

City of Cambridge FY 2018 Budget Overview

- ## Budget format
- ▶ Last year moved to service delivery focus- what accomplished with scarce public resources
 - ▶ Each division includes descriptions, performance measures, accomplishments, goals
 - ▶ Expanded debt section, shows debt in graphs, added comparable charts
 - ▶ Added new fiscal policies

All Funds – Two Year Comparison

(in thousands)

	FY 2017	FY 2018	Diff.
Revenues	\$19,535	\$20,658	5.7%
Expenses	\$19,535	\$20,658	
Positions	125/11	125/9	-2

General Fund: 2 Year Comparison

(in thousands)

	FY 2017	FY 2018	Diff.
Revenues	\$11,883	\$12,690	6.7%
Expenses	\$11,883	\$12,690	
# Employees	106/11	106/9	-2

- ## Focus is on: Council goals
- ▶ Strengthen financial health
 - ▶ Safe and livable housing
 - ▶ Economic Development
 - ▶ Increased Public Safety
 - ▶ Support City Employees
 - ▶ Reduce Trash Sent to Landfills

- ## General Fund - Revenues
- ▶ Constant yield - .8179
 - ▶ Projected growth from income taxes
 - ▶ Projected increase in sanitation fees
 - ▶ One time monies of \$194,000 used for capital
 - ▶ Grant money of \$300,000 for sidewalks included (at application stage)

Focus is on: Revenues

- ▶ Property taxes assumes maintenance of constant yield (.8179)
- ▶ City fees remain the same except:
 - Solid waste fees increased
 - Marina fee late fees expanded

Focus is on: Expenses

- ▶ No new debt except Sailwinds Wharf repairs - debt avoided when possible
 - 5 million+ projected cost - funded with 4 million grant and City line of credit
- ▶ Limited use of reserves
 - One time revenues used for capital projects

Focus is on: Expenses

- ▶ Upward pressures on the budget
 - Debt for Sailwinds
 - Employee compensation
 - Various events
 - Increase in attorney costs
 - Increase in tipping fees
 - Increase in health insurance

Focus is on: Reorganizations

- ▶ Deputy Chief retiring in January 2018
- ▶ Reorganization in January 2018
 - Eliminate Deputy Chief and Lieutenant position
 - Create two new Captain positions
 - Sergeant moved from Administration to Patrol
 - No positions overall created or eliminated- still 48 sworn officers

Focus is on: Expenses

- ▶ Employee compensation
 - 1.5%-3% COLA
 - Increases to lowest paid maintenance workers

Focus is on: Expenses

- ▶ Lapse time of \$180,000- same as last year
- ▶ Limited new programs- Human Service grants
- ▶ Appropriated reserve of \$100,000- same as last year

Marina Fund

- ▶ Revenue- \$696,201
- ▶ Expenses- \$696,201
- ▶ Number of Employees- 2

Sewer Fund

- ▶ Revenue- \$4,471,153
- ▶ Expenses- \$4,471,153
- ▶ Number of Employees- 1

MUC Fund

- ▶ Revenue- \$1,930,674
- ▶ Expenses- \$1,930,674
- ▶ Number of Employees- 16

Health Insurance Internal Service Fund

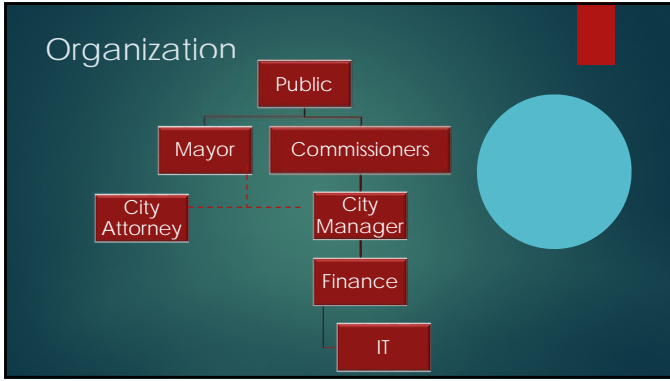
- ▶ Revenue- \$870,000
- ▶ Expenses- \$870,000

Fiscal Year 2018 Proposed Operating and Capital Budget

**MAYOR, COUNCIL,
& ADMINISTRATION**

Combined - Budget Overview

Fiscal Year	Budget	Positions
2017	1,192,409	14
2018	1,329,806	15



Mayor, Council, & Administration

Mayor

Mayor's Budget Overview

Fiscal Year	Budget	Positions
2017	27,408	1
2018	17,720	1

Mayor, Council & Administration

COMMISSIONERS

Commissioners' Budget Overview

Fiscal Year	Budget	Positions
2017	115,071	5
2018	154,032	5

- ### Commissioners: FY 17 Accomplishments - Selected
- ▶ Election in July 2017.
 - ▶ Developed Council Goals for a second year.

FY 18 Council Goals

- ▶ Strengthen the financial health of the City
- ▶ Safe and livable housing for all citizens
- ▶ Promote economic development
- ▶ Increased public safety
- ▶ Child and youth development

FY 18 Council Goals

- ▶ Support City employees
- ▶ Reduce trash sent to landfills

Mayor, Council & Administration

CITY MANAGER

City Manager: Key Descriptors

- ▶ Chief executive officer
- ▶ Direction to City Departments Heads
- ▶ Preparation of Council Agendas and advice to Council
- ▶ Preparation of annual proposed operating and capital program

City Manager Budget Overview

Fiscal Year	Budget	Positions
2017	233,892	2
2017	294,572	3

City Manager: Performance Measures - Selected

Measures	2016 (est)	2017
Timely agendas	14	24
Submission of a balanced operating and capital budget	1	1

City Manager: FY 2017 Accomplishments - Selected

- ▶ Orient new Council members
- ▶ Transitioned Governor's Hall to manager group
- ▶ Facilitated Council team building, goal setting, capital program input
- ▶ Assistant with recruitment and selection of new City Attorney

City Manager: FY 18 Goals - Selected

- ▶ Orient new City Attorney
- ▶ Secure grant funding for housing revitalization
- ▶ Recruit hire new Police Chief
- ▶ Work on Sailwinds development

Mayor, Council & Administration

FINANCE

Finance: Key Descriptors

- ▶ Processor of all financial data - Payroll, payables, revenue, general ledger
- ▶ Monitor budget and cash
- ▶ Lead budget development process

Finance Budget Overview

Fiscal Year	Budget	Positions
2017	448,954	3/1
2018	468,353	3/1

Finance: Performance Measures

Measures	2017 (est)	2018 (est)
Accounts payable checks issued	1906	1991
Personal property tax bills issued	487	480

Finance: FY 2017 Accomplishments

- ▶ New auditor- no findings
- ▶ New fiscal policies
- ▶ Maximizing investments with banks

Finance: FY 18 Goals

- ▶ Develop more fiscal policies
- ▶ Greater use of financial software
- ▶ FY 2017 Audit with no findings

Mayor, Council, & Administration

INFORMATION TECHNOLOGY

IT: Key Descriptors

Oversees information technology for the City including software and hardware

IT Budget Overview

Fiscal Year	Budget	Positions
2016	252,984	2
2017	241,629	2

IT: Performance Measures

Measures	2017 (est)	2018 (est)
# of workstations and laptops maintained	104	110
Fiber links maintained	5	6
Virtual servers availability	99.99%	99.99%

IT: FY 2017 Accomplishments

- ▶ Implemented and oversaw installation of new software
- ▶ Implemented Office 365

IT: FY 18 Goals

- ▶ Work with County to correlate GIS upgrade
- ▶ Implement new help desk software
- ▶ Firewall safe guards

Mayor, Council & Administration

CITY ATTORNEY

City Attorney: Key Descriptors

- ▶ Provides expert legal advice and support to Council, various boards and commissions, and staff.
- ▶ Represents City before administrative agencies and federal and state courts.
- ▶ Supports City Manager and advises Council on contract negotiations.

City Attorney Budget Overview

Fiscal Year	Budget	Positions
2017	114,100	NA (contract)
2018	153,500	NA (contract)

Performance Measures

Measures	2017 (est)	2018 (est)
Ordinances prepared and approved	30	10
Resolutions prepared and approved	12	10

City Attorney: FY 17 Accomplishments

- ▶ Modified Unified Development Code
- ▶ Assisted with drafting ordinances

City Attorney: FY 18 Goals

- ▶ Publish updates to Code
- ▶ Support Sailwinds Committee and Council on developer selection and contract negotiation

Mayor, Council & Administration

In closing....

- ▶ Combined budget: \$1,329,806 - 6.5%
- ▶ Leadership and direction
- ▶ Administrative support to the entire organizations

Thank you

Fiscal Year 2018 Proposed Operating and Capital Budget




Department of Public Works



ECONOMIC DEVELOPMENT

Fiscal Year 2018 Proposed Operating and Capital Budget



DEPARTMENT OF PUBLIC WORKS

Department of Public Works



ECONOMIC DEVELOPMENT

Key Descriptors

- ▶ Business Retention.
- ▶ Grants Administration, Marketing, A&E District, Façade Improvement Program, Community Events, Website redesign and Marina advertising budget.
- ▶ Supports Sailwinds project, Business Friendly, Senior Resident Tax Credit, Economic Development Strategic Plan Update, Economic Development Strategic Plan Committee.

Project Updates

Hearn Building	Cambridge Marketplace	Phillips Packing Plant
		
<p>COMPLETED: Building cleared out, and thousands of gallons of water pumped from the basement.</p> <p>MOVING FORWARD: Continuing Stabilization and acquisition of supporting buildings.</p>	<p>COMPLETED: Property acquisition is complete and Fairchild Properties is working with the Planning Commission on Phase 1 and 2.</p> <p>MOVING FORWARD: June 6 Ground-breaking ceremony.</p>	<p>COMPLETED: Funding sources through state and national historic tax credits, but with more work to do.</p> <p>MOVING FORWARD: Stabilization would begin with Spring 2018 in mind for a "Grand Opening".</p>

Project Updates

Metro Food Market	Doctor's Orders	Woodbourne/Nexus
		
<p>COMPLETED: Building was acquired, and development partnerships are developing.</p> <p>MOVING FORWARD: Commercial uses will replace larger Metro footprint.</p>	<p>COMPLETED: Following through lengthy state licensing process. Construction has begun indoors.</p> <p>MOVING FORWARD: Hiring is expected to begin this summer, with a Jan. 1 opening in mind.</p>	<p>COMPLETED: Property visits were positive and site is being seriously considered.</p> <p>MOVING FORWARD: Organization is working through proper financial due diligence, and is researching funding.</p>

Division Budget Overview

Fiscal Year	Budget	Positions
2016	\$242,246	2.5
2017	\$211,715	2.5
2018	\$136,671	1.5

Performance Measures - Selected

Measures	2017 (projected)	2017 (actual)	2018 (projected)
Façade Improvement	\$50,000	\$50,000	\$50,000
Outdoor/Indoor Events	1	6	3
New Business Contacts		12	12
Existing Business Contacts	65%	195	225

FY 2018 Goals

- ▶ Work more effectively with existing/new Business entrepreneurs and business prospects.
- ▶ Facilitate improvements in Quality of Life through Community Development efforts, special events and relationships with community partners.
- ▶ Develop a more thorough inventory of vacant building assets and communicate with potential developers.

Department of Public Works



SPECIAL EVENTS

Key Descriptors

- ▶ Events held for the benefit of Cambridge residents, to promote tourism and stimulate the City's economy.

Division Budget Overview

Fiscal Year	Budget	Positions
2016	\$55,000	0
2017	\$63,000	0
2018	\$134,400	0

FY 2018 Goals

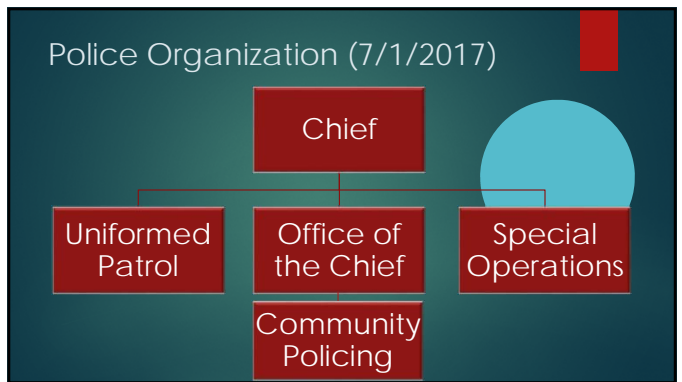
- ▶ Provided support staff and services for Ironman Maryland, and Eagleman Triathlons.
- ▶ Annual 4th of July Fireworks.
- ▶ Police coverage at other various events; i.e. Second Saturday, Taste of Cambridge, High School Football & Basketball, Beer Festivals, Seafood Festival, Cambridge-Dorchester County Christmas Parade and Elks Club Parades.

Thank you

Fiscal Year 2018 Proposed Operating and Capital Budget
POLICE DEPARTMENT

Police Budget Overview

Fiscal Year	Budget	Positions
2017	\$4,947,501	52/3
2018	\$4,984,931	52/1



- Organization Changes
- ▶ Restructure to a two Captain Administration System and removing the Deputy Chief Position upon Major Lewis retiring January 1, 2018.
 - ▶ Assigning uniformed Patrol Officers on a 3 month rotation giving experience in Community Policing.
 - ▶ Added a Victims of Crime Advocate position to Special Operations (Funded through Grant Funding)
 - ▶ Moved a sergeant from Administration to Patrol


FY 17 Accomplishments

- ▶ Improved fiscal responsibility – purchasing, grants and military surplus
- ▶ Built relationships with regional law enforcement and social service organizations
- ▶ Held the second Citizen's Police Academy



FY 18 Challenges

- ▶ Reducing crime with our economic and social situations
- ▶ Developing our youth so they have a vision for the future (particularly employment with the police department)
- ▶ Recruiting officers that will help the department mirror our city's diversity and understand its culture




POLICE

OFFICE OF POLICE CHIEF

Key Descriptors

- ▶ Provide guidance and support for overall police operations
- ▶ Manage department personnel, equipment, budgeting, training, and policies
- ▶ The community-oriented police officers (COPs) play a significant role within the community as they are perhaps the most visible to the public. Their focus is identifying problems that result in criminal behavior and building partnerships between community leaders and residents to create solutions using police resources.



Division Budget Overview

Fiscal Year	Budget	Positions
2017	\$787,384	10/1
2018	\$898,519	9

- Administrative Sergeant position moved to sergeant position in Patrol
- Records technician position eliminated with retirement of technician August 2016

Performance Measures - Selected

Measures	2017	2018
Review and update policies	35	20
Provide Officer Training (900 minimum hours required)	9777	5000
Form neighborhood groups (Neighborhood Watch or Associations)	4	4
Select initial Police Explorer participants	10	12
Teach DARE program in city schools	4	4

FY 2017 Accomplishments - Selected

- ▶ Restored cooperation with regional law enforcement agencies
- ▶ Improved intelligence and information sharing
- ▶ Consolidated dispatch services with Dorchester County 911 Communications

FY 18 Goals – Selected

- ▶ Exceed MPTC mandatory training requirements
- ▶ Expand community visibility and outreach through residential patrols, community meetings, events and social media
- ▶ Explore additional Grant funding
- ▶ Maintain Police Explorer Program
- ▶ Recruit, hire, and train new officers



POLICE



PATROL



Key Descriptors

- ▶ Patrol officers respond to calls for service
- ▶ With the COPs grant one sergeant, one corporal and three officers are on each squad
- ▶ Supervisors have duties like fleet maintenance, armorer, quartermaster
- ▶ All officers are trained in first aid and Narcan
- ▶ Two K-9 officers respond to assist officers on traffic stops and search warrants, and are frequently requested by other agencies
- ▶ Body worn cameras are utilized by each officer

Division Budget Overview

Fiscal Year	Budget	Positions
2017	\$3,486,558	34/2
2018	\$3,389,022	35/1*

• New sergeant position as administration sergeant eliminated.
 • Communications officer position eliminated with retirement of employee in December 2016

Performance Measures - Selected

Measures	2017	2018
Number of downtown foot/bike patrols	758	800
Reduce crime in downtown business district	Minus 20%	Minus 5%
Community meetings attended by neighborhood beat officers	160	100
Directed traffic enforcement conducted based upon crash data	100	50

FY 2017 Accomplishments Selected





- ▶ Improved police vehicle equipment for officer safety
- ▶ Increase Proactive Patrols to identify crime
- ▶ Providing Curfew Checks for District Court
- ▶ Deployment of additional Bike Patrols
- ▶ Improved retention of officers

FY 18 Goals – Selected

- ▶ Reduce Crime through proactive patrols and omnipresence.
- ▶ Institute additional Neighborhood Watch Program to build a relationship with residents and identify quality of life issues
- ▶ Improve pedestrian and vehicle safety through crash analysis and directed enforcement
- ▶ Utilize crime analysis software for analyzing criminal activity and effective deployment of resources.

POLICE

SPECIAL OPERATIONS

Key Descriptors

- ▶ Criminal and narcotics investigators comprising a flexible and responsive team that can respond and investigate any situation
- ▶ Conduct background investigations for police applicants
- ▶ Prepare cases for trial with the State's Attorney
- ▶ Two narcotics detectives work on street-level activity and a third is assigned to the Dorchester County Narcotics Task Force
- ▶ Conduct polygraph examinations for city employees and other police departments
- ▶ Conduct crime scene investigations, maintain evidence room, send evidence to state lab and prepare evidence and reports for court

Division Budget Overview

Fiscal Year	Budget	Positions
2017	\$673,559	8
2018	\$697,390	8

Performance Measures - Selected

Measures	2017	2018
Increase closure rate for violent crime	72%	60%
Achieve a high warrant approval rate	100%	80%
Increase number Safe Streets grant operations targeting narcotics, prostitution, gangs	20	8
Conduct curfew checks for Drug Court	500	360

FY 2017 Accomplishments - Selected

- ▶ Achieved clearance rate of about 72% for violent crime, Investigated and solved 2 Homicide cases.
- ▶ Increased investigative quality by working closely with the State's Attorney
- ▶ Conducted background investigations on 20 applicants
- ▶ Trained a new Polygraph Operator
- ▶ Emergency Response Team served 13 search warrants and assisted The Dorchester County Narcotics Task Force on numerous investigations

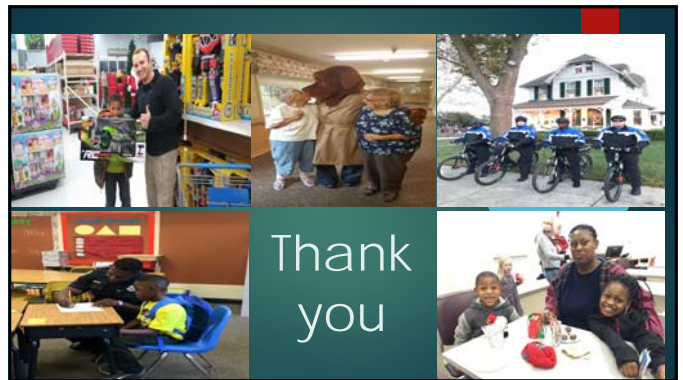
FY 18 Goals – Selected

- ▶ Improve communication with State's Attorney's Office to ensure successful warrant approval and prosecution
- ▶ Improve evidence analysis and control with a civilian property and evidence technician
- ▶ Attempt to secure additional Safe Streets funding through the Governors Office.
- ▶ Provide support to victims of crimes with the support of the departments Victims Advocate Program (Grant Funded)



POLICE DEPARTMENT

In the past 2 years, we have instituted a new atmosphere of open communication and innovation. In 2018, we will continue to focus on reaching out to the community to address quality of life issues, proactively address street level crime and begin working with our youth.



Fiscal Year 2018 Proposed Operating and Capital Budget

RESCUE FIRE COMPANY

Rescue Fire Company

OPERATIONS



Organization

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    graph TD
      A[Fire Chief] --- B[Assistant Chiefs]
      B --- C[Volunteers]
  
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Department Budget Overview

Fiscal Year	Budget	Positions
2017	\$623,491	[none]
2018	\$620,539	[none]

- ### Key Descriptors
- ▶ Rescue Fire Company established in 1882
 - ▶ All volunteer organization – 45 active members
 - ▶ 1st due for 40 square miles area with 14,000 population

Performance Measures - Selected

Measures	2017 (est)	2018
Total Responses	960	1,000
Reported Structure Fires	90	100
Training Classes attended	352	450
Total Staff Hours	20,000	25,000

- ### FY 17 Accomplishments - Selected
- ▶ Developed an Officer training program.
 - ▶ Reduced cost by consolidating apparatus standard testing.
 - ▶ Entered an agreement with the County for joint use of a ATV Gator for Search & Rescue.
 - ▶ Reduced Workman's Comp claims.



FY18 Significant Goals – Selected

- ▶ Explore mobile technologies for use in pre-planning of incidents.
- ▶ Fully implement Active911.
- ▶ Improve recruitment and retention of personnel.
- ▶ Begin replacement process for Tower 1 by looking for grants

Questions?

Thank you