

Council Agenda Report

Date: December 12, 2016

Prepared and Submitted by: Sandra Tripp-Jones, City Manager *STJ*

SUBJECT: Project Manager Position for Sailwinds/Port Property Development

Recommendation: That Council:

- A. Approve creation of a new position – Redevelopment Project (Sailwinds) Manager as a contract position and delete the position of Economic Development Director;
- B. Adopt Resolution No. 16 –017 of the Commissioners of Cambridge, Maryland, to Amend Resolution No.16-014 Which Adopted Positions and Salary Controls and Schedules of Salary Grades and Steps for General Employees and Sworn Police Officers for Fiscal Year 2017; and
- C. Approve the recommended job description for the Redevelopment Project (Sailwinds) Manager as a contract position.

Discussion:

Over the last year the City Council has considered and approved an approach for developing the Sailwinds/Port Property. The process is currently at the stages of completing a market feasibility study and drafting an RFP for a developer. It is expected that the RFP will be released in March 2017 for a 120-day period. By the time that the proposals are submitted the City will need to have:

- 1) Met with the Lieutenant Governor and other heads of State Agencies to brief them on the project and explore possible State assistance to the project.
- 2) Assembled a team to review and evaluate proposals, including proposal evaluation professionals;
- 3) Prepared document control procedures;
- 4) Developed proposal review procedures and materials; and
- 5) Determined a public information and public review and input process on the proposals received by the City.

Following selection of a developer (assuming there is a winning proposal), we will have to coordinate negotiation and finalization of the development master agreement, coordinate with State agencies, identify and secure funding for any City obligations under the agreement, and work with the developer on planning approvals, facilitate coordinated planning-engineering-and

applications for permits from other agencies, monitor compliance with the Master Development Agreement, and continuously keep the public informed on the status of the project.

There are many other steps not listed here, but the intent is to give an overall idea of the work connected with getting to the point of a selected and fully approved project. In order to do this work well and expeditiously, additional staff support is needed.

Currently, the Associate Economic Development Director reports to the City Planner and together with the Public Works Director and City Manager, are just managing to respond to the day to day demands of an economic development program. The City is about to embark on a joint project with the County. The City/County/Hurlock joint economic development committee will provide guidance to the collaborative work of City and County staff on business attraction and retention. They will also look at the feasibility of forming an Economic Development Commission as an independent corporation responsible for economic development, county-wide.

This same staff group has supported the Sailwinds Committee. However, the workload of this same staff precludes the kind of time to take on the next steps on the Sailwinds Redevelopment Project. Currently there exists an approved Economic Development Director position that is unfilled. It is recommended that that position be converted to a Redevelopment Project (Sailwinds) Manager with the redevelopment skills and experience to provide the leadership, know-how, and focus to move this project forward expeditiously. It is also recommended that the position be a contract position so that as the demands of Sailwinds subside (2-3 years), then the need for the position can be reevaluated.

A recommended job description placing the position at Grade 16 is attached. If Council approves this change, recruitment would begin at the beginning of the year and would be conducted locally as well as through the Maryland Economic Development Association, ICMA and other professional groups, with the hope that the position could be filled by April 1, 2016.

Fiscal Impact: none

Resolution

RESOLUTION NO. 16-017

A RESOLUTION OF THE COMMISSIONERS OF CAMBRIDGE, MARYLAND, TO AMEND RESOLUTION NO. 16-010-014 WHICH ADOPTED POSITIONS AND SALARY CONTROLS AND SCHEDULES OF SALARY GRADES AND STEPS FOR GENERAL EMPLOYEES AND SWORN POLICE OFFICERS FOR FISCAL YEAR 2017

WHEREAS, the City Manager and Sailwinds Committee of the City of Cambridge, have recommended that the following amendments be made to the Positions and Salary Controls, and Schedules of Salary Grades and Steps for General Employees and Sworn Police Officers of the City of Cambridge be adopted for Fiscal Year 2017, which commences July 1, 2016 and ends June 30, 2017, as was codified and approved by Resolution No. 16-010 on June 20, 2016; and

WHEREAS, the Commissioners of Cambridge, considered the recommendation, and have determined that the aforesaid amendment to the Positions and Salary Controls, and Schedules of Salary Grades and Steps should be adopted for Fiscal Year 2017; and

WHEREAS, the Commissioners of Cambridge hereby adopt this Resolution to formally amend the Positions and Salary Controls, and Schedules of Salary Grades and Steps for General Employees and Sworn Police Officers of the City of Cambridge which was originally adopted by Resolution No. 16-010.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSIONERS OF CAMBRIDGE, that the following amendments to the Positions and Salary Controls, and Schedules of Salary Grades and Steps as originally approved in Resolution 16-010, are hereby adopted for Fiscal Year 2017, which is hereby amended and reenacted to read as follows:

2017 Positions and Salary Control

Control	Position	Grade	Control	Position	Grade
Commissioners			Patrol		
01-001	Commissioner Ward 1	NA	08-001	Lieutenant	Lieutenant
01-002	Commissioner Ward 2	NA	08-002	First Sergeant	Sergeant
01-003	Commissioner Ward 3	NA	08-003	Sergeant	Sergeant
01-004	Commissioner Ward 4	NA	08-004	Sergeant	Sergeant
01-005	Commissioner Ward 5	NA	08-006	Sergeant	Sergeant
Mayor			08-007	Sergeant	Sergeant
02-001	Mayor	NA	08-005	Sergeant	Sergeant
City Manager			08-008	Corporal	Corporal
03-001	City Manager	NA	08-009	Corporal	Corporal
03-002	Executive Secretary	10	08-010	Corporal	Corporal
03-003	Redvpmnt Project (Sailwinds) Mgr	16			
Finance Department			08-012	Corporal	Corporal
04-001	Finance Director	17	08-011	Corporal	Corporal
04-003	Payables Account Clerk	7	08-013	Patrol Officer	PFC/Patrol
04-004	Revenue/GL Account Clerk	8	08-014	Patrol Officer	PFC/Patrol

04-005	Purchasing Technician Account Clerk	9
Informational Technology		
06-001	I.T. Coordinator	13
06-002	I.T. Assistant	9
Police Administration		
07-001	Chief of Police	17
07-002	Deputy Chief	Captain
07-003	Lieutenant	Lieutenant
07-005	Sergeant	Sergeant
07-009	Community Police Officer	PFC/Patrol
07-010	Community Police Officer	PFC/Patrol
07-004	Executive Assistant	11
07-006	Records Technician	6
07-007	Records Technician	7
07-008	Records Technician	6
07-011	Sergeant	Sergeant

08-016	Patrol Officer	PFC/Patrol
08-017	Patrol Officer	PFC/Patrol
08-019	Patrol Officer	PFC/Patrol
08-020	Patrol Officer	PFC/Patrol
08-021	Patrol Officer	PFC/Patrol
08-022	Patrol Officer	PFC/Patrol
08-023	Patrol Officer	PFC/Patrol
08-024	Patrol Officer	PFC/Patrol
08-025	Patrol Officer	PFC/Patrol
08-027	Patrol Officer	PFC/Patrol
08-028	Patrol Officer	PFC/Patrol
08-029	Patrol Officer	PFC/Patrol
08-030	Patrol Officer	PFC/Patrol
08-031	Patrol Officer	PFC/Patrol
08-032	Patrol Officer	PFC/Patrol
08-033	Patrol Officer	PFC/Patrol
08-034	Patrol Officer	PFC/Patrol
08-035	Patrol Officer	PFC/Patrol
08-036	Patrol Officer	PFC/Patrol
08-037	Patrol Officer	PFC/Patrol
08-038	Community Police Officer	PFC/Patrol
08-045	Communications Officer	8
08-047	Crossing Guard	NA

Control	Position	Grade
Special Operations		
09-001	Lieutenant	Lieutenant
09-002	Detective Sergeant	Sergeant
09-003	Corporal	Corporal
09-004	Detective	PFC/Patrol
09-005	Detective	PFC/Patrol
09-007	Detective	PFC/Patrol
09-006	Detective	PFC/Patrol
09-009	Investigative Technician	8
Public Works Administration		
10-001	Director	17
10-003	Executive Asst. for Business Services	11
10-006	Secretary I	5

Municipal Properties		
11-001	Asst. Superintendent (MPM)	10
11-002	Asst. Superintendent (PSB)	14
11-003	General Maintenance Worker III	7

Control	Position	Grade
Economic Development		
05-001	Economic Development Director	15
05-002	Associate Economic Dvlpmnt Director	11
05-003	Administrative Assistant	7

Fleet Maintenance		
16-001	Heavy Equipment Mechanic Sprvsr	9
16-002	Heavy Equipment Mechanic	8

Streets and Highways		
17-001	Superintendent of Public Works	13
17-002	Asst. Superintendent PW SSU	10
17-003	Street Maintenance Foreman	9
17-004	Equipment Operator III	8
17-005	Street Maintenance Worker I	5
17-006	Equipment Operator I	6
17-008	Street Maintenance Worker II	6
17-009	Street Maintenance Worker II	6
17-010	Street Maintenance Worker I	5
17-013	Street Maintenance Worker I	5

11-004	General Maintenance Worker II	6
11-005	General Maintenance Worker I	5
11-006	General Maintenance Worker I	5
11-007	General Maintenance Worker I	5
11-009	General Maintenance Worker II	6
11-010	General Maintenance Worker I	5
11-008	General Maintenance Worker I	5
11-012	Custodian	4

17-012	Street Maintenance Worker I	5
Marina		
18-001	Dock Master	10
18-002	Assistant Dock Master	8
Utility Maintenance		
19-001	Equipment Operator I	6

Control	Position	Grade
Planning and Zoning		
12-001	City Planner	16
12-002	P&Z Assistant	8
Engineering Services		
13-001	Deputy Director & City Engineer	16
13-002	Civil Engineer	15
13-003	GIS Specialist	12
13-004	Engineering Technician II	9
Building Safety Services		
14-001	Code Enforcement Officer II	9
14-002	Building Permits Administrator	8
14-003	Secretary I	5
14-004	Code Enforcement Officer I	8
Sanitation and Waste		
15-001	Equipment Operator/ Sanitation Driver	6
15-002	Sanitation Collector	5
15-003	Sanitation Collector	5
15-004	Sanitation Collector	5
15-005	Sanitation Collector	5
15-006	Sanitation Collector	5
15-007	Sanitation Collector	5
15-008	Equipment Operator/Sanitation Driver	6

Control	Position	Grade
Municipal Utilities Commission		
MUC-001	Water Resource Administrator	15
MUC-002	Payroll Account Clerk	9
MUC-003	Billing Account Clerk	7
MUC-004	Customer Service Account Clerk	7
MUC-005	Billing Account Clerk	7
MUC-006	Billing Account Clerk	7
MUC-007	Superintendent	11
MUC-008	Assistant Superintendent	10
MUC-009	Foreman/service coordinator	9
MUC-010	Water Distribution Tech	7
MUC-011	Meter Read Coordinator	7
MUC-012	Water Distribution Tech	7
MUC-013	Water Distribution Tech	7
MUC-014	Water Distribution Tech	7
MUC-015	Water Production Operator	7
MUC-016	Water Production Operator	7
20-001	City Attorney	1

Salary Grades and Steps: General Employees

	1	2	3	4	5	6	7	8	9	10
4	20,868	22,120	23,447	24,854	26,345	27,399	28,495	29,634	30,820	31,897
5	22,546	23,898	25,332	26,852	28,463	29,602	30,786	31,862	33,136	34,462
6	24,353	25,814	27,363	29,004	30,745	31,819	33,092	34,416	35,792	37,224
7	26,317	27,896	29,569	31,192	33,063	34,386	35,761	37,191	38,679	40,226
8	28,409	30,113	31,765	33,671	35,691	37,119	38,604	40,148	41,550	43,212
9	29,521	31,140	33,009	34,989	37,088	38,572	40,115	41,516	43,177	44,904
10	31,730	33,634	35,652	37,791	40,058	41,457	43,116	44,840	46,634	48,499
11	34,263	36,319	38,498	40,808	43,045	44,767	46,558	48,420	50,357	52,371
12	37,011	39,231	41,382	43,865	46,497	48,357	50,291	52,303	54,395	56,571
13	39,976	42,168	44,698	47,379	50,222	52,231	54,320	56,493	58,753	61,103
14	42,543	45,096	47,801	50,670	53,710	55,858	58,092	60,416	62,833	65,346
15	45,947	48,704	51,626	54,724	58,007	60,327	62,740	65,250	67,860	70,574
16	49,626	52,603	55,760	59,105	62,651	65,157	67,764	70,474	73,293	76,225
17	54,126	57,373	60,816	64,465	68,333	71,066	73,908	76,865	79,939	82,729

	11	12	13	14	15	16	17	18	19	20
4	32,535	33,186	33,849	34,526	35,217	35,921	36,640	37,372	38,120	38,882
5	35,151	35,854	36,571	37,303	38,049	38,810	39,586	40,378	40,984	41,804
6	37,968	38,728	39,502	40,292	40,898	41,716	42,550	43,401	44,269	45,154
7	40,831	41,647	42,480	43,330	44,196	45,080	45,982	46,901	47,840	48,796
8	44,076	44,958	45,857	46,774	47,709	48,664	49,637	50,630	51,642	52,675
9	45,802	46,718	47,652	48,605	49,577	50,569	51,580	52,612	53,664	54,737
10	49,469	50,459	51,468	52,497	53,547	54,618	55,710	56,825	57,961	59,120
11	53,419	54,487	55,577	56,688	57,822	58,979	60,158	61,361	62,589	63,840
12	57,702	58,856	60,034	61,234	62,459	63,708	64,982	66,282	67,608	68,960
13	62,325	63,572	64,843	66,140	67,463	68,812	70,188	71,592	73,024	74,484
14	66,653	67,986	69,346	70,733	72,147	73,590	75,062	76,563	78,095	79,657
15	71,986	73,425	74,894	76,392	77,920	79,478	81,068	82,284	83,929	85,608
16	77,749	79,304	80,891	82,104	83,746	85,421	87,129	88,872	90,649	92,462
17	83,557	85,228	86,932	88,671	90,445	92,253	94,098	95,980	97,900	99,858

Salary Grades and Steps: Sworn Officers

Rank		1	2	3	4	5	6	7	8	9	10
Patrolman	1	35,547	37,638	39,729	41,616	43,697	45,778	47,858	48,899	49,939	50,980
PFC	2	38,684	40,775	42,656	44,737	46,818	48,899	50,980	51,510	52,540	53,570
Corporal	3	42,656	44,737	46,818	48,899	50,980	52,540	54,601	55,631	56,661	57,691
Sergeant	4	47,858	49,939	51,510	53,570	55,631	57,691	59,752	60,782	61,812	62,842
Lieutenant	5	53,570	55,631	57,691	59,752	61,812	63,872	65,933	66,963	67,993	69,023
Captain	6	53,570	55,631	57,691	59,752	61,812	63,872	65,933	66,963	67,993	69,023

Rank		11	12	13	14	15	16	17	18	19	20
Patrolman	1	51,510	52,540	53,570	54,601	55,631	56,661	57,691	58,721	59,752	60,782
PFC	2	54,601	55,631	56,661	57,691	58,721	59,752	60,782	61,812	62,842	63,872
Corporal	3	58,721	59,752	60,782	61,812	62,842	63,872	64,903	65,933	66,963	67,993
Sergeant	4	63,872	64,903	65,933	66,963	67,993	69,023	70,054	71,084	72,114	73,144
Lieutenant	5	70,054	71,084	72,114	73,144	74,174	75,205	76,235	77,265	78,295	79,325
Captain	6	70,054	71,084	72,114	73,144	74,174	75,205	76,235	77,265	78,295	79,325

Rank		21	22	23	24	25	26	27	28	29	30
Patrolman	1	61,812	62,842	63,872	64,903	65,933	66,963	67,993	69,023	70,054	71,084
PFC	2	64,903	65,933	66,963	67,993	69,023	70,054	71,084	72,114	73,144	74,174
Corporal	3	69,023	70,054	71,084	72,114	73,144	74,174	75,205	76,235	77,265	78,295
Sergeant	4	74,174	75,205	76,235	77,265	78,295	79,325	80,356	81,386	82,012	83,037
Lieutenant	5	80,356	81,386	82,012	83,037	84,062	85,087	86,113	87,138	88,163	89,188
Captain	6	80,356	81,386	82,012	83,037	84,062	85,087	86,113	87,138	88,163	89,188

AND BE IT FURTHER RESOLVED, that the effective date of this Resolution shall be the date of its adoption.

ATTEST:

THE COMMISSIONERS OF CAMBRIDGE

Sandra Tripp-Jones, City Manager

By: _____
Victoria Jackson-Stanley, Mayor

Adopted this ____ day of December, 2016

Position Control No. _____

Salary Grade: 16

City of Cambridge, Maryland

POSITION DESCRIPTION (Contract)

REDEVELOPMENT PROJECT (SAILWINDS) MANAGER

GENERAL SUMMARY:

Under the direction of the City Manager, the position is responsible for identifying, developing, implementing, managing and completing the Sailwinds and related projects that will redevelop and reinvigorate the City.

ESSENTIAL JOB FUNCTIONS:

Duties listed are representative of the types of tasks and functions performed by positions of this class of work. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Identify opportunities to create projects, events, infrastructure, regulation, incentives and activities that redevelop Waterfront Development District.
- Build relationships with community partners, identifies project goals and objectives, creates financing plans and pinpoints resources needed to complete the projects.
- Prepare bid documents, requests for proposals or other acquisition mechanisms as appropriate to acquire developers and hire contractors and consultants.
- Create Public/Private Partnerships that are mutually beneficial to all parties.
- Prepare financial analysis of redevelopment projects.
- Apply for public resources such as grants and low interest loans and manage awards.
- Develop and implement commercial district revitalization programs aimed at improving the vitality of local retail enterprises.
- Prepare project budgets, control and monitor expenses within budgets; assure fiscal responsibility and cost consciousness.
- Prepare and present various reports regarding project status and budgets.
- Communicate with City Council and any boards and commissions that should review City projects; make oral presentations regarding planning and execution of projects to City Council, public and community groups; serve as staff representative to various agencies and community groups.
- In collaboration with the City Planner establish and maintain aesthetic standards for City projects under his/her management that will be reviewed and approved by the City of Cambridge Planning Commission.
- Conduct or oversee market analyses and seek projects to fill identified market demands.
- Manage the efforts of developers, staff teams, consultants and contractors toward the efficient completion of a multi-million-dollar project.

- In collaboration with the City Planner apply zoning, land subdivision, environmental, shoreline management, sign, and building codes, and when necessary, modify the Unified Development Code, pursuant to the City of Cambridge Planning and Zoning Commission approval.
- Understand and apply business and tax incentive programs that apply to redevelopment projects.
- Assist with the management, acquisition and disposal of City-owned properties.
- Coordinate and collaborate with other local and state government agencies.
- Actively participates as a member of the City's Leadership Team, including participation on various task teams or committees as assigned.
- Prepare and takes items before Council on behalf of Sailwinds Committee and other committees formed to advise on projects, and implement Council action.
- Manage the funding agreements.
- Develop and track benchmarks for evaluating the success of these programs. Identify and work to implement opportunities for improvement.
- Performs other duties as assigned.

KNOWLEDGE, SKILLS & ABILITIES:

Specific and realistic knowledge, skills and abilities typically necessary to competently perform this job.

Knowledge of:

- Administrative principles and practices, including program development, implementation, and evaluation, and project management.
- Principles and practices of project budget development and administration.
- Applicable Federal, Maryland State, and local laws, rules, codes and regulations related to assigned activities.
- Modern office practices, methods, procedures and equipment.
- Record-keeping principles, procedures, and techniques.
- Public speaking.
- Team building and leadership skills.
- Project management techniques.
- Planning, design and construction activities.
- Redevelopment programs and grant funds.
- Debt financing for development projects.
- Land use, zoning, parking regulations, shoreline management, and building codes.
- Planning and building inspection policies and procedures.
- Public/Private Partnerships.

Skills and Demonstrated Abilities to:

- Plan, coordinate and direct multi-million-dollar development projects as well as smaller projects.
- Manage complex projects from concept to implementation in Maryland.

- Guide projects through the required development review process.
- Develop and lead inter and intra departmental teams.
- Understand and apply architectural and engineering drawings.
- Write grant proposals.
- Maintain records and prepare a variety of related reports, including status reports.
- Learn City and program objectives and goals.
- Prepare, monitor and control project budgets.
- Analyze situations accurately and adopt an effective course of action.
- Communicate effectively both orally and in writing; comprehend and use English effectively including producing all forms of communications in a clear, concise and understandable manner to intended audiences.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; work independently with little or no direction, set priorities and meet deadlines.
- Operate a variety of modern office equipment and personal computers in a windows based computing environment using standard office or customized software application programs appropriate to assigned activities.
- Use tact, initiative, prudence and independent judgment within general policy and procedural guidelines.
- Establish, maintain and foster positive and effective working relationships with those contacted in the course of work.
- Provide continuous effort to improve operations, streamline work processes and work cooperatively and jointly to provide quality customer service.

EDUCATION & EXPERIENCE REQUIREMENTS:

- Bachelor's degree in urban or regional planning, architecture, project management, civil engineering, construction engineering, or related field.
- Four (4) years increasingly responsible professional project management experience, including Maryland experience.
- Or an equivalent combination of education and experience that would provide the necessary knowledge, skills and abilities to successfully perform the essential functions of the job.

LICENSES, CERTIFICATIONS & OTHER REQUIREMENTS:

- Valid driver's license upon hire date.
- Project Management Professional (PMP) certification is highly desirable.

PHYSICAL ABILITIES:

Work is performed mostly in office settings. Hand-eye coordination is necessary to operate computers and various pieces of office equipment. While performing the duties of this job, the employee is frequently required to talk and hear, sit, use hands to finger, handle, feel or operate objects or controls; reach with hands and arms. The employee must occasionally lift and/or

move up to 40 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and the ability to focus. The noise level in the work environment is usually quiet.