

1 CITY OF SALISBURY
2 WORK SESSION
3 JULY 15, 2024
4

5 Public Officials Present
6

Council President D’Shawn M. Doughty Mayor Randolph J. Taylor
Vice President Angela M. Blake (arrived 4:33 pm) Councilmember Michele Gregory
Councilmember Sharon C. Dashiell

7
8 Public Officials Absent
9

10 Councilmember April R. Jackson

11
12 In Attendance
13

14 City Administrator Andy Kitzrow, Deputy City Administrator John Tull, Fire Chief Rob
15 Frampton, Housing and Community Development (HCDD) Director Muir Boda, City Planner
16 Amanda Rodriquez, Assistant City Clerk Julie English, Council Intern Kofi Kessey, Salisbury-
17 Wicomico Economic Development (SWED) Director Dave Ryan, City Attorney Laura Ryan,
18 Ashley Bosché, City Clerk Kim Nichols and members of the public.
19 -----

20 On July 15, 2024 the Salisbury City Council convened at 4:30 p.m. in Work Session in
21 Council Chambers of the Government Office Building. Council President Doughty called
22 for a moment of silent meditation for the family of the gentleman who was killed during
23 Saturday’s events in Pennsylvania.
24

25 **Salisbury-Wicomico Economic Development (SWED) update**
26

27 SWED Director Dave Ryan joined Council to discuss some larger projects SWED was
28 working on including the Salisbury Regional Airport, Westwood Commerce Park, and
29 large bay industrial spaces. The latter two projects would bring about \$75 to \$80 million
30 in real property investments over the next two years or so.
31

32 President Doughty asked how it impacted our residents. A lot of times people saw the
33 lack of industries as the lack of economic impact we should have in the area and asked
34 what the projects would do for Salisbury. Mr. Ryan said there was no question that
35 Salisbury and other areas across the Country saw a decline in the manufacturing sector
36 over a long period of time. The diversification of our economy was good and distribution
37 was much bigger today than it used to be. Salisbury’s manufacturing base was about
38 11% and the country’s was about 6 ½ %. It did not make it any easier losing the
39 longstanding Dresser, Campbell or Crown plants, but economic forces could overwhelm
40 some of the best of intentions. It would be helpful to have the sites readily available with
41 reasonable and competitive costs so that when we got prospects we had a place for them
42 to go. He compared it to the housing supply. We were blessed with the legacy type
43 companies such as Perdue, Chesapeake, Piedmont Airlines and Delaware Elevator. They

44 hoped to bring further diversification of the economy and more jobs. Investments in
45 infrastructure was good and investments in workforce development was terrific.
46 President Doughty asked if the perspective jobs were such that people could see
47 themselves make a career out of and Mr. Ryan thought so.

48
49 Ms. Dashiell asked about the Campbell Soup property and Mr. Ryan said it was
50 purchased recently and divided up inside into three or four businesses.

51
52 Mayor Taylor said the market had changed and Mr. Ryan was doing what we needed him
53 to do which was to partner with a private entity and get a building ready because those
54 employers tended to be bigger, pay more and stay around longer. We appreciated that
55 Mr. Ryan was that forward thinking and stayed involved in that kind of work. Mr. Ryan
56 said that SWED appreciated the Mayor and Council's support. Two spec buildings were
57 built before, once in the 1980's and once in the 1990's. They were home to Coke and
58 Pepsi. The environment and the financing had changed, but this was what they could do.
59 When someone came into those speculative type buildings which consisted of four walls,
60 dirt floor and a ceiling, it took just as much time for them to begin designing and
61 tailoring to their needs as it did to start from scratch The site approval process was
62 different and we needed to mitigate that to be more competitive in the marketplace.

63
64 President Doughty thanked Mr. Ryan and would like to have him back in six months to a
65 year. The update was for information only and Council did not vote or reach consensus.

66
67 **2nd Quarter Fire Department Statistical update**

68
69 Fire Chief Rob Frampton provided the attached statistical update, which has been made
70 part of the minutes. He reported there were currently no vacancies in the department
71 partly due to the Safer Grant which required them to not have any. The average age of
72 the employees was 37. With the Safer Grant they employed a lot of young employees
73 under the ages of 27. Their current minimum staffing level was 19 people per shift. The
74 total time on the job was about 10 years. He was surprised by that with the Safer Grant
75 being less than three years, he thought a lot of their time would be that. They currently
76 employed 102 people and 37 active volunteers. They struggled with recruitment for
77 volunteers and career positions. The County was revamping the CTE Program at the Vo
78 Tech in the Fall with upwards of 15 students. The Fire Department started their Cadet
79 Program back and hoped to have about 5 of the 15 people in the Cadet Program.

80
81 President Doughty said the Fire Department did a good job of explaining what they did
82 in the community. The Junior Fire Academy looked really fun and he wished he could
83 have attended the last day.

84
85 Ms. Blake asked if there were any updates on our Fire Service Agreement with the
86 County. Chief Frampton explained he and the Mayor met with some of the County
87 Council members and had good discussion. Lots of things were in progress to get the
88 funding back up to \$2 million and dialogue was moving in the right direction. There
89 were plans in early August to begin a long-term Fire Service Agreement discussion with

90 the County Council. It was trending in a very positive direction. The had been asked a
91 lot about the data and were provided everything they were asked for. President Doughty
92 said Council would love to be part of the conversations since it impacted our residents.
93

94 Ms. Gregory said the EMTs and Fire responders were very quick and caring. She
95 appreciated them when they came out for her family members.
96

97 Mayor Taylor asked if the Fire Marshal's Office was revenue neutral, or if they captured
98 as much as they spent they spent. Chief Frampton said it was revenue positive.
99

100 Ms. Dashiell enjoyed the Junior Fire Academy which had energy-filled children during
101 one of the hottest weeks of the year. Zack Bridges did a great job. There would be an
102 academy for older children from August 5-9 for students 12 to 16 years old.
103

104 One member of the public provided the following comments:
105

- 106 • Requested the dates and times of the youth programs. She recalled the Fire
107 Department held CPR programs and wondered if the youth were provided training
108 in those fields. She asked if the service was available to the persons who lived in
109 the woods. She heard from one who needed service early in the morning and was
110 told the City service did not come out there and they had to search for someone to
111 respond to them.
112

113 Chief Frampton reported the Junior Academy was August 5th through the 9th from 8:00
114 a.m. to 3:00 p.m. There may be one or two spots available for kids between the ages of
115 12 and 16 and call Fire Headquarters to fill out an application. The last Wednesday of
116 each month CPR classes were taught at Headquarters at 6:00 p.m. by former Chief Tull.
117 He also said they had certain patients that lived in the different areas in the wilderness.
118 They routinely took calls and went out to the various locations quite often. The SWIFT
119 services were Monday through Friday from 8:00 a.m. to 4:00 p.m. If they called for a
120 non-emergent response on a night or weekend they would have gotten an ambulance but
121 might not have gotten that SWIFT follow-up. Much of the difficulty was tracking the
122 patients down because they would make a visit and find them not there.
123

124 The presentation was for Council information only and no consensus was reached.
125

126 **Ordinance Permit to authorize cannabis dispensary at 7:33 S. Salisbury Blvd.**
127

128 City Planner Amanda Rodriguez, Cathie Ralph, CEO, Elevated Mind & Wellness, LLC,
129 Edward Shire, Attorney at McAllister, DeTar, Showalter & Walter, LLC, and Carl
130 Wilson with The Traffic Group, the traffic consultant with the project, joined Council
131 and introduced themselves.
132

133 Ms. Rodriguez explained the ordinance permit was for a cannabis dispensary located at
134 733 South Salisbury Boulevard and explained the process it took to get to City Council.
135 The location was in the General Commercial District and a dispensary was allowed.

136
137 Ms. Ralph said a lot of information had been provided to Council and she wanted to be
138 transparent about her business vision to be a cannabis retail store that serviced the City,
139 contributed to the community, hired from the local work force, invested in City and
140 County programs, and successfully developed a family of local personnel with growth
141 and career opportunities. She discussed the existing dispensary's problems related to
142 parking, traffic flow, on-site consumption concerns, etc. Her business would not
143 experience those as the location had more than enough parking. They would add exterior
144 security to ensure on-site consumption was prohibited and utilize kiosks to allow a much
145 more tranquil and efficient retail experience for patrons. She discussed the Community
146 Enrichment Program and the commitment to supporting various organizations to promote
147 community health and well-being by pledging a percentage of sales.

148
149 Mr. Wilson discussed the traffic impact study for the site. During the PM peak, they
150 estimated about forty trips in and forty trips out. On Saturday, they estimated sixty-three
151 in and sixty-four out (about one per minute). The main recommendation for traffic flow
152 on site was for the circulation to go from South Salisbury Boulevard and all the access
153 coming into the site circulating to the east over to Roland Street. There was a two-way
154 left turn lane on South Salisbury Boulevard. People could use that center lane to turn
155 into the sit so as not to restrict any existing traffic flow. For exiting the site, coming out
156 at an unsignalized intersection was more concerning than coming out on Roland Street.
157 There were pedestrians on South Salisbury Boulevard and it was better to exit on Roland
158 Street because of the site distance.

159
160 President Doughty said the traffic was the main concern with the other location. This
161 this group did a good job addressing the concern with having just the one-way entrance
162 coming in from Rt. 13 and exiting from Roland Street. Having these two businesses in
163 Salisbury should split up the consumers going from one location to the other.

164
165 Ms. Gregory asked if they planned to do delivery service to mitigate traffic to the site.
166 Ms. Ralph said she was looking into it as a dispensary license holder and would have to
167 partner with a microprocessor/micro delivery for making the deliveries, but currently
168 were not planning on that.

169
170 Mayor Taylor asked if on-site usage was a problem. Ms. Ralph said it was prohibited.
171 Other people in the community had concerns with the Mt. Hermon dispensary with
172 potential on-site consumption happening in the parking lot and odor.

173
174 Mr. Kitzrow added that the mechanism in which this was permitted (an ordinance
175 permit) allowed the City to undo the permit should there become a problem and was why
176 the legislation was structured in this way.

177
178 Ms. Blake said parking was a huge problem with another dispensary in the area. She was
179 trying to visualize the flow of it. Ms. Ralph said they looked at the dispensary that they
180 had and were taking the kiosk approach. The other dispensary took 45 minutes to an

181 hour to park, go in the building, and come out. With the kiosks, they were in and out
182 between eight and eleven minutes.

183
184 Mr. Kitzrow asked if parallel parking was allowed on Roland Street. Mr. Wilson said the
185 street was 36 feet wide and he did not recall seeing any signs restricting parking. Mr.
186 Kitzrow asked if they had discussions with the adjacent property owners and Ms. Ralph
187 said they had not. The business closest to the facility was also a holistic hemp kind of
188 facility and Walgreens was on the other side.

189
190 Ms. Blake asked how many people one kiosk would serve, and Ms. Ralph said one
191 person at a time. They planned to have between 12 and 14 kiosks in the building.

192
193 Council reached unanimous consensus to advance the Ordinance Permit to legislative
194 session.

195
196 **Fair Housing update**

197
198 HCDD Director Muir Boda provided the update by taking the Analysis on Impediments
199 to Fair Housing and identifying the top issues for Council to think about using the
200 presentation attached and made part of the minutes.

201
202 He stated that the Fair Housing Guide with the Renter's Guide, Landlord's Guide, and
203 Homeowner's Guide would be ready soon. President Doughty said this would guide
204 HCDD on what they should focus their efforts on and looked forward to the next steps
205 beyond Step 7. These exact things were discussed at the Housing Action Committee and
206 were what people were seeing as impediments but also an expert was seeing this as well.

207
208 Ms. Gregory said that as a parent with one out the door and another with one foot out the
209 door, she knew there were young people who wanted to move out on their own but could
210 not because there was not enough supply. With trying to retain these young, talented
211 people to remain in Salisbury, we needed housing for them after they graduated.

212
213 Ms. Dashiell asked when the guides would be completed and Mr. Boda said there were
214 only a few minor things to be completed. Once finished, it would go to the Mayor's
215 Office for approval, then they would post it. It would go into the CAPER, which the
216 Grants Manager Jo Ellen Bynum prepared which went into the CDBG Plan.

217
218 Two members of the public commented the following:

- 219
220
- The report was thorough and answered the questions she had.
 - Asked Mr. Boda to differentiate between fair housing and affordable housing. She
221 thought Mr. Boda did that, but was concerned that what a developer may consider
222 as fair housing may not be to those hoping to live there. Could wages could be
223 married with housing to ensure it could be afforded before it became a hardship?
224 Was there a particular type of housing that was being promoted?
225

- 226 • She encouraged Council to be cognizant of the prices that were set for housing
227 when looking at employment versus housing so that people could be employed
228 with a living wage and afford to live. They had families and needed time to invest
229 into them without having to work a second or part-time job to make ends meet.
230 We needed jobs that people would be able to live with and raise a family with.
231

232 President Doughty said that the Fair Housing Choice gave the definition of Fair Housing
233 as the ability of persons regardless of race, color, religion, sex, national origin, familial
234 status or handicap of similar income levels to have the same housing choices available to
235 them. He added that affordable housing was one component of fair housing, but not the
236 only component. He referred to the chart on page three and asked if apartment
237 complexes were 20 or more units. Mr. Boda said that Mill Pond Village would be in the
238 20 or more. President Doughty said that a larger portion of our houses in Salisbury were
239 single family homes (41%) versus. Less than 10% were multi-family homes. 19.7% of
240 the houses were 10-19 units and 8.9% were 20 units or more.
241

242 Mr. Boda said that Parson’s Lake, currently under construction, had 300 to 350 homes.
243 The one at the old Mall would have 40 to 50 more houses. The ultimate goal was that
244 everybody at every level had the same choices available to them as everybody else.
245

- 246 • Another speaker referred to the chart with seven things and asked who the “they”
247 were. About eight years ago she commented that the 4-2 law created a housing
248 crisis. It took homes with four bedrooms and a bathroom and only allowed two
249 unrelated people. This made all the expenses twice as expensive to each person
250 since they were split two ways rather than four. Nobody thought about the cause
251 and effect, and what the long-term outcome of that decision would be. They just
252 wanted less parking in the neighborhoods close to college.
- 253 • We needed to revisit that piece of it but had to be careful with parking, density,
254 overcrowding the neighborhoods.
- 255 • We had to think long-term because everything we did to bring people in our City
256 created an impact on our Fire Department, Police Department, schools, teaching,
257 education programs, sub-division supports. Adding another 500 houses meant
258 they needed to go to school, ride the buses, call the EMT, etc. We had to be able
259 to support all of those things, as well. Speaker implored all the decision makers to
260 keep the vision of cause and effect and long-term reactions in place. Asked about
261 the Housing Action Committee, who served on the committee, and asked to be a
262 part of the group. Speaker also offered to help HCDD with outreach to make sure
263 the documents they were preparing had stakeholder input.
264

265 President Doughty said they would send the last speaker an invite to the next meeting.
266 They made sure to invite individuals from every sector and had a good group.
267

268 Mr. Boda said the consultant with the CDBG plan had worked on the update using
269 internal data from the City and the American Community survey from the Census data.
270 There were many components to it based on economic trends and average income.
271

272 **Administration and Council Comments**

273
274 Mayor Taylor was attending the prayer vigil at the Park Bandstand for the events that
275 happened over the weekend in Pennsylvania.

276
277 Mr. Kitzrow announced the new director of Infrastructure and Development began today.
278 He would be invited to an upcoming meeting. The ordinance permit was a step in the
279 right direction for the City of Salisbury.

280
281 Ms. Dashiell requested an update on Carroll Street and HORIZON and HERE IS HOME
282 programs. Mr. Kitzrow said they were coming.

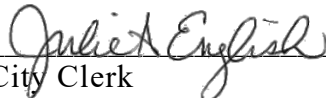
283
284 Ms. Gregory was excited about the new dispensary and congratulated Ms. Ralph. The
285 next few days will be very hot and the Wicomico County Health Department was
286 opening cooling centers. The Civic Center would be open from 1:00 p.m. to 8:00 p.m. on
287 Tuesday and 3:00 p.m. to 6:00 p.m. on Wednesday. They did not allow pets. MAC
288 offered a cooling center for residents aged 55 and older Tuesday and Wednesday from
289 8:00 a.m. to 4:00 p.m. Stay cool for the next couple of days.


290
291 Ms. Blake requested updates on Safe Streets For All and Rails to Trails. Mr. Kitzrow
292 said that would be reported on at the same time as the Carroll Street update because
293 Carroll Street was part of the Safe Streets For All. The Human Rights Advisory
294 Committee met last week and were focusing on human trafficking and educating the
295 community on it. If anyone was aware of human trafficking or knew someone involved
296 in it, reach out to Life Crisis. They helped victims and were the key agency in reporting.
297 The Pedestrian and Bike Committee was doing great things and both committees would
298 be at Third Friday with a combined table. This Council was very busy. Each member had
299 four or five committees, social events, all the Council sessions, and other meetings.
300 They tried to be everywhere. If healthy enough, please donate blood and plasma.

301
302 President Doughty was glad we had the cooling stations in our community. He would
303 post on Facebook about the free lunch and snack program for the summer for youth,
304 funded by MSDE. He would meet with Administration to review the agenda items
305 requested by Council and looked forwarding to getting some things buttoned up
306 including Truitt Street Community Center and the Lake Street Playground. Mr. Kitzrow
307 said it may be settled in a week or so. The Indian Village playground had some good
308 free programs this summer. The County and the City were partnering for these children.

309
310 **Adjournment**

311
312 With no further business to discuss, the Work Session was adjourned at 6:16 p.m.

313
314 
315 City Clerk

316 
317
318 Council President

SFD 2024 1st Half Statistical Update

"Data Driven, Community Focused"



The Basics

1st Half of 2023

- Total Calls – 7,599
- Fire – 1,875
- EMS – 5,724

- Total Fire Unit Responses – Did Not Track in 2023

- 1 call every 34-1/2 minutes

1st Half of 2024

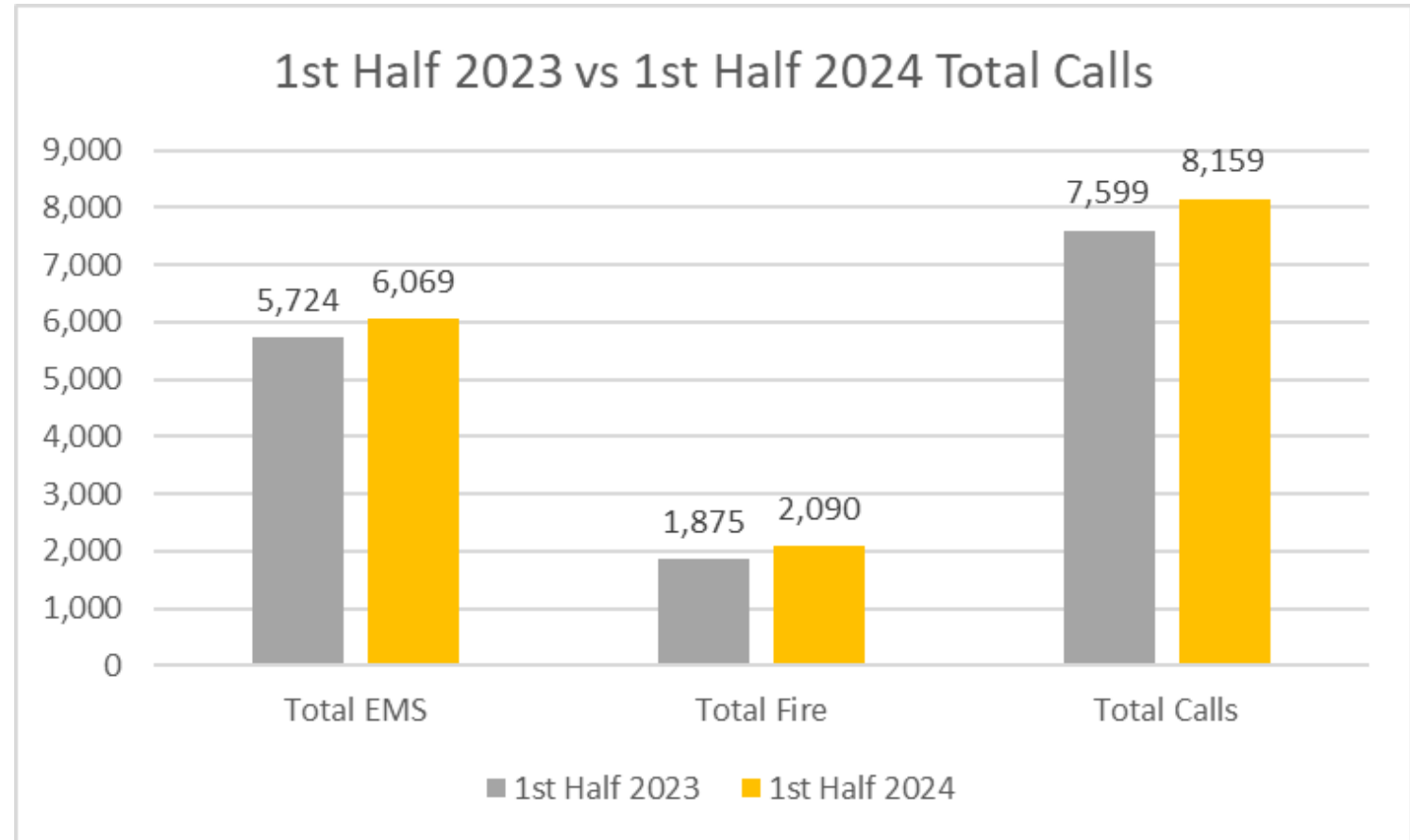
- Total Calls – 8,159 (+7.4%)
- Fire – 2,090 (+11.5%)
- EMS – 6069 (+6.0%)

- Total Fire Unit Responses – 3,332

- 1 call every 32 minutes

"Data Driven, Community Focused"

Visualizing the Basics



"Data Driven, Community Focused"

Let's Take a Deeper Dive

1st Half of 2023

- EMS Calls (Incorporated District) – 3,933
- EMS Calls (Unincorporated District) – 1580
- EMS Calls (Outside of the SFD District) – 211
- Fire Calls (Incorporated District) – 1255
- Fire Calls (Unincorporated District) – 564
- Fire Calls (Outside of the SFD District) – 58

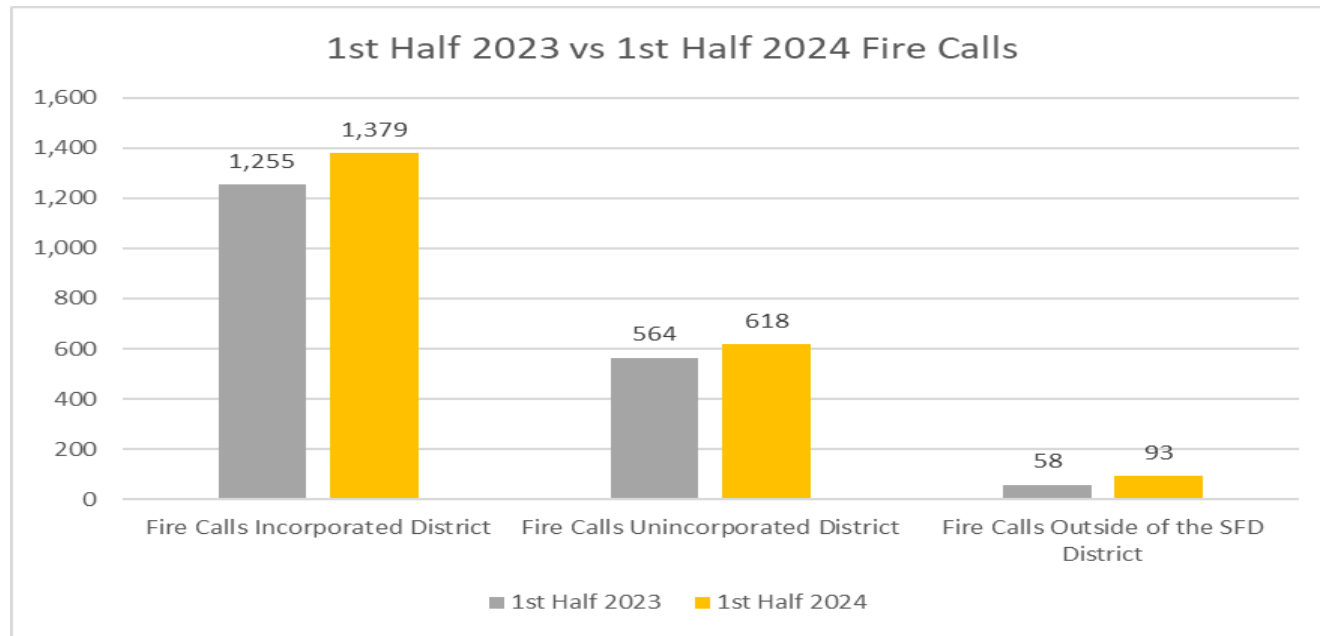
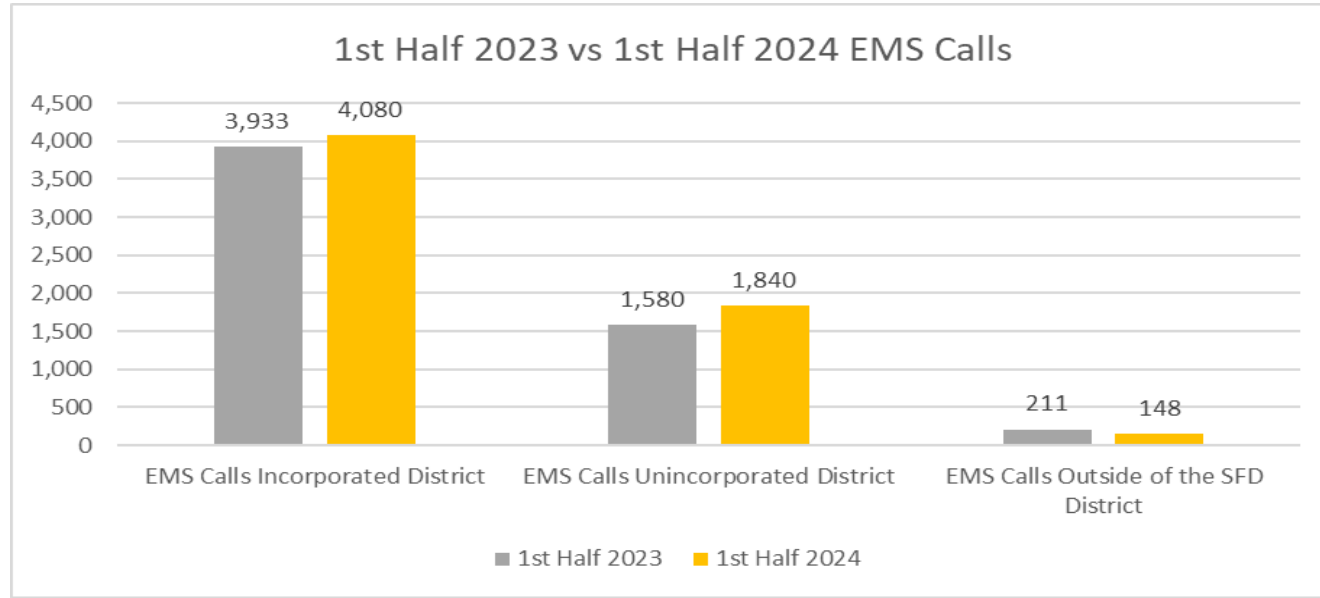
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1st Half of 2024

- EMS Calls (Incorporated District) – 4,081 (+3.76%)
- EMS Calls (Unincorporated District) – 1,840 (+16.5%)
- EMS Calls (Outside of the SFD District) - 148 (-29.9%)
- Fire Calls (Incorporated District) – 1379 (+9.8%)
- Fire Calls (Unincorporated District) – 618 (+9.6%)
- Fire Calls (Outside of the SFD District) – 93 (+60.3%)

"Data Driven, Community Focused"

Visualizing the Deeper Dive



"Data Driven, Community Focused"

EMS, SWIFT, & MDCN

- Witnessed Cardiac Arrests – 23
- Unwitnessed Cardiac Arrests – 68
- Patients Successfully Resuscitated – 13
- 45 Opioid Related Calls in the 1st Half of 2024
- Average EMS Unit Response Times to Charlie, Delta, & Echo – 5 minutes and 54 seconds (Dispatch to Arrival)
- 19 New Patients Enrolled in SWIFT in 1st Half of 2024
- MDCN 600 Calls since January 1st, 2024
 - 165 Patients Treated with No Transport to ER
 - Over \$333,000 Reduction in ED Visits

"Data Driven, Community Focused"

EMS Billing Revenue

- 2nd Qtr 2024 EMS Gross Charges \$ Billed (Apr-Jun) - \$2,363,664
- 2nd Qtr. 2024 EMS Transport \$ Collected (Apr-Jun) - \$711,904
- Annualized EMS Transport Net Revenue - \$2,847,616 (Based on 1st Half Collections, Up YoY & Above Budget by approx. \$400K)
- Average \$ Collected per Transport - \$330

"Data Driven, Community Focused"

Fire Marshal's Office Report

- 1st Half of 2024 Property Value Saved from Fire – \$36,210,751
- 1st Half of 2024 Property Lost from Fire – \$2,034,360
- Fire Unit Response Times Average – Under 4 Minutes (Travel Times Only)
- FM's Office Approved Building Plan Reviews – 96
- FM's Office Building Inspections – 444
- FM's Office Generated Approx. \$291k in Revenue in 1st Half of 2024
 - On Track to Be Above Budget by Approx. \$150k
- Fires Investigated by the FM's Office in 1st Half of 2024 – 15
- Civilian Fire Deaths – 0
- Civilian Fire Injuries – 2

"Data Driven, Community Focused"

More Information

- 1st Half Employee Sick Hours – 2,325 hours (Slightly Higher than 2023)
- 1st Half FMLA Hours – 1,577 hours (Slightly Higher than 2023)
- Numerous Community Events & Programs
 - Participated in the PTSD 9-1-1 Documentary
 - GIS Symposium Speaker Panel in Fairfax County
 - Family Fun Day at the City Park
 - \$22k Grant for Cancer Testing of All Members

"Data Driven, Community Focused"

Personnel Successes

- Vehicle Ordered for SWIFT Using Opioid Abatement Funds
- Progress on Lithium-Ion Battery Fires (Response, Safety Messages, Disposal)
- 5 Paramedic Students Graduated from Wor-Wic Community College
- FM's Office Completed Drone Training (GIS, Pre-Planning, Area Surveys, Wildfires, Large Area Searches)
- SWIFT/MIH Team Members Selected for National Presentations in Dallas and Las Vegas

"Data Driven, Community Focused"



Fair Housing: Addressing the Impediments

Housing & Community Development

Fair Housing Choice

HUD defines Fair Housing Choice as:

“The ability of persons, regardless of race, color, religion, sex, national origin, familial status, or handicap of similar income levels to have the same housing choices available to them.”



Impediments to Fair Housing Choice

1. There is a lack of affordable housing for all income levels in Salisbury.
2. There is a lack of new construction to meet the housing demand, especially owner-occupied housing units.
3. There are areas of minority housing concentration that correspond to areas of lower income concentration.
4. There are substantially more renter-occupied units than owner-occupied units.
5. Household incomes have increased at slower rates than housing costs.
6. There is a lack of zoning provisions that encourage fair housing choices.
7. Communication issues exist for persons with limited English proficiency (LEP).



Historical Housing Builds by Decade

As of 2017

Year Structure Built	Number	Percentage
Built 2014 or 2017	91	0.60%
Built 2010 to 2013	519	3.60%
Built 2000 to 2009	3302	22.80%
Built 1990 to 1999	1929	13.30%
Built 1980 to 1989	2006	13.90%
Built 1970 to 1979	1271	8.80%
Built 1960 to 1969	991	6.90%
Built 1950 to 1959	1468	10.20%
Built 1940 to 1949	1131	7.80%
Built 1939 or Earlier	1743	12.10%
Total	14451	100%



Types of Housing Units

Unit Type	Percentage
1 Unit Detached	41.0%
1 Unit Attached	10.0%
2 Units	4.3%
3 or 4 Units	5.5%
5 to 9 Units	10.2%
10 to 19 Units	19.7%
20 or More Units	8.9%
Mobile Homes	0.3%
Other	0.1%



Housing Permits Since 2017

Year Permitted	Total	Single Family	Multi-Family	5+ Units
2023	78	59	19	11
2022	95	35	60	0
2021	27	0	0	0
2020	92	43	49	39
2019	72	32	40	40
2018	41	25	16	12
2017	19	15	4	0



Addressing the Impediments

There is a lack of affordable housing for all income levels in Salisbury.

- **Build every kind of housing.**
- **Change zoning code to:**
 - **Increase density.**
 - **Eliminate 4-2/3-2 law.**
 - **Allow ADU, SRO.**



Addressing the Impediments

There is a lack of new construction to meet the housing demand, especially owner-occupied housing units.

- **Remove barriers for new construction.**
- **Upzoning for Higher Density**
- **Mixed-Use Development**
- **Promote development loan, and mortgage assistance.**
- **Permit small-scale development for infill projects.**



Addressing the Impediments

There are areas of minority housing concentration that correspond to areas of lower income concentration.

- **Workforce development.**
- **Promote resources to these communities.**
- **Support revitalization grants and loan programs.**
- **Promote property rehabilitation programs.**
- **Promote home ownership programs.**



Addressing the Impediments

There are substantially more renter-occupied units than owner-occupied units.

- **We are a college town with SU, UMES, & Wor-Wic.**
- **SU will require juniors to live on campus.**
- **Promote SNHS & Habitat for Humanity Home Ownership programs.**



Addressing the Impediments

Household incomes have increased at slower rates than housing costs.

- **Promote educational opportunities through job training and skills development programs.**



Addressing the Impediments

There is a lack of zoning provisions that encourage fair housing choices.

- **Zoning code changes.**
 - **Reduce restrictions.**
- **Develop a plan for developers who include affordable housing in their projects.**



Addressing the Impediments

Communication issues exist for persons with limited English proficiency (LEP).

- **Provide city documents and communications in Spanish, Portuguese, and Haitian Creole.**
- **Promote open city positions to these communities.**



Fair Housing Guide

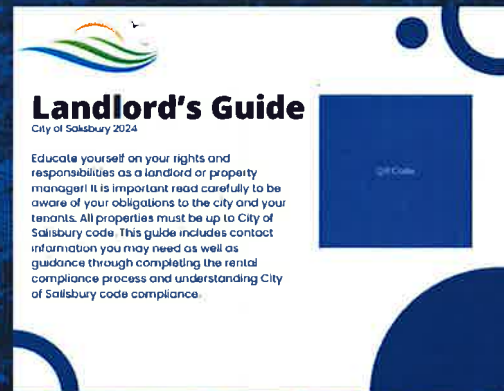
Coming Soon – Salisbury’s Fair Housing Guide





Renter's Guide
City of Salisbury 2024

Educate yourself on your rights as a renter! It is important to note what is your responsibility as a renter and what your landlord is responsible for. This includes contact information you may need, code regulations, and additional resources.

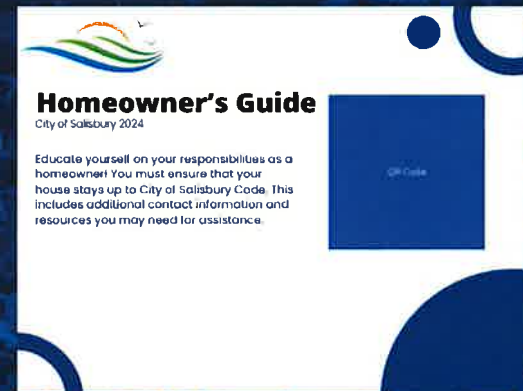
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Landlord's Guide
City of Salisbury 2024

Educate yourself on your rights and responsibilities as a landlord or property manager! It is important to read carefully to be aware of your obligations to the city and your tenants. All properties must be up to City of Salisbury code. This guide includes contact information you may need as well as guidance through completing the rental compliance process and understanding City of Salisbury code compliance.

QR Code




Homeowner's Guide
City of Salisbury 2024

Educate yourself on your responsibilities as a homeowner! You must ensure that your house stays up to City of Salisbury Code. This includes additional contact information and resources you may need for assistance.

QR Code



Fair Housing Guide

QUESTIONS?

Muir Boda – mboda@salisbury.md

