

# **City of Salisbury**

## **Mayor's Proposed Budget And Explanatory Materials Fiscal Year 11**

**James Ireton, Jr., Mayor**  
**John R. Pick, City Administrator**  
**Pamela Oland, Director of Internal Services**



## City of Salisbury FY11 Budget Mayor's Budget Message

Citizens, Taxpayers and Salisbury City Council:

The FY 2011 City of Salisbury budget is not unlike those of other municipal, county, and state governments across the nation. Simply stated, our revenue has dropped significantly and costs have increased. In order to balance our budget, our departments have slashed their budgets and our spending has decreased. Health insurance costs rose 7.5% totaling \$163,000. The State of Maryland Retirement System required the city to contribute an additional 3% of each employee's salary into state retirement, both regular and LEOPS, totaling \$200,000.

This FY 2011 budget is balanced. Property Taxes have not been raised. Although spending has been slashed, services will still be provided to our citizens because of the extraordinary efforts of city department heads and employees to keep the city running during these tough economic times.

### **Totals:**

#### **Fiscal Year 2011 City of Salisbury Budget:**

**Mayor's FY2011 Proposed - \$47,008,016**

**FY 2010 - \$50,658,353**

**Difference - \$3,650,337 (Reduction of 7.2% from FY10)**

**General Fund Mayor's FY2011 Proposed Budget - \$29,502,695**

**General Fund FY10 - \$32,193,241**

**Difference - \$2,690,561 (Reduction of 8.35% from FY10)**

As a brief overview I provide the following data for the public:

### **Major Revenue Reductions:**

Real Property Tax	\$257,085
Railroad & Utilities Personal Property Tax	\$224,824
Income Tax	\$100,000
Admissions & Amusement Tax	\$168,000
Building Permits	\$50,000
Police Aid (State Shared Revenue)	\$177,723
Highway User Tax (State Shared Revenue)	\$1,062,924
Hotel/Motel Tax	\$53,000
Investment Earnings	<u>\$175,000</u>
	\$2,268,556

### **Budget Cuts by Departments/Expenditure Reductions:**

Shortly after the beginning of FY 2010, we were advised by the State that two categories of State Aid that we had relied upon to balance our budget would be reduced significantly. These cuts in Highway User Revenues and Police Aid, which affected all counties and municipalities throughout the State, reduced our estimated revenues for the year by \$1.2 million. In order to accommodate that revenue reduction, we cut a number of capital items from the FY 10 budget and we also asked the department heads to reduce their operating budgets by 2%. In anticipation of significant revenue reductions in FY 2011, we instructed the department heads, when preparing their budgets, to reduce their operating budgets by an additional 8%. They did so. In addition, as we went through the process of balancing the FY 2011 budget for presentation to the Council, we found it necessary to ask the department heads to further reduce their operating budgets by an additional 3%. Once again, they complied with our request. The following is a summary of those cuts, which have totaled \$1,286,562 in both FY 10 and FY 11.

### **Departmental Budget Cuts:**

- City Council - \$786 (\$951 since FY10)
- Mayor's Office - \$8404 (\$10,305 since FY10)
- City Clerk - \$2,090 (\$10,305 since FY10)

Elections - \$0 (\$30 since FY10)  
 Internal Services -Finance - \$28,667 (\$31,764 since FY10)  
     -Procurement - \$5,213 (\$6,038 since FY 10)  
     -Human Resources - \$-800 (\$3,147 since FY10)  
 Internal Services (Total since FY10 \$40,949)  
 Planning and Zoning - \$21,937 (\$26,007 FY10)  
 Poplar Hill Mansion - \$35,750 (\$36, 850 FY10)  
 Fire - Fighting \$89,847 (\$121,124 since FY10)  
     -Volunteer - \$3,500 (\$20,403 since FY10)  
 Fire Total - \$93,347 (\$141,527 since FY10)  
 BPI - \$2,330 (\$3,530 since FY10)  
 NSCC - \$25,692 (\$29,092 since FY10)  
 Public Works – Traffic Control - \$6,255 (\$23,755 since FY10)  
     - Engineering - \$188,500 (\$688020 since FY 10)  
     - Streets - \$31,650 (\$34,905 since FY 10)  
     - Street Lighting – (\$23,125 since FY 10)  
     - Street Sweeping – (\$910 since FY 10)  
     - Waste Collection/Disposal - \$250 (\$6,087 since FY 10)  
     - Recycling – (\$1,675 since FY 10)  
     - Fleet Management - \$30,367 (\$33,535 since FY10)  
     - Carpenter Shop \$4,300 (\$4,300 since FY10)  
     - Zoo - \$24,349 (\$29,809 since FY 10)  
     - Parks - \$26,404 (\$29,350 since FY10)  
 Public Works Total - \$313,750 (\$855,471 since FY10)  
 Police - Services \$74,751 (\$104,429 FY10)  
     - Communications - \$12,149 (\$14,522 since FY 10)  
     - Animal Control - \$18,275 (\$20,219 since FY10)  
 Police Total - \$105,175 (\$139, 170 since FY 10)

**Total Cuts by Departments - \$642,563 (\$1,286,562 since FY10)**

## **Further Expenditure Reductions:**

In addition to the cuts summarized above in the City's operating budget, it was necessary to make significant cuts in both the personnel category and the capital outlay category in order to balance this budget. One of the most significant of these cuts involves a plan to implement furlough days for all of our employees for a savings of \$325,512. This is a recommendation that I make with great reluctance because of the impact it will have on the take home pay of our employees. However, because of the fact that two-thirds of our General Fund budget is attributable to salaries and related costs, it is not possible to offset the significant revenue reductions we expect in FY 11 without making cuts in the personnel services category of the budget. The following is the schedule of furlough days that we are recommending:

<u>Annual Pay Level</u>	<u>Number of Furlough Days</u>
Less than \$40,000	5
\$40,000 – 50,000	6
\$50,001 – 60,000	7
\$60,001 – 75,000	8
\$75,001 – 90,000	9
Over \$90,000	10

We are planning to make the associated reductions in pay pre-tax but these reductions will not affect the future retirement benefits of our employees. The cost to do this was approximately \$80,000.

I am also proposing that the employees who have been changed from a 35 hour week to a 40 hour week over the past several years be returned to a 35 hour week. This change will reduce costs in the General Fund by \$127,864. The additional hours were assigned to these employees over the past several years in part based on a need to increase available man hours to address an increase in work loads. With the slow down in the economy over the past several years, there is no longer a need for these additional man hours.

This budget reflects two changes pertaining to health insurance. First, we have been advised that our health insurance premiums should increase 7.5%. This change will cost the City an additional \$163,000. Second, I am proposing that we change the split between employee and City contributions toward premiums so that all employees will pay some portion of their health insurance premiums. Currently, employees who do not have dependent insurance do not pay any portion of their premiums. In addition, I propose a change in the proportion of the dependent coverage cost that the employees, who have this coverage, will pay. These changes will reduce the City's costs by \$167,247 and they will bring our cost-share formula closer to other employers.

One of the categories of expenditure reductions that is reflected in this proposed budget is savings we will realize through the implementation of a number of measures to reduce our use of energy. These savings, which will total \$39,163, will be spread throughout our organization and are the result of replacing inefficient light bulbs with more efficient models. We expect further reductions in energy costs as a result of our conversion of traffic signals to LED bulbs and other energy saving measures; however, we are less certain of these savings at this time.

Another expenditure reduction which we have included, involves a reduction in summer operating hours at the Zoo. Traditionally, the Zoo has extended its operating hours during the summer by closing at 6:30 instead of 4:30 p.m. as it does the rest of the year. Although this is desirable, as a means of cutting costs, we are proposing that the Zoo close at 4:30 p.m. during the next several summers until our budget picture improves.

I am also proposing to freeze a total of 7 currently vacant positions throughout the General Fund Departments until our economic picture improves. These positions are: Motor Equipment Operator I in the Streets Branch of the Public Works Department; two Firefighter positions and an Office Associate position in the Fire Department; a Police Communications Officer position; the Plans Examiner position in the Building, Permitting and Inspections Department; and a position in the Fleet Management Branch of Public Works. Freezing these positions will result in a savings of \$316,211. We will also continue to evaluate positions that come open through attrition and may freeze others in order to capture further savings.

I am also proposing to restructure the City Attorney's office by bringing this department "in-house" rather than paying an Attorney on an hourly basis. I have reduced the proposed budget for this department by \$30,000 in anticipation of savings to be realized by this change. While I am proposing to hire a staff attorney for most of the City's work, I suggest that we continue to retain the services of Paul Wilber for the work pertaining to the on-going waste water treatment plant litigation. These costs are reflected in the Sewer Fund budget.

Another cost saving measure I am proposing for the FY 11 budget is the refinancing of the debt we incurred to finance a portion of the construction of the Fire Headquarters and Fire Station #16 building. This cost was financed through a lease-purchase arrangement. In reviewing all of our existing debt, we concluded that this debt instrument was the only one that we could refinance at this time to realize any savings. By refinancing this lease-purchase agreement in FY 11, we can reduce our costs in FY 11 by \$309,175. Unfortunately, most of this is a one-time-only savings. Each year thereafter, our costs would be less than they are now by approximately \$12,000.

The above expenditure reductions are summarized below:

Employee Furlough Days - \$325, 512  
40 hr to 35 hr Reduction - \$127, 864  
Employee Health Care Cost Share Increase - \$167,247  
Mayor Contingency Reduction - \$20,000  
Energy Savings - \$39,163  
Zoo Extended Hours Cut - \$12,150  
7 Frozen for 1 year through attrition savings - \$316,211  
City Attorney Reduction - \$30,000  
Refinance Fire Station Headquarters - \$309,175

### **Expenditure Additions:**

In developing this budget, we have provided for certain additional expenditures, which we feel are prudent to add. For example, we have included \$50,000 to be placed in a reserve account to be built up over the next several years so that we will have funding available to help us cover the additional expense in four years for the four Police Officer positions which will be paid for out of stimulus COPS funding between now and then. We have included funding again to provide for pay range upgrades and reclassifications for a number of positions that have been determined to be working out of their pay range or classification. We have also included in the Police Department budget \$15,000 to operate four Neighborhood Service Centers throughout the City. These Neighborhood Service Centers will provide an additional layer of security in the neighborhoods in which they are located and will serve as operating centers for employees in the Police, Neighborhood Services and Code Compliance (NSCC) and Building, Permitting and Inspections Departments. We have also provided funding for an additional Code Enforcement Officer in NSCC. This position is proposed to be funded through an increase in the rental registration and landlord licensing fees by \$7.50 per year (from \$25 to \$32.50). The mission of NSCC is one of the most critical in helping to ensure that the assessable base of our community is maintained by ensuring that the building and housing stock in our community meets the standards of the Property Maintenance Code.

These additional expenditures are summarized below:

COPS Grant Transfer - \$50,000  
Upgrades/Transfers - \$52,313  
Neighborhood Service Centers - \$15,000  
NSCC 1 Position - \$47, 564 (Paid for by increase in registration fee increase)

### **Additional Revenue Generators:**

We are proposing that several fees be increased as a means of generating additional revenue. The most significant are the increases in the rental registration and landlord licensing fees which are mentioned above. Other fees being proposed for increase are: the restaurant license fee which is being proposed to be increased for the first time since 1983 from \$25 to \$50; the billboard licensing fee which is being proposed to be increased from \$.19 per sq. ft. to \$.50 per sq. ft. for the first time since 1992; and the police fingerprint and accident reports which are being proposed to roughly double. We are also proposing to eliminate the reduced parking ticket fee for people who pay their parking tickets within one hour of the ticket being written. Currently, we only charge \$1 if the parking ticket is paid within one hour. We are proposing to charge the full \$10 ticket charge regardless when it is paid. This change would yield \$2,300 in additional revenue in the General Fund and an identical amount in the Parking Authority Fund. We are also proposing to allocate to the Water, Sewer, Parking Authority and Marina Funds a proportionate share of the City's administrative expenses. These expenses, for the City Council, City Clerk, Mayor's Office, Elections, Purchasing, Human Resources, Accounts Payable, Payroll, and Government Office Building, have been borne by the General Fund entirely despite the fact that all funds benefit from these services. This change will increase revenue to the General Fund from these funds by \$313,283.

These additional revenue sources are summarized below:

NSCC Fees Increased by \$7.50 - \$63,600 (First increase since 2004)  
Restaurant Fee Increased by \$25.00 - \$4,850 (First increase since 1983)  
Elimination of \$1 Parking Tickets - \$2,300  
Cost Allocation - \$313,283 (Allocation of overhead costs paid for previously only general fund)  
Increase Billboard Fee - \$14,000 (First Increase since 1992)  
Police Reports and Fingerprints - \$10,000

This was also the first budget that was prepared since the City Council adopted a set of Financial Policies. The policy that had the greatest influence on this budget limited the amount of surplus that could be appropriated in the General Fund to balance the budget that was not offset by capital outlay expenditures to 1% of the current year revenue estimate. As a result, this budget includes a recommendation to appropriate only \$291,563 from the General Fund surplus compared to \$1.6 million in FY10.

### **Unfunded Initiatives:**

In balancing the General Fund budget, there were a number of notable and worthy requests that we were unable to fund, among those were:

Community Promotions Request Reductions - \$68,035

Government Office Building Projects - \$70,650 (Replace air handlers; upgrade alarm and security system; and replace second and third story windows)  
Public Works Vehicle Maintenance Facility (to be financed through a bond issue) - \$35,000 estimated first year debt payment  
East Prong Debris Curtain - \$120,000  
Police Vehicles (4) - \$121,718  
Fire Department Ambulances (3) - \$620,000  
Traffic Signal at Northwood Drive and Naylor Mill Road (to be partly funded through State Aid) - \$100,000  
Paving Projects (to be partly funded through State Aid) - \$373,500

### **Water and Sewer Fund:**

The proposed FY 11 budget for the water fund totals \$4,956,320 which is a significant decrease from FY 10. The FY 10 water fund budget, in contrast, totaled \$6,067,080. The decrease in this budget is attributable to several factors, including a reduction in the amount of surplus appropriated, decreases in the amount of capacity fees available to be transferred to fund projects and a reduction in grants available. As a result of these expected declines in funding sources, we have delayed a number of capital projects. Capital projects that are included in this budget include: the ongoing program to restore the Park Well Field (\$150,000); the on going program to provide auxiliary power to our wells (\$60,000); Engineering for Well #3 (\$300,000) and replacement of two vehicles in the Water Branch (\$51,500) There are no new positions requested in the water fund. We are not requesting an increase in water rates in FY 11.

The proposed FY 11 budget for the sewer fund totals \$11,747,790 which is a slight increase from FY 10's budget of \$11,697,955. We are requesting a 15% rate increase in sewer rates to be effective with on July 1 and to be reflected in bills rendered after October 1. This rate increase is consistent with the FY10 Sewer Fund Financial Forecast. The additional revenues will be used to fund investment in the repair and upgrade of some of our aging infrastructure. Despite this increase in rates, overall sewer fund revenues are estimated to be down due to the same combination of reductions in funding sources affecting the water fund. Capital projects that are included in this budget include: Evaluation and flow monitoring at the Fitzwater Street Lift Station (\$120,000); replacement of under-drain pumps for #1 Secondary Clarifier at the Waste Water Treatment Plant (\$40,000); replacement of the air compressor for the effluent sand filter (\$40,000); and replacement of a van in the Sewer Branch (\$25,000). There are no new positions requested in the sewer fund.

The increase in sewer rates will result in an increased cost of \$7.04 per quarter for a residential customer using 8,000 gallons of water. Because this is an increase on sewer only the increase actually calculates to be an effective increase of 9.8% on the entire water and sewer bill.

This description of the current situation in our Water and Sewer Funds above makes it an important place to stop and reiterate my concern that growth is not paying for growth. Movement by Council on annexation fees, impact fees and a discussion of the appropriateness of our current capacity fees is imperative.

### **Parking Fund:**

The Mayor's proposed FY 11 budget for the Parking Fund is \$723,272. This reflects a decrease from the FY10 budget, which totaled \$814,147. This decrease is due to completion of several capital projects. The main project for the Parking Authority in FY 11 is the installation of automated parking fee collection systems in both the Parking Garage and the attended portion of Lot #1. This project is estimated to cost \$145,000 but will result in replacement of the part-time parking attendants. The reduction in costs will result in this system paying for itself over two years. We believe that this system will also yield more revenue but it is difficult to quantify this increase.

### **Marina Fund:**

The Mayor's proposed FY 11 budget for the Marina Fund is \$77, 939. This reflects a decrease from the FY10 budget, which totaled \$97,662. This decrease is due to the completion during FY 10 of several major repair and upgrade projects at the Marina, most notably the installation of above-ground fuel tanks to replace the underground tanks that have been removed. We also anticipate having fuel available for sale at the Marina for the entire FY 11.

### **Debt:**

This budget anticipates the issuance of debt during FY 11 for the following projects:

General Fund

Riverwalk Repairs (\$500,000)

Water and Sewer Fund

East Main Street Valve Replacement and Main Lining (\$535,000)

East Main Street Sewer Main Replacement (\$166,000)

Lift Station Pump Replacement (\$350,000)

Milford Street Water Tower (ARRA Loan) (\$4.7 million)

North Division St. Relief Sewer (\$2.1 million)

WWTP Engineering (\$4 million)

Anticipated to be awarded in FY 10 or 11:

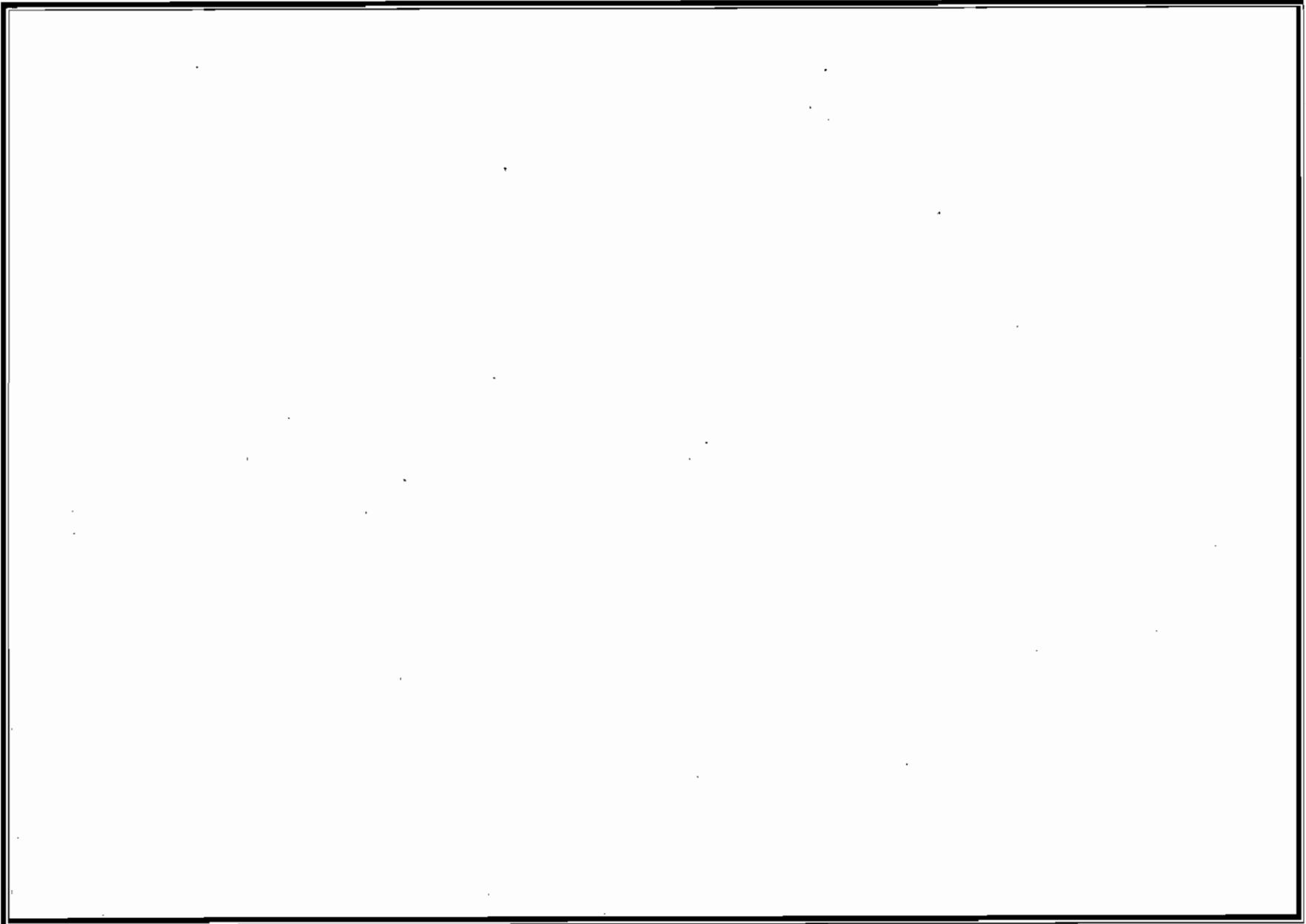
Jane Lawton Loan

- Poplar Hill Mansion Storm Window Replacement (\$25,000)
- Parking Garage Lighting Upgrade (\$142,800)

Summary:

Only six times in the past thirty years has general fund revenue for the City of Salisbury had a budgeted decrease. By far, this budget is the most difficult in memory in terms of revenue decreases. Though it presents challenges to our city, there is a silver lining and opportunities. With large reductions in state aid, we begin to operate without monies that can be taken away by state government. \$1.2 million dollars in state cuts was a huge amount to absorb this year. Today it is obvious what that amount of money will provide for in the general fund. This reduction does give the city a chance to better ascertain exactly how much money we have in the budget without relying on non-guaranteed sources. Knowing the true amount of Salisbury's budget will give us a clearer path to spending only what we have. In closing, these financial times have made clear that we can provide services even with massive cuts in budgets. The question for the mayor, city council, and the citizens of our city is one of how long we can continue to operate and provide these services if reductions in revenue and aid continue.

Mayor James Ireton Jr.  
City of Salisbury





# CITY OF SALISBURY PROPOSED BUDGET FISCAL YEAR 2011 TABLE OF CONTENTS

DESCRIPTION OF ITEM	PAGE #
MAYOR'S BUDGET MESSAGE	i. – x.
BUDGET SUMMARY	100-104
GENERAL FUND	
REVENUES	200-215
EXPENDITURES	
GENERAL GOVERNMENT	
CITY COUNCIL	300-301
CITY CLERK	302-306
MAYOR'S OFFICE	307-311
ELECTIONS	312-314
INTERNAL SERVICES - FINANCE	315-319
INTERNAL SERVICES – PROCUREMENT	320-324
CITY ATTORNEY	335-327
INFORMATION TECHNOLOGY	328-330 (a)
INTERNAL SERVICES - HUMAN RESOURCES	331-335
PLANNING & ZONING	336-339
MUNICIPAL BUILDINGS	340-342
POPLAR HILL MANSION	343-345
PUBLIC SAFETY	

POLICE DEPARTMENT	400-412
CITY COMMUNICATIONS CENTER	413-416
ANIMAL CONTROL	417-419
FIRE DEPARTMENT	420-435
BUILDING, PERMITS AND INSPECTIONS	436-440
NEIGHBORHOOD SERVICES & CODE COMPLIANCE	441-445
<b>PUBLIC WORKS</b>	
TRAFFIC CONTROL	500-504
RESOURCE MANAGEMENT	505-508
ADMINISTRATION – ENGINEERING	509-513
STREET BRANCH	514-518
STREET LIGHTING	519-522
STREET CLEANING	523-526
WASTE COLLECTION & DISPOSAL	527-530
RECYCLING	531-534
FLEET MANAGEMENT	535-538
<b>RECREATION &amp; CULTURE</b>	
CARPENTER SHOP	600-603
MUNICIPAL ZOO	604-609
PARKS	610-613
DEBT SERVICE	700-701
<b>OTHER</b>	
INSURANCE, MISCELLANEOUS, TRANSFERS OUT	702-703
COMMUNITY DEVELOPMENT FUND	800-805
PARKING AUTHORITY FUND	900-908

WATER AND SEWER FUND	1000-1004
DEBT SERVICE – WATER & SEWER FUND	1005-1007
WATER FUND	
WATER SERVICE –ENGINEERING	1100-1106
WATER BILLINGS	1107-1111
WELLS, PURIFICATION & PUMPING	1112-1118
WATER BRANCH	1119-1124
WATER ADMINISTRATION	1125-1126
SEWER FUND	
SEWERS & SEWAGE DISPOSAL – ENGINEERING	1200-1206
SEWER BILLING	1207-1210
SEWAGE TREATMENT PLANT	1211-1219
SEWER BRANCH	1220-1224
PRETREATMENT MONITORING	1225-1228
SEWER ADMINISTRATION	1229-1230
MARINA FUND	1300-1306
REVENUES	
EXPENDITURES	
SEPTAGE TREATMENT FUND	1400
APPENDICES	
INDEX OF APPENDICES	1500
BUDGET CALENDAR	1501
SCHEDULE OF UNIVERSAL CHANGES	1502
CAPITAL OUTLAY SUMMARY	1503-1504
MONITORED ITEMS SUMMARY	1505-1506
SCHEDULE OF PERSONNEL CHANGES	1507-1508

SCHEDULE OF RECOMMENDED VACANT POSITION

1509

AUTHORIZED POSITIONS SUMMARY

1510

PAY PLAN

1511-1518

INSURANCE SUMMARY

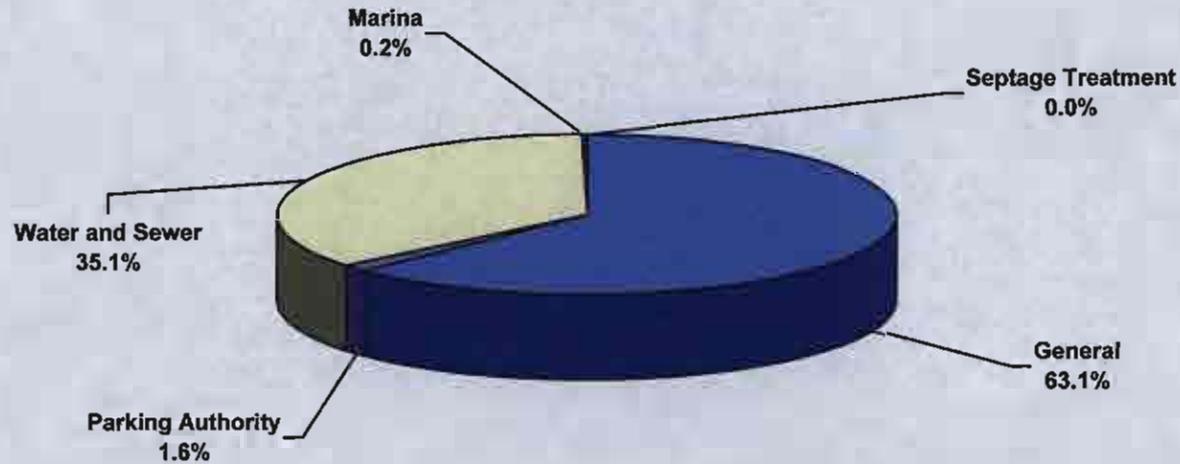
1519-1523

COMMUNITY PROMOTIONS

1524-1571



## City of Salisbury Summary - All Funds Adopted Budget Fiscal Year 2011



FUND	FY 11 PROPOSED
General	\$29,502,695
Parking Authority	723,272
Water and Sewer	16,704,110
Marina	77,939
Septage Treatment	0
<b>TOTAL</b>	<b>\$47,008,016</b>



**City of Salisbury  
Budget Comparison  
FY 11 Budget Compared to FY 10 Adjusted Budget  
Summary – All Funds**

<b>FUND</b>	<b>FY 10 ADOPTED BUDGET</b>	<b>FY 10 ADJUSTED BUDGET</b>	<b>FY 11 PROPOSED BUDGET</b>	<b>DIFFERENCE</b>	<b>FY 11 PROPOSED VS FY 10 ADJUSTED</b>
General	\$31,981,509	\$33,840,838	\$29,502,695	-\$4,338,244	-12.82%
Parking Authority	814,147	931,474	723,272	-208,202	-22.35%
Water and Sewer	17,765,035	20,248,562	16,704,110	-3,544,452	-17.50%
Marina	97,662	238,322	77,939	-160,383	-67.30%
Septage Treatment	0	0	0	0	0.00%
<b>TOTAL</b>	<b>\$50,658,353</b>	<b>\$55,259,196</b>	<b>\$47,008,016</b>	<b>-\$8,251,281</b>	<b>-14.93%</b>



**City of Salisbury  
Budget Comparison  
FY 11 Budget Compared to FY 10 Budget  
Detail - All Funds**

DEPARTMENT/DIVISION	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	FY 11 PROPOSED BUDGET	FY 11 PROPOSED VS FY 10 ADJUSTED
<b>General Fund</b>				
City Council	\$89,835	\$89,835	\$87,793	-\$2,042
City Clerk	154,846	155,187	151,913	-3,274
Mayor's Office	386,080	400,298	399,320	-978
Community Promotions	220,200	220,200	241,700	21,500
Elections	1,400	1,400	48,878	47,478
Internal Services - Finance	477,430	504,516	483,083	-21,433
Internal Services - Procurement	213,071	214,626	208,915	-5,711
City Attorney	201,300	201,300	165,000	-36,300
Information Services	92,000	99,617	221,356	121,739
Internal Services - Human Resources	137,501	138,081	138,670	589
Planning & Zoning	203,500	240,452	177,493	-62,959
Municipal Buildings	351,190	352,551	177,500	-175,051
Poplar Hill Mansion	54,195	59,794	17,345	-42,449
Police	9,381,512	9,434,355	8,783,535	-650,820
Police - City Communications Center	543,515	553,025	841,831	288,806
Police - Animal Control	203,854	203,854	187,163	-16,691
Public Works - Traffic Control	433,059	495,630	410,690	-84,940
Fire - Career	7,140,511	7,376,500	6,680,936	-695,564
Fire - Volunteers	168,603	168,603	148,200	-20,403
Building, Permits & Inspection	425,041	425,537	356,105	-69,432
Neighborhood Serv & Code Compliance	626,742	626,918	622,818	-4,100
<b>Public Works</b>				
Resource Management	\$322,234	\$322,236	\$325,421	3,185
Engineering	1,406,320	2,496,412	635,487	-1,860,925
Streets	854,527	991,827	680,884	-310,943



**City of Salisbury  
Budget Comparison  
FY 11 Budget Compared to FY 10 Budget  
Detail - All Funds**

DEPARTMENT/DIVISION	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	FY 11 PROPOSED BUDGET	FY 11 PROPOSED VS FY 10 ADJUSTED
Public Works (continued)				
Street Lighting	838,500	845,603	818,500	-27,103
Street Cleaning	443,638	466,849	205,838	-261,011
Waste Collection/Disposal	1,476,782	1,454,340	1,207,811	-246,529
Recycling	181,260	181,260	157,122	-24,138
Fleet Management	543,645	545,776	506,306	-39,470
Carpenter Shop	162,795	160,395	161,446	1,051
Municipal Zoo	1,088,706	1,122,696	1,018,669	-104,027
Parks	435,982	454,209	407,205	-47,004
Debt Service	2,006,607	2,000,580	2,098,616	98,036
Insurance	478,340	484,367	510,000	25,633
Miscellaneous	55,600	40,922	35,600	-5,322
Operating Transfers	181,188	311,188	183,546	-127,642
<b>General Fund Total</b>	<b>\$31,981,509</b>	<b>\$33,840,939</b>	<b>\$29,502,695</b>	<b>-\$4,338,244</b>
<b>Parking Authority Fund</b>	<b>\$814,147</b>	<b>\$931,474</b>	<b>\$723,272</b>	<b>-\$208,202</b>
<b>Water &amp; Sewer Fund</b>				
Debt Service-Water	355,739	355,739	383,603	27,864
Debt Service-Sewer	3,322,542	3,322,542	3,506,204	183,662
Water Service Engineering	1,741,044	1,841,360	930,351	-911,009
Water Billing	217,534	227,016	192,574	-34,442
Water Treatment	2,387,424	2,741,718	2,003,968	-737,750
Water Division	1,053,308	1,124,230	1,039,674	-84,556
Water Administration	312,031	317,021	406,150	89,129
Sewer Service Engineering	1,651,760	2,233,774	806,969	-1,426,805

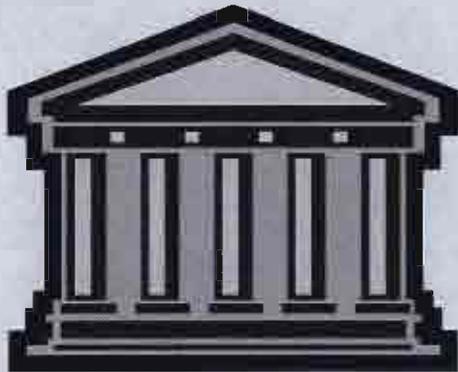


**City of Salisbury  
Budget Comparison  
FY 11 Budget Compared to FY 10 Budget  
Detail - All Funds**

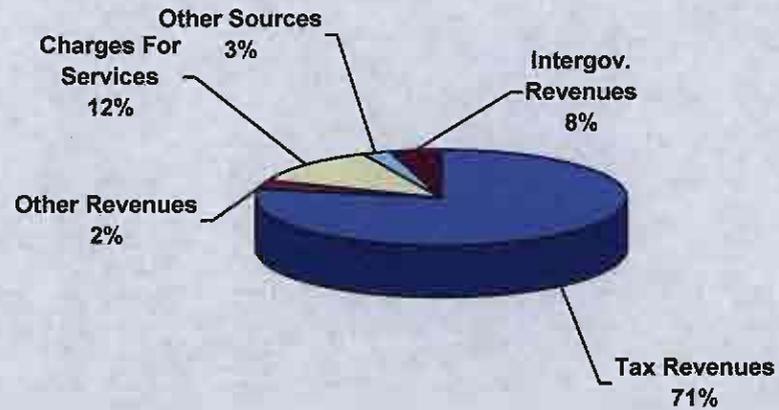
DEPARTMENT/DIVISION	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	FY 11 PROPOSED BUDGET	FY 11 PROPOSED VS FY 10 ADJUSTED
Water & Sewer Fund (continued)				
Sewer Billing	219,517	222,767	213,870	-8,897
Waste Water Treatment Plant	4,947,555	5,736,581	5,166,154	-570,427
Sewer Division	907,765	1,113,560	943,870	-169,690
Pretreatment Monitoring	180,490	180,490	166,822	-13,668
Sewer Administration	468,326	831,765	943,901	112,136
Water & Sewer Fund Total	\$17,765,035	\$20,248,562	\$16,704,110	-\$3,544,452
Marina Fund	\$97,662	\$238,322	\$77,939	-\$160,383
Septage Treatment Fund	\$0	\$0	\$0	\$0
<b>Total - All Funds</b>	<b>\$50,658,353</b>	<b>\$55,259,297</b>	<b>\$47,008,016</b>	<b>-\$8,251,281</b>

104

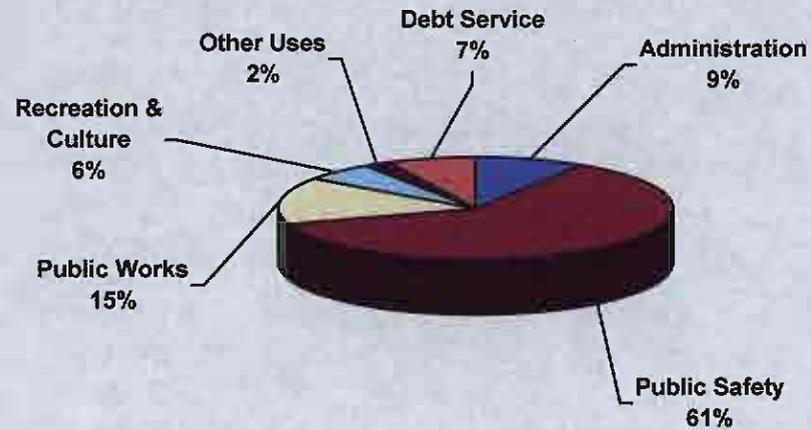
**City of Salisbury  
General Fund  
Proposed Budget  
Fiscal Year 2011**



**General Fund Revenues - FY 11**



**General Fund Expenditures - FY 11**





## City of Salisbury Revenue Summary Detail - General Fund Fiscal Year 2011

ACCOUNT NUMBER	ACCOUNT NAME	FY 09 ACTUAL	FY 10 ORIGINAL BUDGET	FY 10 REVISED BUDGET	FY 10 PROJECTION	FY 11 MAYOR'S BUDGET
01000 403100	<b>Real Property</b>	14,441,967	15,823,889	15,823,889	15,823,889	15,566,804
	Based on 2011 Constant Yield Tax Rate Certification showing assessable base at \$1,900,708,744					
01000 403201	<b>Local Pers. Prop-Current</b>	62,722	65,593	65,593	65,593	63,000
	Based on FY 09 collections					
01000 403301	<b>OBC - Current Year</b>	4,301,404	4,300,000	4,300,000	4,300,000	4,300,000
	Based on FY 09 collections					
01000 403302	<b>Railroad/Utilities</b>	1,074,074	1,297,824	1,297,824	1,297,824	1,075,000
	Based on FY 09 collections					
01000 403510	<b>Local Income Taxes</b>	1,673,627	1,570,000	1,570,000	1,470,000	1,470,000
	Reduced based on change from State					
01000 403605	<b>Admission &amp; Amuse. Tax</b>	410,869	328,000	328,000	199,340	160,000
	Reduce amt, since py's included Civic Center receipts & City should not receive them.					
01000 403610	<b>Water &amp; Sewer Utility</b>	151,667	151,667	151,667	151,667	162,974
	This is a PILOT for the water and sewer property					
01000 403612	<b>PILOT - University Park</b>	89,643	94,827	94,827	94,827	96,114
	This is a PILOT for the university park property					
01000 403910	<b>Interest-Delinquent Taxes</b>	134,718	105,000	105,000	105,000	105,000
	Increased for historical collection					
01000 413101	<b>Amusement Licenses</b>	6,075	4,500	4,500	4,500	4,500
	Based on FY 10 Budget					
01000 413102	<b>Traders Licenses</b>	156,299	120,000	120,000	120,000	120,000
	Billed at end of year, collected by the County Clerk. Flucuates with the economy, reducing due to economy:					
01000 413103	<b>Prof &amp; Occupational</b>	50	-	-	50	-
01000 413104	<b>Towing Companies</b>	1,825	1,500	1,500	2,000	1,800
	Based on FY 10 Budget					



**City of Salisbury  
Revenue Summary  
Detail - General Fund  
Fiscal Year 2011**

ACCOUNT NUMBER	ACCOUNT NAME	FY 09 ACTUAL	FY 10 ORIGINAL BUDGET	FY 10 REVISED BUDGET	FY 10 PROJECTION	FY 11 MAYOR'S BUDGET
01000 413105	<b>Billboard Licenses</b>	8,593	8,611	8,611	8,593	22,593
	Recommended increase of fee from \$.14/sq ft to \$.50/sq ft.					
01000 413106	<b>Cable TV Franchise Fee</b>	350,639	343,000	343,000	343,000	330,000
	Estimate based on current year.					
01000 413109	<b>Restaurant Licenses</b>	5,150	4,850	4,850	4,850	9,700
	Based on FY 10 actual number of licenses with an increase in rate to \$50 from \$25					
01000 413110	<b>Natural Gas Franchise</b>	5,000	5,000	5,000	5,000	5,000
	Current Franchise Tax.					
01000 413111	<b>Franchise Fee-Paddle Boat</b>	-	-	-	600	600
	Based on agreement.					
01000 413112	<b>Multi-Family Dwelling Fee</b>	328,645	194,250	194,250	194,250	247,098
	Based on number of units (7,603 * \$32.50 per unit), recommending increase rate by \$7.50					
01000 413113	<b>Multifamily Landlord License</b>	54,432	25,600	25,600	25,600	28,502
	Based on number of landlords. (877*\$32.50) recommending increase rate by \$7.5					
01000 413115	<b>Appeal Fee</b>	(500)	-	-	-	-
01000 413201	<b>Building Permit</b>	221,366	200,000	200,000	150,000	150,000
	Based on Fy 10 projected					
01000 413202	<b>Grading Permits</b>	700	-	-	200	-
	Rarely issued permit.					
01000 413203	<b>Peddlers License</b>	375	100	100	150	100
	Based on prior years.					
01000 413205	<b>Parking Meters/Coin</b>	188	100	100	100	100
	Estimated.					
01000 413207	<b>Plumbing Permits</b>	50,562	27,000	27,000	20,000	20,000
	Based on FY 10 projection					



**City of Salisbury  
Revenue Summary  
Detail - General Fund  
Fiscal Year 2011**

ACCOUNT NUMBER	ACCOUNT NAME	FY 09 ACTUAL	FY 10 ORIGINAL BUDGET	FY 10 REVISED BUDGET	FY 10 PROJECTION	FY 11 MAYOR'S BUDGET
01000 413208	Other Misc Permits	50	-	-	30	-
01000 413209	Street Breaking Permits	1,750	2,500	2,500	2,500	1,750
	Based on FY 10					
01000 413210	Sign Permit	16,436	10,000	10,000	10,000	10,000
01000 413211	Well Permit	775	500	500	500	500
01000 413212	Zoning Permit	5,000	4,000	4,000	1,550	3,500
01000 413214	Fine/Violation	-	-	-	-	-
01000 413215	Fence Permit	1,501	300	300	1,895	1,500
01000 413216	Temporary Sign	25	-	-	300	100
01000 413217	Demolition Permit	1,025	100	100	950	500
01000 413218	Pool Permit	1,390	200	200	200	200
01000 413219	Tent Permit	170	-	-	-	-
01000 413221	Trailer Permit	450	-	-	350	100
01000 424101	Police Regular Grant	245,297	268,143	268,143	174,000	174,000
	Based on Fy 10 reduce amt (State reduction of 35%)					
01000 424102	Supplement	67,930	67,930	67,930	44,000	44,000
	Based on Fy 10 reduce amt (State reduction of 35%)					
01000 424103	Municipal	169,650	169,650	169,650	110,000	110,000
	Based on Fy 10 reduce amt (State reduction of 35%)					
01000 424201	Highway User	1,237,672	1,249,924	1,249,924	187,170	187,000
	State reduced amount in FY 10. Assumed would only receive same amt as FY 10.					
01000 425400	Enterprise Zone	-	35,000	35,000	74,158	35,000
	Based on FY 10 budget.					



## City of Salisbury Revenue Summary Detail - General Fund Fiscal Year 2011

ACCOUNT NUMBER	ACCOUNT NAME	FY 09 ACTUAL	FY 10 ORIGINAL BUDGET	FY 10 REVISED BUDGET	FY 10 PROJECTION	FY 11 MAYOR'S BUDGET
01000 427100	<b>Bank Shares Tax</b>	18,302	18,302	18,302	18,302	18,302
	Received from County, based on FY-06 actual.					
01000 427300	<b>Fire Protection</b>	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	<b>EMS County</b>	596,000	447,000	447,000	447,000	447,000
	Based on FY 10 actual					
01000 427600	<b>Zoo-County Room Tax</b>	149,138	213,000	213,000	160,000	160,000
	Based on estimated FY 10.					
01000 433101	<b>Filing Fees</b>	205	200	200	200	200
	Based on FY 10 budget					
01000 433102	<b>Advertising Fees</b>	136	100	100	100	100
	Based on FY 10 budget					
01000 433103	<b>Plan Review Fees</b>	31,007	36,000	36,000	25,000	25,000
	Reduced from FY 10 budget due to economy slowdown					
01000 433104	<b>Administrative</b>	-	-	-	-	313,283
	Allocation of costs from General Fund to Water, Sewer and Parking Funds.					
01000 433105	<b>Zoning Appeal Fee</b>	50	1,500	1,500	1,500	100
	Based on FY 09 Actuals					
01000 433107	<b>Board Fee</b>	3,500	1,000	1,000	2,400	1,000
01000 433209	<b>Fire Alarm</b>	10,250	5,000	5,000	10,200	10,000
01000 433210	<b>False Alarms</b>	55,428	90,000	90,000	55,000	55,000
	Based on FY 09					
01000 433225	<b>Ambulance Claim</b>	1,604,617	1,215,000	1,215,000	1,215,000	1,275,000
	Increase for Medicare Rate increase					



**City of Salisbury  
Revenue Summary  
Detail - General Fund  
Fiscal Year 2011**

ACCOUNT NUMBER	ACCOUNT NAME	FY 09 ACTUAL	FY 10 ORIGINAL BUDGET	FY 10 REVISED BUDGET	FY 10 PROJECTION	FY 11 MAYOR'S BUDGET
01000 433246	<b>Reinspection Fees</b>	(2,100)	-	-	-	-
01000 433250	<b>Weed Cleaning/Removal</b>	28,311	70,000	70,000	70,000	70,000
	Based on FY 10 budget					
01000 433251	<b>Clean It/Lien It Fees</b>	43,720	42,000	42,000	42,000	42,000
	Based on FY 10 budget					
01000 433253	<b>Aband. Vehicle Removal</b>	705	-	-	1,410	500
	Based on FY 09 budget					
01000 433260	<b>Inspection Fees</b>	-	100	100	100	100
01000 433261	<b>Reinspection Fees</b>	35,044	5,000	5,000	38,401	25,000
	increased for increased collections					
01000 433270	<b>Police Reports</b>	8,905	9,000	9,000	9,000	18,000
	Based on FY 10 budget, recommending that we double the price of reports (cost varies)					
01000 433271	<b>Fingerprinting</b>	1,454	1,000	1,000	1,000	2,000
	Based on FY 10 budget, recommending that we double the price of fingerprinting					
01000 433272	<b>Adm Fees-Towing</b>	875	1,000	1,000	1,000	1,000
	Based on FY 09 projected.					
01000 434610	<b>Trash Fees</b>	683,680	680,000	680,000	680,000	680,000
	Based on FY 10 budget					
01000 434613	<b>Bulk Trash Pickup</b>	4,580	3,000	3,000	3,305	3,000
	This is a fee charged for picking up appliances					
01000 434505	<b>Recycling</b>	-	-	-	266	-
01000 434620	<b>Street Sweeping</b>	900	-	-	-	-
	Will no longer bill the State for this service.					
01000 445110	<b>Parking</b>	53,588	75,000	75,000	75,000	77,300
	Half of the revenue in this account is transferred to the Parking Fund. Eliminated \$1 parking ticket.					



## City of Salisbury Revenue Summary Detail - General Fund Fiscal Year 2011

ACCOUNT NUMBER	ACCOUNT NAME	FY 09 ACTUAL	FY 10 ORIGINAL BUDGET	FY 10 REVISED BUDGET	FY 10 PROJECTION	FY 11 MAYOR'S BUDGET
01000 445130	<b>Municipal Infractions</b>	47,708	24,000	24,000	24,000	24,000
	Based on FY 10 budget					
01000 445134	<b>Vacant Building</b>	3,750	1,000	1,000	5,550	1,000
01000 456110	<b>Investment Interest</b>	137,601	190,000	190,000	20,000	15,000
	Based on FY 10 projected.					
01000 456120	<b>Other Interest</b>	5,497	2,000	2,000	7,472	2,000
	Based on FY 10 projected.					
01000 456130	<b>Trash Disposal Fee</b>	6,640	6,100	6,100	6,100	6,100
	Based on FY 10 budget					
01000 456300	<b>Rent Earnings</b>	2,500	-	-	-	-
01000 456400	<b>Donations</b>	274,000	205,500	205,500	211,515	582,000
	\$40k from University for Truck 16, \$117k from volunteers for Engine 2, Truck 1, Truck 2., \$200K for Tanker 16, \$225K for Mobile Data terminals for fire trucks.					
01000 456910	<b>Misc A/R</b>	(53,150)	-	-	-	-
01000 456911	<b>Other Misc. Receipts</b>	67,516	20,000	20,000	335,901	20,000
	Unanticipated revenue.					
01000 456912	<b>Cash Over/Short</b>	(3)	10	10	10	10
01000 456913	<b>Returned Check Fee</b>	345	210	210	210	210
	Based on FY 10 budget					
01000 456914	<b>Bad Debt Collections</b>	5,612	14,000	14,000	4,000	4,000
	Represents balance of bad debt collection and charges.					
01000 456915	<b>Damages to City Property</b>	1,762	100	100	100	100
	Can vary widely from year to year.					
01000 456916	<b>Sale of Maps and Codes</b>	3,686	2,500	2,500	2,500	2,500
	Based on FY 10 Budget					

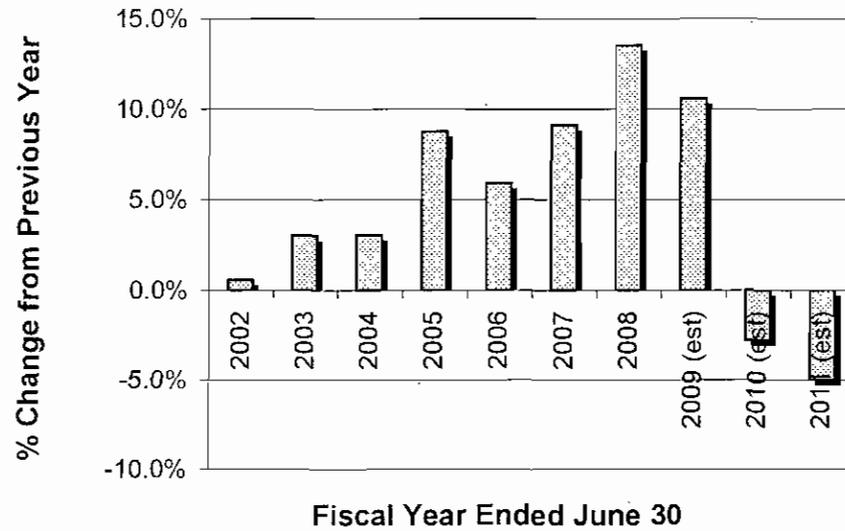


**City of Salisbury  
Revenue Summary  
Detail - General Fund  
Fiscal Year 2011**

ACCOUNT NUMBER	ACCOUNT NAME	FY 09 ACTUAL	FY 10 ORIGINAL BUDGET	FY 10 REVISED BUDGET	FY 10 PROJECTION	FY 11 MAYOR'S BUDGET
01000 456917	Bid Documents	4,750	1,000	1,000	6,425	1,000
01000 456918	Zoo Curator Reimburse.	46,946	151,148	151,148	151,148	154,035
	In FY 11 this will be an acct for the 3 full time zoo commission salaries.					
01000 456919	Zoo Education Prg Coord.	33,805	44,242	44,242	44,242	44,242
	In FY 11 this will be an acct for all PT zoo commission salaries					
01000 456926	Compensated Allow. Adj.	(238)	-	-	-	-
01000 456931	City Auctions	15,320	-	-	-	-
01000 456935	Insurance Proceeds	60,399	15,000	15,000	55,239	15,000
	Budget amount for costs associated with insured losses.					
01000 456940	BD-Claim A	(9,836)	4,000	4,000	16,719	4,000
01000 469113	Trf Health Care	850,000				
01000 469200	Sale of Fixed Assets	7,200	160,586	240,671	271,400	150,000
	Amt for sale of Tanker 16					
01000 469201	Gain on Fixed Assets	-	-	-	68,000	
01000 469311	Cap Lease	3,215,546	-	-	-	330,000
	Capital lease proceeds.					
01000 469810	Current Surplus Available	-	1,622,353	1,752,353	1,752,353	291,578
	<b>General Fund Total</b>	<b>33,459,862</b>	<b>31,981,509</b>	<b>32,191,594</b>	<b>30,958,704</b>	<b>29,502,695</b>



**City of Salisbury  
Change in Assessable Base  
Fiscal Year 2002 - 2011**



Fiscal Year Ended 30-Jun	Actual Value	% Change from Previous Year
2001	\$1,365,898,746	5.4%
2002	\$1,373,736,376	0.6%
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 (EST)	\$2,235,668,979	-2.8%
2011 (EST)	\$2,184,838,044	-5.0%



**City of Salisbury  
Budget Assessment Data and Tax Rate & Valuation History  
Fiscal Year 2011**

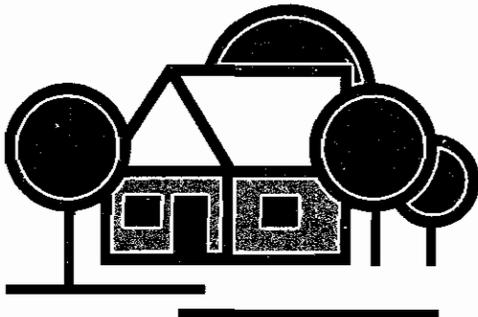
	2009 Assessment	2010 Current Assessment	2011 Budgeted Assessment
<b>General Fund</b>			
Real Property	\$2,015,985,078	\$1,951,539,679	\$1,900,708,744
Personal Property	2,966,990	2,966,990	2,966,990
Ordinary Business Corporations	<u>281,162,310</u>	<u>281,162,310</u>	<u>281,162,310</u>
<b>Total</b>	<b>\$2,300,114,378</b>	<b>\$2,235,668,979</b>	<b>\$2,184,838,044</b>

	2009 Tax Rate per \$100 of Assessed Value	2010 Tax Rate per \$100 of Assessed Value	2011 Tax Rate per \$100 of Assessed Value
<b>General Fund</b>	0.819	0.819	0.819

**Tax Rate and Valuation History**

Fiscal Year Ended 30-Jun	Ad Valorem Tax Rate	Net Valuation	Tax Levy
2001	0.652	1,365,898,746	10,885,582
2002	0.652	1,373,736,376	11,397,396
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	19,995,033
2009 (EST)	0.819	2,235,668,979	21,487,306
2010 (EST)	0.819	2,184,838,044	21,004,804

# City of Salisbury Tax Value Illustration Fiscal Year 2011



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

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

City Tax Liability = \$1,228.50 \*\*

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

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

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  
Road 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 \$2.79/gallon: \$44.64

One-month digital cable television service with two premium movie channels: \$89.95

One-month cellular phone service for two lines with 1400 shared anytime minutes: \$89.99

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

One-month water treatment costs (outside City): \$35.00

\* 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 <b>or</b> .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.
403611 PILOT - Housing Authority	Payment in lieu of real property tax for Housing Authority Properties.
403612 PILOT - University Park	Payment in lieu of real property tax for University Park (1/2 of the assessed value) This was previously budgeted in account 456928.
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 and use of billboards. The annual fee is equal to \$.19 per square foot. Recommending increase to \$.50 per square foot.



## 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.
413108 Plumbers Licenses	Fees collected from the issuance of plumbers licenses. Master plumber's licenses are \$20 per year. No longer collected.
413109 Restaurant Licenses	Fees collected from the issuance of restaurant licenses. Restaurant licenses are \$25 per year. Recommending an increase to \$50.
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 \$25 per rental unit. Recommending an increase to \$32.50
413113 Multifamily Landlord License	Fees collected from landlord's at the annual rate of \$25. Recommending an increase to \$32.50
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.
<b>Intergovernmental</b>	
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 11 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.
<b>Charges for Services</b>	
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.
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.
433246 Reinspection Fee	Recently instituted fee for reinspections when findings not remedied.



## City of Salisbury General Fund Revenue Descriptions

433250 Weed Cleaning/Removal	Fines imposed for violations of the City Brush, Weeds, and Noxious Growth Ordinance.
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.
433262 Electrical Inspections	Fee not implemented.
433270 Police Reports	Fees collected from the sale of Police Reports to the Public. Fees vary. Recommending double the fee.
433271 Fingerprints	Fees collected for fingerprints. The fee is \$5. Recommending increase fee to \$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.
434610 Trash Fees	Fees collected for garbage collection.
434611 Demolition Tipping Fees	Fees collected for landfill usage of demolished noncomplying property.
434613 Bulk Trash	Fee for collecting large trash items.
434620 Street Sweeping	Fees collected from the State for the City sweeping Route 13, will no longer be collected
<b>Forfeitures</b>	
445110 Parking	Fees collected for parking violations. Recommending eliminate \$1 ticket.
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.
<b>Other Revenues</b>	
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	
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.



## City of Salisbury General Fund Revenue Descriptions

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.
456917 Bid Documents	Revenues from the sale of copies of contract and bid specification documents.
456918 Zoo Curator Reimbursement (FT Zoo Commission)	In previous years this was the account for reimbursement for the zoo curator position from the zoo commission. Beginning in FY 2010, this account is being used to receive reimbursement for all full-time zoo commission funded positions.
456919 Zoo Education Prg Coord. (PT Zoo Commission)	In previous years this was the account for reimbursement for the zoo education program coordinator position from the zoo commission. Beginning in FY 2010, this account is being used to receive reimbursement for all part-time zoo commission funded positions.
456928 Pilot-Salisbury Univ.	This was moved to account 403612.
456931 City Auctions	Fees collected from the auction of surplus materials.
456935 Insurance Proceeds	Revenues from the settlement of insurance claims.
<b>Other Financing Sources</b>	
469200 Sale of Fixed Assets	Revenue realized from the sale of fixed assets.
469311 Capital Lease Proceeds	Proceeds from Capital Lease obligations issued in the current fiscal year.
469810 Current Surplus Available	Unexpended funds from previous years.
469820 Current Budget Savings	Expected savings from the previous year's budget.



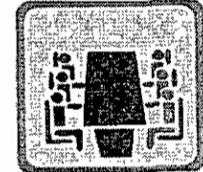
## Schedule of Recommended General Fund Fee Increases Fiscal Year 2011

- 1) Increase landlord license and rental registration fees from \$25 to \$32.50 (\$7.50 increase). This will generate an estimated \$63,600 in additional revenue. The additional revenue will be used to offset the cost of an additional code enforcement officer.
- 2) Increase restaurant license fee from \$25 to \$50. This will generate an estimated \$4,850 in additional revenue.
- 3) Eliminate the \$1 parking ticket. Currently if someone receives a \$10 parking ticket, if they come into finance within an hour of the ticket, they will only have to pay \$1. They are limited to this benefit once a calendar month. This will generate an estimated \$4,600 in additional revenue (split 50/50 with the parking fund).
- 4) Increase the billboard fee from \$.19/sq ft to \$.50/sq ft. This will generate an estimated \$14,000 in additional revenue.
- 5) Double the price for all police reports. The current price for accident reports is \$10 for the first page and \$2.50 for each additional page. The current price for case reports is \$5. Recommend the prices be increased to \$20, \$5 and \$10 respectively. This will generate an estimated \$9,000 in additional revenue.
- 6) Double the fee for fingerprinting. Current rate is \$5. Recommended increase to \$10. Estimated additional revenue from this fee increase is \$1,000.

Total revenue estimated revenue increases included in the budget is \$94,750.



**11000 - City Council  
Fiscal Year 2011  
Significant Changes**



**OPERATING EXPENSES:**

- 1) 11000-555501 Advertising  
Reduction of \$636
- 2) 11000-556900 Miscellaneous  
Reduction of \$150



**City of Salisbury  
Budget Summary  
11000 – City Council  
Fiscal Year 2011**

	<b>FY 09 ACTUAL</b>	<b>FY 10 APPROVED BUDGET</b>	<b>FY 10 ADJUSTED BUDGET</b>	<b>CURRENT YEAR EXPECTED</b>	<b>FY 11 FINANCE REQUEST</b>	<b>FY 11 MAYOR'S BUDGET</b>
<b>PERSONNEL SERVICES</b>	82,224	81,685	81,685	81,685	82,802	80,594
<b>OPERATING EXPENSES</b>	6,307	8,150	8,150	7,985	7,346	7,199
<b>TOTAL</b>	88,531	89,835	89,835	89,670	90,148	87,793



## 11100 - City Clerk Fiscal Year 2011 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) Update and prepare election candidate packets to assist in facilitating successful 2011 municipal election.



## 11100 - City Clerk Fiscal Year 2011 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 – 350 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 2011  
Significant Changes**



**OPERATING EXPENSES:**

- 1) 11100-546001 Office  
Reduction of \$60
- 2) 11100-555401 Telephone  
Reduction of \$230
- 3) 11100-555502 Printing  
Reduction of \$1,800 (costs associated with codification of *Salisbury Municipal Code*)



## City of Salisbury Budget Summary 11100 – City Clerk Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	135,253	125,415	125,415	125,415	129,718	125,162
OPERATING EXPENSES	25,280	29,431	29,772	29,182	27,142	26,751
<b>TOTAL</b>	<b>160,533</b>	<b>154,846</b>	<b>155,187</b>	<b>154,597</b>	<b>156,860</b>	<b>151,913</b>

### Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
City Clerk	11	1	1	1	1	1	1	1	
Records Admin/Asst. Clerk	7	1	1	1	1	1	1	1	
<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	



City Clerk  
Fiscal Year 2011  
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 2011 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) Oversee the contractors working on the rehabilitation of "The Bricks".
- 4) Continue to implement recommendations of Environmental Policy Task Force.
- 5) Continue to identify and implement cost-saving measures.
- 6) Coordinate efforts of law enforcement agencies and community organizations to reduce crime rate.



## 12000 Administration – Mayor’s Office Fiscal Year 2011 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 1<sup>st</sup>.
- Submit proposed annual budget to City Council by April 15<sup>th</sup>.

### Grants

- Submit annual grant application to the Department of Housing and Community Development for Emergency Shelter Grant Funding.
- Submit annual Collaborative Supervision and Focused Enforcement (CSAFE) grant to the Governor’s Office of Crime Control and Prevention.
- 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 2011  
Significant Changes**

**PERSONNEL EXPENSES:**

- 1) 502020 Health Insurance – Increase due to projected increase in health insurance premiums
- 2) 502040 Retirement – Increase due to increase in retirement contributions
- 3) 502087 Employee Picnics – Reduced to \$0 (reduced by \$140) to reduce costs

**OPERATING EXPENSES:**

- 1) The following deductions reflect the budget preparation instructions requirement of an overall 11% reduction in the operating expense accounts:

A. 513065 Annexation	\$3,000
B. 534502 Computer Software	\$ 500
C. 546001 Office	\$1,000
D. 546008 Postage	\$ 200
E. 546011 Computer	\$1,400
F. 555502 Painting	\$ 100
G. 555510 City Promotions	\$2,690
H. 55690 Miscellaneous	\$ 500

- 2) 513099 Other – reduced to 0 (reduced by \$12,962) due to completion of Tax Differential Study
- 3) 513400 Consultants Fee – \$5,000 is requested to conduct competitive bidding of City’s property and liability insurance.



## City of Salisbury Budget Summary 12000 – Mayor's Office Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	318,712	312,500	312,500	311,300	321,802	331,045
OPERATING EXPENSES	80,288	73,580	87,798	72,935	65,375	68,275
COMMUNITY PROMOTIONS	193,250	220,200	220,200	106,700	309,735	241,700
<b>TOTAL</b>	<b>592,250</b>	<b>606,280</b>	<b>620,498</b>	<b>490,935</b>	<b>696,912</b>	<b>641,020</b>

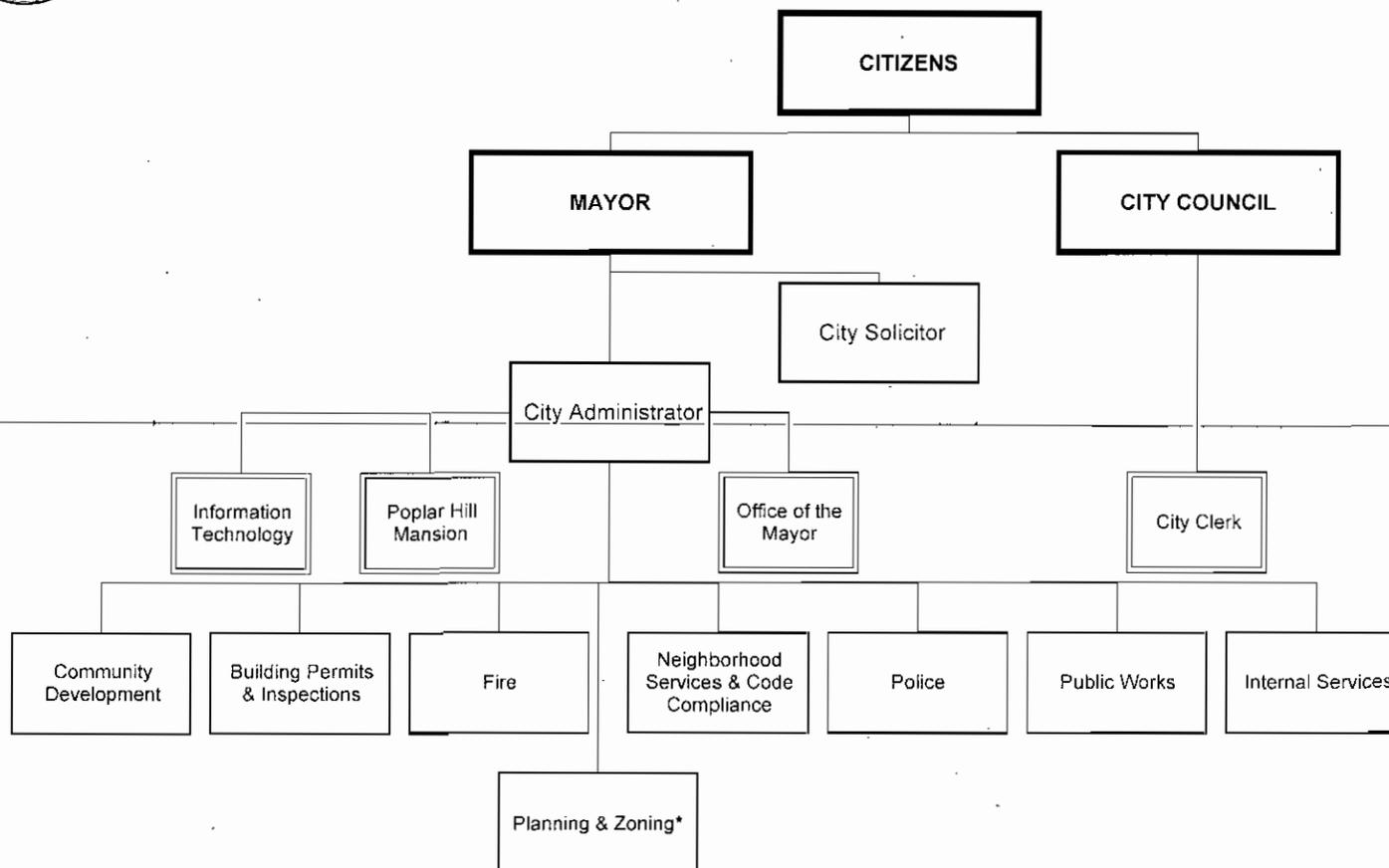
### Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
City Administrator	18	1	1	1	1	1	1	1	
Assistant City Administrator	12	0	0	1	1	1	1	1	
Grants/Special Projects Director	10	1	1	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	
<b>Total</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	



# City of Salisbury Organization Chart Fiscal Year 2011



\*County Department providing services to the City under agreement



## 13000 - Elections Fiscal Year 2011 Program Goals



- 1) Update the City Code as it pertains to elections
- 2) Maintain accurate database of voter registration
- 3) Effectively administer 2011 municipal elections



## 13000 - Elections Fiscal Year 2011 Significant Changes



### OPERATING EXPENSES:

- 1) Increase of \$47,508 due to election in 2011 (District 2 only). The FY11 cost is less than FY09 because the election in 2009 was city-wide (Mayor, District 1 and District 2).



**City of Salisbury  
Budget Summary  
13000 – Elections  
Fiscal Year 2011**

	<b>FY 09 ACTUAL</b>	<b>FY 10 APPROVED BUDGET</b>	<b>FY 10 ADJUSTED BUDGET</b>	<b>CURRENT YEAR EXPECTED</b>	<b>FY 11 FINANCE REQUEST</b>	<b>FY 11 MAYOR'S BUDGET</b>
<b>OPERATING EXPENSES</b>	<b>51,907</b>	<b>1,400</b>	<b>1,400</b>	<b>1,370</b>	<b>48,878</b>	<b>48,878</b>



**15000, 81570, 85070 Department of Internal Services  
Finance Division  
Fiscal Year 2011  
Program Goals**

- 1) Create and implement financial policy document with City Council and create appropriate benchmarks related to those policies.
- 2) Negotiate tax differential with the County.
- 3) Conduct analysis of City's Fiscal Structure to ensure we are maximizing existing revenue sources.
- 4) Investigate ways to improve collection of personal property tax.
- 5) Implement operational review recommendations for HR Management ,Applicant Tracking, Accounts Receivable, Permit and Code Enforcement and General Billing
- 6) Review the FY10 audit recommendations and determine the time schedule for implementation.



**15000, 81570, 85070 Department of Internal Services  
Finance Division  
Fiscal Year 2011  
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 1<sup>st</sup>.
- Certify budgets are developed and submitted to management by March 31<sup>st</sup>.
- Guarantee water bills are issued by the 1<sup>st</sup> 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 15<sup>th</sup> 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.

Risk Management

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



**15000 – Department of Internal Services  
Finance Department  
Fiscal Year 2011  
Significant Changes**



**PERSONNEL SERVICES:**

**OPERATING EXPENSES:**

- 1) Reduction in Accounting fee (15000 513406) from \$13,000 to \$1,086 from FY10 due to reduction in amount to be paid to Trice, Geary & Myers for help with reconciliation schedules. In prior year Trice Geary & Myers helped with risk based auditing documentation and that will not be repeated. Also, we have hired an additional accountant. (Fee is split with Water and Sewer Fund)
- 2) Reduction in consulting (15000 513400) of \$12,405. In FY10 completing Payroll, Accounts Payable, Purchase orders and requisitions. The consultant will provide review of current Munis modules, recommendations on how to use Munis modules more effectively and efficiently, train staff on recommendations as well as create standard operating procedures for the specific modules in Munis. The listing below of our current Munis modules is in order of priority.
  - HR Management \$3,725
  - Applicant Tracking \$7,350
  - Accounts Receivable \$3,725
  - Permit and Code Enforcement \$9,900
  - General Billing \$3,725
  - Crystal Reports consulting \$2,000
- 3) Reduction in postage (15000 546008) by \$2,800 based on actual to date and new discounts provided by Mail movers.
- 3) Reduction in office supplies (15000 546001) by \$1,753 no addition special supplies requested this year.
- 4) Reduction of \$1,640 in Equipment account (15000 534302), In FY10 purchased updated signature cards. In FY11 requesting replacement for two computers for the accounts payable clerk and payroll clerk due to 6 year age of the computers.
- 5) Increase of bank fees (15000 513050) in the amount of \$2,900 due to lower interest rates, causing our monthly credit to be reduced. In July 2009 the rate was 1%, as of January 2010 the rate was .35%.



**City of Salisbury  
Budget Summary  
15000 – Internal Services - Finance  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	304,387	329,592	329,592	331,861	388,284	367,009
OPERATING EXPENSES	159,674	147,838	172,808	145,548	118,737	116,074
CAPITAL OUTLAY	11,332	0	2,116	554	14,425	0
<b>TOTAL</b>	<b>475,393</b>	<b>477,430</b>	<b>504,516</b>	<b>477,963</b>	<b>521,446</b>	<b>483,083</b>

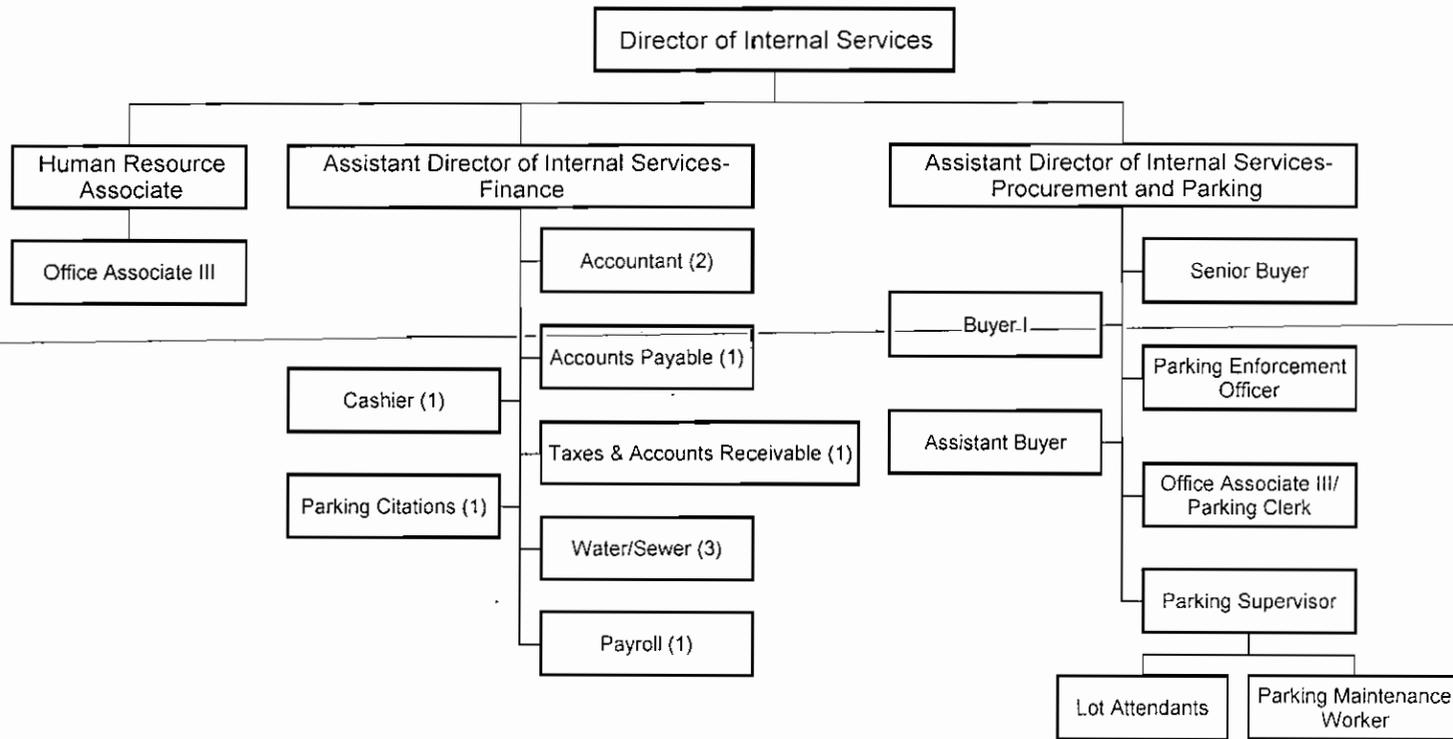
Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Asst Director of I.S. - Finance	11	1	1	1	1	1	1	1	
Accountant	10	1	1	1	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	
<b>Total</b>		<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	

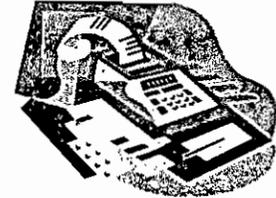


**City of Salisbury  
Department of Internal Services  
Current/Proposed Organization Chart  
Fiscal Year 2011**





**16000 Department of Internal Services  
Procurement Division  
Fiscal Year 2011  
Program Goals**



- 1) Develop a Procurement Card Purchasing System plan for better accountability and ease of purchases available via on-line procurement. (Enhancing Economy and Efficiency)
- 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. (Enhancing Economy and Efficiency)
- 3) Develop a system to track implementation of any energy reduction projects undertaken at City facilities. (Enhance Environment)
- 4) Investigate cost reduction ideas for the division. (Enhancing Economy and Efficiency)



**16000 Department of Internal Services  
Procurement Division  
Fiscal Year 2011  
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

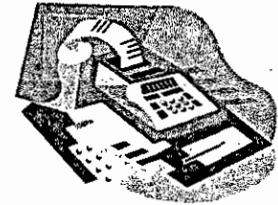
- Complete and submit all Employee Action Forms to the Human Resources Department within 48 hours of an employee separating from City service.

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.



**16000 Department of Internal Services  
Procurement Division  
Fiscal Year 2011  
Significant Changes**



**Operating Expenses:**

- 1) (16000-513408 Energy) Reduction in energy account of \$2,000, anticipate reduction in energy consultant services for the fiscal year as no utility contracts are due.
- 2) (16000-546001 Office) Reduction of office account of \$1,500 based on anticipated usage and coverage for the anticipated cost of the City's GASB45 consultant fees.
- 3) (16000-555502 Printing) Reduction of printing account of \$800 based on FY10 usage.



**City of Salisbury  
Budget Summary  
16000 – Internal Services - Procurement  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	178,667	171,874	171,874	171,874	177,538	173,756
OPERATING EXPENSES	33,591	41,197	42,752	40,522	35,967	35,159
<b>TOTAL</b>	<b>212,259</b>	<b>213,071</b>	<b>214,626</b>	<b>212,396</b>	<b>213,505</b>	<b>208,915</b>

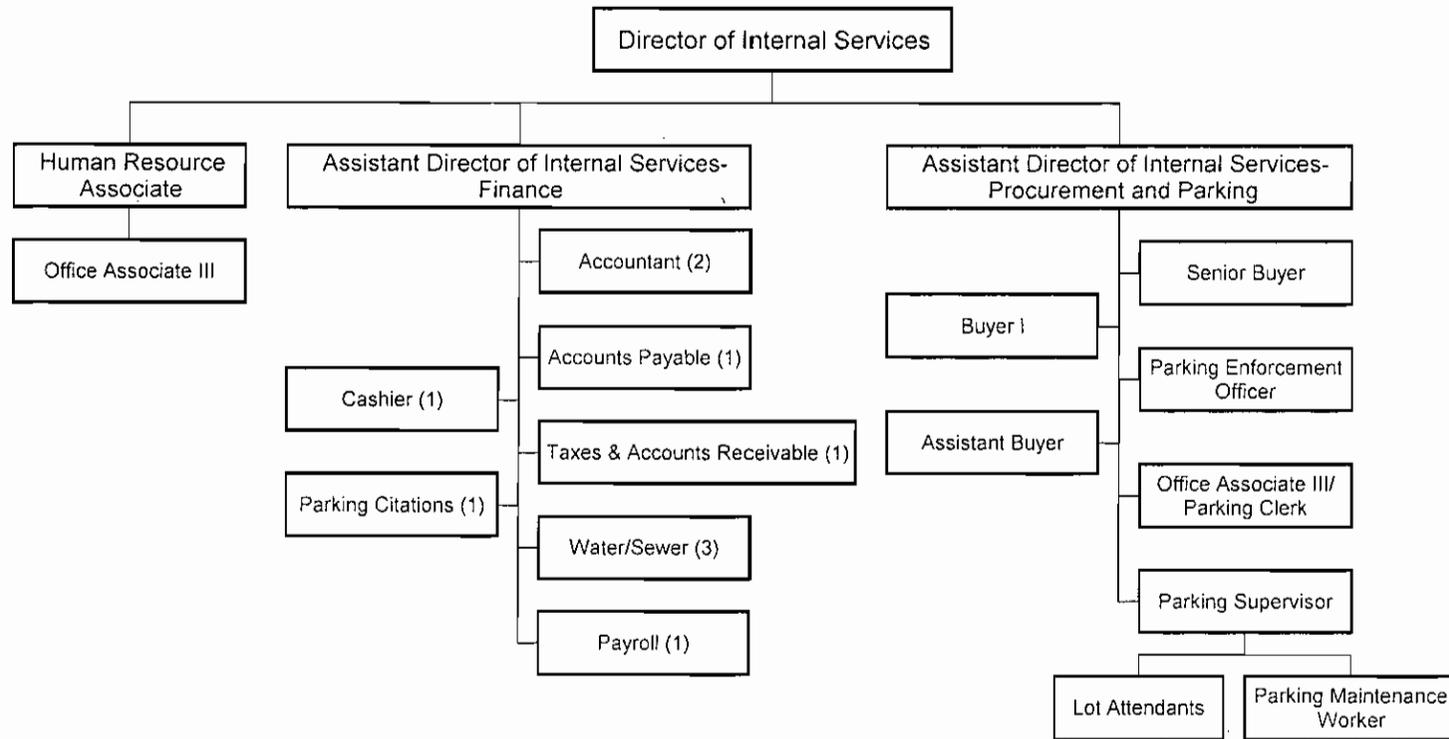
Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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	
<b>Total</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	



# City of Salisbury Department of Internal Services Current/Proposed Organization Chart Fiscal Year 2011





**17000 Administration – City Attorney  
Fiscal Year 2010  
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 files 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.
- 7) Create in-house Legal Department.



**17000 – City Attorney  
Fiscal Year 2011  
Significant Changes**

**OPERATING EXPENSES:**

- 1) Mayor recommending that legal services be brought in house. The funds in the budget are a reduced number from prior years. The funding amount would be used to cover the salary and benefits of an attorney and admin staff. As well as all administrative expenses.



**City of Salisbury  
Budget Summary  
17000 – City Attorney  
Fiscal Year 2011**

	<b>FY 09 ACTUAL</b>	<b>FY 10 APPROVED BUDGET</b>	<b>FY 10 ADJUSTED BUDGET</b>	<b>CURRENT YEAR EXPECTED</b>	<b>FY 11 FINANCE REQUEST</b>	<b>FY 11 MAYOR'S BUDGET</b>
<b>OPERATING EXPENSES</b>	<b>225,022</b>	<b>201,300</b>	<b>201,300</b>	<b>201,300</b>	<b>195,000</b>	<b>165,000</b>



## 18000 Information Technology Fiscal Year 2011 Program Goals / Objectives

- 1) Create in-house Information Technology function to replace service previously provided by Wicomico County.
- 2) Improve system operations and staff utilization of existing business systems.
- 3) Maintain high level of system reliability using existing hardware and software.
- 4) Provide support to Public Works Department in continual expansion of SCADA to monitor more functions.
- 5) Respond to calls from Departments for service on computers.



## 18000 – Information Technology Fiscal Year 2011 Significant Changes

### PERSONNEL COSTS:

- 1) For FY 11, we are creating our own IT department. The budget includes a director of information technology (grade 14) as well as a network technician (grade 6). The network technician position was funded in the police department in FY 10. With the creation of our own department, this position would report to the IT director. The network technician position would be focused on the police and fire technology needs. The IT director would be working on the City's overall IT needs.

### OPERATING EXPENSES:

- 2) Computer consulting costs (18000-513402) would be reduced under the new structure. We would have funds for a transitional period to pay the County as well as a year's worth of outside Help Desk support (currently contracted).
- 3) Operating expenses (18000-546006) and office expenses (18000-546001) are new accounts for the creation of the department.
- 4) Computer (18000-546006) includes the purchase of a new primary file storage server. Our current server is over 5 years old and no longer under warranty.
- 5) Equipment (18000-546012), Telephone (18000-555401), Travel (18000-555503), Training (18000-555504) and Dues (180000-556700) have estimated amounts for starting up a new department. Amounts estimated based on the creation of the HR department several years ago.



**City of Salisbury**  
**Budget Summary**  
**18000 – Information Technology**  
**Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
<b>OPERATING EXPENSES</b>	50,084	92,000	99,617	99,617	87,400	87,400

Personnel Authorization History

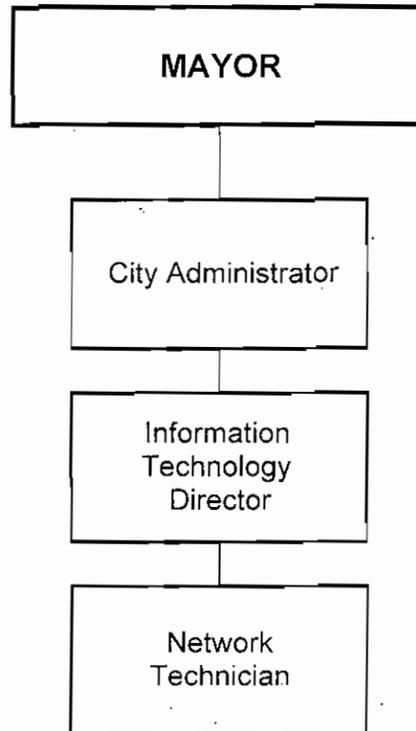
Department: Information Technology

Account #: 18000

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Information Technology Director	14	0	0	0	0	0	1	1	
Administrative Office Assoc.	6	0	0	0	0	0	1	1	
<b>Total</b>		0	0	0	0	0	2	2	

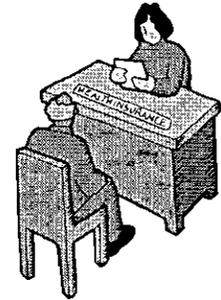


# 18000 Information Technology Fiscal Year 2011 Organization Chart





**18500 Department of Internal Services  
Human Resources Division  
Fiscal Year 2011  
Program Goals**



- 1) Monitor goal that all newly hired employees who drive a City vehicle should attend defense 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 to assist employees in wellness options and ongoing care management by offering quarterly bulletins or opportunities to discuss program with Carefirst representatives. Begin development of an employee wellness program
- 5) Increase participation of the ICMA 457(b) retirement program and the City's employee match option by 5% through quarterly bulletins or opportunities to meet with ICMA representatives.
- 6) Begin development of a City-wide employee recognition program.



**18500 Department of Internal Services  
Human Resources Division  
Fiscal Year 2011  
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 number of departments 100% compliant with the 3 business day reporting criteria.

3) Employee Turnover Rate/Exit Interviews

- Track and report employee turnover rate quarterly.
- Conduct exit interviews on 100% of voluntarily terminating employees.
- Complete and submit all Employee Action Forms to the Human Resources Department within 48 hours of an employee separating from City service.

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 2010  
Significant Changes**



**Operating Expenses:**

- 1) (18500-502021 Wellness]) Decreased requested amount by \$500 based on 2010 actual costs for employee and volunteer fire fighter flu shots.
- 2) (18500-413400 Cons Fee) Request additional \$2,000 due to increases in Healthcare Consortium consultant fees and for GASB 45 consultant fee.
- 3) (18500-546001 Office) Decreased requested amount by \$1,222 based on anticipated usage.



**City of Salisbury  
Budget Summary  
18500 – Internal Services – Human Resources  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	122,167	126,181	122,711	121,181	126,666	126,992
OPERATING EXPENSES	17,689	11,320	15,370	10,615	11,900	11,678
<b>TOTAL</b>	<b>139,856</b>	<b>137,501</b>	<b>138,081</b>	<b>131,796</b>	<b>137,566</b>	<b>138,670</b>

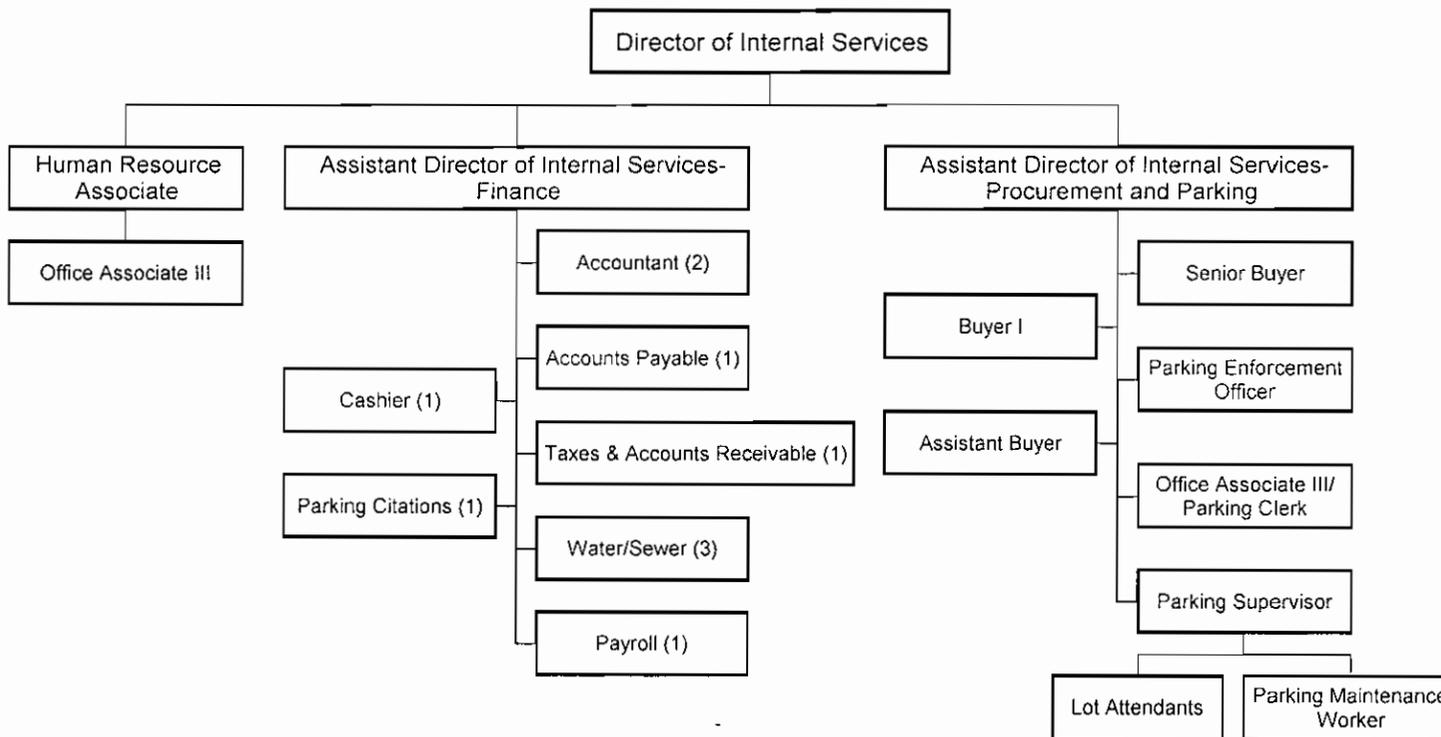
Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Human Resource Associate	6	0	0	0	1	1	1	1	
Office Associate III	3	0	0	0	1	1	1	1	
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	



# City of Salisbury Department of Internal Services Current/Proposed Organization Chart Fiscal Year 2011





**19000 CITY OF SALISBURY/WICOMICO COUNTY  
DEPARTMENT OF PLANNING, ZONING AND COMMUNITY DEVELOPMENT  
Fiscal Year 2011  
Program Goals**

- 1) Begin the implementation of the newly completed City Comprehensive Plan, by formulating a work program for the development of new codes and programs.
- 2) Assist with the development of revitalization strategies for the City's neighborhoods and downtown.
- 3) Implement the recommendations of the Impact Fee Analysis.
- 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.



**19000 CITY OF SALISBURY/WICOMICO COUNTY  
DEPARTMENT OF PLANNING, ZONING AND COMMUNITY  
DEVELOPMENT  
Fiscal Year 2011  
Significant Changes**

**OPERATING EXPENSES:**

- 1) The Operating Budget total has been reduced by 11% in accordance with budget directive. This reduces Administration support by \$22,507 and advertising by \$3,500.

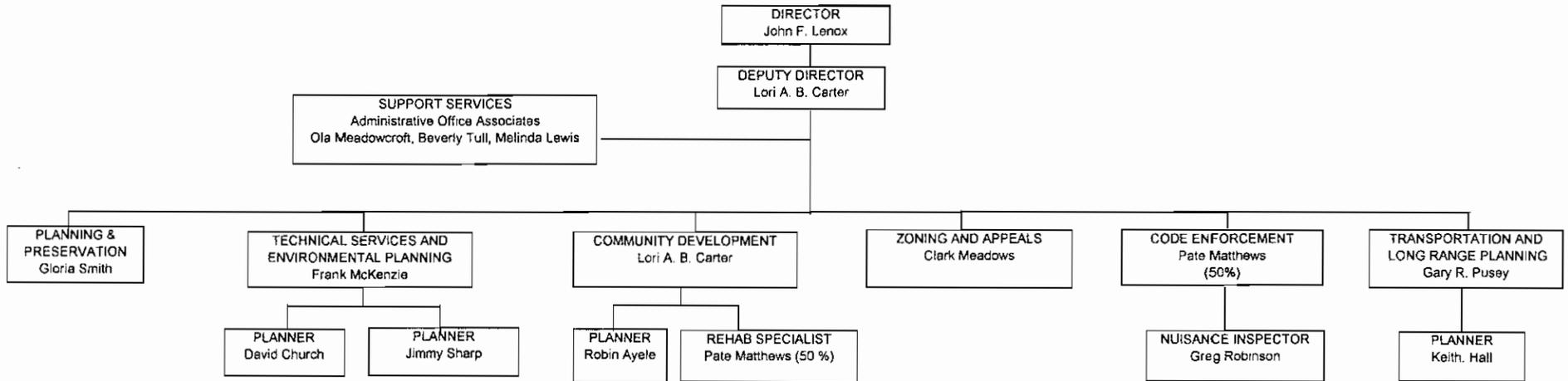


**City of Salisbury  
Budget Summary  
19000 – Planning & Zoning  
Fiscal Year 2011**

	<b>FY 09 ACTUAL</b>	<b>FY 10 APPROVED BUDGET</b>	<b>FY 10 ADJUSTED BUDGET</b>	<b>CURRENT YEAR EXPECTED</b>	<b>FY 11 FINANCE REQUEST</b>	<b>FY 11 MAYOR'S BUDGET</b>
<b>OPERATING EXPENSES</b>	<b>181,938</b>	<b>203,500</b>	<b>240,452</b>	<b>238,222</b>	<b>183,476</b>	<b>177,493</b>

**CITY OF SALISBURY/WICOMICO COUNTY  
DEPARTMENT OF PLANNING, ZONING AND COMMUNITY DEVELOPMENT**

**ORGANIZATIONAL CHART  
FISCAL YEAR 2011**



Planning & Zoning  
Commission  
Land Preservation  
Special Projects  
Subdivisions  
Annexations  
Co. Historic Preservation

Chesapeake Bay Critical Area  
Forest Conservation  
GIS Analysis and Mapping  
GIS Support for Other Depts.\*  
Technical Services  
Natural Resources Conservation

CDBG  
Community Development  
Housing  
Economic Development  
Urban Revitalization  
Neighborhood Development

County Appeals Board  
Zoning Regulations  
Inspections  
Site Plan Review  
Special Studies  
AG Reconciliation

Nuisance Code  
Housing Code  
Zoning Inspections  
Rehabilitation

Transportation  
Transit Planning  
Comprehensive Planning  
Priority Funding Areas  
City Appeals Board  
Annexations  
State Clearinghouse

\*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, States 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 and Metropolitan Planning Organization



**19500 Government Office Building  
Fiscal Year 2011  
Program Goals**



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



## 19500 Government Office Building Fiscal Year 2011 Significant Changes



### Operating Expenses:

1) (19500-534301 Bldgs) Request a total of \$236,500 for the following GOB expenses, as identified by Wicomico County:

- \$140,000 to meet ½ of the cost of general operating expenses for FY2010. General operating expenses are as follows: Electricity, Cleaning Service, Oil, General Supplies, Maintenance, Water, Water Treatment for Boiler, Elevator Maintenance, and Pest Control.
- \$25,000, ½ the construction cost to repair and replace sidewalks and pavers surrounding the GOB. (Listed in CIP)
- \$31,500, ½ the construction cost to replace two air handlers in the HVAC system. (Requested by Wicomico County) **Wicomico County is not funding, thus removed.**
- \$10,000, ½ the installation cost to upgrade the GOB alarm security system (Requested by Wicomico County) **Wicomico County is not funding, thus removed.**
- \$30,000, ½ the cost for replacement of the second and third floor windows with double-paned glass and weatherproof membrane to increase energy efficiency. (Requested by Wicomico County) **Wicomico county is not funding, thus removed.**

2) (19500-534302 Equip) Reduce requested amount by \$1,315.00 to reflect reduced costs of maintenance agreement for telephone equipment, due to FY2011 warranty items.



**City of Salisbury  
Budget Summary  
19500 – Municipal Buildings  
Fiscal Year 2011**

	<b>FY 09 ACTUAL</b>	<b>FY 10 APPROVED BUDGET</b>	<b>FY 10 ADJUSTED BUDGET</b>	<b>CURRENT YEAR EXPECTED</b>	<b>FY 11 FINANCE REQUEST</b>	<b>FY 11 MAYOR'S BUDGET</b>
<b>OPERATING EXPENSES</b>	245,601	182,190	332,459	135,547	248,150	177,500
<b>CAPITAL OUTLAY</b>	0	169,000	20,092	20,092	0	0
<b>TOTAL</b>	245,601	351,190	352,551	155,639	248,150	177,500



## 19600 Municipal Buildings – Poplar Hill Mansion Fiscal Year 2011 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.
- 4) Begin paying a stipend to the Curator for living expenses in order to create a viable position.



**19600 Municipal Buildings – Poplar Hill Mansion  
Fiscal Year 2011  
Significant Changes**

**OPERATING EXPENSES:**

- 1) 19600-534301 Buildings  
Reduced \$36,000 due to expected completion of painting and chimney repair projects.
- 2) 19600-556201 Electricity  
Reduced \$700 due to estimate provided by energy consultant
- 3) 19600-556202 National Gas  
Reduced \$900 due to estimate provided by energy consultant



**City of Salisbury  
Budget Summary  
19600 – Municipal Buildings - Poplar Hill Mansion  
Fiscal Year 2011**

	<b>FY 09 ACTUAL</b>	<b>FY 10 APPROVED BUDGET</b>	<b>FY 10 ADJUSTED BUDGET</b>	<b>CURRENT YEAR EXPECTED</b>	<b>FY 11 FINANCE REQUEST</b>	<b>FY 11 MAYOR'S BUDGET</b>
<b>OPERATING EXPENSES</b>	<b>37,864</b>	<b>54,195</b>	<b>59,794</b>	<b>49,593</b>	<b>17,345</b>	<b>17,345</b>



## Police Department - 21021 Fiscal Year 2011 Program Goals



### Program Goals

- Seek funding/reallocate resources for specialized positions (i.e. K-9) to provide more timely response for patrol functions.
- Implement Safe Streets crime reduction initiative.
- Conduct four (4) joint Safe Streets law enforcement operations directed at narcotics enforcement, prostitution and gangs.
- Explore legislative and judicial options to reduce crime.
- Evaluate the recommendations of the Crime Task Force and implement those that can be implemented.
- Initiate cost saving measures in-house to reduce power consumption.
- Seek opportunities for professional development/training for all levels of supervision.
- Evaluate alternative vehicles that would be more fuel efficient.
- Investigate cost reduction ideas.
- Increase by 2% interaction between Patrol Officers and residential & business members (i.e. business checks, community events).
- Initiate two (2) Citizen's Police Academies to provide positive interaction between citizens and police.
- Analyze allocated positions to meet the needs of the community due to the City's growth.
- Improve Quality of Life in neighborhoods by finalizing/supporting legislation directed at repeat/nuisance call locations.



## Salisbury Police Department Fiscal Year 2011 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%.
- Increase patrols to enforce the noise ordinance by 2%
- Conduct four (4) community forums to educate citizen and solicit their feedback.
- Conduct four (4) prostitution undercover operations per year.
- Conduct four (4) street level narcotics operations per year.

### Animal Control

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



## Police Department - 21021 Fiscal Year 2011 Significant Changes



### Personnel Services

- **Overtime – Non-clerical:** reflects a decrease of \$50,000 to help balance the budget. **Acct. # 21021-801021**

### Operating Expenses

- **Accreditation:** reflects a decrease of \$11,040 (Mr. Robert Almon's Consultant fee). He has decided to leave this position and we will not fill his position for FY11 due to the requested 8% decrease in operating accounts. We are requesting this position not be eliminated but funded when economic conditions improve. **Acct. # 21021-513404**
- **Repair/Maint. Land & Bldgs.:** reflects a decrease of \$5,000 to comply with the budget message to decrease operating accounts by 8% due to anticipated economic conditions. **Acct. # 21021-534301**
- **Equipment (Maint. Contracts):** reflects a decrease of \$22,381 due to a decrease of charges and the elimination of several maintenance contracts. **Acct. # 21021-534302**
- **Vehicle Maintenance:** reflects a total decrease of \$44,126.00 to comply with the budget message to decrease operating accounts by 8% and an additional 3% and the deduction of the cost of emergency equipment for new vehicles which were not funded. **Acct. # 21021-534308**
- **Office Supplies:** reflects a decrease of \$6,000 to comply with the budget message to decrease operating accounts by 8% due to anticipated economic conditions. **Acct. # 21021-546001**
- **Janitorial Supplies:** reflects a decrease of \$4,012 to comply with the budget message to decrease operating accounts by 8% due to anticipated economic conditions. **Acct. # 21021-546002**

Operating Expenses cont.

- **Operating Supplies:** reflects a decrease of \$4,000 to comply with the budget message to decrease operating accounts by 8% due to anticipated economic conditions. **Acct. # 21021-546006**
- **Computers:** reflects a decrease of \$5,000 to comply with the budget message to decrease operating accounts by 8% due to anticipated economic conditions. **Acct. # 21021-546011**
- **Protective Vests:** reflects a decrease of \$4,548 due to no additional rain suits are needed for FY11. **Acct. # 21021-546022**
- **Copiers:** reflects a decrease of \$2,004 due to a decrease in one maintenance contract. **Acct. # 21021-554404**
- **Liability Insurance:** reflects an increase of \$17,019 due to LGIT predicting a 25% increase in rates for law enforcement. **Acct. # 21021-555010**
- **Electricity:** reflects a decrease of \$4,000 due to energy consultants predictions. **Acct. # 21021-556201**

Capital Outlay

- **Vehicles:** reflects an increase of \$46,473 for the purchase of four (4) emergency vehicles. **(Unable to fund.) Acct. # 21021-577025**

Debt Service            - None

Other                    - None



## City of Salisbury Budget Summary 21021 – Police Services Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	7,945,900	8,314,778	8,313,511	8,309,778	8,195,956	7,909,688
OPERATING EXPENSES	848,470	998,874	1,075,717	974,195	914,743	873,847
CAPITAL OUTLAY	65,529	67,860	45,127	45,527	92,000	0
<b>TOTAL</b>	<b>8,859,900</b>	<b>9,381,512</b>	<b>9,434,355</b>	<b>9,329,501</b>	<b>9,202,699</b>	<b>8,783,535</b>

### Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Chief of Police	16	1	1	1	1	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	8	8	8	
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	62	66*	66*	66*	
<b>Total (page 1)</b>		<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>92</b>	<b>92</b>	<b>92</b>	

\*Includes 4 COPS Grant-funded positions

404



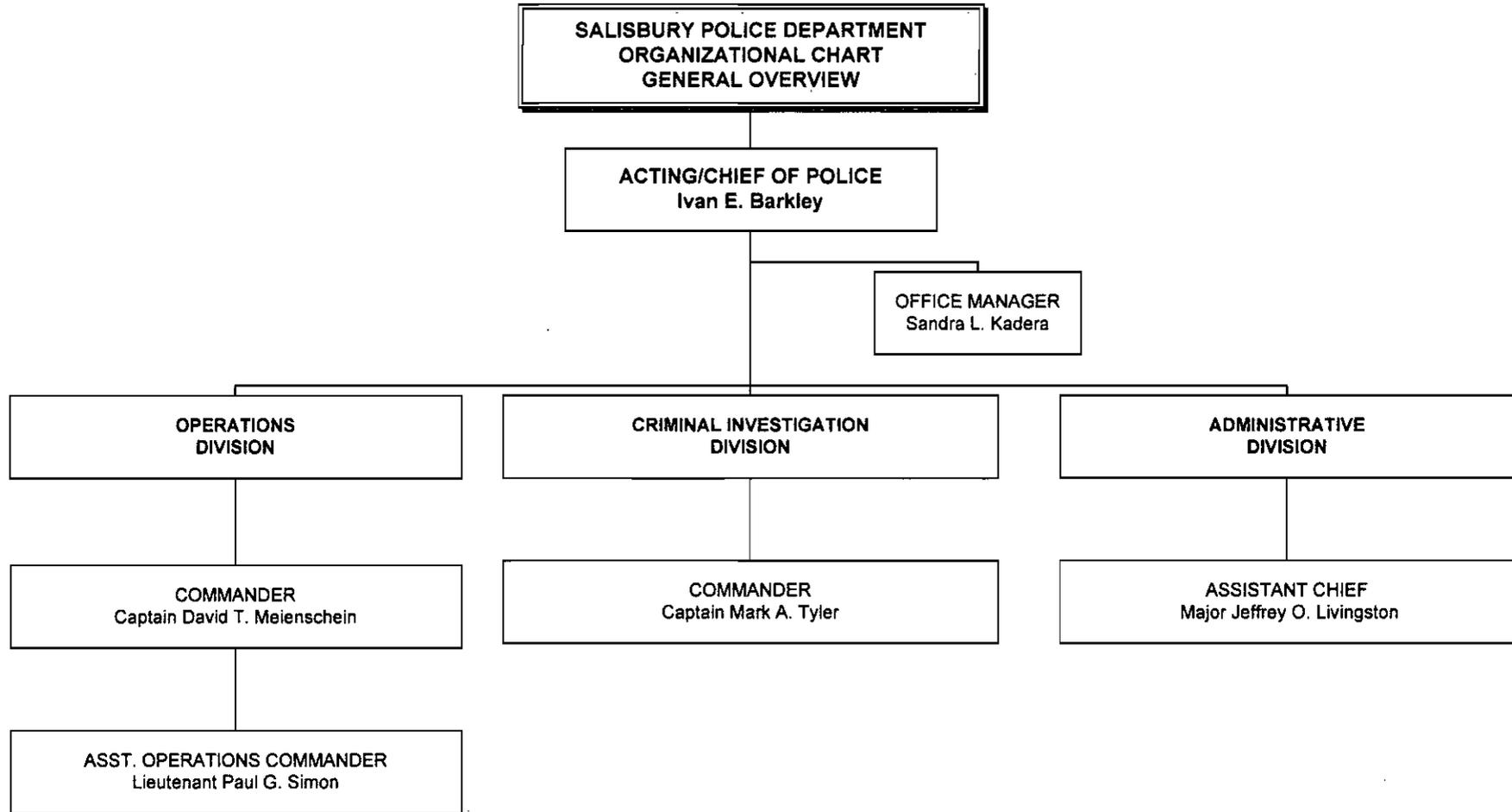
**City of Salisbury  
Budget Summary  
21021 – Police Services  
Fiscal Year 2011**

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
IT Network Technician	6	0	0	0	0	1	0	0	
Office Manager	6	1	1	1	1	1	1	1	
Crime Data Analyst	4	1	1	2	2	2	2	2	
Intelligence Data Analyst	4	2	2	2	2	2	2	2	
Property Custodian II	4	0	1	1	1	1	1	1	
Property Custodian I	3	3	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	
<b>Total (page 2)</b>		<b>16</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>18</b>	<b>17</b>	<b>17</b>	
<b>Total</b>		<b>104</b>	<b>104</b>	<b>105</b>	<b>105</b>	<b>110</b>	<b>109</b>	<b>109</b>	



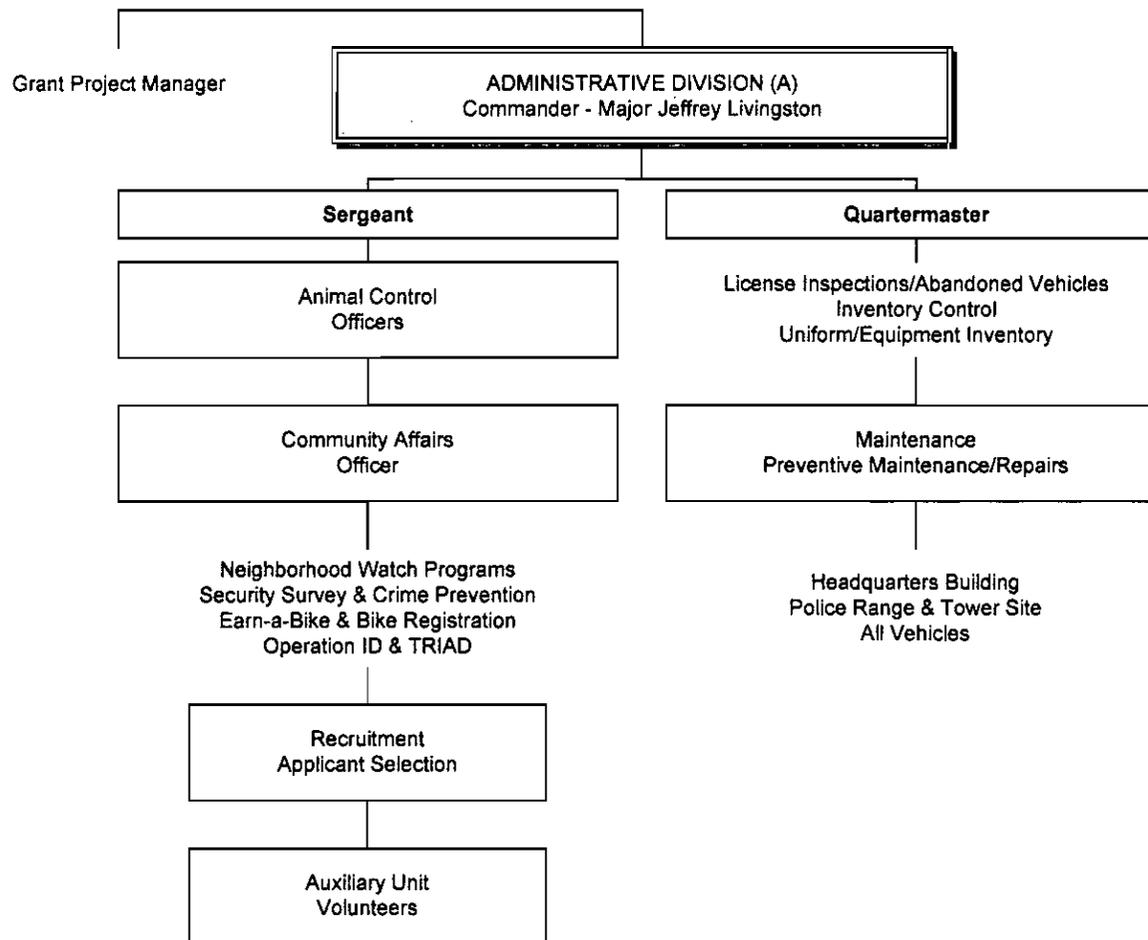
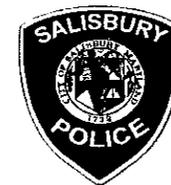
# Police Department Fiscal Year 2011 Organizational Chart – 1 of 7



406



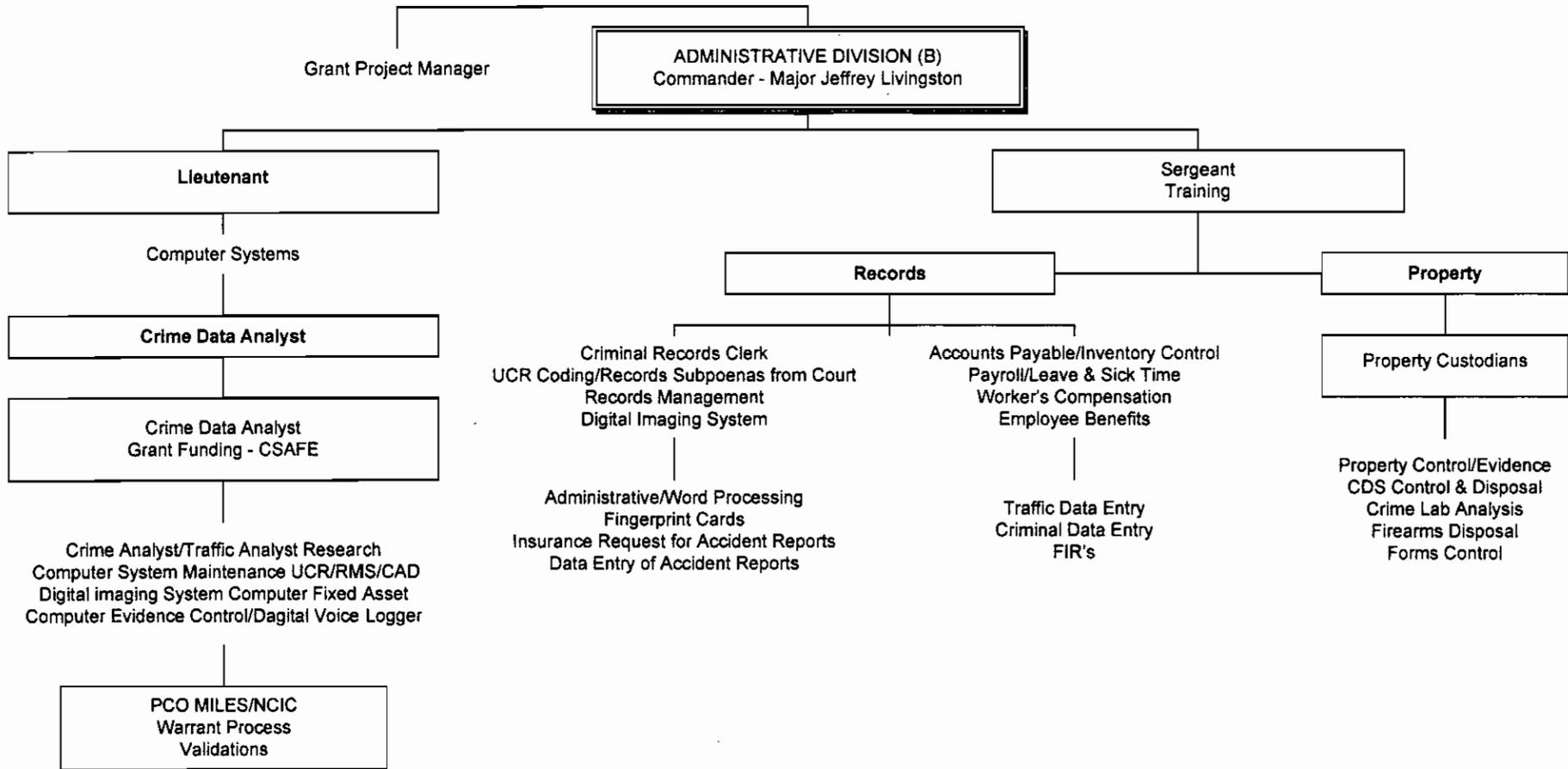
# Police Department Fiscal Year 2011 Organizational Chart – 2 of 7



4107

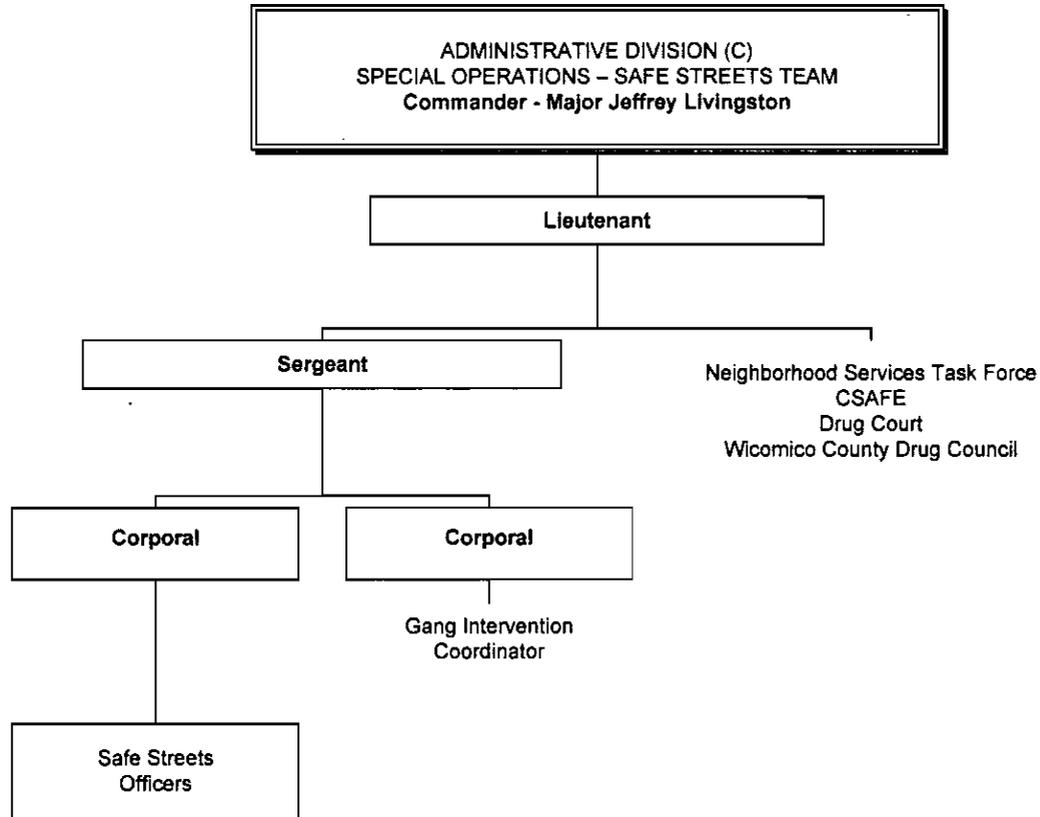


# Police Department Fiscal Year 2011 Organizational Chart – 3 of 7



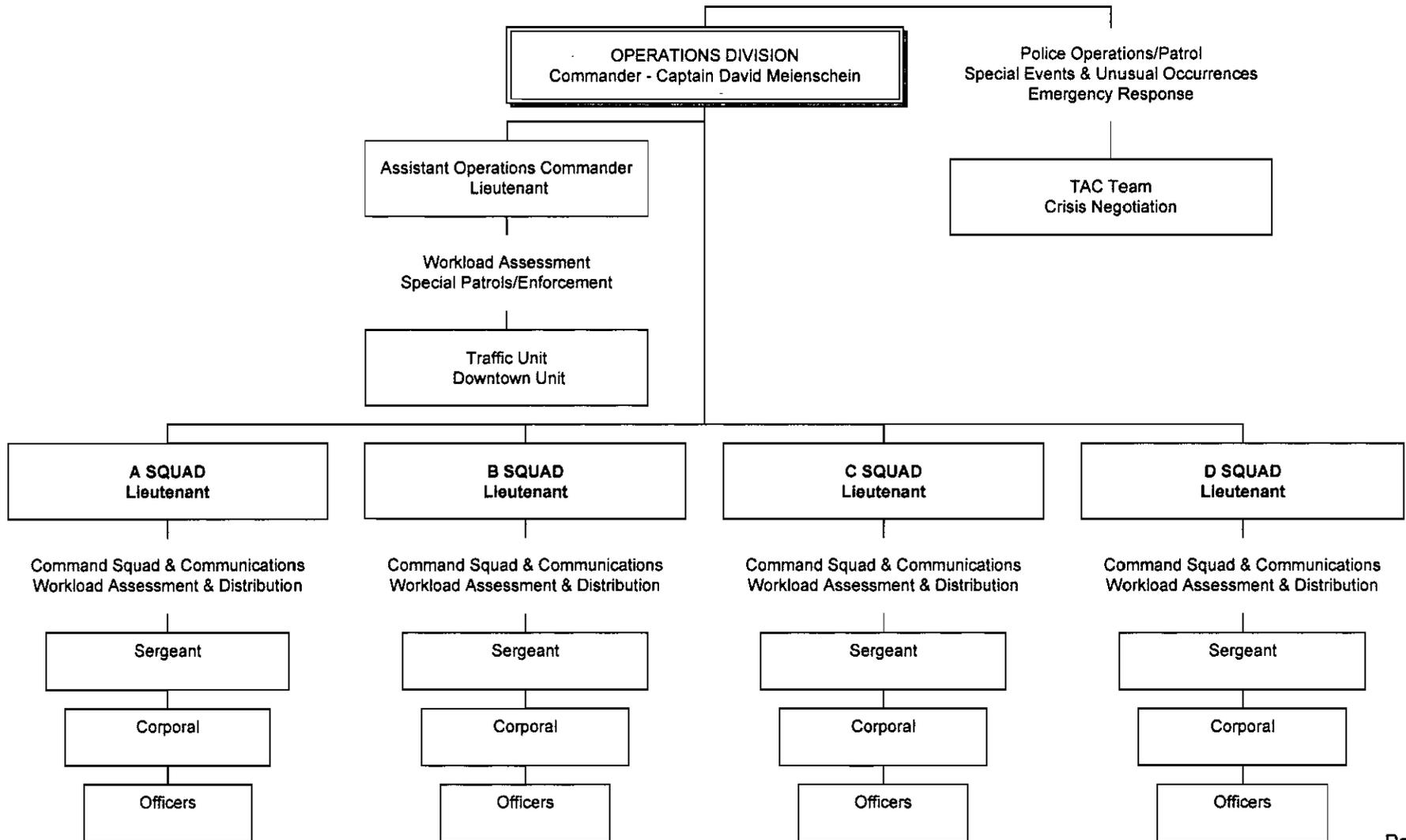


# Police Department Fiscal Year 2011 Organizational Chart – 4 of 7



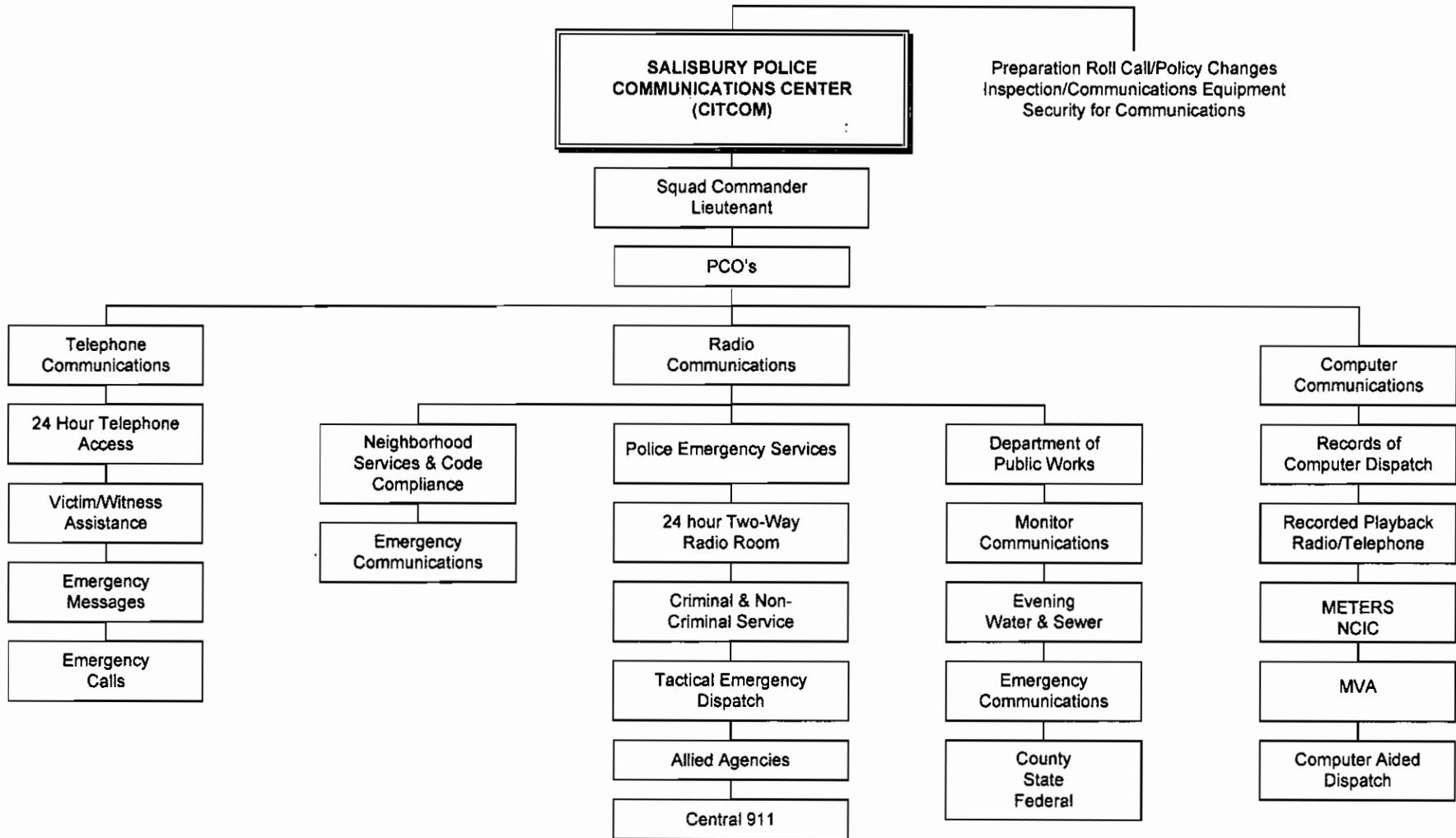


# Police Department Fiscal Year 2011 Organizational Chart – 5 of 7



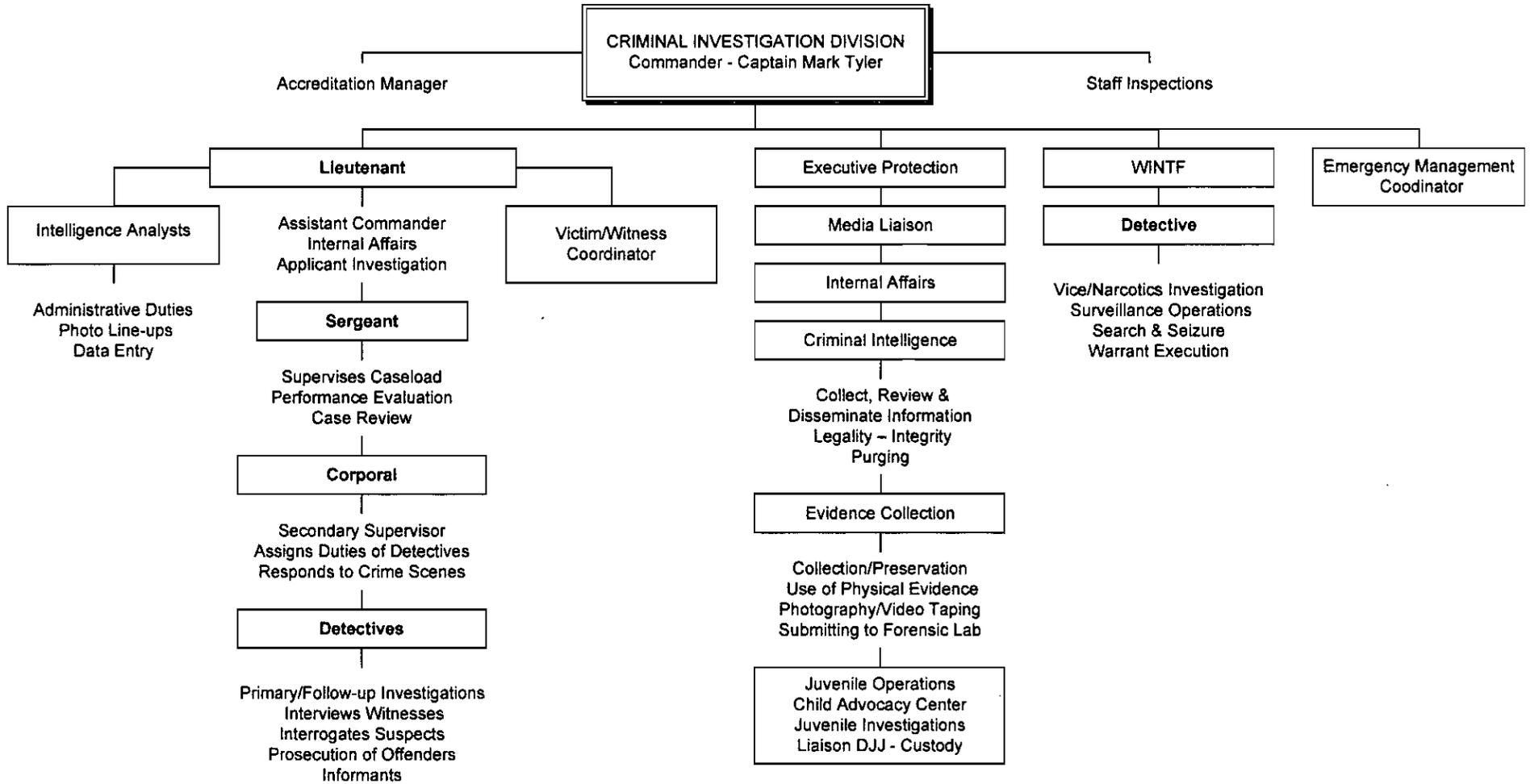


# Police Department Fiscal Year 2011 Organizational Chart – 6 of 7



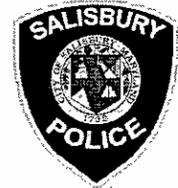


# Police Department Fiscal Year 2011 Organizational Chart – 7 of 7





## CITCOM - 21025 Fiscal Year 2011 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 2011 Significant Changes



Personnel Services - None

Operating Expenses

- **Medical:** reflects a decrease of (\$1,766) to comply with the budget message to decrease operating accounts by 8% due to anticipated economic conditions. **Acct. #21025-513040**
- **Land & Buildings:** reflects a decrease of \$ 1,500.00 due to an additional 3% budget cut. **Acct. #21025-534301**
- **Equipment:** reflects a decrease of \$1,316 due to some maintenance contracts showing a decrease in fees. **Acct. # 21025-534302**
- **Office Supplies:** reflects a decrease of \$ 623.00 due to an addition 3% budget cut. **Acct. #21025-546001**
- **Janitorial:** reflects a decrease of \$ 605.00 due to an additional 3% budget cut. **Acct. #21025-546002**
- **Operating:** reflects a decrease of \$ 1,210.00 due to an additional 3% budget cut. **Acct. #21025-546006**
- **Computer:** reflects a decrease of \$3,104 to comply with the budget message to decrease operating accounts by 8% due to anticipated economic conditions. **Acct. # 21025-546011**
- **Travel:** reflects a decrease of \$ 695.00 due to an additional 3% budget cut. **Acct. # 21025-555503**
- **Training:** reflects a decrease of \$ 1,350.00 due to an additional 3% budget cut. **Acct. # 21025-555504**

Operating Expenses cont...

-Existing Lease Payments: reflects a decrease of \$39,200 due to the final payment being made in FY10.  
Acct. # 21025-558700

Capital Outlay

- Radios: requesting the lease purchase of forty (40) portable radios and six (6) mobile radios  
(\$170,000 – 7 yr. Contract)

-Back-up Telephone System: requesting the lease purchase of a back-up system for SPD Telephones.  
(\$160,000)

Debt Service                      - None

Other                                - None

415



**City of Salisbury  
Budget Summary  
21025 – Police - Communications  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	416,062	424,854	424,854	424,854	442,629	394,387
OPERATING EXPENSES	100,204	118,661	127,567	116,288	123,427	117,444
CAPITAL OUTLAY	0	0	604	604	330,000	330,000
<b>TOTAL</b>	<b>516,265</b>	<b>543,515</b>	<b>553,025</b>	<b>541,746</b>	<b>896,056</b>	<b>841,831</b>

Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Police Communications Officer II	4	1	1	1	1	1	1	1	
Police Communications Officer I	3	8	8	8	8	8	8	8	
<b>Total</b>		<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	

416



## Animal Control - 21029 Fiscal Year 2011 Program Goals



### Program Goals

- Animal Control Officers will respond to calls for service concerning animal complaints, taking appropriate enforcement action as dictated by ordinances.
- When appropriate, assist the public in ways other than animal control, such as helping motorists in need.
- 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 and coordinate a plan of action to target five (5) specific neighborhoods of the City to educate citizens concerning animal ordinances/laws and proper animal care.



**Animal Control - 21029  
Fiscal Year 2011  
Significant Changes**



Personnel Services - None

Operating Expenses

**-Veterinarian Services:** requesting an increase of \$1,700 in FY11 due to a shortfall in FY10.  
Acct. # 21029-513041

**-Humane Society:** reflects a total decrease of \$18,836.00 to comply with the budget message to decrease operating accounts by a total of 8% and another 3% due to anticipated economic conditions.  
Acct. # 21029-523605

Capital Outlay - None

Debt Services - None

Other - None

418



## City of Salisbury Budget Summary 21029 – Animal Control Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	107,274	106,659	105,715	105,715	113,558	109,964
OPERATING EXPENSES	85,424	97,195	98,139	96,195	87,922	77,199
CAPITAL OUTLAY	19,346	0	0	0	0	0
<b>TOTAL</b>	<b>212,044</b>	<b>203,854</b>	<b>203,854</b>	<b>201,910</b>	<b>201,480</b>	<b>187,163</b>

### Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Animal Control Officer	5	2	2	2	2	2	2	2	
<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	



## Fire Department / Emergency Medical Services Fiscal Year 2011 Program Goals



- 1.) The Fire Department will strive to reduce or eliminate non-essential use of department vehicles to realize a reduction in vehicle fuel and maintenance costs.
- 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 support political efforts in re-negotiating the Wicomico County Fire Service Agreement.
- 4.) The Fire Department will continue to support and work to enact legislation to mandate residential sprinklers in all new residential dwelling units to enhance the mission of the SFD in "ensuring the health, safety, and well being of our community by providing prevention and mitigation of fire and life safety hazards in an effective and efficient manner."
- 5.) The Fire Department will continue to support and work to enact legislation to codify and strengthen a Fire Lane ordinance to eliminate the abuse of parking violations and obstructions to fire department apparatus in gaining access to buildings in the event of an emergency.



## Fire Department / Emergency Medical Services Fiscal Year 2011 Program Goals



- 6.) 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.
- 7.) 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, inspection programs.
- 8.) The Fire Department will evaluate existing and new technologies for alternate fuel vehicles for its non-emergency and emergency response vehicles.
- 9.) The Fire Department will continue to work with an internal workgroup to focus on possible departmental cost saving measures that can be implemented to reduce the expenses incurred in the operations of the SFD.
- 10.) The Fire Department will establish a citizen Fire Corps to develop possible service opportunities for our citizens to assist the SFD with various initiatives where their talents might benefit the department and potentially save valuable monetary resources.



## Fire Department / Emergency Medical Services Fiscal Year 2011 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 3 business days of receipt.

### Risk Management

- Report all accidents to Human Resources Department within 3 business days of occurrence..
- Enact legislation implementing impact service fees as recommended by the consultant.

### Fire

- Respond to 100% of fire calls within the city's fire service district.
- Turnout for fire calls within 1 minute of dispatch call.
- Complete travel time to scene after dispatch within 3 minutes.
- Document all fires for monetary loss 100% of the time, by category.
- Reduce firefighter fire related injuries by 10%.
- Maintain 0% firefighter related deaths.
- Reduce civilian fire deaths to 0%.
- Reduce civilian fire related injuries by 10%, by prevention education and enacting fire safety legislation.
- Track fire incidences by geographic sectors to determine future locations of fire stations.



## Fire Department / Emergency Medical Services Fiscal Year 2011 Performance Measures



### EMS

- Respond to cardiac arrest calls within 4 minutes for basic life support (EMT) and 6 minutes for advanced life support (Paramedics).
- Maintain unit hour utilization at 30% by ensuring sufficient ambulances available for service.



## Fire Department Fiscal Year 2011 Significant Changes



### Personnel Services:

- 1.) 24035-502010 FICA – decrease \$ 38,990
  - Decrease account based on projected costs as provided by Internal Services.
- 2.) 24035-502020 Health Insurance – increase \$ 41,143
  - Decrease account based on projected costs as provided by Internal Services.
- 3.) 24035-502040 Retirement (LEOPS) – decrease \$27,232
  - Decrease account based on projected costs as provided by Internal Services.
- 4.) 24035-502070 Workers Compensation – increase \$ 108,011
  - Increase account based on projected costs as provided by Internal Services.
- 5.) 24035-502087 Employee Picnic – decrease \$ 1,320.00
  - Decrease as instructed by City Administration
- 6.) 24035-501021 Overtime / Non-clerical – decrease \$100,000
  - \$20,000 Decrease to meet requested additional 3% budget reduction
  - \$80,000 Decrease to help balance the budget



## Fire Department Fiscal Year 2010 Significant Changes



### Operating Expenses:

- 1.) 24035-513069 Ambulance Billing – increase \$ 6,000
  - Increase due to 5% increase in Medicare allowable rates. The increase in expense is from an estimated increase in returns equal to overall increase in billing and therefore receivables from billing.
- 2.) 24035-534301 Buildings – increase \$ 5,203
  - Increase due to FY10 expenditures and fact that FS #16 and Fire HQ building is coming off of warranty and the costs for maintenance will be incurred for the FY11 budget period.
- 3.) 24035-534302 Equipment – increase \$ 12,300
  - Increase is to fund \$ 4,300 for Mobile CAD Client Licenses to enable the FD to utilize AVL and Mobile Data from the 911 center to enhance the effectiveness of dispatch of closest units available to fire and EMS incidents. All of the hardware is being purchased with State grants and County Volunteer funds. The expense is incurred to take advantage of grant funding opportunities and will complete a future C.I.P. project (FD-11-04) totaling \$ 225,000.
  - Increase is to fund \$ 8,000 for the Heart Monitor Service Contract that was removed from the FY10 budget. The new heart monitor project has not been approved to complete at the time of budget preparation.
- 4.) 24035-534308 Vehicles – decrease \$ 22,500
  - Decrease based on projections for the current fiscal year and that a lot of the capital fleet is under warranty for a portion of FY11.



## Fire Department Fiscal Year 2010 Significant Changes



### Operating Expenses (cont.):

- 5.) 24035-546011 Computers – decrease \$ 5,400
  - Decrease based on projections for the current fiscal year.
- 6.) 24035-546030 Turnout Gear – decrease \$ 49,735
  - Decrease based on FY10 projections. It is anticipated that for FY11 only a small amount of the current gear will need to be replaced to comply with NFPA standards
- 7.) 24035-554403 Machinery/Equipment – decrease \$ 18,905
  - Decrease is due to one time expenditure for this account in FY10.
- 8.) 24035-555501 Cell Phones – increase \$ 13,157
  - Increase for wireless modems for the fleet apparatus to send and receive AVL and Mobile Data from the 911 center. Each response apparatus will be able to receive real time data for the shortest travel distances and mapping as well as hydrant locations.
- 9.) 24035-556201 Electricity – decrease \$ 13,000
  - Decrease based on projections / information supplied by the City's energy consultant and information form Internal Services.
- 10.) 24035-556202 Natural Gas – increase \$ 9,000
  - Increase based on projections / information supplied by the City's energy consultant and information form Internal Services.



## Fire Department Fiscal Year 2010 Significant Changes



### Operating Expenses (cont.):

- 11.) 24035-556204 Gasoline – increase \$ 6,658
  - Increase based on projected FY10 usage and rates provided by Internal Services.
- 12.) 24035-558700 Existing Lease – decrease \$ 165,064
  - Decrease based on elimination of debt from apparatus payoffs for Truck 2 & Engine 210 (final two payments) and Sedan (final payment).
- 13.) 24040-556900 Miscellaneous – decrease \$ 3,500
  - Decrease based on required budget reductions.

### Capital Outlay:

- 1.) 24035-577025 Vehicles – decrease \$ 116,382
  - Decrease based on removal of capital expense for the FY10 budget cycle.



## City of Salisbury Budget Summary 24035 – Fire - Career Division Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	4,934,597	5,096,348	5,117,564	5,103,381	5,202,243	4,815,277
OPERATING EXPENSES	1,832,906	1,864,903	2,002,870	1,791,804	1,689,193	1,265,659
CAPITAL OUTLAY	1,136,962	179,260	256,066	297,302	600,000	600,000
<b>TOTAL</b>	<b>7,904,465</b>	<b>7,140,511</b>	<b>7,376,500</b>	<b>7,192,487</b>	<b>7,491,436</b>	<b>6,680,936</b>

### Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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	4	5	5	5	5	5	
Captain	PS6	4	4	3	3	3	3	3	
Lieutenant	PS5	6	6	6	6	6	6	6	
Firefighter/Paramedic	PS4	20	24	24	24	24	24	24	
Firefighter/EMTB	PS2	22	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	
<b>Total</b>		<b>60</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>66</b>	

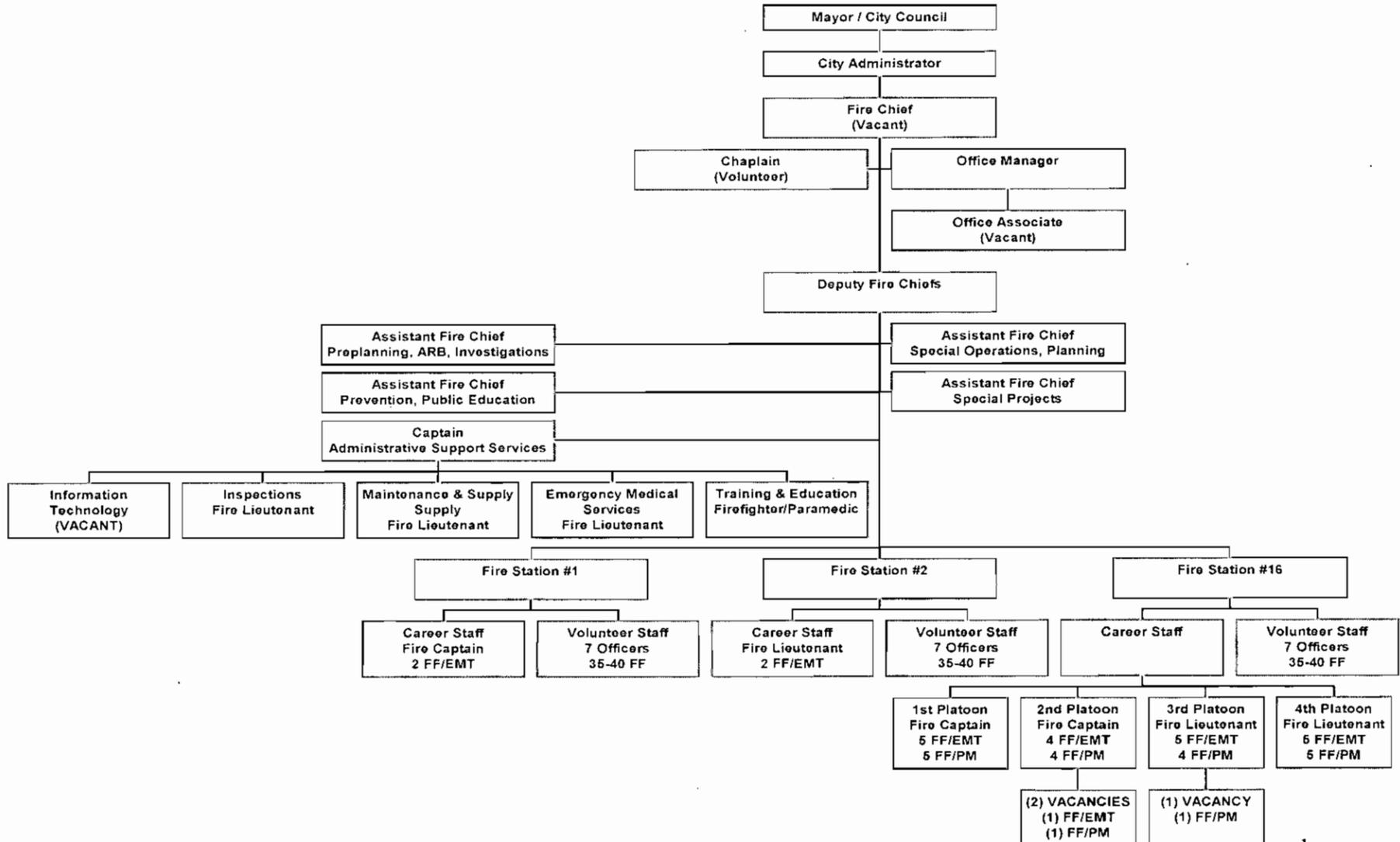


City of Salisbury  
Budget Summary  
24040 – Fire - Volunteer Division  
Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	109,391	108,000	108,000	108,000	108,000	108,000
OPERATING EXPENSES	39,761	60,603	60,603	60,603	40,200	40,200
TOTAL	149,152	168,603	168,603	168,603	148,200	148,200

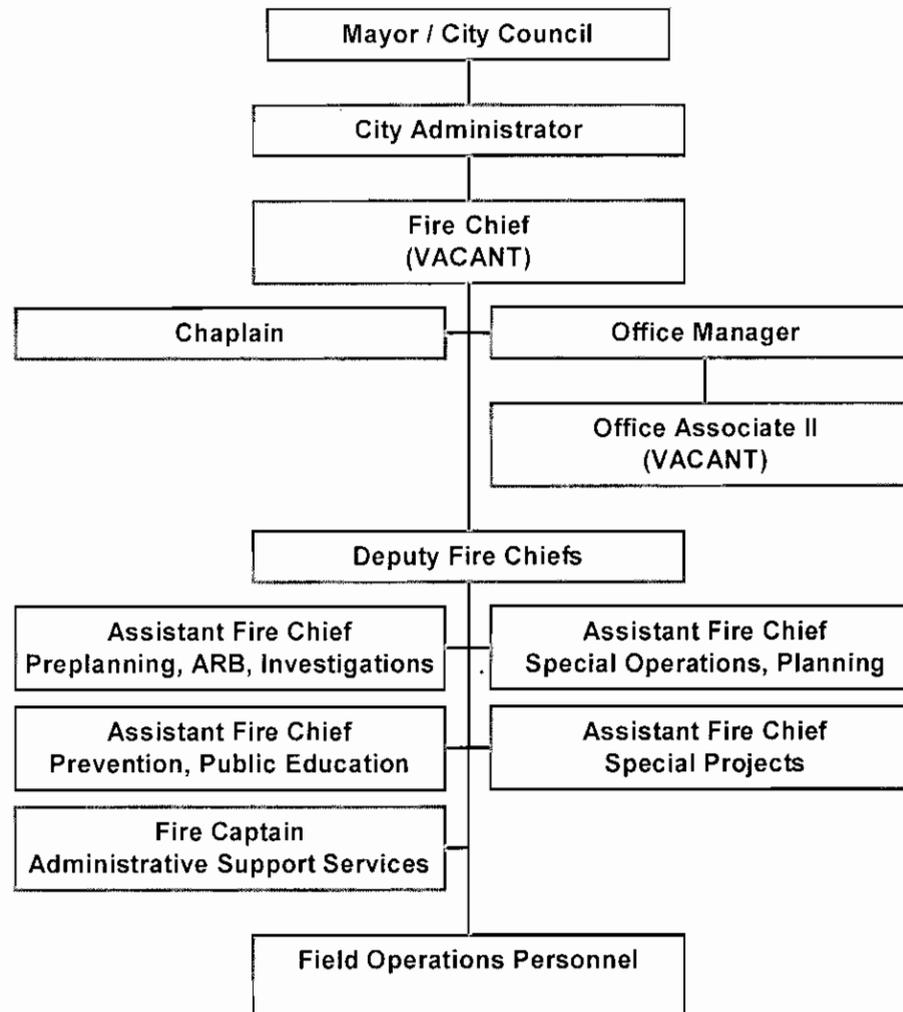


# City of Salisbury Fire Department Organizational Chart – July 2009



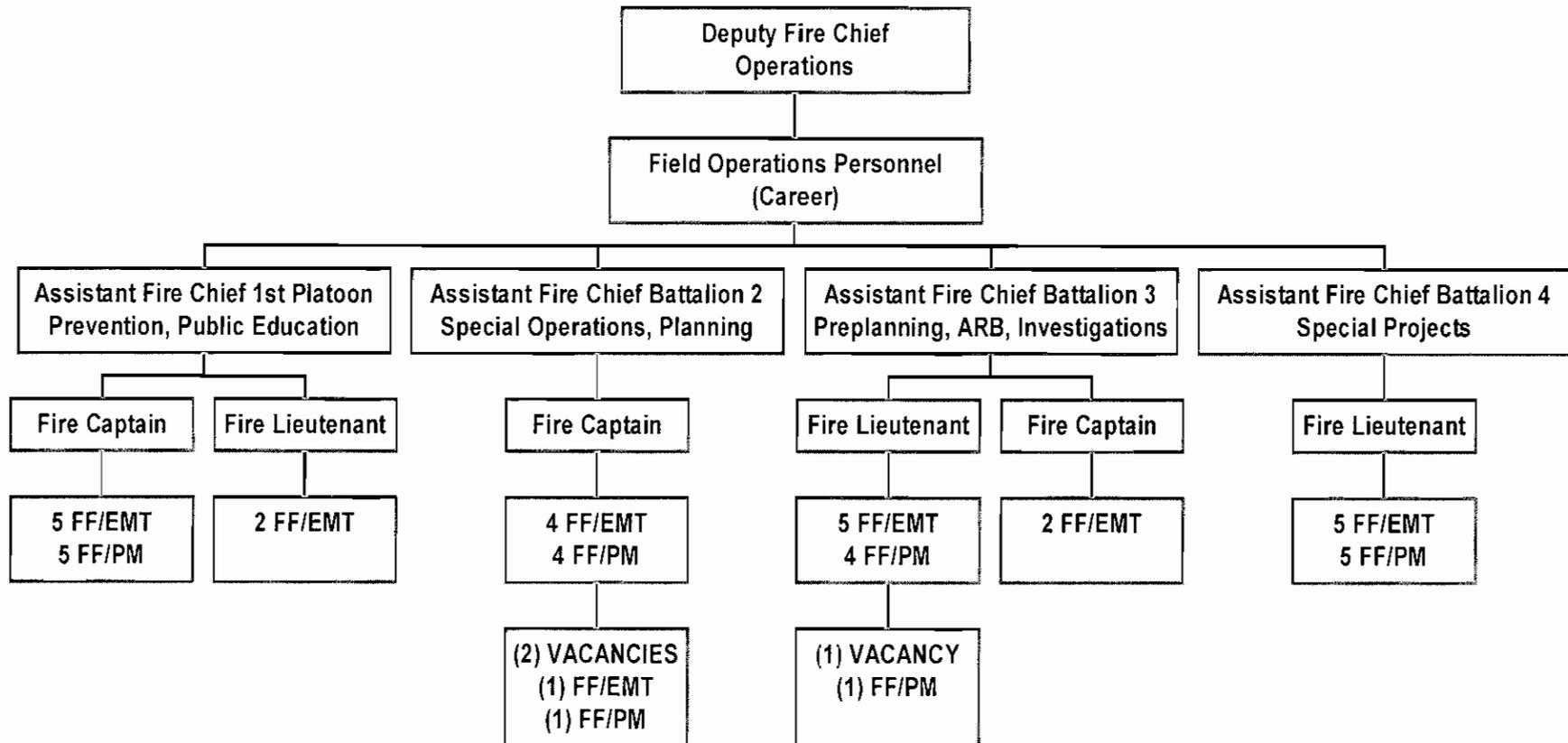


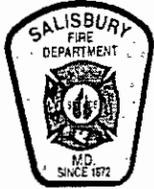
# City of Salisbury Fire Department Proposed Organizational Chart - July 2010



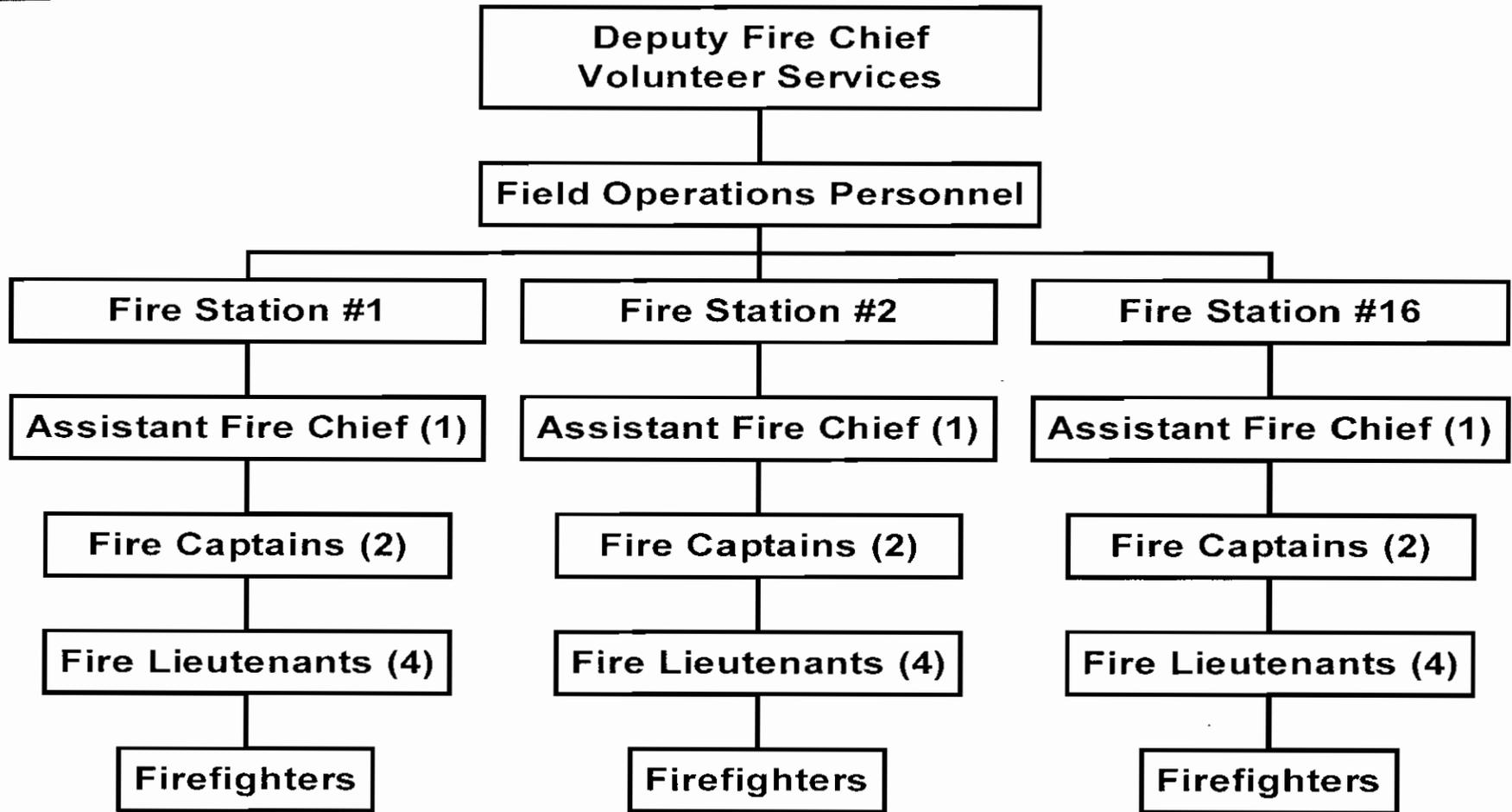


# City of Salisbury Fire Department Organizational Chart – July 2009

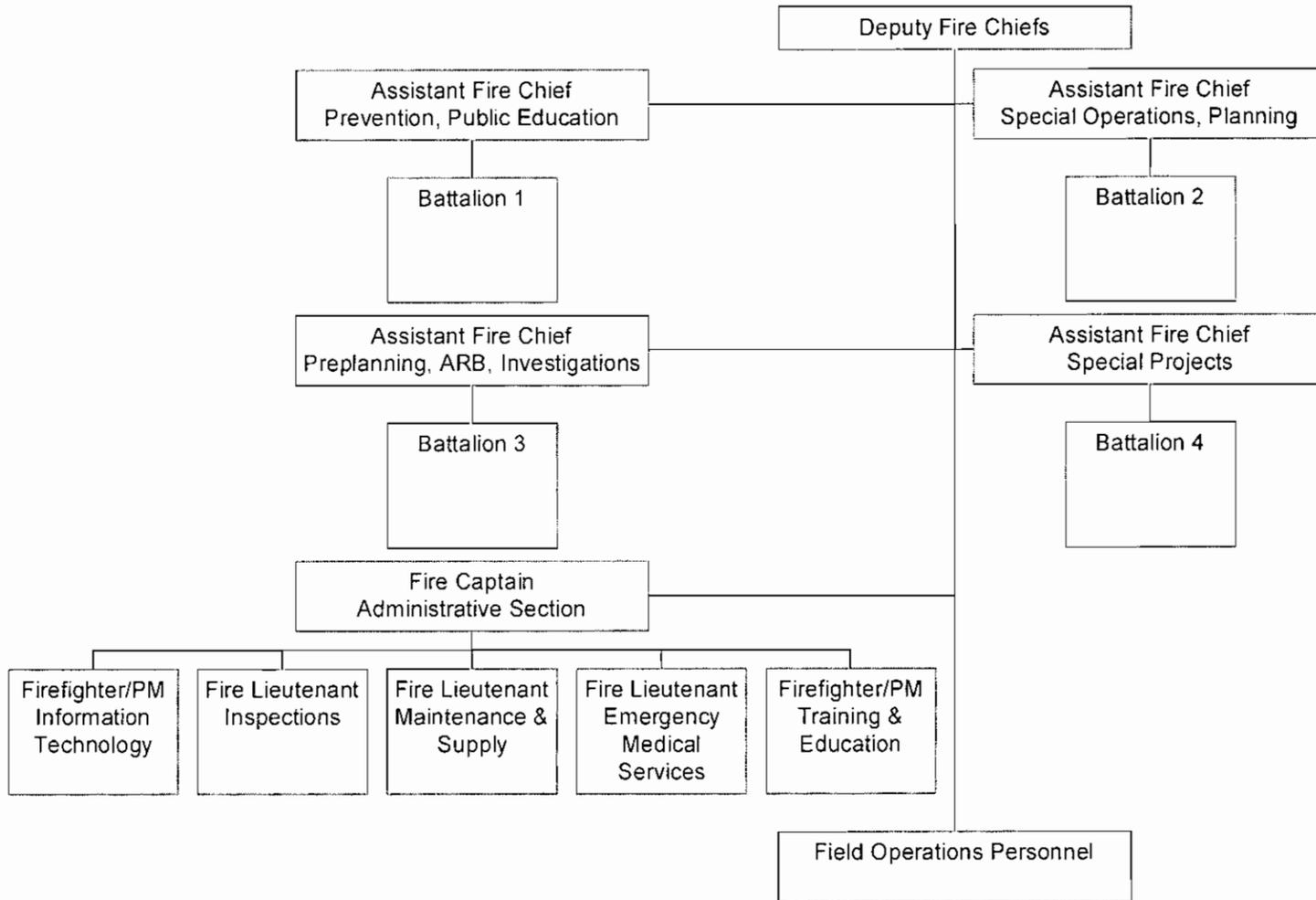




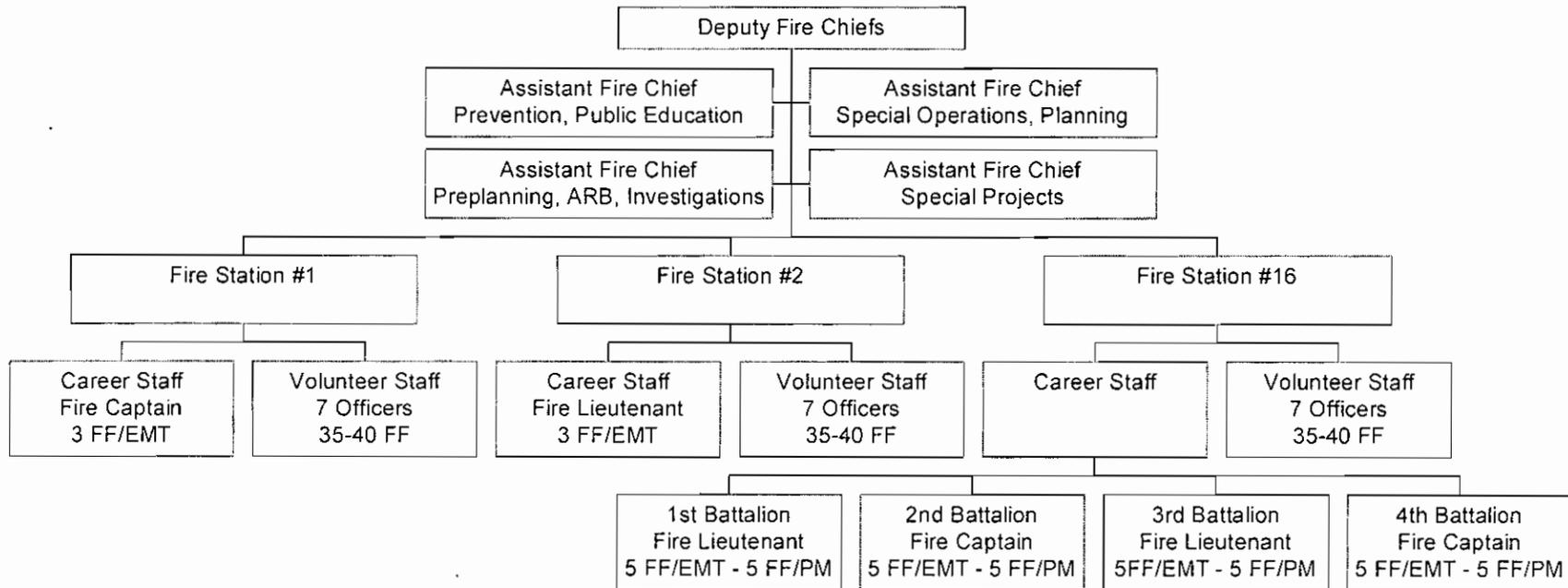
# City of Salisbury Fire Department Organizational Chart – July 2009



# City of Salisbury Fire Department Proposed Organizational Chart - July 2010



# City of Salisbury Fire Department Proposed Organizational Chart - July 2010

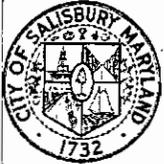


435



**25100 Department of Building, Permitting & Inspections  
Fiscal Year 2011  
Program Goals**

- 1) Adopt the latest edition of the Maryland Building Performance Standards.
- 2) Prepare and have personnel trained for new fire suppression requirements.
- 3) Provide assistance and manpower to support Neighborhood Services Task Force.
- 4) Update and adopt a new flood plain ordinance and adopt revised Flood Insurance Rate Maps.
- 5) Have personnel update and re-certify with the International Code Council.
- 6) Evaluate and monitor other vendors to reduce operating cost.



## 25100 Department of Building, Permitting & Inspections Fiscal Year 2011 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.

### Building Inspections & Plan Review

- Construction documents and all permit requirements are reviewed within thirty (30) days of receipt.
- Building inspections are completed within 24 hours of notification.

### Plumbing Inspections

- Plumbing inspections completed within 24 hours of notification.
- Property line clean-out letters issued to property owners within four (4) days of notification by Public works.

### Zoning Code

- Investigate zoning and building complaints within three (3) business days.
- Issue notices of violation within three (3) business of complaint.
- Provide zoning authorization letters within three (3) business days.



**25100 Department of Building, Permitting & Inspections  
Fiscal Year 2011  
Significant Changes**

**PERSONNEL EXPENSES:**

- 1) 25100-501002 Salaries Non-Clerical  
Froze Plans Examiner's position for FY-11

**OPERATING EXPENSES:**

- 1) The following reductions reflect budget instructions to reduce operating costs by 11%:
  - A) 25100 546001 Office Supplies - \$1,400
  - B) 25100 534308 Vehicles - \$50
  - C) 25100 546008 Postage - \$150
  - D) 21500 546012 Equip. & Main. - \$900
  - E) 25100 555504 Training - \$520
  - F) 25100 556600 Publications - \$800
  - G) 25100 556900 Miscellaneous - \$150
  - H) 25100 555505 Xeroxing - \$200
  - I) 25100 554406 GIS - \$100
  - J) 25100 556700 Dues - \$50
- 2) 25100-534502 Computer Software  
Increased \$1,025 to upgrade plan review software to reflect the 2009 changes to new building codes.



## City of Salisbury Budget Summary 25100 – Building Permitting & Inspections Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	390,459	394,221	394,221	394,221	355,839	328,625
OPERATING EXPENSES	28,365	30,820	31,316	25,646	28,030	27,480
CAPITAL OUTLAY	0	0	0	0	0	0
<b>TOTAL</b>	<b>418,824</b>	<b>425,041</b>	<b>425,537</b>	<b>419,867</b>	<b>383,869</b>	<b>356,105</b>

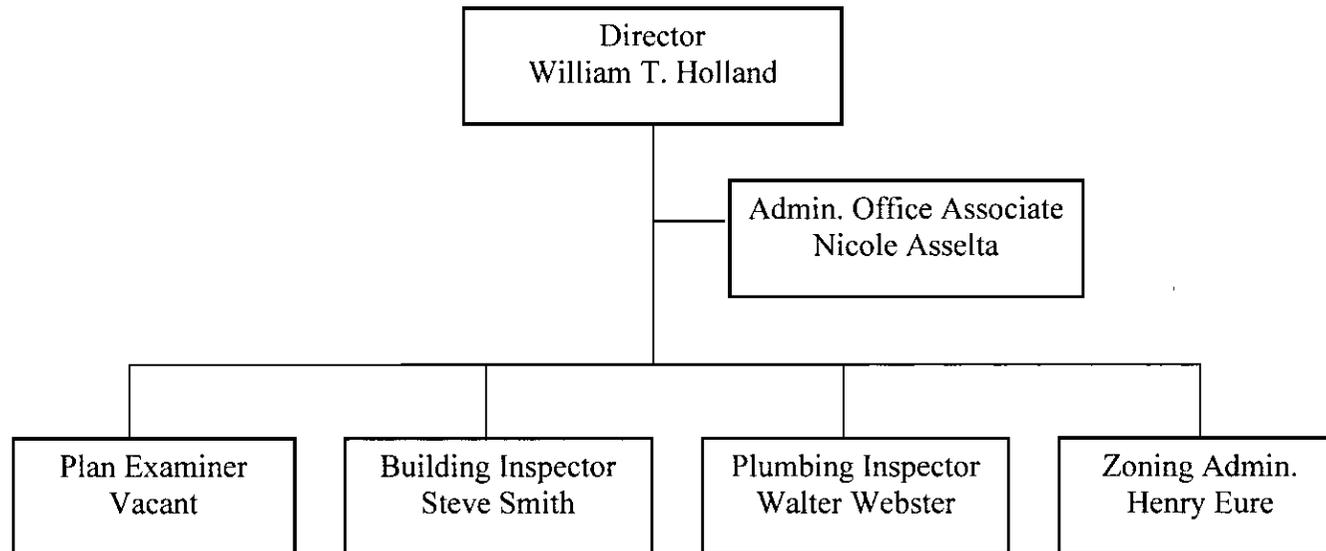
### Personnel Authorization History

Department: Building Permitting & Inspections  
Account #: 25100 501001

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
BPI Director	14	1	1	1	1	1	1	1	
Deputy BPI Director	11	1	0	0	0	0	0	0	
Zoning Administrator	11	0	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	0	1	0	0	0	0	
Administrative Office Associate	4	0	1	1	1	1	1	1	
Plans/Permits Processor	2	1	0	0	0	0	0	0	
<b>Total</b>		<b>6</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	



## 25100 Department of Building, Permitting & Inspections Fiscal Year 2011 Organizational Chart





## **25200 NEIGHBORHOOD SERVICES & CODE COMPLIANCE**

### **Fiscal Year 2011**

### **Departmental/Program Goals**

1. Comprehensive review of the City of Salisbury Property Maintenance Code with recommendations for legislative improvements.
2. Investigate inconsistencies of fees throughout pertinent portions of the City of Salisbury Property Maintenance Code, and make recommendations where necessary.
3. Perform at least 4 (four) public service announcements/training sessions. Participate in 4 (four) community education/awareness programs.
4. Investigate possible overhaul of violation notice system.
5. Create a landlord/tenant rights and responsibilities brochure.
6. Investigate and develop criteria to investigate over-occupancy.
7. Utilize all available technology to share information with other agencies, including but not limited to, the Salisbury Police Department



## 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 6,820.
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 2011 Significant Changes

### PERSONNEL SERVICES

- 1) Add one Code Enforcement Officer (\$47,564 salary + benefits) with cost offset by requested increase in rental unit registration and landlord licensing fees.

### OPERATING EXPENSES:

- 1) The following reductions reflect the budget preparation instructions requirement of an overall 11% reduction in the operating expense accounts:

A.	25200 513405 Historic District	\$ 736
B.	25200 523627 Vehicle Towing	\$ 1,500
C.	25200 555401 Telephone	\$ 500
D.	25200 555501 Advertising	\$ 1,030
E.	25200 555503 Travel	\$ 694
F.	25200 555504 Training	\$ 927
G.	25200 555505 Xeroxing	\$ 500
H.	25200 556201 Electricity	\$ 300
I.	25200 556600 Publications	\$ 155
J.	25200 556700 Dues	\$ 200
K.	25200 502087 Employee Picnic	\$ 160
L.	25200 523615 Temp. Manpower	\$16,959

- 2) 25200 523629 Summons Server  
Increase by \$2,000 – due to our case load increasing, as it has every year, the need for summons service has increased as a result.
- 3) 25200 546011 Computer  
Increase by \$1,600 – to purchase WiFi cards to support the Comcate field computer program, this includes the nuisance officer
- 4) 25200 546006 Operating  
\$2,000 to fund this account. This account is newly created this fiscal year to more accurately reflect operating expenses. Typically these expenses were funded through the Office Supplies account.



**City of Salisbury  
Budget Summary  
25200 – Neighborhood Services & Code Compliance  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	433,756	481,415	481,415	481,415	492,440	494,066
OPERATING EXPENSES	146,574	145,327	145,503	148,503	132,649	128,752
<b>TOTAL</b>	<b>580,330</b>	<b>626,742</b>	<b>626,918</b>	<b>629,918</b>	<b>625,089</b>	<b>622,818</b>

Personnel Authorization History

Department: Neighborhood Services & Code Compliance

Account #: 25200 501001

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
NSSC 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	5	5	
Office Manager	6	0	0	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	0	1	1	
<b>Total</b>		<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>10</b>	

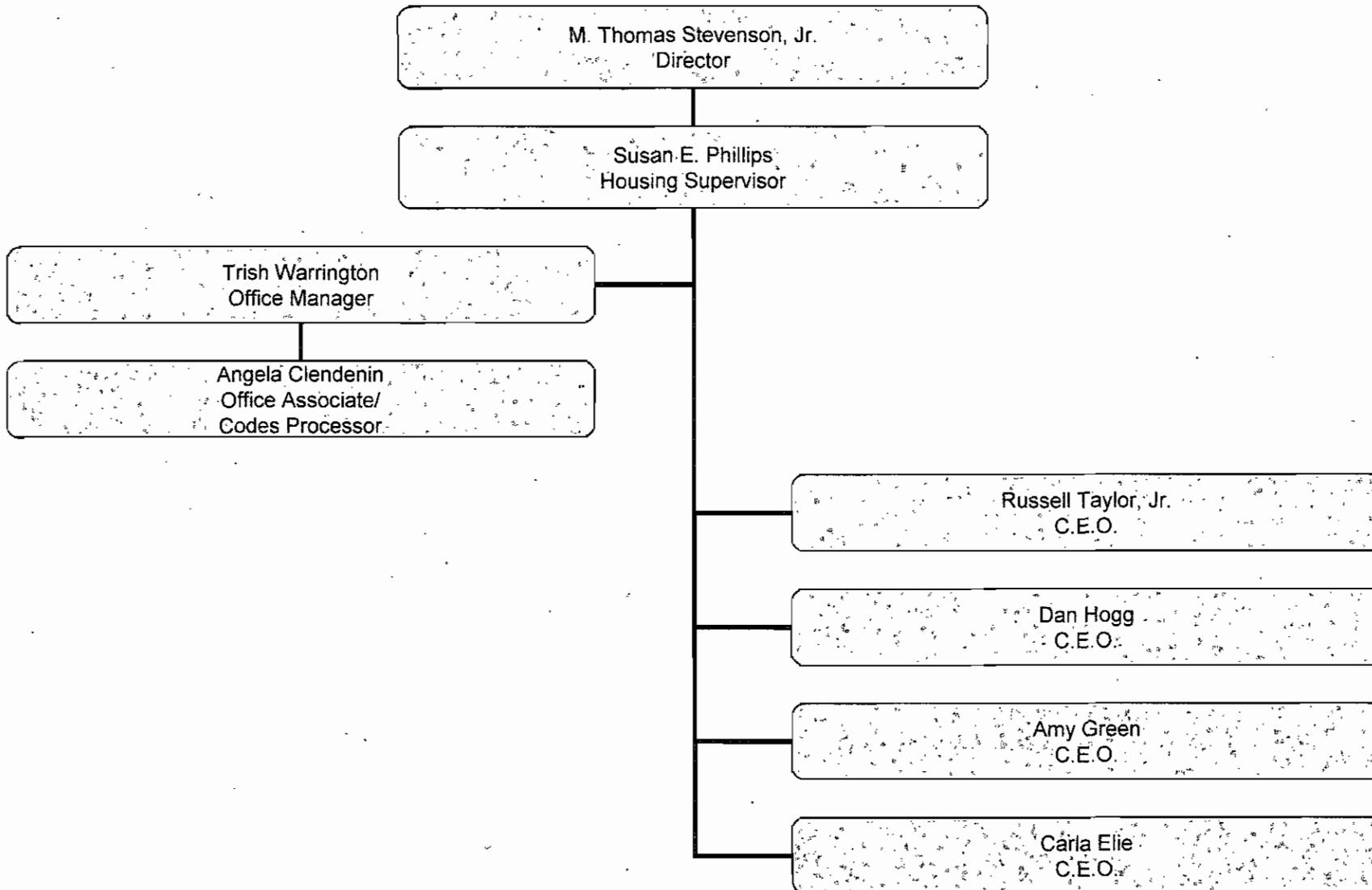
444



# 25200 NEIGHBORHOOD SERVICES & CODE COMPLIANCE

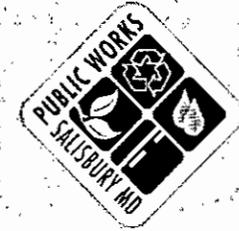
## Fiscal Year 2011

### Proposed Organizational Chart





## 22000 Traffic Branch Fiscal Year 2011 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 2011 SIGNIFICANT CHANGES



### Personnel Services:

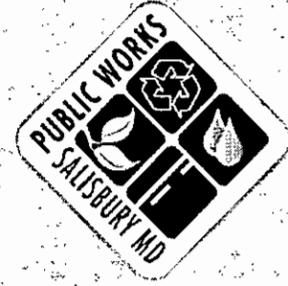
1. The following reductions:
  - A. 22000-501021 Overtime \$2,000
  - B. 22000-502081 Safety Shoes \$ 50

### Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the budget accounts:
  - A. 22000-546006 Operating \$5,640
  - B. 22000-555503 Travel \$ 945
  - C. 22000-555504 Training \$ 450
  - D. 22000-556900 Misc. \$ 215
2. 22000-534309 Pavement Markings  
Increase \$5,815 for striping streets. The increase will allow the striping program to return to normal cycle striping maintenance and meet MUTCD requirements for minimum retro reflectivity readings.
3. 22000-556202 Natural Gas  
Decrease \$500 per City's Energy Consultant.



## 22000 Traffic Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses:

4. 22000-556204 Gasoline  
Increase \$1000 based on average annual usage and increase cost per gallon.

**Capital Outlay:** No significant changes from the Fiscal Year 2010 Budget

**Bonded Debt:** No significant changes from the Fiscal Year 2010 Budget



## City of Salisbury Budget Summary 22000 – Traffic Control Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	306,549	304,009	304,009	301,959	317,465	307,355
OPERATING EXPENSES	121,859	129,050	191,621	105,725	107,335	103,335
CAPITAL OUTLAY	23,187	0	0	0	100,000	0
<b>TOTAL</b>	<b>451,595</b>	<b>433,059</b>	<b>495,630</b>	<b>407,684</b>	<b>524,800</b>	<b>410,690</b>

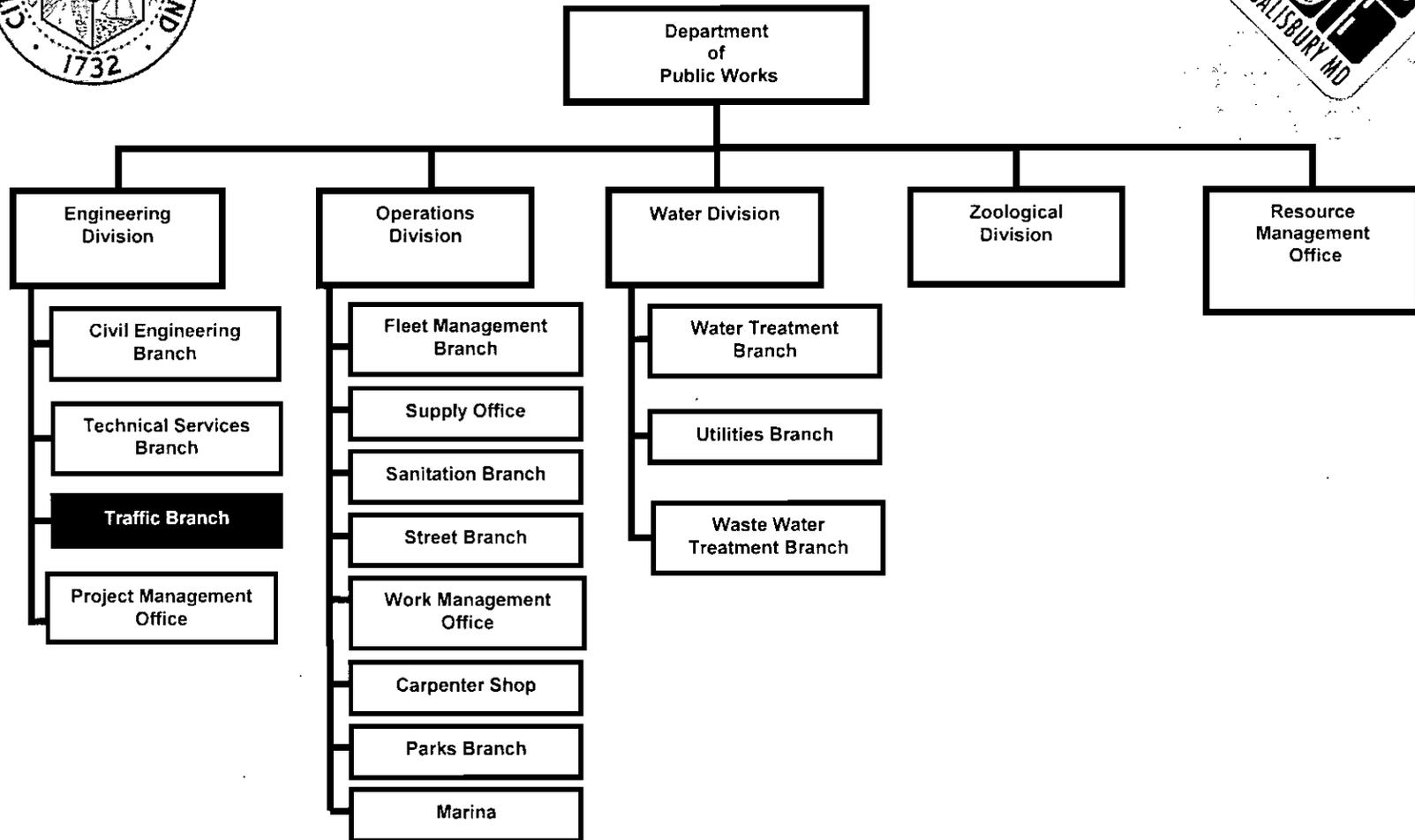
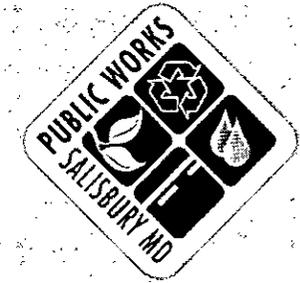
### Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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. III	4	1	1	1	1	1	1	1	
Signs/Pavement Marking Tech. I	2	1	1	1	1	1	1	1	
<b>Total</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	



# Fiscal Year 2011 Proposed Organization



General Fund Budget Account: 22000 – Traffic Control

504



## 30000 Resource Management Fiscal Year 2011 Program Goals/Performance Measures



### Goals

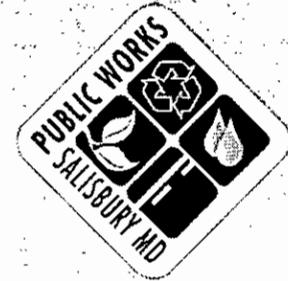
1. Actively manage the public infrastructure needs through the Capital Improvement Program and Budget process.
2. We want Salisbury to be recognized as a great place to live and work, where:
  - Our residents, businesses, and visitors receive high-quality, responsive, and consistent services,
  - Our 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 2011 SIGNIFICANT CHANGES



### Personnel Services:

1. 31000-501001, 502010, 502040, 502070 Salaries Clerical, FICA, Retirement, Worker's Comp  
Decrease account by returning 1 Administrative Office Associate and the Resource Manager employees to 35 hours per week since the Engineering staff is returning to 35 hrs/wk.
2. 30000-501020 Overtime/Clerical  
Increase \$1,000 to cover Emergency call outs or Storm events per FY10 usage.
3. 30000-501021 Overtime/Non-Clerical  
Increase \$200 to cover Emergency call outs or Storm events per FY10 usage.

### Operating Expenses:

1. 30000-546011 Computer  
Increase \$2,500 to provide new computer with large memory capacity to Administrative Office Associate at Service Center to have new programs and software for various analysis work, financial tracking, and storm tracking.
2. 30000-555503 Travel  
Increase \$250 for mileage reimbursement for employees called in after hours.
3. 30000-555504 Training/Schools  
Increase \$250 for Storm Water Management, Storm Preparedness courses for employees.

**Capital Outlay:** No significant changes from FY10 Budget.



## City of Salisbury Budget Summary 30000 – Public Works – Resource Management Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	326,576	322,234	322,236	322,384	334,713	322,421
OPERATING EXPENSES	1,453	0	0	0	3,000	3,000
<b>TOTAL</b>	<b>328,029</b>	<b>322,234</b>	<b>322,236</b>	<b>322,384</b>	<b>337,713</b>	<b>325,421</b>

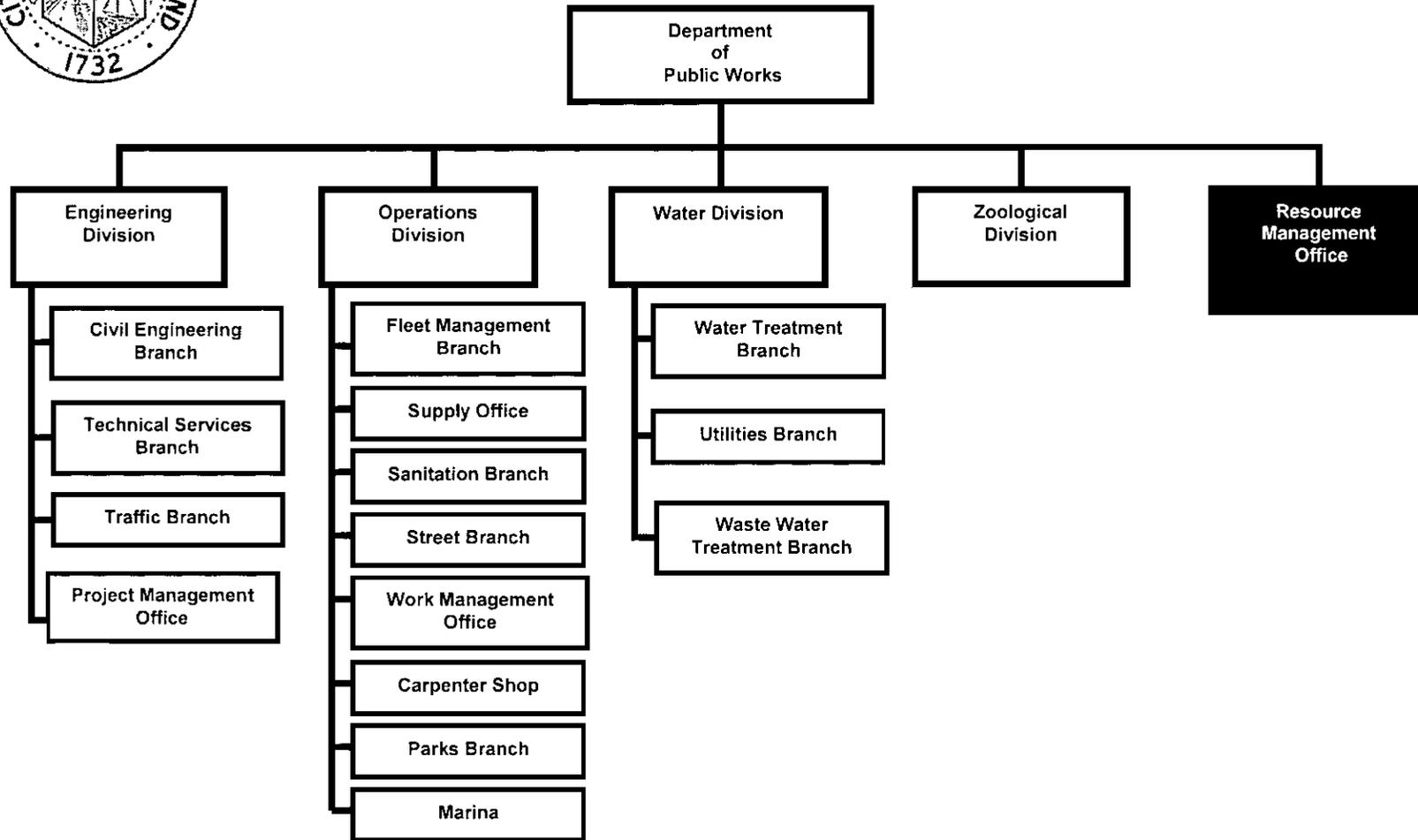
### Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept: Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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	0	1	1	1	1	1	1	
Materials Manager	6	1	1	1	1	1	1	1	
Office Manager	6	1	1	0	0	0	0	0	
Administrative Office Associate	4	1	1	2	2	2	2	2	
Office Associate III	3	2	1	1	1	1	1	1	
Supply/Records Clerk	2	1	1	1	1	1	1	1	
<b>Total</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	



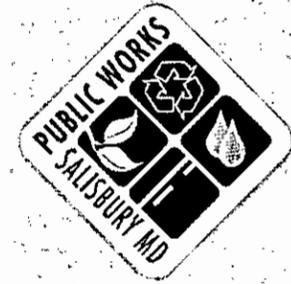
# Fiscal Year 2011 Proposed Organization



General Fund Budget Account: 30000 – Resource Management



# 31000 Civil Engineering Branch of the Engineering Division Fiscal Year 2011 Program Goals/Performance Measures



## Goals

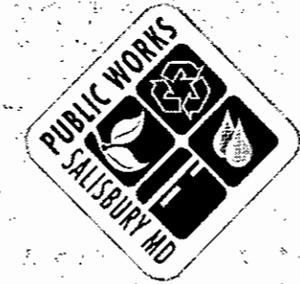
1. Design, manage and/or review all infrastructure projects for Public Works.
2. Review all development projects. Review oversight and comment process to ensure consistency.
3. Perform proactive construction inspections of all new public infrastructure. Perform spot-check inspections of As-Built drawings 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 2010 SIGNIFICANT CHANGES



### Personnel Services:

1. 31000-501002, 502010, 502040, 502070 Salaries Non-Clerical, FICA, Retirement, Worker's Comp  
Decrease by returning employees to 35 hours per week since Development within the City has declined and therefore has reduced the amount of review work necessary by staff.
2. 31000-501021 Overtime/Non-Clerical - Decrease \$500 based on usage.
3. 31000-502096 Personnel Services – Decrease account and move to Human Resources Dept.(\$250)

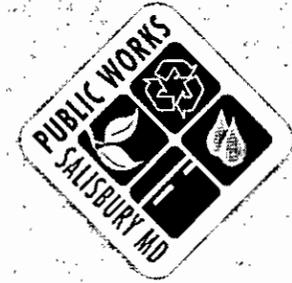
### Operating Expenses:

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

A. 31000-502081 Safety Shoes	\$ 250
B. 31000-502083 Uniform Purchases	\$ 500
C. 31000-502085 Meals	\$ 250
D. 31000-502087 Employee Picnics/Banquets	\$ 1,840
E. 31000-502090 Safety Glasses	\$ 200
F. 31000-513020 Engineering/Architectural	\$17,500
G. 31000-534302 Equipment	\$ 2,497
H. 31000-546007 Engineering Supplies	\$ 1,500
I. 31000-546009 Small Tools	\$ 1,000
J. 31000-546015 Safety	\$ 500
K. 31000-546016 Medical Supplies	\$ 200
L. 31000-554403 Mach/Equip Maintenance	\$ 520
M. 31000-555501 Advertising	\$ 3,500
N. 31000-555503 Travel	\$ 2,050



## 31000 Civil Engineering Branch of the Engineering Division Fiscal Year 2010 SIGNIFICANT CHANGES



### Operating Expenses:

#### 2. 31000-555504 Training/Schools

Increase \$1,520 for Technical Svc Mgr to attend OSHA certification, Flagger, and Parks and Playground Safety courses; Inspection staff to attend SHA and MDE certifications and storm water management certification courses. CADD employees to attend CADD classes for most recent software upgrades. Engineers to attend storm water management certification courses.

**Capital Outlay:** No significant changes from the FY10 Budget.

**Miscellaneous:** No significant changes from the FY10 Budget.



**City of Salisbury  
Budget Summary  
31000 – Public Works - Engineering  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	642,841	621,870	621,870	620,585	653,332	561,688
OPERATING EXPENSES	229,136	774,450	1,874,542	293,481	534,299	73,799
CAPITAL OUTLAY	0	0	0	0	120,000	0
OTHER	2,160	10,000	0	0	0	0
<b>TOTAL</b>	<b>874,136</b>	<b>1,406,320</b>	<b>2,496,412</b>	<b>914,066</b>	<b>1,307,631</b>	<b>635,487</b>

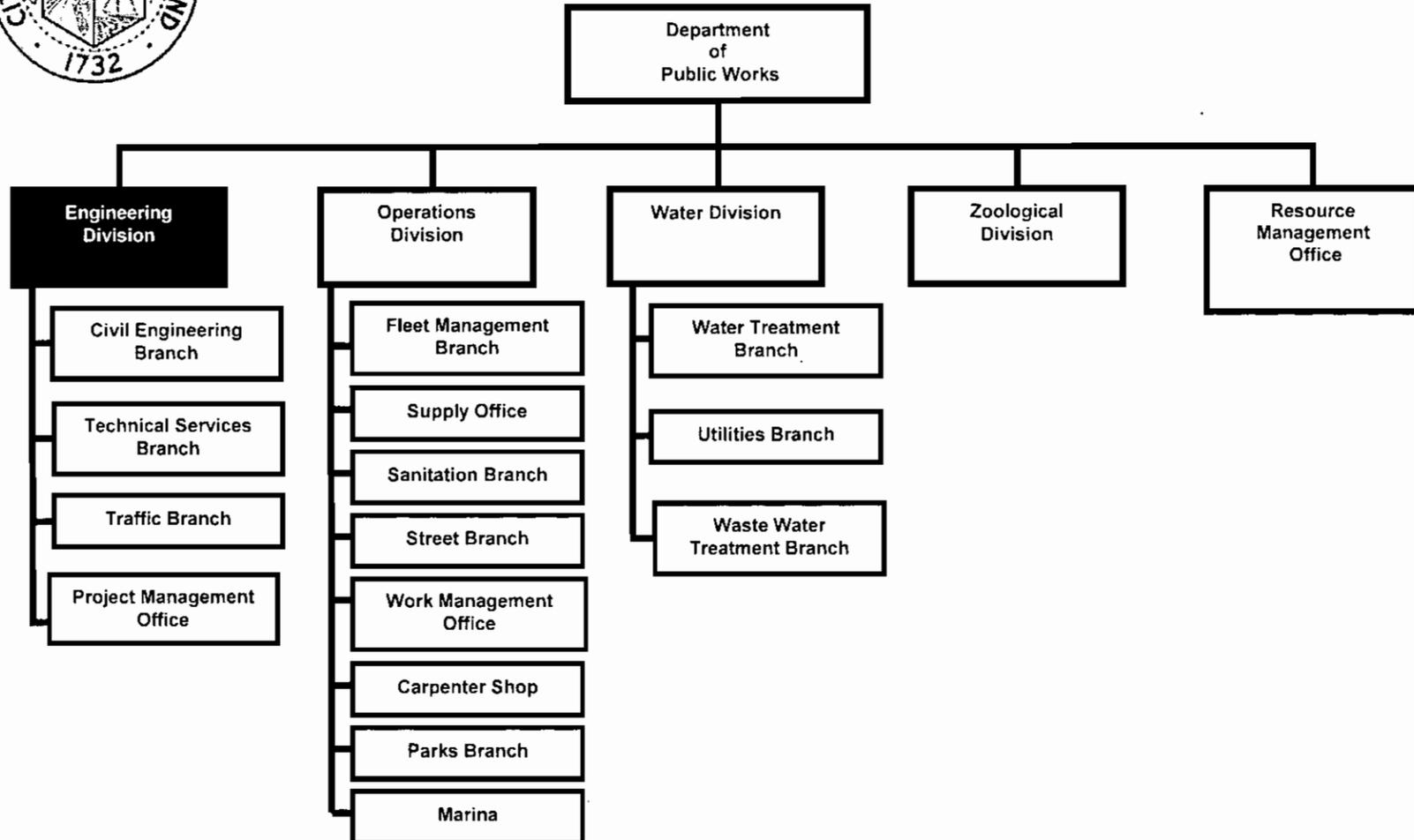
Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Deputy Director – Engineering	15	1	1	1	1	1	1	1	
Supervisor, Civil Engineer	13	1	1	1	1	1	1	1	
Technical Srvs & 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	0	1	1	1	1	1	
Construction Inspector	8	3	3	2	2	2	2	2	
Engineering Technician	8	2	2	3	3	3	3	3	
CAD Supervisor	8	1	1	1	1	1	1	1	
GIS Technician	7	0	0	0	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	
<b>Total</b>		<b>21</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	



# Fiscal Year 2011 Proposed Organization



General Fund Budget Account: 31000 - Public Works Engineering



## 31150 Street Branch Fiscal Year 2011 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.

### Performance Measures

1. Perform maintenance and repair to 600 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

514



## 31150 Street Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Personnel Services:

1. 31150-501021 Overtime/Non-Clerical  
Increase \$5,000 to cover Emergency call outs or Storm events per FY10 usage.

### Operating Expenses:

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

A. 31150-523607 Alarm Systems	\$ 520
B. 31150-534301 Buildings	\$ 1,000
C. 31150-534302 Equipment	\$ 5,745
D. 31150-546002 Janitorial	\$ 9,000
E. 31150-546004 Chemicals	\$14,000
F. 31150-546006 Operating	\$ 5,500
G. 31150-546009 Small Tools	\$ 250
H. 31150-554404 Copiers	\$ 100
I. 31150-555503 Travel	\$ 1,500
J. 31150-555504 Training	\$ 250
2. 31150-534303 Storm Drain  
Increase \$1,000 to cover the cost of maintenance and repairs to citywide storm drain infrastructure. Work will include Catch Basin and Pipe repair. (CIP #RP0003 originally called for \$10,000)



## 31150 Street Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses:

3. 31150-556202 Natural Gas  
Decrease \$1,000 per City Energy Consultant.
4. 31150-556204 Gasoline  
Increase \$4,500 per annual usage, increase uses due to snow events, and increased price per gallon.
5. 31150-558700 Existing Lease  
Increased \$13,853 due to proper allocation of Lease funds for Dump Truck purchase, payment 3 of 7.

**Capital Outlay:** No significant changes from the FY10 Budget.



**City of Salisbury  
Budget Summary  
31150 – Public Works – Street Branch  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	464,042	447,982	461,914	452,982	495,852	436,301
OPERATING EXPENSES	135,131	268,545	405,845	267,775	281,233	244,583
CAPITAL OUTLAY	48,496	138,000	124,068	138,000	0	0
<b>TOTAL</b>	<b>647,669</b>	<b>854,527</b>	<b>991,827</b>	<b>858,757</b>	<b>777,085</b>	<b>680,884</b>

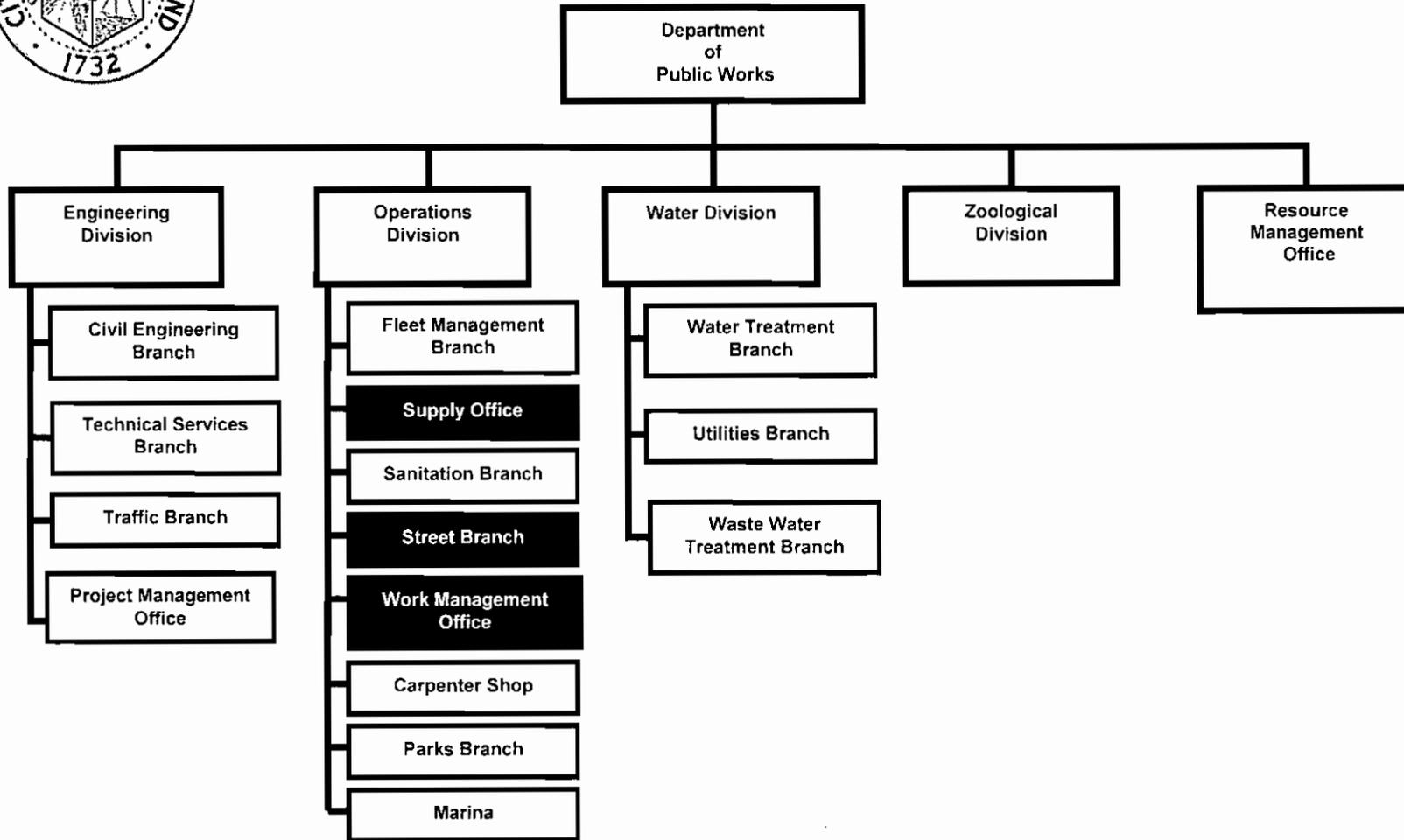
Personnel Authorization History

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

Class/Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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	5	6	6	6	6	6	
Motor Equipment Operator I	2	1	1	0	0	0	0	0	
<b>Total</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	



# Fiscal Year 2011 Proposed Organization



General Fund Budget Account: 31150- Streets



## 31152 Street Lighting Fiscal Year 2011 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. Coordinate with Delmarva Power in repair of their public lighting.
3. Install 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.

General Fund Budget Account: 31152 –Street Lighting



## 31152 Street Lighting Fiscal Year 2011 SIGNIFICANT CHANGES



### Personnel Services:

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

### Operating Expenses:

1. 31152-534302 Equipment  
Decrease \$26,875 since Sassafras Meadows Lighting is complete
2. 31152-556201 Electricity  
Increase \$30,000 per City Energy Consultant.

**Capital Outlay:** No significant changes from the Fiscal Year 2010 Budget

General Fund Budget Account: 31152 –Street Lighting

520

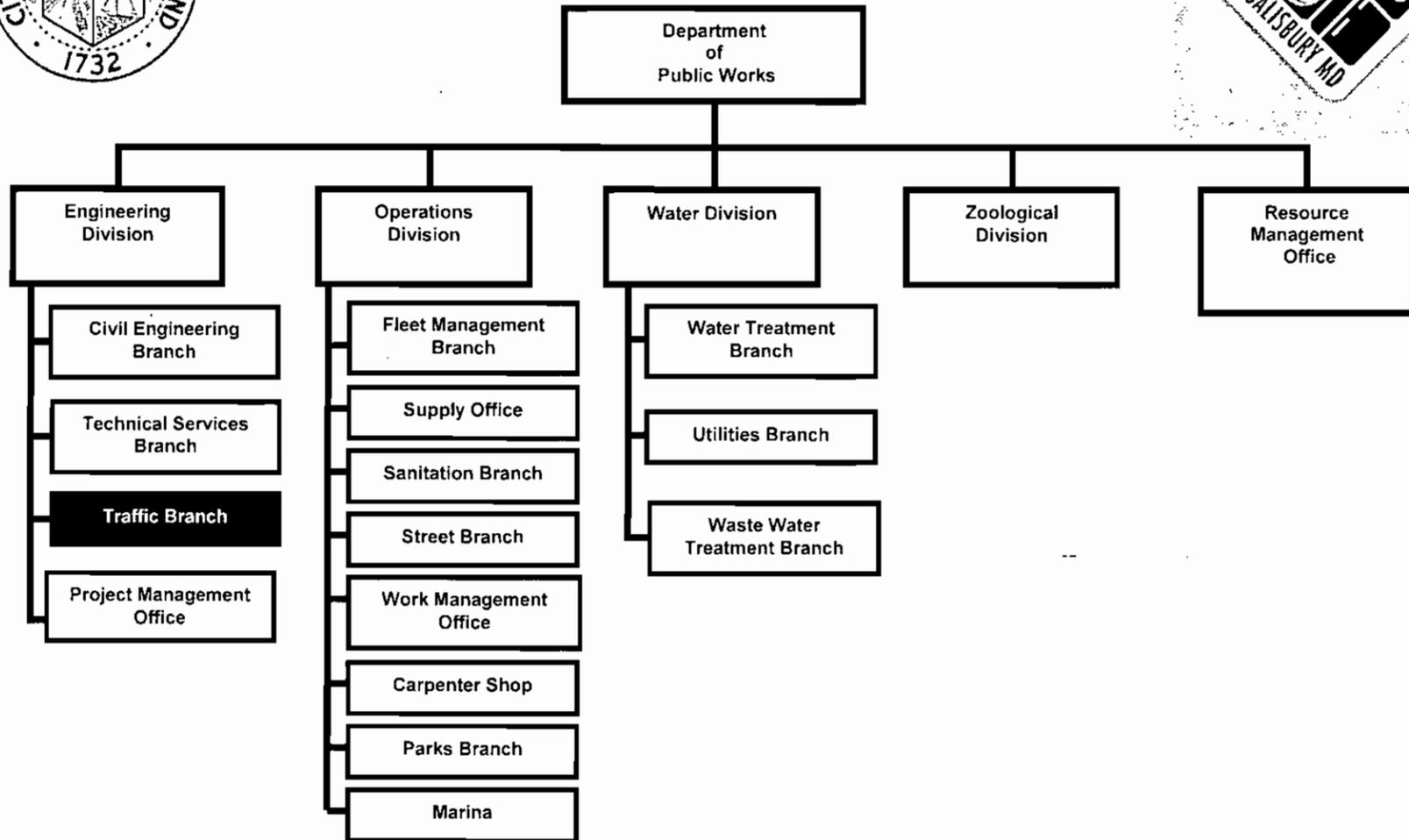
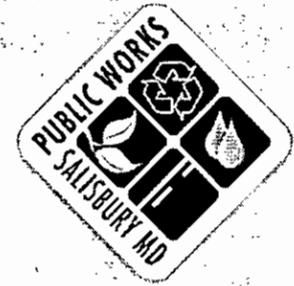


**City of Salisbury  
Budget Summary  
31152 – Public Works - Street Lighting  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 ADJUSTED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
OPERATING EXPENSES	813,814	838,500	845,603	875603	818,500	818,500



# Fiscal Year 2011 Proposed Organization

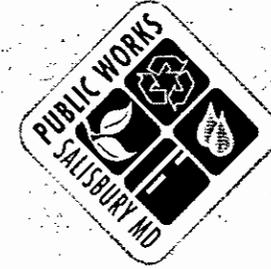


General Fund Budget Account: 31152 –Street Lighting

522



## 32060 Street Sweeping Fiscal Year 2011 Program Goals/Performance Measures



### Goals/Performance Measures

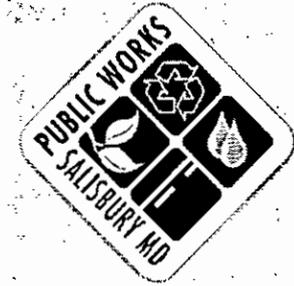
1. Sweep all City streets with vertical curbs a minimum of once a month.
2. Sweep the following neighborhoods two times per month:
  - Westside
  - Camden Heights
  - Princeton Homes
  - North President's Area
  - East Church Street
3. Sweep the downtown parking lots twice per week.
4. Sweep the downtown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

#### **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 2011 SIGNIFICANT CHANGES



**Personnel Services:** No significant changes from FY10 Budget.

**Operating Expenses:**

1. 32060-534308 Vehicles  
Decrease \$23,000 and move funds to Fleet Management account.
2. 32060-556204 Gasoline  
Increase \$2,000 based on annual usage and increased cost per gallon.

**Capital Outlay:** No significant changes from FY10 Budget.

General Fund Budget Account: 32060 – Sanitation – Street Sweeping

524



**City of Salisbury  
Budget Summary  
32060 – Public Works - Street Cleaning  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	112,145	167,633	127,723	167,633	134,666	130,177
OPERATING EXPENSES	90,000	91,005	339,126	91,185	91,161	75,661
CAPITAL OUTLAY	182,312	185,000	0	0	0	0
<b>TOTAL</b>	<b>384,457</b>	<b>443,638</b>	<b>466,849</b>	<b>258,818</b>	<b>225,827</b>	<b>205,838</b>

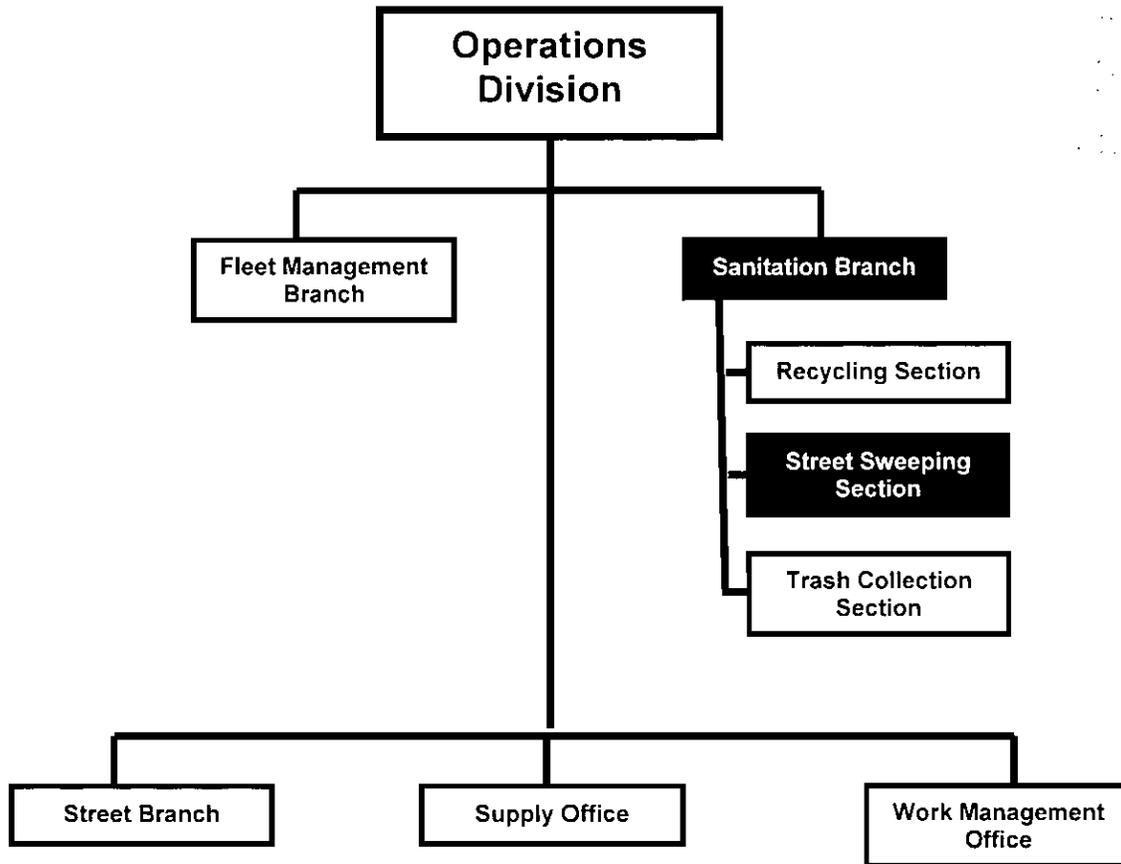
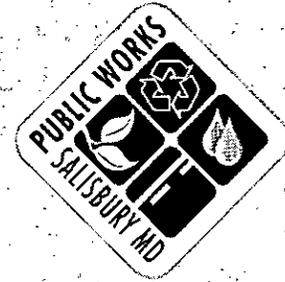
Personnel Authorization History

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

Class/Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Motor Equipment Operator II	3	2	3	3	3	4	3	3	
<b>Total</b>		2	3	3	3	4	3	3	



# Fiscal Year 2011 Proposed Organization

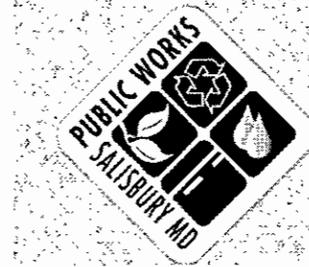


General Fund Budget Account: 32060 – Sanitation – Street Sweeping

526



## 32061 Collection/Disposal Section Fiscal Year 2011 Program Goals/Performance Measures



### Goals/Performance Measures

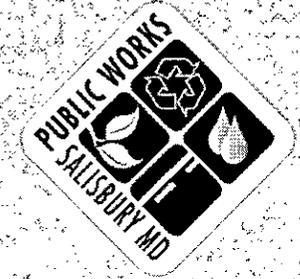
1. Provide responsive and consistent trash removal services by performing weekly residential trash pick-up. A Residential Unit, as defined in Ordinance 2025 of the Salisbury Municipal Code, receives a weekly trash pick-up with an unlimited number of trashcans.
2. Track cost per ton of waste disposed.

**Note:** Pick-up is based on which quadrant of the City the home is located in.

General Fund Budget Account: 32061 – Sanitation



## 32061 Collection/Disposal Section Fiscal Year 2011 SIGNIFICANT CHANGES



**Personnel Services:** No significant changes from FY10 Budget

**Operating Expenses:**

1. 32061-534302 Equipment  
Decrease \$10,000 and move funds to Fleet Management account (34064-534308).
2. 32061-546006 Operating  
Increase \$3,010 to bring back to original FY10 Budget amount.
3. 32061-555503 Travel  
Increase \$137 to cover mileage reimbursement for employees called in after hours and on Saturdays.
4. 32061-555506 Landfill Tipping  
Increase \$3,063 to meet projected cost.

**Capital Outlay:** No significant changes from FY10 Budget



**City of Salisbury  
Budget Summary  
32061 – Public Works - Waste Collection  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	443,308	453,282	453,292	453,292	476,052	461,563
OPERATING EXPENSES	718,942	778,500	756,048	756,158	775,498	746,248
CAPITAL OUTLAY	121,212	245,000	245,000	245,000	0	0
<b>TOTAL</b>	<b>1,283,462</b>	<b>1,476,782</b>	<b>1,545,340</b>	<b>1,454,450</b>	<b>1,251,550</b>	<b>1,207,811</b>

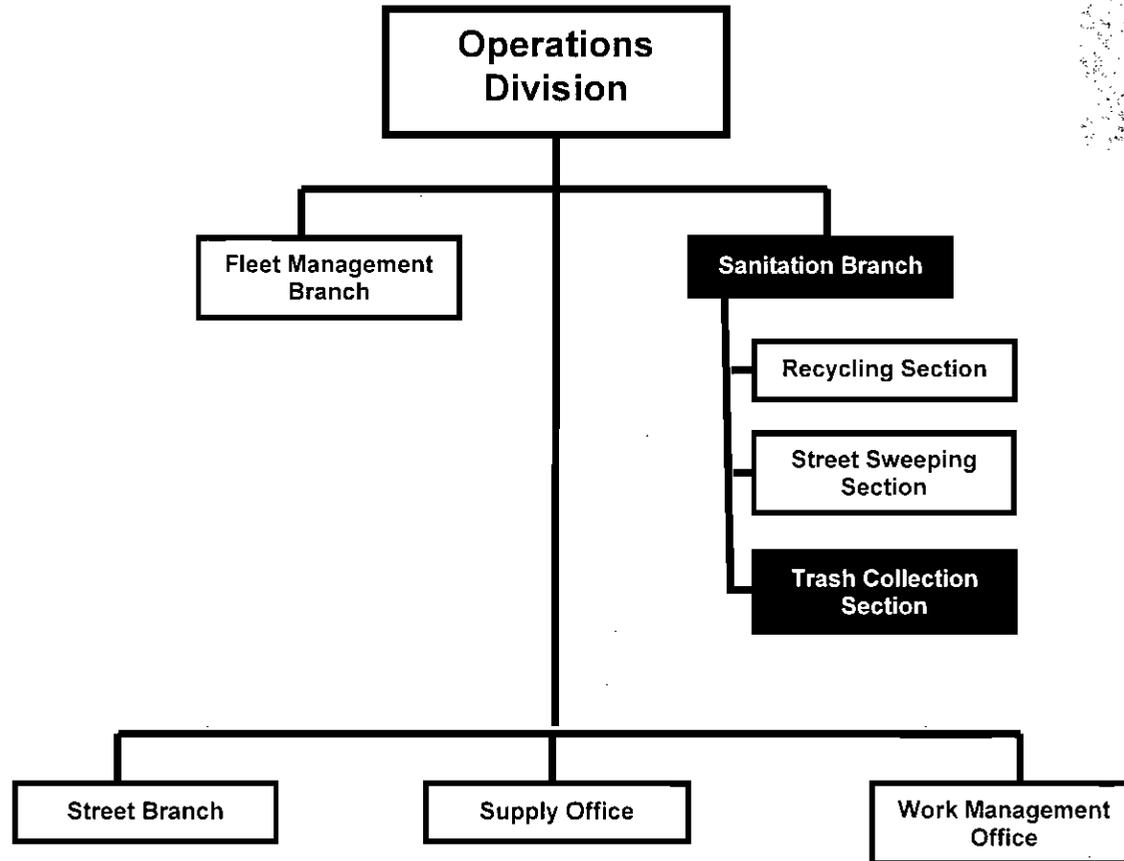
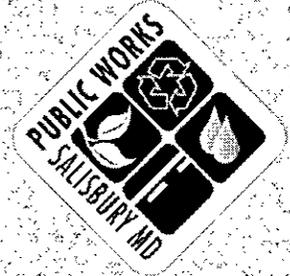
Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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	
<b>Total</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	



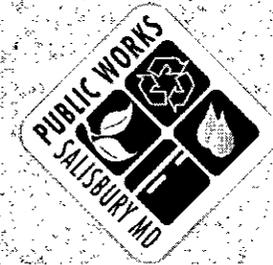
# Fiscal Year 2011 Proposed Organization



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



## 32062 Recycling Section Fiscal Year 2011 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.

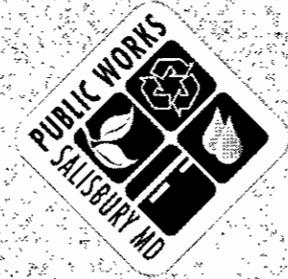
### Performance Measures

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 2011 SIGNIFICANT CHANGES



### Personnel Services:

1. 32062-501021 Overtime/Non-Clerical  
Increase \$1000 to cover Storm events per FY10 usage.
2. 32062-502083 Uniform Purchases  
Decrease \$500
3. 32062-502082 Uniform Cleaning  
Increase \$550

### Operating Expenses:

1. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:
  - A. 32062-535502 Printing \$500
2. 32062-555501 Advertising  
Increase \$500 to advertise E-cycling days and other recycling events.
3. 32062-534308 Vehicles  
Decrease \$4,000 and move to the vehicle account 32064-534308 Fleet Maintenance

**Capital Outlay:** No significant changes from FY10 budget.

General Fund Budget Account: 32062 – Sanitation – Recycling Section

532



## City of Salisbury Budget Summary 32062 – Public Works - Recycling Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	131,551	125,560	126,560	127,110	139,003	134,422
OPERATING EXPENSES	26,487	27,700	54,700	26,025	26,525	22,700
CAPITAL OUTLAY	0	28,000	0	0	0	0
<b>TOTAL</b>	<b>158,038</b>	<b>181,260</b>	<b>181,260</b>	<b>153,135</b>	<b>165,528</b>	<b>157,122</b>

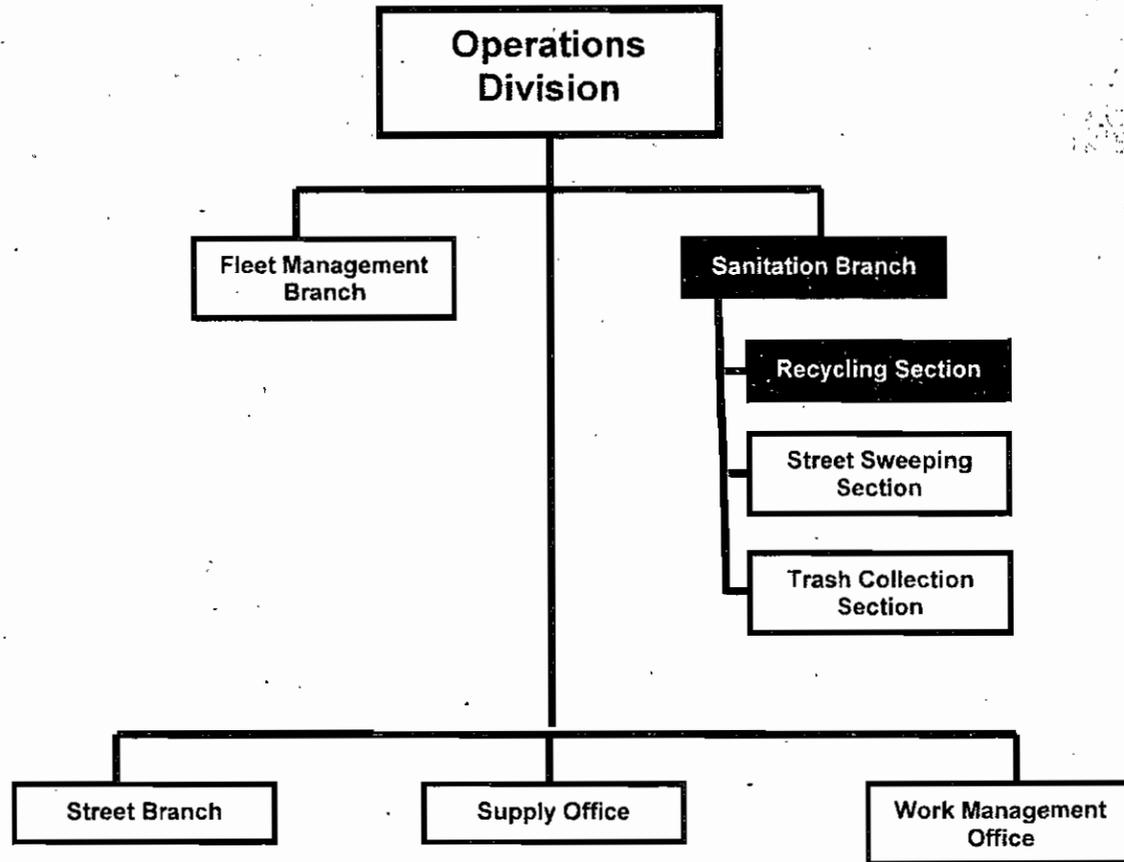
### Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Recycling Supervisor	6	1	1	1	1	1	1	1	
Motor Equipment Operator II	3	2	2	2	2	2	2	2	
<b>Total</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	



# Fiscal Year 2011 Proposed Organization

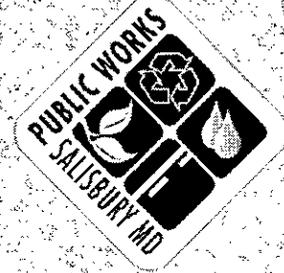


General Fund Budget Account: 32062 - Sanitation - Recycling

534



## 34064 Fleet Management Branch Fiscal Year 2011 Program Goals/Performance Measures



### Goals

1. Perform a replacement analysis on the Department's fleet by monitoring equipment condition.
2. 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).



## 34064 Fleet Management Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Personnel Services:

1. The following reductions:

A. 34064-502082 Uniform Cleaning \$ 700

### Operating Expenses:

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

A. 34064-534301 Buildings	\$ 5,053
B. 34064-534302 Equipment	\$ 5,279
C. 34064-546012 Equipment Maintenance	\$ 3,000
D. 34064-546015 Safety	\$ 50
E. 34064-555502 Printing	\$ 35
F. 34064-555504 Training	\$ 1,350

2. 34064-534308 Vehicles  
Increased \$39,864 funds moved to this account from other sections.

3. 34064-556201 Electricity  
Decrease \$12,257 based on projected energy savings.

4. 34064-556202 Natural Gas  
Increase \$2,400 per City's Energy Consultant

**Capital Outlay:** No significant changes from FY10 Budget.

General Fund Budget Account: 34064 – Fleet Management

536



**City of Salisbury  
Budget Summary  
34064 – Public Works - Fleet Management  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	354,482	348,885	348,890	348,185	368,670	299,953
OPERATING EXPENSES	203,233	194,760	196,886	190,715	162,685	206,353
<b>TOTAL</b>	<b>557,715</b>	<b>543,645</b>	<b>545,776</b>	<b>538,900</b>	<b>531,355</b>	<b>506,306</b>

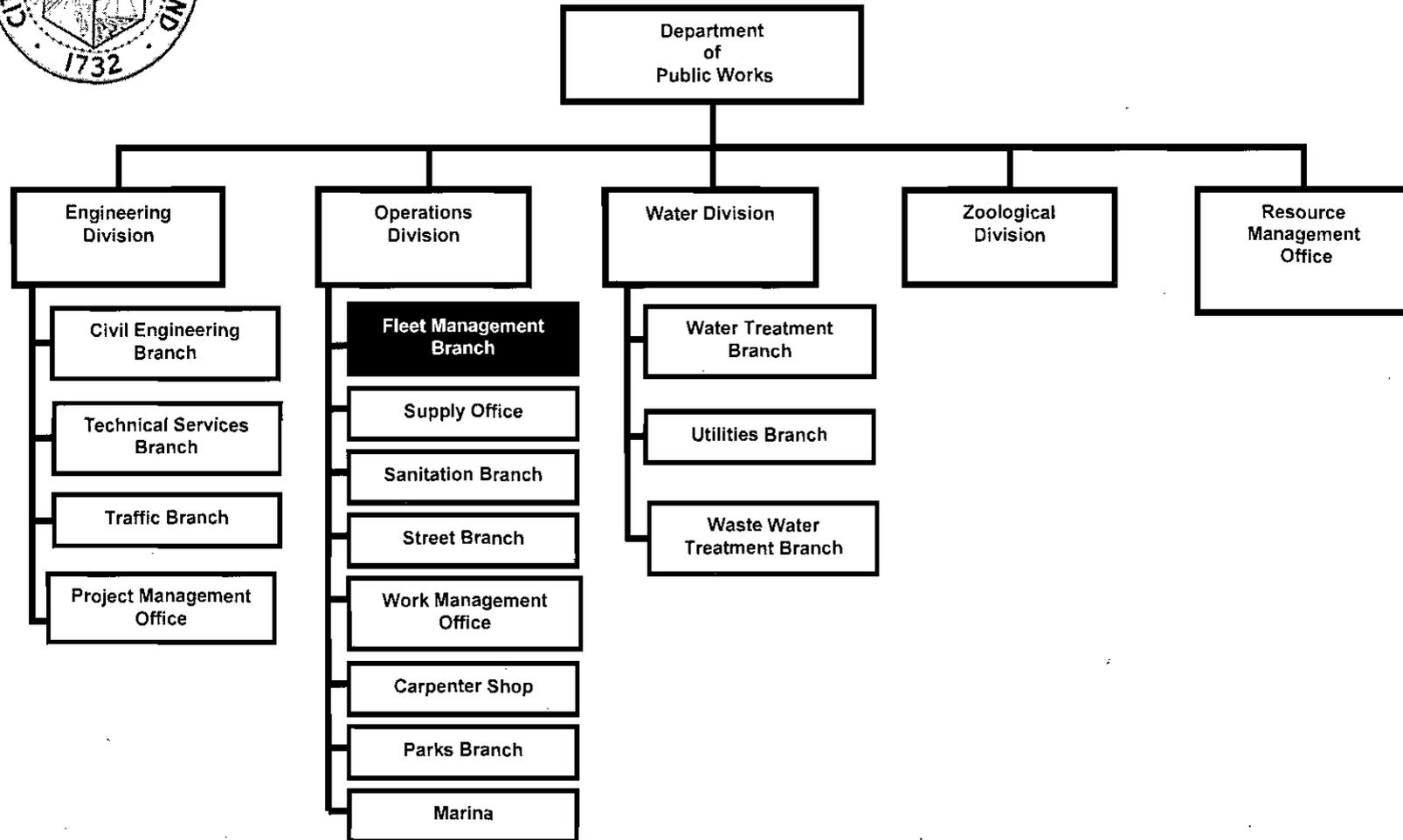
Personnel Authorization History

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

Class Title	Pay Grade	FY-06	FY-07	FY-08	FY-09	FY-10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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	
<b>Total</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	



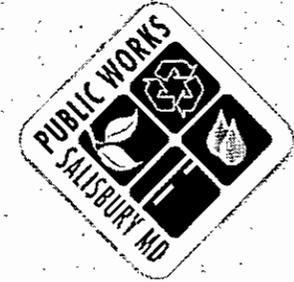
## Fiscal Year 2011 Proposed Organization



General Fund Budget Account: 34064 – Fleet Management



## 35000 Carpenter Shop Fiscal Year 2011 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

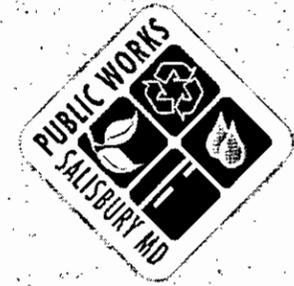
1. Conduct an annual certified inspection of all playground equipment.
2. Conduct annual inspections of all city facilities by a certified inspector.

General Fund Budget Account: 35000 – Carpenter

600



## 35000 Carpenter Shop Fiscal Year 2011 SIGNIFICANT CHANGES



**Personnel Services:** No significant changes from FY10 Budget.

**Operating Expenses:**

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

A. 35000-546009 Small Tools	\$1,000
B. 35000-556900 Misc	\$ 500

2. 35000-546006 Operating  
Increase \$400

3. 35000-555503 Travel  
Increase \$50 for mileage reimbursement for employees called in after hours.

4. 35000-555504 Training/Schools  
Increase \$150 for 3 employees to attend training on equipment and tool safety, material safety, or driving safety.

5. 35000-556204 Gasoline  
Increase \$1,500 based on annual usage, snow storm response, and increased cost per gallon.

**Capital Outlay:** No significant changes from FY10 Budget.

General Fund Budget Account: 35000 – Carpenter

601



**City of Salisbury  
Budget Summary  
35000 – Public Works - Carpenter  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	131,885	128,845	130,345	128,845	136,135	131,856
OPERATING EXPENSES	37,392	33,950	30,050	30,850	30,590	29,590
CAPITAL OUTLAY	18,948	0	0	0	0	0
<b>TOTAL</b>	<b>188,225</b>	<b>162,795</b>	<b>160,395</b>	<b>159,695</b>	<b>166,755</b>	<b>161,446</b>

Personnel Authorization History

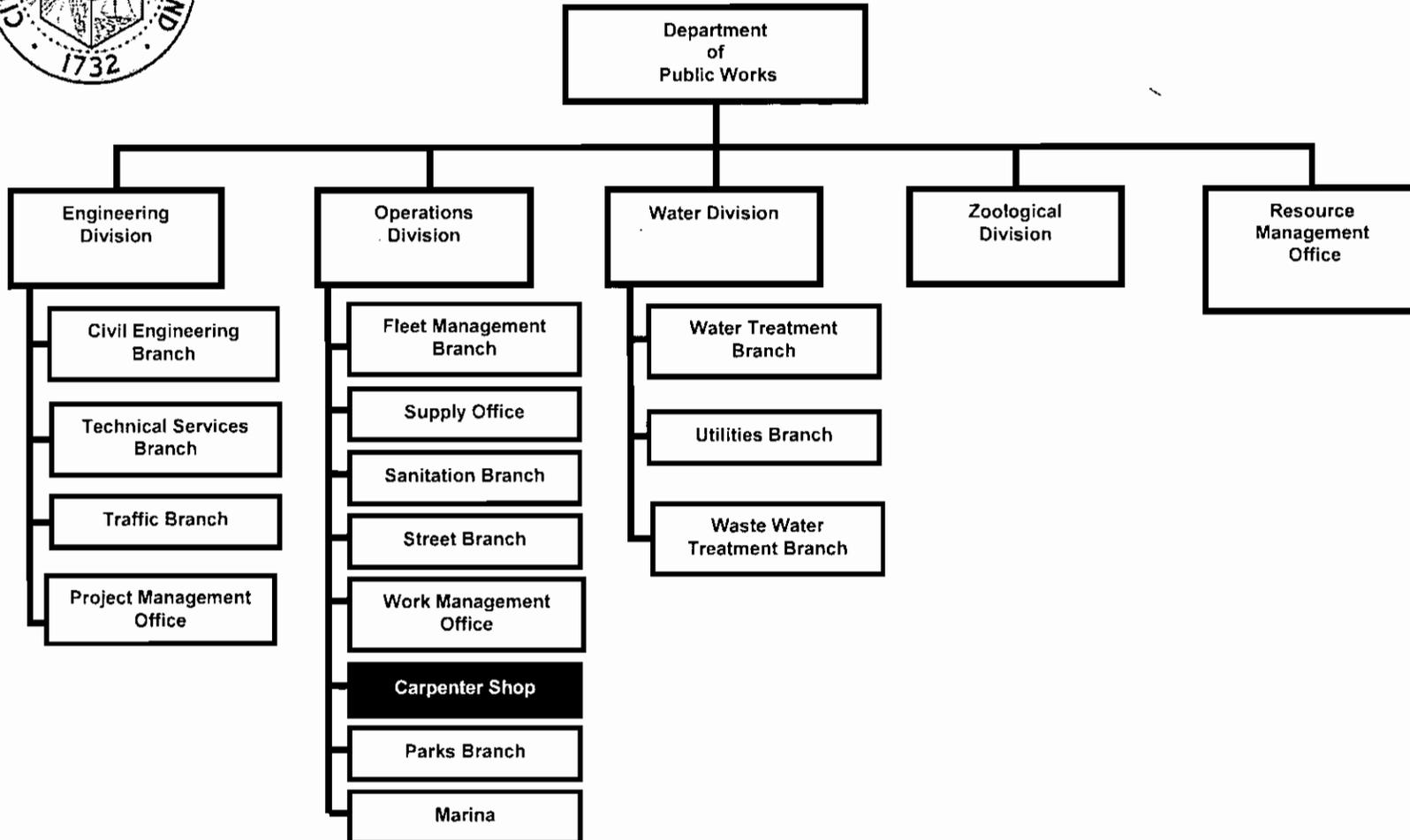
Department: Public Works  
 Division: Carpenter  
 Account #: 35000 501002

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY-11	Mayor's Recommendation FY-11	Council Approved FY-11
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	
<b>Total</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	

602



# Fiscal Year 2011 Proposed Organization



General Fund Budget Account: 35000 – Carpenter

603



## 40000 Salisbury Zoo Fiscal Year 2011 Program Goals



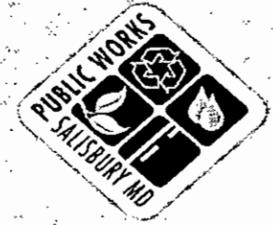
1. Through our programs and events, encourage an appreciation of wildlife and inspire conservation of our natural world.
2. Promote recycling and re-use through our zoo education programs and Earth Day event.
3. Continue the STARS (Students Targeting Achievement and Reading Success) after-school program targeting at risk students in fifteen local schools.
4. The "Renew the Zoo!" capital campaign has started to raise funds to implement the first phases of the Master Plan – build a new Animal Health Facility and remodel 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 to make it more aesthetically appealing to our visitors.
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



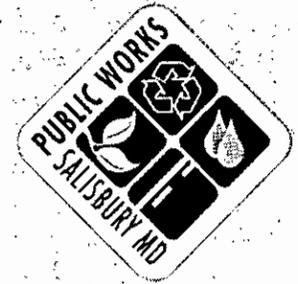
## 40000 Salisbury Zoo Fiscal Year 2011 Performance Measures



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



## 40000 Salisbury Zoo Fiscal Year 2011 SIGNIFICANT CHANGES



### Personnel Services:

1. 40000-501005 Salary-Seasonal  
Decrease \$12,159 since the Zoo will not extend its hours for summer.
  
2. 40000-501021 Overtime/Non-Clerical  
Decrease \$3,000

### Operating Expenses:

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

A. 40000-523601 Pest Control	\$ 2,000
B. 40000-523607 Alarm System	\$ 500
C. 40000-523608 Security	\$ 1,500
D. 40000-534302 Equipment	\$ 1,000
E. 40000-534308 Vehicles	\$ 2,000
F. 40000-546001 Office	\$ 1,600
G. 40000-546002 Janitorial	\$ 540
H. 40000-546012 Equipment Maintenance	\$ 2,500
I. 40000-554404 Copiers	\$ 150
J. 40000-556204 Gasoline	\$ 250
K. 40000-577015 Buildings	\$ 900
  
2. 40000-556201 Electricity  
Decreased \$2,970 based on projected energy savings.
  
3. 40000-556205 Propane Gas  
Decrease \$500 per City's Energy Consultant



## 40000 Salisbury Zoo Fiscal Year 2011 SIGNIFICANT CHANGES



**Capital Outlay:** No significant changes from FY10 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 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	646,156	815,721	815,721	812,721	815,988	767,554
OPERATING EXPENSES	279,936	272,985	306,075	274,925	255,085	251,115
<b>TOTAL</b>	<b>961,403</b>	<b>1,088,706</b>	<b>1,122,696</b>	<b>1,088,546</b>	<b>1,071,073</b>	<b>1,018,669</b>

### Personnel Authorization History

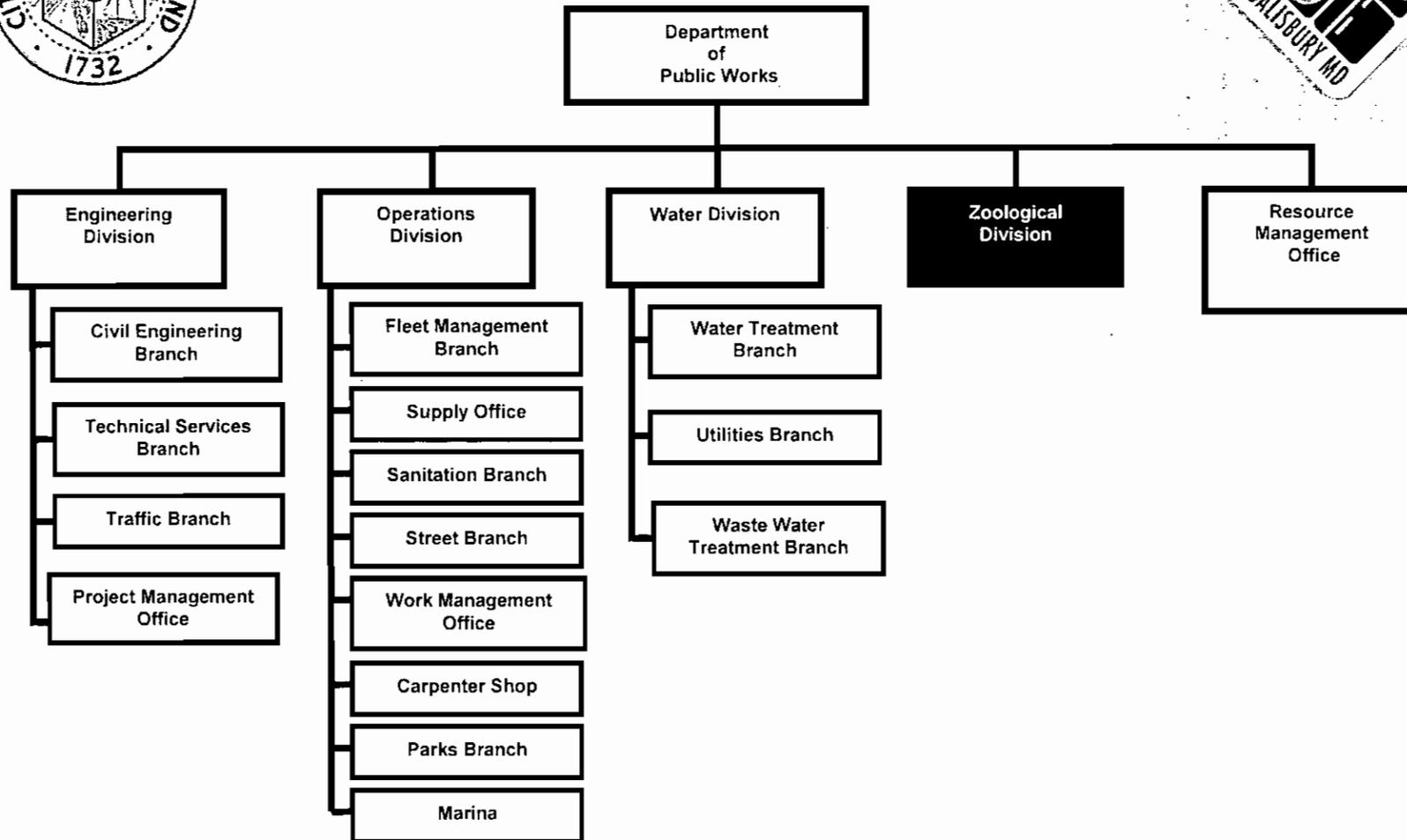
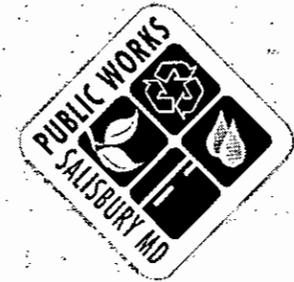
Department: Public Works  
 Division: Zoo  
 Account #: 40000 501002

Class Title	Pay Grade	FY-06	FY-07	FY-08	FY-09	FY-10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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	
<b>Total</b>		<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	

608



# Fiscal Year 2011 Proposed Organization

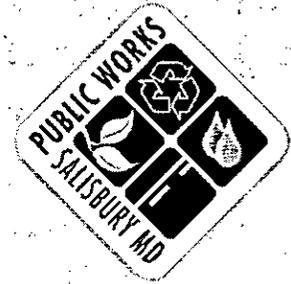


General Fund Budget Account: 40000 – Municipal Zoo – Operations

609



## 45000 Parks Branch Fiscal Year 2011 Program Goals/Performance Measures



### Goals

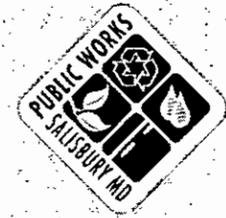
1. Works towards meeting the requirements to become a Tree City USA location.
2. Develop a tree maintenance program for Parks and Playgrounds.

### 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 2011 SIGNIFICANT CHANGES



### Personnel Services:

1. The following reductions:
  - A. 45000-501005 Salaries Seasonal \$ 5,050

### Operating Expenses:

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

A. 45000-534301 Buildings	\$ 500
B. 45000-534302 Equipment	\$ 5,954
C. 45000-534304 Streets/Lots	\$ 2,400
D. 45000-534311 Lands/Grounds	\$11,000
E. 45000-546004 Chemicals	\$ 3,000
F. 45000-546009 Small Tools	\$ 500
G. 45000-556900 Misc	\$ 100

2. 45000-556201 Electricity  
Decrease account \$3,000 per City Energy Consultant
3. 45000-555503 Travel  
Increase \$200 for mileage reimbursement for employees called in after hours and for storm events.
4. 45000-556204 Gasoline  
Increase \$2,700 based on usage and fuel cost increases.

**Capital Outlay:** No significant changes from FY10 Budget



**City of Salisbury  
Budget Summary  
45000 – Public Works - Park Maintenance  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	271,172	292,332	292,332	292,332	303,340	288,827
OPERATING EXPENSES	114,274	143,650	161,877	147,004	124,878	118,378
CAPITAL OUTLAY	24,000	0	0	0	0	0
<b>TOTAL</b>	<b>409,446</b>	<b>435,982</b>	<b>454,209</b>	<b>439,336</b>	<b>428,218</b>	<b>407,205</b>

Personnel Authorization History

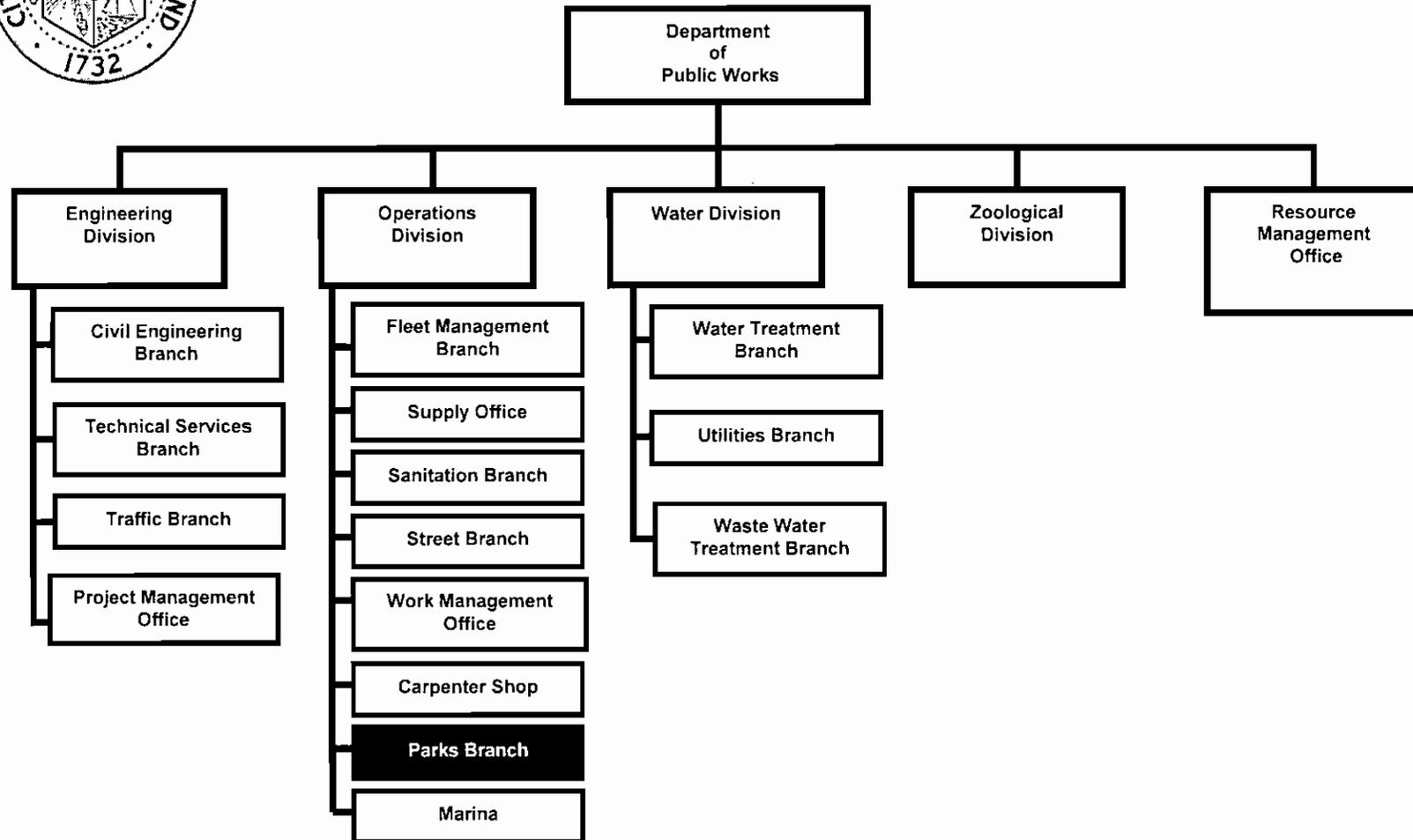
Department: Public Works  
 Division: Park Maintenance  
 Account #: 45000 501002

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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	
<b>Total</b>		<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	

612



# Fiscal Year 2011 Proposed Organization



General Fund Budget Account: 45000 – Parks – Parks Maintenance

613



## 70101 Debt Service - General Fund Fiscal Year 2011 Significant Changes

- 1) In FY 10 we issued the authorized bonds (from FY 08) for the construction of the Animal Health Building at the Zoo. Will have a full year of principal and interest in FY 11. Also issued a Jane E. Lawton loan for replacement of traffic signals with LED bulbs. The first year's payments are budgeted in FY 2011. This loan does has a 0% interest rate. No interest budgeted. No other FY 10 loans were issued, thus no other debt service budgeted.
- 2) We are budgeting one-half year interest at 5% for the following projects as reflected in the CIP:  
    \$ 500,000 Riverwalk Construction
- 3) We are also budgeting one-half year interest at 4.25% for the refinancing of the fire headquarters building. A portion of the construction costs were financed using a lease purchase. We intend to refinance using a GO bond. This will lower our interest rate and save the City money. Additionally, we will save funds in FY 11 by only having to pay ½ years interest.
- 4) The construction of a new service center garage to be financed through the issuance of debt was not funded in the FY 11 budget.



**City of Salisbury  
Budget Summary  
70101 – Debt Service Expenditures  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	FY 11 REQUESTED ESTIMATE	FY 11 MAYOR'S BUDGET
<b>PRINCIPAL</b>					
2011 Bond Issues	-	-	-	1,200	1,200
2010 Bond Issues	-	-	-	59,502	59,502
2008 Bond Issue	129,150	147,455	147,455	137,760	137,760
2007 Bond Issue	69,300	69,300	69,300	69,300	69,300
2004 Bond Issue – CDA	257,100	262,300	262,300	269,600	269,600
2003 Bond Issue – CDA	157,023	163,092	163,092	167,406	167,406
1999 Bond Issue	172,502	180,159	180,159	188,154	188,154
1995 Bond Issue	118,800	-	-	-	-
1994 Bond Issue	428,450	451,000	451,000	473,550	473,550
Erosion Control – Riverwalk	23,037	23,038	23,038	23,038	23,038
Johnson's Pond	3,307	3,469	3,469	3,639	3,639
Erosion Control – Picnic Island	5,552	5,552	5,552	5,552	5,552
<b>TOTAL PRINCIPAL</b>	<b>1,364,221</b>	<b>1,305,365</b>	<b>1,305,365</b>	<b>1,398,701</b>	<b>1,398,701</b>
<b>INTEREST</b>					
2011 Bond Issues	-	-	-	48,350	121,350
2010 Bond Issues	-	57,000	50,973	18,693	18,693
2008 Bond Issue	130,123	154,308	154,308	116,210	116,210
2007 Bond Issue	53,063	50,271	50,271	47,478	47,478
2004 Bond Issue – CDA	171,373	169,817	169,817	161,948	161,948
2003 Bond Issue – CDA	112,066	114,038	114,038	109,144	109,144
1999 Bond Issue	48,914	41,259	41,259	33,263	33,263
1995 Bond Issue	2,792	-	-	-	-
1994 Bond Issue	135,216	113,793	113,793	91,243	91,243
Johnson's Pond	917	756	756	586	586
<b>TOTAL INTEREST</b>	<b>654,464</b>	<b>701,242</b>	<b>695,215</b>	<b>626,915</b>	<b>699,915</b>
<b>PRINCIPAL AND INTEREST</b>	<b>2,018,685</b>	<b>2,006,607</b>	<b>2,000,580</b>	<b>2,025,616</b>	<b>2,098,616</b>

701



**90001 Insurance  
90500 Miscellaneous  
91001 Transfers  
Fiscal Year 2011  
Significant Changes**

**OPERATING EXPENSES:**

- 1) Budgeting city share of retiree health insurance. Increased for rate increase and number of retirees.
- 2) Increased unemployment due to increased payments to the State.
- 3) Reduced contingency amount by \$20,000

**TRANSFERS:**

- 4) Decreased transfer to Marina based on estimated expenses and increased revenues.
- 5) Increased transfer to Community Development based on current expense estimates.
- 6) Transfer to grant fund for the City portion of the cost to hire officers under the COPS grant. Additionally, \$50,000 in the amount to build up a reserve for the 4<sup>th</sup> year when the City is responsible for paying the salaries.



## City of Salisbury Budget Summary Fiscal Year 2011

### 90001 – Insurance

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	160,372	146,075	167,102	146,075	210,000	210,000
OPERATING EXPENSES	240,474	332,265	317,265	332,265	300,000	300,000
<b>TOTAL</b>	<b>400,846</b>	<b>478,340</b>	<b>484,367</b>	<b>478,340</b>	<b>510,000</b>	<b>510,000</b>

### 90500 – Miscellaneous

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	0	2,000	2,000	2,000	2,000	2,000
OPERATING EXPENSES	33,542	53,600	38,922	53,922	53,600	33,600
<b>TOTAL</b>	<b>33,542</b>	<b>55,600</b>	<b>40,922</b>	<b>55,922</b>	<b>55,600</b>	<b>35,600</b>

### 91001 – Transfers \*

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
OTHER	174,654	181,188	276,568	181,188	123,441	183,546
OPERATING EXPENSES	0	0	34,621	0	0	0
<b>TOTAL</b>	<b>174,654</b>	<b>181,188</b>	<b>311,188</b>	<b>181,188</b>	<b>123,441</b>	<b>183,546</b>

\* Includes transfer to Community Development Department.



## 12800 - Community Development Fiscal Year 2011 Program Goals

- 1) Continue to work with Habitat for Humanity of Wicomico County to increase homeownership in the Church Street neighborhood. (Promoting Community Revitalization)
- 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. (Promoting Community Revitalization)
- 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. (Promoting Community Revitalization)
- 4) 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 2010 CDBG Action Plan, and implement said plan. (Promoting Community Revitalization)
- 6) Complete 2009 Consolidated Annual Performance and Evaluation Report (CAPER). (Promoting Community Revitalization)
- 7) Conduct a monitoring of every CDBG subrecipient agency every year. (Promoting Community Revitalization)
- 8) Complete 2011 Community Legacy funding application. (Promoting Community Revitalization)
- 9) 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 (Invest in Infrastructure).
- 10) 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. (Enhancing Economy and Efficiency)
- 11) Participate in citizen workshops organized by the City to inform area residents of the types of programs and services that the Community Development Department provides. (Providing Positive Communication and Transparency)



## 12800 - Community Development Fiscal Year 2011 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 3 business days of receipt.
- 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 the PY 2010 CDBG Action Plan, and implement said plan.
- Complete 2011 Community Legacy funding application.
- Community Legacy – Promote the transfer of rental properties to owner-occupied status by providing Community Legacy funding for two (2) new Principal Write-Down Assistance grants at \$15,000 each.
- CDBG – Promote the transfer of rental properties to owner-occupied status by providing CDBG funding for five (5) new Principal Write-Down Assistance grants at \$15,000 each.

- CDBG – Utilize CDBG and CDBG-R grant funding to install sidewalks in a portion of the Church Street / Doverdale low to moderate-income neighborhood to improve safety and accessibility for residents.
- 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 Inlet Hoods to be installed over the outfall pipes in selected storm water catch basins around the City to help prevent trash from flowing through the outfall pipes and into the 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 2011  
Significant Changes**

**Operating Expense Accounts:**

Over the last few budget cycles the Community Development Department operating line item requests have been artificially low, because we were able to utilize excess "rollover" funds that were available in those accounts to make up the difference. We were aware that at some point in time the excess funds would be used up, and when that happened it would appear that the CD funding request for the operating accounts had dramatically increased. This is not the case of course, it is simply a matter of the inevitable catching up with us.

Due to the fact that there are no longer any rollover funds available to subsidize the operating accounts, the total amount requested in these accounts has increased by 33.77% over the FY 2010 request.



**City of Salisbury  
Budget Summary  
91001- 599114 – Community Development  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
<b>TRANSFER FROM GENERAL FUND</b>	91,679	50,947	49,947	49,947	71,340	64,506

Personnel Authorization History

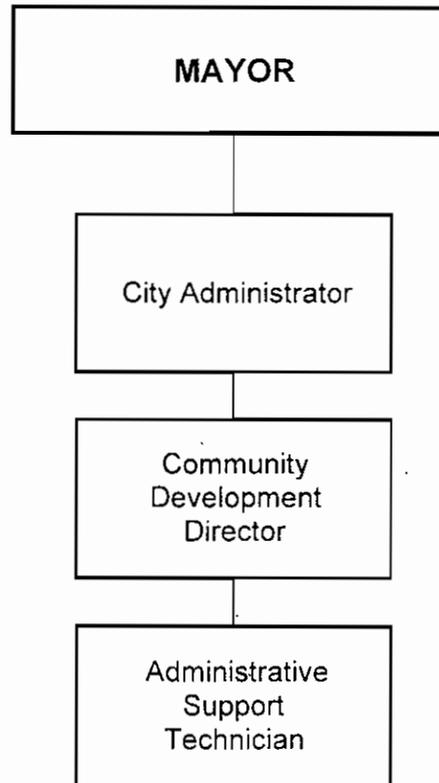
Department: Community Development  
Account #: 91001 599114

Class Title	Pay Grade	FY-06	FY-07	FY-08	FY-09	FY-10	Dept. Head Request FY-11	Mayor's Recommendation FY-11	Council Approved FY-11
Community Develop. Director	11	1	1	1	1	1	1	1	
Administrative Office Assoc.	4	1	1	1	1	1	1	1	
<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	

804



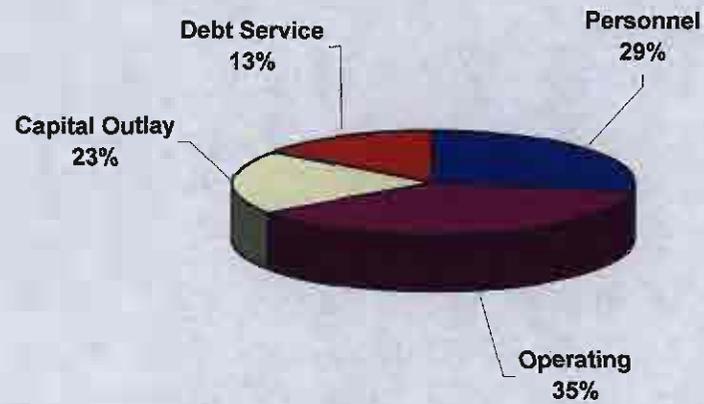
## Community Development Fiscal Year 2011 Organization Chart



**City of Salisbury  
Parking Authority Fund  
Proposed Budget  
Fiscal Year 2011**



**Parking Authority Revenues - FY 11**





**31154 Parking Authority  
Fiscal Year 2011  
Program Goals**



- 1) Evaluate alternative vehicles that would be more fuel efficient. (Enhancing Economy and Efficiency)
  
- 2) Complete identified projects needed to improve and maintain Downtown Parking Garage facility and City surface lots. (Invest in Infrastructure)



## 31154 Parking Authority Fiscal Year 2011 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 2011**

ACCOUNT NUMBER	ACCOUNT NAME	FY 09 ACTUAL	FY 10 ORIGINAL BUDGET	FY 10 REVISED BUDGET	FY 10 PROJECTION	FY 11 MAYOR'S BUDGET
10100 413204	<b>Parking Lots</b>	81,741	90,000	90,000	90,000	90,000
	Based on historical collections					
10100 413205	<b>Parking Meters/Coin</b>	115,222	118,000	118,000	118,000	112,000
	FY 2010 actuals prorated					
10100 413206	<b>Parking Permits</b>	374,250	460,000	460,000	400,000	400,000
	FY 10 projected					
10100 445110	<b>Parking</b>	88,704	75,000	75,000	75,000	77,300
	FY 10 projected, eliminate \$1 ticket					
10100 456110	<b>Investment Interest</b>	7,926	8,000	8,000	800	800
	Based on FY 2010 projection					
10100 456120	<b>Other Interest</b>	0	-	-	-	-
10100 456300	<b>Rent Earnings</b>	6,024	10,000	10,000	10,000	10,000
	Same as FY-09 Budget. County share = \$6,000, City employee parking is \$4,000.					
10100 456911	<b>Other Miscellaneous</b>	3	-	-	-	-
10100 456913	<b>Returned Check Fee</b>	70	-	-	-	-
10100 456914	<b>Bad Debt Collection</b>	-	-	-	-	-
10100 469110	<b>Transfers from General</b>	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	<b>Current Surplus Available</b>	-	33,147	33,147	33,147	13,172
	<b>Parking Fund Total</b>					
		<b>693,939</b>	<b>814,147</b>	<b>814,147</b>	<b>746,947</b>	<b>723,272</b>

903



## 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 and City employee parking
456911 Other Misc. Receipts	Revenues not otherwise classified.
456913 Returned Check	Returned check fees paid.
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 2011 Significant Changes



### Operating Expenses:

- 1) (31154-501006 Sal-PT) Reduction of \$35,710 in salary expenses elimination of part-time parking attendant positions. Positions funded for four months during contract and installation phase of automated system.
- 2) (31154-502010 Fica) Reduction of \$2,931 for Fica and Medicare expenses from elimination of part-time parking attendant positions. Positions funded for four months during contract and installation phase of automated system.
- 3) (31154-502040 Ret-Emp) Net reduction of \$442.80 for State Retirement account due to increased overall City requirements and elimination of part-time parking attendant positions. Positions funded for four months during contract and installation phase of automated system.
- 4) (31154-513020 Eng/Arch) Request \$33,000 for engineering and services to develop bid specifications for FY2011 and FY2012 projects identified in the garage condition survey; engineering support during bid process and inspection services during construction phases.
- 5) (31154-513301 City Atty) Reduction of \$2,100 for attorney fees for parking issues.
- 6) (31154-534301 Buildings) Reduction of \$10,893 in building maintenance items based on historical usage and capital maintenance projects improving the condition of the garage.
- 7) (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).

- 8) (31154-534304 Streets/Lots) Request \$15,000 in general maintenance, supplies and repairs for meters, garage and lot equipment. Request \$10,000 to pave lot at High St. and Rt. 50. (Reduction of \$20,000 in overall account).
- 9) (31154-534308 Vehicles) Reduction of \$300 for repairs based on historical usage.
- 10)(31154-534500 Maint Cont) Request \$13,640 to cover cost of maintenance and hosting fee for T2 Parking Permit system.
- 11)(31154-546029 Comp Soft) Reduction of \$5,400 in account as garage supervisor's system was updated in FY2010.
- 12)(31154-555401 Telephone) Request \$1,000 to cover recurring telephone line costs for credit cards associated with automated parking system in garage and Lot 1.
- 13) (31154-555402 Cell Phone) Request \$520 to cover recurring wireless telephone charges for credit cards associated with Lot 35 parking system.

**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.
- 2) (31154-577030 Equipment) Request \$145,000 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.



**City of Salisbury  
Budget Summary  
31154 – Parking Authority Fund  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	241,193	236,654	236,654	236,654	203,069	198,206
OPERATING EXPENSES	234,326	244,985	285,680	284,856	234,966	273,461
CAPITAL OUTLAY	196,449	239,000	315,632	315,632	279,000	145,000
DEBT SERVICE	94,292	93,508	93,508	93,508	106,605	106,605
OTHER	0	0	0	0	0	0
<b>TOTAL</b>	<b>766,260</b>	<b>814,147</b>	<b>931,474</b>	<b>930,651</b>	<b>823,640</b>	<b>723,272</b>

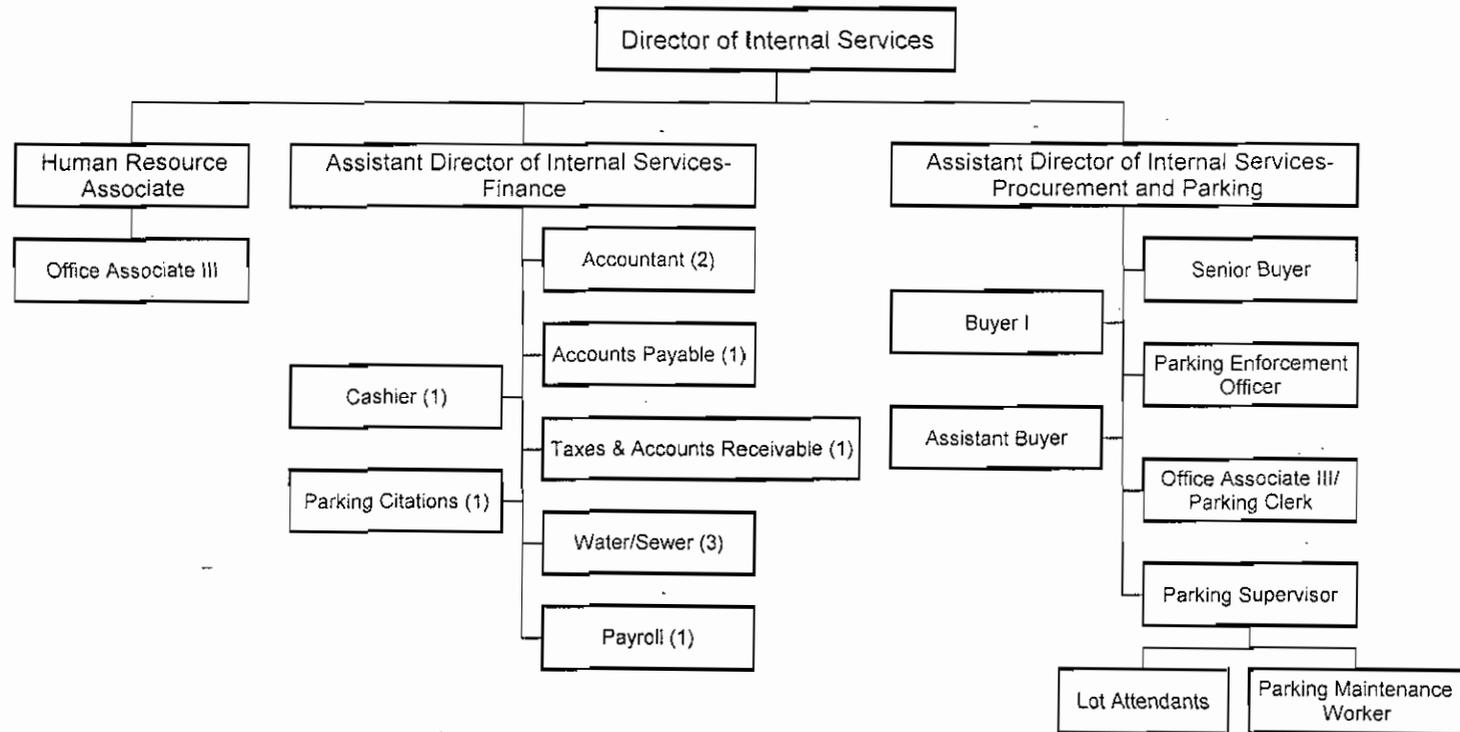
Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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	
<b>Total</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	



# City of Salisbury Department of Internal Services Current/Proposed Organization Chart Fiscal Year 2011

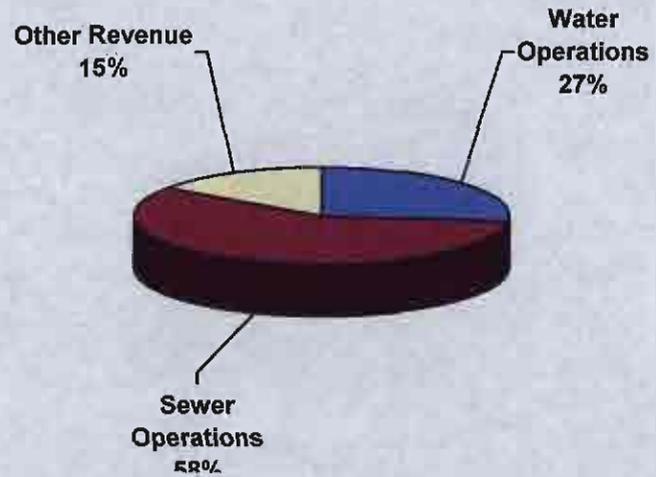


908

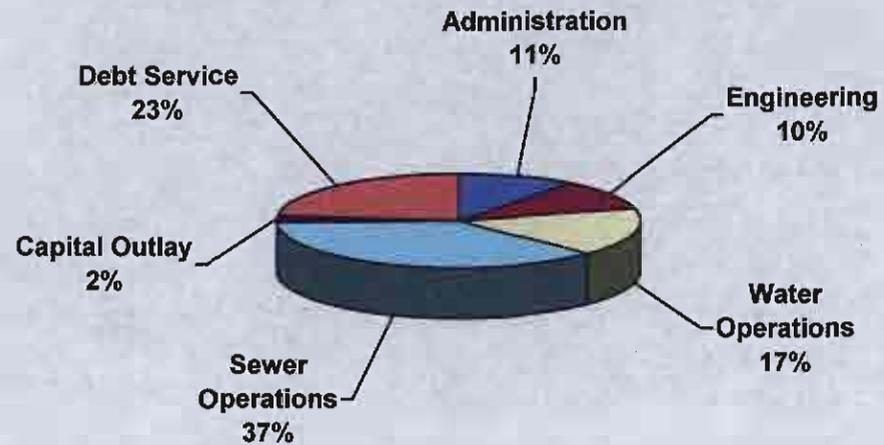
**City of Salisbury  
Water & Sewer Fund  
Proposed Budget  
Fiscal Year 2011**



**Water & Sewer Fund Revenues - FY 11**



**Water & Sewer Fund Expenditures - FY 11**





**City of Salisbury  
Revenue Summary  
Detail - Water & Sewer Fund  
Fiscal Year 2011**

ACCOUNT NUMBER	ACCOUNT NAME	FY 09 ACTUAL	FY 10 ORIGINAL BUDGET	FY 10 REVISED BUDGET	FY 10 PROJECTION	FY 11 MAYOR'S BUDGET
60100 433260	<b>Inspection Fees</b>	112,288	100,000	100,000	20,000	20,000
	This amt is a 7 1/2% of cost of water and sewer. This fluctuates with the amt of building occurring.					
60100 434310	<b>Water Sales</b>	3,750,559	4,368,509	4,368,509	4,368,509	4,368,509
	Based on FY 10 no rate increase					
60100 434315	<b>Penalties</b>	21,379	20,000	20,000	20,000	20,000
	Based on prior years history.					
60100 434316	<b>Administrative Fees</b>	32,715	30,000	30,000	30,000	30,000
	Cut off fees based on FY 2009 actual					
60100 434340	<b>Fire Flow Tests</b>	9,195	8,500	8,500	9,500	9,000
	Based on FY 09 projected					
60100 434341	<b>Fire Service</b>	19,040	12,000	12,000	21,120	20,000
60100 434342	<b>Meter Tests</b>	545	500	500	500	500
60100 434350	<b>Special Meter Readings</b>	7,536	10,000	10,000	7,500	7,500
	Based on FY09 actual					
60100 434360	<b>Sundry</b>	29,493	30,000	30,000	48,769	30,000
	Based on FY09 actual					
60100 434370	<b>Turn On Charges</b>	6,315	5,400	5,400	5,400	5,400
	Based on FY10 expected.					
60100 434410	<b>Sewer Sales</b>	6,714,507	7,966,533	7,966,533	7,966,533	9,161,513
	Based on FY 10 with 15% rate increase					
60100 434415	<b>Penalties</b>	41,146	40,000	40,000	40,000	40,000
	Based on FY09 actual					
60100 434440	<b>Pretreatment Monitoring</b>	179,118	181,039	181,039	181,039	171,246
	Ties to the Pretreatment Budget					
60100 434450	<b>Urban Services</b>	292,284	260,000	260,000	260,000	260,000
	Based on FY 09 actual					

1001



**City of Salisbury  
Revenue Summary  
Detail - Water & Sewer Fund  
Fiscal Year 2011**

ACCOUNT NUMBER	ACCOUNT NAME	FY 09 ACTUAL	FY 10 ORIGINAL BUDGET	FY 10 REVISED BUDGET	FY 10 PROJECTION	FY 11 MAYOR'S BUDGET
60100 434451	Lift Station Maintenance	17,153	15,000	15,000	10,000	10,000
60100 434460	Sundry	1,494	1,500	1,500	1,500	1,500
	Based on FY 09					
60100 456110	Investment Interest	59,626	100,000	100,000	15,000	15,000
60100 456120	Other Interest	-	-	-	-	-
60100 456415	Other Donations	-	293,635	293,635	293,635	-
	Federal Stimulus Money for Paleo Tank					
60100 456911	Other Misc. Receipts	12,836	3,000	3,000	3,000	3,000
60100 456913	Returned Check Fee	3,535	2,000	2,000	2,625	2,000
	Based on past years.					
60100 456914	Bad Debt Collections	-	-	-	-	-
60100 456926	Compensated Allow. Adj.	34,504	-	-	-	-
60100 456935	Insurance Proceeds	8,832	20,000	20,000	20,000	20,000
60100 469128	Transfer Water Capacity	41,857	441,614	441,614	441,614	359,239
60100 469129	Transfer Sewer Capacity	760,207	987,207	987,207	987,207	796,207
60100 469142	Transfer WS Capital Project	-	-	-	-	-
60100 469201	Gain on Fixed Assets	(1,237)	-	-	-	-
60100 469810	Current Surplus Available	-	2,868,598	3,424,598	3,424,598	1,353,496
	<b>Water &amp; Sewer Fund Total</b>	<b>12,154,927</b>	<b>17,765,035</b>	<b>18,321,035</b>	<b>18,178,049</b>	<b>16,704,110</b>

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, \$5, if on OT \$40.

1003



## City of Salisbury Sewer Fund Revenue Descriptions

Charges for Services	
434410 Sewer Sales	Sewer billing revenue.
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.	Not budgeted but charged.
456935 Insurance Proceeds	Proceeds from insurance company for insured losses.
Other Financing Resources	
469128 Transfer from Water Impact	Transfers from the Water Impact Fund
469129 Transfer from Sewer Impact	Transfers from the Sewer Impact Fund
469142 Transfer from WS Capital Project	Transfers from Capital Project Account.
469810 Current Surplus	Unexpended funds from previous years.

1004



**70102 & 70107 Debt Service – Water and Sewer Funds  
Fiscal Year 2011  
Significant Changes**

**WATER EXPENDITURES**

- 1) Construction of new garage has been postponed, thus no funds borrowed.
- 2) In FY 10 State gave us grant for the Paleo water tank project, thus no FY 10 debt.
- 3) FY 11 borrowing all for 20 years, only budgeted ½ year interest:
  - a. East Main Street Valve and main replacement, \$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) – this loan has been applied for, but do not know if it will be awarded.

**SEWER EXPENDITURES**

- 1) In FY 10 bonded \$2,096,600 for 15 years at 3.78%. Funds to be used to WWTP issues. Also entered a loan with MDE for Naylor Mill Lift Station. This is an ARRA funded loan, at 0% interest. 1<sup>st</sup> payment is not due until FY 2012.
- 2) FY 11 borrowing all for 20 years at 5% interest, only budgeted ½ year interest
  - a. \$166,000 East Main Street Sewer Replacement
  - 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)



**City of Salisbury  
Budget Summary  
70102 – Water Fund Debt Service  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	FY 11 REQUESTED ESTIMATE	FY 11 MAYOR'S BUDGET
<b>PRINCIPAL</b>					
2010 Bond Issue	-	-	-	-	-
2009 Bond Issue	-	-	-	-	-
2008 Bond Issue	-	21,545	21,545	22,240	22,240
2007 Bond Issue	-	56,925	56,925	56,925	56,925
2003 Bond Issue – CDA	-	43,783	43,783	44,942	44,942
1999 Bond Issue	-	73,226	73,226	76,476	76,476
1994 Bond Issue	-	27,000	27,000	28,350	28,350
<b>TOTAL PRINCIPAL</b>	-	<b>222,479</b>	<b>222,479</b>	<b>228,933</b>	<b>228,933</b>
<b>INTEREST</b>					
2011 Bond Issue	-	-	-	48,625	48,625
2010 Bond Issue	-	17,700	17,700	-	-
2009 Bond Issue	-	-	-	-	-
2008 Bond Issue	21,007	20,069	20,069	18,761	18,761
2007 Bond Issue	43,588	41,294	41,294	39,000	39,000
2003 Bond Issue	30,086	30,614	30,614	29,301	29,301
1999 Bond Issue	19,881	16,770	16,770	13,520	13,520
1995 Bond Issue	1,461	-	-	-	-
1994 Bond Issue	8,095	6,813	6,813	5,463	5,463
<b>TOTAL INTEREST</b>	<b>124,118</b>	<b>133,260</b>	<b>133,260</b>	<b>154,670</b>	<b>154,670</b>
<b>PRINCIPAL AND INTEREST</b>	<b>124,118</b>	<b>355,739</b>	<b>355,739</b>	<b>383,603</b>	<b>383,603</b>

1006



**City of Salisbury  
Budget Summary  
70107 – Sewer Fund Debt Service  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	FY 11 REQUESTED ESTIMATE	FY 11 MAYOR'S BUDGET
<b>PRINCIPAL</b>					
2010 Bond Issue	-	-	-	139,708	139,708
2009 Bond Issue	-	61,000	61,000	-	-
2007 Bond Issue	-	121,275	121,275	121,275	121,275
2005 Bond Issue – MWQA	-	2,029,852	2,029,852	2,037,971	2,037,971
2003 Bond Issue – MWQA	-	155,311	155,311	155,933	155,933
2003 Bond Issue – CDA	-	35,023	35,023	35,953	35,953
1999 Bond Issue	-	109,839	109,839	114,714	114,714
1994 Bond Issue	-	22,000	22,000	23,100	23,100
1990 Bond Issue – MWQA	-	195,102	195,102	204,545	204,545
<b>TOTAL PRINCIPAL</b>	-	<b>2,729,402</b>	<b>2,729,402</b>	<b>2,833,199</b>	<b>2,833,199</b>
<b>INTEREST</b>					
2011 Bond Issue	-	-	-	165,400	165,400
2010 Bond Issue	-	-	-	77,660	77,660
2009 Bond Issue	-	133,000	133,000	-	-
2007 Bond Issue	92,860	87,974	87,974	83,087	83,087
2005 Bond Issue – MWQA	250,408	259,774	259,774	251,655	251,655
2003 Bond Issue – CDA	24,069	24,492	24,492	23,441	23,441
2003 Bond Issue – MWQA	18,038	17,420	17,420	16,800	16,800
1999 Bond Issue	29,822	25,155	25,155	20,280	20,280
1995 Bond Issue	2,210	-	-	-	-
1994 Bond Issue	6,596	5,551	5,551	4,451	4,451
1990 Bond Issue – MWQA	48,872	39,774	39,774	30,231	30,231
<b>TOTAL INTEREST</b>	<b>441,720</b>	<b>593,140</b>	<b>593,140</b>	<b>673,005</b>	<b>673,005</b>
<b>PRINCIPAL AND INTEREST</b>	<b>441,720</b>	<b>3,322,542</b>	<b>3,322,542</b>	<b>3,506,204</b>	<b>3,506,204</b>



## 81080 Civil Engineering Branch of the Engineering Division Fiscal Year 2011 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.

Water Fund Budget Account: 81080 – Water Service Engineering

1100



**81080 Civil Engineering Branch of the  
Engineering Division  
Fiscal Year 2011  
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 of the Engineering Division Fiscal Year 2011 SIGNIFICANT CHANGES



### Personnel Services:

1. The following reductions:

- |  |        |
|--|--------|
| A. 81080-502081 Safety Shoes             | \$ 100 |
| B. 81080-502087 Employee Picnic/Banquets | \$ 680 |

### Operating Expenses:

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

- |                                      |          |
|--------------------------------------|----------|
| A. 81080-523600 Skilled Services     | \$77,000 |
| B. 81080-534301 Buildings            | \$ 4,500 |
| C. 81080-534302 Equipment            | \$ 2,000 |
| D. 81080-546007 Engineering Supplies | \$ 1,000 |
| E. 81080-546009 Small Tools          | \$ 1,000 |
| F. 81080-546011 Computer             | \$ 1,000 |
| G. 81080-546015 Safety               | \$ 1,000 |
| H. 81080-555403 Pagers               | \$ 300   |
| I. 81080-555501 Advertising          | \$ 1,657 |
| J. 81080-555502 Printing             | \$ 2,343 |
| K. 81080-555503 Travel               | \$ 850   |
| L. 81080-555504 Training             | \$ 1,150 |
| M. 81080-556700 Dues                 | \$ 900   |



**81080 Civil Engineering Branch  
Engineering Division  
Fiscal Year 2011  
SIGNIFICANT CHANGES**



**Operating Expenses:**

2. 81080-513020 Engineering  
Engineering costs for the following projects:
  - A. GIS Implementation and Cityworks \$25,000
  - B. Park Well Field Restoration \$30,000, CIP #WP0012
  - C. Paleo Well Field Restoration \$60,000 CIP#WP0025
  - D. Paleo Well #3 Engineering \$300,000, CIP #WP0011 (Capacity Fee Project)
  
3. 81080-546001 Office  
Increased \$1,000 based on annual usage.
  
4. 81080-546008 Postage  
Increase \$40 based on annual usage.
  
5. 81080-556201 Electricity  
Decrease \$200 per City's Energy Consultant.

**Water Fund Budget Account: 81080 – Water Service Engineering**

1103



**81080 Civil Engineering Branch  
Engineering Division  
Fiscal Year 2011  
SIGNIFICANT CHANGES**



**Operating Expenses Continued:**

6. 81080-546029 Computer Software  
Increase \$6,305
  - A. Cityworks ELA Annual License Renewal \$15,000 (split between water & sewer)
  - B. 4 AutoCAD Raster Design Annual Subscription Renewal (required annual fee) \$2,852
  - C. 5 ArcView (GIS) Concurrent Use Annual License Fee \$2,356.44
  - D. 1 ArcEditor (GIS) Single Use Annual License Fee \$1,500
  - E. 2 Carlson Survey Software Annual Upgrade \$800
  - F. 10 SQL Server Client Access Licenses for additional users of Cityworks \$1,030

**Capital Outlay:** no projects

**Capacity Fees:**

1. \$41,614 Debt Service Payment for Paleo Storage Tank Engineering

**Other Funding Areas:**

1. Milford Street Water Tower Construction, \$2,552,000 received in FY10 from MDE Low Interest Loan and anticipating additional loan for balance of \$2,148,000 from MDE Low Interest Loans. Original Loan amount will cover the construction of a (1) One Million Gallon Storage Tank if additional funding is not received. (Principal & Interest payments would be split between Water Revenues and Capacity Fee Revenue)
2. 81080-577022 Water Main Construction  
East Main Street Water Valve and Main Replacement /Rehabilitation Project will restore over 2200 linear feet of 12 inch water main in Salisbury's historic downtown area to its original structural and hydraulic capacity using a cured-in-place structural liner for sections of water main between existing valves. The existing valves, hydrants, fittings will be removed using minimal access pits and replaced with new equipment. CIP# WM0020, \$535,000 is revised engineer's estimate based on recent construction cost data.

**Water Fund Budget Account: 81080 – Water Service Engineering**

1104



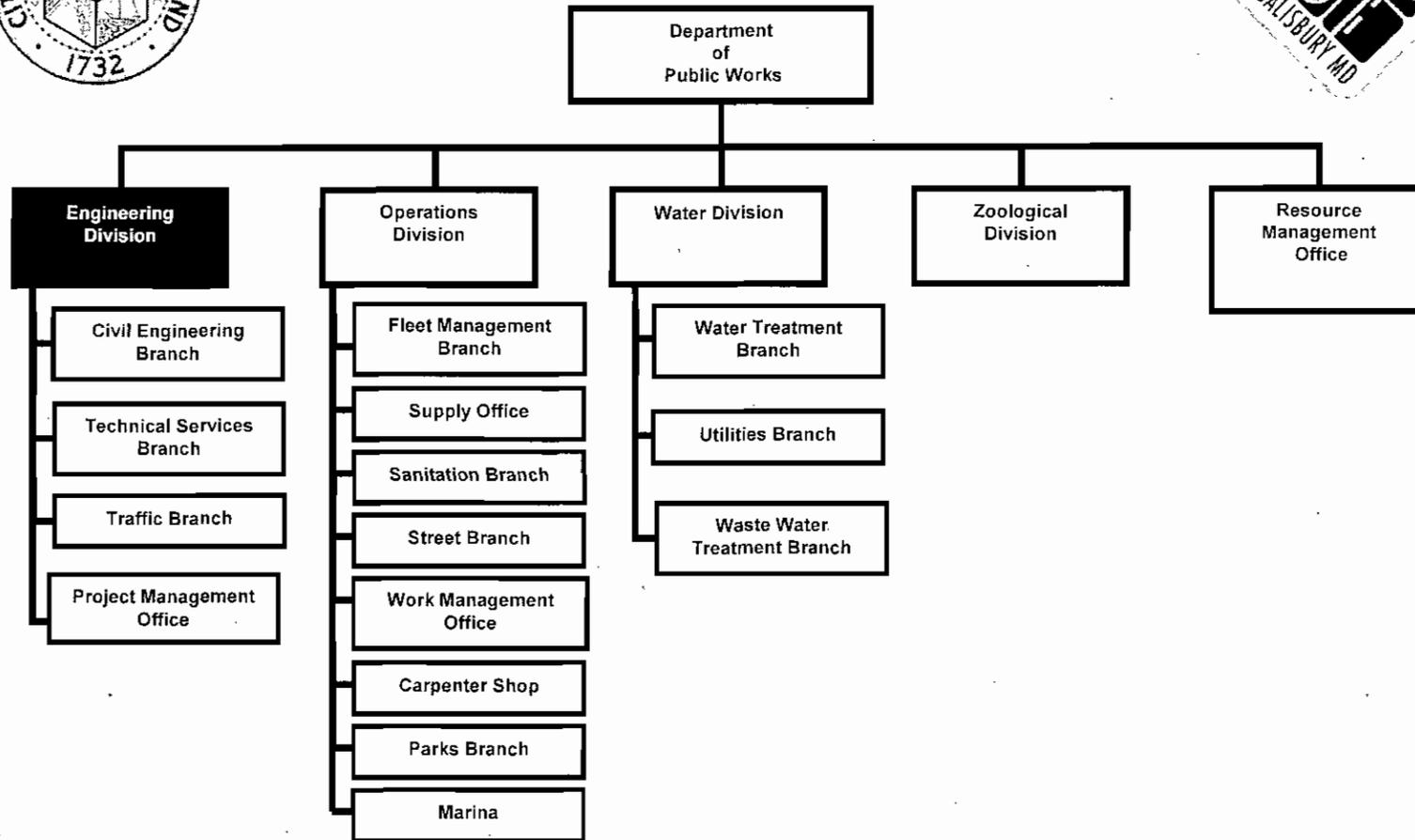
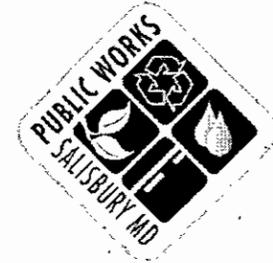
**City of Salisbury  
Budget Summary  
81080 – Water Fund - Engineering  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	414,844	446,195	446,196	446,014	451,990	387,192
OPERATING EXPENSES	169,599	591,214	960,536	913,030	544,423	543,159
CAPITAL OUTLAY	0	703,635	434,627	377,615	535,000	0
TOTAL	584,443	1,741,044	1,841,360	1,736,659	1,531,413	930,351

1105



# Fiscal Year 2011 Proposed Organization



General Fund Budget Account: 81080 - Public Works Engineering

1106



**15000, 81570, 85070 Department of Internal Services  
Finance Division  
Fiscal Year 2011  
Program Goals**

- 1) Create and implement financial policy document with City Council and create appropriate benchmarks related to those policies.
- 2) Negotiate tax differential with the County.
- 3) Conduct analysis of City's Fiscal Structure to ensure we are maximizing existing revenue sources.
- 4) Investigate ways to improve collection of personal property tax.
- 5) Implement operational review recommendations for HR Management ,Applicant Tracking, Accounts Receivable, Permit and Code Enforcement and General Billing
- 6) Review the FY10 audit recommendations and determine the time schedule for implementation.



**15000, 81570, 85070 Department of Internal Services  
Finance Division  
Fiscal Year 2011  
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 1<sup>st</sup>.
- Certify budgets are developed and submitted to management by March 31<sup>st</sup>.
- Guarantee water bills are issued by the 1<sup>st</sup> 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 15<sup>th</sup> 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.

Risk Management

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



**81570 – Department of Internal Services  
Water Billing  
Fiscal Year 2011  
Significant Changes**



**PERSONNEL SERVICES:**

**OPERATING EXPENSES:**

- 1) Reduction in Accounting fee (81570 513406) by \$1,750 from FY10 due to a reduction in amount to be paid to Trice, Geary & Myers for help with reconciliation schedules. In prior year Trice Geary & Myers helped with risk based auditing documentation and that will not have to be repeated. Also, we have hired an additional accountant. (Fee is split with General Fund and Sewer Fund).
- 2) Decrease in consulting (81570 513400) of \$ 4,750. In FY10 Completing Payroll, Accounts Payable, Purchase orders and requisitions. In FY11 the consultant will provide review of current Munis modules, recommendation to use Munis modules more effectively and efficiently, train staff on recommendations as well as create Standard operating procedures for the Utility Billing module in Munis.
- 3) Eliminated advertising (81570 55501) in the amount of \$500.
- 4) Increase office equipment (81570 534503) in the amount of \$1,200 to purchase a network scanner. Employees can scan customer's documents and attach to customer's account in Munis.
- 5) Decrease in Computer Software (81570-534502) in the amount of \$8,965 due to the allocation of Munis annual contract. Previously, this division received 100% allocation of Operating database support. In FY11, the Water fund will receive 61% of the allocation, with the remainder shared with Internal Services Finance, BPI, NSCC, and Sewer billing.
- 6) Decrease in postage (81570-546008) in the amount of \$3,500 due to discounts received by using Mail Movers.



## City of Salisbury Budget Summary 81570 – Water Fund - Billing Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	101,665	110,609	110,609	30,304	113,525	109,344
OPERATING EXPENSES	75,553	106,925	112,687	112,162	84,898	83,230
CAPITAL OUTLAY	0	0	3,720	0	0	0
<b>TOTAL</b>	<b>177,218</b>	<b>217,534</b>	<b>227,016</b>	<b>142,465</b>	<b>198,423</b>	<b>192,574</b>

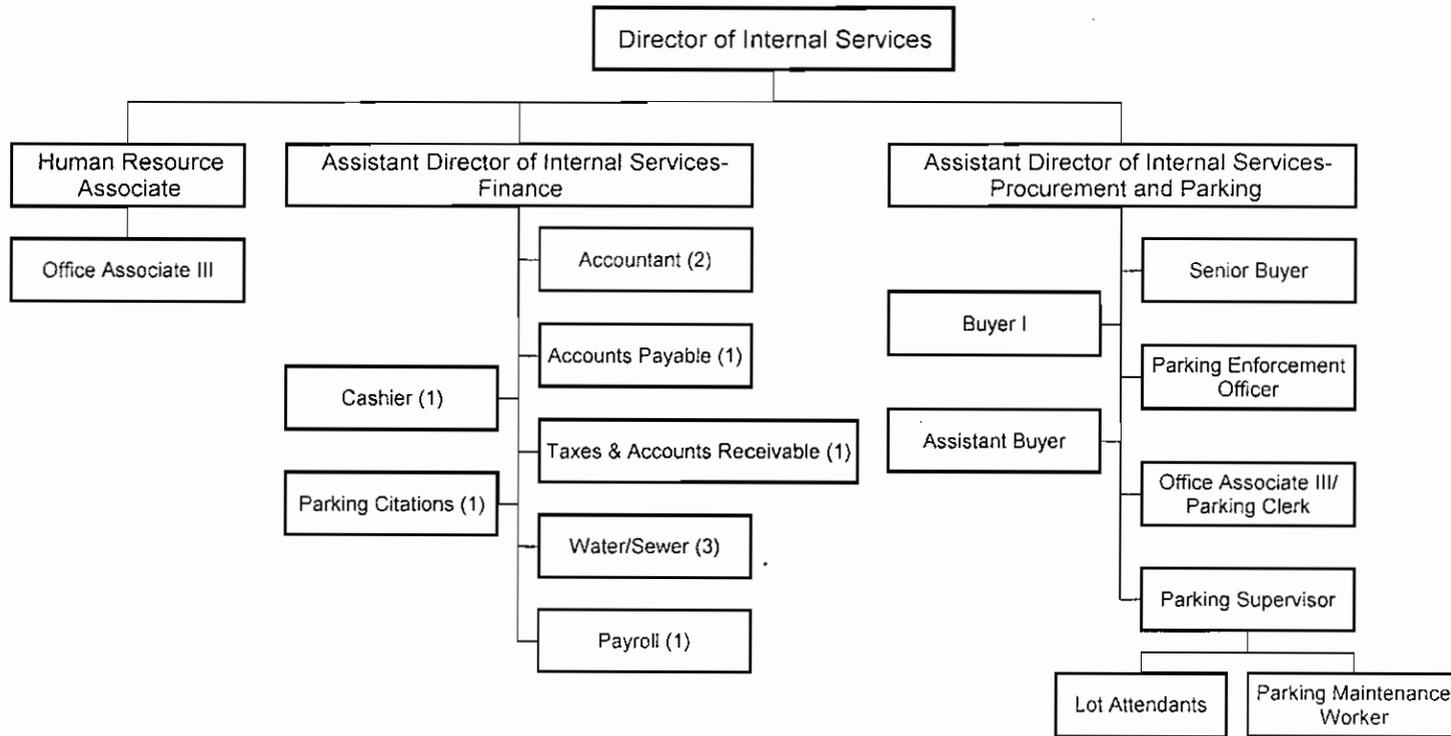
### Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Chief Accounts Clerk	6	1	1	1	1	1	1	1	
Cashier	1	1	1	1	1	1	1	1	
<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	



# City of Salisbury Department of Internal Services Current/Proposed Organization Chart Fiscal Year 2011





## 82075 Water Treatment Branch Fiscal Year 2011 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. Begin engineering 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.

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

1112



## 82075 Water Treatment Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Personnel Services:

1. 82075-502083 Uniform Purchases  
Decreased \$1,200 to cover \$400 per employee @ 12 employees.

### Operating Expenses:

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

A.	82075-534302 Equipment	\$ 7,295
B.	82075-534308 Vehicles	\$ 1,000
C.	82075-534311 Lands/Grounds	\$ 300
D.	82075-546001 Office	\$ 1,500
E.	82075-546006 Operating	\$ 200
F.	82075-546008 Postage	\$ 1,000
G.	82075-546009 Small Tools	\$ 50
H.	82075-546011 Computer	\$ 1,900
I.	82075-546012 Equipment & Maintenance	\$24,010
J.	82075-546016 Medical	\$ 100
K.	82075-546027 Lab Supplies	\$ 3,540
L.	82075-555501 Advertising	\$ 350
M.	82075-555502 Printing	\$ 400
N.	82075-555504 Training	\$ 600

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



## 82075 Water Treatment Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses:

2. 82075-523600 Skilled Services
  - Generator Maintenance Contract \$5000
  - Computer Services for Hardware repair and computer maintenance, SCADA software technical support and upgrades \$3,800
  - Meter Calibration \$3,000
  - Service Representatives for equipment troubleshooting \$6,000
  - High Service Pump Maintenance Contracts \$3,000.
  - Control System Repairs to Motor Starters and control circuits \$5,000.
  - Electrical & Plumbing Services \$10,000
  - SCADA services including Programmer/Technician/Electrician \$20,000
  - Safety Upgrades per Annual Inspection Report \$2,000
  - Reservoir cleaning for Park and Paleo Plants \$12,300
  - Maintenance Contracts for service of chlorine analyzers \$2,032
  - Tree Services \$5,000
3. 82075-523601 Pest Control  
Increase \$764 to cover contract of \$441 per quarter
4. 82075-523609 Outside Labs
  - Trihalomethane, Haloacetic acids & Nitrate Samples \$8,960
  - Distribution System sampling for stage 2 disinfection byproduct rule \$4,480
  - Water Quality Monitoring \$5,500
  - Unregulated Contaminants \$1000
  - Total Coliform Bacteria Sampling \$6,075
  - Trip blank Total Coliform, \$750

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

1114



## 82075 Water Treatment Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses:

- Heterotrophic Plate Count sampling \$6,075
  - Trip blank plate count \$750
  - Alkalinity – corrosion control sampling \$3,645
  - Total Hardness – Corrosion Control Monitoring \$3,645
  - Ortho Phosphate for corrosion control monitoring \$6,075
  - Total Dissolved Solids \$5,670
  - Distribution System Chloride sampling \$5,265
  - Additional regulator testing \$5,000
5. 82075-523630 Janitorial Services  
Increase \$12,000 to add service.
6. 82075-534301 Buildings
- Installation of new fence and fence repairs \$3,000
  - Non-lethal electric fence repairs and maintenance \$4,000
  - Grounds keeping contract for water plants, water towers, and wellhouses \$15,000
7. 82075-546004 Chemicals  
Increase \$16,698 due to increase cost predicted by current chemical vendors of Caustic Soda and Fluoride.
8. 82075-554404 Copiers  
Increase \$1,400 to add a Universal Send Kit to preserve historical data.

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



## 82075 Water Treatment Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses:

9. 82075-556201 Electricity  
Decrease \$98,155 per City's Energy Consultant.
10. 82075-556204 Gasoline  
Increase \$1,600 based on past 12 month average usage and increased cost per gallon.

### Capital Outlay:

1. 82075-577020 Improvements Other than Buildings  
Restore Park Well Field (\$150,000) #WP0012. The Well field runs from the Main Street Water Plant to Beaglin Park Drive. Included are wells #2, #7, #10, #14, #15, #16, and #18. As the well screens become encrusted due to minerals in the aquifer, the efficiency of the well decreases. This project includes the restoration of two wells per year.
2. 82075-577030 Equipment  
Retrofit Wells with Auxiliary Power (\$60,000) CIP #WP0018. Purchase emergency generators and construct fence enclosures and electrical connections at key well houses, including well #15, and #17. Redundant power is required during ice storms, hurricanes, and during other damage to power lines.

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

1116



## City of Salisbury Budget Summary 82075 – Water Fund - Water Treatment Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	675,639	662,744	662,749	661,544	695,821	680,374
OPERATING EXPENSES	1,004,014	1,214,680	1,474,296	1,399,791	1,112,749	1,113,594
CAPITAL OUTLAY	0	510,000	604,673	609,663	210,000	210,000
<b>TOTAL</b>	<b>1,679,653</b>	<b>2,387,424</b>	<b>2,741,718</b>	<b>2,670,998</b>	<b>2,018,570</b>	<b>2,003,968</b>

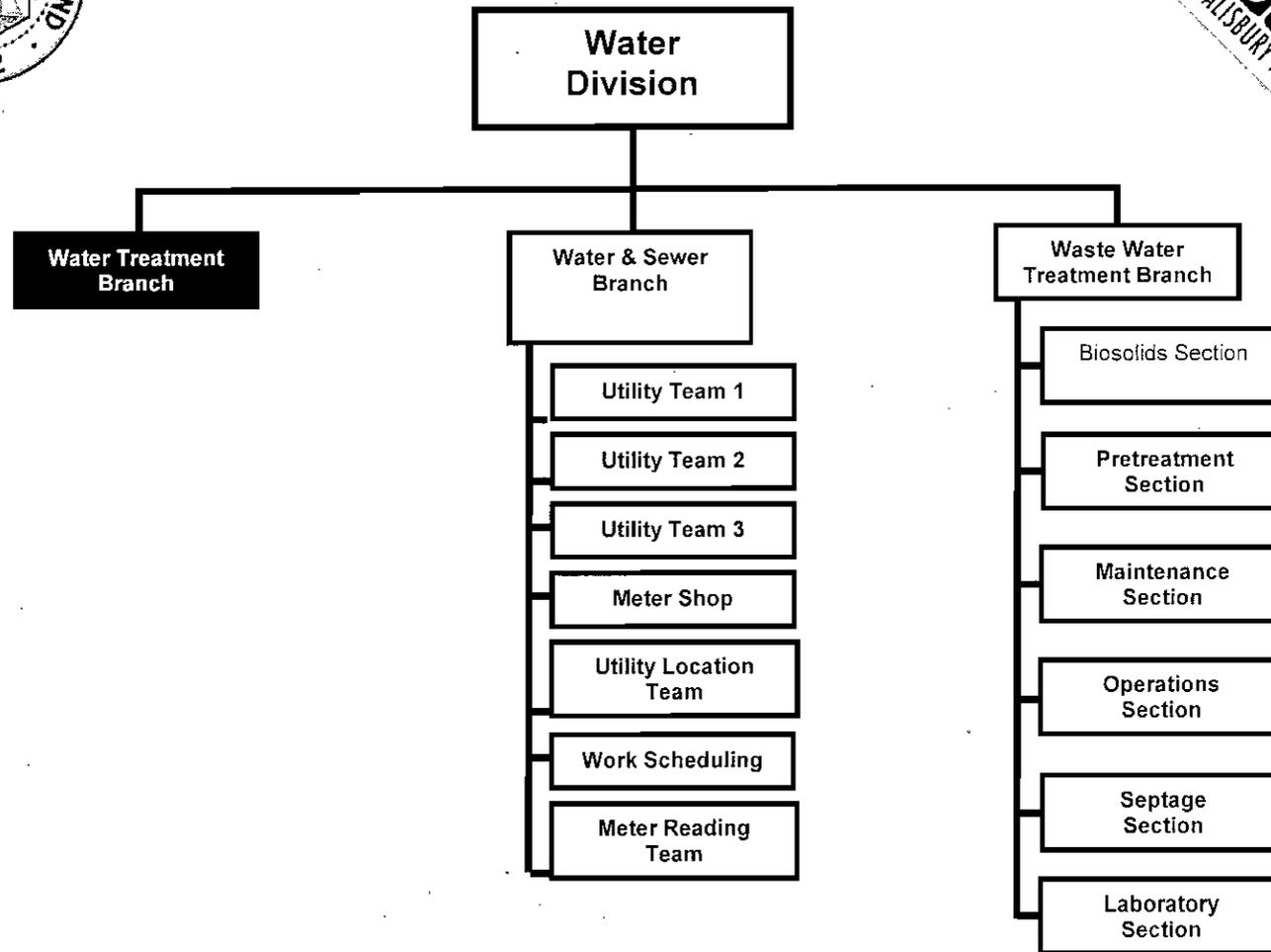
### Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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	0	1	1	1	1	
Water Treatment Plant Operator I	6	7	7	7	7	7	7	7	
Quality Control/Sample Technician	5	0	0	1	1	1	1	1	
Office Associate III	3	1	1	1	1	1	1	1	
<b>Total</b>		<b>10</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	



# Fiscal Year 2011 Proposed Organization



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



## 82076 Water & Sewer Branch Fiscal Year 2011 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 30 minutes during normal business hours and within 2 hours during non-business hours for 90% of the calls.
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. Replacing 125 of the existing manual read water meters serving the commercial, industrial and institutional properties, (1.5" and greater) with the Automatic Meter Read (AMR) system utilizing Electronic Radio Transmission (ERT) technology. This should be the last phase to replace all the manual read water meters.

### 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

1119



## 82076 Water & Sewer Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Personnel Services:

1. The following reductions:

A. 82076-502083 Uniform Purchases	\$210
B. 82076-502085 Meals	\$ 50

2. 82076-501021 Overtime Non-Clerical  
Increase \$10,130 to cover increased call-ins and emergency work



## 82076 Water & Sewer Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### 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	\$ 1,500
B. 82076-523601 Pest Control	\$ 488
C. 82076-534302 Equipment	\$ 3,190
D. 82076-546001 Office Supplies	\$ 90
E. 82076-546011 Computer	\$ 955
F. 82076-546012 Equipment & Maintenance	\$55,000
G. 82076-555503 Travel	\$ 250
H. 82076-555504 Training/Schools	\$ 1,391
I. 82076-555506 Land Fill/Tipping	\$ 1,000

2. 82076-534301 Buildings  
Increase \$955 to bring account to FY10 approved budget amount and amount needed based on historical usage.
3. 82076-534304 Street/Lots  
Increase \$8,321 to bring account to FY10 approved budget amount and amount needed based on historical usage.
4. 82076-534502 Computer Software  
Increase \$509 to cover increased Munis cost and technical support for the Automated Meter Reading Software System.
5. 82076-546009 Small Tools  
Increase \$1,000 to cover new tools for WM-1 locator vehicle.

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

1121



## 82076 Water & Sewer Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses:

6. 82076-556205 Propane  
Decrease \$100 per City's Energy Consultant
7. 82076-556204 Gasoline  
Increase \$5,000 based on 12 month average usage and increased cost per gallon.

### Capital Outlay:

1. 82076-577025 Vehicles  
Increase by \$16,000 to replace WM-1 and WM-3 based on Fleet Management Recommendation.
  - A. WM-1 is a 1997 Ford F150 Truck with Kelly Blue Book Trade in value of \$1,225 and \$913.18 in repair costs and 46.5 hours of down time in the past 2 years. By FY11 this vehicle will be costing about the same to repairs as the vehicle is worth. (Currently not in use, vehicle is unsafe- dash gauges and lights do not work)  
Replacement vehicle estimated at \$26,500
  - B. WM-3 is a 2000 Dodge Ram 2500 with 70,497 miles, 200.5 hours of downtime, and repair costs of \$4,016.55. This vehicle has internal engine component damage and replacement of the engine is not cost effective based Kelly Blue Book Trade in value \$2,575 and the cost of engine replacement and transmission rebuild is \$4,700. Replacement vehicle estimated at \$25,000.

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

1122



## City of Salisbury Budget Summary 82076 – Water Fund - Water Branch Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	750,642	704,857	723,917	714,777	748,034	730,283
OPERATING EXPENSES	249,908	314,451	322,332	318,447	257,891	257,891
CAPITAL OUTLAY	86,504	34,000	77,981	88,659	50,000	51,500
<b>TOTAL</b>	<b>1,087,054</b>	<b>1,053,308</b>	<b>1,124,230</b>	<b>1,121,883</b>	<b>1,055,925</b>	<b>1,039,674</b>

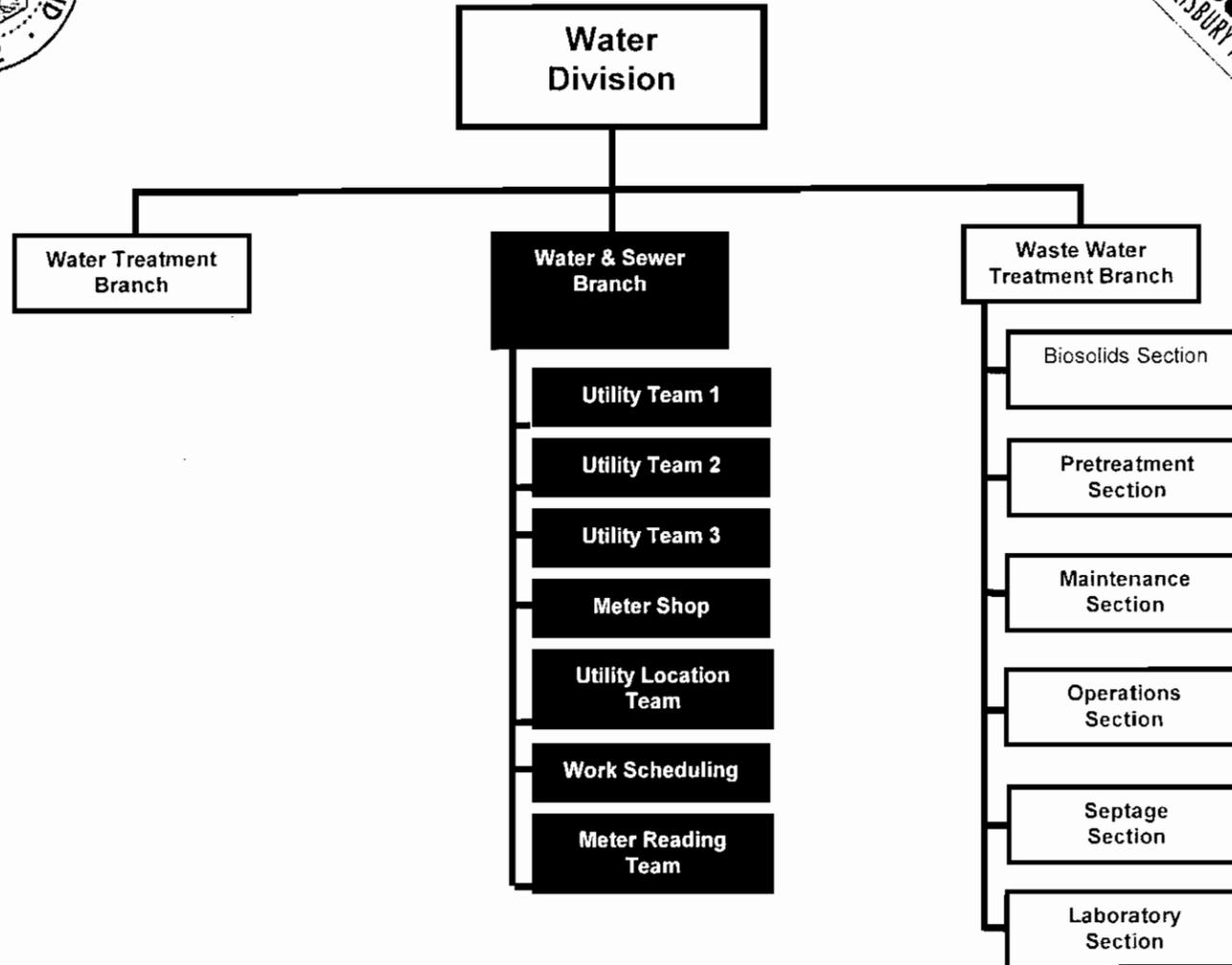
### Personnel Authorization History

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
W&S Superintendent	11	1	1	1	1	1	1	1	
Utility Supervisor	7	2	2	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	
<b>Total</b>		<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	



# Fiscal Year 2011 Proposed Organization



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

1124



## 83000 – Water Administration Fiscal Year 2011 Significant Changes

### OPERATING EXPENSES:

- 1) New Account – Admin (513060) This account is used for an administrative cost allocation from the General Fund. Certain departments in the General Fund are used by all funds (purchasing, Mayor's office, HR, payroll, accounts payable, etc.). These costs should be shared by all funds. The allocation of the costs will be based on the previous year's budget.
- 2) Increase in Payment in Lieu of Taxes. Water Fund properties were analyzed from State Tax records and an updated amount of Payment in Lieu of Taxes was determined.
- 3) Decrease in Machinery/equipment. In FY 2010, this was Water share of phone system upgrade. Amount not needed in FY 11.



**City of Salisbury  
Budget Summary  
83000 – Water Fund - Administration  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	142,633	164,885	164,885	164,885	166,800	161,781
OPERATING EXPENSES	749,775	147,146	152,136	147,146	148,839	244,369
TOTAL	892,408	312,031	317,021	312,031	315,639	406,150

1126



**84080 Civil Engineering Branch of the  
Engineering Division  
Fiscal Year 2011  
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 of the  
Engineering Division  
Fiscal Year 2011  
SIGNIFICANT CHANGES**



**Personnel Services:**

1. The following reductions:

A. 84080-502081 Safety Shoes	\$ 200
B. 84080-502083 Uniform Purchases	\$1,000
C. 84080-502087 Employee Picnics/Banquets	\$ 680

2. 84080-501021 Overtime Non-Clerical  
Increase \$1,000 due to emergency storm work and night projects

Sewer Fund Budget Account: 84080 – Sewer Engineering

1201



## 84080 Civil Engineering Branch of the Engineering Division Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses

1. 84080-513020 Engineering  
Lift station evaluations and flow metering at stations required by MDE for capacity verification. \$120,000.
2. 84080-523600 Skilled Services  
Decreased \$415,000 since S. Park Drive and Church Street Sewer Mains have been cleaned and lined.
3. 84080-534301 Buildings  
Decrease \$7,500 since replacement of carpet in Engineering Office completed and most necessities at Technical Services trailer purchased in FY10.
4. The following reductions reflect the budget preparation instructions requirement of an overall reduction in the operating expense accounts:
  - A. 84080-546007 Engineering Supplies \$ 600
  - B. 84080-546009 Small Tools \$1,000
  - C. 84080-546011 Computer \$1,000
  - D. 84080-546015 Safety \$1,000
  - E. 84080-555401 Telephone \$ 500
  - F. 84080-555402 Cell Phone \$1,000
  - G. 84080-555403 Pagers \$ 400
  - H. 84080-555501 Advertising \$2,700
  - I. 84080-555502 Printing \$1,516
  - J. 84080-555503 Travel \$2,200
  - K. 84080-555504 Training \$2,700
  - L. 84080-556600 Publications \$ 884
  - M. 84080-556700 Dues \$ 300
  - N. 84080-556900 Misc. \$ 250

Sewer Fund Budget Account: 84080 – Sewer Engineering

1202



**84080 Civil Engineering Branch  
Engineering Division  
Fiscal Year 2011  
SIGNIFICANT CHANGES**



**Operating Expenses:**

5. 84080-546029 Computer Software (Split between Water & Sewer)  
Increase \$11,136
  - A. Cityworks ELA Annual License Renewal \$15,000 (same in both water & sewer).
  - B. Water & Sewer System Modeling Subscription (required annual fee) \$5,000.
  - C. 4 AutoCAD Civil 3D License Annual Fee \$8,370.
  
6. 84080-556201 Electricity  
Decreased \$200 per City's Energy Consultant.

**Capital Outlay:** no projects

**Capacity Fees:**

1. \$763,207 State Loan Payments for WWTP Upgrade for Capacity portion of the project 1/3 of total construction.



**84080 Civil Engineering Branch  
Engineering Division  
Fiscal Year 2011  
SIGNIFICANT CHANGES**



**Other Funding Areas:**

1. 84080-577023 Sewer Main Construction  
East Main Street Sewer Main replacement CIP# SM0020. This project will be a sewer rehabilitation project. \$166,000 is the revised engineer's estimate based on current construction costs and change in scope.
  
2. North Division Street Relief Sewer CIP# SM0004, \$2,100,000 (to be funded by General Obligation Bond)  
**\*\*Note:** Flows into this sewer are expected to significantly increase with the completion of the Naylor Mill Rd. Regional Lift Station. Sanitary Sewer Overflows have occurred in the past along this sewer and the frequency of future SSO's may increase if this relief sewer is not completed in the near future. The path of the project follows N. Division St. from Baltimore Ave. to Bridgeview St. then follows Bridgeview St. to Westchester St. terminating at Westchester St. and Talbot St.



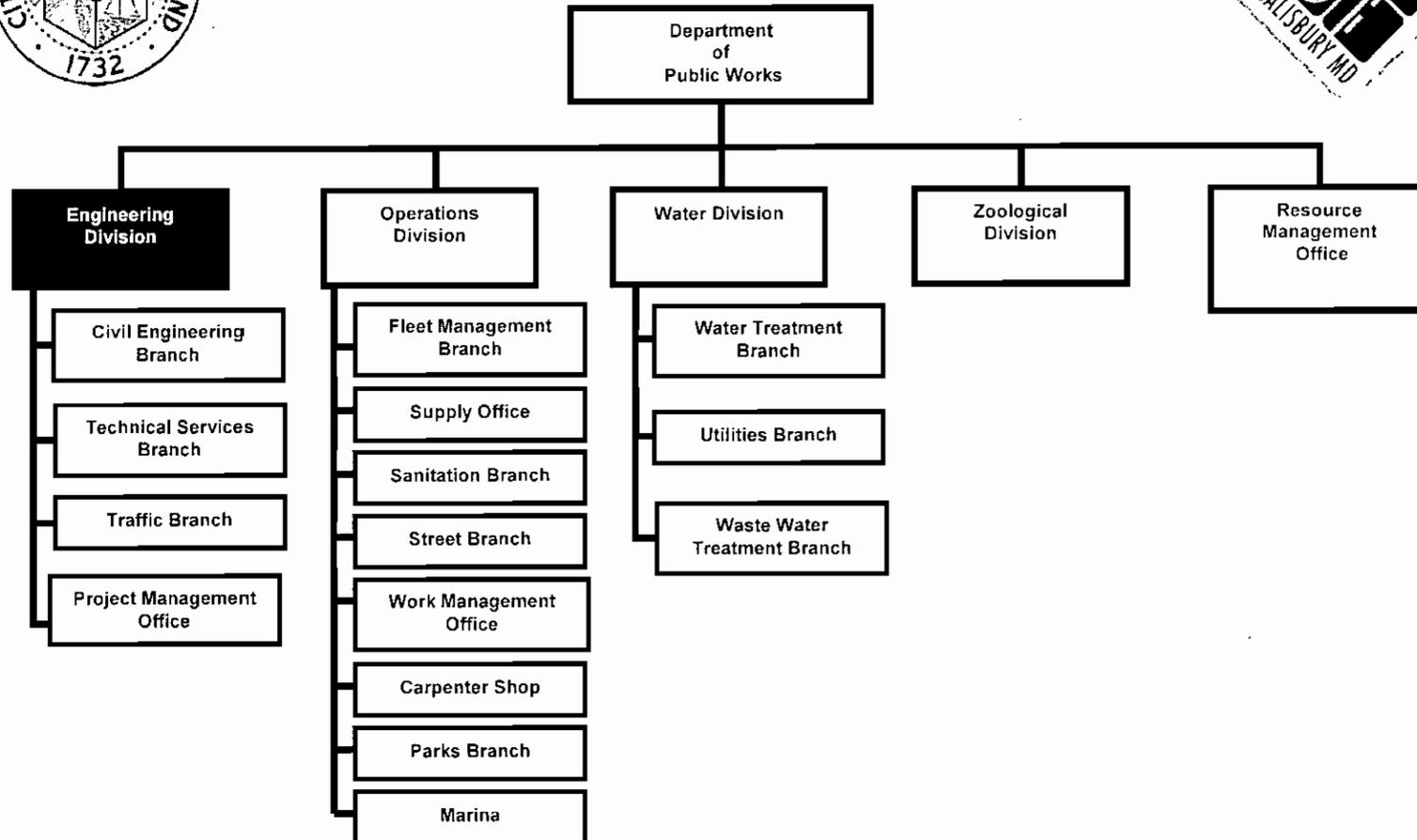
**City of Salisbury  
Budget Summary  
84080 – Sewer Fund - Engineering  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	641,053	661,946	663,948	661,996	677,593	590,769
OPERATING EXPENSES	253,055	359,814	1,266,847	775,055	212,372	216,200
CAPITAL OUTLAY	0	630,000	302,980	299,967	266,000	0
TOTAL	894,108	1,651,760	2,233,774	1,737,018	1,155,965	806,969

1205



# Fiscal Year 2011 Proposed Organization



General Fund Budget Account: 84080 - Public Works Engineering

1206



**15000, 81570, 85070 Department of Internal Services  
Finance Division  
Fiscal Year 2011  
Program Goals**

- 1) Create and implement financial policy document with City Council and create appropriate benchmarks related to those policies.
- 2) Negotiate tax differential with the County.
- 3) Conduct analysis of City's Fiscal Structure to ensure we are maximizing existing revenue sources.
- 4) Investigate ways to improve collection of personal property tax.
- 5) Implement operational review recommendations for HR Management ,Applicant Tracking, Accounts Receivable, Permit and Code Enforcement and General Billing
- 6) Review the FY10 audit recommendations and determine the time schedule for implementation.



**85070 – Department of Internal Services  
Sewer Billing  
Fiscal Year 2011  
Significant Changes**



**PERSONNEL SERVICES:**

**OPERATING EXPENSES:**

- 1) Reduction in Accounting fee (85070 513406) by \$2,250 from FY10 due to reduction in amount to be paid to Trice, Geary & Myers help with reconciliation schedules. In prior year Trice, Geary & Myers helped with risk based auditing documentation and that will not have to be repeated. Also, we have hired an additional accountant. (Fee is split with General Fund and Sewer Fund)
  
- 2) The following reductions reflect the budget preparation instructions requirement of an overall 8% reduction in the operating expense accounts:
  - A. 85070 534302 Equipment           \$500.00
  - B. 85070 555401 Telephone         \$625.00
  - C. 85070 555020 Printing           \$325.00



**City of Salisbury  
Budget Summary  
85070 – Sewer Fund - Billing  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	196,043	187,192	187,192	50,798	192,659	185,548
OPERATING EXPENSES	24,218	32,325	35,575	32,575	28,900	28,322
<b>TOTAL</b>	<b>220,261</b>	<b>219,517</b>	<b>222,767</b>	<b>83,373</b>	<b>221,559</b>	<b>213,870</b>

Personnel Authorization History

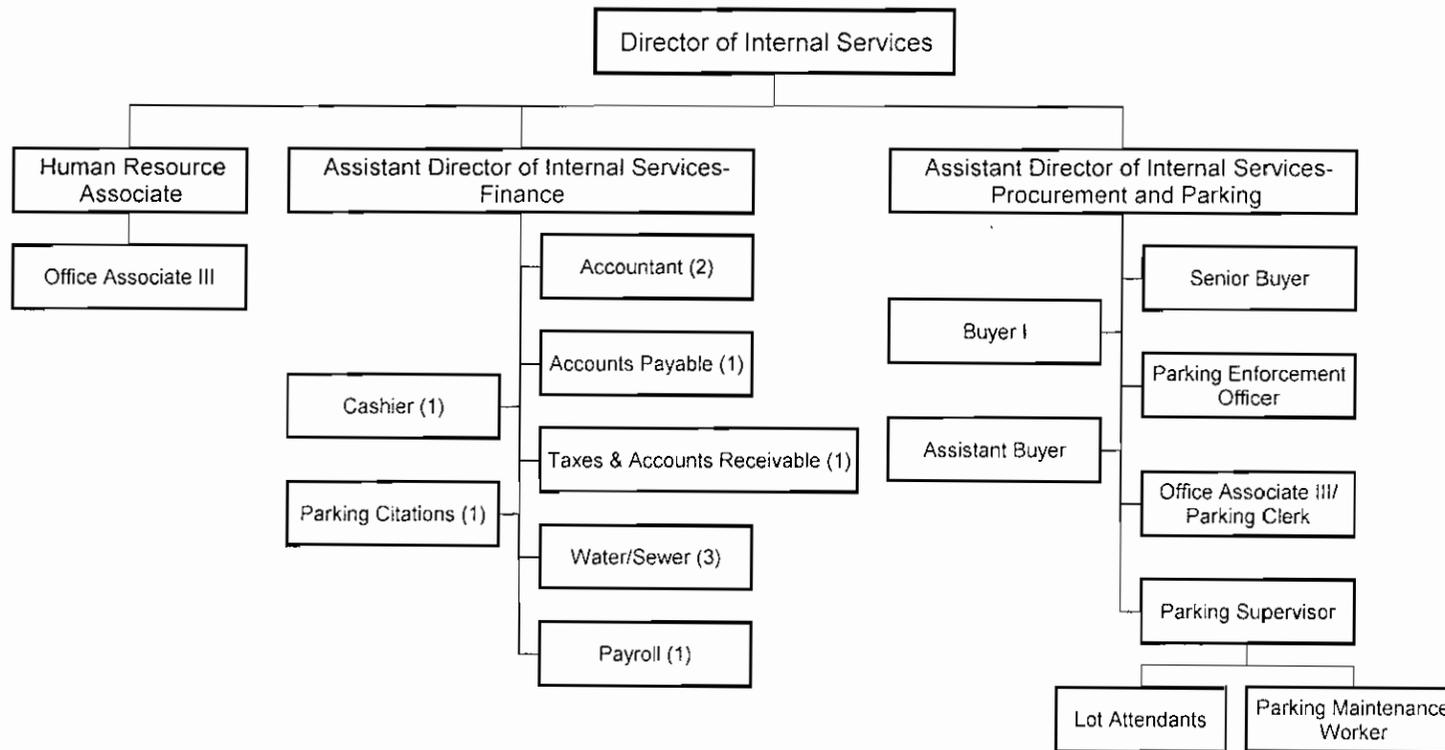
Department: Internal Services  
 Division: Sewer Billing  
 Account #: 85070 501001

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
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	
<b>Total</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	

1209



# City of Salisbury Department of Internal Services Current/Proposed Organization Chart Fiscal Year 2011



1210



## 86083 Waste Water Treatment Branch Fiscal Year 2011 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 to work on NPDES permit renewal.
3. Continue current preventative maintenance program
4. Eliminate storm related Sanitary Sewer Overflows (SSO)

### 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.

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

1211



## 86083 Waste Water Treatment Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Personnel Services:

1. The following reductions:
  - A. 86083-502083 Uniform Purchases \$250
2. 86083-501009 Salaries- Meals  
Increase \$400 - reimbursements to employees for meals due to offsite training/travel.
3. 86083-502081 Safety Shoes  
Increase \$250 to fund account - funded from account 86083-502083 Uniform Purchases.

### 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	\$356,557
B. 86083-523613 Computer Services	\$ 300
C. 86083-524301 Cleaning Ferric Chloride Tank	\$ 7,000
D. 86083-534311 Land/Grounds	\$ 150
E. 86083-546011 Computer	\$ 5,400
F. 86083-577025 Vehicles	\$130,000
G. 86083-546015 Safety	\$ 2,200
H. 86083-554402 Buildings	\$ 6,150
I. 86083-554403 Machinery & Equipment	\$ 7,000
J. 86083-556700 Dues	\$ 350

Sewer Fund Budget Account: 86083 – Waste Water Treatment Branch

1212



## 86083 Waste Water Treatment Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses cont:

2. 86083-523630 Janitorial  
Increase \$110 – Yearly Service Contract with Simply Clean (\$12,110)
3. 86083-534308 Vehicles  
Increase \$770
  - A. \$5,000- General repairs (increase of \$2,000 due to City Garage work on WWTP vehicle fleet)
  - B. \$8,000 - replacement of 23 tires for tractor trailers.
4. 86083-523600 Skilled Services
  - A. \$43,000- General
  - B. \$50,000 - Instrumentation Service Contract
  - C. \$60,000 - Biosolids Service Contract
  - D. \$50,000 - Electrical Service Contract
  - E. \$2,000 - Heat trace plumbing/add lights in belt press area/add 20 receptacles through out plant/electrical repair/upgrading)/Install hose bib in Chemical feed building
  - F. \$213,443 – Additional Sludge removal and lagoon removal
  - G. \$18,000 - Replace pump packing with mechanical seals to improve maintenance
5. 86083-534301 Buildings  
Increase \$39,062
  - A. \$24,000 - Replace steps at WWTP to improve safety
  - B. \$10,062 - Install additional sidewalks at WWTP
  - C. \$5,000 - Replace/upgrade gate operating system

Sewer Fund Budget Account: 86083 – Waste Water Treatment Branch

1213



## 86083 Waste Water Treatment Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses cont:

6. 86083-534302 Equipment  
Increase \$108,040
  - A. \$267,500 - General Repairs (increased due to additional equipment and size of equipment to maintain due to BNR/ENR plant upgrade)
  - B. \$20,000 - Odor control units - carbon canister replacement
  - C. \$7,000 - Replace/repair old valve/remove old pump house (major safety hazard)
  - D. \$5,000 - Replace sump pump in polymer building
  - E. \$8,000 - Heated power washer with enclosure to clean sludge off of trucks
  - F. \$4,000 - Replace level meters on raw sludge tanks to avoid possible overflows (current units not reliable)
  - G. \$40,000 - Parts for rebuilding biosolids cake transfer pumps
  
7. 86083-546004 Chemicals  
Increase \$228,013 – switched from use of Ferric chloride to Poly Aluminum Chloride for phosphorous treatment.  
Reduced usage of Caustic potash.
  
8. 86083-546006 Operating  
Increase \$70,000 - Projected Consent Order civil and stipulated penalties (as advised by City environmental Lawyer)
  
9. 86083-546011 Computer  
\$1,300 each - replacing 2 Operations computers due to malfunction and potential emergency replacement of 1 computer within Plant

Sewer Fund Budget Account: 86083 – Waste Water Treatment Branch

1214



## 86083 Waste Water Treatment Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses cont:

10. 86083-546012 Equipment and Maintenance

Increase \$15,000

- \$29,800 – General (increase \$10,000 due to increased cost for parts and shipping/freight)
- \$5,000 - Replace Effluent Sand Filter air lifts

11. 86083-546015 Safety

- \$7,400 – General
- \$2,300 - Removable railing for Chemical Building to protect Operator/piping

12. 86083—555503 Travel

Increase \$200 - due to use of personal vehicles to respond to emergency call in and training course travel.

13. 86083—555504 Training

Increase \$2,600 to match original Fy10 funding level.

14. 86083—555506 Landfill/Tipping Fees

Increase \$2,000 due to increased debris removal.

15. 86083—556201 Electricity

Increase \$185,749 as advised by energy consultant.

16. 86083-556202 Natural Gas

Increase \$29,000 as advised by energy consultant based on Biosolids dryer usage

Sewer Fund Budget Account: 86083 – Waste Water Treatment Branch

1215



## 86083 Waste Water Treatment Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses cont:

- 17. 86083-556203 Heating Oil  
Decrease \$3,400 as advised by energy consultant
- 18. 86083-556205 Propane Gas  
Decrease \$2,000 as advised by energy consultant

### Capital Outlay

#### 86083-577030 Equipment

- \$40,000 - Replace old underdrain pumps for #1 Secondary Clarifier (existing pumps do not work)
- \$40,000 - Replace air compressor for Effluent Sand filter due to extreme unreliability.

### Other Funding Areas:

1. Lift Station Pump replacement CIP #SL0014, moving electric panels, add a generator, and maintain pumping capacities while installing new pumps \$350,000 .
2. WWTP BNR upgrade and expansion Phase 1B. Engineering costs for alternative design.\$4,000, 000.



## City of Salisbury Budget Summary

### 86083 – Sewer Fund – Wastewater Treatment Plant Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	1,573,843	1,617,564	1,618,374	1,617,974	1,619,298	1,584,186
OPERATING EXPENSES	1,886,752	3,019,991	3,713,326	3,366,541	3,532,219	3,501,968
CAPITAL OUTLAY	1,260	310,000	404,881	244,154	430,000	80,000
<b>TOTAL</b>	<b>3,461,855</b>	<b>4,947,555</b>	<b>5,736,581</b>	<b>5,228,669</b>	<b>5,581,517</b>	<b>5,166,154</b>

Personnel Authorization History

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

Class Title	Pay Grade	FY-06	FY-07	FY-08	FY-09	FY-10	Dept. Head Request FY-11	Mayor's Recommendation FY-11	Council Approved FY-11
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	0	1	1	1	1	1	
<b>Total (page 1)</b>		<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	

1217



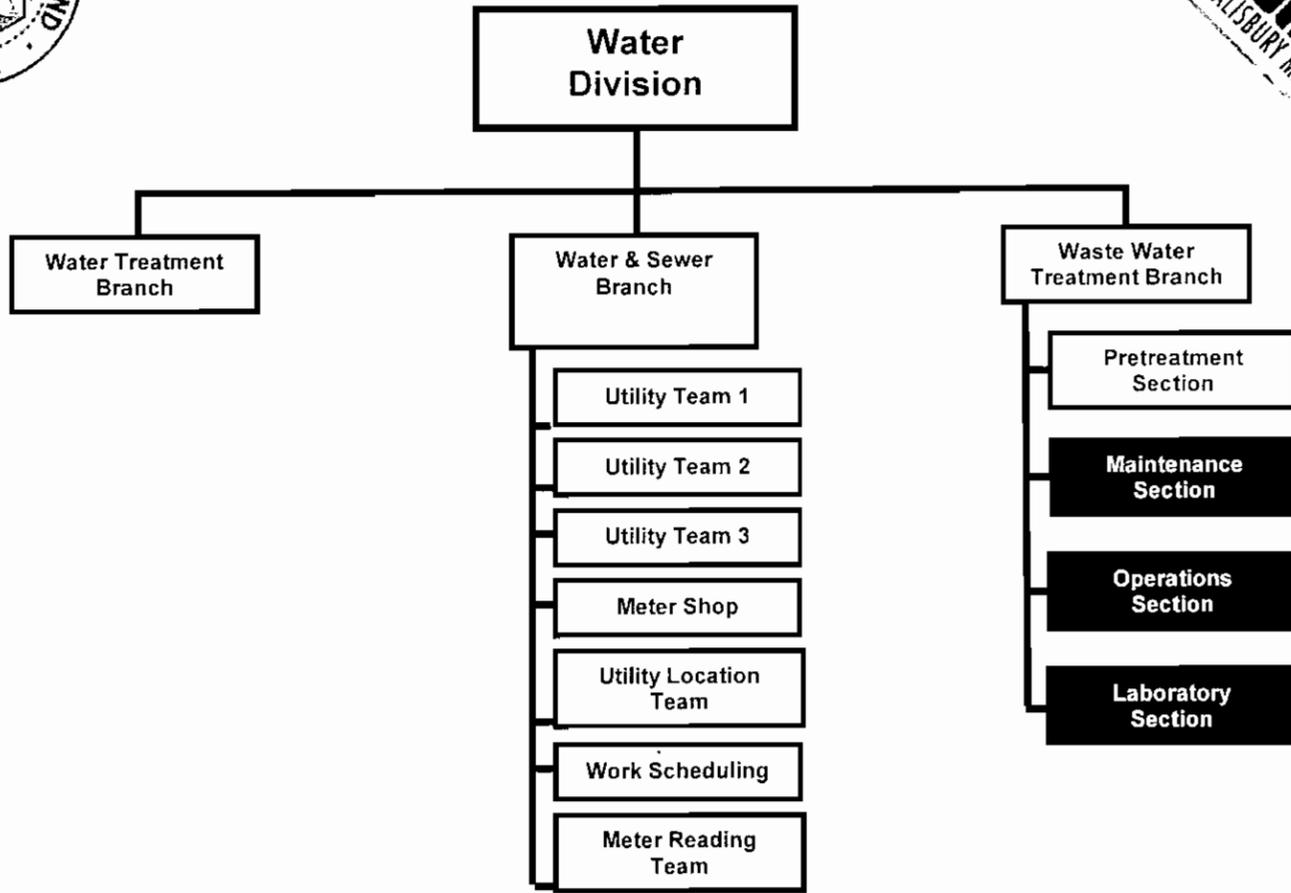
**City of Salisbury  
Budget Summary  
86083 – Sewer Fund – Wastewater Treatment Plant  
Fiscal Year 2011**

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

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Biosolids Manager	8	1	1	0	0	0	0	0	
Electrician Supervisor	7	1	1	1	1	1	1	1	
WWTP Shift Supervisor	7	0	2	3	3	3	3	3	
WWTP – Operator II	7	1	0	0	0	0	0	0	
WWTP – Operator I	6	6	6	0	0	0	0	0	
Biosolids Field Supervisor	6	1	0	0	0	0	0	0	
Materials Manager	6	0	0	1	1	1	1	1	
WWTP Operator III	6	0	0	7	7	7	7	7	
Motor Equipment Operator IV	5	2	2	0	0	0	0	0	
WWTP Operator II	5	0	0	1	1	1	1	1	
Plant Mechanic	4	4	4	4	5	5	5	5	
Septage Maintenance Mechanic	4	1	1	0	0	0	0	0	
Lab Technician	4	0	0	2	2	2	2	2	
Administrative Office Associate	4	0	1	1	1	1	1	1	
Lab Technician	3	2	2	0	0	0	0	0	
Groundskeeper	3	0	0	1	1	1	1	1	
Assistant Plant Mechanic	2	1	1	1	1	1	1	1	
<b>Total (page 2)</b>		<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	
<b>Total</b>		<b>25</b>	<b>26</b>	<b>28</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	



# Fiscal Year 2011 Proposed Organization



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

1219



## 86085 Water & Sewer Branch Fiscal Year 2011 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. Respond to emergency response calls within 30 minutes during normal business hours and within 2 hours during non-business hours.
2. Coordinate with the City's Master Plumbing Inspector and the Water & Sewer Branch the repairs or replacement of 50% of reported broken or damaged sewer clean outs located outside of City right-of-ways and or easements. This will help prevent sanitary overflows.
3. 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

1220



## 86085 Water & Sewer Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Personnel Services:

1. 86085-501021 Overtime Non-Clerical  
Increase \$1,990 due to increased need for after-hours emergency response and storm response work.

### Operating Expenses:

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

A. 86085-523630 Janitorial Services	\$1,590
B. 86085-555503 Travel	\$ 860
C. 86085-555504 Training/Schools	\$1,260
2. 86085-523600 Skilled Services
  - \$20,000 to strap down an underwater sewer pipe serving Deer's Head Hospital, as recommended by underwater review.
  - \$111,500 for CCTV, Root Control, CMOM requirements, CIPP lining and point repairs. Same as requested in FY10 budget.
3. 86085-534302 Equipment  
Increase \$6,864 to keep funding level same as approved in FY10 budget for sewer equipment parts and repairs.
4. 86085-534304 Street/Lots  
Increase \$18,940 to return to FY10 funding level.
5. 86085-534308 Vehicles  
Increase \$1,000 to return to FY10 funding level.

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

1221



## 86085 Water & Sewer Branch Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses continued:

6. 86085-546012 Equipment Maintenance  
Increase \$9,021 based on projected use.
7. 86085-556201 Electricity  
Decrease account \$3,941 per City's Energy Consultant
8. 86085-556204 Gasoline  
Increase \$5,000 based on 12 months average usage and increased cost per gallon.

### Capital Outlay:

1. 86085-57725 Vehicles
  - A. Replacement of UTL-9 which is a 1999 Chevy Express EX Cargo Van with 70,751 miles and \$1,685 in repair costs in past 2 years with 61 hours of down time. The Trade In value is \$1,650 and therefore is more cost effective to replace than to continue to repair. This vehicle is used for Emergency responses and Miss Utility locates and must be dependable 24/7. Estimate approximately \$25,000 to purchase a new vehicle.

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

1222



## City of Salisbury Budget Summary 86085 – Sewer Fund – Sewer Branch Fiscal Year 2011

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	587,916	573,336	587,411	575,346	577,384	572,656
OPERATING EXPENSES	279,537	334,409	526,149	520,580	339,079	337,079
CAPITAL OUTLAY	2,045	0	0	0	25,000	25,000
<b>TOTAL</b>	<b>869,498</b>	<b>907,765</b>	<b>1,113,560</b>	<b>1,095,926</b>	<b>950,639</b>	<b>943,870</b>

### Personnel Authorization History

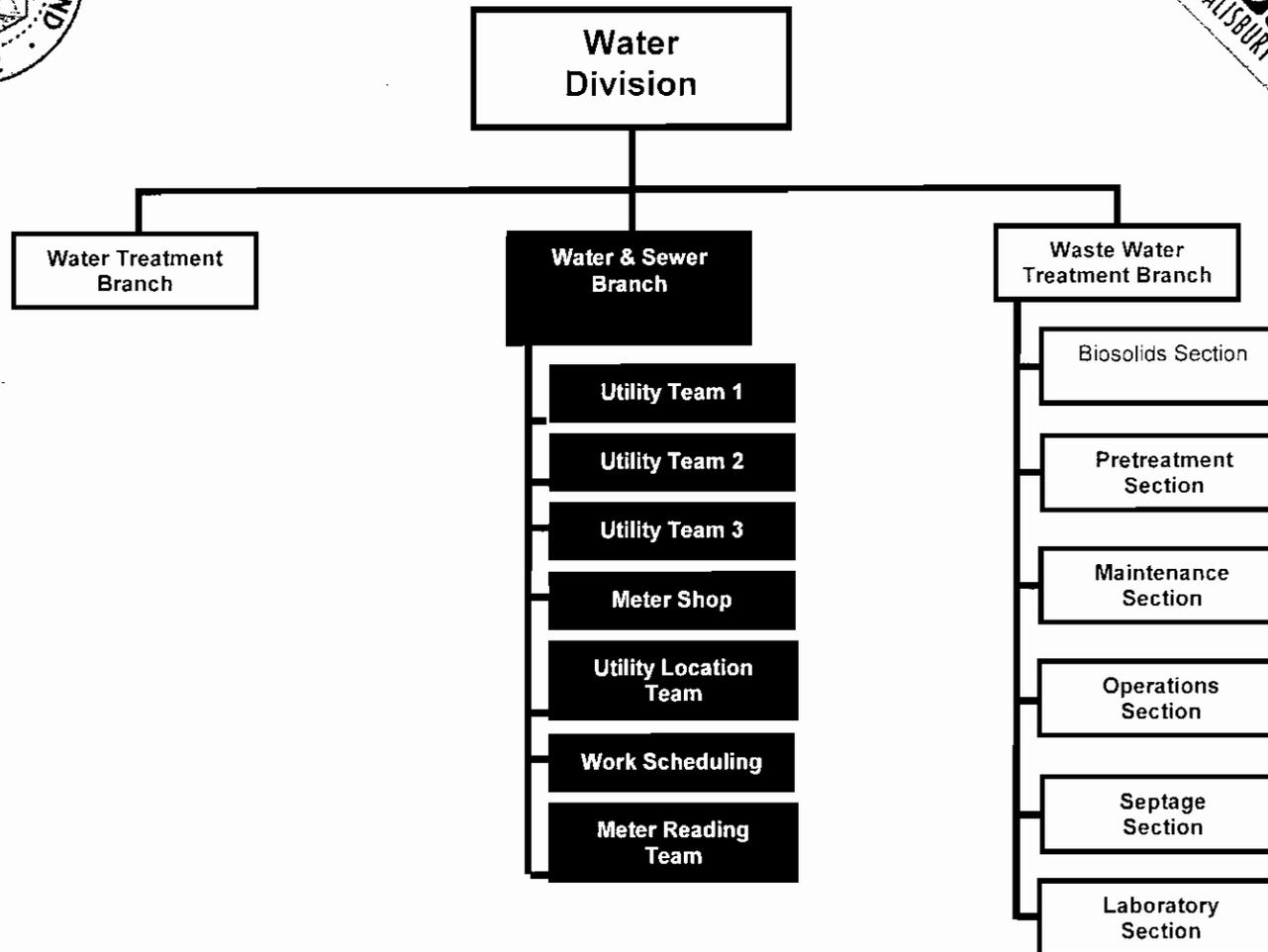
Department: Public Works  
 Division: Utilities - Sewer  
 Account #: 86085 501002

Class Title	Pay Grade	FY 06	FY 07	FY 08	FY 09	FY 10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Asst. W&S Superintendent	9	1	1	1	1	1	1	1	
Utility Supervisor	7	1	1	1	1	1	1	1	
Materials Manager	6	1	0	0	0	0	0	0	
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	
<b>Total</b>		<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	

1223



# Fiscal Year 2011 Proposed Organization



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

1224



## 86086 Pretreatment Section Waste Water Treatment Branch Fiscal Year 2011 Program Goals



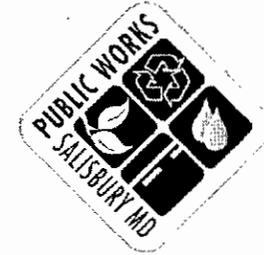
1. Facilitate ability of the WWTB to maintain compliance with State and Federal requirements.
2. To prevent the introduction of pollutants into the municipal wastewater treatment works which will interfere with the operation of the works, may result in physical or biological damage to the works, or cause 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

1225



## 86086 Pretreatment Section Waste Water Treatment Branch Fiscal Year 2011 SIGNIFICANT CHANGES



**Personnel Expenses:** No significant changes from FY10 Budget.

**Operating Expenses:**

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

A. 86086-523609 Outside Labs	\$8,000
B. 86086-546001 Office	\$ 500
C. 86086-546006 Operating	\$4,500
D. 86086-546008 Postage	\$1,000
E. 86086-546012 Equipment & Maintenance	\$ 500
F. 86086-554404 Copiers	\$ 840

2. 86086-546012 Equipment

Purchase an Automatic Sampler. This will be used for monitoring of industrial users and collection system tracking of pollutants.

**Capital Outlay:** No significant changes from FY10 Budget.

Sewer Fund Budget Account: 86086 - Pretreatment

1226



**City of Salisbury  
Budget Summary  
86086 – Sewer Fund - Pretreatment Monitoring  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	131,903	137,668	137,673	137,668	143,469	139,045
OPERATING EXPENSES	27,799	42,822	42,817	30,277	27,777	27,777
<b>TOTAL</b>	<b>159,702</b>	<b>180,490</b>	<b>180,490</b>	<b>167,945</b>	<b>171,246</b>	<b>166,822</b>

Personnel Authorization History

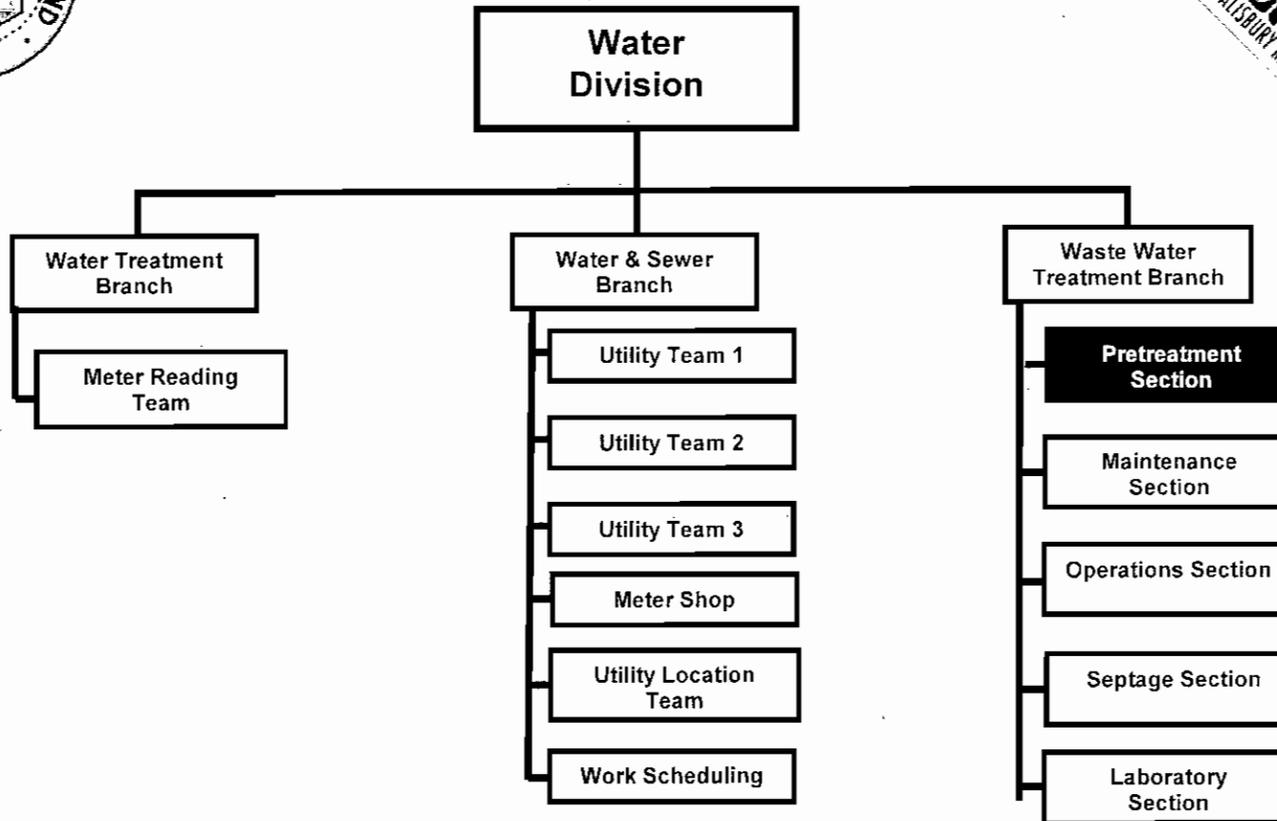
Department: Public Works  
 Division: Pretreatment Monitoring  
 Account #: 86086 501002

Class Title	Pay Grade	FY-06	FY-07	FY-08	FY-09	FY-10	Dept. Head Request FY 11	Mayor's Recommendation FY 11	Council Approved FY 11
Pretreatment Coordinator	8	1	1	1	1	1	1	1	
Asst. Pretreatment Coordinator	6	1	0	0	0	0	0	0	
Pretreatment Technician II	5	0	1	1	1	1	1	1	
Pretreatment Technician I	3	1	1	1	1	1	1	1	
<b>Total</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	

1227



# Fiscal Year 2011 Proposed Organization



Sewer Fund Budget Account: 86086 - Pretreatment



## 87000 – Sewer Administration Fiscal Year 2011 Significant Changes

### OPERATING EXPENSES:

- 1) New Account -- Admin (513060) This account is used for an administrative cost allocation from the General Fund. Certain departments in the General Fund are used by all funds (purchasing, Mayor's office, HR, payroll, accounts payable, etc.). These costs should be shared by all funds. The allocation of the costs will be based on the previous year's budget.
- 2) Increase in Payment in Lieu of Taxes. Sewer Fund properties were analyzed from State Tax records and an updated amount of Payment in Lieu of Taxes was determined.
- 3) Other Legal Fees significantly increased from original FY 10 budget for the WWTP litigation issue.



**City of Salisbury  
Budget Summary  
87000 – Sewer Fund - Sewer Administration  
Fiscal Year 2011**

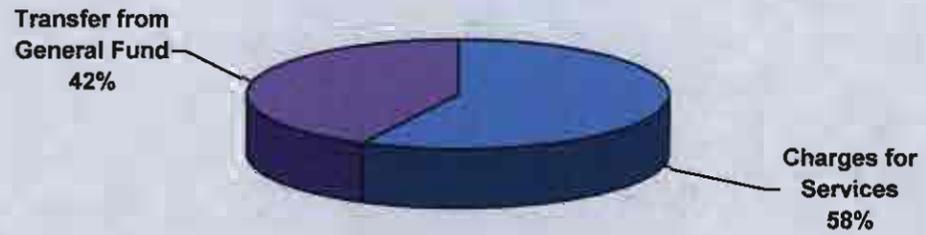
	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	176,221	195,329	194,329	195,329	197,895	186,932
OPERATING EXPENSES	1,373,352	272,997	637,436	629,997	554,171	756,969
TOTAL	1,549,573	468,326	831,765	825,326	782,066	943,901

1230

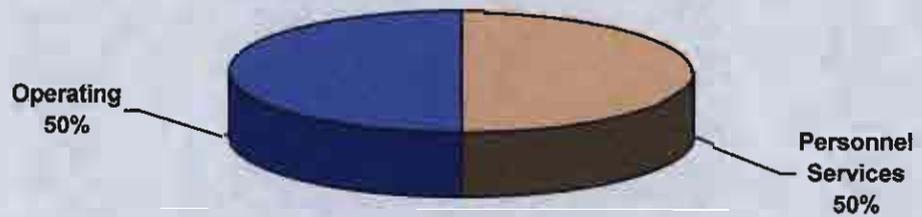
**City of Salisbury**  
**Marina Fund**  
**Proposed Budget**  
**Fiscal Year 2011**



**Marina Fund Revenues - FY 11**

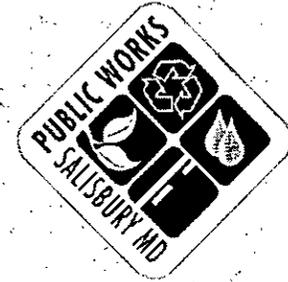


**Marina Fund Expenditures - FY 11**





## 47000 Marina Fiscal Year 2011 Program 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.

Marina Fund Budget Account: 47000 – Marina Operations

1301



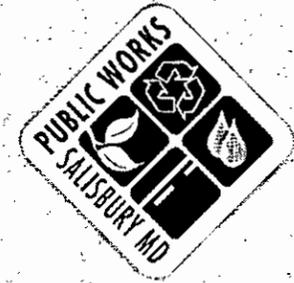
**City of Salisbury  
Revenue Summary  
Detail - Marina Fund  
Fiscal Year 2011**

ACCOUNT NUMBER		ACCOUNT NAME	FY 09 ACTUAL	FY 10 ORIGINAL BUDGET	FY 10 REVISED BUDGET	FY 10 PROJECTION	FY 11 MAYOR'S BUDGET
60300	434710	Slip Rental	23,362	35,000	35,000	35,000	35,000
60300	434711	Boat Gas	-	19,662	19,662	5,000	20,000
60300	434713	Ice Sales	14	-	-	27	-
60300	434715	Shirt Sale	-	-	-	90	-
60300	456911	Other Miscellaneous	46	-	-	725	-
60300	456921	Laundry	54	-	-	316	-
60300	456927	Electric Fees	3,346	-	-	6,346	6,000
60300	469110	Transfers from General	62,975	43,000	173,000	173,000	45,000
<b>Marina Fund Total</b>			<b>89,798</b>	<b>97,662</b>	<b>227,662</b>	<b>220,504</b>	<b>106,000</b>

1302



## 47000 MARINA Fiscal Year 2011 SIGNIFICANT CHANGES



### Personnel Services:

- (2) Part-Time positions to manage Marina operations:  
60 combined hrs/wk from April – Sept. & 30 combined hrs/wk from October – March

### Operating Expenses:

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

A. 47000-534301 Bldgs	\$23,021
B. 47000-534302 Equip	\$10,286
C. 47000-546002 Janitorial	\$ 118
D. 47000-546006 Operating	\$ 7,452
E. 47000-555501 Advertising	\$ 1,012
F. 47000-555502 Printing	\$ 530
G. 47000-555503 Travel	\$ 734
H. 47000-556201 Electricity	\$12,000
  
2. 47000-513050 Bank Fees  
Add \$800 for monthly expense for credit card machine bank fees.
  
3. 47000-546001 Office  
Add \$225 for office supplies including printing paper and envelopes for invoicing customers, ink for printer, etc. (This was previously done through Finance office)
  
4. 47000-546008 Postage  
Add \$200 for estimated cost of mailing monthly invoices and electric bills to slip holders.



## 47000 MARINA Fiscal Year 2011 SIGNIFICANT CHANGES



### Operating Expenses continued:

5. 47000-555010 Liability Ins.  
Increase \$1,500 for estimated annual cost of insurance for Fuel Tank.
6. 47000-556201 Electricity  
Decrease \$12,115 based on projected energy savings.
7. 47000-556204 Gasoline  
Increase \$6,328 to purchase fuel for new fuel tanks.

**Capital Outlay:** No significant changes from the Fiscal Year 2010 budget.



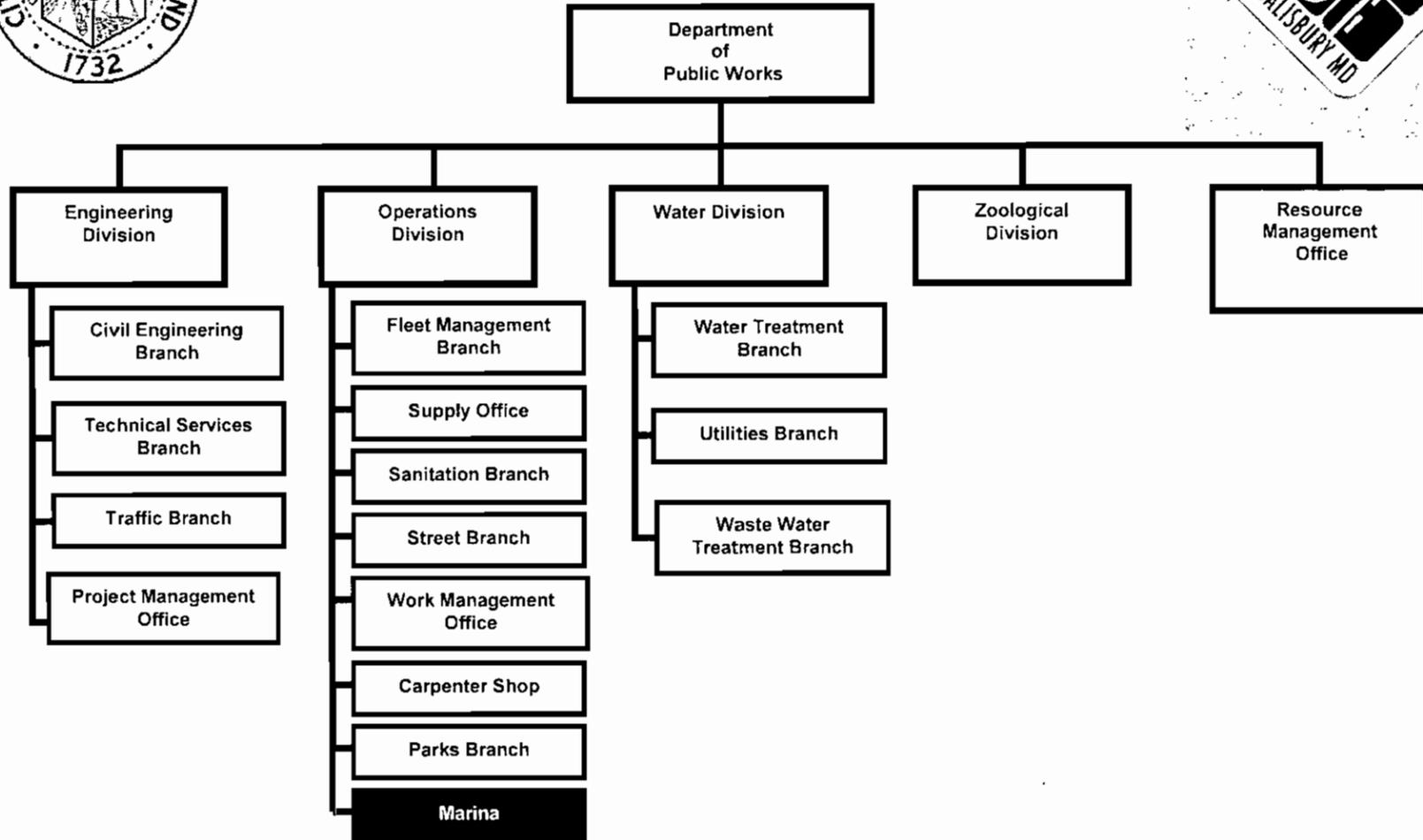
**City of Salisbury  
Budget Summary  
47000 – Marina Fund  
Fiscal Year 2011**

	FY 09 ACTUAL	FY 10 APPROVED BUDGET	FY 10 ADJUSTED BUDGET	CURRENT YEAR EXPECTED	FY 11 FINANCE REQUEST	FY 11 MAYOR'S BUDGET
PERSONNEL SERVICES	4,285	32,889	35,895	32,899	39,030	39,031
OPERATING EXPENSES	190,942	64,773	95,784	83,896	39,023	38,908
CAPITAL OUTLAY	0	0	10,643	0	0	0
TOTAL	195,227	97,662	238,322	116,795	78,053	77,939

1305



# Fiscal Year 2011 Proposed Organization



Marina Fund Budget Account: 47000 – Marina Operations

1306

**City of Salisbury  
Septage Treatment Fund  
Proposed Budget  
Fiscal Year 2010**

**CITY IS WORKING WITH COUNTY  
TO CLOSE THIS FACILITY.**





# City of Salisbury Budget Calendar Fiscal Year 2011

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 review & revise Mayor's budget

Public hearing on budget

2nd Reading of budget ordinance & adoption



## Schedule of Universal Changes Fiscal Year 2011

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

- 1) 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. Savings by fund: General Fund \$325,212, Water Fund \$37,801, Sewer Fund \$53,829, Parking Authority \$3,221 and Community Development \$2,794. The furlough schedule is as follows:

Employee Group	# of Furlough Days
Less than \$40,000	5 days
\$40,000-\$50,000	6 days
\$50,001-\$60,000	7 days
\$60,001-\$75,000	8 days
\$75,001-\$90,000	9 days
Over \$90,000	10 days

- 2) Over the last several years certain divisions of the City had their work schedule increased from a 35 hour work week to a 40 hour work week. With the increase, employee compensation was increased. In the FY 11 budget, the impacted departments were reduced back to a 35 hour work week. The impacted departments are Public Works administration and engineering as well as Neighborhood Services and Code Compliance. The budget savings by fund are as follows: General Fund \$127,864, Water Fund \$54,284 and Sewer Fund \$69,905.
- 3) Our health insurance rates will be increased by 7.5%. We were originally informed that the increase would be 12%, thus this was a reduction to the amount originally loaded into the budget.
- 4) A change in health insurance rate method has also been included in the budget. Previously the City paid 100% of the employee cost of health insurance and 75% for dependants. During FY 11 open enrollment the allocation is recommended to be changed to the City will pay 90% of the employee cost and 73% of the dependant cost. This change has been included in the budget, with the following estimated savings by fund: General Fund \$167,247, Water Fund \$18,751, Sewer Fund \$31,707, Parking Authority \$1,168 and Community Development \$1,067.



**City of Salisbury  
Capital Outlay Summary  
Fiscal Year 2011  
Proposed**

Department	Division	Account Number	Item	Dept. Request	Mayor's Recomm.	Council Approved
<b>General Fund</b>						
Internal Services	Finance	15000-577036	Add business license module to Munis for all licensing to include landlord licensing	14,425	0	
Police	Police Services	21021-534308	Equipment for four (4) new emergency vehicles @ \$7429.50	29,718	0	
Police	Police Services	21021-577025	4 police vehicles	92,000	0	
Police	Police Communications	21025-577030	Purchase back-up telephone system (lease purchase annual payment in budget at \$25,457)	160,000	160,000	
Police	Police Communications	21025-577031	Purchase forty (40) portable radios and six (6) mobile radios (lease purchase annual payment in budget at \$27,048)	170,000	170,000	
	Fire	24035-577025	Replacement tanker truck (proceeds from sale and donation from volunteers)	350,000	350,000	
	Fire	24035-577025	Replacement sedan	25,000	25,000	
	Fire	24035-577030	Mobile data terminals for Fire Vehicles (funded through grant/donation)	225,000	225,000	
Public Works	Traffic Control	22000-577020	Traffic signal for Northwood Drive and Naylor Mill Rd. (80% funded through State Aid Program)	100,000	0	
Public Works	Engineering	31000-577020	East Prong Debris Curtain	120,000	0	
<b>Fund Total</b>				<b>1,286,143</b>	<b>930,000</b>	<b>0</b>
<b>Parking Authority Fund</b>						
Internal Services	Parking Authority	31154-577015	Replacement of tee stem bearing angles (teflon pads) and related items	134,000	0	
Internal Services	Parking Authority	31154-577030	Update to an automated system for the garage and lot #1	145,000	145,000	
<b>Fund Total</b>				<b>279,000</b>	<b>145,000</b>	<b>0</b>
<b>Water and Sewer</b>						
Public Works	Water Engineering	81080-577022	East Main Street Valve Replacement and Main Lining (CIP #WM0020) Moved to debt	535,000	0	
Public Works	Water Treatment	82075-577020	Restore Park Well Field	150,000	150,000	
Public Works	Water Treatment	82075-577020	Retrofit wells with auxiliary power (2 wells)	60,000	60,000	
Public Works	Water Branch	82076-577025	Replacement of WM-1 per fleet (\$25,000)	26,500	26,500	
Public Works	Water Branch	82076-577025	Replacement for WM-3 per fleet (\$25,000)	25,000	25,000	
Public Works	Sewer Engineering	84080-513020	Fitzwater Street Lift Station - Evaluation and flow metering at our lift station	120,000	120,000	



**City of Salisbury  
Capital Outlay Summary  
Fiscal Year 2011  
Proposed**

4/9/2010

Department	Division	Account Number	Item	Dept. Request	Mayor's Recomm.	Council Approved
Public Works	Sewer Engineering	84080-577023	East Main Street Sewer Main Replacement Moved to Debt	166,000	0	
Public Works	WWTP	86083-577030	Replace old under-drain pumps for #1 Secondary Clarifier	40,000	40,000	
Public Works	WWTP	86083-577030	Replace air compressor for Effluent Sand filter due to extreme breakdown problems	40,000	40,000	
Public Works	WWTP	86083-577030	Lift Station Pump Replacement (CIP #SL0014) Moved to Debt	350,000	0	
Public Works	Sewer Branch	86085-577025	Replacement of Utility-9 locator van	25,000	25,000	
	<b>Fund Total</b>			<b>1,537,500</b>	<b>486,500</b>	<b>0</b>
	<b>Total All Funds</b>			<b>3,102,643</b>	<b>1,561,500</b>	<b>0</b>

1504





**City of Salisbury  
Monitored Items Summary  
Fiscal Year 2011  
Proposed**

4/12/2010

Page 2 of 2

Department	Division	Account Number	Item	Dept. Request	Mayor's Recomm.	Council Approved
Public Works	Water Billing	81570-546011	Replace three computers (7 years old) at \$1,200 each	3,600	0	
Public Works	Water Treatment	82075-534302	Lockers for Paleo WTP locker room (four at \$700 each)	2,800	2,800	
Public Works	Water Treatment	82075-546011	Laptop computer and projector for training	2,500	2,500	
Public Works	Water Treatment	82075-554404	Scanner for Paleo Plants (two at \$700 each) (universal send kits)	1,400	1,400	
Public Works	Water Branch	82076-534302	Metal Detector for WM-1	1,000	1,000	
Public Works	WWTP	86083-523600	Sludge removal contingency/lagoon removal	213,443	213,443	
Public Works	WWTP	86083-534301	Replace steps at WWTP to improve safety	24,000	24,000	
Public Works	WWTP	86083-534301	Install additional sidewalks at WWTP	10,062	10,062	
Public Works	WWTP	86083-534301	Replace/Upgrade gate operation system	5,000	5,000	
Public Works	WWTP	86083-523600	Replace pump packings with mechanical seals to improve maintenance	18,000	18,000	
Public Works	WWTP	86083-534302	Install air conditioning in Polymer Building	2,000	0	
Public Works	WWTP	86083-534302	Heated power washer with enclosure to clean sludge off of trucks	8,000	8,000	
Public Works	WWTP	86083-534302	Parts for rebuilding biosolids cake transfer pumps	40,000	40,000	
Public Works	WWTP	86083-546011	Replacement of three (3) computers at \$1,300 each	3,900	3,900	
Public Works	WWTP	86083-546015	Install removable railing for Chemical Building to protect	2,300	2,300	
Public Works	WWTP	86085-523600	To strap down underwater sewer pipe serving Deer's Head Hospital	20,000	20,000	
<b>Fund Total</b>				<b>749,205</b>	<b>743,605</b>	<b>0</b>
<b>Total All Funds</b>				<b>1,367,822</b>	<b>832,222</b>	

1506



**City of Salisbury**  
**Schedule of Personnel Changes**  
**Fiscal Year 2011 - Proposed**

4/9/2010

Department	Division	Class Title	Proposed Change	Dept.	Mayor's	Council
				Request	Recommendation	Approved
				Salary & Benefits FY 11	FY11	FY 11
<b>General Fund</b>						
Executive	Mayor's Office	Asst. City Administrator	Upgrade of Assistant City Administrator (Grade 12 to 15)	9,890	9,890	
Executive	Mayor's Office	Executive Office Associate	Reclassify to Communication Coordinator (Grade 6 to 7)	3,332	3,332	
Executive	Mayor's Office	Office Associate III	Reclassify to Administrative Office Associate (Grade 3 to 4)	2,443	2,443	
Community Development		Director of Community Development	Upgrade of Director of Community Development (Grade 11 to 12)	5,406	5,406	
Community Development		Administrative Office Associate	Upgrade of Administrative Office Associate (Grade 4 to 5)	2,747	2,747	
Internal Service	Procurement	Asst. Director of Internal Services - Procurement & Parking	Upgrade of Assistant Director of Internal Service - Procurement & Parking (Grade 12 to 13)	3,560	3,560	
Internal Service	Human Resources	Human Resource Associate	Reclassification of Human Resource Associate to HR Manager	3,020	3,020	
IT		IT Director	New position	90,457	90,457	
IT		Network Technician	position moved from police department in FY 10	46,488	46,488	
Neighborhood Services & Code Compliance		Housing Supervisor	Upgrade of Housing Supervisor (Grade 8 to 10)	5,628	5,628	
Neighborhood Services & Code Compliance		Code Enforcement Officers	Upgrade of four (5) Code Enforcement Officers (Grade 6 to 7)	17,134	17,134	
Neighborhood Services & Code Compliance		Code Enforcement Officers	Additional Code Enforcement office (Grade 6)	47,564	47,564	
Fire		Office Associate III	Upgrade OAI to OAIII	2,821	2,821	
Public Works	Resource Management	Resource Manager	Upgrade of Resource Manager (Grade 8 to 10) (shared with water and sewer)	2,229	2,229	
Public Works	Engineering	Technical Service Manager	Upgrade of Technical Service Manager (Grade 11 to 12) (shared with water and sewer)	3,327	3,327	
Public Works	Zoo	Zookeeper IV	Reclassify Zookeeper IV to Lead Zookeeper (Grade 6 to 7)	0	0	
<b>TOTAL GENERAL FUND</b>				<b>246,044</b>	<b>246,044</b>	<b>0</b>

1507



**City of Salisbury  
Schedule of Personnel Changes  
Fiscal Year 2011 - Proposed**

4/9/2010

<b>Grant Funded</b>						
Neighborhood Services & Code Compliance		Nuisance Officer	New position (grant funded) (Grade 2 Step 1)	41,902	41,902	
<b>Total Grant Funded</b>				<b>41,902</b>	<b>41,902</b>	<b>0</b>
<b>Water &amp; Sewer Fund</b>						
Public Works	Water Branch	Office Associate	Move Office Associate from 35 hrs. to 40 hrs. per week	4,930	0	
Public Works	Water Engineering	Technical Service Manager	Upgrade of Technical Service Manager (Grade 11 to 12) (shared with general and sewer)	2,190	2,190	
Public Works	Water Treatment	Office Associate III	Reclassify to Administrative Office Associate (Grade 3 to 4)	2,482	2,482	
Public Works	Utility Branch/Water	Water & Sewer Superintendent	Upgrade of Water and Sewer Superintendent (Grade 11 to 12)	7,241	7,241	
Public Works	Water Administration	Resource Manager	Upgrade of Resource Manager (Grade 8 to 10) (shared with general and sewer)	1,468	1,468	
Public Works	Sewer Engineering	Technical Service Manager	Upgrade of Technical Service Manager (Grade 11 to 12) (shared with general and water)	2,596	2,596	
Public Works	WWTP	Assistant Superintendent	Upgrade WWTP Assistant Superintendent (Grade 10 to 11)	4,604	4,604	
Public Works	WWTP	Maintenance Supervisor	Upgrade of Maintenance Supervisor (Grade 8 to 9)	5,206	5,206	
Public Works	Sewer Administration	Resource Manager	Upgrade of Resource Manager (Grade 8 to 10) (shared with general and water)	1,739	1,739	
<b>TOTAL WATER AND SEWER FUND</b>				<b>32,457</b>	<b>27,527</b>	<b>0</b>
<b>OVERALL PERSONNEL FUND</b>				<b>278,501</b>	<b>273,571</b>	<b>0</b>



**City of Salisbury**  
**Schedule of Recommended Vacant Positions**  
**Fiscal Year 2011 - Proposed**

Department	Class Title	Mayor's Recommendation		Council Approved	
		FY11		FY 11	
<b>General Fund</b>					
Fleet Mgmt	One position	53,815			
Streets	MEO I	27,758			
Fire Department	Fire Fighter	62,537			
Fire Department	Fire Fighter	62,537			
Fire Department	Office Associate	26,703			
Police Communications	PCO	28,823			
BPI	Plans Examiner	54,038			
<b>TOTAL GENERAL FUND</b>		<b>316,211</b>		<b>0</b>	



**City of Salisbury  
Authorized Positions  
Proposed  
Fiscal Year 2011**

DEPARTMENT	DIVISION	AUTHORIZED POSITIONS					DEPT	MAYOR	COUNCIL
		FY06	FY07	FY08	FY09	FY10	FY11	FY11	FY11
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	6	7	7	7	7	
	Water Billing	2	2	2	2	2	2	2	
	Sewer Billing	3	3	3	3	3	3	3	
	EMS Billing	0	0	0	0	0	0	0	
Internal Services - Purchasing	Procurement	4	4	4	4	4	4	4	
	Parking Authority	4	4	4	4	4	4	4	
Internal Services - Human Resources		0	1	2	2	2	2	2	
Information Technology		0	0	0	0	0	2	2	
Police	Sworn	88	88	88	88	88	92	92	
	Non-Sworn	16	16	17	17	17	17	17	
	City Comm. Center	9	9	9	9	9	9	9	
	Animal Control	2	2	2	2	2	2	2	
Fire		60	66	66	66	66	66	66	
BHZ		0	0	0	0	0	0	0	
Building Permits & Inspections		6	6	7	6	6	6	6	
Neighborhood Services & Code Compliance		8	8	8	8	8	10	10	
Public Works - General	Traffic	5	5	5	5	5	5	5	
	Engineering	21	21	22	23	23	23	23	
	Resource Management	10	10	10	10	10	10	10	
	Streets	10	10	10	10	10	10	10	
	Street Cleaning	2	3	3	3	4	3	3	
	Waste Collection/Disposal	10	10	10	10	10	10	10	
	Recycling	3	3	3	3	3	3	3	
	Fleet Maintenance	7	7	7	7	7	7	7	
	Zoo	14	14	14	14	14	14	14	
	Carpenter	3	3	3	3	3	3	3	
	Parks	6	6	6	6	6	6	6	
Public Works-Water & Sewer	Water Branch	13	13	14	14	14	14	14	
	Water Treatment	10	11	11	12	12	12	12	
	WWTP	26	26	28	29	29	29	29	
	Sewer Branch	12	11	11	11	11	11	11	
	Pretreatment Monitoring	3	3	3	3	3	3	3	
Public Works - Marina		0	0	0	0	0	0	0	
<b>Total</b>		<b>371</b>	<b>379</b>	<b>386</b>	<b>389</b>	<b>390</b>	<b>397</b>	<b>397</b>	<b>0</b>

1510



**City of Salisbury  
Pay Plan  
Proposed  
Fiscal Year 2011**

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 <b>Nuisance Officer</b> 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 <b>Neighborhood Services &amp; Code Compliance</b> 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

1511

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 IT 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 <b>Information Technology</b> 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 <b>Director, Information Technology</b> Director, NSCC Water Division Chief	Building Permits & Inspections <b>Information Technology</b> 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

1516



**City of Salisbury  
Pay Plan – Fire  
Proposed  
Fiscal Year 2011**

<b>Grade</b>	<b>Job Title</b>	<b>Minimum</b>	<b>Maximum</b>
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 2011**

<b>Grade</b>	<b>Job Title</b>	<b>Minimum</b>	<b>Maximum</b>
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



City of Salisbury  
 Schedule of Current Insurance  
 March 23, 2010

COVERAGE COMMENTS	AMT OR LIMITS	EXPIRES	COMPANY	POLICY #	PREMIUM	COMMENTS
Auto Liability	\$1,000,000 each accident	07/01/10	LGIT	SALI01PLP	\$71,631	\$1,000 Deductible (Includes Garagekeeper's Liability)
Auto Physical Damage	Actual Cash Value or cost of Repairs \$1,000,000 - Each Occurrence	07/01/10	LGIT	SALI01PLP	\$144,570	\$1,000 Deductible (includes nonowned and hired coverage at \$250)
Commercial General Liability	\$2,000,000 – Annual Aggregate \$1,000,000 – Each Occurrence	07/01/10	LGIT	SALI01PLP	\$88,857	\$0 Deductible
Police Professional Liability	\$1,000,000 – Annual Aggregate \$1,000,000 – Each wrongful act	07/01/10	LGIT	SALI01PLP	\$61,011	\$1,000 Deductible – Each wrongful act
Public Official Legal Liability	\$1,000,000 – Annual Aggregate \$1,000,000 – Each Wrongful Act	07/01/10	LGIT	SALI01PLP	\$93,021	\$1,000 Deductible – Each wrongful act
Property	\$50,000,000 Limit	07/01/10	LGIT	SALI01PRO	\$121,031	\$1,000 Deductible (includes: Fine Arts; Historical Property; Mobile Equipment; and Electronic Data Processing Equip. coverage)



City of Salisbury  
 Schedule of Current Insurance  
 March 23, 2010

COVERAGE COMMENTS	AMT OR LIMITS	EXPIRES	COMPANY	POLICY #	PREMIUM	COMMENTS
Excess Liability	\$1,000,000 Each Occurrence and Aggregate	07/01/10	LGIT	SALI01XSL	\$14,979	
Boiler & Machinery	\$150,000,000 – Annual Aggregate \$1,000,000 – Each Occurrence	07/01/10	LGIT (Federal Insurance Co.)	78362248	\$9,297	\$1,000 Deductible
Pollution Legal Insurance	\$2,000,000 Each Occurrence and Aggregate	07/01/10	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	07/01/10	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	07/01/10	LGIT (Travelers)	104342679	\$158	Public Official Bond Pam Oland Director of Internal Services
Worker's Comp	Statutory	07/01/10	Injured Workers Insurance Fund	2108403 PT	\$672,691	
Friends of Poplar Hill Mansion – Commercial General Liability	\$1,000,000/ Each Occurrence \$2,000,000 General Aggregate	01/27/11	Avery Hall Insurance (St. Paul Travelers)	BL02015625	\$481	Friends of Poplar Hill Mansion Liability
Zoo Volunteer Accident	\$5,000	01/22/11	Avery Hall Insurance (Hartford)	42SR344024	\$432	Zoo Volunteer; medical care coverage if injured;

1520



City of Salisbury  
 Schedule of Current Insurance  
 March 23, 2010

COVERAGE COMMENTS	AMT OR LIMITS	EXPIRES	COMPANY	POLICY #	PREMIUM	COMMENTS
Zoo Commission Directors & Officers Liability	\$1,000,000	03/12/11	Avery Hall Insurance (Philadelphia Ins. Co)	PHSD081273	\$1,966	\$2,500 Deductible for wrongful acts
Aux Police/Volunteer Accident	\$5,000	09/16/10	Avery Hall Insurance (Hartford)	42SR344016	\$310	Police Auxiliary, SPARK Unit, Et-al; medical care coverage if injured
Ladies Auxiliary Accident	\$5,000	11/13/10	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	10/23/10	Avery Hall Insurance (Hartford)	42SR344015	\$310	Fire Department – Cadets; medical care coverage if injured
Pollution Liability Policy	\$1,000,000	TANKS REMOVED	Avery Hall Insurance (American Ins. Co.)	G21826042	Tanks were removed on 7/15/2009	\$5,000 Deductible Covers Fuel Storage Tanks at City Marina
Salisbury Fire Department Volunteers	\$1,000,000	03/27/11	Avery Hall Insurance (American Alternative Ins. Group)	VFTR205493100 VFCU505247600	\$5,722	Commercial Package & Umbrella Policies for Volunteer Fire Departments #1, #2, #16
Salisbury Fire Department Divers Insurance	\$1,000,000 per Incident \$2,000,000 Annual Aggregate Total	06/30/10	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, 2010

COVERAGE COMMENTS	AMT OR LIMITS	EXPIRES	COMPANY	POLICY #	PREMIUM	COMMENTS
Auto Liability	\$1,000,000 each accident	07/01/11	LGIT	SALI01PLP	\$66,010	\$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	\$69,876	\$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	\$65,510	\$0 Deductible
Police Professional Liability	\$1,000,000 - Annual Aggregate \$1,000,000 - Each wrongful act	07/01/11	LGIT	SALI01PLP	\$84,383	\$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	\$87,526	\$1,000 Deductible - Each wrongful act
Property	\$50,000,000 Limit	07/01/11	LGIT	SALI01PRO	\$144,557	\$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, 2010

COVERAGE COMMENTS	AMT OR LIMITS	EXPIRES	COMPANY	POLICY #	PREMIUM	COMMENTS
Excess Liability	\$1,000,000 Each Occurrence and Aggregate	07/01/11	LGIT	SAL101XSL	\$17,226	
Boiler & Machinery	\$150,000,000 – \$1,000,000 Each Occurrence and Aggregate	07/01/11	LGIT (Federal Insurance Co.)	78362248	\$10,692	\$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	07/01/11	LGIT (Travelers)	104342679	\$158	Public Official Bond – Pam Oland Director of Internal Services
Membership Longevity Credit – Property		07/01/11	LGIT		(\$16,383)	
Membership Longevity Credit – Primary		07/01/11	LGIT		(\$37,840)	

# Community Promotions Supplement Table of Contents

<u>NAME</u>	<u>Tab # &amp; Pages</u>
<b>Summary &amp; Funding History</b>	<b>Tab 1 (1524)</b>
<b>Friends of Poplar Hill Mansion</b>	<b>Tab 2 (1525-1527)</b>
<b>Maryland Food Bank</b>	<b>Tab 3 (1528-1531)</b>
<b>Public Access Channel</b>	<b>Tab 4 (1532)</b>
<b>Salisbury Neighborhood Housing Services</b>	<b>Tab 5 (1533-1538)</b>
<b>Salisbury Wicomico Economic Development</b>	<b>Tab 6 (1539-1543)</b>
<b>Urban Salisbury</b>	<b>Tab 7 (1544-1560)</b>
<b>Village of Hope</b>	<b>Tab 8 (1561-1571)</b>





# 12500 Community Promotions Fiscal Year 2011

3/24/2010

	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 11	FY 11
	Budget	Request	Mayor	Council						
Friends of Poplar Hill Mansion	-----	-----	-----	-----	-----	-----	-----	\$10,000	\$10,000	
Maryland Food Bank	-----	-----	-----	-----	-----	-----	\$5,000	\$5,000	\$0	
Public Access Channel	\$67,000	\$67,000	\$81,000	\$84,000	\$89,000	\$91,500	\$102,900	\$98,700	\$98,700	
Salisbury Neighborhood Housing Service	\$28,000	\$35,000	\$40,000	\$40,000	\$35,000	\$35,000	\$35,000	\$50,000	\$45,000	
Salisbury Wicomico Economic Development	\$17,500	\$18,500	\$19,000	\$19,500	\$20,000	\$20,500	\$20,500	\$21,000	\$23,000	
Urban Salisbury	\$30,000	\$35,000	\$47,500	\$47,500	\$40,000	\$35,000	\$55,000	\$115,035	\$62,000	
Village of Hope	-----	-----	-----	-----	-----	-----	\$1,800	\$2,000	\$0	
Others	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Totals</b>	<b>\$142,500</b>	<b>\$155,500</b>	<b>\$187,500</b>	<b>\$191,000</b>	<b>\$184,000</b>	<b>\$182,000</b>	<b>\$220,200</b>	<b>\$291,735</b>	<b>\$238,700</b>	

1524

---

INTER

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
OFFICE

MEMO

---

## Office of the Mayor

**To:** City Council  
**From:** John R. Pick *JRP*  
**Subject:** Request for Stipend for Poplar Hill Mansion Curator  
**Date:** March 23, 2010

Attached is a copy of the request from the Board of Directors of the Friends of the Poplar Hill Mansion for a stipend for the Mansion Curator. In their request, they refer to a salary being paid to the Curator. In the past, we have proposed that the amount of money requested (in this case \$10,000) be paid to the Friends to be paid to the Curator as a stipend not as a salary. If this amount were to be paid as a salary, it would create an employment relationship, which would involve significantly greater cost in terms of required benefits, and it would require compliance with the Fair Labor Standards Act. At present, the Friends have a contractual relationship with the Curator, which should be maintained.

If you have any questions, please let me know.

cc: Mayor Ireton  
Lore' Chambers  
Pam Oland  
Brenda Colegrove  
Aleta Davis

1525

Request for salary for Curator of Poplar Hill Mansion by the Board of Directors, The Friends of Poplar Hill Mansion to begin fiscal year 2011.

The Board of Directors of Friend of Poplar Hill Mansion is requesting a salary of \$10,000.00 per year for the Curator of Poplar Hill Mansion beginning with fiscal year 2010.

In considering this request there are some facts you should be aware of. Our curator's responsibility, how she is compensated, how other museums in this area compensate their curators, and the difficulty in hiring and keeping a curator with no financial compensation.

First, Poplar Hill Mansion is open all year long, closed only Tuesdays and holidays. The curator's daily responsibilities are many. Day to day care of the home and collections, including washing linen and polishing brass and silver, answering and making phone calls about inquiries, responding to often 50 e-mails per day, working on and maintaining our web site, research on historic collections, finding and writing grants, availability and supervision to any workers or craftsmen in the museum, arranging classes, trips to historic sites, lecturing, scheduling and being available for events such as weddings, working with other historic centers, such as joint shows and tours, cultural events and tours. Tours include groups of students of all ages from Primary to University level, free tours the first and third Sundays of the month, candlelight tours, and Girl Scouts of America, who may now obtain a heritage badge from Poplar Hill Mansion for the first time ever. We are also designated a safe house for the Girl Scouts of America as part of our initiating these special tours. The mansion also supports cultural events on the Eastern Shore by featuring local musicians, and art exhibitions, shows and sales. Monies earned from these events, tourists and members who have increased dramatically over the last three years, pay for interior restoration and care which preserves and adds to the value of Poplar Hill Mansion.

For all the work the curator must do, her compensation is an apartment on the second floor with utilities. This was originally valued at about \$1200.00 per month. The value of this size apartment has decreased. The curator has opened up the second floor hall so that guests may see the beautiful Palladian windows and historic nursery, despite the fact that it decreases her personal living space.

Here are some facts on our local museums and how their curators are compensated.

Calvin B. Taylor Museum in Berlin: Open part time Memorial Day through end of Oct., about 5 months-Mon., Wed., Fri., and Sat. 1-4. Curator is paid \$9600.00 after Social Security, Medicare, withholding taxes.

Teackle Mansion, Princess Anne: Open part time April-Dec., 9 months, Wed-Sun.-1-3. They do not have a paid curator at this time but are seeking one.

Ker Place, Onancock: Open part time, March-Dec. 10 months, Tue.-Sat., 11-9. Director is paid \$38,000. Curator, at entry level, \$25,000. They are currently seeking a new curator.

Furnace Town, Snow Hill; Open part time Apr.-Oct., 7 month, seven days a week, 10-5. Paid staff and Director who would not disclose salary but is the highest paid in Worcester County.

One of the Director/Curators told us that she originally applied for the position at Poplar Hill Mansion but was forced to accept another when she found the City offered no salary.

Poplar Hill Mansion has been very fortunate in finding a curator who with her strong work ethic and appreciation of the historic value of our museum, has gone above and beyond what even a paid curator would be expected to do, but how long can we expect her to remain with no salary? How will we entice the next curator to this position? Most seeking this job have to be old enough to have Social Security so as to have some income to live on. Are there many elderly people with the computer and grant writing skills, marketing ability, stamina and energy required to maintain and excel at the level which we have become accustomed to with our current curator? Just last, year, she saved the city over \$50,000 by writing a grant for exterior painting and chimney re-pointing by writing the grant as a non-profit and saving the City from paying the matching funds. This was not her responsibility, but was done because it made the most sense to do it that way, despite the extra work it personally entailed.

Also, according to the Association of Museums (AAM)

Accreditation Program, here are some facts to consider which prevent us from becoming an accredited Museum.

1. The Museum must have at least one paid professional staff with museum knowledge and experience,
2. Have a full time director to whom authority is delegated on a day to day basis,
3. Have the financial resources to operate effectively.

Poplar Hill Mansion is Salisbury's oldest documented home and is a huge draw for tourism in this city, even drawing people nationwide through our web site.

Our curator has the only unpaid position in a City owned building.

We must financially reward hard work and initiative if we are to find and keep a curator with the professional knowledge needed to preserve and maintain Poplar Hill Mansion. This is Salisbury's only museum.

Aleta Davis

Chair, Board of Directors, Friends of Poplar Hill Mansion

March 20, 2010

January 21, 2010

Mr. John R. Pick  
City Administrator  
City of Salisbury  
Office of the Mayor  
Room 304  
125 N. Division Street  
Salisbury, Maryland 21801-4940

RE: Funding Request

Dear Mr. Pick:

Enclosed is our proposal and documents requested from your letter dated January 19, 2010, for consideration of renewable funding for the Maryland Food Bank Salisbury location.

As you can see from the proposal, we have experienced significant increases within the last 18 months. In Wicomico County FY09, we distributed 904,689 pounds of food to our 113 agencies; our FY2010, as of January 4, 2010 we have distributed 476,868 pounds in the Salisbury area. We will see this trend continue throughout the year and anticipate increases for the next 24 months.

We request \$5,000 funding for our general operating fund. This request will help fund the operating costs of programs detailed in the proposal.

Should you need any additional information, please contact me directly.

Thank you for consideration of this request.

Sincerely,

Nancy K. Smith  
Government Relations Officer

1528

**Feeding the Eastern Shore  
Salisbury Maryland  
A project of the Maryland Food Bank**

**Overview**

Our mission is simple: to lead the movement and nurture the belief that together we can improve the lives of Marylanders by ending hunger. For more than 30 years, the Maryland Food Bank has been the state's leader in the fight against hunger. We were the first food bank on the East Coast and only the third in the nation. In its first year, the Maryland Food Bank distributed 400,000 pounds of food to 38 local food pantries. Today, the Maryland Food Bank is the heart of the food assistance structure in Maryland. We solicit and receive donations from a broad range of manufacturers, growers, retailers, wholesalers and individuals. We distribute these donations to a network of 900 soup kitchens, food pantries, shelters and other community-based organizations across the state. Of this, 165 are on the Eastern Shore. We also conduct targeted outreach programs for those especially at-risk of hunger: children, seniors and the rural poor. On the Eastern Shore, these efforts include the Pantry on the Go Program, which distributes bulk loads of food at a network partner site for immediate distribution to those in need. Mobile pantries are typically held in rural areas, where assistance may be inaccessible. The Maryland Food Bank also oversees the Kids Café Program on the Eastern Shore, providing hot meals and snacks to children in after-school programs.

The Maryland Food Bank operates two facilities – an 87,000 square-foot warehouse in Baltimore County and a 12,500 square-foot warehouse in Wicomico County, which serves Maryland's Eastern Shore. At any one time our warehouses hold more than one million pounds of food. The Maryland Food Bank serves all of Maryland except Prince George's and Montgomery Counties, which are served by a sister food bank. Both the Maryland Food Bank and its sister organization are members of Feeding America, the nation's food bank network. In Fiscal Year 2009, the Maryland Food Bank distributed 18.6 million pounds of food – a 30 percent increase from the previous year. On the Eastern Shore alone, the Maryland Food Bank delivered more than 3.4 million pounds of food – the equivalent of 2.8 million meals.

**Purpose of Request**

*The Need on the Eastern Shore*

According to 2008 U.S. Census Bureau estimates, 37,667 Eastern Shore residents live below the federal poverty line in the counties served by the Maryland Food Bank – Eastern Shore Branch. These counties include Caroline, Dorchester, Kent, Queen Anne's, Somerset, Talbot, Wicomico and Worcester Counties. The average rate of poverty within each county varies, ranging from a low of 6.3 percent in Queen Anne's County to a heartbreaking high of 23.1 percent in Somerset County. These alarming statistics are compounded by the fact that many families living two or

*Maryland Food Bank  
Feeding the Eastern Shore*

even three times above the federal poverty line are now seeking food assistance. In these times of economic uncertainty, as costs rise and incomes fall, families simply cannot make ends meet.

The Maryland Food Bank and our network partners – the soup kitchens, pantries and shelters that depend on us – have been hard-pressed to keep pace with the growing need. Caseloads have tripled and our clients' stories have grown increasingly heartbreaking. Those already living in poverty have been plunged even deeper. With fewer jobs to compete for and the constant threat of lost benefits, they are in a daily struggle to survive. Middle class moms and dads have been laid off and are now visiting food pantries for the first time. Their faces are sad and exhausted, fighting to keep food on the table and a roof over their children's heads. Seniors who worked their entire lives have lost their savings and are now forced to eat at soup kitchens, saving the little money they have for doctor's visits and life-saving medications.

Despite claims that 'the worst is over,' the Maryland Food Bank has seen few signs of recovery. The requests for assistance are constant and are echoed in every statistic. The average unemployment rate in Eastern Shore counties was 9.6 percent in November 2009 – up more than 2 percent from one year ago. In the 2009 – 2010 school year, 1,016 more children enrolled in the Free and Reduced-Price Meal (FARM) program. The need varies by county, but every area has been affected.

*Meeting the Need: Project Overview*

Assistance programs like SNAP and FARM provide some relief, but they are simply not enough to meet the need. A significant gap exists between what those living in poverty receive through government assistance and their actual nutritional needs. Experts estimate this gap is 2/3 pounds of food per person, per day. Using the 2008 U.S. Census estimate of 37,667 multiplied by 2/3 pounds of food per day, per person, the gap on the Eastern Shore is more than 9.1 million pounds of food annually. This Maryland Food Bank exists to bridge this gap. In striving to do so, eventually ending hunger on the Eastern Shore, we have developed the following programs:

- **Food Procurement & Distribution** is our core operation. Each year, the Maryland Food Bank collects millions of pounds of unused product from manufacturers, retailers, growers and wholesalers. On the Eastern Shore, donations are stored in a 12,500 square-foot warehouse in Wicomico County. While some donations are delivered to the Maryland Food Bank, many require us to pick them up. We have a fleet of three refrigerated trucks and one cargo van to retrieve these donations. We also facilitate donations directly to our network partners.

Once received, food is weighed, then sorted and packed by volunteers. We rely primarily on donations, supplementing with staple items like peanut butter, tuna and cereal, purchased wholesale at competitive prices. All food is placed on a menu for our network partners to order. Orders are placed daily via fax and phone and are ready for agencies to pick up within 24 hours. We also make deliveries to our network partners. Agencies pay an average of \$.07 per pound for food. This shared maintenance fee helps pay for a small portion of costs to store and transport food - costs which increased significantly this year as distribution grew to meet the demand. Purchased food costs also grew as corporate donors protected their bottom line by reselling food to discount chains rather than donate

*Maryland Food Bank  
Feeding the Eastern Shore*

wholesale to the food bank. We were forced to double the amount of food purchased to ensure a steady food supply to those in need.

In the upcoming year, the Maryland Food Bank will add the Community Kitchen to its food procurement and distribution efforts. Based at the Baltimore County location, the Community Kitchen will reconstitute donated and prepared foods into healthy ready-to-serve frozen meals. Meals produced in the Community Kitchen will be distributed on the Eastern Shore through network partners and mobile pantries.

To supplement regular food procurement and distribution and ensure that food reaches those who need it most, the Maryland Food Bank operates special initiatives for children, seniors and the rural poor. These programs include:

- **At-Risk Snack and Supper Club**, offering nutritious snacks and meals to 1,500 children each week. These programs operate at 18 different after-school programs across the shore. In Fiscal Year 2009, At-Risk Snack and Supper Club provided 29,380 meals and 47,580 snacks to children from low-income families.
- **Summer Food Service Program** – a lifeline for children who receive free or reduced-price meals during the school year, but have no consistent access to food during the summer months. In 2009, the Summer Food Service Program served more than 19,000 meals to 1,065 children who would otherwise have returned to school undernourished and unable to learn.
- **Mobile Pantry Program**, which delivers in bulk, loads of food to central locations in rural areas. In Fiscal Year 2009, the Maryland Food Bank hosted 45 mobile pantries across the Eastern Shore. Some mobile pantries are held in the early afternoon or near senior residential communities to reach seniors living on fixed incomes.

**Funding Needs**

The Maryland Food Bank has a significant impact on poor and low-income families on the Eastern Shore. Yet, to meet the need we must do more. We are experiencing a demand for services like we have never seen before on the Eastern Shore. We need strong partners to help us support aid to children and families in need and help fulfill our core mission which has spanned more than 30 years: feeding the hungry. The most basic need is food. With food, children learn and grow strong, families overcome overwhelming challenges and communities thrive. We respectfully request a gift of \$5,000, to support our general fund to help with operating costs associated with our feeding programs.

January 4, 2010

John Pick, City Administrator  
City Of Salisbury  
125 N. Division Street  
Salisbury, MD 21801-4920

John,

The PAC 14 Board of Directors has reviewed and signed the Memorandum of Understanding. I responded to Brenda Colegrove. I will hand deliver the document ASAP.

In regard to the annual letter of request from the City, relating to the current budget year and submission of information related to the PAC 14 FY 11 budget request, I wanted to formally confirm that PAC 14 Inc. would be requesting 1.5% of the City's Franchise Fees in FY 11; as provided under the new agreement and Salisbury City Code 5.22.270.

During fiscal year 2010, the City of Salisbury approved an allocation of \$102,900; which equates to 1.5% of the 5% Franchise Fee funds received by Comcast Cable.

At this time the Treasurer of the Board is reviewing our current budget and finances as we transition funds and accounting from the Salisbury University Foundation to our new accounting firm; PKS. In addition, we're working to determine the budgetary impact of the recent reduction in funds from Wicomico County.

The PAC 14 Inc. Board of Directors is now beginning the process of creating both short-term and long-term plans which would create a more precise understanding of how funds will be utilized in the coming fiscal year and future years.

We thank Mayor Ireton, the City Council, and the City of Salisbury for their continued support.

Sincerely,



Mike Goodson,  
Executive Director

PAC 14 Inc.  
University Mailbox 3171  
1101 Camden Avenue  
Salisbury, MD 21801

RECEIVED  
FEB 05 2010

1532



**Salisbury  
Neighborhood Housing  
Service, Inc.**



400 Snow Hill Road  
Salisbury, MD 21804

410-543-4626  
FAX 410-543-9204

WEB PAGE:  
[www.salisburyNHS.org](http://www.salisburyNHS.org)

January 29, 2010

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 FY11, Salisbury Neighborhood Housing Service respectfully requests \$50,000 in operating support from the City.

We hope that the City will approve our increased request for funding at the \$50,000 level. SNHS is administering the Community Legacy and CDBG Home Conversion Grant programs on behalf of the City which has 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. We have recently been asked to help administer a new program for the Workforce Housing Annexation Fund. 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, reverse mortgage 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

1533

Page 1				
Salisbury NHS				
FY 2010 Operating Budget				
			Temporarily	FY10 Budget
		Unrestricted	Restricted	Total
<b>Income</b>				
Applicaton Fees/Orignation Fees		\$ 20,000.00		\$ 20,000.00
Contributions				
<i>Banks/Businesses</i>		\$ -		\$ -
<i>General Public</i>		\$ -		\$ -
<i>City of Salisbury</i>		\$ 35,000.00		\$ 35,000.00
Fundraising Income		\$ 10,000.00		\$ 10,000.00
Gain on Sale of Property		\$ 8,000.00		\$ 8,000.00
Grants Received				
<i>CDBG Counseling</i>			\$ 15,000.00	\$ 15,000.00
<i>CDBG Rehab</i>			\$ 130,800.00	\$ 130,800.00
<i>NRC Expendable</i>		\$ 75,000.00		\$ 75,000.00
<i>NRC Other Grants</i>		\$ 25,000.00		\$ 25,000.00
<i>NRC-Foreclosure Grant</i>		\$ 20,000.00		\$ 20,000.00
<i>State of MD</i>		\$ 53,000.00	\$ 35,000.00	\$ 88,000.00
<i>Other grants</i>		\$ 12,000.00		\$ 12,000.00
<i>Capital Conversion</i>		\$ 50,000.00		\$ 50,000.00
Investment Income		\$ 30,000.00		\$ 30,000.00
Late Charges		\$ 1,000.00		\$ 1,000.00
Loan Interest Income		\$ 50,000.00		\$ 50,000.00
NHSA Servicing Fee		\$ -		\$ -
Program Income				
<i>HBE SNHS</i>		\$ 3,000.00		\$ 3,000.00
<i>HECM Counseling</i>		\$ 5,000.00		\$ 5,000.00
<i>Other Income (Recouped funds)</i>			\$ 10,000.00	\$ 10,000.00
<b>TOTAL REVENUE</b>		\$ 397,000.00	\$ 190,800.00	\$ 587,800.00
<b>Expenses</b>				
400 Snow Hill Road - Office Expenses				
<i>Rent</i>		\$ 24,720.00		\$ 24,720.00
<i>Alarm System</i>		\$ 550.00		\$ 550.00
<i>Equipment Leases</i>		\$ 4,500.00		\$ 4,500.00
<i>Office Maintenance</i>		\$ 1,000.00		\$ 1,000.00
<i>Propety 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		\$ 10,000.00		\$ 10,000.00
Dues and Subscriptions		\$ 2,000.00		\$ 2,000.00

1534

Fundraising Expenses		\$ 6,000.00		\$ 6,000.00
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				
Health Insurance		\$ 8,000.00		\$ 8,000.00
IRA Contributions		\$ 4,650.00		\$ 4,650.00
Payroll Taxes		\$ 19,000.00		\$ 19,000.00
Salaries		\$ 239,513.00	\$ 50,000.00	\$ 289,513.00
Workmans Comp. Insurance		\$ 1,700.00		\$ 1,700.00
Postage		\$ 2,000.00		\$ 2,000.00
Printing Expenses		\$ 1,800.00		\$ 1,800.00
Professional Fees				
Appraisals		\$ 600.00		\$ 600.00
Audit Fees		\$ 8,300.00		\$ 8,300.00
Computer Maintenance/Upgrades		\$ 3,000.00		\$ 3,000.00
Inspections		\$ 500.00		\$ 500.00
Legal Fees		\$ 500.00		\$ 500.00
Payroll Fees		\$ 1,500.00		\$ 1,500.00
Grant Expenses				
CDBG Rehab			\$ 65,400.00	\$ 65,400.00
Other grant expenses		\$ 12,000.00		\$ 12,000.00
Program Expenses				
Recouped funds			\$ 10,000.00	\$ 10,000.00
Property Expenses				
311 Newton		\$ -		\$ -
515 E. Church		\$ 2,000.00		\$ 2,000.00
Other Property Expenses		\$ 4,000.00		\$ 4,000.00
Public Relations		\$ 2,000.00		\$ 2,000.00
Training and Travel				
Board		\$ 1,000.00		\$ 1,000.00
Mileage		\$ 1,000.00		\$ 1,000.00
Staff		\$ 5,000.00		\$ 5,000.00
Total Expense		\$ 392,633.00	\$ 125,400.00	\$ 518,033.00
Net REVENUE		\$ 4,367.00	\$ 65,400.00	\$ 69,767.00
Adopted by Board on 6/25/09				

1535

9:13 AM  
 01/29/10  
 Accrual Basis

**Salisbury Neighborhood Housing Service, Inc.**  
**Profit & Loss**  
 July through December 2009

	<u>Jul - Dec 09</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
Application/Loan Fees	4,250.00
Consulting Fees	-9,101.41
Contributions	
Contributions - Banks	5,000.00
Contributions - Salisbury	17,500.00
<b>Total Contributions</b>	<u>22,500.00</u>
Grants Received	
CDBG Rehab Grants	165.95
NRC Foreclosure Grants	12,684.40
Other grants	16,200.00
State of MD Grants	28,000.00
<b>Total Grants Received</b>	<u>57,050.35</u>
Investment Income	10,006.88
Late Charge Fee	596.92
Loan Interest Income	30,033.00
Origination Fees	5,100.68
Program Income	
HBE	1,050.00
Other Income	50.00
Reverse Mortgage Counseling	625.00
<b>Total Program Income</b>	<u>1,725.00</u>
<b>Total Income</b>	122,161.40
<b>Expense</b>	
Advertising	26.07
Credit Report Expense	144.90
Dues & Subscriptions	1,415.75
Equipment Repairs & Maintenance	150.00
Grant Program Expenses	
CDBG Rehab	-75.00
Other Grant Program Expenses	22,484.93
<b>Total Grant Program Expenses</b>	<u>22,409.93</u>
Insurance	4,036.66
Meals	134.64
Meeting Expenses	1,220.96
Miscellaneous	67.25
Office Expenses	
Alarm System	247.34
Equipment Leases	2,545.43
Office Maintenance	388.28
Office Property Taxes	162.19
Rent	12,360.00
Telephone	2,459.99
Utilities	2,064.01
<b>Total Office Expenses</b>	<u>20,227.24</u>
Office Supplies	2,618.39
Payroll Expenses	
Employee Benefits, Health Ins	4,477.83
Payroll Taxes	10,265.11
Salaries	134,069.52
Workers Compensation Insurance	1,231.00
<b>Total Payroll Expenses</b>	<u>150,043.46</u>
Postage	780.61
Printing Expenses	522.58

1530

9:13 AM  
01/29/10  
Accrual Basis

**Salisbury Neighborhood Housing Service, Inc.**  
**Profit & Loss**  
July through December 2009

	<u>Jul - Dec 09</u>
<b>Professional Fees</b>	
Appraisals	-50.00
Audit Fees	8,875.00
Computer Consulting	3,993.65
Inspections	-1,625.00
Legal Fees	250.00
Payroll Fees	1,045.25
<b>Total Professional Fees</b>	<u>12,488.90</u>
<b>Program Expenses</b>	16,882.99
<b>Property Expenses</b>	
515 E. Church Street	2,107.29
523 East Church Street	244.70
805 Church Street	182.71
703 Delaware Avenue	162.70
705 Delaware Avenue	375.00
709 Delaware Avenue	99.79
Delaware Ave./Rose St. Property	500.00
Property Expenses - Other	-82.62
<b>Total Property Expenses</b>	<u>3,589.57</u>
<b>Public Relations/Advertising</b>	264.70
<b>Recording &amp; Inspector Fees</b>	160.00
<b>Returned Checks</b>	803.59
<b>Service Charges</b>	1,326.61
<b>Training &amp; Travel Expenses</b>	
Mileage Reimbursement	712.26
Staff Training & Travel	4,501.12
<b>Total Training &amp; Travel Expenses</b>	<u>5,213.38</u>
<b>Total Expense</b>	<u>244,528.18</u>
<b>Net Ordinary Income</b>	<u>-122,366.78</u>
<b>Net Income</b>	<u><u>-122,366.78</u></u>

1537

SALISBURY NEIGHBORHOOD HOUSING SERVICE, INC.

STATEMENT OF FINANCIAL POSITION

JUNE 30, 2009

	<u>Unrestricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b>Assets</b>			
Cash and cash equivalents	\$ 540,987	\$ 955,248	\$ 1,496,235
Certificates of deposit	311,736		311,736
Prepaid expenses and security deposits	4,000		4,000
Loans receivable, net of allowance for uncollectible loans of \$65,088		1,413,067	1,413,067
Inventory - property held for resale	10,416	323,764	334,180
Property and equipment, net	11,566		11,566
Loan guaranty funds	322,385	131,252	453,637
<b>Total assets</b>	<b>\$ 1,201,090</b>	<b>\$ 2,823,331</b>	<b>\$ 4,024,421</b>
<b>Liabilities and net assets</b>			
Loan payable	\$	\$ 123,030	\$ 123,030
Accounts payable	9,080		9,080
Accrued vacation	9,035		9,035
Deposits in escrow	15,228		15,228
<b>Total liabilities</b>	<b>33,343</b>	<b>123,030</b>	<b>156,373</b>
<b>Net assets</b>			
<b>Unrestricted</b>			
Operating	1,156,181		1,156,181
Investment in fixed assets	11,566		11,566
<b>Permanently restricted</b>		<b>2,700,301</b>	<b>2,700,301</b>
<b>Total net assets</b>	<b>1,167,747</b>	<b>2,700,301</b>	<b>3,868,048</b>
<b>Total liabilities and net assets</b>	<b>\$ 1,201,090</b>	<b>\$ 2,823,331</b>	<b>\$ 4,024,421</b>

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



Est. 1968

City of Salisbury  
C/o Mr. John Pick  
Rm. 304  
125 N. Division Street  
Salisbury, Md. 21801-4940

**SALISBURY-WICOMICO**  
**ECONOMIC DEVELOPMENT, INC.**

One Plaza East, Suite 501  
P.O. Box 4700  
Salisbury, MD 21803

January 26, 2010

Dear Mr. Pick:

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 to our collective initiatives over the past forty years.

Highlights of our past year include the following:

- SWED assisted IsoTek Electronics in the opening of a new wireless component manufacturing business located in Northwood Industrial Park. IsoTek adds to the current cluster of "microwave" companies that collectively employ hundreds of people.
- SWED is also pleased to continue its working relationship with Chesapeake Shipbuilding, a relationship that began nearly thirty years ago. The company recently announced an expansion at its Fitzwater Street location and anticipates approximately one hundred twenty five new jobs as a result.
- As of this writing, SWED is currently assisting a potential buyer of the vacant Silverton Marine plant on Industrial Parkway in Northwood Industrial Park. The prospect intends on converting the existing 66,000 square foot plant into medical manufacturing space and anticipates, over time, the creation of approximately sixty new jobs.
- 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, ITC Services and The Siesta Group. The goal is to provide flexible space and lease terms to early stage technology companies.
- SWED often promotes to prospective businesses that once the business is here, we don't simply go away and we'll continue to help during and long after the transition process. In that regard, we continue working with Hospital Billing and Collection Service which opened an office location in NorthGate Business Park recently and The Knowland Group which began an internet-based company just a couple of years ago. Starting with no employees, both businesses now employ approximately sixty people each and have invested millions of dollars in the local economy.

410.749.1251 • 800.521.7933 • Fax 410.749.1252

Email: [info@swed.org](mailto:info@swed.org) • [www.swed.org](http://www.swed.org)

1539

-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. With this proposal, we have considerably reduced our operating budget by reducing the Executive Director's salary, eliminating the Administrative Assistant position and by reducing various line item expenses. Our fiscal year 2010-'11 proposed budget of \$181,350 equals that of 1998 and is 11% below last year.

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 2010 - 2011, SWED respectfully requests funding from the City of Salisbury of \$21,000, an increase in investment of approximately 2.5%.

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: 2010-2011 Budget Proposal. 5-year history, most recent year-end financial statement & most recent interim financial statement

**SALISBURY-WICOMICO ECONOMIC DEVELOPMENT, INC.**  
**2010-2011 BUDGET PROPOSAL**

	05-'06	06-'07	07-'08	08-'09	09-'10	10-'11
	Actual	Actual	Actual	Actual	Actual	Proposed
Gross Wages	\$110,210	\$113,405	\$119,650	\$119,650	\$119,650	\$99,100
SimpleIRA	\$3,315	\$3,415	\$3,605	\$3,605	\$3,355	\$2,975
Simple IRA Match	\$3,315	\$3,415	\$3,605	\$3,605	\$3,355	\$2,975
FICA	\$8,455	\$8,505	\$9,200	\$9,200	\$9,200	\$7,600
Unemp.Ins.	\$200	\$200	\$200	\$200	\$200	\$200
Med/Retirement	\$19,505	\$20,900	\$22,275	\$23,800	\$23,800	\$24,300
Exec. Dir. Expense	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500
Rent	\$10,450	\$10,820	\$11,300	\$11,300	\$11,700	\$11,700
Office Supplies	\$2,000	\$2,000	\$2,000	\$2,400	\$2,200	\$2,200
Dues, Subscriptions	\$750	\$750	\$750	\$750	\$500	\$500
Meals	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
Telephone	\$3,600	\$3,600	\$3,300	\$3,600	\$3,600	\$3,600
Postage	\$1,000	\$1,000	\$1,000	\$600	\$400	\$400
Client Expenses	\$4,500	\$4,500	\$4,500	\$4,500	\$3,600	\$3,600
Insurance	\$1,100	\$1,100	\$1,200	\$1,400	\$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	\$20,000	\$7,700	\$7,700
Annual Meetings	\$500	\$500	\$500	\$500	\$500	\$500
Totals	\$201,400	\$206,610	\$215,585	\$217,610	\$203,760	\$181,350

1541

# Salisbury-Wicomico Economic Development, Inc.

## Financial Statement: January 2010

	Jan-10	YTD Jan-10	5 Month Fiscal year ends 8/31/10
<b>Beg. Cash</b>			
Savings	\$9,626.27		
Checking	\$4,875.23		
<b>Total</b>	\$14,501.50		
<b>Income</b>			
Pledges	\$12,085.58	\$75,502.90	
Savings Interest	\$0.96	\$4.16	
Meals/Meetings	\$0.00	\$1,710.00	
Miscellaneous	\$0.00	\$256.99	
SWEDspace	\$600.00	\$1,050.00	
BEF Fees	\$471.09	\$1,937.64	
<b>Total Income</b>	\$13,157.63	\$80,461.69	
<b>Total Cash Available</b>	\$27,659.13		

Expenses	Actual Month	Monthly Budget	Actual YTD	Budget YTD	Budget Year
Gross Wages	\$14,458.55	\$9,970.83	\$42,321.69	\$49,854.17	\$ 119,650.00
Simple IRA	\$571.25	\$279.58	\$1,272.17	\$1,397.92	\$3,355.00
Simple IRA Match	\$571.25	\$279.58	\$1,272.17	\$1,397.92	\$3,355.00
FICA	\$0.00	\$766.67	\$2,741.06	\$3,833.33	\$9,200.00
Md. - Fed U.Ins.	\$112.00	\$16.67	\$113.32	\$83.33	\$200.00
Exec. Dir. Exp.	\$575.99	\$541.67	\$2,735.29	\$2,708.33	\$6,500.00
Benefits: Med/Ret.	\$1,994.30	\$1,983.33	\$9,971.50	\$9,916.67	\$23,800.00
Rent/Custodial	\$930.91	\$975.00	\$4,654.55	\$4,875.00	\$11,700.00
Office Supplies	\$153.25	\$183.33	\$817.14	\$916.67	\$2,200.00
Dues, Memberships, Subscriptions	\$49.94	\$41.67	\$419.82	\$208.33	\$500.00
Meals & Meetings	\$0.00	\$375.00	\$1,751.30	\$1,875.00	\$4,500.00
Telephone	\$328.09	\$300.00	\$1,359.54	\$1,500.00	\$3,600.00
Postage	\$45.05	\$33.33	\$205.39	\$166.67	\$400.00
Client Expenses	\$235.48	\$300.00	\$1,489.00	\$1,500.00	\$3,600.00
Contract Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Insurance	\$0.00	\$125.00	\$1,182.00	\$625.00	\$1,500.00
Audit & Legal	\$0.00	\$65.43	\$0.00	\$625.00	\$1,500.00
Advertising	\$596.45	\$641.67	\$3,163.19	\$3,208.33	\$7,700.00
Annual Meeting	\$0.00	\$41.67	\$171.50	\$208.33	\$500.00
<b>Total Expenses</b>	\$20,622.51	\$16,980.00	\$75,640.63	\$84,900.00	\$203,760.00

Ending Cash \$ 7,036.62

**Over (Under) Budget**

Savings	\$4,783.90		
Checking	\$2,252.72	Month	\$3,642.51
Reserve	\$29,792.35	YTD	(\$9,259.37)
Restricted	\$229,449.81	bef loan fund	

1542

# Salisbury-Wicomico Economic Development, Inc.

## Financial Statement: August 2009

	Aug-09	YTD Aug-09	12 Month Fiscal year ends 8/31/09
<b>Beg. Cash</b>			
Savings	\$758.07		
Checking	\$3,911.14		
<b>Total</b>	<b>\$4,669.21</b>		
<b>Income</b>			
Pledges	\$17,410.58	\$186,554.46	
Savings Interest	\$1.02	\$12.64	
Meals/Meetings	\$0.00	\$2,110.00	
Miscellaneous	\$0.00	\$1,036.94	
SWEDspace	\$0.00	\$4,500.00	
BEF Fees	\$43.12	\$6,675.05	
<b>Total Income</b>	<b>\$17,454.72</b>	<b>\$200,889.09</b>	
<b>Total Cash Available</b>	<b>\$22,123.93</b>		

Expenses	Actual Month	Monthly Budget	Actual YTD	Budget YTD	Budget Year
Gross Wages	\$10,099.59	\$9,970.83	\$112,927.45	\$119,650.00	\$ 119,650.00
Simple IRA	\$233.64	\$300.42	\$3,070.83	\$3,605.00	\$3,605.00
Simple IRA Match	\$233.64	\$300.42	\$3,070.83	\$3,605.00	\$3,605.00
FICA	\$1,058.88	\$766.67	\$9,285.46	\$9,200.00	\$9,200.00
Md. - Fed U.Ins.	\$0.00	\$16.67	\$212.67	\$200.00	\$200.00
Exec. Dir. Exp.	\$473.00	\$541.67	\$6,256.29	\$6,500.00	\$6,500.00
Benefits: Med/Ret.	\$1,994.30	\$1,983.33	\$22,790.57	\$23,800.00	\$23,800.00
Rent/Custodial	\$930.91	\$941.67	\$11,170.32	\$11,300.00	\$11,300.00
Office Supplies	\$417.45	\$200.00	\$2,758.59	\$2,400.00	\$2,400.00
Dues, Memberships, Subscriptions	\$49.88	\$62.50	\$1,810.71	\$750.00	\$750.00
Meals & Meetings	\$0.00	\$375.00	\$2,470.43	\$4,500.00	\$4,500.00
Telephone	\$325.97	\$300.00	\$3,430.52	\$3,600.00	\$3,600.00
Postage	\$50.51	\$50.00	\$459.54	\$600.00	\$600.00
Client Expenses	\$405.43	\$375.00	\$4,049.05	\$4,500.00	\$4,500.00
Contract Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Insurance	\$0.00	\$116.67	\$1,237.00	\$1,400.00	\$1,400.00
Audit & Legal	\$1,300.00	\$65.43	\$1,300.00	\$1,500.00	\$1,500.00
Advertising	\$2,335.17	\$1,666.67	\$16,227.83	\$20,000.00	\$20,000.00
Annual Meeting	\$0.00	\$41.67	\$186.97	\$500.00	\$500.00
Misc (computers)	0.00	\$0.00	\$2,084.00	0.00	0.00
<b>Total Expenses</b>	<b>\$19,908.37</b>	<b>\$18,134.17</b>	<b>\$204,799.06</b>	<b>\$217,610.00</b>	<b>\$217,610.00</b>

Ending Cash \$ 2,215.56

### Over (Under) Budget

Savings	\$312.79		
Checking	\$1,902.77	Month	\$1,774.20
Reserve	\$29,762.28	YTD	(\$12,810.94)
Restricted	\$176,183.91	bef loan fund	

1543

**URBAN SALISBURY, INC.**

**FUNDING REQUEST  
2010-2011**

Over the past year, Urban Salisbury has proven:

- ▶ Downtown is important to the people of Salisbury;
- ▶ Downtown is a viable location for special events and new ventures;
- ▶ USI can deliver results that bring tangible and lasting benefits to the City, the County and our citizens.

In the upcoming fiscal year, July 1, 2010 to June 30, 2011, USI will continue to produce results that improve the economy and quality of life in Salisbury if granted adequate financial support by Council.

**IN 2009-2010**

Our quarterly progress reports to Council give you a deeper understanding of our activities. Therefore, we will use this opportunity to touch on some of the key achievements of 2009-2010.

- ▶ **MAIN STREET MASTER PLAN**  
After over \$77,000 of volunteer effort and with considerable community input the conceptual plan was finalized. Working in partnership with the City, a grant application for detailed design drawings was filed in late July. Unfortunately, the Community Legacy grant was not awarded. With Council's approval we will re-file the application when the next round of CL funding is announced.
- ▶ **3RD FRIDAY**  
In the 6 months ending December 31, 2009 over 1,300 volunteer hours valued at more than \$25,000 were invested to build a community event, that is an unequalled success, not only in Salisbury but throughout the State. The direct economic impact grew from approximately \$4,200 in July to over \$40,000 in November. As importantly, Third Friday proved Downtown is a special, viable venue. With encouragement and support from Urban Salisbury, traditional events like the C-CART Show and the Festival of Trees stayed or returned Downtown and new events like the Village of Hope's Block Party and Perdue's Haiti Relief fundraiser choose Downtown.
- ▶ **FAÇADE GRANT RESTORATIONS**  
Three façade grants have been awarded to St. Peter's Church Vestry (The Old City Hall), the Charles H. Chipman Center and Poplar Hill Mansion. This investment has preserved three cornerstones of our local heritage. Totaling more than \$79,000, these

grants have produced a 143% return on the City's 2009-2010 investment in Urban Salisbury.

▶ BUSINESS RECRUITMENT & RETENTION

In the past 6 months, we have supported the opening of two new businesses, Escape restaurant and Eric's Downtown Barbershop. We are also working closely with another of our members, Chesapeake Shipbuilding, to create 125 new jobs which will have a direct economic benefit of over \$4,000,000 annually on Salisbury.

Helping established businesses survive will be another key activity. We will continue to work closely with operators of Downtown businesses to help them secure financing, plan promotions, review performance and improve their results.

▶ SCULPTURE COLLECTION

By the end of fiscal 2010, three new sculptures will have been added to the Collection; one erected to commemorate the achievements of Richard Henson, a second sculpture donated by the Hearne family and a new sculpture gifted by Peninsula Regional Medical Center. Too often the importance of the Collection is overlooked. Not only is each sculpture a tribute to an individual or an institution; each is a unique work of art that gives Salisbury a special presence in the minds of residents and visitors.

▶ WORKING RELATIONSHIPS

Our working relationship with the City of Salisbury has grown over the past year. We have provided recommendations to the City Administrator on the Revolving Loan Fund and to the Fire and Code Enforcement Departments on amendments to fire prevention measures and ordinances. At the request of the County's Planning and Zoning Department, we have provided a commentary on the Comprehensive Plan as it applies to the Downtown. Currently, we are assisting the Liquor Licensing department with their search for suitable office space. We are also involved with the Greater Salisbury Committee's Core Community Task Force as they examine development and redevelopment in the heart of the community. Our involvement with the Board of Education, the Ward Museum, the Chamber of Commerce and other civic groups on various projects continues to grow.

▶ MEMBERS & VOLUNTEERS

Despite the recession, individuals and businesses from throughout the community are joining Urban Salisbury. As you may know, the Pohanka Automotive Group is one of our newest members. This is further evidence of the importance of Downtown and the reputation Urban Salisbury enjoys. Similarly, we have successfully recruited volunteers from Salisbury University, not only to help arrange community events but as musicians and artists who proudly exhibit their works Downtown. As members and volunteers, more and more young people are getting involved which is truly healthy for Salisbury.

With Council's support, Urban Salisbury will add more accomplishments next year to build a stronger, more vibrant Salisbury.

## FOCUS FOR 2010-2011

In the upcoming fiscal year, we plan to build on the successes of the past year and also introduce on three major campaigns:

- ▶ Job Creation
- ▶ Business Recruitment
- ▶ Alternative Funding Mechanisms

The seeds of the first two strategies have been sown. The third is intended to reduce and ideally, eliminate City financial support for Urban Salisbury in the future.

Descriptions of each of these initiatives and summaries of the other projects, programs and plans for 2010-2011 follow.

- ▶ **JOB CREATION**

More jobs and more diverse job opportunities are critical for the long term prosperity of the community. We will continue to assist Chesapeake Shipbuilding with their expansion plan. If successful, this plan will create 125 blue collar jobs that can be filled by the existing labor force. The positive benefits of this project will ripple through every sector of our economy. Most importantly, the bulk of the economic benefits of this project will stay in and around Salisbury.

At the same time, USI in cooperation with the Department of Housing and Community Development will launch a combined job creation/building rehabilitation program. As mentioned at our last progress review meeting, DHCD has re-oriented its long-standing Neighborhood Business Works financial assistance portfolio. Now, and in the future, NBW financial assistance for property rehabilitation will be available through Urban Salisbury to property owners and developers who offer credit-worthy tenants and purchasers. Rather than seeking these types of companies after buildings have been restored, property owners and developers may access NBW assistance if they can demonstrate their tenant or purchaser can create new jobs. This is a perfect approach for Downtown Salisbury.

Downtown has 12 vacant or under-used properties at the moment. All are multi-storey structures. Offices once filled the bulk of the space. Those offices were occupied by white collar workers. The traditional occupants of white collar offices do not require more space. Furthermore, much of the space needs rehabilitation to satisfy Class A tenants or occupants. To bring these structures to a competitive level, the property owners or developers must provide Class A occupants – in other words – new, non-traditional employers to access NBW assistance through USI. This will be a long-term program. As these ventures come on stream, they will not only enliven Downtown, they

will diversify the local economy. This program will be launched before the end of fiscal 2009-2010. Its effects should begin to be felt in fiscal 2010-2011.

► BUSINESS RECRUITMENT

In 2010-2011, Urban Salisbury will launch a multi-part campaign aimed at solving the fundamental problem of Downtown Salisbury – lack of a critical retail mass. There simply are not enough stores Downtown to attract a significant number of shoppers on a daily basis.

In 2007, using state of the art techniques, USI conducted the first detailed analysis of the potential market for Downtown. That study produced over 500,000 pieces of data and information on the market. It also identified the potential annual sales of 7 new stores<sup>1</sup> that would be viable Downtown:

- Women's Clothing \$1.7 million
- Sporting Goods & Specialty Wear \$1.6 million
- Specialty Foods \$1.5 million
- Photographic & Electronic Media \$660 thousand
- Books, Newspapers & Publications \$575 thousand
- Luggage & Leather Goods \$440 thousand
- Health & Personal Care \$175 thousand

These results need to be updated but assuming they apply today, these stores would generate an additional 60,000 shopper-trips annually and produce total sales of approximately \$6.8 million a year. They would also create a new environment which would be more attractive to restaurants, galleries and other social venues catering to residents and visitors.

In 2010-2011, we will update the research and launch a marketing and research campaign aimed at attracting viable retailers. The campaign will have three main themes:

- Awareness: internet-based advertising to make more people around the country aware of the attributes and possibilities in Downtown Salisbury.
- Targeted Recruitment: focused solicitation of specific businesses to cause them to expand or relocate to Downtown Salisbury.
- City Market Feasibility: in-depth analysis of the viability and sustainability of a specialty foods market in cooperation with the USDA.

---

<sup>1</sup> 6 more ventures were identified for other locations in Salisbury.

At the same time, we will continue to support established merchants and restaurateurs through promotional and co-operative campaigns to reduce the risk of failure.

In 2010-2011, we will also launch three marketing campaigns. One will target Salisbury University students both as potential customers and as volunteers. The second will focus on Regional Markets to attract new and more shoppers Downtown. The third will be directed across the State to raise awareness of Downtown Salisbury and bring more customers to established and new businesses.

▶ **ALTERNATIVE FUNDING MECHANISMS**

Downtown Salisbury is often compared to downtown Cumberland. As one DHCD official put it, "We've always thought of Salisbury as Cumberland South." That's flattering, since downtown Cumberland is generally regarded as one of the most successful downtowns in the State. Cumberland achieved this status through years of dedication that began in the 1970s. Today, the Downtown Cumberland Business Association, a Main Street agency, is supported by an operating budget of about \$250,000 a year.

Realistically, the City of Salisbury cannot afford to make that size of investment in Urban Salisbury. However, an investment of this magnitude is necessary if our Downtown is to realize its full potential. Therefore, with Council's approval, we will form a team with the City of Salisbury in 2010-2011 to identify a viable funding alternative that ensures the long term financial stability of USI, gives the organization the financial resources it needs to achieve specific goals and lessens the financial burden on the City. Based on past experience, this project will take some months to complete.

In the meantime, Urban Salisbury plans to generate over \$122,000 Revenue in fiscal 2010-2011 through a variety of sources as shown below:

<b>REVENUE</b>	
Sponsorship	
Arts & Entertainment Committee	\$1,485
Design Committee	\$165
Economic Development Committee	\$6,732
Promotion Committee	\$10,808
Sculpture Committee	\$8,348
Total Sponsorship Revenue	\$27,537
Park 'n Flea	\$15,000
Fundraising	\$13,500
Membership	\$5,750
Façade Grants	\$1,000
FireFest 2010 Grant	\$8,600
City Market Feasibility Grant	\$50,000
Other Grants	\$500

Interest	\$200
Other Revenue	\$200
Total Other Sources	\$94,750
Total Urban Salisbury	\$122,287

Through these sources, USI will for the first time, generate over 50% of our operating budget. The Business Plan that provides more information on the 2010-2011 Revenues and Expenses is appended to this report.

#### OTHER IMPORTANT INITIATIVES

As shown in the Business Plan, Urban Salisbury will, with adequate financial assistance from the City, sustain or enhance existing projects, programs and events including:

- Arts & Entertainment Committee: Arts On The Plaza, support at standard level. Third Fridays, monthly assistance.
- Design Committee: Central Greenway, introduce prototype signage.
- Economic Development: Job Creation and Business Recruitment initiatives are described earlier.
- Organization Committee: nominal increase to attract Members, Donors and Sponsors.
- Park 'n Flea: increase due to inflation.
- Promotion Committee: projects and costs based on 2009 actuals for business retention and community events.
- Sculpture Committee: one new sculpture being designed. Solar lighting for the Collection will increase presence and impact.
- Code Enforcement Campaign: joint venture with the City to support new ordinances and building upgrades.
- Co-op Advertising: continuation of successful program needed to promote Downtown and attract new venture and events.

These program and projects are built upon our 2009-2010 results. They will confirm that:

- ▶ Downtown is important to the people of Salisbury;
- ▶ Downtown is a viable location for special events and new ventures;
- ▶ USI can deliver results that bring tangible and lasting benefits to the City, the County and our citizens.

The balance of the Business Plan addresses standard items including Payroll and General & Administrative Expenses which have not risen significantly. We look forward to discussing the various aspects of the Business Plan with Council. We hope you will agree it represents a realistic and productive program for 2010-2011.

Urban Salisbury, Inc.  
**Balance Sheet**  
As of June 30, 2009

	<u>Jun 30, 09</u>
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
Checking - PNC Bank	15,777.88
Petty Cash	100.00
Total Checking/Savings	<u>15,877.88</u>
Other Current Assets	
Organizational Costs	500.00
Organizational Costs - A/A	-500.00
Total Other Current Assets	<u>0.00</u>
Total Current Assets	15,877.88
Fixed Assets	
A/D - Office Equipment	-1,991.00
Office Equipment	2,766.12
Total Fixed Assets	<u>775.12</u>
<b>TOTAL ASSETS</b>	<u><u>16,653.00</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
Equity	
Retained Earnings	14,592.50
Net Income	2,060.50
Total Equity	<u>16,653.00</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>16,653.00</u></u>

1550

Urban Salisbury, Inc.  
**Profit & Loss**  
July 2008 through June 2009

	<u>Jul '08 - Jun 09</u>
<b>Income</b>	
City Grant	46,250.00
Committee Revenue/Sponsorships	
Park 'N Flea	15,680.00
Promotion	
Film Night	345.00
Memorial Day Concert	200.00
Promotion - Other	700.00
Total Promotion	1,245.00
Sculpture	4,000.00
Total Committee Revenue/Sponsorships	20,925.00
Donations	6,305.00
Fundraising	100.00
Interest	37.14
Membership	7,140.00
Membership/Donations08	-120.00
Other Revenue	95.05
<b>Total Income</b>	<b>80,732.19</b>
<b>Expense</b>	
Committee Expenses	
Economic Development	
Hospitality Entrepreneurial Ins	2,000.00
Economic Development - Other	123.35
Total Economic Development	2,123.35
Organization	
New Member Campaign	229.75
Total Organization	229.75
Park n Flea	
Advertising/Signs/Printing	2,567.91
Environmental Services	1,860.50
Insurance	1,520.00
Special Events	300.00
Supplies & Misc.	568.96
Total Park n Flea	6,817.37
Promotion	
Community Events	951.39
Fashion Show	1,732.58
Film Night	2,081.79
LEGO Contest	987.59
Memorial Day Concert	2,536.00
Pumpkin Painting	329.50
Promotion - Other	1,041.64
Total Promotion	9,660.49
Sculpture	2,064.60
Tree Lighting	-68.25
<b>Total Committee Expenses</b>	<b>20,827.31</b>
<b>G&amp;A</b>	
Advertising/Promotion	721.30
Copying/Printing	90.15
Corporate Insurance	3,971.00
Dues & Materials	431.50
Equipment/Computer	179.90
Legal/Accounting	500.00
Meals & Entertainment	659.95
Meetings & Conferences	226.51
Mileage/Parking	186.03
Misc	126.00
Payroll Expenses	51,541.88

Urban Salisbury, Inc.  
**Profit & Loss**  
July 2008 through June 2009

	Jul '08 - Jun 09
Postage	87.55
Printing	19.10
Rent	4,410.00
Supplies	1,025.75
Telephone	1,116.67
<b>Total G&amp;A</b>	<b>65,293.29</b>
Promotions	
Urban Bourbon Street Expense	-8,448.91
<b>Total Promotions</b>	<b>-8,448.91</b>
Special Programs	1,000.00
<b>Total Expense</b>	<b>78,671.69</b>
<b>Net Income</b>	<b>2,060.50</b>

**URBAN SALISBURY, INC.: BUDGET 2009-2010**

**REVENUE**

<b>City Funds</b>	\$55,000
<b>Committee Revenue &amp; Sponsorships</b>	
Park 'n Flea*	\$11,431
Promotion at 50% Sponsorship*	\$2,656
Family Film Series 09 - 4 Sponsors	\$800
Sculpture @ \$4,000 ea.	\$4,000
<b>Total Committee Revenue</b>	<b>\$18,887</b>
<b>Fundraising, Membership &amp; Other Revenue</b>	
Fundraising - Donors 10 x \$250 av	\$2,500
Fundraising - Other	\$12,461
Donations - Memorial	\$500
Membership <sup>1</sup> 45 x \$240 av	\$10,800
Façade Grants	\$1,500
MIP Grant	\$0
Website Grant	\$1,000
Other Grants*	\$0
Interest	\$100
Other Sources*	\$0
<b>Total Other Revenue</b>	<b>\$28,861</b>
<b>Total Revenue</b>	<b>\$102,748</b>

**EXPENSE**

<b>Committee Expense</b>	
Economic Development	
New Business Recruitment*	\$6,724
Business Retention*	\$2,017
Hospitality Entrepreneurial Institute - Phase 2	\$0
Total Economic Development	\$8,741
Organization	
New Member Campaign*	\$336
Fundraising*	\$1,009
Fund Raiser*	\$336
Total Organization Ctee	\$1,681
Park 'n Flea	
Advertising/Signage/Printing*	\$3,631
New Signage - 3*	\$1,076
Environmental Services	\$1,412
Insurance	\$1,143
Special Events*	\$538
Supplies & Misc.*	\$336
Total Park 'n Flea	\$8,136
Promotion	
Community Events (2 nes)*	\$1,345
Family Film Series 09 (4)	\$1,000
Halloween Event* ..	\$336
Tree Lighting Ceremony*	\$336
Window Display Contest*	\$336
LEGO Contest*	\$336
Memorial Day Concert 2010	\$2,622
Arts On The Plaza	\$672
Total Promotion Ctee	\$6,984
Sculpture Committee	
Brochure*	\$336
Sculpture - \$2,000 ea	\$2,000
Total Sculpture Committee	\$2,336
<b>Total Committee Expense</b>	<b>\$27,879</b>

<b>Payroll Expense</b>	
Wages & Salaries	
Executive Director	\$50,000
Intern (13 wks x 3 days/wk x \$8/hr)*	\$2,496
Health Insurance - Exec Dir.	\$0
Payroll Taxes	\$4,846
	<b>Total Payroll Expense</b>
	<b>\$57,342</b>
<b>General &amp; Administrative Expense</b>	
Corporate Advertising*	\$1,345
Downtown Salisbury Merchandise*	\$1,009
Trading Area Analysis Update*	\$0
CDMA Analysis*	\$0
Corporate Insurance	\$3,900
Rent	\$4,000
Supplies & Materials*	\$1,278
Telephone*	\$1,615
Equipment & Computer*	\$672
Printing - avg. \$20/mth	\$240
Meetings & Conferences*	\$538
Subscriptions*	\$134
Volunteer Recognition & Annual General Meeting*	\$504
Postage	\$340
Website	
Development*	\$1,700
Maintenance \$100/mth	\$1,200
Misc.	\$134
	<b>Total Gen'l &amp; Admin Expense</b>
	<b>\$18,610</b>
<b>Total Expense</b>	<b>\$103,830</b>
<b>SURPLUS to RESERVE (DEFICIT)</b>	<b>(\$1,082)</b>

1534

**URBAN SALISBURY 2010-2011 Budget**

<b>REVENUE</b>	
Sponsorship	
Arts & Entertainment Committee	\$1,485
Design Committee	\$165
Economic Development Committee	\$6,732
Promotion Committee	\$10,808
Sculpture Committee	\$8,348
Total Sponsorship Revenue	\$27,537
Park 'n Flea	\$15,000
Fundraising	\$13,500
Membership	\$5,750
Façade Grants	\$1,000
FireFest 2010 Grant	\$8,600
City Market Feasibility Grant	\$50,000
Other Grants	\$500
Interest	\$200
Other Revenue	\$200
Total Other Sources	\$94,750
Total Urban Salisbury	\$122,287
City Grant	\$115,035
<b>Total Revenue</b>	<b>\$237,322</b>
<b>EXPENSE</b>	
Committee Expense	
Arts & Entertainment	
Arts On The Plaza	\$1,500
Third Fridays	\$3,000
Total A&E Ctee	\$4,500
Design	
Greenway Prototype Signage	\$500
Total Design Ctee	\$500
Economic Development	
Awareness Campaign	\$2,000
New Business Recruitment	\$12,000
Business Retention	\$2,400
City Market Feasibility Study	\$50,000
Total Economic Development	\$66,400
Organization	
New Member Campaign	\$500
Fundraising	\$1,000
Fund Raiser	\$3,000
Total Organization Ctee	\$4,500
Park 'n Flea	

1555

Advertising/Signage/Printing	\$4,400
Environmental Services	\$2,000
Insurance	\$1,300
Telephone	\$450
Special Events	\$700
Clean Up & Assistants	\$2,200
Supplies & Misc.	\$220
Total Park 'n Flea	\$11,270
Promotion	
Downtown Advertising	
SU Students	\$4,050
Regional Markets	\$2,100
Statewide Markets	\$12,000
DHCD/MSMD Campaign	\$500
Tree Lighting Ceremony	\$1,500
Street Tree Lighting Program	\$500
The Downtowner Event	\$1,200
Free Holiday Parking	\$250
New Year's Eve	\$2,000
FireFest 2010	\$8,682
LEGO Contest 2011	\$750
Memorial Day Concert	\$3,900
Total Promotion Ctee	\$37,432
Sculpture	
Fabrication	\$2,000
Advertising	\$750
Solar Lighting	\$3,600
SWAC Sculpture Joint Venture	
Donation	\$500
Total Sculpture Ctee	\$6,850
<b>Total Committee Expense</b>	<b>\$131,452</b>
Payroll Expense	
Wages & Salaries	\$50,000
Health Insurance	\$5,000
Workers Comp	\$2,000
Intern	\$9,600
Payroll Taxes	\$6,556
<b>Total Payroll Expense</b>	<b>\$73,156</b>
General & Administrative Expense	
Code Enforcement Campaign	
Brochure	\$250
Advertising	\$500
Total Campaign	\$750
Co-op Advertising & Sponsorships	

1556

Co-op Advertising	\$2,400
Sponsorship	\$2,000
Downtown Brand Merchandise	\$1,500
USI Brochure	\$500
Downtown Highway Signage	\$4,000
Total Co-op & Sponsorship	\$10,400
Trading Area Analysis Update	\$750
Volunteer Appreciation & AGM	\$1,500
Corporate Insurance	\$5,000
Rent	\$3,780
Supplies & Materials	\$1,200
Telephone	\$1,020
Equipment & Computer	\$1,000
Printing	\$900
Subscriptions	\$500
Reference Materials	\$500
Meetings & Conferences	\$300
Travel Mileage & Parking	\$1,000
Meals & Entertainment	\$900
Postage	\$240
Misc.	\$2,974
<b>Total Gen'l &amp; Admin Expense</b>	\$32,714
<b>Total Expense</b>	\$237,322
<b>SURPLUS (DEFICIT)</b>	\$0

1557

Comments

33% of Committee Total  
33% of Committee Total  
33% of Committee Total excluding special grants  
33% of Committee Total excluding special grants  
\$4,000 plus 33% of Committee Total

Based on 2009 Actual  
At 3 times Expense  
50 Members @ average of \$115 ea  
State program may disappear in 2010.

Based on 2008 & 2009.  
Average of \$250 per month.

For presentations & grant application.

Google marketing allowance reflects possible hits on search engine  
NRF website and Trade media @ \$1,000/mth average  
Average of \$200 per month  
Plus in-kind services during feasibility study

Campaign expense.  
Campaign expense.  
Event expense.

1 SS&

Based on 2008-09 Budget plus 10%  
Based on 2008-09 Budget plus 10%

Monthly Ad in The Flyer, Sept thru May @ \$450/mth  
Bi-Monthly Ad in Chesapeake East magazine, 6 mth @ \$350/mth  
Outreach Advertising @ \$1,000/mth average  
Participation in State-wide Main Street campaign  
Based on 2009 Actual.  
Based on 2009 Actual.  
Materials: 8 restaurants @ \$150 ea.  
Increase to One Hour Free  
Entertainment, prizes & advertising  
Based on 2009 Actual.  
Same as 2007-08 and 08-09.  
Based on 2009 Actual.

One new sculpture  
Promotional Materials.  
Lights for 12 Sculptures @ \$300 ea.  
  
Plus in-kind services for urban art project

First increase since 2007  
Restore Coverage  
  
3 days/wk x 50 wk/yr x \$8/hr

Average of \$200 per month.  
4 events @ \$500 ea.  
Caps, shirts, totes, etc.  
Current brochure outdated.  
Replace 4 signs @ \$1,000 ea.

Update of 2007 research.  
Based on 2009 Costs .  
Based on 2009 Costs  
At \$315 per month  
Average of \$100 per month  
Average of \$85 per month  
Hardware & software replacement & upgrade  
Average of \$75 per month  
Online services, Post Office Box, etc.  
Texts, periodicals, etc.  
Registration expense  
Main Street meetings  
Average of \$75 per month  
Average of \$20 per month  
10% of G&A Expense.



P. O. Box 2517, Salisbury, MD 21802-2517

(410) 860-5981 • Fax (410) 742-1126

February 4, 2010

John Pick, City Administrator  
Office of the Mayor  
125 North Division Street, Room #304  
Salisbury, MD 21801

Dear Mr. Pick:

The Village of Hope respectfully requests funding in the amount of \$2000 from the City of Salisbury to support our operation of two vital community programs, The Village of Hope Medical Clinic, which provides medical care to uninsured, underinsured and low-income residents on the Eastern Shore, and our *Steps to Success* Transitional Living Program, which provides housing and life skills training to homeless women and their children.

Our mission of providing assistance to our disadvantaged neighbors has continued for 20 years, thanks to the generosity of the community and support from our local United Way. However, even as funding and private donations are diminished due to the current economic climate, the need in our community is rapidly increasing. The requested funds would be used for operating expenses and we would split funds equally between the two programs.

Enclosed please find our 2010 budget, current Profit & Loss Statement and Balance Sheet. Please note that our 2009 Financial Review is still under way and will be completed within the next week. I will forward it under separate copy when it is complete. I will also mail a hard copy of the enclosed documents. If you have any questions or need additional documentation, please contact me at 410-860-4806. Your consideration for funding is deeply appreciated.

Sincerely yours,

  
Jessica Smith-Harper  
Executive Director

A United Way Agency



1561

VILLAGE OF HOPE FY 2010 BUDGET

Revenue Projections

Acct #	Description	Transitional			Mgmt &	Fund	Total
		Clinic	Living	Rental	General	Raising	
4000	<b>Contributions</b>						
	Cash Contributions	3000	3000	0	1000	14,000	21,000
	Board Appeal	0	0	0	0	50,000	50,000
	S'y Med Sci Fndn	21,000	0	0	0	0	21,000
	PRMC	20,000	0	0	0	0	20,000
	Annual Appeal	15,000	15,000	0	0	0	30,000
	Physician's Appeal	20,000	0	0	0	0	20,000
							162,000
4050	<b>Restricted Grants</b>						
	CFES Counseling Grant	0	10,800	0	0	0	10,800
	Weinberg Grant	30,000	0	0	0	0	30,000
	Quality Health Found.	50,000	0	0	0	0	50,000
							90,800
4100	<b>UWLES</b>	10,000	36,000	0	0	0	46,000
4105	<b>Other Campaigns</b>	300	300	0	0	0	600
4200	<b>Government Grants:</b>						
	Somerset County	0	1000	0	0	0	1000
	ESG	0	15,000	0	0	0	15,000
	HPRP	0	21,000	0	0	0	21,000
							37,000
4300	<b>Clinic Fees - Patients</b>	25,000	0	0	0	0	25,000
4302	<b>Clinic Fees - 3rd party</b>	100,000	0	0	0	0	100,000
							125,000

1562

VILLAGE OF HOPE FY 2010 BUDGET

Revenue Projections

			<b>Transitional</b>		<b>Mgmt &amp;</b>	<b>Fund</b>	
		<b>Clinic</b>	<b>Living</b>	<b>Rental</b>	<b>General</b>	<b>Raising</b>	<b>Total</b>
4305	<b>Resident Fees</b>	0	25,000	0	0	0	25,000
4310	<b>Rental Income</b>	0	0	40,000	0	0	40,000
4500	<b>Interest</b>	0	0	0	600	0	600
4505	<b>CFES Endowment</b>	2000	2000	0	0	0	4000
4800	<b>Net of Special Events</b>	0	0	0	0	59,000	59,000
4900	<b>Miscellaneous</b>	0	3772	0	1350	0	5122
	<b>Total Revenues</b>	\$ 296,300	\$ 132,872	\$ 40,000	\$2,950.00	\$ 123,000	\$ 595,122

1563

**VILLAGE OF HOPE-FY 2010 BUDGET**  
**Expense Projections**

Acct #	Description	Clinic	TLP	Rental	Mgmt & General	Fund Raising	Total
	<b>Personnel Expenses</b>						
5310	Salaries & Wages	162,858	74,957	0	92,229	0	330,044
5315	Social Security & Medicare	12,587	6625	0	7288	0	26,500
5320	MD Unemployment	3,950	1000	0	7650	0	12,600
5325	Health & Life Insurance	9,700	4850	0	9,700	0	24,250
5330	Employee Deductible	3000	1000	0	2000	0	6000
							399,394
6000	<b>Professional Fees</b>						
	Nurse Practitioner	10,000	0	0	0	0	10,000
	Medical billing service	13,260	0	0	0	0	13,260
	Lab Costs (grant paid)	15,000	0	0	0	0	15,000
							38,260
6100	<b>Office Supplies</b>	0	0	0	5800	1000	6800
6102	<b>Medical Supplies</b>	14,000	0	0	0	0	14,000
6104	<b>Program Supplies</b>	0	500	0	0	0	500
6200	<b>Telephone</b>	2167	2166	0	2167	0	6500
6300	<b>Postage &amp; Shipping</b>	829	300	0	1029	600	2758
	<b>Occupancy</b>					0	
6401	Electric	4900	16,500	4900	1100	0	27,400
6402	Natural Gas	3144	10,484	3144	699	0	17,471
6404	Water/Sewer	1709	5698	1709	380	0	9496
6405	Trash Service	184	612	184	41	0	1021
6406	Groundskeeping	153	508	153	34	0	848
6407	Pest Control	223	744	223	50	0	1240
6408	Repairs (Noncapital)	1116	3720	1116	248	0	6200

\$951

**VILLAGE OF HOPE-FY 2010 BUDGET**  
**Expense Projections**

Acct #	Description	Clinic	TLP	Rental	Mgmt & General	Fund Raising	Total
	<b>Occupancy, cont'd</b>						
6410	Facility Supplies	902	902	550	902	0	3256
6411	Misc Occupancy	216	720	216	48	0	1200
							68,132
	<b>Repairs</b>						
6501	Equipment	2500	2500	0	0	0	5000
6502	Service Agreements	2850	2850	300	0	0	6000
6600	<b>Printing/Publications</b>	100	100	0	400	100	700
6700	<b>Travel &amp; Lodging</b>	800	0	0	0	0	800
6800	<b>Meetings &amp; Training</b>	700	100	0	100	0	900
6900	<b>Interest Expense</b>			0		0	
6901	<b>FBW Mortgage</b>	6563	0	6563	3282	0	16,408
	<b>Insurance</b>						
7101	Commercial Package	0	0	0	17,000	0	17,000
7102	D & O	0	0	0	1363	0	1363
7103	Workers Comp	0	0	0	5000	0	5000
7104	NP Malpractice	1050	0	0	0	0	1050
	<b>Other Expenses</b>						
7500	Miscellaneous	760	750	0	747	0	2257
7503	Recruiting	500	0	0	0	0	500
7507	Licenses & Permits	1600	0	0	200	0	1800

1565

**VILLAGE OF HOPE-FY 2010 BUDGET**

**Expense Projections**

					<b>Mgmt &amp;</b>	<b>Fund</b>	
		<b>Clinic</b>	<b>TLP</b>	<b>Rental</b>	<b>General</b>	<b>Raising</b>	<b>Total</b>
	<b>Total Expenses</b>	\$ 277,321	\$ 137,586	\$ 19,058	\$ 159,457	\$ 1,700	\$ 595,122
	<b>Total Revenues</b>	\$ 296,300	\$ 132,872	\$ 40,000	\$ 2,950	\$ 123,000	\$ 595,122
	<b>Revenues less Expenses</b>	\$ 18,979	\$ (4,714)	\$ 20,942	\$ (156,507)	\$ 121,300	

1566  
NSI

**Village of Hope, Inc.**  
**Profit & Loss**  
 July 1, 2009 through February 5, 2010

12:20 PM  
 02/05/2010  
 Accrual Basis  
Jul 1, '09 - Feb 5, 10

**Ordinary Income/Expense**  
**Income**

<b>Contributions</b>	
4000 · Contribution - Cash	81,549.63
4050 · Grants for restricted purposes	54,027.71
<b>Total Contributions</b>	135,577.34

<b>Indirect Public Support</b>	
4100 · United Way of LowerEasternShore	26,833.31
4105 · Other Campaigns	519.45
<b>Total Indirect Public Support</b>	27,352.76

4200 · Government grants	5,300.00
<b>Program Service Revenue</b>	
4300 · Medical Fees - Patients	9,579.86
4302 · Medical Fees - 3rd Party Payers	85,660.47
4305 · Residence Fees	11,370.93
4310 · Rental Income - C4CS & Dental	30,400.00
<b>Total Program Service Revenue</b>	137,011.26

4500 · Interest Income	85.53
4505 · CFES Endowment	559.37
4800 · Special Events Revenues	19,158.31
4900 · Miscellaneous Revenues	6,326.72

**Total Income** 331,371.29

**Expense**

reimbursements	194.20
69800 · Uncategorized Expenses	250.00

<b>Salaries and Related</b>	
5310 · Salaries & Wages	165,883.19
5315 · Social Security & Medicare	12,839.05
5320 · MD Unemployment Insurance	3,605.00
5321 · Federal unemployment	83.93
5325 · Health & Life Insurance	18,131.46
Salaries and Related - Other	252.13
<b>Total Salaries and Related</b>	200,794.76

<b>6000 · Professional Fees (Medical)</b>	
6050 · Lab costs	18,462.15
6060 · Medical Billing Services	7,248.15
6070 · Medical Procedures (grant)	663.50
6000 · Professional Fees (Medical) - Other	7,959.40
<b>Total 6000 · Professional Fees (Medical)</b>	34,333.20

<b>Supplies</b>	
6100 · Office Supplies	6,134.35

1567

Jul 1, '09 - Feb 5, 10

6102 · Clinic Supplies	4,904.41
<b>Total Supplies</b>	<b>11,038.76</b>
6200 · Telephone	4,767.37
6300 · Postage & Shipping	1,007.17
<b>Occupancy</b>	
6401 · Electric	11,501.77
6402 · Natural Gas	6,902.63
6404 · Water & Sewer	3,756.52
6405 · Trash Removal	939.51
6406 · Grounds Keeping	4,056.58
6407 · Pest Control	1,251.41
6408 · Repairs - Non Capital	5,889.10
6410 · Facility Supplies	3,461.22
6411 · Miscellaneous occupancy	1,059.11
6412 · Cable, internet, etc.	989.44
<b>Total Occupancy</b>	<b>39,807.29</b>
<b>Repairs &amp; Maintenance</b>	
6501 · Equipment	726.61
6502 · Service Agreements	6,442.88
<b>Total Repairs &amp; Maintenance</b>	<b>7,169.49</b>
6600 · Printing & Publications	296.00
6700 · Travel	1,309.08
6800 · Meetings & Training	1,091.33
<b>Insurance</b>	
7104 · Professional Liability (NP)	1,011.00
7101 · Property & Liability	12,468.02
7102 · Directors & Officers	172.00
7103 · Workmens Compensation	4,254.00
<b>Total Insurance</b>	<b>17,905.02</b>
<b>7500 · Other Expenses</b>	
7510 · Publicity	274.00
7508 · Dues & Memberships	196.00
7507 · Licenses & permits	625.00
7506 · Penalties and late fees	49.54
<b>Total 7500 · Other Expenses</b>	<b>1,144.54</b>
7505 · Bank Charges	1,103.23
<b>Total Expense</b>	<b>322,211.44</b>
<b>Net Ordinary Income</b>	<b>9,159.85</b>
<b>Net Income</b>	<b>9,159.85</b>

1568

Village of Hope, Inc.  
**Balance Sheet**  
 As of February 5, 2010

12:21 PM  
 02/05/2010  
 Accrual Basis  
**Feb 5, 10**

**ASSETS**

**Current Assets**

**Checking/Savings**

**Cash and cash equivalents**

1001 · PNC Bank - operating	3,034.25
1007 · PNC Money Market	6,348.29
1004 · PNC Bank- Gala	1,197.00
1005 · Farmers Bank Money Market Acct	18,290.65
1100 · Petty Cash	199.83
<b>Total Cash and cash equivalents</b>	<b>29,070.02</b>

**Total Checking/Savings** 29,070.02

**Accounts Receivable**

1300 · Accounts receivable - other	885.00
1320 · Accounts Receivable - Residents	-375.00

**Total Accounts Receivable** 510.00

**Other Current Assets**

1150 · Accts receivable - misc	3,450.00
1175 · Unconditional promises to give	10,931.72
1200 · Prepaid Expenses	1,313.74
<b>Accounts Receivable</b>	
1310 · Accounts Receivable - Clinic	15,891.94
Accounts Receivable - Other	66.00
<b>Total Accounts Receivable</b>	<b>15,957.94</b>

1499 · Undeposited Funds -295.00

**Total Other Current Assets** 31,358.40

**Total Current Assets** 60,938.42

**Fixed Assets**

1601 · Land 81,268.00

**Facilities**

1602 · Morris Building	1,267,215.00
1603 · Residence Building	82,623.99

**Total Facilities** 1,349,838.99

**Equipment**

1604 · General	157,407.00
1605 · Residence	8,014.33

**Total Equipment** 165,421.33

1611 · Accumulated Depreciation -813,575.27

**Total Fixed Assets** 782,953.05

1569

Feb 5, 10

Other Assets

1700 · Loan Costs	1,696.00
1701 · Loan Costs - Accum. Amort.	-170.00
1750 · Unconditional promises - LT	4,583.33
1751 · Pledges -Net Present Value disc	-141.47

Total Other Assets 5,967.86

**TOTAL ASSETS** 849,859.33

**LIABILITIES & EQUITY**

Liabilities

Current Liabilities

Accounts Payable

2001 · Accounts Payable 6,650.18

Total Accounts Payable 6,650.18

Other Current Liabilities

2750 · Payroll tax penalties 4,200.00

2107 · Refundable advance 16,838.54

2108 · Accrued Vacation 7,284.00

2110 · Security deposits 2,650.00

2103 · Current maturity of LTD 3,800.75

2106 · Payroll Tax Liab- Manual -97.82

2109 · Designated contributions 2,345.06

Payroll Liabilities

2111 · Federal I/T Withheld 1,034.00

2112 · Social Security Payable - ER 699.75

2113 · Social Security Withheld - EE 699.75

2114 · Medicare payable - ER 163.66

2115 · Medicare Withheld - EE 163.66

2121 · MD I/T Withheld -0.96

2122 · MD Unemployment Payable 2,366.99

2131 · United Way - Withheld 126.52

2150 · Health Insurance Payable - ER -1,417.50

2151 · Health Insurance W/H - EE 35.00

2154 · Life Insurance Payable - ER 87.12

2160 · AfLAC Insurance W/H - EE -136.14

Payroll Liabilities - Other -183.15

Total Payroll Liabilities 3,638.70

2700 · Loan from board member 10,000.00

Total Other Current Liabilities 50,659.23

Total Current Liabilities 57,309.41

Long Term Liabilities

2850 · Payroll tax penalties - LT 913.61

2801 · Farmers Bank mortgage #2 156,386.73

Total Long Term Liabilities 157,300.34

1570

	<u>Feb 5, 10</u>
<b>Total Liabilities</b>	214,609.75
<b>Equity</b>	
3900 - Retained Earnings	626,089.73
Net Income	<u>9,159.85</u>
<b>Total Equity</b>	<u>635,249.58</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>849,859.33</u></u>