Salisbury. Programs like that differentiate Salisbury from other places and provide value to the City.

General Discussion

Mr. Cordrey gave an explanation of the next steps for Council. At that point, Council needed to go back through the budget and possibilities list to make final decisions as to what would be funded and how much. Mr. Cordrey also explained how the current decisions would affect next year's budget and those moving forward.

Council members asked questions of the Administration, weighed the pros and cons of items they had placed on the possibilities list, and prioritized what would be funded for the FY25 budget.

Council took into consideration the Directors' noted priorities within their departments. They also considered the necessity and importance of the requests.

Mr. Kitzrow shared with the Council some potential revenue the City could receive to help offset costs. That revenue had not been figured into the budget.

Ms. Blake asked about reviewing the Fee Schedule. Mr. Kitzrow stated the schedule would be emailed to Council for review since it had not yet been completed.

With no further business to discuss, the Budget Work Session adjourned at 3:08 p.m.

City Clerk

Council President

1 **CITY OF SALISBURY, MARYLAND**

2
3 **REGULAR MEETING**

JUNE 10, 2024

4
5 **PUBLIC OFFICIALS PRESENT**

6
7 *Council President D’Shawn M. Doughty* *Mayor Randolph J. Taylor*
8 *Vice President Angela M. Blake* *Councilmember Michele Gregory*
9 *Councilmember Sharon C. Dashiell*

10
11 **PUBLIC OFFICIALS ABSENT**

12
13 *Councilmember April R. Jackson*

14
15 **IN ATTENDANCE**

16
17 *City Administrator Andy Kitzrow, Fire Chief Rob Frampton, Housing and Community*
18 *Development Director Muir Boda, City Council Intern Kofi Kessey, City Attorney Ashley*
19 *Bosché, Assistant City Clerk Julie English, and members of the public*
20 *****

21 **PLEDGE OF ALLEGIANCE – CITY INVOCATION**

22
23 *The City Council met in Legislative Session at 6:00 p.m. in Council Chambers of the*
24 *Government Office Building and via Zoom. Council President D’Shawn M. Doughty called the*
25 *meeting to order and invited everyone to recite the pledge to the flag, followed by the City*
26 *Invocation presented by Pastor Bill Reid of Parkway Church of God.*

27
28 *President Doughty introduced City Council Intern Kofi Kessey and expressed his excitement for*
29 *the Internship Program.*

30
31 **ADOPTION OF LEGISLATIVE AGENDA**

32
33 *President Doughty called for a motion to adopt the legislative agenda. Ms. Gregory moved, Ms.*
34 *Blake seconded, and the vote was unanimous to approve the legislative agenda.*

35
36 **CONSENT AGENDA**- *presented by Assistant City Clerk Julie English*

37
38 *The Consent Agenda, consisting of the following items, was unanimously approved (4-0) on a*
39 *motion and seconded by Ms. Gregory and Ms. Dashiell, respectively:*

- 40
41 • *April 22, 2024 Council Meeting Minutes*
42 • **Resolution No. 3349** - *approving the appointment of Melissa Howe to the Youth*
43 *Development Advisory Committee term ending June 2027*

44
45 *President Doughty thanked Melissa Howe for volunteering.*
46

47 **AWARD OF BIDS-** presented by Procurement Director Jennifer Miller

48
49 The following items were unanimously approved on a motion and seconded by Ms. Blake and
50 Ms. Gregory, respectively:

- 51
- 52 • ITB A-25-102 Public Safety Video Surveillance Solutions \$991,569.30 (5 yr. est.)
 - 53 • RFP A-25-103 Community Development Software \$158,925.01 (3 yr. est.)
 - 54 • ITB 24-116 Paleo Well 2 Rehabilitation \$101,795.00
- 55

56 **RESOLUTIONS-** presented by City Administrator Andy Kitzrow

- 57
- 58 • **Resolution No. 3350-** to amend the bylaws of the Human Rights Advisory Committee to
59 change the committee’s membership requirements and terms
- 60

61 Ms. Blake moved and Ms. Dashiell seconded, and the vote was 4-0 to approved
62 Resolution No. 3350.

- 63
 - 64 • **Resolution No. 3351-** to approve the City’s Consolidated Plan for program year 2024-
65 2028, the Action Plan for Community Development Block Grant (CDBG) funds for
66 program year 2024, and the 2024 Analysis of Impediments to Fair Housing Choice
- 67

68 Ms. Gregory moved and Ms. Dashiell seconded. Resolution No. 3351 was passed by
69 unanimous vote.

70

71 **PUBLIC HEARING**

72 **West Road Annexation-** presented by City Administrator Andy Kitzrow

- 73
- 74 • **Resolution No. 3346-** proposing the annexation to the City of Salisbury of a certain area
75 of land contiguous to and binding upon the Corporate Limits of the City of Salisbury to
76 be known as “Diya Patel Properties, XII, LLC – West Road Annexation”
- 77

78 Ms. Gregory moved and Ms. Blake seconded to approve the resolution.

79

80 One member of the public (via Zoom) was sworn in by Assistant City Clerk Julie English.

81

82 The Public Hearing was opened at 6:18 p.m. and the following public comment was
83 provided:

84

- 85 • Speaker requested that the developers consider making a portion of the new homes
86 affordable housing. She would like it to benefit not only those with low income but also
87 the college students who were interested in staying in this area. She spoke up for those
88 individuals who had been in Salisbury and were still waiting for housing.
- 89

90 The Public Hearing was closed at 6:23 p.m.

91

92 Ms. Dashiell shared that there was a survey done in the area where the apartments were
93 to be built. She believed the term “affordable” should be defined. President Doughty

94 agreed.

95
96 Before voting, Ms. Dashiell wanted to know if any of the apartments would be designated
97 as affordable housing. Mr. Kitzrow explained that the developer had not yet determined if
98 they would be affordable housing. At that point in the process, those details would not be
99 determined or required.

100
101 Ms. Dashiell requested confirmation that she could vote in favor of the annexation and
102 then ask questions, or share her opposition, once the details had gone through the
103 Planning and Zoning Commission and were presented to Council. Mr. Kitzrow
104 confirmed.

105
106 Resolution No. 3346 was passed with a vote of 4-0.

107
108 Mr. Kitzrow added that part of the annexation fee that is paid by the developer was
109 required to go back into the existing neighborhood. He mentioned that they could look
110 into what was in the Code as well as how the agreement was written.

- 111
112 • **Resolution No. 3347-** proposing the annexation plan for the “Diya Patel Properties, XII,
113 LLC – West Road Annexation”

114
115 Ms. Blake moved and Ms. Gregory seconded to approve the resolution.

116
117 The Public Hearing was opened at 6:30 p.m. Having no public comments, the Public
118 Hearing was closed at 6:31 p.m.

119
120 Resolution No. 3347 was passed by unanimous vote.

121
122 **ORDINANCES-** presented by City Attorney Ashley Bosché

- 123
124 • **Ordinance No. 2870-** 2nd reading- appropriating the necessary funds for the operation of
125 the Government and Administration of the City of Salisbury, Maryland for the period July
126 1, 2024 to June 30, 2025, establishing the levy for the General Fund for the same fiscal
127 period and establishing the appropriation for the Water and Sewer, Parking Authority,
128 City Marina and Storm Water Funds

129
130 Ms. Blake moved, Ms. Gregory seconded, and the vote was unanimous to approve
131 Ordinance No. 2870 for second reading.

- 132
133 • **Ordinance No. 2871-** 2nd reading- to amend Water & Sewer rates to increase by 9% and
134 making said changes effective for all bills dated October 1, 2024 and thereafter unless
135 and until subsequently revised or changed

136
137 Ms. Gregory moved, Ms. Blake seconded, and the vote was unanimous to approve
138 Ordinance No. 2871 for second reading.

- 139
140 • **Ordinance No. 2872-** 2nd reading- to set fees for FY2025 and thereafter unless and until

141 *subsequently revised or changed*

142

143 *Ms. Gregory moved and Ms. Dashiell seconded to approve Ordinance No. 2872 for*
144 *second reading.*

145

146 *Ms. Bosché stated there were 2 amendments to Ordinance No. 2872. The first amendment*
147 *was to strike the Sale of Code Book to remove it from the fee schedule, and the second*
148 *was to increase the Trash Service fee to \$73 (seventy-three dollars).*

149

150 *Ms. Gregory moved and Ms. Dashiell seconded to approve Ordinance No. 2872 as*
151 *amended for second reading. The vote was 4-0 to approve Ordinance No. 2872 as*
152 *amended.*

153

- 154 • **Ordinance No. 2875**- 2nd reading- to correct Ordinance No. 2865 and authorizing the
155 *Mayor to appropriate funds for various capital projects*

156

157 *Ms. Blake moved, Ms. Dashiell seconded, and the vote was unanimous to approve*
158 *Ordinance No. 2875 for second reading.*

159

- 160 • **Ordinance No. 2876**- 2nd reading- authorizing a budget amendment to appropriate funds
161 *for the WTP Filter Project*

162

163 *Ms. Gregory moved, Ms. Dashiell seconded, and the vote was 4-0 to approve Ordinance*
164 *No. 2876 for second reading.*

165

- 166 • **Ordinance No. 2877**- 1st reading- to lower the posted speed limit in the Village of Tony
167 *Tank Creek neighborhood to prevent traffic fatalities and serious injuries in keeping with*
168 *the City’s Vision Zero goal of eliminating all traffic deaths and serious injuries by*
169 *January 1, 2030*

170

171 *Ms. Blake moved, Ms. Gregory seconded, and the vote was unanimous to approve*
172 *Ordinance No. 2877 for first reading.*

173

- 174 • **Ordinance No. 2878**- 1st reading- amending Title 10, entitled “Health and Safety” of the
175 *Salisbury City Code, by adding a new Chapter 8.36 entitled “Abandoned Shopping*
176 *Carts”*

177

178 *Ms. Blake moved, Ms. Gregory seconded, and the vote was 4-0 to approve Ordinance No.*
179 *2878 for first reading.*

180

181 **PUBLIC COMMENTS**

182

183 *Six members of the public provided the following comments:*

184

- 185 • *Speaker #1 spoke about affordable housing. She recommended looking into what affordable*
186 *housing really was and what needed to be addressed in the city before making any*

- 187 *decisions. Her biggest concerns were the students, individuals 20 years of age and up, and*
188 *the disabled community that did not have anywhere to live.*
- 189 • *Speaker #2 extended best wishes to Councilwoman Jackson. Speaker spoke on the*
190 *annexation. He addressed the questions that had been brought up during the meeting about*
191 *the annexation. He was not in favor of the “this is the way we’ve always done it” response.*
192 *He believed affordable housing could be changed by doing rather than just talking about it.*
193 *He referenced lawsuits against the Ross.*
 - 194 • *Speaker #3 also spoke about the Ross and its lack of occupancy. He asked the Council to*
195 *have a public hearing to explain to the public what things are, for example: TIF’s, Horizon*
196 *Program, etc. He would like the Council to revisit the development issue.*
 - 197 • *Speaker #4 wondered what the penalty was for a citizen seen pushing a shopping cart away*
198 *from the business. She disagreed that the establishment should bare the expense of the*
199 *behavior of the community. She believed ‘affordable housing’ had become cliché. She*
200 *wanted to know how the Council and Administration would ensure what they wanted to see*
201 *was reflected.*
 - 202 • *Speaker #5 extended best wishes for a full recovery to Councilwoman Jackson. She shared*
203 *that expanding the city boundaries also expanded the boundaries for the need for additional*
204 *city services such as police and fire. She did not want the need for additional services to*
205 *ultimately cost the citizens of Salisbury money. She added that there should be levels and*
206 *definitions with regard to affordable housing. She expressed her concern about the crime*
207 *rate. She believed the city’s resources were being stretched thin. Lastly, she referenced the*
208 *survey that was taking place in Salisbury. She understood that \$30,000 of the cost would be*
209 *paid through a grant. She wanted to know who was paying the other half of the cost. She*
210 *also did not believe the survey was anonymous, as announced, since the students asking the*
211 *questions would have the address of the responder. She added that it would be nice to*
212 *receive feedback on the improvements that had happened since the last survey.*
 - 213 • *Speaker #6 believed there needed to be a task force that would take a deep dive into what*
214 *would be done. The City should not be so anxious about receiving funds, but rather ensure*
215 *the city gets what it needed. The City needed to have a conversation with the County so they*
216 *could start absorbing some of the costs.*

217 **ADMINISTRATION AND COUNCIL COMMENTS**

218
219
220 *Mayor Taylor said the Zoo Gala on Saturday was great. He stated the backflow valve was installed*
221 *on Fitzwater Street and the back flooding situation should be resolved. He also wished*
222 *Councilwoman Jackson well. He added that former Councilmember Gary Comegys was not doing*
223 *well.*

224
225 *City Administrator Andy Kitzrow reminded everyone about the upcoming Juneteenth festival on*
226 *the 15th in Downtown Salisbury. He wished a Happy Father’s Day to all the fathers. Mr. Kitzrow*
227 *shared that Administration was in constant communication with developers and they (the*
228 *developers) would always follow the dollars since it was a business, no matter what the location*
229 *was. The best way to gain the business of the developers was through tax credits. He mentioned*
230 *the Comp Plan, a 10-year plan, and stated the review of the plan also included an update to the*
231 *Zoning Code.*

232

233 *Ms. Gregory shared that Community Field Day would be happening at Billy Jean Jackson Park*
234 *on the 19th from 12:00-4:00 p.m. She added that there was a health fest coming up at the fire*
235 *department on Cypress Street on Saturday, June 22nd. Lastly, she shared that the Salisbury Zoo*
236 *would have story time over the Summer on Tuesdays from 10:00-10:30 a.m. She encouraged*
237 *parents to take their children since schools would be out.*

238 *Ms. Dashiell shared that she had received a lot of resident comments about the 9% water service*
239 *increase. She wanted to know why these increases were not spread out over the last 6 or 7 years.*
240 *She commended Stephanie Willey, in association with Drug Free Wicomico, in acknowledging*
241 *officers who had gone above and beyond. She mentioned that she, along with Mr. Kitzrow,*
242 *attended the PTSD 911 showing at Wor-Wic Community College. It spoke about mental health*
243 *and first responders. Ms. Dashiell announced that Councilwoman Jackson was part of the Black*
244 *History Living Museum at the library. It was a great use of everyone’s time. Lastly, she informed*
245 *everyone that the Salisbury airport was back to pre-Covid flights.*

246
247 *Ms. Blake mentioned her new puppies and that they would be going through training to help*
248 *children with mental health issues. She asked that those healthy enough please give blood and*
249 *consider being an organ donor.*

250
251 *President Doughty appreciated the emphasis on all the topics. He stressed the importance of*
252 *affordable housing and stated it was not glamorous. He agreed that it takes time to get it where*
253 *it should be. He was happy the community was having the conversations with the Council and*
254 *Administration. He shared that the first Housing Action Committee meeting would be in 2 weeks.*
255 *He attended the Veteran’s Stand Down to support the veterans in the community. He was also*
256 *able to attend the Black History event at the library. Members of his family were part of the*
257 *organization of the event and also assisted at the event. President Doughty ended by*
258 *acknowledging that his baby sister would graduate Friday with her Nursing degree.*

259
260 **ADJOURNMENT**

261
262 *With no further business to discuss, the Legislative Session adjourned at 7:21 p.m.*

263

264

265

266 _____
City Clerk

267

268

269 _____
Council President

270

CITY OF SALISBURY
WORK SESSION
JUNE 17, 2024

Public Officials Present

Council President D’Shawn M. Doughty
Councilmember Michele Gregory

Mayor Randolph J. Taylor
Councilmember Sharon C. Dashiell

Public Officials Absent

Vice President Angela M. Blake
Councilmember April R. Jackson

In Attendance

City Administrator Andy Kitzrow, Deputy City Administrator John Tull, Pocomoke Mayor Todd J. Nock, Grants Manager Jo Ellen Bynum, Housing and Community Development (HCDD) Director Muir Boda, Human Resources Director Meg Caton, Deputy Fire Chief Chris O’Barsky, Sergeant Brandon Records, City Attorney Ashley Bosché, City Clerk Kim Nichols and members of the public.

On June 17, 2024 the Salisbury City Council convened at 4:30 p.m. in Work Session in Council Chambers of the Government Office Building. The following is a synopsis of the items discussed.

Resolution to approve substantial amendment to the PY 2023 Annual Action Plan

City Administrator Andy Kitzrow reviewed the previous June 3rd discussion on the modification to the CDBG PY 2023 Plan. Two major changes proposed were to move sidewalk construction funds for Waterside Park and to move monies identified for Anne Street Village (ASV) for a part-time case manager and some ASV capital infrastructure. He shared that Truitt Street Community Center would be finished with different funding. The resolution presented was a modification to use the funding for Waterside Park. They realized they did not have enough funding for the bathrooms and pavilions and moving the money would allow them to finish the project later. He reported on a meeting held earlier in the day with the City’s housing and homelessness team. They were going to continue with the RFP process but until they knew exactly what we wanted to do at ASV we would not move any money. The Waterside funding was detailed in the resolution. President Doughty agreed that until we knew what would be decided for ASV, we should keep that money there. Mr. Kitzrow said they had a draft of the RFP and the goal was to put it out in a week or so. The review process would include the United Way and the Community Foundation. He added that ASV would have 15 occupants this week.

Council reached unanimous consensus to advance the legislation to legislative agenda.

45 **Short-term rentals**

46
47 Mr. Boda reported the liability insurance requirement would be removed from the draft
48 legislation. Most of the platforms either required it or offered it through their service.
49 MDE and State legislation had two different definitions of what was short term rentals.
50 MDE defined them as ninety days or less. Lead paint inspections would be required after
51 that. The State identified a short-term rental as 31 days or less.

52
53 President Doughty had the same concerns as the persons who owned the short-term
54 rentals and Airbnbs. Mr. Boda said as they started to deploy this and Open Gov they
55 would meet with Communications to create an educational program on communicating
56 the changes and what was expected. HCDD would host training sessions for short-term
57 rental owners, landlords and property managers with information offered on the website.

58
59 One member of the public provided the following comments on this topic at the end of
60 the next topic:

- 61
- 62 • Short-term rentals were already covered by the City’s rental code. It may need
63 tweaking for minor things like lead paint. It was already subject to regulation.
- 64

65 Council reached unanimous consensus to advance the legislation to legislative agenda.

66

67 **Discussion on litter, enforcement and associated fines**

68
69 Mr. Boda said the ad hoc committee put together by the Mayor had a robust volunteer
70 program and was cleaning up the community. The code needed reviewing and they may
71 want to address tighter fines. The County Council was discussing aligning their fines
72 with the City’s. Further details would be provided on funding and education. President
73 Doughty said, sadly, it was not the volunteers’ jobs. Partnering with the County was key.

74
75 Mr. Boda shared HCDD looked it from the enforcement side. Volunteers put in lots of
76 time and they were unsure if it was sustainable. Without them, he did not know who
77 would clean up. They wanted assurance of a long-term concerted effort to address it.

78
79 Mayor Taylor thought it would likely be best to identify the problem locations and figure
80 how to solve them. He would also like to see it self-funding. President Doughty would
81 add this to the pending list and Mr. Boda would return in August with more info.

82
83 Ms. Dashiell said truckloads of trash was being dumped and agreed if could help to find
84 the target dumping spots. Mr. Boda said they addressed the problem areas immediately
85 and found other things that brought up the waterway issues, that currently was only a
86 \$25 fine. That was something they needed to look at. As they looked at each location,
87 they found more to address. He wanted to be prepared to appropriately handle it.

88
89 Mr. Boda would return next month to discuss this topic in deeper detail.

90

91 One member of the public commented the following:
92

- 93 • The County closed recycling stations at the Civic Center and Sam’s Club and
94 wondered why so much trash was on the road. In the County’s FY25 Budget the
95 trash tipping fee at the landfill increased by almost 50%, impacting all county and
96 city residents because it regulated what the City had to charge for trash services.
97

98 Mayor Taylor said he was in touch with County Administration regarding this and did
99 not think the increase would be impactful to the City, but they would have to see.

100
101 **Budget amendment to purchase K-9 “Hot N Pop” system**
102

103 City Administrator Andy Kitzrow announced the City just purchased a new K-9 vehicle.
104 The “Hot n Pop” was an alarm system in the vehicle that regulated the internal
105 temperature and if there was any issue, an alarm sounded. The other four K-9 units had
106 the same system. Blue Heron Agility Association donated the \$3,500 which covered
107 most of the installation costs. This budget amendment would be to accept the donation.
108

109 Council reached unanimous consensus to advance the legislation to legislative agenda.
110

111 **Re-appropriation of Co-responder Grant funds**
112

113 Police Chief Dave Meienschein explained they had several sources to fund the project.
114 Federal funding had another year before expiring. Private funds were through Target
115 Corporation. The State money expired in October. They had tried to fill the co-responder
116 position, but now had two candidates in the final stages of interview.
117

118 They could not get an extension and it was possible they could spend some of it between
119 now and the successful person’s October hiring date. But since it was almost \$85,000,
120 they would not be able to spend it all. They needed radios as their current ones would be
121 reaching end of life in the next few years. Radios were in the CIP and they were very
122 expensive and this was an opportunity to repurpose the money for a need and still have
123 funds available to fund the Co-Responder Project.
124

125 Mr. Kitzrow explained the worker would be a social worker who would help intervene.
126 They received thirty-eight applicants and had a rigorous background check. Some people
127 just did not meet the qualifications. The position was more challenging than initially
128 thought, and six months later we only had two people even close.
129

130 President Doughty restated that we were still going to hire this position but were just
131 allocating the funds because we didn’t want the funds to go back to the state. We would
132 use the money and find another source of funds for this \$84,500 to fill the mental health
133 professional position. Chief Meienschein said they still had \$150,000 to \$160,000 in
134 available funds with the other two grants. There was also city funded money set aside to
135 cover some of the fringe, etc. Multiple sources would fund it.
136

137 President Doughty stressed the importance in finding this mental health professional and
138 Council reached unanimous consensus to approve the radio purchases.

139

140 **Union contracts**

141

142 Human Resources Director Meg Caton joined at the table and Special Counsel Daniel
143 Altchek via Zoom to review the Union contracts with the three bargaining units. Mr.
144 Kitzrow said that Administration had kept Council updated regarding the funding
145 requirements for wages and other benefits. The process took several months and each of
146 the three negotiations had a different team that negotiated with the Union reps. He
147 thought they settled on a pretty good product for it being our first.

148

149 President Doughty asked if an employee would have to pay dues if they did not want to
150 participate in the Union. Ms. Caton said they did not. He asked how much of an increase
151 would this have on the City's fiscal year expenses. Mr. Kitzrow said that in most Union
152 negotiation contracts, wages and hours were typically the two biggest pieces. The
153 difference in the Mayor's Budget and the Adopted Budget, based off of the negotiations,
154 increased the bottom line by a little over a million dollars. The Mayor's Budget did not
155 include that. Benefits the City had chosen to fund in the past were now mandated by
156 contract which amounted to an additional \$250,000 to \$400,000. Any additional legal
157 costs from using Mr. Altchek as Special Counsel or additional needs from CBM that
158 would come because of an arbitration would be additional costs. With this contract there
159 would be an additional open negotiation on wages for FY26 which would result in
160 additional dollars. Subsequent years would not be as expensive as this year. Because we
161 had a Union negotiation that allowed for wages to be negotiated, if we were in a
162 financial situation and not comfortable with an increase, negotiation would be required.

163

164 Mayor Taylor said they had a \$3.5 million wall they had to leap over and would already
165 start in July to ramp it up for next year because with flatter assessments and no new
166 revenues it would be tight. We needed to work together to collar some of the expenses.

167

168 Mr. Kitzrow said this was a win for the employees and we learned through the process.
169 Everyone would be treated as if they were in the Union even if they decided not to join.

170

171 Ms. Caton said some of the wins were hiring practices. Accrual rates for Annual Time
172 were increased as well as the cap. Employees would be able to carry over more time.

173

174 Mr. Altchek echoed that any collective bargaining agreement was a give and take by
175 both sides. From the Unions' perspective, they were able to contract many of the terms
176 and conditions that had been in City policy, so now they were binding. There would also
177 be more consistency and uniformity. He said that all the employees in the bargaining
178 unit were not required to pay dues by law and could not be compelled to pay dues.

179 President Doughty thanked him for his help and guidance.

180

181 Ms. Gregory was glad we got through this and hoped it would be easier as time went on.

182

183 Three members of the public provided the following comments:
184

- 185 • Speaker asked if an employee would receive Union representation if they had a
186 grievance if they did not pay Union dues. Ms. Caton stated they would receive it.
187

188 President Doughty asked why pay dues for representation if it was offered dues or not.
189 Mr. Kitzrow said representation costs money so the collective efforts gave more
190 opportunity to negotiated a better position to have more representation.
191

- 192 • Speaker said the reason the Union was required to protect everyone in the
193 bargaining group was because under law it had a monopoly in representation of
194 that bargaining group. Before the Janice case in 2018, Unions could require
195 everyone in the bargaining unit to pay the dues. The Supreme Court struck that
196 down under the First Amendment. He said that half of the dues in our local Union
197 went to AFSME. Much of the dues went to political lobbying for liberal causes.
198 The Union should disclose to the members what the dues went for and if they did
199 not, the City should. The City should also tell employees that they did not have to
200 join the Union because they would be on them to join. The Code said before any
201 of the CBA's were adopted, Human Resources should provide a written statement
202 about the costs. It was not in the briefing book, and was called transparency.
- 203 • Speaker was in the AFA Union and asked if dues come out of their paycheck or
204 would they be billed. It was great that everyone came to an agreement, but she
205 wondered about being in the Union and not paying dues.
206

207 President Doughty stated it was a federal statute that we had to follow. Mr. Altchek said
208 the legal framework that covered the airline industry was not the same as the one that
209 covered the City. Dues were important to the Union and were between them and the
210 employees. What they went for was a matter of the relationship between the Union and
211 the employee. If someone signed a form authorizing the employer to withhold some of
212 their paycheck for dues purposes, that was the extent of employer involvement.
213

214 Mayor Taylor was concerned how much it cost the City this first year. He said we could
215 appreciate and compensate our employees without potentially hyper extending the
216 budget. At some point we would run out of cash and could do only so much.
217

218 Ms. Dashiell asked if it was conceivable that no employees would pay dues, and Ms.
219 Caton said there were some who would pay. A member of the public asked to speak to
220 Council and provided the following comments:
221

- 222 • Asked if there was potential for the City to have to supplement for the fees. Mr.
223 Kitzrow said there was not. By passing the labor code we defined the relationship
224 between us and the opportunity for the employees to enter into different unions.
225 Administration's role was very limited on purpose.
226

227 Mr. Altchek said for the Unions to have been brought in, a majority of the employees in
228 those representation units had to express desire to vote in favor of Union representation.

229 That was how they became represented and how the bargaining process was able to
230 occur. The dues was a financial relationship between the Unions and the employees in
231 the bargaining unit. The City had nothing to do with that nor pay fees for the Unions.

232
233 Council reached unanimous consensus to advance the resolutions to legislative agenda.

234
235 **Lot 10 Subrecipient Agreement**

236
237 Mr. Kitzrow said they were still going through the process with the agreement. It was
238 not the details of the agreement, but was the funding of the allocation and making sure
239 we were on the same terms, of which there still seemed to be some disagreement.

240
241 Mayor Taylor said we were apart on the actual dollar amount and how we verified to set
242 a budget. He had multiple conversations and called the developer today. They were still
243 working through it. President Doughty asked Mayor Taylor where he drew the line. He
244 said they discussed setting a dollar amount to reimburse up to that amount, and if
245 verifiable receipts for the expenses were provided, they would be reimbursed. President
246 Doughty said that Chief Meienschein underscored it with the mental health professional,
247 that we did not want to give back federal or state funding. We had \$4 million of state
248 funding and we did not want to give that up. Mayor Taylor had discussed it with Ms.
249 Bell and they could repurpose it, but we definitely wanted to make a provision for the
250 developer if he wanted to move forward with the project.

251
252 Ms. Gregory asked Mayor Taylor what was holding us up. He said primarily that the
253 developer had not gone through the approval process and we did not know what the
254 upgrades were. He wanted things outside of infrastructure costs that were developer
255 expenses. That was not allowed based on the grant language. President Doughty asked
256 Mr. Kitzrow if they had this lull with subrecipients before, where we had not been able
257 to compromise. Mr. Kitzrow said that subrecipient agreements with PAYGO cash was
258 not already defined in an agreement from the grant awarding agency that named the
259 details. This was different because it was an earmark with a little looser interpretation of
260 how the funding could go within the agreement. It would be within an exhibit that
261 detailed how the developer would be reimbursed for eligible line items. There were some
262 cost uncertainties, but we could estimate an amount make it eligible up to a certain
263 amount. We must see proof of expense and if it did not exist, we would not be able to
264 reimburse. The flexibility would be in what was infrastructure and site designs, etc.
265 Mayor Taylor said he shared the email from Ms. Bell with the developer.

266
267 President Doughty said we knew that as the owner of Lot 10, the developer could decide
268 something that we would not have a buy into. Given whatever the local zoning
269 permitted, we did not have say about what it would be. In the funding application it
270 stated the funds were to be used for development of Lot 10 for a hotel and conference
271 center. He was confused they were having this conversation. Mayor Taylor said the
272 purpose of the grant was only for design and infrastructure. He would have structured
273 the contract differently but we were here and he was doing his best to navigate it legally.
274 Next was to say what we would allocate him and for him to decide in thirty days.

275
276 President Doughty said this agreement had been on the agenda time and time again, and
277 he was not arguing either way but wanted resolution and suggested a timeline. Mayor
278 Taylor agreed to the timeline and said the developer kept arguing for the additional
279 money, which was not part of the purpose of the grant.

280
281 Ms. Gregory was disappointed that they were continuing this conversation. The splitting
282 of hairs on this would cause us to end up with something we did not want to see on that
283 lot if we did not move this forward. She asked Administration to please get it done.

284
285 Ms. Dashiell said it was decided to give the developer a timeline and share expectations.
286 We could not be held hostage if someone was not getting their way.

287
288 Mr. Kitzrow stated he negotiated most of conversation through the last Administration.
289 The City made obligations to the developer for \$4 million for the project. Whether the
290 state put it in writing the right way or not, restricted or not, \$4 million was obligated in
291 last year's budget and another \$2 million in this year's budget that were not funded. The
292 developer decided to move forward based off of discussions from this office, previous
293 mayor, and this Council that the \$4 million was guaranteed and we were moving the
294 project forward. Money was invested on the project. That may not have been clear, but
295 any departure from those points, the consequences would be the conference center and
296 hotel would not be built. The developer, as owner, had the opportunity to sell it, make it
297 private, or do what he wanted. President Doughty said that \$4 million could not be spent
298 on whatever, it had to go towards the improvements of that building. Mayor Taylor said
299 the restrictions on the grants were for a reason and they were trying to work through it.

300
301 Mr. Kitzrow suggested extending an offer to the July 1st Work Session to allow the
302 developer to come discuss this. There was consensus to add this to July 1st.

303
304 Three members of the public provided the following comments:

- 305
- 306 • Speaker said everyone in Salisbury thought the hotel/conference center was a bad
307 idea. The chance of it becoming a 7-11 or something like that was unlikely but
308 they could do affordable housing apartments. It was almost three acres and they
309 could do over a hundred units. We should see if the state money could be used for
310 something else that would be helpful for the City. The City sold the developer the
311 parking lot at \$26,000 per acre, now he wanted more giveaways. We should be
312 realistic about what to do with the property despite what Mayor Day put us in.
 - 313 • Speaker wondered if the funds were dedicated solely for infrastructure for this or
314 if it could be allocated for somewhere else in the City. She was concerned that the
315 Mayor had just stepped into this process. There were those who had negotiated
316 the matter. It was their vision, but she did not see the need for the project. She did
317 not want anyone to do something out of frustration and regret it later.
 - 318 • The mayor was trying to get information so that when he signed off, the City
319 would not be liable for a bad decision. Speaker agreed with Ms. Dashiell that we
320 did not need to be bullied into a situation. We needed to follow the rules.

321
322 President Doughty did not think the funds could be allocated for affordable housing. If
323 the developer wanted to build a multi-family affordable building, they would be coming
324 back for PILOTS and such. Mayor Taylor said Ms. Bell, who evaluated the grant, told
325 him what it could be used for but in the event they had excess funds it could be
326 repurposed in the same kind of category, but it had to be used at the first site first.

327
328 President Doughty did not want this back on the agenda without the developer present.
329 He was not trying to rush it but wanted updates. He did not want something built that
330 none of us wanted, and the developer was frustrated. He urged Mayor Taylor to find
331 resolve and hoped the next time it was discussed they would be talking about it in full.

332
333 **Administration and Council Comments**

334
335 Mr. Kitzrow heard it was a great festival over the weekend Hoops on the Ave. was
336 coming this weekend. June was packed with fun and exciting events. With school out,
337 today was extremely busy at Unity Square’s fountain and he was glad it was operational.

338
339 Mayor Taylor was enjoying the good weather and the pickleball courts at Harmon Field.

340
341 Ms. Dashiell gave a shout out to the Little Leagues. She thanked those who came out to
342 help Council do our job for everyone.

343
344 Ms. Gregory acknowledged Mayor Todd Nock from Pocomoke City who was in the
345 audience this evening. There was a really good crowd, vendors, and parade participants
346 at the Juneteenth celebration downtown. The next ten days would be in the 90’s, so stay
347 hydrated and use sunscreen if spending time outside.

348
349 President Doughty thanked Mayor Nock for attending this evening. He said he visited
350 one of Pocomoke’s meetings recently and liked to see other cities’ meetings. He
351 extended condolences to the family of Gary Comegys, former City Council Vice-
352 President. Last Saturday was the Eastern Shore Juneteenth Festival and Parade and was a
353 wonderful event. Ms. Gregory represented Council in the parade. Wednesday was
354 Juneteenth and a federal holiday. There were events at the Billy Gene Jackson Park and
355 the repainting of the Black Lives Matter sidewalk.

356
357 **Adjournment / Convene in Special Meeting**

358
359 With no further business to discuss, the Work Session was adjourned at 5:54 p.m. and
360 President Doughty immediately called the Special Meeting to order.

361
362 _____
363 City Clerk

364
365 _____
366 Council President

CITY OF SALISBURY, MARYLAND

SPECIAL MEETING

JUNE 17, 2024

PUBLIC OFFICIALS PRESENT

Council President D’Shawn M. Doughty Mayor Randolph J. Taylor
Councilmember Michele Gregory Councilmember Sharon C. Dashiell

PUBLIC OFFICIALS ABSENT

Council Vice-President Angela M. Blake
Councilmember April R. Jackson

IN ATTENDANCE

City Administrator Andy Kitzrow, City Attorney Ashley Bosché, City Clerk Kim Nichols and
members of the public

The City Council convened in a Work Meeting at 4:30 p.m. in Council Chambers of the
Government Office Building. At 5:54 p.m. upon the adjournment of the Work Session, Council
convened in a Special Budget Session.

ADOPTION OF LEGISLATIVE AGENDA

Council President Doughty called for a motion to adopt the Special Meeting Agenda. Ms.
Gregory moved, Ms. Dashiell seconded, and the vote was unanimous (3-0) to approve the
Special Meeting agenda as presented.

RESOLUTIONS- presented by City Administrator Andy Kitzrow

- Resolution No. 3352- to ratify the Collective Bargaining Agreement between the City
and the American Federation of State, County & Municipal Employees, Maryland
Council 3, AFSCME, AFL-CIO effective July 1, 2024 through June 30, 2026, and
authorizing the Mayor to sign the agreement

Ms. Gregory moved, Ms. Dashiell seconded, and the vote was unanimous to approve
Resolution No. 3352.

- Resolution No. 3353- to ratify the Collective Bargaining Agreement between the City
and the Fraternal Order of Police, Lodge 111, effective July 1, 2024 through June 30,
2026, and authorizing the Mayor to sign the agreement

Ms. Gregory moved, Ms. Dashiell seconded, and the vote was unanimous to approve
Resolution No. 3353.

- 47 • **Resolution No. 3354**- to ratify the Collective Bargaining Agreement between the City
48 and the International Association of Firefighters, Local 4246, ALF-CIO, effective July 1,
49 2024 through June 30, 2026, and authorizing the Mayor to sign the agreement

50
51 *Ms. Dashiell moved, Ms. Gregory seconded, and the vote was unanimous to approve*
52 *Resolution No. 3354.*

53
54 **ADJOURNMENT**

55
56 *With no further business to discuss, the Special Meeting adjourned at 6:00 p.m.*

57
58 _____
59 *City Clerk*

60
61 _____
62 *Council President*

CITY OF SALISBURY
WORK SESSION
JULY 1, 2024

Public Officials Present

Council President D’Shawn M. Doughty
Vice President Angela M. Blake
Councilmember Sharon C. Dashiell

Mayor Randolph J. Taylor
Councilmember Michele Gregory
Councilmember April Jackson (via Zoom)

In Attendance

City Administrator Andy Kitzrow, Deputy City Administrator John Tull, Delegate Carl L. Anderton, Pocomoke Mayor Todd J. Nock, Cambridge Commissioner Sputty Cephas, Procurement Director Jennifer Miller, Acting Director Information Services Steve Dickerson, Fire Chief Rob Frampton, Police Chief Dave Meienschein, Executive Administrative Assistant Jessie Turner, Human Resources Director Meg Caton, Human Resources Specialist, Training & Development Kacey Lingle, Human Resources Office Administrator II Judith Miller, City Attorney Ashley Bosché, City Clerk Kim Nichols and members of the public.

On July 1, 2024 the Salisbury City Council convened at 4:30 p.m. in Work Session in Council Chambers of the Government Office Building. The following is a synopsis of the items discussed.

Training & Development presentation

Human Resources (HR) Specialist, Training & Development Kacey Lingle made a presentation on the training and career development for City employees. She explained HR did a 30-day survey for new employees whereby she met with each employee to ensure they knew their benefits and were comfortable. At 60-days she emailed employees a brief survey. At 90-days, new hires met with their supervisor to review brief goals, development, etc. At six-months new employees received a probationary appraisal. Fifty-five employees participated in the recent speech workshops. She discussed the Leadership Core Training which also had fifty-five participants. All City staff had the opportunity to participate in the trainings. The first Leadership Book Club had ten participants and received great feedback.

Ms. Lingle did one-on-one coaching with employees. She would reveal a logo to make the training & development official with the name SBY Cares University. She aspired having an in-house university where they had a catalog of classes that employees could take. Coming up were supervisor workshops, roundtables and team building workshops.

President Doughty thanked Ms. Lingle for the presentation and looked forward to seeing the program and the City grow.

Landline necessity discussion

44
45 Procurement Director Jennifer Miller and Interim Director Information Services Steve
46 Dickerson joined Council. President Doughty said the discussion began during the
47 budget sessions and Council wondered what the landline cost with the two buildings.
48

49 Ms. Miller explained the City had a cost avoidance of approximately \$138,000 in the
50 hardware to get new desk phones. The old desk phones would be “end of life” in 2026,
51 and FY2025 we would have had a large Capital expense purchase new desk phones.
52 Landline costs versus Verizon One Talk costs gave an average yearly savings of about
53 \$20,000. There was a one-time bill incentive credit of \$16,000 and a maintenance cost
54 avoidance. One Talk used an outside company called Masters Telecom which provided
55 the City phone troubleshooting. We did not have the third-party provider fee anymore
56 which ranged from \$20,000 to \$30,000 per year. There was now no cost for this service.
57

58 She did not know if there would be savings with less desk phones but provided the data
59 to see the differences. The City had 231 desk phones. There were 103 other phones
60 assigned to conference, break, and training rooms not included in the number. The desk
61 phones cost the City about \$20 each per month. There were 47 City issued cell phones
62 which cost \$40 per month per person and 47 employees who received \$20 per month
63 stipends to use their own cell phones. She said the 47 employees with City issued cells
64 likely also had a desk phone and most with the cell phone stipend also had a desk phone.
65

66 Mr. Dickerson explained the central management system. If we went to City issued cell
67 phones instead of desk phones, IS would want to manage the phones to prevent someone
68 returning one that could not be unlocked. That cost per device was \$45 per year.
69

70 Ms. Miller said with the Verizon One Talk App on cell phones, employees could make
71 and receive business calls and camouflage their personal cell phone number. She said the
72 City Cell Phone Policy stated cell phones used for voice calls, data, metadata, emails,
73 texts and any other forms of communication to conduct City business may be deemed as
74 public records subject to disclosure under the Public Information Act.
75

76 The presentation was for Council information only and no consensus was reached.
77

78 **Lot 10 Subrecipient Agreement**

79
80 The developer for Lot 10, Nick Simpson, joined Council at the table. President Doughty
81 said the goal was to fine tune the Lot 10 subrecipient agreement and details.
82

83 Mr. Simpson outlined the sequence of events of how they got to this point from the time
84 Lot 10 was surplus on November 14, 2016. He said they had worked with local and
85 state legislators to successfully be approved for \$4 million in state funding for a
86 development that would be an economic driver and a catalyst for downtown. Through
87 email correspondence with Mayor Taylor and feedback he received previously that the
88 definition of where the money was to spent was unclear because the title of the funding

89 was “Infrastructure Improvements.” He read the long list of what Department of General
90 Services (DGS) defined as what those improvements should be.

91
92 Mayor Taylor emailed Ms. Bell at DGS specific questions about what could be funded.
93 He called Delegate Anderton, spoke with Louis Luna with DGS, and went line by line.
94 There was a specific range we could do- design for infrastructure and infrastructure
95 capital. He was bound to stay on the side in the way in which the grant was intended.
96

97 President Doughty said did not think it could be clearer. He referred to Appendix A, and
98 the two December 11, 2023 Award Letters from DGS which are attached as part of these
99 minutes. He also spoke with Ms. Bell and persons above her about the funding. The
100 letters stated the monies were to be used for the items on page 2 of 2. Mr. Kitzrow said
101 the \$3 million breakdown showed the buckets the City applied for, and this was the
102 funding award letter that went with it. This was the general information form to receive
103 funding from DGS. The form letter had to be submitted plus the requests for funding.
104 President Doughty said the state gave money based off of this, which was what we
105 submitted. Mr. Kitzrow stated that our request for funding came after we submitted
106 these. The award that was granted to us last summer was based not off of the
107 applications but off of conversations with legislators.
108

109 Mayor Taylor said that Mr. Simpson’s budget had things other than infrastructure and
110 design. President Doughty said that HB200 gave the money to the City for infrastructure
111 improvements for Lot 10, and if the state had this, what was the next step. Mayor Taylor
112 thought Ms. Bosché could provide the point of the subrecipient agreement and the
113 conversation was an administrative not legislative discussion. He was doing this for the
114 purposes of transparency to the public. President Doughty said that Ms. Bosché was
115 looking for direction from Administration, which was why they were discussing this.
116

117 Mayor Taylor said what Mr. Simpson requested in the budget, relative to the grant
118 application, were two different things. The application on the (attached) pages was not
119 generated when the Paygo Grant was awarded.
120

121 Mr. Simpson said the ordinance stating that he was the recipient of the funding was
122 accepted by the Mayor and Council. President Doughty said Ms. Blake reminded
123 Administration that the legislation that came to Council was approved each step of the
124 way and was a balance. President Doughty asked Mr. Simpson if he agreed for the
125 construction costs and architect and engineering fees for the \$3 million and for the \$1
126 million. Mr. Simpson answered, to avoid doubt, we would remove interior design
127 services and make that very separate. Mayor Taylor said that what he understood from
128 Ms. Bell was that it was not water, sewer, sidewalks, lighting, and not anything to do
129 with on the site. He did not know why it was difficult because it was infrastructure. He
130 had not submitted a site plan to the City to even find out what the existing conditions
131 were. He received from Mr. Simpson budgets that were outside of infrastructure.
132 Mr. Simpson asked if we were using the DGS definition of architect and engineering
133 services and construction work as defined by them in our subrecipient agreement. Mayor
134 Taylor replied the grant was for the purposes of infrastructure.

135
136 Ms. Jackson recalled when this first took place the money was allocated just for the
137 project. President Doughty asked Ms. Bosché what pieces she was waiting for to finalize
138 the subrecipient agreement. She answered, in her discussions with Administration, they
139 were looking for some type of deliverables that Mr. Simpson could provide to us, and as
140 he said, he would have to prove he did something and submit a request to be reimbursed.
141 Legal's hold up was what those deliverables would be, and Mr. Simpson had shared
142 those. Mayor Taylor referred to Appendix A's closing line was to "consult with DGS
143 before committing to any cost." He invited Mr. Simpson to his office anytime or to call
144 him with Ms. Bell at DGS. He did not want to inappropriately administer the grant. Mr.
145 Simpson said he was happy to proceed in whichever way was quickly feasible. These
146 were legally binding documents from the City stating we were moving forward, and Mr.
147 Simpson had been paying tax dollars and insurance and other costs on a monthly basis.
148

149 Seven members of the public provided the following comments:
150

- 151 • Representing the Chamber of Commerce, speaker encouraged the City and
152 subrecipient to find resolution on behalf of the business community. The hotel/
153 conference center would provide a new economic engine in the City with job
154 creation during the construction phase and hospitality jobs when completed. This
155 grant was identified and earmarked for the project. The business community did
156 not want to risk repurposing the funds in any way that would jeopardize this
157 investment into our community. Projects such as this expanded our commercial
158 tax base, added jobs and pushed new customers into existing businesses.
- 159 • We needed to thank Mayor Taylor for what he was doing on this project.
- 160 • Speaker authored HB200 and worked for years to secure the \$4 million in state
161 funding for the project with two governors, three or four Mayors, several
162 councils, and this developer. It was not easy to secure \$4 million, at one time in
163 the Governor's discretionary funds in the state budget. The money was divvied up
164 quickly, and for us to grab \$4 million in one year was not easy. Both governors
165 considered this project feasible and viable for Salisbury. He wanted to be sure the
166 funding was used how it was directed. The money was for the project and not to
167 be used elsewhere. Everything Mr. Simpson said about DGS and the applicable
168 uses was accurate. If state funds were used outside the scope of intent, mistrust
169 would be caused in Annapolis. AG and DGS had reached out to determine if they
170 could recoup the money if Salisbury was not going to use the money properly.
171

172 Mayor Taylor said that the speaker's information was inconsistent with DGS.
173

- 174 • The County Executive gave away \$1 million of our County budget through the
175 hybridization of the dispensary in a very non-transparent manner. The task force
176 was not advertised to the public.. He gave credit to Mayor Taylor for trying to
177 ensure the agreement was what it said it was. He hoped the developer would call
178 Ms. Bell at DGS. The City had huge cultural, financial, racial and economic
179 issues, but when a developer complained, the tap dancing began.

- The item was on the agenda as Administrative and Council discussion with no mention of a developer being present. Again, a developer was brought in to spar with the Mayor and certain members of the City Council were standing with the developer and pushing the Mayor to agree. The award letter did not specify Lot 10 but was for infrastructure improvements in the City. Speaker applauded Mayor Taylor for taking the time to delve into this grant funding in the interest of City residents, not the developer. Asked Council whose interests they were promoting.
- Speaker spoke with Wicomico County Tourism manager and was told in 2023, only 28% of sports participants were staying in Wicomico County. Salisbury University (SU) was losing out on NCAA playoff tournament bids each year. NCAA did not award SU the playoff tournaments because we had inadequate hotel space. The Ross would be 95% occupied by SU students this August.
- Every side saw their own issue and truth. The Mayor had a legal fiduciary right. She saw nothing wrong with the amazing plans of having a hotel. We had to do it right and follow the laws which indicated the monies were for that particular lot.

Mr. Doughty’s goal was to come to a resolution for this subrecipient agreement. Mr. Kitzrow said the draft of the agreement that quasi existed had an exhibit that detailed in more definition, the budget. Based off of the budget, it was a reimbursement schedule that would happen based off of the terms and conditions. It was imperative they come to a consensus on those pieces because if there was an assumption that something would be funded and it was not, the money was spent. President Doughty asked how much time was needed to email with DGS. Mayor Taylor said he would be happy to meet with the developer and call Ms. Bell. President Doughty said he called and emailed people and also wanted to get it right. Council approved the subrecipient agreement to go and fundamentally it would come back to Council for resolution. He said he spent many hours researching and calling the same people and he had different answers.

Mr. Simpson said he and Mayor Taylor had communication last week. They had \$20 million of qualified information that would work for the project. He could have his attorneys draft the subrecipient agreement and send to everyone and the state. It said to consult DGS before committing to costs and he could not wait any longer.

Council reached unanimous consensus to move forward to authorize Council being a part of the conversation with the actual subrecipient agreement. If need be we would draft a resolution to enable Council to have the agreement with Mr. Simpson on behalf of the City. Ms. Bosché would draft it for Council and DGS to review, and would have it done in two weeks. Mr. Kitzrow said he wanted to be sure we were not being sidestepped since Administration ultimately dispersed the reimbursement and reviewed the work.

Administration and Council Comments

Mr. Kitzrow applauded the events team, Field Ops, SPD and Fire for supporting all of the events in June. He was looking forward to the holiday and the fireworks.

225 Mayor Taylor would be at the Shorebirds Stadium on Friday night with Operation We
226 Care. He wished everyone a Happy 4th of July and said to enjoy the good weather.

227
228 Ms. Gregory congratulated PFLAG Salisbury for an amazing event this past weekend.
229 The parade was well attended and it was a great event. She reminded people to check on
230 loved ones who may be sensitive to the heat. It would be very hot for at least a week.

231
232 Ms. Jackson thanked everyone for all the get well wishes and she was improving.

233
234 Ms. Dashiell said she and President Doughty attended LESMA in Sharptown. Sheriff
235 Lewis gave an update on the new building. Jordan Ray in the Comms team ran the Think
236 Tank at Inspire each month to make this a better place for everyone to prosper. She
237 welcomed her sister Sally from California, who was in the audience.

238
239 Ms. Blake said June was very busy. Juneteenth and Pride were well attended. She gave a
240 shout out to the Fire and Police departments. She toured the SPD recently and they did a
241 great job. Salisbury had improvements at community parks. There were youth activities
242 at Truitt and Newton Street. Unity Square was very busy. The Housing Committee had
243 been meeting to discuss housing needs in the City. She would provide an update on the
244 Bicycle and Pedestrian Advisory Committee and asked for an update on the following:

- 245
- 246 • Twelve or so projects were being held up or delayed. There was grant money to
247 improve some of the sections on the east side of town and there was some type of
248 delay with that.
 - 249 • As liaison to the Human Rights Committee, she asked about putting on the next
250 Work Session “membership qualifications.”

251
252 On July 9th the Governor’s Office put out their new initiative called “Enough,” state
253 funding for youth to meet poverty gaps and possible housing initiatives. She would join
254 on Zoom with Rachel Manning, the City’s Youth Coordinator and bring updates.

255
256 President Doughty said was never called a bully and our word choices did matter. While
257 we may disagree, we had to be kind. He acknowledged Pocomoke Mayor Todd Nock and
258 incoming President of MML and Cambridge Commissioner Spuddy Cephas in the room.
259 June was very busy. Have a safe Fourth of July and come to the Red, White and Boom.

260
261 **Adjournment**

262
263 With no further business to discuss, the Work Session was adjourned at 5:56 p.m.

264
265 _____
266 City Clerk

267
268 _____
269 Council President

Appendix A

Eligible Project Expenditures

The State may disburse grant funds only to pay for eligible expenses. Your bond bill will state what types of activities your grant funds. In general, to qualify as an eligible use of grant funds, the object of the expenditure must have a useful life expectancy of at least 15 years. This section describes expenditures eligible for grant funding. Consult with DGS before committing to any costs.

I. Real Property Acquisition

Acquiring land interests (freehold, fee, or leasehold) and real property improvements.

II. Architectural/Engineering Services

- A. Preliminary design; project design; preparing plans/specifications and related contract documents; preparing site plans, floor plans, specifications for architectural, structural, site improvements, civil, mechanical and electrical work, and related contract documents.
- B. Construction phase basic engineering; inspection; testing services.
- C. Post-construction phase start-up services.

III. Construction

- A. Work necessary to produce a complete and usable improvement to real property. Examples of construction projects are: erecting, installing, or assembling a new structure; installing, extending, or replacing utility systems; installing fixed equipment that becomes part of the structure; and developing and improving the site. All roofing projects must comply with the State's roofing policy. (See State Policies at page 9.)
- B. Construction projects are categorized:
 - 1. Addition/Expansion/Extension: Increasing an existing structure's overall external dimension.
 - 2. Alteration: Modifying or adapting the interior arrangement and other physical characteristics of an existing structure so that it may be better used for its present functions.
 - 3. Conversion: Modifying or adapting the interior arrangement and other physical characteristics of an existing structure so that it may be better used for new functions.
 - ▶ **Note: Adjusting exterior space is categorized as addition/expansion/extension and is not normally deemed a conversion.**
 - 4. Relocation: Moving an existing structure from one site to another including moving utility lines. Relocation of roads, pavements or similar facilities is excluded. Relocating two or more existing structures resulting in a single structure is deemed a single project.
 - ▶ **Note: Adjusting exterior space is categorized as addition/expansion/extension and is not normally deemed a conversion.**

5. Renovation: Restoring and modernizing a structure or its systems, including building code compliance work, so that the structure may be effectively used for its present functions.
 - ▶ **Note: Renovation is needed to counter deterioration and obsolescence due to age, deferred maintenance, original faulty construction, or damage from natural disasters. Renovation differs from alteration primarily because alteration significantly modifies interior space arrangements, while renovation does not.**
6. Replacement: Completely reconstructing a structure, or a mechanical or utility system, which, because of age, unsafe conditions, obsolescence, or other causes, cannot be economically repaired or renovated and cannot be used for its intended function.
 - ▶ **Note: Reconstructing minor components of a mechanical or utility system is categorized as maintenance and is not normally included as a replacement. Replacement will be allowed as an eligible expenditure only if maintenance or renovation cannot resolve the problem.**
7. Restoration: Work required to bring a structure, to the maximum extent possible, to its former state. Ordinarily, restoration is authorized only for historic properties.
8. Site Development and Improvements: Includes grading; installing drainage facilities; constructing new roads, walks, parking areas, retaining walls, recreational areas, and fences; standard and essential landscaping; outdoor lighting.
9. Utilities: Includes installing, extending or replacing items such as sewer, water and electrical service systems; power plant facilities; heating, ventilating and air conditioning; elevators; fire escapes, sprinklers and fire alarms; and telephone communications and associated control systems.

IV. Equipment and Furnishings

Some equipment and furnishings are eligible expenditures while others are ineligible. Initial equipment and furnishings are eligible expenditures if they:

- Have a life expectancy of at least 15 years, with normal maintenance
 - Are unlikely to become technically obsolete for 15 years
 - Are of durable construction
 - Are heavy enough to prevent easy removal (chairs, however, may be eligible expenditures even if they do not meet this requirement)
 - Are not intended to replace adequate items already on hand [replacement equipment is not eligible for funding]
 - Are necessary to accommodate the functions for which the structure is intended AND
 - Are not elaborate or extravagant. Review is guided by the reasonableness of the cost, the items durability, and the items appropriateness.
- ▶ **Note: In the case of conversion or expansion, only equipment and furnishings needed to support a new function are eligible for funding. In the case of alteration, relocation or renovation, equipment and furnishings will not normally be eligible for funding. Because these projects are related to existing functions, it is expected that existing equipment can be used.**

Ineligible Project Expenditures

The State will not disburse grant funds for ineligible expenses. This section describes expenditures ineligible for grant funding. This list is not exhaustive. The State will determine eligibility on a case-by-case basis. Consult with DGS before committing to any costs

I. Feasibility studies or program development needed before authorizing funds (e.g., master plans)

II. Existing debt, interest (e.g., mortgage, rent, loans)

III. Fund-raising activities

IV. Salaries or wages paid to employees for project work

V. Administrative or legal costs

VI. Permits, licenses, bonds, reimbursables and insurance

VII. Maintenance

- A. Maintenance is ineligible because it does not have a useful life expectancy of 15 years. Maintenance is the recurring periodic (daily, weekly, monthly, annual) or scheduled upkeep required to maintain or fix a structure or a system, or its components, so that it may continue to be appropriately and effectively used for its intended purpose during its life expectancy. Maintenance includes overhauling, reprocessing, and replacing parts or materials that have deteriorated through normal wear and tear. Maintenance includes work undertaken to prevent damage that otherwise would be more costly to restore.)
- B. Maintenance includes upkeep necessary to meet prescribed standards and codes Maintenance does not include major changes necessary to cover new accreditation standards.
- C. Maintenance does not include constructing new maintenance sheds or buildings. Maintenance does not include extending or expanding utilities.
- D. Following are examples of ineligible maintenance projects:
 - 1. Painting, decorating, caulking, repainting, or treating masonry and other surfaces
 - 2. Repairing wall or floor tiles, shingles or siding, and roofs
 - 3. Sealing asphalt surfaces, ditching, replacing gutters and curbs, patching road surfaces
 - 4. Repairing sprinklers and alarm systems
 - 5. Repairing an elevator or escalator
 - 6. Repairing plumbing, sanitary facilities, or the heating, ventilating and air conditioning system
 - 7. Repairing lighting-and-electrical-systems components

VIII. Non-Capital Furnishings & Equipment

- A. Office machines and equipment. Examples: typewriters; computers, printers, and other computer peripherals, including software; calculators; fax machines; copying machines.
- B. Household furnishings. Examples: mattresses, pillows, rugs, mats, pads, curtains, draperies, pictures, statuettes, interior-design items susceptible to the influence of style and frequent turnover, and other similar furnishings.

- C. Small household furniture, household furniture, appliances and accessories. Examples: coat-trees, folding chairs and tables, canisters, wastebaskets, trash cans and receptacles, paper roll dispensers, ironing boards, magazine racks, foot stools, dishes, pans, cutlery, glasses, desk sets, ladders, washing machines, dryers, refrigerators, ovens, stoves, fryers, griddles, hot plates, warmers, including hot food loaders, scales, pegboards, lamps, grills, toasters, irons, clocks, vacuum cleaners, scrubbers and floor polishers, bulletin boards, easels, planter boxes, movable chalk boards, towel racks not fixed, other similar furniture, equipment and accessories
- D. Small equipment, machinery, and appliances. Examples: power tools, electric fans, movable air conditioning units, paint sprayers and paint mixers, welding machines, movie and slide projectors, portable screens, film splicers, slide viewers, audiovisual aids, CD and DVD players, video cassette recorders, record players, television sets, radios, stereo systems, portable paging systems, and other similar machinery and appliances..
- E. Major medical equipment and medical instruments - Examples: ophthalmoscopes, cystoscopes, otoscopes, oxygen tents, porta-lifts, bath lifts, cardiac arrest units, autoclaves, blood volume machines, serological baths, cryostat microtome units, ultra-violet lamps, resuscitators, inhalators, suction devices, refraction machines, eye charts, EEG and EKG machines, X-ray equipment, CT scan and MRI equipment, anesthesia units, obstetrical apparatus, whirlpool baths, and other similar equipment.
- ▶ **Note: Exception may be made for major medical equipment and medical instruments that exceed \$20,000 if the useful life expectancy exceeds 15 years. Consult with DGS.**
- F. Professional, scientific and controlling instruments. Examples: photographic and optical equipment such as spectrophotometers, colorimeters, catheterization trays, fluoroscopes, microscopes, oscilloscopes, balance scales, recorders, lenses and binoculars.
- ▶ **Note: Exception may be made for professional, scientific and controlling instruments that exceed \$20,000 if the useful life expectancy exceeds 15 years. Consult with DGS.**
- G. Glass and glass products, flat, blown or pressed. Examples: distilling apparatus, beakers, vials, test tubes, slides, basins, lamps, chinaware, dishes, mirrors, glass-top tables, and other similar products.
- H. Game equipment. Examples: bowling games, shuffleboards, billiard tables and equipment, ping-pong tables, and game tables.
- I. Vehicular and motorized equipment. Examples: automobiles, trucks, boats, cleaning trucks, food trucks, heated or refrigerated tray trucks, dumpsters, forklifts, farming equipment, trailers or carts, wheelchairs, wheeled carts for maintenance use, and other similar equipment.
- J. Supplies and materials. Examples: blankets, sheets, pillowcases, table linens, janitorial supplies, laboratory supplies, medical products, candle holders, books, flags and bunting, audio or visual tapes or discs, small hand tools, toolboxes, office supplies and other similar supplies and materials.



Wes Moore, Governor | Aruna Miller, Lt. Governor | Atif Chaudhry, Secretary

Deirdra Bell 12/14/2023

Amount: \$1,000,000
Acct: H0103/HB200/SB181
PCA: 88401

PAYGO Funding Award Letter

Re: Name of PAYGO Funded Project: _____
County/City Name: _____
Supplemental Budget No.: _____
Senate Bill: _____ House Bill: _____

Dear

We are pleased to inform you that the Maryland Department of General Services has been authorized to administer the disbursement of your organization's awarded funds as referenced above. These are designated as PAYGO funds from the State of Maryland, to your organization in the amount of _____ for the fiscal year ending June 30, _____.

If you have any questions regarding this correspondence, please direct them to Ms. Deirdra Bell, Director, Capital Grants and Loans. She can be reached at deirdra.bell@maryland.gov or **410-767-4107**.

Sincerely,

A handwritten signature in black ink that reads "Nelson E. Reichart".

Nelson Reichart
Deputy Secretary

Cc: Wyllie Tchantchou, Director of Finance, Department of General Services



12/08/23

Ms. Deirdra Bell
Capital Grants Program
Maryland Department of General Services
301 West Preston Street, Room 1405
Baltimore, Maryland 21201

PAYMENT REQUEST LETTER

Re: **Lot 10 Redevelopment**
HOOH01.03 Miscellaneous Grants, Supplemental Budget

Dear Ms. Bell:

The State of Maryland approved a commitment of funds for the above-referenced project. We are submitting a request for payment in the amount of \$1,000,000 payable to our organization as shown below.

Recipient Organization Information:

Payee: City of Salisbury, Maryland
Address: 116 S. Division Street, Salisbury, MD 21801
Federal ID#: 52-6000806
Amount: \$1,000,000.00

Under penalty of perjury, we certify that the work and services for which payment is requested above that has been or will be performed in accordance with the intended use as provided under the consent of the State Senate and House of Delegates of the State of Maryland for the above referenced legislation

Signature:  Title: City Administrator

Capital Project PAYGO Funding General Information Form

(Submit a separate form for each award)



Name of Project

Legislative District

County

Year Authorized

DGS Item # (For DGS use only)

PAYGO Amount (Show this amount only in State Funding Column on Page 2)

\$ _____

Legal Name of Recipient Organization

Address of Recipient Organization

Project Title

Estimated Project Schedule

Design Start _____

Design End _____

Construction Start _____

Construction End _____

Detailed Project Description and Scope (Include purpose and constructions details)

Have you created cash flow projections for this project?
If yes, please attach a copy of it in your email response. Yes No

Recipient Interest in Real Property to be Improved with PAYGO Funding:

Recipient organization is the sole owner.

Recipient organization is a co-owner.

Co-owner name: _____

Recipient does not own the property, but has a long-term lease.

Indicate term: years and provide a copy of lease: _____

Recipient does not own or lease the project property.

Property owner name: _____

	Total Estimated Project Budget		
	This	Other	Total
	State Funding	Funds	Cost
A. Construction Cost (Including Fixed Equipment)			
B. Equipment & Furnishings Not Fixed (Attach a copy of the listing in your email response. It should include the cost of each item)			
C. Architect/Engineer Fees			
D. Land			
E. Total			

You are encouraged (but not required) to solicit minority, small and veteran-owned business participation. For further information on Maryland's socio-economic programs, please visit:

- [Minority Business Enterprise Program](#)
- [Small Business Reserve Program](#)
- [Veteran-Owned Small Business Enterprise Program](#)

Will this project utilize these business(es) to provide construction, goods and/or services? Yes No

Contact Person's Name

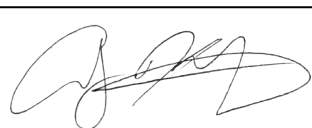
Email

Phone (Office)

Phone (Cell)

Name of Recipient Organization

Date



Authorized Representative (Sign)

Authorized Representative (Print Name & Title)

Request for Taxpayer Identification Number and Certification

**Give Form to the
requester. Do not
send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

City of Salisbury

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC C Corporation S Corporation Partnership Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

125 N Divison St.

6 City, state, and ZIP code

Salisbury, MD 21801-4940

7 List account number(s) here (optional)

Requester's name and address (optional)

Print or type.
See Specific Instructions on page 3.

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Social security number									

or

Employer identification number									
5	2	-	6	0	0	0	8	0	6

Part II Certification

Under penalties of perjury, I certify that:

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3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

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Sign Here Signature of U.S. person ▶

Date ▶ 12.08.23

General Instructions

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- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
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- Form 1099-A (acquisition or abandonment of secured property)

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If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



Wes Moore, Governor | Aruna Miller, Lt. Governor | Atif Chaudhry, Secretary

Deirdra Bell 12/14/23

Amount: \$3,000,000.00
Acct: H0103/HB 200/HB181 - 6/30/2024
PCA: 88401

PAYGO Funding Award Letter

Re: Name of PAYGO Funded Project: _____
County/City Name: _____
Supplemental Budget No.: _____
Senate Bill: _____ House Bill: _____

Dear

We are pleased to inform you that the Maryland Department of General Services has been authorized to administer the disbursement of your organization's awarded funds as referenced above. These are designated as PAYGO funds from the State of Maryland, to your organization in the amount of _____ for the fiscal year ending June 30, _____.

If you have any questions regarding this correspondence, please direct them to Ms. Deirdra Bell, Director, Capital Grants and Loans. She can be reached at deirdra.bell@maryland.gov or **410-767-4107**.

Sincerely,

A handwritten signature in black ink that reads "Nelson E. Reichart".

Nelson Reichart
Deputy Secretary

Cc: Wyllie Tchantchou, Director of Finance, Department of General Services

Capital Project PAYGO Funding General Information Form

(Submit a separate form for each award)



Name of Project

Legislative District

County

Year Authorized

DGS Item # (For DGS use only)

PAYGO Amount (Show this amount only in State Funding Column on Page 2)

\$ _____

Legal Name of Recipient Organization

Address of Recipient Organization

Project Title

Estimated Project Schedule

Design Start _____

Design End _____

Construction Start _____

Construction End _____

Detailed Project Description and Scope (Include purpose and constructions details)

Have you created cash flow projections for this project?
If yes, please attach a copy of it in your email response. Yes No

Recipient Interest in Real Property to be Improved with PAYGO Funding:

Recipient organization is the sole owner.

Recipient organization is a co-owner.

Co-owner name: _____

Recipient does not own the property, but has a long-term lease.

Indicate term: years and provide a copy of lease: _____

Recipient does not own or lease the project property.

Property owner name: _____

	Total Estimated Project Budget		
	This	Other	Total
	State Funding	Funds	Cost
A. Construction Cost (Including Fixed Equipment)			
B. Equipment & Furnishings Not Fixed (Attach a copy of the listing in your email response. It should include the cost of each item)			
C. Architect/Engineer Fees			
D. Land			
E. Total			

You are encouraged (but not required) to solicit minority, small and veteran-owned business participation. For further information on Maryland's socio-economic programs, please visit:

- [Minority Business Enterprise Program](#)
- [Small Business Reserve Program](#)
- [Veteran-Owned Small Business Enterprise Program](#)

Will this project utilize these business(es) to provide construction, goods and/or services? Yes No

Contact Person's Name

Email

Phone (Office)

Phone (Cell)

Name of Recipient Organization

Date

Authorized Representative (Sign)

Authorized Representative (Print Name & Title)



12/08/23

Ms. Deirdra Bell
Capital Grants Program
Maryland Department of General Services
301 West Preston Street, Room 1405
Baltimore, Maryland 21201

PAYMENT REQUEST LETTER

Re: **Lot 10 Redevelopment**
House Bill 200 (pg 273; 32-34)

Dear Ms. Bell:

The State of Maryland approved a commitment of funds for the above-referenced project. We are submitting a request for payment in the amount of \$3,000,000 payable to our organization as shown below.

Recipient Organization Information:

Payee: City of Salisbury, Maryland

Address: 116 S. Division Street, Salisbury, MD 21801

Federal ID#: 52-6000806

Amount: \$3,000,000.00

Under penalty of perjury, we certify that the work and services for which payment is requested above that has been or will be performed in accordance with the intended use as provided under the consent of the State Senate and House of Delegates of the State of Maryland for the above referenced legislation

Signature: _____

Title: City Administrator

Request for Taxpayer Identification Number and Certification

**Give Form to the
requester. Do not
send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

City of Salisbury

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC C Corporation S Corporation Partnership Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

125 N Divison St.

6 City, state, and ZIP code

Salisbury, MD 21801-4940

7 List account number(s) here (optional)

Requester's name and address (optional)

Print or type.
See Specific Instructions on page 3.

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- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
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1 **CITY OF SALISBURY, MARYLAND**

2
3 **REGULAR MEETING**

JULY 8, 2024

4
5 **PUBLIC OFFICIALS PRESENT**

6
7 *Council President D’Shawn M. Doughty* *Mayor Randolph J. Taylor*
8 *Vice President Angela M. Blake* *Councilmember April R. Jackson (via Zoom)*
9 *Councilmember Michele Gregory* *Councilmember Sharon C. Dashiell*

10
11 **IN ATTENDANCE**

12
13 *City Administrator Andy Kitzrow, Housing and Community Development Director Muir Boda,*
14 *Executive Administrative Assistant Jessie Turner, Fire Chief Rob Frampton, City Attorney*
15 *Ashley Bosché, City Clerk Kim Nichols, and members of the public*

16 *******

17 **PLEDGE OF ALLEGIANCE – CITY INVOCATION**

18
19 *The City Council met in Legislative Session at 6:00 p.m. in Council Chambers of the*
20 *Government Office Building and via Zoom. Council President D’Shawn M. Doughty called the*
21 *meeting to order and invited everyone to recite the pledge to the flag, followed by a moment of*
22 *silent meditation.*

23
24 **ADOPTION OF LEGISLATIVE AGENDA**

25
26 *President Doughty called for a motion to adopt the legislative agenda. Ms. Gregory moved, Ms.*
27 *Blake seconded, and the vote was unanimous to approve the legislative agenda.*

28
29 **CONSENT AGENDA**- *presented by City Clerk Kim Nichols*

30
31 *The Consent Agenda, consisting of the following items, was unanimously approved (5-0) on a*
32 *motion and seconded by Ms. Gregory and Ms. Dashiell, respectively:*

- 33
34 • *April 23, 2024 Budget Work Session Minutes*
35 • *May 6, 2024 Work Session Minutes*
36 • *May 6, 2024 Special Meeting Minutes*
37 • *May 6, 2024 Closed Session Minutes (emailed separately)*
38 • *May 13, 2024 Council Meeting Minutes*
39 • *May 20, 2024 Work Session Minutes*
40 • *May 20, 2024 Special Meeting Minutes*
41 • *May 20, 2024 Budget Work Session Minutes*
42 • *June 3, 2024 Work Session Minutes*
43 • *June 3, 2024 Special Meeting Minutes*
44 • *June 3, 2024 Budget Work Session Minutes*

47 **RESOLUTION**- presented by City Administrator Andy Kitzrow

48

- 49 • **Resolution No. 3355**- to approve the City’s substantial amendment for Community
50 Development Block Grant (CDBG) funds for CDBG Program Year 2023

51

52 Ms. Gregory moved, Ms. Dashiell seconded, and the vote was unanimous to approve
53 Resolution No. 3355.

54

55 **ORDINANCES**- presented by City Attorney Ashley Bosché

56

- 57 • **Ordinance No. 2877**- 2nd reading- to lower the posted speed limit in the Village at Tony
58 Tank Creek neighborhood to prevent traffic fatalities and serious injuries in keeping with
59 the City’s Vision Zero goal of eliminating all traffic deaths and serious injuries by
60 January 1, 2030

61

62 Ms. Gregory moved, Ms. Blake seconded, and the vote was unanimous to approve
63 Ordinance No. 2877 for second reading.

64

- 65 • **Ordinance No. 2878**- 2nd reading- amending Title 10, entitled “Health and Safety” of the
66 Salisbury City Code, by adding a new Chapter 8.36 entitled “Abandoned Shopping
67 Carts”

68

69 Ms. Dashiell moved and Ms. Blake seconded the approve Ordinance No. 2878.

70

71 Ms. Blake motioned and Ms. Gregory seconded to discuss amending the ordinance.

72

73 President Doughty stated Council was informed that the language needed amending. Ms.
74 Bosché said there were concerns with what was referred to as business retail
75 establishments. Provided they demonstrated adequate procedures were in place for
76 restricting or deterring the theft of shopping carts, the City had the discretion to not
77 impose fines. Council wanted her to amend the ordinance to add language consistent
78 with that request. President Doughty said Council’s concern was that it penalized the
79 businesses that had measures in place to deter shopping carts from being removed.

80

81 Council reached unanimous consensus for Ms. Bosché to amend the language. The
82 amended ordinance would be placed on the July 22, 2024 agenda for second reading.

83

- 84 • **Ordinance No. 2879**- 1st reading- to approve a budget amendment of the FY24 General
85 Fund Budget to appropriate funds received from the Blue Heron Agility Association of
86 Delaware

87

88 Ms. Blake moved, Ms. Dashiell seconded, and the vote was unanimous to approve
89 Ordinance No. 2879 for first reading.

90

- 91 • **Ordinance No. 2880**-1st reading- amending Section 15.26 of the Salisbury City Code,
92 entitled “Rental of Residential Premises”, to require registration of short-term rental
93 properties

94
95 *Ms. Gregory moved, Ms. Dashiell seconded, and the vote was unanimous to approve*
96 *Ordinance No. 2880 for first reading.*
97

98 **PUBLIC COMMENTS**
99

100 *Fifteen members of the public provided the following comments:*
101

- 102 • *The City not allowing and supporting the public space singled out the LGBTQ+ Community.*
103 *He hoped the Mayor would reconsider. Anything could be called a political issue. We were*
104 *not talking about political candidates, but a community feeling safer in Salisbury. There was*
105 *rhetoric from people who were citing their beliefs, but if those beliefs were dug into, they*
106 *were used in this country to not only criminalize this behavior in ways of loving, but to call*
107 *for the death sentence. When he studied theology and these issues, people moved him to self-*
108 *reflection. Saying this was political, therefore, the City must be neutral had no validity.*
- 109 • *Speaker was not here on behalf of any organization but as a taxpayer in the City that he*
110 *chose to call home because everyone was welcome and treated with kindness. He opposed*
111 *the Mayor's belief that he could to erase any piece of artwork that he deemed unfit for the*
112 *City. It was not his decision to make and hoped Council agreed. The Pride crosswalks were*
113 *the first in Maryland and deserved to be protected as a cultural landmark, and if allowed to*
114 *be removed, what would be next? The Mayor wanted to incite a cultural war, and he wanted*
115 *to sit with each Council member and discuss who should be in charge of all City art. Told*
116 *the Mayor to stop the nonsense, and then said that 65% of the City voted against him.*
- 117 • *Thanked the City Council for the opportunity to speak. Maryland Main Street was now in*
118 *Salisbury and they did several things to support the community's transformation by*
119 *enhancing the physical and visual assets that set the Commercial district apart, which to her*
120 *included the crosswalk. It was a statement of who part of our community was, and we were*
121 *made up of a lot of different people.*
- 122 • *Speaker agreed with the previous speakers before her. She lived in Johnson's Lake*
123 *Neighborhood and was a neighbor to Newtown. Homes bought and used as short-term*
124 *rentals (STR) resulted in extensive overcrowding. A house close by her had male tenants*
125 *relieving themselves in the yard. There were 17 people coming and going at the house and*
126 *children were not included in the count. She thought there was a restriction of four*
127 *unrelated people per dwelling. This STR had 17 disrespectful people living there. The policy*
128 *seemed more geared towards the Airbnb industry or regular rental properties. How would it*
129 *be enforced? She did not see an answer to the problem of old neighborhood homes being*
130 *purchased specifically to house large numbers of transient immigrants into old communities*
131 *already protected from commercial entities by zoning. Renting to a transient population on*
132 *a weekly revolving basis was a business. On Ferndale in Johnson's Lake Neighborhood,*
133 *neighbors were upset with overcrowded occupants. Some recklessly drove cars without*
134 *licenses or insurance. When the porch light was off, they were full, and if it was on, not full.*
135 *She was very inclusive and not insensitive to immigrants, but our old neighborhoods and*
136 *neighbors did not deserve the resulting effects they were having on their quality of life,*
137 *property values, and parking. Accidents were happening more often because they did not*
138 *have licenses or insurance. She did not see how this was good for the community.*
- 139 • *Speaker thought the STR ordinance was something that recognized and legitimized the idea*
140 *of illegal housing uses in the community. There was an upswing in investors purchasing*

141 large, older, single family homes and rental properties and filling the houses well over
142 capacity creating unsafe and unhealthy conditions for the tenants. Fire safe issues placed
143 the neighbors in jeopardy. They were essentially establishing rooming houses. Speaker
144 suggested that the Mayor appoint a committee composed of eight City residents and a
145 Council member and report back to the Mayor in sixty days. This issue was city-wide.

- 146 • Speaker concurred with previous speakers and spoke in support of the rainbow crosswalks.
147 When she came to Salisbury many years ago to attend college, she immediately felt at home.
148 She did not want to leave because she had the quality of life and culture here that she had
149 longed for. Crosswalks represented inclusiveness and a history and the power of these
150 crosswalks across town could be amazing. The pride from many groups and the diversity we
151 shared here was important. As a musician she felt it was very important because it did not
152 just stop at art but also went into music. The community and City could find a solution.
- 153 • Speaker echoed the previous speakers on the housing issue and thought there was a balance
154 they could strike between rental property owner, their business, and the neighborhood.
155 When neighborhoods declined, property values decreased. That was no good for everybody.
156 Many words have developed connotations with inclusiveness and even altered from their
157 original definitions. Everyone wanted to feel valued as a community member. What if we all
158 invested our time and money into something that was common to us all?
- 159 • Speaker agreed with previous speakers regarding the STR. She was concerned about hand
160 picking where speed limit changes were placed. She said she thought the City had other
161 things to worry about other than shopping carts. She addressed the thought that several
162 people made this evening about not thinking the City should be neutral and preferential and
163 seemed to find that neutrality was threatening. It wasn't removing pride or anyone's pride.
164 As soon as the banner is hung that said "we are all equal" on the insignia of a particular
165 group, then we were not equal. She thought that was not inclusive. If there were all these
166 groups in the City, why were we only focusing on one? We were not all equal if we were
167 focusing on one. It was a political statement because this group had singled itself out very
168 loudly around the country of the political candidates they endorsed and why, and marches
169 and making it very political. She saw no problem with a municipality simply being neutral
170 and then by definition everyone was equal. Focusing on one issue or another and being
171 preferential was saying the group was more important than others. If there was problems
172 with some crimes against people, that was a crime that needed addressing.
- 173 • Speaker said these City Council meetings had an uncomfortable vibe. At the meeting on July
174 1, the agenda listed the 5:00 p.m. topic as Lot 10 subrecipient agreement- Administration
175 and Council discussion. Mr. Simpson, who was not on the agenda, was invited to sit at the
176 table so he could add his comments to the discussion. Also, recently an item was added at
177 the last minute on the agenda but attendees did not know about it and the discussion added
178 at least one hour to the meeting. These actions seemed rude because it did not seem the
179 citizens were being taken into account to plan to attend and set aside time to attend and
180 possibly speak. Speaker thought there was hostility between some Council members and the
181 Mayor. The citizens voted for everyone to work together for the good of the City. She had the
182 impression this was not happening. A good leader could help all Councilmembers work
183 together for the City. Another impression she had was that a number of good people had
184 helped with some of the difficult issues that Council had discussed by doing research, etc.
185 Council seemed to brush them off but were lucky to have so many good citizens who cared
186 about Salisbury and were interested in what was happening in the City. Please take
187 advantage of good advice.

- 188 • *The shopping cart legislation was a waste of time. He did not know if it addressed Airbnb*
189 *type rentals. If the legislation addressed overoccupancy and bad behavior, then it did not do*
190 *much. Council should go back to the drawing board and do police and zoning enforcement*
191 *to stop it. We were in delinquency on the HORIZON Program review as the deadline was*
192 *June 30th. If The Ross was 95% rented for the fall, why did they need a huge tax break? The*
193 *same went for the new hotel and the apartments proposed on the parking lot. One-bedroom*
194 *units started at \$1,700 was not affordable housing and they did not need a tax break. At the*
195 *last meeting some Council members were “all over” the Mayor about the \$4 million grant*
196 *giveaway for Lot 10. The City was not obligated to give them anything and could use the*
197 *money just for infrastructure. If this was a viable development, why did they need public*
198 *subsidy? The County would subsidize the Airline Training School for \$50,000. It was*
199 *suggested that they get money from the City. He told the County Council that 30% of*
200 *revenue from property taxes came from Salisbury. Of the income the residents pay, 80%*
201 *plus went to the County. The City was already paying a large portion of the County subsidy.*
202 • *Speaker said that a group of citizens created a new Public Access television show called*
203 *“Open Agenda.” It allowed people to talk about any issues happening in the City or County.*
204 • *There was never equality in this country and her people were never considered equal. There*
205 *was an amazing block party and the Fire Department was asked to attend but they would*
206 *not come out. They were shunned because they were a black community from the West Side.*
207 *Most of the City Council did not attend. She said they (her group) had never been*
208 *considered equal. What was the meaning of being diverse if we can’t mesh together? This*
209 *was supposed to be the land of the free, but she never felt free and was born on a black list.*
210 *The Pride community paid for the walk themselves. You will see red, green and black all up*
211 *and down these streets because she wanted to feel included, too. You talk about wanting to*
212 *come together in the community, you have leaders who do not want this.*
213 • *Short term rentals jumped ahead of landlord accountability. This was not addressed as there*
214 *were people living in sub-par conditions and fearful to speak up. The Mayor spoke at the*
215 *NAACP meeting and they requested he talk about landlord accountability, and he did not.*
216 *He was not trying to connect with them. She asked what the City was doing about Lot 10.*
217 *Juneteenth was a national holiday and the Mayor did not attend one of the events.*
218 • *Speaker thanked Mayor Taylor for taking on issues that directly impacted lives. When the*
219 *North Prong was under water he went out himself to find the problem and a solution. Mayor*
220 *Taylor went to the West side to address a similar issue that should have been addressed*
221 *years ago but was delayed and ignored until he discovered the issue. Since the Mayor had*
222 *the instrument installed on June 6, there had been no flooding. She appreciated the concerns*
223 *and issues shared and the time Council took to listen. Three Council members seemed to be*
224 *jockeying over who could insult the Mayor the worst. She was surprised because she had so*
225 *much respect for all of Council. She asked for more civility to allow the Mayor to take time*
226 *to exercise the responsibility that he signed up for to get an understanding of what you all*
227 *have been working on and allow him to bring his expertise or convictions to that,*
228 *particularly with Lot 10. She thanked Council for listening to everyone’s concerns.*
229 • *Speaker on Zoom graduated from Salisbury University in 2019 and one of the reasons she*
230 *stayed here was the welcoming environment in the City. Her loved ones and friends in the*
231 *LGBTQ community felt safe walking around supporting small businesses downtown. She*
232 *wanted all groups and communities in Salisbury to feel welcomed and supported. Some have*
233 *commented that they did not. If public displays of artwork helped people to feel supported*
234 *and welcomed then any community should have that. If anyone else wanted to join us in*

235 celebrating who they were, that would be wonderful. If we added a black and blue crosswalk
236 for Bull near his portrait in downtown, people would love that. Wicomico Goes Purple was
237 another important initiative that could be represented with a crosswalk. Neutrality was only
238 a threat when you erased something that recognized a minority group. All members of the
239 community should be welcomed and celebrated, just as around the winter holiday season we
240 had a Christmas tree, a Kinara and a Menorah. We should continue celebrating our vibrant
241 community instead of trying to erase the celebrations we already had in existence.

242

243 **ADMINISTRATION AND COUNCIL COMMENTS**

244

245 Mayor Taylor said the crosswalk debate began when we moved the flag and in no way was he
246 trying to curtail the Pride events. The crosswalk subject came up at the Public Arts meeting. They
247 had a good discussion and would come to a good resolution. There was a lot of people in the
248 community with different opinions. Housing was a big piece of his goal as Mayor as it related to
249 landlord accountability. We had a lot of work to do in that area. There were landlords that needed
250 to be addressed. We had a 15 or 20 year old organization in the landlord licensing world that
251 should have been called out. We were going to figure out with HCDD what we were doing well,
252 what we were not, what we did efficiently, and what were we spending time on that was not giving
253 the most fruit. Overcrowding, landlord accountability, and affordability had to be considered. He
254 told speaker he did not mean to ignore the topic at the NAACP meeting. Housing was a big piece of
255 who he was in terms of his career and as Mayor.

256

257 Ms. Dashiell thanked everyone for coming out. She was thankful for the information people
258 shared with Council. If all the emails were not answered, do not think they were not read and
259 appreciated. She reported as member of the Airport Committee that they had hoped the AMT
260 school would open in the Fall. The FAA created roadblocks for them, and they were trying to
261 complete the certification process. They hoped to welcome students in January for the 12-month
262 class requiring 1900 hours and in collaboration with UMES. We were trying to address the
263 issues. Thank you to everyone and we would continue to do our best to serve you.

264 Ms. Gregory said it was good to see more seats with people sitting in them than empty. She gave a
265 shout out to her friend KT for Disability Pride Month. She thanked EMS for being so prompt and
266 good on the job. Her son, Nick was already home. She appreciated how fast and efficient they were
267 when they got a call, and how kind they were to the patients they treated. She reported the Citizen
268 Reported was down. She wanted to get an update on Fire, Police and other departments on staffing.

269

270 Council Vice President Blake said Council spends a lot of time reading the materials but also
271 had email, phone calls, visits, and events to attend. There were upgrades on streets through Safe
272 Streets For All and wanted updates on Rails to Trails, and the best step for where we needed to
273 go. She signed up for the State Initiative "Enough" which was funding through the Governor's
274 Office to bridge the gap of poverty. Ms. Manning would also attend and it would provide
275 information and programming for our Youth Centers. The Human Rights Committee was still
276 very active. The next discussion was going to be how they were accepted in their memberships.
277 She said that last year on July 6, 2023 at Hopper's, she and Mayor Taylor were talking and
278 clarifying a meeting they had earlier in June. One of things he said to her was the very first thing
279 he would do if he became mayor was to paint over that crosswalk. She said he didn't just say it

280 to her, but to many people in Salisbury. That was a position and was above and beyond what his
281 role should be. She was unable to attend but the Juneteenth celebration was fantastic. Our
282 Christmas programming, Haitian Day, and Black Lives Matter were phenomenal. We were
283 about everybody. A lot of groups had never been included. We needed to continue our message
284 in Salisbury that we were safe and included everyone. She not only supported that crosswalk, but
285 supported the Arts Council in other crosswalks. Mayor Taylor said that what Ms. Blake said was
286 ridiculous. He had never had a strong position on the topic. He and she never talked about it.
287

288 President Doughty said he heard nothing but great comments on the events Ms. Marshall-
289 Leonard mentioned. He was very glad so many good events were happening there. He could not
290 attend all of them, but was at “A Cousin’s Wish” event. It was amazing! Council tried to be at
291 all the events and spread themselves around. There were many comments on the Short Term
292 Rental legislation. Some of them were brought up with the Housing Action Committee. It’s
293 second meeting was tomorrow (July 9th) and it was a community effort. Everything he did was
294 according to the Charter and he tried to do things in a sophisticated and polite manner. What
295 you were seeing was government at work here. The executive and legislative branches were
296 there for checks and balances. We heard your concerns with crosswalks and human rights.
297 Council’s purpose was to represent all. There were certain things we were permitted to do, and
298 that was by the Charter.
299

300 Ms. Jackson apologized to the West side of Salisbury and the entire City for not attending these
301 events, especially in her community. It was very important to her but because of the surgeries she
302 had she was unable to attend. Saturday’s “A Cousin’s Wish” event was held outside and it was
303 too hot for her to attend. When she comes back, Ms. Jackson said she would be stronger than
304 ever. She told Ms. Marshall-Leonard that as a Council person, she personally had to invite her
305 Council persons, County Executive, and County Council. If she had an issue with the Fire
306 Department she wished she had called her or someone in the City. She apologized that things
307 happened the way that they happened. She understood there was a large crowd attending it.
308

309 **ADJOURNMENT**

310
311 With no further business to discuss, the Legislative Session adjourned at 7:38 p.m.
312

313 _____
314 City Clerk

315 _____
316 _____
317 Council President

From: [Kim Nichols](#)
To: [All City Council Members](#)
Cc: [Julie English](#)
Subject: FW: Written Testimony Submission Ordinance 2878
Date: Wednesday, July 3, 2024 4:19:00 PM
Attachments: [Ordinance2878_MRA_Amend.pdf](#)
[image001.png](#)

DO NOT REPLY ALL TO THIS EMAIL

Please see Ms. Price's testimony regarding Ordinance No. 2878.

Kimberly R. Nichols, MMC

City Clerk
City of Salisbury
115 South Division St.
Salisbury, MD 21801
Phone: 410-548-3140



www.salisbury.md

From: Sarah Price
Sent: Wednesday, July 3, 2024 4:04 PM
To: Kim Nichols
Subject: Written Testimony Submission Ordinance 2878

WARNING: This message was sent from an external source. Please verify the source before clicking any links or opening any attachments. NEVER provide account credentials or sensitive data unless the source has been 100% verified as legitimate.

Good Afternoon Ms. Nichols,

I hope you are well. I am hoping that you can assist me with submitting written testimony on Ordinance 2878 for the City Council's consideration at its meeting on Monday, July 8th. I see in the Council's regulations and rules of order that prepared statements should be shared with the Clerk – is this an appropriate avenue for submission? If so, my statement on behalf of the Maryland Retailers Alliance is attached. Please let me know if I need to provide or do anything else.

Thank you,

Sarah

Sarah Price

Vice President of Communications and Government Affairs

Maryland Retailers Alliance

MD Association of Chain Drug Stores

MD Food Industry Council

MARYLAND RETAILERS ALLIANCE

The Voice of Retailing in Maryland



Ordinance 2878 Abandoned Shopping Carts Salisbury City Council

Position: Amend

Background: Ordinance 2878 would establish a local policy prohibiting the theft and abandonment of shopping carts and a process by which abandoned carts would be collected and returned to a business.

Comments: The Maryland Retailers Alliance (MRA), on behalf of our members operating in Salisbury, would respectfully share concerns and recommendations regarding the proposed Ordinance 2878. Shopping cart theft continues to be an issue in many communities despite existing State law outlawing the theft and abandonment of carts. We are aware of the difficulties surrounding identifying cart thieves and holding these individuals accountable for their actions, and sympathize with the impact that existing policies have on property owners. Retailers have taken steps to reduce opportunities for carts to be removed from a business's property, and in some communities have been able to develop a memorandum of understanding with the local government to identify and collect abandoned shopping carts.

We understand that the City cannot easily dispose of abandoned carts but have concerns about the impact of the ordinance as proposed. MRA would support the development of a system which allows retailers to provide contact information to the City so that businesses can work together with the community to collect carts before a financial penalty is incurred. As drafted, the proposed ordinance does not indicate that businesses will have any opportunity to communicate with the City to independently identify and collect a cart from the City or from the cart's abandoned location before the carts are delivered to the business by the City and fines imposed. If it is the City's intention to work collaboratively with businesses to address the issue of abandoned shopping carts, we would strongly recommend that this be referenced directly in the ordinance or otherwise included in the legislative record.

Additionally, we would recommend that the City provide model language for the signage that would be required on business properties regarding the ordinance. Consistent language provided by the local government will help to increase compliance and ensure that all members of the community understand that shopping cart theft is illegal.

Thank you for your consideration.



To: Randy Taylor, Mayor
From: Jessie Turner, Administrative Assistant
Subject: Appointment to the Human Rights Advisory Committee
Date: July 16, 2024

The following person has applied for appointment to the Human Rights Advisory Committee for the term ending as indicated:

<u>Name</u>	<u>Term Ending</u>
Jeremy Alexander	July 2026

Attached is the applicant's information and the resolution necessary for this appointment. If this appointment is approved, it will be placed on the next City Council agenda for review.

Attachments

Mayor's Office
115 S. Division St., Salisbury, MD 21801
410.548.3100
www.salisbury.md

1 **RESOLUTION NO. 3356**

2
3 BE IT RESOLVED, by the City of Salisbury, Maryland that the following
4 individual is appointed to the Human Rights Advisory Committee for the term ending as
5 indicated.

6
7

<u>Name</u>	<u>Term Ending</u>
Jeremy Alexander	July 2026

8
9
10
11
12 THE ABOVE RESOLUTION was introduced and duly passed at a meeting of the
13 Council of the City of Salisbury, Maryland held on July 22, 2024.

14 ATTEST:

15
16
17
18 _____
19 Kimberly R. Nichols
20 CITY CLERK

D'Shawn M. Doughty
PRESIDENT, City Council

21
22
23 APPROVED BY ME THIS

24 _____ day of _____, 2024

25
26
27
28 _____
29 Randolph J. Taylor, Mayor

1 **ORDINANCE NO. 2878**

2 **AN ORDINANCE OF THE CITY OF SALISBURY AMENDING TITLE 10,**
3 **ENTITLED “HEALTH AND SAFETY” OF THE SALISBURY CITY CODE,**
4 **BY ADDING A NEW CHAPTER 8.36 ENTITLED “ABANDONED**
5 **SHOPPING CARTS.”**

6 **WHEREAS**, the ongoing application, administration, and enforcement of the City of
7 Salisbury Municipal Code (the “**Salisbury City Code**”) demonstrates a need for its periodic
8 review, evaluation and amendment, in order to comply with present community standards and
9 values, and promote the public safety, health and welfare of the citizens of the City of Salisbury
10 (the “**City**”);

11 **WHEREAS**, the Mayor and Council of the City of Salisbury (the “**Mayor and Council**”)
12 are authorized by MD Code, Local Government, § 5-202 to adopt such ordinances, not contrary to
13 the Constitution of Maryland, public general law or public local law, as the Mayor and Council
14 deem necessary to assure the good government of the municipality, to preserve peace and order,
15 to secure persons and property from damage and destruction, and to protect the health, comfort
16 and convenience of the citizens of the City;

17 **WHEREAS**, the Mayor and Council may amend the Salisbury City Code pursuant to the
18 authority granted in § SC 2-15 of the Salisbury City Charter;

19 **WHEREAS**, the Mayor and Council finds that abandoned shopping carts are a nuisance,
20 create potential health and safety hazards to the public, and interfere with pedestrian and vehicular
21 traffic within the City;

22 **WHEREAS**, the accumulation of wrecked, abandoned, and dismantled shopping carts on
23 public or private property creates conditions that reduce property values and promotes blight and
24 deterioration;

25 **WHEREAS**, the Mayor and Council find that the health, safety, and general welfare of the
26 citizens of the City will be furthered by amendments to Title 8 of the Salisbury City Code; and

27 **WHEREAS**, the Mayor and Council have determined that the amendments to Title 8 of
28 the Salisbury City Code set forth below shall be adopted as set forth herein.

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

31 **Section 1.** Title 8 of the Salisbury City Code, is hereby amended by adding the bolded and
32 underlined language as follows:

33 **Chapter 8.36 – ABANDONED SHOPPING CARTS**

34 **8.36.010 – Intent and Declaration of Nuisance**

35 **A. The City of Salisbury has determined that the unauthorized removal of**
36 **shopping carts, or parts thereof, on public and private property from retail**
37 **establishments constitutes a nuisance, creates potential hazards to the**
38 **health and safety of the public, and interferes with pedestrian and**
39 **vehicular traffic. The accumulation of wrecked, dismantled, and**
40 **abandoned shopping carts on public and private property creates**

41 conditions that reduce property values and promote blight and
42 neighborhood deteriorations within the City.

43 **B. The intent of this chapter is to ensure that cart owners take measures to**
44 **prevent the removal of shopping carts from business premises, to make the**
45 **removal of shopping carts a violation of this Code and to facilitate the**
46 **retrieval and return of lost, stolen, or abandoned shopping carts in a**
47 **manner that complements and supplements provisions of state law.**

48 **C. This chapter is not intended to duplicate state law or regulate any matters**
49 **pertaining to shopping carts which are the subject of state law.**

50 **D. To the extent any provision of this chapter is determined to be preempted**
51 **by state law, it shall be deemed severed from all other provisions of this**
52 **chapter and such other provisions shall remain in full force and effect.**

53 **8.36.020 – Definitions**

54 **For purposes of this chapter, the following words have the following meanings:**

55 **“Abandoned cart” means any shopping cart that has been removed without**
56 **written permission of the cart owner or on-duty manager from the premises of a**
57 **business establishment, regardless of whether it has been left on either private or**
58 **public property.**

59 **“Business establishment” means a location where a business is conducted, goods**
60 **are made or stored or processed or where services are rendered.**

61 **“Business premises” means the entire area owned and utilized by a business**
62 **establishment that provides shopping carts for use by customers, including any**
63 **parking lot or other property provided by the cart owner for customer parking.**

64 **“Cart owner” means any person or entity, who:**

65 (1) **in connection with the conduct of a business establishment owns, leases,**
66 **possesses, uses, or otherwise makes any shopping cart available to**
67 **customers or the public; or**

68 (2) **is the on-site or designated agent of a person or entity described in (1) that**
69 **provides the shopping carts for use by its customers.**

70 **“Director” means the Director of the Housing and Community Development**
71 **Department.**

72 **“Enforcement official” means a Code Compliance Officer or other official as**
73 **designated by the Director.**

74 **“Person” means an individual, corporation, partnership, limited liability**
75 **company, or other legal entity.**

76 **“Public place” means every class of road, sidewalk, parking lot, and other areas**
77 **publicly owned and operated, or privately owned and open to the public, or a**
78 **segment thereof, excluding the interior or parking area of any establishment**
79 **where shopping carts are made available.**

80 “Qualified cart retrieval service” means a City-approved commercial service
81 operated by a third party and paid by a cart owner to retrieve and return
82 shopping carts.

83 “Shopping cart” means a basket which is mounted on wheels or a similar device
84 provided by a business establishment for use by a customer for the purpose of
85 transporting goods of any kind, including, but not limited to, grocery store
86 shopping carts.

87 8.36.030 – Enforcement Authority

88 The Director, and his or her designees, including designated code enforcement
89 officers, shall have the authority and powers necessary to determine whether a
90 violation of this chapter exists and to take appropriate action to gain compliance
91 with the provisions of this chapter and applicable state codes. These powers
92 include the authority to impound shopping carts, issue administrative citations,
93 inspect public and private property, impose civil penalties for any violation of this
94 chapter, or pursue criminal actions.

95 8.36.040 – Unauthorized Removal Unlawful

96 It shall be unlawful for any person, either temporarily or permanently, to remove
97 a shopping cart from a business premises or be in possession of a lawfully marked
98 shopping cart that has been removed from a business premises without written
99 consent of the cart owner authorized by this chapter or for the purpose of repair,
100 maintenance, or disposal.

101 8.36.050 – Abandonment Prohibited

102 It shall be unlawful for any person to cause or permit any shopping cart to be
103 abandoned on or upon any private property sidewalk, street, or other public area,
104 other than the business premises of the cart owner.

105 8.36.060 – Cart Identification Required

106 Each shopping cart made available for use by customers shall have identification
107 signage permanently affixed to it that includes the name of the business
108 establishment.

109 8.36.070 – Cart Removal Warning Signs

110 All cart owners shall display and maintain conspicuous signs on the business
111 premises near all customer entrances and exits and throughout the premises,
112 including the parking area, warning customers that removal of shopping carts
113 from the premises is prohibited by City law.

114 8.36.080 – Written Permission Required for Off-premises Use of Cart

115 A cart owner may authorize a customer off-premises use of a shopping cart for
116 transportation of purchased items so long as:

117 A. The authorization is in writing;

118 B. The writing includes the date and time the authorization was given; and

119 C. The shopping cart is returned to the cart owner’s premises within seventy-
120 two (72) hours of the authorization.

121 **8.36.090 – Impoundment and Fines**

122 A. The City may retrieve and impound any abandoned cart, or any shopping
123 cart observed in a location outside the cart owner’s premises.

124 B. The City may immediately impound:

125 1. Any lost, stolen, or abandoned cart on any public property within
126 the City without prior notice to the cart owner; or

127 2. Any shopping cart within the City to which the required
128 identification signage is not affixed.

129 C. For each lost, stolen, or abandoned shopping cart impounded by the City,
130 the City shall issue a twenty-five dollar (\$25.00) fine to the cart owner,
131 unless the cart owner can demonstrate it took adequate procedures to
132 prevent cart abandonment, loss, or theft, as reasonably determined by the
133 Director or his or her designee.

134 **8.36.100 – Disposition of Carts**

135 A. Where the City has impounded and accumulated more than ten shopping
136 carts belonging to a single cart owner, the City shall return the impounded
137 shopping carts to the nearest location of the cart owner, at which time the
138 cart owner will be fined for each shopping cart.

139 B. Any shopping cart that does not have the appropriate identification
140 signage shall be held for thirty (30) days after which the City may dispose
141 of the shopping cart.

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

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

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

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

154 **Section 5.** This Ordinance shall take effect from and after the date of its final passage.

155 **THIS ORDINANCE** was introduced and read at a Meeting of the Mayor and Council of
156 the City of Salisbury held on the 10th day of June, 2024 and thereafter, a statement of the substance
157 of the Ordinance having been published as required by law, in the meantime, was finally passed
158 by the Council of the City of Salisbury on the 22nd day of July, 2024

159 **ATTEST:**

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161

162 _____
163 Kimberly R. Nichols
164 City Clerk

D'Shawn M. Doughty
City Council President

165 Approved by me, this _____ day of _____, 2024.

166

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168 _____
169 Randolph J. Taylor
Mayor

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ORDINANCE NO. 2879

AN ORDINANCE OF THE CITY OF SALISBURY TO APPROVE A BUDGET AMENDMENT OF THE FY24 GENERAL FUND BUDGET TO APPROPRIATE FUNDS RECEIVED FROM THE BLUE HERON AGILITY ASSOCIATION OF DELAWARE.

WHEREAS, the Blue Heron Agility Association of Delaware wishes to donate \$3,500.00 to the Salisbury Police Department to be specifically used for the purchase of a police K-9 “HOT-N-POP” system; and

WHEREAS, this donation will provide a direct benefit to the Salisbury Police Department K-9 program and, accordingly, the Salisbury Police Department desires to accept this donation and apply it to the purchase of a police K-9 “HOT-N-POP” system; and

WHEREAS, § 7-29 of the Salisbury City Charter prohibits the City from entering into an agreement that requires an expenditure not appropriated or authorized by the Council of the City of Salisbury; and

WHEREAS, appropriations necessary to execute the purpose of this donation must be made upon the recommendation of the Mayor and the approval of four-fifths of the Council of the City of Salisbury.

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

Section 1. The City of Salisbury’s Fiscal Year 2024 General Fund Budget be and hereby is amended as follows:

(a) Increase General Fund Revenue, Donations Other, Acct. No. 01000-456415, by \$3,500.00; and

(b) Increase Police Department, Animal Supplies, Acct. No. 21021-546010, by \$3,500.00.

BE IT FURTHER ENACTED AND ORDAINED BY THE COUNCIL OF THE CITY OF SALISBURY, MARYLAND, 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 take effect from and after the date of its final passage.

THIS ORDINANCE was introduced and read at a Meeting of the Mayor and Council of the City of Salisbury held on the 8th day of July, 2024 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

47 on the 22nd day of July, 2024.

48

49

50 **ATTEST:**

51

52

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54 _____
55 **Kimberly R. Nichols, City Clerk**

_____ **D'Shawn Doughty, City Council President**

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59 Approved by me, this _____ day of _____, 2024.

60

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_____ **Randolph J. Taylor, Mayor**

1 **ORDINANCE NO. 2880**

2 **AN ORDINANCE OF THE CITY OF SALISBURY AMENDING SECTION 15.26**
3 **OF THE SALISBURY CITY CODE, ENTITLED “RENTAL OF RESIDENTIAL**
4 **PREMISES”, TO REQUIRE REGISTRATION OF SHORT-TERM RENTAL**
5 **PROPERTIES.**

6 **WHEREAS**, the ongoing application, administration and enforcement of the City of Salisbury
7 Municipal Code (the “**Salisbury City Code**”) demonstrates a need for its periodic review, evaluation and
8 amendment, in order to comply with present community standards and values, and promote public safety,
9 health and welfare of the citizens of the City of Salisbury (the “**City**”);

10 **WHEREAS**, the Mayor and Council of the City of Salisbury (the “**Mayor and Council**”) are
11 authorized by MD Code, Local Government, § 5-202 to adopt such ordinances, not contrary to the
12 Constitution of Maryland, public general law or public local law, as the Mayor and Council deem necessary
13 to assure the good government of the municipality, to preserve peace and order, to secure persons and
14 property from damage and destruction, and to protect the health, comfort and convenience of the citizens
15 of the City;

16 **WHEREAS**, the Mayor and Council may amend Section 15.26 of the Buildings and Construction
17 Title of the Salisbury City Code pursuant to the authority granted in § SC 2-15 of the Salisbury City Charter;

18 **WHEREAS**, many towns and cities throughout Maryland and the country are implementing
19 regulations on short-term rentals;

20 **WHEREAS**, defining short-term rentals and setting clear regulations by requiring registration and
21 inspections creates a level playing field for all rental properties and promotes public safety;

22 **WHEREAS**, the Mayor and Council find that the health, safety and general welfare of the citizens
23 of the City will be furthered by amending Section 15.26 of the Salisbury City Code to require registration
24 of short term rental properties and the payment of annual fees; and

25 **WHEREAS**, the Mayor and Council have determined that the amendments to Section 15.26 of the
26 Salisbury City Code shall be adopted as set forth herein.

27 **NOW, THEREFORE, BE IT ENACTED AND ORDAINED BY COUNCIL OF THE CITY**
28 **OF SALISBURY, MARYLAND**, that Section 15.26 of the Buildings and Construction Title of the
29 Salisbury City Code is hereby amended by adding the bolded and underlined language and deleting the
30 strikethrough language as follows:

31 **Section 1.** Section 15.26 of the Salisbury City Code of the Salisbury City Code, entitled “Rental
32 of Residential Premises” is amended as follows:

33 **Chapter 15.26 RENTAL OF RESIDENTIAL PREMISES**

34 ...

35 **15.26.030 Definitions**

36 The following definitions shall be used in the construction and interpretation of this chapter:

37 "Director" means the director of the housing and community development department.

38 "Dwelling unit" means a single unit providing living facilities for one or more persons, including
39 permanent provision for living, sleeping and sanitation.

40 "Immediate family" means a parent, spouse, sibling or child of the property owner that is related by
41 blood or legally recognized as such as shown on submitted appropriate legal documentation.

42 "Mailing address" means the mailing address of an owner of a rental dwelling unit as recorded in the
43 records of the Maryland Department of Assessments and Taxation (MSDAT). The owner is responsible for
44 maintaining the owner's current mailing address with MSDAT.

45 "New owner" means the owner of a rental dwelling unit that:

- 46 a. Has been annexed into the city;
- 47 b. Has received a use and occupancy permit;
- 48 c. Title to which has been transferred to a new owner; or
- 49 d. Has been converted to rental use.

50 "New rental dwelling unit" means a rental dwelling unit that:

- 51 a. Has been annexed into the city;
- 52 b. Has received a use and occupancy permit;
- 53 c. Title to which has been transferred to a new owner; or
- 54 d. Has been converted to rental use.

55 "Person" means any individual, partnership, firm, corporation, association or other legal entity of
56 whatsoever kind and nature.

57 **"Rental Owner's License" means a license issued by the Director of the housing and community**
58 **development department (HCDD) to an individual or legal entity (e.g., individual, partnership,**
59 **corporation, etc.) that owns a majority interest in one or more dwelling units, that authorizes the**
60 **individual or legal entity to register dwelling units within the City to rent or lease as standard rental**
61 **unit(s) and/or as short-term rental unit(s).**

62 **"Standard Rental"** ~~"Rental"~~ means leasing or allowing occupancy or usage of a dwelling unit, either
63 directly or by an agent, in consideration of value, including personal services, paid or tendered to or for the
64 use or benefit of the lessor **for periods of (31) thirty-one consecutive days or longer**. Rental does not
65 include an owner allowing use of a dwelling unit by immediate family members for no monetary
66 consideration paid directly to or for the use or benefit of the owner. Payments for government services,
67 taxes, utilities, or property maintenance items made by the immediate family occupant(s) shall not be
68 deemed to be monetary consideration paid to or for the use or benefit of the owner.

69 **"Short-term rental" means the offering of lodging accommodations in a residential dwelling**
70 **unit or accessory building for periods of less than thirty-one (31) consecutive days to transient guests.**

71 "Tenant" means a person who rents a dwelling unit.

72 "Tenants' rights lease addendum" means the written addendum required by the city which provides
73 information about legal rights of tenants and maximum occupancy by unrelated individuals.

74 ...

75 **15.26.040 Standard Rental dwelling unit registration.**

- 76 A. 1. The owner of a **standard** rental dwelling unit(s) shall register each unit by filing a registration form
77 with the housing and community development department (HCDD) on or before December 31, 2007.
- 78 2. Registration forms shall be provided by HCDD. A new **standard** rental dwelling shall be
79 registered within sixty (60) days of becoming a new rental dwelling unit.
- 80 3. The fee for annual registration of a **standard** rental dwelling unit shall be set by ordinance.

81 B. 1. Annual registration of existing **standard** rental dwelling units shall occur on or before March 1 of
82 each year with the department of finance (finance).

83 2. Invoices for registration fees shall be sent on or before January 15 of each year by mailing an
84 invoice addressed to the owner's mailing address.

85 C. **If the property was built before 1978, a lead paint certification with the Maryland Department**
86 **of the Environment must be submitted during the registration process for properties that rent**
87 **or lease to the same tenant(s) for more than 90 days.**

88 D. An owner shall notify the city when a **standard** rental dwelling unit is converted to a nonrental use.

89 **15.26.041 Short-Term Rental (STR) dwelling unit registration.**

90 **A. 1. The owner of a STR dwelling unit(s) shall register each unit by filing a registration**
91 **form with the HCDD on or before March 1, 2025.**

92 **2. Registration forms shall be provided by HCDD. A new STR dwelling shall be**
93 **registered within sixty (60) days of becoming a new rental dwelling unit.**

94 **3. The fee for annual registration of a STR dwelling unit shall be set by ordinance.**

95 **B. 1. Annual registration of existing STR dwelling units shall occur on or before March**
96 **1 of each year with the department of finance.**

97 **2. Invoices for registration fees shall be sent on or before January 15 of each year by**
98 **mailing an invoice addressed to the owner's mailing address or electronically**
99 **transmitted through the software application process of the license and registration,**
100 **which the owner has access through their registered account or the owner's**
101 **registered e-mail address with the City.**

102 **C. An owner shall notify the City when a STR dwelling unit is converted to a nonrental use.**

103 **D. All owners of any occupied and/or advertised STR dwelling units shall have a valid,**
104 **unrevoked Rental Owner's License issued by HCDD. Once a Rental Owner's License is**
105 **received, an owner must register all STR dwelling units with HCDD and pass an annual**
106 **external and internal inspection of the property by HCDD to register the rental dwelling unit.**

107 **E. As part of the registration, a short-term rental owner must:**

108 **1. Provide documentation and a signed declaration of compliance attesting to**
109 **compliance with subsections (2) through (9) below.**

110 **2. Comply with all applicable city, state, and federal laws.**

111 **3. Provide a statement as to whether the proposed STR is the Property Owner's primary**
112 **residence, a second home residence, or a secondary residence on the property.**

113 **4. Ensure that all dwelling units have approved working smoke alarms and carbon**
114 **monoxide alarms in every bedroom and on every level of the home in accordance with**
115 **state and local law.**

116 **5. Post the following information in a conspicuous place within each dwelling unit used**
117 **as a short-term rental:**

118 **a. Emergency contact information.**

119 **b. Contact information for the short-term rental host or authorized agent.**

120 **c. Street address.**

121 **d. Floor plan indicating fire exits and escape routes.**

- 122 e. Housing and Community Development Department contact information –
123 address and email.
- 124 f. City and association rules regarding parking, noise, and trash.
- 125 6. Maintain and keep readily available for inspection, a guest registry that includes at a
126 minimum:
- 127 a. The name of each guest.
- 128 b. Check in/out dates.
- 129 c. Rent paid.
- 130 7. Post a valid rental license number on all listings advertising the short-term rental
131 dwelling unit.
- 132 8. Remit all applicable local taxes and required fees.
- 133 9. Submit written confirmation from any applicable homeowners' association or
134 condominium association that the use of the property as a short-term rental is
135 permitted and that all common ownership community fees are no more than thirty
136 (30) days past due.

137 ...

138 **15.26.050 Annual Rental Owner's License ~~License for rental dwelling unit owners.~~**

139 A. 1. Each legal entity, e.g., individual, partnership, corporation, which owns a majority interest in a
140 rental dwelling unit(s) shall obtain a Rental Owner's License ~~license~~ from HCDD. A new owner
141 of a rental dwelling unit(s) shall obtain a Rental Owner's License ~~license~~ from HCDD within sixty
142 (60) days of becoming a new owner.

143 2. A Rental Owner's License ~~license~~ form shall be provided by HCDD.

144 3. The annual license fee shall be set by ordinance.

145 B. 1. Annual renewal of existing licenses shall occur on or before March 1 of each year with Finance.

146 2. An invoice for a license fee shall be sent on or before January 15 of each year, ~~by mailing~~
147 ~~an invoice addressed to the licensed owner at the owner's mailing address.~~

148 **3. The invoice shall be mailed to the address of the licensed owner or upon confirmation**
149 **of the owner, electronically transmitted through the software application process the**
150 **license and registration, which the owner has access through their registered account or**
151 **the owner's registered e-mail address with the City.**

152 **15.26.060 Failure to register or renew a standard or short-term rental dwelling unit or obtain Rental**
153 **Owner's License ~~owner license.~~**

154 A. 1. Failure of the owner of a standard or short-term rental dwelling unit(s) to renew a Rental Owner's
155 License ~~rental dwelling unit owner license~~ or on or before March 1st of each calendar year, shall cause
156 the owner to be **designated** ~~designation~~ as a noncompliant owner and to be assessed a noncompliant
157 rental dwelling unit owner license fee, which shall be set by ordinance for each license renewed on or
158 before July 1 of each calendar year.

159 2. a. i. If a Rental Owner's License ~~rental dwelling unit license~~ is not renewed on or before July
160 1 of each calendar year, then the rental dwelling unit owner shall be designated a delinquent
161 owner and the owner's rental dwelling unit owner license is revoked.

- 162 ii. If a new owner of a rental dwelling unit(s) fails to complete a license form provided by
163 HCDD and pay a license fee within sixty (60) days of becoming a new owner, then the new
164 owner shall be designated as a delinquent owner.
- 165 b. HCDD shall notify the owner of such designation by mailing a notice addressed to the owner
166 at the owner's mailing address. If applicable, the notice shall inform the owner that the rental
167 dwelling unit owner license is revoked and all rental dwelling units shall be vacated within
168 sixty (60) days. Any security deposit shall be returned to the tenant pursuant to provisions of
169 the Annotated Code of Maryland, Real Property Article, Title 8.
- 170 3. To remove delinquent owner status and to comply with the license requirements of this chapter,
171 a delinquent owner shall pay a delinquent rental dwelling unit owner license fee, which shall be
172 set by ordinance together with the required owner license fee for the current calendar year.
- 173 B. 1. Failure of the owner of a **standard or short-term** rental dwelling unit(s) to register rental dwelling
174 unit(s) on or before March 1 of each calendar year, shall cause the rental dwelling unit to be designated
175 as a noncompliant rental dwelling unit and shall cause the owner to be assessed a noncompliant rental
176 dwelling unit fee for each rental dwelling unit registered on or before July 1 of each calendar year
177 according to a fee schedule, which shall be set by ordinance:
- 178 a. If the rental dwelling unit is not registered on or before July 1 of each calendar year, then the
179 rental dwelling unit shall be designated as a delinquent rental dwelling unit.
- 180 b. If a new rental dwelling unit is not registered within sixty (60) days of becoming a new rental
181 unit, then the new rental dwelling unit shall be designated as a delinquent rental dwelling unit.
- 182 2. HCDD shall notify the owner of such designation by mailing a notice addressed to the owner at
183 the owner's mailing address. The notice shall inform the owner that the rental dwelling unit is a
184 delinquent rental dwelling unit, and the owner shall vacate any tenant occupying that rental
185 dwelling unit within sixty (60) days. Any security deposit shall be returned to the tenant pursuant
186 to provisions of Annotated Code of Maryland, Real Property Article, Title 8.
- 187 3. To remove delinquent rental dwelling unit status and to comply with the registration
188 requirements of this chapter, the owner of a delinquent rental dwelling unit shall pay a delinquent
189 rental dwelling unit registration fee, which shall be set by ordinance together with the required
190 registration fees for the current year.
- 191 C. All licensing and registration fees set forth herein shall be effective during the calendar year 2011 and
192 thereafter.
- 193 D. If an owner desires to register a delinquent **standard or short-term** rental dwelling unit, the rental
194 dwelling unit shall be subject to an inside and outside inspection by HCDD. All violations must be
195 corrected before the rental dwelling unit is registered. If the delinquent rental dwelling unit changes
196 ownership to a legal entity which is not owned or controlled by the delinquent owner, and the new
197 owner complies with all provisions of this chapter, the delinquent owner designation then terminates.
198 If the new owner fails to timely register a rental dwelling unit, then the delinquent rental dwelling unit
199 designation shall continue.
- 200 E. If the full amount of any fees due to the city is not paid by a delinquent owner within forty-five (45)
201 days of July 1 of each calendar year after billing, finance shall cause to be recorded in the city records
202 the amount of fees due and owing, and the full amount of any fees due to the city shall be collectible
203 in the same manner as real estate taxes are collected.
- 204 (Ord. No. 2163, 7-25-2011; Ord. No. 2456, 10-9-2017)
- 205 ...

206 **15.26.110 Denial, nonrenewal, revocation or suspension of license or registration.**

207 If after any period for compliance with this chapter has expired, the HCDD determines that a **standard**
208 **or short-term** rental dwelling unit or a rental dwelling unit owner fails to comply with any of the licensing
209 or registration standards set forth herein or with the occupancy provisions of this code, HCDD shall initiate
210 an action to deny, revoke, suspend, or not renew a registration or license and mail the owner a notice of
211 denial, nonrenewal, revocation, or suspension of the license or registration. The notice shall state:

- 212 A. That HCDD has determined that the rental dwelling unit fails to comply with the standards for
213 rental dwelling units in this chapter, and/or the owner has failed to comply with the Maryland
214 Department of Environment lead abatement reporting requirements;
- 215 B. The specific reasons why the rental dwelling unit fails to meet the required standards, including
216 copies of applicable inspection reports, or notices sent to a licensee about the rental dwelling
217 unit;
- 218 C. That the director will deny, refuse to renew, revoke, or suspend the license or registration unless
219 the owner appeals the determination within twenty-one (21) days after receipt of the notice, in
220 the manner provided in Section 15.26.120;
- 221 D. That after denial, nonrenewal, revocation or suspension, the rental dwelling unit shall be vacated
222 within sixty (60) days, and shall not be reoccupied until all violations are corrected and a license
223 and/or registration is granted by HCDD pursuant to provisions of Annotated Code of Maryland,
224 Real Property Article, Title 8;
- 225 E. The notice shall describe how an appeal may be filed under Section 15.26.120;
- 226 F. The director shall cause a notice to tenants to be mailed or delivered to each registered rental
227 dwelling unit and prominently posted on the building. The notice shall indicate that the rental
228 dwelling unit registration or owner license for the rental dwelling unit has been denied, revoked,
229 not renewed or suspended, whichever is applicable; that the action will become final on a specific
230 date unless the rental dwelling unit owner appeals and requests a hearing; that tenants may be
231 required to vacate the building when the action becomes final; that further information can be
232 obtained from HCDD.

233 The application of this section with regard to occupancy is subject to the city's policy directive on this
234 issue, as approved by resolution of the council.

235 **15.26.115 Tenants' rights lease addendum.**

236 Every new lease or renewed lease **of a standard rental dwelling unit**, whether written or verbal, shall
237 incorporate a written copy of the Tenants' Rights Lease Addendum, as amended from time-to-time, signed
238 by both the landlord or landlord's agent and all tenants of majority age. This addendum shall be made
239 available for inspection upon request of the housing official.

240 ...

241 **15.26.130 Vacation of rental dwelling units.**

242 When an application for a rental **owner's** license has been denied, ~~or~~ a **standard** rental dwelling **unit**
243 registration, **or short-term rental unit registration** has been revoked, suspended, or not renewed, the
244 director shall order the rental dwelling unit vacated within sixty (60) days pursuant to provisions of
245 Annotated Code of Maryland, Real Property Article, Title 8. **In the case of a short-term rental dwelling**
246 **unit, the dwelling unit must be vacated within 48 hours.**

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

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

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

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

258 **Section 5.** This Ordinance shall take effect from and after the date of its final passage.

259 **THIS ORDINANCE** was introduced and read at a Meeting of the Mayor and Council of the City
260 of Salisbury held on the 8th day of July, 2024 and thereafter, a statement of the substance of the Ordinance
261 having been published as required by law, in the meantime, was finally passed by the Council of the City
262 of Salisbury on the __ day of __, 2024.

263

264 ATTEST:

265

266

267 _____
268 Kimberly R. Nichols, City Clerk

_____ D'Shawn M. Doughty, City Council President

269 Approved by me, this _____ day of _____, 2024.

270

271

272 _____
Randolph J. Taylor, Mayor



To: Andy Kitzrow, City Administrator
From: Amanda Rodriquez, City Planner *AR*
Date: July 8, 2024
Re: Ordinance to permit Elevated Mind and Wellness in the General Commercial District

The Department of Infrastructure and Development received an application for an Ordinance Permit for a cannabis dispensary to be located at 733 South Salisbury Boulevard in the General Commercial District. On June 20, 2024, the Salisbury-Wicomico Planning and Zoning Commission reviewed the request, and forwarded a favorable recommendation to City Council. A dispensary is an allowable use in the General Commercial District with the granting of an Ordinance Permit, per Ch 17.36.040.

During their review, the Commission noted that this request has more than adequate parking, and that limited changes to the property should have a minimal effect on the surrounding businesses. The purpose of the general commercial district is to provide a wide range of functional and attractive regional retail, office, service, wholesale, storage, distributing and light manufacturing activities. The proposed use is consistent with surrounding retail stores, both pharmaceutical and holistic.

The site currently has frontage and one full movement point along South Salisbury Boulevard, and one full movement point along Roland Street to the rear of the property. After conducting a Traffic Impact Study, both points are proposed to have one-way circulation with the entrance on South Salisbury Boulevard and the exit on Roland Street.

The applicant has made considerable effort to proactively address all concerns regarding use prior to this request, including supplying staff with building elevations, a Traffic Impact Study and thorough Business, Operational, and Financial plans.

Unless you or the Mayor have further questions, please forward a copy of this memo and the ordinance to the City Council.



June 24, 2024

Cathie Ralph, CEO
Elevated Mind & Wellness, LLC
P.O. Box 246
Fruitland, MD 21804

RE: ORDINANCE PERMIT– RETAIL CANNABIS DISPENSARY– Cathie Ralph, CEO, Elevated Mind & Wellness, LLC– 733 South Salisbury Boulevard– General Commercial Zoning District – M-0111, G-0023, P-0435

Dear Ms. Ralph,

The Salisbury Planning Commission, at its June 20, 2024 meeting, forwarded a **FAVORABLE** recommendation to the Salisbury City Council for the application for an Ordinance Permit for a cannabis dispensary to be located at 733 South Salisbury Boulevard as submitted.

If you have any questions or concerns regarding this matter, please call our office at 410-548-3170.

Sincerely,

Amanda Rodriguez
City Planner



Infrastructure and Development Staff Report June 20, 2024

I. BACKGROUND INFORMATION:

Project Name: Elevated Mind & Wellness
Applicant/Owner: Elevated Mind & Wellness LLC
Nature of Request: Ordinance Permit
Location of Property: 733 South Salisbury Boulevard
Existing Zoning: General Commercial Zoning District

II. SUMMARY OF REQUEST:

A. Introduction:

Elevated Mind & Wellness LLC has submitted an application for an Ordinance Permit for a cannabis dispensary to be located at 733 South Salisbury Boulevard. The 27,679 sf property is currently zoned General Commercial, and is improved with a 4,753 sf building used as retail. A dispensary is an allowable use in the General Commercial Zoning district with the granting of an Ordinance Permit, per Ch 17.36.040.

Ch 17.12.060 states the Planning Commission has the authority to hear and review applications for Ordinance Permits and forward on a recommendation to City Council for final approval.

B. Surrounding Area Development:

The purpose of the general commercial district is to provide a wide range of functional and attractive regional retail, office, service, wholesale, storage, distributing and light manufacturing activities.

Surrounding properties include Walgreens to the south, the Goliath shopping center to the east, Community Farmacy to the north, and South Salisbury Plaza to the west. The proposed use is consistent with surrounding retail stores, both pharmaceutical and holistic.

III. GENERAL COMMERCIAL DISTRICT DEVELOPMENT STANDARDS:

Staff notes the following with regard to Zoning Code requirements:

A. Site Plan Review:

- 1. Minimum Lot Requirements:** The existing structure is expected to remain, with no changes to the size or dimensions of the existing building lot. The lot currently meets all minimum lot



City of Salisbury

size requirements as set forth in Ch.17.36.050.

2. **Building Setbacks/Spacing:** Structures as shown meet the required setbacks as stated in Chapter 17.36.060.B.
3. **Height:** The General Commercial height limitation is 50 ft. Proposed elevations confirm this building will not exceed this limit.
4. **Parking/Loading:** The plan shows a loading zone to be located at the rear of the building, and meets all requirements set forth in Ch 17.196.020. Thirty-two (32) parking spaces are dispersed throughout the site, including 6 compact spaces and 2 handicap accessible spaces. Bicycle parking is also provided on the plan. Ch 17.196.030 calls for 10 spaces for this lot.
5. **Access:** The site currently has frontage and one full movement point along South Salisbury Boulevard, and one full movement point along Roland Street to the rear of the property. After conducting a Traffic Impact Study, both points are proposed to have one-way circulation with the entrance on South Salisbury Boulevard and the exit on Roland Street.
6. **Lighting:** Lighting on site currently consists of one (1) pole light at the front corner of the property. A revised lighting plan has not yet been submitted.
7. **Sign Plan:** A formal sign plan has not been submitted at this time. Signs will be subject to review before approval.
8. **Storage:** No additional outdoor storage is indicated on this plan.
9. **Landscaping and Screening:** While there is existing landscaping on site, a formal landscaping plan has not been submitted at this time.

IV. PLANNING COMMENTS

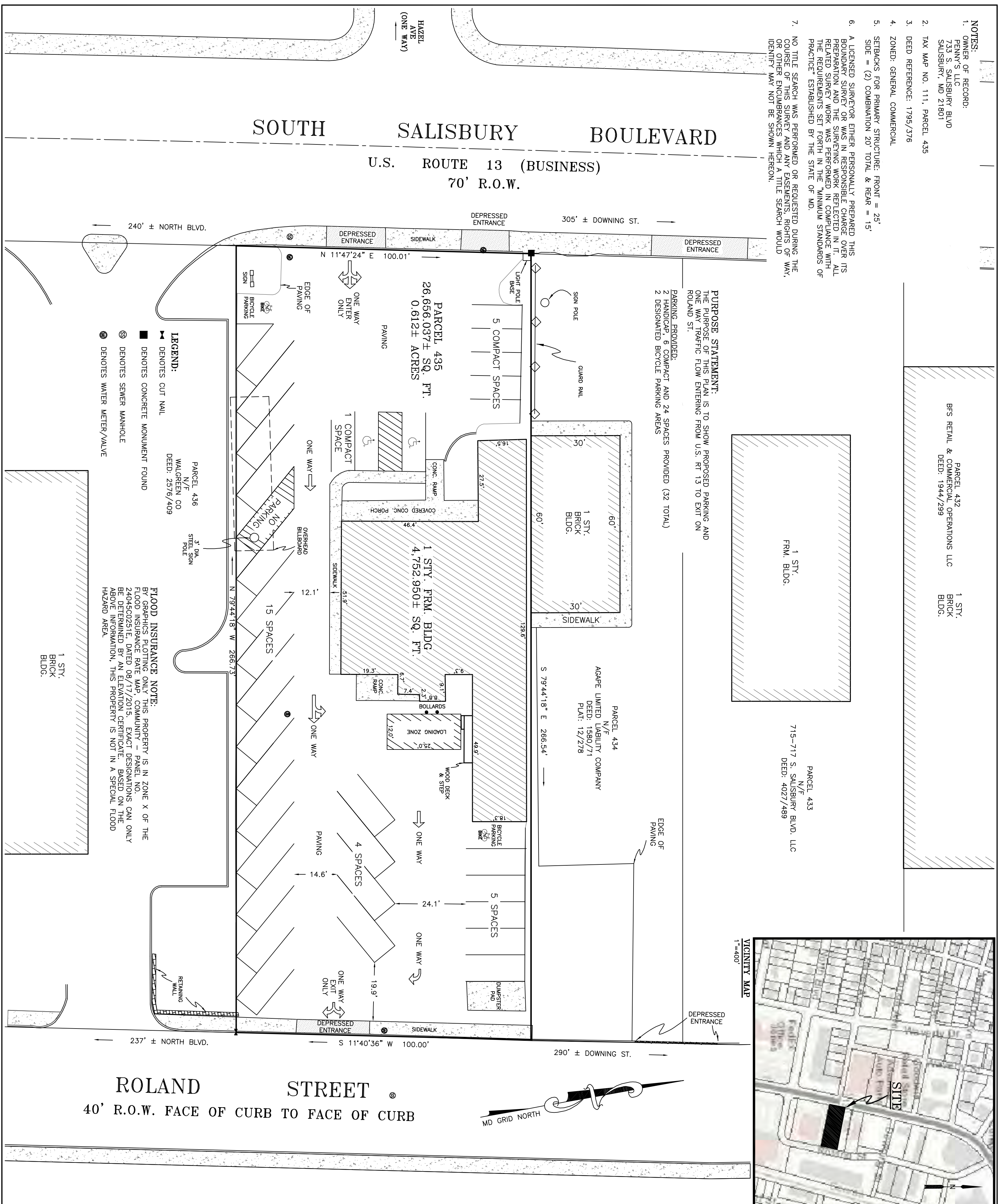
The applicant has made considerable effort to address all concerns regarding use prior to this request, including supplying staff with building elevations, a Traffic Impact Study and thorough Business, Operational, and Financial plans. Formal plans will be submitted for review and approval to the Department of Infrastructure and Development, City of Salisbury Fire Department, and other applicable agencies prior to the issuance of any building permits.

V. RECOMMENDATION

Staff recommends a favorable recommendation be made to forward this Ordinance Permit application onto City Council.

- NOTES:
- OWNER OF RECORD:
PENNY'S LLC
733 S. SALISBURY BLVD
SALISBURY, MD 21801
 - TAX MAP NO. 111, PARCEL 435
 - DEED REFERENCE: 1795/376
 - ZONED: GENERAL COMMERCIAL
 - SETBACKS FOR PRIMARY STRUCTURE: FRONT = 25'
SIDE = (2) COMBINATION 20' TOTAL & REAR = 15'
 - A LICENSED SURVEYOR EITHER PERSONALLY PREPARED THIS BOUNDARY SURVEY OR WAS IN RESPONSIBLE CHARGE OVER ITS PREPARATION AND THE SURVEYING WORK REFLECTED IN IT. ALL RELATED SURVEY WORK WAS PERFORMED IN COMPLIANCE WITH THE REQUIREMENTS SET FORTH IN THE "MINIMUM STANDARDS OF PRACTICE" ESTABLISHED BY THE STATE OF MD.
 - NO TITLE SEARCH WAS PERFORMED OR REQUESTED DURING THE COURSE OF THIS SURVEY AND ANY EASEMENTS, RIGHTS OF WAY, OR OTHER ENCUMBRANCES WHICH A TITLE SEARCH WOULD IDENTIFY MAY NOT BE SHOWN HEREON.

SOUTH SALISBURY BOULEVARD
U.S. ROUTE 13 (BUSINESS)
70' R.O.W.

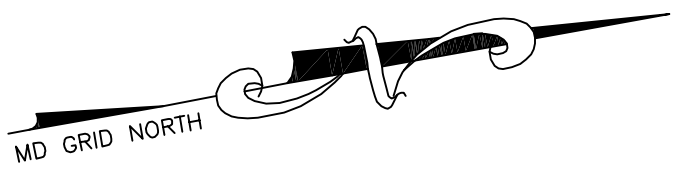


PURPOSE STATEMENT:
THE PURPOSE OF THIS PLAN IS TO SHOW PROPOSED PARKING AND ONE WAY TRAFFIC FLOW ENTERING FROM U.S. RT 13 TO EXIT ON ROLAND ST.

PARKING PROVIDED:
2 HANDICAP, 6 COMPACT AND 24 SPACES PROVIDED (32 TOTAL)
2 DESIGNATED BICYCLE PARKING AREAS

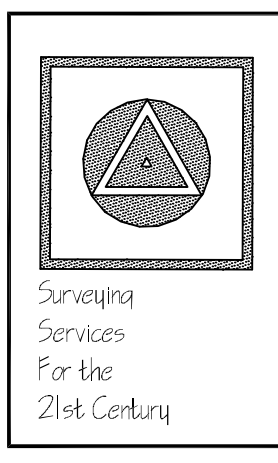
- LEGEND:**
- DENOTES CONCRETE MONUMENT FOUND
 - ▲ DENOTES CUT NAIL
 - ⊙ DENOTES SEWER MANHOLE
 - ⊕ DENOTES WATER METER/VALVE

FLOOD INSURANCE NOTE:
BY GRAPHICS PLOTTING ONLY THIS PROPERTY IS IN ZONE X OF THE FLOOD INSURANCE RATE MAP, COMMUNITY - PANEL NO. 2404500251E, DATED 08/17/2015. EXACT DESIGNATIONS CAN ONLY BE DETERMINED BY AN ELEVATION CERTIFICATE BASED ON THE ABOVE INFORMATION. THIS PROPERTY IS NOT IN A SPECIAL FLOOD HAZARD AREA.



PARKING PLAN
FOR THE LANDS OF
PENNY'S LLC
733 S. SALISBURY BLVD.
SALISBURY, MD 21801
CAMDEN ELECTION DISTRICT
WICOMICO COUNTY, MARYLAND

REVISIONS	
Date	Issued for:



F. Douglas Jones
Surveying Associates
P.O. Box 2658
Salisbury, Maryland 21801
Phone: 410-543-2615
Email: fjones@jonessurveying.com

EXP./RENEWAL DATE: 12/15/2024	SURVEYED BY: DLM / TGU	DATE: 04/24/24
	DRAWN BY: DLM / FDU	DATE: 06/04/24
	CHECKED BY: FDU	DATE: 06/04/24
JOB NUMBER: 24-5576	SCALE: 1" = 20'	
2 OF 2		

A MARYLAND
ADULT-USE
CANNABIS
RETAIL DISPENSARY



ELEVATED MIND & WELLNESS

BUSINESS,
OPERATIONS AND
FINANCIAL PLAN

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1.0

Executive Summary

Company Summary
Market Opportunities
Start-up Summary
Financial Summary
Keys to Success

1.0. Executive Summary

1.1. Company Summary

Elevated Mind & Wellness, LLC (d.b.a. Elevated Wellness) is a cannabis dispensary dedicated to providing customers in Salisbury, Maryland with safe, affordable, and convenient access to a wide variety of high-quality cannabis products, strains, and consumable formats so customers have options and a unique shopping experience. Elevated Wellness is a Salisbury-local, women-owned business, founded by Catherine and Ian Ralph. Our generational connections to Salisbury, and the Eastern Shore as a whole, ensure that business in Salisbury stays in Salisbury. More importantly, it allows us to donate and support organizations throughout the county; particularly first responder support groups, mental health services, and public safety initiatives.

The Company is composed of experienced professionals, with the skills, knowledge, and abilities to start and run the business. The CEO, CFO and founder, Catherine Ralph, is a current tax director at a \$10 billion/year agricultural business. Cathie is responsible for leading a team of 14 through dense tax, finance, and corporate law to maximize profit for the company. The COO and CCO, Ian Ralph, is currently running a profitable \$1 million/year, 10 employee construction business out of Salisbury, and has experience in environmental toxicology testing of pre-market compounds to be reviewed for USDA and FDA compliance. Scott and Laura Horner have experience managing logistics for a nationwide food delivery conglomerate, and managing the finances of private businesses as a CPA, respectively. Our general manager, Erin Danaher, has over 15 years in customer service and hospitality management positions, with numerous state certifications verifying her knowledge of compliant operations in the food and beverage industry. This executive team is well positioned to manage compliant business operations while providing a superior customer experience.

The retail dispensary is well-positioned at 733 S Salisbury Blvd, Salisbury, MD 21804. The free-standing building is 4,400 square feet on an 0.61-acre property on the highly trafficked route 13 in Salisbury. The property comes with 32 parking spots, and a clear path of traffic through the property between Rt 13 and Roland St to prevent congestion. Utilizing 16 self-service kiosks, rather than budtenders, allows us to quickly service customers, reducing overall time in store and traffic congestions. A dispensary in Worcester County employs this operational set up, averaging 10 minutes from the time you order on a tablet until checkout. This verified method accompanied by the ample parking and single flow of traffic will minimize traffic in the area.

Elevated Mind & Wellness emulates the ideal community store and will seamlessly blend with the urban fabric of the City of Salisbury and the natural landscape of the greater Wicomico County area. Elevated Mind & Wellness is committed to alleviating concerns with neighboring businesses. The Company's design is sensitive to local context, state compliance, energy efficiency, sustainable design features, choice materials, and an innovative model for future businesses in an emerging market.

Elevated Mind & Wellness has built a strong management team and advisory committee with valuable experience in business operations and brings relevant experience and skills that will help grow the business guided by strong values and a cohesive, strategic vision. Our knowledgeable

dispensary agents will navigate and guide customers through our vast product variety featuring locally sourced and a core product line from value-branded to high-quality cannabis flowers, concentrates, edibles, topicals, and much more.

1.1.1. Goals:

To operate within a regulated system and provide chain of custody and audit controls with the following:

- To proceed with a disciplined, strategic approach in building the infrastructure for a quick-start performance and a successful go-live;
- To be fully compliant with all state and local municipalities;
- Build a sustainable and successful retail dispensary that provides superior service to clients and is scalable for the future, affording the company to re-invest into the brand and staff; and
- Lease 733 S Salisbury Blvd and acquire \$400,000 to start-up a Maryland cannabis retail business in a growing industry with an opportunity to generate \$7,663,125 in annual revenue by year five.

1.1.2. Mission/Vision Statement:

Our Mission: To create a scalable dispensary brand that transcends the normal consumer experience through excellence in service and supply while adhering to COMAR and city code.

Our Vision: To be a world-class cannabis retail store that serves the Maryland market, contributes to the community of Salisbury, hires from the local workforce, invests in Wicomico County programs, and successfully develops a family of local personnel with growth and career opportunity.

1.1.3. Primary Objectives:

- To become the leading retailer of cannabis products in the State of Maryland; building a model that is recognized as the state-approved model for retail, a mandated tier that collects taxes from consumers and pays to the State;
- To establish a customer base generating an annual growth rate of approximately 22.8% annually with proportionately expanding operations and a client base of 25,000 customers by year 5; and
- To build a reputation throughout the state with governmental agencies, regulators, employees, customers, and industry as the company to work for and to do business with.
- To establish and execute a community enrichment program to support local outreach programs and charitable organizations to change the stigma associated with cannabis.

1.1.4. Products and Services

Maryland based brands will be featured in our dispensary, blended with our support for locally produced brands from within a 40 mile radius. Elevated Mind & Wellness expects price competitions with other medical cannabis retailers, and assumes, depending on barriers (distance, time, and gas pricing), that consumers will travel for 1) the best deals 2) specific brands, 3) a friendly comfortable environment, 4) a safe, secure, and discreet experience, 5) professionally consistent services, 6) education, and 7) trustworthy, knowledgeable, and helpful staff. With an emphasis on wellbeing and respect for a personal health journey, Elevated Mind & Wellness will source products of the highest quality, free of unnecessary adulterants and additives, to provide customers and patients with a product they can trust.

1.2. Market Opportunity

While the Maryland Cannabis Administration does not release county-specific data regarding sales of cannabis, the Comptroller of Maryland, Brooke Lierman, released a report revealing the amount of sales tax associated with adult-use cannabis for the final quarter of 2023. The Eastern Region, which includes Cecil, Kent, Queen Annes, Talbot, Caroline, Dorchester, Wicomico, Worcester and Somerset Counties, accounted for 9.3% of sales tax for adult use cannabis sales in Q4 of 2023^{6.1}. With annual sales of medical and adult-use cannabis equaling 796.3 million in Maryland for 2023, a 9.3% share of annual sales suggests a 74 million dollar annual market along the Eastern Region, which currently houses only 5 total dispensaries.

On September 8, 2023, the Maryland Cannabis Administration (MCA) announced a lottery selection process for the following licenses available in Round 1 for standard licenses: 16 grower licenses, 32 processor licenses, and 75 dispensary licenses¹. Elevated Mind & Wellness won the lottery for their county and was awarded a Dispensary License by the State of Maryland on March 14, 2024 in the first round of cannabis licensure.

1.3. Start-Up Capitalization

Elevated Mind & Wellness Dispensary will be able to open doors with the lease of 733 S Salisbury Blvd and \$400,000 in equity note investments. This does not include \$125,000 in capital set aside for excess liquidity. With a total capital expenditure cost of \$227,500, leaving \$297,500 as working capital for initial start-up and general costs, strategic inventory purchases, operating expenses, salaries, marketing, miscellaneous expenses, and taxes. Please see estimated capital and operating expenses below by quarter.

- Capitalization includes \$525,000 in personal contributions, equity and debt financing for the estimated \$227,500 in construction and capital expenditures to go-live and ~~\$130,000~~ ^{172,500} in initial and general start-up costs including start-up inventory, lease deposits, licensing, legal, insurance, and professional services;

¹ https://mmcc.maryland.gov/Documents/2023%20_PDF_Files/News%20Release/MCA%20Application%20Announcement%20%28Sept.%208%2c%202023%29%20%281%29%20%282%29.pdf

- Direct costs include \$125,000 in initial inventory before start-up, \$617,096 in cost of goods sold (COGS) for the first six months, ~~plus \$65,325 in associated cannabis taxes (e.g., state sales tax based on gross sales through the Q1 of operation is due month four; and~~
- Operating expenses through Q2 are expected to be \$63,482, with \$26,155 in SG&A and marketing expenses plus \$223,950 in salaries for an initial headcount of 8 personnel, growing to a staff of 15 employees by the end of year three.

Table 1.3: Capitalization Requirements, \$

\$	Q1	Q2	Q3	Q4
Capital Expenditures (CAPEX)	227,500			
Build-Out in Accordance with Regulations (finishing, painting, lobby, reception, kitchen, office space, break area, bathrooms, etc.)	75,000	0	0	0
Security system (alarm & security system, monitoring, video & camera system, access, computer, multiple HDTV monitors, NVR, panic buttons, and metal/weapons detectors)	50,000	0	0	0
Furniture, Fixtures and Equipment (display counters, refrigerators, freezers, storage hardware and shelving)	25,000	0	0	0
Cost for Computer Software (accounting, payroll, CRM, POS, inventory control, tracking system, Microsoft Office, etc.)	10,000	0	0	0
Electronic/LED boards	10,000	0	0	0
Office Equipment	10,000	0	0	0
Computer hardware, cash registers, POS system & equipment, commercial label printer	25,000	0	0	0
Lobby/Reception Area (multiple registration computers, furniture, HDTVs, shelving, chairs, tables, bulletproof windows, etc.)	7,500	0	0	0
Operational Expenditures (OPEX)	601,363	532,888	668,203	794,728
Direct Costs	367,596	359,425	493,834	619,453
Initial & General Costs	85,000	15,000	15,000	15,000
Operating Expenses	35,801	36,681	37,560	38,439
Salaries & Benefits	107,580	116,370	116,370	116,370
Marketing & Sales Expenses	5,387	5,413	5,439	5,466
TOTAL	828,863	532,888	668,203	794,728

1.4. Financial Summary

Elevated Mind & Wellness will fund startup costs largely through personal private investments. The business network has invested over \$100,000 since mid-2023 in this retail dispensary infrastructure. The company has increased valuation to an estimated \$500,000 as of March 2024. The company plans to lease 733 S Salisbury Blvd property, and raise an additional \$400,000.00 through equity investment and personal funding of \$125,000.00 to open and operate the start up business. Ownership strives to build net worth in the business and multiply valuation 3 times the balance sheet or 2 times EBITDA.

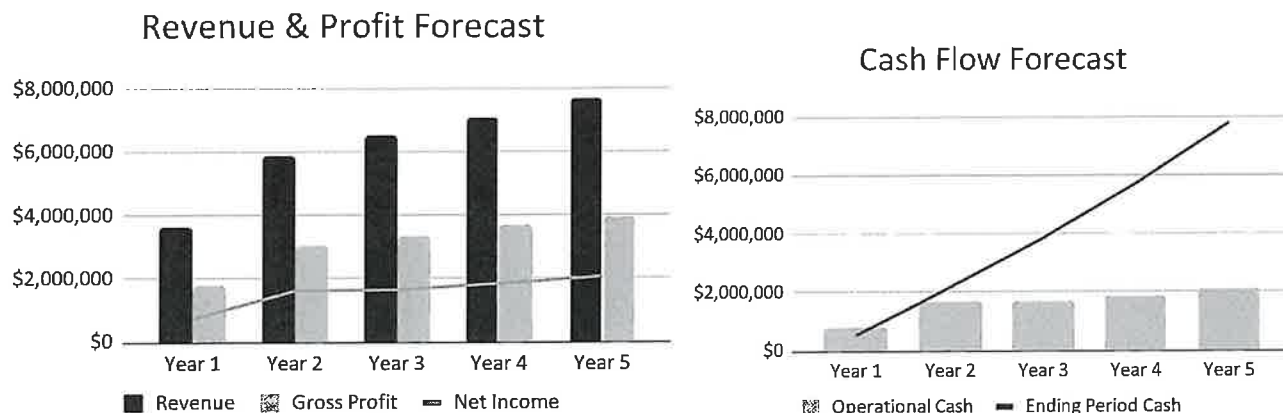


Chart 1.4: Revenue, Gross Profit, Net Income, and Cash Flow Forecasts

From a total investment of \$525,000, Company is expected to generate \$3.6 million in gross revenues with pre-tax income of nearly \$728,000 in Year 1, its first full year of operation. Revenues are expected to grow to \$6.46 million in Year 3 and \$7.66 million in Year 5, with pre-tax income of nearly \$1.5 million and over \$2.0 million respectively. After the third year of operations, the Company expects to trim expenses through realizing business efficiencies, gaining operational experience and industry knowledge as CAPEX reaches its ceiling.

1.4.1 Direct and Indirect Social Impacts

Elevated Mind & Wellness will create an estimated 15 jobs in Salisbury, Maryland with an average 2.0% increase in salaries and benefits annually, \$40,973 budgeted for Social Security and Medicare taxes, \$614,065 in annual wage expenses, and over \$37,492 for Unemployment Insurance annually averaged over the five years reported below. Company will allocate 1% of sales to the schools and different community programs.

Table 1.4.1: Taxes and Community programs flow, \$

Direct and Indirect Impacts Table	Year 1	Year 2	Year 3	Year 4	Year 5
Wages & Benefits	\$357,708	\$577,756	\$755,429	\$774,862	\$794,295
Federal Tax	\$368,039	\$623,689	\$692,457	\$761,225	\$829,993
State Tax	\$98,144	\$166,317	\$184,655	\$202,993	\$221,331
Sales Use Tax	\$206,904	\$506,520	\$567,574	\$621,844	\$676,114
Community programs	\$34,547	\$58,541	\$64,571	\$70,601	\$76,631
TOTAL	\$1,065,342	\$1,932,823	\$2,264,686	\$2,431,525	\$2,598,364

1.5. Keys to Success

Industry

- Adequate funding and financial support, with professional accounting and legal services;
- An overall mission statement providing direction and guidance for industry standards; and
- Effective training and management of staff to develop excellence in customer service and to the overall success of the business.

Government Relations

- Build strong, healthy working relationships with law enforcement, as well as local and state regulatory agencies, to ensure compliance, safety, and risk management at all levels;
- Partner with communities and government bodies in interest of public safety and equity; and
- Community and government outreach for education, awareness, and charitable organizations.

Community Support

- Identify and support the population impacted by negative economic conditions, substance abuse, or locally pervasive health issues;
- Work with community-based institutions to effectively support those in most need; and
- Encourage employees to volunteer at organizations that serve families and individuals in need.

Operations

- Employ well-trained and experienced team, develop diversity and strong business practices, and maintain high standards with education, training, and career ladder opportunities;
- Execute design that diminishes community impact by limiting traffic flow and minimizing customer wait times, while maintaining a safe, secure, and comfortable retail store; and
- Maintain quality assurance and compliant inventory control standards for testing, packaging, and labeling to inform customers of product name, potencies, and safety.

Staffing

- Implement employment standards meeting moral, ethical, and local/state guidelines;
- Train employees in best practices for inventory and sales processes; and
- Create incentives by offering full-time staff benefit packages and living wages.

Customers

- Focus on customer care, with consultations to provide information and advice on cannabis choices and wellness;
- Supply desired products and exemplary level of service in a competitive environment; and
- Use online courses on customer service, customer-focused care, safety, and quality care to train employees.

Marketing and Sales

- Present in community by hosting speakers and attending industry meetings and conferences;
- Network to obtain referrals from other professionals (therapists, doctors, specialists, etc.); and
- Discount and donate to veterans, low-income customers and other groups based on need

2.0

Operations Plan

Operational Overview and Legal Requirements

Physical Security Plan

Packaging, Labeling, and Tracking Solutions

Product Access, Prevention of Loitering, and Notice of Signage

Agent in Charge, Inventory Control, Quality Assurance and Compliance

Sanitation, Quality Control, Storage and Risk Management

Dispensing Agents and Employee Controls

Limited Access Areas, Inventory Audits, and Cash Management

Education of Safe and Effective Cannabis and Wellness Services

Business Management Practices

2.0. Operations Plan

2.1. Operational Overview

Elevated Mind & Wellness has invested over \$100,000.00 since August 2023 in the successful launch of this retail dispensary project. Elevated Mind & Wellness' principals expect the initial \$400,000.00 to cover all startup expenses, both known and unforeseen, including inventory and associated taxes. Elevated Mind & Wellness plans a fast-start performance to operate with positive cash flow quickly with access to additional funds from successful capital raising through friends and family.

Elevated Mind & Wellness will have a well-trained and experienced team, which is essential to maintaining a compliant, safe environment. The properties design, along with state-of-the-art kiosk stations, will minimize community impact by limiting traffic flow, minimizing patient wait times, and maintaining a secure retail storefront. Ongoing education for employees is integral to Elevated Mind & Wellness' operations to ensure that we will always provide accurate, compliant, and updated information to our customers. Quality controls and testing requirements for intake of medicine will maintain product standards along with product labeling to inform customers of product name, potencies and growing practices.

2.2. Operational Requirements

The cannabis industry is highly regulated, requiring compliance with a large number of important regulations regarding safety and inventory controls. The Company is well aware of the obligations to perform these procedures properly, and has an extensive Management and Operations Manual detailing how it will comply with these regulations, at both State and local levels.

- Local reseller's permit and cannabis retailer permit at both local and state levels;
- Alarm system, surveillance, 24/7 monitoring, and all cannabis securely stored at all times;
- Shipping manifest prior to intaking cannabis goods with unique identifier for each item;
- Laboratory testing and Certificate of Analysis verifying product passed compliance testing;
- Quality assurance to ensure compliance with all packaging and labeling requirements;
- No person under 21 allowed on the premise or retail floor;
- Each premises requires a license, and only one licensee may occupy a premises;
- Located further than 500 feet from a school (grades K-12, day care, or youth center);
- Premises diagram with exits, entrances, cameras, storage areas, safe, security, server, mantraps, and other public safety and integrated security aspects;
- The property owner's written approval for the retail cannabis activity to be conducted; and
- Inventory control, reconciliation, cash management, accounting, and reporting systems.

2.3. Insurance Requirements

Elevated Mind & Wellness will maintain commercial general liability insurance with coverage in an amount not less than \$1,000,000 per occurrence, \$2,000,000 general aggregate, for bodily injury, personal injury, and property damage, as well as a policy for theft.. The Company will also secure a

surety bond, with enough coverage to pay the costs of closing the business, should this outcome ever be necessary.

2.4. Physical Security Plan

2.4.1. Physical Building

733 S Salisbury Blvd is beautifully positioned to provide customers with a safe, and rewarding experience. The high visibility on Rt 13, close proximity to law enforcement and first responders, and 24/7 live monitoring surveillance systems protect our patrons to provide a safe experience.

Elevated Mind & Wellness is committed to alleviating concerns with neighboring businesses. Elevated Mind & Wellness' design is sensitive to local context, state compliance, energy efficiency, sustainable design features, choice materials, and an innovative model for future businesses in an emerging market. A site plan showing the entire structure of the retail center, including the streets, parking lots, other tenants within the facility or property, and any other entities that physically border the retail is shown in Appendix. Areas where cannabis will be kept or handled have no external doors or windows and can be accessed only from within the facility.

2.4.2. Security Guards or Agents

During operating hours, we will have at least one dedicated security employee at the retail entrance. Security personnel will perform and keep records of having performed routine regular inspections of all security systems, barriers, gates, doors, and locks, immediately reporting any malfunctioning or compromised security feature to the General Manager. Any incidents qualifying as irregular or suspicious will be handled immediately, either by the security agent, or by calling 911.

Prior to granting access into the dispensary center's waiting area, employed Security Guards are responsible for verifying customer and caregiver information by checking the customer's identification card. Employed Security Agents are also responsible for maintaining safety in the dispensing room and enforcing the "No loitering/No re-entry" policy. They are also responsible for upholding all other security procedures and maintaining safe conditions during product deliveries.

Elevated Mind & Wellness will only sell cannabis or cannabis products between the hours of 11:00 a.m. and 7:00 p.m Monday-Sunday. During operational hours, Elevated Mind & Wellness will have no less than one security guard on duty, and more as determined by the Security Director during anticipated busy retail times, days, or holidays, or if required by city or state law.

The Security Director will be on call for all security emergencies, alarm notifications, or any discovery of a breach of security or a suspicion of product diversion. Whenever present on the facility premises, all of the security personnel will be able to show their current first aid/CPR certification. Contracted security manager will be able to show the following when requested:

- Live scan or background check clearances at time of hire for all security employees.
- All training records.
- Security schedule and roster.

Elevated Mind & Wellness' security personnel will fulfill various responsibilities including:

- Screening employees and visitors upon arrival at the facility.
- Controlling access to the facility at all access points.
- Monitoring the condition and functionality of all security devices and measures and first aid/CPR equipment.
- Conducting patrols inside the premises, along the perimeter, and within a one block radius of the business during all hours of operation.
- Monitoring both patron and employee conduct on premises, including parking areas, to ensure behavior does not adversely affect or detract from the quality of life for adjoining residents, property owners, and businesses.
- Security personnel will alert a Company manager of any concern or issue in a timely manner.
- Actively discouraging illegal, criminal, or nuisance activity in any parking areas available to or commonly used by the Company's patrons or employees.
- Ensuring that no loitering occurs on Elevated Mind & Wellness' premises and that no person remains on the premises other than for business purposes.
- Ensuring that no consumption of cannabis products occurs on Elevated Mind & Wellness' premises, including parking areas, or in public areas directly adjacent to Elevated Mind & Wellness' premises.
- Notifying patrons as they leave that they are to respect the peace and privacy of residents and businesses in the neighborhood.
- Ensuring the premises, including all associated parking areas, adjacent areas under the control of Elevated Mind & Wellness, and any sidewalk or alley, are maintained in an attractive condition and kept free of obstruction, trash, litter, and debris at all times. Security personnel will report any concern or issue to an Elevated Mind & Wellness manager in a timely manner.
- Responding to and documenting security incidents.
- Escorting visitors.
- Assisting with parking issues. Inspecting packages and vehicles.
- Conducting surveillance to detect perpetrators who may be watching the site to plan an intrusion.
- Notifying the Police Department, in case of an emergency or other qualifying incident.

2.4.3. Lighting

The main objectives of our security lighting system are to illuminate dark areas and detect and recognize movement in the protected area. The best vision with outdoor lighting is obtained from downward directed and shielded security lighting that is constantly on, supplemented with instant-on lighting triggered by motion detectors. Adhering to COMAR and city regulations, Elevated Mind & Wellness will ensure that sufficient lighting requirements are met between dusk and dawn. Additional external security lighting, including high flood spotlights for facilities if necessary. Each facility and all walkways of each facility will be well illuminated to maximize

visibility. Lighting will be operated automatically by a photo-sensor, ensuring that lighting will always be optimal for video capture.

2.4.4. Video Camera Surveillance

Elevated Mind & Wellness' 24-hour security surveillance HD-quality cameras and monitoring system will be an important part of maintaining on-site security and compliance for local and state requirements. All security technology will be installed by a licensed professional security and alarm company approved by governing authorities and Salisbury and according to best practices and standards.

The Company will employ state-of-the art external and internal cameras with a minimum resolution capacity of 704 x 480 pixels per sq. inch. All cameras are equipped with motion detection and infrared technology for low light conditions, capable of identifying activity at night or unlit rooms for facial identification.

External video surveillance will cover all areas of possible ingress and egress. Internal video surveillance will cover the waiting room, reception office, and manufacturing rooms - covering all areas where cannabis is present, stored, processed or handled otherwise with 24/7/365 video surveillance.

Electrical backup will be provided by an Uninterrupted Power Supply unit. We have on and off-site storage capacity of 2TB, to store 60 days of video surveillance recording. A failure notification system provides audible and visible notifications if there is any failure in the electronic monitoring system.

Elevated Mind & Wellness will utilize a fully operational digital video surveillance and camera recording system with data storage that will enable secure access through the internet. Cameras will be immobile, tamper-proof, and in a permanent location. The number of cameras will be based on the layout of the facility.

2.4.5. Perimeter Security

Elevated Mind & Wellness will secure the perimeter of the premises to prevent unwanted intrusion. The company plans to implement critical elements to secure the perimeter of the building with security fencing, security guards and electronic surveillance (24hr alarmed camera surveillance and electronic intrusion detection).

2.4.6. Limited Access to Secured Areas and Visitors

All main access doors to the retail floor will require keycards and electronic passcodes. Only permitted employees will be allowed to enter the retail facility. Internal access points ensuring the secured areas are accessible only to licensee, authorized personnel, service personnel, and/or verified customers and vendors picking up and delivering products.

2.4.7. Third-Party Monitoring

We anticipate contracting a vendor to help deter, detect, and document security events at the facility from a remote location. The vendor will monitor for fire and for security breach of doors or windows. Trained professionals from their monitoring centers will be able to access our security surveillance system at all times and will report and document any suspicious activity.

Our internal security personnel will work with vendors to establish guidelines for what entails suspicious activity and to ensure regulatory compliance. The triggers around the facility to alert our monitoring team of a possible intrusion or unauthorized access can be 1) motion-sensor surveillance cameras, 2) unauthorized electronic access, and 3) security and fire alarms.

2.4.8. Burglary Alarm System

The alarm system will have intrusion protection on all entryways and exits, hallways, inside of all exterior doors and all windows, manufacturing rooms, and storage rooms as well as motion detectors to monitor the interior side of all exterior windows and doors during non-operational hours.

- A test signal shall be transmitted to the central station every twenty-four (24) hours;
- Systems will provide coverage of all facility entrances, exits, rooms with exterior windows, rooms with exterior walls, roof hatches, skylights, and storage room(s) that contain safe(s);
- The system shall include at least one (1) holdup alarm for staff use; and
- The system shall be inspected, and all devices tested annually by a qualified alarm vendor.

2.4.9. Fire Security

The facility will comply with all local fire code requirements. Fire Prevention is a vital aspect of safety. As part of Elevated Mind & Wellness' commitment to the safety of our employees, we developed a comprehensive Fire Plan to address fire prevention and manage/contain if they do occur. Knowing that people are our most valuable resources, all employees will be trained and required to conduct themselves with consistent due diligence to prevent fires from occurring.

2.5. Packaging and Labeling

Company will conduct the following regulations for packaging and labeling:

1. Marijuana shall be packaged in plain, opaque, tamper-proof, and child-proof containers without depictions of the product, cartoons, or images other than the Elevated Mind & Wellness' logo. Edible manufactured and infused products (MIPs) shall not bear a reasonable resemblance to any product available for consumption as a commercially available candy.
2. Labeling of Marijuana (Excluding MIPs). A legible, firmly affixed label on which the wording is no less than 1/16 inch in size on each package of marijuana that it prepares for dispensing, containing at a minimum the following information
 - The registered qualifying patient's name, if applicable;
 - The name and registration number of the license that produced the marijuana, together with the telephone number and mailing address, and website information, if any;
 - The quantity of usable marijuana contained within the package;
 - The date of packaging the contents;
 - A batch number, sequential serial number, and bar code when used, to identify the batch associated with manufacturing and processing;
 - Cannabinoid profile of the marijuana contained within the package, including THC level;
 - A statement that the product has been tested for contaminants, that there were no adverse findings, and the date of testing in accordance with 105 CMR 725.105(C)(2); and
 - This statement, including capitalization: "This product has not been analyzed or approved by the FDA. There is limited information on the side effects of using this product, and there may be associated health risks. Do not drive or operate machinery when under the influence of this product. KEEP THIS PRODUCT AWAY FROM CHILDREN."
3. Labeling of manufactured and infused products (MIPs). A legible, firmly affixed label on which the wording is no less than 1/16 inch in size on each MIP that it prepares for dispensing, containing at a minimum the following information:
 - The registered qualifying patient's name, if applicable;
 - The name and registration number of the license that produced the MIP, together with the telephone number and mailing address, and website information, if any;
 - The name of the product;
 - The quantity of usable marijuana contained within the product as measured in ounces;
 - A list of ingredients, including the cannabinoid profile of the marijuana contained within the product, including the THC level;
 - The date of product creation and the recommended "use by" or expiration date;
 - A batch number, sequential serial number, and bar code when used, to identify the batch associated with manufacturing and processing;
 - Directions for use of the product if relevant;
 - A statement that the product has been tested for contaminants, that there were no adverse findings, and the date of testing in accordance with 105 CMR 725.105(C)(2);
 - A warning if nuts or other known allergens are contained in the product; and
 - This statement, including capitalization: "This product has not been analyzed or approved by the FDA. There is limited information on the side effects of using this product, and there may be associated health risks. Do not drive or operate machinery when under the influence of this product. KEEP THIS PRODUCT AWAY FROM CHILDREN."

2.6. Responsible Branding

Rather than aggressive promotion, smart promotional campaigns tailored to meet the needs of a specific client base are essential for maintaining an operation with sustained revenue and success. In this case, there is a vast need and opportunity to develop educational platforms to inform cannabis consumers, who can in turn educate their friends and family about the plethora of benefits and options relating to cannabis.

Our brand, and the brands sold at the dispensary, will never be marketed in a manner attractive to children. We will stay away from colors, designs, and activities that may confuse children, or non-consuming adults, so as to be sure that no unsuspecting person is ever drawn to our store or any products within. Our Inventory Manager and all floor staff will be trained to review products for compliance to this principle, and any items in violation of this will be rejected or pulled from inventory.

2.7. Tracking Solution

According to the regulations, all licensees must enter certain events into the MD track and trace system, METRC, so that cannabis is tracked throughout the supply chain. The Company intends to use METRC which will allow us to remain compliant while helping to identify key data points to streamline and optimize inventory management at each phase of the operation: intake, storage, sale, and waste management.

- **Transport Manifests** – Creating, submitting, and storing compliant transportation manifests noting vehicle, driver, and cargo contained for regulatory review.
- **Product Details** – Product details for the inventory items, printing key information directly on the labels including ingredients, potency results, plus a reactive expiration date that can lock a product if it's past expiration.
- **Inventory Management** – Analyzing sales data to optimize the dispensary inventory to the customers.
- **Waste Management** - Compliantly removing tainted, damaged, or expired goods from inventory.

2.8. Product Access Protocols

Elevated Mind & Wellness will require employees who transfer cannabis products to customers to formally take responsibility for the product they handle. Elevated Mind & Wellness will not allow any single employee to have unrestricted access to cannabis product storage areas or high value assets. Managers will monitor and approve employee access to areas where cannabis is stored. Removal of any cannabis or cannabis products in inventory for sale or otherwise will require personnel to log this information which will be subjected to inventory reconciliations and audits, including the METRC system. In addition to these employee access procedures, Elevated Mind & Wellness will implement physical barriers (walls and doors) and electronic keypad measures to deter and prevent unauthorized entrance into areas containing cannabis or cannabis products, and to deter and prevent the theft of cannabis or cannabis products. Elevated Mind & Wellness shall ensure

that all limited-access areas, as well as all facility entrances and exits, are securely locked using commercial- grade door locks. All electronic keypads will record pin entries to enable the collection of information on access to restricted areas, and Elevated Mind & Wellness will also install sensors to detect entry and exit from all secure areas. A video surveillance system will observe limited-access areas.

2.9. Prevention of Loitering

Elevated Mind & Wellness will not allow individuals who are not engaging in an activity directly related to the permitted operations of the facility to remain on the premises. Elevated Mind & Wellness' theft prevention plan will include anti-loitering policies as a theft deterrent. An Elevated Mind & Wellness employee will ask any individual who is not on the premises as an employee or to purchase or deliver product(s) to exit the facility and exterior premises. Elevated Mind & Wellness employees will also instruct patrons that they must leave the site immediately after completing their purchases and must not consume cannabis until at home or in an equivalent private location. Security guards shall monitor the site and vicinity to ensure compliance.

2.10. Notice and Signage

Elevated Mind & Wellness shall notify patrons of the following verbally and by posting a sign in a conspicuous location readily visible to persons entering the premises: (a) Patrons shall leave the site and not consume cannabis until at home or in an equivalent private location, (b) Entry into the premises by persons under the age of 21 shall be prohibited in all adult-use spaces, and (c) Use of cannabis shall be limited to a qualified purchaser identified on a State issued form of identification. Elevated Mind & Wellness' retail employees shall monitor the site and vicinity to ensure compliance with these requirements.

Elevated Mind & Wellness will display a health warning sign at eye level in a conspicuous location at the point- of-sale counter as a health and safety measure visible to all employees and customers. Elevated Mind & Wellness will not engage in on-site sales of alcohol or tobacco and shall prohibit on-site consumption of alcohol or tobacco products by patrons or employees.

2.11. Agent-in-Charge (AIC)

As a full-time supervisor, the General Manager will be responsible for the dispensary's day-to-day operations. The GM will use their knowledge and experience to effectively train budtenders on the various cannabis product strains and varieties that the Company has available in inventory. The GM will educate dispensary personnel on security, safety, and emergency procedures, as well as continuing changes within the industry. The Company will designate at least one GM during the entire tenure of the dispensary's operations.

The GM is responsible for the following duties: 1) hire employees and create identification card; 2) conduct internal monthly audits; 3) conduct quarterly audits that will be forwarded to state regulators; 4) communicate with the authorities and local and state police, as needed; 5) dispose of cannabis or MIPs; 6) maintain a third-party vendor list of approved vendors; 7) determine all needed inventory additions and reductions; 8) enforce compliance standards for inventory and

storage handling practices; 9) maintaining a clean, sanitary, and orderly dispensary; and 10) develop marketing or advertising campaigns, as needed.

2.12. Inventory Control

Elevated Mind & Wellness uses processes and procedures to manage inventory and product recalls in accordance with all requirements under the Act and regulations. The design of Elevated Mind & Wellness' company procedures is to comply with or exceed the criteria required by the state as well as current best practices within the industry. Elevated Mind & Wellness will implement state-mandated software, METRC, and any commercial inventory software for seamless tracking of all inventories to ensure proper inventory management. In general, Elevated Mind & Wellness brings a multifaceted approach to inventory management, including use of:

- State-mandated METRC software
- Periodic inventory procedures
- Security and monitoring
- Limited access, disposal
- Recall protocols
- Diversion prevention
- Accurate recordkeeping
- Cataloging processes

Elevated Mind & Wellness has a detailed process for recalling defective and tracking all waste products. During disposal, employees will use the electronic tracking system to enter the name and address of the company disposing the waste.

The Inventory Management Plan is arranged in the following sections and can be provided upon request:

- Oversight
- Updates to ensure continuous compliance
- Training
- Investigating problems
- Electronic tracking system
- Inventory review procedures
- Tracking inventory returns
- Recall of products
- Startup inventory procedures

2.13. Quality Assurance/Compliance

Product safety is the Company's priority. Prior to any products being available for sale, staff will perform visual inspections of product types, product count, and product quality, and will report any quality control issues to a supervisor. All employees handling products will know the state's mandatory label requirements and what each item on a label means for the dispensary and the customer. The training process allows agents to understand cannabinoid profiles, recognize faulty labels, and report problems, as appropriate. budtenders will know how to safely handle, prepare, weigh, and package all varieties of cannabis products in a sanitary manner. Upon request, employees can instruct customers on use of all cannabis products and accessories to ensure safe and effective treatment. Tampered and damaged products will be segregated and disposed of within one (1) week.

2.14. Cleanliness Standards

The Company will conduct daily cleanliness and sanitation practices designed to protect cannabis products from contamination, pests, and contact with foreign substances. Daily indoor and outdoor cleaning activities are completed to maintain a comfortable environment for customers. All agents

will use appropriate sanitary tools and PPE in combination with hand washing to minimize any risk of contamination. The Agent-in-Charge oversees that dispensary staff maintain a high standard of cleanliness for the comfort of registered customers, designated caregivers, and fellow dispensary personnel by ensuring the building and any equipment used is maintained in a sanitary condition.

2.15. Quality Control

Elevated Mind & Wellness' retail dispensary will diligently maintain quality control over all standard operating procedures (SOPs) for compliance and cannabis regulation. The Company has identified key personnel with experience in high-level, top-down operations in highly regulated industries like healthcare and finance. General manager brings experience in compliant operations under the cannabis program that assists the Operations and Compliance Director(s) in maintaining quality control over all plans and SOPs. The objective is to adopt best management practices in Quality Management Systems from proven regulated industries such as pharmaceutical and nutraceutical manufacturing, coupled with competitive talent from the legal cannabis industry, to establish and implement a rigorous, robust, and compliant Quality Management System (QMS) for quality control over plans and SOPs.

2.16. Storage of Cannabis

Cannabis and cannabis-infused products will be securely stored, sold and disposed of through a regulated track and trace inventory control system, METRC and our POS, in a manner that is free from extreme temperatures or humidity, protects the safety of the product, prevents its contamination or diversion, and preserves the integrity of its packaging and labeling. The dispensary will only store enough product to meet weekly consumer demand. Expected market penetration and brand loyalty estimates the need to keep 60-70 lbs of cannabis on premises (medium volume level). Retail storage will have the capacity to store up to 100-120 lbs. Weekly storage amount will fluctuate based on consumer demand with intent to run a lean operation, decrease diversion, yet meet consumer demand.

The dispensary is an enclosed, locked and highly secured premise that is continuously monitored and surveilled. The dispensary's interior will be clean, well-lit, equipped with fisheye surveillance cameras, as well as lifted shelving and tables to keep all product inventory free from contaminants, and separated and off the floor to permit cleaning and inspection.

During dispensary hours of operation, onsite cannabis inventory shall be stored in the vault, or in a fulfillment room only accessible to authorized employees. The dispensary will properly store and care for perishable products, including refrigeration as appropriate. The vault is a specifically improved and reinforced secure area of the facility that has been enclosed, is climate controlled and lined with steel doors and steel interior panels. The exterior of the vault is well-lit, equipped with surveillance cameras and an access control card reader.

All product containers are visually inspected (for label faults, package tampering and signs of diversion) during the close of business inventory audit, placed into the vault and securely locked and monitored until the dispensary is opened the next business day.

All products will be stored onsite in sealed, tamper-resistant packaging until such time as it is sold. All cannabis waste will be stored securely before final disposition in internal designated areas or outside the premises in a locked, tamper-resistant receptacle. The Company will maintain and track the chain of custody of all products, including sales, storage and waste via the METRC track and trace system, according to state regulations. The management team intends to scale its inventory upward in a consistent and deliberate pace to match the sophistication and demand of consumers. The Company expects sales to leverage its cumulative purchase power to secure product and day-to-day materials from only licensed vendors. Management brings regulated business operations experience in corporate tax, toxicology and logistics industries.. Procurement relationships with all the vendors necessary to fully equip and maintain its dispensary in a cost effective and expedient fashion is critical.

2.17. Customer Service (Kiosks and Dispensary Agent)

Employees are available for customer education and support including knowledge on strains and effects, delivery methods of products, and health benefits or risks associated with using cannabis and cannabis infused manufactured products from our diverse team of dispensary agents for a more personal experience. Once patients and customers have been verified, customers will also have the option of utilizing 16 of our self-service kiosks. The kiosk operational plan offers many benefits. Customers will be able to comfortably peruse our menu at their leisure. The menu will be updated immediately as inventory is sold, and will automatically register these sales in METRC, the MD state track and trace system. These kiosks allow the company to service a high volume of customers, ultimately reducing wait times, congestion and traffic. A dispensary in Worcester County employs this method and boasts an average time of 10 minutes from the moment one purchase items until one exits the facility. The kiosk operational plan also prevents theft by reducing access to inventory to a guarded room staffed by authorized personnel. Orders can be fulfilled by authorized personnel as a sale is processed to increase operational efficiency.

The Manager is required to dispense cannabis according to the Company's Inventory Control Plan. Employees are also responsible for verifying that the customers are not exceeding the legal amount. Only certain employees have access to the vault and are responsible for assembling products for customers. Employees working in the vault are also responsible for communicating product inventory levels to the General Manager so that an uninterrupted supply can be maintained. Employees in the fulfillment room will prepare specific orders of cannabis for customers at the request of Customer Service Associates.

2.18. Employee Controls

2.18.1. Employee Background Checks

In compliance with all local and state regulations, Elevated Mind & Wellness shall provide fingerprints and other information required by local law enforcement for a background check. All of the Company's owners, managers, supervisors, employees, and/or volunteers shall submit to background checks. All employees shall also undergo a live scan fingerprint analysis at the highest level allowed by Maryland. The Company will hire and/or accept as volunteers only those persons

who are a minimum of 21 years old and successfully pass all background checks and compliance/SOP training courses.

2.18.2. Employee Safety Education

All employees of Elevated Mind & Wellness involved in face-to-face sales of cannabis products or management of stores or inventory shall undergo a minimum of ten hours of training on legal requirements and best practices for cannabis retailing using a curriculum developed by our CEO. Training includes, but is not limited to: hazards associated with cannabis use; motor vehicle use; cognitive effects and mental illness; safe and appropriate dosages; delayed effects of edible cannabis; hazards of early initiation and of intensive use by youth; storage to protect children; and smoke-free air provisions.

2.18.3. Employee Safety and Security Training

The Compliance Officer will oversee all compliance training, and will have the education, training, and experience necessary to ensure strict adherence to Company's standard operating procedures for guaranteeing safe and unadulterated cannabis and cannabis products for retail sale within the facility. The compliance officer shall sign and date a document on an annual basis attesting that they have received and understood all information and training provided in the training program.

Employee training frequency and records maintenance annually, or more frequently as required, employees will receive additional and refresher training to reinforce existing or updated policies and support the implementation of changes and improvements to the Company's operations, security, and safety plan.

Elevated Mind & Wellness will ensure that all staff are trained within 5 days of their start date. Safety training will include but will not be limited to:

- Retail cannabis operations, including safety, security, operating procedures, quality control. Transactional safety related to cash payments for products.
- Cash transfers from the point-of-sale counter to in-house safe prior to bank deposit.
- Product handling to prevent cross contamination Personal protective equipment locations and use. OSHA- approved Safety Data Sheet contents and use.
- State mandated tracking software, METRC
- Written exam encompassing relevant COMAR and SOP information
- Equipment and machine safety protocols, per job requirements.
- Lobby capacity and monitoring to prevent overcrowding.
- Parking lot security and safety precautions.
- Maintaining situational awareness to detect and report suspicious activity.
- Robbery response.
- Emergency shut down processes and safety precautions, including product securement and building evacuation.
- Emergency equipment locations, for fire extinguishers, panic buttons, and alarms.

- Fire prevention, fire safety policies, and locations of exit maps. Procedures for first aid, cardiopulmonary resuscitation, and other medical emergencies.
- Procedures for preventing and reporting workplace violence or harassment.

Safety training certificates will be issued to employees and placed within their employee records. The training certificates will state the training topics and date of completion. The manager performing the training or training update will sign all certificates. Elevated Mind & Wellness will maintain records of all employees' Cannabis Retailing Education and all other training documents on-site and will make such records available to the agencies and law enforcement upon request.

2.18.4. Employee Training Oversight Responsibility

The Compliance Officer will oversee all compliance training and will have the education, training, and experience necessary to ensure strict adherence to Company's standard operating procedures for guaranteeing safe and unadulterated cannabis and cannabis products for retail sale within the facility. The compliance officer shall sign and date a document on an annual basis attesting that they have received and understood all information and training provided in the training program.

2.18.5. Employee Theft Reduction Measures

A comprehensive access control program, including audits and employee check in/out procedures, is an important part of any secure and compliant commercial cannabis operation. Elevated Mind & Wellness will prioritize product security and ensure that all employees and contractors are trained on and strictly adhere to Company policies and procedures. Elevated Mind & Wellness will discipline and when appropriate remove any employee who fails to implement these policies and procedures. In compliance with state security requirements, Elevated Mind & Wellness will implement policies and procedures to secure all cannabis products and ensure that no products are lost or diverted to individuals who are not authorized to possess them, including person/s under the age of 21.

2.18.6. Employee Badge and Access Credentials

Employee access credentials are programmed according to the compartmentalization principle. To prevent employee theft and avoid situations where an individual is taken hostage and coerced to provide access to unauthorized person(s), not all employees are allowed into restricted access areas, including security personnel. The Company requires dual authentication via either access card and pin number or 2-person co-entry for limited- access areas and vaults containing high-value products.

Elevated Mind & Wellness' identification badges shall, at a minimum, include the business name, license number, employee's first name, employee number assigned exclusively to that employee for identification purposes, and a color photograph of the employee that clearly shows the full front of the employee's face and that is at minimum 1 inch in width and 1.5 inches in height.

Elevated Mind & Wellness enforces the following rules regarding the use of access badges, cards, and codes:

- All employees or other persons acting for Elevated Mind & Wellness will clearly display a laminated or plastic-coated identification badge issued by the Company, while engaging in commercial cannabis activity and while on-site.
- Company requires employees to challenge others who are not displaying a badge.
- Company prohibits the sharing of access cards or keypad codes.
- Company prohibits “tailgating” and will require each employee to use his/her own access card or keypad code to gain entry to restricted areas.
- Company requires any individual who loses an identification badge to file a security incident report and/or police report.
- Company will not tolerate credential tampering.

2.18.7. Employee and Visitor Check in/out

Employees arriving at the facility will complete a check- in procedure in an area separate from the dispensary lobby. Security personnel will check all employee identifications and ensure that badges and access cards are supplied daily. Access to the licensed premises will be available at only a single access point at the front of the business. Persons who approach will first enter a secured vestibule monitored by surveillance cameras. Security personnel will request identification and scan the document using an electronic scanner that alerts security personnel of an invalid identification, if an underage individual, or if an individual has been banned.

Employees will store backpacks, purses, or carrying cases in a secured locker assigned to that employee. All employees will leave bags and baggy clothing such as jackets in their lockers before entering the working areas of the building to begin shifts. Elevated Mind & Wellness will prohibit the removal of any badge or access card from the premises when employees leave for the day. Elevated Mind & Wellness does not allow employees exiting the building to remove any packages or other objects that would allow the concealment of cannabis products unless they consent to an inspection of those items. The Company plans to conduct both scheduled and frequent unannounced audits and inventories, to ensure stringent inventory reconciliation, to determine if product is missing, and, in the event of diversion, to initiate immediate investigations.

2.19. Limited Access Areas

The premises are compartmentalized to restrict employee access to different areas of the facility according to need, in terms of job description, security level, and time of day. An authorized employee will escort unauthorized individuals at all times within all limited- access areas. The Company will keep a record of all individuals who are not employees of Elevated Mind & Wellness that entered the limited-access areas while in the presence of an authorized employee.

The Company will maintain access records that will include both employee access of limited-access areas, as well as authorized visitor’s name, the company that employs the individual, the reason the individual entered the limited-access area, the date, and the times the individual entered and exited the limited-access area. Elevated Mind & Wellness makes these records available to State or City officials immediately upon request. All entrances to limited-access areas have solid doors and locks

that meet state requirements, and Elevated Mind & Wellness will further ensure that these doors remain closed when not in use during regular business hours.

2.20. Inventory Audits

Along with implementing stringent policies and procedures for the use of the trace and track system to document sales, waste disposal, product receiving, and inventory audits, Elevated Mind & Wellness is committed to preventing diversion, theft, and/or loss by storing all cannabis and cannabis products in limited-access rooms, safes, display cases, or vaults secured with commercial-grade locks and under video surveillance.

At the beginning of each shift, an Elevated Mind & Wellness manager will review product inventory based on balanced trace-and-track report(s) and point-of-sale (POS) ending balances. At the end of each shift, a manager will collect inventory balance reports and verify them for accuracy using spot checks to look for mistakes, and this ending inventory will serve as the next shift's beginning inventory. Data will be entered at these times in the POS system and/ or track- and-trace system.

Upon opening for the day, employees will obtain inventory needed for the day from the secured storage area. This "live inventory" will already be in the track and trace system for that day's inventory. The supply will be replenished, as necessary during the day, from the backstocked inventory stored in the vault. The Company will easily be able to track and investigate any product or revenue shortages by auditing reports from the POS system against the track- and-trace system and video surveillance.

2.21. Education on safe and effective cannabis

Because many existing and potential cannabis consumers have not been able to access the knowledge they need to use cannabis in the ways that will most benefit them, Elevated Mind & Wellness will establish a dedicated training budget to train staff on the latest research on cannabis use and to sponsor staff to take additional cannabis education courses from the Cannabis Training Institute and the Americans for Safe Access (ASA) Purchaser-Focused Certification (PFC) program; the Company will also offer seminars for purchasers and customers who want to learn more about cannabis from its team of highly trained and knowledgeable staff.

2.22. Cash Management Plan

To reduce the risk of theft and threats to personal safety, Elevated Mind & Wellness will minimize the number of cash transactions that take place on-site by accepting electronic payment options. The Company will minimize cash exchanges with vendors by conducting most of those exchanges at other locations, such as banks and private safe deposit vaults and through licensed couriers. Our objective is minimizing the amount of cash kept on the premises to reduce the risk of theft or robbery, limiting each cash drawer to \$500 to provide change for customers.

When the amount of cash exceeds this limit, a manager will count the excess amount and remove it to a cash drop safe accompanied with a point-of-sale (POS) report on the corresponding cash sales. The cash drop safes will be controlled by timers that will inhibit access until the end of the business day, when transport security personnel will remove the cash to a bank or alternative secure location. Cash transport will occur at varying times to deter theft and for the safety of those transporting the cash. Elevated Mind & Wellness' managers will have access codes for the drop boxes in the event that access is needed before the cash is relocated. POS and video surveillance systems will record all transactions, and Company managers will reconcile cash drawers at the end of every business day.

In addition to quarterly sales reconciliations, the following regularly scheduled procedures will also be executed to track inventory and sales:

- Daily: Manager verifies cash receipts against transaction records in the POS system, reconciling daily sales transactions to ensure that all have been entered and match with inventory balances.
- Weekly: POS system automatically updates accounting system with all sales transactions for the week. Accountants will verify the weekly receipts and transactions for accuracy.
- Monthly: Personnel will perform a physical inventory on the last business day of each month, and a manager will reconcile the physical inventory with the POS and in-house accounting reports. This inventory will track any unusable, discarded, or destroyed cannabis as part of the reconciliation process. Any adjustments to inventory will require the approval of an Elevated Mind & Wellness manager and will be logged in the track-and-trace systems. Accountants will record all adjustments, as necessary.

Finally, the Elevated Mind & Wellness' team of accounting and legal professionals will crosscheck discrepancies and investigate suspected losses that cannot be accounted for by normal operations. The Company will ensure that all employees understand the above procedures.

2.23. Wellness Services

Operations Director will coordinate with various other cannabis ancillary businesses to provide clients with a range of products that will and will not contain psychoactive substances. The Compliance Director also has an extensive background in holistic healthcare administration and together, they will use this opportunity to provide an array of supplemental wellness services that go hand in hand with the healing power of cannabis. These wellness services will include minor lifestyle adjustments, massage therapy, wellness activities like yoga classes, and various other efforts to further the health and wellness of the community alongside offering cannabis products as a retail establishment.

2.24. Business Management Practices

The Company will deploy best business practices in the Company's interactions with customers, caregivers, doctors, employees, and the community.

2.24.1. Relationship with Cultivation Center Suppliers

In consultation with cultivation center vendors, the Company will develop initial product menus and make adjustments based on patient needs. The Company will acquire its products from cultivation centers around the state based on strains available, reliability of test results, and competitive pricing. There will be no procurement preference given to one cultivation center over another for the same products. In every case, the needs of the customers will take priority in product choice.

The Company's purchasing decisions will be driven by patient demand in order for the dispensary to tailor its inventory with high quality medicine to assist qualifying customers with the most effective cannabis strains to treat specific illnesses. Customers will have specific tolerances, intolerances, and idiopathic reactions to medication; and the Company will adjust inventory levels accordingly. In order to keep inventory shelves appropriately stocked to meet customers' needs, the Company will ensure constant communication with cultivation center suppliers.

2.24.2. Accountability

To enforce these Workplace Safety and Environmental Standards, Shoreline Alternative Care will implement a strict disciplinary policy for safety infractions, ranging from written warnings to retraining requirements to employment termination. Employee training will include a component on enforcement to ensure that employees understand the expectations and consequences. All disciplinary actions will be recorded and maintained in employee files.

2.24.3. Safe Environment

Creating a safe, professional environment for staff and customers is a top priority at the Company. This approach requires strict security protocols. From the patient's perspective, this process will involve two (2) armed security guards on site, identity screening before entry into the reception area, verification of registered patient's current status before entering the dispensing area and when purchasing cannabis and being restricted from accessing any products without assistance from a Dispensing Agent as an intermediary.

Dispensary agents themselves will be deeply involved in the security procedures, which include the proper reception of deliveries, detailed inventory tracking, knowledge of alarm systems and panic button placements, limited access to the vault area, and other safety precautions. Dispensary agents will know that adhering to these procedures is of paramount importance. A safe professional environment will ensue from this compliance. For a detailed description of security policies and equipment, please see Schedule 3.

2.24.4. Currency Management

Elevated Mind & Wellness will incorporate the following currency management strategies throughout all dispensing and retail operations:

- Implementation of an internal cash management system allowing the Company to improve cash flow functions.
- Create and describe processes to improve cash flow functions

- Develop heightened consciousness of opportunity cost and time-value-of-money for all DOAs (Cannabis Stewards) emphasize use of Electronic Funds Transfer (EFT) to collect payment and cohesiveness with both Dutchie POS and state verification system, like METRC.

2.24.5. Safety Auditing

The Operations Manager, COO, and Compliance Advisor will be responsible for instituting and conducting regular safety audits on an annual basis, at minimum. Safety audits include:

- Observing operations.
- Are employees following required safety procedures?
- Are employees using PPE correctly?
- Are machines, tools, and chemicals being used and stored per their manufacturers' specifications?
- Identifying areas of significant safety risk or potential hazards.
- Identifying areas requiring improvement.

Safety audits may be coupled with compliance audits and job hazard analyses. These audits will also provide opportunities to evaluate the program, verify program implementation, identify program deficiencies, and identify opportunities for improvement. All safety audits will be documented, and records maintained. The Retail or Operations Manager is responsible for ensuring that corresponding corrective actions are taken and documenting such with the safety audits. The Compliance Advisor will be responsible for verifying that corrective actions have been taken in a timely manner following a safety audit.

To the extent possible, Shoreline Alternative Care will prioritize eliminating any safety hazard that occurs: first by substituting safe alternatives; followed by changing the affected process to reduce the impact of the hazard (such as by isolating the hazard); followed by implementing administrative controls (such as employee breaks); followed by mandating PPE use. In all cases, when a measure is instituted to reduce a hazard, the Retail or Operations Manager will be responsible for verifying the proper implementation of the solution in a timely fashion.

2.24.6. Reporting Procedures

Agents will be trained to report on inventory loss and irregularities. Once an agent suspects that inventory is missing or otherwise irregular, that agent will immediately report to the AIC. The AIC will then trace the lost inventory using the inventory control system. If any theft or loss has occurred, the AIC will immediately notify all relevant local and state agencies, departments, and authorities. The AIC will then institute changes to help prevent future loss from occurring.

3.0

Organizational Structure

Organizational Management

Personnel Plan and Organizational Chart

Training Plan and Verification of Personnel Qualifications

Executive Team Bios

Target Market Segmentation

3.0. Organizational Structure

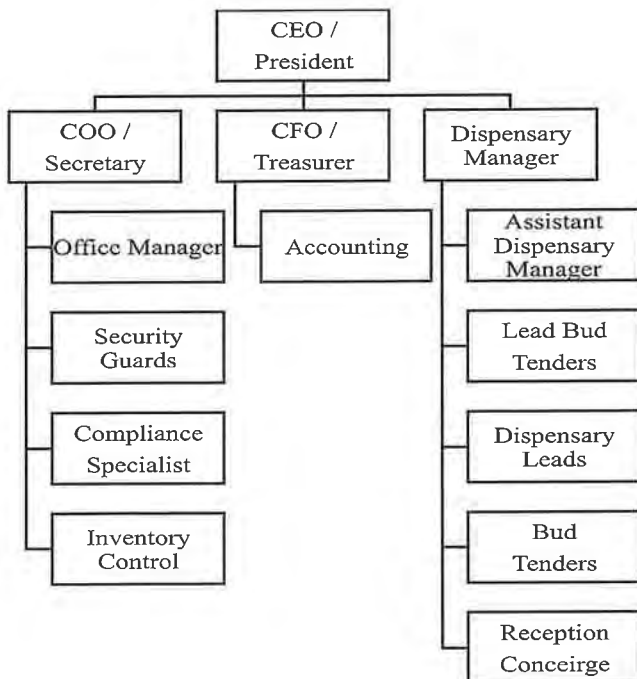
3.1. Organizational Management

Three fundamental elements form the framework for Elevated Mind & Wellness: the mission, the team, and the leadership. This exceptional management team brings a successful track record with the necessary skills and expertise needed to actively manage the company, seize opportunities, and solve any problems that arise. The initial team will be chosen for their integrity, commitment, work ethic, industry experience, enthusiasm, and who will contribute to Elevated Mind & Wellness in the highest degree professionally.

The general retail encompasses retail sales, marketing and social media, intake and storage operations, office functions, security and reception area or lobby for guests and vendors. Elevated Mind & Wellness may be required to work multiple shifts. Typical hours of operation will be 11:00 AM to 7:00 PM. Management, compliance, and administration will be onsite during regular hours of operation.

A committee-based hiring process will be implemented. Job descriptions, requirements and skills for each position have been drafted, ensuring criteria is used to locate and hire quality employees. Elevated Mind & Wellness is dedicated to developing and implementing a strong succession plan. The personnel table is designed for scalability and growth and is forecasted for the addition of personnel each year for expanding operations and organizational infrastructure.

3.2. Organizational Chart



3.2. Chart: Elevated Mind & Wellness Organizational Chart

3.3. Personnel Plan

Elevated Mind & Wellness' dispensary will require a diverse staff of employees beginning in its first two (2) years of operations. The Company is aware that fluctuations in product availability must be accounted for and plans to staff accordingly; moreover, the goal is to provide a safe, clean, comfortable, and professional environment in which Maryland consumers can access the products they need from friendly and accommodating employees. Elevated Mind & Wellness understands that to accomplish this goal, the Company must recruit, hire and train highly qualified, motivated, and professional staff. Our passion is to target and recruit individuals within social equity group with a goal to create jobs with adequate compensation to decrease unemployment, mitigate poverty, decrease recidivisms, advance economic mobility.

The Company anticipates employing a staff of 10 employees full-time and 6 part-time or contracted employees by the end of year one. Anticipated staffing timelines are as follows:

3.3.1. Estimated Staffing Levels Year One

A properly funded and staffed company would require nearly twenty (10) employees to effectively start-up and manage a dispensary by the end of the first year. However, the Company may elect to lean on the experience and a more hands-on approach with its owners, key management, and operators which reduces staffing requirements upon launching. This personnel plan is an incremental build-up of personnel within the first year starting with five (5)+ initial employees to open and start operations:

- o Dispensary or Operations Manager (referred to as the AIC), to oversee the day-to-day operations, including maintaining inventory levels.
- o Bud Tender to provide customer service and information about the different products stocked by the dispensary.
- o Dispensary Lead who has bud-tending responsibilities and are also responsible for supervising dispensary operations and personnel matters when the Dispensary Manager and Assistant Dispensary Manager are not onsite.
- o One (1) Budtender Leads responsible for supervising budtenders, shifts, breaks, and sales floor.
- o One (1) Receptionist or Concierge to check in and assist customers (part-time).
- o Office Manager who has general administration responsibilities, human resources, policy, accounting, customer service, purchasing, IT, and supplies.
- o Supply Chain/Compliance Specialist who ensures compliance with local and state regulations, general operations, track and trace, quality assurance, waste, destruction, quarantine, storage, inventory control, and supply chain principles.
- o Two (2) Budtenders will be in the dispensing area, assisting customers and cashiers registering.

The Company predicts that during hours of operation, there will be at least four (4) personnel working on-site and within the retail dispensing area at all times. The AIC will be present five (5) days a week and will be on call for emergencies. In addition, the company will employ one (1) security guard during operational hours. Shifts will be created to ensure that employees receive adequate breaks.

Elevated Mind & Wellness will expand its customer base and sales revenue within the first year. Of the new hires, all are full-time except receptionists, concierges, and pharmacists. The Company will recruit and train additional employees as necessary to meet anticipated market demand. Staffing requirements by the end of year one include at least five (5) additional roles:

- o Principal Officers (President, Treasurer, and Secretary).
- o Assistant Dispensary Manager to aid the Dispensary Manager in overseeing the dispensary operations and other employees.
- o Clinical directors support customer counseling, employee training, community education, and generally advise the dispensary in its operations tailored to medical patients.
- o Additional Dispensary Lead and part-time budtenders as support for customer service and extended schedule coverage for store operating hours.
- o Additional receptionist or concierge to assist check-in, expanding customer base, and schedule coverage.
- o Additional part-time budtender.
- o Accounting or bookkeeper to manage financial and cost accounting, and reporting.
- o Additional part-time inbound shipments personnel will be preparing inbound delivery orders, secured storage or vault, stocking, merchandising, warehousing, and inventory control.

3.4. Training and Education

All newly hired dispensary agents will receive training on Maryland's Compassionate Use of Cannabis Pilot Program. Staff training will be at least eight (8) hours total annually, and will cover such topics as: safety awareness, emergency procedures, inventory control, cannabis strains and benefits, patient education, and any other job-specific requirements to ensure dispensary agents remain compliant with state regulations and have opportunities for ongoing professional success.

The AIC will be responsible for sharing industry best practices, including de-escalating a confrontational patient, effective approaches for enforcing the "No loitering/no re-entry" policy, and adherence to HIPAA federal privacy regulations. In addition to the initial training, the AIC will conduct monthly employee training sessions, which will cover a review of all security and emergency procedures, compliance with state regulations, and address any training deficiencies or clarification needed.

Prior to beginning employment, in annual refresher training, and upon the occurrence of changes that render prior training obsolete, all employees will receive training that includes information on policies and procedures, safety procedures and requirements, and any tools or PPE necessary for regular operations. All such training will be mandatory and documented in employee files.

For all tasks that require PPE, in accordance with Federal Occupational Safety and Health Standards 190.132, training shall include:

- When PPE is necessary
- What PPE is necessary
- How to properly don, doff, adjust, and wear PPE
- Limitations of the PPE

- Proper care, maintenance, useful life, and disposal of the PPE

In general, Elevated Mind & Wellness anticipates requiring the provision of gloves as PPE for cleaning protocols; these gloves will be selected for compatibility with the chemicals selected for cleaning protocols. Elevated Mind & Wellness may also supply gloves for use in the dispensary department.

Prior to interacting with customers, dispensary agents will receive orientation training covering the following topics: code of conduct, federal HIPAA compliance, state mandatory requirements such as reporting of suspected cannabis theft or diversion, cannabis strains, delivery methods, POS training, handling customer traffic flow, sanitation standards, emergency preparedness, and cooperation with law enforcement and regulatory agencies.

Dispensary agents will attend mandatory monthly staff meetings to stay up to date on company-specific developments as well as pertinent regulatory issues. At these staff meetings, dispensary agents will have the opportunity to submit employee training requests and provide observations relating to customers and operational challenges.

3.5. Employee Working Environment Plan (EWEP)

Elevated Mind & Wellness commits to providing its employees with a safe, healthy and economically beneficial working environment. Given the high profile of the cannabis industry and the scrutiny under which the dispensary will operate, Owners consider it imperative to cultivate a collaborative culture where employees feel personally invested in advancing the dispensary's professional reputation. This Employee Working Environment Plan presents a framework for establishing a positive working environment, catalyzing employee commitment, pride, and personal connection to the dispensary.

The elements of the Employee Working Environment Plan will be documented in an employee handbook prepared in partnership with a licensed human resource professional. In addition to the topics described in this Plan, the handbook will include the following topics, at minimum:

- Background checks
- Commitment to equal employment opportunities
- Non-discrimination policy
- Prohibition on harassment and retaliation
- Health, safety, and security
- Reasonable accommodations, including lactation
- Injury and accident response and reporting
- Workers' compensation
- Confidentiality
- Reporting irregularities
- Inspections and searches
- Personal devices
- Social media
- OSHA standards
- Covid 19
- Family medical Leave Act

3.6. Oversight and Responsibility of EWEP

As the Retail Operations and Dispensary Manager, [Erin Danaher] will be responsible for the successful implementation of the Employee Working Environment Plan. Ms. Danaher brings years of management experience and meaningful insights from the hospitality industry to create a safe and positive working environment. Ms. Danaher brings diverse experience and essential compliance training in areas such as OSHA, quality assurance, patient satisfaction, loss prevention, accounting, track and trace, as well as local and state regulations. All of which enable Ms. Danaher to maintain high levels of work environment standards and operational compliance at the dispensary.

The Dispensary Manager will partner with the Chief Operating Officer, Ian Ralph, to oversee and develop the Employee Working Environment Plan. Mr. Ralph is passionate about creating thriving working environments and plans to model much of the Employee Working Environment Plan after experience implementing standards and completing trainings, programs, and initiatives. Mr. Ralph has experience running a construction company, and working with state regulated hazardous materials. Our goal is to cultivate an extraordinary synergy family and a high-performance team that efficiently complies and delivers customer service beyond expectations.

The Compliance Advisor, Mr. Ralph, will also be responsible for overseeing the implementation of the Employee Working Environment Plan. As a member of senior management at other companies, Mr. Ralph will be closely involved in providing relevant insight to company owners.

Prior to hiring staff or implementing any major changes to the Employee Working Environment Plan, the Dispensary Manager and COO will seek input from appropriate independent third parties, such as licensed human resources professionals.

The Company's patient-centered practices will encourage company growth and revenues for years to come. The Company has the capital to effectively operate while building a customer base. The Company anticipates strong brand loyalty because the Company will instill a personalized approach towards registered customers and caregivers. This approach will feature interactive, hands-on educational programs focusing on cannabis as a viable medical option for certain qualifying conditions.

3.7. Agent Acquisition

As a condition of employment, all potential dispensary agents must submit fingerprints to an approved background check vendor and pass an electronic background check completed by the Maryland State Police as well as the DEA, FBI, DOJ or other relevant agency requesting. Acquisition of dispensary agents and contractors will rely on internet searches and any other methods deemed appropriate. The Company will make every effort to accommodate hiring qualified personnel who are minorities, women, veterans, or people with disability from the surrounding communities. The Company anticipates hiring individuals from the surrounding community and will market its hiring campaigns in order to accomplish this.

3.8. Executive Management and Key Leadership

Chief Executive Officer

- Current state: socio, economic, and political impacts, market conditions.
- Business and market opportunities: sales, brands, services, challenges, solutions.
- Brand plan, sales, market penetration, outlook, and commercial sales growth.
- Marketing, promotion, social media, trade development, programming, and incentives.

Chief Operating Officer

- External/Internal Operations and liaison to sales, trade development, and market deals.
- Strategic business planning, administration, tactical operations, union/lobby negotiations.
- Reporting, systems, infrastructure, reconciliation, inter-company financial roll-ups.
- Construction, training, timelines, project plan, milestones, budget, go-live, and comparisons.

Chief Financial Officer

- Financial accounting, audit, review, and oversight through Controller, CPA, and Advisors.
- Legal, valuation, funding, investor relations, credit/cash mgmt, banking, budgeting, assets.
- Insurance: property, building, product, liability, work comp, healthcare insurance, benefits.
- Contracts, B2B agreements, compliance, HR, policies, SOPs, and PPM/control factuals.

Chief Information Officer

- CRM, WMS, inventory, control, Data, Equip, Financial (testing, production, implementation).
- Trapp, MDM, Email, Office 365, Apple, Mobile Vendor, WMS, FMS, HRM, PM, Dropbox.
- IT Support, call-center, RF/barcode, integration, enhancements, visualization, dashboard.
- Extended enterprise, on/off-boarding, cyber security, budget, needs, training, staffing

Chief Compliance Officer

- Compliance, METRC (Cannabis Track & Trace), reconciliation, Audit Plan, training
- Project Management, Retail Services, Contracts, Agreements, cost breakdowns
- Data, research, analytics, and visualization projects

Additional key roles:

- Operations or Retail Manager
- Administrative Operations Manager
- Human Resources Manager
- Controller and Treasurer

3.9. Principal Officers (PO)

The Principal Officers are responsible for ensuring that the Agent-in-Charge (AIC) is complying with Maryland law and regulations. In the event of an employment change on the part of an Agent-in-Charge, the Principal Officers are responsible for requesting a temporary AIC certificate from the state and/or Salisbury, which could be a required condition of continued operations, and valid for a short time period determined by agencies. The Principal Officers will name either a replacement AIC or an interim candidate who will serve as AIC until a permanent replacement is made and approved.

3.10. Long-Term Business Management: Reinforcement & Compliance Training

In order to understand the goals for long term management of the dispensing organization, DOAs (Cannabis Stewards) must understand the bigger picture compliance requirements that the organization faces. Business Plan Training Module of Agent Training and Education Plan shall be reinforced by ongoing compliance training throughout Compliance Training Module.

Compliance Training Module will teach all DOAs (Cannabis Stewards) how to conduct operations in a compliant dispensing organization and will serve as a foundation to build on top of as Security Training Module is carried out. All DOAs (Cannabis Stewards) will receive detailed Elevated Mind & Wellness-specific training on compliance, applicable laws, policies, and procedures.

Compliance Training Module training includes the following training focuses:

- Health and safety concerns of cannabis use, including the responsible use of cannabis, its physical effects, onset of physiological effects, recognizing signs of impairment, and appropriate responses in the event of overconsumption.
- All relevant Maryland laws and rules, including driving while under the influence.
- Sales to minors is strictly prohibited as well as alcohol and any consumption thereof.
- Quantity limitations on sales to purchasers.
- Training on acceptable forms of identification, how to check identification, and common mistakes made in verification.
- Safe and secure storage of cannabis with authorized personnel and limited access.
- Compliance with all inventory tracking system regulations.
- Waste handling, management, and disposal
- Public health and consumer safety standards,
- Maintenance of records
- Security and surveillance requirements
- Permitting inspections by State and local licensing and enforcement authorities
- Privacy issues and patient rights
- Packaging and labeling requirement for sales to purchasers
- Other areas as determined by cannabis regulation, tax acts, or relevant cannabis laws

Throughout the Compliance Training Module a particularly high focus will be placed on Sections vi, xi, and x. This cross-sectional training approach will provide DOAs (Cannabis Stewards) with a full, detailed scope of how their responsibilities factor into implementation, reinforcement, and strengthening of the Business Plan. This training will also ensure that long term management of the dispensing organization accounts for scalability and increased.

4.0

Financial Plan

Financial Health

Financial Plan, Capital Formation, Exit Strategy, and Assumptions

Direct and Operating Expenses

Profit & Loss Forecast

Cash Flow Statement

Balance Sheet

Main Ratios

Long-Term Plan

4.0. Financial Plan

4.1. Financial Plan

The Company has a solid financial footing allowing for flexibility and the ability to adapt to emerging markets. The Company has adequate liquid assets to complete the necessary building modifications, acquire equipment, and cover the projected operating costs of operating the dispensary. Given the anticipated patient base in Maryland, it is very likely that revenue will exceed expenses well before that 18-month mark. This projected surplus in capital means that the Company will not be locked into suboptimal procedures or products, which will ensure patient satisfaction.

Total incremental business income for the first year is an estimated \$3,592,875, an average estimated monthly income of \$300,000. Quarterly income increases of 10% are expected for the second and third years.

With the location leased, it will cost approximately \$400,000 to start-up the business with projected assets, liabilities, and net worth or valuation of approximately \$.0 million to \$1.25 million on the day before the business is expected to open. A monthly projected sales volume of \$199,001 is needed for break even point and \$2,289,227 for return of investment (ROI) within approximately twelve (12) months.

Potential funding sources are friends, family, partners, personal investment, and local finder fees. If necessary, we intend to incorporate more formal funding sources with qualified investors, private placement memorandum, and certified brokers within the state, nationally, and internationally. A primary source of funding will be promissory notes or unsecured loans during start-up; however, the assets, net worth and an active license can be used to leverage as security if personal, partner, business or other credit does not qualify.

The money will be spent in the following ways:

- Planning, licensing, design, business start-up, legal, and professional services.
- Demo, tenant improvements, furniture, fixtures, equipment, and displays for occupancy.
- Physical inventory, staffing, management, computers, POS, financial system, and taxes.
- Security, surveillance, intrusion, alarm, cybersecurity, motion, guard service and monitoring.
- Signage, marketing, social media, sales, print, media, and public/government relations.
- Compliance and quality assurance in labeling, packaging, testing, tracking, inventorying, waste, destruction, quarantine, and storing.

4.1. Graph: Elevated Mind & Wellness' Financial Projection Summary: Operational Growth vs. Sales Growth.

	\$	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenues		3,592,875	5,854,125	6,457,125	7,060,125	7,663,125
Total Cost of Goods Sold		(1,840,307)	(2,884,178)	(3,159,712)	(3,435,245)	(3,710,779)
Total Operating Expenses		(533,955)	(563,889)	(776,571)	(820,276)	(838,488)
EBITDA		1,241,363	2,428,809	2,543,592	2,827,354	3,136,608
Interest Expense		(13,609)	0	0	0	0
Net Income		738,821	1,616,053	1,643,730	1,840,386	2,062,534
Cash		534,195	2,180,152	3,845,665	5,707,834	7,792,151
Long-Term Debt		0	0	0	0	0
Revolver (Short-Term Debt)		0	0	0	0	0
Total Shareholder's Equity		738,821	2,354,874	3,998,605	5,838,990	7,901,524
NPV						
Total Cash Flow from (to) Operations		761,695	1,645,957	1,665,513	1,862,169	2,084,317
Total Cash Flow from (to) Investing		(227,500)	0	0	0	0
Unlevered Free Cash Flow		547,804	1,645,957	1,665,513	1,862,169	2,084,317
Present Value of Unlevered Free Cash Flow		476,351	1,244,580	1,095,102	1,064,701	1,036,274
Terminal Value				14,295,657		17,890,386
Present Value of Terminal Value				9,399,626		8,894,684
NPV based on terminal year 3			12,215,659			
NPV based on terminal year 5			13,811,691			
NPV based on terminal year 7			15,013,641			

4.1.1. Capital Formation

Elevated Mind & Wellness was registered as an LLC on 08/23/2023. Catherine Ralph is the Chairman and the founding partner of Elevated Mind & Wellness and holds sole ownership. Existing and proposed capital structures are a combination of debt, equity, and in-kind services. Stages of financing have been identified: early stage, involving seed, start-up, first stage, expansion stage, and mezzanine. Elevated Mind & Wellness is currently in the start-up stage of financing; moreover, financings will be parsed-out through specific milestones or events causing a significant increase in valuation and is reflected below in how the ownership is currently shared and proposed to be shared among owners and contributors.

The company has been self-funded to date with promissory notes for large expenditures such as inventory, construction, taxes, business intelligence, and purchase of the business. As it stands, the company has secured \$700,000.00 in funding through investments for company equity, which will allow the lease of the 733 S Salisbury Blvd property. \$125,000 in personal funds from the founder are set aside for liquidity in initial stages of operation. Equity investment and personal funds will be adequate to open the doors, including CAPEX, equipment purchases such as POS systems, security systems, state compliant monitoring softwares, initial inventory and operating costs for the first 3 months.

4.2. Direct Costs and Operating Expenses

4.2.1. Direct Costs, Retail Operations, \$

\$	Year 1	Year 2	Year 3	Year 4	Year 5
Products Purchase					
FLOWERS	767,167	1,250,000	1,378,755	1,507,511	1,636,266
EXTRACTS/CONCENTRATES	506,330	825,000	909,979	994,957	1,079,936
BEVERAGES & EDIBLES	222,479	362,500	399,839	437,178	474,517
TOPICALS	38,358	62,500	68,938	75,376	81,813
OTHER	7,672	12,500	13,788	15,075	16,363
Delivery Costs					
Delivery costs	31,937	52,037	57,397	62,757	68,117
Fuel	8,580	13,980	15,420	16,860	18,300
Other delivery costs	8,580	13,980	15,420	16,860	18,300
Other Direct Costs					
Initial inventory	125,000	0	0	0	0
Total	1,716,103	2,592,497	2,859,535	3,126,573	3,393,612

4.2.2. Operational Costs

\$	Year 1	Year 2	Year 3	Year 4	Year 5
G&A Expenses - Initial & General Costs					
Legal Fees & Licensing for setting up	20,000	0	0	0	0
Other Initial costs	35,000	0	0	0	0
Other Initial costs	15,000	0	0	0	0
Licensing renewal and other legal fees	0	12,750	13,000	13,250	13,500
Professional Services, Commercial Insurance	60,000	61,200	98,800	124,800	124,800
G&A Expenses - Retail					
Other G&A Expenses	0	0	0	0	0
Building Renting	49,500	55,080	56,160	57,240	58,320
Building Maintenance, including utilities	5,500	6,120	6,240	6,360	6,480
Equipment Maintenance	5,500	6,120	6,240	6,360	6,480
Administrative expenses, including phone and internet	5,500	6,120	6,240	6,360	6,480
Inventory Control Systems, Security & Other Software Services	27,500	30,600	31,200	31,800	32,400
Community Service (% of gross receipts)	34,547	58,541	64,571	70,601	76,631
SG&A Expenses - Marketing & Sales					
Marketing Expenses, PR, Branding, On/Offline ad	13,750	11,475	7,800	5,300	4,050
SG&A Expenses - Misc.	5,904	7,058	8,318	9,265	9,469
<i>Salaries & Benefits</i>	357,708	577,756	755,429	774,862	794,295
Total	635,409	832,820	1,053,998	1,106,198	1,132,906

4.3. Profit & Loss Forecast

Business's revenue is projected to grow significantly for the first two years' time frame. The yearly projections are in the table below:

Table 4.3: Income Statement, \$

	\$	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue		3,592,875	5,854,125	6,457,125	7,060,125	7,663,125
		1,840,307.				
COGS - Cost of Goods Sold		27	2,884,178	3,159,712	3,435,245	3,710,779
Gross Profit		1,752,568	2,969,947	3,297,413	3,624,880	3,952,346
% of revenue		49%	51%	51%	51%	52%
Compliance Cost						
SG&A Expenses						
G&A Expenses - Initial & General Costs		130,000	73,950	111,800	138,050	138,300
G&A Expenses - Retail		128,047	162,581	170,651	178,721	186,791
SG&A Expenses -						
Marketing & Sales Expenses		169,292	186,247	350,512	357,711	366,161
Senior Management Salaries & Benefits		40,128	68,790	68,790	68,790	68,790
IT Salaries & Benefits		0	0	0	0	0
Other Salaries & Benefits		37,835	42,512	43,750	44,989	46,227
SG&A Expenses - Misc.		5,904	7,058	8,318	9,265	9,469
Total SG&A Expenses		511,205	541,139	753,821	797,526	815,738
Operating Income (EBITDA)		1,241,363	2,428,809	2,543,592	2,827,354	3,136,608
% of revenue		35%	41%	39%	40%	41%
Depreciation and Amortization		22,750	22,750	22,750	22,750	22,750
Earnings Before Interest & Taxes (EBIT)		1,218,613	2,406,059	2,520,842	2,804,604	3,113,858
Interest Expense		(13,609)	0	0	0	0
Earnings Before Taxes (EBT)		1,205,004	2,406,059	2,520,842	2,804,604	3,113,858
Income Tax		466,183	790,006	877,112	964,218	1,051,324
<i>Federal Tax</i>		368,039	623,689	692,457	761,225	829,993
<i>State Tax</i>		98,144	166,317	184,655	202,993	221,331
Net Income		738,821	1,616,053	1,643,730	1,840,386	2,062,534
% of revenue		21%	28%	25%	26%	27%

4.4. Cash Flow Statement

The cash flow projections show that business will have sufficient cash to support the activity. The following table presents a view of projected cash flow of the business.

Table 4.4: Cash Flow Statement, \$

	\$	Year 1	Year 2	Year 3	Year 4	Year 5
Net Income		738,821	1,616,053	1,643,730	1,840,386	2,062,534
Cash Flow from Operations						
Depreciation		22,750	22,750	22,750	22,750	22,750
Change in Receivables		(15,354)	(1,675)	(1,675)	(1,675)	(1,675)
Change in Inventory		(203,988)	(22,253)	(22,253)	(22,253)	(22,253)
Change in Accounts Payable		219,465	31,082	22,961	22,961	22,961
Total Cash Flow from Operations		761,695	1,645,957	1,665,513	1,862,169	2,084,317
Cash Flow from Investing						
Capital Expenditures (CAPX)		(227,500)	0	0	0	0
Other		0	0	0	0	0
Total Cash Flow from Investing		(227,500)	0	0	0	0
Cash Flow from Financing						
Revolver Issuance / (Repayment)		0	0	0	0	0
Long-Term Debt Issuance / (Repayment)		0	0	0	0	0
Paid in Capital		0	0	0	0	0
Drawings (profit share)		0	0	0	0	0
Total Cash Flow from Financing		0	0	0	0	0
Total Change in Cash		534,195	1,645,957	1,665,513	1,862,169	2,084,317
Beginning Period Cash		0	534,195	2,180,152	3,845,665	5,707,834
Ending Period Cash		534,195	2,180,152	3,845,665	5,707,834	7,792,151

4.5. Projected Balance Sheet

The balance sheet shows healthy growth of net worth and strong financial position.

Table 4.5: Balance Sheet, \$

\$	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	534,195	2,180,152	3,845,665	5,707,834	7,792,151
Receivables	15,354	17,029	18,704	20,379	22,054
Inventory	203,988	226,241	248,494	270,747	293,000
Total Current Assets	753,537	2,423,422	4,112,863	5,998,960	8,107,205
Long Term Assets					
Property Plant & Equipment (PPE), gross	227,500	227,500	227,500	227,500	227,500
Accumulated Depreciation of PPE	(22,750)	(45,500)	(68,250)	(91,000)	(113,750)
PP&E, net	204,750	182,000	159,250	136,500	113,750
Total Assets	958,287	2,605,422	4,272,113	6,135,460	8,220,955
Liabilities					
Current Liabilities					
Accounts Payable	219,465	250,548	273,509	296,470	319,431
Total Current Liabilities	219,465	250,548	273,509	296,470	319,431
Long Term Liabilities					
	0	0	0	0	0
Total Liabilities	219,465	250,548	273,509	296,470	319,431
Equity					
Paid-in Capital/Drawings	0	0	0	0	0
Retained Earnings	738,821	2,354,874	3,998,605	5,838,990	7,901,524
Current Period Retained Earnings	738,821	2,354,874	3,998,605	5,838,990	7,901,524
Total Equity	738,821	2,354,874	3,998,605	5,838,990	7,901,524
Total Liabilities and Equity	958,287	2,605,422	4,272,113	6,135,460	8,220,955

5.0

Community Enrichment Program

**Community Enrichment Program
Outreach, Education and Sponsorships
Diversity Plan
Charitable Endeavors**

5.0. Community Enrichment Program

5.1. Community Enrichment Program

At its core, Elevated Mind & Wellness is a Salisbury-local, Woman-owned family business. The city of Salisbury, and greater Wicomico County, has had an immeasurable positive impact on the lives of the family and team running Elevated Mind & Wellness. The CEO and founder, Catherine Ralph, raised her family in Salisbury, graduated from Salisbury University and has worked in Salisbury for over 30 years. Her son and COO, Ian Ralph, went through Wicomico County public schools and also graduated from SU. Attending shorebirds games, concerts at the civic center, playing little league baseball, and so many more experiences have nurtured our caring for Wicomico County. It is a central tenet of our mission statement to give back and enrich our community in the same ways it did for us for so many years. Elevated Mind & Wellness community enrichment program is designed to promote mental health awareness, provide support, and foster resilience within our community. Through a variety of initiatives, workshops, and resources, we aim to empower individuals to prioritize their mental well-being and create a supportive environment for all.

5.2. Outreach, Education, and Sponsorships

Objectives:

- Raise awareness and reduce stigma surrounding mental health issues.
- Provide accessible resources and support for individuals experiencing mental health challenges.
- Foster a sense of community and belonging through group activities and support networks.
- Equip community members with tools and strategies for maintaining positive mental health.
- Promote self-care practices and mindfulness techniques for stress reduction and emotional regulation.
- Support a myriad of local outreach and charitable organizations that empower individuals to prioritize their mental health well being.

Program Components:

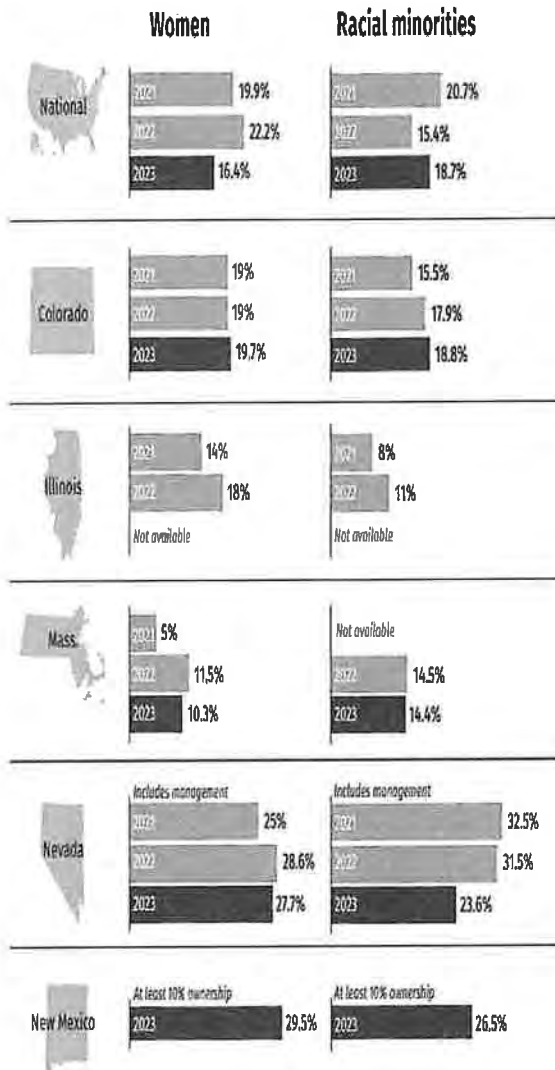
1. Education and Awareness Workshops:
 - Host regular workshops covering topics such as stress management, anxiety reduction, depression awareness, and self-care practices.
 - Invite mental health professionals, counselors, and advocates to lead discussions and share expertise.
 - Provide informational resources and handouts for participants to take home.

2. Support Groups:
 - Establish support groups for individuals facing similar mental health challenges, such as depression, anxiety, grief, or substance abuse.
 - Facilitate peer-led discussions, sharing sessions, and activities to promote mutual support and understanding.
 - Ensure confidentiality and a safe, non-judgmental space for participants to express themselves.
3. Community Events:
 - Engage in community-wide events such as mental health awareness fairs, mindfulness walks, and wellness expos.
 - Collaborate with local organizations, businesses, and schools to raise visibility and participation.
 - Offer interactive activities, guest speakers, and resources for attendees of all ages.
4. Youth Outreach Programs:
 - Develop outreach programs targeting youth populations in schools, community centers, and youth organizations.
 - Offer age-appropriate workshops on topics like coping skills, peer support, and emotional intelligence.
 - Train teachers, mentors, and youth leaders to recognize signs of distress and provide appropriate support.
5. Online Resources and Support:
 - Create a comprehensive online hub with resources, articles, and tools related to mental health and well-being.
 - Establish virtual support groups and discussion forums for individuals unable to attend in-person events.
 - Offer webinars, podcasts, and live Q&A sessions with mental health professionals.

5.3. Diversity Plan

Our vision is to create a culture of inclusivity where diversity is celebrated, respected, and leveraged to drive innovation and success. Through intentional efforts, we aim to foster a diverse workforce and contribute to the enrichment of our community by promoting equity and inclusion. Minority inclusion continues to be a primary objective for the Maryland Cannabis Administration, evidenced by the prioritizing of licensure awarding in the Social Equity Round of Cannabis licenses. Minorities continue to be marginalized in the cannabis industry, as evidenced by these graphics from the MJBizDaily survey on diversity in the cannabis industry.

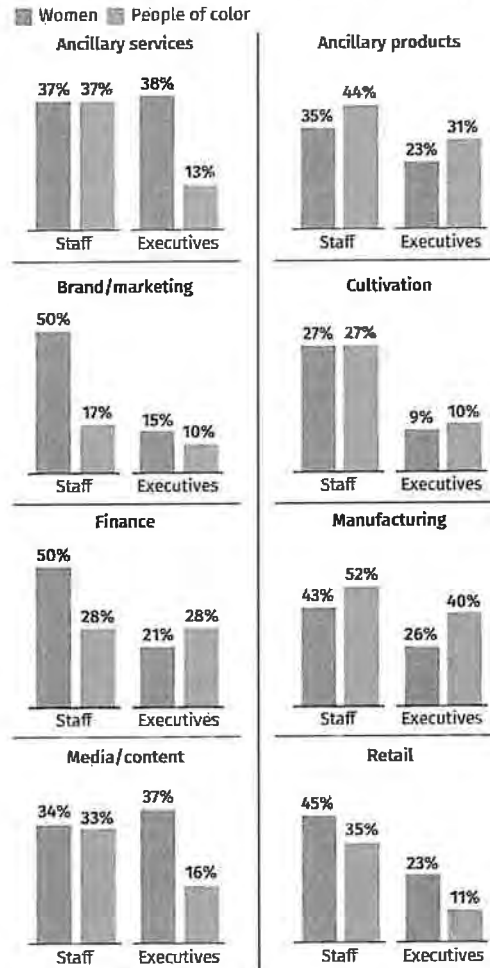
Cannabis ownership by group



Source: State cannabis agencies, MJBizDaily survey

Estimated employment by sector

The percentage of women and racial minorities employed in cannabis varies depending on the sector of the industry.



NOTE: Small sample sizes create a larger margin of error.

Source: MJBizDaily survey

1. Cultivate a diverse and inclusive workplace where individuals from all backgrounds feel valued and empowered.
2. Promote diversity at all levels of the organization, including leadership positions and decision-making roles.
3. Engage with the local community to support initiatives that foster diversity, equity, and inclusion.

4. Implement measures to attract, retain, and develop a diverse talent pool within the organization.
5. Measure progress, collect feedback, and continuously improve diversity initiatives based on data-driven insights.

Key Strategies:

1. Recruitment and Hiring:
 - Implement inclusive recruitment practices to attract candidates from diverse backgrounds.
 - Partner with diverse recruitment agencies, organizations, and networks to broaden the candidate pool.
 - Conduct unconscious bias training for hiring managers and interviewers to ensure fair and equitable selection processes.
2. Employee Training and Development:
 - Provide diversity and inclusion training for all employees to increase awareness and cultural competence.
 - Offer leadership development programs that prioritize diversity, equity, and inclusion skills.
 - Create mentorship and sponsorship programs to support the professional growth of underrepresented employees.
3. Promotion of Diversity in Leadership:
 - Establish diversity goals for leadership positions and track progress toward achieving them.
 - Implement succession planning strategies that prioritize diversity and identify high-potential candidates from underrepresented groups.
 - Provide leadership training and support networks for diverse leaders to thrive in their roles.
4. Community Engagement and Partnerships:
 - Forge partnerships with local community organizations, schools, and minority-owned businesses to support diversity initiatives.
 - Sponsor and participate in community events that celebrate diversity and promote cross-cultural understanding.
 - Offer pro bono services or volunteer opportunities to support underserved communities.
5. Diversity Metrics and Accountability:
 - Establish key performance indicators (KPIs) related to diversity and inclusion, such as representation metrics and employee satisfaction scores.
 - Regularly track and report on progress toward diversity goals, both internally and externally.

- Hold leaders and managers accountable for advancing diversity and inclusion efforts within their teams and departments.

5.4. Charitable Endeavors

Elevated Mind & Wellness recognizes the vast amount of existing charities, outreach and educational programs that exist within Wicomico County. We have pledged 1% of sales to supporting such organizations and our own to promote community health and well-being. Coordinating with existing organizations with efficient pipelines maximizes the impact our contributions will have, and ultimately positively impacts individuals and community health.

Elevated Mind & Wellness aims to raise financial support to sustain and expand our initiatives focused on improving the well-being and opportunities within our community.

Key Components:

1. Donation Drives:

- Organize targeted donation drives to raise funds from community members, businesses, and stakeholders.
- Utilize various channels such as social media, email newsletters, and local events to promote the donation drives.
- Offer incentives or recognition for individuals or businesses that contribute to the fund.

2. Corporate Sponsorships:

- Reach out to local businesses and corporations to solicit corporate sponsorships for our community enrichment programs.
- Develop sponsorship packages outlining the benefits and recognition opportunities for sponsors, such as logo placement, event mentions, and press coverage.
- Cultivate relationships with potential sponsors through personalized outreach and engagement.

3. Grant Applications:

- Research and identify grant opportunities from foundations, government agencies, and philanthropic organizations that align with our mission and programs.
- Develop grant proposals outlining our organization's impact, goals, and specific funding needs.
- Ensure thorough and timely submission of grant applications, adhering to all requirements and deadlines.

4. Community Fundraising Events:

- Host fundraising events such as charity galas, auctions, or benefit concerts to engage the community and generate donations.
- Collaborate with local artists, performers, and vendors to enhance the appeal and success of fundraising events.

- Incorporate storytelling and testimonials to highlight the impact of our programs and inspire generosity.
5. Stewardship and Transparency:
- Maintain transparency and accountability in the use of funds, providing regular updates and financial reports to donors and stakeholders.
 - Express gratitude and appreciation for the generosity of donors through personalized thank-you letters, recognition events, and donor appreciation programs.
 - Cultivate long-term relationships with donors, demonstrating the tangible outcomes and lasting impact of their contributions.

Through the collective support and generosity of our community, Elevated Mind & Wellness will expand our reach, enhance our programs, and make a meaningful difference in the lives of those we serve. Together, we can build a stronger, more vibrant community for all.

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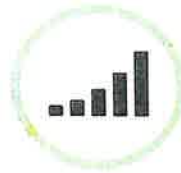


Maryland Cannabis Retailer
Business Plan
Presentation

Elevated Mind & Wellness
Dba Elevated Wellness

Executive Summary

- ✓ Elevated Mind & Wellness is a cannabis retailer that will provide premium, locally-sourced cannabis products free of adulterants and additives with an unparalleled customer service.
- ✓ Beginning with our flagship store in Salisbury, Maryland, customers and patients can safely and responsibly engage with cannabis in a beautiful environment that inspires well-being and comfort.
- ✓ Our team will adhere to state and local laws, rigorous training, and SOPs to guide our customers through our vast product variety featuring locally-sourced cannabis flower, edibles and concentrates.
- ✓ Elevated Wellness' dispensary is located at 733 S Salisbury Blvd, a 0.61 acre property with 32 parking spots and a one way flow of traffic between Rt 13 and Roland St.
- ✓ Elevated Wellness will employ in-store, self-service kiosk ordering system, allowing us to engage with 16 customers at a time, and reducing time it takes from ordering to exit to 10 minutes.
- ✓ Company intends to combine a small family business hospitality with business efficiency to provide high quality cannabis products in a clean and safe environment.



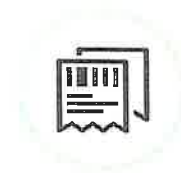
EXPERIENCE

We have an experienced team in managing corporate finance department, owning a construction company, retail customer service, and architecture.



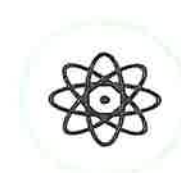
TECHNOLOGY

Utilize management systems for POS, financial, inventory, ordering, and financial management controls for efficient and compliant operations



PRODUCTS

Procure and sell the highest-quality cannabis flower, concentrates and edibles in Maryland with emphasis on quality assurance.



SERVICES

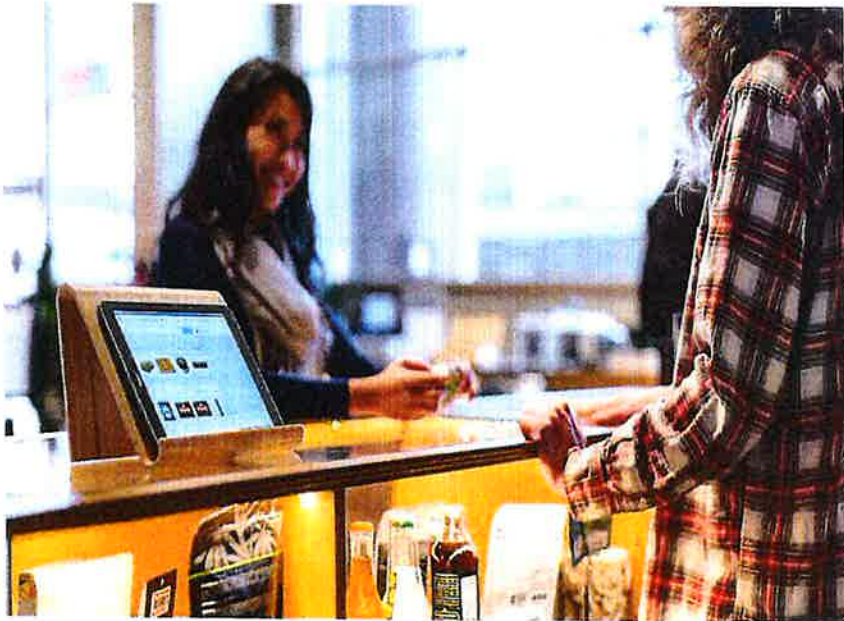
Provide customers and patients with top quality cannabis products with carefully crafted guidance for customer education and health and wellness.

Mission Statement

To provide our community with access to high-quality, safe-to-consume cannabis products while fostering an environment built on trust, integrity, and transparency.

To mediate a rewarding experience with cannabis by emphasizing the well-being of our customers through responsible consumption of cannabis products.

To empower our customers to make informed choices and build lasting relationships based on mutual respect, reliability and compliance.



Main Goals:

1. Execute a disciplined, strategic approach in building the infrastructure for a quick-start performance and a successful go-live.
2. To retail the safest, high quality cannabis in a welcoming environment.
3. To be fully compliant with all state and local municipalities.
4. To mediate the responsible consumption of cannabis in our community
5. To invest back into the community, the people, and the farms that creates jobs, develop property, generate taxes, and promote community.
6. To utilize technology to minimize in-store time and increase efficiency
7. Increase cash flow and profits so we can scale-up our capacity as the Maryland legal market continues to grow.
8. Prevent on-site cannabis use with security personnel and systems
9. To establish an innovative cannabis retail brand with affordable prices to retail dispensaries and manufacturers of Maryland.

Business Objectives

01

Getting the Maryland cannabis retailer license to sell cannabis to the Eastern Shore market

Own and operate a cannabis retail dispensary to fill market demand and claim a piece of the ~\$96 million in monthly cannabis sales in Maryland.

03

Elevate brand to become the most trusted in current and emerging markets and within our community

By sourcing locally crafted and cared for cannabis products, and employing a diverse local team, we can increase brand recognition within our community.

02

Optimize infrastructure and procedures to provide a streamlined customer experience

The company will utilize 6 self-service kiosks at our location to drastically reduce in-store time and increase operational efficiency. This system also minimizes traffic congestion.

04

Provide customers products and services they can trust

Build cannabis product brands on the core values of customer service, hospitality with highest standards of quality, honesty, integrity and community outreach.



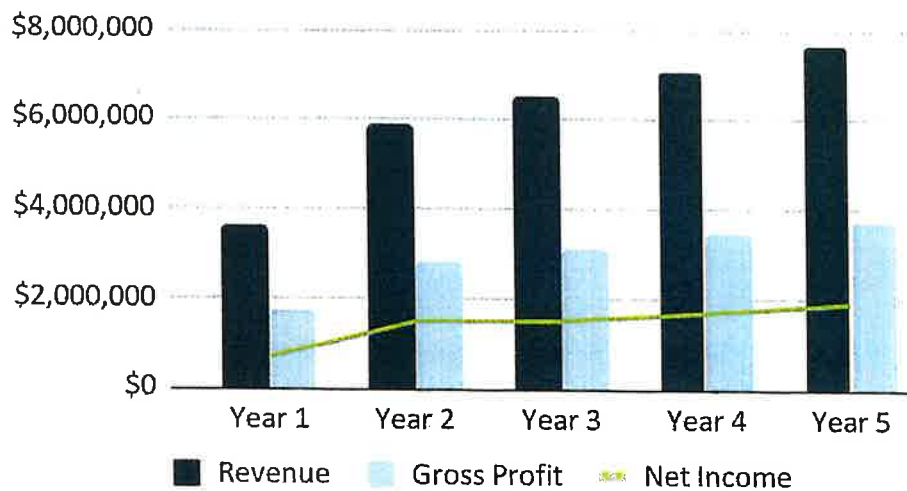
05

Become profitable by the end of the first year of operations

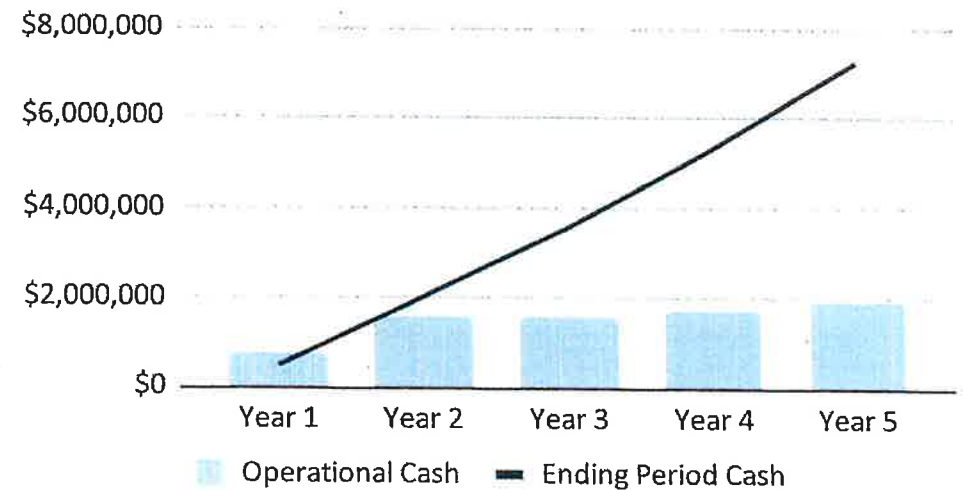
Maintaining profitable operations and strong retail relationships with customers, patients, wholesalers, manufacturers, and community allowing Elevated Mind & Wellness to quickly reach profitability within first year of operations.

Financial Summary

Revenue & Profit Forecast



Cash Flow Forecast



From a total investment of \$525,000, Company is expected to generate \$3.6 million in gross revenues with pre-tax income of nearly \$1.2M in Year 1, its first full year of operation. Revenues are expected to grow to \$6.46 million in Year 3 and \$7.66 million in Year 5, with pre-tax income of nearly \$2.5 million and over \$3.1 million respectively.

Start-up Summary



\$367,664

The cost to start-up Elevated Mind & Wellness' cannabis retail operation



Capitalization Summary

	\$	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
	Capital Expenditures (CAPEX)	227,500			
Build-Out in Accordance with Regulations (finishing, painting, lobby, reception, kitchen, office space, break area, bathrooms, etc.)		75,000	0	0	0
Security system (alarm & security system, monitoring, video & camera system, access, computer, multiple HDTV monitors, NVR, panic buttons, and metal/weapons detectors)		50,000	0	0	0
Furniture, Fixtures and Equipment (display counters, refrigerators, freezers, storage hardware and shelving)		25,000	0	0	0
Cost for Computer Software (accounting, payroll, CRM, POS, inventory control, tracking system, Microsoft Office, etc.)		10,000	0	0	0
Electronic/LED boards		10,000	0	0	0
Office Equipment		10,000	0	0	0
Computer hardware, cash registers, POS system & equipment, commercial label printer		25,000	0	0	0
Lobby/Reception Area (multiple registration computers, furniture, HDTVs, shelving, chairs, tables, bulletproof windows, etc.)		7,500	0	0	0
	Operational Expenditures (OPEX)	599,046	545,646	688,875	823,314
Direct Costs		367,596	374,500	516,823	650,357
Initial & General Costs		85,000	15,000	15,000	15,000
Operating Expenses		31,301	32,181	33,060	33,939
Salaries & Benefits		107,580	116,370	116,370	116,370
Marketing & Sales Expenses		7,569	7,595	7,622	7,648
	TOTAL	826,546	545,646	688,875	823,314

Marketing Strategy

Strategy is to offer the best cannabis products and brands to our clients. The company will strictly adhere to state and local laws and will advertise in appropriate spaces. No cannabis signage or product will be visible from the exterior of the premises.

TARGET MARKET

Strategy includes a secured location in Salisbury, Maryland near high pedestrian and vehicle traffic with ample parking. The retail facility is well positioned and connected with the community. The location will be centrally located to supply all types of cannabis products for a variety of purposes to consumers.

PRODUCT QUALITY

LOCATION

PROFESSIONAL STAFF

DIVERSIFICATION

REFERRAL NETWORK

We will train knowledgeable, compliant, and friendly staff who will help clients select the best product for their needs. The management team will always be available to talk with customers, providing them with years of experience and expertise.

Our retail will help the community solve local challenges; more importantly, our vision to diversify our products, our staff, our systems, and our management will result in technological advances for the industry, community, consumer, and general commodity goods.

Our referral network supports product consistency, brand recognition, reliable delivery, quality assurance for consumer health and public safety, properly labeled products with batch and tracking information, child-proof packaging and compliance measures for chain of custody.

Customer **Target Market**

Elevated Mind & Wellness will sell a wide range of cannabis products to customers in the City of Salisbury, Wicomico County and surrounding areas.

City/County	Male	Female	Total
Salisbury	17,523	15,526	33,050
Wicomico	49,607	53,980	103,588
Dorchester	15,231	17,299	32,531
Worcester	25,667	26,752	52,460
Somerset	10,408	8,047	18,455
Total Target Market	118,436	121,605	240,041

Wicomico County

Population: **103,588**

Median Age: **36.1**

Female: **52.11%**

Households: **40,611**

Avg. Income: **\$52,077**

Avg HH Income: **\$102,238**

Travel to Work: **22.6 min**

Homeowner Rate: **61.9%**

Married: **45.5%**

Veterans: **6,229 Vets**

Poverty: **10.6%**

21+ Years Old: **64,155**

Labor Force: **65.6%**

White: **58.17%**

Black: **27.02%**

Asian: **3.04%**

Other: **11.77%**

All customers are given first class treatment. Our CRM software accompanied by 6 service stations will enable us to manage a one-on-one relationship with our customers no matter how large our client base grows. We will ensure our customers are guided in their personal wellness decisions to make the right choices for their unique needs:

- ✓ Reported reasons for medical cannabis use: pain (58%), stress (54%), and Insomnia (49%).
- ✓ Cannabis brand awareness remains very low (49% won't know any brands).
 - ✓ Most consumers are interested in edibles (62%) and topical products (44%), though daily users still prefer smoking (75%).
 - ✓ Large majority of customers use or plan to use medical cannabis, while a smaller group will use cannabis recreationally.
- ✓ 39% of Californians already use cannabis, 44% are non-users interested in trying.
 - ✓ 1 in 3 women over 21 consume cannabis.

Direct & Indirect **Impact**



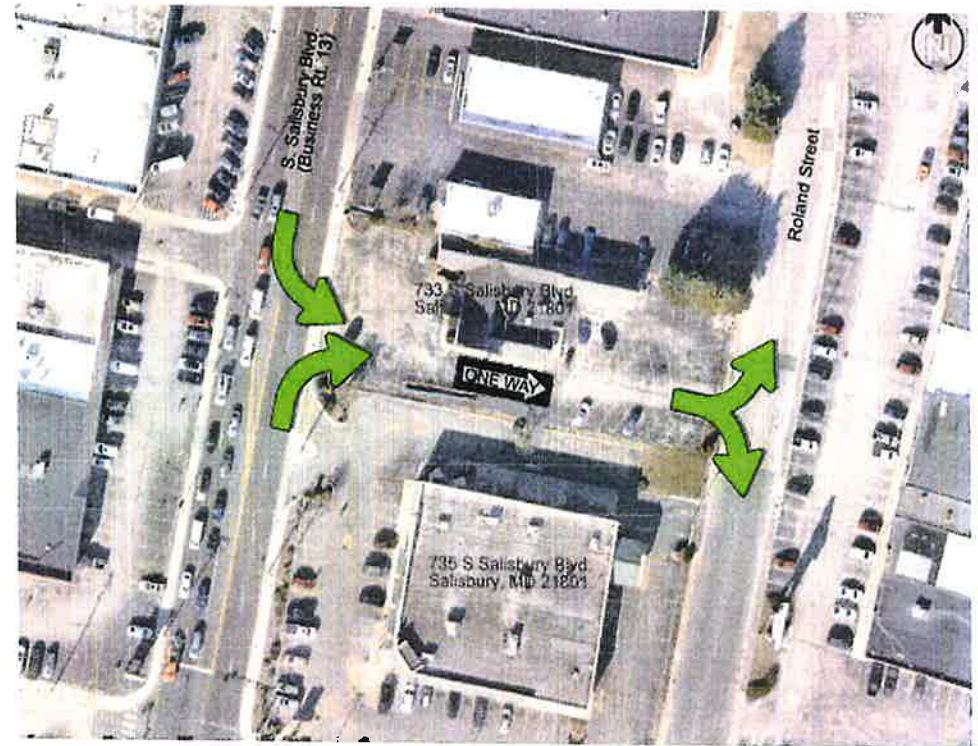
- ✓ Salisbury local, women owned business creating opportunities in Salisbury and keeping profits on the Eastern Shore.
 - ✓ An existing stand alone 4,400 square foot commercial building with 32 parking spaces and street access from Rt 13 and Roland St.
- ✓ Great exposure for traffic on Rte 13 across situated in the heart of Salisbury.
- ✓ 6 self-service kiosks to minimize customer in-store time and maximize operational efficiency
- ✓ The site offers a significant advantage in the retail of cannabis products accommodating an expanding customer base with safe and convenient access near major population centers.

		Year 2	Year 3	Year 4	
Wages & Benefits	\$357,708	\$577,756	\$755,429	\$774,862	\$794,295
Federal Tax	\$368,039	\$623,689	\$692,457	\$761,225	\$829,993
State Tax	\$98,144	\$166,317	\$184,655	\$202,993	\$221,331
Sales Use Tax	\$206,904	\$506,520	\$567,574	\$621,844	\$676,114
City Cannabis Tax	\$0	\$0	\$0	\$0	\$0
Excise Tax	\$0	\$0	\$0	\$0	\$0
Community programs	\$34,547	\$58,541	\$64,571	\$70,601	\$76,631
TOTAL	\$1,065,342	\$1,932,823	\$2,264,686	\$2,431,525	\$2,598,364

Elevated Wellness **Location**

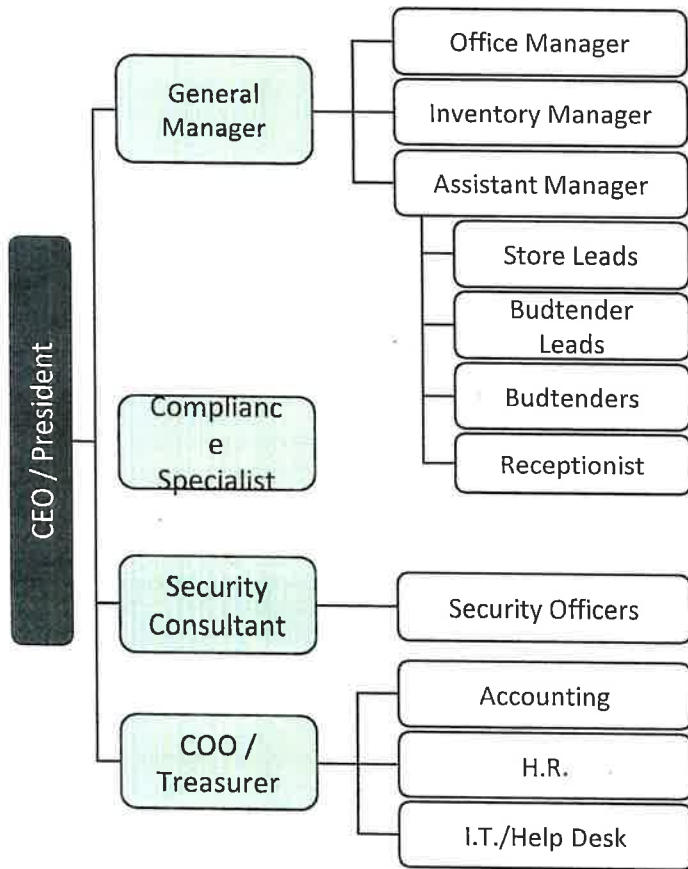
733 S Salisbury Blvd, Salisbury MD 21804

- 4,400 SF commercial use property
- Situated on busy thoroughfare Rt 13
- 0.61 -acre property with ample parking (32 spaces)
- One way traffic through property to minimize traffic on Rt 13
- Space to build-out parking and retail resources
- Annual Gross Rent: \$73,155.24. NOI: \$45,000.



Recommended traffic flow from Traffic Information Study conducted by The Traffic Group; See attached TIS in Appendix

Organizational Plan



Annual Salaries by Position						
	Qty	Salary	Qty	Salary	Qty	Salary
CEO	1	\$60,000	1	\$60,000	1	\$60,000
COO	1	\$60,000	1	\$60,000	1	\$60,000
General Retail Manager (Erin)	1	\$70,000	1	\$70,000		\$70,000
Assistant Manager - \$25/hr (FT)	1	\$52,000	1	\$52,000	1	\$52,000
Store Lead - \$22/hr (FT)	0	\$0	1	\$45,000	1	\$45,000
Compliance Specialist	1	\$40,000	1	\$40,000	1	\$40,000
Inventory Specialist (FT)	0	\$0	1	\$40,000	1	\$40,000
Lead Budtenders - \$25/hr (FT)	1	\$52,000	2	\$52,000	2	\$41,600
AM Budtenders - \$20/hr (PT)	1	\$32,000	2	\$32,000	2	\$32,000
Middy Budtenders - \$20/hr (PT)	1	\$32,000	2	\$32,000	2	\$32,000
PM Budtenders - \$20/hr (PT)	1	\$25,000	2	\$25,000	2	\$25,000
Receptionist - \$17/hr (PT)	1	\$25,000	2	\$25,000	2	\$25,000
Total Headcount & Wages	10	431,523.49	18	674,297	19	852,378

Project Potential

Projections generated using local dispensary prices, Maryland Cannabis administration sales reports, and the Comptroller of MD, Brooke Liermann, assessment on taxes generated from cannabis sales

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>
Total Revenues (\$)	3,592,875	5,854,125	6,457,125	7,060,125	7,663,125	8,266,125	8,869,125
Total Cost of Goods Sold	(1,909,275)	(3,053,018)	(3,348,903)	(3,642,527)	(3,936,151)	(4,229,774)	(4,523,398)
Total Operating Expenses	(525,457)	(549,519)	(759,510)	(801,249)	(818,268)	(837,470)	(856,673)
EBITDA	1,180,892	2,274,338	2,371,462	2,639,100	2,931,457	3,221,630	3,511,804
Interest Expense	(13,986)	0	0	0	0	0	0
Net Income	696,319	1,506,493	1,521,925	1,707,268	1,917,332	2,125,211	2,333,091
Cash	491,693	2,028,090	3,571,799	5,300,850	7,239,965	9,386,959	11,741,832
Total Assets	915,785	2,453,360	3,998,247	5,728,476	7,668,769	9,816,941	12,172,993
Short-Term Debt	0	0	0	0	0	0	0
Total Shareholder's Equity	696,319	2,202,813	3,724,738	5,432,006	7,349,338	9,474,549	11,807,640
NPV							
Total Cash Flow from (to) Operations							
Total Cash Flow from (to) Investing	719,193	1,536,397	1,543,708	1,729,051	1,939,115	2,146,994	2,354,874
Unlevered Free Cash Flow	(227,500)	0	0	0	0	0	0
Present Value of Unlevered Free Cash Flow	505,679	1,536,397	1,543,708	1,729,051	1,939,115	2,146,994	2,354,874
Terminal Value							
Present Value of Terminal Value			13,250,162		16,644,067		20,212,667
NPV based on terminal year 3		11,328,668					
NPV based on terminal year 5		12,844,187					
NPV based on terminal year 7		13,981,323					



Thank You

April 2024

A Maryland Cannabis Retailer Project

www.elevatedmindwellness.com

Elevated Mind & Wellness- Salisbury

Wicomico County, Maryland
June 3, 2024

Traffic Impact Analysis

Prepared for:
Elevated Mind & Wellness

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APPENDICES

APPENDIX A – Intersection Turning Movement Counts and Aerial Photographs

APPENDIX B – Intersection Capacity Analysis Worksheets

Professional Certification: I hereby certify that these documents were prepared or approved by me, and that I am a duly licensed professional engineer under the laws of the State of Maryland, License No. 29931, Expiration Date: 01/08/2026.



Prepared by: Carl R. Wilson, Jr., P.E., PTOE, RSP
Shulin Li, P.E., PTOE

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EXECUTIVE SUMMARY

- Elevated Mind & Wellness – Salisbury is proposed to replace the existing Kitty’s Flowers located at 733 South Salisbury Boulevard in the City of Salisbury, Maryland.
- The existing 4,400 sq ft building is proposed to remain with no changes to the overall footprint.
- Access to the site is currently available via one full movement driveway along South Salisbury Boulevard and one full movement driveway along Roland Street.
- In addition to the site access points, one major intersection in each direction was also reviewed during the PM and Saturday peak periods for this study.
- The Apothecarium Dispensary of Salisbury, located at 1003 Mt Hermon Road was also reviewed for the purpose of establishing trip generation.
- Based on a review of the existing site in Salisbury, data contained in the Institute of Transportation Engineers, *Trip Generation*, 11th Edition and data collected in Frederick Maryland at existing dispensaries, ITE’s rates were found to be most conservative and utilized for trip generation purposes for this study.
- All intersections were found to operate with an acceptable Level of Service under existing conditions.
- Because of the traffic volumes along South Salisbury Boulevard, it is recommended that site access operate in a one-way circulation pattern from west to east allowing inbound movements from South Salisbury Boulevard and outbound movements along Roland Street.
- When considering this trip distribution, surrounding intersections and the site access point were found to operate with an adequate level of service.

INTRODUCTION AND SUMMARY OF FINDINGS

Study Purpose

The Traffic Group, Inc. has prepared this Traffic Impact Study to quantify the impact associated with the proposed Elevated Mind & Wellness – Salisbury site. A dispensary is proposed for the 4,400 sq ft building currently occupied by Kitty’s Flowers located at 733 South Salisbury Boulevard in Salisbury, Maryland. No changes are proposed to the existing footprint of the building.

Access to the site is currently available via one full movement point along South Salisbury Boulevard and one full movement point along Roland Street. While the site access points are proposed to remain at their current locations, modifications are recommended to facilitate one-way circulation for the site from west to east, allowing inbound movements from Salisbury Boulevard and outbound movements along Roland Street.

Study Criteria/Methodology

This TIS was prepared in conjunction with a request by representatives from the City of Salisbury to quantify the projected traffic impact associated with the Elevated Mind & Wellness – Salisbury site. Turning movement counts were collected at the existing site access point and major adjacent intersections during the evening and Saturday peak periods in conjunction with the proposed opening hours for the business.

For the purpose of establishing trip generation, the Institute of Transportation Engineers (ITE), *Trip Generation*, 11th Edition was utilized in conjunction with a review of the existing dispensary located within city limits and other dispensaries located within Frederick Maryland.

All analysis was undertaken using Highway Capacity Manual (HCM) criteria at all study intersections. Both signalized and unsignalized methodologies were utilized as necessary.

Scope of Services

The principal Scope of Services undertaken for this study was as follows:

- Conduct a site inspection to collect physical information concerning the nearby road system including a compilation of aerial photographs.
- Collect intersection turning movement counts during the PM and Saturday peak periods at all study intersections and site access points.

- Review trip generation for existing dispensaries and compare with data contained in ITE's *Trip Generation* 11th Edition.
- Distribute all net site trips to the road system.
- Undertake intersection capacity analysis using HCM criteria at all study intersections.
- Review HCM queuing at all study intersections.
- Provide recommendations for the site access to achieve maximum traffic operational efficiency.

Summary of Findings and Recommendations

This TIS will show that all intersections are currently operating with an acceptable level of service during the PM and Saturday peak periods. When considering the net increase of trips associated with the proposed use, all intersections will maintain an adequate level of service. Site circulation is recommended to occur in a one-way manner from west to east allowing inbound movements along South Salisbury Boulevard and outbound movements along Roland Street. This pattern will allow all traffic oriented to the south to utilize the existing traffic signal at South Salisbury Boulevard at Roland Street/North Boulevard to facilitate a safer and more efficient left turn movement versus an unsignalized left turn from the existing site access point. Exiting northbound traffic will utilize Roland Street to access South Salisbury Avenue north of the site.

Along South Salisbury Boulevard, a two-way left turn lane is available to facilitate efficient left turns into the site at the existing access opposite Hazel Avenue. The northbound approach of South Salisbury Avenue features two travel lanes with the rightmost lane providing shared thru and right turn movements which is consistent with the overall corridor cross section. No improvements are recommended for the South Salisbury Boulevard approaches.

It is our opinion that with the proposed circulation pattern as detailed above, the roadway system is capable of supporting the proposed development with no additional improvements.

The data and methodology used for this report is detailed in the sections that follow.

EXISTING TRAFFIC CONDITIONS

Site Information

The proposed Elevated Mind & Wellness – Salisbury is located on the east side of South Salisbury Boulevard (US 13 Business) opposite Hazel Avenue within the City of Salisbury, Maryland. More specifically, the address is 733 South Salisbury Boulevard. Currently, the site is occupied by Kitty’s Flowers. Access is available via one full movement point along South Salisbury Boulevard and one full movement point along Roland Street.

The existing building onsite is proposed to remain without any modifications to the square footage. A 4,400 sq ft dispensary is proposed to occupy the existing building.

Figure 1 provides a map showing the surrounding area. An aerial photograph detailing the property can be found in Figure 2.

Study Area

To quantify site impact, the site access intersections were studied. In addition, the next nearest major intersection to the north and south was also included in the study area which includes the following:

- South Salisbury Boulevard @ Roland Street (north)
- South Salisbury Boulevard @ North Boulevard/Roland Street (south)
- South Salisbury Boulevard @ Hazel Avenue/Site Access
- Roland Street @ Site Access

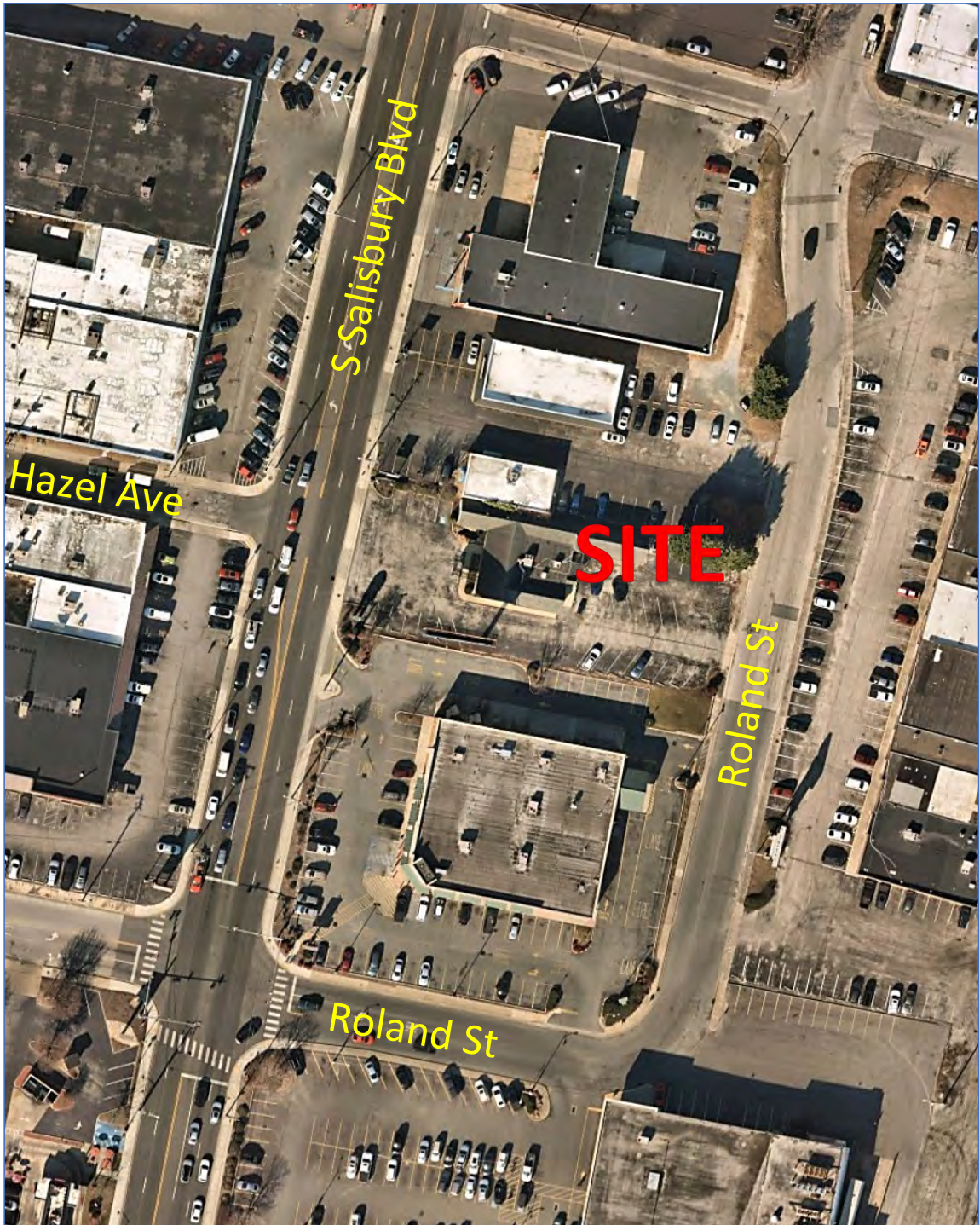
South Salisbury Boulevard, maintained by the Maryland Department of Transportation State Highway Administration (MDOT-SHA) runs in the north/south direction for a distance of 7.77 miles from US 50/US 13 to US 13 (South Fruitland Boulevard). In the vicinity of this site, the roadway features two travel lanes in the northbound and southbound directions. A two-way left turn lane separates the two directions of traffic flow. The posted speed limit for this segment is 35 MPH.

There are no auxiliary right turn lanes within the study area. At the intersection with North Boulevard/Roland Street the two-way left turn lane is marked for separate left turns only. The existing traffic signal at this location features split phasing for the east and westbound approaches along with exclusive/permissive phasing for the north/south left turns. All remaining intersections within the study area operate under stop control.

Figure 1. Site Location Map



Figure 2. Aerial Photo of Site Vicinity



Roland Street extends for a relatively short distance from South Salisbury Boulevard, approximately 0.31 miles to the north again intersecting with South Salisbury Boulevard. The

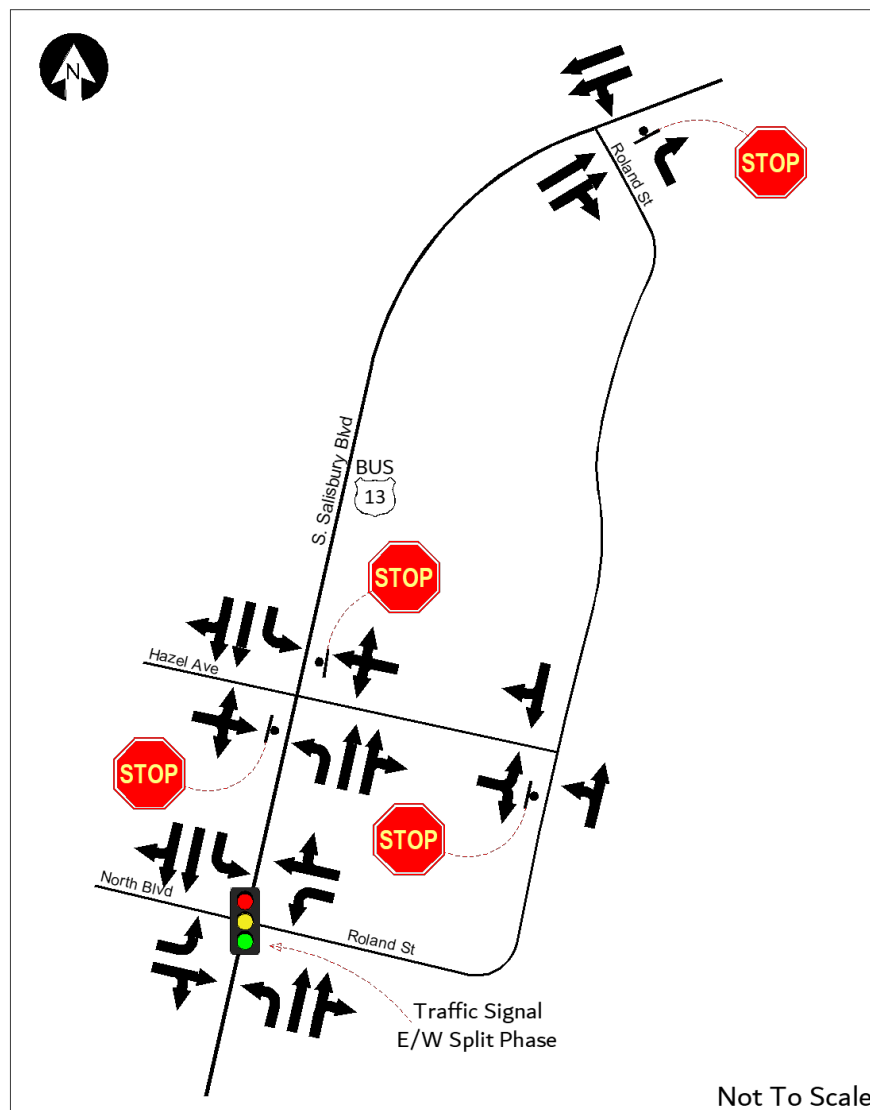
northern intersection features a right-in/right-out movement only. Near the site, Roland Street features a wide unmarked pavement section extending for approximately 36 ft.

Sidewalks are available along site frontage on both the east and west sides. Sidewalks provide connectivity to properties to the north and south along South Salisbury Boulevard. Sidewalk is less continuous along Roland Street.

The area surrounding the proposed Elevated Mind & Wellness – Salisbury is commercial in nature with all adjacent properties serving business uses.

The existing lane use and traffic control devices are summarized in Figure 3. Aerial photographs from all of the intersections can be found in Appendix A.

Figure 3 – Lane Use and Traffic Control Devices



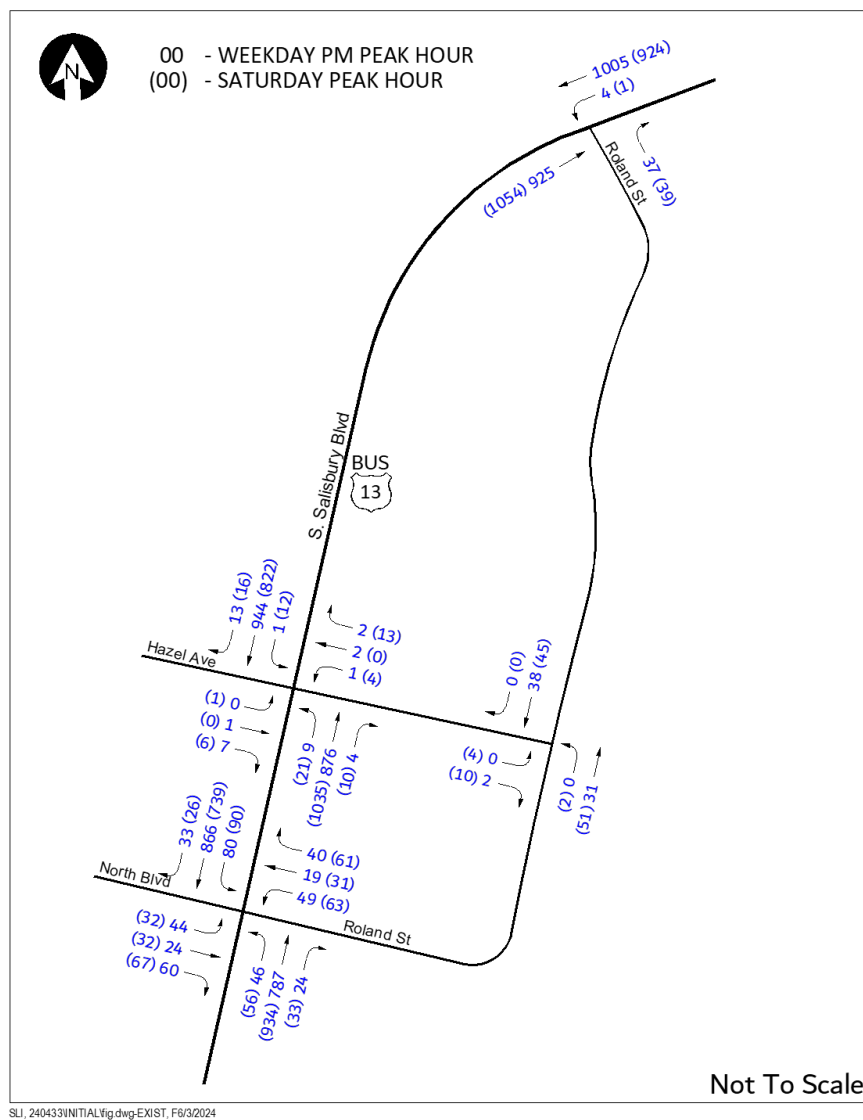
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Traffic Data Collection

Intersection turning movement counts were collected at each of the study intersections from 4-7 PM on a typical weekday while public school was in session for a full day of in person learning and on a Saturday between the hours of 11 AM and 2 PM. These times periods were selected as they are consistent with opening hours for the Elevated Mind & Wellness – Salisbury site. Figure 4 contains a summary of the existing peak hour traffic counts. Full details on the turning movement counts can be found in Appendix A.

A review of Figure 4 shows relatively heavy traffic volumes along South Salisbury Boulevard during both peak periods. Traffic along Roland Street is significantly lower. Current site access volumes were also found to be low.

Figure 4 – Existing Traffic Volumes



At the time of the vehicular turning movement counts, pedestrians and bicycles were also observed. Full details on the other modes can be found in Appendix A.

Additional data was collected at The Apothecarian Dispensary of Salisbury, which is located 1003 Mt Hermon Road. The purpose of this data collection was to establish trip generation for the proposed use. Additional details on the trip generation will be included in the next section of this document.

TOTAL TRAFFIC CONDITIONS

Trip Generation

The proposed dispensary use is relatively new. As a result data contained in the Institute of Transportation Engineers (ITE) *Trip Generation*, 11th Edition, was reviewed and compared with existing turning movement counts collected at The Apothecarian Dispensary of Salisbury. In addition two other similar sites in Frederick Maryland were also reviewed.

The Apothecarian Dispensary features an 8,000 sq ft building. While it has one single access point to Mt Hermon Road there is interconnectivity to additional adjacent office uses. The turning movement count collected at the driveway represents a conservative projection of trips because there are vehicles captured within this data that are not associated with the site and instead would use other buildings onsite particularly during the PM peak hour. As shown in Table 1, a total of 120 PM peak hour trips and 114 Saturday peak hour trips were collected at the site. For an 8,000 sq ft building, this corresponds to a trip rate of 15 trips per 1,000 sq ft during the PM peak hour and 14.25 trips per 1,000 sq ft during the Saturday peak period.

Additional data was collected at two dispensary sites in Frederick, Maryland:

- Kannavis, located at 8709 Fingerboard Road features a 2,548 sq ft building.
- Wellness Solutions, located at 4606 Wedgewood Boulevard features a 6,528 sq ft building.

Driveway counts were collected on October 12, 2021 during the PM peak period at both locations. As shown in Table 1, the calculated trip rates are 20.80 and 11.64 trips per 1,000 sq ft respectively.

Table 1 – Existing Trip Generation

Existing Facilities	PM Peak Hour			SAT Peak Hour		
	In	Out	Total	In	Out	Total
1. The Apothecarium Dispensary of Salisbury (8,000 sq.ft.)						
Total Trips	65	55	120	61	53	114
Trip Rates/1000 sq.ft.	8.12	6.88	15.00	7.625	6.625	14.25
2. Kannavis (2,548 sq.ft.)						
Total Trips	27	26	53	n/a	n/a	n/a
Trip Rates/1000 sq.ft.	10.60	10.20	20.80			
3. Wellness Solutions (6,528 sq.ft.)						
Total Trips	40	36	76	n/a	n/a	n/a
Trip Rates/1000 sq.ft.	6.13	5.51	11.64			
Average Trips Rates	8.28	7.53	15.81	7.63	6.63	14.25

The Institute of Transportation Engineers *Trip Generation*, 11th Edition, features a Land Use Code for marijuana dispensary (#882) which is defined as “...a stand-alone facility where cannabis is sold to patients or retail consumers in a legal manner.”

Data for the land use was collected in the 2010s in California, Colorado, Massachusetts, and Oregon. During the PM peak, a total of 16 studies were undertaken resulting in an average rate of 18.92 trips per 1,000 sq ft. On Saturday, a total of five sites were studied for the peak hour generator with an average rate of 28.85 trips per 1,000 sq ft.

Applying these trip rates to the proposed 4,400 building, results in a total of 83 PM peak hour trips and 127 Saturday peak hour trips as detailed in Table 2. Since the ITE trip rates are more conservative than the existing trips calculated within the City of Salisbury and consistent with data from Frederick, ITE was exclusively used for projecting site trips for the subject site. The existing driveway trips for the flower shop were reduced as shown on Table 2 resulting in a net increase of 70 PM peak hour trips and 72 Saturday peak hour trips.

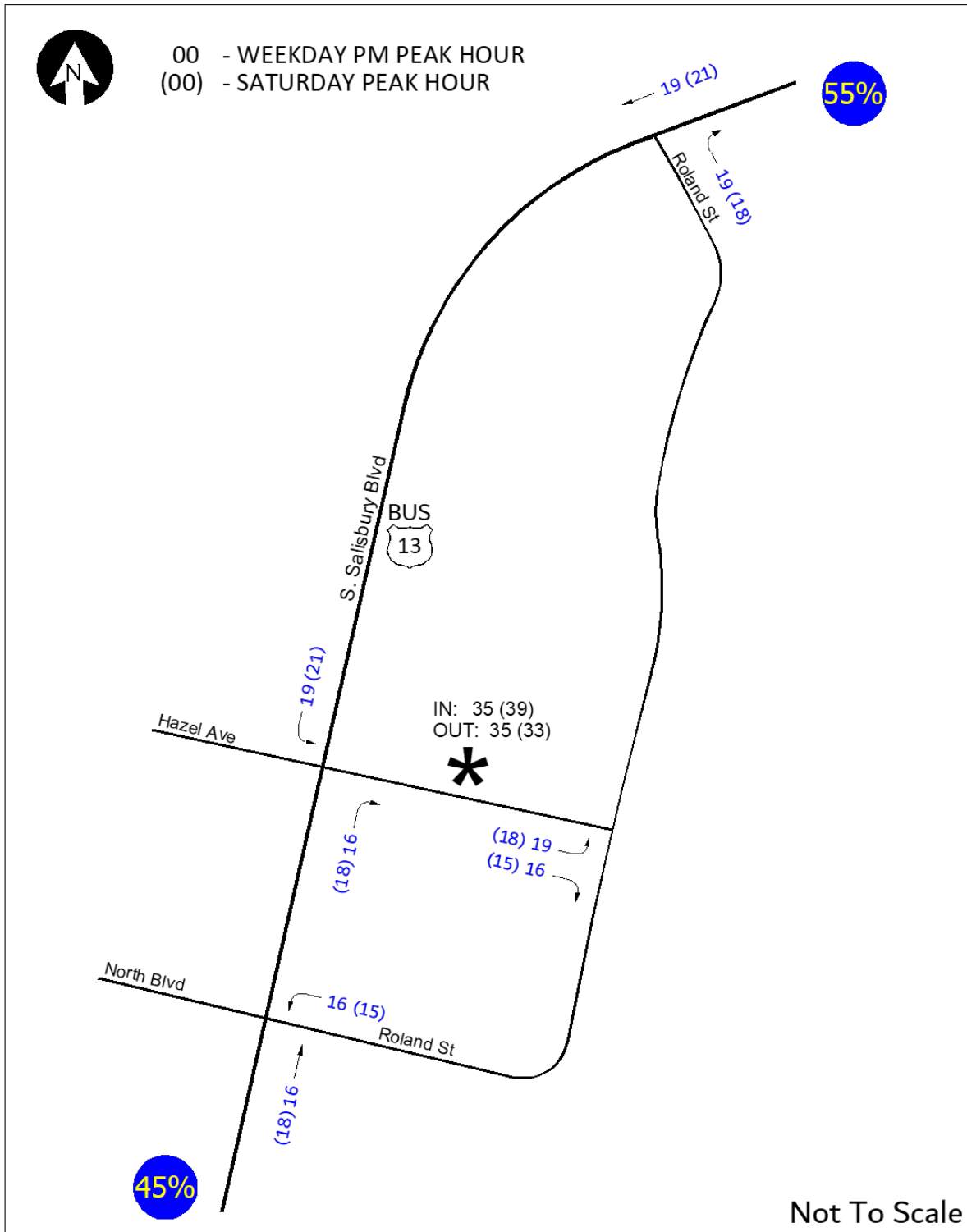
Table 2 – Site Trip Generation

Land Use & Trip Rates				In/Out %		
Marijuana Dispensary (ksf, ITE-882)						
PM Peak Hour Trips = 18.92 x ksf				50/50		
Sat. Midday Peak Hour Trips = 28.85 x KSF				50/50		
Total Trips	PM Peak Hour			SAT Peak Hour		
	In	Out	Total	In	Out	Total
Marijuana Dispensary (ksf, ITE-882)						
4,400 sq.ft.	41	42	83	63	64	127
Existing Flower Shop (4,400 sq.ft.)						
Less Existing Trips on Site	- 6	- 7	- 13	- 24	- 31	- 55
ITE minus Existing Trips	35	35	70	39	33	72

Trip Distribution and Assignment

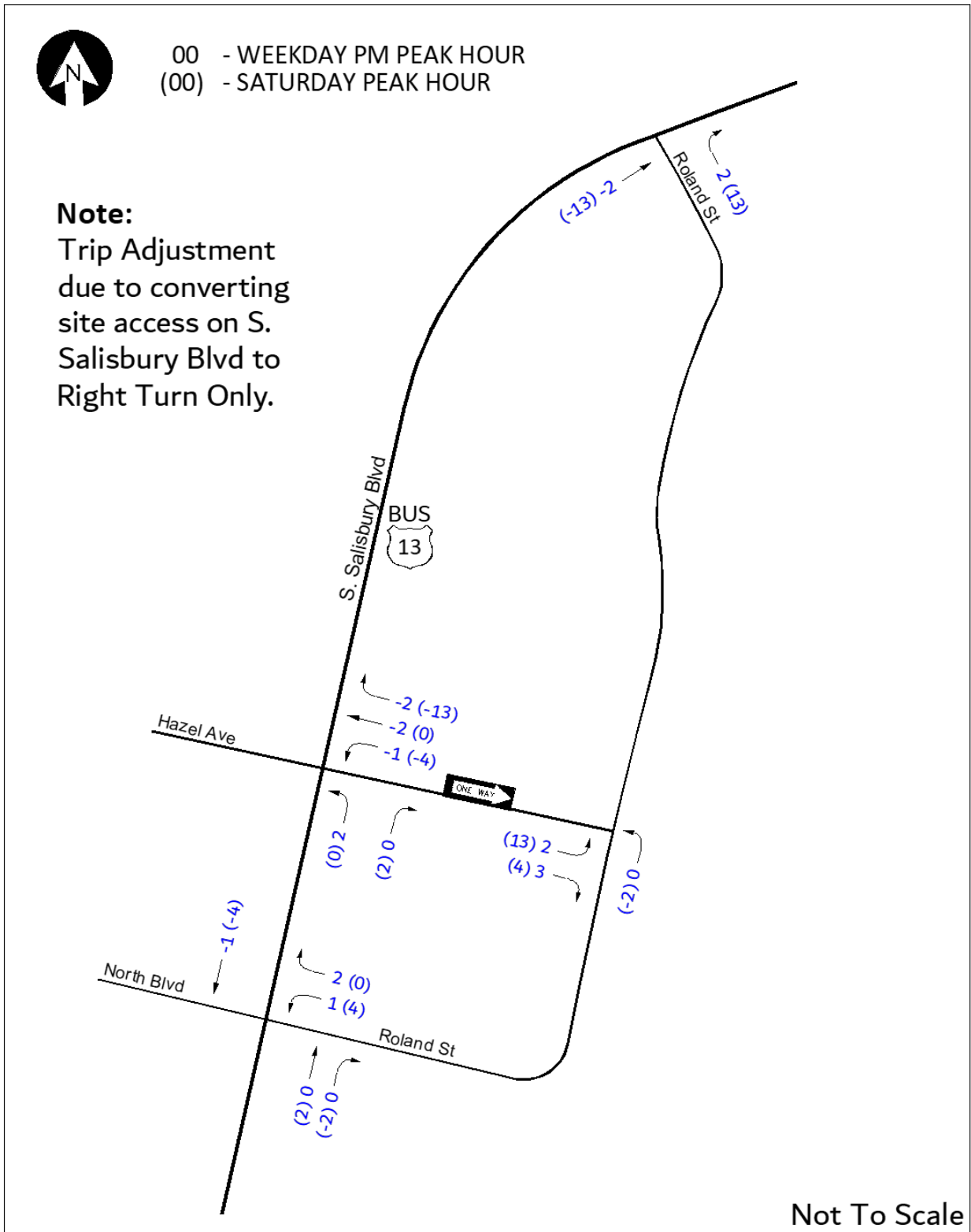
The net new trips for the Elevated Mind & Wellness – Salisbury site were distributed to the road network as shown in Figure 5. As previously detailed, the site access is proposed to function in a one-way direction from west to east. In addition, existing outbound trips were re-routed as necessary. Figure 6 details the trip adjustment. Combining the new site trips with existing peak hour traffic volumes results in the total peak hour traffic volumes as shown in Figure 7.

Figure 5 – Site Trip Distribution



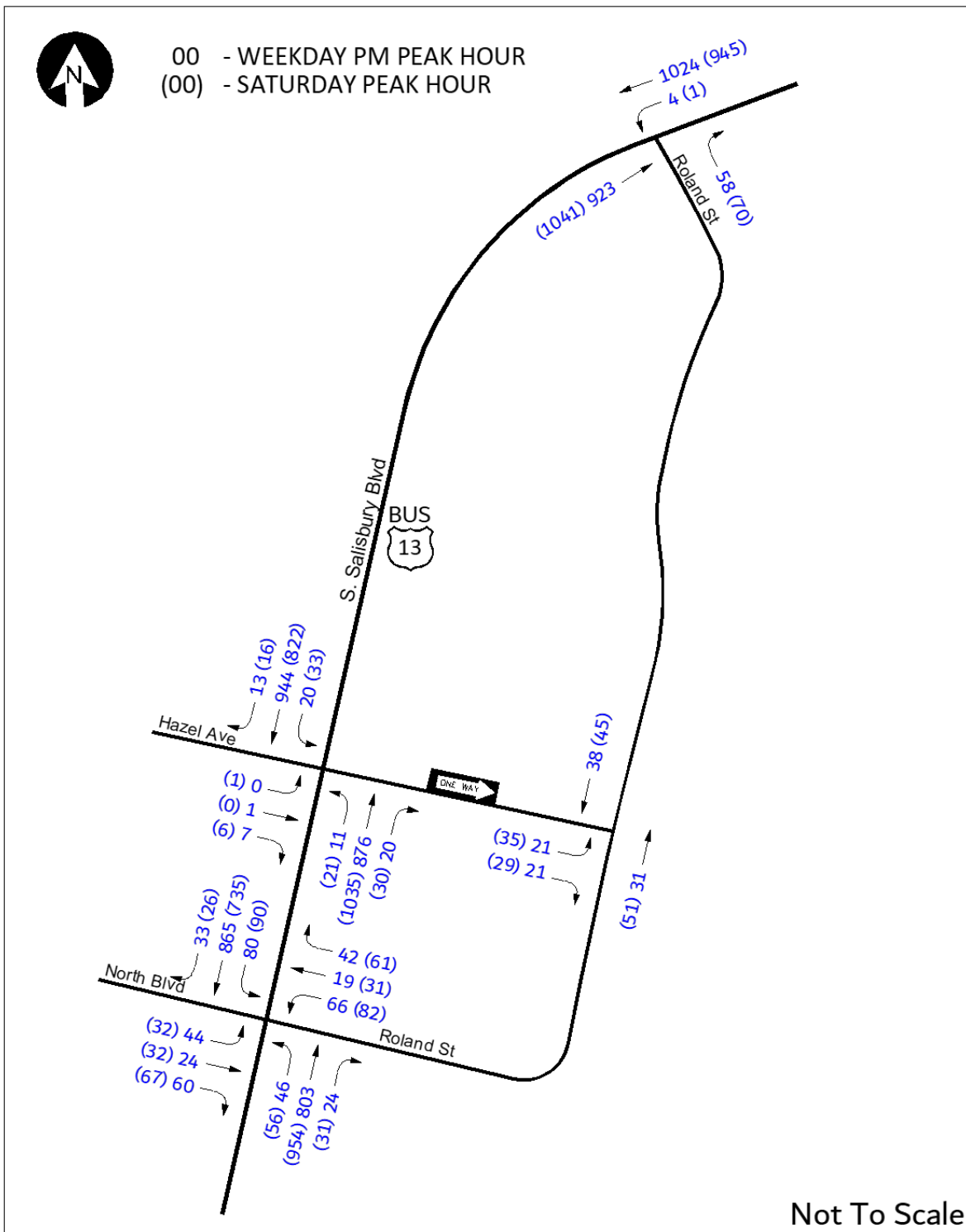
SLI, 240433\INITIAL\fig.dwg-STN, F6/3/2024

Figure 6 – Trip Adjustment



SLI, 240433\INITIAL\Fig.dwg-STN-ADJ, F6/3/2024

Figure 7 – Total Traffic Volumes



SII: 240433\INITIAL\Fia.dwg-TOT: F06/03/24

Site Circulation

During the peak hours at study intersections it was observed that minimal left turns occur at unsignalized locations. There is connectivity to the east and west of South Salisbury Blvd that allows drivers to access the roadway via signalized minor approaches versus unsignalized approaches which can significantly reduce delay and improve overall efficiency.

For the proposed Elevated Mind & Wellness-Salisbury site it is recommended that all ingress occur from South Salisbury Blvd, while all egress to Roland Street. This pattern will allow all exiting drivers oriented to the south to access South Salisbury Blvd from a signalized approach. Figure 8 details the proposed site circulation pattern.

Figure 8 – Site Circulation



Observations of peak hour traffic flow along South Salisbury Blvd indicate that the traffic signal at North Blvd/Roland Street situated approximately 300 feet south of the site access point provided gaps in the mainline traffic flow virtually every cycle which allowed traffic to efficiently enter or exit the site. The proposed site circulation would permit entering movements to utilize the gaps in the future.

INTERSECTION CAPACITY ANALYSIS

To quantify intersection operations, all study intersections were analyzed using Highway Capacity Manual (HCM) methodology. HCM analysis provides a quantitative measure of level of service based on average vehicular delay at intersections. Input criteria includes peak hour volumes, lane configuration, traffic signal phasing and timing, among other measures. At signalized locations, the average intersection delay is calculated per vehicle for the overall intersection and for each individual approach. At two-way stop-controlled intersections, since main line traffic proceeds without delay, level of service is quantified for minor, stop-controlled approaches only.

Driver expectations are different at signalized versus unsignalized intersections, so the criteria is different. Table 3 outlines the level of service criteria for each type of intersection.

Table 3 – Level of Service Criteria

Control Type	Signalized	Two-Way Stop Control
Level of Service	Control Delay (seconds/vehicle)	
A	<10	<10
B	>10-20	>10-15
C	>20-35	>15-20
D	>35-55	>15-25
E	>55-80	>35-50
F	>80	>50

For both signalized and stop controlled intersections LOS A is considered optimal, where vehicles are able to proceed through intersections with virtually no delay. At the other end of the scale, LOS F represents saturated conditions where traffic flow has broken down. Typically, LOS D or better is considered acceptable.

The HCM results are summarized in Table 4. Complete capacity worksheets can be found in Appendix B. A review of Table 4 shows that under existing conditions, all intersections operate at acceptable levels of service. During the PM peak LOS E is noted for the westbound site access at South Salisbury Blvd. It is important to recognize, however, that minimal traffic uses the approach, and in the future the delay will be mitigated by the proposed site circulation plan.

When considering the net increase of site trips, including the elimination of direct egress to South Salisbury Blvd and impact at the adjacent intersections, adequate levels of service are achieved at each location.

Table 4 – HCM Summary

	Existing	Total
EVENING PEAK HOUR TRAFFIC	LOS/Delay-sec	LOS/Delay-sec
1. S Salisbury Blvd & North Blvd/Roland St (Int. Delay)	B/13.8	B/14.2
Eastbound North Blvd	C/30.9	C/31.0
Westbound Roland St	C/30.5	C/31.0
Northbound S Salisbury Blvd	B/11.8	B/12.0
Southbound S Salisbury Blvd	B/11.5	B/11.7
2. S Salisbury Blvd & Hazel Ave /Site Access		
Eastbound Hazel Ave	C/18.2	B/12.0
Westbound Site Access	E/38.6	n/a
Northbound Left Turns S Salisbury Blvd	B/10.2	B/10.3
Southbound Left Turns S Salisbury Blvd	A/9.8	A/10.0
3. S Salisbury Blvd & N. Roland St		
Westbound Right Turns Roland St	B/12.2	B/12.5
Southbound Left Turns S Salisbury Blvd	B/10.0	B/10.0
4. Roland St & Site Access		
Northbound Left Turns Roland St	0	n/a
Eastbound Site Access	A/8.5	A/8.9
SATURDAY G PEAK HOUR TRAFFIC	LOS/Delay-sec	LOS/Delay-sec
1. S Salisbury Blvd & North Blvd/Roland St (Int. Delay)	B/15.7	B/16.0
Eastbound North Blvd	C/32.3	C/32.4
Westbound Roland St	C/31.3	C/31.4
Northbound S Salisbury Blvd	B/14.4	B/14.8
Southbound S Salisbury Blvd	B/11.9	B/11.9
2. S Salisbury Blvd & Hazel Ave /Site Access		
Eastbound Hazel Ave	C/16.8	C/15.6
Westbound Site Access	C/24.2	n/a
Northbound Left Turns S Salisbury Blvd	A/9.8	A/9.8
Southbound Left Turns S Salisbury Blvd	B/10.7	B/11.0
3. S Salisbury Blvd & N. Roland St		
Westbound Right Turns Roland St	B/13.1	B/13.6
Southbound Left Turns S Salisbury Blvd	B/10.7	B/10.6
4. Roland St & Site Access		
Northbound Left Turns Roland St	A/7.3	n/a
Eastbound Site Access	A/8.7	A/9.1

HCM also provides a 95th percentile queue output which represents the length of storage that would be needed to contain demand 95% of the time. Table 5 summarizes the queue results for turning movements. As shown, relatively minimal demand is realized in the future which results in low queue lengths.

Table 5 -

95th Percentile Queues	Existing	Total
EVENING PEAK HOUR TRAFFIC		
1. S Salisbury Blvd & North Blvd/Roland St (Int. Delay)		
Eastbound LT North Blvd	30 ft	30 ft
Westbound LT Roland St	35 ft	48 ft
Northbound LT S Salisbury Blvd	25 ft	25 ft
Southbound LT S Salisbury Blvd	25 ft	25 ft
2. S Salisbury Blvd & Hazel Ave /Site Access		
Eastbound Hazel Ave	25 ft	25 ft
Westbound Site Access	25 ft	n/a
Northbound LT S Salisbury Blvd	25 ft	25 ft
Southbound LT S Salisbury Blvd	25 ft	25 ft
3. S Salisbury Blvd & N. Roland St		
Westbound RT Roland St	25 ft	25 ft
Southbound LT S Salisbury Blvd	0 ft	0 ft
4. Roland St & Site Access		
Northbound LT Roland St	0 ft	n/a
Eastbound Site Access	0 ft	25 ft
SATURDAY G PEAK HOUR TRAFFIC		
1. S Salisbury Blvd & North Blvd/Roland St (Int. Delay)		
Eastbound LT North Blvd	25 ft	25 ft
Westbound LT Roland St	45 ft	58 ft
Northbound LT S Salisbury Blvd	25 ft	25 ft
Southbound LT S Salisbury Blvd	25 ft	25 ft
2. S Salisbury Blvd & Hazel Ave /Site Access		
Eastbound Hazel Ave	25 ft	25 ft
Westbound Site Access	25 ft	n/a
Northbound LT S Salisbury Blvd	25 ft	25 ft
Southbound LT S Salisbury Blvd	25 ft	25 ft
3. S Salisbury Blvd & N. Roland St		
Westbound RT Roland St	25 ft	25 ft
Southbound LT S Salisbury Blvd	0 ft	0 ft
4. Roland St & Site Access		
Northbound LT Roland St	0 ft	n/a
Eastbound Site Access	0 ft	25 ft

RESULTS, RECOMMENDATIONS, AND CONCLUSIONS

Study Purpose

The Traffic Group, Inc. has prepared this Traffic Impact Study to quantify the impact associated with the proposed Elevated Mind & Wellness – Salisbury site. A dispensary is proposed for the 4,400 sq ft building currently occupied by Kitty’s Flowers located at 733 South Salisbury Boulevard in Salisbury, Maryland. No changes are proposed to the existing footprint of the building.

Access to the site is currently available via one full movement point along South Salisbury Boulevard and one full movement point along Roland Street. While the site access points are proposed to remain at their current locations, modifications are recommended to facilitate one-way circulation for the site from west to east, allowing inbound movements from Salisbury Boulevard and outbound movements along Roland Street.

Study Criteria/Methodology

This TIS was prepared in conjunction with a request by representatives from the City of Salisbury to quantify the projected traffic impact associated with the Elevated Mind & Wellness – Salisbury site. Turning movement counts were collected at the existing site access point and major adjacent intersections during the evening and Saturday peak periods in conjunction with the proposed opening hours for the business.

For the purpose of establishing trip generation, the Institute of Transportation Engineers (ITE), *Trip Generation*, 11th Edition was utilized in conjunction with a review of the existing dispensary located within city limits and other dispensaries located within Frederick Maryland.

All analysis was undertaken using Highway Capacity Manual (HCM) criteria at all study intersections. Both signalized and unsignalized methodologies were utilized as necessary.

Summary of Findings and Recommendations

This TIS has shown that all intersections are currently operating with an acceptable level of service during the PM and Saturday peak periods. When considering the net increase of trips associated with the proposed use, all intersections will maintain an adequate level of service. Site circulation is recommended to occur in a one-way manner from west to east allowing inbound movements along South Salisbury Boulevard and outbound movements along Roland Street. This pattern will allow all traffic oriented to the south to utilize the existing traffic signal at South Salisbury Boulevard at Roland Street/North Boulevard to facilitate a safer and more efficient left turn movement versus an unsignalized left turn from the existing site access point. Exiting northbound traffic will utilize Roland Street to access South Salisbury Avenue north of the site.

Along South Salisbury Boulevard, a two-way left turn lane is available to facilitate efficient left turns into the site at the existing access opposite Hazel Avenue. The northbound approach of South Salisbury Avenue features two travel lanes with the rightmost lane providing shared thru and right turn movements which is consistent with the overall corridor cross section. No improvements are recommended for the South Salisbury Boulevard approaches.

It is our opinion that with the proposed circulation pattern as detailed above, the roadway system is capable of supporting the proposed development with no additional improvements.

APPENDIX A

Turning Movement Counts and Intersection Aerials



PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 29, 2024

Wednesday

and: Roland Street (South) - North Boulevard

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	S Salisbury Boulevard		S Salisbury Boulevard	
PM				
4:00 - 4:15	1	0	0	0
4:15 - 4:30	0	0	0	0
4:30 - 4:45	0	0	0	0
4:45 - 5:00	0	0	1	0
5:00 - 5:15	0	0	0	0
5:15 - 5:30	0	0	0	1
5:30 - 5:45	0	0	1	0
5:45 - 6:00	0	0	2	1
6:00 - 6:15	0	0	1	0
6:15 - 6:30	0	0	1	0
6:30 - 6:45	0	0	1	0
6:45 - 7:00	0	0	1	0
TOTALS	1	0	8	2

	EAST LEG		WEST LEG	
	Roland Street		North Boulevard	
	Pedestrians	Bicycles	Pedestrians	Bicycles
PM				
4:00 - 4:15	2	0	0	1
4:15 - 4:30	4	0	3	1
4:30 - 4:45	1	0	1	0
4:45 - 5:00	3	0	4	1
5:00 - 5:15	0	0	0	3
5:15 - 5:30	0	0	2	0
5:30 - 5:45	1	0	2	0
5:45 - 6:00	2	0	3	1
6:00 - 6:15	0	0	1	0
6:15 - 6:30	2	0	0	0
6:30 - 6:45	0	0	0	0
6:45 - 7:00	0	0	0	1
TOTALS	15	0	16	8

TOTALS TURNING MOVEMENT COUNT - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 29, 2024

Wednesday

and: Roland Street (South) - North Boulevard

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Roland Street					on: North Boulevard					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
PM																					
4:00 - 4:15	8	197	13	0	218	7	209	10	0	226	10	9	9	0	28	15	4	11	0	30	502
4:15 - 4:30	6	214	16	0	236	6	204	11	0	221	10	3	15	0	28	12	5	11	0	28	513
4:30 - 4:45	11	232	20	0	263	5	200	7	0	212	5	6	13	0	24	16	7	15	0	38	537
4:45 - 5:00	9	194	22	0	225	5	195	17	0	217	12	4	15	0	31	18	10	13	0	41	514
5:00 - 5:15	7	226	22	0	255	8	188	11	0	207	13	6	6	0	25	14	2	5	0	21	508
5:15 - 5:30	6	194	15	0	215	3	192	13	0	208	16	6	12	0	34	13	5	7	0	25	482
5:30 - 5:45	4	161	23	0	188	9	177	20	0	206	12	1	14	0	27	8	11	8	0	27	448
5:45 - 6:00	4	186	16	0	206	4	212	13	0	229	13	6	13	0	32	11	3	5	0	19	486
6:00 - 6:15	5	146	12	0	163	5	181	16	0	202	13	3	9	0	25	12	0	3	0	15	405
6:15 - 6:30	5	154	21	0	180	6	155	9	0	170	8	6	7	0	21	12	1	8	0	21	392
6:30 - 6:45	3	169	11	0	183	5	163	8	0	176	9	2	3	0	14	17	4	8	0	29	402
6:45 - 7:00	0	110	8	0	118	6	141	8	0	155	14	7	6	0	27	14	8	5	0	27	327
3 Hr Totals	68	2183	199	0	2450	69	2217	143	0	2429	135	59	122	0	316	162	60	99	0	321	5516
1 Hr Totals																					
4:00 - 5:00	34	837	71	0	942	23	808	45	0	876	37	22	52	0	111	61	26	50	0	137	2066
4:15 - 5:15	33	866	80	0	979	24	787	46	0	857	40	19	49	0	108	60	24	44	0	128	2072
4:30 - 5:30	33	846	79	0	958	21	775	48	0	844	46	22	46	0	114	61	24	40	0	125	2041
4:45 - 5:45	26	775	82	0	883	25	752	61	0	838	53	17	47	0	117	53	28	33	0	114	1952
5:00 - 6:00	21	767	76	0	864	24	769	57	0	850	54	19	45	0	118	46	21	25	0	92	1924
5:15 - 6:15	19	687	66	0	772	21	762	62	0	845	54	16	48	0	118	44	19	23	0	86	1821
5:30 - 6:30	18	647	72	0	737	24	725	58	0	807	46	16	43	0	105	43	15	24	0	82	1731
5:45 - 6:45	17	655	60	0	732	20	711	46	0	777	43	17	32	0	92	52	8	24	0	84	1685
6:00 - 7:00	13	579	52	0	644	22	640	41	0	703	44	18	25	0	87	55	13	24	0	92	1526
PEAK HOUR																					
4:15 - 5:15	33	866	80	0	979	24	787	46	0	857	40	19	49	0	108	60	24	44	0	128	2072

PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Roland Street (South) - North Boulevard

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	S Salisbury Boulevard		S Salisbury Boulevard	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	0	0	1	0
11:15 - 11:30	0	0	3	1
11:30 - 11:45	0	0	1	1
11:45 - 12:00	0	1	3	0
12:00 - 12:15	0	0	0	0
12:15 - 12:30	0	0	0	0
12:30 - 12:45	0	0	5	0
12:45 - 1:00	0	0	3	0
1:00 - 1:15	1	0	3	0
1:15 - 1:30	1	1	2	0
1:30 - 1:45	0	0	1	0
1:45 - 2:00	0	0	3	0
TOTALS	2	2	25	2
	EAST LEG		WEST LEG	
	Roland Street (South)		North Boulevard	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	2	0	1	1
11:15 - 11:30	0	0	0	0
11:30 - 11:45	0	0	0	0
11:45 - 12:00	1	0	3	0
12:00 - 12:15	7	0	1	0
12:15 - 12:30	2	0	0	1
12:30 - 12:45	1	0	2	0
12:45 - 1:00	0	0	0	0
1:00 - 1:15	0	0	4	0
1:15 - 1:30	3	0	0	2
1:30 - 1:45	0	0	3	0
1:45 - 2:00	1	0	3	0
TOTALS	17	0	17	4

TOTALS TURNING MOVEMENT COUNT - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Roland Street (South) - North Boulevard

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Roland Street (South)					on: North Boulevard					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
AM																					
11:00 - 11:15	10	179	24	0	213	10	220	15	0	245	20	8	13	0	41	14	8	5	0	27	526
11:15 - 11:30	11	163	26	0	200	8	239	8	0	255	15	8	19	0	42	16	8	8	0	32	529
11:30 - 11:45	7	179	21	0	207	11	232	17	0	260	15	6	10	0	31	15	5	8	0	28	526
11:45 - 12:00	5	209	22	0	236	8	214	18	0	240	14	9	14	0	37	18	12	11	0	41	554
12:00 - 12:15	3	188	21	0	212	6	249	13	0	268	17	8	20	0	45	18	7	5	0	30	555
12:15 - 12:30	2	191	19	0	212	10	218	14	0	242	15	6	6	0	27	11	17	9	0	37	518
12:30 - 12:45	4	177	29	0	210	18	207	13	0	238	24	7	17	0	48	17	12	7	0	36	532
12:45 - 1:00	5	177	25	0	207	11	221	13	0	245	16	13	15	0	44	15	9	3	0	27	523
1:00 - 1:15	2	167	23	0	192	10	193	10	0	213	20	15	16	0	51	21	12	11	0	44	500
1:15 - 1:30	8	156	23	0	187	7	213	10	0	230	17	11	12	0	40	20	10	6	0	36	493
1:30 - 1:45	4	213	21	0	238	9	181	14	0	204	14	10	21	0	45	15	4	9	0	28	515
1:45 - 2:00	5	197	15	0	217	8	163	13	0	184	17	4	9	0	30	15	11	6	0	32	463
3 Hr Totals	66	2196	269	0	2531	116	2550	158	0	2824	204	105	172	0	481	195	115	88	0	398	6234
1 Hr Totals																					
11:00 - 12:00	33	730	93	0	856	37	905	58	0	1000	64	31	56	0	151	63	33	32	0	128	2135
11:15 - 12:15	26	739	90	0	855	33	934	56	0	1023	61	31	63	0	155	67	32	32	0	131	2164
11:30 - 12:30	17	767	83	0	867	35	913	62	0	1010	61	29	50	0	140	62	41	33	0	136	2153
11:45 - 12:45	14	765	91	0	870	42	888	58	0	988	70	30	57	0	157	64	48	32	0	144	2159
12:00 - 1:00	14	733	94	0	841	45	895	53	0	993	72	34	58	0	164	61	45	24	0	130	2128
12:15 - 1:15	13	712	96	0	821	49	839	50	0	938	75	41	54	0	170	64	50	30	0	144	2073
12:30 - 1:30	19	677	100	0	796	46	834	46	0	926	77	46	60	0	183	73	43	27	0	143	2048
12:45 - 1:45	19	713	92	0	824	37	808	47	0	892	67	49	64	0	180	71	35	29	0	135	2031
1:00 - 2:00	19	733	82	0	834	34	750	47	0	831	68	40	58	0	166	71	37	32	0	140	1971
PEAK HOUR																					
11:15 - 12:15	26	739	90	0	855	33	934	56	0	1023	61	31	63	0	155	67	32	32	0	131	2164

S. Salisbury Blvd & Roland Street



PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard
and: Hazel Avenue

Date: May 29, 2024

Wednesday

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	S Salisbury Boulevard		S Salisbury Boulevard	
PM				
4:00 - 4:15	0	0	2	0
4:15 - 4:30	1	0	1	0
4:30 - 4:45	3	0	2	0
4:45 - 5:00	1	0	1	0
5:00 - 5:15	0	0	2	1
5:15 - 5:30	0	0	0	0
5:30 - 5:45	2	0	2	0
5:45 - 6:00	1	0	1	0
6:00 - 6:15	1	0	4	0
6:15 - 6:30	1	0	1	0
6:30 - 6:45	0	0	0	0
6:45 - 7:00	0	0	1	0
TOTALS	10	0	17	1

	EAST LEG		WEST LEG	
	Site Access		Hazel Avenue	
	Pedestrians	Bicycles	Pedestrians	Bicycles
PM				
4:00 - 4:15	0	0	3	1
4:15 - 4:30	0	0	7	0
4:30 - 4:45	4	0	5	1
4:45 - 5:00	1	0	4	0
5:00 - 5:15	0	0	5	4
5:15 - 5:30	0	0	3	0
5:30 - 5:45	2	0	2	0
5:45 - 6:00	0	0	2	1
6:00 - 6:15	0	0	1	0
6:15 - 6:30	0	0	0	1
6:30 - 6:45	0	0	0	0
6:45 - 7:00	0	0	0	0
TOTALS	7	0	32	8

TOTALS TURNING MOVEMENT COUNT - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 29, 2024

Wednesday

and: Hazel Avenue

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Site Access					on: Hazel Avenue					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
PM																					
4:00 - 4:15	5	237	0	0	242	0	218	3	0	221	0	0	0	0	0	0	0	1	0	1	464
4:15 - 4:30	4	237	0	0	241	2	227	2	0	231	0	0	0	0	0	1	0	0	0	1	473
4:30 - 4:45	1	234	1	0	236	1	218	1	0	220	2	0	0	0	2	4	0	0	0	4	462
4:45 - 5:00	2	221	0	0	223	0	220	1	0	221	0	1	1	0	2	2	0	0	0	2	448
5:00 - 5:15	6	252	0	0	258	1	211	5	0	217	0	1	0	0	1	0	1	0	0	1	477
5:15 - 5:30	3	213	1	0	217	2	205	3	0	210	0	0	0	0	0	2	0	0	0	2	429
5:30 - 5:45	1	186	2	0	189	0	207	0	0	207	0	0	0	0	0	0	0	1	0	1	397
5:45 - 6:00	5	187	2	0	194	0	227	6	0	233	1	0	0	0	1	1	0	0	0	1	429
6:00 - 6:15	3	168	0	0	171	0	210	0	0	210	0	0	0	0	0	0	0	0	0	0	381
6:15 - 6:30	4	184	1	0	189	0	185	6	0	191	1	0	0	0	1	3	0	1	0	4	385
6:30 - 6:45	6	170	0	0	176	1	179	4	0	184	0	2	1	0	3	0	0	1	0	1	364
6:45 - 7:00	3	116	0	0	119	0	161	3	0	164	0	0	0	0	0	0	0	0	0	0	283
3 Hr Totals	43	2405	7	0	2455	7	2468	34	0	2509	4	4	2	0	10	13	1	4	0	18	4992
1 Hr Totals																					
4:00 - 5:00	12	929	1	0	942	3	883	7	0	893	2	1	1	0	4	7	0	1	0	8	1847
4:15 - 5:15	13	944	1	0	958	4	876	9	0	889	2	2	1	0	5	7	1	0	0	8	1860
4:30 - 5:30	12	920	2	0	934	4	854	10	0	868	2	2	1	0	5	8	1	0	0	9	1816
4:45 - 5:45	12	872	3	0	887	3	843	9	0	855	0	2	1	0	3	4	1	1	0	6	1751
5:00 - 6:00	15	838	5	0	858	3	850	14	0	867	1	1	0	0	2	3	1	1	0	5	1732
5:15 - 6:15	12	754	5	0	771	2	849	9	0	860	1	0	0	0	1	3	0	1	0	4	1636
5:30 - 6:30	13	725	5	0	743	0	829	12	0	841	2	0	0	0	2	4	0	2	0	6	1592
5:45 - 6:45	18	709	3	0	730	1	801	16	0	818	2	2	1	0	5	4	0	2	0	6	1559
6:00 - 7:00	16	638	1	0	655	1	735	13	0	749	1	2	1	0	4	3	0	2	0	5	1413
PEAK HOUR																					
4:15 - 5:15	13	944	1	0	958	4	876	9	0	889	2	2	1	0	5	7	1	0	0	8	1860

PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Site Access - Hazel Avenue

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	S Salisbury Boulevard		S Salisbury Boulevard	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	0	0	5	0
11:15 - 11:30	2	0	5	0
11:30 - 11:45	0	0	0	0
11:45 - 12:00	1	0	3	0
12:00 - 12:15	3	0	7	0
12:15 - 12:30	3	0	2	0
12:30 - 12:45	0	0	6	1
12:45 - 1:00	0	0	4	1
1:00 - 1:15	1	0	1	0
1:15 - 1:30	0	0	2	0
1:30 - 1:45	0	0	2	0
1:45 - 2:00	1	0	2	0
TOTALS	11	0	39	2
	EAST LEG		WEST LEG	
	Site Access		Hazel Avenue	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	3	0	4	1
11:15 - 11:30	2	0	1	0
11:30 - 11:45	0	0	1	0
11:45 - 12:00	3	0	2	3
12:00 - 12:15	3	0	2	0
12:15 - 12:30	4	1	0	1
12:30 - 12:45	3	0	4	0
12:45 - 1:00	3	0	1	1
1:00 - 1:15	0	0	2	0
1:15 - 1:30	3	0	0	2
1:30 - 1:45	4	0	1	0
1:45 - 2:00	3	0	3	0
TOTALS	31	1	21	8

TOTALS TURNING MOVEMENT COUNT - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Site Access - Hazel Avenue

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Site Access					on: Hazel Avenue					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
AM																					
11:00 - 11:15	6	208	3	0	217	4	261	2	0	267	3	0	0	0	3	4	0	2	0	6	493
11:15 - 11:30	6	196	3	0	205	0	257	5	0	262	2	0	2	0	4	3	0	1	0	4	475
11:30 - 11:45	4	193	3	0	200	4	263	5	0	272	2	0	2	0	4	2	0	0	0	2	478
11:45 - 12:00	2	233	3	0	238	2	240	6	1	249	2	0	0	0	2	0	0	0	0	0	489
12:00 - 12:15	4	200	3	0	207	4	275	4	0	283	7	0	0	0	7	1	0	0	0	1	498
12:15 - 12:30	3	193	3	0	199	4	246	4	0	254	6	0	1	0	7	3	0	0	0	3	463
12:30 - 12:45	4	215	1	0	220	4	239	4	0	247	3	0	0	0	3	0	0	0	0	0	470
12:45 - 1:00	3	187	2	0	192	6	249	2	0	257	6	0	1	0	7	3	0	0	0	3	459
1:00 - 1:15	7	197	2	0	206	0	235	4	0	239	6	0	1	0	7	0	0	0	0	0	452
1:15 - 1:30	4	184	0	0	188	5	244	5	0	254	1	0	0	0	1	2	0	1	0	3	446
1:30 - 1:45	8	224	3	0	235	0	223	5	0	228	4	0	1	0	5	2	0	0	0	2	470
1:45 - 2:00	5	237	1	0	243	6	221	3	0	230	2	0	0	0	2	3	0	3	0	6	481
3 Hr Totals	56	2467	27	0	2550	39	2953	49	1	3042	44	0	8	0	52	23	0	7	0	30	5674
1 Hr Totals																					
11:00 - 12:00	18	830	12	0	860	10	1021	18	1	1050	9	0	4	0	13	9	0	3	0	12	1935
11:15 - 12:15	16	822	12	0	850	10	1035	20	1	1066	13	0	4	0	17	6	0	1	0	7	1940
11:30 - 12:30	13	819	12	0	844	14	1024	19	1	1058	17	0	3	0	20	6	0	0	0	6	1928
11:45 - 12:45	13	841	10	0	864	14	1000	18	1	1033	18	0	1	0	19	4	0	0	0	4	1920
12:00 - 1:00	14	795	9	0	818	18	1009	14	0	1041	22	0	2	0	24	7	0	0	0	7	1890
12:15 - 1:15	17	792	8	0	817	14	969	14	0	997	21	0	3	0	24	6	0	0	0	6	1844
12:30 - 1:30	18	783	5	0	806	15	967	15	0	997	16	0	2	0	18	5	0	1	0	6	1827
12:45 - 1:45	22	792	7	0	821	11	951	16	0	978	17	0	3	0	20	7	0	1	0	8	1827
1:00 - 2:00	24	842	6	0	872	11	923	17	0	951	13	0	2	0	15	7	0	4	0	11	1849
PEAK HOUR																					
11:15 - 12:15	16	822	12	0	850	10	1035	20	1	1066	13	0	4	0	17	6	0	1	0	7	1940

S. Salisbury Blvd & Hazel Avenue/Site Access



PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard
and: Roland Street (North)

Date: May 29, 2024

Wednesday

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	S Salisbury Boulevard		S Salisbury Boulevard	
PM				
4:00 - 4:15	0	0	0	0
4:15 - 4:30	0	0	0	0
4:30 - 4:45	0	0	0	0
4:45 - 5:00	0	0	0	0
5:00 - 5:15	0	0	0	0
5:15 - 5:30	0	0	0	0
5:30 - 5:45	0	0	0	0
5:45 - 6:00	0	0	0	0
6:00 - 6:15	1	0	1	0
6:15 - 6:30	2	0	0	0
6:30 - 6:45	0	0	0	0
6:45 - 7:00	0	0	0	0
TOTALS	3	0	1	0

	EAST LEG		WEST LEG	
	Roland Street			
	Pedestrians	Bicycles	Pedestrians	Bicycles
PM				
4:00 - 4:15	0	1		
4:15 - 4:30	3	2		
4:30 - 4:45	0	1		
4:45 - 5:00	2	2		
5:00 - 5:15	0	0		
5:15 - 5:30	0	0		
5:30 - 5:45	2	0		
5:45 - 6:00	0	1		
6:00 - 6:15	1	0		
6:15 - 6:30	0	0		
6:30 - 6:45	2	0		
6:45 - 7:00	1	2		
TOTALS	11	9	0	0

TOTALS TURNING MOVEMENT COUNT - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 29, 2024

Wednesday

and: Roland Street (North)

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Roland Street					on:					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
PM																					
4:00 - 4:15	0	238	1	0	239	0	240	0	0	240	15	0	0	0	15	0	0	0	0	0	494
4:15 - 4:30	0	232	1	0	233	0	237	0	0	237	6	0	0	0	6	0	0	0	0	0	476
4:30 - 4:45	0	264	0	0	264	0	230	0	0	230	11	0	0	0	11	0	0	0	0	0	505
4:45 - 5:00	0	230	2	0	232	0	257	0	0	257	5	0	0	0	5	0	0	0	0	0	494
5:00 - 5:15	0	279	1	0	280	0	201	0	0	201	15	0	0	0	15	0	0	0	0	0	496
5:15 - 5:30	0	236	2	0	238	2	202	0	0	204	12	0	0	0	12	0	0	0	0	0	454
5:30 - 5:45	0	211	2	0	213	0	213	0	0	213	9	0	0	0	9	0	0	0	0	0	435
5:45 - 6:00	0	200	0	0	200	0	216	0	0	216	3	0	1	0	4	0	0	0	0	0	420
6:00 - 6:15	0	167	0	0	167	0	180	0	0	180	7	0	0	0	7	0	0	0	0	0	354
6:15 - 6:30	0	192	0	0	192	0	175	0	0	175	6	0	0	0	6	0	0	0	0	0	373
6:30 - 6:45	0	177	0	0	177	0	152	0	0	152	3	0	0	0	3	0	0	0	0	0	332
6:45 - 7:00	0	132	0	0	132	0	147	0	0	147	5	0	0	0	5	0	0	0	0	0	284
3 Hr Totals	0	2558	9	0	2567	2	2450	0	0	2452	97	0	1	0	98	0	0	0	0	0	5117
1 Hr Totals																					
4:00 - 5:00	0	964	4	0	968	0	964	0	0	964	37	0	0	0	37	0	0	0	0	0	1969
4:15 - 5:15	0	1005	4	0	1009	0	925	0	0	925	37	0	0	0	37	0	0	0	0	0	1971
4:30 - 5:30	0	1009	5	0	1014	2	890	0	0	892	43	0	0	0	43	0	0	0	0	0	1949
4:45 - 5:45	0	956	7	0	963	2	873	0	0	875	41	0	0	0	41	0	0	0	0	0	1879
5:00 - 6:00	0	926	5	0	931	2	832	0	0	834	39	0	1	0	40	0	0	0	0	0	1805
5:15 - 6:15	0	814	4	0	818	2	811	0	0	813	31	0	1	0	32	0	0	0	0	0	1663
5:30 - 6:30	0	770	2	0	772	0	784	0	0	784	25	0	1	0	26	0	0	0	0	0	1582
5:45 - 6:45	0	736	0	0	736	0	723	0	0	723	19	0	1	0	20	0	0	0	0	0	1479
6:00 - 7:00	0	668	0	0	668	0	654	0	0	654	21	0	0	0	21	0	0	0	0	0	1343
PEAK HOUR																					
4:15 - 5:15	0	1005	4	0	1009	0	925	0	0	925	37	0	0	0	37	0	0	0	0	0	1971

PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Roland Street (North)

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	S Salisbury Boulevard		S Salisbury Boulevard	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	0	0	0	0
11:15 - 11:30	2	0	0	0
11:30 - 11:45	0	0	0	0
11:45 - 12:00	1	0	1	0
12:00 - 12:15	0	0	0	0
12:15 - 12:30	0	0	0	0
12:30 - 12:45	0	0	0	0
12:45 - 1:00	1	0	0	0
1:00 - 1:15	0	0	0	0
1:15 - 1:30	0	0	0	0
1:30 - 1:45	1	0	0	0
1:45 - 2:00	0	0	0	0
TOTALS	5	0	1	0
	EAST LEG		WEST LEG	
	Roland Street (North)			
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	0	0		
11:15 - 11:30	0	0		
11:30 - 11:45	3	0		
11:45 - 12:00	3	2		
12:00 - 12:15	0	0		
12:15 - 12:30	0	0		
12:30 - 12:45	0	1		
12:45 - 1:00	5	0		
1:00 - 1:15	1	2		
1:15 - 1:30	4	0		
1:30 - 1:45	1	0		
1:45 - 2:00	0	1		
TOTALS	17	6	0	0

TOTALS TURNING MOVEMENT COUNT - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Roland Street (North)

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Roland Street (North)					on:					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
AM																					
11:00 - 11:15	0	211	0	0	211	0	248	0	0	248	6	0	1	0	7	0	0	0	0	0	466
11:15 - 11:30	0	227	0	0	227	0	283	0	0	283	5	0	0	0	5	0	0	0	0	0	515
11:30 - 11:45	0	225	0	0	225	0	245	0	0	245	15	0	0	0	15	0	0	0	0	0	485
11:45 - 12:00	0	240	1	0	241	0	253	0	0	253	6	0	0	0	6	0	0	0	0	0	500
12:00 - 12:15	0	232	0	0	232	0	273	0	0	273	13	0	0	0	13	0	0	0	0	0	518
12:15 - 12:30	0	222	0	0	222	1	232	0	0	233	15	0	0	0	15	0	0	0	0	0	470
12:30 - 12:45	0	236	0	0	236	0	238	0	0	238	10	0	0	0	10	0	0	0	0	0	484
12:45 - 1:00	0	234	0	0	234	0	264	0	0	264	9	0	0	0	9	0	0	0	0	0	507
1:00 - 1:15	0	211	1	0	212	1	245	0	0	246	9	0	1	0	10	0	0	0	0	0	468
1:15 - 1:30	0	200	0	0	200	0	251	0	0	251	10	0	0	0	10	0	0	0	0	0	461
1:30 - 1:45	0	223	0	0	223	0	233	0	0	233	16	0	0	0	16	0	0	0	0	0	472
1:45 - 2:00	0	240	0	0	240	0	233	0	0	233	12	0	0	0	12	0	0	0	0	0	485
3 Hr Totals	0	2701	2	0	2703	2	2998	0	0	3000	126	0	2	0	128	0	0	0	0	0	5831
1 Hr Totals																					
11:00 - 12:00	0	903	1	0	904	0	1029	0	0	1029	32	0	1	0	33	0	0	0	0	0	1966
11:15 - 12:15	0	924	1	0	925	0	1054	0	0	1054	39	0	0	0	39	0	0	0	0	0	2018
11:30 - 12:30	0	919	1	0	920	1	1003	0	0	1004	49	0	0	0	49	0	0	0	0	0	1973
11:45 - 12:45	0	930	1	0	931	1	996	0	0	997	44	0	0	0	44	0	0	0	0	0	1972
12:00 - 1:00	0	924	0	0	924	1	1007	0	0	1008	47	0	0	0	47	0	0	0	0	0	1979
12:15 - 1:15	0	903	1	0	904	2	979	0	0	981	43	0	1	0	44	0	0	0	0	0	1929
12:30 - 1:30	0	881	1	0	882	1	998	0	0	999	38	0	1	0	39	0	0	0	0	0	1920
12:45 - 1:45	0	868	1	0	869	1	993	0	0	994	44	0	1	0	45	0	0	0	0	0	1908
1:00 - 2:00	0	874	1	0	875	1	962	0	0	963	47	0	1	0	48	0	0	0	0	0	1886
PEAK HOUR																					
11:15 - 12:15	0	924	1	0	925	0	1054	0	0	1054	39	0	0	0	39	0	0	0	0	0	2018

S. Salisbury Blvd & Roland Street



PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY

Counted by: VCU

Intersection of: Roland Street

Date: May 29, 2024

Wednesday

and: Site Access

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	Roland Street		Roland Street	
PM				
4:00 - 4:15	0	0	0	0
4:15 - 4:30	0	0	1	0
4:30 - 4:45	0	0	0	0
4:45 - 5:00	0	0	1	0
5:00 - 5:15	0	0	0	0
5:15 - 5:30	0	0	0	0
5:30 - 5:45	0	0	0	0
5:45 - 6:00	0	0	2	0
6:00 - 6:15	0	0	4	0
6:15 - 6:30	0	0	2	0
6:30 - 6:45	0	0	0	0
6:45 - 7:00	0	0	0	0
TOTALS	0	0	10	0

	EAST LEG		WEST LEG	
	Pedestrians	Bicycles	Pedestrians	Bicycles
PM				
4:00 - 4:15			0	0
4:15 - 4:30			0	0
4:30 - 4:45			2	0
4:45 - 5:00			1	0
5:00 - 5:15			0	0
5:15 - 5:30			0	0
5:30 - 5:45			1	0
5:45 - 6:00			0	0
6:00 - 6:15			0	0
6:15 - 6:30			0	0
6:30 - 6:45			1	0
6:45 - 7:00			0	0
TOTALS	0	0	5	0

TOTALS TURNING MOVEMENT COUNT - SUMMARY



Counted by: VCU

Intersection of: Roland Street

Date: May 29, 2024

Wednesday

and: Site Access

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: Roland Street					on: Roland Street					on:					on: Site Access					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
PM																					
4:00 - 4:15	0	13	0	0	13	0	9	0	0	9	0	0	0	0	0	0	0	0	0	0	22
4:15 - 4:30	0	9	0	0	9	0	5	0	0	5	0	0	0	0	0	0	0	1	0	1	15
4:30 - 4:45	0	6	0	0	6	0	8	0	0	8	0	0	0	0	0	0	0	0	0	0	14
4:45 - 5:00	0	8	0	0	8	0	10	0	0	10	0	0	0	0	0	1	0	0	0	1	19
5:00 - 5:15	0	6	0	0	6	0	8	0	0	8	0	0	0	0	0	1	0	0	0	1	15
5:15 - 5:30	0	13	0	0	13	0	6	0	0	6	0	0	0	0	0	0	0	0	0	0	19
5:30 - 5:45	0	11	0	0	11	0	7	0	0	7	0	0	0	0	0	0	0	0	0	0	18
5:45 - 6:00	0	7	0	0	7	0	6	0	0	6	0	0	0	0	0	0	0	0	0	0	13
6:00 - 6:15	0	7	0	0	7	0	2	0	0	2	0	0	0	0	0	0	0	0	0	0	9
6:15 - 6:30	0	4	0	0	4	0	8	0	0	8	0	0	0	0	0	0	0	0	0	0	12
6:30 - 6:45	0	6	0	0	6	0	4	0	0	4	0	0	0	0	0	1	0	0	0	1	11
6:45 - 7:00	0	2	0	0	2	0	7	0	0	7	0	0	0	0	0	0	0	0	0	0	9
3 Hr Totals	0	92	0	0	92	0	80	0	0	80	0	0	0	0	0	3	0	1	0	4	176
1 Hr Totals																					
4:00 - 5:00	0	36	0	0	36	0	32	0	0	32	0	0	0	0	0	1	0	1	0	2	70
4:15 - 5:15	0	29	0	0	29	0	31	0	0	31	0	0	0	0	0	2	0	1	0	3	63
4:30 - 5:30	0	33	0	0	33	0	32	0	0	32	0	0	0	0	0	2	0	0	0	2	67
4:45 - 5:45	0	38	0	0	38	0	31	0	0	31	0	0	0	0	0	2	0	0	0	2	71
5:00 - 6:00	0	37	0	0	37	0	27	0	0	27	0	0	0	0	0	1	0	0	0	1	65
5:15 - 6:15	0	38	0	0	38	0	21	0	0	21	0	0	0	0	0	0	0	0	0	0	59
5:30 - 6:30	0	29	0	0	29	0	23	0	0	23	0	0	0	0	0	0	0	0	0	0	52
5:45 - 6:45	0	24	0	0	24	0	20	0	0	20	0	0	0	0	0	1	0	0	0	1	45
6:00 - 7:00	0	19	0	0	19	0	21	0	0	21	0	0	0	0	0	1	0	0	0	1	41
PEAK HOUR																					
4:45 - 5:45	0	38	0	0	38	0	31	0	0	31	0	0	0	0	0	2	0	0	0	2	71

PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY



Counted by: VCU

Intersection of: Roland Street

Date: May 11, 2024

Saturday

and: Site Access

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	Roland Street		Roland Street	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	0	0	0	0
11:15 - 11:30	0	0	0	0
11:30 - 11:45	0	0	1	0
11:45 - 12:00	0	0	0	0
12:00 - 12:15	1	0	3	0
12:15 - 12:30	0	0	3	0
12:30 - 12:45	0	0	2	0
12:45 - 1:00	0	0	1	0
1:00 - 1:15	0	0	1	0
1:15 - 1:30	0	0	0	0
1:30 - 1:45	0	0	1	0
1:45 - 2:00	0	0	1	0
TOTALS	1	0	13	0
	EAST LEG		WEST LEG	
			Site Access	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15			4	0
11:15 - 11:30			1	0
11:30 - 11:45			2	0
11:45 - 12:00			2	0
12:00 - 12:15			0	0
12:15 - 12:30			0	0
12:30 - 12:45			0	0
12:45 - 1:00			0	0
1:00 - 1:15			0	0
1:15 - 1:30			0	0
1:30 - 1:45			1	0
1:45 - 2:00			0	0
TOTALS	0	0	10	0

TOTALS TURNING MOVEMENT COUNT - SUMMARY

Counted by: VCU

Intersection of: Roland Street

Date: May 11, 2024

Saturday

and: Site Access

Weather: Sunny/Warm



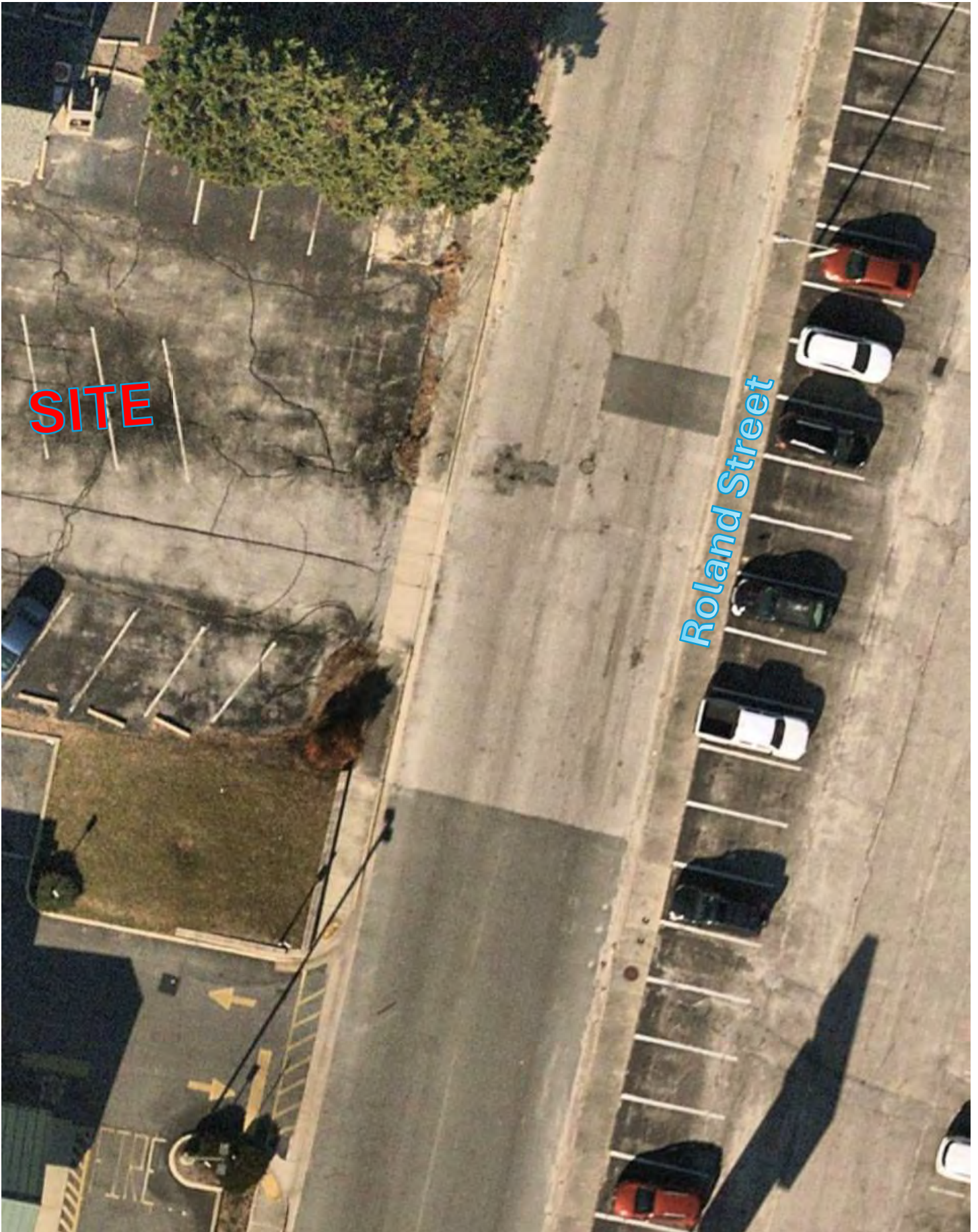
Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: Roland Street					on: Roland Street					on:					on: Site Access					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
AM																					
11:00 - 11:15	0	10	0	0	10	0	12	1	0	13	0	0	0	0	0	3	0	2	0	5	28
11:15 - 11:30	0	10	0	0	10	0	10	0	0	10	0	0	0	0	0	5	0	1	0	6	26
11:30 - 11:45	0	10	0	0	10	0	16	0	0	16	0	0	0	0	0	0	0	1	0	1	27
11:45 - 12:00	0	15	0	0	15	0	13	1	0	14	0	0	0	0	0	2	0	0	0	2	31
12:00 - 12:15	0	6	0	0	6	0	12	2	0	14	0	0	0	0	0	3	0	0	0	3	23
12:15 - 12:30	0	7	0	0	7	0	7	1	0	8	0	0	0	0	0	1	0	1	0	2	17
12:30 - 12:45	0	12	0	0	12	0	13	0	0	13	0	0	0	0	0	1	0	0	0	1	26
12:45 - 1:00	0	11	0	0	11	0	16	0	0	16	0	0	0	0	0	2	0	0	0	2	29
1:00 - 1:15	1	16	0	0	17	0	16	1	0	17	0	0	0	0	0	0	0	1	0	1	35
1:15 - 1:30	0	7	0	0	7	0	8	0	0	8	0	0	0	0	0	1	0	0	0	1	16
1:30 - 1:45	1	9	0	0	10	0	12	1	0	13	0	0	0	0	0	3	0	0	0	3	26
1:45 - 2:00	0	4	0	0	4	0	14	0	0	14	0	0	0	0	0	3	0	1	0	4	22
3 Hr Totals	2	117	0	0	119	0	149	7	0	156	0	0	0	0	0	24	0	7	0	31	306
1 Hr Totals																					
11:00 - 12:00	0	45	0	0	45	0	51	2	0	53	0	0	0	0	0	10	0	4	0	14	112
11:15 - 12:15	0	41	0	0	41	0	51	3	0	54	0	0	0	0	0	10	0	2	0	12	107
11:30 - 12:30	0	38	0	0	38	0	48	4	0	52	0	0	0	0	0	6	0	2	0	8	98
11:45 - 12:45	0	40	0	0	40	0	45	4	0	49	0	0	0	0	0	7	0	1	0	8	97
12:00 - 1:00	0	36	0	0	36	0	48	3	0	51	0	0	0	0	0	7	0	1	0	8	95
12:15 - 1:15	1	46	0	0	47	0	52	2	0	54	0	0	0	0	0	4	0	2	0	6	107
12:30 - 1:30	1	46	0	0	47	0	53	1	0	54	0	0	0	0	0	4	0	1	0	5	106
12:45 - 1:45	2	43	0	0	45	0	52	2	0	54	0	0	0	0	0	6	0	1	0	7	106
1:00 - 2:00	2	36	0	0	38	0	50	2	0	52	0	0	0	0	0	7	0	2	0	9	99
PEAK HOUR																					
11:00 - 12:00	0	45	0	0	45	0	51	2	0	53	0	0	0	0	0	10	0	4	0	14	112

Roland Street & Site Access





A SERVICE DISABLED
VETERAN-OWNED
SMALL BUSINESS

CORPORATE OFFICE
Baltimore, MD

Suite H
9900 Franklin Square Drive
Baltimore, Maryland 21236
410.931.6600
fax: 410.931.6601
1.800.583.8411

DELMARVA OFFICE
443.290.4060

FIELD LOCATIONS

Arkansas
Florida
Georgia
Maine
Maryland
New York
North Carolina
Ohio
South Carolina
Texas
Utah
Virginia
West Virginia

October 13, 2021

Mr. Mark Mishler
Transportation Engineering Supervisor
Division of Planning & Permitting
Frederick County Government
30 N Market St
Frederick, MD 21701

RE: Medical Cannabis Distribution Facility
5420 Urbana Pike
Frederick County, Maryland
Our Agreement No.: 2018-1215

Dear Mr. Mishler:

As requested by Frederick County, we have prepared a trip generation study for the proposed Medical Cannabis Distribution Facility located at 5420 Urbana Pike in Frederick County, Maryland. The existing 3,733 SF Pizza Hut will be renovated and will be redeveloped to this Facility. The property has existing access along MD 355 (right in/right out) and a full movement access from Spectrum Drive. All the access points are shared with other users.

The 10th Edition of the Institute of Transportation Engineers (ITE) Trip Generation Manual does not have a Land Use Code specifically for a Medical Marijuana Facility. ITE has a Land Use Code for a Marijuana Dispensary, however, this includes medical and recreational uses. As discussed with the County, we would review local trip generation data information as appropriate.

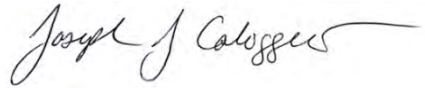
Therefore, we conducted a trip generation studies at two existing Medical Marijuana Facilities in Frederick County. They are Kannavis located at 8709 Fingerboard Road and Wellness Solutions located at 4606 Wedgewood Boulevard. These Facilities are similar sized as the proposed Medical Cannabis Distribution Facility. As requested by Frederick County, the study should only focus on the PM Peak Hour since the existing facilities are not open during the morning peak hours. We collected driveway counts on Tuesday October 12 from 3 PM to 6 PM. The summary and full counts are attached to this letter.

As shown in the attachment, the average of the peak hour trips (1 hour between 4 and 6 PM) at two existing facilities is 65 evening peak hour trips. Since the facilities are of similar size, we would offer that the trip generation for the proposed Facility would be the same.

The 10th Edition of the ITE Trip Generation Manual was utilized to determine the existing trips for the 3,733 SF High Turnover (Sit-Down) Restaurant (ITE Code 932) and the existing trips are 36 PM Peak Hour Trips. Therefore, the projected increase in trips for this site would be 29 evening peak hour trips. It is our understanding that contributions to existing escrow accounts will be necessary based on the increase in trips.

If you have any questions or comments, please let me know.

Sincerely,

A handwritten signature in black ink that reads "Joseph J. Caloggero". The signature is written in a cursive style with a long horizontal flourish extending to the right.

Vice President

JJC:mlj

(F:\2018\2018-1215_5420 Urbana Pike\DOCS\CORRESP\ANALYST\Medical Cannabis Dist Facility_Ltr_Mishler.docx)

Trip Generation Comparison for Proposed Medical Cannabis

Distribution Facility @ 5420 Urbana Pike

TRIP TOTALS	PM Peak Hour		
	In	Out	Total
Average of 2 Surveyed sites (Kannavis+Wellness Solutions)			
Peak hour of Kannavis	27	26	53
Peak hour of Wellness Solutions	40	36	76
Average of PM Peak Hour Trips (4-6 PM)	34	31	65
Existing Pizza Hut 3,733 sq.ft. (ITE 932)	22	14	36
Net Increase of Trips	12	17	29

IN & OUT TOTALS

Kannavis
8709 Fingerboard Road
October 12, 2021
Tuesday

TIME	TOTAL VEHICLES		
	IN	OUT	TOTAL
PM			
3:00-3:15	3	5	8
3:15-3:30	7	3	10
3:30-3:45	10	7	17
3:45-4:00	4	10	14
4:00-4:15	5	4	9
4:15-4:30	5	7	12
4:30-4:45	7	4	11
4:45-5:00	0	5	5
5:00-5:15	6	3	9
5:15-5:30	7	6	13
5:30-5:45	9	12	21
5:45-6:00	5	5	10
3 Hr Totals	68	71	139
1 Hr Totals			
2:15-3:15	3	5	8
2:30-3:30	10	8	18
2:45-3:45	20	15	35
3:00-4:00	24	25	49
3:15-4:15	26	24	50
3:30-4:30	24	28	52
3:45-4:45	21	25	46
4:00-5:00	17	20	37
4:15-5:15	18	19	37
4:30-5:30	20	18	38
4:45-5:45	22	26	48
5:00-6:00	27	26	53
PEAK HOURS			
5:00-6:00	27	26	53

IN & OUT TOTALS

Wellness Solutions
 4606 Wedgewood Boulevard
 October 12, 2021
 Tuesday

TIME	TOTAL VEHICLES		
	IN	OUT	TOTAL
PM			
3:00-3:15	7	8	15
3:15-3:30	7	3	10
3:30-3:45	7	8	15
3:45-4:00	13	10	23
4:00-4:15	11	6	17
4:15-4:30	11	11	22
4:30-4:45	11	11	22
4:45-5:00	7	8	15
5:00-5:15	7	10	17
5:15-5:30	9	6	15
5:30-5:45	6	7	13
5:45-6:00	5	7	12
3 Hr Totals	101	95	196
1 Hr Totals			
2:15-3:15	7	8	15
2:30-3:30	14	11	25
2:45-3:45	21	19	40
3:00-4:00	34	29	63
3:15-4:15	38	27	65
3:30-4:30	42	35	77
3:45-4:45	46	38	84
4:00-5:00	40	36	76
4:15-5:15	36	40	76
4:30-5:30	34	35	69
4:45-5:45	29	31	60
5:00-6:00	27	30	57
PEAK HOURS			
3:45-4:45	46	38	84

[View Map](#)[View GroundRent Redemption](#)[View GroundRent Registration](#)

Special Tax Recapture: None

Account Identifier:

District - 01 Account Number - 025368

Owner Information

Owner Name:

WV&F CO LLC

Use:

COMMERCIAL

Principal Residence:

NO

Mailing Address:

113 ARGOSY DR
GAITHERSBURG MD 20878-

Deed Reference:

/11961/ 00062

Location & Structure Information

Premises Address:

4606 WEDGEWOOD BLVD
0-0000

Legal Description:

LOT 16-A SEC 1 PL 2
1.200 ACRES
WEDGEWOOD BUSINESS PARK

Map:	Grid:	Parcel:	Neighborhood:	Subdivision:	Section:	Block:	Lot:	Assessment Year:	Plat No:	47104
0086	0014	0230	10000.11	0000	1		16A	2022	Plat Ref:	0047/ 0104

Town: None

Primary Structure Built	Above Grade Living Area	Finished Basement Area	Property Land Area	County Use
1992	6,528 SF		1.2000 AC	

Stories	Basement	Type	Exterior	Quality	Full/Half Bath	Garage	Last Notice of Major Improvements
		OFFICE BUILDING	/	C3			

[New Search](#)

[Previous](#)

[View Map](#)

[View GroundRent Redemption](#)

[View GroundRent Registration](#)

Special Tax Recapture: None

Account Identifier:

District - 07 Account Number - 195044

Owner Information

Owner Name:

TEVIS REAL ESTATE INC

Use:
Principal Residence:

COMMERCIAL
NO

Mailing Address:

PO BOX 26
WESTMINSTER MD 21158-0926

Deed Reference:

/02314/ 00223

Location & Structure Information

Premises Address:

8709 FINGERBOARD RD
0-0000

Legal Description:

1.011 AC
S/S RT. 80

Map:	Grid:	Parcel:	Neighborhood:	Subdivision:	Section:	Block:	Lot:	Assessment Year:	Plat No:
0096	0021	0186	10000.11	0000				2022	Plat Ref:

Town: None

Primary Structure Built	Above Grade Living Area	Finished Basement Area	Property Land Area	County Use
	2,548 SF		1.0100 AC	

Stories	Basement	Type	Exterior	Quality	Full/Half Bath	Garage	Last Notice of Major Improvements
		RETAIL STORE	/	C3			























APPENDIX B

Capacity Analysis Worksheets



HCM 7th Signalized Intersection Summary
 1: S Salisbury Boulevard & North Boulevard/Roland Street

Existing PM

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	44	24	60	49	19	40	46	787	24	80	866	33
Future Volume (veh/h)	44	24	60	49	19	40	46	787	24	80	866	33
Initial Q (Qb), veh	0	0	0	0	0	0	0	0	0	0	0	0
Lane Width Adj.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Ped-Bike Adj(A_pbT)	1.00		1.00	1.00		1.00	1.00		1.00	1.00		1.00
Parking Bus, Adj	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Work Zone On Approach		No			No			No			No	
Adj Sat Flow, veh/h/ln	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870
Adj Flow Rate, veh/h	46	25	62	51	20	42	48	820	25	83	902	34
Peak Hour Factor	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96
Percent Heavy Veh, %	2	2	2	2	2	2	2	2	2	2	2	2
Cap, veh/h	144	39	96	124	37	79	402	1740	53	449	1782	67
Arrive On Green	0.08	0.08	0.08	0.07	0.07	0.07	0.05	0.49	0.49	0.06	0.51	0.51
Sat Flow, veh/h	1781	476	1181	1781	538	1129	1781	3521	107	1781	3492	132
Grp Volume(v), veh/h	46	0	87	51	0	62	48	414	431	83	459	477
Grp Sat Flow(s),veh/h/ln	1781	0	1658	1781	0	1667	1781	1777	1851	1781	1777	1847
Q Serve(g_s), s	1.5	0.0	3.1	1.7	0.0	2.2	0.8	9.4	9.4	1.3	10.5	10.5
Cycle Q Clear(g_c), s	1.5	0.0	3.1	1.7	0.0	2.2	0.8	9.4	9.4	1.3	10.5	10.5
Prop In Lane	1.00		0.71	1.00		0.68	1.00		0.06	1.00		0.07
Lane Grp Cap(c), veh/h	144	0	134	124	0	116	402	878	915	449	907	942
V/C Ratio(X)	0.32	0.00	0.65	0.41	0.00	0.53	0.12	0.47	0.47	0.18	0.51	0.51
Avail Cap(c_a), veh/h	526	0	489	526	0	492	475	878	915	499	907	942
HCM Platoon Ratio	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Upstream Filter(I)	1.00	0.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Uniform Delay (d), s/veh	26.6	0.0	27.3	27.3	0.0	27.6	7.5	10.2	10.2	7.2	9.9	9.9
Incr Delay (d2), s/veh	1.3	0.0	5.2	2.2	0.0	3.8	0.1	1.8	1.7	0.2	2.0	1.9
Initial Q Delay(d3), s/veh	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
%ile BackOfQ(95%),veh/ln	1.2	0.0	2.5	1.4	0.0	1.7	0.5	6.4	6.6	0.8	7.0	7.2
Unsig. Movement Delay, s/veh												
LnGrp Delay(d), s/veh	27.8	0.0	32.5	29.5	0.0	31.3	7.6	12.0	12.0	7.4	11.9	11.9
LnGrp LOS	C		C	C		C	A	B	B	A	B	B
Approach Vol, veh/h		133			113			893			1019	
Approach Delay, s/veh		30.9			30.5			11.8			11.5	
Approach LOS		C			C			B			B	
Timer - Assigned Phs	1	2		4	5	6		8				
Phs Duration (G+Y+Rc), s	8.3	34.8		9.5	7.3	35.8		8.8				
Change Period (Y+Rc), s	4.5	4.5		4.5	4.5	4.5		4.5				
Max Green Setting (Gmax), s	5.5	30.3		18.1	5.3	30.5		18.1				
Max Q Clear Time (g_c+I1), s	3.3	11.4		5.1	2.8	12.5		4.2				
Green Ext Time (p_c), s	0.0	5.3		0.4	0.0	5.9		0.3				
Intersection Summary												
HCM 7th Control Delay, s/veh			13.8									
HCM 7th LOS			B									

2: Hazel Avenue /Site Access & S Salisbury Boulevard

Intersection												
Int Delay, s/veh	0.2											
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations		↕			↕		↕	↕		↕	↕	
Traffic Vol, veh/h	0	1	7	1	2	2	9	876	4	1	944	13
Future Vol, veh/h	0	1	7	1	2	2	9	876	4	1	944	13
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	80	-	-	300	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	97	97	97	97	97	97	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2	2	2	2	2	2	2
Mvmt Flow	0	1	7	1	2	2	9	903	4	1	973	13

Major/Minor	Minor2		Minor1		Major1		Major2					
Conflicting Flow All	1453	1908	493	1413	1912	454	987	0	0	907	0	0
Stage 1	982	982	-	924	924	-	-	-	-	-	-	-
Stage 2	471	926	-	489	989	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.94	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	91	68	521	98	67	553	696	-	-	746	-	-
Stage 1	267	325	-	290	346	-	-	-	-	-	-	-
Stage 2	542	346	-	529	323	-	-	-	-	-	-	-
Platoon blocked, %								-	-	-	-	-
Mov Cap-1 Maneuver	87	67	521	94	66	553	696	-	-	746	-	-
Mov Cap-2 Maneuver	87	67	-	94	66	-	-	-	-	-	-	-
Stage 1	267	325	-	286	342	-	-	-	-	-	-	-
Stage 2	530	341	-	519	323	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s/v18.18		38.57	0.1	0.01
HCM LOS	C	E		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	696	-	-	281	112	746	-	-
HCM Lane V/C Ratio	0.013	-	-	0.029	0.046	0.001	-	-
HCM Control Delay (s/veh)	10.2	-	-	18.2	38.6	9.8	-	-
HCM Lane LOS	B	-	-	C	E	A	-	-
HCM 95th %tile Q(veh)	0	-	-	0.1	0.1	0	-	-

HCM 7th TWSC
 3: Roland Street & S Salisbury Boulevard

Existing PM

Intersection						
Int Delay, s/veh	0.3					
Movement	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗	↕			↖
Traffic Vol, veh/h	0	37	925	0	4	1005
Future Vol, veh/h	0	37	925	0	4	1005
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	-	0	-	-	-	-
Veh in Median Storage, #	0	-	0	-	-	0
Grade, %	0	-	0	-	-	0
Peak Hour Factor	98	98	98	98	98	98
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	0	38	944	0	4	1026

Major/Minor	Minor1	Major1	Major2		
Conflicting Flow All	-	472	0	0	944
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-
Critical Hdwy	-	6.94	-	-	4.14
Critical Hdwy Stg 1	-	-	-	-	-
Critical Hdwy Stg 2	-	-	-	-	-
Follow-up Hdwy	-	3.32	-	-	2.22
Pot Cap-1 Maneuver	0	538	-	-	722
Stage 1	0	-	-	-	-
Stage 2	0	-	-	-	-
Platoon blocked, %					
Mov Cap-1 Maneuver	-	538	-	-	722
Mov Cap-2 Maneuver	-	-	-	-	-
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-

Approach	WB	NB	SB
HCM Control Delay, s/v	12.19	0	0.12
HCM LOS	B		

Minor Lane/Major Mvmt	NBT	NBRWBLn1	SBL	SBT
Capacity (veh/h)	-	-	538	14
HCM Lane V/C Ratio	-	-	0.07	0.006
HCM Control Delay (s/veh)	-	-	12.2	10
HCM Lane LOS	-	-	B	B
HCM 95th %tile Q(veh)	-	-	0.2	0

HCM 7th TWSC
4: Site Access & Roland Street

Existing PM

Intersection						
Int Delay, s/veh	0.2					
Movement	EBL	EBR	NBL	NBT	SBT	SBR
Lane Configurations						
Traffic Vol, veh/h	0	2	0	31	38	0
Future Vol, veh/h	0	2	0	31	38	0
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	93	93	93	93	93	93
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	0	2	0	33	41	0

Major/Minor	Minor2	Major1		Major2	
Conflicting Flow All	74	41	41	0	0
Stage 1	41	-	-	-	-
Stage 2	33	-	-	-	-
Critical Hdwy	6.42	6.22	4.12	-	-
Critical Hdwy Stg 1	5.42	-	-	-	-
Critical Hdwy Stg 2	5.42	-	-	-	-
Follow-up Hdwy	3.518	3.318	2.218	-	-
Pot Cap-1 Maneuver	929	1030	1569	-	-
Stage 1	982	-	-	-	-
Stage 2	989	-	-	-	-
Platoon blocked, %				-	-
Mov Cap-1 Maneuver	929	1030	1569	-	-
Mov Cap-2 Maneuver	929	-	-	-	-
Stage 1	982	-	-	-	-
Stage 2	989	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v	8.5	0	0
HCM LOS	A		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	1569	-	1030	-	-
HCM Lane V/C Ratio	-	-	0.002	-	-
HCM Control Delay (s/veh)	0	-	8.5	-	-
HCM Lane LOS	A	-	A	-	-
HCM 95th %tile Q(veh)	0	-	0	-	-

HCM 7th Signalized Intersection Summary
 1: S Salisbury Boulevard & North Boulevard/Roland Street

Existing SAT

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	32	32	67	63	31	61	56	934	33	90	739	26
Future Volume (veh/h)	32	32	67	63	31	61	56	934	33	90	739	26
Initial Q (Qb), veh	0	0	0	0	0	0	0	0	0	0	0	0
Lane Width Adj.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Ped-Bike Adj(A_pbT)	1.00		1.00	1.00		1.00	1.00		1.00	1.00		1.00
Parking Bus, Adj	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Work Zone On Approach		No			No			No			No	
Adj Sat Flow, veh/h/ln	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870
Adj Flow Rate, veh/h	33	33	69	65	32	63	58	963	34	93	762	27
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97
Percent Heavy Veh, %	2	2	2	2	2	2	2	2	2	2	2	2
Cap, veh/h	158	48	100	158	50	98	442	1672	59	383	1717	61
Arrive On Green	0.09	0.09	0.09	0.09	0.09	0.09	0.05	0.48	0.48	0.06	0.49	0.49
Sat Flow, veh/h	1781	539	1128	1781	563	1108	1781	3501	124	1781	3501	124
Grp Volume(v), veh/h	33	0	102	65	0	95	58	489	508	93	387	402
Grp Sat Flow(s),veh/h/ln	1781	0	1667	1781	0	1671	1781	1777	1848	1781	1777	1848
Q Serve(g_s), s	1.1	0.0	3.8	2.2	0.0	3.5	1.0	12.7	12.7	1.6	9.1	9.1
Cycle Q Clear(g_c), s	1.1	0.0	3.8	2.2	0.0	3.5	1.0	12.7	12.7	1.6	9.1	9.1
Prop In Lane	1.00		0.68	1.00		0.66	1.00		0.07	1.00		0.07
Lane Grp Cap(c), veh/h	158	0	148	158	0	148	442	849	883	383	872	906
V/C Ratio(X)	0.21	0.00	0.69	0.41	0.00	0.64	0.13	0.58	0.58	0.24	0.44	0.44
Avail Cap(c_a), veh/h	505	0	473	505	0	474	517	849	883	418	872	906
HCM Platoon Ratio	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Upstream Filter(I)	1.00	0.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Uniform Delay (d), s/veh	27.0	0.0	28.2	27.5	0.0	28.1	7.9	12.0	12.0	8.6	10.6	10.6
Incr Delay (d2), s/veh	0.6	0.0	5.6	1.7	0.0	4.6	0.1	2.8	2.7	0.3	1.6	1.6
Initial Q Delay(d3), s/veh	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
%ile BackOfQ(95%),veh/ln	0.9	0.0	3.0	1.8	0.0	2.7	0.6	8.6	8.9	1.0	6.2	6.4
Unsig. Movement Delay, s/veh												
LnGrp Delay(d), s/veh	27.7	0.0	33.9	29.2	0.0	32.7	8.1	14.9	14.8	8.9	12.2	12.2
LnGrp LOS	C		C	C		C	A	B	B	A	B	B
Approach Vol, veh/h		135			160			1055			882	
Approach Delay, s/veh		32.3			31.3			14.4			11.9	
Approach LOS		C			C			B			B	
Timer - Assigned Phs	1	2		4	5	6		8				
Phs Duration (G+Y+Rc), s	8.5	35.0		10.2	7.7	35.8		10.2				
Change Period (Y+Rc), s	4.5	4.5		4.5	4.5	4.5		4.5				
Max Green Setting (Gmax), s	5.3	30.5		18.1	5.9	29.9		18.1				
Max Q Clear Time (g_c+I1), s	3.6	14.7		5.8	3.0	11.1		5.5				
Green Ext Time (p_c), s	0.0	6.0		0.4	0.0	4.9		0.5				
Intersection Summary												
HCM 7th Control Delay, s/veh			15.7									
HCM 7th LOS			B									

2: Hazel Avenue /Site Access & S Salisbury Boulevard

Intersection												
Int Delay, s/veh	0.4											
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations		↕			↕		↕	↕		↕	↕	
Traffic Vol, veh/h	1	0	6	4	0	13	21	1035	10	12	822	16
Future Vol, veh/h	1	0	6	4	0	13	21	1035	10	12	822	16
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	80	-	-	300	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	97	97	97	97	97	97	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2	2	2	2	2	2	2
Mvmt Flow	1	0	6	4	0	13	22	1067	10	12	847	16

Major/Minor	Minor2		Minor1		Major1		Major2					
Conflicting Flow All	1457	2001	432	1564	2004	539	864	0	0	1077	0	0
Stage 1	880	880	-	1115	1115	-	-	-	-	-	-	-
Stage 2	577	1121	-	448	889	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.94	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	91	59	572	75	59	487	775	-	-	643	-	-
Stage 1	308	363	-	221	281	-	-	-	-	-	-	-
Stage 2	469	280	-	559	360	-	-	-	-	-	-	-
Platoon blocked, %								-	-	-	-	-
Mov Cap-1 Maneuver	84	56	572	71	56	487	775	-	-	643	-	-
Mov Cap-2 Maneuver	84	56	-	71	56	-	-	-	-	-	-	-
Stage 1	302	356	-	215	274	-	-	-	-	-	-	-
Stage 2	444	272	-	543	353	-	-	-	-	-	-	-

Approach	EB		WB		NB		SB			
HCM Control Delay, s/v	16.79		24.19		0.19		0.15			
HCM LOS	C		C							

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	775	-	-	313	205	643	-	-
HCM Lane V/C Ratio	0.028	-	-	0.023	0.085	0.019	-	-
HCM Control Delay (s/veh)	9.8	-	-	16.8	24.2	10.7	-	-
HCM Lane LOS	A	-	-	C	C	B	-	-
HCM 95th %tile Q(veh)	0.1	-	-	0.1	0.3	0.1	-	-

HCM 7th TWSC
 3: Roland Street & S Salisbury Boulevard

Existing SAT

Intersection						
Int Delay, s/veh	0.3					
Movement	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗	↕			↖
Traffic Vol, veh/h	0	39	1054	0	1	924
Future Vol, veh/h	0	39	1054	0	1	924
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	-	0	-	-	-	-
Veh in Median Storage, #	0	-	0	-	-	0
Grade, %	0	-	0	-	-	0
Peak Hour Factor	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	0	40	1087	0	1	953

Major/Minor	Minor1	Major1	Major2		
Conflicting Flow All	-	543	0	0	1087
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-
Critical Hdwy	-	6.94	-	-	4.14
Critical Hdwy Stg 1	-	-	-	-	-
Critical Hdwy Stg 2	-	-	-	-	-
Follow-up Hdwy	-	3.32	-	-	2.22
Pot Cap-1 Maneuver	0	484	-	-	638
Stage 1	0	-	-	-	-
Stage 2	0	-	-	-	-
Platoon blocked, %			-	-	-
Mov Cap-1 Maneuver	-	484	-	-	638
Mov Cap-2 Maneuver	-	-	-	-	-
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-

Approach	WB	NB	SB
HCM Control Delay, s/v	13.12	0	0.03
HCM LOS	B		

Minor Lane/Major Mvmt	NBT	NBRWBLn1	SBL	SBT
Capacity (veh/h)	-	-	484	4
HCM Lane V/C Ratio	-	-	0.083	0.002
HCM Control Delay (s/veh)	-	-	13.1	10.7
HCM Lane LOS	-	-	B	B
HCM 95th %tile Q(veh)	-	-	0.3	0

Intersection						
Int Delay, s/veh	1.2					
Movement	EBL	EBR	NBL	NBT	SBT	SBR
Lane Configurations						
Traffic Vol, veh/h	4	10	2	51	45	0
Future Vol, veh/h	4	10	2	51	45	0
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	90	90	90	90	90	90
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	4	11	2	57	50	0

Major/Minor	Minor2	Major1		Major2	
Conflicting Flow All	111	50	50	0	0
Stage 1	50	-	-	-	-
Stage 2	61	-	-	-	-
Critical Hdwy	6.42	6.22	4.12	-	-
Critical Hdwy Stg 1	5.42	-	-	-	-
Critical Hdwy Stg 2	5.42	-	-	-	-
Follow-up Hdwy	3.518	3.318	2.218	-	-
Pot Cap-1 Maneuver	886	1018	1557	-	-
Stage 1	972	-	-	-	-
Stage 2	962	-	-	-	-
Platoon blocked, %				-	-
Mov Cap-1 Maneuver	884	1018	1557	-	-
Mov Cap-2 Maneuver	884	-	-	-	-
Stage 1	971	-	-	-	-
Stage 2	962	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v	8.75	0.28	0
HCM LOS	A		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	68	-	976	-	-
HCM Lane V/C Ratio	0.001	-	0.016	-	-
HCM Control Delay (s/veh)	7.3	0	8.7	-	-
HCM Lane LOS	A	A	A	-	-
HCM 95th %tile Q(veh)	0	-	0	-	-

HCM 7th Signalized Intersection Summary
 1: S Salisbury Boulevard & North Boulevard/Roland Street

Total PM

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	44	24	60	66	19	42	46	803	24	80	865	33
Future Volume (veh/h)	44	24	60	66	19	42	46	803	24	80	865	33
Initial Q (Qb), veh	0	0	0	0	0	0	0	0	0	0	0	0
Lane Width Adj.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Ped-Bike Adj(A_pbT)	1.00		1.00	1.00		1.00	1.00		1.00	1.00		1.00
Parking Bus, Adj	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Work Zone On Approach		No			No			No			No	
Adj Sat Flow, veh/h/ln	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870
Adj Flow Rate, veh/h	46	25	62	69	20	44	48	836	25	83	901	34
Peak Hour Factor	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96
Percent Heavy Veh, %	2	2	2	2	2	2	2	2	2	2	2	2
Cap, veh/h	144	39	96	130	38	83	400	1734	52	441	1775	67
Arrive On Green	0.08	0.08	0.08	0.07	0.07	0.07	0.05	0.49	0.49	0.06	0.51	0.51
Sat Flow, veh/h	1781	476	1181	1781	520	1144	1781	3523	105	1781	3492	132
Grp Volume(v), veh/h	46	0	87	69	0	64	48	422	439	83	458	477
Grp Sat Flow(s),veh/h/ln	1781	0	1658	1781	0	1664	1781	1777	1851	1781	1777	1847
Q Serve(g_s), s	1.5	0.0	3.1	2.3	0.0	2.3	0.8	9.7	9.7	1.3	10.5	10.5
Cycle Q Clear(g_c), s	1.5	0.0	3.1	2.3	0.0	2.3	0.8	9.7	9.7	1.3	10.5	10.5
Prop In Lane	1.00		0.71	1.00		0.69	1.00		0.06	1.00		0.07
Lane Grp Cap(c), veh/h	144	0	134	130	0	121	400	875	911	441	903	939
V/C Ratio(X)	0.32	0.00	0.65	0.53	0.00	0.53	0.12	0.48	0.48	0.19	0.51	0.51
Avail Cap(c_a), veh/h	524	0	487	524	0	489	472	875	911	491	903	939
HCM Platoon Ratio	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Upstream Filter(I)	1.00	0.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Uniform Delay (d), s/veh	26.7	0.0	27.4	27.5	0.0	27.5	7.6	10.4	10.4	7.3	10.0	10.0
Incr Delay (d2), s/veh	1.3	0.0	5.2	3.3	0.0	3.5	0.1	1.9	1.8	0.2	2.0	2.0
Initial Q Delay(d3), s/veh	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
%ile BackOfQ(95%),veh/ln	1.2	0.0	2.5	1.9	0.0	1.8	0.5	6.6	6.9	0.8	7.1	7.3
Unsig. Movement Delay, s/veh												
LnGrp Delay(d), s/veh	27.9	0.0	32.6	30.9	0.0	31.0	7.7	12.3	12.2	7.5	12.1	12.0
LnGrp LOS	C		C	C		C	A	B	B	A	B	B
Approach Vol, veh/h		133			133			909			1018	
Approach Delay, s/veh		31.0			31.0			12.0			11.7	
Approach LOS		C			C			B			B	
Timer - Assigned Phs	1	2		4	5	6		8				
Phs Duration (G+Y+Rc), s	8.3	34.8		9.5	7.3	35.8		9.0				
Change Period (Y+Rc), s	4.5	4.5		4.5	4.5	4.5		4.5				
Max Green Setting (Gmax), s	5.5	30.3		18.1	5.3	30.5		18.1				
Max Q Clear Time (g_c+I1), s	3.3	11.7		5.1	2.8	12.5		4.3				
Green Ext Time (p_c), s	0.0	5.4		0.4	0.0	5.9		0.4				
Intersection Summary												
HCM 7th Control Delay, s/veh			14.2									
HCM 7th LOS			B									

2: Hazel Avenue /Site Access & S Salisbury Boulevard

Intersection												
Int Delay, s/veh	0.2											
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations		↕					↕	↕		↕	↕	
Traffic Vol, veh/h	0	1	7	0	0	0	11	876	20	20	944	13
Future Vol, veh/h	0	1	7	0	0	0	11	876	20	20	944	13
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	80	-	-	300	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	97	97	97	97	97	97	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2	2	2	2	2	2	2
Mvmt Flow	0	1	7	0	0	0	11	903	21	21	973	13

Major/Minor	Minor2			Major1			Major2					
Conflicting Flow All	1495	1968	493				987	0	0	924	0	0
Stage 1	1021	1021	-				-	-	-	-	-	-
Stage 2	474	946	-				-	-	-	-	-	-
Critical Hdwy	6.84	6.54	6.94				4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	5.84	5.54	-				-	-	-	-	-	-
Critical Hdwy Stg 2	5.84	5.54	-				-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32				2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	114	62	521				696	-	-	735	-	-
Stage 1	309	312	-				-	-	-	-	-	-
Stage 2	592	338	-				-	-	-	-	-	-
Platoon blocked, %								-	-		-	-
Mov Cap-1 Maneuver	109	0	521				696	-	-	735	-	-
Mov Cap-2 Maneuver	109	0	-				-	-	-	-	-	-
Stage 1	303	0	-				-	-	-	-	-	-
Stage 2	576	0	-				-	-	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v12.01		0.12	0.21
HCM LOS	B		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	SBL	SBT	SBR
Capacity (veh/h)	696	-	-	521	735	-	-
HCM Lane V/C Ratio	0.016	-	-	0.016	0.028	-	-
HCM Control Delay (s/veh)	10.3	-	-	12	10	-	-
HCM Lane LOS	B	-	-	B	B	-	-
HCM 95th %tile Q(veh)	0	-	-	0	0.1	-	-

HCM 7th TWSC
3: Roland Street & S Salisbury Boulevard

Total PM

Intersection						
Int Delay, s/veh	0.4					
Movement	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗	↕			↖
Traffic Vol, veh/h	0	58	923	0	4	1024
Future Vol, veh/h	0	58	923	0	4	1024
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	-	0	-	-	-	-
Veh in Median Storage, #	0	-	0	-	-	0
Grade, %	0	-	0	-	-	0
Peak Hour Factor	98	98	98	98	98	98
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	0	59	942	0	4	1045

Major/Minor	Minor1	Major1	Major2		
Conflicting Flow All	-	471	0	0	942
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-
Critical Hdwy	-	6.94	-	-	4.14
Critical Hdwy Stg 1	-	-	-	-	-
Critical Hdwy Stg 2	-	-	-	-	-
Follow-up Hdwy	-	3.32	-	-	2.22
Pot Cap-1 Maneuver	0	539	-	-	724
Stage 1	0	-	-	-	-
Stage 2	0	-	-	-	-
Platoon blocked, %					
Mov Cap-1 Maneuver	-	539	-	-	724
Mov Cap-2 Maneuver	-	-	-	-	-
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-

Approach	WB	NB	SB
HCM Control Delay, s/v	12.5	0	0.12
HCM LOS	B		

Minor Lane/Major Mvmt	NBT	NBRWBLn1	SBL	SBT
Capacity (veh/h)	-	-	539	14
HCM Lane V/C Ratio	-	-	0.11	0.006
HCM Control Delay (s/veh)	-	-	12.5	10
HCM Lane LOS	-	-	B	B
HCM 95th %tile Q(veh)	-	-	0.4	0

HCM 7th TWSC
4: Site Access & Roland Street

Total PM

Intersection						
Int Delay, s/veh	3.4					
Movement	EBL	EBR	NBL	NBT	SBT	SBR
Lane Configurations	TT			↑	↑	
Traffic Vol, veh/h	21	21	0	31	38	0
Future Vol, veh/h	21	21	0	31	38	0
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	93	93	93	93	93	93
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	23	23	0	33	41	0























Major/Minor	Minor2	Major1	Major2			
Conflicting Flow All	74	41	-	0	-	0
Stage 1	41	-	-	-	-	-
Stage 2	33	-	-	-	-	-
Critical Hdwy	6.42	6.22	-	-	-	-
Critical Hdwy Stg 1	5.42	-	-	-	-	-
Critical Hdwy Stg 2	5.42	-	-	-	-	-
Follow-up Hdwy	3.518	3.318	-	-	-	-
Pot Cap-1 Maneuver	929	1030	0	-	-	-
Stage 1	982	-	0	-	-	-
Stage 2	989	-	0	-	-	-
Platoon blocked, %				-	-	-
Mov Cap-1 Maneuver	929	1030	-	-	-	-
Mov Cap-2 Maneuver	929	-	-	-	-	-
Stage 1	982	-	-	-	-	-
Stage 2	989	-	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v	8.86	0	0
HCM LOS	A		

Minor Lane/Major Mvmt	NBT EBLn1	SBT	SBR
Capacity (veh/h)	- 977	-	-
HCM Lane V/C Ratio	- 0.046	-	-
HCM Control Delay (s/veh)	- 8.9	-	-
HCM Lane LOS	- A	-	-
HCM 95th %tile Q(veh)	- 0.1	-	-

HCM 7th Signalized Intersection Summary
 1: S Salisbury Boulevard & North Boulevard/Roland Street

Total SAT

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	32	32	67	82	31	61	56	954	31	90	735	26
Future Volume (veh/h)	32	32	67	82	31	61	56	954	31	90	735	26
Initial Q (Qb), veh	0	0	0	0	0	0	0	0	0	0	0	0
Lane Width Adj.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Ped-Bike Adj(A_pbT)	1.00		1.00	1.00		1.00	1.00		1.00	1.00		1.00
Parking Bus, Adj	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Work Zone On Approach		No			No			No			No	
Adj Sat Flow, veh/h/ln	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870
Adj Flow Rate, veh/h	33	33	69	85	32	63	58	984	32	93	758	27
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97
Percent Heavy Veh, %	2	2	2	2	2	2	2	2	2	2	2	2
Cap, veh/h	158	48	100	162	51	101	442	1673	54	376	1712	61
Arrive On Green	0.09	0.09	0.09	0.09	0.09	0.09	0.05	0.48	0.48	0.06	0.49	0.49
Sat Flow, veh/h	1781	539	1128	1781	563	1108	1781	3512	114	1781	3500	125
Grp Volume(v), veh/h	33	0	102	85	0	95	58	498	518	93	385	400
Grp Sat Flow(s),veh/h/ln	1781	0	1667	1781	0	1671	1781	1777	1850	1781	1777	1848
Q Serve(g_s), s	1.1	0.0	3.8	2.9	0.0	3.5	1.0	13.1	13.1	1.6	9.0	9.0
Cycle Q Clear(g_c), s	1.1	0.0	3.8	2.9	0.0	3.5	1.0	13.1	13.1	1.6	9.0	9.0
Prop In Lane	1.00		0.68	1.00		0.66	1.00		0.06	1.00		0.07
Lane Grp Cap(c), veh/h	158	0	148	162	0	152	442	846	881	376	869	904
V/C Ratio(X)	0.21	0.00	0.69	0.52	0.00	0.63	0.13	0.59	0.59	0.25	0.44	0.44
Avail Cap(c_a), veh/h	503	0	471	503	0	472	516	846	881	411	869	904
HCM Platoon Ratio	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Upstream Filter(I)	1.00	0.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Uniform Delay (d), s/veh	27.1	0.0	28.3	27.8	0.0	28.1	8.0	12.2	12.2	8.8	10.7	10.7
Incr Delay (d2), s/veh	0.6	0.0	5.6	2.6	0.0	4.2	0.1	3.0	2.9	0.3	1.6	1.6
Initial Q Delay(d3), s/veh	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
%ile BackOfQ(95%),veh/ln	0.9	0.0	3.0	2.3	0.0	2.7	0.6	8.9	9.1	1.0	6.2	6.4
Unsig. Movement Delay, s/veh												
LnGrp Delay(d), s/veh	27.7	0.0	34.0	30.4	0.0	32.2	8.1	15.2	15.1	9.1	12.3	12.2
LnGrp LOS	C		C	C		C	A	B	B	A	B	B
Approach Vol, veh/h		135			180			1074			878	
Approach Delay, s/veh		32.4			31.4			14.8			11.9	
Approach LOS		C			C			B			B	
Timer - Assigned Phs	1	2		4	5	6		8				
Phs Duration (G+Y+Rc), s	8.5	35.0		10.2	7.7	35.8		10.3				
Change Period (Y+Rc), s	4.5	4.5		4.5	4.5	4.5		4.5				
Max Green Setting (Gmax), s	5.3	30.5		18.1	5.9	29.9		18.1				
Max Q Clear Time (g_c+I1), s	3.6	15.1		5.8	3.0	11.0		5.5				
Green Ext Time (p_c), s	0.0	6.0		0.4	0.0	4.8		0.6				
Intersection Summary												
HCM 7th Control Delay, s/veh			16.0									
HCM 7th LOS			B									

2: Hazel Avenue /Site Access & S Salisbury Boulevard

Intersection												
Int Delay, s/veh	0.3											
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations		↕					↕	↕		↕	↕	
Traffic Vol, veh/h	1	0	6	0	0	0	21	1035	30	33	822	16
Future Vol, veh/h	1	0	6	0	0	0	21	1035	30	33	822	16
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	80	-	-	300	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	97	97	97	97	97	97	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2	2	2	2	2	2	2
Mvmt Flow	1	0	6	0	0	0	22	1067	31	34	847	16

Major/Minor	Minor2			Major1			Major2					
Conflicting Flow All	1501	2065	432				864	0	0	1098	0	0
Stage 1	924	924	-				-	-	-	-	-	-
Stage 2	577	1141	-				-	-	-	-	-	-
Critical Hdwy	6.84	6.54	6.94				4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	5.84	5.54	-				-	-	-	-	-	-
Critical Hdwy Stg 2	5.84	5.54	-				-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32				2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	113	54	572				775	-	-	631	-	-
Stage 1	347	346	-				-	-	-	-	-	-
Stage 2	525	274	-				-	-	-	-	-	-
Platoon blocked, %								-	-		-	-
Mov Cap-1 Maneuver	104	0	572				775	-	-	631	-	-
Mov Cap-2 Maneuver	104	0	-				-	-	-	-	-	-
Stage 1	337	0	-				-	-	-	-	-	-
Stage 2	497	0	-				-	-	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v15.58		0.19	0.42
HCM LOS	C		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	SBL	SBT	SBR
Capacity (veh/h)	775	-	-	348	631	-	-
HCM Lane V/C Ratio	0.028	-	-	0.021	0.054	-	-
HCM Control Delay (s/veh)	9.8	-	-	15.6	11	-	-
HCM Lane LOS	A	-	-	C	B	-	-
HCM 95th %tile Q(veh)	0.1	-	-	0.1	0.2	-	-

HCM 7th TWSC
 3: Roland Street & S Salisbury Boulevard

Total SAT

Intersection						
Int Delay, s/veh	0.5					
Movement	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗	↕			↖
Traffic Vol, veh/h	0	70	1041	0	1	945
Future Vol, veh/h	0	70	1041	0	1	945
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	-	0	-	-	-	-
Veh in Median Storage, #	0	-	0	-	-	0
Grade, %	0	-	0	-	-	0
Peak Hour Factor	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	0	72	1073	0	1	974

Major/Minor	Minor1	Major1	Major2		
Conflicting Flow All	-	537	0	0	1073
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-
Critical Hdwy	-	6.94	-	-	4.14
Critical Hdwy Stg 1	-	-	-	-	-
Critical Hdwy Stg 2	-	-	-	-	-
Follow-up Hdwy	-	3.32	-	-	2.22
Pot Cap-1 Maneuver	0	489	-	-	645
Stage 1	0	-	-	-	-
Stage 2	0	-	-	-	-
Platoon blocked, %					
Mov Cap-1 Maneuver	-	489	-	-	645
Mov Cap-2 Maneuver	-	-	-	-	-
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-

Approach	WB	NB	SB
HCM Control Delay, s/v	13.64	0	0.03
HCM LOS	B		

Minor Lane/Major Mvmt	NBT	NBRWBLn1	SBL	SBT
Capacity (veh/h)	-	-	489	4
HCM Lane V/C Ratio	-	-	0.148	0.002
HCM Control Delay (s/veh)	-	-	13.6	10.6
HCM Lane LOS	-	-	B	B
HCM 95th %tile Q(veh)	-	-	0.5	0

Intersection						
Int Delay, s/veh	3.6					
Movement	EBL	EBR	NBL	NBT	SBT	SBR
Lane Configurations						
Traffic Vol, veh/h	35	29	0	51	45	0
Future Vol, veh/h	35	29	0	51	45	0
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	90	90	90	90	90	90
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	39	32	0	57	50	0

Major/Minor	Minor2	Major1	Major2			
Conflicting Flow All	107	50	-	0	-	0
Stage 1	50	-	-	-	-	-
Stage 2	57	-	-	-	-	-
Critical Hdwy	6.42	6.22	-	-	-	-
Critical Hdwy Stg 1	5.42	-	-	-	-	-
Critical Hdwy Stg 2	5.42	-	-	-	-	-
Follow-up Hdwy	3.518	3.318	-	-	-	-
Pot Cap-1 Maneuver	891	1018	0	-	-	-
Stage 1	972	-	0	-	-	-
Stage 2	966	-	0	-	-	-
Platoon blocked, %				-	-	-
Mov Cap-1 Maneuver	891	1018	-	-	-	-
Mov Cap-2 Maneuver	891	-	-	-	-	-
Stage 1	972	-	-	-	-	-
Stage 2	966	-	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v	9.12	0	0
HCM LOS	A		

Minor Lane/Major Mvmt	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	-	944	-	-
HCM Lane V/C Ratio	-	0.075	-	-
HCM Control Delay (s/veh)	-	9.1	-	-
HCM Lane LOS	-	A	-	-
HCM 95th %tile Q(veh)	-	0.2	-	-

1 **ORDINANCE NO. 2881**

2 **ORDINANCE PERMIT**

3 **AN ORDINANCE OF THE CITY OF SALISBURY TO AUTHORIZE THE**
4 **OPERATION OF A CANNABIS DISPENSARY AT 733 SOUTH SALISBURY**
5 **BOULEVARD IN THE GENERAL COMMERCIAL DISTRICT AS REQUIRED**
6 **BY SECTION 17.36.040 OF THE SALISBURY MUNICIPAL CODE.**

7
8 **WHEREAS**, Elevated Mind & Wellness, LLC has submitted a request in accordance with the
9 provisions of Section 17.36.040 of Title 17, Zoning, of the Salisbury Municipal Code to operate a cannabis
10 dispensary in an existing commercial retail building located at 733 South Salisbury Boulevard in the
11 General Commercial Zoning District; and

12
13 **WHEREAS**, the Mayor and City Council may grant an Ordinance Permit for certain uses as
14 specifically listed in Title 17, Zoning, of the Salisbury Municipal Code, particularly Section 17.36.040 and
15 City Council, Section 17.12.080D; and

16
17 **WHEREAS**, the Salisbury Planning Commission reviewed the request for an Ordinance Permit at
18 its June 20, 2024 meeting and gave a favorable recommendation to the Mayor and City Council on the
19 request to establish the cannabis dispensary as authorized by State of Maryland regulations; and

20
21 **WHEREAS**, the City Council has determined that, based upon a review of all materials presented,
22 the request should be granted pursuant to Section 17.36.040 of Title 17, Zoning, of the Salisbury Municipal
23 Code.

24
25 **NOW, THEREFORE, BE IT ENACTED AND ORDAINED BY COUNCIL OF THE CITY**
26 **OF SALISBURY, MARYLAND,**

27 **Section 1.** That an Ordinance Permit to authorize the operation of a cannabis dispensary be and
28 hereby is hereby granted to Elevated Mind & Wellness, LLC for the property located at 733 South Salisbury
29 Boulevard, Salisbury, Maryland.

30
31 **Section 2.** Elevated Mind & Wellness, LLC shall ensure compliance with all applicable state and
32 local laws. The City Council reserves the right to conduct periodic review of the operation of the dispensary
33 in order to ensure compliance with such laws, and the City Council reserves the right to revoke this
34 Ordinance Permit upon a finding of non-compliance.

35 **Section 3.** It is the intention of the Mayor and Council of the City of Salisbury that each provision
36 of this Ordinance shall be deemed independent of all other provisions herein.

37 **Section 4.** It is further the intention of the Mayor and Council of the City of Salisbury that if any
38 section, paragraph, subsection, clause or provision of this Ordinance shall be adjudged invalid,
39 unconstitutional or otherwise unenforceable under applicable Maryland or federal law, such adjudication
40 shall apply only to the section, paragraph, subsection, clause or provision so adjudged and all other
41 provisions of this Ordinance shall remain and shall be deemed valid and enforceable.

42 **Section 5.** The recitals set forth hereinabove are incorporated into this section of the Ordinance as
43 if such recitals were specifically set forth at length in this Section 5.

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Section 6. This Ordinance shall take effect from and after the date of its final passage.

THIS ORDINANCE was introduced and read at a Meeting of the Mayor and Council of the City of Salisbury held on the __ day of __, 2024 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 __, 2024.

ATTEST:

Kimberly R. Nichols, City Clerk

D'Shawn M. Doughty, City Council President

Approved by me, this _____ day of _____, 2024.

Randolph J. Taylor, Mayor