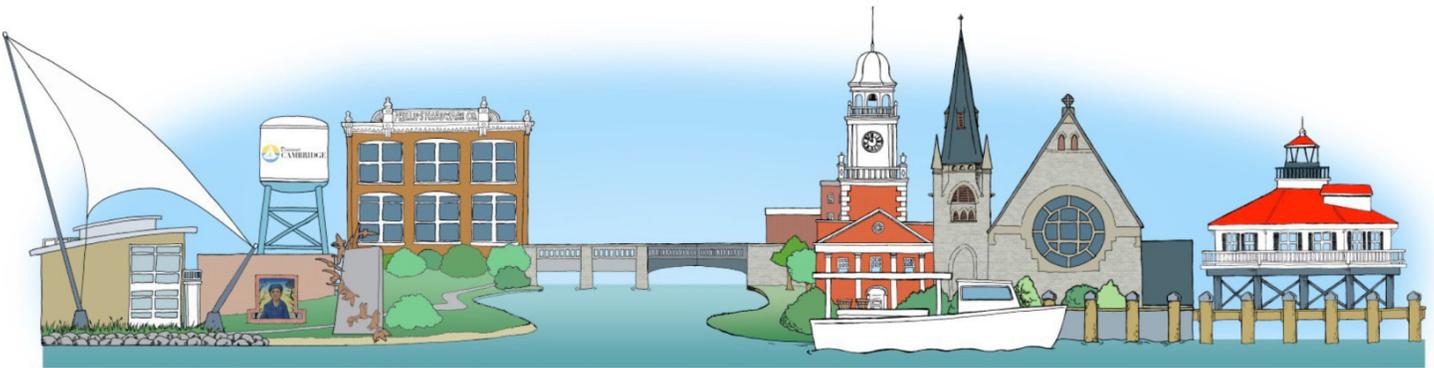


City of Cambridge Maryland



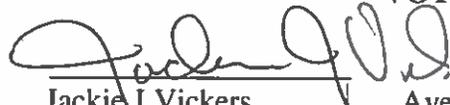
Fiscal Year 2017 Operating and Capital Improvements Budget

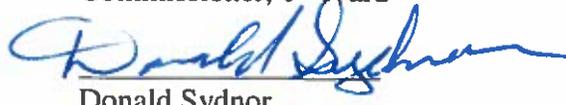
The Commissioners of Cambridge, Maryland
Tax Levy 2016-2017
Cambridge, Maryland

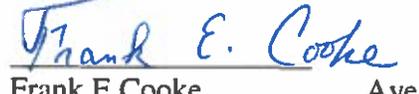
The Mayor and Commissioners of Cambridge, Maryland, in regular session assembled this 20th day of June 2016 with a quorum present, adopted a budget for the fiscal year beginning July 1, 2016 and ending June 30, 2017.

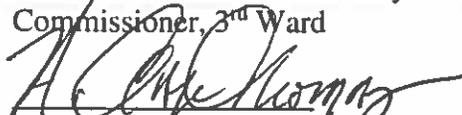
We, the Mayor and Commissioners of Cambridge, Maryland in regular session assembled, in pursuance of the duties imposed upon us by Section 56 of Chapter 694, Page 109 of the Acts of the General Assembly of Maryland and Section 3-25 of the Cambridge City Code for the levy above – mentioned, setting forth items of estimated revenue based on the tax rate set forth in the following statement, which is not in excess of the amount provided by law and other sources of revenue and also setting forth the amounts appropriate to each department as also provided law for the ensuing fiscal year beginning July 1, 2016 and ending June 30, 2017.

VOTE


Jackie J Vickers Aye
Commissioner, 1st Ward


Donald Sydnor Aye
Commissioner, 2nd Ward


Frank E Cooke Aye
Commissioner, 3rd Ward


H. Gage Thomas Aye
Commissioner, 4th Ward


Robert Hanson Aye
Commissioner, 5th Ward


Sandra Tripp- Jones
City Manager

Approved this 20th day of June 2016

Contents

City Manager’s Budget Message.....	1
Sources and Uses	6
Budgeted Expenses by Department and Division	7
About Cambridge.....	8
Directory of Officials and Advisory Bodies.....	8
Statistical Data.....	10
Organizational Chart.....	12
Budget Background	13
Budget Development	13
Budget Structure	15
Overhead Allocation.....	17
FY2016 Projected Results.....	18
FY2017 City-Wide Budget	20
City-Wide Revenues.....	20
City-Wide Expenses	21
FY2017 General Fund Budget	22
General Fund Revenues.....	22
General Fund Expenses	25
FY2017 Marina Fund Budget	26
Marina Fund Revenues.....	26
Marina Fund Expenses	27
FY2017 Sewer Fund Budget.....	28
Sewer Fund Revenues	28
Sewer Fund Expenses.....	29
FY2017 MUC. Fund Budget.....	30
MUC Fund Revenues	30
MUC Fund Expenses.....	31
FY2017 Internal Service Fund Budget.	32
Health Insurance Fund Revenue and Expense ISF.....	32
Total Outstanding City Debt.....	33
Division Information	34
Mayor.....	34
Commissioners	35
City Manager	38
Finance Department Organizational Chart	40
Finance.....	41
Information Technology	43
City Attorney	45
Cambridge Police Department Organizational Chart.....	47
Office of Police Chief.....	48
Patrol.....	51
Special Operations	54
Rescue Fire Company.....	57

Department of Public Works Organizational Chart	59
Public Works Administration	60
Engineering Services	62
Planning and Zoning.....	64
Economic Development.....	66
Special Events.....	68
Municipal Properties.....	69
Building Safety Services.....	71
Fleet Maintenance.....	73
Sanitation and Waste	75
Highway and Streets	77
Marina.....	79
Sewer Fund Organizational Chart	81
Sewer Service	82
Utility Maintenance	84
Municipal Utilities Commission Organizational Chart	86
MUC Administration.....	87
MUC Distribution.....	89
Appendix A – Revenue Book	91
Purpose	92
General Fund Revenues	93
City-Wide Fees	96
Appendix B – Positions and Salaries.....	101
City Staffing Levels: Two-Year Comparison.....	101
Staffing Changes by Position: Two-Year Comparison... ..	102
2017 Positions and Salary Control.....	103
Salary Grades and Steps... ..	106
Appendix C – Capital Improvements Program FY2016 to FY2021	108
Introduction	109
Capital Improvements Program Schedule	110
Summary of Projected Capital Expenditures.....	111
Summary of Funding Sources	111
Individual Capital Improvement Projects	111
Individual Capital Improvement Project Descriptions	115
City of Cambridge Capital Improvement Program - General	115
City of Cambridge Capital Improvement Program - MUC	120
City of Cambridge Capital Improvement Program - Sewer	121
City of Cambridge Capital Improvement Program - Marina.....	122

City Manager's Budget Message

To the Mayor and City Council and to the Citizens of Cambridge:

It is my privilege to present the Fiscal Operating and Capital Budget for the City of Cambridge for Fiscal Year (FY) 2017. The City's annual budget determines the manner in which services will be provided to the community during the coming year, and its adoption is one of the most important actions taken by the City Council each year.

In brief, the total FY2017 budget amounts to \$18,024,047 for the General Fund, Marina Fund, Sewer Fund and Municipal Utilities Commission (Water) Fund combined. This represents an increase over FY2016 of \$134,786 (.45%). However, when adjusting for grant funds, the FY 2017 budget is \$604,306 less than the FY 2016 budget, representing a 3.2% change. The budget is balanced, with no use of reserves for either the operating or capital budgets.

New Budget Document Format

For FY2017, City Staff completely redesigned the budget document. In the past, the City's budget was a line item budget- presenting each line item of the budget with limited explanation. The FY2017 budget focuses on services delivery – what will be accomplished with scarce public resources. This budget focuses on major service delivery commitments to providing public safety, public works, planning, economic development, solid waste collection and disposal, a full-service marina, and water and sewer utilities. It spans the planning, development, adoption, and execution phases of the budget. The City recognizes there is linkage between the budget process and other activities of City government. The budget recognizes that budgeting should have a long-range perspective, and not be simply an exercise in balancing revenues and expenditures one year at a time. Incorporating City Council Goals, Department goals, a major reorganization of the police dispatch function leading to significant savings in future years, and a new capital improvement plan considers longer-term City needs and strategies and resources to address them.

New features of the budget this year include each division narratives which include descriptions of services, performance measures, accomplishments, and goals. Because this is the first year to incorporate performance measures, comparative data for prior years is not available in every case. The budget document information includes revenue descriptions and position and salary grade schedules, as well as incorporating FY 2017 projects and items from a Five Year Capital Program.

Policies

Several budget policies provide the foundation for this budget.

Council Goals:

On May 23, 2016, City Council adopted the five (5) goals and sixteen (16) implementation plans for FY 2017. The Commissioners' budget shows the goals, strategies, implementation plans, and associated costs. The goals were:

- A) Strengthen financial health of the City
- B) Address Housing Blight
- C) Economic Development
- D) Advance Sailwinds Development
- E) Reduce Crime

Revenues:

1. Property Tax Rate of \$.7989 and \$1.69 per \$100 of assessed value

Council held a hearing to hear from the public and consider maintaining the FY 2016 property tax rate rather than lower it to maintain "constant yield." Following the hearing, City Council approved continuing with the property tax rate and personal property tax rates without change.

2. City Fees and Charges

Fees for Marina use, water use, sewer fees, solid waste, and other land use and public works charges remain the same. The Municipal Water Commission's turn-off/turn-on fees were increased as noted in Appendix A – Revenue. There are new fees formalized for charges for Hazardous Materials related calls by the Fire Department. There are no other fee increases proposed as part of this budget.

3. Cable Franchise Fees

Council held a hearing on the Comcast cable television services and approved a 1% increase. This budget anticipates that a new agreement with Bay Country Communications also incorporating a 1% increase in that cable television franchise as well. These increases are passed onto customers as permitted by the Federal Communications Commission.

Expenses:

1. No New Debt

This budget is developed on a Pay-As-You-Go basis. This budget does not plan for or use debt. Pay-as-you-go is a policy under which capital projects are financed with current revenues in the operating budget rather than from borrowed funds. This will be a difficult policy to adhere to absolutely, but given the level of City debt, I advocate this approach.

2. Debt Reduction

During FY2016, the City refinanced two bonds, the 2005 Public Safety Building Bond and the 2006 Marina Bond into a Public Facilities Refunding Bond of 2016. This was the first time in recent history the City has sold a Public Bond. During this process, Moody's gave the City a rating of A-1. This translated into \$102,000 of savings in the General and Marina Funds in FY2017.

3. Balanced Budget without Use of Reserves

No reserves are used in order to neither balance the operating budgets nor pay for the capital budget in any of the funds.

4. Operating Costs Efficiency

Department Directors were instructed to submit status quo budgets, budgets with 3% cost reductions and budgets with proposed new services. Department Directors were very responsive to these instructions. Department Budgets combined have been reduced overall by 3%, even with the upward pressures of health benefits costs and employee compensation increases conceptually approved by City Council. This was done through:

- Reorganizations with a net elimination of eight (10 full-time positions and adding two (2) part-time position, and
- Very careful line-item level review and analysis looking for potential cost savings.

5. Reorganizations have achieved savings and operating efficiencies

- Incorporating City Police Dispatch into the County 911 operations will save just \$94,783 in FY2017 and \$222,783 in FY2018. These savings are achieved in part by using \$50,000 in Drug Forfeiture funds in FY2016 for one-time records management system data conversion and staff training. Also under the agreement with the County, the County is relieved of \$36,000/year in rent (revenue to the City) for housing the County Emergency Medical Services (EMS) in the City's Public Safety Building. Net savings for FY2017 is \$58,783 and in FY2018 \$186,783. The much smaller savings in FY2017 is due to the one-time costs for transitioning to the County's computer aided dispatch and records management system, including retaining two (2) employees for a partial year to facilitate the transition.
- Consolidating general City and MUC payroll functions, resulting in the elimination of one full-time position and the addition of one part-time position to oversee grants and purchasing procedures in Finance.
- Centralization of Information Technology staff and budgets into one division under the Finance Department.
- Placement of Economic Development division under Planning and Zoning to achieve greater coordination of effort for both the Sailwinds project and other economic development activities.

- Closer relationship between Public Safety Building custodial and maintenance by eliminating one position and sharing maintenance duties with other Municipal Properties staff.

6. Lapse Time

The General Fund incorporates lapse time savings of \$180,000 equaling approximately 2.7% of General Fund salaries and benefits. This reflects a policy of planning the use of funds that will likely be unused due to position vacancies.

7. Appropriated Reserve

The General Fund department budgets have all been reduced. In order to provide financial “back up” in the event of unanticipated major costs or opportunities, this General Fund budget incorporates an Appropriated Reserve of \$100,000. Transfer of these funds to a department budget will require Council approval at the time the need occurs. Incorporating an Appropriated Reserve into the General Fund budget will constitute a new policy on the part of City Council.

8. Employee Compensation

Per conceptual approval by City Council, the budget incorporates salary increases for employees ranging from 1.5% to 3% with lower paid employees receiving the higher percentage increases. The total cost of the increases amounts to approximately 2% of the General Fund salaries and benefits. The same increases will apply to the Marina, Sewer and Municipal Utilities employees. These salary increases reflect the City’s commitment to its employees, the City’s most valuable resource.

Other key items related to this budget:

1. Five Year Capital Program

Capital needs are addressed in our capital budget. The total Capital Program – All Funds is: \$842,556, amounting to 4.5% of the overall budget. The City has made a concerted effort to invest in information technology and has allocated \$124,680 to information technology needs, including a new records management system for the Police Dept. The Police Department is also replacing one (1) vehicle. The Sewer Fund will be doing needed maintenance on the waste water treatment plant and is budgeted for one (1) piece of heavy equipment. MUC has budgeted replacement of a dump truck. Paving costs (\$250,000) have been incorporated into the Capital Program.

2. Overhead Allocation

Prior to FY2017, General Fund overhead administrative expenses were allocated to special funds based on a percentage for each line item. In this budget, Staff has determined a weighted percentage allocation for overhead administrative and certain direct costs that will be applied as a whole to each fund - the Sewer Fund will incur 26% of total administrative costs and the

Marina Fund will incur 3% of total administrative costs.

3. Self-Insured Health Insurance Fund

This budget includes the first internal service fund for the Self-Insured Health Insurance fund. The fund will report the activity on the health insurance to other funds on a cost-reimbursement basis.

This budget document is modeled on several best budget practices of the Government Finance Officers Association (GFOA), as well as award winning budget documents in the State. Staff is proud to present this new budget format with hopes that the Mayor and Council and the public will find it to be a more effective policy document, financial plan, operations guide, and communications tool.

Each year the preparation of the budget requires significant effort from all City departments and numerous staff members. This year City staff dedicated more time and effort still to create and refine an entirely new document. I wish to express my appreciation to each Department Director and to everyone who assisted in the development of the FY2017 budget, and in particular, I thank Ginger Heatwole, City Finance Director. On behalf of City staff, I am proud to submit the FY2017 Operating and Capital Budget.

Respectfully,

Sandra E. Tripp-Jones
City Manager

Sources and Uses

City Wide

	FY2016 Budgeted			FY2016 Projected			FY2017 Budgeted		
	Government Funds	Enterprise Funds	Total Funds	Government Funds	Enterprise Funds	Total Funds	Government Funds	Enterprise Funds	Total Funds
Revenue									
Property Taxes	8,505,720		8,505,720	8,599,900		8,599,900	8,541,871		8,541,871
Licenses/Permits	408,778		408,778	380,200		380,200	490,100		490,100
Other Gov't.	4,232,017	243,000	4,475,017	666,700	614,343	1,281,043	361,007	240,000	601,007
Fine/Forfeitures	25,500		25,500	45,900		45,900	55,000		55,000
Charges for Services	730,000	6,325,676	7,055,676	749,800	6,275,065	7,024,865	778,400	7,187,604	7,966,004
Other Revenue	573,000		573,000	78,400		78,400			-
Miscellaneous Revenue	46,680	26,625	73,305	198,200	24,892	223,092	96,180	15,300	111,480
Total Revenue	14,521,695	6,595,301	21,116,996	10,719,100	6,914,300	17,633,400	10,322,558	7,442,904	17,765,462
Transfers In		195,667	195,667		200,000	200,000		258,585	258,585
Total Resources	14,521,695	6,790,968	21,312,663	10,719,100	7,114,300	17,833,400	10,322,558	7,701,489	18,024,047
Use of Reserves	182,078		182,078		-	-			-
Total (\$)	14,703,773	6,790,968	21,494,741	10,719,100	7,114,300	17,833,400	10,322,558	7,701,489	18,024,047
Expenses									
Personnel	4,696,437	1,611,740	6,308,177	4,372,699	1,510,734	5,883,433	7,544,657	1,650,432	9,195,089
Operating	2,336,789	3,554,493	5,891,282	2,243,694	3,382,725	5,626,419	2,542,220	3,177,860	5,720,080
Capital Outlay	4,241,000	172,145	4,413,145	384,746	624,256	1,009,002	479,456	363,100	842,556
Miscellaneous	2,207,822	314,272	2,522,094	2,378,355	343,565	2,721,920			
Administrative							(1,510,926)	1,510,926	-
Total Oper. Exp.	13,482,048	5,652,650	19,134,698	9,379,494	5,861,280	15,240,774	9,055,407	6,702,318	15,757,725
Lapse Time	(120,000)		(120,000)				(180,000)	-	(180,000)
Debt Payments	1,146,058	1,138,318	2,284,376	1,099,606	1,119,275	2,218,881	1,088,566	992,346	2,080,912
Transfers Out	195,667		195,667	200,000		200,000	258,585		258,585
Appr. Reserves			-		-	-	100,000	6,825	106,825
Total Use(\$)	14,703,773	6,7980,698	21,494,741	10,679,100	6,980,555	17,659,655	10,322,558	7,701,489	18,024,047

Sources and Uses

Enterprise Funds

	FY2016 Budget				FY2016 Projected				FY2017 Budget				
	Marina	Sewer	Municipal Utilities Commission	Total Funds	Marina	Sewer	Municipal Utilities Commission	Total Funds	Marina	Sewer	Municipal Utilities Commission	Internal Service Fund	Total Funds
<i>Revenue</i>													
Other Gov't.		243,000		243,000		614,343		614,343		240,000			240,000
Charges for Serv.	372,400	4,121,000	1,832,276	6,325,676	336,200	4,243,657	1,695,208	6,275,065	373,800	4,259,700	1,954,104	600,000	7,187,604
Miscellaneous Revenue	125	1,000	25,500	26,625	300	1,000	23,592	24,892	300	1,500	13,500		15,300
Total Revenue	372,525	4,365,000	1,857,776	6,595,301	336,500	4,859,000	1,718,800	6,914,300	374,100	4,501,200	1,967,604	600,000	7,442,904
Transfers In	195,667			195,667	200,000			200,000	258,585				258,585
Total Resources	568,192	4,365,000	1,857,776	6,790,968	536,500	4,859,000	1,718,800	7,114,300	632,685	4,501,200	1,967,604	600,000	7,701,489
Use of Reserves								-					
Total (\$)	568,192	4,365,000	1,857,776	6,790,968	536,500	4,859,000	1,718,800	7,114,300	632,685	4,501,200	1,967,604	600,000	7,701,489
<i>Expenses</i>													
Personnel	100,677	659,444	851,619	1,611,740	97,760	652,842	760,132	1,510,734	106,222	50,506	893,704	600,000	1,650,432
Operating	152,084	2,408,302	994,107	3,554,493	114,370	2,381,042	887,313	3,382,725	163,540	2,110,570	903,750		3,177,860
Capital Outlay		172,145		172,145		518,851	105,405	624,256		205,000	158,100		363,100
Miscellaneous	49,178	265,094		314,272	58,827	284,738		343,565					-
Administrative				-				-	107,923	1,403,003			1,510,926
Total Oper. Exp.	301,939	3,504,985	1,845,726	5,652,650	270,957	3,837,473	1,752,850	5,861,280	377,685	3,769,079	1,955,554	600,000	6,702,318
Debt Payments	266,253	860,015	12,050	1,138,318	265,543	841,682	12,050	1,119,275	255,000	725,296	12,050		992,346
Transfers Out				-				-					-
Appr. Reserve				-				-		6,825			6,825
Total Use(\$)	568,192	4,365,000	1,857,776	6,790,968	536,500	4,679,155	1,764,900	6,980,555	632,685	4,501,200	1,967,604	600,000	7,701,489

Budgeted Expenses by Department and Division

	<u>FY2016</u>	<u>FY2017</u>
Mayor	33,153	27,408
Commissioners	85,231	115,071
City Manager	232,758	233,892
Finance	490,617	448,954
Information Technology	145,472	252,984
City Attorney	145,100	114,100
Administration	1,132,331	1,192,409
Office of the Chief	819,594	787,384
Patrol	3,432,103	3,486,558
Special Operations	610,814	673,559
Cambridge Police Department	4,862,511	4,947,501
Rescue Fire Company	658,006	623,491
Rescue Fire Company	658,006	623,491
Public Works Administration	468,580	370,129
Engineering Services	313,504	317,104
Planning and Zoning	146,432	159,517
Economic Development	242,246	211,715
Special Events	63,000	108,437
Municipal Properties	5,912,468	1,633,426
Building Safety Services	268,572	306,031
Fleet Maintenance	103,883	105,003
Sanitation and Waste	746,983	732,775
Highways and Streets	973,695	947,361
Department of Public Works	9,239,363	4,891,498
Lapse Time	(120,000)	(180,000)
Appropriated Reserves- General	58,675	100,000
Transfer	195,667	258,585
Non-operating Items	134,342	178,585
Marina	568,192	632,685
Marina Fund	568,192	632,685
Sewer Services	4,232,802	4,335,369
Utility Maintenance	132,198	159,006
Appropriated Reserves- Sewer		6,825
Sewer Fund	4,365,000	4,501,200
MUC Administration	696,917	720,212
MUC Distribution	1,160,859	1,247,392
Municipal Utilities Commission	1,857,776	1,967,604
ISF - Health Insurance		600,000
ISF - Health Insurance		600,000
Less overhead allocation	*(1,322,780)	(1,510,926)
	21,494,741	18,024,047

*imputed for comparison purposes only

About Cambridge

Directory of Officials and Advisory Bodies

Mayor (Acting)

Donald Sydnor

Commissioners

Jackie Vickers, Ward 1
Donald Sydnor, Ward 2
Frank Cooke, Ward 3
Gage Thomas, Ward 4
Robert Hanson, Ward 5

Management Team

<u>Title</u>	<u>Name</u>
City Manager	Sandra Tripp-Jones
Chief of Police	Daniel Dvorak
Director of Finance	Ginger Heatwole
Director of Public Works	Oden Wheeler, Jr
Fire Chief	Brian Willey
Water Resource Administrator	Jane Dorman

Commissions and Boards

Municipal Utilities Commission

Donald Sydnor
Megan Nabb Holotik
Glenn Ford Sr
Andy Pasden
Steve Williams
Joseph Brooks

Planning and Zoning Commission

William Craig
Chantay Nelson
Eugene Laurer
Hubert Trego
Marshall Rickert
Mary Losty
Jerry Burroughs

Historic Preservation Commission

Michael Russo
Sharon Smith
Ron Berman
Patricia Weichmann-Morris
Gaver Nichols
Janice Olshesky

Ethics Commission

Gregory Meekins
Charles McFadden
Kisha Petticolas
Michael Schrader (Alternate)

Police Board

Michael Wheatley
Andrew Allen
Pastor Cesar Gonzalez
Michael Edgar
Kisha Petticolas
Sputty T. Cephas (Alternate)

Board of Appeals

Dormaim Green
Ted A. Brooks
Gloria Cornish
Brian Manning
Robin Sample

Housing Board of Review

Enez Stafford Grub
Carlton E. Stanley
David Cannon
Janice Lake
Mike Edgar
Janeen Ford
William Jackson

Housing Authority Board

Dwight Cromwell
Carlton W. Stanley
Robert W. Jackson
Mary Elliott Bell
Julia Farrow

Statistical Data City and County Demographics

City of Cambridge Demographics

Population	12,326
Pop. Density	1,192 per square mile
Median Age	37.6
Households	5,144

Race percentages:

Caucasian	45.9%
African American	47.9%
Asian	1.6%
Native	0.0%
Other	4.6%

Source: American Fact Finder, US Census Bureau, Census 2010

Dorchester County Demographics

Median Household Income:	\$	45,151.00
Per Capita Personal Income:	\$	25,139.00

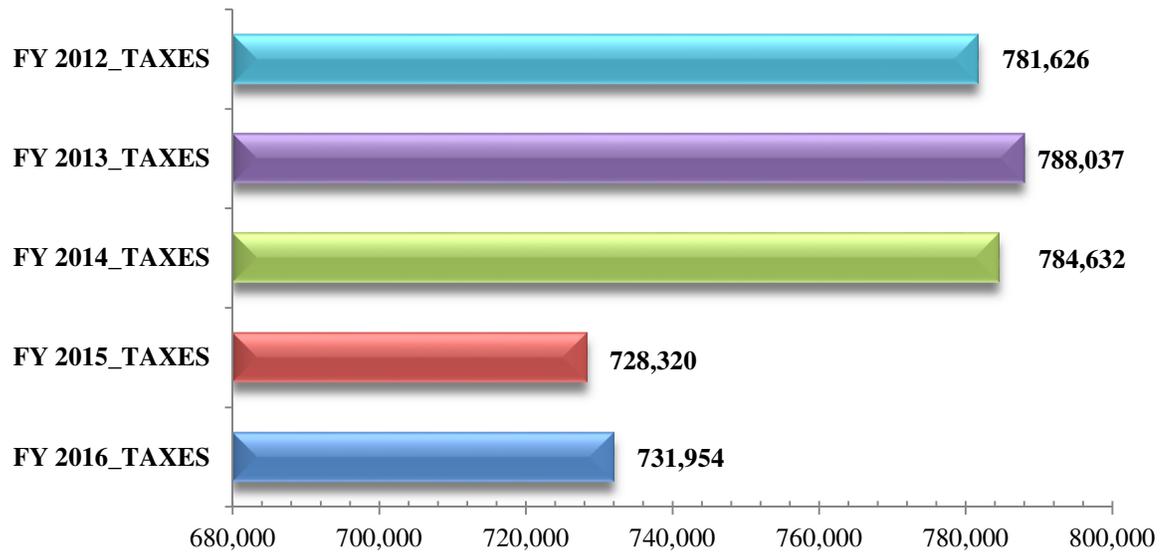
Largest Employers in the City and Estimated Number of Employees

Name	Number Of Employees
Cambridge International	250-499
Cambridge Mack Senior Center	500-749
Chesapeake Woods Center	100-249
Coastal Woods	100-249
Coastal Gunité	100-249
Eastern Shore Hospital	100-249
Egide	100-249
Hyatt	500-749
John Tieder	100-249
Mallard Bay	100-249
Maryland Wire Belts	250-499
Patomac Ridge - Eastern Shore	100-249
Sensata Technologies	250-499
UM Shore Med Center Dorchester	250-499
Wal-Mart	100-249

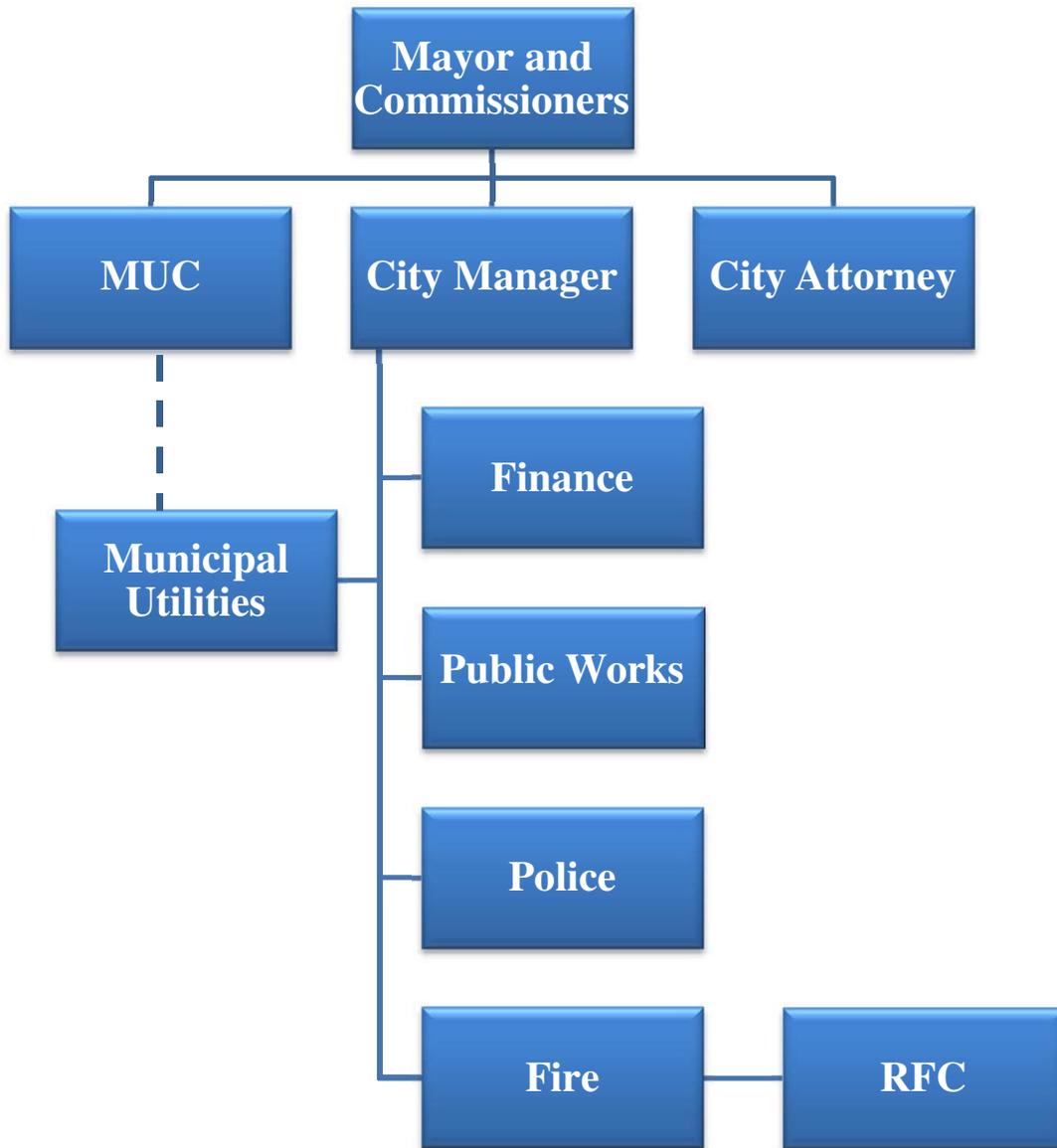
Personal Property Taxes – 10 Largest Accounts

Name	2015-2016 Assessments
Wal-Mart Real Estate Business Property Tax Department	12,775,300
Baptist Family LLC., The Etal	5,507,600
CSE Cambridge Realty, Llc.	4,761,900
A.N. W.G. Cambridge, LP	4,761,900
Cambridge Plaza, Llc.	3,679,733
Cambridge Properties, Llc.	3,543,500
Meridian Healthcare, Inc.	3,292,100
Arsenault, Donald R.	3,255,500
Woods Crossing Associates Limited Partnership	3,034,567
Dorchester Center Limited Partnership	2,964,900

LAST FIVE YEARS ASSESSED VALUE (IN \$1,000S)



Organization Chart



Budget Background

Budget Development

The Budget Document is the key fiscal planning document for the City. It is developed as a product of goals and objectives established via the City's planning processes.

The legal and logistical process for developing the City budget is prescribed in the City Charter and the State of Maryland Annotated Code:

Charter Section 3-39 d(3)(v) "With the assistance of a Finance Director, 'the City Manager shall' prepare the city budget and capital program annually and submit them to the Mayor and City Commissioners as a body with a message describing the important features and be responsible after adoption for the administration and implementation of the final budget and any capital program approved by City Commissioners to achieve the goals of the city."

Maryland Law Annotated Code Article 23A,2(b)(2) "To expend municipal funds for any purpose deemed to be public and to affect the safety, health, and general welfare of the municipality and its occupants, provided that funds not appropriated at the time of the annual levy, shall not be expended, nor shall any funds appropriated be expended for any purpose other than that for which appropriated, except by a two-thirds vote of all members elected to said legislative body."

Budget Development Process:

2017 Budget Development Process:

December: Budget instructions to Department
Directors First revenue estimates

January: Departments submit first draft of status quo budgets, status quo minus 3% and any new budget requests plus first drafts of division budget narratives, performance measures and goals
Revenue estimates update

February and

March: Budget reviews by Finance Director and City Manager
Capital Program Committee - Five-Year Capital Program planning and recommendations to City Manager
Revenue estimates update
Budget issues presented to the Finance Committee for recommendations to Council
First Council Goals work session

April: Revenue estimates update
Finalization of balancing revenues to budget

Finalization of document narratives, performance measures and goals
Second Council Goals work session
Document production

- May 2: File Proposed Operating and Capital Program
- May 16 Special Regular Council Meeting for Department Presentations
- May 23 First Budget Hearing and Directions to Staff
- June 13 First reading of the Budget Ordinance
- June 20 Second Budget Hearing and Adoption

Each Department Director develops departmental budgets that are then collated and reviewed by the Finance Director, reviewed and approved by the City Manager, and presented to the Mayor and Council for review and adoption. The Capital items are reviewed and prioritized by the Capital Program Committee. The draft Capital Program is submitted to the City Manager for review and approval as the Five Year Capital Program. The budget reflects both operating and capital items in single form, although the expenditure requirements for each are designated separately. The Finance Director and City Manager prepare the revenue budgets. Please refer to the Appendix A Revenue Book for a discussion of the major sources of revenue.

Any changes required after adoption are formally adopted through budget amendment process.

Budget Structure

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equities, revenues and expenditures. Budgets for the following funds are included in this document:

- **General Fund** – The *General Fund* is the general operating fund for the City. It is used to account for all financial activity related to general government, public safety, public works, planning, economic development, and finance.
- **Enterprise Funds** – Enterprise Funds are used to account for those activities of the City which are financed and operated in a manner similar to private business enterprises where costs and expenses, including depreciation, are recovered principally through user charges. The *Municipal Utilities Commission (MUC)* pertains to providing public drinking water and it is funded by service charges. The *Sewer Fund* collects, treats, and discharges sewer service and it is funded by service charges. The *Marina Fund* pertains to the Marina and will be financed through boat slip leases and other Marina revenues. The *Internal Service Fund (ISF) - Self-insurance health* pertains to the cost of the self-insurance health cost of the City which is charged to the various divisions on a full time equivalent (FTE) rate.

Each fund has separate revenue sources and expenditures, although some department expenditures are allocated to other funds through an overhead allocation where enterprise functions require support from general government, such as Administration, Engineering, Technology, Legal Services, and Finance. The Budget Summary on subsequent pages graphically summarizes these funds.

Budget Structure (continued)

General Government activities are accounted for on a modified accrual basis. Under this basis, revenues are recorded when susceptible to accrual, i.e. both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the liability is incurred, if measurable, except for debt service which is recognized when due.

The enterprise funds (MUC, Sewer, Marina, ISF-Self-Insurance Health) are accounted for on a full accrual basis. This means that revenues are recognized when they are earned, i.e. water use fees are recognized as revenue when bills are produced, and expenditures are recognized when the liability is incurred.

However both of these funds are budgeted on a budgetary basis. The budgetary basis method of accounting is a way in which the planned amounts and actual amounts spent and received are both included in the accounts, so that you can see at any time how much of the planned amount remains.

Key differences include:

- Encumbered amounts are commonly treated as expenditures under the budgetary basis of accounting.
- The receipt of long-term debt proceeds, capital outlays and debt service principal payments are reported in operations, but allocations for depreciation and amortization expense are not recorded.

Following is the Fund Budgets followed by the Department sections that delineate the functions and resource requirements of each department, and the significant performance measures by which progress is measured for the key programs and initiatives. A summary of sources and uses follows as well as a summary of debt. After the summaries of debt are appendices that highlight key aspects of the City's operations.

Overhead Allocation

The City allocates General Fund administrative departments and certain general government services to the Sewer and Marina Funds on a weighted average basis.

26% of the following departments are allocated to the Sewer Fund:

- Mayor
- Commissioners
- City Manager
- Finance
- Information Technology
- City Attorney
- Public Works Administration
- Engineering Services
- Municipal Properties
- Sanitation and Waste
- Fleet Services
- Highway and Streets
- Sanitation and Waste

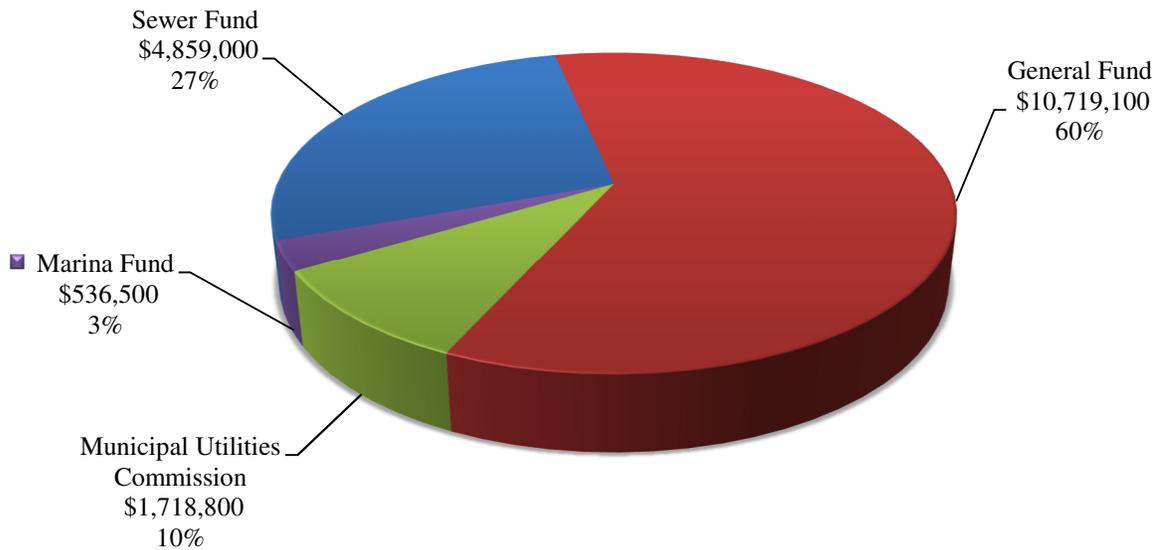
3% of the following departments are allocated to the Marina Fund:

- Mayor
- Commissioners
- City Manager
- Finance
- Information Technology
- City Attorney
- Engineering Services
- Municipal Properties

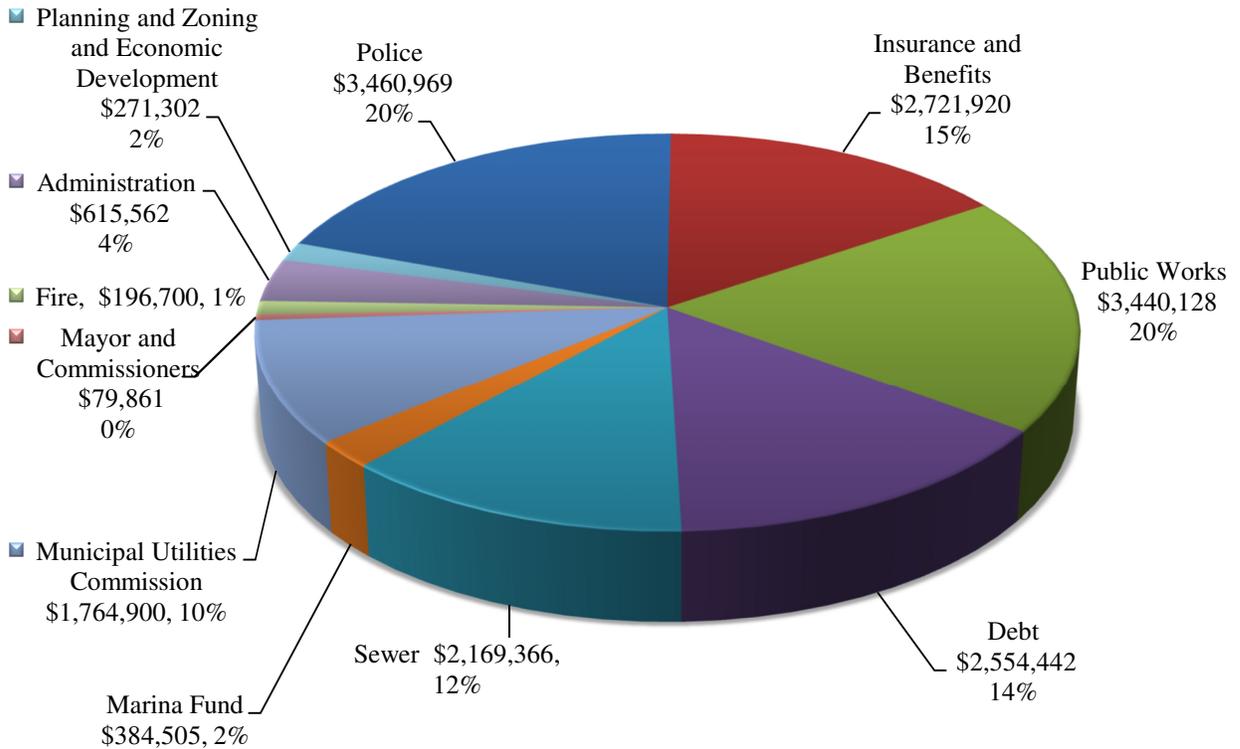
2016 Projected Results

For FY2016, a small increase in net position is anticipated for the General Fund. Enterprise funds are projected to have revenues and closely balance. MUC is projected to have a slight excess of expenses over revenues; this is because two large items (a Vac Tron and work truck) were purchased with reserves.

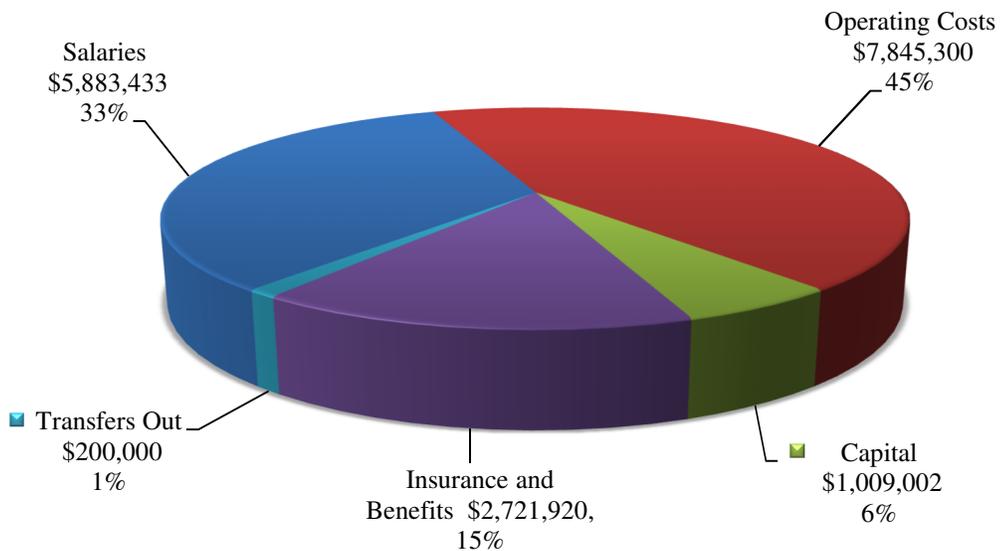
FY16 Projected Revenues: All Funds \$17,833,400



FY16 Projected Expenses: All Funds by Type \$17,659,655



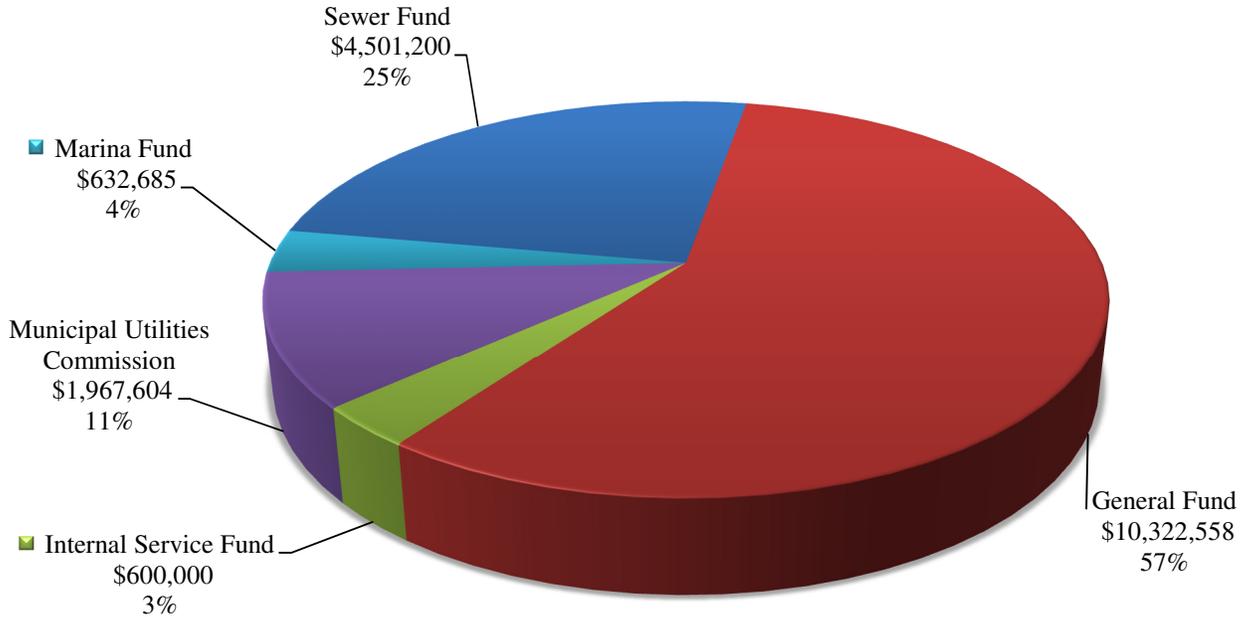
FY16 Projected Expenses All Funds by Category: \$17,659,655



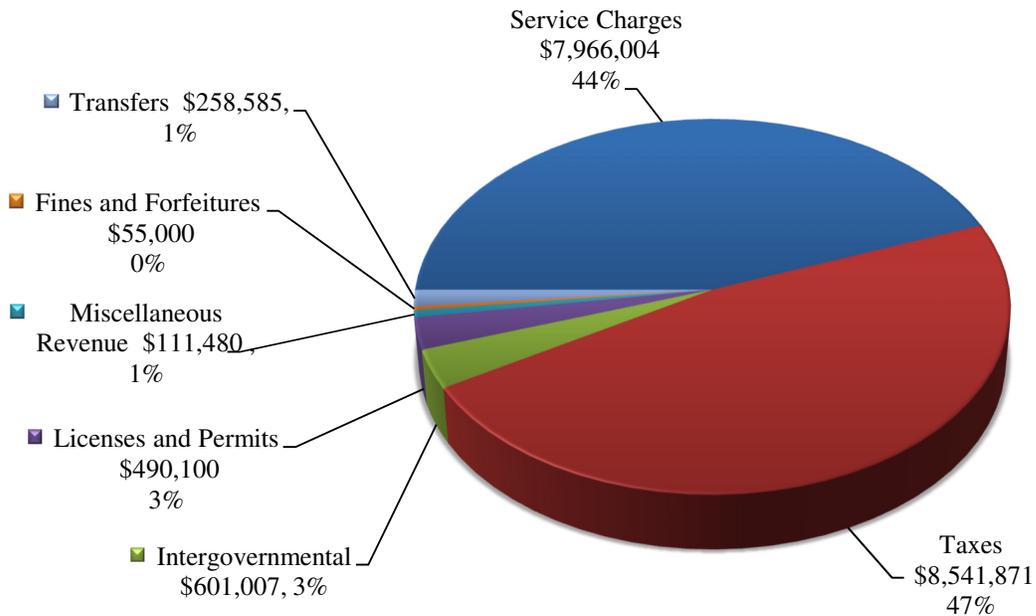
2017 City-Wide Revenues

Taxes and service charges are the largest revenue types at 48% and 44%, respectively. General Fund is the largest source of revenue at 57% followed by the Sewer Fund at 25%.

FY17 Budgeted Revenues: All Funds by Type \$18,024,047



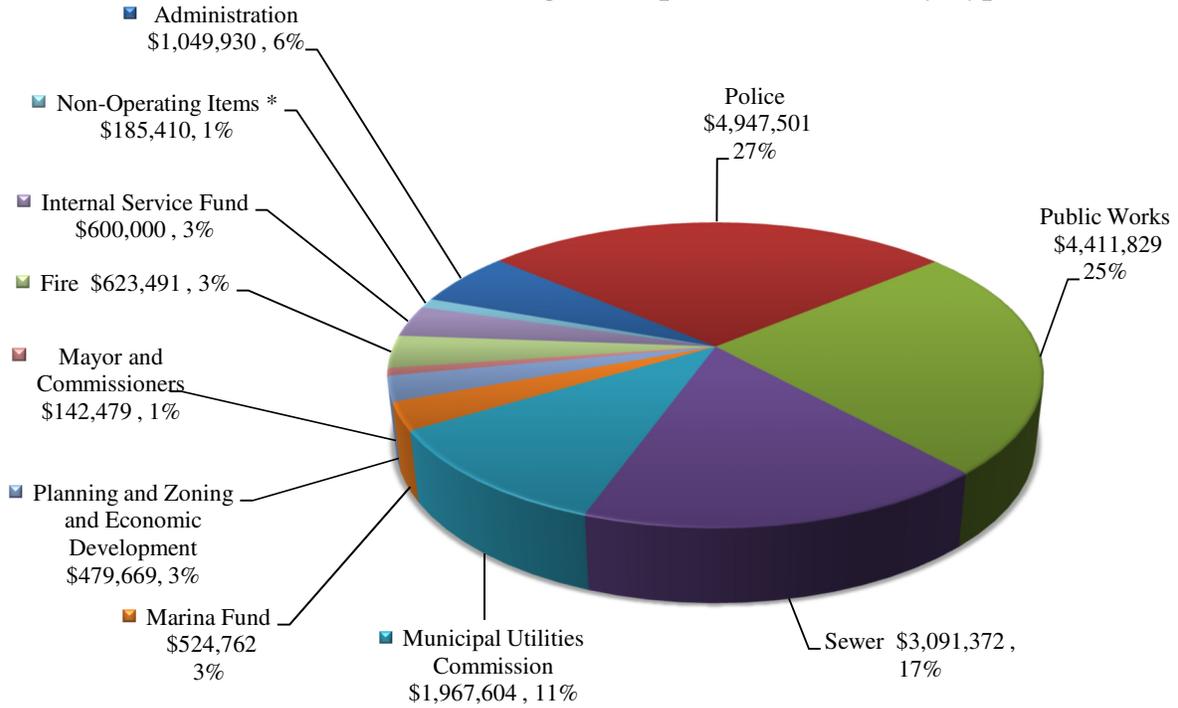
FY17 Budgeted Revenues: All Funds by Category \$18,024,047



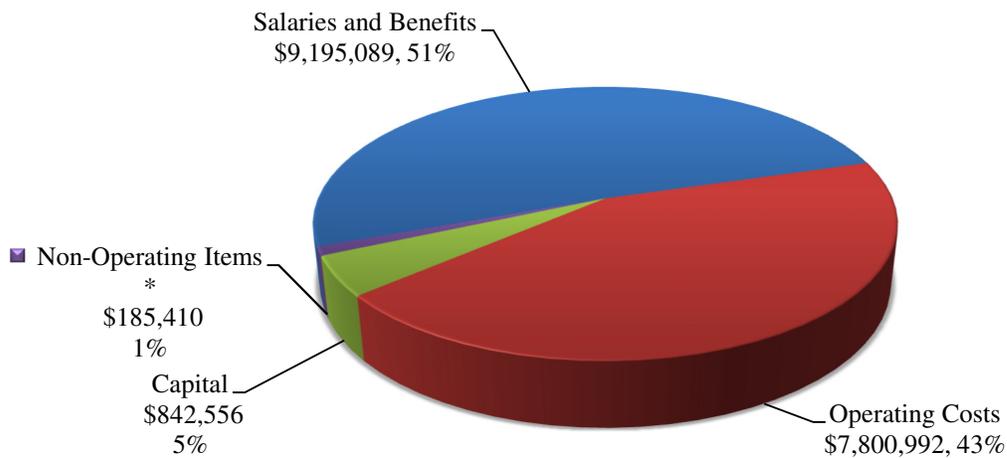
FY2017 City-Wide Expenses

City-wide the largest use of revenue is Police at 28% followed by Public Works at 24% and Sewer services at 17%.

FY17 Budgeted Expenses: All Funds by Type \$18,024,047



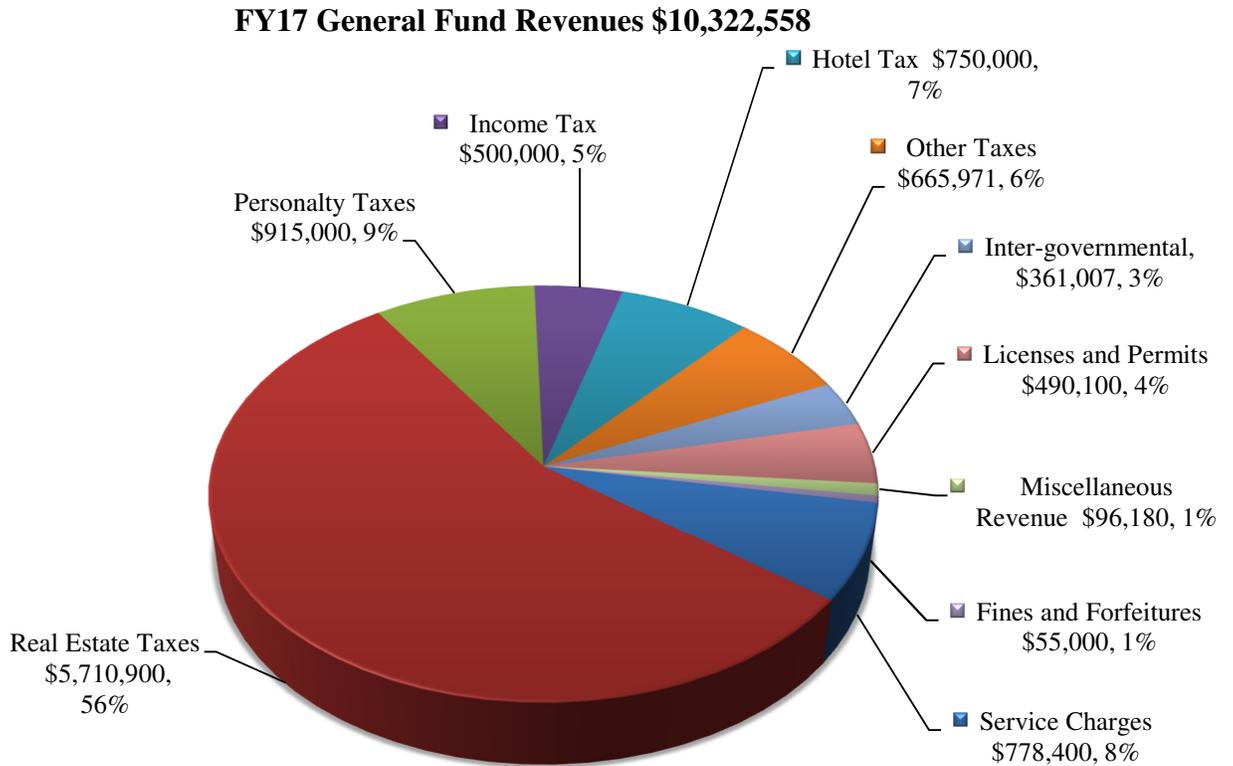
FY17 Budgeted Expenses: All Funds by Category \$18,024,047



*Non-Operating includes- transfers, lapse time, and appropriated reserve

2017 General Fund Revenues

83% of General Fund revenue is comprised of taxes. Service charges, principally waste disposal charges, are 8% of total revenue. Intergovernmental revenue is 3% and is for committed grants. As grants are awarded, they will be appropriated into the budget.



*See Appendix A- Revenue Book on explanation of revenue sources

General Fund				
Account #	Description	FY16 Budgeted	FY16 Projected	FY17 Budgeted
	Taxes			
001.000.31110	Real Estate	5,795,573	5,680,900	5,710,900
001.000.31120	Personalty	915,000	1,020,443	915,000
001.000.31200	Interest-Delinquent Taxes	110,000	122,700	140,000
001.000.314000	Income Tax	470,000	517,600	500,000
001.000.31520	Admissions & Amusements	73,000	77,010	75,000
001.000.31530	Hotel Room Tax	725,000	763,700	750,000
001.000.31590	Southside Landing Park	16,500	16,500	16,500
001.000.31660	Highway User Revenue	109,301	109,301	112,456
001.000.31670	SHA Grant	288,346	288,346	319,015
001.000.31700	Enterprise Zone Reimbursement	3,000	3,400	3,000
	Total Taxes	8,505,720	8,599,900	8,541,871
	Licenses & Permits			
001.000.32230	Traders	32,000	33,600	33,000
001.000.32240	Licenses & Permits	10,000	8,900	8,000
001.000.32241	Plumbing Permits & Sewer Tap Fee	38,280	9,900	12,000
001.000.32243	HVAC	14,250	5,700	14,000
001.000.32245	Electrical Permits	4,850	1,600	1,500
001.000.32320	Building & Equipment Permits	86,798	61,300	75,000
001.000.32340	Cable TV Franchise	86,000	134,900	111,000
001.000.32390	Rental Registration and Inspection Permit Fee	136,600	120,400	181,600
001.000.32325	Board-Up Permits	-	3,900	3,000
001.000.32335	Housing Authority Permits	-	-	51,000
	Total Licenses and Permits	408,778	380,200	490,100
	Intergovernmental			
001.000.33200	Federal P.I.L.O.T.	131,133	142,000	50,000
001.000.33303	State Aid Police Protection	210,740	210,740	201,337
001.000.33315	Financial Corporations	10,698	10,698	10,698
001.000.33760	County - PSB Rental	36,000	36,000	-
001.000.33506	County-Woods Road Light	500	500	500
001.000.33510	County Beer/Wine Licenses	5,000	5,000	5,000
001.000.33750	County Fireworks Contribution	2,000	2,000	2,000
001.000.33365	Cops Hiring Grant	-	52,700	91,472
Various	Various Grants	3,835,946	207,062	-
	Total Intergovernmental	4,232,017	666,700	361,007

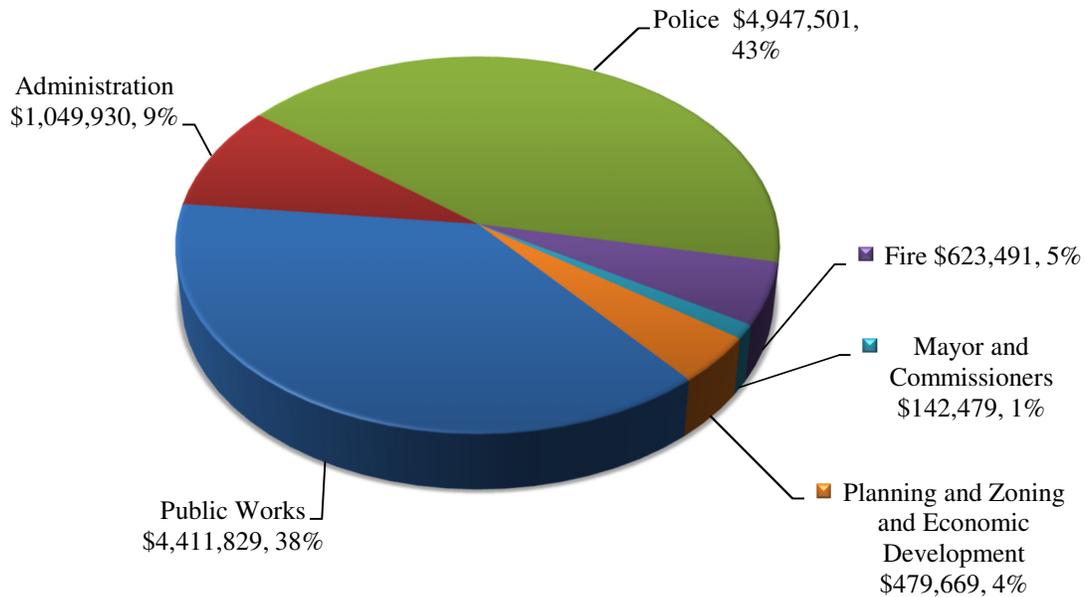
General Fund Cont.

Account #	Description	FY16 Budgeted	FY16 Projected	FY17 Budgeted
	Service Charges			
001.000.34140	Dept. Public Works-Miscellaneous	15,000	7,900	12,000
001.000.34190	Delinquent Fees-Parking	1,000	800	1,000
001.000.34280	Energy Management- Ener-Noc	19,000	13,800	15,000
001.000.34321	Demolitions	-	9,700	5,000
001.000.34322	Waste Disposal Charges	625,000	651,400	650,000
001.000.34325	Property Cleanup	60,000	65,700	45,000
001.000.34915	Fire Dept / Hazmat Service Charges	10,000	500	5,000
001.000.36310	Police Officer Fees			45,400
	Total Service Charges	730,000	749,800	778,400
	Fines and Forfeitures			
001.000.35100	Parking Citations	3,000	2,500	3,000
001.000.35101	Civil Citations	2,500	2,000	2,000
001.000.35102	Municipal Infractions	20,000	33,000	50,000
001.000.35103	Speed Camera Fines / Collections	-	8,400	-
	Total Fines and Forfeitures	25,500	45,900	55,000
	Miscellaneous Revenue			
001.000.36100	Interest-Savings	4,000	5,500	5,000
001.000.36902	Miscellaneous Interest	4,500	11,000	15,000
001.000.36903	Miscellaneous Revenue	7,000	134,200	10,000
001.000.36911	Tower Lease	24,480	24,500	24,480
001.000.36917	Electronic Sign Revenue	4,700	3,600	4,500
001.000.36920	Miscellaneous Rental Leases	2,000	19,400	37,200
	Total Miscellaneous Revenue	46,680	198,200	96,180
	Other Revenue Sources			
Various	Projected Debt Proceeds	573,000	78,400	
001.000.35101	Undesignated Reserve	182,078	-	
	Total Other Revenue Sources	755,078	78,400	-
	Total General Fund Revenue	14,703,773	10,719,100	10,322,558

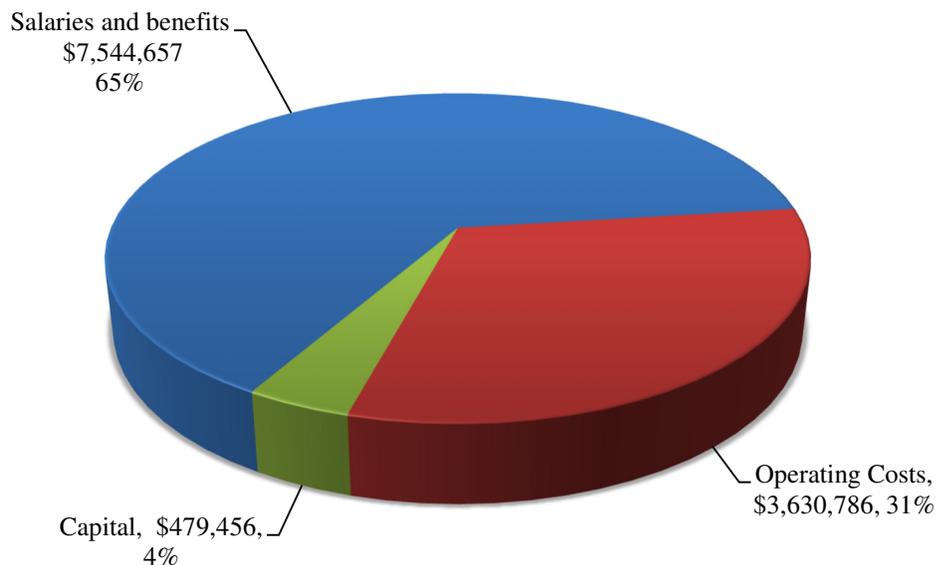
2017 General Fund Expenses

The General Fund expenses reflect total expenditures to all departments. Some of these departments are allocated to the Sewer Fund and the Marina Fund. See Overhead Allocations section for more information.

FY17 General Fund Operating and Capital Expenses: by Type
\$11,654,899



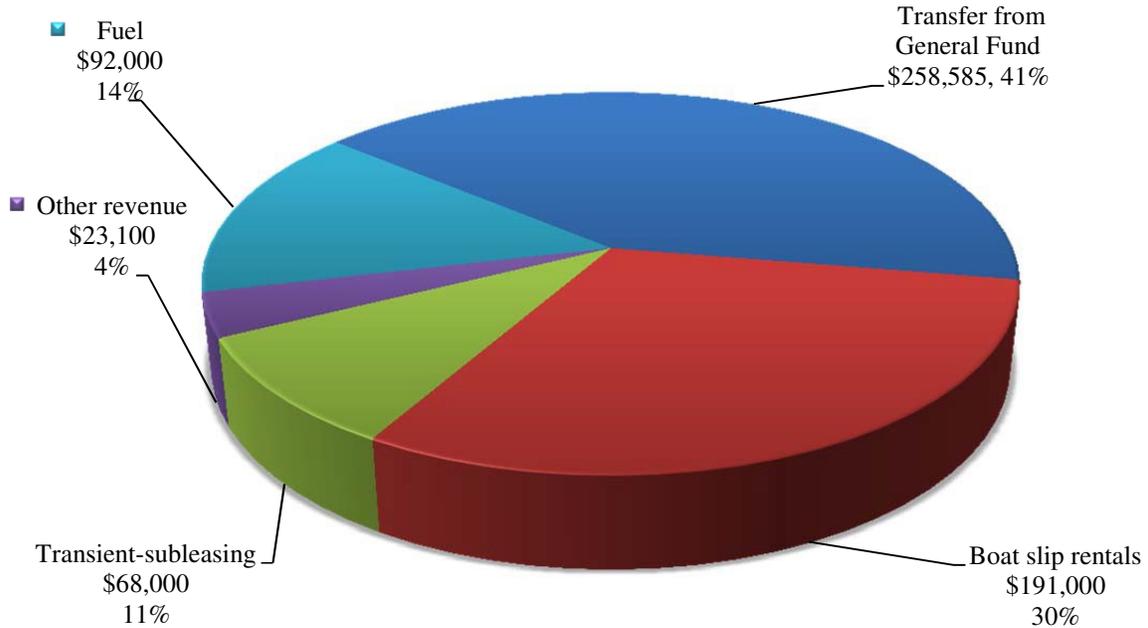
FY17 General Fund Operating and Capital Expenses: by Category
\$11,654,899



2017 Marina Fund Revenues

Marina Fund revenue is mostly supported by service charges. Because the fund is not self-supporting, \$258,585 is budgeted to be transferred from the General Fund. This is approximately the amount of the Marina Fund debt (principal and interest) to be paid in FY2017.

FY17 Marina Fund Revenues \$632,685

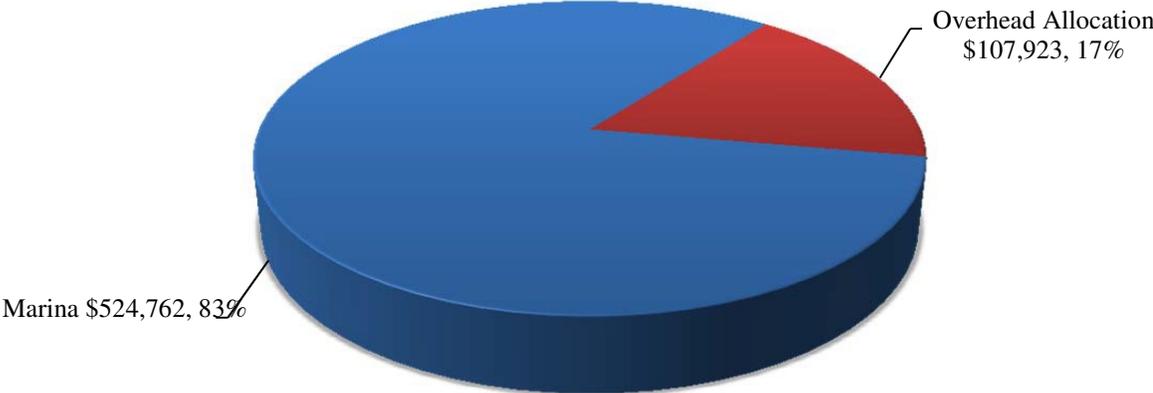


Marina Fund Revenues				
Account #	Description	FY16 Budgeted	FY16 Projected	FY17 Budgeted
	Service Charges			
102.000.34850	Boat Slip Rentals	190,000	191,000	191,000
102.000.34851	Boat Slip Electric	8,500	13,400	20,000
102.000.34860	Transients-Subleasing	60,000	40,000	68,000
102.000.34861	Seafood Buyer Rent	1,500	700	1,400
102.000.34862	Dockmaster- Miscellaneous Receipts	1,100	1,200	1,000
102.000.34863	Pump Out Station	1,300	500	400
102.000.34880	Marine Fuel	110,000	89,400	92,000
	Total Service Charges	372,400	336,200	373,800
	Miscellaneous Revenue			
102.000.36100	Interest-Savings	125	300	300
	Total Miscellaneous Revenue	125	300	300
	Other Revenue Sources			
	Transfer from the General Fund	195,667	200,000	258,585
	Total Other Revenue Sources	195,667	200,000	258,585
	Total Marina Fund Revenue	568,192	536,500	632,685

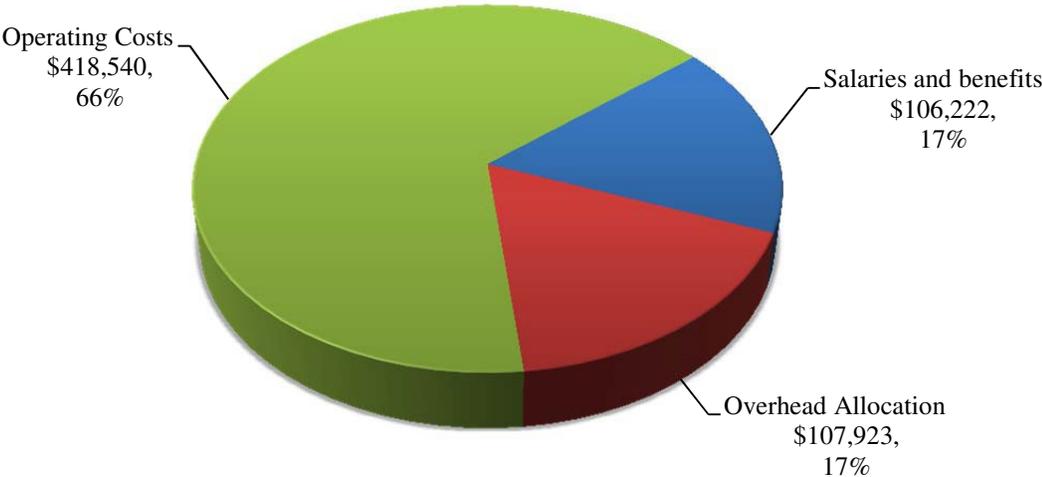
2017 Marina Fund Expenses

The Marina department is 83% of the expenses. The remainder is an allocation of expense from the General Fund supporting services.

FY17 Marina Fund Expenses: by Type \$632,685



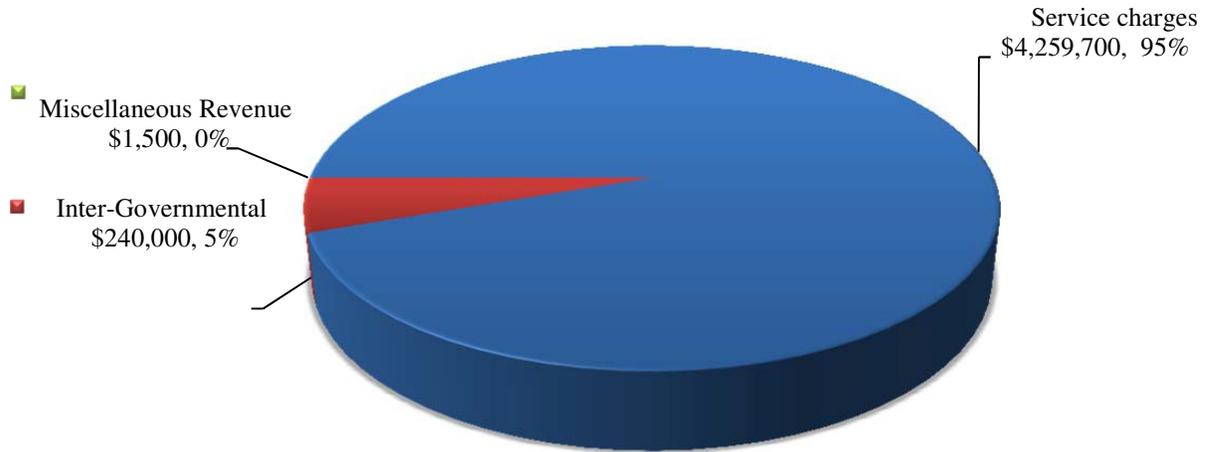
FY17 Marina Fund Expenses: by Category \$632,685



2017 Sewer Fund Revenues

The majority of the Sewer Fund revenue is comprised of service charges of 95%. The 5% intergovernmental revenue is from an ENR operating grant.

FY17 Sewer Fund Revenues \$4,501,200

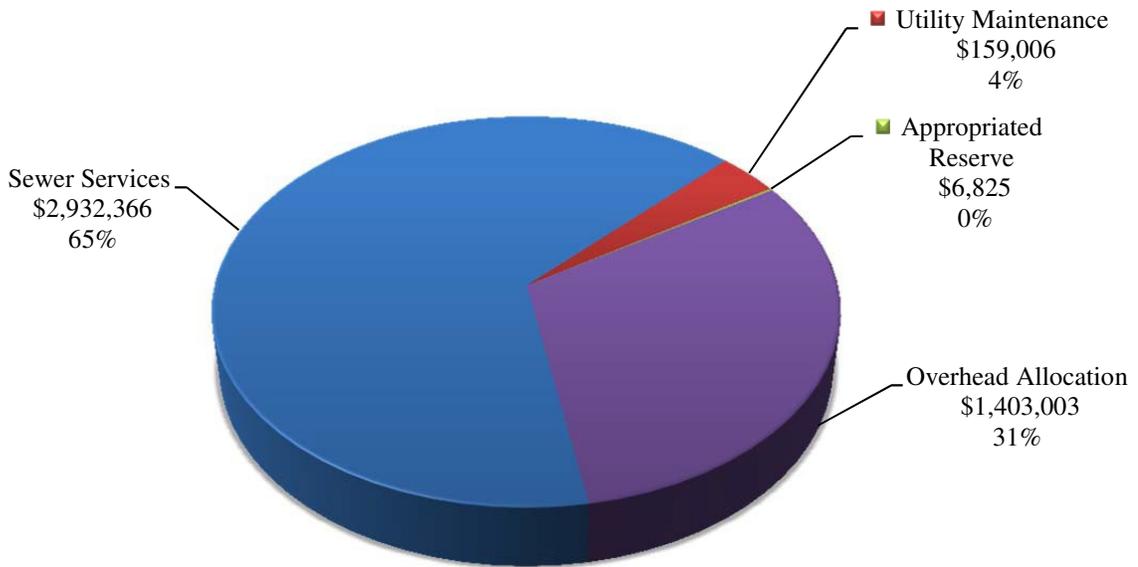


Sewer Fund Revenues				
Account #	Description	FY16 Budgeted	FY16 Projected	FY17 Budgeted
	Intergovernmental			
401.000.33425	ENR Operating Grant	243,000	243,000	240,000
401.000.33427	WWTR ENR Upgrade Grant		371,343	
	Total Intergovernmental	243,000	614,343	240,000
	Service Charges			
401.000.34410	Sewer Service	3,571,000	3,702,000	3,704,000
401.000.34412	Sanitary #4 Sewer Charge	105,000	106,000	107,800
401.000.34413	Sanitary #1 Sewer Charge	209,000	208,000	210,400
401.000.34414	Sanitary #3 Sewer Charge	33,000	32,000	32,800
401.000.34415	Sanitary District #7	109,000	108,000	108,100
401.000.34416	Horn Point Cees Sewer	26,000	30,000	33,000
401.000.34420	Pollution Control-Septic	65,000	55,000	60,000
401.000.34421	Sewer Connections	-	-	1,600
401.000.34422	Discharge Service	3,000	2,000	2,000
	Total Service Charges	4,121,000	4,243,000	4,259,700
	Miscellaneous Revenue			
401.000.36100	Interest-Savings	1,000	1,000	1,500
	Total Miscellaneous Revenue	1,000	1,000	1,500
	Total Sewer Fund Revenue	4,365,000	4,858,343	4,501,200

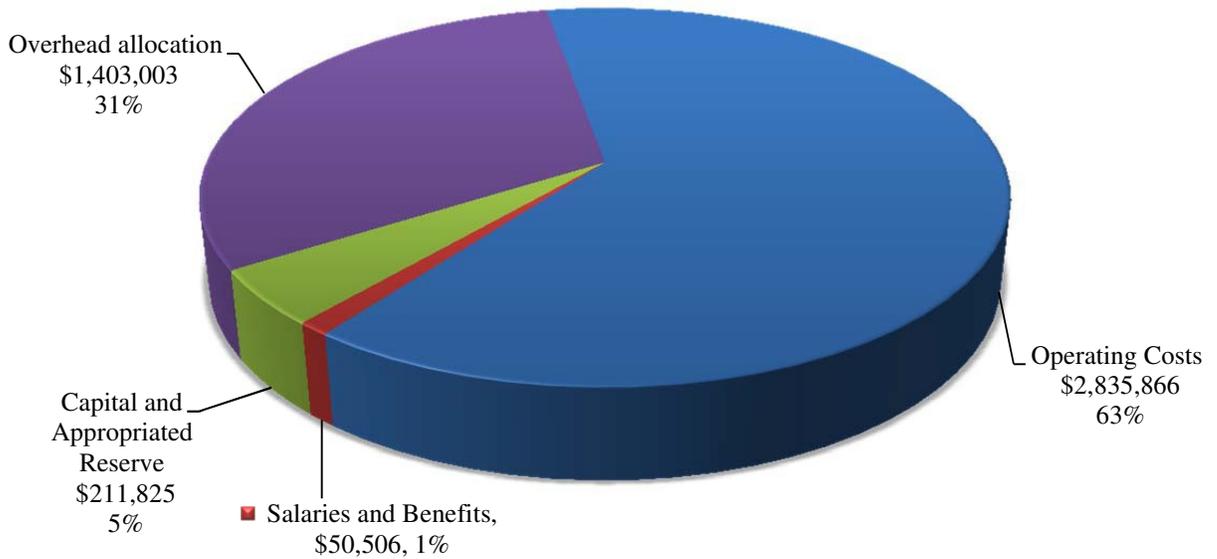
2017 Sewer Fund Expenses

Sewer services, principally Maryland Environmental Services, comprise 65% of the Sewer Fund expenses followed by the cost of the other departments to support the Sewer Fund.

FY17 Sewer Fund Expenses: by Type \$4,501,200



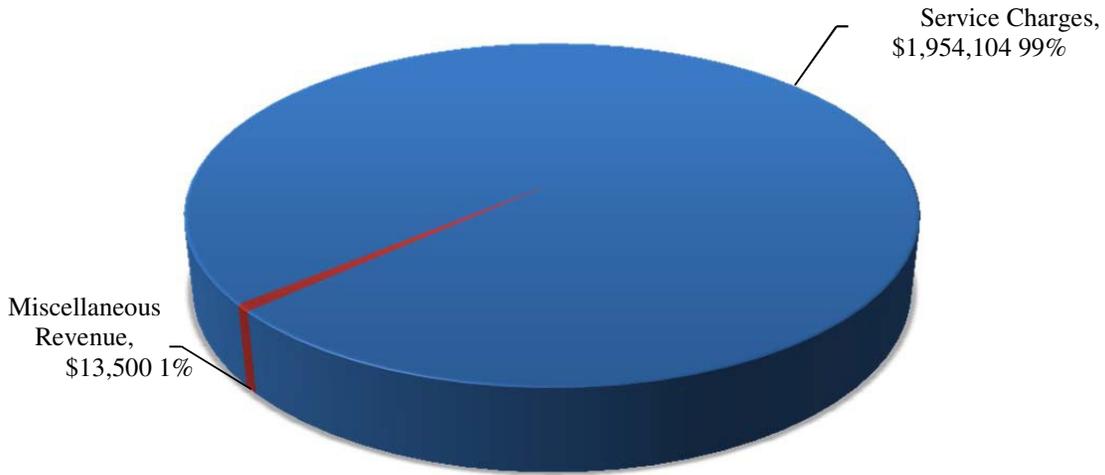
FY17 Sewer Fund Expenses: by Category \$4,501,200



2017 MUC Fund Revenues

99% of the revenue is comprised of service charges.

FY17 MUC Revenues \$1,967,604

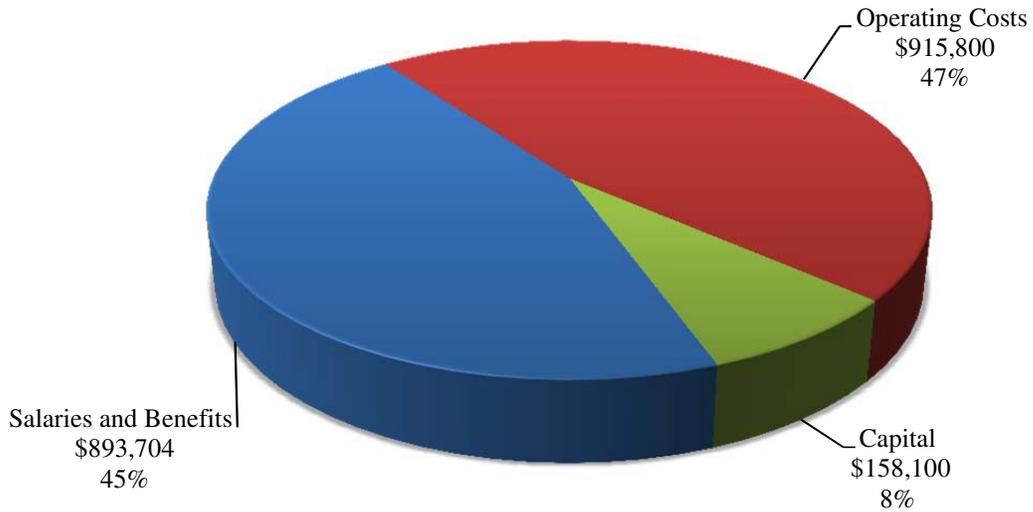


MUC Fund Revenues				
Account #	Description	FY16 Budgeted	FY16 Projected	FY17 Budgeted
Service Charges				
10-400-110	Water Sales	1,663,276	1,539,000	1,780,104
10-400-141	Miscellaneous Sales	75,000	71,200	75,000
10-400-121	Fire-Line Charges	24,000	28,700	28,000
10-400-151	Penalty Fees	65,000	65,800	66,000
10-400-154	Meter Install Fees	5,000	400	5,000
Total Service Charges		1,832,276	1,705,100	1,954,104
Miscellaneous Revenue				
10-400-152	Interest Income	1,500	800	1,500
10-400-155	Bay Restoration Fund reimbursement	24,000	12,900	12,000
Total Miscellaneous Revenue		25,500	13,700	13,500
Total MUC Revenue		1,857,776	1,718,800	1,967,604

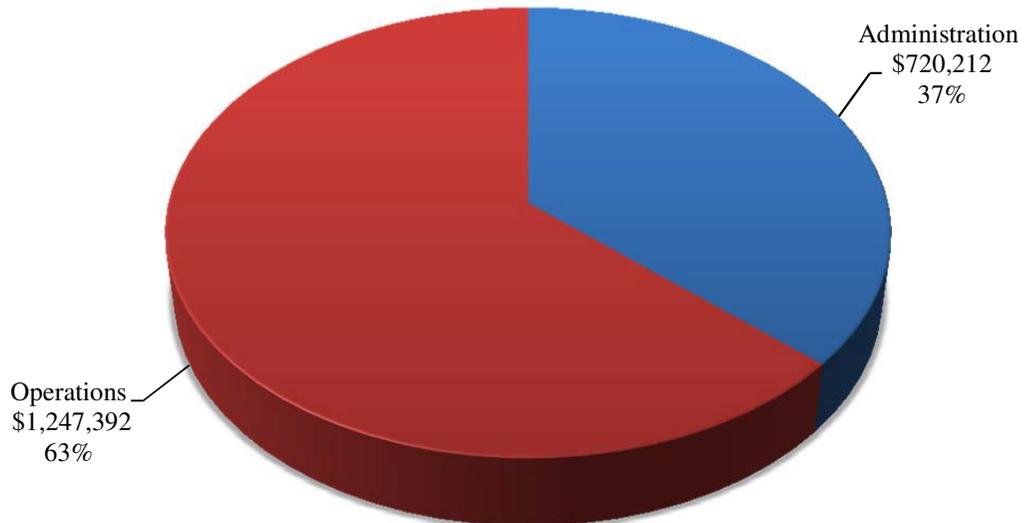
2017 MUC Fund Expenses

63% of total expenditures are the cost to operate and distribute water. 37% is the cost to administer the MUC.

FY17 MUC Expenses: by Category \$1,967,604



FY17 MUC Expenses: by Type \$1,967,604



2017 Health Insurance Fund Revenues and Expenses ISF

This is a new fund (see budget overview) which charges anticipated health insurance costs to other funds.

ISF- Health Insurance Revenues				
Account #	Description	FY16 Budgeted	FY16 Projected	FY17 Budgeted
	Service Charges			
301-000-32400	Charge for Health Insurance	N/A	N/A	600,000
	Total Service Charges			600,000
Total ISF- Health Insurance Fund Revenue				600,000

Health Insurance Fund Reconciliation

Revenue

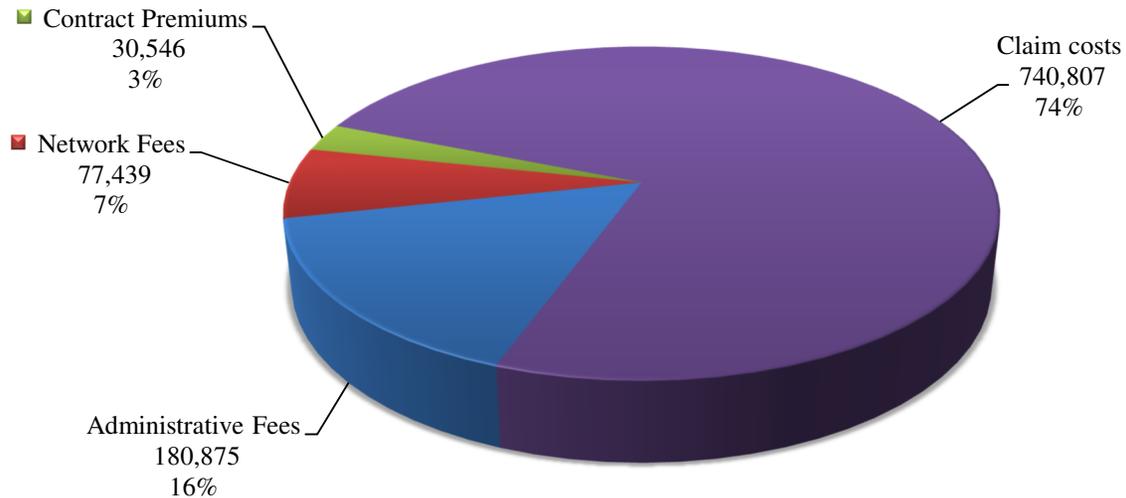
Service charges	\$600,000
Total Revenue	600,000

Expenses

Projected costs	1,029,667
Employee contributions	(210,667)
Retiree contributions	(63,000)
MUC costs	(156,000)
Total Expenses	\$600,000

The contributions by employees, MUC costs, and retiree contributions are a direct pass through and offset expenses.

FY17 ISF Expenses: \$1,029,667



Total Outstanding City Debt

The City has a total of \$17 million in outstanding general and enterprise debt. The City does not plan to issue any new bonds or to increase its debt in FY2017. The City will retire \$785,000 in general debt and \$875,000 in enterprise debt during FY2017.

General Debt Summary	Year	Outstanding Principal	Interest Rate Range	Final Maturity
FY15 police cars note payable	2015	42,175	1.95%	2018
Street sweeper note payable	2013	72,880	2.27%	2018
Software note payable	2013	85,410	4.73%	2018
FY16 police cars note payable	2016	65,629	1.89%	2019
Line of credit note payable (payable on demand)	2008	492,585	3.25%	2021
Fire truck note payable	2015	433,092	2.14%	2022
Building mortgage	2013	163,627	3.69%	2028
Riverwalk note payable ^	2004	9,720	0%	2028
Department of Natural Resources note payable	2004	145,899	0%	2029
2016 Bond- Public Refunding <	2016	8,695,000	2.06%	2031
Total General Debt: \$10,206,017				

Enterprise Debt Summary	Year	Outstanding Principal	Interest Rate Range	Final Maturity
2001 Bond- Sewer	2001	3,056,890	1.5%	2021
2016 Bond- Public Refunding <	2016	1,375,000	2.06%	2022
2012 Bond- Sewer * - Tech Park	2012	187,937	4.13%	2042
2012 Bond- MUC * - Tech Park	2012	187,937	4.13%	2042
2011 Bond- Sewer	2011	1,010,618	1.10%	2033
2011 Bond- Sewer (forgiven)	2011	400,000	n/a	n/a
Total Enterprise Debt: \$6,218,382				

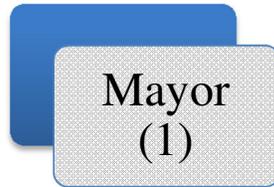
*76% paid by Dorchester County; 12% Sewer Fund, 12% MUC (only portion owed shown)

^ 93% paid by Shore Health (only portion owed shown)

< 2005 and 2006 Bonds were refunded under the 2016 Bond – Public Refunding. The 2016 Bond is allocated accordingly.

Mayor

"The mayor shall preside over the meetings of the commissioners and shall perform such other duties and functions as may be authorized or required of him or her under the Charter, or the amendments thereto, or by municipal ordinances."



Position Summary Schedule

	Authorized FY15	Authorized FY16	Authorized FY17
Mayor	1	1	1
Total	1	1	1

Mayor Goals FY17

See Commissioners goals

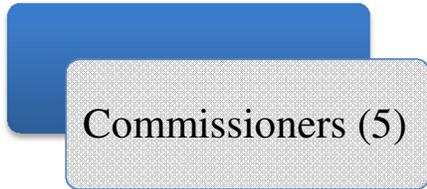
Mayor Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	12,000	12,000	12,000	12,000
Benefits	7,315	7,392	5,953	5,688
Total Personnel expenses	19,315	19,392	17,953	17,688
Operating expenses	4,900	4,900	15,200	9,720
Debt service				
Total other operating expenses	4,900	4,900	15,200	9,720
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total Mayor operations	24,215	24,292	33,153	27,408

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Commissioners

"The corporate authority, government, rights, powers and prerogatives of Cambridge shall be vested in and exercised by five commissioners, who shall be known as "The Commissioners of Cambridge," and shall be elected as in the charter provides. The terms of office of all commissioners elected at any regular election held under the charter shall be for a term of four years and until their successors are duly elected and qualified. The said commissioners shall be elected by ballot at a municipal election conducted in said town and every qualified voter shall be entitled to vote for five commissioners, provided, however, that no two commissioners shall reside in the same ward. No one shall be eligible to be elected to the office of commissioner unless on the day of election, wherein s/he is elected, he shall be a qualified voter and entitled to vote at the municipal election of said town, and is then at least 25 years of age and has been a bona fide resident of said city for one year and a bona fide resident of her or his ward."



Position Summary Schedule

	Authorized FY15	Authorized FY16	Authorized FY17
Ward 1	1	1	1
Ward 2	1	1	1
Ward 3	1	1	1
Ward 4	1	1	1
Ward 5	1	1	1
Total	5	5	5

Commissioners Goals FY17

On May 23, 2016 City Council adopted the following five (5) goals and sixteen (16) implementation plans for FY 2017. The Table below shows the goals, strategies, and implementation plans. It also shows costs required to supplement departmental budgets to complete given implementation plans and all Department/Division assignments. Where no cost is shown, no additional funds beyond the budget is needed. The asterisked amounts remain in the Commissioners' budget as a reserve for two implementation plans (Numbers 4 and 6).

Commissioners Goals FY 2017 (continued)

Strategies	Implementation Plans	Cost	Dept/Division
1. Strengthen financial health of the City			
▪ General Strategy	1. Adopt Fiscal Policies		Finance
▪ Increase Revenue	2. Sell unneeded properties		Public Works – Admin.
▪ Reduce Costs	3. Task RFC with finding ways to reduce costs.		Fire Dept.
2. Address Housing Blight			
▪ Demolish condemned houses	4. More funding for demolition	\$16,000* (reserved in Commissioners’ Budget)	Public Works – Building Safety Services
▪ Get more properties back onto tax rolls	5. Cooperate with County on selling vacant property and facilitating lot-line adjustments.		Public Works – Admin and Planning & Zoning
	6. Purchase tax sale properties as buyer of last resort to take control of properties in the City.	\$15,000* (reserved in Commissioners’ Budget)	Public Works – Admin.
▪ Avoid decline of vacant houses to point of condemnation	7. Research enforcement policies and tools for more effective code enforcement.		Public Works – Admin. and Building Safety Services
	8. Develop a housing blight reduction program, in coordination with the County.		Public Works – Planning & Zoning
	9. Increase code enforcement capacity so that it is more proactive.	\$45,000	Public Works – Building Safety Services
3. Economic Development			
▪ Increase tourism	10. Add advertising dollars to Marina budget and direct Long Wharf Committee to advise on its use.	\$10,000	Public Works - Marina
▪ Attract businesses and increase employment base	11. Develop industrial business marketing project under joint City/County committee	\$ 5,000	Public Works – Economic Development
4. Advance Sailwinds Development			
▪ General Strategy	12. Proceed with Sailwinds Wharf repair.		Public Works - Engineering
5. Reduce Crime			
▪ General Strategy	13. Bike patrol	\$6,000	Police - Patrol
	14. Neighborhood Watch program in 4 neighborhoods		Police – Chief’s Office/Comm. Policing
	15. Exploration of how to reduce crime through meetings between the Chief, Sheriff and State’s Attorney.		Police – Chief’s Office
	16. Crime analysis software	\$8,000	Finance – IT
TOTAL COST – from Council Goals Reserve		\$50,000	

Commissioners Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	50,000	50,000	50,000	50,000
Benefits	35,764	36,133	28,931	27,571
Total Personnel expenses	85,764	86,133	78,931	77,571
Operating expenses	4,250	4,550	6,300	6,500
Reserve for Council goals				31,000
Debt service				
Total other operating expenses	4,250	4,550	6,300	37,500
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total Commissioners operations	90,014	90,683	85,231	115,071

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

City Manager

The City Manager is the chief executive officer of the City and head of the administrative branch. She is responsible to the Mayor and City Commissioners as a body, for the proper administration of all affairs of the City. She serves as the chief personnel officer for the City as well. The City Manager prepares agendas with recommendations for the City Council and advises on policy. She provides direction to the City Department Heads and represents the City to other agency managers.

Funding for Dorchester County Public Library.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
City Manager			1	1
Executive Secretary	10	1	1	1
Total		1	2	2

*Note: certain positions have been reallocated to conform to the FY17 Budget

City Manager Performance Measures

	FY14	FY15	FY16 (Projected)	FY17 (Estimated)
Timely Council Agendas	n/a	n/a	14	24
Balanced budget submitted to Council	n/a	n/a	filed by 5/2/16	file by 5/1/17

City Manager Accomplishments FY16

- Revised agenda process to be more efficient.
- Negotiated consolidation of City Police dispatch with County 911 (dispatch) for a projected annual saving of approximately \$200,000.
- Submitted a balanced budget in a revised format to focus consideration on policies and services
- Submitted a 5 year capital program.
- Established personnel files with 2016 personnel evaluations
- Facilitated development of Council Goals.
- Renewed planning for City Sailwinds/Port Property redevelopment.

City Manager Goals FY17

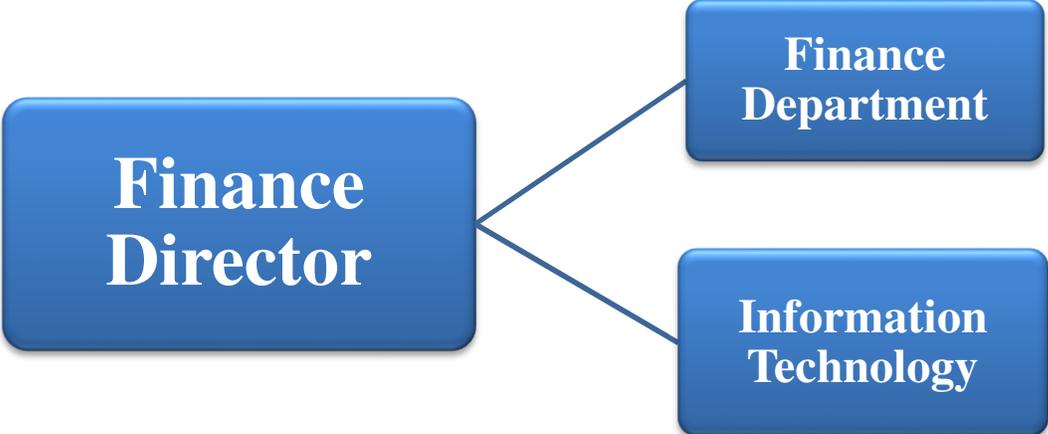
- Submit a balanced budget.
- Initiate a strategic planning process for "new Mayor and Council."
- Submit a recommended developer for Sailwinds project.
- Develop and implement plan to increase Marina revenue.
- Oversee implementation of City Council goals.

City Manager Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	-	-	147,548	153,499
Benefits	12,685	12,812	32,060	31,921
Total Personnel expenses	12,685	12,812	179,608	185,420
Operating expenses	-	11,044	53,150	48,472
Debt service				-
Total other operating expenses	-	11,044	53,150	48,472
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total City Manager operations	12,685	23,856	232,758	233,892

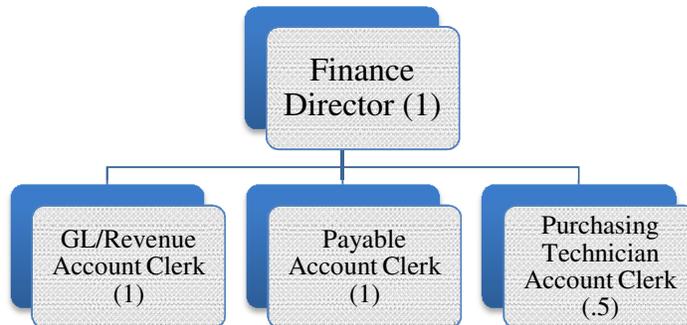
*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Finance Department Organizational Chart



Finance

The Finance Department is responsible for all financial and accounting activities of the City of Cambridge and provides accounting, compliance, and reporting support for the City. In addition to these functions, the budget is developed and administered in the Finance Department. In general, the Department is responsible for communication to the City Manager of finances, collection of taxes and other revenue, billings, payroll, payments of obligations and invoices, financial reporting, assistance and preparation of the external audit of the City's finances, and supervision of debt and cash flow. Takes lead in cost cutting and revenue generation studies. Takes lead in capital improvement plan. Oversees Information Technology Division.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Clerk/Treasurer	17	1		
Finance Director	17		1	1
Executive Assistant	11	1	1	
Financial Specialist	10	1		
Purchasing technician account clerk	9			0.5
GL/Revenue account clerk	8			1
Payable account clerk	7			1
Accounting Clerk 2	7	2	2	
Total		5	4	3.5

*Note: certain positions have been reallocated to conform to the FY17 Budget

Finance Performance Measures

	FY14	FY15	FY16 (Projected)	FY17 (Estimated)
Accounts payables checks issued		1769	1849	1906
Number of vendors used - accounts payable		467	484	501
Payroll checks issued (not direct deposits)		556	493	524
Personal property tax bills issued		492	481	487
On-time delivery of paychecks		100%	100%	100%

Finance Accomplishments FY16

- PKS & Company completed their audit for the City of FY15 and reported no findings. Financial reports began to be distributed quarterly to Mayor and Council.
- The Finance Department successfully bid the banking and auditing services.
- The Finance Department successfully refinanced the 2005 and 2006 bonds.
- The Finance Department in collaboration with MUC reorganized the administrative functions for greater efficiencies.
- Lead first five year capital development project. Revised budget format and analysis.

Finance Goals FY17

- To examine current financial practices and recommend financial policies to Mayor and Council.
- To continue to modify and improve communications from the Finance Department to be more efficient.
- To continue to improve budget content moving to receiving the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Implement reorganization plan in conjunction with MUC.

Council Goals FY17

- Strengthen financial health of the City: Adopt Fiscal Policies

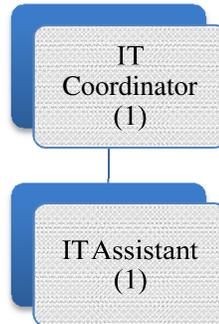
Finance Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	231,926	248,774	185,732	173,692
Benefits	82,223	84,467	50,099	47,612
Total Personnel expenses	314,149	333,241	235,831	221,304
Operating expenses	260,673	81,266	84,496	67,036
Debt service	294,590	225,055	170,290	160,614
Total other operating expenses	555,263	306,321	254,786	227,650
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total Finance operations	869,412	639,562	490,617	448,954

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Information Technology (IT)

The Information Technology division builds, plans, and maintains the City's information technologies infrastructure. The IT division manages the City's voice, data, and geographical information systems (GIS) and networks, and provides help desk support to the City's employees. The IT division strives to keep current on upcoming technologies and assesses and implements new technologies in an effort to provide the City efficient and effective use of technological tools.



IT Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
IT Coordinator	13	1	1	1
IT Assistant	9		0.5	1
Total		1	1.5	2

*Note: certain positions have been reallocated to conform to the FY17 Budget

IT Performance Measures

			FY16 (Estimated)	FY17 (Projected)
Number of workstations and laptops maintained			57	60
Cameras implemented and maintained			11	11
Access points providing Wi-Fi			10	10
Fiber links maintained			5	5
Virtual servers availability (main and backup)			99.99%	99.99%

IT Accomplishments FY16

- Built a new, more robust, firewall/router capable of handling the City's needs as well as future expansion.
- Implemented technology upgrades to the City's technology infrastructure.
- Merged Police Department technology into the City-wide operations.
- Conceptualized IT budgets and management.
- Implemented a better email solution to facilitate better use of current technologies and users' needs.
- Installed and supported new COMCATE software.
- Supported transition to County dispatch CAD and RMS Systems.

IT Goals FY17

- Implement and oversee PSSI (police records management system).
- Implement and oversee additional new software including AutoCAD upgrades and New World additional licenses.
- Implement a better email solution to facilitate better use of current technologies and users' needs.
- Oversee City-wide software and hardware needs.
- Target key hardware areas including Wi-Fi, NVR (Network Video Recorder), and phone lines
- Work with the County to correlate the GIS connection/upgrade.
- Support departments in researching new applications for increased efficiency.

Council Goals FY17

- Reduce Crime: Crime analysis software - \$8,000

IT Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	54,300	57,601	72,564	92,243
Benefits	19,519	19,845	29,460	31,233
Total Personnel expenses	73,819	77,446	102,024	123,476
Operating expenses	41,703	48,118	43,448	90,508
Debt service				
Total other operating expenses	41,703	48,118	43,448	90,508
Capital projects	-	-	-	39,000
Total capital expenses	-	-	-	39,000
Total IT operations	115,522	125,564	145,472	252,984

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

City Attorney

The Law division is comprised of a contracted attorney and is dedicated to providing expert legal advice and skilled legal support to the Mayor and Council, the City’s Boards and Commissions, and City staff on all legal matters affecting the City. The attorney strives to provide proactive counsel, preventive advice, and early intervention to assist the City in developing a clear understanding of all of its legal options.

The attorney is responsible for providing legal support to the City of Cambridge; reviewing for legal sufficiency all agreements to which the City is a party; preparing and/or reviewing legal documents for the City; preparing and/or reviewing amendments to the City Charter and Code for enactment by the Mayor and Council; and representing the City before administrative agencies and federal and State courts in legal proceedings in which the City has an interest.

City Attorney Performance Measures

	FY14	FY15	FY16 (Projected)	FY17 (Estimated)
Ordinances prepared and approved	7	8	30	10
Resolutions prepared and approved	14	18	12	12
Handling of Board of Zoning Appeals	n/a	n/a	2	2

City Attorney Accomplishments FY16

- Assisted the City in the process for the first City Manager advising on legal aspects.
- Wrote Charter amendments.
- Finalized Unified Development Code.
- Attended Planning and Zoning, City Council, Board of Appeals, and Housing Board of Review meetings.

City Attorney Goals FY17

- Address and update the Charter.
- Publish the updates and amendments to the Code.
- Confer with the City Manager and County elections to meet the legal requirements for the primary and general elections.
- Support Sailwinds Committee on developer selection and the negotiation process.

City Attorney Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	-	-	-	-
Benefits				
Total Personnel expenses	-	-	-	-
Operating expenses	90,100	112,600	145,100	114,100
Debt service				
Total other operating expenses	90,100	112,600	145,100	114,100
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total City Attorney operations	90,100	112,600	145,100	114,100

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

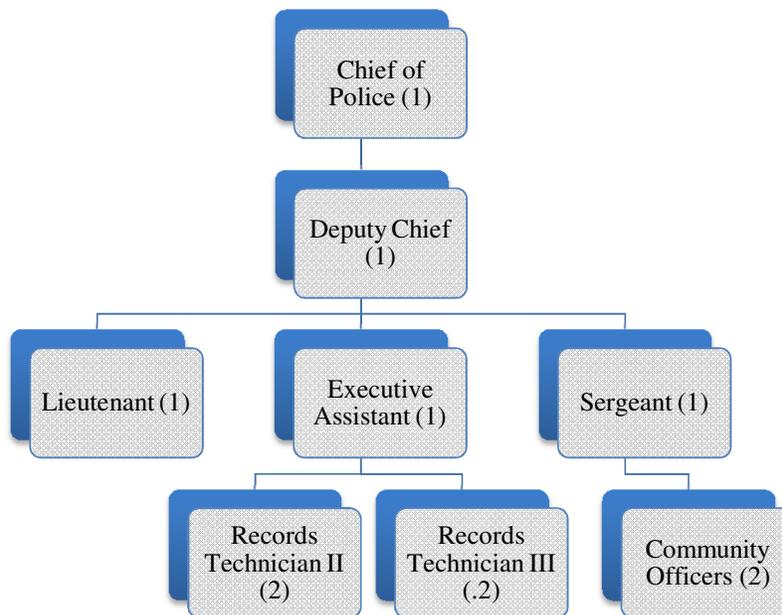
Cambridge Police Department Organizational Chart



Office of Police Chief

The Office of Police Chief provides guidance and support for overall police operations. The Office of the Chief and administrative staff manage department personnel, equipment, budgeting, training, and policies. Each of these areas must be continuously updated to reflect current case law and public perceptions. Improvements in recruiting and retention have allowed us to move officers into community policing positions where they can be more proactive.

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. Involvement, accessibility and innovation are critical to our mission. There are three community offices: Pine Street, Race Street (downtown) and Greenwood Ave. Moving an additional officer from Patrol to COPs will help staff these offices. COPs teach D.A.R.E in the four elementary and middle schools within the city. They engage with the community through special events and the Citizen's Police Academy. Crime prevention surveys and neighborhood meetings educate business owners, seniors and children regarding current crime trends within the community and encourage feedback.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Chief of Police	17	1	1	1
Deputy Chief	6	1	1	1
Lieutenant	5	1	1	1
Sergeant	4			1
Corporal	3	1	1	
Community Officers	2			2
Executive Assistant	11	1	1	1
Records Technician III		1	1	0.2
Records Technician II	6/7	2	2	2
Total		8	8	9.2

*Note: certain positions have been reallocated to conform to the FY17 Budget

Office of the Police Chief Performance Measures *

	FY16 (Estimated)	FY17 (Projected)
Provide officers with 900 collective hours of training	900	900
Review and update policies	2	10
Maintain dispatch services through transition	-	Completed
Work with community to form Neighborhood Watch/Associations	-	3
Select initial Police Explorer participants	-	10
Open community offices to increase presence	1	3
Teach DARE program in City schools	4	4
Increase outreach and crime prevention through social media	3,500	3,700
Implement President's Task Force Plan	N/A	Completed

* Statistics are based on calendar year data

Office of the Police Chief Accomplishments FY16

- Improved fiscal responsibility.
- Restored cooperation with regional law enforcement agencies.
- Improved intelligence and information sharing.
- Planned consolidation of dispatch services with Dorchester County 911 Communications
- Developed implementation plan for reviewing and updating policies.
- Held the first Citizen's Police Academy for City residents.

Office of the Police Chief Goals FY17

- Review policies to bring up to national accreditation standards.
- Explore grant opportunities to supplement budget.
- Exceed MPTC mandatory training requirements for officers and implement community involvement.
- Recruit, hire and train sufficient personnel to fully staff all authorized positions.
- Expand community visibility and outreach through residential patrols, community meetings, events and social media.
- Adopt of the President’s Task Force on 21st Century Policing.
- Promote crime prevention through education.
- Collaborate with community to improve engagement and activities.
- Implement consolidation of dispatch services with Dorchester County 911 Communications.
- Provide positive interaction between community and police.
- Address juvenile crime through communication with schools and social services.
- Implement a new Police Explorer program which will get the City’s youth involved in after-school activities, teach responsibility and respect, and encourage them to pursue careers in public service.

Council Goals FY17

- Reduce crime: Neighborhood Watch program in 4 neighborhoods.
- Reduce crime: Exploration of how to reduce crime through meetings between the Chief, Sheriff and State’s Attorney.

Office of the Police Chief Budget

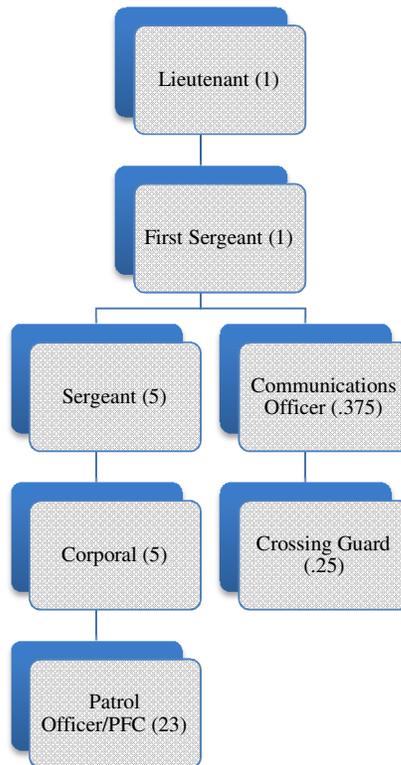
	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	510,033	534,409	477,373	512,928
Benefits	155,504	146,333	130,787	130,048
Total Personnel expenses	665,537	680,742	608,160	642,976
Operating expenses	164,474	194,212	157,299	91,774
Debt service	39,720	31,045	54,135	52,634
Total other operating expenses	204,194	225,257	211,434	144,408
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total Office of the Police Chief operations	869,731	905,999	819,594	787,384

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Patrol

A lieutenant manages the administrative functions of the division such as report review, policy review and staffing. The First Sergeant handles operations, special events, the police vehicle fleet and the squad supervisors. There are five squads working rotating shifts of days, evenings and nights. Each squad is led by a sergeant and a corporal. The corporal assumes command in the sergeant's absence and supports officers on patrol.

Our deployment of body-worn cameras has been a success as officers and the public appreciate the oversight. All of our officers are certified in law enforcement first aid and in the administration of the opiate antidote Narcan. An increase in staff through the federal COPS grant will enable us to staff patrol sufficiently to minimize overtime and increase supervision by allowing sergeants and corporals to serve as backup and support to junior officers. Crime mapping will be utilized to identify hot spot areas in need of particularized attention to reduce crimes of opportunity. Directed special traffic enforcement will be utilized to reduce traffic crashes and improve pedestrian safety. Our K-9 animals and handlers are effective in building searches, tracking violent criminals before a police officer is put in harm's way, and locating narcotics in buildings and vehicles.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Lieutenant	5	1	1	1
First Sergeant	4		1	1
Sergeant	4	5	5	5
Corporal	3	5	5	5
Patrol Officer	2/1	22	22	20
Patrol Officer- grants	2/1		3*	3
Communications Officer	7/8	8	8	0.375
Police Cadet	NA		1	
Crossing Guard	NA		0.25	0.25
Total		41	46.25	35.625

*Note: certain positions have been reallocated to conform to the FY17 Budget * half year funded with grant

Patrol Performance Measures (Statistics are based on calendar year data)

	FY16 (Estimated)	FY17 (Projected)
Number of downtown foot and bicycle patrols	1,189	1,400
Reduce crime in downtown business district (percentage)	NA	Minus 5%
Community meetings attended by neighborhood beat officers	NA	12
Directed traffic enforcement conducted based upon crash data	50	100
Number of crime analysis maps prepared for directed enforcement	6	12

Patrol Accomplishments FY16

- Improved police vehicle equipment for officer safety.
- Analyzed patrol districts' call volume.
- Increased starting salary for certified police applicants.
- Increased proactive patrols to effectively identify crime.
- Conducted curfew checks for Drug Court.
- Improved retention of personnel.
- Trained officers to administer Narcan to overdose patients.
- Deployment of body-worn cameras.

Patrol Goals FY17

- Increase bicycle and foot patrols within downtown business district in order to reduce crime by 5%, including a "Bike 1" patrol area in District 3 - increasing Police presence in the downtown business zone and waterfront areas.
- Institute Neighborhood Beat Officer Program.
- Reduce crimes of opportunity through saturation patrols and police omnipresence.
- Build a relationship with residents and identify quality of life issues through the Neighborhood Beat Officer Program
- Improve pedestrian and vehicle safety through crash analysis and directed enforcement.
- Implement COMPSTAT model for analyzing criminal activity and effective deployment of resources.
- Implement consolidated police communications and a new computerized records management system.
- Replace the two K-9s animals that retired in 2016.

Council Goals FY17

- Reduce crime: Bike patrol - \$6,000

Patrol Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	2,005,085	2,139,334	2,188,199	1,861,454
Benefits	1,141,676	1,145,913	1,087,004	1,151,024
Total Personnel expenses	3,146,761	3,285,247	3,275,203	3,012,478
Operating expenses	136,360	138,360	156,900	348,900
Debt service				
Total other operating expenses	136,360	138,360	156,900	348,900
Capital projects	-	-	-	125,180
Total capital expenses	-	-	-	125,180
Total Patrol operations	3,283,121	3,423,607	3,432,103	3,486,558

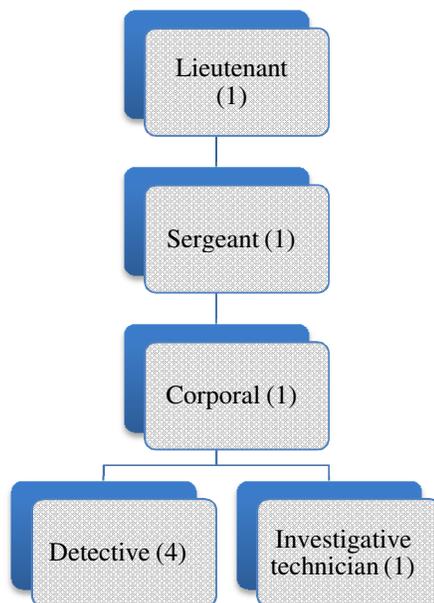
*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Special Operations

The Special Operations division is a group of criminal and narcotics investigators comprising a flexible and responsive team that can respond to and investigate any situation. The lieutenant oversees the entire division and is also responsible for internal investigations, release of public information, and use of force review, and coordination with the Dorchester County Narcotics Task Force.

Criminal Investigation Detectives conduct investigations which include anything from homicide to malicious destruction of property. Most cases are initiated through patrol officer reports that require more detailed follow up, and others more sensitive in nature are brought directly to the investigators. Detectives also conduct background investigations on police applicants. They have an obligation to work closely with the State's Attorney to prepare cases for trial. Our focus this year is to improve the relationship with the State's Attorney and ensure successful prosecution of all criminal cases. Two Narcotics Enforcement Detectives specialize in neighborhood narcotics activity while a third is assigned to the Dorchester County Narcotics Task Force. The task force partnership enhances our regional narcotics effort by investigating regional narcotics trafficking. The Emergency Response Team is a highly-trained team of officers who specialize in response to critical incidents and serving search warrants. Our polygraph examination program is valuable for investigations and backgrounds checks. It is also a benefit to other police agencies in the region who do not have one on staff, as we perform polygraph examinations at their request. It is another way we share resources with allied agencies to accomplish our mission.

New Program: Civilianization of specialized functions in a police department is necessary to provide continuity and enhance a particular skill set as they do not follow a sworn officer's pattern of promotion and transfer. Evidence handling has been the responsibility of the detectives group. However, careful evidence processing coincides with intensive investigation activity immediately following a crime. Adding this position will provide more secure evidence management and will release detective time to focus on investigations.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Lieutenant	5	1	1	1
Sergeant	4	1	1	1
Corporal	3	2	1	1
Detectives	2	4	4	4
Community police officer	2	1	1	Moved to admin
Investigative technician	8			1
Total		9	8	8

*Note: certain positions have been reallocated to conform to the FY17 Budget

Special Operations Performance Measures *

	FY16 (Estimated)	FY17 (Projected)
Increase case closure rate	70%	1
Achieve high warrant approval rate	80%	1
Increase number Safe Streets operations targeting narcotics, prostitution, gangs	6	8
Continue polygraph examiner program after current officer retires	100%	100%
Add new members to the Emergency Response Team to replace those retiring	2	2
Conduct curfew checks for Drug Court	360	500

* Statistics are based on calendar year data

Special Operations Accomplishments FY16

- Increased investigative quality by working closely with the State's Attorney.
- Conducted background investigations on 40 applicants.
- Joined the Dorchester County Narcotics Task Force.
- Improved student safety by participating in the Dorchester County Public School Safety Council.
- Joined CARFAX to give detectives access to vehicle information nationwide.
- Emergency Response Team served 16 search warrants and assisted Baltimore City Police with a homicide investigation.
- Solved a crime spree of 30 thefts and 5 burglaries through the investigation and arrest of four juveniles.

Special Operations Goals FY17

- Improve communication with State's Attorney's Office to ensure successful warrant approval and prosecution.
- Support Drug Court's effort to rehabilitate offenders with addictions.
- Coordinate with regional agencies and secure Safe Streets grant funding for FY17.
- Improve evidence analysis and control with a civilian property and evidence technician.
- Train two new officers for the ERT to replace those who retired.
- Train a new polygraph examiner to replace one retiring.

Council Goals FY17

- Reduce crime: Neighborhood Watch program in 4 neighborhoods.

Special Operations Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	478,056	433,227	400,930	430,578
Benefits	261,679	245,145	207,684	240,781
Total Personnel expenses	739,735	678,372	608,614	671,359
Operating expenses	-	-	2,200	2,200
Debt service				
Total other operating expenses	-	-	2,200	2,200
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total Special Operations operations	739,735	678,372	610,814	673,559

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Rescue Fire Company

Rescue Fire Company is a 100% Volunteer Fire Department that was established in 1882 and consists of 52 active members protecting a 1st due area of over 40 square miles with a population of approximately 14,000 persons.



Rescue Fire Company Performance Measures

	FY14	FY15	FY16 (Projected)	FY17 (Estimated)
Total responses by year	745	852	860	860
Reported Structural Fires	77	86	98	98
Training Classes Attended	335	411	400	400
Residential Smoke Detector Program sites	42	57	90	90
Total Staff Hours	12,650	17,756	20,242	24,242

Rescue Fire Company Accomplishments FY16

- Increased Active Membership from 44 to 52 members, while also increasing other membership by 37. Responded to 852 calls over the past year with only 4 workman compensation claims.
- Placed into service a 2015 Fire Engine which is much safer for personnel replacing a 1988 Fire Engine that still had open jump seats.

Rescue Fire Company Goals FY17

- RFC Goal #1 – Apparatus Maintenance & Replacement
Provide Rescue Fire Company personnel with the most advanced, efficient, cost effective, safe and dependable fleet of apparatus possible. Update old replacement plan to a more effective and efficient plan based on NFPA 1901 recommendations. Create a Fleet Management Plan. Explore alternative vendors for fleet repairs based on reliability and costs. Create an annual report of all costs and repairs to better predict future budget needs.

Rescue Fire Company Goals FY17 (continued)

- RFC Goal #2 – Health & Safety
Provide a workplace that will assure an effective, healthy, safe environment and reduce stress in order to promote quality of life and support pride in the organization. Develop a Health and Fitness Program for all members. Annually review Organizational Chart and Position assignments to ensure effective leadership, span of control and chain of command. Develop and implement a Recruitment and Retention Program. Empower members by continually soliciting their assistance, input, and opinion on operations, standards, and policy. Reduce and maintain workman compensation claims to less than 1 claim per every 5,000 staff hours.
- RFC Goal #3 – Training
Provide Rescue Fire Company personnel with an efficient, well-structured and highly motivational training program. Improve on new member training and orientation. Develop a training program for the entire membership in which all personnel will have a chance to attend and learn by providing multiple dates and times for each training/drill. Develop and implement an Officer’s development and retention training program.
- RFC Goal #4 – Response Management
Improve response times, provide proper staffing and cut down on turnaround time through coordination with the 911 Center and other agencies, including Mutual Aid Companies. Develop a standard for response times and staffing availability. Review our current Run Card Assignments and make adjustments as necessary based on current response times and staffing. Continue to review the assignments at least yearly. Review Box areas and make changes based on needs and on demographic changes. Develop a Mutual Aid agreement with surrounding departments to better organize response, training and minimize turnaround time

Council Goals FY17

- Strengthen financial health of the City: Task RFC with finding ways to reduce costs

Rescue Fire Company Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	-	-	-	-
Benefits	59,000	65,000	60,000	60,000
Total Personnel expenses	59,000	65,000	60,000	60,000
Operating expenses	168,721	174,940	198,801	194,510
Debt service	365,999	339,547	386,205	368,981
Total other operating expenses	534,720	514,487	585,006	563,491
Capital projects	550,000	565,000	13,000	-
Total capital expenses	550,000	565,000	13,000	-
Total Rescue Fire Company operations	1,143,720	1,144,487	658,006	623,491

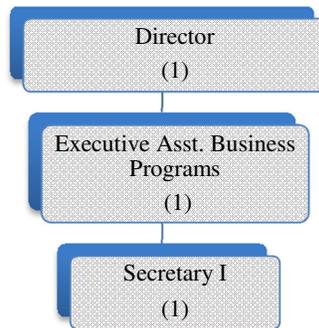
*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Department of Public Works Organizational Chart



Public Works Administration

The Public Works Department administration provides planning and direction focuses on the building and maintenance of the critical backbone infrastructure of the City such as buildings, streets, sidewalks, traffic signals, streetlights, landscaping, City-owned facilities and parks, Wastewater Treatment Plant(s), Code Enforcement, Engineering, Planning and Zoning, HPC, Marina, snow removal, and disaster preparedness. Provides financial budget management for all divisions of the department; i.e. processing of accounts payables, payroll, grants, and procurement. Personnel management for all DPW divisions; i.e. hiring, terminations, time management, training, etc.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Director	17	1	1	1
Executive Assist for Business Program	11	1	1	1
Secretary I	5	1	1	1
Total		3	3	3

*Note: certain positions have been reallocated to conform to the FY17 Budget

Public Works Administration Performance Measures

	FY15	FY16 (Estimated)	FY17 (Projected)
Management of Employees	49.5	51.5	50.5
Manage Department Budget (Salaries & Operating)	\$8,224,261	\$8,150,869	\$7,792,685
Asst. Health Insurance (census)	142	146	145
Risk Management (Workers Comp City Wide)	115	118	107
Manage Property/Liability Insurance (Insured Assets)	79.5 Million	80.5 Million	80.8 Million

Public Works Administration Accomplishments FY16

- Provided a foundation of leadership and support for the operating divisions of the Department.
- Provided administrative support for the implementation of various projects; i.e. street resurfacing, Sailwinds, Maryland Ave. Green Street project, and the Waste Water Treatment Plant (WWTP) upgrade.
- Implemented a Wellness Program to the City's Health Insurance Pool for employees.
- Supported transition to Council-Manager government by assisting new City Manager.
- In cooperation with the City's Information Technology Division installed new software for a Citizens Feedback, Code Enforcement and Building Permits/Inspection software.

Public Works Administration Goals FY17

- Ensure DPW announcements and outreach regarding ongoing and upcoming projects, streets, infrastructure, snow removal, etc.
- Ensure oversight of projects and construction to ensure quality execution, fiscally prudent decision making, timely and successful completion.
- Assist with seeking funding sources for capital and operating projects.
- Invest in staff through training and continuous process improvements.
- Continue with our leadership and core functions to the operating divisions.
- Integrate Economic Development with the Planning and Zoning Division.
- Work with Court system to expedite citation process to improve the efficiency of Code Enforcement in reducing/eliminating blighted properties.
- Coordinate with Dorchester County to accelerate the process in getting tax sale properties sold and back generating property taxes.

Council Goals FY17

- Strengthen financial health of the City: Sell unneeded properties
- Address Housing Blight: Cooperate with County on selling vacant property and facilitating lot-line adjustments - \$15,000 - reserved in Commissioners' budget
- Address Housing Blight: Purchase tax sale properties as buyer of last resort to take control of properties in the City.
- Address Housing Blight: Research enforcement policies and tools for more effective code enforcement.

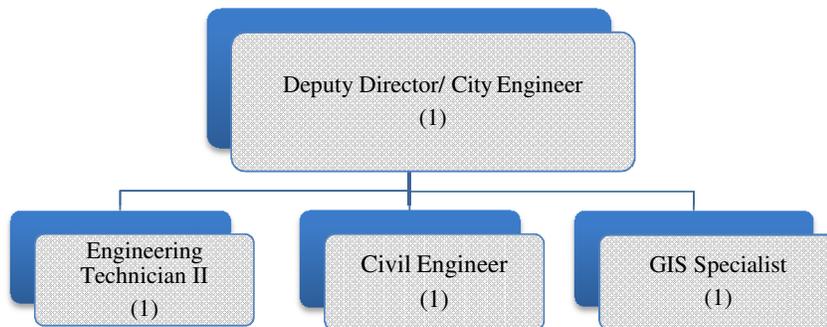
Public Works Administrative Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	234,332	161,221	165,374	167,056
Benefits	57,048	51,661	43,452	42,388
Total Personnel expenses	291,380	212,882	208,826	209,444
Operating expenses	181,467	190,328	224,754	160,685
Debt service				
Total other operating expenses	181,467	190,328	224,754	160,685
Capital projects	0	0	35,000	0
Total capital expenses	0	0	35,000	0
Total Public Works Admin operations	472,847	403,210	468,580	370,129

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Engineering

The Engineering division is to represent the interests of the City of Cambridge's residents and taxpayers in the activities related to planning, inspection, construction, and maintenance of the City's infrastructure and to provide engineered systems that enhance the standard of living, quality of life and minimize the impact to the environment. This Division writes and administrates grants for waterway projects through DNR, also provides technical support, budgeting, and inspection services for other grant applications. GIS provides a wide range of support to a municipality in efficiently and effectively managing their utility networks and assets, through a combination of field data collection and office compilation, as well as leveraging essential data from County government.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Deputy Director/City Engineer	16	1	1	1
Civil Engineer	15	1	1	1
GIS Specialist	12	1	1	1
Engineering Technician II	9	1	1	1
Total		4	4	4

Engineering Performance Measures

	FY16 (Estimated)	FY17 (Projected)
Cannery Park Stream Restoration design inspection (million dollars)		1.8
Maryland Ave Green Street Project (million dollars)	1.1	
Long Wharf Bulkhead/ Green Parking Lot design/inspection (dollars)	350,000	
Hearn Building design consultation/inspection (dollars)	500,000	
Sailwinds Bulkhead construction, consultation, inspection (million dollars)		6.5
Rt 50/ Maryland Ave Gateway design (dollars)		325,000
Development Plans Reviewed/ Approved	10	10
Grading Plans Reviewed/ Approved	6	6

Engineering Accomplishments FY16

- Prepared bid documents and received bids for Stream Restoration Project (1.8 million) at Cannery Park.
- Continued to work with Morris, Ritchie & Associates with design of Sailwinds Wharf/Promenade renovation project.
- Worked with Dorchester County, Baker, Ingram & Associates on stabilization of Hearn Building.
- Designed and bid bulkhead replacement project at Long Wharf.
- Worked with Lane Engineering to develop "Green" parking lot at Long Wharf.
- Finished "Green" street project on Maryland Ave.
- Designed and installed sewer force main system for residents in Oak Hill area.
- Finished/closed out of ENR project at Waste Water Treatment Plant (WWTP), working with Maryland Environmental Services (MES).
- Coordinated daily operation and maintenance of WWTP with MES.
- Worked with various agencies in energy conservation installing LED lights.
- Supported negotiation of Cambridge Yacht Maintenance lease.
- Provided technical support to Gateway Design Committee in preparation for demolition of structures, creation of green space, and redesign of Rt. 50 & Maryland Ave. intersection.

Engineering Goals FY17

- Continue to work on Sailwinds Wharf/Promenade renovation project and begin construction.
- Begin implementation and construction of stream restoration project for Cannery Park.
- Complete projects within cost, standards, and on-time.
- Partner with other City agencies, Dorchester County, and others to implement a GIS data base accessible to all, to provide accurate and precise location of infrastructure, mapping of various data.
- Continue to coordinate with MES in daily operations and maintenance of the WWTP and pumping stations.
- Continue efforts on energy.

Council Goals FY17

- Advance Sailwinds Development: Proceed with Sailwinds Wharf repair.

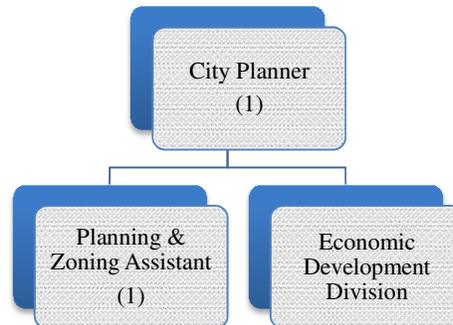
Engineering Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	223,389	234,599	241,761	246,176
Benefits	78,855	79,895	71,743	70,928
Total Personnel expenses	302,244	314,494	313,504	317,104
Operating expenses	0	0	0	0
Debt service				0
Total other operating expenses	0	0	0	0
Capital projects	0	0	0	0
Total capital expenses	0	0	0	0
Total Engineering operations	302,244	314,494	313,504	317,104

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Planning and Zoning

The Planning and Zoning division’s mission is to facilitate the use of solid planning principles and practices in order to enable superior land use development, identify and preserve historic resources, manage and protect environmental assets, and advocate for decisions that will contribute to a high quality of life and a robust economy for the citizens of Cambridge. We accomplish this by recognizing the intersectionality of land use, housing, transportation, historic preservation and community and economic development. The Planning and Zoning division also provides management and direction of the Economic Development division.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
City Planner	16	1	1	1
Planning & Zoning Assistant	8		1	1
City Planner II	13	1		
Total		2	2	2

Planning and Zoning Performance Measures

	FY16 (Estimated)	FY17 (Projected)
HPC Community Seminars	3	3
HPC Applications	45	50
HPC Applications Administrative Approved	22	23
P&Z Text Amendments to UDC	30	5
Monthly P&Z and HPC meetings	24	32
Planning Commission Site Plan Review Applications	13	10
Planning & Zoning Building Permit Application Review	41	45
HPC Building Permit Application Reviews	16	19

Planning and Zoning Accomplishments FY16

- Phillips Packing House nomination to National Register.
- Modified HPC application to make more citizens friendly and easier to understand, and developed a site plan review application to make the process easier.
- Developed the first HPC awards program for the City of Cambridge, which will be awarded in 2016.

Planning and Zoning Accomplishments FY16 (continued)

- Applied for working waterfront grant to fund the development of an implementation and business plan, which will complete the Working Waterfronts Framework that was started here and expanded on the Waterfront 2020 plan.
- Applied for a Maryland Heritage Areas Authority grant in order to contribute funding to rehabilitation of the 300 block of High Street.
- Applied for a DNR Parks and Playgrounds grant to fund the installation of a playground at Cattail Crossing.
- Took over lead staffing of Sailwinds Committee, including leading information gathering visits to planned waterfront developments.
- Planning and Zoning facilitated, in conjunction with the City’s consultant, Sage Group, the evaluation and update of the existing Economic Development Strategic Plan adopted by the City in 2010. This entails community outreach, focus groups discussions, assessment of the existing conditions, implementation practices and other listed criteria in the Plan to assess what has worked, what needs to be modified and potentially setting new goals to be accomplished within the next 5 years. The anticipation date of completion is June 30, 2016.
- Explored housing blight reduction measures.

Planning and Zoning Goals FY17

- Increase communication and outreach with the Community.
- Adopt/publish final HPC guidelines.
- Begin the planning process to update the City's Comprehensive Plan.
- Integrate Economic Development division with the Planning & Zoning division.
- Research and secure funding for design/construction for Cannery Park and Rails to Trails program.
- Develop design guidelines for the Route 50 corridor.
- Explore housing blight reduction measures.

Council Goals FY17

- Address Housing Blight: Cooperate with County on selling vacant property and facilitating lot-line adjustments.
- Address Housing Blight: Develop a housing blight reduction program, in coordination with the County.

Planning and Zoning Budget

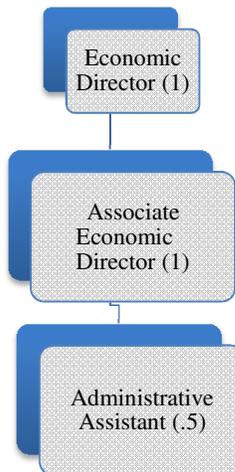
	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	108,938	115,677	104,706	106,964
Benefits	39,079	39,749	33,726	33,253
Total Personnel expenses	148,017	155,426	138,432	140,217
Operating expenses	-	8,000	8,000	19,300
Debt service				
Total other operating expenses	-	8,000	8,000	19,300
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total Planning and Zoning operations	148,017	163,426	146,432	159,517

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Economic Development

The Economic Development division serves as a resource for existing and new businesses and implementation of adopted initiatives of the Economic Strategic Plan. The Economic Development division supports the Sailwinds project, Business Friendly, Adopt-A-Street program (Neat Street), Senior Resident Tax Credit and Downtown Development District Tax Credit incentives as part of the Strategic Plan.

Other projects/duties that are managed by staff include Grants Administration, Marketing, Arts & Entertainment District Administrator, and the Facade Improvement Program. The Economic Development division oversees the special event budget.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Economic Director	15	1	1	1
Associate Economic Director	11	1	1	1
Administrative Assistant	99	0.5	0.5	0.5
Total		2.5	2.5	2.5

Economic Development Performance Measures

	FY15	FY16 (Estimated)	FY17 (Projected)
Coach Day Events	2	2	0
New Business Contacts			15
Number of New Businesses		10	10
Façade Improvement Grant	\$50,000	\$50,000	\$50,000
Number of Outdoor/Indoor Events			2
Existing Business Contacts			65%
Grants	9	11	8

Economic Development Accomplishments FY16

- Worked with existing and new businesses to promote economic development within Cambridge.
- Implemented the recommendations of the 2010 Economic Strategic Plan especially Waterfront 2020 Plan and undertook evaluation and update of plan.
- Administered a variety of grants including DBED-CDBG Strategic Plan Update and Community Legacy Façade Improvement Plan.
- Administered the Arts & Entertainment District program and successfully completed the annual reporting.
- Provided and implemented oversight of Facade Improvement program.
- Drafted tax incentive ordinance directed at vacant/underutilized buildings & sites.
- Coordinated 2 Coast Day events.
- Staffed the Economic Development Masterplan Steering Committee.

Economic Development Goals FY17

- Work with new/existing entrepreneurs and business prospects.
- Complete the Economic Development Strategic Plan with the consultant.
- Expand Economic Development Plan to incorporate vacant industrial lands and buildings and add rent/sale plans.
- Expand the Arts & Entertainment District program.
- Coordinate economic development with Dorchester County Chamber of Commerce and others.
- Participate with the development of the Request for Proposals (RFP) for Sailwinds/Port property.
- Coordinate increased waterfront event programming.
- Participate with SCORE to conduct electronic business analysis for all businesses within the City.
- Update City list of businesses and contact 65% of them to see if they need help from the City and survey their business projections.

Council Goals FY17

- Economic Development: Develop industrial business marketing project under joint City/County committee - \$5,000

Economic Development Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	97,591	126,711	130,859	129,611
Benefits	37,652	47,503	66,942	41,004
Total Personnel expenses	135,243	174,214	197,801	170,615
Operating expenses	20,405	34,445	44,445	41,100
Debt service				-
Total other operating expenses	20,405	34,445	44,445	41,100
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total Economic Development operations	155,648	208,659	242,246	211,715

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Special Events

Special events are events held for the benefit of Cambridge residents or to promote tourism and the City's economy. Events in this budget include Ironman, the 4th of July fireworks, and costs for police officers' overtime in manning events. The police officers' time is offset by a police officer fee of \$45/hr.

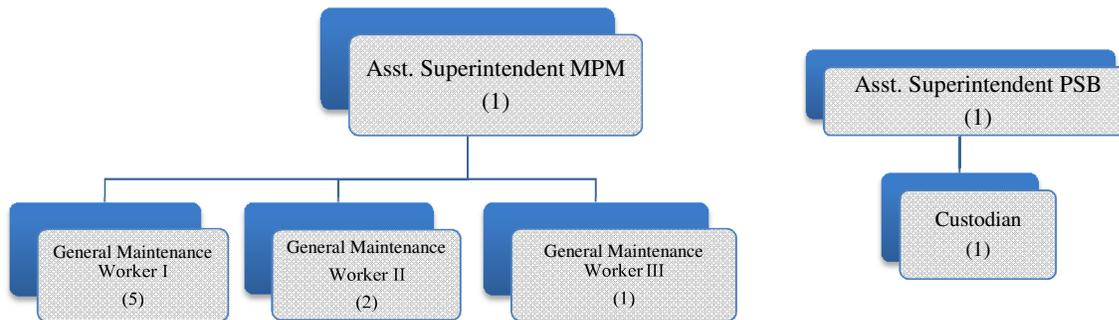
Special Events Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	-	35,000	18,000	58,000
Benefits	-	-	-	5,437
Total Personnel expenses	-	35,000	18,000	63,437
Operating expenses	20,000	20,000	45,000	45,000
Debt service				
Total other operating expenses	20,000	20,000	45,000	45,000
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total Special Events operations	20,000	55,000	63,000	108,437

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Municipal Properties

Perform maintenance and repair on all City buildings, facilities, parks, and playground structures, for which the department is responsible for ensuring that all facilities are maintained to City standards. Beautify City parks, playgrounds, parking lot islands, and City properties through proper grounds maintenance, landscaping, and tree care. The Public Safety Building, with the state of the art communications system, houses the Cambridge Police Department, Rescue Fire Company, and Dorchester County Emergency Medical Services and can be utilized as a central operations center during a disaster. Provide custodial services to most city-owned buildings on a daily basis. The Assistant Superintendent of MPM reports to Superintendent of Public Works and the Assistant Superintendent of PSB reports to the Director of Public Works and Superintendent of Public Works.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Asst. Superintendent MPM	10	1	1	1
Asst. Superintendent PSB	14	1	1	1
General Maintenance Worker III	7		1	1
General Maintenance Worker II	6		1	2
General Maintenance Worker I	5	3	6	5
Custodian	4	2	2	1
Customer Service		1		
Total		8	12	11

*Note: certain positions have been reallocated to conform to the FY17 Budget

Municipal Properties Performance Measures

	FY16 (Estimated)	FY17 (Projected)
LED Street Lights	31	25
Installed Brick style Cross Walks	22	1
Security Cameras Marina	5	5
Created bike lanes (miles)	3.25	0
Custodial Service City owned Buildings (Sq Ft.)	102,288	102,288
City owned Parking Lots maintained (acres)	12.47	12.47
City owned property grass cutting and litter cleaning (Acres)	48.28	48.28

Municipal Properties Accomplishments FY16

- Installed LED street lights fixtures on Race Street.
- Installed new thermo plastic brick crosswalks on Race St., Popular St. and Maryland Ave.
- Assisted IT division with the installation of security cameras and wiring at Marina to assist in reducing vandalism.
- Had heating/ac duct work at City Hall cleaned after 35 years.
- Renovation projects at City Hall; i.e. City Manager's office, Finance Director's Office, and break room. Had bike lanes and turn boxes installed on Cedar St., Race St. and Maryland Ave.

Municipal Properties Goals FY17

- Coordinate with Delmarva Power, Choptank Electric, and State Highway in repair of their public lighting to ensure that the street lights throughout the City are operational.
- Continuation of LED light improvement project on City buildings and other City-owned spaces.
- Improve aesthetics of City-owned facilities and park landscaping.
- Restripe City-owned parking lots.
- Continue to install thermoplastic brick crosswalks on Pine St., downtown, and gateway areas.
- Develop a shore erosion plan for Great Marsh next to service drive.

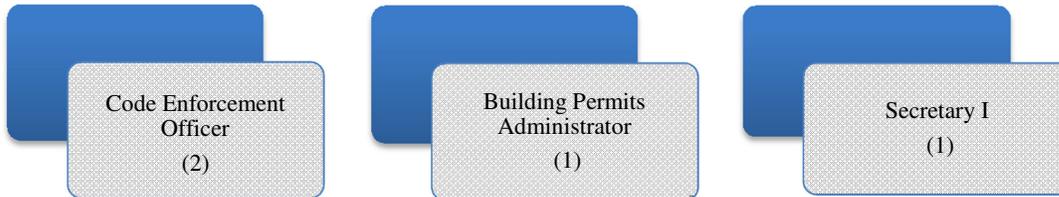
Municipal Properties Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	269,106	314,207	377,213	370,043
Benefits	148,031	140,864	159,125	152,948
Total Personnel expenses	417,137	455,071	536,338	522,991
Operating expenses	607,395	647,195	614,995	577,715
Debt service	506,791	547,553	496,535	467,444
Total other operating expenses	1,114,186	1,194,748	1,111,530	1,045,159
Capital projects	939,470	4,899,000	4,264,600	65,276
Total capital expenses	939,470	4,899,000	4,264,600	65,276
Total Municipal Properties operations	2,470,793	6,548,819	5,912,468	1,633,426

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Building Safety Services

The Code Enforcement Program's goal is voluntary compliance with applicable City Municipal Codes and the 2015 International Property Maintenance Code, all of which are intended to protect the health, safety, and welfare of the public and our community. In those instances where voluntary compliance is not attained, civil and criminal penalties may result. The Building Permits Administrator issues permits for work done to all buildings and other structures. Permits include building, electrical, plumbing, heating, air-conditioning, fire protection sprinklers, demolition and signs. Applications for permits are reviewed for conformance to all applicable laws, codes and ordinances. The Code Enforcement Officer and Building Permits Administrator report to the Director of Public Works; the Secretary reports to the Executive Assistant.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Code Enforcement Officer II	9	1	1	1
Code Enforcement Officer I	8			1
Building Permits Administrator	8	1	1	1
Secretary I	5	1	1	1
Total		3	3	4

*Note: certain positions have been reallocated to conform to the FY17 Budget

Building Safety Services Performance Measures

	Calendar Year 2015	Calendar Year (Projected) 2016	Calendar Year (Estimated) 2017
Number of Violation Notices Sent	1,623	2,186	2,250
Citations issued	407	260	294
Abatements weeds/rubbish	279	416	450
Demolitions of Blighted Properties	2	5	6
Abandoned Vehicles Towed	28	23	30
Number of Permits, Building, Electrical, etc.	609	600	795

Building Safety Services Accomplishments FY16

- Sum of citations issued: 2016 Projection-\$248,100.
- Abatements billed to property owners: 2016 Projected -\$145,000.
- Building Permit Fees collected: 2016 Projected -\$185,000.
- Purchased and installed new computer software for implementation of Code Enforcement, Building Permits/Inspection, and Customer Service Feedback.
- Through efforts of the DPW staff, working in connection with the courts and landowners, there have been 16 condemned structures demolished in 2016.

Building Safety Services Goals FY17

- Fortify our efforts to ensure that all construction meets community design standards through licensed professional, code enforcement and the permitting process.
- Complete installation of code enforcement/building permit/inspection software.
- Implement new software to increase productivity by providing report creation, inspection and tracking of cases from the field via mobile device, maintaining documents and case history efficiently, and improving tracking of cases for code enforcement and construction inspection.
- Timely inspection of tall grass and weeds, junk and debris, and inoperable vehicles within neighborhoods through both complaint-based and proactive code inspections.
- Strengthen our efforts in working with Dorchester County and others in ridding blighted housing and vacant structures within the City.

Council Goals FY17

- Address Housing Blight: More funding for demolition - \$16,000 - reserved in Commissioners’ budget
- Address Housing Blight: Research enforcement policies and tools for more effective code enforcement
- Address Housing Blight: Increase code enforcement capacity so that it is more proactive - \$45,000

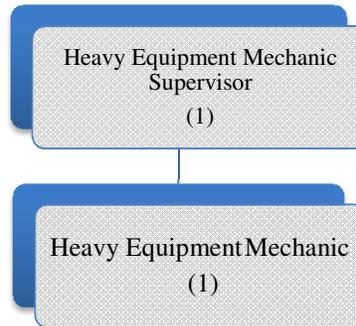
Building Safety Services Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	96,397	100,353	104,830	137,686
Benefits	50,187	25,065	33,742	46,345
Total Personnel expenses	146,584	125,418	138,572	184,031
Operating expenses	114,000	185,879	130,000	122,000
Debt service				-
Total other operating expenses	114,000	185,879	130,000	122,000
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total Building Safety Services operations	260,584	311,297	268,572	306,031

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Fleet Maintenance

This division performs maintenance and repair of all DPW fleet which includes administrative vehicles (7), light trucks (12), heavy dump trucks (6), snow plows (7), salt spreaders (7), sanitation trucks (5), leaf machine (1), mowers (4), backhoes (2), wheel loaders (2), and other specialized pieces of equipment (3), and standardizes the composition of the fleet and to accurately budget for maintenance and replacement costs. The Heavy Equipment Mechanical Supervisor reports to the Superintendent of Public Works.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Heavy Equipment Mechanic Supervisor	9	1	1	1
Heavy Equipment Mechanic	8	1	1	1
Total		2	2	2

Fleet Maintenance Performance Measures

	FY16 (Estimated)	FY17 (Projected)
Inspect heavy equipment for DOT certifications (no. of vehicles)	15	15
Preventative maintenance on vehicles	150	156
Vehicle snow removal preparation & during event (days)	30	(est) 30
Major equipment breakdown repaired	23	26

Fleet Maintenance Accomplishments FY16

- Performed preventative and repair maintenance on DPW vehicles and assorted equipment to minimize downtime and cost.
- Performed DOT inspections and certifications on all commercial vehicles.
- Improved parts inventory.
- During snow removal operations, performed maintenance on snow emergency equipment to ensure availability during removal operation(s).

Fleet Maintenance Goals FY17

- Ensure that all DPW vehicles will be available and functioning properly.
- Establish a fleet maintenance schedule for routine maintenance.
- Reduce number of vehicles sent for repairs by outside vendors.
- Explore options to purchase an inventory control system for tracking of vehicle parts, supplies, and maintenance.
- Conduct a needs evaluation for vehicles to possibly reduce the number of autos in our fleet.

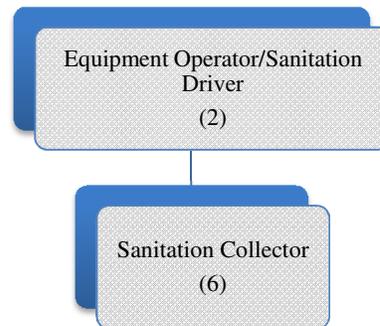
Fleet Maintenance Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	68,605	74,685	68,025	69,843
Benefits	34,004	34,744	28,858	28,160
Total Personnel expenses	102,609	109,429	96,883	98,003
Operating expenses	7,000	7,000	7,000	7,000
Debt service				-
Total other operating expenses	7,000	7,000	7,000	7,000
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total Fleet Maintenance operations	109,609	116,429	103,883	105,003

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Sanitation and Waste

The Sanitation and Waste division is responsible for providing curbside solid waste within the City's boundaries and for ensuring that it is disposed of in the most cost effective and efficient manner. The Sanitation and Waste division also provides specialized services such as bulk collection. The Sanitation and Waste division reports to the Superintendent of Public Works.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Equipment Operator/Sanitation Driver	6	2	2	2
Sanitation Collector	5	5	6	6
Total		7	8	8

Sanitation and Waste Performance Measures

	FY14	FY15	FY16 (Estimated)	FY17 (Projected)
Solid Waste Collected (approx. tons)	5,456	5,693	5,794	5,967
Estimated number of missed/late trash cans			50	25
Special collections/cleanups			35	45

Sanitation and Waste Accomplishments FY16

- Provided the citizens of Cambridge with solid waste collection two days a week, with small commercial collection on Wednesdays.

Sanitation and Waste Goals FY17

- Minimize and track the number of missed or late trash cans.
- Optimize and track cost/ton to dispose of trash.
- Review commercial collection to possibly merge with regular collection routes.
- Research cost effective methods to minimize trash scattering on the streets.

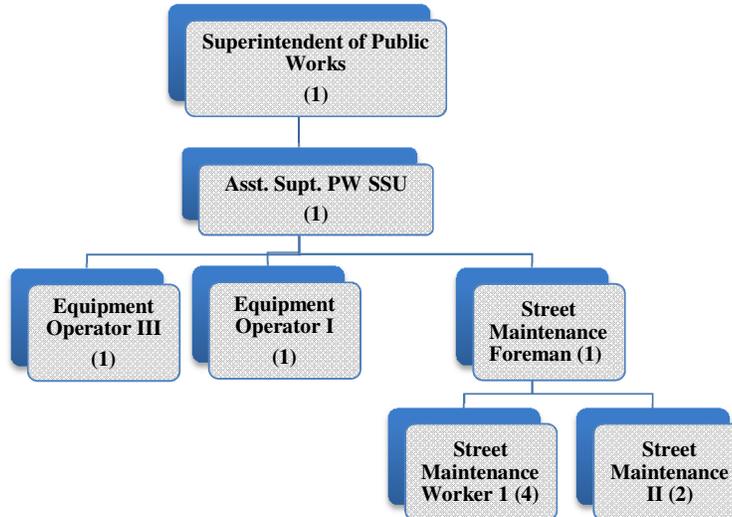
Sanitation and Waste Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	226,011	232,821	224,209	217,870
Benefits	129,922	118,114	109,074	104,205
Total Personnel expenses	355,933	350,935	333,283	322,075
Operating expenses	402,500	420,700	413,700	410,700
Debt service				-
Total other operating expenses	402,500	420,700	413,700	410,700
Capital projects	125,000	25,000	-	-
Total capital expenses	125,000	25,000	-	-
Total Sanitation and Waste operations	883,433	796,635	746,983	732,775

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Highway and Streets

The Highway and Streets division provides some of the most basic, yet essential services the City has to offer. This division provides safe and clean city streets and sidewalks to our citizens, and maintains these properties in the most cost-effective ways possible. This section maintains all curbs and streets and assists with sidewalk repairs. In addition, this division is responsible for sweeping and cleaning City streets and right-of-ways, and tree trimming to proper clearance height, along with overseeing the street overlay projects and snow and ice maintenance. Highways and Streets also supports events with area cleanups (pre-event), street cleaning of post events, trash pickup and cleaning. In addition to this division the Superintendent also supervises other divisions; i.e. Building Safety Services, Fleet Maintenance, Utilities Maintenance.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Superintendent of Public Works	13	1	1	1
Asst. Supt. PW SSU	10	1	1	1
Street Maintenance Foreman	9	1	1	1
Equipment Operator III	8		1	1
Equipment Operator II	7	1		
Equipment Operator I	6		1	1
Street Maintenance Worker II	6		2	2
Street Maintenance Worker I	5	9	4	4
Total		13	11	11

*Note: certain positions have been reallocated to conform to the FY17 Budget

Highway and Streets Performance Measures

		FY16 (Estimated)	FY17 (Projected)
2016 Asphalt Overlay Program (miles)		1.6	1.8
Assist with weekend events (# of events)		40	50
Ditch Cleaning of over growth (feet)		500	500
Street Sweeping (miles)		500	500

Highway and Streets Accomplishments FY16

- Staffed rotation for fill-in on refuse truck during vacation/sick leaves.
- Supervised inmates when used on weekends for various projects.
- Demolished buildings, cleaned up, and graded property.
- Performed emergency operations for snow removal and wind events.

Highway and Streets Goals FY17

- Timely repair of potholes.
- Maintain our efforts to work with Dorchester County Detention Center to utilize inmates for weekend maintenance.
- Support for weekend events and larger events, i.e. Ironman, Eagleman, etc.
- Provide the high level of emergency response for snow removal and equipment failures requiring immediate attention.
- Utilize new software to receive citizen input to establish standards for response, resolution of, and improve service.

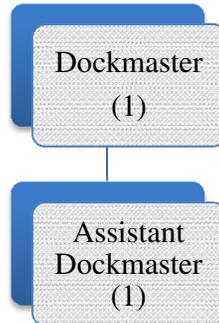
Highway and Streets Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	332,042	377,753	374,383	370,093
Benefits	181,322	212,686	138,919	134,375
Total Personnel expenses	513,364	590,439	513,302	504,468
Operating expenses	128,200	165,200	171,500	154,000
Debt service	18,300	38,893	38,893	38,893
Total other operating expenses	146,500	204,093	210,393	192,893
Capital projects	255,000	336,000	250,000	250,000
Total capital expenses	255,000	336,000	250,000	250,000
Total Highway and Streets operations	914,864	1,130,532	973,695	947,361

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Marina

The City of Cambridge Municipal Marina provides the boating public a safe, clean marina environment with efficient first class service. The Marina operations maintain a favorable relationship with neighboring residents, clubs and businesses. The Marina provides fueling services for gas and diesel customers along with a sewage pump out facility. Marina staff are goodwill ambassadors for the City by promoting tourism and local business patronage. The Marina staff reports to the Director of Public Works.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Dockmaster	10	1	1	1
Assistant Dockmaster	8	1	1	1
Total		2	2	2

Marina Performance Measures

	FY14	FY15	FY16 (Estimated)	FY17 (Projected)
Gas sold (gallons)	9,133	16,508	12,820	13,000
Diesel Fuel sold (gallons)	31,421	15,944	23,682	24,000
Sewage Pump outs	86	119	102	120
Annual Slip Holders	151	136	145	140
Number of Transient Slip Rentals			304	350

Marina Accomplishments FY16

- Maintained high level of customer support to our annual/transit boaters.
- Worked with Municipal Buildings staff to repair water lines, decking boards, electric services.
- Attended Annapolis and Ocean City sail and power boat shows supplying brochures to vendors, attendees, etc.
- Installed security cameras at strategic locations.
- Worked with Lighthouse staff/volunteers to open and close daily during peak season, do minor repairs, have HC elevator serviced/certified and maintained, and sprinkler system.

Marina Goals FY17

- Increase annual slip holders through marketing efforts; i.e. attend more boat shows, visit neighboring marinas and yacht clubs and provide brochures.
- Provide safe and secure dockage.
- Provide modern, clean, and serviceable amenities.
- Provide boating public with weekend calendar of events.
- Increase WIFI service throughout the Marina
- Work with restaurants/business owners to provide incentives to get boating public to visit their establishments.
- Increase annual and transient slip rentals by coordinating advertising effort with Economic Development division.
- Explore grant opportunities to make improvements to the Marina.

Council Goals FY17

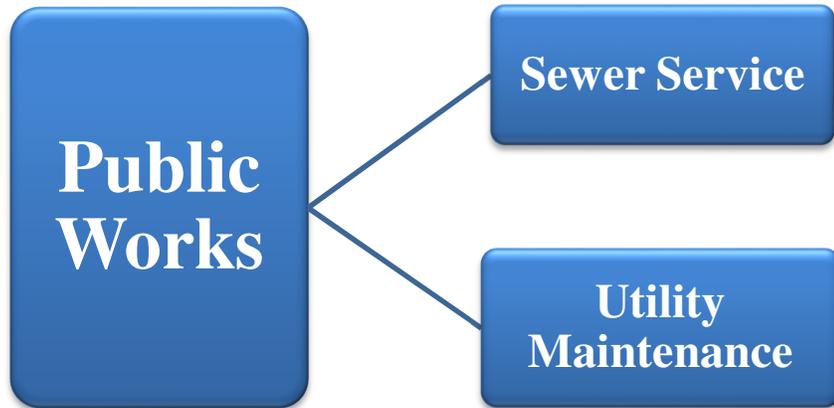
- Economic Development: Add advertising dollars to Marina budget and direct Long Wharf Committee to advise on its use - \$10,000

Marina Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	68,727	75,371	75,380	77,070
Benefits	40,513	41,235	29,834	29,152
Total Personnel expenses	109,240	116,606	105,214	106,222
Operating expenses	153,875	160,600	160,218	163,540
Debt service	269,447	269,447	266,253	255,000
Total other operating expenses	423,322	430,047	426,471	418,540
Overhead allocation	73,005	72,394	36,507	107,923
Overhead allocation	73,005	72,394	36,507	107,923
Capital projects	1,600	-	-	-
Total capital expenses	1,600	-	-	-
Total Marina operations	607,167	619,047	568,192	632,685

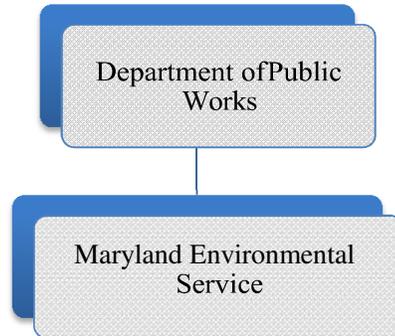
*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget
Overhead allocation for FY14 to FY16 was imputed for comparison purposes only

Sewer Fund Organizational Chart



Sewer Service

The Sewer Services division is to provide customers with high-quality, cost-effective sanitary sewer services by collecting and treating all wastewater generated from the City of Cambridge and Sanitary District service areas in accordance with applicable local, state, and federal permit requirements.



Sewer Services Performance Measures

	FY14	FY15	FY16 (Estimated)	FY17 (Projected)
Million of Gallons Per Day Operation	2.87	2.5	2.5	2.6
Renew Discharge Permit				5 Year Permit
Number of Discharge Violations	0	1	1	0
Industrial User Discharge Permits	5	5	6	6

Sewer Service Accomplishments FY16

- The City of Cambridge Wastewater Treatment Plant through the Management and Operation by the Maryland Environmental Service continued to produce high-quality effluent and met or exceeded the standards set forth by the State and Federal National Pollution Discharge Elimination System (NPDES) permit as issued by the Maryland Department of the Environment.
- Monitored the City's Industrial Pretreatment program.

Sewer Service Goals FY17

- Address daily operations of the upgraded plant and the ongoing challenge of keeping the plant operational and in compliance with NPDES permit.
- Use best management practices for wastewater pumping stations.
- Monitor chemical use for cost and effectiveness.
- Maintain the City's Industrial Pretreatment monitoring program and enforcement.

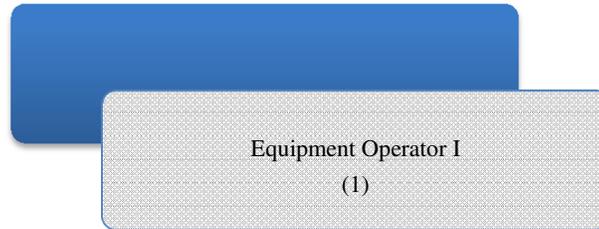
Sewer Services Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	-	-	-	-
Benefits	-	-	-	-
Total Personnel expenses	-	-	-	-
Operating expenses	1,806,662	1,925,861	1,985,969	2,002,070
Debt service	901,713	884,197	860,015	725,296
Total other operating expenses	2,708,375	2,810,058	2,845,984	2,727,366
Overhead allocation	1,429,520	1,483,698	1,286,273	1,403,003
Overhead allocation	1,429,520	1,483,698	1,286,273	1,403,003
Capital projects	115,036	78,700	100,545	205,000
Total capital expenses	115,036	78,700	100,545	205,000
Total Sewer Service operations	4,252,931	4,372,456	4,232,802	4,335,369

*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget
Overhead allocation for FY14 to FY16 was imputed for comparison purposes only

Utility Maintenance

The City has approximately 50 miles of gravity sewer lines, with 5 miles of force mains; approximately 60 miles of streets, not including City-owned parking lots. The City of Cambridge's Utilities Maintenance division's primary job is to maintain the sewer lines and storm lines within the City limits. The City's primary responsibility for the sewer and storm drain system is to maintain unobstructed flow in their respective collection systems. To accomplish this, the City routinely cleans sewer and storm drain lines and performs preventive maintenance and repairs. The Equipment Operator reports to the Superintendent of Public Works.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Equipment Operator I	6	1	1	1
Total		1	1	1

Utility Maintenance Performance Measures

			FY16 (Estimated)	FY17 (Projected)
Maintenance Repair on Sewer Lines			14	15
Maintenance Repair on Storm Drains			6	5
Sidewalk/Curb Gutter repair			250	250
Maintenance Sewer Lines (cleaning)			2500	2500

Utility Maintenance Accomplishments FY16

- Performed routine cleaning of sewer lines in known areas that develop blockages; i.e. Trenton St. in front of Portside Restaurant, Kool Ice & Seafood, Rose Hill Place, Maryland Ave. at Hayward St.
- Made repairs to various sewer lines; i.e. Willis St., West End Ave., Oakley St., Bradley Ave., Washington St. at Peachblossum. Backfilled and made final street repairs.
- Worked with County on annual ditch maintenance on Bayly Rd., Chesapeake St., Governors Ave., and Maces Lane.
- Removed and replaced sidewalk at Public Safety Building to divert water from flowing towards building, replaced curb and gutter on Popular St., Muir St., and Race St., installed HC curb cuts and sidewalk on High St.
- Bush hogged roadsides, ditches, large City owned vacant lots, etc.

Utility Maintenance Goals FY17

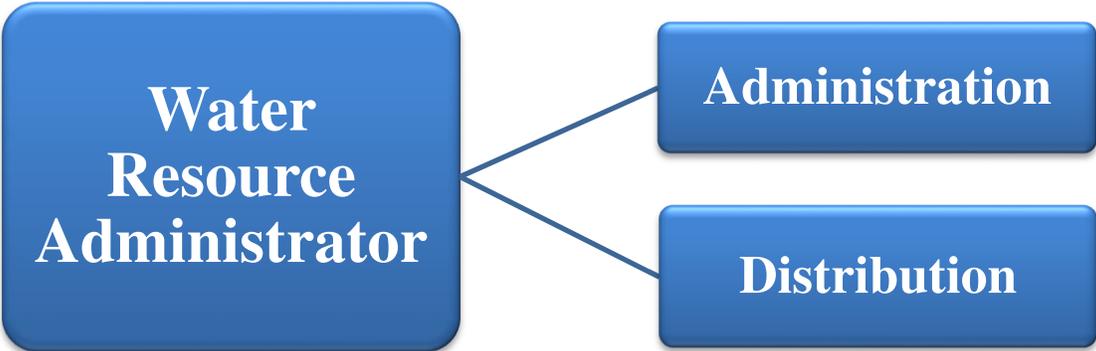
- Maintain routine maintenance on cleaning of sewer lines and storm drains in known trouble areas with Vac-Con.
- Install new sidewalk at Public Safety Building.
- Perform routine maintenance on ditches.
- Continue deteriorated curb/gutter/sidewalk replacement throughout City.
- Install manhole extension rings prior to resurfacing overlay project.
- Perform bush hog cutting throughout the City.
- Respond to problems with sewer system immediately upon notifications.

Utility Maintenance Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	30,062	33,460	35,349	36,245
Benefits	17,557	16,897	14,607	14,261
Total Personnel expenses	47,619	50,357	49,956	50,506
Operating expenses	87,140	81,750	82,242	108,500
Debt service				-
Total other operating expenses	87,140	81,750	82,242	108,500
Capital projects	-	42,000	-	-
Total capital expenses	-	42,000	-	-
Total Utility Maintenance operations	134,759	174,107	132,198	159,006

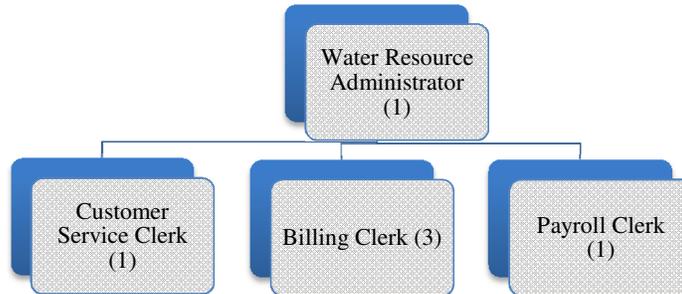
*Note: certain items have been reclassified in the prior year to conform with the FY17 Budget

Municipal Utilities Commission Organizational Chart



MUC Administration

The MUC Administration provides customer service in all aspects of water billing, including billing, printing, recording, and receiving revenue for water/sewer/disposal and rental. Sewer, Disposal and Rental revenue are collected by MUC. Bay Restoration fee is collected on behalf of the State of Maryland. All work for Distribution is generated out of the Administration office. This department is responsible for reporting and preparing reports for the Maryland Department of the Environment. It also schedules training of personnel and directs distribution of any discrepancies of data.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Water Resource Administrator	15	1	1	1
Payroll Clerk	9	1	1	1
Billing Clerk	7	2	2	3
Customer Service Clerk	6	2	2	1
Total		6	6	6

*Titles were restated for FY15 and FY16 to reflect FY17 new title changes

MUC Administration Performance Measures

	FY14	FY15	FY16 (Projected)	FY17 (Estimated)
Process and mail water bills (*Estimated)	63,600	66,000	*66000	*66000
Process and mail rental bills (*Estimated)	1037	1604	*1600	*1600
Designed and mailed water quality reports	4721	*4850	*4850	*4900
State reporting and Audits completed	100%	100%	*100%	*100%
Operate with a balanced budget	√	√	√	√

MUC Administration Accomplishments FY16

- Arranged the office to be more user friendly to the public.
- Initiated on-line payment and account access through website.
- Introduced additional security at Administrative office.
- Completed cross-training for efficiency of office personnel.
- Upgraded computer system.
- Prepared approximately \$1,000,000 grant application for energy efficiency upgrades of 4 well pumps and 1 service pump.

MUC Administration Goals FY17

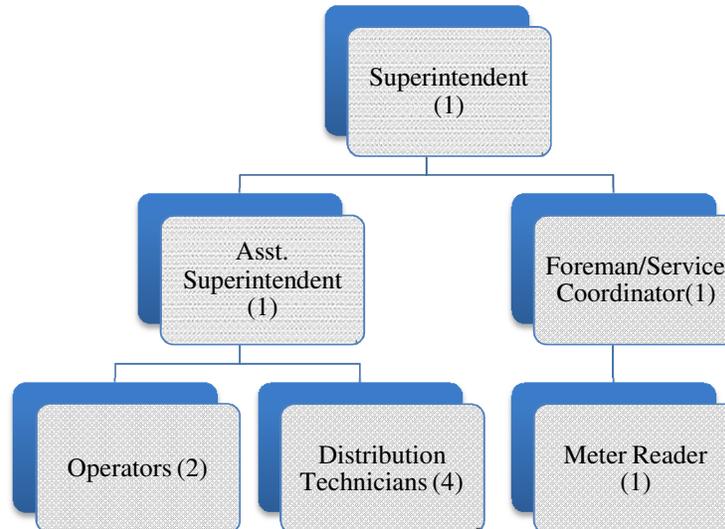
- Implement a work order program to make an easy transition for orders to be sent to the distribution side and recorded on customer accounts.
- Redistribute work so each clerk can specialize in a certain aspect of MUC with cross-training for efficiency of office.
- Implement a plan to reduce paper in the office by electronic filing of orders, etc.
- Revise outdated job descriptions.
- Consolidate all City payroll under MUC Payroll Clerk

MUC Administration Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	201,980	208,521	219,310	246,062
Benefits	268,000	272,000	273,000	245,000
Total Personnel expenses	469,980	480,521	492,310	491,062
Operating expenses	211,956	164,100	192,557	217,100
Debt service	12,050	12,050	12,050	12,050
Total other operating expenses	224,006	176,150	204,607	229,150
Capital projects	-	-	-	-
Total capital expenses	-	-	-	-
Total MUC Administration operations	693,986	656,671	696,917	720,212

MUC Distribution

The MUC Distribution division is responsible for supplying good quality water to the City of Cambridge and surrounding area as applicable. It maintains all wells and pumps at pump stations and repairs and replaces all piping in water systems as needed. It also installs and maintains meters that generate the water/sewer revenues.



Position Summary Schedule

	Grade	Authorized FY15	Authorized FY16	Authorized FY17
Superintendent	11	1	1	1
Assistant Superintendent	10	1	1	1
Foreman/Service Coordinator	9	1	1	1
Operators	7	2	2	2
Water Distribution Technician II	7	2	1	1
Meter Reader	7	1	1	1
Water Distribution Technician I	6	2	3	3
Total		10	10	10

MUC Distribution Performance Measures

	Calendar yr 2015	Calendar yr 2016	Calendar yr 2017
Millions of gallons delivered to customers	631.6	680	680
Leaks repaired by MUC	54	50	50
City-wide Hydrant flushings	2	2	2
Percentage of successful sampling	100%	100%	100%
Number of new services in system	6	9	10
Number of meters read (estimated)	66,000	66,000	66,000
Number of Pump stations maintained	4	4	4
Number of Elevated Tanks maintained	2	2	2
Number of Ground Storage tanks maintained	4	4	4
Number of Hydrants replaced	5	6	10

* to be determined

MUC Distribution Accomplishments FY16

- Instituted a valve exercise program.
- Instituted a hydrant maintenance program.
- Built a break room at the MUC shop to reduce heating costs by not heating the entire building. New break room improved employee morale.
- Installed a 2" wash-down station at MUC shop for equipment maintenance.
- Changed paper reports to electronic format.
- Implemented a well monitoring/ maintenance program.
- Began mapping MUC infrastructure on new GIS server.

MUC Distributions Goals FY17

- Operate the public water distribution system so as to protect public health in the most reliable and efficient manner.
- Minimize the time of interruptions to services and restore the water system as quickly as possible.
- Replace, repair and maintain water mains including any less than 2" to increase flow pressure.
- Operate the pump stations efficiently by maintaining pumps and wells by upgrading equipment.
- Prepare workforce to pass state certifications for operations and distribution.

MUC Distribution Budget

	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget
Salaries	319,329	330,264	359,309	374,642
Benefits			-	28,000
Total Personnel expenses	319,329	330,264	359,309	402,642
Operating expenses	782,285	793,900	801,550	686,650
Debt service				
Total other operating expenses	782,285	793,900	801,550	686,650
Capital projects	-	17,000	-	158,100
Total capital expenses	-	17,000	-	158,100
Total MUC Distribution operations	1,101,614	1,141,164	1,160,859	1,247,392

Revenue Book

City of Cambridge, Maryland

Purpose

The purpose of the Revenue Book is to associate narrative aspects of the Revenue Budget to the major sources of revenue that the City depends on for its continued operations. This book is organized by Fund, and closely resembles the presentation of the budget as adopted by the Mayor and Council.

General Fund Revenues

The General Fund draws revenue from many sources. The primary category of revenues is taxes. The next largest category is Federal, State, and County revenues generated from grants and payments for services. Each of these is described below with the expected revenue and trend data as it is available.

Real Property Tax

Real property taxes are assessment based on a 2016 rate of \$.7989 per \$100 of assessed value for the City. The assessments are determined by the Maryland Department of Assessments and Taxation every three years. The current tax rate of \$.7989 has been in effect since FY2014.

The current adjusted assessable base is \$731,863,285, resulting in a revenue expectation of \$5,864,808 before exemptions. For the fiscal year 2016, the projected tax revenue was \$5,847,584 before exemptions for real property taxes.

Business Personal Property Taxes

Maryland's tax on business-owned personal property is imposed and collected by the local governments. Responsibility for the assessment of all personal property throughout Maryland rests with the Department of Assessments and Taxation. Personal property generally includes furniture, fixtures, office and industrial equipment, machinery, tools, supplies, inventory and any other property not classified as real property. The municipal amount is based on furniture and fixtures, not inventory, and not for the 1st year in business.

The tax rate on business personal property of \$1.69/\$100 remained the same for FY2017. In FY2017, the City expects \$915,000 in business, personal property and utility operating taxes.

Income Taxes

Statute Citation: Tax General Article, Section 2-607 **Source:** Local Income Tax

Formula: The Comptroller is required to annually certify the amount of the State income tax liability of the residents of each municipality and special taxing district and to return the greater of either 17% of the county income tax liability to the respective governments or .37% of the State taxable income of municipal or taxing district residents.

These payments are deducted from the county share of the local income tax. Each county and Baltimore City are required to levy a local income tax equivalent to 1% to 3.20% of the State taxable income of their residents.

If the county tax rate falls below 2.6% of the Maryland taxable income, the amount returned to a municipality will be determined by multiplying the Maryland taxable income by a factor obtained by dividing 2.6% by the county income tax rate.

Distribution: The State Comptroller pays each municipality and special taxing district its share of the local income tax quarterly. The Comptroller also makes other payments throughout the year to account for delinquent tax returns and finalization of the individual accounts at the end of the fiscal year.

Conditions: None.

Admissions and Amusements Tax

Statute Citation: Tax General Article, Sections 4-102 through 4-105; Sections 2-201 and 2-202

Source: Municipal tax on revenue derived from entertainment and amusement activities within the municipal boundaries.

Formula: Municipalities may levy a tax on the gross receipts of a wide variety of entertainment and amusement activities which take place within their jurisdiction. The taxable activities generally include:

1. Use of a game of entertainment.
2. Amounts charged for admission within an enclosure in addition to the initial charge for admission.
3. Amounts charged for the use or rental of sporting or recreational equipment or recreational facility.
4. Amounts charged for refreshment, service or merchandise at any hotel room, restaurant, hall, nightclub or other similar place where dancing privileges, live music or other entertainment is provided for the patrons. The Comptroller has divided the activities into 24 categories, including: athletic events, concerts, nightclubs, and use of coin-operated amusement machines. The gross receipts from these activities may be taxed at a rate of up to 10%. Each category may be taxed at a different rate. State authorized exemptions currently include: bowling alleys, boxing and wrestling matches, certain bingo events, charter fishing, concerts, a variety of charitable, religious, and non-profit activities, and arts and entertainment enterprises.

If the activity is also subject to the State sales tax or use tax, the combined total tax on the gross receipts may not exceed 10%. Since the State sales tax is 6%, this means that the local admissions and amusement tax may not exceed 6% on such activities as the rental of boats, golf carts, horses, skates, skis, or the sale of refreshments and merchandise where there is live entertainment.

Distribution: Each person or firm subject to the tax is required to pay its respective taxes to the State Comptroller by the 10th of each month. The Comptroller deducts and retains an amount of revenue sufficient to cover the cost of administering the program. The balances of the taxes collected are paid back to the respective governments from which the revenues originated within 20 days of the end of each calendar quarter. The revenue expected by the City of Cambridge is approximately \$65,000 annually.

Conditions:

1. The proper local official must notify the Comptroller at least 60 days in advance of any change in the rate of taxation of an activity.
2. If a municipality levies an amusement tax, the county may not levy an amusement tax on activities within the municipal boundaries.

Highway Users Tax Revenues

Statute Citation: Transportation Article, Sections 8-401 through 8-413 and Sections 8-504 and 2-118(b)(2)

Source: Funds certified to the Gasoline and Motor Vehicle Revenue Account in the Transportation Trust Fund, including: gasoline tax, vehicle titling tax, vehicle rentals sales and use tax, and specified vehicle registration fees.

Formula: HUR are derived from a portion of tax and fee revenues that are deposited into the Gasoline and Motor Vehicle Revenue Account and subsequently distributed among the Transportation Trust Fund, Baltimore City, counties, and municipalities. The City's portion of the local share of HUR in FY2017 is \$112,456. Cambridge's portion of the one-time grant is \$319,015.

Distribution: Distributions are made periodically to municipalities by the State Comptroller.

Conditions: On or before December 31 of each year, each municipality must complete a form officially requesting its share of Highway User Revenues. In addition, a report must be completed indicating any changes within the past year in the amount of road mileage within the municipality. Both the form and the report must be filed with the Bureau of Highway Statistics of the State Highway Administration.

Eligible Uses: Highway User Revenues may only be used to pay or finance the following:

1. The cost of transportation facilities, including airport facilities, highway facilities, port facilities, rail facilities, and transit facilities.
2. The construction, reconstruction, or maintenance of roads or streets.
3. Debt service on bonds or other evidences of obligation lawfully issued by or for the municipality for the construction, reconstruction, or maintenance of roads or streets. Specifications for the construction or reconstruction of streets or roads must be approved in advance by the State Highway Administration.
4. The establishment and maintenance of footpaths, bridle paths or horse trails, and bicycle trails.
5. The matching of the federal share of highway aid if the funds are not otherwise available and the approval of the State Highway Administration, the State Treasurer and the State Comptroller has been granted.

From FY2010 to FY2013, the State cut Highway User's Funds significantly in order to fund its own transportation projects. The City has seen a 90% reduction in this revenue. The State of Maryland offered a one-time grant for FY2016 and the grant is in the State budget for FY2017. Expected revenue for FY2017 is \$431,471, a slight increase over FY2016.

Licenses and Permits Revenues

The City collects revenue for various licenses and permits. Most of these revenues offset the costs associated with the relevant permit. Revenues include traders' licenses, building permits, and cable television franchise fees.

Grants from State Government

The City has received funding from a variety of state agencies including Department of Housing and Community Development, Maryland Department of the Environment, and Department of Transportation.

Police Protection Grant

Statute Citation: Article 41, Sections 4-401 through 4-406

Source: State Grant

Formula: The State allocates funds to county areas (Baltimore City receives \$.50 per capita) based on factors of population density, net taxable income, assessable base, and per capita police expenditures. The funds are divided between a county and its municipalities on the basis of relative police expenditures for the immediately preceding fiscal year. If a municipality accounts for 25% of the police expenditures for a county, the next fiscal year it will receive 25% of the police aid grant for that county.

In addition to the regular police aid grant described above, counties and municipalities receive a supplemental grant each year of \$2.50 per capita (population estimates are provided annually by the State Department of Health and Mental Hygiene). Municipal governments also receive in police aid an additional \$1,800 per full-time sworn police officer based on the number of police officers employed in the immediately preceding fiscal year.

Distribution: Payments are made by the State Comptroller to counties, Baltimore City, and qualifying municipalities in approximately equal amounts each quarter.

Conditions: A municipality must have annual expenditures for police protection that exceed \$5,000 and must employ at least one qualified full-time police officer, as determined by the Superintendent of the Maryland State Police. If a municipality fails to meet the minimum standards of police qualifications for two successive years, the municipality forfeits its police aid grant.

City Wide Fees

Licenses- Traders

- Taxi Cab license fees:
 - First Cab \$100.00 per year
 - Each Additional Cab \$50.00 per year
- Taxi Operator's License \$25.00 per year
- Bed and Breakfast License Fee \$150.00 per year
- Septic Haulers \$500.00 per year
- Septic Sludge (pro-rated per 1,000 gallon tank):
 - Dorchester County \$50.00
 - Outside Dorchester County \$60.00
- Discharge Permits \$1,000.00 biannually
- Salvage \$250.00 per year
- Rental Registration \$55.00 per unit
- Transient License \$1,000.00 per month or fraction thereof
- Peddler's License (50% discount for those who pay a State Peddler's Fee equal to or greater than our fee)
 - \$50.00 per day
 - \$125.00 for 6 months
 - \$200.00 per year
 - \$1,000.00 per year
- Palmistry \$1,000.00 per year
- Mobile Home Park:
 - Original Application \$10,000.00
 - Annual Renewal \$100.00
- Oyster Buyers @ Long Wharf:
 - 8-Month License \$100.00 per month
 - Electric Charge \$42.00 per month
- Carnival License \$150.00

Administrative Fees

- Non sufficient funds charge \$35.00
- Cassette Tape/ CD Copy \$10.00 each
- Copies (regular/legal size) (b&w/color) \$0.25/\$0.50 each
- Police reports:
 - Insurance companies (first page/each add. page) \$5.00/\$2.00
 - Private citizens (first page/each add. page) \$3.00/\$1.00

Police Department Fees

- Sworn officers fee \$45.00/hour

Department of Public Works Licenses and Fees

• Application Fee	\$100.00
• Building Minimum fee	\$50.00
• Building Permit	(calculated per permit fee schedule)
• Decks minimum	\$80.00
• Deck fees: per sq. ft.	(calculated Group U Type VB)
• Sheds or detached garages minimum	\$50.00
• Sheds or detached garages: per sq. ft.	(calculated Group U Type VB)
• Roofing & Siding	\$50.00
• Demolition	\$75.00
• Swimming Pools (in-ground)	.40 per sq. ft (min. \$125.00)
• Swimming Pools (above ground)	.20 per sq. ft (min. \$40.00)
• Signs (15 sq. ft. or less)	\$50.00
• Signs (Over 15 sq. ft. but less than 30 sq. ft.)	\$75.00
• Signs (Over 30 sq. ft.)	\$100.00
• Bulkhead (minimum)	\$60.00
• Bulkhead	\$1.00 per lineal ft.
• Commercial Interior new walls (minimum)	\$60.00
• Commercial Interior walls	\$2.00 per lineal ft
• Fences (minimum) less than 100 lineal ft.	\$50.00
• Fences over 100 lineal ft.	\$.50 per lineal ft.
• Backflows	\$50.00 each
• Electrical Permits (MDIA will bill for inspection)	\$15.00
• Piping; Under Slab, Rough In and Final Inspection (Waste & Water)	
o Not over 5 fixtures	\$100.00
o Each additional over 5 fixtures	\$15.00
• Plumbing	
o Not over 5 fixtures	\$50.00
o Each addition over 5 fixtures	\$15.00
o Sewer Connection	\$50.00
o Sewer Tap Fee	\$800.00
o Apartments:	\$800.00 first unit/ \$60.00 each addtnl. unit
o Modular/Manuf. Home (flat rate)	\$60.00
o Water Connection	\$50.00
o Gas Connection	\$50.00
o Interceptor/Separator	\$50.00
o Fire Service Pipe	\$50.00
o Sewage Pumps (exterior)	\$50.00
• Solar Power System	
o Residential	\$50.00
o Commercial (Minimum)	\$50.00
o Commercial Roof Mounted	.11 sq. ft. outside Boundary
o Commercial Ground Mounted	.1 sq. ft. outside Boundary
• PODs /Temporary Storage Trailers	
o Single Family Residential - not to exceed 6 month	\$25.00 1st mth/\$20.00 per month extension
o All others – not to exceed six months	\$50.00 per month
• Home Builder Guaranty Fund (Residential)	\$50.00
• Impact Fees (Per Unit or EDU)	suspended until April 2019

Department of Public Works License and Fees

• Plumber Registration	\$30.00
• Electrician Registration	\$30.00
• HVAC (mechanical) Registration	\$30.00
○ Combination of 2 Registrations	\$50.00
○ Combination of 3 Registrations	\$75.00
• HVAC (Residential)	
○ HVAC (each HVAC unit)	\$75.00
○ Replacement	\$75.00
• HVAC (Non-Residential)	
○ HVAC Systems 1 st \$10,000.00	\$75.00
○ HVAC Systems for each \$1,000.00 over \$10,000.00	\$10.00
○ Kitchen Exhaust Equipment (per hood unit)	\$75.00
○ Gas Piping Systems	\$100.00
○ Fuel Oil Piping Systems	\$80.00

(A square foot is defined as gross floor area of all floors within the perimeter of the outside walls including: basements, cellars, garages, roofed partitions, breezeways, covered walkways and attics with floor-to-ceiling of 6' 6".)

*If not removed at the end of the approved permit expiration date; normal fine schedule of \$100 per day then escalated to \$1,000 per day.

• Street Opening Permit Fee:	\$2.00 plus \$7.70 per square foot (\$35.00 per square foot if brick street)
• Grading Permit Fee:	\$200 plus \$200.00 per sheet**
• App. Fee for Annexation of property:	\$5,000.00
• Fee for Zoning Text Amendment:	\$200.00*
• Fee for Major Subdivision Review:	\$500.00, plus \$50.00 per lot/unit*
• Fee for Minor Subdivision Review:	\$200.00
• Fee for Lot Line Revision:	\$200.00
• App. Fee for Rezoning of Property:	\$750.00*
• Site Plan Review Fees: (includes orig. submittal & one review)	\$1,000.00 Buildings <10,000 sq. ft. \$2,000.00 Buildings >10,000 sq. ft.
• App. Fee for Variances and Special Exceptions:	\$200.00*
• App. Fee for Appeals to Bd. of Appeals & Housing Bd. Review:	\$200.00*
• App. Fee for Family Day Care:	\$50.00
• App. Fee for Historic District Review:	
○ Residential Structures*	\$50.00
○ Commercial Structures*	\$100.00
• Forest Conservation Plan	
○ Review Fee:	\$200.00
• Failed Building Inspection Fees:	
○ 1st failed inspection	\$100.00
○ each additional failure for same inspection	\$200.00

Marina Fees

- Boat slips

Slip	Annual Fee
35-ft	\$ 1,224.00
40-ft	\$ 1,938.00
50-ft	\$ 2,550.00
60-ft	\$ 3,366.00

- Slips are billed for the period of January 1st through December 31st of each year.
- Contractual agreements must pay 6 months or the full year. Monthly payments are not allowed. The first six-month payment is due by January 31st. The second six-month payment is due by May 1st of each year.
- Any slip holder who resides in the City limits and their Cambridge home is their primary residence can receive a 10% discount on slip rental only.
- Any slip holder who resides in Dorchester County and provides a copy of their Tidewater Fishing License (TFL) can receive a 20% discount from slip rental price only. A City resident that also has a TFL can only receive the higher of the two, which would be 20%.
- These prices do not include electric. Each slip has its own meter and will be billed quarterly. Slip holders have the right to place a lock on their meter; however, it is the slip holder’s responsibility to provide the lock.
- Long-Term Lease Agreement – a 5% discount for a two-year lease and a 7.5% discount for a three-year lease with the non-refundable slip fees being paid up-front to qualify for the discounted rate.

- Transient Rates Schedule

Slip	Monthly Fee
35-ft	\$ 205.00
40-ft	\$ 325.00
50-ft	\$ 425.00
60-ft	\$ 560.00

- Weekly Rate --
 - \$6.00 x foot plus (\$25.00 for 30 Amp service or \$50.00 for 50 Amp service)
- Daily Rate - \$ 1.50 x foot
- Cruise Ships Only – \$2.00 x foot x day (daily rate)
- Waterman’s Rate (monthly) – 1/6th of annual price minus 20% discount; or
 - \$600 annually if located in Waterman’s Row. Electric will be billed at the prevailing rate.

Municipal Utilities Commissions Fees and Charges

- The following rate tariff shall apply to all Municipal Utilities Commission customers. Within the City limits, regardless of whether the user is a residential, commercial, industrial or municipal account. All customers outside of the City limits will be charged 200% of the within City rates and charges.
- All accounts shall be billed monthly, using monthly meter readings.
- Minimum Charge per Month
 - 5/8” Meter \$8.69
 - 3/4” Meter \$8.83
 - 1” Meter \$15.50
 - 1 ½” Meter \$33.21
 - 2” Meter \$55.35

- 3" Meter \$119.56
- 4" Meter \$243.57
- 6" Meter \$553.56
- 8" Meter \$996.42
- Meter Quantity Charge
 - For the first 13,000 gallons 2.10 per 1,000 gallons
 - For the next 17,000 gallons 2.00 per 1,000 gallons
 - For the next 70,000 gallons 1.82 per 1,000 gallons
 - For the next 200,000 gallons 1.72 per 1,000 gallons
 - For the next 2,700,000 gallons 1.49 per 1,000 gallons
 - For all over 3,000,000 gallons 0.86 per 1,000 gallons
(Manufacturing only)
- Unit Billing
 - Any meter size servicing more than one (1) residential living unit, whether apartment, townhouse, etc., will have a minimum monthly bill of whatever the current minimum single family house times the number of units serviced, or actual consumption based on current rates, whichever is greater.
 - If a meter is servicing residential units and commercial operation, the commercial operation will be considered one (1) unit.
- Fire Line Service
 - Less than 2 inches \$40.00/annual
 - 2 inches \$80.00/annual
 - 4 inches \$120.00/annual
 - 6 inches \$120.00/annual
 - 8 inches \$180.00/annual
 - 10 inches \$240.00/annual
- Turn Off/On Charges
 - Turn-off for permanent cessation of services No charge
 - Turn-on after shutoff for delinquency \$50
 - Turn-off during nonbusiness hours \$100
 - Turn-off/Turn-on for customer's convenience \$15
 - Turn-on charges for new customers and reactivation of prior services \$50

Sewer Fees and Charges

- Sewer Charge
 - Sewer charge will be based on water amount
 - Inside city 290%
 - Outside city 290%

Disposal Fees and Charges

- Disposal Fees
 - \$11.25 per month for residential users per unit
 - \$33.75 per month for commercial –DPW approval required

Rescue Fire Company

- Fire Hazmat Materials Response
 - Less than 5 gal WITH exposure \$250
 - 5 to 20 gallons WITH OR WITHOUT exposure \$500
 - 20 to 50 gallons WITHOUT exposure \$500
 - 20 to 50 gallons WITH exposure \$1,500
 - All situation using >\$2,000 equipment and material up to 4 hours \$100 hour > 4 hour

City Staffing Levels – Two Year Comparison

DIVISION	FISCAL YEARS 2015/2016		FISCAL YEARS 2016/2017	
	FULL	PART	FULL	PART
Mayor		1		1
Commissioners		5		5
City Manager	2		2	
Finance	4		3	1
Information Technology	1	1	2	
Office of Police Chief	8		9	1
Patrol	46	1	35	2
Special Operations	8		8	
Public Works Administration	3		3	
Engineering	4		4	
Planning & Zoning	2		2	
Economic Development	2	1	2	1
Municipal Properties	12		11	
Building Safety Services	3		4	
Sanitation & Waste	8		8	
Fleet Maintenance	2		2	
Highways & Streets	11		11	
Marina	2		2	
Utility Maintenance	1		1	
MUC Distribution	10		10	
MUC Administration	6		6	
CITY STAFFING LEVELS	135	9	125	11

Staffing Changes by Position - Two Year Comparison

FT		PT		Position	Division
		1		Account Clerk- Purchasing Technician	Finance Department
	-1			Executive Assistant	Finance Department
	1			I.T. Assistant	Information Technology
		-1		I.T. Assistant	Information Technology
	2			Community Officer	Office of Police Chief
	-1			Community Officer	Special Operations
	-2			Patrol Officer	Patrol
	1			Sergeant	Office of Police Chief
	-1			Corporal	Office of Police Chief
	-1			Records Technician	Office of Police Chief
		1		Records Technician (partial year)	Office of Police Chief
		1		Communications Officer (partial year)	Patrol
	-8			Communications Officers	Patrol
	-1			Cadet	Patrol
	1			Investigative Technician	Special Operations
	1			Code Enforcement Officer	Building Safety Services
	-1			Custodian	Municipal Properties
	-10	2			

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
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	08-016	Patrol Officer	PFC/Patrol
Informational Technology			08-017	Patrol Officer	PFC/Patrol
06-001	I.T. Coordinator	13	08-019	Patrol Officer	PFC/Patrol
06-002	I.T. Assistant	9	08-020	Patrol Officer	PFC/Patrol
Police Administration			08-021	Patrol Officer	PFC/Patrol
07-001	Chief of Police	17	08-022	Patrol Officer	PFC/Patrol
07-002	Deputy Chief	Captain	08-023	Patrol Officer	PFC/Patrol
07-003	Lieutenant	Lieutenant	08-024	Patrol Officer	PFC/Patrol
07-005	Sergeant	Sergeant	08-025	Patrol Officer	PFC/Patrol
07-009	Community Police Officer	PFC/Patrol	08-027	Patrol Officer	PFC/Patrol
07-010	Community Police Officer	PFC/Patrol	08-028	Patrol Officer	PFC/Patrol
07-004	Executive Assistant	11	08-029	Patrol Officer	PFC/Patrol
07-006	Records Technician	6	08-030	Patrol Officer	PFC/Patrol
07-007	Records Technician	7	08-031	Patrol Officer	PFC/Patrol
07-008	Records Technician	6	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	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 Assistant 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
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

Control	Position	Grade
Economic Development		
05-001	Economic Development Director	15
05-002	Associate Economic Develop 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
17-012	Street Maintenance Worker I	5
Marina		
18-001	Dockmaster	10
18-002	Assistant Dockmaster	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

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

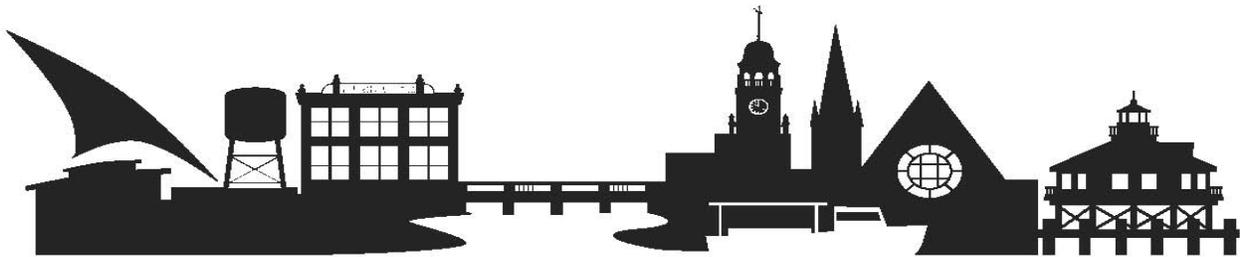
Rank		11	12	13	14	15	16	17	18	19	20
Patrolman	1	51,510	52,540	53,570	54,601	55,631	56,661	57,691	58,721	59,752	60,782
PFC	2	54,601	55,631	56,661	57,691	58,721	59,752	60,782	61,812	62,842	63,872
Corporal	3	58,721	59,752	60,782	61,812	62,842	63,872	64,903	65,933	66,963	67,993
Sergeant	4	63,872	64,903	65,933	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

Appendix C – Capital Improvements Program FY2017 to FY 2021

City of Cambridge,
Maryland

Capital Improvements Program
FY2017 to FY2021



Mayor and Commissioners of Cambridge

Donald Sydnor, Acting Mayor

Jackie Vickers, Ward 1

Donald Sydnor, Ward 2

Frank Cooke, Ward 3

Gage Thomas, Ward 4

Robert Hanson, Ward 5

City Manager

Sandra Tripp-Jones

Introduction

As part of the overall budget process, the City Manager and Finance Director, in coordination with the directors of the City's various departments, prepares a five-year Capital Improvement Program (CIP). The first year of the budget is to be approved by the Mayor and Commissioners in conjunction with the City's operating budget. Once adopted, the City Manager will include the projects contained in the first year of the approved five-year CIP in the City's operating budget.

The use of the CIP to make annual expenditures for public improvements is one of the best ways to plan for significant purchases of capital items. It forms the link between the budgetary process and the planning process. The CIP consists of project descriptions and tables showing the sources of revenue and expenditures by year. It lists major non-recurring expenditures for public facilities such as playgrounds, street construction and sewage and water treatment plants and facilities. Costs associated with capital projects include architectural and engineering fees, feasibility studies, land appraisal and acquisition, construction, and related equipment for new facilities.

The CIP designates a priority level for each project. Those categories include:

- **Priority 1:** Mandatory projects or items which are required to be completed as a matter of law, legal agreement (i.e. Consent Order), policy or grant agreement. Council goal projects.
- **Priority 2:** Imminent Public Safety Projects or items which are urgent and cannot reasonably be postponed. These may maintain a minimum standard required by law or to address an emergency situation.
- **Priority 3:** Avoided costs/preventive costs projects or items which are considered necessary because the costs to repair/maintain the status quo are higher than the cost of the project or item.
- **Priority 4:** Replacement policy projects which can be scheduled for replacement based on previous experience. Said schedule is for planning only. Items will not necessarily be replaced at the prescribed time but when the useful life is exceeded.
- **Priority 5:** Long-term goals projects or items which are considered desirable and are part of the long-term vision and goals of the City. The exact timing of these projects can be determined once funds are available.
- **Priority 6:** Efficiency/effectiveness projects or items which are considered desirable and would cause the City employees to work more effectively saving time and money. The exact timing of these projects can be determined once funds are available.
- **Priority 7:** Quality of life projects or items which are considered desirable and would greater a higher quality of life once the project is complete. The exact timing of these projects can be determined once funds are available.

A capital item in this plan is defined as an item with a useful life exceeding one year. The dollar threshold to determine a capital improvement is \$25,000 (or similar items grouped together that exceed \$25,000 even if the items are spread over several years. i.e., service pumps). The threshold for informational technology items is \$5,000.

There is a growing awareness of the value of budgeting for long-term improvements. This is especially true in light of significant reductions in funding from the State of Maryland due to the economy. The decline in intergovernmental funding has placed greater fiscal pressure on the City to fund capital improvements, facilities and equipment with local funds. To the greatest extent possible, the City has tried to maximize outside financial resources and minimize debt financing and property tax increases. However, if and when the City must borrow funds for capital improvements, expenditures and equipment, bond rating agencies will view the adoption of a CIP as conscientious long-range fiscal planning that will likely lead to lower interest rates and financing charges for debt. Additionally, if the decision is made to increase the property tax rate to fund capital improvements, the City's spending priorities will be transparent to the public.

Capital Improvements Program Schedule

The Finance Director and a City-wide team prepared the first five-year CIP in February and March of 2016. The team consists of City staff from various departments and expertise. Thereafter, the Mayor and Commissioners adopt the CIP, along with the City's budget. The City Manager shall include the projects contained in the first year of the approved five-year CIP in the City's operating budget. The Mayor and Council shall also make tax levies and set utility rates and other charges deemed necessary to finance the City's budget.

Summary of Projected Capital Expenditures

Capital expenditures for Administrative, Police, and Department of Public Works are all General Fund projects. Capital expenditures for Sewer, Marina and Municipal Utilities Commission fall under Enterprise Fund projects.

Capital expenditures in the General Fund include renovations to buildings, wharf replacement, specialized equipment, vehicles, and police equipment. Capital expenditures in the Enterprise Funds include vehicles, pumping station rehabilitations, and infrastructure replacement.

Key capital projects for FY2016 include a police vehicle, a new records management software system, and various information technology items in the General Fund. The Sewer Fund's capital items include a sludge pump, new lab equipment and a backhoe. MUC's capital projects include water meter replacement, meter reading equipment, service pumps, and trucks.

Summary of Funding Sources

General Fund Revenues

The list below indicates the General Fund revenues used to fund the City's CIP for FY2017 to FY2021. General fund revenues consist mainly of taxes and charges for services. Grants consist of funding sources from various Maryland and Federal agencies. There is no additional debt scheduled in the FY17 CIP for the General Fund.

- General Revenue (GEN)
- Grants- Debt (GR/DE)
- Other (OT) (IE Drug Forfeiture monies)

Sewer Fund Revenues

The list below indicates the Sewer Fund revenues used to fund the City's CIP for FY2016 to FY2021. There is no additional debt scheduled in the FY17 CIP for the Sewer Fund.

- Sewer Revenue (SR)
- Grants- Debt (GR/DE)

Marina Fund Revenues

The list below indicates the Marina Fund revenues used to fund the City's CIP for FY2016 to FY2021. No additional debt scheduled in the FY17 CIP for the Marina Fund.

- Marina Revenue (MR)
- Grants- Debt (GR/DE)

MUC Fund Revenues

The list below indicates the MUC Fund revenues used to fund the City's CIP for FY2016 to FY2021. No additional debt scheduled in the FY17 CIP for the MUC Fund.

- MUC Revenue (MUC)
- Grants- Debt (GR/DE)

Individual Capital Improvement Projects

FY2017	ID	Fund	Pri.	GR/DE	GEN	SR	MR	MUC	OT	Total
Records management system	CP17-01	General	1		85,180					85,180
Current engineering GIS	CP17-02	General	1		5,500					5,500
New lab equipment	CP17-03	Sewer	1			20,000				20,000
Crime analysis software	CP17-20	General	1		8,000					8,000
Various WWTP spare parts	CP17-04	Sewer	3			25,000				25,000
Longwharf bulkhead	CP17-18	General	3		65,276					65,276
New World licenses	CP17-19	General	3		8,000					8,000
Auto-Cad	CP17-05	General	3		6,500					6,500
New sludge pump	CP17-06	Sewer	3			35,000				35,000
Backhoe	CP17-07	Sewer	3			125,000				125,000
Police vehicle	CP17-08	General	3		40,000					40,000
New core switches	CP17-09	General	3		4,000					4,000
Water meter replacement	CP17-10	MUC	3					40,000		40,000
Meter reading equipment	CP17-11	MUC	3					8,100		8,100
Service pumps	CP17-12	MUC	3					10,000		10,000
Dump truck	CP17-13	MUC	3					75,000		75,000
New computers	CP17-15	General	4		7,000					7,000
Street trucks	CP17-16	MUC	4					25,000		25,000
Road resurfacing	CP17-17	General	4		250,000					250,000
FY2017 Totals						479,456	205,000		158,100	842,556

Individual Capital Improvements Projects (continued)

FY2018	ID	Fund	Pri.	GR/DE	GEN	SR	MR	MUC	OT	Total
Interview room camera system	CP18-01	General	1	15,000						15,000
Remodeling cellblock	CP18-02	General	1		50,000					50,000
Sailwinds Wharf replacement	CP18-03	General	2	5,500,000						5,500,000
High Street Rehab- phase 1 (300 block)	CP18-05	General	2	800,000						800,000
New lights for docks (LED)	CP18-06	Marina	3	35,000						35,000
Renovation of slips for boats	CP18-07	Marina	3	30,000						30,000
Various WWTP spare parts	CP18-08	Sewer	3			25,000				25,000
New core switches	CP18-09	General	3		4,000					4,000
Water meter replacement	CP18-10	MUC	3					40,000		40,000
Meter reading equipment	CP18-11	MUC	3					10,000		10,000
Police vehicles	CP18-12	General	3		160,000					160,000
Tractor	CP18-13	General	3		70,000					70,000
Side Arm boom flail cutter	CP18-14	General	3		20,000					20,000
Roof A/C unit City Hall (Academy St.)	CP18-15	General	3		30,000					30,000
Lawn mower	CP18-16	General	3		20,000					20,000
Old water pumping station	CP18-17	General	3		34,000					34,000
Miscellaneous pump station repairs	CP18-19	Sewer	3			15,000				15,000
VM Host upgrades	CP18-20	General	4		9,000					9,000
Pick-up truck	CP18-22	General	4		20,000					20,000
Live-scan fingerprint system	CP18-23	General	4		20,000					20,000
Road resurfacing	CP18-04	General	4		600,000					600,000
Street trucks	CP18-24	MUC	4					25,000		25,000
Replace tower 1-1	CP18-32	General	4	1,250,000						1,250,000
Main replacement	CP18-25	MUC	5					251,500		251,500
Patrol rifles	CP18-26	General	6		8,000					8,000
Police vehicle radios	CP18-27	General	6		28,000					28,000
Pole building for trucks/ground Material	CP18-28	Gen/Sew	6		40,000	40,000				80,000
Utility pick-up crew cab w/snow plow	CP18-29	Gen/Sew	6		40,000	40,000				80,000
Tasers	CP18-30	General	6						16,250	16,250
Leonard Lane sidewalk project	CP18-31	General	7	500,000						500,000
FY2018 Totals				8,130,000	1,153,000	120,000	-	326,500	16,250	9,745,750

Individual Capital Improvements Projects (continued)

FY2019	ID	Fund	Pri.	GR/DE	GEN	SR	MR	MUC	OT	Total	
Water meter replacement	CP19-02	MUC	3					40,000		40,000	
Meter reading equipment	CP19-03	MUC	3					10,000		10,000	
Service pumps	CP19-04	MUC	3					30,000		30,000	
Trenton St. pump station rehab	CP19-05	Sewer	3	50,000						50,000	
Miscellaneous pump station improvements	CP19-21	Sewer	3			5,000				5,000	
Refuse truck	CP19-06	General	3		150,000					150,000	
Excavator	CP19-07	Gen/Sew	3		40,000	40,000				80,000	
Dump truck	CP19-08	Gen/Sew	4		45,000	45,000				90,000	
Pick-up truck	CP19-09	Gen/Sew	4		12,500	12,500				25,000	
Police vehicles	CP19-10	General	4		160,000					160,000	
Renovate upgrade bathrooms	CP19-11	Marina	4				25,000			25,000	
Re-build docks	CP19-13	Marina	4	250,000						250,000	
Road resurfacing	CP19-01	General	4		600,000					600,000	
Street trucks	CP19-14	MUC	4					25,000		25,000	
Bucket truck	CP19-12	General	4		150,000					150,000	
Cannery Park improvements	CP19-15	General	5	500,000						500,000	
Main replacement	CP19-16	MUC	5					187,833		187,833	
Patrol rifles	CP19-17	General	6		8,000					8,000	
Police vehicle radios	CP19-18	General	6		28,000					28,000	
Tasers	CP19-19	General	6						16,250	16,250	
Dredging (whole Marina)	CP19-20	Marina	7	250,000						250,000	
FY2019 Totals					1,050,000	1,193,500	102,500	25,000	292,833	16,250	2,680,083

FY2020	ID	Fund	Pri.	GR/DE	GEN	SR	MR	MUC	OT	Total
Water meter replacement	CP20-02	MUC	3					40,000		40,000
Meter reading equipment	CP20-03	MUC	3					10,000		10,000
Service pumps	CP20-04	MUC	3					40,000		40,000
Vac-Con	CP20-05	Sewer	3			300,000				300,000
West End Area sewer repairs	CP20-06	Sewer	3	1,000,000						1,000,000
Trenton St. pump station rehab	CP20-18	Sewer	3	1,900,000						1,900,000
Miscellaneous pump station improvements	CP20-19	Sewer	3			54,000				54,000
Refuse truck	CP20-20	General	3		150,000					150,000
Re-build docks	CP20-07	Marina	4	250,000						250,000
Oakley St. seawall	CP20-08	General	4	30,000						30,000
Police vehicles	CP20-09	General	4		160,000					160,000
Road resurfacing	CP20-01	General	4		600,000					600,000
Street trucks	CP20-11	MUC	4					25,000		25,000
Replace Rescue 1-1	CP20-10	General	4		750,000					750,000
Old City Hall renovations	CP20-12	General	5	4,000,000						4,000,000
Main replacement	CP20-13	MUC	5					187,833		187,833
Patrol rifles	CP20-14	General	6		8,000					8,000
Police vehicle radios	CP20-15	General	6		28,000					28,000
Tasers	CP20-16	General	6						16,250	16,250

Dredging (whole Marina)	CP20-17	Marina	7	250,000						250,000
FY2020 Totals				7,430,000	1,696,000	354,000	-	302,833	16,250	9,799,083

Individual Capital Improvements Projects (continued)

FY2021	ID	Fund	Pri.	GR/DE	GEN	SR	MR	MUC	OT	Total
Cedar St. storm-drain pipe replacement	CP21-21	General	2	200,000						200,000
Water meter replacement	CP21-01	MUC	3					40,000		40,000
Meter reading equipment	CP21-02	MUC	3					10,000		10,000
Service pumps	CP21-03	MUC	3					30,000		30,000
Front-end loader	CP21-04	Gen/Sew	3		75,000	75,000				150,000
Lawn mower	CP21-05	General	3		20,000					20,000
High Street rehab- remaining phases	CP21-06	General	3	1,600,000						1,600,000
Dump truck	CP21-07	Gen/Sew	4		45,000	45,000				90,000
Re-build docks	CP21-08	Marina	4	250,000						250,000
Road resurfacing	CP21-22	General	4		600,000					600,000
Police vehicles	CP21-09	General	4		160,000					160,000
Replace Tanker	CP21-10	General	4	550,000						550,000
Rescue boat	CP21-11	General	4	475,000	25,000					500,000
Street trucks	CP21-12	MUC	4					25,000		25,000
Main replacement	CP21-13	MUC	5					187,834		187,834
Tool Cat	CP21-14	Marina	6				32,000			32,000
PSB fence	CP21-15	General	6		20,000					20,000
Patrol rifles	CP21-16	General	6		8,000					8,000
Wood chipper	CP21-17	General	6		30,000					30,000
Police vehicle radios	CP21-18	General	6		28,000					28,000
Tasers	CP21-19	General	6						16,250	16,250
Convert to IP phones	CP21-20	General	6		35,000					35,000
Total FY2021				3,075,000	1,046,000	120,000	32,000	292,834	16,250	4,582,084
5 Year Combined Total:				19,685,000	5,567,956	901,500	57,000	1,373,100	65,000	27,649,556

Individual Capital Improvement Project Descriptions

- **City of Cambridge Capital Improvements Program - General**

Project Name: Records Management

System Project Numbers: CP17-01

This is a records management system (PSSI software) to be purchased as part of the reorganization of outsourcing dispatch to the County in order to be compatible with their system. This is to upgrade/convert the current digital phones at City Hall, MUC, and PSB to an IP (network) based phone system; the newest technology. This allows for and offers the most expansion and configurability over the older digital system.

Project Name: Current Engineering

GIS Project Numbers: CP17-02

This is to purchase a new version of ESRI's ArcView software, which is the software used to draw and/or edit the GIS (Geographical Information Systems, i.e. maps) files. These differ from AutoCAD files, but are typically used together. Upgrading our current version will allow us to share files between the different City departments as well as the County GIS department.

Project Name: AUTO CAD

Project Numbers: CP17-05

This is to purchase an upgraded version of Autodesk AutoCAD which is the engineering software used to draw and/or edit digital engineering documents. Our current version is AutoCAD 2009.

Project Name: Police Vehicles

Project Numbers: CP17-08, CP18-12; CP19-10; CP20-09; CP21-09

Some of our police vehicles are aged and are in need of being replaced. Most of the patrol vehicles are used constantly and each year requires us to make attempts to replace vehicles.

Project Name: New Core Switches

Project Numbers: CP17-09; CP18-09

This is to purchase 2 new switches that sit at the core of our network. Current switches are about 8 years old and are a slower speed than the newer gigabyte switches. This would allow for better network configurations and offer better data flow and newer protocols to be used.

Project Name: New Computers

Project Numbers: CP17-15

This is to replace old computers. This is mainly for the Police Department as much of their stock is very old and/or outdated and in need of being replaced.

Project Name: Road Resurfacing

Project Numbers: CP17-17; CP18-04; CP19-01; CP20-01; CP21-22

This project is grant-funded annual road resurfacing.

Project Name: Longwharf bulkhead

Project Number: CP17-18

This project is for the bulkhead Longwharf renovation project. The City is matching 50% of a Department of Natural Resources grant.

Project Name: NewWorld licenses

Project Number: CP17-19

This project is for the unlimited licenses in the financial software.

Project Name: Crime Analysis Software

Project Numbers: CP17-20

This is crime analysis software used for the Council goal of reducing crime.

Project Name: Interview Room Camera System

Project Numbers: CP18-01

This project is an important part of investigating crimes. It is now required that certain interviews be recorded both audibly and visually. If the system fails, we stand a chance of losing the case in court. The City has two interview rooms that are set up at this time for recording. The current system we have is outdated and we have been having issues with it.

Project Name: Remodeling Cellblock

Project Numbers: CP18-02

The cell block has some safety concerns due to the set up that we currently have. We also will have to make the adjustments to the cellblock if we wish to become accredited.

Project Name: Sailwinds Wharf Replacement

Project Numbers: CP18-03

This project will replace the deteriorated wharf behind Governor's Hall.

Project Name: High Street Rehab- Phase 1 (300 Block)

Project Numbers: CP18-05

This project is to repair/replace the surface and infrastructure on the 300 block of High Street. The brick surface and underlying infrastructure are over 100 years old. The infrastructure shows signs of eventual failure including the ingress of soil into the water line. The problems with the infrastructure contribute to movement of the brick surface, which combined with the necessary patches over the years make the street uneven and hazardous. The project will cost \$800,000 and be grant funded. The project is scheduled for 2016.

Project Name: Police Vehicle Radios

Project Numbers: CP18-27; CP19-18; CP20-15; CP21-18

Only a few of the vehicles are equipped with radios. Most officers only use the radio which is assigned to them and is worn on their person. Car radios would help officers monitor other agencies (Police, Fire, EMS) when needed.

Project Name: Tractor

Project Numbers: CP18-13

This project would replace a piece of equipment which has exceeded its expected service life and has engine problems.

Project Name: Side Arm Boom Flail Cutter

Project Numbers: CP18-14

This project would replace a piece of equipment which has exceeded its expected service life.

Project Name: Roof A/C Unit City Hall

Project Numbers: CP18-15

This would replace the 25+ year old unit which has exceeded its expected service life. Only 1 phase of the 2 phase system is operational.

Project Name: Lawn Mowers

Project Numbers: CP18-16, CP21-05

This project would be for the replacement of existing lawn mowers that have exceeded their expected service life.

Project Name: Old Water Pumping Station

Project Numbers: CP18-17

This project would provide water and sewer service to the old water pumping station near the intersection of Water St. & Yacht Club Dr.

Project Name: VM Host Upgrades

Project Numbers: CP18-20

City Hall, MUC, and DPW currently operate servers on a VM (virtual machine) host. Our current system was built about 4 years ago and is in need of new hard drives to increase our capacity and some maintenance.

Project Name: Pick Up Trucks

Project Numbers: CP18-22, 19-09

This project would be for the replacement of existing trucks that have exceeded their expected service life.

Project Name: Live Scan Fingerprint System

Project Numbers: CP18-23

The current live scan system that we have has been in operation since 2008. Since then there have been many updates and will need to change and update our system with the new technology. The Live Scan Fingerprint System is used to fingerprint prisoners as well as applicants. Once the fingerprints are obtained they are immediately sent off making the process much faster than inking the individual and then having to mail the prints off.

Project Name: Patrol Rifles

Project Numbers: CP18-26, CP19-17, CP20-14, CP21-16

Patrol rifles are to be placed in the patrol vehicles in case of a serious and/or a life threatening situation. With having the rifles in the vehicle and accessible to the officers gives them another tool if the situation requires them to use it.

Project Name: Pole Building for Trucks and Ground Material

Project Numbers: CP18-28

This project would provide additional protected storage for vehicles and materials at the DPW maintenance yard.

Project Name: Utility Pick-Up Crew Cab with Snow Plow

Project Numbers: CP18-29

This project would replace a piece of equipment which has exceeded its expected service life.

Project Name: Tasers

Project Numbers: CP18-30, CP19-19, CP20-16, CP21-19

Tasers are a part of our departments Use of Force Policy and has become an essential part of equipment that patrol officers use. We are hopeful to be able to equip every officer with a taser to help ensure officer safety.

Project Name: Leonard's Lane

Sidewalk Project Numbers: CP18-31

This project is to complete an extension of the public sidewalk from Cosby Avenue to Washington Street in order to provide safe pedestrian access. It will address the increased foot traffic on the street since the construction of two housing developments in the area. The project will cost \$500,000 and will be grant funded.

Project Name: Refuse Trucks Project Numbers: CP19-06, CP20-20

This project would be for the replacement of existing trucks that has well exceeded its expected service life.

Project Name: Excavator

Project Numbers: CP19-07

This project would be a new piece of equipment which would allow DPW to make deeper sewer repairs, tear down houses, etc.

Project Name: Dump Trucks

Project Numbers: CP19-08, CP21-07

This project would replace 2 existing dump trucks which have exceeded their expected service life.

Project Name: Bucket Truck

Project Numbers: CP19-12

This project would be for the replacement of an existing bucket truck that has well exceeded its expected service life.

Project Name: Fire Trucks

Project Numbers: CP8-32, CP20-10, CP21-10

This project would replace fire trucks (Tower in FY18, Rescue in FY20, Tanker in FY21) which have exceeded their expected service life.

Project Name: Cannery Park

Improvements Project Numbers: CP19-15

This project is to install a new park at the Cannery Park site. It will cost approximately \$500,000 and be grant funded. This project is scheduled for 2017.

Project Name: Oakley St. Seawall

Project Numbers: CP20-08

This project would reconstruct the seawall at the end of Oakley St. which is in a state of deterioration.

Project Name: Old City Hall Renovations

Project Numbers: CP20-12

This project is to rehabilitate the old City Hall building and return it to a state of utility. The building has been vacant for several years, and requires extensive repair and remodeling. It is also a very significant, historic building, and once rehabilitated it will be a great asset to the City. The City has an estimate for the project of \$4,000,000 and the project would be grant funded. The project will be scheduled for FY2018+.

Project Name: Front End Loader

Project Numbers: CP21-04

This project would be for the replacement of an existing loader that has well exceeded its expected service life.

Project Name: High Street Rehab- Remaining Phases

Project Numbers: CP21-06

This project is the continuation of the first phase of the overall High Street Rehab project. The remaining phases of the project would include the 100 block and 200 block of High Street, which are not as severely deteriorated as the 300 block, but are just as aged and require replacement. The project is scheduled for FY2018+ and will be grant funded.

Project Name: Rescue Boats

Project Numbers: CP21-11

This project would be to purchase a second rescue boat.

Project Name: Public Safety Building Fence

Project Numbers: CP21-15

This project would be a fence around part of the Public Safety Building.

Project Name: Wood Chipper

Project Numbers: CP21-17

This would be a new piece of equipment which would allow DPW to recycle wood debris and avoid the cost of taking this material to the landfill.

Project Name: Convert to IP Phones

Project Numbers: CP21-20

This is to upgrade/convert the current digital phones at City Hall, MUC, and PSB to an IP (network) based phone system; the newest technology. This allows for and offers the most expansion and configurability over the older digital system.

Project Name: Cedar St. Storm Drain Pipe

Replacement Project Numbers: CP21-21

This project will replace two large metal culvert pipes which run under Cedar St. and have begun to deteriorate.

- **City of Cambridge Capital Improvements Program - MUC**

Project Name: Water Meter Replacement

Project Numbers: CP17-10, CP18-10, CP19-02, CP20-02, CP21-01

Water meters consist of three parts. The mechanical reader, the indicator dial, and the R-900 which transmits the meter signal from the meter pit to the meter lid. The parts that need to be replaced periodically are the dial and the R-900. The City has 5,500 metered accounts with a meter on each one.

Project Name: Meter Reading Equipment

Project Numbers: CP17-11, CP18-11, CP19-03, CP20-03, CP21-02

The water meters are read by a combination of electronic readers. The City has two hand-held computer units and five touch-tab readers.

Project Name: Service Pumps

Project Numbers: CP17-12, CP19-04, CP20-04, CP21-03

The service pump takes the water that has been pumped into the storage tank by the wells and delivers it to the City water mains under pressure. The City has seven service pumps in four different pumping stations. These vary in age from the 1930's to one that was installed in 2012.

Project Name: Dump Truck

Project Numbers: CP17-13

This is a small six-wheel dump truck used to remove waste from, and to deliver material to the street repairs.

Project Name: Street Trucks

Project Numbers: CP17-16, CP18-24, CP19-14, CP20-11, CP21-12

MUC has ten street/service/meter reader trucks. At an effective life of ten years, we would have to schedule replacement of one each year. The service trucks are more expensive, but none are due to be replaced until 2023.

Project Name: Main Replacement

Project Numbers: CP18-25, CP19-16, CP20-13, CP21-13

This project is to replace the existing water mains to increase flow rate for fire protection in accordance with the **Water System Master Plan Update** done by Davis, Bowen & Friedel, Inc. in 2008.

- **City of Cambridge Capital Improvements Program - Sewer**

Project Name: New Lab Equipment

Project Number: CP17-03

Misc. equipment in the lab at the WWTP used to perform testing required by MDE is outdated and needs to be replaced.

Project Name: Various Spare

Parts Project Number: CP17-04, CP18-08

This will allow MES to stock spare parts for critical pieces of equipment at the WWTP in order to make faster repairs and minimize the possibility of having permit violations.

Project Name: New Sludge Pump

Project Number: CP17-06

This pump would replace an existing pump at the WWTP that has exceeded its service life and is in constant need of repairs. Loss of this pump would cause a major disruption to wastewater treatment operations.

Project Name: Backhoe

Project Number: CP17-07

This project will provide for the replacement of one of the existing backhoes which has exceeded its expected service.

Project Name: Miscellaneous Pump Station Improvements

Project Number: CP18-19, CP19-21, CP20-19

This will replace existing pumps which have reached their expected service life.

Project Name: Trenton St. Pump Station

Rehab Project Number: CP19-05, CP20-18

The Trenton St. sewage pumping station was originally constructed in 1936 and the last major renovation was in 1978. The station is in need of a major upgrade. We are hopeful that MDE grant funds will be available to assist with the cost.

Project Name: Vac-Con

Project Number: CP20-05

This project will provide for the replacement of one of the existing vac-con which has exceeded its expected service life.

Project Name: West End Area Sewer Repairs

Project Number: CP20-06

A majority of the sewer lines in the West End area are over 100 years old. Leaking joints and lateral connections have caused numerous sinkholes in the streets above the sewer main. This results in costly repairs and numerous street patches.

- **City of Cambridge Capital Improvements Program - Marina**

Project Name: New Lights for Docks

Project Number: CP18-06

This project would add new LED lighting at the marina and is contingent upon receiving grant funding.

Project Name: Boat Slip Renovation

Project Number: CP18-07

Piers E, F & H of the marina are showing signs of deterioration and need to be reconstructed. There may be grant money available from DNR to assist with costs.

Project Name: Renovate – Upgrade Bathrooms

Project Number: CP19-11

This project would renovate the bathrooms at the marina which were originally constructed in 1978.

Project Name: Rebuild Docks

Project Number: CP19-13, CP20-07, CP21-01

Piers E, F & H of the marina are showing signs of deterioration and need to be reconstructed. There may be grant money available from DNR to assist with costs.

Project Name: Dredging (whole Marina)

Project Number: CP19-20,

CP20-17

This would be a multi-year project to increase the depth in the marina. There should be grant funding available to assist with the cost.

Project Name: Tool Cat

Project Number: CP21-14

This multi-use vehicle will replace the existing marina utility vehicle which is over 8 years old. During the winter months, it can be used for other tasks such as snow removal.