

City of Salisbury

Mayor's Proposed Budget And Explanatory Materials Fiscal Year 12

James Ireton, Jr., Mayor

John R. Pick, City Administrator

Pamela Oland, Director of Internal Services



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City of Salisbury

FY12 Budget

Mayor's Budget Message

Citizens, Taxpayers and Salisbury City Council:

This Fiscal Year 2012 budget for the City of Salisbury makes clear to citizens that the size of local government has been reduced 17% over the past three years. The city is doing more with less. Department heads have slashed \$1.5 Million dollars from their operating budgets since FY10. Employees have borne a large burden as city government continues to feel the effects of the national economic downturn. Employees have given back \$650,123 dollars of salary by way of furlough days over the past two years and frozen or unfunded positions, 13 in all, have shown a savings of \$758,862. Those reductions by employees amount to \$2,908,985.

With the adjustments in priorities and staffing the city has made since the economy tanked, and with sluggish growth continuing to be forecasted, it is the priority of this administration to refocus local government efforts in the most critical of areas to our citizens: Law Enforcement, Emergency Medical Service, Infrastructure and Neighborhood Integrity. The city proposes this budget with no property tax increase for the 4th year in a row. This FY 2012 budget invests in the above priorities in the following ways:

Law Enforcement

\$50K in ARRA (Stimulus Account) for keeping officers hired at end of grant

From Capital Surplus

\$27K 4 new police cruisers

\$25K Police radio replacements

Emergency Medical Service

\$48K – 1 Ambulance (Donation from SFD Volunteers)

From Capital Surplus

\$48K – 1 Ambulance

Infrastructure and Neighborhood Integrity

\$5K for Neighborhood Service Center

\$37K for upgrades to street lights in Pemberton, Spring Chase and Canal Park Drive

\$14K GOB IT Server

\$290K in State Highway User Funds for paving projects

\$310K in Capital Surplus for paving projects

\$117K in Capital Surplus for the projects below:

\$48K for a new sidewalk in Harbor Pointe

\$15K for Vine Street Flood Relief Engineering

\$30K for Beaverdam Tidal Creek Repair

\$24K for upgrading the traffic signals at Camden & College Avenue

Recommended Fee and/or Rate Increases

\$7.50 rate increase for the landlord licensing and rental registration fee

Increase the parking permit fee by \$5 per month for the prime parking lots - The parking permit fee increase is in accordance with our parking study completed in October 2007, which recommended increases to ensure that the fees charged for the parking lots can cover the maintenance expenditures necessary.

Increase the sewer rates by 18.6% - The sewer rate increase is based primarily on the Corrective Action Plan for the Wastewater Treatment Plant. The CAP has been posted on the City website since June 8, 2010.

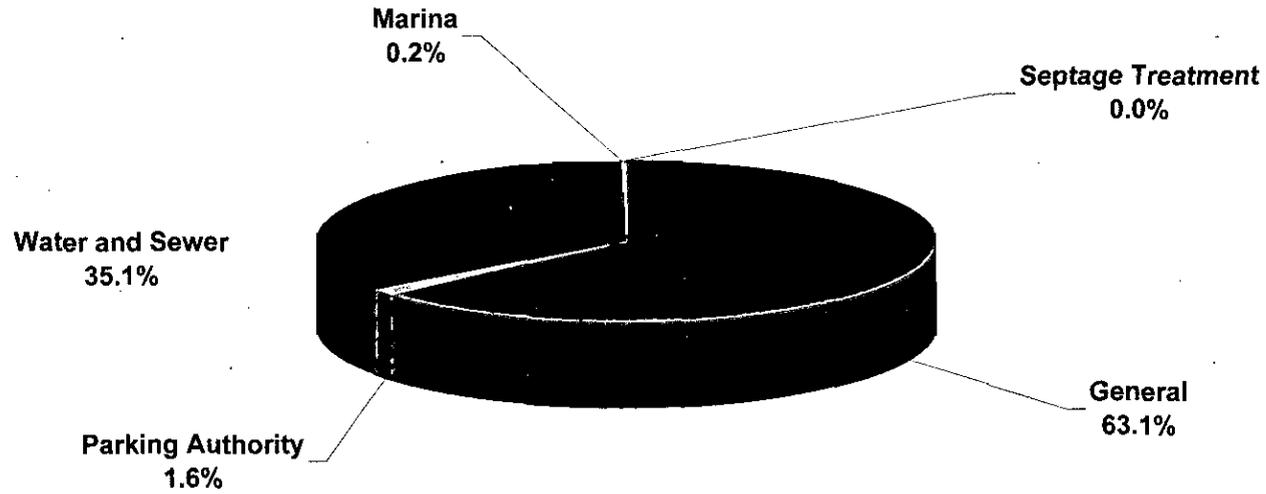
The city has consistently been putting money into surplus in anticipation of a budget like 2012. Of the \$11.7 Million dollars that the city has put in surplus, I am requesting that we spend \$541,000 on capital improvement projects that will improve law enforcement, better serve the medical emergency needs of the community, and invest in infrastructure and our neighborhoods.



Mayor James Ireton, Jr.
City of Salisbury



City of Salisbury Summary - All Funds Proposed Budget Fiscal Year 2012



FUND	FY 12 PROPOSED
General	\$31,236,874
Parking Authority	732,031
Water and Sewer	17,041,194
Marina	89,154
Septage Treatment	0
TOTAL	\$49,099,253



**City of Salisbury
Budget Comparison
FY 12 Budget Compared to FY 11 Adjusted Budget
Summary – All Funds**

FUND	FY 11 ADOPTED BUDGET	FY 11 ADJUSTED BUDGET	FY 12 PROPOSED BUDGET	DIFFERENCE	FY 12 PROPOSED VS FY 11 ADJUSTED
General	\$29,476,214	\$30,727,355	\$31,236,874	\$509,519	1.66%
Parking Authority	715,753	794,269	732,031	-62,238	-7.84%
Water and Sewer	16,659,727	19,518,427	17,041,194	-2,477,233	-12.69%
Marina	77,929	200,391	89,154	-111,237	-55.51%
Septage Treatment	0	0	0	0	0.00%
TOTAL	\$46,929,633	\$51,240,442	\$49,099,253	-\$2,141,189	-4.18%



**City of Salisbury
Budget Comparison
FY 12 Budget Compared to FY 11 Budget
Detail - All Funds**

DEPARTMENT/DIVISION	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	FY 12 PROPOSED BUDGET	FY 12 PROPOSED VS FY 11 ADJUSTED
General Fund				
City Council	\$87,793	\$87,793	\$77,853	-\$9,940
City Clerk	151,913	152,871	144,801	-8,070
Mayor's Office	377,757	378,228	366,991	-11,237
Community Promotions	216,500	216,500	205,400	-11,100
Elections	48,878	48,878	0	-48,878
Internal Services - Finance	438,796	486,508	423,751	-62,757
Internal Services - Procurement	205,541	207,117	210,091	2,974
City Attorney	185,000	185,000	175,750	-9,250
Information Services	221,356	223,452	201,774	-21,678
Internal Services - Human Resources	131,249	131,469	135,243	3,774
Planning & Zoning	177,493	186,607	166,468	-20,139
Municipal Buildings	177,500	202,775	156,500	-46,275
Poplar Hill Mansion	17,345	40,906	16,200	-24,706
Police	8,838,580	8,865,485	9,205,487	340,002
Police - City Communications Center	845,665	854,167	642,376	-211,791
Police - Animal Control	187,163	205,999	196,774	-9,225
Public Works - Traffic Control	410,690	436,486	512,291	75,805
Fire - Career	6,674,133	6,893,542	6,630,702	-262,840
Fire - Volunteers	140,125	140,125	146,519	6,394
Building, Permits & Inspection	356,704	357,200	352,278	-4,922
Neighborhood Serv & Code Compliance	622,568	622,568	583,964	-38,604
Public Works				
Resource Management	\$323,794	\$323,794	\$284,210	-39,584
Engineering	632,533	1,022,043	1,660,598	638,555
Streets	684,299	805,173	656,344	-148,829



**City of Salisbury
Budget Comparison
FY 12 Budget Compared to FY 11 Budget
Detail - All Funds**

DEPARTMENT/DIVISION	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	FY 12 PROPOSED BUDGET	FY 12 PROPOSED VS FY 11 ADJUSTED
Public Works (continued)				
Street Lighting	818,500	850,733	850,475	-258
Street Cleaning	207,593	219,971	186,485	-33,486
Waste Collection/Disposal	1,211,705	1,417,022	1,167,128	-249,894
Recycling	158,278	162,008	159,198	-2,810
Fleet Management	507,323	508,075	484,829	-23,246
Carpenter Shop	162,576	162,576	127,905	-34,671
Municipal Zoo	1,020,964	1,053,018	1,009,112	-43,906
Parks	415,461	435,056	402,084	-32,972
Debt Service	2,098,616	2,098,616	2,423,636	325,020
Insurance	510,000	550,785	605,187	54,402
Miscellaneous	35,600	14,086	496,522	482,436
Operating Transfers	176,223	180,723	171,948	-8,775
General Fund Total	\$29,476,214	\$30,727,355	\$31,236,874	\$509,519
Parking Authority Fund	\$715,753	\$794,269	\$732,031	-\$62,238
Water & Sewer Fund				
Debt Service-Water	383,603	383,603	679,416	295,813
Debt Service-Sewer	3,506,204	3,506,204	4,125,347	619,143
Water Service Engineering	928,406	1,148,753	569,775	-578,978
Water Billing	192,937	193,130	195,845	2,715
Water Treatment	2,002,074	2,776,409	1,779,218	-997,191
Water Division	1,016,368	1,040,731	1,009,325	-31,406
Water Administration	411,783	411,783	382,197	-29,586
Sewer Service Engineering	804,665	1,408,734	1,252,233	-156,501



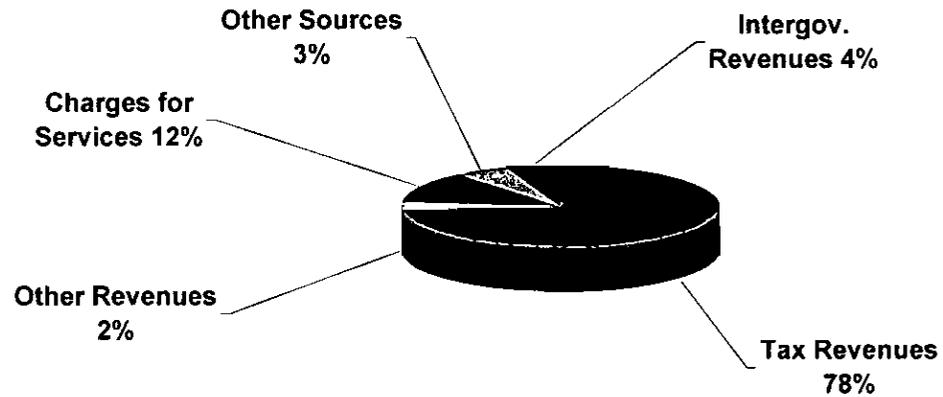
**City of Salisbury
Budget Comparison
FY 12 Budget Compared to FY 11 Budget
Detail - All Funds**

DEPARTMENT/DIVISION	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	FY 12 PROPOSED BUDGET	FY 12 PROPOSED VS. FY 11 ADJUSTED
Water & Sewer Fund (continued)				
Sewer Billing	214,516	214,516	216,004	1,488
Waste Water Treatment Plant	5,162,278	6,358,400	4,791,910	-1,566,490
Sewer Division	922,767	954,599	890,059	-64,540
Pretreatment Monitoring	167,345	167,345	161,054	-6,291
Sewer Administration	946,781	954,220	988,811	34,591
Water & Sewer Fund Total	\$16,659,727	\$19,518,427	\$17,041,194	-\$2,477,233
Marina Fund	\$77,939	\$200,391	\$89,154	-\$111,237
Septage Treatment Fund	\$0	\$0	\$0	\$0
Total - All Funds	\$46,929,633	\$51,240,442	\$49,099,253	-\$2,141,189

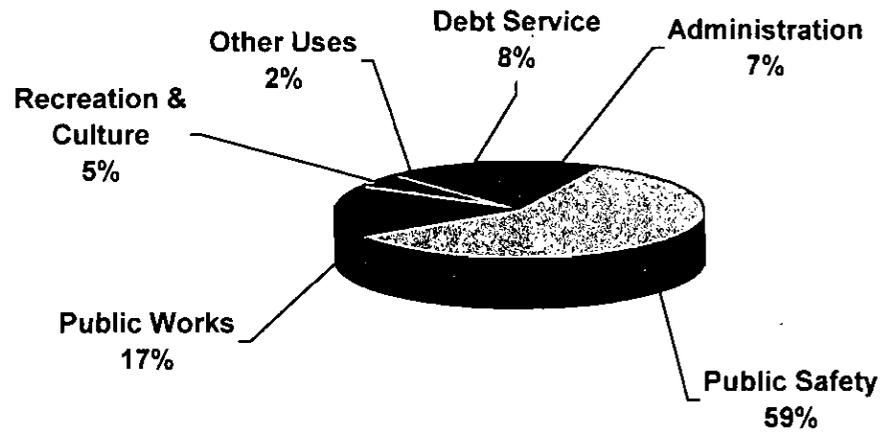
**City of Salisbury
General Fund
Proposed Budget
Fiscal Year 2012**



General Fund Revenues - FY 12



General Fund Expenditures - FY 12





City of Salisbury Revenue Summary Detail - General Fund Fiscal Year 2012

ACCOUNT NUMBER	ACCOUNT NAME	FY 10 ACTUAL	FY 11 ORIGINAL BUDGET	FY 11 REVISED BUDGET	FY 11 PROJECTION	FY 12 MAYOR'S BUDGET
01000 403100	Real Property	15,771,214	15,566,804	15,566,804	15,566,804	15,438,526
	Based on 2012 Constant Yield Tax Rate Certification showing assessable base at \$1,885,046,023					
01000 403201	Local Pers. Prop-Current	60,436	63,000	63,000	60,000	60,000
01000 403301	OBC - Current Year	4,329,681	4,300,000	4,300,000	4,300,000	4,365,000
01000 403302	Railroad/Utilities	986,924	1,075,000	1,075,000	1,000,000	1,000,000
	Based on FY 10 Collections					
01000 403510	Local Income Taxes	1,537,197	1,470,000	1,470,000	1,470,000	1,470,000
	Based on FY 11 Budget					
01000 403605	Admission & Amuse. Tax	155,738	160,000	160,000	155,000	155,000
	Reduced amt based on FY 10 Collection.					
01000 403610	Water & Sewer Utility	151,667	173,825	173,825	173,825	172,653
	This is a PILOT for the water and sewer property					
01000 403612	PILOT - University Park	94,827	96,114	96,114	96,114	97,515
	This is a PILOT for the university park property					
01000 403613	PILOT - Parking	-	95,313	95,313	95,313	87,898
	This is a PILOT for the parking lots					
01000 403910	Interest-Delinquent Taxes	151,411	105,000	105,000	105,000	125,000
	Based on FY 10 collections					
01000 413101	Amusement Licenses	4,730	4,500	4,500	4,500	4,500
	Based on FY 11 Budget					
01000 413102	Traders Licenses	144,947	120,000	120,000	120,000	140,000
	Billed at end of year, collected by the County Clerk. Fluctuates with the economy, reducing due to economy.					
01000 413103	Prof & Occupational	50	-	-	50	-
01000 413104	Towing Companies	2,225	1,800	1,800	1,800	1,800
	Based on FY 11 Budget					



City of Salisbury Revenue Summary Detail - General Fund Fiscal Year 2012

ACCOUNT NUMBER	ACCOUNT NAME	FY 10 ACTUAL	FY 11 ORIGINAL BUDGET	FY 11 REVISED BUDGET	FY 11 PROJECTION	FY 12 MAYOR'S BUDGET
01000 413105	Billboard Licenses	8,593	22,593	22,593	22,516	22,516
	Based on FY 11 (rate \$0.50/sq ft)					
01000 413106	Cable TV Franchise Fee	338,896	330,000	330,000	330,000	330,000
	Estimate based on current year.					
01000 413109	Restaurant Licenses	4,750	9,700	9,700	10,075	10,000
	Based on FY 11 actual (fee \$50/yr)					
01000 413110	Natural Gas Franchise	5,000	5,000	5,000	5,000	5,000
	Current Franchise Tax.					
01000 413111	Franchise Fee-Paddle Boat	600	600	600	600	600
	Based on agreement.					
01000 413112	Multi-Family Dwelling Fee	228,971	247,098	247,098	253,380	311,040
	Based on number of units (7,776 * \$40 per unit), recommending increase rate by \$7.50					
01000 413113	Multifamily Landlord License	31,903	28,502	28,502	47,538	37,840
	Based on number of landlords. (946*\$40) recommending increase rate by \$7.50					
01000 413115	Appeal Fee	200	-	-	-	-
01000 413116	HBAA	966	-	-	1,940	-
01000 413201	Building Permit	186,017	150,000	150,000	140,000	140,000
	Based on FY 11 projected					
01000 413202	Grading Permits	200	-	-	200	-
01000 413203	Peddlers License	450	100	100	125	100
	Based on prior years.					
01000 413205	Parking Meters/Coin	-	100	100	232	100
	Estimated.					
01000 413207	Plumbing Permits	24,822	20,000	20,000	20,000	20,000
	Based on FY 11 projection					



**City of Salisbury
Revenue Summary
Detail - General Fund
Fiscal Year 2012**

ACCOUNT NUMBER	ACCOUNT NAME	FY 10 ACTUAL	FY 11 ORIGINAL BUDGET	FY 11 REVISED BUDGET	FY 11 PROJECTION	FY 12 MAYOR'S BUDGET
01000 413208	Other Misc Permits	55	-	-	110	-
01000 413209	Street Breaking Permits	975	1,750	1,750	1,750	1,750
	Based on FY 11					
01000 413210	Sign Permit	15,440	10,000	10,000	11,379	10,000
01000 413211	Well Permit	550	500	500	525	500
01000 413212	Zoning Permit	2,650	3,500	3,500	3,000	3,000
01000 413214	Fine/Violation	-	-	-	-	-
01000 413215	Fence Permit	2,335	1,500	1,500	1,500	1,500
01000 413216	Temporary Sign	300	100	100	100	100
01000 413217	Demolition Permit	1,375	500	500	625	850
01000 413218	Pool Permit	272	200	200	684	400
01000 413219	Tent Permit	160	-	-	100	100
01000 413221	Trailer Permit	650	100	100	100	100
01000 424101	Police Regular Grant	164,917	174,000	174,000	164,000	164,000
	Based on Fy 11					
01000 424102	Supplement	44,344	44,000	44,000	44,000	44,000
	Based on Fy 11					
01000 424103	Municipal	108,123	110,000	110,000	110,000	110,000
	Based on Fy 11					
01000 424200	Transportation	-				240,253
01000 424201	Highway User	281,717	56,383	56,383	68,930	347,690
	Based on info from State					
01000 425400	Enterprise Zone	74,159	55,000	55,000	80,591	55,000
	Based on FY 12 estimate					



**City of Salisbury
Revenue Summary
Detail - General Fund
Fiscal Year 2012**

ACCOUNT NUMBER	ACCOUNT NAME	FY 10 ACTUAL	FY 11 ORIGINAL BUDGET	FY 11 REVISED BUDGET	FY 11 PROJECTION	FY 12 MAYOR'S BUDGET
01000 427100	Bank Shares Tax	18,302	18,302	18,302	18,302	18,302
	Received from County, based on FY-10 actual.					
01000 427300	Fire Protection	125,000	125,000	125,000	125,000	125,000
	This is the amt computed under the new fire agreement for Haz Mat services. Fire suppression support will be made directly to the volunteer companies within the City.					
01000 427403	EMS County	447,000	447,000	447,000	447,000	447,000
	Based on FY 11 actual					
01000 427600	Zoo-County Room Tax	227,715	160,000	160,000	200,000	200,000
	Based on FY 10 Actual & Estimate for FY 11					
01000 433101	Filing Fees	-	200	200	120	-
	Based on FY 10 budget					
01000 433102	Advertising Fees	35	100	100	100	100
	Based on FY 11 budget					
01000 433103	Plan Review Fees	23,216	25,000	25,000	20,000	20,000
	Reduced from FY 11 budget due to economy slowdown					
01000 433104	Administrative	-	313,283	313,283	313,283	269,081
	Allocation of costs from General Fund to Water, Sewer and Parking Funds.					
01000 433105	Zoning Appeal Fee	200	100	100	100	100
	Based on FY 11 Budget					
01000 433107	Board Fee	4,300	1,000	1,000	2,700	3,000
01000 433209	Fire Alarm	9,000	10,000	10,000	12,350	10,000
01000 433210	False Alarms	51,141	55,000	55,000	69,550	60,000
	Based on FY 11					
01000 433225	Ambulance Claim	1,467,688	1,375,000	1,375,000	1,375,000	1,450,000
	Based on estimate and utilization increase					



City of Salisbury Revenue Summary Detail - General Fund Fiscal Year 2012

ACCOUNT NUMBER	ACCOUNT NAME	FY 10 ACTUAL	FY 11 ORIGINAL BUDGET	FY 11 REVISED BUDGET	FY 11 PROJECTION	FY 12 MAYOR'S BUDGET
01000 433247	Adm Fee	6	-	-	-	-
01000 433250	Weed Cleaning/Removal	69,794	70,000	70,000	65,000	65,000
	Based on FY 11 estimate					
01000 433251	Clean It/Lien It Fees	36,474	42,000	42,000	42,000	42,000
	Based on FY 11 budget					
01000 433253	Aband. Vehicle Removal	1,410	500	500	500	500
	Based on FY 11 collections					
01000 433260	Inspection Fees	-	100	100	100	100
01000 433261	Reinspection Fees	37,855	25,000	25,000	25,000	25,000
	Increased for increased collections					
01000 433270	Police Reports	7,248	18,000	18,000	13,000	13,000
	Based on FY 10 actual with increase in report cost (double price)					
01000 433271	Fingerprinting	460	2,000	2,000	-	-
	Budget eliminated, with rate increase no utilization					
01000 433272	Adm Fees-Towing	805	1,000	1,000	1,000	1,000
	Bsed on FY11 budget					
01000 434505	Recycling	4,968		1,900	15,649	5,000
01000 434610	Trash Fees	683,581	680,000	680,000	680,000	680,000
	Based on FY 11 budget					
01000 434613	Bulk Trash Pickup	4,587	3,000	3,000	3,000	3,000
	This is a fee charged for picking up appliances					
01000 434620	Street Sweeping	-	-	-	-	-
	Will no longer bill the State for this service.					
01000 445110	Parking	69,753	77,300	77,300	77,300	85,000
	Half of the revenue in this account is transferred to the Parking Fund. Based on FY 11 projected.					



City of Salisbury Revenue Summary Detail - General Fund Fiscal Year 2012

ACCOUNT NUMBER	ACCOUNT NAME	FY 10 ACTUAL	FY 11 ORIGINAL BUDGET	FY 11 REVISED BUDGET	FY 11 PROJECTION	FY 12 MAYOR'S BUDGET
01000 445130	Municipal Infractions	33,214	24,000	24,000	46,805	30,000
	Based on FY 11 budget					
01000 445134	Vacant Building	6,300	1,000	1,000	7,600	5,000
01000 456110	Investment Interest	16,671	15,000	15,000	15,000	15,000
	Based on FY 11 projected.					
01000 456120	Other Interest	12,223	2,000	2,000	5,557	4,000
	Based on FY 11 projected.					
01000 456130	Trash Disposal Fee	7,000	6,100	6,100	6,100	6,100
	Based on FY 11 budget					
01000 456300	Rent Earnings	1	-	-	-	-
01000 456400	Donations	211,515	527,000	527,000	537,000	701,857
	\$40k from University for Truck 16, \$130k from volunteers for Engine 1 & 2, \$275 for Air light unit \$208,835 from Salisbury University for Onley/Bateman, \$48,022 from volunteers for 2nd ambulance					
01000 456910	Misc A/R	61,502				
01000 456911	Other Misc. Receipts	345,212	20,000	20,000	120,983	20,000
	Unanticipated revenue.					
01000 456912	Cash Over/Short	76	10	10	10	10
01000 456913	Returned Check Fee	165	240	240	240	300
	Based on FY 11 budget					
01000 456914	Bad Debt Collections	5,214	4,000	4,000	4,554	4,000
	Represents balance of bad debt collection and charges.					
01000 456915	Damages to City Property	-	100	100	4,228	100
	Can vary widely from year to year.					
01000 456916	Sale of Maps and Codes	1,637	2,500	2,500	2,000	2,000
	Based on FY 11 projected.					

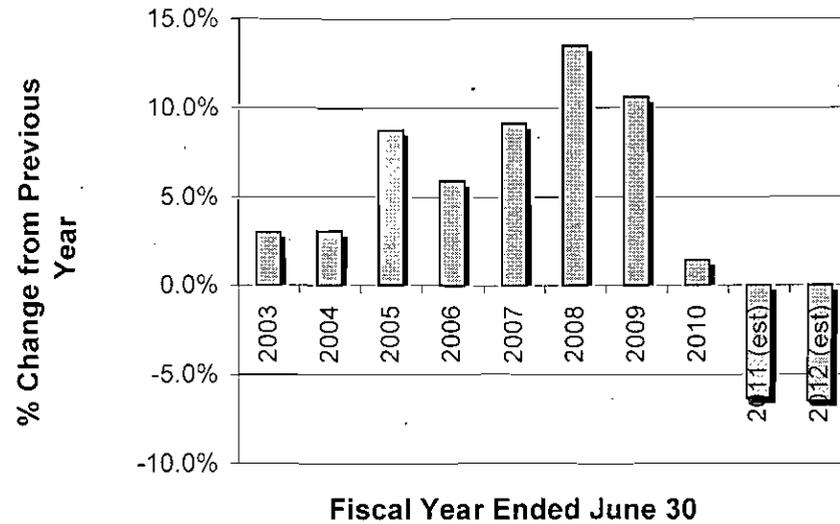


City of Salisbury Revenue Summary Detail - General Fund Fiscal Year 2012

ACCOUNT NUMBER	ACCOUNT NAME	FY 10 ACTUAL	FY 11 ORIGINAL BUDGET	FY 11 REVISED BUDGET	FY 11 PROJECTION	FY 12 MAYOR'S BUDGET
01000 456917	Bid Documents	10,775	1,000	1,000	1,000	1,000
01000 456918	Zoo Commission FT	107,622	154,035	154,035	154,035	151,785
	In FY 12 this will be an acct for the 3 full time zoo commission salaries.					
01000 456919	Zoo Commission PT	65,344	44,242	44,242	44,242	40,400
	In FY 12 this will be an acct for all PT zoo commission salaries					
01000 456926	Compensated Allow. Adj.	(22,700)	-	-	-	-
01000 456931	City Auctions	-	-	-	-	-
01000 456935	Insurance Proceeds	74,788	15,000	22,980	146,488	15,000
	Budget amount for costs associated with insured losses.					
01000 456940	BD-Claim A	21,946	4,000	4,000	17,532	6,000
01000 469113	Trf Health Care	-	-	-	-	-
01000 469200	Sale of Fixed Assets	271,400	150,000	150,000	150,000	-
01000 469201	Gain on Fixed Assets	68,000	-	-	-	-
01000 469311	Cap Lease	-	330,000	330,000	330,000	851,000
	Capital lease proceeds.					
01000 469810	Current Surplus Available	-	224,520	301,120	301,120	295,528
01000 469811	Capital Surplus	-	-	-	-	541,280
01000 469812	Operating Reserve	-	-	-	-	50,000
	Appropriated to build reserve for the year we assume COPS grant funded positions.					
	General Fund Total	29,508,880	29,476,214	29,562,694	29,867,952	31,236,874



**City of Salisbury
Change in Assessable Base
Fiscal Year 2003 - 2012**



Fiscal Year Ended 30-Jun	Actual Value	% Change from Previous Year
2003	\$1,414,984,620	3.0%
2004	\$1,458,135,767	3.0%
2005	\$1,585,794,577	8.8%
2006	\$1,679,233,266	5.9%
2007	\$1,832,493,066	9.1%
2008	\$2,079,779,681	13.5%
2009	\$2,300,114,378	10.6%
2010	\$2,332,854,978	1.4%
2011 (EST)	\$2,184,838,044	-6.3%
2012 (EST)	\$2,150,977,396	-6.5%



City of Salisbury
Budget Assessment Data and Tax Rate & Valuation History
Fiscal Year 2012

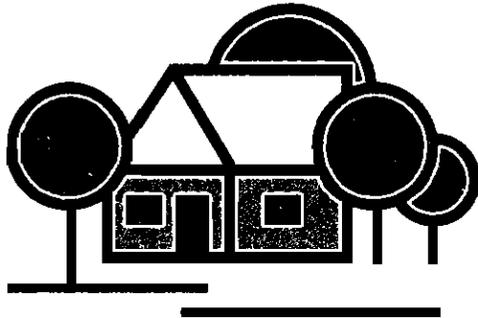
	2010 Assessment	2011 Current Assessment	2012 Budgeted Assessment
General Fund			
Real Property	\$2,050,805,168	\$1,900,708,744	\$1,885,046,023
Personal Property	2,697,220	2,966,990	2,941,176
Ordinary Business Corporations	<u>279,352,590</u>	<u>281,162,310</u>	<u>262,990,196</u>
Total	\$2,332,854,978	\$2,184,838,044	\$2,150,977,396

	2010 Tax Rate per \$100 of Assessed Value	2011 Tax Rate per \$100 of Assessed Value	2012 Tax Rate per \$100 of Assessed Value
General Fund	0.819	0.819	0.819

Tax Rate and Valuation History

Fiscal Year Ended 30-Jun	Ad Valorem Tax Rate	Net Valuation	Tax Levy
2003	0.652	1,414,984,620	11,702,975
2004	0.704	1,458,135,767	12,793,152
2005	0.729	1,585,794,577	14,481,213
2006	0.729	1,679,233,266	14,440,546
2007	0.729	1,832,493,066	15,275,387
2008	0.819	2,079,779,681	18,724,251
2009	0.819	2,300,114,378	19,880,167
2010	0.819	2,332,854,978	21,148,255
2011 (EST)	0.819	2,184,838,044	21,004,804
2012 (EST)	0.819	2,150,977,396	20,863,526

City of Salisbury Tax Value Illustration Fiscal Year 2012



To determine City Tax Liability, multiply Assessed Valuation by Tax Rate.*

$$\$150,000 \times .00819 = \$1,228.50$$

$$\text{City Tax Liability} = \$1,228.50 \text{ **}$$

To determine the monthly expense for City Services, divide Tax Liability by 12 months.

$$\$1,228.50 / 12 = \$102.38$$

$$\text{Monthly Expense for City Services} = \$102.38$$

Value of Your Salisbury Tax Dollar:

The following list represents a sampling of the City Services provided for the \$102.38 a month real property tax.

Fire Protection/Prevention/Safety
Public Parks & Playgrounds
Traffic Control
City Planning
Rental Unit Inspection
Property Maintenance Code Enforcement
Zoning Code Enforcement
Building Inspection
Curbside Recycling

Stormwater Management
Emergency Medical Service
Port of Salisbury Marina
Salisbury Zoological Park
Community Newsletter
Governmental Administration
Community Development
Development Reviews
Crime Prevention Programs

Police Protection
Drug Prevention Education
Snow Removal
Animal Control
Street Maintenance
Sidewalk Repair
Street Lighting
Street Sweeping
Solid Waste Collection

For comparison purposes, these items denote common monthly expenses for a Salisbury family:

One 16-gallon tank of unleaded fuel at \$3.75/gallon: \$44.64

One-month digital cable television service with two premium movie channels: \$89.23

One-month cellular phone service for two lines with 1000 shared anytime minutes: \$52.99

One-month trash pick-up costs (outside City): \$20.00

One-month water treatment costs (outside City): \$33.00

* Due to the City's adoption of the Homestead Tax Credit, the Assessed Value of a property that is used as a principal residence is frozen at the time of purchase for City real estate tax purposes. To obtain Assessed Valuation for City tax purposes of a principal residence, use the Assessed Valuation at the time of purchase.

** City property taxes are deductible for federal and state income tax purposes.



City of Salisbury General Fund Revenue Descriptions

General Property Taxes	
403100 Real Property	Tax imposed on all real property within City limits. The City Charter limits the rate of taxation for general purposes to \$.76 per \$100 of assessed valuation.
403201 Local Personal Property - Curr	Personal property taxes for unincorporated businesses. The current rate is \$2.04 per \$100 of assessed value.
403301 OBC - Current Year	Personal property taxes for incorporated businesses. The current rate is \$2.04 per \$100 of assessed value.
403302 Railroad/Utilities	Personal property taxes assessed by the state for railroads/utilities. The current rate is \$2.04 per \$100 of assessed value.
403510 Local Income Taxes	State collected revenues remitted to the City on a quarterly basis. Revenues equal the greater of 17% of the county income tax liability to the respective governments or .37% of the State taxable income of municipal or taxing district residents. These payments are deducted from the county share of the local income tax. Each county and Baltimore City are required to levy a local income tax equivalent to 1% to 3.2% of the State taxable income of their residents.
403605 Admission & Amusement Taxes	A tax levied on the gross receipts of a wide variety of entertainment and amusement activities that take place within the City's jurisdiction. The tax is equal to 4.5% except for admission to motion pictures, which is equal to 5%. Gross receipts may be taxed at a rate of 10%. However, if the activity is also subject to a State sales or use tax, the combined total tax on gross receipts may not exceed 10%.
403610 Water & Sewer Utility	Payment in lieu of real property tax from the water & sewer fund. The payment is equivalent to the tax that would have been levied based on the assessed value of the property had it not been tax exempt.
403612 PILOT - University Park	Payment in lieu of real property tax for University Park (1/2 of the assessed value)
403613 PILOT - Parking Authority	Payment in lieu of real property tax from the parking authority. The payment is equivalent to the tax that would have been levied based on the assessed value of the property had it not been tax exempt.
403910 Interest-Delinquent Taxes	Interest collected on past due real estate and personal property taxes.
Licenses & Permits	
413101 Amusement Licenses	Fees collected from the issuance of coin-operated amusement machine licenses. Fees range from \$500 to \$1,500 depending on the number of machines.
413102 Trader's Licenses	Fees collected from the issuance of trader's licenses. The City receives 92% of fees collected and the State receives the other 8%.
413104 Towing Companies	Fee collected from the issuance of towing licenses. The fee is \$75 annually. Towing licenses also require a \$25 application/filing fee.
413105 Billboard Licenses	Fees collected from licenses issued for the erection & use of billboards. The annual fee is equal to \$.50/sq ft.



City of Salisbury General Fund Revenue Descriptions

413106 Cable TV Franchise Fee	Franchise fees collected from Comcast Cablevision. The fee is equal to 5% of their annual gross revenues.
413109 Restaurant Licenses	Fees collected from the issuance of restaurant licenses. Restaurant licenses are \$50 per year.
413110 Natural Gas Franchise	Franchise fee for Chesapeake Utilities. The fee is \$5,000 annually.
413111 Franchise Fee-Paddle Boat	Fees collected from holders of paddle-boat franchises in the City Park.
413112 Multi-Family Dwelling Fee	Fees collected from landlord's at the annual rate of \$32.50 per rental unit. Recommending an increase to \$40
413113 Multifamily Landlord License	Fees collected from landlord's at the annual rate of \$32.50. Recommending an increase to \$40
413115 Landlord Appeals Fee	Fees collected to appeal NSCC rulings
413116 HBAA Processing Charge	Fee for processing a Housing Board of Adjustment and Appeals filing.
413201 Building Permits	Fees collected from the issuance of building permits. Rates vary.
413202 Grading Permits	Fees collected from the issuance of grading permits. Permits are \$100.
413203 Peddlers License	Fees collected from the issuance of a peddler's license. Licenses are \$25 annually.
413205 Parking Meters/Coin	Fees collected from City owned parking meters (not owned by the Parking Authority).
413207 Plumbing Permits	Fees collected from the issuance of plumbing permits. Permits are \$20 plus \$4 for each fixture.
413208 Other Misc Permits	Fees collected for sign permits, fence permits, etc. (now accounts are split by actual permit type)
413209 Street Breaking Permits	Fees collected for issuance of a street break permit.
413210 Sign Permit	Fees collected for issuance of a sign permit.
413211 Well Permit	Fees collected for issuance of a well permit (typically for a sprinkler system).
413212 Zoning/Variances	Fees collected for issuance of letters showing what property is zoned and/or allowed uses.
413214 Fine/Violation	Fees collected related to fines and violations issued by BPI.
413215 Fence Permit	Fees collected for issuance of a fence permit
413216 Temporary Sign Permit	Fees collected for issuance of a temporary sign permit.
413217 Demolition Permit	Fees collected for issuance of a demolition permit.
413218 Pool Permit	Fees collected for issuance of a pool permit.
413219 Tent Permit	Fees collected for issuance of permits for tents located in parking lots
413221 Temporary Trailer Permit	Fees collected for construction trailer, or moving storage trailer at residential or business locations.
Intergovernmental	
424100 State Police Aid	Grant monies received from MD State Police to partially offset local expenditures for law enforcement.
424101 Police Regular Grant	See #424100.
424102 Supplement	See #424100



City of Salisbury General Fund Revenue Descriptions

424201 Highway User	State revenues collected through gasoline taxes, vehicle titling taxes, vehicle rentals, sales and use taxes, and specified vehicle registration fees. The state remits 30% of revenues collected to the counties and municipalities. County area shares are determined by apportioning half of the funds on the basis of each county's proportionate road mileage (compared to the State total) and the remaining half on the basis of proportionate automobile registration within each county area. Funds within the county are then divided between the county and municipalities located within the county in the same manner with which funds are allocated to the county from the state. In FY 10, State reduced funding by \$1 million. Budgeted FY 12 with same reduction.
425400 Enterprise Zone	State reimbursement of one-half of the tax credits awarded to businesses located within a specifically designated geographical area located primarily within the City limits.
427100 Bank Shares Tax	"Hold Harmless" grant monies received from the County for a discontinued tax where owners of stock in financial institutions resided within City limits prior to July 1, 1968. The revenue is based on the amount of revenues the City received from this revenue source in the last year of its existence.
427300 Fire Protection	This is the amount computed under the new fire agreement for Haz Mat services. Fire suppression support will be made directly to the volunteer companies within the City.
427403 EMS County	Payment by the County for EMS services. Each volunteer company in the County receives the same amount. Since the City has 3 volunteer companies, we receive 3 times the base amount. Payment is made to the City because this is a fee and tax based service.
427600 Zoo-County Room Tax	County revenues based on the General Assembly 2% tax increase on hotel and motel rooms. The revenues from one-half of this increase are dedicated to the Zoo.
Charges for Services	
433101 Filing Fees	Fees collected to record land plat information.
433102 Advertising Fees	Fees collected for recording and advertising in connection with various activities.
433103 Plan Review Fees	Fees collected for the review of building and site plans for compliance with all City codes prior to construction. Fees are based on estimated construction costs.
433104 Administrative Fees	Allocation of costs from the General Fund to Water, Sewer and Parking Funds. Allocation based on FY 10 budget.
433105 Zoning Appeal Fee	Fees collected to process property owner's request for zoning change.
433107 Housing Board Appeal Fee	Fees collected for housing board appeals.
433209 False Fire Alarms	Fees collected for false fire alarms.
433210 False Alarms	Fees collected for false alarms. The fees are on a graduated scale based on the number of occurrences.
433225 Ambulance Claims	Amounts collected by ClaimAid for billed ambulance charges.
433250 Weed Cleaning/Removal	Fines imposed for violations of the City Brush, Weeds, and Noxious Growth Ordinance.



City of Salisbury General Fund Revenue Descriptions

433251 Clean It/Lien It Fees	Fees collected for the removal of rubbish from noncomplying property owners. Fees include actual cost incurred by the City or contractors for removal plus an administrative charge equal to \$100.
433253 Abandoned Vehicle Removal	Fees collected for towing abandoned vehicles. The fee is \$235.
433260 Inspection Fees	Fees collected for miscellaneous inspections.
433261 Reinspection Fees	Recently instituted fee for reinspections when findings not remedied.
433270 Police Reports	Fees collected from the sale of Police Reports to the Public. Fees vary.
433271 Fingerprints	Fees collected for fingerprints. The fee is \$10.
433272 Adm Fees-Towing	Fees collected to offset the City's expenses for Scofflaw towing. The fee is \$35 per occurrence.
433275 EMS Reports	Fees collected from the sale of Ambulance Service Reports to the Public. The fee for a report is \$15.00 per report.
434505 Delmarva Recycling	Amount collected for selling recyclable material.
434610 Trash Fees	Fees collected for to offset disposal fees at County landfill for disposing garbage collected from City residents.
434611 Demolition Tipping Fees	Fees collected for landfill usage of demolished noncomplying property.
434613 Bulk Trash	Fee for collecting large trash items.
Forfeitures	
445110 Parking	Fees collected for parking violations.
445120 Fines-Other	Fees collected for miscellaneous fines.
445130 Municipal Infractions	Fees collected for municipal infraction fines issued by the Building, Permits and Inspections or Neighborhood Services and Code Compliance or other City officials.
445134 Vacant Building Registration	Fees collected for the registration of vacant buildings.
Other Revenues	
456110 Investment Interest	Proceeds from the investment of City funds.
456120 Other Interest	Interest collected on accounts receivable.
456130 Trash Disposal Fee	Fees collected for trash disposal. The fees are \$19 per quarter per housing unit.
456300 Rent Earnings	Revenues collected from the rental of miscellaneous City-owned equipment or property.
456400 Donations	
456910 Miscellaneous A/R	
456911 Other Misc. Receipts	Revenues not otherwise classified.
456912 Cash Over/Short	Variances in daily cashier reconciliations.
456913 Returned Check Fee	Fees collected for checks returned to the City.
456914 Bad Debt Collections	Revenues from the collection of old debt that has been previously written off.
456915 Damages To City Property	Reimbursements for damages to City property.
456916 Sale of Maps and Codes	Revenues from the sale of maps and City Code books or supplements.

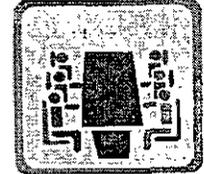


City of Salisbury General Fund Revenue Descriptions

456917 Bid Documents	Revenues from the sale of copies of contract and bid specification documents.
456918 Zoo Commission FT	This account is being used to receive reimbursement for all full-time zoo commission funded positions.
456919 Zoo Commission PT	This account is being used to receive reimbursement for all part-time zoo commission funded positions.
456926 Compensated Allowance Adjustment	Amount to adjust our time off bank at year end during audit (this is non budgeted)
456931 City Auctions	Fees collected from the auction of surplus materials.
456935 Insurance Proceeds	Revenues from the settlement of insurance claims.
456940 Bad Debt Claim Aid	Revenues from claim aid collections of old ambulance claims.
Other Financing Sources	
469200 Sale of Fixed Assets	Revenue realized from the sale of fixed assets.
469201 Gain on Sale of Fixed Assets	
469311 Capital Lease Proceeds	Proceeds from Capital Lease obligations issued in the current fiscal year.
469810 Current Surplus Available	Use of surplus to fund operating expenditures
469811 Capital Surplus	Use of surplus to fund capital expenditures
469812 Operating Reserve	Use of rainy day surplus, to build reserve for the year we assume COPS grant funded positions.



11000 - City Council Fiscal Year 2012 Significant Changes



OPERATING EXPENSES:

- 1) 11000-555503 Travel
Reduction of \$428 (reflecting original budget instructions requirement of an overall 5% reduction plus the additional 1% reduction in operating expenses)



**City of Salisbury
Budget Summary
11000 – City Council
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	77,451	80,594	80,594	80,594	82,535	71,082
OPERATING EXPENSES	6,809	7,199	7,199	7,199	6,839	6,771
TOTAL	84,260	87,793	87,793	87,793	89,374	77,853



11100 - City Clerk Fiscal Year 2012 Program Goals



- 1) Continue to provide administrative support to the City Council.
- 2) Continue to provide information on the City's web site to keep citizens informed and to encourage participation in City government.
- 3) Continue scanning documents (Briefing Books/Work Session Packets, Minutes, Ordinances, Resolutions and other documents) into the Laserfiche Document Imaging System for historical preservation.
- 4) Continue to identify and implement cost saving measures.



11100 - City Clerk Fiscal Year 2012 Performance Measures



Fiscal Responsibility

- Monitor all departmental expenditures for budget compliance. Process any required fund transfers and approvals before funds are expended.
- Process all departmental invoices and submit to Internal Services-Finance Department within three (3) business days of receipt.

Risk Management

- Report all accidents to Human Resources Department within three (3) business days of occurrence.

Citizen Response

- Process all Public Information Act requests within three (3) business days of receipt.
- Acknowledge receipt of all citizen concerns within a 24-hour period.

Employee Action Forms

- Employee Action Forms will be completed and submitted to the Human Resources Department within 48 hours of an employee separating from city service.

Records Maintenance

- Maintain and preserve official City records
- Scan documents into document imaging system – 400 quarterly.
- Post information on web site within 24 hours of receipt.
- Quarterly review/update of web site and removing outdated information.



11100 - City Clerk Fiscal Year 2012 Significant Changes



OPERATING EXPENSES:

- 1) 11100-546001 Office
Reduction of \$1,140 (reflecting original budget instructions requirement of an overall 5% reduction plus the additional 1% reduction in operating expenses)
- 2) 11100-558700 Existing Lease
FY11 was the last lease payment for the document imaging system – decrease in expenses of \$7,601



City of Salisbury Budget Summary 11100 – City Clerk Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	125,199	125,162	125,162	125,162	129,568	126,791
OPERATING EXPENSES	19,792	26,751	27,709	27,709	18,192	18,010
TOTAL	144,991	151,913	152,871	152,871	147,760	144,801

Personnel Authorization History

Department: City Council
 Division: City Clerk
 Account #: 11100 501001

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
City Clerk	11	1	1	1	1	1	1	1	
Records Admin/Asst. Clerk	7	1	1	1	1	1	1	1	
Total		2	2	2	2	2	2	2	



City Clerk
Fiscal Year 2012
Organization Chart



CITY COUNCIL

CITY CLERK

Brenda J. Colegrove
Master Municipal Clerk

RECORDS ADMINISTRATOR/
ASSISTANT CITY CLERK

Kimberly R. Nichols
Certified Municipal Clerk



12000 Administration – Mayor’s Office Fiscal Year 2012 Program Goals

- 1) Implement policy for use of annexation funds
- 2) Continue implementation of performance measurement system by working with department heads on refining the performance measures
- 3) Continue to coordinate with the developers on the rehabilitation of “The Bricks”
- 4) Continue to implement recommendations of Environmental Policy Task Force
- 5) Oversee the demolition of the buildings located on the Anderson Property
- 6) Continue to improve the quality of the Wicomico River through the work of the Wicomico River Project
- 7) Work with the City Council on the enactment of the Safe Streets Neighborhood Legislative Package
- 8) Bid the City’s Liability and Property Insurance
- 9) Explore means to reduce the cost of health insurance
- 10) Continue to reduce the crime rate through the Safe Streets Initiative and other programs



12000 Administration – Mayor’s Office Fiscal Year 2012 Performance Measures

Fiscal Accountability

- Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
- Process all departmental invoices and submit to Internal Services-Finance Department within three (3) business days of receipt.

Risk Management

- Report all accidents to Human Resources Department within three (3) business days of occurrence.
- Conduct quarterly Risk Management Committee meetings.

Budget

- Develop and submit proposed Capital Improvement Plan to City Council by December 1st.
- Submit proposed annual budget to City Council by April 15th.

Grants

- Submit annual grant application to the Department of Housing and Community Development for Emergency Shelter Grant Funding.
- Monitor all grant sub-recipients to ensure compliance with grant requirements.
- Ensure timely submission of requests for grant reimbursements.

Citizen Response

- Conduct monthly Neighborhood Roundtable meetings.
- Acknowledge receipt of all citizen concerns within a 24-hour period.



**12000 Administration – Mayor’s Office
Fiscal Year 2012
Significant Changes**

OPERATING EXPENSES:

1) Reduced the following accounts to meet 6% reduction goal:

12000 513065	Annexation	\$1,000
12000 546001	Office Supplies	\$1,000
12000 546008	Postage	\$500
12000 555510	City Promotions	\$1400
12000-555504	Training	\$925
12000-555507	Travel	\$1,300

2) 12000-555401 Telephone – reduced \$2,600 due to new phone system



City of Salisbury Budget Summary 12000 – Mayor's Office Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	306,331	316,582	316,582	316,582	319,023	312,091
OPERATING EXPENSES	78,682	61,175	61,646	61,560	58,100	54,900
COMMUNITY PROMOTIONS	220,200	216,500	216,500	216,500	284,400	205,400
TOTAL	605,213	594,257	594,728	594,642	661,523	572,391

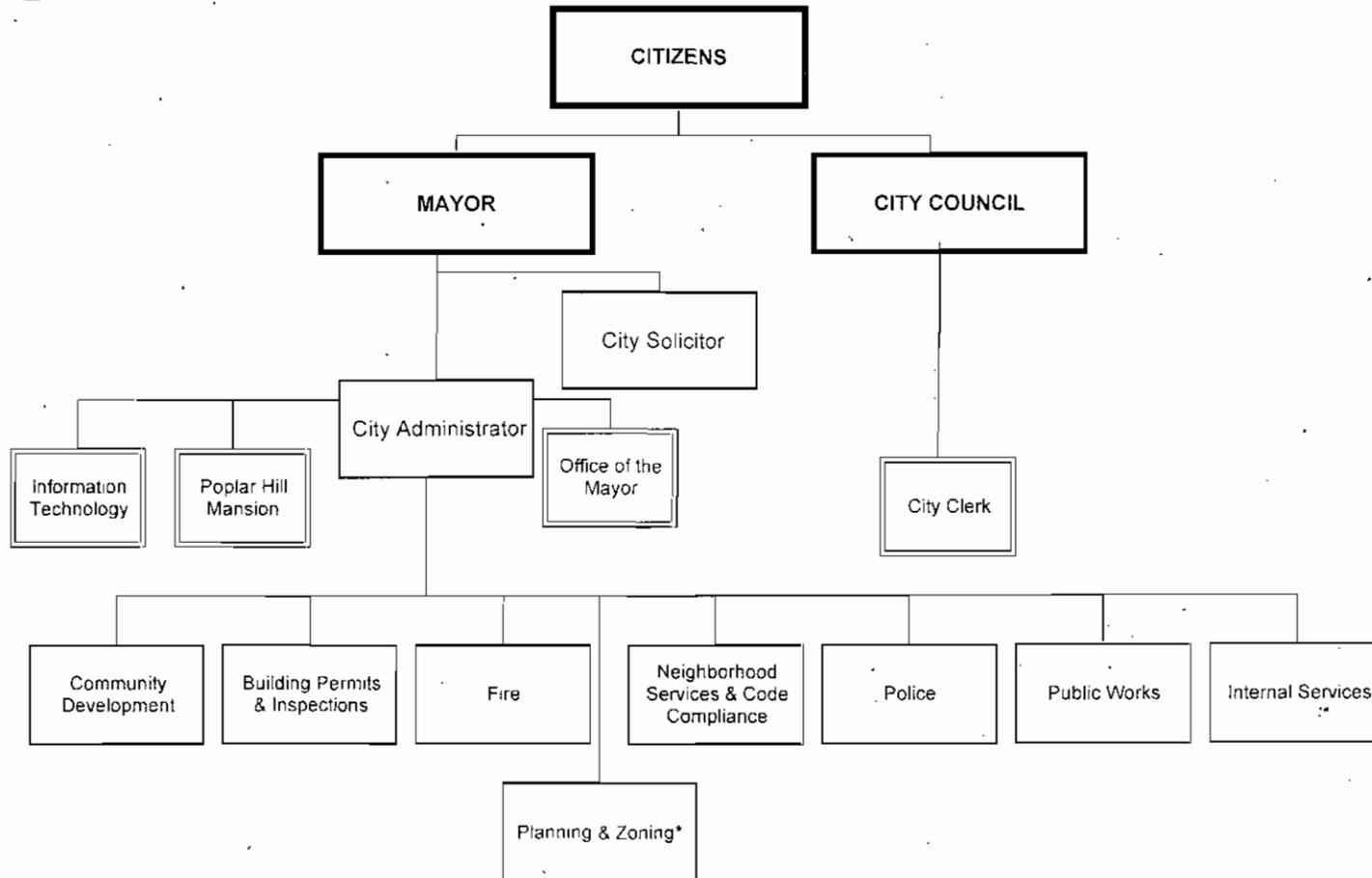
Personnel Authorization History

Department: Mayor's Office
 Division: Mayor's Office
 Account #: 12000 501001

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
City Administrator	18	1	1	1	1	1	1	1	
Assistant City Administrator	12	0	1	1	1	1	1	1	
Grants/Special Projects Director	10	1	0	0	0	0	0	0	
Executive Office Associate	6	1	1	1	1	1	1	1	
Office Associate III	3	1	1	1	1	1	1	1	
Total		4	4	4	4	4	4	4	



City of Salisbury Organization Chart Fiscal Year 2012



*County Department providing services to the City under agreement



13000 - Elections Fiscal Year 2012 Goals



- Update the Charter and City Code as it pertains to elections
- Continue to maintain accurate database of voter registration



**13000 - Elections
Fiscal Year 2012
Significant Changes**



OPERATING EXPENSES:

- 1) Decrease of \$48,878 in expenses due to no city election in FY12.



**City of Salisbury
Budget Summary
13000 – Elections
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
OPERATING EXPENSES	0	48,878	48,878	48,878	0	0



**15000, 81570, 85070 Department of Internal Services
Finance Division
Fiscal Year 2012
Program Goals**

- 1) Negotiate tax differential with the County.
- 2) Conduct analysis of City's Fiscal Structure to ensure we are maximizing existing revenue sources.
- 3) Investigate ways to improve collection of personal property tax.
- 4) Review the FY11 audit recommendations and determine the time schedule for implementation.
- 5) Create draft Comprehensive Audited Financial Report (CAFR) while completing the FY 2011 audit (fall 2011). The ultimate goal is to issue a CAFR with the FY 2012 audit.



**15000, 81570, 85070 Department of Internal Services
Finance Division
Fiscal Year 2012
Performance Measures**

Fiscal Accountability

- Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
- Ensure audit reports are completed and submitted to regulatory agencies by January 1st.
- Certify budgets are developed and submitted to management by March 31st.
- Guarantee water bills are issued by the 1st of each month.
- Verify late notices are issued within 2 business days once water bills become 45 days late.
- Assure landlord licensing bills are issued by January 15th of each year.
- Reconcile cash and investment accounts within 6 weeks of the month end.
- Quarterly reports are to be completed and submitted to City Administrator within six weeks of the close of a quarter.
- Employee actions forms completed and forwarded to Human resources within 48 hours.

Risk Management

- Report all accidents to Human Resources Division within 3 days of occurrence.



**15000 – Department of Internal Services
Finance Department
Fiscal Year 2012
Significant Changes**



PERSONNEL SERVICES:

OPERATING EXPENSES:

- 1) Reduction in Accounting fee (15000 513406) from \$1,086 to \$500 due to 5% reduction in operating expenses..
- 2) Reduction in consulting (15000 513400) of \$16,925. In FY11 completed updating our Payroll, Accounts Payable, Purchase orders and requisitions process in MUNIS. In FY 2011 we are contracting for HR Management, Applicant tracking, Accounts Receivable, Permits & Codes, and General Billing. This work will be completed in FY 2012, but funds will be from FY 2011. In addition, we are added \$10,000 for consulting to bid our liability insurance.
- 3) Reduction in Maintenance Contracts (15000 534500) due to discontinuance of contract on old H T E tape machine maintenance.
- 4) Increase in Travel (15000-555503) for GFOA Travel for Comprehensive Annual Financial Report (CAFR) training, since we plan to issue first report in FY 2012.
- 5) Increase in Training (15000-555504) for GFOA Training for Comprehensive Annual Financial Report, since we plan to issue first report in FY 2012.
- 6) Increase in Computer Software (15000-534502) due to 8% estimated increase for MUNIS program.



**City of Salisbury
Budget Summary
15000 – Internal Services - Finance
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	317,206	322,722	322,722	322,575	326,498	321,351
OPERATING EXPENSES	115,555	116,074	163,352	116,622	96,400	102,400
CAPITAL OUTLAY	0	0	434	0	0	0
TOTAL	432,761	438,796	486,508	439,197	422,898	423,751

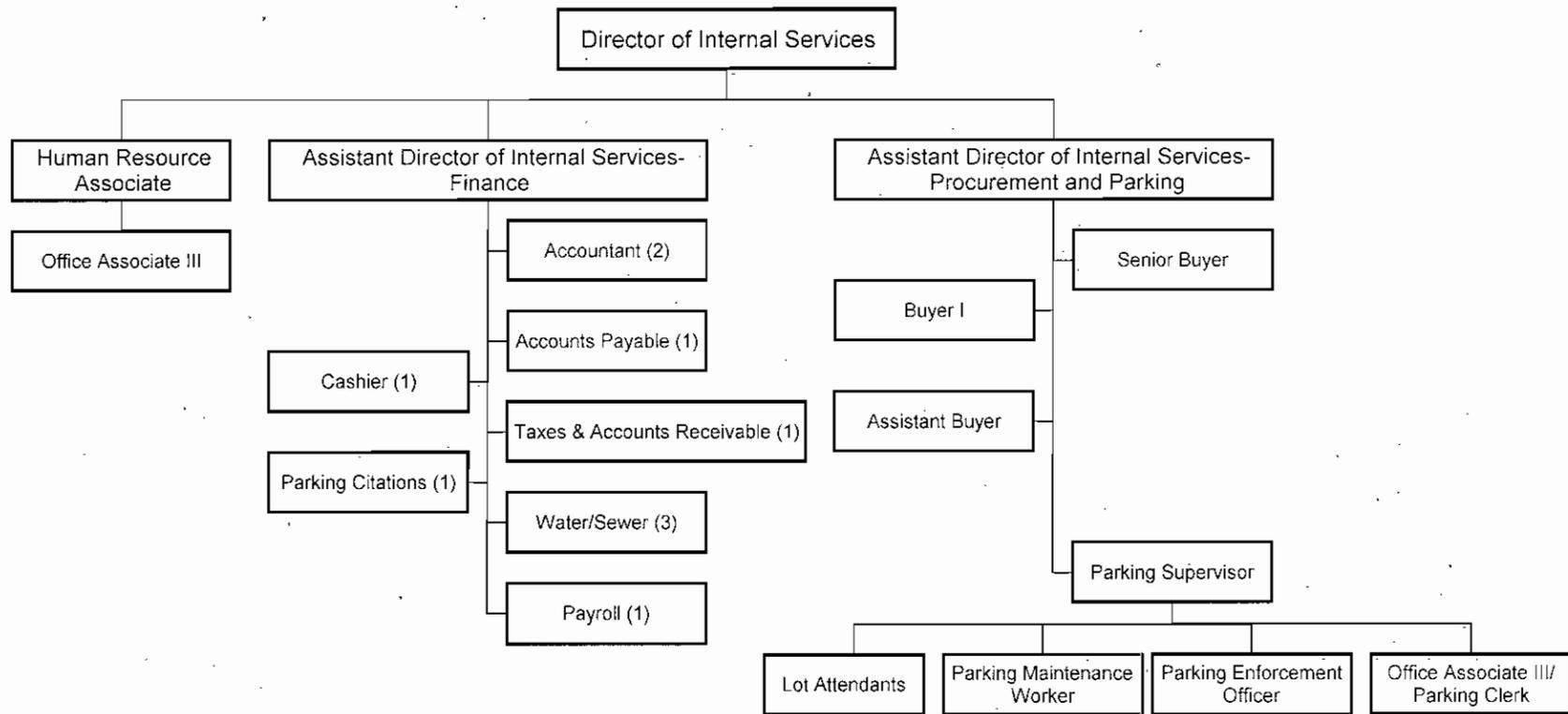
Personnel Authorization History

Department: Internal Services
 Division: Finance
 Account #: 15000 501001

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Asst Director of I.S. - Finance	11	1	1	1	1	1	1	1	
Accountant	10	1	1	2	2	2	2	2	
Payroll/Fixed Asset Clerk	5	1	1	1	1	1	1	1	
Account Clerk II	4	1	1	1	1	1	1	1	
Account Clerk I	2	2	2	2	2	2	2	2	
Total		6	6	7	7	7	7	7	

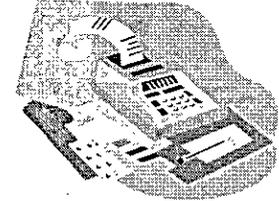


City of Salisbury Department of Internal Services Current Organization Chart Fiscal Year 2012





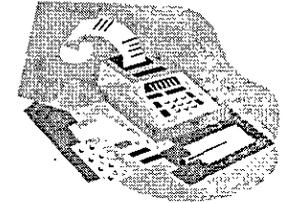
**16000 Department of Internal Services
Procurement Division
Fiscal Year 2012
Program Goals**



- 1) Develop a Procurement Card Purchasing System plan for better accountability and ease of purchases available via on-line procurement.
- 2) Monitor annual contracts for maintenance, services and goods used on a scheduled basis. Identify opportunities to combine annual maintenance where possible to reduce costs and improve service and track cost savings from combination.
- 3) Develop a system to track implementation of any energy reduction projects undertaken at City facilities.
- 4) Investigate cost reduction ideas for the division.
- 5) Develop a system to track workers compensation for contractors (and potentially subcontractors).
- 6) Acquire and start implementing a document imaging system.



**16000 Department of Internal Services
Procurement Division
Fiscal Year 2012
Performance Measures**



1) Fiscal Accountability

- Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
- Process all departmental invoices and submit to Internal Services – Finance Department within 3 business days of receipt.

2) Risk Management

- Report all accidents to Human Resources Department within 3 business days of occurrence.

3) Employee Reporting

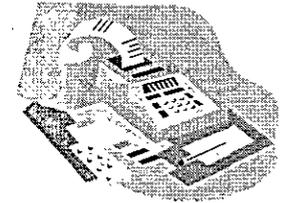
- Complete and submit all Employee Action Forms to the Human Resources Department within 48 hours of an employee separating from City service.

4) Request for Proposals, Bids and Quotes

- Track compliance of issuing formal advertisement for projects within two weeks of receipt. Track number of advertisements issued quarterly and percent of compliance. Track compliance of issuing purchase orders for quotes within two weeks of request by department. Track number issued and percent of compliance.
- Purchase orders for RFP's and Formal Bids will be encumbered within 3 days from award of bids by Council or bid recommendation received by department.
- Monitor the process time from advertisement to purchase order to ensure efficiency of purchase order issuance.
- All contracts reviewed for form and substance prior to submission for signature.



**16000 Department of Internal Services
Procurement Division
Fiscal Year 2012
Significant Changes**



Operating Expenses:

- 1) (16000-513400 Consulting Fee) Increase of \$1,500 in consulting to pay for training on a new document imaging process.
- 2) (16000-534302 Equipment) Increase of \$1,600 to pay for a scanner to use in document imaging.
- 3) (16000-546012 Equipment Maintenance) Increase of \$300 to pay for annual maintenance for document imaging.
- 4) (16000-546029 Computer Software) Increase of \$1,500 to pay for document imaging software.
- 5) (16000-555503 Travel) Decrease of \$400 to help pay for document imaging program.
- 6) (16000-555504 Training) Decrease of \$300 to help pay for document imaging program.



City of Salisbury Budget Summary 16000 – Internal Services - Procurement Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	170,724	171,882	171,882	171,882	175,867	172,929
OPERATING EXPENSES	32,499	33,659	35,235	35,235	37,162	37,162
TOTAL	203,222	205,541	207,117	207,111	213,029	210,091

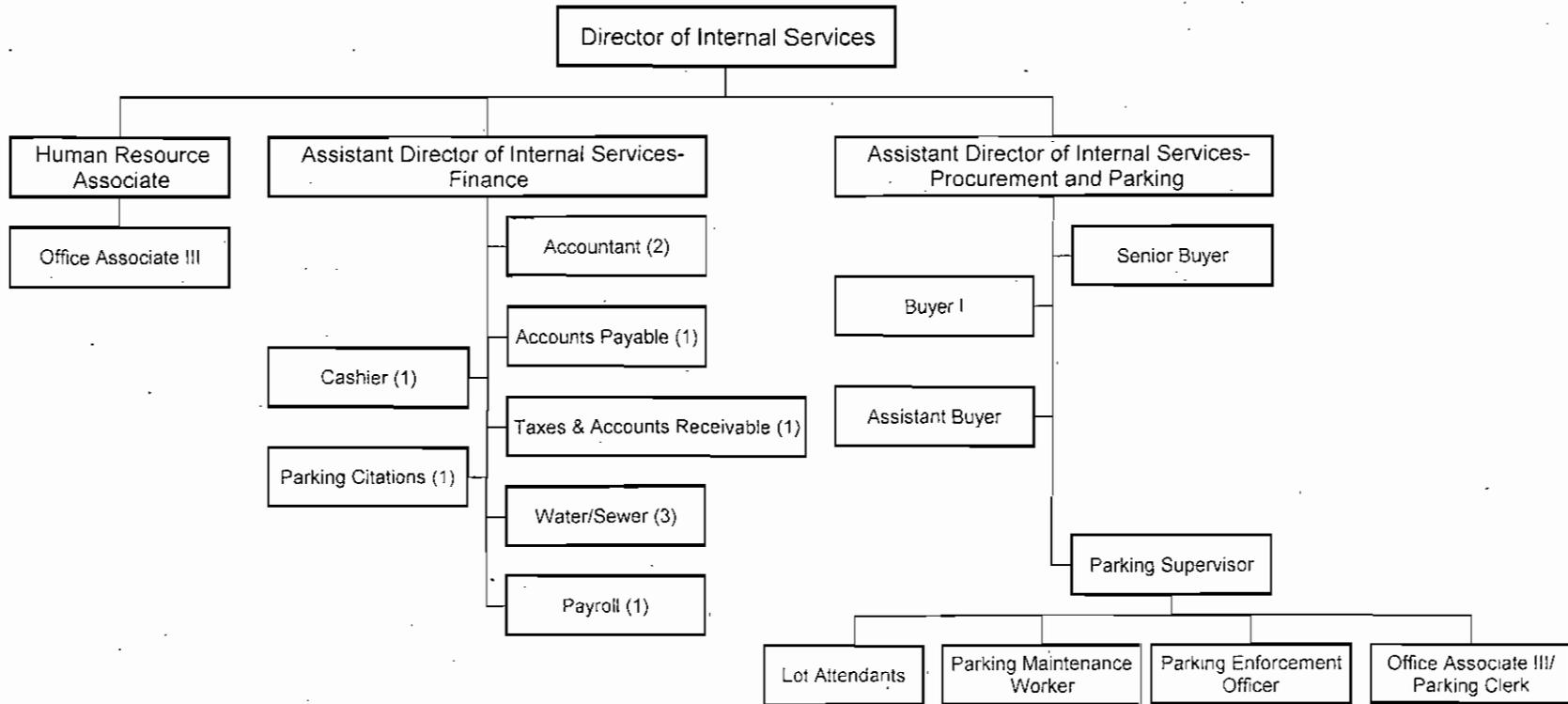
Personnel Authorization History

Department: Internal
Services
Division: Procurement
Account #: 16000 501001

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Asst. Director of I.S. - Procurement	12	1	1	1	1	1	1	1	
Senior Buyer	6	1	1	1	1	1	1	1	
Buyer	4	1	1	1	1	1	1	1	
Buyer Assistant	3	1	1	1	1	1	1	1	
Total		4	4	4	4	4	4	4	



City of Salisbury Department of Internal Services Current Organization Chart Fiscal Year 2012





17000 – City Attorney Fiscal Year 2012 Program Goals

- 1) Assist all departments in drafting ordinances and resolutions as needed.
- 2) Respond to requests from the Mayor, staff and City Council in a timely manner.
- 3) Review and respond to all litigation filed against the City and, when necessary, coordinate defense with Local Government Insurance Trust (LGIT).
- 4) Provide legal advice and assistance to the Mayor, City Council and City staff.
- 5) Review contracts, agreements, deeds, and other legal documents.
- 6) Provide all services in a cost-efficient manner.



**17000 – City Attorney
Fiscal Year 2012
Significant Changes**

OPERATING EXPENSES:

- 1) This amount is reduced by the 5% reduction for all City departments. The amount assumes that we are maintaining outside legal counsel.



**City of Salisbury
Budget Summary
17000 – City Attorney
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
OPERATING EXPENSES	212,375	185,000	185,000	185,000	175,750	175,750



**18000 – INFORMATION TECHNOLOGY
Fiscal Year 2012
Departmental/Program Goals**

- 1) Increase network connectivity through fiber optic cable to the City's satellite facilities.
- 2) Enhance network security for the City's new network.
- 3) Create a new City website with departmental forms that can be filled out and sent through the Internet.
- 4) Increase outside connectivity for the City's mobile users.
- 5) Bring the Salisbury Police Department and the rest of the City's infrastructure together so that we can utilize the synergies of the two entities.
- 6) Develop "Real-time" backup solution for all City servers.
- 7) Educate "end-users" on common office technology.



25100 DEPARTMENT OF INFORMATION TECHNOLOGY Fiscal Year 2012 Performance Measures

Fiscal Accountability

1. Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
2. Process all departmental invoices and submit to Internal Services – Finance Department within three (3) business days of receipt.

Risk Management

1. Report all accidents to Human Resources Department within three (3) business days of occurrence.

Human Resources Requirements

1. Upon termination or resignation of an employee, complete an Employee Action Form (EAF) within forty-eight (48) hours and notify Human Resources.

Network and Computer Management

1. Minimize downtime and increase resource connectivity.
2. Respond to and address end-user needs with a minimal wait time.



18000 -- DEPARTMENT OF INFORMATION TECHNOLOGY Fiscal Year 2012 Significant Changes

OVERALL OPERATING EXPENSES:

The following reductions reflect the budget preparation instructions requirement of an overall 5% or more reduction in the operating expense accounts:

Item			Current		Reduction	Operating Total	% of Last Year
18000	513402	Computer Consultants	\$ 40,000.00		\$ 5,000.00	\$ 35,000.00	12.50%
18000	546001	Office	\$ 2,000.00		\$ 1,250.00	\$ 750.00	37.5%
18000	546006	Operating	\$ 2,500.00		\$ 125.00	\$ 2,375.00	5.00%
18000	546011	Computer	\$ 3,855.00		\$ 1,525.00	\$ 2,330.00	60.00%
18000	546012	Equipment Supplies	\$ 1,500.00		\$ 500.00	\$ 1,000.00	33.33%
18000	555401	Telephone	\$ 400.00		\$ 25.00	\$ 375.00	6.25%
18000	556700	Dues	\$ 900.00		\$ 200.00	\$ 700.00	22.22%
				Actual	\$ 4,375.00	\$ 83,025.00	
		Old Budget	\$ 87,400.00	Goal	\$ 4,370.00	\$ 83,030.00	

Note that there was an increase of \$4,000 for the Computer Software account (534502) due to the need for licenses for Windows Server 2008 and Client Access Licenses; this cost center should be substantially reduced in FY2013.

NET OPERATING EXPENSE REDUCTIONS \$ 4,625.00

Account (18000-546011): new router for \$1,200.

Account (18000-577035): Computer Hardware and Backup: File and Application Server with licenses for 200 users for \$12,645. Virtual Machine server running Double-Take software for \$14,000.



**City of Salisbury
Budget Summary
18000 – Information Technology
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	0	133,956	130,791	130,791	121,673	118,999
OPERATING EXPENSES	67,890	87,400	92,661	92,661	83,025	56,130
CAPITAL OUTLAY	0	0	0	0	0	26,645
TOTAL	67,890	221,356	223,452	223,452	204,698	201,774

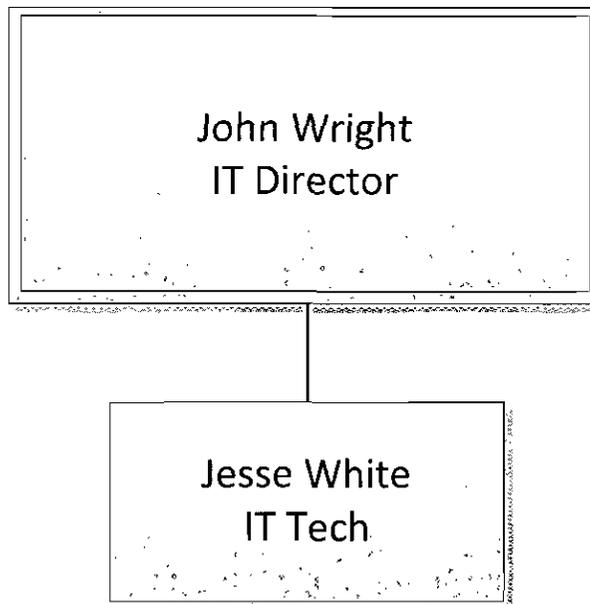
Personnel Authorization History

Department: Information Technology
Account #: 18000

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Information Technology Director	14	0	0	0	0	1	1	1	
Network Technician	6	0	0	0	0	1	1	1	
Total		0	0	0	0	2	2	2	

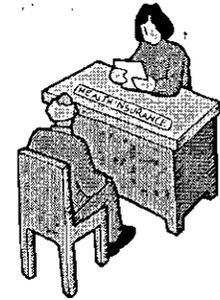


**18000 -- DEPARTMENT OF INFORMATION TECHNOLOGY
Fiscal Year 2012
Organizational Chart**





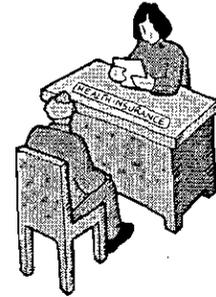
**18500 Department of Internal Services
Human Resources Division
Fiscal Year 2012
Program Goals**



- 1) Monitor goal that all newly hired employees who drive a City vehicle should attend defensive driving training within 6 months of hire date.
- 2) Assist departments with coordination of any training needs that are identified. Identify and present one training that would be attended by a large percentage of City employees.
- 3) Audit all job descriptions, classifications, salary schedules and benefits to ensure accuracy and fair and equitable compensation.
- 4) Increase awareness of the employee health insurance disease management program offered through Carefirst. This will assist employees in knowing their wellness options, as well as ongoing care management. We will achieve this goal by offering quarterly bulletins or opportunities to discuss programs with Carefirst representatives.
- 5) Begin development of an employee wellness program.
- 6) Increase participation of the ICMA 457(b) retirement program and the City's employee match option by 2% through quarterly bulletins or opportunities to meet with ICMA representatives.
- 7) Continue development of a City-wide employee recognition program.



**18500 Department of Internal Services
Human Resources Division
Fiscal Year 2012
Performance Measures**



1) Fiscal Accountability

- Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
- Process all departmental invoices and submit to Internal Services – Finance Department within 3 business days of receipt, excluding Daily Times invoices.

2) Risk Management

- Track departmental compliance for injury reports. All injuries are to be reported within three (3) business days of occurrence.

3) Employee Turnover Rate/Exit Interviews

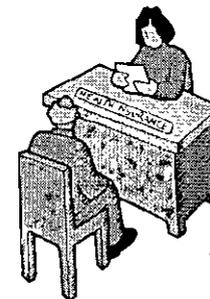
- Track and report employee turnover rate quarterly.
- Conduct exit interviews on 100% of voluntarily terminating employees.

4) Recruitment

- Internal – vacancies will be posted within 3 calendar days of receipt of notification from departments.
- External – vacancies will be advertised within 3 calendar days of receipt of notification from departments.



**18500 Department of Internal Services
Human Resources Division
Fiscal Year 2012
Significant Changes**



Personnel Services:

- 1) (18500-501096 Retirement Incentive) New account for General Fund portion of retirement incentive for employees who responded that they would take the retirement incentive of up to 20% of salary if they retire between 7/1/11 and 7/31/11.
- 2) (18500-502021 Wellness]) Decreased requested amount by \$500 based on 2011 actual costs for employee and volunteer fire fighter flu shots.

Operating Expenses:

- 1) (18500-546001 Office) Decreased requested amount by \$378 to help accomplish 5% reduction.
- 2) (18500-555503 Travel) Decreased amount by \$300 to accomplish 5% reduction.
- 3) (18500-555504 Training) Decreased amount by \$300 to accomplish 5% reduction.



**City of Salisbury
Budget Summary
18500 – Internal Services – Human Resources
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	118,371	119,571	119,466	119,171	118,241	124,223
OPERATING EXPENSES	10,660	11,678	12,303	12,303	11,020	11,020
TOTAL	129,031	131,249	131,469	131,474	129,260	135,243

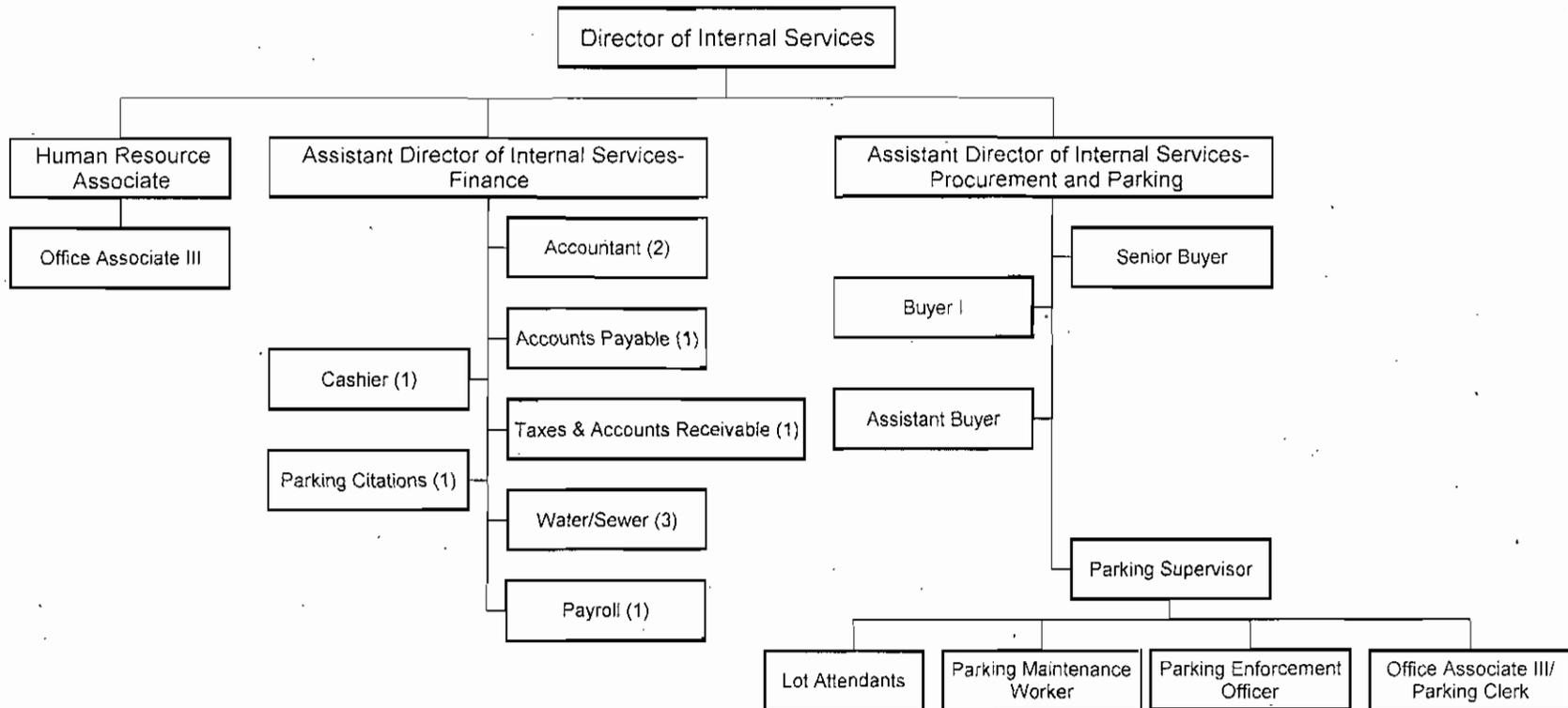
Personnel Authorization History

Department: Internal Services
 Division: Human Resources
 Account #: 18500

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Human Resource Associate	6	0	0	1	1	1	1	1	
Office Associate III	3	0	0	1	1	1	1	1	
Total		0	0	2	2	2	2	2	



City of Salisbury Department of Internal Services Current Organization Chart Fiscal Year 2012





**19000 CITY OF SALISBURY/WICOMICO COUNTY
DEPARTMENT OF PLANNING, ZONING AND COMMUNITY DEVELOPMENT
Fiscal Year 2012
Program Goals**

- 1) Begin the implementation of the recently completed City Comprehensive Plan, by formulating a work program for the development of new codes and programs. This includes initiation of work on a comprehensive revision of the City Zoning Code.
- 2) Assist with the development of revitalization strategies for the City's neighborhoods and downtown.
- 3) Work with the Mayor's Office and City Council on the enactment of the Safe Streets Legislative Package.
- 4) Upgrade and maintain the City/County Geographic Information System to better support the sharing of information among departments.
- 5) Update City regulations to better implement the Chesapeake Bay Critical Area Program.
- 6) Assist in the review of US Census data and the revision, if necessary, of City election district boundaries.



**19000 CITY OF SALISBURY/WICOMICO COUNTY
DEPARTMENT OF PLANNING, ZONING AND COMMUNITY
DEVELOPMENT
Fiscal Year 2012
Significant Changes**

OPERATING EXPENSES:

- 1) The Administrative Account total has been reduced by 7.9%. This reduces Administrative support by \$13,935.

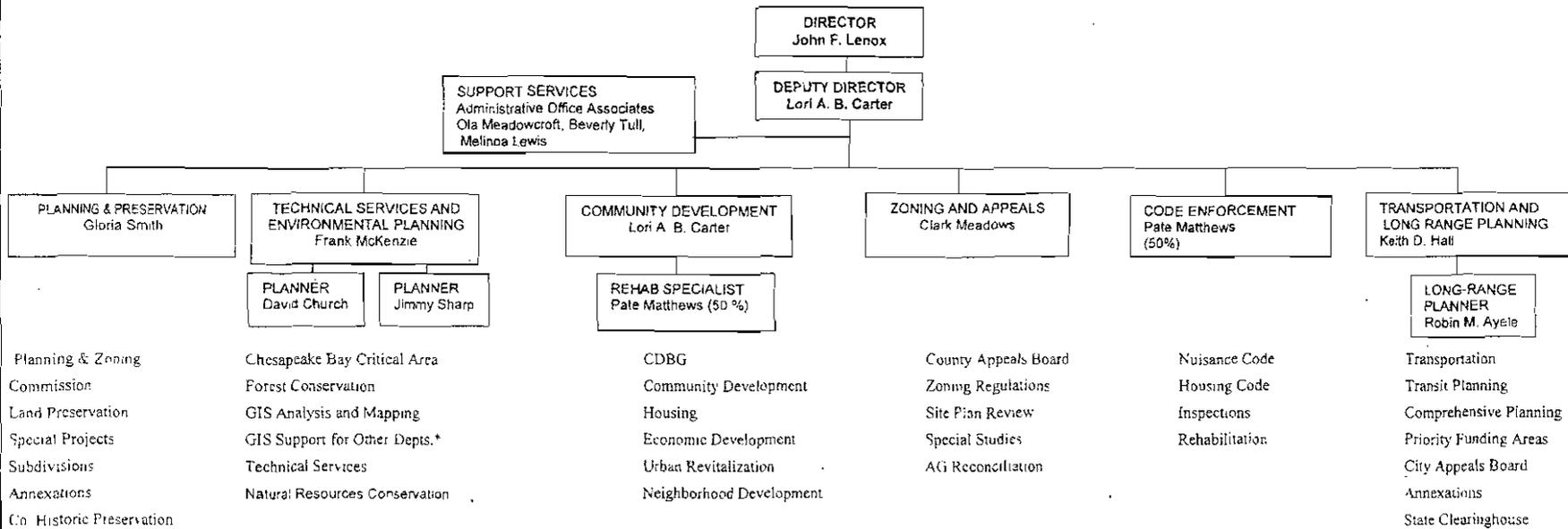


**City of Salisbury
Budget Summary
19000 – Planning & Zoning
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
OPERATING EXPENSES	227,623	177,493	186,607	183,607	171,618	166,468



**1900 CITY OF SALISBURY/WICOMICO COUNTY
DEPARTMENT OF PLANNING, ZONING AND COMMUNITY DEVELOPMENT
Fiscal Year 2012
Organization Chart**



*Technical Services also provides GIS Support for various other Departments, including various projects in support of Recreation and Parks, City and County Public Works, Sheriff's Office, City and County Fire/Ambulance Departments, Emergency Services, Board of Elections, County Attorney, State's Attorney, Wicomico County Health Dept., Tri-County Council, MD Dept of Planning, MD DNR and SWED. Governments and Commissions served: Wicomico County Executive and County Council, City of Salisbury Mayor and City Council.

Governments and Commissions served: Wicomico County Executive and County Council, City of Salisbury Mayor and City Council, Salisbury/Wicomico Planning and Zoning Commission, Wicomico County and City of Salisbury Boards of Zoning Appeals, Wicomico County Historic District Commission, Wicomico County Agricultural Reconciliation Committee, Wicomico County Land Preservation Advisory Board, Health Housing Radio Task Force, Transferable Development Rights Committee, Natural Resources Conservation Committee and Metropolitan Planning Organization



19500 Government Office Building Fiscal Year 2012 Program Goals



- 1) Fund the operation of the Government Office Building in cooperation with Wicomico County.
- 2) Continue to pursue energy upgrades to Government Office Building and implement results of the Energy Study in coordination with Wicomico County.
- 3) Continue to work with City's Energy Group to identify efficient energy use practices and disseminate information to all city employees.



19500 Government Office Building Fiscal Year 2012 Significant Changes



Operating Expenses:

1) (19500-534301 Bldgs) Request a total of \$154,000 (reduced to \$140,000 at Mayor Level) for the following GOB expenses, as identified by Wicomico County:

- \$140,000 to meet $\frac{1}{2}$ of the cost of general operating expenses for FY2012. Currently same amount as budgeted in FY 2011, per discussion with County (amount may change). General operating expenses are as follows: Electricity, Cleaning Service, Oil, General Supplies, Maintenance, Water, Water Treatment for Boiler, Elevator Maintenance, and Pest Control.
- \$10,000, $\frac{1}{2}$ the cost for replacement of some of the windows in the building. (Amount removed at Mayor Level)
- \$4,000, $\frac{1}{2}$ the cost to tint some of the windows for increased energy efficiency. (Amount removed at Mayor Level)



**City of Salisbury
Budget Summary
19500 – Municipal Buildings
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
OPERATING EXPENSES	111,373	177,500	202,775	202,775	170,500	156,500
CAPITAL OUTLAY	20,092	0	0	0	0	0
TOTAL	131,466	177,500	202,775	202,775	170,500	156,500



19600 Municipal Buildings – Poplar Hill Mansion Fiscal Year 2012 Program Goals

- 1) Promote the Mansion as a heritage tourism site through education and awareness (ie, tours, information on website), and strategic partnerships (ie, with Wicomico Historical Society and Wicomico County Recreation, Parks & Tourism Department).
- 2) Increase financial resources by expanding membership base of the Friends.
- 3) Continue program to utilize funds from Bobbi Biron Endowment to improve Mansion furnishings.



**19600 Municipal Buildings – Poplar Hill Mansion
Fiscal Year 2012
Significant Changes**

OPERATING EXPENSES:

- 1) 19600-534301 Buildings Reduced budget to \$2,000 for miscellaneous building repairs
- 2) 19600-556201 Electricity Reduced budget from \$4,300 to \$4,000
- 3) 19600-556202 Natural Gas Reduced budget from \$4,100 to \$4,000

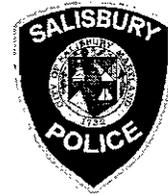


**City of Salisbury
Budget Summary
19600 – Municipal Buildings - Poplar Hill Mansion
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
OPERATING EXPENSES	20,716	17,345	40,906	39,016	16,200	16,200



Police Department - 21021 Fiscal Year 2012 Program Goals



Program Goals

- Seek funding/reallocate resources for specialized positions (i.e. K-9) to provide a more effective response to criminal activity.
- Implement Safe Streets crime reduction initiatives, seeking funding for FY12
- Conduct four (4) joint Safe Streets law enforcement operations directed at narcotics enforcement, prostitution and gangs.
- Evaluate the recommendations of the Crime Task Force and implement as appropriate.
- Secure opportunities for professional development/training for all levels of supervision.
- Evaluate alternative vehicles that would be more fuel efficient.
- Investigate and implement cost saving ideas for all personnel & operating accounts.
- Conduct two (2) Citizen's Police Academies to provide positive interaction between citizens and police.
- Analyze allocated positions to meet the needs of the department & civilianize some staff functions.
- Improve Quality of Life in neighborhoods, support legislation directed at the reduction of crime.
- Improve intelligence information collection at Patrol level in an effort to reduce gun and gang criminal activity.
- Research and implement Police Scholarship Program.
- Research and implement crime reporting procedures so that citizens are better served by our Patrol and Criminal Divisions with a goal of being more proactive regarding criminal activity.



Salisbury Police Department Fiscal Year 2012 Performance Measures



Fiscal Accountability

- Monitor all departmental expenditures for budget compliance.
- Process any required fund transfers and approvals before funds are expended.
- Process all departmental invoices and submit to Internal Services/Finance Department within three (3) business days of receipt.
- Employee Action Forms for employees who retire, resign or are terminated will be forwarded to Human Resources within 48 hours.

Risk Management

- Report all accidents to Human Resources within three (3) business days of occurrence.

Policing Activities

- Respond to Calls for Service within 20 minutes of notification.
- Reduce Part 1 crimes by 10% city-wide.
- Increase proactive patrol checks by 2%.
- Establish a Salisbury Police Department K-9 Unit
- Attend four (4) community forums to educate citizens and solicit their feedback.
- Conduct four (4) prostitution undercover operations per year.
- Conduct four (4) street level narcotics operations per year.
- Development of a Police Scholarship Program – create budget line for community donations.
- Introduce COMSTAT to transition into integrated management of the police function.

Animal Control

- Animal Control Officers will respond within 20 minutes of receipt of calls for service.



**Police Department - 21021
Fiscal Year 2012
Significant Changes**



Personnel Services - None

Operating Expenses

Medical: This account shows a decrease of \$1,680.00 due to the reduction of the number of anticipated new hires from eight to six to comply with the requested 5% reduction in operating accounts. Acct. # 513040

Repair/Maint. Land/Bldgs.: This account shows a decrease of \$7,500 to comply with the requested 5% reduction in operating accounts. Acct. # 534301

Equipment Maint. Contracts: This account shows a decrease of \$3,824.00 due to a decrease of charges and/or elimination of some maintenance contracts. Acct. # 534302

Vehicle Maintenance: This account has been decreased by \$6,923.00 due, in part, to our request to purchase 2 fuel economy vehicles which would not be equipped with prisoner transport seats & cages, light bars and etc. They would be our start at having a "green fleet". Acct. # 534308 (at Mayor's level, the account was increased by \$20,000.00 to provide for emergency equipment for 4 vehicles.)

Office Supplies: This account has been decreased by \$1,185.00 to comply with the requested 5% reduction in operating accounts. Acct. # 546001

Janitorial Supplies: This account was decreased by \$2,027.00 to comply with the requested 5% reduction in operating accounts. To comply with the additional requested 1% another \$333.00 was deducted from this account totaling \$2,360.00. Acct. # 546002

Operating Expenses cont.

Chemicals: This account has been decreased by \$1,000.00 (34.48%) to comply with the requested 5% reduction in operating accounts. Acct. # 546004

Protective Vests: This account shows an increase of \$819.00 due to the up-front purchase of new vests which should be reimbursed through a Homeland Security grant. Acct. # 546022

Cameras & Supplies: This account has been decreased by \$1,400.00 due to the use of digital cameras reducing the cost of film and developing.

Copiers: This account shows an increase of \$2,312.00 due to an increase in the maintenance contract fees. We are working with the Purchasing Dept. to work-out a new contract. Acct. # 554404

Cellular Phones: This account has been reduced by \$333.00 to comply with the requested addition 1%. Acct. #555402

Pagers: This account has been completely deleted, due to the agency no longer using pagers. Acct. # 555403

Gasoline: This account was originally increased \$28,500.00 due to the anticipated increase in gasoline prices. It has now been decreased \$35,000 to comply with the requested additional 1%. Acct. # 556204

Miscellaneous: This account has been reduced by \$1,000.00 to comply with the requested 5% reduction in operating accounts. Acct. # 556900

Capital Outlay

- **Vehicles:** In this account, we are requesting the purchase of four (4) new patrol vehicles totaling \$106,000 & Two (2) hybrid 4X4 SUVs at \$30,000 each totaling \$60,000, to begin establishing a "green fleet" Acct. # 577025. The hybrids are not funded, four patrol vehicles funded through lease purchase Acct. # 558600.

Debt Service - None

Other - None



City of Salisbury Budget Summary 21021 – Police Services Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	7,832,999	7,913,874	7,833,781	7,876,635	8,412,419	8,208,560
OPERATING EXPENSES	822,540	878,706	956,258	942,957	907,593	890,927
CAPITAL OUTLAY	43,992	46,000	75,446	43,992	166,000	106,000
TOTAL	8,699,532	8,838,580	8,865,485	8,863,584	9,486,012	9,205,487

Personnel Authorization History

Department: Police Department
 Division: Police
 Account #: 21021 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Chief of Police	16	1	1	1	1	1	1	1	
Colonel	PS9	0	0	0	0	1	1	1	
Major	PS8	1	1	1	1	1	1	1	
Captain	PS7	2	2	2	2	2	2	2	
Lieutenant	PS6	8	8	8	8	6	6	6	
Sergeant	PS5	7	7	7	7	7	7	7	
Corporal	PS4	7	7	7	7	7	7	7	
Police Officer, Police Officer I – Police Officer First Class	PS1-3	62	62	62	66*	67*	67*	67*	
Total (page 1)		88	88	88	92	92	92	92	

* Includes 4 COPS Grant- funded positions



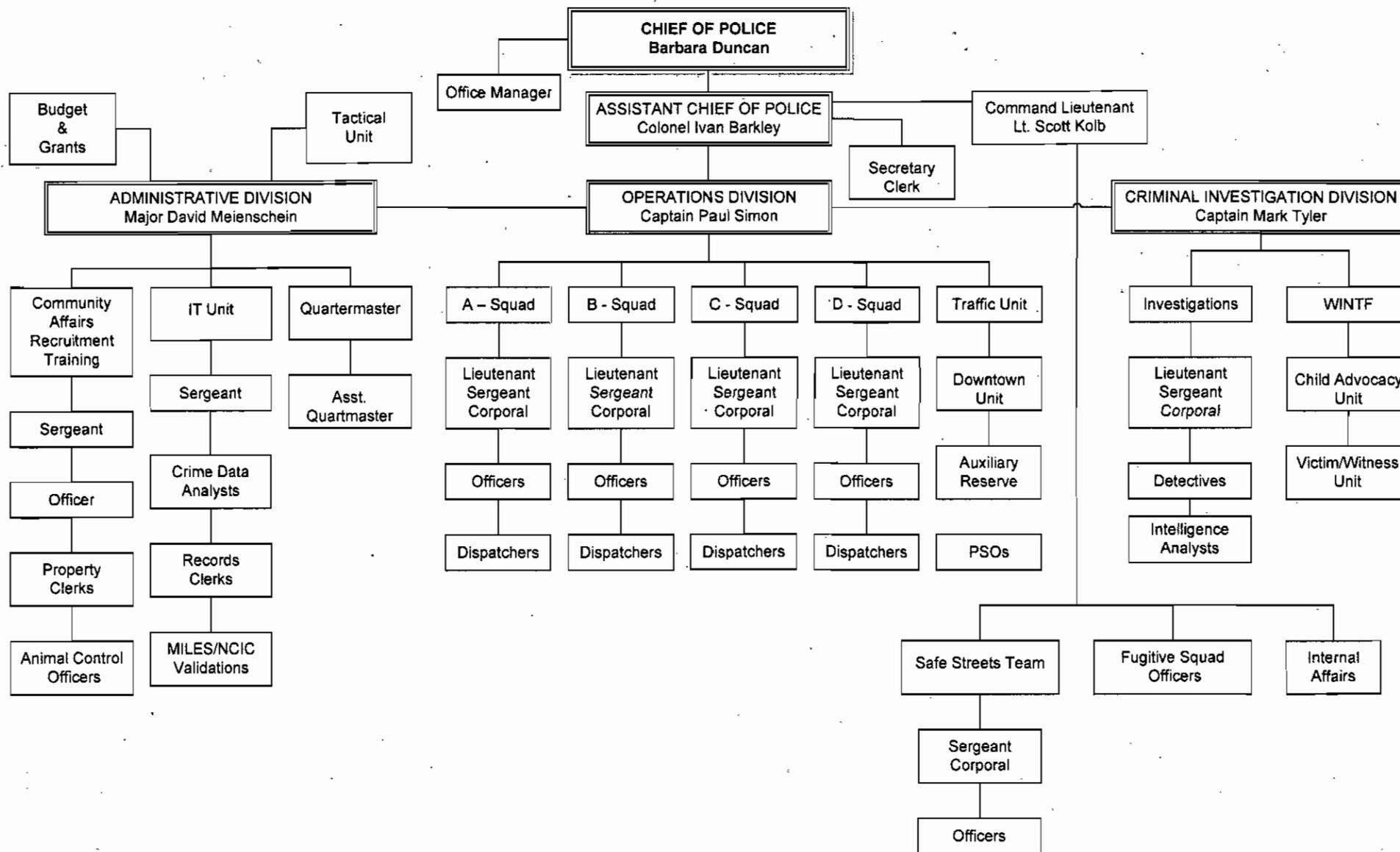
**City of Salisbury
Budget Summary
21021 – Police Services
Fiscal Year 2012**

Department: Police Department
 Division: Police
 Account #: 21021 501001

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Network Technician	6	0	0	0	1	0	0	0	
Office Manager	6	1	1	1	1	1	1	1	
Crime Data Analyst	4	1	2	2	2	2	2	2	
Intelligence Data Analyst	4	2	2	2	2	2	2	2	
Property Custodian II	4	1	1	1	1	1	1	1	
Property Custodian I	3	2	2	2	2	2	2	2	
Chief Records Clerk	3	2	2	2	2	2	2	2	
Record Clerks/Secretary	3	1	1	1	1	1	1	1	
Records Clerk	2	2	2	2	2	2	2	2	
Public Service Officer	1	2	2	2	2	2	2	2	
Custodian	1	2	2	2	2	2	2	2	
Total (page 2)		16	17	17	18	17	17	17	
Total		104	105	105	110	109	109	109	

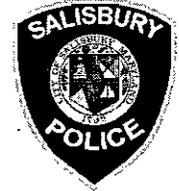


Police Department Fiscal Year 2012 Organizational Chart





CITCOM - 21025 Fiscal Year 2012 Program Goals



Program Goals

- Consult with the Wicomico County Emergency Management in reference to the proposed new radio system and assess what impact it will have on SPD's radio system.
- Ensure that updated maps of our service area are provided to the Communications Center when annexations occur.
- Obtain training for all Communications personnel on how to interact with callers in emergency/conflict situations.
- Coordinate with the 911 Numbers Board through Wicomico County to enhance SPD Communications equipment/facility.



CITCOM - 21025 Fiscal Year 2012 Significant Changes



Personnel Services

Personnel: One Police Communications Officer's position has been "frozen". We are requesting this position be opened for an approved candidate.

Operating Expenses

Medical: This account has been decreased by reducing the number of new hires to two to comply with the requested 5% reduction in operating accounts. Acct. # 513040

Equipment: This account has been decreased by \$2,168.00 to comply with the requested 5% reduction in operating accounts. Acct. # 534302

New Lease Payments: This account covers the 1st of 7 lease payments of \$25,000 for the final purchase of the new portable & mobile radios. Acct. # 558600

Existing Lease Payments: This account covers the 2nd of 7 lease payments of \$49,533 for the new replacement portable & mobile radios and the telephone system. Acct. # 558700

Capital Outlay

Debt Service - None



**City of Salisbury
Budget Summary
21025 – Police - Communications
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	395,590	398,221	398,221	398,221	443,351	398,151
OPERATING EXPENSES	65,152	117,444	125,342	125,342	111,225	136,225
CAPITAL OUTLAY	0	330,000	330,604	330,604	108,000	108,000
TOTAL	460,742	845,665	854,167	854,167	662,576	642,376

Personnel Authorization History

Department: Police Department
 Division: City Communications Center
 Account #: 21025 501001

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Police Communications Officer II	4	1	1	1	1	1	1	1	
Police Communications Officer I	3	8	8	8	8	8	8	8	
Total		9	9	9	9	9	9	9	



Animal Control - 21029 Fiscal Year 2012 Program Goals



Program Goals

- Animal Control Officers will be available to handle calls for service within twenty minutes and violations in an expeditious manner.
- Maintain liaison with the Wicomico County Humane Society to maximize services related to animal control and improve the health and safety of animal and residents.
- Develop relationship and work closely with Neighborhood Services and Code Compliance to address animal issues in problem areas. Attend and participate on Neighborhood Services Task Force.
- Research and implement cost saving measures in operating accounts where possible.
- Participate with Community Affairs to educate the public on City Ordinances and proper care of animals.
- When appropriate, assist the public in ways other than animal control, such as helping motorists in need.



Animal Control - 21029 Fiscal Year 2012 Significant Changes



Personnel Services - None

Operating Expenses

Veterinarian: This account shows a decrease of \$475.00 to comply with the requested 5% reduction in operating accounts. Due to increases in treatments and fees we may experience a shortfall in this account. Acct. # 513041

Auto Maintenance: This account shows a decrease of \$2,089.00 (41.5%) to comply with the requested 5% reduction in operating accounts. Acct. # 534308

Operating: This account shows a decrease of \$460.00 to comply with the requested 5% reduction in operating accounts. Acct. # 546006

Gasoline: This account has increased \$650.00 due to the anticipated increase in gasoline prices. Acct. # 556204

Humane Society: This account covers the City's share of the Humane Society's budget. They have requested \$64,162.00, reflecting a decrease from the **revised total** adopted in FY11. **Acct. # 523605**

Capital Outlay - None

Debt Services - None

Other - None



City of Salisbury Budget Summary 21029 – Animal Control Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	102,862	109,964	109,964	109,962	107,895	106,412
OPERATING EXPENSES	94,552	77,199	96,035	96,035	90,362	90,362
CAPITAL OUTLAY	0	0	0	0	0	0
TOTAL	197,414	187,163	205,999	205,997	198,257	196,774

Personnel Authorization History

Department: Police Department
 Division: Animal Control
 Account #: 21029 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Animal Control Officer	5	2	2	2	2	2	2	2	
Total		2	2	2	2	2	2	2	



Fire Department / Emergency Medical Services Fiscal Year 2012 Program Goals



- 1.) The Fire Department will investigate cost effective ways to reduce its overall energy consumption through conservation, green initiative implementations and organizational efficiency gains.
- 2.) The Fire Department will continue to re-evaluate existing and establish new performance measurements to enable both Fire Department management and City management to evaluate the performance of the SFD to determine how it rates against established national standards of cover and performance.
- 3.) The Fire Department will continue to develop interoperability agreements with Wicomico County fire departments through strategic meetings and training opportunities.
- 4.) The Fire Department will continue to review and revise the Fire and EMS service delivery model to meet the changing needs of the citizens and to efficiently meet the level of demand for services.
- 5.) The Fire Department will continue to support and work to improve the quality of life for our citizens by providing real and verifiable public education, prevention, and inspection programs.
- 6.) The Fire Department will develop a target response matrix for the new EMS Emergency Medical Dispatch Protocols. (EMD Pro QA)



Fire Department / Emergency Medical Services Fiscal Year 2012 Program Goals



- 7.) The Fire Department will conduct mid-year evaluations to measure employee performance and refine personal and professional development goals.
- 8.) The Fire Department will contribute to the development of a comprehensive Emergency Operations Plan for the City and refine and enhance the functional action of the City's Emergency Operations Center.



Fire Department / Emergency Medical Services Fiscal Year 2012 Key Performance Measures



Fiscal Accountability

- Monitor all departmental expenditures for 100% budget compliance. Process any required funds transfers and approvals before funds are expended per finance guidelines.
- Process all departmental invoices and submit to Internal Services – Finance Department within 3 business days of receipt.
- Request all grant fund reimbursements within 15 days of grant fund expenditures.

Risk Management

- Report all insurance related claims to Human Resources Department within 3 business days of occurrence.
- Reduce firefighter fire related injuries by 10%.

Fire

- Respond to 100% of fire calls within the city's fire service district.
- Turnout for fire calls within 1 minute of dispatch call, 75% of the time.
- Reduce travel time to scene after dispatch by 10% as a result of MDT/AVL onboard terminal activation.
- Document all fires for monetary loss 100% of the time, by category.
- Maintain 0% firefighter related deaths.
- Reduce civilian fire deaths to 0%.
- Track fire incidences by geographic sectors for the City as reported by the State Fire Marshal's Office on a quarterly basis.



Fire Department / Emergency Medical Services Fiscal Year 2012 Performance Measures



EMS

- Respond to cardiac arrest calls within 4 minutes for basic life support (EMT) and 6 minutes for advanced life support (Paramedics).
- Recruit or train \geq two (2) personnel towards achieving the allocation level of twenty six (26) practicing Paramedics within the department.
- Increase Ambulance 2 availability by 5% during the 2nd half of FY2012 as a result of new ambulance activation.

Human Resource Development

- Conduct mid-year evaluations to measure employee performance and refine personal and professional development goals for 100% of the employees.



**City of Salisbury
Budget Summary
24035 – Fire - Career Division
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	4,781,902	4,844,339	4,896,879	4,896,879	5,002,889	4,855,508
OPERATING EXPENSES	1,733,931	1,322,794	1,347,016	1,331,290	1,402,327	1,294,194
CAPITAL OUTLAY	1,668,908	507,000	649,646	644,853	747,000	481,000
TOTAL	8,184,742	6,674,133	6,893,542	6,873,022	7,152,216	6,630,702

Personnel Authorization History

Department: Fire Department
 Division: Career Division
 Account #: 24030 501001 & 24035 501001

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Fire Chief	15	1	1	1	1	1	1	1	
Deputy Fire Chief	PS8	1	1	1	1	1	1	1	
Assistant Fire Chief	PS7	4	5	5	5	5	5	5	
Captain	PS6	4	3	3	3	3	3	3	
Lieutenant	PS5	6	6	6	6	6	6	6	
Firefighter/Paramedic	PS4	24	24	24	24	24	24	24	
Firefighter/EMTB	PS2	24	24	24	24	24	24	24	
Office Manager	6	1	1	1	1	1	1	1	
Office Associate II	2	1	1	1	1	1	1	1	
Total		66	66	66	66	66	66	66	



City of Salisbury
Budget Summary
24040 – Fire - Volunteer Division
Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	107,890	108,000	108,000	108,000	116,000	116,000
OPERATING EXPENSES	39,276	32,125	32,125	32,125	30,519	30,519
TOTAL	147,166	140,125	140,125	140,125	146,519	146,519



24035 Fire Department / Emergency Medical Services Fiscal Year 2012 Significant Changes



PERSONNEL SERVICES

1. Per the budget guidance instructions, no additional positions can be added. Department maintains two (2) vacant Firefighter /Medic positions. (\$35,441 & \$41, 921 + benefits)
2. Establish Senior Assistant Chief pay grade through job reclassification justification. Budget impact is neutral as a result of a reduction of one (1) Captains position to Lieutenant pay grade. (Not Funded)

OPERATING EXPENSES

1. The following reductions reflect the budget preparation instructions requirement of an overall 6% reduction in the operating expense Accounts:

A.	24035-523604	Landscaping	\$ 5100
B.	24035-523630	Janitorial	\$ 5,500
C.	24035-534301	Buildings	\$ 1,700
D.	24035-546011	Computer	\$ 3,000
E.	24035-546030	Turnout Gear	\$ 11,704
F.	24035-554406	GIS	\$ 1,000
G.	24035-555501	Advertising	\$ 2,000
H.	24035-556600	Publications	\$ 300
I.	24035-556700	Dues	\$ 294
J.	24035-513400	Consulting Fees	\$ 2,850
K.	24035-554404	Copiers	\$ 1,000
L.	24035-556201	Electricity	\$ 640
M.	24035-556202	Natural Gas	\$ 3,000
N.	24035-556204	Gasoline	\$ 10,000

2. 24035-555504 Training/Schools
Decrease by \$1000 for costs associated with external training.

3. 24035-546005 Training Supplies
Increase by \$4500 by adding budget account line to break-out costs associated with in-house training needs.

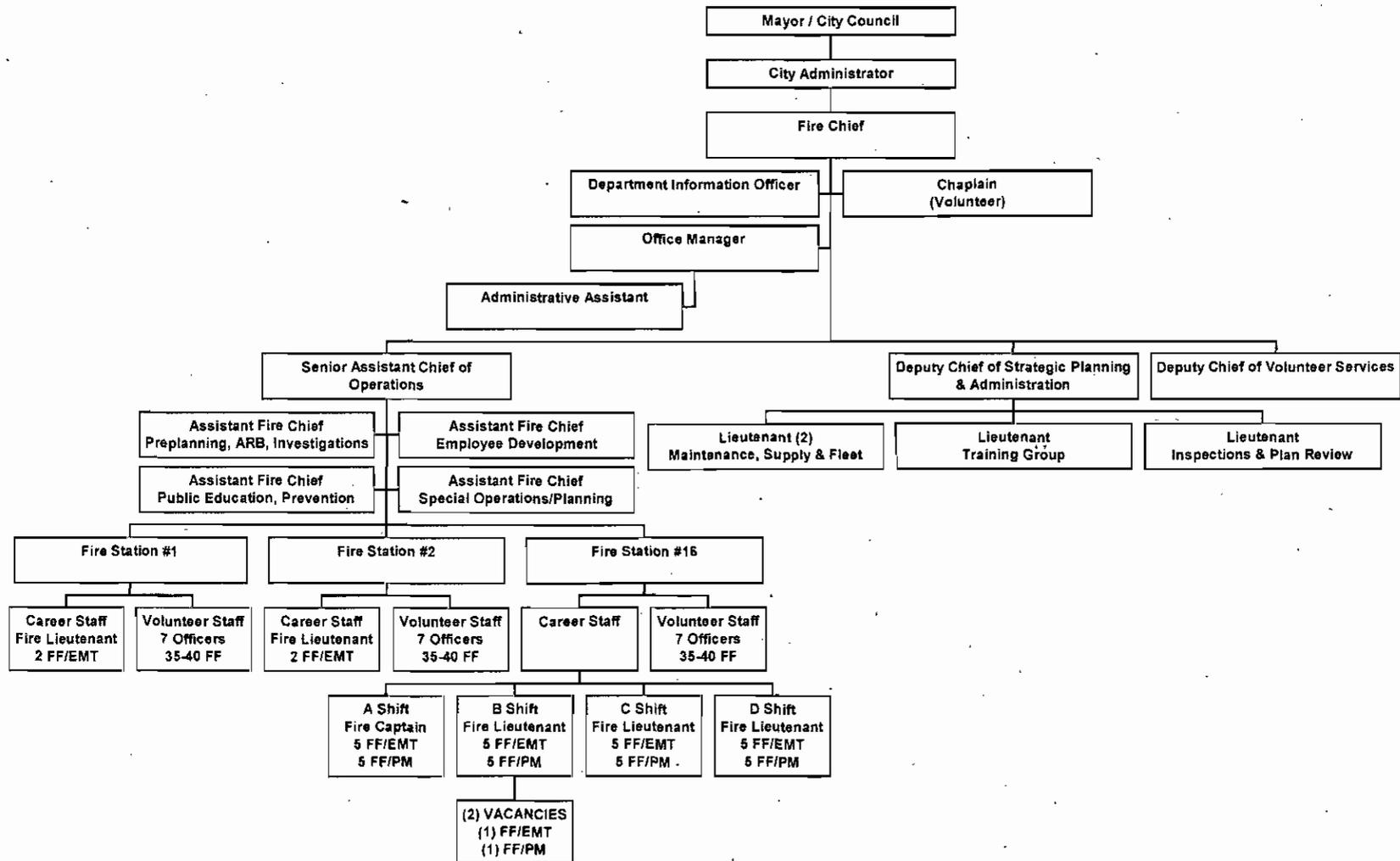
4. 24035-513069 Prof Serv-Ambulance Billing
Increase by \$6,875.00. Amount is 8.5% of budget revenue.

CAPITAL PROJECTS

1. Ambulance Replacement – FY2012 CIP approved purchase of new unit to replace current ambulance (1). \$220,000 purchase price with a yearly lease payment of \$48,022 at 3.8% interest.
2. Air / Light Unit Replacement – Volunteer appropriated funding to replace the current Air / Light Unit (2). \$275,000 purchase price. The new apparatus will be provided to the City thru a gifting resolution.
3. Ambulance Replacement – Potential initial year lease funding to be provided thru volunteer appropriated funding to replace current ambulance (16). \$220,000 purchase price with a yearly lease payment of \$49,321 at 3.8% interest. (Not budgeted)

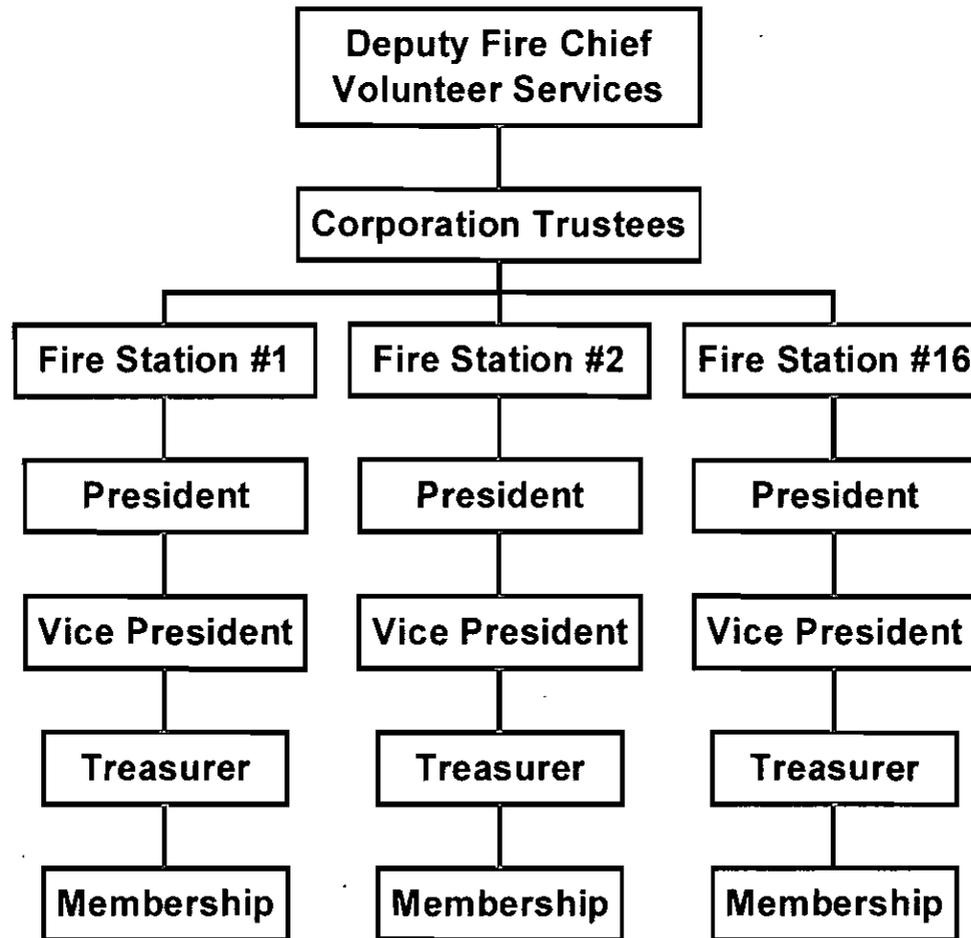


City of Salisbury Fire Department Organizational Chart – March 2011



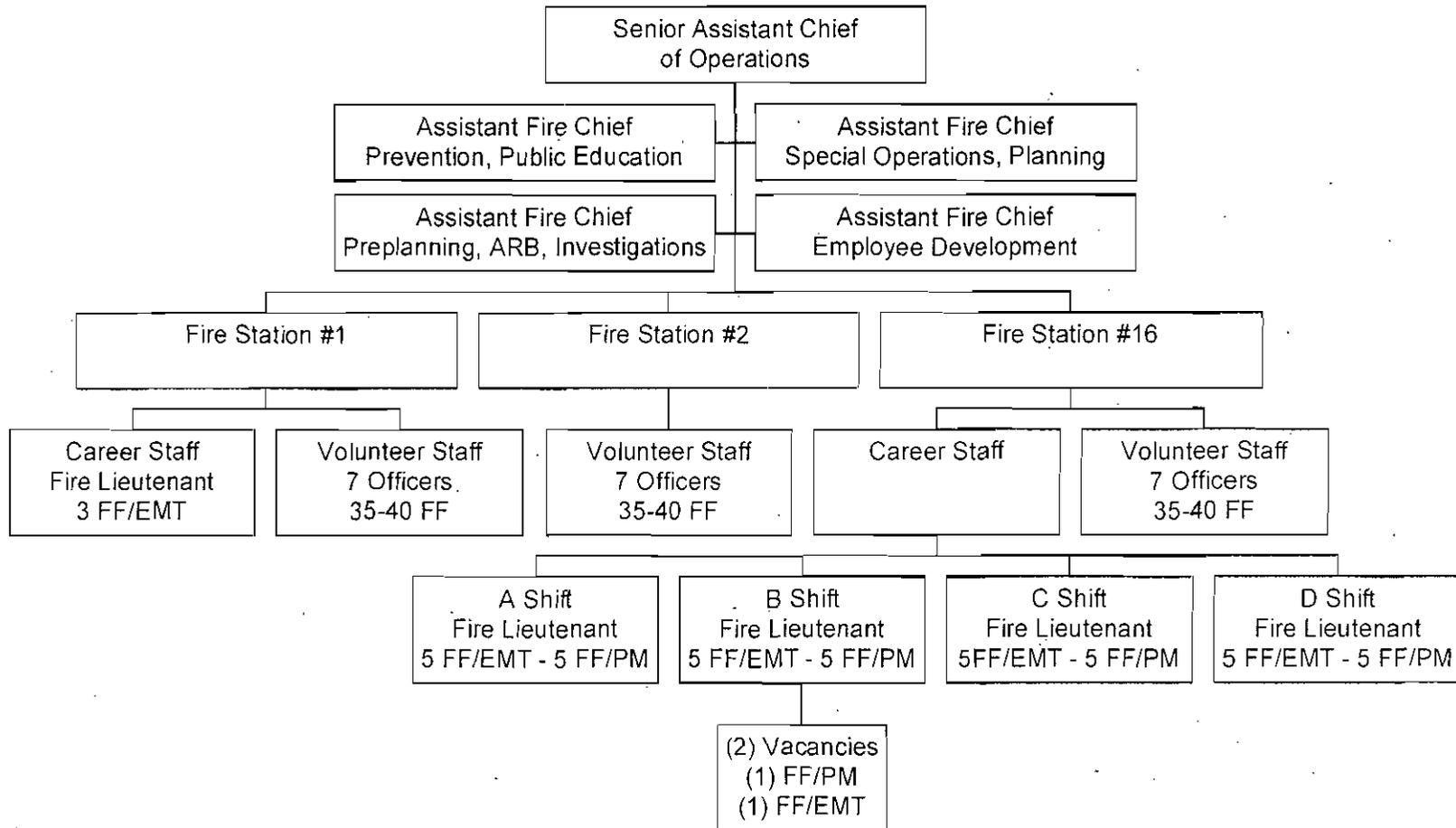


City of Salisbury Fire Department Organizational Chart – March 2011 Volunteer Administration





City of Salisbury Fire Department Operations Organizational Chart – March 2011 (Career and Volunteer)





25100 BUILDING, PERMITTING & INSPECTIONS
Fiscal Year 2012
Departmental/Program Goals

- 1) Prepare and adopt the updated State Model Floodplain Ordinance and revised Flood Insurance Rate maps.
- 2) Consult with IT Director on a plan to allow field inspectors to communicate data from the field.
- 3) Provide assistance and manpower to support Neighborhood Services Task Force.
- 4) Have all permit applications on the BPI City Web Site operating in an interactive mode by end of the calendar year.
- 5) Continue to shop for best prices associated with operating and office costs.
- 6) Research alleged illegal conversion cases to determine whether the city has solid cases.



25100 DEPARTMENT OF BUILDING, PERMITTING & INSPECTIONS Fiscal Year 2012 Performance Measures

Fiscal Accountability

1. Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
2. Process all departmental invoices and submit to Internal Services – Finance Department within three (3) business days of receipt.

Risk Management

1. Report all accidents to Human Resources Department within three (3) business days of occurrence.

Human Resources Requirements

1. Upon termination or resignation of an employee, complete an Employee Action Form (EAF) within forty-eight (48) hours and notify Human Resources.

Building Inspections & Plan Review

1. Building inspections completed within twenty-four (24) hours of notification.
2. Building plans and construction documents reviewed within four (4) weeks of submittal.

Zoning Code

1. Investigate zoning complaints within three (3) business days.

1. Provide zoning authorization letters within three (3) business days.

Plumbing Inspections

1. Plumbing inspections completed within twenty-four (24) hours of notification.
2. Issue property line clean out notices within three (3) days of notification of Public Works.

Monitor Construction in Floodplain Areas

1. Monitor floodplain construction activities to ensure compliance with state and local regulations.



25100 DEPARTMENT OF BUILDING, PERMITTING & INSPECTIONS
Fiscal Year 2012
Significant Changes

OPERATING EXPENSES:

- 1) The following reductions reflect the budget preparation instructions requirement of an overall 6% or more reduction in the operating expense accounts:

A.	25100 546008 Postage	\$ 200.00
B.	25100 555505 Xeroxing	\$ 150.00
C.	25100 556204 Gasoline	\$ 444.00
D.	25100 556600 Publications	\$ 350.00
E.	25100 556700 Dues	\$ 300.00
F.	25100 546001 Office Supplies	\$ 400.00
G.	25100 555504 Training	\$ 200.00
H.	25100 534308 Vehicles	\$ 50.00

TOTAL OPERATING EXPENSE REDUCTIONS \$ 2,094.00 or 9% of Operating Cost

- 1) 25100 534502 Computer Software
Increase of \$342.00 as a result of an 8% increase with the MUNIS licensing software.
- 2) 25100 555402 Cellular Phones
Increase 2% or \$32.00 due to anticipated Verizon Increase.
- 3) 25100 523629 Summons Server
Eliminated miscellaneous account (\$350.00) and established a Summons Server account (\$500.00) to serve court papers.
- 4) 25100 546006 Operating Equipment
Established an operating equipment account of \$300.00 to purchase any special tools, hard hats, safety glasses by reducing Equipment/Maintenance account (546012) by \$300.00.



**City of Salisbury
Budget Summary
25100 – Building Permitting & Inspections
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	334,113	329,224	329,248	329,248	337,270	330,723
OPERATING EXPENSES	24,764	27,480	27,952	26,542	22,505	21,555
CAPITAL OUTLAY	0	0	0	0	0	0
TOTAL	358,877	356,704	357,200	355,790	359,775	352,278

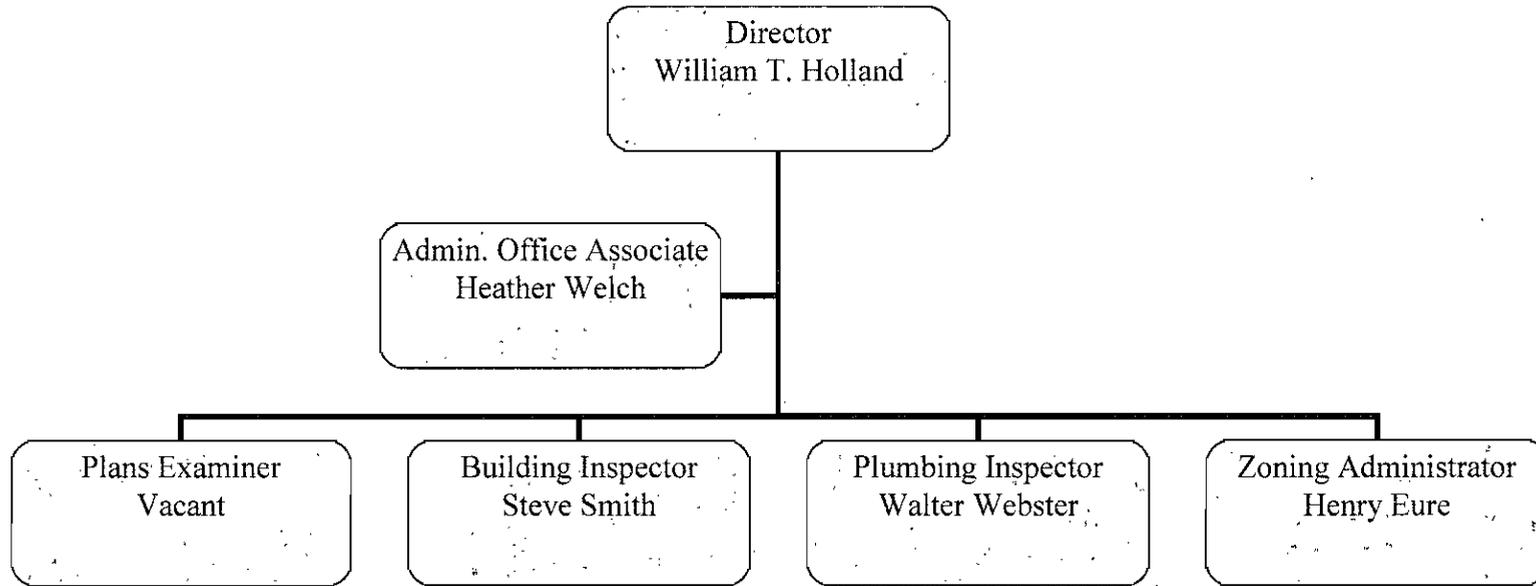
Personnel Authorization History

Department: Building Permitting & Inspections
Account #: 25100 501001

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
BPI Director	14	1	1	1	1	1	1	1	
Zoning Administrator	11	1	1	1	1	1	1	1	
Plans Examiner	9	1	1	1	1	1	1	1	
Building Inspector	8	1	1	1	1	1	1	1	
Plumbing Inspector	7	1	1	1	1	1	1	1	
Electrical Inspector	7	0	1	0	0	0	0	0	
Administrative Office Associate	4	1	1	1	1	1	1	1	
Total		6	7	6	6	6	6	6	



25100 DEPARTMENT OF BUILDING, PERMITTING & INSPECTIONS
Fiscal Year 2012
Organizational Chart





25200 NEIGHBORHOOD SERVICES & CODE COMPLIANCE
Fiscal Year 2012
Departmental/Program Goals

1. Conduct or participate in at least 4 (four) public service announcements and/or community learning sessions.
2. Create a code compliance awareness program.
3. Provide web links from the NSCC and/or City webpage to relevant websites (I.e. the Department of Housing and Urban Development, Maryland Historical Trust, etc.).
4. Track and measure voluntary compliance rates.
5. Develop a vehicle operator maintenance and care expectations policy.
6. Create safety protocols for inspection staff.
7. Prepare a directive which will guide staff when dealing with foreclosed structures.



25200 NEIGHBORHOOD SERVICES & CODE COMPLIANCE Fiscal Year 2011 Performance Measures

Fiscal Accountability

1. Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
2. Process all departmental invoices and submit to Internal Services – Finance Department within three business days of receipt.

Risk Management

1. Report all accidents to Human Resources Department within three days of occurrence.

Human Resources Requirements

1. Upon termination of an employee, complete an Employee Action Form (EAF) within 48 hours and notify Human Resources.

Property Maintenance Code Compliance

1. Investigate all complaints within three full business days of receipt.
2. Increase corrective action letter effort (caseload) by 10%; benchmark 9,915, the goal is 10,906.
3. Track/monitor/determine prosecution success rate. Increase by 10%.
4. Conduct four community education sessions.

Landlord Licensing/Registration/Inspection

1. Increase number of resolved Notices to Register by 10%.
2. Inspect 15% of all registered rental properties.



25200 NEIGHBORHOOD SERVICES & CODE COMPLIANCE Fiscal Year 2012 Significant Changes

OPERATING EXPENSES:

1) Reduce the following accounts:

		<u>Budgeted</u> FY11	<u>Recommended</u> Reduction	<u>Balance</u> FY12
A.	Historic	25200 513405	\$500	\$375
B.	Temporary Manpower	25200 526315	\$5,541	\$5,541
C.	Computer	25200 546011	\$2,500	\$1,050
D.	Vehicle Towing	25200 523627	\$2,500	\$1,000
E.	Grass/Weed Cutting	25200 523620	\$30,000	\$5,000
F.	Boarding Up Houses	25200 523622	\$5,000	\$1,000
G.	Janitorial Services	25200 523630	\$2,545	\$2,000
H.	Graffiti Removal	25200 523633	\$2,000	\$1,000
I.	Postage	25200 546002	\$7,683	\$2,000
J.	Printing	25200 555502	\$3,240	\$500
			<u>\$19,466</u>	\$2,740

Required Deduction \$6,757, Actual Reduction \$19,466 = 16.05% Reduction

2) Increase the following accounts:

		<u>Current</u> FY11	<u>Recommended</u> Increase	<u>Requested</u> FY12
A.	Training	25200 555504	\$0	\$450
B.	Building	25200 534301	\$630	\$1,000
				\$1,630

In FY 2011 \$2,500.00 (twenty five hundred dollars) was placed in the Computer Account (25200 546011). Because it is not necessary to replace any personal computers at this time; we are recommending that \$1,050 (one thousand fifty dollars) be reduced from the budget. However, I am requesting that the remaining \$1,450.00 (fourteen hundred and fifty dollars) be reprogrammed to cover shortfalls in the accounts above. \$450.00 (four hundred and fifty dollars) would be used to obtain required professional certifications and the remaining \$1000.00 (one thousand dollars) will be used to cover building maintenance and repair costs. The building maintenance account is typically depleted before the end of the each fiscal year.



**City of Salisbury
Budget Summary
25200 – Neighborhood Services & Code Compliance
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	442,435	173,816	473,896	473,893	483,973	475,364
OPERATING EXPENSES	145,762	128,752	128,672	128,672	122,225	108,600
CAPITAL OUTLAY	0	20,000	20,000	20,000	0	0
TOTAL	588,198	622,568	622,568	622,565	606,197	583,964

Personnel Authorization History

Department: Neighborhood Services & Code Compliance
 Account #: 25200 501001

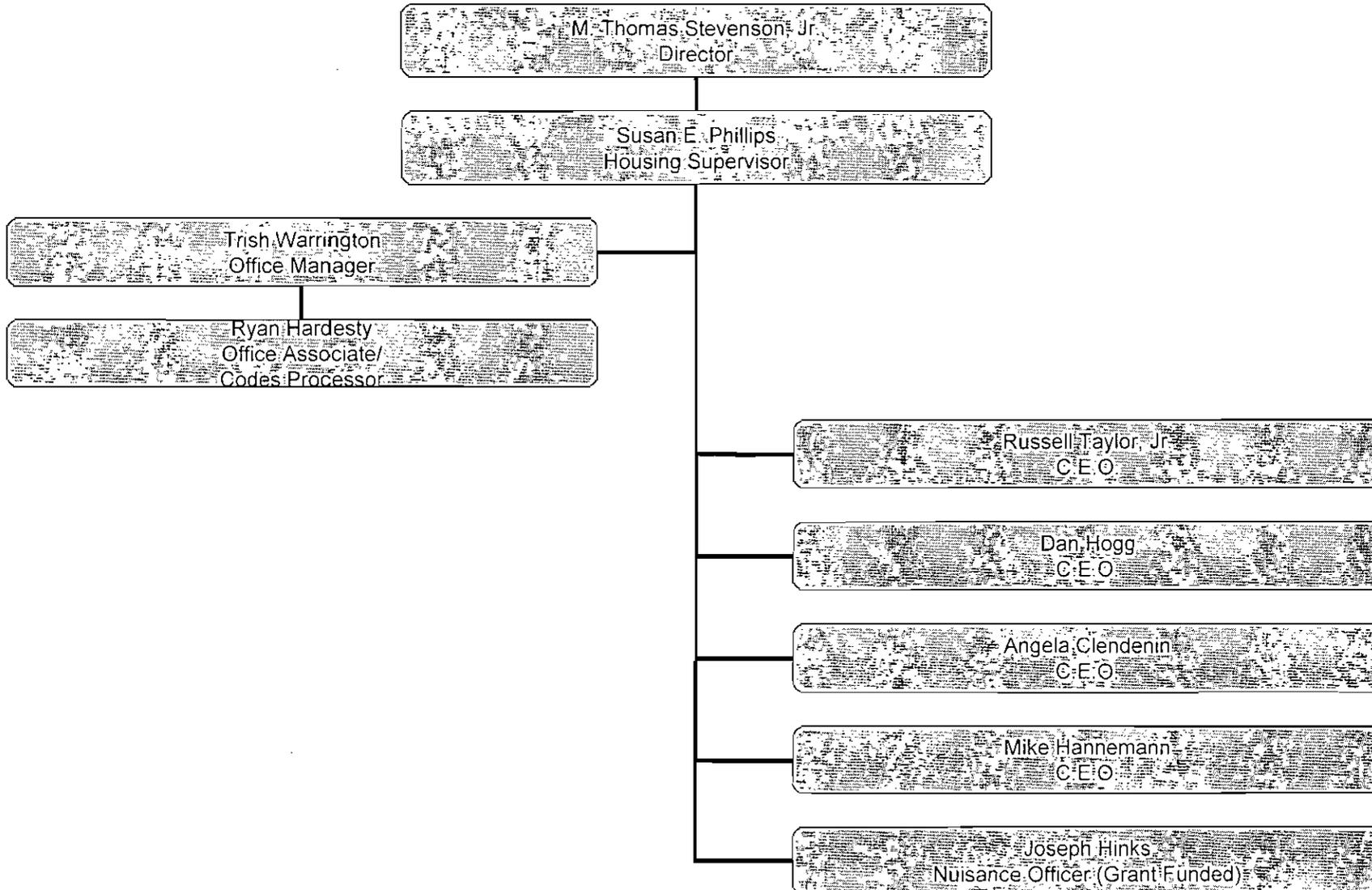
Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
NSCC Director	14	1	1	1	1	1	1	1	
Housing Supervisor	8	1	1	1	1	1	1	1	
Code Enforcement Officer	6	4	4	4	4	4	4	4	
Office Manager	6	0	1	1	1	1	1	1	
Administrative Office Associate	4	1	1	1	1	1	1	1	
Nuisance Officer (grant funded)	2	0	0	0	0	1	1	1	
Total		7	8	8	8	9	9	9	

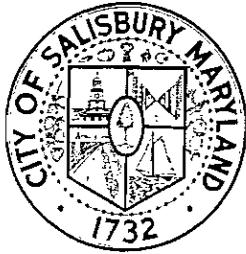


25200 NEIGHBORHOOD SERVICES & CODE COMPLIANCE

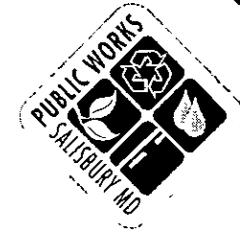
Fiscal Year 2012

Proposed Organizational Chart





22000 Traffic Branch Fiscal Year 2012 Program Goals/Performance Measures



Goals

1. Design, construct, and maintain traffic signals.
2. Maintain an annual inspection and work plan on all street striping consisting of all centerlines, lane lines, edge lines, stop lines, directional arrows, and crosswalks.
3. Upgrade and maintain signs to meet retro-reflectivity and other MUTCD requirements.
4. Work with Metropolitan Planning Organization on long term transportation planning.
5. Assist the Salisbury Traffic and Safety Advisory Committee in identifying and solving traffic issues.

Performance Measures

1. Respond and repair damaged or destroyed Stop and Yield signs: Arrive on-site to the traffic sign within one hour at least 90% of the time upon initial notification; the signs will be repaired: 90% within two hours and 100% within eight hours.
2. Repair or replace damaged or destroyed non-safety signs: 90% within 15 calendar days and 100% within 30 calendar days.
3. Perform preventative maintenance on all traffic signals annually.
4. Respond and repair inoperative traffic lights: Arrive on-site to the traffic light within one hour at least 90% of the time.
5. Perform bi-weekly nighttime check of City maintained streetlights. Repair inoperable lights within 72 hours.



22000 Traffic Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

1. 22000-501021 OT/Non-Clerical
Increase \$3000 -This group now assists with *snow removal* on sidewalks. They will also be conducting additional night time inspections for street light issues.
2. 22000-502081 Safety Shoes
Increase \$300 - reducing 22000-546006 Operating.
3. 22000-502083 Uniform Purchases
Add new account \$500 - reducing 22000-546006 Operating.
4. 22000-502085 Meals
Add new account \$300 - reducing 22000-546006 Operating.

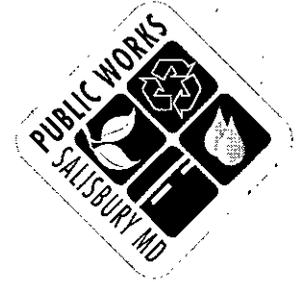
Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall *reduction in the budget* accounts:

A. 22000-534302 Equipment	\$1,500
B. 22000-534308 Vehicles	\$1,500
C. 22000-546006 Operating	\$ 400



22000 Traffic Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Operating Expenses:

2. 22000-546006 Operating
Decrease \$1,100 to reflect the increase in the three Personnel Services accounts.
3. 22000-546011 Computer
Add new account \$1,500 - To purchase one new computer. Computer will be used to process work orders from Cityworks.
4. 22000-555503 Travel
Increase \$650 to send two new employees to International Municipal Signal Association (IMSA) training.
5. 22000-555504 Training
Increase \$1500 to send two new employees to IMSA training.

Capital Outlay:

1. 22000-577032 Traffic/Pedestrian Signals
W. College/Camden Upgrade (TC0006) \$120,000
Upgrade existing span mount to mast arm and provide pedestrian phasing. (80% State Aid in lieu \$96,000/\$24,000).



City of Salisbury Budget Summary 22000 – Traffic Control Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	304,102	307,355	311,355	311,355	295,208	290,306
OPERATING EXPENSES	147,993	103,335	125,131	125,131	101,985	101,985
CAPITAL OUTLAY	0	0	0	0	120,000	120,000
TOTAL	452,095	410,690	436,486	436,486	517,193	512,291

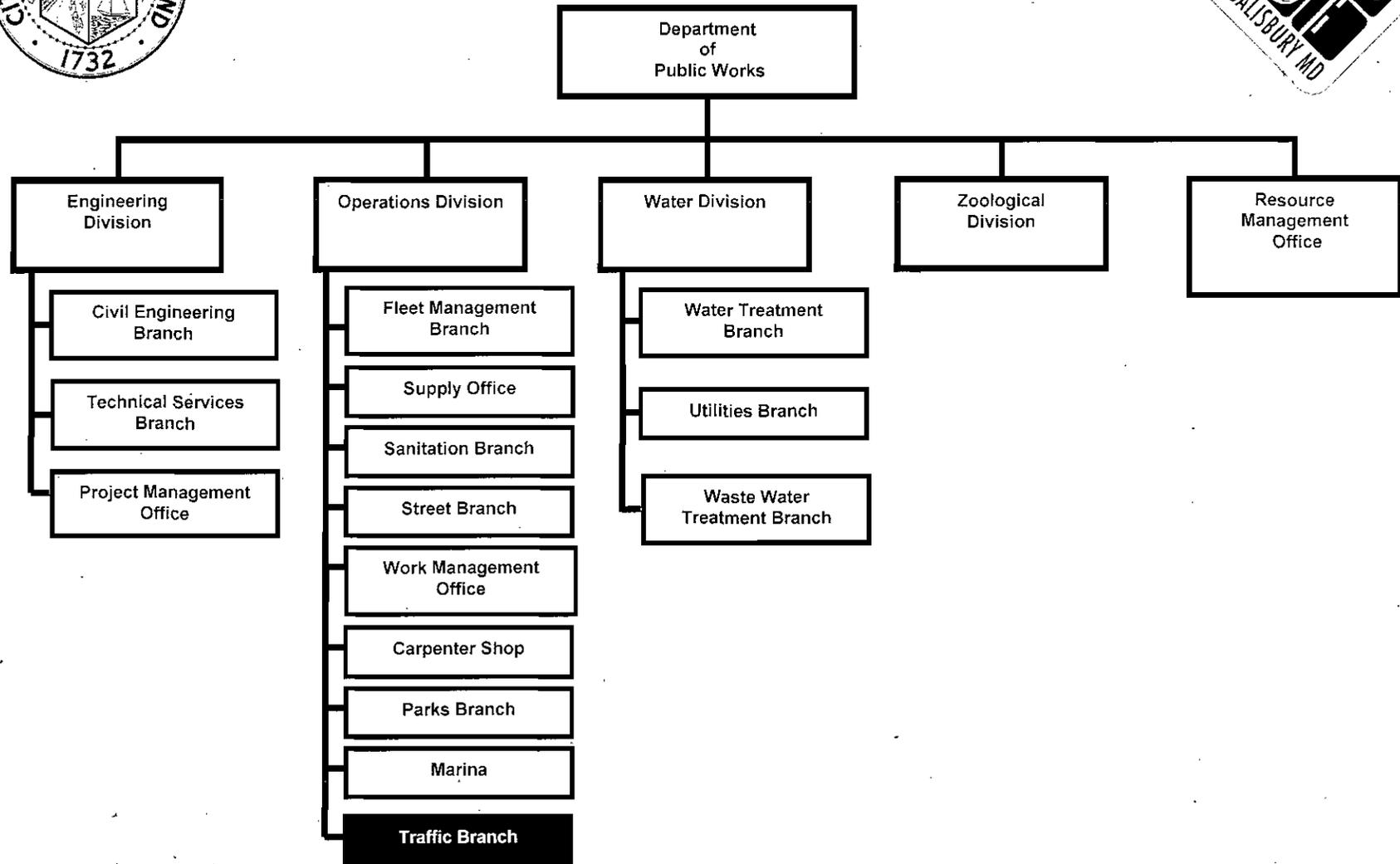
Personnel Authorization History

Department: Public Works
 Division: Traffic
 Account #: 22000 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Traffic Systems Manager	10	1	1	1	1	1	1	1	
Traffic Supervisor	8	1	1	1	1	1	1	1	
Electrician	6	1	1	1	1	1	1	1	
Signs/Pavement Marking Tech. II	4	1	1	1	1	1	1	1	
Signs/Pavement Marking Tech. I	2	1	1	1	1	1	1	1	
Total		5	5	5	5	5	5	5	



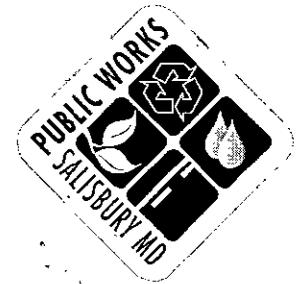
Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 22000 – Traffic Control



30000 Resource Management Fiscal Year 2012 Program Goals/Performance Measures



Goals

1. Actively manage the public infrastructure needs through the Capital Improvement Program and Budget process.
2. We want Salisbury to be recognized as a great place to live and work, where:
 - Our residents, businesses, and visitors receive high-quality, responsive, and consistent services,
 - Our employees work in an environment of respect and mutual support,
 - Our leadership stimulates team work and innovation in our community,
 - Our legacy to future generations is an even better city than was given to us.

Performance Measures

1. Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
2. Process all departmental invoices and submit to Internal Services – Finance Department within 3 business days of receipt.
3. Report all accidents to Human Resources Department within 3 business days of occurrence.



30000 Resource Management Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services: No significant changes from FY11 Budget.

Operating Expenses:

1. The following reduction reflects the budget preparation instructions requirement of an overall reduction in the operating expense accounts:
 - A. 31000-546011 Computer \$ 150
2. 31000-546011 Computer
Two computers will be purchased (upgraded) to allow Cityworks to be added to desktop. The computers are proposed for the warehouse and supply room.

Capital Outlay: No significant changes from FY11 Budget.



City of Salisbury Budget Summary 30000 – Public Works – Resource Management Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	295,298	320,794	315,196	318,196	322,630	281,360
OPERATING EXPENSES	3,095	3,000	8,598	8,598	2,850	2,850
TOTAL	298,392	323,794	323,794	323,794	325,480	284,210

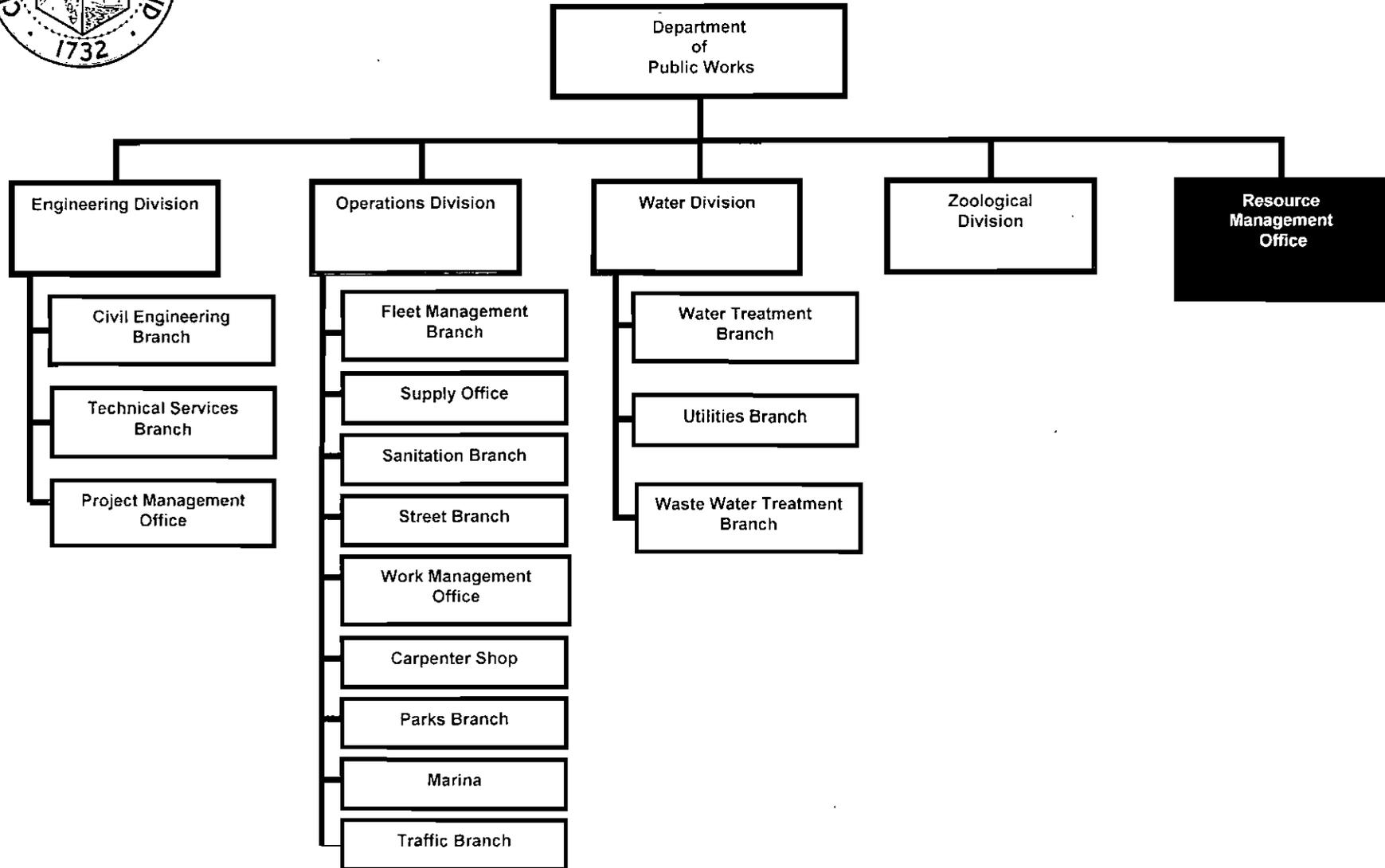
Personnel Authorization History

Department: Public Works
 Division: Resource Management
 Account #: 30000 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Director – Public Works	17	1	1	1	1	1	1	1	
Water Division Chief	14	1	1	1	1	1	1	1	
Deputy Director – Operations	12	1	1	1	1	1	1	1	
Deputy Operations Division Chief	10	1	1	1	1	1	1	1	
Resource Manager	8	1	1	1	1	1	1	1	
Materials Manager	6	1	1	1	1	1	1	1	
Office Manager	6	1	0	0	0	0	0	0	
Administrative Office Associate	4	1	2	2	2	2	2	2	
Office Associate III	3	1	1	1	1	1	1	1	
Supply/Records Clerk	2	1	1	1	1	1	1	1	
Total		10	10	10	10	10	10	10	



Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 30000 – Resource Management



31000 Civil Engineering Branch of the Engineering Division Fiscal Year 2012 Program Goals/Performance Measures



Goals

1. Design, manage and/or review all infrastructure projects for Public Works.
2. Review all development projects. Review oversight and comment process to ensure consistency.
3. Perform proactive construction inspections of all new public infrastructure. Perform spot-check inspections of As-Built drawings of public infrastructure.
4. Coordinate all development projects that impact the unincorporated areas of the County with the County Department of Public Works.
5. Review all Traffic Control Plans to ensure the safety of the public and compliance of the Manual of Uniform Traffic Control Devices.
6. Update Standard details and specifications.

Performance Measures

1. Perform development plan review and respond with comments after submission within:
 - 30 calendar days or less for 90% of all plans submitted.
 - 60 calendar days or less for all plans submitted.
2. Complete the engineering and construction projects within the timelines outlined in the Capital Improvement Plan.
3. Manage Capital Projects and contain project costs to within 7% of the CIP requirements and contract amounts.



31000 Civil Engineering Branch of the Engineering Division Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services: No significant changes from FY11 Budget.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 31000-513040 Medical	\$ 250
B. 31000-534302 Equipment	\$ 500
C. 31000-534308 Vehicles	\$ 250
D. 31000-546007 Engineering Supplies	\$ 500
E. 31000-546008 Postage	\$ 600
F. 31000-546009 Small Tools	\$ 50
G. 31000-555501 Advertising	\$ 100
H. 31000-555503 Travel	\$ 500
I. 31000-555505 Xeroxing	\$ 133

2. 31000-555401 Telephone
Increase \$1,000 to address projected 2% increase and current FY11 shortfalls- 31000-555504
Training/Schools will be reduced.
3. 31000-534304 Streets/Lots
Add \$633,000 to address paving and patching priorities throughout City.



31000 Civil Engineering Branch of the Engineering Division Fiscal Year 2012 SIGNIFICANT CHANGES



Operating Expenses:

4. CIP Projects:

A. 31000-513020 Eng/Arch

Vine Street Flood Relief (PW0028) \$15,000

The Vine and Roger Street intersection is a "sump" condition that experiences flooding during heavy rains. An engineering review will study the pipe capacity and the three inlets' ability to intercept stormwater. The construction will be funded in FY14.

B. 31000-534303 Storm Drains

General Storm Drain Repair (RP0003) \$10,000

For use on unforeseen repair projects related to inlet construction or storm pipe repair.

C. 31000-513020 Eng/Arch

Beaverdam Cr Tidal Dam Repair (PW0026) \$30,000

The tidal dam is located just upstream of the Snow Hill Road crossing of the East Prong. The dam is believed to have been built in the 1930's. The cost includes engineering inspection and remedial actions for construction in FY13.



31000 Civil Engineering Branch of the Engineering Division Fiscal Year 2012



Capital Outlay:

- 31000-577021 Road Construction
Onley Road/Bateman Street Intersection (ST0004) \$353,088
Intersection Safety Improvement Project - Total Project Cost \$501,390
State Aid in Lieu Funding \$144,253
Salisbury University Match \$208,835 (includes 20% match and cost for three bid alternatives)
Developer Contributions \$148,302



City of Salisbury Budget Summary 31000 – Public Works - Engineering Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	623,375	558,734	559,239	559,634	570,023	520,580
OPERATING EXPENSES	464,284	73,799	462,804	462,804	140,930	786,930
CAPITAL OUTLAY	0	0	0	0	453,088	353,088
OTHER	0	0	0	0	0	0
TOTAL	1,087,659	632,533	1,022,043	1,022,438	1,164,041	1,660,598

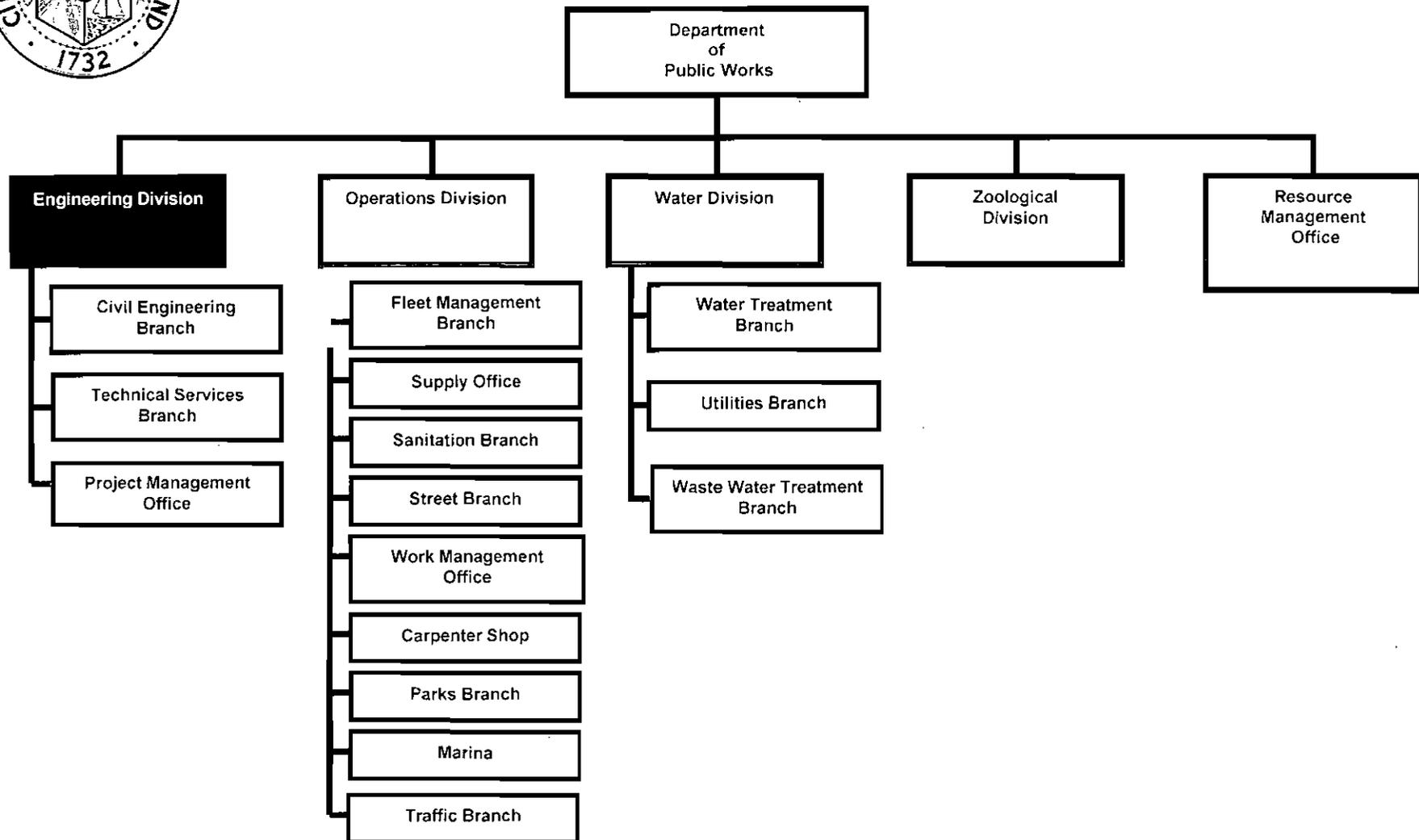
Personnel Authorization History

Department: Public Works
 Division: Engineering
 Account #: 31000 501002

Class Title	Pay Grade	FY-07	FY-08	FY-09	FY-10	FY-11	Dept. Head Request FY-12	Mayor's Recommendation FY-12	Council Approved FY-12
Deputy Director – Engineering	15	1	1	1	1	1	1	1	
Supervisor, Civil Engineer	13	1	1	1	1	1	1	1	
Technical Svcs & Construction Mngr	11	1	1	1	1	1	1	1	
Surveyor	11	1	1	1	1	1	1	1	
Project Engineer	11	4	4	4	4	4	4	4	
Project Manager	10	2	2	2	2	2	2	2	
Construction Inspector Supervisor	9	0	1	1	1	1	1	1	
Construction Inspector	8	3	2	2	2	2	2	2	
Engineering Technician	8	2	3	3	3	3	3	3	
CAD Supervisor	8	1	1	1	1	1	1	1	
GIS Technician	7	0	0	1	1	1	1	1	
CAD Drafter	6	2	2	2	2	2	2	2	
Survey Technician II	4	1	1	1	1	1	1	1	
Engineering Associate	4	1	1	1	1	1	1	1	
Survey Technician I	2	1	1	1	1	1	1	1	
Total		21	22	23	23	23	23	23	



Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 31000 - Public Works Engineering



31150 Street Branch Fiscal Year 2012 Program Goals/Performance Measures



Goals

1. Effectively and Efficiently provide regular and preventive maintenance on the City's infrastructure.
2. Maintain adequate inventory for use in performing public works function.
3. Review Storm event procedures.
4. Supplement lack of paving program with additional patching.

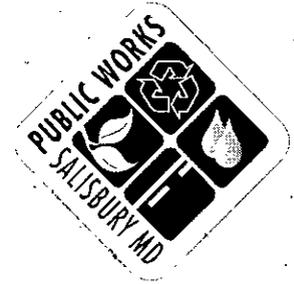
Performance Measures

1. Perform maintenance and repair to 542 City streets.
2. Repair potholes within 2 hours of notification.
3. All storm water catch basins should be cleaned at least twice a year.
4. Maintain tracking system of snow removal activities for budgetary planning purposes.
5. Perform 2 semi-annual week long free bulk trash pick ups.

General Fund Budget Account: 31150 –Streets



31150 Street Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

1. 31150-502081 Safety Shoes
Add new account \$1,000 - reducing 31150-546006 Operating.
2. 31150-502085 Meals
Add new account \$2,000 – reducing 31150-546006 Operating.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 31150-534302 Equipment	\$ 250
B. 31150-534303 Storm Drains	\$ 205
C. 31150-546001 Office	\$ 500
D. 31150-546004 Chemicals	\$10,000
E. 31150-546009 Small Tools	\$ 250
F. 31150-546012 Equipment & Maintenance	\$ 500
G. 31150-554403 Machinery & Equipment	\$ 1,000
2. 31150-523615 Temporary Manpower
Create account with \$6,000. The funds will be used to enter a MOU with Poplar Hill pre-release facility. Poplar Hill would provide an inmate work crew to the City each day.
3. 31150-534318 Street Maintenance Program
Decrease \$9,482 – any future program funding will be shown in 31000 Engineering since that is the group that administers the program.



31150 Street Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Operating Expenses:

4. 31150-564006 Operating
Decrease \$3,000 to cover increase in two Personnel Services accounts.

5. 31150-534302 Equipment
Increase account by \$7,000. Public Works is pursuing the implementation of Automatic Vehicle Location (AVL) technology for its Operations Division service vehicles. The GIS-based technology will provide the geographic location of Street Sweeping, Snow Removal, and other SPW vehicles to increase our ability to efficiently manage and report the status of our mobile resources. Phase 1 covers the two workable street sweepers and Phase 2 will cover the six-wheelers. The cost reflects the initial purchase of the AVL device and the monthly usage charge of \$59 per vehicle.

Capital Outlay: No significant changes from the Fiscal Year 2011 Budget.



**City of Salisbury
Budget Summary
31150 – Public Works – Street Branch
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	436,321	439,716	454,116	454,116	460,318	423,178
OPERATING EXPENSES	92,743	244,583	351,057	351,057	225,166	233,166
CAPITAL OUTLAY	209,758	0	0	0	0	0
TOTAL	738,822	684,299	805,173	805,173	685,484	656,344

Personnel Authorization History

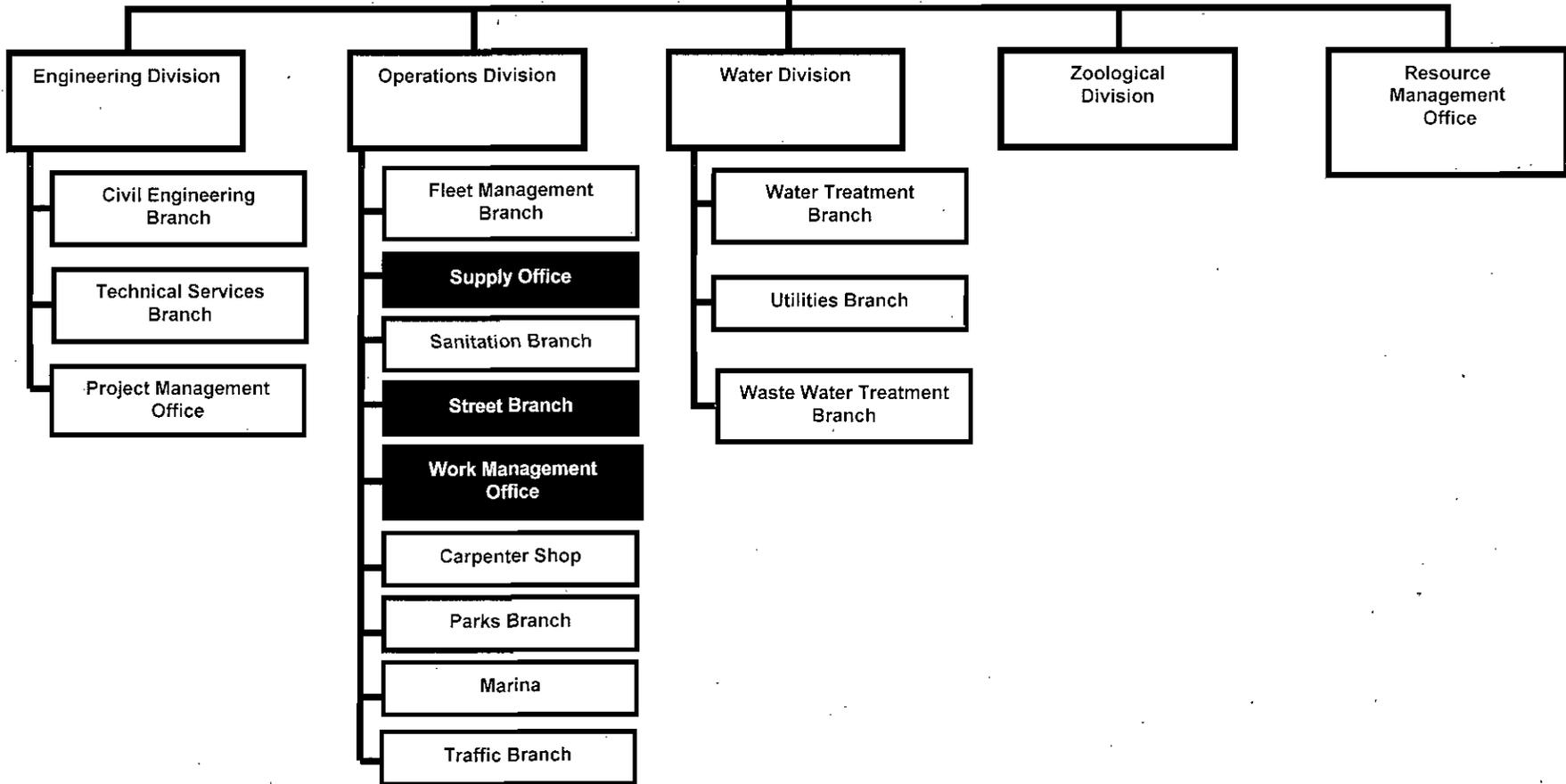
Department: Public Works
 Division: Street Branch
 Account #: 31150 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Street Supervisor	7	1	1	1	1	1	1	1	
Street Crew Leader	5	1	1	1	1	1	1	1	
Motor Equipment Operator III	4	2	2	2	2	2	2	2	
Motor Equipment Operator II	3	5	6	6	6	6	6	6	
Motor Equipment Operator I	2	1	0	0	0	0	0	0	
Total		10	10	10	10	10	10	10	



Fiscal Year 2012 Proposed Organization

Department
of
Public Works



General Fund Budget Account: 31150- Streets



31152 Street Lighting Fiscal Year 2012 Program Goals/Performance Measures



Goals

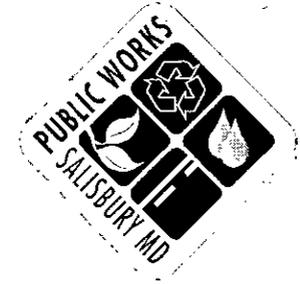
1. Design, construct, and maintain public lighting on streets and security lighting in recreational areas (tennis courts, park walkways) to make the City safer.
2. Ensure that the street lights throughout the City are operational.
3. Coordinate with Delmarva Power and State Highway in repair of their public lighting.
4. Review options to upgrade to Energy Efficient Lighting.

Performance Measures

1. Repair City-owned public lighting within four workdays of being reported.
2. Check public lighting bi-weekly by nighttime survey.



31152 Street Lighting Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

- Non applicable because no personnel are assigned to this budget division.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 31152-534302 Equipment	\$500
B. 31152-546006 Operating	\$425

2. 31152-556201 Electricity
Increase \$32,900 to match projected FY11 costs and to cover \$2,900 payment to Merritt Mill.

Capital Outlay: No significant changes from the Fiscal Year 2011 Budget.

General Fund Budget Account: 31152 –Street Lighting

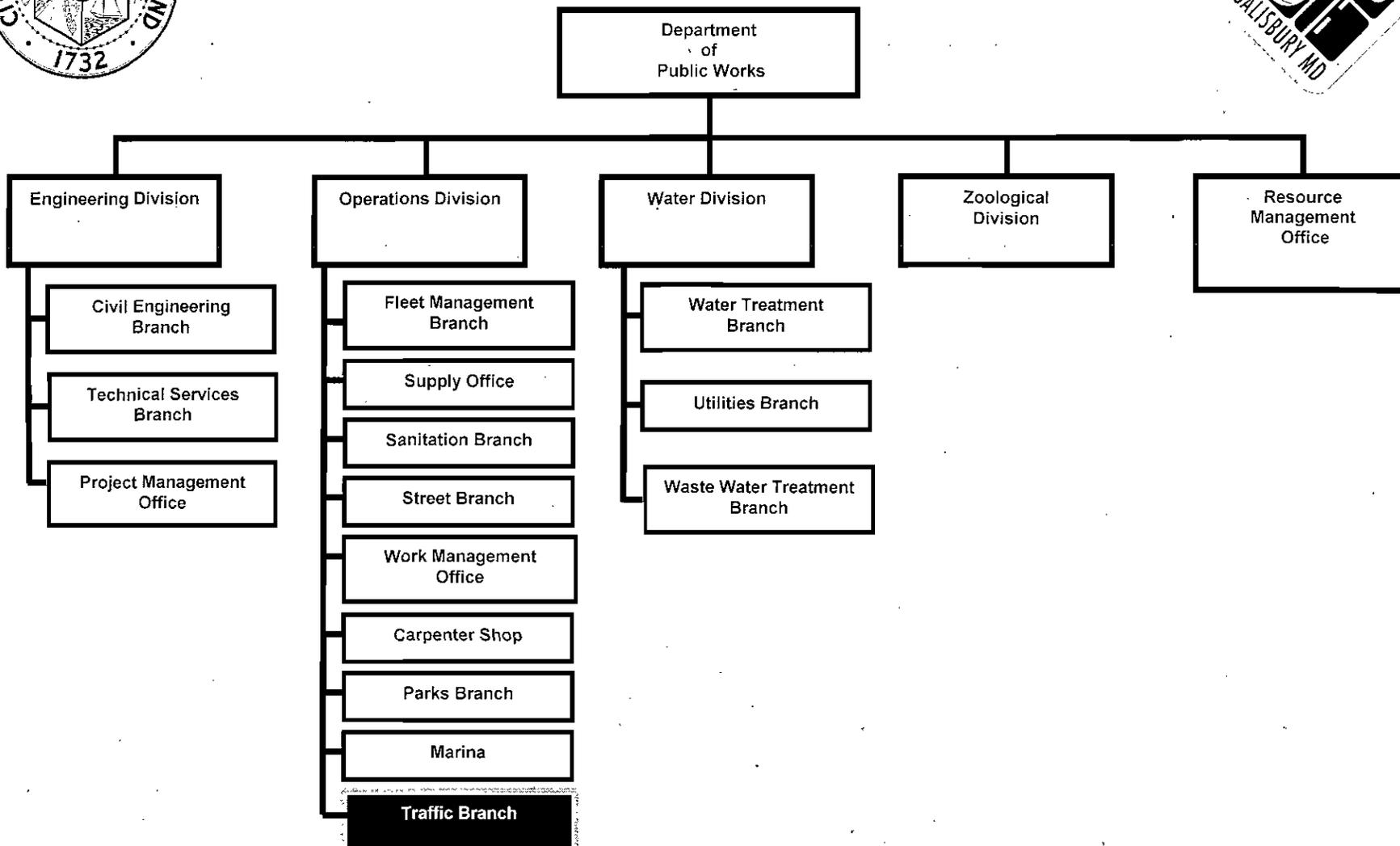


**City of Salisbury
Budget Summary
31152 – Public Works - Street Lighting
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 ADJUSTED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
OPERATING EXPENSES	874,181	818,500	850,733	818,633	847,575	850,475



Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 31152 –Street Lighting



32060 Street Sweeping Fiscal Year 2012 Program Goals/Performance Measures



Goals/Performance Measures

1. Sweep all City streets with vertical curbs a minimum of once a month.
2. Sweep the following neighborhoods two times per month:
 - Westside
 - Camden Heights
 - Princeton Homes
 - North President's Area
 - East Church Street
3. Sweep the downtown parking lots once a week.
4. Sweep the downtown area one time per week.
5. Track total number of streets cleaned and tonnage of debris collected.
6. Conduct a pilot project using AVL units to track daily accomplishments.

Note:

- The schedule is weather permitting since sweepers are unable to run during freezing weather due to the water in the lines freezing.
- Streets without curbs are not scheduled since the street sweepers do not function without curbs.
- Streets with mountable curbs are not efficiently cleaned by the street sweepers and are scheduled on an as needed basis.
- The overall goal is clean streets and the frequency of service is based on need.



32060 Street Sweeping Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

1. 32060-501021 Overtime/Non-Clerical
Reduce account \$2,700 – OT for Salisbury Festival and reduced operation.
2. 32060-502081 Safety Shoes
Add new account \$100 - reducing 32060-546006 Operating.
3. 32060-502082 Uniform Cleaning
Add new account \$384 – reducing Collection/Disposal 32061-502082 Uniform Cleaning/Maintenance.
4. 32060-502083 Uniform Purchases
Add new account \$100 – reducing 32060-546006 Operating.
5. 32060-502085 Meals
Add new account \$100 - reducing 32060-546006 Operating.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts and a reduction in the sweeping program:

A. 32060-534302 Equipment	\$ 3,060
B. 32060-534308 Vehicles	\$ 3,000
C. 32060-546006 Operating	\$ 5,340
D. 32060-556204 Gasoline	\$ 9,000
2. 32060-546006 Operating
Decreased \$300 to cover three new Personnel Service Accounts.



32060 Street Sweeping Fiscal Year 2012 SIGNIFICANT CHANGES



Capital Outlay: No significant changes from the Fiscal Year 2011 Budget.



**City of Salisbury
Budget Summary
32060 – Public Works - Street Cleaning
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	124,804	131,932	131,932	131,932	124,833	119,357
OPERATING EXPENSES	114,242	75,661	88,039	88,039	86,094	67,128
CAPITAL OUTLAY	0	0	0	0	225,000	0
TOTAL	239,046	207,593	219,971	219,971	435,927	186,485

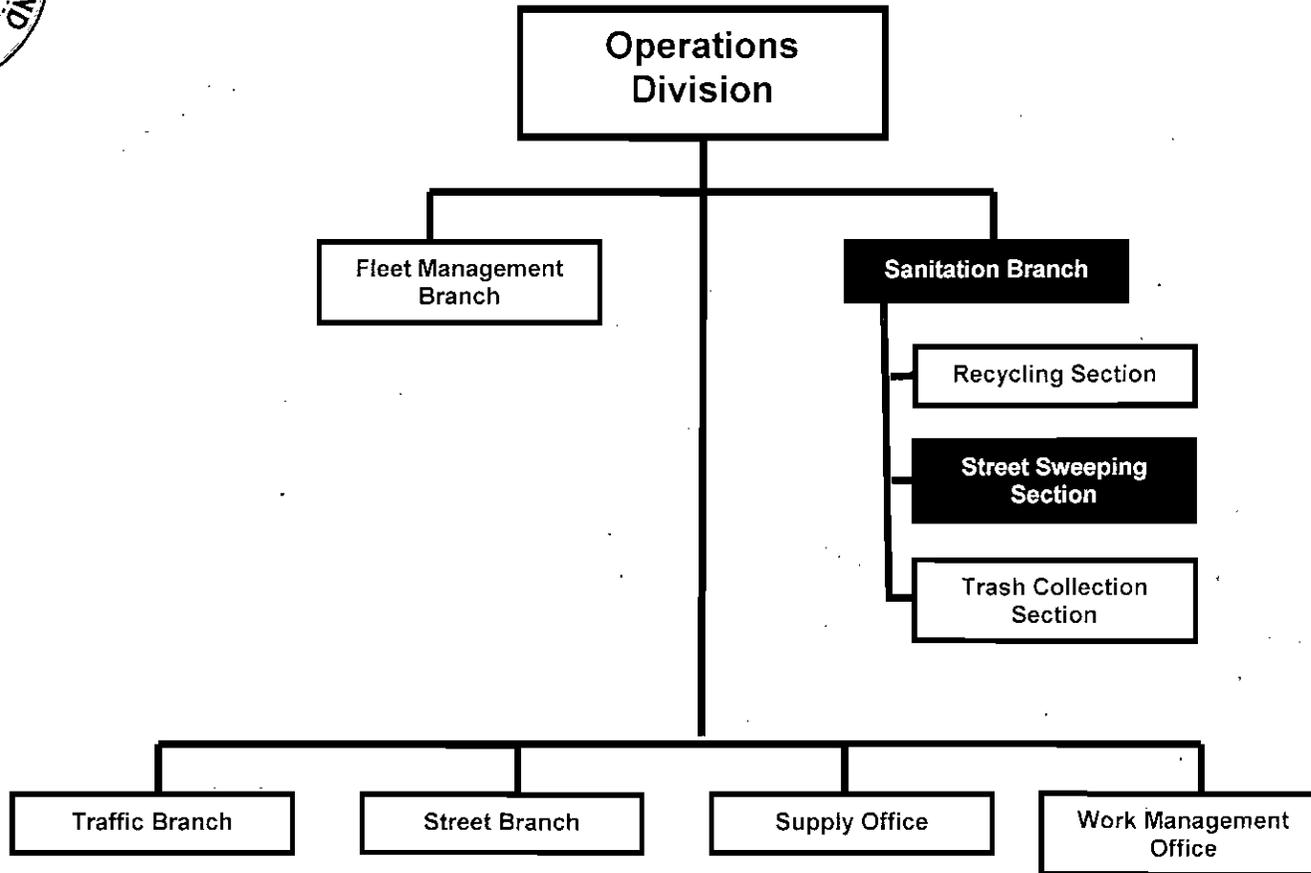
Personnel Authorization History

Department: Public Works
 Division: Street Cleaning
 Account #: 32060 501002

Class Title	Pay Grade	FY-07	FY-08	FY-09	FY-10	FY-11	Dept. Head Request FY-12	Mayor's Recommendation FY-12	Council Approved FY-12
Motor Equipment Operator II	3	3	3	3	4	3	3	3	
Total		3	3	3	4	3	3	3	



Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 32060 – Sanitation – Street Sweeping



32061 Collection/Disposal Section Fiscal Year 2012 Program Goals/Performance Measures

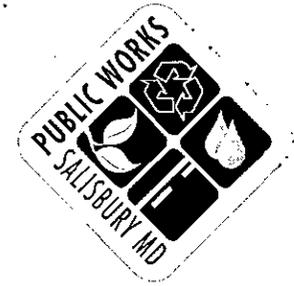


Goals/Performance Measures

1. Provide responsive and consistent trash removal services by performing weekly residential trash pick-up. A Residential Unit, as defined in Ordinance 2025 of the Salisbury Municipal Code, receives a weekly trash pick-up with an unlimited number of trashcans. Pick-up is based on which quadrant of the City the home is located in.
2. Track cost per ton of waste disposed.
3. Track number of missed pick-ups using Cityworks.



32061 Collection/Disposal Section Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

1. 32061-502081 Safety Shoes
Add new account \$1,000 - reducing 32061-546006 Operating.
2. 32061-502082 Uniform Cleaning/Maintenance
Decrease \$1,150 moving to Street Sweeping 32060-502082 Uniform Cleaning.
3. 32061-502085 Meals
Add new account \$250 - reducing 32061-546006 Operating.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:
 - A. 32061-546006 Operating \$ 1,180
2. 32061-534301 Buildings
Add new account \$5,000— reducing 32061-555506 Landfill/Tipping Fees.
3. 32061-546006 Operating
Decrease \$1,250 to create two new Personnel Services accounts.
4. 32061-555504 Training/Schools
Add new account \$100 – reducing 32061-555503 Travel.

Capital Outlay: No significant changes from FY11 Budget.



**City of Salisbury
Budget Summary
32061 – Public Works - Waste Collection
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	446,525	465,457	471,657	471,657	475,164	435,477
OPERATING EXPENSES	675,675	746,248	734,379	734,379	731,651	731,651
CAPITAL OUTLAY	1,783	0	210,986	210,986	0	0
TOTAL	1,123,983	1,211,705	1,417,022	1,417,022	1,206,815	1,167,128

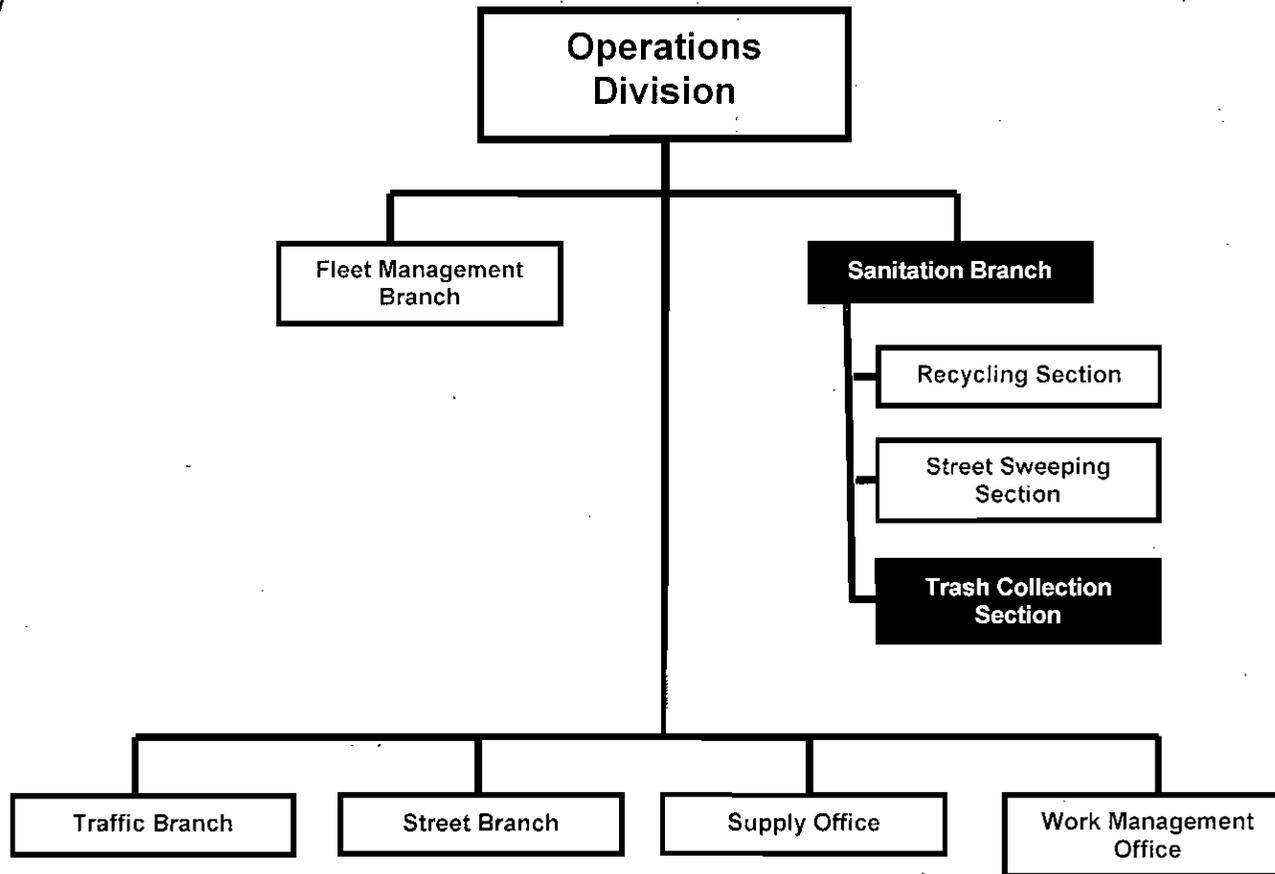
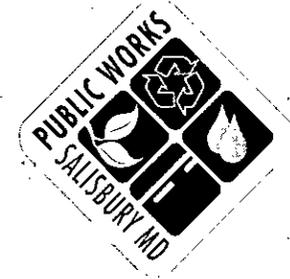
Personnel Authorization History

Department: Public Works
 Division: Sanitation
 Account #: 32061 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Sanitation Superintendent	10	1	1	1	1	1	1	1	
Sanitation Supervisor	6	1	1	1	1	1	1	1	
Asst. Sanitation Supervisor	5	1	1	1	1	1	1	1	
Motor Equipment Operator III	4	2	2	2	2	2	2	2	
Motor Equipment Operator II	3	2	2	2	2	2	2	2	
Motor Equipment Operator I	2	3	3	3	3	3	3	3	
Total		10	10	10	10	10	10	10	



Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 32061 – Sanitation – Collection/Disposal Section



32062 Recycling Section Fiscal Year 2012 Program Goals/Performance Measures



Goals

1. Provide eCycling to residents and business owners.
2. Execute an innovative and exciting recycling education campaign through multiple communication channels and media formats to help increase amount of recycled materials collected.
3. Research improved methods of collection for multi-family dwellings.
4. Work with the Recycling Commission to promote and research recycling options.
5. Increase amount of recycled materials collected by investigating alternative methods for different recycling items such as yard waste, cardboard, and metals.

Performance Measures

1. Provide curbside pickup of recycling and cardboard for City residents.
2. Enforce multi-family recycling availability.

General Fund Budget Account: 32062 – Sanitation - Recycling



32062 Recycling Section Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

1. 32062-502081 Safety Shoes
Add new account \$300 - reducing 32062-546006 Operating.
2. 32062-502085 Meals
Add new account \$200 - reducing 32062-546006 Operating.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 32062-534302 Equipment	\$ 200
B. 32062-546006 Operating	\$ 135
C. 32062-555501 Advertising	\$ 100
D. 32062-555502 Printing	\$ 150
2. 32062-546006 Operating
Decrease \$500 to create two new Personnel Services accounts.

Capital Outlay: No significant changes from FY11 budget.

General Fund Budget Account: 32062 – Sanitation – Recycling

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**City of Salisbury
Budget Summary
32062 – Public Works - Recycling
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	131,892	135,578	135,578	135,578	139,362	137,583
OPERATING EXPENSES	21,652	22,700	26,430	26,430	21,615	21,615
CAPITAL OUTLAY	0	0	0	0	0	0
TOTAL	153,544	158,278	162,008	162,008	160,977	159,198

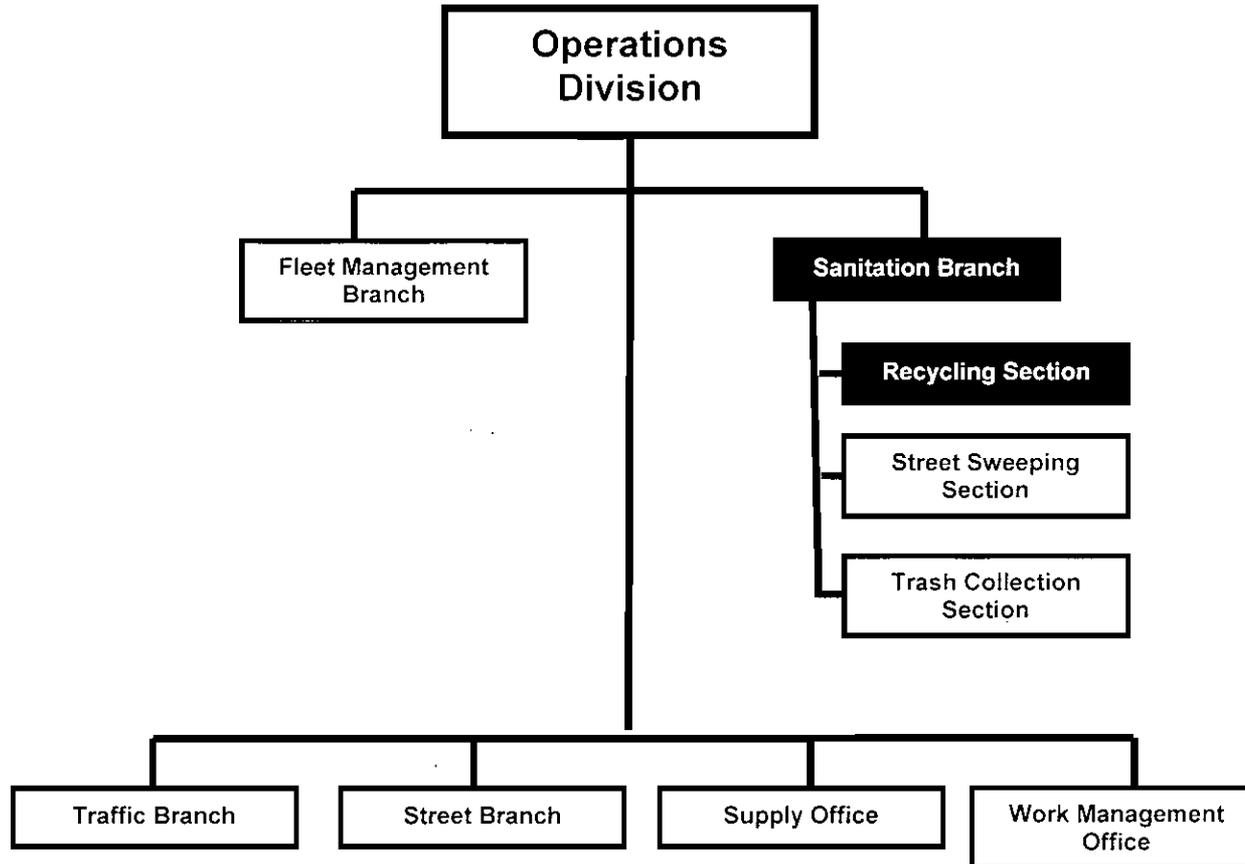
Personnel Authorization History

Department: Public Works
 Division: Recycling
 Account #: 32062 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Recycling Supervisor	6	1	1	1	1	1	1	1	
Motor Equipment Operator II	3	2	2	2	2	2	2	2	
Total		3	3	3	3	3	3	3	



Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 32062 - Sanitation - Recycling



34064 Fleet Management Branch Fiscal Year 2012 Program Goals/Performance Measures



Goals

1. Ensure that vehicles will be available and functioning properly.
2. Perform an annual replacement analysis on the Department's fleet by monitoring equipment condition.
3. Implement an inventory control system for vehicle parts and supplies.

Performance Measures

1. Perform routine preventative maintenance on all city vehicles (except for fire department vehicles).
2. Percent of Fleet Maintenance expenditures that are contracted out.

General Fund Budget Account: 34064 – Fleet Management



34064 Fleet Management Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

1. 32064-501020 Overtime/Clerical
Increase \$1,000 to provide for storm coverage.
2. 32064-502081 Safety Shoes
Add new account \$600 - reducing 34064-534308 Vehicles.
3. 32064-502083 Uniform Purchases
Add new account \$500 - reducing 34064-534308 Vehicles
4. 32064-502085 Meals
Add new account \$1,200 - reducing 34064-534308 Vehicles.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 34064-534302 Equipment	\$ 500
B. 34064-534308 Vehicles	\$ 4,723
C. 34064-546006 Operating	\$ 1,000
D. 34064-546009 Small Tools	\$ 500
E. 34064-546011 Computer	\$ 500
F. 34064-546012 Equipment & Maintenance	\$ 500
G. 34064-555502 Printing	\$ 50
H. 34064-556207 Motor Oil	\$ 400



34064 Fleet Management Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Operating Expenses:

2. 32062-534308 Vehicles
Decrease \$2,300 to create three new Personnel Services accounts and decrease \$6,000 to reflect decreased maintenance projected for street sweepers.
3. 34064-555504 Training/Schools
Add new account \$250 - reducing 34064-555503 Travel.

Capital Outlay: No significant changes from FY11 Budget.



**City of Salisbury
Budget Summary
34064 – Public Works - Fleet Management
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	351,197	300,970	304,970	304,970	352,481	301,352
OPERATING EXPENSES	181,773	206,353	203,105	203,105	189,477	183,477
TOTAL	532,970	507,323	508,075	508,075	541,958	484,829

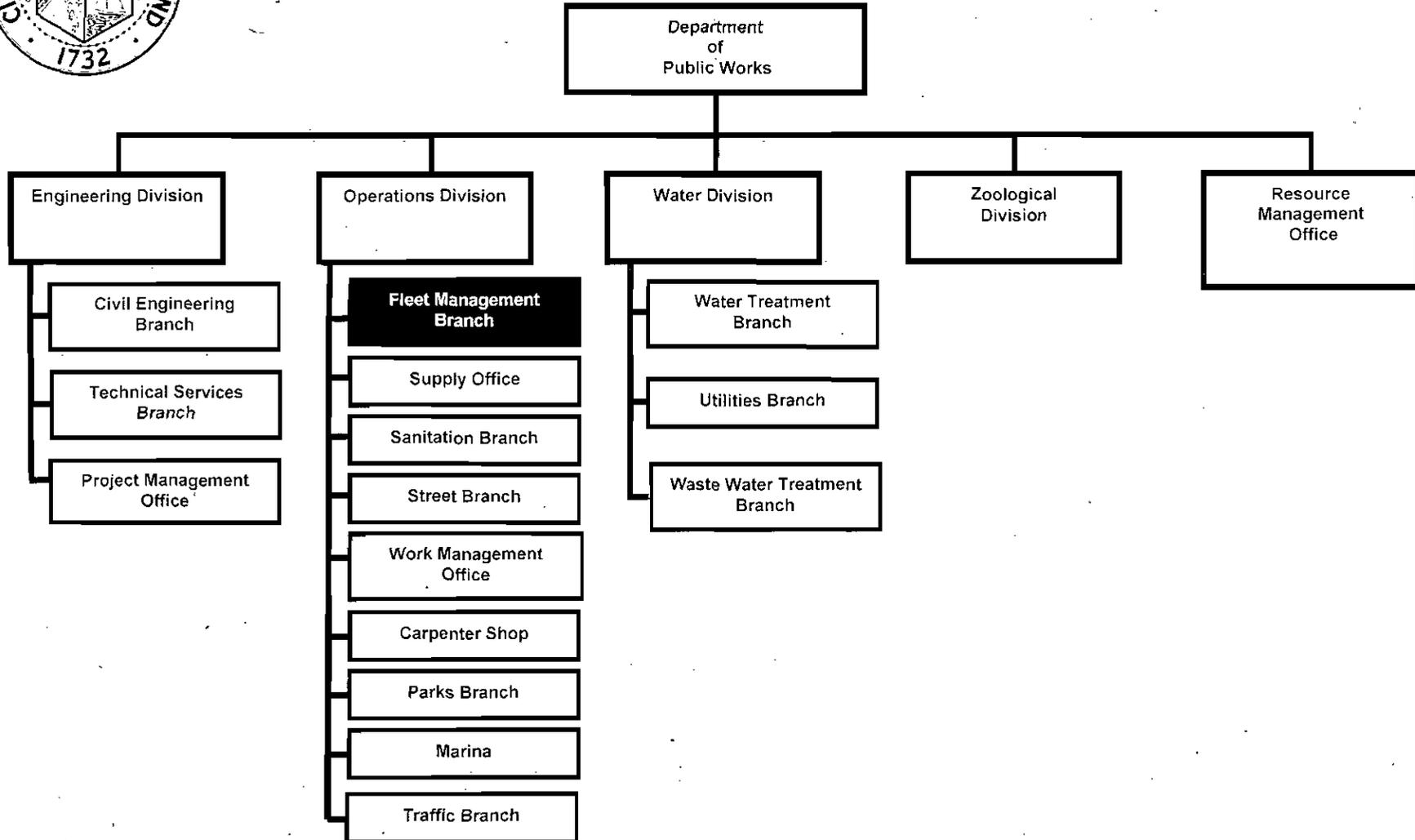
Personnel Authorization History

Department: Public Works
 Division: Fleet Management
 Account #: 34064 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recominendation FY 12	Council Approved FY 12
Vehicle Maintenance Supervisor	8	1	1	1	1	1	1	1	
Diesel Mechanic	7	1	1	1	1	1	1	1	
Automotive Mechanic III	5	1	1	1	1	1	1	1	
Automotive Mechanic II	3	3	3	3	3	3	3	3	
Office Associate II	2	1	1	1	1	1	1	1	
Total		7	7	7	7	7	7	7	



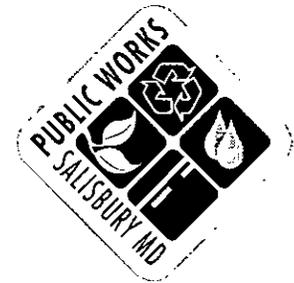
Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 34064 – Fleet Management



35000 Carpenter Shop Fiscal Year 2012 Program Goals/Performance Measures

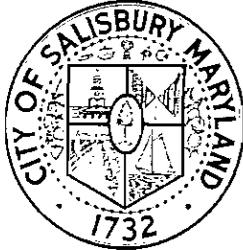


Goals

1. Perform maintenance and repair on all the buildings and facilities for which the Department is responsible and maintain buildings to City standards.
2. Maintain the City's playground structures.

Performance Measures

1. Number of service requests: emergency and non-emergency.
2. Response time: non-emergency repairs.



35000 Carpenter Shop Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

1. 35000-502081 Safety Shoes
Add new account \$300 - reducing 35000-546006 Operating.
2. 35000-502085 Meals
Add new account \$300 - reducing 35000-546006 Operating.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 35000-534302 Equipment	\$	200
B. 35000-546006 Operating	\$	250
C. 35000-546009 Small Tools	\$	200
D. 35000-546012 Equipment & Maintenance	\$	150
2. 35000-546006 Operating
Decrease \$600 to create two new Personnel Services accounts.

Capital Outlay: No significant changes from FY11 Budget.



**City of Salisbury
Budget Summary
35000 – Public Works - Carpenter
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	126,492	132,986	132,986	132,986	132,127	99,715
OPERATING EXPENSES	35,383	29,590	29,590	29,590	28,190	28,190
CAPITAL OUTLAY	0	0	0	0	0	0
TOTAL	161,876	162,576	162,576	162,576	160,317	127,905

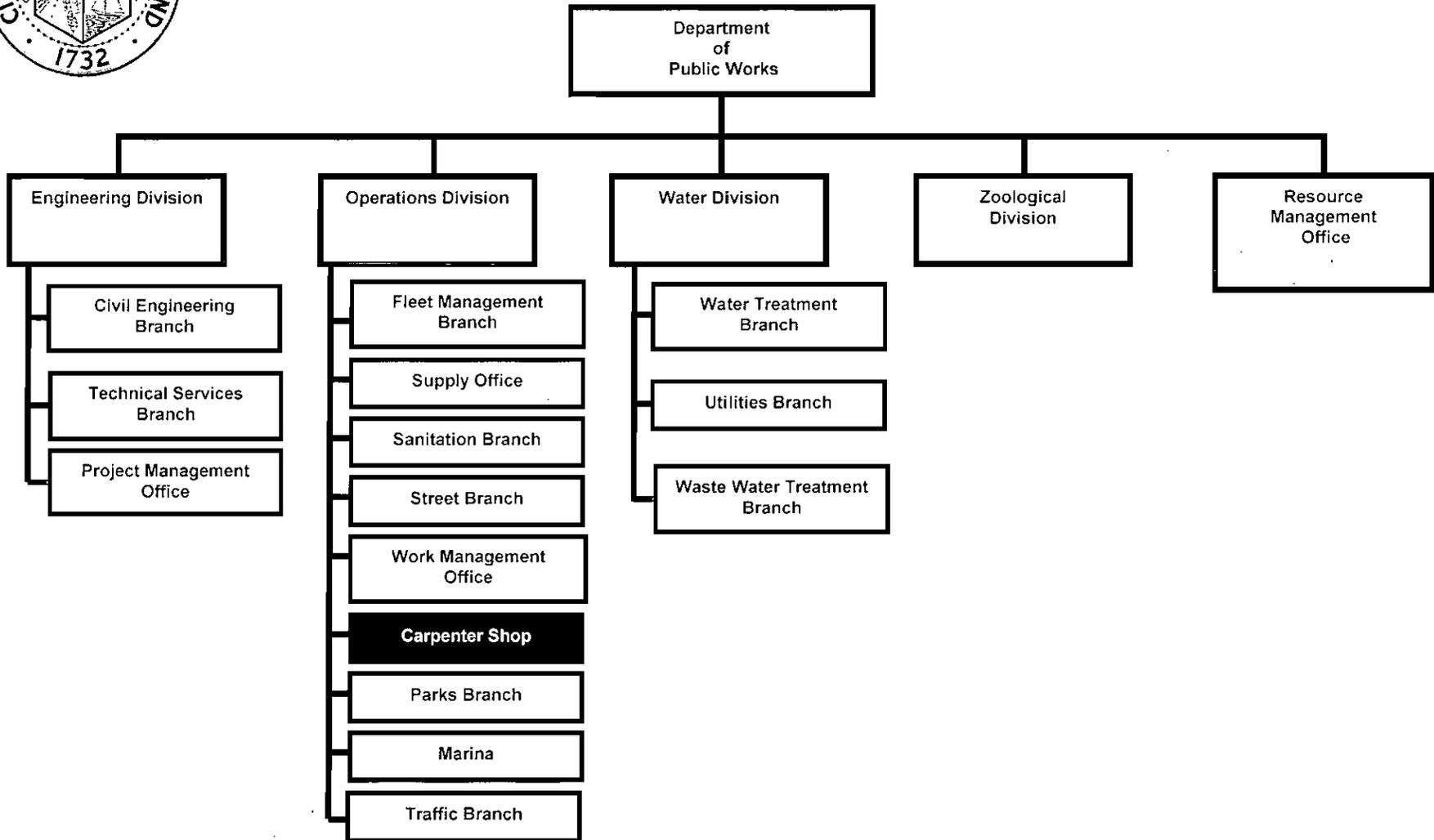
Personnel Authorization History

Department: Public Works
 Division: Carpenter
 Account #: 35000 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Carpenter Supervisor	6	1	1	1	1	1	1	1	
Carpenter Assistant	2	1	1	1	1	1	1	1	
Painter	2	1	1	1	1	1	1	1	
Total		3	3	3	3	3	3	3	



Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 35000 – Carpenter

603



40000 Salisbury Zoo Fiscal Year 2012 Program Goals



1. Through our programs and events, encourage an appreciation of wildlife and inspire conservation of our natural world.
2. Promote recycling and re-use through our Zoo education programs and Earth Day event.
3. Continue the STARS (Students Targeting Achievement and Reading Success) after-school program targeting at risk students in fifteen local schools.
4. Complete the "Renew the Zoo!" capital campaign and begin construction on the Animal Health Clinic. During this year, we plan to begin the design of the remodeling of the existing Visitors Center.
5. Continue the beautification of the Zoo grounds by adding more landscaping and plant beds; particularly, develop the landscaping around the Gift Shop.
6. Re-model the bison exhibit to make it more efficient to manage the animals and provide the bison a more spacious exhibit.
7. Continue reaching out to the business community through partnership programs in education, recreation and tourism.
8. Continue developing community relationships and citizen involvement through volunteer programs, internships, high school service hours, Eagle Scout programs, etc.
9. Continue making our little zoo, a great little zoo!

General Fund Budget Account: 40000 – Municipal Zoo – Operations

604



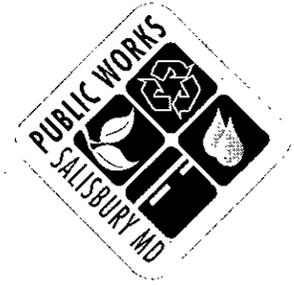
40000 Salisbury Zoo Fiscal Year 2012 Performance Measures



1. Ensure compliance with AZA Accreditation requirements.
2. Ensure 100% compliance with USDA guidelines and regulations.



40000 Salisbury Zoo Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services: No significant changes from FY11 Budget.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 40000-513041 Veterinarian	\$ 500
B. 40000-523607 Alarm System	\$ 150
C. 40000-534301 Buildings	\$ 4,470
D. 40000-534302 Equip Purchase	\$ 1,000
E. 40000-534308 Vehicles	\$ 200
F. 40000-534311 Land/grounds	\$ 2,000
G. 40000-546001 Office	\$ 1,000
H. 40000-546012 Equipment Maintenance	\$ 2,000
I. 40000-555010 Liab/auto/bldg Insurance	\$ 177
J. 40000-555401 Telephone	\$ 250
K. 40000-555502 Printing	\$ 450
L. 40000-555504 Training	\$ 918
M. 40000-556700 Dues	\$ 189

2. 40000-555503 Travel
Increase \$500 - more local vehicle trips for training instead of flying.
3. 40000-555010 Liability Insurance
Increase \$1,000- to cover anticipated payment increase.

General Fund Budget Account: 40000 – Municipal Zoo – Operations

606



40000 Salisbury Zoo Fiscal Year 2012 SIGNIFICANT CHANGES



Capital Outlay: No significant changes from FY11 Budget.

- ❖ All capital improvements and funding for new construction at the Zoo will come from independent donations.



City of Salisbury Budget Summary 40000 – Public Works - Municipal Zoo Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	736,208	769,849	769,274	769,274	778,179	769,431
OPERATING EXPENSES	258,603	251,115	283,744	283,744	240,731	239,681
CAPITAL OUTLAY	900	0	0	0	0	0
TOTAL	995,712	1020,964	1,053,018	1,053,017	1,018,910	1,009,112

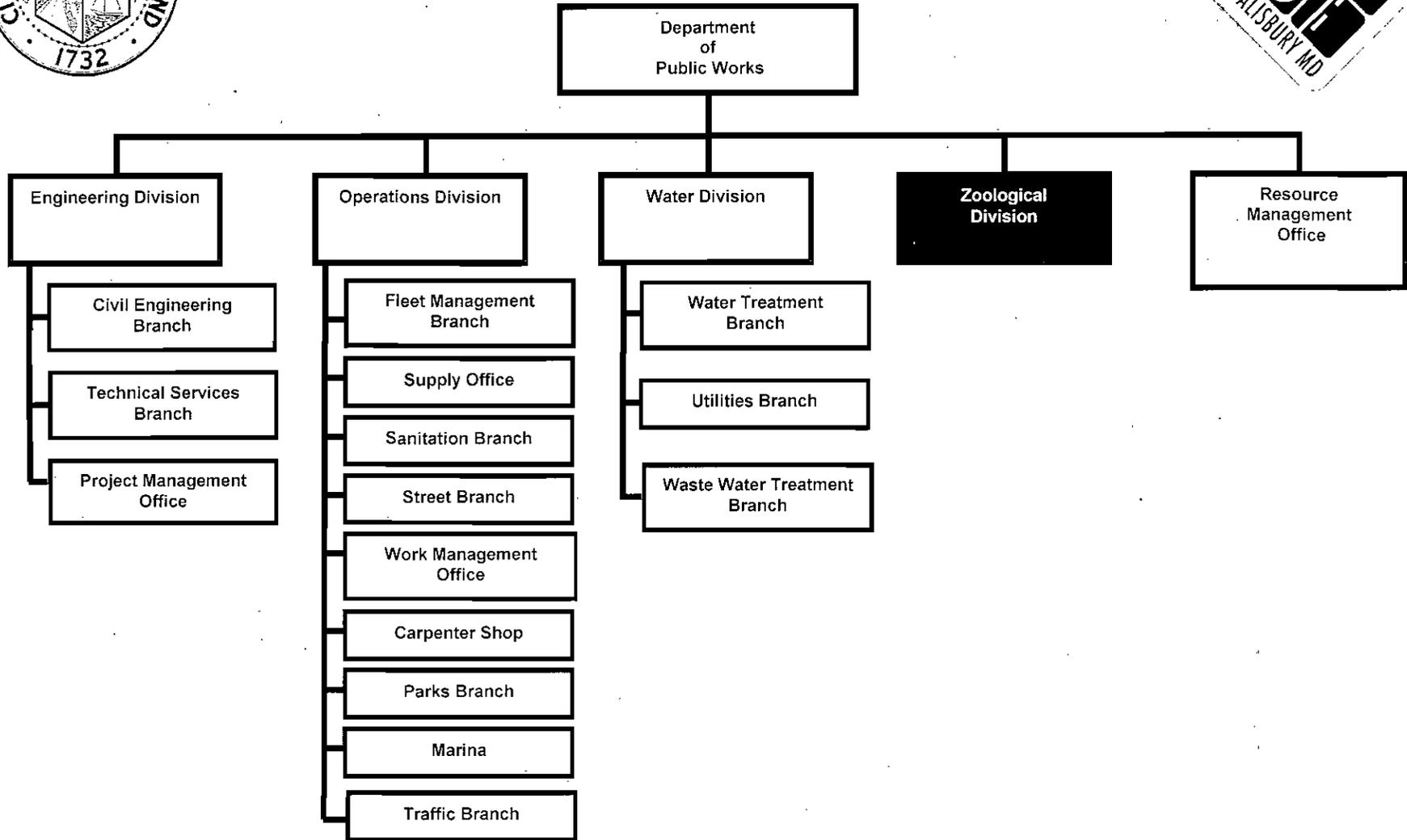
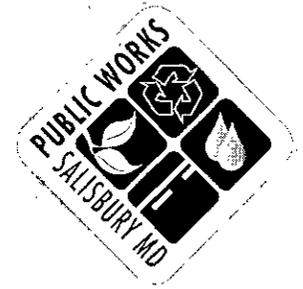
Personnel Authorization History

Department: Public Works
 Division: Zoo
 Account #: 40000 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Zoo Director	13	1	1	1	1	1	1	1	
Zoo Curator	10	1	1	1	1	1	1	1	
Education Curator	9	1	1	1	1	1	1	1	
Chief Accounts Clerk	6	0	0	0	1	1	1	1	
Account Clerk II	4	1	1	1	0	0	0	0	
Veterinary Technician	5-8	1	1	1	1	1	1	1	
Zookeeper III	5	3	3	3	3	3	3	3	
Zookeeper II	4	2	2	2	2	2	2	2	
Zookeeper I	3	1	1	1	1	1	1	1	
Education Technician	3	1	1	1	1	1	1	1	
Groundskeeper	3	1	1	1	1	1	1	1	
Total		13	13	13	13	13	13	13	



Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 40000 – Municipal Zoo – Operations

609



45000 Parks Branch Fiscal Year 2012 Program Goals/Performance Measures



Goals

1. Work towards meeting the requirements to become a Tree City USA location.
2. Continuing to develop a tree maintenance program for Parks and Playgrounds.

Performance Measures

1. Maintain downtown/Main Street, Riverwalk and Isabella Street Landscaping.
2. Ensure all parks and playground landscaping is maintained and watered on an as needed basis.



45000 Parks Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

1. 45000-501005 Salary - Seasonal
Increase \$1,440 to cover one additional pay period.
2. 45000-501021 OT- Non Clerical
Increase \$6,600 to cover the cost of additional sidewalk snow removal.
3. 45000-502081 Safety Shoes
Add new account \$600 - reducing 45000-523601 Pest Control.
4. 45000-502085 Meals
Add new account \$1,200 - reducing 45000-523601 Pest Control.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 45000-523601 Pest Control	\$ 5,800
B. 45000-523628 Playground Maintenance	\$ 500
C. 45000-534302 Equipment	\$ 200
D. 45000-534308 Vehicles	\$ 375
E. 45000-534311 Land/Grounds	\$ 500
F. 45000-555503 Travel	\$ 5

2. 45000-523601 Pest Control
Decrease \$1,800 to cover two new Personnel Services accounts

General Fund Budget Account: 45000 – Parks – Parks Maintenance

611



45000 Parks Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Operating Expenses:

3. 45000-555504 Training/Schools
Increase \$200 – reducing 45000-555503 Travel.
4. 45000-556700 Dues
Add new account \$125 – reducing 45000-534308 Vehicles.

Capital Outlay: No significant changes from FY11 Budget.



**City of Salisbury
Budget Summary
45000 – Public Works - Park Maintenance
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	295,652	291,083	302,683	302,683	310,499	294,687
OPERATING EXPENSES	124,697	124,378	132,373	132,373	118,397	107,397
CAPITAL OUTLAY	32,200	0	0	0	0	0
TOTAL	454,550	415,461	435,056	435,056	428,896	402,084

Personnel Authorization History

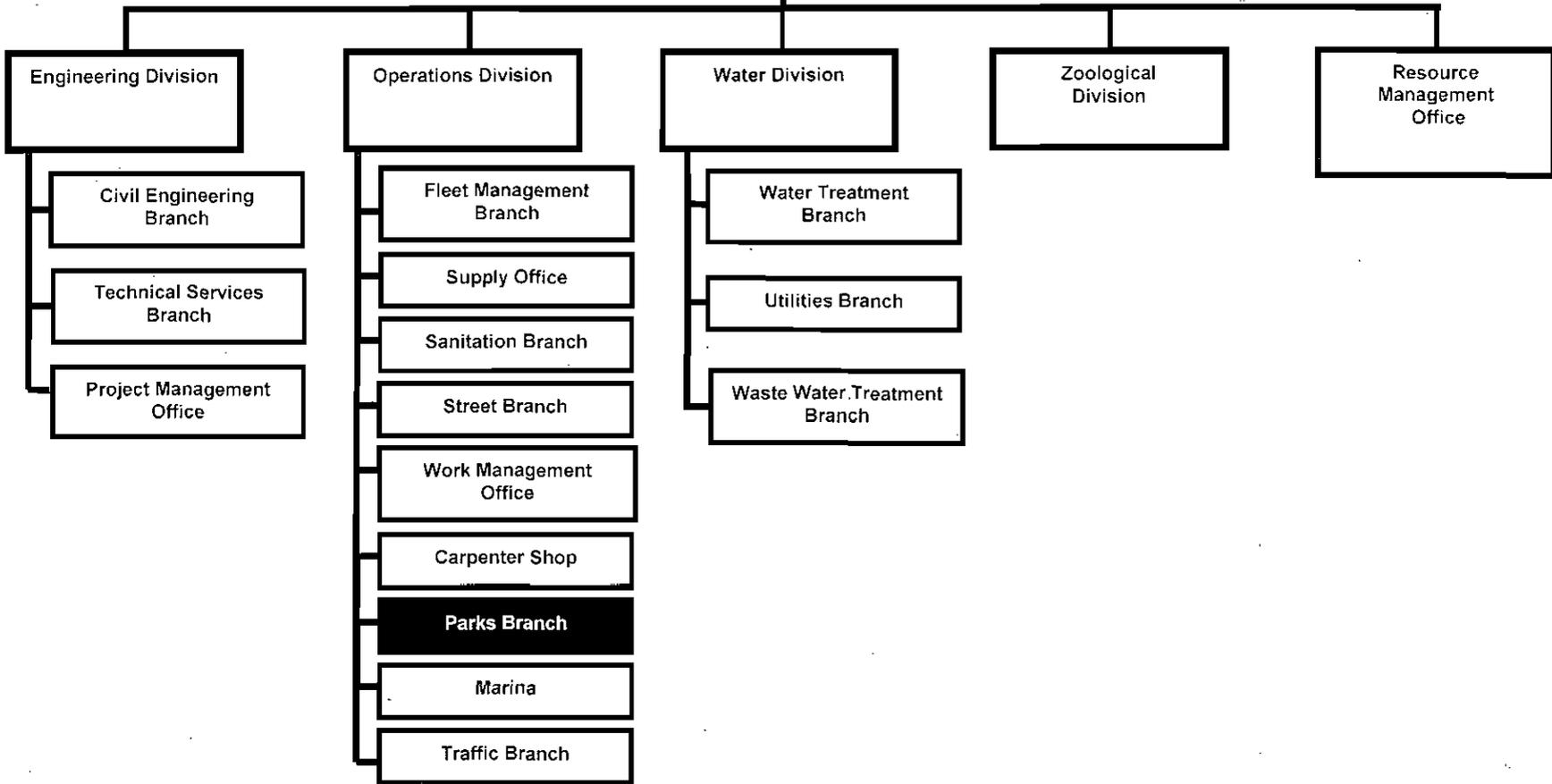
Department: Public Works
 Division: Park Maintenance
 Account #: 45000 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Park Supervisor	8	1	1	1	1	1	1	1	
Horticulturist	6	1	1	1	1	1	1	1	
Motor Equipment Operator II	3	1	1	1	1	1	1	1	
Parks Maintenance Worker	3	3	3	3	3	3	3	3	
Total		6	6	6	6	6	6	6	



Fiscal Year 2012 Proposed Organization

Department of Public Works



General Fund Budget Account: 45000 – Parks – Parks Maintenance

614



**70101 Debt Service - General Fund
Fiscal Year 2012
Significant Changes**

- 1) No new General Fund debt for FY 2012 is budgeted.
- 2) In FY 2011, we refinanced the Fire Station Headquarters and the principal amount and a full year of interest is budgeted for FY 2012.
- 3) In FY 2011, we plan to close on bonds to fund repairs at the Riverwalk. Thus full year of principal and interest budgeted for FY 2012.



**City of Salisbury
Budget Summary
70101 – Debt Service Expenditures
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	FY 12 REQUESTED ESTIMATE	FY 12 MAYOR'S BUDGET
PRINCIPAL					
2011 Bond Issues	-	1,200	1,200	258,794	258,794
2010 Bond Issues	-	59,502	59,502	62,099	62,099
2008 Bond Issue	133,409	137,760	137,760	142,065	142,065
2007 Bond Issue	69,300	69,300	69,300	69,300	69,300
2004 Bond Issue – CDA	262,300	269,600	269,600	279,500	279,500
2003 Bond Issue – CDA	163,089	167,406	167,406	173,339	173,339
1999 Bond Issue	180,158	188,154	188,154	196,505	196,505
1994 Bond Issue	451,000	473,550	473,550	496,100	496,100
Erosion Control – Riverwalk	23,037	23,038	23,038	23,038	23,038
Johnson's Pond	3,469	3,639	3,639	3,817	3,817
Erosion Control – Picnic Island	5,552	5,552	5,552	5,552	5,552
TOTAL PRINCIPAL	1,291,314	1,398,701	1,398,701	1,710,109	1,710,109
INTEREST					
2011 Bond Issues	-	121,350	121,350	191,094	191,094
2010 Bond Issues	-	18,693	18,693	17,305	17,305
2008 Bond Issue	121,625	116,210	116,210	110,575	110,575
2007 Bond Issue	50,270	47,478	47,478	44,685	44,685
2004 Bond Issue – CDA	169,774	161,948	161,948	153,194	153,194
2003 Bond Issue – CDA	113,899	109,144	109,144	103,787	103,787
1999 Bond Issue	41,258	33,263	33,263	24,913	24,913
1994 Bond Issue	113,793	91,243	91,243	67,566	67,566
Johnson's Pond	755	586	586	408	408
TOTAL INTEREST	611,374	699,915	699,915	713,527	713,527
PRINCIPAL AND INTEREST	1,902,688	2,098,616	2,098,616	2,423,636	2,423,636



**90001 Insurance
90500 Miscellaneous
91001 Transfers
Fiscal Year 2012
Significant Changes**

PERSONNEL SERVICES:

- 1) 90500-501002 - It was determined in a final review of the budget that the workers compensation accounts were overstated. As such, a reduction was made for the general fund. The full amount of the reduction for the general fund is made in this account. The amount will be allocated out to the appropriate departments during the Council review.
- 2) 90500-501002 – With reduction in workers comp, the amount of furlough time has been reduced for all departments by 1 day per employee. This also will be allocated to the appropriate department during the Council review.

OPERATING EXPENSES:

- 3) Budgeting city share of retiree health insurance. Increased for 8% rate increase and number of retirees.
- 4) Increased unemployment due to increased payments to the State.
- 5) Eliminate funding for Contingency.
- 6) 90500-556900 – With the reduction in workers compensation, the following increases to expenses were made. The amounts will be allocated to appropriate departments during the Council Review.
 - \$120,000 – increase gasoline estimate from \$3.10/gallon to \$4/gallon
 - \$10,500 – increase ammunition account for police department
 - \$37,000 – increase lighting account to make changes for lighting issues at Spring Chase, Pemberton & Canal Park Dr.
 - \$5,000 – restore funding to Salisbury Neighborhood Housing to FY 2011 level
 - \$5,000 – restore funding to Urban Salisbury to FY 2011 level
 - \$48,000 – 1st year lease payment for new street sweeper
 - \$48,022 – 1st year lease payment for 2nd ambulance (funded by donation)
 - \$10,149 – increase to police training.

TRANSFERS:

- 7) Decreased transfer to Marina based on estimated expenses and increased revenues.
- 8) Decreased transfer to Community Development based on current expense estimates.
- 9) Transfer to grant fund for the City portion of the cost to hire officers under the COPS grant. Additionally, we plans to use \$50,000 to build up a reserve for the 4th year when the City is responsible for paying the salaries.

CAPITAL OUTLAY:

- 10) 90500-577025 – Purchase new Street Sweeper (\$225,000) and 2nd ambulance (\$206,000) under lease purchase. Amounts will be transferred to appropriate department at Council Level.
- 11) 90500-577030 – Purchase new snow blower (\$43,000) for parks department. Amount will be transferred to parks department at Council Level.



City of Salisbury Budget Summary Fiscal Year 2012

90001 – Insurance

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	178,001	210,000	250,000	248,000	264,800	261,104
OPERATING EXPENSES	295,964	300,000	300,785	300,000	330,000	344,083
TOTAL	473,965	510,000	550,785	548,000	594,800	605,187

90500 – Miscellaneous

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	0	2,000	2,000	2,000	2,000	-264,649
OPERATING EXPENSES	3,448	33,600	12,086	33,465	33,500	287,171
CAPITAL OUTLAY	0	0	0	0	0	474,000
TOTAL	3,448	35,600	14,086	35,465	35,500	496,522

91001 – Transfers *

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
OTHER	382,251	176,223	180,723	179,284	140,000	171,948
OPERATING EXPENSES	0	0	0	0	0	0
TOTAL	382,251	176,223	180,723	179,284	140,000	171,948

* Includes transfer to Community Development Department.



12800 - Community Development Fiscal Year 2012 Program Goals

- 1) Continue to work with Habitat for Humanity of Wicomico County to increase homeownership in the Church Street neighborhood.
- 2) Continue to work with Salisbury Neighborhood Housing Service to rehabilitate owner-occupied properties for low-mod income homeowners throughout the city, especially in the CDBG target areas.
- 3) Continue to work with Salisbury Neighborhood Housing Service to increase homeownership city-wide by providing funding for Housing Counseling and Principal Write-Down grants.
- 4) Continue to work with the Shore Housing Resource Board by providing financial assistance to enable them to produce training materials and conduct Fair Housing training sessions with local housing developers, realtors, bankers, insurers, landlords and management agents. In particular, housing developers will receive instruction concerning "reasonable accommodations," "reasonable modifications," and cost-efficient accessible designs.
- 5) Complete PY 2011 CDBG Action Plan, and implement said plan.
- 6) Complete 2010 Consolidated Annual Performance and Evaluation Report (CAPER).
- 7) Conduct a monitoring of every CDBG subrecipient agency every year.
- 8) Complete 2012 Community Legacy funding application.
- 9) Complete 2012 Community Parks & Playgrounds funding application.
- 10) Work with City Public Works staff to identify additional low-mod income neighborhoods where CDBG funds can be used for sidewalk creation, and develop a 5-year plan for implementation, utilizing no more than 10% of the annual CDBG project funds.
- 11) Take advantage of training opportunities offered by HUD and other agencies to increase staff skills and knowledge and improve ability to execute program and department responsibilities.



12800 - Community Development Fiscal Year 2012 Performance Measures

Fiscal Accountability

- Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
- Process all departmental invoices and submit to the Internal Services – Finance Department within three (3) business days of receipt.
- Request all grant reimbursements within fifteen (15) business days of grant fund expenditure.
- Complete and submit Employee Action Forms to the Human Resources Department within 48 hours of an employee separating from City service.

Risk Management

- Report all accidents to Human Resources Department within 3 business days of occurrence.

Promoting Community Revitalization

- Complete PY 2011 CDBG Action Plan, and implement said plan.
- Complete 2012 Community Legacy funding application.
- CDBG – Promote the transfer of rental properties to owner-occupied status by providing CDBG funding for four (4) new Principal Write-Down Assistance grants at \$15,000 each.

- CDBG – Utilize CDBG funding to install sidewalks in a portion of the Church Street / Doverdale low to moderate-income neighborhood to improve safety and accessibility for residents.
- CDBG – Promote revitalization by providing CDBG funds for the salary and benefit costs of a Code Enforcement Officer to handle violations of the Nuisance Code in the Church Street / Doverdale CDBG Target Neighborhood.
- CDBG – Improve public safety by providing CDBG funding for the purchase of bullet-resistant street light shields to be installed in high crime areas of the City neighborhoods.
- Apply for grant funds from the Community Parks & Playgrounds Program (DNR) to construct a skate park to impact approximately 500 children. Begin design / construction if funding is received.

Invest in Infrastructure

- Work with City Public Works staff to identify additional low-mod income neighborhoods where CDBG funds can be used for sidewalk creation, and develop a 5-year plan for implementation, utilizing no more than 10% of the annual CDBG project funds each year.
- Provide CDBG funding for the purchase of Trash Containment & Removal Systems for the stormwater outfall pipes that empty into the Wicomico River.

Providing Positive Communication and Transparency

- Conduct at least two Public Hearings a year to keep the citizens informed on the projects and programs that are being executed with Community Development Block Grant (CDBG) funds. These hearings will be televised on PAC 14.
- Advertise all Public Hearing notices and Public Notices concerning the execution of the CDBG program in the Daily Times, on the City of Salisbury website, and mail copies of the notices to all individuals on the CDBG mailing list.



12800 - Community Development Fiscal Year 2012 Significant Changes

Operating Expenses:

- 1) Decrease Office Supplies account from \$3,586.49 to \$2,200.00. (12800 546001)
- 2) Decrease Telephone account from \$900 to \$850. (12800 555401)
- 3) Increase Advertising account from \$1,000 to \$2,000. (12800 555501)

During the process of adopting the FY 2011 budget, the City Council elected to cut the Community Development Dept. Advertising budget by \$1,000, which was 50% of the amount requested. The City is required by federal HUD regulations to meet very specific advertising requirements for the activities of the CDBG program, and this created a serious shortfall in the account. The amount of the FY 2012 request for the Advertising account is based upon the expenditures in that account in previous years, and it cannot be reduced if we are to remain in compliance with HUD regulations.

- 4) Decrease Printing account from \$200 to \$100. (12800 555502)
- 5) Increase Travel account from \$800 to \$1,000. (12800 555503)
- 6) Decrease Training / Schools account from \$200 to \$100. (12800 555504)
- 7) Decrease Publications account from \$50 to \$47. (12800 556600)
- 8) Decrease Miscellaneous account from \$200 to \$50. (12800 556900)

The overall 6% reduction in operating account expenditures has been met.



City of Salisbury
Budget Summary
91001- 599114 – Community Development
Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
TRANSFER FROM GENERAL FUND	155,630	57,183	57,183	57,183	60,000	52,263

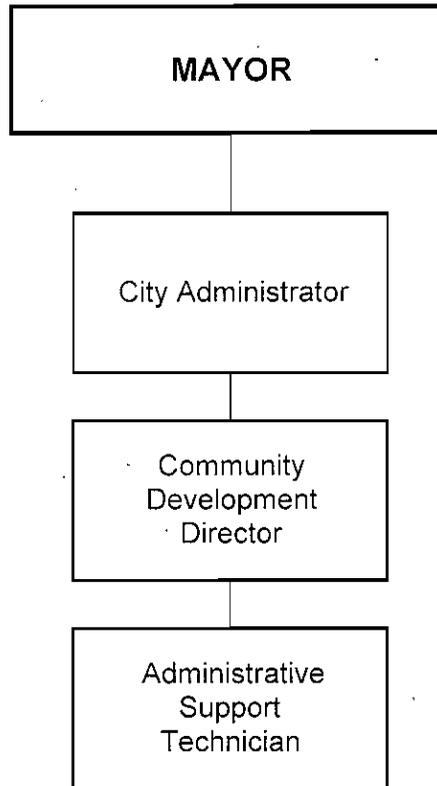
Personnel Authorization History

Department: Community Development
 Account #: 91001 599114

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Community Develop. Director	11	1	1	1	1	1	1	1	
Administrative Office Assoc.	4	1	1	1	1	1	1	1	
Total		2	2	2	2	2	2	2	



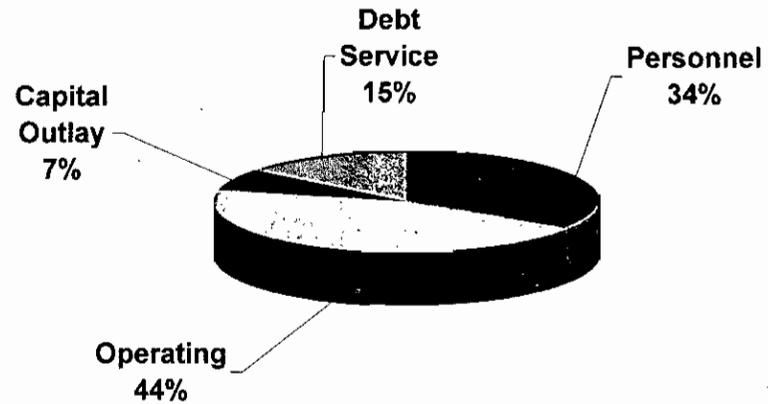
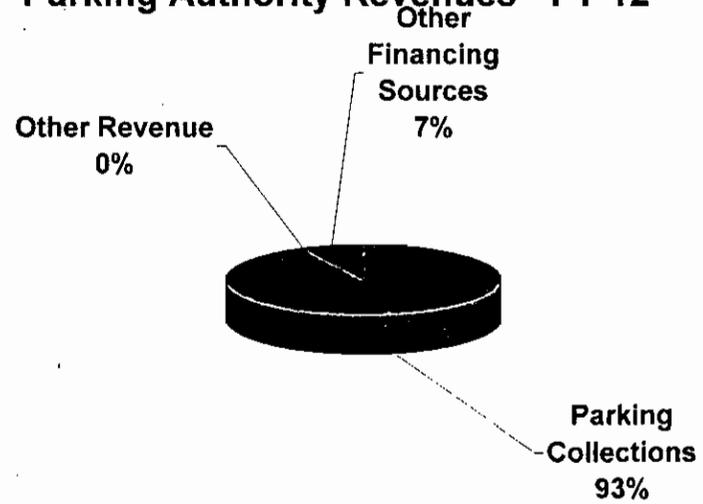
Community Development Fiscal Year 2012 Organization Chart



**City of Salisbury
Parking Authority Fund
Proposed Budget
Fiscal Year 2012**



Parking Authority Revenues - FY 12





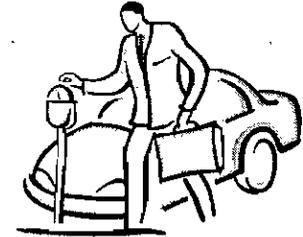
31154 Parking Authority Fiscal Year 2012 Program Goals



- 1) Complete identified projects needed to improve and maintain Downtown Parking Garage facility and City surface lots.



31154 Parking Authority Fiscal Year 2012 Performance Measures



1) Fiscal Accountability

- Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
- Process all departmental invoices and submit to Internal Services – Finance Department within 3 days of receipt.

2) Risk Management

- Report all accidents to Human Resources Department within 3 business days of occurrence.

3) Employee Reporting

- Complete and submit all Employee Action Forms to the Human Resources Department within 48 hours of an employee separating from City service.

4) Parking Tickets

- Track and report number of parking tickets issued quarterly, excluding tickets issued by the Police Department.



City of Salisbury Revenue Summary Detail - Parking Fund Fiscal Year 2012

ACCOUNT NUMBER		ACCOUNT NAME	FY 10 ACTUAL	FY 11 ORIGINAL BUDGET	FY 11 REVISED BUDGET	FY 11 PROJECTION	FY 12 MAYOR'S BUDGET
10100	413204	Parking Lots	91,300	90,000	90,000	90,000	90,000
Based on historical collections							
10100	413205	Parking Meters/Coin	118,284	112,000	112,000	112,000	112,000
FY 2010 actuals prorated							
10100	413206	Parking Permits	332,140	400,000	400,000	330,000	386,280
FY 10 projected							
10100	445110	Parking	69,753	77,300	77,300	85,000	85,000
FY 10 projected, eliminate \$1 ticket							
10100	456110	Investment Interest	693	800	800	700	700
Based on FY 2010 projection							
10100	456120	Other Interest	0	-	-	-	-
10100	456300	Rent Earnings	6,021	10,000	10,000	6,000	6,000
County share of permits \$6,000							
10100	456911	Other Miscellaneous	-	-	-	1,470	-
10100	456913	Returned Check Fee	-	-	-	-	-
10100	456935	Insurance Proceeds	2,861	-	-	-	-
10100	469110	Transfers from General	20,000	20,000	20,000	20,000	20,000
Per agreement with City for Brew River Parking Lot annual payment. (5 of 8)							
10100	469810	Current Surplus Available	-	5,653	5,653	5,653	32,051
Parking Fund Total			641,052	715,753	715,753	650,823	732,031



City of Salisbury Parking Authority Fund Revenue Descriptions

Licenses & Permits	
413204 Parking Lots	Parking attended lot revenue
413205 Parking Meters/Coin	Parking Meter revenue
413206 Parking Permits	Permit income
Forfeitures	
445110 Parking Tickets	1/2 of City Income from parking violations.
Other Revenue	
456110 Investment Interest	Proceeds from the investment of Parking Authority funds.
456120 Other Interest	Interest collected on accounts receivable.
456300 Rent Earnings	Rent for County Employee parking
456911 Other Misc. Receipts	Revenues not otherwise classified.
456913 Returned Check	Returned check fees paid.
456935 Insurance Proceeds	Proceeds from insurance claims.
Other Financing Resources	
469110 Transfers from General	Used for funds transferred from the General Fund
469810 Current Surplus Available	Unexpended funds from previous years.



31154 Parking Authority Fiscal Year 2012 Significant Changes



Operating Expenses:

- 1) (31154-513010 Auditing) Increase of \$1,000 for contract amount with audit firm.
- 2) (31154-513020 Eng/Arch) Reduction of \$34,804.26, all engineering projects contracted in FY 2011.
- 3) (31154-513050 Bank Fees) Increase of \$3,315 for bank fees based on prior year amount.
- 4) (31154-513301 City Atty) Reduction of \$1,600 for attorney fees for parking issues.
- 5) (31154-534301 Buildings) Reduction of \$8,950 in building maintenance items based on historical usage and capital maintenance projects improving the condition of the garage.
- 6) (31154-534302 Equipment) Request \$10,000 to cover cost of meter replacement on Broad St and replacement of stock meters due to theft of existing meters. Request \$4,000 to cover general equipment costs. (Reduction of \$7,000 in overall account).
- 7) (31154-534304 Streets/Lots) Request \$16,500 in general maintenance, supplies and repairs for meters, garage and lot equipment. Request \$3,500 to seal and re-stripe lot #14. (Reduction of \$32,000 in overall account).
- 8) (31154-534500 Maint Cont) Request \$13,640 to cover cost of maintenance and hosting fee for T2 Parking Permit system.
- 9) (31154-546001 Office) Reduction of \$1,000 based on anticipated usage.
- 10) (31154-555401 Telephone) Request \$2,000 to cover recurring telephone line costs for credit cards associated with automated parking system in garage and Lot 1.

Capital Outlay:

- 1) (31154-577015 Bldgs) Request \$134,000 for replacement of tee stem bearing angles (Teflon pads) and related items per maintenance schedule for garage, based on findings of engineering study conducted in FY2008. Amount reduced to \$49,000 by reducing project scope.
- 2) (31154-577030 Equipment) Request \$140,000 to install additional equipment to existing parking gate system to update to an automated (unmanned) system for the garage and Lot 1. Annual savings of \$62,000 with a payback period of 2.5 years. (Mayor Level – project not funded, salaries for part-time positions funded for full year).



City of Salisbury Budget Summary 31154 – Parking Authority Fund Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	232,040	241,374	241,374	240,475	207,777	249,981
OPERATING EXPENSES	176,755	367,774	413,022	413,172	318,279	326,412
CAPITAL OUTLAY	198,534	0	33,268	33,268	274,000	49,000
DEBT SERVICE	93,508	106,605	106,605	106,605	106,638	106,638
OTHER	0	0	0	0	0	0
TOTAL	700,836	715,753	794,269	793,520	906,694	732,031

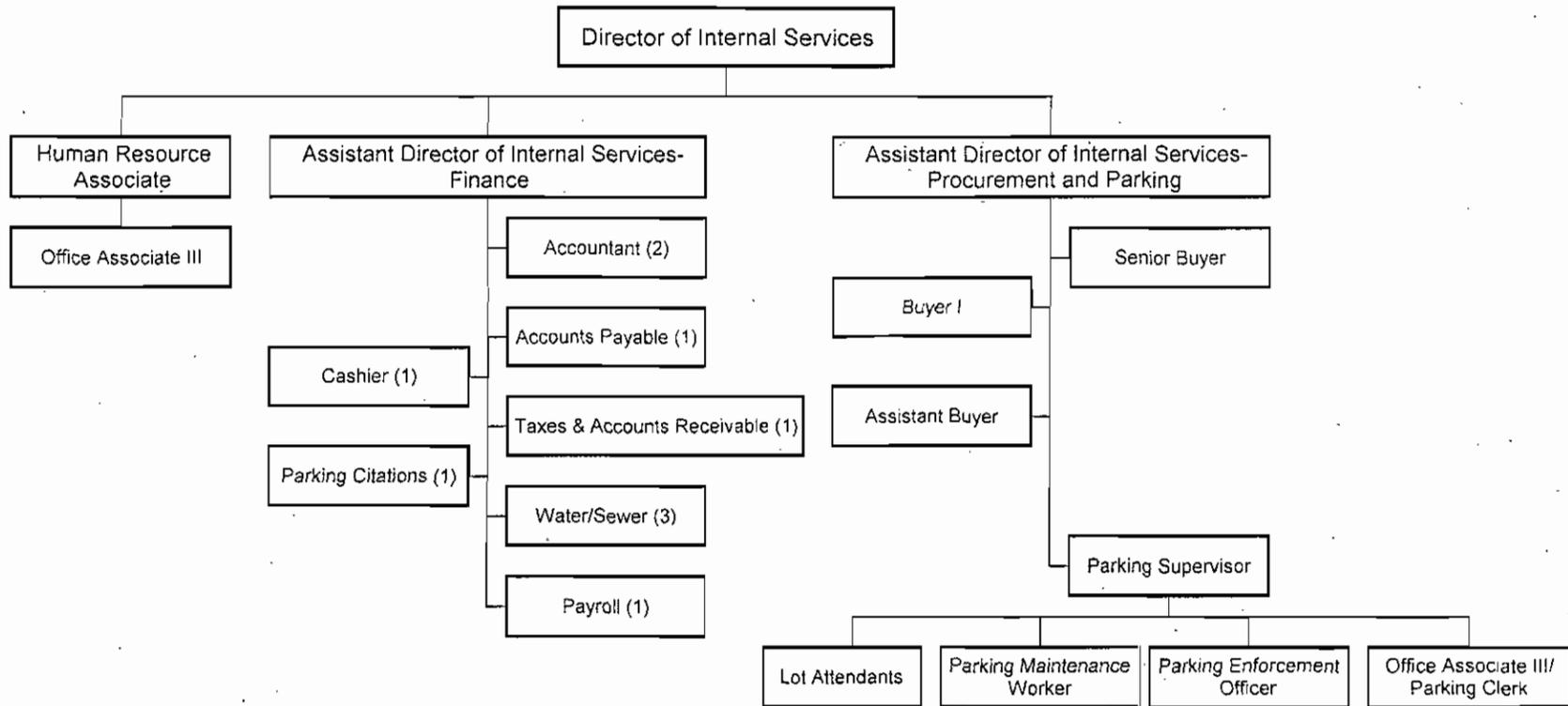
Personnel Authorization History

Department: Internal Services
 Division: Parking Authority
 Account #: 31154 501002

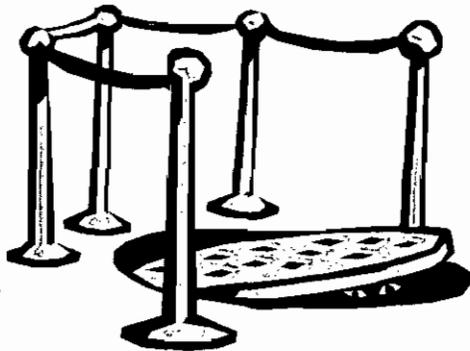
Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Parking Supervisor	6	1	1	1	1	1	1	1	
Office Associate III	3	1	1	1	1	1	1	1	
Parking Enforcement Officer	2	1	1	1	1	1	1	1	
Parking Maintenance Worker	1	1	1	1	1	1	1	1	
Total		4	4	4	4	4	4	4	



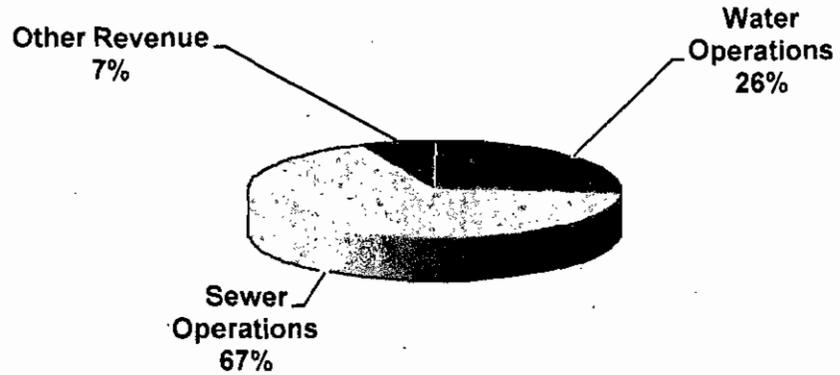
City of Salisbury Department of Internal Services Current Organization Chart Fiscal Year 2012



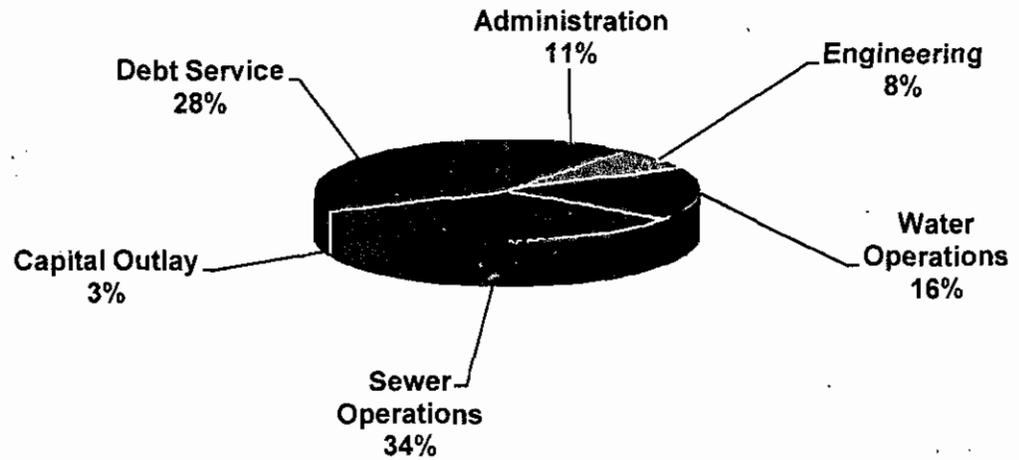
**City of Salisbury
Water & Sewer Fund
Proposed Budget
Fiscal Year 2012**



Water & Sewer Fund Revenues - FY 12



Water & Sewer Fund Expenditures - FY 12





**City of Salisbury
Revenue Summary
Detail - Water & Sewer Fund
Fiscal Year 2012**

ACCOUNT NUMBER	ACCOUNT NAME	FY 10 ACTUAL	FY 11 ORIGINAL BUDGET	FY 11 REVISED BUDGET	FY 11 PROJECTION	FY 12 MAYOR'S BUDGET
60100 433260	Inspection Fees	10,112	20,000	20,000	10,000	10,000
	This amt is a 7 1/2% of cost of water and sewer. This fluctuates with the amt of building occurring.					
60100 434310	Water Sales	4,157,150	4,368,509	4,368,509	4,368,509	4,368,509
	Based on FY 11 no rate increase					
60100 434315	Penalties	25,204	20,000	20,000	20,000	20,000
	Based on prior years history.					
60100 434316	Administrative Fees	32,888	50,000	50,000	50,000	50,000
	Cut off fees \$25 per cut off					
60100 434340	Fire Flow Tests	12,000	9,000	9,000	9,000	9,000
	Based on FY 11					
60100 434341	Fire Service	21,120	20,000	20,000	20,000	20,000
60100 434342	Meter Tests	516	500	500	500	500
60100 434350	Special Meter Readings	8,172	7,500	7,500	7,500	7,500
	Based on FY11 expected					
60100 434360	Sundry	67,598	30,000	30,000	30,000	30,000
	Based on FY11 budget					
60100 434370	Turn On Charges	5,560	6,600	6,600	6,600	6,600
	Based on FY11 expected					
60100 434410	Sewer Sales	7,546,436	9,161,513	9,161,513	9,161,513	10,869,195
	Based on FY 11 with 18.6% rate increase					
60100 434415	Penalties	49,074	40,000	40,000	45,000	45,000
	Based on FY11 expected					
60100 434440	Pretreatment Monitoring	176,555	171,246	171,246	179,125	162,859
	Ties to the Pretreatment Budget					
60100 434450	Urban Services	325,767	260,000	260,000	260,000	300,000
	Based on FY 11					



**City of Salisbury
Revenue Summary
Detail - Water & Sewer Fund
Fiscal Year 2012**

ACCOUNT NUMBER	ACCOUNT NAME	FY 10 ACTUAL	FY 11 ORIGINAL BUDGET	FY 11 REVISED BUDGET	FY 11 PROJECTION	FY 12 MAYOR'S BUDGET
60100 434451	Lift Station Maintenance	4,914	10,000	10,000	5,000	5,000
60100 434460	Sundry	1,714	1,500	1,500	1,500	1,500
	Based on FY 11					
60100 456110	Investment Interest	13,616	15,000	15,000	10,000	10,000
60100 456120	Other Interest	271	-	-	-	-
60100 456415	Other Donations	-	-	-	-	-
60100 456911	Other Misc. Receipts	6,592	3,000	3,000	14,367	6,000
60100 456913	Returned Check Fee	3,290	2,285	2,285	3,000	3,000
	Based on FY 11					
60100 456914	Bad Debt Collections	-	-	-	-	-
60100 456926	Compensated Allow. Adj.	(56,121)	-	-	-	-
60100 456935	Insurance Proceeds	935	20,000	20,000	20,000	20,000
60100 469128	Transfer Water Capacity	345,257	359,239	359,239	359,239	267,887
60100 469129	Transfer Sewer Capacity	763,207	796,207	796,207	796,207	828,644
60100 469142	Transfer WS Capital Project	-	-	-	-	-
60100 469201	Gain on Fixed Assets	-	-	-	-	-
60100 469810	Current Surplus Available	-	1,287,628	1,287,628	1,287,628	-
	Water & Sewer Fund Total	13,521,828	16,659,727	16,659,727	16,664,688	17,041,194

1002



City of Salisbury Water Fund Revenue Descriptions

Charges for Services	
433260 Inspection Fees	Fees charged to development to assure construction according to specifications
434310 Water Sales	Fees charged for water consumption.
434315 Penalties	Late payment penalties.
434316 Administrative Fees	Fee charged delinquent customers whose service is being shut off for non-payment (\$15).
434340 Fire Flow Tests	Charge to conduct fire service testing, \$75 per test.
434341 Fire Service	Charge for separate fire services located outside the City limits (billed annually).
434342 Meter Tests	Fee for testing small meters to determine accuracy, no fee charged if inaccurate (\$35 in-city, \$45 out-of-city).
434350 Special Meter Readings	Charge for customer requested meter readings, usually at property transfer.
434360 Sundry	Water meter setting fees for new developments.
434370 Turn On Charges	Charge for seasonal turn-on and delinquent turn-on, \$10, if on OT \$80.



City of Salisbury Sewer Fund Revenue Descriptions

Charges for Services	
434410 Sewer Sales	Sewer billing revenue, based on water consumption.
434415 Penalties	Penalty income or late payment charges.
434440 Pretreatment Monitoring	The cost of monitoring commercial and industrial sewer users to comply with standards.
434450 Urban Services	Sewer revenue collected by the County.
434451 Lift Station Maintenance	Lift station maintenance charges assessed by sewer operations.
434460 Sundry	Sewer location fee (\$38).
Other Revenue	
456110 Investment Interest	Interest on invested funds.
456120 Other Interest	All interest not from investments.
456911 Other Misc. Receipts	Revenues not otherwise classified.
456913 Returned Check Fee	Fees collected for checks returned to the City (\$35).
456914 Bad Debt Collections	Revenues from the collection of old debt that has been previously written off.
456916 Compensated Allowance Adj.	Amount to adjust our time off bank at year end during audit. (this is non-budgeted)
456935 Insurance Proceeds	Proceeds from insurance company for insured losses.
Other Financing Resources	
469128 Transfer from Water Impact	Transfers from the Water Impact Fund (capacity fee)
469129 Transfer from Sewer Impact	Transfers from the Sewer Impact Fund (capacity fee)
469142 Transfer from WS Capital Project	Transfers from Capital Project Account.
469810 Current Surplus	Unexpended funds from previous years.



70102 & 70107 Debt Service – Water and Sewer Funds Fiscal Year 2012 Significant Changes

WATER EXPENDITURES

- 1) In FY 11 borrowed all for 20 years, need full year principal and interest in budget:
 - a. East Main Street Valve and main engineering & Isabella Street Water Main, \$535,000 at 5% interest.
 - b. Milford Street water tank \$2,552,000 State loan at 1.5% interest (1/2 capacity fee funded)
 - c. Milford Street water tank \$2,148,000 State loan at 1.5% interest (1/2 capacity fee funded)
- 2) FY 12 borrowing for 20 years, only budgeted ½ year interest, \$1,250,000 for updating the Caustic Feed System at the Paleo Plant.

SEWER EXPENDITURES

- 1) In FY 10 bonded \$2,096,600 for 15 years at 3.78%. Funds to be used to address WWTP issues. Also entered into a loan with MDE for Naylor Mill Lift Station. This is an ARRA funded loan, at 0% interest. 1st payment is not due until FY 2012.
- 2) In FY 11 borrowed all for 20 years at 5% interest, need full year principal and interest in budget
 - a. \$166,000 East Main Street Sewer Replacement Engineering & Isabella Street
 - b. \$350,000 Lift Station replacement
 - c. \$2,100,000 North Division Sewer Relief
 - d. \$4,000,000 WWTP upgrade engineering cost (1/3 capacity fee funded)
- 3) In FY 12, we plan to borrow \$4.83 million for interim WWTP upgrades over 20 years at 5% interest (only ½ yr interest budgeted).
- 4) In 2nd half of FY 12, we plan to borrow \$2.21 million for next phase of North Division Street, 1st payment wouldn't be until FY 13.



**City of Salisbury
Budget Summary
70102 – Water Fund Debt Service
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	FY 12 REQUESTED ESTIMATE	FY 12 MAYOR'S BUDGET
PRINCIPAL					
2011 Bond Issue	-	-	-	219,275	219,275
2008 Bond Issue	-	22,240	22,240	22,935	22,935
2007 Bond Issue	-	56,925	56,925	56,925	56,925
2003 Bond Issue – CDA	-	44,942	44,942	46,534	46,534
1999 Bond Issue	-	76,476	76,476	79,870	79,870
1994 Bond Issue	-	28,350	28,350	29,700	29,700
TOTAL PRINCIPAL	-	228,933	228,933	455,239	455,239
INTEREST					
2012 Bond Issue	-	-	-	31,250	31,250
2011 Bond Issue	-	48,625	48,625	96,335	96,335
2008 Bond Issue	19,684	18,761	18,761	17,852	17,852
2007 Bond Issue	41,293	39,000	39,000	36,706	36,706
2003 Bond Issue	30,578	29,301	29,301	27,863	27,863
1999 Bond Issue	16,770	13,520	13,520	10,126	10,126
1994 Bond Issue	6,813	5,463	5,463	4,045	4,045
TOTAL INTEREST	115,138	154,670	154,670	224,177	224,177
PRINCIPAL AND INTEREST	115,138	383,603	383,603	679,416	679,416



**City of Salisbury
Budget Summary
70107 – Sewer Fund Debt Service
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	FY 12 REQUESTED ESTIMATE	FY 12 MAYOR'S BUDGET
PRINCIPAL					
2011 Bond Issue	-	-	-	198,850	198,850
2010 Bond Issue	-	139,708	139,708	286,017	286,017
2007 Bond Issue	-	121,275	121,275	121,275	121,275
2005 Bond Issue – MWQA	-	2,037,971	2,037,971	2,046,123	2,046,123
2003 Bond Issue – MWQA	-	155,933	155,933	156,556	156,556
2003 Bond Issue – CDA	-	35,953	35,953	37,228	37,228
1999 Bond Issue	-	114,714	114,714	119,805	119,805
1994 Bond Issue	-	23,100	23,100	24,200	24,200
1990 Bond Issue – MWQA	-	204,545	204,545	214,556	214,556
TOTAL PRINCIPAL	-	2,833,199	2,833,199	3,204,610	3,204,610
INTEREST					
2012 Bond Issue	-	-	-	120,750	120,750
2011 Bond Issue	-	165,400	165,400	328,450	328,450
2010 Bond Issue	-	77,660	77,660	72,639	72,639
2009 Bond Issue	47,390	-	-	-	-
2007 Bond Issue	87,973	83,087	83,087	78,198	78,198
2005 Bond Issue – MWQA	252,109	251,655	251,655	243,503	243,503
2003 Bond Issue – CDA	24,463	23,441	23,441	22,290	22,290
2003 Bond Issue – MWQA	17,419	16,800	16,800	16,202	16,202
1999 Bond Issue	25,154	20,280	20,280	15,189	15,189
1994 Bond Issue	5,551	4,451	4,451	3,296	3,296
1990 Bond Issue – MWQA	39,773	30,231	30,231	20,220	20,220
TOTAL INTEREST	499,832	673,005	673,005	920,737	920,737
PRINCIPAL AND INTEREST	499,832	3,506,204	3,506,204	4,125,347	4,125,347



**81080 Civil Engineering Branch
Engineering Division
Fiscal Year 2012
Program Goals/Performance Measures**



Goals

1. Complete a Salisbury Public Works Enterprise GIS Needs Assessment and Strategic Implementation Plan that will provide a framework for the step-by-step implementation of a technically sound and beneficial Enterprise GIS within Public Works. The complete plan will identify some of the anticipated costs, existing organizational resources, existing inter-organizational resources, and the anticipated benefits of a well-planned Enterprise GIS. Acquire full support of Strategic Implementation Plan by department administration.
2. Continue to provide the technical support required to successfully implement Azteca "Cityworks" Computerized Maintenance Management System (CMMS). Provide training for users of Cityworks. Continue to provide recommendations for how to leverage a fully implemented Enterprise GIS database in SPW functions concerned with the maintenance of City assets.
3. Propose business process and technology re-configurations that will better integrate CADD functions with GIS functions to allow SPW staff to gain the full benefit from both technologies.
4. Perform proactive construction inspections of all new public infrastructure. Perform spot-check inspections of As-Built drawings of public infrastructure.
5. Coordinate all development projects that impact the unincorporated areas of the County with the County Department of Public Works.



**81080 Civil Engineering Branch
Engineering Division
Fiscal Year 2012
Program Goals/Performance Measures**



Performance Measures

1. Perform development plan review and respond with comments after submission within:
 - 30 calendar days or less for 90% of all plans submitted.
 - 60 calendar days or less for all plans submitted.
2. Complete the engineering and construction projects within the timelines outlined in the Capital Improvement Plan.
3. Manage Capital Projects and contain project costs to within 7% of the CIP requirements and contract amounts.



81080 Civil Engineering Branch Engineering Division Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services: No significant changes from FY11 Budget.

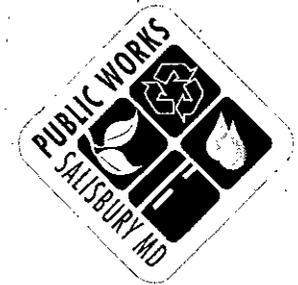
Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 81080-534302 Equipment	\$ 100
B. 81080-534308 Vehicles	\$ 2,015
C. 81080-546001 Office	\$ 800
D. 81080-546007 Engineering Supplies	\$ 100
E. 81080-546009 Small Tools	\$ 100
F. 81080-555501 Advertising	\$ 100
G. 81080-555502 Printing	\$ 100
H. 81080-556700 Dues	\$ 100
I. 81080-556900 Miscellaneous	\$ 200



81080 Civil Engineering Branch Engineering Division Fiscal Year 2012 SIGNIFICANT CHANGES



Operating Expenses:

2. 81080-513020 Engineering /Architectural
Engineering costs for the following projects:
 - A. GIS/Cityworks
 - (1) Annual expense for GIS in cooperation with Wicomico County (\$30,000).
 - (2) Cityworks Phase 3 Implementation, Usage Evaluation and Coordination (\$15,000).
 - B. Park Water Treatment Plant Evaluation Upgrades (WP0038) \$75,000.
This project includes evaluations of Park Water Treatment Plant for needed upgrades for future water treatment.

3. 81080-546029 Computer Software
Increased \$2,461 to address projected increases – 81080-546015 Safety will be reduced.
Includes license renewal for Cityworks (\$15,000), AutoCAD (\$2,852), Environmental Systems Research Institute Software (\$6,197.26) and Survey Software (\$800) as well as Cityworks Client Access (\$1,030).

4. 81080-555401 Telephone
Increase \$3,130 to address projected 2% increase and current FY11 shortfalls – 81080-546008 Postage (\$250), 81080-546015 Safety (\$895) and 81080-534308 Vehicles (\$1,985) will be reduced.
We are working with Verizon on possible cost reductions.

Capital Projects: no projects for FY12.

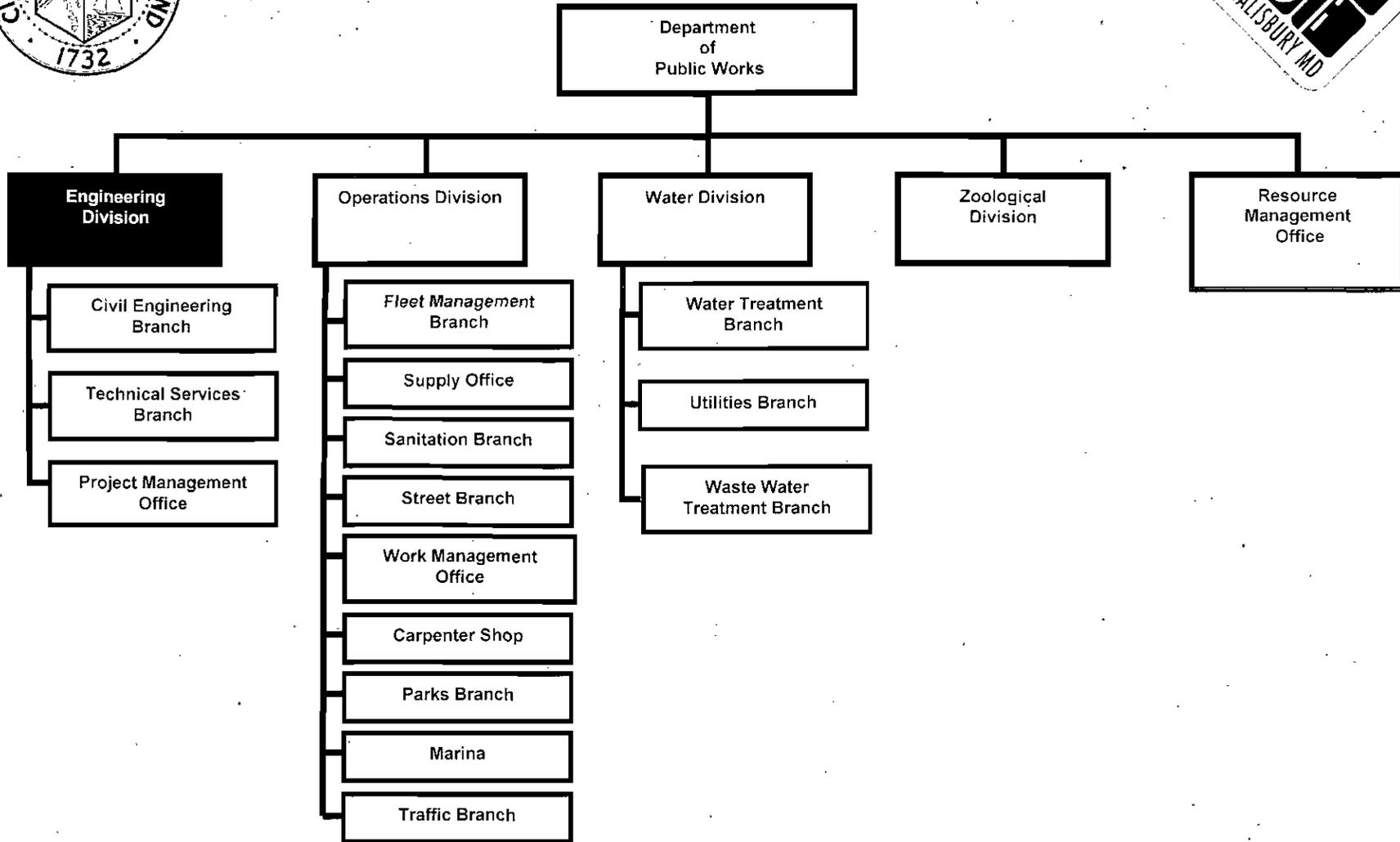


**City of Salisbury
Budget Summary
81080 – Water Fund - Engineering
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	446,955	385,247	385,747	386,208	409,130	376,231
OPERATING EXPENSES	158,091	128,159	180,759	759,540	193,544	193,544
CAPITAL OUTLAY	0	0	3,466	3,466	0	0
TOTAL	605,046	513,406	569,972	1,149,214	602,674	569,775



Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 81080 - Water Service Engineering

1105



**15000, 81570, 85070 Department of Internal Services
Finance Division
Fiscal Year 2012
Program Goals**

- 1) Negotiate tax differential with the County.
- 2) Conduct analysis of City's Fiscal Structure to ensure we are maximizing existing revenue sources.
- 3) Investigate ways to improve collection of personal property tax.
- 4) Review the FY11 audit recommendations and determine the time schedule for implementation.
- 5) Create draft Comprehensive Audited Financial Report (CAFR) while completing the FY 2011 audit (fall 2011). The ultimate goal is to issue a CAFR with the FY 2012 audit.



**15000, 81570, 85070 Department of Internal Services
Finance Division
Fiscal Year 2012
Performance Measures**

Fiscal Accountability

- Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
- Ensure audit reports are completed and submitted to regulatory agencies by January 1st.
- Certify budgets are developed and submitted to management by March 31st.
- Guarantee water bills are issued by the 1st of each month.
- Verify late notices are issued within 2 business days once water bills become 45 days late.
- Assure landlord licensing bills are issued by January 15th of each year.
- Reconcile cash and investment accounts within 6 weeks of the month end.
- Quarterly reports are to be completed and submitted to City Administrator within six weeks of the close of a quarter.
- Employee actions forms completed and forwarded to Human resources within 48 hours.

Risk Management

- Report all accidents to Human Resources Division within 3 days of occurrence.



81570 – Department of Internal Services Water Billing Fiscal Year 2012 Significant Changes



PERSONNEL SERVICES:

OPERATING EXPENSES:

- 1) Reduction in Accounting fee (81570 513406) by \$500 due to 5% reduction in operating expenses.
- 2) Decrease in consulting (81570 513400) of \$500. In FY11 completed updating our Payroll, Accounts Payable, Purchase orders and requisitions process in MUNIS. In FY 2011 we are contracting for HR Management, Applicant tracking, Accounts Receivable, Permits & Codes, and General Billing. This work will be completed in FY 2012, but funds will be from FY 2011.
- 3) Decrease in office equipment (81570 534503) due to 5% reduction in operating expenses.
- 4) Decrease in office supplies by \$600 (81570 546001) due to 5% reduction in operating expenses.
- 5) Increasing in postage \$2500 (81570 546008) based on actual usage to date and increasing rates.
- 6) Decrease in equipment maintenance (81570 546012) due to 5% reduction in operating expenses.
- 7) Decrease Hardship Account by \$500 (81570 556917) based on 3 years of data. FY09 actual was \$4241; FY10 actual was \$7710 and to date \$6256.
- 8) Increase in Computer Software (15000-534502) due to 8% estimated increase for MUNIS program.
- 9) The Water Billing department decrease based on 5% reduction would equate to \$4,161.50. We are unable to meet this amount. The operating expenses consist of 50% of costs related to Munis contract which is increasing approximately \$5,000; 25% relates to postage expense for mailing of bills and this is also increased by \$2,500; 11% of the budget relates to the hardship program. Thus, 85% of this is made up of three accounts and reductions have been made to in other line items, but we have been unable to cover the increases in our main accounts.



**City of Salisbury
Budget Summary
81570 – Water Fund - Billing
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	118,097	109,707	109,707	109,538	113,550	110,840
OPERATING EXPENSES	72,545	83,230	83,423	84,722	85,005	85,005
CAPITAL OUTLAY	0	0	0	0	0	0
TOTAL	190,641	192,937	193,130	194,260	198,555	195,845

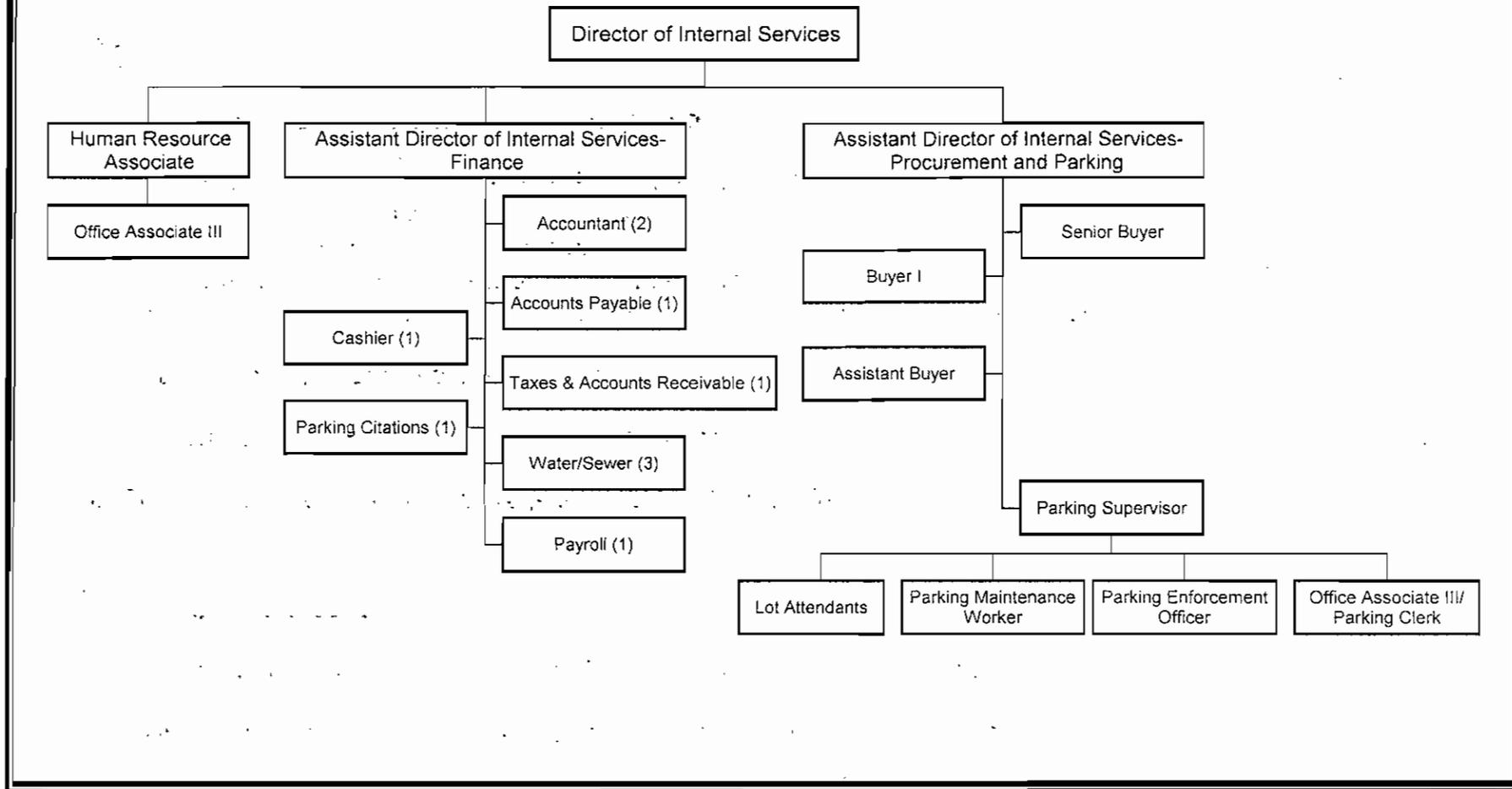
Personnel Authorization History

Department: Internal Services
 Division: Water Billing
 Account #: 81570 501001

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Chief Accounts Clerk	6	1	1	1	1	1	1	1	
Cashier	1	1	1	1	1	1	1	1	
Total		2	2	2	2	2	2	2	

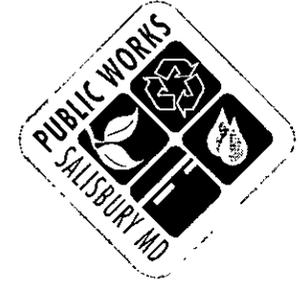


City of Salisbury Department of Internal Services Current Organization Chart Fiscal Year 2012





82075 Water Treatment Branch Fiscal Year 2012 Program Goals/Performance Measures



Goals

1. Provide water conservation outreach with school age children.
2. Openly and regularly communicate with citizens of the City.
 - Provide annual Water Quality Report.
 - Respond to all water quality complaints.
 - Provide plant tours to schools and citizen groups.
 - Provide water conservation education at City festivals, fairs and Earth Day
3. Optimize reliability and use of existing facilities.
4. Encourage funding for Water Treatment Plant upgrades.
5. Provide for increased water storage and well field expansion.

Performance Measures

1. Produce drinking water to meet/exceed federal safe drinking water standards.
2. Maintain average water production to meet average and peak day demand.



82075 Water Treatment Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

1. 82075-501021 Overtime/Non-Clerical
Increase \$10,000 to cover emergencies & weather events – 82075-546004 Chemicals will be reduced.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

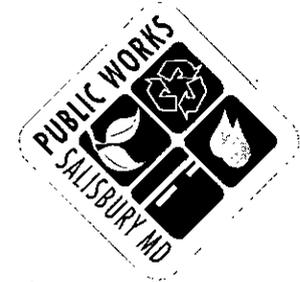
A. 82075-523600 Skilled Service	\$ 2,832
B. 82075-546004 Chemicals	\$ 41,317
C. 82075-546011 Computer	\$ 2,500

2. The following accounts represent a total increase of \$36,800 (Account 82075-546004 Chemicals will be reduced by this amount) :

- A. 82075-534301 Buildings
Increase \$6,000 Electric security fence at Well #17 to prevent theft.
- B. 82075-534302 Equipment
Increase \$4,200 to purchase two snow blowers (\$2,000) for snow removal during storms and additional chemical feed system parts (\$2,200).



82075 Water Treatment Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Operating Expenses:

- C. 82075-534311 Land/Grounds
Increase \$6,000 to remove iron sludge from sludge bed at Paleo Water Plant.
- D. 82075-546006 Operating
Increase \$200 for plant supplies.
- E. 82075-546012 Equipment & Maintenance
Increase \$1,500 for chemical feed system parts.
- F. 82075-546027 Lab Supplies
Increase \$1,000 to purchase ph bench meter for water plant lab.
- G. 82075-556201 Electricity
Decrease \$5,000 per Energy Consultant
- H. 82075-556202 Natural Gas
Increase \$10,000 for new HVAC system at Park Water Plant as part of energy upgrade.
System switched from electric to gas as part of energy upgrade.
- I. 82075-556204 Gasoline
Increase \$3,400 for diesel fuel. Water plant added two new generators and increased size of generator at Paleo Water Treatment Plant.



82075 Water Treatment Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Capital Outlay:

1. 82075-577015 Buildings

Caustic Soda Chemical Feed System (WP0036) \$1,250,000

The existing tank was installed in 1976. The tank needs to be replaced and relocated. The following plant improvements are also included: chlorine scrubber, new windows, doors, exterior paint and parking lot. Paleo and Park Plants will also get new fluoride tanks with spill containment. * (Removed from budget- included in projected FY12 Bond issuance)

2. 82075-577030 Equipment

Park High Service Pump #2 (WP0042) \$ 35,000

This pump is currently out of service and is needed to achieve operation redundancy at the Park Water Treatment Plant.



**City of Salisbury
Budget Summary
82075 – Water Fund - Water Treatment
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	764,621	678,480	678,480	678,480	708,662	698,273
OPERATING EXPENSES	961,761	1,113,594	1,481,785	1,481,748	1,060,551	1,045,945
CAPITAL OUTLAY	9,500	210,000	616,145	616,145	35,000	35,000
TOTAL	1,735,881	2,002,074	2,776,409	2,776,373	1,804,213	1,779,218

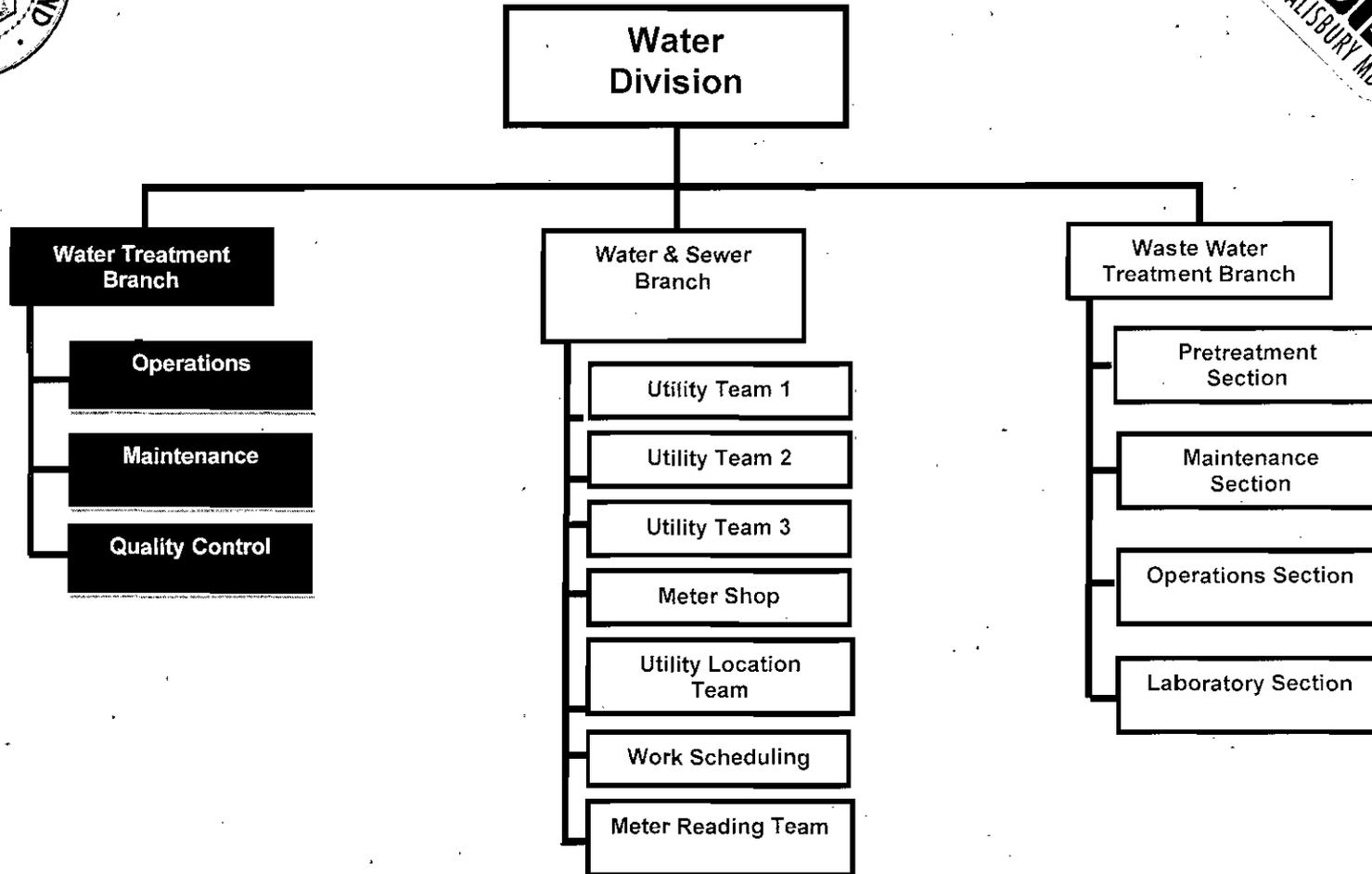
Personnel Authorization History

Department: Public Works
 Division: Water Treatment
 Account #: 82075 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Water Treatment Plant Supt.	11	1	1	1	1	1	1	1	
Asst. Water Treatment Plant Supt.	9	1	1	1	1	1	1	1	
Water Plant Maintenance Operator	8	0	0	1	1	1	1	1	
Water Treatment Plant Operator I/II	6-7	7	7	7	7	7	7	7	
Quality Control/Sample Technician	5	0	1	1	1	1	1	1	
Office Associate III	3	1	1	1	1	1	1	1	
Total		10	11	12	12	12	12	12	



Fiscal Year 2012 Proposed Organization



Water Fund Budget Account: 82075 – Water Operations – Wells, Purification, & Pumping

1116



82076 Water & Sewer Branch Fiscal Year 2012 Program Goals/Performance Measures



Goals

1. Operate the public water distribution system so as to protect public health in a reliable and efficient manner. Handle interruptions to service in a manner that will minimize inconvenience and restore the water distribution system as quickly as possible. Respond to emergency response calls within one (1) hour during normal business hours and within two (2) hours during non-business hours, 90% of the time.
2. Provide and schedule training for the Water & Sewer Branch workforce such as but not limited to safety (Confined Space, Trenching/Excavating, Hazard Communication, CPR, Personal Protective Equipment, Flagging/Traffic Control), specific job related tasks, and classes to prepare the workforce to pass the State of Maryland Department of the Environment Water Distribution System operator certification exam.
3. Replace non-traffic style fire hydrants bordering Route 13 and Route 50 with new traffic style hydrants. The traffic style hydrants have a break-away system that keeps the hydrant valve closed when the hydrant is broken off preventing water from flowing.

Performance Measures

1. Respond to water main breaks within 1 hour or less of notification during normal business hours and 2 hours or less during non-business hours.
2. Conduct semi-annual flushing of all hydrants.

Water Fund Budget Account: 82076 – Water Operations – Water Branch



82076 Water & Sewer Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

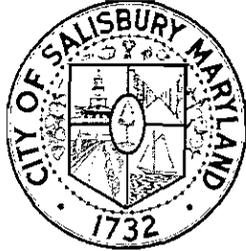
1. 82076-502085 Meals
Increase \$300 per FY11 usage for meals during emergency response - 82076-546012 Equipment Maintenance will be reduced.

Operating Expenses:

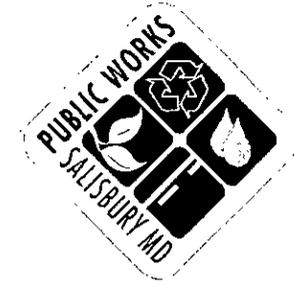
1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 82076-523600 Skilled Services	\$ 1,000
B. 82076-534302 Equipment	\$ 2,000
C. 82076-534304 Streets/Lots	\$ 2,500
D. 82076-534308 Vehicles	\$ 1,189
E. 82076-546001 Office	\$ 800
F. 82076-546004 Chemicals	\$ 2,000
G. 82076-546006 Operating	\$ 120
H. 82076-546009 Small Tools	\$ 545
I. 82076-546012 Equipment Maintenance	\$ 2,100
J. 82076-546015 Safety	\$ 1,000

2. 82076-546011 Computer
Increase \$4,000 to purchase Laptop for Utility Locator to access contract drawings for Miss Utility
82076-546012 Equipment Maintenance will be reduced.
3. 82076-555404 Internet Service
Add new account \$600 – Wireless connection for Utility Locator laptop - 82076-546012 Equipment Maintenance will be reduced.



82076 Water & Sewer Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Capital Outlay:

1. 82076-577025 Vehicles

Replace Util-9 (\$25,000), a 1999 ¾ ton locator van, based on Fleet Management's recommendation.

The van is used daily for Miss Utility location requests plus for after hours emergency Miss Utility location requests. This vehicle has approximately 76,367 miles.

This is an essential vehicle used to provide accurate locations of City of Salisbury Public Water Distribution, Wastewater Collection and Storm Water assets. Between January 2010 and December 2010 we received 3,455 Miss Utility Locate requests, a monthly average of 288.

This vehicle has a lengthy history of downtime and maintenance including the need to have it towed in for emergency service. The Kelley Blue Book value is +/- \$1,025.00.



**City of Salisbury
Budget Summary
82076 – Water Fund - Water Branch
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	816,334	726,977	726,977	726,977	766,291	734,988
OPERATING EXPENSES	228,947	262,891	277,452	277,452	250,337	249,337
CAPITAL OUTLAY	0	26,500	29,442	36,311	25,000	25,000
TOTAL	1,045,281	1,016,368	1,033,871	1,040,740	1,041,628	1,009,325

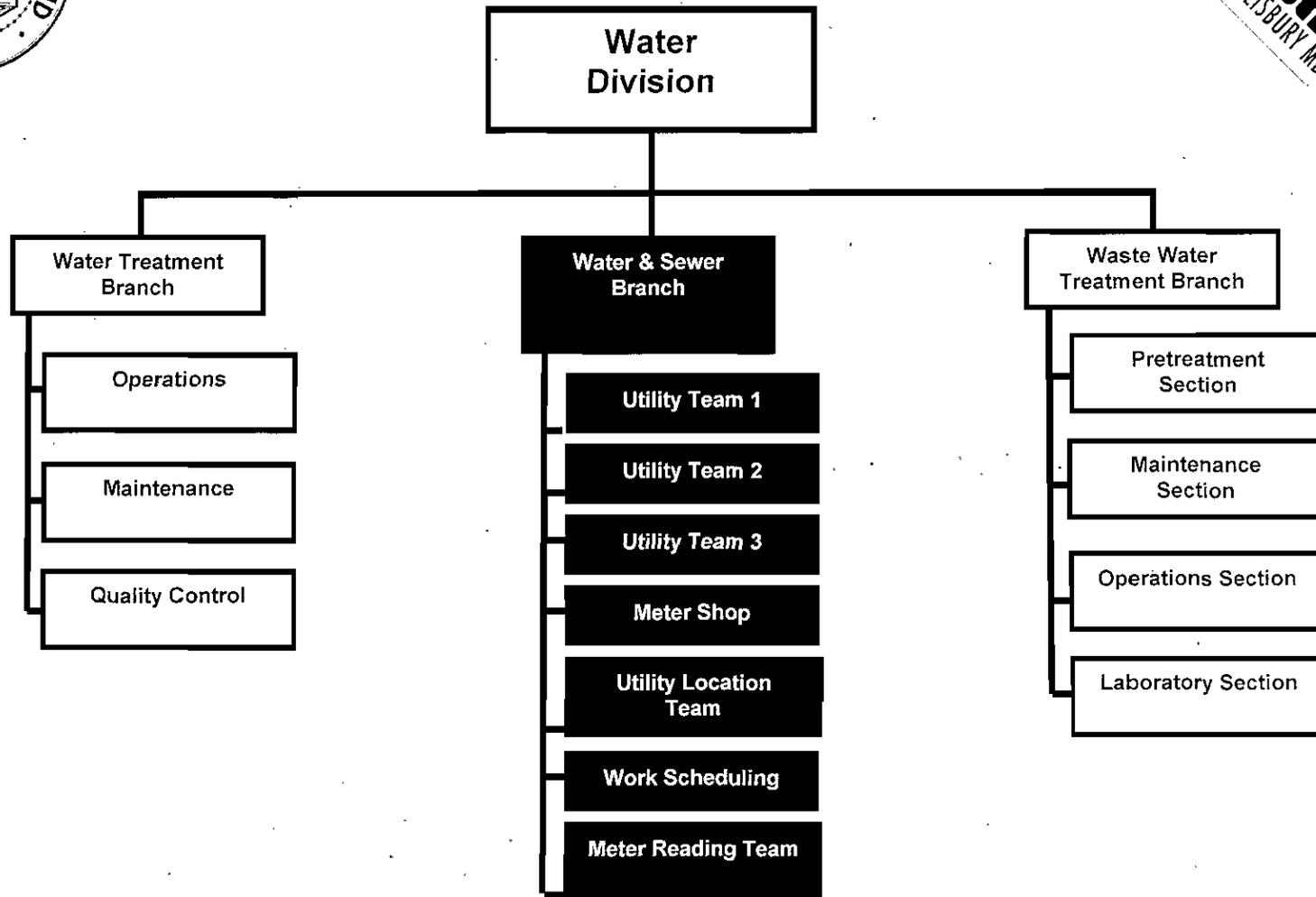
Personnel Authorization History

Department: Public Works
 Division: Utilities - Water
 Account #: 82076 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
W&S Superintendent	11	1	1	1	1	1	1	1	
Utility Supervisor	7	2	3	3	3	3	3	3	
Utility Locator	4	1	1	1	1	1	1	1	
Meter Technician II	4	1	1	1	1	1	1	1	
Utility Technician III	5	1	1	1	1	1	1	1	
Utility Technician II	4	3	3	3	3	3	3	3	
Utility Technician I	2	2	2	2	2	2	2	2	
Water Meter Reader I	3	1	1	1	1	1	1	1	
Office Associate II	2	1	1	1	1	1	1	1	
Total		13	14	14	14	14	14	14	



Fiscal Year 2012 Proposed Organization



Water Fund Budget Account: 82076 – Water Operations – Water Branch



83000 – Water Administration Fiscal Year 2012 Significant Changes

PERSONNEL SERVICES:

- 1) New Account – Retirement Incentive (501096) account for Water Fund portion of retirement incentive for employees who responded that they would take the retirement incentive of up to 20% of salary if they retire between 7/1/11 and 7/31/11.
- 2) 83000-501098 – It was determined in a final review of the budget that the workers compensation accounts were overstated. As such a reduction was made for the water fund. The full amount of the reduction for the water fund is made in this account. The amount will be allocated out to the appropriate department during the Council review.
- 3) 83000-501098 – With the reduction in furloughs, the amount for all water departments was placed in this account. This also will be allocated to the appropriate department during the Council Review.

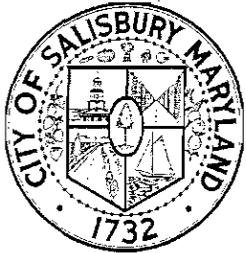
OPERATING EXPENSES:

- 1) Decrease in audit fees based on contract amount for audit.
- 2) 83000-556999 – Increase in gasoline estimate for \$3.10/gallon to \$4/gallon. The amount will be allocated to the appropriate water fund department during the Council review.

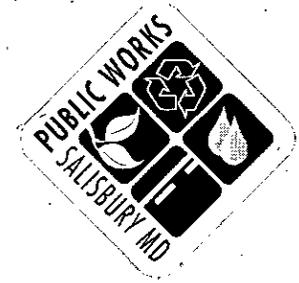


**City of Salisbury
Budget Summary
83000 – Water Fund - Administration
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	138,206	160,710	157,024	157,024	159,559	142,067
OPERATING EXPENSES	771,387	251,073	254,759	254,759	232,130	240,130
TOTAL	909,593	411,783	411,783	411,783	391,689	382,197



**84080 Civil Engineering Branch
Engineering Division
Fiscal Year 2012
Program Goals/Performance Measures**



Goals

1. Perform proactive construction inspections of all new public infrastructure. Perform spot-check inspections of As-Built drawings of public infrastructure.
2. Coordinate all development projects that impact the unincorporated areas of the County with the County Department of Public Works.

Performance Measures

1. Perform development plan review and respond with comments after submission within:
 - 30 calendar days or less for 90% of all plans submitted.
 - 60 calendar days or less for all plans submitted.
2. Complete the engineering and construction projects within the timelines outlined in the Capital Improvement Plan.
3. Manage Capital Projects and contain project costs to within 7% of the CIP requirements and contract amounts.

Sewer Fund Budget Account: 84080 – Sewers and Sewage Disposal Engineering

1200



84080 Civil Engineering Branch Engineering Division Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services: No significant changes from FY11 Budget.

Operating Expenses

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 84080-534302 Equipment Maintenance	\$ 250
B. 84080-534308 Vehicles	\$ 2,220
C. 84080-546008 Postage	\$ 180
D. 84080-546015 Safety	\$ 2,000
E. 84080-556600 Publications	\$ 115

2. 84080-555401 Telephone
Increase \$370 to address projected 2% increase – 84080-546001 Office will be reduced.

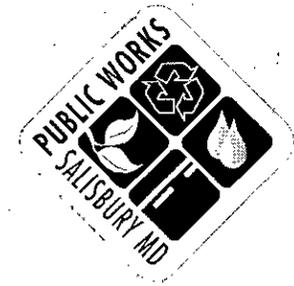
3. CIP Project
84080-513020 Engineering/Architectural
Sewer Infiltration & Inflow Study (SM0021) \$80,000
The project proposes to install 12 sewer manhole flow monitors at various locations throughout the City to isolate previously unknown sources of inflow and infiltration (I&I) into the existing sewer system. The slip line work will be phased over the next several fiscal years.

Sewer Fund Budget Account: 84080 – Sewer Engineering

1201



84080 Civil Engineering Branch Engineering Division Fiscal Year 2012 SIGNIFICANT CHANGES



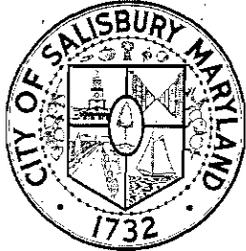
Capital Outlay:

1. 84080-577020 Improvements Other Than Bldg
 - A. Sam's Club Lift Station (SL0051) \$150,000
Upgrading the pump station is needed to provide adequate pumping capacities due to growth and excessive sewer flow from current users. The funding will provide the engineering services. Construction is proposed for FY13.
 - B. Interim Treatment Maintenance Requirements (SP0040) \$360,000
This project includes design and construction of projects consistent with ongoing maintenance and with the Corrective Action Plan Improvements. FY12 projects include replacing Secondary Clarifier under drain pumps, plant control system improvements, effluent filter reject water surging issue, waterproof effluent flow meter top and conduit, and storm drain pipe installation.
 - C. Interim Treatment Expansion Requirements (SP0041) \$4,830,000
This project includes design and construction of elements of the Corrective Action Plan. FY12 projects include resolving sludge treatment issues and constructing a return flow pumping station.
2. 84080-577023 Sewer Main Construction
36" S in N. Division St (SM0004) \$2,210,000
This will be the second phase of a three phase project. The entire project will extend from the 42" trunk main at Isabella St and Mill St to the intersection of Talbot St and West Chester St via N. Division St. Phase 2 will run along N. Division St. from limit of Phase 1 (Hickory Ave) to US13/Bridgeview St. *(Removed from budget – included in projected FY12 Bond issuance)

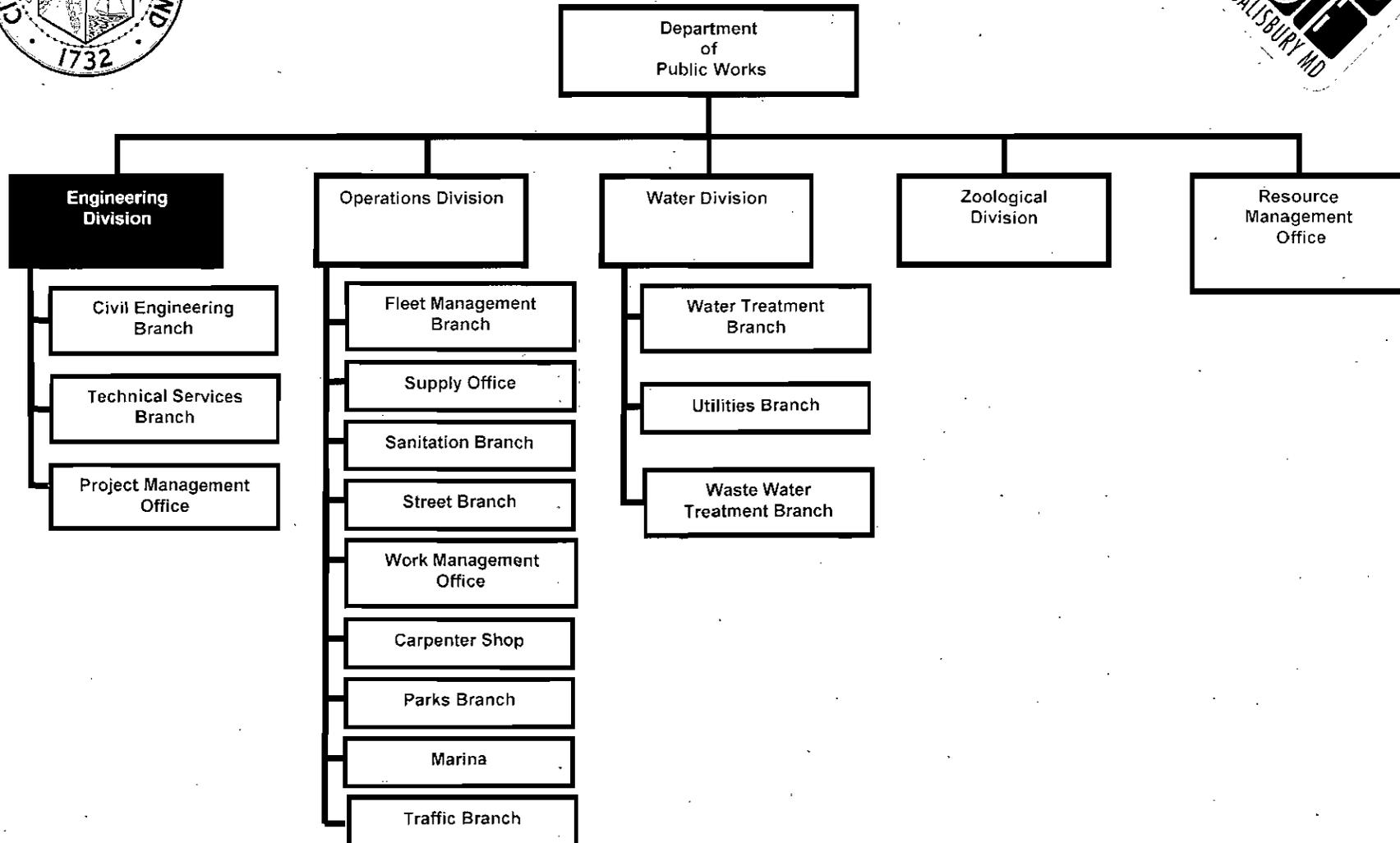
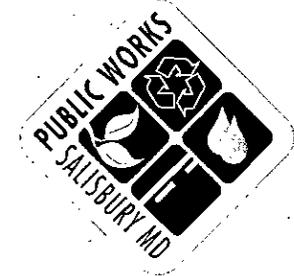


**City of Salisbury
Budget Summary
84080 – Sewer Fund - Engineering
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	692,200	588,465	589,686	589,686	612,429	570,798
OPERATING EXPENSES	191,475	216,200	795,360	795,240	171,685	171,435
CAPITAL OUTLAY	0	0	23,688	23,688	510,000	510,000
TOTAL	883,675	804,665	1,408,734	1,408,614	1,294,114	1,252,233



Fiscal Year 2012 Proposed Organization



General Fund Budget Account: 84080 - Public Works Engineering

1204



**15000, 81570, 85070 Department of Internal Services
Finance Division
Fiscal Year 2012
Program Goals**

- 1) Negotiate tax differential with the County.
- 2) Conduct analysis of City's Fiscal Structure to ensure we are maximizing existing revenue sources.
- 3) Investigate ways to improve collection of personal property tax.
- 4) Review the FY11 audit recommendations and determine the time schedule for implementation.
- 5) Create draft Comprehensive Audited Financial Report (CAFR) while completing the FY 2011 audit (fall 2011). The ultimate goal is to issue a CAFR with the FY 2012 audit.



**15000, 81570, 85070 Department of Internal Services
Finance Division
Fiscal Year 2012
Performance Measures**

Fiscal Accountability

- Monitor all departmental expenditures for budget compliance. Process any required funds transfers and approvals before funds are expended.
- Ensure audit reports are completed and submitted to regulatory agencies by January 1st.
- Certify budgets are developed and submitted to management by March 31st.
- Guarantee water bills are issued by the 1st of each month.
- Verify late notices are issued within 2 business days once water bills become 45 days late.
- Assure landlord licensing bills are issued by January 15th of each year.
- Reconcile cash and investment accounts within 6 weeks of the month end.
- Quarterly reports are to be completed and submitted to City Administrator within six weeks of the close of a quarter.
- Employee actions forms completed and forwarded to Human resources within 48 hours.

Risk Management

- Report all accidents to Human Resources Division within 3 days of occurrence.



**85070 – Department of Internal Services
Sewer Billing
Fiscal Year 2012
Significant Changes**



OPERATING EXPENSES:

1) The following reductions reflect the budget preparation instructions requirement of an overall 5% reduction in the operating expense accounts:

A. 85070 534302 Equipment	\$365.00
B. 85070 546001 Office	\$872.00
C. 85070 555401 Telephone	\$500.00
D. 85070 555502 Printing	\$450.00



**City of Salisbury
Budget Summary
85070 – Sewer Fund - Billing
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	229,527	186,194	186,194	185,832	192,571	189,099
OPERATING EXPENSES	24,615	28,322	28,322	28,342	26,905	26,905
TOTAL	254,142	214,516	214,516	214,174	219,476	216,004

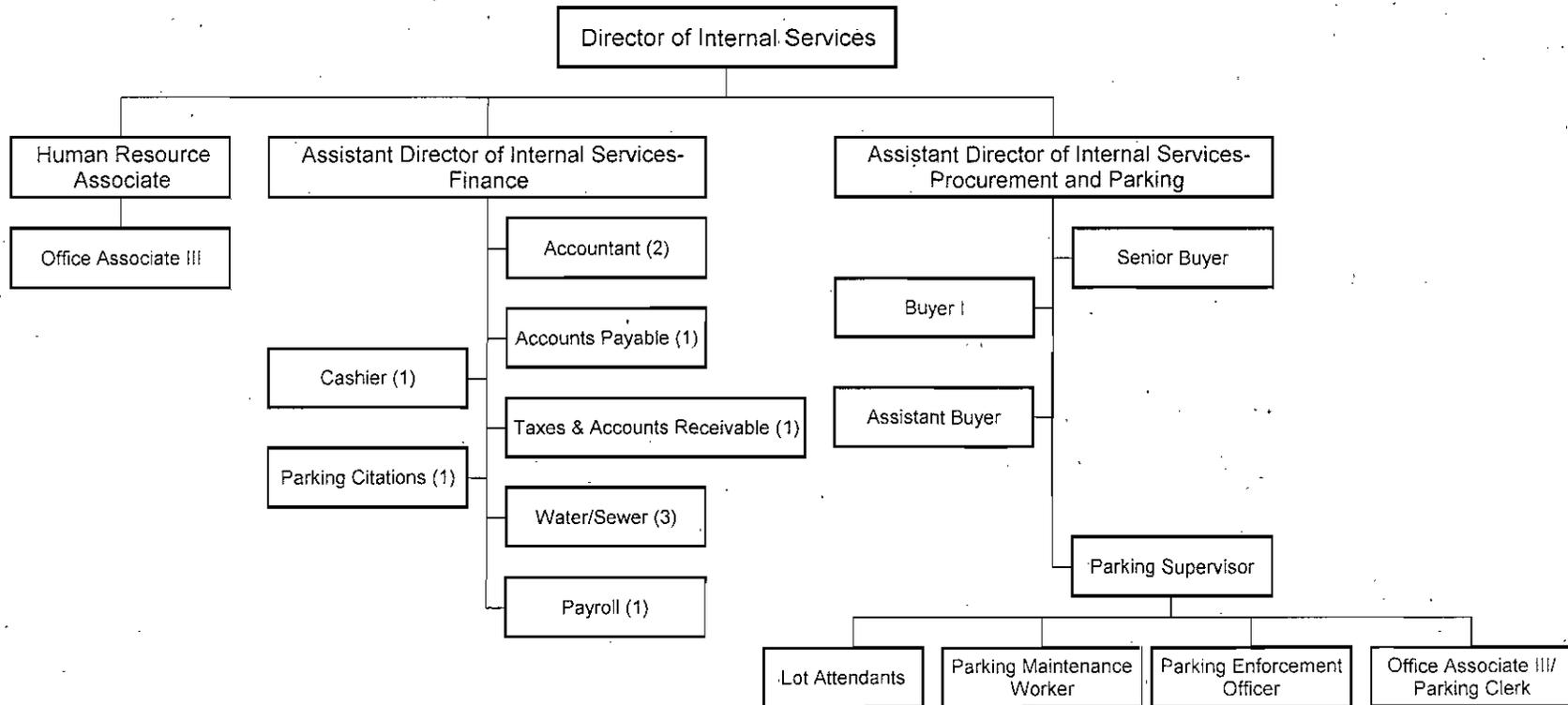
Personnel Authorization History

Department: Internal Services
 Division: Sewer Billing
 Account #: 85070 501001

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Internal Services Director	16	1	1	1	1	1	1	1	
Account Clerk II	4	1	1	1	1	1	1	1	
Account Clerk I	2	1	1	1	1	1	1	1	
Total		3	3	3	3	3	3	3	



City of Salisbury Department of Internal Services Current Organization Chart Fiscal Year 2012





86083 Waste Water Treatment Branch Fiscal Year 2012 Program Goals/Performance Measures



Goals

1. Continue addressing daily operation of the upgraded plant and the ongoing challenge of keeping the plant operational and in compliance with our permit.
2. Continue reducing the risk of storm related Sanitary Sewer Overflows (SSO).
3. Continue best management practices and preventative maintenance for wastewater pumping stations.
4. Implement Corrective Action Plan (CAP) and develop Preliminary Engineering Report (PER).
5. Advance Interim Measures.
6. Continue to monitor Chemical use for cost and effectiveness.

Performance Measures

1. Operate WWTP in 100% compliance with National Pollution Discharge Elimination Standards (NPDES) Requirements.
2. Eliminate sanitary sewer overflows to meet MDE requirements. Respond to pump station failures within 1 hour of notification.



86083 Waste Water Treatment Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services: No significant changes from FY11 Budget.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 86083-523600 Skilled Services	\$ 96,585
B. 86083-523609 Outside Labs	\$ 4,250
C. 86083-524302 Cleaning Hazmat Removal	\$ 75
D. 86083-534301 Buildings	\$ 2,453
E. 86083-534302 Equipment	\$ 19,845
F. 86083-534504 Lab Equipment	\$ 350
G. 86083-546001 Office	\$ 325
H. 86083-546009 Small Tools	\$ 150
I. 86083-546011 Computer	\$ 1,950
J. 86083-546012 Equipment Maintenance	\$ 2,088
K. 86083-546015 Safety	\$ 485
L. 86083-546026 Lab Chemicals	\$ 246
M. 86083-546027 Lab Supplies	\$ 208
N. 86083-554403 Machinery & Equipment	\$ 4,600
O. 86083-555501 Advertising	\$ 200
P. 86083-555504 Training/Schools	\$ 779



86083 Waste Water Treatment Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Operating Expenses cont:

2. 86083-546004 Chemicals

Increase \$37,133 due to increased unit costs of Chemicals – 86083-534302 Equipment will be reduced.

Capital Outlay: No significant changes from FY11 Budget.



City of Salisbury Budget Summary

86083 – Sewer Fund – Wastewater Treatment Plant Fiscal Year 2012

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	1,659,723	1,580,310	1,519,221	1,519,221	1,582,655	1,580,914
OPERATING EXPENSES	2,042,096	3,501,968	4,700,543	4,655,543	3,233,386	3,210,996
CAPITAL OUTLAY	0	80,000	127,687	127,687	0	0
TOTAL	3,701,819	5,162,278	6,347,451	6,302,451	4,816,040	4,791,910

Personnel Authorization History

Department: Public Works
 Division: WWTP
 Account #: 86083 501002

Class Title	Pay Grade	FY-07	FY-08	FY-09	FY-10	FY-11	Dept. Head Request FY-12	Mayor's Recommendation FY-12	Council Approved FY-12
Superintendent WWTP	13	1	1	1	1	1	1	1	
Asst. WWTP Superintendent	10	1	1	1	1	1	1	1	
WWTP Chief Operator	8	1	1	1	1	1	1	1	
Maintenance Supervisor	8	1	1	1	1	1	1	1	
Laboratory Director/Chemist	8	1	1	1	1	1	1	1	
Permitting & Safety Coordinator	8	0	1	1	1	1	1	1	
Total (page 1)		5	6	6	6	6	6	6	



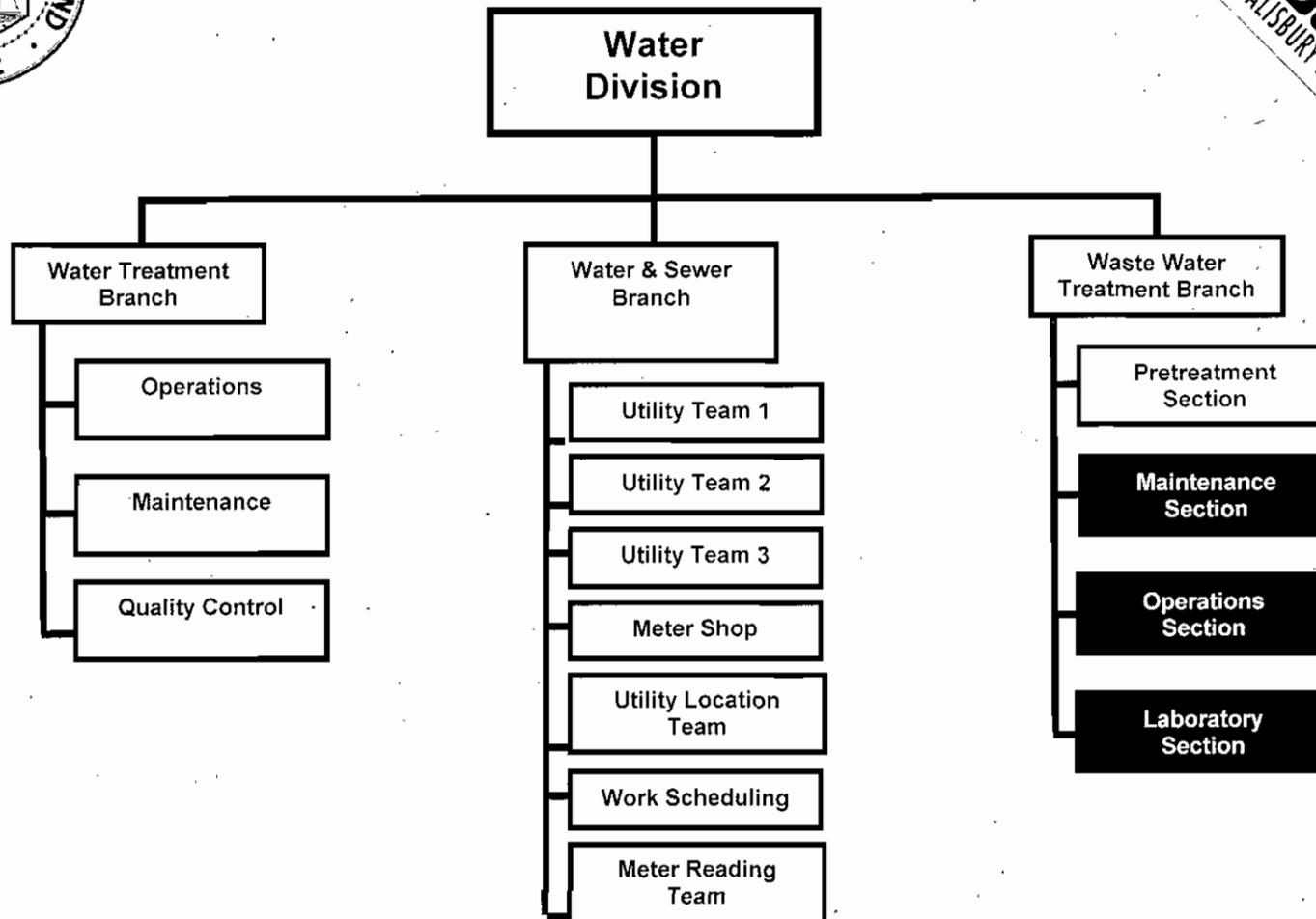
**City of Salisbury
Budget Summary
86083 – Sewer Fund – Wastewater Treatment Plant
Fiscal Year 2012**

Department: Public Works
Division: WWTP
Account #: 86083 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Biosolids Manager	8	1	0	0	0	0	0	0	
Electrician Supervisor	7	1	1	1	1	1	1	1	
WWTP Shift Supervisor	7	2	3	3	3	3	3	3	
WWTP – Operator I	6	6	0	0	0	0	0	0	
Materials Manager	6	0	1	1	1	1	1	1	
WWTP Operator III	6	0	7	7	7	7	7	7	
Motor Equipment Operator IV	5	2	0	0	0	0	0	0	
WWTP Operator II	5	0	1	1	1	1	1	1	
Plant Mechanic	4	4	4	5	5	5	5	5	
Septage Maintenance Mechanic	4	1	0	0	0	0	0	0	
Lab Technician	4	0	2	2	2	2	2	2	
Administrative Office Associate	4	1	1	1	1	1	1	1	
Lab Technician	3	2	0	0	0	0	0	0	
Groundskeeper	3	0	1	1	1	1	1	1	
Assistant Plant Mechanic	2*	1	1	1	1	1	1	1	
Total (page 2)		21	22	23	23	23	23	23	
Total		26	28	29	29	29	29	29	



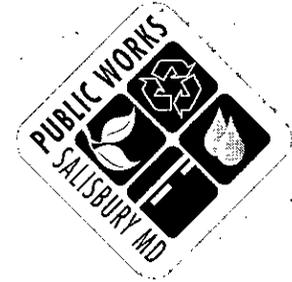
Fiscal Year 2012 Proposed Organization



Sewer Fund Budget Account: 86083 – Sewer Operations – Sewage Treatment Plant



86085 Water & Sewer Branch Fiscal Year 2012 Program Goals/Performance Measures



Goals

1. Preventing public health hazards by providing proper operation and maintenance of the public Wastewater Collection System. Identify causes of sewer blockages/stoppages and take appropriate action to eliminate them such as but not limited to repair/replacement, aggressive root control and grease control, and provide property owners connected to the public Wastewater Collection System with information to help control and decrease the causes of blockages/stoppages.
2. Provide and schedule training for the Water & Sewer Branch workforce such as but not limited to safety (Confined Space, Trenching/Excavating, Hazard Communication, CPR, Personal Protective Equipment, Flagging/Traffic Control), specific job related tasks, and classes to prepare the workforce to pass the State of Maryland Department of the Environment Wastewater Collection System operator certification exam.

Performance Measures

1. Clean 50,000 feet of public sanitary sewer lines each quarter.
2. Eliminate sanitary sewer overflows to meet MDE requirements. Respond to failures within 1 hour or less of notification during normal business hours and 2 hours or less during non-business hours.

Sewer Fund Budget Account: 86085 – Sewer Operations – Sewer Branch

1216



86085 Water & Sewer Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services: No significant changes from FY11 Budget.

Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:

A. 86085-523600 Skilled Services – Maintenance	\$4,300
B. 86085-523618 Hazardous Mat. Disposal	\$ 525
C. 86085-523630 Janitorial Services	\$ 300
D. 86085-534302 Equipment	\$2,000
E. 86085-534304 Streets/Lots	\$3,500
F. 86085-534308 Vehicles	\$1,100
G. 86085-546001 Office	\$ 250
H. 86085-546002 Janitorial	\$ 300
I. 86085-546006 Operating	\$ 500
J. 86085-546012 Equipment Maintenance	\$3,500
K. 86085-546015 Safety	\$ 500

2. 86085-523619 Septic Tank Pumpout
Increase \$75 -3 Customers at \$200.00 (increase from \$175.00) 810 South Schumaker Drive, 1503 Mount Hermon Road, 1505 Mount Hermon Road - 86085-523618 Hazardous Material Disposal will be reduced.



86085 Water & Sewer Branch Fiscal Year 2012 SIGNIFICANT CHANGES



Capital Outlay:

No projects or vehicles in FY12 CIP.



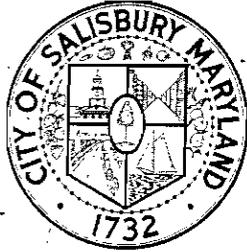
**City of Salisbury
Budget Summary
86085 – Sewer Fund – Sewer Branch
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	646,049	576,553	576,553	576,553	597,518	560,079
OPERATING EXPENSES	454,336	346,214	378,046	378,046	332,520	329,980
CAPITAL OUTLAY	0	0	0	0	0	0
TOTAL	1,100,385	922,767	954,599	954,599	930,038	890,059

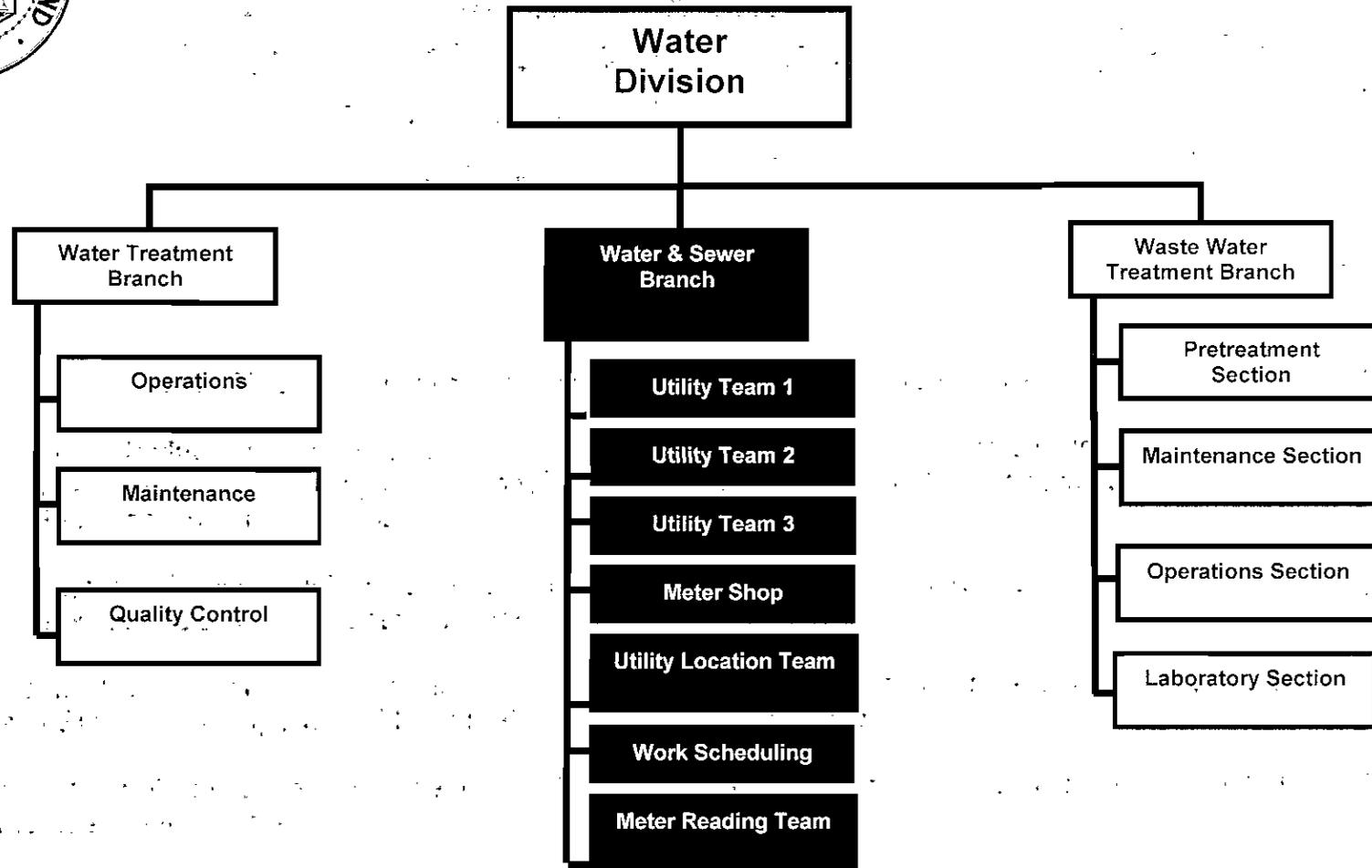
Personnel Authorization History

Department: Public Works
 Division: Utilities - Sewer
 Account #: 86085 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Asst. W&S Superintendent	9	1	1	1	1	1	1	1	
Utility Supervisor	7	1	1	1	1	1	1	1	
Utility Technician III	5	1	1	1	1	1	1	1	
Utility Technician II	4	3	3	3	3	3	3	3	
Utility Technician I	2	2	2	2	2	2	2	2	
Meter Technician I	2	1	1	1	1	1	1	1	
Water Meter Reader II	6	1	1	1	1	1	1	1	
Water Meter Reader I	3	1	1	1	1	1	1	1	
Total		11	11	11	11	11	11	11	



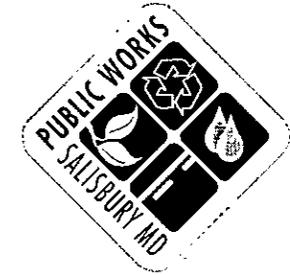
Fiscal Year 2012 Proposed Organization



Sewer Fund Budget Account: 86085 – Sewer Operations – Sewer Branch



86086 Pretreatment Section Waste Water Treatment Branch Fiscal Year 2012 Program Goals



Goals

1. Facilitate ability of the WWTB to maintain compliance with State and Federal requirements.
2. To prevent the introduction of pollutants into the municipal wastewater treatment works which will interfere with the operation of the works, may result in physical or biological damage to the works, or cause unreasonable attention and/or expense.
3. To prevent the introduction of pollutants into the municipal wastewater treatment works which will pass through the works, inadequately treated, into the receiving waters.
4. To ensure that the quality of the wastewater treatment works sludges are maintained at a level which allows its use and disposal in compliance with applicable statutes and regulations.
5. Promote a cooperative relationship between industrial users and the City through education in pretreatment requirements and procedures.

Sewer Fund Budget Account: 86086 - Pretreatment

1221



**86086 Pretreatment Section
Waste Water Treatment Branch
Fiscal Year 2012
SIGNIFICANT CHANGES**



Personnel Expenses: No significant changes from FY11 Budget.

Operating Expenses: No significant changes from FY11 Budget. This section must balance revenue for fees with expenditures.

Capital Outlay: No significant changes from FY11 Budget.



**City of Salisbury
Budget Summary
86086 – Sewer Fund - Pretreatment Monitoring
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	151,258	139,568	139,568	139,568	135,082	133,277
OPERATING EXPENSES	32,010	27,777	27,777	28,027	27,777	27,777
TOTAL	183,267	167,345	167,345	167,595	162,859	161,054

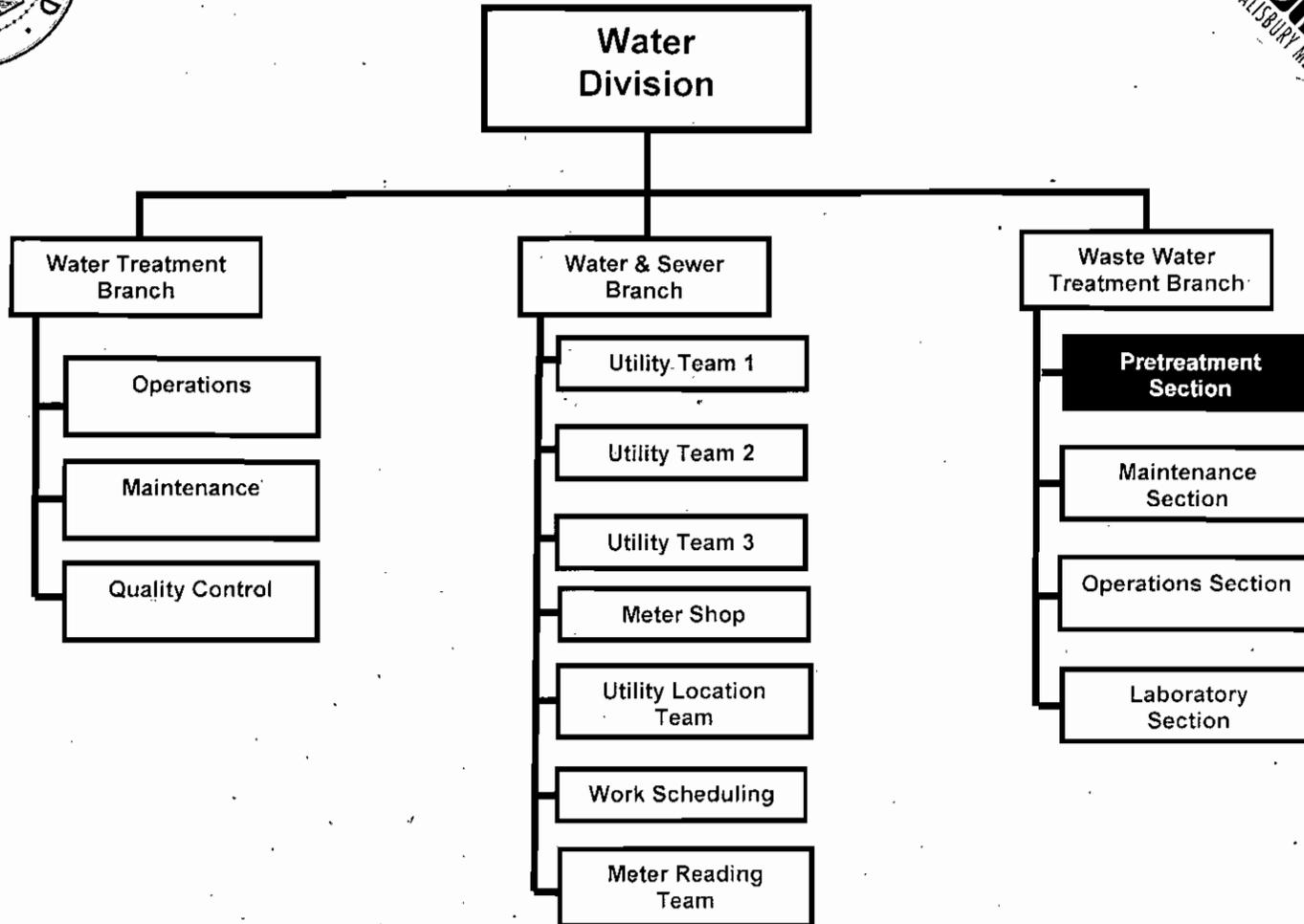
Personnel Authorization History

Department: Public Works
 Division: Pretreatment Monitoring
 Account #: 86086 501002

Class Title	Pay Grade	FY 07	FY 08	FY 09	FY 10	FY 11	Dept. Head Request FY 12	Mayor's Recommendation FY 12	Council Approved FY 12
Pretreatment Coordinator	8	1	1	1	1	1	1	1	
Pretreatment Technician II	5	1	1	1	1	1	1	1	
Pretreatment Technician I	3	1	1	1	1	1	1	1	
Total		3	3	3	3	3	3	3	



Fiscal Year 2012 Proposed Organization



Sewer Fund Budget Account: 86086 - Pretreatment

1224



87000 – Sewer Administration Fiscal Year 2012 Significant Changes

PERSONNEL SERVICES:

- 1) New Account – Retirement Incentive (501096) account for Sewer Fund portion of retirement incentive for employees who responded that they would take the retirement incentive of up to 20% of salary if they retire between 7/1/11 and 7/31/11.
- 2) 87000-501098 – It was determined in a final review of the budget that the workers compensation accounts were overstated. As such a reduction was made for the sewer fund. The full amount of the reduction for the sewer fund is made in this account. The amount will be allocated out to the appropriate department during the Council review.
- 3) 87000-501098 – With the reduction in furloughs, the amount for all sewer departments was placed in this account. This also will be allocated to the appropriate department during the Council Review.

OPERATING EXPENSES:

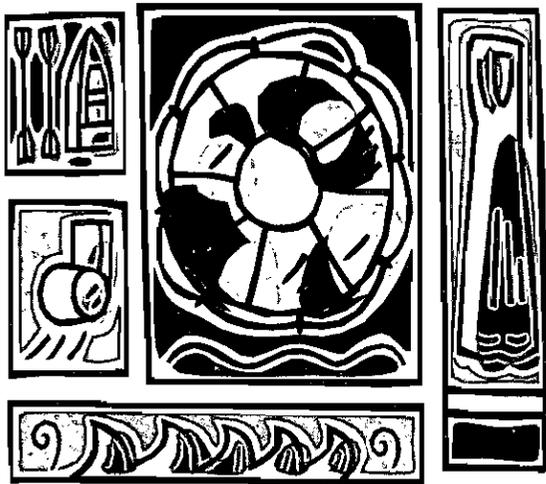
- 1) Legal Fees increased from original FY 11 budget for the WWTP litigation issue.
- 2) 87000-556999 – Increase in gasoline estimate for \$3.10/gallon to \$4/gallon. The amount will be allocated to the appropriate sewer fund department during the Council review.



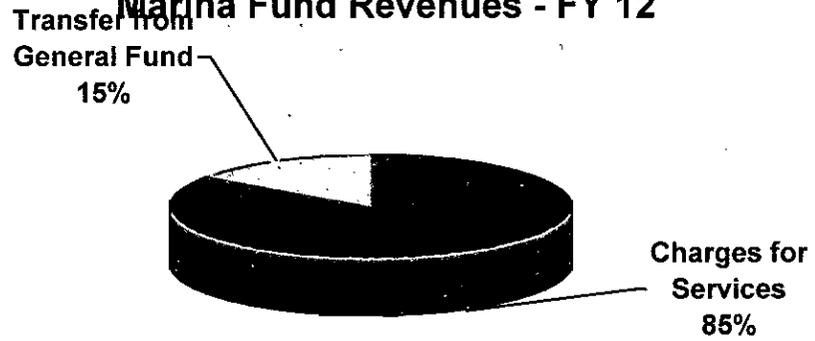
**City of Salisbury
Budget Summary
87000 – Sewer Fund - Sewer Administration
Fiscal Year 2012**

	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	164,106	185,665	181,296	181,296	189,698	154,689
OPERATING EXPENSES	1,586,534	761,116	772,924	772,924	812,122	834,122
TOTAL	1,750,640	946,781	954,220	954,220	1,001,820	988,811

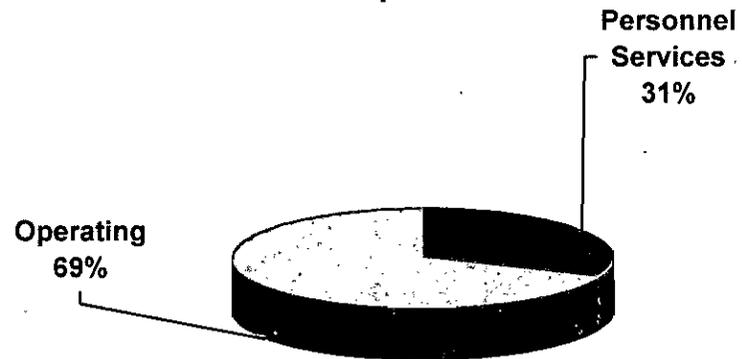
City of Salisbury
Marina Fund
Proposed Budget
Fiscal Year 2012



Marina Fund Revenues - FY 12



Marina Fund Expenditures - FY 12





47000 Marina Fiscal Year 2012 Program Goals



Goals

1. Provide a clean, safe, and well maintained docking facilities, building, and bathrooms.
2. Provide safe and environmentally friendly marine fuel facilities to the boating public.
3. Maintain a fuel rate structure that provides fuel to marina customers that is competitive with other area marinas and provides a profit.
4. Continue to monitor electricity costs and consider upgrades that will increase energy efficiency or accountability.

Marina Fund Budget Account: 47000 – Marina Operations

1301



City of Salisbury
Revenue Summary
Detail - Marina Fund
Fiscal Year 2012

ACCOUNT NUMBER		ACCOUNT NAME	FY 10 ACTUAL	FY 11 ORIGINAL BUDGET	FY 11 REVISED BUDGET	FY 11 PROJECTION	FY 12 MAYOR'S BUDGET
60300	434710	Slip Rental	34,061	35,000	45,000	45,000	45,000
60300	434711	Boat Gas	-	20,000	20,000	12,000	12,000
60300	434712	Boat Diesel	-	-	-	8,000	8,000
60300	434713	Ice Sales	31	-	-	-	-
60300	434715	Shirt Sale	90	-	-	-	-
60300	434716	Sewage	15	-	-	20	-
60300	456110	Investment Income	3	-	-	500	500
60300	456911	Other Miscellaneous	725	-	-	1	-
60300	456921	Laundry	469	-	-	316	-
60300	456927	Electric Fees	9,070	6,000	9,500	10,000	10,000
60300	469110	Transfers from General	173,000	16,939	21,439	16,939	13,654
Marina Fund Total			217,465	77,939	95,939	92,776	89,154

1302

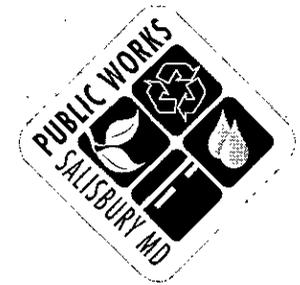


**City of Salisbury
Marina Fund
Revenue Descriptions**

Marina	
434710 Slip Rental	Monthly fees for renting slips
434711 Boat Gas	Sales of gasoline
434712 Boat Diesel	Sale of diesel fuel
434713 Ice Sales	Sale of ice
434715 Shirt Sales	Sale of shirts
434716 Sewage	Cost of pumping sewage
456110 Investment Interest	Interest income
456911 Other Misc. Receipts	Revenues not otherwise classified.
456921 Laundry Income	Fees charged for washer and dryer at Marina
456927 Electric Fees	Fees charged for electric hookup at Marina.
Other Financing Resources	
469110 Transfers from General	Used for funds transferred from the General Fund



47000 MARINA Fiscal Year 2012 SIGNIFICANT CHANGES



Personnel Services:

- 47000-501006 Salaries-Part-Time
Reduced \$11,303. The reduction will be covered by moving one person from the Sweeping group to the Marina.

Operating Expenses:

1. The following reduction reflects the budget preparation instructions requirement of an overall reduction in the operating expense accounts:
 - A. 47000-555010 Liab/Auto/Bldg Insurance \$ 948
2. 47000-513050 Bank Fees
Increase \$400 – account 47000-555010 Liab/Auto/Bldg Insurance was reduced by \$400.
3. 47000-555401 Telephone
Increase \$200.– account 47000-555010 Liab/Auto/Bldg Insurance was reduced by \$200.
4. 47000-556201 Electricity
Increase \$13,115 to meet projected FY11 useage and FY12 demand.
5. 47000-556204 Gasoline
Increase \$10,000 to meet projected FY12 demand.

Capital Outlay: No significant changes from the Fiscal Year 2011 Budget.

General Fund Budget Account: 47000 - Marina Operations

1304



**City of Salisbury
Budget Summary
47000 – Marina Fund
Fiscal Year 2012**

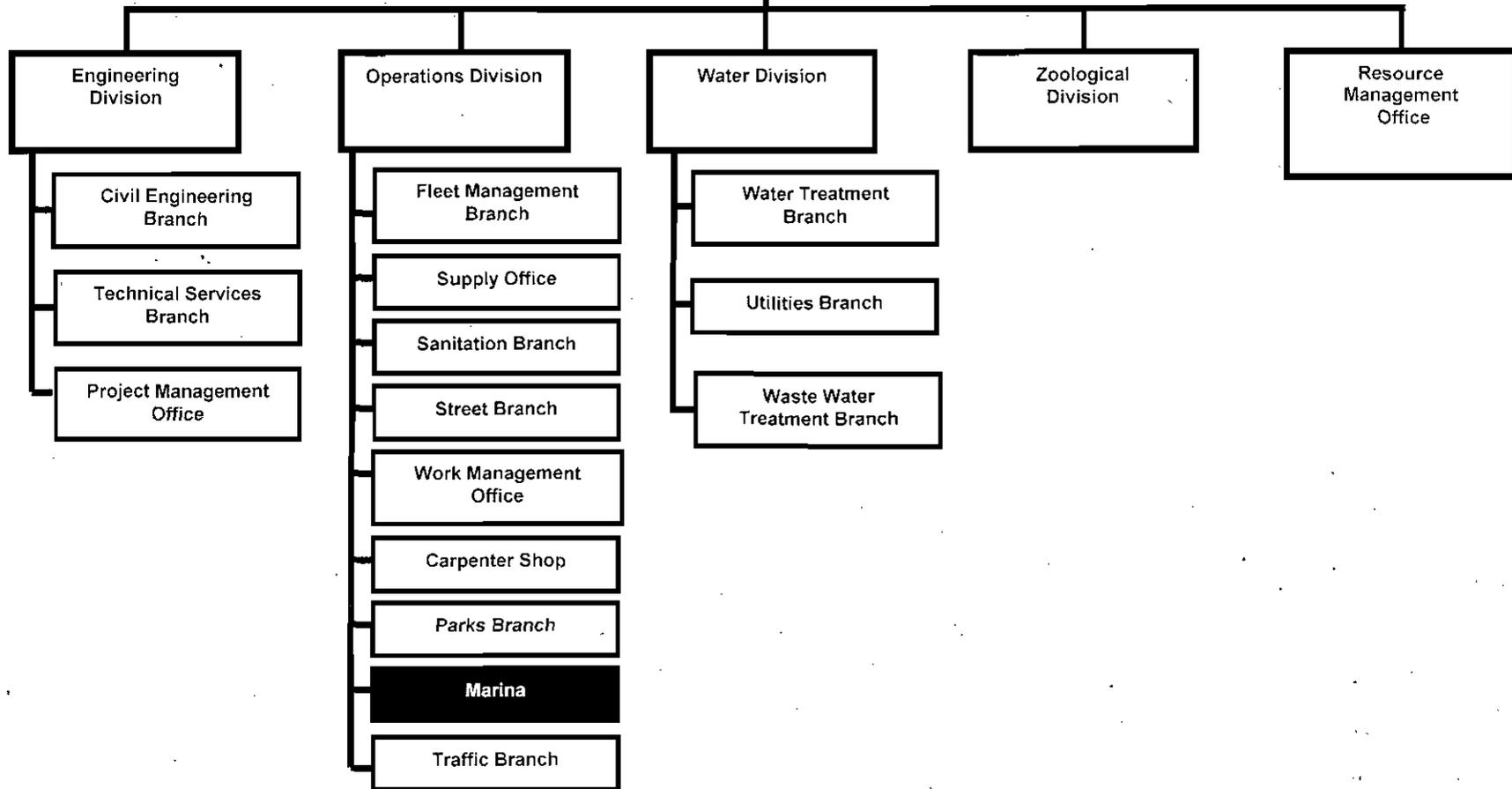
	FY 10 ACTUAL	FY 11 APPROVED BUDGET	FY 11 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 12 FINANCE REQUEST	FY 12 MAYOR'S BUDGET
PERSONNEL SERVICES	22,211	39,031	39,031	39,031	39,382	28,079
OPERATING EXPENSES	150,445	38,908	60,610	50,725	61,075	61,075
CAPITAL OUTLAY	0	0	100,750	0	0	0
TOTAL	172,656	77,939	200,391	89,756	100,457	89,154



Fiscal Year 2012 Proposed Organization



Department
of
Public Works



Marina Fund Budget Account: 47000 – Marina Operations

1306



Index to Appendices

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Schedule of Recommended Frozen Positions	1407
Authorized Positions Summary	1408
Pay Plan	1409 - 1416
Insurance Summary	1417 - 1421
Community Promotions	1422 - 1469



City of Salisbury Budget Calendar Fiscal Year 2012

DEC

JAN

FEB

MARCH

APRIL

MAY

JUNE

Budget instructions
issued

Departments prepare
expenditure estimates

Revenue forecasts
developed and revised

Department budget requests
reviewed at Mayor's level

Department Budget request revised
and assembled in Mayor's budget
request

Mayor's Proposed
Budget Presented
to Council

1st reading of
budget ordinance

City Council work sessions to re-
view & revise Mayor's budget

Public hearing on
budget

2nd Reading of budget
ordinance & adoption



Schedule of Universal Changes Fiscal Year 2012

The following changes affected multiple departments and are not included on the individual department significant changes schedules.

- 1) As with the prior year all departments include a reduction for furlough days. Each employee will receive a reduction to their overall pay. The pay that their retirement is calculated on will not be impacted. The reduction in pay will be spread across all 26 pay periods. It will not matter what pay period the employee takes the furlough day. The number of furlough days required has changed between years. Savings by fund: General Fund \$271,731, Water Fund \$30,850, Sewer Fund \$39,612, Parking Authority \$2,338 and Community Development \$1,836. The furlough schedule is as follows:

Employee Group	# of Furlough Days FY 2011	# of Furlough Days FY 2012
Less than \$30,000	0 days	2 days
\$30,000-\$40,000	5 days	3 days
\$40,001-\$50,000	6 days	4 days
\$50,001-\$60,000	7 days	5 days
\$60,001-\$75,000	8 days	6 days
\$75,001-\$90,000	9 days	7 days
Over \$90,000	10 days	8 days

- 2) Our health insurance rates will be increased by 8%. We were originally informed that the increase would be 10%, thus this was a reduction to the amount originally loaded into the budget.



**City of Salisbury
Capital Outlay Summary
Fiscal Year 2012
Proposed**

Department	Division	Account Number	Item	Dept. Request	Mayor's Recomm.	Council Approved
General Fund						
Information Technology		18000-577035	File and Application Server w/ License	12,645	12,645	
Information Technology		18000-577035	Virtual Machine Server (funded from Capital Reserve)	14,000	14,000	
Police	Police Services	21021-577025	Two (2) Ford Escape Hybrid Vehicles @ \$30,000 each	60,000	0	
Police	Police Services	21021-588600	Six (6) Police Vehicles (Total \$106,000 funded) (lease purchase) (4 Budgeted) (Funded from Capital Reserve)	40,000	27,000	
Police	Police Communication	21025-588600	Thirty (30) Portable Radios for \$108,000 (lease purchase) (Funded from Capital Reserve)	25,000	25,000	
Fire	Fire	24035-558600	One (1) New Ambulance at \$206,000 (lease purchase) (Funded from Capital Reserve)	48,022	48,022	
Fire	Fire	24035-558600	One (1) New Ambulance at \$206,000 (first year lease purchase funded by volunteer fire department)	48,022	48,022	
Fire	Fire	24035-577025	Air Light Unit (funded by volunteer fire department)	275,000	275,000	
Fire	Fire	24035-577025	Replace Utility 1-1 (1988, Chevy Truck)	30,000	0	
Fire	Fire	24035-577025	Replace Sedan (1995 Ford)	30,000	0	
Public Works	Traffic Control	22000-577032	W. College/Camden Traffic Signal Upgrade total \$120,000 - State Aid Match	24,000	24,000	
Public Works	Engineering	31000-513020	Vine Street Flood Relief (PW0028) (Funded from Capital Reserve)	15,000	15,000	
Public Works	Engineering	31000-513020	Beaverdam Cr. Tidal Dam Repairs (PW0026) (Funded from Capital Reserve)	30,000	30,000	
Public Works	Engineering	31000-534304	Street Reconstruction (RP0004)	35,000	0	
Public Works	Engineering	31000-534307	Sidewalk in Harbor Pointe (1/2 to be paid by residents) (funded from Capital Reserve)	48,000	48,000	
Public Works	Engineering	31000-534304	Street Maintenance (funded from Capital Reserve)	600,000	600,000	
Public Works	Engineering	31000-534304	Hot Mix Asphalt Street Patching (RP0022)	100,000	33,000	
Public Works	Engineering	31000-577021	Onley Road/Bateman Street Intersection (ST0004) (Funded)	353,088	353,088	
Public Works	Street Sweeping	32060-577025	Street Sweeper (Total \$225,000) (lease purchase)	40,000	48,000	
Public Works	Parks	45000-577030	Snow Blower	43,000	43,000	
Fund Total				1,870,777	1,643,777	0
Marina Fund						
Marina		47000-577030	LED Fixtures To Replace Decorative Lighting in the Parking Lot	12,000	0	
Fund Total				12,000	0	
Parking Authority Fund						
Internal Services	Parking Authority	31154-577015	Replacement of Tee Stem Bearing Angles (teflon pads) and Related	134,000	49,000	
Internal Services	Parking Authority	31154-577030	Update To An Automated System For The Garage and Lot #1	140,000	0	
Fund Total				274,000	49,000	0
Water and Sewer						
Public Works	Water Engineering	81080-513020	Cityworks Phase III	45,000	45,000	
Public Works	Water Engineering	81080-513020	Park Water Treatment Plant Evaluation Upgrades (WP0038) - CIP	75,000	75,000	



City of Salisbury
Capital Outlay Summary
Fiscal Year 2012
Proposed

4/12/2011

Department	Division	Account Number	Item	Dept. Request	Mayor's Recomm.	Council Approved
Public Works	Water Treatment	82075-577030	Park High Service Pump #2 (WP0042)	35,000	35,000	
Public Works	Water Branch	82076-577025	Replace Util-9 (1999 3/4 ton locator van)	25,000	25,000	
Public Works	Sewer Engineering	84080-513020	Sewer Infiltration & Flow Study (SM0021)	80,000	80,000	
Public Works	Sewer Engineering	84080-577020	Sam's Club Lift Station Engineering (SL0051)	150,000	150,000	
Public Works	Sewer Engineering	84080-577020	Interim Treatment Maintenance Requirements (SP0040)	360,000	360,000	
	Fund Total			770,000	770,000	0
	Total All Funds			2,926,777	2,462,777	0

1404



**City of Salisbury
Monitored Items Summary
Fiscal Year 2012
Proposed**

4/8/2011

Page 1 of 1

Department	Division	Account Number	Item	Dept. Request	Mayor's Recomm.	Council Approved
General Fund						
Internal Services	Finance	15000-513400	Consultant For Bidding Property & Liability Insurance	10,000	10,000	
Internal Services	Procurement	16000-513400	Consultant To Train on Document Imaging System	1,500	1,500	
Internal Services	Procurement	16000-534302	Scanner for Document Imaging	1,600	1,600	
Internal Services	Procurement	16000-546029	Software for Document Imaging	1,500	1,500	
Information Technology		18000-534502	License for Windows Server 2008 and Client Access Licenses	4,000	4,000	
Information Technology		18000-546011	Router	1,200	1,200	
Municipal Building		19500-534301	Share of Window Replacement Cost	10,000	0	
Municipal Building		19500-534301	Share of Window Tenting Cost	4,000	0	
Public Works	Traffic Branch	22000-546011	New Computer	1,500	1,500	
Public Works	Street Branch	31150-534302	Automatic Vehicle Locator	7,000	7,000	
Fund Total				42,300	28,300	0
Parking Authority						
Fund Total				0	0	0
Water & Sewer						
Public Works	Water Treatment	82075-534301	Electric Security Fence at Well #17	8,000	8,000	
Public Works	Water Treatment	82075-534302	Two (2) Snow Blowers at \$1,000 each	2,000	2,000	
Public Works	Water Treatment	82075-534311	Removal of Iron Sludge from Sludge Bed at Paleo Water Plant	8,000	6,000	
Public Works	Water Treatment	82075-546012	Chemical Feed System Parts	4,000	4,000	
Public Works	Water Treatment	82075-546027	Purchase of a PH Bench Meter	1,000	1,000	
Public Works	Water Treatment	82075-556202	New HVAC System for Park Plant	10,000	10,000	
Public Works	WWTP	82076-546011	Laptop for Utility Locator	5,000	4,000	
Fund Total				38,000	35,000	0
Total All Funds				80,300	63,300	0

1405



City of Salisbury
Schedule of Proposed Debt Issuance
FY 2012

GENERAL FUND:

- NONE

WATER FUND:

- Caustic Soda Chemical Feed System \$1,250,000

SEWER FUND:

- Interim Treatment Expansion Requirement \$4,830,000
- 36" Sewer in N. Division St. (Hickory Ave. to US 13/Bridgewiew St.) \$2,210,000



City of Salisbury
Schedule of Recommended Frozen Positions
Fiscal Year 2012 - Proposed

4/12/2011

Department	Class Title		Mayor's	Council
			Recommendation	Approved
			FY12	FY 12
General Fund				
Building, Permits and Inspection	Plans Examiner		61,702	
Fire Department	Fire Fighter		56,289	
Fire Department	Fire Fighter		56,289	
Police Department	Police Communication Officer		40,016	
Police Department	Public Service Officer		37,629	
Police Department	Public Service Officer		37,629	
Public Works	Motor Equipment Operator II		40,016	
Public Works	Motor Equipment Operator I		40,016	
Public Works	Diesel Mechanic		53,550	
Public Works	Carpenter Assistant		37,879	
Public Works	Water Division Chief		39,057	
Public Works	Deputy Director		51,932	
General Fund Total			552,003	
Water Fund				
Public Works	Utility Tech		37,784	
Public Works	Water Division Chief		26,693	
Public Works	Deputy Director		35,446	
Water Fund Total			99,923	
Sewer Fund				
Public Works	Utility Tech		33,012	
Public Works	Water Division Chief		31,735	
Public Works	Deputy Director		42,010	
Sewer Fund Total			106,757	
Overall Total			758,683	

1407



**City of Salisbury
Authorized Positions
Proposed
Fiscal Year 2012**

DEPARTMENT	DIVISION	AUTHORIZED POSITIONS					DEPT	MAYOR	COUNCIL
		FY07	FY08	FY09	FY10	FY11	FY12	FY12	FY12
City Clerk		2	2	2	2	2	2	2	
Mayor's Office		4	4	4	4	4	4	4	
Community Development		2	2	2	2	2	2	2	
Internal Services - Finance	Accounting	6	6	7	7	7	7	7	
	Water Billing	2	2	2	2	2	2	2	
	Sewer Billing	3	3	3	3	3	3	3	
Internal Services - Purchasing	Procurement	4	4	4	4	4	4	4	
	Parking Authority	4	4	4	4	4	4	4	
Internal Services - Human Resources		1	2	2	2	2	2	2	
Information Technology		0	0	0	0	2	2	2	
Police	Sworn	88	88	88	92	92	92	92	
	Non-Sworn	16	17	17	18	17	17	17	
	City Comm. Center	9	9	9	9	9	9	9	
	Animal Control	2	2	2	2	2	2	2	
Fire		66	66	66	66	66	66	66	
Building Permits & Inspections		6	7	6	6	6	6	6	
Neighborhood Services & Code Compliance		8	8	8	8	9	9	9	
Public Works - General	Traffic	5	5	5	5	5	5	5	
	Engineering	21	22	23	23	23	23	23	
	Resource Management	10	10	10	10	10	10	10	
	Streets	10	10	10	10	10	10	10	
	Street Cleaning	3	3	3	4	3	3	3	
	Waste Collection/Disposal	10	10	10	10	10	10	10	
	Recycling	3	3	3	3	3	3	3	
	Fleet Management	7	7	7	7	7	7	7	
	Zoo	13	13	13	13	13	13	13	
	Carpenter	3	3	3	3	3	3	3	
	Parks	6	6	6	6	6	6	6	
Public Works-Water & Sewer	Water Branch	13	14	14	14	14	14	14	
	Water Treatment	11	11	12	12	12	12	12	
	WWTP	26	28	29	29	29	29	29	
	Sewer Branch	11	11	11	11	11	11	11	
	Pretreatment Monitoring	3	3	3	3	3	3	3	
Total		378	385	388	394	395	395	395	



**City of Salisbury
Pay Plan
Proposed
Fiscal Year 2012**

Grade	Job Title	Department	Minimum	Maximum
1	Cashier Custodian Office Associate I Parking Maintenance Worker Public Service Officer	Internal Services – Finance Police: Non-Sworn Internal Services – Procurement Police: Non-Sworn	\$20,780	\$33,423
2	Account Clerk I Assistant Plant Mechanic Carpenter Assistant Meter Technician I Motor Equipment Operator I Nuisance Officer Office Associate II Painter Parking Enforcement Officer Plans/Permits Processor Records Clerk Sign and Pavement Marking Technician I Supply Records Clerk Survey Technician I Utility Technician I.	Internal Services – Finance Public Works – WWTP Public Works Public Works – WTP Public Works Neighborhood Services & Code Compliance Internal Services – Finance, Public Works, Fire Public Works Internal Services – Procurement Neighborhood Services & Code Compliance Police: Non-Sworn Public Works – Traffic Public Works Public Works Public Works – W&S Branch	\$22,442	\$36,097

3	Assistant Utility Locator Auto.Mechanic II Buyer Assistant Chief Records Clerk Education Technician Groundskeeper Motor Equipment Operator II Office Associate III Park Maintenance Worker Police Communications Officer I Pretreatment Technician I Property Custodian I Secretary/Records Clerk Water Meter Reader I Zookeeper I	Public Works – Utilities Public Works – Fleet Maintenance Purchasing Police: Non-Sworn Public Works – Zoo Public Works – Zoo, WWTP Public Works Mayor's Office, Public Works, Internal Services Public Works Police: Non-Sworn Public Works – WWTP Police: Non-Sworn Police: Non-Sworn Public Works – W&S Branch Public Works – Zoo	\$24,238	\$38,985
4	Account Clerk II Administrative Office Associate Buyer Crime Data Analyst Engineering Associate Intelligence Data Analyst Laboratory Technician Meter Technician II Motor Equipment Operator III Plant Mechanic Police Communications Officer II Pretreatment Technician II Property Custodian II Sign and Pavement Marking Technician II Survey Technician II Utility Locator Utility Technician II Wastewater Treatment Branch Operator I Zookeeper II	Internal Services – Finance Public Works, Comm. Devel., BPI, NSCC Internal Services - Procurement Police: Non-Sworn Public Works Police: Non-Sworn Public Works – WWTP Public Works – Utilities Public Works Public Works – WWTP Police: Non-Sworn Public Works - WWTP Police: Non-Sworn Public Works – Traffic Public Works Public Works – Utilities Public Works – W&S Branch Public Works – WWTP Public Works – Zoo	\$26,177	\$42,104

5	Animal Control Officer Assistant Sanitation Supervisor Auto Mechanic III Crew Leader Education Technician Motor Equipment Operator IV Payroll/Fixed Assets Clerk Quality Control Sample Technician Utility Technician III Wastewater Treatment Branch Operator II Zookeeper III	Police: Non-Sworn Public Works Public Works – Fleet Maintenance Public Works – Streets Public Works – Zoo Public Works Internal Services - Finance Public Works – WTP Public Works – W&S Branch Public Works – WWTP Public Works – Zoo	\$28,272	\$45,474
6	CAD Drafter Carpenter Supervisor Chief Account Clerk Chief Administrative Records Clerk Code Enforcement Officer Electrician Executive Office Associate Horticulturalist Human Resource Associate Network Technician Materials Manager Motor Equipment Operator V Office Manager Parking Supervisor Recycling Supervisor Sanitation Supervisor Senior Buyer Veterinary Technician Water Meter Reader II Water Treatment Plant Operator I Wastewater Treatment Branch Operator III Zookeeper IV	Public Works Public Works Internal Services – Finance, Public Works - Zoo Police: Non-Sworn Neighborhood Services & Code Compliance Public Works – Traffic Mayor's Office Public Works – Parks Internal Services – HR Information Technology Public Works Public Works – WWTP Public Works, Police, Fire, NSCC Internal Services – Procurement Public Works – WTP Public Works – Sanitation Internal Services – Procurement Public Works – Zoo Public Works – W&S Branch Public Works – WTP Public Works – WWTP Public Works – Zoo	\$30,533	-\$49,110

7	Diesel Mechanic/Assistant Supervisor Electrical Inspector Electrician Supervisor GIS Technician Plumbing Inspector Records Admin./Assistant City Clerk Streets Supervisor Utility Supervisor Water Treatment Operator II Wastewater Treatment Branch Operator IV WWTP Shift Supervisor	Public Works – Fleet Maintenance Building, Permits & Inspections Public Works – WWTP Public Works Building Permits & Inspections Office of the City Clerk Public Works – Streets Public Works – W&S Branch Public Works – WTP Public Works – WWTP Public Works – WWTP	\$32,975	\$53,038
8	Building Inspector CAD Supervisor Chief Operator Construction Inspector Development Coordinator Engineering Technician/Customer Service Engineering Technician Housing Supervisor Laboratory Director/Chemist Maintenance Supervisor Marketing & Development Associate Parks Supervisor Permitting and Safety Coordinator Pretreatment Coordinator Resource Manager Traffic Supervisor Vehicle Maintenance Supervisor Water Plant Maintenance Operator	Building Permits & Inspections Public Works Public Works – WWTP Public Works Public Works Public Works Public Works Neighborhood Services & Code Compliance Public Works – WWTP Public Works – WWTP Public Works – Zoo Public Works – Parks Public Works – WWTP Public Works – WWTP Public Works Public Works – Traffic Public Works – Fleet Maintenance Public Works – WTP	\$35,614	\$57,283
9	Assistant W&S Superintendent Construction Inspection Supervisor Education Curator Plans Examiner WTP Assistant Superintendent	Public Works – W&S Branch Public Works Public Works – Zoo Building Permits & Inspections Public Works – WTP	\$38,463	\$61,865

10	Accountant Deputy Operations Division Chief Financial Analyst Project Manager Sanitation Superintendent Traffic Systems Manager W&S Superintendent Zoo Curator	Internal Services - Finance Public Works – Water Division Internal Services – Finance Public Works Public Works – Sanitation Public Works – Traffic Public Works – W&S Public Works – Zoo	\$41,539	\$66,813
11	Assistant Director of Internal Services – Finance Asst. Superintendent - WWTP City Clerk Surveyor Director, Community Development Manager, Technical Support Project Engineer WTP Superintendent Zoning Administrator	Internal Services – Finance Public Works – WWTP Office of the City Clerk Public Works Community Development Public Works Public Works Public Works – Water Division Building Permits & Inspections	\$44,863	\$72,159
12	Assistant City Administrator Assistant Director of Internal Services-Procurement Deputy Director – Operations	Mayor's Office Internal Services – Procurement Public Works – Operations Division	\$48,452	\$77,932
13	Supervisory Civil Engineer WWTP Superintendent Zoo Director	Public Works Public Works – WWTP Public Works – Zoo	\$52,328	\$84,166
14	Director, Building Permits & Inspections Director, Information Technology Director, NSCC Water Division Chief	Building Permits & Inspections Information Technology Neighborhood Services & Code Compliance Public Works – Water Division	\$56,514	\$90,899

15	Deputy Director – Engineering Fire Chief	Public Works Fire	\$61,036	\$98,173
16	Chief of Police Director, Internal Services	Police Internal Services	\$65,918	\$106,025
17	Director, Public Works	Public Works	\$71,191	\$114,506
18	City Administrator	Mayor's Office	\$76,887	\$123,668



**City of Salisbury
Pay Plan – Fire
Proposed
Fiscal Year 2012**

Grade	Job Title	Minimum	Maximum
1		\$33,122	\$53,039
2	Firefighter/EMT	\$34,746	\$55,637
3		\$36,586	\$58,560
4	Firefighter/Paramedic	\$39,509	\$63,214
5	Fire Lieutenant	\$43,297	\$69,276
6	Fire Captain	\$48,276	\$77,286
7	Assistant Fire Chief	\$54,122	\$86,595
8	Deputy Fire Chief	\$60,833	\$97,311



**City of Salisbury
Pay Plan – Police
Proposed
Fiscal Year 2012**

Grade	Job Title	Minimum	Maximum
1	Police Officer	\$36,473	\$56,231
2	Police Officer I	\$38,065	\$58,791
3	Police Officer First Class	\$39,869	\$61,693
4	Police Corporal	\$42,734	\$66,301
5	Police Sergeant	\$46,448	\$72,275
6	Police Lieutenant	\$51,330	\$80,127
7	Police Captain	\$57,060	\$89,344
8	Police Major	\$63,640	\$99,927
9	Police Colonel	\$64,614	\$103,928



City of Salisbury
 Schedule of Current Insurance
 April 5, 2011

COVERAGE COMMENTS	AMT OR LIMITS	EXPIRES	COMPANY	POLICY #	PREMIUM	COMMENTS
Auto Liability	\$1,000,000 each accident	07/01/11	LGIT	SALI01PLP	\$68,005	\$1,000 Deductible (Includes Garagekeeper's Liability)
Auto Physical Damage	Actual Cash Value or cost of Repairs \$1,000,000 - Each Occurrence	07/01/11	LGIT	SALI01PLP	\$72,201	\$1,000 Deductible (includes nonowned and hired coverage at \$250)
Commercial General Liability	\$2,000,000 – Annual Aggregate \$1,000,000 – Each Occurrence	07/01/11	LGIT	SALI01PLP	\$66,931	\$0 Deductible
Police Professional Liability	\$1,000,000 – Annual Aggregate \$1,000,000 – Each wrongful act	07/01/11	LGIT	SALI01PLP	\$70,865	\$1,000 Deductible – Each wrongful act
Public Official Legal Liability	\$1,000,000 – Annual Aggregate \$1,000,000 – Each Wrongful Act	07/01/11	LGIT	SALI01PLP	\$88,625	\$1,000 Deductible – Each wrongful act
Property	\$50,000,000 Limit	07/01/11	LGIT	SALI01PRO	\$156,111	\$1,000 Deductible (includes: Fine Arts; Historical Property; Mobile Equipment; and Electronic Data Processing Equip. coverage)



City of Salisbury
 Schedule of Current Insurance
 April 5, 2011

COVERAGE COMMENTS	AMT OR LIMITS	EXPIRES	COMPANY	POLICY #	PREMIUM	COMMENTS
Excess Liability	\$1,000,000 Each Occurrence and Aggregate	07/01/11	LGIT	SALI01XSL	\$14,906	
Boiler & Machinery	\$150,000,000 – Annual Aggregate \$1,000,000 – Each Occurrence	07/01/11	LGIT (Federal Insurance Co.)	78362248	\$11,492	\$1,000 Deductible
Pollution Legal Insurance	\$2,000,000 Each Occurrence and Aggregate	07/01/13	LGIT (American International Specialty Lines Ins. Co.)	PLS 2672478	\$46,640 (Three Year Premium)	\$25,000 Deductible Covers Water Plants, Wastewater Plant and Salt Storage
Commercial Crime	\$100,000	07/01/13	LGIT (Travelers) 3 year renewal	103872405	\$3,043 (Three Year Installment Payment)	Includes: Employee Theft, Forgery or Alteration Theft, Disappearance and Destruction; and Computer Fraud coverage
Public Official Bond	\$50,000	07/01/11	LGIT (Travelers)	104342679	\$158	Public Official Bond Pam Oland Director of Internal Services
Worker's Comp	Statutory	07/01/11	Injured Workers Insurance Fund	2108403 PT	\$743,596	
Friends of Poplar Hill Mansion – Commercial General Liability	\$1,000,000/ Each Occurrence \$2,000,000 General Aggregate	01/27/12	Avery Hall Insurance (St. Paul Travelers)	BL02015625	\$481	Friends of Poplar Hill Mansion Liability
Zoo Volunteer Accident	\$5,000	01/22/12	Avery Hall Insurance (Hartford)	42SR344024	\$432	Zoo Volunteer; medical care coverage if injured;



City of Salisbury
 Schedule of Current Insurance
 April 5, 2011

COVERAGE COMMENTS	AMT OR LIMITS	EXPIRES	COMPANY	POLICY #	PREMIUM	COMMENTS
Zoo Commission Directors & Officers Liability	\$1,000,000	03/12/12	Avery Hall Insurance (Philadelphia Ins. Co)	PHSD081273	\$2,061	\$2,500 Deductible for wrongful acts
Aux Police/ Volunteer Accident	\$5,000	09/16/11	Avery Hall Insurance (Hartford)	42SR344016	\$310	Police Auxiliary, SPARK Unit. Et-al: medical care coverage if injured
Ladies Auxiliary Accident	\$5,000	11/13/11	Avery Hall Insurance (Hartford)	42SR344022	\$310	Fire Department – Ladies Auxiliary: medical care coverage if injured
Salisbury Fire Dept. Cadet Program	\$5,000 \$10,000/Accident	10/23/11	Avery Hall Insurance (Hartford)	42SR344015	\$310	Fire Department – Cadets; medical care coverage if injured
Pollution Liability Policy	\$1,000,000	06/14/2011	Avery Hall Insurance (American Ins. Co.)	G24682559001	\$516	\$5,000 Deductible Covers Fuel Storage Tanks at City Marina
Salisbury Fire Department Volunteers	\$1,000,000	03/27/12	Avery Hall Insurance (American Alternative Ins. Group)	VFTR205493100 VFCU505247600	\$6,523	Commercial Package & Umbrella Policies for Volunteer Fire Departments #1, #2, #16
Salisbury Fire Department Divers Insurance	\$1,000000 per Incident \$2,000000 Annual Aggregate Total	06/30/11	Vicencia & Buckley	6761235	\$588	Professional Liability Divers Insurance



City of Salisbury
Schedule of Renewal Insurance-Estimates
Local Government Insurance Fund
For Policy Year Beginning July 1, 2011

COVERAGE COMMENTS	AMT OR LIMITS	EXPIRES	COMPANY	POLICY #.	PREMIUM	COMMENTS
Auto Liability	\$1,000,000 each accident	07/01/12	LGIT	SALI01PLP	\$67,325	\$1,000 Deductible (Includes Garagekeeper's Liability)
Auto Physical Damage	Actual Cash Value or cost of Repairs \$1,000,000 - Each Occurrence	07/01/12	LGIT	SALI01PLP	\$70,778	\$1,000 Deductible (includes nonowned and hired coverage at \$250)
Commercial General Liability	\$2,000,000 - Annual Aggregate \$1,000,000 - Each Occurrence	07/01/12	LGIT	SALI01PLP	\$66,329	\$0 Deductible
Police Professional Liability	\$1,000,000 - Annual Aggregate \$1,000,000 - Each wrongful act	07/01/12	LGIT	SALI01PLP	\$73,062	\$1,000 Deductible - Each wrongful act
Public Official Legal Liability	\$1,000,000 - Annual Aggregate \$1,000,000 - Each wrongful act	07/01/12	LGIT	SALI01PLP	\$86,941	\$1,000 Deductible - Each wrongful act
Property	\$50,000,000 Limit	07/01/12	LGIT	SALI01PRO	\$167,648	\$1,000 Deductible (includes: Fine Arts; Historical Property; Mobile Equipment; and Electronic Data Processing Equip. coverage



City of Salisbury
 Schedule of Renewal Insurance-Estimates
 Local Government Insurance Fund
 For Policy Year Beginning July 1, 2011

COVERAGE COMMENTS	AMT OR LIMITS	EXPIRES	COMPANY	POLICY #	PREMIUM	COMMENTS
Excess Liability	\$1,000,000 Each Occurrence and Aggregate	07/01/12	LGIT	SAL101XSL	\$17,142	
Boiler & Machinery	\$150,000,000 – \$1,000,000 Each Occurrence and Aggregate	07/01/12	LGIT (Federal Insurance Co.)	78362248	\$13,316	\$1,000 Deductible
Pollution Legal Insurance	\$2,000,000 Each Occurrence and Aggregate	07/01/13	LGIT (American International Specialty Lines Ins. Co.)	PLS 2672478	\$51,304 (Three Year Premium)	\$25,000 Deductible Covers Water Plants, Wastewater Plant and Salt Storage
Commercial Crime	\$100,000	07/01/13	(LGIT) Travelers	103872405	\$3,043 (Three Year Installment Payment)	Includes: Employee Theft, Forgery or Alteration Theft, Disappearance and Destruction; and Computer Fraud coverages
Public Official Bond	\$50,000	07/01/12	LGIT (Travelers)	104342679	\$158	Public Official Bond – Pam Oland Director of Internal Services
Membership Longevity Credit – Property		07/01/12	LGIT		(\$17,333)	
Membership Longevity Credit – Primary		07/01/12	LGIT		(\$36,046)	

**Community Promotion Supplement
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Name

Summary & Funding History	Tab 1 (1423)
Friends of Poplar Hill Mansion	Tab 2 (1424)
Public Access Channel	Tab 3 (1425-1438)
Salisbury Neighborhood Housing Service	Tab 4 (1439-1445)
SWED	Tab 5 (1446-1450)
Urban Salisbury	Tab 6 (1451-1465)
Wicomico Creek Watchers	Tab 7 (1466-1469)



12500 Community Promotions Fiscal Year 2012

4/12/2011

	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 12	FY 12
	Budget	Request	Mayor	Council						
Friends of Poplar Hill Mansion	---	---	---	---	---	---		\$10,000	\$8,400	\$8,400
Maryland Food Bank	---	---	---	---	---	\$5,000	\$0	\$0	\$0	
Public Access Channel	\$67,000	\$81,000	\$84,000	\$89,000	\$91,500	\$102,900	\$99,000	\$99,000	\$99,000	
Salisbury Neighborhood Housing Service	\$35,000	\$40,000	\$40,000	\$35,000	\$35,000	\$35,000	\$35,000	\$40,000	\$30,000	
Salisbury Wicomico Economic Development	\$18,500	\$19,000	\$19,500	\$20,000	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500	
Urban Salisbury	\$35,000	\$47,500	\$47,500	\$40,000	\$35,000	\$55,000	\$50,000	\$112,634	\$45,000	
Village of Hope	---	---	---	---	---	\$1,800	\$0	\$0	\$0	
Wicomico Creek Watchers	\$0	\$0	\$2,500	\$1,000	\$0	\$0	\$2,000	\$4,500	\$2,500	
Totals	\$155,500	\$187,500	\$193,500	\$185,000	\$182,000	\$220,200	\$206,500	\$285,034	\$205,400	

Jan. 20, 2011

Curator Stipend, 2012

City Administrator John Pick and City Council:

The Board of the Friends of Poplar Hill Mansion would like to once again thank you for approving the Curator stipend for 2010-2011. We would like to ask that you approve the Curator stipend for 2011-2012 for the amount of \$8400.00. We have heard many positive comments from community members as to the City's recognizing the value of the Curator of Poplar Hill Mansion by granting this stipend. We as board members appreciate this stipend as it will enable us to attract and obtain knowledgeable Curators for the future Boards of Poplar Hill Mansion. Our Board members and Curator are dedicated to the preservation and perpetuation of Poplar Hill Mansion, and sharing the history of this fine historic building with the many visitors, not only from Salisbury, but from many other cities and even other countries. The ability to attract and keep a talented and personable curator by offering this stipend will continue to pay off in the public perception of Salisbury as a city which values its history and the preservation of its historic sites.

Thank you for your consideration.

Aleta Davis, Board Chair, The Friends of Poplar Hill Mansion

PAC 14 FY 2011-2012 Proposed Budget

SALARIES & BENEFITS

Salaries including FICA & Unemployment \$152,000

OPERATIONAL EXPENSES

Accounting	\$6,650
Insurance	
General Liability	\$3,156
Workman's Comp	\$818
Alliant - Special Property Insurance Policy	\$936
Telephone	\$1,100
Marketing / Advertising / Promotional/Fundraising	\$5,000
Dues & Subscriptions	\$500
Postage & Freight	\$200
Comcast/Internet	\$1,200
Office Equipment	\$1,000
Office Supplies	\$2,500
Video Tape / DVD stock	\$2,000
Engineering (on-call maintenance)	\$1,000
Repair/Maintenance	\$2,500
Contractual Services - Synergy Service Contract	\$7,000
Consultant	\$2,000
Internet streaming/Earth Channel	\$2,500
Conference and Meetings	\$500
Training & Development	\$500
Bank Fees / line of credit / Charges	\$250
Credit card fees (2-5%) on-line donation	\$300
Special Events (Annual Meeting/Fundraising)	\$1,000

CAPITAL EXPENSES

Capital Equipment Purchases (within existing space)

Camera Replacement	\$6,000
Edit Software	\$2,500
Computer	\$5,000

Estimated Expenses / Proposed FY 2011-2012 \$208,110

REVENUES

County Franchise Funds based on FY2010 -2011	\$73,440
City Franchise Funds based on FY2010-2011	\$99,000
Cable Funds (Capital)	\$0

Estimated Revenue FY 2011-2012 \$172,440

Deficit \$35,670

PAC 14, INC.
FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2010

PAC 14, INC.

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Statement of financial position	2
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To the Board of Directors
PAC 14, Inc.

We have compiled the accompanying statements of financial position of PAC 14, Inc. as of June 30, 2010 and the related statements of activities for the years then ended, and the accompanying supplementary information, which is presented for supplementary analysis purposes, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants.

A compilation is limited to presenting in the form of financial statements information that is the representation of management. We have not audited or reviewed the accompanying financial statements or supplementary information and, accordingly, do not express an opinion or any other form of assurance thereon. However, we did become aware of a departure from generally accepted accounting principles that is described in the following paragraph.

Generally accepted accounting principles require that contributed professional services are to be recognized if the services received require specialized skills and would typically need to be purchased if not provided by the donation. Management has informed us that the donated services of Salisbury University Foundation were not recorded for the year ended June 30, 2010. The effect of this departure has not been determined.

Management has elected to omit substantially all of the disclosures and the statements of cash flows required by U.S. generally accepted accounting principles. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Organization's financial position and changes in net assets. Accordingly, these financial statements are not designed for those who are not informed about such matters.

PKS + Company, P.A.

CERTIFIED PUBLIC ACCOUNTANTS

Salisbury, Maryland
July 27, 2010

PAC 14, INC.

STATEMENT OF FINANCIAL POSITION

JUNE 30, 2010

ASSETS

Current assets	
Cash	\$ 53,118
Claim on cash	368
Total current assets	<u>53,486</u>
Properties and equipment	
Furniture and equipment	99,485
Less accumulated depreciation	<u>(98,387)</u>
Net properties and equipment	<u>1,098</u>
Total assets	<u>\$ 54,584</u>

LIABILITIES AND NET ASSETS

Current liabilities	
Payroll liabilities	\$ 176
Total current liabilities	<u>176</u>
Net assets	
Unrestricted	44,858
Temporarily restricted	<u>9,550</u>
Total net assets	<u>54,408</u>
Total liabilities and net assets	<u>\$ 54,584</u>

See accountants' compilation report.

PAC 14, INC.

STATEMENT OF ACTIVITIES

YEAR ENDED JUNE 30, 2010

UNRESTRICTED NET ASSETS

Revenue

Wicomico County appropriations	\$ 100,215
City of Salisbury appropriations	102,900
Contributions	985
Other revenue	197
Total revenue	<u>204,297</u>

Expenses

Facility	1,672
Insurance	2,801
Marketing	1,942
Office	8,980
Other	290
Payroll	151,026
Professional services	2,400
Subscriptions	750
Technical services	18,429
Travel and meetings	746
Depreciation	9,869
Total expenses	<u>198,905</u>

Increase in unrestricted net assets	<u>5,392</u>
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TEMPORARILY RESTRICTED NET ASSETS

Revenue

DDHT Grant	<u>9,550</u>
Total revenue	<u>9,550</u>

Increase in temporarily restricted net assets	<u>9,550</u>
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Increase in net assets	14,942
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Beginning net assets	<u>39,466</u>
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Ending net assets	<u>\$ 54,408</u>
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See accountants' compilation report.

SUPPLEMENTARY INFORMATION

PAC 14, INC.

SCHEDULE OF REVENUES AND EXPENSES - BUDGET AND ACTUAL

YEAR ENDED JUNE 30, 2010

	Budget	Actual	Variance Favorable (Unfavorable)
REVENUE			
Wicomico County appropriations	\$ 100,215	\$ 100,215	\$
City of Salisbury appropriations	102,900	102,900	
DDHT Grant		9,550	9,550
Contributions		985	985
Other revenues		197	197
TOTAL REVENUE	203,115	213,847	10,732
EXPENSES			
Facility			
Maintenance repair		294	(294)
Telephone	1,400	978	422
Utilities		400	(400)
	<u>1,400</u>	<u>1,672</u>	<u>(272)</u>
Insurance			
Workmans compensation	10,700		10,700
Property insurance	2,802	2,801	1
	<u>13,502</u>	<u>2,801</u>	<u>10,701</u>
Marketing			
Advertisement	1,500	743	757
Promotional - Yellow Pages		1,199	(1,199)
	<u>1,500</u>	<u>1,942</u>	<u>(442)</u>
Office			
Administrative	350		350
Banking		66	(66)
Equipment	2,250	4,418	(2,168)
Freight	250	27	223
Postage		90	(90)
Printing	1,250	121	1,129
Supplies	3,000	1,474	1,526
Tape/DVD stock	3,150	2,784	366
	<u>10,250</u>	<u>8,980</u>	<u>1,270</u>
Other			
Reimbursement		290	(290)
		<u>290</u>	<u>(290)</u>

See accountants' compilation report.

PAC 14, INC.

SCHEDULE OF REVENUES AND EXPENSES - BUDGET AND ACTUAL (continued)

YEAR ENDED JUNE 30, 2010

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
EXPENSES (continued)			
Payroll			
Salaries and related expenses	145,080	151,026	(5,946)
	<u>145,080</u>	<u>151,026</u>	<u>(5,946)</u>
Professional services			
Accounting		2,400	(2,400)
		<u>2,400</u>	<u>(2,400)</u>
Subscriptions			
Subscriptions/dues	350	750	(400)
	<u>350</u>	<u>750</u>	<u>(400)</u>
Technical services			
Maintenance/service		3,500	(3,500)
Outside contract services	17,600	14,485	3,115
Parts/supplies	2,750	144	2,606
Web/master services		300	(300)
	<u>20,350</u>	<u>18,429</u>	<u>1,921</u>
Travel and meetings			
Accomodations		210	(210)
Meals		23	(23)
Travel		513	(513)
		<u>746</u>	<u>(746)</u>
Depreciation		9,869	(9,869)
TOTAL EXPENSES	<u>182,432</u>	<u>198,905</u>	<u>(16,473)</u>
Net revenue over expenses	<u>20,683</u>	<u>14,942</u>	<u>\$ (5,741)</u>
Other adjustments			
Capital expenses	(10,000)		
Depreciation expense		9,869	
Total other adjustments	<u>(10,000)</u>	<u>9,869</u>	
Net cash flow	<u>\$ 10,683</u>	<u>\$ 24,811</u>	

See accountants' compilation report.

FY 2011: Expenditures

Jul-10 Aug-10 Sep-10 Oct-10 Nov-10 Dec-10 Jan-11 Feb-11 Mar-11 Apr-11 May-11 Jun-11 TOTAL

Operational:

PAYROLL

Salary- Manager (Mike)	\$4,178	\$4,178	\$4,178	\$4,178	\$10,237									\$26,951
Salary- Prod. Mgr.	\$3,689	\$3,689	\$3,689	\$3,689	\$3,689	\$5,691	\$3,846							\$27,984
Salary- P.Coord.	\$3,261	\$3,265	\$3,265	\$3,265	\$3,265	\$4,898	\$3,265							\$24,484
Salary- Admin. Assistant						\$1,200	\$1,140							\$2,340
Salary P. Coord (2)						\$2,585	\$2,462							\$5,046
Total:	\$11,129	\$11,133	\$11,133	\$11,133	\$17,192	\$14,373	\$10,713	\$0	\$0	\$0	\$0	\$0	\$0	\$86,804
Workmans Comp- \$818														
FICA / MD/ FED Unemp (Estimated \$11,822)	\$851	\$852	\$852	\$852	\$1,315	\$3,833	\$1,184							\$9,738
Total:	\$11,980	\$11,984	\$11,984	\$11,984	\$18,507	\$18,206	\$11,896	\$0	\$0	\$0	\$0	\$0	\$0	\$96,542

BENEFITS

401k Contributions														\$0.00
Benefit Pkg														\$0.00
														\$0.00
Total:	\$0.00													

Professional Services

Payroll / HR-Quickbooks	\$6.30	\$6.90	\$7.50	\$7.50	\$12.50	\$10.00								\$50.70
Accounting		\$950.00	\$2,850.00											\$3,800.00
Audit														\$0.00
Legal														\$0.00
Total:	\$6.30	\$956.90	\$2,857.50	\$7.50	\$12.50	\$10.00	\$0.00	\$3,850.70						

Insurance

Premium Liability		\$3,155.60	\$818.00											\$3,973.60
Inc. - Broad. / Errors Om.														\$0.00
Inc. - non-owned auto														\$0.00
Inc. - D&O / Emp practices														\$0.00
Special Property Premium	\$936.00													\$936.00

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FY 2011: Expenditures

	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	TOTAL
Ins. Emp Theft													\$0.00
Total:	\$936.00	\$3,155.60	\$818.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,909.60

Travel

Accomodations													\$0.00
Milage Comp.													\$0.00
Travel Expenses													\$0.00
Total:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Vehicle

Tags													\$0.00
Fuel / Service													\$0.00
Total:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Facility

Rent / Lease													\$0.00
Utilities													\$0.00
Telephone	\$82.12	\$80.46	\$81.86	\$79.69	\$80.83	\$76.86	\$80.83						\$562.65
Maint. Custodial													\$0.00
Maint. Grounds													\$0.00
Maint. Repair													\$0.00
Equipment					\$76.64								\$76.64
Total:	\$82.12	\$80.46	\$81.86	\$79.69	\$157.47	\$76.86	\$80.83	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$639.29

Marketing

Advertisement			\$422.40	\$275.00									\$697.40
Promotional - Ypages	\$19.50	\$19.50	\$19.50	\$19.50	\$19.50	\$19.50	\$19.50						\$136.50
Promotional - Item/Event	\$25.00				\$1,257.00								\$1,282.00
Awards / Recognitions													\$0.00
Total:	\$44.50	\$19.50	\$441.90	\$294.50	\$1,276.50	\$19.50	\$19.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,115.90

FY 2011: Expenditures

Jul-10 Aug-10 Sep-10 Oct-10 Nov-10 Dec-10 Jan-11 Feb-11 Mar-11 Apr-11 May-11 Jun-11 TOTAL

Subscription / Fee

Subscriptions / Dues	\$250.00												\$250.00
Application Fees													\$0.00
Total:	\$250.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250.00

Office

Office - Equipment													\$0.00
Office - Supplies	\$84.92	\$524.96		\$104.12	\$982.75	\$203.13	\$1,179.24						\$3,079.12
Postage	\$6.13	\$6.03	\$3.69	\$2.37	\$5.35	\$2.37	\$5.35						\$31.29
Freight			\$5.29			\$11.03	\$11.61						\$27.93
Printing / Duplication													\$0.00
Tape / DVD stock				\$597.97									\$597.97
Software													\$0.00
Total:	\$91.05	\$530.99	\$8.98	\$704.46	\$988.10	\$216.53	\$1,196.20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,736.31

Technical Services

Engineering													\$0.00
Repair / Maintenance	\$625.00		\$231.00			\$231.00	\$162.48						\$1,249.48
Parts / Supplies													\$0.00
Support Services/Gull Card				\$45.62	\$20.00		\$52.50						\$118.12
IT services (SU / PC's)													\$0.00
Total:	\$625.00	\$0.00	\$231.00	\$45.62	\$20.00	\$231.00	\$214.98	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,367.60

Contractual

Maint/Service - Synergy	\$7,000.00												\$7,000.00
Consultant - Engineer													\$0.00
Consultant - Franchise													\$0.00
Telecommunication Consultant					\$187.50								\$187.50
Earth Channel - Live Streaming							\$1,247.50						\$1,247.50
Production Services													\$0.00

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FY 2011: Expenditures

	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	TOTAL
Total:	\$7,000.00	\$0.00	\$0.00	\$0.00	\$187.50	\$0.00	\$1,247.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,435.00

Prof. Development

Conference Fees													\$0.00
Training / Development													\$0.00
Total:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Web

Domain Registration													\$0.00
Web / Master Services													\$0.00
Comcast / Internet / IP				\$595.22	\$89.95	\$89.95							\$775.12
Streaming / VOD Services													\$0.00
Total:	\$0.00	\$0.00	\$0.00	\$595.22	\$89.95	\$89.95	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$775.12

Financial / Banking

Annual Account Fees													\$0.00
Other Fees													\$0.00
Total:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Other

Misc.													\$0.00
Rental Equipment													\$0.00
Reimbursement													\$0.00
													\$0.00
Total:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Monthly Operational

Expenses:	\$9,034.97	\$4,743.45	\$4,439.24	\$1,726.99	\$2,732.02	\$643.84	\$2,759.01	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$26,079.52
Operational Total:	\$21,015.12	\$16,727.91	\$16,423.71	\$13,711.43	\$21,238.71	\$18,849.61	\$14,655.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$122,621.99

Capital

Facility / Media Center													\$0.00
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FY 2011: Expenditures

	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	TOTAL
Prod. (Facility Equipment)													0.00
Prod. (Field Equipment)	1,900.80						470.80						2,371.60
Non-Production													0.00
Capital Total:	1,900.80	0.00	0.00	0.00	0.00	0.00	470.80	0.00	0.00	0.00	0.00	0.00	2,371.60
Monthly Operational & Capital Expenses:	\$10,935.77	\$4,743.45	\$4,439.24	\$1,726.99	\$2,732.02	\$643.84	\$3,229.81	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Annual Total:													\$124,993.59

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**Salisbury
Neighborhood Housing
Service, Inc.**



400 Snow Hill Road
Salisbury, MD 21804

410-543-4626
FAX 410-543-9204

WEB PAGE:
www.salisburyNHS.org

January 26, 2011

Mr. John Pick
Executive Officer
Mayor's Office
125 North Division Street
Salisbury, MD 21801

Dear Mr. Pick:

As the City of Salisbury begins its budget discussions for FY12, Salisbury Neighborhood Housing Service respectfully requests \$40,000 in operating support from the City.

We hope that the City will approve our increased request for funding at the \$40,000 level. SNHS is administering the Community Legacy and CDBG Rehab programs on behalf of the City which have been very successful. We continue to administer the Special Loan Programs and the Lead Paint programs on behalf of the City as well. These programs are available Citywide. As you know, these programs are very valuable to our residents but they come with little or no administrative funds. We rely on the City's annual contribution to SNHS to enable us to offer these programs. Additionally, as a HUD certified counseling agency, we serve the entire City with our counseling programs. These services include credit and budget counseling, foreclosure counseling, group workshops for homebuyer education and financial fitness.

We appreciate your past support and look forward to continuing our partnership in strengthening our neighborhoods. Enclosed for your review please find the following information:

1. Current Year Budget
2. Expenditures to Date
3. Financial Statement for the most recently completed fiscal year

If you have any questions or need additional information please call me at 410 543-4626.

Sincerely,

Cheryl Meadows
Executive Director

FY2011 Budget

Page 1				
Salisbury NHS				
FY 2011 Operating Budget				
			Temporarily Restricted	FY11 Budget Total
		Unrestricted		
Income				
Application Fees/Origination Fees		\$ 20,000.00		\$ 20,000.00
Contributions				
<i>Banks/Businesses</i>		\$ 5,000.00		\$ 5,000.00
<i>General Public</i>				
<i>City of Salisbury</i>		\$ 35,000.00		\$ 35,000.00
Fundraising Income				
Gain on Sale of Property		\$ 10,000.00		\$ 10,000.00
Grants Received				
<i>CDBG Counseling</i>			\$ 15,000.00	\$ 15,000.00
<i>NRC Expendable</i>		\$ 75,000.00		\$ 75,000.00
<i>NRC Other Grants</i>		\$ 12,000.00		\$ 12,000.00
<i>NRC-Foreclosure Grant</i>				
<i>State of MD</i>		\$ 53,000.00	\$ -	\$ 53,000.00
<i>Other grants</i>				
<i>Capital Conversion</i>		\$ 88,000.00		\$ 88,000.00
Investment Income		\$ 30,000.00		\$ 30,000.00
Late Charges		\$ 1,000.00		\$ 1,000.00
Loan Interest Income		\$ 53,000.00		\$ 53,000.00
NHSA Servicing Fee				
Program Income				
<i>HBE SNHS</i>		\$ 3,000.00		\$ 3,000.00
<i>Other Income (Recouped funds)</i>			\$ 10,000.00	\$ 10,000.00
<i>HECM Counseling</i>		\$ -		
TOTAL REVENUE		\$ 385,000.00	\$ 25,000.00	\$ 410,000.00
Expenses				
400 Snow Hill Road - Office Expenses				
<i>Rent</i>		\$ 25,000.00		\$ 25,000.00
<i>Alarm System</i>		\$ 550.00		\$ 550.00
<i>Equipment Leases</i>		\$ 6,000.00		\$ 6,000.00
<i>Office Maintenance</i>		\$ 1,000.00		\$ 1,000.00
<i>Property Taxes</i>				
<i>Telephone</i>		\$ 5,300.00		\$ 5,300.00
<i>Utilities</i>		\$ 6,000.00		\$ 6,000.00
Advertising		\$ 1,000.00		\$ 1,000.00
Consulting Fee		\$ 5,000.00		\$ 5,000.00
Dues and Subscriptions		\$ 2,000.00		\$ 2,000.00
Fundraising Expenses		\$ -		\$ -
Insurance		\$ 5,000.00		\$ 5,000.00
Meals/Meeting Expenses		\$ 2,500.00		\$ 2,500.00
Miscellaneous		\$ 500.00		\$ 500.00
Office Supplies		\$ 5,500.00		\$ 5,500.00
Payroll Expenses				
<i>Health Insurance</i>		\$ 9,500.00		\$ 9,500.00
<i>IRA Contributions</i>		\$ 5,000.00		\$ 5,000.00
<i>Payroll Taxes</i>		\$ 19,000.00		\$ 19,000.00
<i>Salaries</i>		\$ 249,399.00		\$ 249,399.00

FY2011 Budget

<i>Workmans Comp. Insurance</i>		\$ 1,700.00		\$ 1,700.00
Postage		\$ 2,000.00		\$ 2,000.00
Printing Expenses		\$ 1,800.00		\$ 1,800.00
Professional Fees				
	<i>Appraisals</i>	\$ 600.00		\$ 600.00
	<i>Audit Fees</i>	\$ 9,100.00		\$ 9,100.00
	<i>Computer Maintenance/Upgrades</i>	\$ 3,000.00		\$ 3,000.00
	<i>Inspections</i>	\$ 500.00		\$ 500.00
	<i>Legal Fees</i>	\$ 500.00		\$ 500.00
	<i>Payroll Fees</i>	\$ 1,700.00		\$ 1,700.00
Grant Expenses				
	<i>CDBG Counseling</i>		\$ 15,000.00	\$ 15,000.00
	<i>Other grant expenses</i>			
Program Expenses				
	<i>Recouped funds</i>		\$ 10,000.00	\$ 10,000.00
Property Expenses				
	<i>515 E. Church</i>	\$ 2,300.00		\$ 2,300.00
	<i>Other Property Expenses</i>	\$ 4,000.00		\$ 4,000.00
Public Relations		\$ 2,000.00		\$ 2,000.00
Training and Travel				
	<i>Board</i>	\$ 1,000.00		\$ 1,000.00
	<i>Mileage</i>	\$ 1,000.00		\$ 1,000.00
	<i>Staff</i>	\$ 5,000.00		\$ 5,000.00
Total Expense		\$ 384,449.00	\$ 25,000.00	\$ 409,449.00
Net REVENUE		\$ 551.00	\$ -	\$ 551.00
Adopted by Board of Directors 6/24/10				

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 01/22/11
 Accrual Basis

Salisbury Neighborhood Housing Service, Inc.
Profit & Loss Budget vs. Actual
 July through December 2010

	<u>Jul - Dec 10</u>	<u>Budget</u>	<u>\$ Over Budget</u>
Ordinary Income/Expense			
Income			
Application/Loan Fees	1,642.00	5,000.00	-3,358.00
Contributions			
Contributions - Banks	5,000.00	5,000.00	0.00
Contributions - Businesses	1,700.00		
Contributions - General public	50.00		
Contributions - Sallsbury	17,500.00	35,000.00	-17,500.00
Total Contributions	24,250.00	40,000.00	-15,750.00
Gain on Sale of Property	20,152.47	10,000.00	10,152.47
Grants Received			
NWA Expendable	0.00	75,000.00	-75,000.00
NWA HUD Counseling	0.00	12,000.00	-12,000.00
State of MD Grants	28,000.00	53,000.00	-25,000.00
Total Grants Received	28,000.00	140,000.00	-112,000.00
Investment Income	3,063.94	30,000.00	-26,936.06
Late Charge Fee	795.03	1,000.00	-204.97
Loan Interest Income	31,846.11	53,000.00	-21,153.89
Miscellaneous Income	170.60		
Origination Fees	3,960.56	15,000.00	-11,039.44
Program Income			
HBE	1,845.00	3,000.00	-1,155.00
HBE Bank of America	300.00		
Total Program Income	2,145.00	3,000.00	-855.00
Total Income	116,025.71	297,000.00	-180,974.29
Gross Profit	116,025.71	297,000.00	-180,974.29
Expense			
Advertising	517.08	1,000.00	-482.92
Credit Report Expense	-55.61		
Dues & Subscriptions	1,745.18	2,000.00	-254.82
Insurance	7,803.76	5,000.00	2,803.76
Meeting Expenses	1,145.46	2,500.00	-1,354.54
Miscellaneous	132.15	500.00	-367.85
Office Expenses			
Alarm System	247.34	550.00	-302.66
Equipment Leases	4,013.51	6,000.00	-1,986.49
Office Maintenance	284.00	1,000.00	-716.00
Rent	12,730.80	25,000.00	-12,269.20
Telephone	2,351.43	5,300.00	-2,948.57
Utilities	2,361.68	6,000.00	-3,638.32
Total Office Expenses	21,988.76	43,850.00	-21,861.24
Office Supplies	2,128.17	5,500.00	-3,371.83
Payroll Expenses			
Employee Benefits, Health Ins	6,922.19	9,500.00	-2,577.81
Employee Benefits, IRA	0.00	5,000.00	-5,000.00
Payroll Taxes	9,570.29	19,000.00	-9,429.71
Salaries	124,699.68	249,399.00	-124,699.32
Workers Compensation Insurance	1,248.00	1,700.00	-452.00
Total Payroll Expenses	142,440.16	284,599.00	-142,158.84
Permits & Licenses	140.00		
Postage	725.01	2,000.00	-1,274.99
Printing Expenses	307.40	1,800.00	-1,492.60

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Accrual Basis

Salisbury Neighborhood Housing Service, Inc.
Profit & Loss Budget vs. Actual
 July through December 2010

	Jul - Dec 10	Budget	\$ Over Budget
Professional Fees			
Appraisals	450.00	600.00	-150.00
Audit Fees	5,000.00	9,100.00	-4,100.00
Computer Consulting	1,038.50	3,000.00	-1,961.50
Consulting Expenses	0.00	5,000.00	-5,000.00
Inspections	3,072.00	500.00	2,572.00
Legal Fees	40.00	500.00	-460.00
Payroll Fees	702.75	1,700.00	-997.25
Professional Fees - Other	227.25		
Total Professional Fees	10,530.50	20,400.00	-9,869.50
Program Expenses	992.01		
Property Expenses			
219 Oakdale Road	1,371.42		
515 E. Church Street	1,751.36	2,300.00	-548.64
523 East Church Street	109.37		
605 Church Street	181.70		
703 Delaware Avenue	161.50		
705 Delaware Avenue	169.92		
709 Delaware Avenue	1,042.89		
Adventist Drive Lots	-7.46		
Delaware Ave./Rose St. Property	560.00		
Property Expenses - Other	650.00	4,000.00	-3,350.00
Total Property Expenses	5,990.70	6,300.00	-309.30
Public Relations/Advertising	0.00	2,000.00	-2,000.00
Returned Checks	74.72		
Service Charges	-46.94		
Training & Travel Expenses			
Board Training & Travel	0.00	1,000.00	-1,000.00
Mileage Reimbursement	224.34	1,000.00	-775.66
Staff Training & Travel	2,142.48	5,000.00	-2,857.52
Total Training & Travel Expenses	2,366.82	7,000.00	-4,633.18
Total Expense	198,925.33	384,449.00	-185,523.67
Net Ordinary Income	-82,899.62	-87,449.00	4,549.38
Other Income/Expense			
Other Expense			
Release of Restricted Funds	0.00	-88,000.00	88,000.00
Total Other Expense	0.00	-88,000.00	88,000.00
Net Other Income	0.00	88,000.00	-88,000.00
Net Income	-82,899.62	551.00	-83,450.62

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SALISBURY NEIGHBORHOOD HOUSING SERVICE, INC.

STATEMENT OF FINANCIAL POSITION

JUNE 30, 2010

(WITH SUMMARY FINANCIAL INFORMATION AT JUNE 30, 2009)

	2010			2009	
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
Current assets					
Cash	\$ 1,088,532	\$ 123,304	\$ 40,677	\$ 1,252,513	\$ 1,496,235
Certificates of deposit	314,423			314,423	311,736
Prepaid expenses	4,122			4,122	4,000
Grants receivable	50,580			50,580	
Total current assets	<u>1,457,657</u>	<u>123,304</u>	<u>40,677</u>	<u>1,621,638</u>	<u>1,811,971</u>
Property and equipment, net	10,348			10,348	11,566
Other assets					
Loans receivable - less allowance			1,437,247	1,437,247	1,413,067
Inventory - property held for resale, net	103,147		415,350	518,497	334,180
Loan guaranty funds	328,524		131,952	460,476	453,637
	<u>431,671</u>		<u>1,984,549</u>	<u>2,416,220</u>	<u>2,200,884</u>
Total assets	<u>\$ 1,899,676</u>	<u>\$ 123,304</u>	<u>\$ 2,025,226</u>	<u>\$ 4,048,206</u>	<u>\$ 4,024,421</u>

The accompanying notes are an integral part of these financial statements.

SALISBURY NEIGHBORHOOD HOUSING SERVICE, INC.

STATEMENT OF FINANCIAL POSITION

JUNE 30, 2010

(WITH SUMMARY FINANCIAL INFORMATION AT JUNE 30, 2009)

	2010			2009
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Current liabilities				
Current maturities of long-term debt	\$ 822	\$	\$	\$ 822
Accounts payable	7,311			9,080
Accrued payroll	11,059			9,035
Line of credit	92,558			
Total current liabilities	111,750			18,115
Long-term liabilities				
Lease payable	2,328			2,328
Loan payable		123,030		123,030
Deposits in escrow	38,960			15,228
Total long-term liabilities	41,288	123,030		138,258
Total liabilities	153,038	123,030		156,373
Net assets				
Unrestricted				
Operating	859,127			702,544
Loan guaranty funds	328,524			453,637
Board designated funds	548,639			
Investment in fixed assets	10,348			11,566
Temporarily restricted		274		
Permanently restricted			2,025,226	2,700,301
Total net assets	1,746,638	274	2,025,226	3,868,048
Total liabilities and net assets	\$ 1,899,676	\$ 123,304	\$ 2,025,226	\$ 4,048,206



City of Salisbury
C/o Mayor Jim Ireton
125 N. Division Street
Salisbury, Md. 21801

January 21, 2011

Dear Mayor Ireton:

Please know that SWED continues to value our partnership in our cooperative economic development efforts. The City of Salisbury has a solid and diverse economic base due in large part due to our collective initiatives over the past forty-two years.

Highlights of our past year include the following:

- SWED assisted Marvel Investments LLC in its acquisition of the former 66,000 s.f. Silverton Marine plant in Northwood Industrial Park. The principal of Marvel is also a principal in Trinity Sterile, Inc., a one hundred employee manufacturer of medical kits located in Northwood as well. Marvel LLC plans to renovate the 66,000 s.f. plant into a state of the art medical supply manufacturing plant and subsequently lease to Trinity Sterile. This gives Trinity much needed space to grow (in investments and jobs). Trinity anticipates hiring another sixty associates over the coming years.
- SWED was also pleased to assist both Hospital Billing and Collection Service (HBCS) and The Knowland Group this past year. Both companies located in Salisbury/Wicomico County a couple of years ago with HBCS leasing 30,000 s.f. in NorthGate Business Park and The Knowland Group leasing 7,000 s.f. of space in Northwood. Due primarily to unfavorable credit markets, HBCS altered its business model resulting in fewer jobs than originally projected. The Knowland Group continues to grow at exponential rates. To assist both firms, SWED brokered a "swap" of space between HBCS and Knowland. The result was the retention of the fifty jobs associated with HBCS while giving The Knowland Group an ample amount of space with which to grow. The Knowland Group currently employs approximately fifty-five people and projects another one hundred eighty jobs to be added over the next couple of years.
- SWED continues promoting and filling space associated with the small business incubator located within the former terminal building at the Salisbury/Ocean City: Wicomico County Regional Airport. The facility is one hundred percent leased and home to the Federal Aviation Administration (Eastern Shore offices), Ameriscan and ITC Services. The goal is to provide flexible space and lease terms to early stage technology companies.

-Internally and often overlooked is the service we provide on a daily basis. Hundreds of people call annually to learn more about our community or seek information about area demographics. We respond to every call.

While we cannot predict with certainty the types of jobs or the companies that will encompass our area in the years to come, we recognize that diversity of business is perhaps our greatest asset. A diversified economy allows our community to mitigate the impact of economic downturns while seizing opportunities in expansive economic cycles. As indicated by the City of Salisbury's financial and professional support, SWED recognizes the value the City places upon economic development and specifically, SWED. As in the past, we remain committed to our mission and prudent in our expenditures.

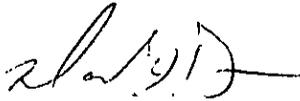
Economic forces can challenge every organization and SWED is no different. Given recent recessionary times, our revenue stream has been adversely affected from both public and private sectors. In paring expenditures, we have reduced our operating budget in years past by reducing the Executive Director's salary, eliminating the Administrative Assistant position and by reducing various line item expenses. Our fiscal year 2011-'12 proposed budget of \$181,350 equals that of 1998.

Though our budget has diminished, our enthusiasm and dedication to our mission has not. With your support and confidence, we will overcome budgetary conditions and perform to a level that we are all accustomed.

For FY 2011 - 2012, SWED respectfully requests funding from the City of Salisbury in the amount of \$20,500, an amount equivalent to the City's current investment in SWED.

On behalf of all of our partners in both public and private sectors, thank you for your consideration, partnership and commitment to economic development.

Very Truly Yours,



David J. Ryan
Executive Director

Attachments: 2011-2012 Budget Proposal, 5-year history, most recent year-end financial statement & most recent interim financial statement

Salisbury-Wicomico Economic Development, Inc.

Financial Statement: December 2010

	Dec-10	YTD Dec-10	4 Month Fiscal year ends 8/31/11
Beg. Cash			
Savings	\$5,381.81		
Checking	\$5,888.88		
Total	\$11,270.69		
Income			
Pledges	\$9,852.75	\$55,186.00	
Savings Interest	\$0.97	\$1.50	
Meals/Meetings	\$215.00	\$2,310.00	
Miscellaneous	\$65.00	\$65.00	
SWEDspace	\$25.00	\$425.00	
BEF Fees	\$0.00	\$2,691.96	
Total Income	\$10,158.72	\$60,679.46	
Total Cash Available	\$21,429.41		

Expenses	Actual Month	Monthly Budget	Actual YTD	Budget YTD	Budget Year
Gross Wages	\$440.83	\$8,258.33	\$20,128.93	\$33,033.33	\$ 99,100.00
Simple IRA	\$0.00	\$247.92	\$571.25	\$991.67	\$2,975.00
Simple IRA Match	\$0.00	\$247.92	\$571.25	\$991.67	\$2,975.00
FICA	\$291.35	\$633.33	\$2,065.67	\$2,533.33	\$7,600.00
Md. - Fed U.Ins.	\$0.00	\$16.67	\$0.00	\$66.67	\$200.00
Exec. Dir. Exp.	\$386.00	\$541.67	\$1,789.00	\$2,166.67	\$6,500.00
Benefits: Med/Ret.	\$1,984.27	\$2,025.00	\$7,937.08	\$8,100.00	\$24,300.00
Rent/Custodial	\$951.39	\$975.00	\$3,805.56	\$3,900.00	\$11,700.00
Office Supplies	\$111.01	\$183.33	\$599.39	\$733.33	\$2,200.00
Dues, Memberships, Subscriptions	\$139.94	\$41.67	\$329.82	\$166.67	\$500.00
Meals & Meetings	\$0.00	\$375.00	\$1,658.33	\$1,500.00	\$4,500.00
Telephone	\$280.70	\$300.00	\$1,065.83	\$1,200.00	\$3,600.00
Postage	\$134.10	\$33.33	\$235.15	\$133.33	\$400.00
Client Expenses	\$237.30	\$300.00	\$992.60	\$1,200.00	\$3,600.00
Contract Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Insurance	\$0.00	\$125.00	\$1,210.00	\$500.00	\$1,500.00
Audit & Legal	\$0.00	\$65.43	\$0.00	\$500.00	\$1,500.00
Advertising	\$609.53	\$641.67	\$2,277.88	\$2,566.67	\$7,700.00
Annual Meeting	\$0.00	\$41.67	\$0.00	\$166.67	\$500.00
Total Expenses	\$5,566.42	\$15,112.50	\$45,237.74	\$60,450.00	\$181,350.00

Ending Cash \$ 15,862.99

Over (Under) Budget

Savings	\$13,040.53		
Checking	\$2,822.46	Month	(\$9,546.08)
Reserve	\$29,829.05	YTD	(\$15,212.26)
Restricted	\$289,716.40	bef loan fund	

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SALISBURY-WICOMICO ECONOMIC DEVELOPMENT, INC.
2011-2012 BUDGET PROPOSAL

	06-'07	07-'08	08-'09	09-'10	10-'11	11-'12
	Actual	Actual	Actual	Actual	Actual	Proposed
Gross Wages	\$113,405	\$119,650	\$119,650	\$119,650	\$99,100	\$99,100
SimpleIRA	\$3,415	\$3,605	\$3,605	\$3,355	\$2,975	\$2,975
Simple IRA Match	\$3,415	\$3,605	\$3,605	\$3,355	\$2,975	\$2,975
FICA	\$8,505	\$9,200	\$9,200	\$9,200	\$7,600	\$7,600
Unemp.Ins.	\$200	\$200	\$200	\$200	\$200	\$200
Med/Retirement	\$20,900	\$22,275	\$23,800	\$23,800	\$24,300	\$24,300
Exec. Dir. Expense	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500
Rent	\$10,820	\$11,300	\$11,300	\$11,700	\$11,700	\$11,700
Office Supplies	\$2,000	\$2,000	\$2,400	\$2,200	\$2,200	\$2,200
Dues, Subscriptions	\$750	\$750	\$750	\$500	\$500	\$500
Meals	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
Telephone	\$3,600	\$3,300	\$3,600	\$3,600	\$3,600	\$3,600
Postage	\$1,000	\$1,000	\$600	\$400	\$400	\$400
Client Expenses	\$4,500	\$4,500	\$4,500	\$3,600	\$3,600	\$3,600
Insurance	\$1,100	\$1,200	\$1,400	\$1,500	\$1,500	\$1,500
Fix., Furn, & Equip.	\$0	\$0	\$0	\$0	\$0	\$0
Audit/Legal	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Trade Mission	\$0	\$0	\$0	\$0	\$0	\$0
Advertising	\$20,000	\$20,000	\$20,000	\$7,700	\$7,700	\$7,700
Annual Meetings	\$500	\$500	\$500	\$500	\$500	\$500
Totals	\$206,610	\$215,585	\$217,610	\$203,760	\$181,350	\$181,350

Salisbury-Wicomico Economic Development, Inc.

Financial Statement: August 2010

	Aug-10	YTD Aug-10	12 Month Fiscal year ends 8/31/10
Beg. Cash			
Savings	\$128.51		
Checking	\$1,012.36		
Total	\$1,140.87		
Income			
Pledges	\$14,777.75	\$153,829.84	
Savings Interest	\$0.02	\$5.05	
Meals/Meetings	\$0.00	\$1,890.48	
Miscellaneous	\$0.00	\$2,123.94	
SWEDspace	\$0.00	\$3,900.00	
BEF Fees	\$0.00	\$14,421.25	
Total Income	\$14,777.77	\$176,170.56	
Total Cash Available	\$15,918.64		

Expenses	Actual Month	Monthly Budget	Actual YTD	Budget YTD	Budget Year
Gross Wages	\$7,785.64	\$9,970.83	\$99,697.36	\$119,650.00	\$ 119,650.00
Simple IRA	\$228.50	\$279.58	\$2,643.17	\$3,355.00	\$3,355.00
Simple IRA Match	\$228.50	\$279.58	\$2,643.17	\$3,355.00	\$3,355.00
FICA	\$874.05	\$766.67	\$7,985.36	\$9,200.00	\$9,200.00
Md. - Fed U.Ins.	\$0.00	\$16.67	\$300.32	\$200.00	\$200.00
Exec. Dir. Exp.	\$523.60	\$541.67	\$6,413.09	\$6,500.00	\$6,500.00
Benefits: Med/Ret.	\$1,984.27	\$1,983.33	\$23,921.57	\$23,800.00	\$23,800.00
Rent/Custodial	\$951.39	\$975.00	\$11,273.32	\$11,700.00	\$11,700.00
Office Supplies	\$101.73	\$183.33	\$1,742.23	\$2,200.00	\$2,200.00
Dues, Memberships, Subscriptions	\$0.00	\$41.67	\$1,118.24	\$500.00	\$500.00
Meals & Meetings	\$0.00	\$375.00	\$2,060.50	\$4,500.00	\$4,500.00
Telephone	\$249.63	\$300.00	\$3,114.24	\$3,600.00	\$3,600.00
Postage	\$44.00	\$33.33	\$381.39	\$400.00	\$400.00
Client Expenses	\$374.70	\$300.00	\$3,497.62	\$3,600.00	\$3,600.00
Contract Services	\$0.00	\$0.00	\$0.48	\$0.00	\$0.00
Insurance	\$0.00	\$125.00	\$1,182.00	\$1,500.00	\$1,500.00
Audit & Legal	\$1,300.00	\$65.43	\$1,300.00	\$1,500.00	\$1,500.00
Advertising	\$824.37	\$641.67	\$8,422.31	\$7,700.00	\$7,700.00
Annual Meeting	\$26.99	\$41.67	\$268.49	\$500.00	\$500.00
Total Expenses	\$15,497.37	\$16,980.00	\$177,964.86	\$203,760.00	\$203,760.00

Ending Cash \$ 421.27

Over (Under) Budget

Savings	\$281.28	
Checking	\$139.99	Month (\$1,482.63)
Reserve	\$29,819.30	YTD (\$25,795.14)
Restricted	\$278,904.42	bef loan fund

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PARTNERSHIP PROPOSAL

FEBRUARY 2011

URBAN
Salisbury
INC.

PARTNERING FOR PROGRESS

In fiscal 2011-2012 the Directors and Members of Urban Salisbury, Inc. want the Mayor and Council to partner with the Members of Urban Salisbury to address three critical problems:

- ▶ The need to compete effectively for new investments, businesses and jobs;
- ▶ The need to attract significant numbers of residents and visitors Downtown;
- ▶ The need to sustain established Downtown businesses.

Downtown revitalization is one of the most pressing problems facing the community. It has having negative severe social and economic impacts. Socially, Downtown is not vibrant so it is unappealing to many and threatening to some. Economically, investments, jobs and tax revenues are being lost. Salisbury is becoming less competitive than other Maryland communities. Consequently, the City is losing revenue needed to provide and maintain programs and services.

Our October Quarterly Report to Council noted vacant street level storefronts meant a loss of at least \$5,000,000 annually. Filling 12 storefronts with viable retailers would also create about 20 person-years of employment.

The October report also noted that, although extremely popular, special events do little to mitigate the negative impact. In 2010, 132 events¹ attracted about 63,000 people who spent approximately \$540,000 Downtown. All of this activity created or supported only about 1.2 to 1.5 person-years of employment.

The waning days of a recession are the ideal time to begin a turnaround; many costs are lower, many competitors are entrenched, cautious optimism is the prevailing mood and consumers are spending more. This fiscal year, the City and Urban Salisbury must enter into a productive partnership to revitalize Downtown, enrich the local economy and improve the quality of life for the people of Salisbury.

PARTNERSHIP PROJECTS, PROGRAMS and EVENTS

With the support of the City, Urban Salisbury will deliver a comprehensive program conservatively valued at \$107,008. It has been designed to attract new investments and businesses, bring more residents and visitors Downtown, help sustain existing businesses, enrich the quality of life and strengthen Salisbury's competitive position. Each element of the program is noted in Exhibit I on the next page.

¹ Excluding Park 'n Flea.

EXHIBIT I: PROJECTS, PROGRAMS AND EVENTS, 2011-2012

Programs, Projects & Events 2011-2012	
Arts & Entertainment	\$0
Arts On The Plaza	\$1,000
Third Fridays	\$6,000
Total A&E Ctee	\$7,000
Design	\$0
Downtown Highway Signage	\$4,000
Greenway Prototype Signage	\$1,000
Total Design Ctee	\$5,000
Economic Development	\$0
Awareness Campaign	\$4,000
New Business Recruitment	\$12,000
Business Retention	\$2,400
Total Economic Development	\$18,400
Organization	\$0
Ahtes Award Dinner	\$12,000
New Member Campaign	\$500
Fundraising	\$1,000
Fund Raiser	\$6,000
Total Organization Ctee	\$19,500
Park 'n Flea	\$0
Advertising/Signage/Printing	\$5,500
Environmental Services	\$2,500
Insurance	\$1,625
Telephone	\$563
Special Events	\$875
Clean Up & Assistants	\$2,750
Supplies & Misc.	\$275
Banners	\$1,500
Total Park 'n Flea	\$15,588
Promotion	\$0
Downtown Advertising	\$0
SU Students	\$3,150
Regional Markets	\$2,100
Statewide Markets	\$6,000
DHCD/MSMD Campaign	\$500
Tree Lighting Ceremony	\$1,500
Street Tree Lighting Program	\$750
The Downtowner Event	\$1,200
Free Holiday Parking	\$250
New Year's Eve	\$5,000
FireFest 2011	\$3,000
LEGO Contest 2012	\$500
Total Promotion Ctee	\$23,950
Sculpture	\$0
Fabrication	\$2,000
Advertising	\$750
Solar Lighting	\$7,200
Total Sculpture Ctee	\$9,950
Total Committee Expense	\$99,388
Co-op Advertising & Partnerships	\$0
Co-op Advertising	\$2,400
Partnerships	\$1,000
Downtown Brand Merchandise	\$1,500
Newsletter	\$1,350
USI Brochure	\$250
DT Walking Tour Brochure	\$1,200
Total Co-op & Sponsorship	\$7,700
Total Projects, Programs & Events	\$107,088

Brief descriptions of the each items follows:

Arts & Entertainment

Arts On The Plaza: Materials, signage, honoraria for performers.

Third Fridays: Materials, signage, advertising, based on 2010-2011 costs.

Design

Downtown Highway Signage: Replacement of signage on Highways 13 & 50.

Central Greenway Prototype: Manufacture of prototype signage for presentation and grant application.

Economic Development

Awareness Campaign: Internet marketing allowance reflects possible hits on search engine.

New Business Recruitment: Targeted marketing via electronic and print media.

Business Retention: Co-op advertising with established businesses.

Organization

Ahtes Award Dinner: Cost based on 2010 Actual.

New Member Campaign: Cost based on 2010 Actual.

Fundraising: Cost based on 2010 Actual.

Fundraiser: Major event in Fall 2011.

Park 'n Flea

All costs except banners are based on 2010-11 Actuals.

Banners: 6 vertical portable banners surrounding site.

Promotion

Downtown Advertising

SU Students: 7 ads in The Flyer during the academic year.

Regional Markets: Bi-monthly ad in Chesapeake East magazine.

Statewide Markets: Bi-monthly ad in selected print media.

DHCD/MSMD Campaign: Participation in Main Street Maryland campaign.

Tree Lighting Ceremony: Cost based on 2010 Actual.

Street Tree Lighting: Cost based on 2010 Actual.

The Downtowner Event: Restaurant competition in late 2011.

Free Holiday Parking: One hour free parking at meters in December.

New Years Eve: Family friendly event.

FireFest 2011: Commerating the 125th Anniversary. Cost based on 2010 Actual.

LEGO Contest 2012: Cost based on 2010 Actual.

Sculpture

Fabrication: Cost of one additional sculpture.

Solar Lighting: Cost of lighting of 12 sculptures.

Co-op Advertising & Partnerships

Co-op Advertising: Joint projects with other community agencies.

- Partnerships: Shared events with other non-profits.
- Downtown Brand Merchandise: Caps, t-shirts, tote bags, etc.
- Newsletter: Three issues at \$450 each. Cost based on 2010 Actual.
- USI Brochure: Annual printing of 300 copies. Cost based on 2010 Actual.
- Downtown Walking Tour Brochure: Design and printing costs. Cost based on 2010 estimate.

This program will produce tangible and intangible benefits. In financial terms, it is realistic to assume this program will generate more than the 137% return on the City's investment produced in 2010-2011. In economic terms, this program will protect existing businesses and stimulate interest among entrepreneurs. If only two of the vacant storefronts are filled with new businesses, the program will have produced an economic benefit of more than \$840,000 annually². In social terms, more people on the streets more often will make Downtown more welcoming, increase the vitality, heighten its appeal as an investment destination and improve the sense of security.

PARTNERSHIP REVENUES

In 2011-2012 Urban Salisbury will generate \$89,150 as shown in Exhibit II.

EXHIBIT II: USI REVENUE PROJECTION, 2011-2012

USI REVENUE 2011-2012	
Sponsorships	
Arts & Entertainment Committee	\$3,500
Design Committee	\$2,500
Economic Development Committee	\$7,200
Organization Committee	\$0
Fundraising	\$22,500
Membership	\$6,900
Promotion Committee	\$11,975
Sculpture Committee	\$4,975
Total Committee Revenue	\$59,550
Other Sources	
Park 'n Flea	\$17,000
Ahtes Award Dinner	\$10,000
Façade Grants	\$1,000
DT Walking Tour Brochure	\$1,200
Interest	\$200
Other Revenue	\$200
Total Other Sources	\$29,600
	\$0
Total Urban Salisbury	\$89,150

A brief description of each of these revenue streams follows:

² See October 2010 Quarterly Report for details.

Sponsorships: 50% of the costs for all Committees except the Organization Committee as noted below.

Organization Committee:

Fundraising: Equals 3 times the Program Cost excluding the W.J. Ahtes Award Dinner:

Membership: 60 Members at an average revenues of \$115 based on 2010-2011.

Other Sources:

Park 'n Flea: No increase based on 2010 Actual Revenue.

Ahtes Award Dinner: No increase based on 2010 Actual Revenue.

Façade Grants: Administration fee paid by grant recipients.

Downtown Walking Tour Brochure: Grant from the Lower Eastern Shore Heritage Council.

Interest: Earned on bank deposits.

Other Revenue: Donations not elsewhere specified.

These revenues will fund the bulk of the General and Administrative expenses in 2011-2012. Only 4.9% of the City's investment will be allocated to these costs. This approach allows Urban Salisbury to enter into a practical, positive partnership with the City.

PARTNERSHIP INVESTMENT

As noted above, Urban Salisbury will invest \$89,150 if the City invests \$112,634 in fiscal 2011-2012. This will allow us to deliver \$107,088 in programs, projects and events. In other words, there will be a direct financial return on the City's investment of almost 100% in fiscal 2011-2012. If the City does not make this investment, programs, projects and events will have to be eliminated.

The risks are low and the potential benefits are high. Salisbury will be a better place to live if the City makes this investment in Downtown revitalization.

◆◆◆

We look forward to discussing this partnership proposal with you. Thank you for the opportunity to present it.

APPENDIX A
BUDGET 2010-2011

URBAN
Salisbury
INC.

URBAN SALISBURY 2010-2011 BUDGET

REVENUE	
Committees	
Arts & Entertainment Committee	\$330
Design Committee	\$0
Economic Development Committee	\$396
Organization Committee	\$363
Promotion Committee	\$1,444
Sculpture Committee	\$0
Total Committee Revenue	\$2,533
Park 'n Flea	\$15,000
Other Fundraising	\$3,300
Ahtes Award Dinner	\$15,000
Membership	\$5,750
Façade Grants	\$1,000
FireFest 2010 Grant	\$2,500
City Market Feasibility Grant	\$51,192
Other Grants n.e.s.	\$0
Interest	\$200
Other Revenue	\$200
Total Other Sources	\$94,142
Total Urban Salisbury	\$96,675
City Grant	\$50,000
Total Revenue	\$146,675
EXPENSE	
Committee Expense	
Arts & Entertainment	
Arts On The Plaza	\$500
Third Fridays	\$500
Total A&E Ctee	\$1,000
Design	
Greenway Prototype Signage	\$1,000
Total Design Ctee	\$1,000
Economic Development	
Awareness Campaign	\$0
New Business Recruitment	\$0
Business Retention	\$1,200
City Market Feasibility Study	\$51,192
Total Economic Development	\$52,392
Organization	
Ahtes Award Dinner	
Direct Expense	\$7,500
Ahtes Award	
SU Design Competition	\$1,000
Production	\$500
New Member Campaign	\$300
Fundraising	\$300
Fund Raiser	\$500
Total Organization Ctee	\$10,100
Park 'n Flea	
Advertising/Signage/Printing	\$3,960
Environmental Services	\$1,800
Insurance	\$1,170
Telephone	\$405
Special Events	\$630
Clean Up & Assistants	\$1,980
Supplies & Misc.	\$198
Total Park 'n Flea	\$10,143
Promotion	
Downtown Advertising	
SU Students	\$0
Regional Markets	\$0
Statewide Markets	\$0
DHCD/MSMD Campaign	\$0
Tree Lighting Ceremony	\$0
Street Tree Lighting Program	\$500
The Downtowner Event	\$0
Free Holiday Parking	\$125
New Year's Eve	\$0
FireFest 2010	\$2,500
LEGO Contest 2011	\$500
Newtown Brochure	
Design	\$250
Printing	\$500
Memorial Day Concert	\$0
Total Promotion Ctee	\$4,375
Sculpture	
Fabrication	\$0
Advertising	\$0
Solar Lighting	\$0
SWAC Sculpture Joint Venture	
Donation	\$0
Total Sculpture Ctee	\$0
Total Committee Expense	\$79,010
Payroll Expense	
Wages & Salaries	\$50,000
Health Insurance	\$0
Workers Comp	\$2,000
Intern	\$9,600
Payroll Taxes	\$2,622
Total Payroll Expense	\$64,222
General & Administrative Expense	
Code Enforcement Campaign	
Brochure	\$0
Advertising	\$0
Total Code Enforcement	\$0
Co-op Advertising & Sponsorships	
Co-op Advertising	\$0
Sponsorship	\$0
Downtown Brand Merchandise	\$500
Newsletter	\$1,200
USI Brochure	
SU Brochure Design Comp'n	\$500
Printing	\$250
Downtown Highway Signage	\$0
Total Co-op Advtg & Co-Sponsorship	\$2,460
General & Administrative Expense	
Trading Area Analysis Update	\$0
Volunteer Appreciation & AGM	\$500
Corporate Insurance	\$5,700
Rent	\$3,780
Supplies & Materials	\$1,200
Telephone	\$1,020
Equipment & Computer	\$1,200
Website	\$600
Printing	\$900
Subscriptions	\$500
Reference Materials	\$0
Meetings & Conferences	\$0
Travel Mileage & Parking	\$0
Meals & Entertainment	\$900
Postage	\$240
Professional Services	\$500
Misc.	\$1,769
Total Gen'l & Admin Expense	\$18,809
Total Expense	\$164,491
SURPLUS (DEFICIT)	(\$17,817)

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APPENDIX B
YTD REVENUES & EXPENDITURES

URBAN
Salisbury
INC.

Urban Salisbury, Inc.
Profit & Loss YTD Comparison
January 1 - 26, 2011

	<u>Jan 1 - 26, 11</u>	<u>Jul 1, '10 - Jan 26, 11</u>
Income		
City Grant	0.00	25,000.00
Committee Revenue/Sponsorships		
Park 'N Flea	1,615.00	13,745.00
Promotion		
Ahtes Award Dinner	0.00	1,405.60
Total Promotion	<u>0.00</u>	<u>1,405.60</u>
Total Committee Revenue/Sponsorships	1,615.00	15,150.60
Donations	0.00	40.00
Facade Grant	0.00	45,552.14
Membership	1,200.00	8,805.00
Other Grants	0.00	282.78
Total Income	<u>2,815.00</u>	<u>94,830.52</u>
Expense		
Annual Meeting	0.00	657.20
City Market Study	0.00	99.47
Committee Expenses		
Park n Flea		
Advertising/Signs/Printing	0.00	593.85
Environmental Services	0.00	1,453.10
Insurance	742.17	457.17
Supplies & Misc.	0.00	70.54
Web Site	0.00	42.52
Total Park n Flea	<u>742.17</u>	<u>2,617.18</u>
Promotion		
Ahtes Award Dinner	0.00	6,994.54
FireFest	0.00	2,641.50
Third Friday	0.00	251.53
Promotion - Other	0.00	70.56
Total Promotion	<u>0.00</u>	<u>9,958.13</u>
Tree Lighting	0.00	964.60
Total Committee Expenses	<u>742.17</u>	<u>13,539.91</u>
Facade Grant Distribution	0.00	20,078.14
G&A		
Advertising/Promotion	0.00	928.08
Corporate Insurance	0.00	2,170.00
Dues & Materials	50.00	826.50
Legal/Accounting	0.00	800.00
Meetings & Conferences	52.27	2,417.57
Mileage/Parking	0.00	-42.46
Misc	0.00	2,550.00
Payroll Expenses		
Health Insurance	0.00	108.00
Payroll Expenses - Other	5,000.00	31,274.00
Total Payroll Expenses	<u>5,000.00</u>	<u>31,382.00</u>
Postage	0.00	259.44
Printing	0.00	240.46
Rent	0.00	1,575.00
Stationery Printing	0.00	910.82
Subscriptions	0.00	402.74
Supplies	0.00	283.28
Telephone	85.07	724.69
Total G&A	<u>5,187.34</u>	<u>45,428.12</u>
Promotions		
Brochure	0.00	50.00
Promotions - Other	125.00	125.00
Total Promotions	<u>125.00</u>	<u>175.00</u>
Special Programs	0.00	768.60
Total Expense	<u>6,054.51</u>	<u>80,746.44</u>
Net Income	<u>-3,239.51</u>	<u>14,084.08</u>

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APPENDIX C
FINANCIAL STATEMENT
TO JUNE 30, 2010

URBAN
Salisbury
INC.

Urban Salisbury, Inc.
Balance Sheet
As of June 30, 2010

	Jun 30, 10
ASSETS	
Current Assets	
Checking/Savings	
Checking - PNC Bank	22,723.08
Petty Cash	100.00
	22,823.08
Total Checking/Savings	22,823.08
Other Current Assets	
Organizational Costs	500.00
Organizational Costs - A/A	-500.00
	0.00
Total Other Current Assets	0.00
Total Current Assets	22,823.08
Fixed Assets	
A/D - Office Equipment	-2,191.00
Office Equipment	2,958.61
	767.61
Total Fixed Assets	767.61
TOTAL ASSETS	23,590.69
LIABILITIES & EQUITY	
Equity	
Retained Earnings	16,453.00
Net Income	7,137.69
	23,590.69
Total Equity	23,590.69
TOTAL LIABILITIES & EQUITY	23,590.69

Urban Salisbury, Inc.
Profit & Loss
 July 2009 through June 2010

	Jul '09 - Jun 10
Income	
City Grant	55,000.00
City Grant - Brochure	2,000.00
Committee Revenue/Sponsorships	
Arts & Entertainment District	
Third Friday	510.00
Total Arts & Entertainment District	510.00
Park 'N Flea	19,102.68
Promotion	
Ahtes Award Dinner	15,695.00
Film Night	2,518.97
LEGO 2010	200.00
Total Promotion	18,413.97
Tree Lighting	1,696.79
Total Committee Revenue/Sponsorships	39,723.44
Donations	885.00
Facade Grant	21,450.00
Membership	7,780.00
Total Income	126,838.44
Expense	
Annual Meeting	300.00
Committee Expenses	
Arts & Entertainment District	
Advertising	1,194.00
Signage/Printing	595.00
Total Arts & Entertainment District	1,789.00
Economic Development	
Business Retention	939.62
New Business Recruitment	822.41
Total Economic Development	1,762.03
Organization	
New Member Campaign	52.80
Total Organization	52.80
Park n Flea	
Advertising/Signs/Printing	3,354.16
Environmental Services	2,165.00
Special Events	300.00
Supplies & Misc.	470.19
Total Park n Flea	6,289.35
Promotion	
Ahtes Award Dinner	1,254.24
Community Events	768.50
Film Night	2,577.74
FireFest	482.57
LEGO Contest	363.30
Memorial Day Concert	378.26
Window Display Contest	141.67
Promotion - Other	125.00
Total Promotion	6,091.28
Sculpture	200.00
Tree Lighting	1,851.07
Total Committee Expenses	18,035.53
Facade Grant Distribution	21,450.00
G&A	
Advertising/Promotion	1,752.69
Copying/Printing	16.80
Corporate Insurance	5,632.00
Dues & Materials	643.00
Equipment/Computer	358.46
Gas	141.83
Interest Expense	110.95
Legal/Accounting	500.00
Meals & Entertainment	129.45
Meetings & Conferences	734.61
Mileage/Parking	191.16
Payroll Expenses	61,358.71
Postage	225.56
Printing	23.16
Rent	2,835.00
Stationery Printing	45.19
Supplies	1,635.76
Telephone	1,143.85
Vehicle Rental	135.76
Total G&A	77,613.94
Organizational	
Membership Campaign	44.00
Total Organizational	44.00
Promotions	
Grant Expense - Marketing	75.00
Website Expense	2,182.28
Total Promotions	2,257.28
Total Expense	119,700.75
Net Income	7,137.69

APPENDIX D

**PROPOSED BUDGET
JULY 1, 2011 TO JUNE 30, 2012**

URBAN
Salisbury
INC.

URBAN SALISBURY 2011- 2012 Proposed Budget

REVENUE

Sponsorships	
Arts & Entertainment Committee	\$3,500
Design Committee	\$2,500
Economic Development Committee	\$7,200
Organization Committee	
Fundraising	\$22,500
Membership	\$6,900
Promotion Committee	\$11,975
Sculpture Committee	\$4,975
Total Committee Revenue	\$59,550
Other Sources	
Park 'n Flea	\$17,000
Ahtes Award Dinner	\$10,000
Façade Grants	\$1,000
DT Walking Tour Brochure	\$1,200
Interest	\$200
Other Revenue	\$200
Total Other Sources	\$29,600
Total Urban Salisbury	\$89,150
City Partnership Funding	\$112,634
Total Revenue	\$201,784

EXPENSE

Committee Expense	
Arts & Entertainment	
Arts On The Plaza	\$1,000
Third Fridays	\$6,000
Total A&E Ctee	\$7,000
Design	
Downtown Highway Signage	\$4,000
Greenway Prototype Signage	\$1,000
Total Design Ctee	\$5,000
Economic Development	
Awareness Campaign	\$4,000
New Business Recruitment	\$12,000
Business Retention	\$2,400
Total Economic Development	\$18,400
Organization	
Ahtes Award Dinner	\$12,000
New Member Campaign	\$500
Fundraising	\$1,000
Fund Raiser	\$6,000
Total Organization Ctee	\$19,500
Park 'n Flea	
Advertising/Signage/Printing	\$5,500
Environmental Services	\$2,500
Insurance	\$1,625
Telephone	\$563
Special Events	\$875
Clean Up & Assistants	\$2,750
Supplies & Misc.	\$275
Banners	\$1,500
Total Park 'n Flea	\$15,588
Promotion	
Downtown Advertising	
SU Students	\$3,150
Regional Markets	\$2,100
Statewide Markets	\$6,000
DHCD/MSMD Campaign	\$500
Tree Lighting Ceremony	\$1,500
Street Tree Lighting Program	\$750
The Downtowner Event	\$1,200
Free Holiday Parking	\$250
New Year's Eve	\$5,000
FireFest 2011	\$3,000
LEGO Contest 2012	\$500
Total Promotion Ctee	\$23,950
Sculpture	
Fabrication	\$2,000
Advertising	\$750
Solar Lighting	\$7,200
Total Sculpture Ctee	\$9,950
Total Committee Expense	\$99,388
Payroll Expense	
Wages & Salaries	\$50,000
Health Insurance	\$5,100
Workers Comp	\$2,500
Intern	\$9,600
Payroll Taxes	\$2,622
Total Payroll Expense	\$69,822
General & Administrative Expense	
Co-op Advertising & Partnerships	
Co-op Advertising	\$2,400
Partnerships	\$1,000
Downtown Brand Merchandise	\$1,500
Newsletter	\$1,350
USI Brochure	\$250
DT Walking Tour Brochure	\$1,200
Total Co-op & Sponsorship	\$7,700
Other G & A Expense	
Trading Area Analysis Update	\$1,000
Volunteer Appreciation & AGM	\$1,500
Corporate Insurance	\$5,500
Rent	\$3,780
Supplies & Materials	\$1,200
Telephone	\$1,020
Equipment & Computer	\$1,000
Website	\$1,200
Printing	\$900
Subscriptions	\$500
Reference Materials	\$500
Meetings & Conferences	\$900
Travel, Mileage & Parking	\$1,500
Meals & Entertainment	\$600
Postage	\$240
Professional Services	\$750
Contingency for inflation	\$2,784
Total Other G&A Expense	\$24,874
Total Gen'l & Admin Expense	\$32,574
Total Expense	\$201,784
SURPLUS (DEFICIT)	\$0

WICOMICO CREEKWATCHERS

206 West Main Street
Salisbury, MD 21801

February 9, 2011

Mayor Jim Ireton and City Council
City of Salisbury
125 N. Division Street
Salisbury, Maryland 21801-4940

Dear Mayor Ireton and City Council:

The Wicomico Creekwatchers appreciates and values the support we have received from the City of Salisbury for our cooperative program. A collaboration among citizen volunteers and Salisbury University, Creekwatchers, a nonpartisan organization, advances efforts of citizens, businesses, and public officials to inform public policies and support water-quality management initiatives. The water quality testing is coordinated by Dr. Judith Stribling at Salisbury University, using student volunteers and laboratory testing services at SU and at the Horn Point Laboratory of the Univ. of MD Center for Environmental Science.

The mission of Wicomico Creekwatchers is to collect and report objective, scientifically credible water-quality data by recruiting and mobilizing a grassroots volunteer force that monitors the waters of the Wicomico River and its tributaries on Maryland's Lower Eastern Shore.

We believe the service we provide to the City of Salisbury and the community at large is invaluable to all those who care about the water quality of the Wicomico River. The continuation of our testing will significantly help the City of Salisbury demonstrate good-faith efforts to comply with Clean Water Act regulations and directives. This year, we plan to transition to a "report card" format for our final report, which we hope will be of greater interest and usefulness to many of the target audience, and allow us to participate in a network of similar endeavors throughout the Chesapeake Bay Watershed.

This letter is a request for financial assistance in the amount of \$4500 from the City for the 2011 sampling season. The money will be used for nutrient testing (Nitrogen and Phosphorus, and quality control check samples) to be performed at the Horn Point Laboratory. A detailed budget for the program, expenditures to date (excluding in-kind) and last year's budget are attached. As you can see, our expenses to date reflect the minimal funding received for our project. We are pursuing several sources for funding to cover publication, equipment replacement, and other operating expenses, but the City's support for our nutrient analysis is greatly needed, and the City's partnership is important in gathering support elsewhere as well.

Your support and approval of the proposed budget request for water quality testing would be of great value and truly appreciated by the Wicomico Creekwatchers and our partners.

Please feel free to contact us with any questions or needs for further information.

Sincerely,



Pete A. Bozick, Jr., P.E. Chair
Wicomico Creekwatchers Leadership Team



Judith Stribling, PhD, Science Coordinator
Wicomico Creekwatchers Leadership Team

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Wicomico Creekwatchers			
Annual Budget - Fiscal Year 2012			
TESTING	QUANTITY	UNIT COST	EXPENSE
Horn Point Laboratory analytical costs			
- Nitrogen and Phosphorus Tests	325	\$ 12.75	\$ 4,143.75
- QC checks on nitrate, phosphate, chlorophyll	20	\$ 17.70	\$ 354.00
Salisbury University analytical costs			
- pH, salinity, chlorophyll, nitrate, phosphate	300	\$ 3.00	\$ 900.00
REPORT			
Printing and mailing	75	\$ 4.00	\$ 300.00
OTHER			
Supplies- sampling equipment, reagents, filters, etc.	lump sum		\$ 200.00
Volunteer Retention, Training, public relations	lump sum		\$ 1,250.00
TOTAL FY 2012 BUDGET			\$ 7,147.75
IN-KIND CONTRIBUTION BUDGET - FY 2012			
LABOR	HOURS	UNIT COST	EXPENSE
Dr. Judith Stribling, Scientific Consulting			
@ Salisbury University	180	\$ 50.00	\$ 9,000.00
SU Student testing, 1 hr per sample	300	\$ 7.00	\$ 2,100.00
Creekwatchers Data Acquisition			
Volunteer time, 1 hr per sample	300	\$ 20.00	\$ 6,000.00
Data analysis, report writing			
Dr. Stribling, Dr. Mike Lewis, SU students	55	\$ 30.00	\$ 1,650.00
Volunteer administration/coordination			
Wicomico Environmental Trust	lump sum		\$ 3,000.00
TOTAL IN-KIND CONTRIBUTION - FY 2012			\$21,750.00

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Wicomico Creekwatchers			
Annual Budget - Fiscal Year 2011			
TESTING	QUANTITY	UNIT COST	EXPENSE
Horn Point Laboratory analytical costs			
- Nitrogen and Phosphorus Tests	450	\$12.75	\$5,737.50
Salisbury University analytical costs			
- pH, salinity, chlorophyll, nitrate, phosphate	450	\$2.00	\$900.00
REPORT			
Writing, data analysis, printing and mailing	lump sum		\$ 7,500.00
OTHER			
Supplies- testing bottles, secchi disks, thermometers	lump sum		\$ 500.00
Volunteer Retention, Training, public relations	lump sum		\$ 1,250.00
TOTAL FY 2011 BUDGET			\$15,887.50

IN-KIND CONTRIBUTION BUDGET - 2011			
LABOR	HOURS	UNIT COST	EXPENSE
Dr. Judith Stribling, Scientific Consulting			
@ Salisbury University	180	\$50	\$ 9,000.00
SU Student testing, 1 hr per sample	450	\$7	\$ 3,150.00
Creekwatchers Data Acquisition			
Volunteer time, 1 hr per sample	450	\$20	\$ 9,000.00
Administration/coordination			
@ Chesapeake Bay Foundation	lump sum		\$ 3,000.00
TOTAL IN-KIND CONTRIBUTION - 2011			\$ 24,150.00

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**Wicomico Creekwatchers
Year-to-date expenditures**

TESTING	QUANTITY	UNIT COST	EXPENSE
Horn Point Laboratory analytical costs			
- Nitrogen and Phosphorus Tests	190	\$ 12.75	\$ 2,422.50
- QC checks on nitrate, phosphate	13	\$ 3.85	\$ 50.05
Salisbury University analytical costs			
- pH, salinity, chlorophyll, nitrate, phosphate	235	\$ 3.00	\$ 705.00
REPORT			
Printing and mailing			\$ -
OTHER			
Supplies- testing bottles, secchi disks, thermometers	lump sum		\$ 220.23
Volunteer retention, training, public relations	lump sum		\$ -
Total expenditures as of 2/10/11			\$ 3,397.78

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